SPRING/SUMMER 2026

TOMLINSON TIMES

CORE VALUE

COMMITTED

Building Trusted Relationships With Our Customers.

FOUNDED ON **STRENGTH** GUIDED BY **VISION**

A MESSAGE
FROM THE CEO

As our Team continues to grow and evolve, it's important to reflect and stay aligned on our Core Values of Growth, Driven, and Committed in everything we do. These values guide how we make decisions, how we work together, and how we deliver for our customers.

At Tomlinson, our strength comes from our Team. For those who have been with us for many years, living these values comes naturally. As our Team grows across generations, it's up to all of us to lead by example and ensure every member understands how these values shape the way we work and the results we deliver. Not only are we building our future, we are also building a future for those we work with.

Building trusted relationships includes not only our customers, but also our subcontractors, suppliers, and the people we work alongside every day. For our customers, this means having a partner they can rely on, one that works collaboratively, adapts to challenges, and consistently delivers to the highest standards.

Like any successful sports team, everyone has a role to play. Success doesn't come from individual achievement alone. It requires a team that leans in, supports one another, and works toward a shared goal. When a team is aligned and committed, it performs at its best. We are all in it to succeed every day, to push ourselves to grow, and to ensure those around us can do the same.

Ron Tomlinson, CEO

COMMITTED

BUILDING TRUSTED RELATIONSHIPS WITH OUR CUSTOMERS.

Tomlinson is proud to share the progress, partnerships, and impact that define our work this edition. From delivering complex infrastructure projects to advancing environmental solutions and expanding our material capabilities, our team continues to build trust through consistent performance.

This issue highlights some of the milestones that matter most, including major project updates, investments in recycling and sustainable asphalt, continued growth in our environmental services, and innovations that improve how we serve our customers.

It also reflects the strength of our people, from those driving innovation across the organization to the teams delivering quality work safely and reliably every day.

At Tomlinson, we are committed to building trusted relationships with our customers. Our teams do this by delivering consistently with grit and determination, while continuously adapting and innovating to meet our customers' needs.

In This Issue

NEW MATERIALS RECYCLING FACILITY

With the launch of our new Materials Recycling Facility (MRF), Tomlinson is strengthening regional fibre recycling capacity and helping keep more valuable materials out of landfills.

Tomlinson is proud to announce the opening of its new Materials Recycling Facility (MRF), purpose-built to strengthen fibre recovery services for our Industrial, Commercial & Institutional (IC&I) customers. The facility focuses on processing cardboard, mixed fibre, and paper, supporting our long-term commitment to responsible resource management and landfill diversion.

Why Fibre Recycling Matters

Keeping cardboard and fibre out of landfills remains one of the simplest and most effective ways to reduce carbon footprints. These materials are widely generated, easy to recycle, and offer some of the highest greenhouse gas savings of any recovered commodities.

According to the U.S. EPA's Emission Factors for Greenhouse Gas Inventories, the environmental benefits of fibre recycling are significant.

Carbon Impact of Recycling OCC (Cardboard)

- 90% Lower Emissions Compared to Landfilling
- Nearly 1 tonne of CO_2 avoided for every tonne recycled

Net Savings: Equivalent to taking a car off the road for 4,000 km for every tonne of OCC we recover.

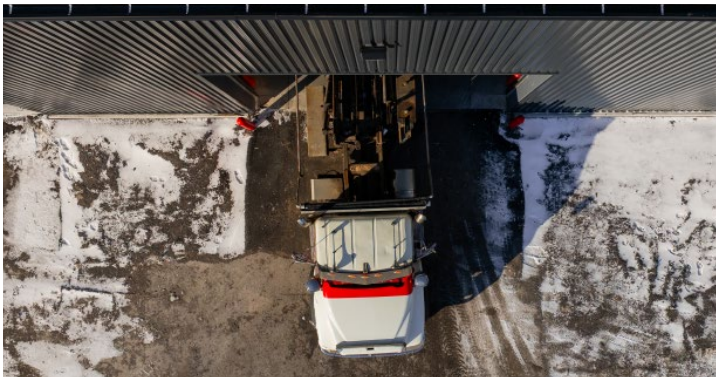
These results highlight the real impact of effective fibre recycling. Maximizing recovery, however, depends on the quality of incoming materials. We work closely with our customers to improve material quality at the source, helping reduce contamination, increase recovery rates, and ensure more fibre is successfully recycled.

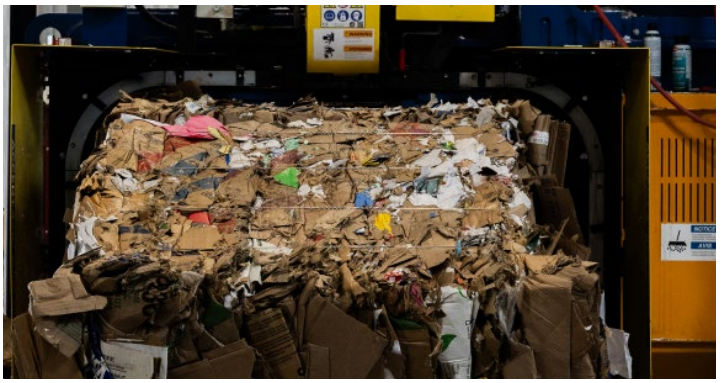
Food waste, plastics, metals, and other non-recyclable materials can degrade bale quality, slow processing, and reduce the amount of fibre that can be successfully recycled. Cleaner materials improve recovery rates and strengthen the overall recycling system.

Purpose-Built for Efficiency

At the core of the new MRF is advanced baling equipment designed to compact fibre materials into dense, uniform bales ready for downstream recycling markets. This technology improves throughput, increases bale consistency, and expands our ability to process a wide range of material volumes.

To support efficient shipping and logistics, the facility is equipped with three full-service dock doors, allowing multiple transport vehicles to load and unload simultaneously. This setup reduces turnaround times and minimizes congestion, helping customers move through the site safely and quickly while ensuring materials flow efficiently from collection to processing and onward to recycling markets.





STRENGTHENING FIBRE RECOVERY

Key Features of the New MRF

- **State-of-the-art baling equipment** optimized for cardboard, mixed fibre, and paper.
- **Three dock loading points** enabling faster, more efficient transportation for our customers.
- **Expanded fibre handling capacity** supporting customers across the region.
- **A renewed commitment on contamination reduction** to maximize recovery of clean, reusable materials.

Supporting a More Sustainable Future

By investing in modern baling and transportation infrastructure, and by working closely with customers to improve recycling quality, Tomlinson continues to strengthen its role in sustainable resource recovery.

The new Materials Recycling Facility supports emerging provincial requirements while providing customers with a trusted and scalable solution for fibre recycling.

Together, we are turning recyclable materials into new opportunities, and helping build a cleaner, more sustainable tomorrow.

How Customers Can Reduce Fibre Contamination

- **Keep fibres dry** — Wet paper and cardboard can't be recycled.
- **No plastic bags** — Place fibres directly in recycling bins.
- **Remove food waste** — Food residue contaminates fibre loads.
- **Flatten boxes** — Improves collection and prevents missed materials.
- **Train staff** — Regular reminders keep recycling on track.

Cleaner materials = higher recovery, lower emissions.

TRANSFORMING LANSDOWNE PARK

Tomlinson is proud to support the redevelopment of Lansdowne Park through the Lansdowne 2.0 project, delivering critical civil infrastructure that will help shape the next phase of this iconic Ottawa destination.

Project Overview

The Lansdowne 2.0 project, commissioned by EBC Inc., is a monumental multi-phase redevelopment initiative located at Lansdowne Park in Ottawa, Ontario, designed to revitalize and expand the park's sports, entertainment, residential, commercial, and public realm facilities. This extensive project includes the construction of a state-of-the-art hockey arena, the replacement of the north-side stadium stands, and comprehensive upgrades to site infrastructure and public spaces, all within an active urban environment.

Scope of Work

Tomlinson has been awarded with the civil construction package, which encompasses a wide range of services including:

- Bulk and detailed excavation.
- Placement of engineered and approved native backfill, granular base installation.
- Fine grading.
- Intricate underground servicing works, including installation and coordination of storm, sanitary, and water infrastructure.
- Implementation of temporary and permanent site servicing required to support the phased construction process.

Key Infrastructure

A critical component of this redevelopment is the installation of a new underground stormwater retention tank by Tomlinson, which will provide on-site storage to manage peak water flows and ensure compliance with the City of Ottawa's stormwater regulations .

Project Timeline

The civil construction tasks are being executed in multiple phases, aligning with the overall project sequencing to maintain safety, accessibility, and continuity of surrounding operations. The construction phase commenced in January 2026, with the new event center (Arena) slated for completion by 2028 and the new north stands for the football field expected to be finished by 2030.

Currently, the project is in the mass excavation and temporary shoring phase, which involves meticulous coordination and sequencing to ensure the safety and continuity of ongoing operations within the active site.

Building the Data Foundation Behind Smarter Operations

Reliable insights start with reliable data, building the foundation for smarter decisions and trusted results across Tomlinson.

Generative AI is everywhere, but the real differentiator isn't a flashy demo, it's whether an organization can turn AI into practical tools that improve how work gets done. In our last edition, we shared how artificial intelligence is supporting everyday workflows across our teams. From automation to faster analysis, these tools are helping our teams work more efficiently.

Behind these tools is an essential foundation: bringing together data from across our teams so insights, automation, and AI tools can work from the same trusted data. Strengthening how we plan, operate, and serve our customers.

One Unified Data Foundation

We're consolidating key enterprise data into a single modern foundation. The goal isn't simply to store information, but to create a clear, shared view of how the business operates by bringing key operational data and metrics together in one place. When the data foundation reflects real operations, teams can rely on it to track performance and make more informed decisions.

The impact goes beyond reporting. A unified platform brings operational data together and supports automation and AI tools built on the same connected data. This allows new initiatives to build on the same trusted data instead of recreating analysis and reporting each time.

From Data to Reusable Products

We're also moving beyond one-off reports toward reusable shared data resources built around real business questions. These include curated datasets, standardized metrics, and analytical tools that teams can use across the organization. As these shared resources grow, progress compounds over time.

This foundation is also how we pave the way for reliable predictive analytics. Forecasting, early-signal detection, and scenario planning only work when the underlying data is reliable and comparable over time. As underlying data becomes stronger and more connected, predictive analysis becomes less about experimentation and more about providing practical insights that teams can use in planning and decision-making.

AI That Shows Up in the Workflow

This is where the unified foundation becomes essential. It gives AI a consistent, connected view of the business, helping ensure insights are more relevant and repeatable.

It also unlocks one of the biggest practical opportunities: turning unstructured information into structured signals. A large portion of business knowledge lives in documents, emails, notes, images, and other free-form updates. Modern AI can extract meaning from that material, summarize key information, and convert it into structured, usable data points that can be measured, searched, and acted on.

The Vision We're Driving Toward

We're building toward a company where data is a shared asset, and AI is a practical layer on top of it. Teams spend less time gathering and analyzing information and more time focused on the work that moves the business forward. Leaders see earlier signals, make faster calls, and adjust sooner, helping our teams deliver reliable results and continue building trusted relationships with our customers.

Laying the Groundwork.
Created for you.

Red Army Radio has been the place where Tomlinson stories found their voice, a space built on pride, people, and the projects shaping our communities. Now, that legacy is evolving with the launch of Laying the Groundwork, a fully reimagined podcast designed to take listeners deeper into the real-world processes that define the construction and environmental services industries. More than a new name, it represents a new direction: moving beyond internal storytelling to share practical experience, technical insight, and boots on the ground perspectives for anyone curious about how real projects take shape. While we'll continue celebrating the achievements that define Tomlinson, we're widening the lens to reveal the planning, problem solving, and innovation behind complex work, offering a podcast where knowledge meets narrative and expertise becomes a story worth hearing.

SCAN TO LISTEN NOW!

Each episode features straightforward conversations with leaders and professionals who bring deep, hands-on experience from every corner of the industry. Expect real stories, real challenges, and real takeaways, shared with the clarity and confidence of people who live this work every day. It's honest, practical, and easy to understand. No fluff. No filler. Just valuable perspective rooted in decades of firsthand execution.

Whether you're navigating industry trends, tackling operational challenges, or looking to stay sharp in a rapidly evolving field, Laying the Groundwork offers informed, authentic dialogue that resonates with professionals like you.

Tune in for insight. Tune in for action. Tune in because the future of our industry deserves honest conversations and we're ready to lead them.

Laying the Groundwork. Built on experience. Driven by execution. Created for you.

Pictured: Tomlinson Ready Mix backfilling conduit and duct banks with thermal lean concrete fill to dissipate heat from electrical lines.

A CLEAN-ENERGY LANDMARK

Tomlinson is proud to have been awarded the civil work package for the Skyview 2 Battery Energy Storage System (BESS) near Spencerville, Ontario working as a subcontractor to Barton Malow.

Supporting Ontario's Energy Grid

Set to become one of Canada's largest battery energy storage projects, this landmark facility is designed with a proposed capacity of 411 MW / 1,560+ MWh, is capable of storing electricity for up to four hours. It's mission is to support Ontario's growing electricity demand by storing surplus grid power during low-demand periods and releasing it during peak times, helping enhance grid stability while reducing reliance on external power sources.

The Skyview 2 project is being developed by Skyview BESS Inc., a joint venture between subsidiaries of the Algonquins of Pikwàkanagàn First Nation and Power Sustainable Energy Infrastructure (PSEIP), with Potentia Renewables Inc. providing asset management. In 2024, the project secured a long-term capacity contract through Ontario's Independent Electricity System Operator's (IESO) Long-Term 1 Request for Proposals (LT1 RFP), the largest energy storage procurement in the province's history, marking a significant milestone in Ontario's clean-energy transition.

Site Development Scope

Through our integrated site preparation and servicing approach, Tomlinson is delivering comprehensive civil site development services for the project. Including; civil works, access road construction, a stormwater management pond, substation development, and the installation of approximately 400–500 battery containers across roughly 30 acres of rural land.

Project Collaboration

With operations targeted for 2027, work is being carefully coordinated to ensure safe operations, efficient sequencing, and disciplined execution, positioning the project for long-term performance.

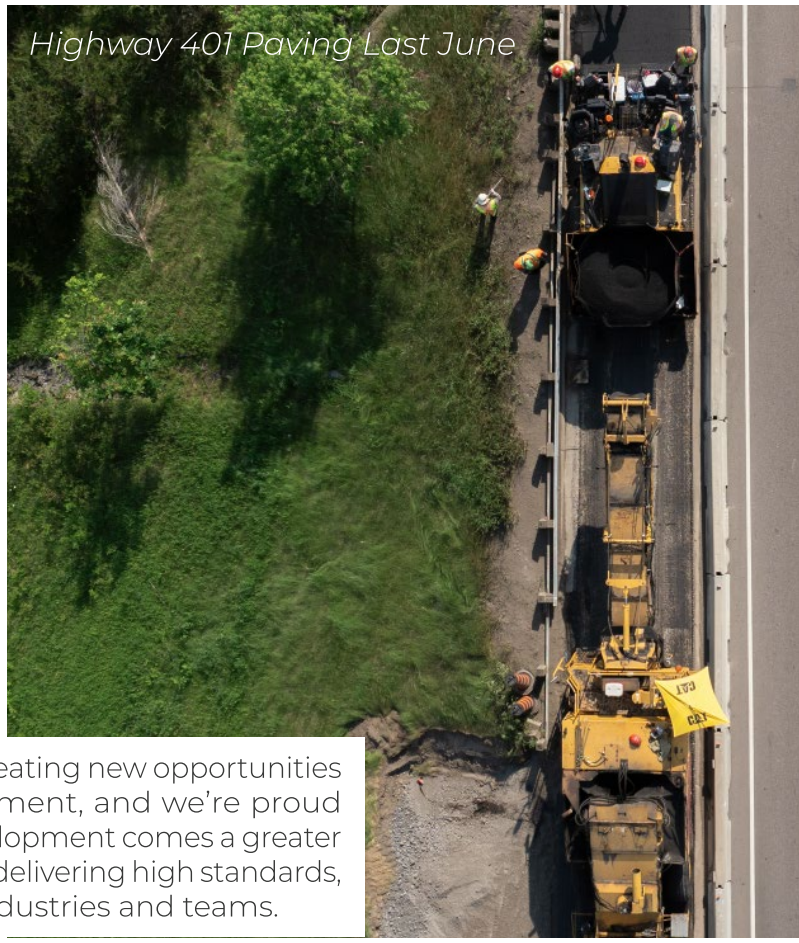
Our team has been collaborating closely with the customer's engineers and management team, providing the expertise and resources required to ensure reliable execution across the complex site. Through this collaboration, elements of the civil design were modified to improve the schedule and optimize project efficiency, allowing a majority of the civil scope to be completed throughout the winter months.

Powering Ontario's Future

Once complete, Skyview 2 will provide enough stored energy to power nearly 400,000 homes, contribute significant tax revenue to the region, and deliver long-term community benefits.

The Skyview 2 BESS project reflects our commitment to building trusted relationships with our customers through collaboration, technical expertise, and reliable execution on complex infrastructure projects. Tomlinson is proud to be contributing to infrastructure that will help strengthen Ontario's evolving energy future.

GROWING TOGETHER ALONG THE 401

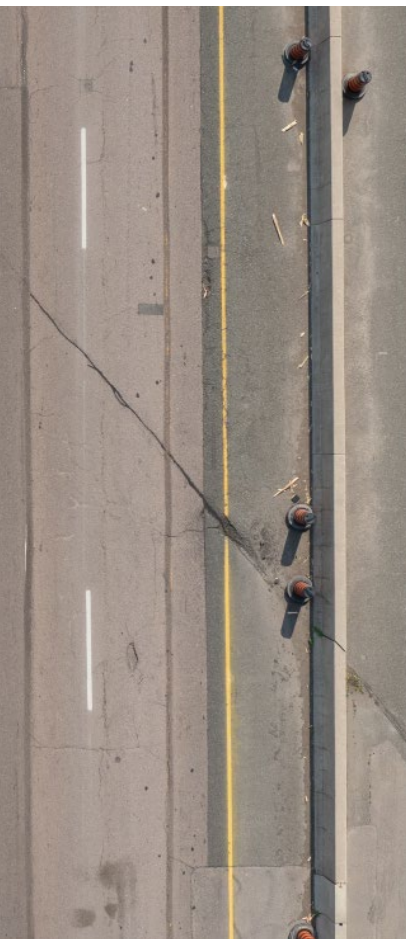

Highway 401 Paving Last June

The 401 corridor is experiencing significant growth, creating new opportunities for infrastructure, housing and commercial development, and we're proud to be part of the momentum. With this surge in development comes a greater need for reliable partnerships, a focused approach to delivering high standards, and a strong commitment to supporting local industries and teams.


Napanee Asphalt Plant


Kingston Ready-Mix Plant


Kingston Waterfront Shoring & Piling



Tomlinson has been operating in and around the Greater Kingston area for over 10 years and is proud to continue to expand our service offerings to our customers in the area. In the past decade, this corridor has become more than a service area for us – it's a community we invest in, work alongside, and proudly serve. It has become our second home. Our goal is to strengthen our relationships and demonstrate what we are capable of by supporting and partnering with the people and businesses that built this region. As a company rooted in strong values, we understand the importance of operating with integrity and delivering dependable results, qualities that define this region and guide how we operate every day.

Eastern Ontario is in a period of rapid development. Infrastructure upgrades, municipal projects, commercial builds, and housing growth all require reliable suppliers and skilled partners. Our integrated services are uniquely positioned to support this momentum and meet the evolving needs of our customers.

SERVICES

Infrastructure Services

Built on Experience. Proven in the Field.

From early planning through final delivery, our construction services bring the expertise and resources needed to execute complex transportation and underground infrastructure projects, delivering safe, efficient, high-quality results that meet the highest standards of our customers.

Ready Mix Concrete

Engineered for Performance. Consistent by Design.

With year-round batching, GPS-equipped trucks, and a full range of specialty and low-carbon solutions, our Kingston Ready Mix location provides dependable supply, coordinated delivery, and modern technology to give our customers confidence and control on every project.

Aggregates & Asphalt

Strength in Production. Simplicity in Service.

Backed by an asphalt plant and four strategically located pits and quarries along the Highway 401 corridor, Tomlinson delivers high-quality aggregates supported by rigorous materials testing. Ensuring consistent quality and dependable supply for demanding project specifications.

Environmental Services

Responsive Solutions. Reliable Results.

From commercial waste containers and collection to complex industrial waste management and rapid-response emergency support, Tomlinson delivers integrated environmental solutions along the Highway 401 corridor - keeping your operations safe, compliant, and running smoothly.

Our commitment to this region is long-term and intentional. By investing in community partnerships, and delivering high quality services, we're not just supporting the growth happening along the 401 corridor – we are helping shape it.

STRENGTHENING OUR SOIL RECLAMATION CAPABILITIES

Tomlinson Environmental Services continues to strengthen its leadership in sustainable waste management and soil reclamation through the strategic acquisition of Harbour Environmental Services' Ottawa location. This move enhances our ability to meet increasingly strict provincial regulations while advancing responsible, circular economy solutions for industrial waste across Eastern Ontario.

Meeting Growing Regulatory Demands

Ontario's Ministry of the Environment, Conservation and Parks (MECP) has increased oversight of industrial waste management, with a particular focus on preventing illegal dumping. One area under heightened scrutiny is the proper handling of hydrovac slurry, a muddy mixture of soil and water created during excavation work.

Under the Environmental Protection Act, hydrovac slurry is classified as liquid industrial waste, and must be transported to and processed at a licensed facility with a valid Environmental Compliance Approval (ECA). This requirement has created challenges for contractors and municipalities seeking compliant and dependable disposal options.

By acquiring Harbour Environmental Services, Tomlinson now offers a fully integrated, end-to-end solution for handling hydrovac slurry and related waste streams. Our licensed facility provides assurance of regulatory compliance while reducing environmental risk for both contractors and communities.

"This acquisition is an important part of our strategic build-out of facilities across Eastern Ontario to manage hydrovac slurry waste," said Michael Clement, VP of Environmental Services. *"It integrates seamlessly with our existing industrial waste offerings and enables us to expand our slurry waste processing capabilities."*

Pictured: Tomlinson VAC Truck emptying the debris tank at Bantree Reclamation Facility.

Advanced Soil Reclamation and Resource Recovery

Hydrovac excavation is the safest way to uncover underground utilities, but it produces large volumes of slurry that must be responsibly processed. At the Harbour facility, this material undergoes an advanced mechanical separation and treatment process designed to transform waste into reusable resources.

The process begins by separating liquids from solid materials such as sand, stone, and clay. Once separated, these materials are treated and remediated to meet strict provincial standards. Rather than sending this material to landfill, the facility supports a circular economy model where reclaimed aggregates are repurposed as construction fill or in other approved applications. Meanwhile, recovered water is cleaned and treated for reuse.

This circular approach helps:

- Divert significant volumes of material from landfill
- Reduce the need for virgin aggregate extraction
- Lower the environmental impact of construction and excavation activities

Building a Sustainable Environmental Platform

Now operating as Tomlinson's Bantree Road Reclamation Facility, the former Harbour Environmental site represents more than increased processing capacity. It's part of Tomlinson's long-term strategy to build a robust environmental infrastructure network across Eastern Ontario. By combining regulatory compliance, advanced reclamation technology, and safe hydrovac operations, Tomlinson reinforces its role as a trusted partner to municipalities, contractors, and industrial clients.

As environmental standards continue to evolve and enforcement intensifies, Tomlinson's integrated approach positions the company at the forefront of responsible soil reclamation. Through strategic investment and operational expertise, Tomlinson continues to turn complex industrial waste challenges into practical, sustainable solutions.

$6.4M IN GREEN SHIPPING COORIDOR FUNDING

Long-Term Benefits:

- **Significant reductions in greenhouse gas emissions,** helping advance low-carbon shipping corridors.
- **Reduced truck traffic across Highway 17**, improving safety for workers, residents, and travelers.
- **Lower noise and environmental footprint,** contributing to a healthier local community.
- **Greater operational efficiency,** strengthening the movement of essential aggregates that support public and private construction projects across the region.

We are proud to share that our Ontario Trap Rock facility in Bruce Mines has been awarded up to $6.4 million under the Government of Canada's Green Shipping Corridor Program, supporting a significant leap toward cleaner and more efficient movement of construction materials across the Great Lakes.

This investment will help bring to life the Trap Rock Electrification of Extended Ship Loading System project,

This investment will help bring to life the Trap Rock Electrification of Extended Ship Loading System project, a transformative initiative designed to replace the diesel-powered haul trucks currently transporting aggregates 2.7 km to the facility's commercial dock. By adopting a fully electric extended ship loading system, Ontario Trap Rock will substantially reduce greenhouse gas emissions, cut reliance on diesel fuel, and provide a safer, more sustainable alternative for transporting materials to the shoreline.

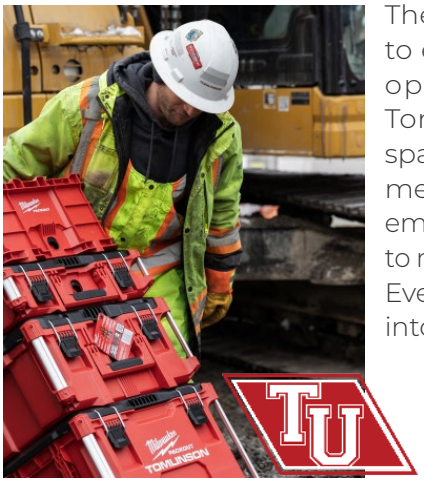
As Canadians continue to feel the effects of an evolving global economy, Tomlinson is committed to doing its part to strengthen the resilience, sustainability, and competitiveness of the country's supply chains. Cleaner marine transportation plays an essential role in ensuring construction and infrastructure materials move reliably throughout the Great Lakes region and Northern Ontario.

Ontario Trap Rock is an essential supplier of high-quality trap rock aggregates and has been a cornerstone of the Bruce Mines community for decades. As the community's largest employer, with approximately 50 fulltime staff and long-term resource reserves, the facility is well positioned to continue serving the region for many years to come.

Pictured: Our Team Receiving the Award at Ontario Trap Rock

TOP STUDENT PROGRAM

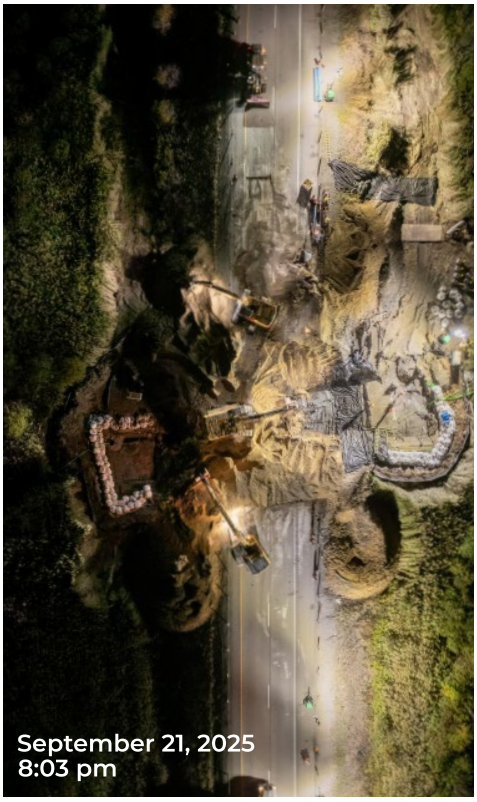
The Tomlinson University (TU) Top Student Program is one of the many ways we demonstrate our commitment to continuous learning and our Core Value Growth, by developing our team to be the best at what we do.



Pictured: Top Student Program Winner & Prize 2025.

The program encourages employees to explore the wide range of learning opportunities available through Tomlinson University. With courses spanning leadership, communication, mental health, technology, and more, employees can shape their development to match their interests and career goals. Every completed course earns an entry into the annual Top Student draw for an exclusive Tomlinson merchandise prize pack, adding a fun incentive while supporting ongoing learning throughout the year.

Our teams consistently show their dedication to growth by participating in training sessions of all kinds. Their commitment helps build a more knowledgeable, adaptable workforce and supports a stronger, more connected workplace. Each December, a Top Student winner is selected.



Pictured: 80-Hour Closure of the 416

HWY 416: KEEPING ONTARIO MOVING

Tomlinson is proud to serve as the general contractor for the Highway 416 project, spanning a 57km section of highway between Ottawa and Spencerville. This ambitious project, commissioned by the Ministry of Transportation Ontario (MTO), involves a comprehensive range of work aimed at enhancing infrastructure, while supporting the safety and efficiency of this important transportation corridor.

Scope of Work

Our scope includes five bridge rehabilitations, eight culvert replacements, sixteen culvert cleanouts, paving the Bankfield and Hunt Club interchanges, and replacing thirty-six structural signs.

Accelerated Closure at Spencerville

One of the most notable achievements of this project was the 80-hour closure of the northbound lanes of Hwy 416 at Spencerville. This closure was part of a value engineering proposal and was successfully completed in an impressive 78 hours, with additional scope delivered during that time frame. This remarkable feat was highlighted by the MTO as a strong example of collaborative achievement between the owner and contractor, helping minimize disruption to the public and enhancing project efficiency.

Project Progress

As we move forward into 2026, we are proud to report significant progress on the project: two of the bridge rehabilitations have been completed successfully within the designated time constraints, the interchange paving has been finalized, and all culvert replacements and cleanouts have been executed to the highest standards.

Looking ahead, our focus will be on completing the remaining three bridge rehabilitations and installing fourteen more structural signs.

Committed to Delivering Reliable Infrastructure

This project stands as a testament of Tomlinson's commitment to delivering exceptional infrastructure while building trusted relationships with our customers and partners. We look forward to bringing the Highway 416 project to successful completion while providing improved infrastructure and safer travel for all road users.

SEE THE PROJECT IN ACTION

SCAN TO WATCH

CELEBRATING A DECADE OF INNOVATION

Lystek Fairfield OMRC Turns 10

In 2026, the Lystek Fairfield Organic Material Recovery Centre (OMRC) will be celebrating a major milestone, ten years of transforming how communities manage organic waste. Since opening its doors in August 2016, the facility has played a key role in bringing advanced biosolids into technology to the San Francisco Bay Area through a partnership with the Fairfield-Suisun Sewer District (FSSD).

Pictured: LysteMize Field Application

Growth, Innovation, and Increasing Demand

Lystek's expansion into the United States began after its acquisition by Tomlinson in 2011. Fairfield's strategic location, between major Bay Area wastewater agencies and the agricultural lands of the northern Central Valley, made it the ideal site for a Public Private Partnership (P3) with FSSD. This positioned Lystek to support both municipal biosolids programs and local farmers through its flagship fertilizer product, LysteGro®.

At the OMRC, biosolids and other non-hazardous organic materials are transformed using Lystek's patented THP® technology, producing LysteGro, a nutrient-rich fertilizer that improves soil health. The facility also collaborates with FSSD through LysteMize® Digestion to enhance renewable biogas generation and support cleaner energy production.

Pictured: Fairfield OMRC

Since beginning operations, the Fairfield OMRC has produced and sold more than 1,000,000 tonnes of LysteGro, with annual production now exceeding 175,000 tonnes. The facility has secured long-term partnerships with major Bay Area cities, and more than 20 organizations now deliver organic residuals to the site. A number that continues to increase as California strengthens its organic waste diversion requirements.

LysteGro continues to see demand surpass supply. Farmers and ranchers value both its nutrient benefits and Lystek's full-service delivery and land-application model. Rising chemical fertilizer costs have further increased interest, supported by research from the University of California, Davis, which highlights LysteGro's ability to improve soil health and crop yields.

Looking Ahead

"The journey to reach this milestone has delivered innovation and growth, resulting in a bright future for our operations in California," says Jim Dunbar, General Manager of the OMRC. "We value the partnerships we have forged here and believe this will lead to further expansion in the California market in the coming years."

Pictured: Inside the Facility.

WOMEN IN CONSTRUCTION

REAGAN DECKER

Recipient of 2025 Women in Asphalt x Caterpillar Paving Operations Scholarship

In 2025, Reagan Decker, a pneumatic roller operator on the paving team, was selected as one of six recipients and the only Canadian for the 2025 Women of Asphalt x Caterpillar Paving Operations Scholarship. This prestigious award recognizes outstanding women in the asphalt industry and provides hands-on training to help them advance their skills and careers.

Reagan began here career in construction in 2020 as a Traffic Control Person. What started as an entry point quickly became a passion, driven by the hands-on nature of the work and the ability to see results take shape on site. She advanced to the paving crew, building experience in safety, inspections, and quality control before stepping into her current role operating a rubber tire roller.

"Learning to operate this equipment was a major moment of growth for me. This experience helped me become more confident, dependable, and well-rounded within the paving team." Reagan shares.

Encouraged by her supervisor, Robert Enright, Reagan applied for the scholarship to expand her knowledge of paving equipment, best practices, and women's experiences across the regions.

Through the Caterpillar training program, Reagan gained hands-on experience with paving equipment and collaborated with peers across the industry. As the only Canadian in the group, she contributed insights on cold-climate paving and compaction practices.

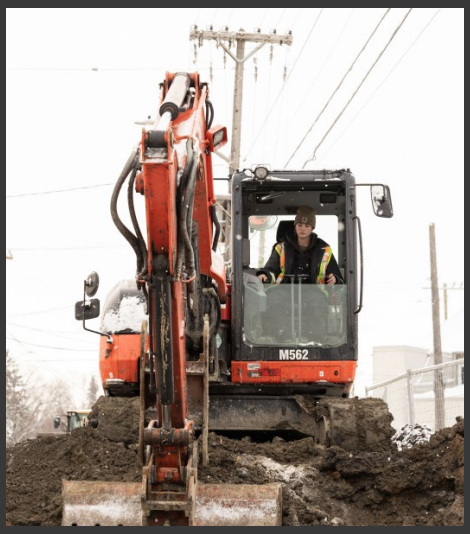
"The experience broadened my perspective, strengthened my confidence, and motivated me to continue improving my skills," she reflects.

Looking ahead , Reagan is focused on continued advancement in construction and paving. She aims to take on more leadership responsibilities, strengthen her expertise in health and safety, and potentially move into supervisory or management positions. Above all, she wants to serve as an inspiring example for others. "My goal is to be a strong role model for others, especially women entering the industry, and to continue making a positive impact at Tomlinson and in my community," she says.

Reagan's dedication and this exciting achievement showcase the strength and promise of women in paving and construction. We're proud to celebrate Reagan's success and look forward to seeing her continue to grow and thrive in the industry.

VOICES FROM ACROSS THE TEAM

Across our organization, women are contributing to every part of the business, from field operations to engineering, project management, and skilled trades. Their experiences highlight a shared commitment to growth, resilience, and supporting one another.



"I like breaking the stereotypes... don't get discouraged—there's always good days to come."

— Mara Heitman, 310T Apprentice

"It makes me proud that I am part of road infrastructure—and showing other women, especially my daughters, that you can do this work."

— Heather Norman, Paver Operator

"I was drawn to construction because I wanted a hands-on career where I could see the results of my work... it was rewarding to be part of building something so real and meaningful."

— Mylena Forget, Equipment Operator

"The perspective we bring is our strength. Embrace who you are and use it to contribute in your own way."

— Julia Lattmann, Project Manager

"Gender isn't a big deal here. If you are hard working and dedicated, you are treated the same as everyone else."

— Morgan Werely, Welder

"Sometimes you are overlooked, but you just need to step up and stand out."

— Nikki Caldwell, Project Coordinator

"There is a pride in knowing you are part of breaking down barriers and paving a way forward."

— Kaylish Henry, Structural Engineer

MARQUETTE MINERAL PARTNERSHIP

ADVANCING HARD ROCK SUPPLY ACROSS THE GREAT LAKES

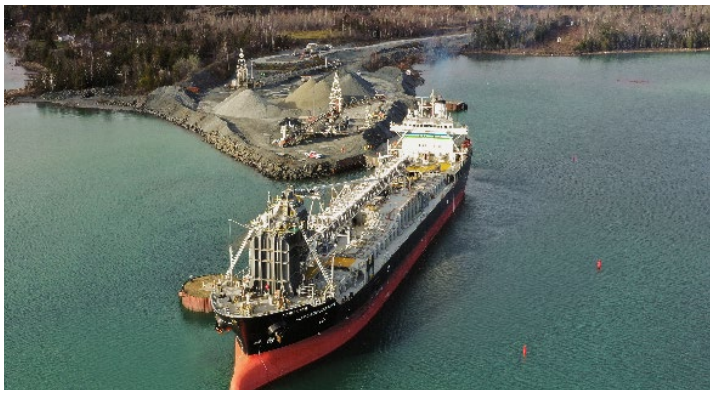
In January, Tomlinson announced a new partnership with Marquette Mineral, expanding our hard rock quarrying and logistics capabilities across the Great Lakes and Michigan's Upper Peninsula. This collaboration represents a major milestone in strengthening our high-quality stone supply network, building on our existing operations with Ontario Trap Rock in Bruce Mines, Ontario.

Located on the southern shore of Lake Superior, Marquette, Michigan is a community with deep industrial roots, a rich mining heritage, and a vibrant academic presence as the home of Northern Michigan University. With a population of roughly 21,000, Marquette is the third-largest city on Lake Superior and an important port, historically known for shipping iron ore from the Marquette Iron Range. The region also offers exceptional outdoor recreation - from hiking and kayaking to enjoying sweeping views of Lake Superior.

The quarry site spans nearly 500 acres and holds significant reserves of high-quality hard rock. Extensive core drilling and geological assessments confirm the presence of Precambrian granitic bedrock that can produce a wide range of premium aggregate products. These materials meet the rigorous standards of MDOT, AREMA, and the U.S. Army Corps of Engineers, supporting use in rail, marine infrastructure, civil construction, and commercial building.

Marquette Mineral is now fully operational and ready to supply customers throughout the region, and further site development already in progress. The site is supported by a deep-water marine docking facility for loading aggregate onto Great Lakes vessels, enhancing waterborne capacity and improving supply chain reliability for both U.S. and Canadian markets.

Tomlinson brings decades of experience in large-scale aggregate production and marine logistics. This partnership reflects our long-term commitment to delivering superior products, strengthening regional supply networks, and supporting the growing infrastructure needs of communities and industry on both sides of the border.



Pictured: Northern Venture at our Ontario Trap Rock Dock.

YOUR ORDER DESK, SIMPLIFIED

TEXT: 613-690-3311

Available for Construction Materials Orders Today:

- Asphalt
- Aggregates
- Sand
- Salt

ADVANCING SUSTAINABLE ASPHALT PRODUCTION

Tomlinson is proud to be recognized with the 2025 Ontario Road Builders Association (ORBA) Green Leadership and Sustainability Award, highlighting our commitment to delivering innovative, responsible solutions for our customers and communities.

At the centre of this achievement is a new approach to asphalt production, one that replaces traditional fossil fuels with renewable energy generated from waste materials. By integrating advanced pyrolysis technology into our operations, construction and demolition wood waste is converted into a reliable, low-carbon fuel source, closing the loop between waste recovery and

- **47.3% reduction in cradle-to-gate emissions**
- **124% reduction in plant operation emissions**
- **1,000+ tonnes of CO_2 emissions avoided annually**
- **Waste materials repurposed into renewable energy**

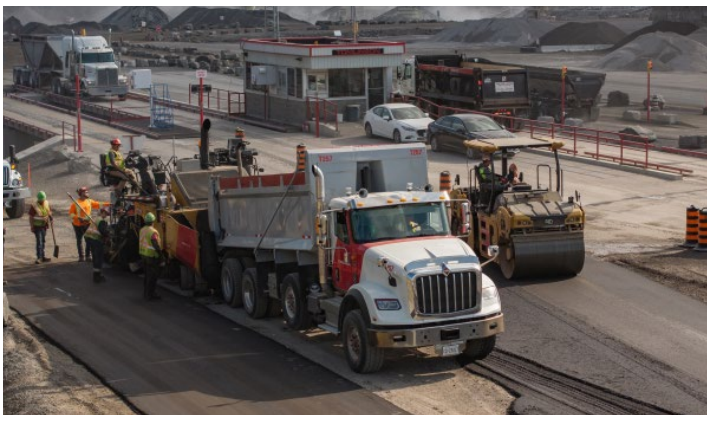
Pictire: Combusted pyrolysis gas, providing heat for the asphalt drum dryer.

Pictured: Harvest Green's BioPCP technology at Tomlinson's Research Asphalt Plant.

This innovation demonstrates how environmental responsibility and operational performance can go hand in hand. By connecting our environmental services and materials operations, we are creating more resilient, efficient processes that deliver consistent, high-quality results.

For our customers, the impact is clear: access to lower-carbon infrastructure solutions without compromising quality, timelines, or performance. It also reflects our commitment to working alongside our partners to help meet evolving sustainability goals.

This award reinforces Tomlinson's role as a leader in sustainable construction, continuing to invest in solutions that strengthen both our operations and the trusted relationships we build with every project



Pictured: Laying of Low CI Asphalt Mix on scales pathway at Rideau Quarry.

CELEBRATING INNOVATION EXCELLENCE

Introducing the winners of Tomlinson's annual awards program.

Tomlinson is proud to recognize the winners of the 2025 Innovation Awards, celebrating a year of creativity, collaboration, and forward-thinking ideas. With more than 30 submissions and over 50 team members involved, these awards highlight innovation across the organization. They recognize individuals and teams whose ingenuity and problem-solving improve how we work, driving safer, more efficient operations and strengthening how we deliver for our customers.

THE PEOPLE'S CHOICE AWARD

Each year, every submission to the innovation awards is added to the People's Choice award category. Team members then cast their votes, choosing the idea they believe made the biggest impact. For 2025, the winning idea is the Hot Oil Plug Valve Lockout, designed by Eddie Lawlor.

This custom metal lockout device greatly improves safety during hot oil system maintenance at the Rideau and Moodie Asphalt Plants. By securely locking the hot oil valve, it prevents accidental releases and reduces the risk of a safety hazard. Its durability and heat-resistant design offer a reliable solution that helps ensure safety during hot oil system maintenance.

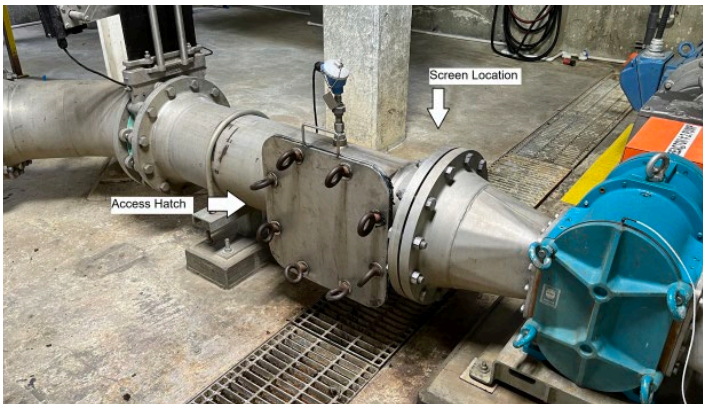
THE MACGYVER AWARD

This award recognizes resourceful, on-the-spot thinking and creative problem-solving. It celebrates solutions developed for problems that arise only on a specific project or site, often requiring one-of-a-kind solutions that can't be replicated elsewhere. To qualify, the submission must demonstrate a process, system, or tool that is unlikely to be replicated or used in other areas of the organization. This year's winning solution comes from the Tomlinson Environmental Services team in Cornwall, who reimagined and streamlined waste consolidation using an excavator.

The Excavator Waste Consolidation submitted by Zakery St-Jacques, Marc-Andre, Michael Clement, Paul Lajolie and James Martel took the crown for this year's MacGyver award. Their method compresses multiple partially filled bins into a single 40-yard container, creating an 8-12 ton load before transport. The outcome is clear: Fewer trips, significant weekly time savings, and a streamlined, highly efficient waste-handling process.

THE GROUND BREAKER AWARD

This award recognizes the successful implementation of an innovative idea that can be replicated and used across the organization. To qualify, the submission must be beneficial to multiple business units, demonstrate clear financial value and include evidence that the submitter(s) identified the opportunity, implemented the solution, and communicated it to other teams that could benefit. It highlights teams who champion new, scalable solutions that drive meaningful improvements across Tomlinson.



This year, the Ground Breaker Award goes to the Project Transfer Pump Protection Screen, created by Moises Hernandez and Brandon Hernandez from Lystek. The Project Transfer Pump Protection Screen is a stainless-steel system designed to prevent debris – such as bolts, nuts, and other physical contaminants – from damaging biosolids transfer pumps. By reducing repair costs, minimizing downtime, and requiring only 30 minutes per pump for cleaning, this innovation protects equipment while boosting operational reliability across sites where similar challenges exist.

As we recognize the outstanding contributions of this year's winners, we are reminded of the transformative impact innovation can have across our operations. These individuals and teams embody our core values of Growth, Driven, and Committed; helping push Tomlinson toward a safer, more efficient, and more forward-thinking future.

Please join us in congratulating the 2025 Innovation Award recipients for their exceptional ideas, creativity, and their commitment to continuous improvement.