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A publication for and about Road Machinery & Supplies Co. customers

SYNERGY CONTRACTING, LLC

Altoona firm integrates techniques for addressing modern workforce, emerging technologies to find niche serving central lowa



A MESSAGE FROM THE CEO

Dear Valued Customer:



Mike Sill II

This has certainly been an interesting year. While it would be easy to dwell on the negative, we choose to look forward with great optimism.

What will normal look like in the construction industry going forward? We learned during the past few months that technology can play a big role in maintaining productivity. Remote meetings helped us realize we can get things done even when we are not physically together. That means owners, contractors, subcontractors and other project stakeholders can review plans and share progress updates from their own locations without gathering on site.

That's just one more way that technology is playing an ever-increasing role in construction. During the past decade, equipment has become more advanced with integrated GPS systems and remote monitoring of systems and production that help owners and operators manage their machinery.

Komatsu has been at the forefront of this movement and is upping the ante with Smart Construction that goes beyond the machine and digitally transforms your job site. It delivers solutions for everything from pre-bid to project completion and from 3D designs of plans to cost-effective project management that includes cost tracking.

A Smart Construction job site is currently underway at Komatsu's future global mining headquarters. In this issue of your Road Signs magazine learn how the contractors moving dirt and digging trenches on the project are using technology to save time as well as material and labor costs.

As always, if there's anything we can do for you, please call one of our branch locations.

Sincerely, ROAD MACHINERY & SUPPLIES CO.

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Mike Sill II, CEO

KOMATSU®

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SYNERGY CONTRACTING, LLC

Altoona firm integrates techniques for addressing modern workforce, emerging technologies to find niche serving central lowa

> When Jesse Rognes opened his own construction business it needed a name. Synergy Contracting, LLC was more than something catchy, it was a clear reflection on how he wanted his company to operate.

"Synergy means bringing together multiple pieces to create a greater good," stated Rognes. "That's something I believe in. I don't know everything, but I can find someone who might be able to help and team up with them to do whatever it takes to get to a goal and create a better product at the end of the day. That mindset has been with this company since we started, and it's helped guide us."

Since opening in 2003, that thought process has played a key role in the growth of the contracting company.



Synergy Contracting, LLC credits its success to a dedicated staff that includes (L-R) Head of Field Operations Brandan Smith, Owner Jesse Rognes, Project Manager Paige Naber and Superintendent Victor Rodriguez.

"We started with a bunch of projects, ranging from sewer and water installation to lift stations and light grading," he explained. "I also wanted to get into directional boring. That was the goal pretty early."

Synergy Contracting accomplished that objective when it purchased another company that performed directional boring. With the acquisition, Rognes and his firm were able to specialize in that line of work, and it took Synergy in a new direction.

"We targeted projects with a boring element as a general contractor and self-performed that aspect, then subbed out other parts, if needed," said Rognes. "We could do this because we have a vast knowledge of the industry and a really special group of superintendents who can manage any project from start to finish."

Today, Synergy Contracting's niche is directional boring for water projects around central Iowa from its base in Altoona, near Des Moines.

"We handle the pieces that most pipeline companies don't want to do, like waste-water treatment plants and lift stations," noted Rognes. "A lot of our work is piecemeal or rehab. We like those."

This fall, Synergy was called into action for an emergency project in Osceola, Iowa, when the city had a collapsed sewer line underneath an existing highway.

"It was a perfect example of a job that was bid one way and went another," stated Rognes. "We replaced the failing pipe with a new 8-inch main line, but we were able to do some directional boring to install the other services. We like to do that to offset the cost of rebuilding roads, driveways and yards that open cutting would cause. Boring minimizes the disruption and saves the city from getting calls from angry homeowners who've had their property torn up."

Modern approach

Like any business, Synergy Contracting has experienced its share of highs and lows – success hasn't followed a linear path.



Komatsu excavators help Synergy Contracting to complete an array of jobs throughout central lowa. At an emergency sewer project in Osceola, the company installed a 12-inch main line and six-inch service lines underneath a highway by using a combination of traditional excavation and directional boring.

"It has been a roller coaster since we opened," admitted Rognes. "We grew very quickly, but we learned some lessons in 2008 and 2009. We had to change a few things in order be successful."

True to its name, Synergy re-evaluated its processes. The company downsized and focused on projects it performed best. It also modified its approach to building a workforce.

"One thing we kept hearing was that we needed more training, but there wasn't enough time for foremen to work, train the crew and manage the project," explained Rognes. "So, we targeted some people with a lot of experience who maybe were closer to retirement or at the point where they didn't want to be in the field every day. We put them in supervisor roles to handle some of that, so the foremen could just focus on their work.

"We also brought in some key advisors to help lead our upper management meetings and keep us focused on what's important," he continued.

These changes helped Synergy find success in hiring and utilizing a younger workforce, which is important in today's construction industry.

"The reality is that Millennials and Gen-Z'ers are going to be our workforce, and they are different from the generations that came before them," said Rognes. "When I was growing up, you just got yelled at until you did it right. That doesn't fly anymore. Younger workers also don't have as much experience, which isn't their fault. We knew that if we wanted to remain relevant, we



Crew members with Synergy Contracting use a Komatsu intelligent Machine Control PC490LCi excavator to dig and backfill a trench for sewer pipe installation. "The integrated GPS is great because it helps maintain a consistent a grade while we're digging and backfilling," said Foreman Todd Shillcox.

needed to change to maximize our workforce.

In addition to restructuring its staff, Synergy

Contracting deploys equipment designed to

sewer separation project in Des Moines, that

help maximize efficiency. At the Near West

Efficient, intelligent operation

marriage of ideas was on display.

success in the future."

Companies that can't do that won't have a lot of



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Continued . . .

"Victor Rodriguez is the superintendent on the site, and he does a great job managing his crew and handling the other subs," said Rognes. "We're self-performing the grading, structural concrete, pipe work, removals and building the retention basins. Having Victor and his core group on this job makes everything run a lot smoother."

Synergy moved approximately 50,000 cubic yards of material, performed subgrade prep for new streets and installed infrastructure for the project.

To create a retention basin, Synergy used its Komatsu PC360LCi intelligent Machine Control (iMC) excavator and D39PXi dozer to finish the work in a surprisingly short timeline.



Synergy Contracting Foreman Todd Shillcox uses a Komatsu WA270 wheel loader to move a pile of material.



At a job site in Des Moines, a Synergy Contracting operator uses a Komatsu intelligent Machine Control D39PXi dozer to final grade.

"We were going to wait to do the pond in the spring, but we decided to push to get it done by Christmas since we were having such a dry season," explained Rognes. "We were seeding before Thanksgiving, and it looked perfect. We wouldn't have attempted it without the integrated GPS.

"Overall, the iMC technology makes us about 25% faster," estimated Head of Field Operations Brandan Smith. "There are so many advantages to iMC; the more we use it, the more we see. Plus, the way job sites are designed today with mounds and swales and little details, it's almost impossible to do them efficiently with traditional equipment."

"With the iMC dozers, one dozer can do the same job in about half the time that it would've taken three people to finish," added Rognes.

Having trusted partners in Road Machinery & Supplies Co. and Territory Manager Will Anderson is also an advantage for Synergy.

"We've known Will for a while, and he's always been great to work with," said Rognes. "Service and relationships make RMS stand out. We've never worried about writing service language into our contracts with RMS because it stands behind the equipment. The most important thing is that our equipment is up and running, and RMS gets that."

That trust has led to more and more Komatsu pieces in the Synergy fleet.

"The decision to make a switch to more Komatsu equipment is based on RMS and Will and the job they do for us," proclaimed Rognes. "They work to get us the best deal and solve our problems. I like that mentality."

In addition to the PC360LCi and D39PXi, Synergy Contracting owns a PC490LCi excavator and a D51PXi dozer. Komatsu tight-tail-swing excavators, like the PC138USLC and PC88MR, are also integral for Synergy's projects

"We usually are working around trees, traffic or in residential areas, so we need compact machines," said Rognes. "The utility ones get used a lot."

Looking ahead

Synergy Contracting has seen positives from its restructuring, and Rognes sees opportunities for additional growth in the future.

"The 10-year plan is to keep on a small growth pattern that continues to focus on the type of work we're good at," said Rognes. "Commercial and industrial projects are becoming more popular in central lowa, so we will also look to do more of those jobs. We have great people, and as long as that's the case, we should be successful."

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f you need to stop everything for a small repair, you're losing productivity and money. Why not make service, maintenance and repairs easier and faster?

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SENNEBOGEN has packaged dozens of different UPtime kits for certain service tasks, including:

- SAE Flange Kits with extension and locking devices suitable for all hydraulic hoses and tubes
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- Plug & Connector Kits loaded with more than 60 pieces from 32 different plugs and connector types and extracting tools
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- Fitting Kits that contain all the common fittings used on SENNEBOGEN machines
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- 0-Ring Kits and many more

Standard and customized UPtime kits are now available to order directly from your local RMS branch.



This Fitting Kit includes more than 135 fittings in over 42 different versions. This basic kit with all the common fittings used on SENNEBOGEN machines enables you to carry out repairs easily in the shop or the field.



Each accessory kit for the central lubrication system includes more than 80 components. This kit is designed to get you back on the job quickly with the basic tools necessary to work on your SENNEBOGEN machine, as well as the common parts needed.

PROVING GROUNDS

Smart Construction increases efficiencies, production during site prep for Komatsu's new global mining headquarters



Jason Anetsberger, Komatsu Director, Customer Solutions



Andie Rodenkirch, Senior Project Manager, Hunzinger Construction Company

f you want to ensure new ideas and technology work as planned, you need to put theory into practice. Komatsu is doing just that by partnering with three contractors to pilot specific aspects of Smart Construction, its suite of solutions designed to digitally transform job sites.

General contractor Hunzinger Construction Company, and subcontractors CornerStone One, LLC and A.W. Oakes & Son, Inc. are putting Smart Construction Remote and Dashboard solutions to the test during site work for Komatsu's new global mining headquarters in Milwaukee's Harbor District. By all accounts, the pilot has been a success.

"Smart Construction is a mix of hardware and digital solutions as well as human-derived services," explained Jason Anetsberger, Komatsu Director, Customer Solutions. "The latter involves Komatsu's personnel out in the field collecting feedback and knowledge from job sites. Our goal is to redeploy that information to our customers, who can use it to positively affect practices."



"The amount of information (with Smart Construction) is a great advantage," stated Kevin Hokanson, Vice President - Operations for A.W. Oakes & Son, Inc. "You can take the data and transfer it to the machine, get data from the machines and bring it all together to utilize it across the board for estimating, bidding, project management, documentation, billing and more."

Hunzinger Construction Company Senior Project Manager Andie Rodenkirch said that's already happened at the Milwaukee headquarters' site. With Smart Construction Dashboard, Hunzinger utilizes drone flyovers to map the site and track progress. The construction firm used data from those flights to adjust original cut/fill plans.

"We compared what we saw as existing grade to planned subgrades and found that there was a severe overage of fill not accounted for that would have to be hauled off site at a great expense," said Rodenkirch."Using information from the drone flyovers, we were able to have the design team adjust the grading plan to balance out the site. Completing this adjustment will save time and labor by eliminating any rework, ultimately keeping us on schedule and on budget. Dashboard is a great tool to collect the information we need throughout all phases of the project, from design to practice to coordination with the owner – Komatsu in this case – and our subcontractors."

Bringing it all together

CornerStone One, is digging the building foundations and installing site utilities, and A.W. Oakes & Son, Inc. is providing footing and mass excavation in addition to site grading. Along with Hunzinger, they are utilizing Smart Construction Dashboard and Remote. Both contractors are also moving materials with Komatsu PC360LCi-11 intelligent Machine Control (iMC) excavators, as well as iMC dozers, including D61PXi-24 models with factory-integrated GPS.

Digital 3D plans are utilized throughout the site by all three contractors. With Smart Construction Remote, changes can be sent directly to the excavators and dozers in near real time.

"I can log in from anywhere I have internet access and see where we are at the moment



Earthmoving operations are handled with a mix of Komatsu intelligent Machine Control and standard equipment. "I can log in from anywhere I have internet access and see where we are at the moment in relation to target elevations, and updates can be done in minutes as opposed to hours or days, which is a huge savings in downtime," said Scott Christman, Earthwork Division Manager, CornerStone One, LLC.

SMARTCONSTRUCTION

This suite of solutions is designed to digitally transform your job site, including planning, management, schedule, costs and optimize processes remotely and in near real time.

Featured solutions:

Smart Construction Design – Go from rolled up paper plans to robust 3D designs and more with 3D data generation.

Smart Construction Remote – Send new design data to machines in the field or remotely support operators, without traveling to the job site.

Smart Construction Dashboard – Graphically visualize design, drone and machine data to measure cut/fills, quantities and productivity.

in relation to target elevations, and updates can be done in minutes as opposed to hours or days, which is a huge savings in downtime," said Scott Christman, CornerStone One's Earthwork Division Manager. "Smart Construction increases our flexibility and agility because we're able to switch tasks or start on a change quickly, without waiting for a thirdparty surveyor to come lay it out."

A.W. Oakes & Son, Inc. has long been
a proponent of technology, including
implementing GPS grading when it was
first introduced in the construction industry.
It adopted iMC equipment several years
ago. A.W. Oakes & Son, Inc. Vice President
Operations Kevin Hokanson said Smart
Construction takes the job site to another level.

"The amount of information is a great advantage," he said. "With Dashboard, we monitor progress, production and quantities almost constantly. Drone flyovers give an accurate picture of where we are in relation to the original design and the finished surfaces. You can take the data and transfer it to the machine; get data from the machines; and bring it all together to utilize it across the board for estimating, bidding, project management, documentation, billing and more."

More solutions coming soon

Anetsberger added that during the next year, Komatsu will roll out additional Smart Construction solutions designed to optimize fleets, track productivity and progress across multiple projects and much more.

"The technology really highlights the connection between Komatsu as the owner, Hunzinger as the GC and CornerStone and A.W. Oakes & Son, Inc. as the subs," said

Continued . . .



Scott Christman, Earthwork Division Manager, CornerStone One, LLC



Kevin Hokanson, Vice President -Operations, A.W. Oakes & Son, Inc.



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Brian (left) and Thomas Cronin / Prosperity Construction / Jackson, MS



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 (R)

Anetsberger. "Work done by CornerStone and Oakes is measured digitally and fed into the Smart Construction ecosystem, so Hunzinger always has an accurate picture of current production to plan overall site operations accordingly. As an owner, the benefit is knowing where the project stands in terms of schedule and budget at any time. It's paying huge dividends for all involved."

Hokanson concurred. "We are more productive with gathering information and being able to share it. When Komatsu or Hunzinger calls us about how long it's going to take to move dirt in a particular area, we can give them an accurate forecast in a relatively short time. Topographical *Continued*...



With Smart Construction Remote, contractors can see the site and where their intelligent Machine Control dozers and excavators are working in near real time. Updated design data can be sent directly to the machines from off-site locations via GPS.

Yoetzin Diaz finds satisfaction in helping customers transform job sites with Smart Construction solutions

As a project manager for a general contractor, Yoetzin Diaz focused on improving job site efficiency and production. During her four years in the position, she took a keen interest in how technology could play a vital role.

"I really wanted to explore what it could do, and I knew Komatsu was leading the way," recalled Diaz. "Fortunately, they hired me as a Smart Construction Solutions Manager. I love that it allows me to help customers optimize their job sites with proven technology."

From pre-bid through completion, Smart Construction provides solutions to your operations with digital technology. It is designed to help contractors most effectively use equipment and technology in planning, management, scheduling, tracking and more.

Komatsu is currently piloting its Smart Construction Dashboard, Remote and other coming solutions with three contractors at the site of its new global mining headquarters. Diaz has flown a drone over the site numerous times to collect updated cut/fill data as well as information about overall progress and production.

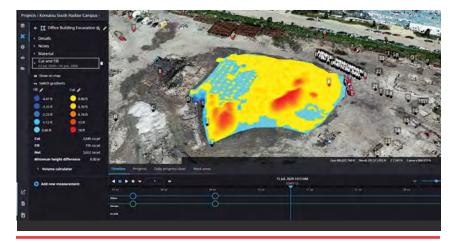
"We're able to verify material quantities to ensure accuracy and work together to make any necessary changes very quickly as opposed to the old days of relying on load counts and change orders that may take days to get answers to," said Diaz. "It's improving productivity and saving customers time, labor and costs. As an example, if there is a plan change, they can send the file directly to one of their intelligent Machine Control dozers or excavators without leaving the office and driving to the job site. The update is made almost instantaneously, so the operator can keep moving and not have to wait on a surveyor to come do a new layout and restake."

Diaz and other members of the Smart Construction team collaborated to set up the Komatsu global mining headquarters site and provide training to ensure the contractors understood the full benefits of the technology.

"There was a lot of planning and discussion, and we all agreed on what the pain points were and how Smart Construction technology could alleviate them," said Diaz. "That's what it's all about. We are not only utilizing technology, but also leveraging the knowledge of experts across different industries to make Smart Construction the industry standard for job site solutions."



Komatsu Smart Construction Solutions Manager Yoetzin Diaz prepares to fly a drone over the site of the company's new global mining headquarters. "We're able to verify material quantities to ensure accuracy and work together to make any necessary changes very quickly as opposed to the old days of relying on load counts and change orders that may take days to get answers to," said Diaz.



Smart Construction Dashboard lets users graphically visualize data with relation to cut/fill, quantities and productivity. "As a general contractor, the detailed information is extremely valuable as we make decisions and coordinate with subs during construction. It's more efficient and increases productivity," said Andie Rodenkirch, Senior Project Manager for Hunzinger Construction Company.

Contractors save time, material costs with intelligent Machine Control

Gontractors handling site work at Komatsu's future global mining headquarters in Milwaukee, Wis., are using Komatsu intelligent Machine Control (iMC) equipment with factory-integrated GPS machine control technology that requires no masts or cables. Plans are uploaded to the machines, and changes can be sent directly from the office via GPS.

"You just turn the machine control on and let the equipment do the work," said CornerStone One, LLC Earthwork Division Manager Scott Christman. The company is subcontracting footing excavation and utility installation. "We are using PC360LCi-11 excavators to perform trench digs. With iMC, you can put them right to grade, and once you reach target elevation, it prevents you from overexcavating. You save time on trucking, material, backfill, you name it."

CornerStone One uses a D51PXi-24 to backfill and spread material. "Whether they are cutting grade or pushing backfill, there is no confusion about where the dozer is in relation to final grade at any time," said Christman. "Operators have much better control over placing consistent lifts."

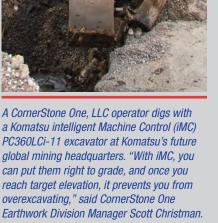
A.W. Oakes & Son, Inc. has used iMC equipment for several years and knew it would be the right choice for this project. It is utilizing a PC360LCi-11 for mass excavation and D61PXi-24 dozers for grading.

"These machines allow us to train new operators and make them proficient sooner. They love the technology," said Kevin Hokanson, Vice President -Operations at A.W. Oakes & Son, Inc. "It saves staking and restaking time and costs. For example, we did a project with an iMC excavator where we put in about 1,200 feet of storm sewer and laterals without a plan in-hand. In addition to not allowing the operator to overdig once reaching the target elevation at the bottom of a trench, it's great for putting bedding materials down. You can put it right to the elevation you want, so all you need to do is put the pipe in place." photos taken during drone flights help in providing detailed progress data as we go."

Hunzinger Construction Company's Rodenkirch said that information helps in making faster decisions, which saves time and cost.

"In most cases, I would send a question and wait for a response," explained Rodenkirch. "With everyone using Smart Construction, we get answers faster, almost immediately in some instances, which saves valuable time."

Christman said he sees the benefits now, as well as for upcoming projects. "In the future, CornerStone will use Smart Construction wherever possible. It's proven to give us advantages in production and efficiency, and I envision being able to utilize it on large underground projects across multiple divisions in our company."



SPOTLIGHTING FORCE MAJEURE

Before signing a contract, confirm language covers specific unforeseen events, such as pandemics, say legal experts

After weeks or months of reviewing plans, estimating, bidding and negotiating with an owner, general contractor and or subcontractor, you have reached agreement on the scope of work and price. The next step – sign the contract. Before you do, legal experts recommend ensuring the contract contains language that protects you from a force majeure, which is an unforeseen circumstance that prevents you from fulfilling it. Experts point to the coronavirus pandemic as a specific example of such a situation.

"Those entering into new construction contracts should include custom language addressing the parties' respective rights and responsibilities related to COVID-19," advised David Blake, a partner with Seyfarth Shaw, in an article (COVID-19 Language for New Construction Contracts) appearing on GlobeSt.com. "Many articles and webinars have focused on how traditional contract clauses in existing contracts may respond to COVID-19 issues. The fit is not always clear."

Questions to ask before signing on the dotted line

Protection clauses in construction contracts will change post-coronavirus, wrote Larry Cook in a piece (Construction Contract Clauses Post-Pandemic) for TheLienZone. com, a website for Florida Construction Law Advisers. He indicated that contractors, owners and their legal advisers will closely review legal terms, like force majeure, once buried in fine print. Cook added that contractors must be specific and clear in their contract language when defining scope and effect of a force majeure clause to protect themselves from unexpected liabilities.

"Before signing that new contract, consider several questions," Cook advised. "What events are considered force majeure? Who is responsible for suspending performance? Who can invoke the clause? Which contractual obligations are covered by the clause? How should the parties determine whether the event creates an inability to perform? What happens if the force majeure event continues for more than a specified period?

"An effective force majeure clause should specifically include any delay, disruption or suspension of work due to illness, quarantines, closures, government stay-at-home orders and other restrictions, including both owner and contractor directives as well as municipal and government orders," said Cook. "And the result should not only be an extension of time but also an equitable adjustment to the contract price. Finally, such measures should preclude or forgive the assessment of damages, including liquidated damages." Force majeure: unforeseen circumstances that prevent someone from fulfilling a contract

Continued . . .



Legal experts recommend a careful examination of force majeure clauses in construction contracts to ensure you're covered for unforeseen circumstances, such as a pandemic, that may delay your ability to perform work.

Satisfying three specific criteria to pass the 'test'

The law firm of Shearman & Sterling noted in an informational piece (COVID-19: Force Majeure Event?) on the Perspectives page of its website, "As with all matters dependent upon the terms of the contract, each force majeure provision must necessarily be considered on its precise terms and its specific context. There are some features common to most force majeure provisions ..."

Editor's note: This article is for informational purposes about a topic relevant to today's construction industry. It is not meant to be all encompassing or offer specific legal advice. Consult your legal professional if you need information about your specific contract.

Shearman & Sterling noted that the "test" for force majeure usually requires the satisfaction of three distinct criteria: the event must be beyond the reasonable control of the affected party; the affected party's ability to perform its obligations under the contract must have been prevented, impeded or hindered by the event; and the affected party must have taken all reasonable steps to seek to avoid or mitigate the event or its consequences.

In a Bloomberg Law article (INSIGHT: Coronavirus Advice for Construction Contractor Clients), Judah Lifschitz and Laura C. Fraher with the firm Shapiro, Lifschitz and Schram, said many construction contracts include provisions that allow for the suspension of work and/or termination of a project by the owner and/or the contractor.

"It is also critical that contractors analyze the contract to determine what rights they will have in the event a project is suspended for any length of time," according to Lifschitz and Fraher. "There is always the possibility that a project could be suspended either by the owner or as mandated by the government, and the contractor will want to know what its rights and obligations are if a project is suspended indefinitely."

Contract tips

There are some general considerations and best practices when drafting force majeure notices, according to a piece (Best Practice with Notices for Force Majeure Events), published on jdsupra.com by Troutman Pepper of the firm Pepper Hamilton LLP. General considerations include objectives, contract terms, understanding the impacts that caused the force majeure event, the business relationship and potential for litigation.

"When issuing either a force majeure notice or more general notice of delay, there are a few practical concepts to keep in mind regarding what form the notice should take," noted Pepper. He lists tips to ensure your notice is proper and serves its intended purpose. They are: comply with the contract terms; if impossible, then substantially comply; and keep and maintain documentation of all notice of activities.

Pepper added that when invoking force majeure, you should include some specific points that help ensure your "notice will constitute valid notice under your contract." They include identifying the force majeure event; explaining how it impacts performance; identifying the relief the notice seeks, including adequate assurances; not limiting rights; and supplementing as more information becomes available.

Just as you study plans extensively to ensure you have included everything when estimating and bidding, carefully consider contracts for language that protects you in the event of a force majeure, or unforeseen circumstance, that prevents you from fulfilling obligations.



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BRITNEY DEPAUW

RMS Director of Corporate Services aims to make work days run smoother for everyone

t would be fair to characterize Britney DePauw as someone who is process-oriented. Road Machinery & Supplies' Co. new Director of Corporate Services has made a career of working through and developing processes. However, her path to RMS was anything but bythe-book.

"I was looking for a new opportunity, and I decided to reach out to RMS with my resume to see if there was an opening to work there," explained DePauw. "It was a completely different industry from what I was working in, but I knew people who worked there and thought it would be a great fit. That is something I normally would never do; that's not my style. I don't know what was in my breakfast that day, but something inside me got me to do it."

The leap of faith was rewarded with a job offer, and in June, DePauw started as the Director of Corporate Services, a new position created to help RMS streamline some processes, improve employee retention and enable the company to deliver more efficiently for its customers. The role is a great fit for DePauw as it encompasses much of her previous experience.

"My skill set is on the back end of our operations," she said. "I like working with all of the things that allow a company to function properly, like facilities, accounting, human resources and internal communication. Looking at systems and processes and seeing how they can be developed or improved is something I like to do."

Communication is key

DePauw notes that when companies grow and expand, revisiting the way things get accomplished across all departments becomes important. That's why one of her early goals is improving internal communication. With more than 300 employees in several states located at multiple branches and affiliate programs, having the ability to successfully communicate across the company is vital to RMS' future success. "The communication piece is only one of our goals; however, it's the foundation," she said. "Communicating effectively throughout the company, regardless of location, is important. Once that is accomplished, then we can start implementing new ideas and processes much more efficiently."

The addition of DePauw as Director of Corporate Services comes at an opportune time for RMS.

"In the past two years, RMS has experienced such an amazing amount of growth, which is awesome; however, it requires a new level of processes," she explained. "Some of the ways we did things before just don't scale up properly, so we need to find the best way to replace them. At the end of the day, the goal is to make every employee's day run smoother, so they can help RMS grow and succeed."

Outside of the office, DePauw enjoys spending time with her son, Gabe, who is 12 years old.



Director of Corporate Services Britney DePauw (left) teams up with a co-worker on a project. Helping create efficient solutions to improve processes is DePauw's mission. "At the end of the day, the goal is to make every employee's day run smoother, so they can help RMS grow and succeed."

3 BILLION TONS MOVED

Customers reach milestone with Autonomous Haulage System that saves millions and drives toward zero harm

Marking another industry first, mining companies have now moved more than 3 billion metric tons of material with Komatsu's Front Runner Autonomous Haulage System (AHS) that features driverless trucks.

Working closely with its customers, Komatsu teams developed the first commercially available AHS to help mines move material more efficiently. First deployed in 2008 at CODELCO's Gabriela Mistral (Gaby) copper mine in Chile, AHS brings together some of the world's best-selling, ultraclass dump trucks with Modular Mining



An Autonomous Haulage System (AHS) truck is loaded with a Komatsu hydraulic excavator at Komatsu's Arizona Proving Grounds. Customers using AHS recently surpassed 3 billion metric tons of material moved since the first AHS deployment in 2008.

Systems' (a Komatsu-owned company) DISPATCH Fleet Management System.

Today's Front Runner system is in operation around the clock, hauling copper, iron ore, oil sands and coal at 11 customer sites across three continents. At the end of June 2020, 251 trucks were in operation, with an additional 100 (mainly from installing AHS retrofit kits) planned to deploy during the next year.

"Our mining customers' ongoing investment in technology and equipment to transition to autonomous haulage underscores the value the system provides," said Toshio Kurokawa, General Manager of Marketing Department, Mining Business Division, Komatsu. "We are gratified to have helped customers save hundreds of millions of dollars while autonomously moving another billion metric tons of essential minerals and driving for zero harm. We are also honored that autonomous haulage has been a valuable resource to help our customers mitigate risks associated with the global COVID-19 pandemic."

Designed to work with non-autonomous equipment

The Front Runner system enables manually operated equipment, such as loaders, dozers, graders, light vehicles and more, to seamlessly interact in an autonomous truck environment. Komatsu recently introduced system functionality to allow manual haul trucks to also operate with the autonomous trucks. To further support the growth of autonomous mining equipment for its customers, Komatsu is leading initiatives to develop standards for interoperability between Komatsu and non-Komatsu autonomous vehicles.

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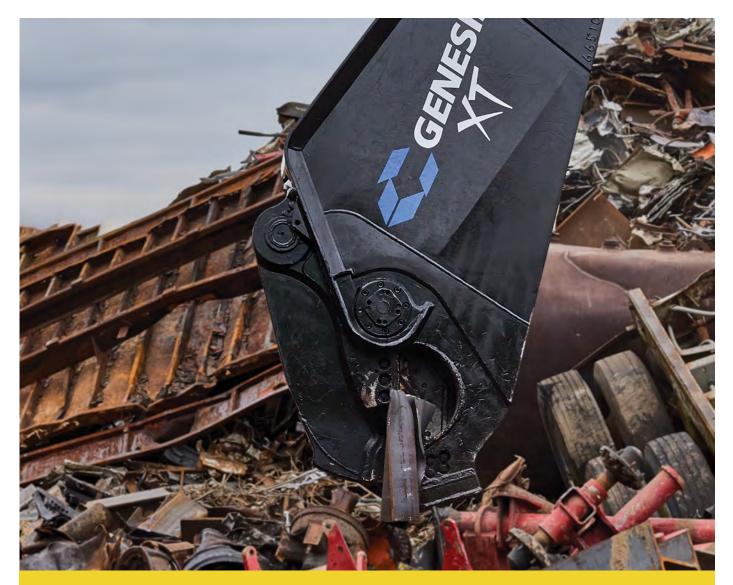
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CONSISTENT SALES, SUPPORT

Director, National Accounts Tom Suess says every customer, regardless of size, deserves the best Komatsu has to offer

QUESTION: What are the benefits of national accounts to all customers?

ANSWER: National account customers operate in multi-states and have large fleets. These customers may work under different names depending upon the state. Komatsu national accounts focus on the following four segments: aggregate/quarry, waste, construction and energy. The product support business associated with servicing these large fleets provides certainty for Komatsu, our dealers and our customers from a planning perspective. This allows us to forecast what is needed from a parts standpoint so that we can keep all customers' uptime maximized. At all levels of size, Komatsu and our dealers are looking for long-term partners that we can grow and improve with, focusing on our collective success.

QUESTION: In what ways are you working toward collective success?

ANSWER: All customers want quality products and excellent product support. We believe across the board, Komatsu delivers. We have some of the most innovative and technologically advanced machinery in today's marketplace. And, we back it with solutions that are proven to increase uptime, utilization, production and efficiency.

For example, we recently engaged with a large national aggregate company and completed a fleet analysis through our Business Solutions Group in order to provide recommendations on whether they should replace or rebuild key production units. We focused on what would save the customer the most money in the future, and we provided this service at no charge. This consultative style provides customers with valuable information, and



This is one of a series of articles based on interviews with key people at Komatsu discussing the company's commitment to its customers in the construction and mining industries – and their visions for the future.

Tom Suess, Komatsu Director, National Accounts

Tom Suess, Director, National Accounts, rejoined the national account team in 2017 after spending two years leading the Cartersville Customer center as the Director of Training and Publications.

"Although I immensely enjoyed my time meeting with people from across the country while in Georgia, I was excited to get back on the sales side and work with national account customers on a daily basis," said Suess.

Suess began his career with Komatsu in the finance division more than 20 years ago after graduating from Illinois State University. He later went on to obtain a master's degree in business administration from the University of Phoenix.

After working in finance, Suess transitioned into sales and served as a District Sales Manager, then as a Regional Sales Manager before earning a promotion to Director of Business Planning and Development. Suess later advanced to Director of the West Region before moving to a National Account Manager role. His diverse background allowed him to easily transition back into national accounts in a leadership position.

He and his wife, Erin, recently celebrated their 18th wedding anniversary. They have three children: Addison (14), Avery (11) and Jack (4). In addition to spending time with his family, Suess also likes to golf, fish, play basketball and is a die-hard Cubs fan. we believe it differentiates Komatsu from competitors by developing a long-term relationship, not a transactional one.

Similar studies have been done with a variety of customers, some with just a couple of machines. In one instance, the study proved that it would be most beneficial for this customer to have less equipment and of a smaller size than they originally planned for. It increased their production for less than they planned to spend. In fact, they



Direct, customer-facing interaction helps develop a deep understanding of customer needs and facilitates strong working relationships, according to Tom Suess, Komatsu Director, National Accounts. "All customers want quality products and excellent product support. We believe across the board, Komatsu delivers," said Suess.



Tom Suess, Komatsu Director, National Accounts, says every business is looking for the same from Komatsu and its distributors: component longevity, innovation and ease of doing business.

saved so much, they were able to buy additional machinery.

In other instances, we have shown quarries how to maximize production by changing practices or the types of equipment they use. Our Business Solutions Group has numerous instances such as this, and again, it's complimentary no matter what size or type of operation. We encourage anyone who wants to be more efficient, productive and cost-effective to contact their distributor and/ or sales rep to set up an analysis.

QUESTION: So, customer service is no different for any account?

ANSWER: It certainly should not be. Every business is looking for the same from our distributors and us: component longevity, innovation and ease of doing business. Each point is critical to their success, our dealers' success and our success. Komatsu has long been a leader in trailblazing technology that enhances performance and lowers total cost of ownership to all customers. Our dealers are playing a big role in that with industry experts in areas such as Smart Construction, which looks at the total job site picture, from surveying, estimating and bidding to completion, all with greater efficiency. Everyone benefits from innovations like this. The contractor with one machine can get more jobs done by using Smart Construction and an intelligent machine because it's reducing time in staking, grading, digging and more. He can also keep track of his machine's performance and production with technology such as Komtrax, and with Komatsu Care our distributors also track it and stay on top of scheduled maintenance.

Of course, that same equipment and technology is available to larger customers with bigger fleets. In the mining industry, we have Komtrax Plus, which is the same platform with some additional items geared directly toward those customers.

No matter the size of the operation, we have the tools and support to meet their needs. Across the board, we adhere to these guiding principles:

- Direct customer-facing interaction
- Develop a deep understanding of customer needs
- Facilitate a strong working relationship
- Direct and coordinate Komatsu activities to grow.

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MATT TAPPER

General Service Manager of Southern Operations focuses on building culture and consistency

Matt Tapper has a healthy understanding of the heavy equipment industry. He began his career as an Engineering Test Technician out of Iowa State University and has worked his way up through two equipment manufacturers. His experience has provided him with plenty of insight into what it takes to succeed in this industry. That was one of his motivations for joining Road Machinery & Supplies Co. last fall as General Service Manager of Southern Operations.

"The main reasons I made the decision to come to RMS were the management and ownership," said Tapper. "I heard good things about RMS, and once I started meeting the people in those management positions, I was sold. I knew this was a company I wanted to be a part of."

Now that he's on board, Tapper is happy to be a part of a team dedicated to customer service. His main responsibility is to coordinate the service efforts of RMS's branches in Sioux City, Des Moines, Cedar Rapids and East Moline.

"Our goal is to have the best service in the territory," said Tapper. "We want to put our technicians in a position where they can meet our customers' needs. It's also important that we help them grow and get better every day."

Quality service in every location across the board

One of Tapper's objectives is to develop a consistent standard of service process across all the branches. This way customers know exactly what they can expect any time they work with RMS.

"Our customers don't just work in one area," explained Tapper. "It is important that no matter where they are, they receive the same level of quality in service and also the same process. It shouldn't matter who works with them if they are from RMS. It should be a consistent process."

In order to help accomplish that goal, Tapper is also focused on building the staff and culture at each of the locations.

"Recruitment is huge, especially when it comes to technicians," said Tapper. "I think having the ability to get good people is the key to not only having enough employees to do the job, but also building the right kind of culture. That's very important to the success of a staff. If we have a healthy culture, customers can tell. It goes a long way."

When he isn't refining processes in service departments, Tapper is spending time with his wife, Janae, and their sons, Lucas and Kaden. They also enjoy working on his family's farm on most spring and fall weekends.



Matt Tapper, General Service Manager of Southern Operations, (right) is focused on developing a consistent performance standard across all Road Machinery & Supplies Co. branches in Iowa and Illinois. "Our customers don't just work in one area," explained Tapper. "It is important that no matter where they are, they receive the same level of quality in service and also the same process."

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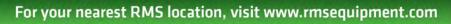
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NEW PARTNERSHIP

RMS Mining Solutions tabbed as official L&M Radiator, Inc. rebuild partner, providing quality parts for mining customers

&M Radiator, manufacturer of MESABI radiators, supports RMS Mining Solutions in rebuilding radiators. The collaboration allows RMS Mining Solutions to rebuild used radiators and MESABI cores to original equipment manufacturer quality, creating cost-effective measures that help customers operate efficiently.

"Customers will see a quality benefit from this decision," said RMS Mining Solutions Branch Manager Jakob Mount. "Being connected directly with the manufacturer of MESABI radiators and having that relationship allows us to provide a good option for rebuilding."

The agreement between L&M Radiator and RMS Mining Solutions has advantages for every party involved as customers now have more choices and L&M Radiator has a partner to handle local rebuild work.

"The partnership makes a lot of sense," commented Mount. "They (L&M Radiator) are focused on factory-new, and that's what they will continue to do. We will be able to support their product."

Local flavor, global reach

Parts availability and turnaround times are streamlined as the two companies are located less than two miles from each other in Hibbing, Minn.

"The relationship between RMS and L&M dates back many years," Mount continued. "It has existed for generations, so there is a lot of familiarity between our companies."

In addition to providing rebuild services, RMS Mining Solutions handles inspections and offers guidance to customers.

"If a customer is doing an engine module swap, we can look at the radiator and help them make the decision to either rebuild or replace it with a new one. We want to provide options and being connected with L&M Radiator helps us do that."

While the initial focus of the rebuild program is local, the broader aim will be to offer the service to mining companies around the world.

"Mining is huge here on the Iron Range, and Komatsu trucks have a very strong presence," explained Mount. "This is going to be a great thing for the local economy and the mines we already support. Our goal at RMS Mining Solutions is to be a worldwide provider, and L&M Radiator is recognized around the globe. This partnership helps us accomplish our goal."



Jakob Mount, RMS Mining Solutions Branch Manager



L&M Radiators, which manufacturers MESABI cores, supports RMS Mining Solutions in rebuilding radiators. "Our goal at RMS Mining Solutions is to be a worldwide provider, and L&M Radiator is recognized around the globe. This partnership helps us accomplish our goal," said RMS Mining Solutions Branch Manager Jakob Mount.

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'IT'LL CLIMB ANYTHING'

Giants Ridge turns to Morooka MST-700VD rubber track carrier to complete new walking trails without tearing up ski runs

Building among ski slopes presents many challenges. When Giants Ridge, a golf and ski resort in Biwabik, Minn., decided to create a new hiking trail it knew it would need a machine that could navigate the terrain without disrupting the existing ski runs. So, it turned to a Morooka MST-700VD from Road Machinery & Supplies Co.

"To get the material from the bottom of the hill to the top is challenging," explained Sean Peyla, who serves as Director of Mountain Operations and Facilities. "It's very steep and rocky, but the Morooka handled it well."

The rubber track carrier was designed to haul material in and out of challenging job sites while producing very low ground pressure, a bonus when traversing up a mountain between established ski runs.

Delivering big power in tough terrain, leaving small footprint

"Without the Morooka we probably would have tried to utilize dump trucks or loaders, but that method would have likely created ruts all over the ski hill," noted Peyla. "The Morooka left very little footprint."

The midsize carrier features a 93-horsepower Kubota V3800 Tier 4i engine and boasts a maximum payload of 9,460 pounds, exerting a ground pressure of just 3.6 psi.

The MST-700VD also comes standard with a reversible seat, enabling the operator to face in the direction of operation, even in reverse.

"Instead of having to turn your head when backing up, you can just swivel the chair," said Maintenance Specialist Jared Ferdig. "It's easy to operate, and you can get into small areas and move to wherever you need to go. It'll climb anything.



Giants Ridge employed a Morooka MST-700VD rubber track carrier when building a new hiking trail at the top of its ski mountain because of the carrier's excellent traction and low ground pressure. The Morooka machine enabled crews to haul material to and from the trail efficiently without disturbing the existing ski runs.



Sean Peyla, Director of Mountain Operations and Facilities



Jared Ferdig, Maintenance Specialist



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FAMILY TIES

Operating machinery is life-long dream for Wyat Larson; working with equipment is his passion

Wyat Larson was born to run equipment. He grew up around an excavation company and has been operating dozers, excavators and wheel loaders for a good portion of his life.

"It's a family heritage," he shared. "I have been doing this almost since I was in diapers. My dad and my uncles have operated for a long time, and it's nice to step into their shoes and continue the legacy. I always wanted to do it."

Most of his acquaintances and friends don't share his passion, he said.

"I know of only a few who are into operating equipment," said Larson. "It seems like there are a lot of people who don't have the work ethic it takes to do this job. Fortunately, I was lucky enough to be raised in the industry and saw it first-hand. Being an operator is something I take great pride in, and I encourage others to at least check it out."

Enjoys the challenges, working outdoors

In addition to following in the footsteps of various family members, Larson likes the wide

range of projects that are associated with running equipment for an excavationrelated company.

"People think it's just doing the same thing over and over again, but no two days are ever exactly the same," he pointed out. "We run into different materials, and you have to understand how to move each and what's the best machine for getting the job done. It can be challenging at times, but that's what makes operating machinery like this so enjoyable."

Larson also appreciates spending his work hours in the elements, although nearly every machine he runs has a climatecontrolled cab.

"This career definitely beats sitting in an office all day," he exclaimed. "Today's equipment is more comfortable with air conditioning and heat, and it's fairly easy to operate with joystick controls. Running equipment is my favorite thing, and I'm fortunate to do that."



Wyat Larson, Operator

"Being an operator is something I take great pride in, and I encourage others to at least check it out."



Operator Wyat Larson grew up in the excavation industry and enjoys working out in nature. "It definitely beats sitting in an office all day," he exclaimed. "Today's equipment is more comfortable with air conditioning and heat, and it's fairly easy to operate with joystick controls. Running equipment is my favorite thing to do."

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Road Machinery & Supplies Co. partners with ME Elecmetal

ME Elecmetal has selected Road Machinery & Supplies Co. as a manufacturer representative. The company is a globally competitive supplier for total wear product solutions in the mineral processing, aggregate, construction and recycling industries.

"We feel our new partnership will have a direct impact on our customers' bottom lines," said RMS Aggregate Division Manager Ben Schmidtlein. "We are excited to combine top-quality wear materials with our other great products and services."

RMS will carry ME Elecmetal's line of crusher wear product solutions and provide sales, parts, service and other support capabilities to customers in Iowa, Minnesota, Nebraska and Michigan's Upper Peninsula.

Des Moines and Cedar Rapids branches officially open

Road Machinery & Supplies Co. cut ribbons on a pair of new state-of-the-art locations in Iowa last summer. The Des Moines site (located at 3001 Oxbow Ct. in Bondurant) opened in August while Cedar Rapids (10704 High Life Ct. SW in Cedar Rapids) came online in early September.

"Customers can see that we are dedicated to meeting their service needs as we opened new buildings in Des Moines and Cedar Rapids within a short amount of time of one another," said Vice President Product Support and Southern Operations Joe Schmidtlein. "We are excited to offer two great new locations that give us the infrastructure and capabilities to be the best solutions provider in the region."

Each 25,000-square-foot building has 10 drive-through service bays that can accommodate large mining, aggregate and construction equipment; an extensive parts warehouse; and administrative offices. The Des Moines branch features a training center as well.



Road Machinery & Supplies Co. CEO Mike Sill II (left) and Vice President Product Support and Southern Operations Joe Schmidtlein cut the ribbon to officially open the new Des Moines branch.

BOMAG coverage expands into Iowa and Illinois

Compaction dealer for the state of Minnesota, except for six counties in southwest Minnesota, except for six counties in southwest Minnesota, except for six counties in southwest Minnesota.

"We're excited about our expanded footprint with BOMAG. This complements our existing BOMAG partnership and will help us better serve our current customers while earning new ones throughout our coverage area," said Vice President of Sales and Marketing Andy Schwandt.

BOMAG product lines supported by RMS include embankment compactors; light and heavy pneumatic-tired rollers; refuse compactors; as well as light, medium, and heavy single-drum, combination, and tandem rollers.

The new RMS service area includes Allamakee, Benton, Cedar, Clayton, Clinton, Delaware, Des Moines, Dubuque, Fayette, Iowa, Jackson, Johnson, Jones, Keokuk, Linn, Louisa, Muscatine, Poweshiek, Scott, Tama, Washington and Winneshiek counties in Iowa as well as Henderson, Henry, Mercer and Rock Island counties in Illinois.

RMS adds Telsmith Equipment to product offerings

Koad Machinery & Supplies Co. has been named the newest dealer for Telsmith and will carry its entire product line of aggregate and mining process equipment. RMS will be the primary dealer for customers in Minnesota, lowa and Nebraska in addition to Henry, Mercer and Rock Island counties in Illinois.

"Telsmith is a proven product, and we are excited to be able to offer its innovative solutions to our current customers. Telsmith provides a full range of integrated processing equipment to the aggregate, mining, industrial and recycling industries. We are proud to be able to offer Telsmith and its great history of equipment and experience to RMS customers," said RMS Aggregate Division Manager Ben Schmidtlein.

The addition of the Telsmith line brings another Astec brand to RMS' offering as it also represents KPI-JCI Astec Mobile Screens and Roadtec.

Telsmith provides a full range of materialprocessing solutions to the aggregate, mining, industrial and recycling industries with cone crushers, jaw crushers, vibrating equipment, portable plants and full-scale modular processing facilities.

Peterson equipment joins Road Machinery & Supplies Co. lineup

A stec Industries is increasing its equipment offerings through Road Machinery & Supplies Co. with the addition of the Peterson equipment line and an expansion of RMS' Roadtec territory.

RMS will be the Peterson distributor for customers in Minnesota, Iowa, Nebraska and select counties in Illinois and Wisconsin.

"RMS has a significant presence in the compaction and road paving industry,"

said Chris Colwell, Vice President of Channel Management for Astec Industries. "We look forward to a long and successful partnership."

RMS also supports Astec's aggregatefocused brands, including KPI-JCI and Astec Mobile Screens.

Brian Gray, VP of Sales and Marketing for Astec stated, "RMS has a proven commitment to product support and a loyal customer following. We are excited to continue their tradition of excellence."

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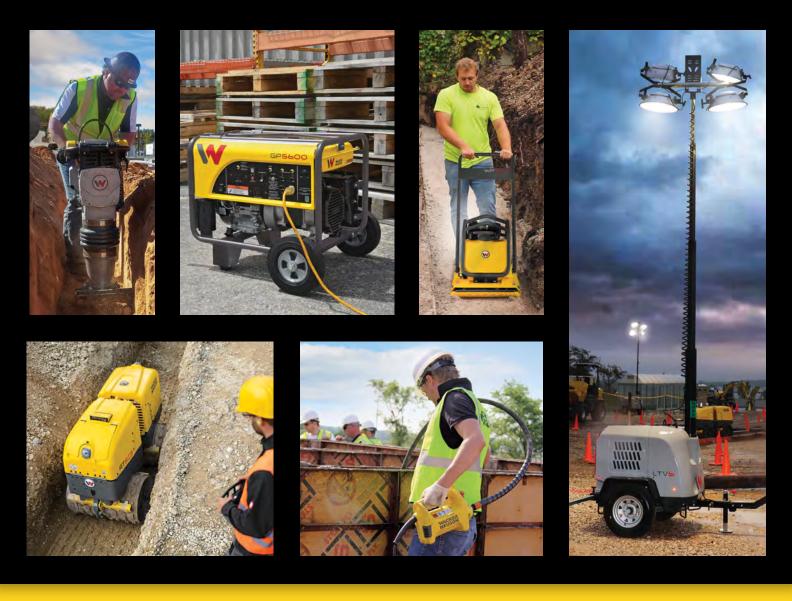
"How does Komatsu work for our construction business? First it's their reliable, quality designed and built equipment. We can't afford downtime, and Komatsu's products are number one in our book. The support we receive from our dealer is outstanding as well. Training, parts, financing—we have experienced the best personal care with Komatsu. They just work best for us!"

Hunter and Clint Shackelford Shackelford Construction / Yazoo City, MS



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2019 KOMATSU D39PXi-24 Stk# 053513, 2,174 hours, S/N: 96259\$119,000



2006 CASE CX80 Stk# 052104, 3,012 hours, S/N: DAC881266.....\$34,900



2015 LINK-BELT 235 X3 LC SPIN ACE Stk# 051199, 2,639 hours, S/N: ECBK5-0068 \$124,750



2018 KOMATSU HM400-5 Stk# 051450, 2,237 hours, S/N: 10871



2008 VOLVO SD45DTF Stk# 053301, 1,649 hours, S/N: 178267 <u>.....</u>....\$29,500



2016 KOMATSU D51PXi-22 Stk# 054121, 3,761 hours, S/N: B14357



2015 KOMATSU PC138US LC-10 Stk# 052681, 3,063 hours, S/N: 41318



2015 KOMATSU PC290 LC-11 Stk# 053175, 3,124 hours, S/N: A27306 .



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