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GROWTH · EXCELLENCE · INNOVATION · PEOPLE
2021

Q1 2021 Earnings Presentation



May 6



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Q1 2021



Cautionary Statement

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

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

For a discussion of risk factors and non-IFRS measures, see our 2020 Annual Report and this quarter's MD&A available on SEDAR, EDGAR, and stantec.com.



Executing our strategy



Q1 2021

Adjusted Diluted EPS

\$0.50

2% year-over-year increase in adjusted diluted EPS

Adjusted EBITDA Margin

14.7%

Adjusted EBITDA margin increased to 14.7% from 14.6% in Q1 2020

Net Revenue

\$879M

8% year-over-year decrease in revenue mainly due to an organic retraction of 7.4% that was in line with our expectations

Backlog

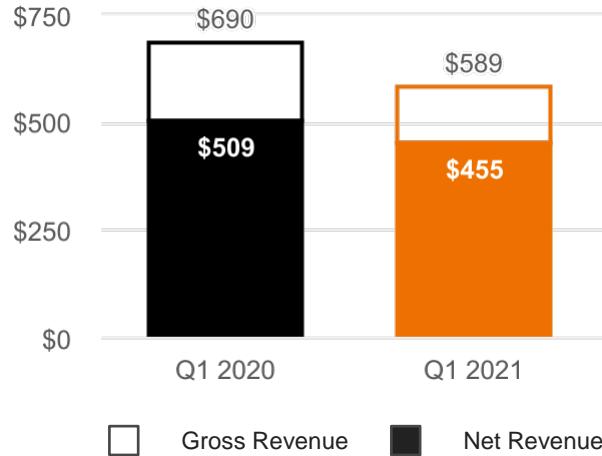
\$4.6B

Backlog grew organically by 5.8% since Dec 31, 2020 (12 months of work)



United States

Gross and net revenue (\$ millions)



Backlog

**\$2.6
Billion**

Q1 Project Wins

- **Healthcare lab replacement and refurbishment**
California
- **Electrical grid maintenance and upgrades**
California – multiple clients
- **Effluent Limitation Design**
South Carolina

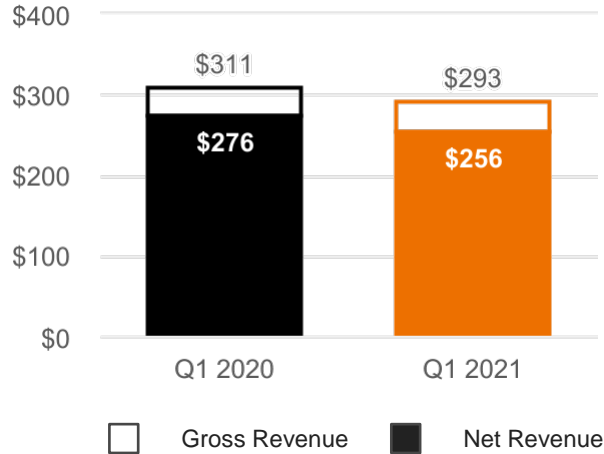


Denver Water Administration Building
LEED Certified Platinum
Denver, Colorado, USA



Canada

Gross and net revenue (\$ millions)



Backlog

**\$1.2
Billion**

Q1 Project Wins

- **Cariboo Memorial Hospital Redevelopment**
Williams Lake, British Columbia
- **Queens Quay East Extension & Waterfront E LRT**
Toronto, Ontario
- **Westside Irrigation Project**
Saskatchewan's largest public works project in history

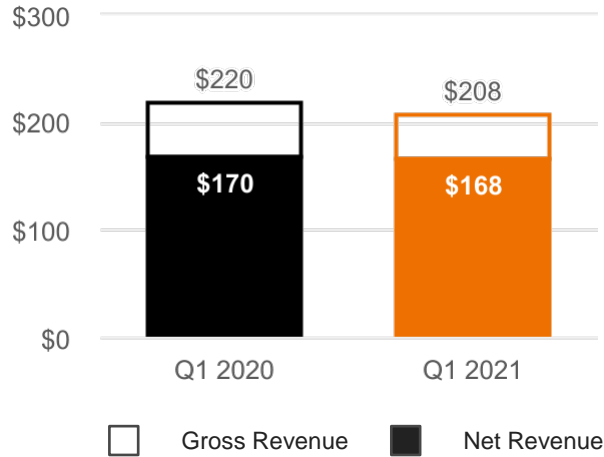


Brentwood Town Centre – Phase One
Burnaby, British Columbia, Canada



Global

Gross and net revenue (\$ millions)



Backlog

**\$0.8
Billion**

Q1 Project Wins

- **9 Dam Safety Reviews**
Dunedin, New Zealand
- **Edith Cowan University City Campus**
façade design and buildings services engineering – Perth, Western Australia
- **Otaki to North Levin expressway project**
New Zealand



Warragamba Dam
Warragamba, New South Wales, Australia



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Q1 2021 Financial Performance

Theresa Jang - Executive Vice President and Chief Financial Officer



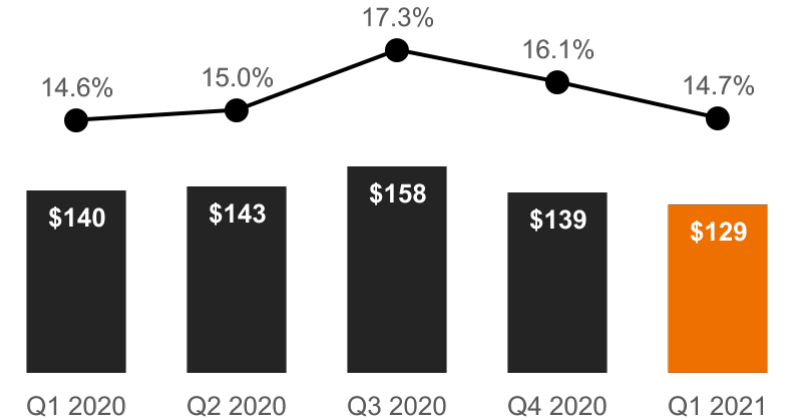
Q1 2021 results

	Q1 2021	Q1 2020	Change
<i>(In millions of Canadian dollars, except per share amounts and percentages)</i>	\$	\$	% Year-over-year change
Net revenue	878.7	955.2	(8.0)
Gross margin	466.4	506.7	(8.0)
Administrative and marketing expenses	341.5	367.3	(7.0)
EBITDA from continuing operations⁽¹⁾	129.1	128.3	0.6
Net income from continuing operations	50.9	29.5	72.5
Diluted earnings per share (EPS) from continuing operations	0.46	0.26	76.9
Adjusted EBITDA from continuing operations⁽¹⁾	129.1	139.7	(7.6)
Adjusted net income from continuing operations⁽¹⁾	56.1	54.3	3.3
Adjusted diluted EPS from continuing operations⁽¹⁾	0.50	0.49	2.0

⁽¹⁾ EBITDA, adjusted EBITDA, adjusted net income, and adjusted diluted EPS are non-IFRS measures discussed in the Definitions section of this quarter's MD&A.

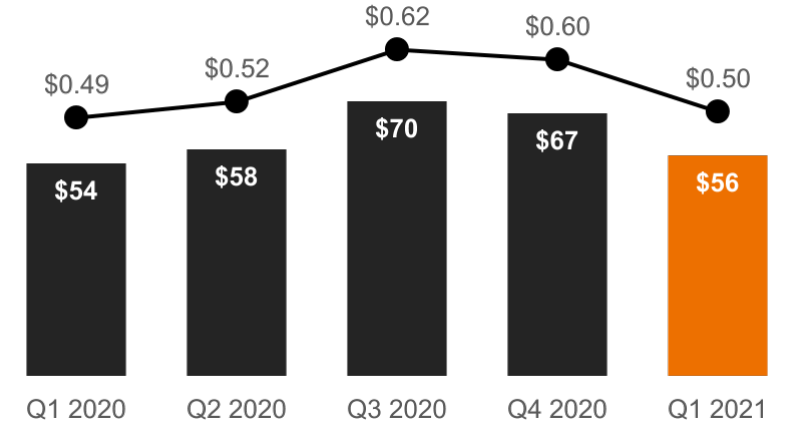
Adjusted EBITDA and margin

(\$ millions, %)



Adjusted Net Income and EPS

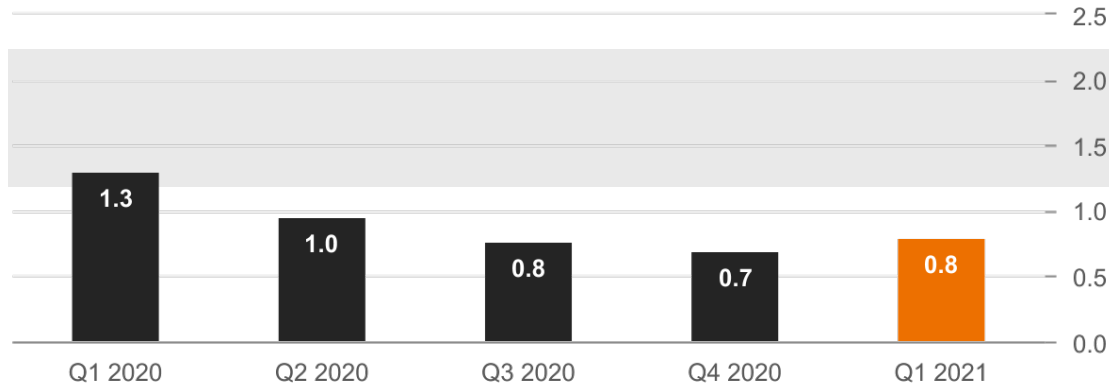
(\$ millions, \$ per share)





Balance sheet strength

Net debt to adjusted EBITDA



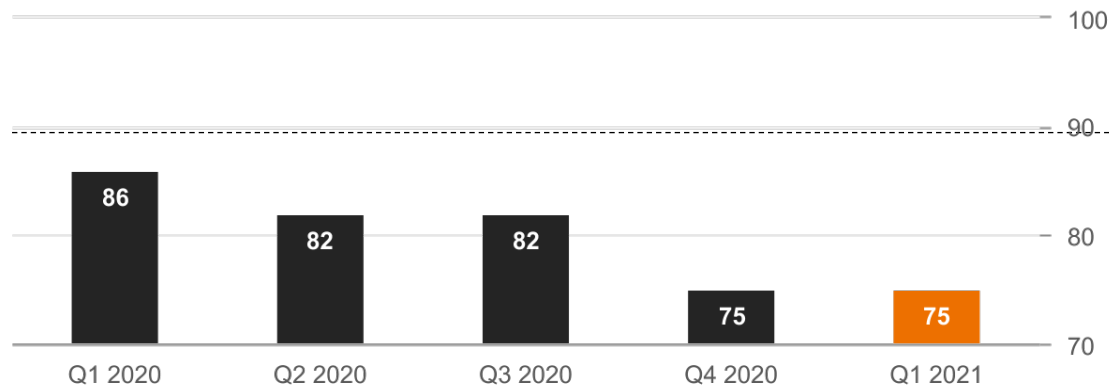
Net debt to adjusted EBITDA⁽¹⁾

0.8x at March 31, 2021

Target range

1.0 - 2.0x

Days sales outstanding



Days sales outstanding

75 days at March 31, 2021

Target

90 days

⁽¹⁾ Net debt to adjusted EBITDA and days sales outstanding are non-IFRS measures discussed in the Definitions section of this quarter's MD&A.



Liquidity and capital allocation

(Comparisons to Q1 2020)

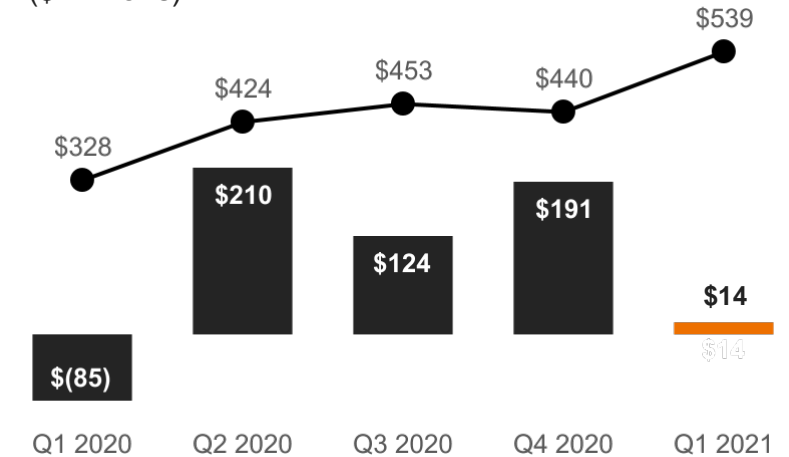
- **\$99 million increase** in free cash flow⁽¹⁾
- **13% decrease** in capital expenditures
- **~\$800 million** in undrawn credit capacity

Cash flow from continuing operations *(millions of Canadian dollars)*

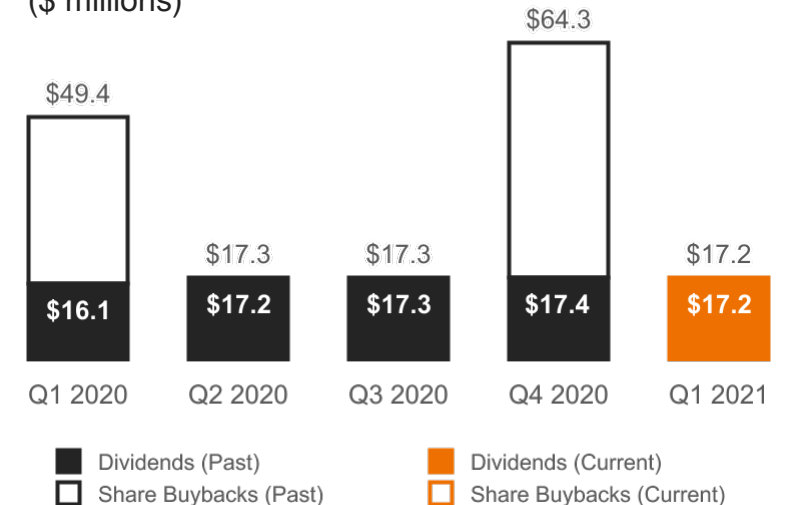
	Q1 2021	Q1 2020
Inflow (Outflow)		
Operating	55.7	(43.0)
Investing	(23.6)	(20.6)
Financing	(61.9)	(24.2)
Net	(29.8)	(87.8)

⁽¹⁾ Free cash (out)flow is defined as operating cash flows less capital expenditures and net payment of lease obligations.

Quarterly and TTM free cash flow⁽¹⁾ (\$ millions)



Capital returned to shareholders (\$ millions)





Sustainable Progress





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Q&A