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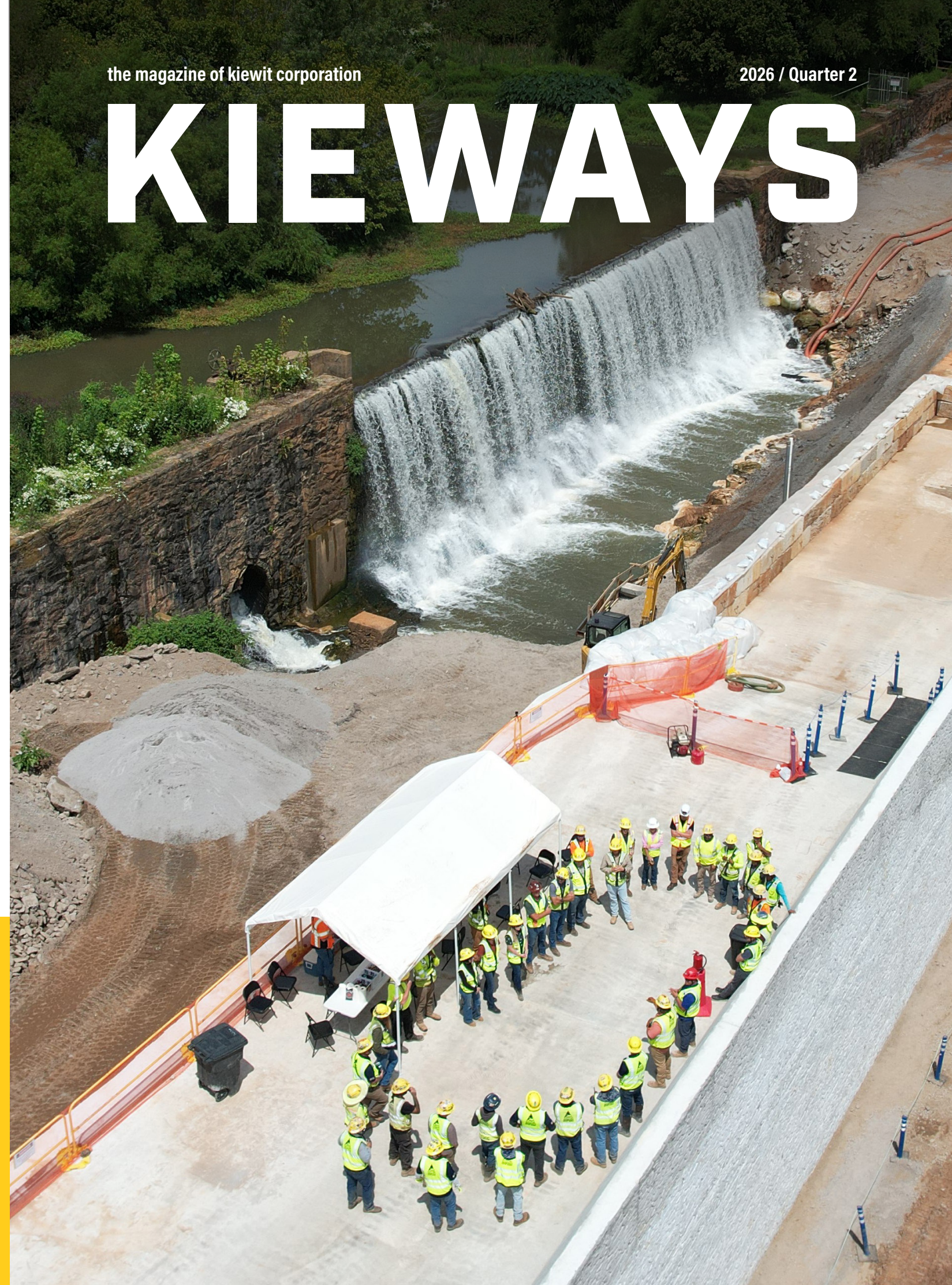
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KIEWAYS





READY FROM DAY ONE

With only an eight-week closure window in downtown Nashville, the Broadway Bridge replacement relied on early planning, coordinated startup efforts and precise execution.



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Kiewit is one of North America's largest and most respected construction and engineering organizations. With its roots dating back to 1884, the employee-owned organization operates through a network of subsidiaries in the United States, Canada, Mexico and Guam. Kiewit offers construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water; industrial; mining and marine. Kiewit had 2025 revenues of \$18.2 billion and employs 34,500 staff and craft employees.

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OUR MARKETS:



KIEWAYS
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PREPARATION DRIVES PERFORMANCE

Success is easy to recognize when a project is complete. You can see it in the finished work, the schedule achieved and the value delivered to clients and communities.

What is less visible is the preparation that makes those outcomes possible.

Across Kiewit, successful projects are shaped long before construction begins. Teams align people, equipment, materials and logistics. Engineers evaluate options and identify the best path forward. Our people build relationships with clients, partners and communities. Those efforts create the foundation for safe, efficient and successful execution.

Preparation does not eliminate challenges in the field, but it helps teams navigate them with greater confidence. Combined with our people's technical expertise, judgment and problem-solving experience, it allows us to respond quickly when issues arise. The work done upfront helps teams better understand risks, evaluate options and make informed decisions when it matters most.

As our industry continues to evolve, the projects we build will only become more complex. Success will depend not only on how well we execute the work, but on how well we prepare for it. That commitment to planning, collaboration and disciplined execution helps ensure we are ready for whatever comes next.

RICK LANOHA
President and Chief Executive Officer



NO TIME LOST

The Lake Conestee Dam project team delivered the new dam more than a year ahead of schedule while maintaining zero lost-time incidents during construction.

ON THE COVER

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A century-old dam was running out of time. As the progressive design-builder, the Kiewit Infrastructure South Co. team had to stay ahead of the river and the clock while protecting everything downstream.

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Along a remote Montana corridor, relationships built off the jobsite helped crews solve challenges faster and finish the work nearly a year ahead of schedule.

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What does it take to launch a project? Long before crews break ground, teams across the company are already aligning the people, equipment and logistics behind day one.

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In data centers, tunnels and even sealed concrete molds, engineers are modeling what crews cannot see and changing project decisions before work begins.

KIEWIT NEWS

What began in 1884 with two hard-working brothers has grown into a construction and engineering industry leader. As a multibillion-dollar organization, Kiewit can tackle projects of all sizes in any market. Here's a brief collection of recent news and information from around the company.

RIVER RESTORATION RECOGNIZED NATIONWIDE

One of the largest dam-removal efforts in the United States is receiving national recognition.

Engineering News-Record (ENR) named the Klamath River Renewal Project a Project of the Year finalist and Best Project in the Water/Environment category. The recognition underscores the scale and impact of a project focused on restoring a vital river system across California and Oregon.

KIEWIT EMPLOYEE RECOGNIZED FOR NATIONAL LEADERSHIP IMPACT

Kelli Kelly, vice president of business development and strategy at Kiewit, received the Conference of Minority Transportation Officials' (COMTO) 2026 Celebrating Women Who Move the Nation Award. COMTO is a nonprofit, nonpartisan organization dedicated to ensuring transportation serves all communities while advancing access, innovation and leadership throughout the transportation sector. It has 41 chapters across North America.

This award is one of the organization's highest honors and recognizes outstanding women across the country whose leadership and professional achievements are helping move the transportation industry forward. Kelli was selected by COMTO's board of directors and selection committee in recognition of her exemplary leadership and impact within the industry.

The award was presented during COMTO's 15th Annual Celebrating Women Who Move the Nation Awards Breakfast in Washington, D.C.

OUR VALUES IN ACTION

PEOPLE INTEGRITY EXCELLENCE STEWARDSHIP



RIDING FOR A CAUSE IN WEST TEXAS

In Abilene, Texas, the Project Frontier team and client Vantage Data Centers came together to host "Rodeo for a Cause," a two-day event supporting Make-A-Wish West Texas.

The idea was introduced by Project Executive Michael Brueggemann, a Make-A-Wish parent, after connecting with Ropin' Rascals, an organization that creates hands-on experiences for children with disabilities through therapeutic horse riding and Western-themed activities.

The event welcomed 120 children and their families. Each participant was paired with a volunteer from the project team, Vantage or Ropin' Rascals, creating a one-on-one experience throughout the day.

Activities included horseback riding, ATV rides, farm animal interactions and a helicopter visit, giving participants the opportunity to try new experiences in a safe and supportive environment.

Each evening featured a rodeo-style program, supported by a local landowner with deep ties to the rodeo community, along with a sponsor dinner and auction benefiting Make-A-Wish.

The event raised more than \$100,000 for Make-A-Wish West Texas, and one wish was granted each night.

MENTAL HEALTH AWARENESS MONTH REINFORCES SUPPORT AND RESOURCES

Kiewit participated in Mental Health Awareness Month in May as part of its broader commitment to supporting employee and family well-being, with an emphasis on everyday ways to prioritize mental health on and off the job.

At the center of the effort is Under the Hat, the company's mental well-being program, which marked its fifth anniversary this year. It connects employees and their families to free, confidential counseling, on-demand resources and work-life services, including financial, legal and family support.

Throughout the month, teams across projects and offices brought those resources to life. Employees participated in Wear Green Day to show support and spark conversations about mental health in the workplace.

Frederick Crider, a general foreman, said those everyday relationships can help crew members recognize when someone may be struggling.

"We work with these guys every day, and you can tell when someone is acting differently," Crider said. "You build that relationship. They become family. You've got to look out for them."

The effort also included a companywide workshop on managing anxiety, giving employees and their families practical tools they can use right away, from handling stress in the moment to staying focused during the workday and recognizing when to seek help.



CONSTRUCTION SAFETY WEEK: EVERY STEP MATTERS

Kiewit teams took part in Construction Safety Week in May, joining an industrywide effort that brings contractors together each year to improve jobsite safety and prevent injuries.

The week focused on strengthening how safety is carried out in the field, emphasizing that identifying risks is only part of the job. Preventing incidents depends on how consistently teams follow through on the measures designed to control those risks, such as planning work, verifying conditions and using proper fall protection.

Throughout the week, leaders and crews spent time in the field reinforcing expectations, reviewing performance and identifying areas for improvement. Activities included a companywide fall protection stand-down, where work paused so teams could focus on one of the leading causes of injuries in construction.

"Safeguards save lives and protect families only when they are executed," said Ben Snow, Kiewit safety operations director. "We have to be intentional about how we plan, verify and follow through, because our people depend on it."

The week also placed a strong emphasis on training and coaching, with teams using real job conditions to walk through risks and demonstrate how to address them. The goal was not only to assess performance, but to strengthen how crews apply safety practices in their day-to-day work.

The week wrapped up with a toolbox talk that shared quick mental resets to stay sharp on the job. It also reinforced a shared responsibility to look out for one another to make sure everyone is not only physically safe, but also mentally well on the job.



On a rural Montana corridor, relationships with local landowners became one of the project team's biggest advantages.

Every so often, Richard Stahl would take time to package up beef sticks from his family's central Montana meat processing business and bring them out to the Kiewit Infrastructure Co. construction site nearby. He liked to check in with the crew, and it became a highlight for the project team when he pulled in.

"They would come running," Stahl said, laughing. "The Kiewit team was unbelievable and so down to earth."

The Montana Department of Transportation (MDT) selected Kiewit Infrastructure Co. to replace 10 outdated timber bridges, most built before 1940. The work also included widening and reconfiguring three miles of highway at seven locations, along with drainage, irrigation, guardrail, rumble strip and fencing improvements.

Because each bridge sits next to private ranchland, MDT worked with about a dozen landowners before construction began in 2024 to secure right-of-way agreements, easements and construction permits.

BUILDING TRUST, THEN BUILDING THE JOB

With so many landowners involved, many with deep multigenerational ties to the area, the project could not move forward without community support. Construction Manager Matt Uribe said the team understood that from the start and prioritized early, face-to-face outreach.

That approach paid off in measurable ways. Strong relationships with landowners reduced access constraints, gave crews more flexibility in the field and ultimately helped the team compress the schedule by nearly a year.

For Uribe, building relationships in the community came naturally. With family ties to Montana and early memories of living in Lewistown, he understood the community and the people who call it home.

"Montana will always be my home," he said.

Uribe said replacing the bridges was only part of the job. Just as important was earning the trust of the people who

lived along the corridor by answering questions, staying visible and keeping them informed.

Project Manager Mike George said the team went into the job expecting some hesitation from landowners. Instead, they found people ready to help.

Uribe described local farmers and cattlemen as unofficial partners to the construction team. Ranchers gave crews places to stage equipment, park campers and get water and power to remote work areas. In return, salvaged culverts, fencing and other leftover materials were reused on nearby properties to improve access roads and repair washouts.

"What saved the company money turned into new farm field approaches for them, fixing old washouts from the rain or new access roads to the feedlots," Uribe said.

Just as the ranchers had become a part of the rhythm of the job, the Kiewit workers also became familiar faces on the ranches.

"Our people's families were going over to their families for dinner during the week and some even lived on their land," George said, describing how the relationship grew into something deeper than jobsite cooperation. "What could have been a challenge turned into long-lasting relationships."

Stahl said it came down to mutual respect.

"They treated us good and we treated them good. They became like family," Stahl said, describing communication with the project team as "a 10-plus."

THE SPIRIT OF COOPERATION BUILT COMMUNITY PRIDE

Keith Geary lives near the middle of the project corridor, about a quarter mile off the highway. He first connected with the team when they needed water and a place to stage equipment. Soon after, he and his wife helped build out RV spaces and utility hookups so workers could stay close to the job. At one point, around 30 crew members were living on the property.

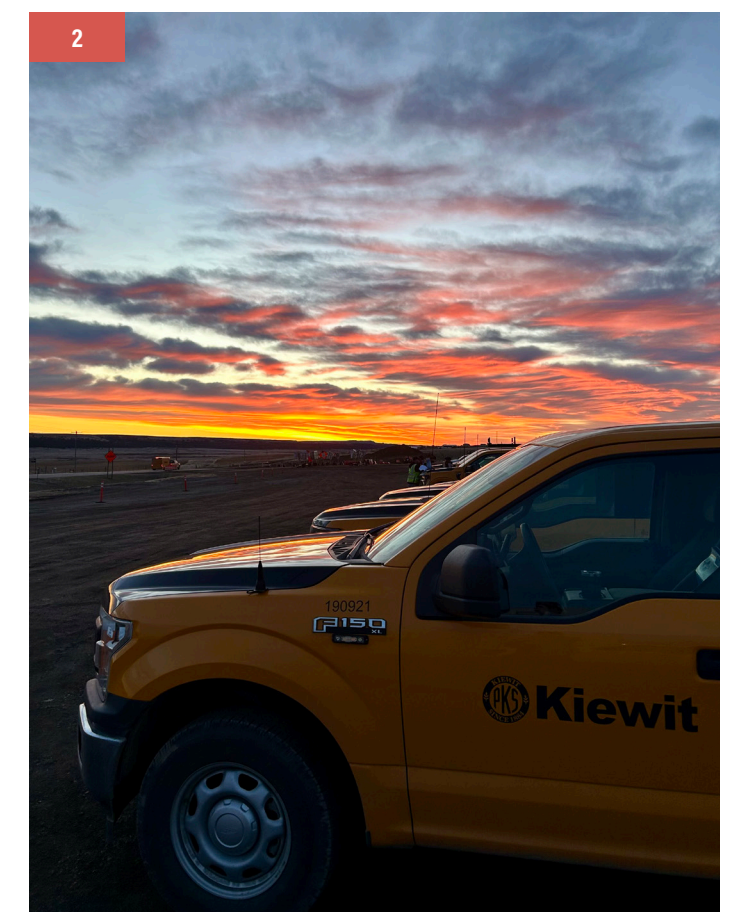
"The Kiewit crew that came here became family," Geary said, echoing Stahl's sentiment. "Montana is a state where respect goes a long way. Everyone who stayed here showed a lot of respect, and that made all the difference."

That trust showed up in everyday ways. When Geary and his wife left town, they asked the crew staying on their property to keep an eye on the ranch. At one point, workers stopped a pickup they did not recognize before realizing it was the Gearys' daughter, a level of vigilance the family

appreciated. When their dog Diesel, who was known for wandering the ranch, was mistaken for a stray and brought into town, it wasn't long before a Kiewit worker pointed out, "Why do you have Keith and Brittany's dog?" which led to a ride back to the ranch for the little dog.

"If we needed help with something, they were there," Geary said, laughing as he recalled the time a couple of cows got out. "Not one of them had probably ever been around cows,

1. Cattle lounge in the shade of a Kiewit water truck along the corridor, a snapshot of life in rural Montana. 2. Set just off the highway and overlooking open ranchland, the project office became a regular stop for locals to ask questions and share their appreciation.





1. Kiewit crews and local landowners turned a campfire conversation into a pig roast with a band and about 50 people. 2. Crews perform earthwork along the corridor as part of bridge replacements and roadway improvements across the project.

but they volunteered to go get them because they were excited to try ranching during their free time."

"They were a great group of people. We couldn't have asked for a better group," Brittany Geary said. "They invited us over just as much as we invited them over for dinner or just to visit. A lot of them became great friends."

One evening, workers gathered around a fire on the Gearys' property and talked about barbecues they had seen on jobsites. Geary's response was simple: "Let's just do it." The idea turned into a pig roast with a band and about 50 people.

"What stands out most is how natural it all became. They

were not just staying on our property. They became part of life here."

MORE THAN A CONTRACTOR PASSING THROUGH

Stahl saw that same shift from his side of the highway. Over time, he got to know many of the crew members by name. He credits Uribe with setting the tone.

"Matt treated everybody better than fair," Stahl said. "When Matt said something, that's the way it was going to be."

He also saw the broader effect the project had on the surrounding communities.

"Look what it did for the town of Grass Range and the town of Lewistown," Stahl said. "More people came to town, they spent money and it was good for the community."

George said the strong relationships with landowners reduced access issues, gave the team more flexibility in the field and helped compress major work into one season instead of two. By the end of the job, George said, both the community and MDT were "not just impressed, but ecstatic at the work we did."

Uribe says he will remember the project fondly. "Partly due to the financial success and cutting a year out of the job schedule, but I think just as equally due to the relationships we built with the local community."

The connections lasted after the work was done. Geary said many of the workers still keep in touch with his family, checking in regularly long after construction wrapped up.

"A lot of them kind of turned out to be great friends," he said.

For Stahl, it was bittersweet that the project wrapped up early. He was not quite ready for the team to move on.

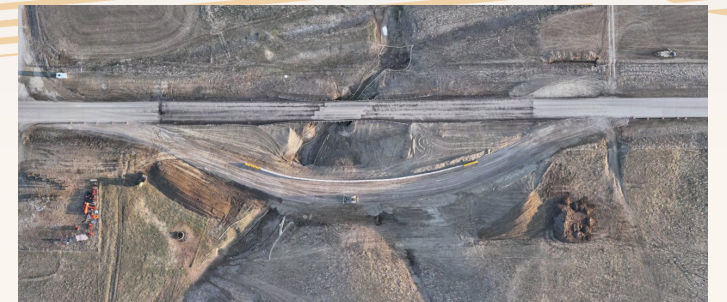
"I hope Kiewit comes back and does more work in Montana," he said. **K**

BUILT FAST, BUILT RIGHT

From February to September 2025, the Lewistown bridge work progressed through each stage of construction along the corridor, finishing nearly a year ahead of schedule.



February – Existing roadway and 1947 timber bridge



March – Shoofly detour constructed



April – Remove existing roadway and timber bridge; install 60" drainage



May – Excavate for 20-foot-diameter steel multiplate pipe



June – Assemble 20-foot-diameter multiplate pipe



July – Backfill pipe and reconstruct roadway



August – Complete grading; remove detour; place road base and drainage headwalls



September – Pave roadway and open to traffic

FROM GROUND TO

GO

Project Startup Built for Speed at Scale

Across Kiewit, project mobilization is not a single step. It is a continuous effort that aligns equipment, materials and people so work can begin without delay. That effort spans the entire company, with projects at every stage, from early planning to active mobilization to closeout, all moving forward at once.

- And it begins well before local mobilization — during the estimate and often before the contract is executed.

“That’s where we’re aligning materials, logistics and site needs so that when the job is awarded, everything moves quickly,” said Colin McKernan, president of Kiewit Supply Network (KSN), which manages the movement of materials and logistics across projects.

The goal is simple: remove the noise of mobilization so teams can focus on the work itself.

“At that scale, that coordination allows us to stand up a project quickly and focus on planning the work with limited distractions so our teams can deliver for the client from day one,” said McKernan.

In another corner of the company, the same level of planning goes into dispatching Kiewit’s massive equipment fleet.

“We have a corporate schedule with start and end dates for all the equipment assets we have in the company,” said Steve Curry, vice president of Kiewit Equipment Services.

Equipment teams work with estimating and construction to match project needs with available fleet or identify alternatives such as rentals and subcontractors.

“If specialized equipment is needed, lead times are critical, so the longer we have to evaluate options and make

decisions, the better chance we have of being able to fulfill the project needs on time,” Curry said.

That level of planning shows up in execution. On the Broadway Bridge job in Nashville, crews had a limited window for crane lifts over an active rail line, requiring equipment to be staged, ready and removed on a precise schedule.

“All the planning and execution — loading, assembly, disassembly — that’s all done by Kiewit people. It allows us to control our destiny.”

That control helps Kiewit stay on track with cost and schedule. Back at KSN, Mark Studer focuses on a single moment of the next project: when all those boots start hitting the ground.

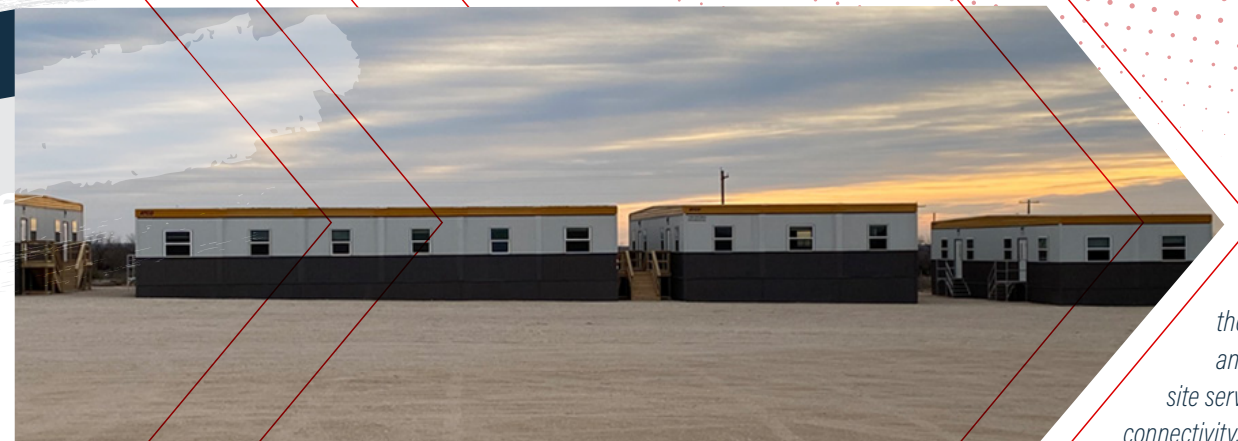
For Studer, it starts with one question: “When do you need your trailers ready so you can go to work?” From there, the team works backward. That planning can begin as early as six months out.

Everything is timed and sequenced to meet the needs of the job team, from electrical and plumbing to office furniture and site services such as IT infrastructure and connectivity, trash, cleaning, coffee and water.

Even basic site services can become complex depending on location, weather and site conditions, requiring the right sizing, reliable vendors and systems that keep up with the work.



At Broadway Bridge in Nashville, mobilization required equipment to be in place, ready to work and removed within a limited window, reflecting detailed planning and precise execution.



Everything is timed and sequenced to meet the needs of the job team, from trailers, electrical and plumbing to office furniture and site services such as IT infrastructure and connectivity, trash, cleaning, coffee and water.

It’s about thinking ahead to what could impact execution and building the right setup from the start, ensuring those behind-the-scenes details don’t become distractions for the project team once crews are on site.

Over the past three years, the workload has only accelerated. In 2025 alone, Studer’s team supported 42 projects across the company, with demand for megaprojects (projects exceeding \$1 billion) continuing to grow.

That work spans a wide range of jobs, from the redevelopment of the former Homer City Generating Station in Pennsylvania, a 3,200-acre site being transformed into a new energy campus, to mega data center campuses supporting the rapid growth of artificial intelligence and cloud infrastructure like at Project Frontier — a multi-billion-dollar, 3.7 million-square-foot data center in Shackelford County, Texas. Studer says Project Frontier’s campus alone is expected to approach 400 trailer units.

What began as an effort with Kiewit’s energy market

projects has proven both scalable and effective, now supporting projects across all markets where it adds value. Take a recent infrastructure job down in Fort Lauderdale, Florida, for example. The Prospect Lake Clean Water Center is a major water treatment facility designed to deliver 50 million gallons of drinking water per day. There, coordination has already proven successful, with KSN supporting full site readiness.

“None of it happens without the people in place to build it,” said Alyson Manning, vice president of Human Resources.

Kiewit’s human resources teams are also engaged early, working with project leaders to understand staffing needs, timing and how teams ramp up over the life of the job.

“It comes down to having the right people in place at the right time,” said Manning.

For clients, that means experienced teams are in place when the work begins. For employees, it creates opportunity.

“You get exposed to different types of work, different places and different teams, and that experience helps you grow in ways you wouldn’t otherwise,” Manning said.

In 2025, Kiewit supported more than 4,200 craft transfers and over 3,100 employee moves across 184 projects, aligning people to work across eight markets.

“It takes discipline — getting everyone in a room and understanding who goes where and when,” she said.

It’s that discipline that allows Kiewit to move from ground to go — at scale, on every project, every time. **K**

EQUIPMENT MOVES

11,244
LOADS =
373X
AROUND
EARTH



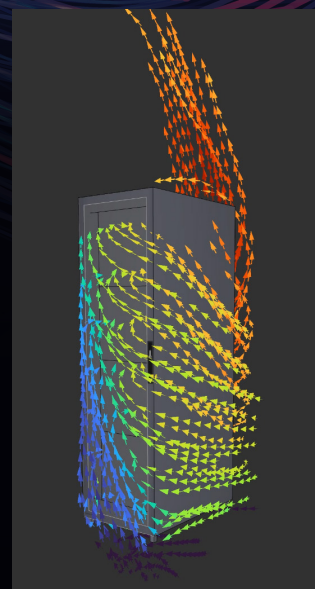
MAKING THE INVISIBLE VISIBLE

What cannot be seen can still be modeled, giving Kiewit teams new insight into how complex systems will perform before construction begins.

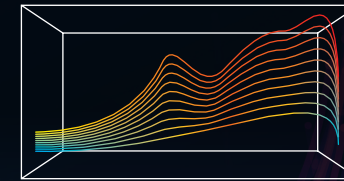
COOLING THE CLOUD

In a data center, even one degree matters. Over time, a small temperature difference can add millions of dollars in energy costs. For teams planning modern data centers, that makes thermal design an important early priority, with cooling strategies that can shape performance long before construction begins.

As demand for new data centers rises across North America, those decisions are becoming more important than ever. The way air moves through a building, how equipment is arranged and how cooling systems are designed can all affect reliability and cost over time.



What is computational fluid dynamics?



STAGE 1 CFD helps teams understand how heat transfer impacts gas or liquid movement through a space



STAGE 2 Analyze how that movement affects performance, safety and design factors



STAGE 3 Design more efficient, informed and reliable systems

WHERE IT CAN BE USED:

- Fire and smoke analysis
- Data centers
- Carbon capture projects
- Evaporation ponds
- Road and rail transit tunnels
- Wastewater treatment facilities
- Effluent pump stations
- Vortex grit chambers
- Chemical and process engineering
- Plume analysis
- Blast analysis
- Bridge flutter analysis
- Concrete flow modeling
- Heat exchangers
- Building HVAC

Heat and air movement don't show up on a floor plan, but they play a major role in performance. Air can slip through gaps, bypass equipment and recirculate hot exhaust into places it does not belong. Left unaddressed, those issues can drive up energy use and limit performance over time. So, how do you cool the cloud when airflow inside a data center is not always easy to predict? Computational fluid dynamics (CFD) modeling provides the answer.

TURNING AIRFLOW INTO INSIGHT

At Kiewit, that work starts early to get ahead of airflow challenges. Kiewit Engineering Group Inc.'s in-house CFD team uses advanced digital modeling to show where hot spots may develop, how cold air circulates and what design

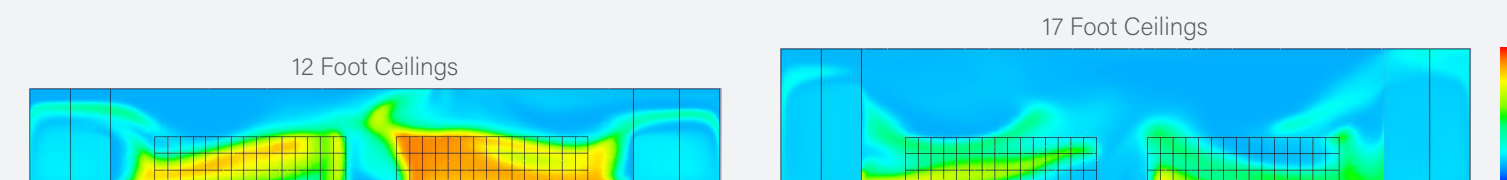
changes could improve performance before key decisions are locked in.

"With CFD, we can test different designs virtually, from ceiling heights to aisle layouts, and find the most efficient solution," said Will Fischer, a mechanical engineer at Kiewit.

In fact, in one case, the modeling showed that increasing a server room's ceiling height by five feet improved the cooling efficiency of the room. Over time, better airflow and cooling strategies can lower energy use and help reduce a facility's overall carbon footprint.

Early modeling can also help teams cut unnecessary equipment, make better use of space and avoid added construction costs.

Computational fluid dynamics modeling shows how heat moves around a server rack in a data center environment.



CFD modeling showed that higher ceilings improve cooling efficiency by allowing hot air to rise and move away from equipment.

THE SCIENCE INSIDE THE SIMULATION

With CFD, engineers build a 3D model of a space, whether that is a server room, tunnel or another complex environment, and divide it into millions of digital cells. They then use physics-based equations to predict how fluids such as air, smoke or concrete will move through that space.

“People think it’s overly technical, but it’s really about visibility,” said Baljinder Bassi, who leads the CFD team. “A picture speaks a thousand words. A video speaks a million. CFD lets us show, not just tell.”

Bassi has nearly 30 years of experience in CFD and led the effort to bring the capability in-house at Kiewit, establishing the company’s modeling team in 2020.

Still, the tool is only as strong as the people using it. Bassi explained that building the model correctly is one part of the job. Knowing how to read the results and apply them to a real project is what makes the work useful.

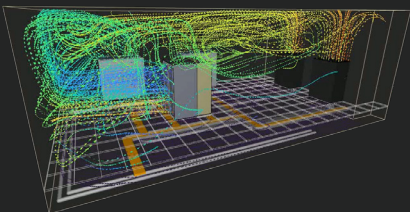
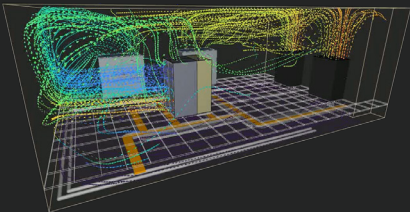
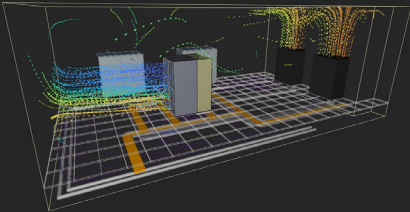
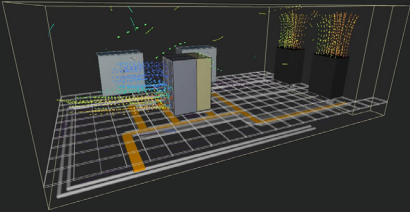
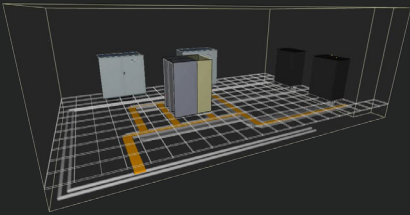
“My team has specialist expertise in grid generation, numerical simulation and the specific physics of each problem,” Bassi said.

That expertise allows the team to build detailed models that evolve with the design and help projects make informed decisions from pursuit through delivery.

“People think it’s overly technical, but it’s really about visibility. A picture speaks a thousand words. A video speaks a million. CFD lets us show, not just tell.”

BALJINDER BASSI

Chief Engineer



This simulation shows how air and heat move through a data center, helping engineers identify hot spots and refine cooling design before construction.

BROADER MARKETS, SAME EXPERTISE

While CFD helps improve airflow performance in data centers, it serves a different purpose in underground transit systems: protecting people during an emergency.

“We use CFD to understand how smoke will behave in a tunnel or station during a fire event,” said Bassi. “The goal is to help control that smoke in a way that supports life safety and gives people a safer path to evacuate.”

During a fire, ventilation systems are designed to push fresh air into safe areas while directing smoke away from evacuation paths. Using CFD, the team can model how smoke will rise, where it will collect and how air can be moved to keep exit routes clear.

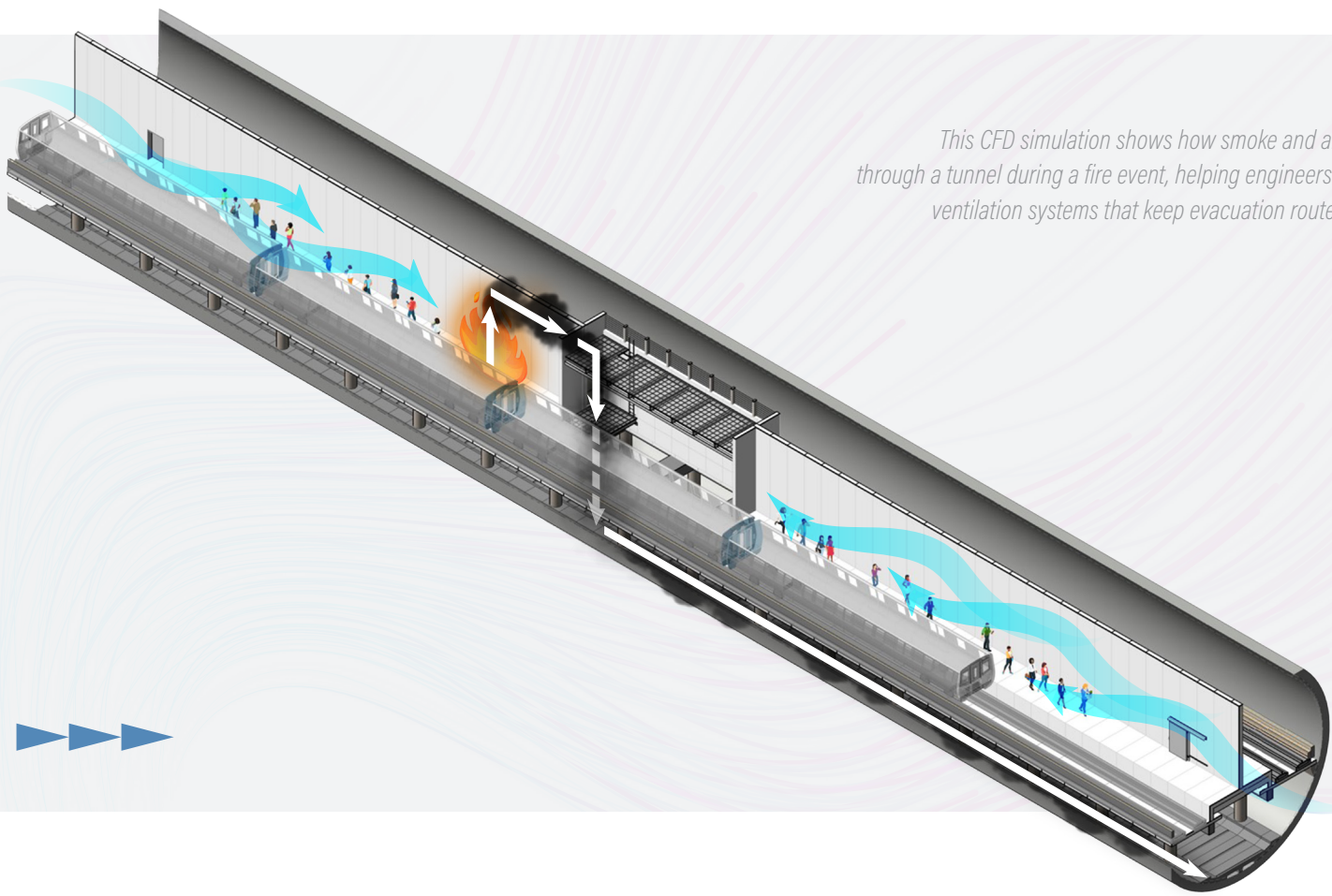
The same approach has been applied to carbon capture systems, water infrastructure and even concrete placement.

On a recent project, the team was asked to model how concrete would flow into a sealed steel mold, where conditions could not be observed during placement.

“In this case, the client couldn’t see inside the mold while pouring,” Bassi said. “They wanted to know if air pockets would form and whether the concrete would fully fill the space.”

The team built a digital model and predicted where voids would develop. When the project team later tested the same scenario with physical models, the results matched.

It was the first time the team had applied CFD that way on a real-world project, opening the door to new applications for making the invisible visible. For clients, that means better decisions earlier, fewer surprises and systems that perform as intended from day one. **K**



This CFD simulation shows how smoke and air move through a tunnel during a fire event, helping engineers design ventilation systems that keep evacuation routes safer.





HOLDING THE LINE AT

LAKE CONESTEE

On the edge of a nature preserve in Greenville, South Carolina, a 19th-century dam carried a modern risk, one that threatened drinking water for hundreds of thousands of people downstream.

Built in the late 1800s, the structure had long exceeded its intended lifespan while holding back an estimated 3 million cubic yards of material.

For more than a century, the Lake Conestee Dam held back the byproducts of the region's growth. As Greenville developed through the height of the textile industry and into the modern era, waste from mills flowed downstream and

settled behind the dam, slowly filling what was once open water with layers of sediment.

Cleaner sediment eventually settled on top, effectively capping what lay beneath. As long as the structure held, the system worked. But the dam itself was deteriorating, and the margin for error was shrinking.

If it failed, the impact would move quickly downstream, threatening water sources and surrounding communities.

"The only thing holding it back was this dam, built in 1892," said Kelly Lowry, director, Lake Conestee Dam Project, LLC.



The original Lake Conestee Dam, built in the 1890s, remained in service far beyond its intended lifespan, leaving the historic Conestee Mill (above) vulnerable to flooding during larger storm events.

YEARS OF STUDY, ONE PATH FORWARD

In the early 2000s, concerns about the dam's condition and the sediment behind it became more urgent, launching a prolonged period of study. For nearly two decades, engineers, regulators and environmental experts evaluated potential solutions, weighing cost, environmental impact and long-term reliability.

Eventually, the conclusion was unavoidable. Waiting was no longer an option.

The project gained momentum when Lowry stepped in to lead the effort on behalf of the state. With a background in environmental law and experience navigating complex regulatory systems, he focused on moving the project forward.

1. Crews placed roller-compacted concrete around the clock during a 33-day continuous operation that helped keep the project -on schedule and maintain momentum across the site. 2. Working in an active waterway required constant coordination to safely manage river flows and protect the surrounding ecosystem during construction. 3. Crews construct a contraction joint on the rock foundation that will support the new dam.



"I found myself faced with a project of serious complexity, magnitude and sensitivity, and I knew I needed the best help to succeed," said Lowry. "Failure would have been environmentally, economically and socially catastrophic."

Kiewit Infrastructure South Co. was brought into the process early, using a progressive design-build approach that allowed the owner and Kiewit's engineering and construction teams to shape the solutions together from the start.

That early involvement allowed the team to work through key challenges before construction began — aligning design decisions with how the project would actually be built, coordinating closely with regulatory agencies and advancing the elements needed for permitting.

A DIFFERENT KIND OF SOLUTION

Most early concepts focused on repairing the existing dam. But those approaches carried risk. Any disturbance could cause a dam failure, releasing contaminated sediment downstream and impacting water quality, ecosystems and drinking water supplies for over 500,000 people. It would also devastate Lake Greenwood's water-based economy centered on fishing, recreation and thousands of lakeside homes.

"For the dam to serve its purpose, a replacement was really the only way to go," said Scott Jones, Kiewit principal structural engineer.

Instead of rebuilding the original structure, the team chose to construct a new dam just downstream.

The new roller-compacted concrete dam would take control of the river, allowing the existing structure to remain submerged and continue containing the sediment. It addressed both the environmental risk and the structural problem — but introduced a new challenge.

The work had to happen without disrupting the river or destabilizing what already existed.

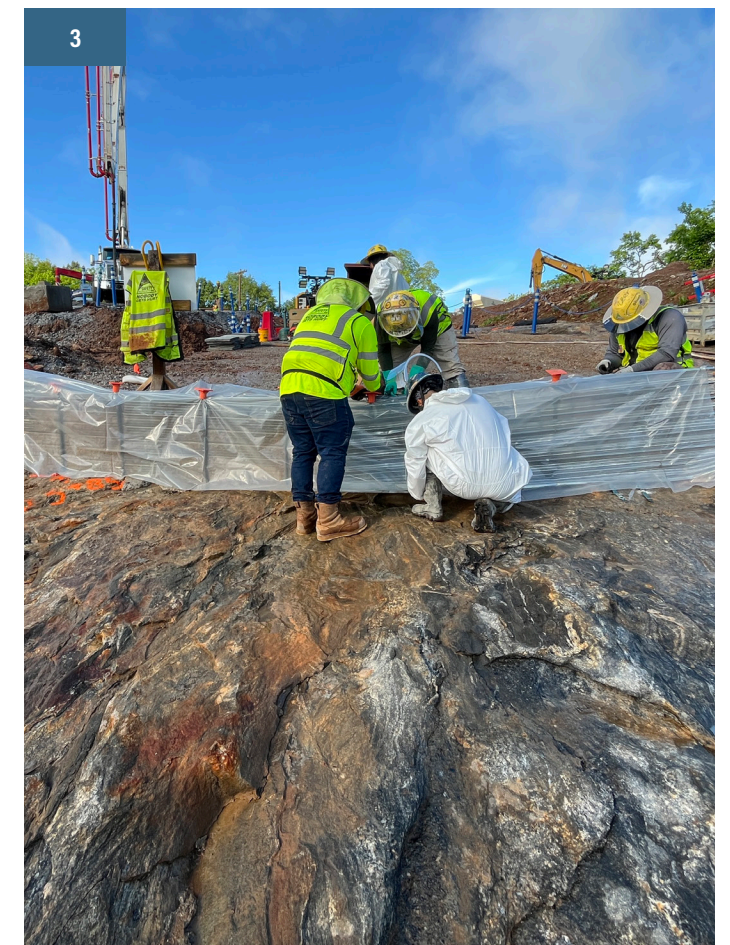
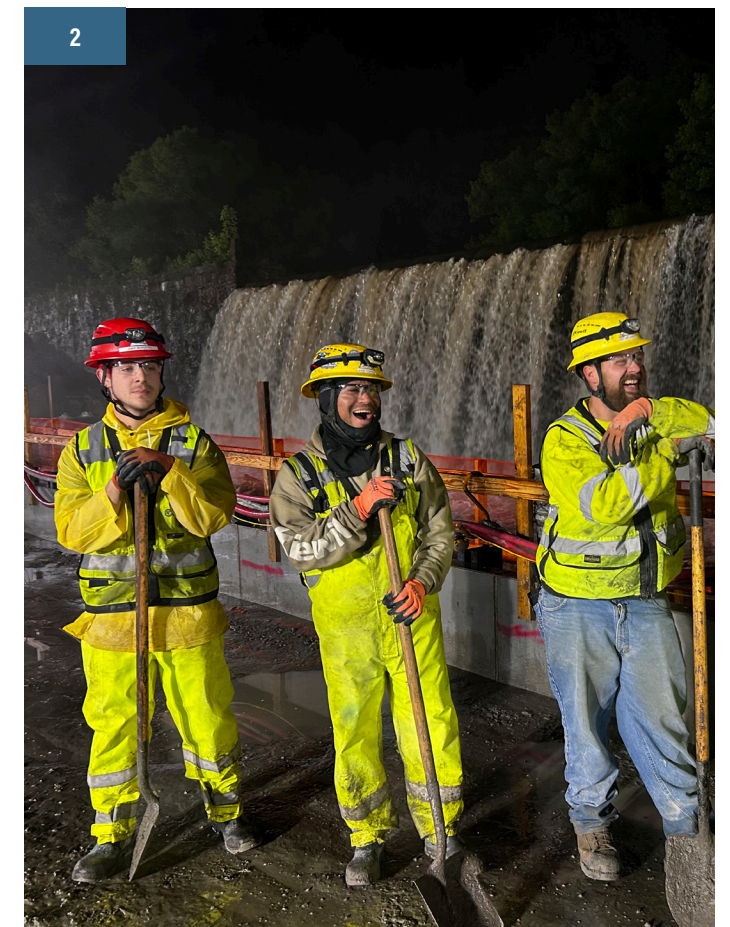
BUILDING IN MOTION

Construction didn't begin with a clean slate. The Reedy River continued to move through the site, and the team had to build around it.

"You're building a dam in front of a waterfall on a flashy watershed," said Anthony Galantini, Kiewit project manager. "One inch of rain and your flow jumps tremendously."

Early in the project, that reality became clear.

Storms pushed water levels up quickly, overtopping



temporary works and forcing crews out of the work area. Foundation preparation had to be redone more than once, costing the team time and exposing a larger issue. The longer the team stayed at the lowest elevation, the more exposed they were.

The response was a shift in strategy.

Instead of staying exposed at the lowest elevation, the team shifted how they sequenced the work, starting construction over the diversion culvert on one side of the river. That allowed them to gain elevation sooner and keep progress moving while maintaining the project's quality standards.

That adjustment changed the trajectory of the job.

FINDING THE RHYTHM

From that point on, work began to flow from one operation to the next without delay.

"We really didn't have any lulls. As soon as one phase finished, the next team was ready to step in," said Chris Gladson, project sponsor.

Foundation work transitioned directly into batch plant construction. Formwork followed. Concrete placement began without interruption.

There were no gaps between critical path activities.

By the time the team reached roller-compacted

concrete placement, they had established a rhythm they could sustain.

For 33 days, the site operated continuously.

Day crews set formwork. Night crews placed concrete. Each lift depended on the one before it, and timing was essential. Delays would require rework and slow production.

Instead, the operation moved without pause.

ONE TEAM, ONE OUTCOME

The project brought together people from across Kiewit, many of whom hadn't worked together before. Different backgrounds and experiences meant the team had to align quickly, especially as the pace of work increased.

"We had some early wins as a team, and that momentum carried through the rest of the job," said Gladson.

As construction ramped up, so did the complexity. Crews worked longer hours, operations overlapped and coordination became even more important. Success depended on each group understanding not just their role, but how their work impacted the next phase.

Field crews, engineers and superintendents stayed closely connected, adjusting plans in real time to keep work moving and avoid delays. That consistency allowed the team to maintain progress through some of the most demanding phases of construction.

Daily planning meetings and close coordination between field crews, engineers and superintendents helped the team maintain continuous progress through each phase of construction.



By the final stages, team operations were shaped by that alignment. Work transitioned smoothly, decisions were made quickly and the group stayed focused through completion.

When the project wrapped up, the results reflected that effort. Despite working in an active waterway, managing environmental risk and maintaining a continuous placement schedule, the team delivered the project more than a year ahead of schedule and under budget.

BUILT FOR WHAT'S NEXT

Today, the new dam stands in place of a structure that had held for more than a century. Upstream, the contaminated sediment remains contained. Downstream, the river moves as intended.

For nearby communities, the change is immediate. Areas that once flooded during major storms are now protected, and the uncertainty tied to the dam's condition is gone.

"It was a big weight off the community's shoulders," said Galantini.

The work also changes how the area can be used. What had been limited by risk is now stable, protecting nearby landmarks like the Conestee Mill and opening the door for future development along the river and renewed use of the surrounding space.

For the team, the result is something they can see and point to.

"You can build 100 dams," he said. "But there are always a few jobs that stick with you. This one had that." **K**



MODEL MATTERS

Explore a Q&A with Scott Jones, Kiewit principal structural engineer, on the progressive design-build contract model and watch an exclusive time-lapse video of the dam's construction.