dexterra GROUP

INVESTOR PRESENTATION

September 2025

dexterra | dana hospitality | horizon north | OUTLAND | cmi management

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, expected benefits from the Right Choice Camps and Catering acquisition and Pleasant Valley Corporation investment, 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. 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.

COMPANY OVERVIEW: (TSX:DXT)

What we do

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

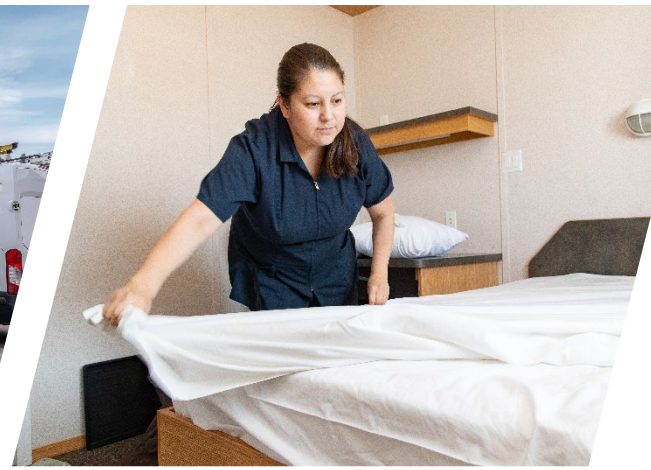
Market View

$600 million
Market capitalization

$800 million
Enterprise value

62.2 million
Shares outstanding (1)

50%+
owned by Fairfax Financial Holdings



(1) Shares outstanding relates to shares outstanding as of July 31, 2025

OUR BUSINESS

Creating Client Value Through a Diverse Services Platform

Support Services

- **Integrated Facility Solutions** – including asset life cycle management, building automation, energy management
- **Hard Services** - facility maintenance and repair
- **Soft Services** - janitorial, hospitality, food service
- **Remote Services** - hospitality, operations, maintenance and forestry services

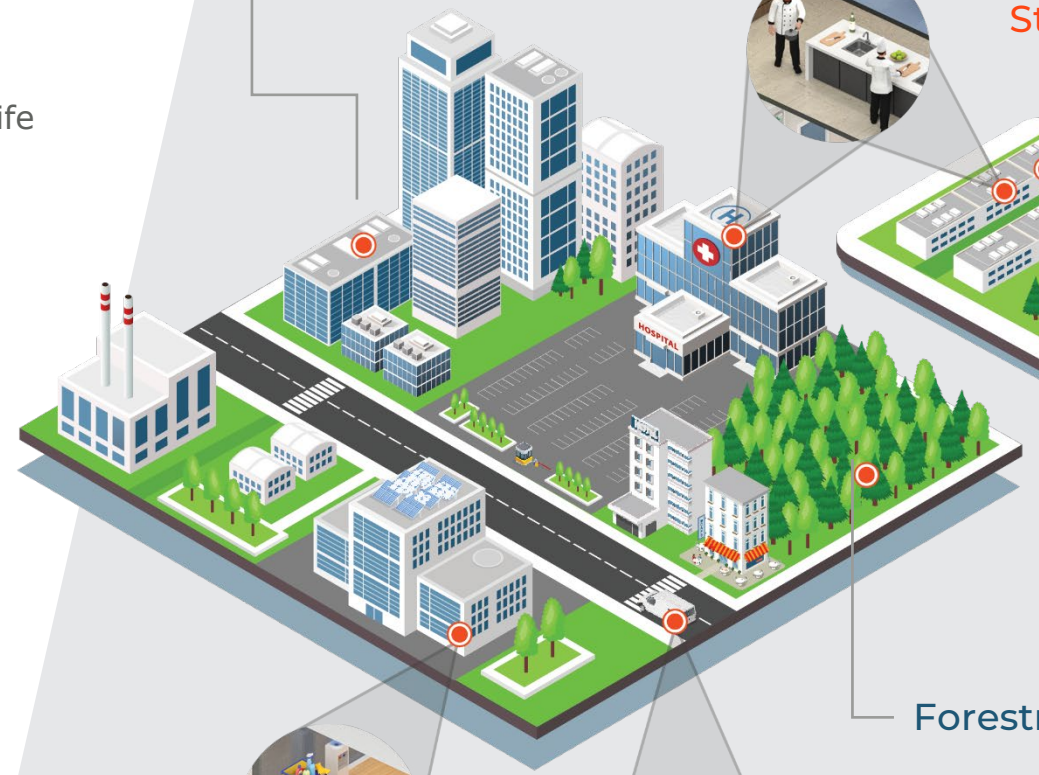
Asset-Based Services

- Workforce accommodations
- Access matting and relocatable structures

Diverse end-markets

Quality, client-centric approach

Dynamic & responsive



Remote & Hospitality Services

Integrated Facility Solutions

Workforce Accommodation Structures

Access Matting & Relocatable Structures

Forestry Services

Facility Maintenance & Repair

Janitorial & Cleaning

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

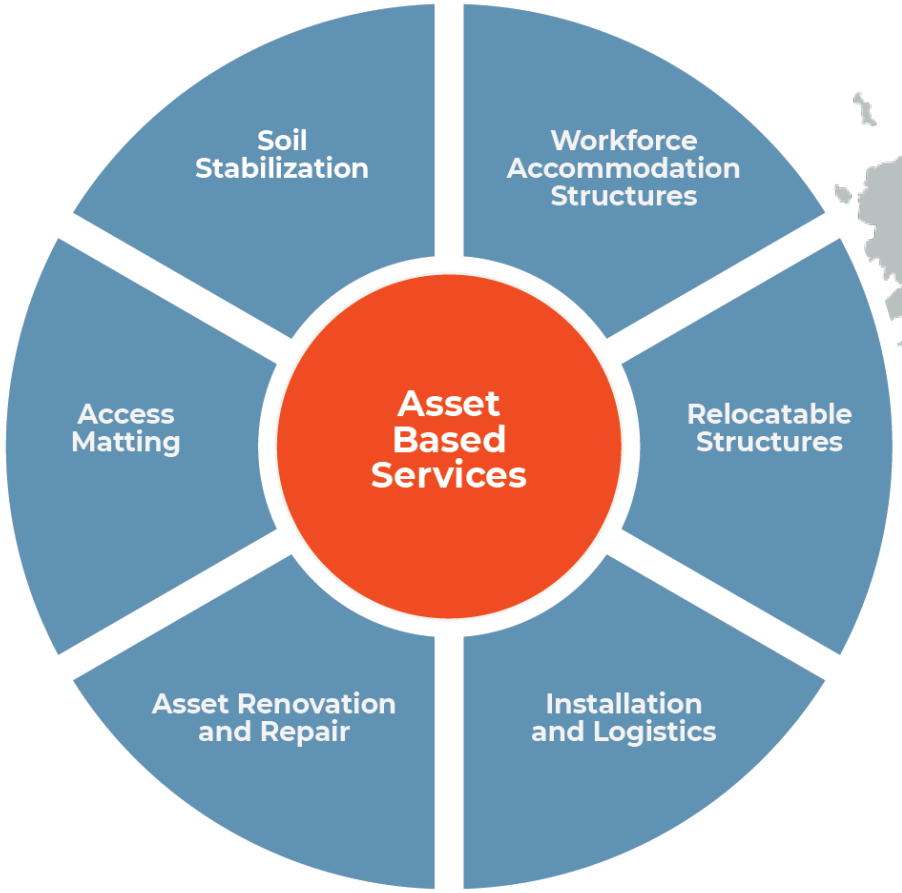
SUPPORT SERVICES

WHERE WE DO BUSINESS

KEY CLIENT SECTORS:

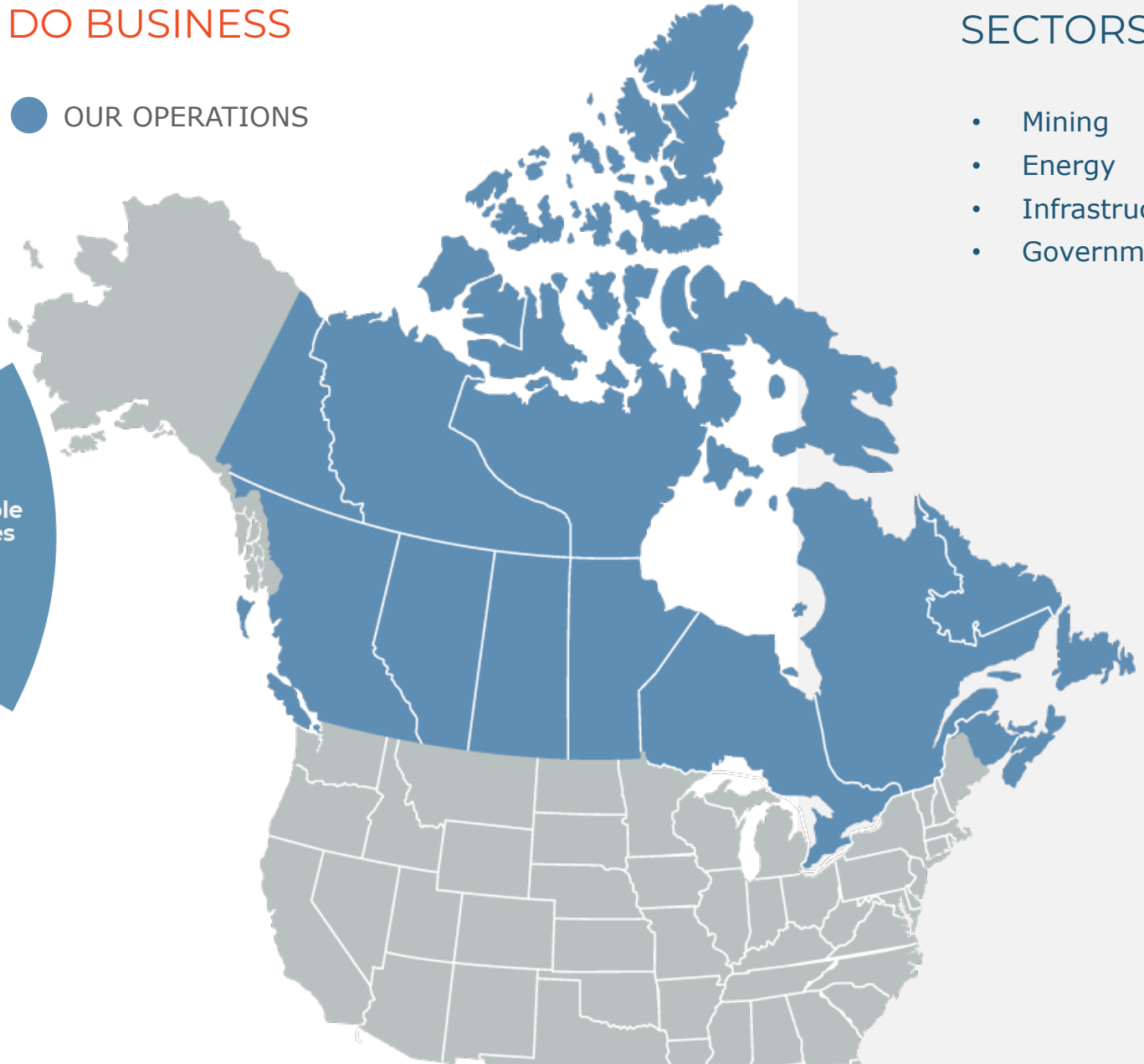
- Aviation
- Commercial
- Industrial
- Government
- Defence & Security
- Education
- Healthcare
- Hotels & Leisure
- Natural Resources
- Rail / Transit
- Retail

ASSET-BASED SERVICES



WHERE WE DO BUSINESS

OUR OPERATIONS



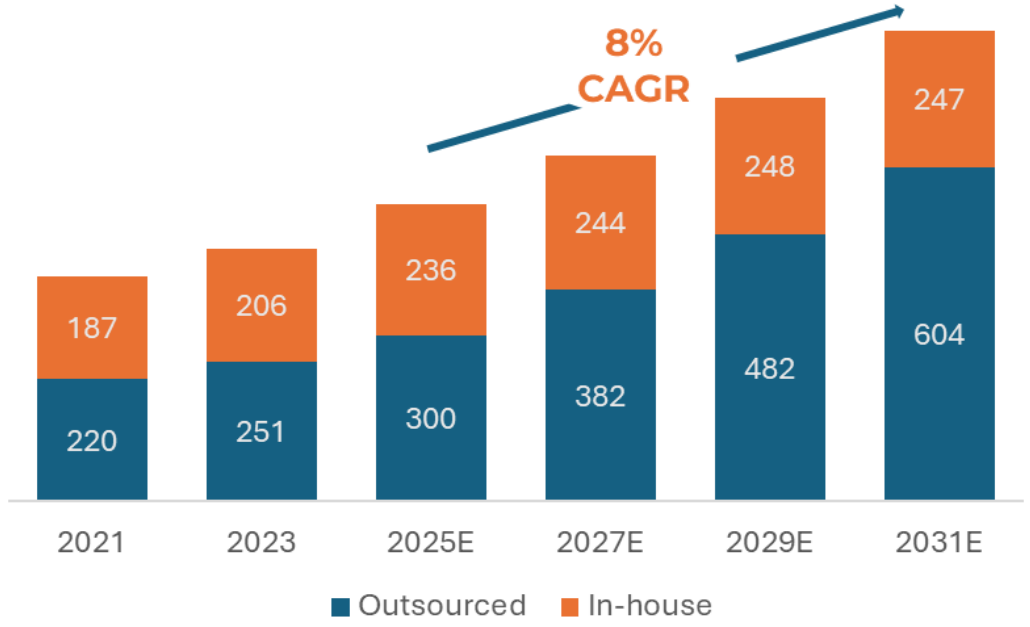
KEY CLIENT SECTORS:

- Mining
- Energy
- Infrastructure
- Government agencies

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
- **Diverse base** of over 400 clients
- Investing in **sales capabilities and technology**

North American Market Outlook (in USD Billions)



Source: Dexterra Group estimates based on Global Market Insights

PLEASANT VALLEY CORPORATION

Building Our U.S. Platform

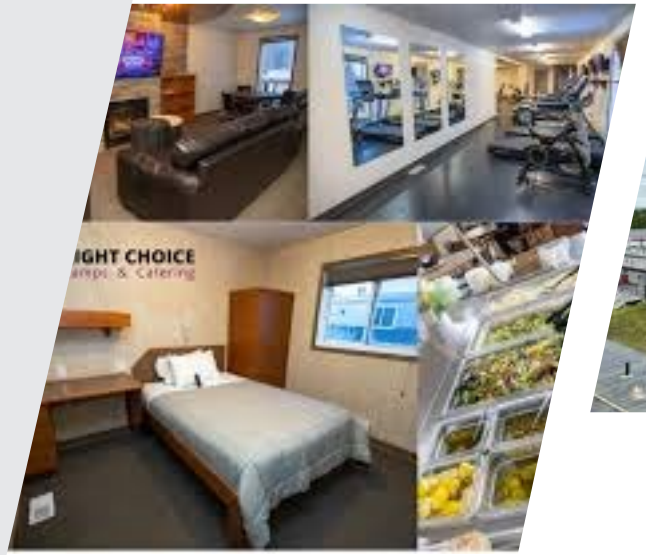
- **U.S.-wide provider** of FM/IFM services
- Complementary **distributed service model**
- **Proprietary technology** and platform to **scale U.S. operations**
- 40% initial interest
- **Option to acquire balance** as early as Q3 2027
- **Aligned reputation, culture**, and **values**
- Family-run business – **staying involved long term**
- Significant **growth potential**
- **New President, Dexterra USA**
- Closed July 31, 2025

Pleasant Valley CORPORATION

RIGHT CHOICE CAMPS & CATERING

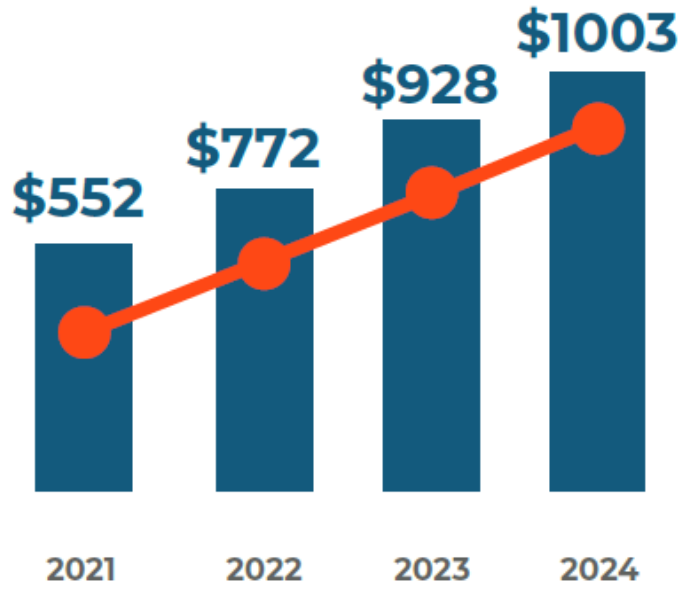
Full-service workforce accommodation solutions provider based in Western Canada

- Operating in Montney/Duvernay region
- ~2,000 beds of **modern, quality equipment**
- **Immediate uplift** of ~$75M in annual Revenue and **~$15M in Adjusted EBITDA**
- **Leverage underutilized equipment** to support **future growth and diversification**
- **Reinforces** Dexterra's **leading market position**
- Closed August 31, 2025

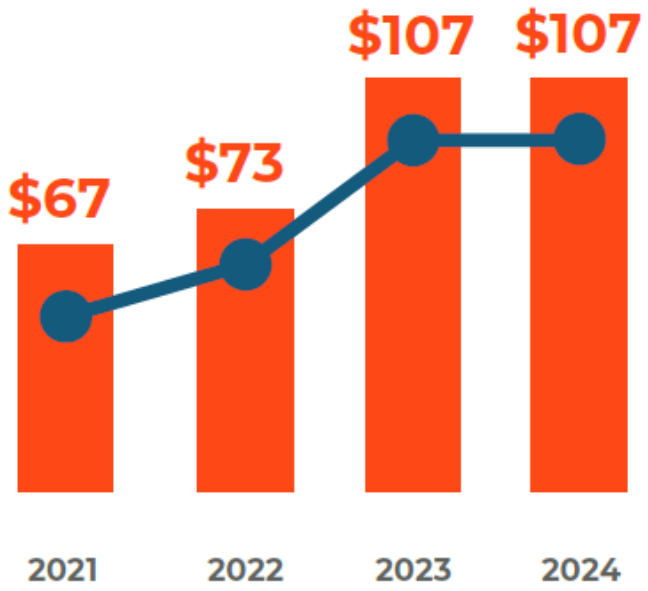


FINANCIAL PERFORMANCE

Revenue in $ Millions[1][3]



Adjusted EBITDA in $ Millions[1][2][3]



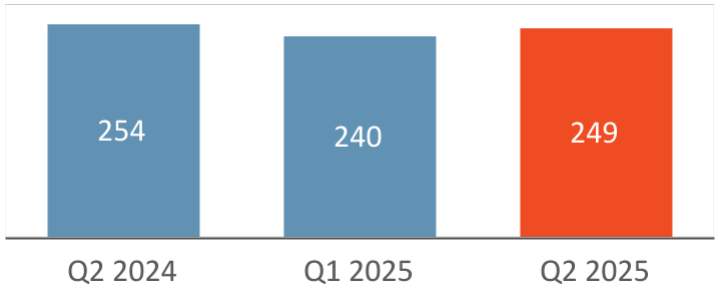
(1) Excludes the results of the Modular Solutions business ("Modular") which was sold August 30, 2024.
(2) Adjusted EBITDA is a non-GAAP financial measure.
(3) 2023 results included unusually large wildfire support services.

PROGRESS ON 2025 BUSINESS PLAN

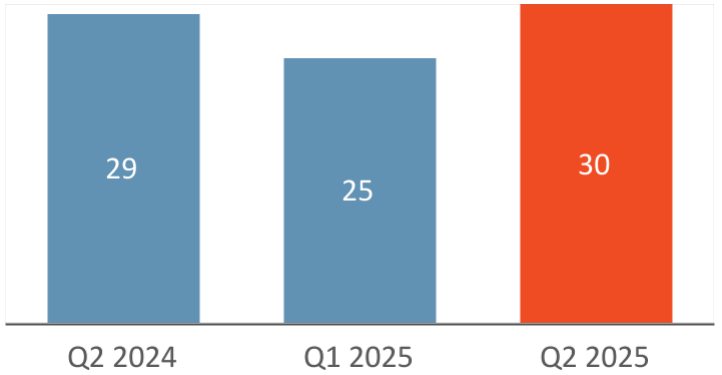
Q2 Highlights

- **Strong** Support Services and Asset-Based Services **EBITDA**
- **Return on Equity of 15%**
- **Returned $9 million to shareholders** through a combination of share buybacks and dividends
- **Resiliency** in current economic environment

Revenue Trend ($M)



Adjusted EBITDA[(1)] Trend ($M)



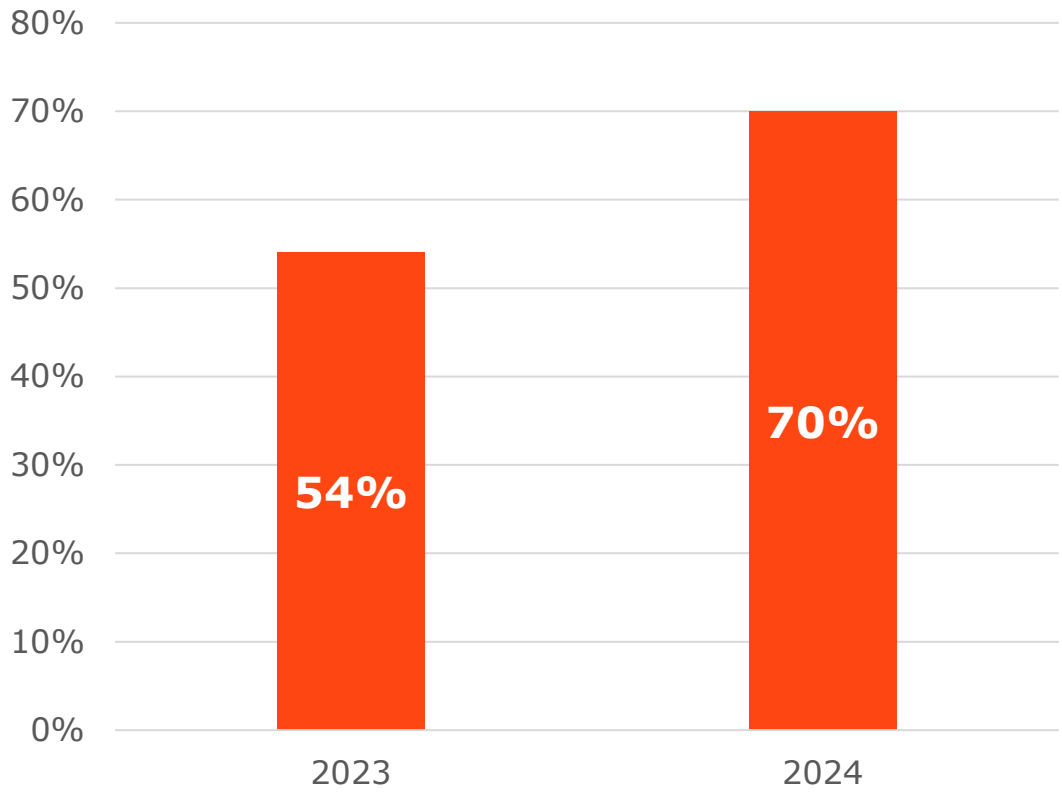
(1) Adjusted EBITDA is a non-GAAP financial measure. Refer to the Q2 2025 MD&A for definition and reconciliation of non-GAAP measures.

FINANCIAL STRENGTH AND WELL-FINANCED

- Adjusted EBITDA **conversion to FCF to continue to exceed 50%**
- **Increased credit facility** limit to $425 million with **improved pricing**
- **14% increase in annual dividend** to $0.40 per share
- **Renewal of NCIB** for 3.1 million shares
- Remaining **opportunistic with share buybacks**
- Debt to Proforma[(1)] Adjusted EBITDA **<1.75x by year end**

(1) Based on full year inclusion of investments in Pleasant Valley Corporation and Right Choice Camps and Catering.

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



Free Cash Flow and Adjusted EBITDA definitions are included in slide 2 of the presentation.

OUR COMPETITIVE ADVANTAGE

- Long history and established base of delivering single-service FM and complex IFM contracts
- Market leader of Workforce Accommodations in Canada
- Community engagement, 80+ Indigenous partnerships
- Diversified clientele across a breadth of sectors

Powered by People

Our business is people. We put the right people in the right places to create seamless experiences and ensure the success of the day-to-day operations of our clients.

Innovative Solutions

No two clients are the same. We adapt, customize and create solutions that address unique infrastructure or operational requirements.

Strategic Partnerships

Establishing intelligent partnerships with strategically relevant stakeholders

Client-centric Approach

We always take a client-centric approach in the development and delivery of our services.

Enduring Performance

Service is in everything we do. Whether it's a challenging budget or environment, we'll find the right solution for your business – delivering the highest-quality service and safety.

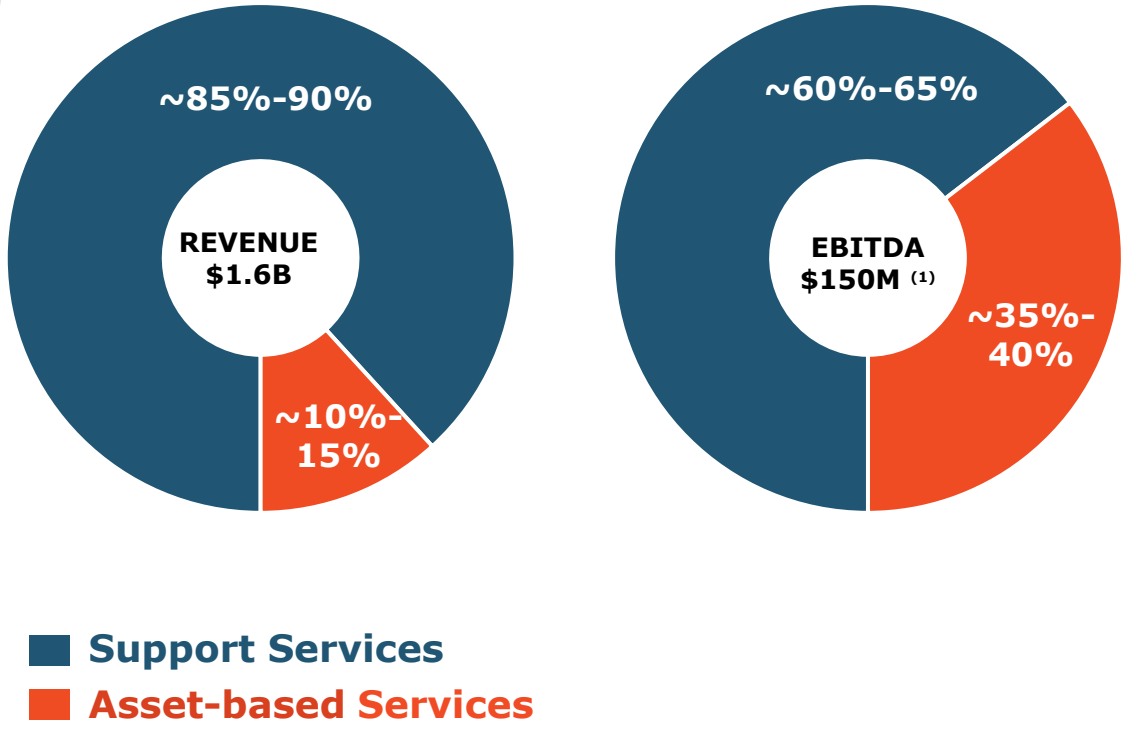
Regional Expertise

We are wherever you need us to be. With our decades of experience, you can rely on us for extensive knowledge and expertise in your specific region.

OUR STRATEGY AND VISION GOING FORWARD

- **Building our Support Services platform** – technology-enabled, scalable, capital-light, advantaged EBITDA margins
- Supporting and growing our leading **high-margin remote and ABS business**
- **Innovative solutions for emerging client needs** – building performance, data-driven insights, superior customer experience
- **Delivering on organic growth**
- **Accretive and opportunistic acquisitions** that deliver IFM capability, technology and scale
- **Robust shareholder returns** – 15% Return on Equity goal in the near term

Aspirational Growth Goal and Business Mix



(1) Net of corporate costs.

PRIORITIES

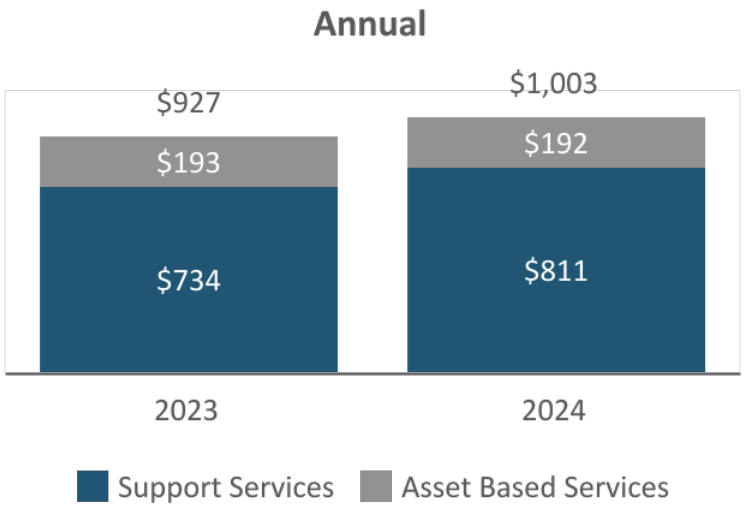
- **Continued strong execution,** delivery of profitability and predictable results
- **Onboard and realize benefits** from recent strategic acquisitions
- **Build out our U.S. platform**, focused on expanding FM/IFM opportunities
- **Manage tariff impacts** and **monitor market uncertainties**
- **Investment in people, technology, and partnerships** to cultivate our competitive advantage and support growth
- **Sustainability** – safety excellence, foster community engagement and investment
- **Shareholder value** – maintain increased dividend, selective high-return capital investments, accretive M&A and opportunistic share buybacks

Appendix

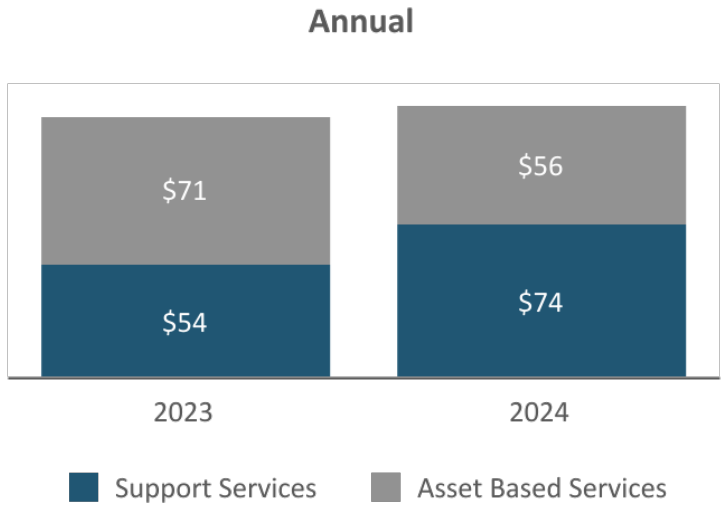
PROGRESS IN 2024

- Record revenue and Adjusted EBITDA
- Positive returns to Shareholders
- Repositioning to Support Services and Asset Based Services
- Increased Support Services scale and profitability
- Acquired CMI Management, LLC, an IFM U.S. business
- Divested of the Modular business
- 3.2 million share buy back program initiated
- Strong balance sheet

Revenue Trend [1] (in millions)



Adjusted EBITDA Trend[1][2] (in millions)



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

(2) Adjusted EBITDA is a non-GAAP financial measure. Excludes Corporate expenses of $23 million in 2024 (2023 - $18 million) Refer to the 2024 MD&A for definition and reconciliation of non-GAAP measures.

EXECUTIVE LEADERSHIP TEAM

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

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

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

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

David Lambert
President, Dexterra USA
Joined in 2025
24 years industry

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

BOARD OF DIRECTORS

R. William McFarland[1][2]
Chair of the Board
Toronto, Ontario

Mary Garden[1][2]
Victoria, British Columbia

David Johnston[2][3]
Ottawa, Ontario

Simon Landy[1][3]
Toronto, Ontario

Mark Becker
Toronto, Ontario

Kevin Nabholz[2][3]
Calgary, Alberta

Russell Newmark[1][3]
Inuvik, Northwest Territories

Tabatha Bull[2][3]
Toronto, Ontario

Toni Rossi[1][3]
Toronto, Ontario

(1) Audit Committee Member
(2) Corporate Governance and Compensation Committee Member
(3) Enterprise Risk Management Committee Member

THE CORE VALUES WE LIVE BY

Accountability

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

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.

Trust

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

Our Culture – *The Dexterra Difference*

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!

GUIDING PRINCIPLES

Client-centric approach

Sustainable, long-term profitable growth

Decentralized model

Focus on continuous improvement

Disciplined financial management and well financed

Promote safety culture

Support indigenous relationships & communities

Strong shareholder returns and stakeholder value

Strong employee engagement

TECHNOLOGY AND INNOVATION

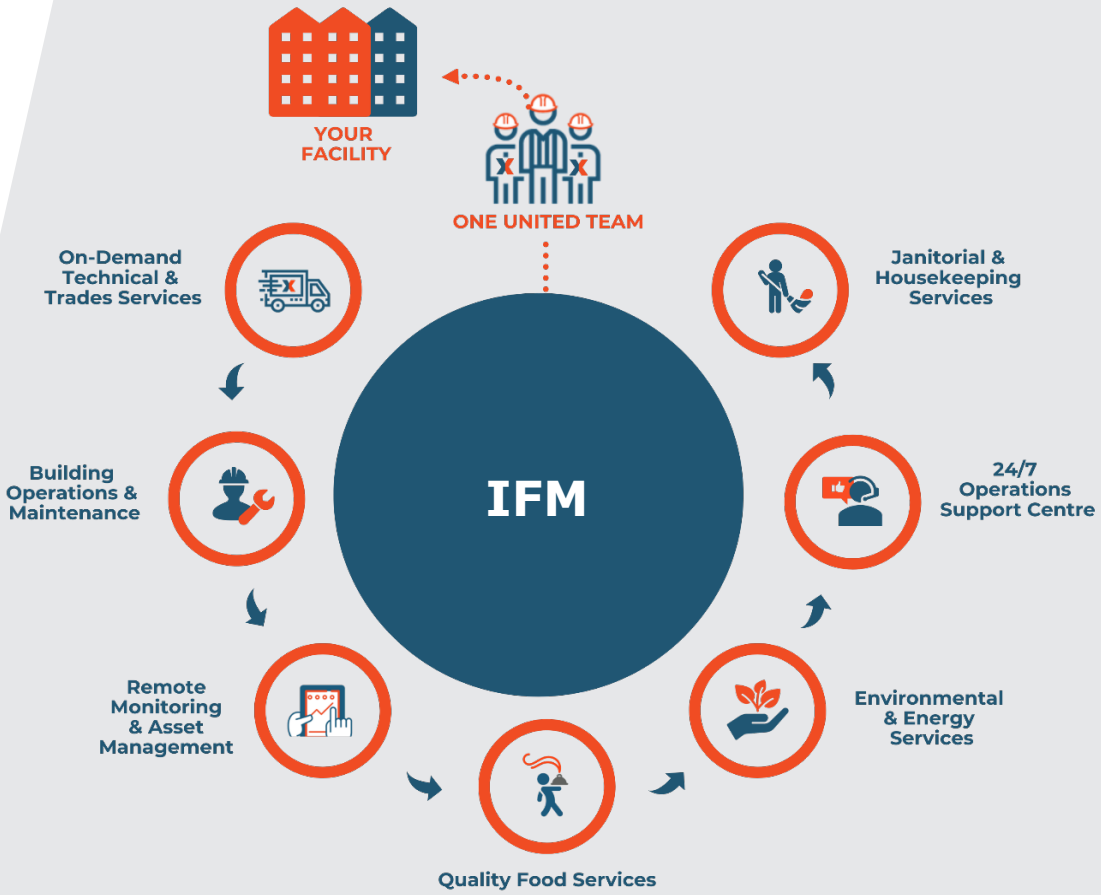
- Integrated platforms, where analytics and insights converge, validating service performance
- Asset and lifecycle management
- Predictive labour optimization
- Autonomous & robotic cleaning equipment

Reducing client costs and unplanned disruptions

SUPPORT SERVICES STRATEGY

IFM is a Key Driver of Growth

Fully Integrated Relationships	• Strong organic growth prospects • Technology enabled
Investments	• Investment in the resources and tools necessary for accelerated organic growth and the delivery of a multi-year acquisition program to increase capabilities and scale. • Partnerships
U.S. Expansion	• Organic growth and accretive strategic acquisitions to add scale and capability
Energy Management Capabilities	• Expand our energy management services in support of clients on their journey to "net-zero"



OUR SUPPORT SERVICES CONTRACTS

Typical nature of contracts

Service Types
Single service and complex multi-service

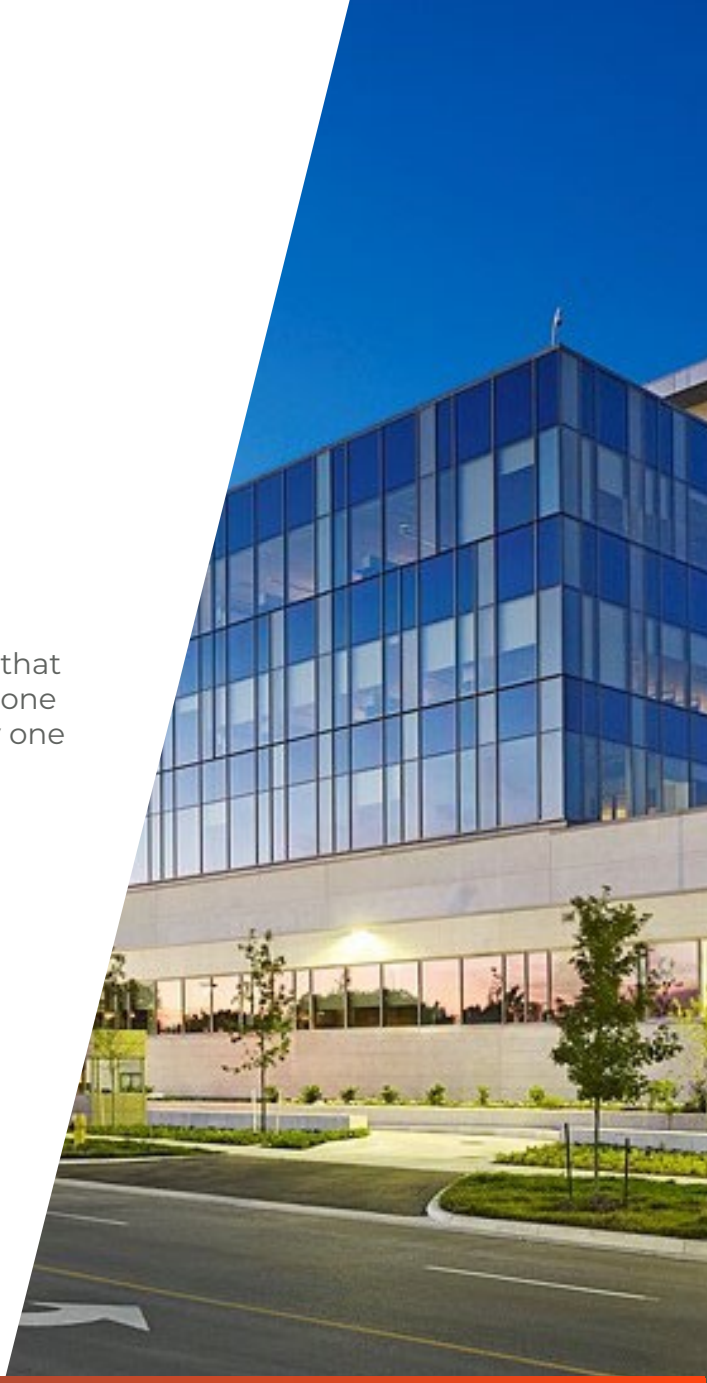
Pricing Models
Ranges from fixed price, cost-reimbursable, and schedule of rates. Most contracts provide opportunity for additional work and special services over and above the scope of the base contract. Contracts also provide the ability to pass on inflation escalations to clients over time.

Integrated
Complex, multi-service contract that consolidates all FM services into one contract to be self-performed by one outsourced team.

Procurement Process
Sole source and competitive RFP process, particularly for government and institutional clients.

Seasonality
Project work, food services for educational institutions and forestry can be seasonal in nature.

Length of Contract
Typically, 3 to 5 years and longer for P3 projects.



ASSET-BASED SERVICES STRATEGY

Key Drivers of Growth

Maintain & Build Market Share	• Strong relationships with key institutions and partners in the natural resource sector • Protect our foundation, grow market share and position by delivering great service
Explore International Expansion	• Assess expansion of operations, turnkey lodges and other services outside of Canada

Our Leadership Advantage

- National footprint active in all the major resource development regions
- Proactive relationship building with key vendors and partners
- Significant investments in Indigenous partnerships, communities, and employment
- Full turnkey provider offers potential for bundling multiple services
- Strong reputation known for quick response times, successful execution of scopes, and dependable services

2024 SUSTAINABILITY SNAPSHOT

The following highlights from 2024 reflect achievements in the areas that matter to Dexterra and our stakeholders, including our clients, employees and the communities we serve.

STRONGER BUSINESS, STRONGER ENVIRONMENT AND STRONGER COMMUNITIES.

Powered by passionate people, we deliver solutions for the management and operation of infrastructure that strengthen our clients, communities and economies.

Please see Dexterra Group's 2024 Sustainability report on our website for more details.

STRONGER ENVIRONMENT

24+ million
trees planted in forestation projects.[1]

24,990
plastic water bottles eliminated through guest bulk water program.[2]

84,000
meals saved (34.8 tons of food waste reduced) with Winnow technology.[3]

1,060 KG
organics converted into compost with FoodCycler program.[4]

STRONGER COMMUNITIES

$100,000
donated to go towards Stronger Communities initiatives.

$40,000+
contributed in sponsorships and financial support through our Employee Resource Groups.[5]

87
Canadian community organizations supported since 2021 through our Stronger Communities Drive.

75%
of employees required to complete diversity, equity and inclusion training completed the training in 2024.[6]

STRONGER BUSINESS

2,320
net new employees hired, 47% of which were women.

91%
of surveyed employees take pride in working at Dexterra.

6,024
front-line employees completed online training.

$16 million+
in Indigenous business partnership distributions.

$147,000+
in donations to Indigenous communities through our partnerships (an increase of 6.7% since 2022).

75%
spend with local vendors.[7]

6%
of overall spend with diverse suppliers.[8]

1. Data for tress planted in 2024 for forestry clients provided by RHS division.
2. Bulk water bottle purchase data provided by Gordon Food Services for 2024.
3. Food waste reduction data provided by Winnow, our third-party service provider for food waste solutions. Accounts for data from 17 kitchens within our hospitality services division. Accumulated equivalent meals savings: weight savings / 400g per meal.
4. FoodCycler food waste data estimated based on # of cycle runs and 'weight of input' is based on volume of container assuming each container is full per cycle.
5. Spend data is based on $510 million annual spend for the 2024 fiscal year.
6. Data tracked on Dexterra Group's Learning Management System and is inclusive of salaried employees only.
7. Spend data is based on $510 million annual spend for the 2024 fiscal year. Local is defined as purchases being made within the same Province where Operations occur.
8. Diverse spend data is based on voluntary attestation of diverse category by our suppliers.

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

stronger communities

dexterra community initiatives

PAIR BRONZE
PARTNERSHIP ACCREDITATION IN INDIGENOUS RELATIONS

AWARDS & CERTIFICATIONS

RECENT M&A ACTIVITY

January 2022

Acquired Dana Hospitality LP for $31.5 million. This transaction brought an established and unique culinary and hospitality brand.

Acquired TRICOM Facility Services group of companies for $19 million. TRICOM added scale to our IFM business and provided a presence in key U.S. markets.

January 2023

Acquired VCI Controls for $4.2 million which expanded our offerings to include building automation controls and energy efficient solutions.

February 2024

Acquired CMI for US$23 million, expanding our IFM platform further in the U.S. with federal government contracts and commercial clients.

August 2024

Sold our Modular Solutions business unit for $40 million.

July 2025

Acquired a 40% investment in PVC for US$58.3 million, with the option to acquire the remaining 60% in Q3-2027, adding significant scale and capability to U.S.-based facility management business.

August 2025

Signed purchase agreement to acquire Right Choice for $67.5 million, expected to close August 31, 2025.

dexterra GROUP

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
IR Contact: Denise Achonu, Chief Financial Officer
Email: denise.achonu@dexterra.com

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