NORTH AMERICAN CONSTRUCTION GROUP

Q3 2020

EARNINGS PRESENTATION

October 29, 2020

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”, “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 “invested capital”, “liquidity”, “replacement value”, “return on equity”, “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.

“Invested capital” is defined as net debt plus shareholders’ equity.

“Liquidity” is defined as cash plus available and unused Credit Facility borrowings.

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

“Return on equity” or “ROE” is calculated as adjusted net earnings for the trailing twelve months divided by the average shareholders’ equity over the same period.

“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.

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

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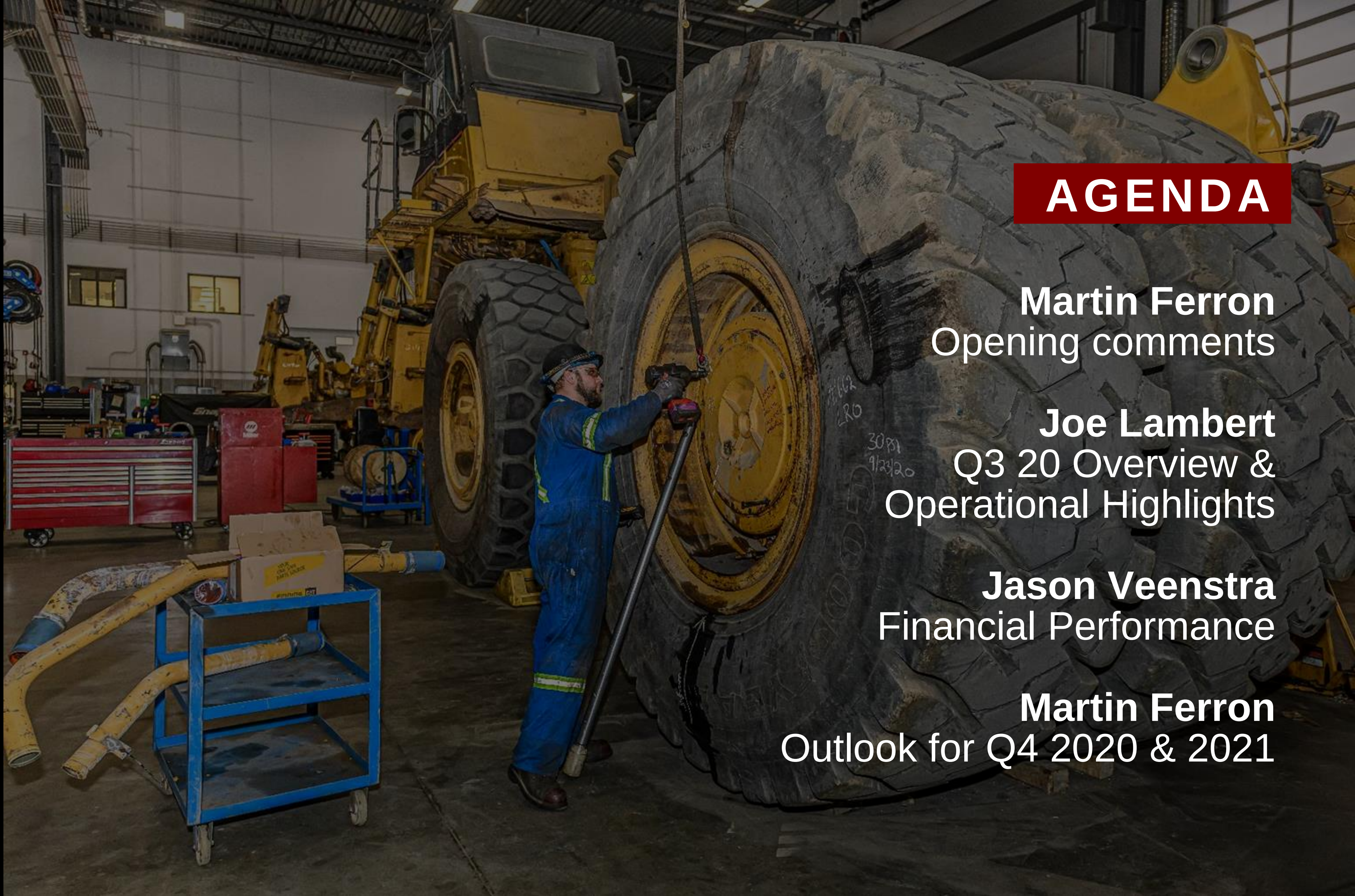


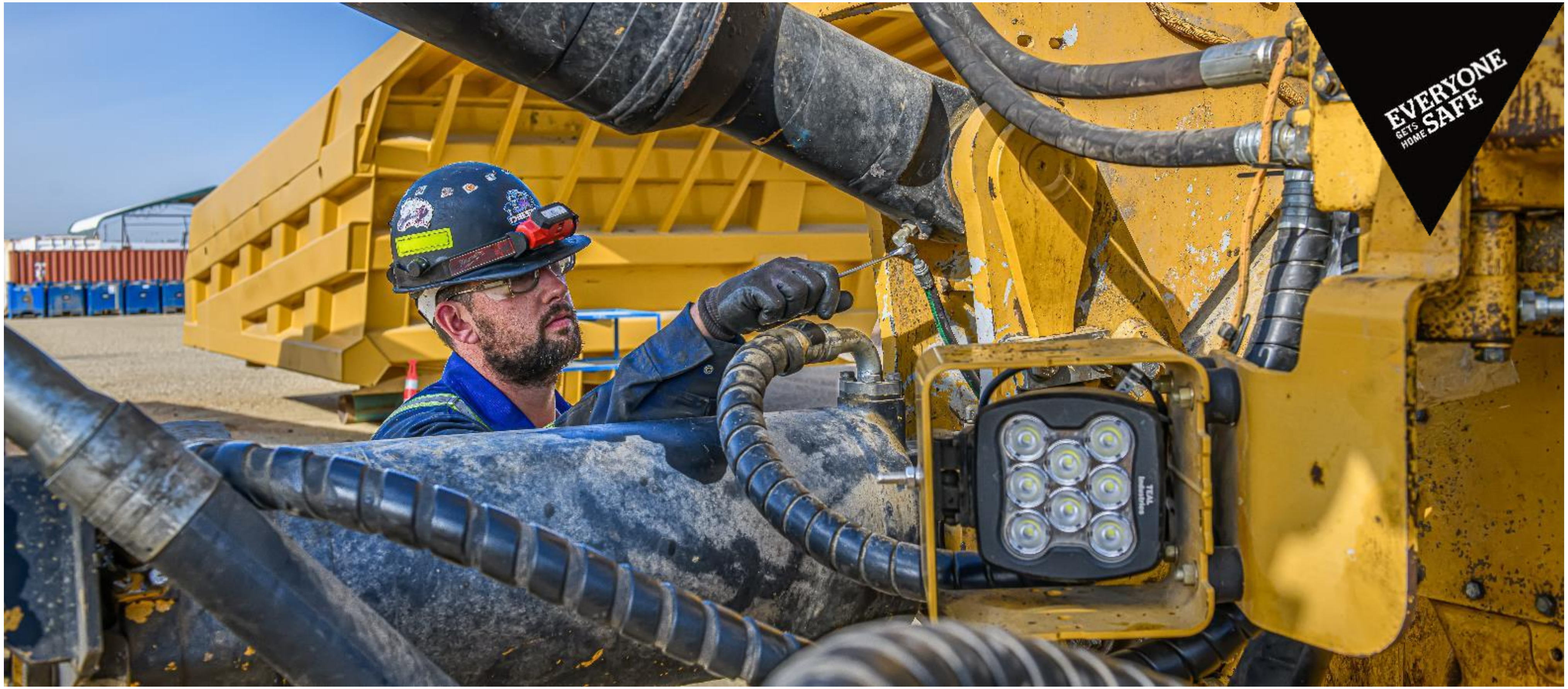
AGENDA

Martin Ferron
Opening comments

Joe Lambert
Q3 20 Overview & Operational Highlights

Jason Veenstra
Financial Performance

Martin Ferron
Outlook for Q4 2020 & 2021



Everyone Gets Home Safe

- Health, Safety and Environment are integral to our business
- COVID-19 pandemic reinforced culture and conviction of keeping employees safe
- Execution of safe work practices matters above all else
- Strict quarantine & isolation protocols remain in place for at-risk personnel

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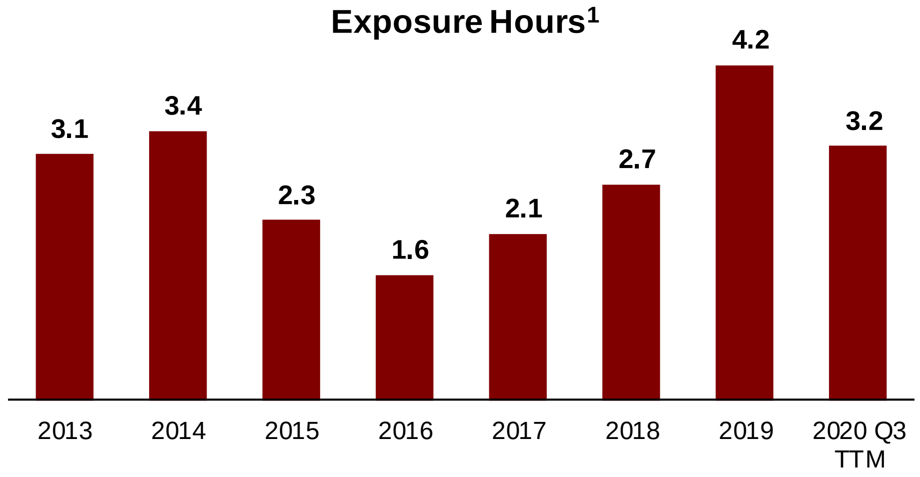
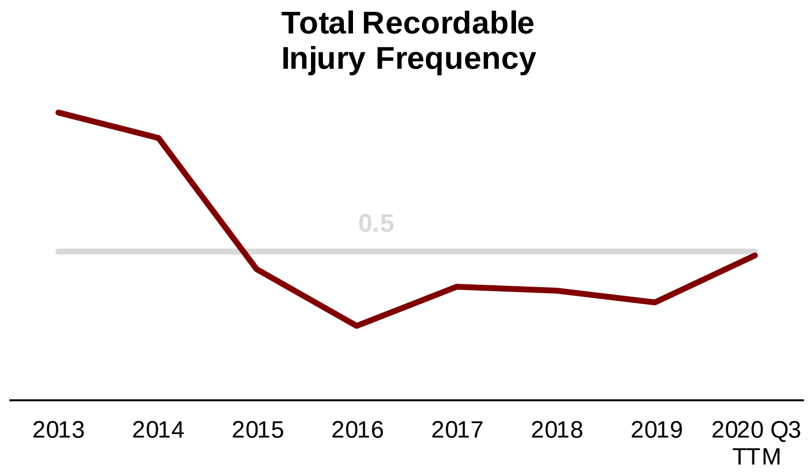
Everyone Gets Home Safe





- Exposure hours dropped in Q3 due to impact of site access restrictions and safety protocols which limit headcount on site
- Average workforce of ~1,300 employees over Q2 and Q3 with two reported positive COVID-19 cases
- Q4 2020 focus on work planning, hazard analysis and hazard control to ensure reduction of injury frequency
- Inaugural 2020 Sustainability Report to be released in early 2021

[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

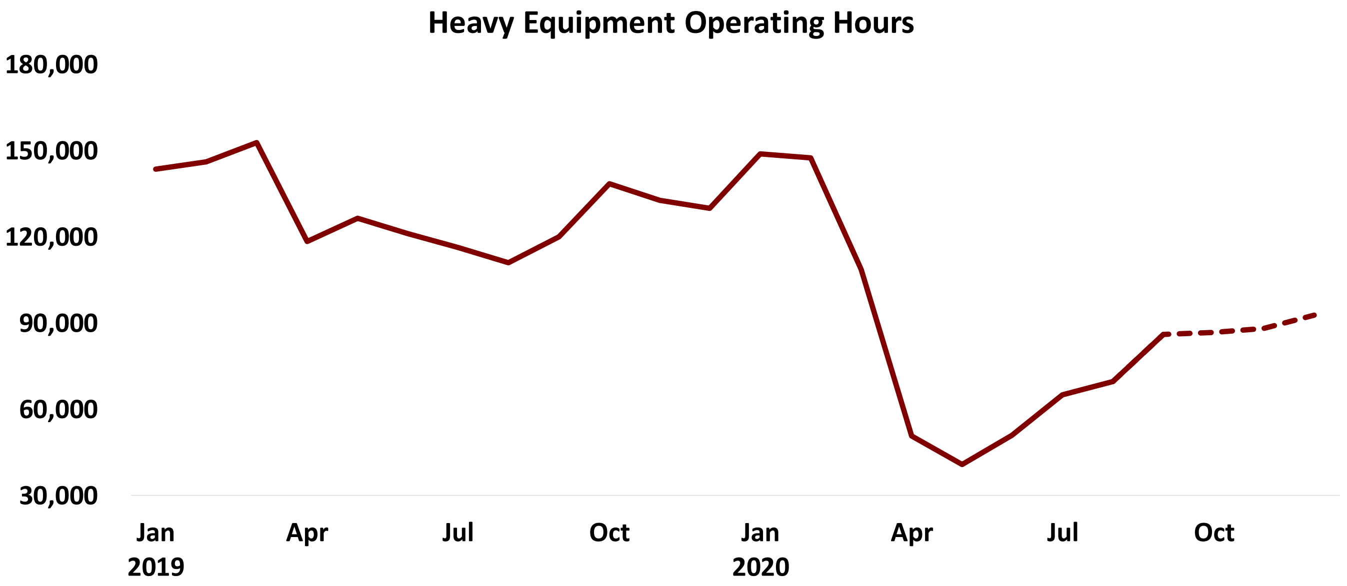
Q3 2020 Overview & Operational Highlights

Q3 2020 EARNINGS

Q3 2020 Overview

$0.26	$37.1M	16.3%	+32.8%
Adjusted EPS[1]	Adjusted EBITDA[1]	Gross profit margin[1]	Revenue improvement from Q2 2020

- Access restrictions and safety protocols had less of an operational impact than in Q2 but still hampered ability to deliver on customer demand
- Above average rainfall in July & August impacted ability to operate the heavy equipment & associated crews predictably and effectively
- Nuna Group of Companies executed a very strong Q3 as the busiest quarter of their year and matched their quarterly record set in 2019 Q3



[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures

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Q3 2020 EARNINGS

Milestone Quarter

Heavy equipment fleet fully integrated

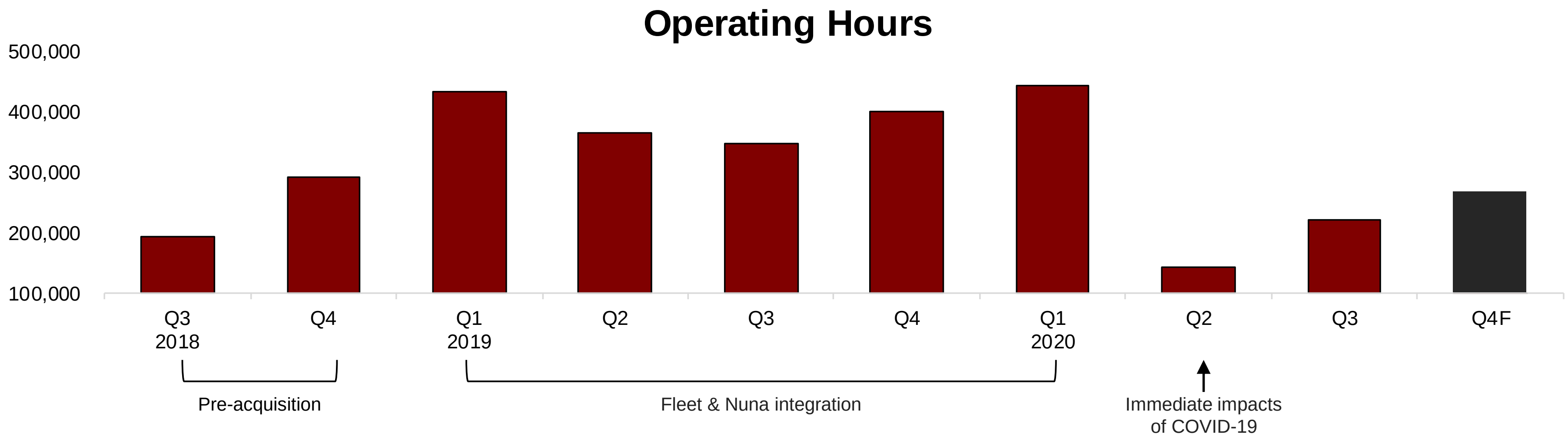
- Equipment required significant upgrades but available earnings potential realized in early 2020 and is readily available moving forward

Nuna operating as a fully integrated business

- Amalgamated ERP effective late 2019
- Various functions amalgamated H1 2020
- Management teams working together seamlessly (October 2020 gold mine project)

Other corporate & operational milestones

- Q1 2019 – successful ramp up of new maintenance facility
- Q3 2019 – record quarter for Nuna Group of Companies
- December 2019 – achieved senior leverage of 1.7x from 3.2x prior year
- January 2020 – commissioning of new component rebuild facility
- January & February 2020 – record start to a calendar year
- June 2019 & 2020 – secured two long-term U.S. mine management contracts
- Q3 2020 – 55% improvement in operating hours from Q2 2020
- October 2020 – three-year extension of senior secured credit facility



Q3 2020 represents milestone quarter in terms of both integration & recovery

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Priorities to close out 2020 heading into 2021

In response to the impact COVID-19 has had on our customers & operations, we will maintain our six identified priorities

1
Urgent attention paid to hygiene and physical distancing; uphold zero harm safety culture

2
Maximize utilization of available heavy equipment fleet; geographic & commodity diversity

3
Accelerate use of component rebuild facility to drive down equipment costs

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

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Drive for Diversification

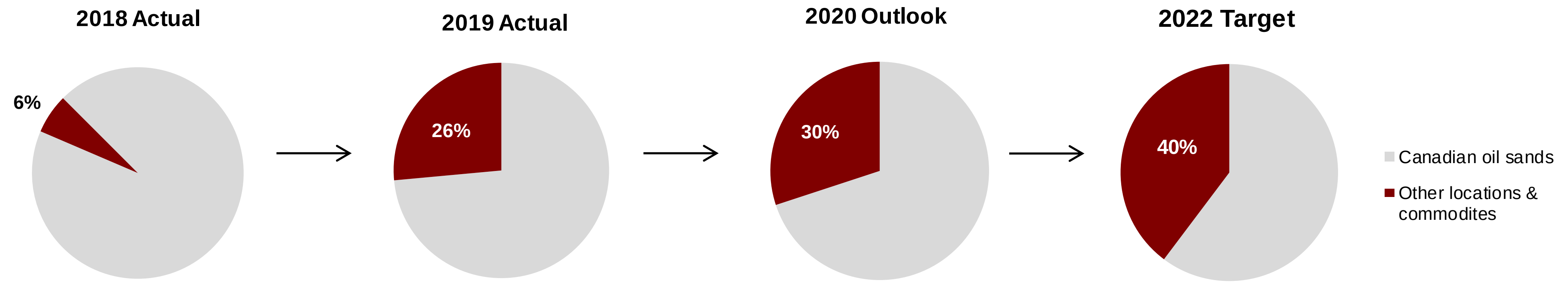
Organic diversification is preferred as it leverages existing platform and mining expertise

- Our reputation as a trusted operator in the Canadian oil sands and northern Canada is a significant competitive advantage
- Competence in heavy equipment maintenance is a differentiator
- Systems & infrastructure in place applicable to operating mines and construction projects involving major earthworks

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

1. Immediate synergies to ensure accretive value to shareholders
2. Complimentary business that supplements existing platform
3. Inherent barriers of entry present to preserve long-term value

Diversified Adjusted EBIT[1] Targets[2]



[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures
[2] Adjusted EBIT profile targets exclude potential acquisitions

Drive for Diversification

ACCOMPLISHMENTS TO DATE	Diversification: Geographic	Customer	Resource / Service Line
1. November 1, 2018 – ownership interest in Nuna Group of Companies	✓	✓	✓ Diamonds, precious metals, base metals
2. June 21, 2019 – 5-year mine management contract for Wyoming coal mine	✓	✓	✓ Coal
3. December 2019 – External maintenance deliveries at target levels		✓	✓ Rebuilt equipment
4. January 31, 2020 – 5-year mine services contract for mine in Texas	✓	✓	✓ Coal
5. January 2020 – New component rebuild facility opened			✓ Rebuilt components
6. October 2020 - Nuna Joint Venture ("NANJV") awarded $250 million construction contract	✓	✓	✓ Gold

~40% of adjusted EBIT [1] expected to be generated from outside the Canadian oil sands by 2022

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures

Award of Gold Mine Construction Contract

- Newly formed joint venture owned and operated equally by NACG and Nuna
- Combination of NACG's fleet, in particular the high capacity assets, and Nuna's strong reputation and engagement with the local Indigenous communities was a competitive advantage in becoming the successful proponent
- Two-year major earthworks construction contract at a gold mining project in Northern Ontario valued at over $250 million
- The scope will occur during the construction phase of the gold mine project and is expected to commence immediately
- Ramp up through Q1 2021, achieve peak volumes in Q3 2021 and be completed in the fall of 2022

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Q3 20 Financial Highlights

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Adjusted EBITDA[1] and EPS

(figures in millions of Canadian dollars, except per share amounts)	Q3 2020		Q3 2019		Q3 2020 YTD		Q3 2019 YTD	
Revenue	**$94**		$166		**$364**		$530	
Gross profit[1]	**15**	16.3%	18	11.0%	**71**	19.6%	71	13.5%
General & administrative expenses[2]	**4**	3.9%	5	3.0%	**16**	4.3%	20	3.7%
Net income and comprehensive income	**7**		8		**39**		29	
Basic net income per share	**$0.23**		$0.29		**$1.41**		$1.13	
Adjusted EBITDA[1]	**$37**	39.5%	$37	22.4%	**$129**	35.5%	$126	23.9%
Adjusted EPS[1]	**$0.26**		$0.41		**$1.38**		$1.34	

Revenue in Q3 down 43% year over year as the access restrictions and safety protocols implemented in Q2 largely remained in place

- July & August rainfall levels were 60% above monthly averages resulting in difficult operating conditions on site
- Accounting treatment of Nuna contributed to Q3 decrease given revenue was recorded in 2019 but not 2020
- Offsetting revenue declines were one incremental mine management contract and higher external maintenance deliveries

Gross profit margin[1] up from Q3 2019 cost containment and wage subsidies largely offset the margin impacts of the wet weather

- Diversification efforts via mine management contracts and external maintenance continue to bolster margins

General & administrative spending constrained during the quarter in continued response to the pandemic

Similar adjusted EBITDA[1] of $37 million to Q3 2019 under very dissimilar operating environments

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures
[2] Excludes stock-based compensation

Q3 2020 EARNINGS

Canada Emergency Wage Subsidy

Effective CEWS[1] program has allowed for retention of employees through immediate impacts of the pandemic

- Program is supporting the re-hire of workers, minimizing job losses and better positioning us to resume normal operations
- Additional measures to maintain headcount levels included mandated reduction in work hours and minimal use of contractors

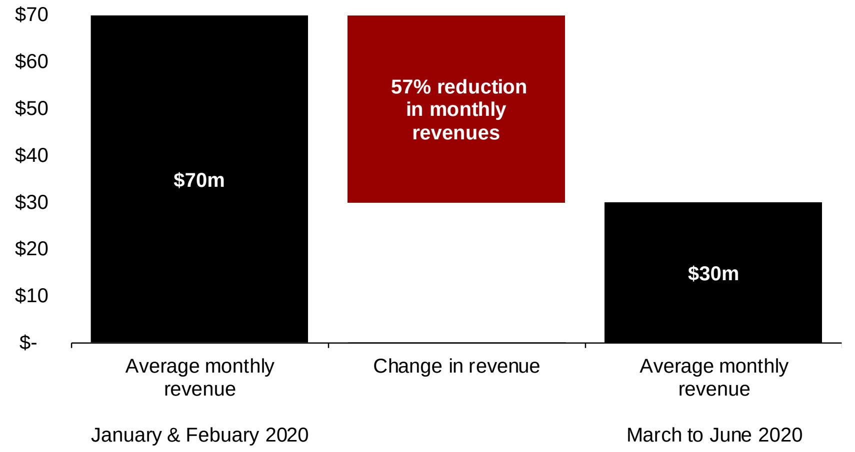
Applied and qualified for the program in early May

- Depending on calculation methodology, monthly top line impacted in the range of 55% to 75% due to COVID-19
- $22 million received through the program for Periods 1 to 7 supported retention of average workforce of ~1,300 employees
- Effectively allowed for retention of 20% of the workforce who otherwise may have required temporary or permanent reduction

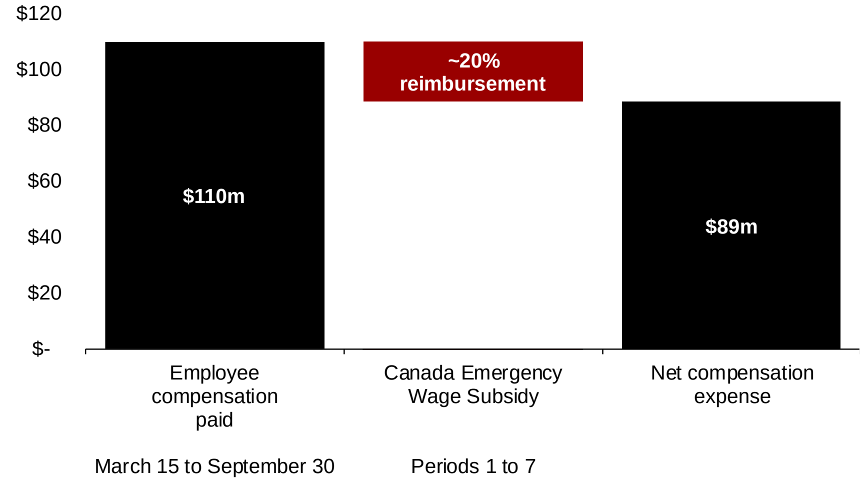
Federal CEWS[1] program continues to provide employee support during crisis management

Figures are in Canadian dollars
[1] CEWS – Canada Emergency Wage Subsidy

Revenue Impacts



Cews[1] Impact On Compensation Expense



Cash provided by operating activities

(figures in millions of Canadian dollars unless otherwise stated)	Q3 2020	Q3 2019	Q3 2020 YTD	Q3 2019 YTD
Cash provided by operations prior to change in working capital[1]	**$26**	$30	**$105**	$104
Net changes in non-cash working capital	**(24)**	(35)	**(20)**	(29)
Cash provided by operating activities	**$2**	($5)	**$85**	$75
Sustaining capital additions[1]	**$20**	$22	**$72**	$100
Free cash flow[1]	**($17)**	($25)	**$3**	($29)

Cash provided by operating activities prior to change in working capital[1] of $26 million reflects adjusted EBITDA[1] less cash interest paid

- Cash related interest expense of $4 million reflects average Q3 cost of debt of 3.6% which benefitted from decreases in posted rates
- Working capital impact of $24 million considered normal for the third quarter due to timing of cash collection and payments

Sustaining capital[1] in the quarter of $20 million represented adherence to a reduced capital maintenance program for 2020

- Q3 spending reflected need to support heavy equipment as demand recovered from Q2 levels

Free cash flow[1] was a use of cash of $17 million and was influenced by strategic increases in capital inventory & capital work in process

- In addition to timing of capital inventory & work in process, cash accumulated in joint ventures will be collected in Q4

Positive cash provided by operations before WC[1] of $26 million consistent with revised expectations for 2020

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures

Balance sheet

(figures in millions of Canadian dollars unless otherwise stated)	September 30, 2020		June 30, 2020		March 31, 2020		December 31, 2019	
Cash	$40		$41		$39		$6	
Liquidity [1,3]	99		135		108		115	
Property, plant & equipment	634		629		617		588	
Total assets	844		816		837		793	
Senior debt [1,2]	$386	2.3x	$363	2.1x	$362	2.0x	$296	1.7x
Net debt [1,2]	422	2.4x	398	2.2x	438	2.4x	407	2.3x

Return on Invested Capital[1] remains strong at 9.7% as at September 30, 2020

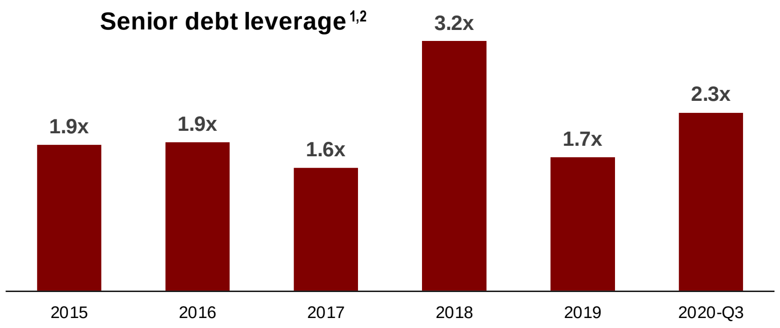
- Invested capital[1] of $660 million continues to generate solid profits

Proforma liquidity[1,3] at $124 million due to amended credit facility

- Credit facility amended and extended on October 8, 2020

Net debt[1] increased $24 million in the third quarter

- Primarily based on timing of working capital balances



Extension of credit facility to October 2023 provides liquidity and stability

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures
[2] Leverage ratios calculated on a trailing twelve-month basis
[3] On a proforma basis and inclusive of the amendment, liquidity as at September 30, 2020 was $124.4 million

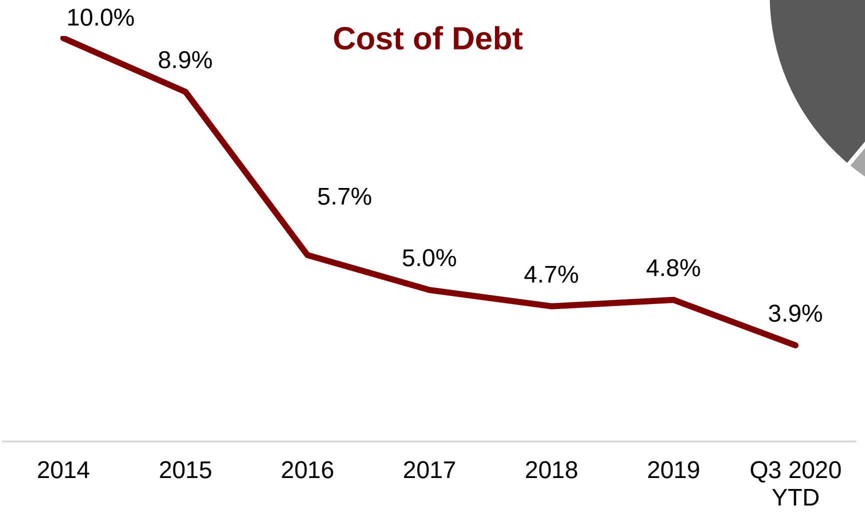
Debt Structure

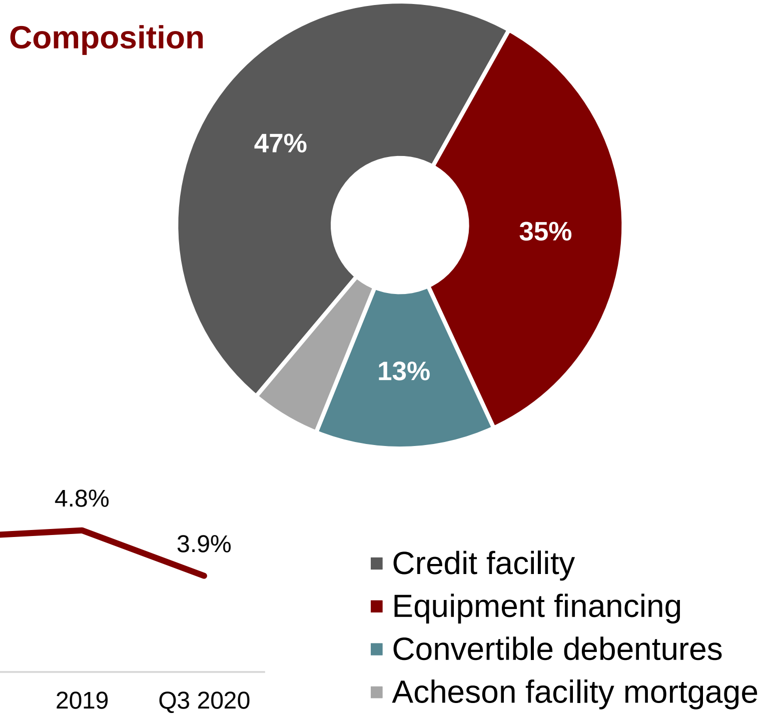
Net debt[1] of $422 million as at September 30, 2020

- Amended credit facility provides overall liquidity[1] of $124 million based on $84 million of capacity combined with $40 million of cash

Run-rate cost of debt now 3.6%

- Credit Facility – Q3 rate of ~3.0% based on ~0.5% posted rate plus a 2.5% spread
- Equipment financing –from 2.4% to 5.0%
- Convertible debentures – 5.0% debentures in place until March 2026





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

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures

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2020 & 2021 Outlook

Q3 2020 EARNINGS

Progress Towards 2020 Targets

Key measures:	Year-to-date	Full year targets	
Adjusted EBITDA[1]	$129	**$155 – $170**	Range based on continued recovery from lows in mid-Q2
Sustaining capital[1]	$72	**$80 – $90**	Lower Q4 capital spending as fleet operating hours increase
Adjusted EPS[1]	$1.38	**$1.60 – $1.70**	Earnings per share based on EBITDA[1] range
Free cash flow[1]	$3	**$40 – $55**	Use of working capital in Q3 projected to mostly reverse in Q4
Capital allocation measures:			
Deleverage	($15)	**$10 – $15**	Primary capital allocation focus in Q4
Share purchases	$19	**$20 – $30**	Strategic NCIB remains in place and available
Growth capital[1]	$34	**$35 – $40**	Incremental ultra-class haul truck scheduled for commissioning in Q4
Leverage ratios			
Senior debt[1,2]	2.3x	**2.1x – 2.3x**	Liquidity[1] to remain above $100m
Net debt[1,2]	2.4x	**2.3x – 2.5x**	Debt reductions offset by TTM EBITDA[1] impact

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures
[2] Leverage ratios calculated on a trailing twelve-month basis

2021 Targets and Outlook

Key Measures:

Measure	Low	Range	High
Adjusted EBITDA[1]	$80	$165 - $205	$210
Sustaining capital[1]	$80	$90 - $105	$210
Adjusted EPS[1]	$1.00	$1.60 - $1.90	$2.00
Free cash flow[1]	nil	$60 - $80	$100

Capital Allocation Measures:

Measure	Low	Range	High
Deleverage	nil	$35 - $45	$50
Share purchases	nil	$10 - $25	$50
Growth capital[1]	nil	$5 - $10	$50

Leverage ratios

Measure	Low	Range	High
Senior debt[1,2]	1.0	1.6x – 2.0x	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 2021 outlook

- 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 $60 to $80 million offers capital allocation optionality

- Midpoint represents ~15% of expected year-end debt and ~20% of current market capitalization
- Capital allocation ranges are meant to be indicative in nature

[1] See Q3 2020 Financial Report for Non-GAAP Financial Measures
[2] Leverage ratios calculated on a trailing twelve-month basis

Q&A


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SUPPLEMENTAL INFORMATION
Q3 2020 EARNINGS PRESENTATION

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Company Overview

- **Premier provider of mining services and heavy construction with over 65 years in business**
- **49% interest in Nuna Group of Companies, the leading mining contractor in northern Canada for more than 25 years**
- **Mobile fleet of over 900 heavy equipment assets provides operational flexibility and is fully backed by support equipment & associated infrastructure**
- **TSX and NYSE listings: “NOA”**
  - Share price: $11.00
  - 52-week low/high[1]: $5.81-16.25
  - Market capitalization: $320.6 million
  - Shares outstanding[2]: 29.1 million
  - Dividend of $0.04 per share paid quarterly
  - S&P Rating – ‘B+’ | Stable outlook

MINING SERVICES


HEAVY CONSTRUCTION

From concept & construction to operations & closure, our experienced teams provide safe, cost-effective solutions in challenging environments

[1] Toronto Stock Exchange, close of business October 27, 2020
[2] Based on common public shares (excludes ~1.9 million shares held in treasury)

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Heavy Equipment Fleet

- As at September 30, 2020, over 900 mobile heavy equipment assets provide operational flexibility
  - Managed on an individual asset basis and deployed with sole objective of maximum utilization
  - Fleet count includes ~285 assets operated within Nuna Group of Companies
- Commissioning of large hydraulic shovel & a dedicated Nuna fleet for a gold project increased the 2020 fleet count
- 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	277
Articulated trucks	63
Loading units	300
Dozers	153
Graders	58
Specialty & other	61
Total fleet	**912**

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

[1] See Q3 2020 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

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

- Q3 2019 represented strongest 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

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

Kitikmeot Corporation ᕿᑎᕐᒥᐅᑦ ᑯᐊᐳᕆᓴᓐ

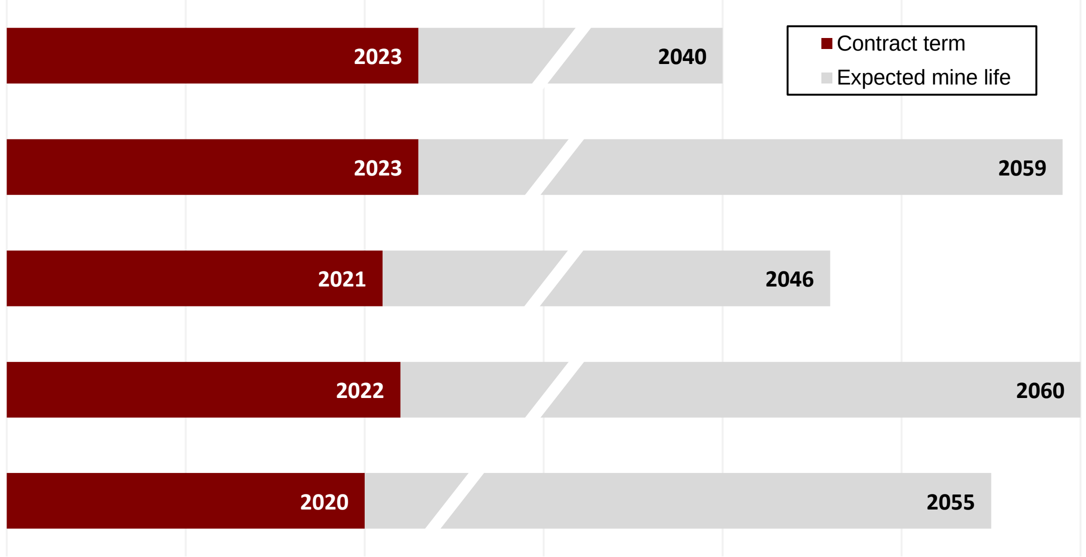
MIKISEW NORTH AMERICAN LIMITED PARTNERSHIP

DENE NORTH SITE SERVICES

Long Term Oil Sands Contracts

- Long-term contracts remain in place with run-of-mine projections averaging 30+ years of remaining life
- Oil sands production resiliency through the crisis 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
Horizon Mine	Canadian Natural Resources Limited	MSA



Committed contractual backlog[3] of $833 million as at September 30, 2020 through 2025

[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 Q3 2020 Financial Report Non-GAAP Financial Measures