CORPORATE PRESENTATION

2019 ANNUAL RESULTS

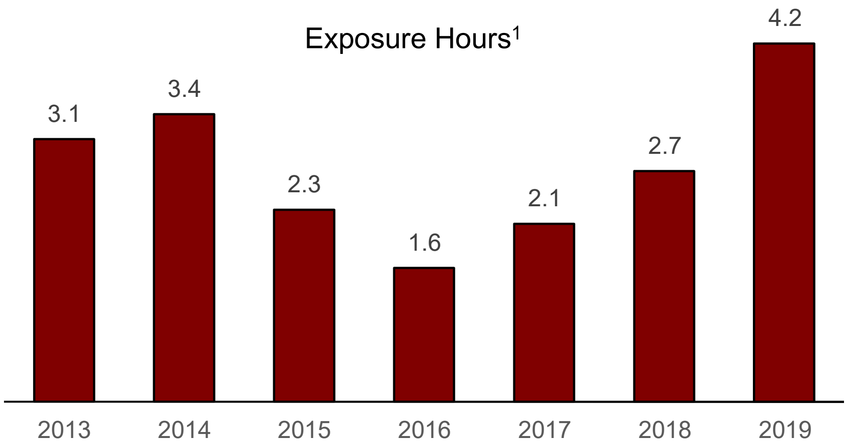
NORTH AMERICAN CONSTRUCTION GROUP

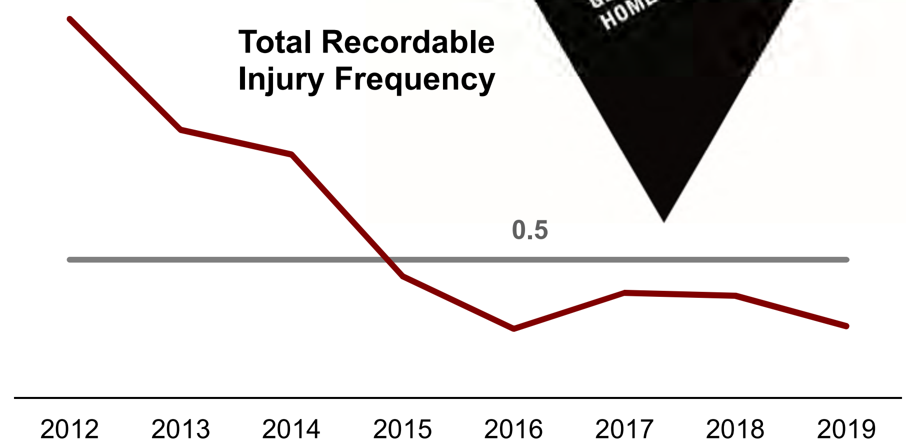
FEBRUARY 19, 2020

EVERYONE GETS HOME SAFE

***Health, Safety and Environment* are recognized as an integral part of our business**

- Process & practices based on conviction that <u>ALL</u> workplace incidents are preventable
- Promote active participation at all levels starting with focus on front line leadership
- Consistent recipient of awards validates approach but is not the driver of culture





The Canadian Institute of Mining, Metallurgy and Petroleum

AMSA

- The John T. Ryan Safety Trophy; 2015
- The Award of Safety Excellence; 2015
- The Award of Safety Excellence; 2017
- The Award of Safety Excellence; 2018

1. In millions, exposure hours are the total number of hours of employment including overtime and training but excluding leave, sickness and other absences

Q4 2019 – Business Highlights

- Strong finish to 2019 with Q4 revenue of $189 million bringing full year-over-year increase to 75%
  - Organic growth of 15% provided upside to the 60% achieved through growth capital[1] and the 2018 acquisitions
  - Record external maintenance deliveries in Q4 bolstered organic growth (pictured below)
- Full year gross margin[1] of 13% reflects impact of integration with 2020 set to improve on investments made
- 33 ultra-class trucks purchased and operating in heavy equipment fleet
- Achieved further organic diversification with the January 2020 execution of another 5-year mine services agreement for a coal mine in Texas with a renewal option
- Component rebuild facility completed and operational in mid-January 2020
- With growth capital[1] invested, heavy equipment fleet of over 775 assets with replacement value[1] of $1.8 billion
- Growth & sustaining investments made to date provide line of sight to reiterate 2020 free cash flow[1] range of $70 to $100 million

Figures are in Canadian dollars

1. See slide 23 for Non-GAAP Financial Measures

2020 Outlook – Focus on Execution

In 2019, we integrated two acquisitions, commenced operations at a coal mine in Wyoming, incorporated the ultra-class fleet, and expanded our maintenance capabilities; all while maintaining a world class safety culture

Focus in 2020 is low-cost safe customer service for our oil sands clients while diversifying our business through

i) expanded maintenance capabilities,

ii) the infrastructure we have in place and

iii) our reputation as a safe operator

OPERATIONAL FOCUS IN 2020

- Continue to drive our zero harm culture by avoiding complacency in maintaining a safe workplace
- Maximize equipment utilization with capital now invested and opportunity to operate higher hours in 2020
- Specifically target utilization in Q2 & Q3 through integration with Nuna & expanded summer civil projects
- Reduce reliance on vendor provided maintenance
- Leverage the brand new component rebuild facility to drive down equipment costs
- Improve use of on-site technologies & innovations
- Lower equipment damage rates via root cause analysis & where needed, change process & procedure

Adjusted EBITDA[1] and EPS

NORTH AMERICAN CONSTRUCTION GROUP

(figures in millions of Canadian dollars, except per share amounts)	Q4 2019		Q4 2018		2019		2018	
Revenue	**$189**		$131		**$719**		$410	
Gross profit[1]	**25**	13.2%	18	14.0%	**96**	13.4%	69	16.8%
General & administrative expenses[2]	**8**	4.0%	8	6.1%	**27**	3.8%	26	6.2%
Net income	**8**		3		**37**		15	
Earnings per Share (EPS)	**$0.32**		$0.11		**$1.45**		$0.61	
Adjusted EBITDA[1]	**$48**	25.2%	$28	21.7%	**$174**	24.2%	$102	24.8%
Adjusted EPS[1]	**$0.38**		$0.18		**$1.72**		$0.99	

Revenue in Q4 up 45% from full quarter of operating acquired fleet which was purchased in late November 2018

- Other drivers include the commissioned ultra-class fleet and strong external maintenance Q4 deliveries

Gross margin[1] of 13% down from Q4 2018 due to mix of work and unfavourable operating conditions

- Gross margin[1] also impacted by persistent increased catch-up repair costs on the acquired fleet
- Diversification efforts from mine management contracts and external maintenance improved Q4 margin

General & administrative platform and related infrastructure continues to outperform

- Administrative spending of 4.0% is another strong quarter reflecting operating leverage

Q4 adjusted EPS[1] of 38 cents up 2.1x driven by strong demand & disciplined G&A

1. See slide 23 for Non-GAAP Financial Measures
2. Excludes stock based compensation

Cash Provided by Operating Activities

NORTH AMERICAN CONSTRUCTION GROUP

(figures in millions of Canadian dollars unless otherwise stated)	Q4 2019	Q4 2018	2019	2018
Cash provided by operations prior to change in working capital[1]	**$45**	$27	**$149**	$95
Net changes in non-cash working capital	**37**	10	**9**	14
Cash provided by operating activities	**82**	37	**158**	109
Sustaining capital [1]	**($24)**	($18)	**($124)**	($53)
Free cash flow[1]	**$54**	$31	**$26**	$61

Cash provided by operations in Q4 of $45 million[2] was generated from adjusted EBITDA[1] less cash interest paid

- Adjusted EBITDA[1] of $48 million[2] correlates to $45 million[2] of cash provided by operations prior to working capital[1]
- Cash interest paid of $5 million[2] reflects debt required to fund 2018 acquisitions and recent growth capital[1]

Sustaining capital[1] in the quarter of $24 million[2] consistent with expectation on expanded heavy equipment fleet

- Q4 spending made up almost exclusively of routine maintenance spending
- Spending level consistent with componentized depreciation in the quarter

Working capital change of $37 million[2] benefited free cash flow[1] as higher AR & lower AP balances from Q3 reversed

- Year-over-year working capital impact not significant to overall cash generation

Free cash flow[1] generation of $26 million[2] reflects a year of integration & growth

1. See slide 23 for Non-GAAP Financial Measures
2. Figures are in Canadian dollars

Balance Sheet

(figures in millions of Canadian dollars unless otherwise stated)	December 31, 2019		December 31, 2018		December 31, 2017	
Cash	**$6**		**$20**		**$8**	
Liquidity[1]	**115**		**116**		**115**	
Property, plant & equipment	**588**		**528**		**279**	
Total assets	**793**		**690**		**384**	
Senior debt[1,2]	**$296**	1.5x	**$322**	2.9x	**$100**	1.6x
Net debt[1,2]	**407**	2.0x	**362**	3.3x	**131**	2.1x

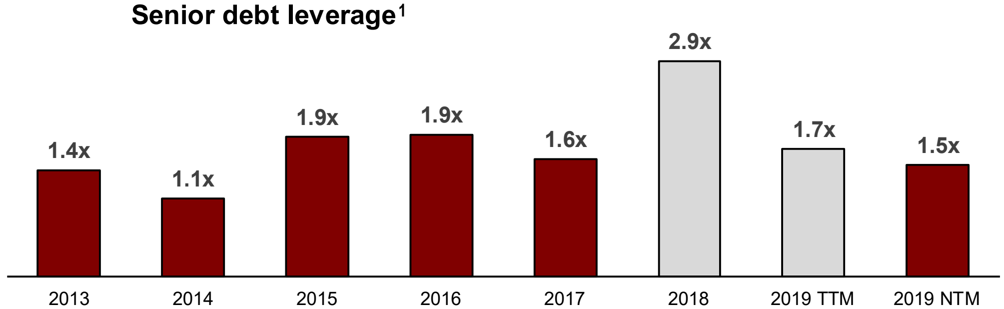
Senior debt[1] reduction in Q4 2019 of $41 million[3]

- Q4 pay-down led to annual decrease of $25 million[3]
- Trailing senior debt leverage[1] ratio of 1.7x drops the variable floating rate paid on the Credit Facility

Total assets of $793 million[3] up over 200% from 2017

- Increases in total assets reflects 2018 acquisitions and two years of significant growth capital[1]

Senior debt leverage[1]



Senior debt leverage[1] ratio trending downward from peak in Q4 2018

1. See slide 23 for Non-GAAP Financial Measures
2. Leverage ratio for 2019 on a next twelve month basis based on 2020 Outlook
3. Figures are in Canadian dollars

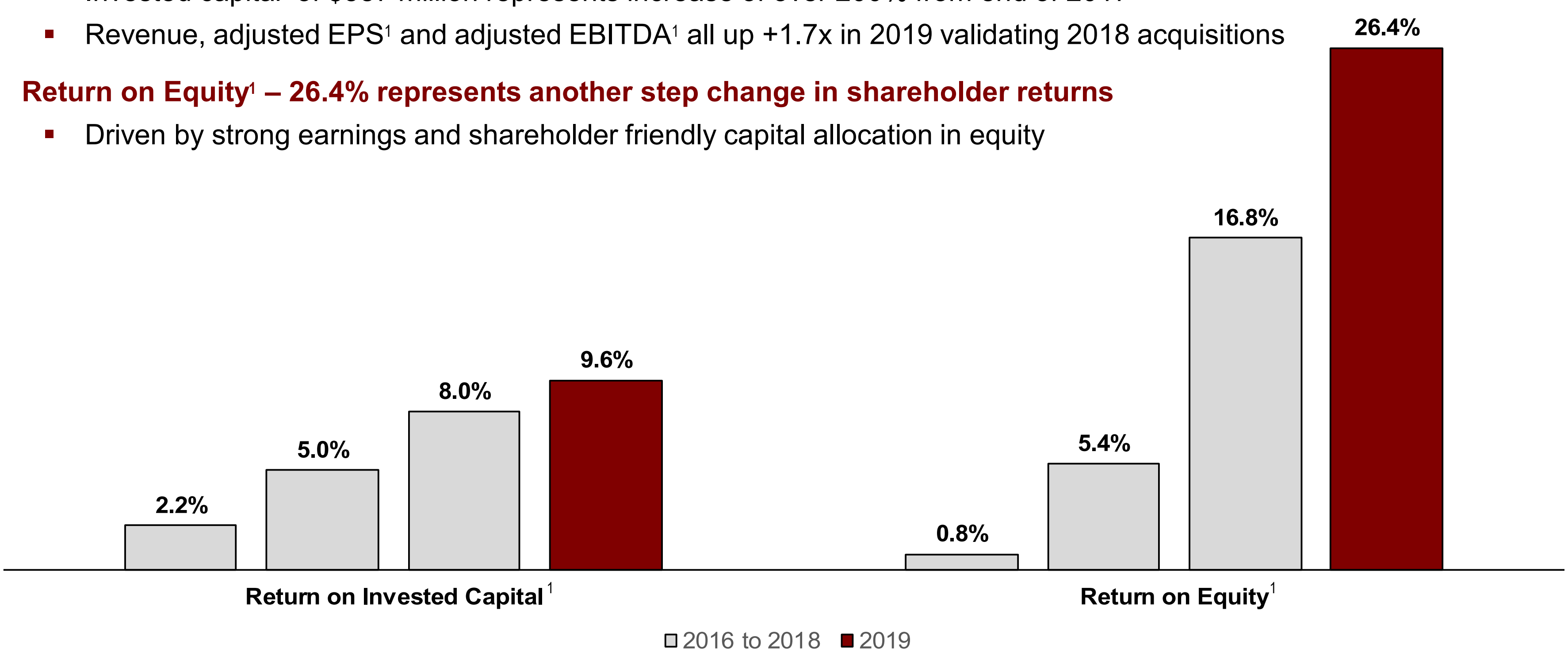
Returns on Capital & Equity

Return on Invested Capital[1] – continuation of upward trend is currently at 9.6%

- Invested capital[1] of $587 million represents increase of over 200% from end of 2017
- Revenue, adjusted EPS[1] and adjusted EBITDA[1] all up +1.7x in 2019 validating 2018 acquisitions

Return on Equity[1] – 26.4% represents another step change in shareholder returns

- Driven by strong earnings and shareholder friendly capital allocation in equity



Positive trends from 2016 - 2019 in ROIC[1] & ROE[1] demonstrate strong underlying fundamentals

Figures are in Canadian dollars

1. See slide 23 for Non-GAAP Financial Measures

2020 Outlook

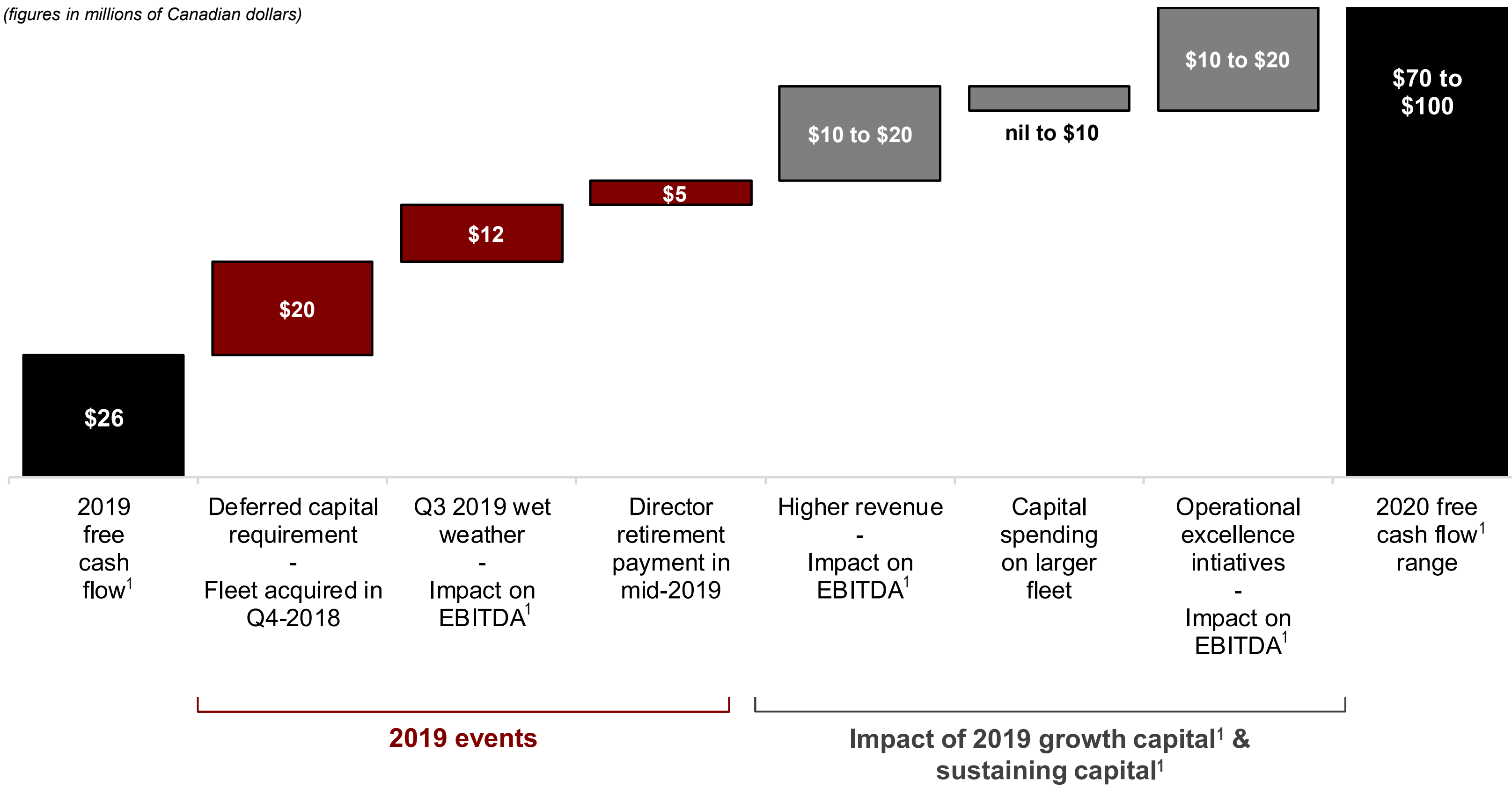
(figures in millions of Canadian dollars, except per share amounts)		2017	2018	**2019**	**2020 Outlook**
KEY MEASURES					
Adjusted EBITDA[1]		63	102	**174**	**$190 – $215**
Adjusted EPS[1]		$0.31	$0.99	**$1.72**	**$1.90 – $2.30**
Sustaining capital[1]		30	55	**124**	**$95 – $115**
Free cash flow[1]		19	61	**26**	**$70 – $100**
OTHER MEASURES					
Growth capital[1] inclusive of 2018 acquisitions		40	280	**46**	**$30 – $40**
Leverage ratios[2]	Senior debt[1]	1.6x	2.9x	**1.5x**	**1.1x – 1.4x**
	Net debt[1]	2.1x	3.3x	**2.0x**	**1.6x – 1.8x**
Share purchases / preservation	NCIB[3]	15	10	**nil**	**nil – $25**
	Trust account	5	5	**10**	**$5 – $10**

Long-term strategic capital investments in 2019 establish strong free cash flow[1] outlook for 2020

1. See slide 23 for Non-GAAP Financial Measures
2. 2019 & 2020 leverage ratios provided on next twelve month basis based on 2020 Outlook
3. See slide 20 for NCIB activity

2020 Free Cash Flow[1] Outlook

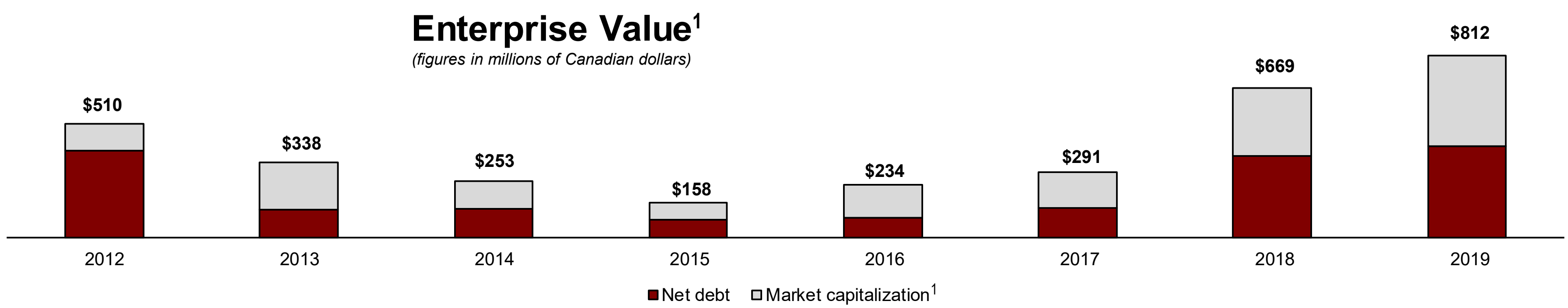
(figures in millions of Canadian dollars)

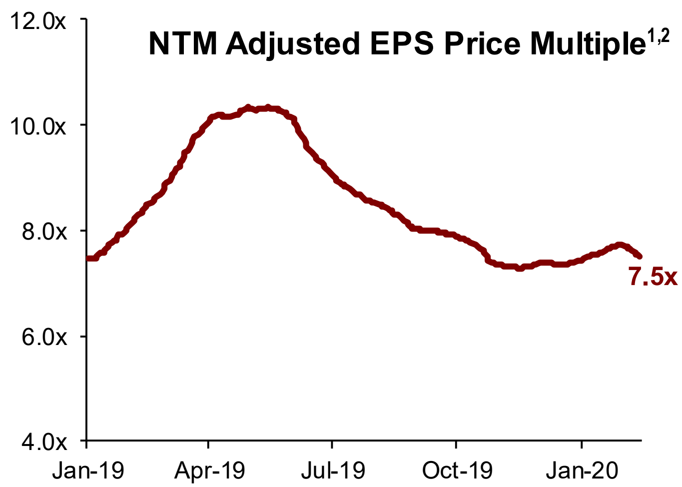


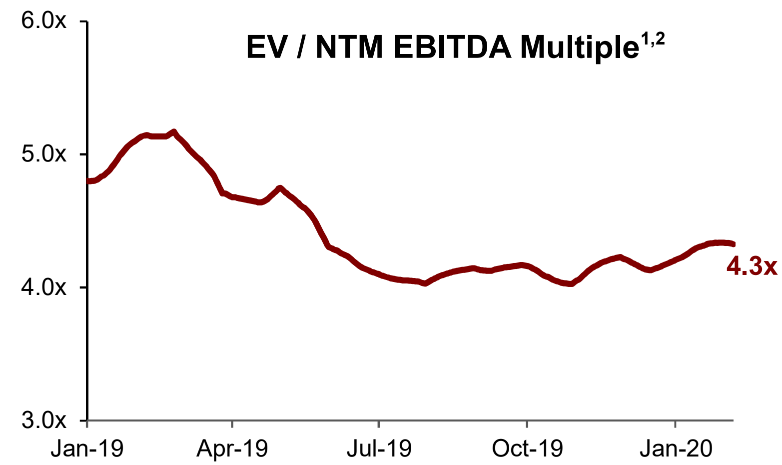
With acquisitions integrated, clear line of sight to 2020 free cash flow[1] and debt reduction

1. See slide 23 for Non-GAAP Financial Measures

Enterprise Value[1] & Trading Multiples







Trading multiples continue to lag strong operational performance

1. See slide 23 for Non-GAAP Financial Measures
2. Graphs shown are a 30 day moving average of the indicated metric

Drive for Diversification (1 of 2)

ACCOMPLISHMENTS TO DATE	Diversification: Geographic	Diversification: Customer	Diversification: 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

~25% of adjusted EBIT[1] in 2019 was generated from outside the Canadian oil sands

1. See slide 23 for Non-GAAP Financial Measures

Drive for Diversification (2 of 2)

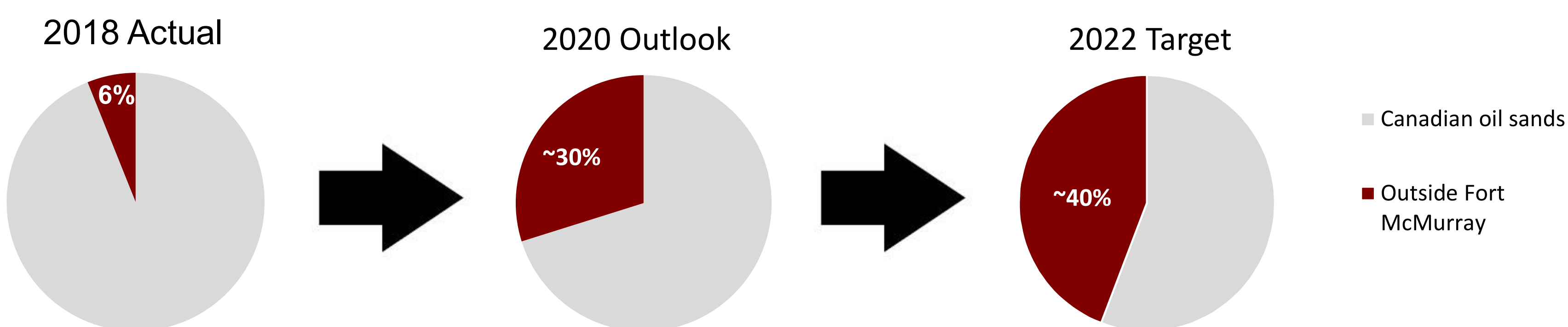
Organic diversification leverages existing platform and mining expertise

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

Acquired diversification remains on the radar subject to investment criteria

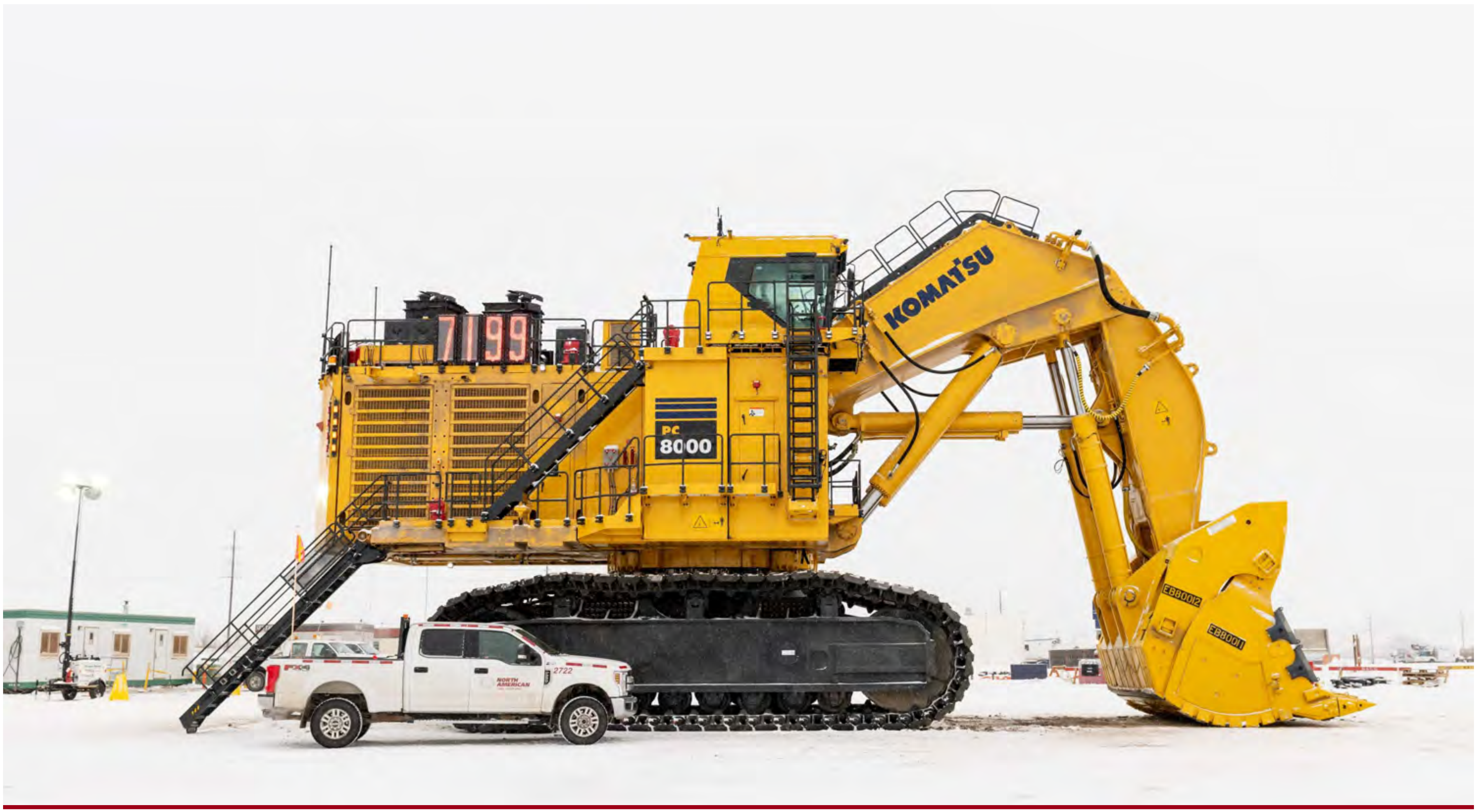
- ✓ Immediate synergies to ensure accretive value to shareholders
- ✓ Complimentary business that supplements existing platform
- ✓ Inherent barriers of entry present to preserve long-term value

Diversified Adjusted EBIT[1] Targets[2]



1. See slide 23 for Non-GAAP Financial Measures
2. Adjusted EBIT profile targets exclude potential acquisitions

Appendix



Company Overview

- **Premier provider of mining services and heavy construction in western Canada with over 65 years in business**
- **49% interest in Nuna Group of Companies, the premier mining contractor in northern Canada for more than 25 years**
- **Mobile fleet of over 775 heavy assets provides operational flexibility and is backed by fleet of support equipment**
- **TSX and NYSE listings: "NOA"**
  - Share price: $14.21[1]
  - 52-week low/high: $12.87/$18.36[1,2]
  - Market capitalization[3]: $366.3 million[1,2]
  - Shares outstanding: 25.8 million[1,2]
  - Dividend of $0.04 per share paid quarterly
  - S&P Rating – 'B' | Positive outlook

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

Mining Services

Heavy Construction

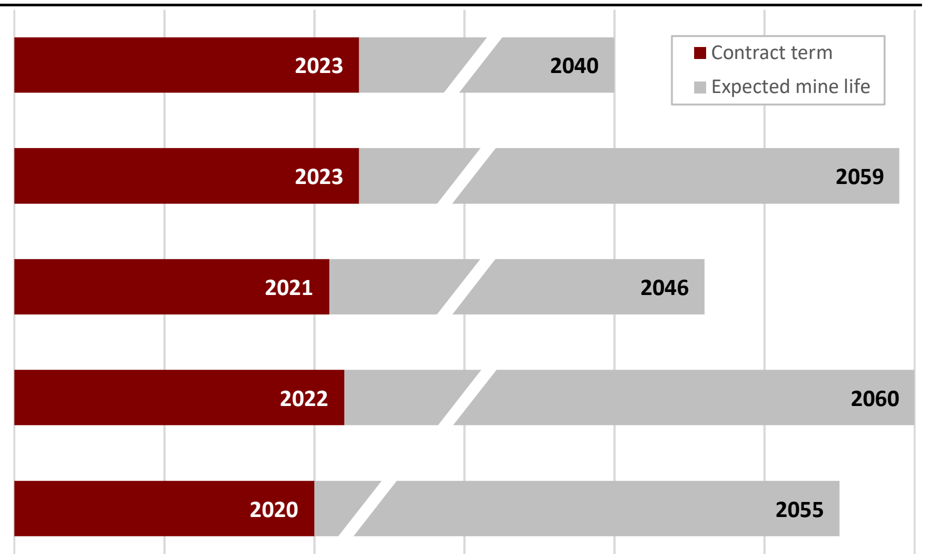
Figures are in Canadian dollars

1. Toronto Stock Exchange, close of business February 18, 2020
2. Based on common public shares (excludes 1.7 million shares held in treasury)
3. See slide 23 for Non-GAAP Financial Measures

Long Term Oil Sands Contracts

- Long-term contracts in place at major oil sands sites with run-of-mine projections averaging 30+ years of remaining life
- Major barriers to entry given up-front capital required to assemble and deploy a fleet of heavy equipment on site
- Historical production from commissioned sites has been unwavering and this trend is expected to continue
- Fort Hills Mine operating at full nameplate capacity. All mines in the region operating at steady state

	Owner	Contract[1,2]
Base Mine – Millenium & 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



Contractual backlog[3] provides committed revenue of $1.1 billion through 2023

Figures are in Canadian dollars

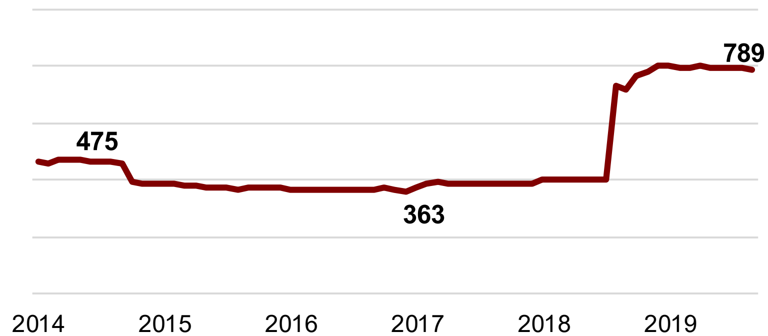
1. MUA – Multiple Use Agreement; MUC – Multiple Use Contract; MSA – Multiple Service Agreement.
2. ‘With term’ reflects term commitments qualifying for contractual backlog
3. See slide 23 for Non-GAAP Financial Measures

Heavy Equipment Fleet

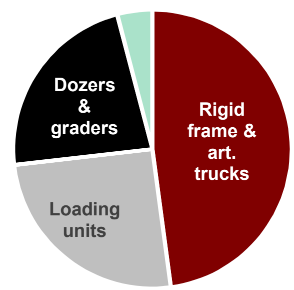
- Over 775 heavy equipment assets provide operational flexibility
  - Fleet count includes Nuna equipment (~160 assets)
- Step change in Q4 2018 with purchase of over 300 units
- 17 Caterpillar 797B trucks commissioned in 2019
- New replacement value[1] of fleet calculated at $1.8 billion
  - Excludes the significant cost of associated infrastructure and support equipment

Rigid frame trucks	274
Articulated trucks	48
Loading units	239
Dozers	135
Graders	48
Specialty & other	45
Owned fleet	**789**

Fleet Count History



Indicative Operating Hours



New replacement value[1] of $1.8 billion is the culmination of prudent investing & maintenance

Figures are in Canadian dollars

1. See Slide 23 for Non-GAAP Financial Measures

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

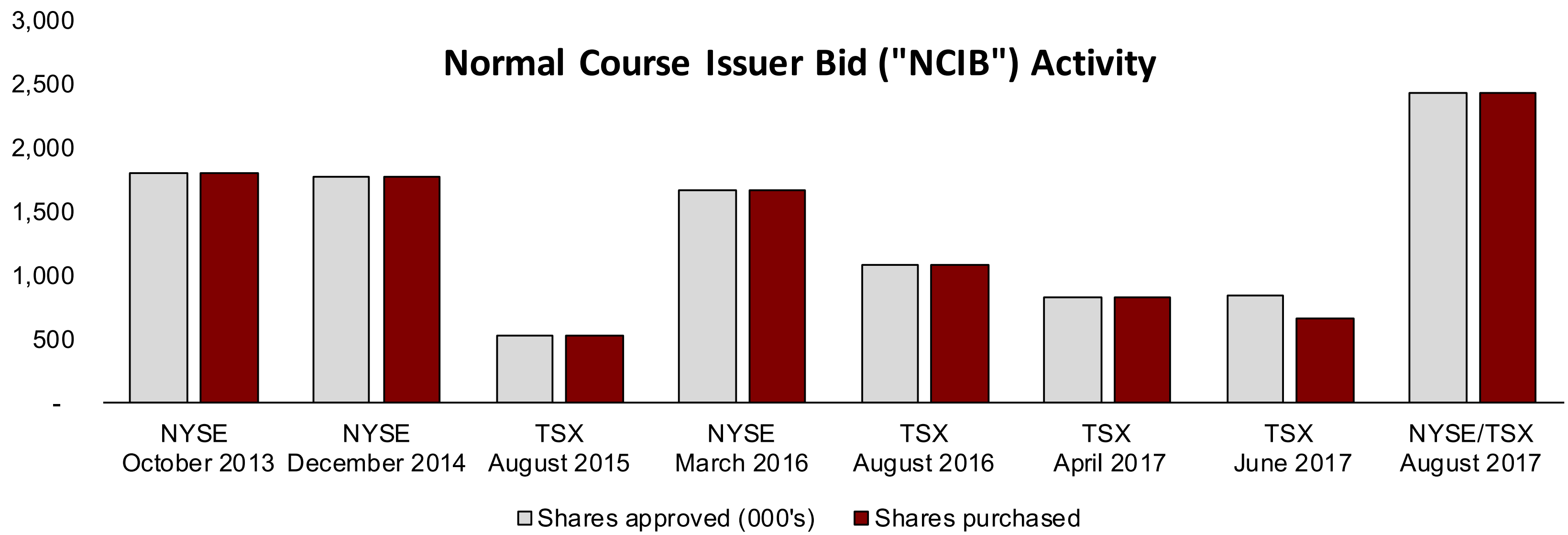
Shareholder Friendly Activity

NCIB Purchase Track Record

- 11 million shares purchased at cost of ~$5.00 per share; represents 98% of limit & 31% of shares available in 2013

Long Term Incentive Hedging Plan

- 4 million shares purchased by the Company into the trust since 2013 has avoided over 15% dilution
- Trustee currently holds 1.7 million shares to settle long-term incentive plans



Shareholder friendly actions have safeguarded share count at 26 million outstanding

Notes

Forward-Looking Statements

The information provided in this presentation contains forward-looking statements and information which reflect the current view of North American Construction Group Ltd. (the "Company") with respect to future events and financial performance, including the Company's expectation of improving on its full year 2019 gross margin[1] in 2020, reducing debt and attaining a free cash flow[1] range of $70 to $100 million in 2020 and all financial outlook information related to 2020. Such forward-looking statements represent the Company's views only as of the date of such statements. Forward-looking statements are 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 statements, except to the extent required by applicable securities laws.

Actual results could differ materially from those contemplated by the forward-looking statements 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 statements 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 statements 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.

Figures are in Canadian dollars

1. See Slide 23 for Non-GAAP Financial Measures

Non-GAAP Financial Measures

A non-GAAP financial measure is generally defined by the Canadian regulatory authorities as one that purports to measure historical or future financial performance, financial position or cash flows, but excludes or includes amounts that would not be adjusted in the most comparable GAAP measures. Throughout this presentation, we use non-GAAP financial measures such as “growth capital”, "gross profit", ”margin”, “free cash flow”, "adjusted EBITDA", "adjusted EPS", "cash provided by operating activities prior to change in working capital", “sustaining capital”, "senior debt“, “net debt”, "adjusted EBIT“ and "backlog". Definitions for these items can be found in the “Non-GAAP Financial Measures” section of our Management’s Discussion & Analysis.

Other non-GAAP financial measures used in this presentation are “replacement value”, “liquidity”, “senior debt leverage”, “invested capital”, “return on invested capital”, “return on equity”, “enterprise value”, “NTM EPS price multiple” and “EV / NTM EBITDA multiple”. 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.

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

“Senior debt leverage” is calculated as senior debt at period end divided by the 2020 outlook for next twelve month adjusted EBITDA.

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

“Return on invested capital” 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.

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

“Enterprise value” is defined as net debt plus market capitalization.

“Market capitalization” is defined as the closing share price on the Toronto Stock Exchange multiplied by the common public shares outstanding (excluding shares held in treasury).

“NTM EPS price multiple” is calculated as a 30 day moving average of share price divided by next twelve month adjusted EPS.

“EV / NTM EBITDA multiple” is calculated as a 30 day moving average of enterprise value divided by next twelve adjusted EBITDA.