



STN
TSX: NYSE

GROWTH • EXCELLENCE • INNOVATION • PEOPLE
2021

Infrastructure & Buildings



June 23, 2021



Cautionary Note Regarding Forward-Looking Statements

Certain statements contained in this presentation constitute forward-looking information and statements within the meaning of applicable securities law (collectively, "forward-looking statements"). Forward-looking statements in this presentation include, but are not limited to: our financial targets (including our annual net revenue growth, adjusted EBITDA, and net income targets; employee count; and ROIC target), our anticipated business and geographical mix, our expectations regarding economic and industry trends in the sectors and regions in which we operate, our acquisition strategy, our capital deployment strategy, and our overall growth strategy. These statements provide information about management's current expectations and plans relating to the future. Readers are cautioned that this information may not be appropriate for other purposes. Stantec does not undertake any obligations to publicly update or revise any forward-looking statements except as required by law.

By their nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties. Readers are cautioned not to place undue reliance on our forward-looking statements since a number of factors could cause actual future results, conditions, actions, or events to differ materially from the targets, expectations, estimates, or intentions expressed in these forward-looking statements. Risk factors include, but are not limited to, the impacts of the COVID-19 pandemic, the risk of an economic downturn, decreased spending in the private and/or public sectors, changing market conditions for Stantec's services, and the risk that Stantec fails to capitalize on its strategic initiatives. Investors and the public should carefully consider these factors, other uncertainties, and potential events, as well as the inherent uncertainty of forward-looking statements when relying on these statements to make decisions about our company. For more information about how other material risk factors could affect our results, please refer to the Risk Factor section in our 2020 Annual Report and Q1 2021 Management's Discussion and Analysis incorporated herein by reference. Readers can access these documents by visiting EDGAR on the SEC website at sec.gov or by visiting the CSA website at sedar.com or on Stantec's website at stantec.com.

In determining our forward-looking statements, we consider material factors including assumptions about the performance of the Canadian, US, and global economies in 2021 and beyond and their effect on our business. Unless otherwise indicated, all amounts expressed in Canadian dollars.



Stantec at a glance

22,000

Employees Globally

7.4%

10-Year Adjusted Diluted
EPS CAGR⁽¹⁾

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350

Offices Worldwide

65+ YEARS

Of Uninterrupted Profitability

CDN \$6.1B⁽²⁾

Market Capitalization

(1) Q1 2021


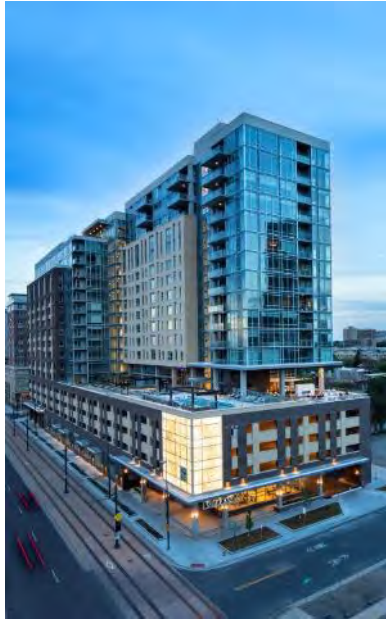



(2) May 10, 2021



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Engineering, Architecture and Environmental Services

BUSINESS OPERATING UNITS (TTM Q1 2021 Net Revenue)

INFRASTRUCTURE	BUILDINGS	WATER	ENVIRONMENTAL SERVICES	ENERGY & RESOURCES
\$1,007M	\$753M	\$776M	\$561M	\$511M
				

A GLOBAL LEADER IN SUSTAINABILITY

Signatory to the UN Global Compact

Stantec is a signatory to the UN Global Compact and partners with clients to promote the achievement of the UN's Sustainable Development Goals





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Strategic growth priorities aligned with UN SDGs

A GLOBAL LEADER IN SUSTAINABILITY

COASTAL RESILIENCE

US\$300B¹



Sustainable Cities



Climate Action



Life Below Water

ECOSYSTEM RESTORATION

US\$9,000B¹



Life on Land



Climate Action



Life Below Water

SMART CITIES AND URBAN PLACES

US\$1,700B²



Sustainable Cities and Communities



Reduced Inequalities

ENERGY TRANSITION

US\$13,040B³



Affordable and Clean Energy



Climate Action

1) United Nations by 2030
2) Navigant Research by 2030
3) IEA by 2025



We are a proven sustainability leader

Net Zero

Carbon neutral for 2022, then net zero for 2030

Our Operational Pledge

#5

Ranked fifth most sustainable corporation in the world

2021 Corporate Knights Global 100

#1

Ranked most sustainable corporation in North America

CDP ⁽¹⁾ Score

2020	2019	2018
A-	A-	A-

ISS ESG ⁽²⁾ Quality Score

E	S	G
1	2	1

Sustainalytics ⁽³⁾ ESG Risk Rating

Low

Notes: ⁽¹⁾ CDP Website - October 14, 2020 ⁽²⁾ ISS Sustainability Suite - May 6, 2021 ⁽³⁾ Sustainalytics website - January 7, 2021



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Meet Our Presenters



Susan Walter

Executive Vice President
Infrastructure



Leonard Castro

Executive Vice President
Buildings



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INFRASTRUCTURE



Infrastructure



11 SUSTAINABLE CITIES AND COMMUNITIES

LIRR Third Track Expansion
Long Island, New York

Susan Walter - Executive Vice President, Infrastructure - North America



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INFRASTRUCTURE

Strong communities
don't just happen—
they're by design

SECTORS

Roadways

Community Development

Transit & Rail

Bridges

Airports

Smart Mobility



11 SUSTAINABLE CITIES
AND COMMUNITIES
Route 9A
New York, New York



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INFRASTRUCTURE



East Midtown Greenway
New York, New York

5,200+

Team members
across the globe

16,000+

Annual projects

\$1.3 B

Global gross revenue
TTM Q1 2021

\$1.0 B

Global net revenue
TTM Q1 2021



Key areas where Infrastructure makes a difference

SUSTAINABILITY

RESILIENCE

EQUITY



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Focus on: Sustainability in Infrastructure

INFRASTRUCTURE



Calgary Riverwalk
Calgary, Alberta



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Focus on: Sustainability in Infrastructure

INFRASTRUCTURE



LIRR Third Track Expansion
Long Island, New York



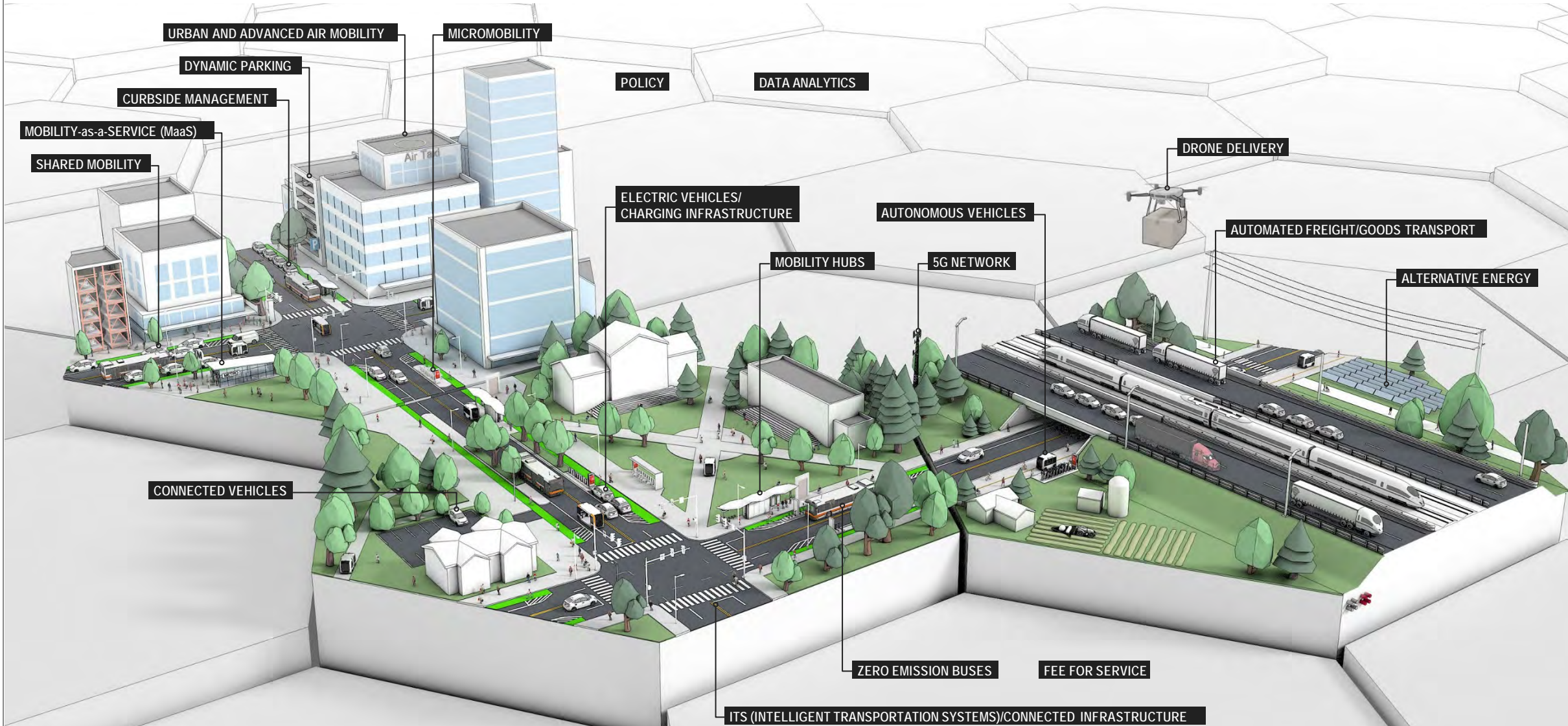
At-grade crossing elimination@ Urban Ave



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Focus on: Sustainability through Smarter Mobility

INFRASTRUCTURE





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INFRASTRUCTURE



We're accelerating the deployment of automated mobility systems to bring about a safer, cleaner, more equitable world for future generations.

TOOLS AND TECHNOLOGY:

Learning Center

Stakeholder/End-User Research

Deployment Playbooks/Guides

AV Supplier Portal

ODD/Ops Risk Assessment

Safety/Compliance Verification

Cyber Security Assessment

Strategy



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Focus on: Resilience

The Battery Coastal Resilience Project

\$129 million
NYCEDC/NYCDPR

Stantec is the lead designer for the Battery Coastal Resilience Project, spanning one third of a mile of waterfront along the 25-acre Battery Park. The project is one of several underway or in planning as part of the City's Lower Manhattan Coastal Resiliency initiative focused on protecting Lower Manhattan from the impacts of rising sea levels caused by climate change.



Location:
New York, New York



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Focus on: Equity

INFRASTRUCTURE



I-526 Lowcountry Corridor West

Value: \$1.5 billion
Client: SCDOT

The Interstate 526 Lowcountry Corridor project traverses low-income and minority neighborhoods surrounding the I-526/I-26 interchange. Stantec is carrying out extensive outreach through the engagement of a community action committee consisting of leaders of impacted communities. The project team has also established a partnership with the State Housing Office to build new replacement housing for those displaced by the project.



Location:
Charleston, South Carolina



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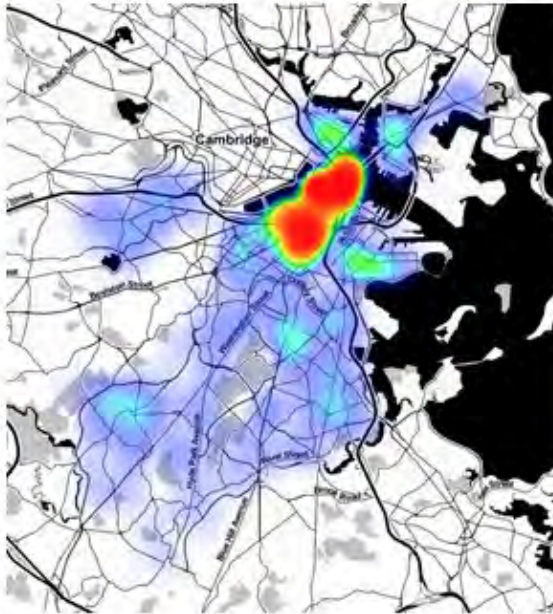
Focus on: Equity

Sidewalk Equity Assessment

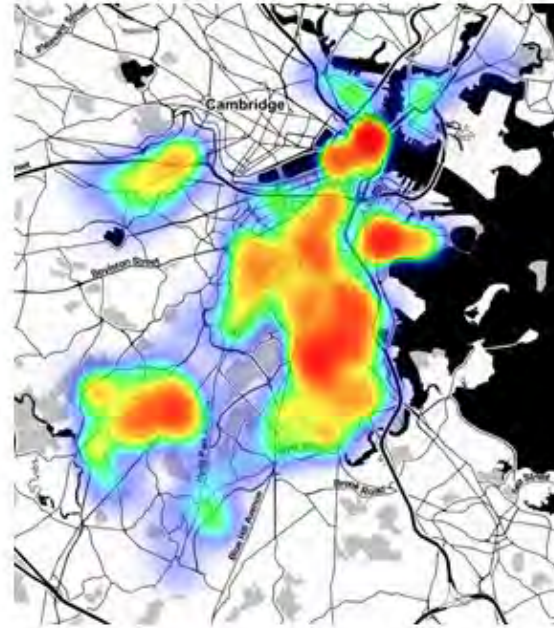
Client: City of Boston

Stantec led a project to evaluate the condition of sidewalks and help the City of Boston prioritize where to make improvements. Early in the project, we realized the existing system was primarily being used to repair sidewalks that were in good condition. We applied equity criteria and an equity lens by adding more data into the process. This resulted in a program that prioritizes and implements improvements in areas where they'll have the most impact.

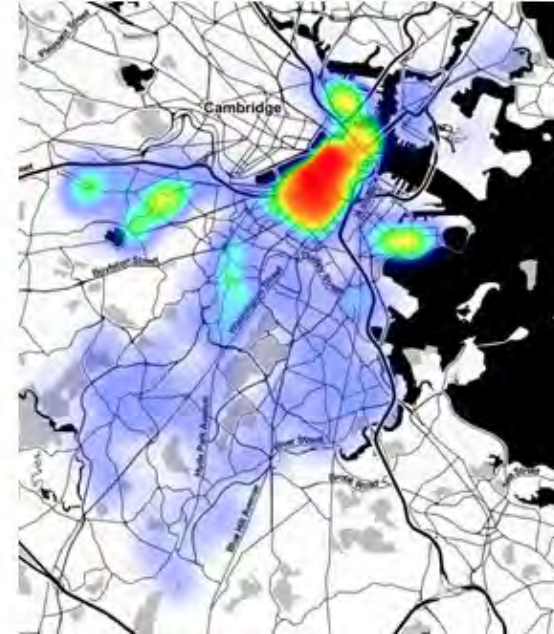
Requests (red=high frequency)



Sidewalk Conditions (red=poor)



Per Capita Income (red=highest)





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BUILDINGS



Buildings

The BEAT, Boston, Massachusetts



Leonard Castro - Executive Vice President, Buildings - North America



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BUILDINGS



evolv1, Waterloo, Ontario
LEED Platinum certified & Zero Carbon Design & Performance certified



4,000+

Team members
across the globe

13,000+

Annual projects

\$0.9 B

Global gross revenue
TTM Q1 2021

\$0.8 B

Global net revenue
TTM Q1 2021



Industry Trends

**CARBON IMPACT
+ CLIMATE RISK**

**REPURPOSING +
ADAPTIVE USE**

**GOVERNMENT
STIMULUS**

**INNOVATION +
DESIGN BRAND**

**SECTOR
DIVERSIFICATION**

**GLOBAL
URBANIZATION**

**SMART CITIES +
BUILDINGS**

**DIGITIZATION +
BIG DATA**

**ACCOUNT
MANAGEMENT**

**MARKET
COMPETITION**

**ESSENTIAL
SERVICES**

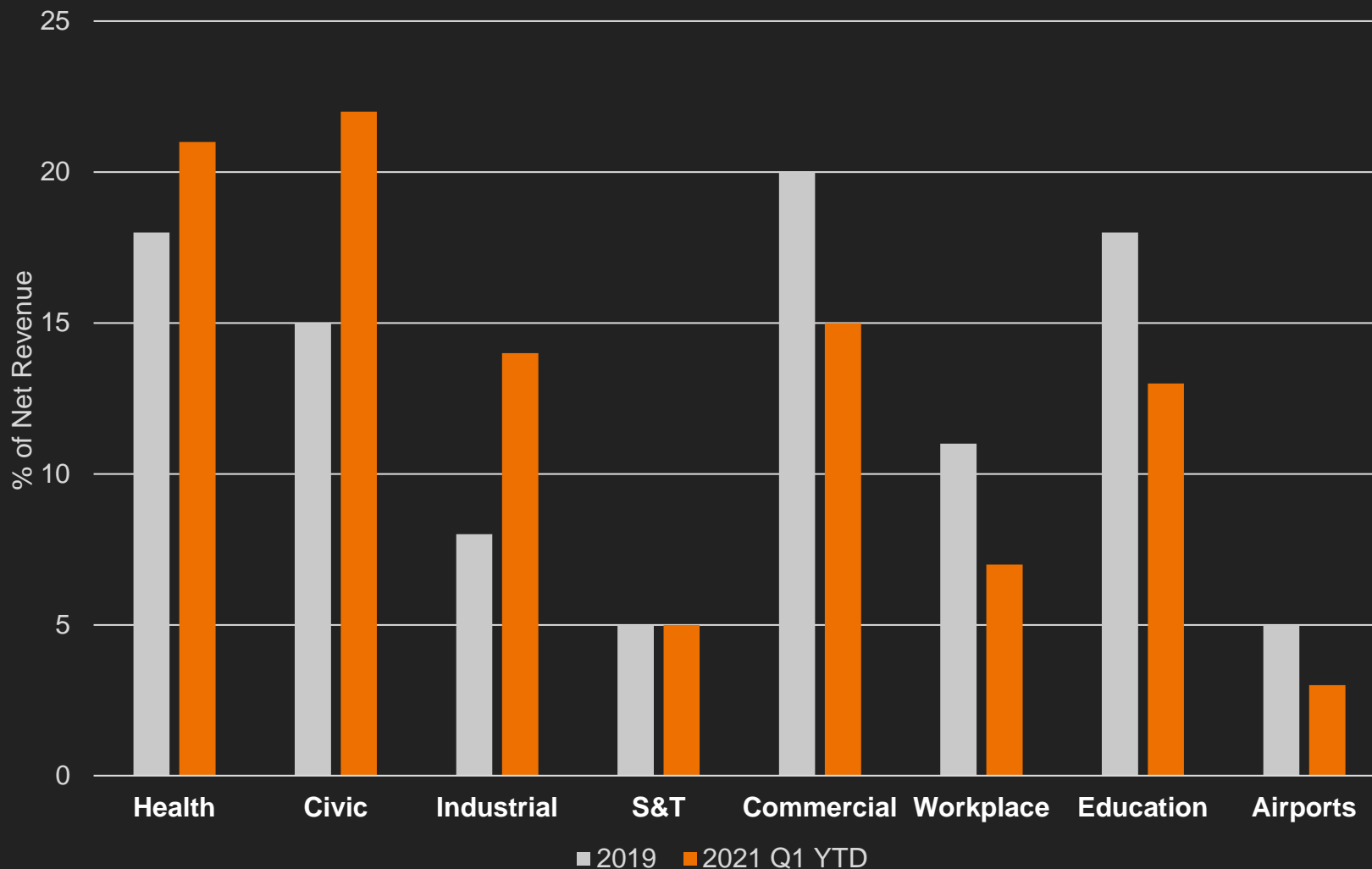
**ACQUISITION +
CONSOLIDATION**



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Sector Diversification & COVID Impact

BUILDINGS

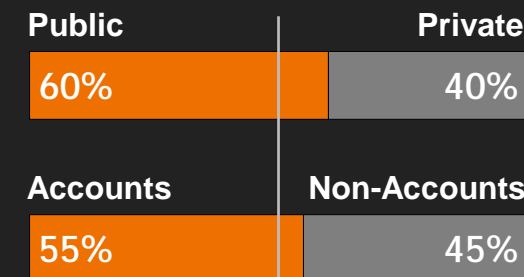


Growth: Healthcare, Civic and Industrial

Retraction: Commercial, Workplace and Education

10% increase from the Public Sector

15% increase in Net Revenue from Accounts





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Stimulus focused on resilience and climate

US: \$1-2 trillion Jobs Plan

Build, preserve, and retrofit more than two million homes and commercial buildings. \$1 billion into pre-disaster mitigation resources to prepare for extreme weather events.

CA: \$17.6 billion

Allocated towards buildings, housing and green infrastructure to fight climate change.

UK & Australia: 2030 Agenda for Sustainable Development and the Sustainable Development Goals with major funding.

Private sector: Corporate sustainability reports from the top public-listed companies are planning significant investments.





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BUILDINGS



Confidential National Retailer
Chicago, Illinois



40%

Buildings are responsible for just under 40% of global greenhouse gas emissions

Gov't

Commitments to achieve Carbon Neutrality & Climate Resiliency

New

De-carbonize and plan for adaptive use in new construction

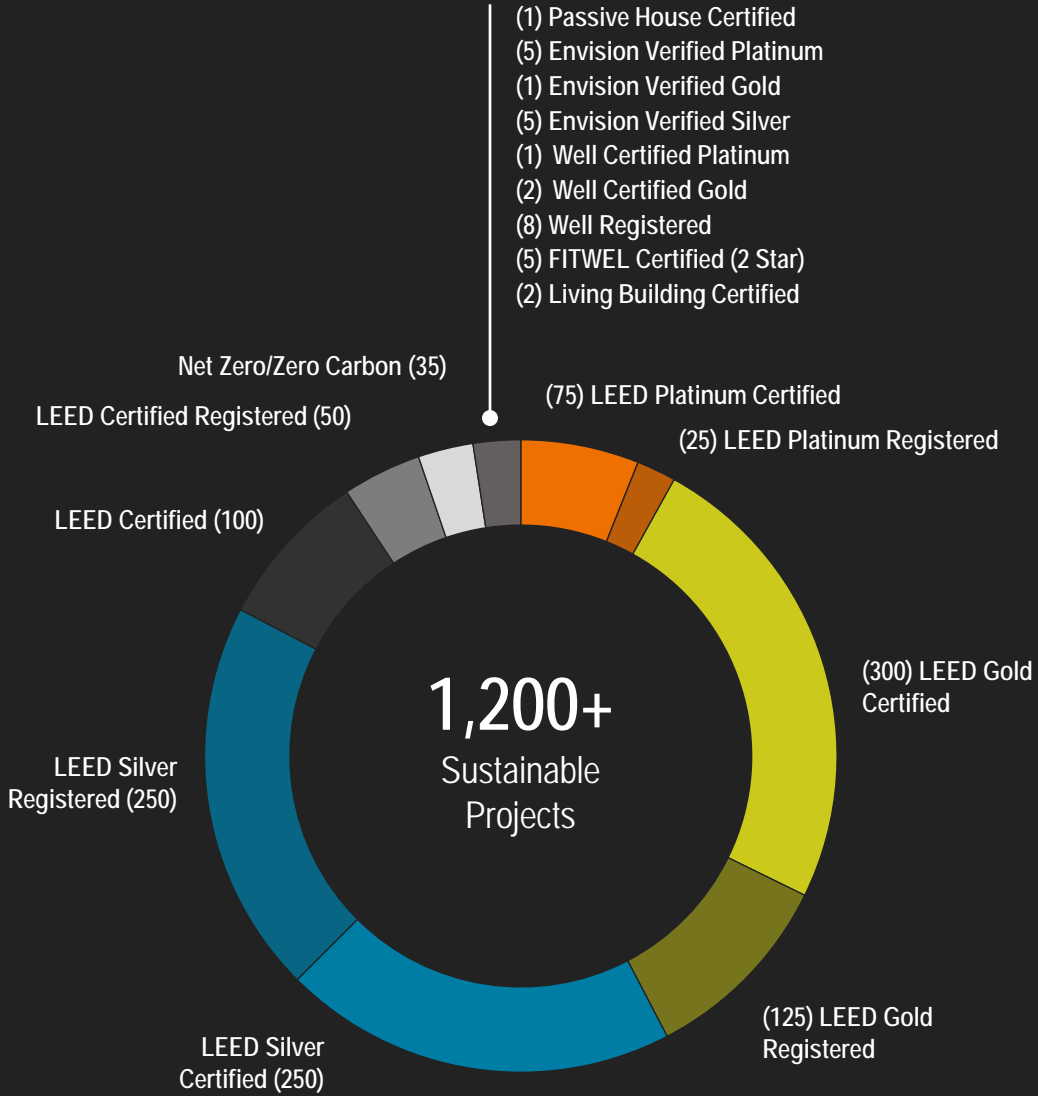
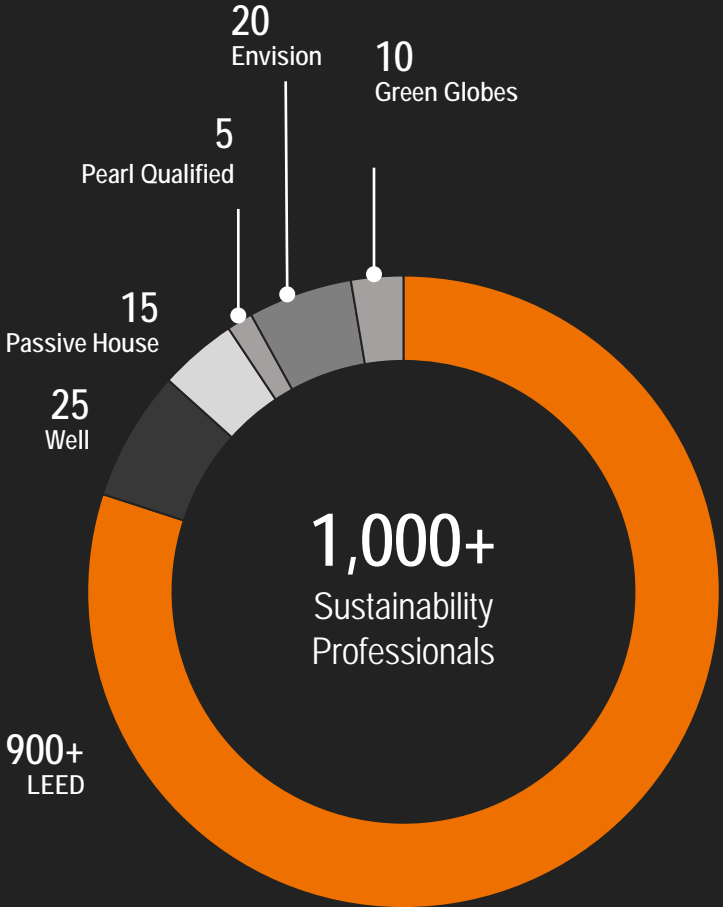
Existing

Retrofit and repurpose existing building stock



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Buildings: Carbon + Climate



- (1) Passive House Certified
- (5) Envision Verified Platinum
- (1) Envision Verified Gold
- (5) Envision Verified Silver
- (1) Well Certified Platinum
- (2) Well Certified Gold
- (8) Well Registered
- (5) FITWEL Certified (2 Star)
- (2) Living Building Certified

BUILDINGS



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BUILDINGS



Denver Water Administration Building

Denver, Colorado

\$57 million
186,000 SF

Denver Water hired Stantec to push the boundaries on a contemporary corporate campus. Driven by a desire for leading edge sustainability, water conservation and human wellness on their new LEED platinum and Net Zero Energy facility. This project is a game changer, utilizing cutting edge design thinking to achieve low carbon and low energy development.

UN Sustainable Development Goals





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BUILDINGS



Confidential National Retailer Technology Center of Excellence

Chicago, Illinois

200,000 SF

Originally built in 1921 and expanded in 1932, Stantec has Repurposed Chicago's Historic Post Office into a new Technology Center of Excellence, this 200k sf Adaptive Use office will welcome hundreds of employees from e-commerce, mobile, pharmacy technology, as well as digital team members.

UN Sustainable
Development Goals





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The BEAT Boston Exchange for Accelerated Technology

Boston, Massachusetts

\$150 million
700,000 SF

Stantec has Repurposed 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.

UN Sustainable
Development Goals





Ritz Carleton Residences

Miami, Florida

\$300 million
700,000 sf

Originally built in the 1920's as a resort destination, then converted to a military hospital during World War II, the new Ritz Carleton Residences is entering its third life as the largest residential Repurposing + Adaptive reuse project in Florida through its conversion to luxury condominiums. The creative repurposing retained site density for our client while delivering unique unit layouts with some of the most stunning views in Miami Beach.

UN Sustainable Development Goals





Buildings : 2021 Awards + Publications

healthcare design

Feature: St. Paul's Hospital
HDR/Stantec



CANADIAN ARCHITECT

Feature: SickKids Project Horizon
Stantec/KPMB



BUILDING DESIGN + CONSTRUCTION

Feature: BMO Center Expansion
Stantec/Populous/S2



BUILDINGS



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2021 Corporate Knights Global 100

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11.5%

10-year compound annual growth rate of gross revenue (Q1 2021)

22,000+

Combined team members across the globe

\$4.6B

Gross revenue TTM Q1 2021

\$3.6B

Net revenue TTM Q1 2021



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Thank You!