



Q4 2022 Results

Analyst & Investor Call
March 9, 2023

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Certain statements contained in this presentation may constitute forward-looking information under applicable securities law. Forward-looking information may relate to Dexterra's future outlook and anticipated events, business, operations, financial performance, financial condition or results and, in some cases, can be identified by terminology such as "continue"; "forecast"; "may"; "will"; "project"; "could"; "should"; "expect"; "plan"; "anticipate"; "believe"; "outlook"; "target"; "intend"; "estimate"; "predict"; "might"; "potential"; "continue"; "foresee"; "ensure" or other similar expressions concerning matters that are not historical facts. In particular, statements regarding Dexterra's future operating results and economic performance, including COVID-19 related impacts; management expectations of market sector recoveries, its leverage, Free Cash Flow, working capital, liquidity, potential acquisitions, NRB Modular Solutions backlog and revenue, and its objectives and strategies are forward-looking statements. These statements are based on certain factors and assumptions, including expected growth, market recovery, results of operations, performance and business prospects and opportunities regarding Dexterra, which Dexterra believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to Dexterra, they may prove to be incorrect. Forward-looking information is also subject to certain known and unknown risks, uncertainties and other factors that could cause Dexterra's actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking information, including, but not limited to: the ability to retain clients, renew existing contracts and obtain new business; an outbreak of contagious disease that could disrupt its business; the highly competitive nature of the industries in which Dexterra operates; reliance on suppliers and subcontractors; cost inflation; volatility of industry conditions could impact demand for its services; a reduction in the availability of credit could reduce demand for Dexterra's products and services; Dexterra's significant shareholder may substantially influence its direction and operations and its interests may not align with other shareholders; its significant shareholder's 49% ownership interest may impact the liquidity of the common shares; cash flow may not be sufficient to fund its ongoing activities at all times; loss of key personnel; the failure to receive or renew permits or security clearances; significant legal proceedings or regulatory proceedings/changes; environmental damage and liability is an operating risk in the industries in which Dexterra operates; climate changes could increase Dexterra's operating costs and reduce demand for its services; liabilities for failure to comply with public procurement laws and regulations; any deterioration in safety performance could result in a decline in the demand for its products and services; failure to realize anticipated benefits of acquisitions and dispositions; inability to develop and maintain relationships with Indigenous communities; the seasonality of Dexterra's business; inability to restore or replace critical capacity in a timely manner; reputational, competitive and financial risk related to cyber-attacks and breaches; failure to effectively identify and manage disruptive technology; economic downturns can reduce demand for Dexterra's services; its insurance program may not fully cover losses. Additional risks and uncertainties are described in Note 22 of the Corporation's Consolidated Financial Statements for the years ended December 31, 2022 and 2021 contained in its most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at [sedar.com](https://www.sedar.com). The reader should not place undue importance on forward-looking information and should not rely upon this information as of any other date. Dexterra is under no obligation and does not undertake to update or alter this information at any time, except as may be required by applicable securities law.

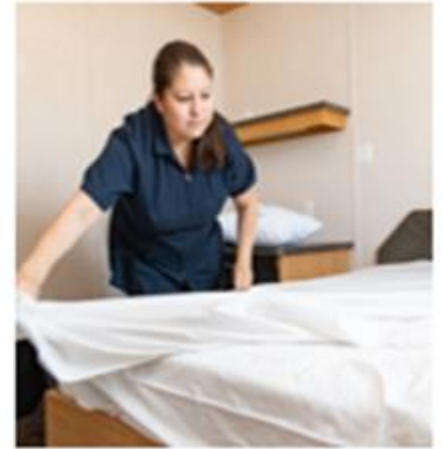
Non-GAAP Measures

Certain measures and ratios in this presentation do not have any standardized meaning as prescribed by GAAP and, therefore, are considered non-GAAP measures. Non-GAAP measures include "Adjusted EBITDA", calculated as earnings before interest, taxes, depreciation, amortization, equity investment depreciation, share based compensation, gain/loss on disposal of property, plant and equipment and non-recurring items; "Adjusted EBITDA as a percentage of revenue", calculated as Adjusted EBITDA divided by revenue; IFM Adjusted EBITDA as a % of revenue, excluding loss contracts and the Dana business, calculated as Adjusted EBITDA less Adjusted EBITDA related to loss contracts and the Dana business divided by revenue less revenue from loss contracts and Dana business; "Free Cash Flow", calculated as net cash flows from (used in) operating activities, less sustaining capital expenditures, purchase of intangible assets, lease payments and finance costs plus proceeds on the sale of property, plant and equipment; and "Backlog" which is the total value of work that has not yet been completed that: (a) has a high certainty of being performed based on the existence of an executed contract or work order specifying job scope, value and timing; or (b) has been awarded to Dexterra Group, as evidenced by an executed letter of award or agreement, describing the general job scope, value and timing of such work, and where the finalization of a formal contract in respect of such work is reasonably assured and expects to be recognized in the next 12 months. These measures and ratios provide investors with supplemental measures of Dexterra Group's operating performance and highlight trends in its core businesses that may not otherwise be apparent when relying solely on GAAP financial measures. Dexterra Group also believes that securities analysts, investors and other interested parties frequently use non-GAAP measures in the evaluation of issuers. Dexterra Group's management also uses non-GAAP measures in order to facilitate operating performance comparisons from period to period, to prepare annual operating budgets, and to determine components of management compensation.

These measures are regularly reviewed by the Chief Operating Decision Makers and provide investors with an alternative method for assessing the Corporation's operating results in a manner that is focused on the performance of the Corporation's ongoing operations and to provide a consistent basis for comparison between periods. These measures should not be construed as alternatives to net earnings and total comprehensive income or operating cash flows as determined in accordance with GAAP as indicators of the Corporation's performance. The method of calculating these measures may differ from other entities and accordingly, may not be comparable to measures used by other entities. For a reconciliation of these non-GAAP measures to their nearest measure under GAAP please refer to "non-GAAP measures" and "Reconciliation of non-GAAP measures" contained in our Management Discussion and Analysis for the period ended December 31, 2022 which are incorporated herein by reference. A copy of the MD&A is available on SEDAR at [sedar.com](https://www.sedar.com) and on Dexterra's website at [Dexterra.com](https://www.dexterra.com)

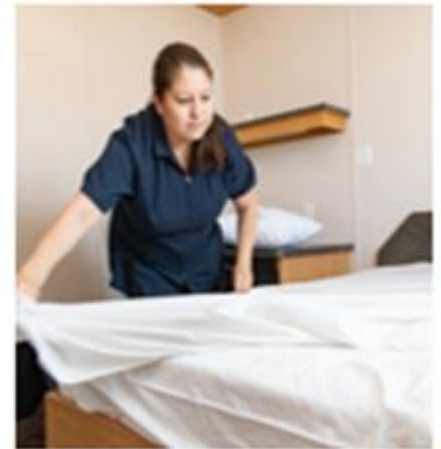
Bill McFarland

Board of Directors Chair



John MacCuish

Chief Executive Officer

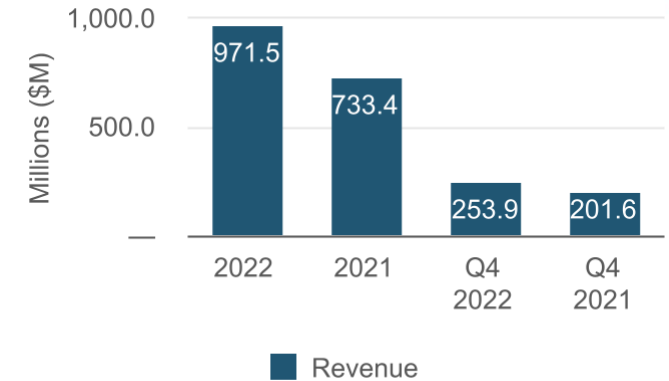


Q4 2022 Dexterra Group Progress

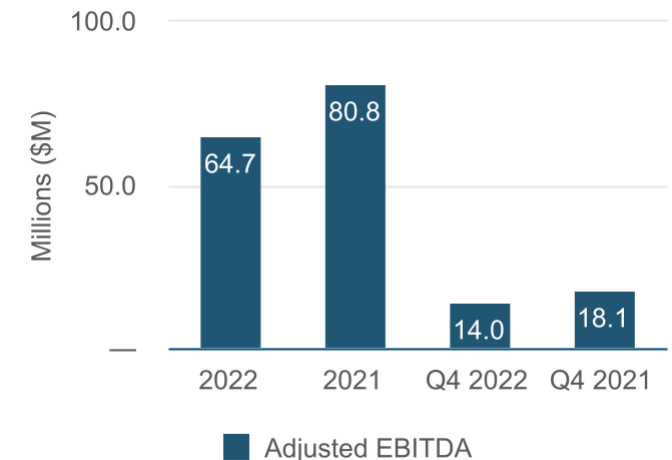
- Strong revenue growth across all businesses
 - IFM - Acquisitions boosted by organic growth
 - WAFES - Natural Resource activity
 - Modular - Higher volume
- Profitability
 - IFM well positioned for 2023
 - Strong WAFES results
 - Modular & Inflation impact



Revenue Trend:



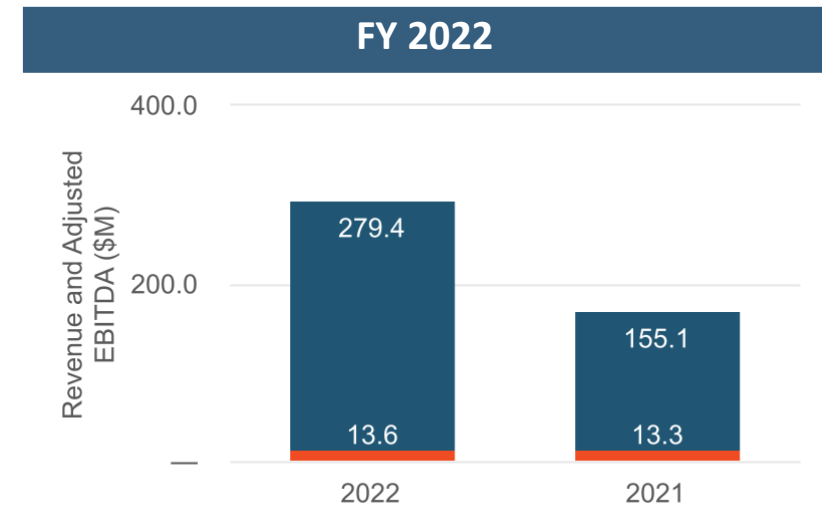
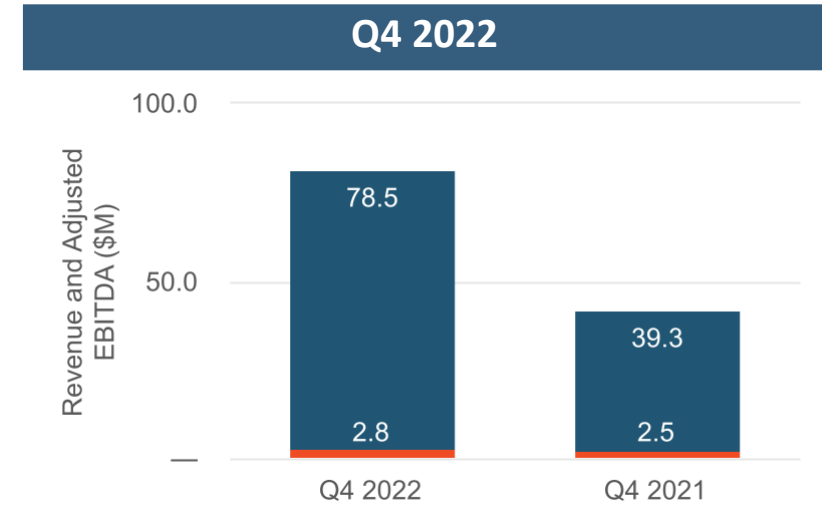
Adjusted EBITDA Trend:



Integrated Facilities Management

A growing Support Services business with an expanding footprint and diversified client base

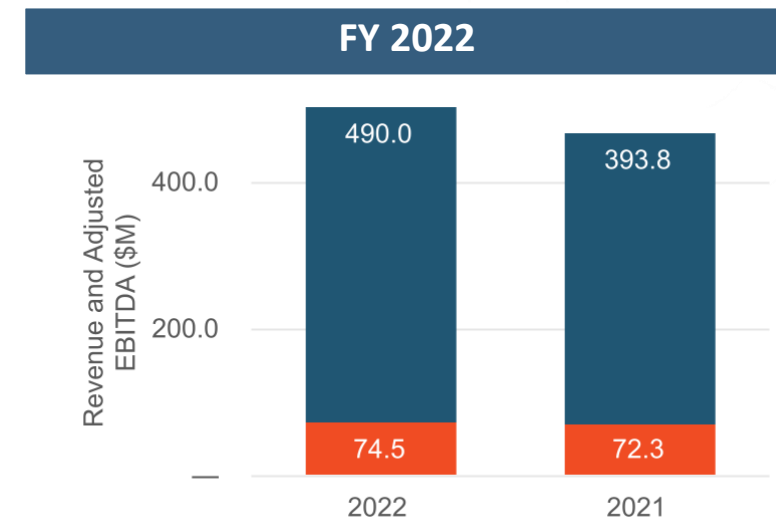
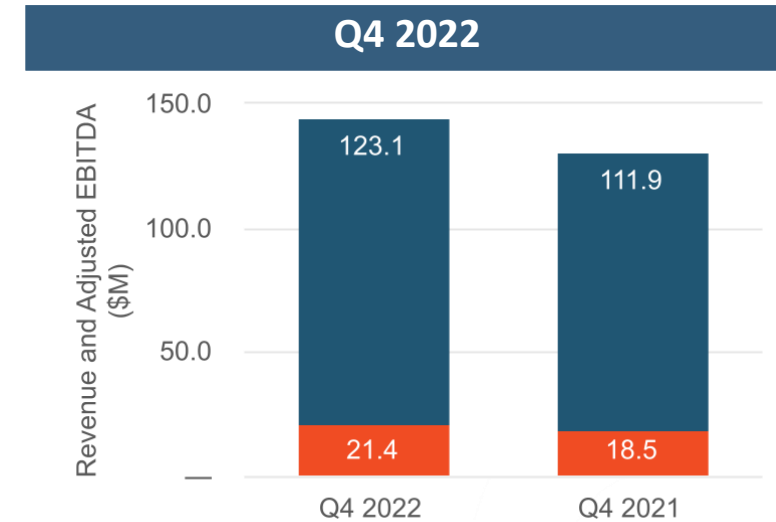
- 80% Revenue Growth in 2022
- 2022 acquisitions and organic growth
- Adjusted EBITDA as % Revenue improving in 2023
- VCI Controls Inc. closed in January



Workforce Accommodations, Forestry, Energy Services

A strong business with a natural resource foundation

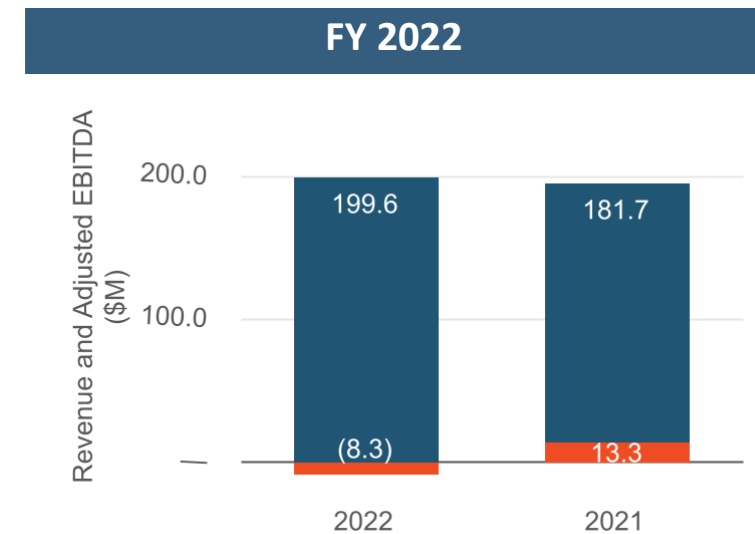
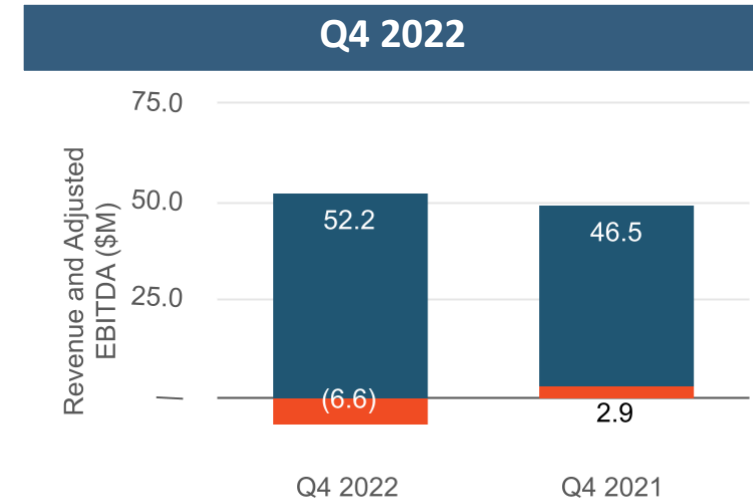
- 24% Revenue Growth in 2022
- Strong camp occupancy and asset utilization
- Strong Energy Services
- Retroactive pricing adjustment in Q4



Modular Solutions

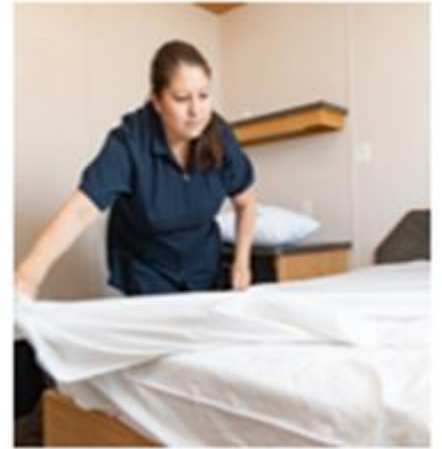
A developing manufacturing & services business

- 10% Revenue Growth in 2022
- Inflation impact \$20 million in 2022 (Q4 - \$8 million)
- Executing business improvement plan



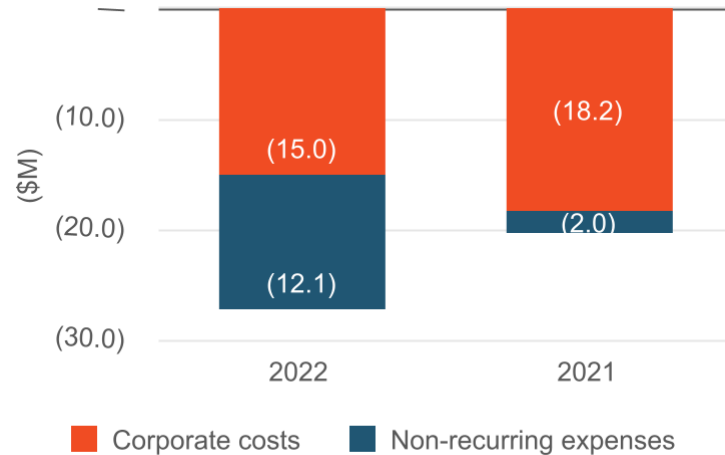
Drew Knight

Chief Financial Officer



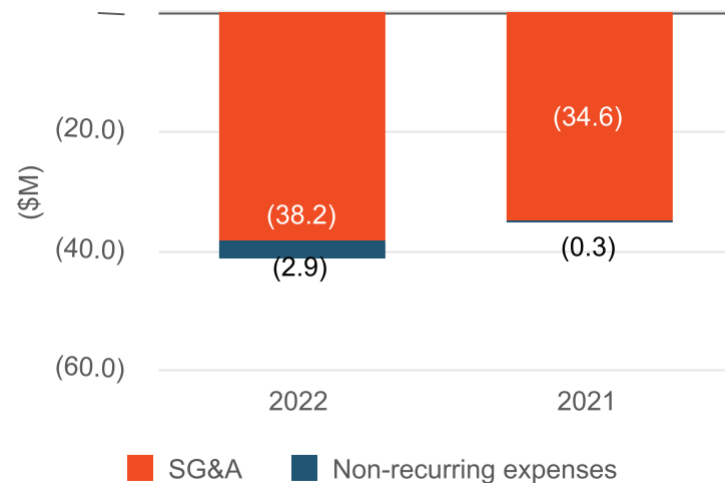
Corporate and SG&A Expenses

Corporate Segment FY 2022



- **Non-recurring items include:**
 - Two pre-merger commercial disputes
 - One IFM onerous contract
 - Systems and integration costs
 - Severance costs

SG&A FY 2022



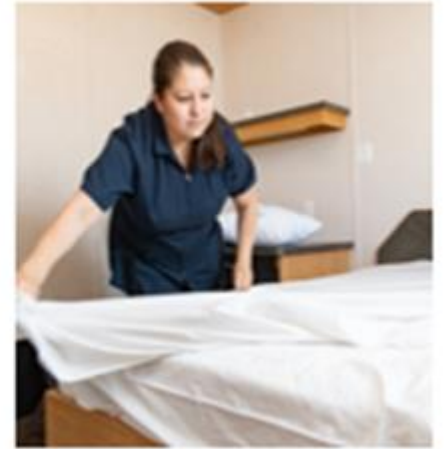
- **Normalized SG&A expenses 4% of revenue (5% 2021) declining**

Financial Leverage & Liquidity

- Strong financial position and liquidity
- Conversion of EBITDA to Free Cash Flow to approximate 50%
- Leverage at approximately 1x forward EBITDA
- Working capital reduction
- Declared Q1 dividend

Mark Becker

Chief Operating Officer



Path Forward

Overall:

- 2023 focus on profitability and execution
- IFM acquisitions back half of year

Integrated Facilities Management:

- Margin improvement in Q1
- Profitable organic growth and inflation management

Modular:

- Execute business improvement plan
- Build backlog

WAFES:

- Capitalize on high natural resource activity levels
- Continue market share capture

Our Ongoing Focus

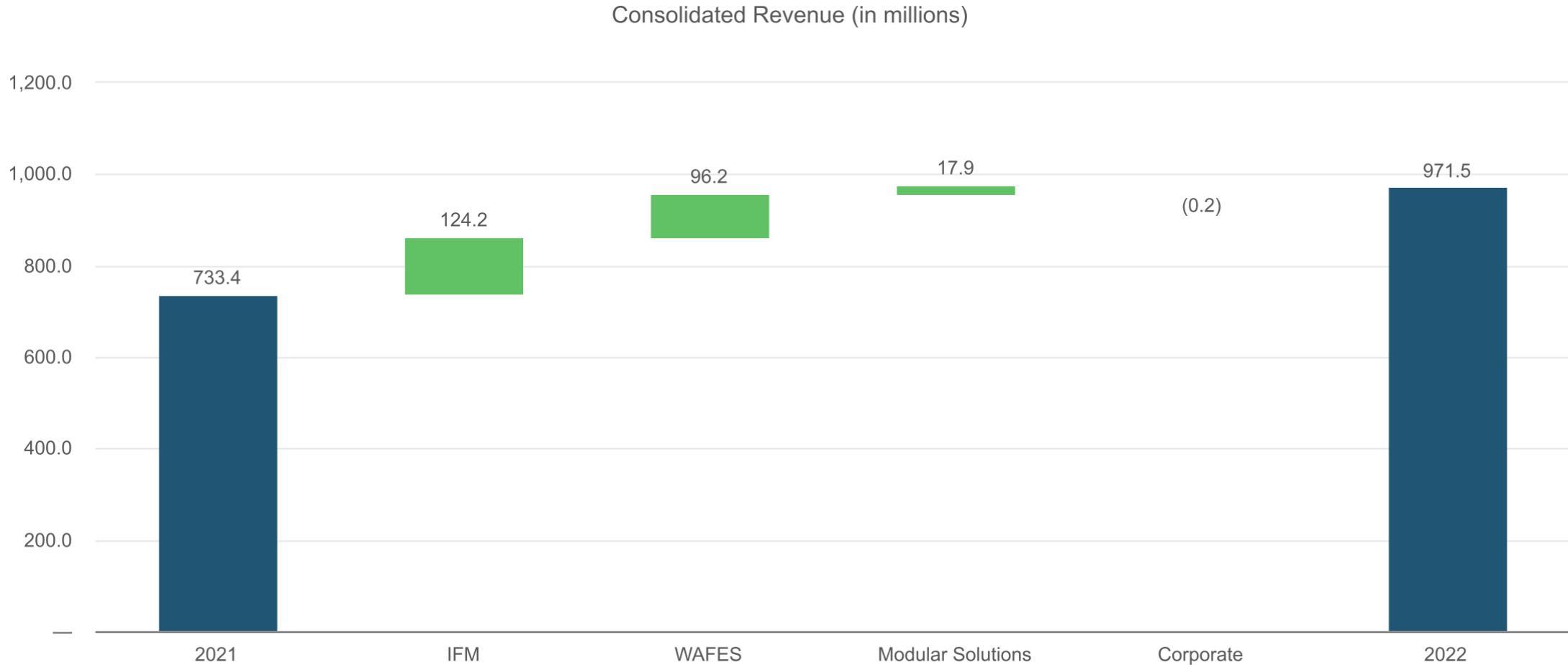
- National Support Services Champion
- Customer focused
- Capital Light
- Decentralized operating model
- M&A

Question & Answer Period

Questions 

APPENDIX I - Supporting Charts

Revenue Reconciliation vs 2021



Adjusted EBITDA vs 2021

