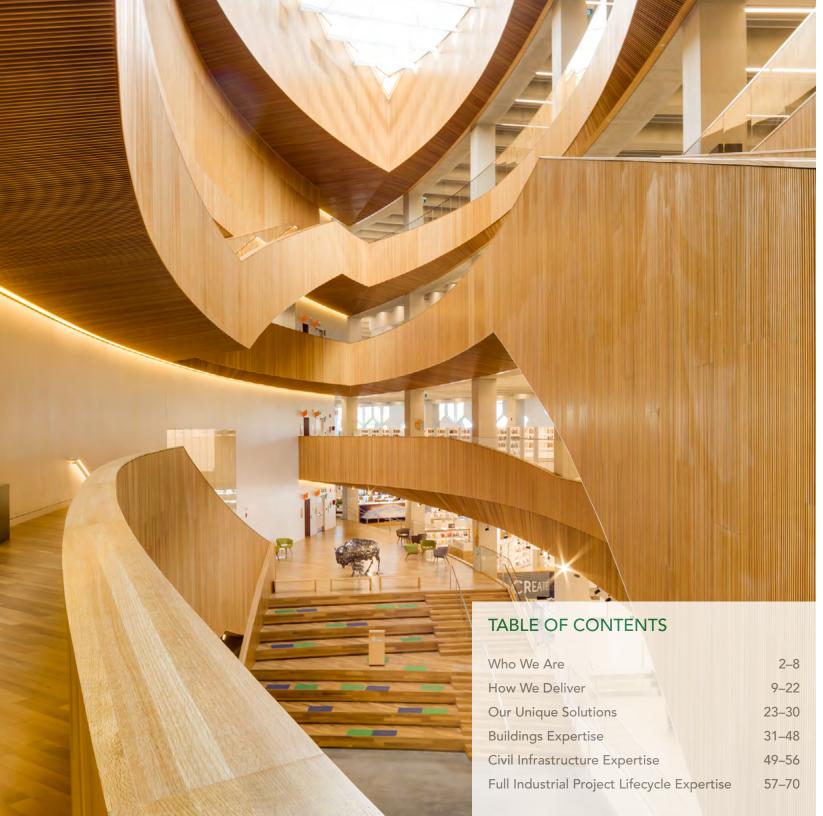




Redefining Canadian Construction





A MESSAGE FROM OUR **PRESIDENT AND CEO**

Over the last several years, Bird has evolved tremendously, positioning us to accelerate our growth initiatives while never losing sight of our deep roots spanning more than 100 years in Canada.

In September 2020, we joined forces with Stuart Olson, extending our reach both geographically and in service offerings. The integration of Stuart Olson has provided solid cross-selling opportunities, contributed to our strategic priority to balance our risk profile, expanded our talented pool of constructors, and deepened our self-perform capabilities. For our clients, employees, and stakeholders, this transformative merger has proven we are better together.

The acquisition of Dagmar Construction in September 2021 further strengthened Bird's presence in the industry, specifically in the public infrastructure market. Building on our existing national capabilities in industrial civil and heavy civil programs, Dagmar's specialized civil infrastructure offerings, experience, and reputation will be a significant catalyst for Bird's long-term growth in the civil infrastructure sector.

As Bird continues to evolve, our commitment to our culture, values, and staying true to our roots will remain constant. Our people are at the foundation of our success, and their resilience and dedication is unwavering. Bird's strong financial position stems from a disciplined approach that emphasizes safety, quality, superior client service, and first-class execution. Our collaborative culture of professionalism, integrity, and respect has created a dynamic workforce that is invested in the success of the business and its positive impact on the communities in which we live and build.

I am excited about our future as we continue to collaborate, listen, deliver, and seek opportunities to redefine the Canadian construction market.

Teri McKibbon, **President and CEO**



WE ARE BIRD CONSTRUCTION

Redefining Canadian Construction From Coast-To-Coast

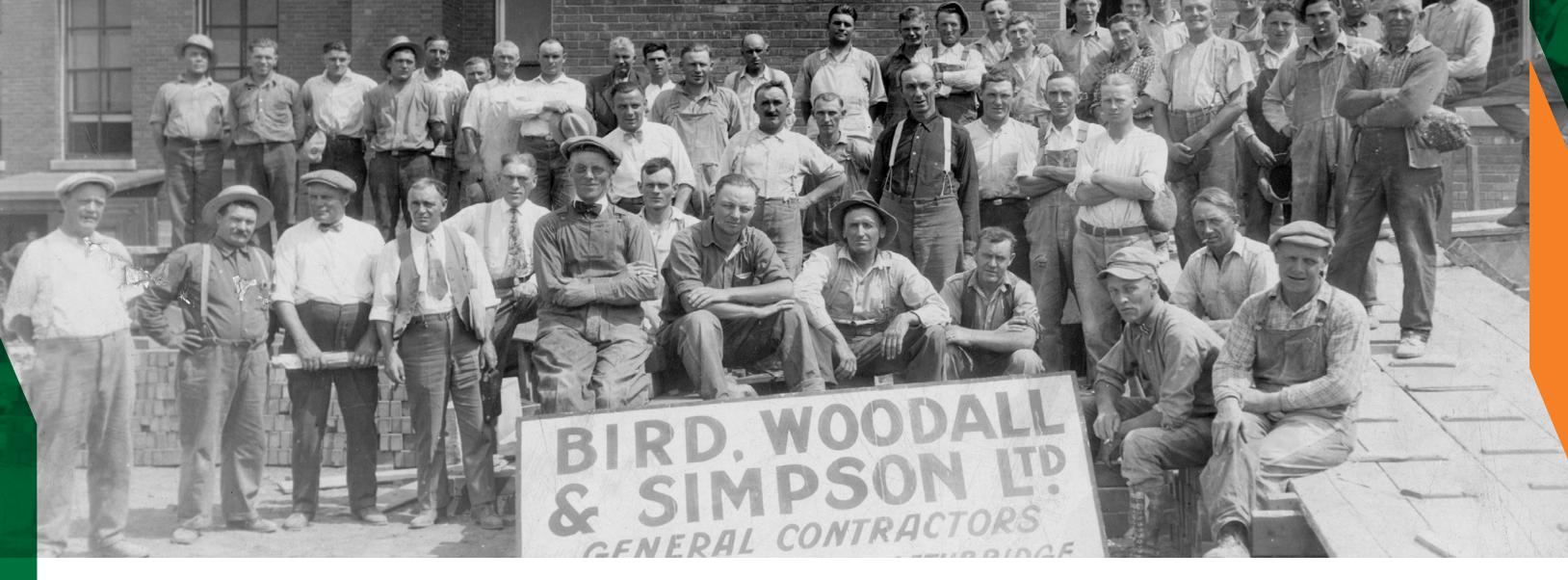
For over 100 years, Bird has expanded across the country, building deep Canadian roots. We have grown both organically, and through strategic acquisitions across the country, focusing on high performing businesses that support expanding our geographic reach and increasing our diverse service offering.

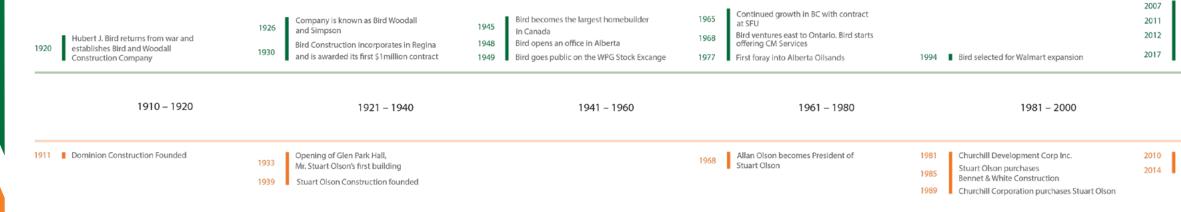
With offices from coast-to-coast and a workforce of more than 5,000 people, Bird operates in a diverse cross-section of market sectors with the knowledge, capabilities, and experience to support commercial, institutional, and residential projects, and to serve a broad range of industrial and infrastructure clients.

Bird's comprehensive range of services spans new construction, renovations, tenant improvements, and maintenance programs. In partnership with Stack Modular, Bird also provides purpose-built structural steel modular building design and construction.

Our model for success is simple, yet powerful in its application. An approach to doing business that is grounded in respect, transparency, and collaboration. A commitment to all stakeholders - clients, consultants, trades, and community - to engage in a team approach that values people and thrives on fresh ideas and intelligent solutions. At Bird, we know from experience that collaborative projects promote innovation, which leads to better performance and extraordinary results.







Bird purchases Rideau Construction

Bird purchases H.J. O'Connell

Bird purchases Nason Contracting

Bird acquires 50% of Stack Modular Group of Companies

2001 – 2019

2010Churchill purchases Dominion Construction2014Churchill changes name to Stuart Olson

Bird & Stuart Olson merge to form a Top 5 Canadian Construction Company 2020

2021

Bird acquires civil infrastructure company Dagmar Construction

THE PEOPLE BEHIND OUR WORK

At Bird, we are building an inclusive and collaborative community driven by a strong sense of belonging, well-being, and social responsibility.

Our people are what matter most. Without them, our business wouldn't exist. Our teams are comprised of construction leaders who deliver on our commitments with integrity and professionalism for all clients across diverse market sectors in every region in Canada.



PEOPLE & CULTURE While physical safety at work is extremely important, so too is psychological safety and creating an environment where raising a concern is applauded. Respectful communication grounded in ideal team player principles allow Bird employees to thrive while bringing their whole selves to work everyday.

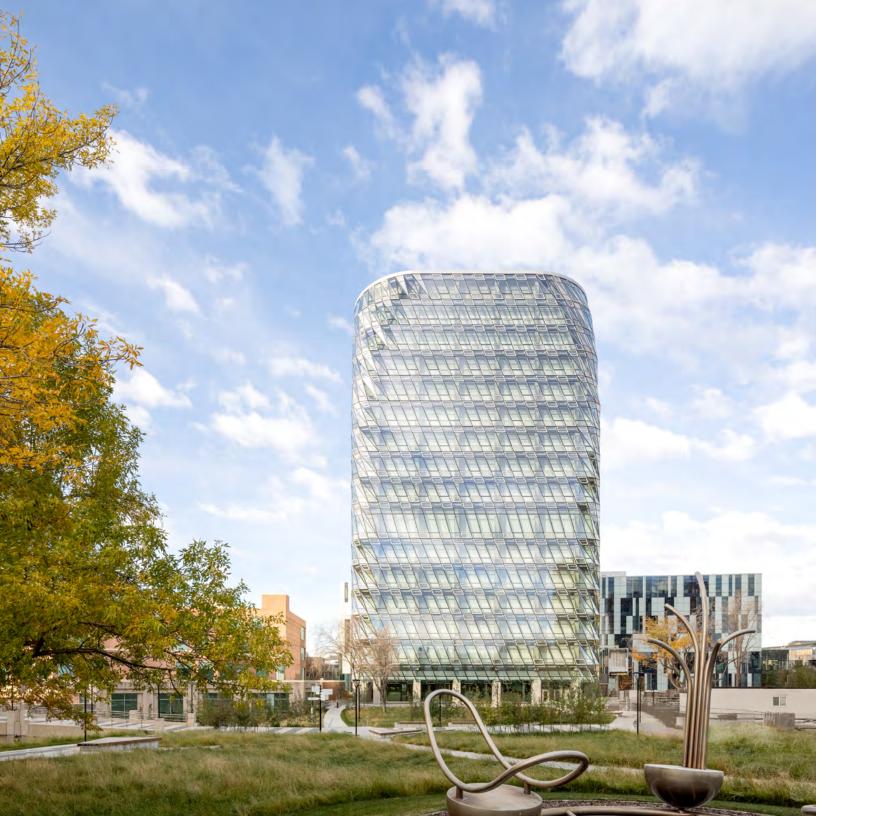


SAFETY

To Us, It's Personal

Safety is an essential component of our DNA and it affects everything we do. Our holistic health and safety culture is rooted in our commitment to work in a spirit of collaboration with all employees, trade contractors, clients, and suppliers to foster the healthy and safe work environment that every worker deserves and that ensures everyone goes home safe every day.

We uphold our high standards through an engaged workforce and vigilant processes that create a culture of complete accountability and personal responsibility. Effective hazard identification, assessment, and control are critical components for safe production. From project plans and regulatory requirements, to waste management, consumption, spills and emissions control, to best-in-class training, we are committed to performing our work in the safest manner possible as we generate the quality outcomes our clients expect.



CREATING VALUE

At Bird, we are breaking the mold by moving away from traditional models that slow the adoption of technology. We look at construction challenges as opportunities to innovate and push beyond the limits of expectations.

We offer end-to-end, full lifecycle solutions by combining our leading safety culture and robust processes with fresh ideas that are supported by decades of experience. Our team of experts across Canada focus on risk reduction and quality control, leading to consistent and sound solutions for our clients.

Embracing change and discovering unique, future-ready, and sustainable solutions excite us.

Technology That Achieves Results

Effectively utilizing technology reduces unknowns and provides deeper insights, resulting in higher consistency and an enhanced quality of work.

We are focused on ensuring the right tools are in place for our business and our stakeholders. By building common platforms and core processes, and leveraging best practices, we create a collaborative environment for safe execution, efficient reporting, and strong data security based on reliable information.

Digitization of the job site is standard on all Bird projects. Electronic management, communication, and follow-up of all project drawings, photographs, RFIs, submittals, deficiencies, and quality considerations ensure that all project stakeholders reference a single source of the truth at any time, keeping projects on time and on budget, and reducing our carbon footprint. Digitization also increases administration efficiencies, which means more time for focusing on the things that matter most – ensuring our people are safe and our projects are executed to the highest quality.



MODEL OF STAGE 2 CONFEDERATION LINE EXTENSION



Working Safer, Smarter, Faster

Our Virtual Design and Construction (VDC) capabilities improve construction productivity and reduce the overall risk of design conflicts and revisions. Throughout the lifecycle of a project, Bird's VDC processes support project delivery through enhanced clarity, improved quality, and transparent communication of project activity. It supports safe and productive execution. After completion, the digital model improves total cost of ownership through simplified operations and maintenance. The model provides the owner with a complete set of detailed information relevant to the asset's construction, enabling repairs and replacements to be anticipated through maintenance schedules rather than manual inspections.

We effectively deploy a range of technology solutions such as drones, heat tracing, lasers, IoT sensors, and robotics to prioritize safety, prevent rework, improve or accelerate execution, and reduce costs. Drones can remove the human element from hazardous excavations, capture highly accurate and up-to-date site information to monitor construction progress, and understand site constraints in real time. The result? Safer sites, stronger collaborations, and better communication.

Sometimes the data we need to understand an existing site is unavailable. To avoid costly and potentially dangerous surprises, we turn to assessment tools such as lasers to understand the project before even breaking ground. By recording precise locations and distances to produce a point cloud file, our teams have access to accurate digital measurements and images for use throughout the project.

Generating Powerful Insights

Smart solutions for smart buildings.

Bird's bespoke cutting-edge technology is paving the way for the future of smart buildings. The Centre for Building Performance facilitate seamless construction delivery that minimizes environmental impacts throughout every step of the construction process and supports the lifecycle of a building asset. How? Integrating all building systems data provides visibility into a building's performance, ensuring it performs as designed. These insights can generate analytics, reports, and trends through a single customized dashboard for asset owners.

Building performance solutions can reduce overall capital budgets by optimizing building systems and infrastructure while ensuring a high-performance building and faster occupancy handover. Post occupancy, in-house designed solutions provide valuable insights that help simplify building management and maintenance decisions, reducing operating costs and improving efficiency.



MODEL OF A PROJECT FOR A MAJOR ELECTRICITY TRANSMISSION AND DISTRIBUTION SERVICE PROVIDER

bird



IT'S ABOUT RESPECT

Respect for our employees, the work we do, our communities, our clients, and our planet.

Environmental, social, and corporate governance, authentic indigenous relations, and sustainable building practices are all tied together at Bird, built into the way we approach our work and how we choose to live our lives each day.

Sustainability

We are committed to entrenching sustainability best practices within all areas of the business, transforming the way we work, build, and live. Our approach to sustainability reflects our commitment to the core company values of safety, people, teamwork, professionalism, integrity, and stewardship. These values guide us in all we do and ensure that, as an organization, Bird provides sustainable value and accretive contributions to its clients, employees, shareholders, and the communities in which Bird and our employees live and work.

Indigenous Relations

Bird strives to be a positive contributor to the overall well-being of Indigenous Peoples and groups with whom we interact with across Canada. We demonstrate this commitment by building respectful relationships founded on open communication and by seeking collaborative business opportunities with Indigenous partners. We invest in skills development initiatives and scholarships that support the aspirations of Indigenous Peoples pursuing careers in the construction industry. Bird's mandatory company-wide Indigenous cultural awareness training provides the opportunity to listen, learn, and understand how we can play a part in promoting the rights of Indigenous Peoples across our operations.

Our national Indigenous Engagement Policy aims to ensure a consistent and culturally appropriate approach that respects the diversity of the Indigenous landscape in Canada, while supporting the Truth and Reconciliation Call to Action #92.

Bird's National Indigenous Engagement Policy is built on four pillars:

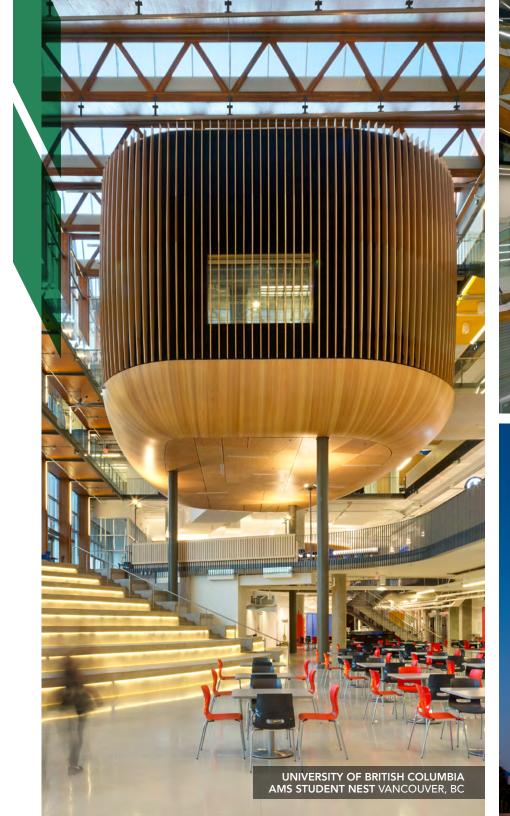
- 1. Building respectful relationships and promoting open communications and cultural awareness
- 2. Being proactive in employing a qualified workforce that strives to be representative of the Indigenous communities in which Bird works
- 3. Seeking to increase business opportunities for Indigenous partners and build capacity in the Indigenous business community
- 4. Investing in community programs that support Indigenous cultural awareness, skills development, and business capacity

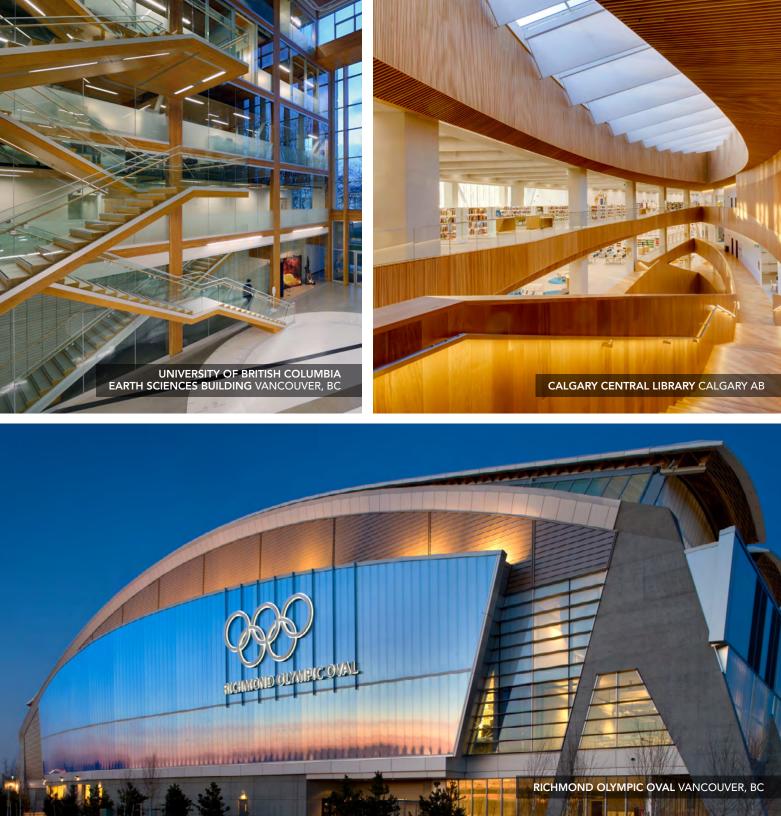


MASS TIMBER

Sustainable Structures

From high-rise wood frame housing developments, to large-scale institutional buildings, Bird is the leader in Mass Timber projects from coast-to-coast. Bird's Mass Timber Centre of Excellence ensures that knowledge is shared across the business to leverage best practices and solutions for all Mass Timber opportunities. Bird has developed lasting relationships with the Mass Timber supply chain - our unparalleled network of renewable material supply channels ensure cost-effective choices for wood projects. Global relationships with designers, consultants, trades, and subject matter experts ensure that projects benefit from cutting-edge technologies, forward-thinking strategies, and value-maximizing processes. Bird's in-depth understanding of the capabilities and limitations of this sustainable building method informs every Mass Timber build and assures clients of a sound facility that will inspire while meeting all their needs.









STACK MODULAR

Reducing Schedule and Waste

Stack Modular is a leading Canadian Design-Build structural steel modular manufacturer serving Canadian, US, and select international markets. Stack provides innovative solutions in the multi-family, hospitality, resource, and student and senior housing sectors. The Bird/ Stack Modular partnership offers a unique rapid delivery construction methodology which integrates conventional site construction with factory-built steel frame modular buildings, seamlessly linking off-site construction with a skilled on-site construction team. In-house manufacturing capacity enables construction of up to 80 modular units per month.

We leverage our global supply chain and logistics platform to manufacture among the most economic steel modular buildings on the market, finished with superior construction products, fixtures, and furnishings.

The Stack Modular solution offers a greener process than conventional construction, while controlled manufacturing conditions improve production quality and safety as well as offering all the cost and waste reduction advantages of repeatability.



BC HOUSING MODULAR DEVELOPMENT VANCOUVER, BC

BUILDING RELATIONSHIPS AND FOSTERING COLLABORATION

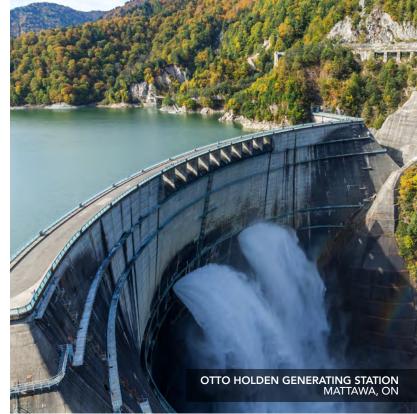
The strongest relationships take time to build. They are about trust, open communication, and integrity, and often lead to the most successful outcomes. We prioritize creating long-lasting relationships with our clients coast-to-coast, within our company, with the designers and trades that bring expertise to our projects, and with partners that share our love of collaboration and the pursuit of excellence.

Collaborative Contracting

Unlike traditional delivery models, collaborative contracting starts by bringing all key project stakeholders together during the early project planning phase. With owners, designers, engineers, and constructors involved from the outset, each specialist provides their expertise. Together, the team can achieve more.

With a best-for-project mindset, the team works toward shared and clearly defined goals to achieve optimal value. Early involvement of construction experts with distinct market knowledge contributes to design optimization, cost and schedule improvements, safe and high-guality execution, and improved innovation. Early coordination promotes better planning, reduces distractions, and ensures that the entire team understands the overall project goals. On collaborative projects, the entire team is heavily invested in working together to achieve a successful outcome.





ADVANCED NUCLEAR MATERIALS RESEARCH CENTRE CHALK RIVER. ON



EXECUTION EXPERTISE

Every day, people across Canada rely on the work we do to create the infrastructure that drives our economy, our people, and our country. Experienced technical and professional staff, impeccable safety and quality standards, a client-centric collaborative approach, and open communication are enabling us to redefine Canadian construction.

Bird's strong relationships with designers, lenders, and trade contractors lead to unique solutions that achieve optimal outcomes. Our breadth and depth of experience ensures that projects are efficiently executed to the highest standards from conception to completion. On time delivery, superior quality, and post-completion service are just some of the ways we help our clients to succeed.

With specialized trade knowledge and self-perform experience, Bird's teams can provide targeted recommendations for the approach that will drive the best value in execution. Whether self-performing major scopes or managing subcontractors, Bird has the expertise to execute all facets of a project - from site preparation and early civil work, to complete turnkey construction projects, and comprehensive maintenance programs, and complex mechanical installations, through to commissioning and operations.

Bird's end-to-end service offering across diverse locations and business lines creates the unique insights that lead to creative and proactive solutions.

BUILDING COMMUNITIES

Builders, Collaborators, and Innovators

From the energy projects, bridges, and rails that move you, to the buildings where we gather, learn, and call home, we are creating the foundation for communities one project at a time.

As a leading provider of construction services for over ten decades, we know how to deliver success to our clients and communities. From the spaces where we go to heal, to the ones where we live, work, and play – we partner with clients and project teams to collaboratively deliver high quality and innovative public and private vertical infrastructure. Our projects span across the institutional and commercial markets, and light industrial sectors, and include all sizes and complexities, including new builds, renovations, and retrofits.



BUILDINGS EXPERTISE

ABOVE & BEYOND As leaders in Canadian construction, we are constantly evolving. We continue to invest, develop, and challenge the status quo. Our mission is to go beyond the norm to bring value to our clients, partners, and

CANADIAN BLOOD SERVICES OPERATION FACILITY CALGARY, AB

THE SPACES THAT DEFINE US

Commercial Office, Retail, and Mixed-Use

Gone are the days of traditional office buildings and retail spaces. With more people working from home, shopping online, and seeking experiential mixed-use environments, developers have had to rethink how to meet the demands of their clients. This includes attracting and retaining through creating multi-purpose environments designed to meet the priorities and demands of a modern world. At Bird, we offer design and construction solutions that tackle tenant attraction, building performance, sustainability, and technology.









THERE'S NO PLACE LIKE HOME

Residential

Whether it's a multi-family residential complex, an affordable housing project, or an urban mixed-use high-rise development, Bird delivers residential projects that bring our clients' visions to life. Our teams have built billions of square feet of residential space throughout Canada. Through our partnership with Stack Modular we can deliver customized solutions for affordable housing and other purpose-built rental towers. And, our knowledge of sustainable design, efficient systems, and materials that promote wellness allows us to create exceptional and comfortable environments for everyone.

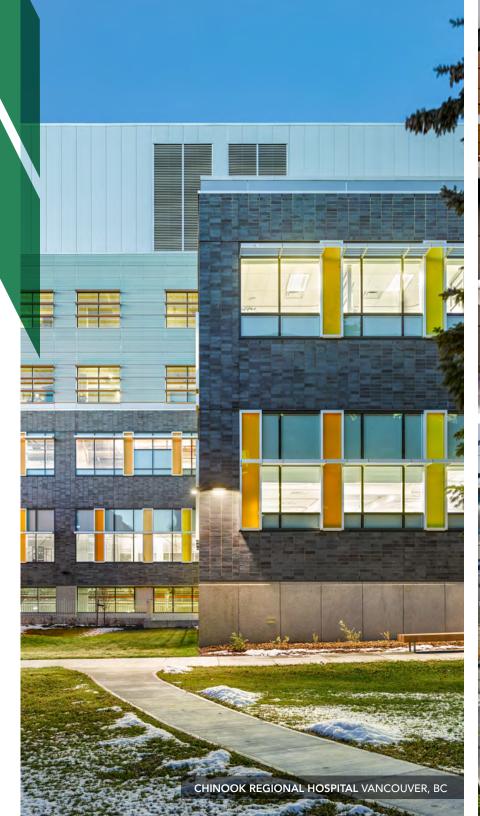


KIP DISTRICT 1 TORONTO, ON

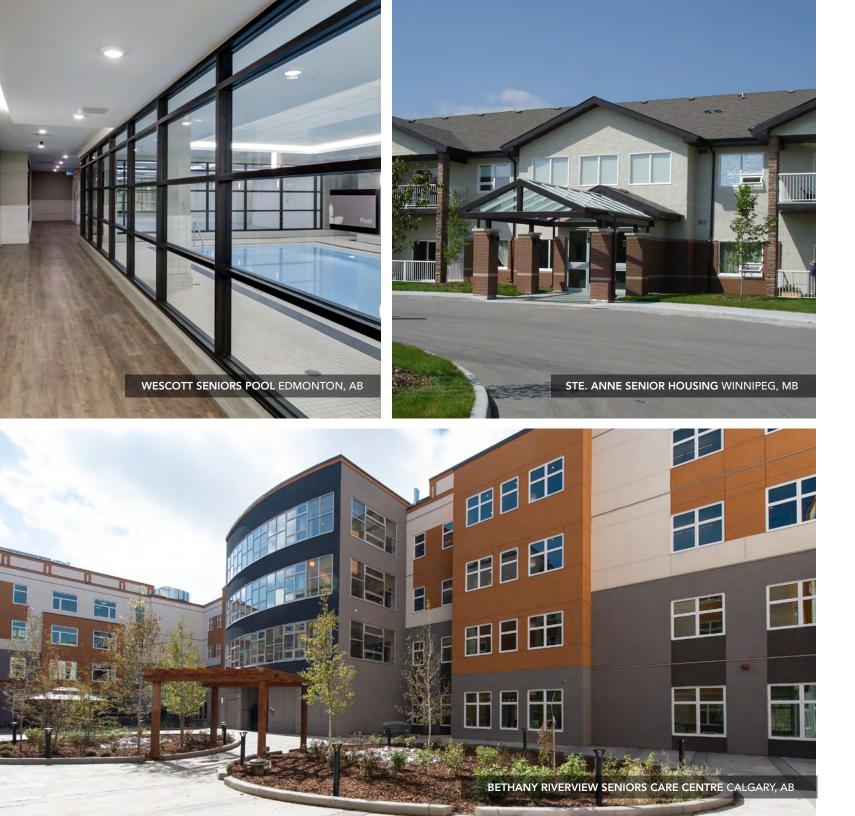
ENHANCED WELLBEING

Healthcare

Access to quality health care is central to the strength of our nation. We deliver healthcare projects of all sizes and complexities, from new construction and renovation projects for acute care, to research and laboratory spaces. We are proud to have played a central role in the construction of some of North America's most technologically advanced buildings.







COMPASSIONATE SPACES FOR CARE

Seniors Housing, Long-Term Care, and Assisted Living

Building welcoming and comfortable spaces for aging loved ones is an honor and a privilege. We understand what it takes to deliver success for all building types, including long-term care, independent retirement living, assisted living, residential care homes, Alzheimer's and dementia care, government-subsidized housing, and new models for multi-generational housing. Through the Bird/Stack Modular partnership, we offer innovative and integrated solutions with the latest in caregiving and smart home technology. Our teams are committed to providing futureready and efficient solutions that stem from a deep respect for the specialized needs of each person who utilizes the space.

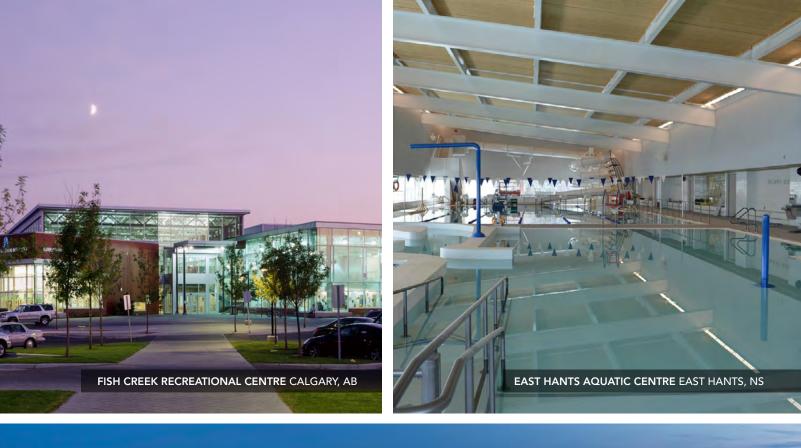
BETHANY RIVERVIEW SENIORS CARE CENTRE CALGARY, AB

WELCOMING GATHERING PLACES

Recreation, Community, and Public Buildings

We believe in vibrant and accessible community spaces that meet the needs of the public in responsible and imaginative ways. Our teams have delivered countless buildings for communities to come together to connect, play, learn, and grow. At Bird, we are committed to being a good neighbor – both in how we operate, as well as in the work we do. The buildings we create perform as designed, are efficient, and stand the test of time.







CENTRE AVE NIRCENTRE

AVENIR CENTRE MONCTON, NB







KNOWLEDGE IS POWER

Learning Institutions

High-quality, healthy, and engaging education environments are crucial to the success of the next generation. Having successfully delivered hundreds of education facility projects across Canada, we know what it takes to create and deliver exceptional and inspiring environments on-time and on-budget.

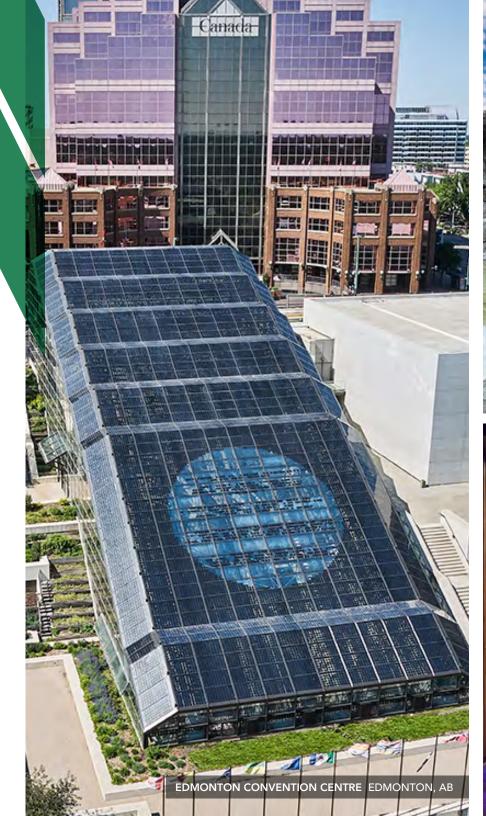
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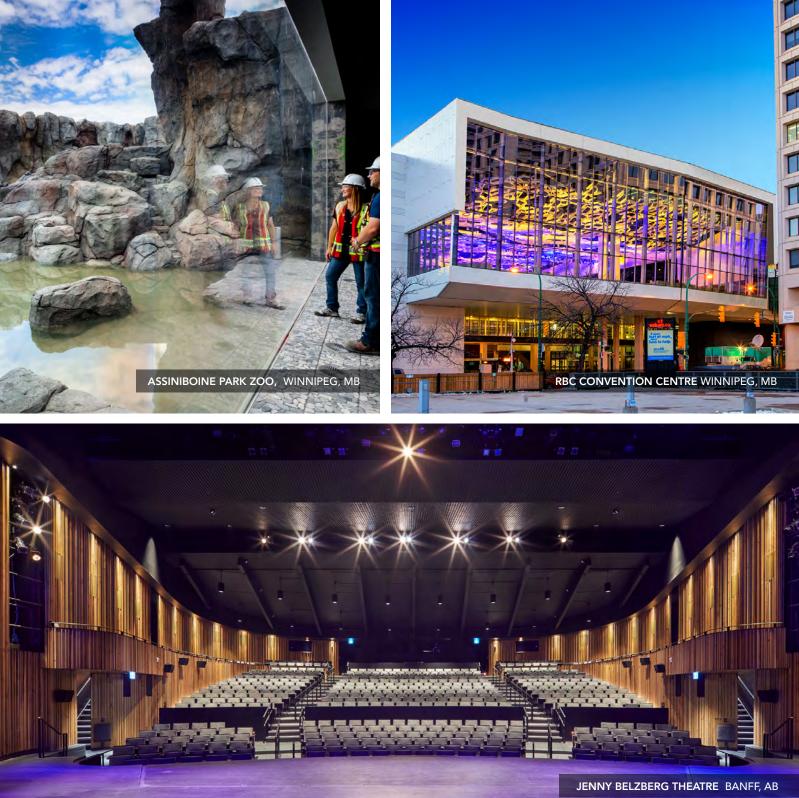
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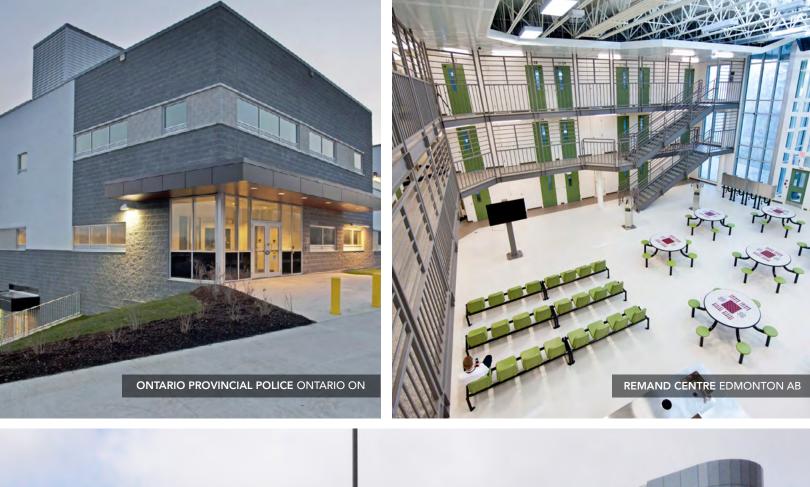
ENRICHING LIVES

Hospitality, Arts, and Attractions

We are inspired by projects that open minds and enrich lives. Our unique way of doing business has provided opportunities to work creatively with communities across Canada. We know that listening is essential, which is why we prioritize open communication, collaborative teamwork, and outstanding partners.









TO SERVE AND PROTECT

Government, Correctional, Emergency Services

Cities are defined by what they build and the services they provide. Structures and services that are both practical and inspiring add value to the greater community. Whether it's a new government building, a fire station, or a modern correctional facility, this type of construction is about growth, maintenance, and restoration.



ROY MCMURTRY YOUTH CENTRE BRAMPTON, ON

FOUNDATIONAL ELEMENTS

Civil Foundations, Structures, Road Infrastructure, Utilities, Mine Services

Bird has played an active role in the delivery of civil infrastructure across Canada's energy, mining, transportation, and utilities markets for both public and private sector clients for many years. We have a well-developed offering of underground, earthworks, and concrete services, as well as capabilities in contract mining, drilling, blasting, and hydroelectric construction.

As Bird and Dagmar join forces, we continue to strengthen our capabilities in civil infrastructure sub-sectors such as complex heavy and light rail work, utilities, earthworks, civil structures, underground, and site servicing. Through a continuous focus on innovation, Dagmar has developed a niche for the delivery of complex and specialized civil infrastructure projects for both private and public owners.



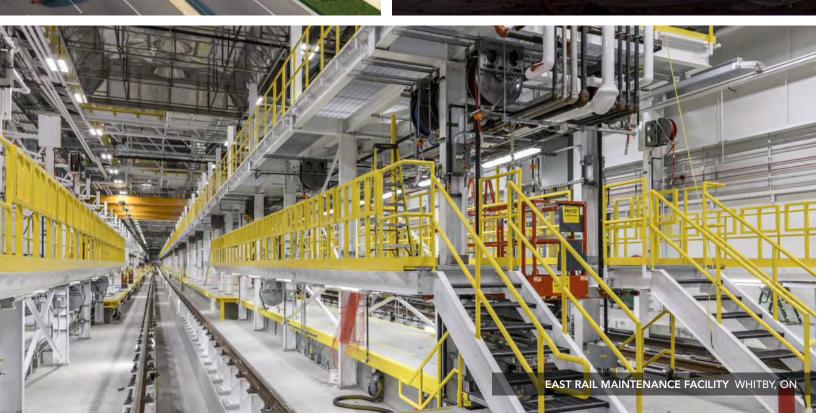
CIVIL INFRASTRUCTURE EXPERTISE

MULTI-DISCIPLINED APPROACH Through the strength of our diverse team, Bird continues to evolve its well-developed suite of service offerings. With a continuous focus on innovation, we can deliver traditional, complex, and highly specialized civil infrastructure projects.

LINCOLNVILLE GO STATION WHITCHURCH-STOUFFVILLE, ON







PROJECTS THAT MOVE US

Transportation

A healthy transportation system is the backbone of every Canadian community. It enables people to connect and products to move efficiently and reliably. It keeps economies vibrant in an increasingly competitive world. Whether it's the construction of a new LRT station, or bridges and platforms for complex heavy rail systems, our integrated, solutions-based approach enables us to achieve project objectives resourcefully in collaboration with key stakeholders and the community at large.

KINGSWAY PEDESTRIAN BRIDGE BURNABY, BC

DIGGING DEEP TO DELIVER

Mining

Our team provides construction and operational support to new and existing mines from initial site development and mine infrastructure, including concrete foundations, through to complete construction of mine processing plants and buildings. We can provide all services required for the installation of mine processing equipment.

We operate a fleet of heavy civil equipment to perform site development and preparation for remote sites, and support mining operations with contract mining, pit development, and tailings management services.







MAKING THE CONNECTIONS

Utilities

Bird is the ideal partner for utility installation projects, with decades of self-perform experience including full scope electrical and instrumentation and controls, along with any terminal and substation scopes. Our complete construction offering with selfperform capabilities reduce project risk and offer performance certainty.

Our passion for innovation delivers real results. We operate a specialized fleet of onepass trenching equipment that provides our clients with cost and schedule efficiencies to install cables, polyethylene, and fiberglass composite pipe.

ONE PASS TRENCHING SOLUTIONS

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POWERING PROGRESS

From Industrial Construction to Industrial Maintenance, and Everything in Between

Our full suite of self-perform work in the industrial and civil infrastructure sectors contribute to building and maintaining the energy that drives Canada, fueling our economy and powering our path to progress and prosperity.

Serving all of the heavy industrial and civil infrastructure markets, we execute a wide range of construction and maintenance projects and services for both new and existing infrastructure.

What does this mean to our clients?

We provide value to our client's assets through our excellence in project planning, comprehensive self-perform capabilities, led by our highly sought after team of experienced technical and professional employees. We uphold our impeccable safety and quality standards on all sites, at all times.

FULL INDUSTRIAL PROJECT LIFECYCLE EXPERTISE

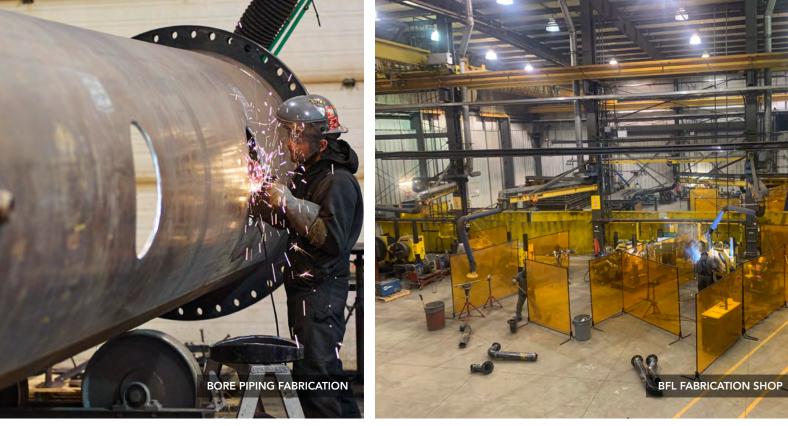


COMPLETE LIFECYCLE SERVICE OFFERINGS

Our full suite of self-perform work in the industrial and infrastructure sectors contribute to building and maintaining the energy that drives Canada, fueling our economy and powering our path to progress and prosperity.

NERGY RESOURCES SECTOR PROJECT

1





FABRICATION SOLUTIONS

Structural Steel, Mechanical, Electrical, and Modular

Our fabrication facilities produce structural steel, miscellaneous steel, and piping components for all markets and provide direct support for clients needs, as well as Bird projects. The facilities also assemble process modules, e-houses, and other off-site module structures.

Our team of professionals are supported by multiple fabrication facilities that include CNC equipment, fitting and welding stations, and multiple assembly areas, and our facility in Nisku, Alberta is strategically located on the high-load corridor. Our team provides clients with early involvement solutions to maximize off-site work within our controlled facilities, resulting in a reduction in total project cost and improving quality and schedule certainty.

STEEL FABRICATION

RICH RESOURCES FROM THE EARTH TO OUR HOMES

Upstream, Midstream, Downstream and Petrochemical

Bird is a total solution provider to the complete life cycle of oil and gas and petrochemical facilities. We have continuously adapted our business to meet the changing needs of our new and longstanding clients. We provide our clients with full scope, self-perform capability and support the execution with industry-leading technology, innovative solutions, and a collaborative approach. Bird offers singular services or multidiscipline packages to construct and maintain facilities of all sizes and types. We endorse early contractor involvement (ECI), alliance, and other collaborative contracting models to align our services with our client's needs.





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PETROCHEMICAL COMPLEX STRATHCONA COUNTY, AB





OTTO HOLDEN GENERATING STATION MATTAWA, ON

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POWERING POTENTIAL

Thermal, Hydro, Renewable, and Nuclear

Our experience in Canada's power markets includes over half a century of construction execution on some of our country's largest infrastructure projects. Our projects include hydro-electric infrastructure, thermal, nuclear, and renewable power, and waste-energy recovery projects. Our experience executing complex major projects, combined with our ability to self-perform substation and high voltage services, provides our clients projects with execution certainty

RENEWABLE ENERGY PROJECT

SUPPORTING CONSUMERS

Product Processing, Distribution, and Warehouse

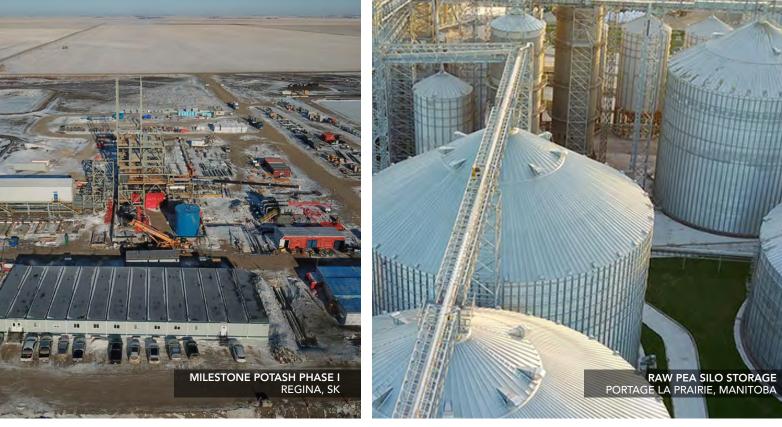
Bird uses fast-track project execution and lean manufacturing to deliver some of our country's largest processing facilities, making us an ideal partner for your product development needs. We provide early involvement services to assist with facility optimizations and the delivery of required infrastructure to get our client's products to market as soon as possible.

From new facilities to upgrades and expansions, Bird has broad capabilities designing and building processing, cold and warm storage, and sorting and distribution facilities for all types of raw materials, including food processing, agricultural, and consumer products.











CULTIVATING FOR THE FUTURE

Agri-chemical

Bird is all about cultivating growth, and our construction and maintenance services for the agri-chemical industry include supporting the development of facilities for nitrogen, phosphate, potash and other secondary nutrients. Our experience in the sector covers the complete spectrum: mining infrastructure, processing plants, and storage and distribution networks including load out facilities, conveyors, and other material moving systems.

> POTASH PRODUCT STORAGE FACILITY ROCANVILLE, SK

ENVIRONMENTAL

Water and Wastewater, Biosolids, Organic Waste Processing, Biogas, and RNG

Bird has over 50 years of experience with environmental construction and upgrade projects, completing more than 300 environmental projects in the last decade alone and executing projects across the full spectrum of our country's water and waste network.

Our team of professionals collaborate with technology providers and engineers to deliver progressive solutions that meet our client's needs. We take our role as environmental stewards seriously and are committed to delivering efficient facilities that improve our way of life and our impact on the planet, from water, wastewater, solids, and biosolids processing, to waste management and composting facilities. It is part of our commitment to build green, work green, and live green every day.







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CALGARY COMPOST FACILITY CALGARY, AB

