Investor Presentation

August 2026

dexterra GROUP

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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 and Adjusted EBITDA margins; growth ambitions, capital allocation priorities, acquisition strategy; its capital light model, market and inflationary environment expectations, asset utilization, camp occupancy levels, its leverage, FCF, sustaining capital, wildfire activity expectations, prospective industry growth, expected benefits from the Right Choice and PVC acquisitions, investments in technology, US tariff and 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 before interest, taxes, depreciation, amortization, equity investment 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; “Adjusted net earnings”, calculated as net earnings, adjusted for the effects, after income tax, of non-recurring items, acquisition costs, amortization of intangible assets related to acquisitions, and share based compensation; Adjusted earnings per share (“Adjusted EPS”), calculated as net earnings per share, basic, adjusted for the effects, after income tax, of non-recurring items, acquisition costs, amortization of intangible assets related to acquisitions, and share based compensation; “Free Cash Flow” (“FCF”), calculated as net cash flows from (used in) operating activities, less estimated income tax payments related to the current fiscal period, sustaining capital expenditures, lease payments and finance costs, plus proceeds on the sale of property, plant and equipment and intangible assets, and adjustments for other non-recurring items; and “Return on Equity”, calculated as net earnings 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.

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, including our competitors and peer group. 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 MD&A.

North American provider of infrastructure services, enabling the efficient operation of infrastructure, facilities and remote worksites.

Capitalization & Ownership Structure

$970M
Market Capitalization (1)

50%
Fairfax Financial Holdings

2025 Snapshot

$1.0B
Revenue

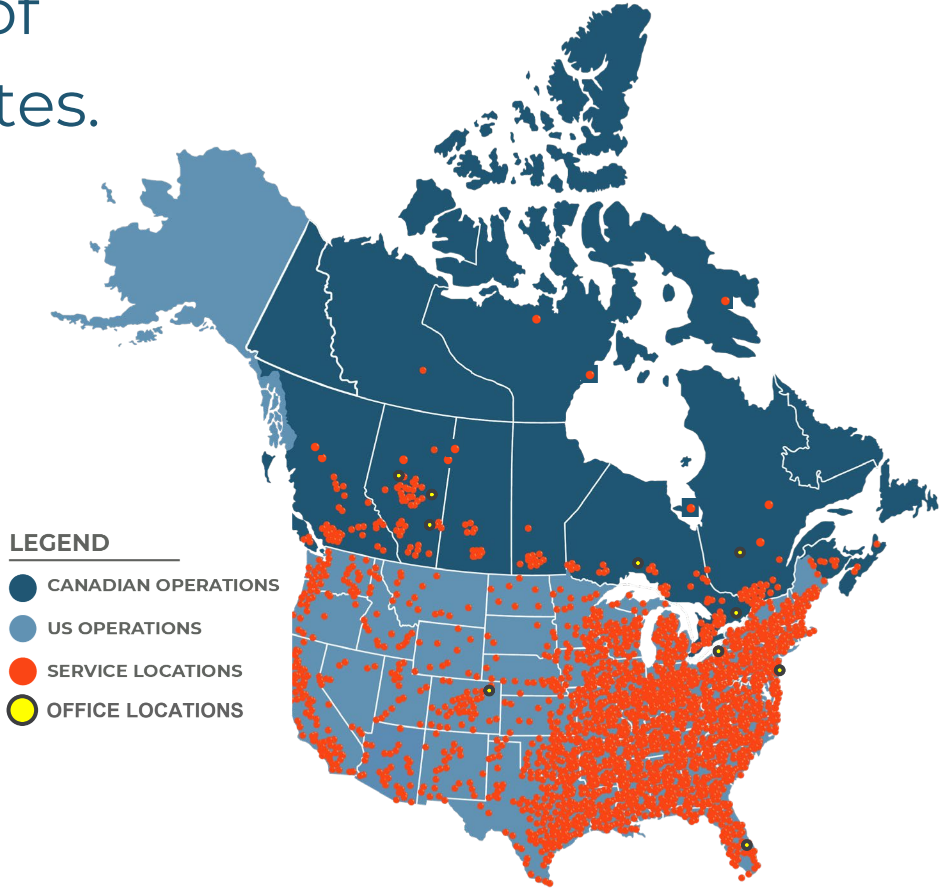
$123M
Adjusted EBITDA (2)

$60M
Free Cash Flow (2)

$0.65
Earnings per Share

15%
Return on Equity

1.6x
Leverage Ratio (2) (3)



(1) As of July 31, 2026
(2) Adjusted EBITDA and FCF are non-GAAP financial measures. Please refer to the Q1 2026 MD&A for reconciliation of non-GAAP measures.
(3) Net Debt/Adjusted EBITDA

Investment Thesis

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

Market leader in diversified **Remote & Hospitality Services and Workforce Accommodations** in Canada and the U.S.

Seasoned management team that operates with discipline and integrity.

Optimized operating model **positioned for scalability and profitable growth**

Disciplined capital allocation at the core of our strategy

Capital-light, profitable operating model

Strong cash flow generation and balance sheet

Disciplined growth strategy focused on organic growth and high-return opportunities

Attractive shareholder returns 344% total shareholder return 2020 to 2025

Our Business

Facilities Management

Soft Services: Janitorial, hospitality, food services

Hard Services: Facility maintenance and repair

Integrated Facility Management (IFM): Broad scope of services, asset life cycle management, building automation, energy management

Sectors

- Airports
- Commercial
- Defense
- Light Industrial
- Education
- Government
- Healthcare
- Rail & Transit

Support Services ("SS") Segment

Remote & Hospitality Services

Hospitality Service: Catering, janitorial, maintenance and camp operations

Workforce Accommodations: 22,000 beds under management, 12,000 Dexterra

Access Matting: 40,000 mats

Forestry: 35 million trees planted in 2025

Sectors

- Energy
- Mining
- Infrastructure
- Government
- Disaster Support & Fire

Support Services and Asset Based Services ("ABS") Segments

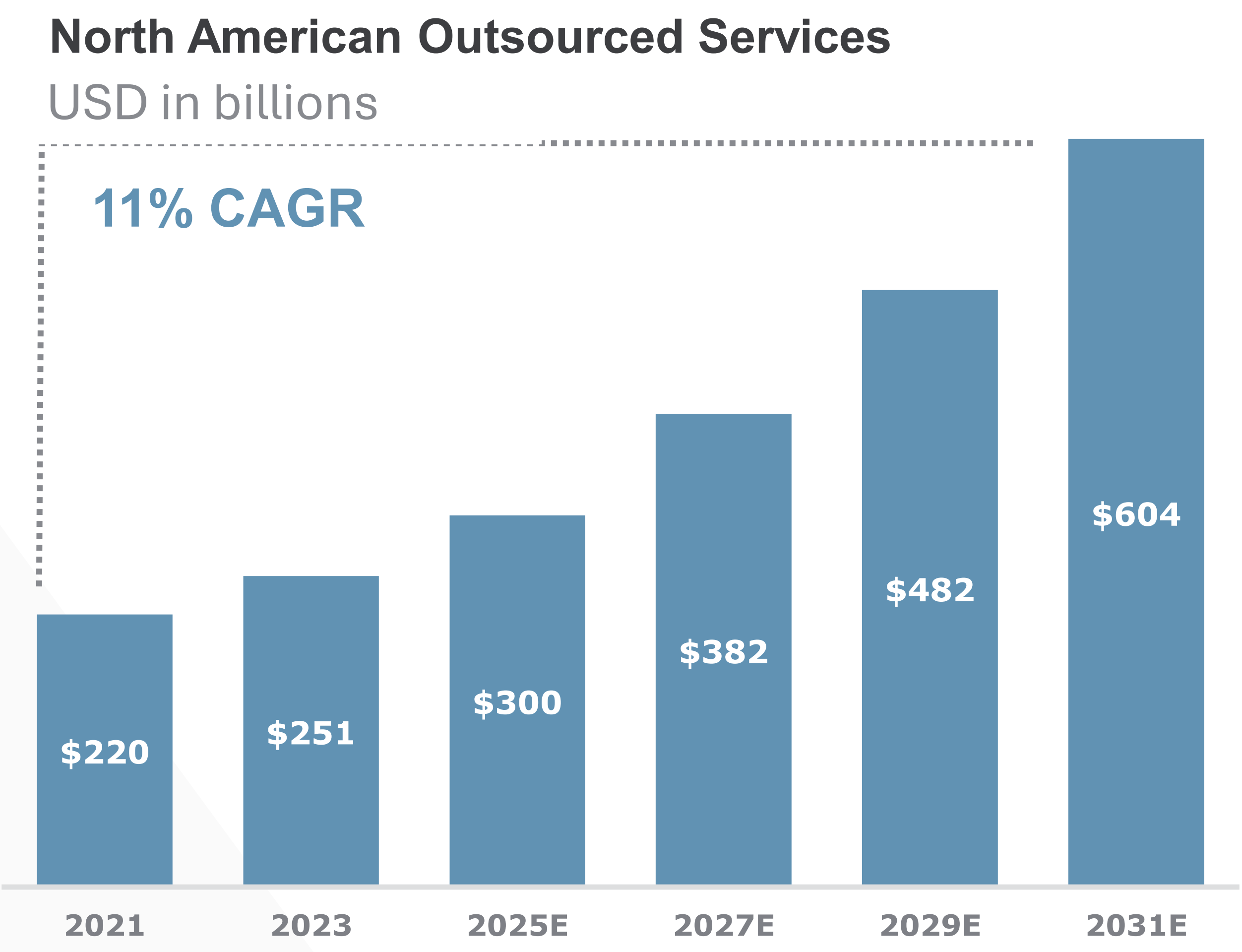
Long-Term Growth Drivers Across Facilities Management & Remote Services

		SS	ABS
Outsourcing Momentum	North American outsourced facilities management industry estimated to grow by **11% CAGR,** driven by increasing outsourcing adoption and a focus on operational efficiency.[1]	✓	
Nation Building & Infrastructure	**Over $115.2 billion** of federal infrastructure investment planned in Canada over the next 5 years, which is expected to enable **over $1 trillion in total investments** (when accounting for private investment sources).[2]	✓	✓
Defence Spending	Canada's goal is to invest **5% of annual GDP to defence by 2035,** up from 1.4% in 2024, including Arctic spending.[3]	✓	✓
Data Center Expansion	AI adoption and hyperscale computing demand are driving **unprecedented North American data center construction activity,** creating long-duration infrastructure and facilities support opportunities.	✓	✓

1. Source: Dexterra Group estimates, Global Market Insights
2. Source: McCarthy Tetrault, November 12, 2025; Canada's "Investment Budget" Explained – Budget 2025 Infrastructure Perspective
3. Source: Boston Consulting Group, October 22, 2025, Getting the Most from Canada's Defense Spending Surge

Large and Growing Facilities Management Market

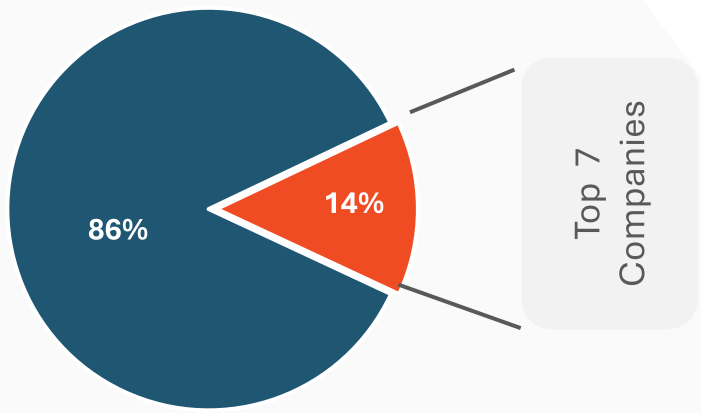
- Growth in the $300B FM/IFM is driven by overall market expansion, **increasing outsourcing adoption,** and focus on operational efficiency
- **Established Dexterra North American platform** with scalable capabilities



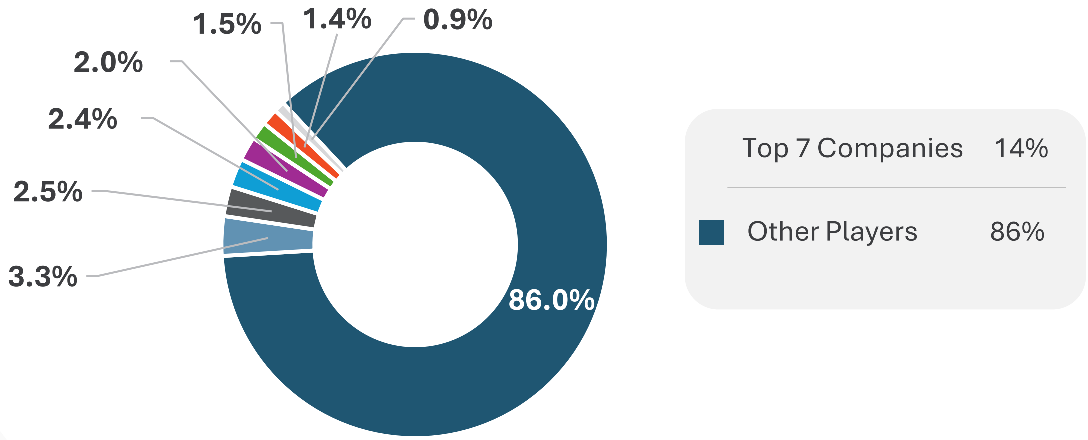
Source: Dexterra Group estimates, Global Market Insights

Highly Fragmented FM Market Positioned for Long-Term Consolidation

Market Concentration in North American FM Market
(By Revenue)



Top 7 Market Share
(By Revenue)



Highly fragmented with a diverse mix of global, regional and niche players across a wide range of services.

Technology and data-driven solutions are transforming FM, creating opportunities for scale and efficiency leaders.

Fragmentation, customer demand for integration and outsourcing trends are driving consolidation across the sector.

Source: Dexterra Group estimates, Global Market Insights

Nation-Building: Multi-Year Investments

Infrastructure, natural resource and defence investment supporting growth across both Facilities Management and Remote Services

Our Competitive Advantages

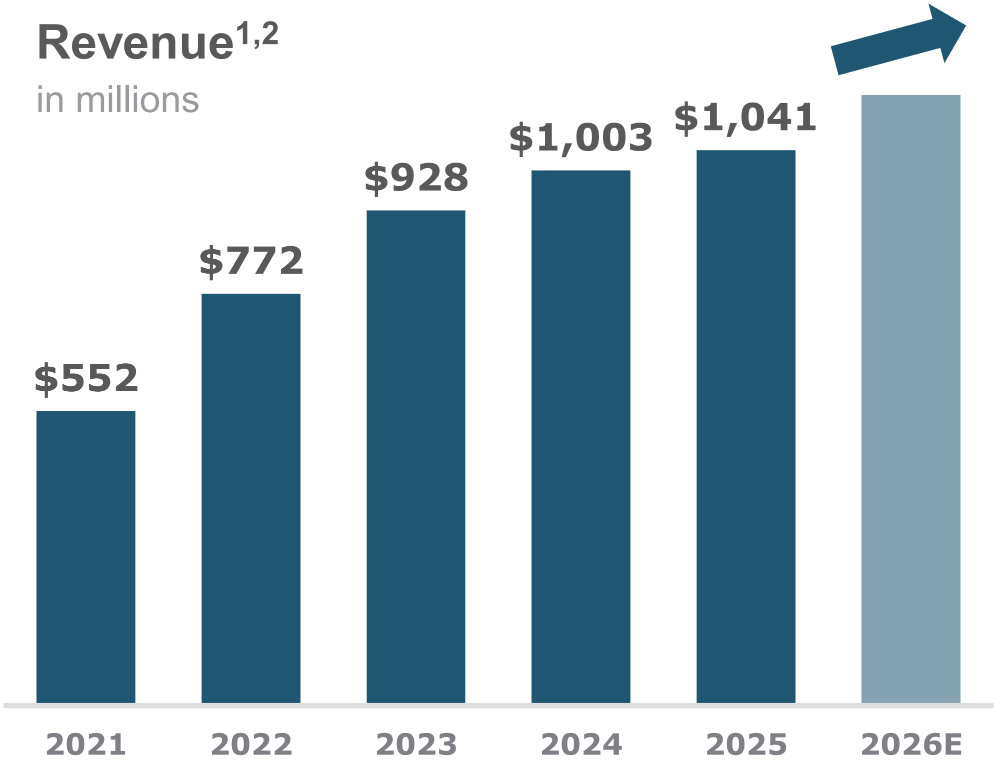
- **Coast-to-coast footprint**, including the Arctic
- **Proven execution** on large, remote and complex projects
- **Integrated facilities management service** capabilities across infrastructure, defence and remote environments
- **National footprint with mobile asset base** enabling scalable deployment
- **Established history and partnerships** with clients, governments, and Indigenous communities
- **Sequencing / timing leverage**, workforce accommodations during construction to FM/IFM operational support.

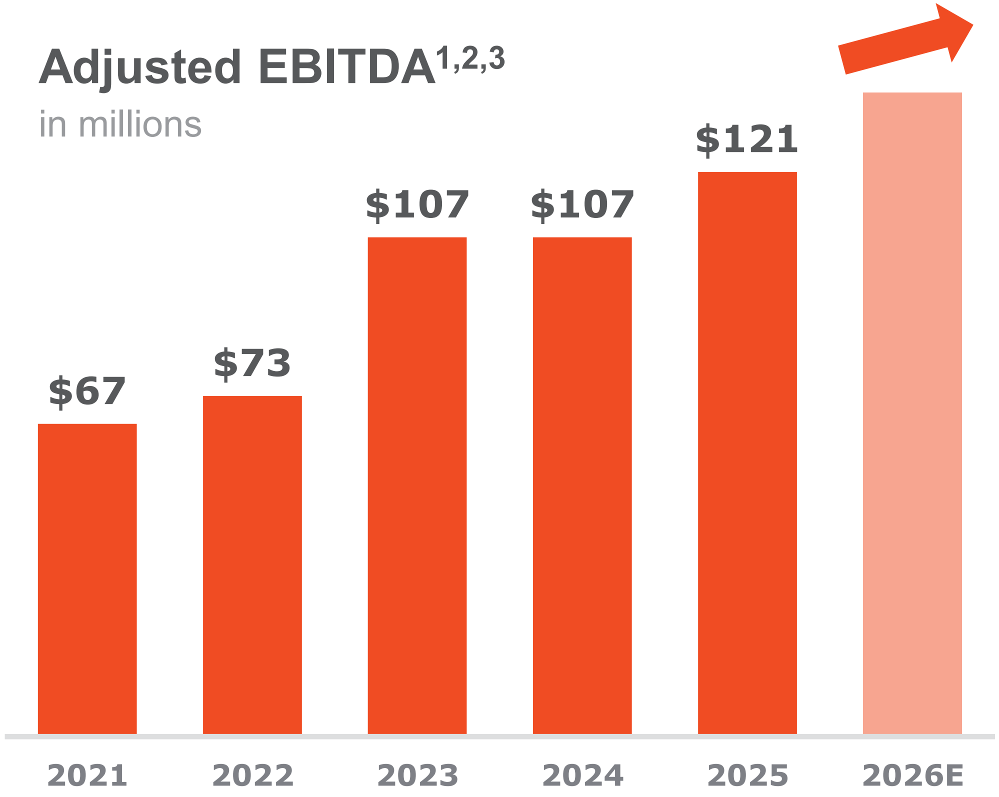
~30 targeted projects within our pipeline across market segments and service types

Data Centres: A New Growth Opportunity

- **Workforce Accommodations support** for semi-remote data centre projects
- **Hyperscaler mega-projects** (US) and **mid-size projects** (US and Canada)
- Established connections into the **North American project development ecosystems**
- **Leverage FM/IFM opportunity** connected to client projects.

Track Record of Growth And Execution
15%+ CAGR (2021- 2025)





1. Excludes the results of the Modular Solutions business divested 2024
2. Adjusted EBITDA is a non-GAAP financial measure.
3. 2023 results included unusually large wildfire support services

Our Strategic Journey

A clear path.
Disciplined execution.
Sustainable growth.

Dexterra 1.0 - Complete
(2020 to 2024)
Formation and Platform Development

- Formed Dexterra Group through the Horizon North acquisition (2020)
- Built a diversified Canadian platform across FM/IFM and workforce accommodations
- Divested Modular business to sharpen strategic focus

Dexterra 2.0 – In Progress
(2024 - Medium-term)
Pivot to North America

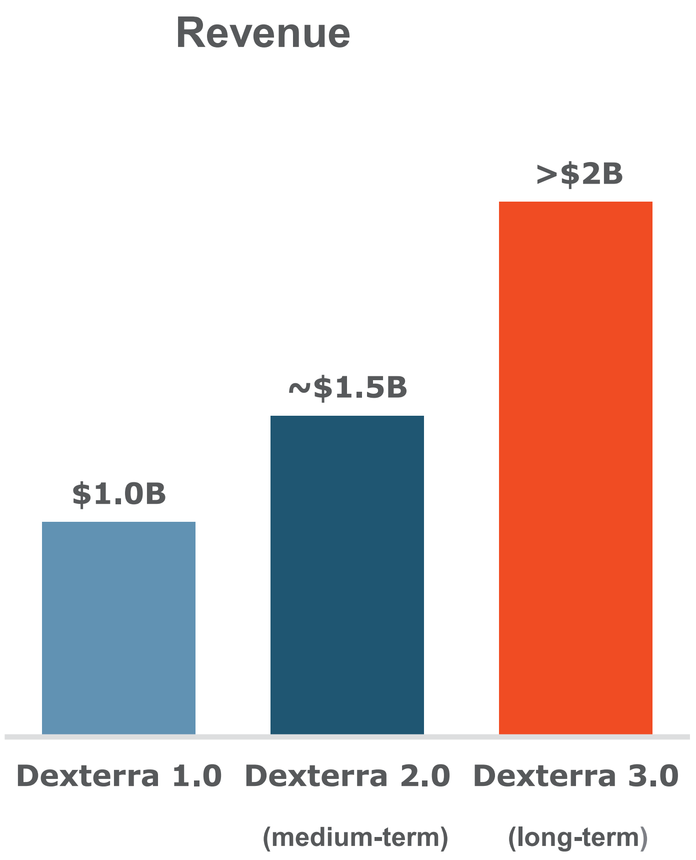
- Build-upon consistent, predictable performance and shareholder returns
- Expand and optimize the North American operations to drive FM/IFM growth and high margin remote opportunities
- Accelerate US expansion through organic growth and key US acquisitions

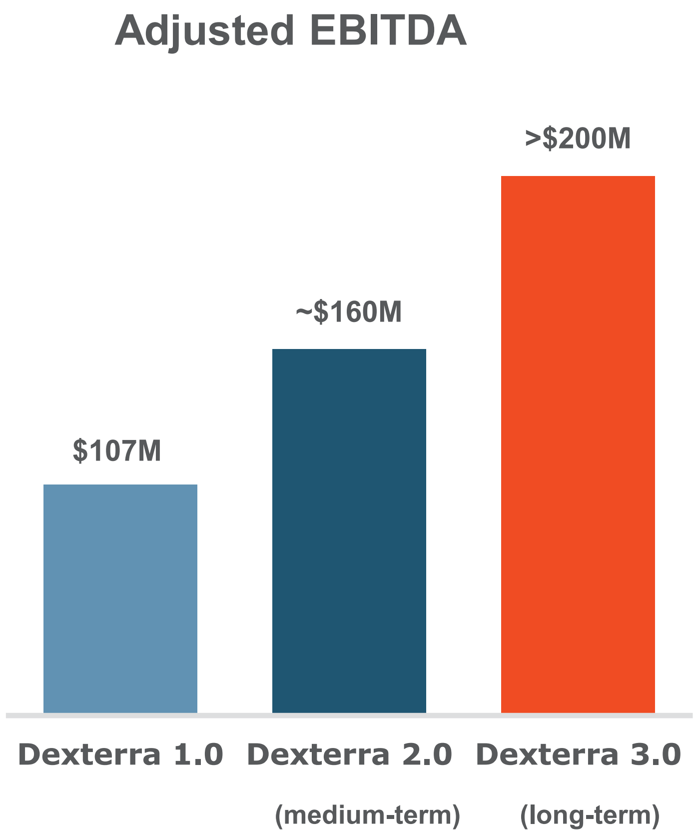
Dexterra 3.0 – The Future
(Long-term)
A Support Services Champion at Scale

- Build a North American platform at greater scale via organic and accretive acquisitions
- Differentiated leader in client service and innovation
- Deliver strong shareholder returns

Our Growth Ambition

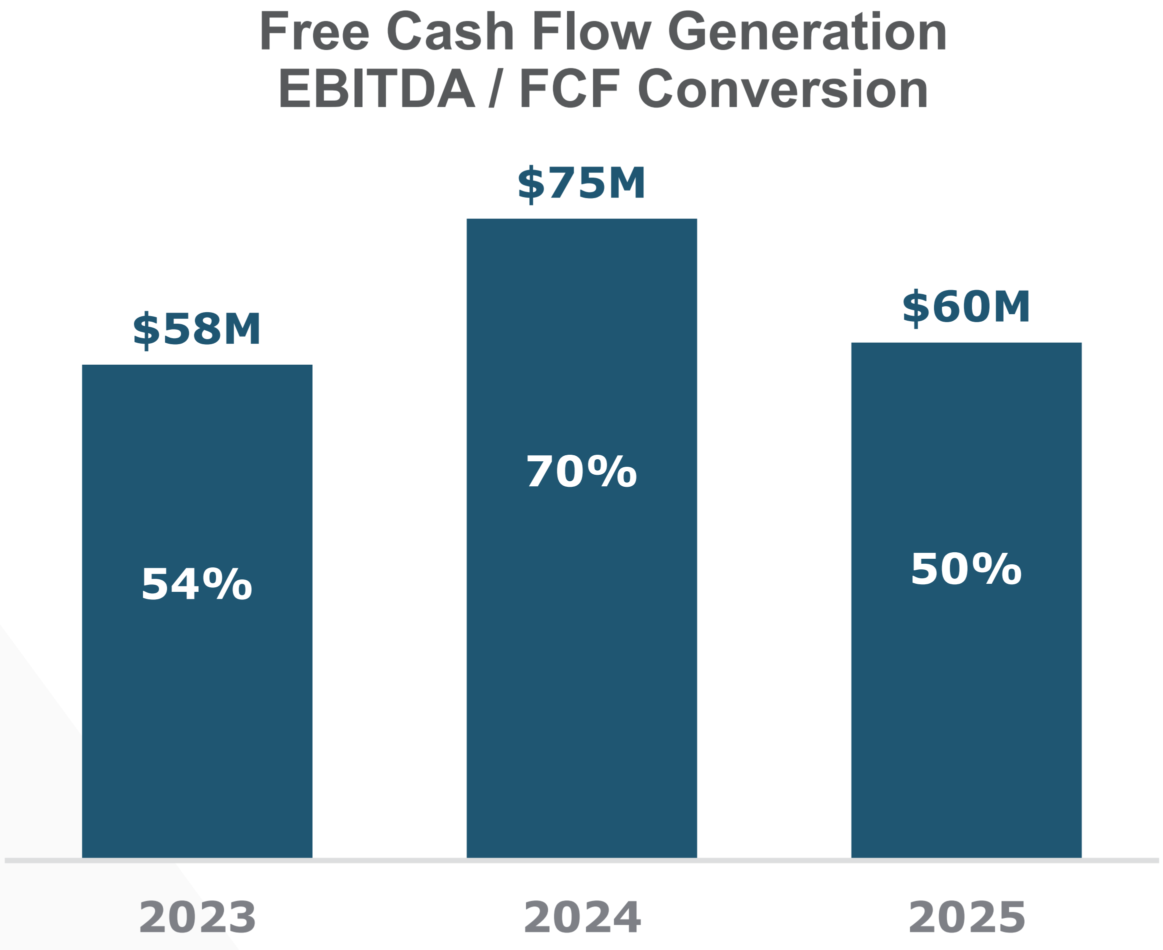
Building a leading North American infrastructure services company supported by disciplined capital allocation and 15% ROE focus





Financial Strength

- >50% Adjusted EBITDA to FCF conversion
- Sustaining capex at 1-1.5% of revenue
- Expanded credit facility to $425 million with improved pricing
- Net debt to adjusted EBITDA of ~1.6x
- Strong, supportive shareholder in Fairfax Financial Holdings.



Capital Allocation at the Core of Our Strategy

Capital Allocation Priorities

- Supporting the dividend
- Sustaining and high-return capital expenditures
- Paying down debt over the remainder of 2026 absent of M&A activity
- Opportunistically buying back shares to support share price
- Accretive acquisition investments
- 15% ROE target

Our Track Record Since 2023

- ~$180M on acquisitions financed internally and through asset disposals
- Repurchased ~3.5 million shares, reducing shares outstanding by ~4.2%
- ~$74 million returned through dividends
- ~135% share price appreciation
- 2025 ROE: 15%

Sustainability & Community Impact

Indigenous Partnerships

- **Over 80 Indigenous partnerships** across Canada
- **Strong, long-term relationships** supporting local employment and economic participation
- **$13 million+ in annual partnership business**
- **25-year Indigenous youth program** providing skill development and pathways to employment

Communities

1% of Earnings

invested in key community initiatives

Health & Safety

20%

reduction in total recordable incidents (2020-2025)

Environment

16%

reduction in environmental incidents (2020-2025)

Leadership Team

Mark Becker
Chief Executive Officer
7 years at Dexterra and over 30 years industry experience

Denise Achonu
Chief Financial Officer
2.5 years at Dexterra and 25 years industry experience

Cindy McArthur
Chief Human Resources Officer
11 years at Dexterra and 25 years industry experience

Sanjay Gomes
President, Facilities Management Canada
3 years at Dexterra and 24 years industry experience

David Lambert
President, Facilities Management USA
Joined Dexterra in 2025 with and 24 years industry experience

Jeff Litchfield
President, Remote & Hospitality Services
12 years at Dexterra and 24 years industry experience

JD MacCuish
EVP, Strategy & Corporate Planning
12 years at Dexterra and 14 years industry experience

Christos Gazeas
EVP, Legal, General Counsel & Corporate Secretary
5 years at Dexterra and 17 years industry experience

The Dexterra Difference

Our Vision

Service is Everything at Dexterra. Powered by passionate people, we deliver quality solutions that enable our clients to reach their goals and elevate performance.

Our Values

- **Accountability**
- **Diversity**
- **Trust**
- **Partnership**

Great Place To Work®
Certified
CANADA
™

Our Culture

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

We are **entrepreneurial** – we think like owners, act with initiative, and protect the downside.

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

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

Positioned for Sustainable Long-Term Growth

Near-Term Priorities

- Realize full value from acquisitions
- Scale our US FM/IFM platform
- Strong sales pipeline
- Navigate market and economic uncertainty
- Continue strong FCF conversion

Long-Term Focus

- Scale North American platform
- Maintain ROE discipline
- Opportunistic capital deployment
- Long-term shareholder value creation

A scalable platform, disciplined financial model, strong cash generation, and a clear focus on long-term returns.

Appendix

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Leverage Our Canadian Presence to Grow Our US FM Platform

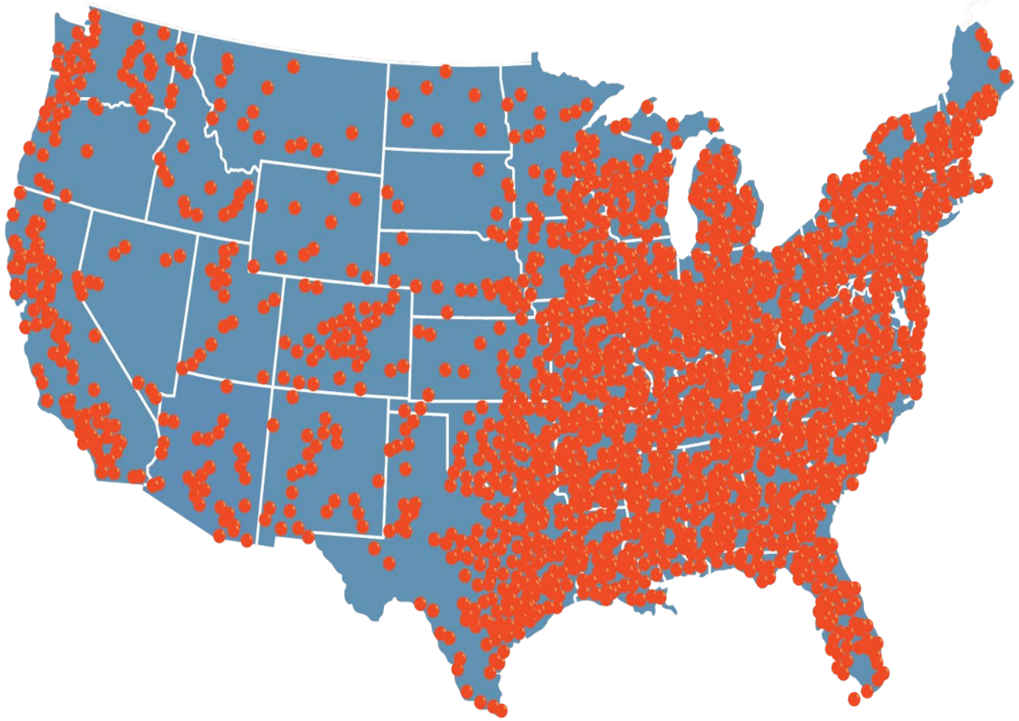
Proven expertise. National Scale.
Local Presence. Growing footprint.
Trusted by public and private clients.

600+
Employees

55,000+
Serviced Locations

135+
Public & Private Sector Clients

50+
US State Coverage
Puerto Rico



Sectors

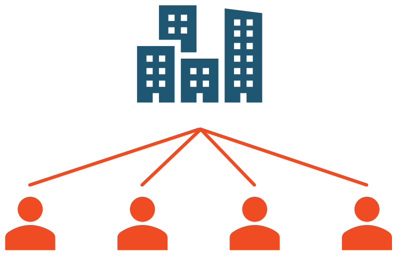
- Airports
- Automotive
- Convenience
- Distribution/Logistics
- Education
- Government
- Healthcare
- Hotel & Leisure
- Manufacturing
- Rail & Transit
- Restaurants
- Retail

Facilities Management

The Right Delivery Model for Every Customer

Self-Perform Delivery Model

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



Dexterra Employees

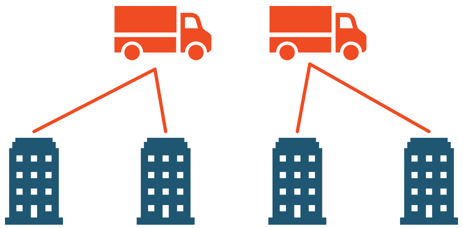
- Dexterra employees deliver service to the client
- Often large, complex campuses
- Subcontractors only for specialized skill or equipment (e.g., elevator repair/maintenance)
- Scale and activity levels that warrant full-time Dexterra staff (e.g., on-site leadership, electricians, HVAC technicians,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

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

Client with many multiple locations distributed across diverse dispersed regions (client retail locations across US/Canada)



Subcontractors

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

Remote and Hospitality

Coast-to-Coast-to-Coast Presence with Strong Sector Coverage

Sectors Served

- Energy
- Mining
- Infrastructure
- Government
- Disaster Support
- Forestry

Remote and Hospitality

Full Service Offering For Customers

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 & 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), and where the provision of food service, operations, and management of the facility is provided by the client or others.

Equipment Installation & Demobilization

Turn-key project support services including site preparation, camp installation and commissioning, ongoing infrastructure modification and efficient demobilization and asset relocation upon project completion. Equipment can be Dexterra assets or third party owned.

Operational Discipline in an Inflationary Environment

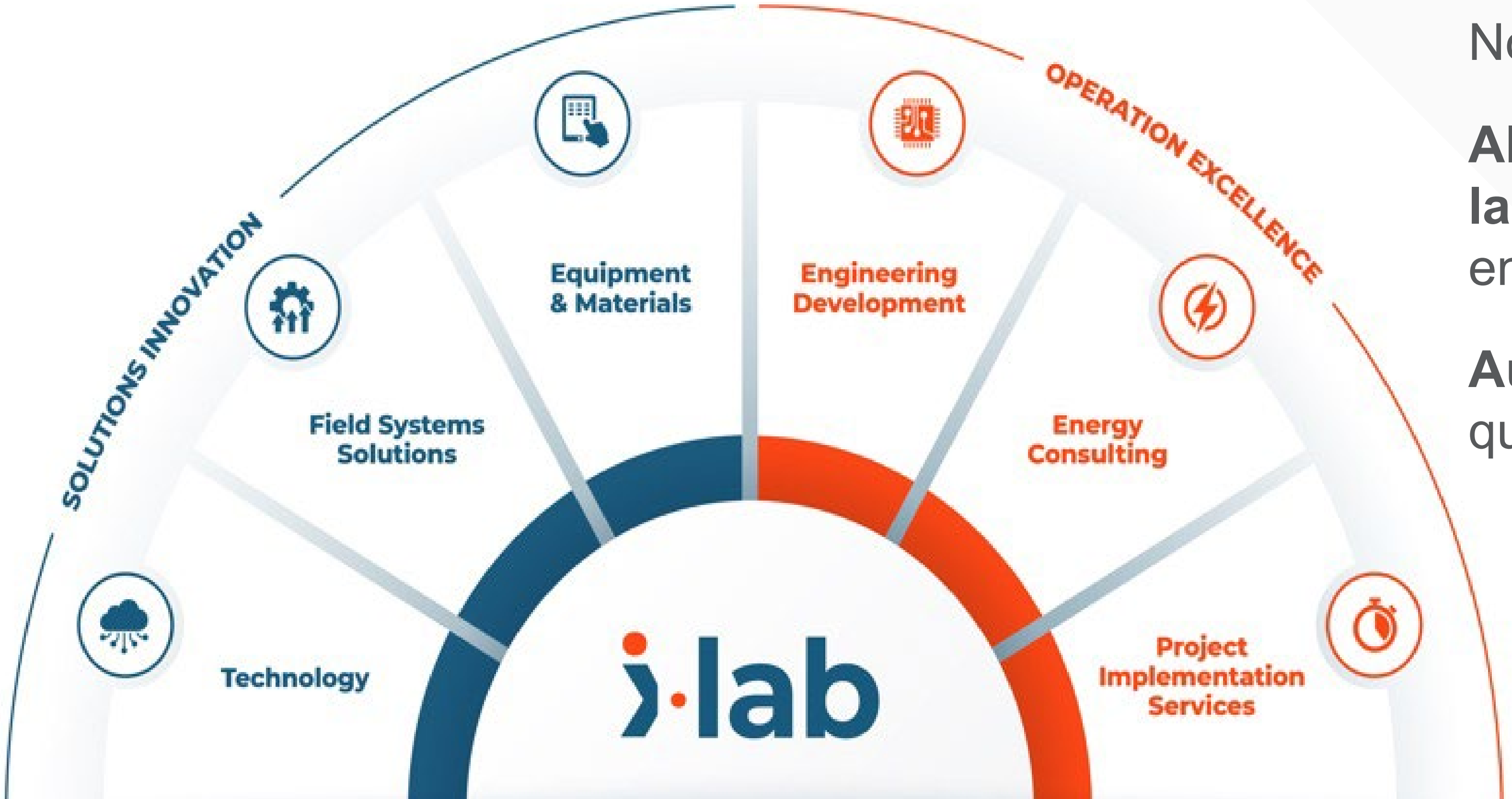
Disciplined procurement, contractual protections, and operational agility support resilient margins in an inflationary environment

Our Focus

Strategic Procurement & Scale	Leverage buying power, supplier partnerships and long-term agreements to drive savings and price stability
Tariff & Commodity Risk Management	Actively monitor tariffs and commodity markets, maintain flexible sourcing and multi-supplier strategies to reduce cost and disruption risk
Contractual Inflation Protection	Embed CPI and commodity escalation clauses, market-based pricing formulas and cost pass-through mechanisms in client contracts
Operational & Energy Cost Controls	Optimize logistics and routing, manage fuel costs, and drive menu and product flexibility to control costs and improve efficiency

Innovation and Technology-Enabled

Driving efficiency, automation, lower operating costs, analytical insights for clients, and competitive strength



Workforce and Human Capital Management systems investments improving labour optimization and workflow automation

Client Facing Technology expanding scalability of the distributed FM model in North America

AI initiatives such as **Runway,** for **labour and task management** enhancing productivity and efficiency

Autonomous robotics for cleaning quality and labour optimization

Reporting Segments

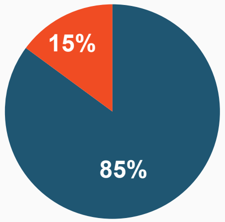
Support Services

Delivering *Facilities Management* and *Remote & Hospitality Services*, including full-service maintenance, hospitality and food services, to support client operations across a diverse range of industries across North America.

Asset-Based Services

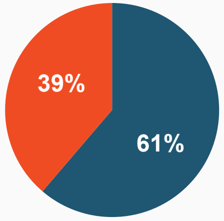
Providing *Workforce Accommodation Structures and Access Matting* to enable operations in remote and infrastructure-intensive environments across Canada and select US regions.

Sales



- Support Services
- Asset Based Services

Adj EBITDA



- Support Services
- Asset Based Services

Acquisition Strategy

Disciplined, Accretive Platform Expansion

- **Jan 2022**
  - **Dana Hospitality,** adding an established culinary and hospitality brand.
  - **Tricom Facility Services,** expanding IFM platform and establishing presence in key US markets.
- **Jan 2023**
  - **VCI Controls,** enhancing building automation and energy efficient capabilities.
- **Feb 2024**
  - **CMI**, expanding IFM platform in US with government and commercial clients.
- **Jul 2025**
  - **40% interest in Pleasant Valley,** adding scale and strengthening US facilities management platform
- **Aug 2025**
  - **Right Choice Camps & Catering,** expanding workforce accommodations platform and remote services capabilities

Key Acquisition Criteria

- Strategic fit
- Platform capability enhancement
- Long-term value creation to support our 15% ROE target
- Cultural alignment
- Technology enabled

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