



BUILT TO LAST

RJS Construction Group, LLC | RJS Industrial Services Group, LLC | RJS Real Estate Group, LLC | RJS Transportation Group, LLC
Fraser Shipyards | Johnson Materials Company (JMC) | Northern Engineering Company

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RJS among the first in the world with High-Speed Dozer and 3D GPS technology

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Our Industrial Services Group has become just the second construction company in the world to add a first-of-its-kind, high-speed dozer (HSD) to its operations. A contractor in the state of Virginia is the only other company besides RJS to have begun using the newly-developed John Deere 764 HSD, which finish grades and dozes up to twice as fast as a traditional crawler.

To further enhance productivity on the job site, RJS has equipped its new dozer with the world's most advanced GPS machine-control system – the new Topcon 3D-MC². It provides more than 100 blade-position checks per *second*, increasing speed and accuracy up to 200% over existing 3D systems.

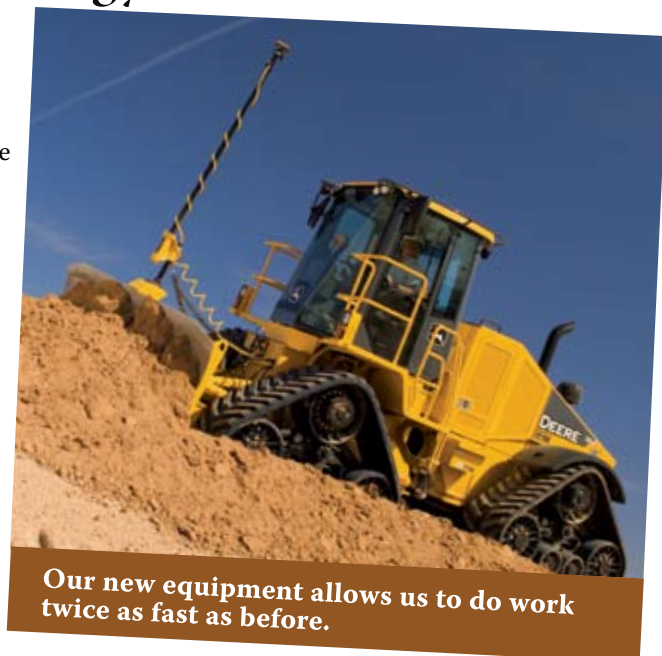
Together, they allow us to do smooth and accurate grading on the first pass, rather than needing repeated passes and frequent adjustments, meaning one grader can now do the work of two in the same amount of time.

“Customers will be amazed at how nimble and precise this equipment is, at speeds reaching a previously-unheard-of 16 miles per hour,” says Dave Lemke, Vice President of the RJS Industrial Services Group, adding that the dozer is now being used northeast of Grand Rapids, Minn., on a rail spur project that will serve the Essar Steel facility. “These enhancements help us save time, money, fuel and wear-and-tear on our equipment, while giving the customer a better result.”

Among the other features of the John Deere 764 HSD are an 11 foot wide blade and rubber tracks that allow it to traverse concrete and asphalt with no damage to roadways. The Topcon 3D-MC² uses a combination of proper algorithms, satellite signal filters, revised arithmetic formulas and other advanced approaches to help us more efficiently complete our work.



Reuben Johnson & Son Chairman & CEO Todd Johnson, Industrial Services Group VP Dave Lemke, and Denny Alexander, John Deere's Corporate Business Manager, pause in front of the new RJS High-Speed Dozer on August 18. The dozer came off the production line that day in John Deere's facility in Dubuque, Iowa, and Todd, Dave and six other RJS members were there to officially take possession.



Our new equipment allows us to do work twice as fast as before.





RJS greatly expanded highway/heavy fleet in 2009

In addition to purchasing the John Deere 764 High-Speed Dozer described on the front page, our Highway/Heavy Division added several other pieces of modern equipment to our fleet in 2009, including:



A Hitachi excavator loads one of our John Deere 400D ADTs.

- Hitachi Zaxis 225L Czero Tail Excavator
- Hitachi ZX160LC Excavator
- 3 John Deere 400D Articulated Dump Trucks
- John Deere 1050J Crawler Bulldozer
- Manitowoc 14000 220-ton Crawler Crane
- Grove 890E 90-ton Rough Terrain Crane
- Ford F350 Chassis/Flatbed
- Western Star Lowboy Tractor
- Trail King Lowboy Trailer
- ASV Skid Steer
- Pelican Street Sweeper

Major repairs underway on DM&IR Dock 6

In mid October RJS began installing 1,400 linear feet of sheet pile wall at one of the DM&IR's Duluth ship loading facilities. Working with one of our cranes on a Fraser Shipyards barge to repair the deteriorating wall, we're also adding 1,500 yards of concrete cap. Lance Lindahl is the Project Manager and Brook Benes the Job Superintendent on this \$2.5 million project, which will be completed in early 2010.



Providing a 22,750-square-foot 'canvas' for this masterpiece

Energy Systems Company, our heating and cooling thermal energy company in Omaha, Nebraska, provided a 22,750 square foot wall at its downtown headquarters as the "canvas" on which internationally-acclaimed artist Meg Saligman painted what is now the largest single mural in the U.S.

"Fertile Ground" includes representations of nearly 50 people

capturing Omaha's culture and historical references spanning several generations.

The 70 foot tall by 328 foot wide mural was completed in June 2009 after a year of research and another year of painting. To view a 90-second time lapse video of the mural from start to finish, log on to www.youtube.com/watch?v=AyuRIcwyrRE.

This mural in downtown Omaha is 28 feet wider than the length of a hundred-yard football field!





Excavation and rail sub ballast placement nearly complete on Essar Steel rail spur

Our work on a 5.7-mile rail spur near Taconite, Minnesota, is just a couple of weeks from completion. Earlier this year Itasca County had us begin moving 3 million yards of soil for the spur, which the county is constructing to serve the new Essar Steel facility. In places, we needed to excavate marshes as deep as 20 feet and replace that material with useable soil for the rail sub ballast.

Lance Lindahl has been the Project Manager and Roger Johnson the Job Superintendent on RJS's portion of this \$10.5 million project that required as many as 30 RJS employees on site at times. Railworks Corporation of Lakeville, Minnesota, will begin laying track in December.



Excavators, trucks and dozers moved three million yards of soil along the 5.7 mile rail spur.



Busy summer with Coast Guard Cutters at Fraser Shipyards

Since 1890 Fraser Shipyards has been called upon for all varieties of ship repairs, lengthening, repowering, new construction and more, and 2009 was no exception. Three U.S. Coast Guard Cutters were in for maintenance this year.

The USCGC Alder was in for normal maintenance, the Hollyhock was in for its five-year drydock inspection and repairs, and the Mackinaw was in for emergency dry docking.



ON THE JOB

Johnson and Lemke attend John Deere FleetSmart seminar

Earlier this year Chairman & CEO Todd Johnson and Industrial Services Group VP Dave Lemke spent three days at the John Deere facility in Arizona participating in Deere's annual FleetSmart seminar, for leaders of the country's largest and most successful construction equipment companies. In addition to demonstrations of Deere's newest products, the seminar included educational sessions regarding cost controls and fleet management solutions.

Lemke also attends SC&RA conference in Milwaukee

In mid September, Dave also joined 400 others from around the world at a Specialized Carriers & Rigging Association conference in Milwaukee, at which he exchanged ideas regarding safety, training and new permitting rules for cranes and rigging. The conference also included a tour of the Manitowoc Cranes facility in nearby Manitowoc, Wisconsin.

RJS staff and families make waves



Nearly 100 employees and family members attended an August picnic to coincide with the Lake Superior Dragon Boat Festival at Superior's Barker's Island. After filling up on food, 24 yellow-and-blue-clad paddlers piled into a boat – dubbed the RJS Dragon Wagon – and glided off to finish 17th out of 82 teams. Our thanks to co-captains Tracy Shober and Lance Lindahl for keeping the barbecued meat moist and the team dry.

Peterson, Owskey promoted at Fraser Shipyards

Fraser Shipyards recently promoted Mike Peterson, with Fraser for 31 years, from General Foreman to Yard Supervisor. Former Yard Foreman Sid Owskey, with Fraser for nearly 20 years, was promoted to General Foreman.



BUILDING WITH INTEGRITY

Downtown Duluth's Lake Avenue skywalk now open



The newest addition to the downtown Duluth skywalk system, spanning Lake Avenue to connect the 9 West Superior Street building to the Technology Village parking ramp, opened ahead of schedule and under budget in October.

The RJS Construction Group, led by Project Manager Todd Koneczny and Project Superintendent Lance Johnson, worked with subcontractor A.W. Kuettel & Sons to reduce the closure of Lake Avenue by two months. At the project's completion, city officials reported that \$200,000 was saved on the overall budget.

Homecroft Elementary construction completed



While pupils from Duluth's Homecroft Elementary School were enjoying their summer vacation, members of the RJS Construction Group were adding new interior finishes as part of the school's expansion and remodeling.

RJS Project Manager Paul Senst and Site Superintendent Jasin Lach led the installation of floor coverings, drywall, ceilings and partition framing, plus some additional work in the new kitchen.

"RJS and others did a great job of completing the construction in time for children to return to a brand new school this fall," said Homecroft Principal Bill Gronseth. "The quality workmanship is apparent throughout the school."

THE RJS COMMITMENT

We conduct business honorably

We conduct our work safely

We manage our work to be consistently profitable

We contribute to the well-being of our employees

We contribute to the betterment of our community

We provide innovative solutions to our clients' challenges

We earn a reputation for dependability and exceptional performance



www.rjs5300.com
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Reuben Johnson & Son was founded in Superior in 1956 as a regional construction services firm specializing in commercial, industrial and highway/heavy projects. The company's diverse holdings now include the RJS Construction Group, LLC; RJS Industrial Services Group, LLC; RJS Real Estate Group, LLC; and RJS Transportation Group, LLC; Johnson Materials Company; Fraser Shipyards; and Northern Engineering Company, all located in Superior. It also owns Energy Systems Company of Omaha, Nebraska.



Our leadership team includes (front row, left to right) **Lance Lindahl** – Vice President Field Operations; Highway/Heavy Division; **Todd Johnson** – Chairman & CEO (Reuben Johnson & Son, Inc.); and **Dan Markham** – Senior Vice President of Corporate Development (Reuben Johnson & Son, Inc.). In the back row, left to right, are: **David Lemke** – Vice President Highway/Heavy Division; **Scott Brantley** – Controller (Reuben Johnson & Son, Inc.); **James Korthals** – Fraser Shipyards President & Chief Operating Officer; and **Mike Murray** – Executive Vice President (Reuben Johnson & Son, Inc.).