

Urban Outfitters, Inc.
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OCTOBER 7, 2016

Blue Rock Construction, Inc.

1712 Hancock Lane
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To Whom It May Concern:

Thank you for giving me the opportunity to express my thoughts regarding Urban Outfitters' tremendous partnership with Blue Rock Construction. The Urban Outfitters/Blue Rock partnership began back in March 2004 when we commenced construction on our \$120 million corporate campus at the Philadelphia Navy Yard, encompassing 281,000 square feet spread over five (5) buildings. After demonstrating their ability to deliver such a complex project Urban Outfitters felt confident engaging Blue Rock to build both retail stores as well as additional Navy Yard corporate projects, including:

2011 – Blue Rock completed the complicated, greatly accelerated renovation of Navy Yard Building 25 to serve as the home office for our rapidly growing Free People brand.

2012 – Blue Rock completed the renovation of Navy Yard Building 14 to house Urban Outfitters' Information Technology and Transportation departments.

2014 – Blue Rock completed the 93,000-square-foot home for Anthropologie in Navy Yard Building 18. This project was completed in record time and well below budget.

2015 – Blue Rock completed Urban Outfitters' 1.1 million-square-foot Internet Fulfillment Center in Gap, PA, masterfully executing the project under enormous time pressure due to the necessity of having the facility fully operational and on line in time for 2015 holiday product delivery.

I can say conclusively that, twelve years after hiring them, the Urban Outfitters/Blue Rock partnership is stronger than ever. While our decision to continue to work with Blue Rock is rooted in their character, leadership, and team-oriented approach, Urban Outfitters also recognizes that Blue Rock possesses the necessary expertise to execute our unique, sophisticated and often counterintuitive projects. Finally, the service level Blue Rock has provided our company is above and beyond any I've seen in my 28 years in real estate development.

Typical of any international retailer, our expectations are high and the projects are extremely demanding, but Blue Rock has always been up to the challenge of not only meeting but exceeding those expectations. Blue Rock continually demonstrates their sensitivity to issues of value engineering, their relentlessness in developing and attacking accelerated schedules, their commitment to detailed, organized document control, and fair but firm subcontractor and vendor management.

Urban Outfitters continues to place their trust in Blue Rock Construction, and in response they listen to our needs and pay attention to the myriad details and nuances associated with our projects. They always go the extra mile to ensure that the executed project matches our vision. Consequently, Blue Rock Construction continues to be our builder of choice.

As we move forward with challenging, large-scale projects, we will continue to partner with Blue Rock as they provide the knowledge, leadership and integrity that embody our corporate ethos and philosophy.

Dave Ziel
Chief Development Officer