

Q4 2025 Results

Analyst & Investor Call
March 4, 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 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; its capital light model, market and inflationary environment expectations, asset utilization, camp occupancy levels, its leverage, FCF, wildfire activity expectations, expected benefits from the Right Choice and PVC acquisitions, investments in technology, US tariff 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; US tariff impacts; US government shutdown, 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 approximate 50% 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 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 items (including related depreciation, amortization and income taxes), 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” (“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 for the trailing twelve months divided by average total shareholders’ equity over the same period. Sustaining capital expenditures included in the definition of FCF 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, being the Chief Executive Officer and the executive team, 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 the “Reconciliation of non-GAAP measures” in the annual MD&A.

Bill McFarland

Chair of the Board



Mark Becker

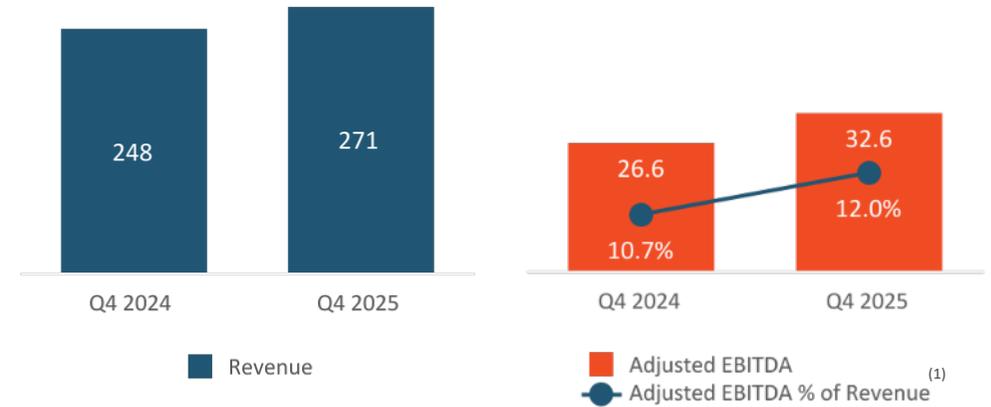
Chief Executive Officer



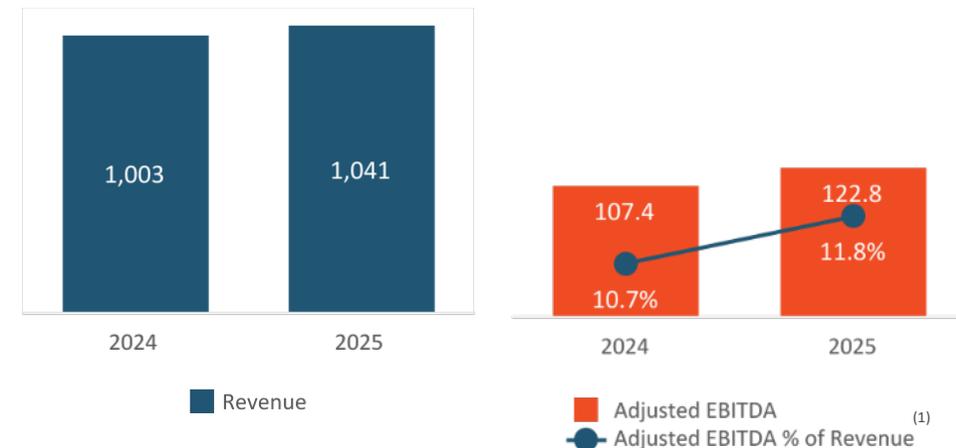
2025: A Year of Strong Performance & Growth

- Generated record revenue and Adjusted EBITDA
- Strong and experienced team
- Successfully completed two strategic acquisitions
- Well positioned for US FM / IFM growth
- Right Choice on-boarding completed in Q1 2026
- Strong Q4 Adjusted EBITDA growth and margins
- Robust shareholders returns with share price appreciation, share buybacks and dividends
- Achieved 15% return on equity

Q4 2025 Revenue and Adjusted EBITDA⁽¹⁾
(\$ millions)



Full Year 2025 Revenue and Adjusted EBITDA⁽¹⁾
(\$ millions)



(1) Adjusted EBITDA and Adjusted EBITDA as a % of Revenue are non-GAAP financial measures. Refer to the Annual 2025 MD&A for reconciliation of non-GAAP measures.

Denise Achonu

Chief Financial Officer



Support Services Review

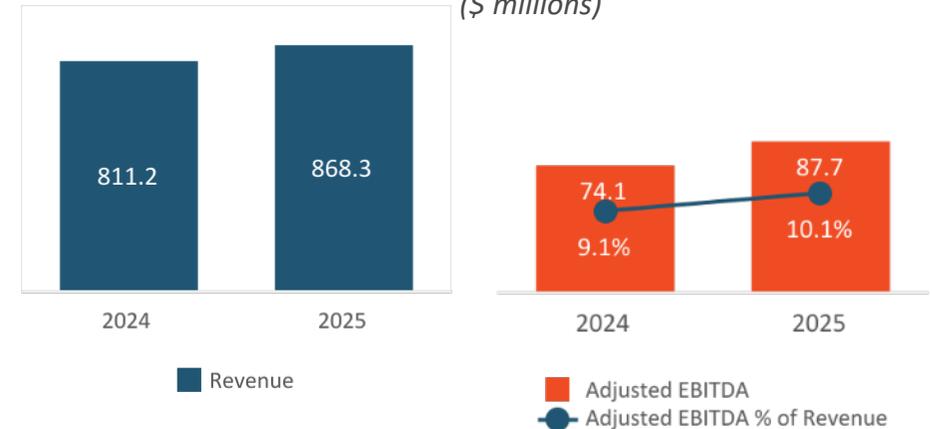
A suite of facilities management, remote services, and hospitality solutions with an expanding footprint

- Revenue growth from high camp occupancy and new sales
- Adjusted EBITDA growth and strong margins
- Contributions from Right Choice and PVC
- Strong sales pipeline including expanded U.S. platform
- Adjusted EBITDA margin outlook expected to continue to exceed 9%

Q4 2025 Revenue and Adjusted EBITDA
(\$ millions)



Full Year 2025 Revenue and Adjusted EBITDA
(\$ millions)



Asset Based Services Review

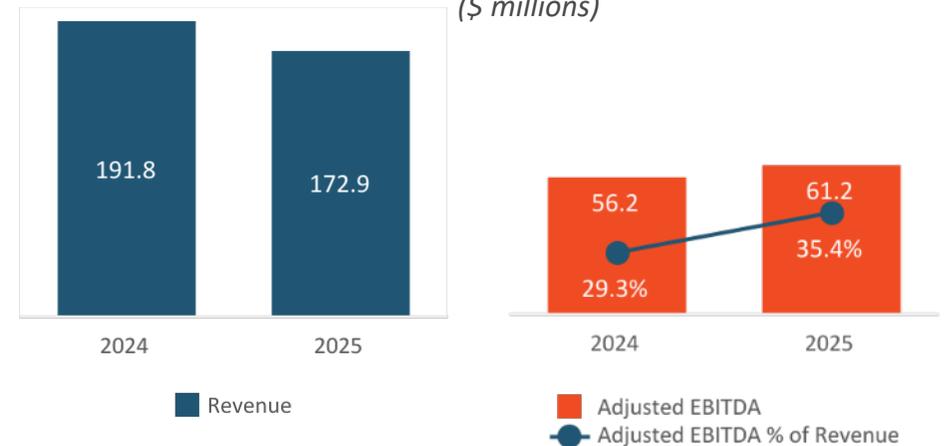
Workforce accommodation structures, access matting, and space rentals for clients in the natural resources and infrastructure sectors

- Lower project revenue related to timing of camp installations and lower access matting rentals and sales
- Strong Adjusted EBITDA reflecting business mix
- Positive contribution from Right Choice
- Solid pipeline of new contract and growth opportunities
- Future growth opportunities in resource and infrastructure projects
- Adjusted EBITDA margin outlook ~30-40%, depending on business mix

Q4 2025 Revenue and Adjusted EBITDA
(\$ millions)



Full Year 2025 Revenue and Adjusted EBITDA
(\$ millions)



Strong Financial Position And Disciplined Capital Allocation

- Free Cash Flow⁽¹⁾ of \$60 million in 2025
- Adjusted EBITDA conversion to FCF target exceeding 50%
- Total return swap entered to hedge future share-based compensation expense
- Debt to Adjusted EBITDA ratio of 1.6x
- Term loan matures 2029 with unused capacity
- Dividends and share buy backs returned \$34 million to shareholders

(1) Free Cash Flow is a non-GAAP financial measure. Refer to the Annual 2025 MD&A for reconciliation of non-GAAP measures.



Outlook & Priorities For 2026

- FM business well positioned for US growth
- Nation-building and defence-related opportunities
- Monitor and actively manage tariff impacts and changing trade and economic conditions
- Capital allocation priorities:
 - Maintain the dividend
 - Sustaining and high-return capital investments
 - Accretive acquisitions in the medium term
 - Pay down debt
- Realize benefit of recent acquisitions
- Deliver reliable, predictable performance and strong profitability
- 15% annual return on equity target

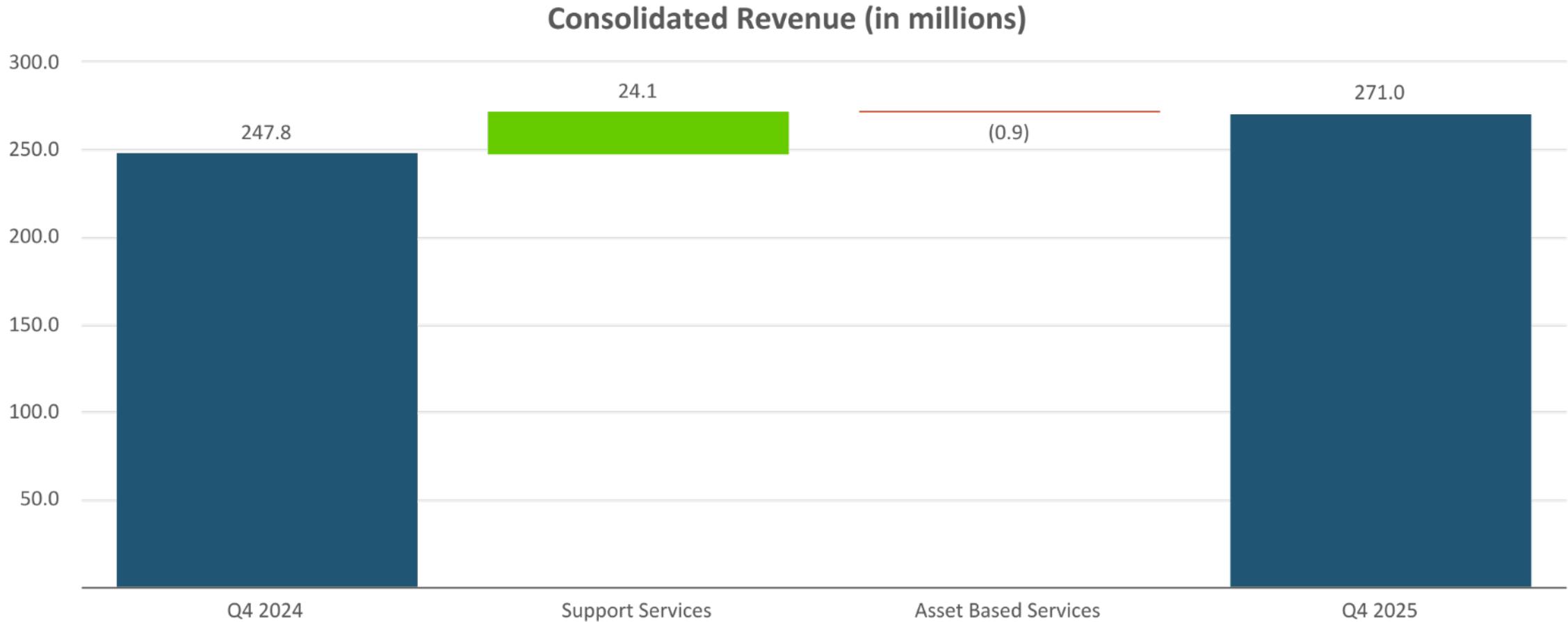


Q&A

Appendix I - Supporting Charts

Revenue Reconciliation - Q4 2025 vs. Q4 2024

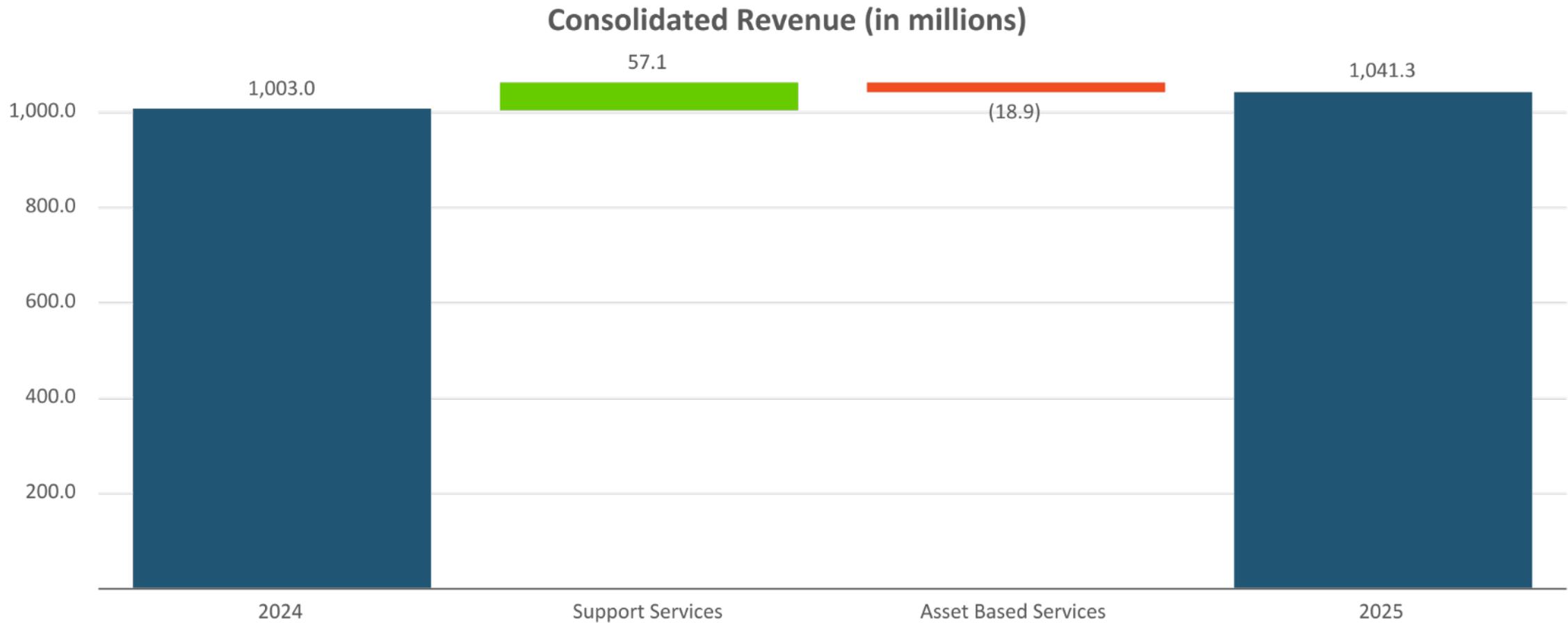
Appendix I



(1) Q4 2025 Revenue includes a \$22.2 million contribution from Right Choice.

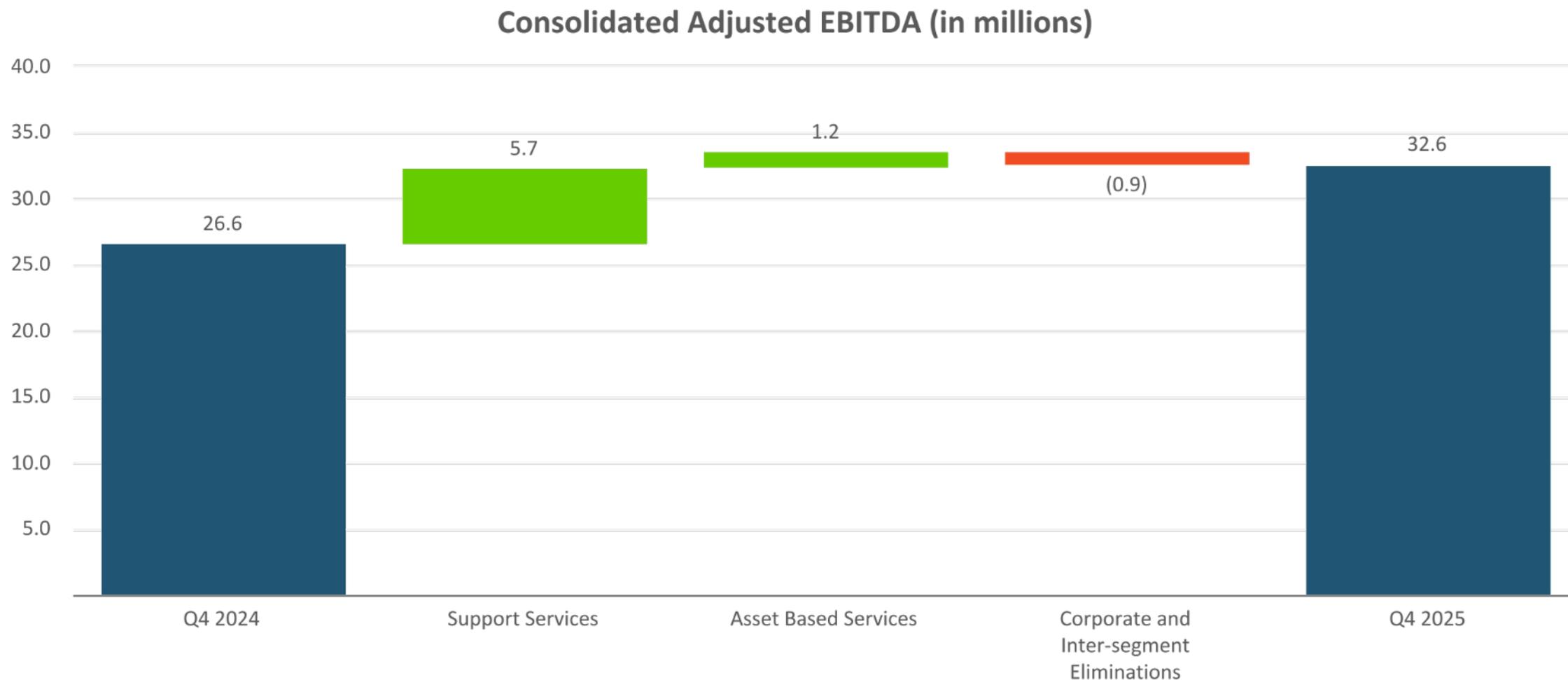
Revenue Reconciliation - 2025 vs. 2024

Appendix I



(1) 2025 Revenue includes a \$27.4 million contribution from the Right Choice acquisition.

Adjusted EBITDA Reconciliation - Q4 2025 vs. Q4 2024 Appendix I

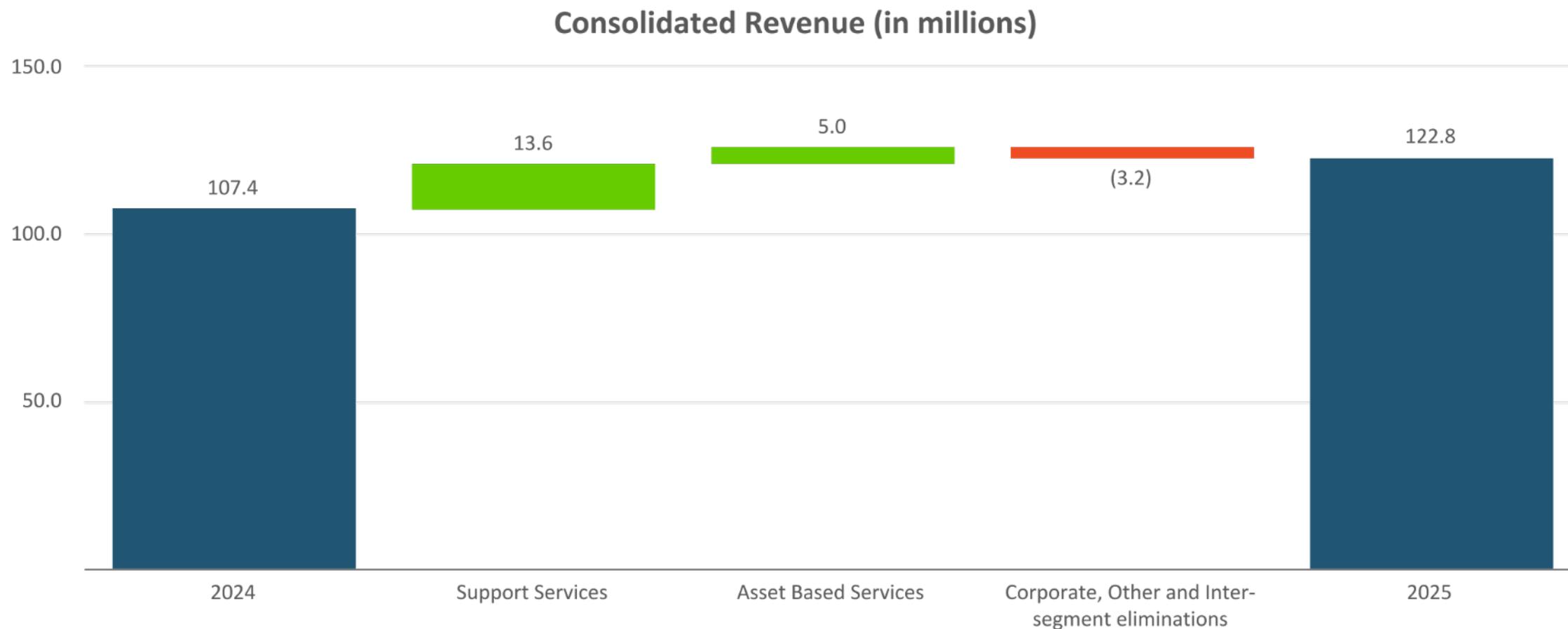


(1) Q4 2025 Adjusted EBITDA includes \$1.9 million and \$6.3 million from the PVC and Right Choice investments, respectively.

(2) Includes investments in people and technology to support future growth

Adjusted EBITDA Reconciliation - 2025 vs. 2024

Appendix I



(1) 2025 Adjusted EBITDA includes contributions of \$2.8 million and \$7.2 million from the PVC and Right Choice investments, respectively.
(2) Includes investments in people and technology to support future growth.