



Design with community in mind

Raymond James 35th Annual Institutional Investors Conference
March 3, 2014



CAUTION REGARDING FORWARD-LOOKING STATEMENTS

Our public communications will contain non-IFRS measures, additional IFRS measures and written or verbal forward-looking statements, including a discussion of our goal and our growth strategies. Numbers for 2009 and prior years are not restated for IFRS but are reported under Canadian GAAP effective in the years.

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.

For a discussion of risk factors, non-IFRS measures, and additional IFRS measures see our 2013 Annual Report, which is available on SEDAR, EDGAR, and www.stantec.com.

Stantec Overview

Professional consulting services

Our business is people - their knowledge and experience in the engineering, sciences, architecture and design of infrastructure

- No construction risk, no equity into projects
- \$2.2 billion in gross revenue at Dec. 31, 2013
- Traded on TSX & NYSE
- \$3.1 billion market cap at Dec. 31, 2013
- ~13,000 employees, more than 200 locations



Our **purpose** is to create communities and our **promise** is to design with community in mind.



Creating our Strategy

Business Objective

- To be a Top Ten Global Design Firm

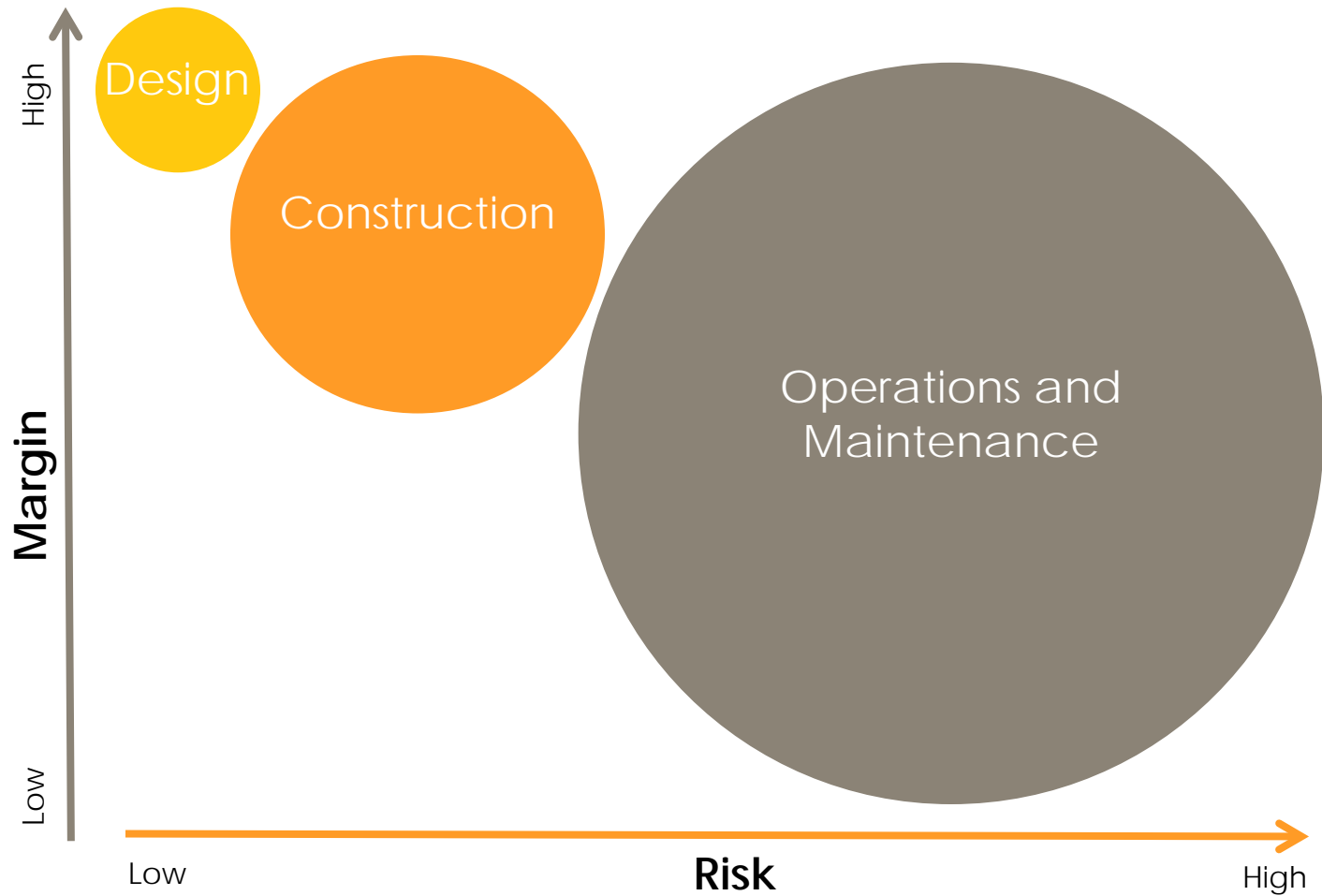
Aligning to our values

- We put people first
- We are better together
- We do what is right
- We are driven to achieve

Building a culture to generate long-term value

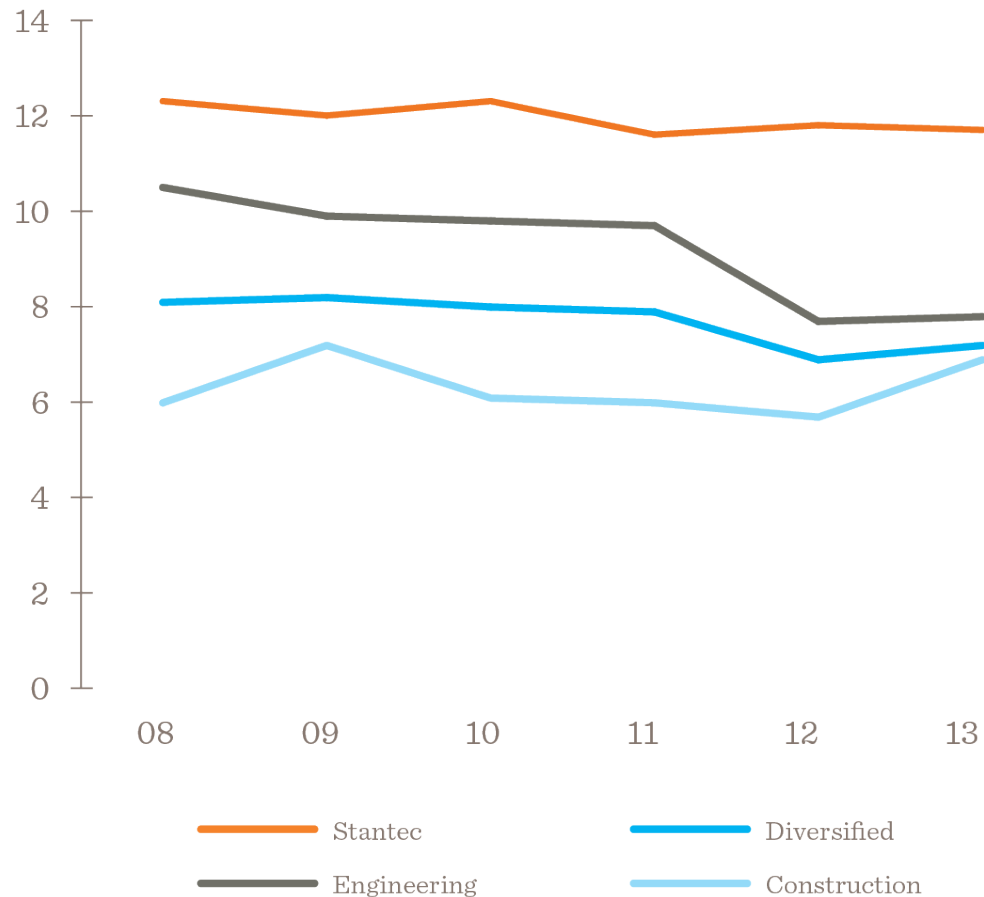
Disciplined execution of our strategy to deliver consistent results

Industry Positioning

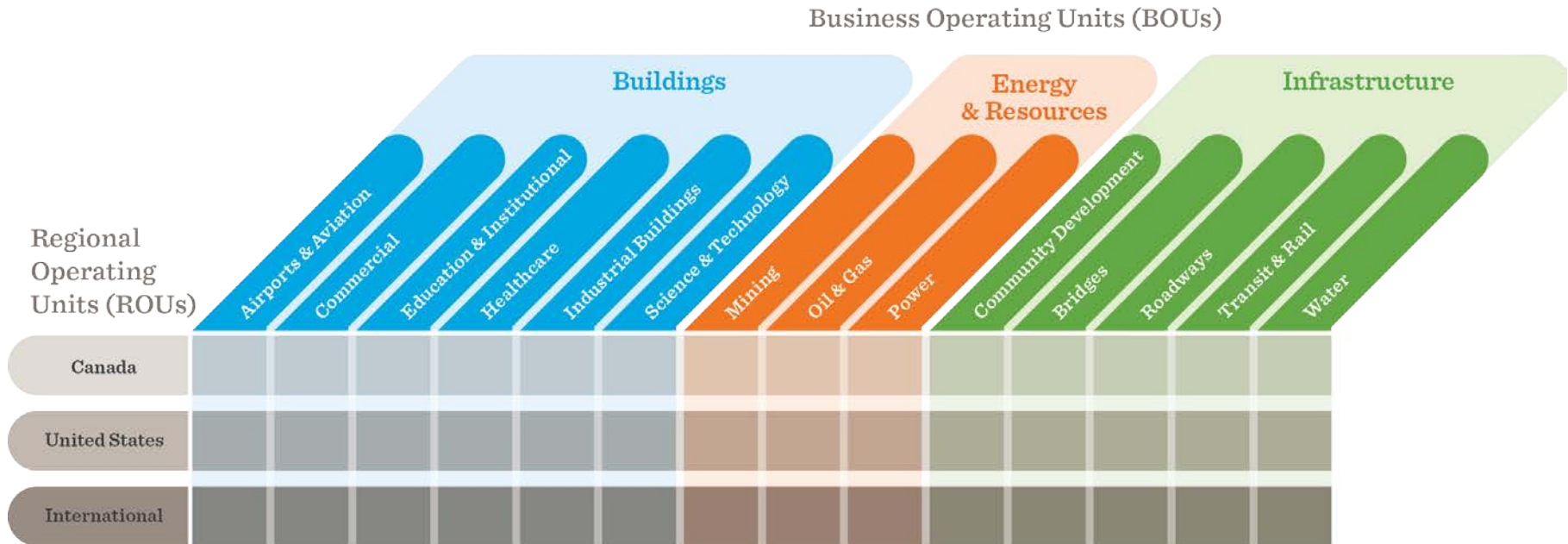


Margin Profile

EBITDA MARGIN PROFILE FOR E&C FIRMS
(% of Gross Revenue)



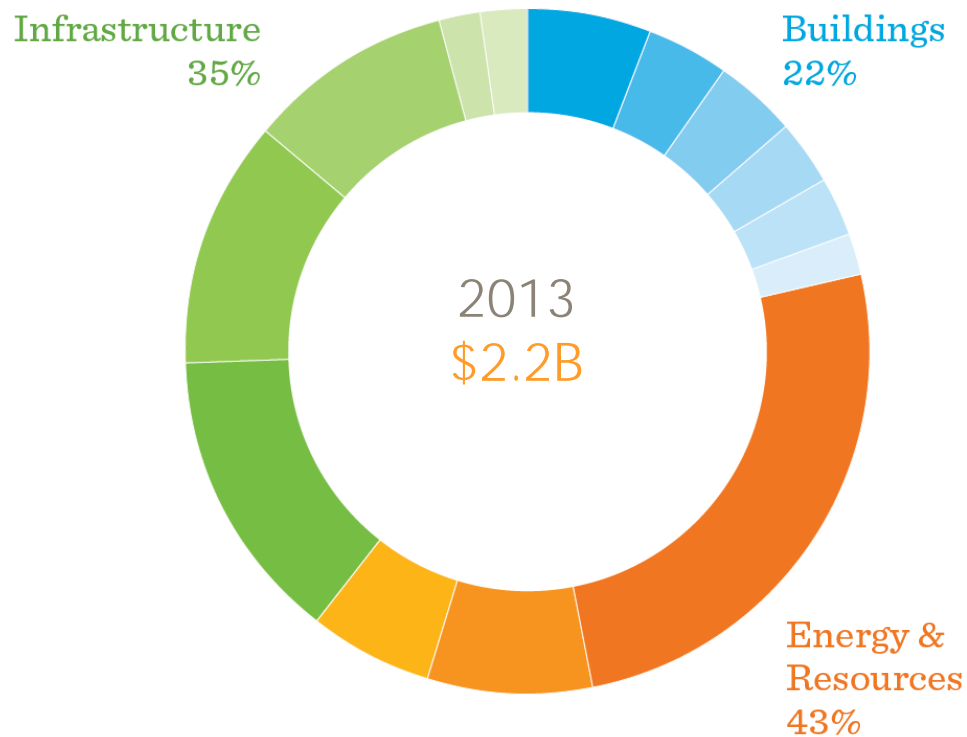
Stantec Business Model



Realignment to Business Operating Units (BOUs)

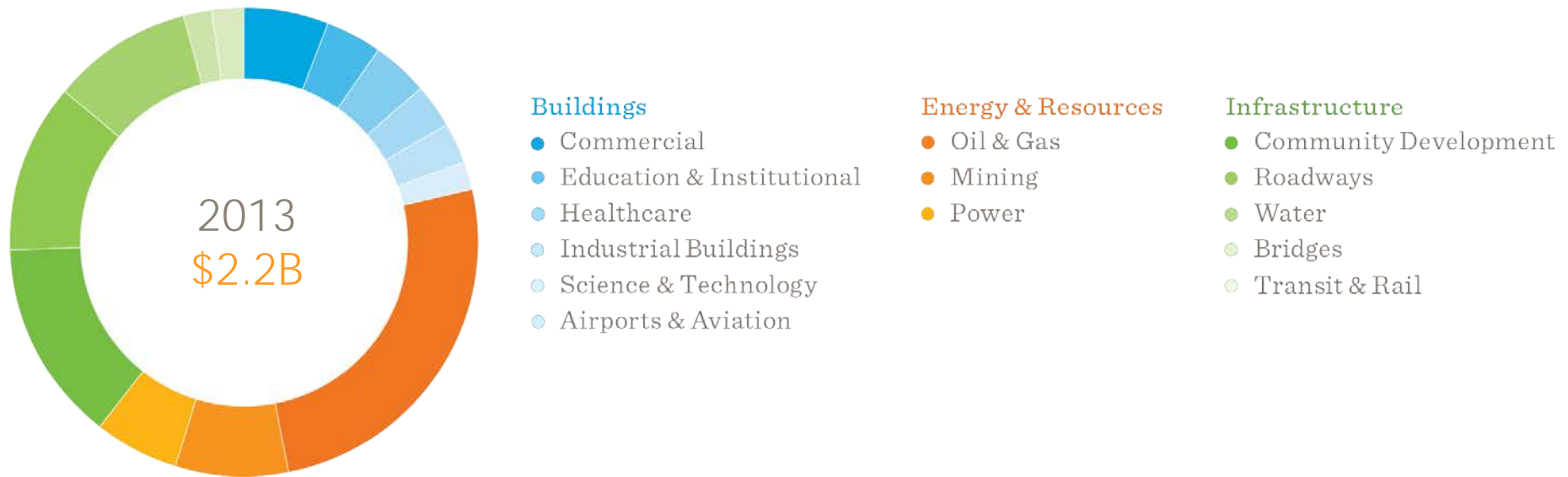
- Better support for our clients
- Stronger accountability for our leadership team
- More opportunities for future growth and success
- Maintains the core elements of our strategy
- Maintains our matrix-based business model and leadership structure around geographic diversification and business operating units
- We continue to provide services throughout the project life cycle

Business Operating Units (BOUs)



2013 Revenue

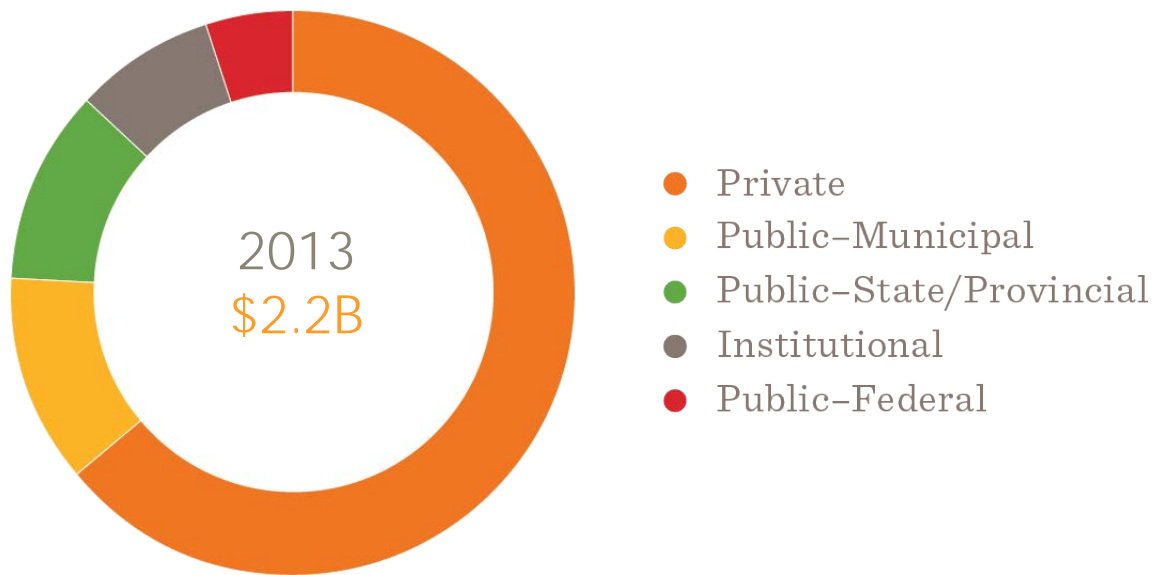
Sectors



2013 Revenue

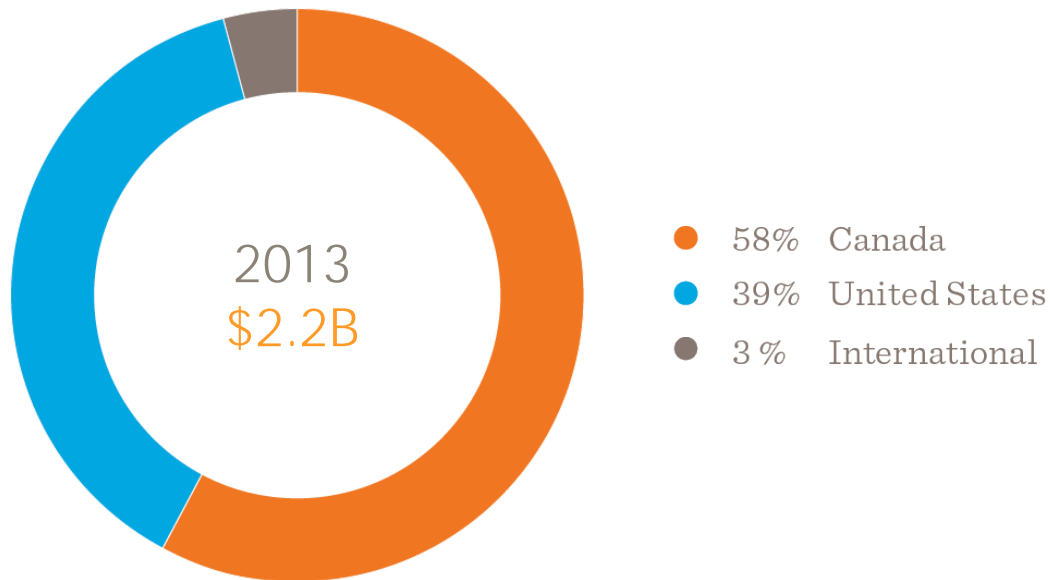
We respond to client needs by aligning with the sectors in which they operate to deliver the services they require.

Clients



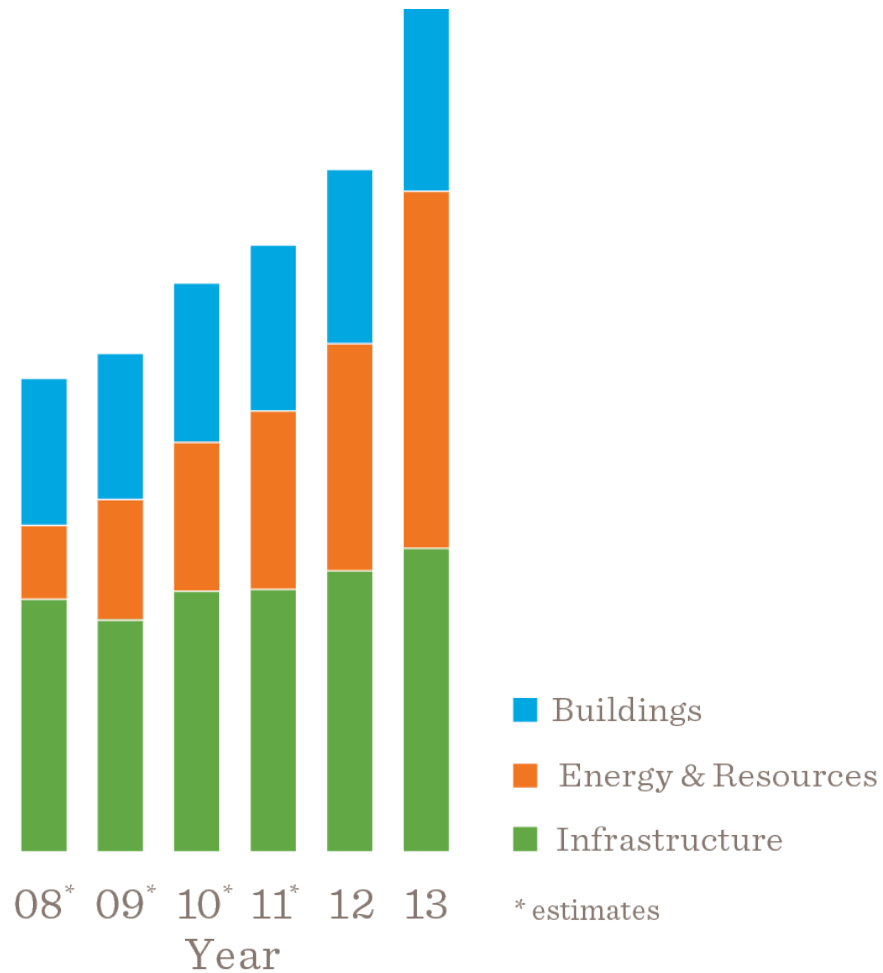
2013 Revenue

Regions



2013 Revenue

Evolution



Buildings

22%*
of Gross Revenue
*2013



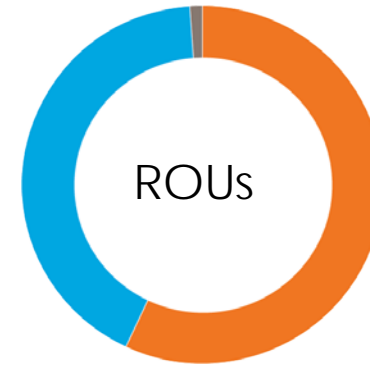
Buildings



- Commercial
- Education & Institutional
- Healthcare
- Industrial Buildings
- Science & Technology
- Airports & Aviation



- Private
- Institutional
- Public-State/Provincial
- Public-Municipal
- Public-Federal



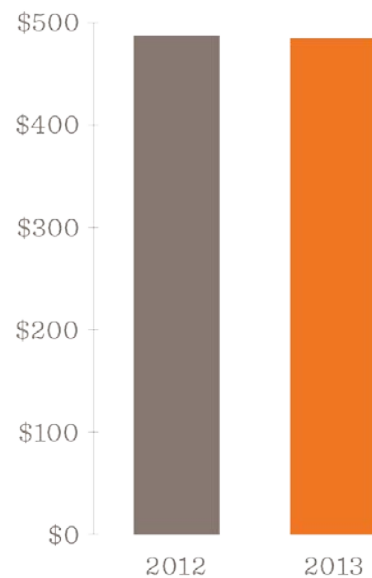
- Canada
- United States
- International

2013 Revenue

Buildings

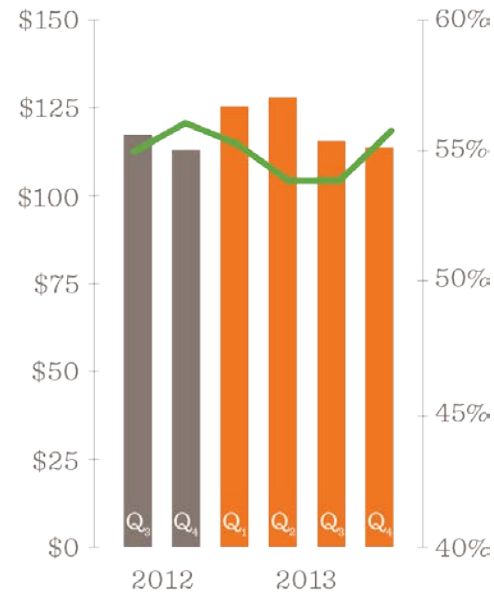
Annual Revenue Trends

Gross Revenue (millions C\$)



Quarterly Revenue Trends

Gross Revenue (millions C\$)
and Gross Margin (%)



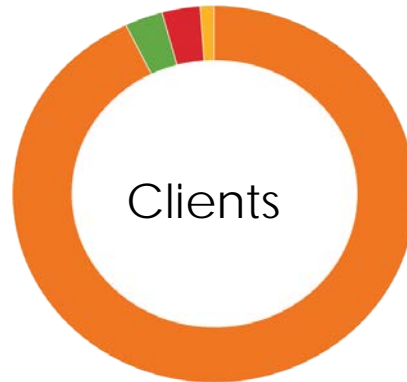
Energy & Resources

43%*
of Gross Revenue
*2013

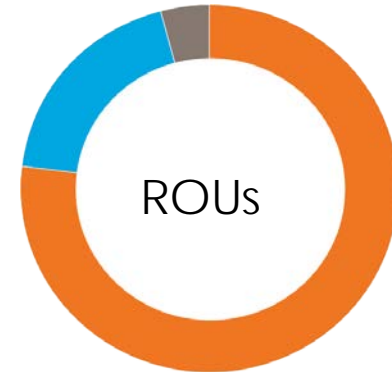
Energy & Resources



- Oil & Gas
- Mining
- Power



- Private
- Public-State/Provincial
- Public-Federal
- Public-Municipal



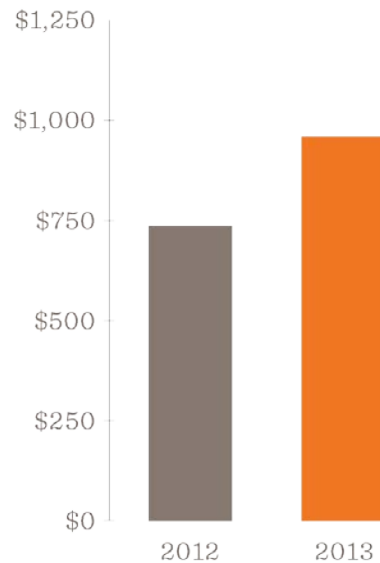
- Canada
- United States
- International

2013 Revenue

Energy & Resources

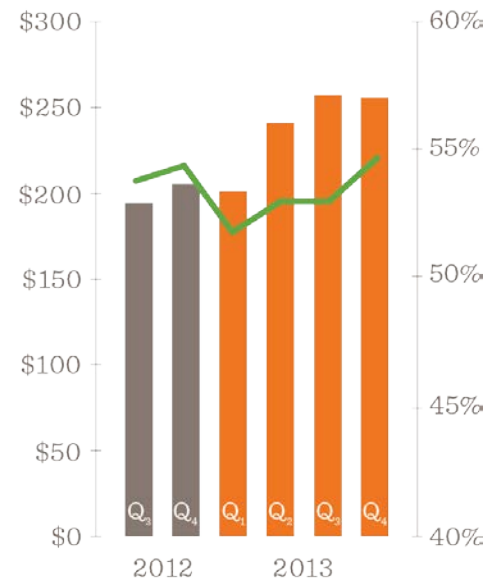
Annual Revenue Trends

Gross Revenue (millions C\$)



Quarterly Revenue Trends

Gross Revenue (millions C\$)
and Gross Margin (%)



Infrastructure

35%*

of Gross Revenue

*2013

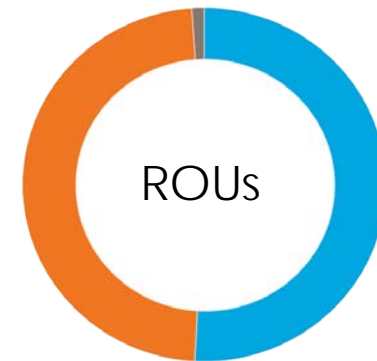
Infrastructure



- Community Development
- Roadways
- Water
- Bridges
- Transit & Rail



- Private
- Public-Municipal
- Public-State/Provincial
- Public-Federal

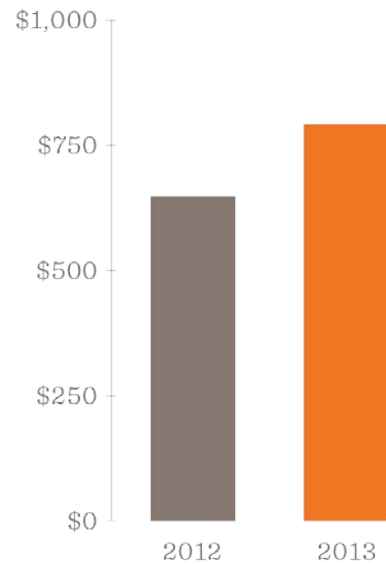


- United States
 - Canada
 - International
- 2013 Revenue

Infrastructure

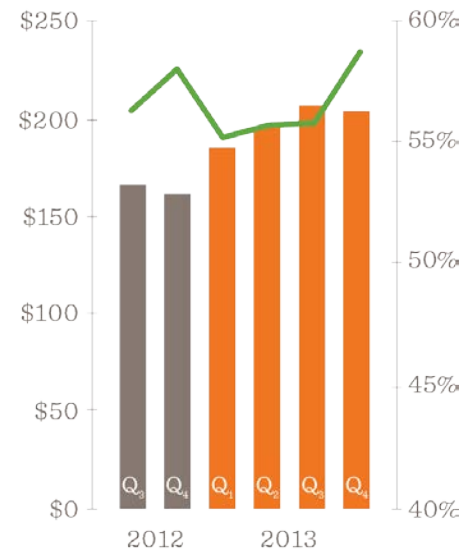
Annual Revenue Trends

Gross Revenue (millions C\$)



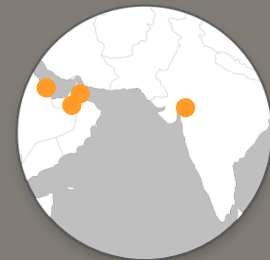
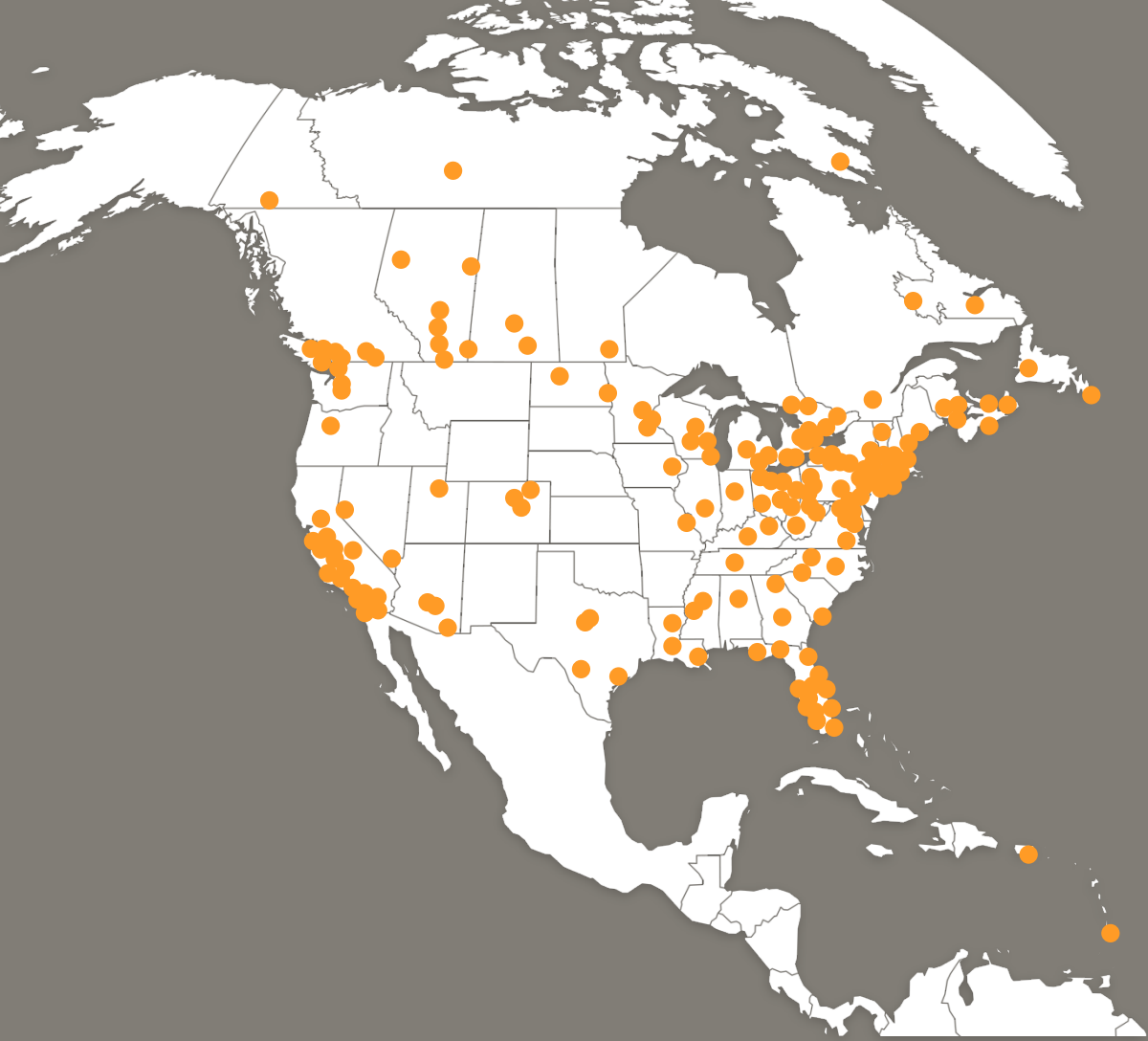
Quarterly Revenue Trends

Gross Revenue (millions C\$)
and Gross Margin (%)



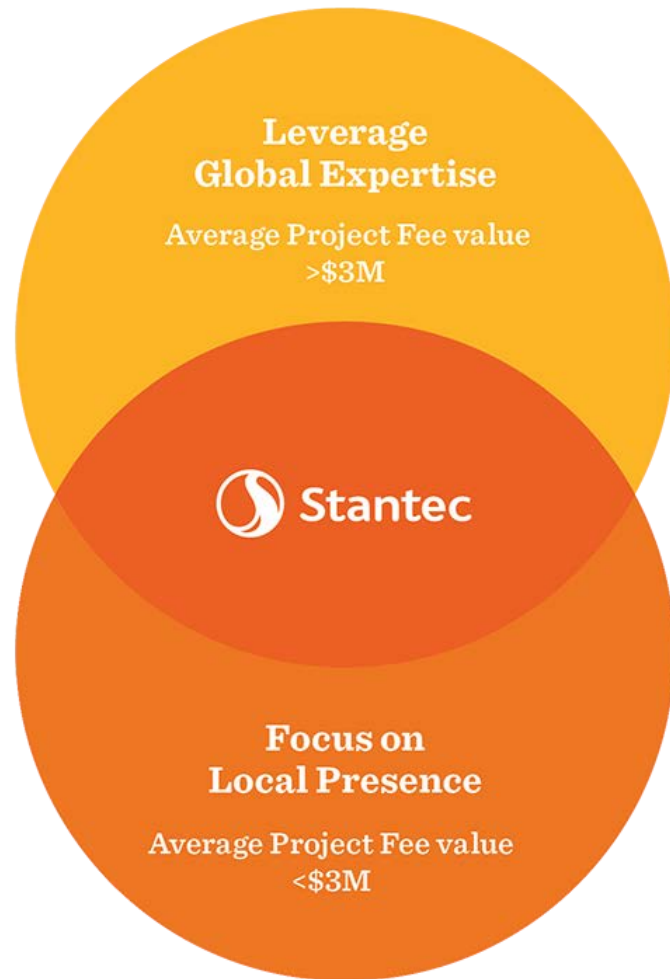
Expanding Our Depth and Breadth





~13,000 employees in more than 200 locations

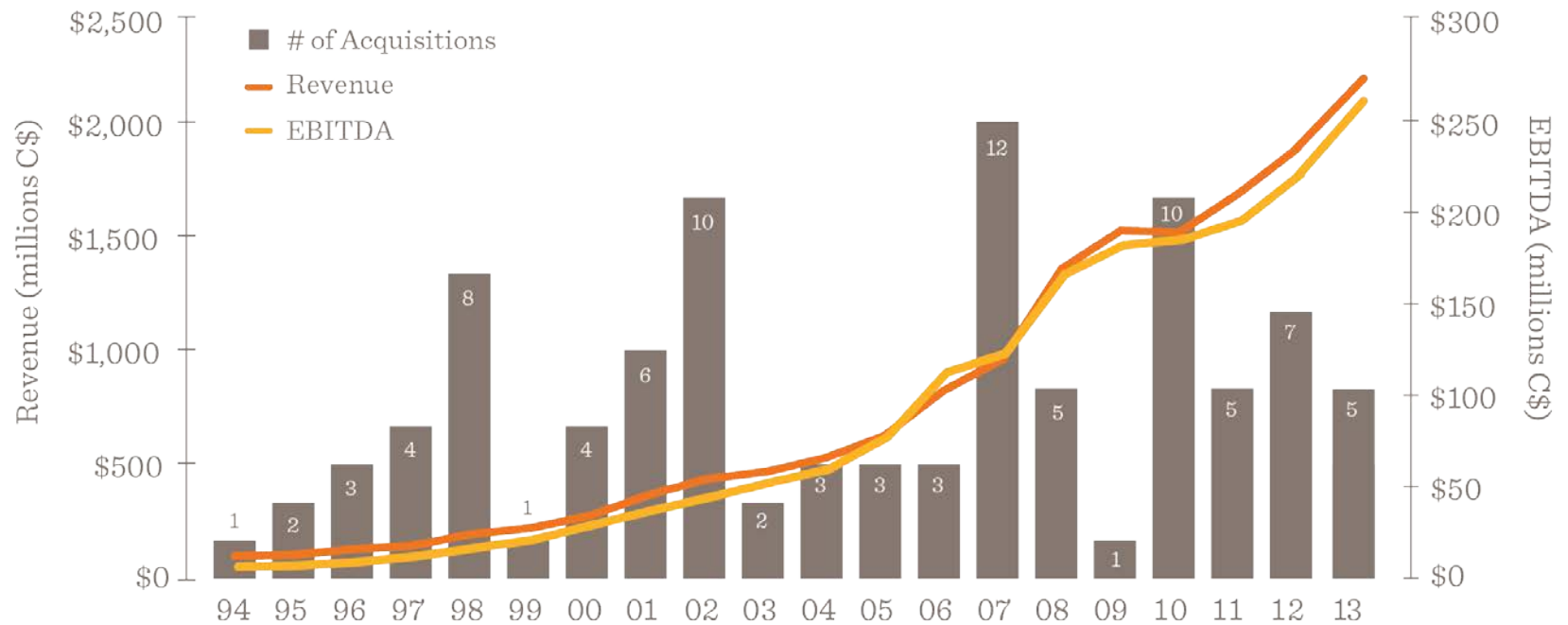
North American Market Opportunity



Leveraging our Expertise

- Sector Focus
- Cross-selling
- Global/regional/local clients
- Account management

Acquisitions

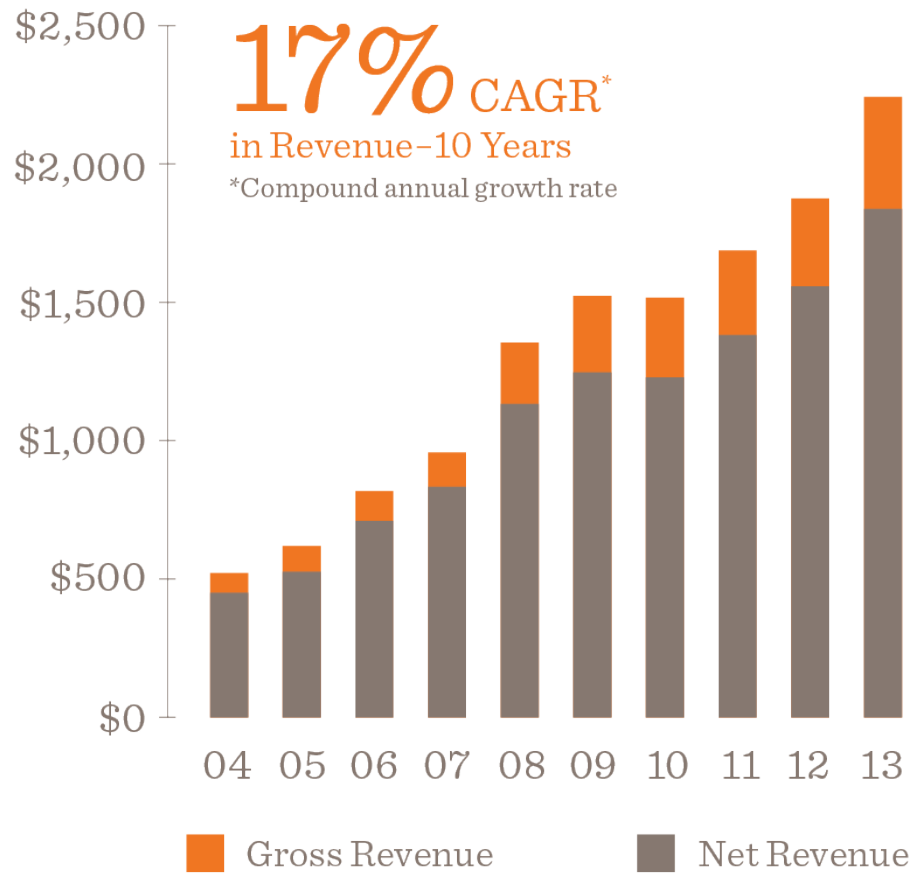


Resulting in Growth



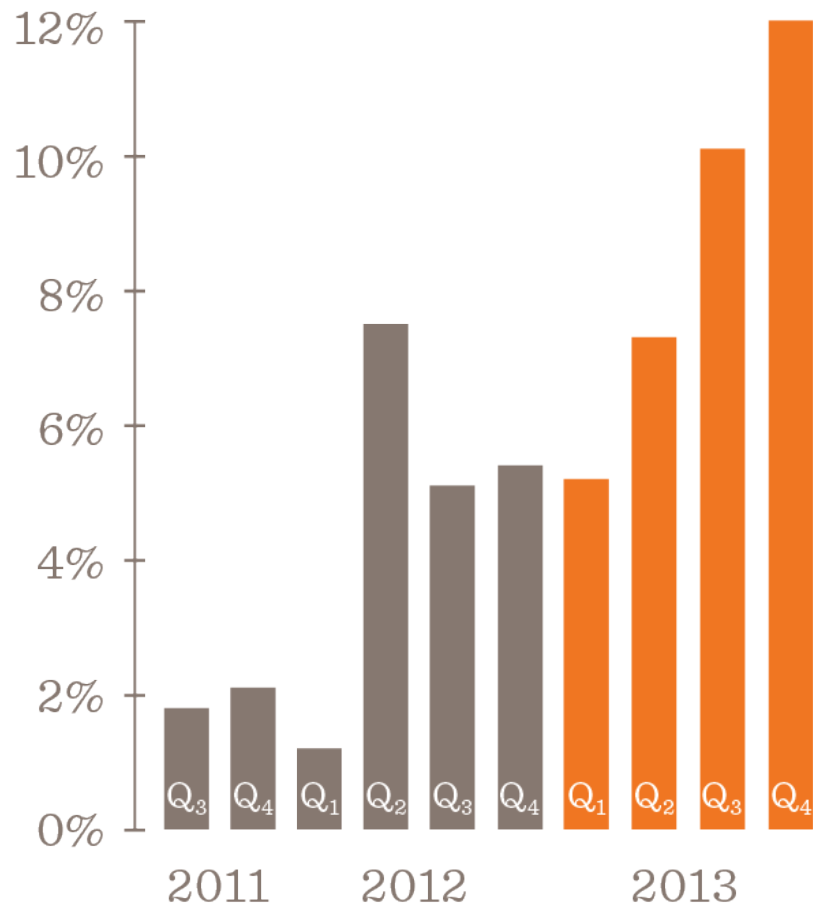
Revenue

millions (C\$)



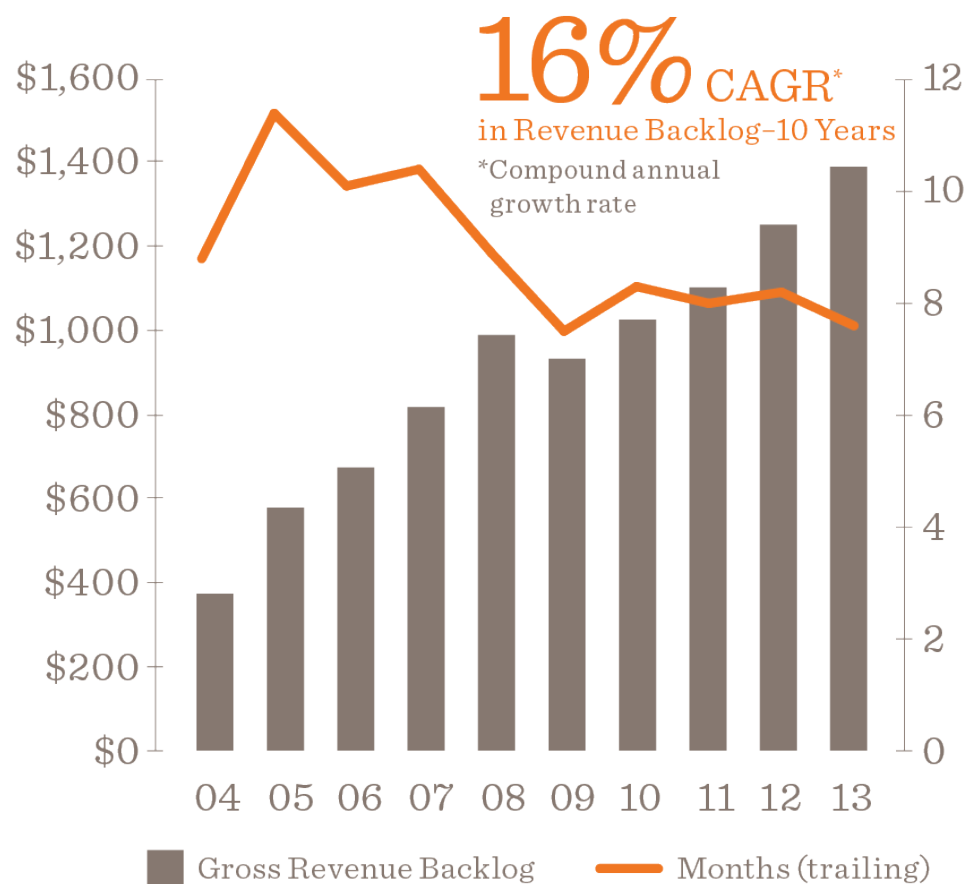
Organic Revenue Growth

quarter over quarter



Gross Revenue Backlog

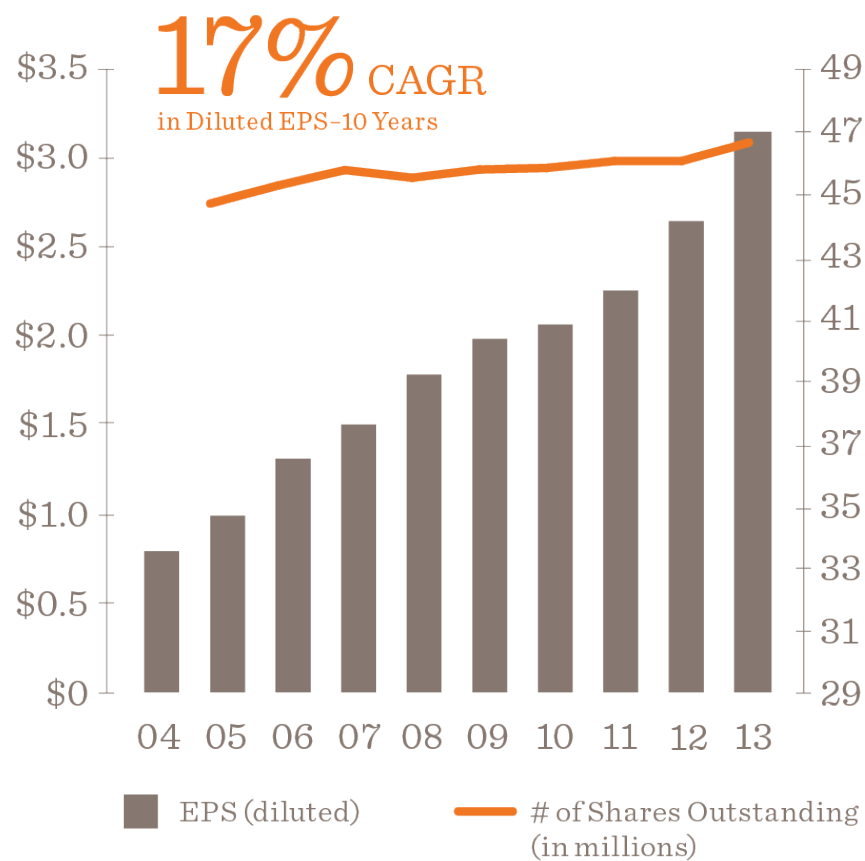
millions (C\$) and months (trailing)



Focusing on Performance



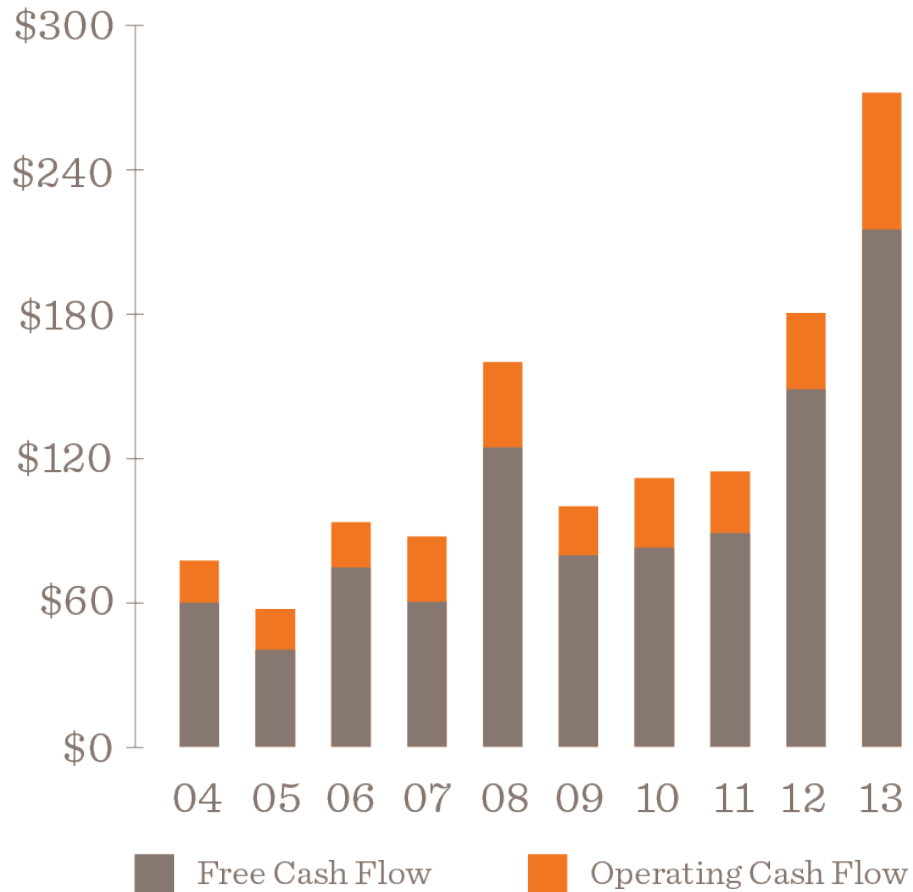
EPS and Shares Outstanding



Note: Figures are pre-goodwill impairment

Cash Flow

millions (C\$)



Capital Structure

Revolving credit facility

- C\$350 million (C\$298 million available at Dec 31, 2013)
- C\$150 million accordion
- Matures 2017

Senior secured notes

- C\$125 million
- 2 and 4 year maturities for 2016 and 2018

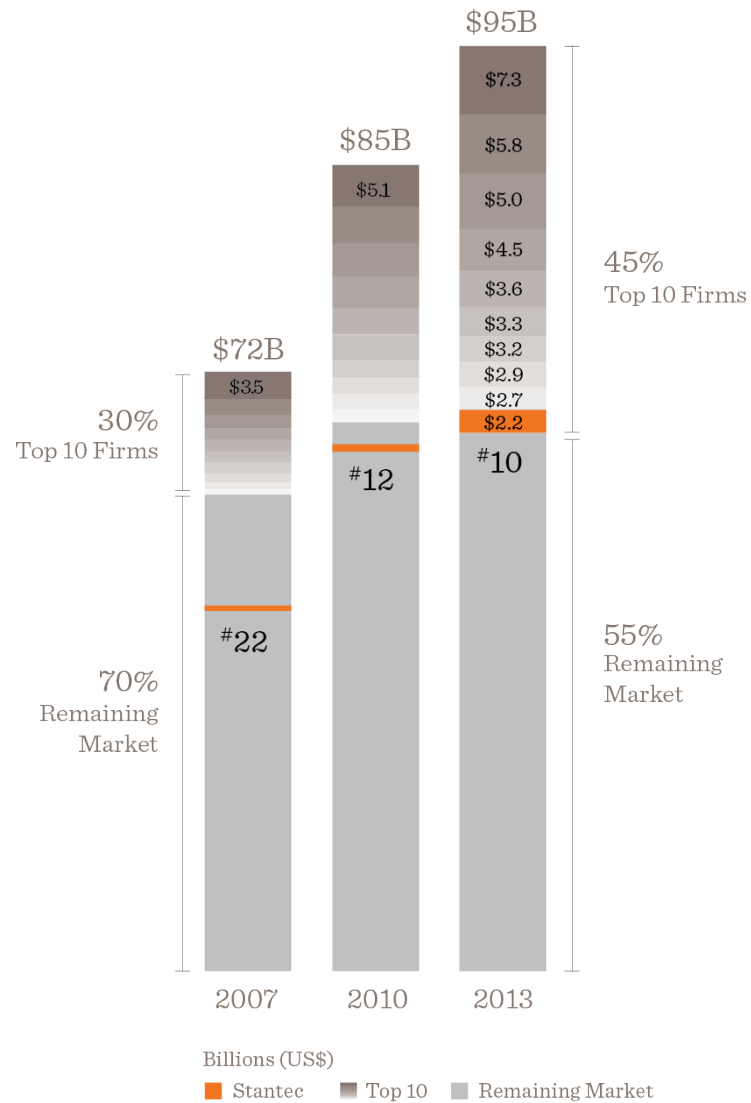
Net Debt/EBITDA 0.36 at Dec 31, 2013

Dividend

Positioning for the Future



Positioning in Industry



Markets for Growth

Canada

- Organic growth from mature presence
- Acquire specialty firms that offer differentiating skills
- Consider geographies that require infill

US

- Many sectors and geographies of focus for acquisition
- Leverage expertise and growing presence for organic growth

International

- Focus on offering full suite of services in current locations

STN Key Takeaways



Large Market Opportunity

- \$2.2 billion firm in a \$95 billion fragmented and growing market



Clear, flexible strategy and diversified exposure

- Strong local presence leveraged across North American platform
- Flexible in 14 sectors to respond to market changes



Execution track record for growth and profitability

- 15% consistent growth in top and bottom line over 10 years



Generate consistent shareholder value

- Long-term growth and dividend