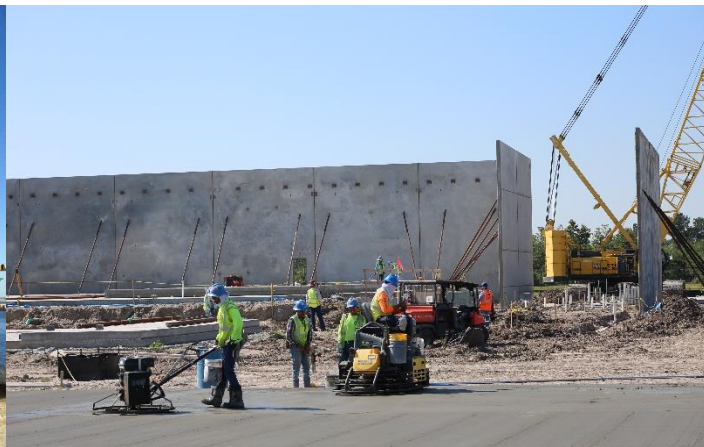




# Jefferies Virtual Industrials Conference

August 5, 2020



# Safe Harbor Statement

---

The matters discussed in this presentation may constitute or include projections or other forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, the provisions of which the Company is availing itself. Certain forward-looking statements can be identified by the use of forward-looking terminology, such as 'believes', 'expects', 'may', 'will', 'could', 'should', 'seeks', 'approximately', 'intends', 'plans', 'estimates', or 'anticipates', or the negative thereof or other comparable terminology, or by discussions of strategy, plans, objectives, intentions, estimates, forecasts, outlook, assumptions, or goals. In particular, statements regarding future operations or results, including those set forth in this presentation, and any other statement, express or implied, concerning future operating results or the future generation of or ability to generate revenues, income, net income, profit, EBITDA, EBITDA margin, or cash flow, including to service debt, and including any estimates, forecasts or assumptions regarding future revenues or revenue growth, are forward-looking statements. Forward looking statements also include estimated project start date, anticipated revenues, and contract options which may or may not be awarded in the future. Forward looking statements involve risks, including those associated with the Company's fixed price contracts that impacts profits, unforeseen productivity delays that may alter the final profitability of the contract, cancellation of the contract by the customer for unforeseen reasons, delays or decreases in funding by the customer, levels and predictability of government funding or other governmental budgetary constraints and any potential contract options which may or may not be awarded in the future, and are the sole discretion of award by the customer. Past performance is not necessarily an indicator of future results. In light of these and other uncertainties, the inclusion of forward-looking statements in this presentation should not be regarded as a representation by the Company that the Company's plans, estimates, forecasts, goals, intentions, or objectives will be achieved or realized. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date hereof. The Company assumes no obligation to update information contained in this document whether as a result of new developments or otherwise.

Please refer to the Company's Annual Report on Form 10-K, filed on February 28, 2020, which is available on its website at [www.oriongroupholdingsinc.com](http://www.oriongroupholdingsinc.com) or at the SEC's website at [www.sec.gov](http://www.sec.gov), for additional and more detailed discussion of risk factors that could cause actual results to differ materially from our current expectations, estimates or forecasts.



# Core Values Consistent with Strategy



We take pride in our personal workmanship and that of the entire organization; we are committed to ensuring that each task is properly performed the first time' and we will continuously improve upon everything we do, every day



We are responsible and accountable for our own personal safety; we are equally responsible for the safety of all our coworkers and any others we come into contact with; and we are authorized to and obligated to stop work whenever an unsafe condition, or situation is observed



We are committed to performing assigned tasks in the most efficient, timely and cost effective manner; we expect employees to safeguard company assets; and we always act in the best interest of the company



The foundation of our success rests upon integrity; we view integrity as our ability to be honest, ethical, sincere and forthright in our dealings with others; we will apply the foundation of integrity in everything we do; and when the Company makes a commitment, that commitment must be kept

# Company Overview

Orion Group Holdings, Inc., a leading specialty construction company, provides services in the Infrastructure, Industrial, and Building sectors through its marine construction segment and its concrete construction segment in the continental United States, Alaska, Canada and the Caribbean Basin.

**NYSE:** ORN

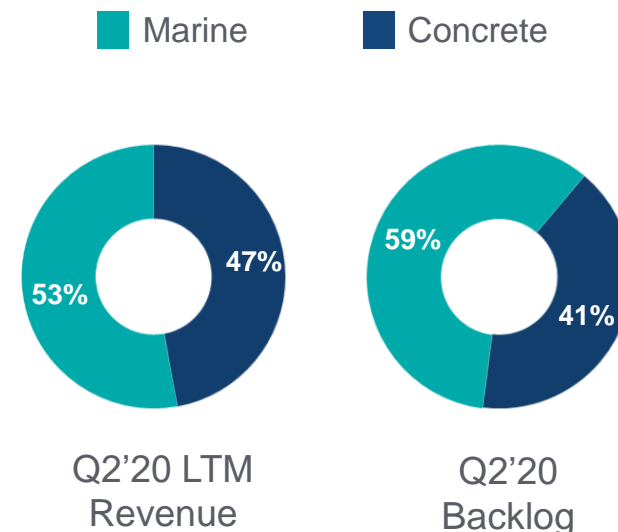
**Headquarters:** Houston, Texas

**# of Employees:** ~2,700

**Market Cap:** \$95 million\*

**Average project duration:** 6-9 Months

Book value per share \$4.78



## Services

- Broad range of marine construction including marine transportation facility construction and dredging services
- Concrete construction services including light commercial, structural and industrial services



## Customers

- Federal, State, Municipal Governments (42% of Revenue in LTM Q2'20)
- Private commercial and industrial clients (58% of Revenue in LTM Q2'20)



## Competition

- Highly fragmented market
- Barriers to entry
- Local, regional, and national competitors



## Financials (LTM)

- **\$749.6 MM** Revenue
- **\$51.2 MM** Adj. EBITDA
- **\$528.4 MM** Backlog (6/30/20)

\*as of 6/30/2020

# Investment Highlights

---

- Diverse end markets with favorable macro trends
- Unique turnkey project capabilities
- Specialized fleet of equipment creates barriers to entry and a competitive advantage
- Results reflect impact of operational transformation improvements in labor efficiency and equipment utilization

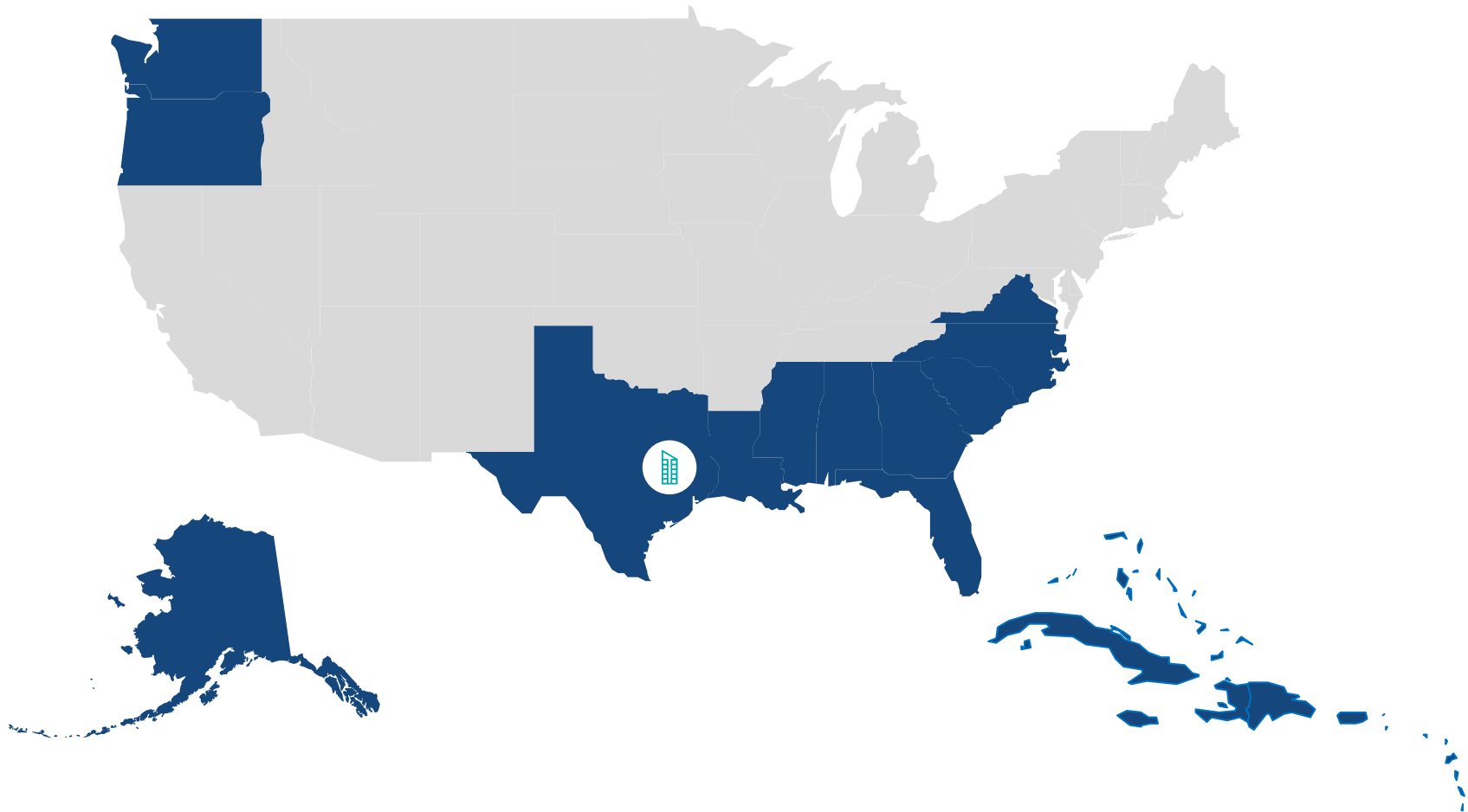


# Attractive Geographic Footprint

---



= Headquarters



# Favorable Macro Drivers Across Business Segments



## Marine

- Port expansions and maintenance
- Downstream energy
- Bridges and causeways
- Marine infrastructure
- Coastal rehabilitation



## Concrete

- Institutional developments and expansion
- Structural developments
- Recreational developments
- Industrial developments

# Marine Segment Capabilities



## Marine Transportation Facility Construction

- Port Facility
- Wharves
- Cruise Ship Terminals

- Bulkheads
- Military Installations
- Liquid Cargo Terminals

- Piers
- Dry Bulk Terminals
- Container Terminals

- Docks
- Marinas

## Dredging Services

- Marine Construction
- Wildlife Refuge Creation
- Electric Capabilities

- Intracoastal Waterway Maintenance
- Reclamation
- Hurricane Restoration

- Port Expansion
- Port Deepening
- Beach Nourishment

## Marine Environmental Structures

- Shoreline Protection
- Environmental Remediation
- GeoTube® Installation

- Wetlands Creation
- Concrete Mattress Installation
- Sea-Grass Bed Creation

- Erosion Control
- Levee Installation

## Marine Pipeline Construction

- Pipeline Anchoring
- Communication Pipeline
- Tie-ins

- Cool Water Intakes
- Effluent Discharge Outfalls
- Intakes

- Velocity Control Structures
- Transmission Pipelines
- Risers

- Outfalls
- Hot-taps
- Jetting

## Specialty Services

- Heavy Lift
- Diving
- Towing

- Inspections
- Demolition
- Surveying

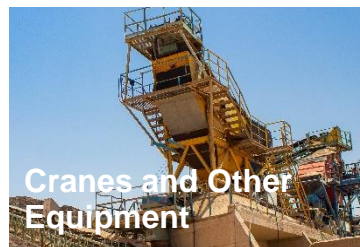
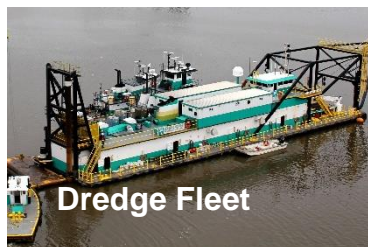
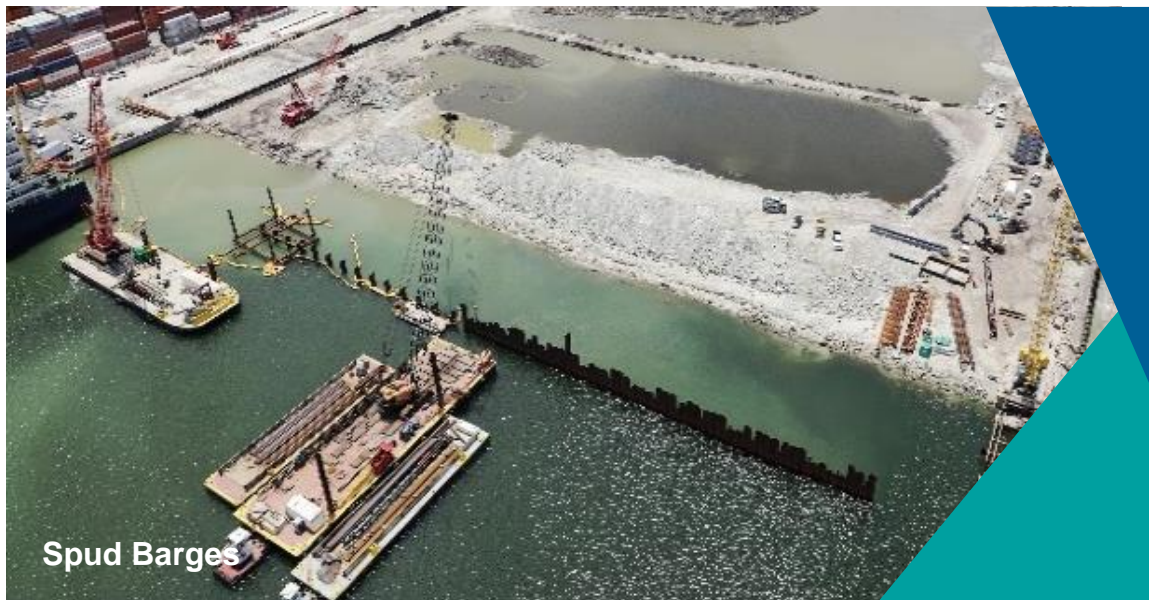
- Encapsulation
- Repair
- Salvage



# Fleet of Specialized Marine Equipment

## Over 300 Vessels & Pieces of Equipment

- 51 spud and material barges
- 21 tug and push boats
- 43 crawler and hydraulic cranes
- 7 cutter suction dredges
- 1 portable dredge ~400 pieces of other equipment



**\$2.59**

Book Value per Share

Estimated Replacement  
Value of Over

**\$200 million**

# Commercial Concrete Construction Overview

## One of the Largest Texas-based Concrete Contractors

- Concrete construction primarily driven by population growth
- Houston and Dallas/Fort Worth are two of the Top 10 growing metro MSA's in U.S.
  - Significant market share in Houston
  - Expanded to D/FW market in 1995
  - Expanded to Austin market in 2017
- Provides turnkey services covering all phases of commercial concrete construction
- Acquired in 2015



# Breadth of Concrete Services

## Provides Services Across Three Avenues:

- **Light Commercial** – Horizontally poured concrete, tilt-walls, trenches, rebar installation, and pumping services
- **Structural** – Elevated concrete pouring, including columns, elevated beams, and structural walls
- **Industrial** – Warehouses, manufacturing plants, water treatment facilities, and refineries



150

Avg. Projects/Yr.

4,000+

Completed Projects

12 Yr.

Avg. Customer Tenure

90%

Repeat Business

# High Quality Customer Base

## Marine Segment

## Concrete Segment

### Federal Government Customers



### State Government Customers



### Local Government Customers

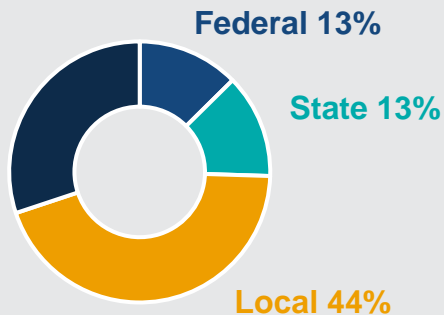


### Private Customers



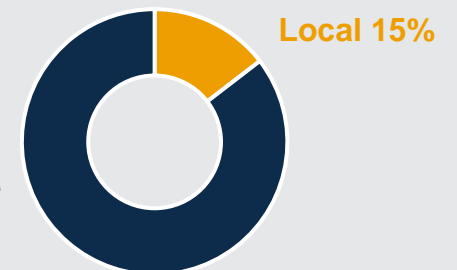
2019 Revenue by Customer

Private 30%



2019 Revenue by Customer

Private 85%

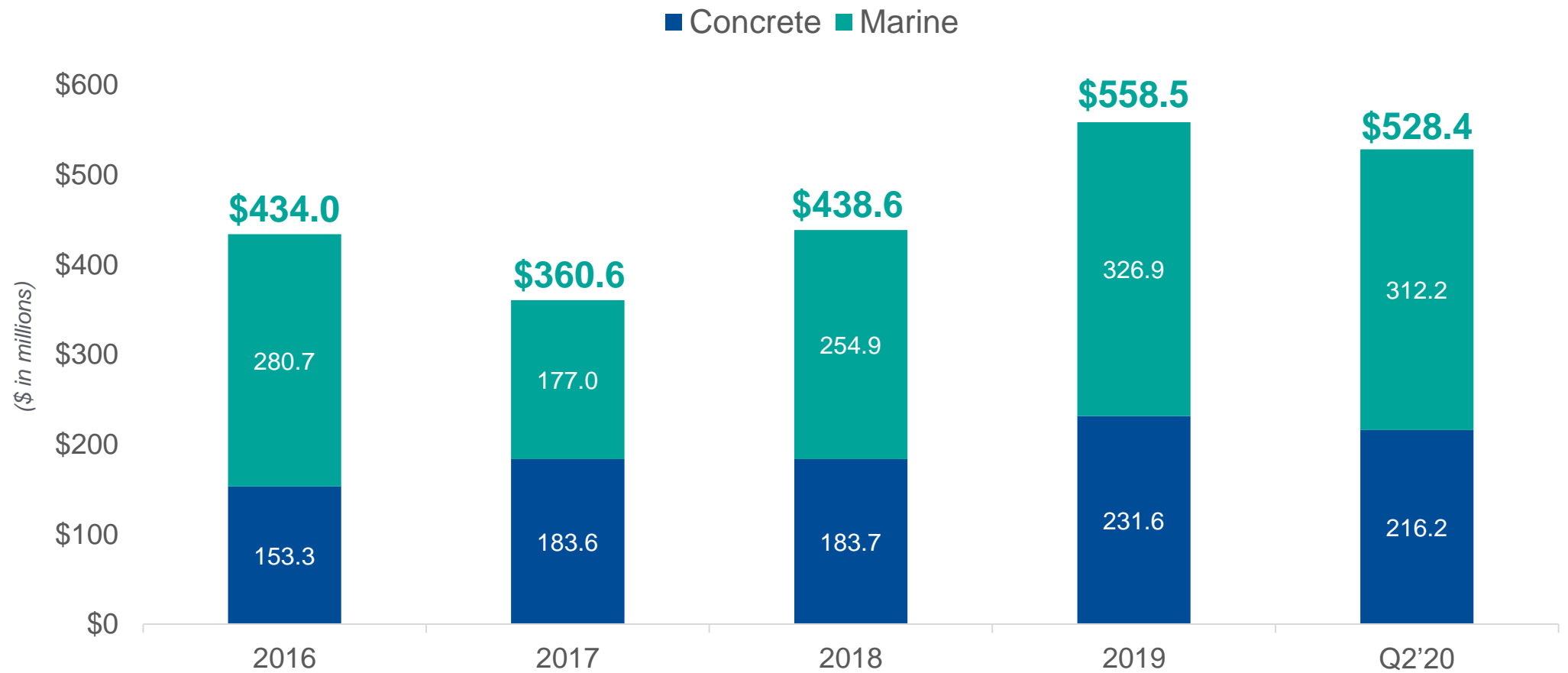


# Recent Project Awards

---

Project	Segment	Location	Value	Start Date
Construction of Multi-use Tower Structure	Concrete	Texas	\$30 million	Q2'20
Corpus Christi Ship Channel	Marine	Texas	\$17 million	Q2'20
Port Mansfield Dredging	Marine	Texas	\$15 million	Q3'20
Deep Hole Dredging	Marine	Texas	\$5 million	Q3'20

# Backlog at Near Record Levels



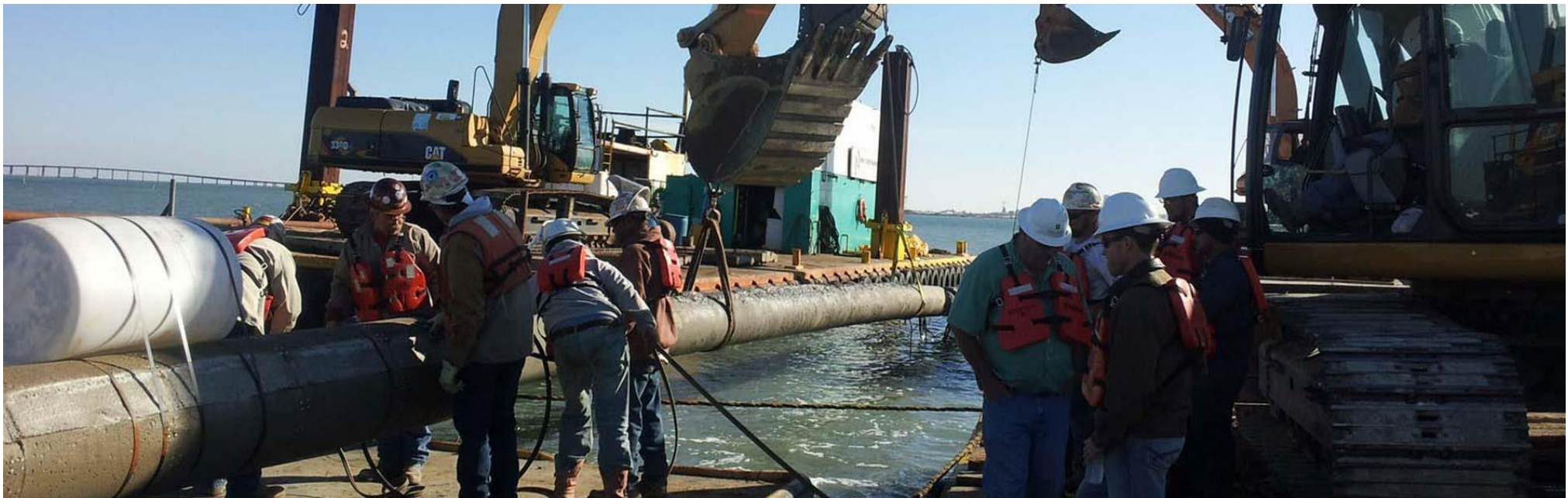
# Expansion In Industrial Sector

Service	Orion Capabilities	
	Existing	New
Structural Excavations & Backfill	✓	
Foundations (Drive, Piles, Pile Caps, Footings, Piers)	✓	
Form/Concrete/Rebar	✓	
Columns/Pipe Supports/Walls	✓	
Slab-on-grade and Paving	✓	
Elevated Concrete	✓	
Hoisting	✓	
Utilities, Waterproofing & Coatings		✓ <sup>(1)</sup>

(1) Represents scopes of work that will be subcontracted.



The industrial sector represents a broad range of opportunities for our company. By leveraging our skill sets and customer base, we are expanding our addressable markets to provide high-quality services to meet more of our customers needs.



# Recent Annual Results

(\$ in thousands except EPS data)	2017	2018	2019	1H 2020
Contract Revenues	\$578,553	\$520,894	\$708,390	\$350,333
Operating Income	\$1,538*	(\$39,811)**	\$2,193	\$8,449
Adjusted EBITDA	\$31,070	\$24,036	\$36,797	\$24,861
Adjusted EPS	(\$0.14)	(\$0.37)	\$0.00	\$0.12
Operating Cash Flows	\$34,133	\$21,931	(\$716)	\$33,074



# Recent Quarterly Results

(\$ in thousands)	1H 2020	1H 2019	Variance
Contract Revenues	\$350,333	\$309,090	13%
Operating Income	\$8,449	(\$6,600)	228%
Adjusted EBITDA	\$24,861	\$13,191	88%
Adjusted EBITDA Margin (%)	7.1%	4.3%	280 bps

## Contract Revenues were up due to:

- Increased project execution in the marine segment
- Concrete segment significantly improved operating performance driven by higher production volumes

## Operating income increased due to:

- Mixture of higher margin projects, favorable Labor and Equipment utilization
- Improved man hours per cubic yard

# Liquidity to Fund Operations

**As of June 30, 2020**  
(\$ in millions)

Cash and equivalents	\$10.3
Current Assets	\$191.4
Working Capital	\$54.0
Total Assets	\$371.4
Current Liabilities	\$137.5
Total Debt	\$52.0
Total Liabilities	\$228.0
Shareholder's Equity	\$143.4



- Conservative Balance Sheet
- Low Leverage
- Strong Liquidity Position
- Access to Capital Markets
- In excess of \$750 million in bonding Capacity



# Appendix

EBITDA/Adjusted EBITDA reconciliation

# Adj. EBITDA and EBITDA Margin Reconciliation

(\$ in thousands)	2012	2013	2014	2015	2016	2017	2018	2019	1H 2020
Net income (loss)	(\$11,866)	\$331	\$6,877	(\$8,060)	(\$3,620)	\$400	(\$94,422)	(\$5,359)	\$4,751
Income tax	(\$4,640)	(\$937)	\$3,175	(\$2,519)	\$1,581	(\$4,541)	(\$12,233)	\$1,868	\$1,357
Interest expense, net	\$708	\$512	\$677	\$3,116	\$6,172	\$5,720	\$7,807	\$6,455	\$2,477
Depreciation and amortization	\$21,570	\$21,538	\$23,451	\$28,083	\$34,162	\$29,491	\$31,799	\$28,407	\$13,896
EBITDA <sup>(1)</sup>	\$5,772	\$21,444	\$34,180	\$20,620	\$38,295	\$31,070	(\$67,049)	\$31,371	\$22,481
Changes in Cost Estimate	--	--	--	--	--	--	\$22,770	--	--
Reserve on disputed AR	--	--	--	--	--	--	\$4,280	--	--
Goodwill impairment charges	--	--	--	--	--	--	\$69,483	--	--
Legal settlement	--	--	--	--	--	--	(\$5,448)	--	--
Stock-based compensation	\$3,115	\$2,141	\$1,594	\$2,277	\$2,280	\$2,303	\$2,240	\$2,753	\$1,629
ERP Implementation									\$310
ISG Initiative	--	--	--	--	--	--	--	\$4,781	\$369
Severance	--	--	--	--	--	--	--	\$645	\$72
Adjusted EBITDA	\$2,657	\$19,303	\$32,586	\$18,343	\$36,015	\$28,767	\$21,796	\$34,044	\$24,861
Profit margin <sup>(2)</sup>	-4.06%	0.09%	1.78%	-1.73%	-0.63%	0.07%	-1.81%	-0.08%	1.36%
Impact of income taxes	-1.59%	-0.26%	0.82%	-0.54%	0.27%	-0.78%	-2.34%	0.26%	0.39%
Impact of interest expense, net	0.24%	0.14%	0.18%	0.67%	1.07%	1.00%	1.50%	0.91%	0.71%
Impact of depreciation and amortization	7.39%	6.07%	6.08%	6.02%	5.91%	5.10%	6.10%	4.01%	3.97%
EBITDA margin <sup>(1)</sup>	1.98%	6.05%	8.86%	4.42%	6.62%	5.40%	7.68%	4.43%	6.42%

(1) EBITDA is a non-GAAP measure that represents earnings before interest, taxes, depreciation and amortization. EBITDA margin is a non-GAAP measure calculated by dividing EBITDA by contract revenues.

(2) Profit margin is calculated by dividing Net income (loss) by contract revenue