

To: All Team Members

From: Andi Vigue

Date: May 1, 2020

RE: COVID-19 Company Update

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Yesterday we closed the chapter on April 2020 and today we started the month of May! We are progressing forward and better times are ahead. The curves are flattening, some areas more so than others, and people are adapting to the health behaviors needed to keep us all safe. I am proud of the actions and sacrifices our team members are undergoing to protect themselves and the company. Everyone is contributing to our stability and success.

This week we started several new projects, one has us working at the paper mill in Jay, Maine helping Pixelle recover from the digester explosion they experienced two weeks ago.

Yesterday we announced the company's involvement in renovating a facility we own to allow Puritan to expand manufacturing capabilities for the COVID-19 swabs.

Just one hour ago the senior management team reviewed the companies plan to get those team members working remote back to their normal working environments.

These challenging times require us to remain patient, objective, and continue to communicate. It is not easy and at times can appear very confusing. Please know the company is strong. We have backlog and we continue to estimate work every day. Our customers are paying our invoices, we have cash in the bank and we do not anticipate drawing on our line of credit any time soon. Our projects continue to be constructed safely and productively. Our equipment and tool utilization is slowly climbing week over week and will achieve budget by years end.

Many are asking, so if this is the case, why we are reducing work hours of salary overhead team members, laying other team members off, or eliminating various expenditures. The answer is that we are working diligently to balance the long term health of the company with our short term needs. We are very focused on building profitable backlog, generating revenue and weathering the COVID impact.

By doing so we have positioned the company in a stable lean business position. We are poised to take advantage of opportunities that we may not have been previously and we will come out of this down turn ahead of those who have not reacted accordingly. This has not been easy and only possible because of the commitment and sacrifice of our team members. Thank you!

In the days ahead let's stay strong, stay committed, and be positive. The month of May is going to be the month of returning to normalcy.

Thank you for all you are doing, you are all making a difference!!