

CORPORATE PRESENTATION

Q3 2019 RESULTS

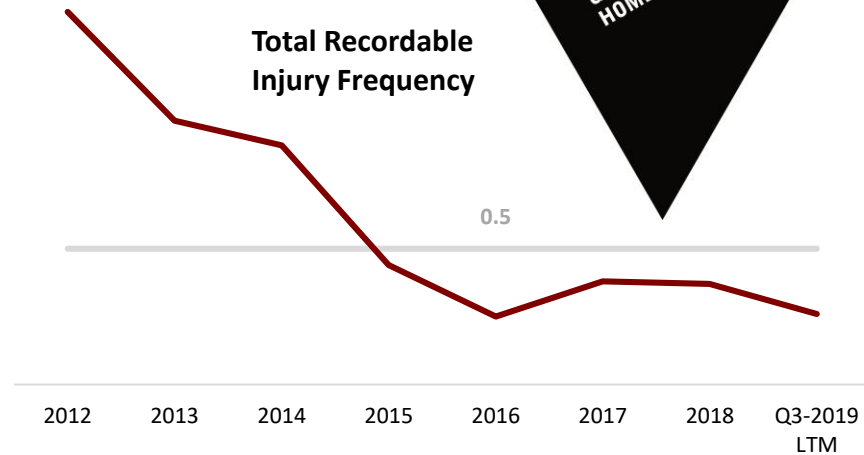
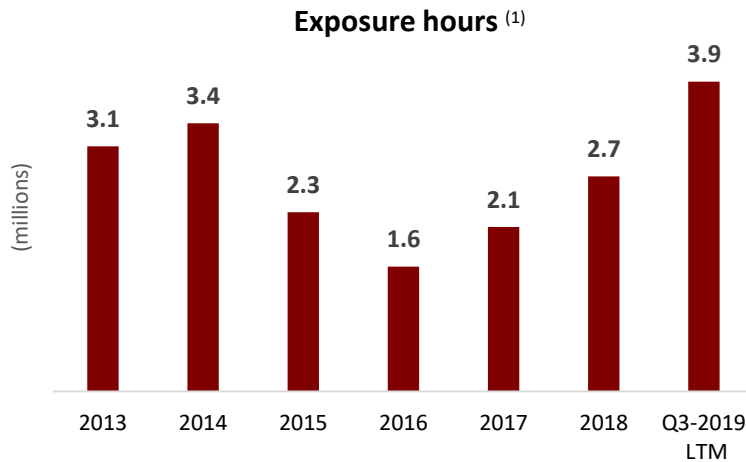
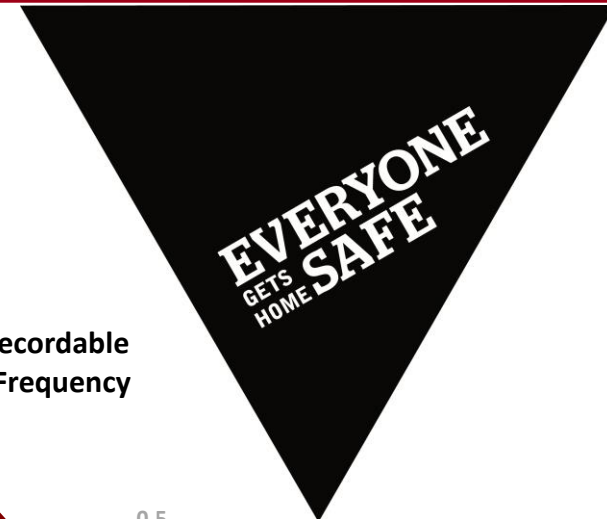
OCTOBER 29, 2019



EVERYONE GETS HOME SAFE

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

- Process & practices based on conviction that ALL 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



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

Q3 2019 – Business Highlights

- Consistent & unrelenting rain in July & August resulted in an estimated \$20 million impact on Q3 revenue
- Operations performed exceptionally well in difficult operating conditions and margin results rebounded in September
- Significant working capital fluctuation in the quarter (\$35m) based on timing of cash flows will reverse in Q4
- Nuna Group of Companies had strongest quarter in their 26-year history and continues to build momentum with additional revenue & cost synergies in progress
- Integration of ultra-class trucks into fleet on schedule, 26 purchased and operational to date
- New component rebuild facility in Acheson to support equipment maintenance program nearing completion (below)
- With capital spending in place, invested capital now at \$700 million represents a 2.3x increase from \$300 million two years ago
- Current heavy equipment fleet has new replacement value of over \$1.7 billion
- Growth & sustaining investments made to date providing clear line of sight to 2020 Free Cash Flow range of \$70 to \$100 million



EBITDA and Earnings per Share



(millions of Canadian dollars, except per share amounts)

	Q3 2019		Q3 2018		Q3 2019 YTD		Q3 2018 YTD	
Revenue	\$166		\$85		\$530		\$279	
Gross profit	18	11.0%	14	16.9%	71	13.5%	51	18.2%
General & administrative expenses ⁽¹⁾	5	3.0%	6	7.3%	20	3.7%	18	6.3%
Net income	8		1		29		13	
Adjusted EBITDA	\$37	22.4%	\$19	22.5%	\$126	23.9%	\$73	26.3%
Adjusted EPS	\$0.41		\$0.19		\$1.34		\$0.81	

Revenue in Q3 up 2.0x from prior year could have been much higher

- July & August consistently wet weather compressed Q3 revenue potential in the oil sands region
- Nuna achieved record top-line with our share being \$25 million in the quarter

Gross profit margin heavily impacted by operating conditions not indicative of margin expectations moving forward

General & administrative platform continues to outperform

- Administrative spending of 3.0% is another quarterly low reflecting operating leverage & our disciplined approach

Adjusted Earnings Per Share of \$0.41 up 2.2x from prior year as gross profit challenges offset by SG&A discipline

Q3 EPS driven by strong demand, disciplined G&A and tax rate reductions

1. Excludes stock based compensation

Cash Flow from Operations



(millions of Canadian dollars, except per share amounts)

	Q3 2019	Q3 2018	Q3 2019 YTD	Q3 2018 YTD
Cash from operations prior to working capital	\$30	\$18	\$104	\$69
Sustaining net capital additions	(\$22)	(\$4)	(\$100)	(\$34)
Net changes in working capital	(35)	(10)	(29)	4
Free Cash Flow	(\$25)	-	(\$29)	\$30

Cash from operations of \$30 million generated from Adjusted EBITDA (\$37m) less cash interest paid (\$6m)

- Cash paid in the quarter included initial full interest payment for \$55 million convertible debentures issued in March

Sustaining addition of \$22 million trending downward for 2019 based on capital maintenance profile

- Additions primarily include capitalized maintenance spending and Nuna capital at mine sites in northern Canada

Working capital change of \$35 million impacted Free Cash Flow but AR & AP balances will reverse in Q4

- Similar trend in Q3 2018 on smaller invested capital balances
- Accounts receivable up \$19 million in the quarter on a strong September
- Accounts payable down \$25 million on timing, employee settlements and early purchases in July & August

Strong cash generation with Q3 2019 impacted by temporary working capital changes

Balance Sheet



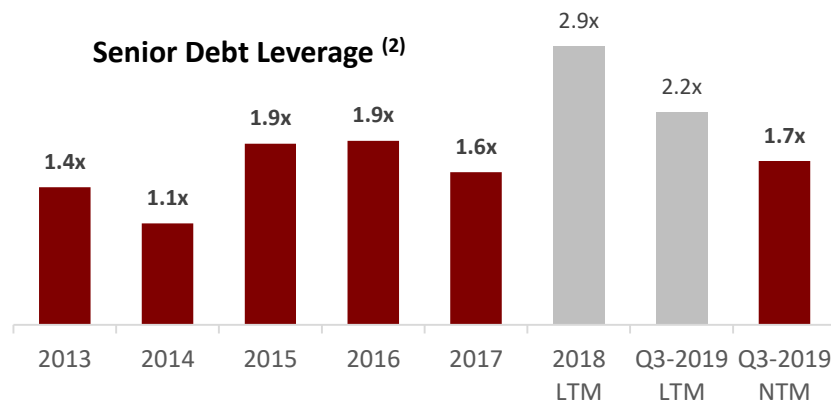
<i>(millions of Canadian dollars, except per share amounts)</i>	September 30, 2019	December 31, 2018	December 31, 2017
Cash	\$12	\$20	\$8
Liquidity	103	127	115
Property, plant & equipment	598	528	279
Total assets	795	690	384
Senior debt ^{(1) (2)}	\$338 1.7x	\$322 2.9x	\$100 1.6x
Net debt ^{(1) (3)}	441 2.2x	365 3.3x	131 2.1x

Total liquidity of \$103 million as at September 30

- Decrease in liquidity due to timing of working capital balances and expected to reverse in Q4

Total assets of \$795M up 15% from year-end

- Year to date investment of \$36 million in strategic growth opportunities and positive net earnings of \$29 million driving increase in invested capital



Senior leverage ratio trending downward from peak in Q4 2018

1. Leverage ratio for 2019 on a next twelve month basis based on 2020 Outlook
 2. As defined in the Company Credit Facility

3. Total debt less cash

Returns on Capital & Equity

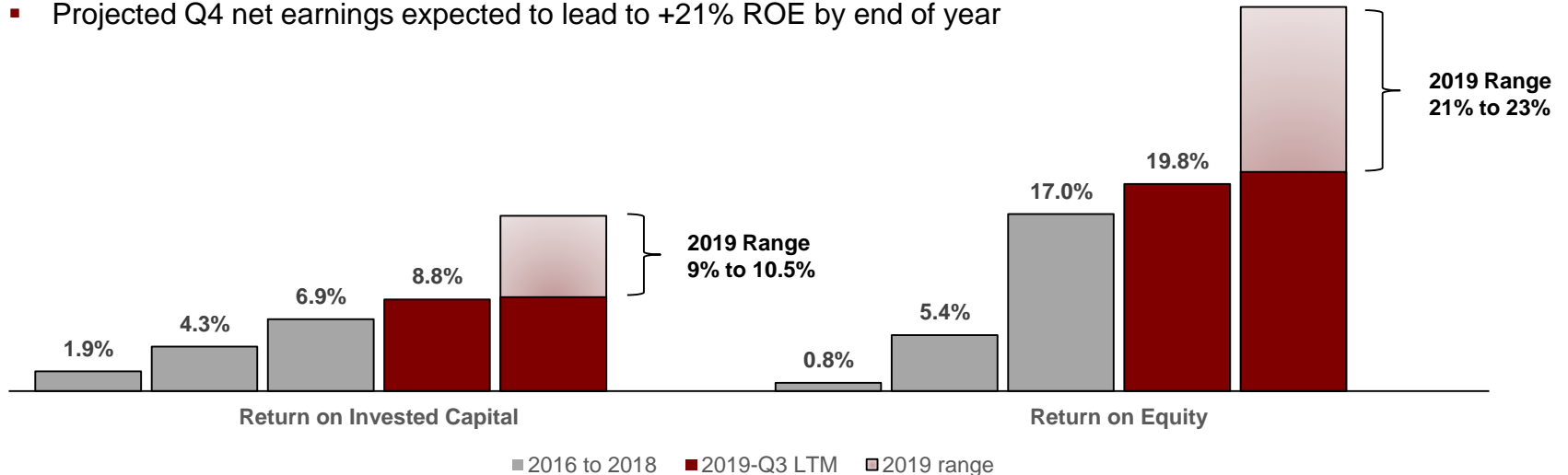


Return on Invested Capital – upward trend currently at 8.8%

- Current invested capital of \$696 million represents increase of 2.0x from September 2018
- Revenue, Adjusted EPS and EBITDA also all 2.0x or higher validating projections of Q4 2018 acquisitions

Return on Equity – 19.8% as at September 30, 2019

- Projected Q4 net earnings expected to lead to +21% ROE by end of year



Positive trends from 2016 through 2019 in ROIC & ROE demonstrate strong underlying fundamentals

2019 Full Year & 2020 Outlook



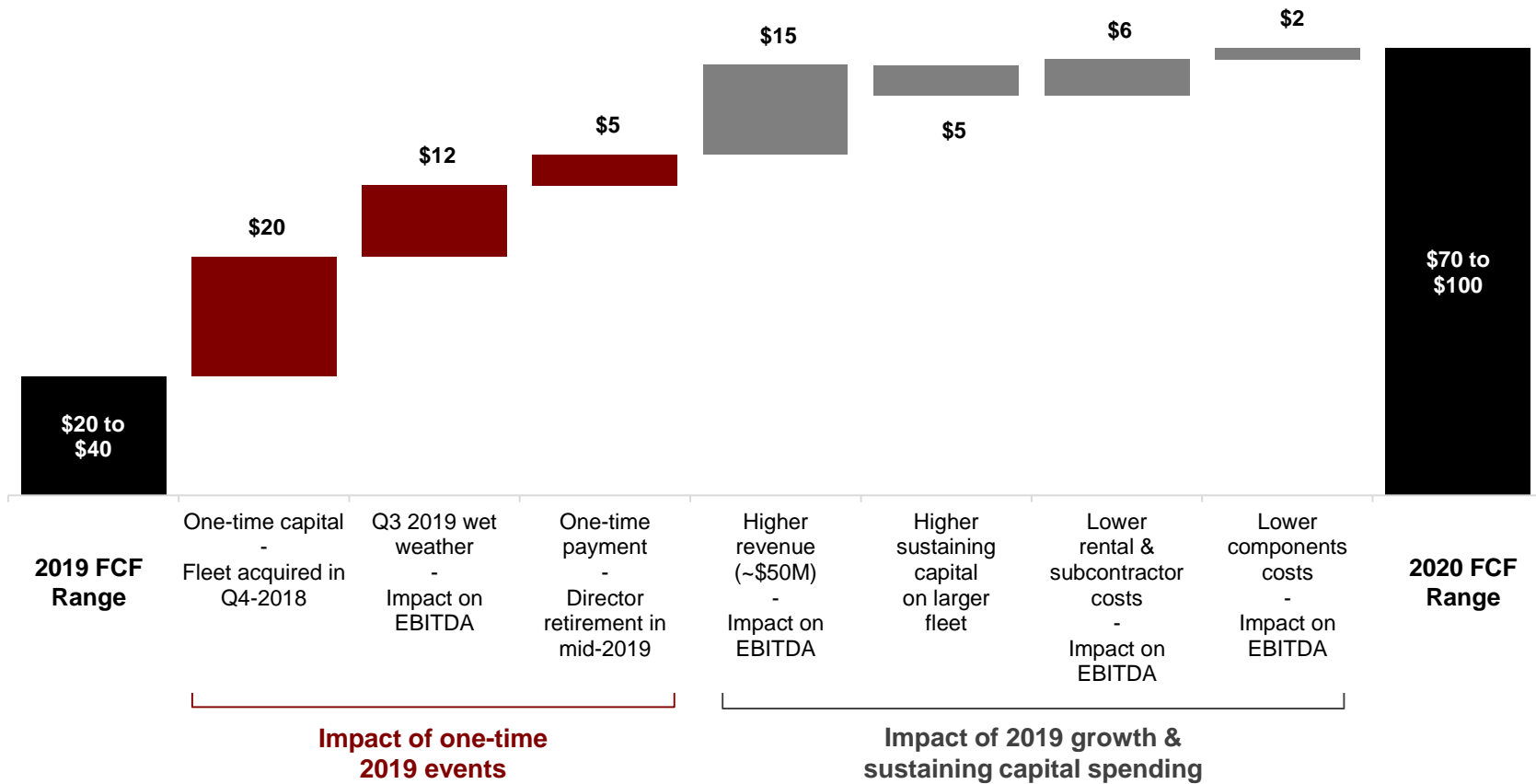
	2017	2018	2019 YTD	2019 Full Year	2020 Outlook	
KEY MEASURES						
Adjusted EBITDA	63	102	126	\$170 – \$180	\$190 – \$215	
Adjusted Earnings Per Share	\$0.31	\$0.99	\$1.34	\$1.65 – \$1.85	\$1.90 – \$2.30	
Sustaining capital spending	30	55	100	\$115 – \$120	\$95 – \$115	
Free Cash Flow	19	61	(29)	\$20 – \$40	\$70 – \$100	
OTHER MEASURES						
Growth capital spending	40	46	36	\$40 – \$45	Economic assessment	
Leverage ratios ⁽²⁾						
	Senior debt ⁽³⁾	1.6x	2.9x	1.7x	1.3x – 1.6x	1.0x – 1.2x
	Net debt	2.1x	3.3x	2.2x	1.8x – 2.1x	1.5x – 1.7x
Share purchases	NCIB	15	10	nil	nil – \$5	nil – \$25
	Trust account ⁽⁴⁾	3	1	2	\$3 – \$4	nil – \$4

Long-term strategic investments in 2019 establish strong FCF outlook for 2020

1. Figures in millions of Canadian dollars unless otherwise noted
 2. 2019 & 2020 leverage ratios provided on next twelve month basis based on 2020 Outlook

3. As defined in the Credit Facility
 4. Excludes cash required to settle tax obligations

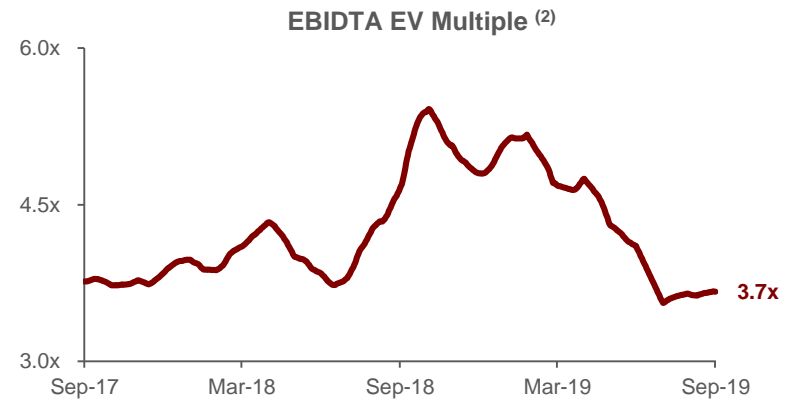
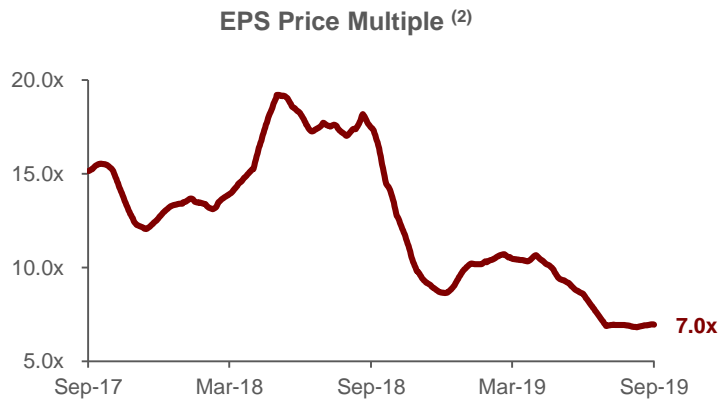
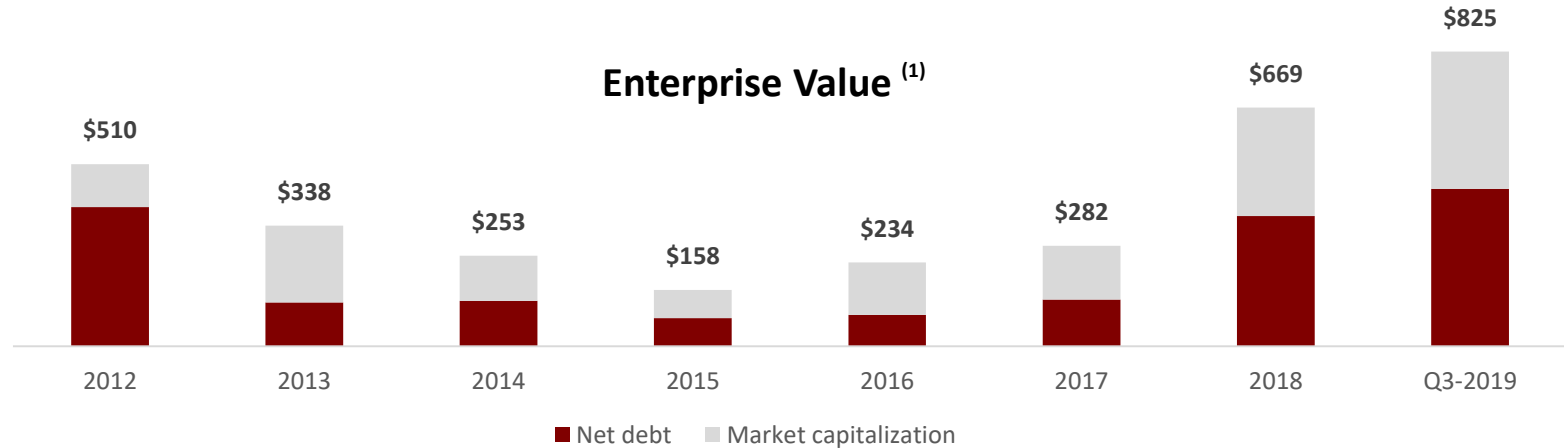
2020 Free Cash Flow Outlook



With acquisitions integrated, clear line of sight to 2020 Free Cash Flow and debt reduction

1. Figures in millions of Canadian dollars

Enterprise Value & Trading Multiples



Trading multiples almost inversely related to strong operational performance

1. As at September 30, 2019, values provided in millions
 2. Based on analyst 2020 consensus as at September 30, 2019

Shareholder Friendly Activity

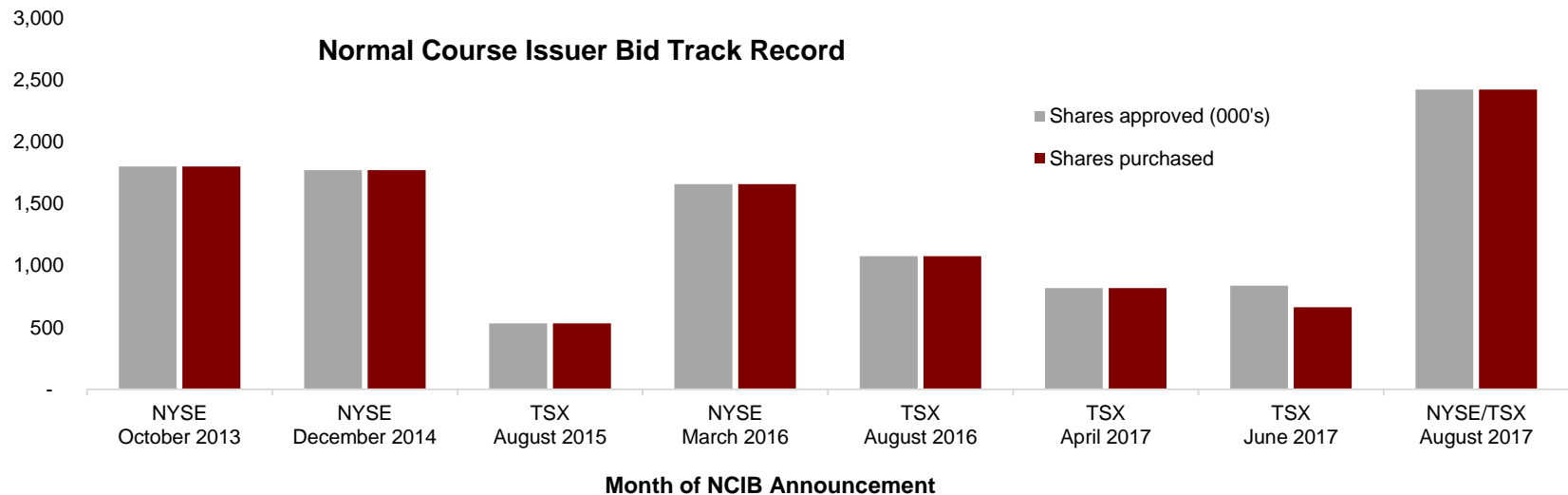


NCIB Purchase Track Record

- 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

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 750 heavy assets provides operational flexibility and is backed by extensive support fleet
- TSX and NYSE listings: “NOA”
 - Share price: \$14.21 ⁽¹⁾
 - 52-week low/high: \$10.64/\$18.36 ⁽¹⁾
 - Market capitalization: \$365.8million ⁽¹⁾ ⁽²⁾
 - Shares outstanding: 25.7 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



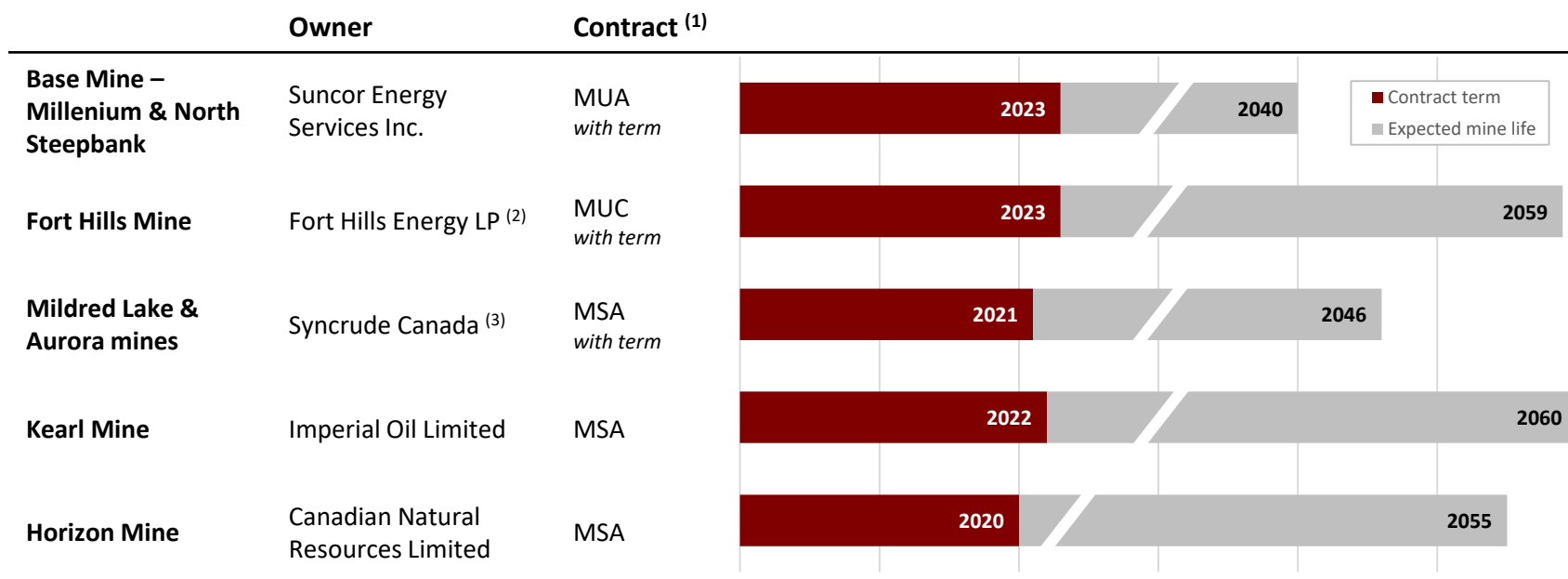
Heavy Construction



1. Toronto Stock Exchange, close of business October 25, 2019
2. Based on common public shares (excludes 1.7 million shares held in treasury)

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

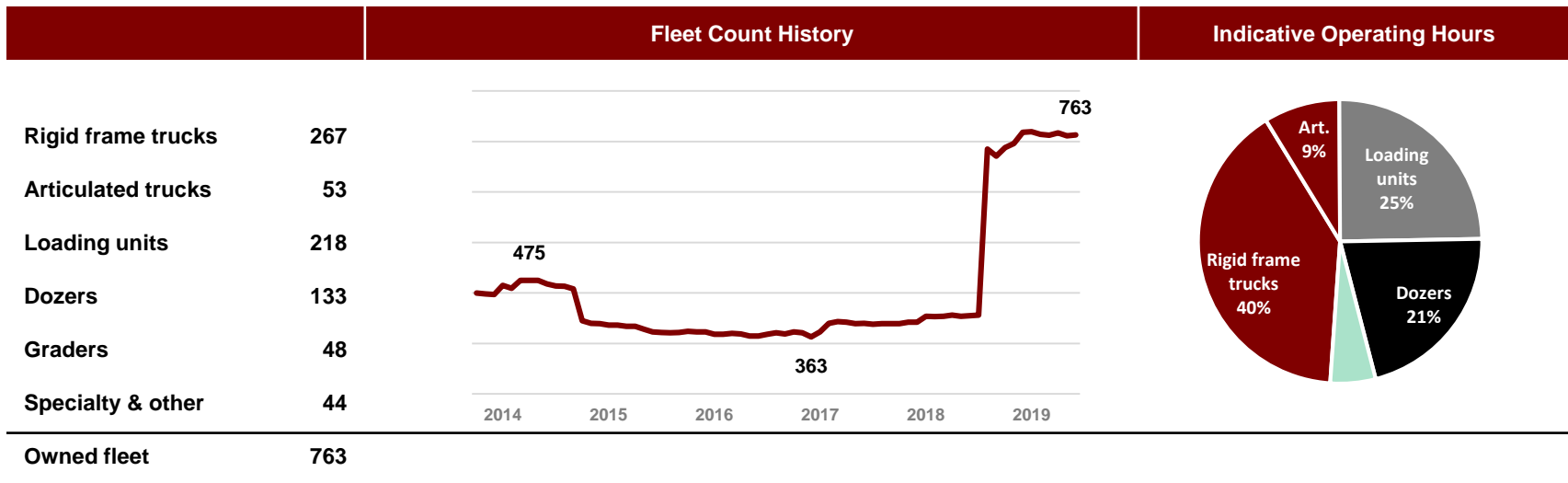


Contractual backlog provides committed revenue of \$1.3 billion through 2023

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.

Heavy Equipment Fleet

- Over 750 heavy equipment assets provide operational flexibility
 - Fleet count now includes Nuna equipment (126 assets)
- Step change in Q4 2018 with purchase of over 300 units
- 18 Caterpillar 797B trucks to be delivered in 2019
- New replacement value of heavy equipment fleet calculated at \$1,713 million
 - Availability restraints of used equipment requires new equipment values
 - Excludes the significant cost of infrastructure and support equipment



Current new replacement value of over \$1.7 billion provides significant barrier to entry

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, 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



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 making growth investments of \$40 to \$45 million in 2019, its expectation to achieve in excess of 20% ROE by the end of 2019 and the financial outlook information related to 2019 and 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 our 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 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.