



DIRTT

Investor Presentation
May 2021

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Certain statements contained in this presentation (this “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 Securities Exchange Act of 1934 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 and without limitation, this presentation contains forward-looking information pertaining to the size of our addressable market, the effect of our strategic priorities on increasing value creation, and on our financial condition and results of operations; the recovery of commercial construction starts and the strengthening of market demand during 2021; and the impact of the COVID-19 pandemic on our business. 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.

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 include, but are not limited to: the severity and duration of the COVID-19 pandemic and related economic repercussions; global economic, political and social conditions and financial markets; competition in the interior construction industry; our reliance on our network of distribution partners for sales, marketing and installation of our solutions; our ability to implement our strategic plans and to maintain and manage growth effectively; our ability to introduce new designs, solutions and technology and gain client and market acceptance; product liability, product defects and warranty claims brought against us; defects in our designing and manufacturing software; infringement on our patents and other intellectual property; cyber-attacks and other security breaches of our information and technology systems; material fluctuations of commodity prices, including raw materials; shortages of supplies of certain key components and materials; our exposure to currency exchange rate, tax rate and other fluctuations that result from general economic conditions and changes in laws; legal and regulatory proceedings brought against us; the availability of capital or financing on acceptable terms, which may impair our ability to make investments in the business; and other risks described under the section titled “Risk Factors” in our Form 10-Q for the period ended March 31, 2021, filed with the U.S. Securities and Exchange Commission and applicable securities commissions or similar regulatory authorities in Canada.

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.

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 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), 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.

Government subsidies, 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 remove the impact of all foreign exchange from Adjusted EBITDA. Foreign exchange gains and losses can vary significantly period-on-period due to the impact of changes in the U.S. and Canadian dollar exchange rates on foreign currency denominated monetary items on the balance sheet and are not reflective of the underlying operations of the Company. Additionally, in Q4 2019, Q1 2020, and Q1 2021 we have excluded from Adjusted Gross Profit costs associated with under-utilized capacity. Fixed production overheads are allocated to inventory on the basis of normal capacity of the production facilities. In certain periods where production levels are abnormally low, unallocated overheads are recognized as an expense in the period in which they are incurred. We believe that excluding these amounts 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 may be presented herein. A description of the calculation for each measure is as follows:

Adjusted Gross Profit is Gross profit before deductions for costs of under-utilized capacity, depreciation and amortization. Adjusted Gross Profit Margin is Adjusted Gross Profit divided by revenue.

EBITDA is net income before interest, taxes, depreciation and amortization. Adjusted EBITDA is EBITDA adjusted for foreign exchange gains or losses; stock-based compensation expense; government subsidies; and any other non-core gains or losses. Adjusted EBITDA Margin is Adjusted EBITDA 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.

A reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measure is presented in the tables at the end of this presentation. A reconciliation of these non-GAAP measures is also contained in DIRTT's most recent Form 10-Q filed with the Securities and Exchange Commission (the "SEC"), complete copies of which are available on the Company's website at www.dirtt.com and on EDGAR at www.sec.gov/edgar



COMPELLING VALUE PROPOSITION

Modular construction solutions look and perform like permanent interiors. Delivered rapidly with cost certainty, they can be adjusted or reconfigured to accommodate changing needs.



LARGE UNDERPENETRATED MARKET

DIRTT displaces a more than \$100B conventional construction market. Post-COVID trend focusing on future flexibility could drive conversion to modular solutions.



STRATEGIC PLAN

Comprehensive plan in place to drive meaningful market penetration. Significant achievements in sales, marketing, and manufacturing to support growth objectives. Enhanced by continuous innovation.



FINANCIAL STRENGTH

\$58.7M+ cash (as at March 31, 2021)

DIRTT is interior construction powered by technology

Resilient modular interiors are built faster, cleaner, and more sustainably with DIRTT. We use our proprietary ICE[®] software to empower the design process, manufacture with precision, and rapidly install customized spaces. Our construction systems deliver long-term value and flexibility.

FAST



Complete interior spaces are prefabricated in 21 days or less.

ADAPTABLE



Solutions can be reconfigured to change with your needs.

ON BUDGET



Design software calculates cost down to the penny.

PEOPLE-FOCUSED



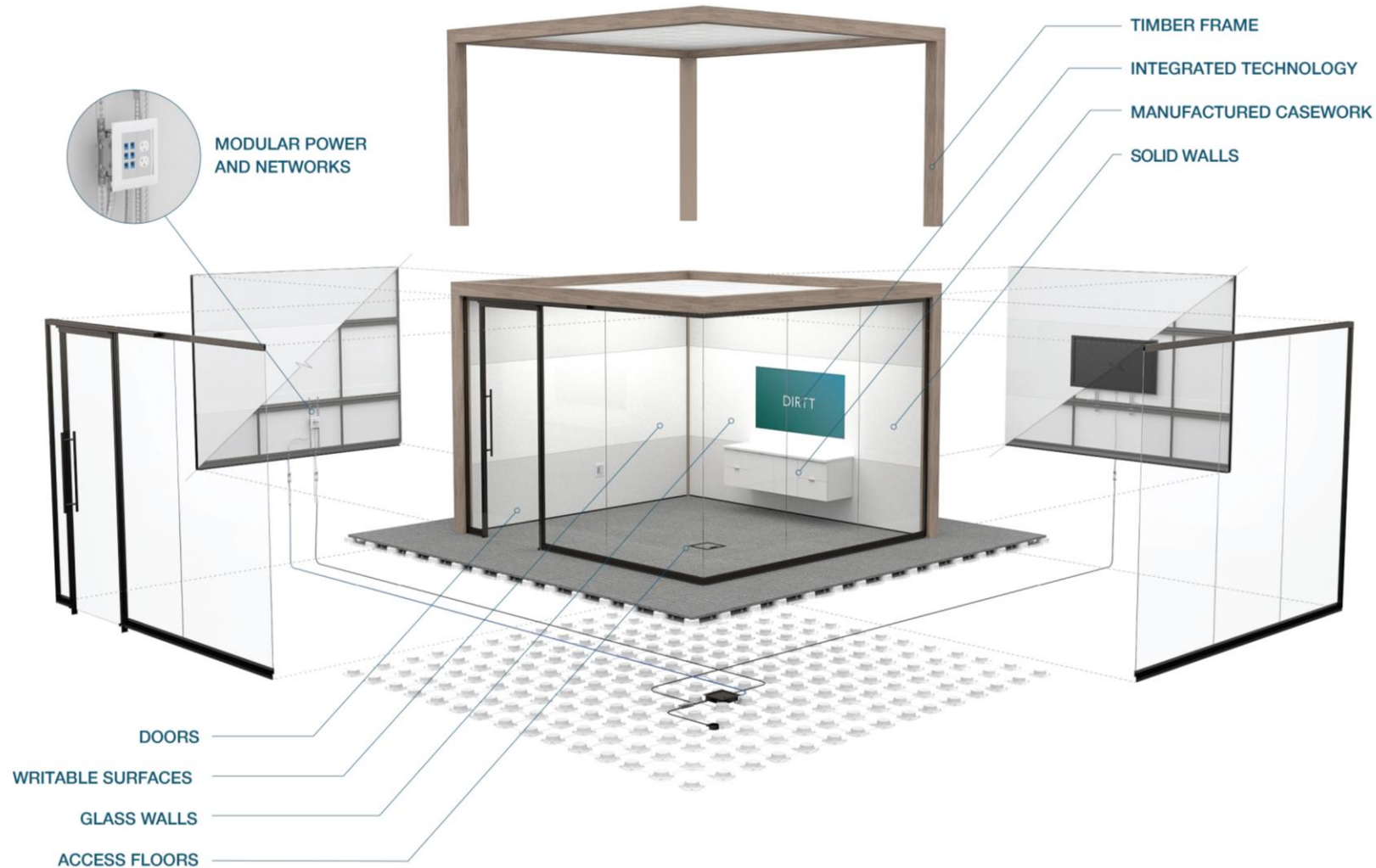
Explore designs in virtual reality to ensure outcomes and functionality.

SUSTAINABLE



Reduced waste in manufacturing and longevity of solutions.

DIRTT builds all elements of a thoughtfully designed interior space



The DIRTT process from design to manufacturing, installation and beyond minimizes waste and maximizes the useful life of interior spaces. The Design for Disassembly modular approach allows for future adaptation, reconfiguration and flexibility as the needs for the space change. Proprietary design is non-generational, meaning past components will always work with current and future components.

DESIGN



Prevents costly change orders and wasteful physical mock-ups through virtual reality.

MANUFACTURING



Precision manufacturing maximizes material yield and minimizes waste.

MATERIALS



Selected for durability and longevity including low-emitting materials and those with recycled content.

INSTALLATION



Faster than conventional construction with fewer trades on site and virtually zero jobsite material waste.

CLIENT USE



Reconfigurations, upgrades and maintenance can be done with no demolition or rebuilding.

Our differentiator is ICE®

ICE® is our proprietary software that empowers real-time decision-making during design. Advanced 3D visualizations allow our clients to collaborate live on design decisions and refine their space with ease.

All pricing and manufacturing information is calculated instantly as changes are made. Once changes are finalized, ICE® sends manufacturing information to our factory, where the entire interior space is manufactured in 21 days or less.

DIRTT's approach goes further than traditional prefab construction. We embrace total customization in design, scale, complexity, and finishes. Clients have complete freedom in planning, design, and aesthetics and total certainty on cost and schedule.

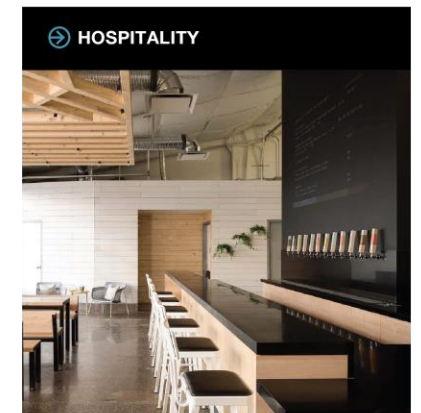
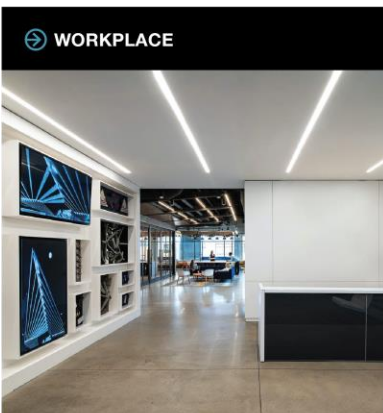


DIRTT delivers innovative spaces to improve the way people work, heal, and learn. Integrating all the components of interior construction means spaces can be tailored to suit client needs.

We translate expertise across industries to bring the best approach to every space we build for our clients.

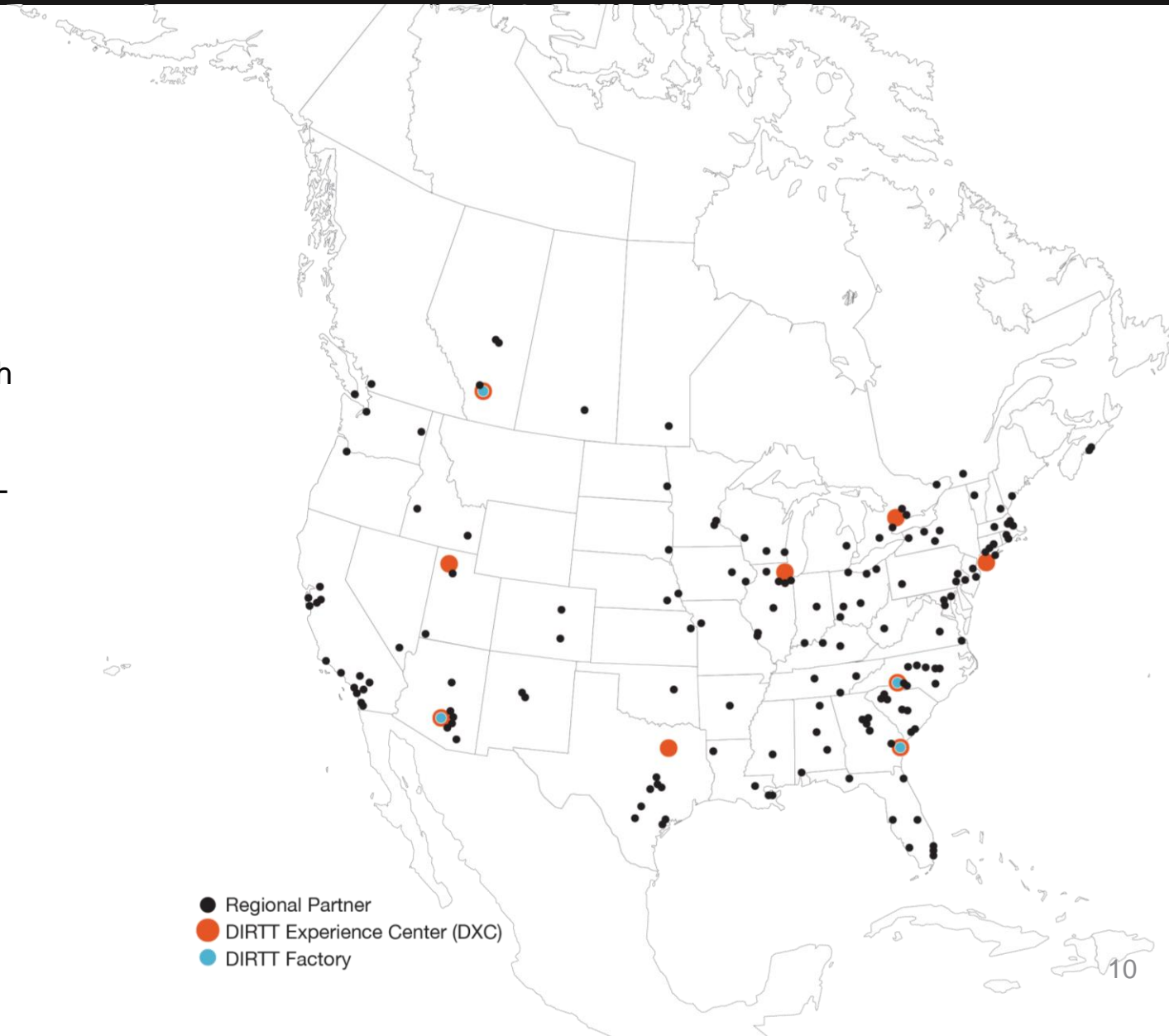
DIRTT has constructed spaces for the world's biggest brands, leading healthcare facilities, learning institutions, and more.

- ✔ Over 15 years of experience building interiors.
- ✔ More than 7,800 clients worldwide.
- ✔ Worked with over 30% of the Fortune 500.
- ✔ Shipped over \$1 billion of interiors.
- ✔ 800+ healthcare projects completed.
- ✔ Works equally in new builds, renovations and expansions.



67 DISTRIBUTION PARTNERS ACROSS NORTH AMERICA

- Work alongside the client, designer, architect, engineers, and DIRT's in-house industry specialists to translate their vision into DIRT solutions.
- Serve the general contractor as specialty construction consultants and contractors to ensure DIRT integrates with the base building and all other components of the build.
- Ensure a smooth execution by project managing the DIRT scope from order entry to installation and after occupancy.
- Deploy extensive modular construction knowledge.



Total Cost of Ownership Assessment

DIRTT

DIRTT's newly developed tool calculates the return on investment, cost savings, and benefits of the DIRTT method versus conventional construction.

INITIAL BUILD

DIRTT allows for reduced labor, increased efficiency of trades and schedule savings, all of which reduce day one cost.

MAINTENANCE

Durable solutions that allow access to the wall cavity offer significant savings in annual maintenance costs.

RESILIENCE

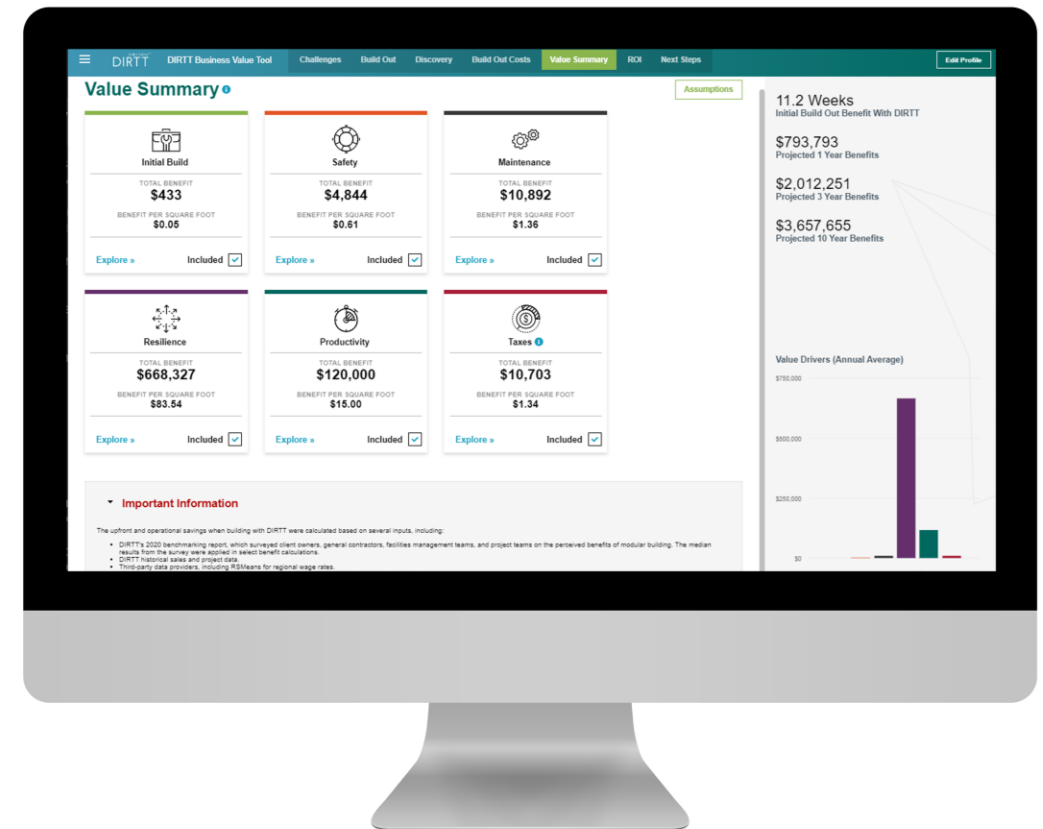
Modular solutions reduce reconfiguration and renovation cost compared to conventional construction.

PRODUCTIVITY

DIRTT reduces employee downtime during maintenance, reconfigurations and future renovations.

SAFETY

Fewer labor hours on-site reduces injury rates and related costs to the employer.



Driving conversion from conventional construction to DIRTT's prefabricated, modular solution allows us to compete in a large market. Management estimates that of the 2021 forecasted \$796B* total non-residential put-in-place construction, over \$100B is potentially applicable to DIRTT's scope of work.

Current Market Penetration



*Source: Construct Connect



Skilled-labor shortages have become a major issue in several markets, and retirements will drain talent. For example, about 41 percent of the current US construction workforce is expected to retire by 2031.

- The next normal in construction
McKinsey June 2020



Client demands are also evolving regarding performance, Total Cost of Ownership, and sustainability: smart buildings, energy and operational efficiency, and flexibility and adaptability of structures will become higher priorities.

- The next normal in construction
McKinsey June 2020



In addition, the coronavirus pandemic will likely nudge firms toward modularization and prefabrication of components. Assembly line efficiency and the controlled environment of a construction "factory floor" can bring cost savings with higher efficiencies in labor productivity and shortened project schedules.

- Deloitte MIDYEAR OUTLOOK 2020
engineering and construction industry outlook

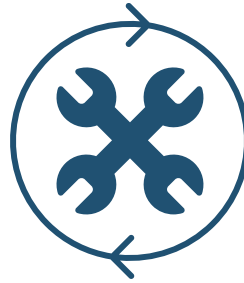
STRATEGIC PLAN

3 strategic pillars to transform DIRT from a small company with a brilliant idea to a company that we believe can sustain aggressive and profitable growth that will drive real and ongoing stakeholder value.



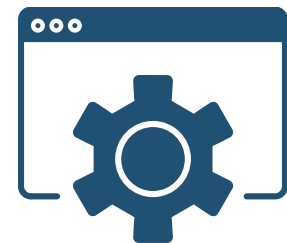
INNOVATION

Building on a 15-year track record of creativity in both product and software innovation



MANUFACTURING EXCELLENCE

Using lean manufacturing to ensure outstanding quality, customer service and efficiency



COMMERCIAL EXECUTION

Building a world class sales and marketing organization focused on our people, processes and systems

INNOVATION

Inspire™ low profile and Reflect™ ultra-sleek walls
Most significant ICE® software release to date
Healthcare Rapid Response

MANUFACTURING EXCELLENCE

Drove TRIF rate from 4.9 in 2019 to below 0.5
Reached continuous improvement phase
Achieved step change improvements across all SQDIP
(safety, quality, delivery, inventory, productivity) areas

COMMERCIAL EXECUTION

Established Strategic marketing and lead generation function
Appointed Director Strategic Accounts and Enterprise Sales
Launched virtual client tours
Expanded and refined sales tools including Total Cost of Ownership

POSITIONED TO SUCCESSFULLY EMERGE FROM THE PANDEMIC

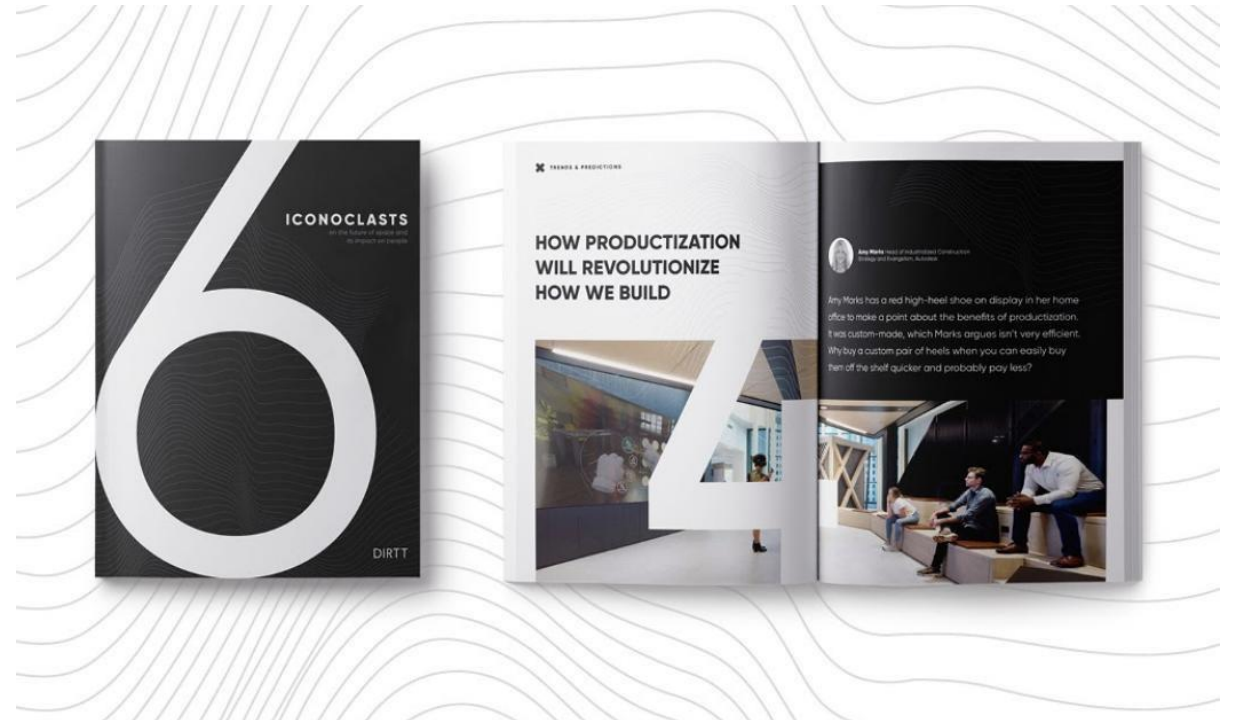
Capitalizing on our innovative business model and newly created and evolving commercial capabilities while leveraging our enhanced operating platform

Emphasizing adaptability, short lead times and reduced construction schedules

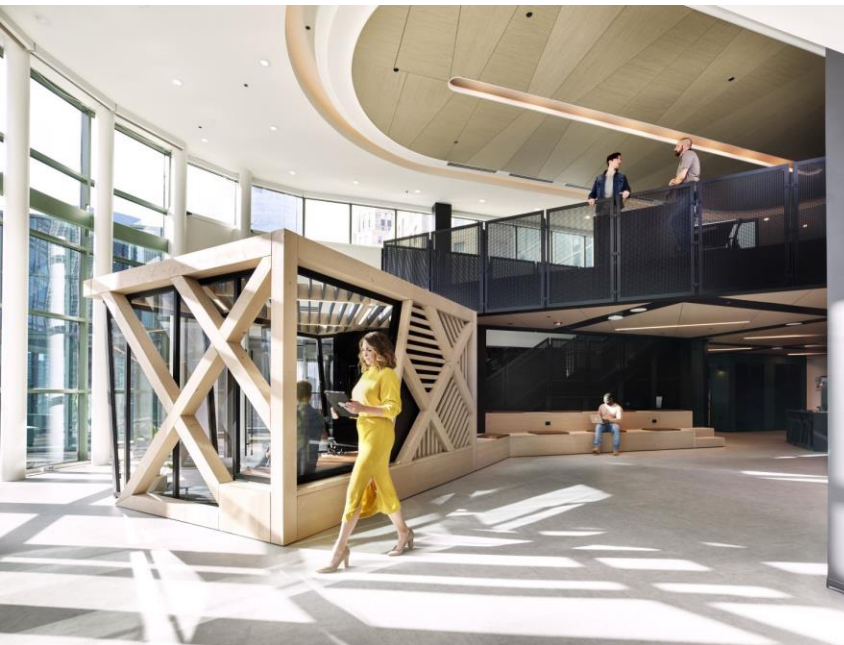
Capitalize on newly established marketing capabilities

- Ongoing marketing campaigns
- Generation of sales leads
- Refine and evolve the DIRTT brand
- Total Cost of Ownership Tool
- Introduce additional sales tools

Leverage strategic account and industry vertical sales teams to drive market penetration and revenue



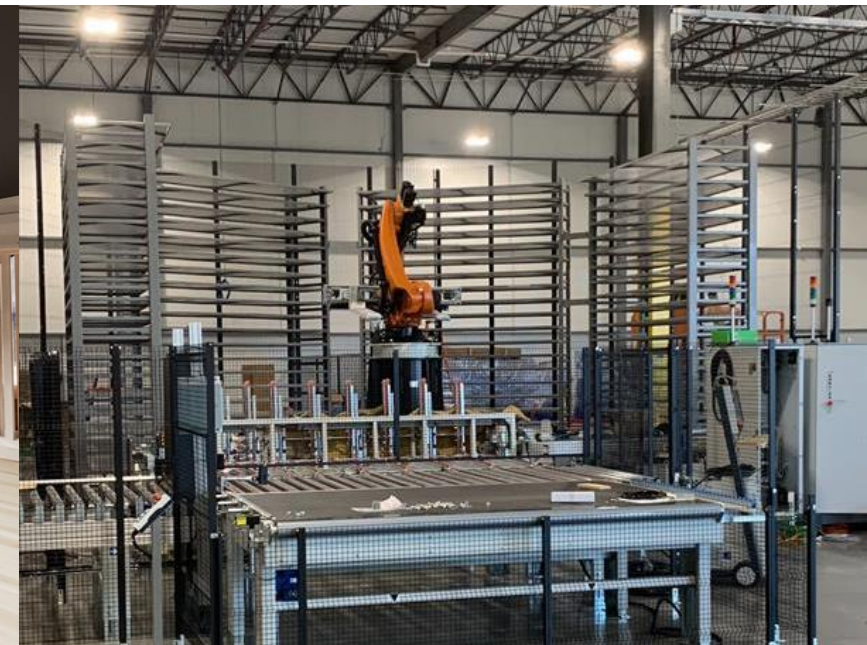
LEVERAGE NEW SALES INFRASTRUCTURE AND STATE-OF-THE-ART MANUFACTURING OPERATIONS



Chicago DXC
Currently open



Dallas DXC
Opening Q3 2021

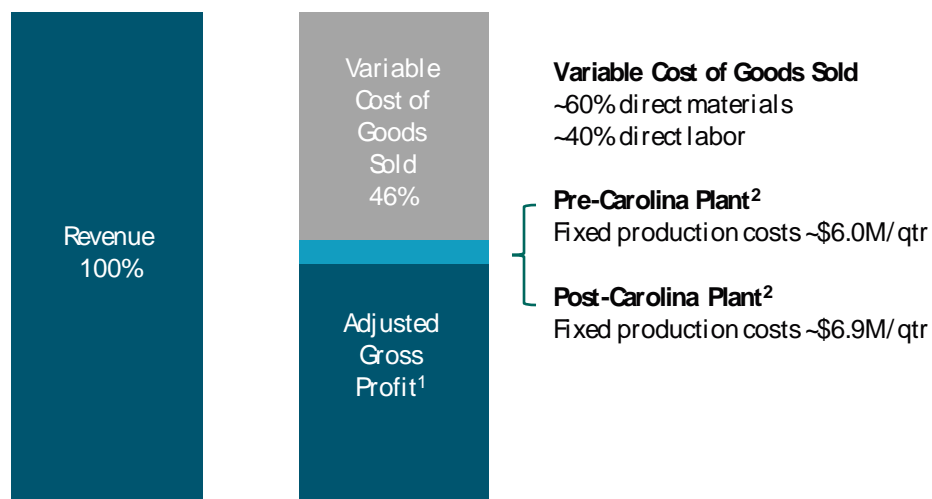


Rock Hill, South Carolina
Fully commissioned by June 2021

Leverage Impacts on Adjusted EBITDA¹

DIRTT

Adjusted Gross Profit¹



- Direct labor is quasi-variable and may increase if we are unable to match shifts to order volume
- Revenue growth drives Adjusted EBITDA¹ expansion through fixed cost leverage
- Fixed costs expected to grow at a lower rate than future revenue growth
- Manufacturing capacity, post South Carolina plant opening, can support 2023 revenue targets

Leverage Impacts of Higher Revenue on Adjusted EBITDA¹



All categories represented exclude depreciation, amortization and stock-based compensation

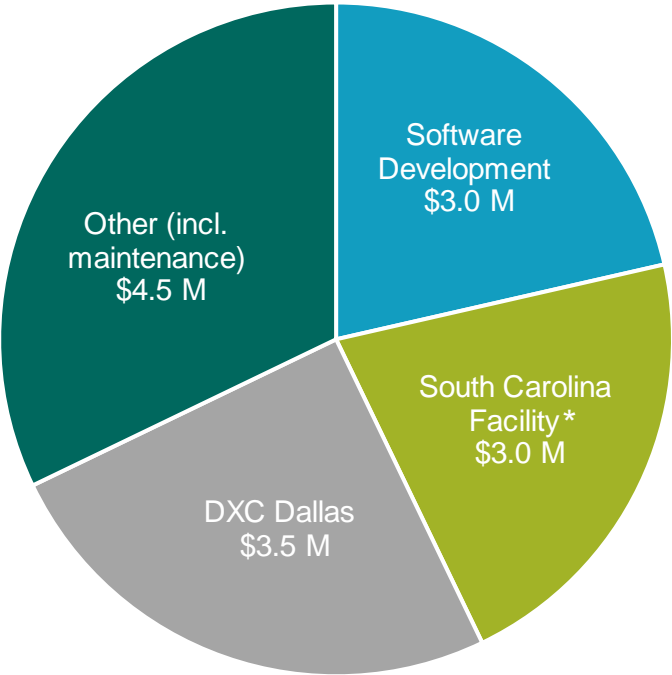
2023 Revenue targets* \$450M - \$550M
 2023 Adjusted EBITDA¹ targets* 18% - 22%

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

¹ See Non-GAAP Financial Measures

² Excluding depreciation and amortization

2021 Estimated Capital Expenditures
Approximately \$14 million



*Capital lease financing in place for qualifying equipment in South Carolina Plant



Chicago DXC

Summary of Consolidated Financial Results

DIRTT

For the period-ended March 31 (\$ thousands, except per share amounts)	Three months		
	2021	2020	% Change
Revenue	29,465	40,981	(28)
Gross profit	3,370	11,315	(70)
Gross profit margin	11.4%	27.6%	(59)
Adjusted Gross Profit ^{1,2}	7,155	15,586	(54)
Adjusted Gross Profit Margin ^{1,2}	24.3%	38.0%	(36)
Operating expenses	19,237	20,391	(6)
Operating expenses %	65.3%	49.8%	31
Operating loss	(15,867)	(9,076)	75
Adjusted EBITDA ¹	(11,371)	(5,483)	107
Adjusted EBITDA Margin ¹	(38.6)%	(13.4)%	188
Income tax expense (recovery)	39	(1,326)	NA
Net loss	(12,499)	(5,328)	135
Net loss per share - basic and diluted	(0.15)	(0.06)	150
Net cash flows used in operating activities	(12,094)	(760)	1,491
Net cash flows used in investing activities	(3,589)	(2,455)	46
Net cash flows provided by financing activities	29,337	-	100

1. See "Non-GAAP Financial Measures"

2. Recalculated to exclude \$1.7 million and \$2.0 million of costs attributable to under-utilized capacity in cost of sales in the first quarters of 2021 and 2020, respectively.

Non-GAAP Financial Measures

DIRTT

The following tables present a reconciliation for the three months ended March 31, 2021, and March 31, 2020, of our non-GAAP measures to the most directly comparable GAAP measures, being Adjusted EBITDA to net income and Adjusted Gross Profit to gross profit.

For the period-ended March 31 (\$ thousands)	Three Months	
	2021	2020
Net loss for the period	(12,499)	(5,328)
Add back (deduct)		
Interest Expense	500	35
Interest Income	(19)	(138)
Income Tax Expense (Recovery)	39	(1,326)
Depreciation and Amortization	3,402	3,132
EBITDA	(8,577)	(3,625)
Foreign Exchange (Gains) Losses	180	(2,319)
Stock-based Compensation	1,094	461
Government Subsidies	(4,068)	-
Adjusted EBITDA	(11,371)	(5,483)
Net Loss Margin	(42.4)%	(13.0)%
Adjusted EBITDA Margin	(38.6)%	(13.4)%

For the period-ended March 31 (\$ thousands)	Three Months	
	2021	2020
Gross profit	3,370	11,315
Gross profit margin	11.4%	27.6%
Add: Depreciation and amortization expense	2,029	2,261
Add: Costs of under-utilized capacity	1,756	2,010
Adjusted Gross Profit	7,155	15,586
Adjusted Gross Profit Margin	24.3%	38.0%

(\$ thousands)	Mar 31, 2021	Dec 31, 2020
Cash and cash equivalents	58,656	45,846
Restricted cash	1,147	-
Trade and other receivables, net	19,249	18,953
Inventory	15,912	15,978
Property, plant and equipment, net	51,322	49,847
Capitalized software, net	8,337	8,344
Operating lease right-of-use assets, net	32,512	33,643
Accounts payable and accrued liabilities	15,747	20,350
Other current liabilities	4,495	3,677
Long-term debt	34,837	5,069
Lease liabilities ¹	34,293	35,284

1. Current and long-term portions

DIRTT