



Investor Presentation

Q2 2026



STN
TSX · NYSE



Cautionary statement

This presentation contains non-IFRS and other financial measures and forward-looking statements, including a discussion of our business targets, expectations, and outlook.

We caution readers not to place undue reliance on our forward-looking statements since a number of factors could cause actual future results to differ materially from the targets and expectations expressed.

Non-IFRS and other financial measures do not have a standardized meaning under IFRS, and therefore, may not be comparable to similar measures presented by other issuers. For a discussion of risk factors and non-IFRS measures and other financial measures, see our 2025 Annual Report available on SEDAR+, EDGAR, and Stantec.com.



Global leader in sustainable engineering, design, and environmental services

TSX / NYSE

STN

Locations

450+ Locations

Employees³

34,000+

1. Q2 2026 TTM Net Revenue
2. As of September 28, 2026
3. As of September 28, 2026

25%
Global

23%
Canada

Q2 2026 TTM Net Revenue
by Reportable Segment

52%
United States

Net Revenue¹

\$6.8B

EV²

C\$13.3B
US\$9.4B

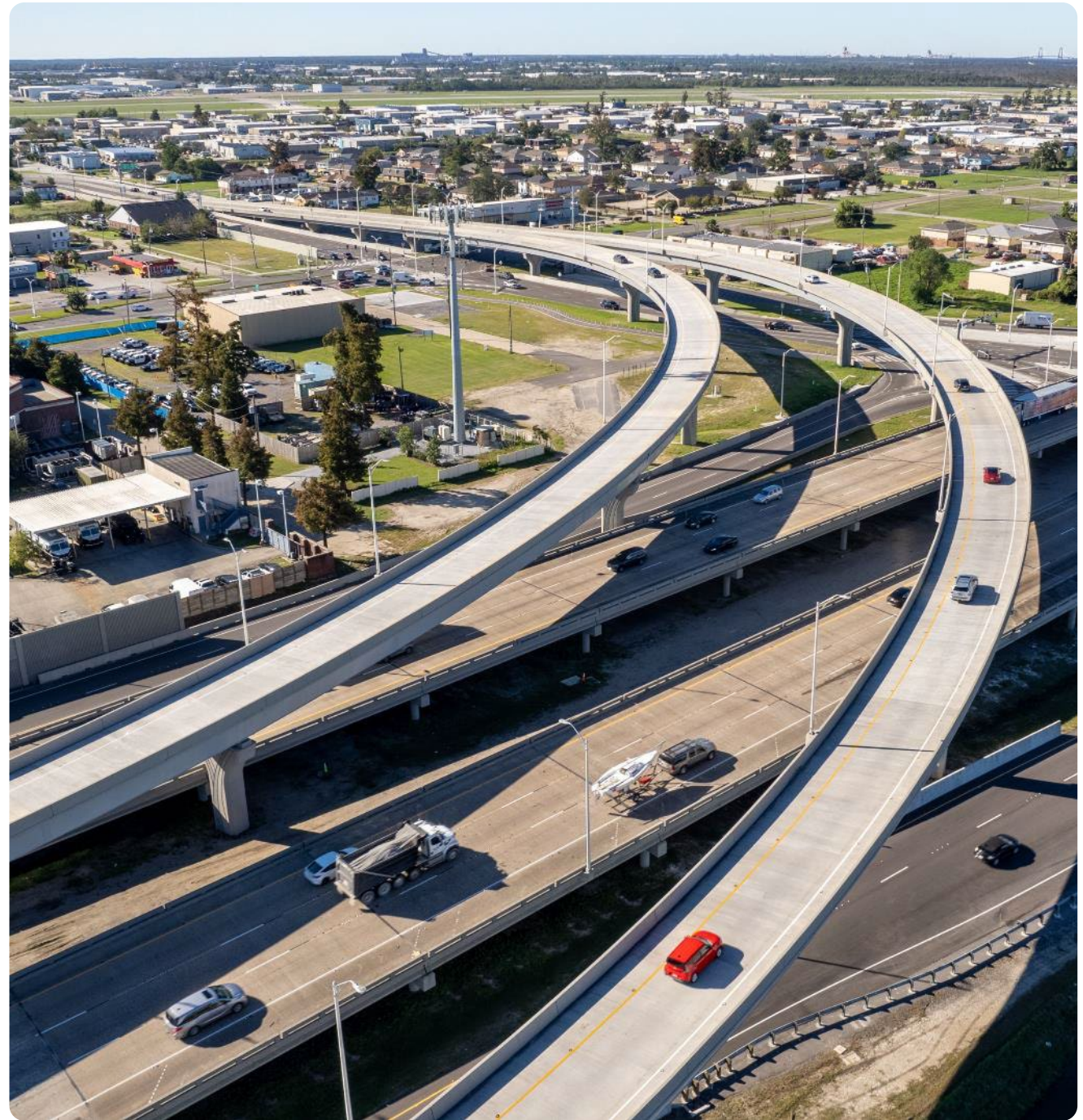
Market Cap²

C\$11.0B
US\$7.7B

Stantec's value proposition

- Diverse business lines and customers
- Well-positioned for organic growth
- Global leader in sustainability
- Strong culture & technical expertise
- Disciplined capital allocation strategy

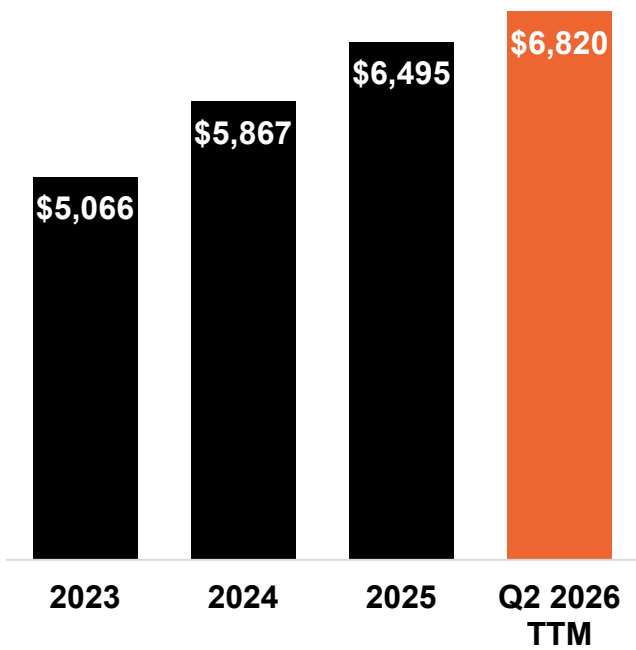
Loyola Dr. Interchange Design Build Project
Kenner, LA, USA



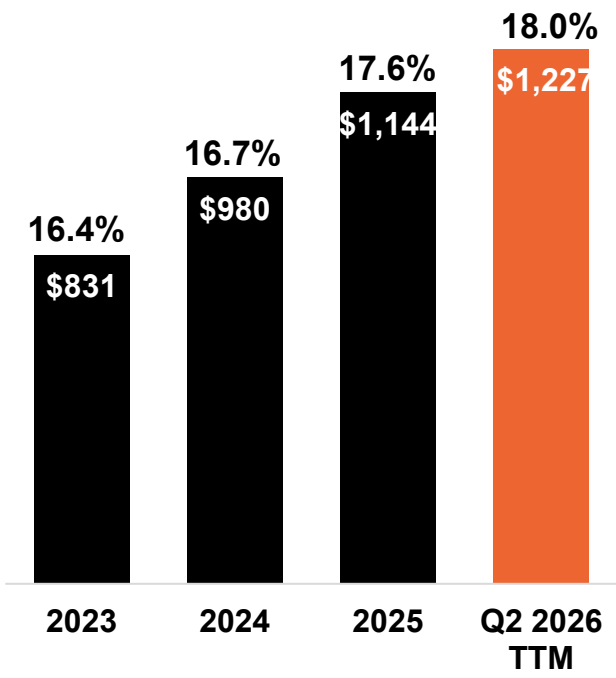


Execution of our strategy drives strong results

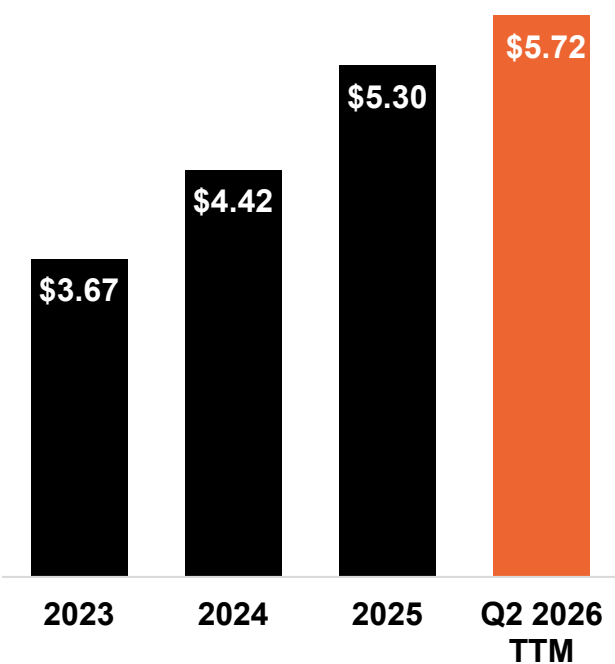
Net Revenue
(\$ millions)



**Adjusted EBITDA
& Margin**
(\$ millions & %)



Adjusted EPS
(\$ per share)



(1) Adjusted EBITDA, adjusted EBITDA margin, and adjusted diluted EPS are non-IFRS measures (discussed in the Definitions section of Stantec's 2025 Annual Report).



Business Operating Units overview

Q2 2026 TTM
net revenue of
\$6.8 billion



Water

\$1.5B	21%
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**Environmental
Services**

\$1.1B	17%
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Infrastructure

\$1.7B	25%
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Buildings

\$1.8B	26%
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Energy & Resources

\$0.7B	11%
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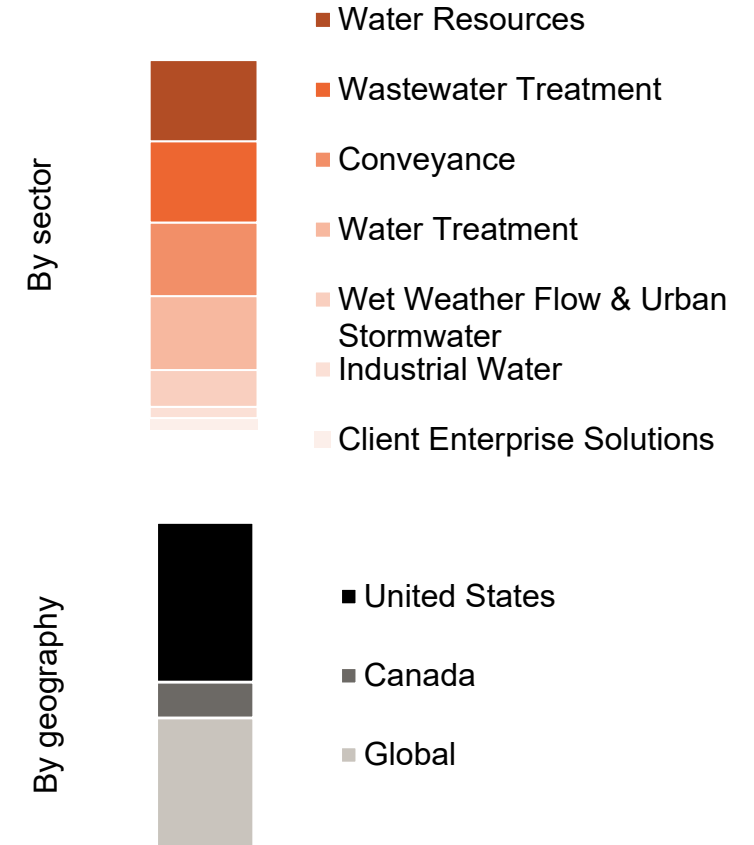


Stantec is recognized as a global leader in the **Water** business, with over 70 years experience

- Delivering water solutions since 1954
- We provide rapid response and recovery support for fire, flood, and hurricane events
- We design water projects that improve the health and quality of life across communities
- We help communities attain sustainable access to safe, affordable, and reliable drinking water and sanitation

\$1.5B Q2 2026 TTM
Net Revenue

Q2 2026 TTM Net Revenue



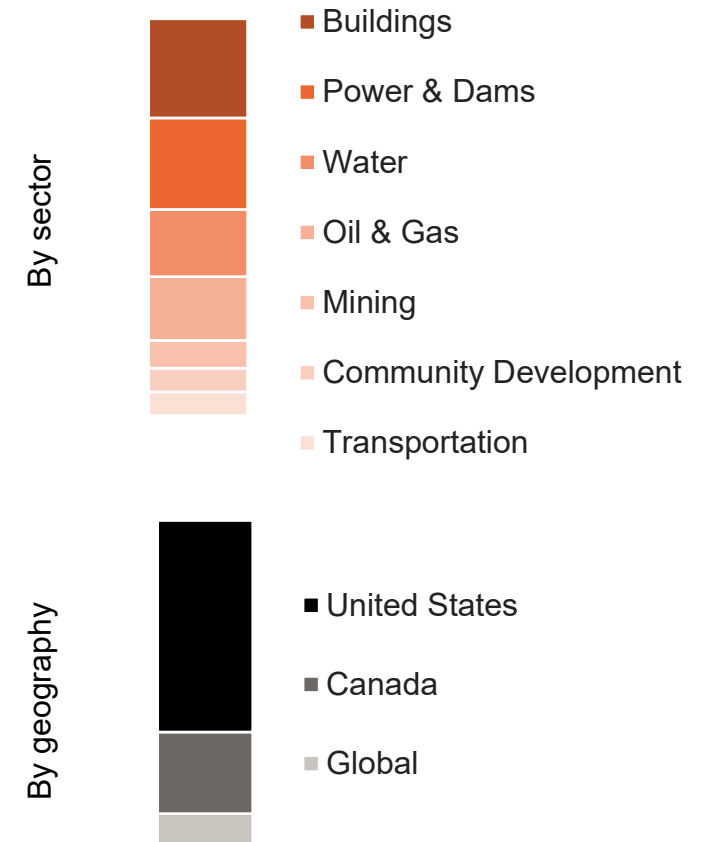


Environmental Services helps preserve and minimize impacts to environmental, social and cultural resources

- Environmental Services provides a wide array of conservation, ecosystem restoration, and sustainability services
- Focuses on the relationship between the built and natural environments
- Performs permitting services that supports traditional development while minimizing environmental impacts

\$1.1B Q2 2026 TTM
Net Revenue

Q2 2026 TTM Net Revenue



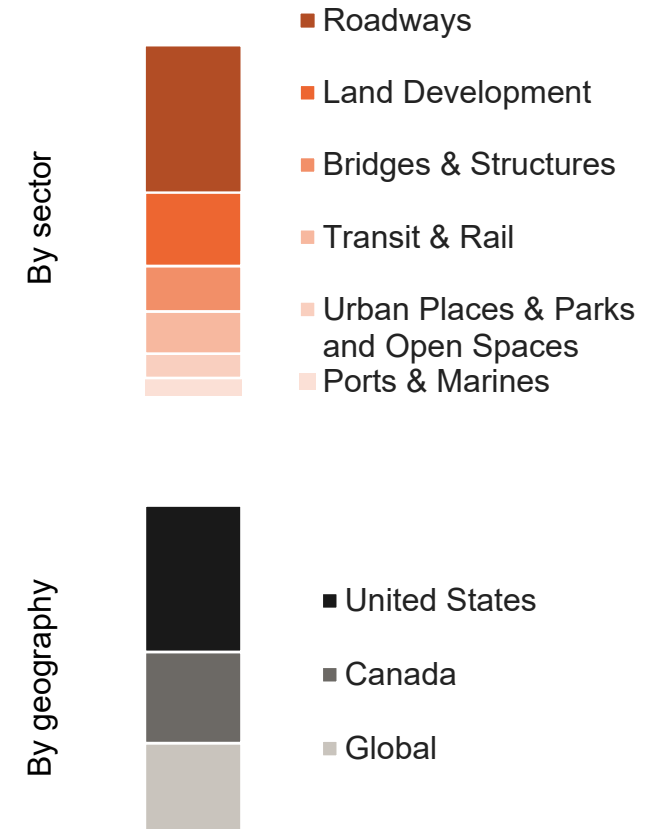


Infrastructure is a leader in transport system design and community development

- Stantec's Infrastructure group is at the forefront of integrating transport design and community development into the communities we serve
- We design infrastructure to be accessible, sustainable, resilient, and people-friendly
- Our team is dedicated to minimizing the environmental and social impacts of major infrastructure projects while identifying sites that enhance resiliency and sustainability

\$1.7B Q2 2026 TTM
Net Revenue

Q2 2026 TTM Net Revenue



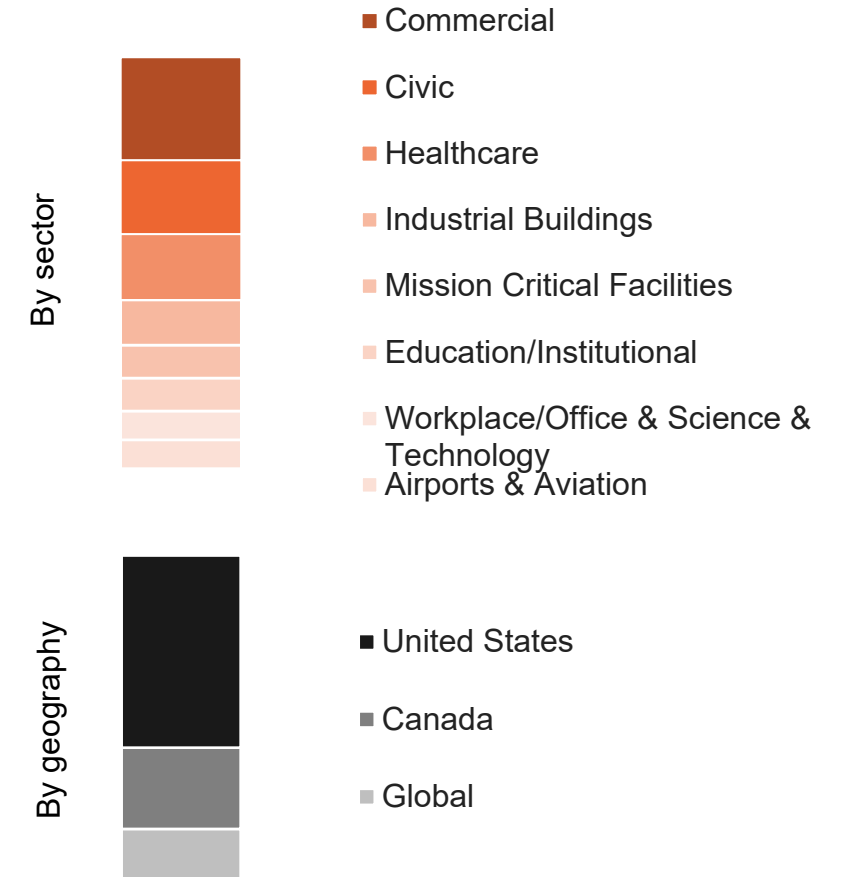


Buildings ranked #1 in Architecture and Engineering for the last 14 years¹

- Stantec's Buildings group provides consulting and design services for built, natural, and organizational environments
- We guide clients through a process that incorporates sustainable, resilient, and healthy building design
- Stantec is a leader in net-zero design and adaptive re-use of built environments, both of which are essential to meet global emission reduction targets

\$1.8B Q2 2026 TTM
Net Revenue

Q2 2026 TTM Net Revenue



FKI Tower
Seoul, South Korea
Architect of Record: Adrian Smith + Gordon Gill Architecture.

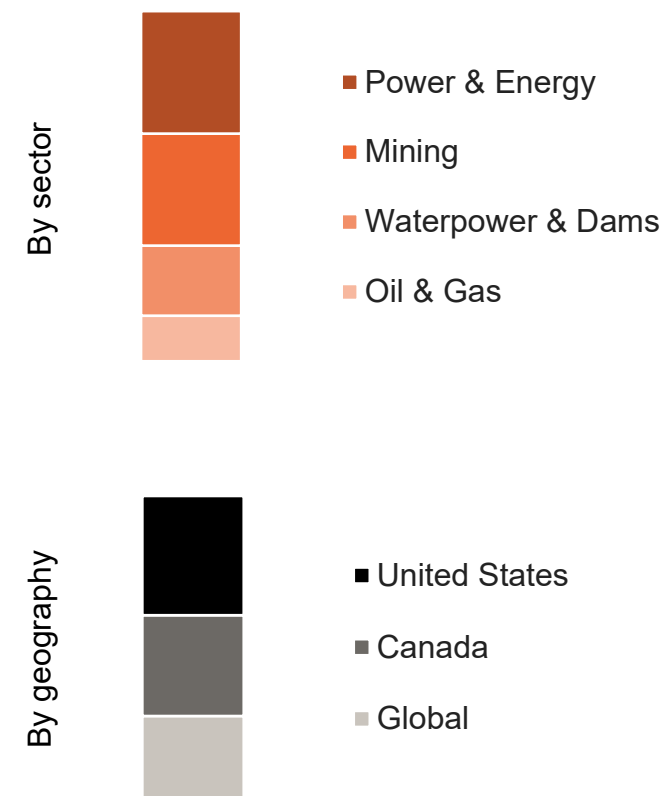


Energy & Resources plays a critical role in energy transition

- Stantec's Energy & Resources group delivers utility-scale and microgrid renewable energy generation engineering and design services
- We design for increasingly severe weather events and remedy existing grid limitations
- We have worked on some of the largest renewable energy installations in the world, with renewable energy backlog surpassing traditional oil & gas projects

\$0.7B Q2 2026 TTM
Net Revenue

Q2 2026 TTM Net Revenue



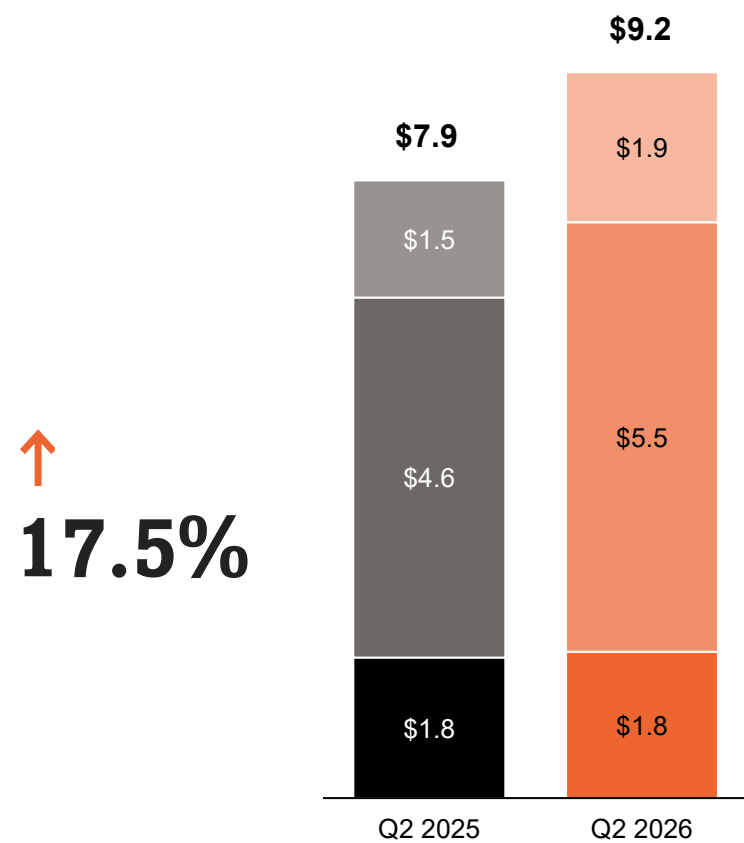


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INVESTOR PRESENTATION

Backlog

\$billions, unless otherwise stated



Year-Over-Year:

7.0%

Organic Growth

7.8%

Acquisition growth



University of Manitoba – Stanley Pauley Engineering Building
Manitoba, Canada



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2026 Financial targets

	2026 Annual Range	Revised targets
Net revenue growth	8.5% to 11.5%	–
Adjusted EBITDA as % of net revenue ¹	17.6% to 18.2%	17.8% to 18.3%
Adjusted net income as % of net revenue ¹	at or above 9.5%	–
Adjusted EPS growth ¹	15% to 18%	–
Adjusted ROIC ¹	above 13%	–

1. Adjusted EBITDA, adjusted net income, adjusted EPS, and adjusted ROIC are non-IFRS and other financial measures (discussed in the Definition section of Stantec’s Q2 2026 Management’s Discussion and Analysis).



Three-year Financial Targets

Stantec's Targets (End Of 2026)

2026 Net revenue	\$7.5 billion
Organic net revenue 3-Year CAGR ¹	above 7%
Project margin as % of net revenue ¹	53% to 56%
Adjusted EBITDA as % of net revenue ¹	17% to 18%
Adjusted net income as % of net revenue ¹	above 8.5%
Adjusted diluted EPS 3-Year CAGR ¹	15% to 18%
Adjusted ROIC ¹	above 11.0%
Free cash flow to net income	above 1.0x

*Focus on execution and efficiencies
will drive margin enhancement*

Providing strong return economics

1. Organic net revenue, adjusted EBITDA, adjusted net income, adjusted diluted EPS, adjusted ROIC, CAGR, and free cash flow are non-IFRS and other financial measures (discussed in the Definition section of our 2025 Annual Report).