



Investor Update



OUR WAY IS TO CREATE A BETTER WAY

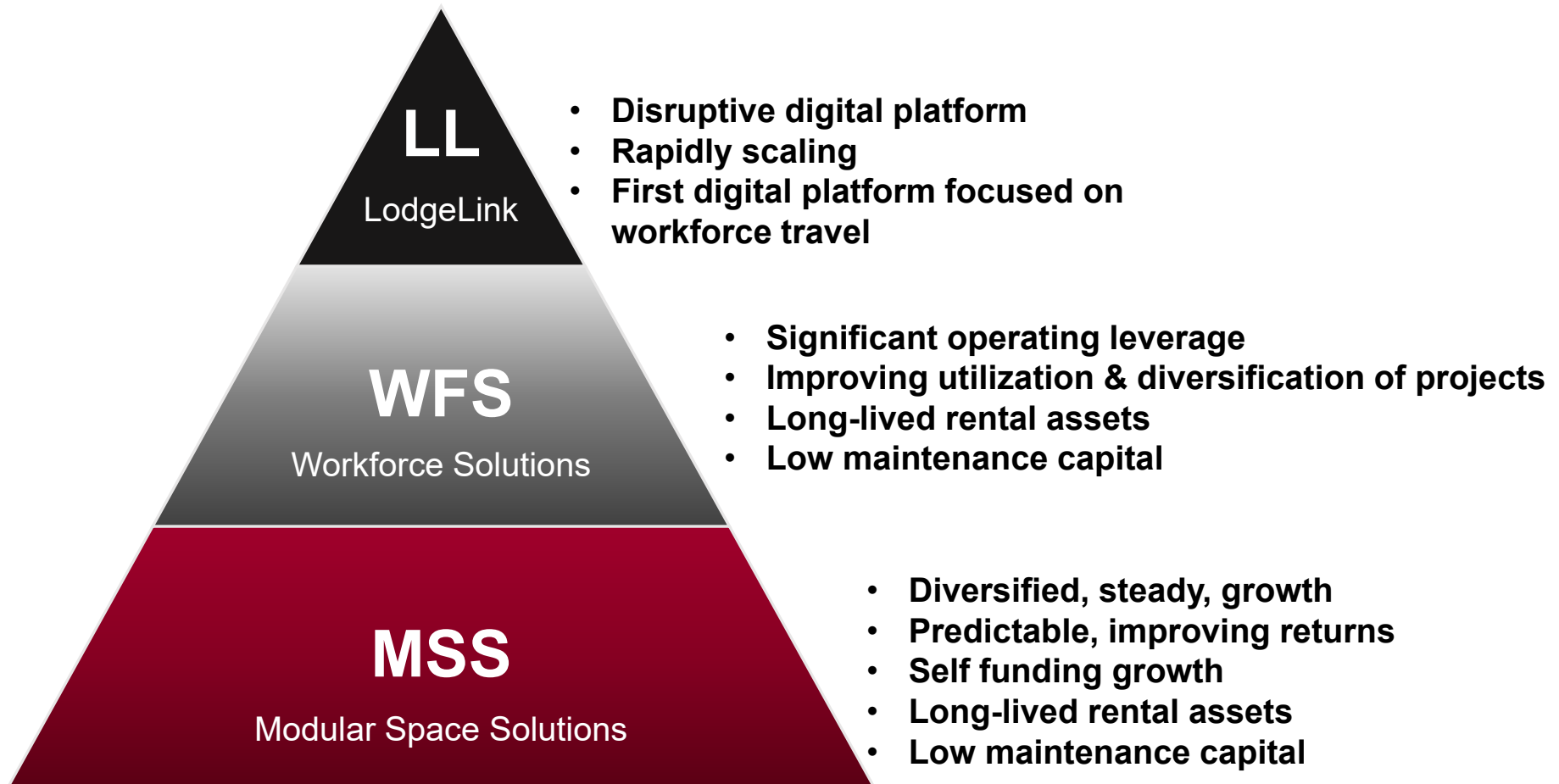
June 2020

Investor Relations | investor@blackdiamondgroup.com

Forward Looking Statements



This presentation contains forward-looking statements. The use of the words “anticipate”, “continue”, “estimate”, “expect”, “will”, “project”, “should”, “believe”, “intend” and similar expressions identify forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. Management believes the expectations reflected in those forward-looking statements are reasonable but cannot give any assurance these expectations will prove to be correct. Additional information on risk 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, 2019 and other reports on file with the Canadian Securities Regulatory Authorities which can be accessed on SEDAR. Readers are cautioned not to place undue reliance on these forward-looking statements. Furthermore, the forward-looking statements contained in this presentation are made as at the date of this presentation 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.



Black Diamond Group - Who We Are



Specialty rentals and industrial services provider organized into two business units

MSS:

Modular Space Solutions

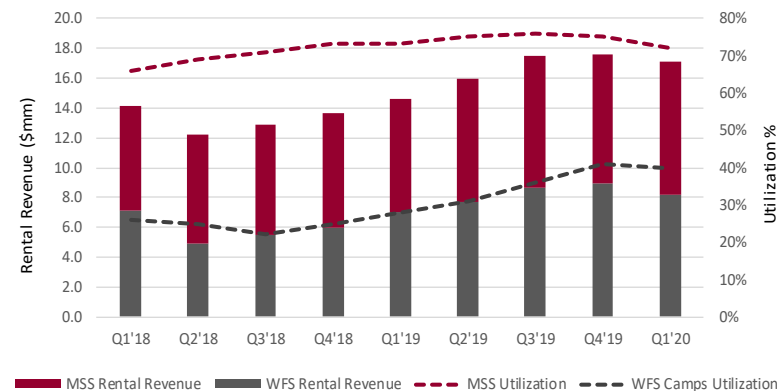
- Diversified Rental
- Custom, Major Project or Used Sales
- Ancillary, Value Added Products & Services (VAPS)

WFS:

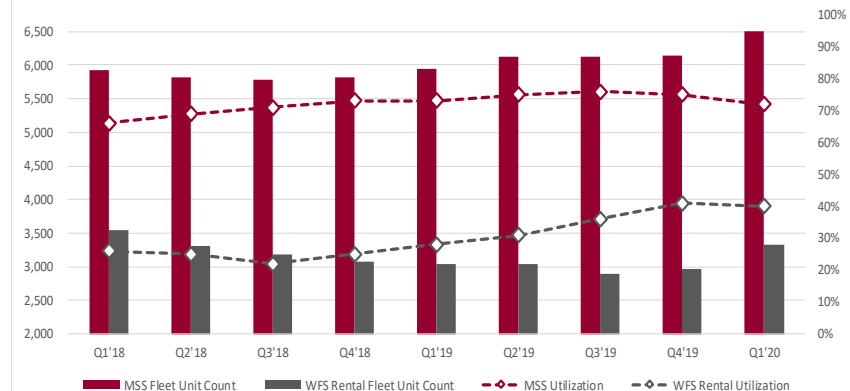
Workforce Solutions

- Camps Rental
- Lodging
- Energy Services
- Australia
- LodgeLink

Consolidated Rental Revenue & Utilization



Rental Fleet Count and Utilization



Operating Overview



Modular Space Solutions (MSS)

6,503 Units ¹

Camps Rental (WFS)

3,330 Units¹

Consolidated Rentable Square Feet

~5.1 mm

77,982 TTM LodgeLink Bookings ²

\$41.1 mm TTM Adjusted EBITDA ^{1,2,3}

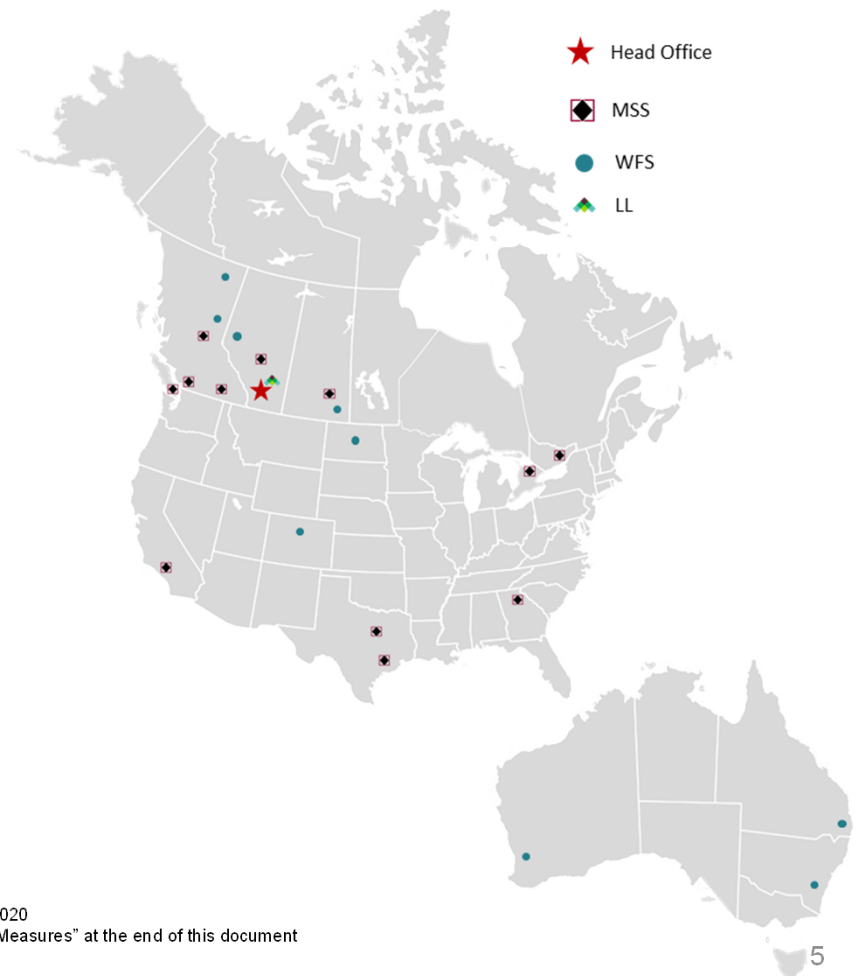
\$349 mm PP&E Book Value ¹

1. Source data: Q1 2020 Financial Statements, Management, Discussion and Analysis

2. As at March 31, 2020

3. See "Non-GAAP Measures" at the end of this document

Market Presence



Current Volatility & COVID-19 Response



Proactive Measures - Operations

- Increasing the cleaning regimen and number of sanitizing stations at facilities.
- Pre-screening all guests and visitors.
- Providing separation in facilities and dining rooms in accordance with recommended social distancing protocols.
- Eliminating buffets and replacing with pre-packaged meals.

Proactive Measures - Corporate

- Ample liquidity of ~\$80 million through covenant light, four-year committed, ABL credit facility.
- Monitoring and managing counter-party credit and collections in anticipation of slowing payables by customers.
- Deferring new growth capex and fleet orders planned for 2H/2020.

Potential Opportunities

- Have secured projects throughout our platform as customers are looking for facilities and additional space to comply with social distancing measures.
- Continuing to see requests throughout our platform for MSS and WFS assets for distancing, isolation and sanitization/washing.

As an Essential Service we have continued to operate throughout the COVID-19 crisis in partnership with our Essential Services customers

COVID-19 Essential Services



Currently, roughly 200 units on rent across 87 different customers for:

Social distancing/isolation requirements

- Work sites
- Lunch rooms
- Administration areas
- Dormitories at correctional facilities
- Quarantine facilities
- Visitation facilities



PARC Retirement Family Meetup Centres



PARC Retirement Family Meetup Centres

Testing & sanitization facilities

- Remote testing
- Hand wash stations
- Showers & lavatories

Geographies

- Canada
- Australia
- U.S.



Indigenous Services Canada

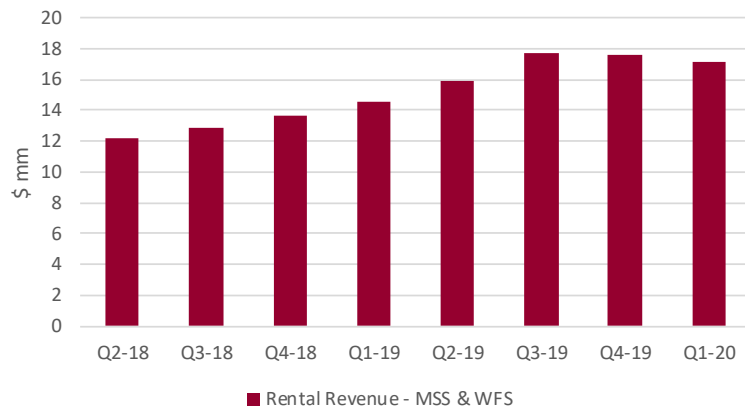


Grey Bruce Hospital

Diversified, High-Quality Cash Flow Streams

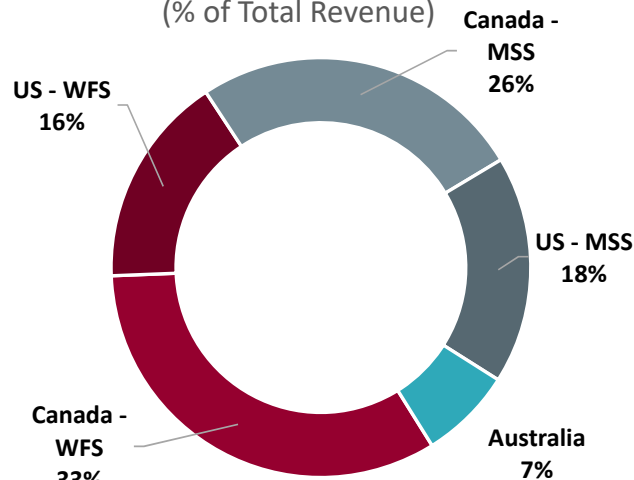


Consolidated Rental Revenue

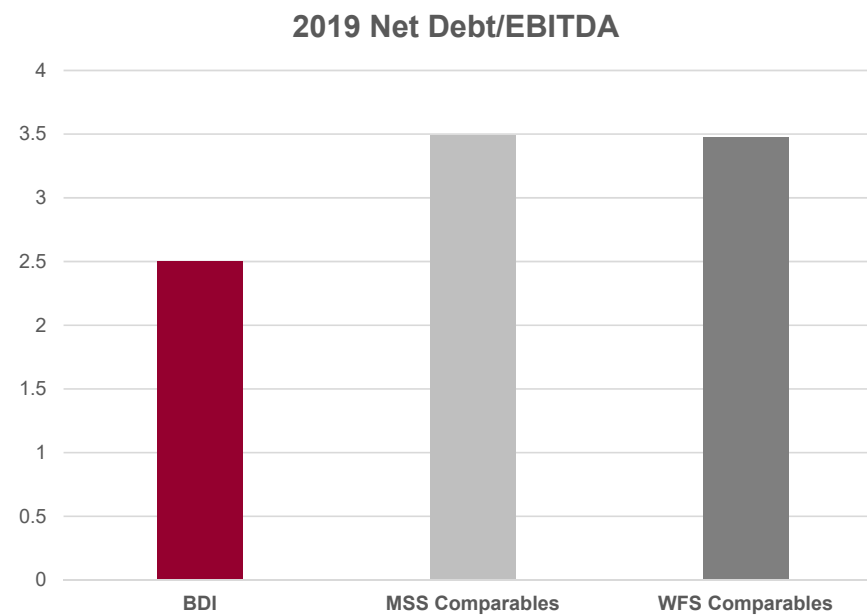
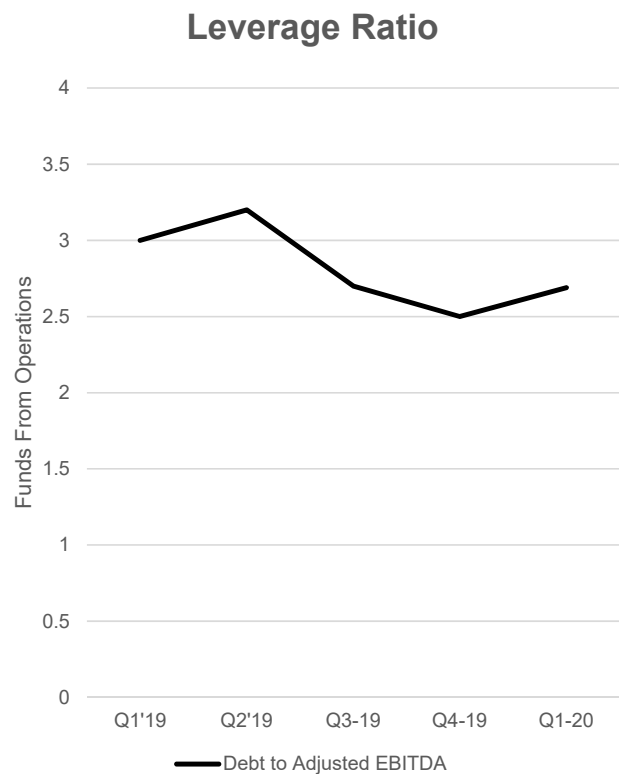


- Consolidated rental revenue has shown steady growth and stability.

Mar 31, 20 TTM Geographical Diversification
(% of Total Revenue)



- ~65% of revenue generated outside of western Canadian energy sector
- Diversification geographically and by industry segment



Source: Factset

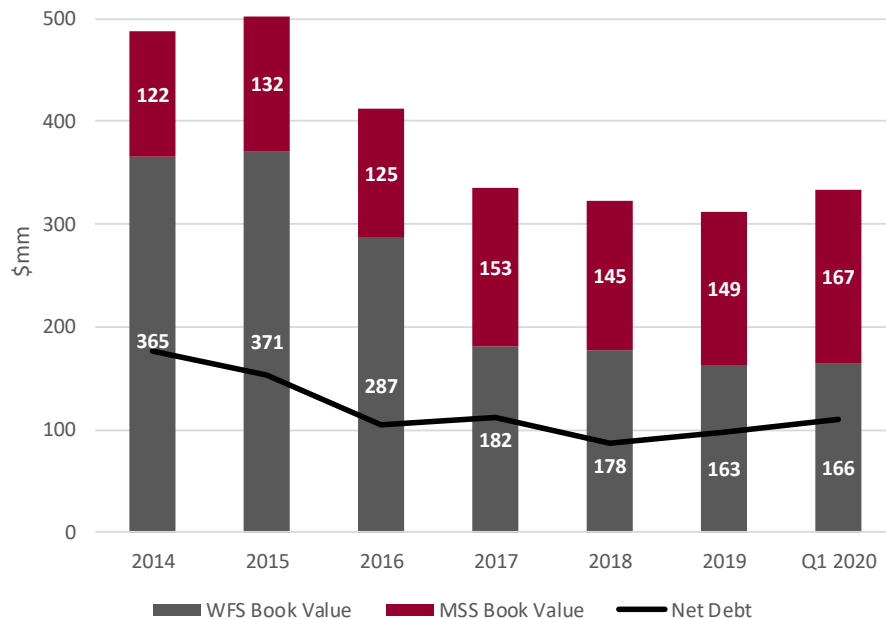
MSS Comparables: MINI, MGRC, GFN, WSC
WFS Comparables: CVEO, HNL, TH

Significant Asset Coverage Against Debt

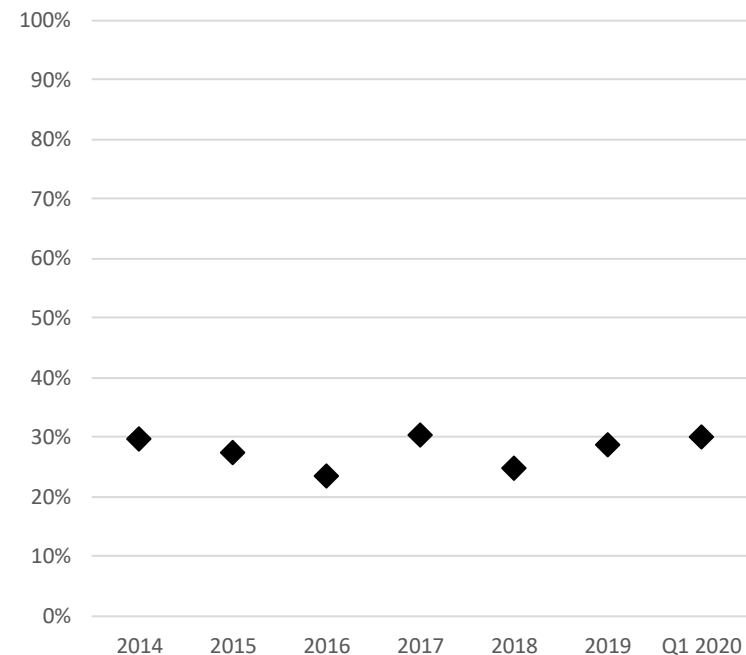


- Net debt¹ remains well below hard asset coverage on a net book value basis
- In October 2019 secured a four-year committed \$200 million asset-based lending facility
- Q1/2020 liquidity of ~\$80 million

Net Debt Vs Net Book Value
of Fleet Assets



Net Debt as a % of
NBV of Fleet and WC

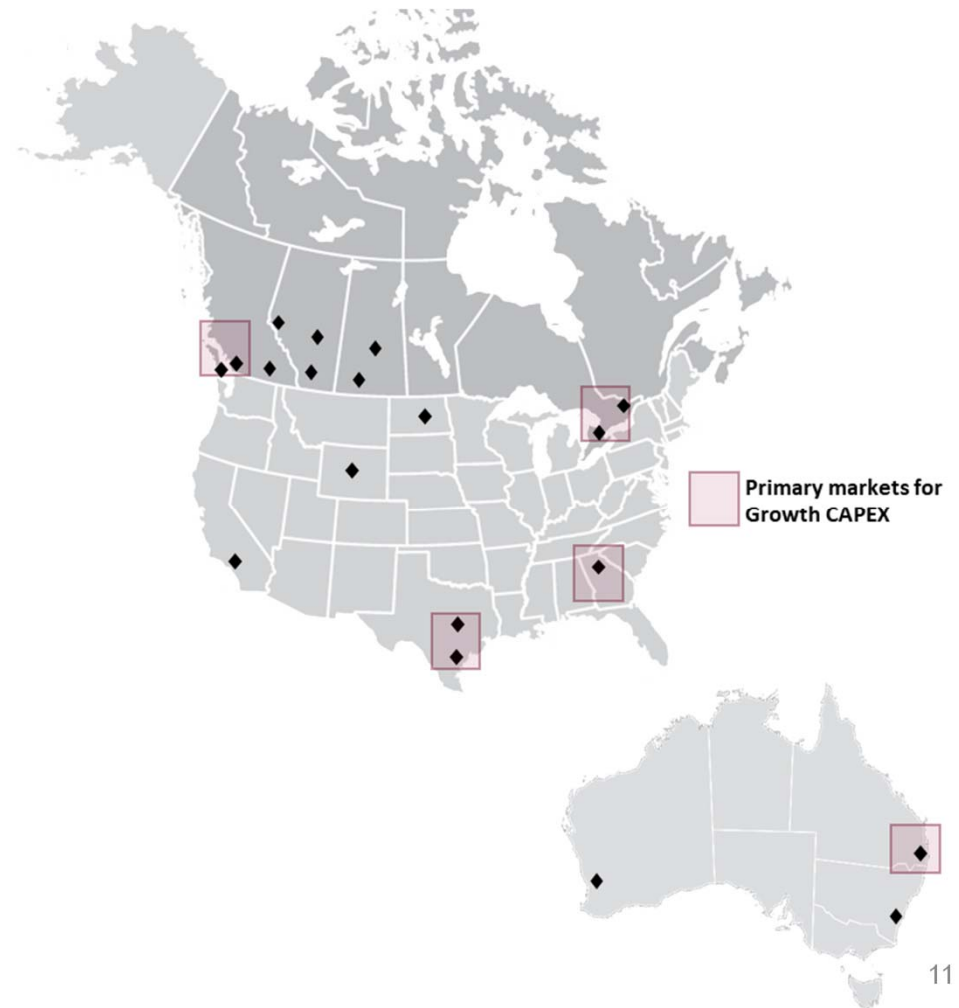


Growth Through Disciplined Capex



2020 Capital Program

- Capex budget of ~\$35 mm (gross). Net capex of \$25 to \$30 mm after used asset sales
- Targeting Return on Assets for new capital (defined as annualized rental revenue divided into the cost of a new asset) at 18% or higher
- MSS: ~\$25 mm (gross) growth capital to be allocated across North American footprint, excluding acquisitions
- WFS: \$8 mm growth capital
 - Continued Australian growth
 - Modest capital for LodgeLink platform development



MSS Overview



Modular Space Solutions

- 6,503 units across 13 branches in North America with attractive returns on long-lived assets
- Targeting net fleet growth of 10% per year. With added scale and additional product offering, return metrics are improving. Rental revenue growth expected to outpace fleet growth
- Longer term vision to double MSS fleet in five years
- 2020 MSS gross capital investment of ~\$25 mm, excluding acquisitions



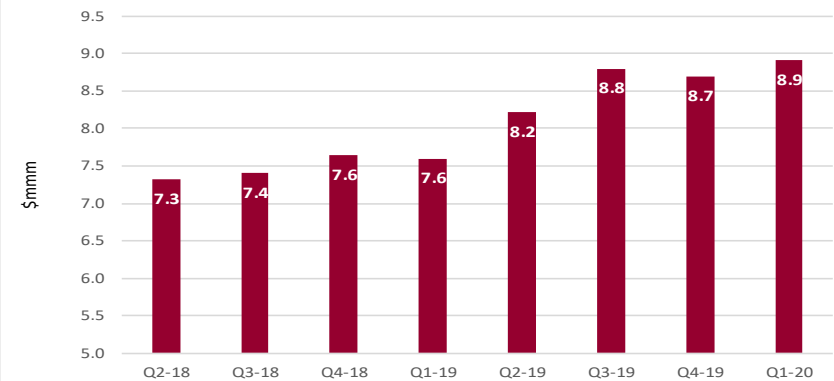
MSS Overview – Revenue Detail



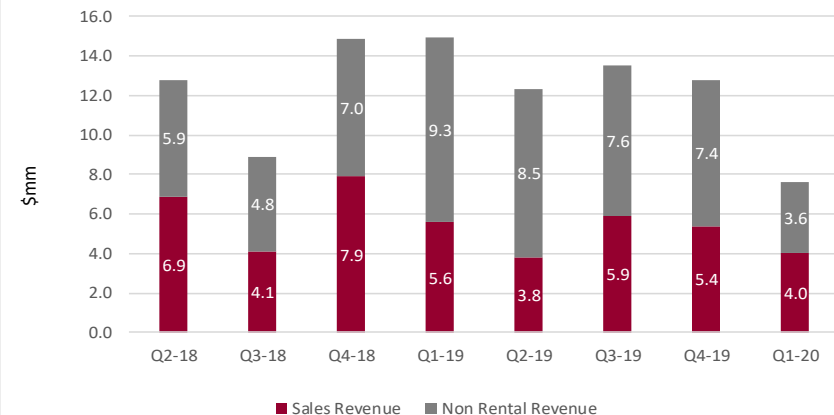
Modular Space Solutions

- Rental revenue up 17% Y/Y
- Strengthening rental revenue driven by continued capital investment, higher rates, improving utilization, and VAPS penetration
- Sales & non rental revenue can be more variable quarter to quarter, but over time should trend with rental revenue.

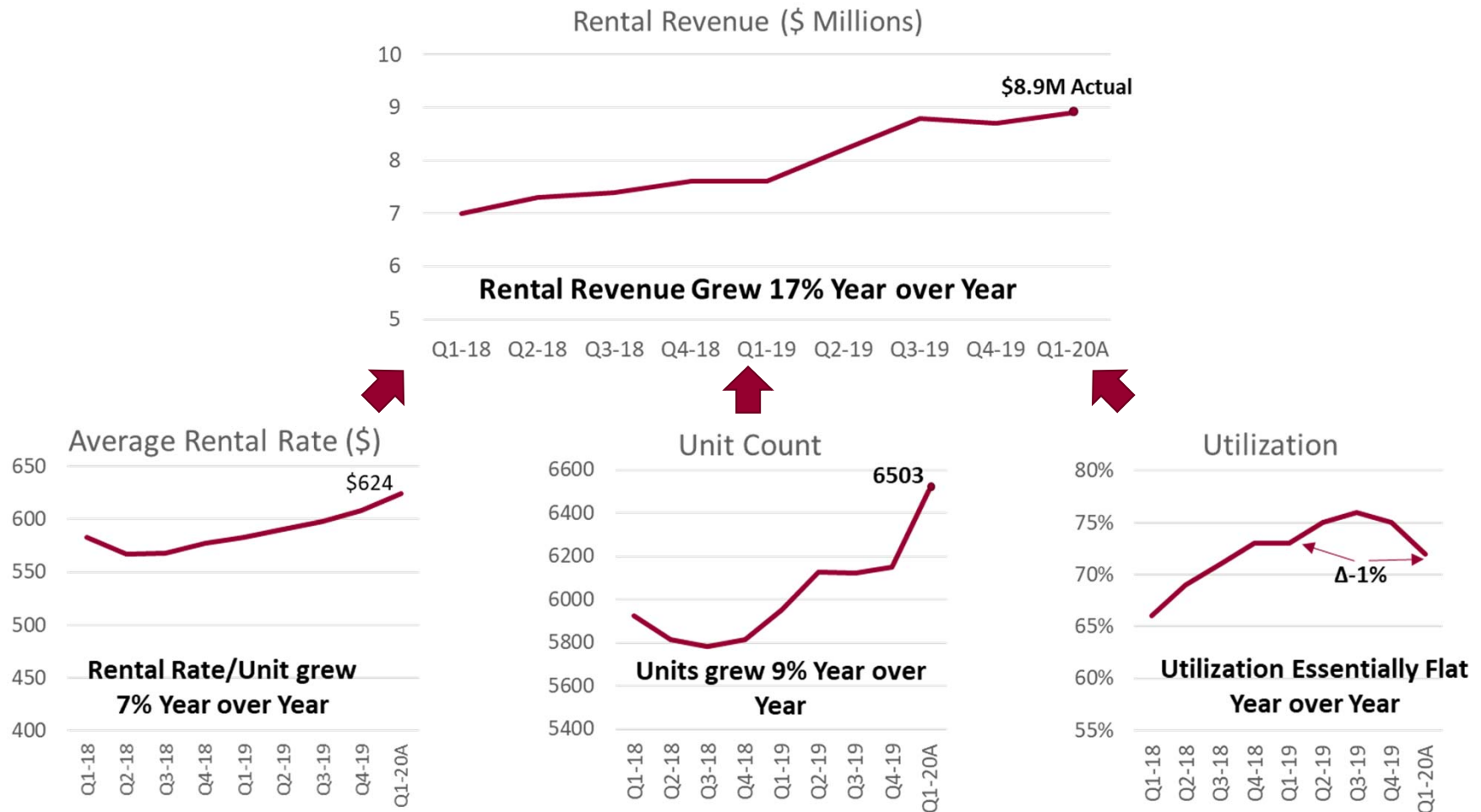
MSS Rental Revenue



MSS Sales & Non Rental



MSS – Drivers Behind Rental Revenue Growth



WFS Overview



Workforce Solutions

- Includes Camps, Lodging, Energy Services, Australia and LodgeLink
- **Geographic Diversification**
 - U.S., Eastern Canada
 - Continued growth in Australia
- **Industry Diversification**
 - Disaster Relief
 - Homeless Initiatives
 - Mining
 - Green Energy
- Camps and Lodging supported by contracts in place, but seeing deferrals in project timelines and rental revenues
- Near-term softness expected in Energy Services and parts of our Lodging segment
- 2020 WFS gross capital investment of \$8 mm



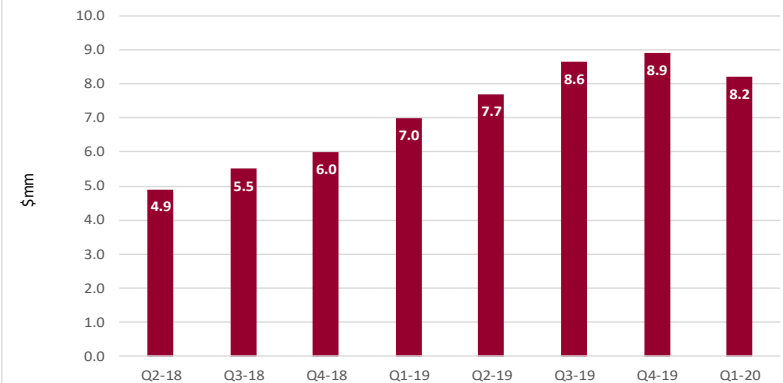
WFS Overview – Revenue Detail



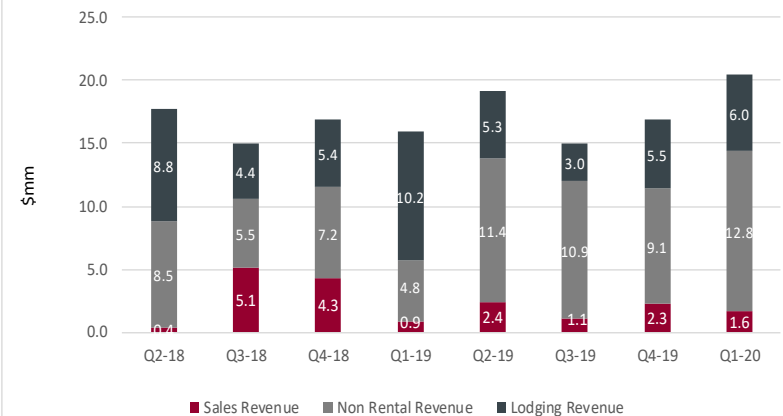
Workforce Solutions

- Secured a number of projects in eastern Canada, providing customer and geographical diversification
- Expecting improvement in 2H/2020 as deferred projects come back online
- Near term, lodging business remains challenged

WFS Rental Revenue

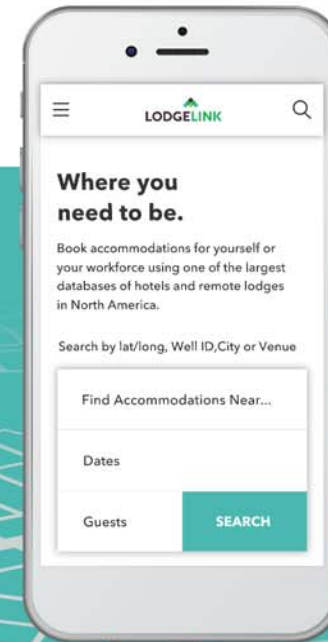


WFS Lodging, Sales & Non Rental





Helping you find, book and
manage crew accommodations.



WHERE YOU NEED TO BE™



LODGE.LINK.COM

Digital B2B Platform for Workforce Travel

LodgeLink is a multi-sided marketplace for the \$320 billion of crew travel and related goods and services consumed by crews each year.

LodgeLink Gaining Market Traction



Multi-sided B2B platform focused on crew travel

- Efficiently connect the supply and demand of room and accommodation bookings for companies employing field crews
- Custom-built platform to remove inefficiency at every stage of crew travel process



\$~320 billion global market opportunity

- Customers exist in extremely diverse industries or geographies and share the same challenges
- No worldwide market leader in this space
- Very fragmented market with low-tech tools used by customers and competitors



Over 210,000 room nights booked (Mar. 31, 2020)

- Operations to date primarily focused on small operating footprint in Western Canada



Customers validating all aspects of long-term vision

- Meaningful customer growth
- Both sides of the platform are showing a desire to integrate their operations with LodgeLink to remove inefficiencies and enhance the experience



As of Mar. 31, 2020

Total Properties Listed	1,364
Total Rooms Listed	144,973
Total Unique Customers	485
Employees (full time)	35

The Problem

At LodgeLink, we understand that crew travel is a complex and critical task that is inherently difficult. Crew Travel has been untouched by recent technology transformation, and demands a modern platform to remove frustration and inefficiency from the process.

We are on a mission to improve every aspect of crew travel, leading to travelers who delight in a seamless experience and travel program owners who have the visibility and control they've always wanted.



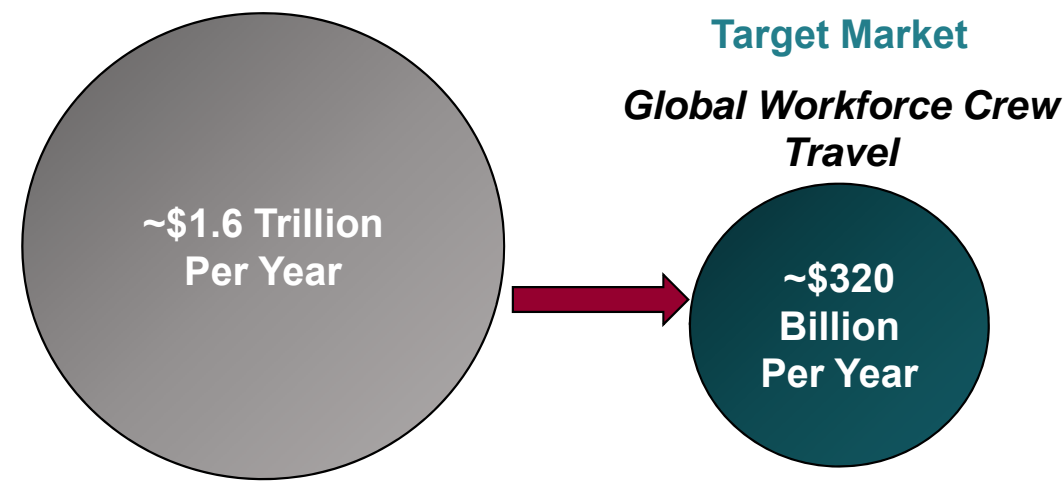
Search & Book

- Managing reservations for crews with unpredictable schedules, constantly changing shifts and rotations
- Finding remote lodges
- Booking > 9 people at a time

Pay & Report

- Costs are tracked dynamically using codes that can change daily
- Costs for crews generally need to be routed to a field supervisor before they are invoiced to head office

Global Business Travel Market

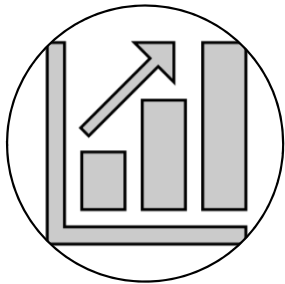


Annual Spend (\$billions)	2019
U.S.	65
Canada	6
Australia	6
South America	13
Rest of World	230

Countries listed above are areas where LL Management team has extensive knowledge and experience with crew travel

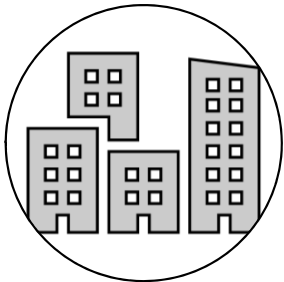
Estimates of market size are based on Energy Resource Marine sub-sector of Global Business Travel Association. Addressable market is larger than estimated above to the extent that general construction, transportation, and sports teams are considered crews.

Black Diamond Investment Attributes



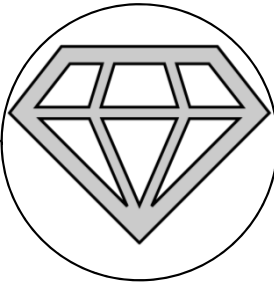
Growth

- MSS targeting 10% annual fleet growth
- MSS EBITDA growth to outpace fleet growth driven by stronger rental revenue, economies of scale, VAPS and other service offerings
- LodgeLink platform beginning to scale



Diversification

- Growing revenue base from U.S., Eastern Canada, and Australian markets in both MSS and WFS product offerings
- LodgeLink digital marketplace expanded, with strong initial uptake into the U.S.



Value

- Capitalize on significant operating leverage in underutilized Western Canadian WFS asset base
- Recently closed Asset Based Lending facility provides flexible, low-cost debt to fund growth with considerable available liquidity
- Approximately \$350 mm of high quality, long-lived assets on the balance sheet vs. current enterprise value of ~\$190 mm

Appendix



LODGE LINK



CAMPS RENTAL



ENERGY SERVICES



AUSTRALIA



MODULAR SPACE



VAPS



MSS Business Unit

- Rental Revenue
- Sales Revenue
- Non-rental Revenue



WFS Business Unit

- Lodging Revenue
- Rental Revenue
- Sales Revenue
- Non-Rental Revenue

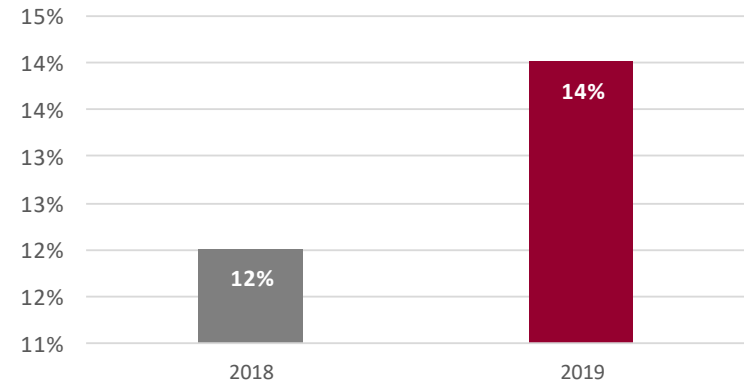
MSS – VAPS Penetration



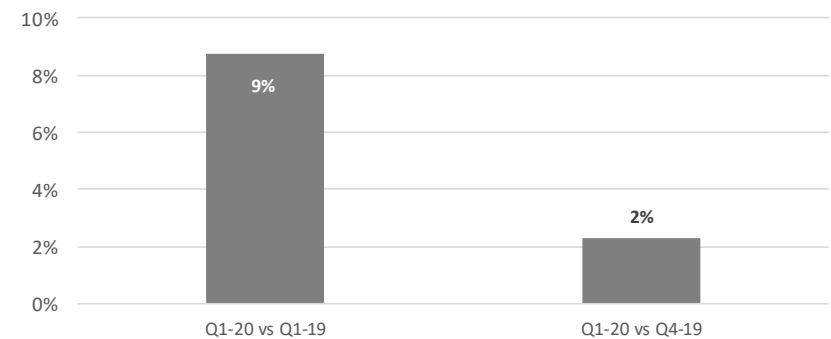
- Value Added Products & Services (VAPS) penetration and revenue growth continues to trend positively



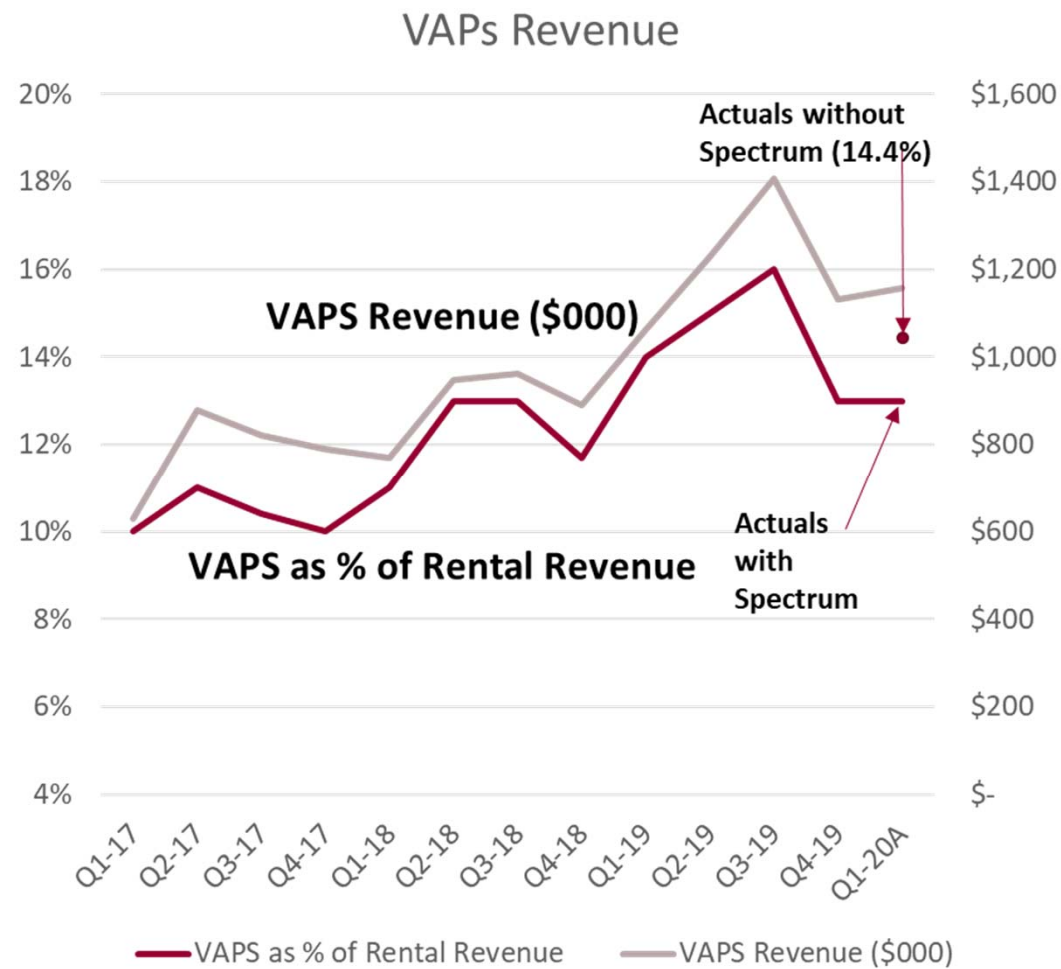
VAPS as a % of Rental Revenue



VAPS Revenue Growth



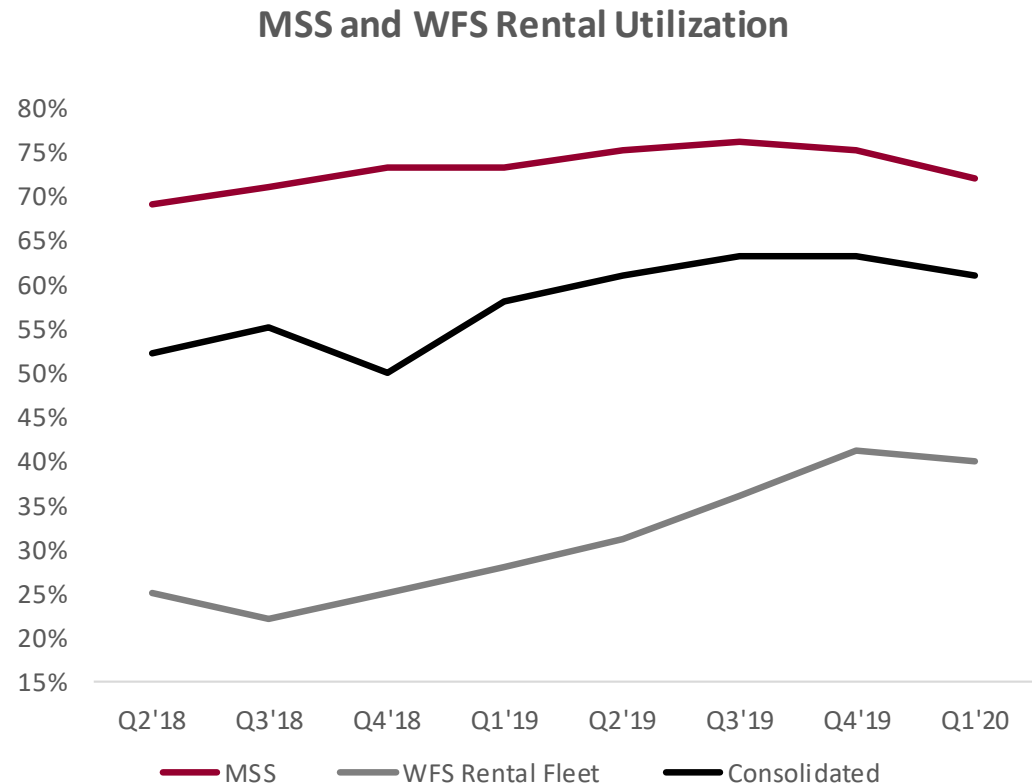
MSS – VAPS Detail



Rental Utilization



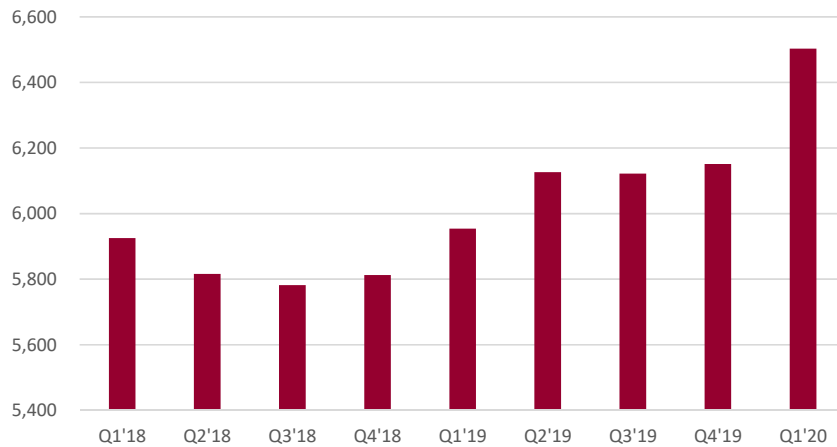
- Utilization continued to improve throughout 2018 and 2019 with moderation in Q1/2020
- MSS rental fleet maintaining utilization above 70%
- WFS improvement in rental utilization supported by diversification of assets outside of western Canada



MSS & WFS Fleet Overview

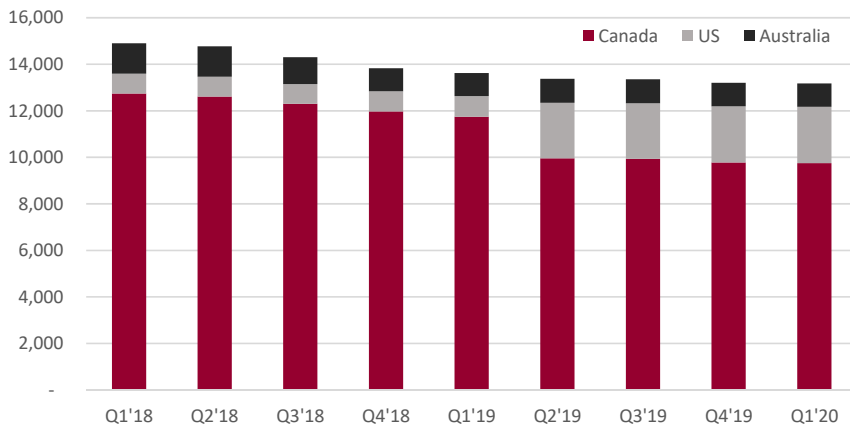


MSS Fleet Count



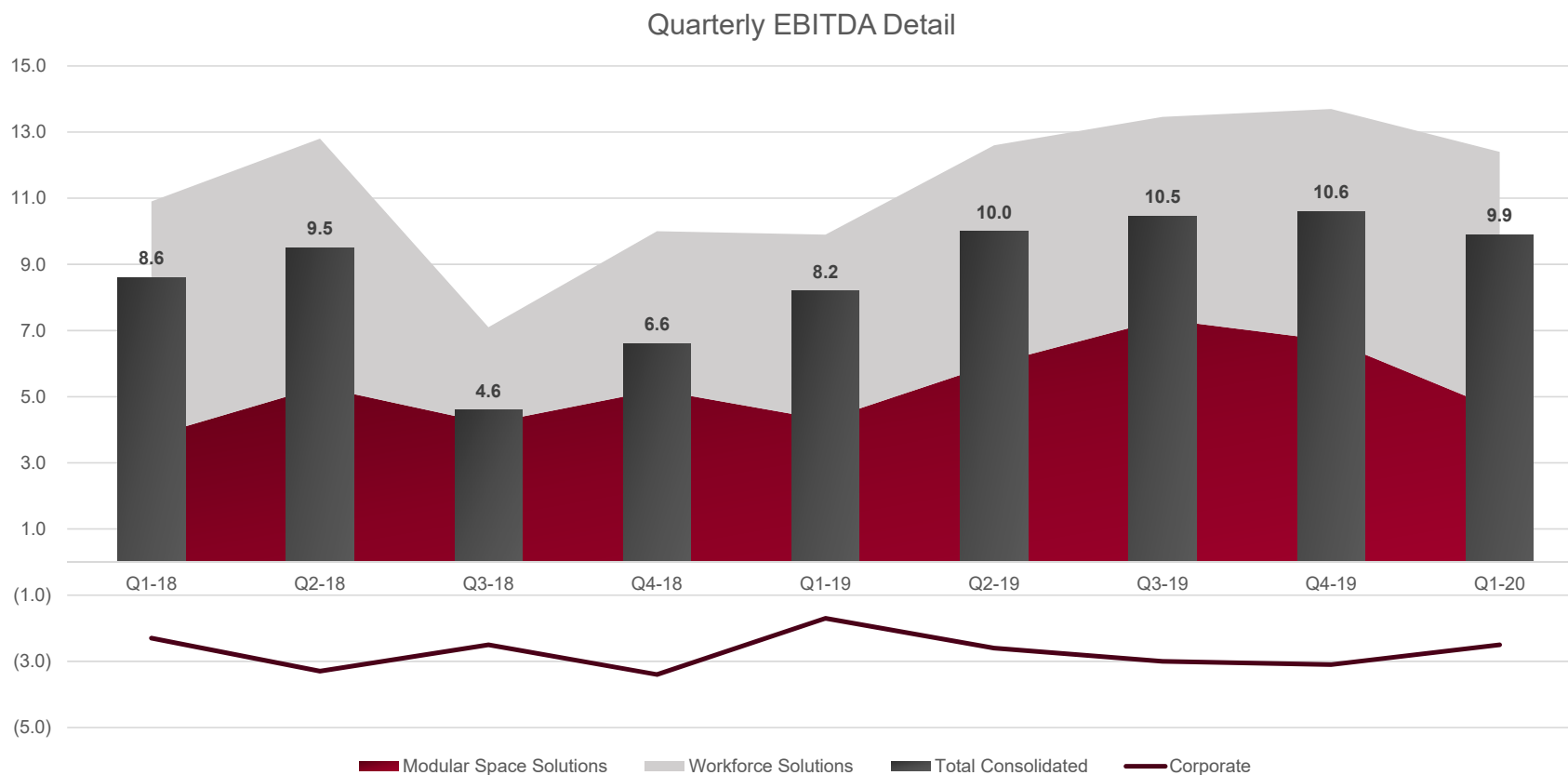
- Continued growth in MSS rental fleet, supported by organic investment and recent acquisition of Spectrum Modular

WFS Room Count



- WFS camps rental fleet has seen some assets move to the U.S for contracted work. Moderate decline in rooms as older assets have been sold

Adjusted EBITDA¹ Detail By Quarter



- Most recent four quarters have shown ongoing Y/Y EBITDA growth supported by rental revenue increases

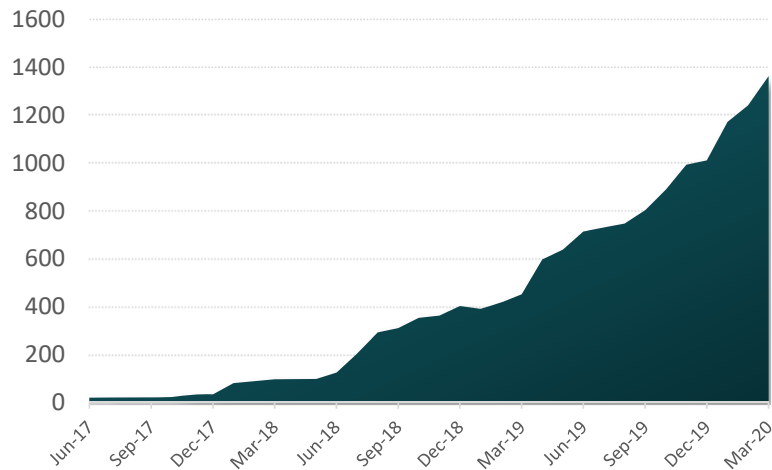
1. See "Non-GAAP Measures" at the end of this document.

LodgeLink – What is Crew Travel?

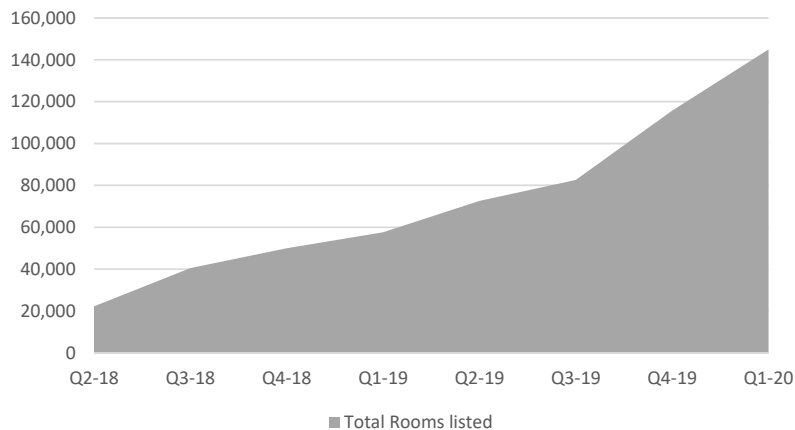
DEMOGRAPHIC CRITERIA	CORPORATE TRAVEL	CREW TRAVEL
Nature of job	White-collar	Blue-collar field workers, tradespeople
Primary places traveled to	Major urban areas	Secondary/tertiary markets
Reason to travel	Meetings, Conferences	They generally don't work on projects where they can sleep at home
Frequency of travel	Typical corporate traveler travels 1-5 days per month	Typical crew member travels 15-20 days per month
Length of stay	1-2 nights	5-45 nights, often with days on/off
Number of people traveling together	1-2 people	5-45 people

LodgeLink Supplier Adoption

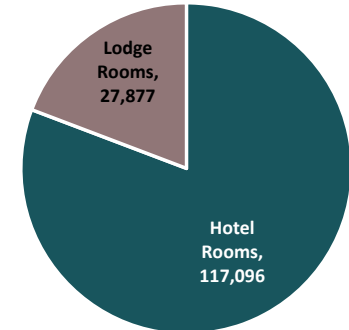
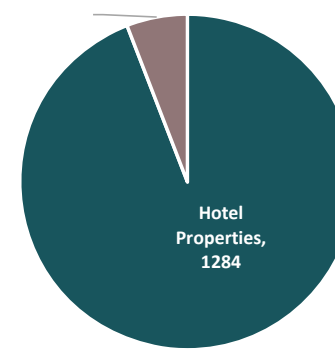
Properties Listed



Total Rooms Listed



Lodge Properties, 80



- Strong uptake and adoption from supplier network
- Hotels make up majority of current capacity

The Value Proposition

Businesses Reliant on Crew Labour

- Efficiently book and manage large crews
- Gain visibility on costs and crew location
- Reduce admin costs with consolidated invoices
- Improve workflows to save significant time searching for critical information
- Reduce room rates and minimize rate escalation
- Eliminate margin-stacking from sub contractors
- Minimize dangerous and expensive windshield time
- **Achieve customer all-in savings of 20% to 40%**

Property Owners

- Gain access to an attractive customer segment
 - Large crews that book rooms for long stays
 - Non-tourist markets and seasons
 - Generally book with short notice
 - Frequent travelers and high repeat purchases
- Fill rooms that would otherwise go empty
- Remote lodges previously had little or no digital presence for bookings and availability

CORE CAPABILITIES

Curated for Crews

- Everything we do is focused around solving the challenges of crew-based travel.
- Inventory, booking flow, reporting, etc.

Improved Workflows

- By retaining key workflows inside the platform, we provide visibility and control required to distribute workflows

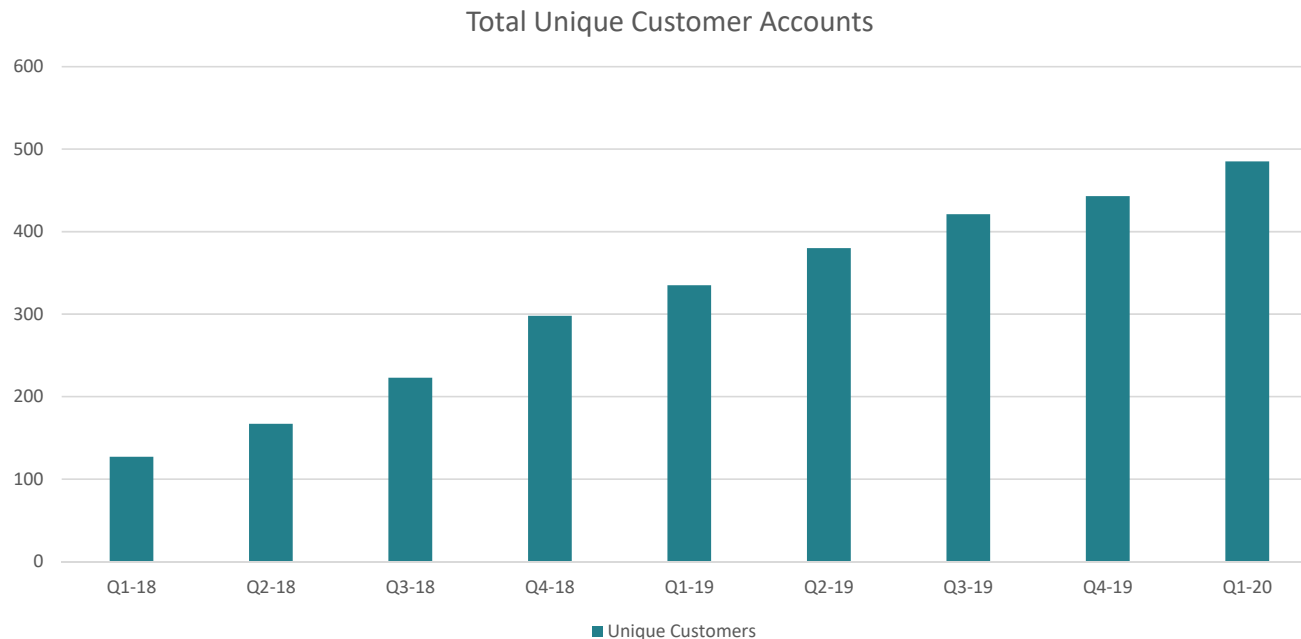
Cost Tracking

- We provide nimble tools to help customers manage costs up front which enables consolidated invoicing and interactive reporting

Reporting

- Interactive, real-time reporting on activity levels, spend and efficiency of the travel program.

LodgeLink – Unique Customers

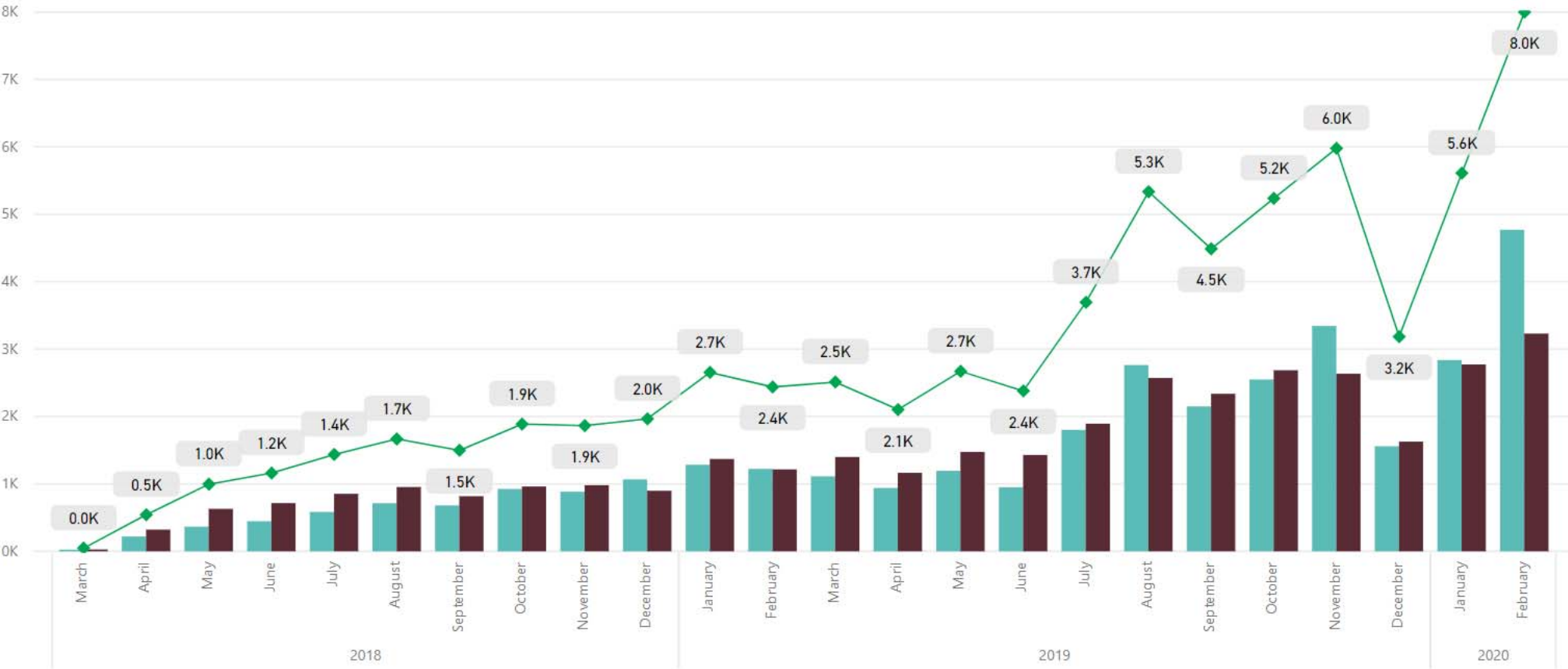


- Steady growth in unique customer accounts
- Customers in diverse industries spanning EPC's, construction, trucking and logistics, travel management, energy and resources. High probability prospects include rail, airport authorities, sports teams and others.

LodgeLink Website Visits



User Type ● New Visitor ● Returning Visitor ◆ Total Visits



LodgeLink Revenue Streams



Margin on Transactions

- LodgeLink profits on the spread between buy and sell price for rooms/flights
- LodgeLink does not take any inventory or speculation risk
- Margin on spend at 3rd parties that is paid and tracked through LodgeLink
- As room bookings grow, expect economies of scale to drive volume discounts and improving margins



Advertising

- Supplier opportunities
- Preferred placement in search results, similar and feature properties
- Last-minute deals to crews working in the area
- 3rd party opportunities
- Support services in secondary markets (dining and entertainment, remote refueling stations, equipment rental, etc.)



Subscription Model

- Management fee
- Large customers load their own rates and pay monthly service fee
- Freemium model
- A base set of features will be free to use, advanced features will require a subscription (e.g. ERP or HRIS integration, advanced analytics, etc.)

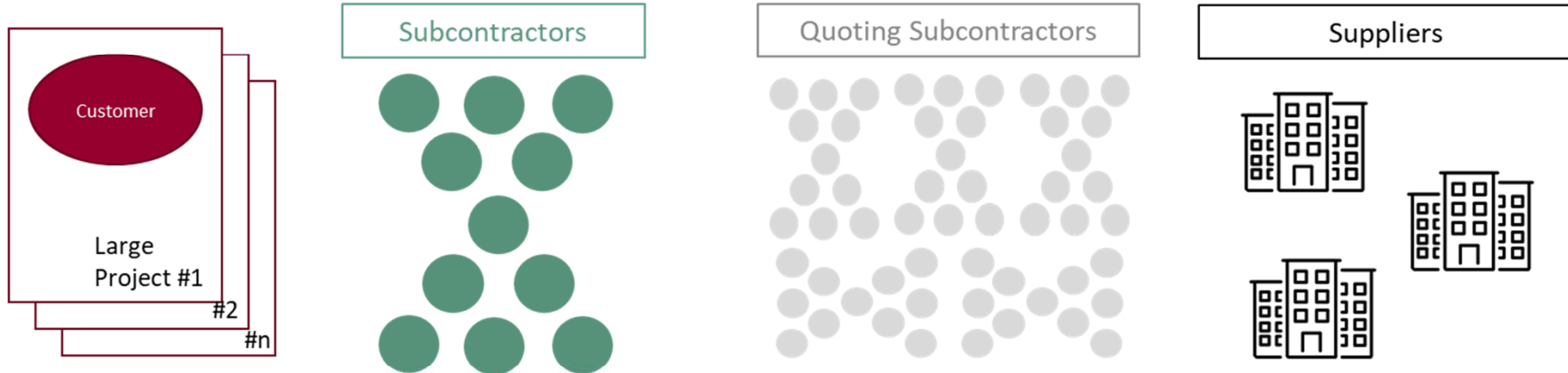


Data & Other Services

- Data can be monetized by selling to customers, suppliers, 3rd parties, emergency response organizations
- Potential to add other services such as integrated flight bookings, extended stay apartment product

LodgeLink – Customer Case Study

We saved one customer over
\$800,000
in just 2 years



- Our customer is the General Contractor (“GC”) working on multiple large projects
- They invite many sub-contractors to bid on each project, and end up only working with <25% of those who bid
- Without Lodgeline, these subs overstate upcoming demand in small markets and cause hotels to overinflate quoted room rates
- By Lodgeline securing room rates on behalf of GC, Lodgeline eliminates price escalation from multiple subs bidding for work
- Without Lodgeline, subs who are awarded the work would markup their room costs 10-20% and invoice GC
- By using LL, GC provides cost tracking codes to subs and eliminates margin stacking from subs without managing all the details

Non-GAAP Measures



- **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, stock-based compensation, acquisition costs, non-controlling interests, share of gains or losses of an associate, write-down of property and equipment, impairment, restructuring costs, and gains or losses on the sale of non-fleet assets in the normal course of business.
- **Funds from Operations** is calculated as the cash flow from operating activities 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 non-cash working capital items have been excluded as such changes are financed using the operating line of Black Diamond's credit facilities.
- **Net Debt** is calculated as long-term debt excluding deferred financing costs minus cash.



BLACK DIAMOND
GROUP

THANK YOU

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