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OVERVIEW

A new corporate strategy has blown up from the south and with it a renewed focus in operations, team building and developing tools to help us grow and pursue bigger projects. Mark Twain said it best 'the secret of getting ahead is getting started' we're ready to get started.

Our strategic nuclear initiative identified six key steps in landing new business and becoming the single source vendor, the preferred choice for our clients.

1. Identify
2. Educate
3. Network
4. Build
5. Align
6. Assign

These steps can be easily adapted and utilized in other sectors and we've sampled three markets where there is a growing list of potential work-power generation, infrastructure and nuclear. All markets are important and we're nimble enough to adapt and modify our attention to take advantage of those opportunities as they come in. Prudent growth with minimal risk is how we position ourselves for what's next. We have to anticipate and serve these new opportunities as they arise while maintaining our industry leading position. We also recognize that by making the mistake of trying to capture too much work only creates a number of problems: loss of direction; working with the wrong clients; lack of skilled manpower and getting work for the sake of getting work. These issues can be mitigated if the time is taken to narrow what's looked at, pre-qualify the bidders and carefully review all drawings and documents. A key difference that separates us from our peers is our pre-qualification process.

OVERVIEW

PRE-QUALIFICATION PROCESS

- > **Review all prospects**
 - Determine which jobs from invites, online searches, email requests we want to look at. Build a bid list.
- > **Vet/Assess**
 - Do they meet our criteria in safety; payment terms-did they pass a credit check; are their values, work ethic aligned with ours, what did a web, social media search turn up and can a relationship be made and maintained.
- > **Evaluate each project**
 - We need to make the site visits, ask the questions and get the details from the GC's Large projects warrant an investment of time we need to do our research and tap our contacts for every bit of information.
- > **Confirm resources**
 - We want workers who buy into our zero-accident culture and develop them into top operators that want careers and a brighter future.
- > **Bid**
 - Every project requires careful consideration in crafting the right quote for the right price. Frontend specs and drawings need to be reviewed with two sets of eyes to ensure no scope is missed. We need factor in rising costs of operating and other unforeseen charges into our quotes and the terms and conditions always need to be written in our favour.

By using this prequal process we'll quickly weed out the clients that don't meet our criteria, be able to look at more high value projects and market our team strengths and skills to increase our capture rate. We'll be recognized as the company of choice, be listed as a preferred vendor, enjoy growing capture rates, gain maximum volume and secure the all-important master service agreements where possible.



OVERVIEW

Graff's scanning and service divisions are relied on and trusted by some of the biggest names in the construction industry. They've provided us with a foot in the door for countless projects and we've managed to parlay this first contact into larger scope projects that utilizes all of our skills. Graff's scanning service has provided excellent profit over the years and they'll continue to take advantage of wary contractors and Government mandated GC's. In the coming months Grafscan will also be looking to break into new markets and expand its capabilities. The Graff name is well known with an excellent reputation, our service is second to none and we'll continue to use this as a calling card to win more projects.

As the leader in Ontario, we are

- > the established industry innovator;
- > with the pedigree;
- > growing list of repeat and satisfied clients and;
- > we have a number of high profile and successful projects

We'll continue as the premier cutting, coring and damage prevention company, this will not change.

The Contracts mandate has and will always be to target large jobs across all of Canada. There's a lot work out there and with our team and the processes we're establishing we'll continue to land big projects and maintain a significant backlog to sustain us into the foreseeable future. We offer complete project solutions, essentially one stop shopping and as we've identified, more clients are looking for that single point of contact.

We know that change doesn't come easy to everyone but we in Contracts welcome and embrace this fresh proactive direction. We want to be part of the new corporate culture and have no problem making the necessary adjustments to support and foster greater working relationships.



OVERVIEW

Contracts project management teams and seasoned operators understand the challenges that arise with each project and can adapt and change as necessary. We offer solutions and take the time to align ourselves with our client's individual requirements and structure. It's our attention to every detail that sets us apart. The old adage 'you have to spend money to make money' couldn't be truer. The investment we make now and in the months ahead will pay dividends down the road. It's going to take time to increase our market share across the country but we know we can do it. Setting out our pre-qualification criteria, offering a complete solution and laying out some fundamental procedures will set us apart from not only our peers but corporate wide. We will be the template that everyone follows.

Word of mouth and the bare minimum of marketing has served Graff Penhall surprisingly well over the years. The one core hole at a time has been enough for far too long. In Contracts we've identified where the work is and are currently making inroads and growing our market share all the while increasing ROI. Having no borders certainly makes this plan easier and with the support and backing of Penhall we can leverage our unique skills to deliver effective solutions to our clients.

We can't do this alone, we need and want your guidance.

This overview outlines some of the steps and lays the foundation that we intend to follow as we move forward in 2014.

STRATEGY

1 identify

- > Evaluate and target potential sectors
- > Determine client list
- > Assess attributes to ensure they meet our criteria via Prequal Process

2 educate

- > Expose clients to our services
- > Promote and position as the industry leader
- > Benefits of Contracts: dedicated team, complete project management

3 network

- > Identify key decision makers
- > Connect through trade shows, conferences, luncheons & social media marketing tools

4 build

- > Develop relationships via site visits, conference calls, emails, one on one meetings
- > Position to be the single source vendor

5 align

- > Collaborate with client to identify their needs - one on one mirrored aligned management
- > Develop a project plan

6 assign

- > Hand off to dedicated account manager who will be the Single Point of Contact
- > Coordinate the execution of all project requirements and needs

MARKET SAMPLE - NUCLEAR

TYPE OF WORK

- > AECL Labs
- > Cameco uranium mines & refining
- > Operating nuclear reactors

POTENTIAL BUSINESS

- > Plant restarts, upgrades, decommissioning & cleaning
- > Refurbishments \$15B investment over 15 years
- > Private & Public \$20B investment over 15 years
- > Radioactive waste management facility construction & decommissioning

ADVANTAGES

- > Primarily cost reimbursable
- > Few hard \$ quotes
- > Premium markup, net 30 day payment terms
- > Scanning not currently part of core competencies
- > Specialty constructors recognized by the industry

DISADVANTAGES

- > Strict safety qualifications & screening
- > COR & ISNetworld compliant
- > Changing schedules
- > Investment in employees

IDENTIFIED PLAYERS

- > Aecon Nuclear
- > Cameco
- > Bruce Power
- > Ontario Power Generation (OPG)
- > AECL
- > Areva Resources

MARKET SAMPLE - POWER GENERATION

TYPE OF WORK

- > Hydroelectric dam upgrades
- > Wind power
- > Gas plant building upgrades
- > Decommissioning of coal generator plants

POTENTIAL BUSINESS

- > Gas plant conversions
- > Municipal PUCs
- > Offline coal fired plants

ADVANTAGES

- > Specialty constructors
- > Provincially governed and controlled with Ontario Power Generation (OPG)

DISADVANTAGES

- > Strict safety qualifications & screening
- > COR & ISNetworld compliant
- > Changing schedules
- > Investment in employees

IDENTIFIED PLAYERS

- > Hydro One and local PUCs
- > ES Fox
- > Government of Ontario
- > Quantum Murray
- > Priestley

MARKET SAMPLE - INFRASTRUCTURE

TYPE OF WORK

- > Transportation-planes, trains & automobiles
- > Public transit upgrades & new builds
- > Public building upgrades

POTENTIAL BUSINESS

- > Metrolinx
- > Toronto Transit Commission (TTC)
- > Ministry of Transportation (MTO)
- > Infrastructure Ontario
- > Canada's Economic Action Plan

ADVANTAGES

- > Mutually agreeable terms & conditions
- > Extensive work
- > Schedules & timelines relatively flexible

DISADVANTAGES

- > Competitive markets
- > Narrow margins
- > Need to be ISNetwork, COR certified

IDENTIFIED PLAYERS

- > Metrolinx
- > Toronto Transit Commission (TTC)
- > Ministry of Transportation (MTO)
- > Government of Canada & Ontario

MARKET POTENTIAL

\$250B

Electricity Investment by 2030 Power Generation

\$44B

Nuclear Refurbishments & Upgrades by 2021

\$13.5B

Infrastructure in 2013 Ontario Budget

COMPETITION



They are our closest competitor and run 35-40 trucks and have approx. 50-60 workers. Many of those skilled operators are former employees of Graff. They constantly upgrade equipment and work on the one hole at a time principle. They have a good idea of our corporate culture thanks to former employees of Graff. They currently have no contracts team and treat all projects as service jobs. They have a single owner who runs the company, he has final say on all decisions. Safety program is lax at best and training isn't properly updated or monitored. They usually under bid us as they have knowledge of our prices.



Smaller company approx. 10 trucks and 15 operators. They have a steady repeat customer base that keeps them going and they seldom bid the medium to large jobs unless asked. Single owner who has been experiencing health issues over the last year. They have no safety program or safety rep, their workers are experienced but aging along with their fleet. Aligned with Priestley Demolition in Toronto. Working at Union Station and do a lot of work for Ellis Don. On smaller service jobs the only deciding factor is price and they are cheaper than us.



They offer a full package with cutting and abatement. It appears, certainly down at Union Station, they think they can do everything that Graff can do and more. They seem to be buying backlog. Always significantly cheaper on larger bids.



The same as Ontario Cutting and Coring without the health issues of the owner. Middle of the road fleet with a approx. 9 new and old trucks. They specialize in trenching and service type jobs – aligned with Triple M Demolition on the cutting side. If we lose a job to them it is based on price.

MARKETING

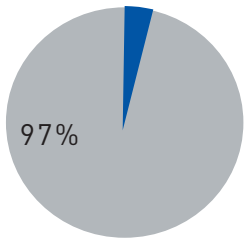
INTRO PRESENTATION

- > Introductory animated PowerPoint presentation that gives a client a visual of our product offerings and builds on our broad experience and existing project/client list
- > Updatable sections that target the sector, company/client we're pitching-ensure clarity of message and analysis
- > Presentation gives us a chance to put a face to our key messages, values and lends credibility that we're here to provide the best service possible
- > Joint venture strategic alliance presentation or Direction Overview show can be easily modified
- > Post latest version to website

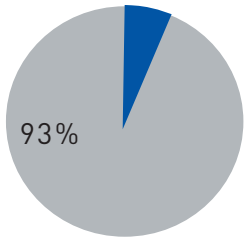
SOCIAL MEDIA

Construction Marketing Association 2013 Annual Survey

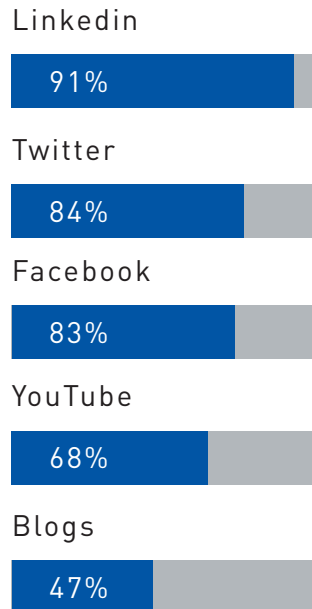
Use of Social Media



Managed Internally



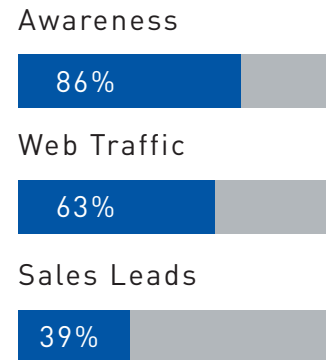
Types



Results Most Effective

1. LinkedIn
2. Twitter
3. RSS
4. Facebook
5. YouTube

Social Media Helped Improved



- > Post the latest info on recent projects completed
- > Create channel on YouTube or Vimeo of promo videos
- > Create blog or white papers, what's new, how to's-we should use our industry leading experience to actually improve our industry

MARKETING

FACT SHEETS

The fact sheet is a key tool that should be in our presentation/leave behind package, on our website and ready for electronic distribution. Created properly, it will highlight our key value drivers, describe our market opportunity, benefits, profile our team and provide a snapshot of what Graff Penhall can do. It's a foundational document that helps the new potential client quickly grasp the basics of our story and our product offering. We'll need to do the following:

- > Draft and finalize content to meet the needs of the market
- > Digitally design materials to ensure relevant graphics are clearly presented
- > Update materials as required to target each new client

CONTRACTS WEBSITE

- > Stand-alone website detailing our sector experience, benefits, project samples, perhaps pricing structure
- > Highlight markets-create sections for each
- > Framework of beta site in place-testing required
- > Update meta tags and content to include terms, phrases and relevant keywords that potential clients may use when searching
- > Webinars or blog-how to's, latest news

EXISTING CLIENT BASE

- > Reintroduce Graff and our services to existing clients to optimize revenue-offer discount or deal to customers that retain our services

CUSTOMER SATISFACTION SURVEY

- > How did we do? Grade service experience-send to all clients
- > Setup on Survey Monkey www.surveymonkey.com/s/graffcustomersurvey

MARKETING

ADVERTISE

Use mediums-print, radio, television, event marketing and web to reach a greater portion of potential clients. Getting our name out and being the vendor that companies think of.

Types of Advertising

Social Media

72.4%

Trade Print

65.5%

Event Marketing

48.3%

Web Banners

37.9%

Most Effective

Trade Print

31%

Event Marketing

13.8%

Other

13.8%

Social Media

10.3%

Benefits

Build Awareness

59%

Sales Leads

35%

Web Traffic

14%

Radio

7%

MAILER

- > Double sided full colour 9" x 3.75" mailer printed on durable stock
- > Can be used as a thank-you or a Graff Penhall introduction to potential clients

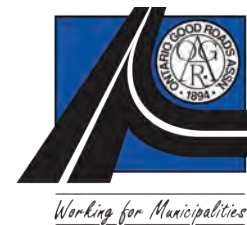
MERCHANDISE

- > Smart giveaways-memory keys, portable cell phone chargers

BRAND STRATEGY & STYLE GUIDE

MEMBERSHIPS & ASSOCIATIONS

Current & Future Memberships



2014 CALENDAR

EVENTS, CONFERENCES & TRADE SHOWS

2014

<p>January</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		<p>February</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td></td></tr> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28		<p>March</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> </table>	S	M	T	W	T	F	S	30	31					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	<p>April</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td></tr> <tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td></tr> <tr><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
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2014 CALENDAR

FEBRUARY

- | | | |
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| <ul style="list-style-type: none"> > ORBA 87th. Annual Convention > Feb. 3-4 > Fairmont Royal York, Toronto, ON > \$999.00 | <ul style="list-style-type: none"> > ROMA/OGRA Conference > Feb. 23-26 > Fairmont Royal York, Toronto, ON > \$805.00 | <ul style="list-style-type: none"> > CNA Conference > Feb. 26-28 > Westin Ottawa Hotel, Ottawa, ON > \$1,150.00 |
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MARCH

- > CSDA Convention & Tech Fair
- > Mar. 13-15
- > Westin La Paloma Resort, Tucson, AZ
- > \$895.00

APRIL

- > All Energy Exhibit & Conference
- > Apr. 9-10
- > Direct Energy Ctr, Toronto, ON
- > \$725.00

MAY

- > OPG Supplier Day
- > May 21 8:30am-4pm
- > Convention Centre Pickering, ON
- > \$75.00, \$1,200 booth

- > Intl Conference on Candu Maintenance
- > May 25-27
- > MTCC, Toronto, ON
- > \$800.00

SEPTEMBER

- > AECL Suppliers Day
- > Sept. 11
- > AECL Chalk River
- > \$75.00, \$1,200 booth

DECEMBER

- > Power-Gen Intl.
- > Dec. 9-11
- > Orange County Convention Ctr. Orlando, FL, USA
- > \$540.00

TEAM

- > Matt Cummins, Contracts Manager
- > T. 905-457-8120 x 7361 C. 416-936-2188
- > mcummins@graffconcrete.com



- > Mike Falls, Superintendent
- > T. 905-457-8120 x 7364 C. 416-936-2364
- > mfalls@graffconcrete.com



- > Tim Kightley, Superintendent
- > T. 905-457-8120 x 7365 C. 416-936-9200
- > tkightley@graffconcrete.com



- > Elizabeth Santos, Contracts Administrator
- > T. 905-457-8128 x 7321
- > esantos@graffconcrete.com

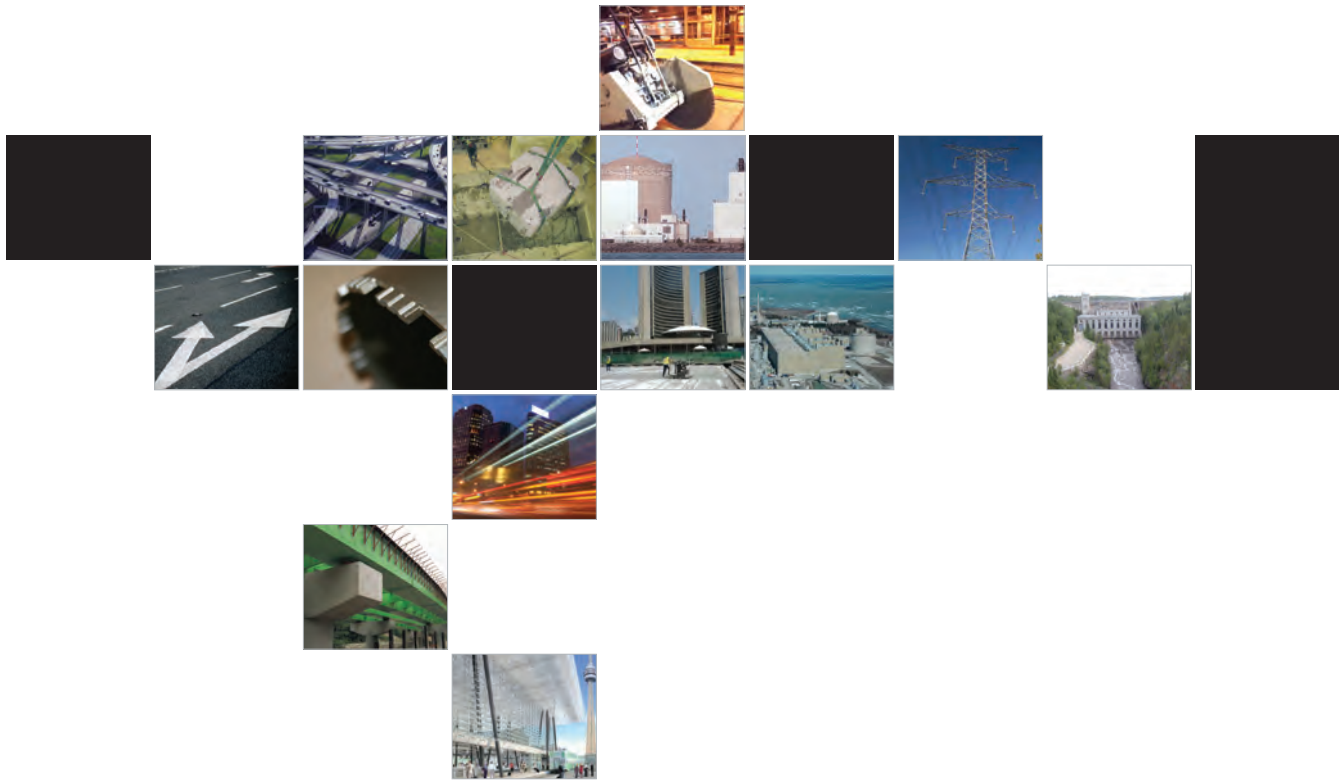


- > Aaron Rosenberg, Project Manager
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- > Gary Powell, Project Manager
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