

**STELLA
JONES**

Q3 2025 Financial Results

Presented by:

Eric Vachon, President & CEO

Silvana Travaglini, Senior Vice-President & CFO

David Galison, Vice-President, Investor Relations

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Caution Regarding Forward-Looking Statements

This presentation contains statements that are forward-looking in nature. The words “may”, “could”, “should”, “would”, “assumptions”, “plan”, “strategy”, “believe”, “anticipate”, “estimate”, “expect”, “intend”, “objective”, the use of the future and conditional tenses, and words and expressions of similar nature are intended to identify forward-looking statements. Forward-looking statements include, without limitation, the objectives, strategies, targets and expectations of Stella-Jones Inc. (the “Company”), and are provided for the purpose of assisting the reader in understanding the Company’s financial position, operating results and cash flows and management’s current expectations and plans (and may not be appropriate for other purposes). Such statements are based upon a number of assumptions and involve known and unknown risks and uncertainties that may cause the actual results of the Company to be materially different from those expressed or implied by such forward-looking statements. Such risks and uncertainties include, among others: general political, economic and business conditions, evolution in customer demand for the Company's products and services, product selling prices, availability and cost of raw materials, operational disruption, climate change, failure to recruit and retain qualified workforce, information security breaches or other cyber-security threats, changes in foreign currency rates, the ability of the Company to raise capital, regulatory and environmental compliance and factors and assumptions referenced herein and in the Company’s continuous disclosure filings. Unless required to do so under applicable securities legislation, the Company’s management does not assume any obligation to update or revise forward-looking statements to reflect new information, future events or other changes after the date hereof.

All figures are in Canadian dollars unless otherwise stated.

Gross profit, gross profit margin, operating income before depreciation and amortization (herein referred to as earnings before interest, taxes, depreciation and amortization (“**EBITDA**”), EBITDA margin, operating income margin and net debt-to-EBITDA are non-GAAP and other financial measures which do not have a standardized prescribed by International Financial Reporting Standards as issued by the International Accounting Standards Board and may therefore not be comparable to similar measures presented by other issuers. Management considers these non-GAAP and other financial measures to be useful information to assist knowledgeable investors to understand the Company’s operating results, financial position and cash flows as they provide a supplemental measure of its performance. Management uses non-GAAP and other financial measures in order to facilitate operating and financial performance comparisons from period to period, to prepare annual budgets, to assess the Company’s ability to meet future debt service, capital expenditure and working capital requirements, and to evaluate senior management’s performance. Please refer to the section “Non-GAAP and other financial measures” of the Company’s latest MD&A, available at www.sedarplus.ca, for an explanation of the non-GAAP financial measures, non-GAAP ratios and other financial measures used and presented by the Company in this Presentation and a reconciliation of non-GAAP financial measures to the most directly comparable GAAP measures.

STELLA
JONES



**Stand Tall.
Reach Wide.**

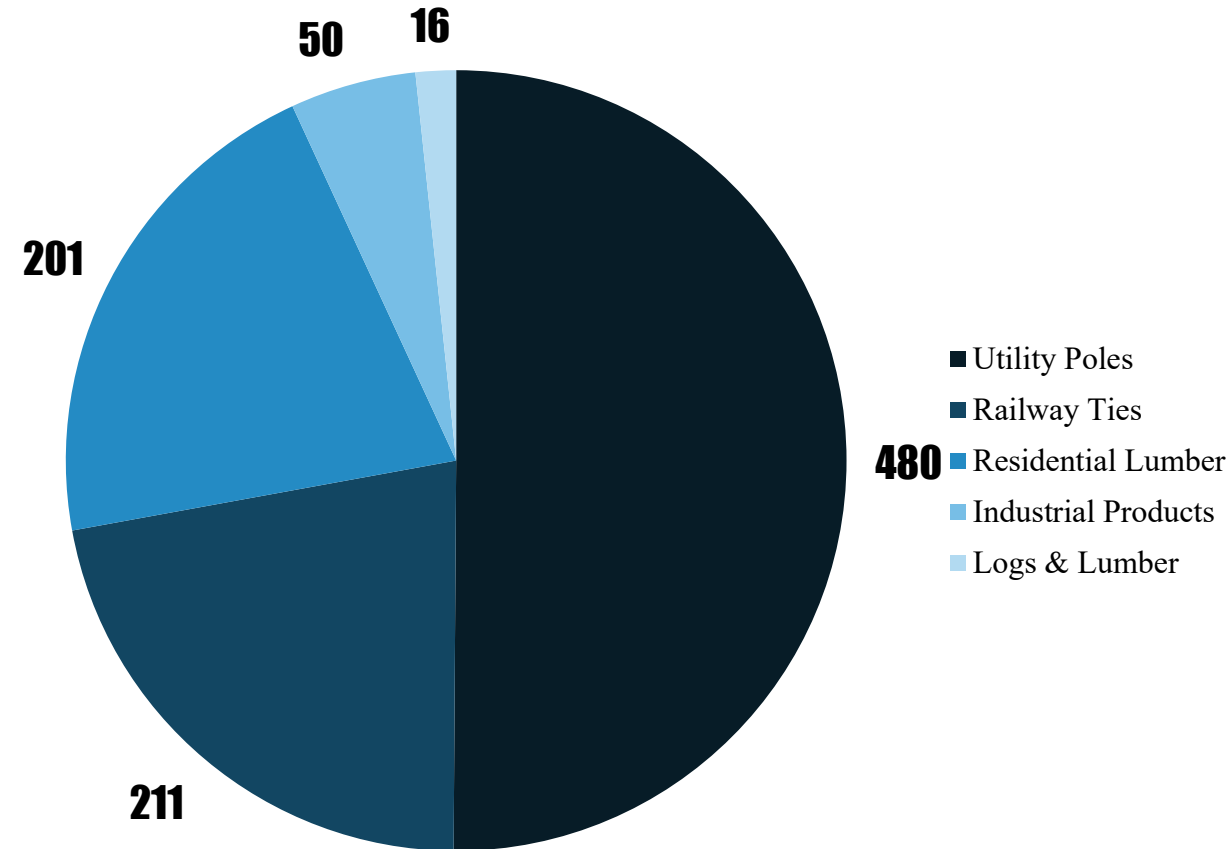


Q3 2025 Highlights

- Sales of \$958 million, up 5% from Q3 2024
- Operating income of \$135 million, up 4% from Q3 2024
- EBITDA⁽¹⁾ of \$171 million, or 17.8% margin⁽¹⁾, up 6% from Q3 2024
- Available liquidity of almost \$800 million
- Normal Course Issuer Bid announced for 2025-2026
- Completed the acquisition of Brooks Manufacturing Co., a crossarm manufacturer, post quarter

SALES BY PRODUCT CATEGORY

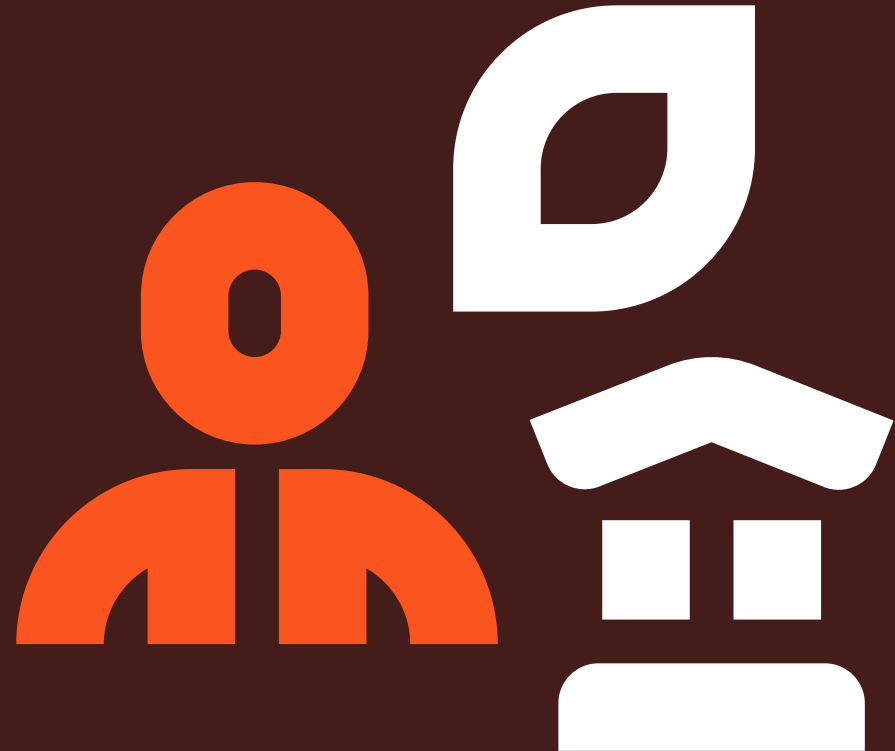
(in millions of \$)



(1) These indicated terms have no standardized meaning under GAAP and are not likely to be comparable to similar measures presented by other issuers. For more information on these financial measures, please refer to the section entitled "Non-GAAP and Other Financial Measures" of the Company's latest MD&A for an explanation of the non-GAAP and other financial measures used and presented by the Company and a reconciliation of non-GAAP financial measures to the most directly comparable GAAP measures.

Our Progress on Sustainability

- **Latest ESG Report published** in September, showcasing sustainability progress across the organization.
- **Obtained limited assurance** for Scope 1 and 2 greenhouse gas emissions, reinforcing transparency and accountability.
- Launched impactful **Emission Reduction Initiatives** to support GHG reduction roadmap.



Q3 2025 Product Category Overview

Utility Poles



50% of sales

- Sales of \$480M
- Stronger organic volumes

Railway Ties



22% of sales

- Sales of \$211M
- Funding delays deferring commercial volumes

Residential Lumber



21% of sales

- Sales of \$201M
- Annual sales expected to be within \$600-650M target range

Industrial Products



5% of sales

- Sales of \$50M

Logs & Lumber



2% of sales

- Sales of \$16M

Maintaining Outlook

(in millions of dollars, except percentages and ratios)

2023-2025 Objectives⁽³⁾

Sales

approx. \$3,500

EBITDA margin⁽¹⁾

> 17%

Return to Shareholders: cumulative

> \$500

Net Debt-to-EBITDA^{(1) (2)}

2.0x-2.5x

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(2) The Company may deviate from its leverage target to pursue acquisitions and other strategic opportunities, and/or fund its seasonal working capital requirements.

(3) Revised financial objectives disclosed in the Q2 2025 MD&A of the Company.

Q3 2025 Financial Highlights



(in millions of Canadian dollars,
except per share data and
margins)

	Q3-25	Q3-24	Variation (\$)	Variation (%)
Sales	958	915	43	5%
Gross Profit ⁽¹⁾	188	188	-	-
Gross Profit margin ⁽¹⁾	19.6%	20.5%	n/a	(90 bps)
Operating income	135	130	5	4%
Operating income margin ⁽¹⁾	14.1%	14.2%	n/a	(10 bps)
EBITDA ⁽¹⁾	171	162	9	6%
EBITDA Margin ⁽¹⁾	17.8%	17.7%	n/a	10 bps
Earnings per share – basic & diluted	1.59	1.42	0.17	12%

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Disciplined Capital Allocation Strategy

Investment-grade capital allocation strategy allows pursuit of growth opportunities while returning capital to shareholders.

NCIB Program

- Since the start of the NCIB on November 14, 2024, the Company repurchased a total of 883,133 common shares for cancellation in consideration of \$65 million
- Renewed for purchase of 1.5 million shares until November 13, 2026

Return to Shareholders Commitment

- Announced quarterly dividend of \$0.31 per share
- \$454M returned to shareholders out of \$500M committed as at September 30, 2025

Strategic Acquisition

- Concluded the acquisition of Brooks Manufacturing Co.
- Further enhances strategic positioning to utility customers

\$780M

Available Liquidity

As at September 30, 2025

2.2x

Net debt-to-EBITDA

As at September 30, 2025

Positive Outlook

- **Strong Q3 Performance:** Strong margins and free cash flow enabled reduced leverage and continued business investment.
- **Strategic Outlook:** Investor Day **November 20 in Toronto** to share future growth opportunities.
- **Governance Updates:** Welcoming new Board members **Renée Laflamme** and **Sean Donnelly**, bringing deep expertise in financial services, innovation, and industrial leadership.

Investor Relations

David Galison
Vice President, Investor Relations
dgalison@stella-jones.com

Media

Stephanie Corrente
Director, Corporate Communications
scorrente@stella-jones.com

