



Investor presentation | September 2026

■ ACL Construction Ltd.

Building Critical Infrastructure Across Western Canada and the Territories

■ LISTED ON

TSXV
ACL

OTCQB
AACLF

Frankfurt
A3L0

Forward Looking Information

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■ COMPANY OVERVIEW

Who Is ACL Construction?

Building critical multi-million dollar infrastructure across Western Canada.

■ CORE STRENGTHS

- Underground utilities
- Remediation & reclamation
- Site & facility access maintenance
- Erosion & sediment control
- Road construction & maintenance
- Earthworks
- Drainage improvements



1997

Established, headquartered in Fort St. John, BC

\$3–8M

Current project range

Civil & oilfield

Construction, project management and earthworks

The ACL Difference

What sets ACL apart on every project.

Broad expertise

Broad expertise, services and execution that enables efficient project delivery with minimal subcontractors.

Vertical integration

Strategic vertical integration of key services to strengthen quality control and coordination.

Carbon offsets

Industry leading carbon offset programs supporting both operations and construction projects.

Verra certified VCU offsets

Forward thinking

Forward thinking approaches that provide added value to clients.

Example: testing hydrogen-powered construction equipment

Our Advantage



Hybrid equipment in the ACL fleet

■ ENVIRONMENTAL COMMITMENT

First construction company in the region to fully offset carbon emissions related to our fuel usage, while actively integrating hybrid equipment and vehicles.

Ecological responsibility	Carbon capture	
Environmental guardianship	Hybrid equipment	Electrification
Sustainable management	Ongoing environmental stewardship	

■ MARKET GROWTH

Compound Annual Growth Rate

5.10%

Projected CAGR for the Canadian heavy civil earthworks industry
2025 to 2033

10.1%

Expected increase in employment in the British Columbia construction sector, which includes heavy civil engineering
2021 to 2030

While specific CAGR data for heavy civil earthworks in British Columbia isn't readily available, the overall growth trends in the construction sector indicate a robust expansion driven by major infrastructure projects.*

*References: British Columbia Sector Profile: Construction, JobBank.gc.ca; Construction & Maintenance, Constructionforecasts.ca; Construction industry statistics, madeincanada.ca

Market Trends

Five shifts shaping civil construction in Canada.

Continuously increasing environmental awareness and impact mitigation

Carbon neutrality for the construction industry

New level of discipline in the Canadian energy industry

Expectation that risks, costs and ESG will be managed

Increased and sustained infrastructure spending by ESG-conscious governments

Gap in the Market

■ CURRENT PROJECT RANGE

\$1–4M

Highly competitive market with many companies pursuing similar projects.



■ TARGET PROJECT RANGE

\$10M+

With investment, ACL will be able to fill this market gap.

Projects are being done at greater cost and risk

Most competitors specialize in a single discipline and lack the capacity to deliver full-scope projects without subcontracting.

Heavy reliance on subcontracting amplifies overhead costs, leading to overall increased project costs.

Smaller companies struggle to manage the complexity of larger infrastructure projects.

Larger companies overcharge due to demanding overhead.

■ HOW WE COMPETE

Our Solution

Owning the underserved \$10M+ project gap.

■ WHAT WE'VE BUILT

Fully integrated execution of full-scope projects in-house

Scalable structure designed for complexity

No subcontractor dependency

■ THE RESULT

Lower project costs reduce risk for clients

Higher margins for repeatable growth



Management



John McPherson

CHIEF EXECUTIVE OFFICER AND DIRECTOR

30 years in civil construction

Expertise in tendering and regulatory requirements

Construction Director with PetroWest/PRHP during Major Civil Works of Site C Clean Energy Project



Thomas Hall

CHIEF OPERATING OFFICER

30 years in civil construction: road-building, energy projects, aggregates & transportation

Senior manager in charge of operations at PetroWest/PRHP during Major Civil Works of Site C Clean Energy Project

Extensive experience with challenging Peace Region construction conditions



Jason Baybutt

CHIEF FINANCIAL OFFICER

20 years of experience guiding private and public sectors through complex financial, operational, and capital marketing strategies

Highly experienced in SEDAR, EDGAR, iXBRL, and SEDI regulatory filing requirements

Project Examples



Creek Rehabilitation & Soil Wrap

- Creek diversion and pumping
- Fish salvage
- Rip rap installation
- Construction of soil wrap and cuttings
- Coarse woody debris structures and boulder clusters installed in the new creek bed as part of the habitat compensation



Drainage Improvements & Yard Upgrades

- Removal and disposal of contaminated soils
- Installation of manholes and catch basins
- Tied into City infrastructure to facilitate re-grading and drainage of the storage field
- Completed during the shoulder season of Oct/Nov but was still done up to par with zero accidents



BCH PRES Transmission Line

- Construction of high-grade all-season roads
- Geo-design roads in terrain stability areas
- Winter construction of high-grade roads across swamp and muskeg
- Conducted pipeline crossings
- Culvert installations
- Erosion and sediment controls
- Rip rap armoring of ditch lines and cut slopes

Tariff Isolation

ACL Management feels that the current state of tariffs will not cause significant issues in our operations or future projects.

Equipment sourced in Canada

The equipment identified for future growth is readily available at Canadian dealerships, as well as increased access to used inventory through auction houses such as Ritchie Bros, Weaver, etc.

A Buy Canada approach

ACL has taken a forward-thinking path on tariffs with a 'Buy Canada' approach, making the move on products including lubricants, parts and materials in order to mitigate potential increases to operating costs & overall margins.

More work within Canada

Tariffs have also increased the possible workloads within Canada. We expect tremendous growth in our field, indicated by the 'Build Canada' approach at the local, provincial and federal levels of government in Canada.

A newer fleet under warranty

As a result of a newer fleet of equipment, manufacturers' warranties ease our potential of extra cost on parts & service.

Cap Table



■ ACL CONSTRUCTION (TSXV: ACL)

90,578,148

Total fully diluted shares¹

TSXV

ACL

OTCQB

AACLF

Frankfurt

A3L0

66.2%

Insider ownership,
fully diluted

■ FULLY DILUTED BREAKDOWN



■ Shares outstanding ¹	73,522,074	81.2%
■ Warrants ¹	10,306,074	11.4%
■ Stock options ¹	6,600,000	7.3%
■ Restricted stock units ¹	150,000	0.2%
Total fully diluted¹	90,578,148	100%

¹ As of July 22, 2026



■ ACL CONSTRUCTION LTD.

Contact Us

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