



# Corporate Profile

**PERFORMANCE HAS BUILT OUR BUSINESS—  
THE BUSINESS OF CONNECTIONS.**



## Mission

Founded in 1923, we build, engineer, and connect the world's strongest utility infrastructure networks.

## Vision

Be the contractor of choice in the markets we serve, the employer of choice for the talent we depend on, and a trusted service provider in the communities that depend on us.

## Purpose

Provide families, businesses, and public agencies with the energy, light, and communications they need to be safe, healthy, and productive.



# Performance.

## Letter from the President

At Henkels & McCoy, there is energy in everything we do. As a leader in the infrastructure construction industry for nearly 100 years, we are dedicated to providing high-quality solutions for our clients while living the values of our founders.

Henkels & McCoy is known and trusted across North America for our comprehensive understanding of the industry and our uncompromising dedication to integrity and service. By keeping our clients' needs at the forefront of every project we execute, Henkels & McCoy provides worry-free, customized solutions that deliver customer value with quantifiable benefits.

As technology accelerates the way we energize the world and communicate within it, Henkels & McCoy is well-equipped to address the challenges and opportunities that emerge. With a forward-thinking philosophy, vast experience, and demonstrated mastery in a complete range of services across the project lifecycle, we continue to be pioneers in pursuing innovations that push the boundaries of the status quo.

It is our hope that this Corporate Profile provides you with an introduction to our collective capabilities and deepens your understanding of the character of our company. We look forward to earning your confidence and stand ready to assist you in any way we can.

Best regards,

*James M. Dillahunty*

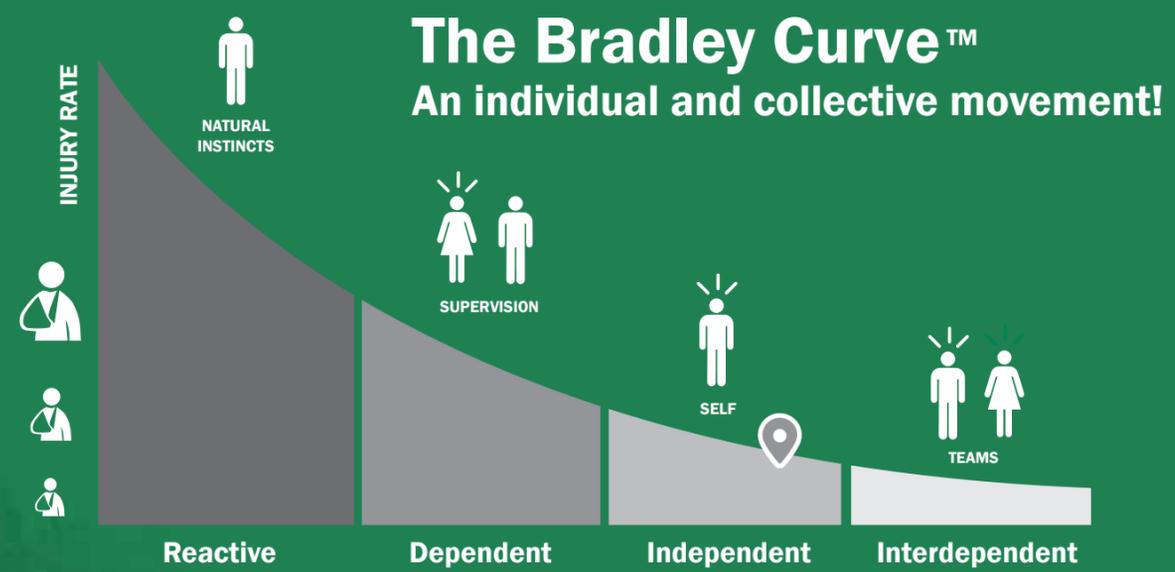
**James M. Dillahunty**  
Executive Vice President & Chief Operating Officer,  
Henkels & McCoy Group, Inc.  
President, Henkels & McCoy, Inc.

# PERFORMANCE HAS BUILT OUR BUSINESS...



**HENKELS & MCCOY**  
**Nobody GETS HURT!**

## Our Path to World-Class Safety



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## Commitment to Safety

Safety is interwoven into H&M's culture, daily practices, and every aspect of work. Safety drives the development of impeccable work practices and is at the core of the way behavior is observed, communicated, and investigated. H&M follows a daily safety management system of leading and lagging indicators, including coaching observation trends, work site audits, good catch and near miss reports, corrective action follow-ups, total recordable incident rates, days away, and restricted duty and transfers. With these indicators, H&M performs trend analysis and program validation of safety performance. This vigilant evaluation and implementation of company- and industry-wide best practices ensure H&M maintains the absolute highest safety standards to protect our workers, our clients, and the community. H&M aims to be the safest contractor in the markets we serve by fulfilling the daily mission to ensure "Nobody Gets Hurt!"

H&M utilizes the DuPont Bradley Curve to measure progress on the path to world-class safety. Initially ranked as above average in the execution of safety management, H&M has moved progressively toward a mature safety culture, with a team commitment and belief that safety is truly sustainable, and zero accident performance is attainable. H&M has been recognized with an E.I. DuPont Safety Excellence Award.



Henkels & McCoy is a founding member of the Electrical Transmission & Distribution Partnership, a collaborative partnership working to reduce fatalities, injuries, and illnesses in the electric line construction industry.

# POWER



## Power

From concept through construction, to maintenance and emergency response, Henkels & McCoy has expertise in every aspect of building and managing the critical infrastructure that powers and connects the country. The firm's professionals are skilled in a diverse set of disciplines, including leading-edge smart grid technology to meet the nation's growing energy demands. H&M performs work on energized lines, and offers services for conventional and renewable energy, transmission, distribution, and substations. As the power sector becomes more technologically advanced, H&M provides clients with innovative, resilient solutions that deliver sustained value. H&M puts safety at the forefront of every job and is a founding member of the Electrical Transmission and Distribution (ET&D) Strategic Partnership, a formal collaboration of industry stakeholders working to improve safety for workers in the electric line construction industry.

## Power Transmission

H&M has constructed hundreds of thousands of miles of aerial and underground transmission lines across the United States, working on both new and upgraded systems, in every type of tough terrain. H&M provides cable pulling, reconductoring, power distribution, Right-of-Way (ROW) services, renewable interconnection, and more, with a focus on quality, safety, and respect for all stakeholders' property. The firm has a culture of continuous improvement to refine performance and ensure excellence in project execution.

### Aerial

- Installations through 765kV
- Structure Replacement
- Reconductoring
- OPGW Installation
- Foundations
- Helicopter-supported Work
- Emergency Response
- Live Line Construction

### Substation Services

- Cable Pulling
- Manhole and Conduit
- Duct and Vault Installation
- Trenching
- Directional Drilling
- Splicing and Testing
- Power Distribution



## Power Distribution

A leader in the transformation of modern infrastructure, Henkels & McCoy delivers high-caliber solutions that keep the power flowing and the lights on for millions of Americans. The firm provides construction, engineering, and maintenance services on energized, de-energized, aerial, and underground facilities on distribution work through 69kV. H&M is skilled in the dynamic techniques necessary for developing a smart grid to increase resiliency and reliability, integrate distributed energy resources, and optimize the balance of power delivery.

### Aerial

- Pole Installation
- Pole Replacement
- Wire Stringing
- Reconductoring
- Make Ready
- Street Lighting
- Emergency Response

### Underground

- URD
- Directional Drilling
- Fault Location & Repair
- Splicing & Termination
- Manhole & Conduit Installation
- Joint Trenching

## Substations

H&M performs engineering and construction work on switchyards and substations through 500kV for utility companies, municipalities, commercial businesses, and producers of renewable energy. The company has completed complex brownfield expansion work and state-of-the-art greenfield projects for gas-insulated and air-insulated substations in even the most logistically challenging locations. Engineering, Procurement, and Construction (EPC) services are available to maximize efficiencies. H&M keeps both alternating and direct current stations operating safely at full capacity through professional maintenance and monitoring services.

### Work Scope

- Civil Site Work
- Ground Grid & Connections
- Underground Conduit & Cable Trench
- Foundations
- Steel Support Structures
- Cable Bus & Rigid Bus
- Oil Containment Systems
- Transformer Placement
- Control Building Structures
- Power & Control Wiring
- Testing & Commissioning
- Maintenance

### Types of Stations

- Air Insulated Substations (AIS)
- Gas Insulated Substations (GIS)
- Switchyards
- Flexible AC Transmission System (FACTS)
- HVDC





## Energized Services

H&M has the expertise to service, repair, and upgrade lines and facilities in an energized state without pause to the flow of power. The firm's team of tenured professionals has extensive live line training and certification in both the barehand and hot stick methods. From the initial feasibility assessment through job completion, H&M maintains consistent communication with clients to ensure the safe, smooth progression of projects. H&M's experienced craftspeople are highly proficient in the use of specialized equipment such as the Triple Line Lifter 1300, Triple Line Lifter 2000, 125-foot barehand bucket trucks, and mobile switch trailers.

### Benefits of Energized Work Capabilities

- Enables year-round maintenance of radial and heavily loaded circuits without outages
- Reduces operational costs and delays of line switching and grounding
- Provides relief to crowded routes without increasing system congestion
- Reduces potential system risks with equipment switching and grounding
- Ensures most projects can be completed with zero outages

## Renewables

With decades of infrastructure experience and strong relationships with utilities and power companies, H&M is ideally suited to help customers achieve their vision of a cleaner energy future. H&M's wide range of renewable energy capabilities includes construction, wiring, monitoring, and maintenance services, along with the expertise to connect renewable energy to the grid. From wind farms to solar energy facilities, the company has the demonstrated ability to meet intricate technical challenges and aggressive scheduling demands. H&M brings sustainable energy sources to the country and sustainable benefits to clients.

### Services

- Collector Systems Construction
- Tower Wiring
- Substation & Switchyard
- Transmission Line Construction
- Electrical Infrastructure Maintenance
- Battery Storage Installation

## Emergency Response

H&M's highly trained technical and labor crews can be contracted to mobilize swiftly when natural disasters or catastrophes occur. With thousands of skilled workers and an impressive fleet of equipment positioned across the country, H&M is prepared to rise to the challenge of restoring power and making damaged sites safe. Committed crews work around the clock in the most extreme conditions to restore energized and de-energized transmission and distribution infrastructure and do the critical work that is needed to prevent further damage and protect lives.

### Emergency Response & Recovery Services

- Power Transmission & Distribution Line Repair
- Substation Rebuild and Repair
- Fiber Optic Line Repair
- Emergency Road Clearance
- Energized Construction Repair
- Damage & Hazard Assessment

**A Leader in Major Infrastructure Markets.** Henkels & McCoy, Inc. (H&M), is a privately owned, industry-leading utility construction firm providing critical infrastructure design, construction, and maintenance services for the power, oil & gas pipeline, gas distribution, and communication markets throughout North America. Founded in 1923, H&M adapts nearly 100 years of experience to the dynamic and evolving infrastructure needs of today. H&M consistently ranks in the top 10 of *Engineering News-Record's* specialty contractors.

**Expertise.** A high-performance organization, H&M adheres to a process of intelligent hiring, strategic workforce planning, and continuous training. H&M's team consists of more than 5,000 highly skilled craft and professional personnel and a fleet of over 8,300 units of modern, specialized equipment. Experienced in the industry's most advanced and reliable building techniques, H&M self-performs all major construction activities for control of project quality and delivery. The firm maintains a rigorous project planning, monitoring, and execution process to deliver innovative solutions for even the most complex projects—safely, on budget, and on time.

**A Full Range of Services and Integrated Solutions.** The company has demonstrated mastery in consulting, design, project management, installation, service, and maintenance across the full project lifecycle.



# Knowledge. Experience. Performance.

**Large Geographic Footprint.** H&M is one of the largest, most trusted contractors in North America. With more than 50 offices from New England to Hawaii, H&M's reach extends to commercial and government clients, public utilities, health care and educational institutions, and more.

**Project Management Excellence.** H&M's diligent Project Management Methodology guides the delivery of high-quality solutions that meet specifications and codes, as well as budget and scheduling goals. Personnel are trained in cost and risk management, planning, leadership, and communication skills. Enterprise software tools are used on site to access project data from a centralized database. H&M's work management system integrates financial and production tracking into a single comprehensive system to maximize resource efficiency.

**A Culture of Continuous Improvement** is driven by a company-wide commitment to Lean principles. Every process is consistently challenged in order to discover better work methods and unique solutions to eliminate waste. By adhering to Lean principles, H&M remains nimble while maintaining the discipline to execute with a high caliber of quality and accuracy.



## Communications

H&M has pioneered and perfected communications infrastructure solutions across America. The company's expertise extends to every component of the client's value stream, including planning, permitting, new construction, upgrades, overlays, integrations, and decommissioning. H&M's dedicated crews restore service swiftly when interruptions occur and respond rapidly when cable maintenance services are needed. With a forward-thinking philosophy and vast history of delivering projects for both new and upgraded systems, H&M is well-equipped to address any communications service challenge.

### Wireline

- Project & Construction Management
- Feasibility Studies & Financial Projections
- Design, Planning, & Maintenance
- Overhead & Underground Cable Construction
- FTTH/FTTX Deployment
- OPGW/ADSS Cable Installation
- Conduit & Manhole Systems
- Structured Cabling – LAN, PON, Data Centers
- Plowing, Trenching, & Directional Drilling
- Rail Mounted Cable Plow
- Pole Removal/Replacement
- Make Ready Engineering & Construction
- Splicing, Testing, & Turn-up
- Emergency Restoration & Storm Remediation

### Wireless

- Project Management
- Site Engineering
- Design & Planning
- DAS/iDAS
- Small Cell Deployment
- Fiber Backhaul
- Testing & Turn-up
- Permitting
- Service & Maintenance
- Emergency Restoration & Storm Remediation

# COMMUNICATIONS



# COMMUNICATIONS

## Wireless Technology

Henkels & McCoy is at the forefront of the rapidly evolving wireless communications industry, building the networks that power enterprises, move information, and connect people with one another and the world. H&M's teams are adept at a wide range of capabilities, including end-to-end design, construction, and maintenance services. Having the versatility to execute both inside plant (ISP) and outside plant (OSP) services, H&M has a proven record of success in ISP small cell and iDAS deployment and management, and OSP small cell and DAS deployment. The company is dedicated to providing client-tailored solutions that improve performance and ensure long-term value.

### Planning

- Project Management
- Material Procurement
- Overhead & Underground Construction
- Fiber Optic Cable Splicing & Testing
- Railroad Installation
- Database Management

### Delivery

- WiFi & Fiber Optic Backbones
- Line & Antenna/Power Space Antenna
- Network & RF Electronics
- Microwave Systems
- Cable & Equipment Upgrade Installation
- OSP
  - Project Management
  - DAS & Small Cell Deployment
  - Material Management
  - Fiber Backhaul
  - Testing / Turn-up & Maintenance
  - Emergency Restoration/Storm Remediation
- ISP
  - Project Management
  - DAS & Small Cell Deployment
  - Material Management
  - Service/Maintenance

## Data Centers/Cabling

H&M's multidisciplinary team of BICSI certified Registered Communications Distribution Designers (RCDD) and technicians has a deep understanding of the mission-critical nature of data centers. With proven mastery in delivering end-to-end data center services, H&M performs both inside and outside plant services, including fiber backbone, engineering, and construction. The company solves the tough challenges with advanced solutions that are scalable, flexible, and manageable.

### Inside Plant Capabilities

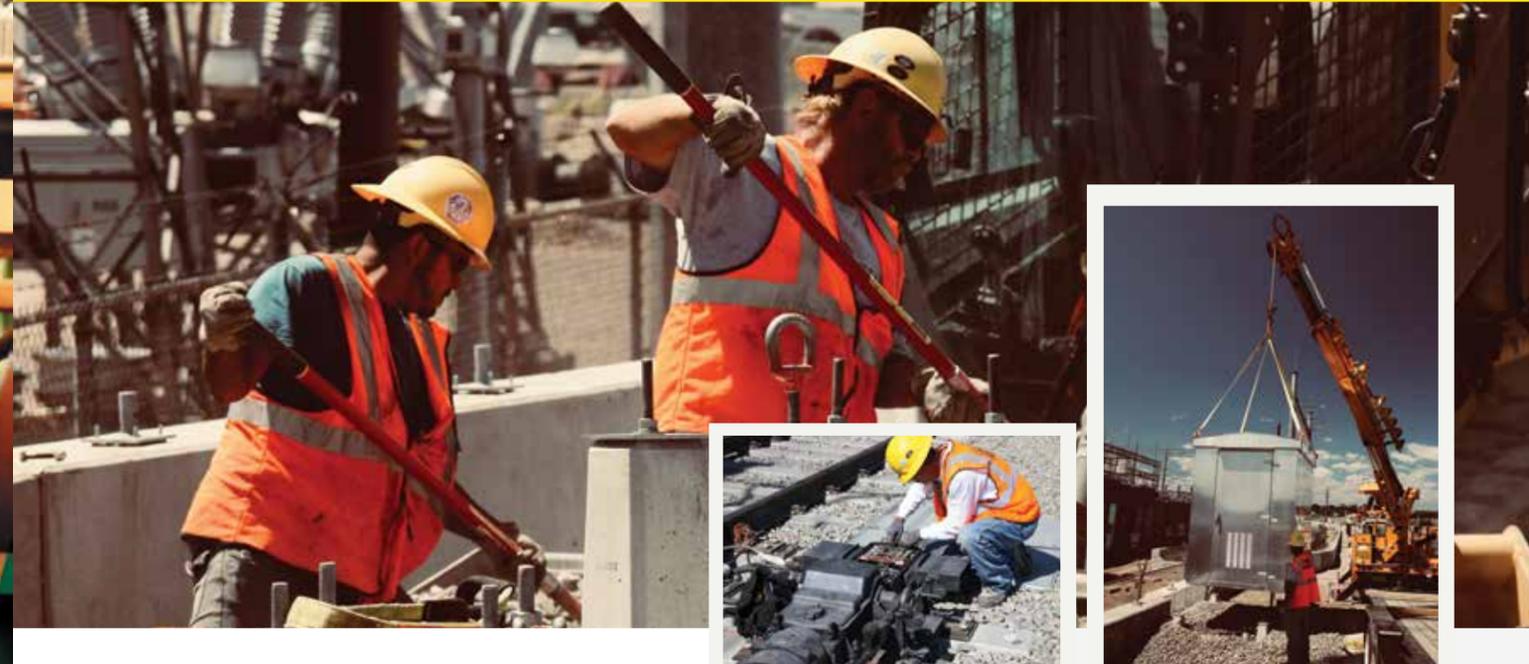
- Legacy System Network Assessment
- Network Design/Re-design
- Data Center Design & Installation
- Fiber Backbone
- Equipment Placement
- Cable Management
- Intra-building Fiber Optic Backbone

### Outside Plant Capabilities

- Local Loop Infrastructure & Equipment
- Underground/Building Entrance Conduit & Cabling
- Aerial Plant Construction
- Duct & Manhole Systems
- Trenching & Boring
- Plowing & Tunneling
- Engineering & Construction
- Staff Augmentation
- Cable Placing, Splicing, and Maintenance (copper, fiber, & coax)
  - Emergency Restoration/Storm Remediation
- ISP
  - Project Management
  - DAS & Small Cell Deployment
  - Material Management
  - Service/Maintenance



# COMMUNICATIONS



## Railroad Signaling

H&M leverages decades of experience with Rights-of-Way (ROW) and a strong skillset in safety-critical railroad systems to bring high-quality custom signaling solutions to clients. The firm's comprehensive services include field installation and maintenance, directional boring, pole installation and removal, and Positive Train Control systems. From initial concept through implementation and clean-up, H&M is dedicated to meeting customers' requirements with solutions that are precisely aligned with project specifications, regulations, and schedules.

### Railroad Signaling Services

- Wayside Signaling System Installation
- Grade Crossings Warning Services
- Pole Line Installation/Removal
- Positive Train Control Site Installations
- In-Service Federal Railroad
- Administration Testing
- Sub-Division Clean-up
- Directional Boring

### Railroad Mounted Cable Plow

Developed and patented by H&M, the railroad mounted cable plow provides a fast and efficient way to install power cable, conduit, telecommunication facilities, signal, or vacant duct underground along railroad ROW. The mounted cable plow can operate from either the left or right side of the track without having to reverse the train. With the ability to trench, install multiple cables, and back-fill—all in one motion—the equipment saves time and expense.

### Railroad Mounted Cable Plow Services

- H&M's Patented Industry-Leading Plow Design, the Brontosaurus II
- Off-track Plowing
- Engineering
- Cable Placement, Splicing, & Testing
- ROW Restoration

**Top 10 Ranking in *Engineering News-Record's*  
Specialty Contractors List**

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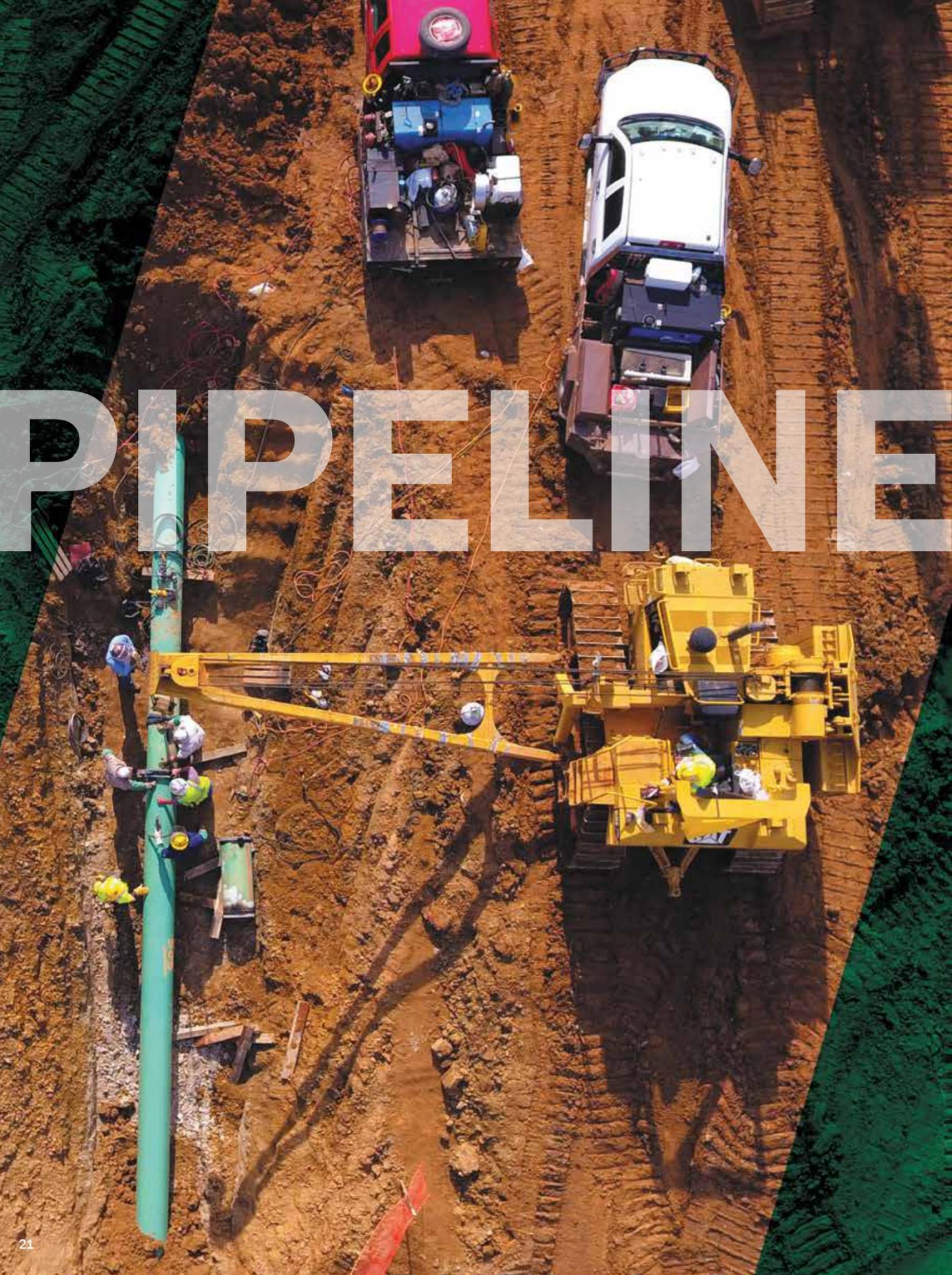
Knowledge. Experience. Performance.

**Founding Member of the  
ET&D Partnership,**

a collaborative industry partnership working to reduce fatalities, injuries, and illnesses in the electric line construction industry.

**More than 50 offices from  
New England to Hawaii**

bringing legendary reliability and cost-effective solutions to infrastructure projects in the US and Canada.



# PIPELINE



## OIL & GAS PIPELINE

H&M is a trusted and recognized leader in oil & gas infrastructure services, bringing high standards of safety, quality, and respect for the environment to every project. The firm has assembled the aptitude and broad experience base to complete all aspects of pipeline construction projects—upstream, midstream, and downstream—from wellhead to burner-tip. H&M’s full scope of pipeline services includes distribution, transmission, corrosion control, pipeline integrity, and AC mitigation. The company’s ability to quickly and accurately execute any size project is unsurpassed.

### Pipeline Services

With decades of experience, project management proficiency, and established relationships with municipalities across the country, H&M can complete all aspects of pipeline construction, including full EPC responsibility. The company has installed everything from gathering lines to 48-inch cross-country pipelines, working in all types of topography and meeting all environmental requirements. H&M completes projects on schedule and within budget, bringing real value to clients that impacts the bottom line.

### Pipeline and Facility Service Offerings

- Local Loop Infrastructure & Equipment
- Pipeline Construction
- Pipeline Integrity Management
- Pre-Construction Planning
- Compressor/Pump
- Metering Stations
- Facility Modifications
- Shop Fabrication
- EPC



## Gas Services

As one of the most experienced and successful providers of comprehensive gas infrastructure services in North America, H&M recognizes that natural gas is an important low-carbon component of our country's energy security. The firm's skilled leaders and craft workers use advanced equipment and technologies to build and maintain robust gas infrastructure to keep this efficient fuel flowing.

### Distribution

H&M assures regulatory and scheduling compliance while providing solutions for natural gas distribution project management and construction services for all types of pipe for residential, commercial, and industrial applications.

### Transmission and Additional Services

H&M solves challenges ranging from pipeline construction to anomaly repair. Additional services include gathering line systems, meter and regulation stations, and operator qualification management.

### Pipeline Integrity

To minimize downtime, optimize assets, and reduce environmental risks, H&M has command of numerous technical skills to identify and remedy pipeline integrity threats.

### Corrosion Control

H&M's corrosion-related services include assessments, construction, training, remediation, and maintenance. The firm maximizes corrosion resistance and improves pipeline durability with techniques such as improved current and sacrificial systems.

### Upstream Services

Henkels & McCoy brings together the right experts, with the right disciplines, and the right equipment to deliver quality upstream services that include gathering line construction, pipe fabrication and installation, site and civil work, and more.

### Midstream Services

H&M delivers midstream construction, integrity, and maintenance solutions, from compressor station builds to SCADA and emergency management. Federal relocations, hydrostatic testing, tie-in construction, and horizontal directional drilling are also offered.

### Downstream Services

H&M's full array of downstream services includes gate station construction, mainline extensions and services, tapping and stopping, and vacuum excavations. Precision leak detection and repair services, meter change-outs, and AMR installations are available as well.



PIPELINE



## Pipeline Integrity Systems

H&M helps clients manage risks and prevent the loss of product and time with a suite of services designed to bring reliability into all aspects of pipeline integrity. Using advanced machinery, technical know-how, and superior project management methodology, H&M installs, upgrades, and maintains cathodic protection and AC mitigation systems. Cable plows enable crews to efficiently perform trenchless installations with little disruption to the environment. With HDD systems, H&M can complete sophisticated operations under waterways and congested areas. Auger drilling allows the firm to install vertical anode beds and cathodic protection systems.

### Cathodic Protection Installation Capabilities

- Linear Anode Bed System
- Remote Beds Anode System
- Deep Well Anode System
- Galvanic Anode Systems
- Rectifiers
- Test Stations
- Junction Boxes

### AC Mitigation Installation Capabilities

- Mitigation Products
- Decouplers
- Gradient Control Mats
- Test Stations
- Junction Boxes

## Nearly 100 Years of Experience

H&M not only follows best practices, the company creates them. The firm has a deep understanding of the industry, the vision to embrace emerging technologies, and the discipline to maintain excellence in execution.



# PERFORMANCE HAS BUILT OUR BUSINESS...

## Wide Scope and Scale of Services

From initial concept through design, construction, and maintenance, H&M can handle every aspect of the infrastructure project lifecycle, including strategy, project management, and seamless EPC services.

## Enterprise-wide Passion for Continuous Improvement

Anchored by a commitment to quality, the H&M team challenges every step of every process to provide innovative solutions, eliminate waste, and manage projects as effectively as possible.



## Gas Distribution

When it comes to gas distribution work, experience matters. With unparalleled knowledge of the industry, H&M is equipped to efficiently meet clients' construction, enhancement, and government-mandated gas distribution goals. Offering a complete range of construction services, H&M delivers solutions for all types and sizes of pipe in residential, commercial, and industrial applications, in open rural surroundings or congested urban areas. From high-quality new main installations to re-lights, H&M keeps the country's pipelines flowing smoothly, safely, and efficiently.

### Gas Distribution

- New Main & Service Installation
- Main Extensions & Insertions
- Riser & Meter Replacement/Renewal Programs
- Cast Iron & Bare Steel Main Replacement
- Steel & Plastic Capabilities
- Re-lights
- Leak Repair
- Live Gas Tapping
- Horizontal Directional Drilling (HDD)
- Large & Small Bell Joint Repair
- Integrity Management
- Small Hole & Vacuum Technologies
- Joint Trench Programs

### Transmission

- Pipeline Construction
- Pipeline Anomaly Repair

### Other Services

- Operator Qualification Management
- Corrosion Control
- Meter & Regulator Stations
- Compressor Stations
- Gathering Line Systems

# GAS DISTRIBUTION



## CORE VALUES

### INTEGRITY

Be honest and keep our promises, living our values through action.

### STRONG WORK ETHIC

Work safely and effectively, taking personal pride in our work and in those who perform it.

### COMPASSION, COMMITMENT, AND RESPECT

These define our relationships with each other.

### RESPONSIBILITY AND ACCOUNTABILITY

Lead by example. If we make a mistake, we admit it, correct it, learn from it, and move ahead.

### CONTINUOUS PERSONAL AND TEAM IMPROVEMENT

Stay open-minded, listening and seeking knowledge for the development of ourselves and the Company.

### STEWARDSHIP

Share our time, talents, and good fortune both in and outside the Company.

### PERSPECTIVE

Maintain a constructive balance between our personal lives and our work.



**Henkels & McCoy Group Gives is an enterprise-wide initiative that empowers employees to put our company values of compassion, commitment, respect, and stewardship into action.**

**Our employees are passionate about making a positive impact in the communities we serve and the areas in which we live and work. By giving through fundraising, volunteering, making in-kind donations, and participating in outreach activities, our team members exhibit a dynamic sense of commitment and ownership in efforts that strengthen our communities.**

**As a company founded on strong values, Henkels & McCoy Group is proud of what our employees accomplish and the meaningful difference they make. Through Henkels & McCoy Group Gives, we support our staff by sharing resources, matching gifts, and contributing to causes that provide hope and opportunities to those who need it most. Together, we enrich our hometowns and the towns of the people whose lives we touch.**

# BUILDING

# CONNECTIONS



HENKELS & MCCOY

**Nobody  
GETS  
HURTY!**





# BUILDING CONNECTIONS

## HEADQUARTERS

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