

Diversified Construction & Real Estate Group



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The Company operates across several complementary segments of the construction and property value chain, including construction services, residential and commercial building, property development, and building materials supply. This integrated operating model provides the Company with multiple revenue streams and allows it to participate across different stages of the development and construction lifecycle.

With a substantial operating history, significant tangible assets, and a sizeable inventory and development land position, the Company represents an established platform for a strategic acquirer, industry consolidator, real estate group, or financial investor seeking exposure to the Canadian construction and property sectors.

For FY2026, the Company generated approximately US\$79.5M in revenue, US\$16.4M in gross profit, and US\$4.7M in operating earnings. Gross margin expanded to 20.6%, the highest level achieved during the five-year period.

As of February 28, 2026, the Company had approximately US\$101.3M in total assets and US\$40.8M in shareholders' equity, including substantial inventory, development land, property and equipment.

BUSINESS OVERVIEW

The Company operates as a multi-disciplinary construction and property platform, combining operating businesses and asset-backed activities under one group.

Its activities span four complementary areas:

Construction & Building

The Company participates in construction and building activities across residential and commercial projects. Its established operating infrastructure and industry experience provide the foundation for managing projects throughout the construction lifecycle.

Residential & Commercial Development

The Company is active in property development, with a meaningful portfolio of land held for development. This provides the business with an existing pipeline of development opportunities and the potential to generate additional value through future construction and property realization.

Building Materials Supply

The Company's involvement in building materials supply complements its construction operations and provides vertical integration within the broader construction value chain.

Diversified Operating Platform

The combination of construction, development, and materials-related activities creates a diversified business model rather than reliance on a single source of revenue.

ASSET-BACKED BALANCE SHEET

TARGET PRICE

\$ 75,000,000

GROSS REVENUE

\$ 23,000,000

EBITDA

\$ 5,000,000

BUSINESS TYPE

Construction Company

COUNTRY

Canada

BUSINESS ID

L#20261177

As of February 28, 2026, the Company reported approximately \$101.3M in total assets, providing substantial underlying asset support.

Background

- The business has been successfully operated and managed over the years by its CFO and experienced management team.
- The current owner is based in the United States and is preparing for retirement.
- The next generation is not interested in taking over the business, creating an opportunity for a new ownership structure and long-term succession.

Working Capital

Current assets total \$76.00M, backed by \$7.59M in cash, \$13.29M in accounts receivable, and \$53.70M in inventory.

The significant inventory position provides a substantial working-capital base and supports ongoing revenue generation across the Company's operating activities.

Real Estate & Tangible Assets

Real Estate & Tangible Assets: Supported by \$20.60M in land for development (up from \$9.75M in 2022) and \$23.13M in property, plant, and equipment (net of amortization), alongside \$2.42M in depletable assets.

Together, these assets provide meaningful support to the Company's operating platform.

Other Assets

Other Assets: Includes \$16.46M in advances to related parties, \$2.22M in cash surrender value of life insurance, and \$1.76M in strategic investments and patronage equity.

Transaction Options:

1. Sale of the Business – Full or partial acquisition by a strategic or financial investor.
2. Management Buyout (MBO) – A transaction involving the existing management team as the acquiring party.

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