

FULL LIFECYCLE SERVICES

MAINTENANCE & TURNAROUNDS



GRAHAM

Your Construction Solutions Partner



NOVA CHEMICALS FACILITY JOFFRE, AB

For more than 50 years, Graham has been providing ongoing maintenance support for sustaining projects, turnarounds and outages as well as fabrication services.

Scope services include:

- Scaffold and insulation services
- Project estimating, planning & scheduling
- Small capital program management
- Electrical demo, fabrication and installation
- Subcontractor management & administration



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.

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.

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

Because we bid on hundreds of projects annually, we have detailed knowledge of industry workload and availability of resources.

OWN-FORCES CAPACITY

One of the keys to successful project delivery is understanding what it takes to get the work done. Graham is a full-service constructor with in-house resources to self-perform fundamental scopes of work.

Because we have extensive—and successful—experience as a supplier as well as a contractor, we are able to offer enhanced performance options to improve control of budget, schedule, quality and productivity.

For every self-performed operation, Graham follows stringent corporate procedures to confirm fair, competitive value for services provided. When Graham enters into a competitive bid process for subcontracted services, special measures are taken to assure that confidentiality and legitimate process are not compromised.

WORKFORCE

Graham has a permanent staff of more than 2,200 project management, engineering, and administrative professionals and a construction workforce of exceeding 8,500 skilled tradespeople, construction specialists and supervisory professionals.

EQUIPMENT

Graham's extensive owned equipment fleet is strategically located to support rapid, cost-effective deployment. Each of our permanent operations centres includes a fleet storage and maintenance facility, and we are able to mobilize remote equipment storage and maintenance resources to support large-scale or remote projects as required. Graham also maintains strategic alliances with key regional equipment suppliers and maintenance specialists.

CNRL ALBIAN SANDS FORT MCMURRAY, AB

Graham has been performing mechanical maintenance, turnaround, shutdown and sustaining project services for CNRL's Albian Sands, since 2014. Our scope includes services such as:

- Specialty welding
- Tank and vessel inspections
- Material management services
- HX and heater bundle pulling and re-installation



CNRL HORIZON BITUMEN PRODUCTION PLANT FORT MCMURRAY, AB

Graham has provided CNRL Horizon with integrated mechanical and electrical maintenance and sustaining projects services since 2008. Our scope at the oil sands mine Bitumen Production Plant (BPP) also includes pipelines and tailings line maintenance and associated support services including scaffolding and insulation.

We have also provided turnaround services to the Upgrader since 2011, and have demonstrated responsiveness to a number of emergency and unplanned scenarios.





IMPERIAL OIL KEARL OIL SANDS FORT MCMURRAY, AB

Graham's maintenance and turnaround group has been working with Imperial Oil at the Kearl Oil Sands site since 2011, delivering electrical and instrumentation, HVAC and welding services across maintenance, shutdown and sustaining project scopes.

Graham was also awarded a 10 year agreement for maintenance, turnaround and sustaining capital project services at Kearl Lake, as well as a 5-year agreement for large diameter pipeline maintenance services.



Maintenance Services

Graham provides fixed plant and auxiliary field maintenance services to the largest resource producers in North America. Our 50+ year track record of executing maintenance, turnaround, sustaining capital and commissioning has enabled us to develop a stable, secure and experienced workforce.

We understand the critical role we play in maintaining our clients' facilities. Our maintenance crews are sized to fit specific client needs and are quickly scalable to optimize efficiency.

Graham's comprehensive Health, Safety, Environment and Quality Management Systems ensure projects are executed to the highest standards in the most efficient and responsible manner.

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
- Mechanical and instrumentation
- Program management and execution
- Planning, scheduling and estimating
- Electrical and instrumentation services
- Scaffolding and insulation
- Static and rotating equipment
- Demolition, installations, repairs and replacements
- Debottlenecking and optimization
- On-site and off-site modular fabrication, assembly and installation
- On and off-site fabrication
- Routine, preventative and breakdown services
- Material and subcontractor management
- Warehouse management
- Unplanned outages and shutdowns
- Equipment maintenance, installation and repairs
- Capital construction projects



Turnaround Services

Graham safely executes outages and turnarounds ranging in size from 25,000 - 400,000+ exposure hours across a variety of heavy industrial facilities. As a continuous maintenance provider, our crews respond quickly to unplanned or emergency events.

We realize that facility shutdowns for scheduled maintenance work is critical to our clients' operations. A properly planned and executed turnaround increases plant and equipment reliability, continues production integrity and reduces the risk of an unscheduled outage or failure. We are proud of the reputation we have earned for outstanding turnaround and outage services, maintaining demanding

schedules and tight budgets while executing the work safely and to the highest quality standards.

A well-planned execution strategy is key to ensuring turnarounds goes smoothly. This starts at the earliest engagement of a project, where we work closely with clients to ensure there is common integration in the development process ensuring the right collaborative team is in place.

Our functional capabilities include but are not limited to:

- Planning and scheduling
- Estimating and cost control
- Construction management
- High-volume recruitment and labour relations
- Safety management
- Quality management
- Material and subcontractor management

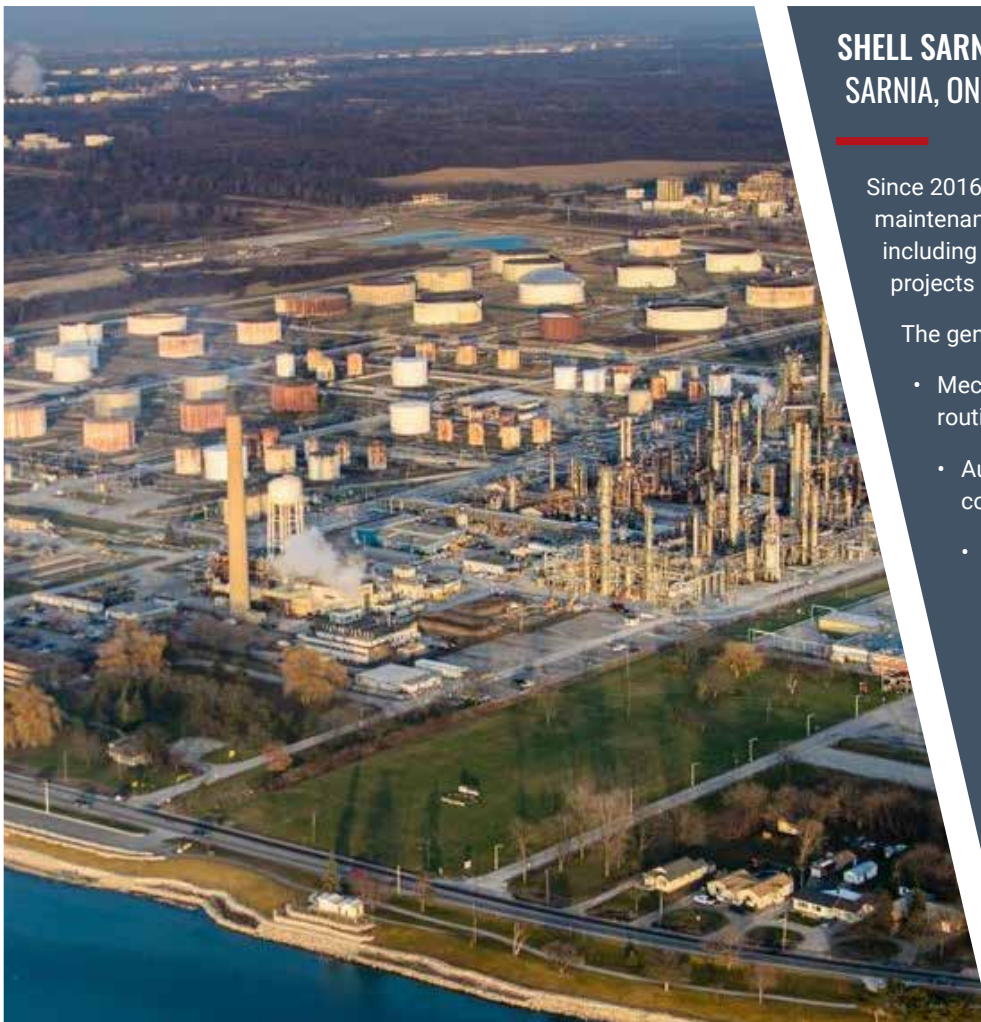


SHELL SCOTFORD COMPLEX REFINERY AND UPGRADER FORT SASKATCHEWAN, AB

Since 2020 Graham has been providing multi-discipline maintenance, construction and turnaround support for Shell Scotford's Refinery and Upgrader.

The scope of services includes primarily mechanical trades including pipefitters, millwrights, welders, labourers, and equipment operators.

Turnaround services for the complex's first turnaround at its Carbon Capture and Storage facility were completed in 2021.



SHELL SARNIA MANUFACTURING CENTRE SARNIA, ON

Since 2016 Graham has been delivering maintenance services at Shell's Sarnia Facility, including general maintenance, small capital projects and turnaround services.

The general scope of work at the site includes:

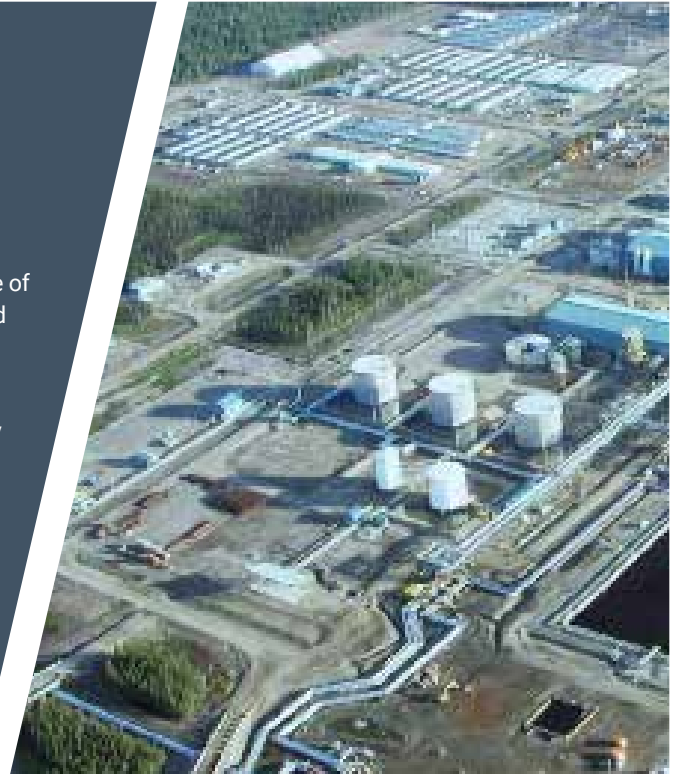
- Mechanical support for both routine & non-routine maintenance
- Auxiliary support for projects and construction
- Preventive maintenance on plant equipment (including rotating and stationary)
- Scheduled routine maintenance work
- Various maintenance work associated with outages
- Emergency breakdown repairs
- Equipment troubleshooting
- Authorized mechanical fabrication/construction services

SUNCOR FIREBAG, FORT HILLS & SYNCRUDE MILDRED LAKE & AURORA FORT MCMURRAY, AB

Graham has been providing multi-disciplinary maintenance and turnaround services at Suncor's Firebag site since 2008. Our scope of work is comprised of mechanical and E&I maintenance, turnaround management and execution, offsite fabrication of piping and small structures.

Then, in 2021, Graham was contracted to provide multi-disciplinary maintenance and turnaround support at Suncor's Fort Hills Site. Previous construction projects include at this location include: Firewater Upgrade Program, East Tank Farm Development, No Net Loss Lake (NNLL), Tailings General Contract, OPTA Load & Haul.

Graham has had continuous presence at Syncrude's Mildred Lake and Aurora sites since 1998, executing mining and tailings projects across both facilities.



Fabrication & Modularization

Our three fabrication shops, located in Bonnyville and Cold Lake, AB and Saskatoon, SK, are where we self-perform a range of module, piping and vessel repair activities to support our clients. In doing so, we maintain tighter controls of a project's quality, cost and schedule. We work with Carbon, Stainless, Chrome, Hastelloy, Monel, Inconel; FRP and HDPE; Module Erection, in-house welders, pipefitters and QC for fabrication, NDE, and hydro-testing.

Our facilities are strategically located to support our field operations and client requirements. We have experience delivering customized pipe fabrication and a broad range of module fabrication and assemblies.

Additionally, Graham has partnered with Indigenous organization Seven Lakes Oilfield Services (SLS) to help them develop their structural steel fabrication offering. Graham is committed to engaging SLS on applicable scopes, wherever it is appropriate and a best-fit.

Graham's comprehensive fabrication and modularization capabilities include:

- Fabrication shops of varying capacities and strengths, ranging from custom fabrication spaces, to acres of modular assembly yards and storage.
- Strategic selection of the most appropriate shop, based on each project's requirements, size, location and availability.
- Ability to utilize local crews to effectively plan workload level.
- Bandwidth to ensure schedule adherence, no matter how large the scope of work may be. We can execute multiple projects simultaneously, either on or off-site.



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