Stantec Investor Day
Cautionary Statement

This presentation contains non-IFRS 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.

For a discussion of risk factors and non-IFRS measures, see our Q1 2019 MD&A which is available on SEDAR, EDGAR, and stantec.com.
Agenda

Introductions  Alison Tucker, VP Marketing
Safety Moment, Scott Argent, VP Edmonton Capital
Strategic Plan  Gord Johnston, President and CEO
Finance Review Theresa Jang, EVP and CFO
Environmental Services Bob Seager, EVP
Energy & Resources Kirk Morrison, EVP

Q&A

Break

Buildings  Len Castro, EVP
Infrastructure  Stu Lerner, EVP
Water Marshall Davert, EVP
Global Cath Schefer, EVP

Q&A

Closing Comments

Lunch served
Safety Moment

Safety culture where we work together to be safe - at work, at home, and in our communities.

We do this by:

• Connecting to and reinforcing our company values
• Increasing employee trust, confidence, and morale around safety engagement and support (peers and leadership)
• Providing a common HSSE language and platform to increase consistency in all areas of our business
• Reviewing and discussing our prevention and post-incident safety performance
• Promoting a 24/7 safety mindset so we take care of ourselves and others at all times
It’s about building relationships so that we take care of each other—co-workers, clients, family, friends, and neighbors.

It’s about making safety a 24/7 mindset where you care about your safety and the safety of others not only at work, but at home and in the community too.

It’s about having the courage to communicate safety when you see something unsafe and being receptive when others address your unsafe behaviors.

It’s about knowing how to work safely and sharing that knowledge with others—leading by example.
Stantec Strategic Overview
Strategic Leadership Team

C-SUITE

Gord Johnston
President & CEO

Theresa Jang
CFO

Scott Murray
COO

Tino DiManno
CBO

Steve Fleck
CPO

BUSINESS OPERATING UNITS

Kirk Morrison
EVP, Energy and Resources

Len Castro
EVP, Buildings

Marshall Davert
EVP, Water

Bob Seager
EVP, Environmental Services

Stu Lerner
EVPT, Infrastructure

REGIONAL OPERATING UNITS

Russ Wlad
EVP, Canada

Mike Kennedy
EVP, US

Cath Schefer
EVP, Global
Stantec at a glance

- **STN**
  - TSX & NYSE

- 400 Locations worldwide

- **CDN $3.6B**
  - Market Cap

- **22,000**
  - Employees globally

- **CDN $3.4B**
  - Net Revenue (1)

- **65 YEARS**
  - Of uninterrupted profitability

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(1) Q1 19 TTM
(2) As of June 7, 2019
Our Values

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

Safety and Ethics
Our sustainability philosophy

• Positive economic results are enabled by effective environmental, social, and governance (ESG) practices.
• ESG concepts are integrated into our strategy, risk management, operating activities, and client services.
• Board-level HSSES Committee
• Executive ESG Committee
Reducing our footprint

Annual GHG Emissions per Employee

Metric Tons CO2 Equivalent

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1 and 2</th>
<th>Scope 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>4.0</td>
<td>0.5</td>
</tr>
</tbody>
</table>
Actively supporting UN Sustainable Development Goals
$3.6M

Donated locally in 2018

#StantecTogether
Strategic Overview - Key takeaways

- Diversified Business and Geographic Mix
- Strategic Organic and Acquisition Growth
- Inspired Culture and Exceptional Delivery
- Financial Discipline
- Future Ready Design Innovation/Digital
Intentional growth strategy

1954 - 1990
Western Canada: Business Line and Geographic Diversification

1990 - 2016
Continued US and Canada Diversification and Enterprise Platform Development

2016 - 2019
Global Platform Development

Today
NA and Global Expansion - Targeted Business Line Mix Diversification
Stantec western Canada exposure - last 10 years

Reduced exposure to western Canada by 20%
Geographic mix by Net Revenue

Diversified geographic presence

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Revenue</th>
<th>Canada</th>
<th>US</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$1.2B</td>
<td>59%</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>$3.4B</td>
<td>32%</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>
Business mix by Net Revenue

2009
$1.2B

2018
$3.4B

Diversified business portfolio

- Buildings: 25%
- Infrastructure: 25%
- Water: 12%
- Energy & Resources: 10%
- Environmental Services: 28%

- Buildings: 22%
- Infrastructure: 28%
- Water: 21%
- Energy & Resources: 15%
- Environmental Services: 15%

Diversified Business and Geographic Mix
Stantec overview - the last ten years

Net Revenue (C$ millions)
- 2009: $1,243
- 2019: $3,355
- 2.7x increase

Adjusted EBITDA (1) (C$ millions)
- 2009: $182
- 2019: $393
- 2.2x increase

Enterprise Value (C$ millions)
- 2009: $1,455
- 2019: $4,385
- 3.0x increase

Number of Employees
- 2009: 9,300
- 2019: 22,000
- 2.4x increase

Adjusted Diluted EPS (1)(2)
- 2009: $0.99
- 2019: $1.82
- 1.8x increase

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(1) Adjusted EBITDA and Adjusted diluted EPS are non-IFRS measures is a Non IFRS measure. See the definitions section of our 2018 Annual Report and Q1 Management Discussion and Analysis.
(2) Reflects 2014 2:1 share split.
Organic Growth - 4 Key Trends

Strategic Growth Initiatives

Energy Remix  Urban Places and Smart Cities  Coastal / Ecosystem Restoration

Investing in high-growth markets by prioritizing opportunities based on key trends and matching our core capabilities.
Our Strategy for Driving Organic Growth

• Foster and maintain local relationships
• Leverage opportunities for multidisciplinary service delivery
• Senior leadership focus on our key accounts
• Strategic pursuits/corporate campaign program
• Investment in our sales teams
Backlog is at Record Heights

Over the past year

218 Strategic Pursuits won\textsuperscript{(1)}
- Mid-Breton
- AMP 7
- Quiport
- Calgary Cancer Center
- Long Island Rail Road
- Montreal REM
- Warragamba Dam

7 Corporate Campaigns won\textsuperscript{(1)}
- 8 in play to win
- 6 in positioning

53% Win/Loss

We’re winning strategic pursuits that have impact!

\textsuperscript{(1)} 2018 results
Acquisition growth - we are an acquirer of choice

What drives firms to join Stantec?

Shared purpose – a common community-oriented, strategic approach and philosophy

Inspired culture – working with like-minded people with an entrepreneurial spirit

Known track record – confidence in Stantec’s ability to fully integrate better than anyone in the industry
A fragmented market - the opportunity is vast

Canada – tactical infill

US – targeted geographic and business line focus

UK – leverage dominant Water practice to build multi-disciplinary practice

Australia, New Zealand diversify service offerings; build scale and critical mass

Other geographies – exploring natural expansion opportunities (Northern Europe)
A winning strategy for driving acquisition growth

Potential or active sellers
Local offices
Industry relationships
Internal research

Corporate M&A team (Edmonton)

Alignment with acquisition philosophy
- expands geographic positioning
- strengthens service capabilities
- catalyst for organic growth
- adds inspired leaders to the organization

Experienced due diligence team
Disciplined valuation

CEO and CFO approval
Board approval (> $20 million)
Measuring the success of our acquisitions

- Project wins that neither firm would have won alone
- Demonstrated access to new end markets and regions
- Full integration of acquiree into Stantec
- Consolidated per share growth
Inspired Culture

Stantec is a place where the best and brightest come to build on each others’ talents, do exciting work, and make a big impact.
Employee Resource Groups

- Women@Stantec
- Pride@Stantec
- Latinos@Stantec
- Developing Professionals Group
- Military and Veterans Advocates
- Indigenous Connections
- Persons with Disabilities

Continued Talent Development

Career Empowerment Program
Career development training with an action oriented small group coaching program

SponsorHer@Stantec
Passionate advocacy by a senior leader for a Sponsoree.
Outperforming our peers

<table>
<thead>
<tr>
<th>2018</th>
<th>Stantec</th>
<th>Comparator Data (1,2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Turnover</td>
<td>15.9%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Voluntary Turnover</td>
<td>11.8%</td>
<td>13.2%</td>
</tr>
<tr>
<td>Diversity - Female</td>
<td>34%</td>
<td>29%</td>
</tr>
<tr>
<td>Diversity - Minority</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td>Inclusion</td>
<td>85%(3)</td>
<td>-</td>
</tr>
</tbody>
</table>

(1) US Data Only
(2) EFCG
(3) No comparator available. Deemed “high” by the Canadian Centre for Diversity and Inclusion.
Exceptional Project Execution

We’ll execute projects exceptionally for our clients.

- Project Managers are the frontline of Stantec’s business interests
- The guiding vision for Project Management at Stantec is the Project Management Ecosystem
## Project Management ecosystem

<table>
<thead>
<tr>
<th>Project Size/Complexity</th>
<th>PM Career Stream/Competency Level</th>
<th>PM Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1 (&lt;$100k)</td>
<td>Qualified Project Manager</td>
<td>PM Framework</td>
</tr>
<tr>
<td>Tier 2 (&lt;$1m)</td>
<td>Qualified Project Manager</td>
<td></td>
</tr>
<tr>
<td>Tier 3 (&lt;$5m)</td>
<td>Senior Project Manager</td>
<td></td>
</tr>
<tr>
<td>Tier 4 (&gt;=$5m)</td>
<td>Senior Project Director/Executive</td>
<td>Project Governance</td>
</tr>
</tbody>
</table>

Inspired Culture and Exceptional Delivery
## Investing in future-ready design

“Stantec’s Creativity and Innovation Program will nurture the efforts of our people to explore new or enhanced services or solutions that benefit us, our clients, and our communities, that enhance our reputation and competitive position, and that ultimately improve our financial performance.”

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greenlight Fund</strong></td>
<td>Getting behind promising ideas. A “seed fund” to support employee ideas that benefit our clients, communities, and Company.</td>
</tr>
<tr>
<td><strong>Innovation Forum</strong></td>
<td>A forum to share the best of what we do. An annual event to celebrate innovative projects that could potentially transform the Company.</td>
</tr>
<tr>
<td><strong>Venture Fund</strong></td>
<td>New ideas to expand into new markets. A fund to support new services that are supported by a business plan.</td>
</tr>
<tr>
<td><strong>Publish &amp; Speak</strong></td>
<td>Sharing ideas with clients + peers. Rewards and recognizes employees who speak or publish in client-facing conferences, events, or media.</td>
</tr>
<tr>
<td><strong>C&amp;I Workshops</strong></td>
<td>Helping clients explore innovative ideas. Workshops held together with our clients to facilitate creativity and innovation in their organizations.</td>
</tr>
</tbody>
</table>
Digital Advancement

1. Technology Adding Value to Clients & Communities
2. Technology Driving Delivery Effectiveness & Shareholder Value
3. Technology Achieving Digital Efficiency, Resiliency & Security
Strategic Overview - Key takeaways

- Diversified Business and Geographic Mix
- Strategic Organic and Acquisition Growth
- Inspired Culture and Exceptional Delivery
- Financial Discipline
- Future Ready Design Innovation/Digital
Finance Review
Theresa Jang, Executive Vice President and CFO
Early Observations

• Strong commitment to core values
• Resilience and growth after downturn
• Intentional diversification to de-risk the business
• Sound capital allocation
• Disciplined use of leverage
• Opportunities for optimization

We are committed to creating shareholder value while maintaining our financial strength.
Growing net revenue and diversification demonstrate resilience following 2014 downturn in Western Canada.
Adjusted EBITDA and Margins

Adjusted EBITDA margins are amongst the best in the industry.

(1) Adjusted EBITDA is a non-IFRS measure. See the Definitions section of our 2018 Annual Report and Q1 19 Management’s Discussion and Analysis.

(2) Adjusted EBITDA and margins presented excluding the adoption of IFRS 16.
Adjusted EBITDA and Adjusted EBITDA per Share\(^{(1)}\)

After decreasing in 2016 due to equity issued to fund the MWH acquisition, Adjusted EBITDA per share rebounded strongly in 2018 and is expected to continue to grow.

\(^{(1)}\)Adjusted EBITDA and Adjusted EBITDA per share are non-IFRS measures. See the Definitions section of our 2018 Annual Report and Q1 19 Management’s Discussion and Analysis. Presented excluding the adoption of IFRS 16.
Backlog

Q1 19 backlog, which represents 12 months of work, is industry leading.

(1) Backlog is a non-IFRS measure and has been restated for IFRS 15. See the Definitions section of our 2018 Annual Report and Q1 19 Management’s Discussion and Analysis.
Capital Allocation

Sources of Capital
- Capital efficiency
- Organic growth
- Disciplined M&A

Cash from operations
Cash on hand
Credit facility

Allocation of Capital
- Maintain strong balance sheet and liquidity
- Invest in internal infrastructures and systems
- Sustain dividend and payout ratio - tied to earnings growth
- Focused value-based capital deployment
- Distribute excess cash to shareholders

Operations & Sustaining capex
Balanced shareholder return
Balance sheet strength
Disciplined acquisition strategy
Share repurchases

Deliver maximum sustainable shareholder return
Invested 66% of cumulative capital in pursuing M&A growth strategy to create shareholder value
Prudent investment in systems to build out ERP and leverage global platform
Consistently returned capital to shareholders through a growing dividend over the past 7 years
Recent focus on share repurchase given dislocation in value
Disciplined Use of Leverage

Internal guideline for Net Debt to Adjusted EBITDA of 1.5x to 2.5x.
When compelling, strategic opportunities arise, willing to flex above target range but with a line of sight to being back within the range in 12 months.

(1) Net debt to Adjusted EBITDA presented excluding the adoption of IFRS 16
Opportunities for Optimization

Opportunity to strengthen operating cash flows by reducing DSO
- Targeted reduction to 98 days by end of 2019

Working Capital Efficiency

Core Debt Considerations
- Access to debt capital currently sourced through bank debt
- Opportunity to optimize by terming out a portion of debt into longer dated bonds
  - Provides additional funding diversification and tenor
  - Reduces exposure to floating interest rates

Cost Efficiency
- Continual drive to reduce administration and marketing costs as a percentage of net revenue.

Days

Q4 16 Q4 17 Q4 18 Q1 19

DSO

= Excluding deferred revenue
= Including deferred revenue

Excluding deferred revenue
Including deferred revenue

Opportunity to strengthen operating cash flows by reducing DSO
- Targeted reduction to 98 days by end of 2019
## Reiterating 2019 Targets

<table>
<thead>
<tr>
<th>Key Measures&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>2019 Target before IFRS 16</th>
<th>2019 Target after IFRS 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross margin as % of net revenue</td>
<td>53% to 55%</td>
<td>no change</td>
</tr>
<tr>
<td>Administrative and marketing expenses as % of net revenue</td>
<td>41% to 43%</td>
<td>37% to 39%</td>
</tr>
<tr>
<td>EBITDA as % of net revenue &lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>11% to 13%</td>
<td>withdrawn</td>
</tr>
<tr>
<td>Adjusted EBITDA as % of net revenue &lt;sup&gt;(2)&lt;/sup&gt;</td>
<td></td>
<td>15% to 17%</td>
</tr>
<tr>
<td>Net income as % of net revenue</td>
<td>At or above 5.0%</td>
<td>withdrawn</td>
</tr>
<tr>
<td>Adjusted net income as % of net revenue &lt;sup&gt;(2)&lt;/sup&gt;</td>
<td></td>
<td>At or above 6.0%</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> For a complete list of 2019 targets and guidance, see the Q1 2019 Management’s Discussion and Analysis

<sup>(2)</sup> EBITDA, adjusted EBITDA, and adjusted net income are non-IFRS measures (discussed in the Definition section of the 2018 Annual Report and the Q1 2019 Management’s Discussion & Analysis).
Our Commitments

- Maintain strong balance sheet
- Continual drive for cost efficiency
- Focus on reducing DSO
- Capital deployment to create shareholder value
Stantec Investor Day
Environmental Services
Bob Seager, Executive Vice President
Total ES Offices: 202
Total ES Staff: 3,579
Market Impact

• #7 Top 200 Environmental Firms\(^{(1)}\)
• #8 Top 20 Environmental Firms by Market Segment – Water Treatment/Supply\(^{(1)}\)
• #5 Top 20 Environmental Firms by Market Segment – Wastewater Treatment\(^{(1)}\)
• #9 Top 20 Environmental Firms by Market Segment – Environmental Science\(^{(1)}\)
• #4 Top 10 Environmental Firms by Type of Client – Private\(^{(1)}\)
• #4 Top 10 Environmental Firms by Type of Work – Engineering/Design\(^{(1)}\)
• #7 Top 20 Environmental Firms Working in Non-US Locations\(^{(1)}\)

\(^{(1)}\) ENR August 2018
Q1 19 Net Revenue

By Geography

- 54% United States
- 32% Canada
- 14% Global
Q1 19 Net Revenue

By Sector

- 25% Oil and Gas
- 23% Power
- 18% Buildings
- 15% Water
- 9% Community Development
- 6% Transportation
- 4% Mining
Backlog (1)

(1) Backlog for 2014 to 2016 has been restated for IFRS 15
Net Revenue by Project Mix (2018)

- <100K: 11,116 projects
- <1M: 3,367 projects
- <5M: 537 projects
- >5M: 156 projects

2018 Gross Margin: 56.3%
Market insights/trends

- Regulatory changes
- Managing human impact
- Climate change
- Resiliency
- Technology and digitization
- Energy Remix
Our response

- Diversification
- Sector based business development
- Staff mix and seasonality
- Account Management
- Ecosystem Restoration program
- Digital tools
- Focus on safety
Our Differentiators/ Business Advantage

- Long term client partnerships
- Recognized for applied scientific and engineering expertise
- Local project delivery
- Integrated teams across organization
- Leaders in creativity and innovation
- Indigenous Business Partnerships
Digital / tech opportunities

- eDNA
- Remote Sensing
- Data Analytics
eDNA in action

A non-invasive way to know if a species is in the environment.

Using a hand-held, point-of-need tool to sample, extract, and analyze the waterways, scientists produce live results on location in less than two hours.

• More sensitive
• Cost-effective
• Safer for species and field crew
• Less disruptive to environment
• More objective for identifying species

This type of testing reduces the strain that human interactions have on animals and the environment.
Remote Sensing – Barrow Island

Using technology to monitor vegetation on remediated sites

With appropriate on-ground information, analysis of high-resolution aerial imagery can provide accurate estimates of vegetation cover – increasing safety and reducing costs
Klamath Dam Removal

Ecosystem restoration team is key part of the largest dam removal / river restoration project in US history

Our engineers and scientist are recognized leaders in the field - shaping the evolution of ecosystem restoration.

CAPEX: $400M USD
Emergency Planning, Preparedness and Response

Regulatory pressure for the industry to have an emergency response plan in place.

Leader in Emergency Preparedness, Planning and Response.

340+ trained staff ready to respond to an emergency.

OPEX: +$1B USD
INNESTO

First Zero Carbon “Social Housing” project in Italy

The project aims to achieve carbon neutrality in 30 years thanks to a low-carbon district heat network, powered by on-site renewable sources and, that connect the neighborhood and lower emissions.
Total E&R Offices: 166
Total E&R Staff: 2,679
Market Impact

ENR Top 500 Design Firms Sourcebook, April 2018

- #26 in Petroleum
- #12 in Petroleum – Pipelines
- #15 in Petroleum – Refineries and Petrochemical Plants
- #17 in Power
- #12 in Power – Transmission and Distribution
- #3 in Power – Hydro Plants
- #9 in Power – Wind Power
- #10 in Power – Solar Power
- #4 in Environment – Dams and Reservoirs
- #4 in Manufacturing – Pulp and Paper
- #3 in Manufacturing – Mining
Q1 19 Net Revenue

By Geography

- 29% United States
- 52% Canada
- 19% Global
Q1 19 Net Revenue

By Sector

- 32% Oil & Gas
- 27% Power
- 26% Mining
- 15% WaterPower & Dams
Annual Net Revenue
(1) Backlog for 2014 to 2016 has been restated for IFRS 15
Net Revenue by Project Mix (2018)

<table>
<thead>
<tr>
<th>Project Count</th>
<th>Net Revenue - $ Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;100K</td>
<td>2,834</td>
</tr>
<tr>
<td>&lt;1M</td>
<td>1,504</td>
</tr>
<tr>
<td>&lt;5M</td>
<td>259</td>
</tr>
<tr>
<td>&gt;5M</td>
<td>90</td>
</tr>
</tbody>
</table>

2018 Gross Margin: 50.2%
Market insights/trends

Demand for Project Delivery Services

Energy Re-mix
  • Replace/ Restore/ Increase

Re-Invigorating Infrastructure

Industrial Renaissance
  • Agriculture / Forestry / Hydro Carbon Products
Our response

Follow our Clients
• Energy Remix
• Re-invigorating Infrastructure
• Industrial Renaissance

Lead our Clients
• Digital Solutions (mTools, Project Management Complex) for Project Delivery Services
Neelum Jhelum Project

Geotechnical Analysis
Tender-level Design
Construction Drawings
Construction Management

CAPEX: $6.5B

Pakistan
Confidential Project

Mining + WaterPower and Dams + Environmental Services

Exploration

Planning and Permitting

Operations and Maintenance
Cavendish Farms

- Architectural
- Civil
- Process
- Mechanical
- Piping
- Electrical
- Instrumentation detailed design

CAPEX: $360M

Lethbridge, Alberta
TransCanada
Saddle West Program

Detailed engineering
Procurement
Construction Support
D1BM Approach

CAPEX: $655M
Buildings
Len Castro, Executive Vice President
Total Buildings Offices: 110
Total Buildings Staff: 4,200
Market Impact

Public Relations
• Industry Awards: 500+
• Design Quarterly: 80k views
• Thought Leaders: 100 blogs

Industry Rankings
• #1 Architecture/Engineering Firm: BD&C
• #2 Green Building #2 Reconstruction: BD&C
• #2 Top Architecture Firms: Modern Healthcare
• #2 Education #3 Multi Family Residential: ENR

Brand Awareness
• National Publications: 75 in 2018, 50 in Q1
• Social Campaigns: 70 in 2018, 20 in Q1
• News Releases: 50 in 2018, 15 in Q1
Q1 19 Net Revenue

By Discipline
- 48% Architecture
- 46% Interior Design
- 6% Building Engineering
- 6% Specialty Services

By Geography
- 56% United States
- 33% Canada
- 11% Global

4,200 Global A+E Practice
Q1 19 Net Revenue

By Sector

- 31% Commercial
- 17% Healthcare
- 15% Education
- 14% Civic
- 10% Industrial
- 9% Airports
- 4% Science & Tech
Backlog (1)

Backlog for 2014 to 2016 has been restated for IFRS 15
Net Revenue by Project Mix (2018)

- **Net Revenue by Project Mix**
  - <100K: 10,304
  - <1M: 3,509
  - <5M: 753
  - >5M: 234

- **2018 Gross Margin**: 53.5%

- **Project Count**: 7,533, 509, 10,304
Project Execution

Gross Margin
- Reviewed low GM projects
- Focusing on the Higher Margin
- Sufficient Backlog to be Selective
- Reviewed all of our Project Managers

Pricing Model
- Higher scrutiny
- Reviewed DB clients
- Willingness to walk away
- Improved Term & Conditions
- Increased APD Pursuit Fee Model
- Increased APD Project Fee Model with sufficient Contingency for Scope Variation
Market Insights

Demographics
• Aging
• Migration
• Urbanization
• Climate Change

Urbanism
• Repurposing & Adaptive Use
• Smart Cities & Micro Communities
• Infrastructure Resilience & Sustainability

Our Response
• Binding our services together
• Market Expertise in Core Locations
• Leaders in Sustainability & Technology
Sustainability Leaders

Sustainability Champions

Sustainability Projects

Leading Edge

- #2 Green Building BD&C
- 1st Zero Carbon Design Certified Commercial Office Building in Canada
- 1st WELL Community globally
- Largest Net Zero and now Net Positive Energy Building in the World (NREL)
- CDP Ranking A-
- MSCI Ranking AA
- ISS Ranking top score
- Rick Hansen Foundation Accessibility Certification
- International WELL Building Institute Founding Member
- United Nations SDG Alignment
Digital / Tech Opportunities

**Virtual Reality**
Engaging our Clients for informed Decision Making

**Generative Design**
Computational modelling for the best probable Design

**Business Intelligence**
Research/Data Analytics that inform Business Decisions

**Cloud Work-sharing**
Workshare and Collaboration

**Visual Automation**
Intuitive Design Efficiency

**Integrated Applications**
Discipline Specific Tools

**Paperless Documents**
Risk Mitigation and Workflow

**Practice Side Services**
System wide Training/Support

**Digital Best Practices**
Best practices and Standards
Lucas Museum of Narrative Art

400,000 SF

Working with MAD Architects, Stantec used advanced technology to design this world class urban cultural destination to house, films and exhibitions dedicated to visual storytelling and the evolution of art.
Colorado Rockies Experience / McGregor Square

655,000 SF

A major Urban Places initiative, Stantec is designing a new 650k SF mixed-use commercial development of Residential, Office, Hotel, Museum, Retail and parking adjacent to Coors Field in Denver.

CAPEX: $155M
The BEAT

700,000 SF

Stantec is repurposing the former Boston Globe HQ’s into a Adaptive Use 700k SF modern hub for creative office, research robotics and life sciences for the Boston Exchange for accelerated technology.

CAPEX: $110M
evolv1

120,000 SF

Stantec designed this industry leading NetZero Energy project. The 1st Zero Carbon Design Certified Commercial building in Canada. Recognized with a 2018 CaGBC Zero Carbon Building Award.

Waterloo, Ontario
Stantec is working with Populous to design a 660k SF expansion and re-purposing of the existing space for this 1m SF world class adaptive use venue.

CAPEX: $500M

Calgary, Alberta
Qatar Museum Cultural District

Working with James Corner Field Operations, Stantec designed this cultural park. An Urban Places and Sustainability initiative to link the following 3 museums: Islamic, National & Art Mill Museum $1b.

CAPEX: $400M
The museum project will repurpose an exiting heritage building as well as add new modern galleries and facilities to create a cultural destination in Western Australia.

CAPEX: $400M

Architects of Record: HASSELL + OMA

Photograph courtesy of Multiplex, Hassell + OMA

Perth, Australia
Optus Stadium

A 60,000 person, world class multi-purpose venue and first approach in design and future-proofed stadium technology.

CAPEX: $1.3B

Architects of Record: HASSELL, Cox Architecture, HKS

Burswood, Australia
Infrastructure

Stu Lemer, Executive Vice President
Total Infrastructure Offices: 257
Total Infrastructure Staff: 5,403
Rankings

- **#7** Top 50 Design Firms, Transportation  
  ENR December 2018
- **#8** Top 25 Design Firms in Transportation - Highways  
  ENR December 2018
- **#13** Top 25 Design Firms in Transportation - Mass Transit & Rail  
  ENR December 2018
- **#14** Top 25 Design Firms in Transportation - Bridges  
  ENR December 2018
- **#1** Top Architecture/Engineering Firms  
  BD+C August 2018
- **#1** Top 110 Architect/Design Firms – Multi-Housing  
  Commercial Construction & Renovation February 2019
- **#1** Top 10 Architect/Design Firms – Retail  
  Commercial Construction & Renovation February 2019
Q1 19 Net Revenue

By Geography

- 63% United States
- 27% Canada
- 10% Global
Q1 19 Net Revenue

By Sector

- 32% Roadways
- 30% Community Development
- 24% Transit & Rail
- 13% Bridges
- 1% Ports & Marines
Annual Net Revenue

Net Revenue - $ Million

Year: 2014, 2015, 2016, 2017, 2018, Q1 19 TTM

Regions: Canada, US, Global

Q1 19 TTM: Canada (200), US (400), Global (500)
Backlog (1)

(1) Backlog for 2014 to 2016 has been restated for IFRS 15
Net Revenue by Project Mix (2018)

- Net Revenue - $ Million
  - <100K: 9,984
  - <1M: 5,529
  - <5M: 1,025
  - >5M: 268

- Project Count
  - <1M: 5,529
  - <5M: 1,025
  - >5M: 268

2018 Gross Margin: 54.1%
Market insights/trends

Urbanization
Changing Mobility Demand
Climate Change
Private Sector Infrastructure Investment
Alternative Project Delivery (P3 & Design/Build)
System Efficiencies
Our Response

Focus on Brownfields - Repurposing & Adaptive Reuse – “Urban Places Group”

Smart Mobility (Mobility as a Service)

Smart Cities Initiative – Micro Communities, Hackathon, Resiliency Design including integration of Renewable Energy w/ Infrastructure Projects

Leaders in Toll Road & Transit Oriented Development projects throughout US

Multiple Teaming Partners for Diversity

Investment in Design & Asset Management Technology & Data Capture
Our Differentiators/ Business Advantage

Early involvement on a small scale

Smart mobility leaders

Technology Investment in project delivery

Community first reputation

Infrastructure integrated service offerings with our Energy, Water, and Building Operating Units
Digital / Tech Opportunities

- Business Intelligence
- Smart Cities
- Connected/Automated Vehicles (CAV)
- Smart Mobility
- Virtual Reality
- Parametric Design
Texas State Highway 288 Toll Lanes

Public Private Partnership

Integrated Service Offering:
Civil and Structural Engineering, Traffic Design and Management, Design Support During Construction

CAPEX: $815M

Houston, Texas
Long Island Railroad – 3rd Track Project

Impacts 500,000 people daily


CAPEX: >$2B

Houston, Texas
Honolulu Rail Transit Project, East Section
CE&I/CM Services

Integrated Service Offering: Construction Management, Construction Engineering, Inspection, Environmental Compliance

CAPEX: $2.5B

Honolulu, Hawaii
Sacramento Railyards

Reimagining America’s largest infill brownfield district

Integrated Service Offering: Environmental Restoration, Civil/Site Engineering, Landscape Architecture, Geotechnical Engineering, Architecture, Buildings Engineering, Construction Support

CAPEX: $8B

Sacramento, California
One Vanderbilt

Engineer/Procure/Construction coupled with a Public Private Partnership

Integrated Service Offering: Infrastructure Design Engineering, Buildings Engineering, Construction Documents, Transit Pedestrian Modeling

CapEx: $210M

New York, New York
Water

Marshall Davert, Executive Vice President
Total Water Offices: 156
Total Water Staff: 3,830
Market Impact

• **#1** Top 10 International Design Firms by Market – **Sewer/Waste**
  ENR July 2018

• **#1** Top 10 International Design Firms by Market – **Wastewater Treatment Plants**
  ENR July 2018

• **#2** Top 10 International Design Firms by Market – **Water**
  ENR July 2018
Q1 2019 Net Revenue

By Region

- 52% United States
- 34% Global
- 14% Canada

By Region
Q1 19 Net Revenue

By Sector
- 11% Water Treatment
- 27% Wastewater Treatment
- 31% Conveyance
- 18% Stormwater & Wet Weather Flow
- 10% Water Resources
- 3% Client Enterprise Systems
(1) Backlog for 2014 to 2016 has been restated for IFRS 15
Net Revenue by project mix - North America (2018)

<table>
<thead>
<tr>
<th>Project Size</th>
<th>Net Revenue - $ Million</th>
<th>Project Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;100K</td>
<td>3,118</td>
<td>169</td>
</tr>
<tr>
<td>&lt;1M</td>
<td>2,246</td>
<td>2,246</td>
</tr>
<tr>
<td>&lt;5M</td>
<td>521</td>
<td>521</td>
</tr>
<tr>
<td>&gt;5M</td>
<td>169</td>
<td></td>
</tr>
</tbody>
</table>

Gross Margin: 56%
Drivers & Trends

- Large-scale storage and conveyance infrastructure projects driven by deficiency in capacity and serviceability.
- Advanced treatment at wastewater facilities for water, energy, and nutrient recovery in the circular economy.
- Resiliency/Sustainability in response to climate change.
- Alternative Project Delivery.
- Asset “whole-of-life” (or, TOTEX) outcome-based solutions.
Vertically integrate across the asset/project life cycle in all sectors and in all geographies.
Water Treatment

North
Hollywood
Groundwater Treatment Plant

Los Angeles Department of Water and Power

CAPEX US$450M

Los Angeles, California
Wastewater Treatment

Central Wastewater Treatment Plant Upgrades

Miami-Dade Water and Sewer Department

CAPEX – US$590M

Miami, Florida
Conveyance

Coquitlam Lake Tunnel/Pipeline

Metro Vancouver
Water Department

CAPEX - CA$265M

Vancouver, British Columbia
Water Resources

Mid-Breton Sediment Diversion Project

Louisiana Coastal Protection and Restoration Authority

CAPEX - US$800M

New Orleans, Louisiana
ICONIC PROJECTS

Program Management

Willamette Water Supply Program

City of Hillsboro and the Tualatin Valley Water District

CAPEX – US$1.3B

Tualatin Valley, Oregon
Strategic/Financial Planning Services

Financial Analysis and Management System (FAMS)

North America
Digital platforms to support outcome-based solutions

Digital Platforms

Integrated Control Operations Network (ICON)
(CAPEX = US$22M)
San Francisco Public Utilities Commission
San Francisco, California

Stantec
Analytics
Southern Water

Creating practical insights for your assets
Global Region
Cath Schefer, Executive Vice President
Discussion Topics

- Overview of ‘Global’ geographic region & historical financial performance

- Growing our Global Business
  - Priorities for 2019/2020

- Near and longer term Growth Drivers
  - Backlog and key projects
  - Building on recent acquisitions in Europe and Australia & New Zealand
Stantec Global - A platform for Growth

- ≈ 5,100 people
- ~70 Offices
- 5 Operating Regions
- Global Service Centre in Pune / India

Global Acquisitions (outside North America) 2016-2019

- MWH 8000 people - Globally (approx. 3600 people outside N.America)
- TDG 85 people - New Zealand
- WU 600 people - Australia
- esi 50 people - UK
- pba 700 people - UK

- ANZ 400 People
- Asia Pac Taiwan/China/Other 185 people
- ANZ Australia/New Zealand 1385 people
- United Kingdom 1950 people
- Europe Africa 400 People
- Latin America 380 people
- Middle East 375 people
- RNet/ Pune/India 400 people
Historical Financial Performance
Net Revenue by Region and Business Line Q1 2019

Q1 2019 Net Revenue By Region

- United Kingdom: 36%
- Asia Pacific: 25%
- Europe: 9%
- Latin America: 7%
- Middle East: 11%
- North America: 12%
- Export: 12%

Net Revenue: $154m

Q1 2019 Net Revenue By Business Line

- Water: 40%
- Buildings: 15%
- Energy & Resources: 16%
- Environmental Services: 12%
- Infrastructure: 17%
- Europe: 9%
- United Kingdom: 36%

Net Revenue: $154m
Net Revenue and Organic Growth is Strong

- 2016 includes partial year (8 months) for MWH; 2017 includes full year
- 2018 includes 2 months for Peter Brett (PBA) Acquisition
- Q1 2019 TTM includes PBA and includes Wood & Grieve in March 2019
Backlog Growth Trending Upwards in last 3 years

- 2018 backlog and FTE amounts include PBA
- Q1 2019 backlog and FTE amounts include Wood & Grieve
$533M of trailing 12 months net revenue @ Q1 2019

Diverse mix of projects with the larger projects scale and intensity driving higher incremental operating income
Growing our Global Business
– Priorities for 2019/2020
Growing our Global Business
Our Strategy is Clear

Stantec has evolved...

Predominantly Canadian

North American operating out of Canada and USA

Global

We need to be a top tier provider in multiple sectors to operate at an optimum economic scale
# Growing Our Global Business

## 2019/2020 Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target growth and diversification, through both organic growth and acquisition in the following countries:</td>
<td>Australia, New Zealand, UK + Europe</td>
</tr>
<tr>
<td>Continue to support and target focussed niche top tier services in our other existing permanent operations;</td>
<td></td>
</tr>
<tr>
<td>Aggressively pursue major brand building iconic projects and projects that create communities</td>
<td></td>
</tr>
<tr>
<td>Follow Global Industrial / Multi-national Accounts (Industry, Mining, etc.)</td>
<td></td>
</tr>
<tr>
<td>Create focus and global coordination of International Development Work</td>
<td></td>
</tr>
<tr>
<td>We will remain focussed in commodity driven market countries</td>
<td>Flex up and down quickly with commodity markets</td>
</tr>
</tbody>
</table>

*grow into full service, top tier multi sector businesses*
Near Term Growth Drivers

- Backlog and key projects
- Building on recent acquisitions in Europe and Australia/New Zealand
Near Term Growth Drivers and Trends

<table>
<thead>
<tr>
<th>A few of our near term growth drivers for discussion…</th>
<th>2019 backlog($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qatar - Ashghal Programme</td>
<td>$78m</td>
</tr>
<tr>
<td>UK - Water Utility - AMP programmes*</td>
<td>$77m</td>
</tr>
<tr>
<td>Nepal - Energy Transmission Project MCC</td>
<td>$14m</td>
</tr>
</tbody>
</table>

* Note – on UK AMP Programmes
  - AMP6 backlog is $77m on existing AMP6 contracts and included in $675m backlog shown
  - AMP7 contracts secured, but work not yet released for period 2020-2025 is approx. $345m in addition to backlog shown

Gross Revenue Backlog
$675m
Doha, Qatar

Qatar Public Works Authority (Ashghal)

- Drainage Networks O&M Department
- Roads O&M Department
- Largest project in backlog
- Long term profitable contract in place

OL based on % fee + incentivisation
- Good track record in delivery against KPIs 73% average achieved in first 5 years, 91% achieved in Year 6

11 years 2012 – 2023
USD $ 167M fees
Annual Revenue ~ USD $ 15M
- Opportunities to provide additional infrastructure services in run up to 2022 World Cup

50 consultants full time
- 150 people have worked on the programme to date from 20 countries
UK AMP*7 Contracts Key Clients

- Stantec has strong revenue in the UK dominated by 5 year Asset Management Program (AMP) for all major water utilities
- UK now entering AMP 6 - 7 Regulatory cycle
- UK Investment in AMP 7 is likely to be 10 -15% larger than AMP6
- Stantec is well positioned for future AMP7 success
- AMP*7 includes AMP7 in England & Wales and Q&S IV in Scotland

**KEY**
- Orange circle: Contract Secured for AMP*7
- Blue circle: Current AMP6 contract is Renewable for AMP*7
- Black circle: In Procurement for AMP*7
Nepal

MCA-Nepal’s Electricity Transmission Project
Preparation and Technical Supervision Consultant

• One of Nepal’s largest donor-funded energy project
• 300km of new 400KV transmission lines, 3 new substations, & interconnection with India
• Improves electricity supply & reliability for millions of customers
• Enhances provision of critical social services
• Facilitates cross-border trade with India
• Attracts greater private sector investment

Contract phases and over next 6+ years:
• Base design and environmental services (2018-2020)
• Resettlement and land acquisition plan (2019-2020)
• Construction supervision (2020-2024)

Project highlights:
• Supports $500M Compact between US & Nepal to promote sustainable economic growth
• Prime example of cross-selling Stantec’s services globally
• Builds on 25-year MWH track record in Nepal energy sector
• Managed by Washington, DC-based international development team in cooperation with Vancouver-based power group
• Kathmandu project office is hub for continuous expat and local collaboration
Longer Term Growth Drivers

United Kingdom
Australia & New Zealand
Combining the strengths of recent acquisitions gives a unique platform for growth
Combining the strengths of strategic acquisitions gives a unique platform for growth
Closing Remarks
Strategic Overview - Key takeaways

- Diversified Business and Geographic Mix
- Strategic Organic and Acquisition Growth
- Inspired Culture and Exceptional Delivery
- Financial Discipline
- Future Ready Design Innovation/Digital