OPERATING RESULTS

Stantec Q3 2026 MD&A M-3, M-6, M-11; interim statements F-2

Q3 2026 net revenue CAD 1864.9m | Q3 2025 CAD 1705.4m
9M 2026 net revenue CAD 5339.8m | 9M 2025 CAD 4855.1m
Q3 2026 organic net revenue growth 5.3% | acquisition 2.6%
9M 2026 organic net revenue growth 4.3% | acquisition 5.5%
Q3 2026 adjusted EBITDA CAD 377.1m | margin 20.2%
9M 2026 adjusted EBITDA CAD 997.0m | margin 18.7%
Q3 2026 diluted EPS CAD 1.60 | adjusted EPS CAD 1.89
September 2026 backlog CAD 9153.9m | revised prior comparator
2026 guided net revenue growth 9.0% to 11.0%
2026 guided adjusted EBITDA margin 18.3% to 18.5%
2025 net revenue CAD 6494.8m | adjusted EBITDA CAD 1143.7m
2024 net revenue CAD 5866.6m | adjusted EBITDA CAD 980.3m

CASH AND ACQUISITIONS

Stantec Q3 2026 interim statements F-5; MD&A M-23; 2025 MD&A M-22

9M 2026 pre-working-capital operating cash CAD 853.9m
9M 2026 working capital cash absorption CAD 345.3m
9M 2026 operating cash CAD 508.6m | 9M 2025 CAD 550.6m
9M 2026 property and intangible purchases CAD 61.2m
9M 2026 net lease payments CAD 115.0m
9M 2026 issuer free cash flow CAD 332.4m
9M 2026 share repurchases CAD 350.4m | 3390521 shares
9M 2026 common cash dividends CAD 81.2m
9M 2026 Niche acquisition cash CAD 54.2m
9M 2026 cash interest paid net CAD 71.2m
9M 2026 cash taxes paid net CAD 54.1m
2025 operating cash CAD 862.9m | free cash flow CAD 641.5m
2025 acquisition cash CAD 454.0m | Page included

CLAIMS AND OWNERSHIP

Stantec Q3 2026 interim statements F-1, F-2, F-4; MD&A M-19; 2026 circular p.6

September 2026 long-term debt CAD 2001.2m total
September 2026 cash and cash equivalents CAD 448.1m
September 2026 bank indebtedness CAD 12.4m
September 2026 non-lease net debt CAD 1565.5m
September 2026 lease liabilities CAD 715.8m
September 2026 end shares 110676474 | Q3 diluted weighted 112106854
December 2025 end shares 114066995
March 19 2026 circular: one vote per common share
March 19 2026 circular: no known 10% beneficial holder
September 2026 net debt / trailing adjusted EBITDA 1.2x
September 2026 claims provision CAD 261.9m | insurer receivable CAD 208.0m

EVENT AND COMPARISON

SEC 6-K Exhibit 99.1 Nov 23 2026; WSP immutable Nov 23 edition

Nov 23 2026 San Diego contract 10 years | US$75m capacity
Nov 23 2026 San Diego scope 11 dams | 1.3m residents
Nov 23 2026 City full dam program estimate US$3bn is not STN revenue
WSP 9M 2026 acquisition disbursements CAD 3154.2m
WSP 9M 2026 acquired debt repayments CAD 1360.7m
WSP 9M 2026 free cash flow CAD 588.0m
WSP September 2026 net debt CAD 6701.6m