Bird Construction Inc.

Management's Discussion and Analysis

For the three and nine month periods ended September 30, 2022 and 2021

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The following Management's Discussion and Analysis ("MD&A") of Bird Construction Inc.'s ("the Company" or "Bird") financial condition and results of operations for the three and nine months ended September 30, 2022, should be read in conjunction with the September 30, 2022 unaudited interim condensed financial statements. This MD&A has been prepared as of November 8, 2022. Unless otherwise specified, all amounts are expressed in Canadian dollars. The information presented in this MD&A is presented in accordance with International Financial Reporting Standards ("IFRS"), unless otherwise noted.

This discussion contains forward-looking statements and information, which are subject to a variety of factors that could cause actual results to differ materially from those contemplated by this information. See "Forward-Looking Information". Some of the factors that could cause results or events to differ from current expectations include, but are not limited to, the factors described under "Risks Relating to the Business" included in the Company's most recent Annual Information Form dated March 8, 2022. Additional information about the Company is available through the System for Electronic Document Analysis and Retrieval ("SEDAR") at www.sedar.com and on the Company's website at www.bird.ca.

Throughout this MD&A certain measures are used that, while common in the construction industry, do not have a standardized meaning prescribed by IFRS and are considered specified financial measures. These include non-GAAP financial measures, non-GAAP financial ratios and supplementary financial measures. These measures may not be comparable with similar measures presented by other companies. Further information regarding these measures can be found in the "Terminology and Non-GAAP & Other Financial Measures" section of this MD&A.

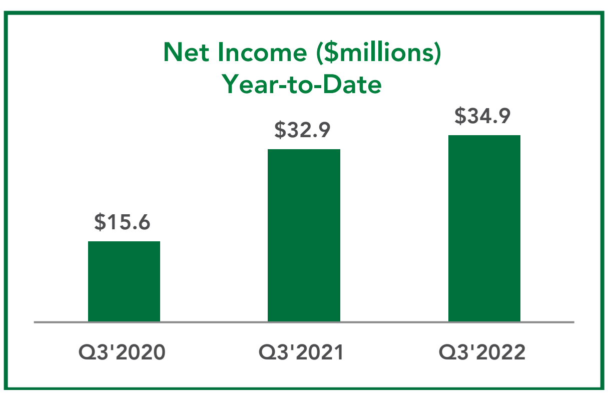
EXECUTIVE SUMMARY

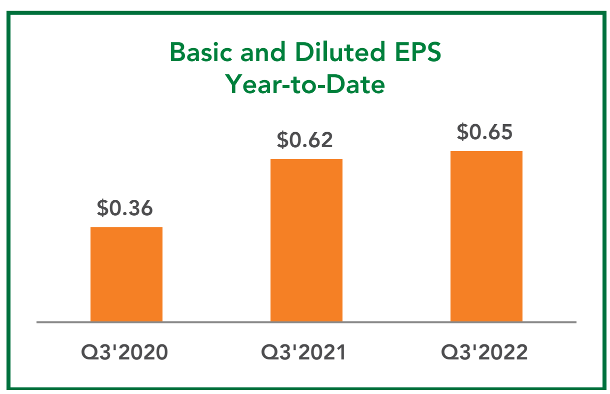
(in thousands of Canadian dollars, except per share amounts)	Nine months ended September 30,	
Income Statement Data	**2022**	2021
Revenue	**$ 1,720,365**	$ 1,622,223
Net income	**34,931**	32,866
Basic and diluted earnings per share ("EPS")	**0.65**	0.62
Adjusted Earnings [(1)]	**30,539**	37,908
Adjusted Earnings Per Share [(1)]	**0.57**	0.71
Adjusted EBITDA [(1)]	**70,546**	79,737
Adjusted EBITDA Margin [(1)]	**4.1 %**	4.9 %
Cash Flow Data		
Net (decrease) increase in cash and cash equivalents	**$ (86,394)**	$ (56,581)
Cash flows from operations before changes in non-cash working capital	**80,905**	76,832
Capital expenditures[(2)]	**(21,152)**	(6,217)
Cash dividends paid	**(15,706)**	(15,514)
Cash dividends declared per share	**0.29**	0.29
Balance Sheet Data	**September 30, 2022**	December 31, 2021
Total assets	**$ 1,217,699**	$ 1,137,148
Working capital	**172,623**	151,810
Loans and borrowings	**96,658**	78,681
ROU Liabilities	**74,639**	79,358
Shareholders' equity	**262,966**	243,488
Key Performance Indicators		
Pending Backlog [(1)]	**$ 2,137,200**	$ 1,624,700
Backlog [(3)]	**2,940,665**	3,002,509

[(1)] Adjusted Earnings and Adjusted EBITDA are non-GAAP financial measures. These measures, along with Adjusted Earnings Per Share, Adjusted EBITDA Margin and Pending Backlog do not have standardized meanings under IFRS and may not be comparable with similar measures presented by other companies. See "Terminology and Non-GAAP & Other Financial Measures."

[(2)] Represented by "Additions to property and equipment and intangible assets" in the consolidated statement of cash flows.

[(3)] Backlog is a measure that may not be comparable with a similar measure presented by other companies. See "Terminology and Non-GAAP & Other Financial Measures."





NATURE OF THE BUSINESS

Bird's comprehensive and diverse range of services provide integrated solutions for the entire project lifecycle. Bird deploys cutting edge technology and draws on the vast experience of a workforce of over 5,000 employees to deliver exceptional operational performance and collaborative execution across all project sizes and delivery models for new construction, renovations, and retrofits; industrial maintenance, repair and operations services ("MRO"); heavy civil construction and mine support services; civil infrastructure; modular construction; and vertical infrastructure and specialty trades.

> **Bird's strategic evolution has positioned the Company to accelerate growth initiatives, while never losing sight of our deep roots spanning more than 100 years in Canada.**
>
> **Teri McKibbon, President & CEO**

PROJECT DELIVERY METHODS

In all sectors, Bird contracts with its clients using a combination of Construction Management, Cost Plus, Integrated Project Delivery ("IPD"), Stipulated Sum, Unit Price, Standard Specification Design-Build, Alternative Finance Projects, Complex Design-Build, Progressive Design Build, and Public Private Partnerships ("PPP").

Bird selectively invests equity in PPP projects to support construction operations, and has enhanced its ability to deliver collaborative contracting such as IPD and Alliance, which are contractual approaches to project delivery designed as co-operative arrangements that are premised on complementary strengths and mutual benefit, offering strategic advantages to all parties particularly in terms of better sharing of risks and rewards.

OUR LOCATIONS

The Company operates from coast-to-coast and services all of Canada's major geographic markets.

MANAGING RISK

While Bird is capable of self-performing larger projects, particularly in the industrial market and MRO space, for many projects the overall construction risk rests with Bird's subcontractors.

The scope of work of each subcontractor is generally defined by the same contract documents that form the basis of the Company's agreements with its clients. The terms of the agreements between the Company and its clients are generally replicated in the agreements between the Company and its subcontractors. These "flow-down" provisions substantially mitigate the risk borne by the Company. Depending on the value of the work, the Company may require bonds or other forms of contract security, including enrolling our subcontractors in Bird's subcontractor default insurance program, which should mitigate exposure to possible additional costs should a subcontractor not be able to meet its contractual obligations.

Bird's primary constraints on growth are the ability to secure new work at reasonable margins and the availability of qualified professional staff who can be assigned to manage the projects.

INDUSTRY SECTORS

INDUSTRIAL

Within the industrial sector, Bird has substantial experience executing large and complex projects for clients primarily operating in the oil and gas, liquefied natural gas ("LNG"), mining, renewables, water and wastewater, and nuclear sectors. Additionally, Bird constructs large, complex industrial buildings including manufacturing, processing, distribution, and warehouse facilities.

Bird has significant self-perform capabilities for structural, mechanical, piping, electrical and instrumentation, including off-site metal and modular fabrication. These industrial service capabilities have been further enhanced with the addition of Stuart Olson Inc. ("Stuart Olson"), which was acquired on September 25, 2020. The Company's industrial self-perform capabilities now include insulation, metal siding and cladding, ductwork, asbestos abatement, mechanical, and electrical and instrumentation abilities, including high voltage testing and commissioning, as well as power line construction.

These maintenance service abilities are augmented with civil and facilities maintenance services, and the combined service offering opens the door to a wider range of clients including those in the oil and gas, mining, and nuclear sectors. In general, Bird has gained an expanded industrial general contracting business and more notably is now an industrial maintenance contractor with opportunities for additional maintenance clients in a broader geographical footprint.

INFRASTRUCTURE

Within the infrastructure sector, Bird has a well-developed offering of civil construction capabilities including site preparation and earthworks, underground piping, and foundations and other concrete services. Bird also has broad capabilities in mine support services and hydroelectric construction.

The Company's acquisition of Dagmar Construction Inc. ("Dagmar") on September 1, 2021 provides a platform to expand Bird's national civil capabilities, including self-perform capacity across key civil infrastructure sub-sectors including road, bridge, rail, and underground utilities installation. Dagmar's capabilities and service offerings, integrated with Bird's existing civil business, improves Bird's competitive position nationally as well as enables access to the attractive Ontario market. Enhanced access to these markets contributes to increased diversification in a growing end-market with a strong outlook bolstered by government infrastructure commitments. Opportunities to capitalize on a higher portion of self-perform work in larger, complex projects further reinforces the future potential of the integrated business.

INSTITUTIONAL, COMMERCIAL, AND RESIDENTIAL

Within the institutional sector, Bird constructs and renovates hospitals, post-secondary education facilities, K-12 schools, recreation facilities, prisons, courthouses, government buildings, long term care facilities, and senior housing. Within the commercial and residential sector, Bird's operations include the construction and renovation of office buildings, shopping malls, big box stores, hotels, and selected mixed-use high-rise and mid-rise residential. The Company has developed expertise in the construction of vertical elements and overall management of transportation-related projects and will continue to enhance its abilities in this market.

COMMERCIAL SYSTEMS

Within the commercial systems business, Bird provides electrical and related system services such as complex electrical and mechanical infrastructure design and installation, data communications, security, and lifecycle services, including national roll-out services that provide private and public sector clients with a range of ongoing electrical maintenance service functions across Canada. The Company's commercial systems business is one of Canada's largest electrical and data system contractors.

INNOVATIVE SOLUTIONS

Bird provides many innovative solutions to all of the sectors it services, including:

MASS TIMBER

Bird is a North American leader in mass timber construction, with an extensive resume including post-secondary education, recreation and seniors' living facilities. Bird has the expertise, experience, and supply chain knowledge to present an opportunity for greener buildings by using a renewable resource as a primary construction material.

In addition to its carbon capture benefits, studies have shown that visible wood in buildings has various psychological and physical impacts that can lead to higher occupant satisfaction, lower stress levels and blood pressure, better concentration, and increased optimism.

The growing popularity of mass timber as a primary building material for structures from high-rise wood frame housing developments to large-scale institutional buildings is indicative of a shift to buildings that are good for the environment and good for people.

CENTRE FOR BUILDING PERFORMANCE

The Centre for Building Performance facilitates seamless construction delivery that minimizes environmental impacts throughout every step of the construction process and supports the lifecycle of a building asset. The effective deployment of technology, including the use of sensors and BIM/VDC, reduces waste generated during the construction process and optimizes the use of fuel resources, for example, during heating and curing cycles.

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 to ensure efficiency is maintained.

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, and ultimately impacting the overall carbon intensity of the building.

INNOVATIVE TRENCHING SOLUTIONS

Innovative Trenching Solutions provides single-pass trenching with the use of custom-built, proprietary equipment that expedites installation of underground utilities, laying multiple lines and several kilometers of material per day. The system minimizes environmental impact by reducing ground disturbance and construction footprint while maintaining better stability across a variety of terrain.

CENTRES OF EXCELLENCE

Drawing expertise from across Bird's districts, divisions, and businesses, the Centres of Excellence provide thought leadership and direction in key areas, leading the way in exploring and adopting new technology, tools, relationships, techniques, and/or best practices that reduce risk and improve Bird's profitability, effectiveness, and reputation in a particular focus area, such as Net Zero.

STACK MODULAR

Bird's partnership with Stack Modular, a global design-build structural steel modular manufacturer, is an innovative solution in the multi-family, hospitality, resource, and student and senior housing sectors. The partnership is focused on helping clients leverage the advantages of combining conventional and modular methods of construction, enabling time and cost savings, and ensuring delivery of high-quality, local code compliant modules with stakeholder assurance that projects will be executed successfully and safely.

Q3 2022 HIGHLIGHTS

The third quarter of 2022 was a strong quarter for the Company, with our "One Bird" team delivering solid revenue growth of 7.6%, representing 6.0% growth year-to-date, supported by cross-selling opportunities across our diversified service offerings, and robust, accretive performance from recent acquisitions. Continued strong execution across our work programs, with diligent focus on cost management, delivered increased gross profit and Adjusted EBITDA margins for the quarter, despite the challenges of ongoing supply chain and regional permitting delays.

Bird's third quarter earnings reflect the resiliency of our diversified and risk-balanced business model where over 90% of the Company's revenues are generated from lower risk contract types, and an increasing number of projects are being executed under collaborative contracting methods. This business model allows us to better manage inflationary impacts on costs of construction, resulting in growing margins which remain a strategic priority to further improve over the coming years.

THIRD QUARTER 2022 COMPARED TO THIRD QUARTER 2021

- Construction revenue of $668.2 million compared to $621.2 million, representing a 7.6% increase year-over-year.
- Net income and earnings per share were $14.5 million and $0.27, respectively, compared to $12.1 million and $0.23 in Q3 2021.
- Adjusted Earnings[1] and Adjusted Earnings Per Share were $15.5 million and $0.29, respectively, compared to $13.8 million and $0.26 in Q3 2021.
- Adjusted EBITDA[1] of $31.2 million, or 4.7% of revenues, compared to $28.6 million, or 4.6% of revenues in Q3 2021.

YEAR-TO-DATE 2022 COMPARED TO YEAR-TO-DATE 2021

- Construction revenue of $1,720.4 million compared to $1,622.2 million, representing a 6.0% increase year-over-year.
- Net income and earnings per share were $34.9 million and $0.65, respectively, compared to $32.9 million and $0.62 in 2021.
- Year-to-date Adjusted Earnings[1] and Adjusted Earnings Per Share were $30.5 million and $0.57, respectively, compared to $37.9 million and $0.71 in 2021.
- No recoveries were recorded under the CEWS program in 2022, compared to $21.9 million of recoveries recorded year-to-date in 2021.
- Year-to-date Adjusted EBITDA[1] of $70.5 million, or 4.1% of revenues, compared to $79.7 million, or 4.9% of revenues in 2021.

- The Company set a new record for its combined Backlog and Pending Backlog of future work at September 30, 2022, amounting to $2.9 billion and $2.1 billion, respectively. The Company secured $731.1 million of new contracts and change orders in Backlog and executed $668.2 million of construction revenues in the quarter, and added over $300 million of new awards to Pending Backlog.
- During the third quarter of 2022, the Company announced that it was awarded the following projects and contracts:
  - Engineering, Procurement and Construction ("EPC") contracts for two wind farms in development by Capstone Infrastructure Corporation. The two wind farms, located in Alberta, have a combined rated capacity of 253.7 MW of renewable energy.

[1] Adjusted Earnings and Adjusted EBITDA are non-GAAP financial measures. See "Terminology and Non-GAAP & Other Financial Measures."

- Construction of the Covenant Wellness Community - Community Health Centre, an approximately 200,000 square foot, three-storey building with a two-level underground parkade, located in Edmonton, Alberta. The Community Health Centre is the first phase of Covenant Health's planned Wellness Community. The award is valued at approximately $95 million.

- The Board has declared an eligible dividend of $0.0325 per common share for each of November 2022, December 2022, January 2023 and February 2023.
- Subsequent to the quarter end, the Company announced that it was awarded the following projects and contracts:
  - A limited notice to proceed with early work (pre-mobilization) for a strategically important multi-year task order under the previously announced Port Hope Area Initiative Master Construction Contract by Canadian Nuclear Laboratories.
- Subsequent to the quarter end, the Company entered into a strategic delivery partnership agreements with Canadian Nuclear Laboratories (CNL) to support the delivery of CNL's long-term corporate strategy. This includes existing work under CNL's $1.2 billion 10-year capital program, construction of at least six major facilities representing over $2 billion, and a newly commenced multi-billion-dollar work program which includes infrastructure upgrades and ongoing environmental remediation and restoration activities as part of the Port Hope Area Initiative, as well as other longer-term opportunities.

QUARTERLY RESULTS OF OPERATIONS

Consolidated Statement of Income and Additional Financial Indicators
(in thousands of Canadian dollars, except per share amounts and percentages)

	Three months ended September 30,		
	2022	2021	% change
Construction revenue	**$ 668,156**	$ 621,224	7.6%
Costs of construction	**609,533**	574,791	6.0%
Gross profit	**58,623**	46,433	26.3%
Income (loss) from equity accounted investments	**(1,264)**	1,168	-208.2%
General and administrative expenses	**(35,534)**	(29,918)	18.8%
Income from operations	**21,825**	17,683	23.4%
Finance and other income	**182**	304	-40.1%
Finance and other costs	**(2,793)**	(1,720)	62.4%
Income before income taxes	**19,214**	16,267	18.1%
Income tax expense	**4,748**	4,150	14.4%
Net income for the period	**$ 14,466**	$ 12,117	19.4%
Total comprehensive income for the period	**$ 14,608**	$ 11,749	24.3%
Basic and diluted earnings per share	**$ 0.27**	$ 0.23	17.4%
Adjusted Earnings[1]	**$ 15,502**	$ 13,821	12.2%
Adjusted Earnings Per Share	**$ 0.29**	$ 0.26	11.5%
Adjusted EBITDA[1]	**$ 31,203**	$ 28,585	9.2%
Adjusted EBITDA Margin	**4.7%**	4.6%	0.1%

[1] Adjusted Earnings and Adjusted EBITDA are non-GAAP financial measures. See "Terminology and Non-GAAP & Other Financial Measures."

The Company recorded construction revenue of $668.2 million in the third quarter of 2022, representing a $46.9 million, or 7.6%, increase over amounts reported in 2021. The revenue increase was driven primarily by organic growth across multiple industry sectors, which represent over 5% of revenue growth compared to the prior year. The remaining increase was driven by the inclusion of revenues of Dagmar, acquired on September 1, 2021, for the entire quarter in 2022 compared to one month in 2021. While reporting strong revenue for the quarter, the Company continued to be impacted by supply chain delays and permitting delays in multiple regions; however permits now have been received for most of Company's immediate work programs.

Gross profit of $58.6 million for the third quarter of 2022, representing a Gross Profit Percentage[2] of 8.8%, was $12.2 million higher than the $46.4 million gross profit (7.5% Gross Profit Percentage) recorded a year ago. Increased gross profit margins realized on construction revenue were driven by strong execution, supported by disciplined project selection, resulting in a greater proportion of collaborative contract types and generally a lower contractual risk profile.

The year-over-year increase in third quarter net income was driven primarily by the Company's higher gross profit, partially offset by increased general and administrative costs, losses from equity accounted investments, increased finance and other costs, and higher income taxes, further discussed below.

Losses from equity accounted investments in the third quarter of 2022 were $1.3 million, compared with income of $1.2 million in same period of 2021. The lower income in the third quarter of 2022 was primarily related to Stack Modular, which had lower project activity in the current year quarter. In addition, the third quarter of 2021 included equity income from PPP concession entities that were subsequently classified as held for sale or sold.

In the third quarter of 2022, general and administrative expenses were $35.5 million (5.3% of revenue[3]) versus $29.9 million (4.8% of revenue) in the corresponding period a year ago. The $5.6 million year-over-year increase included $3.7 million higher compensation and employee-related costs, including the impact of $1.8 million CEWS recoveries of compensation costs recorded in 2021, $0.8 million higher amortization and depreciation, and $1.3 million aggregate growth-related increases to travel, advertising and pursuit costs as activity levels increased in the quarter to more normal levels. Current year general and administrative costs also include Dagmar costs for the full quarter compared to one month in 2021. Share-based payment costs, including the impact of related derivatives, increased $0.9 million in the quarter due to a decline in the Company's share price. General and administrative expenses in the third quarter of 2022 include acquisition and integration costs outside of normal course of $1.4 million, including $0.6 million related to the partial settlement of a defined benefit pension plan, compared to $2.3 million of acquisition and integration costs in 2021.

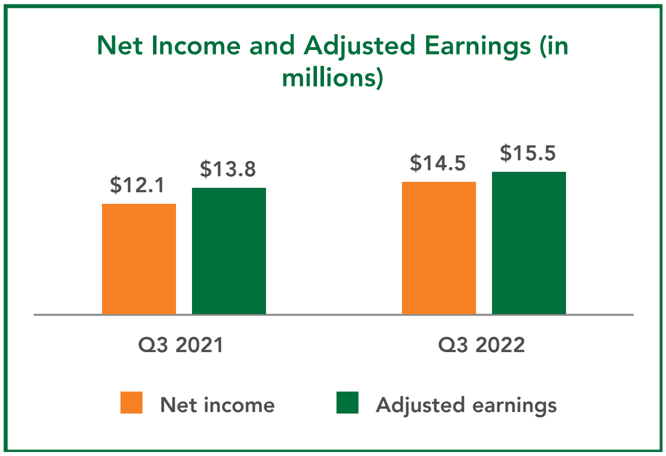
Finance and other costs of $2.8 million in the third quarter of 2022 exceeded amounts recorded in the same period of 2021 by $1.1 million due to increases to the Canadian prime rate applied to the Company's variable rate debt, and the Company carrying a higher average debt balance in the current year. The higher average debt balance resulted from short-term advances used to fund investments in non-cash working capital driven by growth in the Company's work program in the current year.

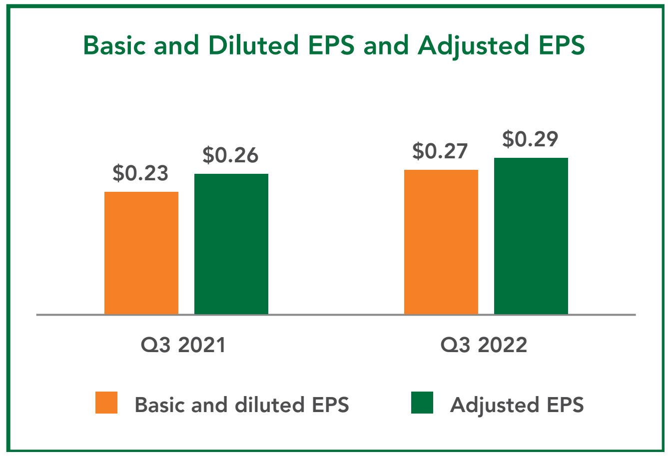
In the third quarter of 2022, income tax expense was $4.7 million, compared to $4.2 million recorded in the third quarter of 2021. The increase in income tax expense was primarily due to higher income before income taxes.

In the third quarter of 2022, total comprehensive income was $14.6 million, compared to $11.7 million in the third quarter of 2021. The increase of $2.9 million was primarily due to the increase in net income of $2.3 million described above, and a $0.6 million higher gain, net of tax, on defined benefit pension plans. The gain resulted from impacts of changes in the asset ceiling, including the effects of a partial settlement during the quarter, which more than offset losses related to investment earnings being lower than projected, and changes in the discount rate impacting pension obligations during the quarter.

[2] "Gross Profit Percentage" does not have a standardized meaning under IFRS and may not be comparable with similar measures presented by other companies. See "Terminology and Non-GAAP & Other Financial Measures."

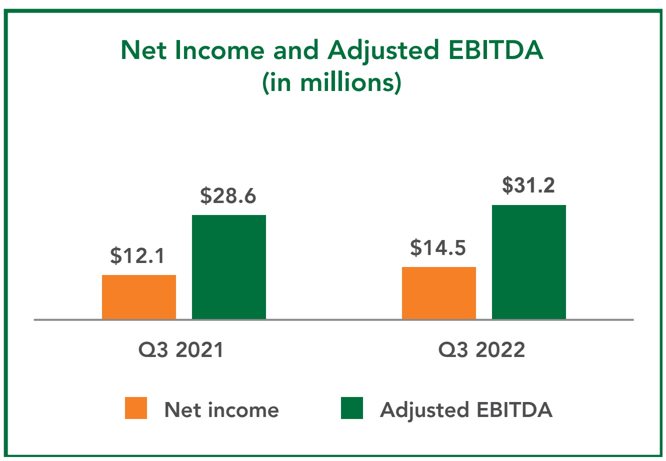
[3] "General and Administrative expenses as a percentage of revenue" does not have a standardized meaning under IFRS and may not be comparable with similar measures presented by other companies. See "Terminology and Non-GAAP & Other Financial Measures."





Adjusted Earnings[4] for the third quarter of 2022 was $15.5 million, compared with Adjusted Earnings in the third quarter of 2021 of $13.8 million, an increase of $1.7 million. Adjusted Earnings reflects higher revenues and gross profit for the current year quarter, partially offset by decreases in income from equity accounted investments, higher finance and other costs, and higher income taxes, as described above. General and administrative expenses, excluding the impact of acquisition and integration expenses which are excluded from Adjusted Earnings, exceeded amounts recognized in 2021 by $6.5 million, primarily driven by higher compensation costs, including the impact of $1.8 million CEWS recoveries recorded in 2021 as previously described, higher share-based compensation costs, and higher growth-related amortization and depreciation, travel, advertising and pursuit costs as the Company's activity levels returned to more normal levels. The change in Adjusted Earnings includes a full quarter of accretive contributions from Dagmar in 2022, compared to one month post-acquisition in 2021.

Basic and diluted earnings per share were $0.27 in the third quarter of 2022, compared to $0.23 in 2021. Adjusted Earnings Per Share was $0.29 and $0.26 in the third quarter of 2022 and 2021, respectively. In addition to the impacts of changes in Net Income and Adjusted Earnings discussed above, the basic weighted average shares outstanding at the end of third quarter of 2022 was higher by 442,332 due to the issuance of common shares in connection with the Dagmar acquisition on September 1, 2021.



Adjusted EBITDA[5] in the third quarter of 2022 was $31.2 million compared to $28.6 million recorded in the third quarter of 2021. The $2.6 million year-over-year increase was consistent with higher gross profit and the decrease in income from equity accounted investments discussed above, as well as growth-related increases in general and administrative expenses, primarily compensation and employee-related costs, and includes a full quarter of Adjusted EBITDA contributions from Dagmar, compared to one month in 2021. Adjusted EBITDA Margin was 4.7% and 4.6% in the third quarter of 2022 and 2021, respectively. Both Adjusted EBITDA and Adjusted EBITDA margin in the third quarter of 2021 include the impact of CEWS recoveries totalling $1.8 million that helped offset the impacts of pandemic-related project delays and additional costs recorded in costs of construction and

[4] Adjusted Earnings is a non-GAAP financial measure. See "Terminology and Non-GAAP & Other Financial Measures."
[5] Adjusted EBITDA is a non-GAAP financial measure. See "Terminology and Non-GAAP & Other Financial Measures."

general and administrative expenses. No similar recoveries were recorded in 2022, resulting in pandemic-related impacts being absorbed in current year results.

YEAR-TO-DATE RESULTS OF OPERATIONS

Consolidated Statement of Income and Additional Financial Indicators
(in thousands of Canadian dollars, except per share amounts and percentages)

	Nine months ended September 30,		
	2022	2021	% change
Construction revenue	**$ 1,720,365**	$ 1,622,223	6.0%
Costs of construction	**1,576,681**	1,486,852	6.0%
Gross profit	**143,684**	135,371	6.1%
Income (loss) from equity accounted investments	**(1,590)**	3,286	-148.4%
General and administrative expenses	**(97,852)**	(89,879)	8.9%
Income from operations	**44,242**	48,778	-9.3%
Finance and other income	**9,437**	896	953.2%
Finance and other costs	**(6,885)**	(5,660)	21.6%
Income before income taxes	**46,794**	44,014	6.3%
Income tax expense	**11,863**	11,148	6.4%
Net income for the period	**$ 34,931**	$ 32,866	6.3%
Total comprehensive income for the period	**$ 35,184**	$ 35,089	0.3%
Basic and diluted earnings per share	**$ 0.65**	$ 0.62	4.8%
Adjusted Earnings(1)	**$ 30,539**	$ 37,908	-19.4%
Adjusted Earnings Per Share	**$ 0.57**	$ 0.71	-19.7%
Adjusted EBITDA(1)	**$ 70,546**	$ 79,737	-11.5%
Adjusted EBITDA Margin	**4.1%**	4.9%	-0.8%

(1) Adjusted Earnings and Adjusted EBITDA are non-GAAP financial measures. See "Terminology and Non-GAAP & Other Financial Measures."

For the nine months ended September 30, 2022, the Company recorded construction revenue of $1,720.4 million, a $98.1 million, or 6.0%, increase compared with $1,622.2 million of construction revenue recorded in 2021. The growth was achieved across the Company's work programs, with organic growth driving approximately 4% of the increase and strong contributions from Dagmar driving the remaining 2% growth. Dagmar is included for one month post-acquisition in 2021 results, compared to the entire nine month period in 2022. Revenues were negatively impacted by the pandemic in the first half of 2022, as well as by trade labour disruptions in the second quarter. Supply chain delays and permitting delays continued into the third quarter of the year, and are expected to persist into future quarters; however the Company has obtained permits for the majority of its near-term work program.

The Company’s year-to-date gross profit of $143.7 million, representing an 8.4% Gross Profit Percentage, compares to $135.4 million gross profit (8.3% Gross Profit Percentage) recorded in the same period a year ago. The Company's disciplined project selection, contracting and execution, including diligent management of construction costs is driving improving gross profit margins on higher construction volume. These improvements were achieved despite adverse impacts of pandemic-related project delays and additional costs, including increased absenteeism early in the year, ongoing supply chain delays, permitting delays and materials cost escalation. No CEWS recoveries were recorded in costs of construction in the current year to help offset these pandemic-related impacts, compared to $18.8 million of CEWS recoveries recorded in 2021.

Net income for the nine months ended September 30, 2022 was $34.9 million, an increase of $2.1 million over the $32.9 million of net income reported in the prior year. The increase was primarily driven by the Company's higher gross profit, discussed above, and higher finance and other income, partly offset by lower income from equity accounted investments, increases in general and administrative expenses, higher finance and other costs, and increased income tax expense, all further discussed below.

Losses from equity accounted investments for the first nine months of 2022 was $1.6 million, compared with income of $3.3 million in same period of 2021. The lower income year-to-date in 2022 was primarily due to $3.5 million lower earnings related to Stack Modular, driven by lower project activity in the current year period, and lower activity relating to an equity accounted project in Western Canada compared to 2021, as well as the overall project mix of equity investments in varying stages of project lifecycles. In addition, the first nine months of 2021 included equity income from PPP concession entities that were subsequently classified as held for sale or sold.

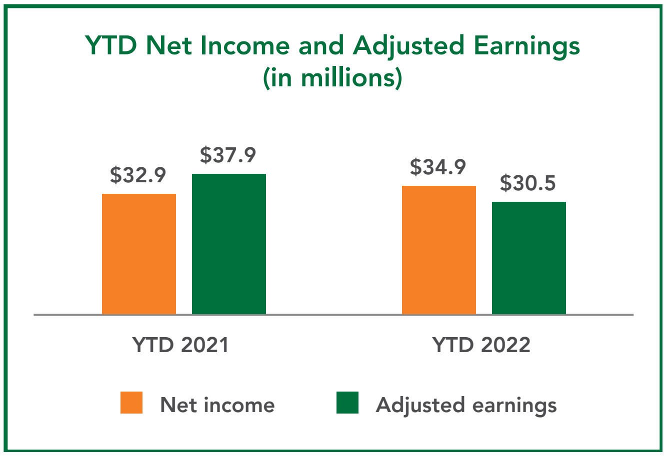
In the first nine months of 2022, general and administrative expenses were $97.9 million (5.7% of revenue) compared to $89.9 million (5.5% of revenue) in the corresponding period a year ago. The primary drivers for the $8.0 million year-over-year increase were $4.8 million higher compensation and employee-related costs, including the impact of $3.1 million CEWS recovery of compensation costs received in 2021, $1.5 million higher amortization and depreciation, and $2.8 million aggregate growth-related increases to travel, advertising and pursuit costs as activity levels returned to more normal levels later in the period. Current year results include Dagmar general and administrative costs for the full nine months of 2022 compared to one month post-acquisition in 2021. Share-based payment costs, including the impact of related derivatives, increased $3.8 million in the quarter due to a decline in the Company's share price. General and administrative expenses in 2022 include acquisition and integration costs outside of normal course totalling $1.8 million, including $0.6 million related to the partial settlement of a defined benefit pension plan in the current quarter, compared to $6.7 million of acquisition and integration costs in 2021.

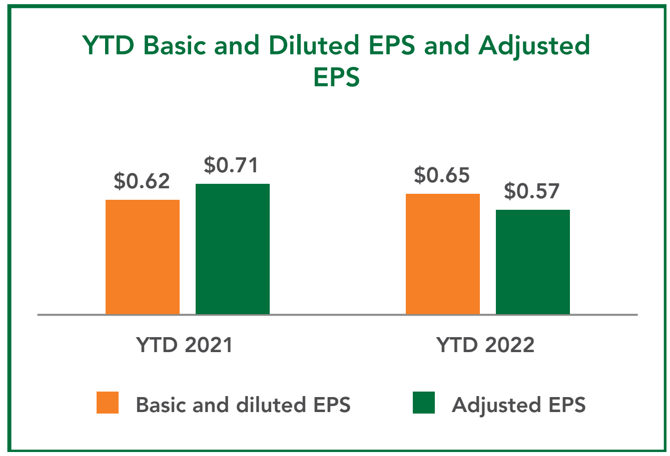
Year-to-date finance and other income of $9.4 million in 2022 was $8.5 million higher than 2021 primarily due to a $7.6 million gain and $1.7 million of interest income recorded in the current year related to a settlement of historical construction billings and related interest charges with a customer in the second quarter, partially offset by a cumulative $0.9 million fair value loss on warrants received as part of the settlement.

Finance and other costs of $6.9 million recorded in 2022 was $1.2 million higher than amounts recorded in the same period of 2021 due to increases to the Canadian prime rate applied to the Company's variable rate debt and the Company carrying a higher average debt balance outstanding on the variable rate facilities in the current year.

For the nine months ended September 30, 2022, income tax expense of $11.9 million exceeded the $11.1 million expense recorded in 2021, in line with increased year-over-year income before taxes and similar effective tax rates.

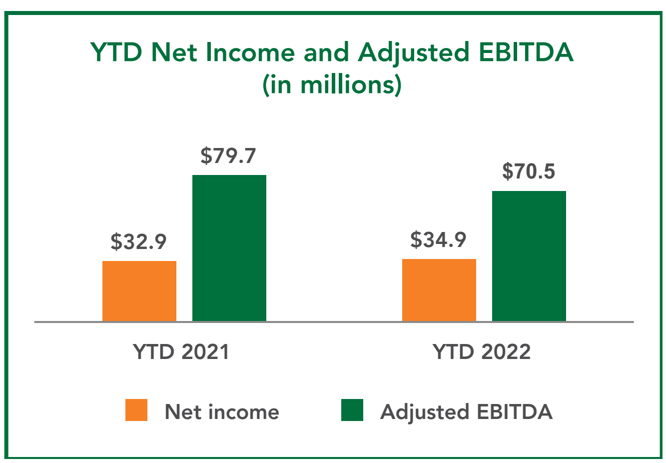
Total comprehensive income was $35.2 million for the first nine months of 2022, compared to $35.1 million in the same period of 2021. The Company's $2.1 million higher net income, discussed above, was offset by $1.8 million lower gain, net of tax, on defined benefit pension plans. The lower pension gain was driven by investment earnings being lower than projected, partially offset by an increase in the discount rate impacting the pension obligation, and the impact of the asset ceiling, including the effects of a partial settlement during the third quarter of 2022.





Year-to-date Adjusted Earnings[6] at September 30, 2022 was $30.5 million, compared with year-to-date Adjusted Earnings of $37.9 million in 2021. Adjusted Earnings reflects increased year to date revenues and gross profit, and higher interest income related to the settlement of outstanding construction receivables and accrued interest from a customer, partially offset by decreases in income from equity accounted investments, higher finance and other costs, and higher income taxes, as described above. General and administrative expenses, excluding the impact of acquisition and integration expenses which are excluded from Adjusted Earnings, exceeded amounts recognized in 2021 by $12.9 million, primarily driven by higher compensation costs, higher net share-based costs, and higher growth-related amortization and depreciation, travel, advertising and pursuit costs as the Company. The year-over-year change in Adjusted Earnings also includes the impacts of a full nine months of accretive contributions from Dagmar in 2022, compared to one-month post-acquisition results in 2021, and CEWS recoveries totalling $21.9 million in 2021 that helped offset the impacts of pandemic-related project delays and additional costs, with no similar recoveries recorded in the current year resulting in pandemic-related impacts being absorbed in current year results.

Basic and diluted earnings per share were $0.65 for the first nine months of 2022, compared to $0.62 for the same period in 2021. Adjusted Earnings Per Share was $0.57 and $0.71 for the first nine months of 2022 and 2021, respectively. In addition to the impacts of changes in Net Income and Adjusted Earnings discussed above, the basic weighted average shares outstanding year-to-date for 2022 was higher by 584,236 due to common shares issued in connection with the Dagmar acquisition in September 2021.



Adjusted EBITDA[7] for the nine months ended September 30, 2022 was $70.5 million compared to $79.7 million recorded in the comparable period of 2021. The $9.2 million year-over year decrease was primarily driven by reductions in income from equity accounted investments, higher compensation costs (including the impact of CEWS recoveries in 2021), higher net share-based compensation costs, and other growth-related increases in general and administrative expenses, as discussed above, which more than offset the increase in the Company's year-to-date revenues and gross profit. Adjusted EBITDA also includes a full nine months of contributions from

[6] Adjusted Earnings is a non-GAAP financial measure. See "Terminology and Non-GAAP & Other Financial Measures."
[7] Adjusted EBITDA is a non-GAAP financial measure. See "Terminology and Non-GAAP & Other Financial Measures."

Dagmar, compared to one month in 2021. Adjusted EBITDA Margin was 4.1% and 4.9% for the first nine months of 2022 and 2021, respectively. In 2021, year-to-date Adjusted EBITDA and Adjusted EBITDA margin include the impact of CEWS recoveries that helped offset the impacts of pandemic-related project delays and additional costs totalling $21.9 million recorded in costs of construction and general and administrative expenses. No similar recoveries were recorded in 2022, resulting in pandemic-related impacts being absorbed in current year results.

KEY PERFORMANCE INDICATORS

Securements, Pending Backlog and Backlog

Securing profitable construction contracts and then controlling the costs during the execution of that work are the key drivers of success for the Company. To achieve this, new work must be available, which is a function of the general state of the economy. In periods of strong economic growth, client capital spending will generally increase and there will be more opportunities available in the construction industry. In economic downturns, fewer opportunities typically exist and competition for those opportunities becomes more intense, generally resulting in lower Gross Profit Percentages. The Company must be successful in securing profitable work in various economic conditions. The construction industry is highly fragmented and, accordingly, the Company competes with several international, national, regional, and local construction firms. The Company's competitive advantages include its long-standing reputation for successfully delivering high quality projects that fully meet the needs of the customer and in delivering projects collaboratively which enables the Company to secure repeat business from existing clients and win work with new clients.

The Company's success in securing work is reflected in the values of its Pending Backlog and Backlog. The following table shows the Company's balances at the end of the following reporting periods:

(in thousands of Canadian dollars)		**September 30, 2022**		December 31, 2021
Pending Backlog	**$**	**2,137,200**	$	1,624,700
Backlog	**$**	**2,940,665**	$	3,002,509

Pending Backlog at September 30, 2022 was $2,137.2 million compared to $1,624.7 million at December 31, 2021, an increase of $512.5 million or 31.5%. The Company's Backlog of $2,940.7 million at September 30, 2022 declined slightly from the balance at December 31, 2021, as executed work exceeded new contracts secured by $61.8 on a year-to-date basis. For the third quarter of 2022, the Company secured $731.1 million of new contracts, exceeding work executed in the quarter by $63.0 million.

Pending Backlog includes over $800 million of recurring revenue contracts, primarily consisting of Master Service Agreement ("MSA") contracts and the early works for a multi-year task order for environmental remediation work. The MSA contracts are typically with industrial clients, span multiple years for MRO services, and represent a recurring revenue stream over the next one to five years, with the Company converting these MSAs to Backlog on a regular basis as purchase orders are received. The remaining projects included in Pending Backlog are geographically diverse and span multiple sectors, and are generally lower risk contract types and collaborative in nature.

The following table outlines the changes in the amount of the Company's Backlog throughout the current and prior reporting periods:

(in millions of Canadian dollars)		**Nine months ended September 30, 2022**		Year ended December 31, 2021		Nine months ended September 30, 2021
Opening balance	**$**	**3,002.5**	$	2,682.5	$	2,682.5
Securements, change orders & other adjustments		**1,658.6**		2,540.0		1,767.7
Realized in construction revenues		**(1,720.4)**		(2,220.0)		(1,622.2)
Closing balance	**$**	**2,940.7**	$	3,002.5	$	2,828.0

Gross Profit Percentage

Once the Company has secured a contract, the profitability of that contract, measured by the Gross Profit Percentage, is primarily a function of management's ability to control costs, achieve productivity objectives associated with the contract and resolve commercial issues if they arise.

During the third quarter of 2022, the Company realized a Gross Profit Percentage of 8.8% compared with 7.5% in third quarter of 2021. For the first nine months of 2022, the Company realized a Gross Profit Percentage of 8.4% compared with 8.3% in 2021. The year-over-year changes in Gross Profit Percentage for the quarter and year-to-date are discussed in the sections above titled "Quarterly Results of Operations" and "Year-to-Date Results of Operations".

Financial Condition

The Company must have adequate working capital and equity retained in the business to support its ongoing operations, including surety and contract security requirements. The Company continually monitors the adequacy of its working capital and equity to satisfy contract security needs. Working capital is calculated as total current assets less total current liabilities.

The following table shows the working capital and shareholders' equity balances of the Company at the end of the following current and prior reporting periods:

(in thousands of Canadian dollars)		**September 30, 2022**		December 31, 2021
Working capital	**$**	**172,623**	$	151,810
Shareholders' equity	**$**	**262,966**	$	243,488

Further discussion of the change in the Company's working capital and shareholders' equity balances is provided in the section entitled "Financial Condition, Capital Resources & Liquidity".

Health, Safety & Environment

Bird's approach to health, safety & the environment ("HS&E") continues to evolve and advance in response to new technologies, tools, strategies, and challenges such as COVID-19. At Bird, ensuring that all work on the Company's sites is executed to exacting quality standards begins with the commitment to creating and sustaining a culture in which the identification, assessment, and elimination or control of HS&E hazards and risks is incorporated into every aspect of operations. This is a cornerstone of the Company's philosophy and approach towards operational excellence.

Bird's approach to developing a healthy safety culture begins with senior leadership articulating HS&E values and policy coupled with an integrated long-term strategic focus on risk reduction. This foundation extends to project risk mitigation beginning with pre-project safety planning and strong safety execution practices ranging from competent project leadership, thorough frontline onboarding routines, through to regular HS&E program oversight and evaluation. The Company's HS&E philosophy subscribes to being a learning organization constantly seeking opportunities to improve. All the foregoing is underpinned by all workers and trade partners being highly engaged in day-to-day safety expectations.

Ensuring that all workers leave the jobsite every day just as healthy and safe as when they arrived is a shared commitment and, by working collaboratively with employees and trade partners to achieve this, the Company minimizes risk and creates the appropriate conditions for the safe execution of construction activity, on-time, on-budget, and to the client's satisfaction. The Company believes this shared commitment is critical to its overall success.

The Bird HS&E strategy is foundational to achieving the foregoing. At Bird we are focused on three strategic HS&E pillars – engagement, culture, and effective safeguards. Each of these pillars aims and anchors the Company's efforts towards establishing sustainable HS&E systems and results, a leadership team that cares, an engaged workforce, and robust controls that prevent loss. At Bird, personal engagement & ownership is not just a vision or a philosophy, it is a daily routine practised with discipline and rigour on all Bird job sites.

The following table shows the Company's safety key performance indicators for the following current and prior reporting periods:

	Nine months ended September 30, 2022	Year ended December 31, 2021	Nine months ended September 30, 2021
Person-hours of work	**7,380,587**	10,131,291	7,541,680
Lost time incidents ("LTI")	**0**	1	1
Lost time incidents frequency ("LTIF")	**0.00**	0.02	0.03

COVID-19 AND COMPANY RESPONSE

The COVID-19 pandemic continues to disrupt global health and the economy in 2022. While widespread vaccination programs and government policies were enacted in response to the pandemic, the Canadian construction industry continued to face volatility. With the identification and global transmission of new COVID-19 variants in late 2021, many regions in Canada experienced a resurgence of daily cases and reintroduced additional preventative safety measures that remained in place for most of the first quarter of 2022. Gradual easing of restrictions commenced early in the second quarter of 2022, with most restrictions removed prior to the end of the quarter.

The highly contagious Omicron variant impacted some project sites in the first quarter, with the Company experiencing increased absenteeism, project schedule impacts and intermittent supply chain challenges. In the second and third quarters, project sites were impacted to a lesser extent. Throughout the pandemic, the Company has mitigated major disruption through a continued approach to robust health and safety measures that meet or exceed guidance from applicable public health authorities.

Bird's employees remain dedicated to safely and effectively delivering on project commitments. Their ability to navigate through fluctuating situations is both recognized and appreciated by the Company, its executives, and Directors.

The duration of the pandemic and the associated impact to future financial and operational measures are unknown. As a result, the corresponding impacts to key variables including our workforce, supply chain, project pursuit and awards cycle, and project site measures remain uncertain. The situation remains fluid; however, the Company responded well to the challenges presented to date and is well positioned to continue responding to fluctuating scenarios.

OUTLOOK

Bird's strategy of diversification, disciplined project selection and strong execution clearly differentiates the Company in today's market. Even under the challenging conditions experienced throughout the pandemic, Bird has grown its revenue, delivered improved gross profit and Adjusted EBITDA margins, and expanded its profitable recurring revenue streams. With market conditions beginning to return to pre-pandemic levels, the Company's strong foundation and focus on diversification is delivering strong results. Most importantly, Bird believes it has differentiated itself from others in our industry with more collaborative contracts and minimal exposure to lump sum turn-key projects, a record combined Backlog and Pending Backlog, and a strong balance sheet ready to invest in operations and acquisitions. We are well-positioned to deliver strong results in the future.

Management enters the final quarter of the 2022 fiscal year with a renewed sense of optimism. The Company is well-positioned to deliver continued revenue growth for the full fiscal year in line with, or better than, the 6.0% growth achieved year to date. The collective demand for Bird's specialized, self-perform capabilities in infrastructure, renewables, agri-food production, mining, nuclear, and water and environmental, as well as strong performance in institutional construction are expected to contribute to steady growth in 2023, offsetting the revenue and margin contributions from the Company's LNG Canada Phase I work program as that phase nears completion.

Underpinning our confidence in revenue growth is the Company's record combined $2.9 billion Backlog of contracted work, and $2.1 billion Pending Backlog of awarded but not yet contracted work at September 30, 2022. Backlog and Pending Backlog provide good visibility into future revenues and growth, with Pending Backlog including over $800 million of recurring revenue from the Company's MRO group, and notably, the early works for a multi-year task order for environmental remediation work. The task order is expected to grow over time due to the large volume of remediation work to be completed, and further diversifies the Company's recurring revenue stream in the energy sector.

The Company's bid pipeline remains robust, resulting in several strategically important and diversified awards during the quarter and subsequent period. We announced additions to our sustainable energy program with two primarily self-perform wind projects for Capstone Infrastructure. Key institutional awards, including Covenant Community Heath Centre, expand Bird's portfolio of sustainable and innovative client solutions in the healthcare sector across Canada. The Company's focus on pre-construction and early contractor engagement with clients establishes Bird as a trusted collaborator in the early stages of project development and positions us well for future awards. The Company remains focused on pursuing the right opportunities and projects that reflect an appropriate risk balance and align with Bird's combined capabilities across the country.

Management expects a solid finish to 2022, with robust demand for Bird's services, continued strong execution, and diligent focus on cost containment. The Company continues to manage persistent operational challenges related to supply chain delays, and regional permitting delays, with some improvement in permit timing noted in the third quarter, and the Company seeing some reductions to input materials cost. Consistent with its strategic priorities, Bird maintains a strong balance sheet with significant financial flexibility and liquidity, and a disciplined approach to capital allocation, including opportunistic and accretive tuck-in acquisitions where available, and smart investments in technology and productivity measures to enhance Bird's competitiveness. Overall, we expect the strong pipeline of work, along with Bird's trusted position with its clients and within its end markets, to provide a solid foundation that allows the Company to grow profitably, improve its overall margin profile, and build shareholder value.

CAPABILITY TO DELIVER RESULTS

Productive capacity relates to the financial and non-financial resources available to the Company to execute its strategy and achieve planned results. From a financial perspective, the Company believes it has sufficient working capital and access to operating lines of credit to execute its near term operational and growth forecast, further outlined in the Financial Condition, Capital Resources and Liquidity section.

In addition to financial capacity, the success of the Company is dependent upon the management and leadership skills of senior management. A highly engaged, high-performance team with industry-leading people programs is a key objective outlined in the Company's 2022-2024 strategic plan. On an annual basis, high-performing candidates are identified for training and progression into more senior positions within the Company. The Company's performance management system emphasizes the development of leadership skills. In addition, the Company sponsors internal and external training programs, including the Bird Leadership Academy, the Bird Site Management program, and the Taking Flight management training program, to provide a forum for high-potential candidates to develop their leadership skills.

FINANCIAL CONDITION, CAPITAL RESOURCES AND LIQUIDITY

The following table presents a summary of the Company's financial condition at the end of the following reporting periods:

(in thousands of Canadian dollars)		**September 30, 2022**		December 31, 2021
Cash and cash equivalents	$	**103,925**	$	190,191
Non-cash working capital		**68,698**		(38,381)
Working capital	$	**172,623**	$	151,810
Non-current loans and borrowings	$	**69,650**	$	71,211
Non-current right-of-use liabilities	$	**57,661**	$	59,576
Shareholders' equity	$	**262,966**	$	243,488

As a result of the strength of the Company's balance sheet and its Syndicated Credit Facility, the Company believes it has sufficient amounts of both working capital and liquidity to execute its Backlog and to accommodate expected growth in its diversified work program. The Company believes it has sufficient working capital to support its current and projected contractual requirements.

As a component of working capital, the Company maintains a balance of cash and cash equivalents. At September 30, 2022, this balance totalled $103.9 million. Accessible cash at September 30, 2022 was $19.1 million ($103.0 million at December 31, 2021) with the remaining cash and cash equivalents balance held in trust or in joint operations' accounts. Accessible cash at September 30, 2022 decreased due to cash investments in working capital to support the seasonal growth of the Company's work programs.

Non-cash working capital was $68.7 million at September 30, 2022, compared to a net liability position of $38.4 million at December 31, 2021. The increase in non-cash working capital utilized $107.1 million of cash year-to-date in 2022. The overall use of cash is consistent with the Company's seasonal expectations and is mainly due to the shifts in project mix and the stage of completion on certain major projects.

The Company's non-cash working capital position fluctuates significantly in the normal course of business from period to period, primarily due to the timing of differences between the settlement of payables due to subcontractors and suppliers, billings and collection of receivables from clients, and the timing in the settlement of income taxes payable. The Company's cash balances, and available credit facilities when needed, absorb these fluctuations with no net impact to the Company's net working capital position or ability to access contract surety support.

At September 30, 2022, the Company had working capital of $172.6 million compared with $151.8 million at December 31, 2021, an increase of $20.8 million. The primary driver of the increase was the Company's net income of $34.9 million exceeding the $15.7 million of dividends declared by $19.2 million. Working capital at September 30, 2022 includes $20.0 million drawn on the Company's revolving facility used to fund increases in non-cash working capital in excess of available cash. As non-cash working capital is converted to cash later in the business cycle, the Company expects to repay these short-term amounts drawn on the revolving facility. The Company's current ratio[8] at September 30, 2022 was 1.22 compared to 1.21 at December 31, 2021.

The $19.5 million increase in shareholders' equity since December 31, 2021 was primarily the result of the Company's net income of $34.9 million and other comprehensive income of $0.3 million, partially offset by $15.7 million of dividends declared.

Credit Facilities

The Company has several credit facilities available to access in order to support the issuance of letters of credit, finance future capital expenditures and finance the day-to-day operations of the business.

Syndicated Credit Facility

The Company has a three-year committed, syndicated credit facility (the "Syndicated Facility") secured by a general interest in the assets of the Company. The Syndicated Facility consists of the following:

Committed revolving credit facility

The Company has a committed revolving credit facility up to $185.0 million, maturing on September 1, 2024. The revolving credit facility includes a $20.0 million "swingline" which allows the Company to enter into an overdraft position. Borrowings under the facility bear interest at a rate per annum equal to the Canadian prime rate plus a spread. A standby fee is payable quarterly on the unutilized portion of the facility.

At September 30, 2022, the Company has $25.3 million (December 31, 2021 - $22.0 million) in letters of credit outstanding on the facility and has drawn $42.7 million on the facility (December 31, 2021 - $22.7 million). Of the $42.7 million drawn on the facility, $22.7 million is presented as non-current loans and borrowings on the Company's statement of financial position as the amounts are not expected to be settled in the Company's normal operating cycle, and are not due to be repaid until the maturity of the facility in 2024.

Committed non-revolving term loan facility

The Company has a committed non-revolving term loan facility totalling $50.0 million which was used to finance the acquisitions of Stuart Olson and Dagmar in 2020 and 2021. The term loan has scheduled repayments due quarterly until the maturity date of September 1, 2024. Any repayment of the facility cannot be reborrowed. Borrowings under the facility bear interest at a rate per annum equal to the Canadian prime rate plus a spread.

At September 30, 2022, the Company has an outstanding balance of $48.1 million on the term loan facility (December 31, 2021 - $49.4 million).

Accordion

The Company has a non-committed accordion of up to an additional $50.0 million to increase the limit of the committed revolving credit facility and the committed non-revolving term debt facility. The aggregate increase to the committed revolving credit facility and committed non-revolving term debt facility may not exceed $50.0 million. Any increases under the accordion require creditor approval before becoming available to the Company.

The Company was in compliance with its covenants under each respective facility at September 30, 2022.

Equipment Financing

The Company has committed term credit facilities of up to $40.0 million that may be used to finance equipment purchases. Borrowings under the facilities are secured with a first charge on the equipment being financed. At September 30, 2022, there is $2.8 million outstanding on the facilities (December 31, 2021 - $5.2 million). Interest

[8] "Current ratio" is the percentage derived by dividing total current assets by total current liabilities. See "Terminology and Non-GAAP & Other Financial Measures."

on the facilities is charged at a fixed rate based on the Bank of Canada bond rate plus a spread. Interest is paid monthly in arrears.

The Company also has multiple, fixed interest rate, term loans which were used to finance equipment purchases. At September 30, 2022, the balance outstanding on these term loans amounted to $3.0 million (December 31, 2021 - $1.3 million). Principal and interest are payable monthly, and these term loans are secured by a first charge against the specific equipment financed using these facilities.

At September 30, 2022, the Company was in compliance with the covenants relating to these equipment financing loans and facilities.

Letters of Credit Facilities

The Company has available $150.0 million of demand facilities used primarily to support the issuance of letters of credit. All letters of credit issued under these facilities are supported by the pledge of Company-owned financial instruments, including cash, or through a guarantee from Export Development Canada ("EDC"). At September 30, 2022, the Company has $54.6 million in letters of credit outstanding on these facilities (December 31, 2021 - $67.4 million).

The Company has an agreement with EDC to support the issuance of contract performance security letters of credit issued by financial institutions on behalf of the Company. The Company is able to use this facility only when letters of credit have been issued as contract security for projects that meet the EDC mandate. Letters of credit are typically issued to support the Company's performance obligations on major construction projects.

The following table outlines the amount of the credit facilities, the amount of issued letters of credit and the amount of collateral pledged in support of the outstanding letters of credit at the end of the current and prior reporting periods:

(in thousands of Canadian dollars)		**September 30, 2022**		December 31, 2021
Committed revolving credit facility	**$**	**185,000**	$	185,000
Letters of credit issued from committed revolving credit facility		**25,312**		21,989
Drawn from committed revolving credit facility		**42,725**		22,725
Available committed revolving credit facility		**116,963**		140,286
Committed non-revolving term loan facility	**$**	**50,000**	$	50,000
Cumulative repayments of committed non-revolving term loan facility		**(1,875)**		(625)
Drawn committed non-revolving term loan facility		**48,125**		49,375
Non-committed Available Accordion	**$**	**50,000**	$	50,000
Letters of credit facilities	**$**	**150,000**	$	150,000
Letters of credit issued from letters of credit facilities		**54,626**		67,426
Available letters of credit facilities		**95,374**		82,574
Collateral pledged to support letters of credit	**$**	**90**	$	139
Guarantees provided by EDC	**$**	**54,537**	$	67,289

Quarterly Cash Flow Data

The following table provides an overview of cash flows during the three months ended September 30, 2022 and 2021:

	Three months ended September 30,		
(in thousands of Canadian dollars)	**2022**	2021	$ change
Cash flows from operations before changes in non-cash working capital	$ **32,444**	$ 27,609	$ 4,835
Changes in contract assets - alternative finance projects	**—**	—	—
Changes in non-cash working capital and other	**36**	39,740	(39,704)
Cash flows from (used in) operating activities	**32,480**	67,349	(34,869)
Investments net of capital distributions from equity accounted entities	**43**	463	(420)
Proceeds on sale of investment in equity accounted entities	**—**	—	—
Additions to property, equipment and intangible assets	**(7,665)**	(3,009)	(4,656)
Proceeds on sale of property and equipment	**1,941**	944	997
Acquisitions, net of cash acquired	**—**	(20,563)	20,563
Other long-term assets	**358**	576	(218)
Cash flows from (used in) investing activities	**(5,323)**	(21,589)	16,266
Dividend paid on shares	**(5,235)**	(5,171)	(64)
Proceeds from loans and borrowings	**32,776**	38,600	(5,824)
Repayment of loans and borrowings	**(30,923)**	(16,415)	(14,508)
Repayment of right-of-use liabilities	**(4,875)**	(4,558)	(317)
Cash flows from (used in) financing activities	**(8,257)**	12,456	(20,713)
Increase (decrease) in cash and cash equivalents	$ **18,900**	$ 58,216	$ (39,316)

Operating Activities

During the third quarter of 2022, cash flows from operating activities generated cash of $32.5 million, a decrease of $34.9 million compared to $67.3 million cash generated in the third quarter of 2021.

Cash flows from operations before changes in non-cash working capital of $32.4 million was $4.8 million higher than the $27.6 million cash generated in 2021. The improvement resulted from higher net income of $2.3 in the current quarter in addition to higher addbacks for non-cash items consisting primarily of increased losses from equity accounted investments ($2.4 million), higher finance and other costs ($1.1 million), higher depreciation and amortization ($0.6 million), higher non-cash defined benefit pension plan expenses ($0.7 million), and non-cash taxes ($0.6 million) partially offset by lower addbacks of deferred compensation ($2.0 million) and higher deductions of gains on sale of property and equipment ($1.1 million).

Cash generated to fund changes in non-cash working capital and other decreased $39.7 million compared to the third quarter of 2021 driven mainly by reduced net inflows related to changes in accounts receivable and contract assets ($26.7 million), increased net cash outflows related to changes in accounts payable and contract liabilities ($13.1 million), reduced net inflows related to other assets ($4.9 million), and higher interest paid ($1.2 million) partially offset by lower income tax payments ($4.6 million), changes in provisions ($1.7 million). Net inflows related to accounts receivable and contract assets in the third quarter of 2021 included the collection of approximately $14.4 million of CEWS recoveries. The non-cash working capital position fluctuates significantly in the normal course of business from period to period, primarily due to the timing of differences between the settlement of payables due to subcontractors and suppliers, billings and collection of receivables from clients, and the timing of the settlement of income taxes payable.

Investing Activities

During the third quarter of 2022, the Company used $5.3 million of cash in investing activities compared to $21.6 million used in 2021. The improvement of $16.3 million primarily relates to $20.6 million net cash used to acquire Dagmar in 2021, offset by higher additions to property and equipment driven by project requirements and greater availability of equipment in the current year quarter, and intangible assets of $4.7 million in the current year, and lower net distributions of $0.4 million from equity accounted entities

Financing Activities

During the third quarter of 2022, the Company used $8.3 million of cash related to financing activities, comprised of $2.8 million proceeds from equipment financing loans, which were more than offset by $5.2 million of dividend payments, $0.9 million of scheduled repayments of loans and borrowings, and $4.9 of scheduled payments of ROU liabilities. During the quarter, the Company also borrowed and repaid $30.0 million on its revolving credit facility to fund working capital needs due to growth in its work program. In the same period of 2021, the Company borrowed $15.9 million on the Company's term loan facility to fund the acquisition of Dagmar, made dividend payments of $5.2 million, scheduled repayments of loans and borrowings of $1.4 million, scheduled repayments of ROU liabilities of $4.6 million, and made net borrowings against its revolving credit facility of $7.7 million.

Year-to-Date Cash Flow Data

The following table provides an overview of cash flows during the nine months ended September 30, 2022 and 2021:

(in thousands of Canadian dollars)	Nine months ended September 30, 2022	2021	$ change
Cash flows from operations before changes in non-cash working capital	$ **80,905**	$ 76,832	$ 4,073
Changes in contract assets - alternative finance projects	**—**	113	(113)
Changes in non-cash working capital and other	**(143,308)**	(98,308)	(45,000)
Cash flows from (used in) operating activities	**(62,403)**	(21,363)	(41,040)
Investments net of capital distributions from equity accounted entities	**658**	1,220	(562)
Proceeds on sale of investment in equity accounted entities	**1,501**	—	1,501
Additions to property, equipment and intangible assets	**(21,152)**	(6,217)	(14,935)
Proceeds on sale of property and equipment	**3,389**	2,497	892
Acquisitions, net of cash acquired	**—**	(20,563)	20,563
Other long-term assets	**4,200**	4,919	(719)
Cash flows from (used in) investing activities	**(11,404)**	(18,144)	6,740
Dividend paid on shares	**(15,706)**	(15,514)	(192)
Proceeds from loans and borrowings	**52,776**	58,600	(5,824)
Repayment of loans and borrowings	**(34,799)**	(45,848)	11,049
Repayment of right-of-use liabilities	**(14,858)**	(14,312)	(546)
Cash flows from (used in) financing activities	**(12,587)**	(17,074)	4,487
Increase (decrease) in cash and cash equivalents	$ **(86,394)**	$ (56,581)	$ (29,813)

Operating Activities

For the nine months ended September 30, 2022, cash flows from operating activities used cash of $62.4 million, $41.0 million higher than the $21.4 million cash used in the comparable period in 2021.

Cash flows from operations before changes in non-cash working capital of $80.9 million was $4.1 million higher than the $76.8 million cash generated in 2021 primarily due to $2.1 million higher net income, in addition to $2.0 million higher net addbacks of non-cash items, including higher losses from equity accounted investments ($4.9 million), higher amortization and depreciation ($2.8 million), higher finance and other costs ($1.2 million), and higher non-cash income tax expense ($0.7 million), partially offset by lower deferred compensation ($4.0 million), lower gains on sale of property and equipment ($2.1 million), and lower non-cash finance and other income ($1.9 million).

Cash used to fund changes in non-cash working capital and other increased $45.0 million compared to 2021 driven mainly by reduced net inflows related to changes in accounts receivable and contract assets ($60.9 million), changes in provisions ($10.8 million), deferred compensation ($8.5 million), and higher interest payments ($1.6 million), partially offset by reduced net cash outflows related to changes in accounts payable and contract liabilities ($17.4 million), lower income tax payments ($15.2 million), higher interest income received ($3.0 million), and other items ($1.2 million). Year-to-date net inflows related to accounts receivable and contract assets in 2021 included the collection of approximately $35.7 million of CEWS recoveries. The Company's non-cash working capital position fluctuates significantly in the normal course of business from period to period, primarily due to the timing of differences between the settlement of payables due to subcontractors and suppliers, billings and collection of receivables from clients, and the timing of the settlement of income taxes payable.

Investing Activities

For the nine months ended September 30, 2022, the Company used $11.4 million of cash in investing activities compared to $18.1 million used in the comparable period in 2021. The improvement of $6.7 million was primarily due to $20.6 million net cash used to acquire Dagmar in 2021, $1.5 million proceeds on sale of investment in equity accounted entities, and $0.9 million higher proceeds on sale of property and equipment, partly offset by higher additions to property and equipment, and intangible assets of $14.9 million and $0.7 million changes in other assets due to the timing and extent of lease payment receipts and release of insurance deposits, and $0.6 million lower net capital distributions received from equity accounted entities. The increase in capital expenditures were reflective of project requirements and greater availability of equipment to purchase in the current year.

Financing Activities

For the nine months ended September 30, 2022, the Company used $12.6 million of cash related to financing activities, comprised of $15.7 million of dividend payments and $19.7 million of scheduled repayments of loans and borrowings and ROU liabilities, offset by net advances on the Company's revolving credit facility of $20.0 million, and proceeds from equipment financing of $2.8 million. In the same period of 2021, the Company made dividend payments of $15.5 million and scheduled repayments of other loans and borrowings and ROU liabilities of $20.2 million, offset by advances on the Company's non-revolving term loan of $15.9 million and net advances on the Company's revolving credit facility of $2.7 million.

FINANCIAL INSTRUMENTS

The financial instruments that Bird uses expose the Company to credit, liquidity, market, and currency risks. Refer to Note 30 to the September 30, 2022 interim condensed consolidated financial statements for further details.

Credit Risk

The Company is primarily exposed to credit risk through accounts receivable. At September 30, 2022, accounts receivable outstanding for greater than 90 days and considered past due by the Company’s management represent 14.7% (December 31, 2021 – 14.8%) of the balance of progress billings on construction contracts receivable. Management has recorded an allowance of $1.6 million (December 31, 2021 - $1.5 million) against these past due receivables, net of amounts recoverable from others. Management continually monitors risks relating to the credit quality and collectability of these accounts. The Company’s customers are predominantly large in scale and of high creditworthiness, and the concentration of credit risk is limited due to the Company’s sizeable and unrelated customer base.

Market Risk

The Company is exposed to interest rate risk to the extent that its credit facilities are based on variable rates of interest. At September 30, 2022, a one percent change in the interest rate applied to the Company's variable rate long-term debt would change annual income before income taxes by approximately $0.9 million (2021 – $0.8 million).

The Company has certain share-based compensation plans where the values are based on the common share price of the Company. The Company has fixed a portion of the settlement costs of these plans by entering into various TRS derivative contracts maturing in 2023. At September 30, 2022, a 10 percent change in the share price applied to the Company's TRS derivatives would change income before income taxes by approximately $1.2 million (2021 – $1.5 million).

The Company holds warrants for common shares of a publicly traded entity. At September 30, 2022, a 10 percent increase or decrease in the share price of the underlying entity would result in an increase in income before income taxes of approximately $0.1 million or a loss of $nil, respectively (2021 – $nil).

Currency Risk

The Company uses foreign currency to settle payments to certain vendors and subcontractors. During 2021, the Company entered into foreign currency forward contracts to buy US dollars for the purpose of managing its foreign currency risk. At September 30, 2022, a 10% movement in the Canadian and U.S. dollar exchange rate would have changed income by approximately $0.1 million (2021 – $0.4 million).

DIVIDENDS

The Company declared monthly eligible dividends on common shares payable on or about the 20th of the month following the month in which the dividend was declared. The following table outlines Bird's dividend history:

Dividend Period		Dividend Declared
January 1 to March 31, 2021	$	0.0975
April 1 to June 30, 2021	$	0.0975
July 1 to September 30, 2021	$	0.0975
October 1 to December 31, 2021	$	0.0975
January 1 to March 31, 2022	$	0.0975
April 1 to June 30, 2022	$	0.0975
July 1 to September 30, 2022	**$**	**0.0975**

As of November 8, 2022, the Board of Directors has declared eligible dividends with a record date subsequent to September 30, 2022, for the following months:

Eligible dividends declared	Record date	Payment date		Dividend per share
October dividend	October 31, 2022	November 18, 2022	$	0.0325
November dividend	November 30, 2022	December 20, 2022	$	0.0325
December dividend	December 30, 2022	January 20, 2023	$	0.0325
January dividend	January 31, 2023	February 17, 2023	$	0.0325
February dividend	February 28, 2023	March 20, 2023	$	0.0325

OUTSTANDING COMMON SHARE DATA AND STOCK EXCHANGE LISTING

The Company is authorized to issue an unlimited number of common shares. The Company had a total of 53,695,293 common shares outstanding at November 8, 2022 (December 31, 2021 - 53,695,293). The Company's common shares are listed on the Toronto Stock Exchange ("TSX") under the trading symbol BDT.

OFF BALANCE SHEET ARRANGEMENTS

The Company has surety lien bonds issued on behalf of the Company valued at $87.1 million at September 30, 2022 (December 31, 2021 - $93.1 million).

The Company has recognized assets and liabilities for all leases with a term of more than twelve months, excluding low-value assets, in accordance with IFRS 16 Leases.

Further details of commitments and contingencies are included in Note 31 to the September 30, 2022 interim condensed consolidated financial statements.

SUMMARY OF QUARTERLY RESULTS

(in thousands of Canadian dollars, except per share amounts)	2020	2021				2022		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	**Q3**
Revenue	$ 554,960	$ 444,637	$ 556,362	$ 621,224	$ 597,803	$ 475,521	$ 576,688	**$ 668,156**
Net income	20,534	7,119	13,630	12,117	9,917	6,361	14,104	**14,466**
Earnings per share	0.39	0.13	0.26	0.23	0.18	0.12	0.26	**0.27**
Adjusted Earnings(1)	21,526	9,137	14,950	13,821	13,046	6,546	8,491	**15,502**
Adjusted Earnings Per Share	0.41	0.17	0.28	0.26	0.24	0.12	0.16	**0.29**
Adjusted EBITDA(1)	40,011	21,040	30,112	28,585	28,399	17,835	21,508	**31,203**

(1) Adjusted Earnings and Adjusted EBITDA are non-GAAP financial measures. See "Terminology and Non-GAAP & Other Financial Measures."

The Company experiences more seasonality in its business in the first quarter and early second quarter as a result of the more annualized nature of its mining work program and the timing of new project starts in its industrial work program. Contracts typically extend over several quarters and often over several years. In addition, seasonal activity often increases in both the spring and fall for the Company's MRO services, related to plant turnarounds that are typically completed in this timeframe.

For purposes of quarterly financial reporting, the Company must estimate the cost required to complete each contract to assess the overall profitability of the contract and the amount of gross profit to recognize for the quarter. Such estimating includes contingencies to allow for certain known and unknown risks. The magnitude of the contingencies will depend on the nature and complexity of the work to be performed. As the contract progresses and remaining costs to be incurred and risk exposures become more certain, contingencies will typically decline or have been utilized, although certain risks will remain until the contract has been completed, and even beyond.

In some cases, variations in earnings may occur where costs incurred to date may be recoverable from insurance policies or claims to customers at a future date but cannot be recorded in the current quarter. In the case of insurance claims, financial recovery is not recorded until certainty of the recovery is attained. In the case of claims against customers that are considered constrained variable consideration, revenue is not recorded until it is highly probable that there will not be a significant reversal of cumulative revenue to date. As a result, earnings may fluctuate significantly from quarter-to-quarter, depending on whether large and/or complex contracts are completed or nearing completion during the quarter, or have been completed in a prior quarter, and may fluctuate based on timing of resolution of claims.

There are also several other factors that can affect the Company's revenues and profit from quarter-to-quarter. These include the timing of contract awards, the value of subcontractor billings and project scheduling. Management does not believe that any individual factor is responsible for changes in revenue from quarter-to-quarter, except for seasonality in the first quarter of each year, significant acquisitions, and the impact of the COVID-19 pandemic.

The COVID-19 pandemic impact put downward pressure on the Company's revenue with significant impacts that commenced in the second quarter of 2020. Commencing in the third quarter of 2020 and continuing until the second quarter of 2021, the Company was able to partially offset costs incurred as a result of the pandemic through recoveries under the CEWS program. With nominal CEWS recoveries reflected in the third quarter of 2021 onward, and none thereafter, the Company's results reflect the full financial impact of the pandemic.

ACCOUNTING POLICIES

The Company's significant accounting policies are outlined in the notes to the annual consolidated financial statements for the year ended December 31, 2021.

New Accounting Standards, Amendments and Interpretations Adopted

The Company has adopted new amendments effective January 1, 2022 related to IAS 37 *Onerous Contracts* and annual improvements to IFRS standards 2018-2020 for IFRS 9 *Financial Instruments* and IFRS 16 *Leases* that did not have a material impact on the Company's financial statements.

Future Accounting Changes

There are new accounting standards and amendments to accounting standards and interpretations that are effective for annual periods beginning on or after January 1, 2023 that have not been applied in preparing the financial statements for the period ended September 30, 2022. These standards and interpretations are not expected to have a material impact on the Company's financial statements.

CRITICAL ACCOUNTING ESTIMATES & JUDGEMENTS

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of revenues, expenses, assets, liabilities and the disclosure of contingent assets and liabilities at the reporting date.

Uncertainty about these assumptions and estimates could result in a material adjustment to the carrying amount of an asset or liability and/or the reported amount of revenue and expense in future periods. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Estimates and judgements used in the preparation of the Company's financial statements for the three and nine months ended September 30, 2022 are consistent with those used in the preparation of the Company's annual consolidated financial statements for the year ended December 31, 2021, as described in Note 3 of the financial statements, and include:

- Assets and liabilities acquired in a business combination
- Revenue and gross profit recognition
- Provisions
- Impairment of non-financial assets
- Measurement of pension obligations
- Share-based payments
- Leases
- Income taxes

CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

Disclosure controls and procedures are designed to provide reasonable assurance that all relevant information is gathered and reported to senior management, including the President and Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO"), on a timely basis so that appropriate decisions can be made regarding information to be included in public disclosures required under provincial and territorial securities legislation.

An evaluation of the effectiveness of the design of the Company's disclosure controls and procedures was carried out under the supervision of management, including the CEO and CFO, with oversight by the Board of Directors and Audit Committee, as at September 30, 2022. Based on this evaluation, the Company's CEO and CFO have concluded that the design of the Company's disclosure controls and procedures, as defined in NI 52-109, was effective as at September 30, 2022.

Internal Controls over Financial Reporting

Internal controls over financial reporting are designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Absolute assurance cannot be provided that all misstatements have been detected because of inherent limitations in all control systems. The Company's management is responsible for designing and maintaining adequate internal control over financial reporting for the Company.

An evaluation of the effectiveness of the design of the Company's internal controls over financial reporting was carried out under the supervision of management, including the CEO and CFO, with oversight by the Board of Directors and Audit Committee, as at September 30, 2022. Based on this evaluation, the Company's CEO and CFO have concluded that the design of the Company's internal controls over financial reporting, as defined in NI 52-109, was effective as at September 30, 2022.

There have been no material changes in the Company's internal controls over financial reporting during the period beginning on January 1, 2022 and ending on September 30, 2022, that materially affected, or are reasonably likely to materially affect, the Company's internal controls over financial reporting.

RISKS RELATING TO THE BUSINESS

The following are the more significant risk factors relating to the business. For a detailed discussion of all risk factors relating to the business, refer to the Company's most recently filed Annual Information Form dated March 8, 2022 which is available through SEDAR at www.sedar.com and on the Company's website at www.bird.ca. Readers are also encouraged to review the "Forward-Looking Information" section of this MD&A.

- Ability to Hire and Retain Qualified and Capable Personnel
- Maintaining Safe Work Sites
- Global Pandemics
- Economy and Cyclicality
- Design Risks
- Ability to Secure Work
- Performance of Subcontractors
- Accuracy of Cost to Complete Estimates
- Competitive Factors
- Estimating Costs and Schedules/Assessing Contract Risks
- Litigation/Potential Litigation
- Adjustments and Cancellations of Backlog
- Work Stoppages, Strikes and Lockouts
- Information Systems and Cyber-security Risk
- Acquisition and Integration Risk
- Climate Change Risk

TERMINOLOGY AND NON-GAAP & OTHER FINANCIAL MEASURES

Terminology

Throughout this report, management uses the following terms that may not be comparable with similar terms presented by other companies and require definition.

- **"Backlog"** is the total value of all contracts awarded to the Company, less the total value of work completed on these contracts as of the date of the most recently completed quarter. This includes all contracts that have been awarded to the Company whether the work has commenced or will commence in the normal course. It includes all the Company's remaining performance obligations in its contracts with its clients, including work orders issued from MSAs related to MRO services. It does not include amounts for variable consideration that are constrained, agency relationship construction management projects, and estimated future work orders to be performed as part of MSAs. The Company's Backlog equates to the Company's remaining performance obligations as at September 30, 2022, and December 31, 2021; refer to Note 10 of the September 30, 2022 interim condensed consolidated financial statements.
- **"Lost Time Incident Frequency"** or **"LTI Frequency"** is the number of lost time incidents recorded per 200,000 person-hours of work by Bird employees.

Non-GAAP and Other Financial Measures

Throughout this MD&A certain measures are used that do not have a standardized meaning prescribed by IFRS and are considered specified financial measures. These include non-GAAP financial measures, non-GAAP financial ratios and supplementary financial measures. The Company's specified financial measures are detailed below. These measures may not be comparable with similar measures presented by other companies.

Non-GAAP Financial Measures

- **"Adjusted Earnings"** is defined as IFRS net income excluding asset impairments, acquisition, integration and restructuring (as defined in accordance with IFRS) costs and the income tax effect of these costs. Acquisition, integration and restructuring (as defined in accordance with IFRS) costs are a component of Costs of construction and General and administrative expenses presented in the statement of income. Management uses Adjusted Earnings to assess the operating performance of the business. These adjustments are made to exclude items of an unusual nature that are not reflective of ongoing operations. Management believes that investors and analysts use these measures, as they may provide predictive value to assess the ongoing operations of the business and are a more consistent comparison between financial reporting periods.

ADJUSTED EARNINGS
(in thousands of Canadian dollars, except per share amounts)

	Three months ended September 30, 2022	Three months ended September 30, 2021	Nine months ended September 30, 2022	Nine months ended September 30, 2021
Net income	$ **14,466**	$ 12,117	$ **34,931**	$ 32,866
Add: Acquisition and integration costs	**1,362**	2,260	**1,759**	6,669
Add: IFRS restructuring costs [(1)]	**—**	—	**—**	—
Deduct: Gain on settlement of trade receivable	**—**	—	**(7,596)**	—
Income tax effect of the above items	**(326)**	(556)	**1,445**	(1,627)
Adjusted Earnings	$ **15,502**	$ 13,821	$ **30,539**	$ 37,908
Adjusted Earnings Per Share [(2)]	$ **0.29**	$ 0.26	$ **0.57**	$ 0.71

(1) Restructuring costs as defined in accordance with IFRS.

(2) Calculated as Adjusted Earnings divided by basic weighted average shares.

- **"Adjusted EBITDA"** represents earnings before taxes, interest, depreciation and amortization, finance and other costs, finance and other income, asset impairment charges, gain or loss on sale of property and equipment, restructuring and severance costs outside of normal course, and acquisition, integration and restructuring (as defined in accordance with IFRS) costs. Acquisition costs, integration costs, restructuring (as defined in accordance with IFRS) costs, and other restructuring and severance costs are a component of Costs of construction and General and administrative expenses presented in the statement of income. Adjusted EBITDA is a common financial measure used by investors, analysts, and lenders as an indicator of cash operating performance, as well as a valuation metric, and as a measure of a company's ability to incur and service debt. The calculation of Adjusted EBITDA excludes items that do not reflect ongoing cash flows of the business or continuing operations, including impairment charges, restructuring charges, and acquisition and integration charges, as management believes that these items should not be reflected in a metric used for valuation and debt servicing evaluation purposes.

ADJUSTED EBITDA

(in thousands of Canadian dollars, except percentage amounts)

	Three months ended September 30,		Nine months ended September 30,	
	2022	2021	**2022**	2021
Net income	**$ 14,466**	$ 12,117	**$ 34,931**	$ 32,866
Add: Income tax expense	**4,748**	4,150	**11,863**	11,148
Add: Depreciation and amortization	**9,593**	8,965	**27,641**	24,823
Add: Finance and other costs	**2,793**	1,720	**6,885**	5,660
Less: Finance and other income	**(182)**	(304)	**(9,437)**	(896)
Add: Loss (gain) on sale of property and equipment	**(1,577)**	(455)	**(3,096)**	(968)
Add: IFRS restructuring costs [1]	**—**	—	**—**	—
Add: Other restructuring and severance costs [2]	**—**	132	**—**	435
Add: Acquisition and integration costs	**1,362**	2,260	**1,759**	6,669
Adjusted EBITDA	**$ 31,203**	$ 28,585	**$ 70,546**	$ 79,737
Adjusted EBITDA Margin [3]	**4.7 %**	4.6 %	**4.1 %**	4.9 %

[1] Restructuring costs as defined in accordance with IFRS.

[2] Restructuring and severance costs that did not meet the criteria to be classified as restructuring costs in accordance with IFRS.

[3] Calculated as Adjusted EBITDA divided by Revenue.

Non-GAAP Financial Ratios

- **"Adjusted Earnings Per Share"** is calculated by dividing Adjusted Earnings by the basic weighted average number of shares.
- **"Adjusted EBITDA Margin"** is the percentage derived by dividing Adjusted EBITDA by construction revenue.

Supplementary Financial Measures

- **"Pending Backlog"** is the total potential revenue of awarded but not contracted projects including where the Company has been named preferred proponent, where a contract has not been executed and where the letter of intent or agreement received is non-binding. It may also include estimated amounts for agency relationship construction management projects, pre-construction activities, collaborative contracting arrangements and future work orders to be performed as part of MSAs. Management does not provide any assurance that a contract will be finalized, or revenue recognized in the future.
- **"Gross Profit Percentage"** is the percentage derived by dividing gross profit by construction revenue. Gross profit is calculated by subtracting construction costs from construction revenue.
- **"Current ratio"** is the percentage derived by dividing total current assets by total current liabilities.
- **"General and Administrative expenses as a percentage of revenue"** is the percentage derived by dividing general and administrative expenses by construction revenue.

FORWARD-LOOKING INFORMATION

This MD&A contains forward-looking statements and information ("forward-looking statements") within the meaning of applicable Canadian securities laws. The forward-looking statements contained in this MD&A are based on the expectations, estimates and projections of management of Bird as of the date of this MD&A unless otherwise stated. The use of any of the words "believe", "expect", "anticipate", "contemplate", "target", "plan", "outlook", "potential", "estimated", "intends", "continue", "may", "will", "should" and similar expressions are intended to identify forward-looking statements. More particularly and without limitation, this MD&A contains forward-looking statements concerning: anticipated financial performance; the outlook for 2022 and 2023; expectations with respect to supply chain delays and permitting delays; certain task orders which are expected to grow; the Company's ability to grow profitably; sufficiency of working capital; and with respect to Bird's ability to convert Pending Backlog to Backlog.

Since forward-looking statements address future events and conditions, by their very nature they involve inherent risks and uncertainties. Investors are cautioned that forward-looking statements are based on the opinions, assumptions and estimates of management considered reasonable at the date the statements are made, and actual results could differ materially from those currently anticipated due to a number of factors and risks. These include, but are not limited to the risks associated with the industries in which Bird operates in general, such as:

- Ability to access sufficient capital from internal and external sources
- Ability to secure work
- Accuracy of cost to complete estimates
- Adjustments and cancellations of Backlog
- Changes in legislation, including but not limited to tax laws and environmental regulations
- Client concentration
- Climate change
- Collection of recognized revenue
- Commodity price, interest rate and exchange rate fluctuations
- Competition, ethics, and reputational risks
- Completion and performance guarantees
- Compliance with environmental laws risks
- Corporate guarantees and letters of credit
- Cyber-security risks
- Default under the Company's credit facilities could result in the suspension of dividends
- Delays or changes in plans with respect to growth projects or capital expenditures, costs and expenses
- Dependence on the public sector
- Design and design/build risks
- Economy and cyclicality
- Estimating costs and schedules/assessing contract risks
- Failure of clients to obtain required permits and licenses
- Failure to realize the anticipated benefits of business acquisitions including the Stuart Olson and Dagmar transactions
- Global pandemics
- Health, safety and environmental risks
- Industry and inherent project delivery risks
- Insurance risk
- Internal and disclosure controls
- Joint venture risk
- Labour matters
- Litigation risk
- Loss of key management; ability to hire and retain qualified and capable personnel
- Maintaining safe worksites
- Operational risks
- Payment of dividends
- Performance bonds and contract security
- Potential for non-payment and credit risk and ongoing financing availability
- PPP equity investments
- PPP project risk
- Quality assurance and quality control
- Regional concentration
- Regulations
- Repayment of credit facility
- Subcontractor performance
- Unanticipated shutdowns, work stoppages, strikes and lockouts
- Volatility of market trading

The forward-looking statements in this MD&A should not be interpreted as providing a full assessment or reflection of the unprecedented impacts of the COVID-19 pandemic and the resulting indirect global and regional economic impacts.

Readers are cautioned that the foregoing list of factors is not exhaustive. Additional information on other factors that could affect the operations or financial results of the parties, and the combined company, including any risk factors related to COVID-19, are included in reports on file with applicable securities regulatory authorities, including but not limited to; Annual Information Form for the year ended December 31, 2021, each of which may be accessed on Bird's SEDAR profile at *www.sedar.com*.

The forward-looking statements contained in this MD&A are made as of the date hereof and the Company undertakes no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as, and to the extent required by applicable securities laws.