

build better™
DIRTT

Analyst Day

November 12, 2019

TSX: DRT

NASDAQ: DRTT



Advisory

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Certain statements contained in this Investor Presentation (“Presentation”) are “forward-looking statements” within the meaning of “safe harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, and Section 21E of the Exchange Act and “forward-looking information” within the meaning of applicable Canadian securities laws. All statements, other than statements of historical fact included in this Presentation, regarding our strategy, future operations, financial position, estimated revenues and losses, projected costs, prospects, plans and objectives of management are forward-looking statements. When used in this Presentation, the words “anticipate,” “believe,” “expect,” “estimate,” “intend,” “plan,” “project,” “outlook,” “may,” “will,” “should,” “would,” “could,” “can,” the negatives thereof, variations thereon and other similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words. In particular, this presentation contains forward-looking statements with respect to, among other things, the Company’s business plans and objectives; growth strategy and opportunities; revenue and Adjusted EBITDA targets; reductions in operating costs and the cost of goods sold; plant operations; investments in sales and marketing; sales effectiveness of salesforce and partners; capital investments and major capital initiatives; cash flow and capital allocation, including free cash flow generation; the effectiveness of the new primer line on tile warping issues; the expansion of DIRTT experience centers to new cities; modifications to the Company’s capital structure; the effect of R&D activities, including further development of ICE® software and AI; the development of new manufacturing plants and their expected benefits, including increased production; benefits achieved through organizational optimization; implementation of the DIRTT digital strategy framework; customer segmentation and sales execution; market opportunities; and partner support initiatives. Forward-looking statements are based on certain estimates, beliefs, expectations and assumptions made in light of management’s experience and perception of historical trends, current conditions and expected future developments, as well as other factors that may be appropriate.

Information in this presentation regarding the Company’s forecasted revenue and Adjusted EBITDA targets may constitute forward-looking statements, as described above, and may also constitute financial outlook information within the meaning of applicable Canadian securities laws. The Company believes the expectations reflected in such forward-looking statements and financial outlook information are reasonable but no assurance can be given that these expectations will prove to be correct and such forward-looking statements and financial outlook information should not be unduly relied upon.

Forward-looking statements necessarily involve unknown risks and uncertainties, which could cause actual results or outcomes to differ materially from those expressed or implied in such statements. Due to the risks, uncertainties and assumptions inherent in forward-looking information, you should not place undue reliance on forward-looking statements. Factors that could have a material adverse effect on our business, financial condition, results of operations and growth prospects can be found in the sections titled “Risk Factors” in our Registration Statement on Form 10 (“Registration Statement on Form 10”), filed with the United States Securities and Exchange Commission (the “SEC”) on September 20, 2019. These risks are not exhaustive. Because of these risks and other uncertainties, our actual results, performance or achievement, or industry results, may be materially different from the anticipated or estimated results discussed in the forward-looking statements in this Presentation. New risk factors emerge from time to time, and it is not possible for our management to predict all risk factors nor can we assess the effects of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in, or implied by, any forward-looking statements. Our past results of operations are not necessarily indicative of our future results. You should not rely on any forward-looking statements, which represent our beliefs, assumptions and estimates only as of the dates on which they were made, as predictions of future events. We undertake no obligation to update these forward-looking statements, even though circumstances may change in the future, except as required under applicable securities laws. We qualify all of our forward-looking statements by these cautionary statements.

CURRENCY AND PRESENTATION OF FINANCIAL INFORMATION

Unless otherwise indicated, all financial information relating to the Company in this presentation has been prepared in U.S. dollars using accounting principles generally accepted in the United States (“GAAP”) and the rules and regulations of the SEC.

Non-GAAP Financial Measures

Our consolidated financial statements are prepared in accordance with GAAP. These GAAP financial statements include non-cash charges and other charges and benefits that we believe are unusual or infrequent in nature or that we believe may make comparisons to our prior or future performance difficult.

As a result, we also provide financial information in this presentation that is not prepared in accordance with GAAP and should not be considered as an alternative to the information prepared in accordance with GAAP. Management uses these non-GAAP financial measures in its review and evaluation of the financial performance of the Company. We believe that these non-GAAP financial measures also provide additional insight to investors and securities analysts as supplemental information to our GAAP results and as a basis to compare our financial performance from period to period and to compare our financial performance with that of other companies. We believe that these non-GAAP financial measures facilitate comparisons of our core operating results from period to period and to other companies by removing the effects of our capital structure (net interest income on cash deposits, interest expense on outstanding debt, or foreign exchange movements on debt revaluation), asset base (depreciation and amortization), tax consequences and stock-based compensation. In addition, management bases certain forward-looking estimates and budgets on non-GAAP financial measures, primarily Adjusted EBITDA.

Reorganization expenses, impairment expenses, depreciation and amortization, and stock-based compensation are excluded from our non-GAAP financial measures because management considers them to be outside of the Company's core operating results, even though some of those expenses may recur, and because management believes that each of these items can distort the trends associated with the Company's ongoing performance. We believe that excluding these expenses provides investors and management with greater visibility to the underlying performance of the business operations, enhances consistency and comparativeness with results in prior periods that do not, or future periods that may not, include such items, and facilitates comparison with the results of other companies in our industry.

The following non-GAAP financial measures are presented in this press release, and a description of the calculation for each measure is included.

Adjusted Gross Profit Gross profit before deductions for depreciation and amortization

Adjusted Gross Profit Margin Adjusted Gross Profit divided by revenue

EBITDA Net income before interest, taxes, depreciation and amortization

Adjusted EBITDA EBITDA adjusted for non-cash foreign exchange gains or losses on debt revaluation; impairment expenses; stock-based compensation expense; reorganization expenses; and any other non-core gains or losses

Adjusted EBITDA Margin Adjusted EBITDA divided by revenue

COGS excl. Depreciation & Amortization Cost of goods sold less depreciation and amortization included in cost of goods sold.

COGS excl. Depreciation & Amortization as a % of Revenue COGS excl. Depreciation & Amortization divided by revenue

Net Operating Costs The sum of sales & marketing, general & administrative, operations support and technology & development expenses less depreciation included therein

Net Operating Costs as a % of Revenue Net Operating Costs divided by revenue

You should carefully evaluate these non-GAAP financial measures, the adjustments included in them, and the reasons we consider them appropriate for analysis supplemental to our GAAP information. Each of these non-GAAP financial measures has important limitations as an analytical tool due to exclusion of some but not all items that affect the most directly comparable GAAP financial measures. You should not consider any of these non-GAAP financial measures in isolation or as substitutes for an analysis of our results as reported under GAAP. You should also be aware that we may recognize income or incur expenses in the future that are the same as, or similar to, some of the adjustments in these non-GAAP financial measures. Because these non-GAAP financial measures may be defined differently by other companies in our industry, our definitions of these non-GAAP financial measures may not be comparable to similarly titled measures of other companies, thereby diminishing their utility.

Agenda

Kevin O'Meara, CEO	Introduction and Overview	9:00 am – 9:15 am
Colin Blehm, VP PD	Innovation, Product Development	9:15 am – 9:30 am
Mark Greffen, CTO	Innovation, Technology Development	9:30 am – 9:45 am
Jeff Calkins, COO	Operations	9:45 am – 10:15 am
	BREAK	10:15 am – 10:30 am
Jennifer Warawa, CCO	Commercial	10:30 am – 11:15 am
Geoff Krause, CFO	Financial Overview	11:15 am – 11:30 am
	Q&A	11:30 am – 11:50 am
Kevin O'Meara, CEO	Closing Remarks	11:50 am – noon

build better™
DIRTT

Overview

Kevin O'Meara, CEO





What is DIRTT?

A superior, sustainable approach to interior construction driving cost and schedule certainty, faster move-in and ultimately increased customer satisfaction.



Proprietary prefabricated interior wall and millwork system, 100% customizable and easily modified post installation



Enabled by proprietary software platform that integrates the design, sale, pricing and manufacturing process



Sold through an extensive North American dealer network that provides pre-construction, design, installation and post-installation maintenance and reconfiguration services



Reduced construction waste through off-site manufacturing and lifetime sustainability driven by flexibility of installed solution

The Landscape

US\$150B* Market Opportunity

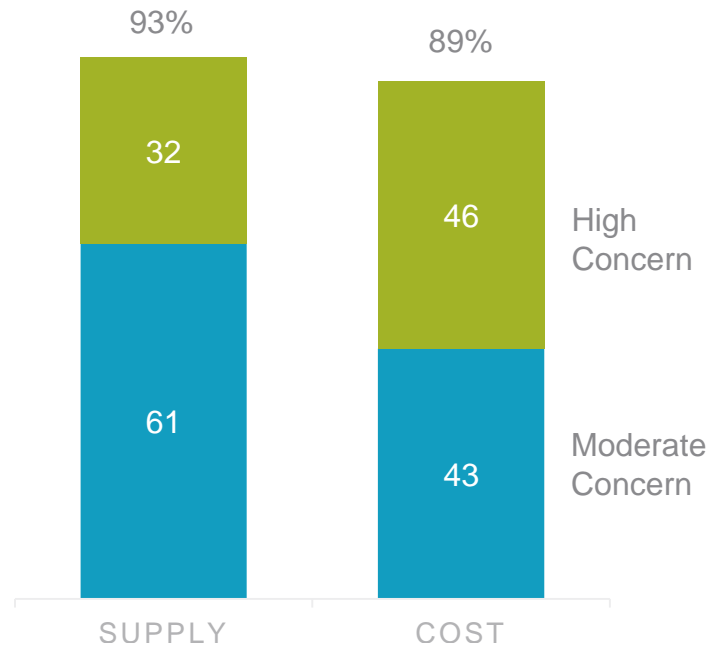
Taking less than 1% market share from conventional construction is US\$1.5B



DIRTT <1% penetration

Traditional construction facing labor shortages and cost increases

Percent of builders reporting labor challenges 2019Q3



Compelling Value Proposition



Higher Quality



Faster Execution



Better Value

Product Development - Innovation



September 2018

- Highly creative, groundbreaking
- Reactive, impulsive decision-making process
- Shiny object syndrome
- No employee structure, random activities difficult to manage



Future State

- ✓ Highly creative, groundbreaking
- ✓ Open forum with our clients and partners followed by R&D
- ✓ Focused innovation for our core vertical markets
- ✓ Structured activities with scheduled milestones

ICE - Innovation



September 2018

- Highly creative, groundbreaking
- No defined path/roadmap
- ICE architecture through single individual
- Product ownership through single individual
- No industry standard development practices



Future State

- ✓ Highly creative, groundbreaking
- ✓ Defined Strategic roadmap; Vision supported by Strategies
- ✓ Architecture “council”, meeting regularly
- ✓ Multiple product owners
- ✓ Agile Development

Manufacturing Excellence



September 2018

- No focus on safety; minimal tracking
- No deployment of lean manufacturing
 - 1 manager formally trained in lean
 - No metrics
- No dedicated resources for quality and continuous improvement



Future State

- ✓ Culture of safety
- ✓ Full deployment of lean manufacturing
 - ✓ All senior operations leaders with formal lean training and experience
 - ✓ Extensive use of metrics
- ✓ Dedicated focus on quality and continuous improvement

Commercial Execution



September 2018

- All sales reps reporting directly to the CEO
- No strategic marketing capability
- Limited focus on strategic accounts, large project sales and execution capability
- No formally defined partner programs



Future State

- ✓ People and organizational optimization
- ✓ Sales excellence
- ✓ World-class strategic marketing function
- ✓ Revamped partner experience

Transforming DIRTT



Key Themes



Ongoing

Innovation



2019 - 2020

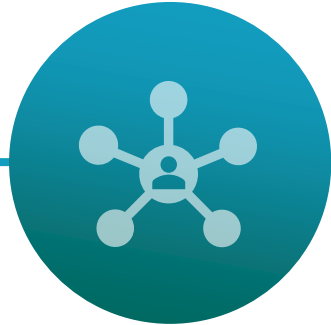
Manufacturing
Excellence



2019 - 2021

Commercial
Execution

Supporting Our People Through Change



Quality Leadership

Leading and supporting the organization through genuine, caring behaviors



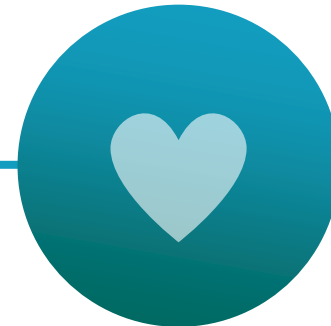
Communication

Consistent, clear and transparent



Clear Mission & Vision

Inspiring and providing purpose



Demonstrable Values

A foundation for organizational behaviors



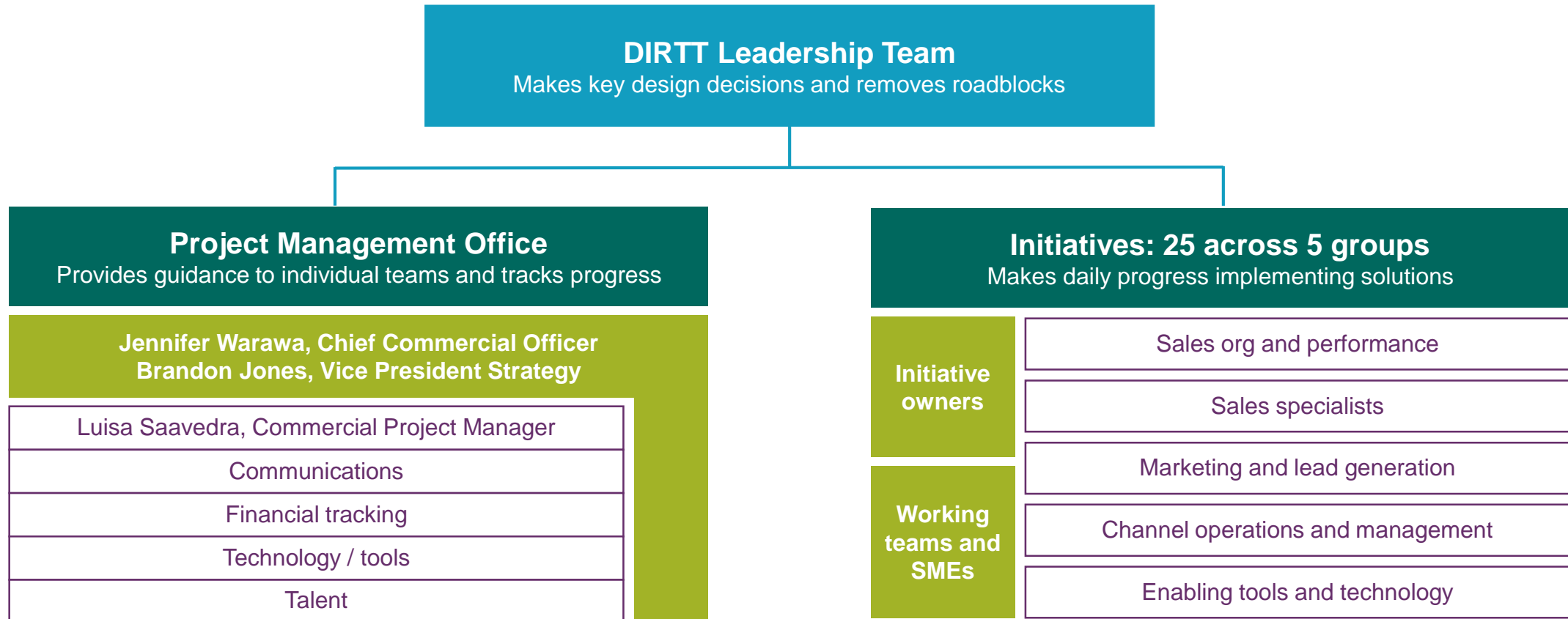
Teamwork

Committed to removing silos

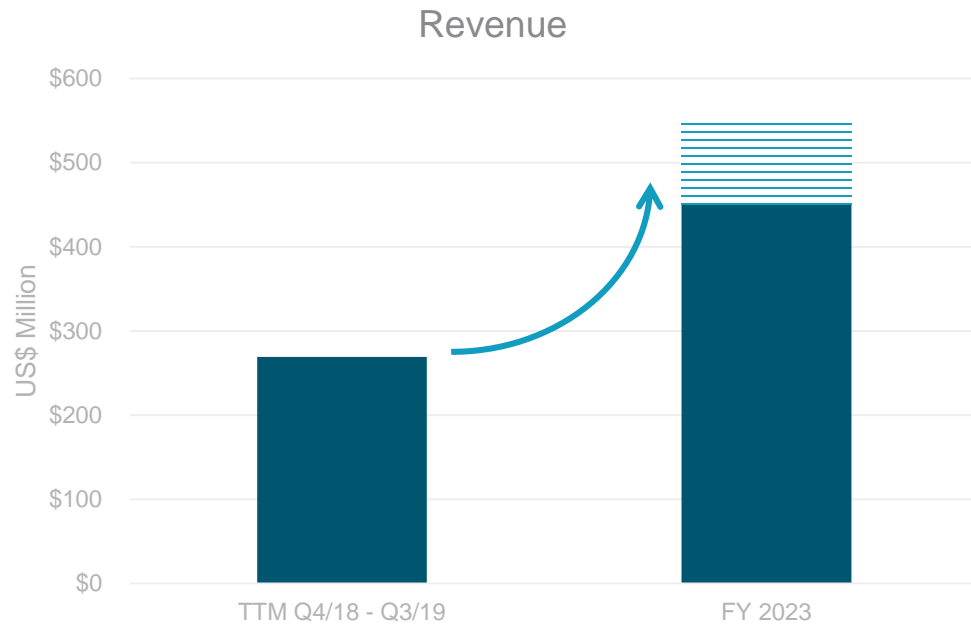
The Foundation For The DIRTT Culture



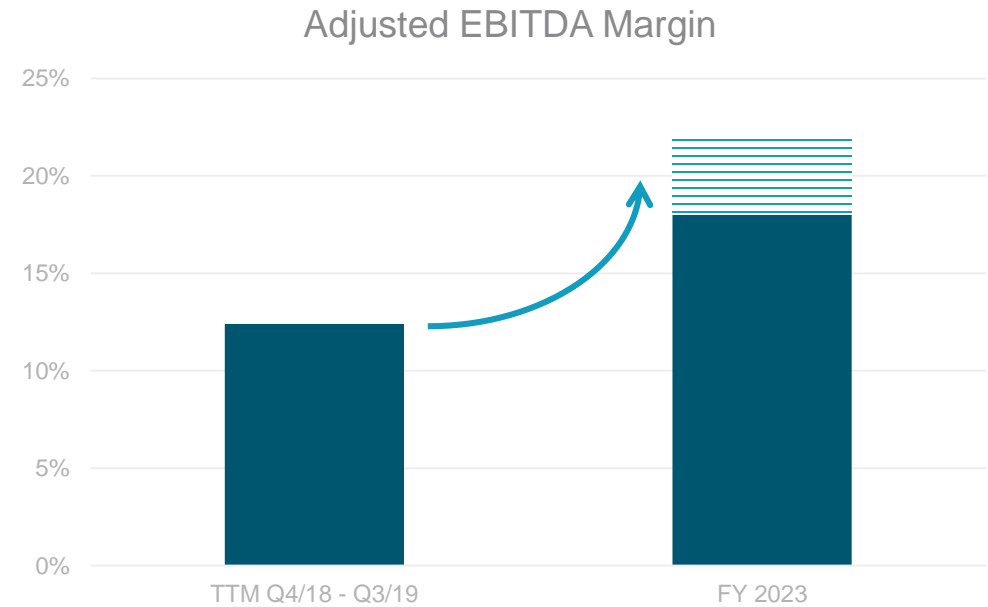
Active Project Management Office Driving Commercial Initiatives



Financial Targets*



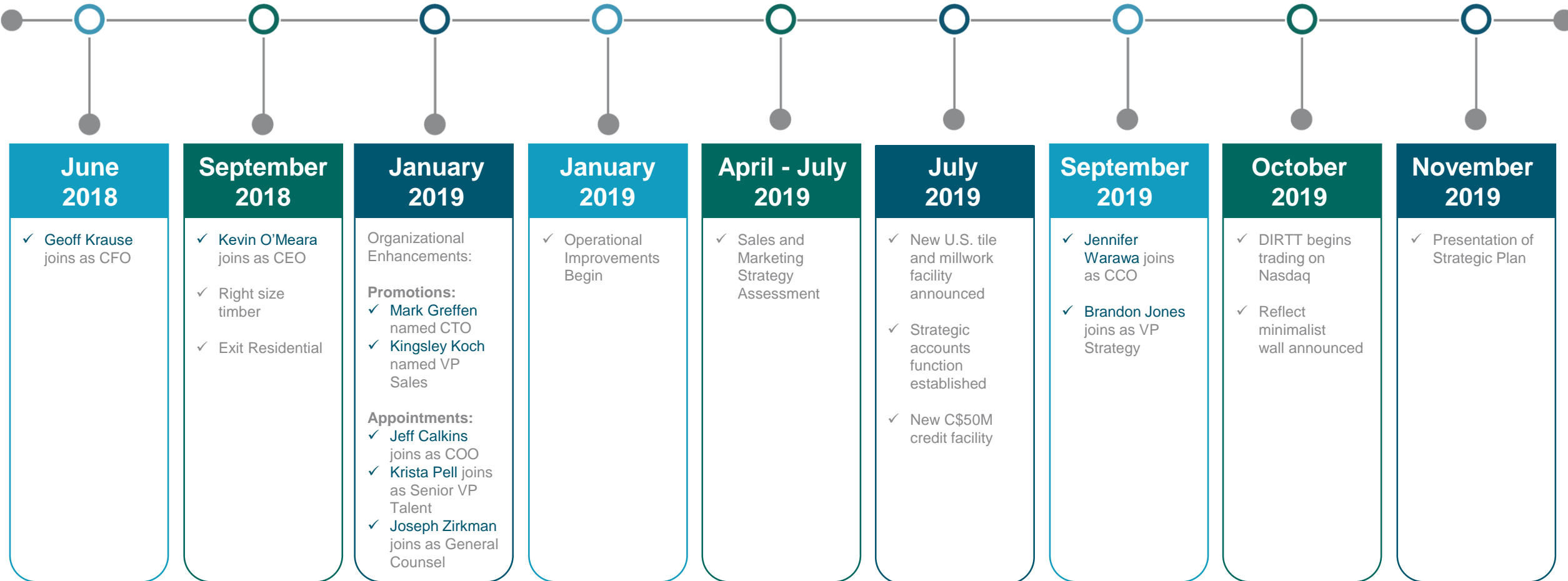
2023 Revenue
\$450M - \$550M



2023 Adjusted EBITDA
Margin 18% - 22%

*reflects management targets and not forecasts of future performance.
See "Forward-Looking Statements"

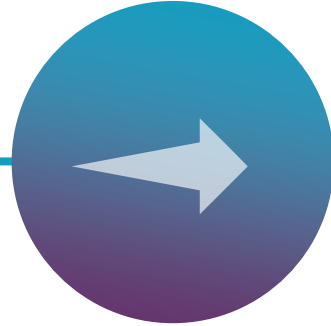
Our Progress to Date



The Opportunity is Ours to Win



\$150B Market Opportunity*



Macro Tailwinds



Proven Product and Technology Platform



Compelling Value Proposition

Innovation Product Development

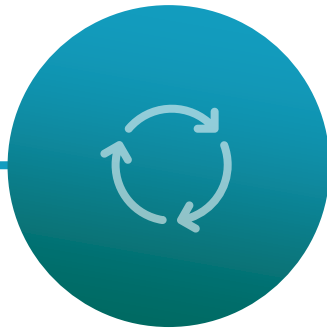
Colin Blehm, VP Product Development



Philosophy on Innovation

“ In every area of our business we persevere beyond what our clients want to relentlessly pursue a deeper understanding of what our clients need. We nurture insights from all areas of our business to deliver sustainable innovations that address those needs. ”

Innovation In Product Development

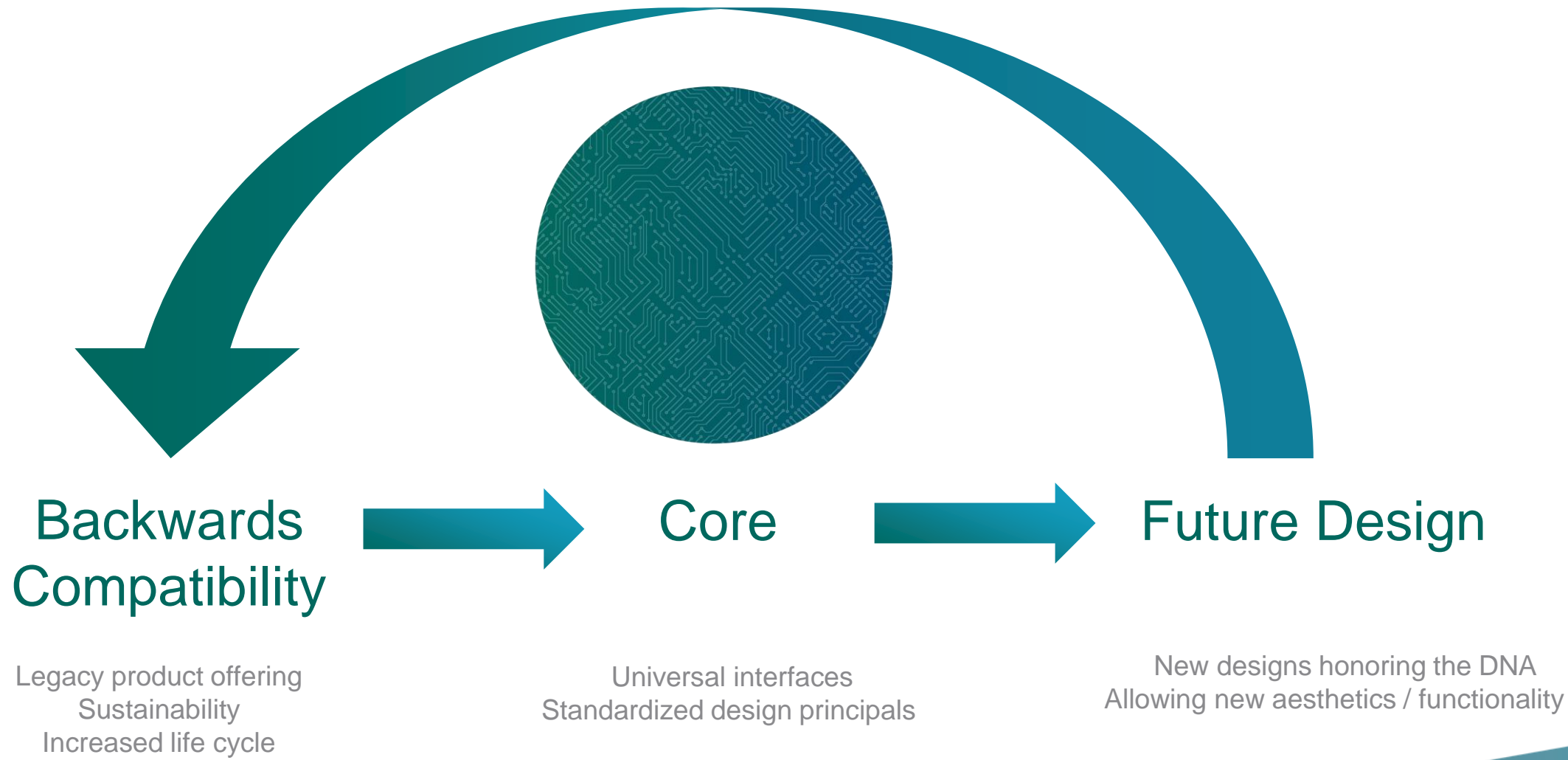


Evolutionary



Revolutionary

Our Unique DNA



Inspire™

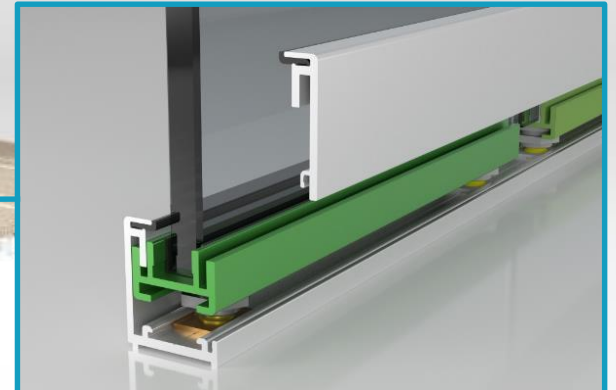


Thinner Glass Wall System (2" vs. 4")



Reflect™

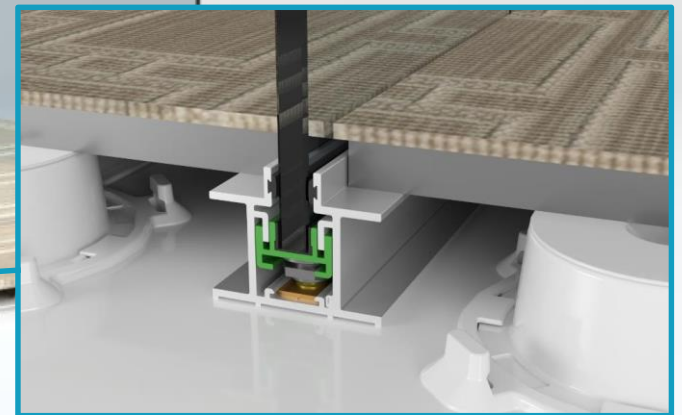
- Minimalistic Trim Glass Wall System
- No ceiling or base reveal trim
- Internal leveling system for uneven floors





Reflect™

- With DIRT Access Floor
- Pushing the boundaries beyond what is expected





Leaf™ Folding Wall Door

- Multi-use functionality
- Backward-compatible with existing DIRT™ wall assemblies
- Addresses certain building codes

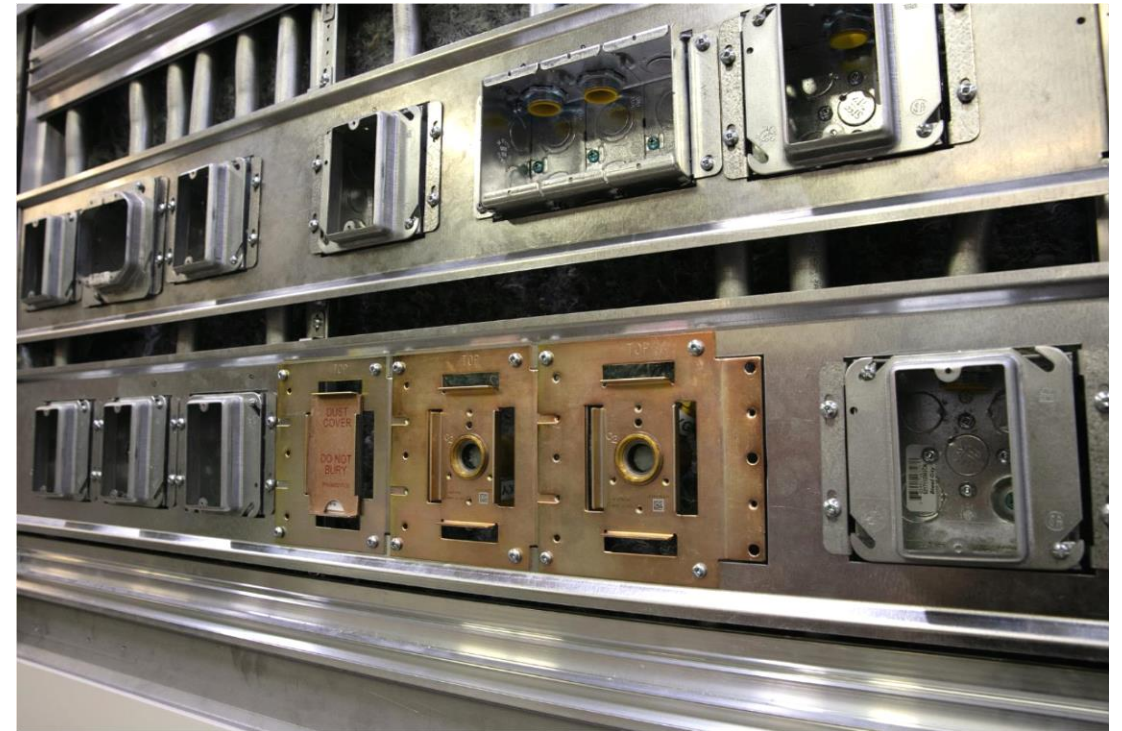
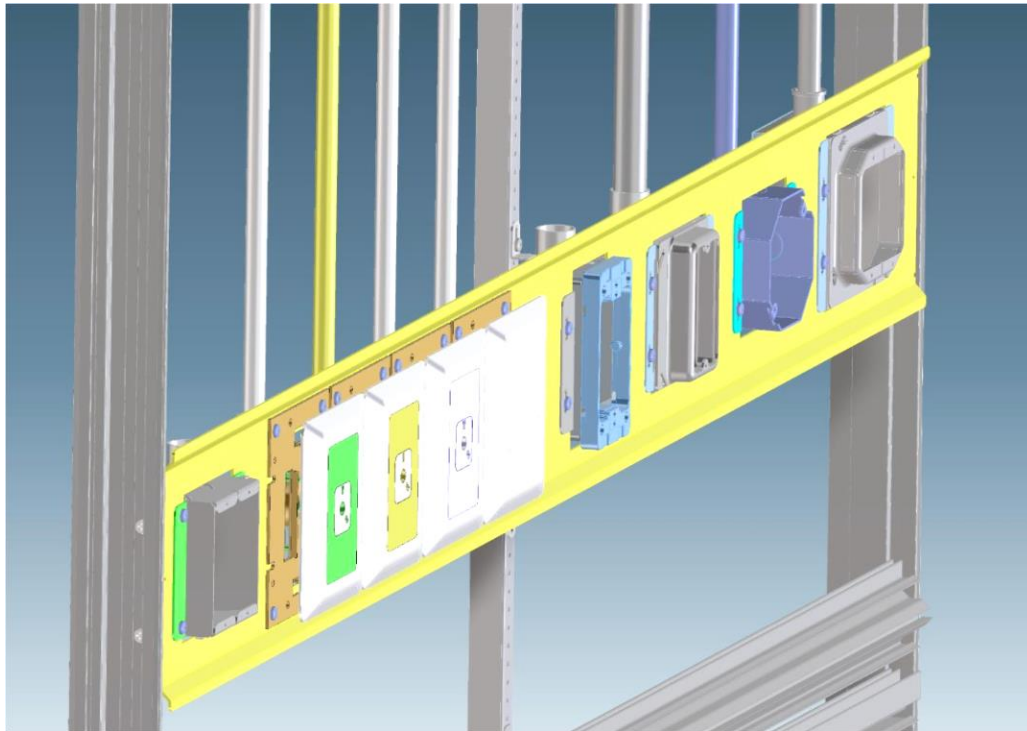


Door Solutions to address acoustics and modern aesthetics

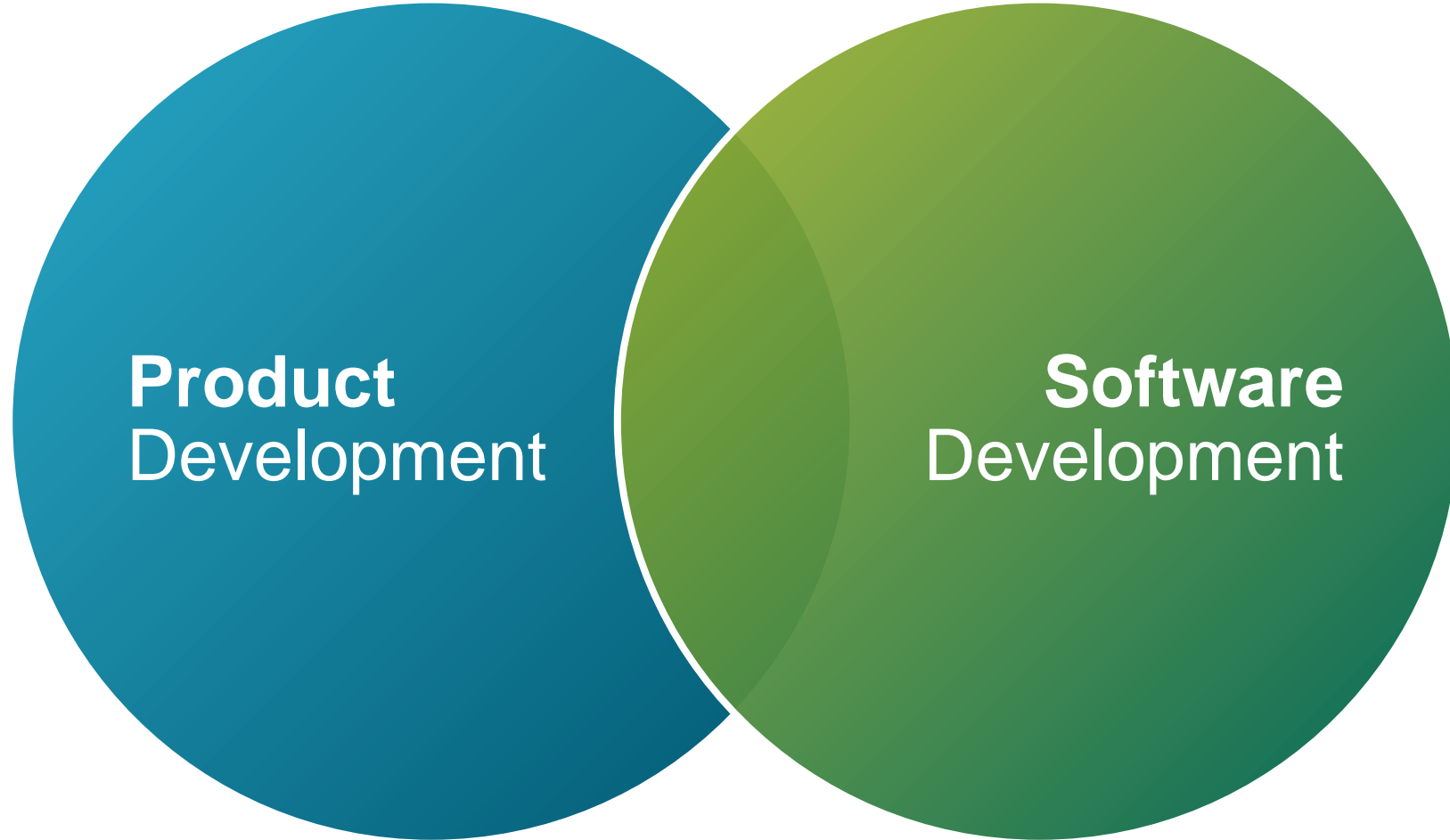


Enhancing base offerings with continuous improvement

Background Evolutionary Innovation



Design changes to increase efficiencies speed up construction and further increase precision



Innovation Software Development

Mark Greffen, CTO



ICE: More Than a Software Platform



ICE is an approach



ICE is a team engaged in the business



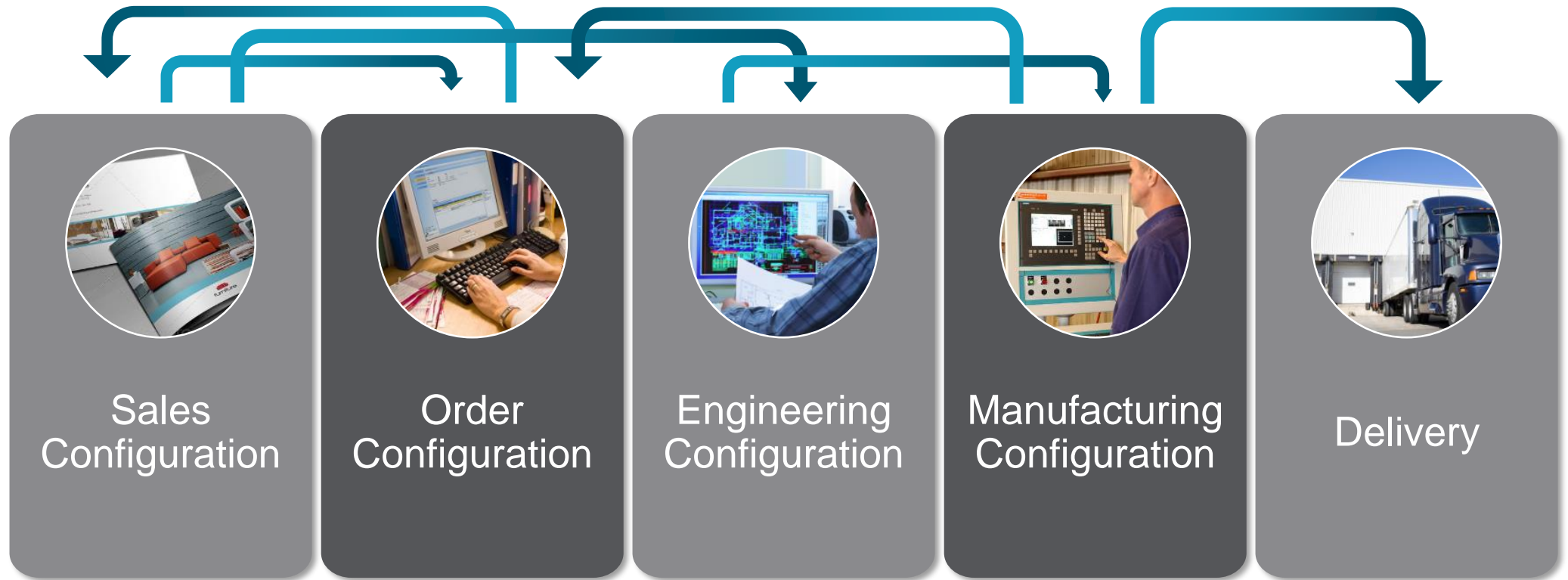
ICE is an expert system platform



ICE is our partners, connected to our factory

VR Experience  Real Time Pricing  Real Time Manufacturing

Traditional Approach...



The Problem Solved

- ICE Technology is the enabler of sales, product configuration, pricing and manufacturing execution
- Execution details and pricing of solutions locked together
- Phenomenal speed of delivery
- Efficiency in the development and execution of an order
- Custom for the same price as standard



Philosophy on Innovation

“ In every area of our business we persevere beyond what our clients want to relentlessly pursue a deeper understanding of what our clients need. We nurture insights from all areas of our business to deliver sustainable innovations that address those needs. ”

ICE - Innovation



September 2018


- Highly creative, groundbreaking
- No defined path/roadmap
- ICE architecture through single individual
- Product ownership through single individual
- No industry standard development practices




Future State

- ✓ Highly creative, groundbreaking
- ✓ Defined Strategic roadmap; vision supported by strategies
- ✓ Architecture “council”, meeting regularly
- ✓ Multiple product owners
- ✓ Agile Development


ICE Vision




YOUR
Experience



YOUR
Toolbox



YOUR
WOW Factor



YOUR
Expertise,
Empowered

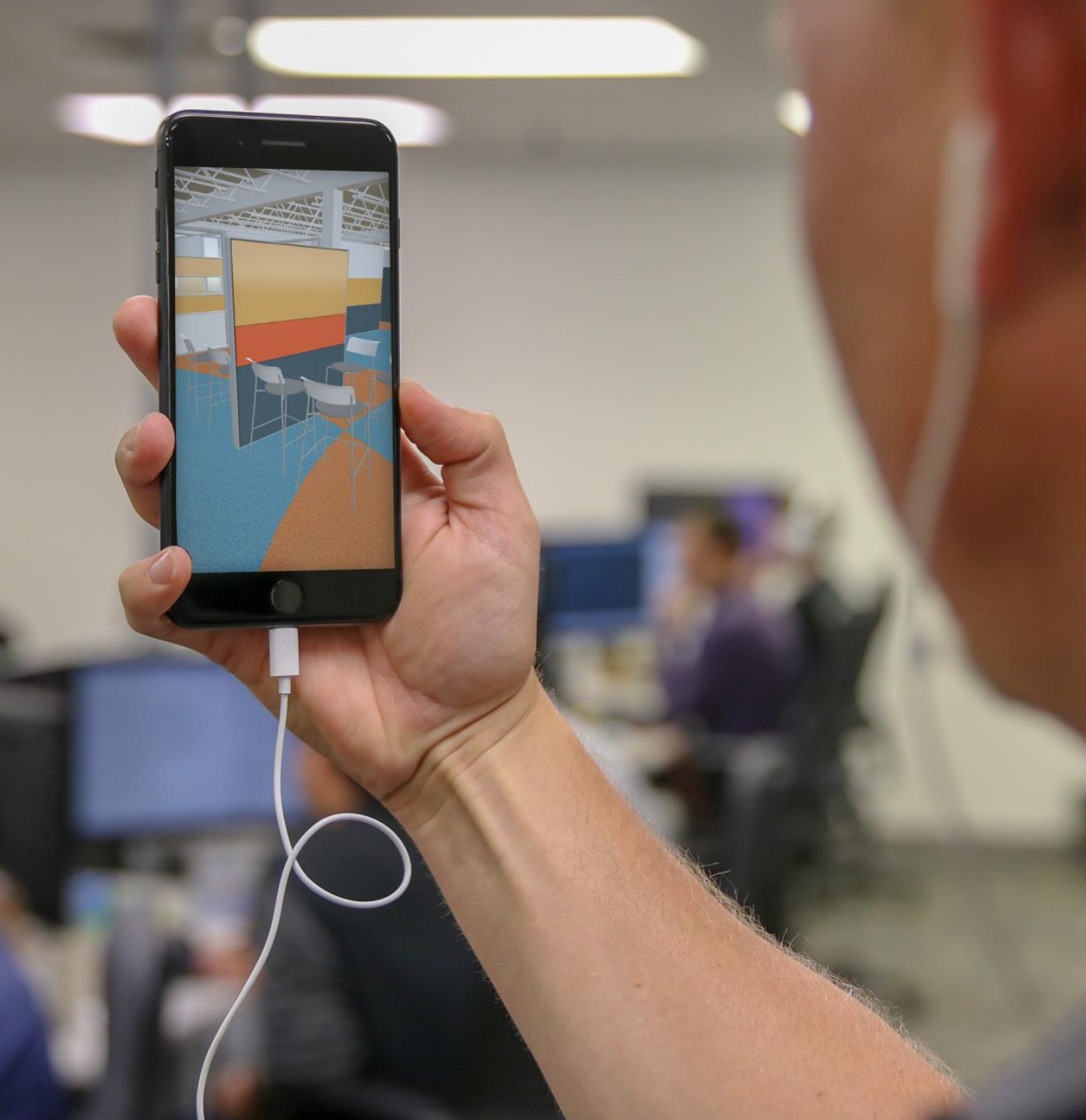
Connecting YOU directly to our factories; delivering innovative product solutions from sales to site, seamlessly.

ICE: Integrated Communication Hub

- Client centric approach to roadmap
- Leverage internally in connected tools
- Leveraging the cloud
- Connecting to opportunities/sales
- Increased leverage of data

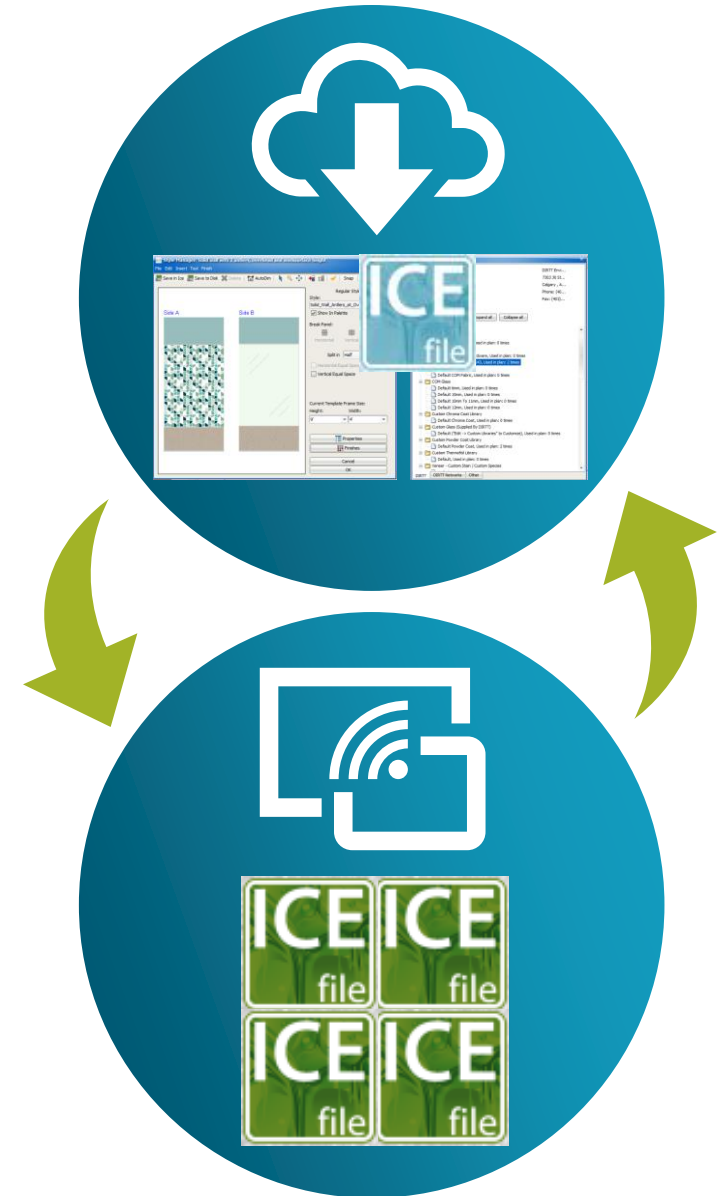


ICReality



Increasing Cloud Leverage

- Portions of ICE moving to the cloud
- Shared access to projects
- Key aspects shared across users and projects

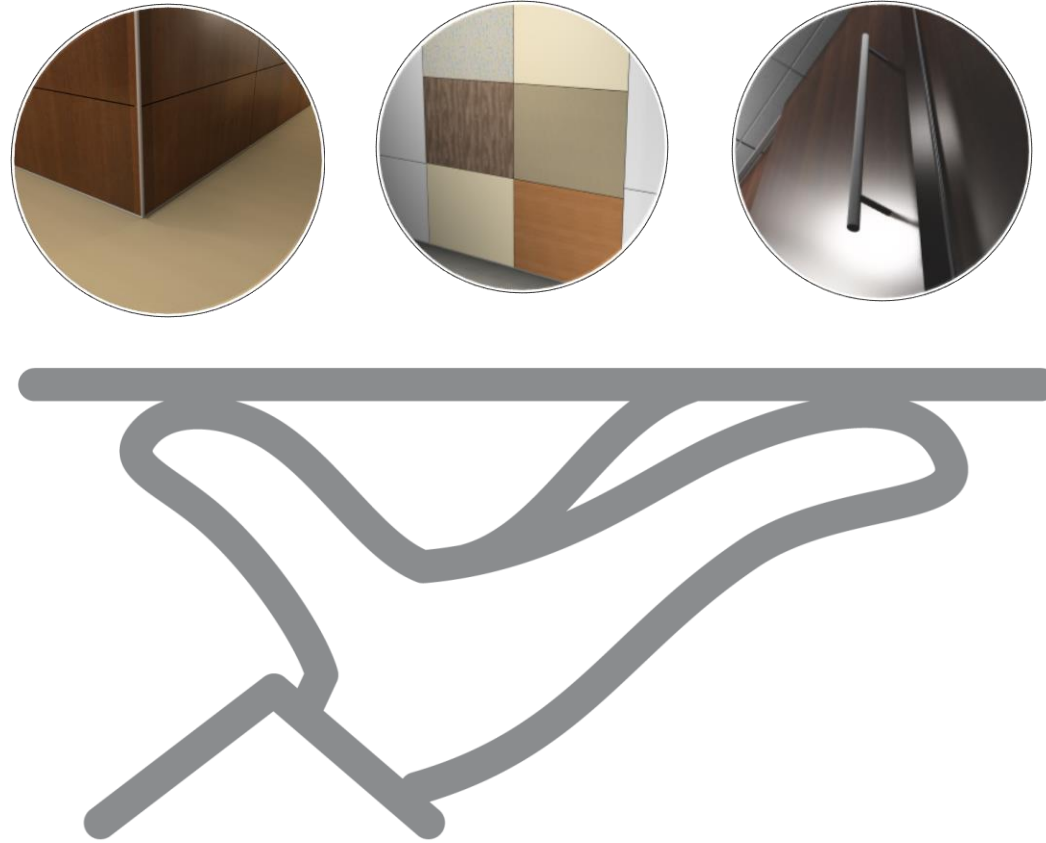


R&D Activities

- Artificial Intelligence
- Data set built from collective user activities
- AI insights increasing speed and efficiency



Concierge



Summary

- ICE is a significant competitive advantage
- Continuous improvement
- A vision, a roadmap and a plan
- The future of ICE is a
 - Cloud enabled
 - AI enhanced
 - Communication centric platform

 ICEEDGE
WOW. WIN. DELIVER.



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Operational Strategy

Jeff Calkins, COO



Key Execution Pillars



Safety



Team



Operations
Metrics



Lean
Manufacturing
and Continuous
Improvement

Progress to Date



SAFETY

Reduced TRIF >40%
(YTD 2019)



TEAM

Leadership team
in place

Quality and Operations
Excellence function
launched



METRICS

Defined, visible in every
plant and tracked
continuously (SQDIP
Boards)



LEAN & CONTINUOUS IMPROVEMENT

Senior Operations
leaders all experienced
Lean practitioners

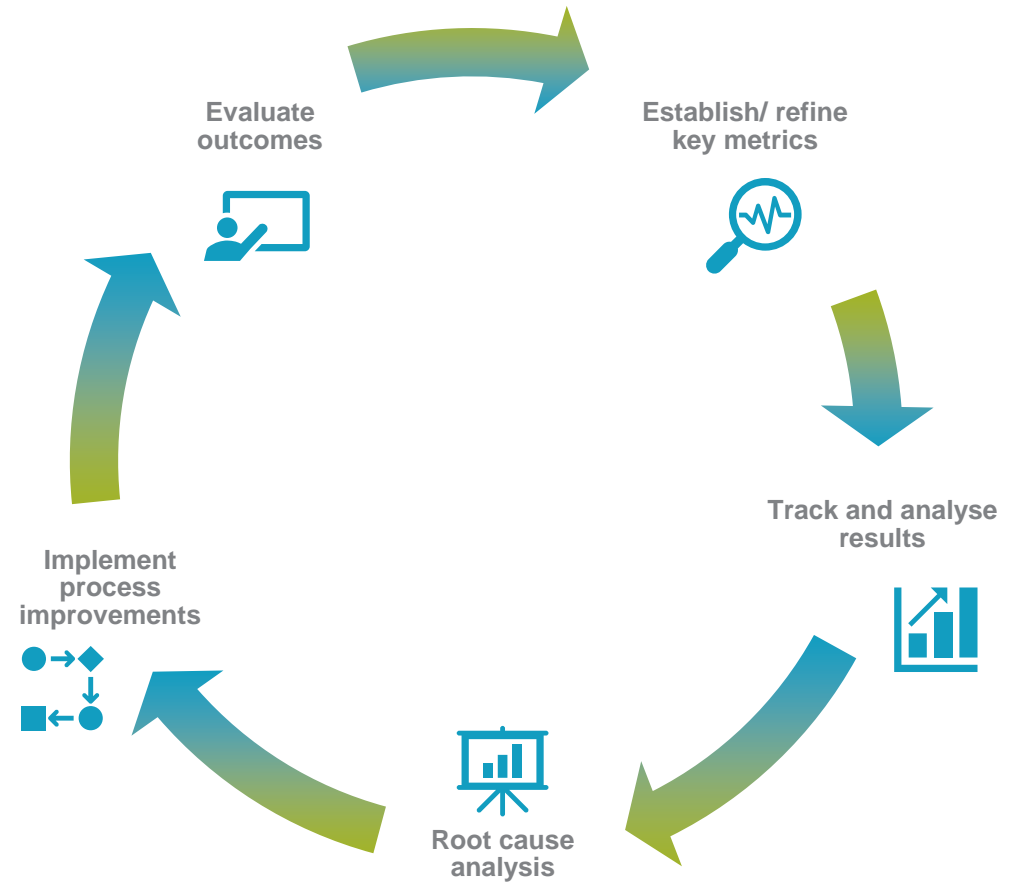
Opex team Green Belt
training completed

Lean 101 training
underway, all plants

Kaizen events, all plants

Metrics-Driven Continuous Improvement Culture

Cultural shift to prioritize safety and use key metrics to continuously drive improved operations performance within the factories



Operational Improvement Drivers

S
Q
D
I
P

Operational Drivers

- Highly qualified, proactive Safety team
 - Job hazard assessments and PPE standards
 - Near Miss tracking and cause remediation
- ICE integration & completeness
 - Control plans & standard work
 - QA/QC monitoring and root cause remediation
- ICE Integration & completeness
 - Optimized workflow from order entry to delivery
 - Robust capacity plan, sufficient to meet demand
- Strategic sourcing utilizing long term agreements
 - Material yield optimization
- Standard work with optimized product flow
 - Cross-trained agile work force
 - Factory performance data management



Client Satisfaction
Drives Higher
Revenue

Lower
Costs Drive
Profitability

Tile and Millwork Manufacturing

New Plant

Rock Hill, South Carolina (metro Charlotte)

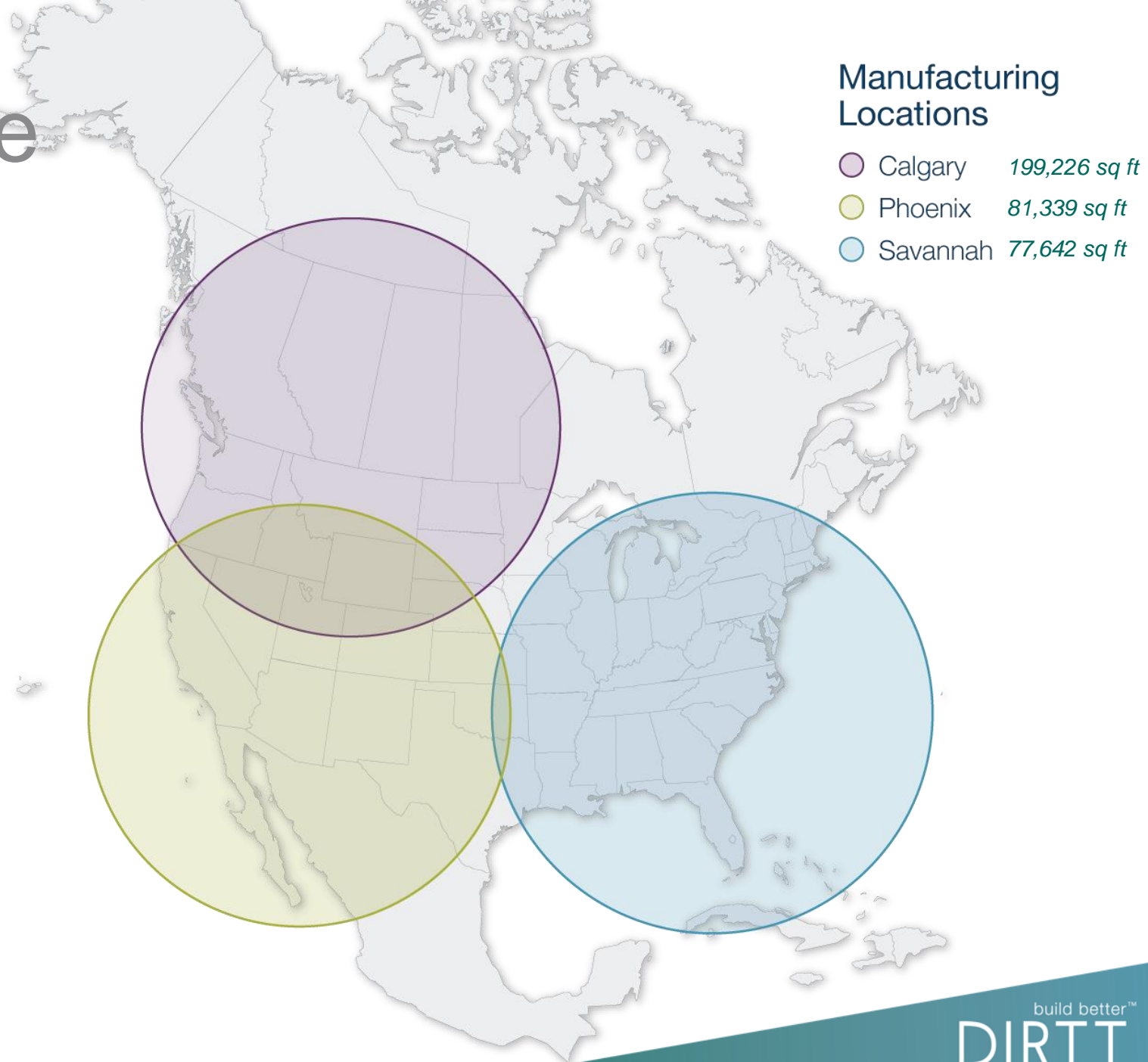
- New chromacoat tile & millwork facility for the Eastern and Central US
- Calgary provides chromacoat tiles for Canada and Western US + all specialty tiles
- Doubles chromacoat tile production capacity from 2018 levels
- \$18.5 million USD capital investment



Tile Facility: ★ Top MSAs: ● Phoenix Training Center: ◆

Aluminum Frame Manufacturing

- Multiple locations allows for distribution and balancing of work between facilities
- Current capacity allows doubling of production from 2018 levels



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Commercial Strategy

Jennifer Warawa, CCO



Building on a Solid Foundation

COMMERCIAL STRATEGY



Progress To Date

People and Organizational Structure



- ✓ Future organizational structure defined with new roles; recruiting in progress
- ✓ VP Strategy hired to support successful plan delivery
- ✓ Project manager hired and comprehensive project kicked off
- ✓ Finance business partner hired for dedicated support to commercial organization, including forecasting

Strategic Marketing



- ✓ Completed new strategic segmentation; identified focus segments
- ✓ Launched ConstructConnect for market analysis
- ✓ Sales and marketing analysis and operations team created; leader put in place

Sales Excellence



- ✓ Two Regional Sales Directors hired to actively manage reps and pipeline
- ✓ Strategic Accounts Director and two reps deployed; three more to be recruited to focus on maximizing new and existing Strategic Accounts
- ✓ Actively recruiting for Strategic Projects Group focused on individual large project sales

Partner Experience



- ✓ Strategy and execution plan shared with partners at Partner Camp
- ✓ Expanded Partner Support team with return of key team member and addition of Partner Engagement Director; actively recruiting to double the size of the team

Largest Markets and Focus on Talent-Driven Business and Healthcare to Drive Growth



Context

- Low penetration, <0.5%
- \$20B in market potential

Plan

- ✓ Accelerate Partners through marketing and lead generation
- ✓ Deploy best reps to largest markets

Largest Markets and Focus on Talent-Driven Business and Healthcare to Drive Growth

Talent-driven and healthcare businesses

Context

- DIRTT provides aesthetic, function, cost, and schedule benefits
- Benefits meet demands of high and medium acuity healthcare and with firms competing for world-class talent
- Success in these segments has been driven by rep and partner effort



Key Execution Pillars



People and
Organizational
Optimization



Outstanding
Strategic
Marketing
Function



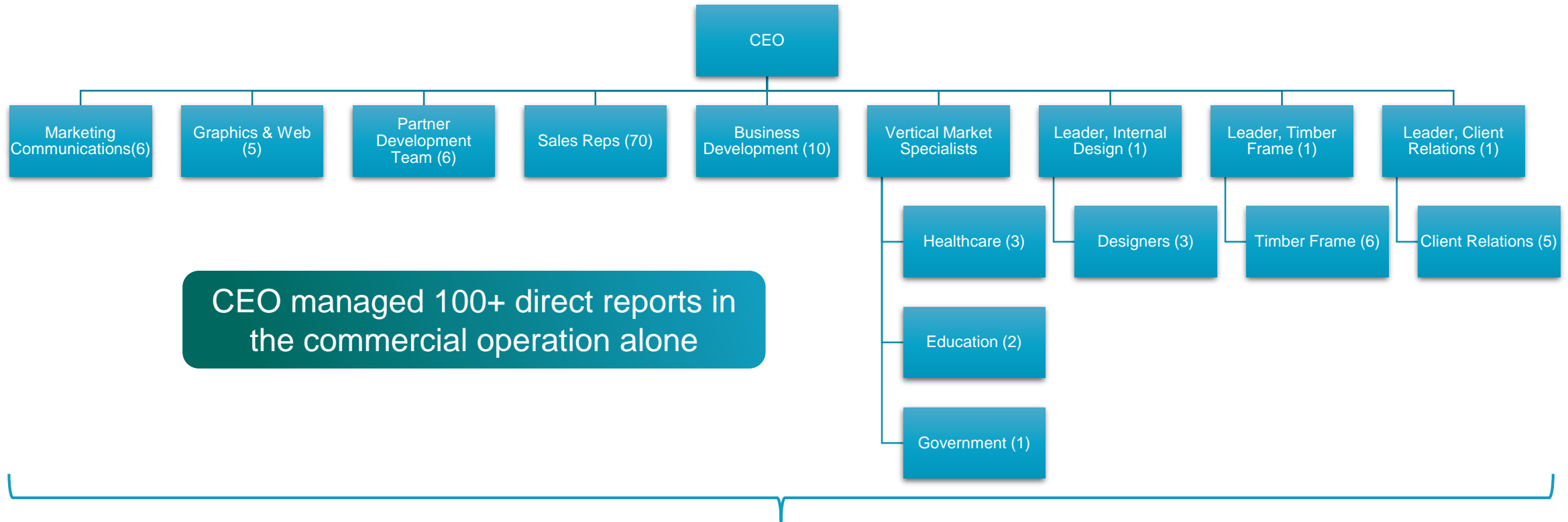
Sales
Excellence



Redefined
Partner
Experience

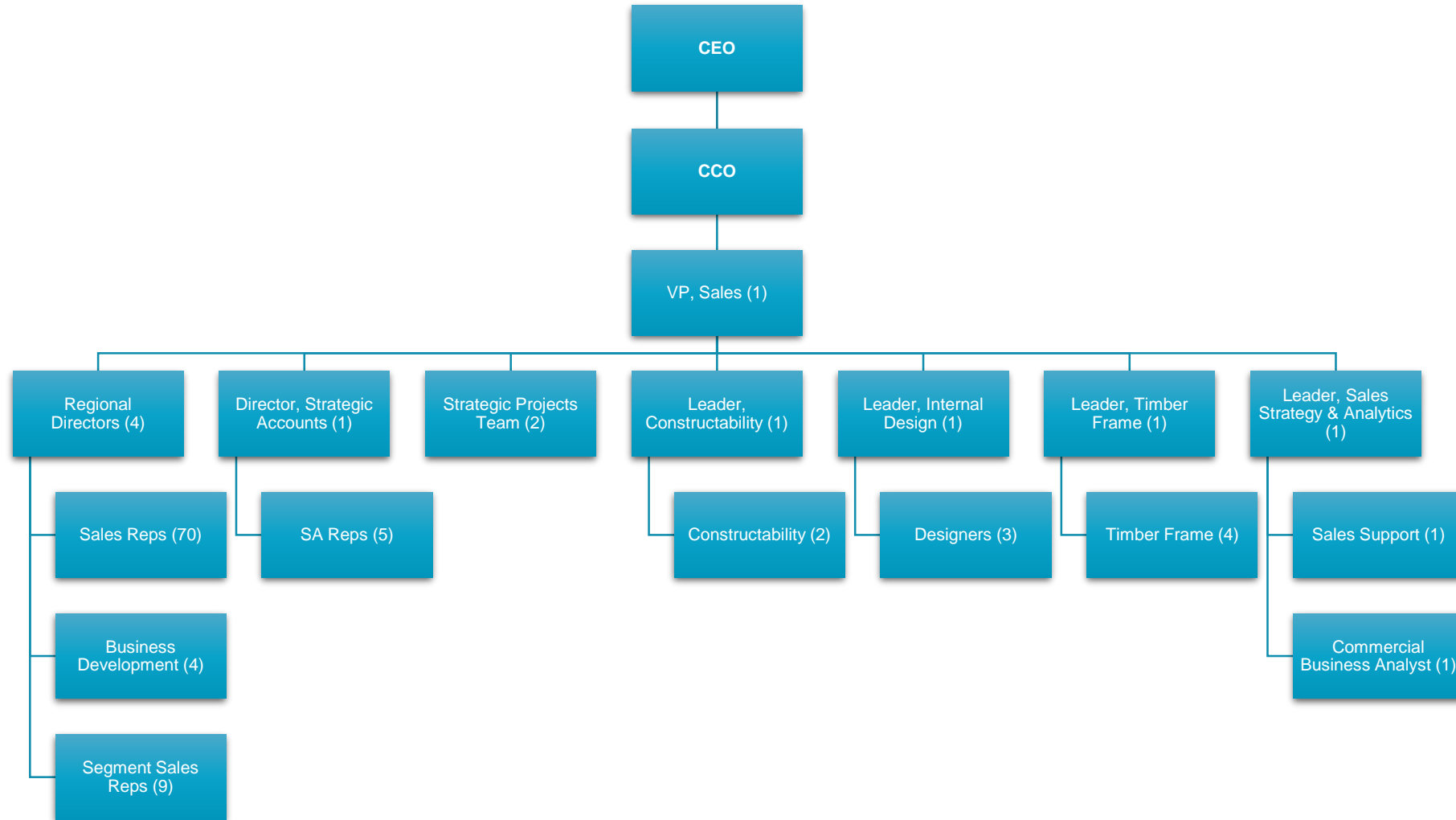
People and Organizational Optimization

Commercial Organization – 2018

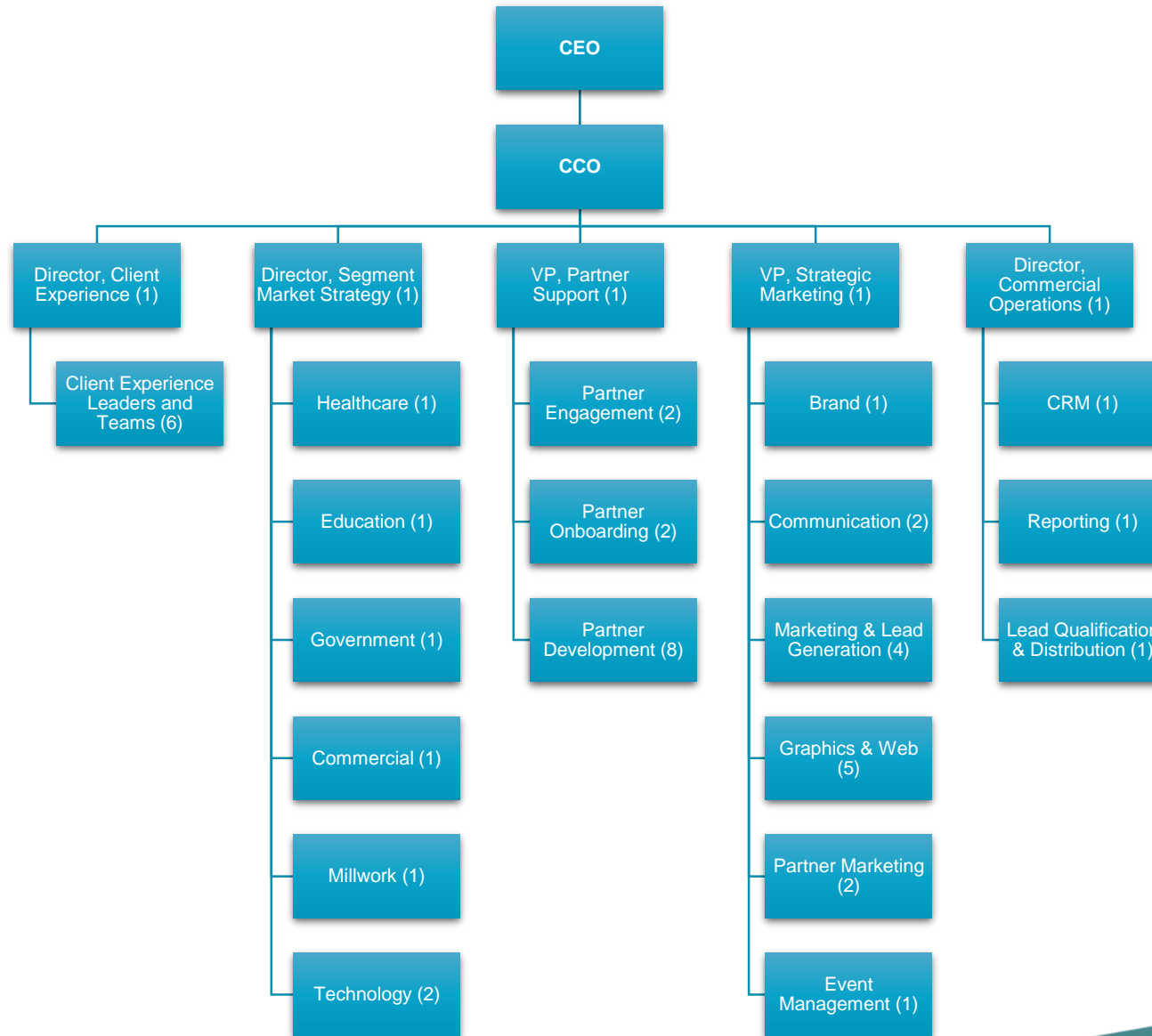


- Flat organizational structure
- Sales goals team-based vs. individual
- Focused on activity vs. outcomes
- Sales & marketing operated in silos without shared objectives
- No structured capacity planning
- Lack of data driven decision making

Sales Organization - 2020



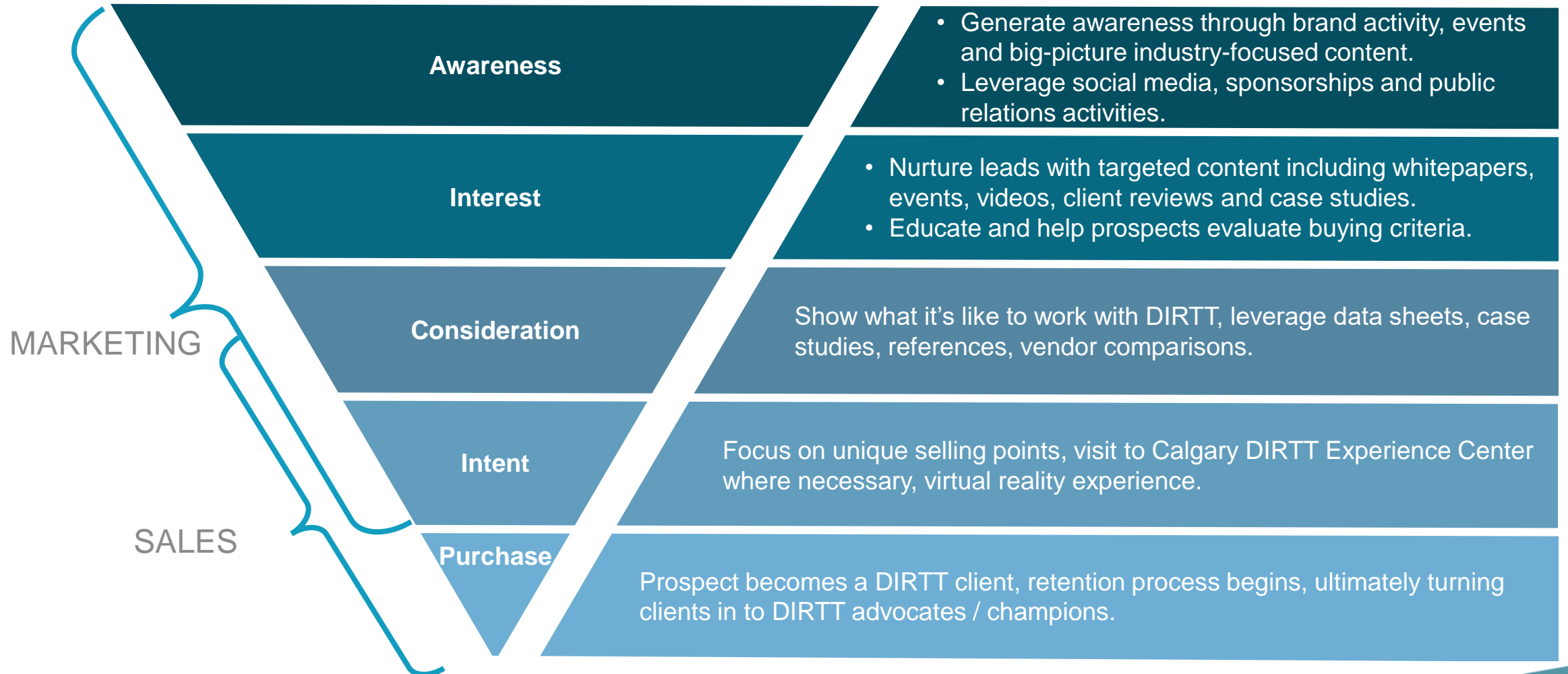
Marketing Organization - 2020



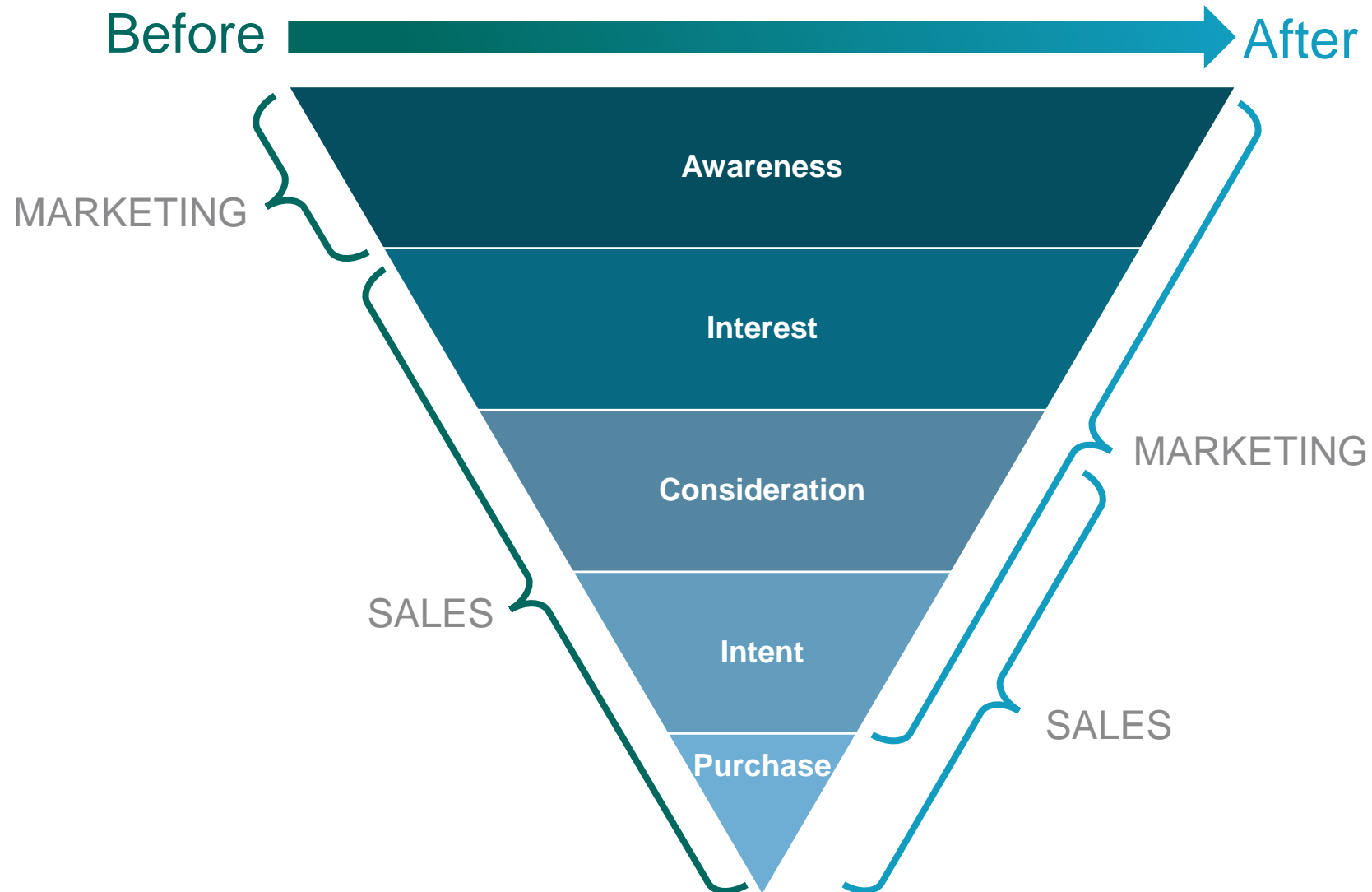
Strategic Marketing

DIRTT Sales and Marketing Funnel

ACTIVITY



DIRTT Sales and Marketing Funnel



DIRTT Digital Strategy Framework



BRAND CLARITY

- Improve online brand expression
- Establish brand voice



BUSINESS ENABLEMENT

- Drive growth
- Increase operational efficiency



CLIENT EXPERIENCE

- Deepen engagement
- Optimize digital experience



DIGITAL INNOVATION

- Implement leading technical platforms
- Develop digital excellence

BUSINESS GOALS

CORE OBJECTIVES

BUSINESS GOALS

CORE OBJECTIVES

Awareness and Brand Activity

All brand activities supported by clear value proposition and consistent DIRTT story



Advertising in / content contributor to leading industry and vertical publications



Digital marketing including SEO and content marketing, optimized web experience, social media



Host and participate in key industry and vertical events



Thought leadership and vertical expertise



Targeted partnerships

Lead Generation and Qualification



September 2018

- Limited marketing led lead generation, limited campaigns
- No lead qualification
- No conversion rate tracking



Future State

- ✓ Marketing led with digital brand campaigns
- ✓ Link qualified leads to CRM
- ✓ Lead and conversion rates tracked through the funnel

Sales Excellence

Sales Excellence at DIRTT



1. Higher conversion rates



2. Experienced sales reps



3. Accurate forecasting



4. Partner channel management and support



5. Consistent sales methodology



6. Comp plans aligned



7. Higher win rate

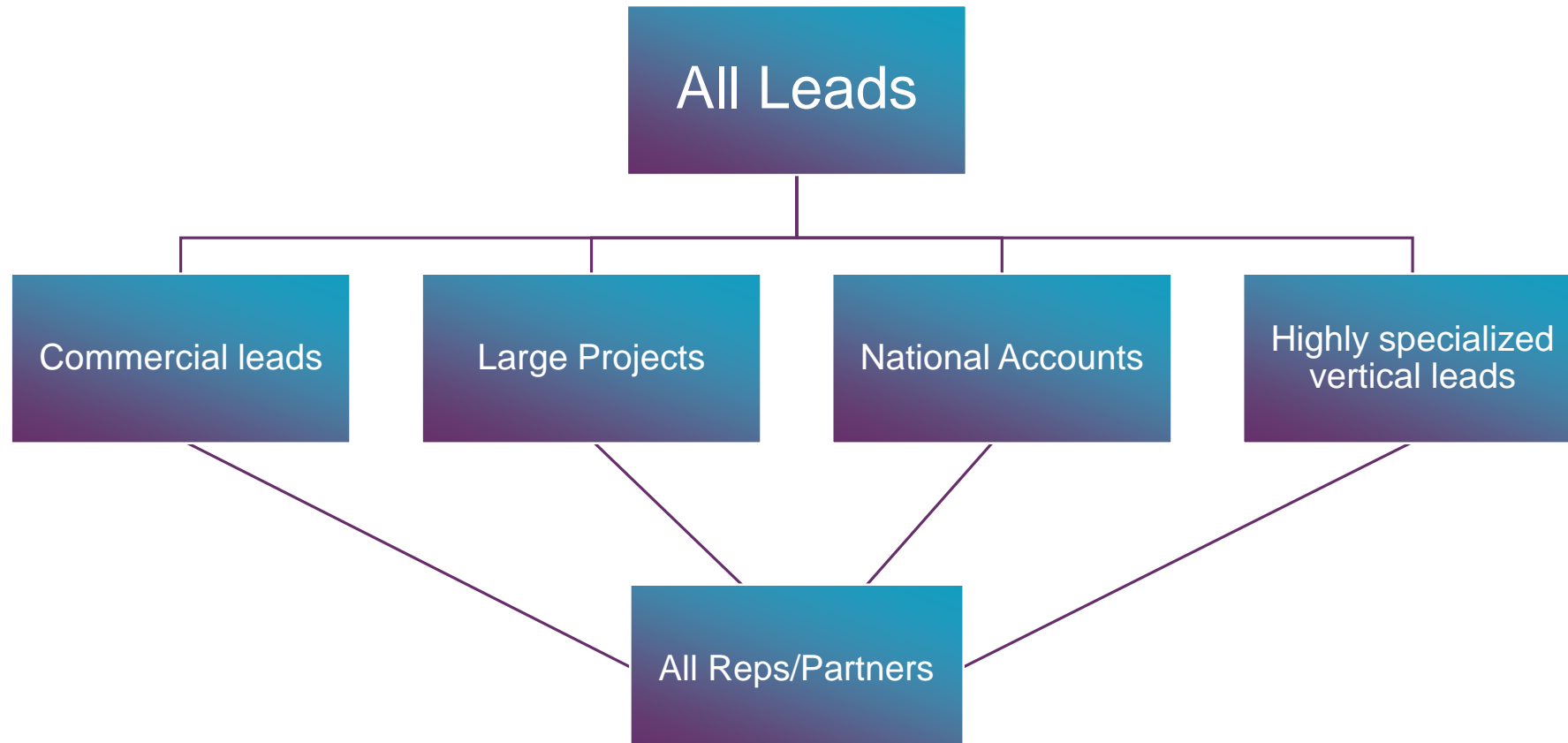


8. Accountable sales reps

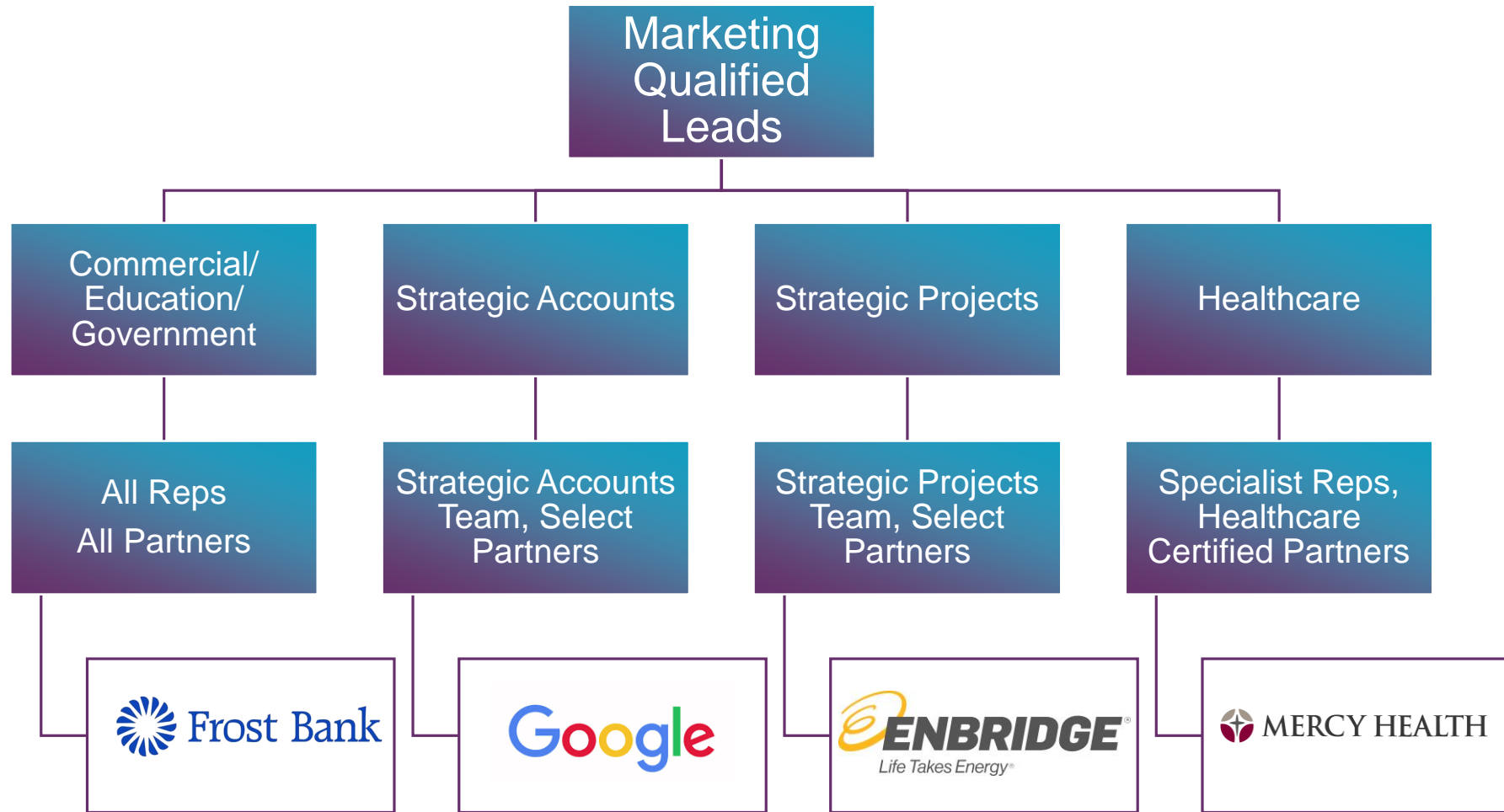


9. Adequate pipeline coverage

Customer Segmentation and Sales Execution – Current State

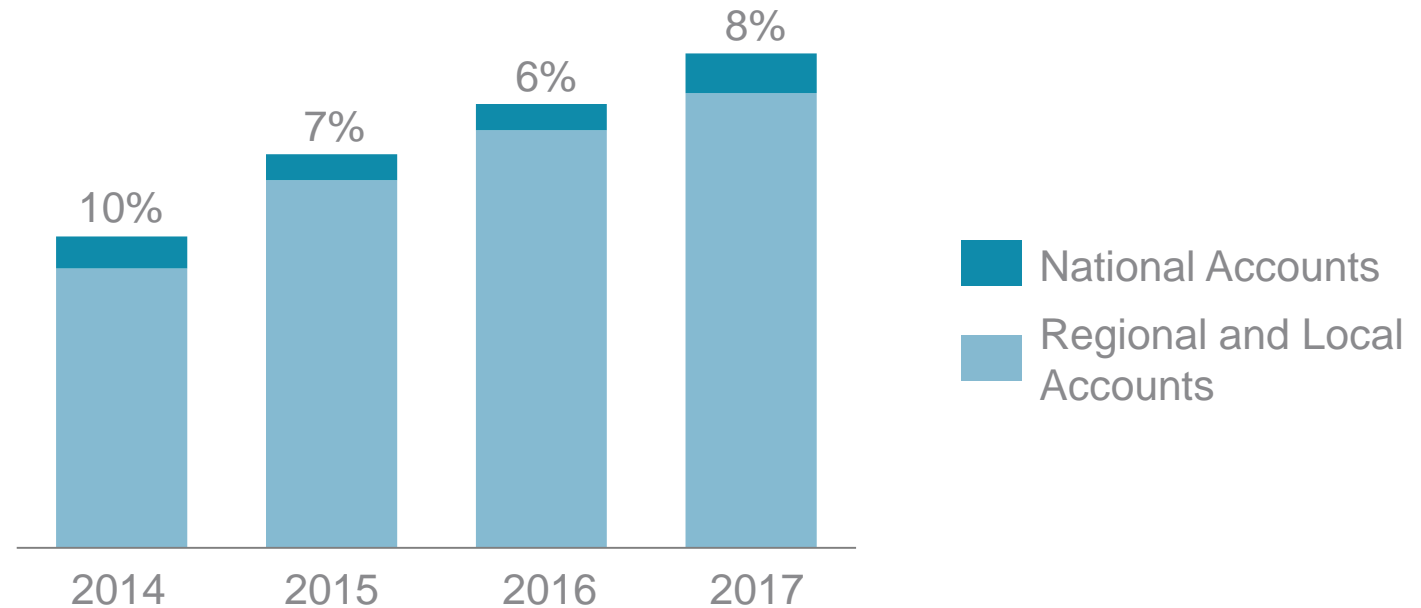


Customer Segmentation and Sales Execution – Future State



Strategic (National) Accounts – Current State

- Less than 10% of DIRTT projects with Strategic Accounts
- Limited Partner base with capability to support strategic (national) accounts

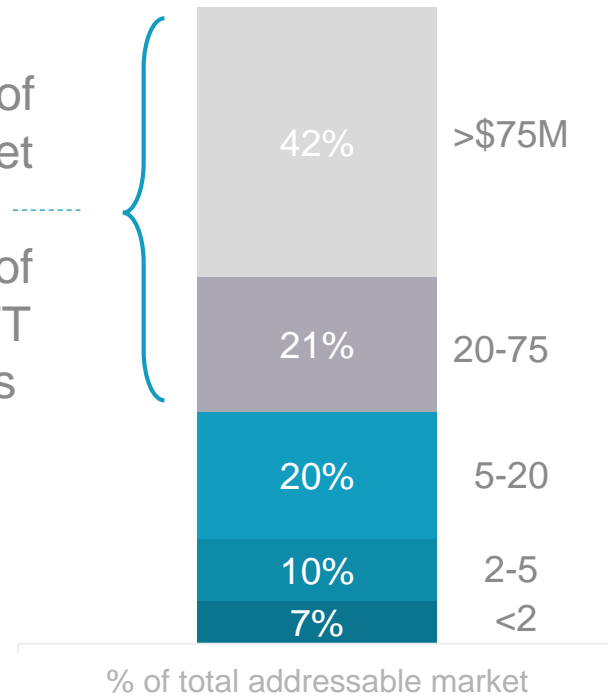


Strategic (Large) Projects – Current State

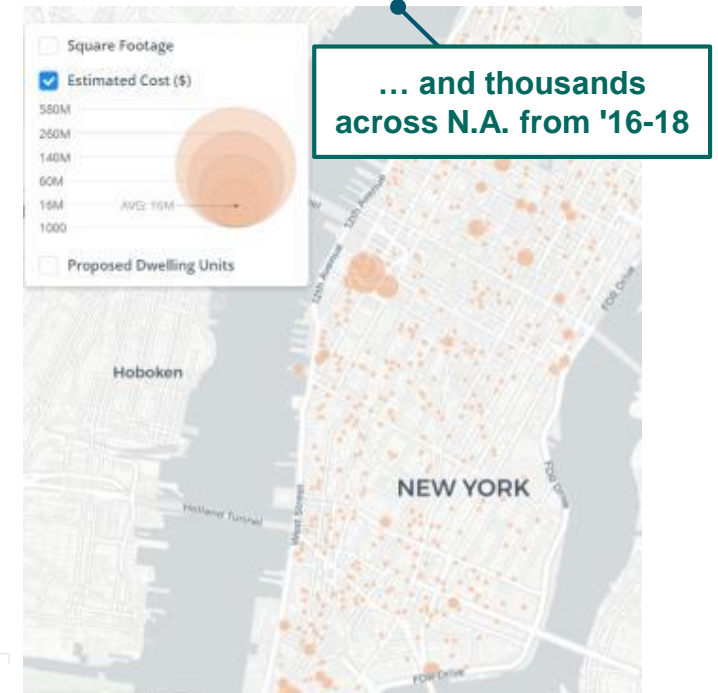
- DIRTT has low penetration in projects with total budget >\$20M (>60% of market)
- 2016-18: DIRTT participated in only 14 projects that had total construction budgets >\$20M
- No coordinated, strategic (large) marketing focus, sales team, or project execution capability

Total addressable market, by total construction budget, \$M

63% of market vs. 11% of DIRTT sales

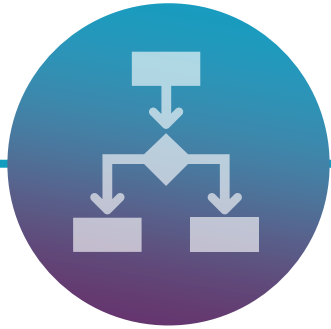


30+ active projects of \$20M+ in lower Manhattan alone

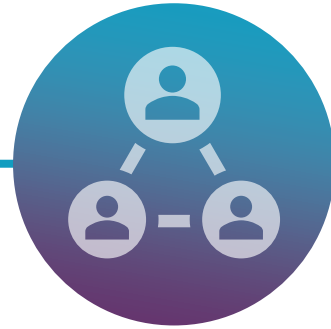


Source: DIRTT sales data 2016-19, IHS Global Construction Outlook 2019, IHS Markit Data, Dodge Data & Analytics Project Database, NYC.gov building permit data

Strategic Accounts and Strategic Projects – Key Changes



Marketing and
Lead
Generation



Sales and
Account
Management

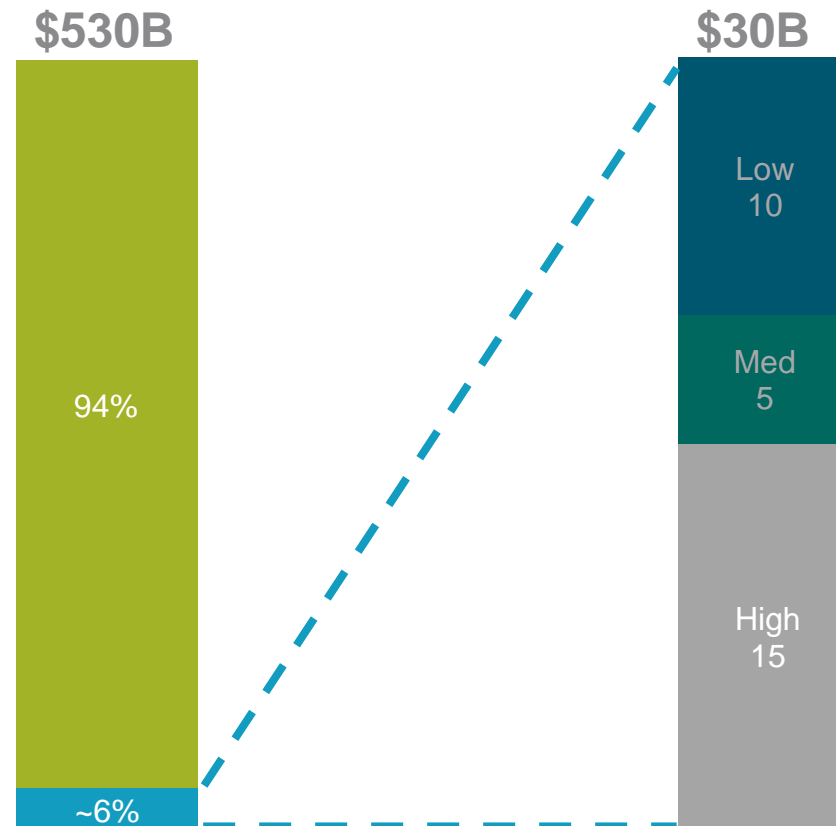


Project
Execution

Healthcare – The Market Opportunity

2019 North America Healthcare
Construction market opportunity

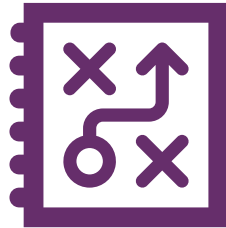
2019 DIRTT market
opportunity, by acuity level



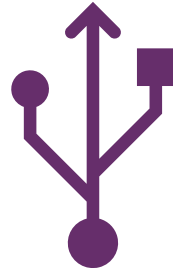
Healthcare – Change Drivers



Demographics



Changing Delivery Models



Technology / Equipment



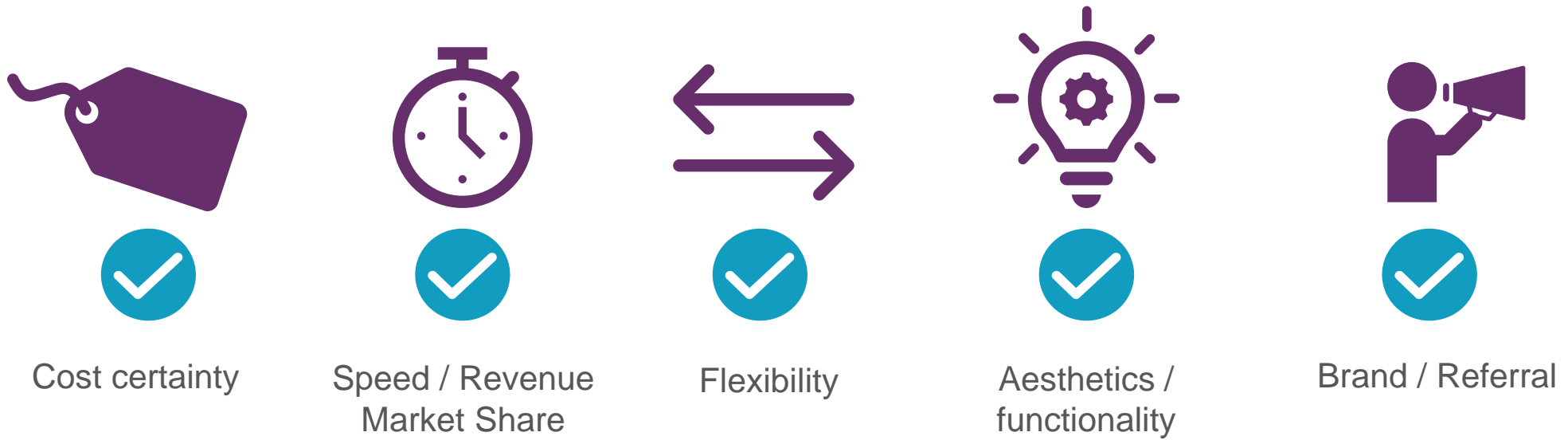
Patient Choice



Uncertainty

Why DIRTT Resonates for Healthcare

DIRTT value proposition lines up perfectly with healthcare needs



Healthcare Execution – Key Changes

1

Dedicated leader of healthcare market strategy

2

Dedicated sales reps in each region solely focused on healthcare

3

Host and participate in key industry and vertical events

Revamped Partner Experience

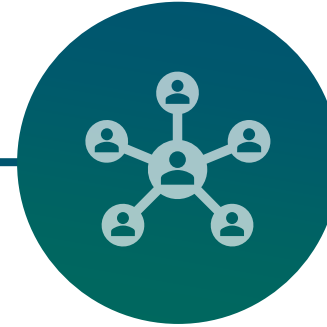
Why We Work With Partners



DIRTT's
solutions will always need a 'local touch' – local people, local jobs, local relationships



DIRTT
requires local relationships with qualified installation professionals



DIRTT
partners already have longstanding relationships with key stakeholders, including real estate professionals and potential DIRTT clients



DIRTT
partners are close to market opportunities, with a pulse on when renovations or building projects are coming up

Why Partners Choose DIRTT



Replicable and proven business model and reputation



DIRTT solutions and technology set partners apart in a crowded building and furniture industry



DIRTT provides partners with access to new markets that may not have been previously accessible (for example, healthcare)



Preferred suppliers and collective buying power and project (material) price certainty for clients



The partner business model hedges against the risk of labor market conditions



DIRTT partners experience pull-through business to other business lines



Support from DIRTT corporate: business and sales planning, industry expertise, pre-construction and project execution support



Sales efforts by partners augmented by knowledgeable client-driven DIRTT representatives



Support from network of partners, including training opportunities and shared best practices

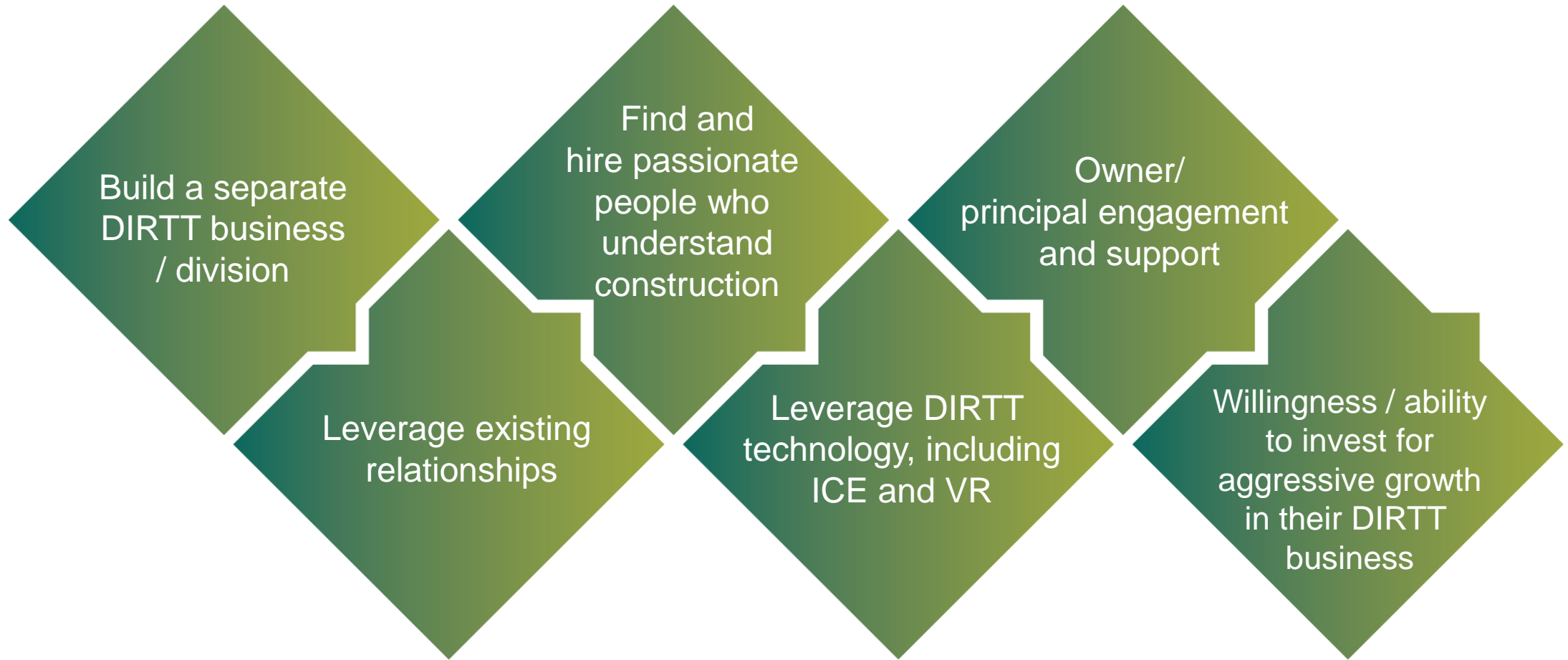


DIRTT continuously develops effective training tools



Accuracy and warranty of the final product

Blueprint For Successful Partners



Partner Support – NEW Initiatives



Commercial Summary

In Summary



People and
Organizational
Optimization



Outstanding
Strategic
Marketing
Function



Sales
Excellence



Redefined
Partner
Experience



Financial

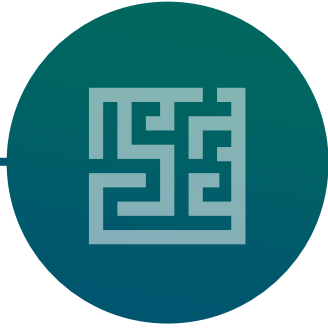
Geoff Krause, CFO



Overview



A guided tour
through
DIRTT's
financials



The path to
our 2023
financial
targets



Capital
requirements



Approach to
capital
allocation

Historical Financial Performance

(US\$mm)	2016	2017	2018
Revenue	201.3	226.5	274.7
Cost of goods sold	122.2	141.0	167.7
Gross profit	79.1	85.5	107.0
Sales & marketing	35.1	46.4	40.7
General & administrative	23.0	29.4	30.9
Operational support	8.2	8.2	9.0
Technology & development	5.8	6.9	4.7
Reorganization costs	-	1.1	7.4
Impairment expense			8.7
Operating Income	7.0	(6.5)	5.6
Foreign exchange	0.4	0.7	(3.3)
Net interest expense (income)	(0.2)	0.1	0.1
Income taxes	2.9	0.4	3.3
Net income	3.9	(7.7)	5.5

Upon SEC registration, commenced reporting in US GAAP and US Currency

Major differences from IFRS include new lease accounting standard, calculation of stock-based compensation and inclusion of certain plant costs in cost of sales instead of operations support

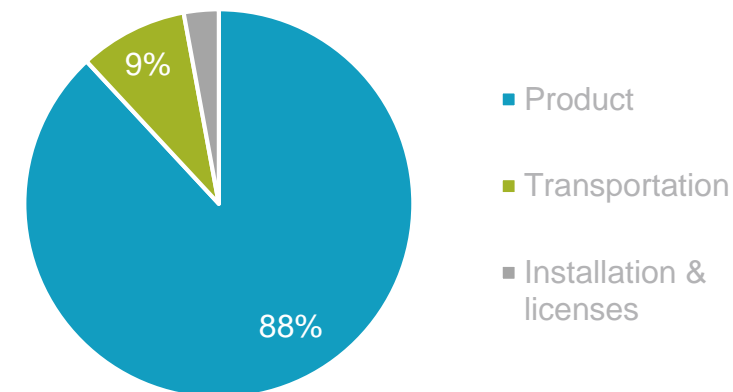
See press release of reconciliation between IFRS and US GAAP

Form 10-Q Presentation (SBC)

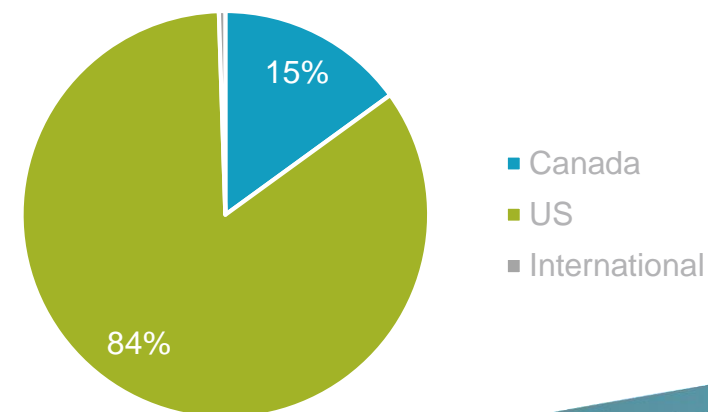
(US\$mm)	2016	2017	2018	Sept. 30, 2019 TTM
Revenue	201.3	226.5	274.7	269.0
Cost of goods sold	122.2	141.0	167.7	168.3
Gross profit	79.1	85.5	107.0	100.7
Sales & marketing ¹	34.9	46.2	40.6	36.3
General & administrative ¹	22.0	28.4	28.7	28.1
Operations support ¹	7.3	7.2	8.1	10.0
Technology & development ¹	5.3	6.4	4.2	7.1
Stock based compensation	2.6	2.7	3.7	2.9
Reorganization costs	-	1.1	7.4	5.4
Impairment expense			8.7	2.6
Operating Income	7.0	(6.5)	5.6	8.3
Foreign exchange	0.4	0.7	(3.3)	(1.7)
Net interest expense (income)	(0.2)	0.1	0.1	(0.1)
Income taxes	2.9	0.4	3.3	3.8
Net income	3.9	(7.7)	5.5	6.3

¹ In the 2019, stock based compensation was accounted for separately. See Appendix for reconciliation from the Form 10 filing to the current Form 10Q presentation

Revenue by Type



Revenue by Geography



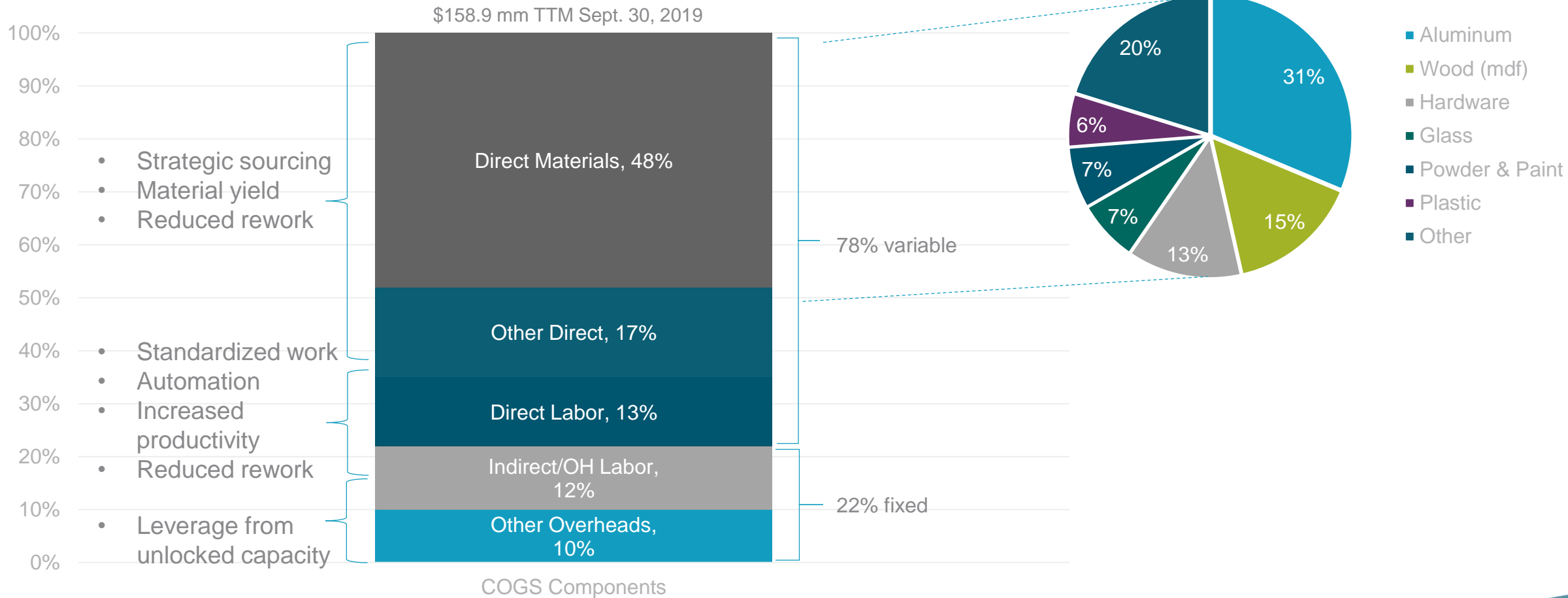
Adjusted Gross Profit

(\$mm)	2016	2017	2018	Sept. 30, 2019 TTM
Gross profit	79.1	85.5	107.0	100.7
Gross profit margin	39.3%	37.7%	39.0%	37.4%
Add: Depreciation and amortization	7.3	8.7	9.5	9.4
Adjusted Gross Profit ¹	86.4	94.2	116.5	110.1
Adjusted Gross Profit Margin ¹	42.9%	41.6%	42.4%	40.9%
Cost of goods sold (COGS)	122.2	141.0	167.7	168.3
Less: Depreciation and amortization	7.3	8.7	9.5	9.4
COGS excl. Depreciation & Amortization ¹	114.9	132.3	158.2	158.9
COGS excl. Depreciation & Amortization as a % of revenue ¹	57.1%	58.4%	57.6%	59.1%

¹ See "Non-GAAP Financial Measures"

2019 TTM reflects impacts of tile warping remediation costs and slightly lower revenue on fixed cost base

Components of COGS excl. Depreciation and Amortization¹



Components of Net Operating Costs²

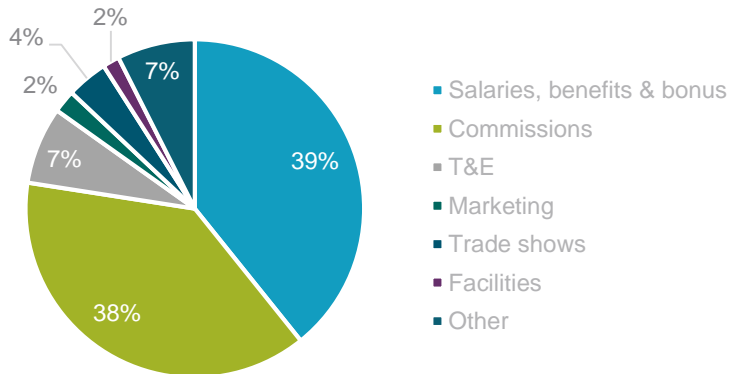
(\$mm)	2016	2017	2018	Sept. 30, 2019 TTM
Sales & marketing ¹	34.9	46.2	40.6	36.3
General & administrative ¹	22.0	28.4	28.7	28.1
Operations support ¹	7.3	7.2	8.1	10.0
Technology & development ¹	5.3	6.4	4.2	7.1
Total	69.5	88.2	81.6	81.5
% of revenue	34.5%	38.9%	29.7%	30.3%
Less: Depreciation included in above	4.1	4.2	4.2	3.3
Net Operating Costs²	65.4	84.0	77.4	78.2
Net Operating Costs as a % of Revenue²	32.5%	37.1%	28.2%	29.1%

- 2019 includes \$2.0 mm of one-time costs related to Sales & Marketing plan. Targeted reductions in T&E and tradeshows. Expect to increase as we invest in accordance with our plan.
- 2019 includes \$3 mm of one-time costs related to US listing. Expect ongoing incremental costs of \$1.5-\$2.0 million
- 2019 includes \$1.0 mm of one-time costs for third party consulting related to process improvement and tile warping
- Increased due to lower software capitalization – driven largely by mix of activities

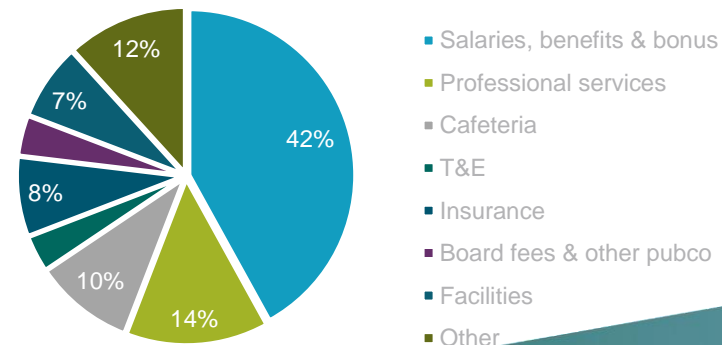
¹ In the 2019, stock based compensation was accounted for separately. See Appendix for reconciliation from the Form 10 filing to the current Form 10Q presentation

² See "Non-GAAP Financial Measures"

Sales & Marketing Composition



G&A Composition



Historical Operating Performance

(US\$mm)	2017	2018	Sept. 30, 2019 TTM
Net income	(7.7)	5.5	6.3
Add back:			
Depreciation	12.9	13.7	12.7
Net interest expense (income)	0.1	0.1	(0.1)
Income taxes	0.4	3.3	3.8
EBITDA ¹	5.7	22.6	22.7
Add back:			
Stock based compensation	2.7	3.7	2.9
FX on debt revaluation	(0.7)	0.5	-
Reorganization	1.1	7.4	5.4
Impairment expense	-	8.7	2.6
Adjusted EBITDA ¹	8.8	42.9	33.6
Adjusted EBITDA Margin ¹	3.9%	15.6%	12.5%

¹ See "Non-GAAP Financial Measures"

Impact of capital expenditure control commencing in 2018 and impairment of Timber assets

Taxable due to increased net income before tax

All debt repaid 1Q 2019

Management changes in 2018 and into Q1 2019

Impairment of Timber assets in 3Q 2018 & write off of certain lease costs related to DXC and Kelowna plant closure

Adjusted EBITDA impacted by lower gross profit % (1.5%), the impact of one-time costs totaling \$5.5 mm (2.0%) and foreign exchange (0.5%) offset by cost reductions and a \$1.3 mm provision reversal in 3Q 2019

Balance Sheet Strength

(\$mm)	2018	Sept. 30, 2019
Cash and cash equivalents	53.4	56.6
Accounts receivable	43.9	27.5
Inventory	18.7	19.0
Prepays and other	2.2	4.3
Total current assets	118.2	107.4
Fixed assets and capitalized software	45.0	46.6
Right of use assets	-	21.5
Deferred tax assets	6.1	3.5
Goodwill and other	6.6	6.7
Total assets	175.9	185.7
Accounts payable and other liabilities	38.1	26.6
Customer deposits	7.7	7.4
Current portion of lease liabilities	-	5.3
Current portion of long term debt	2.5	-
Total current liabilities	48.3	39.3
Other long term liabilities	-	0.2
Long term lease liabilities	-	17.0
Deferred tax liabilities	1.0	-
Long term debt	3.1	-
Total liabilities	52.4	56.5
Shareholders' equity	123.5	129.2
Total liabilities and shareholders' equity	175.9	185.7

Improvements in working capital efficiency in 2019 combined with capital discipline results in increased cash balances, even after debt repayment

Comprised entirely of raw materials. Inventory management a focus for 2019 and 2020

Not a capital intensive business. 81% PP&E, 19% Software

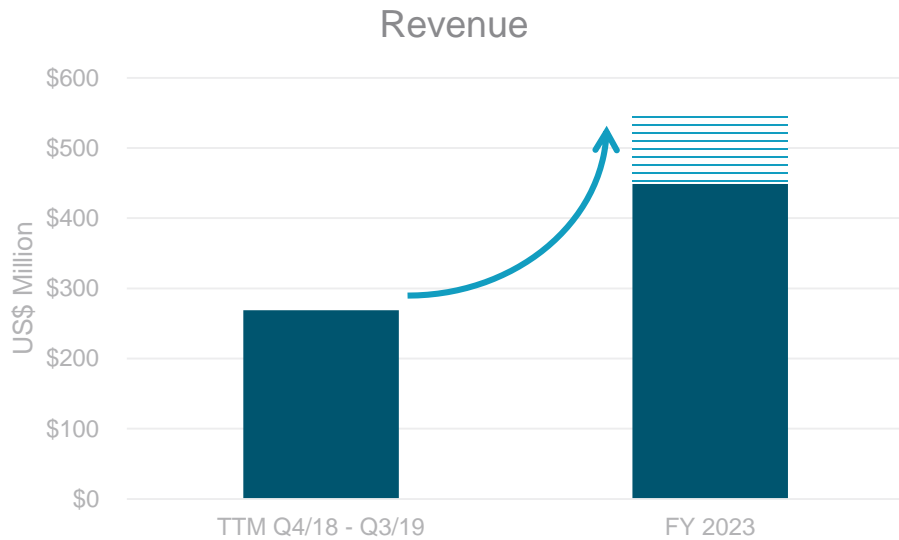
Impact of new leasing standard adopted January 1, 2019

Long term debt repaid Q1 2019 without penalty

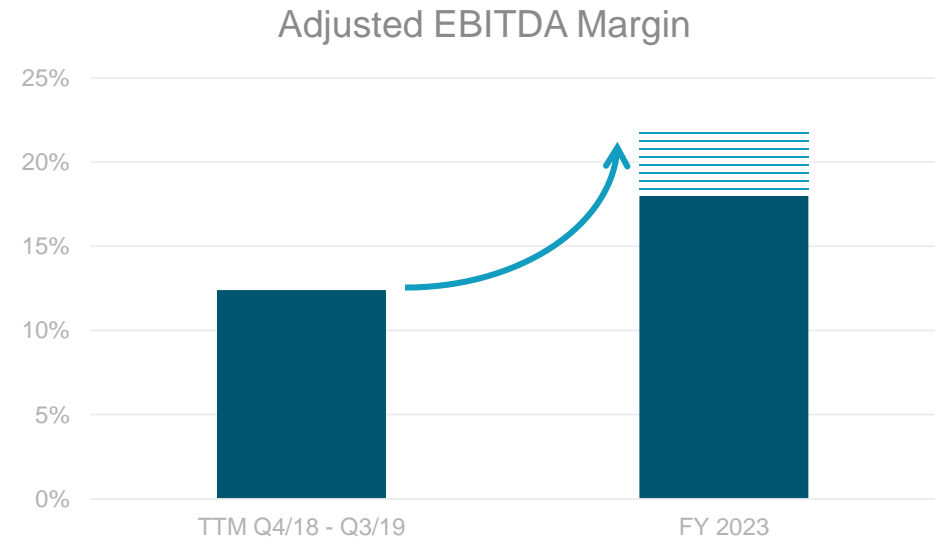
CAD\$50 million (approx. US\$38 million) three year committed credit facility expiring July 2022, extendible to 2024 and a CAD\$30 million accordion

Financial Targets*

Our expectation is that actual sales growth will vary by year due to the project nature of our business

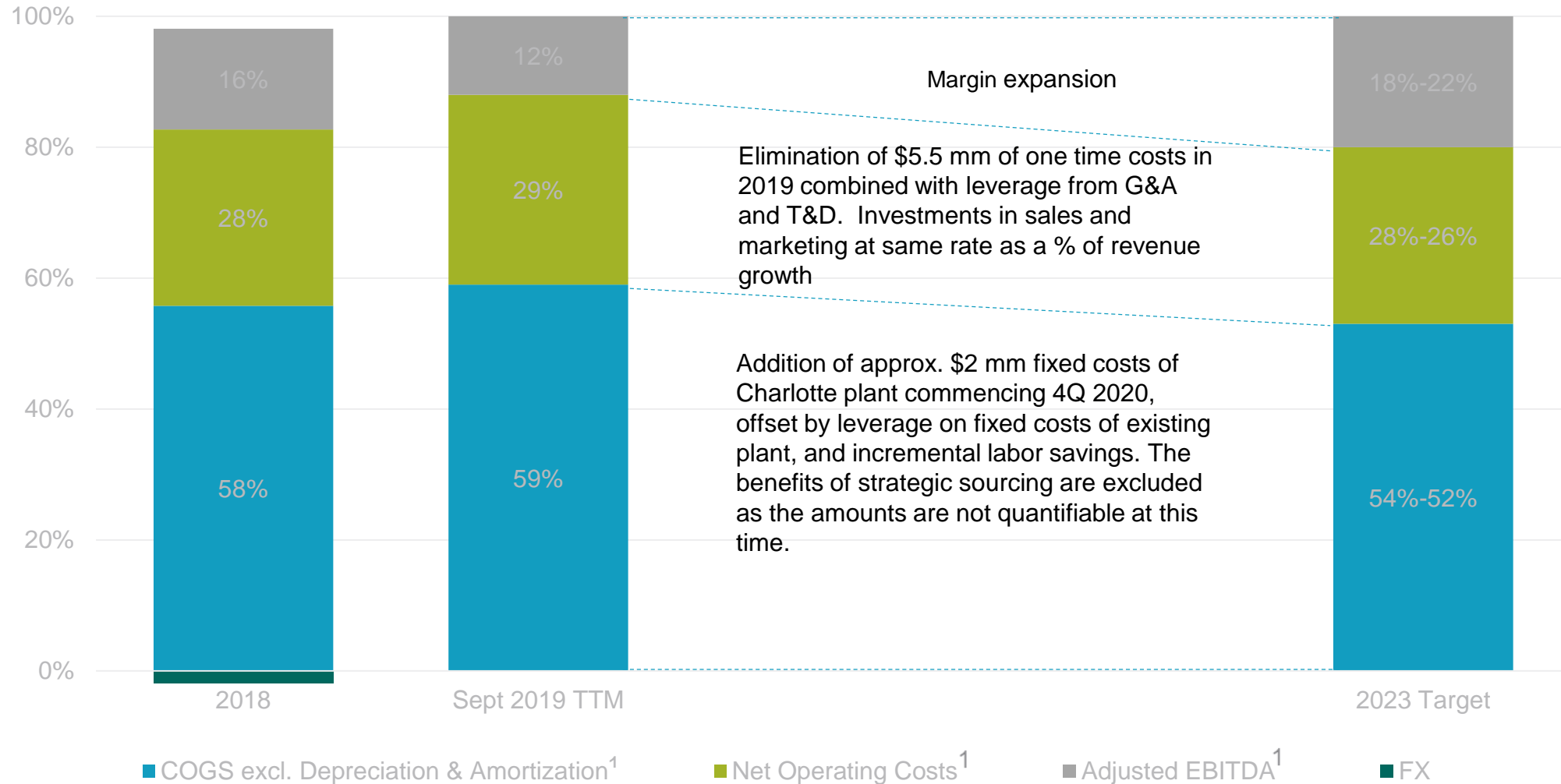


2023 Revenue
\$450M - \$550M



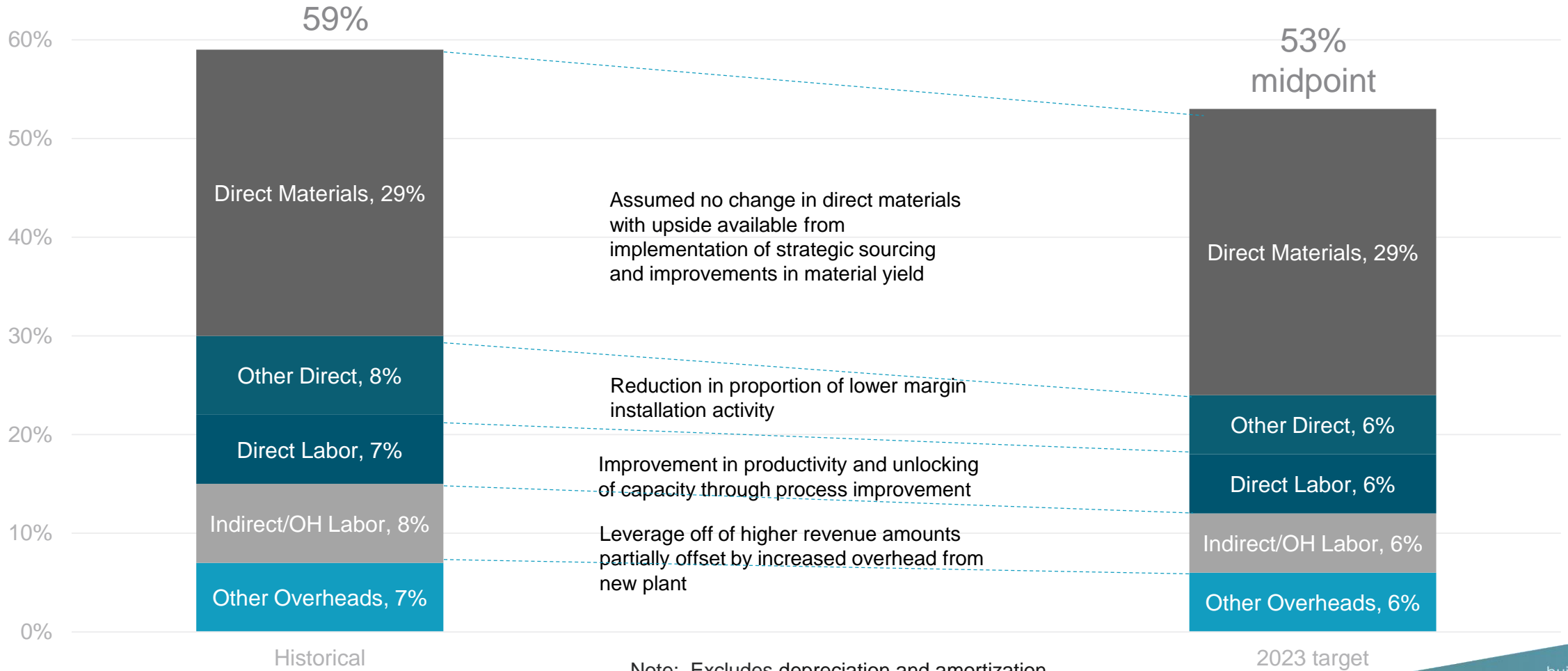
2023 Adjusted EBITDA
Margin 18% - 22%

The Path to 2023 Target



¹See "Non-GAAP Financial Measures"

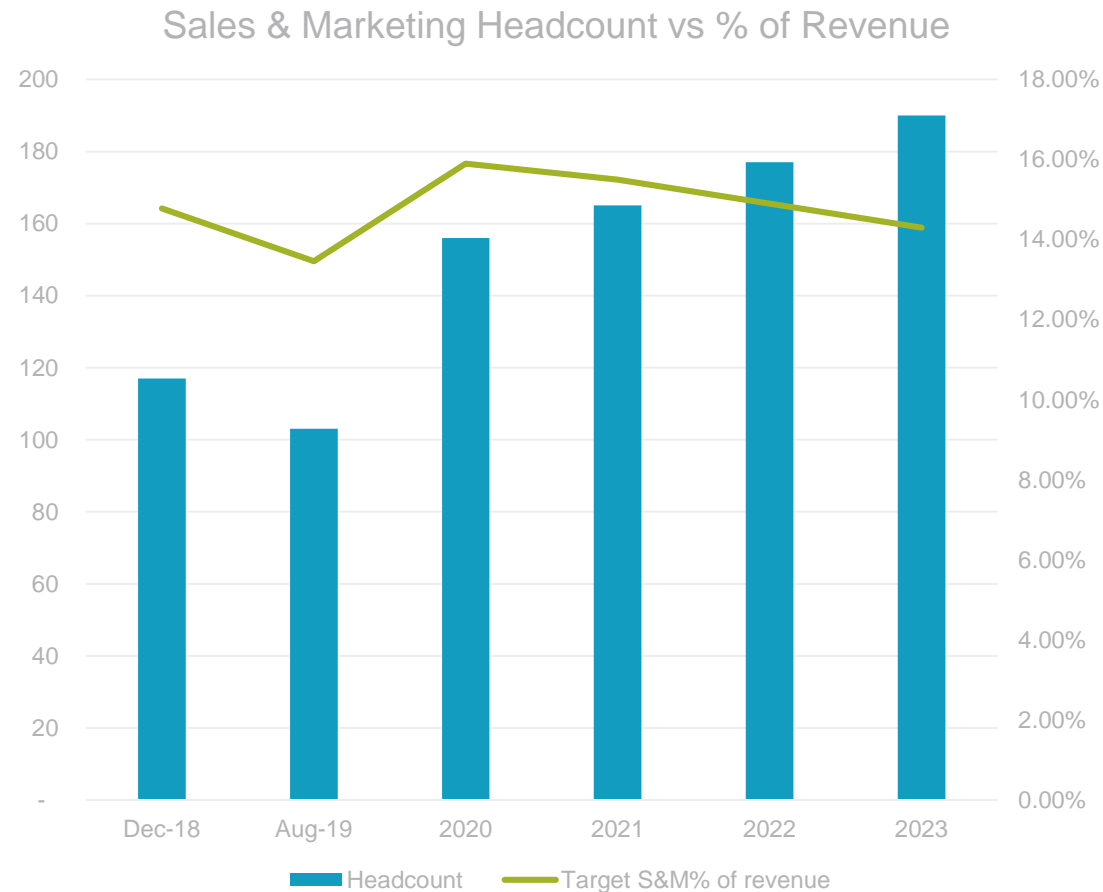
Upside Exists in Plant Operations (Adjusted COGS¹)



Note: Excludes depreciation and amortization

¹ See “Non-GAAP Financial Measures”

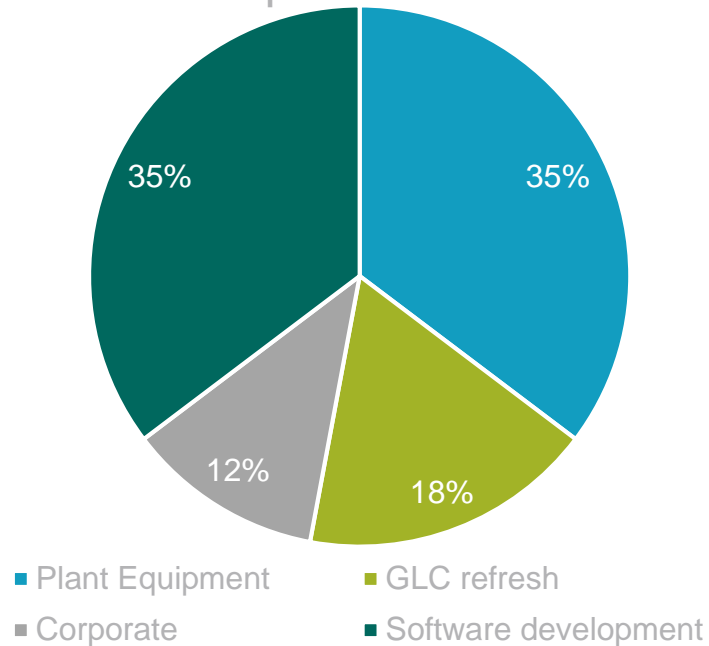
Investments in Sales and Marketing



- Investment in sales and marketing headcount with a 1-year payback
- Include sales personnel, partner support, commercial operations and lead generation
- Results in an increase in S&M costs as a % of revenue for 2020 and 2021 as we build out the capabilities, skillsets and infrastructure
- As salesforce and partners become more effective in selling, we expect leverage to begin to take hold in 2022.
- Pivot points exist in each year – if actions are driving results as expected, we will re-evaluate approach and adjust accordingly

Capital Investments

\$18-\$20 million Ongoing Capital Expenditures



Estimated major capital initiatives 2019-2021 (approx.) over and above ongoing capital expenditures:

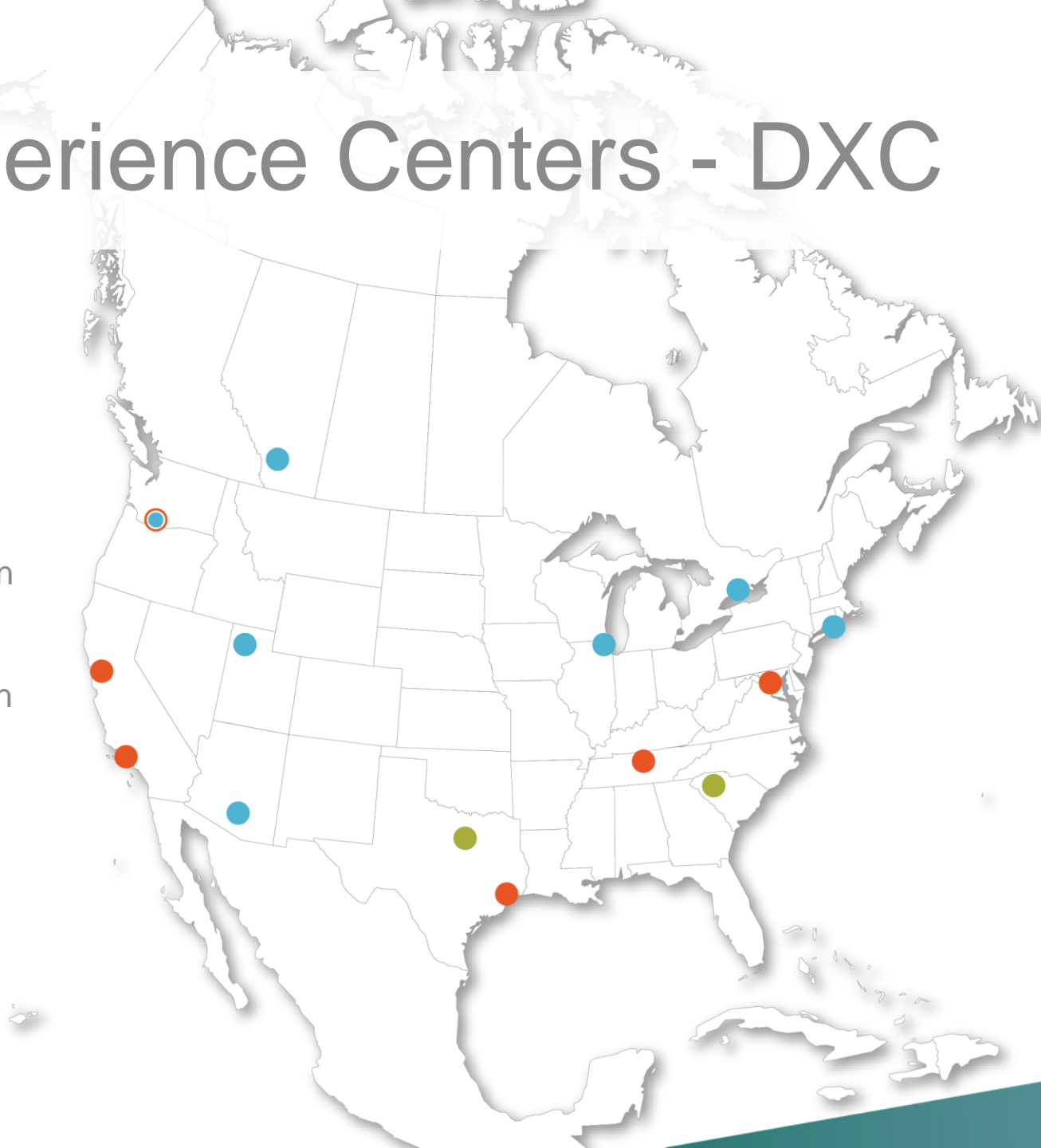
Initiative	2019	2020	2021
Primer line	2.0		
Charlotte plant	3.2	15.3	
DXC buildout		2.0	1.0

- Software development will vary year over year depending upon mix of maintenance and development activities
- New primer line for permanent solution to tile warping
- Charlotte plant commercial operation date January 2021 with initial deposits in 2019
- Increasing DXC footprint as part of GTM strategy (excl. refresh)
- No major projects currently planned for 2022 & 2023

DIRTT Experience Centers - DXC

Rebranded from GLC

DXCs key to driving sales in key markets, outfitted with representative offerings for respective target verticals in their regions



- **Calgary**
- **Seattle**
Currently under renovation
- **Chicago**
Will renovate prior to 2020 Connex
- **New York**
Renovated November, 2019
- **Toronto**
- **SLC**
- **Phoenix**

- **Rock Hill, South Carolina (Charlotte)**
Tentative opening date Jan, 2021
- **Dallas, Texas**
Tentative opening date Jan, 2020

- **Los Angeles**
- **San Francisco Bay Area**
- **Nashville**
- **Washington, D.C.**
- **Houston**

- **Under Renovation**
- **DIRTT Experience Center**
- **New DIRTT Experience Center**
- **Under Future Consideration**

Cashflow and Capital Allocation

We expect DIRTT to be a free cash flow generating business

- High conversion of Adjusted EBITDA to Cashflow from Ops (60-70%) with low capex requirements.

Current capital structure is intentionally conservative based on the transformational nature of the execution of our strategic plan

- \$55 million cash on hand with no debt
- Upon realization of tangible financial results from the implementation of our plan, we will re-evaluate our capital structure and make appropriate recommendations to our board
- CAD\$50 million undrawn credit facility available

Maintaining a strong balance sheet necessary to support credibility with National Account level customers

Closing Remarks

Kevin O'Meara, CEO



Conclusion: The Opportunity is Ours to Win

- Construction markets are continuing to increase acceptance of modular construction approaches, driven largely by the introduction of technology and increasing shortages of skilled labor
- The North American market in which we participate has immense size and untapped opportunity
- Our product and software platform are proven
- Our value proposition is unequalled and compelling
- We are the market leader with a first-mover advantage
- We have assembled an outstanding management team with track records of success to drive operational and sales and marketing excellence

**DIRTT is in the
right place with
the right solution
at the right time in
the construction
industry's life-cycle**

Measuring Success



build better™
DIRTT

Q&A

November 12, 2019

TSX: DRT

NASDAQ: DRTT



Appendix



New Stock Based Comp Presentation

(\$mm)	Sept. 30, 2019				Less: 9 months ended Sept. 30, 2019			
	2016	2017	2018	TTM	9 months ended Sept. 30, 2019	Plus: 2018	months ended Sept. 30, 2018	Sept. 30, 2019 TTM
Sales & marketing per Form 10/10Q	35.1	46.4	40.7	36.2	25.9	40.6	30.3	36.2
Less: Stock based compensation	0.2	0.2	0.1	-	-	-	-	-
Sales & marketing	34.9	46.2	40.6	36.2	25.9	40.6	30.3	36.2
Sales & marketing as a % of revenue	17%	20%	15%	13%	13%	15%	15%	13%
General & administrative per Form 10/10Q	23.0	29.4	30.9	28.1	21.0	28.7	21.6	28.1
Less: Stock based compensation	1.0	1.0	2.2	-	-	-	-	-
General & administrative	22.0	28.4	28.7	28.1	21.0	28.7	21.6	28.1
General & administrative as a % of revenue	11%	13%	10%	10%	11%	10%	11%	10%
Operations support per Form 10/10Q	8.2	8.2	9.0	10.0	7.8	8.1	5.9	10.0
Less: Stock based compensation	0.9	1.0	0.9	-	-	-	-	-
Operations support	7.3	7.2	8.1	10.0	7.8	8.1	5.9	10.0
Operations support as a % of revenue	4%	3%	3%	4%	4%	3%	3%	4%
Technology & development per Form 10/10Q	5.8	6.9	4.7	7.1	5.9	4.2	3.0	7.1
Less: Stock based compensation	0.5	0.5	0.5	-	-	-	-	-
Technology & development	5.3	6.4	4.2	7.1	5.9	4.2	3.0	7.1
Technology & development as a % of revenue	3%	3%	2%	3%	3%	2%	1%	3%

Calculation of TTM Sept 30. 2019

(US\$mm)	9 months ended Sept. 30, 2019		Less: 9 months ended Sept. 30, 2018		Sept. 30, 2019 TTM
		Plus: 2018			
Revenue	194.5	274.7	200.2	269.0	
Cost of goods sold	121.5	167.7	120.9	168.3	
Gross profit	73.0	107.0	79.3	100.7	
Sales & marketing	25.9	40.6	30.2	36.3	
General & administrative	21.0	28.7	21.6	28.1	
Operations support	7.8	8.1	5.9	10.0	
Technology & development	5.9	4.2	3.0	7.1	
Stock based compensation	2.4	3.7	3.2	2.9	
Reorganization costs	2.6	7.4	4.6	5.4	
Impairment expense	-	8.7	6.1	2.6	
Operating Income	7.4	5.6	4.7	8.3	
Foreign exchange	0.8	(3.3)	(0.8)	(1.7)	
Net interest expense (income)	(0.2)	0.1	-	(0.1)	
Income taxes	3.6	3.3	3.1	3.8	
Net income	3.2	5.5	2.4	6.3	

(\$mm)	9 months ended Sept. 30, 2019		Less: 9 months ended Sept. 30, 2018		Sept. 30, 2019 TTM
		Plus: 2018			
Gross profit	73.0	107.0	79.3	100.7	
Gross profit margin	37.5%	39.0%	39.6%	37.4%	
Add: Depreciation and amortization	7.1	9.5	7.2	9.4	
Adjusted Gross Profit ¹	80.1	116.5	86.5	110.1	
Adjusted Gross Profit Margin ¹	41.2%	42.4%	43.2%	40.9%	
Cost of goods sold (COGS)	121.5	167.7	120.9	168.3	
Less: Depreciation and amortization	7.1	9.5	7.2	9.4	
COGS excl. Depreciation & Amortization ¹	114.4	158.2	113.7	158.9	
COGS excl. Depreciation & Amortization as a % of Revenue ¹	58.8%	57.6%	56.8%	59.1%	

¹ See "Non-GAAP Financial Measures"

Calculation of TTM Sept 30. 2019

(US\$mm)	9 months ended Sept. 30, 2019	Plus: 2018	Less: 9 months ended Sept. 30, 2018	Sept. 30, 2019 TTM
Net income	3.2	5.5	2.4	6.3
Add back:				
Depreciation	9.3	13.7	10.3	12.7
Net interest expense (income)	(0.2)	0.1	-	(0.1)
Income taxes	3.6	3.3	3.1	3.8
EBITDA ¹	15.9	22.6	15.8	22.7
Add back:				
Stock based compensation	2.4	3.7	3.2	2.9
FX on debt revaluation	(0.2)	0.5	0.3	-
Reorganization	2.6	7.4	4.6	5.4
Impairment expense	-	8.7	6.1	2.6
Adjusted EBITDA ¹	20.7	42.9	30.0	33.6
Adjusted EBITDA Margin ¹	10.6%	15.6%	15.0%	12.5%

¹ See "Non-GAAP Financial Measures"