



Stay Well. Work Well.

A photograph of a modern, multi-story building with a glass facade, illuminated at dusk. A paved walkway leads from the foreground towards the building, with several people walking along it. Tall, black light poles with rectangular fixtures line the path, casting a warm glow. The sky is a mix of blue and orange, suggesting sunset. A large tree is visible on the right side of the frame.

**INVESTOR PRESENTATION**

September 2023

# Forward Looking Statements



This presentation contains forward-looking statements within the meaning of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are those that do not state historical facts and are, therefore, inherently subject to risks and uncertainties. The forward-looking statements herein, including the statements regarding Civeo’s future plans and outlook, guidance, current trends and liquidity needs, and expectations regarding the regular quarterly dividend and share repurchase program, are based on then current expectations and entail various risks and uncertainties that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Such risks and uncertainties include, among other things, risks associated with the general nature of the accommodations industry, risks associated with the level of supply and demand for oil, coal, iron ore and other minerals, including the level of activity, spending and developments in the Canadian oil sands, the level of demand for coal and other natural resources from, and investments and opportunities in, Australia, and fluctuations or sharp declines in the current and future prices of oil, natural gas, coal, iron ore and other minerals, risks associated with failure by our customers to reach positive final investment decisions on, or otherwise not complete, projects with respect to which we have been awarded contracts, which may cause those customers to terminate or postpone contracts, risks associated with currency exchange rates, risks associated with inflation and volatility in the banking sector, risks associated with the company’s ability to integrate acquisitions, risks associated with labor shortages, risks associated with the development of new projects, including whether such projects will continue in the future, risks associated with the trading price of the company’s common shares, availability and cost of capital, risks associated with general global economic conditions, inflation, global weather conditions, natural disasters, global health concerns, security threats and changes to government and environmental regulations, including climate change, and other factors discussed in the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Risk Factors” sections of Civeo’s most recent annual report on Form 10-K and other reports the company may file from time to time with the U.S. Securities and Exchange Commission. Each forward-looking statement contained herein speaks only as of the date of this presentation. Except as required by law, Civeo expressly disclaims any intention or obligation to revise or update any forward-looking statements, whether as a result of new information, future events or otherwise.

# Civeo at a Glance

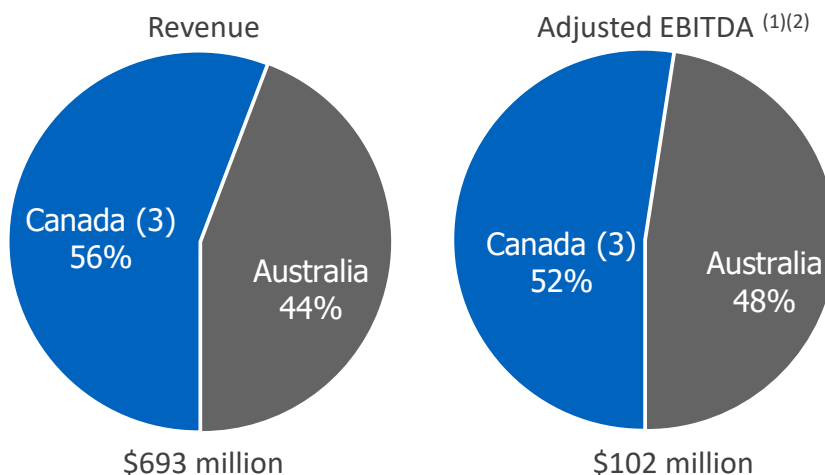
Leading provider of hospitality services for key resource industries in Canada and Australia



<b>Ticker</b>	NYSE: CVEO
<b>Valuation</b>	Share price: \$18.34 (as of 9/1/23) Equity value: \$273 million Enterprise value: \$398 million
<b>Business</b>	Provider of a full suite of hospitality services for our guests including lodging, food services, housekeeping and maintenance of accommodations facilities that we or our customers own
<b>Markets</b>	Natural resource producers in some of the world's most active oil, met coal, LNG and iron ore producing regions in Canada and Australia.
<b>Activity Catalysts</b>	Capital spending driven by oil and steel demand as well as turnaround/ maintenance levels in Canada and Australia, pipeline activity in Canada and LNG development in Canada



LTM June 30, 2023



(1) Adjusted EBITDA is a non-GAAP financial measure and is reconciled to the nearest GAAP financial measure in the Appendix  
 (2) Negative Adjusted EBITDA contributions from Corporate and Eliminations are allocated pro rata to Canada and Australia  
 (3) Canada includes legacy U.S. business, the majority of which has been divested

# Key Civeo Investor Themes



## Management Focus on:

- Operating safely
- Supporting core operations and generating strong cash flow from existing diverse asset base
- Returning capital to shareholders through: (1) recently initiated \$0.25 quarterly dividend and (2) opportunistic share repurchases
- Growing the business through attractive organic and inorganic opportunities while protecting the balance sheet

## Diverse Asset Base with Solid Contract Coverage

- Existing operations comprised of diversified activity drivers across multiple commodities and geographic markets with less than 30% of Civeo's LTM gross profit tied to oil activity
- Majority of current cash flow supported by customer production and maintenance spending on multi-decade projects backed by solid contract coverage, bolstered by cyclical cash flow from major pipeline construction and drilling activity
- Expecting continued strong cash flows from our core operations underpinned by revenue diversity, contract coverage and macroeconomic tailwinds in Australia

## Strong Balance Sheet and Cash Flow Outlook

- Full year 2023 free cash flow guidance range of \$48 million to \$58 million versus the current Civeo market capitalization of \$273 million, as of September 1, 2023 (approximately 19% free cash flow yield at the midpoint)
- 1.2x net leverage ratio<sup>1</sup> as of June 30, 2023, with approximately \$90 million of liquidity

## Returning Capital To Shareholders

- Initiated regular quarterly dividend of \$0.25 per share
- Repurchased the equivalent of 2.1 million Civeo common shares, or 12.4% of fully diluted shares outstanding over the last two years

## Growing The Business

- Strong balance sheet and cash flow outlook allow the Company to support existing operations, pay a \$0.25 regular quarterly dividend<sup>2</sup> and fund attractive organic and inorganic growth opportunities
- Target net leverage ratio range of 1.00x – 1.25x, with flexibility to increase up to 2.00x to pursue accretive growth opportunities

(1) Net Debt / Adjusted EBITDA (Bank def). Please see Appendix for reconciliation to the nearest GAAP measure

(2) Subject to quarterly review and approval by the Board of Directors

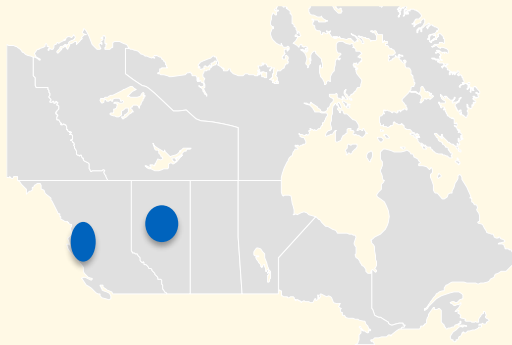
# Civeo Overview

# Where We Operate | Geography

Broad sector and geographic exposure with ~28,000 rooms and leading positions in key industries

## Canada

56% of LTM Revenue<sup>(1)</sup>

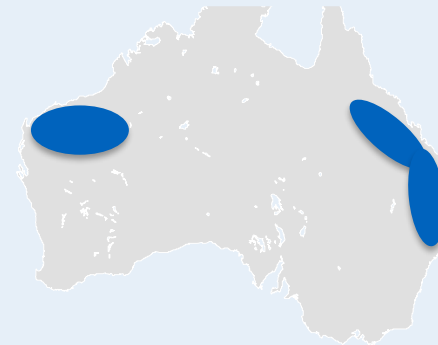


Exposure to long-life, stable oil sands and LNG resource development projects

**15 lodges with ~17,000 rooms**

## Australia

44% of LTM Revenue<sup>(1)</sup>



Diverse exposure to key resource industries (met coal, iron ore, gold, copper, lithium, LNG, etc.)

**8 villages with ~9,000 rooms**

(1) As of June 30, 2023

# Exposure to Full Project Life Cycle

Primarily focused on supporting ongoing operations and seasonal / annual maintenance activity

## Operations

- Room demand: Stable, recurring personnel needs for ongoing operations and production
- Commercial opportunities: Increases ability to service operator-owned facilities
  - Enhances capability to scale up and down to meet the needs of customers, while providing wider variety of accommodation options for workforces



## Maintenance and Turnaround

- Room demand: Planned/unplanned maintenance can drive temporary increases in manpower requirements
  - Customers manage timing of turnarounds to avoid labor scarcity
- Commercial opportunities: Turnaround cycles generate 45-90 day surges in demand for 3rd party accommodations
  - Customer turnarounds typically occur during second and third quarter each year



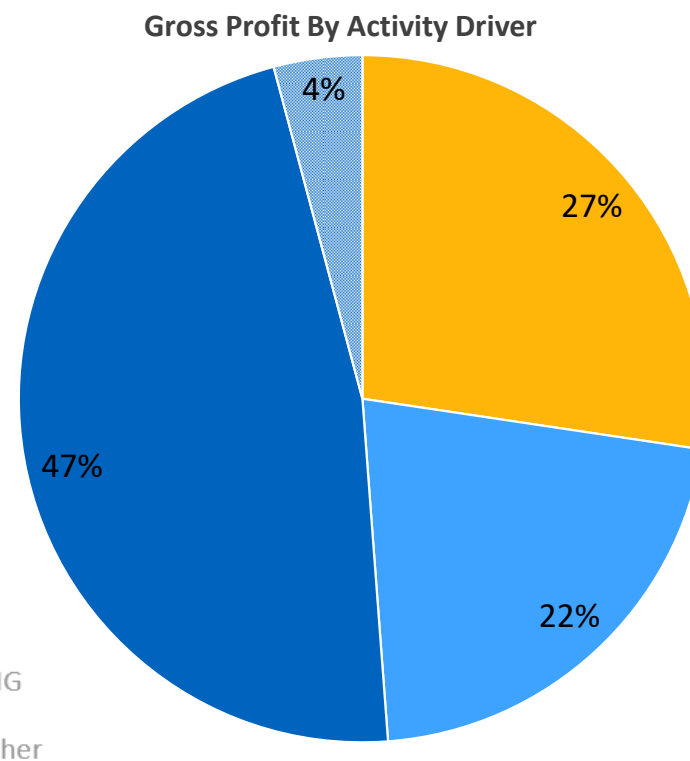
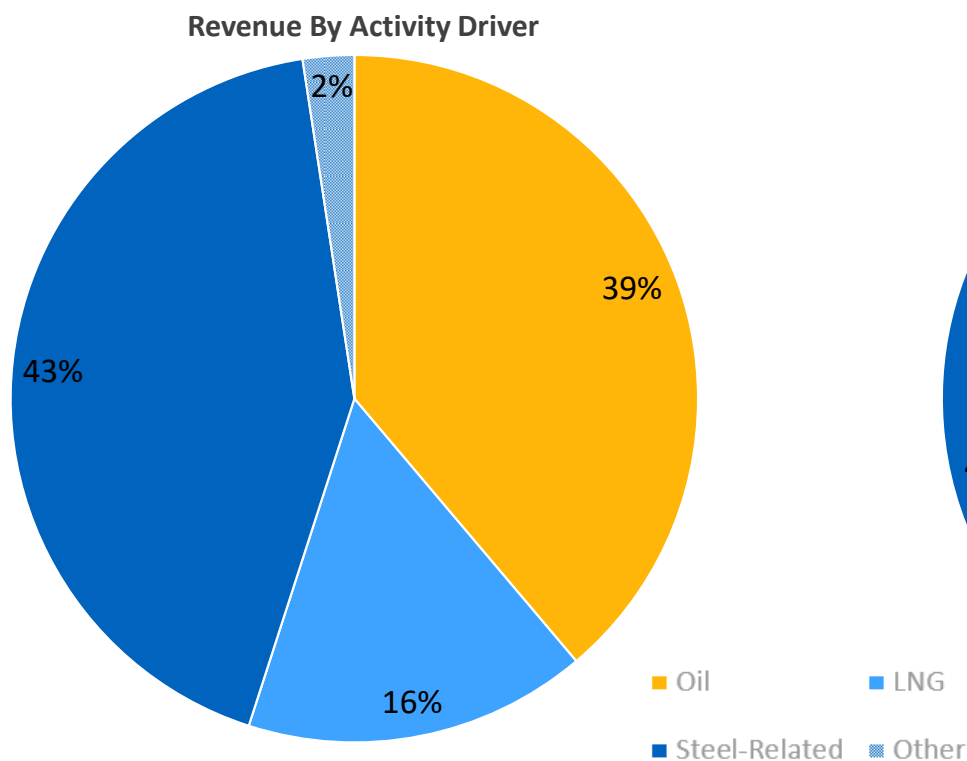
## Construction

- Room demand:  
Current demand primarily supported by Canadian LNG-related activity
  - Next customer expansion spending cycle potentially in 2023 in Australia and 3-7 years out in Canada (excluding LNG Canada project)
- Commercial opportunity:  
Established customers plan to deploy significant incremental capital on debottlenecking and optimization of existing facilities



# Exposure to Multiple Commodity Markets

Civeo supports key projects in the Canadian oil sands, Canadian LNG, Australian met coal and Australian iron ore markets



**Civeo's activity drivers are diversified across multiple commodities and geographic markets, with less than 30% of the LTM 6/30/23 gross profit related to oil activity**



# Blue-Chip Customer Base

Large, long-term projects supported by multi-year contracts with large, well-capitalized clients

Critical supplier of hospitality and infrastructure services to oil sands, LNG, met coal, and other resource developments in Canada and Australia

## Canada: 56% of LTM Revenue

### Key North American Customers<sup>(1)</sup>



## Australia: 44% of LTM Revenue

### Key Australian Customers<sup>(1)</sup>



### Lodges & Villages

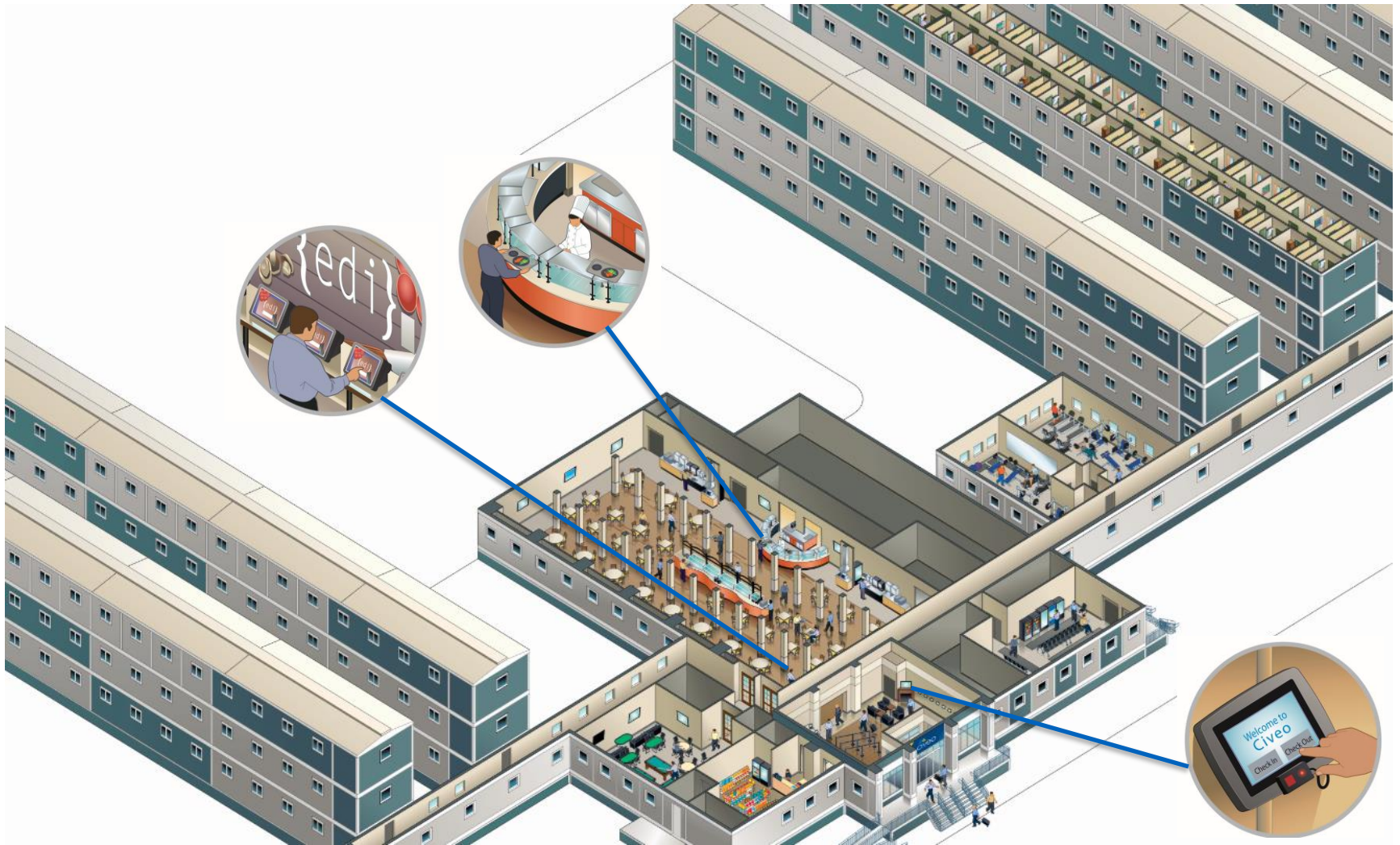
- Permanent infrastructure supporting multi-year projects
- Size range from 200 rooms to 5,000 rooms
- Asset life matches customer demand: designed to serve long-term needs of clients throughout the project lifecycle
- Located in areas of significant resource development to support multiple customers

### Contract Structure

- Typical “take-or-pay” or exclusivity contract structure
- May contain minimum occupancy requirement
- Annual price escalation provisions in multi-year contracts cover increases in labor, food and consumables costs
- Contracts can have termination provisions, where customers incur termination fees
- “Services only” contracts at customer-owned locations based on a per guest per day basis

(1) Ratings as of December 31, 2022

# The Civeo Lodge Experience



# The Civeo Lodge Experience



# Innovation in Service Delivery

- EDI system allows guests to order dinner entrées a la carte
- Guests use iPads and room keys to order from over 25 entrée items and three daily chef's specials including vegetables and side dishes, allowing guests to make requests and input allergies
- EDI system is in place at multiple Civeo lodges in the Canadian oil sands
- EDI system improves guest experience from legacy buffet service and reduces overall food waste



# Lodge Amenities



# Villages in Australia



# Village Environment & Facilities

- Guest Commuter Bus
- Kinetic Gym
- Outside Facilities
- Swimming Pools
- Work-out Circuits
- Running Track
- Tennis Courts
- Meeting Space
- Locker Management
- Guest Transit Service – Village to Township



# Capital Allocation Overview



# A Strong Foundation for Civeo's New Capital Allocation Priorities

- Reduced debt and reached target net leverage range due to strong cash flow
- Repurchased the equivalent of 2.1 million Civeo common shares, or 12.4% of fully diluted outstanding shares, for approximately \$58 million<sup>1</sup>
- Initiated a regular quarterly dividend of \$0.25 per share to return capital to shareholders
- Expecting continued solid cash flow to be sufficient to support core operations, return capital to shareholders and fund growth opportunities while maintaining prudent leverage ratio

*(1) Since the August 2021 initiation of the share repurchase program*

# Financial Strength and Solid Cash Flow Drive Return of Capital and Growth

(Illustrative analysis based on 2023 guidance)

## Excess Cash Flow Combined with Ample Liquidity...

## ...Fund Growth and Return of Capital While Maintaining Financial Strength

Consistent, Strong Operating Cash Flow	~\$75 million
Less: Maintenance Capital Expenditures <sup>1</sup>	(~\$25 million)
Less: Regular Dividend <sup>2</sup>	(~\$15 million)
<b>Excess Cash Flow</b>	<b>~\$35 million</b>
Plus: Ample Liquidity <sup>3</sup>	~\$90 million

- 1 Maintain target net leverage ratio of 1.00-1.25X through-the-cycle

  - ✓ Allowing for flexibility to increase net leverage ratio up to 2.00x to pursue opportunistic, accretive growth
- 2 Fund growth:

  - ✓ Organic opportunities
  - ✓ Strategic, tuck-in acquisitions
  - ✓ Drive returns above cost of capital
- 3 Opportunistically use excess cash flow to repurchase common shares

(1) Lower-end of 2023 Capital expenditure guidance excluding the impact of cash flow-neutral infrastructure upgrades

(2) Annualized impact of quarterly dividend for illustrative purposes. Subject to quarterly review and approval by the Board of Directors

(3) Liquidity as of June 30, 2023

# 2Q23 Update

# Key Second Quarter 2023 Themes

From Second Quarter Earnings Conference Call



- The Company's first and most important priority is the safety and wellbeing of its employees, guests and contractors
- The second quarter 2023 financial results were largely in-line with expectations. Lower LNG-related Canadian lodge occupancy and mobile camp activity was partially offset by significant Australian revenue and Adjusted EBITDA growth. This quarter's Australian owned village occupancy was the highest recorded since 2014
  - Revenues of \$178.8 million
  - Adjusted EBITDA of \$31.6 million
  - 1.2x Net Leverage Ratio as of June 30, 2023
- Revised full year 2023 guidance includes:
  - Revenues of \$640 - \$650 million<sup>(1)</sup>
  - EBITDA of \$90 - \$95 million<sup>(1)</sup>
  - Capital expenditures of \$35 - \$40 million<sup>(2)</sup>
  - Free cash flow of \$48 - \$58 million
- During the second quarter, the Company repurchased 212,000 common shares, or approximately \$4.2 million

(1) Increased lower end from previous full year 2023 guidance

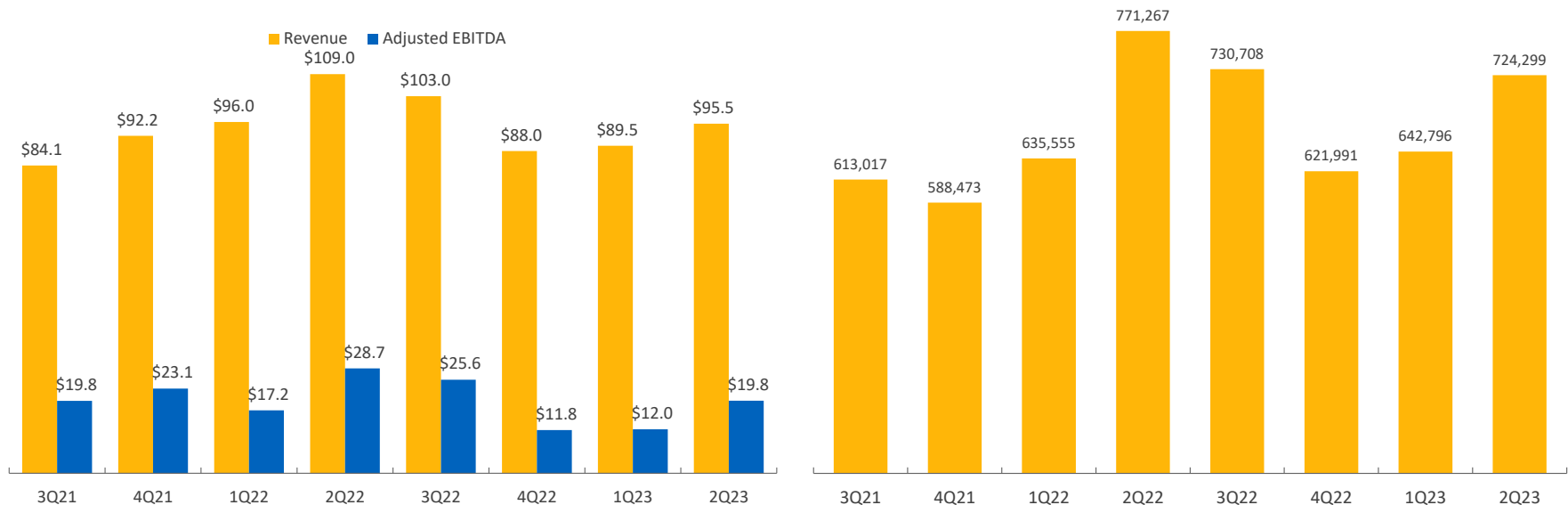
(2) Decreased from previous full year 2023 guidance due to downward revisions to the scope of the customer-funded infrastructure upgrades to three Australian villages announced last quarter

# Canadian Segment 2Q23 Performance



- Revenues and Adjusted EBITDA up \$6.0 million and \$7.8 million, respectively, from 1Q23 due to the seasonal increase in turnaround activity
- Focused on redeployment of McClelland Lake Lodge and mobile camp assets
  - In active negotiations to sell McClelland Lake Lodge to a third party
  - Secured a take-or-pay contract for the customer’s room demand at other Civeo lodges for the remainder of 2023

Quarterly Financial Performance (USD in millions)

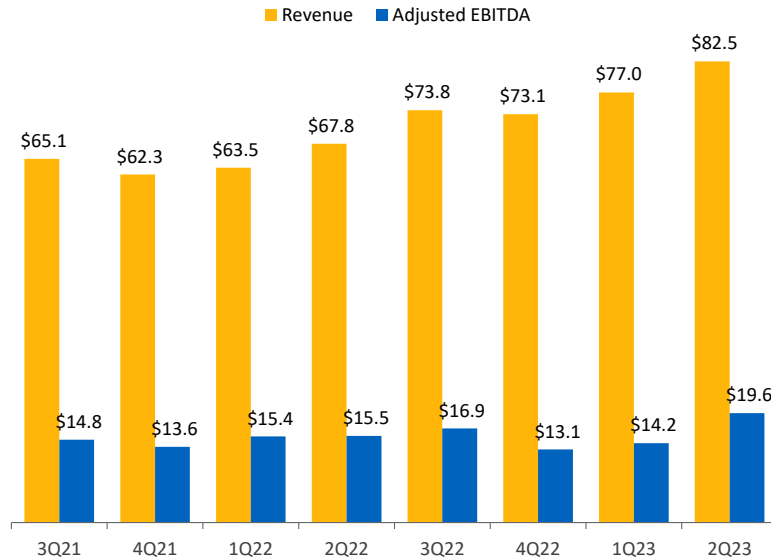


# Australian Segment 2Q23 Performance

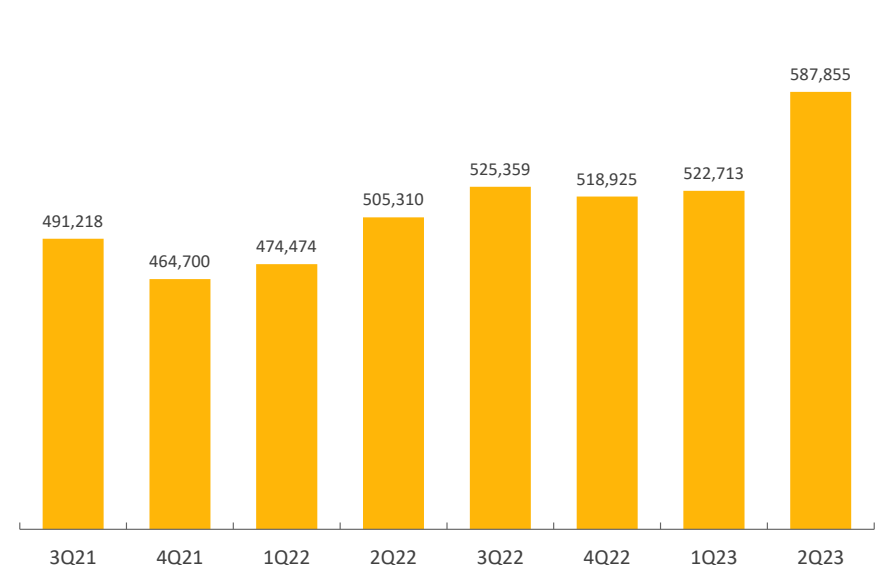


- Revenues and Adjusted EBITDA up \$5.5 million and \$5.4 million, respectively, from 1Q23 due to the seasonal uptick in second quarter activity across the Australian business as well as inflationary relief in the integrated services business
- A plan to counter inflationary pressures in the Australian Integrated Services business is underway, with the majority of margin improvement expected in the second half of 2023 and beyond

Quarterly Financial Performance (USD in millions)

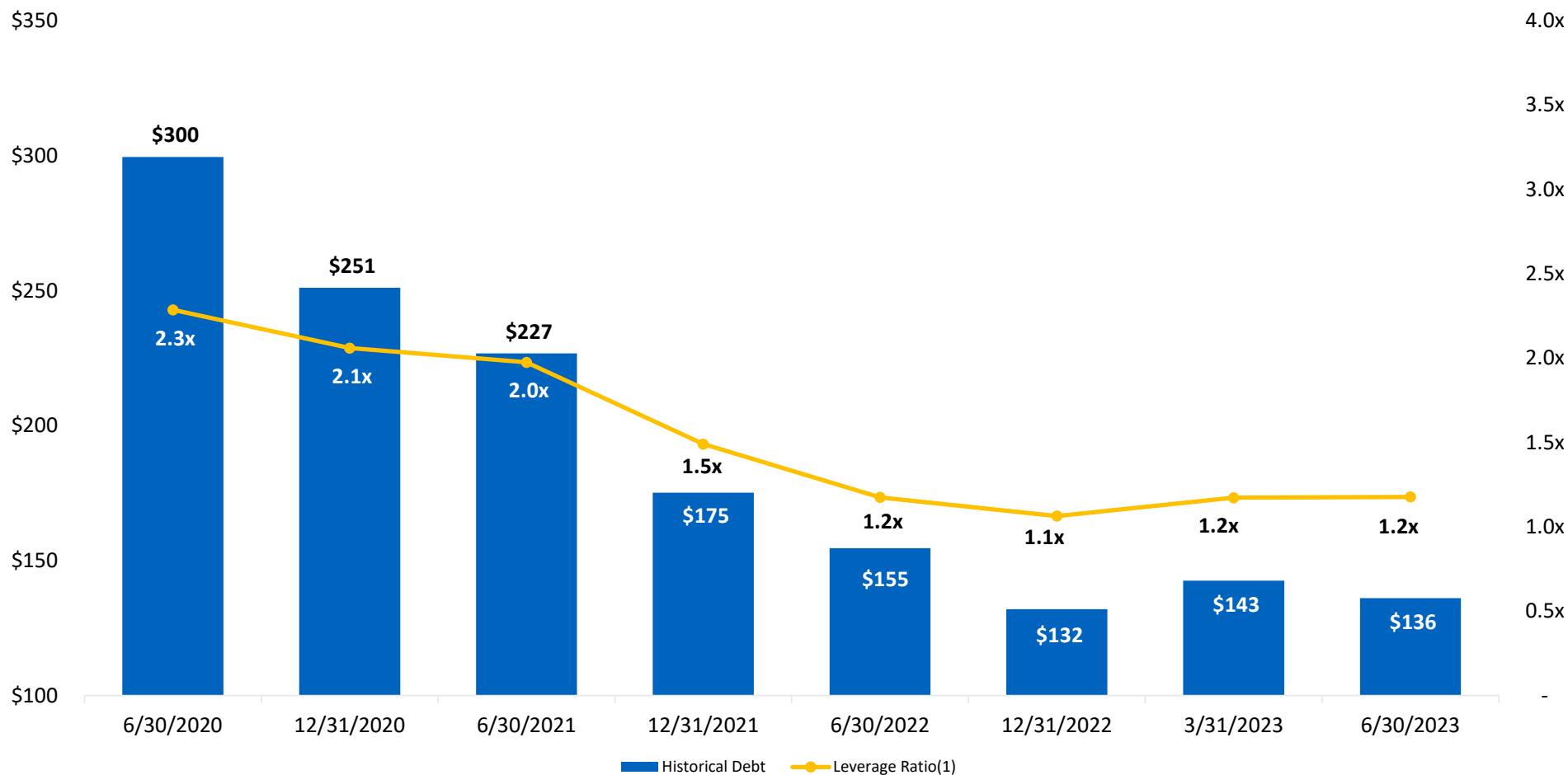


Quarterly Billed Rooms (Owned villages only)



# Strong and Well Positioned Balance Sheet

Significant deleveraging on the back of strong free cash flow generation



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# Appendix

# Canadian Operations Overview

Exposure to long-dated, stable oil sands and LNG development projects

## Overview

- Premier hospitality services, accommodations, and infrastructure provider in Canadian oil sands region
- Serves the lifecycle of a customer's project by providing
  - Permanent lodges for long-term production and operations phases (i.e. operational oil sands)
  - Mobile and contract camps for initial, construction and exploratory phases (i.e. CGL)
- Strong customer relationships and contracts with the top oil sands producers

## Canadian Lodges



**>18,000 rooms in the Oil Sands**  
~47% third-party Oil Sands market share

**>950 rooms serving LNG Canada / CGL development**

## Canadian Lodge Room Count

Lodges	Commodity Exposure	As of 8/31/2023
<u>North Lodges</u>		
Wapasu	Oil Sands	5,174
Grey Wolf	Oil Sands	946
Total North Lodges Rooms		6,120
<u>Core Lodges</u>		
Athabasca	Oil Sands	2,005
Borealis	Oil Sands	1,504
Beaver River	Oil Sands	1,094
Fort McMurray Village <sup>1</sup>	Oil Sands	3,004
Hudson	Oil Sands	624
Total Core Lodges Rooms		8,231
<u>South Lodges</u>		
Conklin	Oil Sands	610
Anzac	Oil Sands	526
Wabasca	Oil Sands	288
Red Earth	Oil Sands	216
Total South Lodges Rooms		1,640
<u>Sitka Lodge</u>		
Sitka	LNG	961
Total Sitka Lodge Rooms		961
Total Canadian Lodge Room Count		16,952

1) Includes Black Bear, Bighorn, Lynx, and Wolverine Lodges

# Australian Operations Overview

Diverse exposure to key resource industries (met coal, iron ore, gold, lithium, LNG)

## Overview

- Largest third-party accommodations, infrastructure, and hospitality services provider in Australia
  - Primarily centered around metallurgical coal and iron ore mines
  - Exposure to other resources such as thermal coal, LNG, gold and lithium
- The five villages in the Bowen Basin comprise ~80% of room capacity
- The Integrated Services business operates in Western Australia/South Australia and primarily serves the iron ore market
  - Provides hospitality services (food services, housekeeping, site maintenance) at 13 customer-owned villages representing >10,000 rooms
  - The Integrated Services business served ~2.1 million billed rooms in 2022
- Karratha Village in Western Australia services iron ore port expansions and LNG facilities operations

**~67% third-party Bowen Basin market share**  
~34% total Bowen Basin market share

**Growing presence in Western Australia  
managing customer assets**

Region provides exposure to iron ore, gold, met coal, thermal coal, lithium and LNG projects

## Australian Villages



## Australian Village Room Count

Commodity Exposure		As of 8/31/2023
<u>Bowen Basin Villages</u>		
Coppabella	Met Coal	3,048
Dysart	Met Coal	1,798
Moranbah	Met Coal	1,240
Middlemount	Met Coal	816
Nebo	Met Coal	490
Total Bowen Basin Rooms		7,392
<u>Gunnedah Basin Villages</u>		
Boggabri	Met / Thermal Coal	622
Narrabri	Met / Thermal Coal	502
Total Gunnedah Basin Villages		1,124
<u>Western Australia Villages</u>		
Karratha	LNG, Iron Ore	298
Total Western Australia Rooms		298
<b>Total Australian Village Room Count</b>		<b>8,814</b>

# Non-GAAP Reconciliations

# EBITDA and Adjusted EBITDA Reconciliation

(U.S. Dollars in millions)

The term EBITDA is defined as net income (loss) attributable to Civeo Corporation plus interest, taxes, depreciation and amortization. The term Adjusted EBITDA is defined as EBITDA adjusted to exclude certain other unusual or non-operating items. EBITDA and Adjusted EBITDA are not measures of financial performance under generally accepted accounting principles and should not be considered in isolation from or as a substitute for net income or cash flow measures prepared in accordance with generally accepted accounting principles or as a measure of profitability or liquidity. Additionally, EBITDA and Adjusted EBITDA may not be comparable to other similarly titled measures of other companies. Civeo has included EBITDA and Adjusted EBITDA as supplemental disclosures because its management believes that EBITDA and Adjusted EBITDA provide useful information regarding its ability to service debt and to fund capital expenditures and provide investors a helpful measure for comparing the Civeo's operating performance with the performance of other companies that have different financing and capital structures or tax rates. Civeo uses EBITDA and Adjusted EBITDA to compare and to monitor the performance of its business segments to other comparable public companies and as a benchmark for the award of incentive compensation under its annual incentive compensation plan.

	LTM Ending							2Q23
	6/30/2020	12/31/2020	6/30/2021	12/31/2021	6/30/2022	12/31/2022	6/30/2023	
Net income (loss) attributable to Civeo Corporation	\$ (166.1)	\$ (134.3)	\$ (4.3)	\$ 1.4	\$ 21.8	\$ 4.0	\$ (8.9)	\$ 4.5
Plus: Interest expense, net	23.4	16.7	14.0	13.0	11.3	11.4	13.5	3.6
Plus: Depreciation and amortization	109.7	96.5	91.5	83.1	83.7	87.2	86.4	20.7
Plus: Loss on extinguishment of debt	-	0.4	0.4	0.4	0.4	-	-	-
Plus: Income tax provision (benefit)	(12.1)	(10.6)	(1.4)	3.4	6.2	4.4	5.1	2.9
EBITDA, as defined	\$ (45.0)	\$ (31.3)	\$ 100.3	\$ 101.2	\$ 123.3	\$ 107.0	\$ 96.2	\$ 31.6
Adjustments to EBITDA								
Loss on assets held for sale	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impairment of intangible assets	-	-	-	-	-	-	-	-
Impairment of fixed assets	51.2	50.5	7.9	7.9	-	5.7	5.7	-
Impairment of goodwill	113.5	93.6	-	-	-	-	-	-
Severance costs	-	-	-	-	-	-	-	-
Transition costs	-	-	-	-	-	-	-	-
Migration costs	-	-	-	-	-	-	-	-
Australia ARO adjustment	(0.9)	-	-	-	-	-	-	-
Noralta R&W proceeds	(4.7)	(4.7)	-	-	-	-	-	-
Transaction costs	0.4	-	-	-	-	-	-	-
Adjusted EBITDA	\$ 114.4	\$ 108.1	\$ 108.2	\$ 109.1	\$ 123.3	\$ 112.8	\$ 101.9	\$ 31.6
Bank Adjustments to Adjusted EBITDA								
Stock-based compensation	\$ 8.7	\$ 6.1	\$ 4.4	\$ 4.1	\$ 4.2	\$ 3.8	\$ 3.9	
Interest income	0.0	0.0	0.0	0.0	0.0	0.0	0.1	
Noralta R&W proceeds	4.7	4.7	-	-	-	-	-	
Bank-Adjusted EBITDA	\$ 127.8	\$ 118.9	\$ 112.6	\$ 113.3	\$ 127.5	\$ 116.6	\$ 105.9	

# EBITDA Reconciliation – 2023 Guidance



(U.S. Dollars in millions)

	Year Ending 12/31/2023	
	Low	High
EBITDA Range	\$ 90.0	\$ 95.0

The following table sets forth a reconciliation of estimated EBITDA to estimated net loss, which is the most directly comparable measure of financial performance calculated under generally accepted accounting principles:

	Year Ending 12/31/2023	
	Low	High
Net loss	\$ (13.0)	\$ (10.0)
Income tax provision	11.0	13.0
Depreciation and amortization expense	79.0	79.0
Interest expense	13.0	13.0
EBITDA	<u>\$ 90.0</u>	<u>\$ 95.0</u>

# Free Cash Flow Reconciliation

(U.S. Dollars in millions)

The term Free Cash Flow is defined as net cash flows provided by operating activities less capital expenditures plus proceeds from asset sales. Free Cash Flow is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation from or as a substitute for cash flow measures prepared in accordance with generally accepted accounting principles or as a measure of profitability or liquidity. Additionally, Free Cash Flow may not be comparable to other similarly titled measures of other companies. Civeo has included Free Cash Flow as a supplemental disclosure because its management believes that Free Cash Flow provides useful information regarding the cash flow generating ability of its business relative to its capital expenditure and debt service obligations. Civeo uses Free Cash Flow to compare and to understand, manage, make operating decisions and evaluate Civeo's business. It is also used as a benchmark for the award of incentive compensation under its Free Cash Flow plan.

The following table sets forth a reconciliation of Free Cash Flow to Net Cash Flows Provided by Operating Activities, which is the most directly comparable measure of financial performance calculated under generally accepted accounting principles:

	Three Months Ended 6/30	
	2023	2022
Net Cash Flows Provided by Operating Activities	\$ 19.4	\$ 21.7
Capital expenditures, including capitalized interest	(6.9)	(5.1)
Proceeds from dispositions of property, plant and equipment	0.5	0.9
Free Cash Flow	\$ 12.9	\$ 17.6

# Net Leverage Ratio Reconciliation



(U.S. Dollars in millions)

The term net leverage ratio is a non-GAAP financial measure that is defined as net debt divided by bank-adjusted EBITDA. Net debt, bank-adjusted EBITDA and net leverage ratio are not financial measures under GAAP and should not be considered in isolation from or as a substitute for total debt, net income (loss) or cash flow measures prepared in accordance with GAAP or as a measure of profitability or liquidity. Additionally, net debt, bank-adjusted EBITDA and net leverage ratio may not be comparable to other similarly titled measures of other companies. Civeo has included net debt, bank-adjusted EBITDA and net leverage ratio as a supplemental disclosure because its management believes that this data provides useful information regarding the level of the Company's indebtedness and its ability to service debt. Additionally, per Civeo's credit agreement, the Company is required to maintain a net leverage ratio below 3.0x every quarter to remain in compliance with the credit agreement.

The following table sets forth a reconciliation of net debt, bank-adjusted EBITDA and net leverage ratio to the most directly comparable measures of financial performance calculated under GAAP:

	LTM Ending							
	12/31/2019	6/30/2020	12/31/2020	6/30/2021	12/31/2021	6/30/2022	12/31/2022	6/30/2023
Total debt	\$ 359.1	\$ 299.5	\$ 251.1	\$ 226.8	\$ 175.1	\$ 154.6	\$ 132.0	\$ 136.1
Less: Cash and cash equivalents	3.3	7.3	6.2	4.4	6.3	4.8	8.0	11.4
Net debt	\$ 355.7	\$ 292.2	\$ 244.9	\$ 222.4	\$ 168.8	\$ 149.9	\$ 124.1	\$ 124.7
LTM Bank-adjusted EBITDA	\$ 120.5	\$ 127.8	\$ 118.9	\$ 112.6	\$ 113.3	\$ 127.5	\$ 116.6	\$ 105.9
Net leverage ratio	3.0x	2.3x	2.1x	2.0x	1.5x	1.2x	1.1x	1.2x