



INVESTOR PRESENTATION

GDI Integrated Facility Services Inc.

June 2022

DISCLAIMERS

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Certain statements in this presentation may constitute forward-looking information within the meaning of securities laws. Forward-looking information may relate to GDI'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 "may"; "will"; "should"; "expect"; "plan"; "anticipate"; "believe"; "intend"; "estimate"; "predict"; "potential"; "continue"; "foresee"; "ensure" or other similar expressions concerning matters that are not historical facts. In particular, statements regarding GDI's future operating results and economic performance and its objectives and strategies are forward-looking statements. These statements are based on certain factors and assumptions including expected growth, results of operations, performance and business prospects and opportunities, which GDI believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to the Company, they may prove to be incorrect. It is impossible for GDI to predict with certainty the impact that the current economic uncertainties may have on future results. Forward-looking information is also subject to certain factors, including risks and uncertainties (described in the "Risk Factors" section) that could cause actual results to differ materially from what GDI currently expects. These factors include namely risks pertaining to unsuccessful implementation of the business strategy, inherent operating risks of acquisition activity, failure to integrate, decline in commercial real estate occupancy levels, deterioration in general economic conditions, increase in competition, influence of the principal shareholders, increase in costs which cannot be passed to customers, loss of key or long term customers, public procurement laws and regulations, legal proceedings, reputational damage, labour disputes, goodwill and long-lived assets impairment charges, labour shortages, tax matters, dependence on key employees, participation in multi-employer pension plans, legislation or other governmental action, disruption in information technology systems, exchange rate fluctuations, disputes with franchisees, public perception of environmental footprint, many of which are beyond the Company's control. Therefore, future events and results may vary significantly from what management currently foresees. The reader should not place undue importance on forward-looking information and should not rely upon this information as of any other date. While management may elect to, the Company is under no obligation and does not undertake to update or alter this information at any particular time, except as may be required by law.

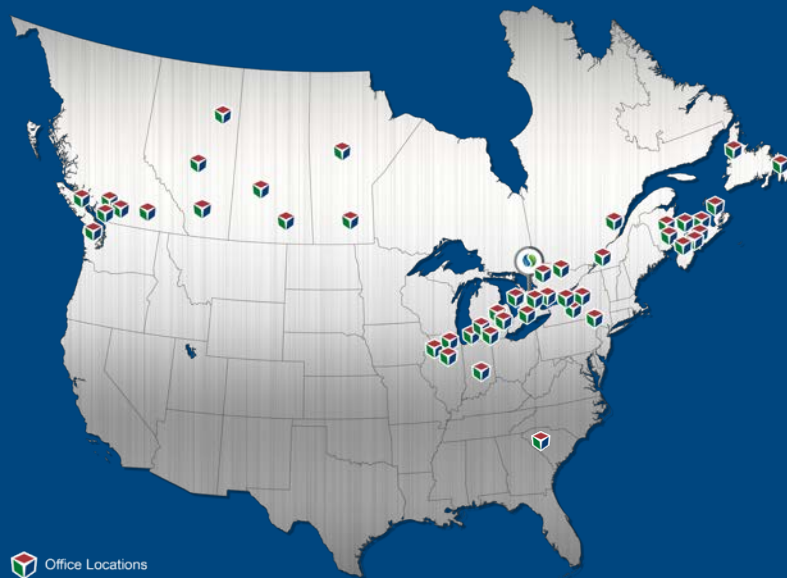
NON IFRS-MEASURES

This presentation makes reference to certain non IFRS measures. These measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of the Company's results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of the Company's financial information reported under IFRS. Non IFRS measures including Adjusted EBITDA and Adjusted EBITDA Margin provide investors with supplemental measures of the Company's operating performance. The Company believes non IFRS measures are important supplemental measures of operating performance because they eliminate items that have less bearing on the Company's operating performance, and thus highlight trends in its core business that may not otherwise be apparent when relying solely on IFRS measures. The Company also believes that securities analysts, investors and other interested parties frequently use non IFRS measures in the evaluation of companies, many of which present similar metrics when reporting their results. Management also uses non IFRS measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess the Company's ability to meet its future debt service, capital expenditure and working capital requirements. Because other companies may calculate these non IFRS measures differently than the Company does, these metrics may not be comparable to similarly titled measures reported by other companies. Refer to the Company's management's discussion and analysis for the fiscal year ended December 31, 2021 ("Fiscal 2021"), available on SEDAR at www.sedar.com, for definitions and reconciliations of Adjusted EBITDA and Adjusted EBITDA Margin to the most directly comparable IFRS measure.



GDI Today

GDI is the largest integrated facility services provider in Canada & among the Top 5 largest in North America.



Office Locations
Manufacturing Facility

- F2021 revenue of **\$1.6 billion** and ProForma revenue⁽¹⁾ of **\$2.0 billion**
- Largest and leading facility services platform in Canada, strong, growing platform in the USA
- Long term Revenue and Adjusted EBITDA CAGR of 20.6% & 23.4%
- Proven acquirer & integrator with **21 acquisitions completed since F2018**
- Experienced management team with strong, entrepreneurial **leadership regionally**
- **Recession resistant** business model
- **Strong balance sheet, strategic growth funded through cash flow**



(1) ProForma Revenue is F2021 revenue plus full year contribution from closed acquisitions

Our Vision

To be the world-leading provider of facility services and solutions.

Our Mission

Our mission is to consistently deliver the best, most trusted facility services and innovative solutions to meet our client needs and standards.

Our Values



Team

Our people are our key differentiator; we are passionate, knowledgeable and work together to succeed.



Quality

We deliver the highest level of service and value to our clients.



Integrity

We believe that our values should never be compromised & we always strive to do the right thing.



Safety

We believe that all injuries are preventable and the safety of all employees is our top priority.



Trust

We earn the trust of our colleagues, clients and shareholders through unquestioned integrity.



Transparency

We believe in transparency and achieve it through communicating openly and freely.



Accountability

We always deliver on our commitments to clients, employees & stakeholders.



Diversity

We value the uniqueness our people, their cultures, work styles and talents.



Collaboration

Our success is dependent on the collaborative efforts of our various business units, working together to be the industry leader.



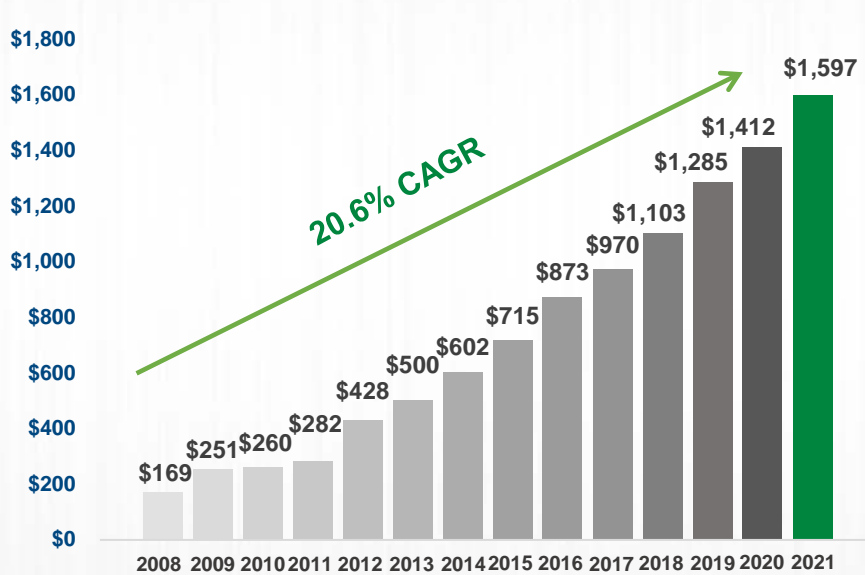
Innovation

We are pioneers of innovation in the marketplace & continuously look for opportunities to improve.

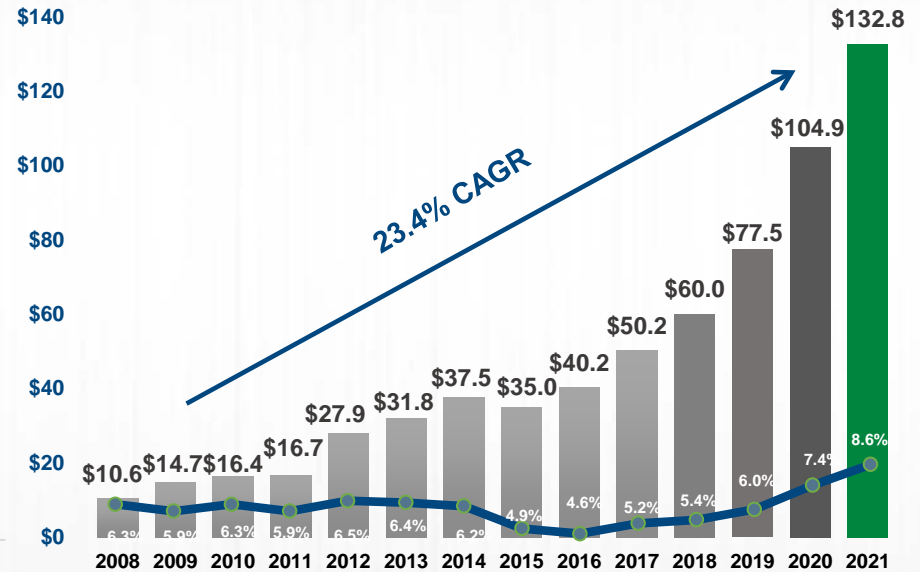


Long Term Performance

REVENUE



ADJUSTED EBITDA & MARGIN



- Track record of strong growth both organically and through acquisition
- Revenue and Adjusted EBITDA CAGR of 20.6% & 23.4%
- Long term Adjusted EBITDA margin target of 6%-7%
 - Margin drag in F2015-F2018 when GDI built Technical Services and manufacturing/distribution platforms
 - Positive COVID-19 effect during F2020 and F2021

- Recession resistant due to flexibility of cost structure and essential nature of service offering
- Significant room to grow all business units within Canada and United States



GDI Today

Cleaning & Hygiene Canada

- Largest and most trusted commercial cleaning business in Canada
- Strong relationships across the Canadian real estate community
- 2.5x the size of the next largest competitor

Cleaning & Hygiene USA

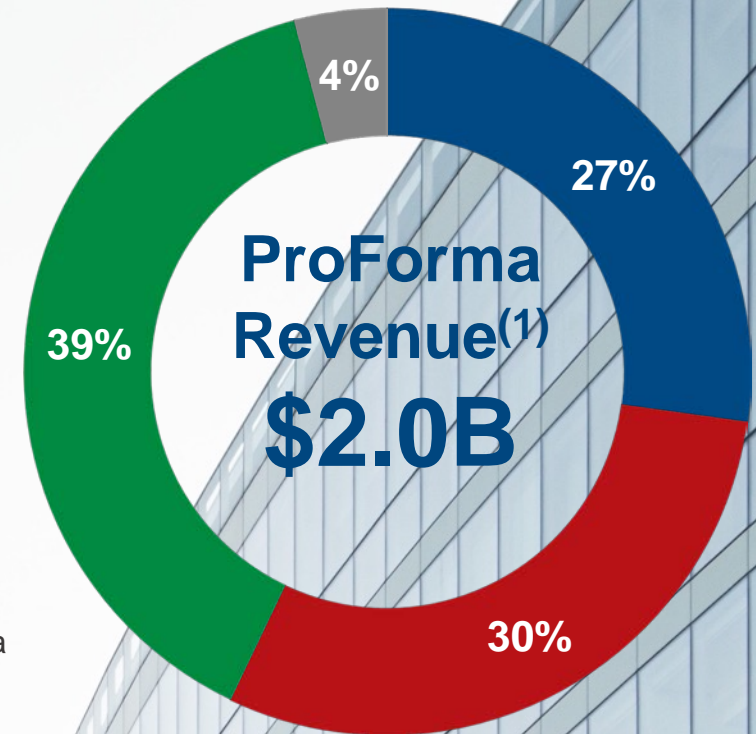
- 13,000 employees in the United States & clients in 33 States
- Offices in Seattle, Chicago, Detroit, Indianapolis, Pittsburgh, Philadelphia, Boston, Portland, Greenville (S.C.)

Technical & Trade Services (Ainsworth)

- The only multi-trade services business focusing on maintenance, repair and retrofit with a cross-Canada platform
- Technicians within 1 hour of 90% of the Canadian population

Product Manufacturing & Distribution

- Janitorial products manufacturing and distribution business
- 75% of business volume is outside of GDI



COVID Pandemic

- GDI has been proactive since the beginning of the COVID-19 pandemic
- GDI's businesses are deemed essential services – our employees are on the front lines of this crisis
- Most of our businesses performed well in 2020 and 2021 and experienced heightened demand for cleaning products and services
- We expect continued demand for our COVID-19 related services as client focus shifts from cleaning for appearance to cleaning for health
- We are exiting the pandemic with a healthy balance sheet and strong competitive position



Janitorial Canada

Two go-to market business models:



Traditional commercial janitorial business

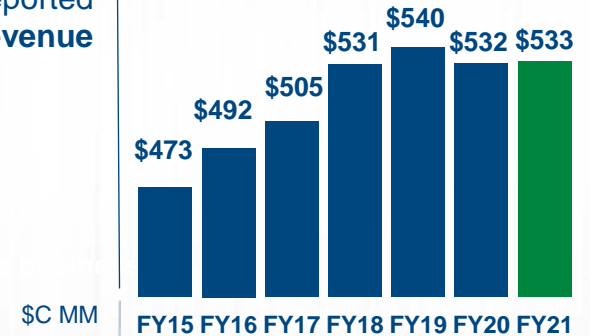
- The incumbent provider in all of the major markets in Canada
- Significantly larger than next largest competitor
- Services large-to-mid sized facilities across commercial, institutional, industrial markets
- Offices in all major and many secondary markets in Canada
- Scope of service & pricing customized per facility



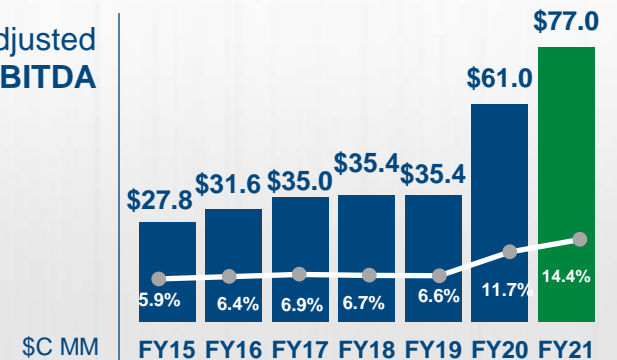
Modern franchise business

- Established cross-Canada platform in F2016
- Over \$100m in client revenue achieved to-date
- Developed to service multi-location property portfolios (ex. retail chains)
- Tailored to perform effectively in smaller/remote secondary & tertiary markets
- Scope of service & pricing standardized across property portfolio

Reported Revenue



Adjusted EBITDA





Janitorial Canada Positioning

\$8 billion market across Canada⁽¹⁾



GDI Office



75+ Canadian Secondary Markets (Opportunity for Expansion)

Opportunity for Expansion

GDI's strategy is to build the third generation of Modern business across 75+ secondary markets in Canada.



British Columbia

- Abbotsford
- Surrey
- Richmond
- Burnaby
- Kelowna
- Coquitlam
- Victoria
- Langley
- Delta
- Chilliwack
- Prince George
- Nanaimo
- Kamloops
- Maple Ridge

Northwest Territories

- Yellowknife

Alberta

- St. Albert
- Medicine Hat
- Red Deer
- Airdrie
- Wood Buffalo
- Strathcona County
- Lethbridge
- Grande Prairie

Saskatchewan

- Prince Albert

Manitoba

- Brandon

Ontario

- Hamilton
- Kitchener
- Brampton
- London
- Windsor
- Cambridge
- Oshawa
- Barrie
- Burlington
- Greater Sudbury
- Kingston
- Guelph
- Brantford
- Peterborough
- Vaughan
- Richmond Hill
- Aurora
- Ajax
- Newmarket
- Milton
- Norfolk County
- Caledon
- Whitby
- Welland
- North Bay
- Clarington

Maritimes

- St. John's
- Moncton
- Fredericton
- Saint John
- Cape Breton
- Charlottetown

- Thunder Bay
- Belleville
- Chatam-Kent
- Sarnia
- Sault Ste-Marie
- Kawartha Lakes
- St. Catharines/Niagara Falls

Québec

- Trois-Rivières
- Sherbrooke
- Terrebonne
- Blainville
- Repentigny
- Gatineau
- Mirabel
- Saint-Jérôme
- Saint-Hyacinthe
- Saguenay
- Saint-Jean-sur-Richelieu
- Drummondville
- Granby

(1) Market data from IBIS reports and GDI management estimates

Janitorial USA

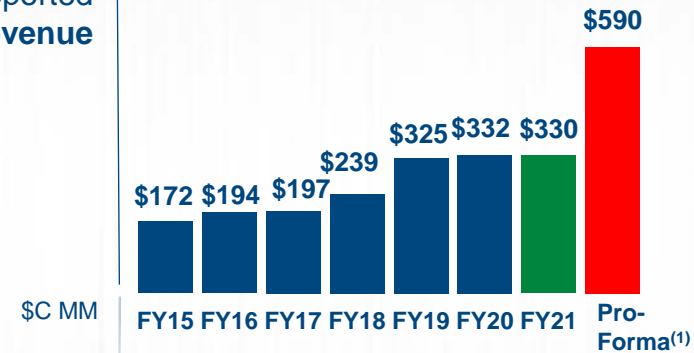
Traditional commercial janitorial services business

- Entered the U.S. in 2012
- 9 strategic acquisitions made to-date
- Servicing Class A office, educational, healthcare, food sanitization and industrial markets
- Higher adjusted EBITDA margins due to strong suburban and specialized end-market presence
- Generating strong organic growth

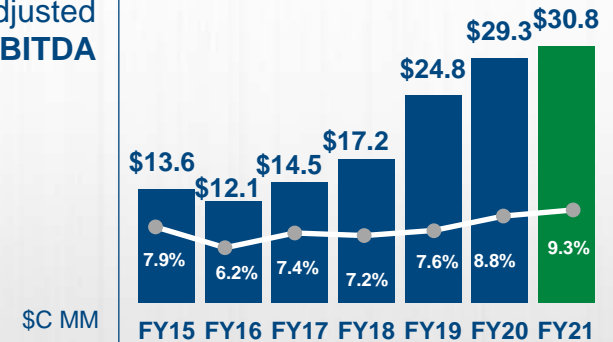
IH Services, Inc. Acquisition closed Dec 31, 2021

- GDI's largest acquisition to-date
- Adds USD\$200m in revenue representing significant growth in GDI's U.S. janitorial business
- Expands GDI's footprint into the Southeast and Southcentral USA
- Focused on the industrial, distribution and healthcare verticals
- Very well respected and strong leadership team that will stay in-place going forward

Reported Revenue



Adjusted EBITDA



Janitorial USA Positioning



Large and growing US business

- ~USD\$52 billion market⁽¹⁾
- Positioned as top 5 largest janitorial companies in North America



Operating platform in U.S. mid-west and north east & servicing clients in 33 states

- Hub offices in Chicago, Detroit, Pittsburgh, Philadelphia, Boston, Portland (ME), Seattle and Greenville (SC)

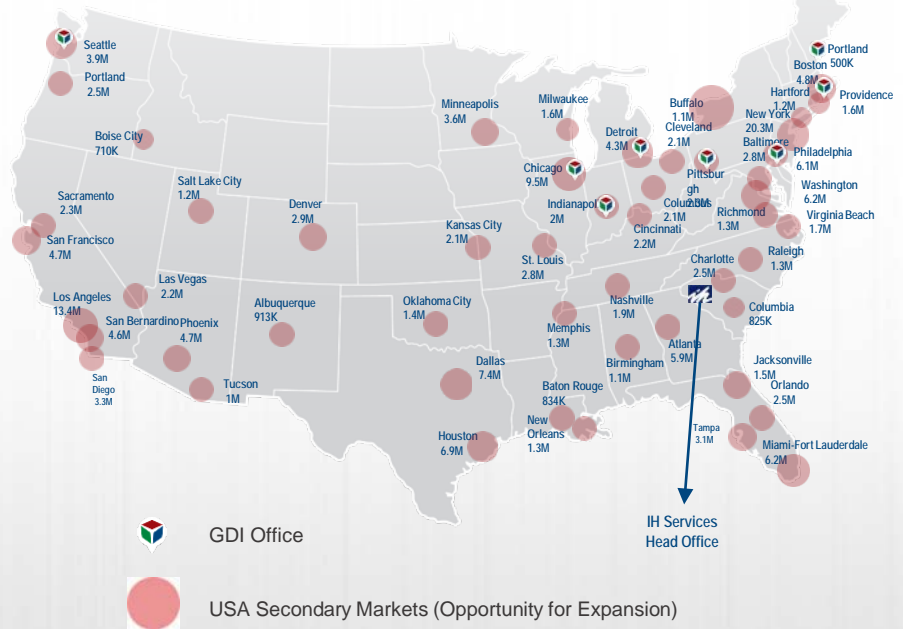


Significant room to grow into new major and secondary U.S. markets

- Highly fragmented market with significant M&A potential

Opportunity for Expansion

Significant room to grow into new major and secondary U.S. markets



Service-focused multi-trade business

- 3,000+ employees, 2,700 tradesmen, 2,000 vehicle fleet
- Leader in building automation and smart building technologies
- Full multi-trade capabilities – building automation, HVAC, mechanical, electrical, cabling, energy management
- Focus on maintenance, repair & retrofit
- Within 1hr truck roll of 90% of Canadian population

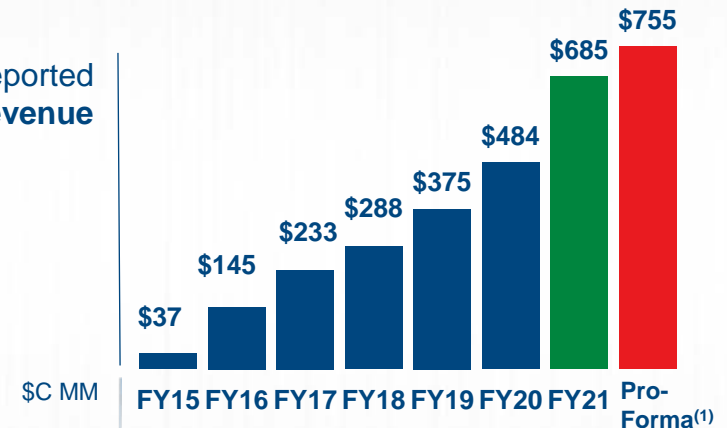
Strong strategic fit between janitorial and technical services businesses

- Significant cross-selling opportunity
- Increases value add to GDI client base

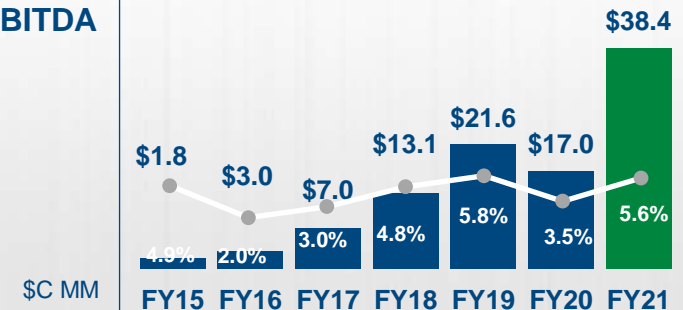
Acquisition of Energere Jan 2022

- Energere is the leading energy services company in Quebec
- Provides energy efficiency advisory services and turnkey design/build projects with or without multi-year energy savings guarantees
- Smart City division provides energy efficient outdoor lighting solutions and infrastructure management technologies to cities and municipalities

Reported Revenue



Adjusted EBITDA



AINSWORTH Positioning

Largest services focused multi-trade business in Canada

- GDI estimates multi-trade industry is larger than commercial janitorial

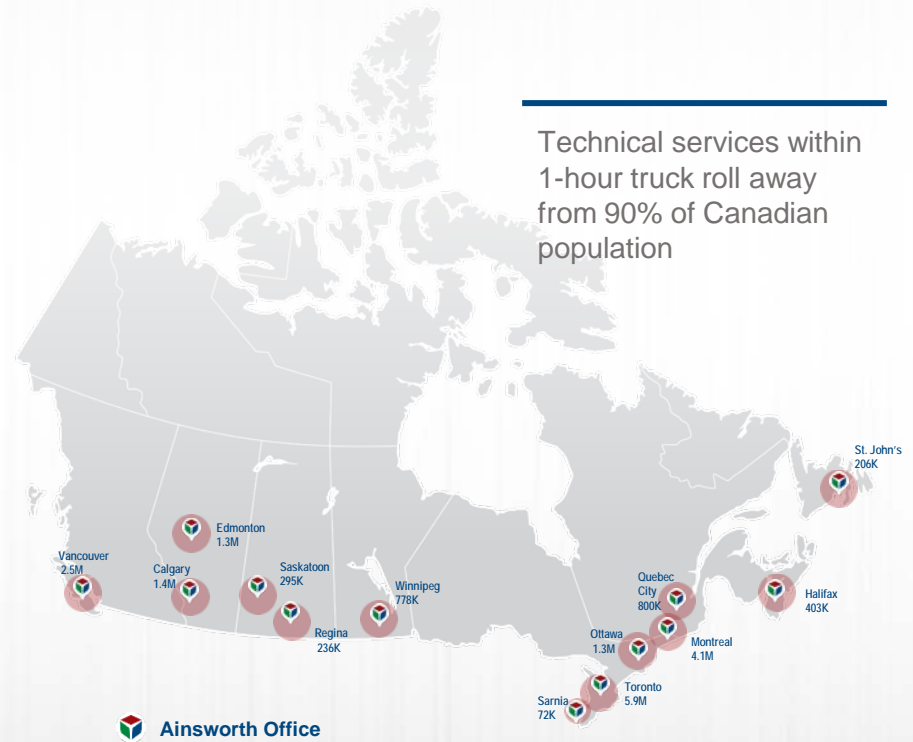
Established cross-Canada platform in November 2015

- 15 strategic acquisitions made to-date

Strong operating presence in all major markets in Canada

Positioned to service clients locally as well as national and multi-regional mandates

Technical services within 1-hour truck roll away from 90% of Canadian population



Acquisition of The BP Group in January 2021

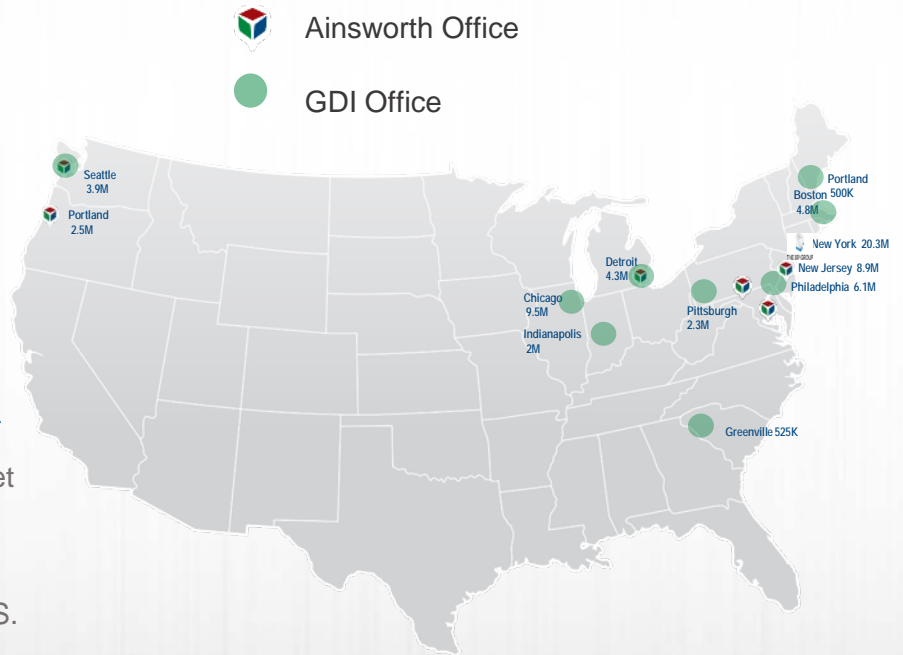
- One of the largest mechanical service contractors in New York State
- Servicing many of the most recognized class A buildings in New York City
- Strong reputation in the industry
- Acquired USD\$110m revenue, 200 employees

Platform acquisition for Ainsworth in the USA

- BP is Ainsworth’s fist acquisition of scale in the U.S. market
- Opportunity to consolidate and considerably strengthen Ainsworth’s existing U.S. business
- Will serve as a platform to support further growth in the U.S. market both organic and acquisitive
- Focus will be to grow Ainsworth along side GDI’s janitorial footprint in the USA (while remaining opportunistic for strategic opportunities)

Acquisition of Enginuity, LLC in September 2021

- First acquisition made through the BP Group platform
- Design/build and service focused mechanical contractor in PA and MD



New Business Unit within Ainsworth – Energy & Technology Solutions

- Launched in February 2022
- Brings Ainsworth's next generation technologies together under one roof with dedicated leadership and strategic direction
- Housing Ainsworth's recently acquired Energere business and Master Systems Integrator business
- Targeting clients who want to optimize their facility while also enhancing their overall ESG profile.
- Will keep GDI ahead of the curve and in an advisory role with clients as Property Tech continues to grow in importance

Energere

- Energy efficiency advisory services
- Turnkey design-build projects
- Ability to provide energy savings guarantees
- Successfully completed more than 600 energy efficiency projects
- Over 100 employees principally composed of engineers, building system designers, project managers and energy analysts

MSI

- Ability to install and connect multiple building systems onto a common platform (BAS, security system, real-time locating, etc.)
- Provide clients with data and real-time analytics
- Optimize a facility's infrastructure
- Improve occupant experience
- Leading Canadian player in this Smart Building space





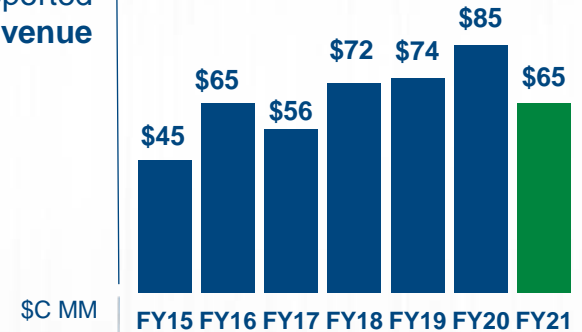
Established in 2013 with manufacturing capability added in 2015 and Q3 2021

- Full-service provider of top-quality cleaning supplies, products and equipment
- Chemical manufacturing business producing house brand and private label products operating at 50% capacity
- 10 cash & carry retail outlets in Quebec and Ontario
- Servicing GDI as well as third party clients in the commercial, institutional and retail markets

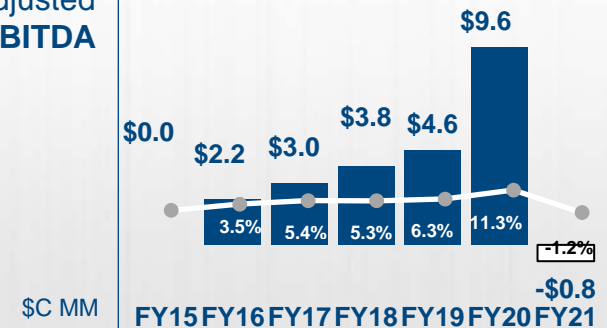
Acquisition of Fuller Industries, LLC Sept 2021

- 585,000 sq.ft. manufacturing facility in Kansas
- Manufacturers a full line of janitorial chemical, brushes and plastic products
- Significant excess capacity, significant opportunity to grow

Reported Revenue



Adjusted EBITDA



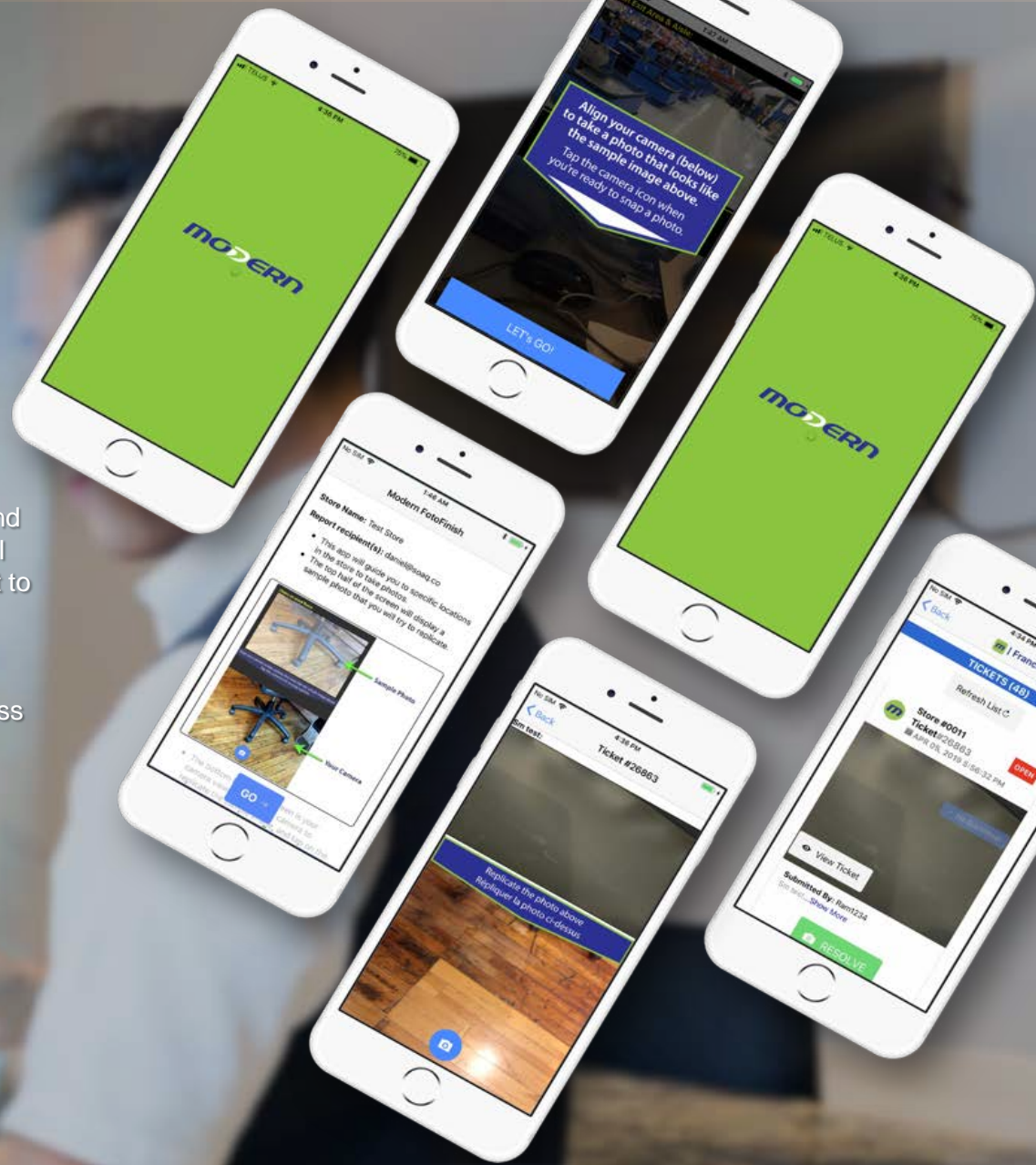
Our Technology is Your Quality Assurance

Fotofinish

- The FotoFinish mobile application leverages today's technology to replace the outdated practice of monthly visits / inspections with **daily visibility and validation of cleanliness execution**

Fotofeedback

- The FotoFeedback mobile application and process permits local Facility Management to snap a photo of any issue, instantly triggering a ticketing and resolution process



Strategic Evolution



47 acquisitions completed since 2008

- Disciplined strategy to expand geographically and build integrated facility services platform
- Look for companies with strong management teams, similar values and culture in new regions or business lines
- Acquire the business and have the company become our partner in their region or business line



Financial Overview / Q1F2022

REVENUE

| | Q1F21 | Q1F22 | Growth |
|---------------------|----------------|----------------|----------------|
| Janitorial Canada | \$134.0 | \$142.0 | 6.0% ↑ |
| Janitorial USA | \$80.0 | \$163.0 | 103.8% ↑ |
| Technical Services | \$156.0 | \$172.0 | 10.3% ↑ |
| Comp. Services | \$17.0 | \$25.0 | 47.1% ↑ |
| Consolidated | \$384.0 | \$495.0 | 28.9% ↑ |

ADJUSTED EBITDA

| | Q1F21 | Q1F22 | Growth |
|---------------------|---------------|---------------|---------------|
| Janitorial Canada | \$22.0 | \$19.0 | -13.6% ↓ |
| Janitorial USA | \$8.0 | \$13.0 | 62.5% ↑ |
| Technical Services | \$6.0 | \$6.0 | 0.0% |
| Comp. Services | \$1.0 | \$1.0 | 0.0% |
| Consolidated | \$34.0 | \$36.0 | 5.9% ↑ |

GROWTH

| | Organic | Acq. |
|---------------------|-------------|--------------|
| Janitorial Canada | 5.0% | 1.0% |
| Janitorial USA | 14.0% | 90.0% |
| Technical Services | -2.0% | 12.0% |
| Comp. Services | 18.0% | 29.0% |
| Consolidated | 4.0% | 25.0% |

MARGIN

| | Q1F21 | Q1F22 | Change |
|---------------------|-------------|-------------|--------------|
| Janitorial Canada | 16.4% | 13.4% | -3.0% |
| Janitorial USA | 10.0% | 8.0% | -2.0% |
| Technical Services | 3.8% | 3.5% | -0.4% |
| Comp. Services | 5.9% | 4.0% | -1.9% |
| Consolidated | 8.9% | 7.3% | -1.6% |

- **Janitorial Canada continuing to provide enhanced services to clients**
 - Recurring extra services and one-time special services
- **Janitorial USA showing strong growth due to IH acquisition**
- **Technical Services has substantially recovered from Q2F20 COVID lows**
 - Global supply chain delays making some projects longer to close
- **Complementary Services experiencing lower than normal demand for daily consumables like tissue and toilet paper due to low occupancy rates**
 - Expected to recover as building occupancy increases



Financial Overview / F2021

REVENUE

| | F2020 | F2021 | Growth |
|---------------------|------------------|------------------|----------------|
| Janitorial Canada | \$532.2 | \$533.0 | 0.2% ↓ |
| Janitorial USA | \$331.6 | \$329.8 | -0.5% ↑ |
| Technical Services | \$483.8 | \$685.1 | 41.6% ↑ |
| Comp. Services | \$84.9 | \$64.8 | -23.7% ↑ |
| Consolidated | \$1,412.0 | \$1,597.2 | 13.1% ↑ |

GROWTH

| | Organic | Acq. |
|---------------------|-------------|--------------|
| Janitorial Canada | 0.1% | 0.1% |
| Janitorial USA | 5.9% | |
| Technical Services | 11.1% | 31.2% |
| Comp. Services | -31.0% | 7.3% |
| Consolidated | 3.7% | 11.2% |

ADJUSTED EBITDA

| | F2020 | F2021 | Growth |
|---------------------|----------------|----------------|----------------|
| Janitorial Canada | \$61.0 | \$77.0 | 26.2% ↑ |
| Janitorial USA | \$29.3 | \$30.8 | 5.0% ↑ |
| Technical Services | \$17.0 | \$38.4 | 125.9% ↓ |
| Comp. Services | \$9.6 | -\$0.8 | -108.4% ↑ |
| Consolidated | \$104.9 | \$132.8 | 26.6% ↑ |

MARGIN

| | F2020 | F2021 | Change |
|---------------------|-------------|-------------|-------------|
| Janitorial Canada | 11.5% | 14.4% | 3.0% |
| Janitorial USA | 8.8% | 9.3% | 0.5% |
| Technical Services | 3.5% | 5.6% | 2.1% |
| Comp. Services | 11.3% | -1.2% | -12.5% |
| Consolidated | 7.4% | 8.3% | 0.9% |

- Strong performance in Janitorial segments during F2021 as these businesses experienced higher demand due to the COVID pandemic
- Technical Services segment strong performance in F2021
- Complementary Services segment suffering from weak demand due to low occupancy rates which should correct as building reoccupy
- Consolidated Adjusted EBITDA growth of 26.6% in F2021
- Consolidated EBITDA margin of 8.3%



Balance Sheet / Mar 31, 2022

GD I is well positioned financially to continue to execute on its growth strategies.



Strong balance sheet

Strong Balance Sheet

Significant cash flow generation during F2020 and F2021 – closed seven acquisitions since Jan 1, 2021

ProForma Debt/Adjusted ratio close to 2.0x

~1.25% Capex results in high level of free cash flow

M&A growth strategy funded through internally generated cash



F2025 OBJECTIVES ⁽¹⁾

TOTAL REVENUE

~\$3.0 billion

ORGANIC REVENUE GROWTH

Consistent with past performance
(3%-6% historic)

ACQUISITION GROWTH

10%-15% annual M&A growth

ADJUSTED EBITDA

\$180 - \$200 million

BUSINESS MIX (dependent on M&A opportunities)

\$1 billion Janitorial USA
\$1 billion Ainsworth
\$800 million Janitorial Canada
\$200 million manufacturing & distribution

ADJUSTED EBITDA MARGINS

6.0% - 7.0%
(Pre-COVID goal, to be updated when post-COVID visibility improves)

Ongoing focus on strengthening value proposition to clients and increasing shareholder value

CAPITAL EXPENDITURE ⁽²⁾

1.0%-1.25% of revenue



⁽¹⁾All of this information constitutes forward-looking information. See "Forward-looking Information" and other information on page 2.

⁽²⁾Capital expenditure based on historic rates of additions to property, plant and equipment relative to revenue.

**Thank
you**

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