



2025 Annual General Meeting



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.

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 return on equity, Adjusted EBITDA margins and business mix; capital allocation priorities, acquisition strategy; its capital light model, market and inflationary environment expectations, asset utilization, camp occupancy levels, its leverage, discontinued operations, FCF, wildfire activity expectations, U.S. tariff or retaliatory impacts, 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; outsourcing of services trends; reliance on suppliers and subcontractors; cost inflation; U.S. tariff impacts; 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 51% 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 23 to the Financial Statements contained in its most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at [sedarplus.ca](https://www.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 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 from continuing operations 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” or “FCF”, 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 and intangible assets from continuing operations; and “Return on Equity”, calculated as net earnings from continuing operations divided by average total shareholders’ equity. Sustaining capital expenditures included in the definition of Free Cash Flow are replacement expenditures and/or leases necessary to maintain the 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. 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” in Appendix 1 of this Presentation or in the Company’s Management’s Discussion and Analysis for the year ended 2024.

OUR BUSINESS

Creating Client Value Through a Diverse Services Platform

■ Support Services

- **Fully Integrated Facility Solutions** – includes asset life cycle management, building automation, energy management
- **Hard Services** - Facility Maintenance and Repair
- **Remote Services** – hospitality, operations and maintenance services
- **Soft Services** - Janitorial, Hospitality, Food Service

■ Asset-Based Services

- Workforce Accommodations
- Access matting and relocatable structures



Diverse end-markets



Quality, client-centric approach



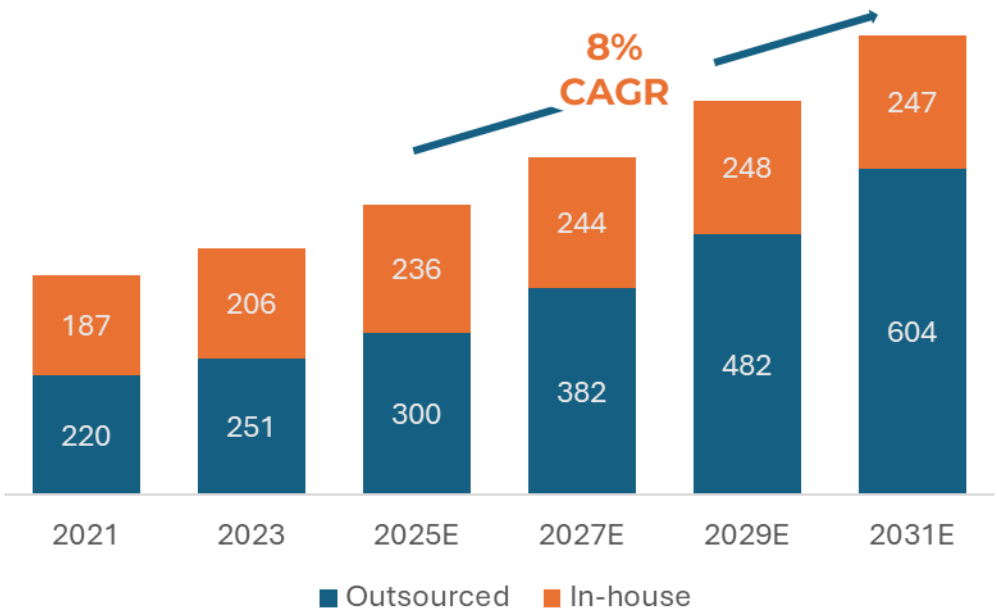
Dynamic & responsive



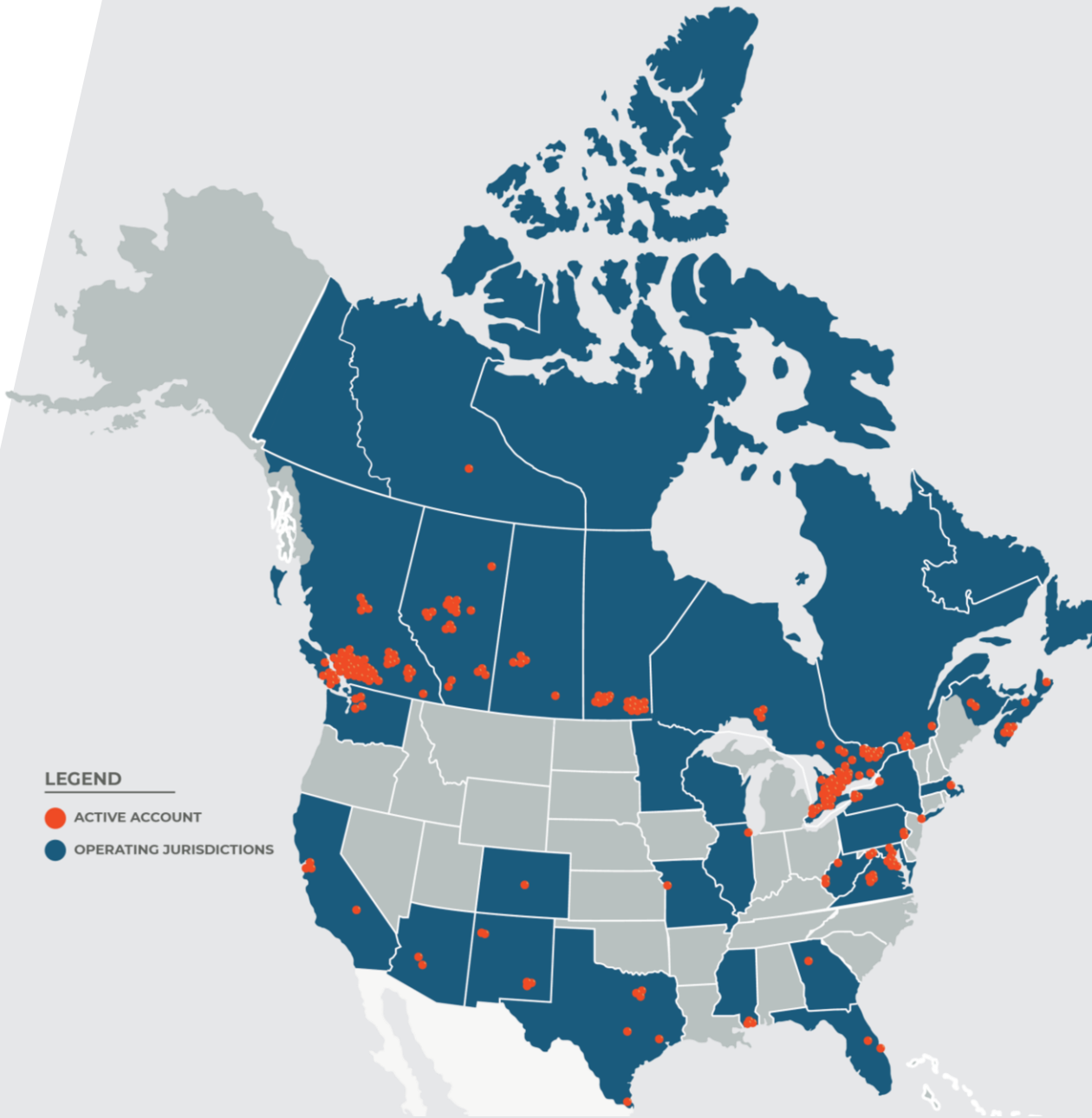
AN EXPANDING PLATFORM

- Large and growing Support Services market
- Building out our North American footprint
- Strategic focus on integrated facility management
- Capital-light, scalable model

North American Market Outlook (in USD Billions)



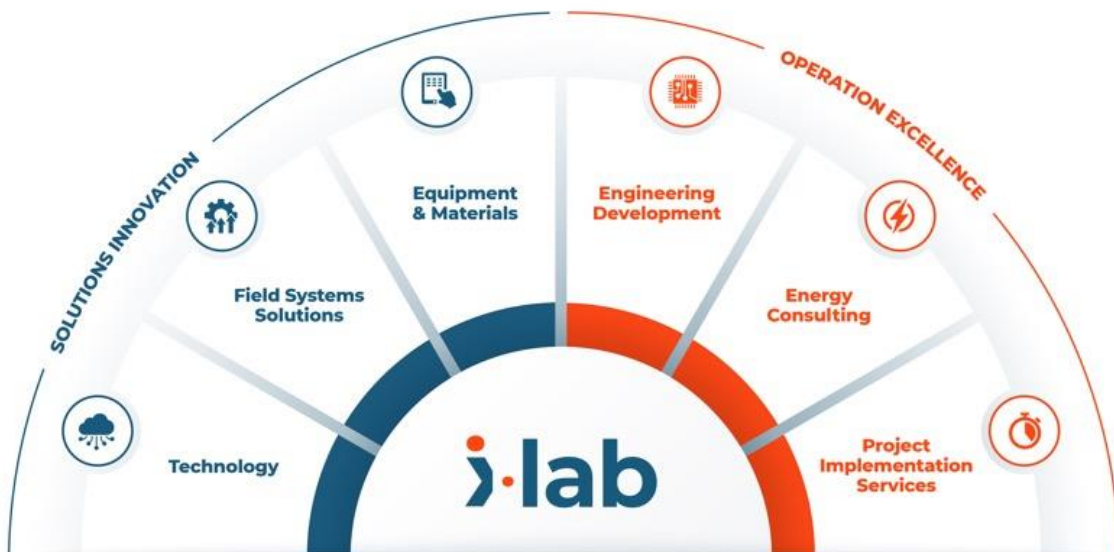
Source: Dexterra Group estimates based on Global Market Insights



TECHNOLOGY AND INNOVATION

- Integrated platforms, where analytics and insights converge, validating service performance
- Asset and lifecycle management
- Predictive labour optimization
- Autonomous & robotic cleaning equipment

Reducing client costs and unplanned disruptions



DEPTH OF EXPERIENCE AND CAPABILITY



Mark Becker
Chief Executive Officer
7 years @ Dexterra
30+ years industry



Jeff Litchfield
President, Remote & Hospitality
Services
12 years @ Dexterra
24 years industry



Denise Achonu
Chief Financial Officer
1.5 years @ Dexterra
24 years industry



Sanjay Gomes
President, Facilities Management
3 years @ Dexterra
24 years industry



JD MacCuish
EVP, Strategy and
Corporate Planning
12 years @ Dexterra
14 years industry



Christos Gazeas
EVP, Legal, General Counsel &
Corporate Secretary
4 years @ Dexterra
17 years industry



Cindy McArthur
Chief Human Resources Officer
11 years @ Dexterra
25 years industry

DEXTERRA VALUES



Accountability

We don't just walk by. We own our successes and setbacks. If we see something wrong, we act to resolve it. If we see something right, we celebrate it.



Trust

Our actions speak louder than our words. Trust is earned through clarity, compassion and competence. It is our commitment to our clients, our colleagues and our communities.



Diversity

Everyone has a voice. Sharing is how we learn. It's how we make progress and move forward as a team.



Partnership

Service is what we sell. By asking for. Listening to and acting on client feedback, we create long-term, successful partnerships.

Our Culture

We focus on **long-term value**.

We are **entrepreneurial** – we think like owners, act with initiative, and take smart risks.

We operate in a **decentralized model** with **accountability**.

We encourage **share ownership** and believe in performance-based rewards.

We believe in **open communication** – no politics.

We do the right thing with **integrity and honesty**.

We are **results-oriented** and **team players** – no egos.

We embrace **continuous improvement** – we learn, we adapt, and we get better every day.

We follow **the Golden Rule**: treat others as we want to be treated.

We balance **hard work** with **focus on our families**.

We believe in **having fun** – at work!

COMMUNITY & STAKEHOLDERS

- Indigenous Partnerships
- Dexterra Stronger Communities
 - Direct company giving (1%-2% of net income)
 - Employee volunteering
 - Educational partnerships
 - Employer-matching donation program for wildfire relief
 - Outland Youth Employment Program

>80

Indigenous
Partnerships

\$13+ million

In Annual
Partnership Business



INVESTMENT HIGHLIGHTS

Established provider
of **Facilities**
Management in a
large and growing
North American
outsourced services
market

Market leader in
diversified remote
services and
Workforce
Accommodations
in Canada

Streamlined and
refocused
business model

Shares
undervalued in
the market



Low Capital, Profitable, Operating
Business Model



Strong Annual Cash Flow &
Balance Sheet



Focus on IFM Growth

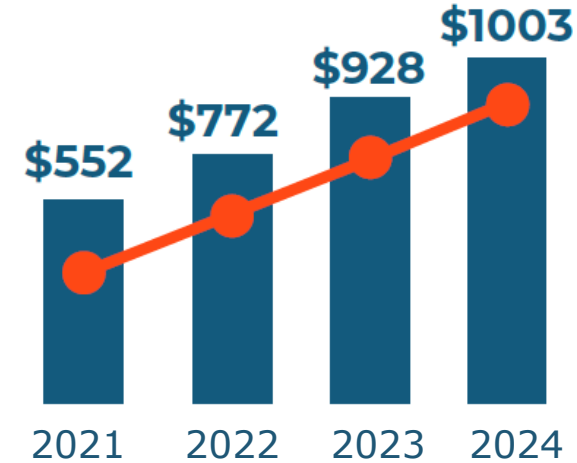


Strong Shareholder Returns,
15% ROE

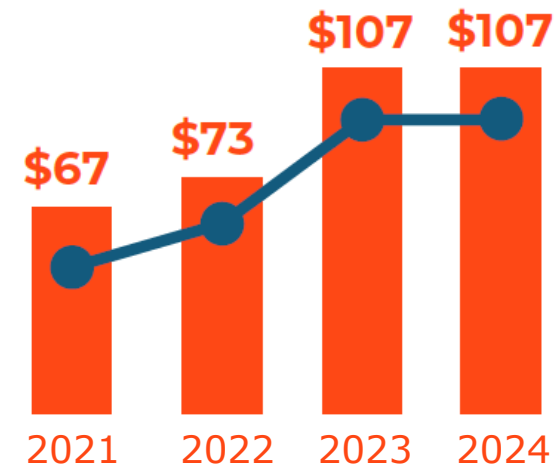
PROGRESS IN 2024

- Record revenue, adjusted EBITDA, and FCF
- Increased Support Services scale and profitability with CMI Management
- Strong returns to shareholders, dividends, and share buybacks
- Strong balance sheet

Revenue in \$ Millions⁽¹⁾⁽³⁾



Adjusted EBITDA in \$ Millions ⁽¹⁾⁽²⁾⁽³⁾



(1) Excludes the results of the Modular Solutions business ("Modular") which was sold August 30, 2024.

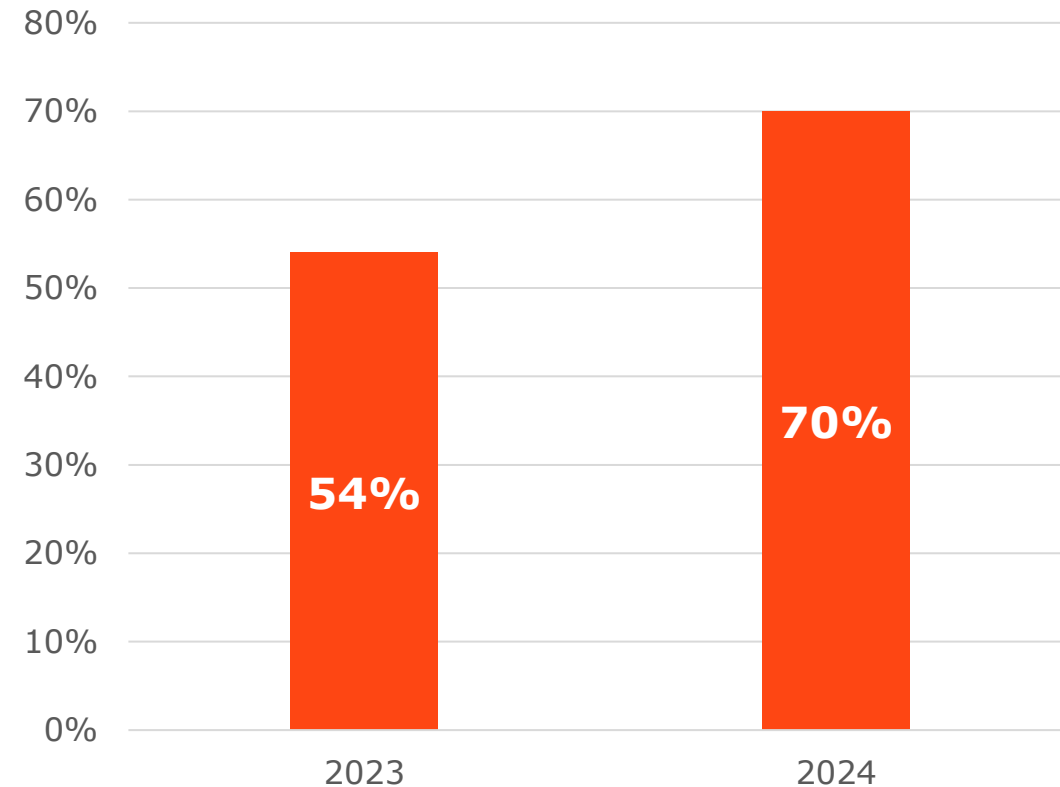
(2) Adjusted EBITDA is a non-GAAP financial measure.

(3) 2023 results included unusually large wildfire support services.

FINANCIAL STRENGTH AND WELL-FINANCED

- Credit facility provides flexibility
- FCF conversion >50%
- Capital Allocation Priorities
 - Maintain the dividend
 - Sustaining and limited high return capital
 - Opportunistic share buy-backs
 - Accretive acquisitions

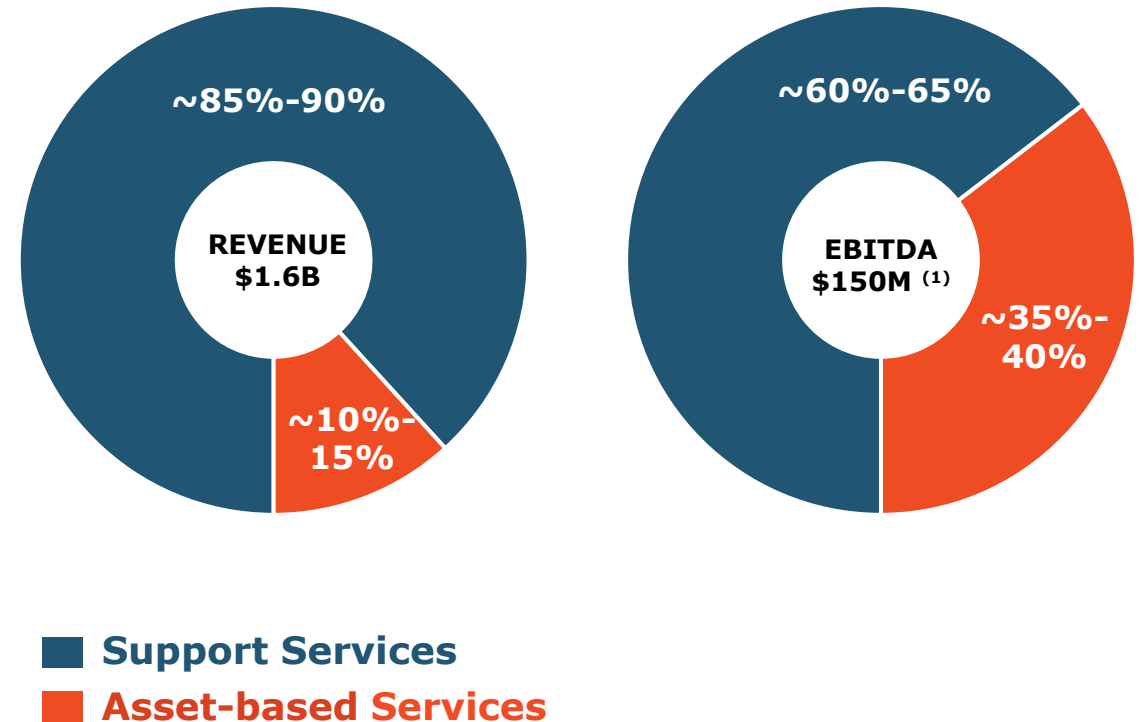
Free Cash Flow (FCF) Conversion of Adjusted EBITDA from Continuing Operations



OUR STRATEGY AND VISION GOING FORWARD

- Profitable organic growth and accretive M&A
- Expanding our Support Services platform
- Building scale in integrated facility management
- Supporting remote and ABS business
- Robust shareholder returns

Aspirational Growth Goal and Business Mix



(1) Net of corporate costs.

NEAR-TERM PRIORITIES

- Strong operating performance
- Manage tariff impacts and monitor market uncertainties
- Organic growth
- Evaluate potential acquisitions
- Renew NCIB
- Communicate our sustainability story
- Deliver shareholder value



Question & Answer Period



We've been serving North American clients for over 75 years. The companies that began independently, and now form Dexterra Group, have an outstanding record of supporting the infrastructure and built assets that play a vital role in our society. We bring the right teams with the right skills together – offering both experience and regional expertise so companies can operate their day to day, confidently and successfully.

dexterra.com

TSX:DXT

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Reconciliation to non-GAAP measures

The following provides a reconciliation of non-GAAP measures to the nearest measure under GAAP for items presented:

	('000's)	2021	2022
Total Revenue		733,380	971,517
Less:			
Modular Solutions		181,701	199,611
Proforma Revenue		551,679	771,906

	('000's)	2021	2022
Adjusted EBITDA (1)		80,755	64,725
Less:			
Modular Solutions Adjusted EBITDA (Loss)		13,322	(8,133)
Proforma Adjusted EBITDA		67,433	72,858

Note 1: Refer to the reconciliation of non-GAAP Measures in the Management Discussion and Analysis for Q4 2024 and Q4 2023.