



**OBSSESSED  
TO IMPRESS**





# WE ARE CDN

We are CDN Controls, a recognized industry leader in the energy services sector. Here, our unwavering dedication to deliver superior services carves our identity as a dominant provider of electrical & instrumentation maintenance and major project construction, renewable/solar, combustion & emission reduction, and measurement services. Together with Exile Automation, acquired in 2021 as a distinct division of CDN, and distinguished for its tireless pursuit of innovative solutions in automation, communications, and fabrication, we are here to deliver systems that perform.

Our past success, present opportunities, and future growth are united by our belief that clients are best served by a service provider in relentless pursuit of solving challenges through impactful relationships and partnerships—and our business is built around this investment. Investment in our people, our partners, and the product we deliver.

We are driven by values, fuelled by performance, and obsessed to impress.

Our commitment, determination, and our backbone of ambition are wrapped up in three letters: **CDN**

# DRIVEN BY VALUES



## WE WIN AS A TEAM

With a desire to secure like-minded partnerships and driven by shared values, we ensure all sides are motivated to contribute to the best of their ability to achieve recognized, revolutionary goals.



## COMMITTED TO EXCELLENCE

An attitude of “never good enough” drives our commitment to excellence in all areas of business. We are always looking for better ways to serve our people, products, and partners.



## WE TAKE CARE OF EVERYTHING

As a uniquely positioned one-stop-shop, we offer the advantageous ability to integrate, measure, and optimize every aspect of our service offerings to ensure the most efficient and effective execution.



## ACT WITH HONESTY, LOYALTY & RESPECT

A culture of true excellence driven by a heartfelt desire to do the right thing in every situation— letting empathy, honesty, and respect drive every decision made and partnership pursued.



## TALENTED PEOPLE DRIVEN TO GROW

We seek those looking to boldly grow with us. We promote a potent mix of talent and dedication, capable of seizing opportunities and making the most of every situation presented.



# THE CDN ADVANTAGE

## Driven by Values

Our core values guide the potential of our business and the growth of our people.

## Accessibility Where You Need it

We have ten branches strategically located and distributed in proximity to key field locations.

## The Self-Performing Solution

We don't outsource — we do it all — with a team poised to consistently deliver a high standard of excellence.

## Efficiency, Defined

We track costs, efficiencies, deliverables, materials, assets, and project data at every turn. Our work is the industry gold standard for innovation and performance.

## The Partnership Perspective

We build long-term, invested partnerships for growth. To know CDN is to know our passion, our commitment, and our ability to consistently deliver. We work hard to be accessible and agile for our clients' needs and to build and sustain trust — always working collaboratively to identify solutions that demonstrate our investment in your success.

## Industry-leading Environmental, Social & Governance (ESG) Strategy

We are the only energy service provider in Western Canada to annually report on our ESG performance. We take pride in leading our sector with a meaningful and tangible ESG strategy and delivering our services through six formal Indigenous partnerships.



# BOLDLY GROW THE CDN CONTROLS STORY

**MARCH 2011**  

 CDN Controls Ltd. is established by current President, Dean Fraser, and Senior VP, Nick Stewart, in Grande Prairie, AB with a vision to define relationship-built, full-scope services.

**NOVEMBER 2012**  

 New branch opens in Valleyview, AB.

**FEBRUARY 2015**  

 The Grande Prairie office moves into the building it occupies today.

**2014 AND 2015**  

 CDN is recognized as one of the Top 50 Fastest Growing Companies in Alberta.

**APRIL 2016**  

 Dalco Instruments & Electrical is acquired, opening CDN to British Columbia with a new branch in Fort St. John, BC.

**SEPTEMBER 2017**  

 CDN receives the PAR Committed certification from the Canadian Council for Aboriginal Business.

**NOVEMBER 2019**  

 New branch opens in Kitimat, BC.

**OCTOBER 2020**  

 CDN releases its first Environmental, Social & Governance report, a voluntary public disclosure of its commitment to excellence. We are the first in our service sector to do so – and we do so annually.

**JUNE 2021**  

 Formal partnership with Kitsumkalum First Nation is established.

**JUNE 2022**  

 Formal partnership with Paul First Nation is established.

**JUNE 2023**  

 The Canadian Council for Aboriginal Business certifies CDN as PAR Committed Phase III. CDN is one of 40 Canadian businesses to hold this level of certification.

**NOVEMBER 2023**  

 CDN announces an annual commitment of 1.5% EBITDA to community investment and sponsorship.

**JUNE 2014**  

 A new head office is established in Calgary, AB as the Grande Prairie branch becomes the hub of operations.

**APRIL 2015**  

 New branch opens in Grande Cache, AB.

**FEBRUARY 2016**  

 Halfway River CDN Controls, a majority-owned Indigenous business, is established - marking CDN's first formal Indigenous partnership.

**JUNE 2017**  

 Formal partnership with Kelly Lake Cree Nation is established.

**OCTOBER 2017**  

 New branch opens in Edmonton, AB.

**SEPTEMBER 2020**  

 Formal partnership with Aseniwuche Winewak Nation is established.

**MARCH 2021**  

 CDN celebrates! We turn 10 years old.

**AUGUST 2021**  

 The Canadian Council of Aboriginal Business certifies CDN as PAR Committed Phase II. We are one of very few companies to hold this level of certification.

**NOVEMBER 2021**  

 CDN enters the solar/renewable space with the merger and acquisition of Inphase Electric & Controls in Brooks.

**DECEMBER 2021**  

 CDN acquires Calgary-based Exile Automation to increase our market dominance in the automation, communications, and fabrication space.

**DECEMBER 2022**  

 Formal partnership with Tsuut'ina Nation is created. The vision to have a strong Indigenous partner within all branch locations is achieved.

**NOVEMBER 2023**  

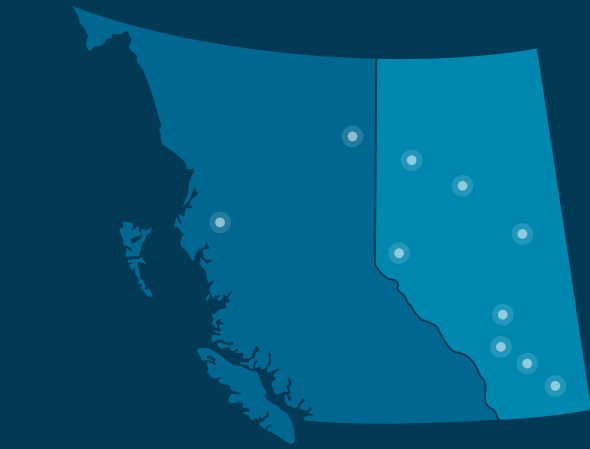
 New branch opens in Drumheller, AB. It's CDN's 10th branch in 12 years.



# CDN BY THE NUMBERS







# 10 BRANCHES

## ALBERTA

Brooks  
Calgary<sup>2</sup>  
Edmonton  
Grande Cache  
Grande Prairie  
Valleyview  
Drumheller

## BRITISH COLUMBIA

Fort St. John  
Kitimat



# 700 PEOPLE

# 102

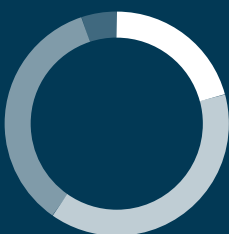
 COMPANIES  
CHOSE CDN IN  
THE LAST YEAR

# 589 MW OF CANADIAN INFRASTRUCTURE TO DATE



THAT'S ENOUGH  
ENERGY TO  
POWER 80,500  
HOMES

DIVERSE FINANCIAL PERFORMANCE  
OUR **TOP 20 CLIENTS** DELIVER  
**70% OF OUR ANNUAL REVENUE**



## DRIVING REVENUE

|                     |     |
|---------------------|-----|
| ■ Construction      | 20% |
| ■ Major Projects    | 39% |
| ■ Maintenance       | 36% |
| ■ Panel Fabrication | 5%  |

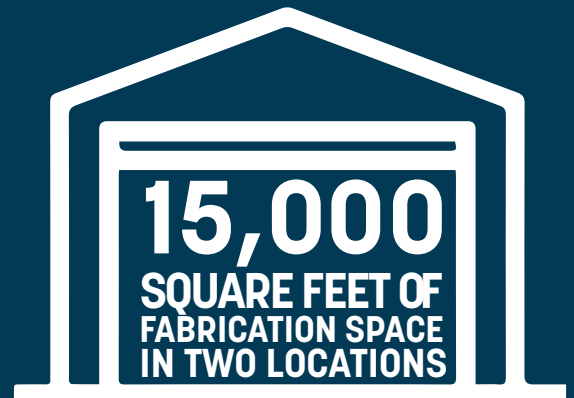
## ACQUISITIONS

- 2016 COYOTE NORTH
- 2016 DALCO INSTRUMENT & MEASUREMENT
- 2021 INPHASE ELECTRIC & CONTROLS
- 2021 EXILE AUTOMATION

## LEADERSHIP KNOWS NO STEREOTYPE, WOMEN LEADERS LEAD:



- Communications
- Community Investment
- ESG & Strategy
- Health & Safety
- Indigenous Partnerships
- People & Culture
- Business Development
- Digital Applications
- Procurement



# CORE SERVICES



## ELECTRICAL & INSTRUMENTATION MAINTENANCE

### TRUSTED PARTNER FOR ALL E&I NEEDS

Our E&I division offers fully stocked instrumentation, electrical, maintenance, and construction services across a range of industries for projects of any size. We perform all services in-house and our document control process ensures that our products conform to the latest industry standards and regulations.

### WE DO THAT:

- Develop & execute E&I maintenance plans
- Facility shutdown & turnaround support
- Commissioning & startup support
- System & equipment inspections
- Calibrations
- Device (Instrument, Electrical, Pneumatic)
- Fire & gas
- Electronic flow measurement
- Shutdowns
- Repair shop, sales, & service
- Pumps, valves, actuators, meter runs, & PSV servicing
- Device & equipment rentals
- Document control
- Procurement
- +5M in inventory



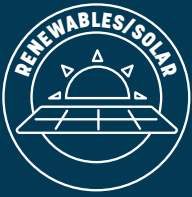
## MAJOR PROJECTS

### WESTERN CANADA'S LEADER IN INDUSTRIAL CONSTRUCTION SERVICES

Using our skilled labour force, strategic branch locations, and robust construction management team, we specialize in building facilities of any size across numerous industries. From project analysts who customize a plan for each project, to the dedicated construction manager that mitigates cost/schedule impacts, we streamline every process, with a special focus on risk management and hazard reduction.

### WE DO THAT:

- Green field facility & wellsite construction
- Brown field facility & wellsite expansion
- Modular process buildings pre-wire
- Modular pipe rack modules pre-wire
- Modular e-house fabrication & pre-wire (including skid & building)
- Power generation packages
- Low & medium voltage power distribution
- Equipment installations
- Fiber optic installations, terminations & testing
- Commissioning & start-up
- Decommissioning
- Quality assurance & control



# RENEWABLES & SOLAR

## THE FUTURE IS BRIGHT FOR SOLAR SOLUTIONS

As the first electrical contractor to install industrial-sized solar farms in Western Canada, we continue to excel in large-scale industrial solar projects. Our solar PV harness solutions, prebuilt and shipped across North America, save time and reduce costs. We customize harnesses in our PV shop, offering field-ready solutions on wooden reels. We also provide competitive pricing, timeline guarantees, and wholesale wire sales.

## WE DO THAT:

- Wholesale PV wire supply (RPVU)
- Solar wiring harness fabrication shop services
- Electrical field construction
- SCADA & communications
- Solar operations & maintenance (O&M) support



# COMBUSTION & EMISSIONS REDUCTION

## CLEANER, SAFER COMBUSTION SOLUTIONS

Our comprehensive services enhance operational efficiency, prioritize safety, and optimize equipment performance. From design, fabrication and installation to equipment upgrades and preventative maintenance, we provide end-to-end solutions that minimize downtime, reduce costs, and lower emissions. With a focus on compliance and meeting CSA B149.3-20 requirements, we offer complete component supply, prefabrication, and installation services.

## WE DO THAT:

- Preventative maintenance
- Annual emergency shut-down testing
- Biennial flame arrester testing
- Complete fired heater reporting
- Ongoing support & repairs
- Custom burner & emissions tuning
- Burner panel support
- B149.3 CSA code upgrades (burner code)
- Methane reduction
- OGI Camera for LDAR & fugitive emissions surveys
- Combustor, incinerator manufacturing & sales
- Fabrication



# MEASUREMENT

## DELIVERING UNPARALLELED ACCURACY

We offer comprehensive services encompassing measurement, accounting, technical metering, troubleshooting, and installation, all while ensuring strict regulatory compliance and reporting. Our meter provers are designed for precision, meeting Directive 17 standards and beyond. With advanced technology and expert technicians, we offer unmatched service and guidance for operational efficiency and environmental considerations.

## WE DO THAT:

- Meter inspections & verification
- Technical measurement support & meter installations
- Receipt point inspections
- Regulatory compliance
- Automated data collection
- Liquid meter proving (inline/bench/field)
- Meter exemptions & OPEX saving
- Product sampling & analysis
- Measurement schematics

# EXILE

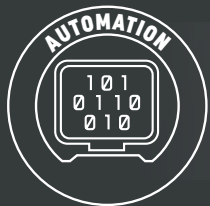
AUTOMATION

A DIVISION OF CDN

## POWERING INDUSTRIES WITH EXPERTISE

Since 2008, Exile has delivered fit-for-purpose solutions in automation, communications, and fabrication. We help our clients achieve optimal productivity and continuous improvements through unrivaled technical expertise and innovative thinking.

Our reputation for solving complex problems, quality-focused control system integration, and unparalleled commitment to clients continues today. Exile was acquired by CDN in December, 2021 for its like-minded performance, client service, and strong culture.



## AUTOMATION

## EXPERIENCE. EXCELLENCE. EXILE.

Exile is a full-service industrial automation company that can provide a start-to-finish solution. Our capabilities are endless, whether you require project design and management, programming, control panel fabrication, installation, testing, maintenance, licensing, and more.

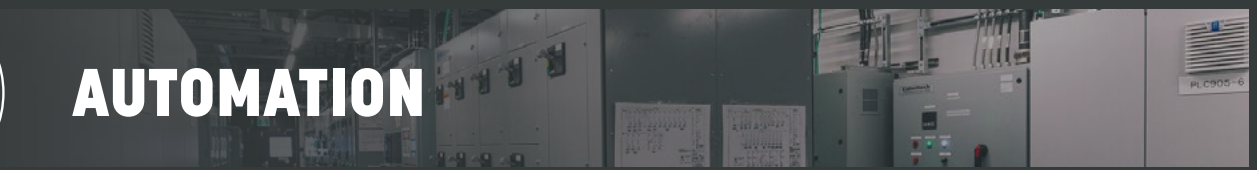
We also offer solutions for DCS, PLC, HMI, RTU, SCADA, or assistance with telecommunications. As a leading industrial automation company in Western Canada, we understand the importance of having operational and effective automation solutions.

### POWERING INDUSTRIES WITH EXPERTISE

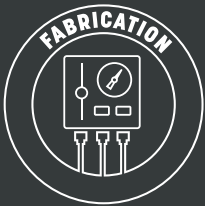
We offer end-to-end automation services for various industries, with a particular focus on efficiency and security. Our expertise spans manufacturing, oil and gas, solar, water management, food, agriculture, and more. From control systems to SCADA, we customize solutions to your needs. Our services cover design, implementation, management, training, audits, and consulting, all compliant with IEEE standards.

### WE DO THAT:

- Automated control system design
- Process Control, SCADA, DCS, historian, and ERP system integration
- SCADA / IoT / Operational Intelligence
- Process optimization, control system maintenance & modernization



# DELIVERED BY EXILE



## FABRICATION

### OPERATIONAL EFFICIENCY, CONSISTENTLY

We specialize in all aspects of analog and digital control panels, including design, fabrication, installation, training, maintenance, and support. Our in-house fabrication division can handle orders of any size, producing CSA-approved control panels, from SCADA solutions to PLC systems. As a vendor-neutral company, we provide industrial and electrical control panel systems for various programming languages, including PLC, DCS, SIS, HMI, RTU, and SCADA solutions.

### WE DO THAT:

- Control panel fabrication
- PLC, DCS, SCADA, HMI, VFD, communications
- Distribution panels, junction boxes, operator control stations, Photovoltaic (PV) panels, combinator boxes & compressor control panels
- Deliver low-volume custom/high-volume repeatable solutions
- System acceptance testing
- CSA/certifications
- Commissioning support



## TELECOMMUNICATIONS & FIBEROPTICS

### STABLE COMMUNICATION INFRASTRUCTURE

We specialize in enhancing remote industrial communications through advanced technology, focusing on land-based radio and cell phone networks. Our services include customized solutions, regulatory compliance, SCADA optimization, and comprehensive tower services, ensuring the stability of your communication infrastructure.

### WE DO THAT:

- Communication systems
- Optimization through RF analysis/topographic data
- Mobile network design deployment
- CSA & non-engineered towersupport/deployment
- Structured cabling and category cabling
- Fully certified for fiberoptics design, installation, and testing
- Large-capacity fusion splicing
- Network analysis and auditing
- Wired & wireless networks
- Two-way radio system design
- Cost/benefit analysis
- Objective audit & system assessment
- Licensing & compliance audit
- Security systems: Intrusion, access control, video security, guest services



# INDIGENOUS PARTNERSHIPS

## What does it mean to develop an industry-leading Indigenous engagement strategy?

It means **building relationships and creating economic opportunities** with Indigenous communities that result in shared value and collective success.

It means **partnering with an Indigenous Nation** in every area where we have branch operations — a vision achieved in 2022.

It means **recruiting, training, and retaining** Indigenous talent in our workforce, and working with the broader Indigenous community to form sustainable, long-term partnerships that are meaningful, not transactional.

It means **annual public disclosure** of our Indigenous cultural awareness training initiatives and community investment work.

And it means **an unwavering promise** to operate in an economically, environmentally, and socially responsible way within Indigenous traditional territories and communities across Western Canada.

# PROUD PARTNERSHIPS

|           |                            |
|-----------|----------------------------|
| 2016 FEB  | HALFWAY RIVER FIRST NATION |
| 2017 JUNE | KELLY LAKE CREE NATION     |
| 2020 SEPT | ASENIWUCHE WINEWAK NATION  |
| 2021 JUNE | KITSUMKALUM FIRST NATION   |
| 2022 JUNE | PAUL FIRST NATION          |
| 2022 DEC  | TSUU'TINA NATION           |

**\$2.4** MILLION+ IN REVENUE SHARING DIRECTLY TO INDIGENOUS COMMUNITIES



**MORE THAN \$75,000** DIRECTED TO INDIGENOUS COMMUNITIES FOR COMMUNITY INITIATIVES



**8.6%** OF OUR WORKFORCE IDENTIFIES AS INDIGENOUS

**CCAB PHASE III CERTIFICATION**



**18%**

**ANNUAL REVENUE THROUGH INDIGENOUS PARTNERSHIPS**



**220 HOURS** INDIGENOUS CULTURAL AWARENESS LEARNING

**CDN EMERGING LEADERS PROGRAM**

**36** Indigenous participants **704** Person-hours of training

**24** Participants in the leadership stream of learning

# COMMUNITY INVESTMENT



Through our new community investment strategy, we focus primarily on the United Nations Sustainable Development Goal #3 Good Health and Well-Being by **making investments in individuals and groups who are making investments in themselves.**

Our mission is to create real, tangible, and sustained value as we foster and grow meaningful relationships and extend our core values into the communities where we live, work, and play.

# 1.5% OF EBITDA

We publicly commit 1.5% of EBITDA (earnings before interest, taxes, depreciation, and amortization) to our community investment program annually. We make this commitment as part of our long-standing investment in the places where we live, work, and play.





## PILLARS OF SPONSORSHIP INVESTMENT



TEAM PLAY WHERE THE  
DEMONSTRATION OF  
TEAMWORK IS EVIDENT



COMPETITIVE  
PLAY EVENTS



WELLNESS THAT PROVIDE  
SUSTAINED STABILITY TO  
INDIVIDUALS AND  
COMMUNITY



TRAINING &  
EDUCATION



# "SAFETY FIRST" IS AN UNDERSTATEMENT

Safety is a significant part of how we follow through in creating and maintaining systems that perform. Our in-house health, safety, and environmental team helps us to focus on maintaining a culture of safety, resilience, and reliability. We recognize that it is a team effort, and our ultimate goal is to ensure everyone returns home safely at the end of each day.

Because people are our most important asset, we take a 360° approach to our health, safety, and environmental program, continuously pushing for higher standards and sustainable practices.

We allocate financial resources and schedule time for our frontline workers to obtain industry certifications as required by our clients. We provide comprehensive training, support, equipment, procedures, policies, and tools to ensure compliance with the Occupational Health and Safety Act, regulations, codes, industry best practices, and other regulatory requirements. Additionally, our leadership team receives specialized management training.

# 0.85 TRIF

3-YEAR ROLLING AVERAGE

# 2X

WE DOUBLED  
OUR HSE TEAM  
AND DIVERSIFIED  
THEIR LOCATIONS  
TO BETTER SERVE  
OUR BRANCHES

LOST TIME SEVERITY:  
LOST TIME FREQUENCY:  
ENVIRONMENTAL CITATION ACTIONS:

# 0

## CHECKMARK ENERGY SAFETY CANADA STANDARD ACHIEVED



– THE INDUSTRY'S HIGHEST STANDARD

## CORE AUDIT SCORE

# 84%

FOR OUR CERTIFICATION AUDIT  
WITH ACQUISITION OF  
EXILE AUTOMATION



## NUMBER OF EXPOSURE HOURS:

# 2,551,178

