The Brock Group Overview

SCOAR Conference
Charlotte, NC
October 11-13, 2016
The Brock Group Overview

Industry Leader with more than 65 years of experience in specialty craft services, 17,000+ employees, and nearly $1.5 billion in revenue

• Safety
  Bsafe is the personal embodiment of our relentless pursuit of, and overall commitment to, operational excellence.

• Service Excellence
  We focus on delivering solutions that respond directly to customer needs and success metrics.

• Long-Term Customer Alignment
  We focus on understanding each customer’s business needs and drivers to align our execution plans and metrics for mutual success.

• Resource Depth
  We have the ability to draw on both union and merit shop skilled resources, including a significant cross-trained workforce, to quickly and accurately address our customers’ execution challenges.

• First Pass Quality
  Our focus is on completing each task safely and successfully the first time, with no rework necessary. We deliver reliability.

• Innovation
  We leverage solid expertise and a curiosity for new developments to create tools and techniques that deliver results.

Core Services

- Scaffolding
- Insulation
- Painting
- Abatement
- Fireproofing
- Facilities Maintenance
- Refractory Maintenance
- Operations Support
- Janitorial
- Roofing
- Labor Support
- Yards & Grounds
- Management Service Oversight
# Locations / Footprint

## Domestic Locations

<table>
<thead>
<tr>
<th>Location</th>
<th>City</th>
<th>State</th>
<th>Region</th>
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<tr>
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## International Locations

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<td>San Nicolas, Aruba</td>
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Strategic Framework

Foundational values focused through our mission define our differentiators and determines goals.
Safety – Key to Success
Bsafe is the personal embodiment of our relentless pursuit of, and overall commitment to, operational excellence.

The foundations of our Safety culture include:

- Interdependence
- Commitment
- Training
Safety and Quality Recognition

The Brock Group

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<th>2015</th>
<th>2014</th>
<th>2013</th>
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<td>Work Exposure Hours</td>
<td>33,635,760</td>
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57 Brock Sites
AFPM Meritorious Safety Award
SSPC QP-1 and QP-2 Contractor Quality Certification
ABC Platinum STEP Awards
ABC Safety and Construction Excellence Awards
United States Government OSHA VPP STAR 17 Work-Sites STAR among STARS Strategic Partnership
National Safety Award
Supplier of the Year
HBR Award Winning Quality Excellence Programs
Structured Safety and Health Management Manual (SHMM) to be inline with the four VPP Elements with one addition section

- Management Leadership and Employee Involvement
- Worksite Analysis
- Hazard Prevention and Control
- Safety and Health Training
- Safe Work Practices
- 16 VPP Star Sites
Specialty Craft Services
We focus on delivering solutions that respond directly to customer needs and success metrics.

The foundations of our **Service Excellence** include:

- Integrated Planning
- Management Systems
- Accountability
Scaffold and Scaffold Rental Capabilities

• Significant experience with effective scaffold engineering
  – OSHA compliance, design, erection and dismantle.
• Over $450 million of scaffold inventory
• Cuplock, Ringlock, Tube and Clamp, Excel

• XPS-60 Heavy Duty Shoring
• Scaffolding Management System (SMS) – Designed to improve Scaffold Utilization and On-Site Asset Tracking System
• Multiple scaffold yards strategically located to mitigate schedule challenges
Insulation Capabilities

- Over 40 years of insulation and abatement experience
- Full turnkey insulation and asbestos abatement services for maintenance, capital projects, outages, tanks, and pipelines
- Engineered insulation programs for insulation and asbestos management
  - MIMS – Maintenance Insulation Management Program, including asbestos-containing materials (ACM) management
  - Energy Conservation Program – using the latest infrared-thermal imaging technology to help significantly reduce energy costs
Coating Capabilities

- Largest industrial painting contractor in United States with 65 years of painting and coating experience
- High temperature coatings, Thermal Spray Aluminum (TSA), tank and vessel linings, penstock renovations, plural components, turbine blade abrasive blasting, scrubber coatings, pipeline and tank painting and renovations
- Corrosion Under Insulation (CUI) Programs
- Engineered painting programs to help major clients such as Edison
  - Maintenance Painting Management Systems (MPMS)
  - Block and Facility Painting Surveys
The Brock Group owns $25+ million in blasting and coating equipment, including:

- Bulk Blast Pots
- Plural Component Spray Equipment
- Airless and Conventional Spray Equipment
- Dust Collectors
- Compressors
- Vacuum Loaders
- Thermal Spray Equipment
- Blast-Trac Equipment
- Mobile Sandblast Units
Fireproofing

- Full service provider for intumescent and cementitious fireproofing products
- Expertise in applying heavy duty products
  - Firetex®
  - Pitt-Char®
  - Fendolite®
  - Chartek®
  - Pyrocrete®
  - Thermo-Lag®
- Our management staff has experience in field and shop applications
- Multiple crews and equipment dedicated exclusively to fireproofing able to handle any size project
- Ability to handle any size project with multiple crews and equipment dedicated exclusively to fireproofing.
Value Added Programs
Managed Programs

Innovative process driven management programs that collectively maximize bundling

- Benchmarking capabilities that analyze performance across multiple sites and drive continuous improvement
- Programs for paint, insulation, scaffolding, facilities maintenance, grounds and janitorial
- These programs enable the development of long-term strategies for lowest total life cycle cost
- Process-driven reliability approach for infrastructure asset protection increases operational efficiencies and provides the platform for repeatability, dependability and continuous cost reduction.
Step #1
Tier Assessment
Where are we now?
• Brock’s perspective of objectives currently in place and functioning properly?
What Tier does Brock maintain we are currently achieving?
• Customer’s perspective of objectives currently in place and functioning properly?
What Tier does Customer maintain we are currently achieving?

Step #2
Alignment & Strategy
Alignment of Customer and Brock’s perspectives
• What’s the gap in our perspectives?
Development of Customer’s needs and Brock’s value proposition
• What Tier does Customer want to achieve?
• What does “Good” look like?
• What does “Great” look like?
• What does “World Class” look like?
Circuit Alignment as defined by Customer / Brock Steering Team
• Will the strategy work for all facilities?

Step #3
Strategic Objectives
Development of the Strategic Objectives to improve
• Agreed upon Strategic Objectives derived from elements with building blocks and targets/goals.
• What are the specific activities that need improvement?
• What is needed short-term vs. long-term?

Step #4
Cause & Effect Linkages
• Understanding the positive and negative value for Customer and Brock
• Impact to others (Customer, Brock, EPCs/GCs, etc.)

Step #5
Metrics
• Document levels of achievement for each Strategic Objective
• Assignment of Accountability
• Determine how to verify sustainability

Continuous Alignment Improvement Process
Process Steps

The Brock Group | Overview
Continuous Alignment Improvement Process

Steps:

- **Step #4** Cause & Effect Linkages
  - Understanding the positive and negative value for Customer and Brock
  - Impact to others (Customer, Brock, EPCs/GCs, etc.)

- **Step #5** Metrics
  - Document levels of achievement for each Strategic Objective
  - Assignment of Accountability
  - Determine how to verify sustainability

- **Step #6** Evaluations
  - Customer and Brock work together to answer:
    - Are our strategies working?
    - Is the culture changing?
    - Are we measuring the right things?

- **Step #7** Best Practices
  - Have we discovered a Best Practice?
  - How do we make it work at all facilities?
  - Is it the key to Circuit alignment?
  - How do we cascade it through-out the Circuit?

- **Step #8** Continuous Improvement
  - Continued Improvement (Period: Biannual, annual, etc.)
  - Do we need/want to move to the next Tier?
  - Can we move to the next Tier?
  - Revise Strategies
  - Repeat Step #2