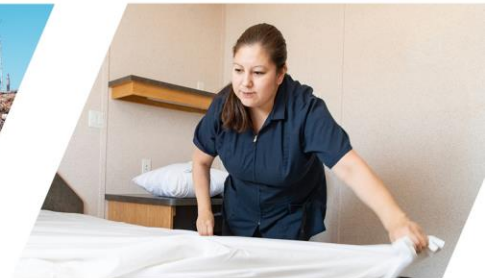
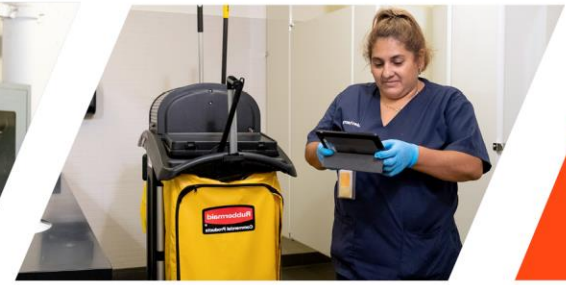
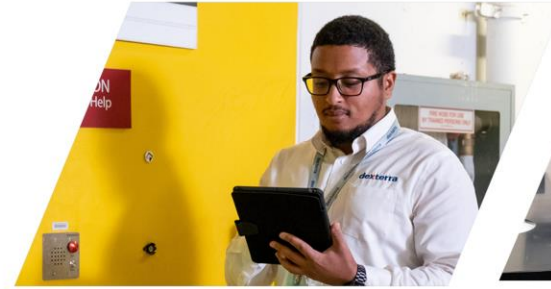


2023

# Annual & Special Meeting

**dexterra**  
GROUP



## Cautionary Statement

In this presentation, all amounts are in Canadian dollars, unless otherwise indicated. Any graphs, tables or other information in this presentation demonstrating the historical performance of Dexterra Group Inc. (“Dexterra”) or of any of its business units contained in this presentation are intended only to illustrate past performance and are not necessarily indicative of future performance of Dexterra or any of its business units.

### **Forward-Looking Statements**

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 its 5-year vision; management expectations of market sector recoveries; its leverage, free cash flow, working capital, potential acquisitions, NRB Modular Solutions backlog, its revenue mix, and its objectives and strategies are forward-looking statements. These statements are based on certain factors and assumptions, including expected growth, 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 Group 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 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, bargain purchase (gain) reduction, gain/loss on disposal of property, plant and equipment and non-recurring items; “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; These measures provide investors with supplemental measures of Dexterra’s operating performance and highlight trends in its core businesses that may not otherwise be apparent when relying solely on GAAP financial measures. Dexterra also believes that securities analysts, investors and other interested parties frequently use non-GAAP measures in the evaluation of issuers. Dexterra’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’s Discussion & Analysis for the period ended March 31, 2023 which are incorporated by reference herein.

# Creating Value Through a Diverse Support Services Platform

## Purpose

*Enabling the higher performance and productivity of our clients and playing a vital role in our communities and economy.*

## What do we do?

*Powered by passionate people, we deliver quality solutions for the creation, management, and operation of infrastructure.*

### Guiding Principles

- ✓ Honesty and integrity
- ✓ Client-centric approach
- ✓ Sustainable, long term profitable growth
- ✓ Decentralized model
- ✓ Continuous improvement
- ✓ Disciplined financial management and well financed
- ✓ Strong shareholder returns and stakeholder value

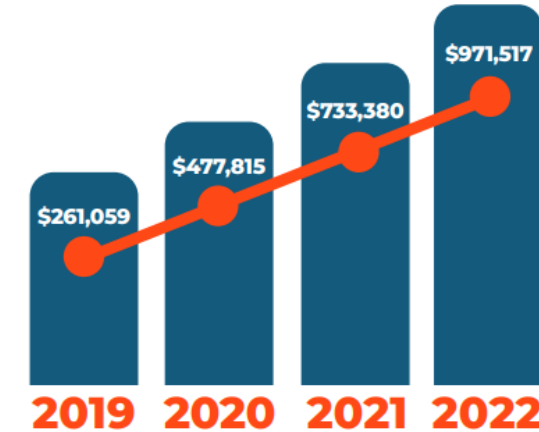


# Path to \$1B and \$100M EBITDA

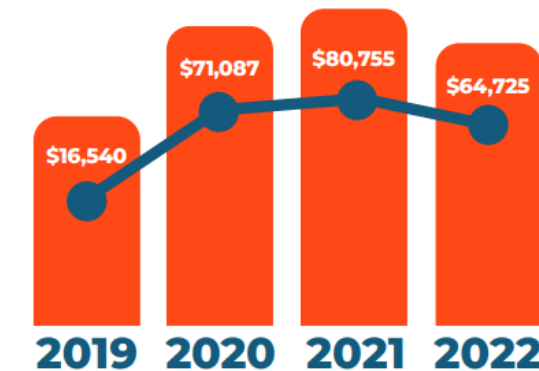
*Goal set in 2020 at time of merger. Remains a near-term achievable milestone within our longer-term profitable growth plan.*

- Strong revenue growth
- Profitability step-back in 2022 – inflation, IFM, Modular
- Q1 2023 execution, plan is back on track
- New sales momentum – IFM, WAFES
- Expanding the footprint of acquisitions
- Short term objective

## Revenue Growth in \$000s



## Adjusted EBITDA\* in \$000s



\*Includes Canada Emergency Wage Subsidies in 2020 and 2021 (see the Reconciliation of non-GAAP Measures in the Management Discussion and Analysis)



# Building our Foundations for the Future

*Investments in talent and capabilities are important steps to enable our long-term profitable, growth.*

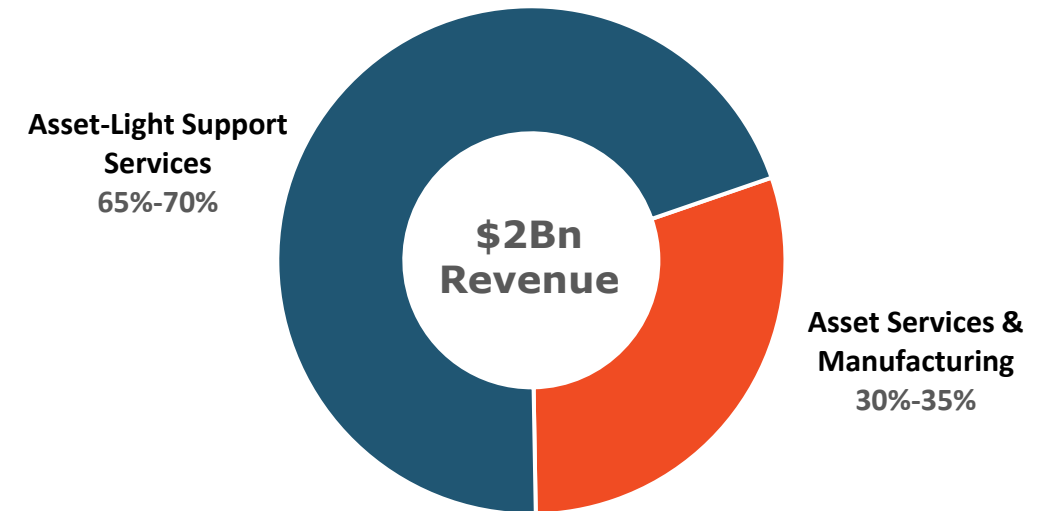
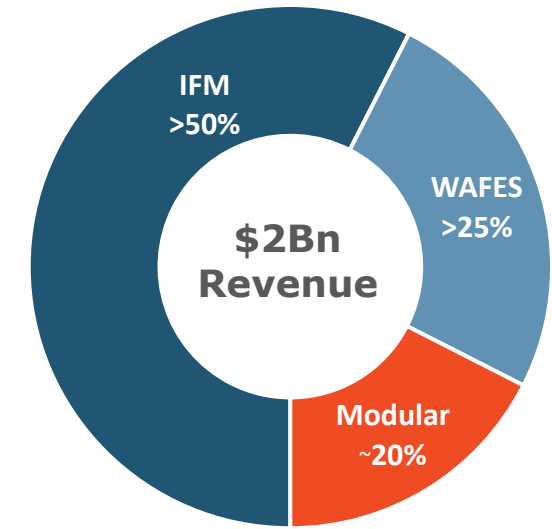
- Key talent and strong business unit presidents
- Flagship client relationships
- Accretive acquisitions, learnings
- Expanded:
  - Community investment
  - Indigenous partnerships
  - Diversity, inclusion, equity
- ESG progress and reporting
- Awards – Safety, Globe and Mail Top Growing Companies
- Building the Dexterra brand



# Achieving our 5-year Vision – A Pathway to Success

*A growing infrastructure support services champion, serving diversified end-markets with quality services and delivering ~\$2Bn in revenue across North America, strong EBITDA, and strong returns for stakeholders.*

- IFM growth engine – organic and M&A
- Trusted advisor for “net-zero” performance and healthier buildings
- Leader in Canada’s Workforce Accommodation market
- Diversified, growing modular business
- Superior returns – will not sacrifice profits for growth
- Building community engagement and investment
- Staying true to our Guiding Principles



# Question & Answer Period

