

Malcolm **Malcolm Meets Challenging Projects with Innovation**

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*Malcolm continues to attract top projects
and choice employees who are drawn to the
Company's innovation and efficiency*

Malcolm

Malcolm Meets Challenging Projects with Innovation

Malcolm has grown from a single, truck-mounted drilling rig business founded in 1962 into one of the most trusted and innovative names in the deep foundation industry, with one of the most adaptable and robust fleets. Taking on a diversified portfolio of large, \$100 million flagship projects, and smaller projects that utilize the Company's broad range of equipment for shorter projects.

To facilitate its far reach, Malcolm is based in San Francisco

and has operating offices in Hayward, Seattle, Salt Lake City and Los Angeles, with one currently in development in Florida. These offices are able to operate autonomously to some extent as far as projects are concerned, as each office services specific areas.

From Small to Large and Everywhere

While its offices operate their own projects, the Company is agile in moving resources, be they human or equipment, to whatever area requires it. Malcolm currently has the capacity to undertake 25 to 35 jobs at a time, Tucker says, two to three of which are usually larger, landmark jobs.

"As we capitalize to the extent that a Company like ours has, we actually need a greater geographic distribution to better utilize our capital resources: our equipment," says President Terry Tucker. "While we have the ability to react to large projects, our core business is supported by those projects from under \$1 million, up to \$15 million, which accounts for quite a bit of work," Tucker says.

The Brickell CityCentre

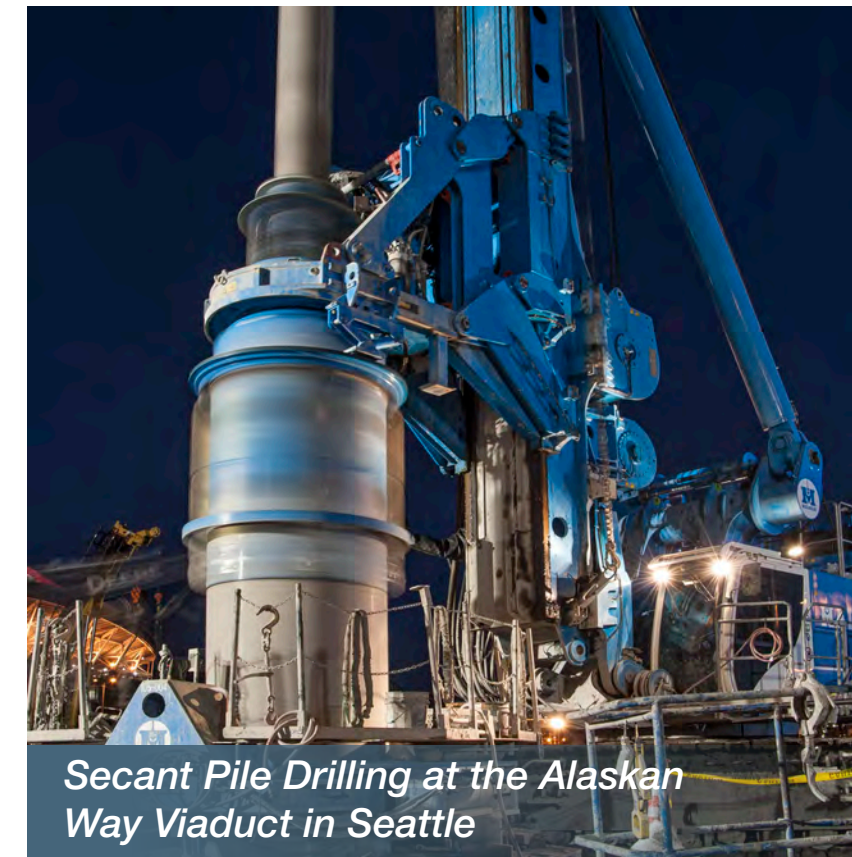
The Brickell CityCentre in Miami, FL, is one of the most challenging projects Malcolm has undertaken. Malcolm is subcontracting under Turner Construction for the development of three city blocks, a subterranean parking structure and five high-rise buildings in downtown Miami in a \$56 million contract. Because of water-conductive limestone in Miami's crust, Malcolm must complete an unprecedented base slab, injecting cementitious material using proprietary 9-foot-diameter soil-mixing tools the Company developed to make the ground impervious.

"It's never been done with this type of process before. We are essentially making an in situ 'bathtub,' within which the parking structure will be constructed," Tucker says.

In addition to the parking structure, Malcolm is installing 105-foot-deep, 3-foot-diameter Continuous Flight Auger (CFA) piles for the four-story podium foundation that will support five high-rises.

The SR-99 Tunnel Project

Malcolm's participation in the SR-99 Tunnel Project – part of the Alaska Way Viaduct Replacement Program for the Washington Dept. of

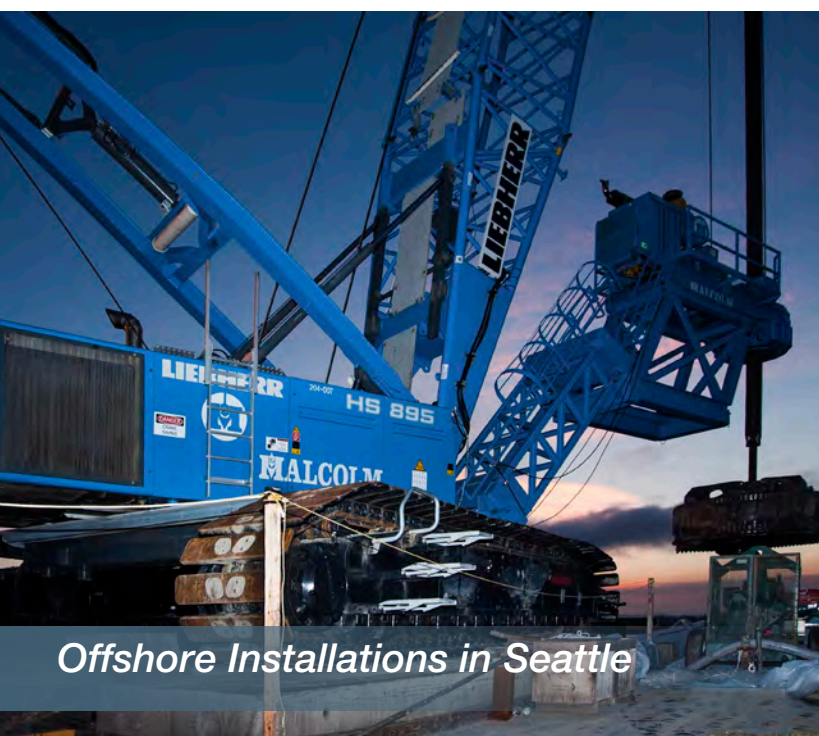


Secant Pile Drilling at the Alaskan Way Viaduct in Seattle

Transportation – has meant further innovation in precision drilling and engineering.

"What was challenging for that job was, obviously, logistics, but more than that, it was the accuracy and planning necessary to put in 5-foot-diameter-cased secant piles with a verticality tolerance of approximately 1/2 percent," Tucker says. "The depth of the secant piles, at about 135 feet, attached to one another, can mean gaps in the wall if they deviate at all from their straight alignment, which means wall failure or water intrusion into the excavation."

A behemoth of a project for



Offshore Installations in Seattle

Supplier Profile

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Website: www.bauerpileco.com

Malcolm, carefully executed scheduling ensured that as many as five drills with oscillators could be used at these huge depths. Tucker says early contractor involvement in this project meant Malcolm was able to give performance parameters to help the team designer develop the most economical design.

“That type of involvement early on in a design-build is a very good delivery system, because it allows the contractor to incorporate what he does best and have his best tools in his tool box for that particular application,” Tucker says.



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Supplier Profile

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Equipment, Employees, Execution

Malcolm's more than \$190 million equipment fleet is well-prepared to meet the full gamut of the Company's offerings, and beyond – Malcolm has adjusted some drill rigs to handle different processes, from gear reduction insert and oscillator attachments to the ability to change rotaries for different applications (i.e. casing that further extracts in big diameter and depth drilling). Tucker says the Company has developed training standards and constantly updated electronic equipment manual to help keep employees and operations consistent, from drills to the computerized data-mapping software they utilize.

"We know what works for the industry, and we stay apprised of new developments," Tucker says, noting that Malcolm purchases nearly all of its drills and duty-cycle cranes from European companies, which he says is easily facilitated through long-term partnerships.

"Once we had the connections and avenues in Europe, it's fairly seamless because you know the suppliers who are moving equipment to the United States," he says. "We also go to Munich every three years to attend a heavy civil

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Territory Map



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Malcolm Crew in Miami



Malcolm

Secant Pile Installation
in Seattle, WA



machinery show in Munich; there's 170 countries represented."

In order to keep abreast of the newest technology and innovation, Malcolm focuses on hiring well-educated, talented employees.

"We're lucky to have a talent stream that comes to us, based on

Malcolm's reputation and based on the size of the equipment that we have, as well as the benefits of working with a company on the cutting edge of a constantly changing technological landscape," Tucker says.

With several successful projects

completed under its belt, Malcolm continues to exhibit a keen eye for innovation and a propensity for economically sound and efficient planning, the Company will continue to attract both employees and contracts into the future.

USA

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STATISTICS



INDUSTRY:
Construction

FOUNDED:
1962

HEADQUARTERS:
San Francisco

KEY PEOPLE/TITLES:
FOUNDER | JOHN M. MALCOLM
CO-CHAIRMAN OF THE BOARD | BARRY KANNON
PRESIDENT | TERRY TUCKER
VP ENGINEERING | HEINRICH MAJEWSKI
VP CORPORATE | JOHN ROE

PRODUCTS:
Deep Foundation, Retention Systems,
Ground Improvement, Desig & Build

REVENUE:
\$230M

EMPLOYEES:
800

WEBSITE:
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