WELTY

GENERATION SOLUTIONS

Powering The Future.

GENERATION SOLUTIONS | Powering The Future

Welty Generation Solutions delivers comprehensive program and project management services designed to support every stage of development, construction, and long-term operations. With expertise spanning construction management, energy, facilities, and innovative delivery models, we offer clients streamlined solutions that drive efficiency, reduce risk, and maximize value.

PROGRAM / PROJECT MANAGEMENT SERVICES

- Construction Management
- Development
- Facilities Management Services
- Energy
- Lean Construction
- Integrated Project Delivery
- General Contracting
- Design-Build
- Think Tank – Rapid Project Discovery

Our advisory services extend beyond project execution to provide environmental and engineering support, economic development guidance, supply chain solutions, and turnkey delivery options tailored to client needs. Acting as a trusted partner and owner's representative, Welty Generation Solutions combines proven expertise with forward-thinking strategies that ensure successful outcomes for even the most complex projects.

ADVISORY SERVICES

- Environmental support
- Engineering
- Construction Services
    a. Modular
    b. Site located
- Owners Representative
- Turnkey solutions
    c. Build, and sell
    d. Design, Build and lease
- Maintenance services
- Supply Chain solutions
- Economic Development and Incentive support

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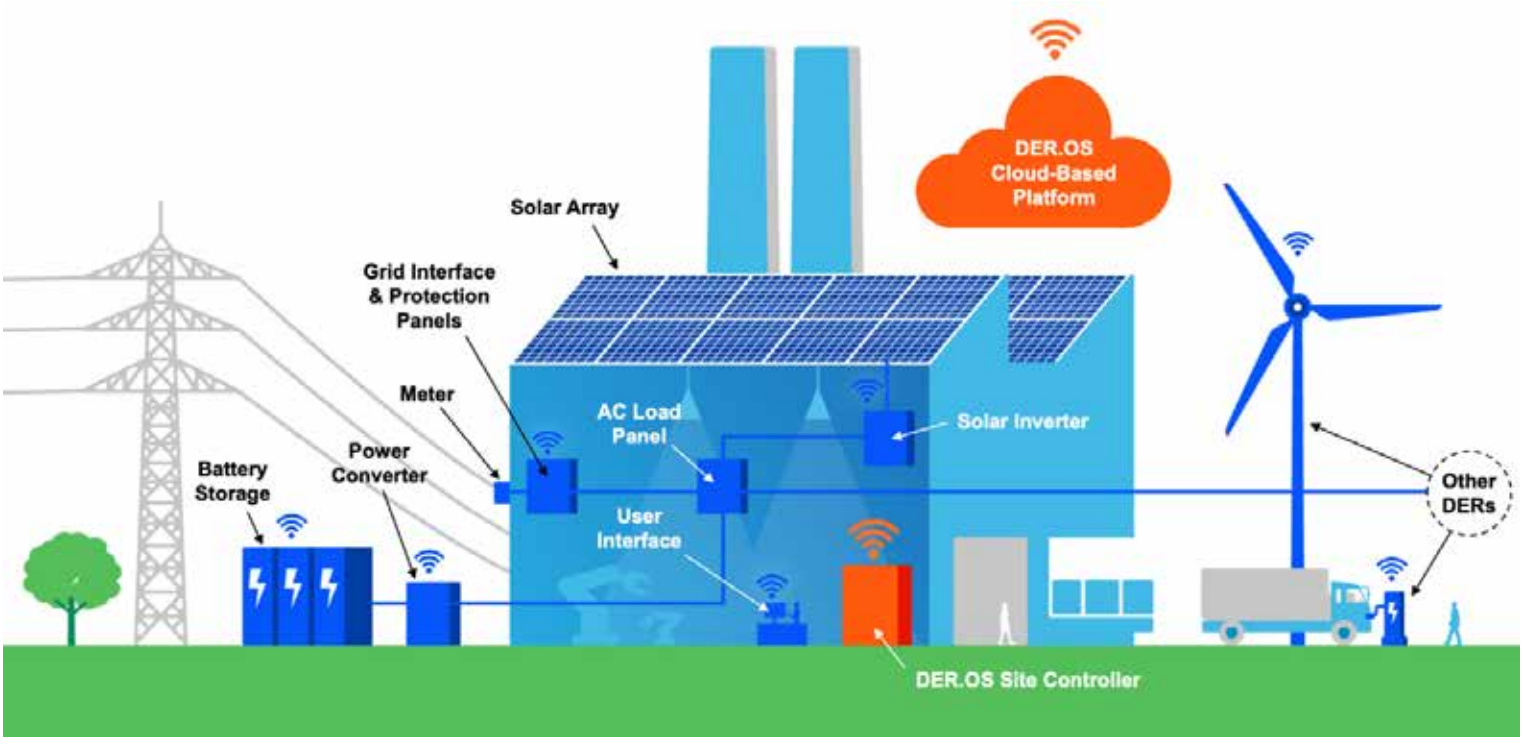
Front-of-the-meter (FTM) systems refer to utility-scale generation and storage assets that interconnect on the transmission or distribution side of the grid. In this context, the "meter" denotes the customer's service meter, which records retail consumption. Because energy produced by FTM assets is delivered through the grid before being measured at the customer meter, these resources are classified as "front-of-the-meter." FTM systems typically encompass large-scale solar farms, wind facilities, natural gas plants, and grid-connected battery storage projects.

By contrast, **behind-the-meter (BTM)** systems are distributed energy resources (DERs)—such as onsite solar PV, combined heat and power (CHP), and battery energy storage—installed on the customer's side of the service meter. Electricity generated or stored by BTM assets offsets site demand directly and does not register as consumption on the utility meter, unless excess generation is exported back to the grid under net metering or other interconnection agreements. Key distinctions between FTM and BTM deployments include system scale, interconnection requirements, ownership structures, and revenue models within wholesale and retail electricity markets.



Behind-the-meter solar and battery storage, along with other grid assets deployed at the distribution level like electric vehicle charging infrastructure, are broadly referred to as distributed energy resources (DERs). We highlight the most common types of distributed energy resources below:

Flexible load: The load of a facility can be a DER by pledging to be flexible. The most common form of demand flexibility comes in the form of load curtailment, incentivized through many utility and market operators' demand response programs. These programs pay large energy users to curtail their load during times of grid stress.

Energy storage: Lithium-ion batteries and other types of energy storage allow organizations to store and consume electricity when it is low cost, provide grid services, and more – creating energy bill savings and new revenue for the organization. These systems can often become even more sustainable and economic when paired with on-site solar.

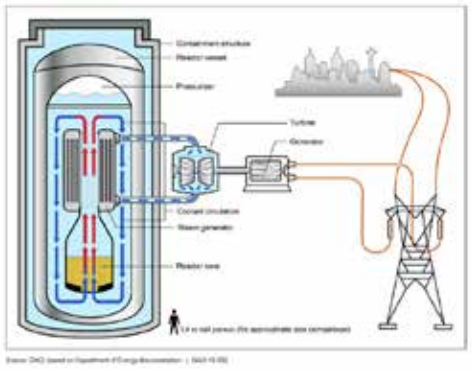
On-site solar: On-site solar can help to reduce the facility's consumption from the grid. In some states and under specific circumstances, excess solar can be exported back to the grid, under a net metering program.

Electric vehicles: Much like a battery, smart EV charging can respond to grid signals and allow EV owners to shift their charging time to a period where price is lower. This time typically correlates with system demand.

Note that it's becoming increasingly common to have different types of energy resources on-site, like solar and battery storage systems that integrate with EV charging.

AI TECHNOLOGIES

are starting to play a major role in nuclear power generation by improving safety, efficiency, and long-term sustainability. Since nuclear facilities are highly complex and operate under strict safety standards, AI technologies are being applied in several areas. Focusing on the future of nuclear power generation with AI means looking at how it will transform Small Modular Reactors (SMRs), Advanced Reactors, and Fusion. Here's where AI is heading:

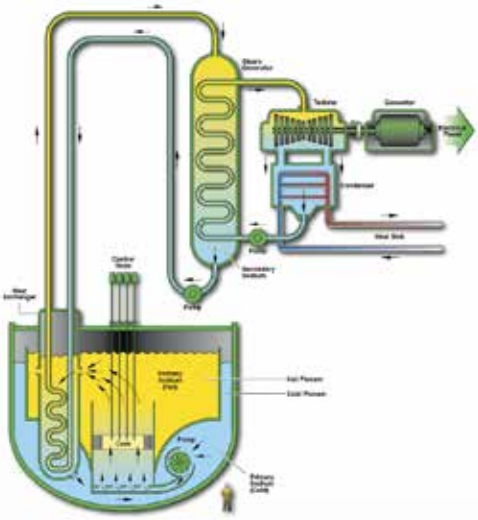


1. Autonomy in Small Modular Reactors (SMRs)

Self-Driving Plants: SMRs are designed to run with fewer operators. AI can manage real-time adjustments to coolant flow, neutron flux, and turbine performance, reducing human oversight while keeping safety first.

Remote Operations: AI-enabled monitoring could allow SMRs to be controlled from centralized hubs, operating multiple reactors spread across regions.

Economic Viability: Automating maintenance scheduling, diagnostics, and fuel optimization makes smaller plants more cost-effective compared to traditional gigawatt-scale reactors.



2. Advanced Reactor Designs

AI-Guided Design: Future high-temperature reactors, molten salt reactors, and fast reactors involve complex materials and physics. AI can accelerate the design phase by simulating years of wear, corrosion, or neutron bombardment in hours.

Smart Fuel Cycles: AI could create optimized cycles where nuclear fuel is reused or recycled more efficiently, drastically cutting nuclear waste.

Grid Flexibility: Advanced reactors will likely support renewables by ramping output up or down. AI can integrate nuclear with solar and wind, balancing supply and demand in real time.

AI TECHNOLOGIES (CONT.)

3. Fusion Energy

Plasma Control: Fusion requires holding plasma at 100+ million °C. AI systems like DeepMind's reinforcement learning already demonstrated real-time plasma shaping at experimental reactors (e.g., Switzerland's Tokamak).

Accelerated Breakthroughs: AI can process experimental data orders of magnitude faster than humans, shortening the timeline toward commercial fusion.

Adaptive Safety Systems: Fusion doesn't carry the same meltdown risk as fission, but AI will still monitor magnets, lasers, and plasma instabilities to prevent disruptions.

4. Predictive Global Impact

Decentralized Energy: AI-controlled SMRs could power remote communities, military bases, or industrial hubs without constant human staffing.

Carbon-Free Grid: With AI optimizing operations, nuclear (both fission and future fusion) can provide reliable baseload power while supporting the transition to renewables.

Digital Ecosystem: AI won't just run plants—it will connect design, construction, operations, maintenance, waste management, and grid integration into a single intelligent ecosystem.

GENERATION SOLUTIONS | Meet The Team

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DONZELL TAYLOR

Welty Enterprises, Chairman, CEO

40+ YEARS

BOB SMITH

Welty Energy Infrastructure, President

30+ YEARS

MARK JONES

Welty Generation Solutions, Vice President

30+ YEARS

DAN MALTEMPI

Welty Energy Infrastructure, Director Engineering

25+ YEARS

SAM BELCHER

Welty Generation Solutions, Partner

30+ YEARS

JOHN JUDGE

Welty Generation Solutions, Partner

25+ YEARS

BOB REFFNER

Welty Generation Solutions, Consultant

40+ YEARS

220 YEARS COMBINED
4 - NUCLEAR FACILITIES - FIRSTENERGY
5 - NUCLEAR FACILITIES - CONSTELLATION ENERGY

GENERATION SOLUTIONS | Meet The Team

DONZELL TAYLOR

Welty Enterprises, Chairman, CEO

Donzell began his career with Welty Building Company in 1991 as a Project Manager and, under the mentorship of Jerry Welty, rose to become President and CEO in 1996. Since then, he has led Welty's transformation into one of the largest construction management and professional services firms in Northeast Ohio, overseeing landmark projects such as The Sherwin-Williams Global Headquarters and R&D Center, the Pro Football Hall of Fame's Tom Benson Stadium, and FirstEnergy's award-winning facilities. With a mission centered on creating extraordinary client experiences, Don has championed lean construction methods that maximize value and eliminate waste, saving clients millions. A graduate of the University of Akron in Construction Management, he remains deeply engaged in the community through leadership roles with the Greater Akron Chamber of Commerce, Leadership Akron, and numerous professional and civic organizations.

BOB SMITH

Welty Energy Infrastructure, President

Bob has more than 30 years of experience as an electrical power engineer, engineering manager, project and program manager, business development professional, and leader. His substation engineering experience includes protective relays and controls, schematic design, wiring diagrams, bills of material, physical layout, and construction coordination for various transmission and distribution projects. Bob has solid expertise in all areas of substation and grid interconnection project execution, including design and engineering, as well as the construction and commissioning of substations and high-voltage equipment. He is an outstanding leader with the ability to provide classroom instruction in areas pertaining to substation engineering, as well as the aptitude to recruit top talent, retain strong teams, and meet financial obligations.

MARK JONES

Welty Generation Solutions, Vice President

Mark is a solution-oriented leader in the energy sector with over two decades of experience driving organizational success through strategic partnerships, operational excellence, and customer-focused transformation. As Vice President of Customer Engagement at FirstEnergy Corp., he led enterprise-wide initiatives across five states, overseeing more than 425 employees and managing a $360M operating budget. Mark has delivered more than $1B in capital project investments, advanced regulatory programs, and achieved top-tier customer satisfaction by leveraging data-driven insights and fostering collaboration. Throughout his career, he has held multiple executive leadership roles—including President of Operations for both The Illuminating Company and Toledo Edison—where he consistently reduced costs, strengthened safety cultures, and directed major infrastructure and resiliency projects. Known for turning challenges into opportunities, Mark inspires teams, champions continuous improvement, and aligns business goals with customer and community needs to achieve sustainable growth in a dynamic marketplace.

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DAN MALTEMPI

Welty Energy Infrastructure, Director Engineering

Dan is a seasoned engineering executive with more than 25 years of experience in the electric utility industry, known for his commitment to safety, operational excellence, and innovation. As Director of Engineering for Welty Energy, he leads strategic engineering operations, guiding cross-functional teams in delivering high-performance solutions across energy and utility infrastructure projects while ensuring regulatory compliance and client alignment. His career includes leadership roles such as Director of Regional Support and General Manager of Engineering Support, where he managed multimillion-dollar budgets, oversaw contracted engineering firms executing $180 million in annual design work, and identified over $40 million in incremental capital to advance organizational goals. Earlier in his career, Dan directed engineering services teams, strengthened transmission reliability, and supported restoration efforts during major storm events, including Superstorm Sandy. A results-driven leader and mentor, he continues to foster cultures of safety, accountability, and continuous improvement while expanding technical capabilities to meet evolving infrastructure demands.

SAM BELCHER

Welty Generation Solutions, Partner

Sam is a seasoned nuclear and utility executive with more than three decades of leadership experience in energy generation and distribution. A licensed Professional Engineer and former Senior Reactor Operator, he has built a distinguished career overseeing complex operations with a focus on safety, reliability, and performance. Over his career, Sam served in senior leadership roles at Constellation Energy and FirstEnergy, where he was President and Chief Nuclear Officer of FirstEnergy Nuclear Operating Company and later Senior Vice President of Operations for FirstEnergy Utilities before retiring in 2023. Known for his commitment to safety, operational excellence, and organizational performance, he has also contributed to the industry and community through board service with the Electric Power Research Institute, Greater Akron Chamber of Commerce, and as President of the Great Trail Council of the Boy Scouts of America. His expertise in guiding complex organizations through change has made him a trusted advisor in the energy sector. With experience spanning more than 30 years, nine generation plant assets, and work at twelve nuclear facilities, Sam brings unmatched perspective on energy operations and regulatory engagement. Today, he remains dedicated to advancing the future of reliable, sustainable power through industry leadership, mentorship, and community engagement.

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JOHN JUDGE

Welty Generation Solutions, Partner

John is a business professional with a strong foundation in economics, international relations, and strategic management, bringing a global perspective to both corporate strategy and policy analysis. With a deep understanding of markets, economic policy, and cross-cultural communication, he is skilled at navigating complex environments and aligning organizational goals with international trends. His dual-disciplinary background equips him to evaluate market dynamics, identify growth opportunities, and design strategies that balance economic insight with practical execution. Throughout his career, John has been recognized for his ability to bridge global awareness with hands-on business planning, foster collaboration among diverse stakeholders, and drive outcomes that create lasting impact. Known for his analytical rigor, strategic foresight, and ability to simplify complex challenges, he continues to contribute to advancing organizational performance and strengthening connections across the global marketplace. He is particularly passionate about leveraging data-driven insights to inform decision-making and shape sustainable business practices.

BOB REFFNER

Welty Generation Solutions, Consultant

With a career spanning multiple industries and continents, Bob is a dynamic C-Suite executive and advisor known for tackling complex challenges, guiding organizations through transformational change, and driving innovation at scale. Trained as an engineer and grounded in the legal profession, Bob has worked extensively with boards of directors, business owners, and senior management across sectors including electric power, steel, chemicals, and automotive. Selected to lead innovation efforts within a 12,000+ employee company, Bob brings firsthand expertise in defining goals, building teams, and achieving buy-in across diverse stakeholder groups. Over the course of his career, he has developed a versatile toolkit that spans mergers, acquisitions, and joint ventures, as well as seed and venture investments designed to commercialize new ideas and technologies. Comfortable navigating high-stakes environments, he was a key member of the executive team addressing major industry shifts in the electric power sector and is recognized for distilling complex issues into actionable strategies. In addition to his technical and business acumen, Bob is deeply committed to leadership development, mentoring, and effective communication, regularly coaching teams and speaking on topics such as self-awareness, team building, and executive presence. Known for his collaborative style, persistence, and ability to unite people around shared goals, he continues to create lasting impact by aligning strategic vision with practical execution.

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