

Management's Discussion and Analysis

November 13, 2025

This Management's Discussion and Analysis (MD&A) of Stantec Inc.'s (Stantec or the Company) operations, financial position, and cash flows for the quarter and the three quarters ended September 30, 2025, dated November 13, 2025, should be read in conjunction with the Company's unaudited interim condensed consolidated financial statements and related notes for the quarter and the three quarters ended September 30, 2025, and the MD&A and audited consolidated financial statements and related notes included in our 2024 Annual Report filed on February 24, 2025.

Our unaudited interim consolidated financial statements and related notes for the quarter and the three quarters ended September 30, 2025, are prepared in accordance with International Accounting Standard 34 "Interim Financial Reporting" as issued by the International Accounting Standards Board. We continue to apply the same accounting policies as those used in 2024. Amendments to accounting standards adopted in the quarter and disclosed in note 3 of our unaudited interim consolidated financial statements for the quarter and the three quarters ended September 30, 2025 (incorporated herein by reference), did not have a material impact on the Company's consolidated financial statements or accounting policies. All amounts shown in this report are in Canadian dollars unless otherwise indicated.

Additional information regarding our Company, including our Annual Information Form, is available on SEDAR+ at [sedarplus.ca](https://www.sedarplus.ca) and on EDGAR at [sec.gov](https://www.sec.gov). Such additional information is not incorporated here by reference, unless otherwise specified, and should not be deemed to be part of this MD&A. Stantec trades on the TSX and the NYSE under the symbol STN. Visit us at [stantec.com](https://www.stantec.com) or find us on social media.

Non-IFRS Accounting Standards (non-IFRS) and Other Financial Measures

The Company reports its financial results in accordance with IFRS Accounting Standards. However, certain indicators used by the Company to analyze and evaluate its results are non-IFRS or other financial measures, including: adjusted earnings before interest, taxes, depreciation, and amortization (EBITDA), adjusted net income, adjusted earnings per share (EPS), adjusted return on invested capital (ROIC), net debt to adjusted EBITDA, days sales outstanding (DSO), free cash flow, margin (percentage of net revenue), organic growth (retraction), acquisition growth, measures described as on a constant currency basis and the impact of foreign exchange or currency fluctuations, compound annual growth rate (CAGR), net debt, total capital managed, working capital, and current ratio, as well as measures and ratios calculated using these non-IFRS or other financial measures. These measures are categorized as non-IFRS financial measures and ratios, supplementary financial measures, or capital management measures and described in the Definitions of Non-IFRS and Other Financial Measures (Definitions) and Liquidity and Capital Resources sections and, where applicable, reconciliations from the non-IFRS measure to the most directly comparable measure calculated in accordance with IFRS Accounting Standards are provided (see the Q3 2025 Financial Highlights, Financial Performance, Liquidity and Capital Resources, and Definitions sections).

These non-IFRS and other financial measures do not have a standardized meaning under IFRS Accounting Standards and, therefore, may not be comparable to similar measures presented by other issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS Accounting Standards, these non-IFRS and other financial measures provide useful information to investors to assist them in understanding components and trends in our financial results. These measures should not be considered in isolation or viewed as a substitute for the related financial information prepared in accordance with IFRS Accounting Standards.

Business Model

Stantec is a global leader in sustainable engineering, architecture, and environmental consulting. Our professionals deliver the expertise, technology, and innovation communities need to manage aging infrastructure, demographic and population changes, the energy transition, and more. Our strategy is guided by our vision: the success of our clients, communities, and people worldwide is our greatest ambition. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure.

At Stantec, community means everyone with an interest in the work that we do—from our project teams and industry colleagues to our clients and the people our work impacts. The Stantec community unites approximately 34,000 employees working in over 450 locations across 6 continents. Please see page M-2 of Stantec's 2024 Annual Report for further details on our business model.

Strategic Acquisitions Completed in 2025 and 2024

Following is a list of acquisitions that contributed to revenue growth in our reportable segments and business operating units:

REPORTABLE SEGMENTS	Date Acquired	Primary Location	# of Employees	BUSINESS OPERATING UNITS				
				Infrastructure	Water	Buildings	Environmental Services	Energy & Resources
Canada								
Morrison Hershfield Group Inc. (Morrison Hershfield)	February 2024	Markham, Ontario	950	•	•	•	•	
United States								
Morrison Hershfield	February 2024	Atlanta, Georgia	200	•		•	•	
Page Southerland Page, LLC. (Page)	July 2025	Washington, DC	1,400			•		
Global								
ZETCON Ingenieure GmbH (ZETCON)	January 2024	Bochum, Germany	645	•				
Hydrock Holdings Limited (Hydrock)	April 2024	Bristol, England	950	•		•		•
Ryan Hanley Limited (Ryan Hanley)	April 2025	Galway, Ireland	150		•			
Cosgroves Group Limited (Cosgroves)	June 2025	Christchurch, New Zealand	90			•		

Q3 2025 Financial Highlights

	For the quarter ended September 30,				For the three quarters ended September 30,			
	2025		2024		2025		2024	
	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue
<i>(In millions of Canadian dollars, except per share amounts and percentages)</i>								
Gross revenue	2,140.5	125.5%	1,929.4	126.5%	6,028.4	124.2%	5,540.5	126.3%
Net revenue	1,705.4	100.0%	1,524.8	100.0%	4,855.1	100.0%	4,388.2	100.0%
Direct payroll costs	777.5	45.6%	696.7	45.7%	2,219.0	45.7%	2,005.9	45.7%
Project margin	927.9	54.4%	828.1	54.3%	2,636.1	54.3%	2,382.3	54.3%
Administrative and marketing expenses	616.0	36.1%	571.6	37.5%	1,826.3	37.6%	1,695.8	38.6%
Depreciation of property and equipment	18.9	1.1%	17.4	1.1%	53.8	1.1%	50.4	1.1%
Depreciation of lease assets	35.3	2.1%	31.7	2.1%	98.6	2.0%	95.2	2.2%
Net (reversal) impairment of lease assets	(0.8)	—%	13.7	0.9%	(1.7)	—%	30.6	0.7%
Amortization of intangible assets	35.8	2.1%	36.7	2.4%	95.8	2.0%	99.5	2.3%
Net interest expense and other net finance expense	28.5	1.7%	26.9	1.8%	71.1	1.5%	78.5	1.8%
Other income	(4.6)	(0.4%)	(2.1)	(0.2%)	(15.7)	(0.3%)	(6.9)	(0.1%)
Income taxes	48.8	2.9 %	29.0	1.9%	122.4	2.5 %	75.7	1.7%
Net income	150.0	8.8%	103.2	6.8%	385.5	7.9%	263.5	6.0%
Basic and diluted earnings per share (EPS)	1.32	n/m	0.90	n/m	3.38	n/m	2.31	n/m
Adjusted EBITDA (note)	323.4	19.0%	274.6	18.0%	860.1	17.7%	733.8	16.7%
Adjusted net income (note)	174.1	10.2%	147.9	9.7%	461.6	9.5%	378.1	8.6%
Adjusted EPS (note)	1.53	n/m	1.30	n/m	4.05	n/m	3.31	n/m
Dividends declared per common share	0.225	n/m	0.210	n/m	0.675	n/m	0.630	n/m

note: Adjusted EBITDA, adjusted net income, and adjusted EPS are non-IFRS measures (discussed in the Definitions section).

n/m = not meaningful

Q3 2025 compared to Q3 2024

We achieved record adjusted net income of \$174.1 million and adjusted earnings per share of \$1.53, each reflecting an increase of 17.7%, driven by net revenue growth and strong operational performance.

- Net revenue increased 11.8% or \$180.6 million, to \$1.7 billion, driven by 5.6% organic growth and 5.2% acquisition growth. We achieved organic growth in all of our regional and business operating units, most notably in Water with double-digit organic growth.
- Project margin increased 12.1% or \$99.8 million, to \$927.9 million. As a percentage of net revenue, project margin increased 10 basis points to 54.4%, remaining in line with our expectations.
- Adjusted EBITDA increased 17.8% or \$48.8 million, to \$323.4 million. Adjusted EBITDA margin was 19.0%, an increase of 100 basis points compared to Q3 2024. The increase in margin primarily reflects lower administrative and marketing expenses as a percentage of net revenue, mainly due to our disciplined management of operations and higher utilization.
- Net income increased 45.3% or \$46.8 million, to \$150.0 million, and diluted EPS increased 46.7%, or \$0.42, to \$1.32, mainly due to increases in project margin and, as a percentage of revenue, lower administrative

and marketing expenses partly offset by higher income tax expense. As well, Q3 2024 included a non-cash impairment charge of \$13.7 million from our real estate optimization strategy.

- Adjusted net income grew 17.7% or \$26.2 million, to \$174.1 million, achieving 10.2% of net revenue—an increase of 50 basis points. Adjusted EPS increased 17.7% or \$0.23, to \$1.53.
- Contract backlog increased to \$8.4 billion at September 30, 2025, achieving 14.9% overall growth year over year, which includes 6.8% acquisition growth and 5.6% organic growth. Organic growth was achieved in all of our regional operating units. Contract backlog represents approximately 13 months of work.
- Operating cash flows increased \$137.0 million or 76.6%, with cash inflows of \$315.9 million, reflecting strong revenue growth, operational performance, and collection efforts.
- DSO was 73 days, a decrease of 4 days from December 31, 2024.
- Net debt to adjusted EBITDA (on a trailing twelve-month basis) at September 30, 2025 was 1.5x, reflecting the funding of our recent acquisition of Page, and remained within our internal target range of 1.0x to 2.0x.
- On July 31, 2025, we acquired Page, a 1,400-person architecture and engineering firm headquartered in Washington, DC that strategically complements our Buildings business and serves the advanced manufacturing, healthcare, mission critical, academic, civic, aviation, science and technology, and commercial markets.
- On November 13, 2025, our Board of Directors declared a dividend of \$0.225 per share, payable on January 15, 2026, to shareholders of record on December 31, 2025.

Year-to-date Q3 2025 compared to year-to-date Q3 2024

- Net revenue increased 10.6% or \$466.9 million, to \$4.9 billion, driven by 5.4% organic growth and 3.1% acquisition growth, as well as the positive impact of foreign exchange. We achieved organic growth in all of our regional and business operating units.
- Project margin increased \$253.8 million or 10.7%, to \$2,636.1 million. As a percentage of net revenue, project margin was consistent with 2024 at 54.3%, remaining in line with our expectations.
- Adjusted EBITDA increased \$126.3 million or 17.2%, to \$860.1 million. Adjusted EBITDA margin increased by 100 basis points over the prior period to 17.7%, primarily reflecting lower administrative and marketing expenses as a percentage of net revenue, mainly due to our disciplined management of operations and higher utilization.
- Net income increased 46.3% or \$122.0 million, to \$385.5 million, and diluted EPS increased 46.3%, or \$1.07, to \$3.38, mainly due to increases in project margin and, as a percentage of net revenue, lower administrative and marketing expenses partly offset by higher income tax expense. As well, 2024 included a non-cash impairment charge of \$30.6 million from our real estate optimization strategy.
- Adjusted net income grew 22.1% or \$83.5 million, to \$461.6 million, achieving 9.5% of net revenue—an increase of 90 basis points—and adjusted diluted EPS increased 22.4%, or \$0.74, to \$4.05.
- Operating cash flows increased \$254.3 million or 86%, with cash inflows of \$550.6 million, reflecting strong revenue growth, operational performance, and collection efforts.

Reconciliation of Non-IFRS Financial Measures

	For the quarter ended September 30,		For the three quarters ended September 30,	
	2025	2024	2025	2024
<i>(In millions of Canadian dollars, except per share amounts)</i>				
Net income	150.0	103.2	385.5	263.5
Add back (deduct):				
Income taxes	48.8	29.0	122.4	75.7
Net interest expense	28.1	26.7	69.8	78.0
Net (reversal) impairment of lease assets (note 1)	(0.5)	16.0	(0.5)	34.9
Depreciation and amortization	90.0	85.8	248.2	245.1
Unrealized gain on equity securities	(4.0)	(3.4)	(3.2)	(7.1)
Gain on sale of an investment interest	—	—	(3.7)	—
Acquisition, integration, and restructuring costs (note 5)	11.0	17.3	41.6	43.7
Adjusted EBITDA	323.4	274.6	860.1	733.8

	For the quarter ended September 30,		For the three quarters ended September 30,	
	2025	2024	2025	2024
<i>(In millions of Canadian dollars, except per share amounts)</i>				
Net income	150.0	103.2	385.5	263.5
Add back (deduct) after tax:				
Net (reversal) impairment of lease assets (note 1)	(0.4)	12.4	(0.4)	27.1
Amortization of intangible assets related to acquisitions (note 2)	19.4	21.2	50.2	58.2
Unrealized gain on equity securities (note 3)	(3.1)	(2.6)	(2.5)	(5.5)
Gain on sale of an investment interest (note 4)	—	—	(2.8)	—
Acquisition, integration, and restructuring costs (note 5)	8.2	13.7	31.6	34.8
Adjusted net income	174.1	147.9	461.6	378.1
Weighted average number of shares outstanding - diluted	114,066,995	114,066,995	114,066,995	114,066,995
Adjusted earnings per share	1.53	1.30	4.05	3.31

See the Definitions section for our discussion of non-IFRS and other financial measures used and additional reconciliations of non-IFRS financial measures.

note 1: The net (reversal) impairment of lease assets includes onerous contracts associated with the impairment for the quarter ended September 30, 2025 of \$0.3 (2024 - \$2.3) and for the three quarters ended September 30, 2025 of \$1.2 (2024 - \$4.3). For the quarter ended September 30, 2025, this amount is net of tax of \$(0.1) (2024 - \$3.6). For the three quarters ended September 30, 2025, this amount is net of tax of \$(0.1) (2024 - \$7.8).

note 2: The add back of intangible amortization relates only to the amortization from intangible assets acquired through acquisitions and excludes the amortization of software purchased by Stantec. For the quarter ended September 30, 2025, this amount is net of tax of \$6.3 (2024 - \$6.0) and for the three quarters ended September 30, 2025, this amount is net of tax of \$15.9 (2024 - \$16.7).

note 3: For the quarter ended September 30, 2025, this amount is net of tax of \$(0.9) (2024 - \$(0.8)) and for the three quarters ended September 30, 2025, this amount is net of tax of \$(0.7) (2024 - \$(1.6)).

note 4: For the quarter ended September 30, 2025, this amount is net of tax of nil (2024 - nil) and for the three quarters ended September 30, 2025, this amount is net of tax of \$(0.9) (2024 - nil).

note 5: The add back of certain administrative and marketing costs and depreciation primarily related to acquisition and integration expenses associated with our acquisitions and restructuring costs. For the quarter ended September 30, 2025, this amount is net of tax of \$2.8 (2024 - \$3.9) and for the three quarters ended September 30, 2025, this amount is net of tax of \$10.0 (2024 - \$10.0).

Financial Targets - Revised

In our Q2 2025 Interim Report, we revised upward and narrowed certain targets contained within our 2025 guidance (provided on page M-10 in our 2024 Annual Report, incorporated here by reference) based on the strength of our financial performance to date and the outlook for the balance of this year. We continue to maintain this guidance and have increased and narrowed our expectations for adjusted EBITDA, as further described below in the Outlook section.

	Previously Published 2025 Annual Range	Revised 2025 Annual Range
Targets		
Net revenue growth	10% to 12%	10% to 12%
Adjusted EBITDA as % of net revenue (note)	17% to 17.4%	17.2% to 17.5%
Adjusted net income as % of net revenue (note)	above 8.8%	above 8.8%
Adjusted EPS growth (note)	18.5% to 21.5%	18.5% to 21.5%
Adjusted ROIC (note)	above 12.5%	above 12.5%

In setting our targets and guidance, we assumed an average value for the US dollar of \$1.36, GBP of \$1.84, and AU of \$0.90 for the remainder of the year. For all other underlying assumptions, see page M-23. These targets reflect the recent acquisitions of Ryan Hanley, Cosgroves, and Page. They do not include any assumptions regarding the impact of revaluing our share-based compensation, as further described below.

note: Adjusted EBITDA, adjusted net income, adjusted EPS, and adjusted ROIC are non-IFRS measures discussed in the Definitions section.

Outlook

The revised guidance we provided in the Outlook section of our Q2 2025 Interim Report (incorporated here by reference) was based on our expectations for continuing high levels of activities in all regions, despite heightened levels of market uncertainty remaining in the near term, and on the completion of the Page, Ryan Hanley, and Cosgroves acquisitions. While these market uncertainties have moderated or abated in some geographies, they have continued to persist in the US in the short term. Global trends continue to drive strong demand for our services and our diversification of services across sectors and geographies creates resilience within our operations. On the strength of our operational performance in the third quarter and expectations for the fourth quarter, we have increased our expectation for adjusted EBITDA margin, while other targeted measures remain consistent.

Overall, we continue to expect net revenue growth of 10% to 12% in 2025. Our US organic net revenue growth expectations remain moderated in the lower half of the mid-single digits range due to slower procurement cycles persisting in the public sector in the near term and elevated caution in the private sectors, particularly for larger projects. We continue to expect Canada's organic net revenue growth to be in the mid- to high-single digits, driven by continuing strong momentum and elevated backlog levels. We also continue to expect organic net revenue growth in Global to be in the mid to high single-digits, driven by continued high levels of activity in our Water business under the ongoing UK Asset Management Program (AMP) and framework agreements, strong demand in Infrastructure in Europe, and positive demand fundamentals in the Energy & Resources business.

We have increased and narrowed the range for adjusted EBITDA margin to 17.2% to 17.5%, from 17.0% to 17.4%, reflecting strong project margins driven by solid project execution and continued discipline and enhanced strategies in the management of administration and marketing costs. We continue to expect the fourth quarter to be impacted by seasonal effects contributing to a lower adjusted EBITDA margin than this range.

We continue to expect our effective tax rate to fall within a range of 23.5% to 24.5%.

Overall, we continue to expect to drive adjusted net income to a margin of greater than 8.8% of net revenue and deliver 18.5% to 21.5% growth in adjusted EPS in comparison to 2024.

The above targets do not include any assumptions for additional acquisitions beyond those noted in this Outlook section or further impact from significant share price movements subsequent to September 30, 2025, and the relative total shareholder return components on our share-based compensation programs.

Financial Performance

The following sections outline specific factors that affected the results of our operations in Q3 2025 and year to date Q3 2025.

Gross and Net Revenue

While providing professional services, we incur certain direct costs for subconsultants, equipment, and other expenditures that are recoverable directly from our clients. Revenue associated with these direct costs is included in gross revenue. Because these direct costs and associated revenue can vary significantly from contract to contract, changes in gross revenue may not be indicative of our revenue trends. Accordingly, we also report net revenue (which is gross revenue less subconsultant and other direct expenses) and analyze results in relation to net revenue rather than gross revenue.

In Q3 2025, we delivered net revenue of \$1.7 billion, achieving an overall 11.8% increase compared to Q3 2024. Year to date, we delivered net revenue of \$4.9 billion, an overall 10.6% increase. Net revenue growth reflects solid performance in all of our regional and business operating units, double digit organic growth in our Water business, and solid contributions from our acquisitions of Page, Ryan Hanley, and Cosgroves. Public infrastructure spending and private investment continue to be key growth drivers in 2025, with strong demand across our water sectors and steady project work in our transportation sectors. Another key driver is the ongoing challenge to build climate resiliency and tackle resource security. The focus on Smart Cities and buildings, including hospitals, data centers, and other mission-critical facilities to meet the needs in the civic, healthcare, residential, and industrial markets, also continues to drive growth.

We generate over 75% of our gross revenue in foreign currencies, primarily in US dollars, British pounds (GBP), and Australian (AU) dollars. Fluctuations in these and other currencies had a net \$16.1 million positive impact on our net revenue results in Q3 2025 compared to Q3 2024 and a net \$93.7 million positive impact on our net revenue results year to date in 2025 compared to 2024:

- The US dollar averaged \$1.36 in Q3 2024 and \$1.38 in Q3 2025—a 1.5% increase. Year to date, the US dollar averaged \$1.36 in Q3 2024 and \$1.40 in Q3 2025—a 2.9% increase. The strengthened US dollar compared to the Canadian dollar had a positive effect on gross and net revenues.
- The GBP averaged \$1.77 in Q3 2024 and \$1.86 in Q3 2025—a 5.1% increase. Year to date, the GBP averaged \$1.74 in Q3 2024 and \$1.84 in Q3 2025—a 5.7% increase. The strengthened GBP compared to the Canadian dollar had a positive effect on gross and net revenues.
- The AU dollar averaged \$0.91 in Q3 2024 and \$0.90 in Q3 2025—a 1.1% decrease. Year to date, the AU dollar averaged \$0.90 in Q3 2024 and Q3 2025. The weakened AU dollar during the quarter compared to the Canadian dollar had a negative effect on gross and net revenues.

Fluctuations in other foreign currencies did not have a material impact on our gross and net revenue.

Revenue earned by acquired companies in the first 12 months following an acquisition is reported as revenue from acquisitions and thereafter as organic revenue.

Gross Revenue by Reportable Segment - Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025	Q3 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth (Retraction)	% of Organic Growth (Retraction)
Canada	484.5	438.6	45.9	—	n/a	45.9	10.5%
United States	1,177.1	1,034.3	142.8	99.9	9.3	33.6	3.2%
Global	478.9	456.5	22.4	11.4	11.8	(0.8)	(0.2)%
Total	2,140.5	1,929.4	211.1	111.3	21.1	78.7	
Percentage Growth			10.9%	5.8%	1.0%	4.1%	

Net Revenue by Reportable Segment - Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025	Q3 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Canada	399.6	371.5	28.1	—	n/a	28.1	7.6%
United States	888.0	775.9	112.1	69.2	7.1	35.8	4.6%
Global	417.8	377.4	40.4	10.5	9.0	20.9	5.5 %
Total	1,705.4	1,524.8	180.6	79.7	16.1	84.8	
Percentage Growth			11.8%	5.2%	1.0%	5.6%	

Gross Revenue by Reportable Segment - year-to-date Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025 YTD	Q3 2024 YTD	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Canada	1,371.1	1,229.8	141.3	11.4	n/a	129.9	10.6%
United States	3,270.1	3,044.0	226.1	106.5	86.5	33.1	1.1%
Global	1,387.2	1,266.7	120.5	60.0	38.0	22.5	1.8 %
Total	6,028.4	5,540.5	487.9	177.9	124.5	185.5	
Percentage Growth			8.8%	3.2%	2.3%	3.3%	

Net Revenue by Reportable Segment - year-to-date Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025 YTD	Q3 2024 YTD	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Canada	1,165.4	1,065.9	99.5	9.0	n/a	90.5	8.5%
United States	2,512.5	2,285.4	227.1	74.8	64.7	87.6	3.8%
Global	1,177.2	1,036.9	140.3	52.2	29.0	59.1	5.7 %
Total	4,855.1	4,388.2	466.9	136.0	93.7	237.2	
Percentage Growth			10.6%	3.1%	2.1%	5.4%	

Gross Revenue by Business Operating Unit - Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025	Q3 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth (Retraction)	% of Organic Growth (Retraction)
Infrastructure	537.7	532.4	5.3	—	6.2	(0.9)	(0.2%)
Water	450.4	397.0	53.4	7.7	5.1	40.6	10.2%
Buildings	551.8	423.2	128.6	103.6	3.3	21.7	5.1%
Environmental Services	403.1	395.3	7.8	—	3.8	4.0	1.0%
Energy & Resources	197.5	181.5	16.0	—	2.7	13.3	7.3%
Total	2,140.5	1,929.4	211.1	111.3	21.1	78.7	
Percentage Growth			10.9%	5.8%	1.0%	4.1%	

Net Revenue by Business Operating Unit - Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025	Q3 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Infrastructure	440.8	428.5	12.3	—	5.0	7.3	1.7%
Water	370.6	319.2	51.4	7.0	3.4	41.0	12.8%
Buildings	420.4	329.2	91.2	72.7	2.8	15.7	4.8%
Environmental Services	294.7	286.8	7.9	—	2.8	5.1	1.8%
Energy & Resources	178.9	161.1	17.8	—	2.1	15.7	9.7%
Total	1,705.4	1,524.8	180.6	79.7	16.1	84.8	
Percentage Growth			11.8%	5.2%	1.0%	5.6%	

Gross Revenue by Business Operating Unit - year-to-date Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025 YTD	Q3 2024 YTD	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Infrastructure	1,575.4	1,520.7	54.7	15.0	32.7	7.0	0.5%
Water	1,300.6	1,168.3	132.3	12.1	31.3	88.9	7.6%
Buildings	1,422.1	1,227.1	195.0	143.0	24.4	27.6	2.2%
Environmental Services	1,121.1	1,089.3	31.8	0.4	23.8	7.6	0.7%
Energy & Resources	609.2	535.1	74.1	7.4	12.3	54.4	10.2%
Total	6,028.4	5,540.5	487.9	177.9	124.5	185.5	
Percentage Growth			8.8%	3.2%	2.3%	3.3%	

Net Revenue by Business Operating Unit - year-to-date Q3 2025

<i>(In millions of Canadian dollars, except percentages)</i>	Q3 2025	Q3 2024	Total	Change Due	Change	Change	% of
	YTD	YTD	Change	to	Due to	Due to	Organic
				Acquisitions	Foreign	Organic	Growth
					Exchange	Growth	
Infrastructure	1,297.7	1,226.8	70.9	11.5	25.7	33.7	2.7%
Water	1,064.2	929.2	135.0	10.6	22.8	101.6	10.9%
Buildings	1,113.9	945.3	168.6	108.5	17.9	42.2	4.5%
Environmental Services	845.5	811.6	33.9	0.4	17.5	16.0	2.0%
Energy & Resources	533.8	475.3	58.5	5.0	9.8	43.7	9.2%
Total	4,855.1	4,388.2	466.9	136.0	93.7	237.2	
Percentage Growth			10.6%	3.1%	2.1%	5.4%	

Canada

We achieved 7.6% net revenue growth during the quarter and 9.3% year to date, reflecting strong organic growth and acquisition growth. We delivered robust growth in our Water, Energy & Resources, and Infrastructure businesses. Continued momentum on wastewater solution projects contributed to over 20% organic growth in Water, and consistent progress on major power-intensive industrial processes projects drove double-digit organic growth in Energy & Resources. Solid growth in Infrastructure was primarily spurred by land development projects in Alberta, airport sector projects in Quebec, as well as transit and rail projects and bridge sector work in eastern Canada. Public sector investment drove growth in Buildings, primarily in our healthcare and civic markets.

United States

Net revenue increased 14.4% during the quarter and 9.9% year to date, reflecting solid acquisition and organic growth and positive foreign exchange impacts. In Buildings, our acquisition of Page and net organic growth contributed to over 40% net revenue increase during the quarter and over 20% year to date. Public and private investments across most of our sectors, particularly in mission critical, science and technology, and civic contributed to organic growth in Buildings. Organic growth in Water, driven by large public sector water supply and wastewater treatment projects, contributed to double-digit growth in the quarter. Organic growth in Environmental Services was primarily driven by our energy transition, mining, and infrastructure sectors, as well as continued work for a large utility provider.

Global

In our Global operations, we achieved net revenue growth of 10.7% during the quarter and 13.5% year to date, reflecting solid organic and acquisition growth, along with positive foreign exchange impacts. Our industry-leading Water business continued to deliver consecutive double-digit organic growth through long-term framework agreements and public sector investment in water infrastructure across the UK, Australia, and New Zealand. The ramp up of projects in Chile and Peru drove double-digit growth in Energy & Resources as the growing need for energy-transition solutions continued to drive demand in mining for copper. We also achieved double-digit organic growth in our German Infrastructure business due to momentum on a major public sector electrical transmission project and increased volume on transit and rail projects. This growth was partly offset by year-to-date organic retraction in Buildings, due to the wind down of several significant projects in 2025 that contributed to double-digit growth last year, and overall softening in Australia's market conditions which impacted non-Water business lines.

Backlog

We define "backlog" as the total value of all contracts that have been awarded less the total value of work completed on these contracts as of the reporting date. Our backlog equates to our remaining performance obligations that are unsatisfied (or partially satisfied) at the end of the reporting period, as reported under IFRS Accounting Standards.

Our contract backlog at September 30, 2025 stands at \$8.4 billion, reflecting an increase of \$1.1 billion since September 30, 2024, and represents approximately 13 months of work. Acquisitions completed in 2025 contributed to 6.8% growth or \$498.6 million, primarily within Buildings and Water. Backlog grew organically by 5.6%, or \$405.8 million, in all of our regions, primarily driven by our US and Global operations, and particularly in our Water and Buildings businesses.

Compared to December 31, 2024, our backlog grew 7.3%, or \$572.5 million, reflecting acquisition growth of 6.4%, or \$498.6 million, and organic growth of 2.1%, or \$161.4 million. Organic growth was primarily driven by our Canada and Global operations and particularly in our Water and Buildings businesses. Certain project delays due to slower procurement cycles persisting in the public sector contributed to flat organic growth in our US operations.

Backlog by Reportable Segment - September 30, 2025 vs September 30, 2024

<i>(In millions of Canadian dollars, except percentages)</i>	Sep 30, 2025	Sept 30, 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Change Due to Organic Growth	% of Organic Growth
Canada	1,732.6	1,700.4	32.2	—	n/a	32.2	1.9 %
United States	5,052.7	4,169.2	883.5	476.5	132.0	275.0	6.6 %
Global	1,611.1	1,439.5	171.6	22.1	50.9	98.6	6.8 %
Total	8,396.4	7,309.1	1,087.3	498.6	182.9	405.8	
Percentage Growth			14.9 %	6.8 %	2.5 %	5.6 %	

Backlog By Reportable Segment - September 30, 2025 vs December 31, 2024

<i>(In millions of Canadian dollars, except percentages)</i>	Sep 30, 2025	Dec 31, 2024	Total Change	Change Due to Acquisitions	Change Due to Foreign Exchange	Due to Organic Growth (Retraction)	% of Organic Growth
Canada	1,732.6	1,687.1	45.5	—	n/a	45.5	2.7 %
United States	5,052.7	4,722.6	330.1	476.5	(144.2)	(2.2)	— %
Global	1,611.1	1,414.2	196.9	22.1	56.7	118.1	8.4 %
Total	8,396.4	7,823.9	572.5	498.6	(87.5)	161.4	
Percentage Growth (Retraction)			7.3 %	6.4 %	(1.2)%	2.1 %	

Major Project Awards

We continue to secure major projects across various sectors, demonstrating our expertise and commitment to delivering impactful solutions for clients. Our strategic partnerships facilitated growth and expansion across the regions we serve and led to a number of impactful opportunities.

Canada

The Energy & Resources team was recently selected by Manitoba Hydro to serve as Owner's Engineer for the High Voltage Direct Current Reliability Project. The \$7 billion project represents a critical step in strengthening Manitoba's energy infrastructure to provide reliable power throughout the province. Building on a long-standing relationship with the City of Montreal, the Infrastructure team was awarded a three-year contract to provide urban planning, landscape architecture, and engineering services. The various projects will include engineering services for roadways and public places, underground infrastructure, street lighting, and traffic lights. The Buildings team will deliver comprehensive modified design-build services of a warehouse building for the Canadian Forces Base in Cold Lake, Alberta to support the storage, handling, and distribution of materials associated with the Future Fighter Capability project, through a strategic partnership. Our Water team has been selected by the City of Windsor, Ontario to provide engineering consulting services valued at \$12 million for a new wastewater treatment basin along the Windsor-Detroit riverfront.

United States

The Infrastructure team was recently selected for a US\$745 million project to widen 20 miles along the SC-90 corridor in South Carolina. Stantec will be responsible for shaping the overall project vision and layout, focusing on traffic operations, access management, bicycle and pedestrian infrastructure, and impact minimization. The Buildings team was recently awarded a US\$20 million project to design the initial 300–350 MW phase of a data center campus, which will ultimately scale up to 1 GW. Stantec's scope includes buildings engineering, architectural design,

automation and technology services, civil engineering, and substation design. The Environmental Services team was awarded an ecosystem restoration implementation project for a large global technology company's new data center, positioning Stantec as the go-to firm for biodiversity-related consulting services. The Water team has renewed its work supporting the Pure Water Los Angeles program. This initiative will create a new and sustainable supply of drinking water through an advanced water purification system, supporting the transition to a 70 percent local water supply. The team will continue providing conceptual design for the full-scale facilities, operate a new advanced water treatment demonstration facility, support ongoing regulatory and environmental permitting as well as provide program management support services for Pure Water Los Angeles.

Global

In Western Australia, the Buildings team will deliver specialist engineering services for two hospital projects including a new 94,500 sqm hospital valued at nearly AU\$1 billion, and refurbishment and expansion work at Osborne Park Hospital valued at more than AU\$250 million. These projects will enhance healthcare for women, newborns, and families. In Southeast Asia, the Energy & Resources team will lead the project setup and delivery of the definitive feasibility study for a major gold and copper mine. Stantec's industry-leading UK Water team was awarded two projects for a major water provider, which focus on minimizing stormwater overflows, improving water quality, and reducing the risk of flooding.

Project Margin

In general, project margin fluctuations depend on the particular mix of projects in progress during any quarter and on project execution. The fluctuations reflect our business model, which is based on providing services across diverse geographic locations, business operating units, and all phases of the infrastructure and facilities project life cycle. For a definition of project margin, refer to the Financial Performance section of our 2024 Annual Report (incorporated here by reference).

Project margin in the quarter increased \$99.8 million, or 12.1%, and as a percentage of net revenue, project margin increased to 54.4% from 54.3%. Year to date, project margin increased \$253.8 million, or 10.7%, and as a percentage of net revenue, project margin remained consistent at 54.3% compared to 2024. Net revenue growth driven by strong public and private investments contributed to project margin increases. As a percentage of net revenue, project margin remained in line with our expectations.

Project Margin by Reportable Segment

	Quarter Ended Sep 30,				Three Quarters Ended Sep 30,			
	2025		2024		2025		2024	
<i>(In millions of Canadian dollars, except percentages)</i>	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue
Canada	215.7	54.0%	197.4	53.1%	625.2	53.6%	567.0	53.2%
United States	486.8	54.8%	426.1	54.9%	1,381.9	55.0%	1,256.2	55.0%
Global	225.4	53.9%	204.6	54.2%	629.0	53.4%	559.1	53.9%
Total	927.9	54.4%	828.1	54.3%	2,636.1	54.3%	2,382.3	54.3%

Project Margin by Business Operating Unit

	Quarter Ended Sep 30,				Three Quarters Ended Sep 30,			
	2025		2024		2025		2024	
	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue	\$	% of Net Revenue
<i>(In millions of Canadian dollars, except percentages)</i>								
Infrastructure	238.1	54.0%	228.6	53.3%	696.1	53.6%	652.0	53.1%
Water	201.8	54.5%	176.1	55.2%	575.6	54.1%	514.0	55.3%
Buildings	223.7	53.2%	176.8	53.7%	596.9	53.6%	511.8	54.1%
Environmental Services	168.8	57.3%	163.0	56.8%	481.5	56.9%	457.0	56.3%
Energy & Resources	95.5	53.4%	83.6	51.9%	286.0	53.6%	247.5	52.1%
Total	927.9	54.4%	828.1	54.3%	2,636.1	54.3%	2,382.3	54.3%

In Canada, project margin in the quarter increased \$18.3 million to \$215.7 million and year to date increased \$58.2 million to \$625.2 million. As a percentage of net revenue, project margin increased 90 basis points in the quarter to 54.0% and 40 basis points year to date to 53.6%. Solid project execution in Infrastructure and strong volume on higher margin work in Energy & Resources and Water contributed to project margin increases.

In our US operations, project margin in the quarter increased \$60.7 million to \$486.8 million and year to date increased \$125.7 million to \$1,381.9 million. As a percentage of net revenue, project margin remained consistent in the quarter at 54.8% and year to date at 55.0%. Consistent project execution contributed to solid project margins.

In our Global operations, project margin in the quarter increased \$20.8 million to \$225.4 million and year to date increased \$69.9 million to \$629.0 million. As a percentage of net revenue, project margin decreased in the quarter by 30 basis points to 53.9% and 50 basis points year to date to 53.4%. The decrease was due to lower margins in our Water business due to a shift in project mix. Partly offsetting the decrease was strong volume on higher margin work in Energy & Resources and solid project execution in Environmental Services.

Administrative and Marketing Expenses

Administrative and marketing expenses in the quarter decreased as a percentage of net revenue by 140 basis points to 36.1% and 100 basis points year to date to 37.6%. Our disciplined management of operations and higher utilization resulted in lower administrative and marketing costs as a percentage of net revenue. Occupancy costs were also lower compared to 2024 as we had recorded an onerous contract charge in the prior period of \$4.3 million associated with our real estate optimization plan.

Net (Reversal) Impairment of Lease Assets

The net impairment reversal of lease assets was \$1.7 million in the first three quarters of 2025 compared to a non-cash impairment charge of \$30.6 million in 2024 related to our real estate optimization objectives outlined in our 2024-2026 Strategic Plan.

Net Interest Expense and Other Net Finance Expense

Net interest expense and other net finance expense increased \$1.6 million in the quarter and decreased \$7.4 million in the first three quarters of 2025. Year to date, the decrease was primarily due to lower interest rates on our revolving credit and term loan facilities, partly offset by higher overall net debt in the quarter to fund our acquisitions.

Other Income

Other income was \$15.7 million in the first three quarters of 2025 compared to \$6.9 million in the same period in 2024. The increase was primarily related to a gain of \$3.7 million recognized on the sale of an investment interest.

Income Taxes

Our effective income tax rate increased from 21.9% in Q3 2024 to 24.5% in Q3 2025 and year to date from 22.3% in 2024 to 24.1% in 2025. For the quarter and year to date, the effective tax rate increased from 2024 due to the mix of earnings from the various jurisdictions we operate in and moderating impacts on tax planning strategies.

Summary of Quarterly Results

The following table presents selected data derived from our consolidated financial statements for each of the eight most recently completed quarters. This information should be read in conjunction with the applicable interim unaudited and annual audited consolidated financial statements and related notes.

Quarterly Unaudited Financial Information

<i>(In millions of Canadian dollars, except per share amounts)</i>	2025				2024			2023
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Gross revenue	2,140.5	1,964.3	1,923.6	1,959.5	1,929.4	1,889.7	1,721.4	1,609.0
Net revenue	1,705.4	1,596.7	1,553.0	1,478.4	1,524.8	1,493.3	1,370.1	1,242.2
Net income	150.0	135.4	100.1	98.0	103.2	83.2	77.1	70.5
Diluted earnings per share	1.32	1.19	0.88	0.86	0.90	0.73	0.68	0.63
Adjusted net income (note)	174.1	154.7	132.8	126.2	147.9	127.2	103.0	91.4
Adjusted EPS (note)	1.53	1.36	1.16	1.11	1.30	1.12	0.90	0.82

note: Adjusted net income and adjusted EPS are non-IFRS measures further discussed in the Definitions section.

Quarterly EPS and adjusted EPS are not additive and may not equal the annual EPS reported. This is a result of the effect of shares issued on the weighted average number of shares.

The table below compares quarters, summarizing the impact of organic and acquisition growth and foreign exchange on net revenue:

<i>(In millions of Canadian dollars)</i>	Q3 2025	Q2 2025	Q1 2025	Q4 2024
	vs.	vs.	vs.	vs.
	Q3 2024	Q2 2024	Q1 2024	Q4 2023
Increase in net revenue due to				
Organic growth	84.8	71.8	80.6	116.0
Acquisition growth	79.7	12.4	43.9	94.9
Impact of foreign exchange rates on revenue earned by foreign subsidiaries	16.1	19.2	58.4	25.3
Total increase in net revenue	180.6	103.4	182.9	236.2

We experience variability in our results of operations from quarter to quarter due to the nature of the sectors and geographic locations we operate in. In the first and fourth quarters, we see slowdowns related to winter weather conditions in the northern hemisphere and holiday schedules. The increase in net revenue in Q3 2025 compared to Q3 2024 reflects organic growth, revenue contributions from acquisitions completed in the last twelve months, and net positive foreign exchange impacts. (See additional information on the operating results in our MD&A for each respective quarter.)

Statements of Financial Position

The following table highlights the major changes to assets, liabilities, and equity since December 31, 2024:

<i>(In millions of Canadian dollars)</i>	Sep 30, 2025	Dec 31, 2024
Total current assets	2,917.0	2,549.0
Property and equipment	307.4	299.0
Lease assets	566.7	474.3
Goodwill	3,277.5	2,712.5
Intangible assets	573.5	427.0
Net employee defined benefit asset	80.9	75.0
Deferred tax assets	89.4	119.3
Other assets	307.9	300.0
Total assets	8,120.3	6,956.1
Current portion of long-term debt	274.3	175.0
Current portion of provisions	65.5	66.4
Current portion of lease liabilities	120.9	113.6
All other current liabilities	1,836.1	1,624.0
Total current liabilities	2,296.8	1,979.0
Lease liabilities	588.3	528.6
Long-term debt	1,697.3	1,208.5
Provisions	175.2	167.9
Net employee defined benefit liability	19.8	22.4
Deferred tax liabilities	58.6	63.6
Other liabilities	54.5	41.0
Equity	3,229.8	2,945.1
Total liabilities and equity	8,120.3	6,956.1

Refer to the Liquidity and Capital Resources section for an explanation of the changes in current assets, current liabilities, and shareholders' equity.

The carrying amounts of assets and liabilities for our US operations and other global subsidiaries on our consolidated statements of financial position decreased due to the weakening of the US dollar relative to the Canadian dollar, partly offset by the strengthening of the British pound and Australian dollar relative to the Canadian dollar.

The acquisition of Page, Cosgroves, and Ryan Hanley increased goodwill by \$571.8 million, intangible assets \$215.3 million, lease assets by \$116.5 million, and property and equipment by \$22.5 million. These values are based on a preliminary purchase price allocation and are pending a final determination of the fair value of the assets and liabilities acquired. The final allocation may differ from the preliminary allocation.

Partly offsetting the impact of acquisitions was a decrease to deferred tax assets due to changes to the treatment of research and experimentation expenditures in the US under the "One Big Beautiful Bill Act" (Bill), which was signed into law on July 4, 2025. This reduced our deferred tax asset and increased our income taxes recoverable. Additional decreases to long-term assets include depreciation and amortization expenses related to property and equipment, lease assets and intangible assets, partly offset by respective additions and modifications.

Total long-term debt increased \$588.1 million due to the issuance of \$425 million in senior unsecured notes and increases to notes payable, primarily to finance our 2025 acquisitions, partly offset by repayments made on our revolving credit facility. We also entered into a US\$100 million bilateral revolving credit facility in the third quarter.

Other increases include acquisition additions of lease liabilities of \$111.1 million, partly offset by lease payments made.

Liquidity and Capital Resources

We are able to meet our liquidity needs through various sources, including cash generated from operations; long- and short-term borrowings (further described in the Capital Management section); and the issuance of common shares. We use funds primarily to pay operational expenses; complete acquisitions; sustain capital spending on property, equipment, and software; repay long-term debt; repurchase shares; and pay dividend distributions to shareholders.

We believe that internally generated cash flows, supplemented by borrowings, if necessary, will be sufficient to cover our normal operating and capital expenditures. However, under certain favorable market conditions, we do consider issuing common shares to facilitate acquisition growth or to reduce borrowings under our credit facilities.

Working Capital

The following table summarizes working capital information at September 30, 2025, compared to December 31, 2024:

<i>(In millions of Canadian dollars, except ratios)</i>	Sep 30, 2025	Dec 31, 2024
Current assets	2,917.0	2,549.0
Current liabilities	2,296.8	1,979.0
Working capital (note)	620.2	570.0
Current ratio (note)	1.27	1.29

note: See the Definitions section for our discussion of supplementary financial measures used.

The carrying amounts of assets and liabilities for our US operations and other global subsidiaries on our consolidated statements of financial position decreased due to the weakening of the US dollar relative to the Canadian dollar, partly offset by the strengthening of the British pound and Australian dollar relative to the Canadian dollar.

Current assets increased due to a collective increase of \$157.4 million in trade and other receivables, unbilled receivables, and contract assets, primarily from our acquisitions completed in 2025. Increases in cash and deposits of \$133.0 million (explained in the Cash Flows section), higher income taxes recoverable due to the application of the new US Bill and the timing of installment payments, and higher prepaid expenses due to increased subscription renewal fees for certain cloud-based software solutions also contributed to increases in current assets.

Our DSO, defined in the Definitions section, was 73 days at September 30, 2025, a decrease of 7 days compared to September 30, 2024 and 4 days compared to December 31, 2024, and below our stated internal guideline of 80 days.

The increase in current liabilities was primarily related to the increase in trade and other payables resulting from acquisitions completed in 2025 and the timing of payroll payments, the current portion of long-term debt (explained in the Statements of Financial Position section of this MD&A), deferred revenue from acquisitions partly offset by the timing of billings, and higher income taxes payable due to the timing of installment payments.

Cash Flows

Our cash flows from and used in operating, investing, and financing activities are reflected in the consolidated statements of cash flows and are summarized below:

<i>(In millions of Canadian dollars)</i>	Quarter Ended Sep 30,			Three Quarters Ended Sep 30,		
	2025	2024	Change	2025	2024	Change
Cash flows from operating activities	315.9	178.9	137.0	550.6	296.3	254.3
Cash flows used in investing activities	(430.8)	(32.7)	(398.1)	(511.7)	(605.2)	93.5
Cash flows from (used in) financing activities	123.8	(103.0)	226.8	104.5	209.9	(105.4)

Cash Flows From Operating Activities

Cash flows from operating activities were \$550.6 million, an increase of \$254.3 million or 86% compared to 2024. The cash flow increase was primarily due to strong revenue growth, operational performance, and collection efforts. Partly offsetting the increase is higher tax installments paid.

Cash Flows Used in Investing Activities

Cash flows used in investing activities were \$511.7 million compared to \$605.2 million in 2024, a decrease of \$93.5 million. Net cash used to fund our acquisitions of Page, Ryan Hanley, and Cosgroves was \$453.9 million compared to \$555.0 million for acquisitions completed in 2024. Cash used to purchase property and equipment and intangible assets of \$49.4 million was also lower compared to \$95.9 million in 2024. Partly offsetting these decreases, the net purchases of investments held for self-insured liabilities were \$10.4 million compared to net proceeds of \$39.5 million in the comparative period.

Cash Flows From (Used In) Financing Activities

Cash flows from financing activities were \$104.5 million, a \$105.4 million decrease in cash inflows compared to 2024. Cash inflows were \$84.0 million lower due to net proceeds from our issuance of senior unsecured notes of \$422.9 million partly offset by net repayments of long debt of \$140.8 million, compared to net proceeds of \$366.1 million in 2024. In addition, cash outflows for lease liabilities were \$25.3 million higher in the current period due to our 2025 acquisitions and higher tenant improvement allowances received in 2024.

Capital Management

Our objective in managing Stantec's capital is to provide sufficient capacity to cover normal operating and capital expenditures and to have flexibility for financing future growth. We focus our capital allocations on increasing shareholder value through funding accretive acquisitions in pursuit of our growth strategy while maintaining a strong balance sheet, repurchasing shares opportunistically, and managing dividend increases to our target payout ratio in a sustainable manner.

We manage our capital structure according to our internal guideline of maintaining a net debt to adjusted EBITDA ratio (actual trailing twelve months) of less than 2.0 to 1.0. There may be occasions when we exceed our target by completing acquisitions that increase our debt level for a period of time.

<i>(In millions of Canadian dollars, except ratios)</i>	Sep 30, 2025	Dec 31, 2024
Current and non-current portion of long-term debt	1,971.6	1,383.5
Less: cash and cash equivalents	(361.5)	(228.5)
Bank indebtedness	27.1	17.1
Net debt	1,637.2	1,172.1
Shareholders' equity	3,229.8	2,945.1
Total capital managed	4,867.0	4,117.2
Trailing twelve months adjusted EBITDA (note)	1,106.6	980.3
Net debt to adjusted EBITDA ratio (note)	1.5	1.2

note: See the Definitions section for our discussion of non-IFRS measures used.

At September 30, 2025, our net debt to adjusted EBITDA ratio was 1.5x, remaining within our stated internal guideline and higher compared to December 31, 2024 due to our recent acquisitions of Page, Cosgroves, and Ryan Hanley, which resulted in higher overall net debt.

Our credit facilities include:

- senior unsecured notes of \$975 million;
- syndicated senior unsecured credit facilities of \$1.5 billion, structured as a sustainability-linked loan, consisting of a revolving credit facility in the maximum of \$1.2 billion and a term loan of \$310 million (with access to additional funds of \$600 million through an accordion feature);
- unsecured bilateral credit facilities, including a term facility of CA\$100 million and a revolving facility of US\$100 million; and

- an uncommitted unsecured multicurrency credit facility of £20 million and an overdraft facility of AU\$5 million.

We issued \$425 million of senior unsecured notes on June 10, 2025 that mature on June 10, 2032. We amended our syndicated senior unsecured credit facilities on June 11, 2025, which increased the senior revolving credit facility from \$800 million to \$1.2 billion and extended its maturity date from June 27, 2029 to June 11, 2030. For our unsecured bilateral credit facilities, we renewed our CA\$100 million term facility on June 26, 2025 to mature on June 26, 2026, and entered into a US\$100 million revolving facility on July 15, 2025 to mature on July 15, 2027. The increase in our credit facilities reflects the growth in our operations and credit capacity and ensures we have the flexibility to capitalize on growth opportunities.

We are required to comply with certain covenants as part of our senior unsecured notes, syndicated senior unsecured credit facilities, and unsecured bilateral credit facilities. The key financial covenants include, but are not limited to, ratios that measure our debt relative to our profitability (as defined by the credit facilities agreement).

At September 30, 2025, \$1,154.5 million was available in our credit facilities for future activities and we were in compliance with the covenants related to our credit facilities as at and throughout the period ended September 30, 2025.

Shareholders' Equity

Shareholders' equity increased \$284.7 million from December 31, 2024. The increase in shareholders' equity was mainly due to net income of \$385.5 million earned in the first three quarters of 2025, partly offset with dividends declared of \$77.1 million and other comprehensive loss of \$23.7 million, primarily related to exchange differences on translation of our foreign subsidiaries.

Our Normal Course Issuer Bid (NCIB) on the TSX was renewed on December 11, 2024, enabling us to repurchase up to 2,281,339 of our common shares during the period of December 13, 2024 to December 12, 2025. We also have an Automatic Share Purchase Plan with a broker that allows the purchase of common shares for cancellation under the NCIB at any time during predetermined trading blackout periods within certain pre-established parameters.

Other

Outstanding Share Data

Common shares outstanding were 114,066,995 at September 30, 2025 and November 13, 2025. No shares were repurchased from October 1, 2025 to November 13, 2025 under our NCIB or our Automatic Share Purchase Plan.

Contractual Obligations

The nature and extent of our contractual obligations did not change materially from those described in the Contractual Obligations section of our 2024 Annual Report (incorporated here by reference) other than additions to long-term debt (described in the Liquidity and Capital Resources section) and the acquisition additions of leases (described in the Statements of Financial Position section). Management believes sufficient liquidity is available to meet our contractual obligations as at September 30, 2025.

Off-Balance Sheet Arrangements

The nature and extent of our off-balance sheet arrangements did not change materially from those described in the Off-Balance Sheet Arrangements section of our 2024 Annual Report (incorporated here by reference).

Financial Instruments and Market Risk

At September 30, 2025, the nature and extent of our use of financial instruments did not change materially from those described in the Financial Instruments and Market Risk section of our 2024 Annual Report (incorporated here by reference).

Related-Party Transactions

Transactions with subsidiaries, structured entities, associated companies, joint ventures, and key management personnel are further described in note 32 of our audited consolidated financial statements for the year ended December 31, 2024 (included in our 2024 Annual Report and incorporated here by reference). At September 30,

2025, the nature and extent of these transactions were not materially different from those disclosed in the 2024 Annual Report.

Critical Accounting Developments, Estimates, and Measures

Recent Accounting Pronouncements

Accounting amendments effective in 2025 and disclosed in note 3 of our unaudited interim consolidated financial statements for the quarter ended September 30, 2025 (incorporated here by reference) did not have a material impact on the consolidated financial statements or accounting policies for the three quarters ended September 30, 2025.

Future Adoptions

Standards, amendments, and interpretations that we reasonably expect to be applicable at a future date and intend to adopt when they become effective are described in note 6 of our 2024 audited consolidated financial statements and note 3 of our unaudited interim consolidated financial statements for the quarter ended September 30, 2025 (both incorporated here by reference). We are currently considering the impact of adopting these standards, amendments, and interpretations on our consolidated financial statements.

Critical Accounting Estimates

The preparation of consolidated financial statements in accordance with IFRS Accounting Standards requires us to make various estimates and assumptions. However, future events may result in significant differences between estimates and actual results.

There has been no significant change in our critical accounting estimates from those described in our 2024 Annual Report in the Critical Accounting Estimates, Developments, and Measures section and in note 5 of our December 31, 2024 audited consolidated financial statements (incorporated here by reference).

Definitions of Non-IFRS and Other Financial Measures

This MD&A includes references to and uses measures and terms that are not specifically defined in IFRS Accounting Standards and do not have any standardized meaning prescribed by IFRS Accounting Standards. These measures and terms are defined below. These non-IFRS and other financial measures may not be comparable to similar measures presented by other companies. We believe that the measures defined here are useful for providing investors with additional information to assist them in understanding components of our financial results.

Non-IFRS Financial Measures and Ratios

Adjusted Measures

We use several adjusted financial measures because we believe they are useful for providing securities analysts, investors, and other interested parties with additional information to assist them in understanding components of our financial results (including a more complete understanding of factors and trends affecting our operating performance). These adjusted measures also provide supplemental measures of operating performance and improve comparability of operating results from one period to another, thus highlighting trends that may not otherwise be apparent when relying solely on IFRS Accounting Standards financial measures. Unless otherwise noted, a reconciliation of these adjusted measures to the most directly comparable IFRS Accounting Standards measure is included on page M-5.

Adjusted EBITDA represents net income from continuing operations before interest expense, income taxes, depreciation of property and equipment, depreciation of lease assets, amortization of intangible assets, impairment charges and reversals thereof, acquisition, integration and restructuring costs, and other adjustments for other specific items that are significant but are not reflective of our underlying operations. Specific items are subjective; however, we use our judgement and informed decision-making when identifying items to be excluded in calculating our adjusted measures. We use adjusted EBITDA as a measure of pre-tax operating cash flow. The most comparable IFRS Accounting Standards measure for adjusted EBITDA is net income.

Adjusted Net Income represents net income from continuing operations excluding the amortization of intangibles acquired through acquisitions, impairment charges and reversals thereof, acquisition, integration and restructuring costs, and adjustments for other specific items that are significant but are not reflective of our underlying operations,

all on an after-tax basis. Specific items are subjective; however, we use our judgement and informed decision-making when identifying items to be excluded in calculating our adjusted measures. We use adjusted net income as a measure of overall profitability. The most comparable IFRS Accounting Standards measure for adjusted net income is net income.

Adjusted Earnings Per Share (EPS) is a non-IFRS ratio calculated by dividing adjusted net income (defined above) by the diluted weighted average number of shares outstanding.

Adjusted Return on Invested Capital (ROIC) is a non-IFRS ratio that represents our full year adjusted net income (defined above) before tax-adjusted interest relative to our average aggregate net debt and adjusted shareholders' equity, determined annually. Average net debt and adjusted shareholders' equity are calculated using balances from past years. Adjusted shareholders' equity includes the impact of adjusted net income from continuing operations (as defined above). We use adjusted ROIC to evaluate annual returns generated on our debt and equity capital. The most comparable IFRS Accounting Standards measure for adjusted net income before tax-adjusted interest is net income. The most comparable measure for adjusted shareholders' equity is shareholders' equity.

Net Debt to Adjusted EBITDA. As part of our assessment of our capital structure, we monitor net debt to adjusted EBITDA, a non-IFRS ratio. It is defined as the sum of (1) long-term debt, including current portion, and bank indebtedness, less cash and cash equivalents, divided by (2) adjusted EBITDA (as defined above). Net debt to adjusted EBITDA is quantified in the Liquidity and Capital Resources section on page M-17.

Free Cash Flow is used to monitor the availability of discretionary cash as part of our capital management. It is defined as operating cash flows less capital expenditures and net lease payments. A reconciliation of free cash flow to its most comparable IFRS Accounting Standards measure, cash flows from operating activities, is included in the Additional Reconciliation of Non-IFRS Financial Measure on page M-21.

Margin. We calculate margin as a percentage of net revenue and monitor margin in comparison to our internal targets. Margin is a non-IFRS ratio when applied to non-IFRS financial measures.

Constant Currency Basis and Impact of Foreign Exchange. We monitor the impact of changing foreign exchange rates, quantify foreign exchange impacts, and, from time to time, prepare analyses on a constant currency basis (i.e., excluding the impact of foreign exchange) to better understand changes in activity. Amounts presented on a constant currency basis are non-IFRS financial measures; related fractions and percentages are non-IFRS ratios.

Compound Annual Growth Rate (CAGR) is a metric we use to evaluate the growth in our business. It represents the growth rate over a period of time on an annual compounded basis. CAGR is a non-IFRS ratio when applied to non-IFRS measures.

Supplementary Financial Measures

Days Sales Outstanding (DSO) is a metric we use to evaluate the efficiency of our working capital. It represents the average number of days to convert our trade receivables, unbilled receivables, contract assets, and deferred revenue to cash. We calculate DSO by annualizing gross revenue for the quarter as reported under IFRS Accounting Standards.

Organic Growth (Retraction) and Acquisition Growth. To evaluate our performance, we quantify the change in revenue and backlog as either related to organic growth (retraction), acquisition growth, or the impact of foreign exchange. Revenue and backlog earned by acquired companies in the first 12 months following an acquisition is reported as growth from acquisitions and thereafter as organic growth (retraction). Organic growth (retraction) excludes the impact of foreign currency fluctuations. From time to time, we also quantify the impacts of certain unusual events to organic growth (retraction) to provide useful information to investors to help better understand our financial results.

Margin (defined above) is a supplementary financial measure when applied to IFRS Accounting Standard measures.

Compound Annual Growth Rate (CAGR) (defined above) is a supplementary financial measure when applied to IFRS Accounting Standard financial measures.

Current ratio is a supplementary financial measure calculated by dividing current assets by current liabilities that we use in assessing overall liquidity.

Working capital is a supplementary financial measure that we use as a measure for assessing overall liquidity. It is calculated by subtracting current liabilities from current assets.

Capital Management Measures

Net debt and total capital managed are categorized as capital management measures and quantified on page M-17.

Additional Reconciliation of Non-IFRS Financial Measure

Free Cash Flow

<i>(In millions of Canadian dollars)</i>	Quarter Ended Sep 30,		Three Quarters Ended Sep 30,	
	2025	2024	2025	2024
Net cash flows from operating activities	315.9	178.9	550.6	296.3
Less: capital expenditures (property and equipment and intangible assets)	(14.3)	(35.1)	(49.4)	(95.9)
Less: net lease payments	(40.8)	(31.9)	(111.4)	(86.1)
Free cash flow (note)	260.8	111.9	389.8	114.3

note : See the Definitions section for a discussion of free cash flow, a non-IFRS measure.

Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Our CEO and CFO evaluated our disclosure controls and procedures (defined in the US Securities Exchange Act Rules 13a–15(e) and 15d–15(e) and as defined in Canada by National Instrument 52-109) as of the end of the period covered by this quarterly report. Based on the evaluation, our CEO and CFO concluded that our disclosure controls and procedures were effective at such date.

Changes in Internal Control over Financial Reporting

There has been no change in our internal control over financial reporting identified in connection with the evaluation required by paragraph (d) of Rules 13a–15 or 15d–15 under the Securities Exchange Act of 1934 that occurred during our last fiscal quarter that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Risk Factors

For the three quarters ended September 30, 2025, there has been no significant change in our risk factors from those described in our 2024 Annual Report (incorporated here by reference).

Subsequent Event

Dividends

On November 13, 2025, our Board of Directors declared a dividend of \$0.225 per share, payable on January 15, 2026, to shareholders of record on December 31, 2025.

Caution Regarding Forward-Looking Statements

Our public communications often include written or verbal forward-looking statements or forward-looking information within the meaning of the US Private Securities Litigation Reform Act and Canadian securities laws (forward-looking statements). Forward-looking statements are disclosures regarding possible events, conditions, or results of operations that are based on assumptions about future economic conditions or courses of action and include financial outlooks or future-oriented financial information. Any financial outlook or future-oriented financial information in this MD&A has been approved by management of Stantec. Such financial outlook or future-oriented financial information is provided for the purpose of providing information about management's current expectations and plans relating to the future and may not be appropriate for other purposes.

Forward-looking statements may involve but are not limited to comments with respect to our objectives for 2025 and beyond, our strategies or future actions, our targets, our expectations for our financial condition or share price, or our outlook for our operations. Statements of this type may be contained in filings with securities regulators or in other communications and are contained in this report. Forward-looking statements in this report include but are not limited to the following:

- Our expectations in our Outlook section to address our revised targets and expectations for 2025:
 - Our expectations for continuing high levels of activities in all regions, despite heightened levels of market uncertainty remaining in the near term;
 - Our belief that global trends continue to drive strong demand for our services, and our diversification of services across sectors and geographies creates resiliency within our operations;
 - Net revenue growth of 10% to 12%, with organic net revenue growth in the mid- to high-single digits;
 - Organic growth in the US region to be in the lower half of the mid-single digits range due to slower procurement cycles persisting in the public sector in the near term, and elevated caution in the private sectors particularly for larger projects;
 - Organic growth in Canada to be in the mid- to high- single digits driven by continuing strong momentum and elevated backlog levels;
 - Organic growth in the Global region in the mid- to high- single digits driven by continued high levels of activity in our Water business under the ongoing Asset Management Program and framework agreements, strong demand in Infrastructure in Europe, and positive demand fundamentals in the Energy & Resources business;
 - Adjusted EBITDA margin in the range of 17.2% to 17.5%, reflecting strong project margins driven by solid project execution and continued discipline and enhanced strategies in the management of administration and marketing costs.
 - Adjusted EBITDA margin in Q4 2025 is expected to be below this range due to seasonal effects.
 - Our effective tax rate is expected to fall within a range of 23.5% to 24.5%.
 - Adjusted net income as a percentage of net revenue above 8.8%;
 - Adjusted EPS growth in the range of 18.5% to 21.5%;
 - Adjusted ROIC expected to be above 12.5%;
- Our belief that public infrastructure spending; private investment; strong demand across our water sectors; steady project work in our transportation sector; the ongoing challenge to build climate resiliency and tackle resource security; Smart cities; and buildings, including hospitals, data centers, and other mission critical facilities, to meet civic, healthcare, residential and industrial markets, are key growth drivers;
- Our expectations regarding the preliminary purchase price allocation for the Page, Ryan Hanley and Cosgroves acquisitions;
- Our expectations regarding our sources of cash and our ability to meet our normal operating and capital expenditures in the Liquidity and Capital Resources section; and
- Our expectations in the Critical Accounting Estimates, Developments and Measures section.

These describe the management expectations and targets by which we measure our success and assist our shareholders in understanding our financial position as at and for the periods ended on the dates presented in this report. Readers are cautioned that this information may not be appropriate for other purposes.

By their nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties. There is a significant risk that predictions, forecasts, conclusions, projections, and other forward-looking statements will not prove to be accurate. We caution readers of this report 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.

Future outcomes relating to forward-looking statements may be influenced by many factors and material risks. For the three quarters ended September 30, 2025, there has been no significant change in our risk factors from those described in our 2024 Annual Report (incorporated here by reference).

Assumptions

In determining our forward-looking statements, we consider material factors, including assumptions about the performance of Canadian, US, and various international economies and their effect on our business. We have revised certain annual targets previously included in our 2024 Annual Report. The assumptions we made at the time of publishing our annual targets and outlook for 2025 are listed in the Cautionary Note Regarding Forward-Looking Statements section of our 2024 Annual Report (incorporated here by reference). The following information updates and therefore supersedes those assumptions.

- In our 2024 Annual Report, our outlook forecast assumed an average value for the US dollar of \$1.41, for the GBP of \$1.73, and AU of \$0.90 for 2025. Our September 2025 outlook forecast now assumes an average value for the US dollar of \$1.36, for the British pound of \$1.84, and for the Australian dollar of \$0.90.
- Our effective income tax rate, without discrete transactions, is now expected to fall within a range of 23.5% to 24.5%, an increase from 22% to 23% in our 2024 Annual Report.
- As of September 2025 Canada's 2025 GDP growth is projected to see a growth rate of 1.3% compared to 1.8% at December 2024, the US is projected to see a growth rate of 1.6% compared to 1.9% at December 2024, the UK is projected to see a growth rate of 1.3% compared to 1.6% at December 2024, and Australia is projected to see a growth rate of 1.9% compared to 2.2% at December 2024.
- In Canada, the number of total housing starts in 2025 was forecasted to decrease by 9% compared to 2024. As of September 2025, new housing construction in Canada increased 5.7% over the first three quarters of 2025. In the United States, the forecasted seasonally adjusted annual rate of total housing starts for 2025 was expected to be 1.37 million as of December 2024. This has since been revised to 1.36 million at September 2025.
- The American Institute of Architects ABI (architectural billing index) has decreased to 43.3 at September 2025 from 44.1 at December 2024.

The preceding list of factors is not exhaustive. Investors and the public should carefully consider these factors, other uncertainties and potential events, and the inherent uncertainty of forward-looking statements when relying on these statements to make decisions with respect to our Company. The forward-looking statements contained herein represent our expectations as of November 13, 2025, and, accordingly, are subject to change after such date. Except as may be required by law, we do not undertake to update any forward-looking statement, whether written or verbal, that may be made from time to time. In the case of the ranges of expected performance for fiscal year 2025, it is our current practice to evaluate and, where we deem appropriate, to provide updates. However, subject to legal requirements, we may change this practice at any time at our sole discretion.