

M E S S A G I N G

Ragnar Benson
Construction

Table of Contents

1	Introduction
2	Goals
3	Audience Groups
4	Customer Pains
5	Brand Attributes
6	Our Story (Outline)
7	Who We Are
8-11	What We Do
12-13	Proven Capabilities
14-16	Our Difference
17	Our Story (Complete)
18	Boilerplate
19	William Charles Relationship

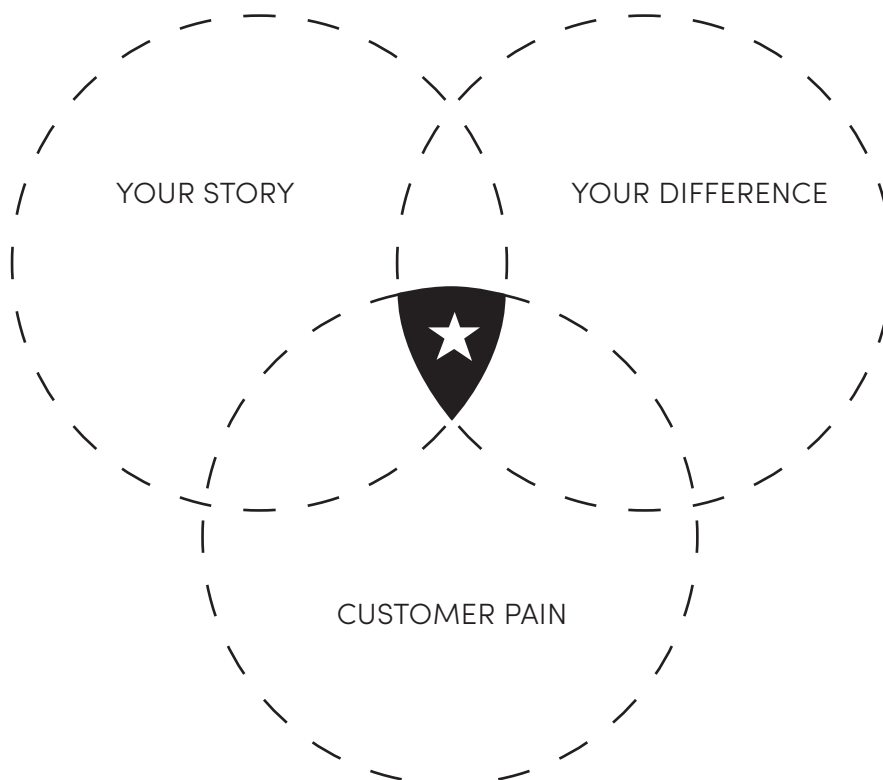
Introduction

WHAT IS MESSAGING?

Messaging is the verbal and/or written component of your brand, and it serves as the basis for all communications about your company.

It provides a guideline for describing who you are, what you do, and why that matters. When used consistently, messaging supports brand awareness, recognition, and loyalty with your potential customers and/or employees. Delivered in a voice that conveys the tone and personality of your business, your messages are what compel your target audiences to take the action you desire.

Messaging happens at the intersection of your story, your customer's pain or motivations, and your difference in the competitive marketplace. By identifying this intersection, and defining meaningful ways to speak to it, your message can help you achieve your communication goals.



Goals

WHY DO WE NEED MESSAGING?

Messaging will help us to:

- Establish an identity for Ragnar Benson separate from William Charles Construction
- Create a clear explanation of who Ragnar Benson is and what the company does
- Reinforce Ragnar Benson's position as a market leader
- Support increased awareness of the Ragnar Benson brand
- Position Ragnar Benson as an attractive place to work

Audience Groups

TO WHOM DO WE INTEND TO SPEAK, AND WHAT MATTERS MOST TO THEM?

Existing Customers

Existing customers need to know that we have the ability to manage or self-perform work nationwide on any of their heavy civil, building construction, and environmental management projects.

Prospective Customers

Prospective customers in the public and private sectors need to know that whether we're self-performing or supervising, we have the experience, expertise, and resources to safely tackle their projects on time and within budget.

Subcontractors

Subcontractors need to know that we have high expectations for the companies we work with—and we clearly communicate those expectations. We value their input and treat them as partners in the project-planning process.

Prospective Employees

Prospective employees need to know that we treat our people well, encourage their career development, and offer competitive pay and benefits.

Customer Pains

**SPECIFICALLY, TO WHOM ARE WE TALKING?
WHAT DO THEY NEED IN A CONTRACTOR?**

Private Sector

We work with private property owners in the railroad, healthcare, higher education, pharmaceutical, and retail sectors. These audiences primarily choose contractors based on established relationships, track records, and capabilities. Price is also a key factor, but not necessarily the deciding factor.

Public Sector

We work with city, state, and federal departments. These audiences primarily select contractors based on lowest qualified or “best value” bids, but established relationships and successful project track records are also important considerations.

Requirements & Considerations

- **Safety**—Selected contractors must have a strong record of working without accidents or injuries, and a culture that promotes safe jobsites.
- **Resources**—Contractors must have the experience and equipment to meet all bid pre-qualifications, including having the required workforce and bonding capacity.
- **Track Record**—Contractors must consistently complete projects on time, minimize change orders, meet budgetary requirements, and deliver high-quality work.
- **Experience**—Contractors must be able to ensure project tasks are done correctly from the start, and quickly overcome unforeseen challenges.
- **Trust**—Contractors must be committed to forming relationships that earn—and keep—clients’ trust.

Brand Attributes

WHAT WORDS CHARACTERIZE US?

Our company is:

Trusted
Safe
Consistent
Nimble
Efficient

Our work is:

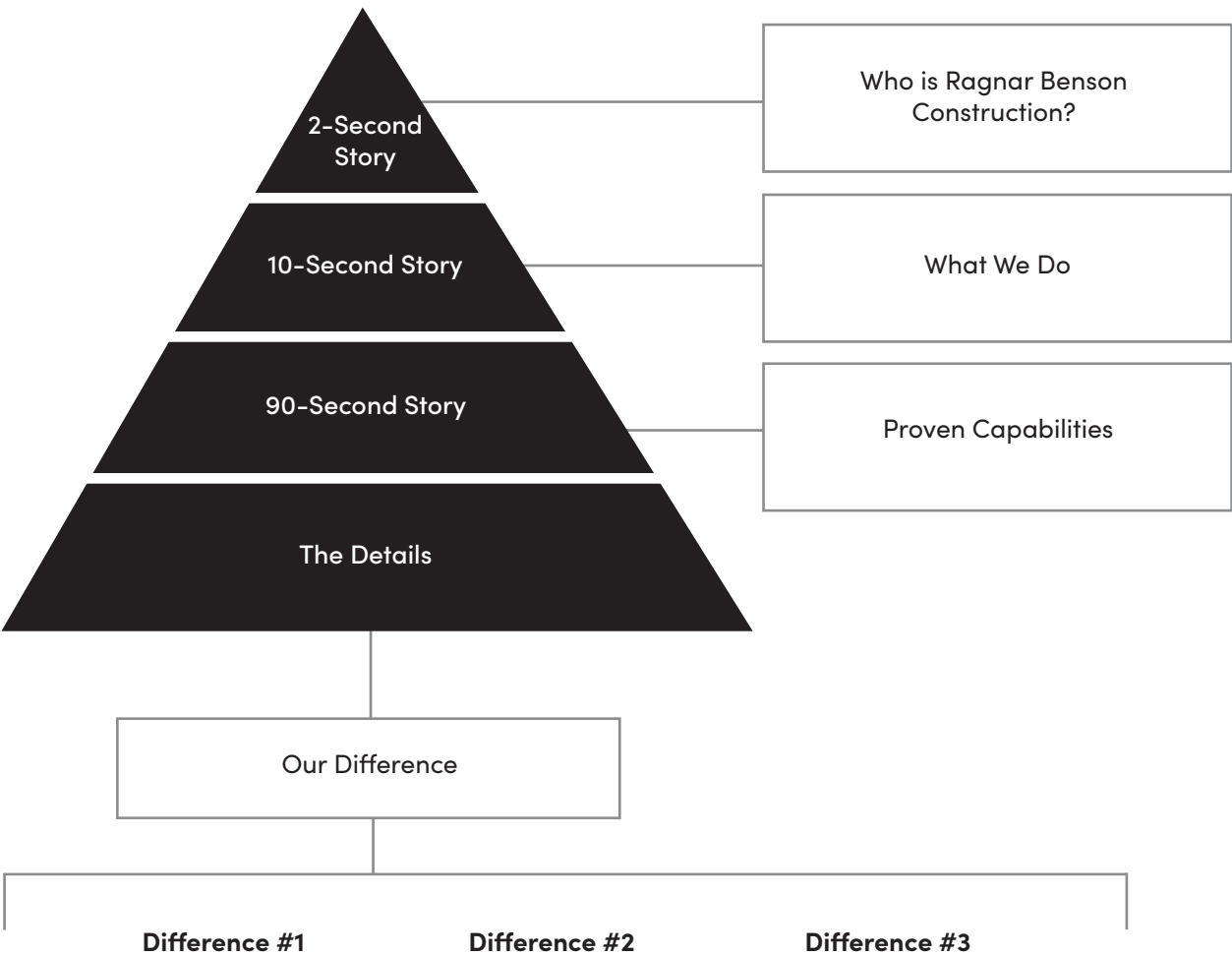
Accurate
Thorough
Self-performed
Collaborative

Our people are:

Committed
Experts
Highly Skilled
Honest

Our Story

LET'S BUILD IT TOGETHER



Who We Are

IDENTITY



Ragnar Benson
Construction is a **general
contractor** specializing
in **civil, rail, and
commercial construction.**

What We Do

SERVICES WE PROVIDE



We can self-perform or supervise our customers' most complex projects, taking them from the planning stages to completion.

Our core services include:

- Rail Infrastructure Construction
- Building Construction
- Environmental Management

What We Do

SERVICE DETAILS



Rail Infrastructure Construction

Railroads and port facilities are a big part of what keeps the U.S. economy moving, and Ragnar Benson Construction is part of a select group of contractors licensed in 48 states to work in this important sector. We build and renovate Class 1 rail facilities, intermodal depots, and commuter light-rail stations all across the country, working to ensure people and freight gets where it needs to go. From earthwork and yard expansions to mainline improvements, we can handle a complete range of heavy civil work.

SERVICES INCLUDE:

- Intermodal Facility Construction
- Rail Yard Expansion
- Station Renovation
- Track Expansion
- Hump Yards
- Fueling Facilities
- Signal Upgrades
- Inland Port Facilities
- Auto Facilities
- Repair Facilities
- Signal House Installation
- Capacity Facilities

What We Do

SERVICE DETAILS



Building Construction

We have wide-ranging experience remodeling and renovating existing structures as well as undertaking new construction projects. For almost a century, we have helped build some of the best-known and most prestigious universities, hospitals, department stores, and laboratories in the Chicago region. One of the reasons we've earned that business time and again is because of the breadth of services, experience, and knowledge we offer. We know how to handle big projects, and are quick to learn or suggest new techniques if it will save our clients time or money, or improve quality.

SERVICES INCLUDE:

- Design-Build
- Project Management
- Preconstruction Planning
- Demolition
- Renovation
- Interior Finishing
- Structure Build-Out
- Mechanical Systems Installation
- Concrete Work
- Carpentry

What We Do

SERVICE DETAILS



Environmental Management

As communities and corporations become more concerned with the ecological impact of their past and present activities, the public and private sectors are seeking contractors that specialize in environmental management to handle the safe removal of contaminants and pollutants. With a team of experts trained in handling hazardous materials, stabilizing soil, and treating contaminated water, Ragnar Benson Construction can support a wide range of specialized environmental needs. We've taken on projects that require everything from hazardous/non-hazardous soil removal, to in situ soil stabilization, and more.

For the power industry, specifically, we've performed coal ash residuals management and handled the remediation of former manufactured gas plants—ensuring these environmentally impacted sites are ready for new beginnings.

SERVICES INCLUDE:

- Landfill Capping
- In situ Soil Stabilization
- Dewatering
- Water Treatment
- Hazardous and Non-Hazardous Materials Removal
- Materials Disposal
- Site Preparation
- Landfill Expansion
- Earthwork
- Coal Combustion Residuals (CCR) Management
- Selective Demolition
- Manufactured Gas Plant (MGP) Site Management
- Foundations

Proven Capabilities



DATA - BASED PROOF POINTS

We have the capabilities to confidently handle rail infrastructure construction, building construction, and environmental management projects of any scale, anywhere across the country.

Safety is a core value.

Whether we're working in a rail yard or renovating a hospital floor several stories in the sky, we're always thinking about safety. We spend thousands of hours a year on safety training activities, ensuring our projects are as safe as they are well-built. Our EMR is 0.61—a figure almost 40% lower than the construction industry average—and our TRIR is a perfect zero. It's our philosophy that everything can, and will, be done safely.

We have the necessary equipment.

We have hundreds of pieces of construction equipment in our fleet, all of it well-maintained and operated by a highly trained workforce. Our agreements with equipment suppliers nationwide allow us to quickly secure necessary machinery, and our affiliation with our parent company, IEA, allows us to easily scale up and access additional equipment as needed.

We're known for making—not breaking—our budgets and schedules.

Like our clients, we don't want jobs to be interrupted by unforeseen challenges. We believe the keys to any successful project are people and planning, and we make certain every job is meticulously estimated and has the right staff in place to keep it on track. That's a big part of the reason why so many of our projects are completed on time or early, as well as at or under budget.

Proven Capabilities

DATA - BASED PROOF POINTS



We bring extensive experience to every project.

Founded in 1922, Ragnar Benson brings nearly a century of construction expertise to every project. Our staff is comprised of construction veterans with decades of industry experience. We already know how to handle the most complicated projects, so we don't waste time or resources trying to figure out how to tackle everyday challenges.

We build long-term relationships.

At Ragnar Benson Construction, we have clients that have worked with us for decades. In fact, a majority of our business comes from established customers. They stick with us because they know we collaborate closely with our clients, working toward the shared goal of safe and successful projects. We don't see projects as short-term tasks; we view them as opportunities to begin long-term relationships.

Our Difference

COMPETITIVE ADVANTAGES



We Specialize in the Toughest Jobs

Our project portfolio encompasses some of the most complicated types of construction, ranging from Class I railroad facilities to working hospitals.

At Ragnar Benson Construction, we naturally gravitate to difficult, high-pressure projects. Niche work and compacted timetables are our specialties, and our name is attached to many of the most complex hospital, laboratory, and rail projects—work that in many cases requires demonstrating experience just to be invited to bid. These types of facilities often operate around-the-clock and have to maintain uninterrupted operations throughout a project.

Fortunately, we excel at ensuring that our work doesn't interfere with our clients' daily operations. We isolate project staging and erect temporary work areas so our work stays out of the way, and are diligent about keeping clients informed throughout the process. Another area where we're thorough is in our estimating. Highly detailed estimate work leads to greater bid accuracy, allowing us to avoid excessive project delays.

No matter the level of complexity involved with a project, our customers can be confident that we can seamlessly handle all facets of their job, delivering superior workmanship and avoiding schedule setbacks or cost overruns. After all, with almost 100 years of experience in the business, it's highly likely that we've already successfully completed the same type of work many times before.

Our Difference

COMPETITIVE ADVANTAGES



We Have a Reputation for Better Building

Our company was built on a foundation of integrity, ingenuity, hard work, and determination—traits that we bring to projects across the country.

In 1912, Ragnar Benson arrived at New York City's Ellis Island with only \$5 in his pocket—and by age 22, the entrepreneurial young man had already established the Chicago construction company that today still bears his name. Nearly a century later, we continue to build on his legacy and embrace the values that he instilled so many years ago. At Ragnar Benson Construction, we promise to do the job right. Every time.

As a company with such a rich history in the Chicago area, we proudly embrace the Midwestern ethics of hard work and determination. Whether we're putting in extra hours or making sure our subcontractors have everything they need to succeed, we always go beyond expectations to ensure clients' projects are done to their complete satisfaction. And because we bring our highly experienced travel workforce with us throughout the continental U.S., out-of-state projects are completed with the same craftsmanship, expertise, and efficiency that we bring to our local work.

It doesn't matter if we're on a local Chicago jobsite or thousands of miles across the country, our goal is to always do work the Ragnar Benson way—with integrity.

Our Difference

COMPETITIVE ADVANTAGES



We View Projects as Partnerships

Whether we're working in the public or private sector, we approach every project with the same level of professionalism, desire for collaboration, and intent to build a long-term partnership.

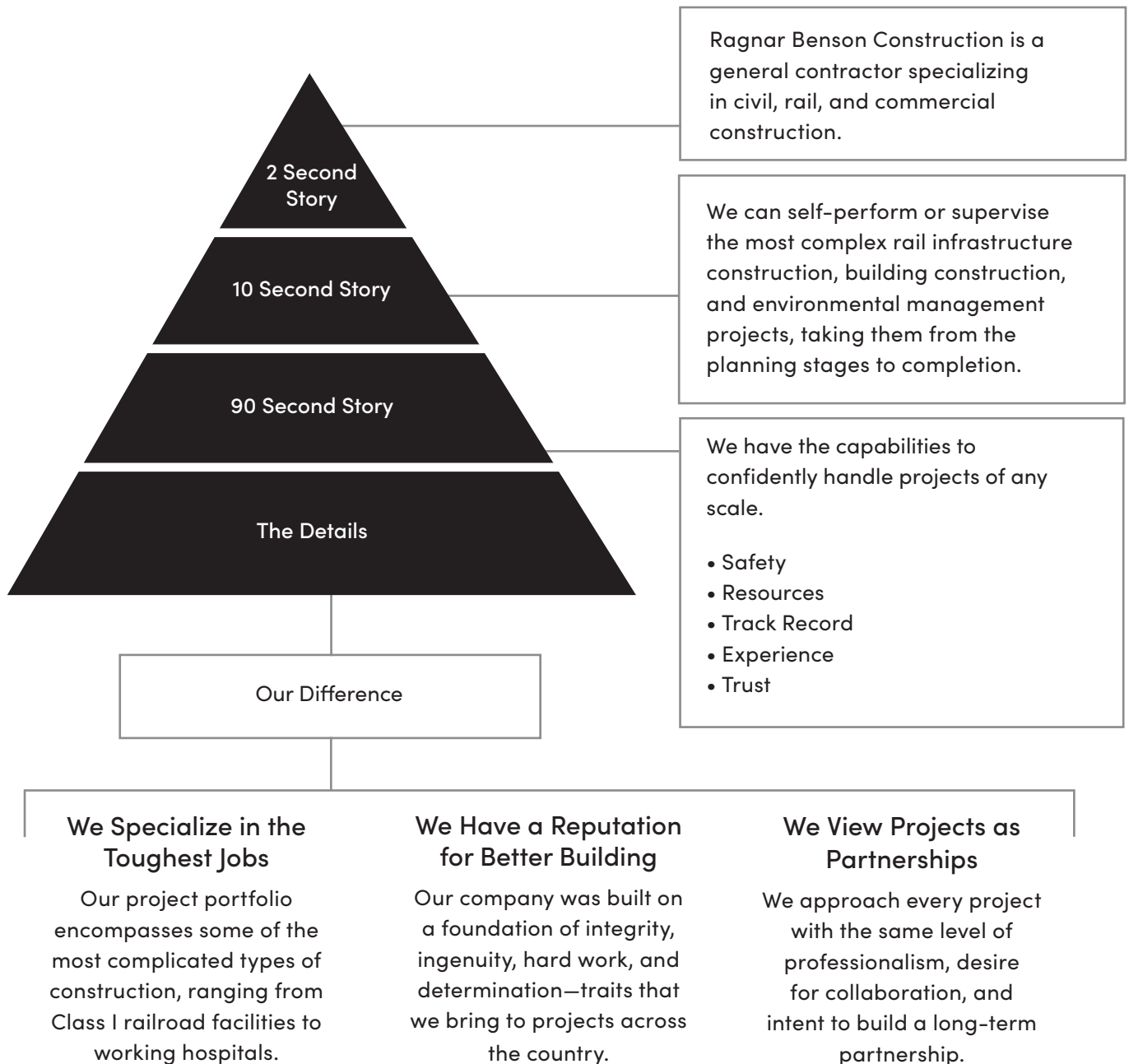
To be a successful contractor in the private sector requires more than just submitting the lowest bid. Clients need to trust that you have their interests in mind. We understand this and have spent decades building relationships based on mutual respect and frequent communication. While some companies have portfolios full of short-term or one-off projects, we believe cultivating long-term partnerships are often far more profitable for everyone involved.

We apply this relationship-focused philosophy to the work we undertake in both the private and public sectors. We're committed to clear communication from the start, and sit down with owners, department heads, local officials, and subcontractors to discuss the scope of each project. We address concerns and head off possible problems, while ensuring everyone understands their roles and responsibilities.

By taking this collaborative approach, we can be certain that our work meets clients' expectations as well as our own, and clients know they have a partner that they can trust.

Our Story

THE HIERARCHY OF OUR COMMUNICATION



Boilerplate

FOR USE ON FORMAL COMMUNICATIONS

Ragnar Benson Construction, an IEA company, is a general contractor specializing in civil, rail, and commercial construction. Based in Chicago, Illinois, the company self-performs and supervises a wide range of rail infrastructure construction, building construction, and environmental management projects for the private and public sectors.

William Charles Relationship

HOW DO WE TALK ABOUT RAGNAR BENSON'S CONNECTION TO WILLIAM CHARLES?

Ragnar Benson Construction and William Charles Construction were acquired by IEA in 2018. The two companies work closely together, sharing management and resources to bring added value and greater scalability to customers across the country.