

CEMATRIX

Cellular Concrete Solutions

TSXV: CVX | OTCQB: CTXXF

CORPORATE PRESENTATION

JUNE 2021

Forward Looking Statements



This presentation contains certain statements that may be deemed "forward-looking statements". All statements in this document, other than statements of historical fact, that address events or developments that CEMATRIX ("the Company") expects to occur, are forward looking statements. Forward looking statements are statements that are not historical facts and are generally, but not always, identified by the words "expects", "plans", "anticipates", "believes", "intends", "estimates", "projects", "potential" and similar expressions, or that events or conditions "will", "would", "may", "could" or "should" occur.

Although the Company believes the expectations expressed in such forward-looking statements are based on reasonable assumptions, such statements are not guarantees of future performance and actual results may differ materially from those in the forward-looking statements. Factors that could cause the actual results to differ materially from those in forward looking statements include, failure to successfully negotiate or subsequently close such transactions, inability to obtain required shareholder or regulatory approvals, uncertainty with respect to findings under exploration programs and general economic, market or business conditions. Investors are cautioned that any such statements are not guarantees of future performance and actual results or developments may differ materially from those projected in the forward-looking statements. Forward looking statements are based on the beliefs, estimates and opinions of the Company's management on the date the statements are made. Except as required by law the Company undertakes no obligation to update these forward-looking statements in the event that management's beliefs, estimates or opinions, or other factors, should change.

Who We Are





CEMATRIX is an on-site

manufacturer and installer of **cellular concrete.** CEMATRIX utilizes a number of proprietary technologies to provide the infrastructure construction market with **better and more cost effective solutions to significant construction issues.**



Cellular concrete (CC) is a technologically advanced, specialized, premium construction material that is **generally greener and more environmentally friendly than the legacy products it replaces.**



Numerous applications including the backfill of overpasses, bridges, mechanically stabilized Earth (MSE) panels and tunnels, and base support for highways, runways and facilities that are constructed over weak, unstable, frost prone, or seismic prone soils, such as a floating subbase, an insulator, or both.

Key Investor Considerations





Leading Cellular Concrete Provider

- One of the world leaders in cellular concrete technology
- A North American leader in on-site manufacturing and placement of cellular concrete
- Cellular concrete is one of the fastest growing
- construction material markets in the world
- CEMATRIX is growing organically and via strategic acquisitions



State-of-the-art proprietary technologies create a greener footprint

• Lighter, stronger, more cost effective and generally more environmentally friendly than the legacy products that are being replaced



Infrastructure focused business in a fast-growing lucrative market

- U.S. and Canadian governments are expected to spend trillions on infrastructure replacement
- Significant infrastructure and industrial applications
- 2 significant projects awarded in 2020 by LOI \$16M Freeway Overpasses in Feb 2020; \$30M Tunnel in Dec 2020
- As of June 10, 2021, the company backlog (Contracts/Contracts in Process *) exceeds \$94.0M

Strategic relationship with Lafarge (SWX: LHN)

• Largest global provider of diversified construction materials

* Contracts in Process are defined as projects where the related contract is in office for review or signature; or signed and returned to the client for their signature; or is in the post award project submission process; or is awarded by letter of intent; or is awarded by some other form of written communication





Our Focus on Sustainability

ENVIRONMENTAL; SOCIAL; GOVERNANCE

Environmental

CEMATRIX is focused on supplying environmentally friendly products and pursuing acquisitions that will expedite CEMATRIX's goal of reducing our carbon footprint to zero by 2030.

Social

0

CEMATRIX will continue its social responsibility mandate around human rights, labour standards, the health and safety of our workers and the diversity of our workforce. We employ a diverse workforce, always hire the best person for the job, support a family-oriented lifestyle and believe in quality of life for all.

Governance

CEMATRIX will continue its strong belief in Corporate Governance. This includes our ongoing commitment to operating ethically; complying will all laws and regulations; respecting human rights; timely and accurate disclosure of material financial and non- financial matters; and the full disclosure and education of our stakeholders. All stakeholders including employees are partners in our future.



LAFARGE

Strategic Partnership

JOINT MARKETING AND SUPPLY AGREEMENTS

Lafarge is part of LafargeHolcim (SWX: LHN), the leading global building materials and solutions company

Lafarge confirms that CEMATRIX is becoming one of their leading North American customers

Raw material cost reduction to CEMATRIX

• Creates most competitive pricing in the industry

Lafarge to help identify new projects

• Customer acquisition costs reduced through joint marketing with expanded sales opportunities

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Lafarge's Focused Journey to Sustainability

CEMATRIX is well positioned to take advantage of the global paradigm shift towards sustainable solutions and is working with partners that share similar priorities

In September 2020, LaFargeHolcim (SWX: LHN) signed a Net Zero Pledge with science-based targets to accelerate reduction in CO2 by 2030

"I will **not stop pushing** the boundaries on our net zero journey with rigorous science-based targets. At LafargeHolcim we are accelerating circular and lowcarbon solutions to lead the way in green construction."

- Jan Jenisch, Chief Executive Officer | LafargeHolcim (SWX: LHN)

In January 2021, LaFargeHolcim (SWX: LHN) announced the **US\$3.4B acquisition** of Firestone Building Products, with the goal of expanding into innovative and sustainable building solutions



Firestone Building Products

Jan 2021: Acquired for US\$3.4B



What is Cellular Concrete?

It's not concrete and never replaces concrete

- Cellular concrete is a construction material consisting of Portland cement, water, specialized pre-formed foaming agent, additives and compressed air
- It is highly flowable and can be pumped into place over large distances through flexible pressure rated hoses
- Most applications are placed at wet densities of 400 to 600 kg per cu. m.; Pacific International Grout's (PIGCO) expertise is at 1,000+ kg per cu. m. Traditional Concrete is 2,300 kg's per cu. m.





Benefits of cellular concrete include:

- Lightweight and insulating (can contain up to 80% air)
- High strength compared to other lightweight fills or insulations
- Self-leveling
- Highly flowable
- Energy absorbing
- Excellent freeze-thaw resistance
- Closed-cell structure with low permeability
- Can be made highly permeable or previous as well

How is it Made?



CEMATRIX cellular concrete is made using **Mobile Batch Plants**

• 10 dry plants used for high volume projects

Fleet Replacement cost: \$15M | 30+ year life if maintained regularly

Swet plants used for small-to-mid-sized volume (municipal type)
Fleet Replacement cost: \$4M in total | 20+ year life if maintained regularly

- Can satisfy small or large project requirements and will produce from
 20 to 200 cubic meter CC per hour
- Unit mobility allows for rapid response to the changing demands and schedules of the construction industry

CELLULAR CONCRETE PLANT





Proprietary Technology



Nothing compares to CEMATRIX cellular concrete

- Advanced material mix design optimizes strengths, densities and other characteristics
- **Advanced foaming agents and additives** higher strengths at lower densities than the competition
- Advanced processing equipment capable of producing up to 250 cubic metres of CC per hour
- Only known CC tunnel grout supplier in North America that has 3 Dry mix units and support equipment, including tunnel trains specifically designed for heavy CC grout in long and problematic tunnels
- ✓ Only known CC provider with underwater cellular concrete placement technology in North America
- Only known full-service CC supplier engaged in ongoing research and development (R&D) with MSE Panel companies and Canadian highway construction through a collaboration with the University of Waterloo, City of Waterloo, and the NRC
- Only known full-service CC provider engaged in ongoing R&D of material mixes, foaming agents, additives, and processes

Generally Greener and More Sustainable



CEMATRIX cellular concrete is generally much more sustainable and environmentally friendly than the products it replaces



ENERGY EFFICIENCY as an insulator, thereby reducing heat loss

REDUCED GREENHOUSE GAS EMMISSIONS THROUGH SIGNIFICANTLY REDUCED ON SITE CONSTRUCTION TRAFFIC

MORE POSITIVE ENVIRONMENTAL IMPACT replacing materials like expanded polystyrene (EPS) blocks and rigid insulations that don't last and fail to breakdown in landfills when replaced

LONGER LIFE promotes infrastructure efficiency, saving significant time and energy

FUTURE USE CO2 IN PROCESS once CO2 is available commercially it can be used to produce an even more environmentally friendly cellular concrete

Cellular Concrete Replaces Legacy Products

CEMATRIX can produce a cellular concrete that is lighter, stronger, and lower in cost than the legacy products it is used to replace

LEGACY PRODUCTS WE CAN REPLACE / REDUCE THE USE OF:



WEAK AND UNSTABLE SOILS • STEEL OR CONCRETE PILE CONSTRUCTION BELOW A CONCRETE SLAB • CEMENT

GROUT • RIGID INSULATIONS • TANK BASES



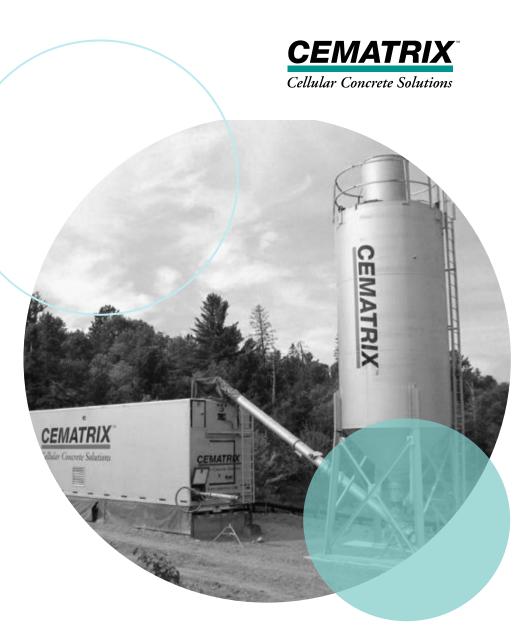
Cellular concrete **replaces** legacy products

- Better solution required 1.
- Long-term solution required 2.
- 3. Prior experience with legacy product
- Time of construction 4.
- **Risk tolerance**
- Structural requirements 6.
- Specification requirements
- 8. Cost

Competitive Advantages

CEMATRIX saves time, money, and generally reduces green house gas emissions while providing a better overall long-term solution to the legacy products that cellular concrete replaces

- CEMATRIX cellular concrete is lighter and stronger than similar competitor specifications
- ✓ Unit mobility allows for rapid response and geographical movement
- Offer customers premium quality solutions in lightweight construction



Case Study - Environmental and Cost Savings



SUMMARY OF SAVINGS ON DIXIE ROAD PROJECT VERSUS TRADITIONAL CONSTRUCTION



Furthermore, sheet piling, deep excavation, and granular backfill and compaction is completely eliminated.

Three Business Verticals



Infrastructure (Including Tunnels)

- Road and Runways
- MSE Panel Backfill
- Overpass/Bridge Backfill
- Tunnel Grouting/Pipeline Bedding
 - Engineered Fills
 - Buried Utilities

Industrial & Mining

- Service Roads
- MSE/Retaining Walls
- Facility Under-slab
- Pipe-racks & Modules
- Fire lines & Other Utilities
 - Tank Bases
- Mine works, grout & backfill

Commercial & Seismic

- Buildings
- Parking Structures
 - Roof Decks
- Shallow Utilities
- Nuclear Infrastructure
- Support Under All Seismic Prone

Infrastructure

Who are Our Customers



Customers include:

- Engineering Companies
- Commercial Contractors
- ✓ Public-Private Partnerships (P3)

Who design materials into projects:

Kiewit, Stantec (TSX: STN), Jacobs Engineering (NYSE: J), Chicago
Bridge and Iron, SAK, McNally (XNSE: MBECL), Barnard, KBR
(NYSE: KBR), Turner Construction, Whiting-Turner Contracting,
Lafarge (SWX: LHN), Dufferin, Walsh, Shea, Skanska (STO: SKA-B),
Michaels (NASDAQ: MIK), and SK Engineering and Construction





Disciplined M&A Strategy



M&A Target Considerations

- Accretive
- Operational Excellence
- Technical Expertise
- ✓ Geographic Diversification
- Regional Growth Opportunity
- Scalability
- Synergies

Acquisition Highlight: MixOnSite

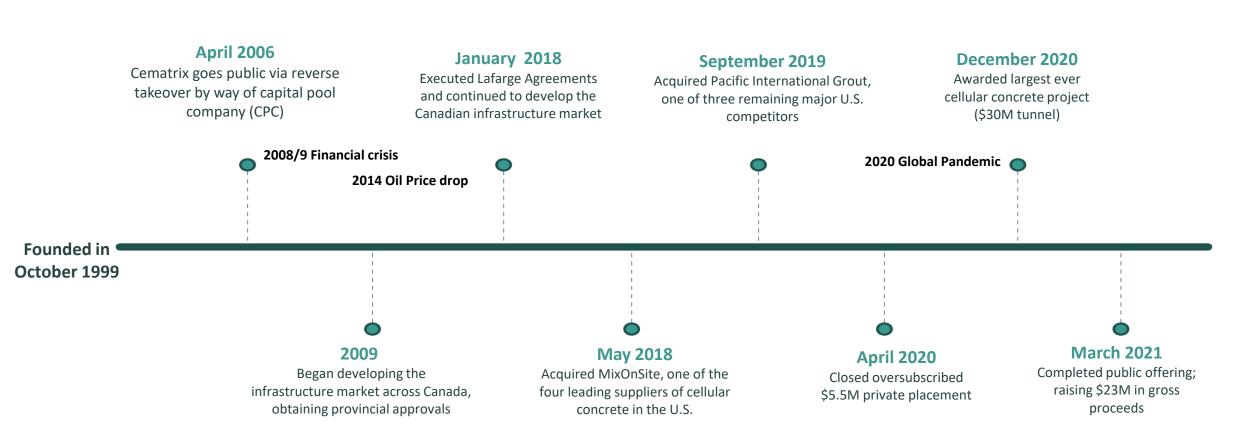
- In May 2018, the Company acquired MixOnSite ("MOS") for \$5.75M USD plus a 3 yr Earnout
- MOS was a profitable cellular concrete leader in the United States with additional technologies to benefit the CEMATRIX Group
- MOS's best year was in 2016 when sales were \$11.5 million USD, with an adjusted EBITDA of \$1.9 million USD
- The acquisition of MOS strengthened CEMATRIX's presence in the Midwest and Northeast U.S.
- The acquisition of MOS met all of CEMATRIX's M&A Target Considerations

Acquisition Highlight: Pacific International Grout

- In September 2019, the Company acquired Pacific International Grout ("PIGCO") in for US\$3.875M plus a 4 yr Earnout. PIGCO's capital assets were appraised at \$5.8 million USD.
- PIGCO was a profitable cellular concrete leader in the United States with additional technologies to benefit the CEMATRIX Group
- PIGCO's best year was in 2009 when sales were \$17.7 million USD, with an adjusted EBITDA of \$4.9 million USD
- This strategic acquisition bolstered CEMATRIX's product offering as a leading supplier of heavy density cellular tunnel grout throughout North America
- The acquisition of PIGCO met all of CEMATRIX's M&A Target Considerations

Major Milestones and a History of Endurance





CEMATRIX is Now Positioned For Growth

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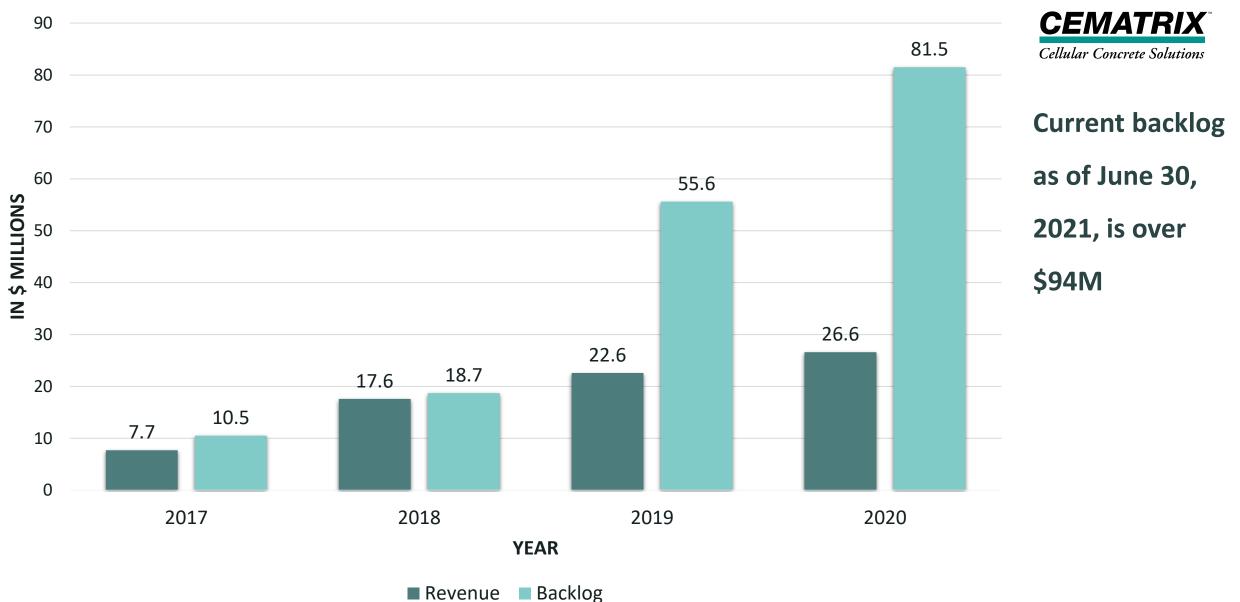
Revenue Model



Typical larger contracts will range between \$1M to \$6M. More recently, some projects have increased in sales value from \$15M to \$30M per project.

	\$5,000 - \$500,000	\$500,000 - \$30,000,000
PROJECT TYPE	State, Provincial, and Municipal	Large Highway, Airport, Industrial, and Tunnels Including P3 Type projects
TYPICAL SALES CYCLE	1 week - 6 months	3 Months to 5 Years or More
LENGTH OF PROJECTS	½ day to a month	1 Month to 2 years
PAID BY	Cubic Metre or Cubic Yards Placed, which could include Daily Rates	Cubic Metre or Cubic Yards Placed, which could include Daily Rates and Mob/Demob Rates
PAYMENT CYCLE	45 Days Before Cement Bills Due	45 - 60 Days Before Cement Bills Due
MARGIN PROFILE	Averages ~30%-75% depending on size and location	Averages ~15-30% depending on size and location

Growing Revenues and Backlog



Capital Structure Overview



Exchanges & Tickers	TSXV: CVX OTC: CVXXF
Corporate Headquarters	Calgary, Alberta
Basic Shares Outstanding ¹	128.2M
Fully Diluted Shares Outstanding ¹	175.6M
52 Week High/Low ¹	\$0.86 / \$0.38
Market Capitalization ¹	\$63.5M
Long Term Liabilities ²	\$9.9M (includes \$3.0M in Convertible Debt)
Working Capital ²	\$14.4M (before \$8.6M in Convertible Debt and Earnout)

20%

Insider Ownership

~\$22.4M

Cash & Equivalents²

1. As of June 30, 2021; 2. As of March 31, 2021.

Experienced Management Team





Jeff Kendrick, CA President, CEO, Board Member

Jeff is the Chief Executive Officer and Co-Founder of CEMATRIX. He is a Chartered Professional Accountant (CPA, CA) with over 20 years experience in Cellular Concrete including project management, operating equipment, quality control, and general labour. Jeff holds a Bachelor of Administration in Accounting from Lakehead University.

1. Subsidiary of CEMATRIX



Randy Boomhour, CPA, CMA Chief Financial Officer

Randy is a Chartered Professional Accountant (CPA, CMA) with over 25 years of experience in senior financial leadership positions across both private and publicly listed companies. Prior to serving as the Chief Financial Officer of CEMATRIX, Randy was the Vice President Finance for a major publicly traded construction company in Canada. Randy holds a Bachelor of Arts in Economics from Wilfrid Laurier University.



Pat Stephens President, Pacific International Grout¹

Pat is an industry veteran with over 40 years of experience specializing in the cellular concrete segment. He currently serves as the President of Pacific International Grout Co. (PIGCO), a wholly-owned subsidiary of CEMATRIX, that he founded in 1970. Pat has been instrumental in leading the sales, technical and operational support for PIGCO having patented numerous CC technologies.



Jordan Weiner President, MixOnSite¹

Jordan founded MixOnSite with his dad, the former owner who had over 20 years experience in CC. After university Jordan started from the ground up as a labourer, then operator, then sales and estimating, eventually taking over the reins from his father approximately five years ago. Jordan still leads the team at MixOnSite, as President of the subsidiary.



Board of Directors



Minaz Lalani **Chairman of the Board**

Minaz is the Founder and Managing Principal of Lalani Consulting Group, an actuarial and risk management consulting firm. Prior to this, he served as a Principal and Consulting Actuary at Towers Perrin, now Towers Watson (NASDAQ: WLTW), a global professional services firm specializing in human resources, risk and financial management



Steve Bjornson, CA **Audit Committee Chair**

Steve works part time providing independent financial advice to private and public companies. Prior to this, Steve served for close to thirty years as the Chief Financial Officer for various Calgary based domestic and international public oil and gas companies. These companies included Valeura Energy, Sound Energy, Clear Energy and Vermillion Resources.



Patrick N. Breen **Corporate Governance Chair**

Patrick is a highly-experienced corporate lawyer that has been with Miller Thomson LLP since March 2019. Prior to this, he spent over 20 years at McLeod Law, advising clients on structuring their corporate and personal matters. In addition, Patrick has over 20 years of experience working with owner managers to establish, grow and ultimately transition businesses.



Robert L. Benson, P. Eng.

Robert is a former senior business engineer with experience at companies like Montreal Engineering. He has previously served as the Vice President and Chief Operating Officer of Kemex Limited, an engineering company that focused on design engineering of process facilities in the oil and gas field, from 2005 to 2007.



Dan Koyich **Comp Committee Chair**

Dan is the former President of JeanDan Management Ltd., a and investor relations services. He was also on the board of CZO) and Adanac Moly (TSXV: AUA).



Anna Cuglietta

Anna currently serves as Vice President Human Resources for a top company that provides consulting five Canadian construction company. Ms. Cuglietta has over twenty years experience in human resources and Vexco Healthcare, CEAPRO (TSXV: people leadership positions at several leading regional and national organizations. Ms. Cuglietta holds an MBA from the University of Alberta and post graduate certificates in Human Resources & Executive

Investment Summary



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Cellular Concrete is one of the fastest growing construction materials markets in the world today

Significant growth opportunities in the lucrative infrastructure and infrastructure replacement markets

CEMATRIX is one of the world leaders in Cellular Concrete technologies and a North American leader in the on-site manufacturing and placement of Cellular Concrete.



Strong bid pipeline in excess of \$365 million Backlog of \$94.0 million (\$22.7M of Contracted & \$71.3M of Contracts in Process) \bigstar

CEMATRIX has State of the art equipment, foaming agents and other proprietary technologies that are generally cleaner for the environment



Strategic partnership with the largest cement company in the world, Lafarge (SWX: LHN)

THANK-YOU

CEMATRIX

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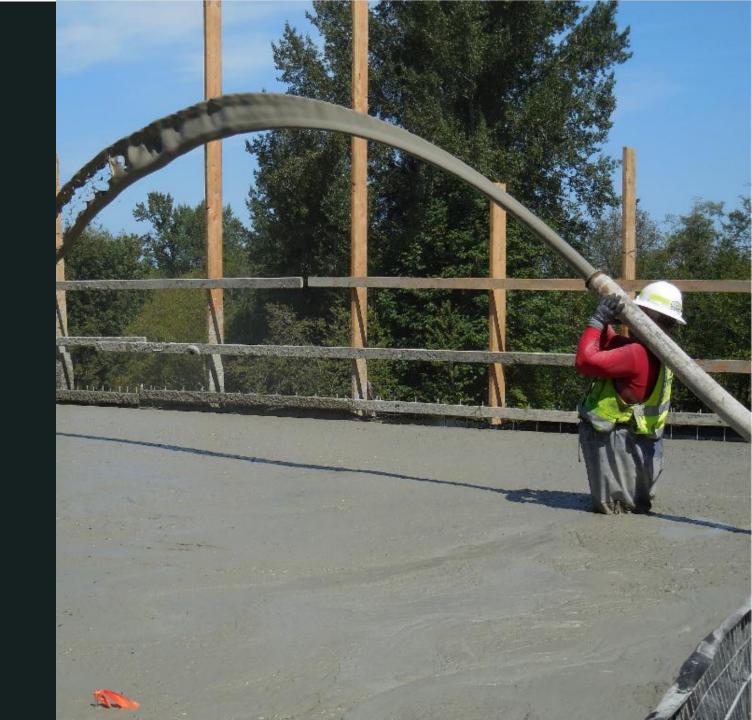
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Cellular Concrete Solutions

Project Examples



Cellular Concrete Solutions





Airport Runways Reagan International – Washington DC

- Floating slab over weak and unstable base to expand runway aprons. Airport is built along a river. All soils along or near waterways, marshes, wetlands or over glacial silts etc. are extremely weak. You can either remove all the bad soils and replace them before building your required infrastructure over top at significant cost over significant time, or you can use cellular concrete to provide a floating base over the weak soils
- Cellular concrete was selected because of the better overall solution it provided, in a significantly reduced time period, at a significantly reduced cost.
- CEMATRIX was selected because it was the better solution at the right price



Owner Reagan National General Contractor Archer Western Sales Value US\$1.3M



Industrial Diesel Refinery – Fort Saskatchewan

- Insulating subbase for significant portion of the NWR Diesel Refinery protecting all manor of water lines, sewer lines, conduits, etc. underneath, while providing a subbase for the concrete slabs and facility infrastructure
- Cellular concrete was selected to replace rigid insulation because of the better overall solution it provided, in a significantly reduced time period, at a significantly reduced cost
- CEMATRIX was selected because it was the better solution at the right price and the only high volume cellular concrete supplier in Canada



Timing 2014/15 Owner NWR Partnership General Contractor Fluor Constructors Sales Value \$7.55M



Tunnel Grouting

Brightwater - Seattle

- Tunnel Backfill with multiple carrier pipes inside tunnel
- Cellular concrete was selected over heavy grouts because it was the only viable solution, in that it was an extremely risky gout project, due to the number of pipes in the tunnel
- CEMATRIX (MixOnSite) was selected because it was the better solution at the right price



Owner Seattle

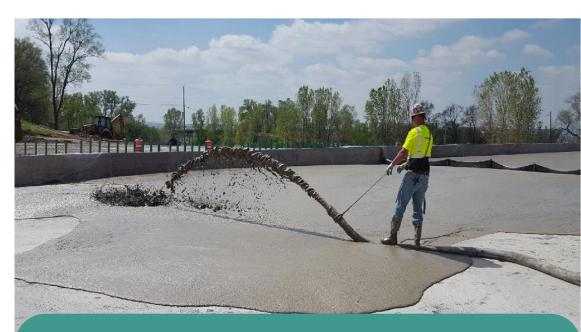
General Contractor

Sales Value \$7.8M



Road Base & IADOT Bridge 8 IOWA

- Lightweight road base over weak and unstable soils
- Cellular concrete was selected over EPS Block and other lightweight aggregates because of cost and time savings
- CEMATRIX (MixOnSite) was selected because it was the better solution at the right price and one of the few high volume producers in the U.S. with a capacity of up to 250 cu. m. per hour



Timing 2018/19 Owner IADOT #8 New Bridge General Contractor Hawkins/United/Creamer JV Sales Value US\$4.8M



MSE Backfill Expo Light Rail - California

- Cellular concrete was selected to reduce the vertical and horizontal loads on the underlying soils and MSE walls to mitigate future movement and/or subsidence. The alternatives would have been granular fill which would create issues noted above, EPS Block which can't be used behind MSE Panels and other lightweight aggregates which also don't work well with MSE Panels tiebacks
- CEMATRIX (MixOnSite) was selected because it was the better solution at the right price

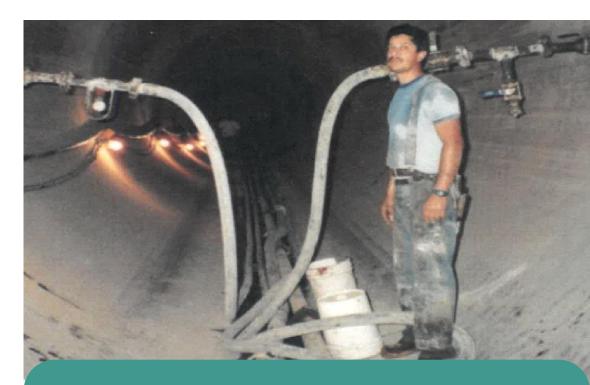


Timing 2013/14 Owner Los Angeles County General Contractor Skanska, Rados JV Sales Value US\$1.6M



Tunnel Heavy Grout - California

- Tunnel Backfill Arrowhead Tunnels, San Bernardino CA
- Cellular concrete was selected over heavy grouts by the project team for its superior qualities and cost savings
- CEMATRIX (Pacific International Grout) was selected because PIGCO are the premier suppliers of cellular grouts for long problematic tunnels in North America



Timing 2008-9

Owner Metropolitan Water District of Southern California General Contractor Shea-Kenny JV Sales Value US\$12.9M



Cellular Concrete vs EPS Blocks

Geotechnical - Wisconsin

- Marquette Interchange, Milwaukee
- Cellular concrete was selected over EPS Block, and/or other lightweight aggregates or gravel because of its superior qualities and cost savings
- CEMATRIX (Pacific International Grout) was selected because Cellular Concrete was the better solution at the right price and the GC was comfortable with working with the Company



Timing 2006-8

Owner Wisconsin Department of Transportation General Contractor Marquette Constructors Sales Value US\$4.7M



Industrial Sag D Process Facility - Lloydminster

- Insulating subbase for all of the Paradise Hills Sag D facility
- Cellular concrete was selected because of the better overall solution it provided, in a significantly reduced time period, at a significantly reduced cost. In the past for all oilsands green field construction, the process would be to remove the overburden, level it out, hire a piling company to place steel piles every 20 meters, then tie all of the slabs and equipment to these piles, then insulate with rigid insulation before pouring concrete slabs – a very time consuming and costly process
- CEMATRIX was selected because it was the better solution at the right price
- Of note this project was completed and producing before an identical sister project started a year earlier, using the old construction method



Timing 2012 Owner Husky Energy General Contractor Propak Sales Value \$1.2M



Commercial Montreign Casino – New York

- Load Reducing Fill
- Cellular concrete was selected to replace heavy soil backfill to reduce the load on the underground perimeter wall because of the better overall solution it provided, in a significantly reduced time period, at a significantly reduced cost costly process
- CEMATRIX (MixOnSite) was selected because it was the better solution at the right price



Timing 2016 Owner Montreign General Contractor Perillo Construction Sales Value US\$2.1M



MSE Backfill Kenaston Overpass - Winnipeg

- Backfill for Bridge Abutments and MSE Panels
- Cellular concrete was selected over granular fills and dirt because of the better overall solution it provided over weak and unstable soils, in a significantly reduced time period. The alternatives would have been EPS Block which can't be used behind MSE Panels and other lightweight aggregates, which don't work well with MSE Panels Tiebacks
- CEMATRIX was selected because it was the better solution at the right price and the only high volume cellular concrete supplier in Canada



Timing 2014

Owner City of Winnipeg Kenaston Blvd Overpass

General Contractor MD Steele

Sales Value \$1.25M



Road Base Holland Marsh - Ontario

- Holland Marsh provided a floating base over weak and unstable soils (peat moss) to support highway structure
- Cellular concrete was selected over all other materials because the CC solution eliminated the need to dig out over 7 meters of week and unstable soils and replace it before constructing the highway on top. EPS Block could have been used, but difficult to place and hold together over time for a long-term solution
- CEMATRIX was selected because it was the better solution because it enabled the highway to be back in service much quicker, at the right price and the only high volume cellular concrete supplier in Canada



Timing 2014

Owner Ministry of Transportation of Ontario General Contractor Graham Brothers Sales Value \$0.2M



Tunnel Grouting

North Saskatchewan River - Edmonton

- Tunnel Grout
- Cellular concrete was selected over traditional heavy grouts because the air bubbles within the CC act as frictionless ball bearings enabling the CC to be pumped long distances under low pressure. A traditional grout was scheduled to take 3 months to complete at a higher material cost than the in-place cellular concrete
- CEMATRIX placed the base and grout in less than a week
- CEMATRIX was selected because it was the better solution at the right price and the only high volume cellular concrete supplier in Canada



Timing 2007

Owner City of Edmonton

General Contractor City of Edmonton

Sales Value \$0.35M



Tunnel Heavy Grout - Washington

- Tunnel Backfill Brightwater Conveyance Tunnel
- Cellular concrete was selected over traditional heavy grouts because cellular can be pumped long distances under low pressure in significantly less time at a lower material cost
- CEMATRIX (Pacific International Grout) was selected because PIGCO are the premier suppliers of cellular grouts for long problematic tunnels in North America



Timing 2010-12 Owner King County General Contractor Vinci Parsons Frontier Kemper JV Sales Value US\$3.1M