



ExxonMobil Campus

At ExxonMobil headquarters, focused project work continues to strengthen critical building systems and elevate the workplace experience. This quarter's update covers three key on-campus initiatives that were awarded to Martin ICS for our consistent execution and specialized expertise. The Domestic Water Boiler Replacement project is complete, and the work is now in the closeout stage. This upgrade modernizes the domestic water-heating systems serving the main cafeteria on the campus. Closeout activities center on final documentation, system verification, and a smooth transition to ongoing operations.

Two additional projects remain in the design phase and are progressing steadily. The Exterior Automated Motorized Shades project will install fully automated shading systems controlled by the occupant. These intelligent shades will enable individual adjustments to manage light levels, support energy performance, and enhance both exterior appearance and indoor comfort across the Energy Center Cube.

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Alongside this effort, the Luminous Wall Panel Replacement project is advancing through design. The work will renew the signature luminous wall panels with updated materials and lighting technology, restoring visual impact and creating a brighter, more contemporary environment within this prominent headquarters space. By partnering with Martin ICS on all three projects, this campus benefits from unified project delivery, technical continuity, and alignment with established standards.

Between the completed boiler replacement and the two design-phase initiatives, these efforts reflect ongoing investment in a high-performing headquarters. Further progress will be shared in the next *Quarterly Compass*. 📍



Sorrento Waste Storage Project Update

The Sorrento Waste Storage project continues to advance ahead of schedule, reflecting strong coordination and efficient execution. Installation of the 3,000-foot primary electric cable is now complete, with only final terminations remaining. This key electrical infrastructure milestone positions the project well for upcoming power-related activities.

Progress on the waste storage building is equally solid. The foundation has been fully completed, providing a stable base for the structure. The building itself is currently in fabrication, with components being prepared off-site for eventual assembly and installation.

These concurrent advances in both electrical and structural work are helping maintain the accelerated pace. Overall, the project remains on a positive trajectory, with critical elements moving forward. Teams continue to focus on quality, safety, and timely completion of remaining terminations and building fabrication. Further updates will be shared as the next major milestones are achieved. 📍



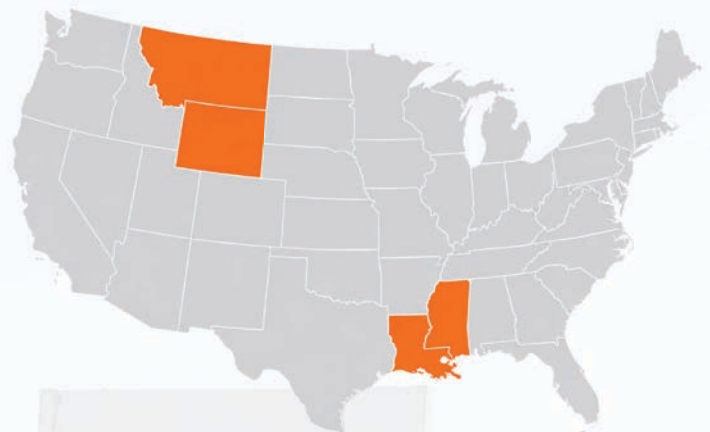
DENBURY PORTFOLIO

FACILITY IMPROVEMENTS ACROSS A MULTI-STATE OPERATING PORTFOLIO

MISSISSIPPI | LOUISIANA | WYOMING | MONTANA

Martin Industrial Contracting Services is supporting Denbury with facility upgrades, office restorations, and the construction of new buildings across its operating portfolio in Mississippi, Louisiana, Wyoming, and Montana, building on our ability to deliver consistent construction services across a national footprint.

Each Denbury site presents unique conditions, including varying climates, existing facility constraints, and complex logistical requirements. Martin ICS is evaluating current facilities, improving office functionality, and developing practical solutions for future building needs. Whether renovating an occupied space, upgrading an aging facility, or planning a new structure, our team remains focused on delivering safe, efficient, and dependable results.



Denbury, acquired by ExxonMobil in November 2023, operates oil and gas assets and an extensive carbon dioxide pipeline network. Its facilities play a growing role in ExxonMobil's Low Carbon Solutions strategy and in the development of carbon capture, transportation, and storage capabilities.

For Martin ICS, this work represents an opportunity to continue supporting ExxonMobil while building on our ability to manage projects across multiple states. Through responsive communication, disciplined project management, quality workmanship, and our strong safety culture, we remain focused on supporting Denbury's evolving facility needs and building trust at every location. 📍

CONSULTING THE COMPASS

You Are the Difference

by Rodger W. Martin | President



Our people are what truly separates Martin ICS from other contractors. It is not that we are necessarily smarter or better educated than our competitors.

What sets us apart is the distance we are willing to go to support our clients. In that respect, we are unmatched, and we intend to remain that way.

Our teams routinely realign priorities to meet seemingly impossible deadlines. We work late, on weekends and holidays, and many of you continue to answer calls and respond to emails while on vacation. That is the kind of commitment our people demonstrate. We understand what it takes to serve demanding clients with high expectations while delivering quality work, operating safely, and staying ahead of schedule and under budget.

This is why Martin ICS is often selected when a project is especially difficult or when a client's back is against the wall. Our clients know we will go the extra mile to make the project successful and help protect their reputation in the process. The client has grown accustomed to Martin ICS repeatedly turning tough situations into successful outcomes for all stakeholders.

My challenge to our team is to continue improving and put even greater distance between us and those striving to become our competitors. While we do have competitors, we feel we do not face true competition given the high standard the team has set for overall project delivery.

The rapid growth of data centers worldwide is placing tremendous pressure on manufacturers and suppliers, particularly for electrical gear and HVAC equipment. Lead times are becoming longer, pricing is escalating, and availability is increasingly uncertain.

Knowing this, we must find new ways to help our clients navigate these market challenges and protect their projects from unnecessary delays and added costs.

Our involvement must begin early. During the design phase, we should constantly evaluate the project for equipment and materials with long lead times, limited availability, or rapidly increasing prices. We must explore alternative products, engage suppliers, and work with engineers to develop creative solutions before these issues affect the schedule or budget.

“Our team will continue to be elite, and each of you is an important part of what makes Martin ICS great.”

Most importantly, we must take the lead in advancing these conversations. We cannot wait for our clients to identify every concern or direct

our next step. Our responsibility is to anticipate potential problems, evaluate the risks, and present practical solutions, ideally before our clients even realize an issue may be on the horizon.

The extra steps we take are what keep us operating at an elite level and make it extremely difficult for anyone else to catch us. We may be leading the class today, but we cannot become comfortable or assume what we are doing is good enough. We must continue to push the envelope, challenge traditional approaches, and find better ways to deliver successful projects.

What we do is not easy, and that is why you are here. Our team will continue to be elite, and each of you is an important part of what makes Martin ICS great. Let's diligently endeavor to keep it that way. 



Safety – Lift Plans, High-Risk Lifts

At Martin ICS, every lift is a planned operation—not just a crane activity. Whether installing equipment, setting structural steel, moving process components, or handling materials within an operating facility, a thorough lift plan is essential to protecting personnel, equipment, and the surrounding process. High-risk lifts—including critical lifts, tandem lifts, lifts over or adjacent to energized equipment, occupied facilities, live process units, or congested work areas—require additional safety oversight, engineering review, documented planning, and client approval before work begins.

Prior to every lift, verify the load weight, crane capacity, rigging configuration, ground conditions, weather, swing radius, and exclusion zones. Conduct a pre-lift meeting to ensure operators, riggers, signal persons, and spotters understand their responsibilities, communication methods, and emergency actions. Never allow personnel beneath suspended loads and always maintain established barricades and safe clearances from overhead power lines and operating equipment.

If conditions change, the lift plan changes. Stop work, reassess the hazards, and obtain the necessary approvals before proceeding. Taking the time to plan each lift protects our employees, our clients, and the integrity of the facilities where we work. Every successful lift begins with a disciplined plan and ends with everyone going home safely. 🏠



Behind the Scenes: Marketing at Martin ICS

The story of Martin ICS is one of growth, quality, and excellence in every detail. The exceptional service our people provide can be difficult to convey, and the Marketing Department plays a key role in telling that story.

Each day, the team develops photography and media that capture our employees, projects, accomplishments, and culture. With resourcefulness and passion, Marketing Director Bby Gamez brings that culture and vision to life in an impressive way—and she recently completed her Master's in Marketing! Congratulations, Bby, and thank you for all you do.

With a clear mandate, we continue to expand in-house content capabilities while providing client experiences that are second to none. We are also working more closely with project teams to highlight work in the field, recognize employees, and share wins.

Strong marketing starts with real stories (and hundreds of Yeti tumblers!) and helps everyone stay connected. Together, let's continue sharing milestones, successes, and moments worth celebrating. 🏠

