



G L A T F E L T E R
Beyond Paper

March 2, 2015

North American Dismantling Corp.
384 Lake Nepessing Road
P.O. Box 307
Lapeer, MI 48446

Attention: Tim Seagraves
Marketing/Business Development Director

Re: BMACT Project
Demolition of Recovery Boiler Building No. 1 and No.2

Mr. Seagraves,

On behalf of Glatfelter I am writing to express our appreciation for North American Dismantling's successful completion of the demolition phase of the Boiler MACT Project.

As you are aware the demolition phase was the beginning of the Boiler MACT Environmental Compliance Project. The project scope included the remediation of hazardous materials, dismantling of two (2) recovery boilers and associated equipment within the boiler house, and the demolition and disposal of the building structure. Included with the main scope of the project was the demolition of an electrostatic precipitator, chip hopper bin, the chip hopper building, and a neutralization tank.

While every project is unique, the challenges confronted by North American made this an exceptionally complex undertaking. The old recovery boiler building was approximately 130 feet high and was located within a highly active area of the mill. It was positioned such that it was landlocked on three sides by existing buildings, and constrained on the fourth side by an elevated pipe bridge that was 50 feet above the ground. Aside from the existing site constraints, there were numerous overhead utilities located within the project area that needed to remain in service. Given the continuous operational needs of Glatfelter coupled with the project schedule, safety and coordination was paramount. North American's Site Safety Director, Dan Brown, recognized the risk and quickly implemented the safety program. Dan Brown's experience and commitment ensured the project was completed safely without damage or injury. This was true for the employees of North American and Glatfelter alike.

Identifying and managing the risk on this project was critical. However, the real risk came during the execution of the work. The dismantling and demolition of the building was a challenge in and of itself. In an effort to further mitigate risk, North American's Site Superintendent, Greg Goscenski, developed a plan to systematically dismantle the building. Greg's experience and approach to dismantling the building is analogous to the way a skilled surgeon works. Every beam and column in the building was surgically removed. In doing so, the building was completely dismantled and removed without incident.

The successful completion of this project is a true testament of North American Dismantling's experience. Under the leadership of Greg Goscenski and Dan Brown the project was completed on time allowing the next phase of the BMACT Project to begin. Again, Glatfelter wants to congratulate you on a job well done.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Ercolino". The signature is fluid and cursive, with a prominent initial "S" and "E".

Scott Ercolino, PMP
Project Manager/Scheduler
BMACT Project Delivery Team