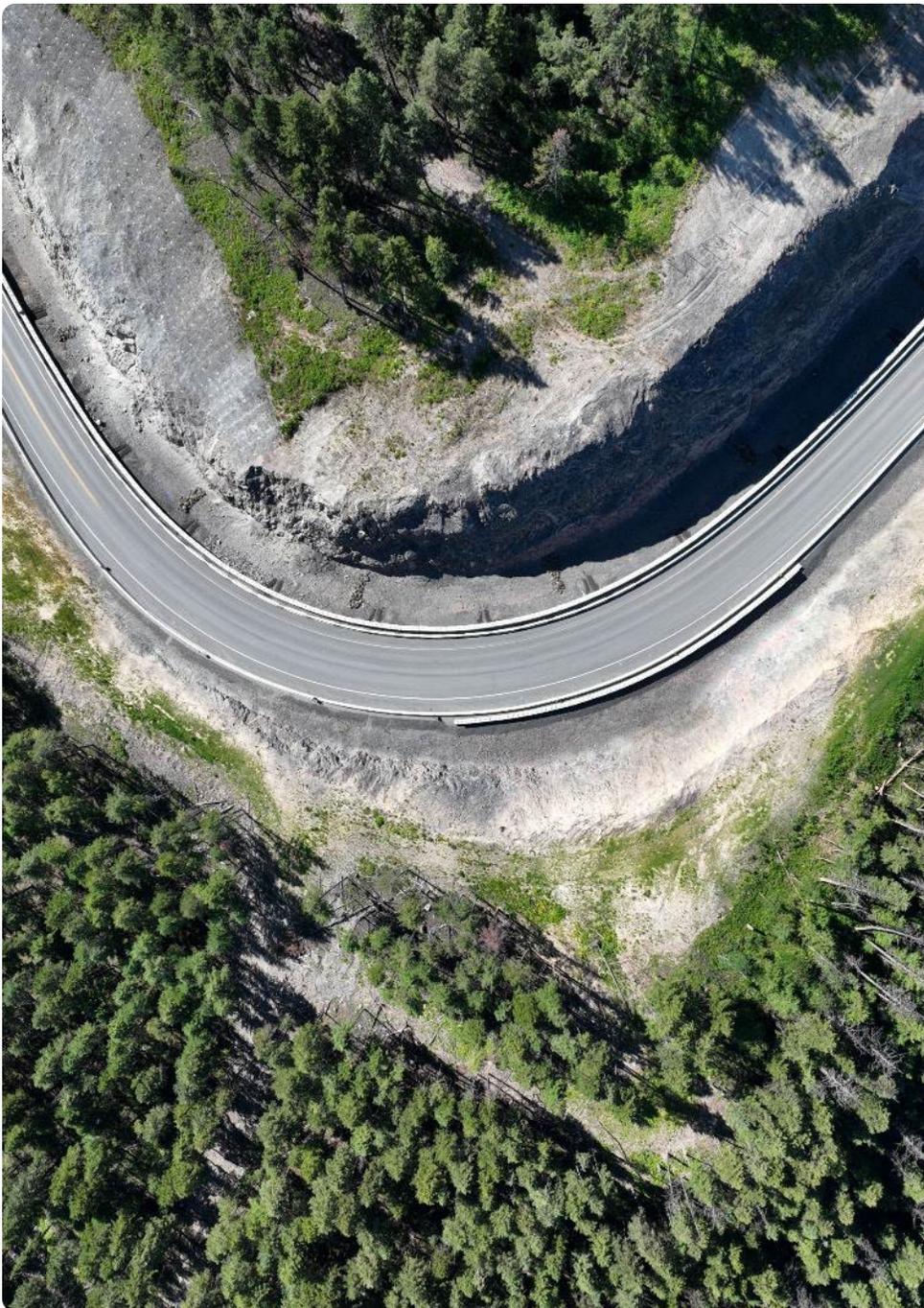


Investor Presentation





Cautionary statement

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

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

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



Global leader in sustainable engineering, design, and environmental services

TSX / NYSE

Locations

Employees³

STN

450+
Locations

34,000+

1. 2025 Net Revenue
2. As of March 5, 2026
3. As of March 5, 2026

24%
Global

24%
Canada

2025 Net Revenue by Reportable Segment

52%
United States

Net Revenue¹

\$6.5B

EV²

C\$16.6B
US\$12.1B

Market Cap²

C\$14.4B
US\$10.6B

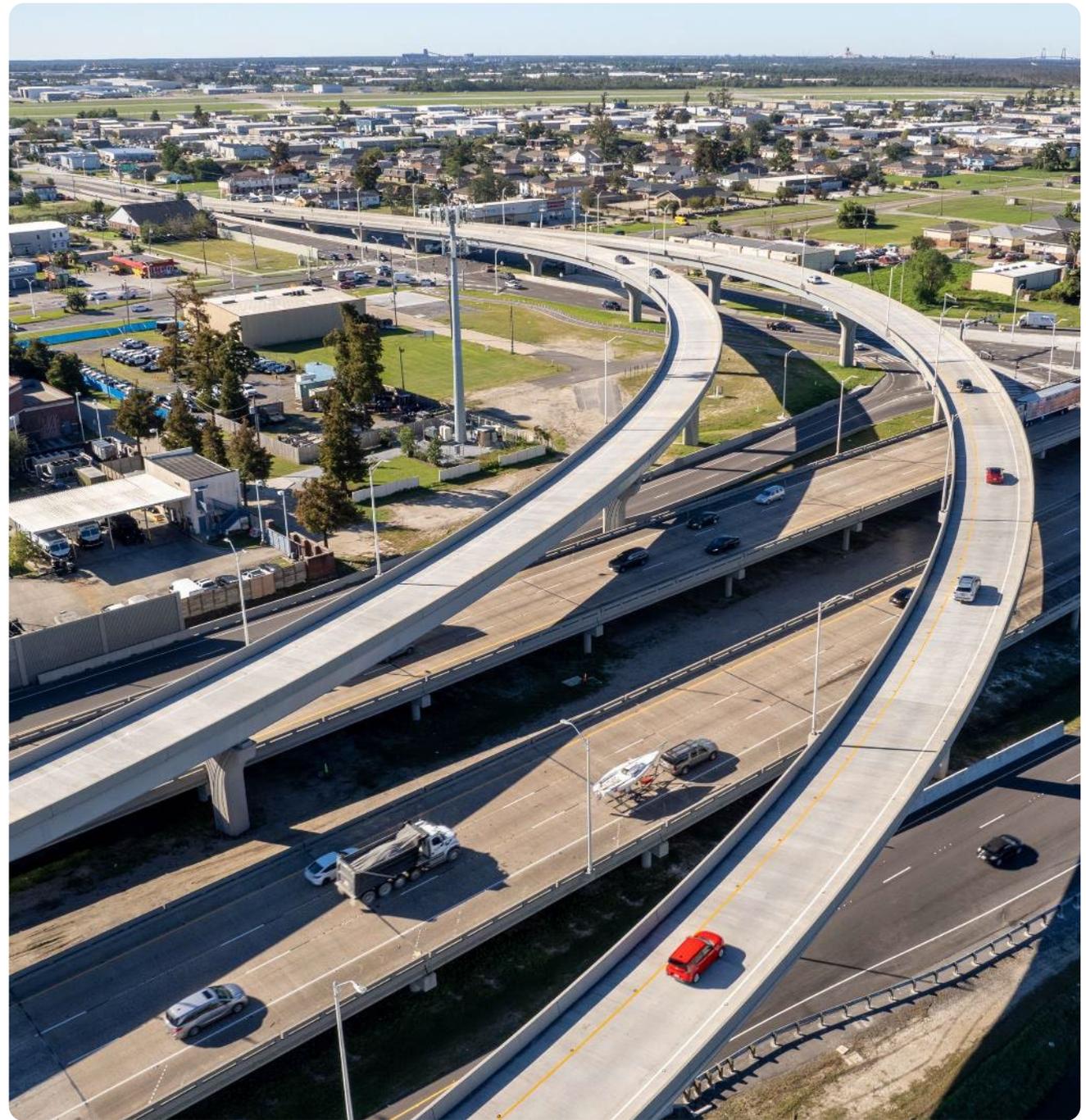


Stantec's value proposition

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

INVESTOR PRESENTATION

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





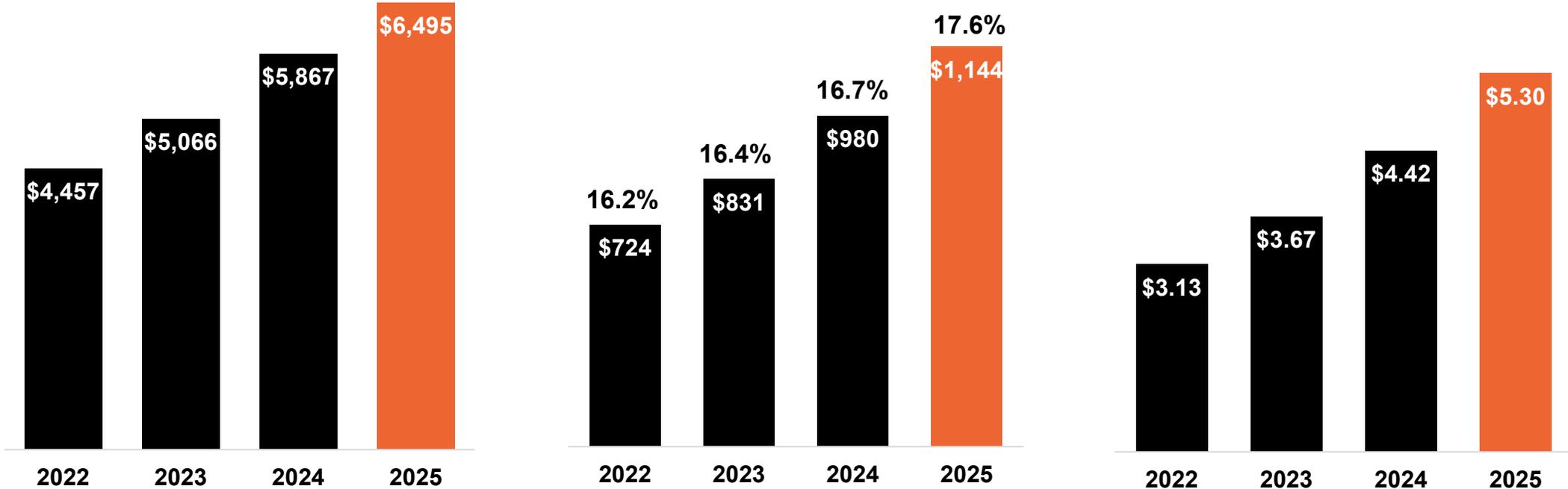
Execution of our strategy drives strong results

Net Revenue
(\$ millions)

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

Adjusted EPS
(\$ per share)

INVESTOR PRESENTATION



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



Business Operating Units overview

2025 net revenue of
\$6.5 billion

INVESTOR PRESENTATION



Water

\$1.4B	22%
---------------	-----



Environmental Services

\$1.1B	17%
---------------	-----



Infrastructure

\$1.7B	26%
---------------	-----



Buildings

\$1.5B	24%
---------------	-----



Energy & Resources

\$0.8B	11%
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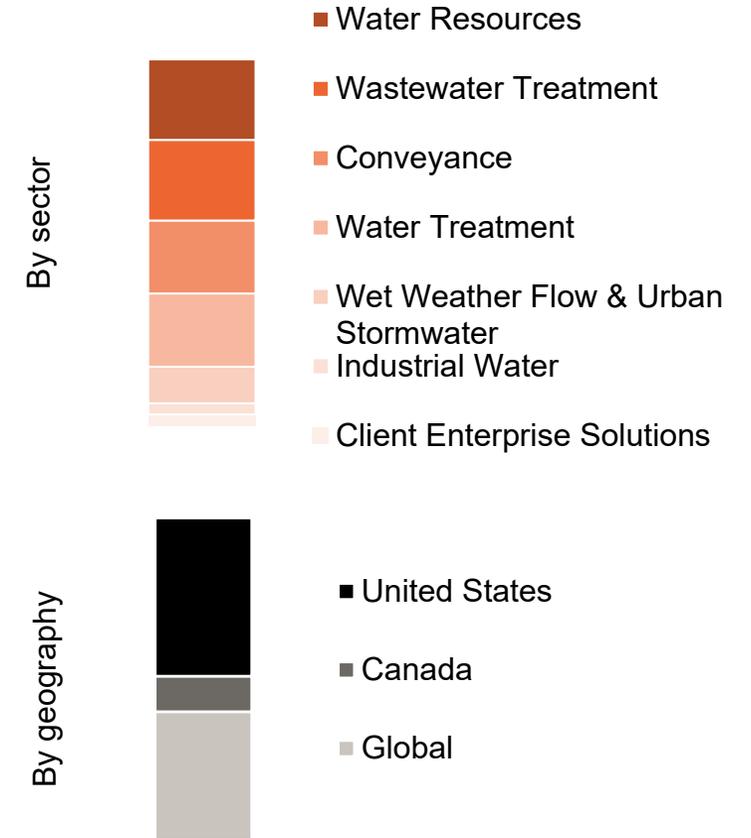


\$1.4B 2025 Net Revenue

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

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

2025 Net Revenue



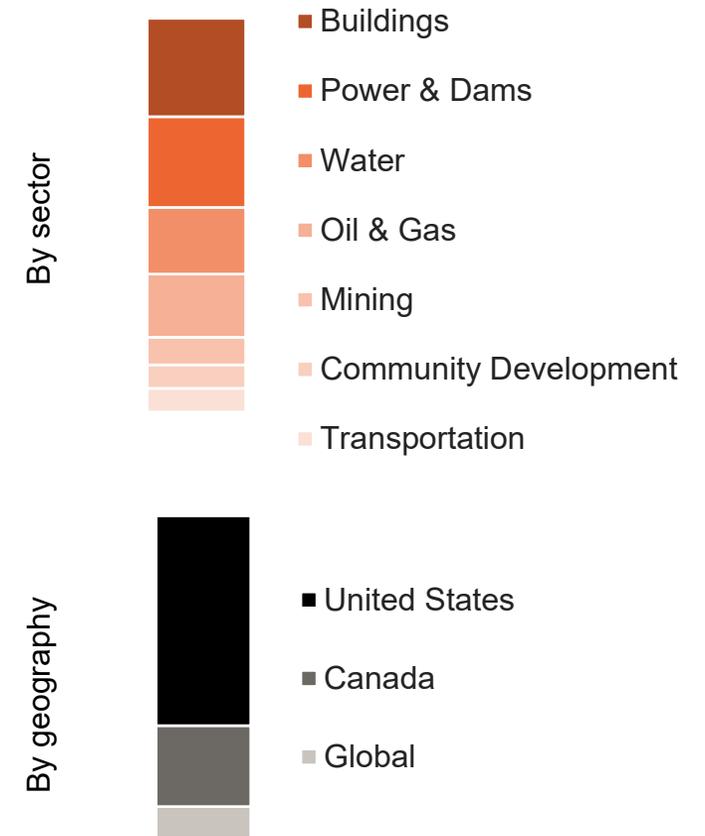


\$1.1B 2025 Net Revenue

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

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

2025 Net Revenue



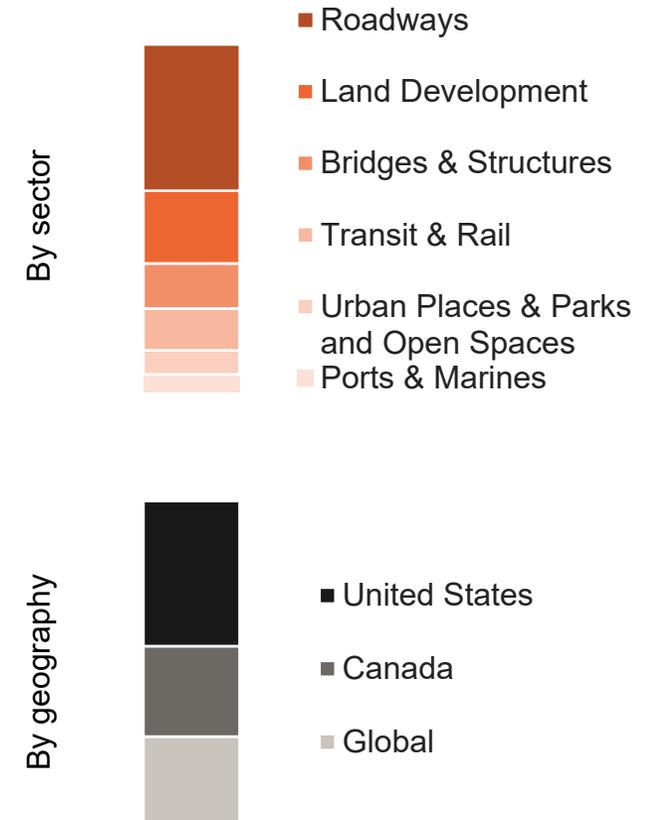


\$1.7B 2025
Net Revenue

Infrastructure is a leader in transport system design and community development

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

2025 Net Revenue



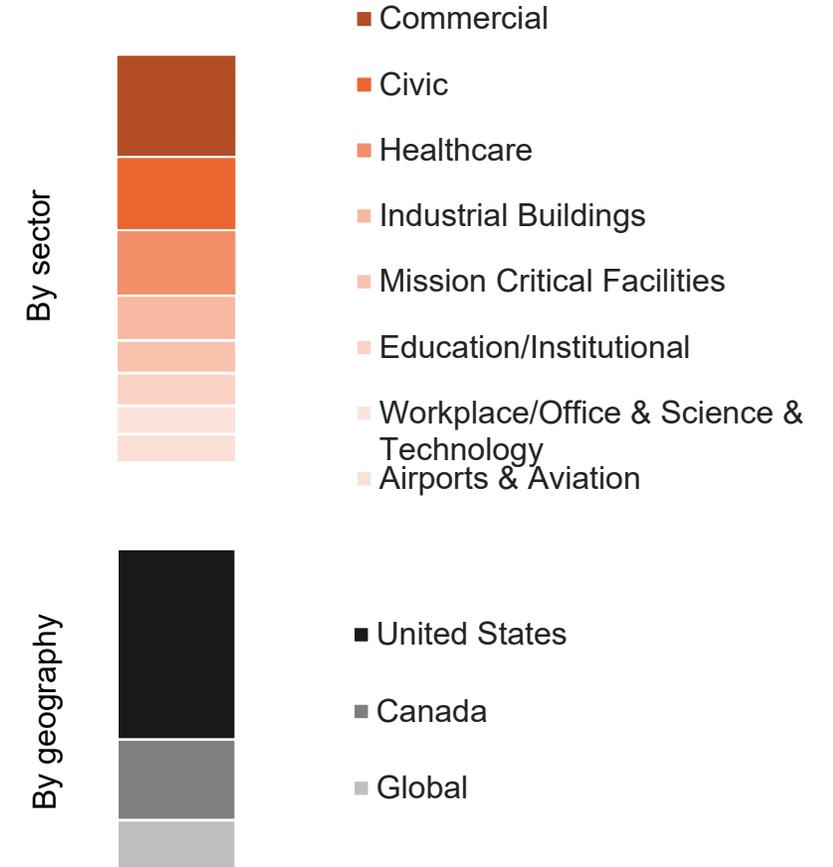


\$1.5B 2025 Net Revenue

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

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

2025 Net Revenue



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

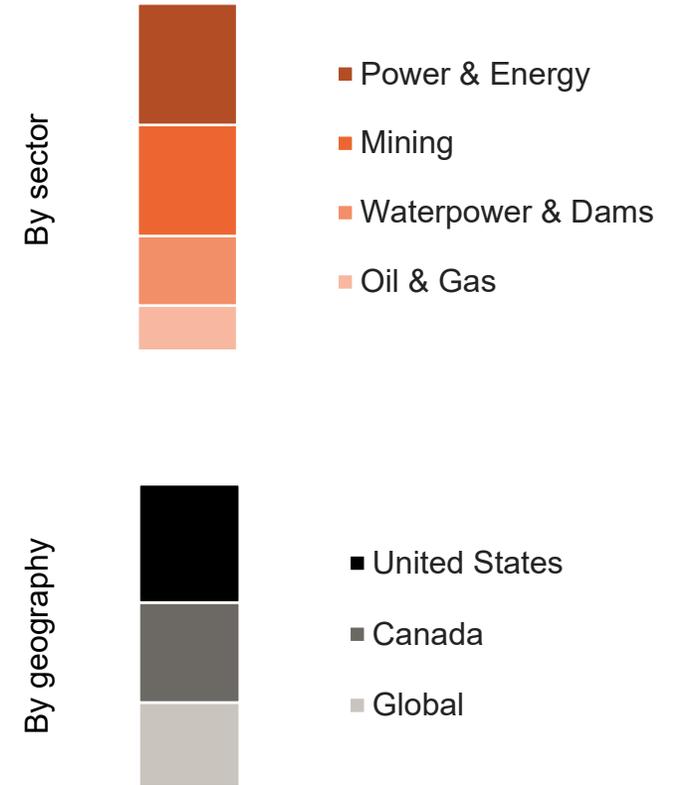


\$0.8B 2025 Net Revenue

Energy & Resources plays a critical role in energy transition

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

2025 Net Revenue



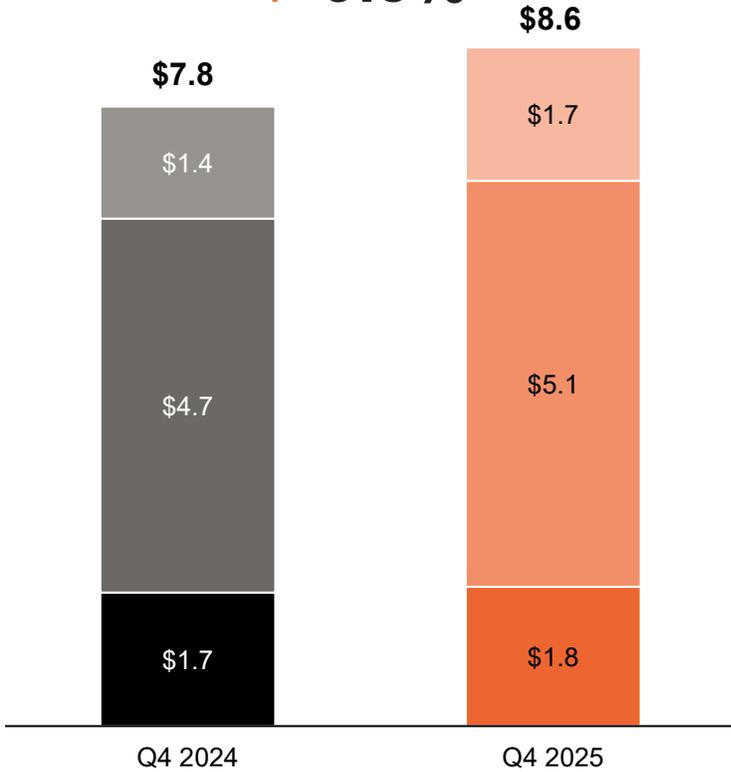


STN
TSX · NYSE

Backlog

\$billions, unless otherwise stated

↑ 9.5%



YEAR-OVER-YEAR GROWTH:

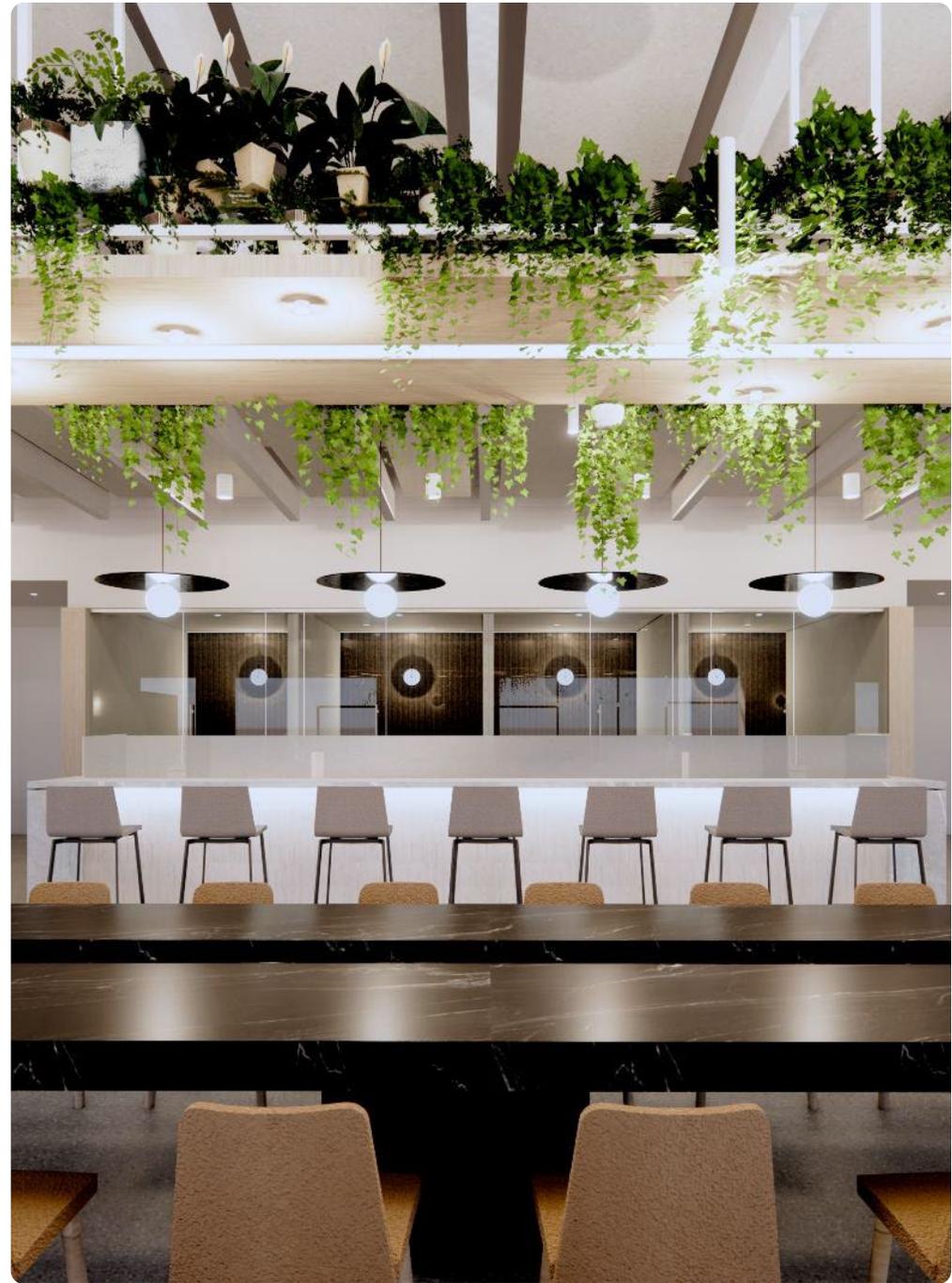
3.6%
ORGANIC

8.1%
ACQUISITION



INVESTOR PRESENTATION

UC Davis Health, Health Administrative Services Building
Sacramento, CA, USA





Regional 2026 Outlook



Teacher Retirement System of Texas Headquarters
Austin, TX, USA

Organic growth expected to be in the **mid to high single digit range** in each of our geographies, driven by:

United States

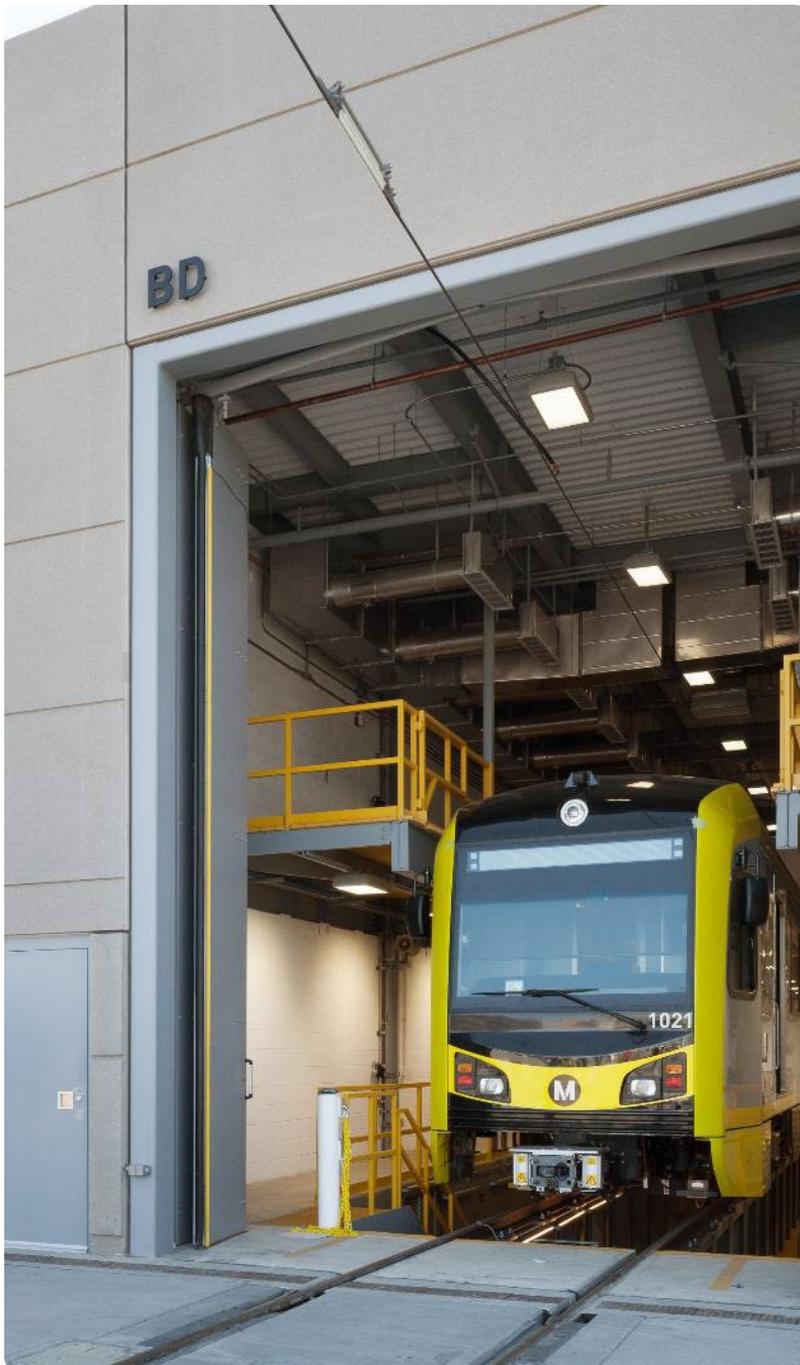
- Growth is expected to rebound in 2026 supported by strong demand across all business lines

Canada

- Driven by public sector spending plans in defence and large public and private investments in infrastructure

Global

- Growth driven by continued high levels of activity in Water, strong demand in Energy & Resources, and positive demand fundamentals for Infrastructure



2026 Financial targets

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

1. Adjusted EBITDA, adjusted net income, adjusted EPS, and adjusted ROIC are non-IFRS and other financial measures (discussed in the Definition section of Stantec's 2025 Annual Report).



Three-year Financial Targets

Stantec's Targets (End Of 2026)

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

Focus on execution and efficiencies will drive margin enhancement

Providing strong return economics

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