2025 STAKEHOLDER REPORT

BLACK DIAMOND GROUP

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Black Diamond Group has a unique portfolio of businesses that provide products and services to solve the space, accommodation and travel needs of organizations.

NOTE FROM CHAIRMAN & CEO

Our five-year Compounding Annual Growth Rate (CAGR) is 18% for rental revenue and 24% for Adjusted EBITDA‡.

Fellow Shareholders,

I am pleased to report that our trend of strong performance continues with Black Diamond Group's five-year consolidated Adjusted EBITDA Compounded Annual Growth Rate (CAGR) of 24%. Our portfolio of speciality rental businesses focused on modular buildings, which provide temporary modular space solutions and remote accommodation, along with our digital marketplace for workforce travel, continues to deliver high growth and stable recurring cashflows generating robust returns as shown through our five-year CAGR of 18% for rental revenue across the platform.

Since Black Diamond's inception over 21 years ago, we've contributed meaningfully to the economies we operate in. From our initial $1 million of capitalization comprised of $600,000 of debt and $400,000 of equity from the founders, we completed a $53 million IPO and seven follow-on equity financings to raise a total of $275 million. Since, we've paid out ~$252 million in dividends and bought back ~$63 million in shares, returning more money to shareholders than we first raised! We've incurred expenses of ~$115 million in interest and $476+ million in employee compensation.

We believe we are well positioned to continue to capitalize on the opportunities ahead and readily respond to challenges as they may arise due to the inherent resilience within our platform. We have been intentional about setting a clear vision with measurable objectives backed by disciplined accountability and data-based decisions, which has led to a diversified business in all respects – geographically, by industry and through innovative product lines and services.

Within the pages that follow, you will find detailed information on the performance across our three distinct business platforms – and perhaps more interestingly so, insight into how management thinks about the macroeconomic environment, stewards our operations, makes key decisions such as capital allocation and supports those within our network and ecosystem.

I find myself reflecting on all that's been accomplished with a great deal of appreciation for our high-performing team members across the Company – it is their relentless commitment to excellence that enabled our continued growth and contributes to my optimism as we look to the years ahead.

No doubt, we are proud of our progress, but our focus is always on the future. We take very seriously our responsibility to effectively manage the capital and resources entrusted to us and remain resolute in our commitment to deliver continued strong results.

Thank you for your confidence and trust.

Trevor Haynes
Chairman & Chief Executive Officer

‡ Indicate Non-GAAP financial data. Refer to the Non-GAAP Financial Measures section of this report for more information on each Non-GAAP financial measure and ratio.

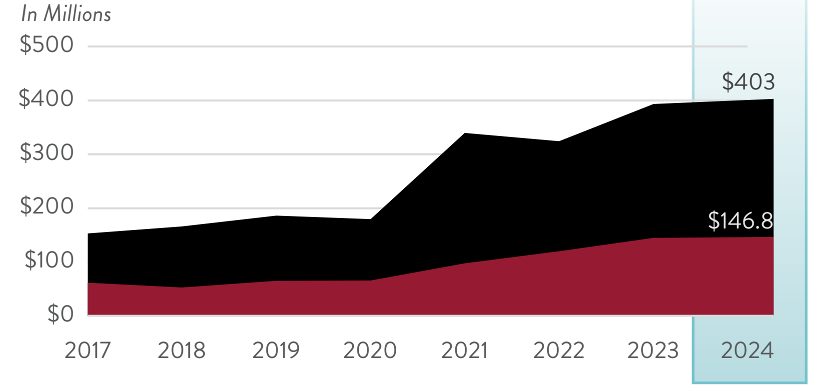
CONSOLIDATED BUSINESS PERFORMANCE

Our businesses generated revenue of $403.0 million and Adjusted EBITDA‡ of $113.3 million in 2024.

LAST YEAR the Company's capital investment totaled $109.2 million, which is an increase of 58% from the prior year. The bulk of this, at $72.6 million, was for organic fleet growth – and of that, the majority was with customer contracts already in place. An additional $20.45 million was in-organic expenditures for third party fleet acquisitions. The growth of the platform is evident in our future contracted rental revenue outstanding of $159.4 million at year-end up 17% from the Prior Year. This robust rental fleet investment and growth informs our confidence in the Company's performance as we look to the year ahead. We expect to invest at a similar cadence in 2025 for organic fleet additions with significant growth capital already committed for the first half of the year, which underpins continued increasing rental revenue and diverse and low risk growth.

Total Revenue ■ & Rental Revenue ■

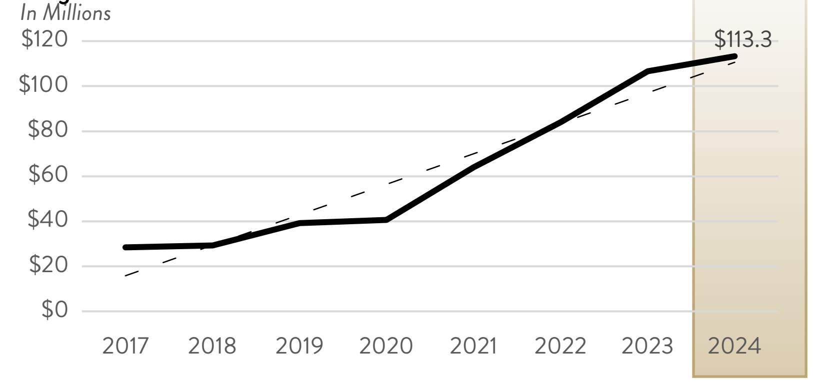
In Millions



Black Diamond Group generated consolidated revenue of $403.0 million and Adjusted EBITDA‡ of $113.3 million up 2% and 6% respectively from the year prior. On a consolidated basis, our core, high-margin rental revenue grew 1% over 2023 to $146.8 million, with Modular Space Solutions generating record rental revenue of $94.1 million, up 10% from Prior Year, offset by Workforce Solutions rental revenue of $52.7 million, down 12% from Prior Year, primarily due to the conclusion of two large pipeline projects. LodgeLink gross bookings grew 21% to $94.8 million compared to 2023. Basic earnings per share came in at $0.42, a decrease of 16% from 2023.

Adjusted EBITDA‡

In Millions



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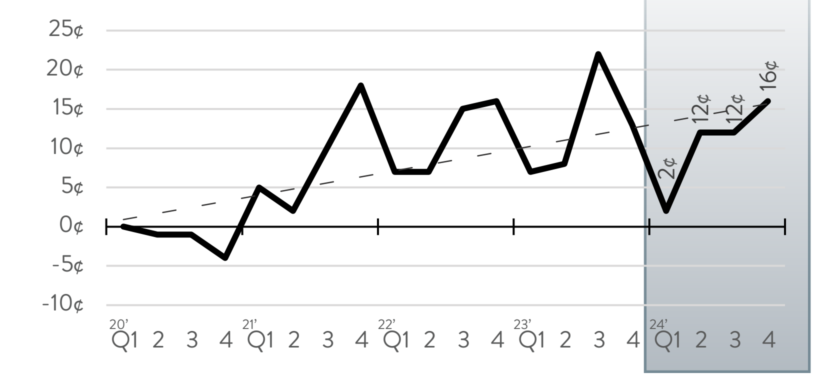
Basic EPS

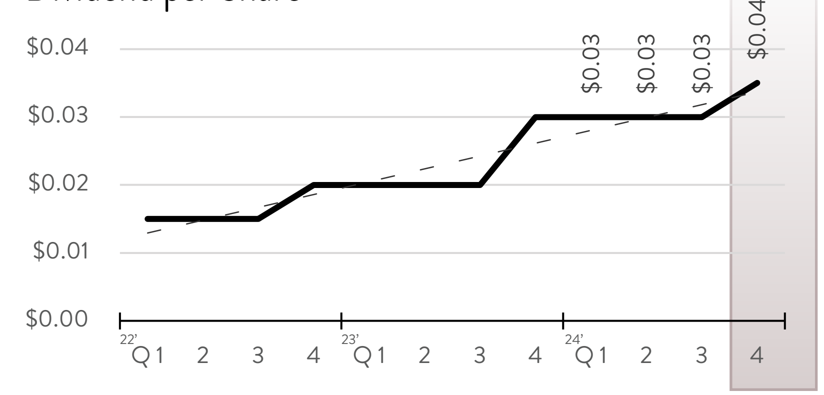
In Cents



The Company's financial position is healthy with stable free cashflows driven primarily from recurring rental revenue growth, a strong balance sheet and ample available liquidity following the recent extension and expansion of our Asset Based Lending Facility (ABL) at preferred terms and rates.

Since the reintroduction of our dividend in 2021, we have increased it four times with the most recent increase of 17% announced in October 2024. Even so, management prefers a disciplined approach, and the payout ratio remains low due to the favourability of reinvesting in the business at attractive rates of return. With continued strong performance and growth of cashflows, we will prudently consider additional dividend increases in the future.

Dividend per Share

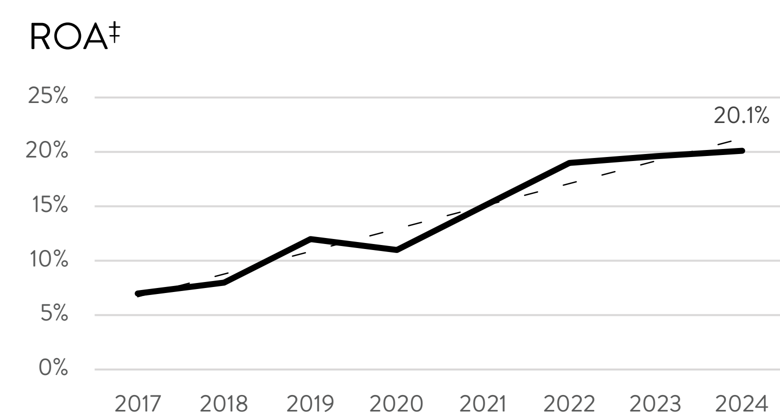


OUR WAY IS TO CREATE A BETTER WAY

CONSOLIDATED BUSINESS PERFORMANCE

Our structured approach to understanding the macro-economic landscape, end-markets and competitive environments we operate in coupled with our intentional long range strategic planning has proven highly effective for our Company.

Over the past five years, we have performed exceptionally well producing very strong results across all areas of our business in line with our ambitious growth strategies. We've continued to focus on growing our Modular Space Solutions ("MSS") business unit in terms of total fleet size and geographies and end markets served; realizing the operating leverage in our Workforce Solutions ("WFS") business unit by increasing utilization through a diversified customer base from mining, infrastructure, energy, disaster recovery, government and military; and exponentially scaling LodgeLink through enhanced product development and the expansion of our workforce travel ecosystem.



In recent years, we have benefited from robust activity across our end-markets, complemented by an inflationary environment conducive to rising rentals rates and we expect this trend to continue. While macroeconomic uncertainty related to tariffs is very topical at this time – and is expected to remain so for the foreseeable future – we believe our diversified geographic and industry exposure positions us well as we anticipate further growth across several verticals.

Demand in the education and major infrastructure sectors, in addition to investments in humanitarian and disaster recovery efforts and military and national security projects are expected to be significant drivers for the growth of our rental businesses across all three countries we operate in.

‡ Indicate Non-GAAP financial data. Refer to the Non-GAAP Financial Measures section of this report for more information on each Non-GAAP financial measure and ratio.

Our vision is to build a world-class Company that is a leading provider of modular space solutions, remote and temporary accommodations and B2B workforce travel solutions.

MODULAR SPACE SOLUTIONS

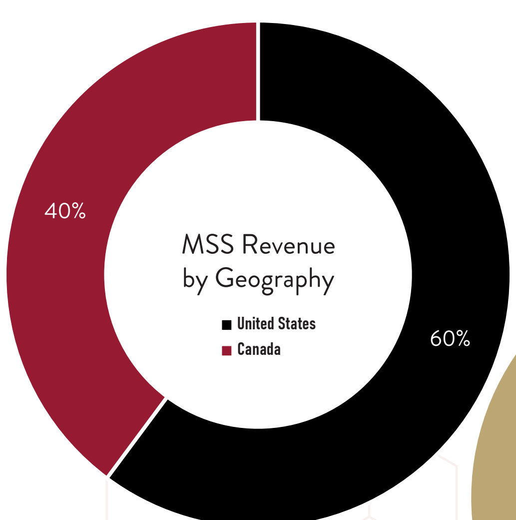
MODULAR BUILDINGS FOR ALL

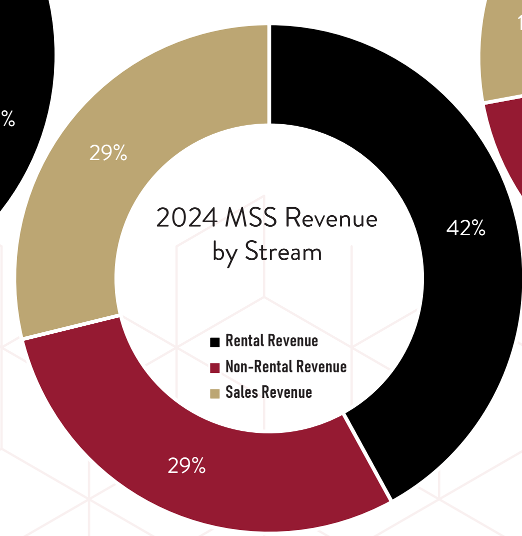
Our MSS business rents and sells temporary and permanent modular buildings and provides ancillary services such as delivery, installation, furniture and other value-added products.

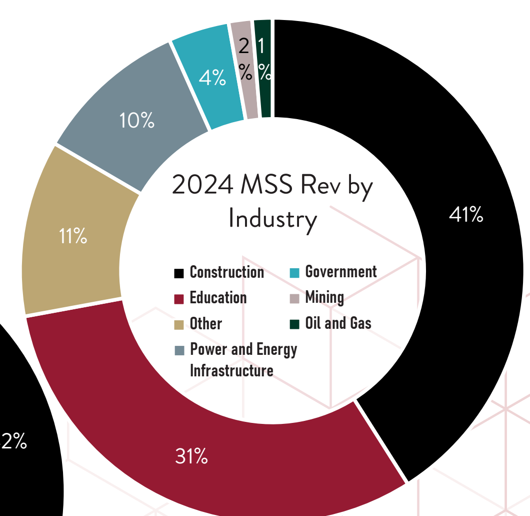
MSS rental revenue five-year compounding annual growth rate (CAGR) of 23%

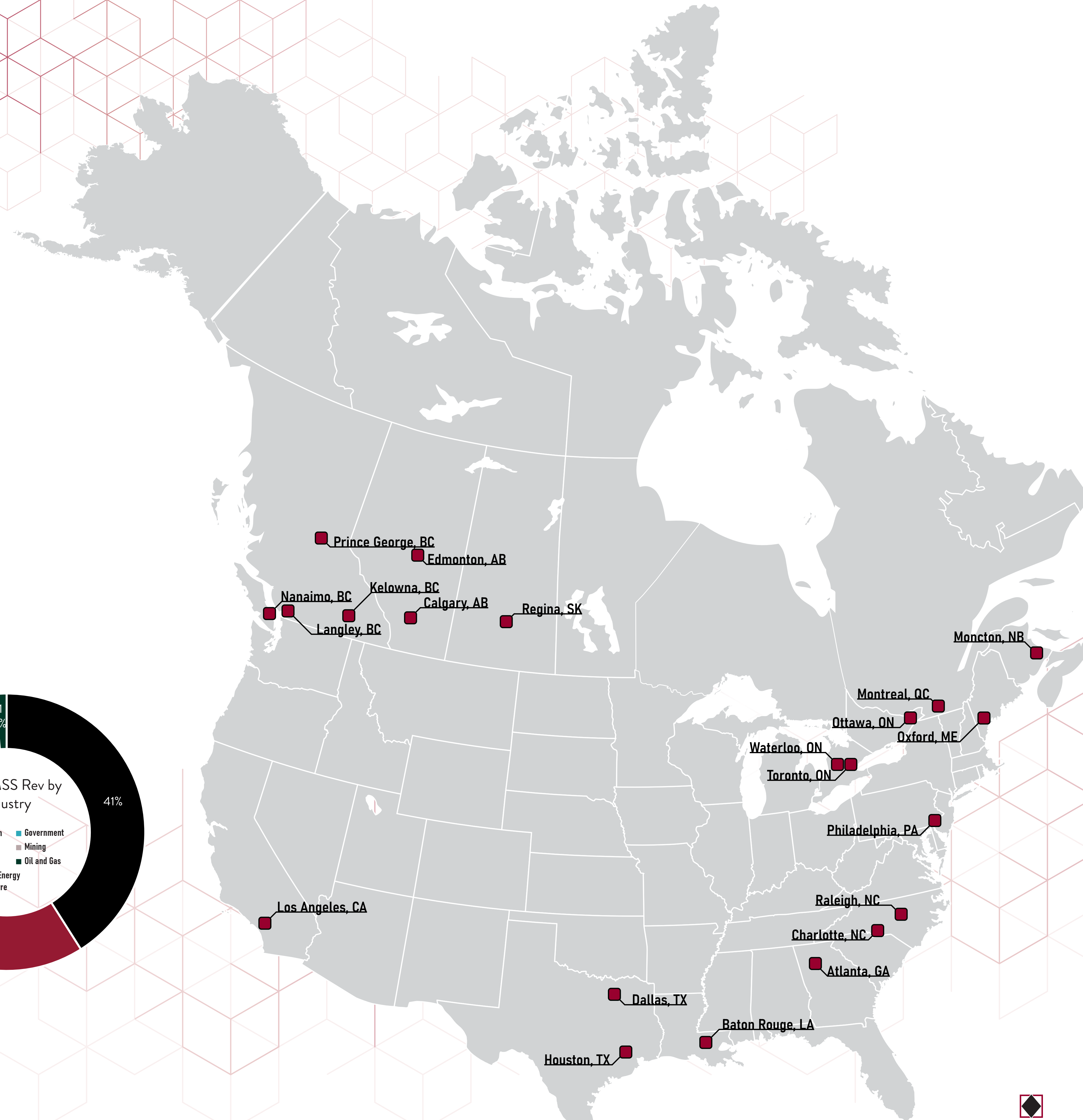
An expansive fleet of 12,250+ units

Serving 3,200+ customers across North America





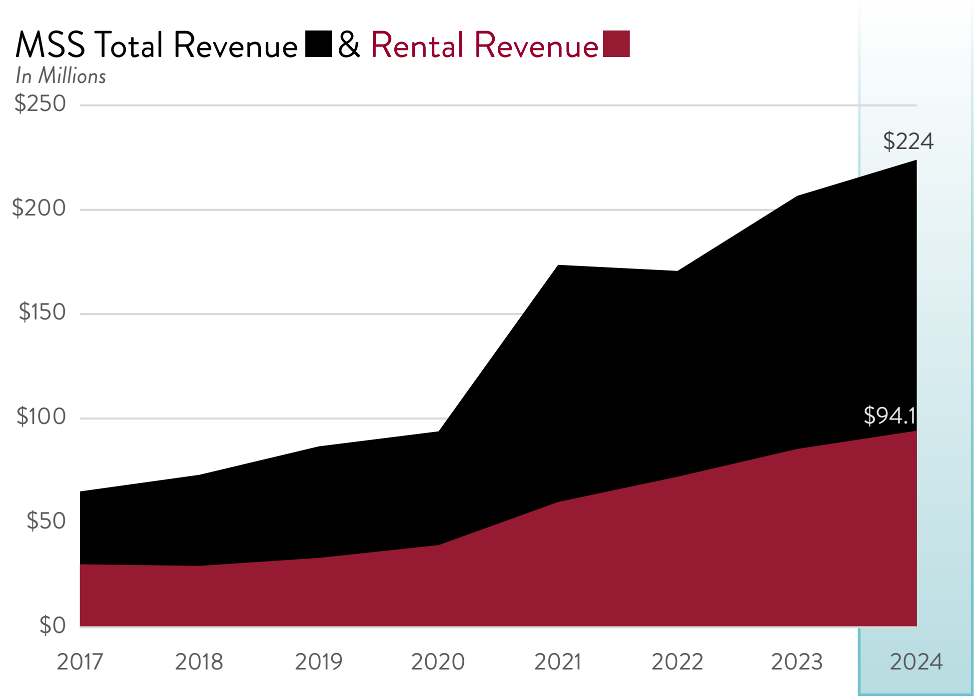


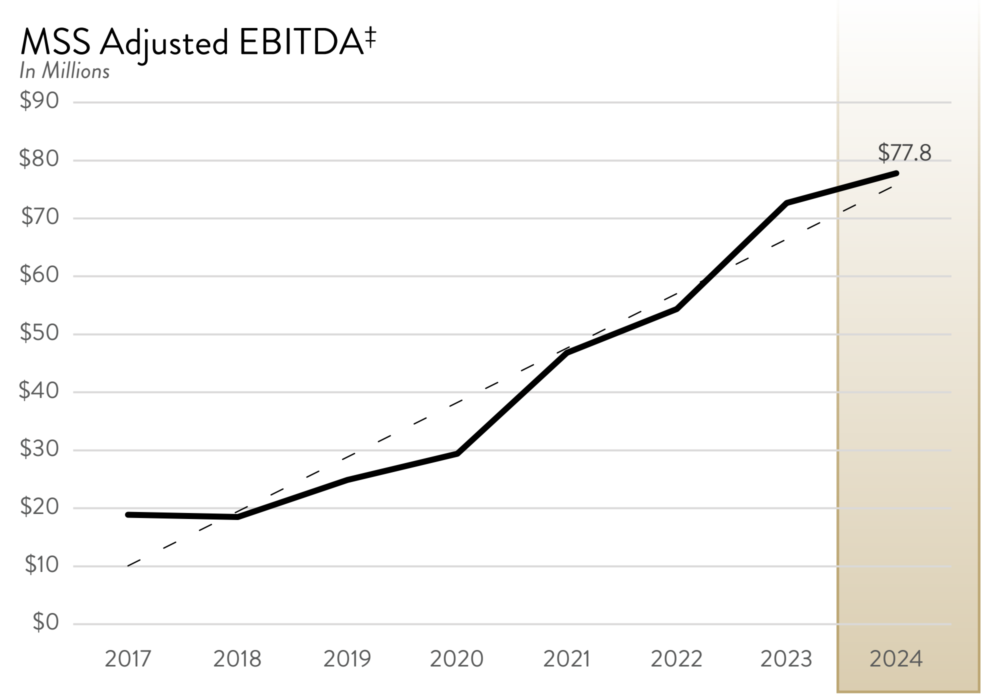


MODULAR SPACE SOLUTIONS

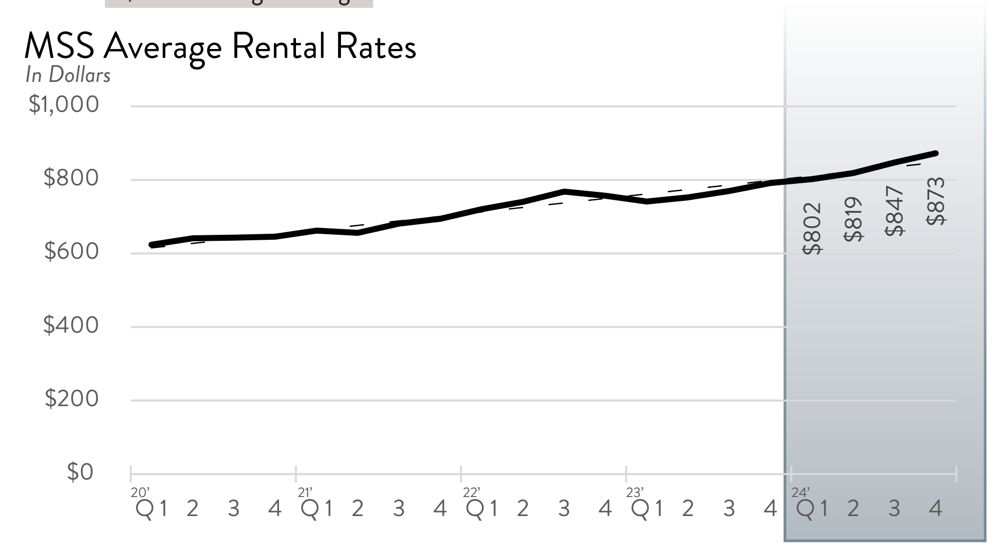
Our MSS average rental rates increased 9% on a constant currency basis last year.†

Momentum across the MSS platform continues with strong end markets, the organic and in-organic growth of our fleets, the expansion of our Value Added Products and Services (VAPS) offerings, and increases of our average rental rates, leading to MSS rental revenue growth of $94.1 million up 10% and an increase in Adjusted EBITDA‡ to $77.8 million or 7% year over year. We expect each of these will again be growth factors in 2025.





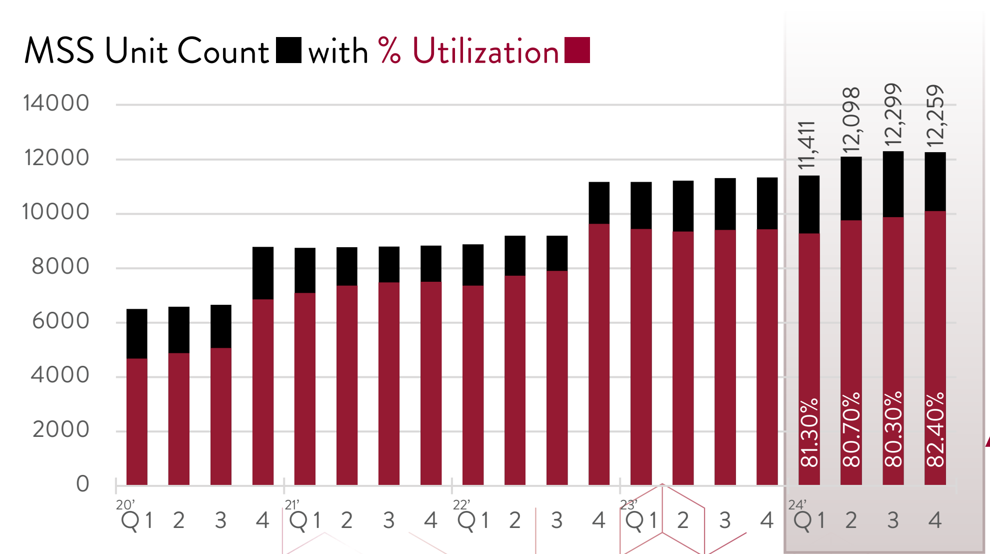
Further, the overall industry trend of increasing rental rates continued and our MSS average rental rates increased 9% on a constant currency basis last year and are expected to continue to rise in 2025. Given our cost of buildings is fixed at the time of purchase, the effect of increasing rates is very powerful in terms of ROA and net earnings. Consider it a strong inflation hedge to own over 12,250 existing buildings!



With future contracted rental revenue of $128.7 million at year-end, and anticipated strength in our end-markets, we remain optimistic about this segment of the business. While underlying macroeconomic uncertainties are a reality, we believe we are well positioned to capitalize on the opportunities that lie ahead and for sustained growth. Our education business continues to perform well with strong attributes of high-quality customers and long contracted rental revenue, underpinned by a growing school age demographic and resulting capacity issues.

In 2024, Black Diamond successfully closed an asset purchase of 329 space rental units, plus ancillary assets primarily located in Kitimat, British Columbia. This strategic asset acquisition is complementary to the Company's already broad western Canadian modular space solutions footprint and further supports our ability to respond to the anticipated continued robust activity in the region as it relates to construction, infrastructure and resource development.

Along with the acquisition, the Company announced a strategic partnership with Gitxaala Enterprises Limited Partnership, the economic operating arm for the Gitxaala Nation.



† Excluding the impact of the acquisitions made in 2022, versus the Comparative Fourth Quarter

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WORKFORCE SOLUTIONS

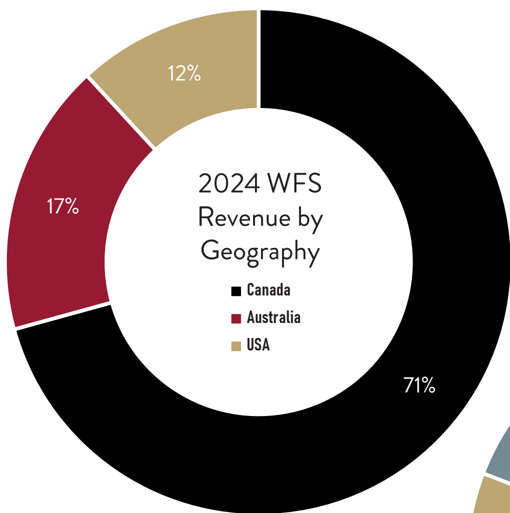
FULL TURNKEY MODULAR ACCOMMODATION FOR REMOTE OR TEMPORARY HOUSING

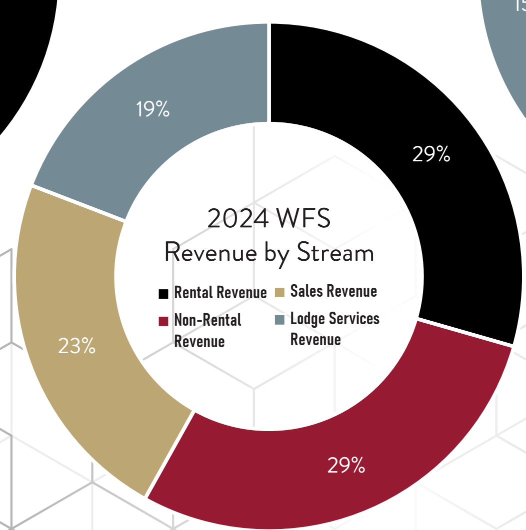
Our WFS business provides remote accommodation and complementary services for a diverse client base across our three operating countries.

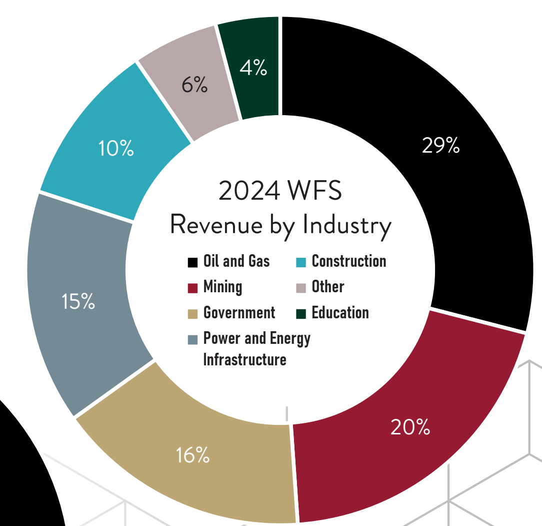
WFS rental revenue five-year compounding annual growth rate (CAGR) of 10%

7,600+ rooms of capacity across North America and Australia

Four equity-based Indigenous partnerships, two majority-owned First Nations businesses and several other partnership agreements



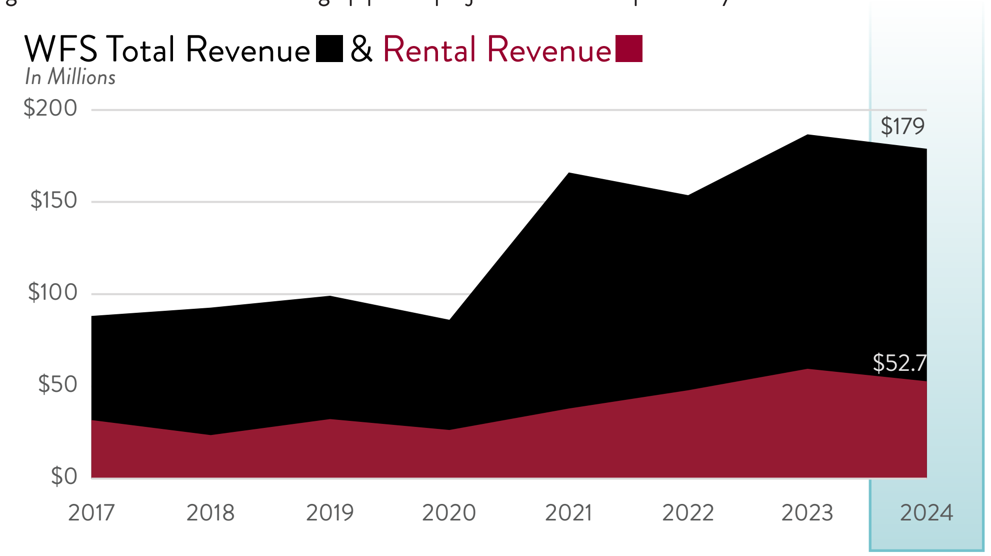




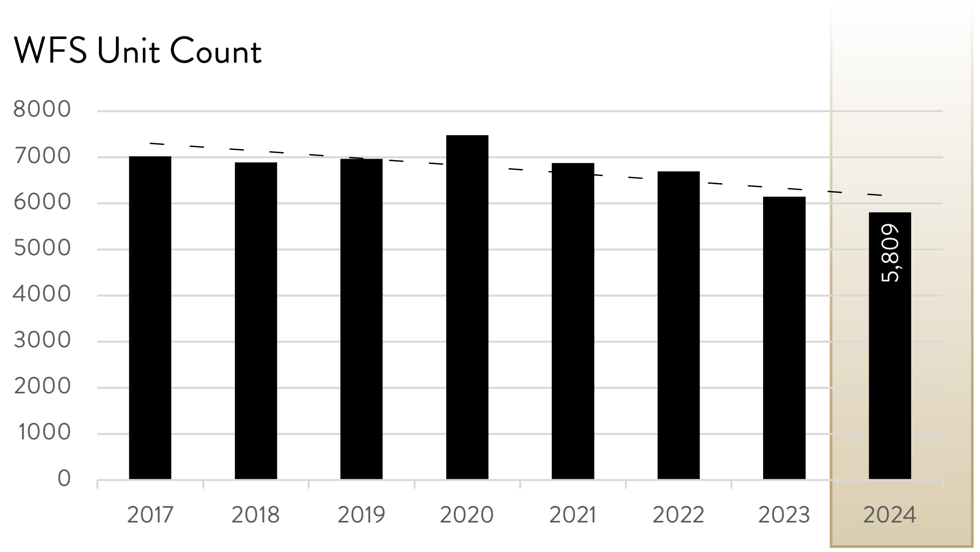
WORKFORCE SOLUTIONS

Our WFS customers are increasingly diversified as we've established ourselves as a reliable partner across many industry verticals – including government, education, disaster recovery and humanitarian relief.

THE CONCENTRATED effort to diversify by end-markets and geographies over the past several years has led to improved performance of our WFS business unit. While WFS delivered total revenue of $179.0 million and Adjusted EBITDA‡ of $58.1 million, down modestly by 4% and 2% respectively from year prior, these numbers show resilience within this segment of the business given the conclusion of two large pipeline projects in the comparative year.



Currently, we have approximately 11% of our North American large format fleet and 36% of our utilized North America large-format assets working on mining-related projects. Given the strength in many of the base and precious metals commodity prices, we expect this trend will continue. Our small format workforce accommodation assets have also been deployed at record rates in support of resource development in the Montney and Duvernay regions of Alberta and British Columbia. Activity within the Australia division remains steady with asset utilization and rising rates delivering attractive returns.



We expect the increased and expedited investment in major infrastructure projects, specifically in Canada and the United States, will be a driver of increased utilization and growth of this area of our business.

In support of strong end-market activity, backed by our robust sales opportunity pipeline, we anticipate making a renewed commitment to opportunistic investments in this segment of the business.

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The growth and success of our WFS business is underpinned by meaningful and long-standing Indigenous partnerships that we foster to the shared benefit of our business, partners and network.

Our long-term relationship with the upstream, midstream, and downstream sectors of the oil and gas industry remains strong.

LODGELINK

END-TO-END WORKFORCE TRAVEL SOLUTIONS

LodgeLink leverages Black Diamond Group's extensive knowledge of remote workforce travel and logistics to support businesses with their end-to-end workforce travel management.

LodgeLink gross revenue five-year compounding annual growth rate (CAGR) of 44%

~ 18,000 properties & 1,700,000 + rooms available for booking

Extensive travel network solutions across North America

Trusted by 1000+ unique corporate customers

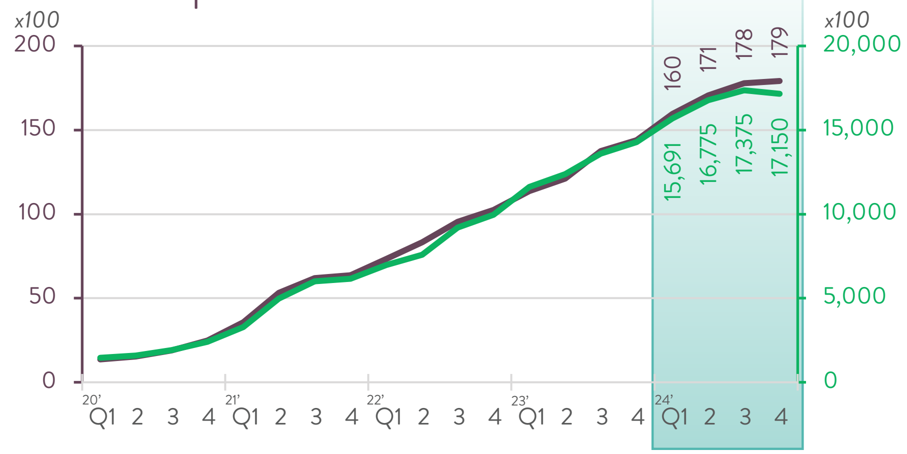
LODGELINK

In 2025, we will continue investing in and scaling the LodgeLink platform to underpin the exponential growth we've seen and expect to see continue.

The LodgeLink platform solves our clients' challenges related to logistics, cost- management, and the administration of workforce travel. We do this using our innovative software to mitigate the inefficiencies and to speed up the booking, editing, cost tracking, reconciliation, payment, and billing cycle for our business customers.

The platform has over ~18,000 active hotel and lodging properties, and hundreds of unique corporate customers and their thousands of crew members accessing the marketplace. In 2024, we handled over 517,000 room night transactions generating $94.8 million of gross bookings‡ up 21% year over year and $11.4million of net revenue, which is up 16% year-over-year.

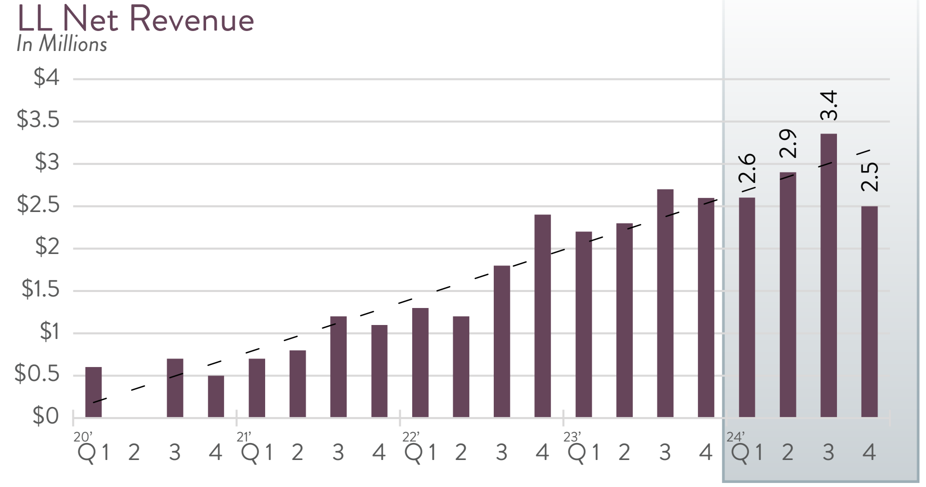
LL Total Properties & Rooms Listed

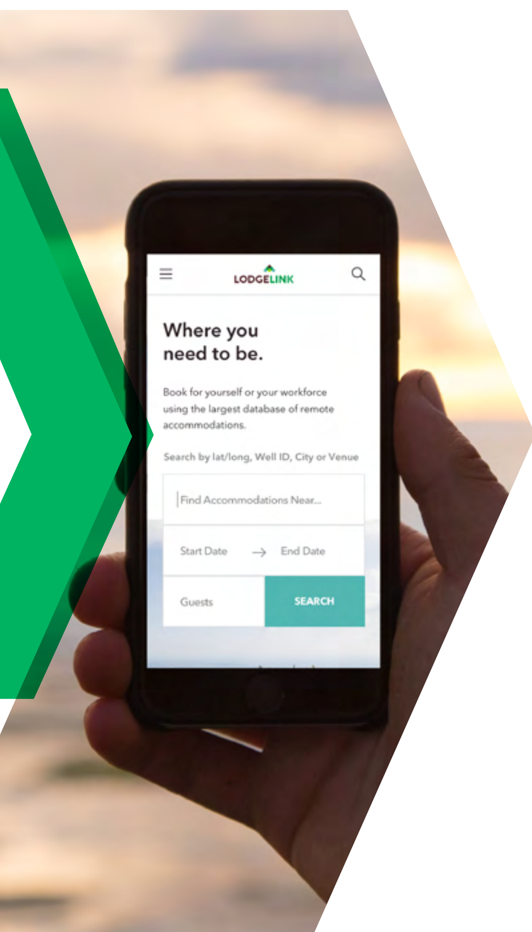


According to the Global Business Travel Association's (GBTA) July 2024 forecast, global business travel is expected to reach ~$1.5 trillion USD in 2024. Specifically, the opportunity for workforce travel is significant with an estimated ~$75 billion USD addressable market. We believe the LodgeLink ecosystem offers meaningful value through reduced costs, increased spend control and enhanced cash cycles. The value proposition will enable us to continue to grow significantly as we expand market coverage, offer increasing capacity on the supply side of the marketplace, and more powerful software tools, features, and analytics. Throughout 2025 we will bolster investment in the LodgeLink platform with a focus on product development both to support continued strong growth but also to further differentiate our value proposition.

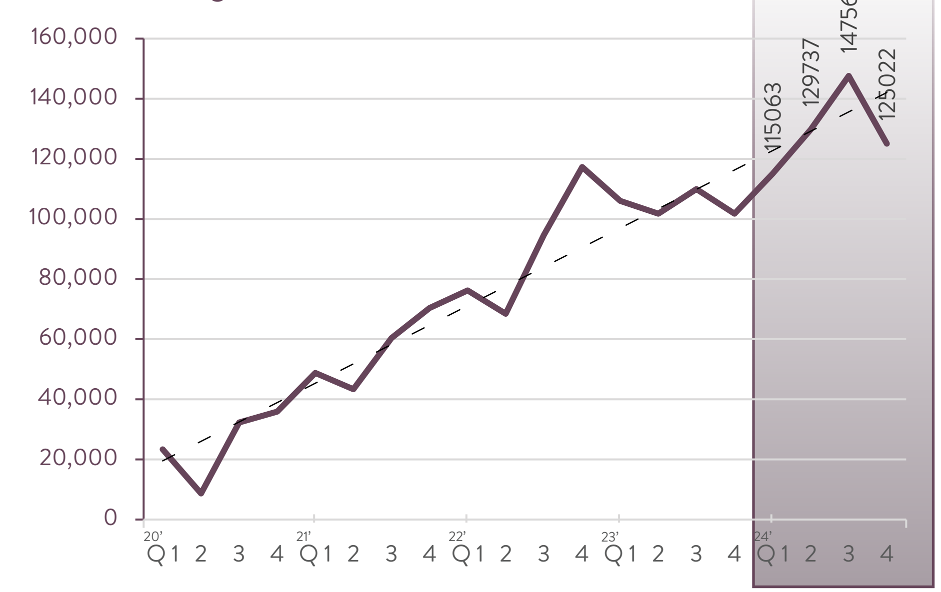
LL Net Revenue

In Millions



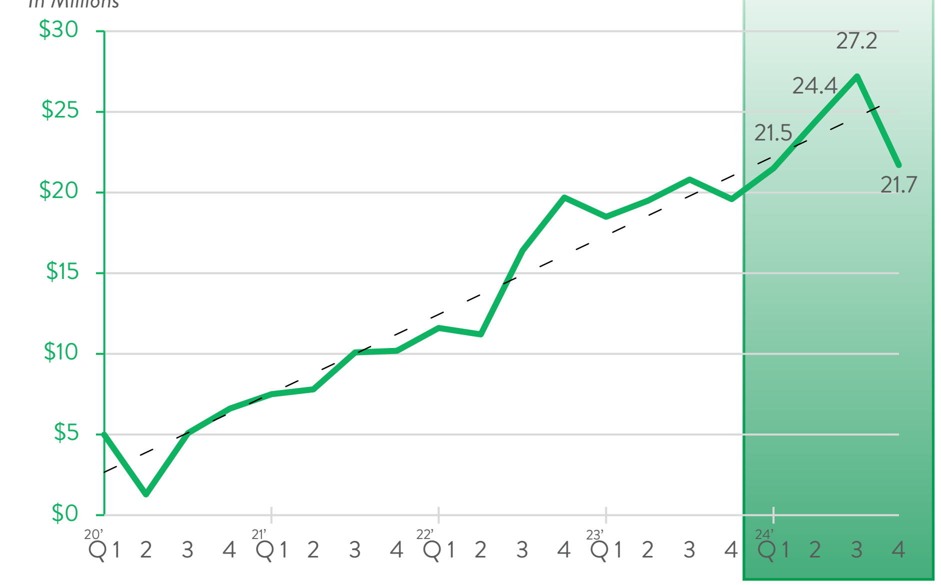


LL Room Nights Sold



LL Gross Bookings‡

In Millions



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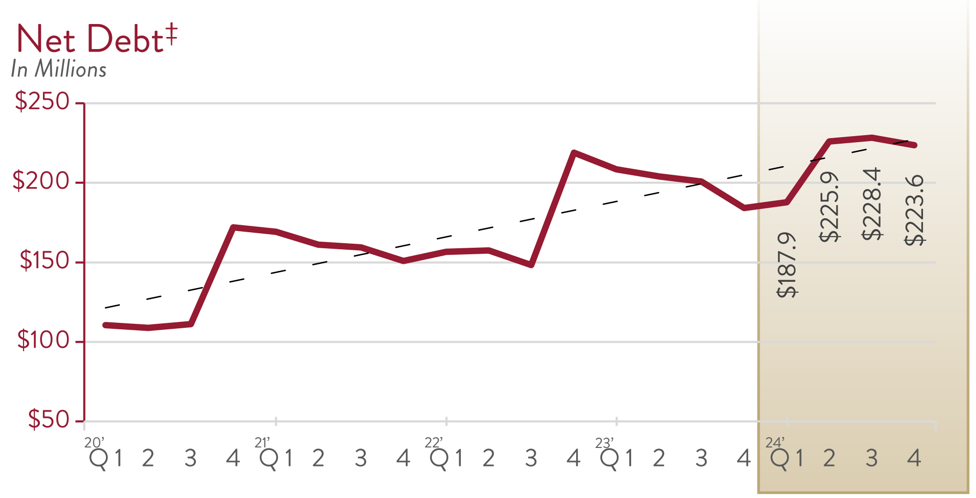
FINANCIAL POSITION

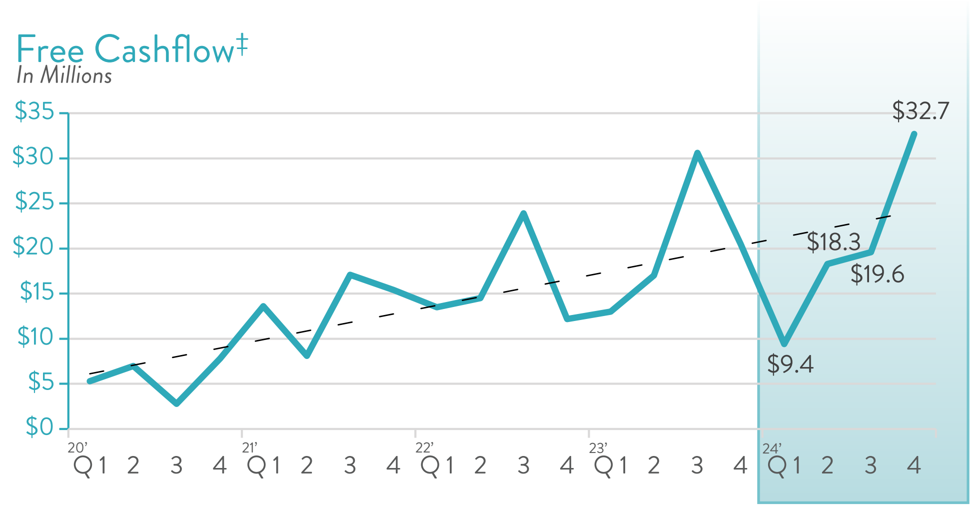
The Company remains in a very strong financial position and will continue investing in support of our further growth.

The Company is in a strong financial position with stable free cash flow generation, a strong balance sheet and ample available liquidity.

We utilize an Asset-Based Lending Facility (ABL), which allows us to borrow against the appraised liquidation value of certain assets. The facility size is $425.0 million. As of December 31st, 2024, we had Net Debt‡ of $223.6 million and available liquidity of ~$103.1 million. We paid an average annual interest rate of 6.0% in 2024 and have swapped nearly a third of the amount drawn to lock in low interest rates for a number of years.



With Free Cashflow‡ of $79.9 million for full year 2024 and the excess liquidity on our debt facilities, the Company remains in a very strong financial position, with the ability to fund further growth.



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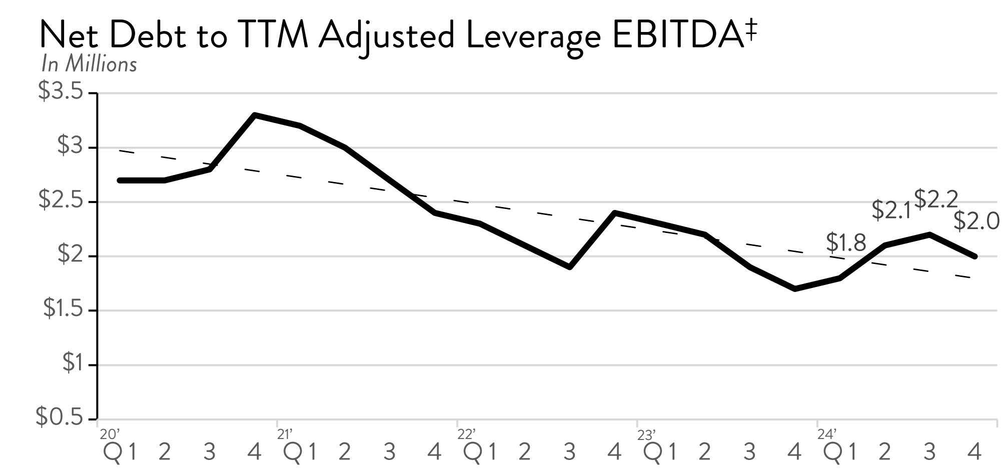
We are disciplined in our capital allocation methodology and view our investable cashflow as EBITDA minus ROU, dividends, cash taxes, plus the NBV on the sale of assets. We then allocate for investment favoring addition of new fleet assets where the hurdle return on investment is achieved based on trailing average utilization and rental rates for the same asset class within the local market. Likewise, we repurchase shares of BDI when the multiple offered is below our threshold based on comparable businesses and other factors. This prudent approach ensures we realize strong returns for new capital invested.



PEOPLE, PARTNERS, COMMUNITY & VALUES

At Black Diamond, Our Way is to Create A Better Way and we know integrity and trust are key to our success and that keeping a safety-first mindset is critical in everything we do.

While the multi-year growth rates and key performance indicators across the Company continue to be record-setting in many respects, what truly differentiates Black Diamond and allows us to successfully execute our strategy and consistently deliver profitable returns is our high-performing team and unique approach to conducting our business. We truly believe that culture is the outcome of our core values as expressed through our collective behaviour and prize the characteristics of: Dependability, Respect, Collaboration, Innovation, Creativity and Determination.

We intentionally say We at Black Diamond and refer to ourselves as a Company as it implies people coming together, and while it primarily refers to the employees of Black Diamond it also includes our broad network of suppliers, partners, customers, and communities in which we operate.

For many years we have been an active participant in initiatives that impact the communities where we live and work, with sport, families and youth typically taking centre stage. We are proud to support impactful initiatives that align with our values such as our collaboration with the Canada's Sports Hall of Fame as Presenting Sponsor of the Indigenous Sports Heroes Education Experience. We actively engage our employees in our community giving efforts through charitable activities, fundraising, and volunteer initiatives as we know that is how we make the biggest impact and elevate our collective efforts.

We are passionate about doing good in the communities where we live and work.

BUSINESS SUMMARY & VISION FOR THE FUTURE

We are proud of our twenty-one years of focused progress and remarkable accomplishments, but we also have our sight set on the future.

At Black Diamond Group, we have a vision for the future rooted in our assessment of the macro-economic landscape, markets and geographies we operate in. We take a unique approach to our long range strategic planning that's led to an exceptional outcome in terms of targets set – and ultimately achieved. We set measurable objectives and are disciplined in our execution to drive us towards these goals.

Our accountability processes, and ability to make data-based decisions with transparency at the centre of our operations has been key to our success. We are entrepreneurial and innovative, yet vigilant of risk and have the necessary processes and tools to manage and mitigate it. Our vision is to build a world-class Company that is a leading provider of modular space solutions, remote and temporary accommodations and B2B workforce travel solutions.

We will:

- Deliver best-in-class life cycle return on our modular assets through the disciplined management of all aspects of build, maintenance, utilization, refurb, and sale.
- Provide subject matter expertise for the deployment and use of modular structures in specialized applications such as remote accommodation, education, office spaces, etc.
- Provide sophisticated services such as facility management, hospitality, project management, site services, and continue to deliver new and innovative value-added products.
- Provide a best-in-class ecosystem for the complicated logistics of full cycle workforce travel by further enhancing our platform solution to resolve this significant problem for industrial customers in all verticals.
- Create significant value for all stakeholders by generating a robust return on capital well in excess of our cost of capital.
- Recognize and reward fairly those who contribute to our success and continue to invest in the professional development and career growth of our high-performing team members.
- Contribute to the communities and networks that support us and endeavor to leave them better than we found them.

We have outlined the value proposition, market conditions, and market positioning strategies of the Company, which we believe are vital to our performance as a business, and we have a clear vision of the future.

We will grow our MSS business in terms of fleet size, but also in terms of VAPS, innovative new products, increasing rates, and effective operational excellence.

We will unlock the operating leverage in our WFS business by increasing utilization of our substantial asset base through greater geographic and end market diversification.

We will scale our transformational workforce travel platform as it becomes *the* ecosystem for complex workforce travel and logistics.

And, we have and will continue to enhance our values-based culture where the customer, supplier, employee, community, and shareholders contribute and receive value from everything we do.

Respectfully,

Trevor Haynes
Chairman & Chief Executive Officer

ONWARD, FORWARD!

FORWARD-LOOKING STATEMENTS

Certain information set forth in this report contains forward-looking statements including, but not limited to, management's assessment of Black Diamond's future operations and what may have an impact on them, financial performance, business prospects and opportunities, changing operating environment including changing activity levels, effects on demand and performance based on the changing operating environment, consideration of future dividend increases, amount of revenue anticipated to be derived from current contracts, anticipated debt levels, economic life of the Company's assets, future growth, future shareholder returns and profitability of the Company and realization of the anticipated benefits of acquisitions and sales. With respect to the forward-looking statements in this report, Black Diamond has made assumptions regarding, among other things: future commodity prices, that Black Diamond will continue to raise sufficient capital to fund its business plans in a manner consistent with past operations, that counter parties to contracts will perform the contracts as written and that there will be no unforeseen material delays in contracted projects. Although Black Diamond believes that the expectations reflected in the forward-looking statements contained in this report, and the assumptions on which such forward-looking statements are made, are reasonable, there can be no assurances that such expectations or assumptions will prove to be correct. Readers are cautioned that assumptions used in the preparation of such statements may prove to be incorrect. Events or circumstances may cause actual results to differ materially from those predicted, as a result of numerous known and unknown risks, uncertainties and other factors, many of which are beyond the control of Black Diamond. These risks include, but are not limited to: volatility of industry conditions, dependence on agreements and contracts, competition, credit risk, information technology systems and cyber security, vulnerability to market changes, operating risks and insurance, weakness in industrial construction and infrastructure developments, weakness in natural resource industries, access to additional financing, dependence on suppliers and manufacturers, reliance on key personnel, and workforce availability. The risks outlined above should not be construed as exhaustive. Additional information on these and other factors that could affect Black Diamond's operations and financial results are included in Black Diamond's annual information form for the year ended December 31, 2024 and other reports on file with the Canadian Securities Regulatory Authorities which can be accessed on Black Diamond's profile on SEDAR+. Readers are cautioned not to place undue reliance on these forward- looking statements. Furthermore, the forward-looking statements contained in this report are made as at the date of this report and Black Diamond does not undertake any obligation to update or revise any of the forward-looking statements, except as may be required by applicable securities laws.

NON-GAAP FINANCIAL MEASURES: ADJUSTED EBITDA

Adjusted EBITDA is not a measure recognized under IFRS and does not have standardized meanings prescribed by IFRS. Adjusted EBITDA refers to consolidated earnings before finance costs, tax expense, depreciation, amortization, accretion, foreign exchange, share-based compensation, acquisition costs, non-controlling interests, share of gains or losses of an associate, write-down of property and equipment, impairment, non-recurring costs, and gains or losses on the sale of non-fleet assets in the normal course of business.

Black Diamond uses Adjusted EBITDA primarily as a measure of operating performance. Management believes that operating performance, as determined by Adjusted EBITDA, is meaningful because it presents the performance of the Company's operations on a basis which excludes the impact of certain non-cash items as well as how the operations have been financed. In addition, management presents Adjusted EBITDA because it considers it to be an important supplemental measure of the Company's performance and believes this measure is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

Adjusted EBITDA has limitations as an analytical tool, and readers should not consider this item in isolation, or as a substitute for an analysis of the Company's results as reported under IFRS. Some of the limitations of Adjusted EBITDA are:

- Adjusted EBITDA excludes certain income tax payments and recoveries that may represent a reduction or increase in cash available to the Company;
- Adjusted EBITDA does not reflect the Company's cash expenditures, or future requirements, for capital expenditures or contractual commitments;
- Adjusted EBITDA does not reflect changes in, or cash requirements for, the Company's working capital needs;
- Adjusted EBITDA does not reflect the significant interest expense, or the cash requirements necessary to service interest payments on the Company's debt;
- Depreciation and amortization are non-cash charges, thus the assets being depreciated and amortized will often have to be replaced in the future and Adjusted EBITDA does not reflect any cash requirements for such replacements;
- Other companies in the industry may calculate Adjusted EBITDA differently than the Company does, limiting its usefulness as a comparative measure.

Because of these limitations, Adjusted EBITDA should not be considered as a measure of discretionary cash available to invest in the growth of the Company's business. The Company compensates for these limitations by relying primarily on the Company's IFRS results and using Adjusted EBITDA only on a supplementary basis. A reconciliation to profit (loss), the most comparable GAAP measure, is provided to the right.

Return on assets ("ROA") is calculated as annualized Adjusted EBITDA divided by average net book value of Property and Equipment. Annualized Adjusted EBITDA is calculated by multiplying Adjusted EBITDA for the Quarter and Comparative Quarter by an annualized multiplier. Management believes that ROA is a useful financial measure for investors in evaluating operating performance for the periods presented. When read in conjunction with our profit (loss) and property and equipment, two GAAP measures, it provides investors with a useful tool to evaluate Black Diamonds ongoing operations and management of assets from period-to-period.

YTD ($ millions, except as noted)	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Profit (loss)	(7.5)	(3.5)	20.4	26.4	30.4	25.7
Add:						
Depreciation and amortization	39.3	33.0	35.2	35.2	44.2	49.0
Finance costs	7.6	5.7	6.0	8.9	14.1	15.3
Share-based compensation	3.1	2.9	3.3	4.9	6.2	5.6
Non-controlling interest	0.4	1.1	1.4	1.9	1.1	1.6
Current income taxes	-	0.4	0.1	0.4	0.2	1.1
Gain on sale of real estate assets and other	-	-	(0.6)	-	-	-
Deferred income taxes	(6.2)	(0.9)	(1.8)	11.4	8.9	10.4
Debt Retirement Costs	2.4	-	-	-	-	-
Impairment Loss or (Reversal)	-	-	-	(6.3)	-	-
Non-recurring items						
Acquisition Costs	0.2	1.9	-	1.2	-	0.6
ERP implementation and related costs (1)	-	-	-	-	1.5	4.0
Adjusted EBITDA	39.3	40.6	64.0	84.0	106.6	113.3
Adjusted EBITDA by segment						
MSS	24.9	29.4	46.8	54.4	72.7	77.8
WFS	25.7	22.1	34.6	50.5	59.1	58.1
Corporate	(11.3)	(10.9)	(17.4)	(20.9)	(25.2)	(22.6)
Adjusted EBITDA	39.3	40.6	64.0	84.0	106.6	113.3
Average net book value of property and equipment						
MSS	147.2	196.5	255.9	286.5	367.4	411.1
WFS	159.4	163.8	150.3	142.5	152.4	151.5
Corporate	16.2	16.5	16.2	14.6	15.3	16.1
Consolidated average NBV of property and equipment	322.8	376.8	422.4	443.6	535.0	578.7
Return on Assets						
MSS	17%	15%	18%	19%	20%	19%
WFS	16%	14%	23%	35.6%	39%	38%
Corporate	-70%	-66%	-107%	-143%	-196%	-140%
Consolidated Return on Assets	12%	11%	15%	19%	19%	20%

(1) This relates to the corporate structure reorganization costs that have been incurred in preparation of a new ERP system.

NON-GAAP FINANCIAL MEASURES: NET DEBT TO TTM ADJUSTED LEVERAGE EBITDA

Net debt to TTM Adjusted Leverage EBITDA is a non-GAAP financial ratio which is calculated as Net Debt divided by trailing twelve months Adjusted Leverage EBITDA. Net Debt, a non-GAAP financial measure, is calculated as long-term debt minus cash and cash equivalents.

A reconciliation to long-term debt, the most comparable GAAP measure, is provided to the right. Black Diamond uses this ratio primarily as a measure of operating performance and leverage. Management believes this ratio is an important supplemental measure of the Company's performance and believes this measure is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures.

In the June 30, 2022 Quarter, Net Debt to TTM Adjusted EBITDA was renamed Net Debt to TTM Adjusted Leverage EBITDA, to provide further clarity on the composition of the denominator to include pre-acquisition estimates of EBITDA from business combinations.

Management believes including the additional information in this calculation helps provide information of the impact of trailing operations from business combinations on the Company's leveraged position.

	2021				**2022**				**2023**				**2024**			
QTD ($ millions, except as noted)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Profit	2.7	1.3	5.7	10.7	4.0	4.0	9.0	9.4	4.4	4.6	13.6	7.8	1.5	7.5	7.4	9.3
Add:																
Depreciation and amortization	8.1	8.8	9.4	8.9	8.6	8.8	9.2	8.6	9.8	10.6	12.6	11.2	10.7	11.1	12.6	14.6
Finance costs	1.3	1.6	1.5	1.7	1.5	1.7	2.1	3.6	2.9	3.7	3.7	3.7	3.8	3.4	4.3	3.8
Share-based compensation	0.6	0.8	1.0	1.0	1.2	1.1	1.3	1.3	2.2	1.3	1.6	1.1	1.5	1.6	1.2	1.3
Non-controlling interest	0.2	0.4	0.4	0.4	0.5	0.5	0.5	0.4	0.3	0.3	0.2	0.3	0.3	0.4	0.4	0.5
Current income taxes	-	-	-	0.1	-	0.4	-	0.1	-	0.1	-	0.1	0.2	-	-	0.9
Gain on sale of real estate assets and other	-	-	-	(0.7)	-	-	-	-	-	-	-	-	-	-	-	-
Deferred income taxes	0.4	0.6	1.7	(4.6)	2.1	1.7	3.9	3.7	1.8	1.9	4.8	0.4	0.3	2.1	2.6	5.4
Impairment Loss or (Reversal)	-	-	-	-	-	-	-	(6.3)	-	-	-	-	-	-	-	-
Non-recurring items																
Acquisition Costs	-	-	-	-	-	-	-	1.2	-	-	-	-	0.6	-	-	-
ERP implementation and related costs (1)	-	-	-	-	-	-	-	-	-	-	-	1.5	0.5	1.8	0.3	1.4
Adjusted EBITDA	13.3	13.5	19.7	17.5	17.9	18.2	26.0	22.0	21.4	22.5	36.5	26.1	19.4	27.9	28.8	37.2
Acquisition pro-forma adjustments	-	-	-	-	1.5	2.2	2.3	0.5	-	-	-	-	-	-	-	-
Adjusted Leveraged EBITDA	13.3	13.5	19.7	17.5	19.4	20.4	28.3	22.5	21.4	22.5	36.5	26.1	19.4	27.9	28.8	37.2
TTM Adjusted Leveraged EBITDA	52.4	53.5	59.7	64.0	68.6	73.3	79.6	90.6	92.6	94.7	103.0	106.6	104.6	110.0	102.2	113.3
Long Term Debt	172.2	164.5	164.6	155.6	160.5	163.9	160.6	226.9	214.8	219.2	206.1	190.4	199.8	239.7	243.2	235.7
Current Portion of Long Term Debt	-	-	-	-	-	-	-	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	1.2
Cash and Cash equivalents	3	3.4	5.1	4.6	3.9	6.4	12.3	8.3	6.5	15.4	5.6	6.5	12.2	14.1	15.1	13.3
Net Debt	169.2	161.1	159.5	151.0	156.6	157.5	148.3	218.9	208.6	204.1	200.8	184.2	187.9	225.9	228.4	223.6
Net Debt to annualised adjusted leveraged EBITDA	3.2	3.0	2.7	2.4	2.3	2.1	1.9	2.4	2.3	2.2	1.9	1.7	1.8	2.1	2.2	2.0

(1) This relates to the corporate structure reorganization costs that have been incurred in preparation of a new ERP system.

NON-GAAP FINANCIAL MEASURES:
FUNDS FROM OPERATIONS & FREE CASH FLOW

Funds from Operations is calculated as the cash flow from operating activities, the most comparable GAAP measure, excluding the changes in non-cash working capital. Management believes that Funds from Operations is a useful measure as it provides an indication of the funds generated by the operations before working capital adjustments. Changes in long-term accounts receivables and non-cash working capital items have been excluded as such changes are financed using the operating line of Black Diamond's credit facilities. A reconciliation to cash flow from operating activities, the most comparable GAAP measure, is provided below.

Free Cash flow (FCF) is calculated as Funds from Operations minus maintenance capital, net interest paid (including lease interest), payment of lease liabilities, net current income tax expense (recovery), distributions declared to non-controlling interest, dividends paid on common shares and dividends paid on preferred shares plus net current income taxes received (paid). Management believes that Free Cash flow is a useful measure as it provides an indication of the funds generated by the operations before working capital adjustments and other items noted below. Management believes this metric is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in industries with similar capital structures. A reconciliation to cash flow from operating activities, the most comparable GAAP measure, is provided below.

	2021				2022				2023				2024			
QTD ($ millions, except as noted)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Net cash flows from operating activities:																
Add/(deduct):	13.5	19.7	17.5	20.4	13.0	24.0	27.3	6.4	31.6	32.7	33.5	35.1	22.5	27.3	31.4	30.2
Change in long-term accounts receivable	(0.3)	(0.2)	0.1	(0.2)	1.3	0.5	(2.5)	0.1	(0.2)	(0.2)	0.5	0.5	(0.5)	(1.1)	1.1	1.9
Change in non-cash working capital relating to operating activities	4.1	(5.2)	5.8	1.4	4.9	(4.5)	5.9	14.5	(10.0)	(6.5)	5.2	(5.5)	(2.6)	3.7	(1.3)	12.0
Funds from operations	17.3	14.3	23.4	21.6	19.2	20.0	30.7	21.0	21.4	26.0	39.2	30.1	19.4	29.9	31.2	44.1
Add/(deduct):																
Maintenance capital	(1.0)	(2.8)	(3.1)	(2.4)	(1.6)	(1.5)	(1.9)	(2.6)	(2.3)	(2.0)	(1.8)	(2.2)	(2.7)	(3.4)	(3.2)	(3.3)
Net interest paid (including lease interest)	(1.3)	(1.5)	(1.4)	(1.4)	(1.4)	(1.6)	(2.1)	(3.2)	(2.8)	(3.6)	(3.6)	(3.5)	(3.6)	(3.7)	(4.2)	(3.7)
Payment of lease liabilities	(1.3)	(1.7)	(1.6)	(1.6)	(1.6)	(1.6)	(1.7)	(1.8)	(1.8)	(1.9)	(2.0)	(2.1)	(2.1)	(2.1)	(2.4)	(2.5)
Net current income tax expense (recovery)	-	-	-	0.1		0.4		0.1	-	-	-	0.1	0.2	-	-	-
Net current income taxes received (paid)	-	-	-	0.1	-	-	-	-	-	-	-	-	-	-	-	0.9
Distributions declared to non-controlling interest	-	-	-	(0.1)	(0.2)	(0.2)	(0.1)	(0.3)	(0.3)	(0.3)	-	(0.7)	-	(0.6)	-	(1.0)
Dividends paid on preferred shares	(0.1)	(0.2)	(0.2)	(0.2)	(0.2)	(0.1)	(0.1)	(0.1)	-	-	-	-	-	-	-	-
Dividends paid on common shares	-	-	-	(0.7)	(0.7)	(0.9)	(0.9)	(0.9)	(1.2)	(1.2)	(1.2)	(1.2)	(1.8)	(1.8)	(1.8)	(1.8)
Free Cashflow ("FCF")	13.6	8.1	17.1	15.4	13.5	14.5	23.9	12.2	13.0	17.0	30.6	20.5	9.4	18.3	19.6	32.7

NON-GAAP FINANCIAL MEASURES:
GROSS BOOKINGS

Gross bookings, a non-GAAP measure, is total revenue billed to the customer which includes all fees and charges.

Net Revenue, a GAAP measure, is Gross Bookings less costs paid to suppliers. Revenue from bookings at third party lodges and hotels through LodgeLink are recognized on a net revenue basis. LodgeLink is an agent in the transaction as it is not responsible for providing the service to the customer and does not control the service provided by a supplier. Net Revenue is provided below.

Management believes this ratio is an important supplemental measure of LodgeLink's performance and cash generation and believes this ratio is frequently used by interested parties in the evaluation of companies in industries with similar forms of revenue generation.

Net Revenue Margin is calculated by dividing Net Revenue by Gross Bookings for the period. Net Revenue Margin is provided below.

Management believes this ratio is an important supplemental measure of LodgeLink's performance and profitability and believes this ratio is frequently used by interested parties in the evaluation of companies in industries with similar forms revenue generation where companies act as agents in transactions.

	2021				2022				2023				2024			
QTD ($ millions, except as noted)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Net Revenue	0.7	0.8	1.2	1.1	1.3	1.2	1.8	2.4	2.2	2.3	2.7	2.6	2.6	2.9	3.4	2.5
Costs paid to Suppliers	6.8	7.0	8.9	9.1	10.3	10	14.6	17.3	16.3	17.2	18.1	17.0	18.9	21.5	23.8	19.2
Gross Revenue	7.5	7.8	10.1	10.2	11.6	11.2	16.4	19.7	18.5	19.5	20.8	19.6	21.5	24.4	27.2	21.7
Net Revenue Margin	9%	10%	12%	11%	11%	11%	11%	12%	12%	12%	13%	13%	12%	12%	13%	12%