



INVESTOR PRESENTATION

January 2026



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, Free Cash Flow, 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](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 the Company’s Management’s Discussion and Analysis for the year ended 2024 and nine months ended September 30, 2025.

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

\$700 million

Market capitalization

\$900 million

Enterprise value

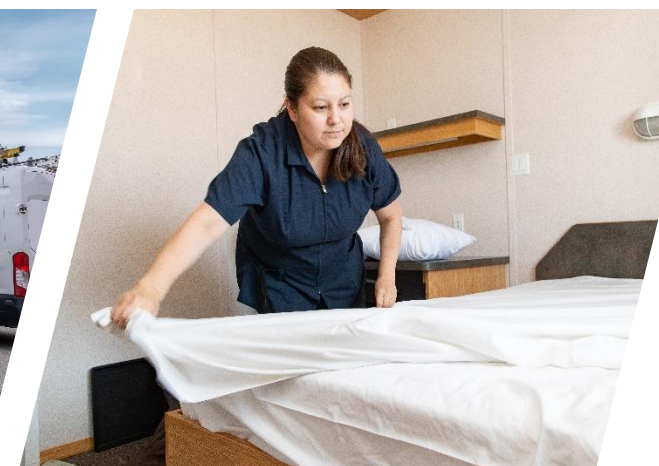
62.2 million

Shares outstanding ⁽¹⁾

50%+

owned by Fairfax
Financial Holdings

(1) Shares outstanding relates to shares outstanding as of October 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**



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:



- OPERATING JURISDICTION
- HEAD OFFICE



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

Mississauga
Ontario, CA

Alexandria
Virginia, USA

ASSET-BASED SERVICES

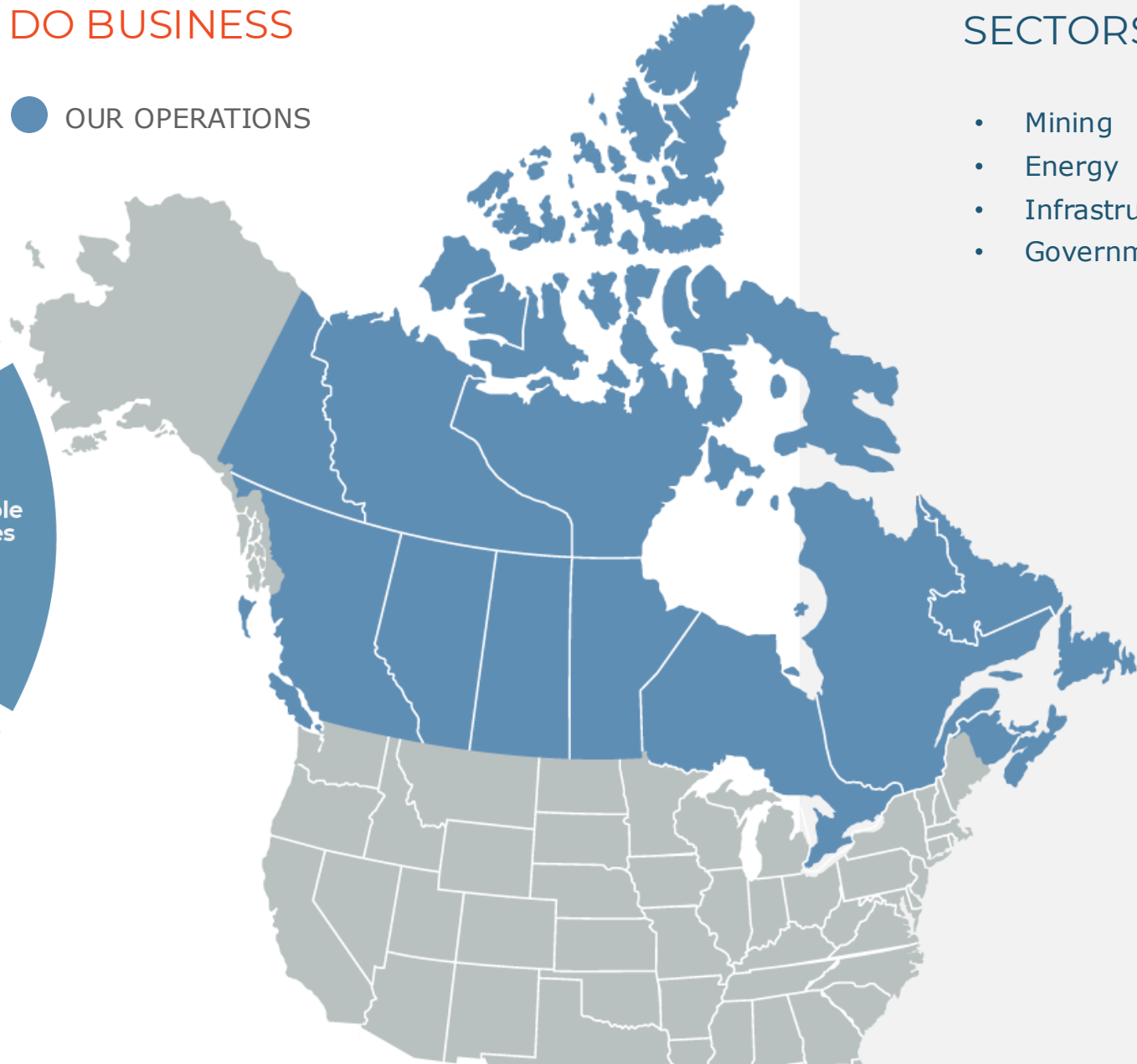
WHERE WE DO BUSINESS

● OUR OPERATIONS



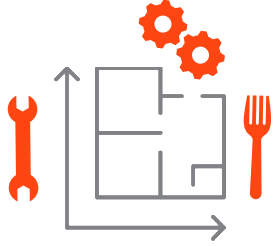
KEY CLIENT SECTORS:

- Mining
- Energy
- Infrastructure
- Government agencies



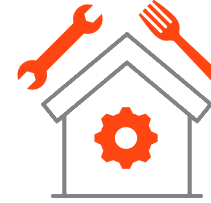
REMOTE SERVICES & WORKFORCE ACCOMMODATIONS

Turn-key Lodges



Client-dedicated facilities where Dexterra is contracted to provide a complete turn-key solution, including mobilization, set-up, and rental of workforce accommodations equipment based on client's size and configuration requirements, as well as the provision of food service, operations, and management of the facility.

Lodge Operations and Management



Facilities where Dexterra is contracted to provide food service, operations, and management of client-owned and dedicated facilities.

Open Lodges



Dexterra-owned, operated, and managed lodges that are contracted to multiple clients on a per-day occupancy basis. Occupancy contracts can be short or long-term.

Lodge Rental

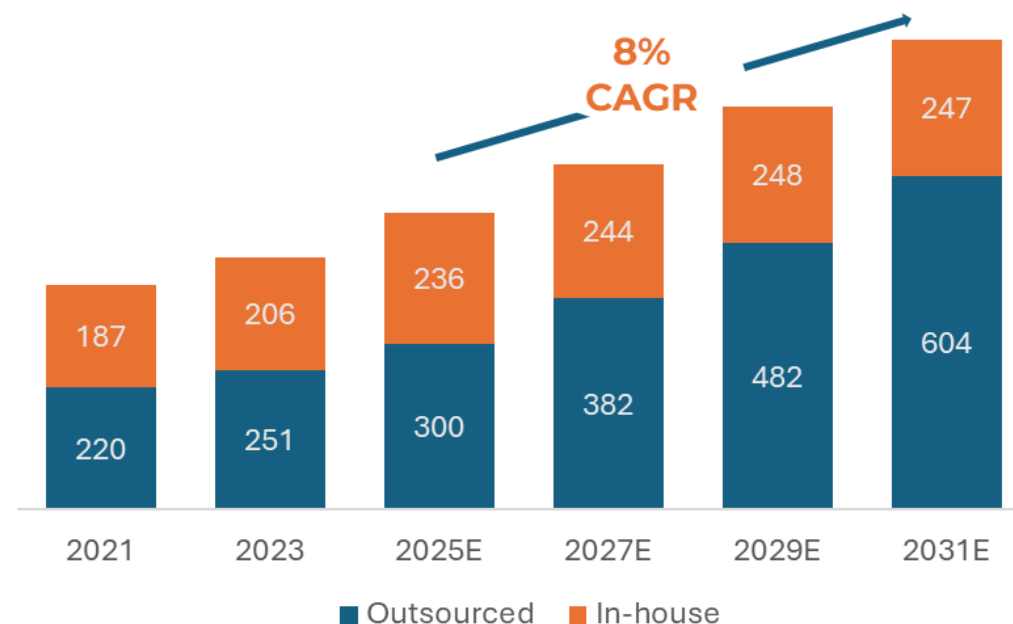


Client-dedicated facilities where Dexterra is contracted to provide the rental of workforce accommodations equipment based on client's size and configuration requirements (often including mobilization and set-up), where the provision of food service, operations, and management of the facility is provided by the client or others.

AN EXPANDING PLATFORM

- **Large and growing** Support Services market
- **Building** out our **North American footprint**
- **Strategic focus** on **integrated facility management**
- **Well-positioned** to take advantage of potential **nation building** projects and **defense expansion** in Canada
- **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



- Service Area
- Headquarters

RIGHT CHOICE CAMPS & CATERING

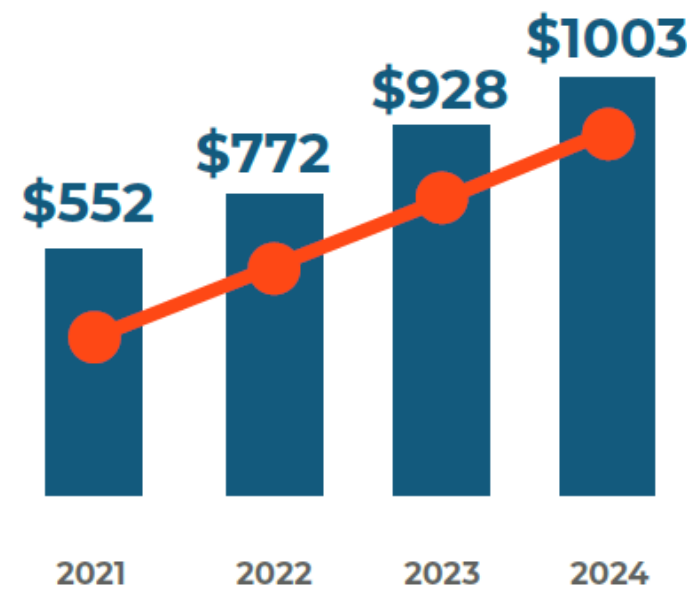
**Full-service workforce
accommodation solutions provider
based in Western Canada**

- 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

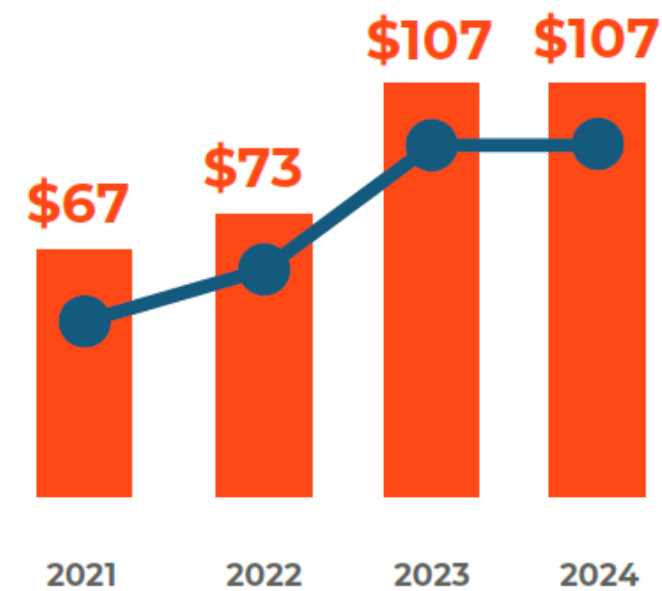


FINANCIAL PERFORMANCE

Revenue in \$ Millions⁽¹⁾⁽³⁾



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



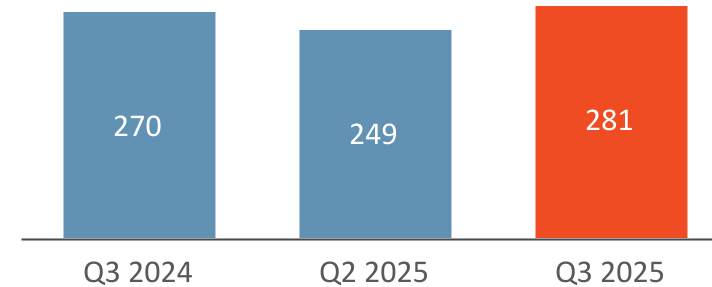
(1) Excludes the results of the Modular Solutions business ("Modular") which was sold August 30, 2024.
(2) Adjusted EBITDA is a non-GAAP financial measure. Please refer to "Reconciliation of non-GAAP measures" in the Company's Management's Discussion and Analysis for the year ended 2024.
(3) 2023 results included unusually large wildfire support services.

PROGRESS ON 2025 BUSINESS PLAN

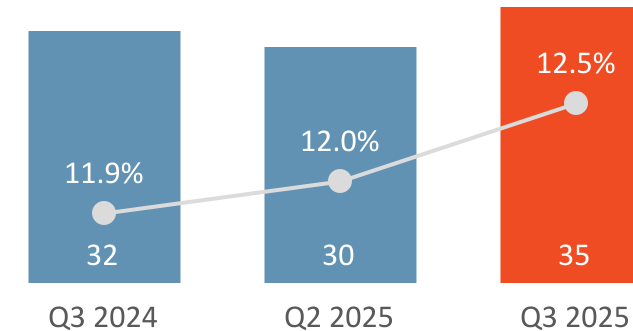
Q3 Highlights

- Completed **two strategic acquisition investments** with focus on onboarding and **realizing benefits**
- Building **U.S. IFM team** and **pipeline**
- **Strong** Q3 results
- **Return on equity of 15%**
- **Resilience** to trade challenges and inflationary pressures

Revenue Trend (\$M)



Adjusted EBITDA⁽¹⁾ Trend (\$M)



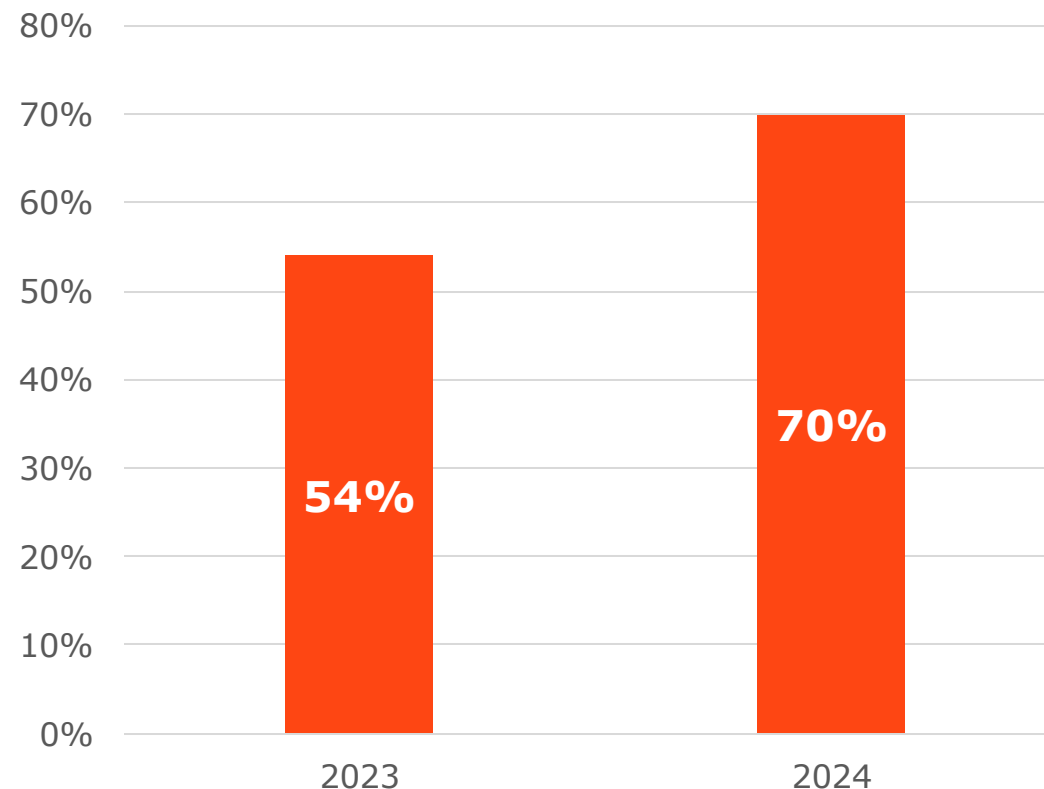
(1) Adjusted EBITDA is a non-GAAP financial measure. Refer to the Q3 2025 Management's Discussion & Analysis for definition and reconciliation of non-GAAP measures.

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 **<1.7x 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.

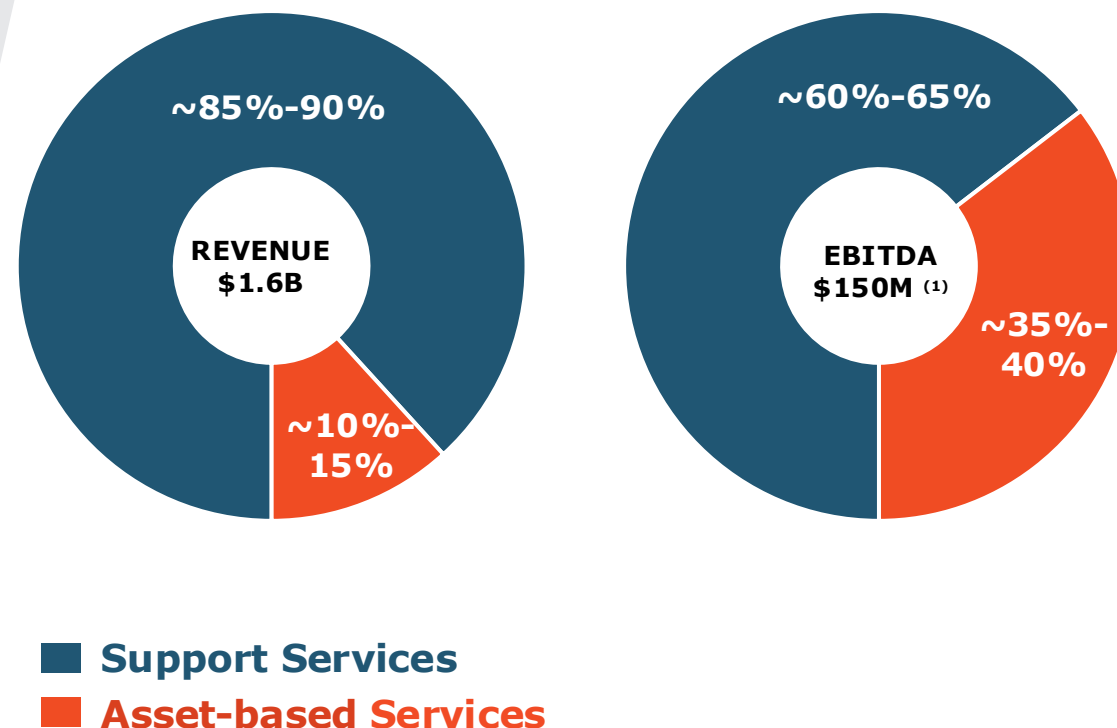
Regional Expertise

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

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

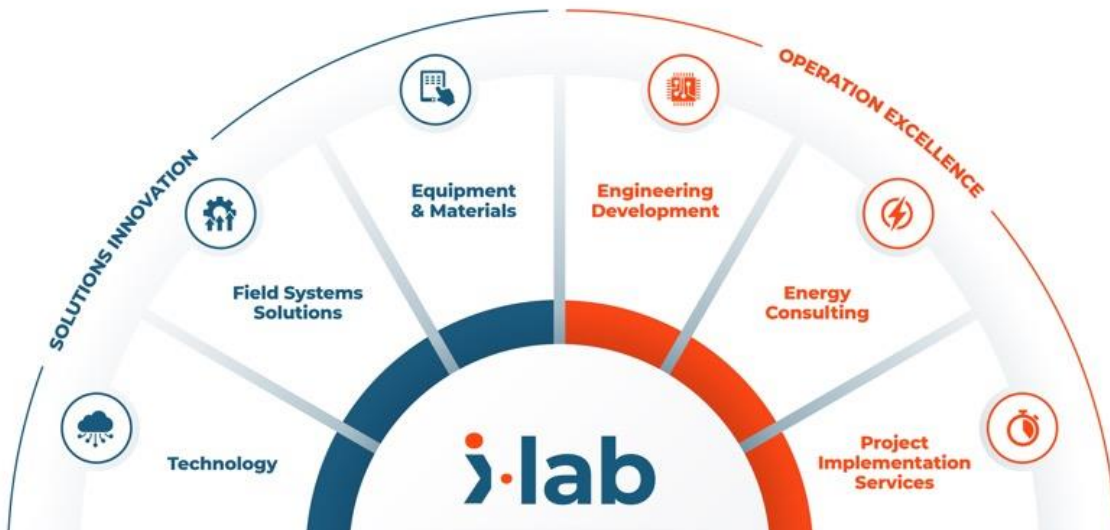


Strong employee engagement

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

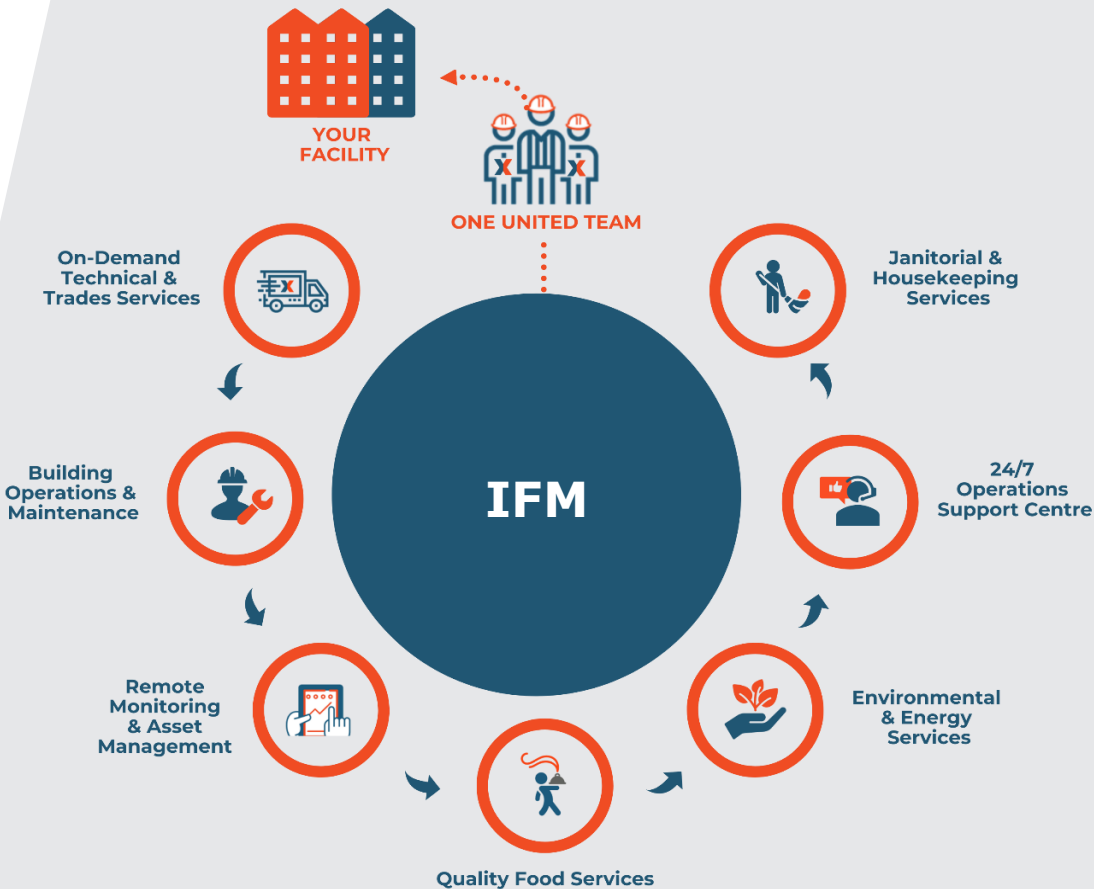
- Investment in the resources and tools necessary for accelerated organic growth and the delivery of a multi-year acquisition program to increase capabilities and scale.
- Partnerships

U.S. Expansion

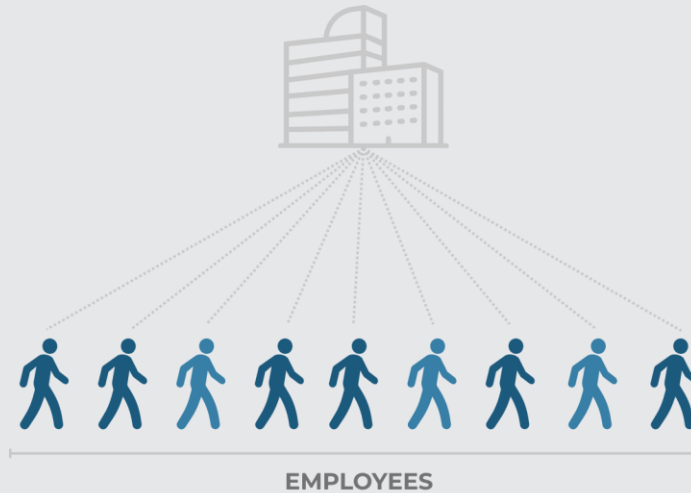
- Organic growth and accretive strategic acquisitions to add scale and capability

Energy Management Capabilities

- Expand our energy management services in support of clients on their journey to “net-zero”



Self-Perform Delivery Model



One or several discrete large client locations (e.g. an airport, government buildings, etc.)

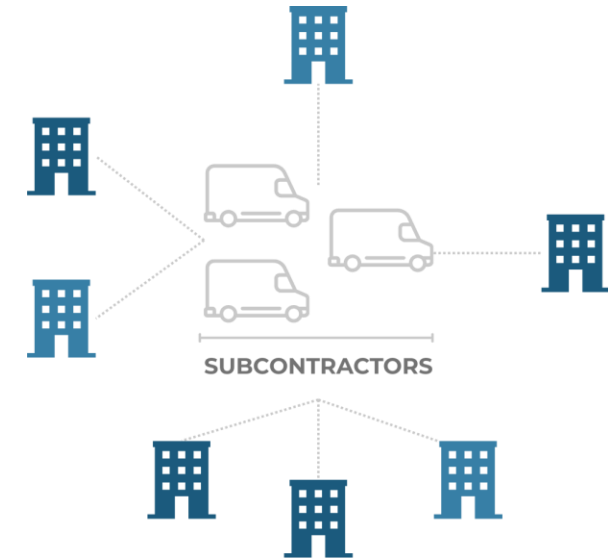
- Dexterra employees deliver service to the client
- Often large, complex campuses
- Scale and activity levels that warrant full time Dexterra staff (e.g., on-site leadership, electricians, HVAC technicians, janitorial staff etc.)
- Subcontractors only for specialized skill or equipment (e.g., elevator repair/maintenance)

Hybrid Delivery Model

A combination of both Self-perform and Distribution models

Optimized structure based on client organization and locations e.g. self-perform at large centralized facilities and utilize distributed model for dispersed remote locations.

Distribution Model



A client with many multiple locations distributed across diverse dispersed regions (e.g., client retail locations Canada/US-wide)

- Dexterra outsources service delivery to regional sub-contractors
- Centralized dispatch, command centre, account management
- Pre-qualified subcontractors located based on proximity to client location
- Extensive service delivery area through sub-contractors
- Technology enabled – both subcontractor management as well as client facing financials, data, KPIs.

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. Many contracts also provide the ability to pass on inflation escalations to clients over time.



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.



Integrated

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



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

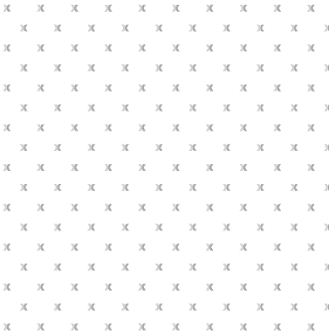


2024 SUSTAINABILITY SNAPSHOT

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.

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.



Please see Dexterra Group's [2024 Sustainability report](#) on our website for more details.

STRONGER ENVIRONMENT

24+ million	24,990	84,000	1,060 KG
trees planted in forestation projects. ¹	plastic water bottles eliminated through guest bulk water program. ²	meals saved (34.8 tons of food waste reduced) with Winnow technology. ³	organics converted into compost with FoodCycler program. ⁴

STRONGER COMMUNITIES

\$100,000	\$40,000+	87	75%
donated to go towards Stronger Communities initiatives.	contributed in sponsorships and financial support through our Employee Resource Groups. ⁵	Canadian community organizations supported since 2021 through our Stronger Communities Drive.	of employees required to complete diversity, equity and inclusion training completed the training in 2024. ⁶

STRONGER BUSINESS

2,320	91%	6,024	\$16 million+
net new employees hired, 47% of which were women.	of surveyed employees take pride in working at Dexterra.	front-line employees completed online training.	in Indigenous business partnership distributions.
\$147,000+	75%	6%	
in donations to Indigenous communities through our partnerships (an increase of 6.7% since 2022).	spend with local vendors. ⁷	of overall spend with diverse suppliers. ⁸	

1. Data for trees 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



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.



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

