

March 20, 2017

Dear General Insulation,

We are extremely pleased to announce today that Brand and Safway have agreed to combine and create one world-class industrial and commercial services company. This powerful combination:

- **Creates an Integrated Industrial and Commercial Enterprise** – We will become one single source provider with a broader range of customer solutions.
- **Puts Us Closer to the Customer** – Our expanded branch network facilitates increased customer responsiveness.
- **Unites Two Safety-First Cultures** – Safway and Brand are recognized for their unwavering commitment to safety excellence.
- **Leverages the Talent and Innovation Strengths of Both Companies** – Together, our deep industry experience and record of delivering state-of-the-art customer solutions forms a stronger platform to pursue exciting new growth opportunities.

We expect to complete the transaction in the third quarter of 2017. Until then, it will be business as usual. You can expect that there will be no changes in the way you interact with your designated contacts at Safway. When the transaction is completed, we will move forward as one company, delivering an even higher level of service and expertise to our valued customers.

We are truly excited about the opportunities this transaction will create for us to pursue growth together. We will keep you apprised of our progress in moving the transaction along, and we encourage you to share any questions you might have with your Safway representative or a member of the Safway leadership team.

Thank you for your partnership.

Sincerely,

A handwritten signature in black ink that reads "Bill".

William J. Hayes
President and CEO