

Q1 2023 Results

Analyst & Investor Call
May 10, 2023

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 Group”) 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 Group or any of its business units.

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Certain statements contained herein may constitute forward-looking information under applicable securities law. Forward-looking information may relate to Dexterra Group’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 Group’s future operating results and economic performance, including COVID-19 related impacts and the impacts of the Company; management expectations of market sector recoveries, its leverage, Free Cash Flow, 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 Group, which Dexterra Group believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to Dexterra Group, 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 Group’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 Group’s products and services; Dexterra Group’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 Group operates; climate changes could increase Dexterra Group’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 Group’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 Group’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. The reader should not place undue importance on forward-looking information and should not rely upon this information as of any other date. Dexterra Group 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.

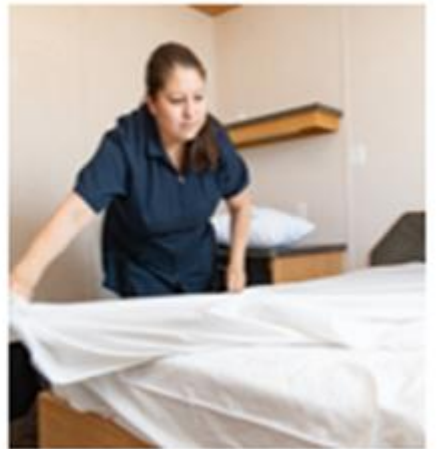
Non-GAAP Measures

Certain measures and ratios contained herein 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 % of revenue”, calculated as Adjusted EBITDA divided by revenue; “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 modular 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 “Reconciliation of non-GAAP measures”.

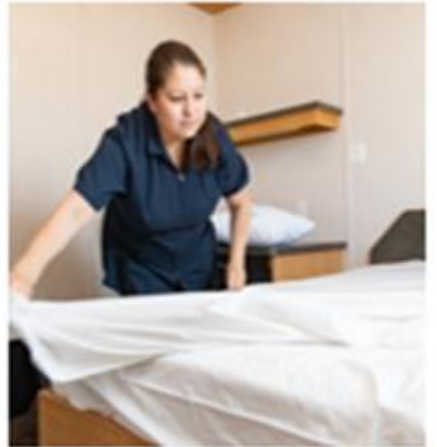
Bill McFarland

Board of Directors Chair



Mark Becker

Chief Executive Officer



Q1 Progress on the 2023 Business Plan

Focus on execution and profitability



IFM

- Inflation management ✓
- Margin improvement ✓
- Organic growth ✓

WAFES

- Capitalizing on high natural resource activity ✓
- Continued market share capture ✓

Modular

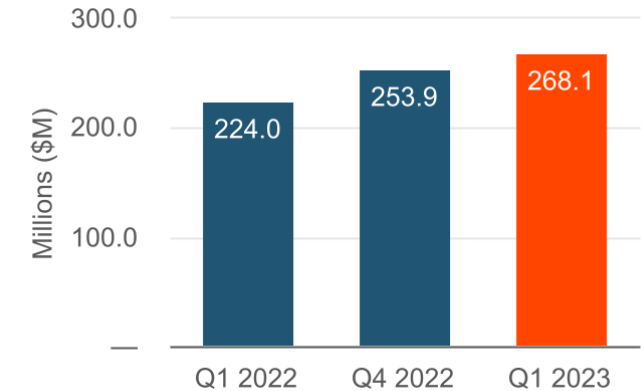
- Execution of business improvement plan ✓
- Build backlog and expanding diversification - in progress



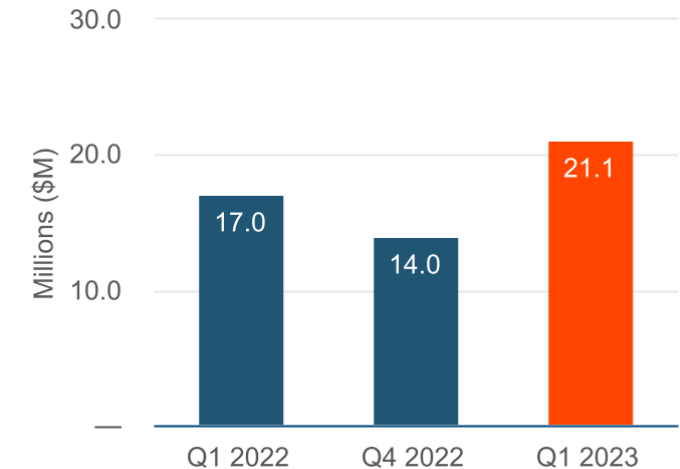
Revenue growth and margin expansion in Q1



Revenue:



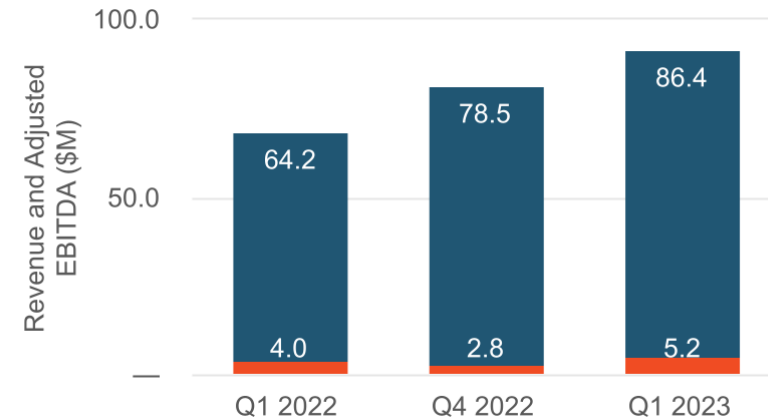
Adjusted EBITDA:



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

- Revenue Growth
 - 35% over Q1-2022
 - 10% over Q4-2022
- Improved margins
- Dana volumes and margin normalized
- Inflation abating and managed effectively
- New contract wins and a healthy pipeline
- VCI Controls Inc. acquisition closed in January
- Opportunity to continue to improve margins

Trend Q1 2022 - Q1 2023

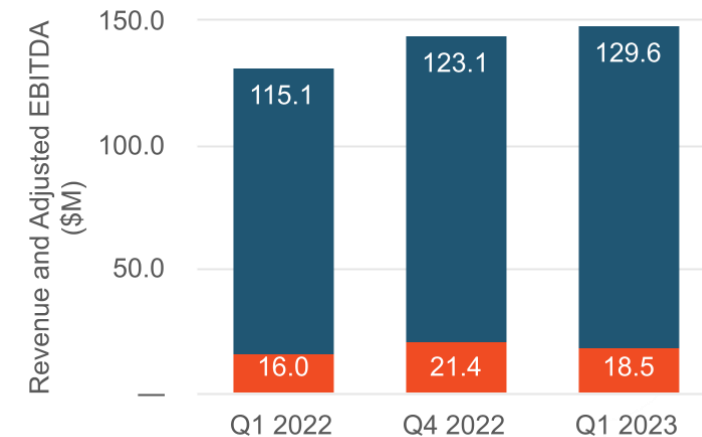


Workforce Accommodations, Forestry, Energy Services

A strong business with a natural resource foundation

- Revenue Growth
 - 13% over Q1-2022
 - 5% over Q4-2022
- Consistently strong margins, excluding retro-price adjustment in Q4-2022
- Strong camp occupancy and Energy Services activity
- Capitalizing on healthy natural resources sector
- Active new sales pipeline

Trend Q1 2022 - Q1 2023



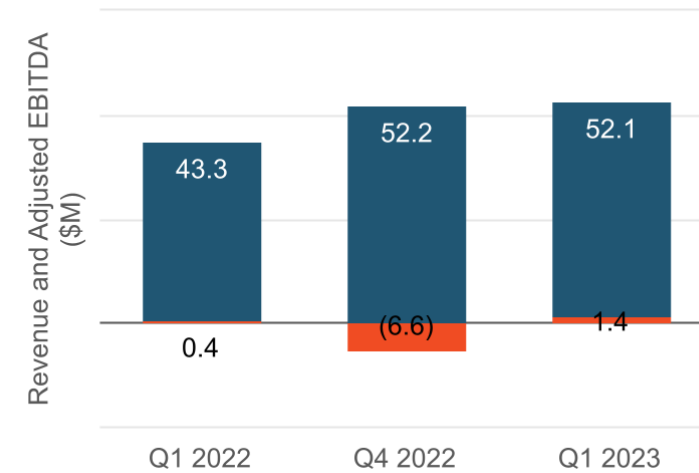
Modular Solutions



A developing manufacturing & services business

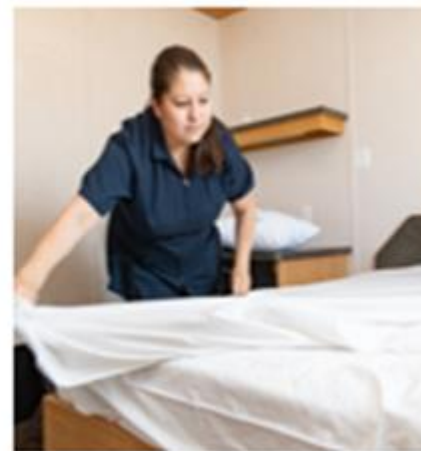
- Revenue Growth
 - 20% Q1-2022
 - Flat vs Q4-2022
- Strong execution of business improvement plan
- Backlog of fixed-price BCH affordable housing projects to be completed by Q3 2023
- Q4-2022 provision reasonable
- Social affordable housing backlog reduced given project approval timelines

Trend Q1 2022 - Q1 2023



Drew Knight

Chief Financial Officer



Financial Position & Economic Outlook

- Strong financial position and liquidity
- Leverage slightly above 1x forward EBITDA
- Debt facility renewal process commenced
- Free Cash Flow conversion target ~50% of Adjusted EBITDA annually
- Declared Q2 dividend
- Manage costs and recession action plan
- Normal Course Issuer Bid (NCIB) initiated

Overall:

- 2023 continued focus on execution and profitability

Integrated Facilities Management:

- Profitable organic growth and inflation management
- Seasonality to business
- Margin expansion
- Potential acquisitions back half of year

WAFES:

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

Modular:

- Execute business turnaround plan
- Profitability improvement profile
- Build backlog

Question & Answer Period

Questions 