

According to the U.S. Census Bureau's July 2017 population estimate, Oklahoma is the 28<sup>th</sup> most populous state in the United States. Since the 2010 Census, Oklahoma's population has grown 4.8%, which ranks 25<sup>th</sup> among all states. According to Oklahoma Department of Transportation (ODOT), the total proposed transportation budget for 2018-2021 is **more than \$3.7 Billion**.

The table on the left below highlights the **2017 – 1H 2018 bidding activity** on ODOT projects. The largest project awarded during the period was a \$80M project won by **Duitt Construction Company**. Additionally, there were a total of 16 projects larger than \$10M and 7 projects larger than \$20M awarded during this period. A total of 15 different contractors won jobs over \$10M. The total value of contracts let during the period was \$1.265 Billion, the top five contractors won 29% of all work let during the period. **Haskell Lemon Construction** was the most active during this period submitting a total of 114 bids, with 12 low bids for a win percentage of 10.52% and total value of \$31.5M. **Glover & Associates** won the most projects with 25 for a total value of \$37M

The table on the right below highlights the average margin of victory by letting period between first and second place bidders on these projects, with the most competitive period being June 2018 with an average margin of victory of 4.9% and the most active period being February 2018 with 50 projects awarded. July 2017 and June 2018 were the least active months with only 13 projects being let.

**Top 20 Contractors by Low Bid ODOT Contract Value  
Jan 2017 – Jun 2018**

| Bidder                             | Total 1st Place Bids | Total Bids | Win % | Winning Bid Value |
|------------------------------------|----------------------|------------|-------|-------------------|
| 1 DUITT CONSTRUCTION COMPANY, INC. | 3                    | 7          | 42.9% | 90,967,494        |
| 2 SHERWOOD CONSTRUCTION CO., INC.  | 6                    | 22         | 27.3% | 82,238,267        |
| 3 BECCO CONTRACTORS, INC.          | 16                   | 43         | 37.2% | 77,368,000        |
| 4 MANHATTAN ROAD & BRIDGE COMPANY  | 7                    | 38         | 18.4% | 61,222,648        |
| 5 THE CUMMINS CONSTRUCTION CO.     | 20                   | 66         | 30.3% | 54,389,185        |
| 6 OVERLAND CORPORATION             | 13                   | 49         | 26.5% | 51,963,072        |
| 7 WEBBER, LLC                      | 1                    | 5          | 20.0% | 44,864,300        |
| 8 ALLEN/ SHELL JOINT VENTURE       | 3                    | 8          | 37.5% | 43,105,997        |
| 9 CASWELL CONTRACTING, INC.        | 12                   | 17         | 70.6% | 39,839,832        |
| 10 GLOVER & ASSOCIATES, INC.       | 25                   | 53         | 47.2% | 37,191,979        |
| 11 FRONTIER BRIDGE, INC.           | 6                    | 41         | 14.6% | 35,211,436        |
| 12 HASKELL LEMON CONSTRUCTION CO.  | 12                   | 114        | 10.5% | 31,544,466        |
| 13 T.J. CAMPBELL CONSTRUCTION      | 3                    | 23         | 13.0% | 28,782,227        |
| 14 SILVER STAR CONSTRUCTION CO     | 6                    | 34         | 17.6% | 27,067,184        |
| 15 J & R SAND COMPANY, INC.        | 7                    | 22         | 31.8% | 26,675,449        |
| 16 KOSS CONSTRUCTION COMPANY       | 1                    | 7          | 14.3% | 24,507,964        |
| 17 K & R BUILDERS, INC.            | 21                   | 86         | 24.4% | 24,216,297        |
| 18 SEWELL BROS., INC.              | 14                   | 45         | 31.1% | 24,150,476        |
| 19 V. C. O. PAVING                 | 8                    | 24         | 33.3% | 21,862,369        |
| 20 APAC-CENTRAL, INC.              | 12                   | 31         | 38.7% | 20,004,345        |

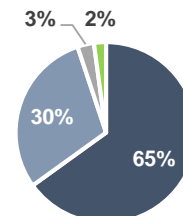
**Margin of Victory ODOT Bid Results  
Jan 2017 – Jun 2018**

| Month                          | # of Projects w/ Multiple Bidders | Average Win Margin |
|--------------------------------|-----------------------------------|--------------------|
| January                        | 49                                | 10.39%             |
| February                       | 43                                | 9.92%              |
| March                          | 28                                | 12.61%             |
| April                          | 19                                | 9.36%              |
| May                            | 15                                | 10.03%             |
| June                           | 20                                | 8.90%              |
| July                           | 13                                | 13.03%             |
| August                         | 19                                | 6.85%              |
| September                      | 21                                | 15.92%             |
| October                        | 26                                | 11.87%             |
| November                       | 42                                | 9.52%              |
| December                       | 45                                | 8.03%              |
| January                        | 50                                | 8.01%              |
| February                       | 30                                | 9.08%              |
| March                          | 31                                | 11.02%             |
| April                          | 18                                | 8.10%              |
| May                            | 13                                | 4.87%              |
| June                           | 13                                | 4.87%              |
| <b>Annual Weighted Average</b> |                                   | <b>9.80%</b>       |

The graph to the right highlights the total planned expenditures for ODOT 4 year 2018-2021 period. These planned expenditure were detailed in the **FY 2018-2021 Oklahoma Statewide Transportation Improvement Program**. A total of **\$3.78 Billion** have been made available by ODOT for the **2018-2021 period**. The largest contributor to the budgets was the Federal Highway Administration (FHWA). The FHWA contributes \$2.46 Billion which accounts for 65% of the total \$3.78 Billion budget. The other major contributor to the budget were state funds, contribution \$1.13 billion or 30% of the total.

**Oklahoma DOT STIP Anticipated Expenditures 2018-2021**

|              | 2018           | 2019           | 2020           | 2021           | Total            |
|--------------|----------------|----------------|----------------|----------------|------------------|
| FHWA         | 615,000        | 615,000        | 615,000        | 615,000        | 2,460,000        |
| STATE        | 216,096        | 267,754        | 301,400        | 343,347        | 1,128,598        |
| OTHER        | 34,505         | 62,167         | 6,360          | 8,043          | 111,074          |
| FTA          | 20,379         | 20,379         | 20,379         | 20,379         | 81,516           |
| <b>Total</b> | <b>885,980</b> | <b>965,300</b> | <b>943,139</b> | <b>986,769</b> | <b>3,781,188</b> |



### Why We Are Different

#### Focused Strictly on Infrastructure

- Management has years of experience in the Infrastructure Industry
- Solely focused on advising public and private clients in the Infrastructure/Construction sector

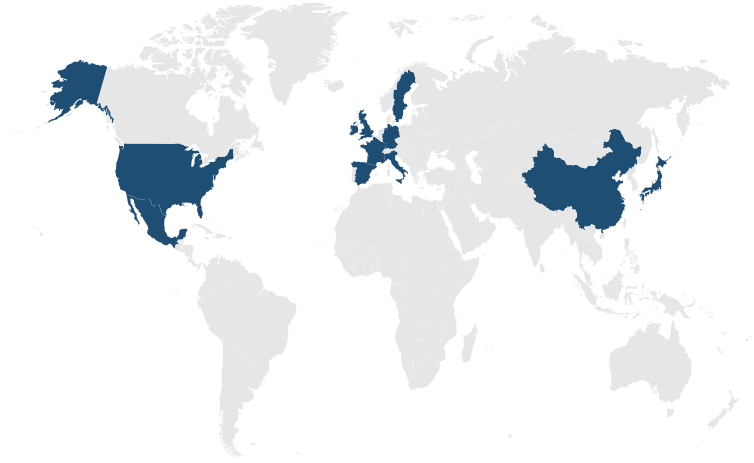
#### Broad Range of Advisory Services

- M&A, Project Financing, Strategic Consulting, Restructuring, Executive Placement, and Financial Analysis
- All Industry Sub-Sectors

#### Experience in All Major Infrastructure Markets

- Star America has worked in all infrastructure markets, including Civil Construction, Vertical Building, Public-Private Partnerships, Industrial

### Star America Global Reach



### Service Offerings

#### Mergers & Acquisitions

We have a strong track record in both domestic and cross-border M&A advisory roles. We operate both negotiated processes and auctions, assist in deal structuring, and provide impartial advice about the merits of transactions in our industry of focus.

#### Business Development

Star is well qualified to assist clients in developing their business plans in the U.S. Given the depth of experience of its partners and operating professionals, the company offers access to thought leadership of C-Level executives.

#### Capital Raising

We maintain contacts at banks, hedge funds, equipment finance companies, and other financial firms. These are sources of capital for clients desiring funds for expansionary capital expenditures or general operating cash flow needs.

#### PPP Financial Advisory

Star provides financial advisory services to companies and consortia seeking to participate in alternative procurement processes. We advise on debt capital raising in the bank and bond markets, and help structure competitive bids for our clients.

#### Management Consulting

We work with clients to formulate and pursue strategic and tactical goals. Star provides true business solutions, including identifying potential management hires, developing and implementing marketing plans, and increasing operational efficiencies.

#### Strategic & Financial Analysis

Industry analytics form the core of a successful financing or business development strategy. With our significant industry knowledge, we assess companies' current and projected financial and competitive positions to provide actionable recommendations. We have the capacity to provide comprehensive financial analysis as well as contractor prequalification solutions, allowing contractors to properly vet lower tiers and improve overall capital strength.

#### Disclaimer:

This material is for informational purposes only. It should not be relied on for any other purposes. The goal of this report is to help market participants critically assess each state's expected infrastructure budgets and competitive environment.