A PROUD HERITAGE, A SOLID FOUNDATION

In 1921, William J. McDonald and William R. Black formed Black & McDonald Limited, a partnership to engage in residential wiring. Throughout the years, Black & McDonald has remained a family-owned business with an uncompromising commitment to the founder’s principles of delivery as promised and fairness to all.

The company has followed a planned course of diversification and expansion, combining growth and financial stability with ongoing investment in our people, and a willingness to pioneer new business opportunities and directions.

Currently, Black & McDonald operates across Canada and the United States. The company has over 4,000 employees working out of a network of more than 25 offices.

Black & McDonald’s philosophy of conducting business is based upon the core values of our founder, William John McDonald, who established this company in 1921.

In August, 1991, in his 104th year, he reiterated these beliefs. They have stood the test of time...

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<th>PRINCIPLES</th>
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<td>• Do the job right – regardless</td>
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<td>• Talk to the customer regularly, confirm his satisfaction</td>
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<td>• Make the price fair and reasonable</td>
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<td>• A deal is a good one only when it is good for both parties</td>
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<td>• Live up to your promises</td>
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<td>• Treat employees with respect</td>
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<td>• Complete jobs promptly</td>
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<td>• Invoice promptly, fairly, and in detail</td>
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Today, Black & McDonald remains a privately owned Canadian company, an integrated, multi-trade prime contractor serving government, institutions, industry and commerce across Canada, the US and overseas.

The company’s services now range from multi-million dollar construction projects to extensive facility management and operations contracts, to planned maintenance agreements and emergency services.

Known as a reliable and flexible contractor, Black & McDonald operates with integrity and loyalty to our employees, customers, suppliers, and the communities we serve.

At Black & McDonald, our business strategies align with our concern for a healthy global environment. We incorporate ‘green’ practices within our facilities, and we help our customers achieve environmental consciousness while lowering their total cost of ownership and improving their bottom line.

In the future, Black & McDonald will uphold its traditions for fair dealing, quality work and sustainable growth.

We will continue our commitment to exceeding our customers’ needs, through implementation of innovative and cost-effective solutions, completing work on time, within budget, and with safety always foremost in mind.

We will remain a reliable, flexible and innovative leader in our evolving domestic and global markets –

proud of our past,
advanced in our capabilities,
driven to deserve our reputation.

A RELIABLE, FLEXIBLE BUSINESS RESOURCE

PEOPLE: OUR STRENGTH, OUR FUTURE
Black & McDonald’s depth of experience has made us the partner of choice across a wide range of industries. To get there took time and effort.

Our management team invested in the development of our people, determined to make our highly-experienced tradespeople renowned as the best in their industries.

With over 90 years of lessons learned, we are able to consistently apply that knowledge – meeting our customers’ most demanding challenges, in their most critical environments.
Black & McDonald has worked hard to earn industry-wide respect for our positive approach and our ability to provide innovative solutions to unusual challenges, even in the most critical environments. Our people excel because our project managers guide the progress of every project and our resources are trained to perform in even the most difficult conditions. Our experience has taught us the true meaning of ‘no downtime’ in mission-critical facilities such as airports, computer and data processing facilities, hospitals, laboratories and nuclear facilities. In every environment, by communicating regularly with our customers, we confirm their satisfaction. They know we listen to their concerns and respond readily to their needs.

Our specialized construction expertise, national purchasing power, and substantial resources in management, personnel and equipment are simply our way of living up to our promise to do the job right – regardless.
Mechanical
- Plumbing & Heating
- Air-Conditioning & Ventilation
- Industrial & Recreational Refrigeration
- Specialty Process Piping
- Millwright & Rigging
- Energy Management Retrofits
- Industrial Combustion Burners

Utility Contracting
- High Voltage Splicing & Termination
- Substation Design & Construction
- Distribution Systems for Water, Phone, Data
- Overhead & Underground Cables/Systems
- Air Navigation Aids, Landing Aids
- Road, Highway, Street & Traffic Lighting
- Testing & Commissioning
- Emergency Power Systems

Civil
- Excavation
- Underground Cabling & Ducts
- Installation/Construction of Cast in Place or Pre-cast Chambers, Vaults & Foundations
- Water Main Repair, Surface Restoration

Specialties
- Facility/Plant Installations, Moves & Expansions
- Design/Build Turnkey Installations
- Construction Management
- General Contracting
- Building Commissioning

Electrical
- Power
- Lighting
- Process & Factory Automation
- Instrumentation & Controls
- Security Systems
- Life Safety

Data/Communications Network Solutions
- Design & Analysis
- Configuration
- Installation
- Testing & Certification
- Documentation
- Training
- Administration

Power Generation
- Wind
- Nuclear
- Fossil
- Hydro
- Thermal
- Solar
- Cogeneration
MAINTENANCE SERVICE SOLUTIONS
A SINGLE SOURCE FOR MAINTENANCE, REPAIR & TECHNICAL SUPPORT

With 40% of energy produced being consumed by buildings, and over 50% of buildings operating at less than 60% efficiency, making buildings energy-efficient and sustainable are top-of-mind issues for property owners and managers. Black & McDonald is helping them make a difference.

Our maintenance and support programs cover all areas of facilities in the Industrial, Commercial and Institutional sectors via Planned Maintenance Agreements, Emergency Support, and Facility Management & Operations.

PLANNED MAINTENANCE AGREEMENTS
Our offerings are diverse so we can respond to the variable needs and budgets of our customers. We provide a level of service tailored to suit their needs ranging from full comprehensive maintenance packages to emergency on-call services as required.

SITE SERVICES AGREEMENTS
Even within tough environments such as nuclear power plants and refineries, Black & McDonald’s highly experienced trades provide a knowledge edge that continues to benefit our customers year after year. These management and manpower resources are quickly supplemented and mobilized to meet our clients’ peak demands during plant shutdowns, process retrofits, rebuilds and new equipment installations.

EMERGENCY RESPONSE
Black & McDonald’s emergency response teams are always on standby, prepared to provide demand service anywhere, any time. Night call and dispatch services are established in every operations facility across Canada. Technicians and supervisors are always ready to meet whatever emergency our customers may encounter.

MULTI-TRADE SUPPORT
Our service technicians assigned to customers’ facilities are backed by Canada’s largest multi-trade contractor. Whatever trade is required to do the job, Black & McDonald’s technical resources are ready to provide support. For non-core business requirements, our roster of pre-qualified specialty subcontractors is ready to respond.
Black & McDonald understands what it takes to make your facility sustainable over its entire life. We are committed to implementing innovative solutions throughout a facility's lifecycle to ensure good maintenance remains affordable for our clients, protects against premature obsolescence, and provides for environmental sustainability.

Our operational staff’s effectiveness encompasses total quality management and value engineering. By providing this peace of mind, our customers are able to concentrate on their core competencies.

Black & McDonald does not sub-contract technical responsibility. We self-perform on technical services and ensure compliance with technical standards of excellence. We look upon our suppliers and service providers as project partners, contractually transparent to our client, and visibly meeting Black & McDonald’s standards for excellence.

Every building system has a useful life expectancy and we undertake to document, project, plan and budget for its replacement or retrofit to limit the impact of unexpected capital replacement costs on our clients’ operations and maintenance budgets.
Black & McDonald brings unmatched experience and expertise in millwrighting and rigging to clients across North America in automotive and industrial manufacturing; food and beverage; pulp and paper; mining; and power generation. Clients rely on Black & McDonald for innovative solutions on their most complex and challenging projects.

**SHEET METAL & CUSTOM FABRICATION**

Black & McDonald’s Sheet Metal and Custom Fabrication groups provide turnkey and specialty metal solutions for every form of heating, ventilation, air conditioning, exhaust, environmental and yet-to-be-thought-of need.

Armed with Computer Assisted Design and Manufacturing software, our engineers, project managers, estimators and trades people have a track record of success spanning eight decades for industrial, institutional and commercial projects.

With such specialized resources in our four fabrication shops in Halifax, Ottawa, Toronto and Saskatoon, our expertise extends beyond sheet metal and piping to unique skid and pressure vessel fabrications. Our customers benefit from this aspect of our multi-trade abilities by keeping their most challenging projects on-time and on-budget.
UNITED STATES OPERATIONS:
INTEGRATED UTILITY AND INFRASTRUCTURE SOLUTIONS

Black & McDonald offers the same high quality electrical contracting services to customers throughout the United States. Our US operations (formerly CLS), established in 1997, deliver a full range of electrical services to utilities, municipalities, and commercial and institutional customers. Our portfolio of services includes construction and maintenance of electrical distribution facilities, substations, traffic management systems, industrial controls, airfield electrical systems, outdoor lighting, and storm restoration services.

Black & McDonald’s US operations employ more than 200 qualified tradespeople and draw upon the company’s resources throughout North America to provide a sizable storm response team at a moment’s notice. The company’s US operations also offer design/build services with particular expertise in street lighting and traffic signalization. With our innovative asset management programs for electrical facilities, we can deliver turnkey services with comprehensive reporting to ensure complete accountability.

LAND & SEA:
LAND-BASED & OFFSHORE INSTRUMENTATION SERVICE

Black & McDonald’s Land & Sea operation is proud to be Atlantic Canada’s premier instrumentation service provider with ISO accreditation for both land-based and offshore industries. Serving more than 700 customers in the region, Land & Sea provides mechanical and electrical calibration, high pressure valve maintenance and repair, commissioning and start-up services with ISO accreditation. Land & Sea is prepared to meet the demands of its customers with quick response times and turnarounds.

ROBERTS ONSITE

Roberts Onsite, a wholly owned subsidiary of Black & McDonald, delivers skilled, multi-trade excellence for process machinery installations, building related services and energy installation projects. Supporting the manufacturing and process industry by providing clients with turnkey, multi-trade solutions has been the key to Roberts Onsite’s success in Ontario since 1938.
Canadian Base Operators (CBO) is a Canadian joint venture partnership between Black & McDonald Limited and U.S.-based Defense Support Services LLC (DS2).

CBO was the first civilian service supplier at any military base in Canada to take on all non-military service functions. Although CBO has extended its services to many other bases and armouries for the Department of National Defence (DND), we still remain at Land Force Central Area Training Centre (LFCATC) in Meaford, Ontario. There, we provide complete support for over 2,000 Canadian soldiers in training, including 100 buildings and structures on 17,000 acres.

For the Canada Wings Aviation Training Centre located in Southport, Manitoba, CBO is responsible for the Support Services Division of the 20 year contract with DND, encompassing operations and maintenance for the airfield and associated facilities.

In Alberta, Canadian Base Operators operates and maintains all areas of operation at the aerodrome at the Albian Sands Oil Sands Project, and provides aircraft ground handling and passenger handling services at Josephburg and Calgary Airport for Shell Canada.

At Canadian Forces Station Alert in Nunavut, the northernmost inhabited location on Earth, CBO has met the challenges of providing facilities management and operations 800 km from the North Pole (2008 to Sept. 2012). A unique element of the Alert scope has been the apprenticeship program in support of the Inuit aboriginal community.
AMEC BLACK & MCDONALD

AMEC Black & McDonald is a market leader in asset support services in the Oil, Gas and Petrochemical sectors with over 100 million hours of offshore and land-based experience over 30 years. In Atlantic Canada, we’ve been involved in more than 100 post-production maintenance, offshore hook-up and commissioning and revamp projects.

Founded in 1990, AMEC Black & McDonald provides asset support solutions which range from conceptual studies through engineering, procurement, fabrication, installation and commissioning for brownfield projects. Comprehensive operations and maintenance services also include shutdown and maintenance strategies and resource support capability.

ENTERA

Entera is a partnership formed in 2006 between Black & McDonald and Robert B. Somerville, a leading pipeline installation company. The partnership has become the largest utility contractor in the Greater Toronto Area, securing major contracts with Toronto Hydro for civil underground and street lighting maintenance.
THE BLACK & MCDONALD WAY

The Black & McDonald Way is the company’s ongoing initiative ensuring that management and employees live up to the company’s core values. Beyond a program of continuous training, it is in effect, a reciprocal promise between employee commitment and management support provided in six key areas:

- Health, Safety and the Environment
- Planned Growth and Profitability
- Customer Satisfaction and Loyalty
- Continuous Improvement Culture
- Employee Satisfaction and Loyalty
- Community Responsibility

CONTINUOUS IMPROVEMENT

We believe that in order to differentiate ourselves from our competitors, we must be continuously looking for ways to improve our business processes and work environment. Black & McDonald’s continuous improvement initiative is designed to train, trust and empower our employees to exceed the expectations of our internal and external customers.

OCCUPATIONAL HEALTH & SAFETY

B&M is committed to the uncompromising safety of employees in the workplace and takes pride in our long-standing history of injury prevention. Prepared for the toughest work environments, we invest extensively in training and awareness, and continue to maintain our record of less than half the industry frequency of incidents. Our goal is zero lost time incidents, our motto “No one gets hurt today or tomorrow”.

QUALITY ASSURANCE

We work hard to offer the best quality possible to our customers. Successful quality programs have been implemented since 1978 on Black & McDonald projects in mechanical, electrical, instrumentation, utility and civil applications meeting applicable project-specific standards of CSA, ASME, ISO, TSSA and federal, provincial and corporate requirements.

JOB MANAGEMENT

Systems and procedures are in place to ensure our clients receive outstanding quality workmanship at a fair price. Our approach maximizes project safety and management efficiency while minimizing exposure to risk. Our National Project Management Manual documents 85 years of lessons learned. Checks and balances are in place throughout the computerized estimating, job control, purchasing, reporting and operations aspects of our projects.

ENVIRONMENTAL RESPONSIBILITY

The Black & McDonald environmental policy ensures employees work diligently to identify, manage, and control potential environmental hazards encountered in the execution of our work. This heightened awareness serves to protect our staff, clients and the public in accordance with industry standards and in compliance with regional legislative requirements.

COMMUNITY RESPONSIBILITY

Black & McDonald commits to giving back to the communities where we live and work. We believe in helping through employee involvement and financial support.
Black & McDonald takes to heart the concerns relating to our changing environment; the statistics are staggering. Commercial buildings alone account for 1/3 of Canada’s energy consumption, half of extracted natural resources, 25% of landfill waste, 10% of airborne particulates and 35% of greenhouse gas emissions. Black & McDonald is committed to improving those numbers, for our employees, our customers, our communities and the global environment.

Black & McDonald is proud to be a member of the Canadian Green Building Council and recognizes the LEED and BOMA benchmarking tools as best practices for new and existing facilities. Since mechanical and electrical systems comprise the biggest factor of energy consumption in buildings, we focus strongly on energy, water, and air quality solutions for facilities, critical parts of the answer to today’s energy and environmental issues.

The design requirements of green buildings being constructed today are not possible without integrated teams of architects, engineers and contractors including the facility maintenance contractor. Black & McDonald has long taken part in such integrated project delivery models, providing the key aspects of both the technical construction and facility management afterward. This unique experience allows us to add value throughout the life cycle of a facility, impacting decisions made during design and construction that reduce the owners costs throughout the building’s sustainable life.

Black & McDonald is helping today’s business owners to achieve environmental consciousness, improve operational effectiveness and minimize facility obsolescence. We’re lowering the total cost of ownership, increasing the net asset value of commercial structures, and improving the bottom lines of the businesses we serve.
CORPORATE OFFICE
Toronto, Ontario

OFFICES
St. John’s, NL
Goose Bay, NL
Bathurst, NB
Fredericton, NB
Moncton, NB
Halifax, NS
Montreal, QC
Ottawa, ON
Pickering, ON
Toronto, ON
Mississauga, ON
Hamilton, ON
Kitchener, ON
London, ON
Winnipeg, MB
Saskatoon, SK
Regina, SK
Edmonton, AB
Calgary, AB
Kelowna, BC
Vancouver, BC
Kansas City, MO
Salt Lake City, UT
Austin, TX
Hamilton, Bermuda

PARTNERSHIPS, AFFILIATES & SUBSIDIARIES
AMEC Black & McDonald
Canadian Base Operators
Entera Utility Contractors
Land & Sea Instrumentation
Roberts Onsite Inc.

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