

Update

WINTER 2009

The
Norwood
Company



Colorcon, Inc. Global Headquarters & Technology Center - Harleysville, PA

Array of Projects Highlight LEED Expertise and History of Norwood's Commitment to Sustainability



With a global eye on natural resources, the 'Going Green' movement has enjoyed a newfound popularity. The environmental benefits of building green remain undeniable – and now, the cost advantages are also becoming more and more evident, helping to cement the future of sustainable buildings. This sensible and cost-effective approach is nothing new at Norwood.

Norwood is a U.S. Green Building Council (USGBC®) member and a pioneer in the effort to design and construct buildings that are energy efficient and use natural resources wisely. More than half of Norwood's project management staff are LEED® Accredited Professionals, Green Advantage Certified employees, or in training to earn these credentials. Our internal resources, coupled with

our ever-growing portfolio of LEED certified projects, speak to our overall commitment to and expertise in LEED. In fact, Norwood has completed or is in the process of constructing sustainable facilities across all lines of our core specializations, including Corporate Office, Life Science, Warehouse/ Distribution, Retail and Healthcare.

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Church & Dwight Co, Manufacturing & Distribution Center - York County, PA

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Awards & Rankings

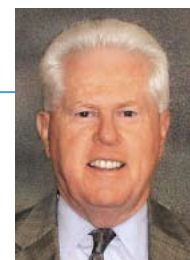
Norwood Provides Valuable Insight to
Outpatient & Medical Office Buildings

Going the Distance for Advance Auto

Norwood Partners with Doylestown Hospital on
\$65 Million Hospital Expansion

FROM THE PRESIDENT

Past Experience Helpful in Managing Through Today's Economic Turmoil



The global economic crisis is presenting a challenge not only to all industries, but also to the various sectors of the construction markets including non-residential building. According to the US Department of Commerce, many economists and building trade analysts, it is likely that this situation may continue well into 2010.

While such a serious situation is certainly not amusing, I can't help but quote someone who is known to bring a smile—baseball hero and overall sage, Yogi Berra—when he said, "It's like déjà vu all over again."

I'm reminded of this particular quote because, according to my count, this is the fourth such downturn I've experienced during my career. Partnering with clients to weather such storms together over the years has had a definite positive impact on Norwood's culture, and continues to benefit our clients today. Our overall approach is conservative and client driven, rather than revenue driven, which

positions us well no matter what type of economy we are experiencing. In fact, we are very fortunate that despite these trying economic times, we are in the midst of constructing several of the most significant projects in Norwood's history.

Our approach is to provide clients with the best value—an excellent project completed on time and in the most fiscally responsible manner. The Norwood team accomplishes this goal by proactively working with you from start to finish, planning appropriately, and utilizing our expertise to avoid (and when necessary) solve problems. We understand the fluctuations in the costs of labor and materials, and streamline the overall process to ensure you receive value for your building investment.

As you will see from the articles in this issue of our newsletter, we will utilize our past experience in a particular product line (Medical Office Buildings, for example), travel beyond our traditional service area to benefit clients (such as

Advance Auto), and implement the latest environmentally-friendly 'green' building techniques to ensure cost efficiency in energy and building costs.

The result, I am pleased to report, is a financially stable and operationally sound Norwood that is very well positioned to handle your construction management needs. As I have noted to you previously, Norwood will be with you every step of the way until your project is completed. Talk with us—especially during this current economic downturn. Together, we can make well-informed decisions and find solutions that will help you create efficient, aesthetically pleasing and fiscally responsible buildings.


John E. "Jack" Farrell,
President & CEO

LEED Expertise

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In 2002, Norwood completed a project conceptualized as the first 'green' office building in eastern Pennsylvania. The four-story, 105,000 square foot facility serves as the Corporate Headquarters for GSI Commerce in King of Prussia, PA. Building on this experience, Norwood has completed several more LEED projects, including a 117,000 square foot office building at 777 Township Line Road in Yardley, PA. The project earned LEED Silver certification by incorporating environmentally friendly characteristics such as low-flow plumbing, high

efficiency glass, low VOC and recycled materials, and a white roof for energy efficiency.

"We made it a company-wide priority early on to be experts in the Green Building market," explains Jack Farrell, Norwood President & CEO. "Taking into account the cost efficiencies, the environmental benefits, and the peace of mind knowing you have a knowledgeable builder - everybody wins."

Norwood is currently partnering with Colorcon, Inc, a leader in pharmaceutical technology, to construct their new



GSI Commerce Corporate Headquarters - King of Prussia, PA



American Honda Financial Corp - New Castle, DE

90,000 square foot Global Headquarters and Technology Center in Harleysville, PA. Once completed, the facility will be registered for LEED Gold certification and will include Research and Development Labs and a cutting-edge, Tier 2+ Data Center.

Included in the building's features is the use of recycled, rapidly renewable and regionally extracted materials; indoor air quality management with low-emitting paint, adhesives and carpet; water conservation (3.4 million gallons per year) through low flow plumbing and water efficient landscaping; energy efficient electrical design including light harvesting shades helping to achieve an impressive 31% in energy savings; maximization of open space to promote biodiversity; construction activity pollution prevention and waste management which will divert 90% of construction waste from landfills; and alternative transportation incentives.

"Norwood has been integral in making our new Corporate Center a beautiful, functional and sustainable building," said Jamie Angelastro, Global Project Engineer at Colorcon. "Having Norwood's knowledgeable & passionate LEED Accredited Professionals on our team helps to ensure open communication and a smooth, problem-free LEED submission."

Another current LEED project is the 1.1 million square foot Church & Dwight Manufacturing and Distribution Center in Jackson Township, PA. Norwood is partnering with 7 Group LEED consultants, CB Richard Ellis, Marguilies-Hoelzli Architecture of New York City, and developer First Industrial. The site will be utilized to produce Arm & Hammer laundry detergent, which presents additional LEED opportunities such as recycling wastewater as well as using renewable energy for operating pumps

777 Township Line Road - Yardley, PA



and other manufacturing equipment. September 2009 is the target date for substantial completion.

Norwood is also in progress on a retail center designed to Core & Shell LEED Certified standards for Lower Nazareth Commons; and recently completed a 26,000 square foot interior build-out for America Honda Financial Corporation in New Castle, DE, which was built to LEED Silver standards. The project is registered for certification under USGBC's Corporate Interiors designation, which is expected in the near future.

At Norwood, our experience with and commitment to Leadership in Energy and Environmental Design is clear—and we will continue to promote sustainability in all of our projects.

AWARDS & RANKINGS

ENR's (Engineering News Record) Top 400 Construction Managers in the Nation:

Norwood Ranked #281

ENR's Top 20 Builders of Warehouse & Distribution Centers in the Nation:

Norwood Ranked #9

Mid-Atlantic Construction Top 75 Contractors

Norwood Ranked #24

Southeastern Pennsylvania Chapter Associated Builders & Contractors 2008 Awards of Excellence:

Winner of the Best Commercial Project Over \$25 Million - GMAC Residential Mortgage Corporate Headquarters



Norwood Provides Valuable Insight to Outpatient & Medical Office Buildings

The list is a 'who's who' of respected healthcare providers in The Mid-Atlantic—including Lehigh Valley Hospital & Health System, Grand View Hospital, Holy Spirit Hospital, Saint Mary Medical Center, Virtua Health System, and Crozer Keystone Health System. In addition to their commitment to providing high quality care for patients, the members of this group have something else in common—Norwood.

The healthcare team at Norwood has built medical office buildings, ambulatory surgery centers and outpatient medical facilities for physicians and affiliates of these hospitals and health systems—adding to our ever-growing healthcare portfolio.

St. Clare Medical Building in Langhorne, PA is a 110,000 square foot Medical Office Building that was built contiguous to the main entrance of St. Mary Medical Center. The facility, which will house 12 separate medical practices, was completed in 12 months with no disruption to hospital services.

"The project included a temporary pedestrian connector that had to be constructed between the main hospital and adjacent buildings, and utilized by hundreds of patients, visitors and employees per day, while a 30,000 square foot building in the middle was demolished," explains James Goshaw, Norwood Vice President. "The new facility tied into the hospital's utilities, and was constructed while the hospital remained fully functional."

Norwood also completed a 32,000 square foot Ambulatory Care Center—The Advanced Surgical Institute—in Washington Township, NJ, for Virtua Health System. Features include three modern operating suites and two procedure rooms, as well as physician offices and services such as sports medicine, diagnostic imaging, and gastrointestinal medicine.

"Everything about the Advanced Surgical Institute is specially designed for same day surgery, quality care, maximum patient convenience and satisfaction," said Nancy Connolly, Partner & Vice President Eastern Region at Hammes Company, the developer of the facility.



St. Clare Medical Building at St. Mary Medical Center - Langhorne, PA

"Norwood's expertise and knowledge of health care was a great benefit during the planning and construction of the facility." Oakwood Cancer Center celebrated

"The team at Norwood understands health care, its tight regulations"

the Grand Opening of their new expansion in October, after Norwood successfully delivered the 9,000 square foot, two-story facility in Mechanicsburg, PA. The Cancer Center, in partnership with Holy Spirit Hospital, features



Oakwood Cancer Center Featuring Gamma Knife Technology - Mechanicsburg, PA

gamma knife technology, the highest radiation equipment currently available. The gamma knife, which enables physicians to eradicate brain tumors with pinpoint accuracy and little damage to surrounding tissue, is housed in a vaulted enclosure with 18" concrete walls and a 5,000-pound lead-lined door. The second floor of the facility is home to a breast cancer center with a mammography suite and treatment rooms.

"The team at Norwood understands health care, its tight regulations, and the importance of constructing buildings that are safe and patient-friendly," said Linnie Cough, Administrative Director at Oakwood Cancer Center. "It was a pleasure to work with Norwood on our new cancer center."

Other recent projects include the Upper Bucks Diagnostic Center in Quakertown, PA; Cornerstone Surgery Center in Langhorne, PA; and Burlington Endoscopy Center in Lumberton, NJ.

Norwood utilized a design/build delivery method to complete The Upper Bucks Diagnostic Center. The project included a conversion of a 38,000 square foot former retail store into a medical office building on behalf of a joint venture between Lehigh Valley Health System and Grand View Hospital.

Cornerstone Surgery Center, a 10,000 square foot stand-alone surgery center, includes two Class C operating suites, decontamination/sterilization areas, exam rooms, medical records, and conference areas for a neurology practice.

The 7,500 square foot Burlington Endoscopy Center project was an interior build-out of an existing flex building, and was completed in less than four months.

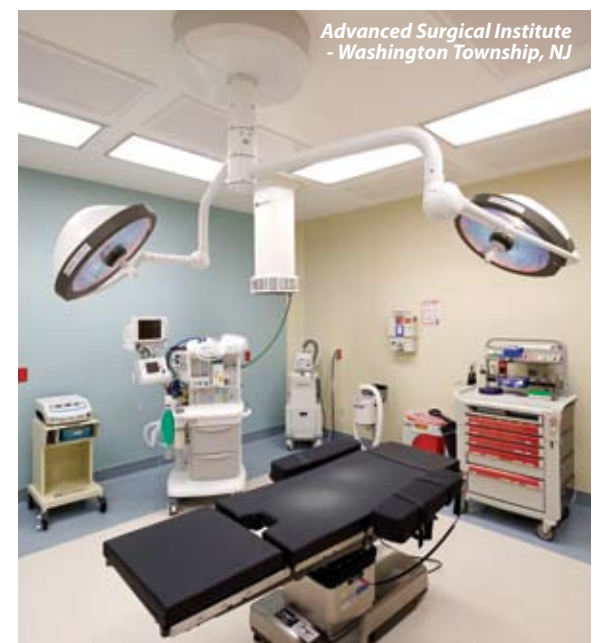
Nothing is more important than good health, and Norwood is committed to continue partnering with high quality health care providers to construct medically efficient, modern and patient friendly health care facilities.



Cornerstone Surgery Center - Langhorne, PA



Lehigh Valley Health & Grand View Hospital @ Upper Bucks Health & Diagnostic Center - Quakertown, PA



Advanced Surgical Institute - Washington Township, NJ

Going the Distance for Advance Auto



While the majority of Norwood's portfolio of work has been completed in Pennsylvania, New Jersey, Delaware and surrounding states, there are no geographical boundaries that prevent Norwood from traveling to more distant locations to partner with loyal clients on their building projects.

A good case in point is the work Norwood has done with Advance Auto—a leading retailer of automotive parts, accessories, batteries and maintenance items—as construction manager for two large facilities. The first project was a 640,000 square foot warehouse/distribution center in New Smithville, PA, completed in 2005.

That experience was successful for both Advance Auto and Norwood; so when Advance Auto needed a design/builder for a 570,000 square foot distribution center in Remington, Indiana, it once again chose to work with Norwood. Construction on this \$27.7 million Midwest facility began in June of 2007, and Norwood delivered the project in March of 2008.

"The Norwood team—including Bonsall/Shafferman Architects (who worked on both facilities) and our engineers—partnered directly with Advance Auto from the conceptual design through the project completion," explained Ron Trawinski, Norwood Chief Estimator. "We capitalized on the fact that this was the second time we worked together with this client, which was beneficial given the highly sophisticated industry automation aspect of the project."

The facility features 46 cross dock loading positions with one drive-in ramp and 10 drive-in positions, 46,500 square feet of structural mezzanine, 53,600 square feet of containment area, 22,848 square feet of single story office

"We are more than happy to travel beyond our traditional market area to help our clients succeed"

space, and a 10,000 square foot vehicle maintenance building with an above ground fuel dispensing system.

Construction management in a new geographic area does present a myriad of challenges. "Some of the issues centered on dealing with out of town



sub-contractors, civil engineers and local and state approval boards," said Trawinski. "We utilized a team approach with the local groups and maintained consistent communication to help deliver a successful project for everyone."

"We enjoy a wonderful working relationship with Norwood," added Doug Brake, Director of Facility Engineering at Advance Auto. "Norwood understood our needs from the beginning for both the Pennsylvania and the Indiana projects,

and worked with us effectively to meet challenges and keep both projects on time and within budget."

At Norwood, the construction manager/client relationship is, indeed, a two-way street. "Advance Auto is a loyal repeat client, and we are more than happy to travel beyond our traditional market area to help our clients succeed," explained Jack Farrell, Norwood President & CEO.



Norwood Partners with Doylestown Hospital on \$65 Million Hospital Expansion

Healthcare's mission of saving lives is one that works around the clock and takes no holiday; so time is of the essence. It was fitting, then, that Doylestown Hospital in Doylestown, PA, chose to work with Norwood and our experienced healthcare team on its major expansion project.

Ground was recently broken on a \$65 million campus expansion that will increase the hospital's emergency department from 11,500 to 55,756 square feet, provide space for future in-patient medical/surgical expansion, and improve parking and patient flow throughout the facility.

"The volume of emergency department patients has increased steadily over the years, and it became obvious that we had to expand our emergency services dramatically to meet the needs of our community," said Jim Brownlow, Doylestown Hospital's Vice President of Administration. "It is a considerable advantage to have Norwood's expertise on our team."

Last renovated in 1994, the current ED was built to accommodate approximately 24,000 patients a year, but took in more than 34,000 visitors in 2006 alone – a 52% increase in patient traffic in only six years. Working alongside joint venture partner, John S. McManus, Inc., and architect, FreemanWhite,

Norwood broke ground in July 2008 with completion expected by early 2010.

The new ED will move from its current location to a more visible and accessible site on the hospital campus. Features of the newly expanded hospital include: 40 private treatment areas, each with its own bathroom and family seating area; 40 private in-patient beds; a 497-space parking garage with an underground pedestrian tunnel connecting to the new addition; a Chest Pain Center to provide prompt evaluation and treatment for patients experiencing chest pain; dedicated on-site CT scanning and digital imaging; a dedicated, nine-room pediatric treatment area; separate walk-in and ambulance entrances;

universal rooms to provide flexibility to meet current and future needs; protocol rooms to promote rapid assessment and treatment of less serious medical conditions; Hazmat/bioterrorism treatment facilities; infrastructure for a future rooftop helipad; and expanded HVAC capabilities.

"This project is challenging because it requires work to be done on a high-volume, occupied hospital campus environment," said Joe Mitchell, Norwood Vice President. "We are putting our insight to work at Doylestown, with an eye toward minimizing disruption and inconvenience to normal patient care activities."