

INTEGRATED CONSTRUCTION SOLUTIONS

INDUSTRIAL SERVICES



GRAHAM

Your Construction Solutions Partner



KEARL CONSOLIDATED CIVIL WORKS WOOD BUFFALO, AB

Graham's scope of civil work includes Large Soil Handling (~5M BCM), Pit Development (~2M BCM) and Water Management and Dewatering activities. Large Soil Handling includes soil windrowing of salvaged soils, loading and hauling of soils, and soil stockpile relocation and management. Pit Development scope includes polishing pond construction, ditch development and reclamation soil stockpile development. Most water management activities will occur in the fall and winter seasons avoiding bird nesting activities and to optimize on prevailing freezing conditions.



About Graham

Graham is an employee-owned construction solutions partner that has operated continuously since 1926.

We deliver projects in the buildings, industrial, infrastructure, water and project finance sectors using a variety of contracting models and foster a true-partnership culture on all our projects. We are committed to collaborative, team-based work strategies and open, transparent communications.

As one of North America's largest construction companies, Graham has the resources, capacity and expertise to undertake projects of every scope, scale and complexity. Graham is recognized as one of Canada's 50 Best Managed Companies.

FINANCIALLY CAPABLE

Graham is a financially strong contractor with the capacity to handle significant project commitments. Our revenues exceed \$4 billion and our long track record of profitability and experience, allow us to understand and better manage construction risks. We have a very high bonding ceiling, which strengthens confidence that all projects will be executed successfully.

INVESTED IN OUR PEOPLE

As an employee-owned and operated company, each employee has a vested interest in ensuring each project's success. Graham has a solid reputation as an industry-leading employer, which enables us to attract and retain skilled professionals. Corporate investment in continuing education and improvement encourages professional development, self-directed learning, and active participation in industry, trade and professional associations.



RESPECTED PROJECT PARTNER

Graham has a demonstrated ability to harmonize the relationship between cost, schedule and quality. We foster cooperation and communication among all team members and stakeholders to ensure that project requirements are met.

As a successful contractor in a number of markets, Graham has preferential access to key suppliers, subcontractors and trades.

Throughout our history, we've established and maintained positive, long-term relationships with clients, architects, consultants, suppliers, subcontractors and trades. We maintain excellent working relationships that are based on mutual respect and understanding of strengths, abilities, roles and responsibilities. Because we bid on hundreds of projects annually, we have detailed knowledge of industry workload and availability of resources.

EQUIPMENT

Graham's extensive owned equipment fleet, with a new replacement value of over \$240 million, is strategically located to support rapid, effective deployment and ensure the above fundamental scopes are best performed. Graham also maintains strategic alliances with regional equipment suppliers.

OWN-FORCES CAPABILITIES

We perform work for a wide variety of clients including those in oil and natural gas, petrochemicals, mining, and power generation. Graham offers start-to-finish solutions to clients for every industrial project, from design-assist services through project commissioning and start-up, to growing operations, maintenance, and repair capabilities.

As a full-service construction solutions partner, we have the in-house capacity to self-perform fundamental scopes of work. The self-performed scopes services include, but are not limited to:

- Piping
- Site Preparation
- Earthworks
- Mechanical
- Electrical & Instrumentation
- Mass Excavation
- Structural Steel Erection
- Piling
- Concrete - Batch Plants, Foundations, Heavy Civil
- Rough Carpentry
- Scaffolding
- Insulation
- Fabrication & Modularization
- Maintenance, Turnaround & Sustaining Capital



NEPTUNE BULK TERMINAL - ALLISON PROJECT NORTH VANCOUVER, BC

Graham was initially contracted to complete the Civil Concrete Works Contract to increase capacity of existing coal exports at the terminal. Our scope was then expanded to include both mechanical and electrical contracts. Design was delivered on a progressive basis, with Graham participating in constructability review and feedback (an example of early contractor involvement). Our scope increased again to include materials management, demolition of the old ship loader, offsite modularization of conveyor galleries and structural/mechanical assemblies along with complex transportation logistics to deliver these elements to site.





MOSAIC K3 - K2 OVERLAND CONVEYOR ESTERHAZY, SK

Graham was awarded the contract to construct the Overland Belt Conveyor system to transport raw potash between the newly developed mine site at Mosaic K3 to existing mill facilities at the K2 mine site near. The conveyor system is the longest single belt, overland conveyor in Canada with a total length of 11 kilometers passing through 9 tunnels, one of which passes under a major highway. The conveyor system was constructed on top of a gravel road base passing through an environmentally sensitive wetland region.



Health, Safety & Environment

Health, Safety and Environment are core values and are part of every workday. These values are integrated into all our operations.

By placing the health and safety of our people, the protection of our communities and environment above all else, we continuously complete projects on time and in the safest, most responsible manner

We believe that all safety-related incidents are foreseeable, predictable and preventable. We are on a Road to Zero incidents through good management and utilization of our resources, a comprehensive HSE management system, a strong supervisory presence, actively caring culture and leadership engagement.

Our ongoing commitment to safety benefits three important groups: first and foremost, our employees on the job site; second, the families and loved ones of those employees; and third, Graham as an employer of choice, because a safe business is a profitable business.

HURT-BASED SEVERITY & ENERGY-BASED MODELS

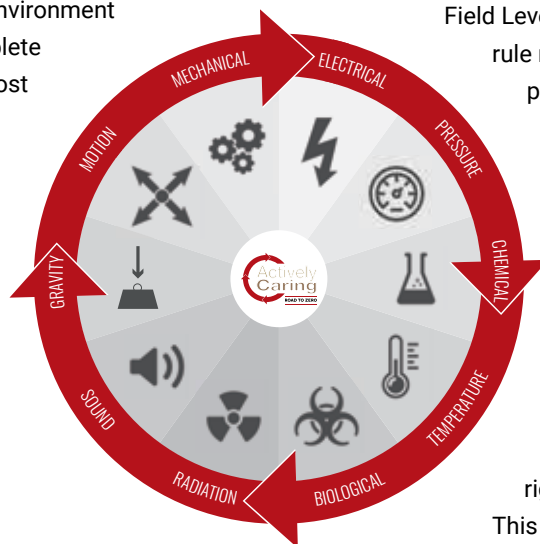
The ten symbols (mnemonics) of the Energy Based Model represent years of scientific research that identify the potential energy sources for injuries and loss. By changing our conversation around how we evaluate hazards and risks using our Group Risk Assessment, inspections and

Field Level Risk Assessments from one of rule requirement to one of energy release potential; we'll increase our ability to identify the true causes of injuries and loss

Supported by the Energy Based Model, the Hurt Model reduces the subjectivity and provides a consistent process for classifying the severity of potential incidents.

This allows for a closer look, with a higher level of investigation and rigour, to high potential Near Misses.

This approach refocuses our resources to incidents that are one second or one inch away from causing actual injury



ENVIRONMENTAL CONSTRUCTION PRACTICES

Graham continues at the leading edge of environmental and sustainable construction practices. We are leaders in implementing LEED requirements, and initiatives from recycling and using renewable materials, to working to green building standards, to achieving energy efficiency and employing lifecycle costing that governs management of all our projects.

Quality Assurance & Quality Control

Graham commits to plan, manage and deliver all contracted work in a safe, cost-efficient manner that complies or exceeds all applicable quality codes and standards and meets all defined project requirements.

Our Quality Management System (QMS) is a set of 10 Elements, which define the principles on how conduct our operations and continually improve the quality of

our products and services. Our QMS is aligned with the requirements of ISO 9001:2015 and provides high-level processes, methodologies and procedures that ensure compliance of deliverables.



Graham is committed to operational excellence through the Continuous Improvement of the QMS, as measured by Key Performance Indicators (KPIs). Performance Indicators shall highlight successes and provide opportunities for improvement. Graham's QMS model is based upon four phases for continuous improvement: Plan, Do, Check, Review & Act.

NOVA ETHYLENE-1 MAINTENANCE & TURNAROUND JOFFRE, AB

Within a 45-day window, Graham executed complete mechanical, fixed plant maintenance, repair, fabrication, installation, scaffolding and insulation on all Ethylene-1 (E1) plant systems and equipment. The plant's systems were back online following the scheduled shutdown, minimizing downtime and ensuring that operations could continue.



RIVER WATER INTAKE, LNG TANK & CIVIL WORKS KITIMAT, BC

Graham's scope of work for the River Water Intake included on- and off-shore work to modify the existing river water intake structure, underground and civil on-shore work components. This project was executed under an EPC contract structure, with Graham taking the lead role driving execution, and completed as a joint venture between Graham and a local Haisla First Nation business.

For the LNG Tank & Civil Works, Graham was a strategic subcontractor self-performing most scopes of work, focusing on the construction of the tank's concrete raft wall, roof, internal works and miscellaneous concrete foundations. Graham also self-performed excavation works, the supply and installation of geotextile, concrete, reinforcement (excluding supply of cryogenic reinforcement bars), formwork, and ducts for inclinometer.



Indigenous Relations & Engagement

We develop strong sustainable business relationships with the Indigenous communities affiliated with our projects and partnerships. These partnerships provide mutually beneficial opportunities for economic development, community capacity, commercial participation, education, training and revenue sharing opportunities with Indigenous groups across Canada and Tribes within the United States.



The Three Nations logo incorporates the three areas of Graham's strategic focus, and each icon has symbolic and traditional meaning. The Feather relates to ascension and spiritual evolution toward a higher plane. Feathers were worn by First Nation's Chiefs to symbolize their communication with spirit and to express their celestial wisdom. The Infinity symbol is one of the Métis Nation symbolic flags that have evolved over time. It has two meanings: the joining of two cultures and the existence of a people forever. The Inukshuk was traditionally used by the Inuit in the north as directional markers. An Inukshuk in the shape of a person signifies safety, hope and friendship.

Together with our Indigenous network, Graham has developed many successful, revenue-generating limited and joint venture partnerships. We are keenly aware of the importance of building relationships with Indigenous communities, not only for the pre-construction and construction phases, but also from a long-term development perspective. We understand that building successful partnerships is an enduring, dedicated commitment that requires proactive effort, mutual respect, trust and time.

One of Graham's major strengths is building capacity within Indigenous groups through the transfer of construction practices and business development methods, so they can meaningfully participate in the project. With increased capacity and knowledge, Indigenous residents are able to take a principal role in the growth of their community through local opportunities.



Canada

- + VANCOUVER
- + KELOWNA
- + CALGARY
- + RED DEER
- + EDMONTON
- + LLOYDMINSTER
- + FORT SASKATCHEWAN
- + BONNYVILLE
- + FORT MCMURRAY
- + RAINBOW LAKE
- + COLD LAKE
- + REGINA
- + SASKATOON
- + WINNIPEG
- + TORONTO

United States

- + SEATTLE
- + SPOKANE
- + SALIDA
- + ARVADA
- + OMAHA
- + NEWPORT BEACH
- + LOS ANGELES
- + WINDSOR