

2016 ANNUAL GENERAL MEETING



BLACK DIAMOND
GROUP

FINANCIAL OVERVIEW

TOBY LABRIE

EXECUTIVE VICE PRESIDENT & CHIEF FINANCIAL OFFICER

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.

Q1 2016 Adjusted EBITDA \$17.2 Million



Business Unit Performance

Camps & Lodging

- Ongoing weakness in the resource sector drove rental and lodging revenue down. Non-rental revenue lower year over year due to installation activities in Q1 2015

BOXX Modular

- Western Canadian utilization impacted by resource sector, but partially offset by higher utilization levels in the United States

Energy Services

- Decreasing drilling and completion activity year over year resulted in an overall decrease in revenue and margin

International

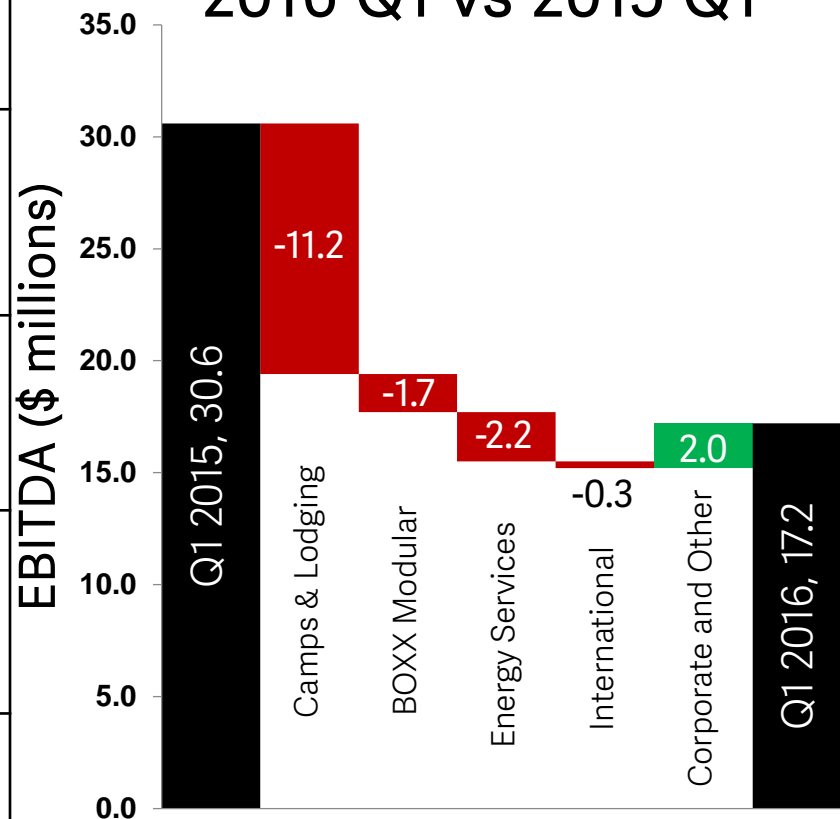
- Prolonged commodity weakness has led to reduced asset utilization and downward pressure on pricing

Corporate

- Graduated salary rollback averaging 10% was implemented in February to further decrease administrative expenses

Adjusted EBITDA Waterfall

2016 Q1 vs 2015 Q1



Preserving Balance Sheet Flexibility



Defensive Action

Cost controls

Working capital efficiencies

Reducing CAPEX & dividends



Results

Debt repayment

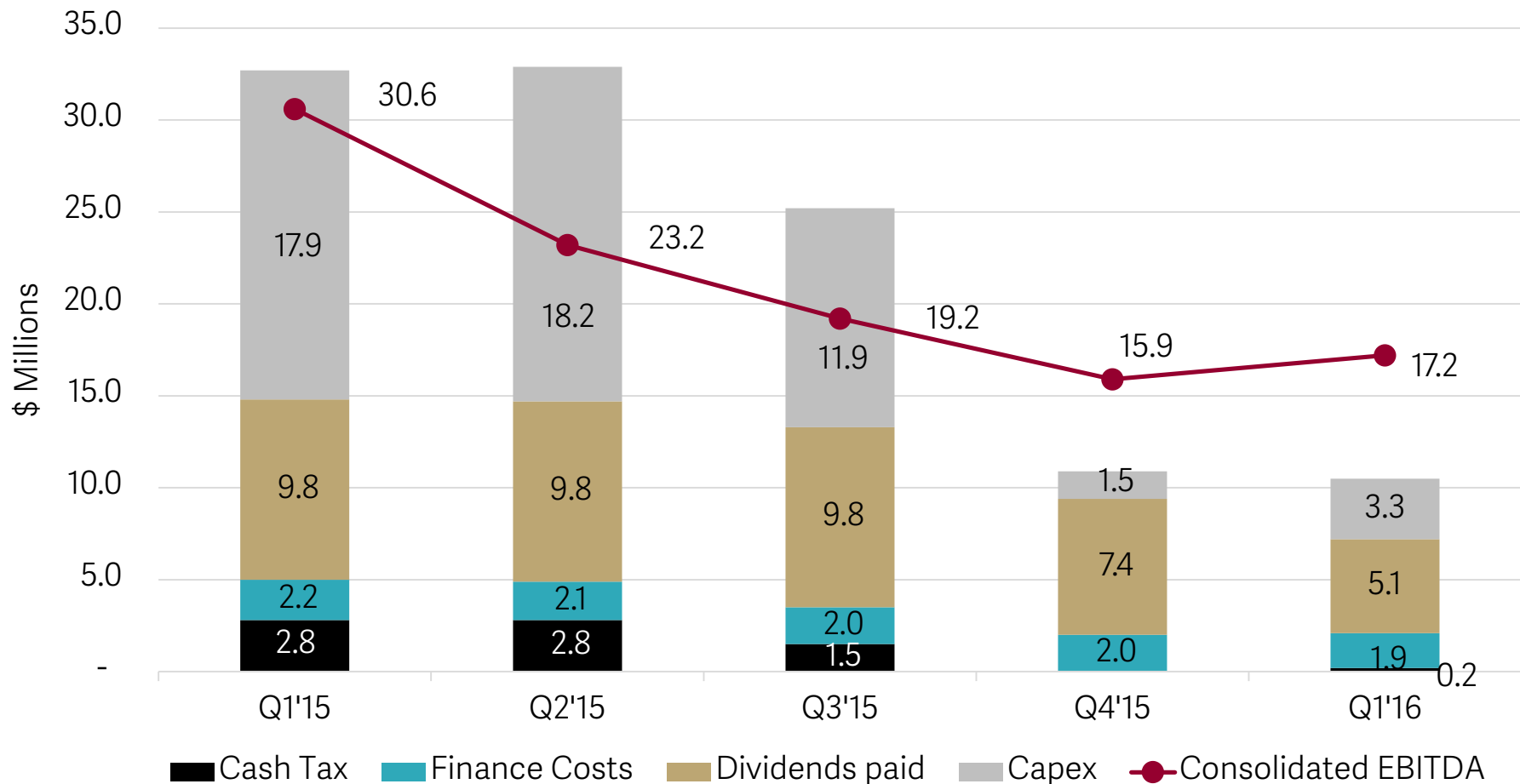
\$107 million liquidity

Net Debt: EBITDA 2.00

Cash Flow Management



EBITDA vs. Cash Outflows



STRATEGIC OVERVIEW

TREVOR HAYNES

PRESIDENT & CHIEF EXECUTIVE OFFICER

Founding Values



**A proven team of dedicated
and talented people**



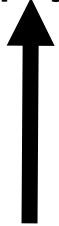
**PERFORMANCE
INTEGRITY
INNOVATION**

“We are dedicated to being a reliable and innovative value creator for our partners, customers and shareholders”

Superior Business Model



Return on
Capital
Employed



Capital Allocation
Model

ASSETS
Rental Revenue

Superior Business Model



Return on
Capital
Employed



COMPLEMENTARY SERVICES
Non-Rental Revenue

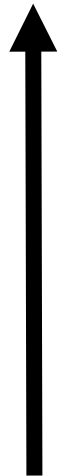
ASSETS
Rental Revenue

Risk Management
Strategy

Superior Business Model



Return on
Capital
Employed



Generating Value

PROFESSIONAL MANAGEMENT
Lodging Revenue

COMPLEMENTARY SERVICES
Non-Rental Revenue

ASSETS
Rental Revenue

Superior Business Model



Return on
Capital
Employed

Maximizing Return
Minimizing Risk

**DIVERSIFICATION
Replicate Model**

PROFESSIONAL MANAGEMENT
Lodging Revenue

COMPLEMENTARY SERVICES
Non-Rental Revenue

ASSETS
Rental Revenue

Superior Business Model



Return on
Capital
Employed



DIVERSIFICATION
Replicate Model

PROFESSIONAL MANAGEMENT
Lodging Revenue

COMPLEMENTARY SERVICES
Non-Rental Revenue

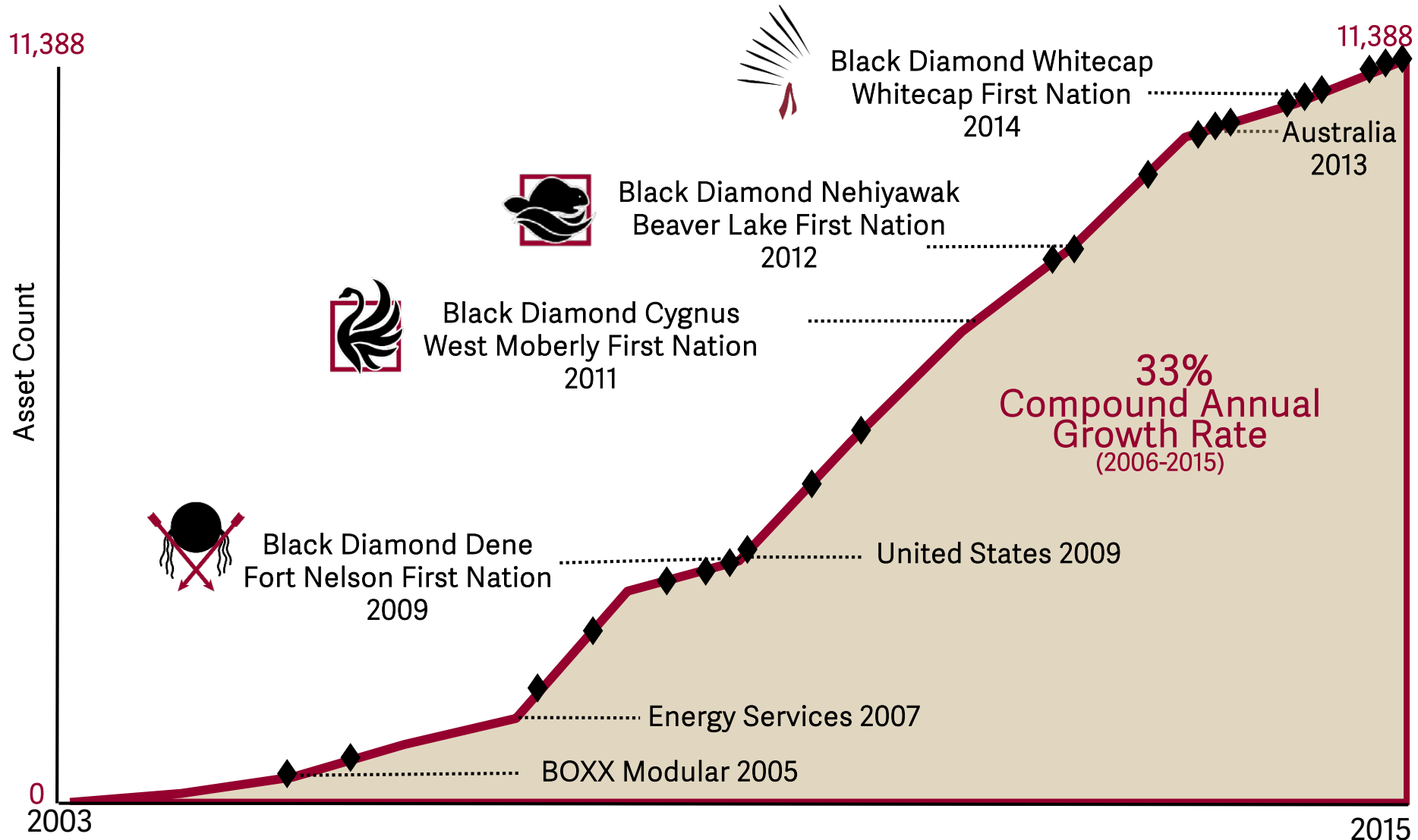
ASSETS
Rental Revenue

PERFORMANCE

INTEGRITY

INNOVATION

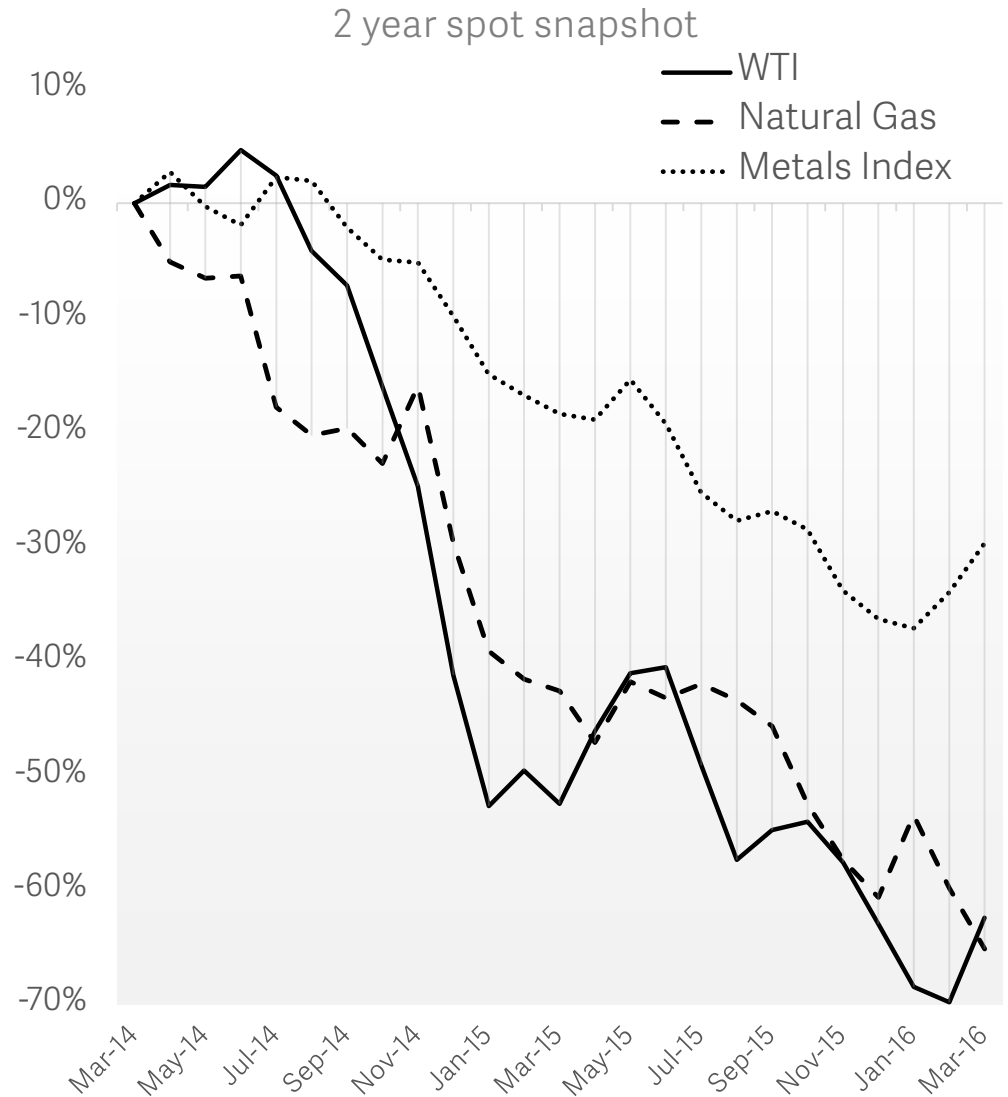
Record of Success



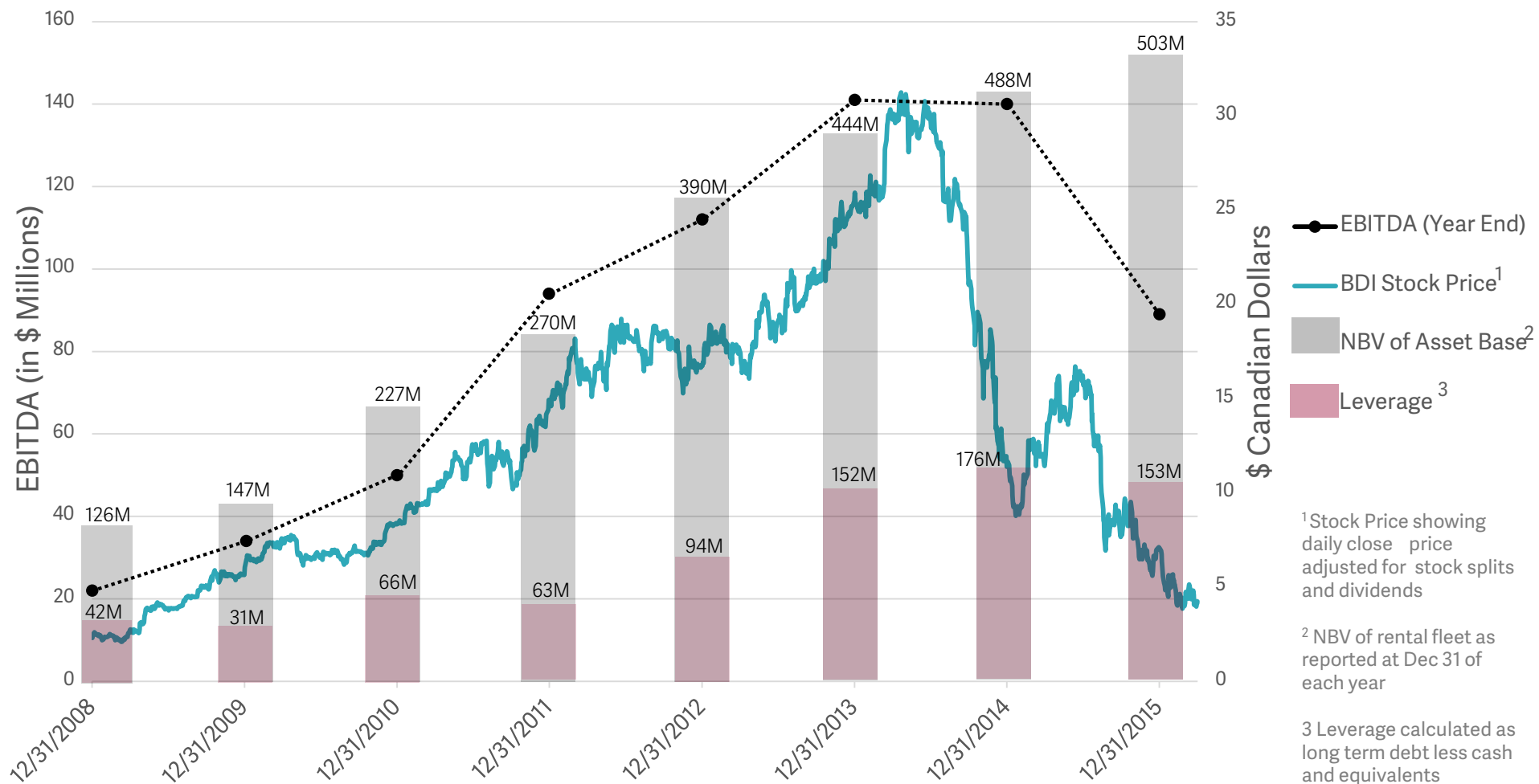
Current Market



- Performance Drivers
 - Capital spending
 - Commodity pricing
 - Major project approvals
- Current Challenges
 - Commodities
 - Market visibility of our customers
 - Regulatory changes



Performance in the Current Market

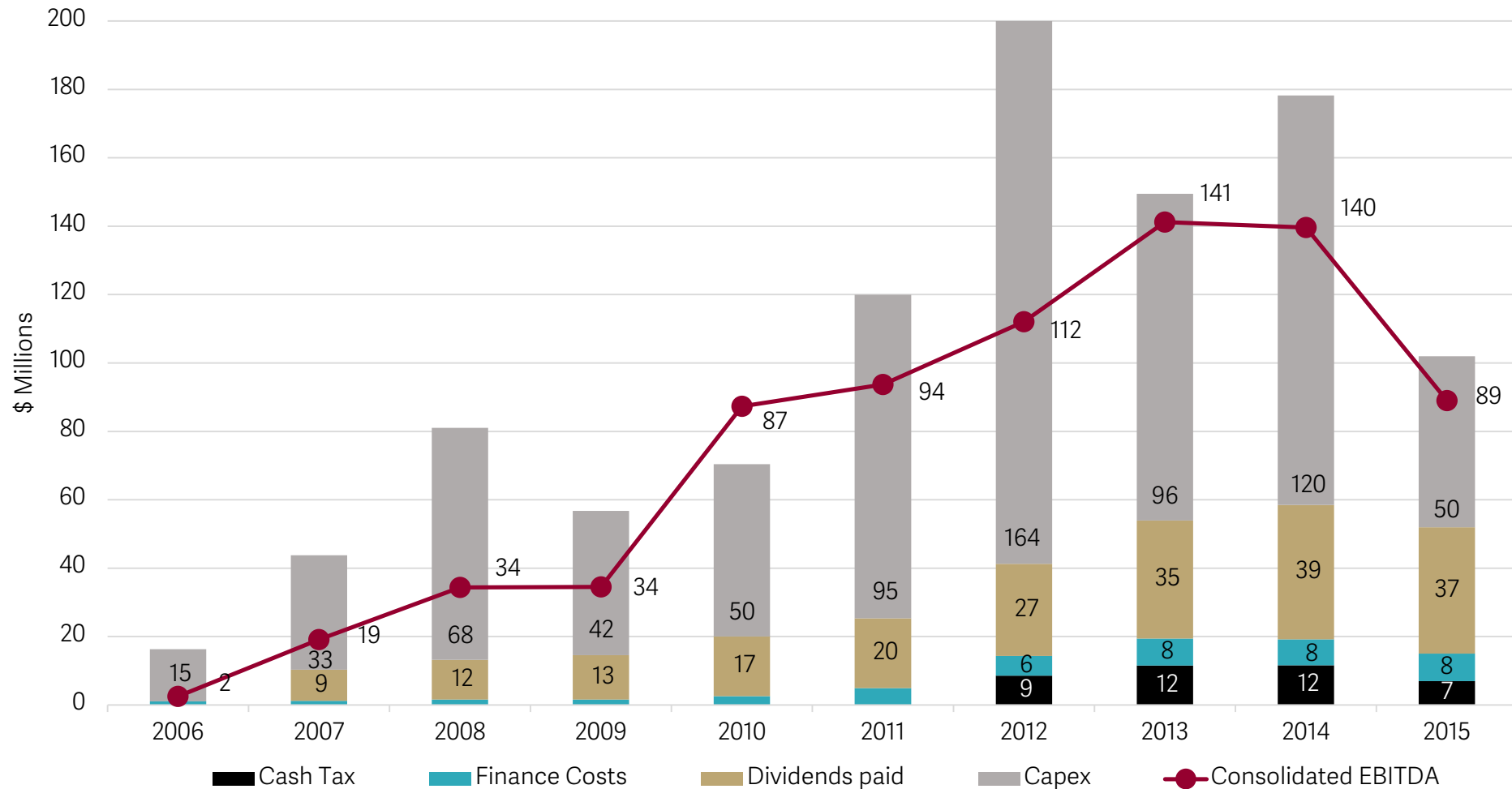


Significant Operating Leverage poised to capture recovery activity

Business Model Historical Performance



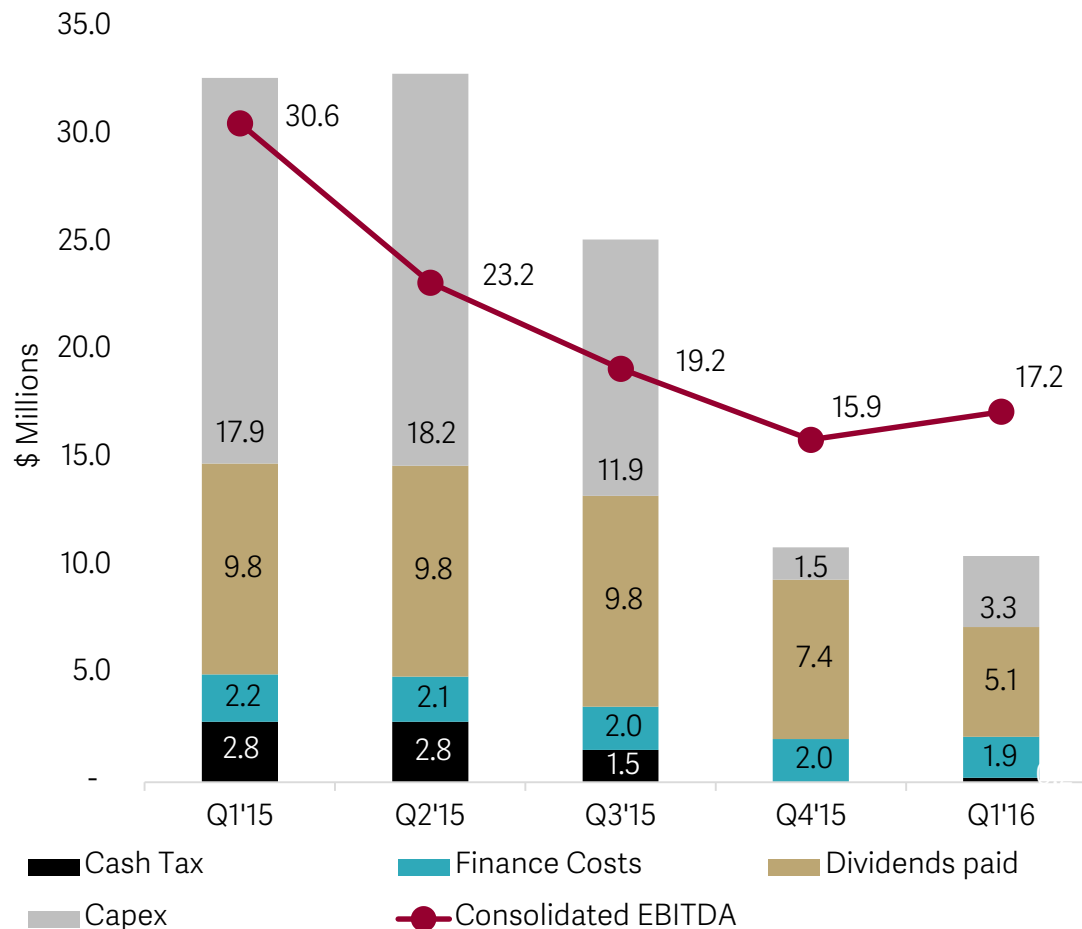
Yearly EBITDA vs. Cash Outflows



Financial Positioning into Recovery



2015 EBITDA vs. Cash Outflows



Defensive Strategy

- Working Capital Reduction
- Managing Cash Outflows
- Internal Efficiencies
- Managing Costs & Assets

2016 Focus

- Re-defining Commercial Strategy
- Positioning for Recovery

Looking into Recovery



The **RIGHT** assets
In the **RIGHT** locations
And the **RIGHT** partners

Well positioned to:

1. Take advantage of market opportunities
2. Accelerate into market recovery
3. Increase our customer offering



Energy Services Opportunity



Energy Services Opportunity



Energy Services Opportunity



International Opportunity



International Opportunity



International Opportunity



Camps & Lodging Opportunity



Camps & Lodging Opportunity



Camps & Lodging Opportunities



Camps & Lodging Opportunities



BOXX Modular Opportunity



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BOXX Modular Opportunity



A People Company



A People Company



A People Company



A People Company



A People Company



A People Company



Looking Forward



The **RIGHT** business model

The **RIGHT** strategy

The **RIGHT** team to deliver

SIGNIFICANT UPSIDE POTENTIAL



THANK YOU



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GROUP