Q1 2021

EARNINGS PRESENTATION

April 29, 2021

Forward-looking statements & Non-GAAP financial measures

This presentation contains forward-looking information which reflects the current plans and expectations of North American Construction Group Ltd. (the “Company”) with respect to future events and financial performance. Examples of such forward-looking information in this document include, but are not limited to, statements with respect to the Company’s targets for percentage of Adjusted EBIT to be generated outside Canadian oil sands; the Company’s 2021 targets and guidance related to Adjusted EBITDA, Adjusted EPS, Sustaining Capital, Free Cash Flow, Growth Capital, Deleveraging, Leverage Ratios and share purchases; and the Company’s liquidity and capital allocation expectations for 2021, including expectations regarding improvements in cash flow, decreases in capital additions and decrease in senior debt leverage.

Forward-looking information is based on management’s plans, estimates, projections, beliefs and opinions as at the date of this presentation, and the assumptions related to those plans, estimates, projections, beliefs and opinions may change; therefore, they are presented for the purpose of assisting the Company’s security holders in understanding management’s views at such time regarding those future outcomes and may not be appropriate for other purposes. While the Company anticipates that subsequent events and developments may cause the Company’s views to change, the Company does not undertake to update any forward-looking information, except to the extent required by applicable securities laws.

Actual results could differ materially from those contemplated by the forward-looking information in this presentation as a result of any number of factors and uncertainties, many of which are beyond the Company’s control. Important factors that could cause actual results to differ materially from those in the forward-looking information include success of business development efforts, changes in prices of oil, gas and other commodities, availability of government infrastructure spending, availability of a skilled labour force, general economic conditions, weather conditions, performance and strategic decisions of our customers, access to equipment, changes in laws and ability to execute work.

For more complete information about the Company and the material factors and assumptions underlying our forward-looking information please read the most recent disclosure documents posted on the Company’s website www.nacg.ca or filed with the SEC and the CSA. You may obtain these documents by visiting EDGAR on the SEC website at www.sec.gov or on the CSA website at www.sedar.com.

This presentation presents certain non-GAAP financial measures because management believes that they may be useful to investors in analyzing our business performance, leverage and liquidity. The non-GAAP financial measures we present include "adjusted EBIT”, "adjusted EBITDA", "adjusted EPS", “backlog”, "cash provided by operating activities prior to change in working capital", “free cash flow”, "gross profit", “growth capital”, “invested capital”, “liquidity”, “margin”, “net debt”, "senior debt“ and “sustaining capital”. A non-GAAP financial measure is defined by relevant regulatory authorities as a numerical measure of an issuer's historical or future financial performance, financial position or cash flow that is not specified, defined or determined under the issuer’s GAAP and that is not presented in an issuer’s financial statements. These non-GAAP measures do not have any standardized meaning and therefore are unlikely to be comparable to similar measures presented by other companies. They should not be considered in isolation or as a substitute for measures of performance prepared in accordance with GAAP. Each of the above referenced non-GAAP financial measure is defined and reconciled to its most directly comparable GAAP measure in the “Non-GAAP Financial Measures” section of our Management’s Discussion and Analysis filed concurrently with this presentation.

Other non-GAAP financial measures used in this presentation are “replacement value”, “return on invested capital” and “senior debt leverage”. We believe these non-GAAP financial measures are commonly used by the investment community for valuation purposes and provide useful metrics common in our industry.

“Replacement value” represents the cost to replace our fleet at market price for new equivalent equipment.

“Return on invested capital” or “ROIC” is calculated as adjusted EBIT less current income tax expense and deferred income tax expense for the trailing twelve months divided by the average invested capital over the same period.

“Net debt leverage” is calculated as net debt at period end divided by the trailing twelve month adjusted EBITDA.

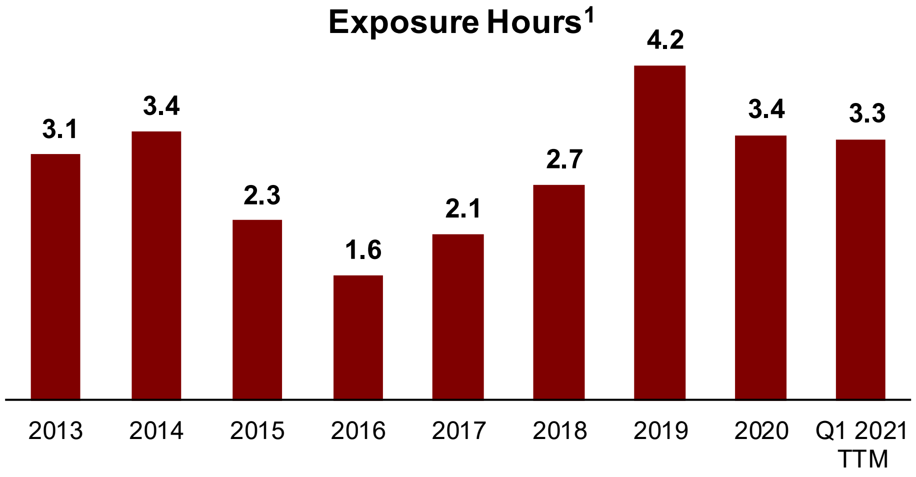
“Senior debt leverage” is calculated as senior debt at period end divided by the trailing twelve month adjusted EBITDA.

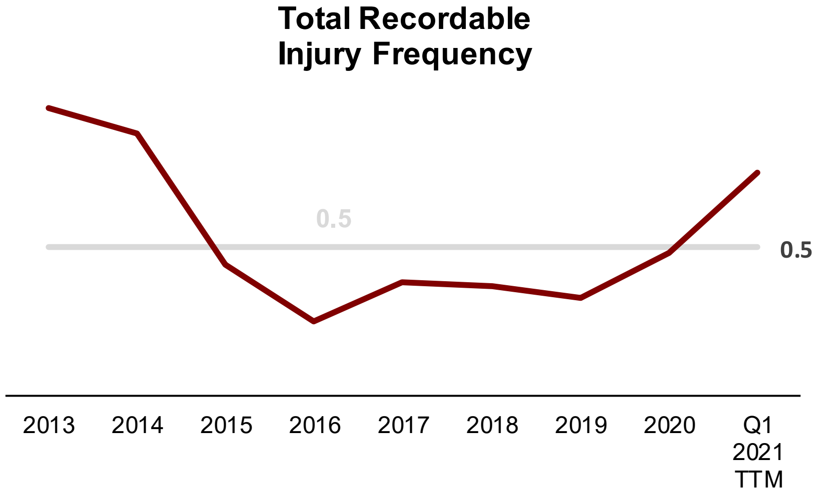
Q1 2021 EARNINGS

AGENDA

- Opening comments
- Q1 2021 performance
- Financial overview
- Operational priorities
- Outlook for 2021

Everyone Gets Home Safe





- Exposure hours are slightly lower due to continuing impact of site access restrictions and safety protocols
- Trailing twelve-month TRIF represents four recordable injuries over target. Q1 2021 was higher than company target partially due to a mild winter and a high freeze-thaw frequency which yielded higher than usual slips and falls
- Current focus on overcoming COVID-19 fatigue and removing associated distractions
- Inaugural 2021 Sustainability Report released on February 2, 2021

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[1] In millions, exposure hours are the total number of hours of employment including overtime and training but excluding leave, sickness and other absences. Hours include direct employees and exclude managed mine sites

Q1 2021 PERFORMANCE

2021 Q1 Performance

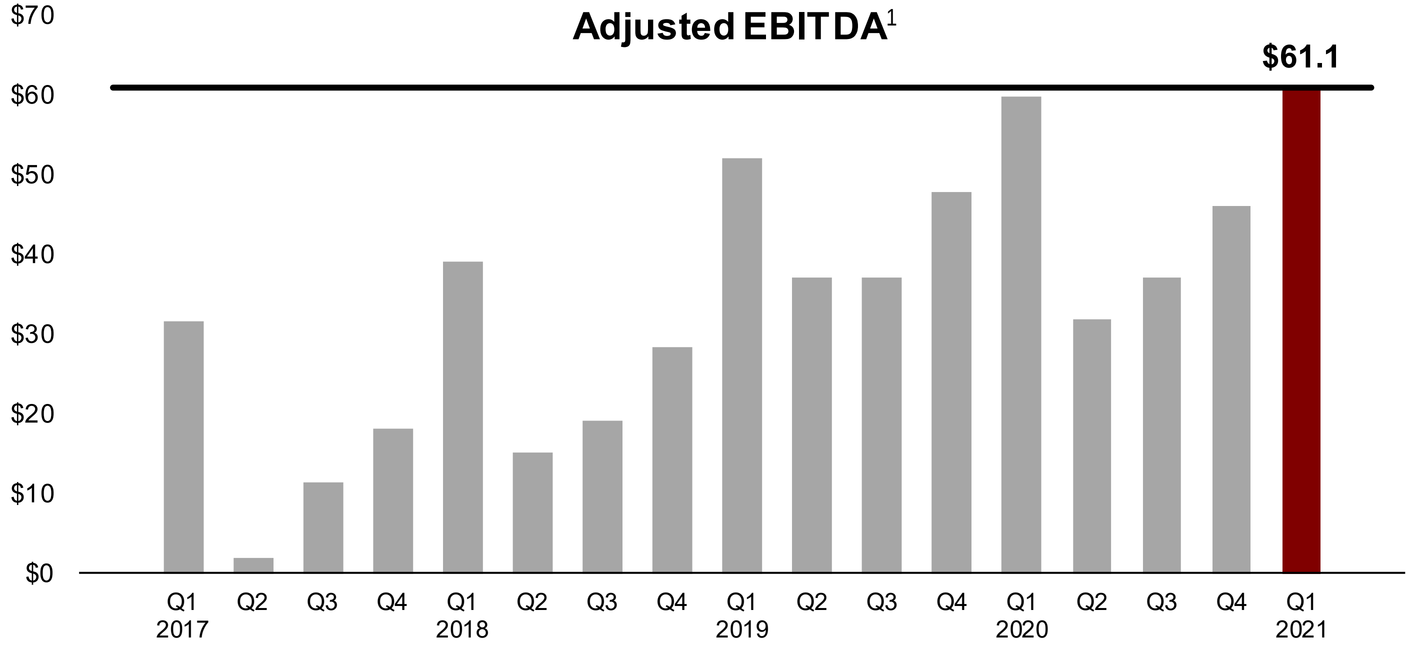
$0.65
Adjusted EPS[1]

$61.1M
Adjusted EBITDA[1]

19.0%
Gross profit margin[1]

+23%
Revenue increase from Q4 2020

- Record adjusted EBITDA[1] achieved in Q1 despite year over year revenue decrease from strong operational execution as well as record first quarter performance from the Nuna Group of Companies
- Steady operations through the winter season as weather was generally standard and customers continued to ramp-up operations
- COVID-19 protocols remained in place for the quarter
- Newly awarded gold mine contract formally commenced in December and ramped up in Q1 as expected



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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures

Heavy Equipment Operating Hours

Overall gross increase of 28% in equipment hours from Q4 2020

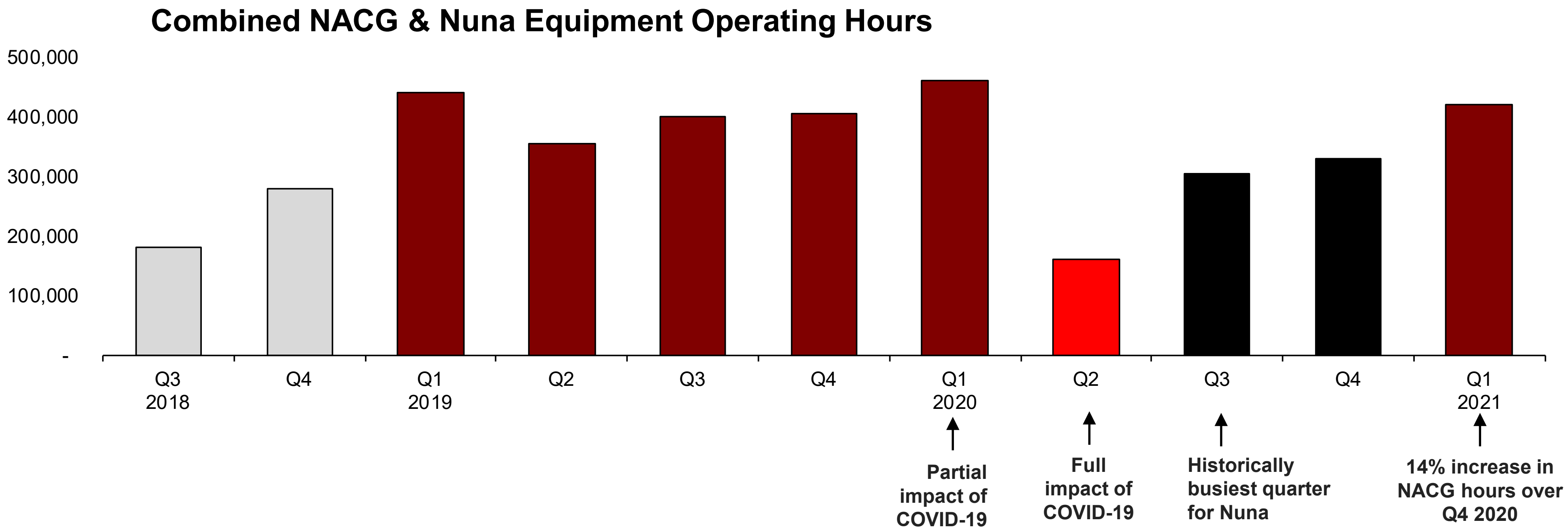
- Result of both continued recovery and step change by Nuna's heavy equipment fleet

Operating hours specific to the NACG fleet were up 14% which translated into a 23% increase in top-line revenue

- Remains ~20% behind Q1 2020 during which February of that year established watermark of operational capability of the expanded fleet

Nuna operating hours were 2.7x of Q4 2020 and matched Q3 2020 which is historically their peak quarter

- Recently awarded earthworks contract at a gold mine in Northern Ontario performing well


Combined NACG & Nuna Equipment Operating Hours

Partial impact of COVID-19

Full impact of COVID-19

Historically busiest quarter for Nuna

14% increase in NACG hours over Q4 2020

Q1 2021 FINANCIAL OVERVIEW

Adjusted EBITDA[1] and EPS

(figures in millions of Canadian dollars, except per share amounts)	Q1 2021		Q1 2020		Variance
Revenue	$168		$199		($30)
Gross profit[1]	32	19.0%	35	17.4%	(3)
General & administrative expenses[2]	7	4.2%	9	4.6%	(2)
Net income and comprehensive income	19		19		0
Basic net income per share	$0.68		$0.74		($0.06)
Adjusted EBITDA[1]	$61	36.3%	$60	30.1%	$1
Adjusted EPS[1]	$0.65		$0.70		($0.05)

Revenue in Q1 down 15% year over year as recovery continues but access restrictions and safety protocols remain in place

- Customers have ramped up operations and revenue of $168 million represents a 23% increase from Q4 2020
- Largest driver of prior year variance was the suspension of work at the Fort Hills mine which occurred in late Q1 2020

Gross profit margin[1] of 19.0% up from Q1 2020 due to effectively operated fleet and bolstered by additional mine management contract

- Rising operating utilization demonstrates effective deployment of heavy equipment fleet

General & administrative spending remains constrained to essential costs during the quarter as revenue continues to recover

Revenue increase of 23% from Q4 2020 reflects key indicator of continuing recovery from lows in Q2 2020

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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures

[2] Excludes stock-based compensation

Cash provided by operating activities

(figures in millions of Canadian dollars unless otherwise stated)	Q1 2021	Q1 2020	Variance
Cash provided by operations prior to change in working capital[1]	$60	$54	$14
Net changes in non-cash working capital	(18)	(5)	(13)
Cash provided by operating activities	$42	$49	($7)
Sustaining capital additions[1]	$42	$38	$4
Free cash flow[1]	$5	$9	($4)

Cash provided by operating activities prior to change in working capital[1] of $60 million reflects adjusted EBITDA[1] less cash interest paid

- Cash related interest expense of $4 million reflects average Q1 cost of debt of 4.0%
- Negative working capital impact considered typical for the first quarter as accounts receivable balances build

Sustaining capital[1] in the quarter of $42 million primarily represented maintenance spending required to maintain the existing fleet

- In addition, spending reflected the purchase of smaller sized support equipment required for the upcoming summer construction season

Free cash flow[1] of $5 million in Q1 was generated by strong EBITDA[1] generation offset by front-weighted capital spending & maintenance profiles

Free cash flow[1] generation of $5 million consistent with expectation for Q1 due to working capital changes

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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures

Balance sheet

(figures in millions of Canadian dollars unless otherwise stated)	March 31, 2021		December 31, 2020		December 31, 2019	
Cash	$32		$44		$6	
Liquidity[1]	151		148		115	
Property, plant & equipment	644		634		588	
Total assets	842		839		793	
Senior debt[1,2]	$353	2.1x	$353	2.0x	$296	1.7x
Net debt[1,2]	397	2.4x	386	2.2x	407	2.3x

Return on Invested Capital[1] remains strong at 9.7% as at March 31, 2020

- Invested capital[1] of $649 million continues to generate solid profits

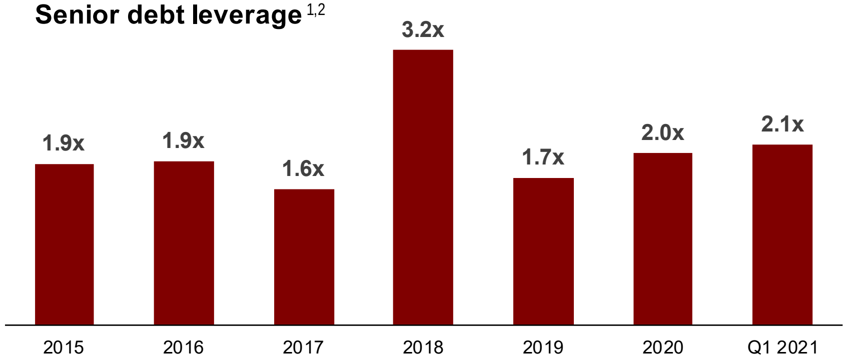
Liquidity[1] at $151 million supported by extended & upsized credit facility

- Provides stability for changes in working environment moving forward

Net debt[1] increased $11 million in the first quarter

- Additional leasing done in Q1 to take advantage of low interest rates

Senior debt leverage[1,2]



Senior debt remained unchanged in the quarter on modest free cash flow generation

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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures
[2] Leverage ratios calculated on a trailing twelve-month basis

OUTLOOK FOR 2021

Operational Priorities for 2021

1

Maintain pandemic protocols, uphold zero harm safety culture; achieve sustainability goals

2

Maximize utilization of available heavy equipment fleet; geographic & commodity diversity

3

Accelerate use of lower cost component rebuild facility; on time on budget shop expansion

4

Capitalize on both revenue synergies & workforce efficiencies with Nuna Group of Companies

5

Lower vendor provided maintenance work and expand external service offerings

6

Maintain low administrative costs via continued restriction of discretionary spending

Accelerated Drive for Diversification

Bid pipeline is strong reflecting strength in commodity prices

- Significant award in Q4 2020 in Northern Ontario a strong signal of growing confidence in the mining industry
- Recent submission from partnerships for two multi-year mining contracts in Quebec commencing in 2021

Increased organic diversification available as a result

- Combined estimating resources with Nuna leverages both groups expertise and ability to optimize equipment allocation
- Newly formed joint venture model developed with Nuna has increased the potential pipeline of projects
- Outlook provides an achievable path to 50% of adjusted EBIT[1] generation outside of Canadian oil sands sector by 2022

Acquired diversification remains on the radar subject to internally mandated investment criteria

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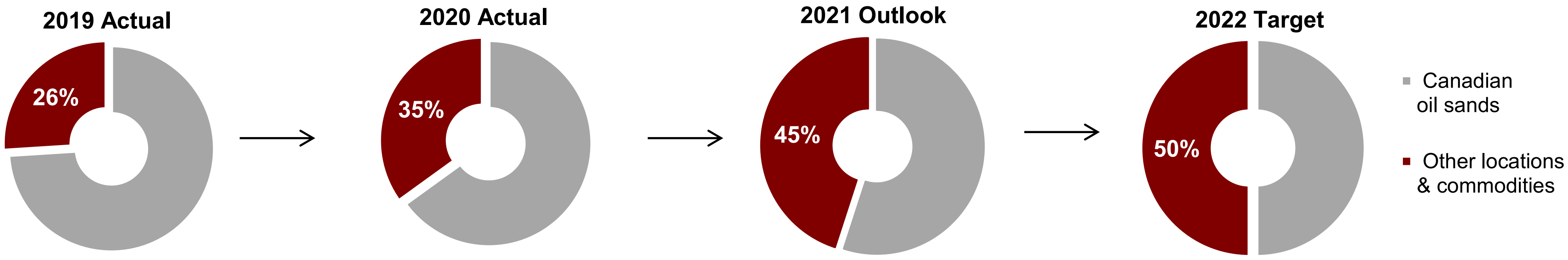
Revised Diversified Adjusted EBIT[1] Targets[2]



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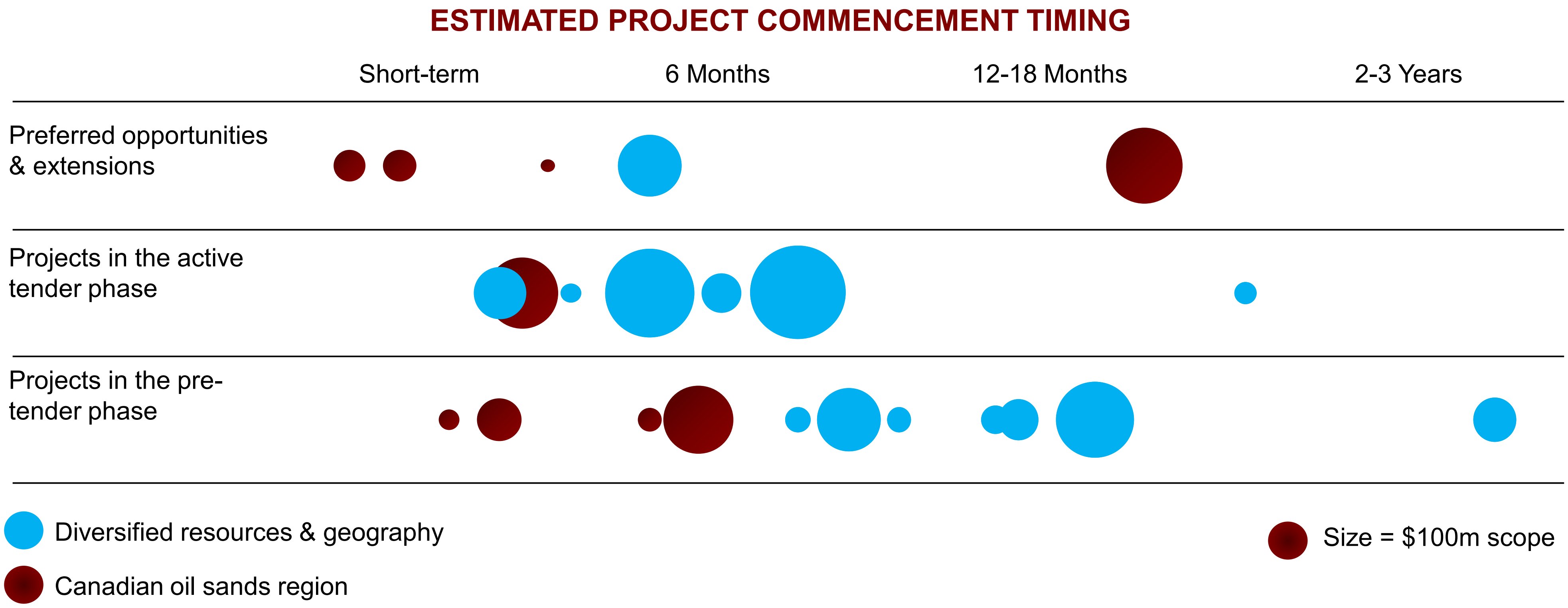
[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures

[2] Adjusted EBIT profile targets exclude potential acquisitions

Bid Pipeline

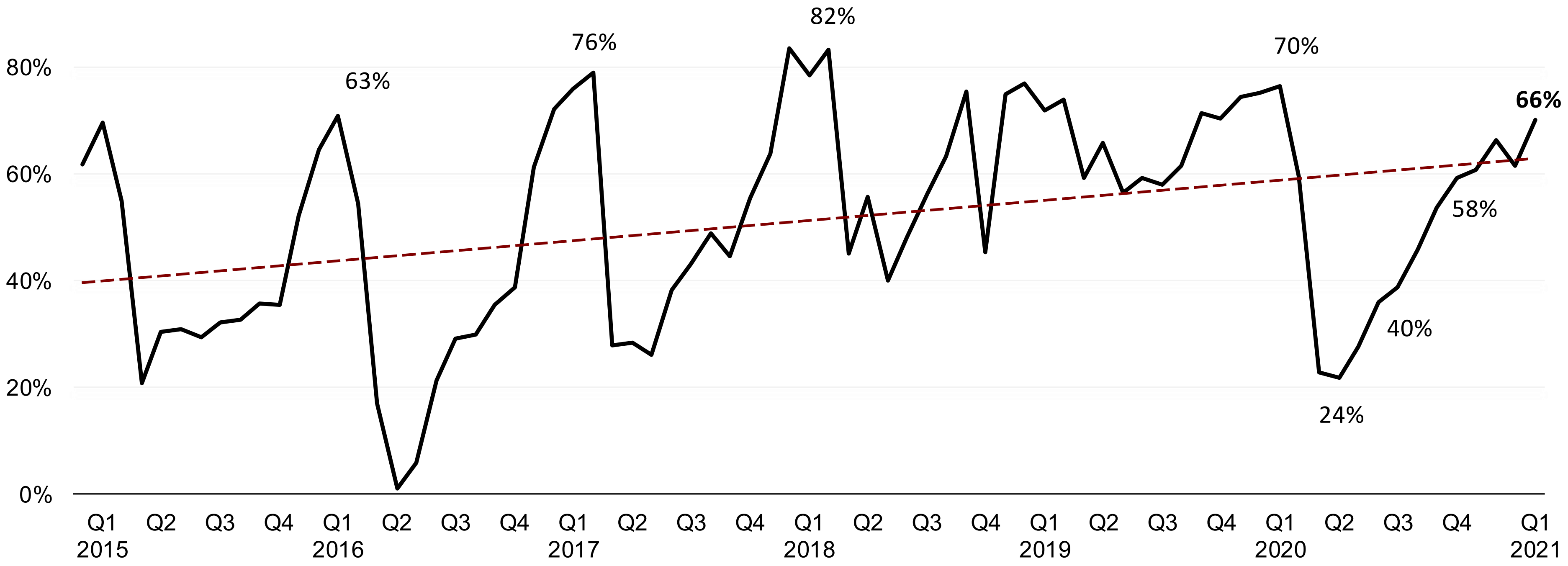


- Bid pipeline contains approximately $3.0 billion of specific scopes of work
- Various project decisions expected during Q2 & Q3 of 2021 in stark contrast to the deferrals witnessed in Q2 & Q3 of 2020
- Projects are highly sought after and must leverage our competitive advantages for us to be successful
- Mix of projects supports corporate objective of resource and customer diversification

Equipment Utilization

- Operating utilization of 66% in Q1 2021 reflects a substantial increase from the low in Q2 2020 of 24%
- Utilization of our equipment fleet is a key driver of profitability and continuation of upward trend is a focus
- Internal maintenance programs have kept equipment operating, minimizing down time through preventative initiatives
- Telematics program initiated in March 2021 has identified a key benefit of improving utilization (next page)

Operating utilization of the NACG Fleet



Fleet Telematics Program

- In collaboration with Caterpillar and Finning, NACG commissioned the in-house program in March 2021
- Telematics will provide whole machine operation and maintenance monitoring
- Onboard hardware installed by technical experts will stream data in real-time
- Data will provide operator feedback, machine health KPIs, GPS tracking, fuel monitoring and production data
- Objective for 2021 is installation and go-live of ~200 of our largest machines
- Cash payback of investment is less than two years based on reduction of costly unplanned maintenance

Primary benefits of equipment telematics

- ✓ Reduces unplanned maintenance outages, increases maintenance planning efficiency
- ✓ Increases operating utilization and equipment uptime
- ✓ Monitors fuel burn & idle time driving efficiency (lower emissions)
- ✓ Tracks assets at complex & dynamic mine sites
- ✓ Identifies operational trends for training & safety purposes

ESG Update – Q1 2021

Inaugural 2021 Sustainability Report issued February 2021

- Provides structured framework for accountability moving forward
- Expectation to issue annual report every February

Progress made in the three key focus areas for 2021

1. Inclusivity & diversity in operations
    - Indigenous awareness training course implemented
    - Women in heavy equipment training being offered
    - Leadership development leading to increased women and indigenous employees in field level leadership positions
2. Building community – Creating positive community engagement via implementation volunteer and charitable donation programs
3. Policy development – Overall sustainability policy & environmental standards being developed including ways to reduce, reuse & recycle our waste materials

Continued & steady trend toward indigenous partnerships

- Q1 2021 posted a 52% increase in revenues flowing through these partnerships from the prior year reflecting the trend we're seeing in the mining industry
- In April 2020 and executed as a precedent setting transaction, the Mikisew & NACG purchased an initial rebuilt Caterpillar 797 haul truck into the existing partnership (Mikisew North American Limited Partnership)

Q1 - 2021 versus 2020

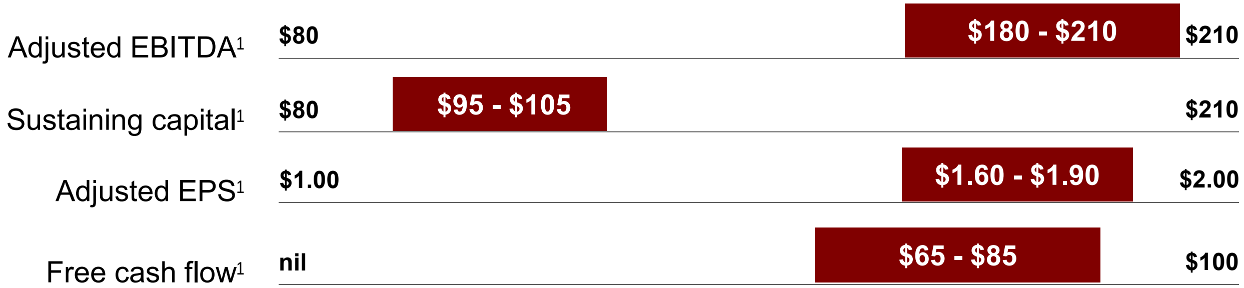
+52%

Year over year increase in revenue through our partnerships with Nuna Group of Companies, Mikisew North American Limited Partnership, and Dene North Site Services

MIKISEW
NORTH AMERICAN
LIMITED PARTNERSHIP

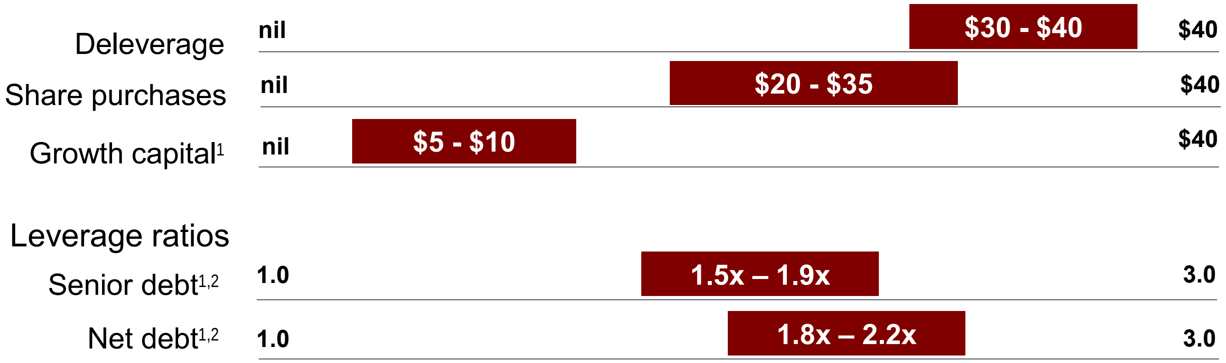
2021 Outlook

Key Measures:



Adjusted EBITDA[1]	$80	$180 - $210	$210
Sustaining capital[1]	$80	$95 - $105	$210
Adjusted EPS[1]	$1.00	$1.60 - $1.90	$2.00
Free cash flow[1]	nil	$65 - $85	$100

Capital Allocation Measures:



Deleverage	nil	$30 - $40	$40
Share purchases	nil	$20 - $35	$40
Growth capital[1]	nil	$5 - $10	$40
Leverage ratios			
Senior debt[1,2]	1.0	1.5x – 1.9x	3.0
Net debt[1,2]	1.0	1.8x – 2.2x	3.0

Current line of sight and assumption of continued easing of site access restrictions offer ability to provide outlook for 2021

- Adjusted EPS[1] is built on EBITDA[1] range, current run-rate depreciation and stable tax & interest rates

Outlook is underpinned by contracts in place and our existing heavy equipment fleet

- Strong committed backlog[1] and well-maintained fleet instills confidence

Free cash flow[1] range of $65 to $85 million offers capital allocation optionality

- Midpoint of $75m represents ~20% of debt level and ~20% of current market capitalization
- Capital allocation ranges are meant to be indicative in nature

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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures
[2] Leverage ratios calculated on a trailing twelve-month basis

SUPPLEMENTAL INFORMATION

Q1 2021 EARNINGS PRESENTATION

Company Overview

Premier provider of mining and heavy construction services

- Established reputation with over 65 years in business
- Long-term contracts awarded based on safe cost-effective operations

Mobile fleet of ~900 heavy equipment assets

- Fully backed by support equipment & associated infrastructure

Current workforce of ~1,900 employees

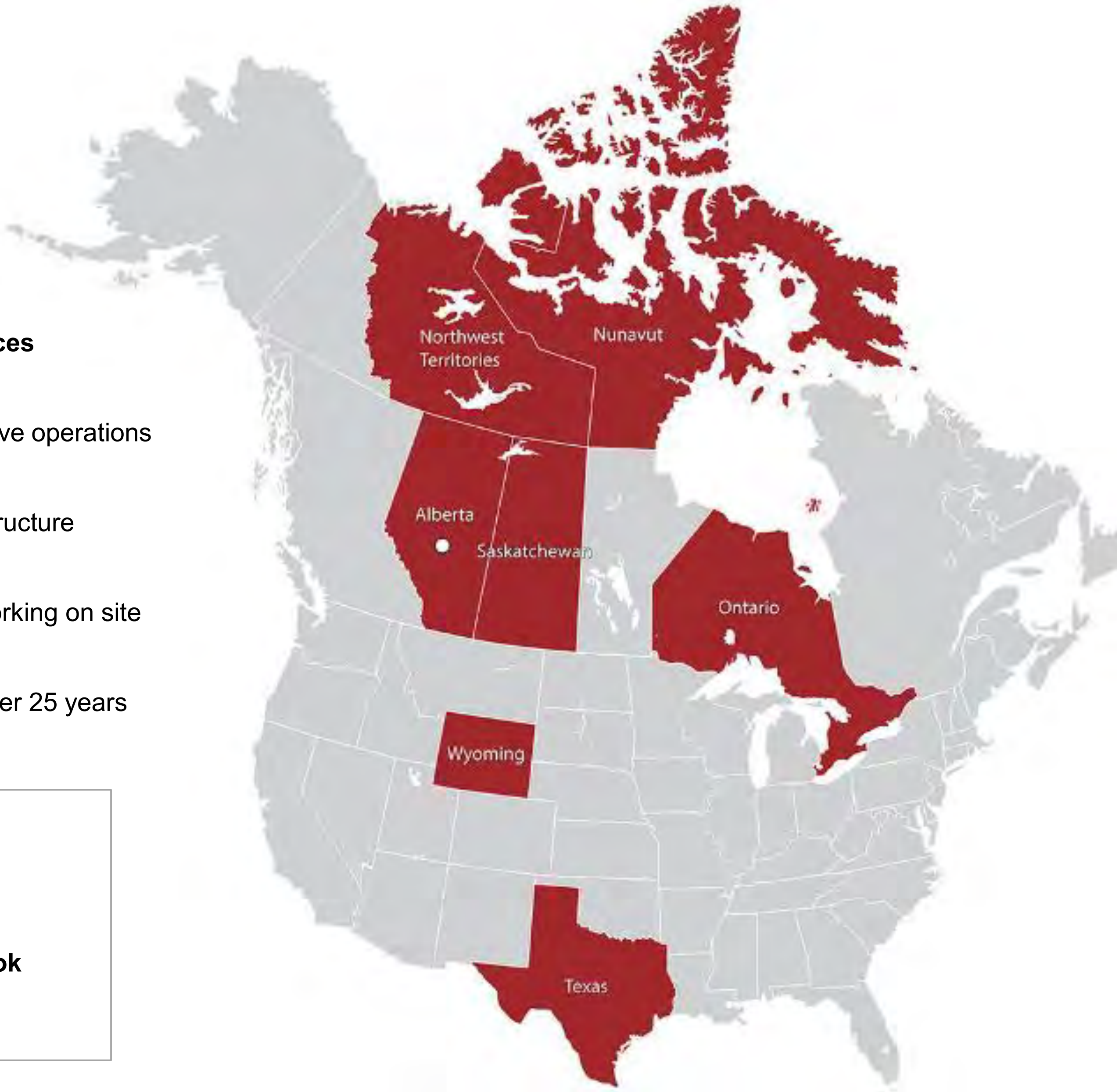
- Approximately 90% of personnel are operational and working on site

Operating partner of *Nuna Group of Companies*

- Inuit-owned mining contractor in northern Canada for over 25 years

Market Statistics – NOA (TSX & NYSE)

Share price[1]	**$14.30**
Market Cap[1]	**$402 million**
S&P Rating	**B+ | Stable outlook**
Annual dividend per share[2]	**$0.16**



🟥 Provinces, territories and states with significant current operations

○ Head office in Acheson, Alberta, Canada

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[1] Toronto Stock Exchange, close of business April 27, 2021

Environment, Social, Governance

- **Inaugural *2021 Sustainability Report* issued February 2, 2021**
- **Provides structured framework for accountability moving forward**

Three key focus areas for 2021

1. **Inclusivity & Diversity in Operations**
2. **Building Community**
3. **Policy Development**

Reclamation and Environmental Services

- Salvaged 21 million cubic meters of organic material and topsoil & reclaimed 581 hectares of land in 2019 & 2020

Recycling

- In the last three years, recycled over 75,000 liters of oil
- In 2020, our Acheson heavy equipment maintenance facility recycled 846 tires & 216 tonnes of steel

Solar power

- Planned spending for 2021 includes a 910-panel solar array on maintenance facility rooftop annually generating 400,000 kilowatts & reducing CO_2 emissions by ~325 tonnes

First Nation & Inuit Partnerships

1. **Kitikmeot Corporation**
    - Majority partner in Nuna, Kitikmeot Corporation is a wholly-owned business of Kitikmeot Inuit Association
2. **Mikisew Group of Companies**
    - Majority partner in Mikisew North American Limited Partnership, the Mikisew Group of Companies, is directly owned by the Mikisew Cree First Nation
3. **Dene Sky Site Services**
    - Majority partner of Dene North Site Services Partnership, Dene Sky Site Services is owned by members of the Chipewyan Prairie Dene First Nation

We take great pride & responsibility in our First Nation & Inuit partnerships

- Our partners enable us to work effectively in bringing positive changes to the local communities where we operate
- Partners bring decades of local experience that improve decision making
- Jointly led employment initiatives achieve higher success rate than stand-alone initiatives
- Collaborative investment opportunities are becoming increasingly common

Nuna Group of Companies

Nuna Group of Companies is the premier mining contractor in northern Canada

Formed in 1993, Nuna is the established incumbent contractor on the mine sites in Nunavut and the Northwest Territories

- Q1 2021 represented strongest first quarter of activity on record with momentum continuing to build
- Proudly Inuit-owned through the Kitikmeot Corporation, Nuna is poised & accredited to benefit from continued mine development in remote locations, including northern Saskatchewan and Ontario
- Over 40% of workforce is Indigenous with joint venture structures in place designed to support local communities

NUNA
Group of Companies

Heavy Equipment Fleet

- As at March 31, 2021, ~900 mobile heavy equipment assets provide operational flexibility
  - Managed on an individual asset basis and deployed with sole objective of maximum operating utilization
  - Fleet count includes ~270 assets operated within Nuna Group of Companies
- Addition of 25 smaller heavy equipment assets during Q1 in preparation of expected busy summer construction season
- New replacement value[1] of fleet calculated at $1.9 billion excludes the significant cost of infrastructure and support equipment

Heavy Equipment Fleet	
Rigid frame trucks	276
Articulated trucks	64
Loading units	283
Dozers	165
Graders	58
Specialty & other	65
Total fleet	**911**

New replacement value[1] of $1.9 billion is the culmination of prudent investing & maintenance

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[1] See Q1 2021 Financial Report Non-GAAP Financial Measures

Acheson Facilities

1. **10-bay maintenance facility with integrated office**
   - Purpose-built for North American Construction Group
   - Larger cranes and wash bay sized to handle all heavy equipment fleet
   - Fits ultra class mining trucks (>300t payload) and large shovels (>600t)
   - Low cost facility with high efficiency heating, LED lighting, maintenance-free building & yard
   - Growth built-in and designed for further expansion

2. **6-bay component rebuild facility**
   - Custom designed to rebuild used components for heavy equipment in the mining industry to provide low-cost, zero-hour components
   - Nuna using facility for its maintenance needs as well as required kitting and logistics activities for projects in northern Canada

Expansion of Acheson Maintenance Facility

Existing ten-bay facility at capacity

- *Demand for maintenance has surpassed initial projected demand*
- *Has proven shop labour more effective than repairs completed in the field*
- *Has improved ability to secure qualified mechanics*

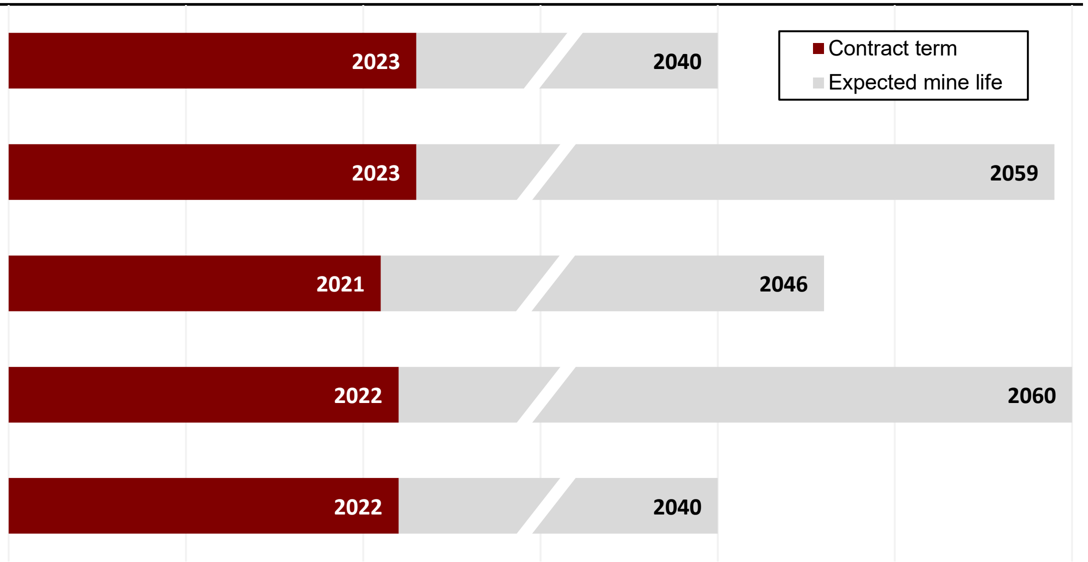
Expansion to add four bays and a cold storage facility

- **Will provide over 14,000 additional square feet of additional workspace**
- **Will add capacity for approximately 80,000 manhours**
- **Will significantly improve workflow and provide better wrench time**
- **Includes solar array system which will reduce CO^2 emissions by ~325 tonnes per year**

Long Term Contracts

- Long-term contracts remain in place with run-of-mine projections averaging 30+ years of remaining life
- Oil sands production resiliency through the pandemic is a testament to the operating model of mining operations

	Owner	**Contract[1,2]**
Base Mine – Millennium & North Steepbank	Suncor Energy Services Inc.	MUA *with term*
Fort Hills Mine	Fort Hills Energy LP	MUC *with term*
Mildred Lake & Aurora mines	Syncrude Canada	MSA *with term*
Kearl Mine	Imperial Oil Limited	MSA
Ontario gold mine	*Confidential*	Earthworks contract



Including Nuna, committed contractual backlog[3] of $931 million as at March 31, 2021

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[1] MUA – Multiple Use Agreement; MUC – Multiple Use Contract; MSA – Multiple Service Agreement.

[2] ‘With term’ reflects term commitments qualifying for contractual backlog

[3] See Q1 2021 Financial Report Non-GAAP Financial Measures

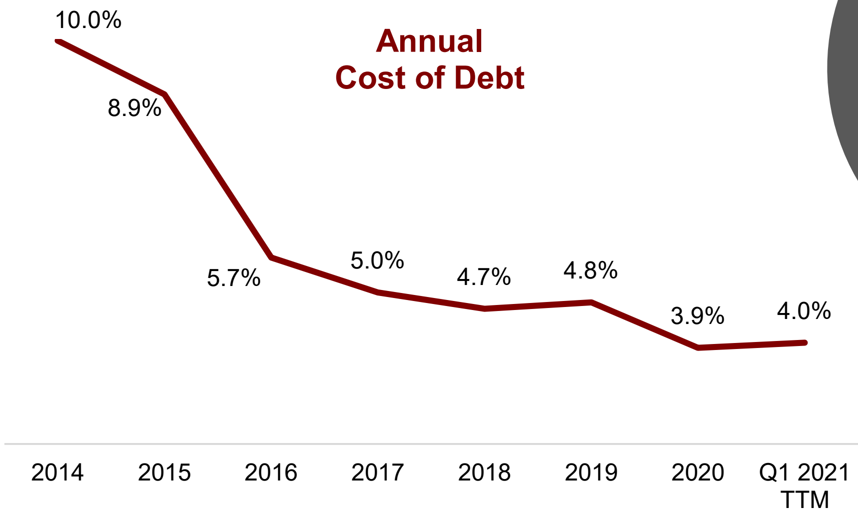
Debt Structure

Net debt[1] of $397 million as at March 31, 2021

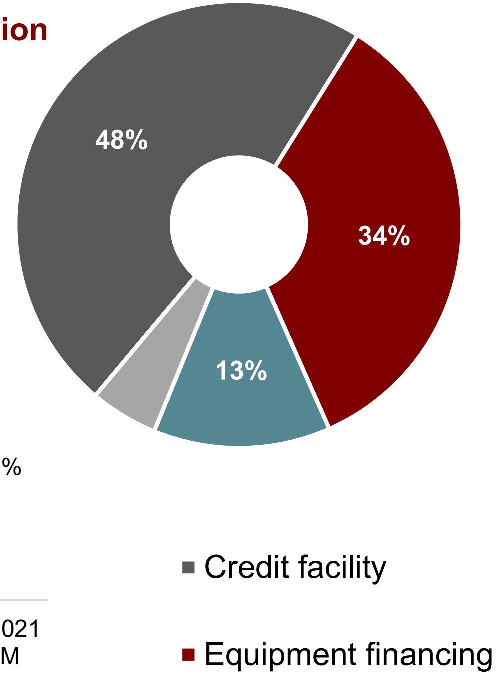
- Credit facility provides overall liquidity[1] of $151 million based on $119 million of capacity combined with $32 million of cash

Current run-rate cost of debt at 4.0% in Q1-2021

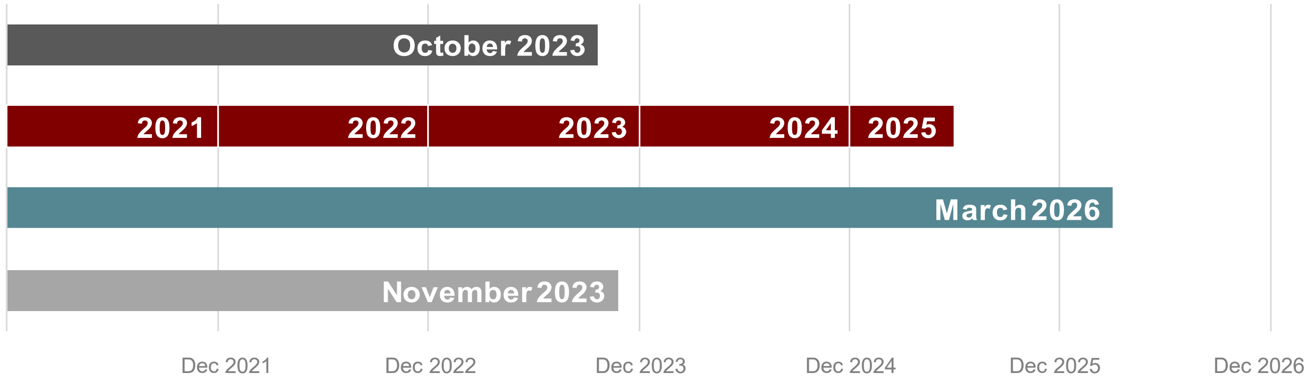
- Credit Facility – Q1 rate of ~3.25% based on ~0.55% posted rate plus a 2.75% spread
- Equipment financing – from 2.4% to 5.0%
- Convertible debentures – 5.0% debentures in place until March 2026


Annual Cost of Debt

Current Composition



1. Credit Facility	$325m capacity
2. Equipment financing	$150m limit
3. Convertible debentures	$55m issued March 2019
4. Acheson facility mortgage	$20m over 25 years



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[1] See Q1 2021 Financial Report for Non-GAAP Financial Measures