



# Cautionary Statement

Our public communications will contain non-IFRS measures and written or verbal forward-looking statements, including a discussion of our goals and our growth strategies. Certain information has been adjusted for the November 14, 2014, two-for-one share split. Figures for 2012 are restated for IFRS 10 and 11.

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 and non-IFRS measures, see our 2015 Annual Report, which is available on SEDAR, EDGAR, and www.stantec.com.



Stantec



8:30 am - 9:00 am: Introductions and Strategic Plan

9:00 am - 9:15 am: Q&A

9:15 am - 9:30 am: Energy & Resources

9:30 am - 9:45 am: Environmental Services

9:45 am - 10:15 am: Q&A

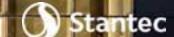
10:15 am - 10:30 am: Break

10:30 am - 10:45 am: Buildings

10:45 am - 11:00 am: Infrastructure

11:00 am - 11:30 am: Q&A

11:30 am - 12:30 pm: Lunch





12:30 pm - 12:45 pm: Project Delivery Office

12:45 pm - 1:30 pm: MWH

1:30 pm - 2:30 pm: Q&A

3:00 pm - 3:30 pm: Boston presence

(on the bus to STN office)

3:30 pm - 5:30 pm: Mix & mingle



# **Executive Leadership**



President and
Chief Executive Officer

Edmonton, Alberta



DAN LEFAIVRE
Executive Vice President
and Chief Financial Officer
Edmonton, Alberta



Executive Vice President and Chief Operating Officer

Lexington, Kentucky



TINO DIMANNO

Executive Vice President and Chief Business Officer

Calgary, Alberta







LEN CASTRO
Executive Vice President,
Buildings

Phoenix, Arizona



GORD JOHNSTON

Executive Vice President, Infrastructure

& Business Leader, Water



STEVE FLECK

Executive Vice President, Business
Leader, Project Delivery Office

Vancouver, British Columbia



KIRK MORRISON

Executive Vice President,
Energy & Resources

Calgary, Alberta



BOB SEAGER

Executive Vice President, Business
Leader, Environmental Services

Calgary, Alberta







ALAN KRAUSE
President - MWH Global
Executive Vice President
Denver, Colorado



MARSHALL DAVERT
Executive Vice President

Denver, Colorado



President - MWH Constructors Executive Vice President

Denver, Colorado





# **Stantec Overview**

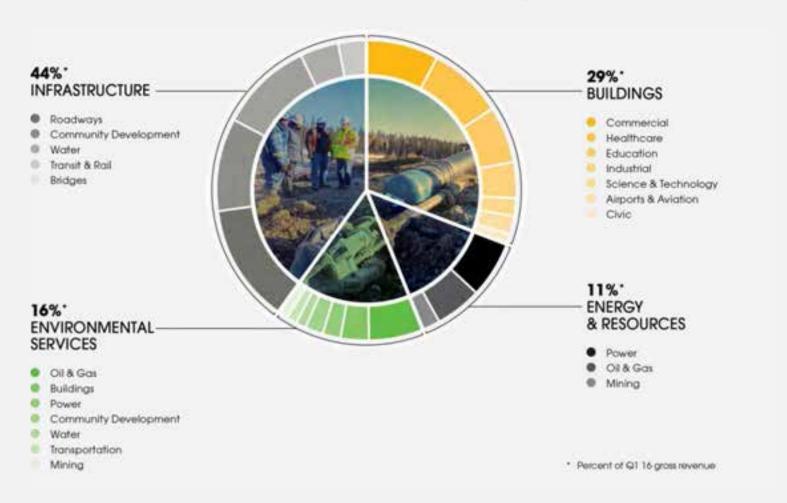
### **Professional services**

Our business is people - their knowledge and experience in engineering, architecture, environmental sciences and project management across all phases of the life cycle, from initial project concept and planning through design, construction, and commissioning

- C\$2.9 billion in gross revenue at March 31, 2016
- Traded on TSX & NYSE
- Approximately 22,000 employees in more than 400 locations



# **Business Operating Units**







# We Are Stantec

Creating communities is our purpose. Designing with community in mind is our promise.



# **Our Values**















# We Put People First

### **Human Resource Strategy**

- Talent Segmentation
- Leadership and Succession
- Learning and Development
- Talent Acquisition
- Employee Engagement





We Are Better Together

### **Account Management and Strategic Pursuits**

 Focused on developing a client centric, crossfunctional Client Services Team concentrated on improving the growth of new and existing accounts

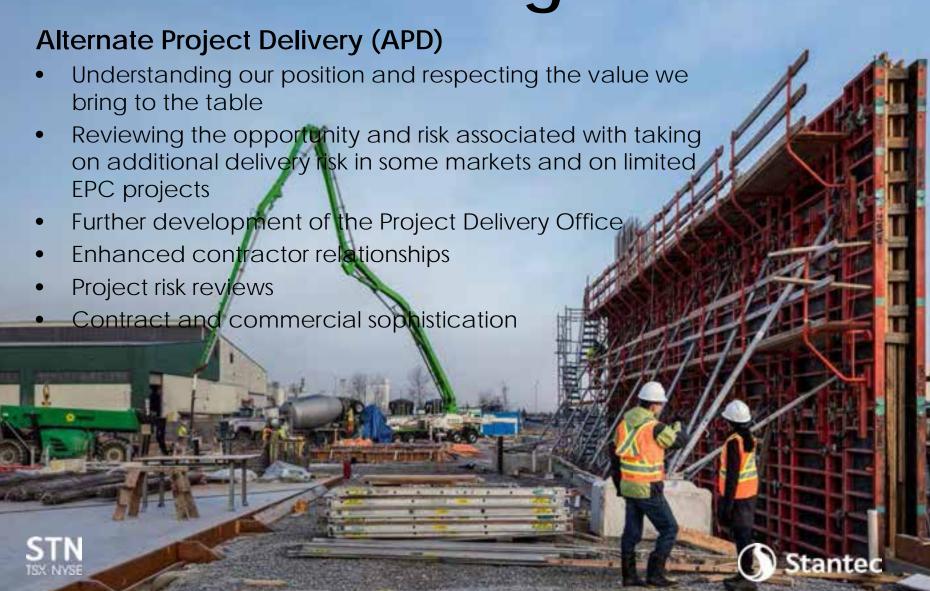
### **Client-Focused Culture**

 Deliver a client-focused experience that meets our clients' needs and is measured on an ongoing basis though regular surveys of our clients





# We Are Better Together







# We Are Driven to Achieve

### **CONTINUED FOCUS:**

### **Top Tier**

Defining top tier as a competitive position, not a reference to size

### **Operational Excellence**

 All strategies are balanced against our desire to operate at the top of our industry

### Strategic Growth

- Growth is not a strategy; it is an outcome
- Our goal is to do more work for our clients in more places

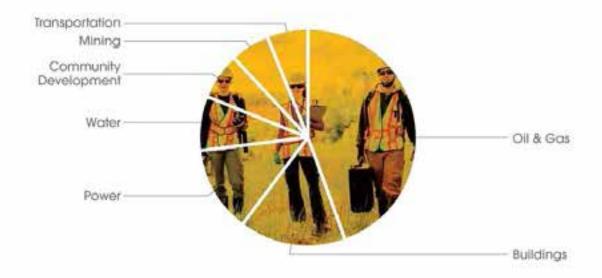


# 2016 Plan Outcomes



# We Continue to Evolve

### **Environmental Services**



- Effective January 1, 2016
- Fourth Business Operating Unit
- Higher level of management and more visibility
- Enhances cross-selling abilities







# We Continue to Evolve



SCOTT MURRAY

Executive Vice President and Chief Operating Officer

Lexington, Kentucky



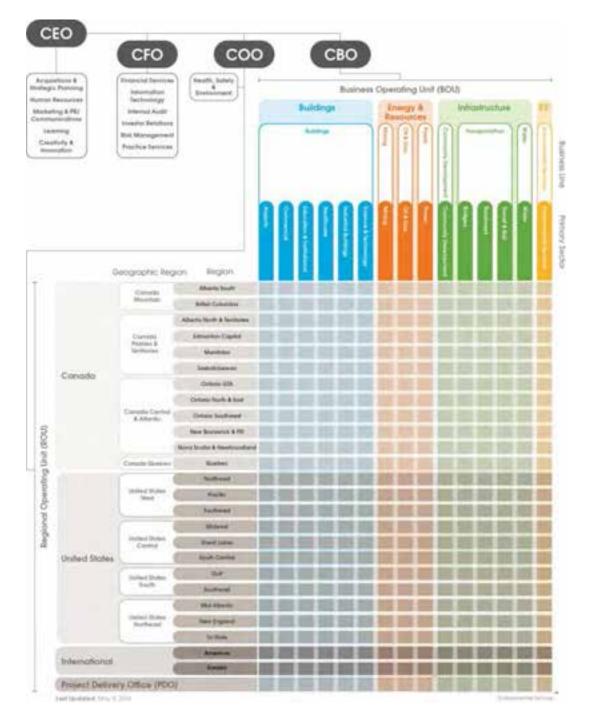
TINO DIMANNO
Executive Vice President
and Chief Business Officer

Calgary, Alberta





# Our Business Model







# **Timeline**

# SEPTEMBER 2015

Stantec Strategic Plan approved by the Board of Directors

# SEPTEMBER 2015

Bob Gomes reaches out to Alan Krause at MWH Global





OCTOBER 2015

MWH enters into formal process

FEBRUARY 2016

Stantec granted exclusivity





### MARCH 2016

Stantec announces it has entered into agreement to acquire MWH Global MAY 2016

Stantec's acquisition of MWH Global closes





# We Are Better Together

- MWH acquisition aligns with our strategic plan
- Provides platform to continue disciplined acquisition strategy in new regions





# Strategic Plan Outcomes and MWH

# STRATEGIC PLAN OBJECTIVES

MWH FIT

Consider larger/ mega-deal domestic acquisitions Largest deal in Stantec's history with 6,800 employees



Pursue international opportunities

Global platform in stable countries



Evolve our approach to APD in certain sectors

Full life cycle offering in water sector in response to APD







# A Leading Water & Infrastructure Firm



- Leading North American-focused engineering and design firm with expertise in buildings, energy and resources, environmental services, and infrastructure projects
- Industry-leading management team
- Over 15,000 employees<sup>1</sup> across 250 locations<sup>1</sup>



- Leading global water and infrastructure engineering management consulting firm that offers services to both public and private clients worldwide
- Expertise in solving complex water projects, a key global growth area
- Founded in 1820, a private, employee-owned company with over 6,800 employees across 187 offices in 26 countries





- Top tier firm with world-class expertise in key non-cyclical growth areas, including infrastructure and water
- Depth and breadth of experience to deliver on complex projects worldwide
- Strong management and approximately 22,000 employees worldwide

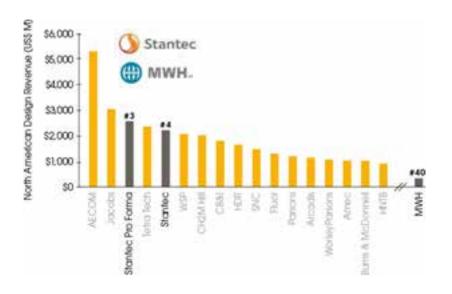


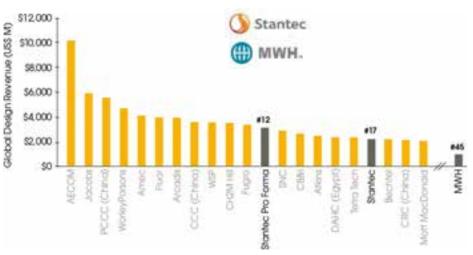


# A Top Tier Global Design Firm

Top 500 North American Design Firms<sup>1</sup>

**ENR Top 150 Global Design Firms** 





The acquisition of MWH reinforces Stantec's position as a top tier design firm in both North America and the global marketplace





# **Strategic Rationale**



A GLOBAL LEADER
IN WATER AND
INFRASTRUCTURE MARKETS



EXPANDED GEOGRAPHIC FOOTPRINT



ENHANCE CROSS-SELLING
CAPABILITIES TO
DIFFERENT END MARKETS



CREATE ADDITIONAL GROWTH OPPORTUNITIES



ADD
WATER-RELATED
CONSTRUCTION
CAPABILITIES

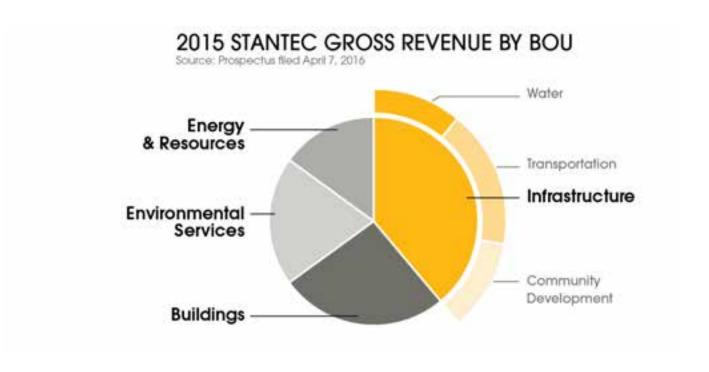


NEW OPPORTUNITIES
FOR COMBINED
COMPANY EMPLOYEES





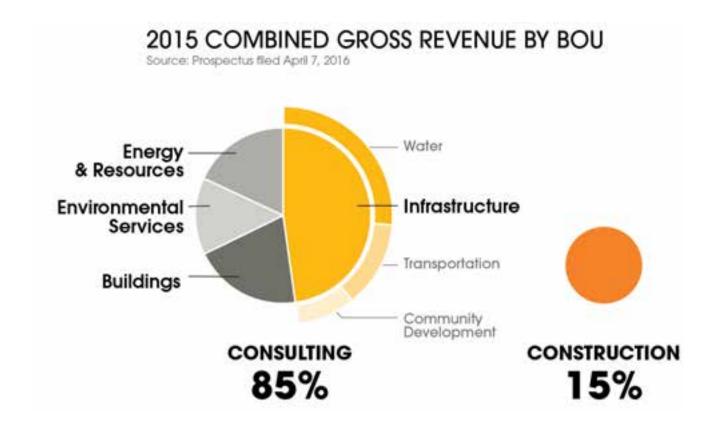
# **Business Combination**







# **Business Combination**

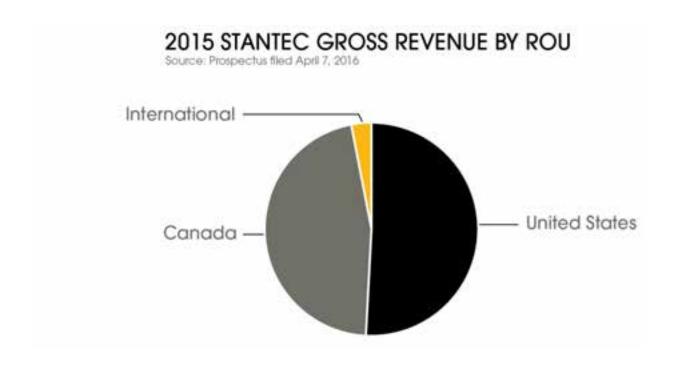


Water becomes Stantec's largest business line





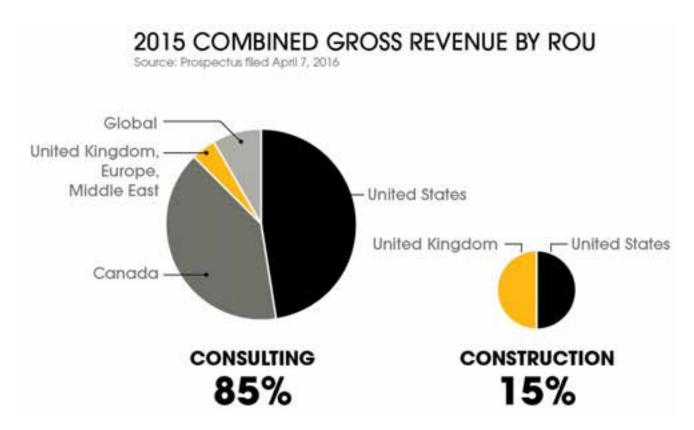
# **Geographic Combination**







# **Geographic Combination**



MWH's experience in global markets provides Stantec immediate geographic breadth, creating a platform for further expansion and diversification





### **Financial Summary**

#### COMMITTED FINANCING

- New C\$800 million Senior Secured Revolving Credit Facility
- New C\$450 million Term Credit Facility
- New C\$604 million Common Share offering

#### HIGHLY ACCRETIVE TRANSACTION

 Mid-single digit accretive to adjusted EPS<sup>1</sup> in 2016 and mid-teens accretive to adjusted EPS<sup>1</sup> in 2017

#### CONTINUED STRATEGIC GROWTH

- Increased cash flow generation, reducing debt levels
- Continued acquisition strategy
- · Consistent dividend payout ratio policy and corresponding dividend growth





### Capital Structure and Reporting

#### **EFFECTIVE CAPITAL STRUCTURE**

- Strong cash flow generation and growth prospects
- Pro forma leverage less than 3.0x pro forma 2015 Adjusted EBITDA
- Less than 2.0x expected EBITDA by the end of 2017
- Strong balance sheet provides flexibility to continue executing growth strategy

#### FINANCIAL TARGETS/CONSOLIDATED REPORTING

- Targets re-evaluated over the coming quarters taking MWH into consideration
- Reportable Segment Reporting Consulting Services, Construction, Consolidated to be determined
- Operating Segmented Reporting Canada, US, Global to be determined
- Level of detail reported to Gross Margin, EBITDA to be determined





### Compelling Value For Stakeholders

#### **FOR CLIENTS**



- Better equipped to solve our clients' infrastructure challenges with our collective expertise and award-winning experience
- Enhanced services over a greater span of the project life cycle

#### FOR EMPLOYEES



- Shared expertise and collaboration opportunities
- Potential to broaden experience with new regions and projects
- Enhanced career advancement opportunities
- Key MWH management assumes significant leadership roles at Stantec

#### FOR SHAREHOLDERS



- Meaningful expected synergies
- Highly accretive transaction<sup>1</sup>
- Efficient capital structure
- Expected dividend growth









# A Significant Presence

#### Montreal, QC January 2015 Buildings, Transportation, Community Development, Power

#### Warnerville Substation

Warnerville, CA

Replace switches, circuit breakers, and transformers; upgrade bus and connections; and improve grounding

- Stantec location
- · · · Latest acquisitions
- Projects

#### VI Engineering

Houston, TX July 2015 Power

Dessau

#### Grasberg Block Cave Mine Papua. Indonesia

Work scope for our existing service shaft operation and maintenance start-up support





# Rankings



#9 Mining

ENR



#22 Petroleum

**ENR** 



#28 Power

**ENR** 





### **Sector Diversification**

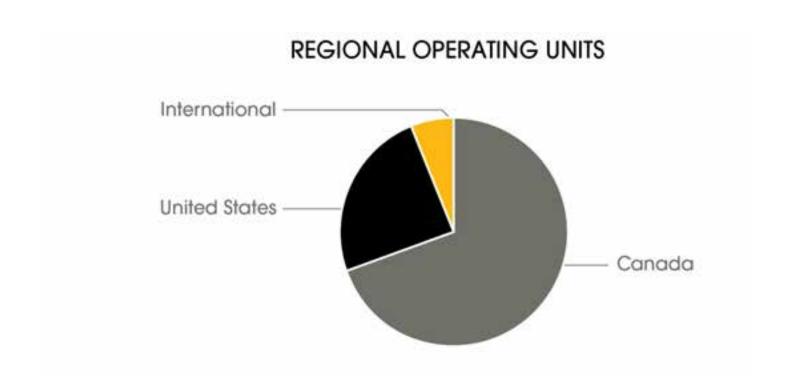


<sup>\*</sup> Percent of Q1 16 gross revenue





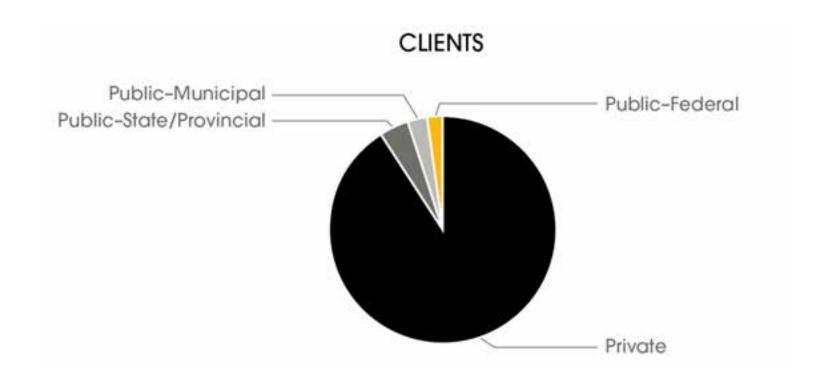
# **Regional Diversification**







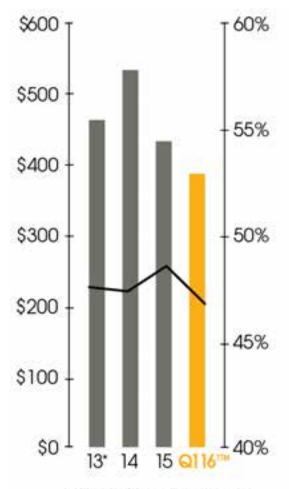
# **Client Type**







### Annual Revenue Trends



Gross revenue (millions C\$) and gross margin (%)

\*For comparative purposes Environmental Services has been reallocated from the Energy & Resources BOU.





### Q1 16 Revenue

11% of Gross Revenue **-39%**Organic Growth

1.4%
Acquisition Growth





# **Top Clients**























# Demand for Services

#### **Power**

 Consistent stable to strong growth

#### Oil & Gas

- 2016
  - Continued retraction (US upstream and Canada)
  - Stable growth (US midstream and Asset Integrity)
- 2017 & beyond
  - Cyclical

#### Mining

- 2016 Continued Retraction
- 2017 & beyond Cyclical



### Key Priorities

#### **Short Term:**

#### Oil & Gas and Mining

- Maintain core staff in down market
- Position for market recovery

#### **Power**

- Project Execution
- Business Development

#### Capitalize on Synergies & Efficiencies

- Engineering, Procurement,
   Project Management
   & Construction Management
- Cross selling with Key Accounts

#### Long Term:

 Capitalize on broad local and regional presence and client base to build recognized brand



# Future Opportunities

#### **Organic Opportunities**

#### Power

 General expansion of client base across all regions

#### Oil & Gas

- Bolster P/CM Presence
- Asset Integrity Business

#### Mining

Strategic Hires

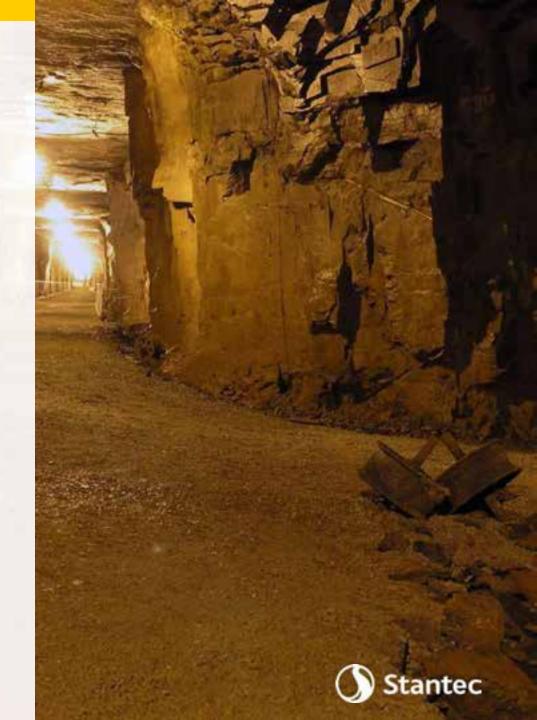
#### **Acquisition Opportunities**

 Bolster US Presence (Oil & Gas, Power)

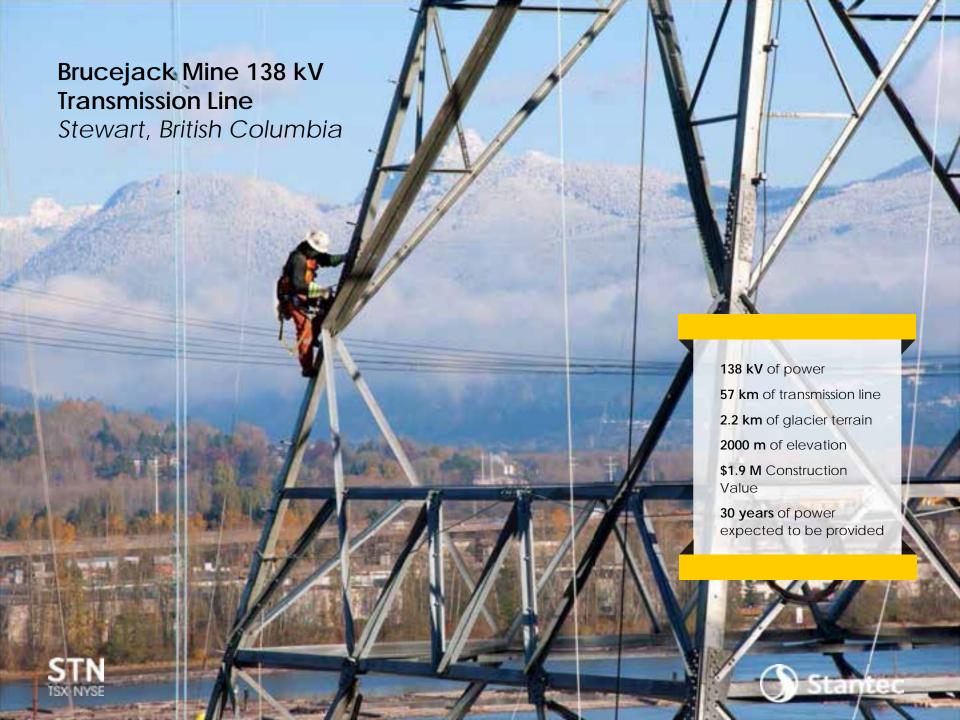


### MWH Synergies

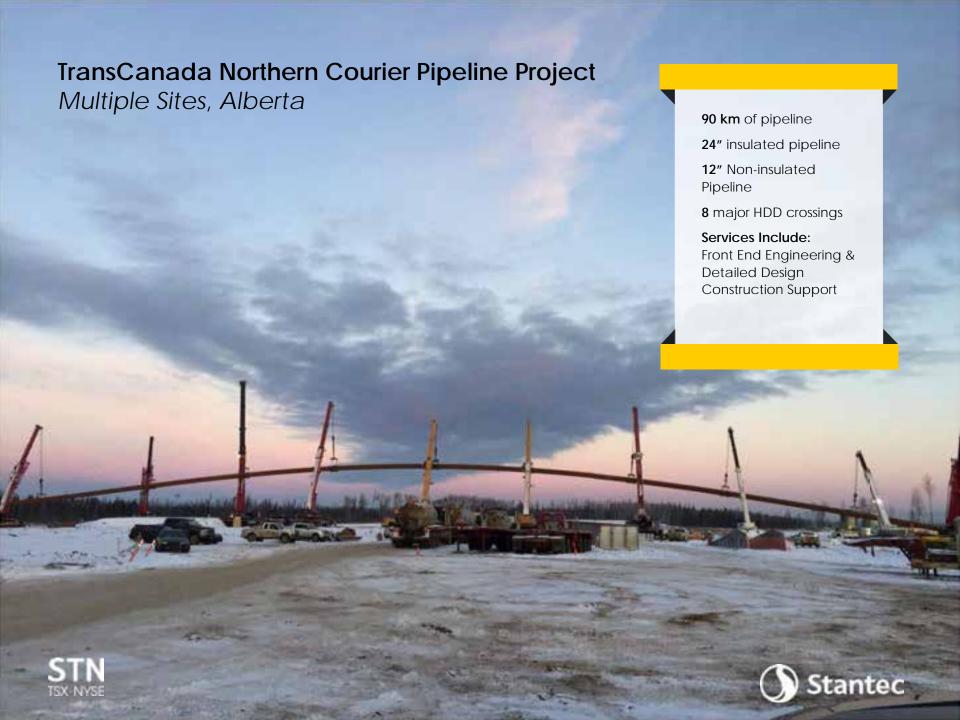
- Expanded
   International Footprint
- Rounds out Power capabilities
- International High Value Center
- New service capabilities in Mining with long-term key clients



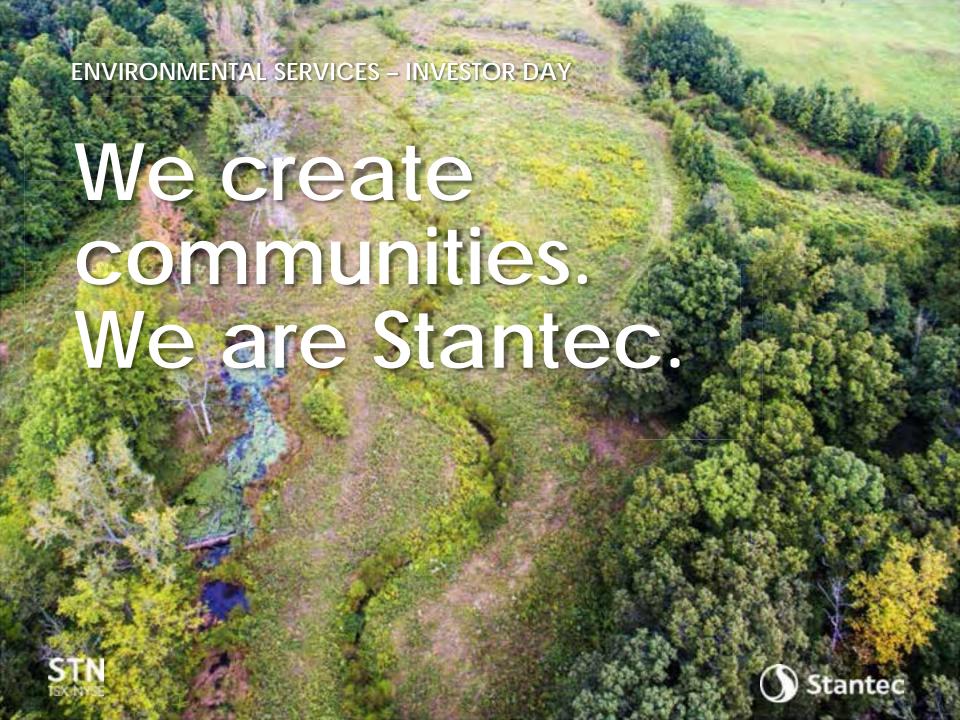












# A Significant Presence

Aurora Liquefied Gas Export Terminal Digby: BC Marine geotechnical investigation

Stantec location
 Latest acquisitions
 Projects







# Rankings



#7
Environmental
Services
EBI

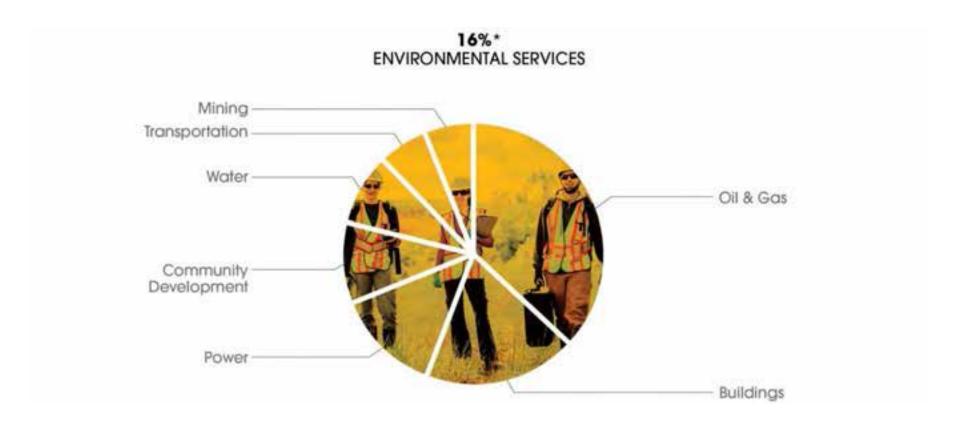


#18
Environmental
Services
ENR





### **Sector Diversification**

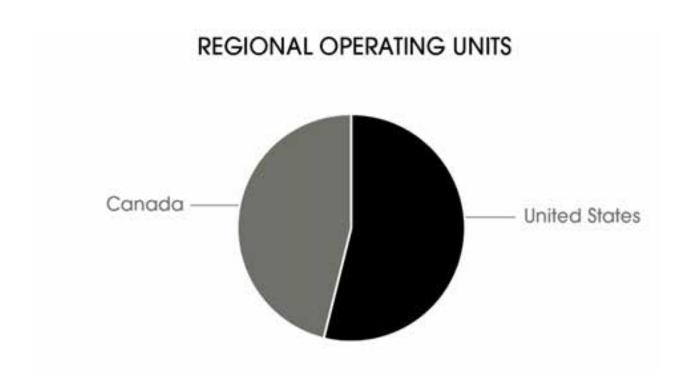


<sup>\*</sup> Percent of Q1 16 gross revenue





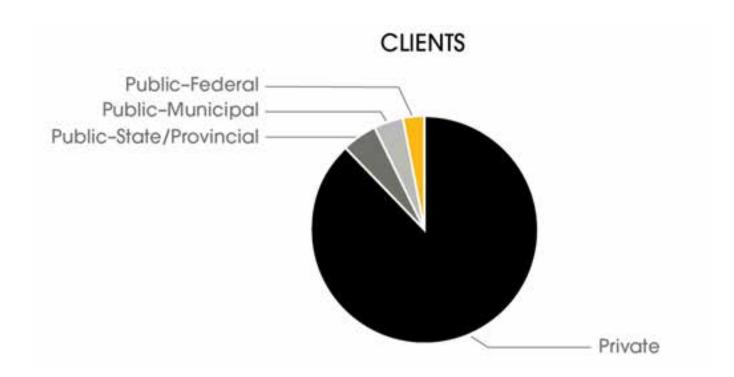
## Regional Diversification







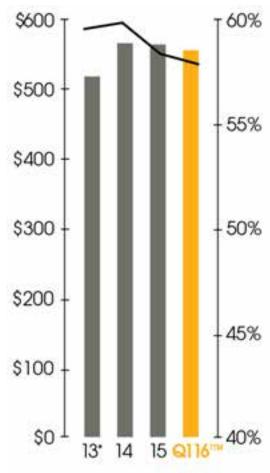
# **Client Type**







### Annual Revenue Trends



Gross revenue (millions C\$) and gross margin (%)

\*For comparative purposes Environmental Services has been reallocated from the Energy & Resources BOU.





### Q1 16 Revenue

16% of Gross Revenue -12% Organic Growth 0.5%
Acquisition Growth





# **Top Clients**























# Demand for Services

#### Political

- US Federal spend remains significant
- CAN Federal spending priorities have shifted

#### Regulatory

- Clean Air, Clean Water Act (US)
- Climate change policies -Resiliency
- PHMSA Reporting

#### Changing client needs

- New normal smaller projects in Canada
- Aboriginal involvement in resource based projects
- Cost structure and adaptability
- Low commodity prices (energy and resources)



### Key Priorities

#### **Short Term:**

- Midstream/LNG Canada
- US West acquisitions
- Disaster response (pipeline spill response)
- Risk management services

#### Long Term:

- Cross-selling/Account
   Management Growth in
   Transportation, Commercial,
   and Power as we capitalize on
   integration strategies with other
   business lines
- Become key supplier for US Midstream permitting



### Future Opportunities

#### **Organic Opportunities**

Opportunity in US to increase market share

- Federal Sector
- Renewable Energy changing political direction and incentives are influencing clients to consider alternates
- Growth in Transportation, Commercial, and Power as we capitalize on integrated strategies with other Business Lines
- Emergency Response / Maintenance and Integrity services for pipelines
- Geotechnical

#### **Acquisition Opportunities**

- US West
- Texas

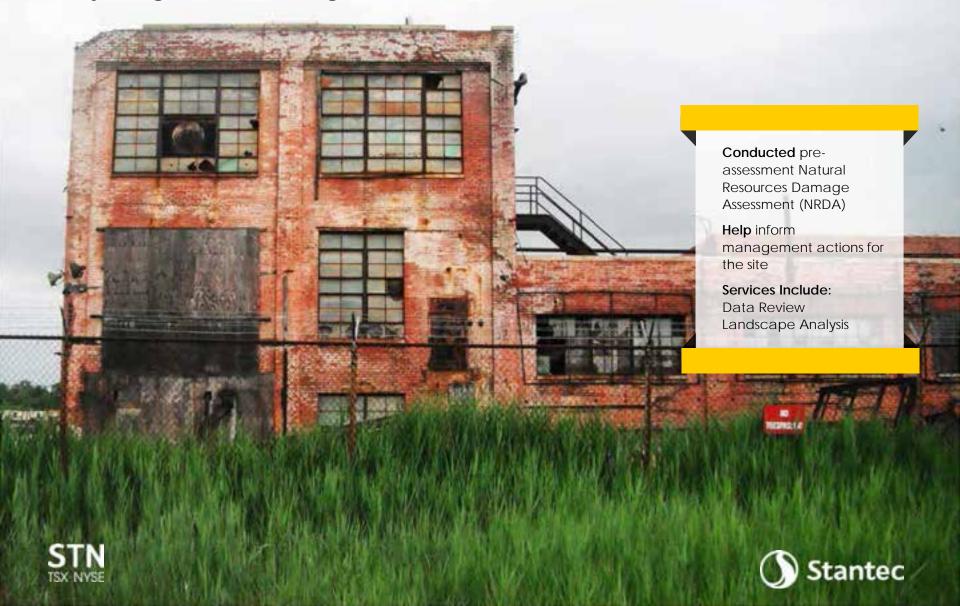


### MWH Synergies

- Key Clients Kinder Morgan / Honeywell / Boeing
- MWH brings exceptional complex remediation management expertise



## CHEVRON NRDA OIL SPILL Cuyahoga River and Big Creek, OH















## A Significant Presence

#### Saint-Jérôme Regional Hospital & Montreal Sacré-Cœur Hospital Montreal, QC

Mechanical and electrical engineering services for one of the largest projects in Quebec

#### Sparling

Buildings

Lynnwood WA March 2015

#### Temple Independent School District

Temple, TX

Architectural services for 13 schools

- Stantec location
- · · · Latest acquisitions
  - Projects

#### Dessau

Montreal, QC

January 2015 Buildings Transportation Community Development.

Power

#### East Rail Maintenance Facility for Metrolinx Whitby, ON

LEED Gold P3 project, providing additional train storage and maintenance capacity.

#### Walgreen's store conversions 70 locations

Eastern US

Architectural interior design, mechanical and electrical engineering services













## Rankings



#1 Top A/E Firms
Building Design
& Construction Giants



#1 Reconstruction
Building Design
& Construction Giants



#1 Industrial Sector
Building Design
& Construction Giants



#1 Government Sector
Building Design
& Construction Giants



**#1 K-12 Firms**Architectural Record



**#2 Healthcare Sector**Building Design

& Construction Giants



) #3 K-12 Sector
Building Design
& Construction Giants

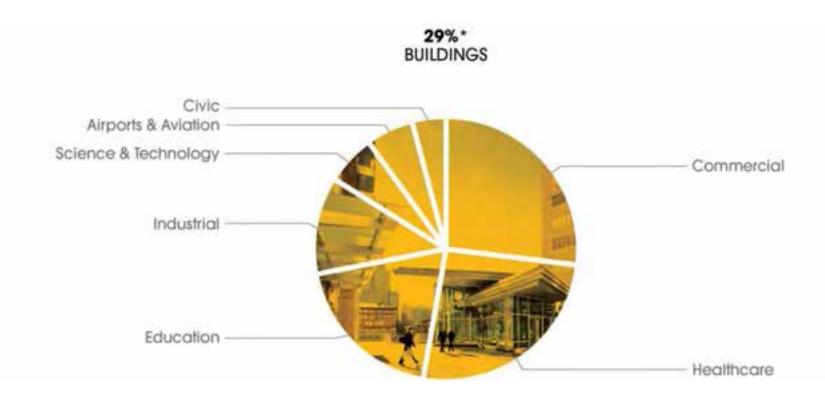


#3 Healthcare
Architecture
Modern Healthcare





### **Sector Diversification**



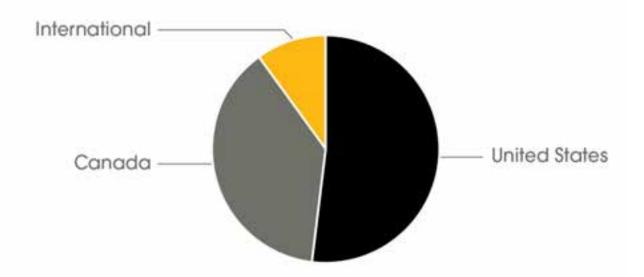
<sup>\*</sup> Percent of Q1 16 gross revenue





## **Regional Diversification**

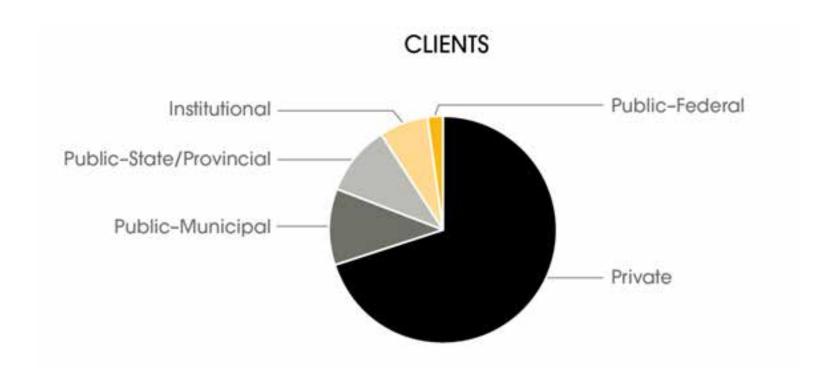
#### REGIONAL OPERATING UNITS







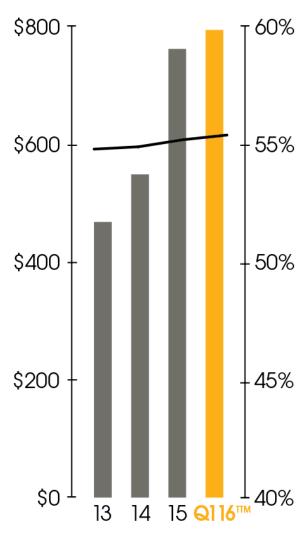
## **Client Type**







# Annual Revenue Trends



Gross revenue (millions C\$) and gross margin (%)





### Q1 16 Revenue

29% of Gross Revenue

5.1% Organic Growth 5.8%
Acquisition Growth





## **Top Clients**























## Demand for Services

#### Growth in demand of services:

- Urbanization
- Demographic trends
- Aging infrastructure
- Resiliency
- Project Complexity



## **Key Priorities**

#### **Short Term**

- Integration acquisitions:
  - Dessau
  - Sparling
  - SHW
  - ADD Inc
  - VOA
- US performance

#### Long Term

- Global Top-Tier
- Brand
- Diversify



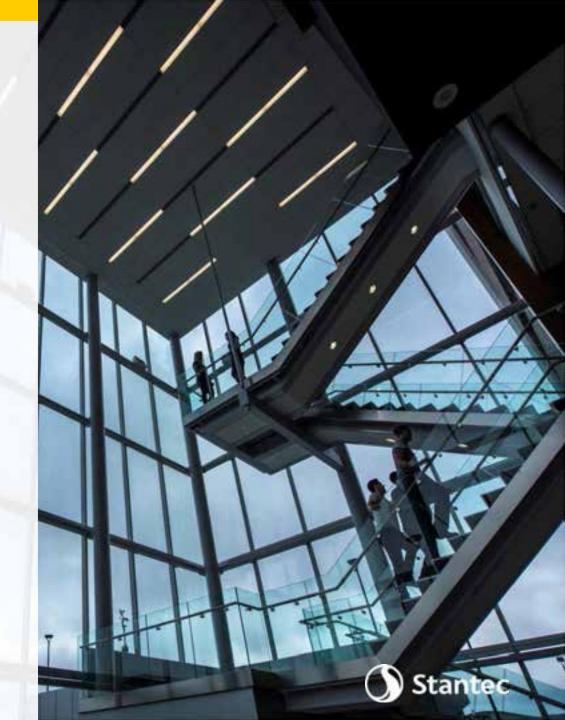
# Future Opportunities

#### **Organic Opportunities**

- Organic growth
  - Texas
  - California
  - Florida
  - Midwest
  - UK

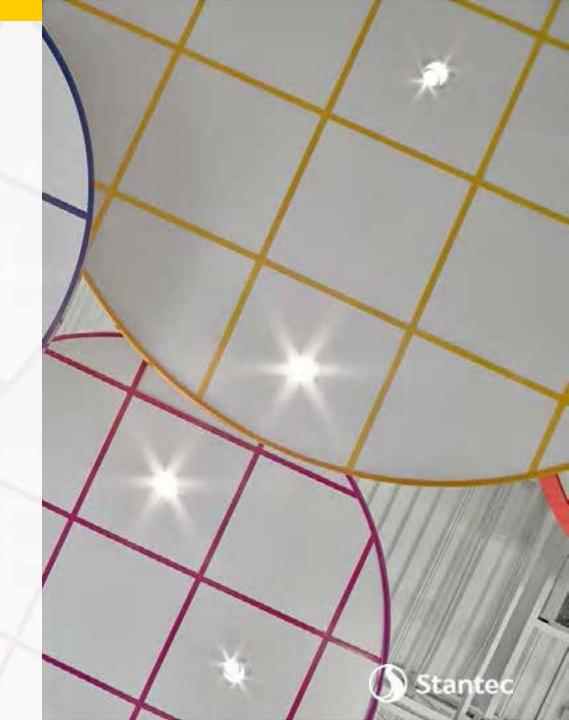
#### **Acquisition Opportunities**

- US
- UK



## Strategic Initiatives

- US Federal Program
- CA Infrastructure Plan
- Urbanization
- Strategic Pursuits
- Account Management Program



## MWH Synergies

- Civic/Municipal Infrastructure Synergies
  - Water projects are a priority in local communities and are in plain sight
  - Context sensitive design and architecture
  - Award winning WWTP/WT Plant Design
  - Significant opportunity to capitalize with new global clients (i.e. GE, Boeing, Honeywell)





## High Tech Confidential Client – MWH

MWH introduces existing contracted client to Stantec Integrated Service Offering in multiple locations:

- Workplace tenant improvements
- Seismic retrofits
- Offices
- Labs
- Data Centers
- Food services/Hospitality
- Civil engineering



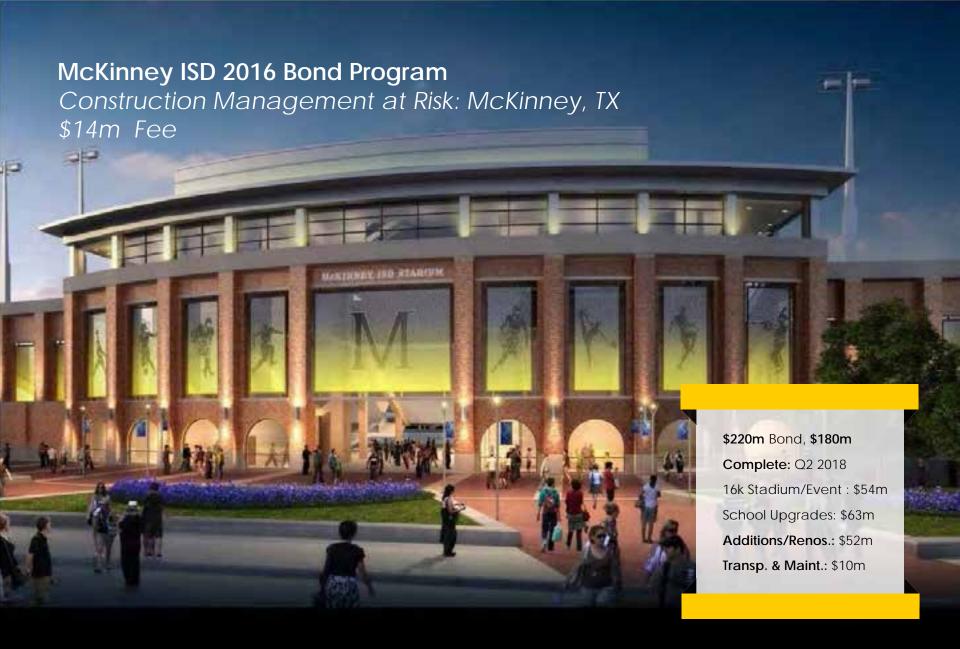


#### San Ysidro Land Port of Entry

Phase 2 Expansion & Reconfiguration Design-Build, San Diego CA \$10m Fee















INFRASTRUCTURE - INVESTOR DAY

# We create communities. We are Stantec





## A Significant Presence

Bonnybrook Wastewater Treatment Plant & the Springbank Off-Stream Storage Protection Project

Calgary, AB

Improve the efficiency of operations

#### **VA Consulting**

Irvine, CA .

August 2015

Community Development, Transportation, Water

Authority for Rapid Transportation Transit Project

Honolulu, HI

Construction management services

#### Bury

Austin, TX . March 2016

Commercial, Education/Institutional,

Industrial Healthcare

Stantec location
 Latest acquisitions
 Projects

#### Stouffville Rail Corridor for the Metrolinx (GO Transit)

Toronto, ON

af 11 patential grade separation locations

#### Dessau

Montreat QC
January 2015
Buildings, Transportation,
Community Development.
Power

Fay, Spottord & Thorndike (FST)

Burlington, MA October 2015

Transportation, Water, Buildings, and Environmental Services

#### Infrastructure Americas Division of KBR

December 2015 Infrastructure

#### U.S. Federal Emergency Management Agency

National

Flood risk mapping and hazard milligation programs



## **ENR Rankings**



Now ~#3
Dams & Reservoirs



Now ~#3
Water Treatment,
Desalination Plants



Now ~#2 Sanitary & Storm Sewers



Now ~#2 Sewage & Solid Waste



Now ~#2
Wastewater Treatment
Plants



Now ~#4 Water Supply



General Transportation

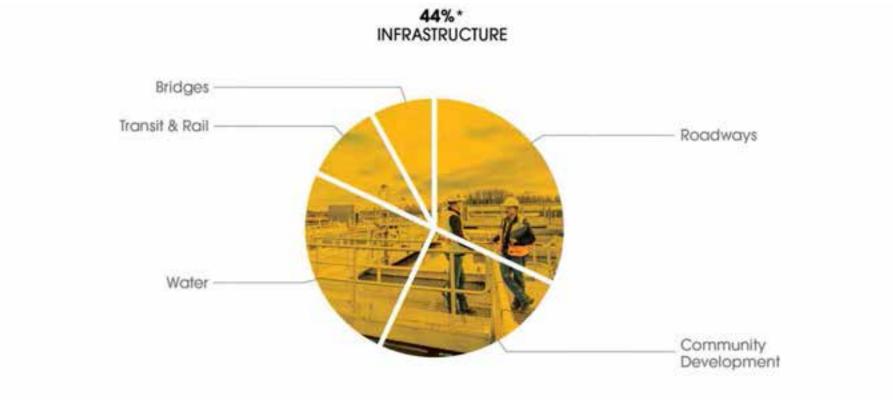


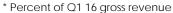
Transportation – Highways





## **Sector Diversification**

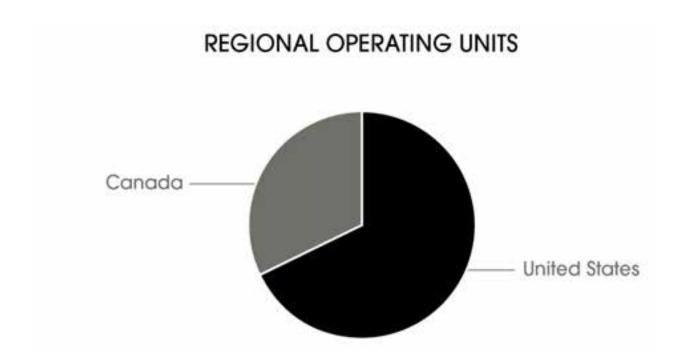








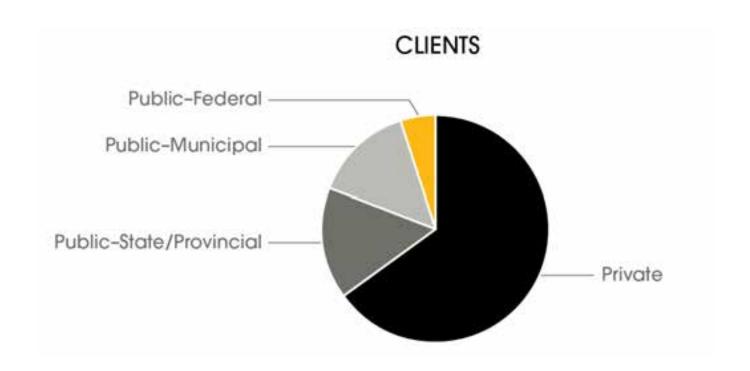
## Regional Diversification







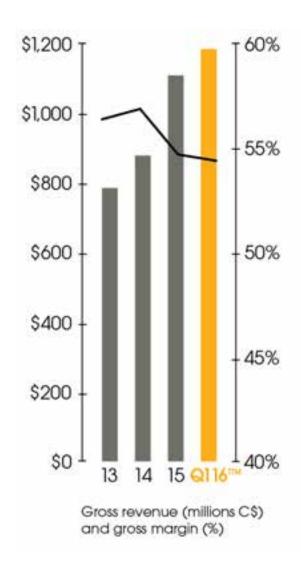
## **Client Type**







## Annual Revenue Trends







#### Q1 16 Revenue

44% of Gross Revenue 8.6% Organic Growth 14% Acquisition Growth





## **Top Clients**





























## Demand for Services

- Urbanization
- Resiliency
- Rehabilitation
- Regulatory
- APD



### Key Priorities

#### **Short Term**

- Acquisition integration
  - (FST, KBR, VA, Penfield & Smith, Bury)
- Account management/ Cross-selling synergies
- Strategic partnerships

#### **Long Term**

- North American growth opportunities
- Iconic positioning
- Global expansion



# Growth Opportunities

#### **Organic Opportunities**

- Organic growth
  - Texas
  - MWH Synergies
  - Greater Toronto Area
  - Southern California and sunbelt states

#### **Acquisition Opportunities**

- UK
- Australia/New Zealand

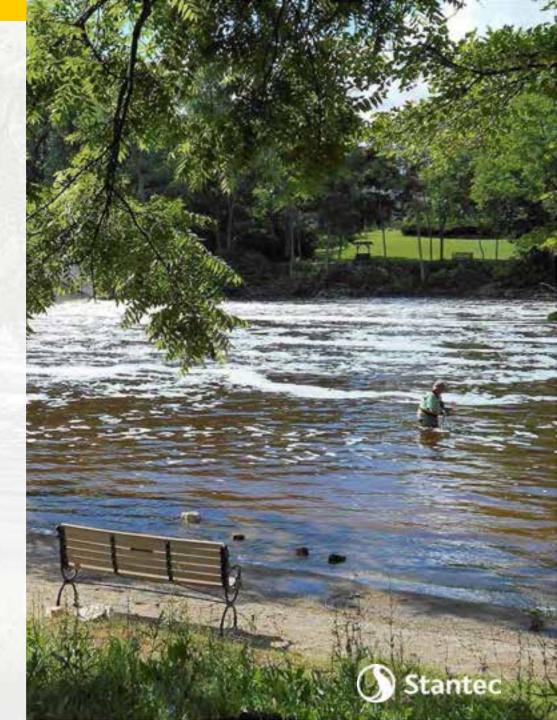


# MWH Synergies

Top clients

North American office presence

Large metropolitan center growth opportunities









#### North Metro Rail Line Skyway

Denver, Colorado

**\$350M** Construction Value

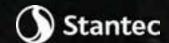
21.7 km of electric commuter rail

**25kV** overhead contact system

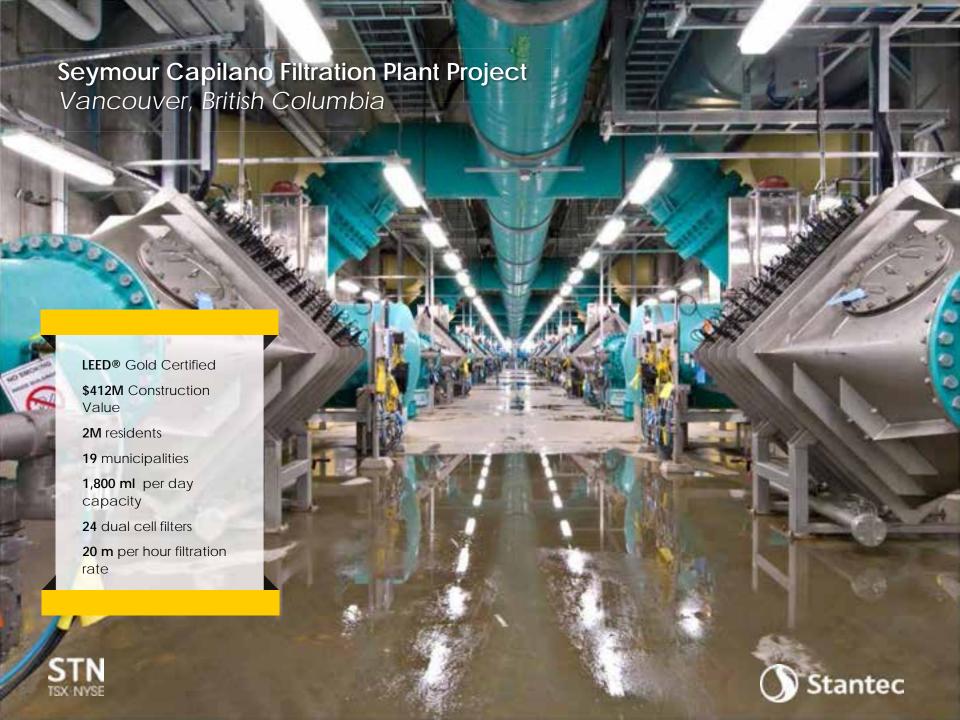
8.5K feet of elevation

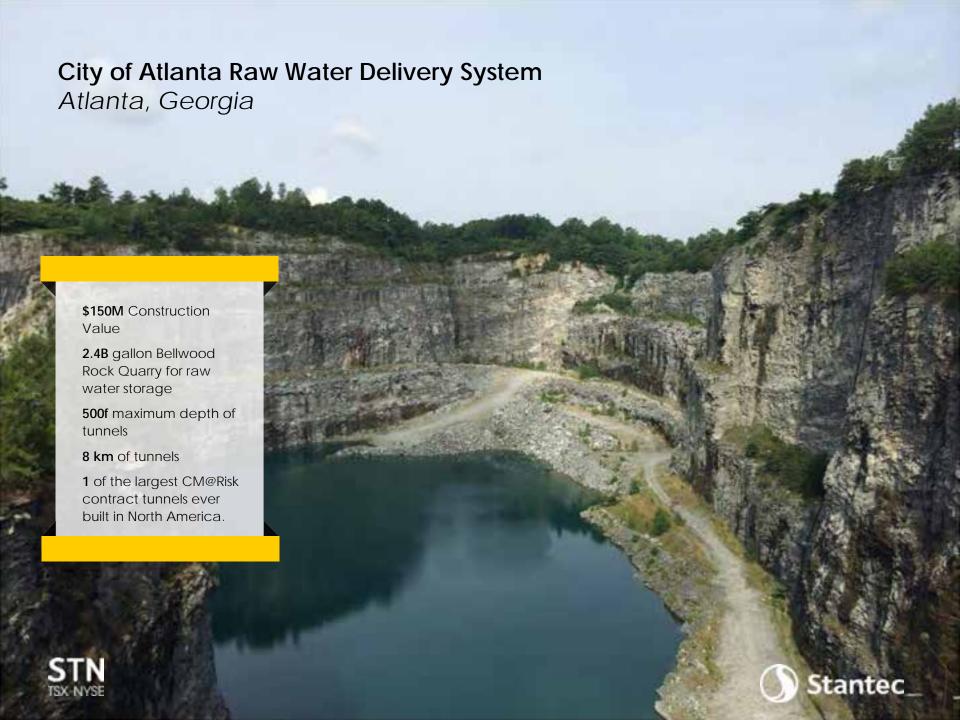
6 rail stations















# We create communities. We are Stantec.









### What is APD?

#### Alternate Project Delivery (APD) includes:







# Rankings

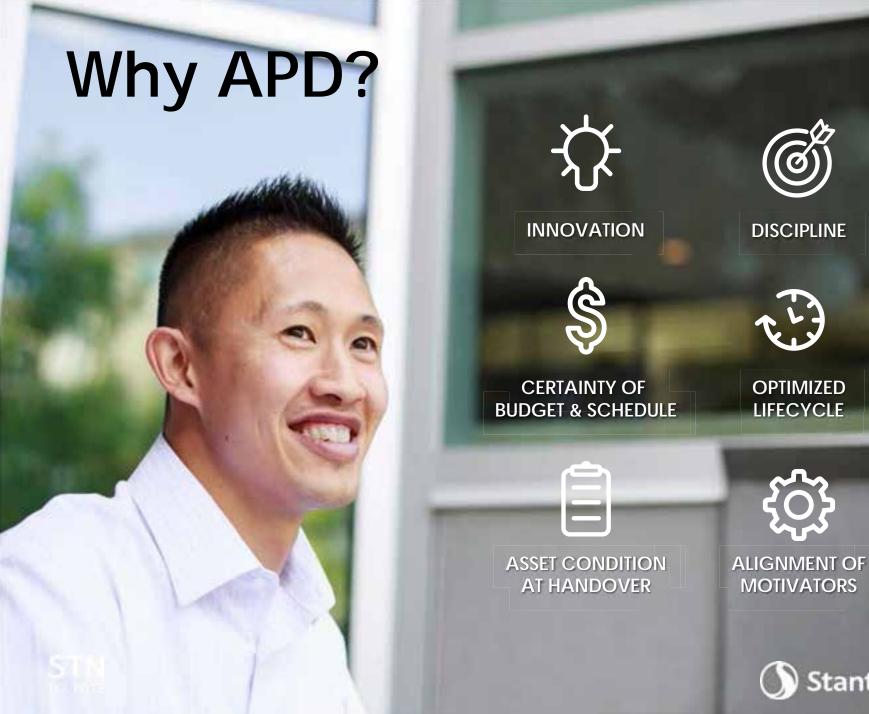


#6 Technical Advisor InfraDeals

Engaged on projects totaling over \$6 billion capital value.









# **APD Landscape**

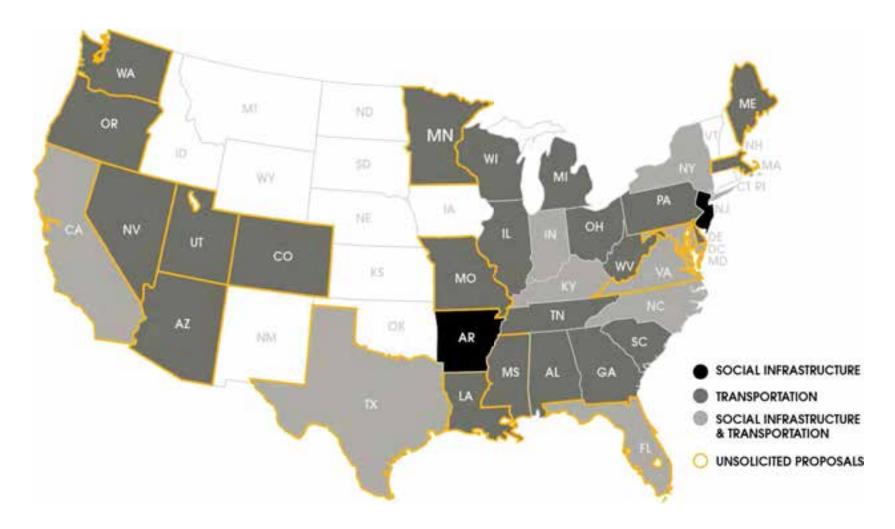
	CANADA				US			
	Total Projects	Financial Closed Projects	Total Value (\$B*)	Average Value (\$M*)	Total Projects	Financial Closed Projects	Total Value (\$B)	Average Value (\$M)
Environment	15	8	2.1	139	27	4	10.7	395
Other	6	3	0.3	46	5	0	0.1	24
Power	6	2	3.3	556	7	0	0.4	55
Renewables	4	3	0.7	186	9	2	0.8	85
Social Infrastructure	175	140	34.2	195	32	4	4.8	151
Telecommunications	1	0	0.2	200	4	1	0.3	71
Transport	90	56	77.9	866	135	58	127.2	942
Total	297	212	118.8	400	219	69	144.2	659

<sup>\*</sup>Value in US Dollars

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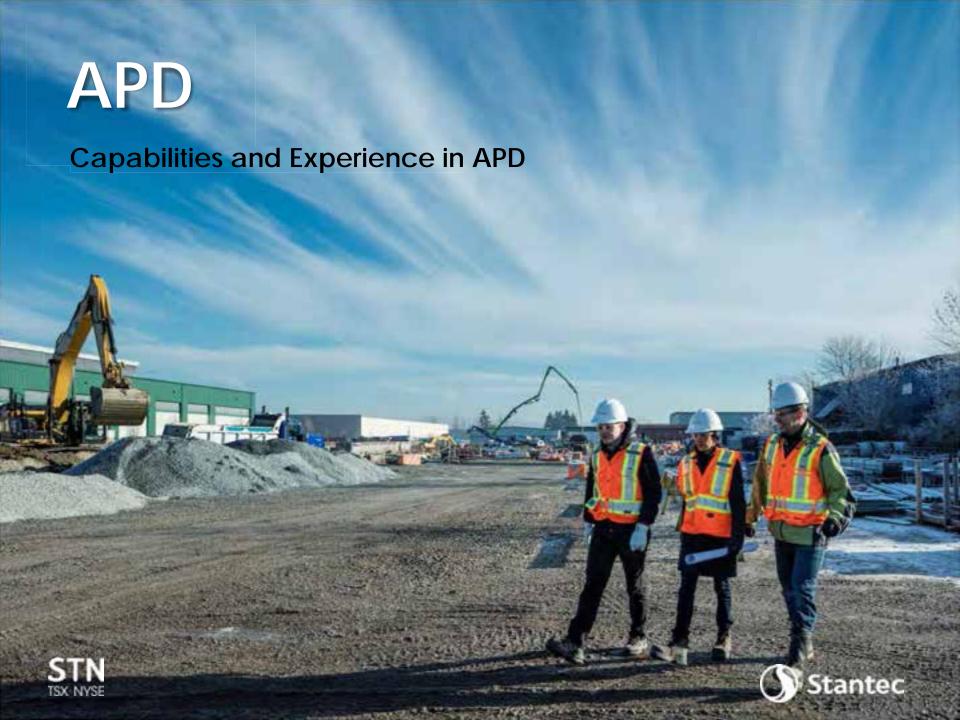
Source: InfraAmericas

### Status of State Legislation









#### **Our Partners**

















**Balfour Beatty** 





# Typical APD Project Procurement

RFQ to FC 18 months (approx.)



Sponsor announcement
Project concept & market sounding

Consortia team assembly Shortlist

Technical & Financial Solution
Project Agreement and DBA/FMSA

Confirmation of scope, schedule, obligations Price & rate setting

Design & construction Transition to OMR team

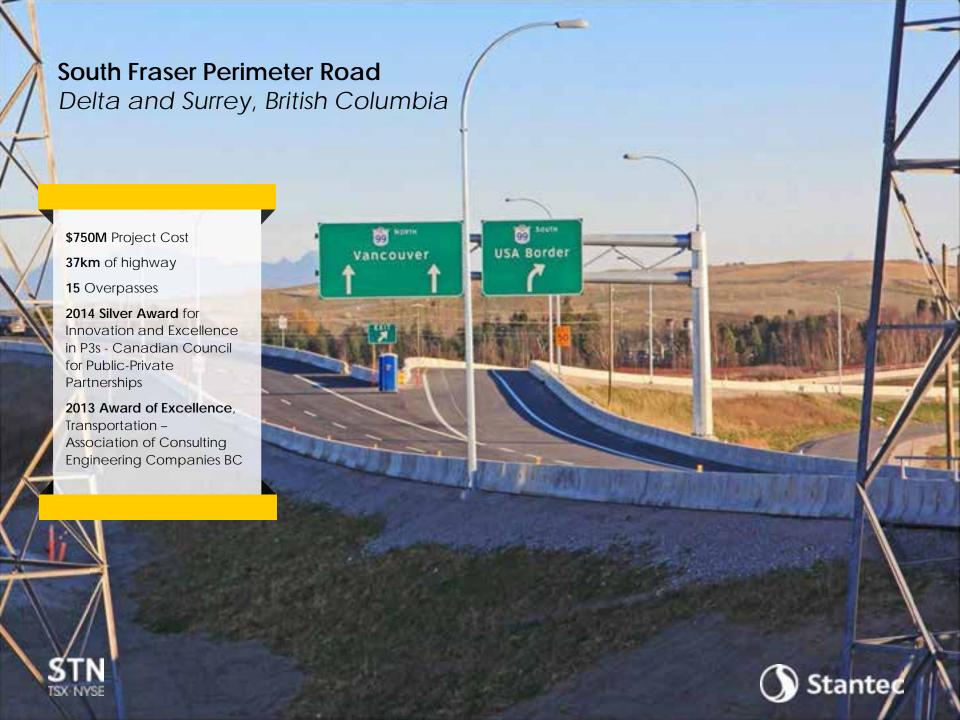
Operations and maintenance Life cycle renewal

30 year (average)









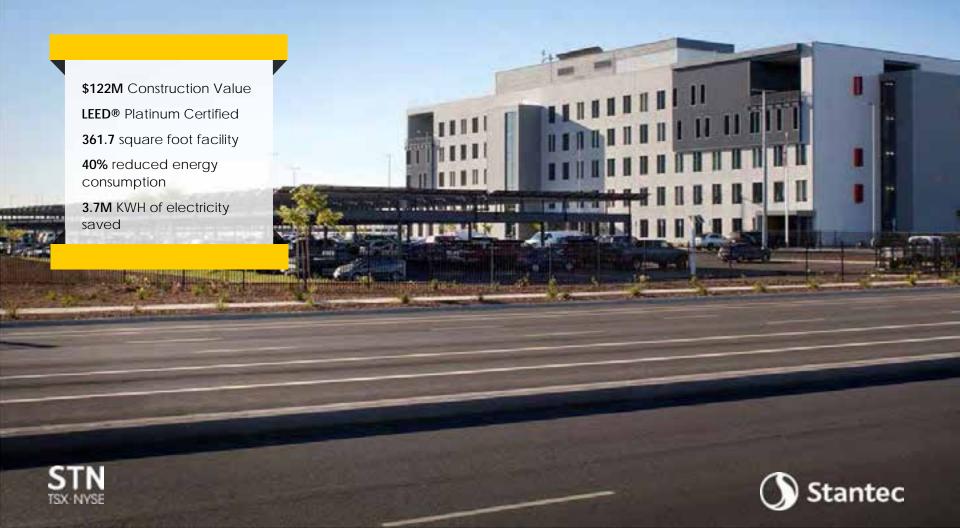
#### **Halton Healthcare**





#### **SMUD East Campus-Operations Centre (DB)**

Sacramento, California



#### Loop 375 El Paso, Texas



**MWH GLOBAL - INVESTOR DAY** 

# Building a better world by creating communities



#### Who we are

MWH provides premier global solutions focused on water and natural resources for built infrastructure and the environment

We are a results-driven technical engineering, environmental and construction services partner to clients around the world





## What we do

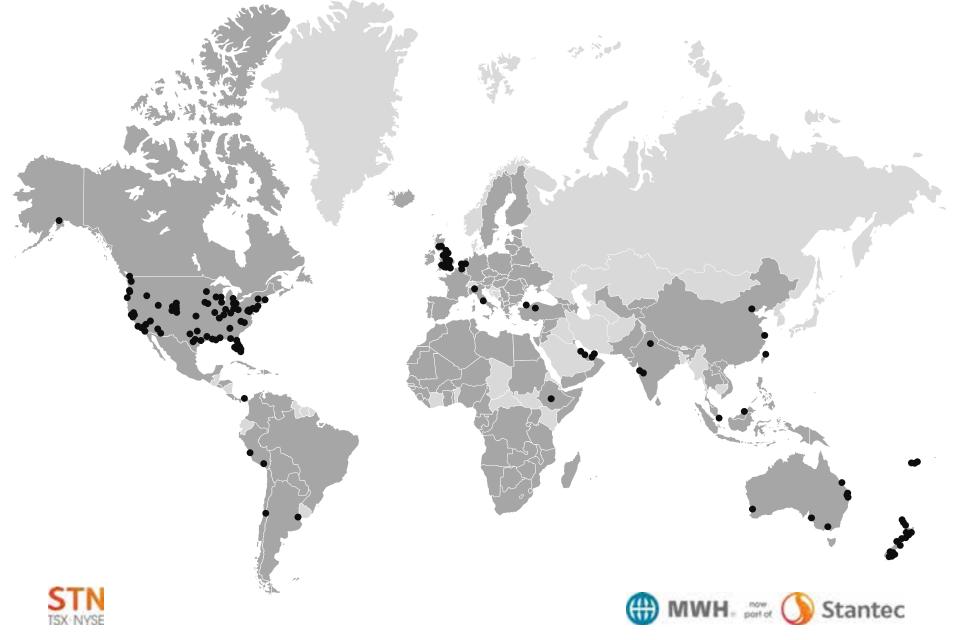
MWH engages in engineering, construction, and management of the world's largest and most significant water and natural resources projects.

We solve complex infrastructure and environmental challenges for clients around the globe.





# Where we work



# Dams & Hydropower

- Planning & Design
- Program Management
- Construction Management

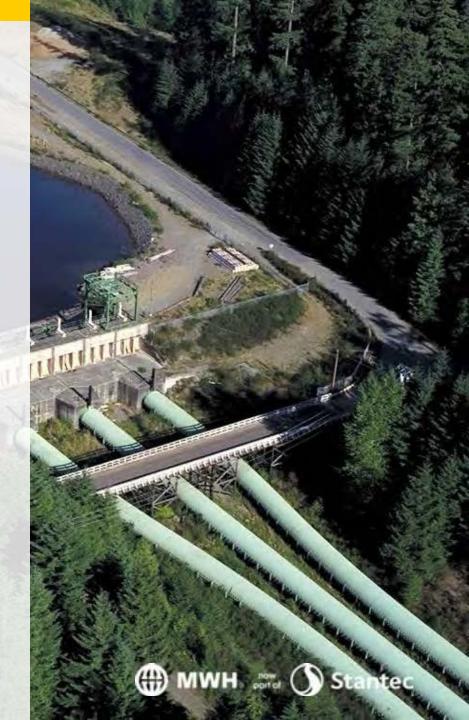




# Programs

#### Service Overview

- Supplementing and transferring project delivery knowledge
- Developing and embedding program delivery process based on client requirements
- Developing program systems and tools



### **UK Water**

- Engineering Design
- Environmental Services
- Program and Project Management
- Strategic Technical Consulting
- Bundled Design-Build and Construction Management (for fee and At-Risk)





#### **AMP**







### Netherlands/ Belgium/Italy/ Turkey

- Asset Management and Infrastructure
- Permitting and Compliance
- Soil Management



#### Latin America

Hydropower and Mining





#### Middle East

- Water
- Wastewater
- Management Consulting & Programs



#### Asia Pacific

- Public Sector Water
- Private Sector Water
- Transportation





### We Are Better Together

"Our highly complementary cultures, shared approach to client service and extended global reach should yield multiple benefits for our clients, employees and the communities we serve."

-Alan Krause, 29 March 2016





#### **MWH Water**

#### North American Capabilities:

- Treatment
- Water Conveyance
- Wet Weather/Stormwater
- Water Resources Planning & Management
- Coastal Recovery & Resiliency
- Digital Platforms







### Top 25 Water Clients





### Top 25 Water Clients





### **Combined Top Clients**







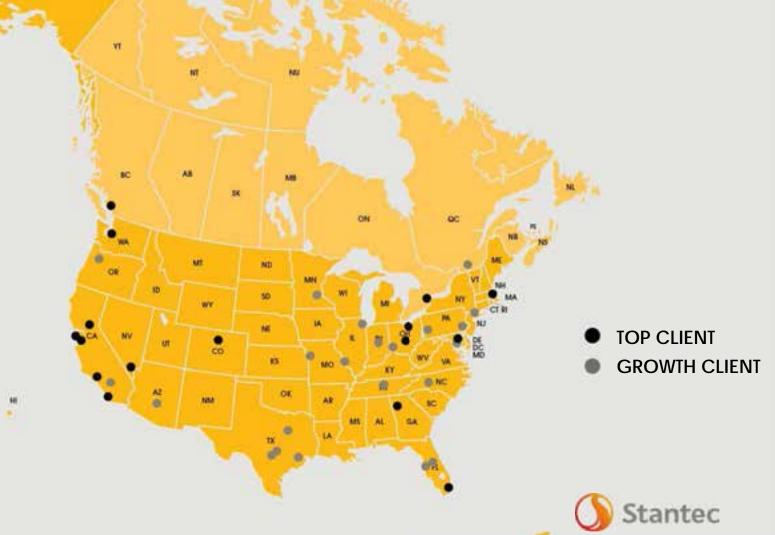
## Largest Metro Areas





Stanted

### Largest Metro Areas





# Water Offices

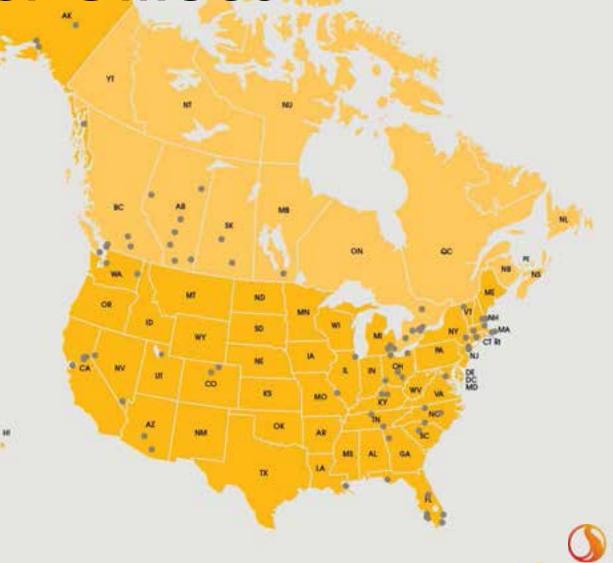




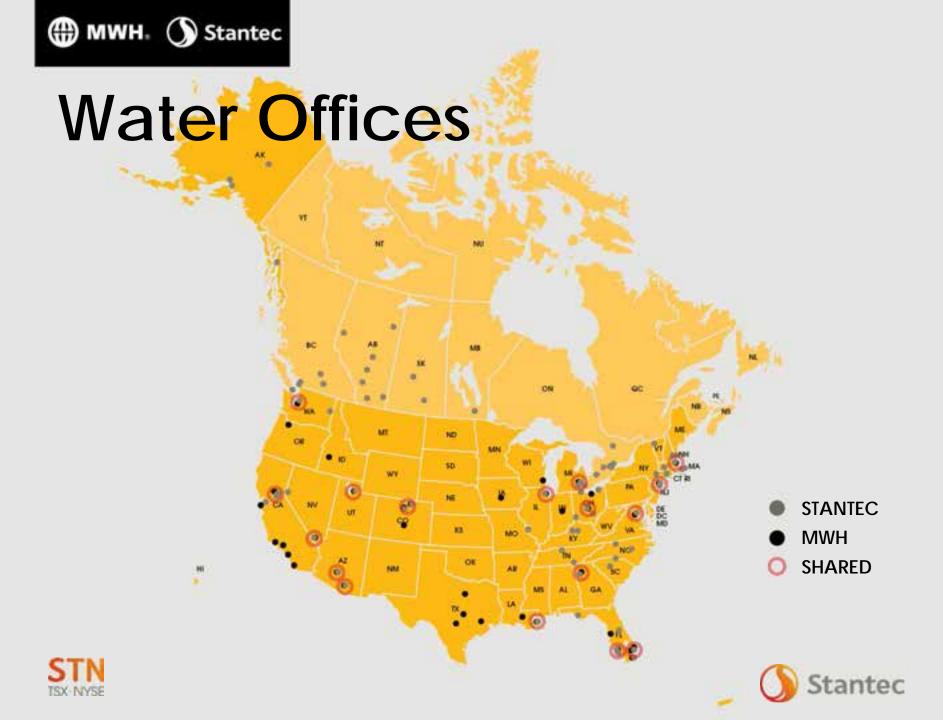
Stantec



## Water Offices











#### NEORSD TDPSC



Stantec









### Rankings



#1

Wastewater Treatment Plants – Engineering News-Record Top 400 Contractors 2014



#4

Sewage & Solid Waste – Engineering News-Record Top 400 Contractors 2014



#1

Top Firms in Wastewater sector – Engineering News-Record Top 400 Contractors 2013



#1

Wastewater Treatment Plants – Engineering News-Record Top 400 Contractors 2012





# Geographic Focus: US & UK

#### Who we are:

- Problem solvers
- Non-litigious
- Water/Wastewater
- Facility Maintenance



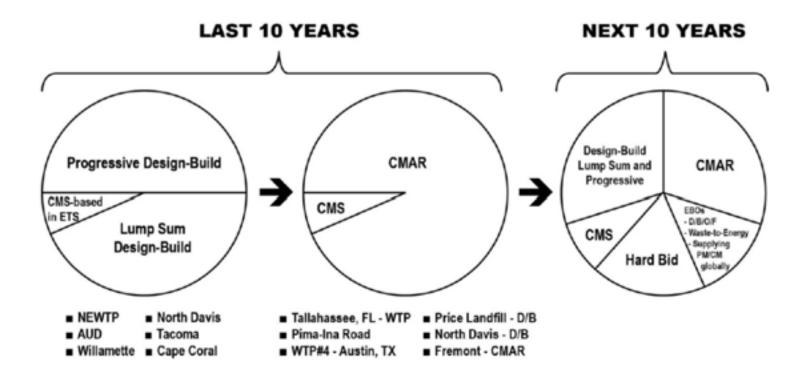
#### **Preconstruction Services**

- Design and Constructability Reviews
- Planning, Sequencing and Scheduling
- Value Engineering
- Intermittent Detailed Cost Estimating
- Bid Package Development
- Community, M/WBE Outreach
- Guaranteed Maximum Price Development





# Historical Growth of US Operations







#### US Self-Performance Capabilities

- Mechanical Process Piping
- Mechanical Equipment Installations
- Concrete Construction
- Yard Piping
- Commissioning and Startup
- Short-term Operations and Maintenance











### Summary and Next Steps



### **Synergies**



MEANINGFUL EXPECTED COST SYNERGIES

- Optimize existing back office functions and operational footprint
- Enhance efficiency by implementing operational best practices



ADDITIONAL REVENUE GROWTH OPPORTUNITIES

- Cross-selling to new and existing customers across multiple geographies
- Broad capabilities in water to provide full service life cycle offering to clients

#### Stantec expects:

- US\$25 million in run-rate synergies, with the majority in cost synergies
- Synergies expected to be fully realized by the end of 2017





### **Synergy Summary**



**NEW CLIENTS** 



**NEW SERVICES** 



CROSS-SELLING
OPPORTUNITIES TO
EXISTING CLIENTS



MAJOR PROJECT OPPORTUNITIES



INTERNATIONAL PRESENCE





### **Next Steps**



TRANSACTION CLOSED MAY 6



EXPLORE KEY PURSUITS



COMPLETION OF COMBINED OPERATING STRUCTURE







PHASED INTEGRATION PLAN



SYNERGIES
THROUGH
OPTIMIZATION OF
CORPORATE COSTS



TARGETED
INTEGRATION OF
MWH AMERICAS
IN 2017





