

POWER & COMMUNICATION CONTRACTORS ASSOCIATION



# 2021-2022 Economic Overview

Power & Communication Contractors Association (PCCA)  
Annual Meeting  
Ft. Myers, FL  
Mark Bridgers - Continuum Capital  
March 9, 2021

# Some Pandemic History

Outbreak	Global Deaths	US Deaths
165-180 AD Antonine Plague	5 million	NA
541-542 AD Justinian Plague	30-50 million	NA
735-737 AD Japan Smallpox	1 million	NA
1331-1353 AD Bubonic Plague	200 million (20-40% global population)	NA
1520 AD Smallpox	56 million	NA
17 <sup>th</sup> & 18 <sup>th</sup> Century Plagues (Europe)	3-4 million	NA
1855-1860 3 <sup>rd</sup> Plague	12 million	??
1918-1920 Spanish Flu	40-50 million (2.5% global population)	600,000-700,000 (<1% US pop)
1956-1958 Asian Flu	2 million	120,000
1968-1969 Hong Kong Flu	1.5 million	100,000+
1980-Present HIV/AIDS	36 million	700,000 total; 15,000 in 2018
2002-2003 SARS	770,000	~0
2009 Swine Flu	600,000	4,000-5,000
2012 MERS	850,000	~0
2013-2016 Ebola	12,000	~0
2019-2020 COVID19	2,500,000 (<1% global population)	500,000 (<1% US pop)

# Infection & Death Rate Comparison *(Updated)*

Disease	Infection Rate ( $R_0$ )	Death Rate
Measles	18	3% (high of 30%)
Smallpox	7	30%
Polio	7	5% children / 30% adults
Rubella & Mumps	7	1%
SARS (Coronavirus)	5	11%
1918 Flu (H1N1)	~3	~10%
Ebola	2	90% untreated; 50% treated
Typical Flu	1.5	0.2%
MERS (Coronavirus)	0.5	45% untreated
<b>COVID 19</b>	<b>? (Likely 3-4)</b>	<b>~0.2%* (Avg. Age 75.1 yrs)</b>

15,000 to 60,000 people die every year from the flu with 20,000 to 30,000 considered typical – nearly all the deaths are infants, compromised immune system adults, or geriatrics

\* Original reporting of death rates in the 3-4% range were skewed high as the deaths are compared only to hospitalizations and are missing individuals with no or low symptoms. Approximately 80% of those infected show low or no symptoms that are consistent with traditional cold or flu symptoms.

# Vaccine Roll-Out

- ▶ Pfizer-BioNTech Vaccine
  - mRNA vaccine, 1<sup>st</sup> developed and approved
  - Has to be stored in an ultra-cold freezer at temperatures between -80°C and -60°C (-112°F to -76°F)
  - 2 shots – 21 days apart, 95% effective in US testing
- ▶ Moderna Vaccine
  - mRNA vaccine, 2<sup>nd</sup> developed and approved
  - Has to be stored in freezer at temperatures between -25°C and -15°C (-13°F and 5°F)
  - 2 shots – 28 days apart, 94% effective in US testing
- ▶ Johnson & Johnson's Janssen Vaccine
  - Viral vector vaccine, 3<sup>rd</sup> developed and approved
  - Has to be stored at normal refrigeration temperatures
  - 1 shot, 66% effective in global testing 2 weeks after administration, was 85% effective against severe illness, and 100% effective against hospitalization and death

# General Industry Pandemic Impacts

- ▶ Contractor Productivity: Higher due to travel and other restrictions for general population; less interaction at job site by asset owner/inspector...this will be lost once things return to normal
- ▶ Connection/Collaboration/Relationship: Unclear what is going to happen here...many firms have become comfortable with virtual interactions...how will service providers position and sell? Build relationships? Maintain business culture? Leverage casual and formal interactions?
- ▶ Supply chain disruptions: Severe and likely to continue. The combination of the Trump tariffs, China's transition toward less exports and more domestic usage, and pandemic have upended the supply chain

# Overall Economic Summary *(1 of 2)*

## ► Some Economic Q&A

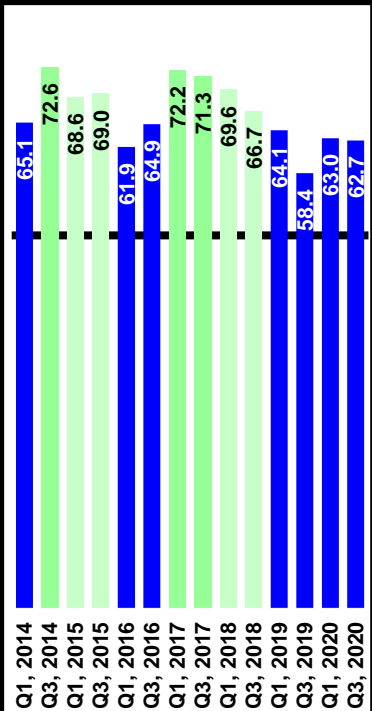
- Can low interest rates continue to drive the stock market up? **So far yes!**
- Will government stimulus continue to provide stability? **The first 2 rounds have and the 3<sup>rd</sup> round, if approved will as well!**
- If unemployment remains stubbornly high, business bankruptcies accelerate, rental evictions accelerate, can consumers fund both debt and expense obligations? **So far have not had to answer this question!**
- Can high functioning parts of the economy (e.g. utility construction) hold the overall economy up? **So far yes!**
- Could a post pandemic economic boom take place...a la roaring 20's? **This is looking more likely but significant risks exist?**
- Is high inflation in our future? **Yes but not a short-term concern!**

# Overall Economic Summary

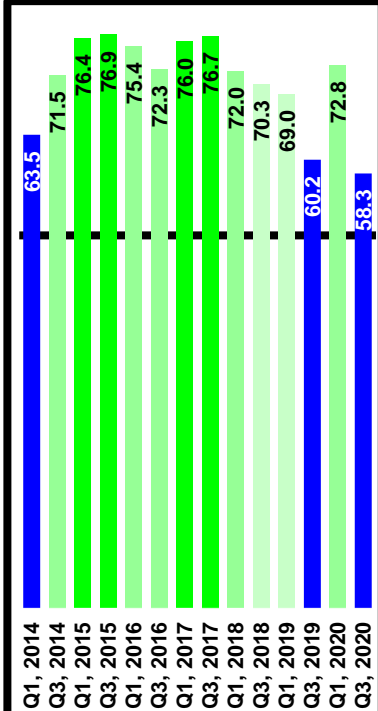
- ▶ Officially entered recession in June 2020 ending remarkable 11 year expansion...we remain in this recession and we are likely to officially exit it 1<sup>st</sup> or 2<sup>nd</sup> Quarter 2021
- ▶ Economic factors that are in good shape
  - Inflation, interest rates, housing sales & starts, utility construction spending
- ▶ Economic factors that are not in good shape
  - Unemployment (but improving), business bankruptcies (slowed and mitigated with government support), consumer spending (slowly improving), consumer confidence (slowly improving)
- ▶ Still a very good time to be a competent utility contractor
- ▶ Significant risks exist
  - State & Municipal Spending – 2020 will punish many states for excess spending and eventually lower tax revenues hurting 2021-2023 state or municipal funded work
  - Unemployment – Absorption of unemployed is slow and won't dramatically improve until economy expands
  - Infrastructure Spending – Can it increase in 2021-2024 given state and municipal situation...congressional situation
  - Bankruptcy & Eviction – How many businesses will not survive 2020 and how will non-payment for 2020 rent be resolved?
  - Consumer Debt – Too high given good economic times
  - Political & Social Unrest – Will the Biden administration bring this to an end or embrace it?
  - Global Trade – Not clear where this is headed given continuing pandemic conditions...vaccine rollout will help address this

# Utility Industry Perceptions

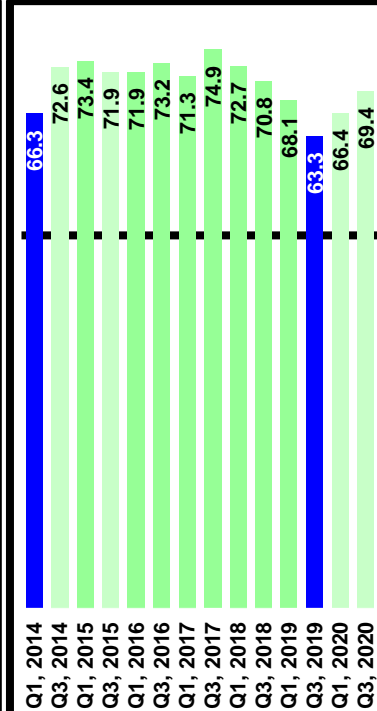
## All Contractors



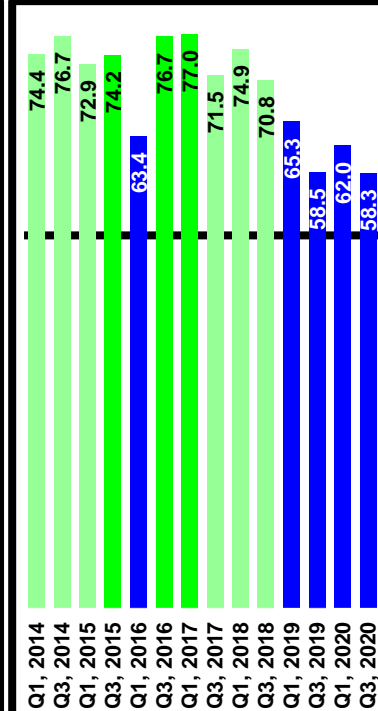
## Telecom



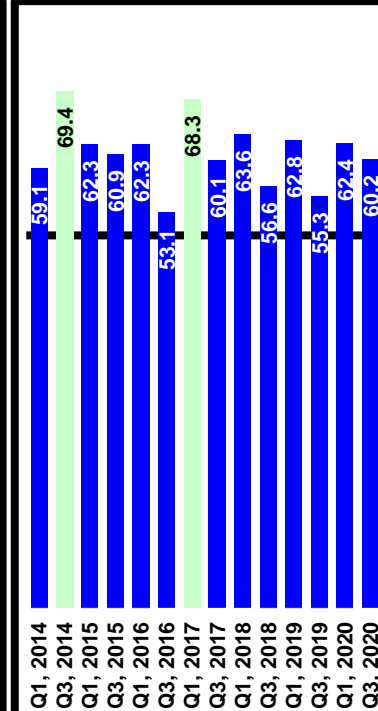
## Electric Dist.



## Gas Dist.



## Water & Sewer



**Utility Construction Index**  
 > 50 Indicates Growth (Better)  
 < 50 Indicates Slowing (Worse)

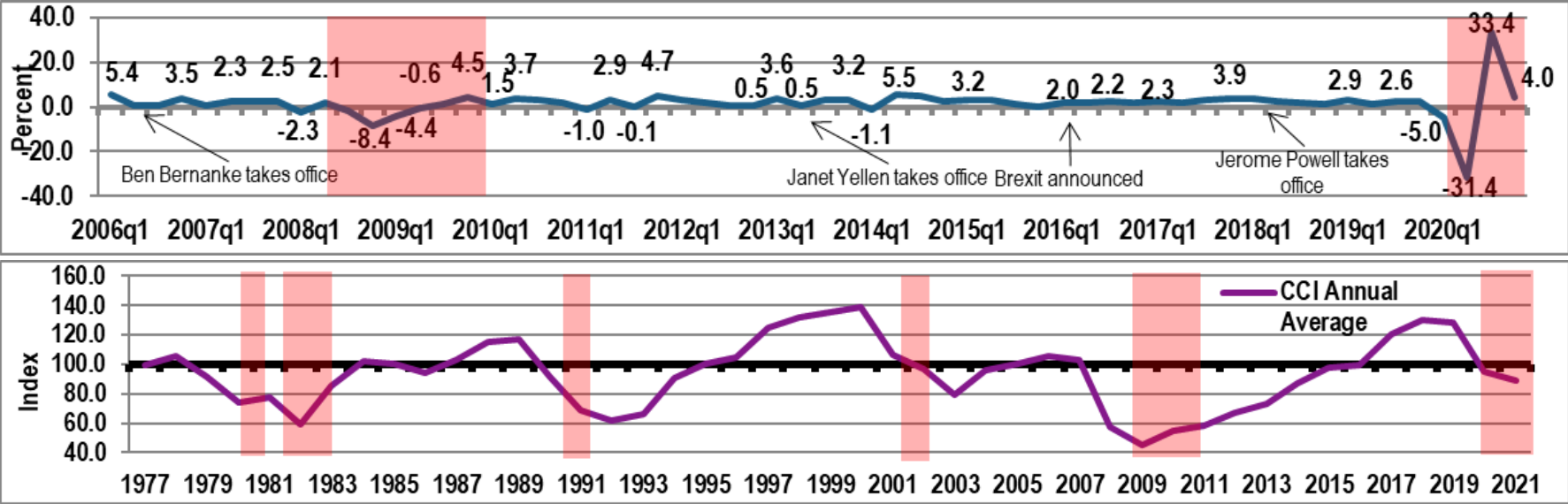
Interpretation: A reduction from 72.6 (3<sup>rd</sup> Q 2014) down to 61.9 (1<sup>st</sup> Q 2016) for All Utility Contractors indicates that while perceptions of the market are still positive, they are less positive than they were prior to 2015.

Source: Proprietary Continuum analysis of utility contractor perceptions over 2012-2019.



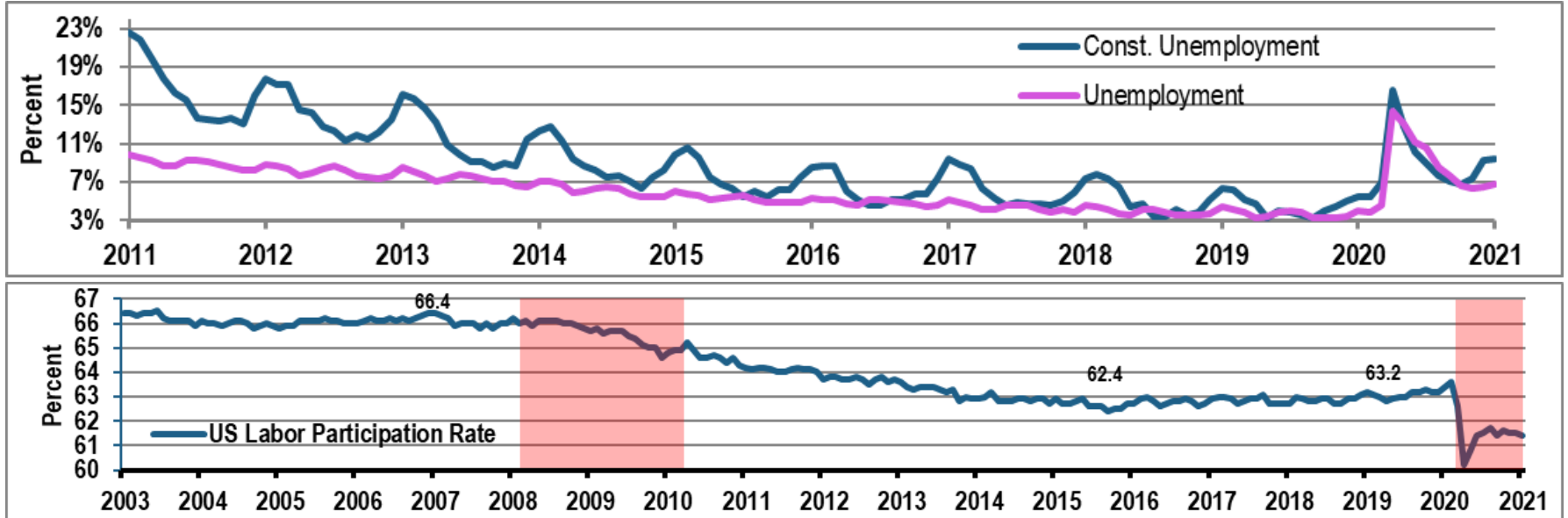
# Gross Domestic Product (GDP)

- ▶ Full year 2020 ended around -3.5%
  - 2021 will show a bounce as the economy continues back from the coronavirus recession. Will be 2022-2023 before the economy is back to 2019 highs.
- ▶ Consumer confidence has cratered and will stay low until virus is under control and employment picks up



# Unemployment

- ▶ Peaked in May 2020 and slowly working back down...around 7% and the absorption is steady
  - Construction unemployment, typical worse than general unemployment was performing better during warmer months – related to multiple construction sectors being defined as essential
  - Labor Participation cratered – perhaps we can pull displaced workforce into utility construction space?



# Stock Market Performance

- ▶ 2020 crash in February/March back to peak by early September and remains at record peak in February 2021...where do we go from here?
  - Low interest rates continue to drive the market up with an expectation they will stay low through 2023
  - Government stimulus continues to drive the market up with an expectation of 3<sup>rd</sup> round which is in negotiation
  - Unemployment and job numbers, while not ideal, have aligned with expectations
  - The high functioning parts of the economy (e.g. utility construction, housing, technology, some retail, etc.) are holding the overall economy up
  - To some extent, the market is anticipating a post pandemic economic boom

# Finance & Banking

- ▶ Fed pushed rates to effectively 0% and has reinstated “quantitative easing” and is buying bonds on the open market to drive down both short and long term market interest rates.
- ▶ Consumer debt remains a massive problem...lower interest rates make it slightly more manageable to service the interest but driving down the principal is necessary.
- ▶ Are we moving toward an environment where the Federal Government distorts the credit markets with use, selling and buying of debt instruments?
  - Federal Deficit – annual difference between federal revenue and spending – selling of treasury notes and bonds is used to finance this deficit
  - Federal Debt (The piece that is visible) – \$27.8 trillion and rising in 2021 (Now exceeds 100% of GDP) – refinancing of past deficit spending
  - Interagency Borrowing (Visible but hard to see) – Borrowing from social security fund for today spending on something else and balanced with an IOU as an example – seems free but has to eventually be repaid to met obligations
  - Promises to Pay (Nearly invisible and estimate the size) – Social Security, Government pension, and programs that promise to pay at some point in the future – partially unfunded

# Harris/Biden Administration

- ▶ Picked by MWB in September 2019...not picked by John Fluharty



# Presidential Election 2020

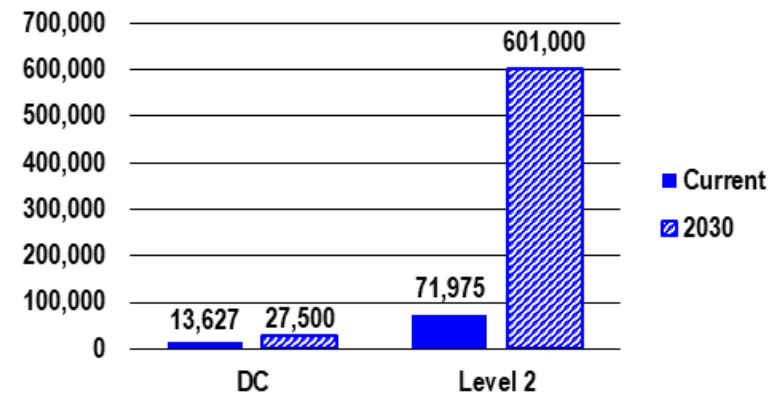
- ▶ President Joe Biden expected to usher in “New Green Deal” vs. the “Green New Deal” which is legislatively dead
- ▶ 34 Executive Orders & 7 Executive Memorandums include:
  - Cancelled Keystone XL cross-border permit as one of first actions
  - Renewable infrastructure focus and shift to electric vehicles (EVs), with a preference for the entire Federal Government fleet to be electric cars
  - Revocation of Trump’s drop 2 regulations for each new 1



# Electric Vehicle Infrastructure

- ▶ An estimated 15 million “light-duty plug-in electric vehicles” will be on the road by 2030
  - Ford is investing more than \$11.5 billion in electric vehicles through 2022
  - General Motors will offer 30 all-electric models globally and 40% of its U.S. models will be battery electric vehicles by the end of 2025
- ▶ 27,500 “Direct Current (DC) fast charging” stations and 600,000 Level 2 (10-20 miles of range in an hour) stations are needed by 2030

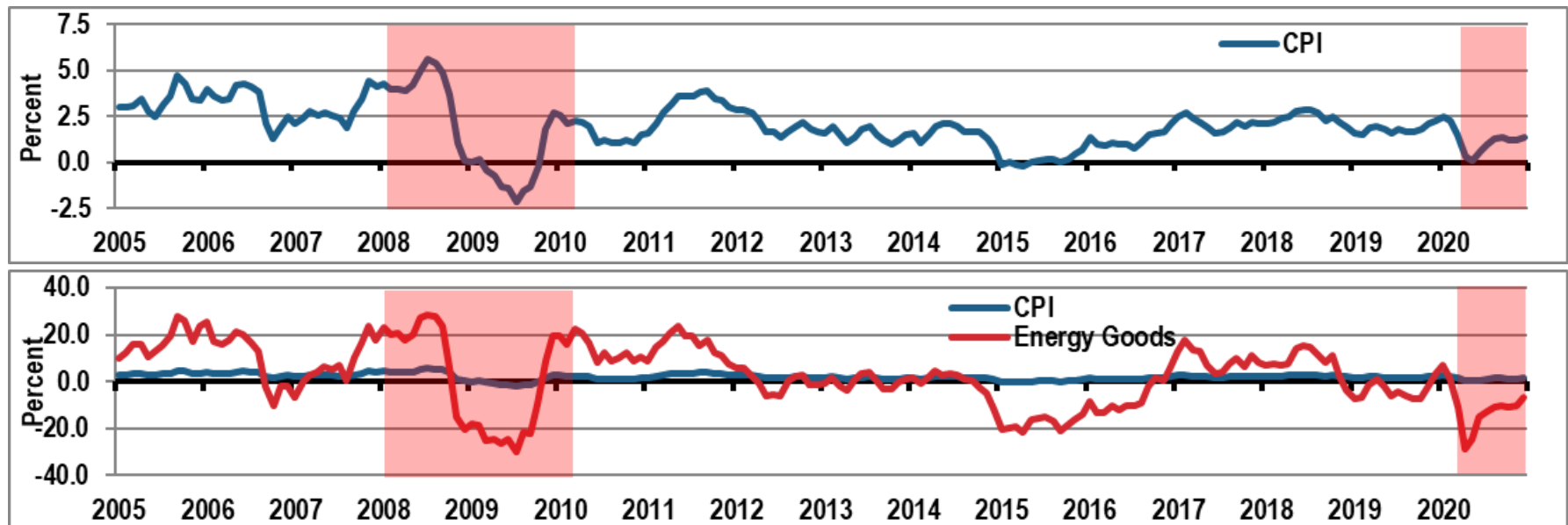
**Current Availability and Projected Need for EV Charging Stations**  
Number of Stations



Source: Brown, Abby, Stephen Lommele, et al. “Electric Vehicle Charging Infrastructure Trends from the Alternative Fueling Station Locator: First Quarter 2020” October 2020. National Renewable Energy Laboratory, Pg. 17. Continuum Prepared Graphic.  
 Ford Motor Company, Press Release, “Ford Expands Climate Change Goals, Sets Target to Become Carbon Neutral by 2050: Annual Sustainability Report,” June 24, 2020.  
 General Motors, Press Release, “General Motors, the Largest U.S. Automaker, Plans to be Carbon Neutral by 2040,” January 28, 2021.

# Inflation

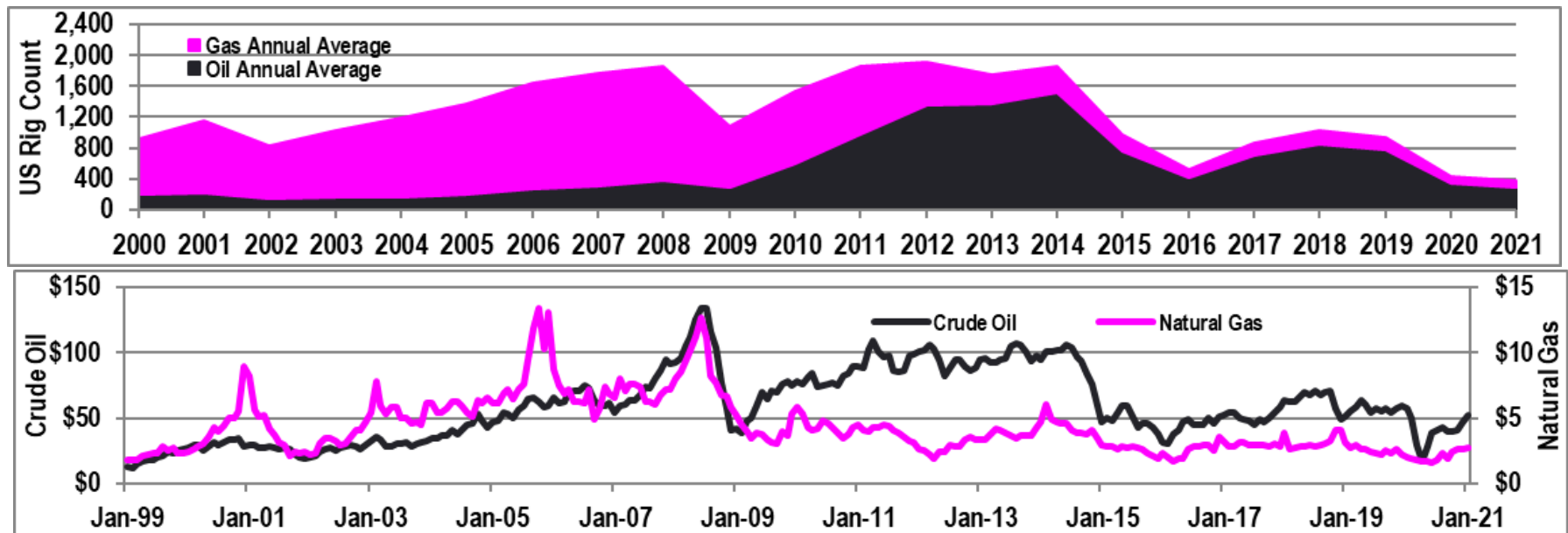
- ▶ Remains very low and will not approach the Fed 2% target in the next 2 years.
- ▶ While the stage is set for future inflation, this is not a worry in the short-term.





# Energy Pricing

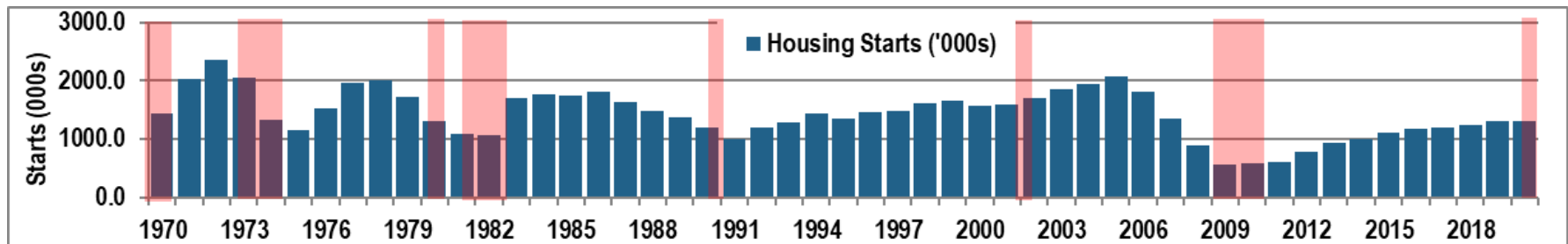
- ▶ Oil & Natural Gas pricings low, trending back up in the new year
- ▶ Gasoline prices spiking with February crude oil spike, \$2.50 average in February
- ▶ Diesel prices also low with national average approximately \$2.87 on 2/15



Source: Continuum analysis and presentation of US Department of Commerce raw data.

# Residential Construction

- ▶ Residential market has fully bounced back from COVID19
  - Construction activity surged during summer
  - Builder confidence is very high
  - New home sales above pre-recession levels and existing home sales are accelerating but constrained by inventory...it is a sellers market
- ▶ Mortgage interest rates falling and at historic lows continue to support the market
  - 30 year fixed at 3.0%; 15 year fixed at 2.5%
- ▶ Underlying problem? Are we a nation of home owners or renters?



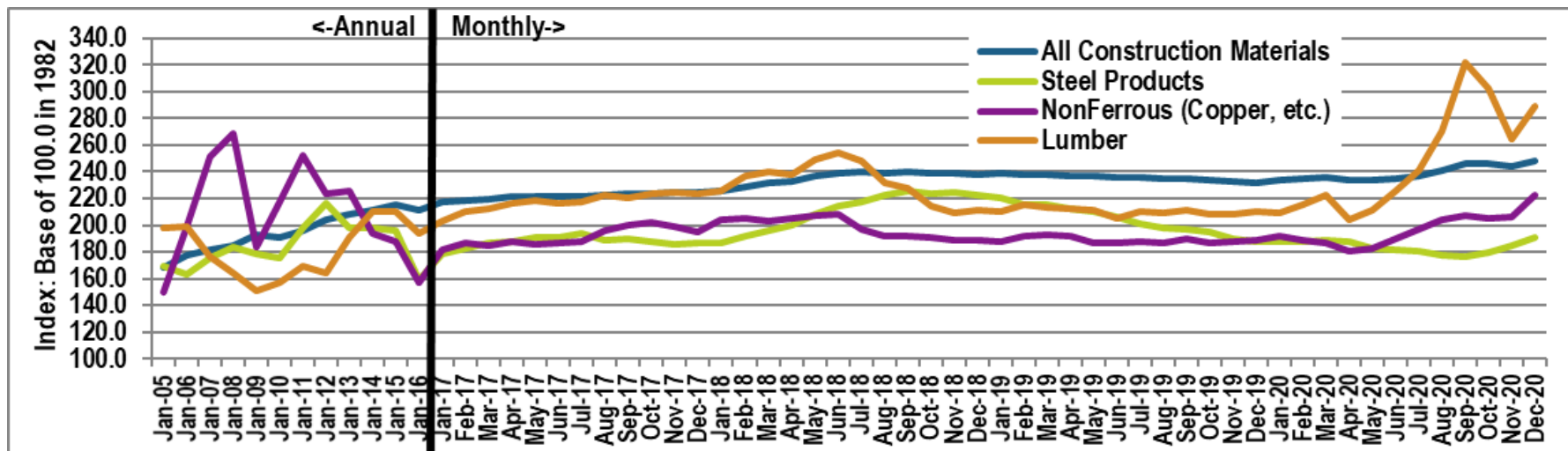
# State & Municipal Agencies

- ▶ Improvement of State/Muni financial situation has ended and many will implement major cutbacks for 2021 in infrastructure and education
  - Dwindling tax revenues
  - Record unemployment
  - Rising health costs
- ▶ States and cities supply nearly 80 percent of the total spent nationally on transportation, water, and sewer infrastructure
- ▶ State and local governments contribute more than 90 percent of the money spent nationally on K–12 education, as well as provide substantial financing for the public university system

Source: Anshu Siripurapu and Jonathan Masters, Council on Foreign Relations, “How the Coronavirus Will Harm State and City Budgets”).

# Commodity Pricing

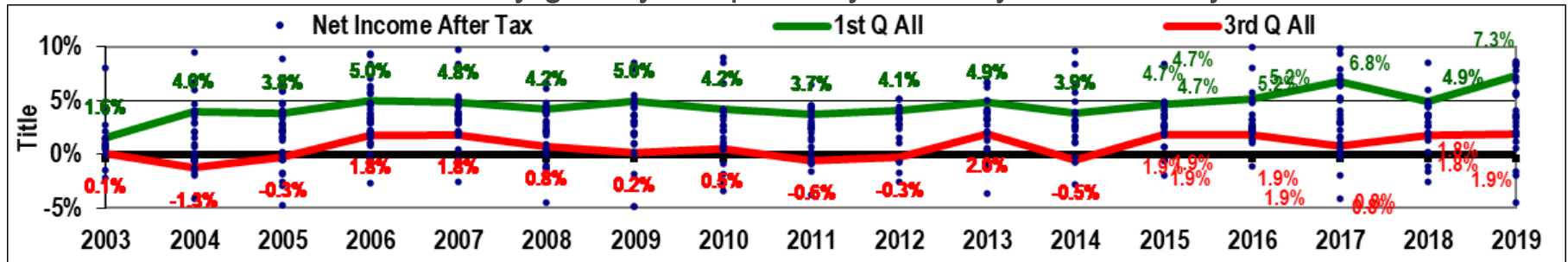
- ▶ Overall construction material prices steady
- ▶ Housing demand and supply reductions created spike in lumber pricing
- ▶ Steel product demand falling as are prices – capacity significantly exceeds demand
- ▶ Copper prices moving up, mostly driven by temporary supply and demand imbalances



Source: Continuum analysis and presentation of US Department of Commerce raw data.

# Utility Contractor Financial Performance

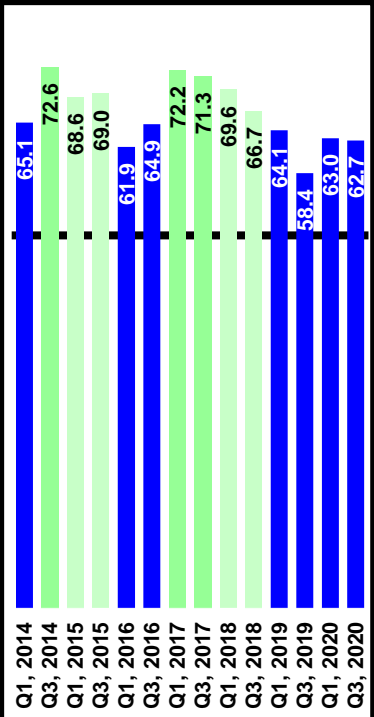
- ▶ 2016 Utility contractor results mixed: Liquid pipeline still down; Distribution pipeline thriving; Electric T&D up; Power Gen in turmoil coal/nuclear (down), renewable/gas (up); Telecom mini-boom continues; and Wet utility contractors still moving sideways.
- ▶ 2017 Utility contractor results peaking: Liquid pipeline peaking; Distribution pipeline thriving; Electric T&D up; Coal/nuclear (down), renewable/gas (up); Telecom mini-boom continues; and Wet utility contractors finally showing improving returns with market growth.
- ▶ 2018 Utility contractor results leveling down: Liquid pipeline still peaking; Distribution pipeline thriving; Electric T&D up; Coal/nuclear (down), renewable/gas (up); Telecom mini-boom continues; and Wet utility contractors finally showing improving returns with market growth.
- ▶ 2019 was one of the best years for utility contractors
- ▶ 2020 will be another very good year, possibly record year, for utility contractors



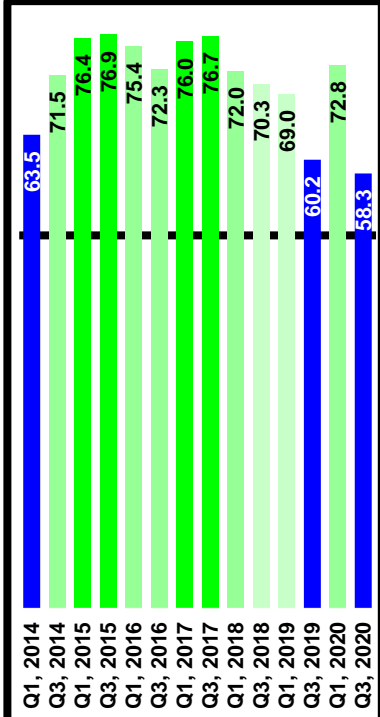
Source: Proprietary Continuum analysis of utility contractor financial results 2003 to 2020.

# Utility Industry Perceptions

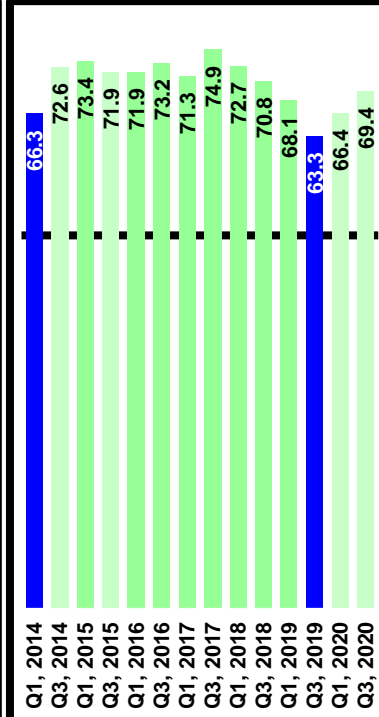
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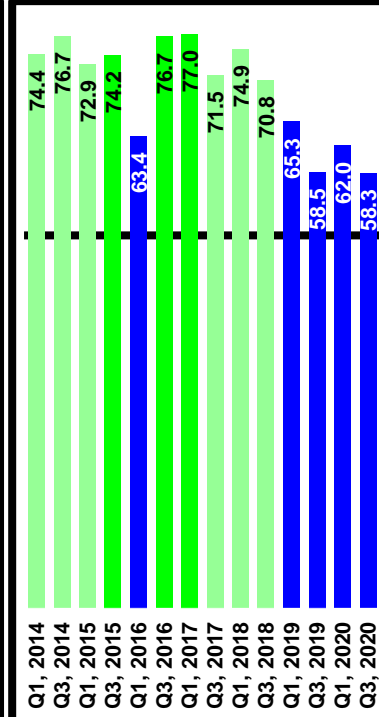
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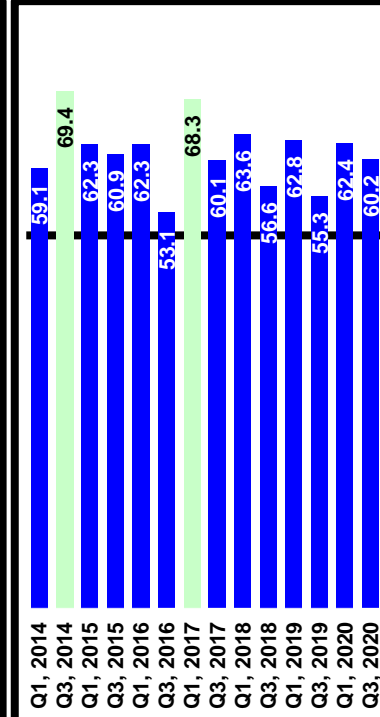
## Electric Dist.



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## Water & Sewer



**Utility Construction Index**  
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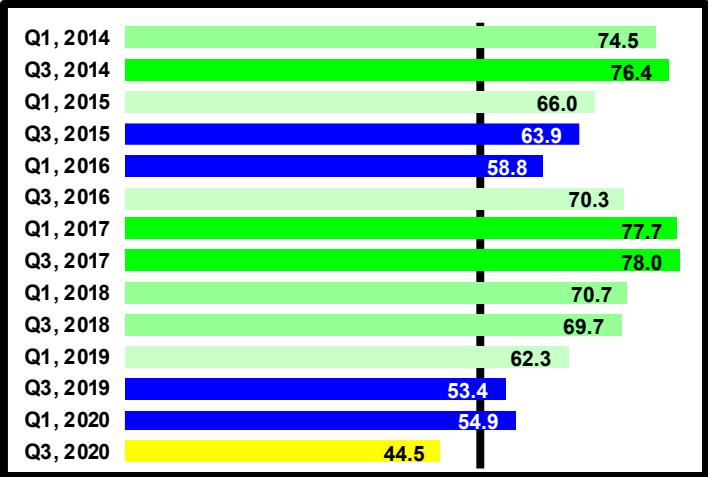
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Source: Proprietary Continuum analysis of utility contractor perceptions over 2012-2019.

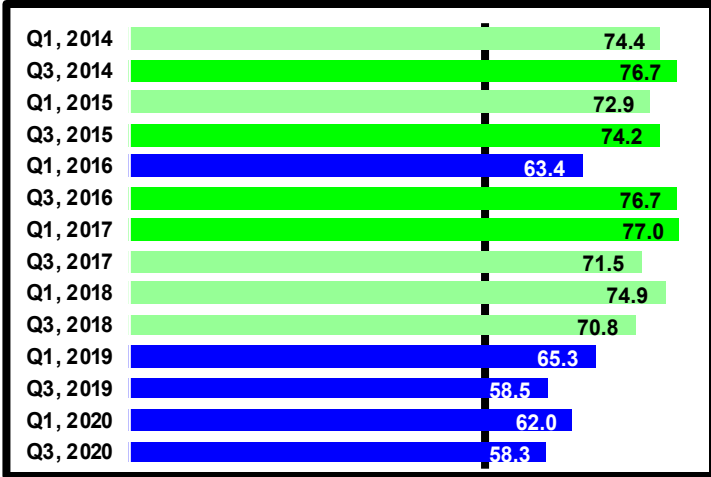
# Pipeline Contractor Industry Perceptions

- ▶ Liquid/Gas pipeline perspectives on construction market activity peaked in 2014 and again in 2017; Both are now trending down with Pipeline perspective in negative territory for the first time

**Transmission Contractors**



**Distribution Contractors**



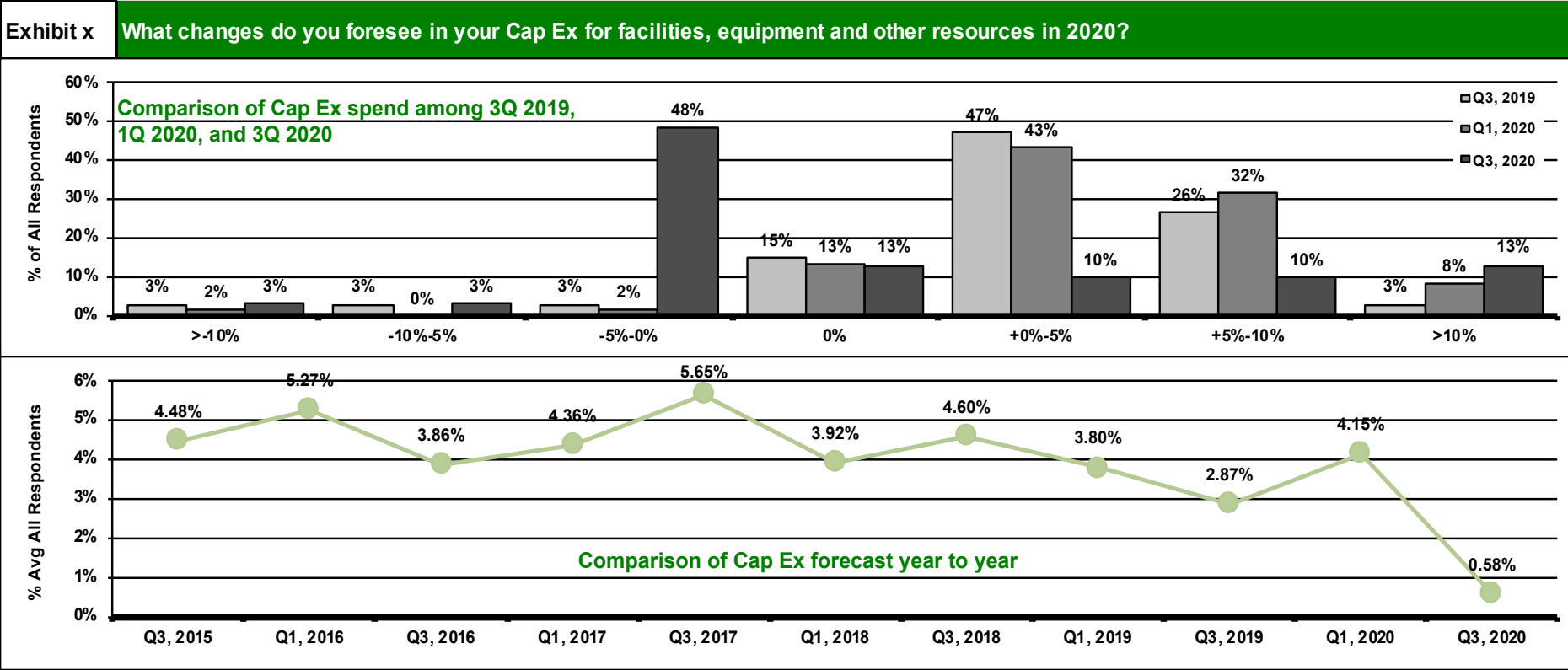
**Pipeline Construction Index**  
 > 50 Indicates Growth (Better)  
 < 50 Indicates Slowing (Worse)

A reduction from 76.4 to 66.0 down to 58.8 indicates that while perceptions of the market are still positive, they are much less positive than they were prior to 2015.

Source: Proprietary Continuum analysis of pipeline contractor perceptions over 2012-2020.

# Capital Expenditure Perspectives (1 of 2)

- Equipment and other capital expenditure expectations accelerating before COVID19 impacts...is the drop depicted real or just a blip?



Source: Proprietary Continuum analysis of utility contractor survey feedback during 2012-2020.

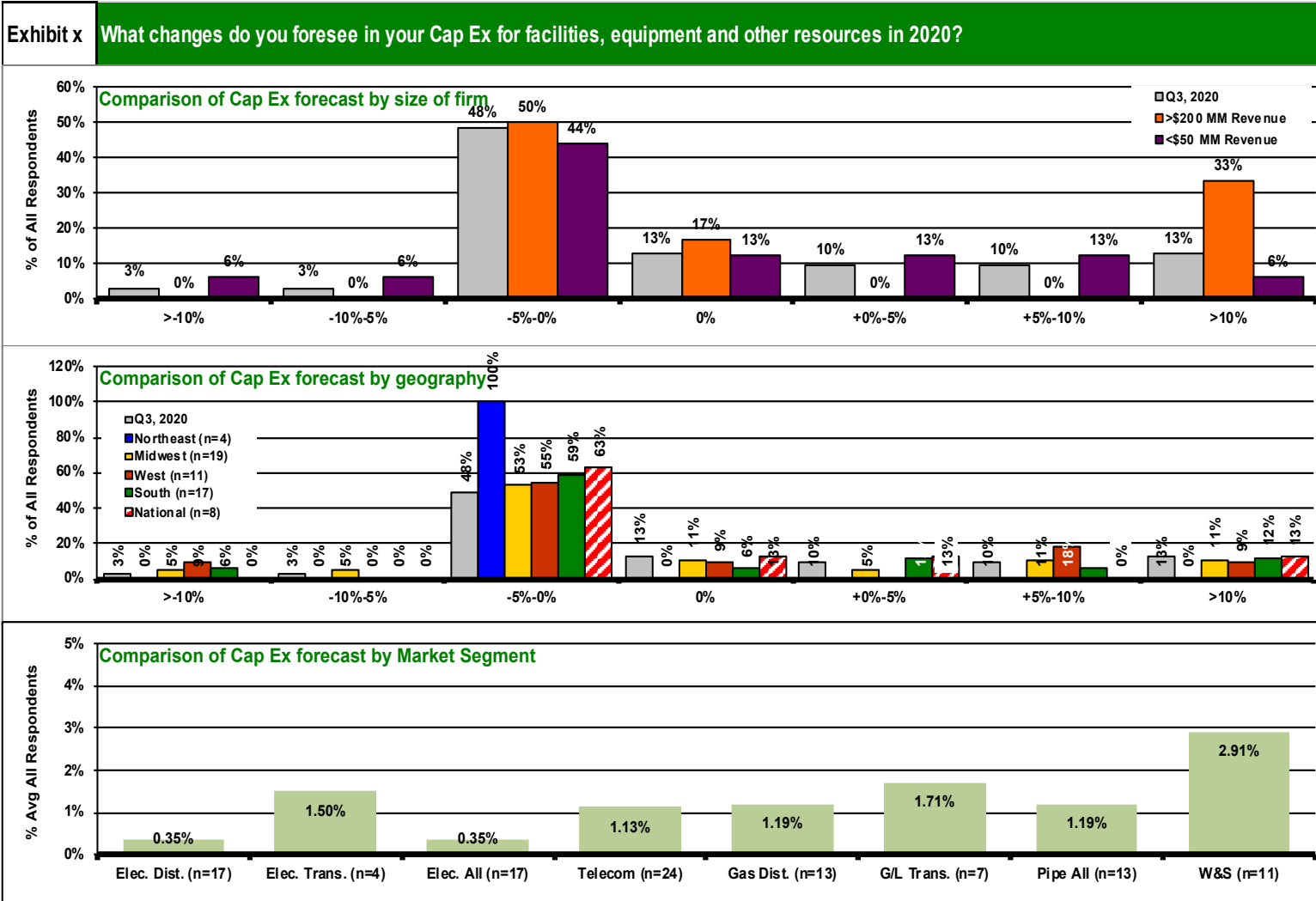


# Capital Expenditure Perspectives (2 of 2)

▶ Most firms sitting still, larger firms more aggressive with expanding

▶ All geographies are looking at slight decline

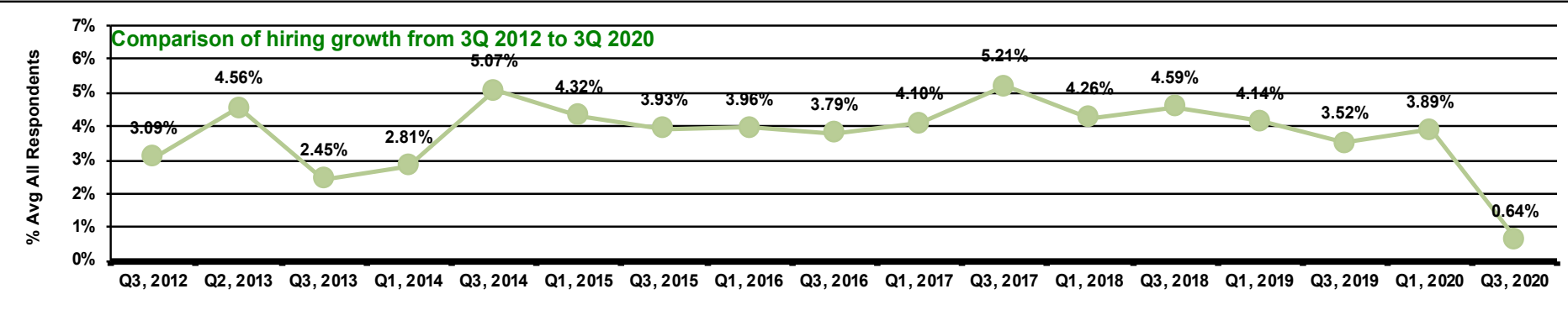
▶ Water and Sewer most aggressive



Source: Proprietary Continuum analysis of utility contractor survey feedback during 2012-2020.

# Hiring Perspectives *(1 of 2)*

- ▶ Overhead and underground utility survey 2012-2020
  - Hiring growth remained steady before COVID-19 is the drop depicted real or just a blip?



Source: Proprietary Continuum analysis of utility contractor survey feedback during 2012-2020.

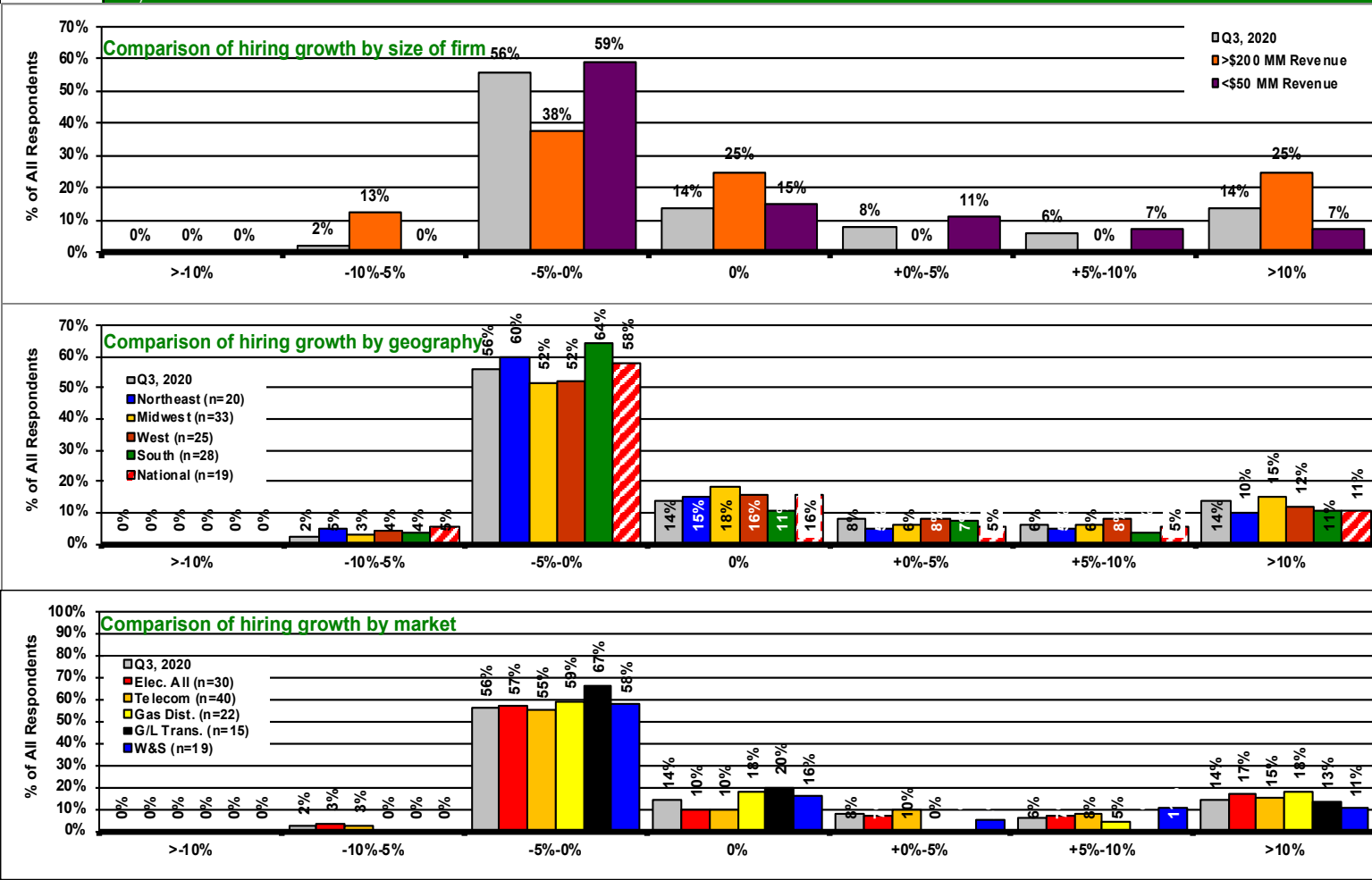
# Hiring Perspectives (2 of 2)

➤ Larger firms more aggressive

➤ All regions show slight decline

➤ All markets show slight decline

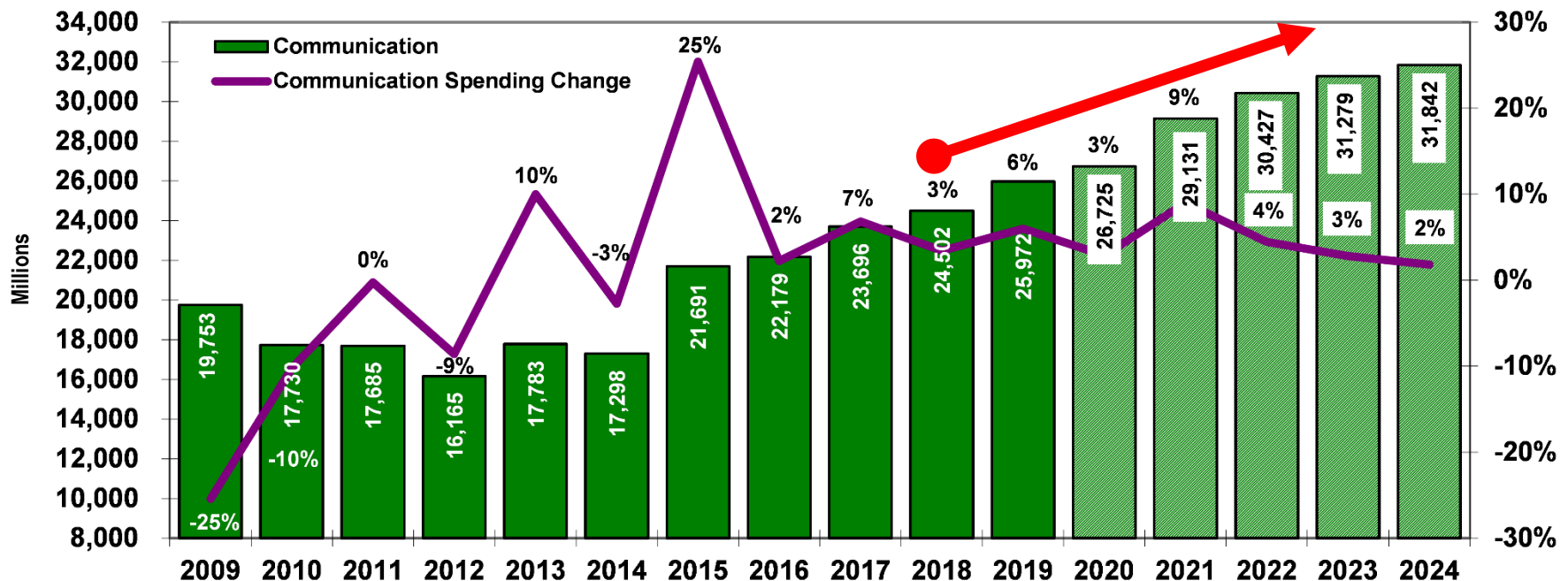
**Exhibit x** What changes do you foresee in the number of fulltime direct employees in your organization for 2020? (excluding natural attrition, retirements, etc.)



Source: Proprietary Continuum analysis of utility contractor survey feedback during 2012-2020.

# Broadband Construction Put-In-Place Spending Forecast

- ▶ Market has fully recovered from 2012 trough and on a fast and stable growth trajectory...next peak spending occurring in 2021 – view beyond this point is highly optimistic with 5G implementation pace, data demand, and market dynamics
- ▶ Small cell is in the process of changing this market for contractors – new and different skill set
- ▶ We are increasingly bullish given bandwidth needs and recent potential \$80B bill

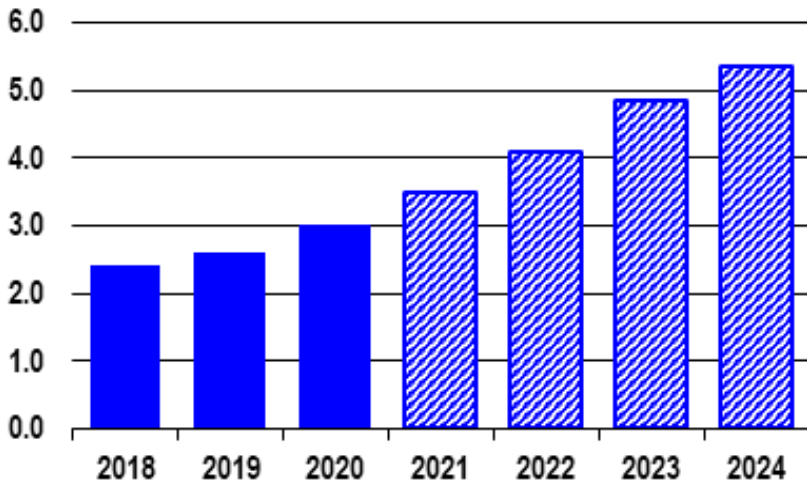


Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2020-2024.

# 5G Driven Market

- ▶ FCC has established “5G Fund for Rural America” bringing \$9B in funding towards 5G infrastructure
- ▶ Market for small cells is expected to experience a 10% increase in CAGR from 2018 to 2024, up to \$5.2B from \$2.9B

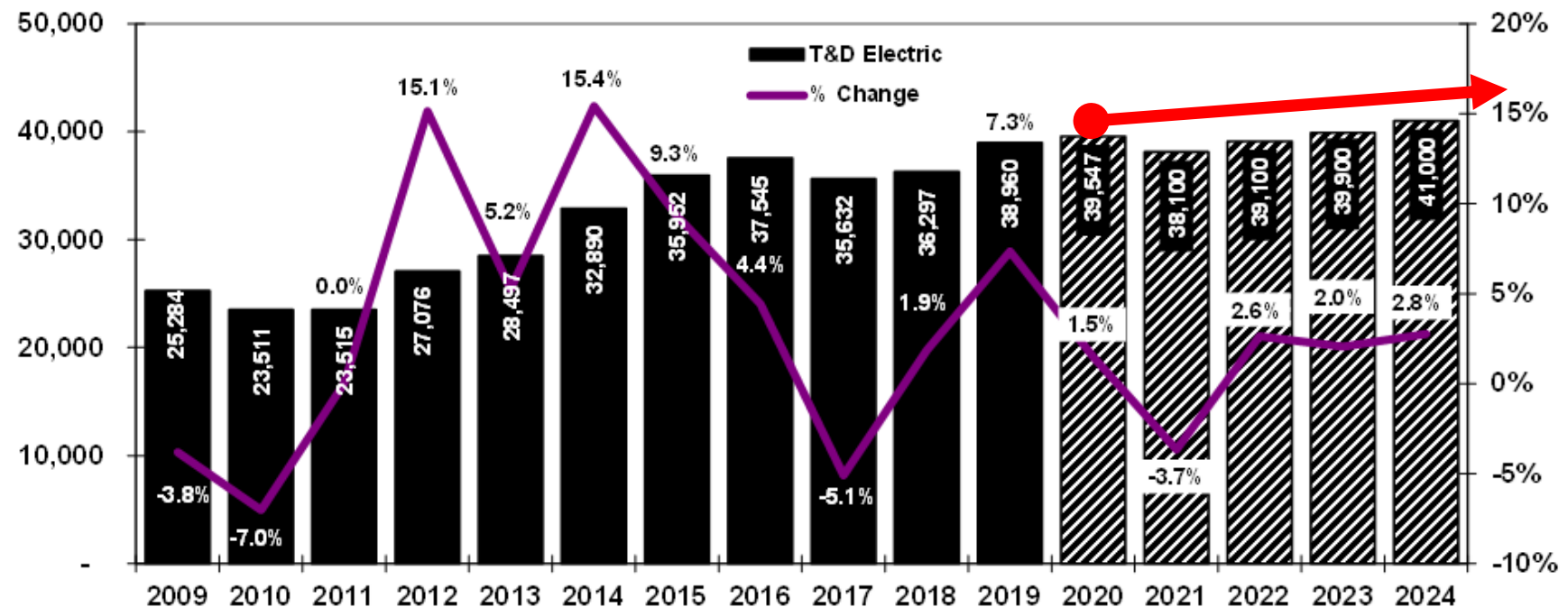
**Non-Residential Small Cell Shipment Forecast**  
Millions of Units Shipped



Source: Mobile Experts (2019), "Small Cells 2019," April, PRNewswire, 2020. Continuum Prepared Graphic

# Electric T&D Construction Put-In-Place Spending Forecast

- ▶ Driven by resiliency and regulation
- ▶ Will Texas winter weather debacle help or hurt this market...we believe help
- ▶ We see continued focus on reliability and undergrounding pushing up spending



Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2020-2024.

# Underground Electric Case Study

**PEPCO** – DC Power Line Undergrounding (DC PLUG); What caused the delay of program approval initially in DC? Lessons learned and new approach resulting in approval.

## CHALLENGE

- ▶ In 2003, PEPCO and the DC Commission first investigated the concept of undergrounding all or part of the overhead electric system. The initial 2004 study estimated approximately \$4 billion to place all of its remaining above-ground lines and cables underground. The next eight years saw additional study, including a significant 2010 study by Shaw Consulting Group, various assessments, and extended discussion on the topic, but little action. Then the 2012 derecho experienced by the Mid-Atlantic changed the focus and discussion with a more intense focus on how to structure an undergrounding program that would have a substantial impact on reliability.

## SOLUTION

- ▶ After the 2012 derecho, the political machine was positively engaged when Vincent C. Gray, Mayor of DC sponsored the Power Line Undergrounding Task Force to more aggressively develop a reliability and resilience solution in collaboration with PEPCO. This focus for finding a solution was further accelerated by the January 2016 blizzard.
- ▶ In 2017, the Undergrounding Act that amended the Electric Company Infrastructure Improvement Financing Act of 2014 allowed the effort to move forward.
- ▶ By 2018, the DC PLUG program was developed that, over seven years, was designed to migrate up to 30 of the District's most vulnerable overhead distribution lines underground. Financial contributors for approximately \$500 million include \$250 million from PEPCO, \$187.5 million from DC taxpayers, and \$62.5 million from the District's Department of Transportation (DDOT).

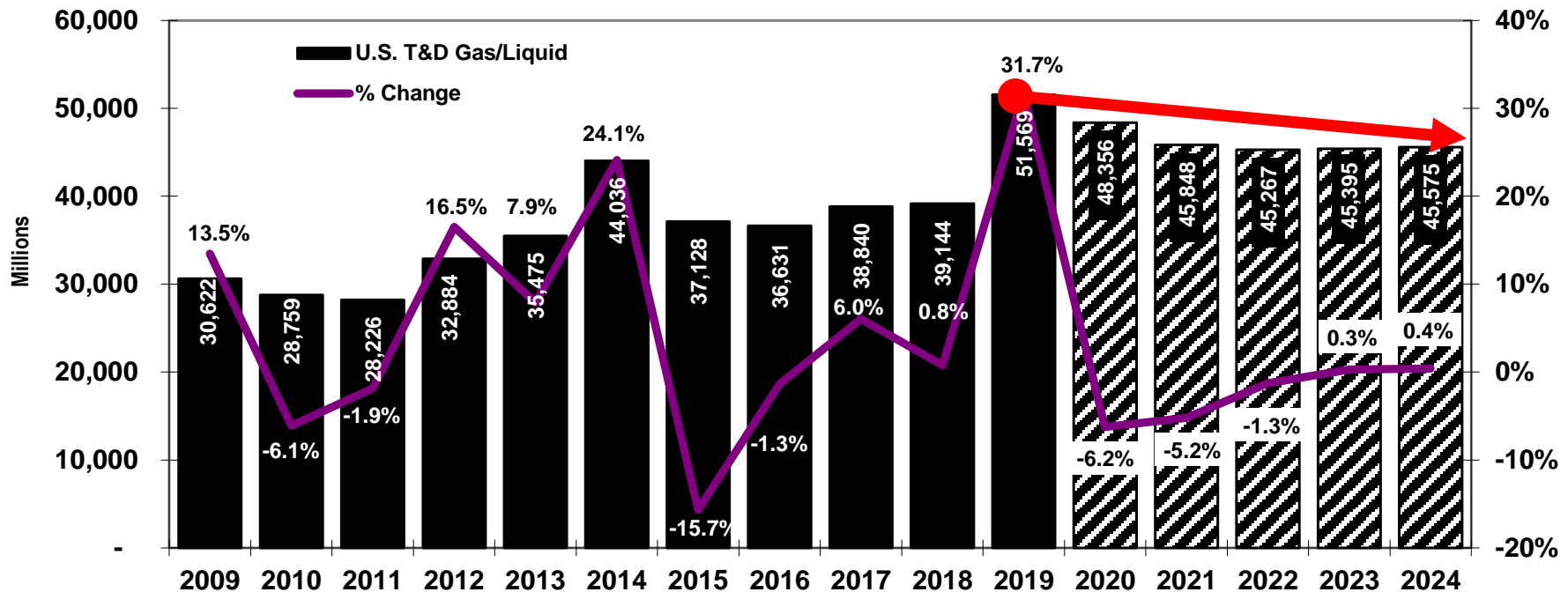
## RESULT

- ▶ After 14 years of assessments, study, discussion, and the experience of three major storm-related outages to Washington, DC in a decade, a consensus was reached to move forward on a resilience, hardening, and undergrounding program to improved reliability. It took another two years for the June 2019 groundbreaking and actual construction to start.
- ▶ The DC PLUG program, a \$500 million joint undertaking by the District and PEPCO, is expected to improve reliability by 95% on targeted segments against the wind, ice, and snowstorms as well as falling trees.

Source: PDI<sup>2</sup> [Utility Infrastructure Playbook](#), September 2019.

# North American Gas/Liquid T&D Construction Put-In-Place Spending Forecast

- ▶ As of March 2020
  - Rebound of spending in 2018-2020 in transmission activity in US and Canada due to oil prices >\$50, natural gas demand, regulatory activity, and 2020 US election
  - Distribution activity in US continuing to grow, Canada possibly exhibit faster growth due to potential regulatory priorities
  - Moderate growth in 2021-2023 currently forecast – waiting for next impetus to accelerate...integrity shift, vintage plastic replacement, Trump re-elected, etc.?
- ▶ Today
  - Bottom falling out of pipeline market with gas distribution continuing slow, steady growth, overall market flat



Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2020-2024.



Wave 1 2008-2013	Wave 2 2016-2021	Wave 3 2025-2030	Wave 4 Beyond 2031
Trans. Integrity & Dist. Replacement	Industrial & Power Gen Renaissance	Trans. Replacement & Dist. Integrity	The Cliff
<ul style="list-style-type: none"> <li>• \$32 to \$43 billion (+34%)</li> </ul>	<ul style="list-style-type: none"> <li>• \$43 to <b>\$65 billion (+49%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>\$65 to \$80 billion (+23%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>\$80</b> to \$45 billion (-44%)</li> </ul>
<ul style="list-style-type: none"> <li>• Shale gas and oil exploration expansion</li> <li>• Interstate transmission network expansion</li> <li>• TIMP acceleration of activity</li> <li>• Distribution replacement programs start</li> <li>• DIMP plan preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Transmission and high pressure distribution lateral construction</li> <li>• NGL and shale oil transmission system build out – <b>Replacement for rail transport</b></li> <li>• Distribution replacement programs accelerating</li> <li>• Housing starts accelerating</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Interstate transmission replacement programs accelerating</b></li> <li>• DIMP acceleration of activity</li> <li>• Early distribution plastics replaced</li> <li>• <b>Rising natural gas prices increase domestic gas production</b></li> </ul>	<ul style="list-style-type: none"> <li>• Transmission replacement activity slows</li> <li>• 100 years of distribution infrastructure replaced in 20 years</li> <li>• <b>Industrial/Power/Export infrastructure complete – modest to no growth</b></li> <li>• Housing starts tempered by low population growth</li> </ul>

Source: Proprietary Continuum analysis.

Interpretive note: **Red, Bold shading indicates characteristics that have not or will not come to pass.**

# Construction Spending Overview

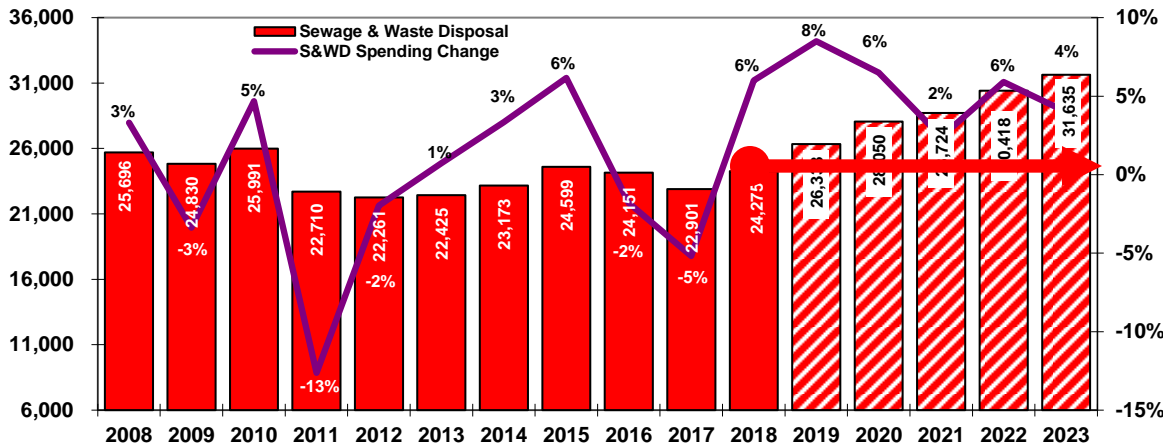
▶ As of March 2020

– Sewer

- Performing better than water due to market dynamics and environmental concerns
- Growth will continue, albeit slowly and in specific pockets, not universal growth
- Trump Infrastructure plan...if it happens...will give small push beyond 2020
- Funding is and will continue to be the issue constraining growth

▶ Today

- Flattening and possibly falling given state and municipal budget demands



Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2019-2023.

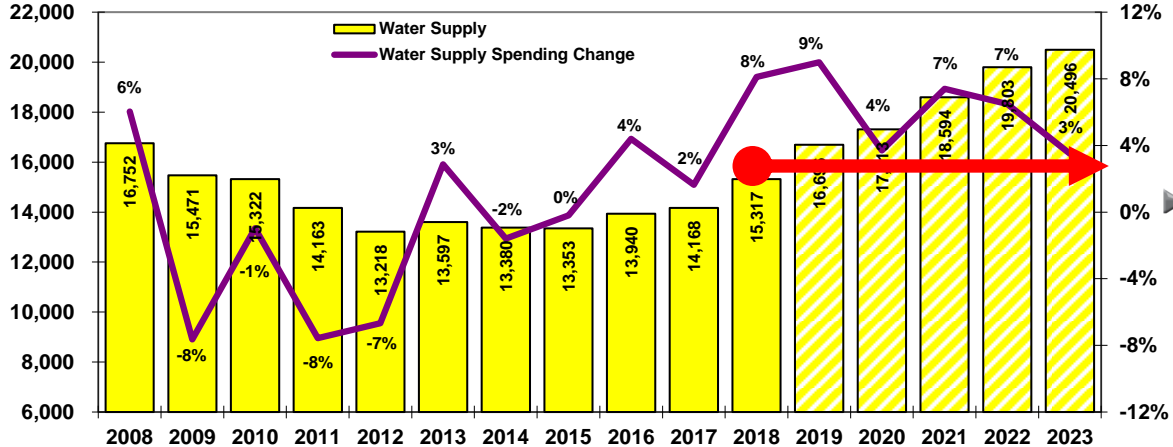
▶ As of March 2020

– Water

- Anticipated acceleration finally taking place in 2018, 2019 and will continue on positive trend
- Funding is and will continue to be the issue constraining growth

▶ Today

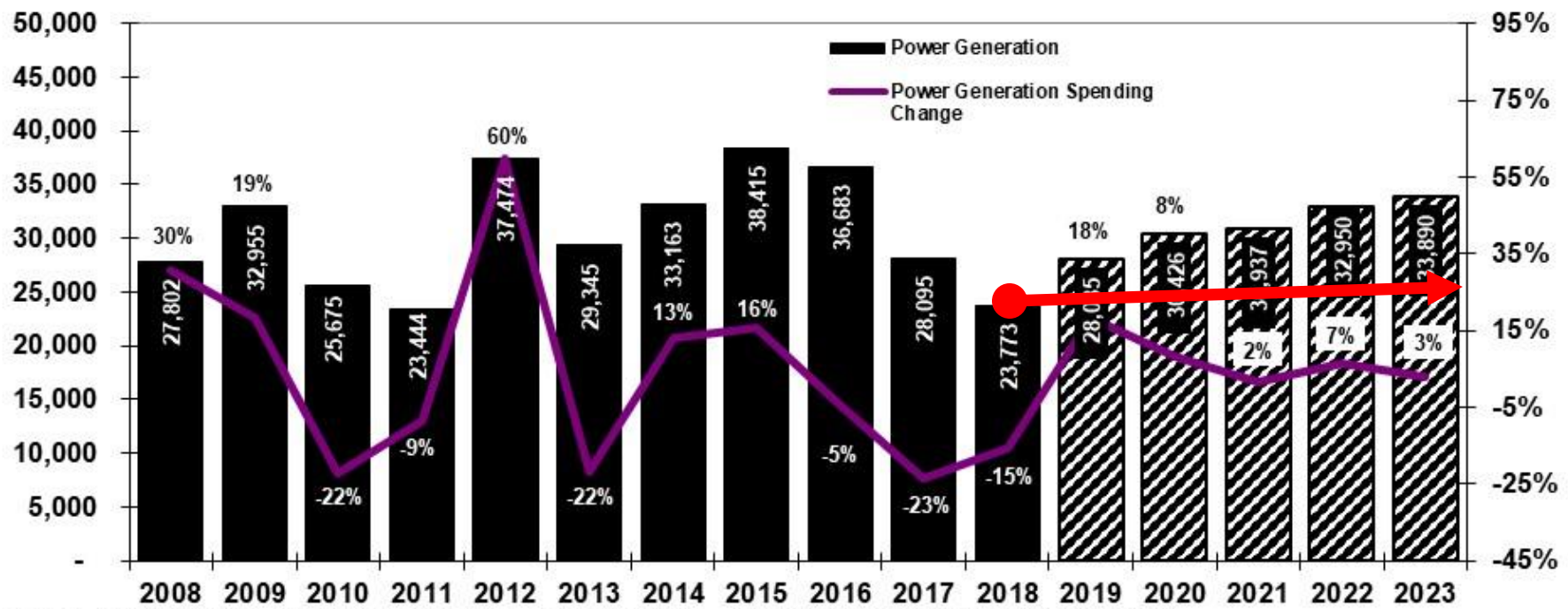
- Flattening and possibly falling given state and municipal budget demands



Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2019-2023.

# Power Gen Construction Put-In-Place Spending Forecast

- ▶ As of March 2020
  - Driven by renewables and gas fired
- ▶ Today
  - Driven only by renewables



Source: Building permits, construction put in place, and trade sources. Continuum prepared forecasts for 2019-2023.

# Thank You

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# Mark Bridgers

Mark founded and leads a Utility Vertical Market team team at Continuum Capital. He works with gas/electric utilities, power generators, pipeline companies, and energy companies. As a recognized expert in capital construction and operational challenges, Mark was recently honored with membership in the Society of Gas Operators (SOGO) and the Guild of Ancient Suppliers.

Mark helps firms prepare for and successfully navigate “strategic transitions.” His passion is helping organizations achieve breakthrough innovations through collaborative or integrated relationships. He is the architect of an approach for integrated service provider management referred to as the “Extended Enterprise” among construction industry participants.

Mark is an avid educator, trainer, and writer with more than 20 years of industry expertise including financial performance analysis; development and implementation of tools to reduce construction cost, life-cycle cost, and operational friction; restructuring of processes and procedures - often times using LEAN Construction techniques; and leader development.. He is a recognized expert in capital construction and operational challenges . Mark is also author of over 150 articles and research papers published internationally in industry journals, including ENR, PE – The Magazine for Professional Engineers, Pipeline & Gas Journal, Utility Contractor (NUCA), Underground Contractor, Electric Energy (RMEL) and Electric Perspectives (EEI).

Mark holds a master’s degree in business administration from the University of Virginia’s Darden school of Business and a bachelor’s degree in financial management from Clemson University. In addition, he earned the designation of Chartered Property and Casualty Underwriter (CPCU) and Associate in Reinsurance (ARe).



# About Continuum

Continuum Capital is a boutique management consulting, training, investment banking, and capital services firm providing services to the worldwide construction industry. We provide services in the areas of strategic market information, acquisition integration, ownership transition, private equity financing, project delivery improvement, management and field-level training, strategic planning, strategic sourcing, and productivity improvement.

<b>Mission Statement</b>	Transform capital asset construction worldwide.
<b>Founded</b>	2011
<b>Office Locations</b>	Raleigh, NC; Birmingham, AL; Denver, CO; Dallas, TX; Chicago, IL; Baltimore, MD
<b>Number of Employees</b>	9
<b>Geographic Market</b>	United States, Canada, Latin America, Europe, and Pacific Rim
<b>Continuum Capital's Clients</b>	Contractors; engineers; architects; government agencies; utility companies; manufacturers and distributors of construction materials and construction equipment
<b>Consulting Clients</b>	15 per year (90% of whom are repeat customers)
<b>International Speaking Locations</b>	Brazil, Canada, France, Mexico, South Korea, United Arab Emirates
<b>Professional Lecture &amp; Speaking</b>	20 per year
<b>Knowledge &amp; Database Access</b>	Proprietary database tools for benefit of clients: <ul style="list-style-type: none"> <li>a) Utility construction index from 2009 to present;</li> <li>b) Utility construction field productivity improvement techniques from 1700 surveys;</li> <li>c) Utility contractor financial performance comparison of 50+ publicly traded and privately held firms;</li> <li>d) National and regional utility construction spending history and forecast</li> <li>e) Gas utility "Best Practice" database and knowledge defining superior performance from 2000 to present</li> <li>d) 35,000 contact database to support acquisition, research, and industry knowledge</li> </ul>
<b>Corporate Web Site</b>	<a href="http://www.ContinuumCapital.net">www.ContinuumCapital.net</a>
<b>Energy &amp; Utility Team Leader</b>	Mark Bridgers – President & Founder Continuum Capital; Director Utility Vertical Market

# About Continuum

Founded in 2011, Continuum Capital provides boutique management consulting, capital services, and training, to the energy, utility, pipeline, and industrial markets supporting the successful and efficient planning, design, construction, and operations of capital asset.

Continuum utilizes a proprietary “SMART Advisory” methodology to deliver innovative and customized solutions to energy, utility, or pipeline owners/operators who want to transform their capital asset construction processes. Service providers to these firms, including underground and overhead contractors and engineers, are integrated into the transformation process, frequently forming what Continuum refers to as an “Extended Enterprise.”

Continuum’s experienced consultants can assist your business with Capital Construction/O&M Unit Effectiveness, Program Management Office Transformation, Risk Management/Mitigation for Capital Asset Construction, Project Management/Controls Installation, Process Analysis & Improvement, Management of RFI / RFQ / RFP / Procurement, Extended Enterprise/Alliance Formation, and Field Productivity Assessment & Improvement.

Additional and specialized services include, M&A or Due Diligence Support, Market Strategy, Market Research, Cost Analysis & Savings, Cost to Complete Analysis, Cost to Convert to Best Purpose, and Cost to Restore Asset.

Let Continuum transform your business!

**S** – Strategic Relations

**M** – Measureable Objectives

**A** – Aligned Sourcing

**R** – Risk Controlled

**T** – Technology Enabled

