BLACK DIAMOND GROUP

INVESTOR UPDATE

May 2024

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, 2023 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.

Introduction

Black Diamond Group rents and sells modular space and workforce accommodation solutions to customers in Canada, the United States and Australia. We serve a broad range of sectors including construction, education, engineering, resources, financial institutions, military, and government.

Ticker	TSX:BDI	**Insider Ownership**	~26%
Shares Outstanding[1]	61.9 mm	**52 Wk Range**	$5.35 - $9.92
Market Cap (05/03/2024)	$495 mm	**Enterprise Value**[2]	$684 mm

1 – Shares outstanding refers to the weighted average number of common shares outstanding during the most recent quarter, on a diluted basis.
2 – Enterprise Value is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Financial Measures section for more information.

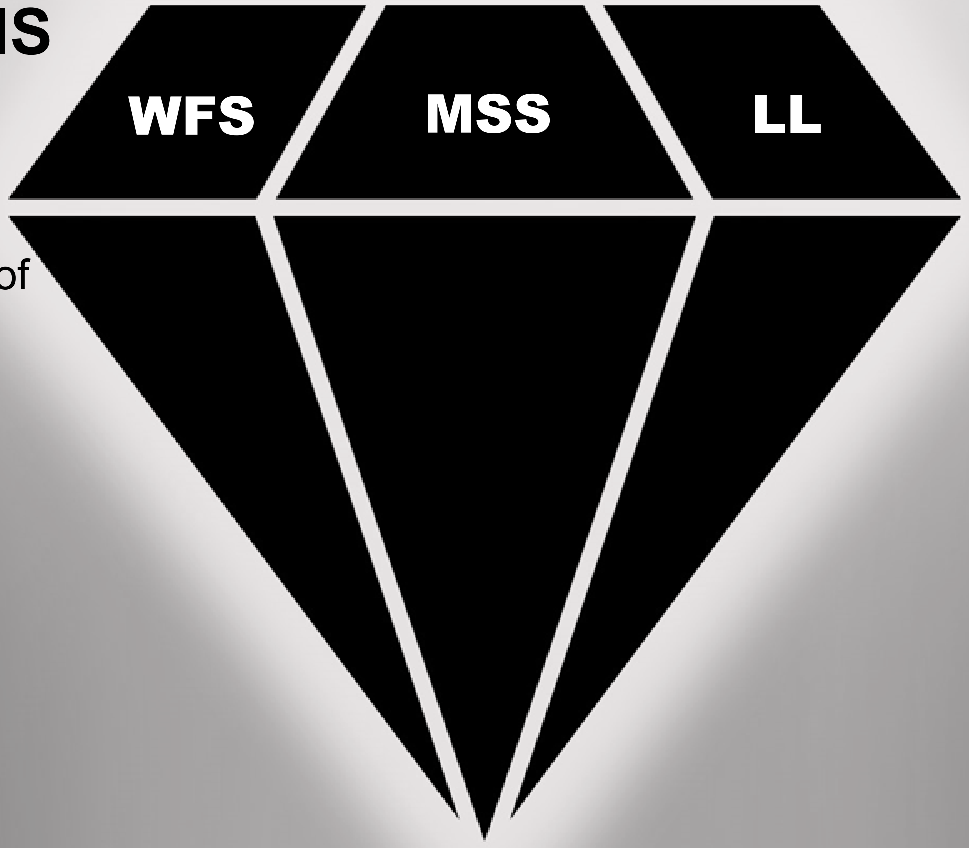
Creating a Better Way

MODULAR SPACE SOLUTIONS - MSS

- Diversified, steady, compounding growth
- Predictable and improving returns
- Strong free cash flow characteristics
- Attractive unit economics
- Long-lived rental assets
- Low maintenance capital

WORKFORCE SOLUTIONS - WFS

- Capitalizing on significant operating leverage
- Improving utilization & diversification of projects
- Long-lived rental assets
- Low maintenance capital



LODGELINK

- Disruptive digital platform
- Rapidly scaling
- Unique solution focused on essential workforce crew travel

Black Diamond Investment Attributes

Stability through diversification by asset, industry, & geography

- Consolidated contracted future rental revenue of ~$137 mm as at March 31, 2024 (MSS of +$102mm and WFS of ~$35mm)[1]
- Avg duration of MSS lease portfolio of ~53 months[2]
- Thousands of customers across diverse industries and geographies

Predictable, profitable growth through fleet additions, average rental rate increases, & VAPS

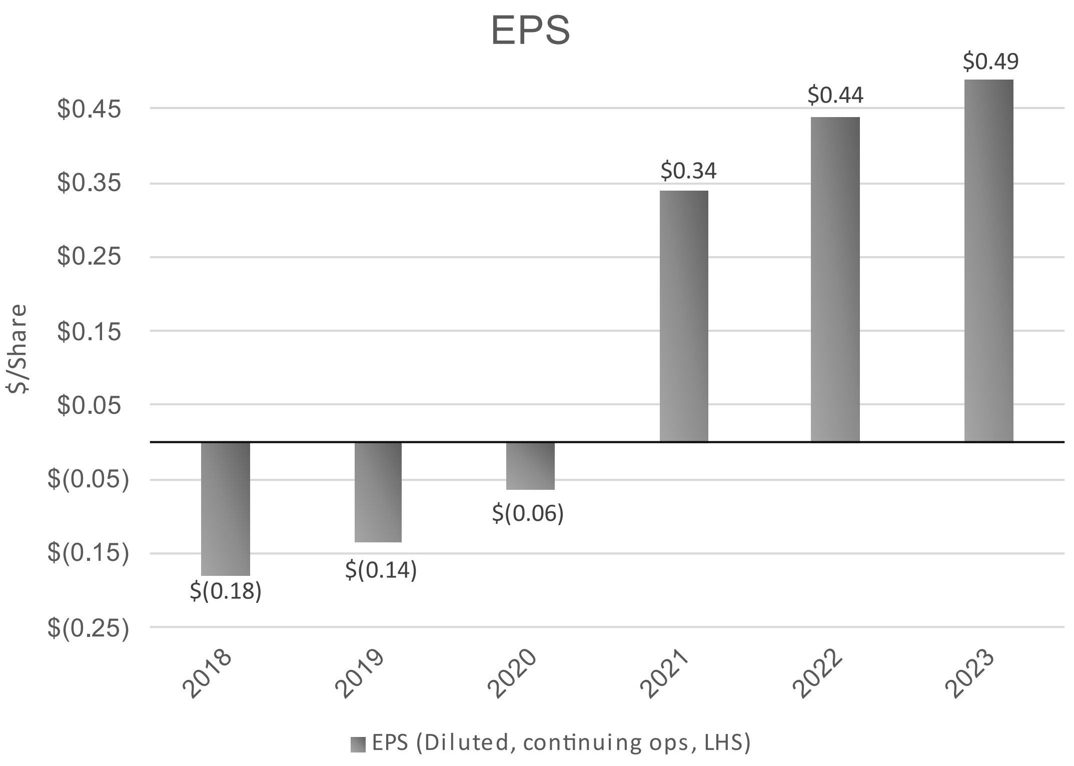
- MSS rental fleet CAGR of +14% since 2019
- MSS quarterly rental revenue run rate CAGR of ~23% since 2019
- Quarterly dividend per share re-instated in 2021. Has since been increased three times from $0.0125 in Q4/21 to $0.03 (following the Q4/2023 declaration).
- LodgeLink platform continues to scale, TTM room nights is expanding and revenue and margins are both increasing as we add ancillary revenue streams to the platform

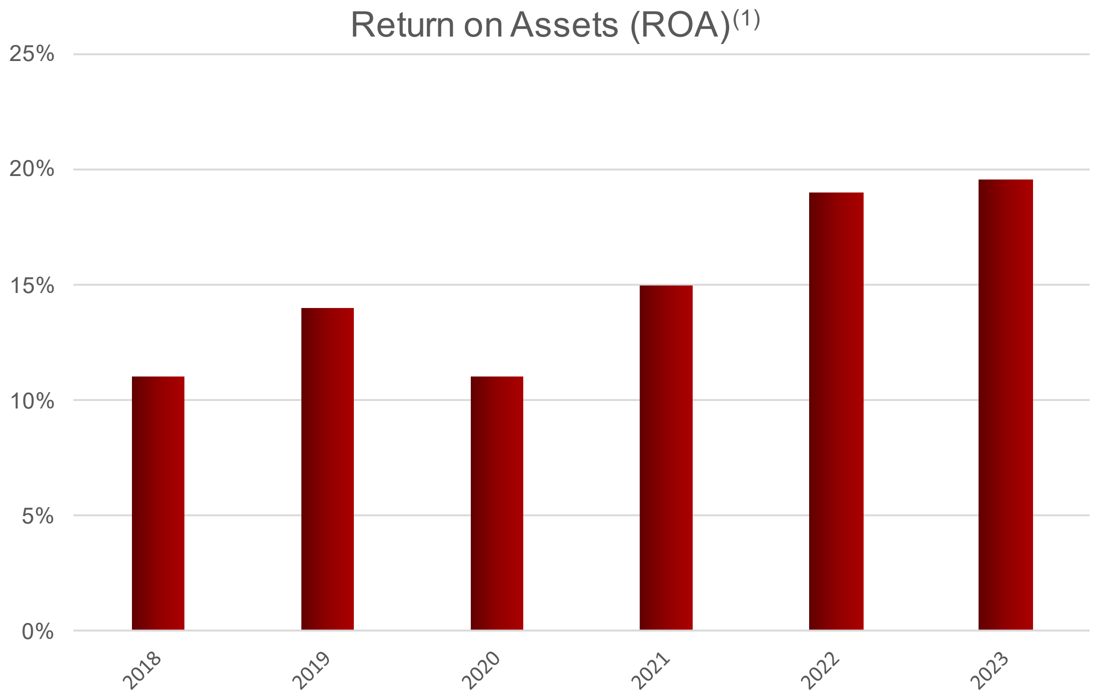
Value creation through compounding Free Cashflows into low maintenance, high return, long-lived assets

- Asset Based Lending facility provides flexible, low-cost debt to fund growth with ~$148 mm of available liquidity
- Over $500 mm of quality assets on the balance sheet (with replacement value > $1B)
- Ability to compound over time with long-lived assets
- Attractive unit economics

1 – Contracted future rental revenue for MSS units on rent is calculated as the total value of rental revenue yet to be recognized in the future related to performance obligations not yet satisfied at the reporting period. Assets on rent is comprised of only assets that are on rent on or before the reporting period. Contracted future rental revenue for WFS contracts in place is calculated as the total value of rental revenue yet to be recognized in the future related to performance obligations not yet satisfied as at the reporting period date. The commencement of contracts in place include both contracts that commenced before the reporting period or in some instances, contracts signed but which will commence in future periods.
2- As at March 31, 2024
3- Return on Assets ROA is a non-GAAP measure. Refer to non-GAAP & Supplementary Financial Measures section for more information

EPS & Return on Assets



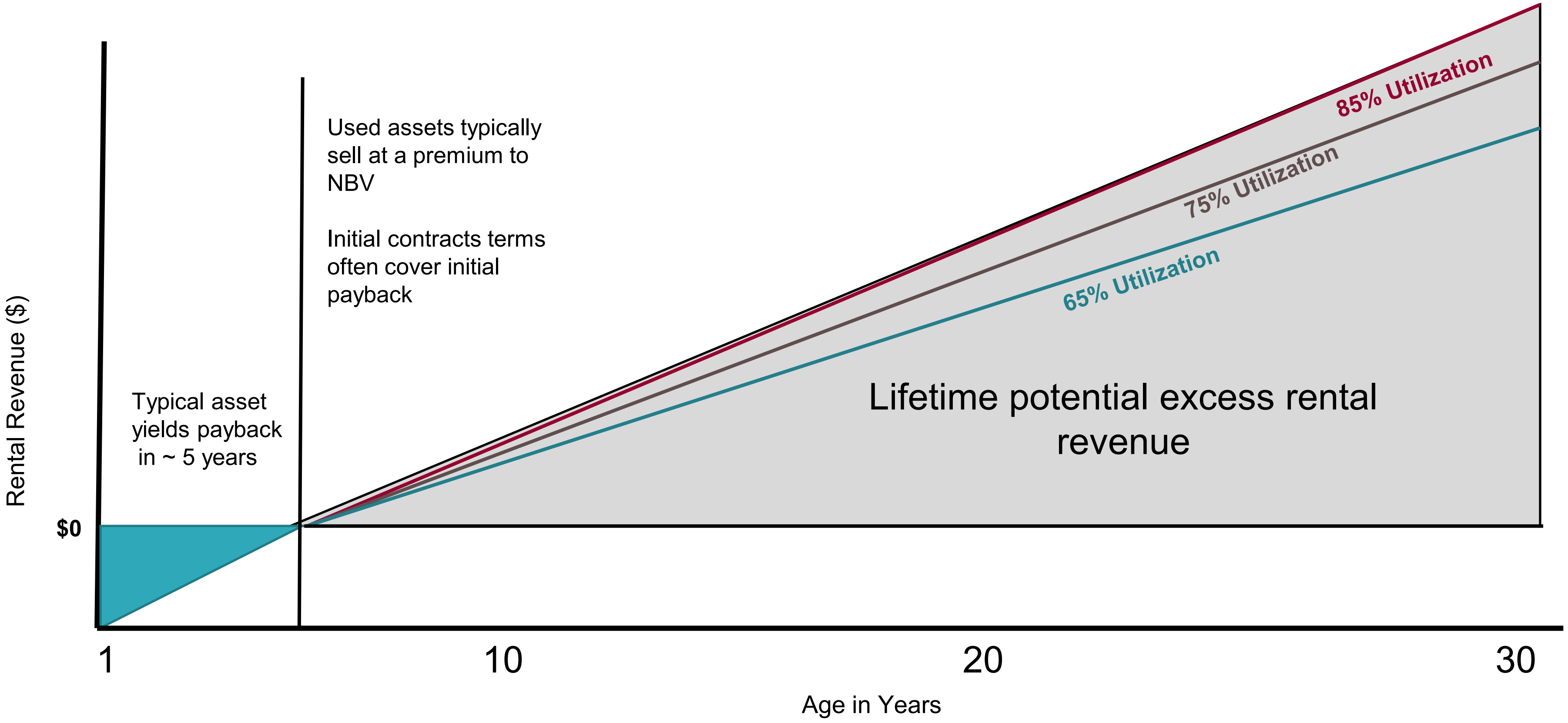


- EPS has continued to grow YoY driven by compounding growth in EBTIDA and rental revenue across the business
- ROA CAGR of ~12% over the last five years (2018 – 2023)

1 – ROA is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Financial Measures section for more information

Unit Economics Example[1]

Utilization	Lifetime Return on Initial Investment	Annualized Return on Initial Investment
85%	525%	17%
75%	475%	15%
65%	425%	13%



Lifetime return on initial investment
525%

Practical Asset Life
30+ Years

Payback Period
~ 5 Years

Average Capitalized R&M
5%

Utilization
85%

1- Illustrative example of typical asset life-cycle returns

Operating Overview [1]

Modular Space Solutions (MSS) Fleet

$358 mm NBV **11,441** Units

Workforce Solutions (WFS) Fleet

$144 mm NBV **6,117** Units

Consolidated Rentable Square Feet

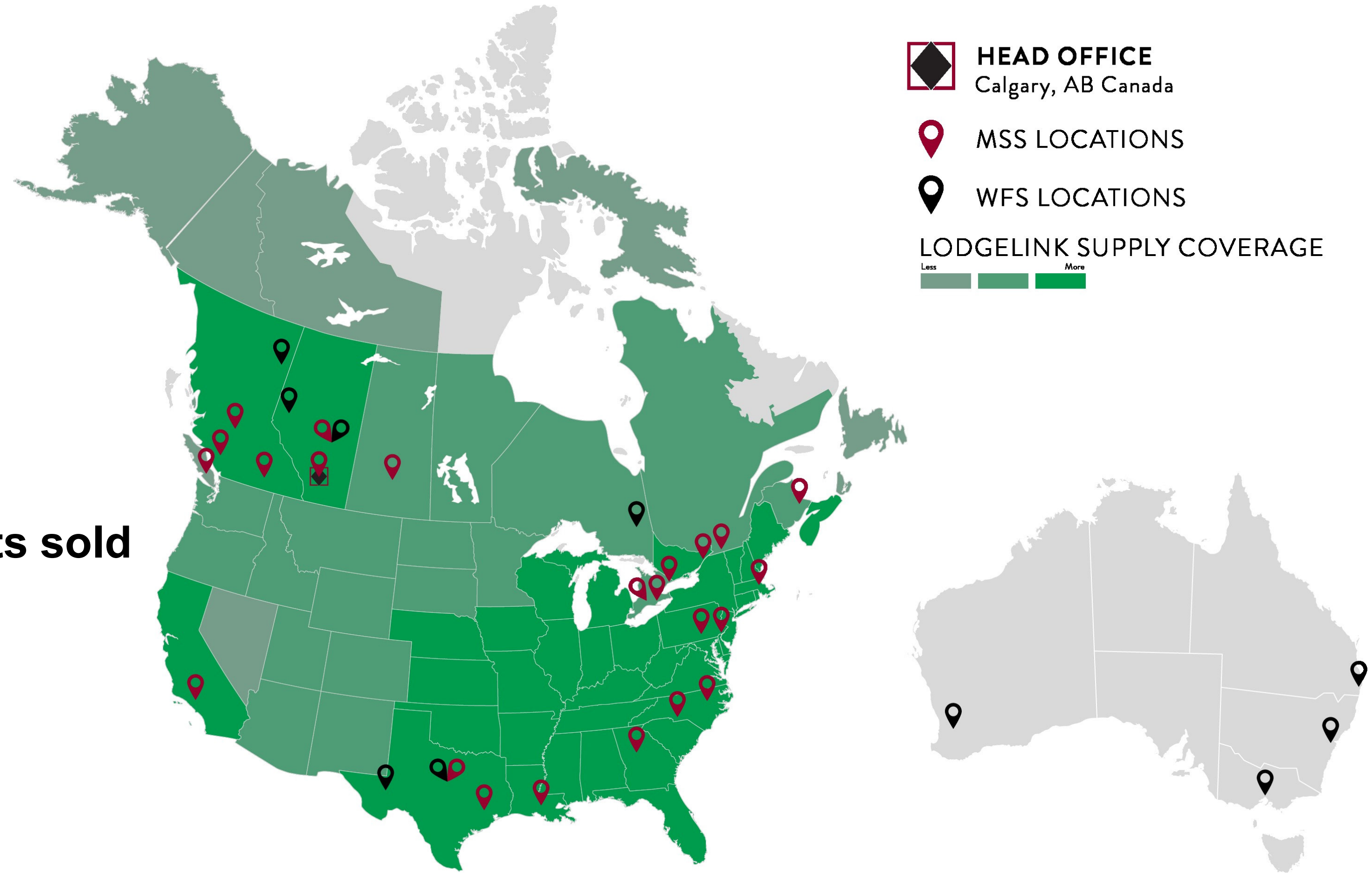
+8 mm

428,433 TTM Total LodgeLink room nights sold

~$27.5 mm TTM Profit

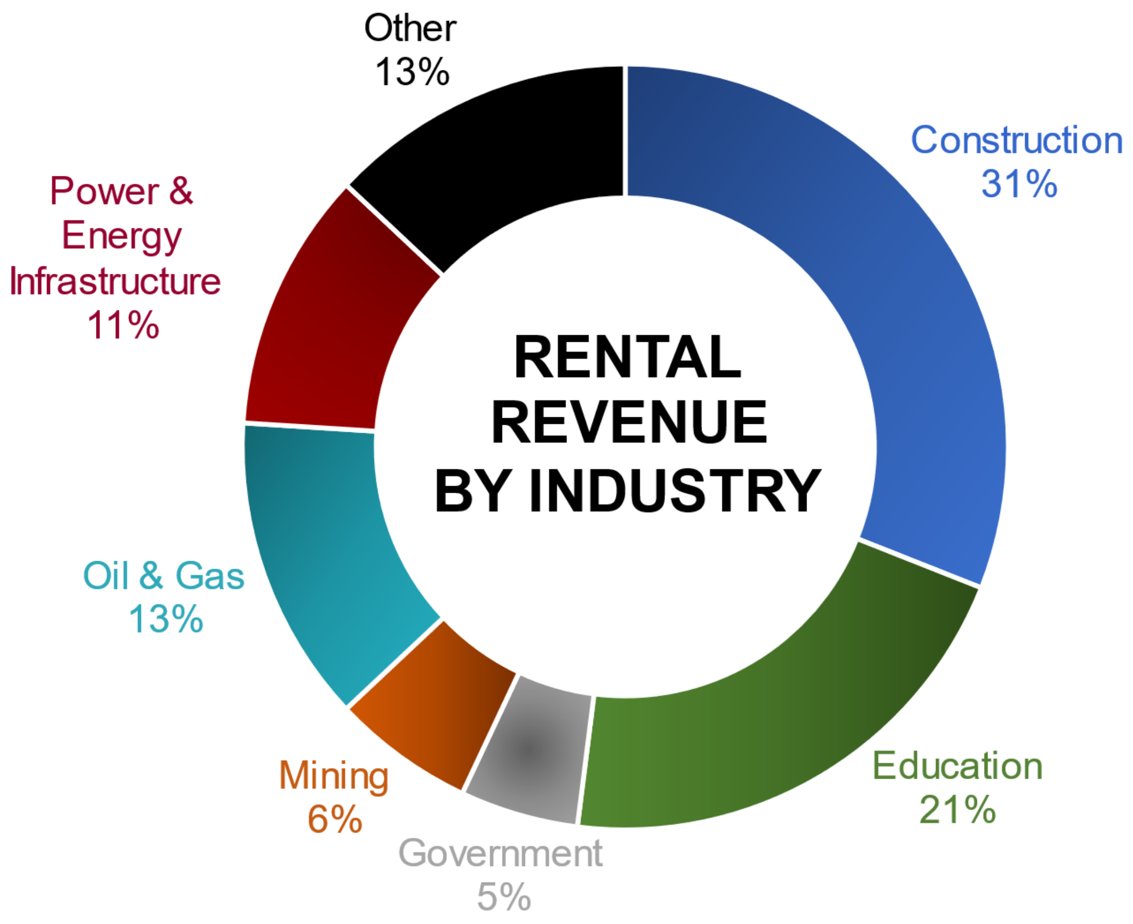
$104.6 mm TTM Adjusted EBITDA [2]

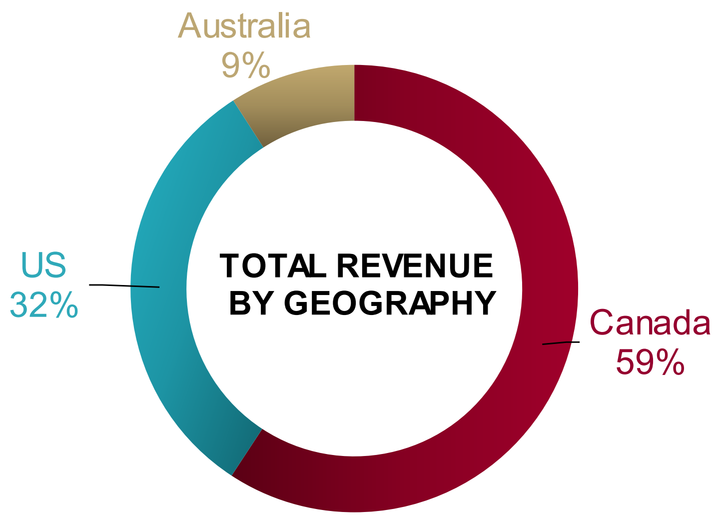
~$517.8 mm PP&E Book Value



1. Source data: Q1 2024 Financial Statements, Management, Discussion and Analysis
2. Adjusted EBITDA is a non-GAAP financial ratio. Refer to the Non-GAAP & Supplementary Measures section for more information

Rental Revenue Diversity – Q1/2024





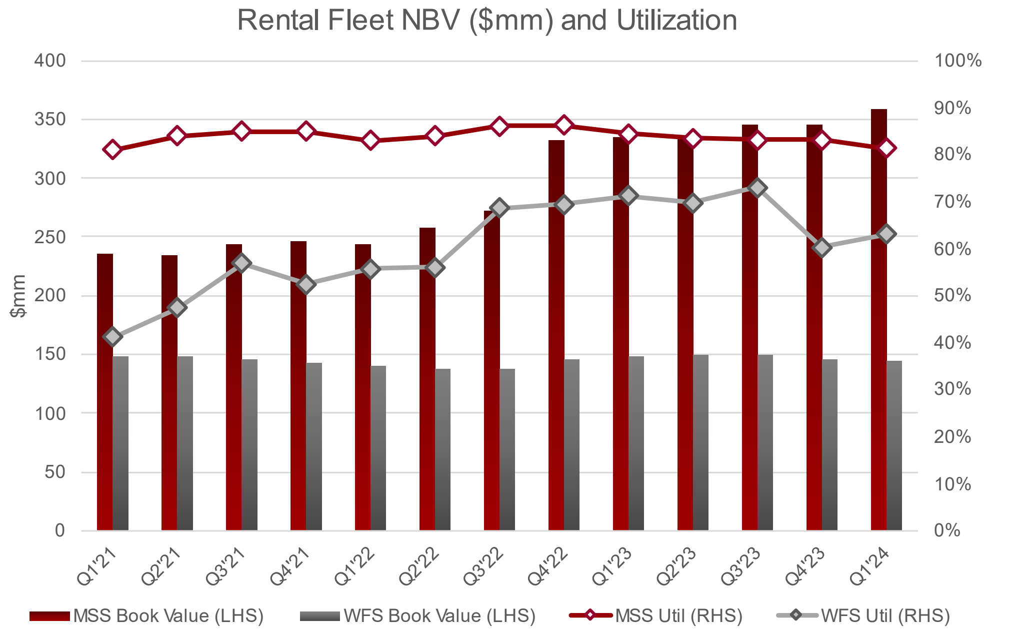
Source data: Q1 2024 Management, Discussion and Analysis

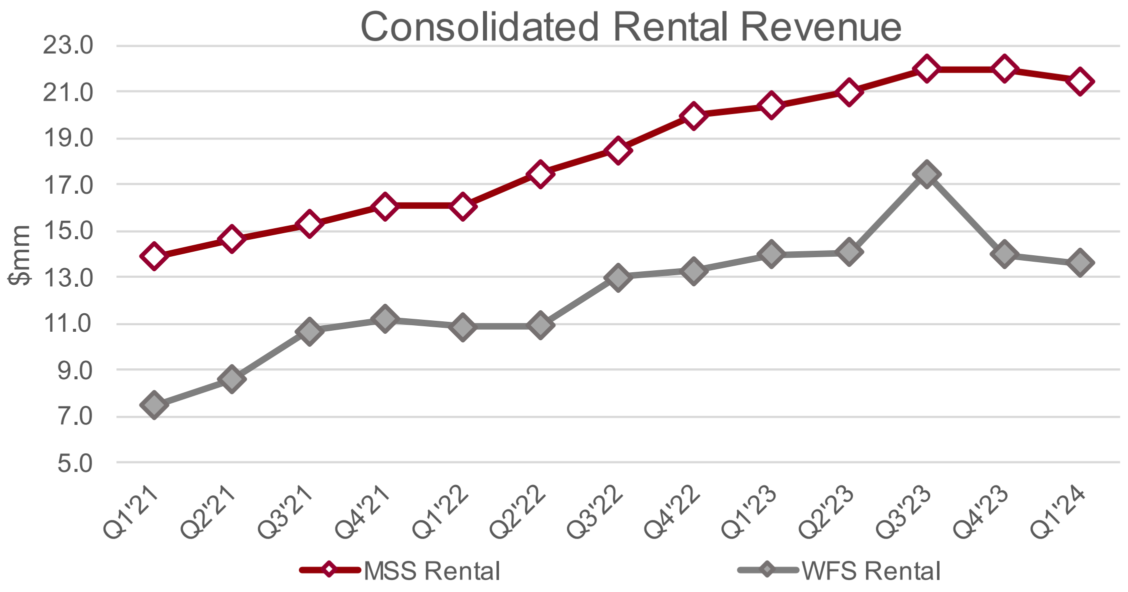
Black Diamond Group - Who We Are

Specialty rentals and industrial services provider organized into two business units

MSS: Modular Space Solutions

- Diversified rental stream through rental of modular buildings in Canada and U.S.
- Ancillary, Value Added Products & Services (VAPS)
- Custom modular sales (manufactured by third party partners)



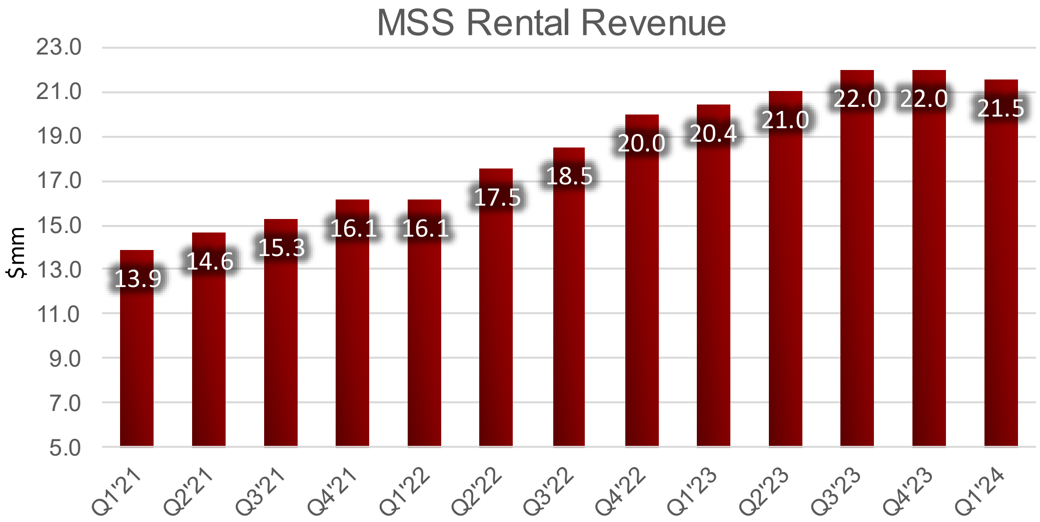


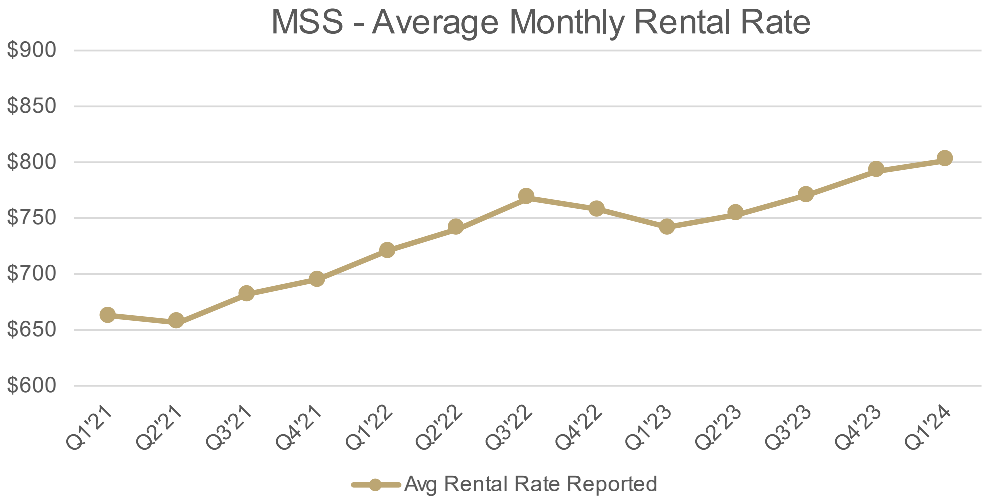
WFS: Workforce Solutions

- Rental of small and large format accommodations in Canada, Australia, U.S. with ancillary services
- Turnkey lodge services
- LodgeLink – digital platform servicing crew travel

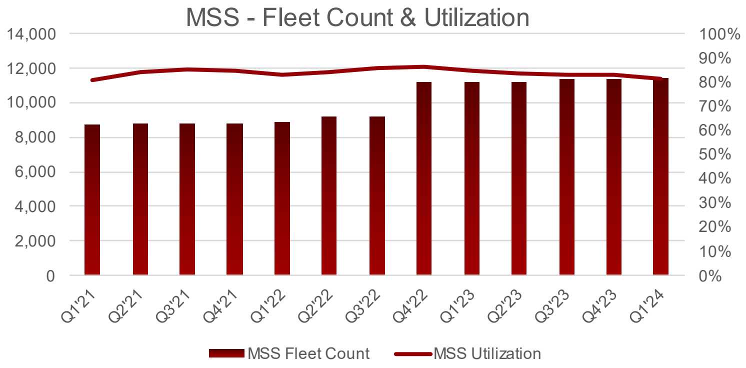
Note: WFS Utilization for historical periods from Q1/21 to Q1/24 have been calculated using methodology consistent with the most recent reporting period, March 31, 2024.

MSS Overview

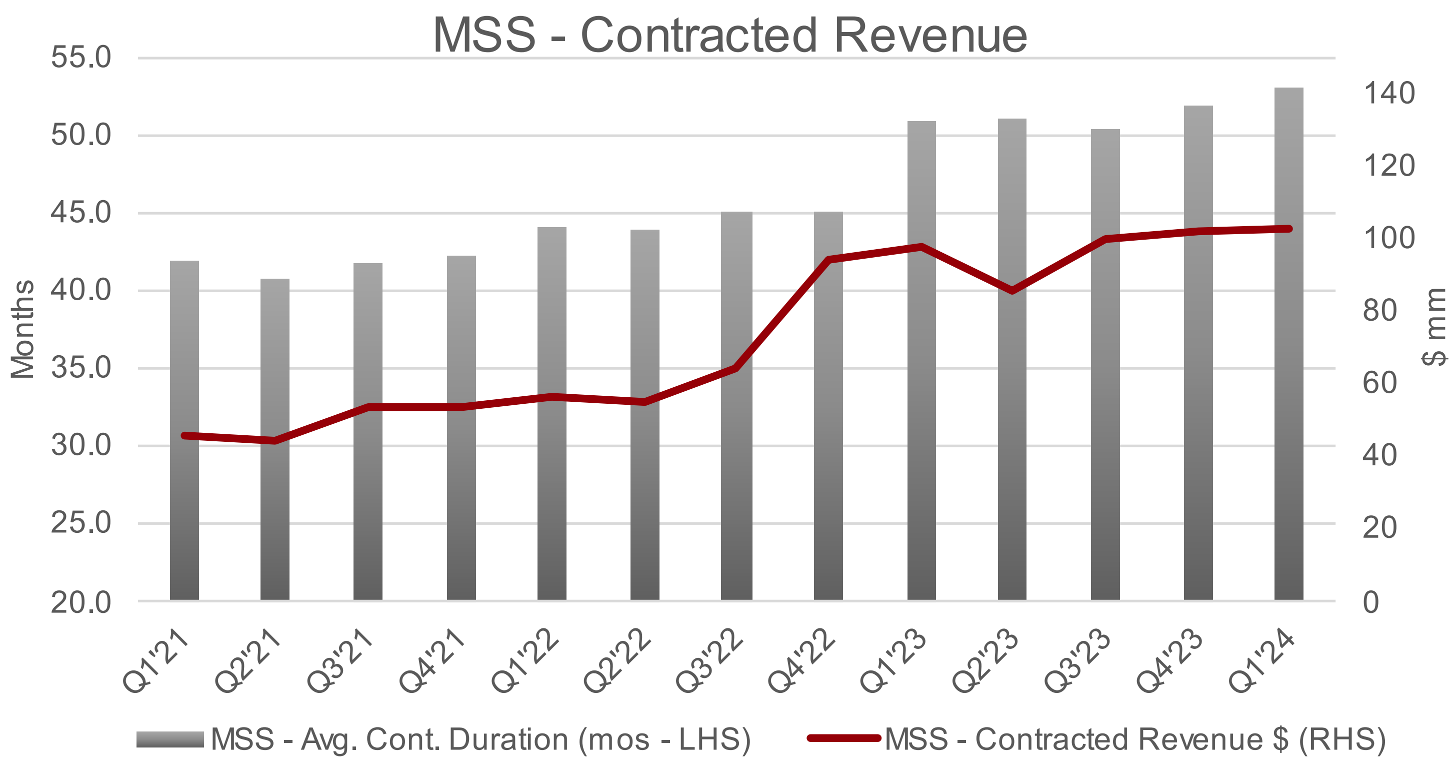




- 11,411 units across 23 branches in North America with attractive returns on long-lived assets
- With added scale and additional product offering, return metrics are improving. Rental revenue growth expected to outpace fleet growth
- In Q1/24, avg monthly rental rate per unit increased 8% Y/Y (~9% on a constant currency basis)
- Q1/24 MSS rental revenue up 5% Y/Y to $21.5 mm



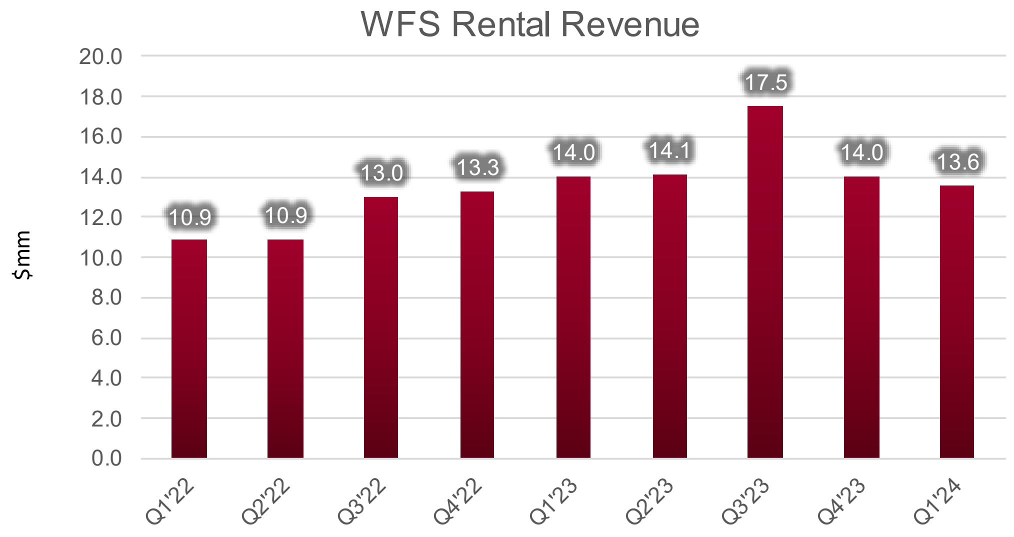
MSS Overview

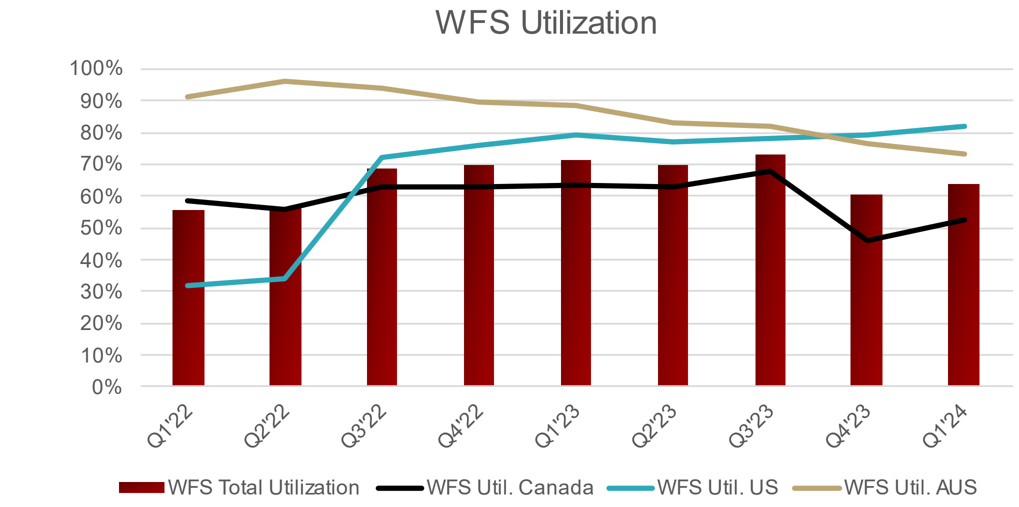


- Growth being driven thematically by:
  - Infrastructure spending in North America
  - Population growth driving increased demand for classroom product
- Continued increases in average contract duration and revenue behind contract

WFS Overview

Our WFS business provides remote accommodation and related services for diverse clientele throughout Canada, the United States and Australia.

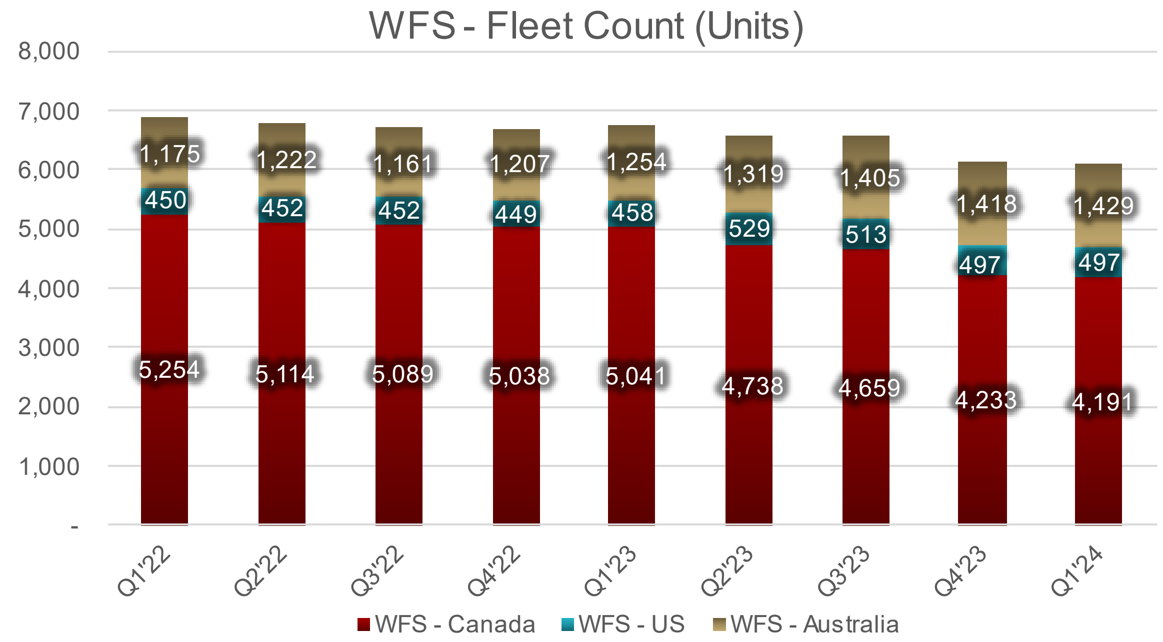


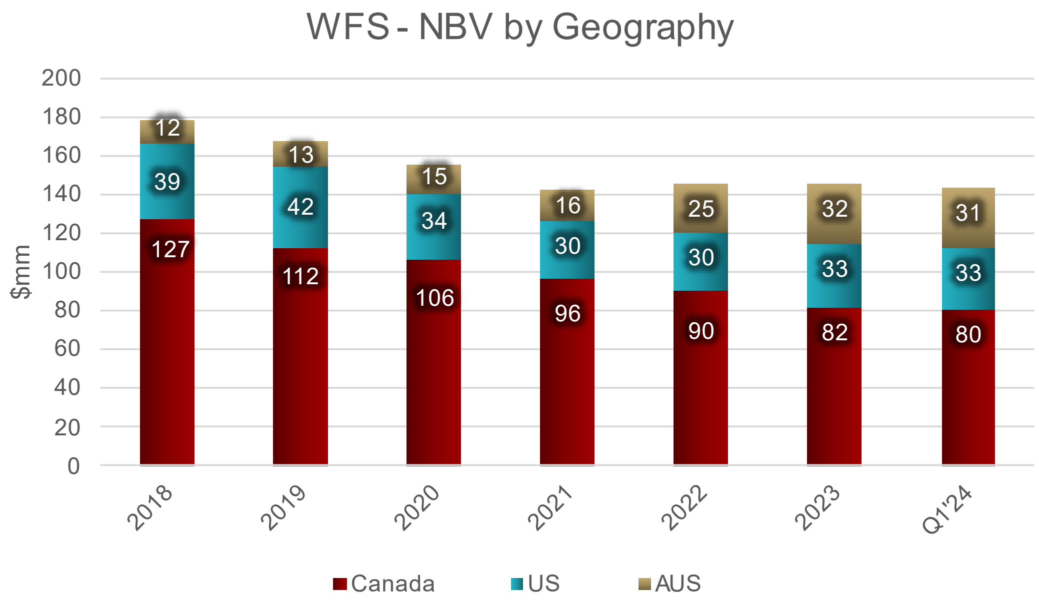


Note: WFS Total Utilization and WFS Utilization Canada for historical periods from Q1/21 to present have been re-calculated using methodology consistent with the most recent reporting period, Dec. 31, 2023.

- **Geographic Diversification**
  - U.S.
  - Eastern Canada
  - Continued growth in Australia
- **Industry Diversification**
  - Disaster Relief
  - Social Housing Initiatives
  - Mining
  - Green Energy
- Recent drop in utilization attributed to conclusion of two large pipeline projects in Canada
- Current customer make up is increasingly diverse with a larger count of smaller projects
- Strong bid and sales pipeline in WFS amidst a generally improving rate environment

WFS Overview



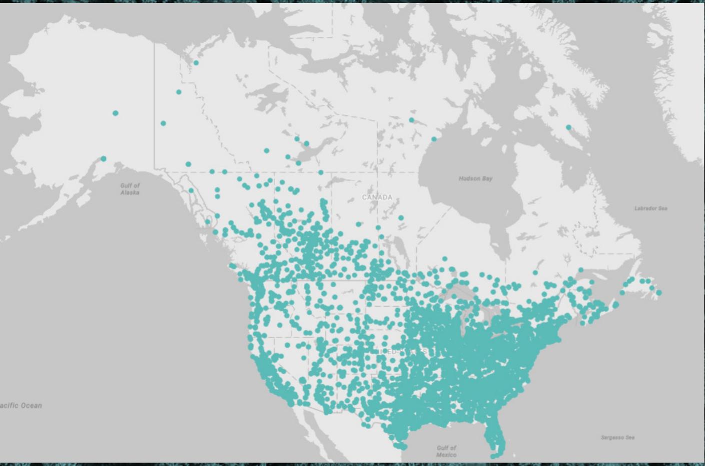


- Strong free cash flow characteristics
- Right sizing of fleet has continued over the years. Canadian NBV down to $80 mm at quarters' end, which compares to ~$82 mm at year end 2023 and is down from ~$127 mm in 2018.
- Cadence of WFS asset sales to likely slow in future years

1 – Adjusted EBITDA is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Financial Measures section for more information.

LodgeLink Gaining Market Traction

LodgeLink is a software solution that supports businesses with end-to-end crew travel management.



Approximately 90% of volumes transacted through the platform are hotels

Multi-sided B2B Platform focused on crew travel

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

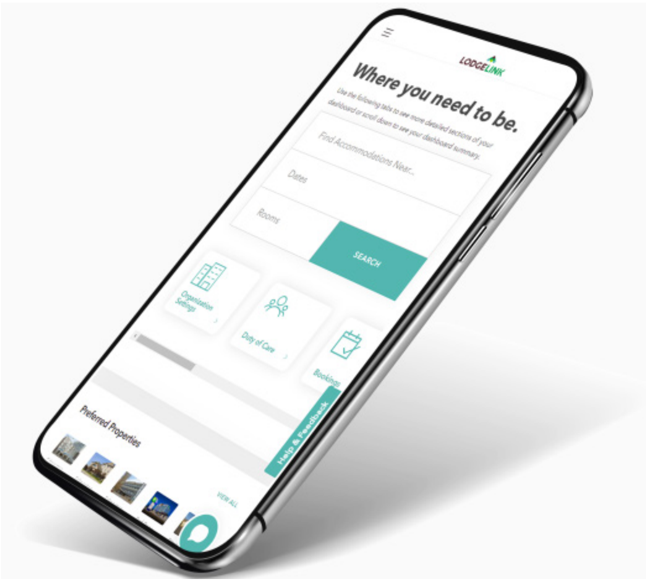
Large addressable opportunity in North America

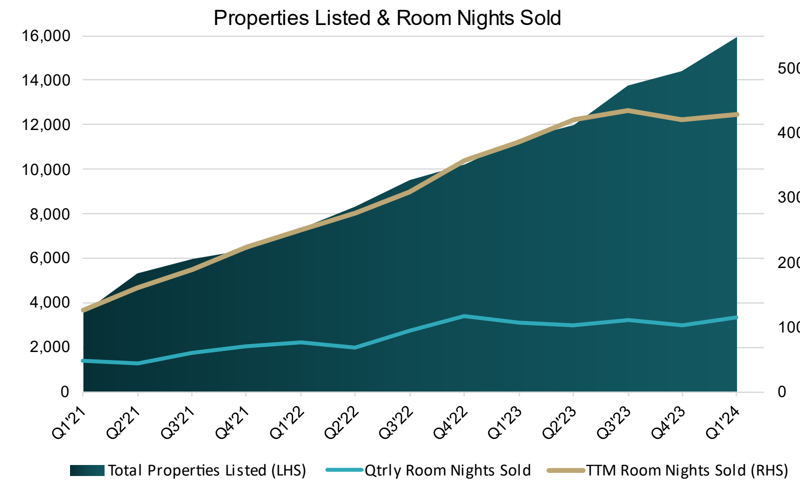
- Customers exist in diverse industries and geographies and share the same challenges
- No global leader in the space
- Fragmented market with low-tech tools used by customers and competitors

Customers & Suppliers validating all aspects of long-term vision

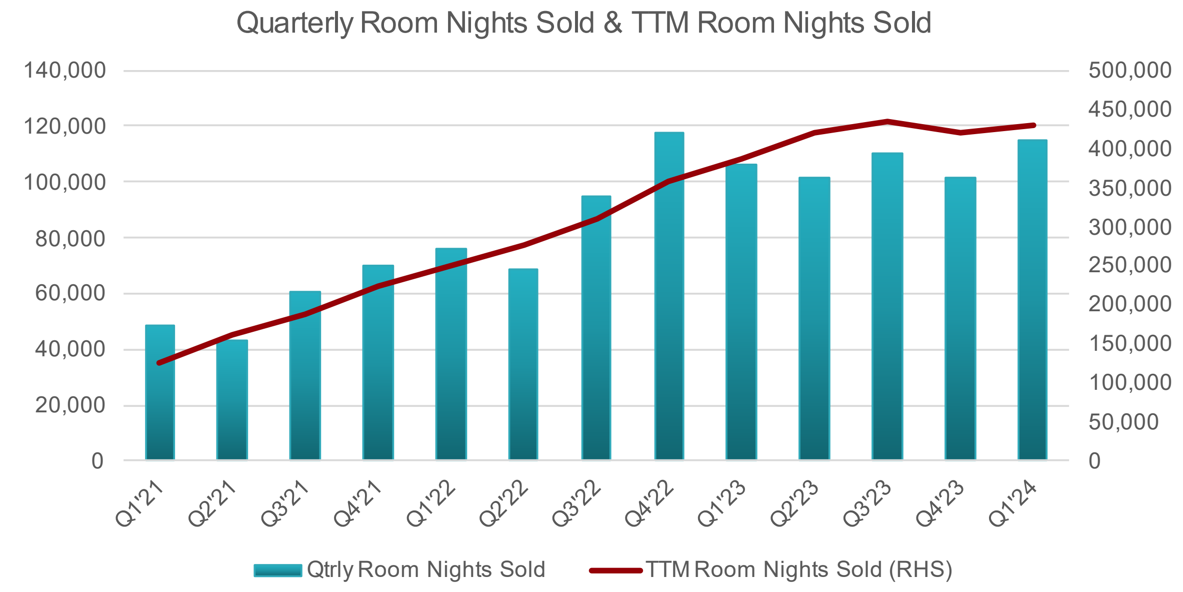
- Meaningful customer growth
- Both sides of the platform showing a desire to integrate their operations with LodgeLink to remove inefficiencies and enhance experience

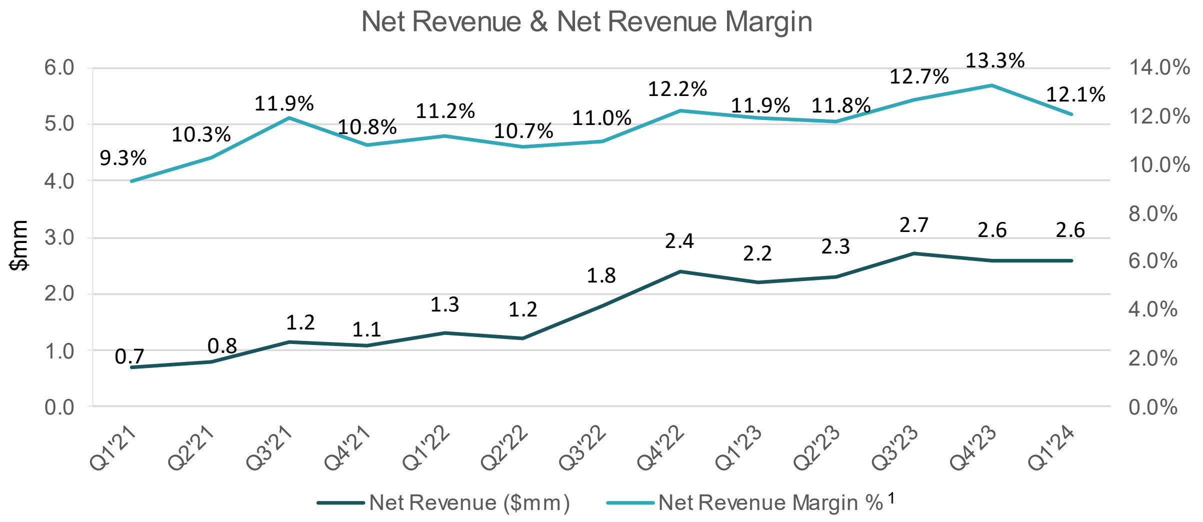
As of March 31, 2024	
Total Properties Listed	+15,960
Total Rooms Listed	+1.5 million
Cumulative Corporate Customers	937
Employees (Permanent full time)	135





LodgeLink – Key Performance Indicators

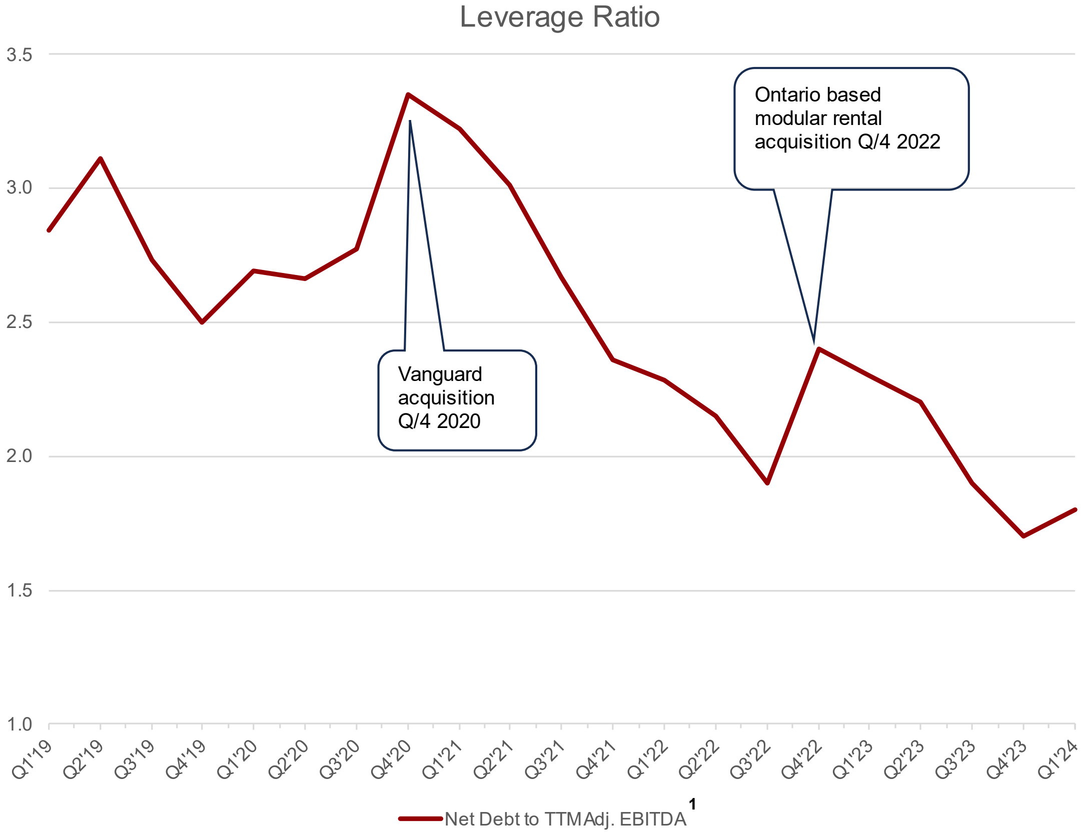


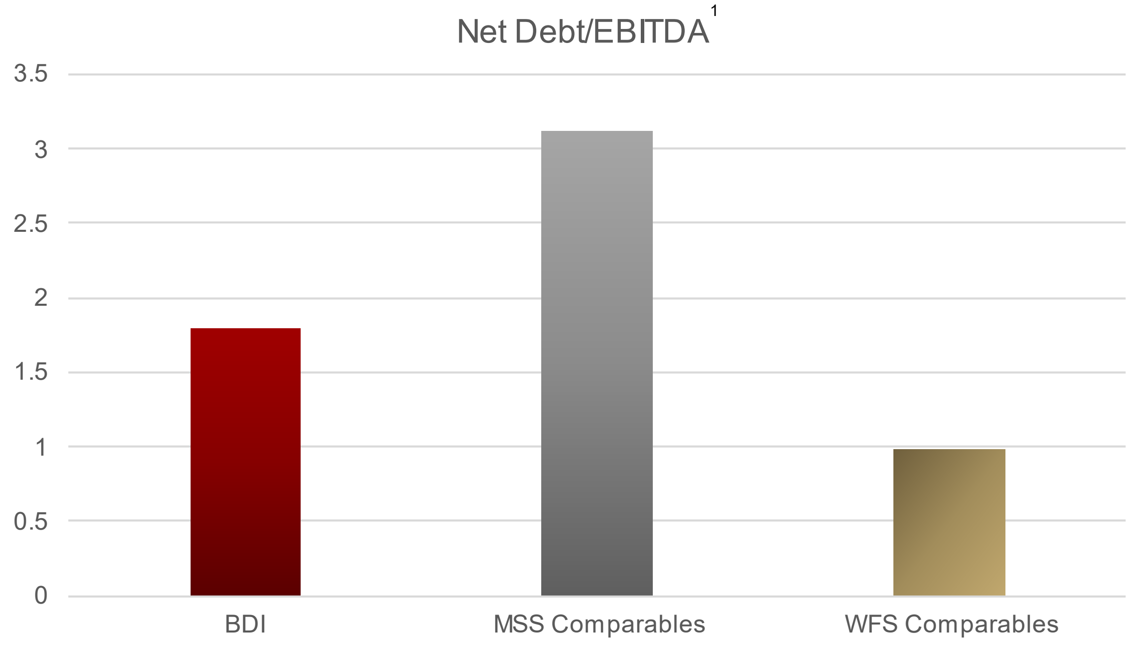


- Product market fit proven
- Carrying momentum through 2024 with strong room night bookings in Q1
- 13% Sequential growth in room nights sold
- Q1/24 LodgeLink TTM room nights sold of 428,433 grew ~11% Y/Y from 386,333.
- Net Revenue of $2.6 mm in Q1/24 was up 18% from the Comparative Quarter
- Growing share of travel wallet within existing customer base
- Net revenue margins[1] increasing as volumes increase and additional revenue streams (such as payments) are added
- Continued customer and geographic expansion with a growing presence in the U.S.

1. *Net Revenue Margin is a non-GAAP financial ratio. Refer to the Non-GAAP & Supplementary Measures section for more information*

Financial Flexibility





Source: CapIQ & Company Documents
MSS Comparables: MGRC, WSC (As of March 31, 2024)
WFS Comparables: CVEO, TH, DXT (CVEO As of March 31, 2024, TH&DXT Dec31, 2023)

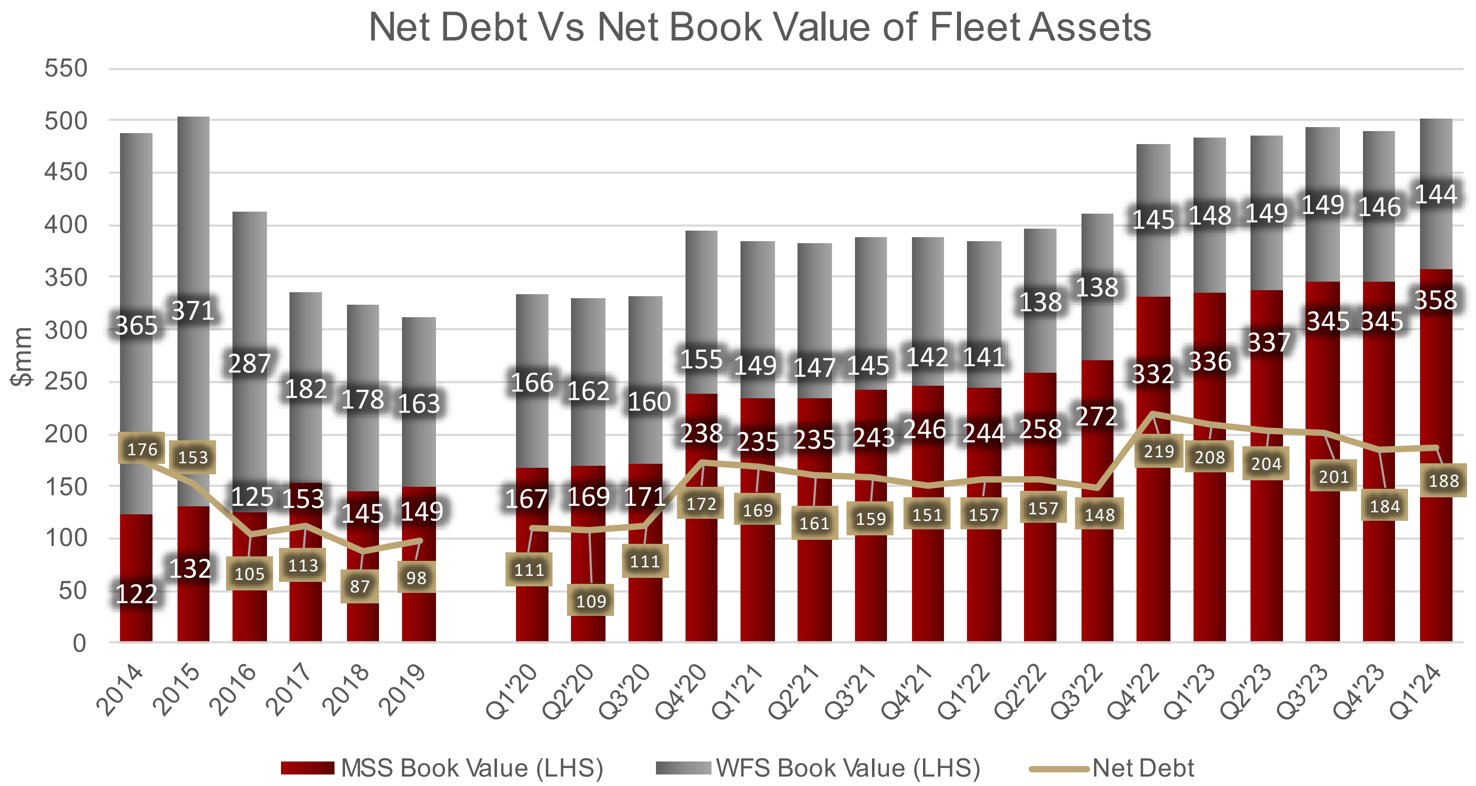
Note: Net Debt to EBITDA /Adjusted EBITDA for comparable companies calculated as most recent quarter Net Debt divided by most recent quarter's annualized Adjusted EBITDA

1. Net Debt/ EBITDA is defined as Net Debt to TTM Adjusted Leverage EBITDA and is a non-GAAP financial ratio. Refer to the Non-GAAP & Supplementary Measures section for more information

2. Net Debt to EBITDA for comparable companies calculated as most recent quarter Net Debt divided by most recent quarter's annualized Adjusted EBITDA

Significant Asset Coverage Against Debt

- Q1/2024 Long-Term Debt of $199.8 mm and Net Debt[1] of $187.9 mm remains well below tangible asset coverage on a net book value and third-party appraisal basis
- Asset Based Lending ("ABL") facility termed out to fall of 2026. Average cost of debt for the quarter ended March 31, 2024 was 6.3%, up 90 bps compared to 5.4% in Q1 2023.
- Since this facility was introduced in 2019 with a maximum size of $200 mm, it has been increased twice to $325 mm to allow for continued expansion and growth
- Available liquidity of $148.3 mm as at March 31, 2024



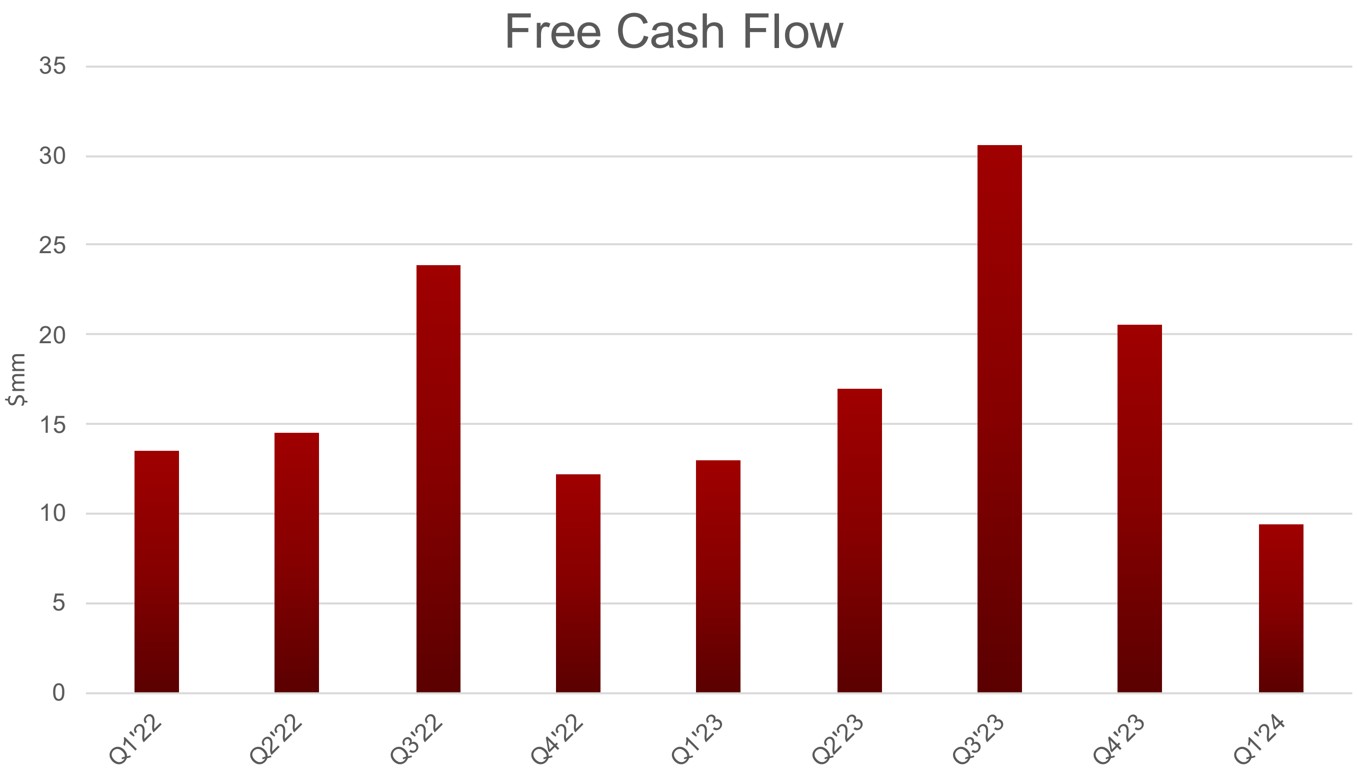
1. *Net Debt is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Measures section for more information*

Strong Free Cash Flow Generation

- Asset rental model has continued to provide a strong base of Free Cashflow[1], generating ~$9.4 mm in Q1/2024

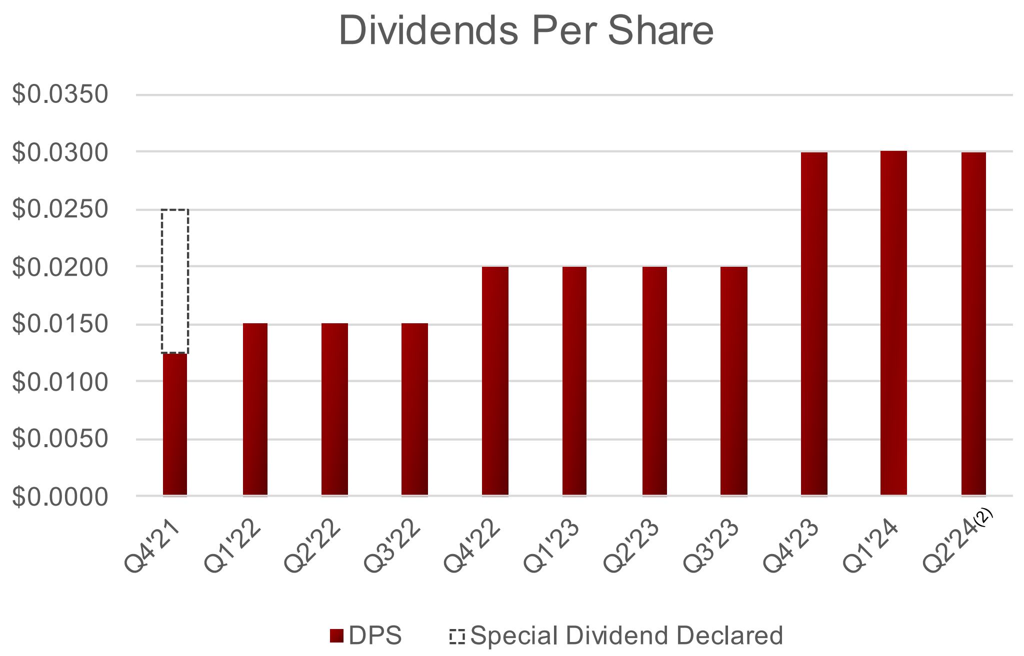
- Q4/2023 quarterly dividend of $0.03 per share, or $0.12 per share on an annualized basis

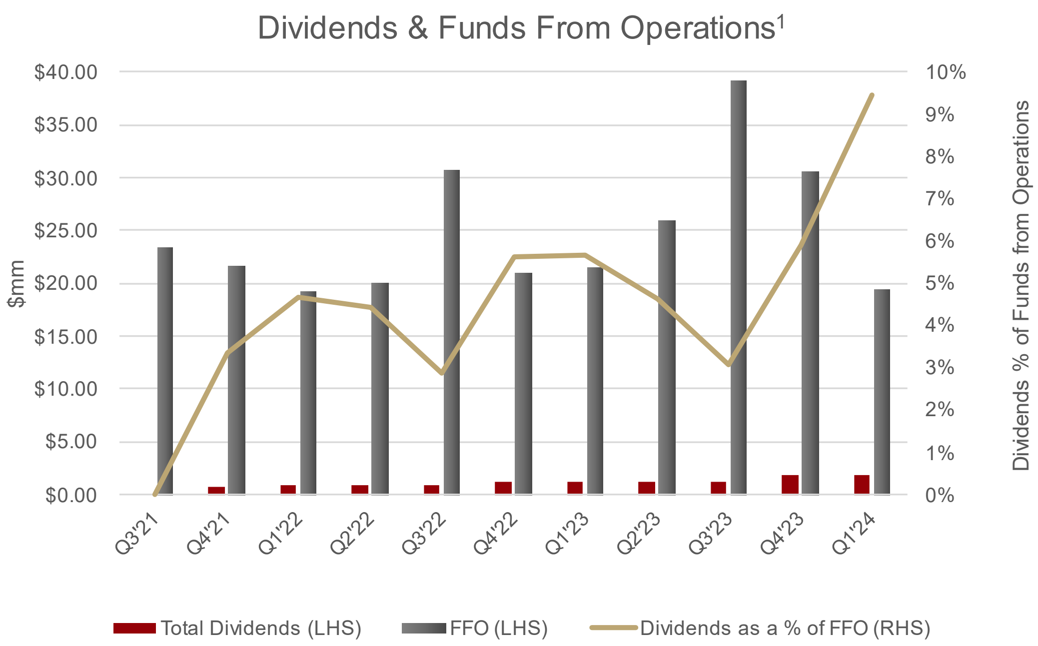
- Base of diversified rental assets represents an attractive hedge in the current inflationary environment



1. *Free Cashflow is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Measures section for more information*

Dividend Growth





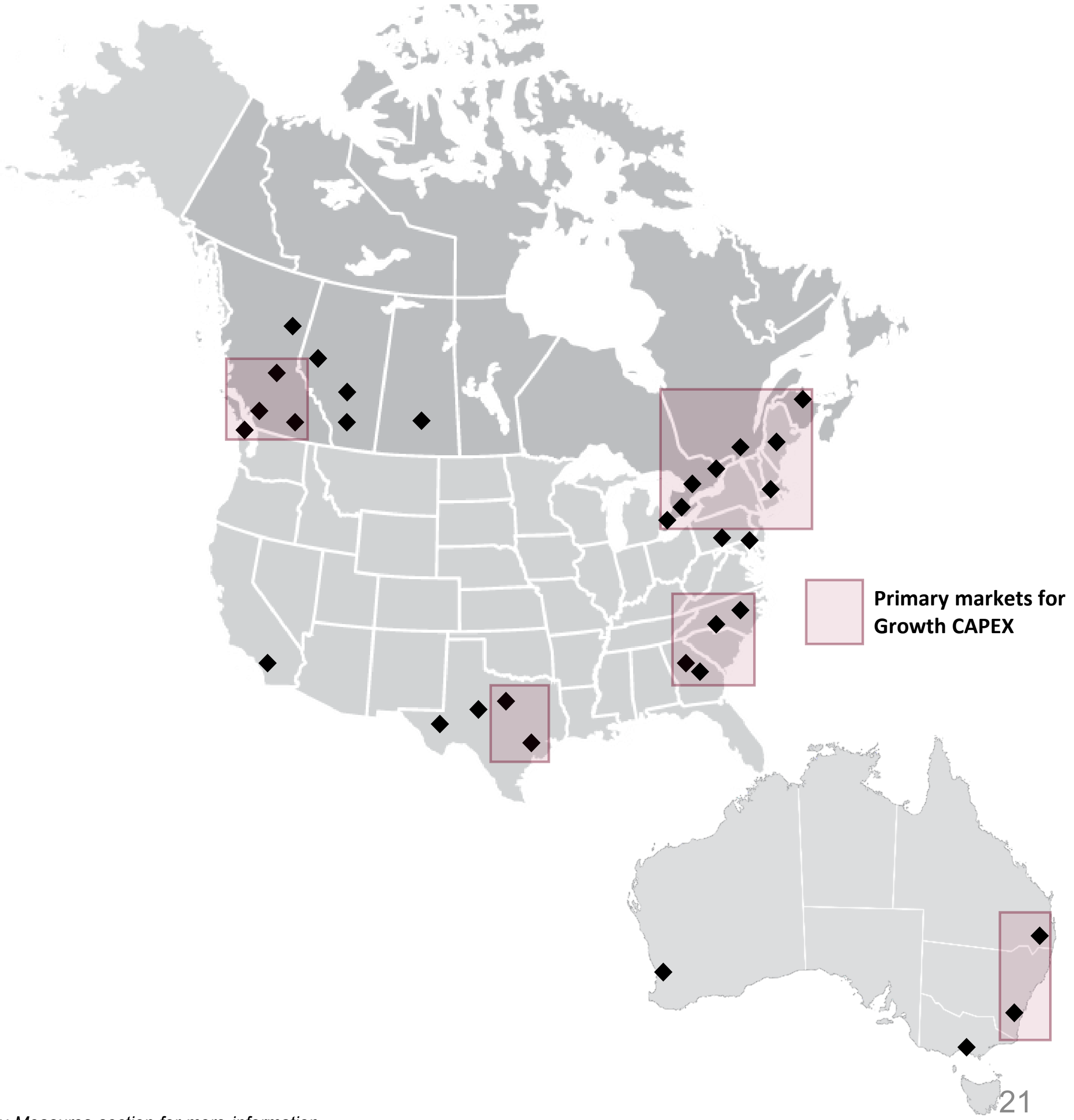
- Re-instated dividend in Q4/2021, along with a special dividend
- Three dividend increases since re-instating in 2021 (increased from $0.0125/sh in Q1/2021 to $0.03/sh in Q4/2023)
- Dividends as a percentage of Funds from Operations average since then is ~5%

1 – Funds From Operations is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Financial Measures section for more information
2 – Q2/2024 dividend of $0.03 was declared on May 2, 2024 and is payable on or about July 15, 2024 to shareholders of record on June 30, 2024.

Disciplined Capex Funding Future Growth

Organic Growth Capex

- Level of organic growth capex to rise in conjunction with free cashflow and strong customer demand
- Capital Commitments of $39 mm as at March 31/2024 was 11% above year-ago levels
- Realizing strong returns for new capital investment
- Vast majority of capex targeted for organic growth in MSS with opportunities in WFS Australia and select refurb opportunities across WFS North America
- Reported consolidated ROA[1] of 14.3% Q1/24



1. ROA is a non-GAAP financial ratio. Refer to the Non-GAAP & Supplementary Measures section for more information

Appendix


LODGELINK

CAMPS RENTAL

ENERGY SERVICES

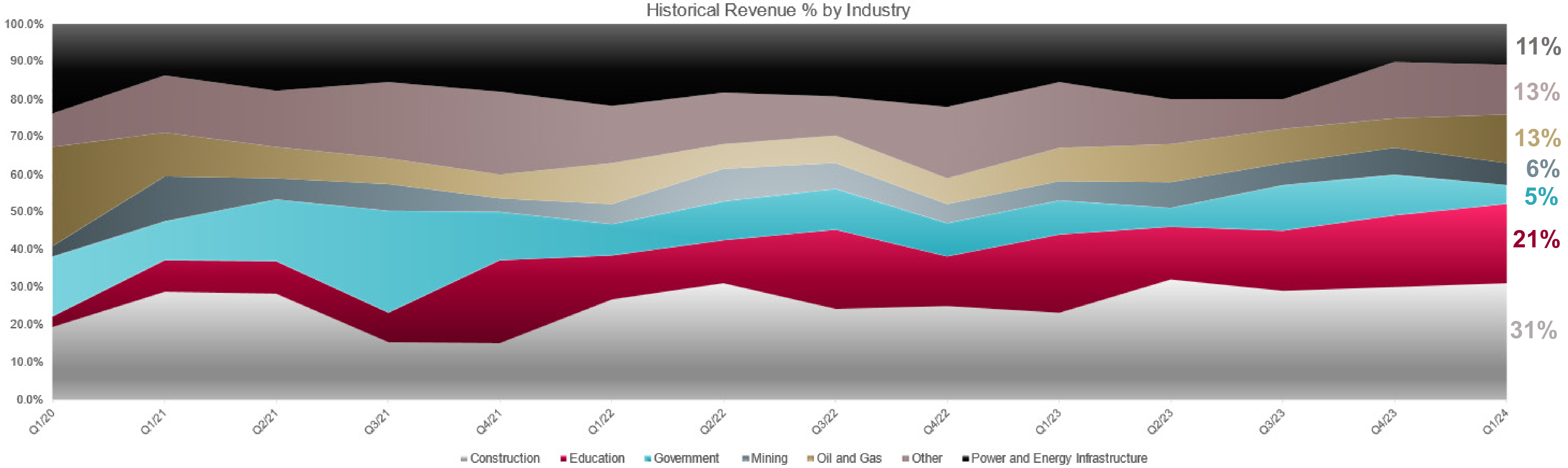
AUSTRALIA

MODULAR SPACE

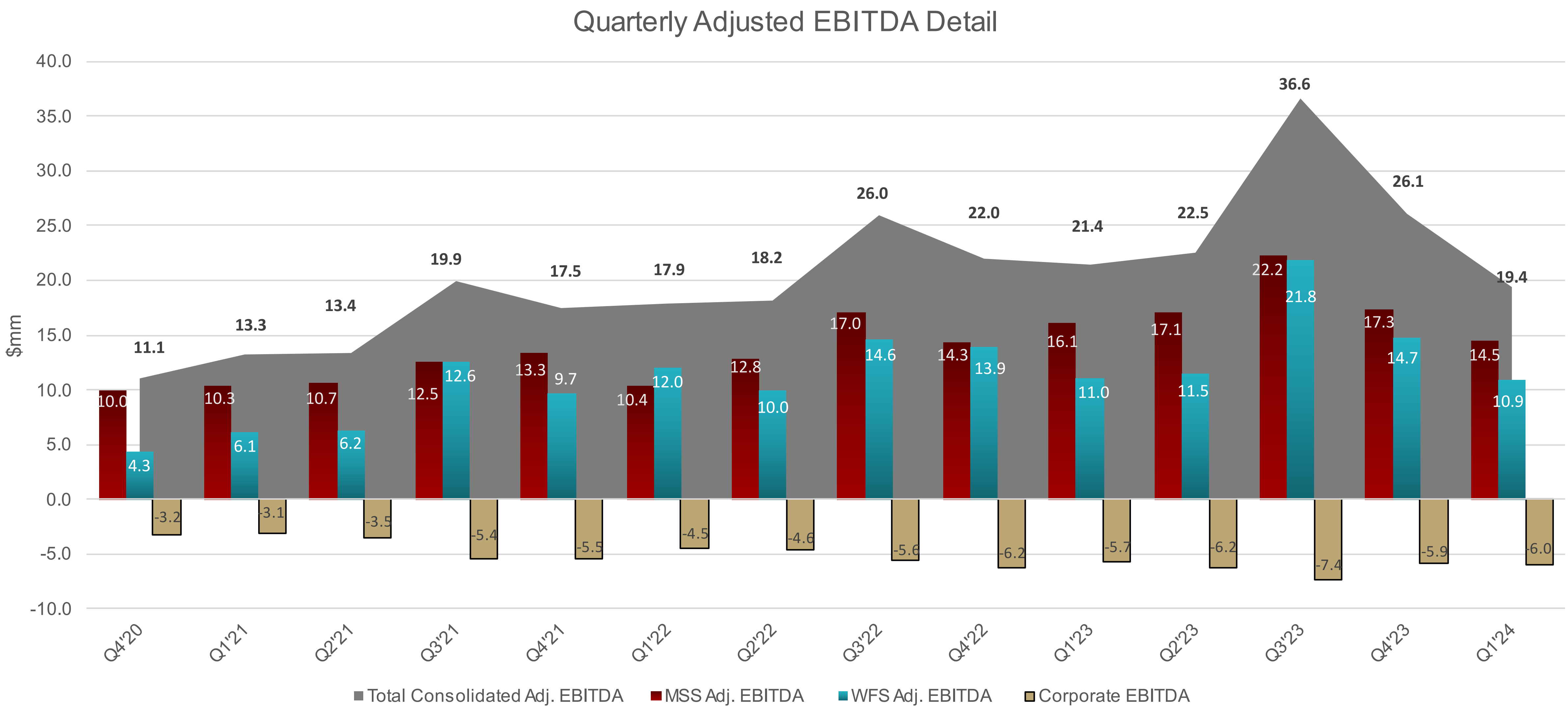
VAPS

Total Revenue, by Industry

As at Q1/24

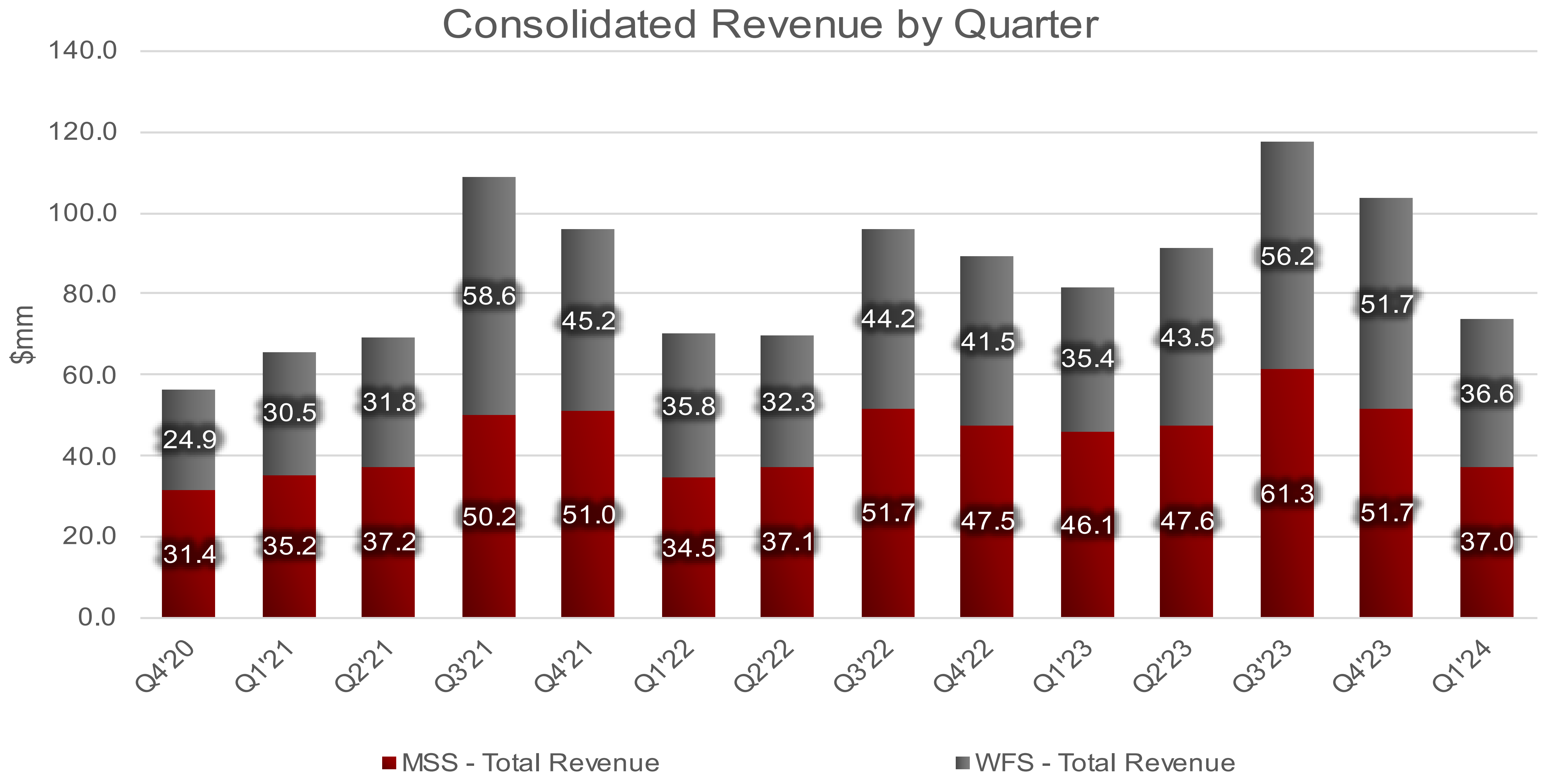


Adjusted EBITDA[1] Detail By Quarter

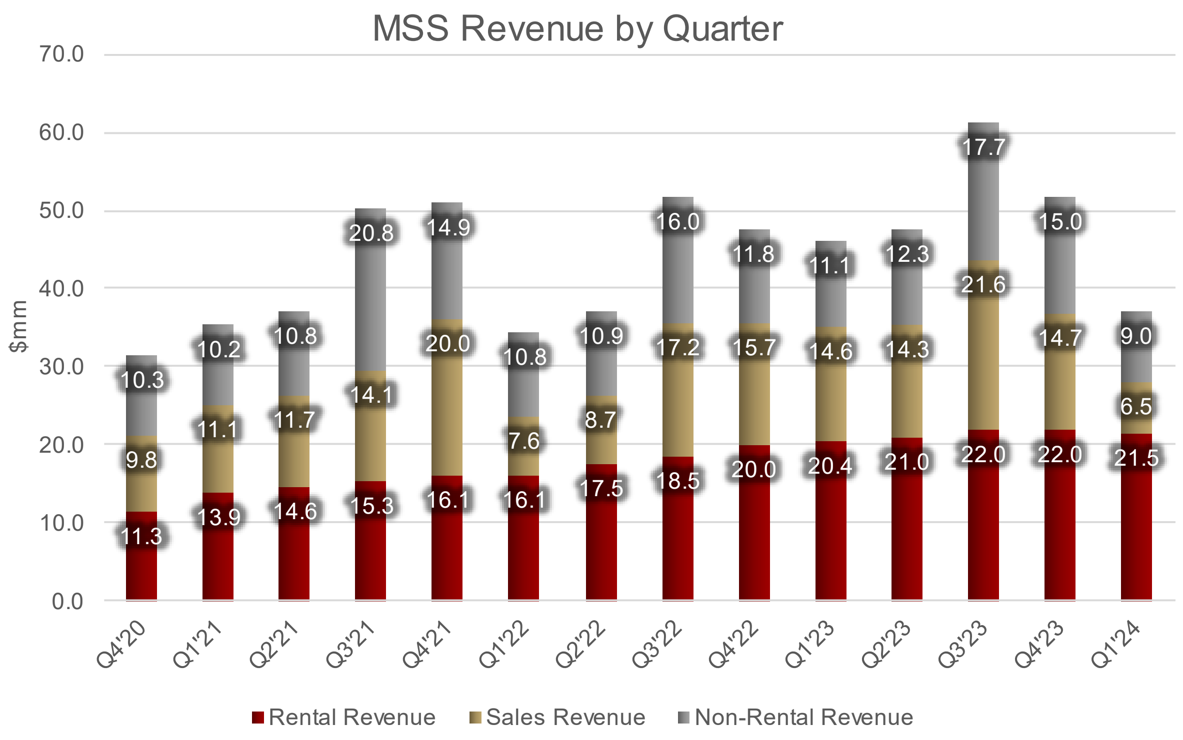


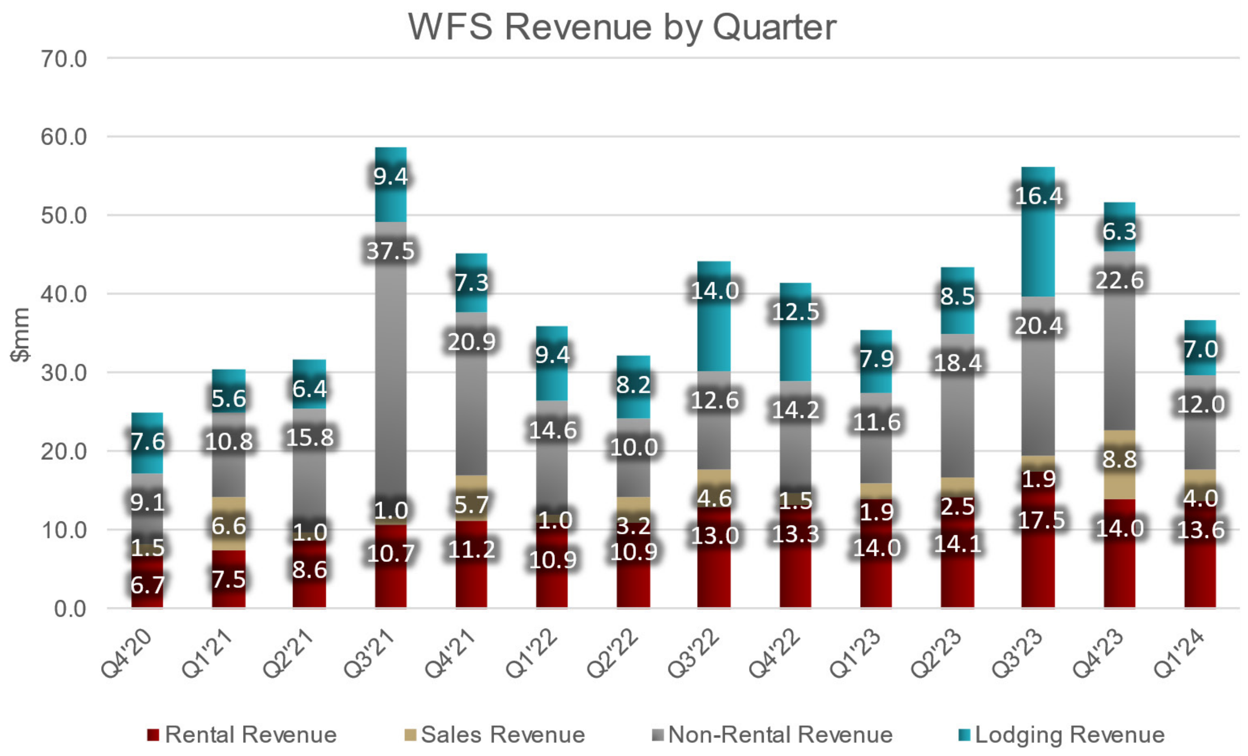
1. Adjusted EBITDA is a non-GAAP financial ratio. Refer to the Non-GAAP & Supplementary Measures section for more information

Revenue Detail by Quarter



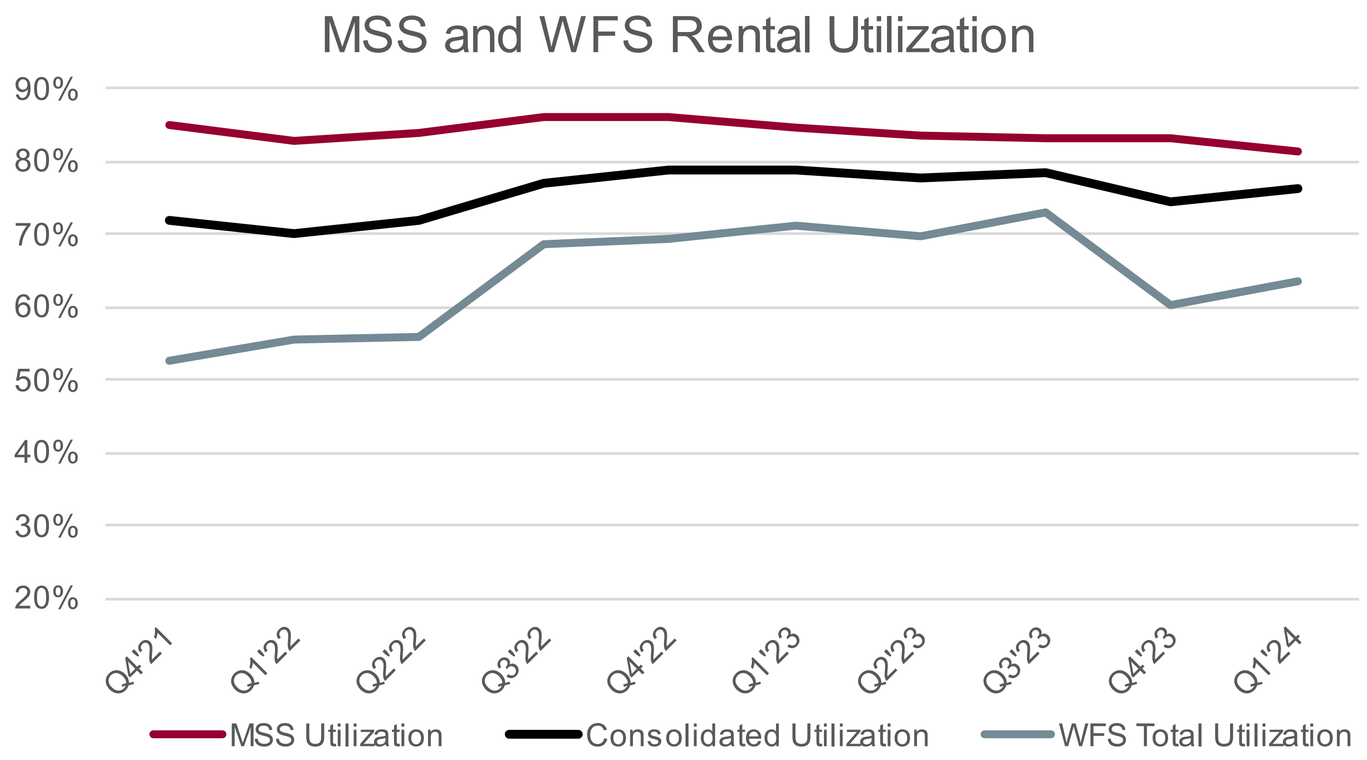
Revenue Detail by Division



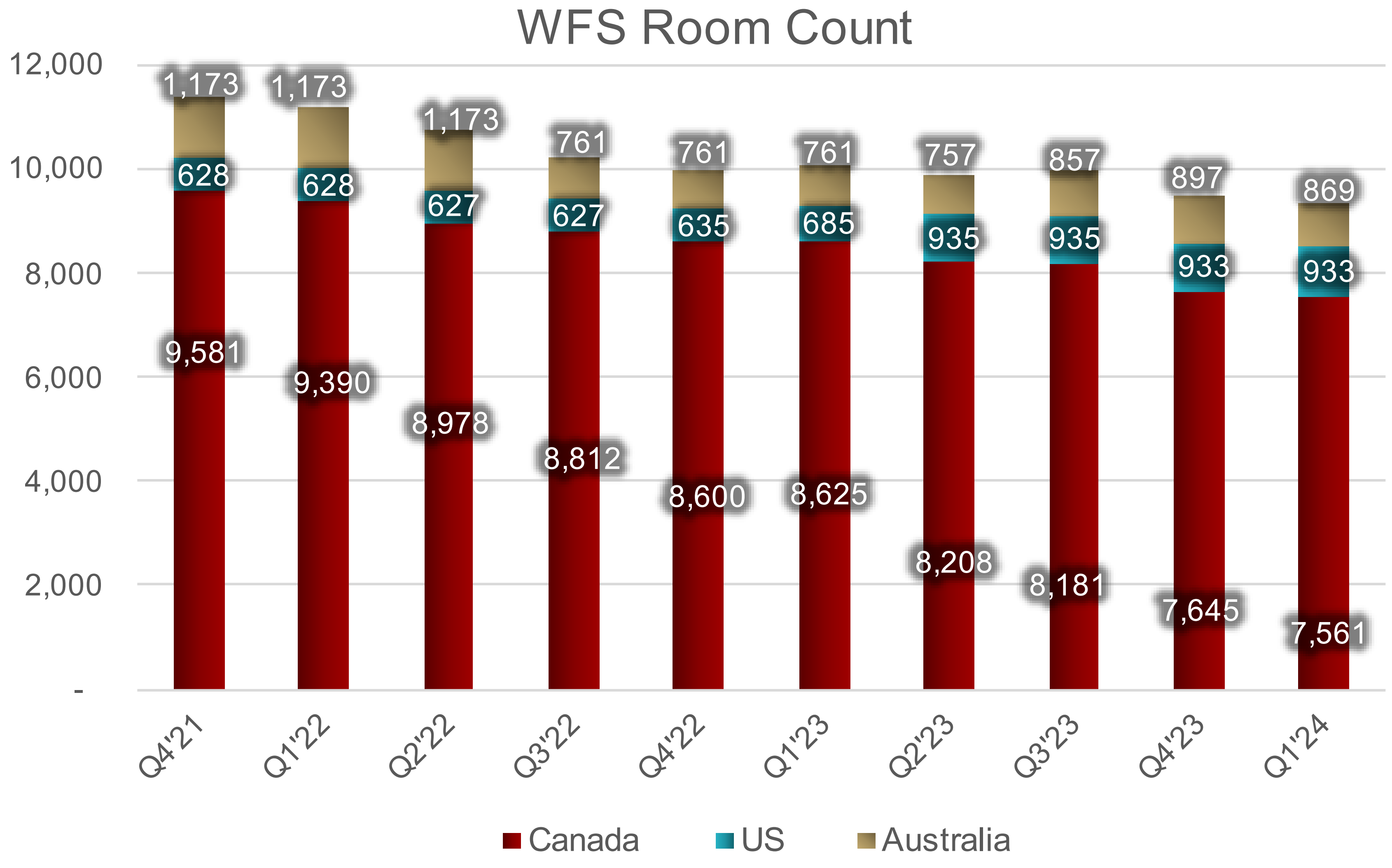


Rental Utilization

- MSS rental fleet maintaining utilization above 80%
- WFS utilization supported by diversification of assets by industry and geography

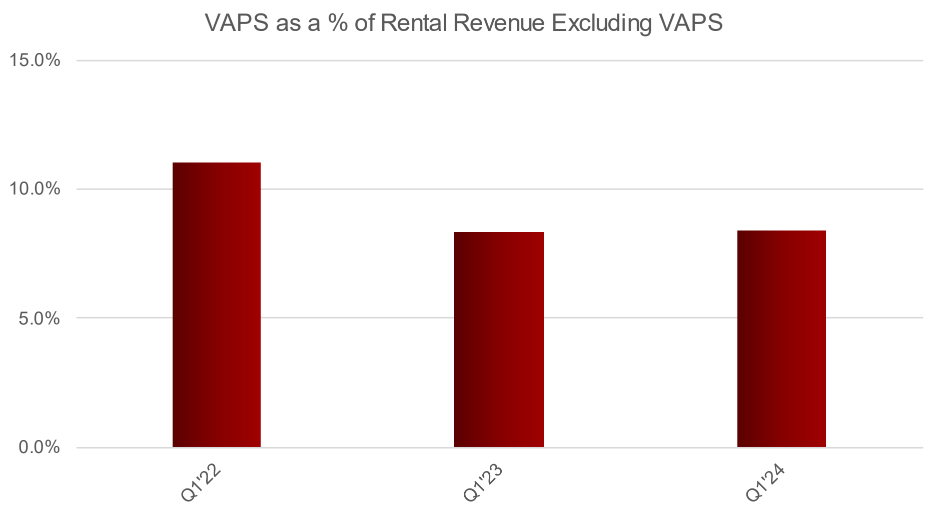


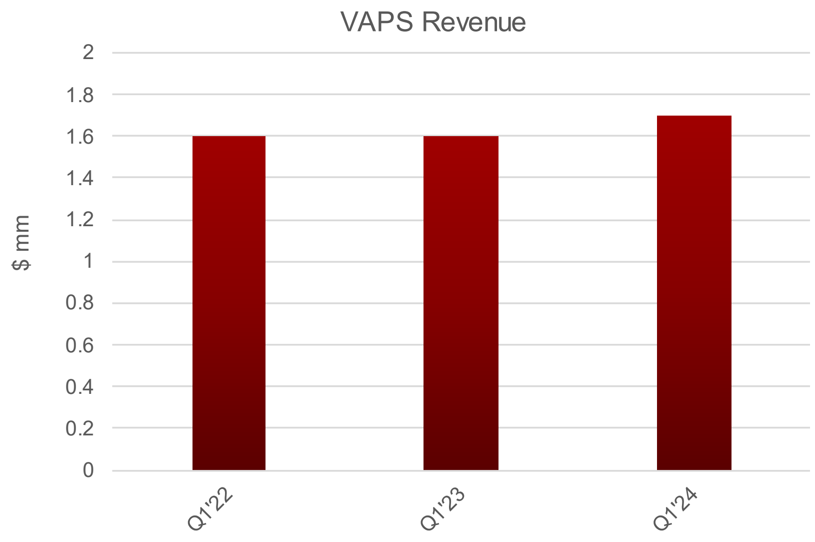
WFS Room Count by Geography



MSS – VAPS Penetration

- VAPS as a % of rental down during 2023 due to an acquisition of units with little or no VAPS contribution
- Expect ongoing VAPS growth as acquisitions are integrated, with additional products and services rolled out





LodgeLink – Solves Complex Problems

Workforce (Crew) travel is a complex task that adds costs to running a business

- **When groups or crews are required to travel for work, finding, booking and managing travel and accommodations is challenging**
- **Solutions for consumer travel exist, however, they ignore the added complexity for group travel**

Search, Book & Manage

- Search for accommodations close to a worksite by searching the location, coordinates, city name and more
- LodgeLink can facilitate booking accommodations for 1-100+ people in a few clicks
- Manage reservations for crews including changing schedules, project delays, extensions, etc. from the LodgeLink dashboard

Pay & Report

- All accommodations will be secured and paid by LodgeLink with a consolidated invoice sent regularly
- LodgeLink allows for cost tracking by crew, project or as required by our customers
- Additional cost and personnel tracking available to our clients

LodgeLink – Offers Advantages

LodgeLink addresses many of the problems faced by companies needing to book crew travel accommodations and the crew members themselves

Company Perspective

- Booking and managing travel and accommodations adds unnecessary cost / administrative burden
- Lack of single-point interface often results in over- or under-booking rooms, paying for scheduling mix-ups
- Lack of corporate buying power when travel accommodation booked ad-hoc

Crew Member Perspective

- Managing bookings and payment by crew members in addition to regular duties and 10-14 hour workdays
- Burden of paying and expensing travel and accommodations

Property Owner Perspective

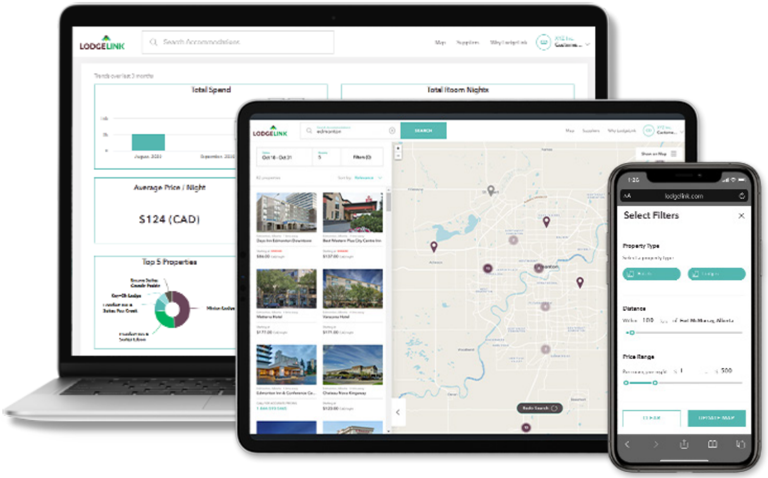
- Crews are a highly desirable customer base for property owners given steady volume, longer-term length of stay and diversification from corporate and leisure customers

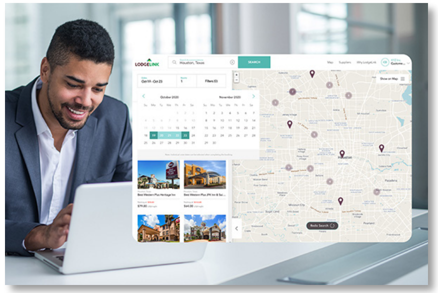
	LODGELINK	TRAVEL MANAGEMENT COMPANY	EMPLOYEE SELF BOOKING	DIRECT HOTEL GROUP BOOKING
Self-serve online	✓	✓	✓	
Customer service and support	✓	✓	✓	✓
Access to hotels	✓	✓	✓	✓
Access to lodges	✓			
Accommodations across North America	✓	✓	✓	✓
Crew list	✓			
Custom scheduling	✓			
Flexible cost tracking codes	✓			
Interactive on-demand reporting	✓	✓		
Simple, consolidated administration	✓			

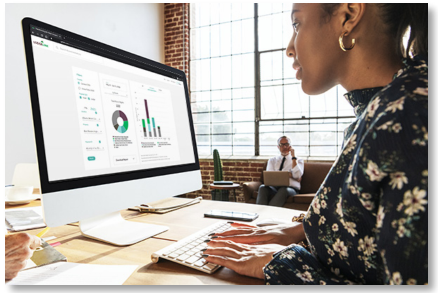
LodgeLink – Web & Mobile Solution

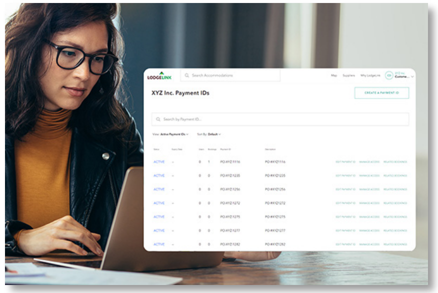
Save time. Control costs.

- **A web-based solution for workforce travel management**
  - *LodgeLink is an end-to-end solution focused on the needs of crews*
  - *The platform applies web-based technology that simplifies the crew travel process*
- **Delivering efficiency and cost control for complex workforce travel**
  - *Through LodgeLink, administrative costs for customers are reduced*
  - *Time consuming activities are replaced with efficient web-based technology*









LodgeLink – Business Model

Current

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
- Leverage economies of scale to drive buying discounts and increase margins

Future

Advertising

- Advertise travel support services (dining and entertainment, remote refueling stations, equipment rental, etc.)
- Preferred placement in search results, similar and feature properties
- Last-minute deals to crews working in the area

Future

Data & Other Services

- SAAS Application - Potential for enhanced features, data & reporting through a licensing fee model

LodgeLink - Value Proposition

Cost Savings Calculator

Gain insight into how much you can save by partnering with LodgeLink using the calculator below.

Annual accommodation spend $510,000

How many hours does your team spend per week creating and managing travel bookings? 10

How many properties do you utilize in a week? 7

Number of hotel invoices reconciled each week 30

Use negotiated rates?

- (selected) Yes
- No

Mode of payment

- (selected) Credit Card
- Direct Billing

Total Costs

Annual accommodation administrative costs

$249,500.00

Annual accommodation spend

+ $510,000.00

= $759,500.00

Estimated Savings

Administrative savings

$216,080.00

Negotiated rate savings

+ $25,500.00

Savings with LodgeLink

= $241,580.00 (31.81%)

- Assumptions:
  - Approximately 4,700 room nights @ $108/night
  - 3 rooms per transaction
  - results in 1,560 transactions per year (or 30 per week)
  - Assumes no additional savings on negotiated rates or direct billing

Non-GAAP & Supplementary Financial 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, 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; and
  - 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 in the following pages.

- **Adjusted EBITDA as a % of Revenue** is calculated by dividing Adjusted EBITDA by total revenue for the period.

- **Adjusted EBIT** is Adjusted EBITDA less depreciation and amortization.

- **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 Cashflow ("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 noncontrolling interest and dividends paid on common shares and on preferred shares, plus net current income taxes received (paid). Management believes that FCF is a useful measure as it provides an indication of the funds generated by the operations before working capital adjustments and other items noted above. 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.

- **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 below. 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 leverage position.

- **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.

Non-GAAP & Supplementary Financial Measures

- **Net Revenue Margin** is calculated by dividing net revenue by Gross Bookings for the period. 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.
- **Enterprise Value** is calculated *as Market Capitalization plus Net Debt which is a supplementary financial measure and is calculated as long-term debt minus cash and cash equivalents.*
- **Gross Bookings** 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.
- **Working Capital** is a supplementary financial measure and is calculated as current assets minus current liabilities.

For further information and discussion on Non-GAAP financial measures, as well as a reconciliation to the most comparable GAAP measure, please refer to the Company’s Management Discussion and Analysis for the quarter ended March 31, 2024 which is available on the Company’s website at www.blackdiamondgroup.com, or on the SEDAR website at www.sedarplus.com .

Adjusted EBITDA, Return on Assets

($ millions, except as noted)	Three months ended March 31, 2024	2023	Change %
Profit	**1.5**	4.4	(66)%
Add:			
Depreciation and amortization	**10.7**	9.8	9%
Finance costs	**3.8**	2.9	31%
Share-based compensation	**1.5**	2.2	(32)%
Non-controlling interest	**0.3**	0.3	—%
Current income taxes	**0.2**	—	100%
Deferred income taxes	**0.3**	1.8	(83)%
Non-recurring items:			
ERP implementation and related costs[1]	**0.5**	—	100%
Acquisition costs	**0.6**	—	100%
Adjusted EBITDA	**19.4**	21.4	(9)%
Less:			
Depreciation and amortization	**10.7**	9.8	9%
Adjusted EBIT	**8.7**	11.6	(25)%
Total revenue	**73.6**	81.5	(10)%
Adjusted EBITDA as a % of Revenue	**26.4%**	26.3%	10 bps
Annualized multiplier	**4**	4	
Annualized adjusted EBITDA	**77.6**	85.6	(9)%
Average net book value of property and equipment	**542.2**	524.7	3%
Return on Assets	**14.3%**	16.3%	(200) bps

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

Net Debt, Net Debt to TTM Adjusted Leverage EBITDA

($ millions, except as noted)	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1	2022 Q4	2022 Q3	2022 Q2	Change
Profit	1.5	7.8	13.6	4.6	4.4	9.4	9.0	4.0	
Add:									
Depreciation and amortization	10.7	11.2	12.6	10.6	9.8	8.6	9.2	8.8	
Finance costs	3.8	3.7	3.7	3.7	2.9	3.6	2.1	1.7	
Share-based compensation	1.5	1.1	1.6	1.3	2.2	1.3	1.3	1.1	
Non-controlling interest	0.3	0.3	0.3	0.3	0.3	0.4	0.5	0.5	
Current income taxes	0.2	0.1	—	0.1	—	0.1	—	0.4	
Deferred income taxes	0.3	0.4	4.8	1.9	1.8	3.7	3.9	1.7	
Impairment reversal	—	—	—	—	—	(6.3)	—	—	
Non-recurring items									
Acquisition costs	0.6	—	—	—	—	1.2	—	—	
ERP implementation and related costs (1)	0.5	1.5	—	—	—	—	—	—	
Adjusted EBITDA	19.4	26.1	36.6	22.5	21.4	22.0	26.0	18.2	
Acquisition pro-forma adjustments(2)	—	—	—	—	—	0.5	2.3	2.2	
Adjusted Leverage EBITDA	19.4	26.1	36.6	22.5	21.4	22.5	28.3	20.4	
TTM Adjusted Leverage EBITDA	104.6				92.6				13%
Long-term debt	199.8				214.8				(7)%
Cash and cash equivalents	12.2				6.5				88%
Current portion of long term debt (3)	0.3				0.3				—%
Net Debt	187.9				208.6				(10)%
Net Debt to TTM Adjusted Leverage EBITDA	1.8				2.3				(22)%

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

(2) Includes pro-forma pre-acquisition EBITDA estimates as if the acquisition that occurred in the fourth quarter 2022, occurred on January 1, 2022.

(3) Current portion of long-term debt relating to the payments due within one year on the bank term loans assumed as part of the acquisition in the fourth quarter of 2022.

Free Cashflow

($ millions, except as noted)	Three months ended March 31, 2024	2023	Change
Cash Flow from Operating Activities	**22.5**	31.6	(29)%
Add/(Deduct):			
Change in other long term assets	**(0.5)**	(0.2)	(150)%
Changes in non-cash operating working capital	**(2.6)**	(10.0)	74%
Funds from Operations	**19.4**	21.4	(9)%
Add/(deduct):			
Maintenance capital	**(2.7)**	(2.3)	(17)%
Payment for lease liabilities	**(2.1)**	(1.8)	(17)%
Interest paid (including lease interest)	**(3.6)**	(2.8)	(29)%
Net current income tax expense	**0.2**	—	100%
Dividends paid on common shares	**(1.8)**	(1.2)	(50)%
Distributions paid to non-controlling interest	**—**	(0.3)	100%
Free Cashflow	**9.4**	13.0	(28)%

Net Revenue, Gross Bookings and Net Revenue Margin

	Three months ended March 31,		
($ millions, except as noted)	**2024**	2023	Change
Total revenue	**73.6**	81.5	(10)%
Direct costs	**37.8**	44.2	(14)%
Gross profit	**35.8**	37.3	(4)%
Gross Profit Margin	**48.6%**	45.8%	280 bps

Enterprise Value

Enterprise Value Calculation(1)	
Shares Outstanding (mm)	61.9
Share Price ($)	8.00
Market Capitalization ($mm)	495.6
Net Debt ($mm) - Q1/2024	187.9
Enterprise Value ($mm)	683.5

1 – Enterprise Value is a non-GAAP financial measure. Refer to the Non-GAAP & Supplementary Financial Measures section for more information.

THANK YOU

Investor Relations
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