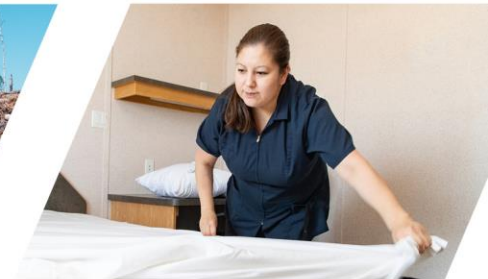


Q3 2024 Results

Analyst & Investor Call
November 6, 2024

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 “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. On August 30, 2024, Dexterra closed on the sale of the Modular Solutions (“Modular”) business. As a result, the operating results of Modular have been presented as discontinued operations in the Q3 2024 Financial Statements and information included herein has been restated for the impact of discontinued operations.

Forward-Looking Statements

Certain statements contained herein 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 return on equity and Adjusted EBITDA margins; capital allocation priorities, acquisition strategy, reorganization of existing business; its capital light model management, market and inflationary environment expectations, lodge occupancy levels, its leverage, Discontinued Operations, Free Cash Flow, wildfire activity expectations 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. 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 year ended December 31, 2023 and 2022 contained in its most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at sedarplus.ca. 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

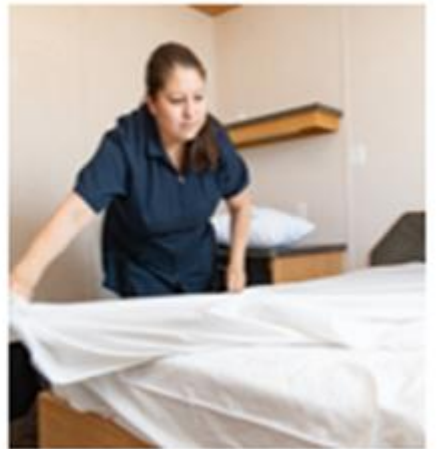
Certain measures and ratios contained herein do not have any standardized meaning as prescribed by GAAP and, therefore, are considered non-GAAP measures. Non-GAAP measures include “Adjusted EBITDA”, calculated as earnings from continuing operations before interest, taxes, depreciation, amortization, equity investment depreciation, share based compensation, gain/loss on disposal of property, plant and equipment, net loss from discontinued operations, net of taxes, and non-recurring items; “Adjusted EBITDA as a percentage of revenue”, calculated as Adjusted EBITDA divided by revenue; and “Free Cash Flow”, calculated as net cash flows from (used in) operating activities from continuing operations, less sustaining capital expenditures, lease payments and finance costs from continuing operations plus proceeds on the sale of property, plant and equipment from continuing operations. Sustaining capital expenditures included in the definition of Free Cash Flow are replacement expenditures and/or leases necessary to maintain existing business from continuing operations.

These measures and ratios 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 “Reconciliation of non-GAAP measures”.

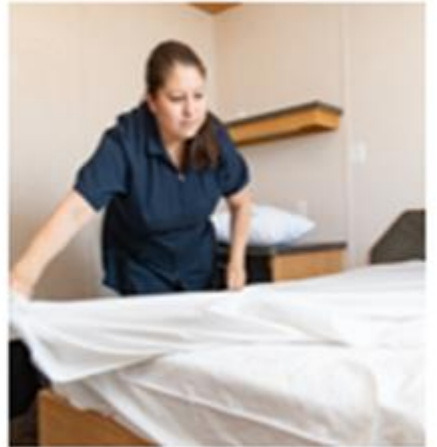
Bill McFarland

Board of Directors Chair



Mark Becker

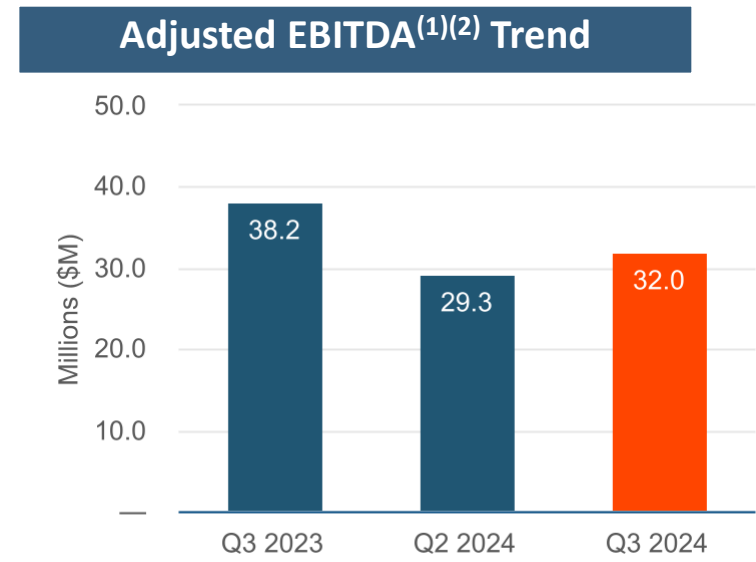
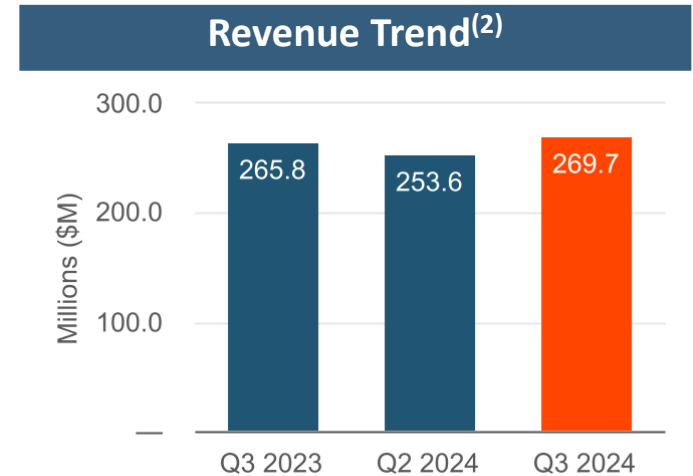
Chief Executive Officer



Progress on the 2024 Business Plan

Q3 Highlights

- Strong results and execution
- Robust WAFES activity and IFM growth
- Improving IFM margins
- Closed on Modular sale



(1) Adjusted EBITDA is a non-GAAP financial measure. Refer to the Q3 2024 MD&A for definition and reconciliation of non-GAAP measures.

(2) Q3 2023 results included unusually large wildfire support services.

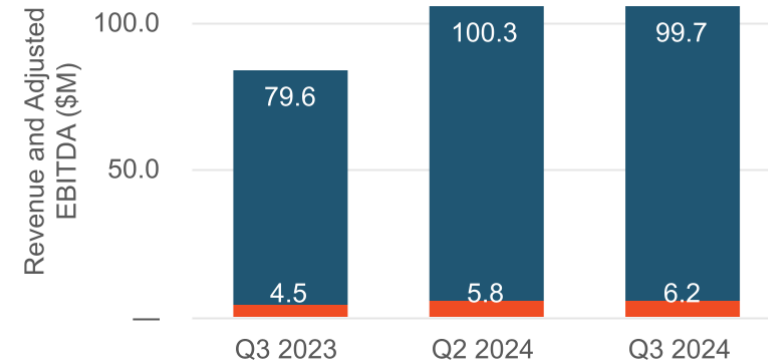
Integrated Facilities Management

A growing Support Services business with an expanding footprint.

IFM

- Positive impact of CMI Acquisition
- Q3 Adjusted EBITDA margins 6.2%
- Labour cost management
- 6%+ margins expected in Q4 and 2025
- Healthy sales pipeline both in Canada and the U.S.
- Active acquisitions program

Revenue & Adjusted EBITDA Trend



dexterra

dexterra
On-Demand

cmi
management
A PART OF DEXTERRA GROUP

dana
hospitality

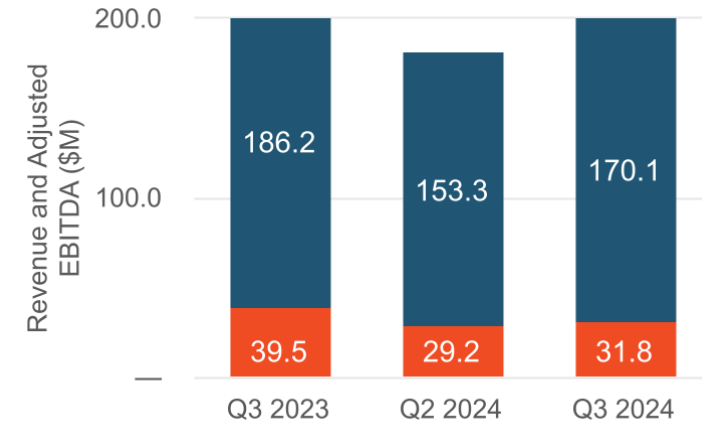
Workforce Accommodations, Forestry, Energy Services

A diversified Support Services and Asset Based Business with a strong client base.

WAFES

- Robust natural resource and infrastructure market activity
- High camp occupancy and >90% asset utilization
- New long-term contracts on-stream
- Lower wildfire support activities than Q3 2023
- Strong margins exceeding 15%

Revenue & Adjusted EBITDA Trend



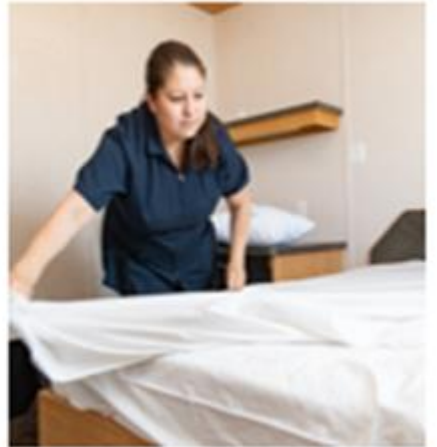
horizon north

OUTLAND

(1) Q3 2023 results included unusually large wildfire support services.

Denise Achonu

Chief Financial Officer

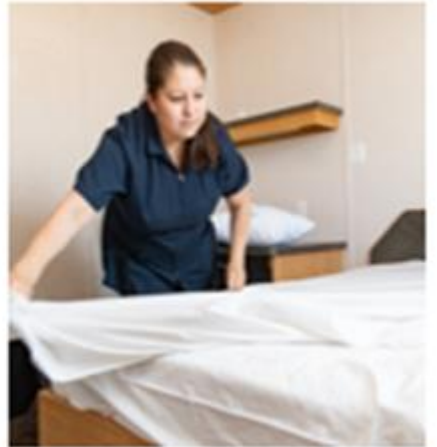


Financial Position

- Annualized Adjusted EBITDA conversion to FCF > 50%
- 3.2 million share buy back program initiated
- Strong balance sheet - debt to EBITDA approximately 1.0X
- Flexibility for acquisitions
- Quarterly dividend to shareholders maintained
- Simplify organizational structure and external reporting

Mark Becker

Chief Executive Officer



Path Forward

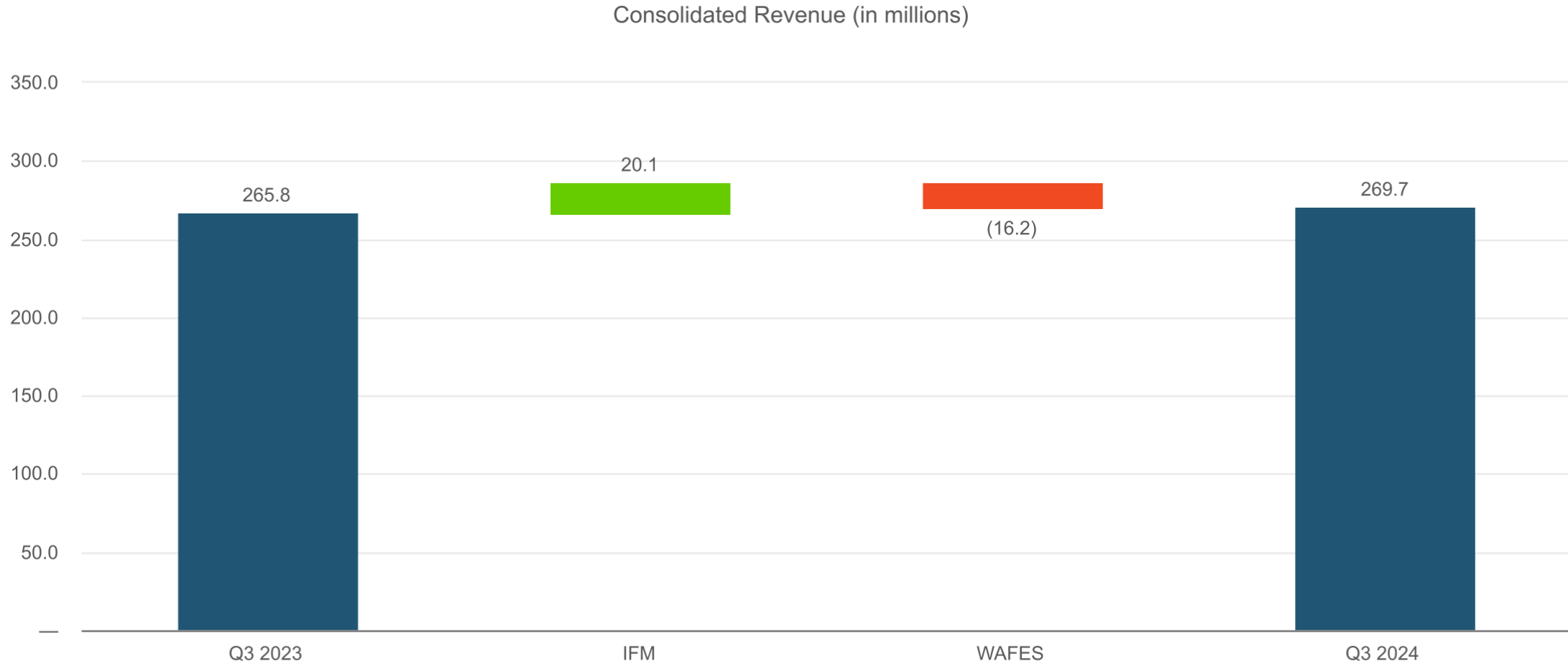
- Continued execution, profitability, and predictable results
- Target return on equity of 15% in the near term
- Strong foundation for profitable growth
- Strong balance sheet

Question & Answer Period

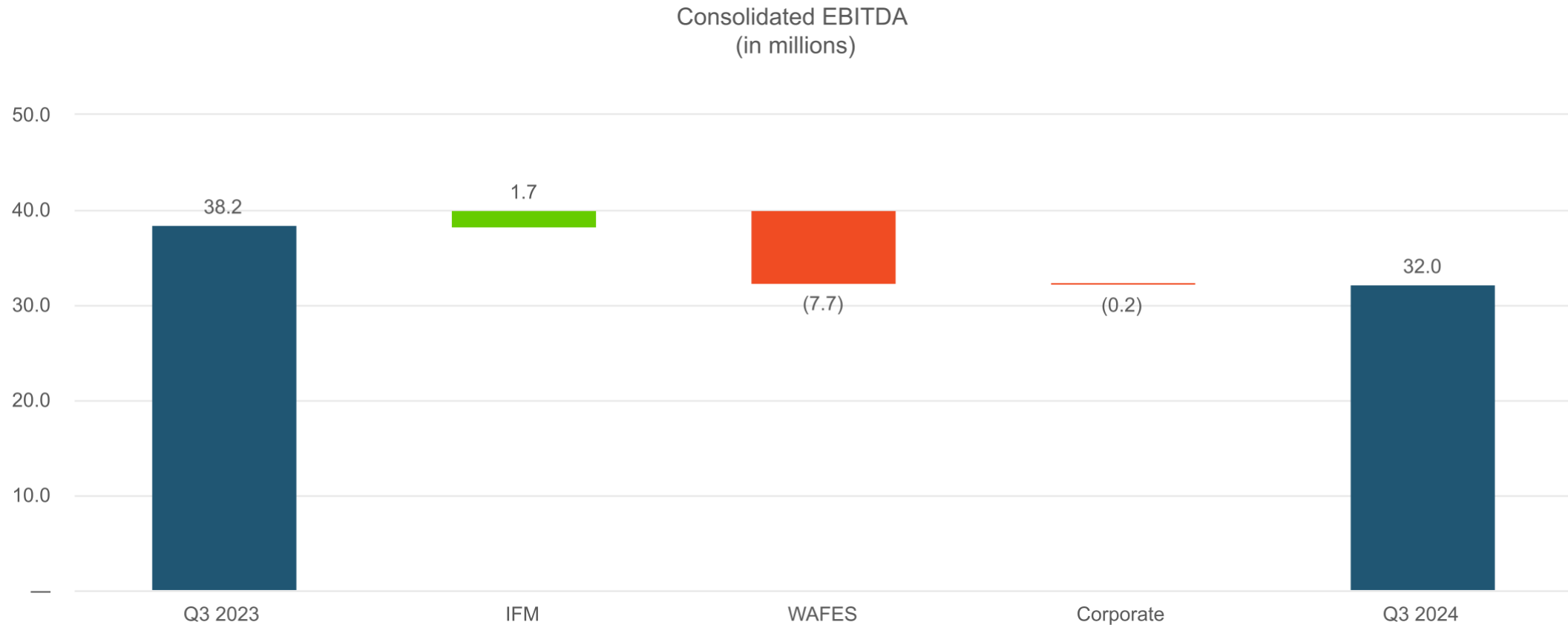
Questions 

APPENDIX I - Supporting Charts

Revenue Reconciliation Q3 2023 vs Q3 2024



Adjusted EBITDA Q3 2023 vs Q3 2024



Revenue Reconciliation Q2 2024 vs Q3 2024



Adjusted EBITDA Q2 2024 vs Q3 2024

