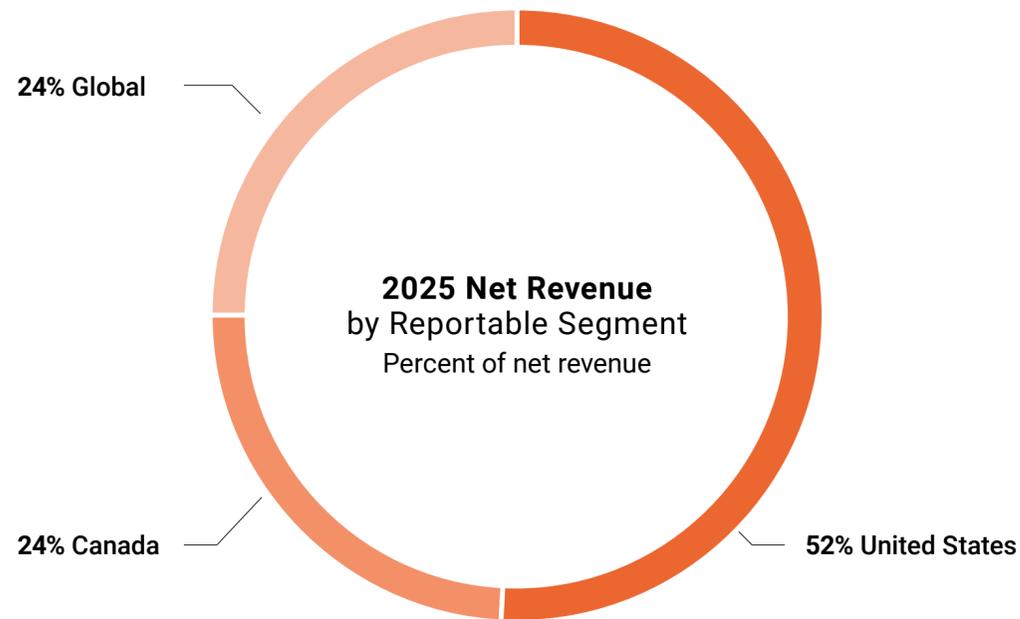
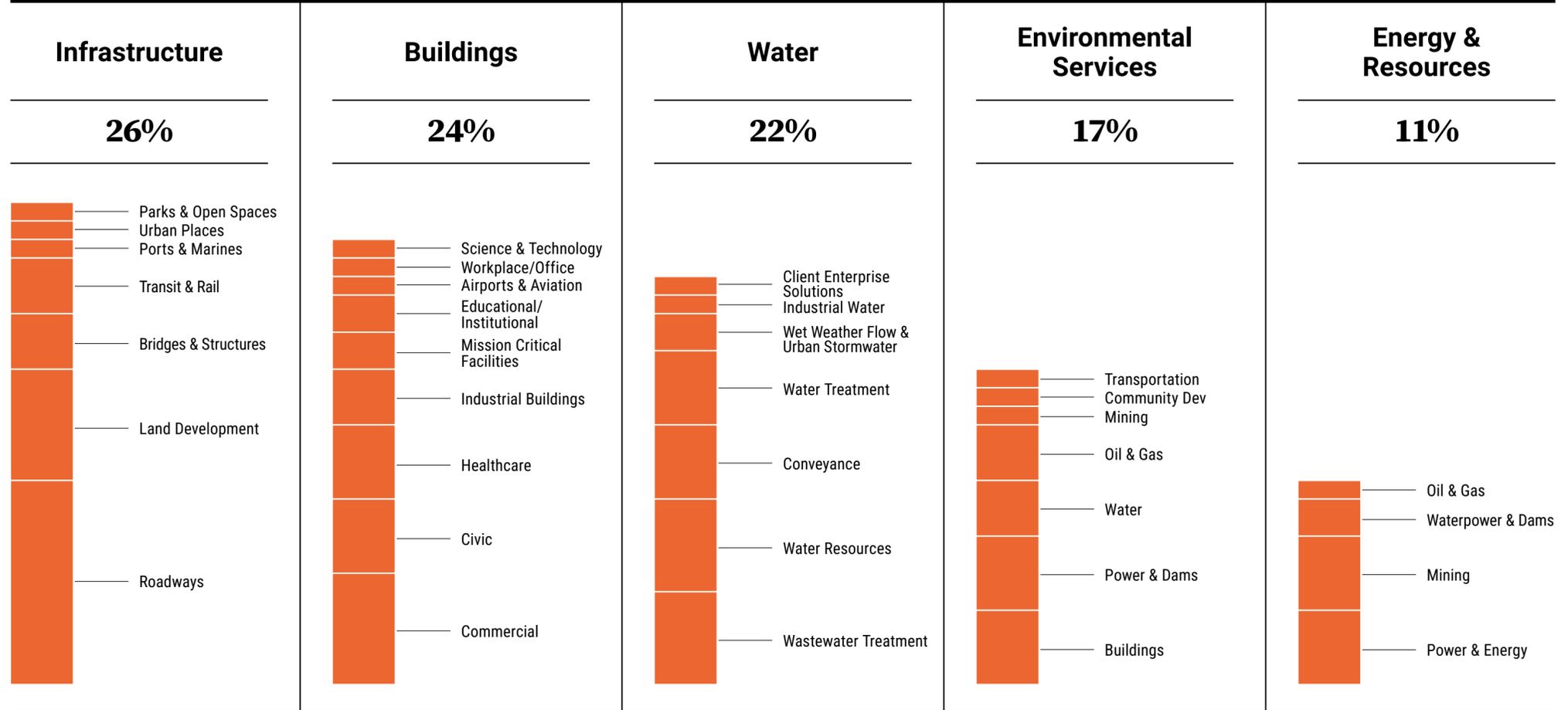
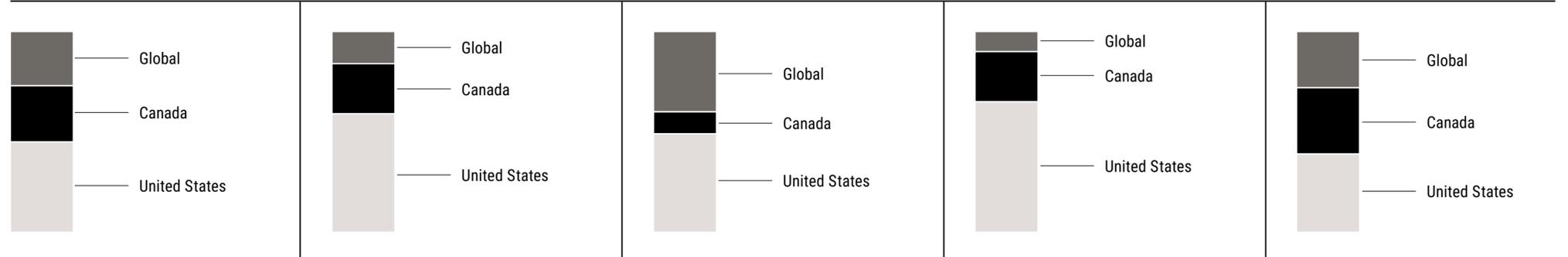


Q4 AND FULL YEAR 2025

Investor Fact Sheet


2025 Organic Net Revenue Growth by Reportable Segment

| OVERALL | | | | | |
|-------------|-------------|---------------|-------------|-------------|-------------|
| Q4 25 | | YTD | | | |
| 3.9% | | 5.0% | | | |
| CANADA | | UNITED STATES | | GLOBAL | |
| Q4 25 | YTD | Q4 25 | YTD | Q4 25 | YTD |
| 5.5% | 7.8% | 2.1% | 3.4% | 6.2% | 5.8% |

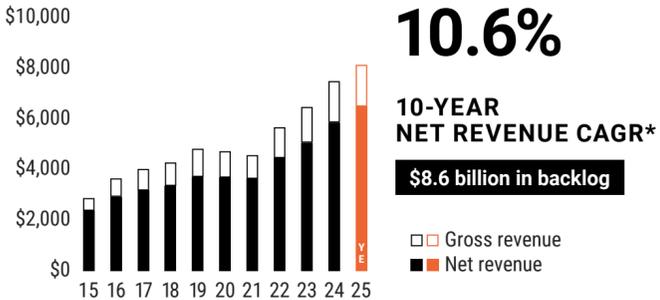
2025 Net Revenue by Business Operating Unit, Sector, and Geography*

*As an approximate percentage of 2025 net revenue

2025 NET REVENUE ORGANIC GROWTH

| | | | | |
|-------------|-------------|--------------|-------------|-------------|
| 2.1% | 4.4% | 10.7% | 1.5% | 8.7% |
|-------------|-------------|--------------|-------------|-------------|

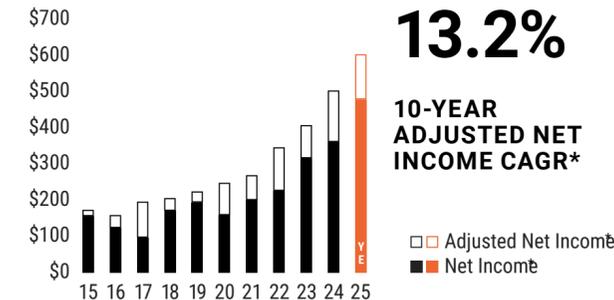
2025 NET REVENUE ACQUISITION GROWTH

| | | | | |
|-------------|--------------|-------------|----------|-------------|
| 0.7% | 15.7% | 1.3% | — | 0.8% |
|-------------|--------------|-------------|----------|-------------|

Gross Revenue and Net Revenue millions (C\$)

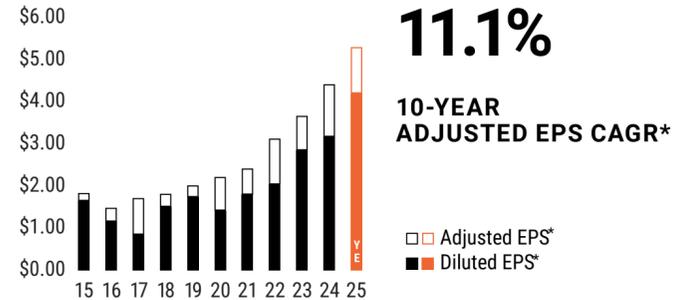


Net Income millions (C\$)

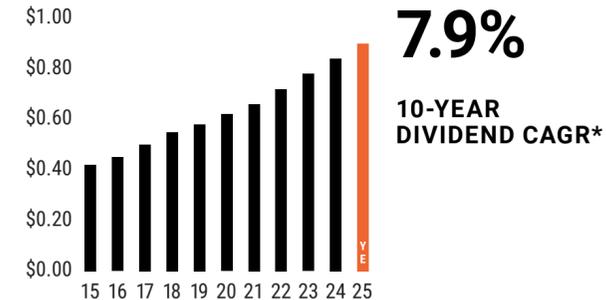


The financial results reflect the continuing operations of the company, except for cash flow which is on a consolidated basis. Adjusted EPS, adjusted EBITDA, adjusted net income, free cash flow, and compound annual growth rate (CAGR), when applied to adjusted measures, are non-IFRS measures and compound annual growth rate (CAGR), organic growth, and acquisition growth are other financial measures. Additional disclosure for these non-IFRS and other financial measures is included in the Definitions of Non-IFRS and Other Financial Measures section of the 2025 Annual Report and MD&A available on SEDAR+, EDGAR, and stantec.com.

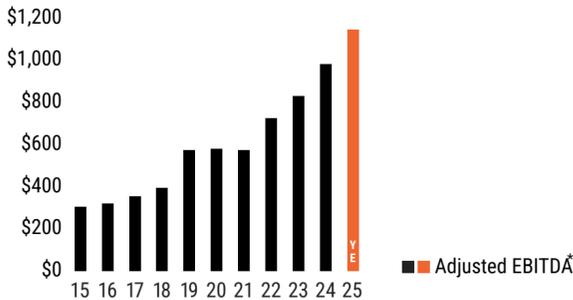
Diluted EPS (C\$)



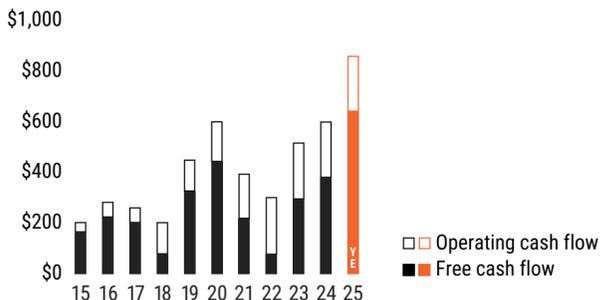
Dividend Growth (C\$)



Adjusted EBITDA* millions (C\$)



Cash Flow* millions (C\$)



Cautionary Statements

Our public communications contain non-IFRS measures and other financial measures and often include written or verbal forward-looking statements. Non-IFRS measures 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. Forward-looking statements include disclosures regarding anticipated financial performance, possible events, conditions, or results of operations that are based on assumptions about future economic conditions or courses of action and include future-oriented financial information. By their nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties. For full details of risk factors, forward-looking statements, and non-IFRS measures see our 2025 Annual Report and Management's Discussion and Analysis.

To learn more, please visit stantec.com/investors

Contact Information

Investor Relations ir@stantec.com

