

Investor Presentation

May 2019



Company Overview

- Premier provider of heavy construction and mining services in western Canada
- Provide comprehensive & integrated approach to customer needs from consultation to completion
- Over 65 years in business
- TSX and NYSE listings: “NOA”
- Share price: \$18.28 ⁽¹⁾
- 52-week low/high: \$6.62/\$18.36 ⁽¹⁾
- Market capitalization: \$459.1 million ⁽²⁾
- Shares outstanding: 25.0 million ⁽²⁾
- Annual dividend of \$0.08 per share paid quarterly
- S&P Rating – ‘B’ | Positive outlook
 - B+ rating expected Q3-2019

Mining



Heavy Construction

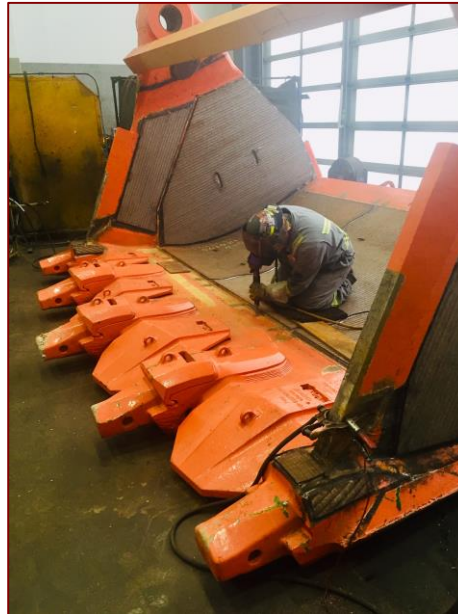
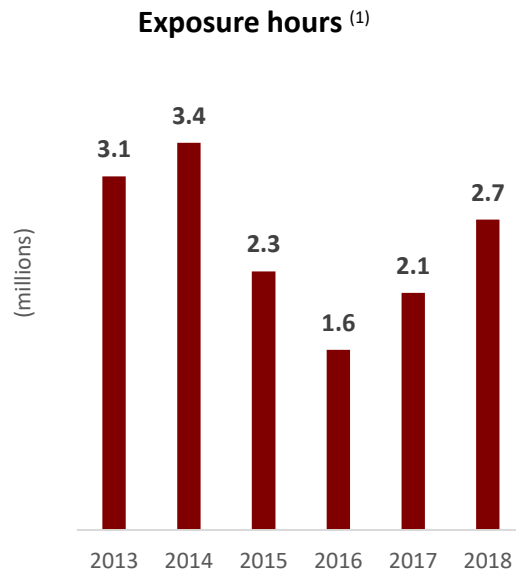
1. Toronto Stock Exchange, close of business April 25, 2019
2. Based on common public shares (excludes 2.1 million shares held in treasury)

World Class Safety

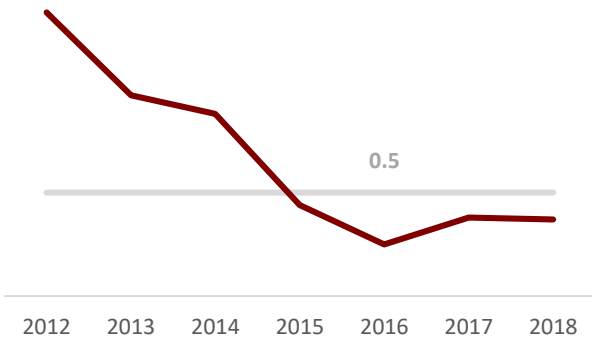
Health, Safety and Environment are recognized as an integral part of our business

- Process & practices based on conviction that ALL workplace incidents are preventable
- Ongoing safety excellence through continuous development of process and culture
- Promote active participation at all levels starting with focus on front line leadership
- Investment in safety practices and awareness training are the cornerstones of minimizing risks

**EVERYONE
GETS
HOME
SAFE**



Total Recordable Injury Frequency



***EVERYONE GETS HOME SAFE* philosophy fully embedded in operating culture**

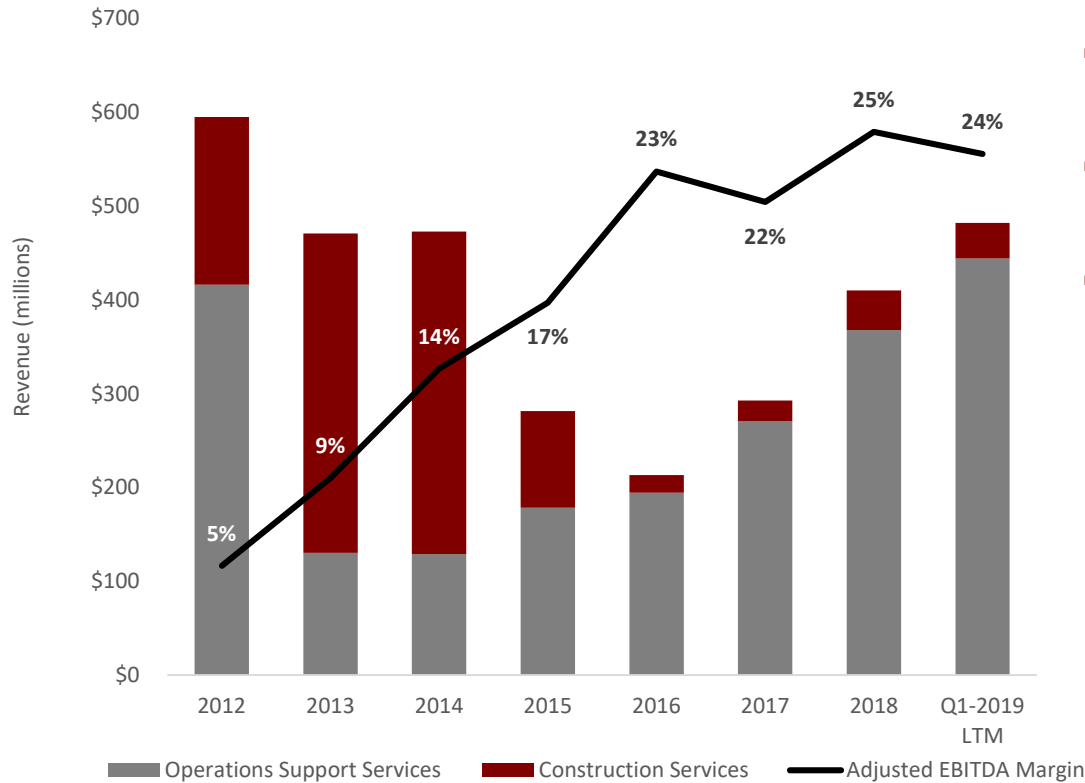
1. Exposure hours are the total number of hours of employment including overtime and training but excluding leave, sickness and other absences

Strategic Focus



Dominant Position in Niche Market	<ul style="list-style-type: none">▪ Fleet of over 675 heavy construction assets supported by ancillary equipment fleet▪ Long-term customer relationships driven by reliable and on-time delivery of projects▪ More than 40 years of experience operating in northern Alberta's harsh environment▪ Operational excellence in safety, cost structure, productivity & customer satisfaction▪ Knowledge to determine optimal solutions for customers
Balance Sheet Management	<ul style="list-style-type: none">▪ Maintaining strong balance sheet with modest use of leverage▪ Lowered cost of debt while proactively addressing upcoming debt maturities
Recurrent Revenue	<ul style="list-style-type: none">▪ Improved revenue stream from 65% to 90% recurrence from 2015 to 2018▪ Routine operations support revenue versus one-time construction services
Customer Diversification	<ul style="list-style-type: none">▪ Nuna Group of Companies provides incremental revenue and EBITDA outside the oil sands region▪ Targeting resource market and infrastructure projects involving large earthwork volumes
Best-in-Class Maintenance	<ul style="list-style-type: none">▪ Maintenance strategy based on providing reliable and safe equipment▪ Core maintenance facilities strategically located and sized to handle entire fleet
Experienced Leadership	<ul style="list-style-type: none">▪ On average, leadership team each has 32 years of relevant experience▪ Long-standing client relationships with strong operational expertise

Operational Excellence



- Relentless approach to low-cost operations on customer mine sites
- Focus on customer needs and operational excellence initiatives resulted in significant improvement in margins from 2012 to 2018
- Focused effort on securing ongoing operations support which enables maximized efficiency & economies of scale for our customers
- Q1-2019 margin impacted by assumed contracts which are addressed moving forward

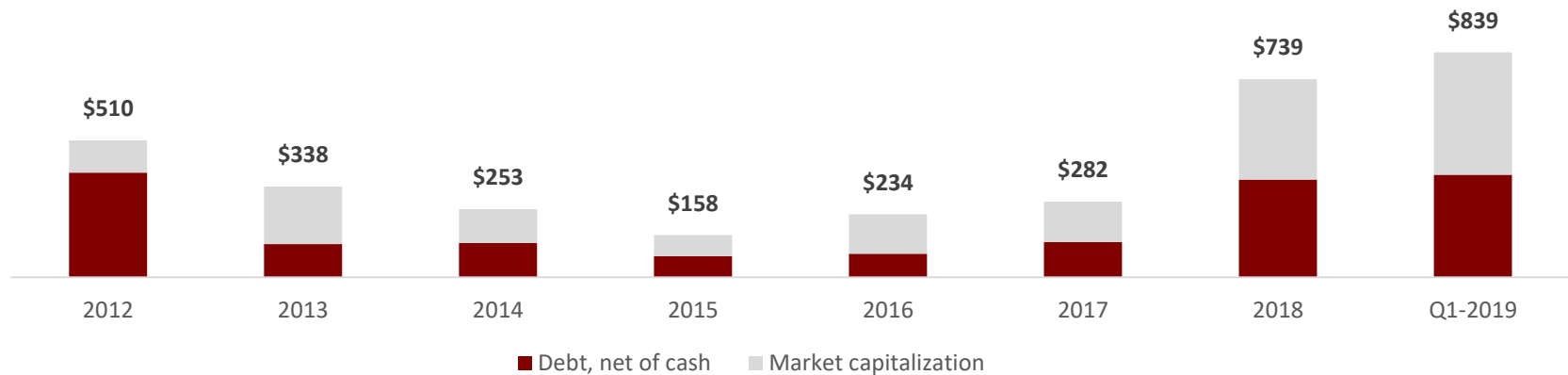


Sustained margin improvements throughout economic downturn & recovery

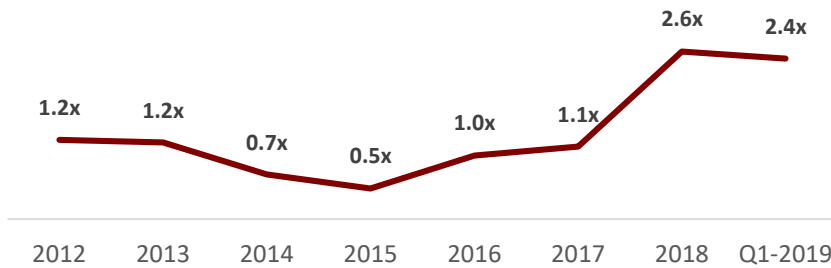
Balance Sheet Management



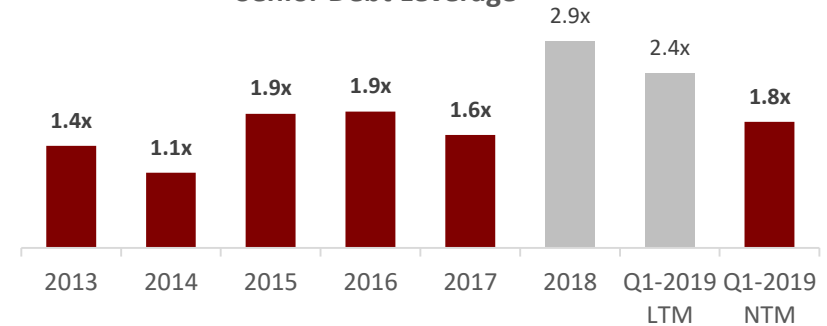
Enterprise Value ⁽¹⁾



Share Price over Tangible Book Value



Senior Debt Leverage ⁽²⁾



Significant increases in shareholder value with vastly improved capital structure

1. As at March 31 2019, values provided in millions
 2. Senior debt as defined in the Credit Facility (excludes cash)

Strong Organic Opportunities

Core Market Upside – Oil Sands



Grow support services through term contracts on existing and new mines

Expand Equipment Maintenance



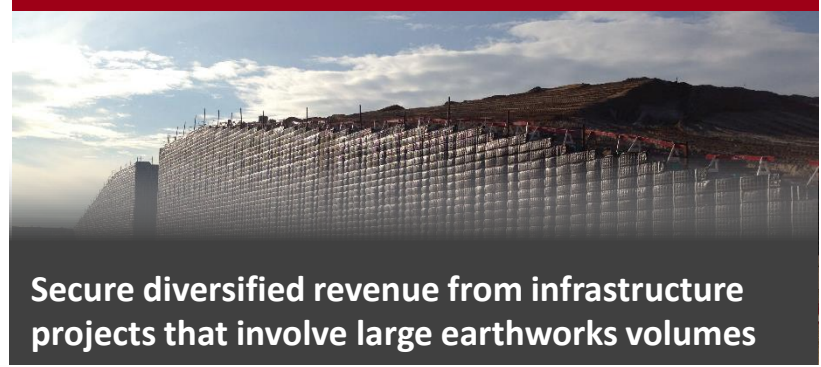
Leverage expertise to secure market share of third party repair & maintenance services

Additional Resource Markets



Expand construction & mining service offerings to coal, copper, gold and diamond mines

Civil & Construction Projects



Secure diversified revenue from infrastructure projects that involve large earthworks volumes

Mine Site Presence – First On, Last Off

Project Development Phase (3-4 years)

- Initial mine site development, project site development, airstrips, piping

Build Relationship

Explore and Design

Major Projects

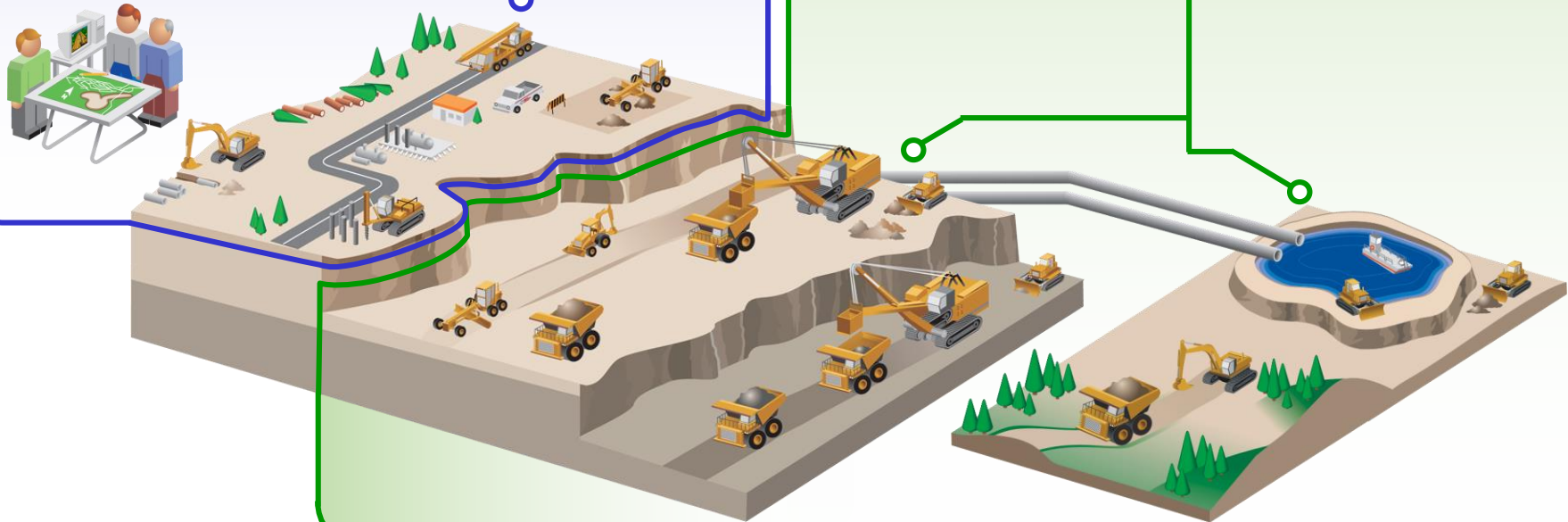
Initial Development and Secondary Upgrades / Expansions

Ongoing Operations Phase (30-50 years)

- Overburden removal, mine infrastructure development, reclamation, tailing ponds remediation, equipment and labour supply

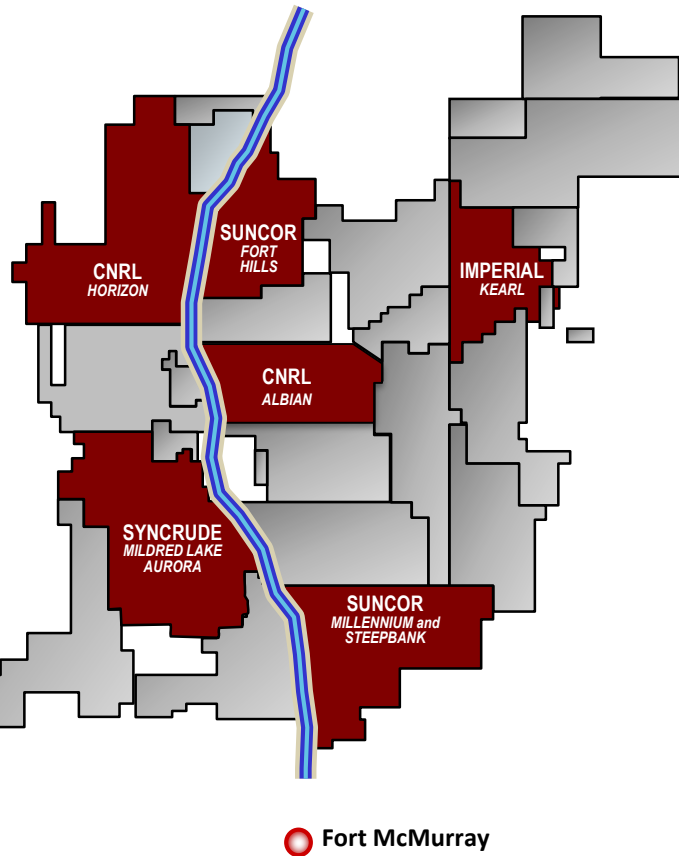
Operations Support Services

Operation / Ongoing Services / Reclamation



Oil Sands Customers (1 of 2)

- NACG has a long & proud history with all customers in the Fort McMurray oil sands region
- Consolidation of heavy equipment contractors has positioned NACG as the prime heavy equipment contractor in the region



Suncor Energy Inc.

- Four uninterrupted decades of heavy construction & mining support
- Term contracts and new joint partnership with the Mikisew Cree are testaments to the collaborative relationship with Suncor



Syn crude Canada Ltd.

- Also over 40 years of customer experience at Mildred Lake & Aurora mines
- Committed term contract in place for overburden and reclamation



Imperial Oil Limited

- Primary provider of mine support services since startup of Kearl Mine
- Fleet commitment growing as we prove safe and reliable operations



Canadian Natural Resources Limited

- Awarded largest ever oil sands overburden contract (>400M bcm)
- New owners of Albian where NACG has extensive operating experience

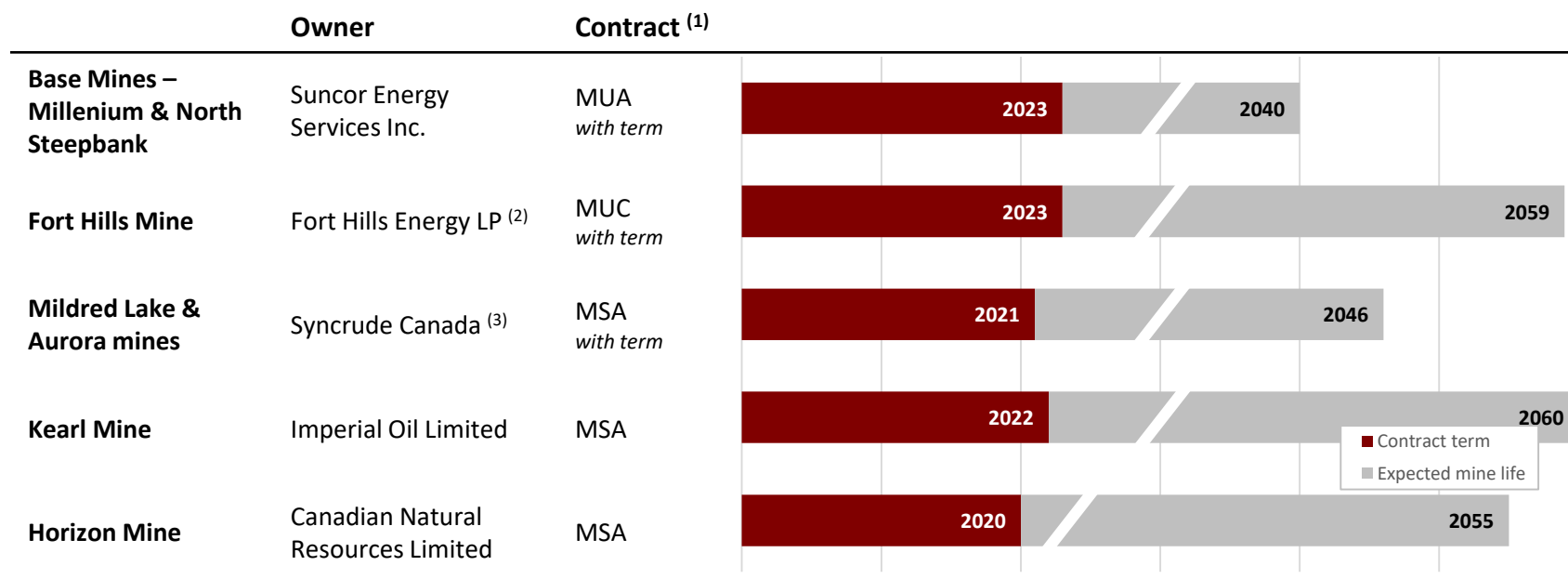


Teck Resources

- Oil sands presence includes large ownership interest in Fort Hills and significant development investment in the new Frontier Mine
- NACG has a strong working relationship with Teck completing large successful projects at Fording River and Highland Valley Copper

Oil Sands Customers (2 of 2)

- 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 achieved full nameplate capacity in late 2018. All mines in the region operating at steady state



Contractual backlog provides committed revenue of \$1.5 billion over the next five years

1. MUA – Multiple Use Agreement; MUC – Multiple Use Contract; MSA – Multiple Service Agreement. ‘With term’ reflects term commitments qualifying for contractual backlog
 2. Fort Hills Energy LP consists of Suncor Energy Inc. (54%), Total S.A. (25%), Teck Resources (21%)
 3. Joint Venture consists of Suncor Energy Inc.; Imperial Oil Resources Limited; CNOOC Oil Sands Canada; and Sinopec Oil Sands Partnership.

Facilities

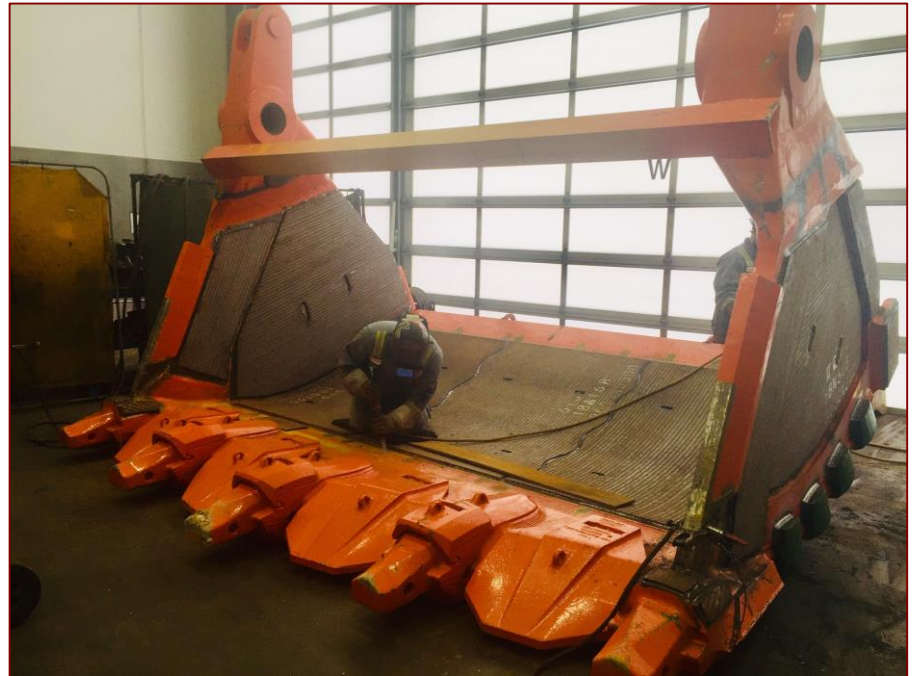
- Acheson – major fleet repairs & overhauls
- Fort McMurray – major inspections & repairs
- Site – maintain machine health and utilization

Maintenance Strategy

- Planning – improved wrench time productivity
- Reliability – reduced downtime
- Suppliers – partnerships & contract management
- Benchmarking – maximizing component lives

Competitive Advantages

- Facilities sized to handle entire fleet
- Skilled and stable work force
- Advanced and integrated systems and processes

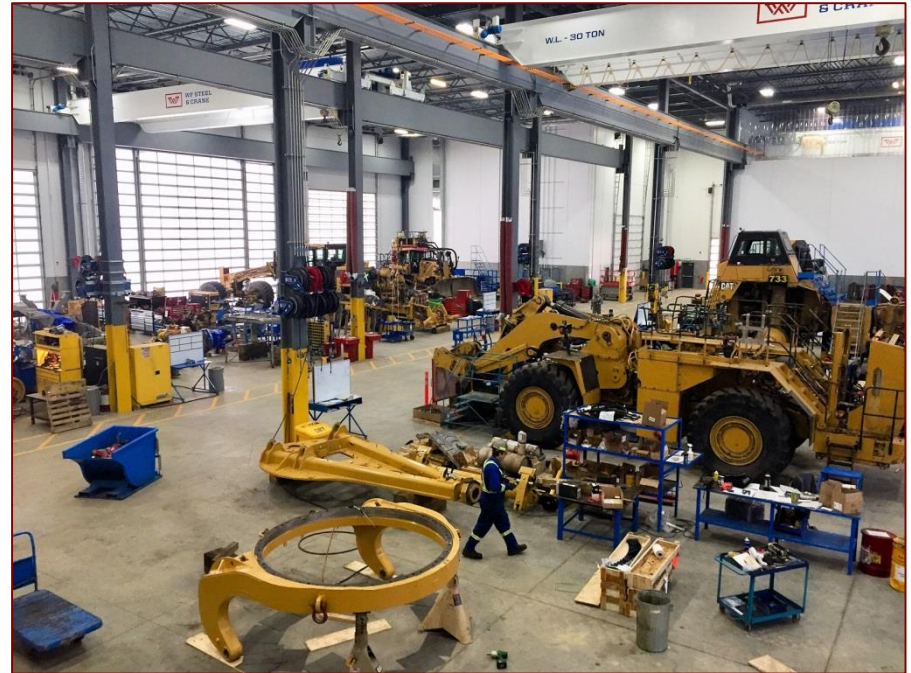


External Maintenance Opportunity

- Clients looking for additional options to dealer provided maintenance model
- Cost structure, facilities, labour, experience and processes in place to compete
- Demonstrated tangible value with clients

Acheson Facility

- **10-bay maintenance and rebuild facility on 20 acres with integrated office**
 - Located immediately west of Edmonton, 8-month build time, fully operational November 2018
 - Owned facility with estimated payback of 5 years
- **Purpose-built for North American Construction Group**
 - Combines maintenance, operations, head office & administrative functions into one central location
 - Provides an increase of 3-times more functional service capacity than previous leased facility
 - Low cost facility with high efficiency heating, LED lighting, maintenance-free building & yard
 - Larger cranes and wash bay sized to handle all heavy equipment fleet
 - Fits ultra class mining trucks (>400t payload) and large shovels (>800t)
- **Capacity built for growth and also specifically designed for further expansion**



Transformational Acquisitions



November 1, 2018 – NACG acquired a 49% ownership interest in Nuna Group of Companies, a civil construction and mining contractor based in Edmonton



- Final purchase price of \$42.8 million represents a transaction multiple of ~1.0x tangible book value
- Diversification opportunities in northern, central and eastern Canada through Indigenous partnership

November 23, 2018 – NACG executed definitive asset purchase agreement to acquire a significant heavy construction fleet and related assets

- Expected to provide NACG with over \$220 million of annual revenue
- Purchase price was consistent with the book value of comparable property and equipment already owned
- Allowed for creation of Mikisew North American Limited Partnership – provides near-term opportunity at Fort Hills Mine as well as long-term opportunities in the oil sands region

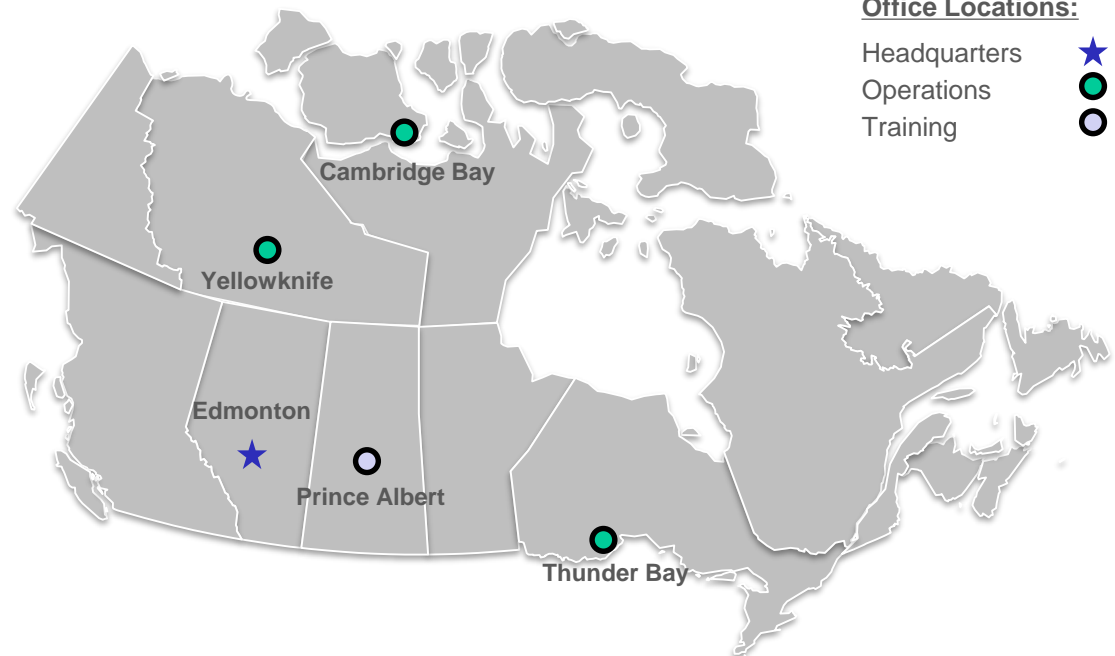
Acquisitions result in earnings potential for 2019 that could exceed \$1.60 per share



Nuna Group of Companies



- Formed in 1993, Nuna provides construction, logistics, contract mining and support services to the resource industry primarily in northern Canada
 - Involved in virtually every major mining project in Nunavut and the Northwest Territories
- Notable long-term projects include:
 - Rio Tinto's Diavik Diamond Mine**
 - Baffinland Iron Mines' Mary River Iron Ore Project**
 - Agnico Eagle Mines' Meliadine Gold Project**
- Nuna operates an extensive fleet of mobile construction equipment distributed across its various project locations
 - Total equipment fleet of over 500 units
- Peak workforce of more than 800 people employed on a variety of projects throughout Canada
 - Employs approximately one third Indigenous staff on its operations



Nuna – Major Projects



Rio Tinto

Diavik Diamond Mine early earthworks, site development, dikes and other contracts

Baffinland

Mary River site services, early earthworks and ad hoc labour supply contracts



Canyon Creek access road



Gahcho Kué's ongoing Winter roads contracts

Snap Lake site development

Canada



Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

Giant Mine care & maintenance

Eureka Weather Station



Gunnar Uranium Mine Mine reclamation and rehabilitation

Incremental growth in mine support volumes and heavy construction activity on existing oil sands mine sites as owners grow production

- Securing our core business by signing long-term agreements with four major customers
- Supporting production efforts at Kearl, Mildred Lake, Aurora, Millennium, Steepbank, Fort Hills and Horizon mines

Revenue diversification

- Resource plays, such as metals, coal, precious gems, hydroelectricity
 - Completed in-pit mining contract and currently operating a 3-year construction & mining contract in the Elk Valley
 - Actively bidding on multiple precious gem and metal mine projects in northern Canada
- We continue to pursue contracts with our partnerships Mikisew North American LP & Dene North Site Services. With our combined skills and synergies, we can provide a platform that will expand our services in the oil sands region

Expand the civil & construction line of business

- Potential infrastructure spending from federal and provincial governments
- Large earthworks projects (e.g. P3 projects, flood diversion, road building)
- Development & civil earthworks construction for greenfield and expanding sites



MIKISEW
NORTH AMERICAN
LIMITED PARTNERSHIP

Current Financing

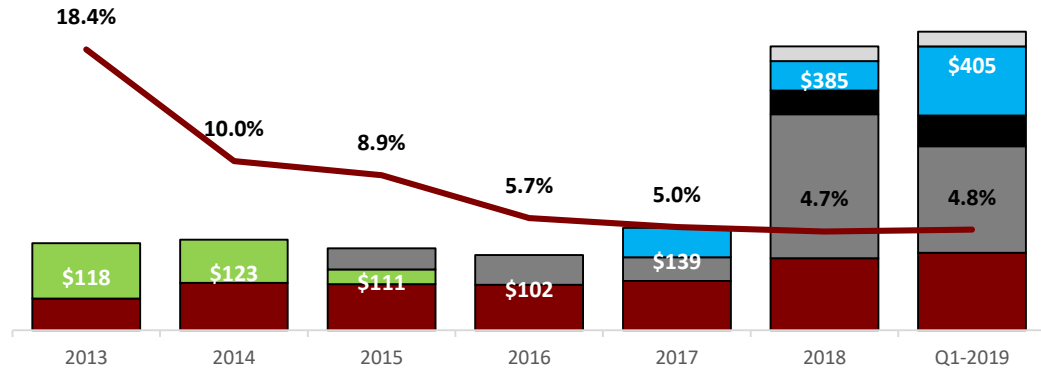


Net debt of \$385 million as at March 31, 2019

- Senior debt of \$290 million represents a NTM leverage ratio of 1.8
- Next significant maturity date of November 23, 2021

Cost of debt remains under 5%

- Credit Facility – current all-in rate of 4.74%
- Equipment financing – from 3% to 5%
- Convertible debentures – 5.0% & 5.5%



Credit Facility

\$300M capacity

Nov 2021 renewal

BDC mortgage

\$20M amortized over 25 years

Nov 2023 renewal

Equipment financing

\$150M allowable limit

2019 2020 2021 2022 2023

Convertible debentures

\$40M issued March 2017

Mar 2020 Mar 2024

\$55M issued March 2019

Mar 2026

■ Equipment financing
 ■ Series 1 Debentures
 ■ Credit facility
 ■ Vendor financing
 ■ Convertible Debentures
 ■ Mortgage
 — Average cost of debt

APPENDIX



Shareholder Activity



Share Purchase Program

- Since October 2013, 10.7 million shares purchased at an average price below \$5 per share through NCIB activity
- Represents more than 98% of approved limit and 30% of total shares available in October 2013

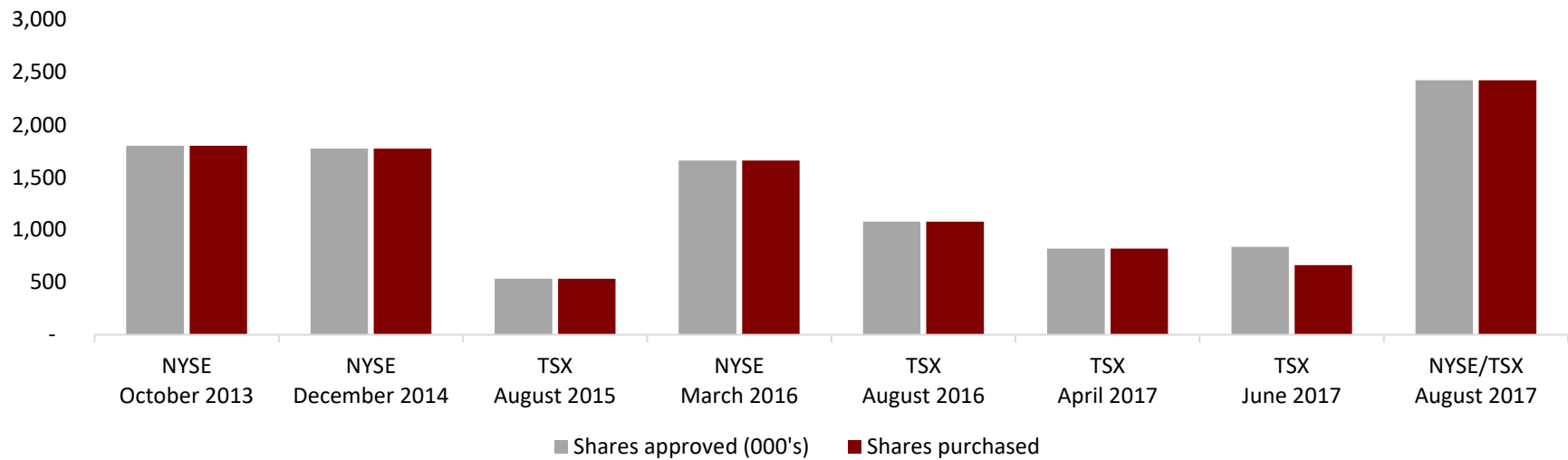
Dividend Payment

- Annual aggregate dividend of \$0.08 per common share payable on a quarterly basis

Long Term Incentive Hedging Plan

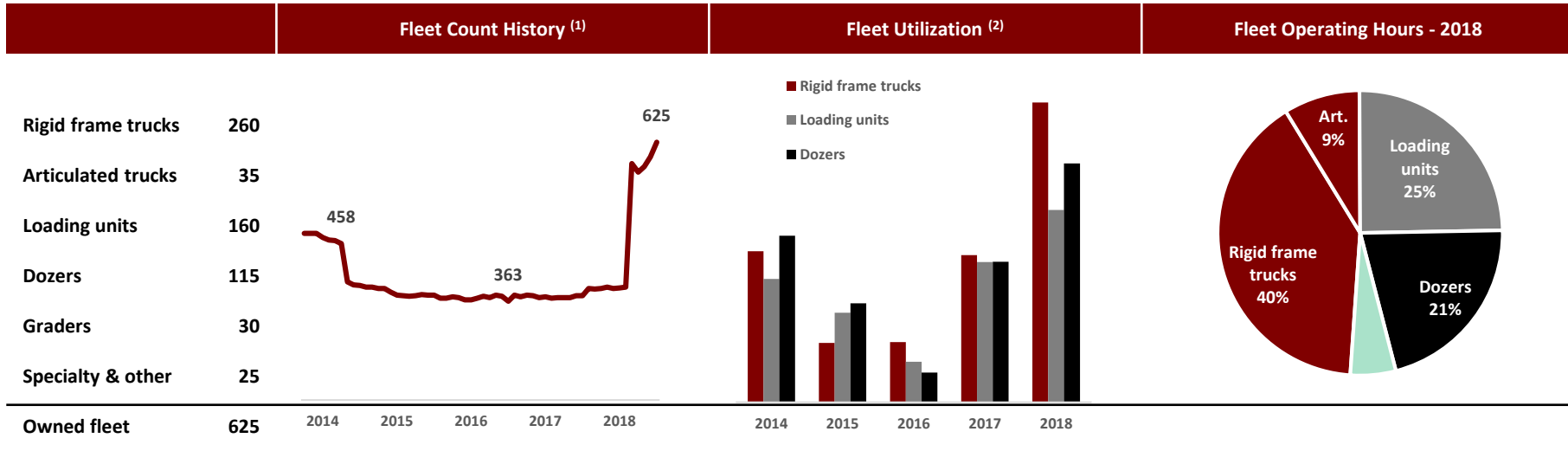
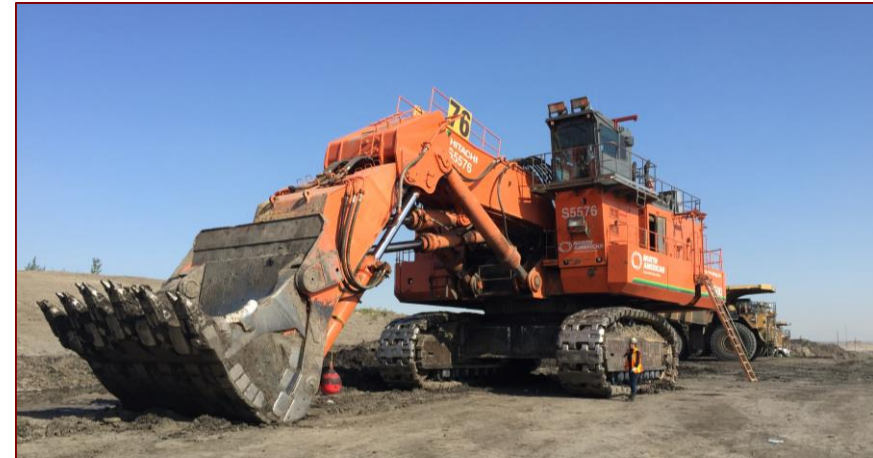
- 2.1 million shares at an average cost of ~\$5.50 per share held by trustee to settle long-term incentive plans

Normal Course Issuer Bid (“NCIB”) Activity



Heavy Equipment Fleet

- Operating fleet of ~700 assets provides operational flexibility
 - 625 owned, 75 on short-term rental arrangements
- Step change in November 2018 with purchase of +200 units
- Fleet utilization in 2018 reflects five-year high
- Half of operating hours generated from haul trucks
- 18 Caterpillar 797B trucks to be delivered in 2019 (11 in Q1)



1. Reflects historical trend of total operating hours per asset

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 ability to grow its support services through term contracts on existing and new mines, leverage its expertise to secure of the market for third party repair and maintenance services, expand the Company’s mining and service offerings to coal, copper, gold, and diamond mines, and secure diversified revenue from infrastructure projects that involve large earthworks volumes, the Company’s expectation of a 5 year payback on its new maintenance and rebuild facility, the Company’s ability to achieve and capitalize on synergies from those acquisitions and to generate additional revenues, cashflow and earnings, including the expectation that earnings potential for 2019 could exceed \$1.60 per share, and the Company’s ability to de-lever its balance sheet by approximately \$150 million over the next three years with the use of operational cashflow while maintaining sufficient cashflow to fund other growth activities. Actual results could differ materially from those contemplated by such forward-looking statements as a result of any number of factors and uncertainties, many of which are beyond our control. Important factors that could cause actual results to differ materially from those in 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. Undue reliance should not be placed upon forward-looking statements and we undertake no obligation, other than those required by applicable law, to update or revise those statements.

For more complete information about us and the material factors and assumptions underlying our forward-looking statements you should read the most recent disclosure documents posted on our 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.

