

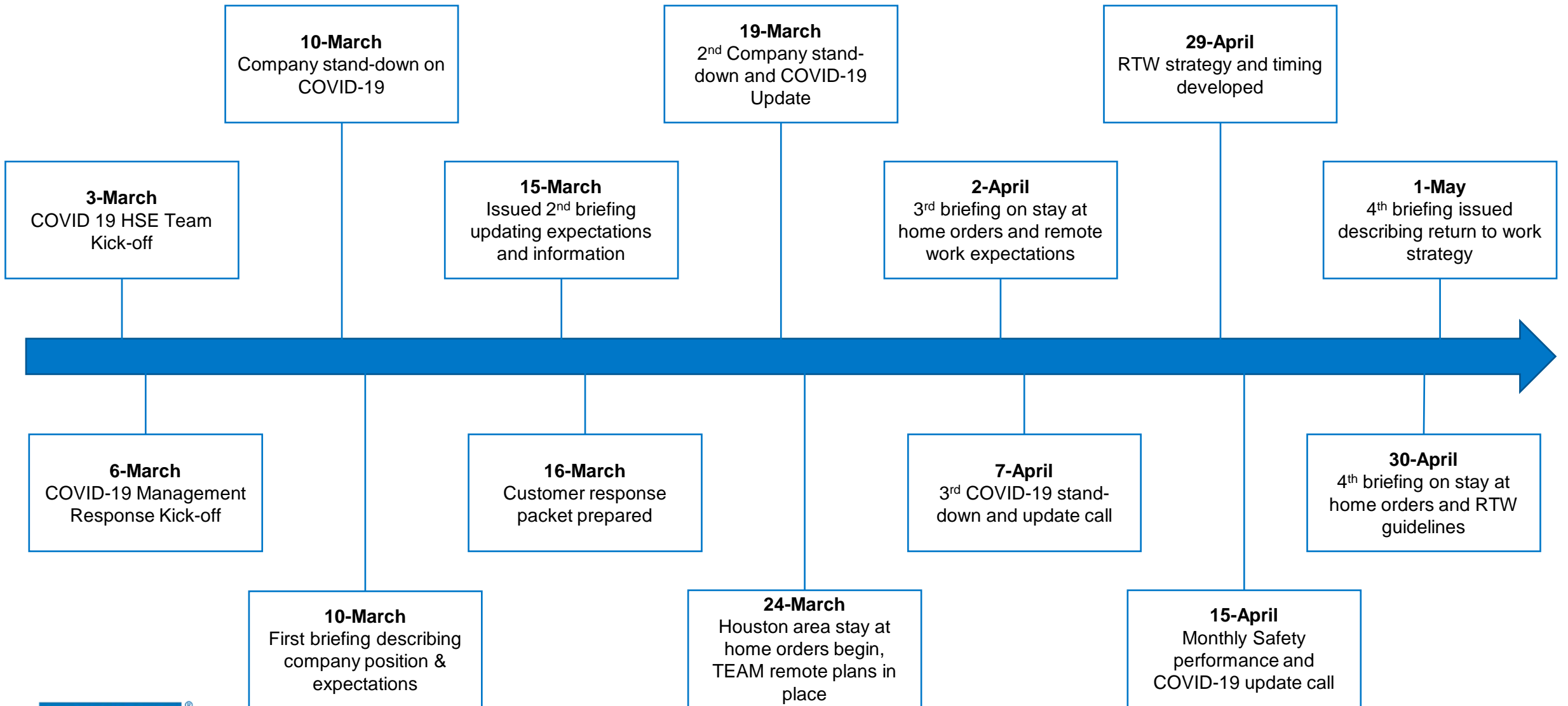


TEAM[®]

Covid-19 Action Summary

May 2020

Coronavirus Response Actions to Date



Response to the Current Environment

ENGAGED WITH A STABLE CUSTOMER BASE WHO ARE POSITIONED TO WEATHER THE DOWNCYCLE

Protecting employees, customers, and business partners

Business continuity plans enabling safe ongoing operations

OneTEAM tune-up driving operating cost savings

Managing working capital, liquidity and free cash flow

Leveraging diversified end markets and geographies
Maintaining blue-chip client base



Maintaining the Business

UPDATE AS OF MAY 24th



PEOPLE

- + Just 5 confirmed cases company-wide
- + Work from home and social distancing implemented
- + Regular employee briefings



BUSINESS CONTINUITY

- + COVID-19 specific supplemental Job Safety Analysis (JSA)
- + Updated PPE guidelines
- + Leveraging our Workforce Management capabilities to optimize utilization
- + Creative client solutions (e.g. shift work)



COST AND CASH MANAGEMENT

- + Eliminate non-essential spend, temporarily reduce executive and employee compensation, postpone merit and 401(k) match, enact temporary furloughs (employees retain benefits) and a reduction in force appropriate for the reduced activity
- + Focus on collections, billings, CAPEX management and reduce inventory



MARKET DIVERSITY

- + Refiners are well-positioned to weather the downcycle
- + Pipeline and Tank Consulting remain active
- + Military aerospace and some other sectors mostly unaffected



TEAM

THANK YOU

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