FROM CONCEPT TO FINAL DECISION (AND EXECUTION): ALIGNING PROJECT SUCCESS WITH EPC STRUCTURES

BIG SKY CARBON HUB

Case Study Integrating Helium Production,
CO_2 Recovery, Sequestration, and EOR

INDUSTRIAL AND ENERGY EPC

CANUSA EPC | APEGA
Webinar Presentation – September 15, 2026

AGENDA

About CANUSA EPC

Project Overview

Developing through FID

Critical Alignment

Execution Strategy

Our Diversified Expertise

Natural Gas Processing

Oil Processing & Storage

Carbon Capture, Utilization & Storage

Power Generation & Storage

Pipelines & Gathering Systems

Helium Processing

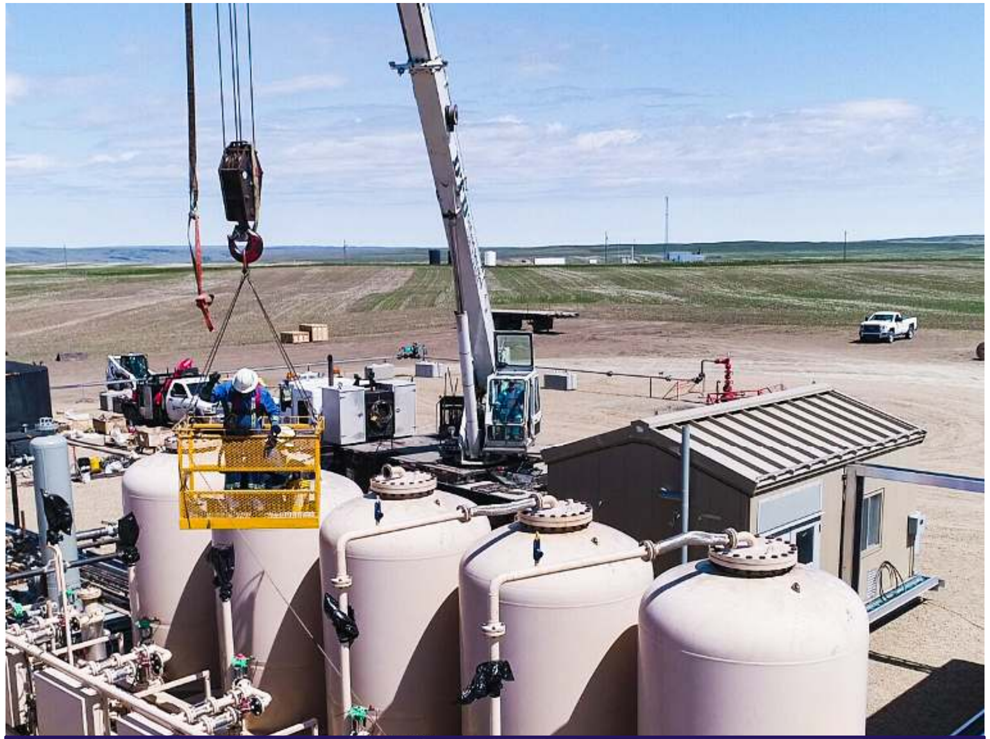
- Greenfield & Brownfield
- Sweet & Sour Systems
- Gas Processing Facilities
- Oil Batteries & Satellite Facilities
- Pilot Scale to Commercial Developments

- Process & Hydraulic System Modelling
- Front End Engineering Design
- FEL Estimates
- Detailed Engineering Design, Drafting, & 3D Modelling

- Equipment Sizing & Specification *(New & used)*
- Construction
- On Site Support & Troubleshooting
- System Revalidation (PSM)

BIG SKY CARBON HUB – Project Overview

A multi-stream industrial development in Montana that advanced to Final Investment Decision in March 2026.



FIXED-SCOPE EPC ENGAGEMENT

HELIUM	Production and purification
CO_2	Recovery, refining, and sequestration
EOR	Options for delivery of CO_2 for enhanced oil recovery

The project creates an integrated value chain rather than treating individual process streams as isolated systems.

PROJECT OVERVIEW

THE NEW REALITY FOR INDUSTRIAL PROJECTS

Project viability now depends on alignment across technical, commercial, regulatory, and execution priorities.

1

CARBON POLICY

Incentives, permitting, and long-term carbon management obligations

2

COMMODITY UNCERTAINTY

Helium, CO_2, and hydrocarbon economics must support the investment case

3

POWER CONSTRAINTS

Availability, reliability, and electrical integration can control the schedule

4

EXECUTION CERTAINTY

Investors expect credible scope, cost, schedule, and delivery strategy

CASE STUDY CONTEXT

INITIAL DESIGN BASIS

The facility scale was defined around commercial products, carbon management, and an accelerated startup target.

~8.0 MMcf/d	**12 MMcf/yr**	**125,000 t/yr**	**Q1 2027**
Approximate inlet capacity	Approximate helium production	Refined CO_2 production	Target commercial operations

DEVELOPMENT

Project definition

FID

March 2026

EPC EXECUTION

Design - Build

STARTUP

Q1/Q2 2027 target

DESIGN BASIS

WHAT IT TOOK TO REACH FID

Investment approval required evidence that the project was technically sound, commercially aligned, and executable.

PROJECT DEFINITION

- Defined battery limits and performance requirements
- Integrated process basis and utility demands
- Credible capital cost and schedule
- Regulatory and permitting pathway

EXECUTION

- Long-lead equipment strategy
- Site layout and constructability review
- Risk allocation and fixed-scope EPC basis
- Clear path from design into construction. Modular design to minimize site work / mitigate uncertainty

DEVELOPMENT TO FID

PROCESS INTEGRATION CREATES VALUE

Each process stream was managed as part of one integrated commercial and operating system.

RAW GAS
Feed reception

TREATMENT
Dehydration

SEPARATION
He / CO_2 / residual gas

HELIUM
Purification + product

TRAILER LOADING
Commercial Commitments

POWER
480V

CO_2
Refining + compression

EOR or STORAGE
Delivery + sequestration

MULTIPLE REVENUE STREAMS

Helium and CO_2 products improve project resilience

LOWER SYSTEM FRICTION

Shared utilities, controls, and interfaces reduce duplication

BETTER OPERABILITY

Integrated design supports startup, control, and lifecycle performance

INTEGRATED VALUE CHAIN

ENGINEERING DECISIONS THAT IMPROVE OUTCOMES

The strongest project decisions connect technical performance directly to cost, schedule, operability, and revenue.

SCOPE DEFINITION

Protect battery limits, interfaces, and performance obligations

PROCESS DESIGN

Balance recovery, product quality, utilities, and turndown

ELECTRICAL INTEGRATION

Address power availability and distribution early

REGULATORY DESIGN

Translate permit requirements into practical design inputs

ENGINEERING + COMMERCIAL ALIGNMENT

LONG-LEAD EQUIPMENT STRATEGY

Procurement sequencing can control the project schedule more than engineering completion.

HELIUM PROCESSING	Technology packages and purification equipment
AGI COMPRESSION	Inlet, product, H2S and CO_2 compression systems
CO_2 HANDLING	Dehydration, refrigeration, pumps, and metering
Power Distribution System	Power/electrical distribution, Controls (PLC) and packaged controls

Schedule principle: define interfaces early enough to secure delivery without freezing the entire facility design prematurely.

IDENTIFY	ENGAGE	COMMIT	INTEGRATE
Design basis	Vendor data	Release orders	Package interfaces

PROCUREMENT STRATEGY

CONSTRUCTABILITY AND PROJECT ACCELERATION

Construction strategy was considered during design, not after engineering completion.

DESIGN FOR CONSTRUCTION

MODULARIZATION	Move labor and quality control into fabrication environments
LAYOUT	Create access for installation, lifting, operations, and maintenance
FIELD LABOR	Reduce congestion, rework, and weather exposure
COMMISSIONING	Sequence systems to enable turnover and startup by area

Outcome: shorter field duration, safer work execution, and greater confidence in the Q1 2027 startup target.

FIXED-SCOPE EPC EXECUTION

Execution certainty comes from clear scope boundaries, integrated accountability, and disciplined change control.

1

DEFINE

Battery limits, performance, responsibilities

2

PROCURE

Long-lead release and vendor integration

3

DESIGN

Multidiscipline engineering and constructability

4

CONSTRUCT

Field execution, quality, and turnover

5

START UP

Commissioning and commercial operation

TRANSPARENCY | ALIGNMENT | ACCOUNTABILITY | CHANGE CONTROL

EPC DELIVERY MODEL

LESSONS FOR MODERN INDUSTRIAL PROJECTS

The Big Sky Carbon Hub demonstrates repeatable practices that apply across carbon, energy, and industrial developments.

01 ALIGN EARLY

Link engineering decisions to the investment case from concept onward

02 DEFINE SCOPE

Mature battery limits, interfaces, and performance before locking execution

03 PROCURE SMART

Use early vendor engagement to protect schedule-critical equipment

04 DESIGN TO BUILD

Make constructability, modularization, and turnover part of design

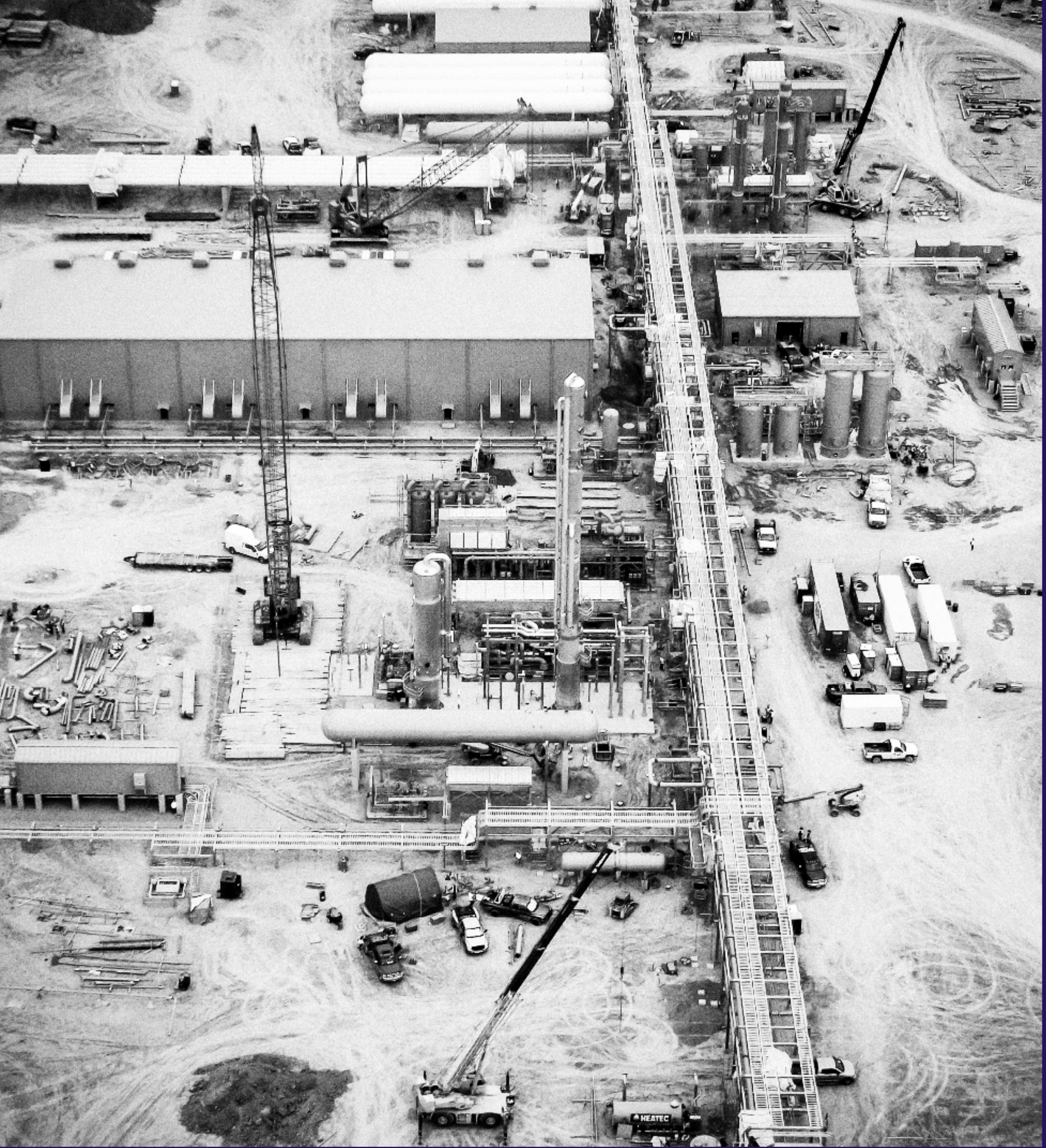
05 VALUE EVERY STREAM

Treat by-products and carbon streams as potential commercial products

06 MANAGE RISK BEFORE FID

Reduce uncertainty when it is still inexpensive and flexible to change

KEY TAKEAWAYS



FROM CONCEPT TO FID TO EXECUTION

Modern industrial projects succeed when technical design, commercial value, regulatory requirements, and execution strategy are managed as one integrated system.

BIG SKY CARBON HUB

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CANUSA EPC

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Project Development and Execution

Power Delivery

Hydrocarbon Development

Industrial Gas Processing

Emissions Reductions

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