

**“DO THE
JOB RIGHT,
REGARDLESS.”**

— W.J. McDonald, Founder



A Proud Heritage. A Promising Future.

Since our founding in 1921, Black & McDonald has grown to become one of North America's most respected integrated, multi-trade service providers. Today, our business units serve governments, institutions, and industry clients across Canada and the United States, and overseas.

We are a family-owned and managed company that employs thousands of highly skilled and talented professionals. While there are many things that set B&M apart, our success really comes down to our core philosophy: doing things right and delivering lasting value.



Our Mission

At Black & McDonald, we are on a mission to do work and build relationships that stand the test of time.

Our founder, W.J. McDonald had a vision for how he wanted the company to operate and grow and he established a Code of Business that guides our organization to this day.

We honour and respect W.J.'s beliefs through our current expression of Black & McDonald's values:

- Live and work safely
- Do it right
- Always improve
- Work for one another
- Build enduring customer relationships
- Enable people to flourish

Code of Business

We believe that meticulous work and continuous improvement are the foundation for lasting success. This philosophy of conducting business is based on the core values established by our founder, William John McDonald:

- Do the job right... regardless
- Talk to the customers regularly, confirm their satisfaction
- Make the price fair and reasonable
- A deal is a good one only when it is good for both parties
- Live up to your promises
- Treat employees with respect
- Complete jobs promptly
- Invoice promptly, fairly, and in detail

We continue to honour and respect these founding principles.



Experience in Broad-based Markets

Black & McDonald is an integrated, multi-trade service provider that safely delivers high-quality construction, facilities management, and technical solutions. With more than 100 years of diverse market experience across North America, we are a forward-thinking organization with a strong track record of delivering customer-focused solutions and operational excellence.

We have the breadth of experience, capabilities, and resources to oversee full project and asset lifecycles from design and build through to maintenance and management. Across all our lines of business, our mission is to do work and build relationships that stand the test of time.

Commercial

- Financial
- General Commercial/ Offices
- Property Management

Industrial

- Automotive
- Oil & Gas
- Mining
- Manufacturing

Institutional

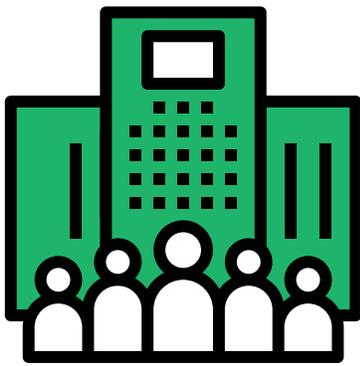
- Education
- Government
- Health Care
- Recreation and Entertainment

Infrastructure

- Power Generation
- Transportation and Cargo
- Transit
- Utilities
- Water and Wastewater



Key Statistics for the Black & McDonald Group of Companies



NUMBER OF OFFICES **40+**

NUMBER OF EMPLOYEES **6,800+**



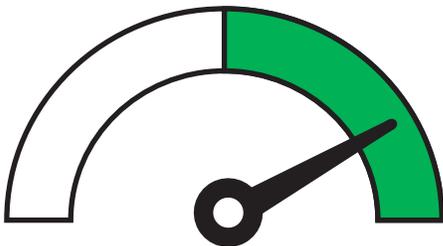
SALES
\$2.6 billion



CUSTOMER SATISFACTION SCORE **91.2%**



CUSTOMER NET PROMOTER SCORE **78.2**



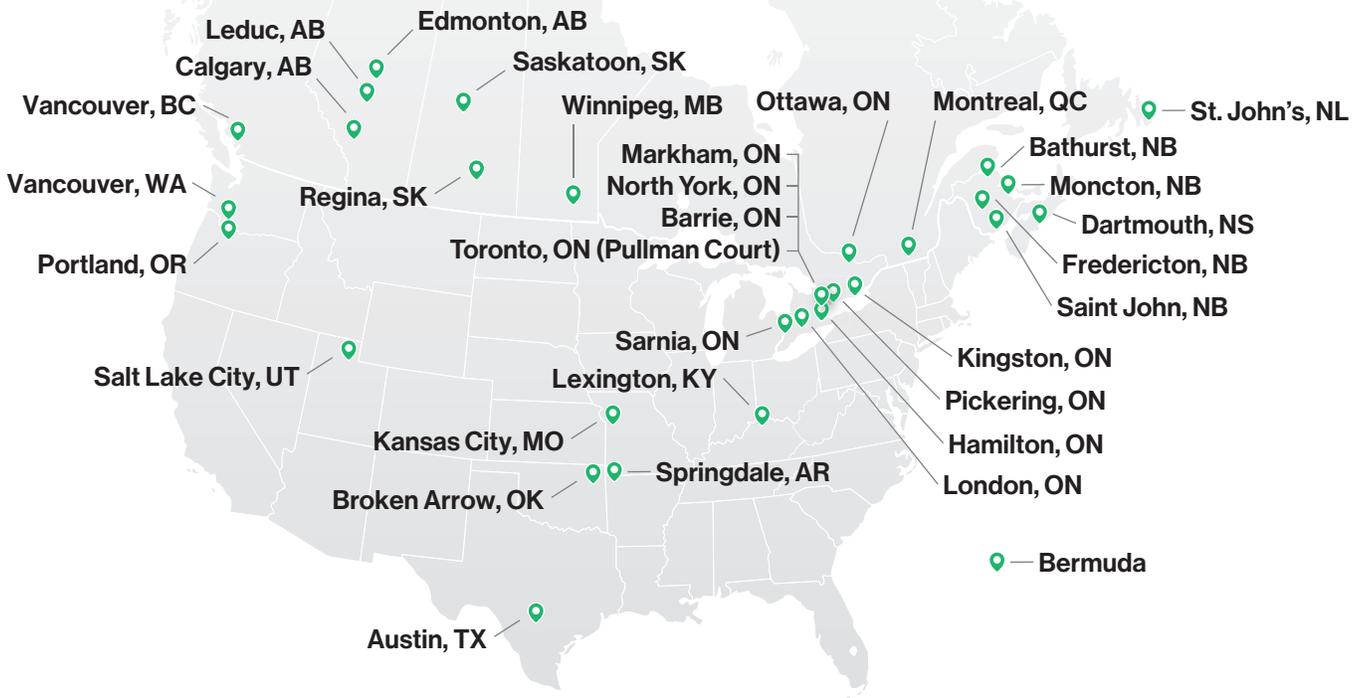
40.4

EMPLOYEE NET PROMOTER SCORE

SCORED HIGHER THAN 90% OF COMPANIES SURVEYED



Office Locations





Integrated, Multi-trade Solutions

Black & McDonald's multi-trade services range from large-scale construction projects to extensive facility services solutions that are deployed to manage and maintain more than 200 million square feet of built space and critical assets across North America.

Construction

Black & McDonald Limited (B&M) is a leading multi-trade contractor specializing in construction services that range from small-scale fit-outs and infrastructure upgrades to large, complex projects. B&M manages a wide variety of contract types, including EPC, Design-Build/Assist, lump sum, GMP, P3s, and facility management agreements. Our extensive experience spans multiple industries such as transit, telecommunications, healthcare, renewable energy, and more.

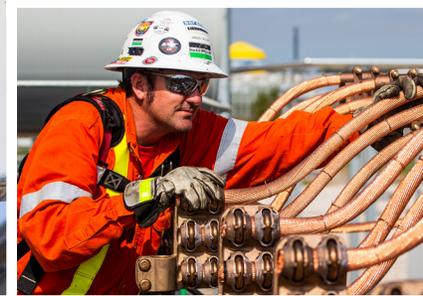
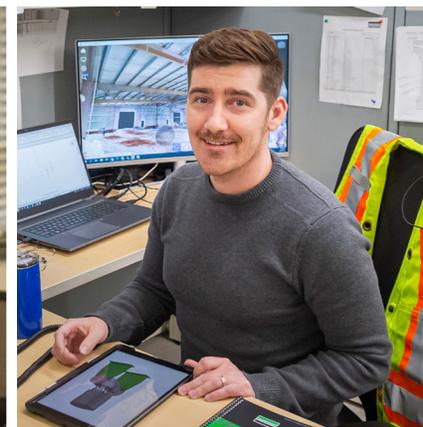
Major Construction and Maintenance Services

Electrical Systems

- Medium and Low Voltage Distribution Systems
- Integrated Power, Telecommunications Network Solutions
- Fire Alarm Systems
- Process and Industrial Automation
- Building Automation System
- Security Access Control and Video Surveillance
- Public Address and Emergency Notification Systems
- Interior, Exterior and Emergency Control (Line and Low Voltage)
- SCADA Control Systems
- Instrumentation and Control Solutions
- Electrical Vehicle Charging Infrastructure

Mechanical

- Mechanical Room Installations/Replacements for Building Services and Process Applications
- HVAC Installation
- Plumbing, Heating and Pipefitting
- Energy Management Retrofits
- Modular / Equipment Installations
- Specialty Process Piping
- Process and Building Services Piping
- Turnkey Chiller, Cooling Tower, Pump, and Process Equipment Installations
- Fuel System Installations
- Air-Conditioning and Ventilation
- Millwright and Rigging
- Industrial and Recreational Refrigeration
- Boilers, Furnaces, Steam Generation
- Industrial Combustion Burners



Utility

- Overhead Lines
- Municipal and Transportation
- Storm Response and Restoration
- Hydrovac Services
- Battery and Other Energy Storage Systems
- Underground Construction
- Substations
- Field Services
- Directional Boring
- Power Generation and Renewable Energy

Renewable Energy

- Geothermal Energy
- Hydroelectric Generation
- EPC Collector Systems Underground and Overhead
- Thermal Photovoltaic Systems
- Cogeneration

Engineering

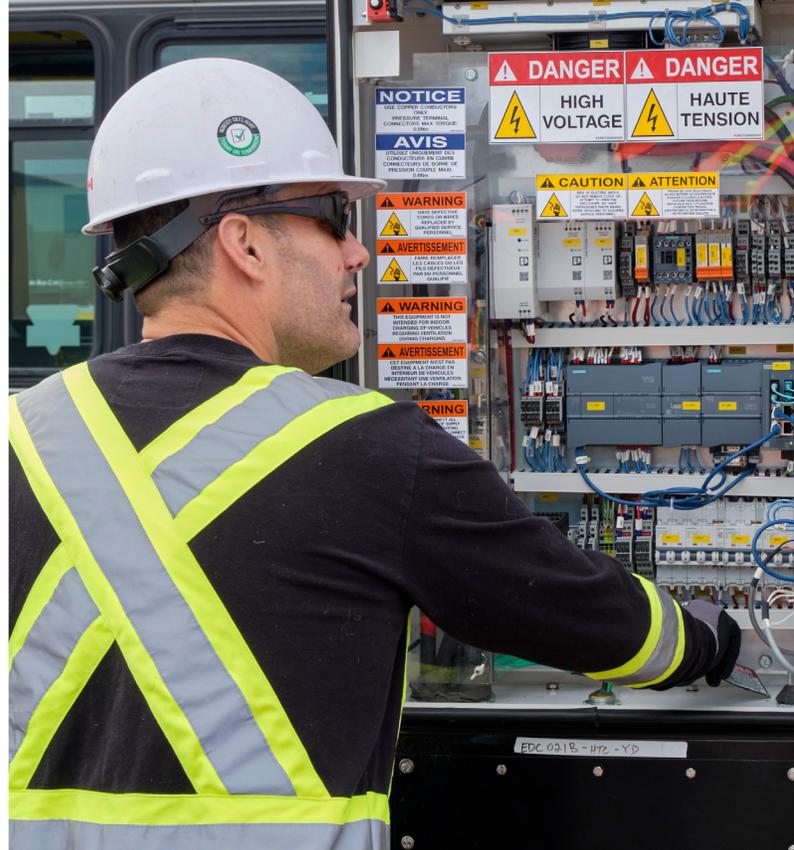
- Distribution Design
- Streetlight/Traffic Design
- SCADA Design
- Substation Design
- Power System Studies

Technical Services

- Protection, Control and SCADA Testing
- Infrared Scanning
- Metering Services
- Protection, Control and SCADA Panel Fabrication
- Substation Commissioning and Services
- Substation Maintenance and Services
- Power Quality Services
- Protection, Control, Telecom and Metering Building Services

Infrastructure/Civil Works

- Underground Collector System, Trenching, Ducts, Cabling and Testing
- Pre-Cast Chambers, Vaults, Foundations
- Environmental Mitigation and Protection, such as Erosion and Sediment Control, and Storm Water Management
- Foundations for WTG, Substations and Structures
- Access Road Construction



Specialized Services for Transportation Infrastructure

- Traffic Signal Installation and Maintenance
- Supply and Installation of Cutting-Edge Pre-Emption Systems
- Installation and Maintenance of CCTV Analog and IP Cameras
- Airfield Lighting, Navigation and Landing Aids
- Emergency Services, Storm Recovery Response Teams
- Street Light Installation and Maintenance
- Small Cell Network Infrastructure
- Electric Vehicle Charging Stations
- Installation And Maintenance of ITS Field Components (Bluetooth Readers, Wireless Communications, UPS Systems, Non-Intrusive Traffic Sensors, CCTV Dome Cameras, Temporary Arterial CCTV Cameras, Fixed and Portable Variable Message Signs)
- Supply, Installation and Configuration of Non-Intrusive Detection Systems
- Supply, Installation and Configuration of Loop Detectors
- High Mast and Street Lighting Installation, Upgrades and Maintenance
- Installation And Maintenance of Fixed and Portable Variable Message Signs
- Advanced Traffic Management System Installation and Maintenance
- Decorative Lighting Fixture Installation
- GIS Based Asset Management Solutions
- Smart City Grid Solutions
- Supply, Installation and Configuration of Adaptive Traffic Control Systems



Facility Services

We offer a single-source solution for all facility-related needs. We provide comprehensive facility services programs that span both planned and predictive maintenance models offering robust asset management, equipment maintenance, energy monitoring and management, 24/7 emergency repair and technical support.

Black & McDonald delivers integrated, technology-driven facility services that maximize asset value, reduce operational risk, and enable clients to focus on their core business.

Our Value Proposition

With over 200 million square feet under management, we provide a single-source solution for all facility-related needs—combining technical expertise, innovative technology, and a commitment to operational excellence.

Our Core Services

Comprehensive, Planned & Preventive Solutions

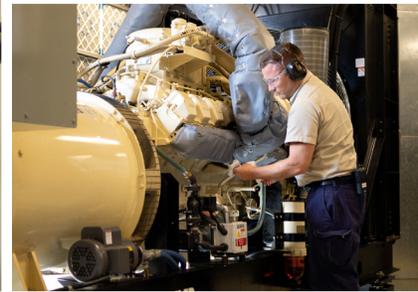
- Facility Service Agreements (Comprehensive, Planned and Preventive)
- Heating, Ventilation and Air Conditioning (HVAC) Services
- Refrigeration & Production Heating/Cooling
- Electrical Services (HV/LV)
- Building Automation, Controls & Instrumentation

Support & Emergency Response

- 24/7 In-House Central Contact Centre (Bilingual)
- 24/7 Mobile Technical Trades
- Emergency Repair & Warranty Support
- Live Equipment Tracking and Monitoring
- Comprehensive Technology Integration & Reporting: Real-time data analytics and dashboards for actionable insights.

Energy & Sustainability Services

- Energy Services & Efficiency Programs
- Decarbonization & Electrification Initiatives
- Healthy Buildings Monitoring
- Lifecycle Asset Management
- IoT, Smart Technologies & Live Equipment Tracking



Integrated Facilities Management

Our Integrated Facilities Management (IFM) is strategically designed to simplify operations and maximize value across an entire portfolio or a single facility. By consolidating multiple services and scope under one accountable partner, IFM reduces operational complexity, drives cost efficiency, and ensures consistent service delivery. Leveraging technology and data-driven insights, IFM transforms facilities into a competitive advantage, enabling leaders to focus on growth while we optimize performance, sustainability, and occupant experience.

Our Integrated Facilities Management offering includes:

- Operations & Maintenance Services (hard, soft, and specialized services)
- Project Management & Delivery, Energy, Sustainability and Life-cycle Planning
- Comprehensive Technology Integration & Reporting (data analytics and dashboards)
- Advisory & Risk Management (Risk Management, Capital Planning, Transition Planning, Process Development, Subcontractor Management)



Our Commitment to Inclusion in the Workplace

Fairness and respect have been core values of Black & McDonald since our founding in 1921. Our ongoing success continues to be rooted in how we as an organization and as individuals treat others and build positive, lasting relationships. We believe that striving to be an equitable and inclusive company aligns with these well-established principles and makes us and our business better.

Our goal as an employer is to enable our people to flourish. We are committed to providing every individual with an equal opportunity to do meaningful work, to treating everyone fairly, and to sustaining a work environment based on mutual respect, integrity, personal fulfillment, autonomy, and trust. We protect people's dignity and well-being by being a place where people can be themselves and feel safe, welcomed, included, and valued regardless of background, perspective, role, and contribution. For our customers, subcontractors, partners and local communities, we model the same decency, understanding, and fair play.

We are strongly committed to fostering an equitable and inclusive workplace culture, thereby enabling and empowering all people to fully participate, to reach their potential, and to contribute to the success and welfare of the Black & McDonald community.

At the heart of Black & McDonald's culture is its Employee Value Proposition (EVP).

The EVP is based on three pillars that emphasize purposeful evolution and passionate leadership:



**One Company with
Endless Opportunities**



**A Family Business
with Family Values**



**Empowered People
with Ambitious Goals**

Our EVP embodies how Black & McDonald implements its Code of Business and values in a tangible and measurable manner. This commitment was and still is reflected in the company's focus on key measures of success, including health, safety, and environmental responsibility; planned growth and profitability; customer satisfaction and loyalty; continuous improvement; employee satisfaction and loyalty; community responsibility; and equity and inclusion.

Overall, working for and with Black & McDonald means being part of a company that prioritizes integrity, excellence, and the well-being of its employees, customers, and communities. It's about embracing a culture of continuous improvement and making a positive impact in everything you do.

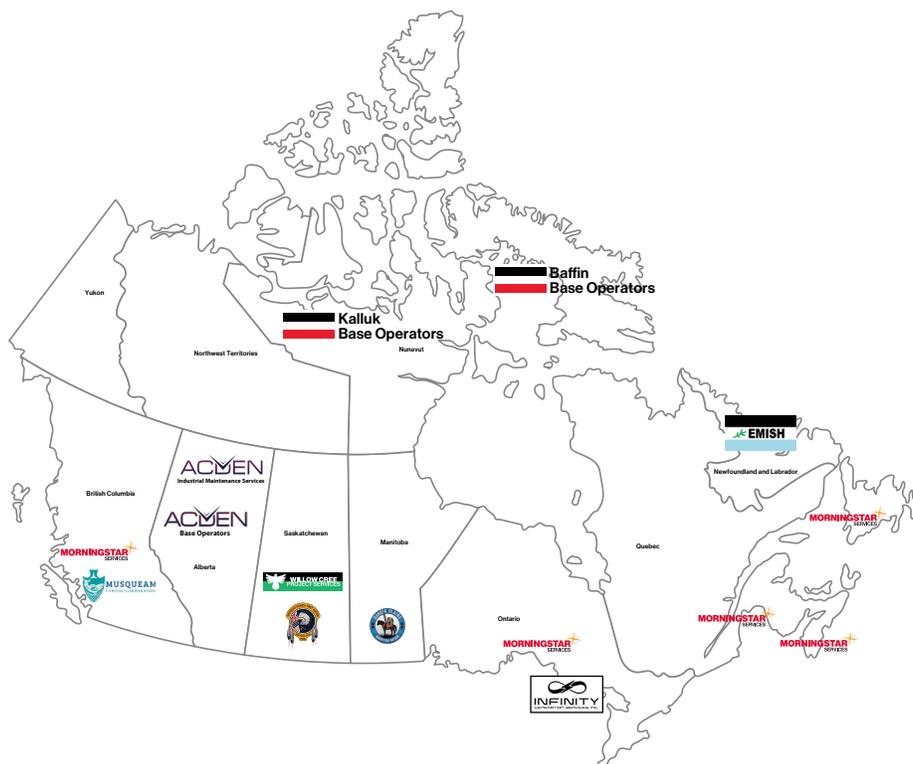


Commitment to Indigenous Engagement

Black & McDonald and its subsidiaries and affiliates have a long-standing commitment to partnering with Indigenous nations across North America.

These affiliations & relationships are built on the principles of fairness and respect and honouring Black & McDonald's Code of Business. We are committed to providing an equal opportunity for meaningful work, to treating everyone fairly, and to sustaining a work environment based on mutual respect, integrity, personal fulfillment, autonomy, and trust.

We are strongly committed to advancing diversity in the Contracting Industry and fostering an equitable and inclusive workplace culture, thereby enabling and empowering all people to fully participate, to reach their potential, and to contribute to the success and welfare of our customers, employees, and the communities where we work and live.





Environmental Awareness, Sustainable Solutions

Sustainable Business Practices

For business and society as a whole, the years ahead pose challenges in energy production and resource conservation, as well as varied and unpredictable climate events.

Black & McDonald is committed to effectively monitoring and managing the environmental impact of our business operations and doing our part to meet the resource needs of tomorrow. This is a good business practice and the right thing to do.

As a North American leader in renewable energy projects and energy management, Black & McDonald is ideally positioned to assist our clients in these vitally important areas and share our wide-ranging knowledge and expertise. We are committed to working with our clients to optimize the performance of their assets and help them meet environmental compliance requirements.

Corporate Social Responsibility

At Black & McDonald, we define corporate social responsibility (CSR) as a voluntary set of actions that integrate a range of socially responsible and ethical practices into our corporate strategy, operations, and culture. These practices go beyond legal compliance to ensure we engage, learn from and support the communities in which we work, while protecting the environment and the safety of our people.





Monitoring and Reducing Environmental Impacts

As a turnkey solutions provider with a focus on sustainability, Black & McDonald promotes the transition to smarter communities with infrastructure that can track energy usage, minimize greenhouse gas emissions, capture real-time data into the performance of equipment, and expedite transportation and traffic.

We have integrated sustainable solutions into all processes and services at Black & McDonald. We work closely with our clients to help them achieve and sustain a balance between environmental stewardship and their bottom line. We provide strategies for meeting stringent regulatory requirements for managing their carbon footprint and support corporate initiatives to promote sustainable practices.

Black & McDonald is equipped to implement the latest software and analytics tools, enabling clients to monitor and reduce their environmental impact in real time. Our chief goal is to assist in the creation of sustainable and smart cities that deliver better results to communities and residents.

Black & McDonald ensures the integration of our sustainable values into every trade, every project, and every community we serve.

3 Pillars of Sustainability



ENVIRONMENT
A natural and viable environment



ECONOMIC
Sustainable economic development



SOCIAL
Nurturing community



Quality

Quality has always been a cornerstone of our business philosophy. We believe that our customers deserve the highest-quality products and services available. To deliver on this commitment, we implement robust quality programs with a focus on continuous improvement and customer satisfaction. Our quality programs satisfy the rigorous requirements of industry-specific codes and standards, as well as jurisdictional and client requirements.

Successful Quality Programs with Extensive Experience in Heavy Industrial Installations

- Nuclear Power Generation
- Thermal Power Generation
- Pulp & Paper and Transportation
- Canadian Military
- Onshore and Offshore Oil & Gas
- Mining

Our Quality Programs Meet the Requirements of the Following Standards

- CSA N286-12, Management System Requirements for Nuclear Facilities (for Engineering, Procurement, and Construction)
- CSA N299.1, Quality Assurance Program Requirements for the Supply of Items and Services for Nuclear Power Plants
- CSA N285.0, Class 1, 2, 3, 4, & Class 6 (Fabrication, Installation, Repair, Modification of Code Items and Supports)
- CSA B51 (ASME Section I, Section III, Section VIII, Division 1, B31.1, B31.3, B31.5, B31.9)
- CSA W47.1, Division 2, Certification of Companies for Fusion Welding of Steel
- CSA W47.2, Division 2, Certification of Companies for Fusion Welding of Aluminum
- ISO 9001-2015, Quality Management System—Requirements



Quality Program Approval (Regulatory Bodies):

- CSA W47.1/W47.2 Welding Operations Registered with the Canadian Welding Bureau
- ISO 9001 Registered
- Technical Standards and Safety Authority (Ontario) CSA N285.0, CSA B51
- Alberta Boiler Safety Association
- Technical Safety British Columbia
- New Brunswick Department of Justice & Public Safety
- Nova Scotia Department of Labour
- Technical Safety Authority of Saskatchewan
- Prince Edward Island, Department of Housing, Land and Communities
- Service NL
- Manitoba Inspection & Technical Services
- Régie du bâtiment du Québec

Quality Programs Acceptance (Client):

- EnCana Corporation—Offshore Oil Production
- Lloyd's Register of Shipping—Offshore Regulatory Authority
- Canadian Natural Resources Limited
- Husky Oil Operations
- Nova Scotia Power Inc.
- Enbridge Inc.
- TC Energy
- Bruce Power
- Ontario Power Generation Inc.
- Alstom





Health, Safety, and Environment

At Black & McDonald, excellence in Occupational Health, Safety, and Environment (HSE) is inherent in how we do business. We recognize that our greatest strength is our people and that production, quality, and cost-effectiveness can be achieved through the daily integration of our HSE Management System and processes.

The health and safety of people and the protection of our environment are fundamental values we observe when carrying out our business activities. We have been

the recipient of numerous awards of excellence and we strive for continuous performance improvement. Within our safety culture, we believe that every incident is preventable and the goal of zero incidents is achievable.

Many of our operations present potential risks to people and the environment. We believe that the most effective way to meet our commitment is through a competent, committed workforce and through practices designed to ensure the resultant risk is effectively and proactively managed.

Our Health, Safety and Environment (HSE) Management System Objectives

- Follow the “Plan, Do, Check, Act” systems model, which is based on the ISO 45001 HSE Management System
- Effectively implementing our proactive tools and digital solutions for HSE Management
- Continue to improve our HSE performance by proactively addressing hazards and hazardous activity in the field
- Support the development of our workers through orientation, training, task instruction, and observation and coaching
- Identify hazards with continuous oversight to effectively mitigate risk
- Reinforce our belief that all HSE incidents are preventable
- Promote and maintain a work environment in which each of us accepts personal responsibility for our own safety and that of our colleagues
- Continuous Improvement through Industry Best Practices such as Human Performance, Energy Based Safety and other relevant HSE Programs or Initiatives

We believe these measures will help drive Black & McDonald closer to our vision of a workplace where “Nobody Gets Hurt Today or Tomorrow.”



HSE Achievements

Black & McDonald was awarded Canada's Safest Utilities and Electrical Employer Award for four years in a row: 2021, 2022, 2023 and 2024 by Canada's Safest Employers.

Black & McDonald has achieved the Certificate of Recognition™ (COR) in all applicable provinces of Canada.





Corporate Structure

Co-Presidents

Ian McDonald
Bruce McDonald

SVP, Corporate Services Group

Ross McDonald

CFO

Feaz Rahim

CIO

Rajiv Sharma

VP & General Counsel, Legal

Christina O'Donnell

VP, People Resources

Denisa Leiba

VP, Health, Safety & Environment

Anthony Di Gianni

VP, Quality

Tracy Mason

Eastern Canada

Charles Savoie
Senior Vice President

Maritime Regions

Mike Trefry
Regional Vice President

Halifax
Saint John
Fredericton
Moncton
Bathurst
St. John's

Quebec & Newfoundland and Labrador Region

Chris Bragg
Regional Vice President

Montreal
Mount Pearl
Labrador City

Northern Ontario Region

Patrick Johnston
Regional Vice President

Ottawa
Kingston

Power Generation Region

Mark Healy
Regional Vice President

Pickering

Southern Ontario Electrical Mechanical Region

Tony Decuzzi
Senior Vice President

Toronto

Southern Ontario FMO & Service Region

Scott Harris
Regional Vice President

Toronto
Barrie
Bermuda

Southern Ontario Utility Region

Tony Decuzzi
Senior Vice President

Toronto

Southwest Ontario Region

Phil Taggart
Regional Vice President

Hamilton
London
Sarnia

Western Canada

Neil MacPhee
Regional Vice President

Winnipeg
Saskatoon
Regina
Edmonton
Calgary
Kelowna
Vancouver

Roberts Onsite

Mike Birmingham
President

Kitchener

Canadian Base

Operators
Scott Harris

President

Markham

U.S.A. Region

Benjamin Clegg
Regional Vice President

Kansas City, MO
St. Louis, MO
Salt Lake City, UT
Austin, TX
San Antonio, TX
Springdale, AR
Broken Arrow, OK
Lexington, KY
Portland, OR
Vancouver, WA



Corporate References

Black & McDonald has long-established relationships with our legal, audit, and financial service providers. Their support is a key part of our continued success.

Banking

TD Bank
BMO

Bonding

Travelers Insurance Company

Auditors

Ernst & Young LLP

Insurance

Navacord – Petrela, Winter & Associates
Lockton Companies Inc.



Contact Us

Corporate Office

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 Fax: (416) 922-8768

Black & McDonald Offices

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 Dartmouth, NS.....(902) 468-3101
 Fredericton, NB.....(506) 459-1650
 Bermuda.....(441) 232-0234
 Moncton, NB.....(506) 858-5688
 Saint John, NB.....(506) 693-4822
 St. John's, NL.....(709) 747-1406
 Montreal, QC.....(514) 735-6671
 Pickering, ON.....(905) 837-1291
 Hamilton, ON.....(905) 560-3100
 Kingston, ON.....(613) 903-5039
 London, ON.....(519) 681-4801

Sarnia, ON.....
 Markham, ON.....(647) 794-2300
 North York, ON.....(416) 298-9977
 Ottawa, ON.....(613) 526-1226
 Barrie, ON.....(705) 722-4044
 Toronto, ON (Pullman Court)
(416) 298-9977
 Winnipeg, MB.....(204) 786-5776
 Regina, SK.....(306) 924-0885
 Saskatoon, SK.....(306) 652-3835
 Calgary, AB.....(403) 235-0335
 Calgary, AB.....(587) 975-0036

Edmonton, AB.....(780) 484-1141
 Leduc, AB.....(587) 772-2402
 Vancouver, BC.....(604) 301-1070
 Austin, TX.....(512) 836-0800
 Kansas City, MO.....(816) 483-0257
 Lexington, KY.....(816) 483-0257
 Springdale, AR.....(479) 419-9550
 Salt Lake City, UT.....(801) 569-9219
 Portland, OR.....(801) 569-9219
 Broken Arrow, OK.....(816) 483-0257
 Vancouver, WA.....(503) 457-8639

Subsidiaries

B&M Energy & Infrastructure, LLC.....(800) 814-4311
 Pierre Brossard (1981) Ltée.....(450) 659-9641
 Power Precision.....(506) 548-1880
 Riverside Electrical Contractors Inc.....(502) 570-4777
 Roberts Onsite Inc.....(519) 578-2230
 Commercial Cleaning Services.....(905) 688-9220
 OCM Engineering, LLC.....(317) 644-0949
 Just Engineering & Inspection Services Inc. (502) 995-8348

Affiliated Companies

Canadian Base Operators.....(647) 794-2300
 Entera Utility Contractors.....(416) 746-9914
 Infinity Generation Services Inc. (IGS).....(855) 638-2447
 Morningstar Services.....(647) 455-5846
 Midwest ATC Canada.....(705) 446-9019