Q2 2026 Results

Analyst & Investor Call
August 5, 2026

dexterra GROUP

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.

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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 (as defined herein); capital allocation priorities, acquisition strategy; its capital light model, market and inflationary environment expectations, including energy price fluctuations, asset utilization, workforce accommodation occupancy levels, its leverage, FCF (as defined herein), wildfire activity expectations, expected benefits from the Right Choice and PVC acquisitions, investments in technology, U.S. 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, supply chain mitigation efforts, 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; including energy pricing, U.S. tariff impacts; U.S. 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 basic earnings per share based on 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; “Free Cash Flow” (“FCF”), calculated as net cash flows from (used in) operating activities, plus estimated income tax payments related to the prior year when two years of tax payments are made, 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 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 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.

Bill McFarland

Chair of the Board

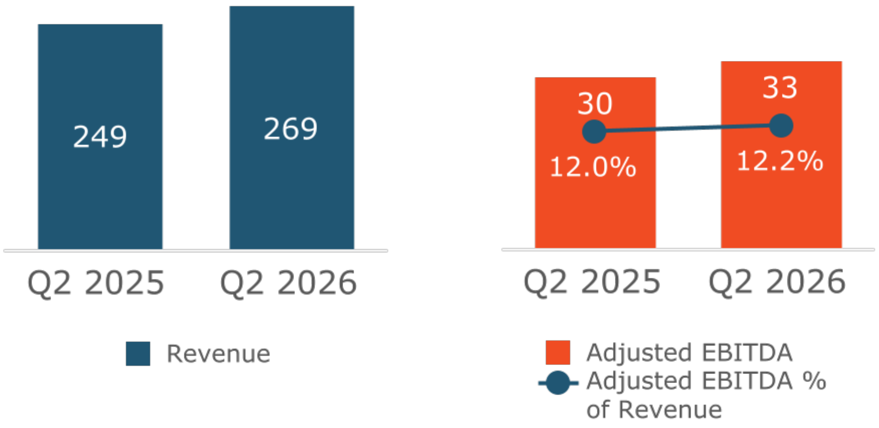
Mark Becker

Chief Executive Officer

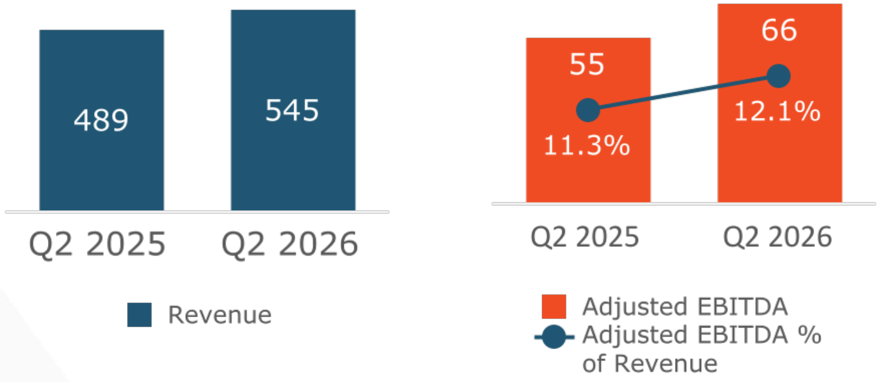
Q2: Strong Financial Performance & Growth

- Strong revenue driven by workforce accommodation occupancy, organic growth, and acquisitions
- Strong Adjusted EBITDA and margins
- Improved free cash flow for Q2 and YTD
- Recent acquisitions delivering on plan
- New U.S. business contract wins
- 15.4% Return on Equity (1)

Q2 2026 Revenue and Adjusted EBITDA(1)
($ millions)



YTD Q2 2026 Revenue and Adjusted EBITDA(1)
($ millions)



(1) Adjusted EBITDA, Adjusted EBITDA as a % of Revenue and Return on Equity are non-GAAP financial measures. Refer to the Q2 2026 MD&A for reconciliation of non-GAAP measures.

Denise Achonu

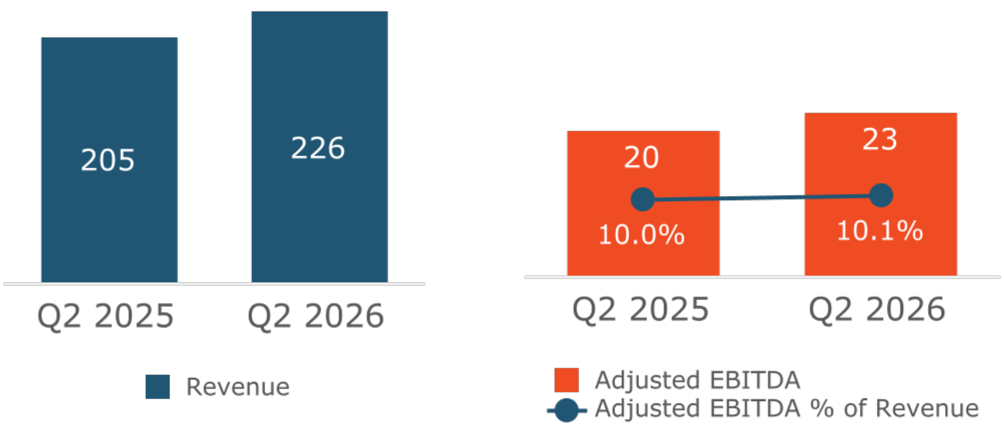
Chief Financial Officer

Support Services Review

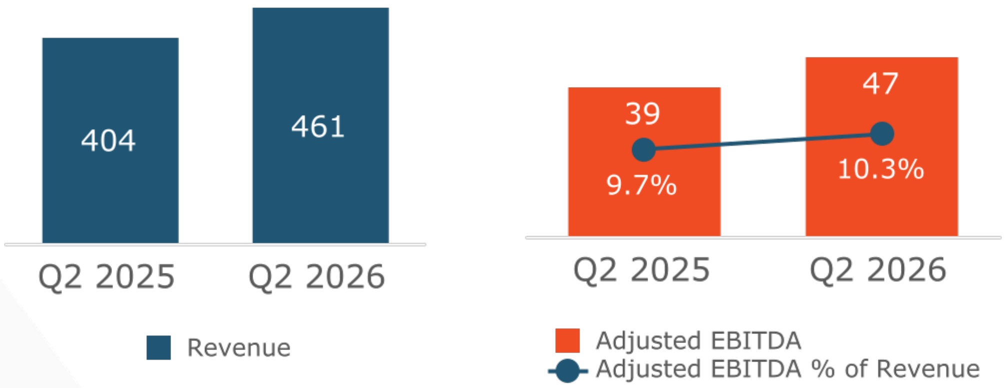
A suite of facilities management, remote services, and hospitality solutions with an expanding footprint

- High workforce accommodation occupancy, organic growth, and the addition of Right Choice
- Adjusted EBITDA growth of 12% with strong margins
- Investment in U.S. platform to support future growth
- Achieved operational efficiencies and managing inflationary pressure
- Adjusted EBITDA margin expected to continue to exceed 9%

Q2 2026 Revenue and Adjusted EBITDA[1]
($ millions)



YTD Q2 2026 Revenue and Adjusted EBITDA[1]
($ millions)



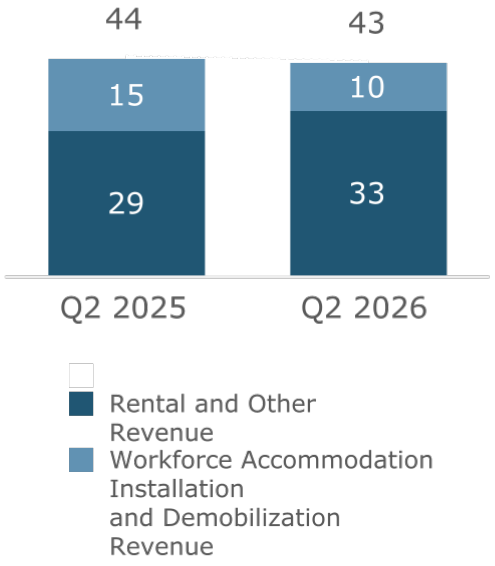
(1) Adjusted EBITDA and Adjusted EBITDA as a % of Revenue are non-GAAP financial measures. Refer to the Q2 2026 MD&A for reconciliation of non-GAAP measures.

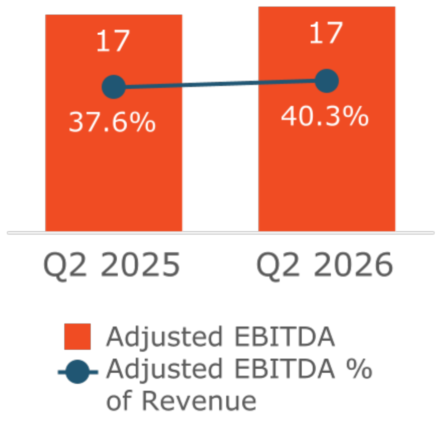
Asset Based Services Review

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

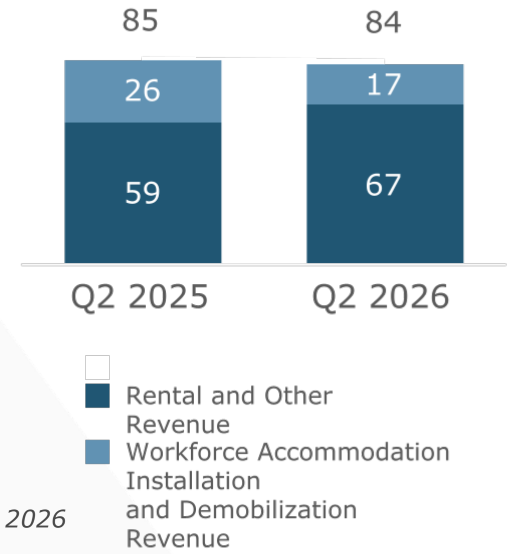
- Higher margin rental revenue growth of 13%
- Adjusted EBITDA margin expansion from increased contribution from rental activity
- Adjusted EBITDA margin outlook higher end ~30-40% for 2026

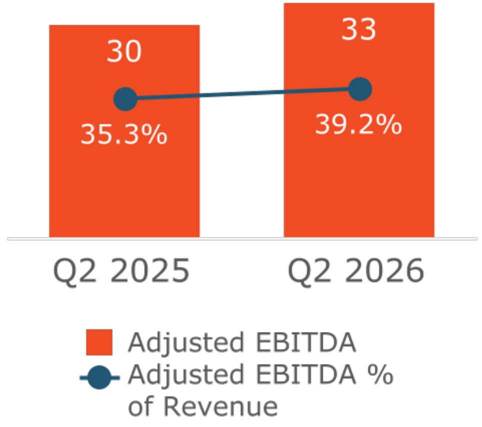
Q2 2026 Revenue and Adjusted EBITDA(1)
($ millions)





YTD Q2 2026 Revenue and Adjusted EBITDA(1)
($ millions)





(1) Adjusted EBITDA and Adjusted EBITDA as a % of Revenue are non-GAAP financial measures. Refer to the Q2 2026 MD&A for reconciliation of non-GAAP measures.

Strong Financial Position And Disciplined Capital Allocation

- Positive working capital reduction in Q2
- Annual Adjusted EBITDA conversion to FCF to exceed 50%
- Planned U.S. platform and IT investments progressing
- Flexibility for high return growth investments/acquisitions
- Significant credit facility capacity
- Renewed NCIB as of May 2026
- Quarterly dividend of $0.10 per share

(1) Free Cash Flow is a non-GAAP financial measure. Refer to the Q2 2026 MD&A for reconciliation of non-GAAP measures.

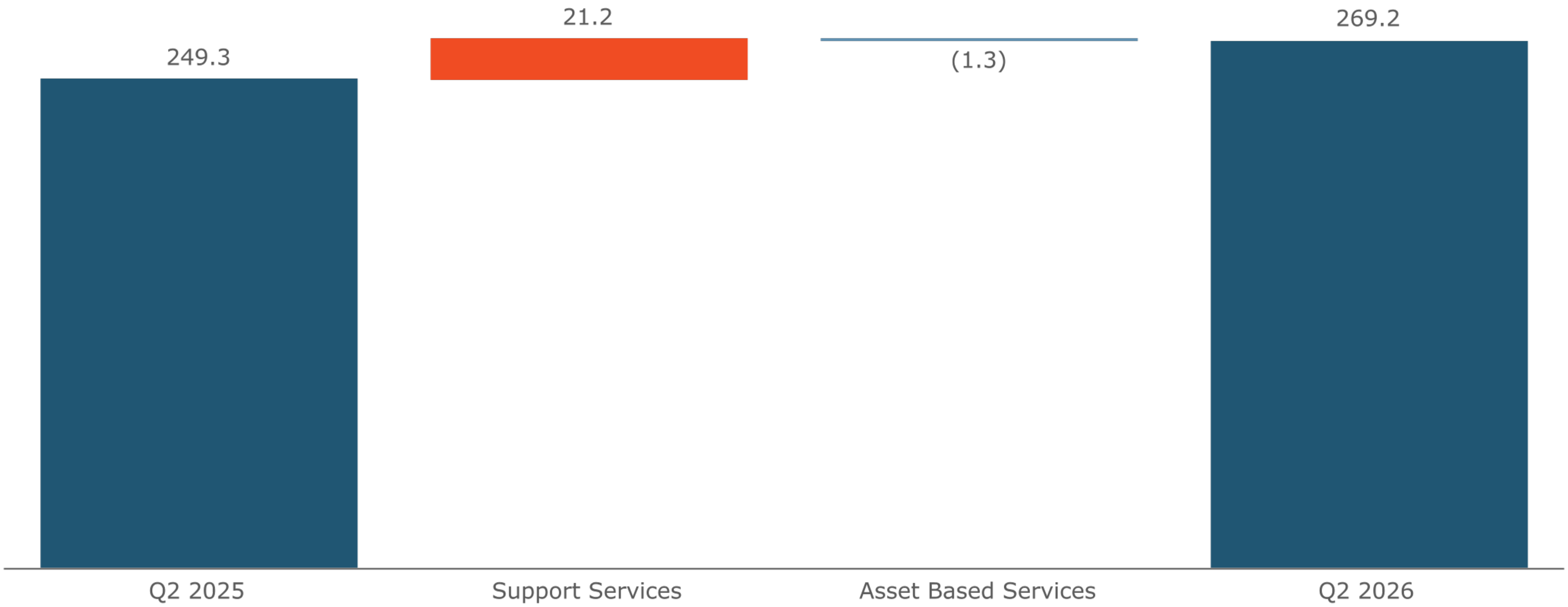
Outlook and Priorities

- Continued strong execution and profitable, predictable results
- Continue to scale our U.S. platform
- North-American FM/IFM expansion
- Pursue U.S. data centre and Canadian Nation-Building opportunities
- Manage inflationary pressures
- Deliver shareholder value through disciplined capital allocation

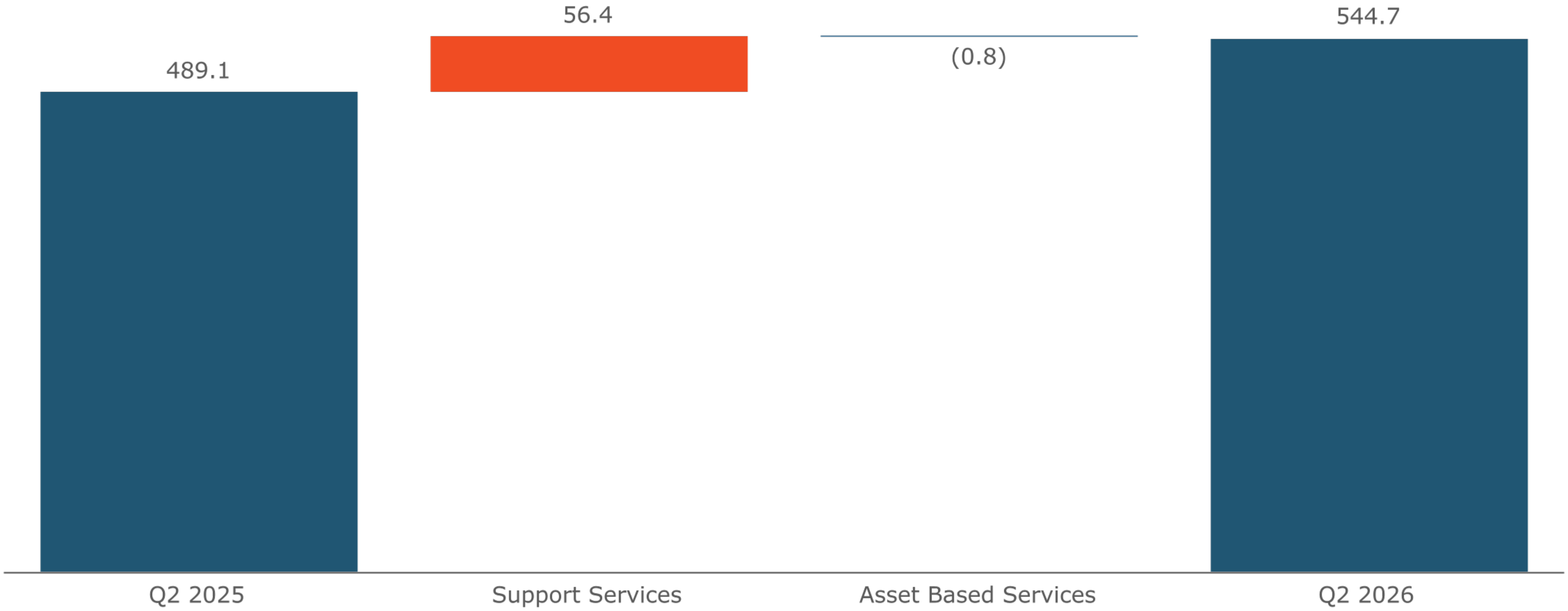
Q&A

Appendix I - Supporting Charts

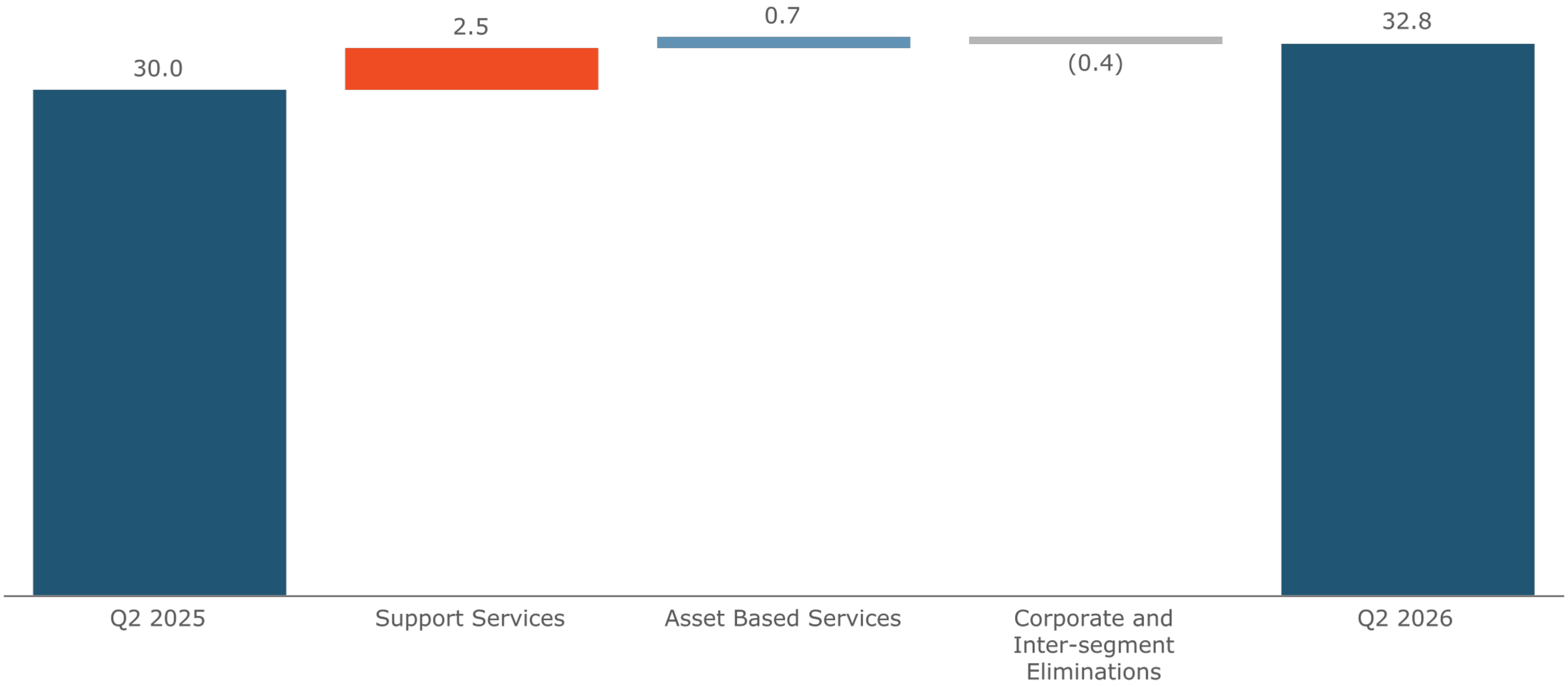
Revenue Reconciliation
Q2 2026 vs. Q2 2025



Revenue Reconciliation
YTD Q2 2026 vs. YTD Q2 2025



Adjusted EBITDA Reconciliation
Q2 2026 vs. Q2 2025



Adjusted EBITDA Reconciliation
YTD Q2 2026 vs. YTD Q2 2025