



SNC • LAVALIN

TD E&C Conference

Ian Edwards
President, Infrastructure
March 30, 2017



Forward-looking statements

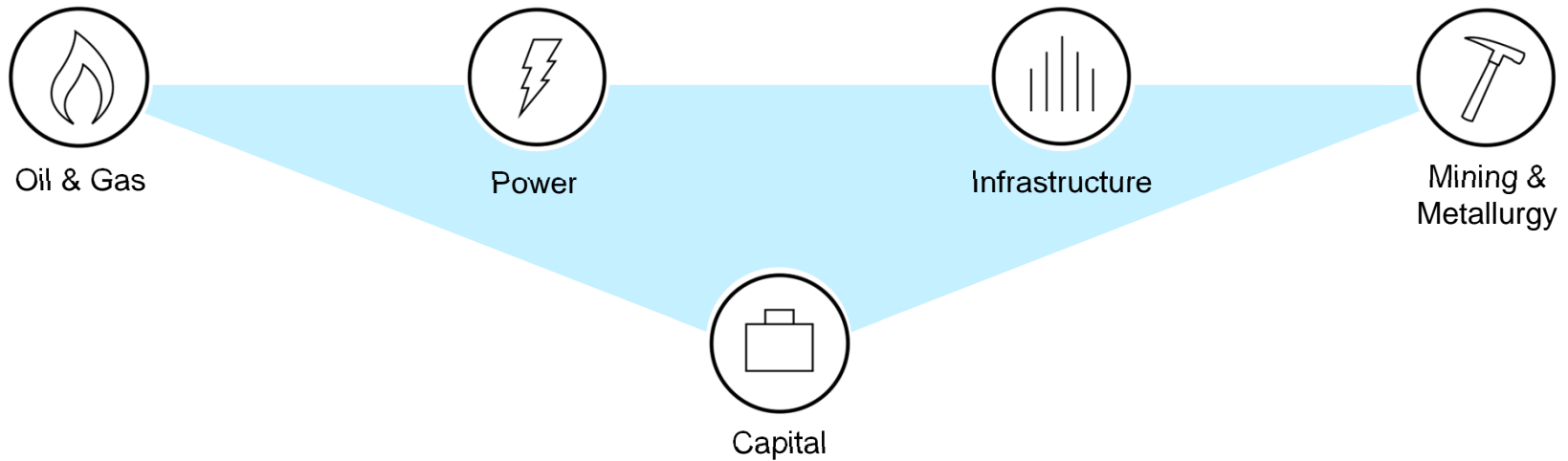
Reference in this presentation, and hereafter, to the “Company” or to “SNC-Lavalin” means, as the context may require, SNC-Lavalin Group Inc. and all or some of its subsidiaries or joint arrangements, or SNC-Lavalin Group Inc. or one or more of its subsidiaries or joint arrangements.

Statements made in this presentation that describe the Company’s or management’s budgets, estimates, expectations, forecasts, objectives, predictions, projections of the future or strategies may be “forward-looking statements”, which can be identified by the use of the conditional or forward-looking terminology such as “aims”, “anticipates”, “assumes”, “believes”, “cost savings”, “estimates”, “expects”, “goal”, “intends”, “may”, “plans”, “projects”, “should”, “synergies”, “will”, or the negative thereof or other variations thereon. Forward-looking statements also include any other statements that do not refer to historical facts. Forward-looking statements also include statements relating to the following: (i) future capital expenditures, revenues, expenses, earnings, economic performance, indebtedness, financial condition, losses and future prospects; and (ii) business and management strategies and the expansion and growth of the Company’s operations and potential synergies resulting from the Acquisition. All such forward-looking statements are made pursuant to the “safe-harbour” provisions of applicable Canadian securities laws. The Company cautions that, by their nature, forward-looking statements involve risks and uncertainties, and that its actual actions and/or results could differ materially from those expressed or implied in such forward-looking statements, or could affect the extent to which a particular projection materializes. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company’s current objectives, strategic priorities, expectations and plans, and in obtaining a better understanding of the Company’s business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

Forward-looking statements made in this presentation are based on a number of assumptions believed by the Company to be reasonable as at the date hereof. The assumptions are set out throughout the Company’s 2016 Management Discussion and Analysis (MD&A). In addition, important risk factors could cause the Company’s assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. These risk factors are set out in the Company’s 2016 MD&A.

Building a global E&C powerhouse

Our teams provide engineering, procurement, construction, completions and commissioning services with a range of sustaining capital services, as well as financing capabilities to clients in four industry sectors



35,000
Employees

Founded in
1911

Listed on TSX
("SNC")



Sectors of activity

Providing complete end-to-end solutions-a key industry differentiator-a powerful vehicle for delivering outstanding value to our stakeholders.



Oil & Gas

- › Bitumen
- › Heavy Oil, Offshore
- › LNG
- › Unconventional O&G
- › Upgrading and Refining
- › Gas Processing
- › Sustaining Capital
- › Pipelines
- › Carbon Capture and Utilization



Power

- › Hydroelectric
- › Nuclear
- › Renewables
- › Thermal
- › Transmission and Distribution



Infrastructure

- › Airports & Aviation
- › Buildings & Facilities
- › Defense & Logistics
- › Environment & Geoscience
- › Highways & Bridges
- › Industrial
- › Municipal Infrastructure
- › Ports & Marine
- › Rail & Transit
- › Social Infrastructure
- › Water & Wastewater



Mining & Metallurgy

- › Aluminium
- › Gold
- › Copper
- › Iron Ore
- › Nickel
- › Fertilizers
- › Sulphur Products

19%
of total revenues

11%
of total revenues



Capital Investments

+

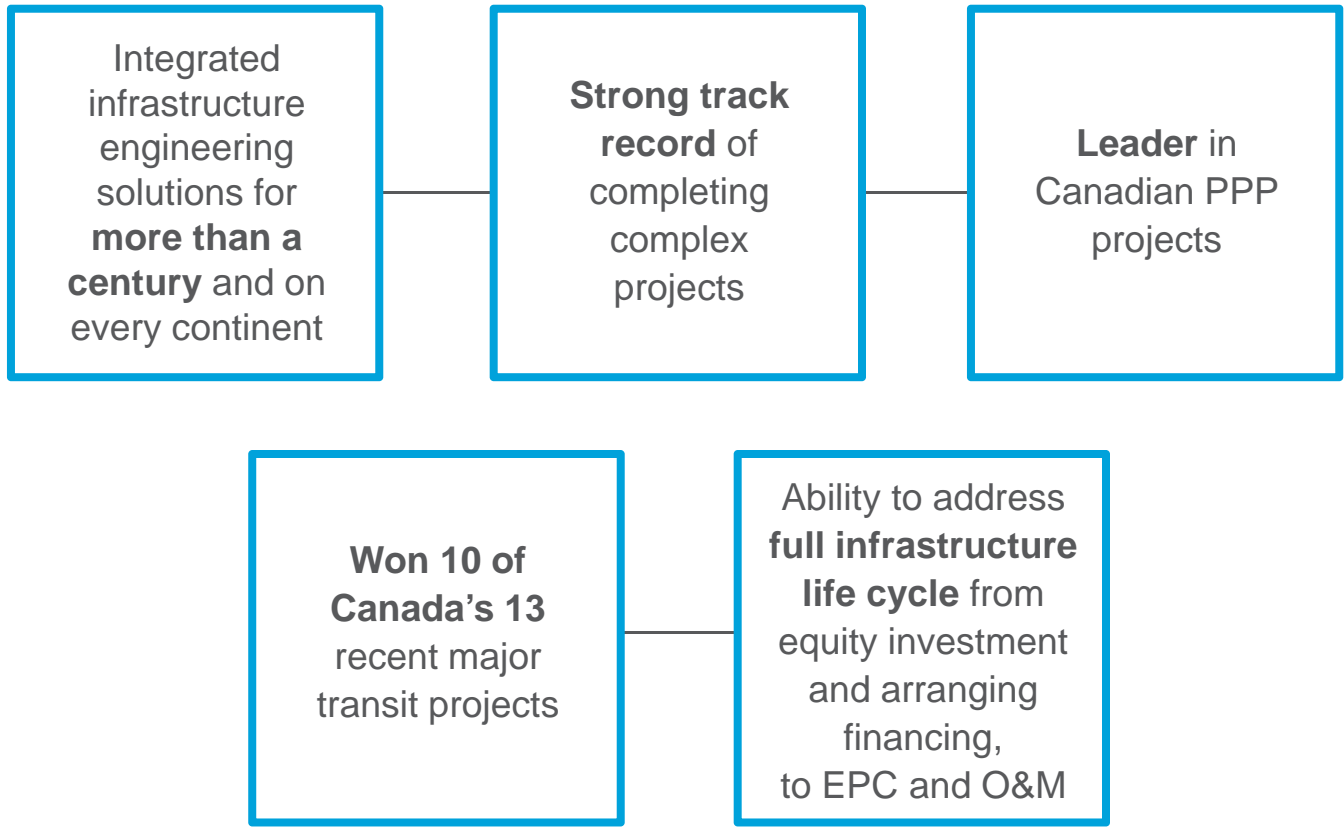


Operations & Maintenance

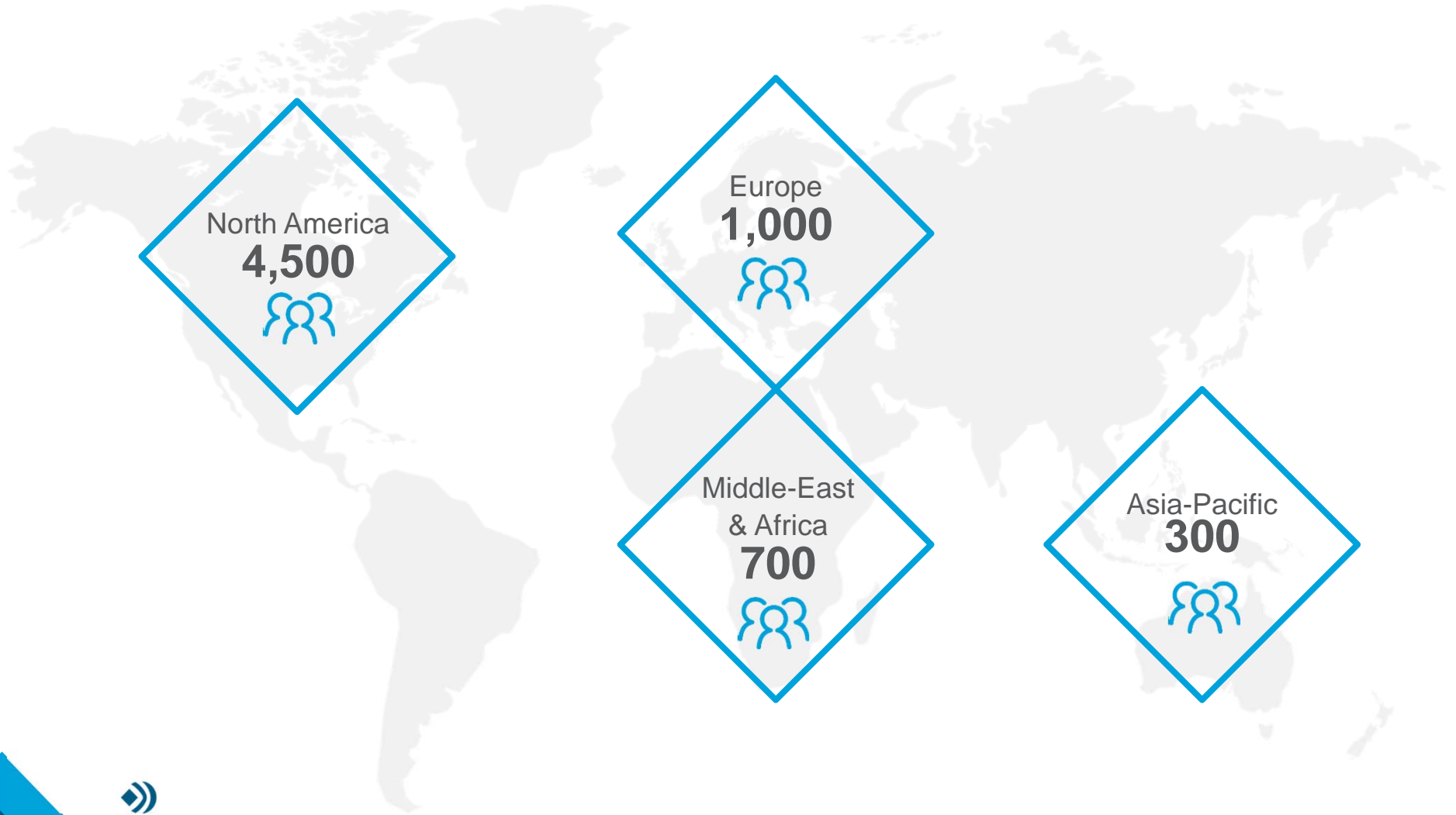


SNC • LAVALIN

Infrastructure

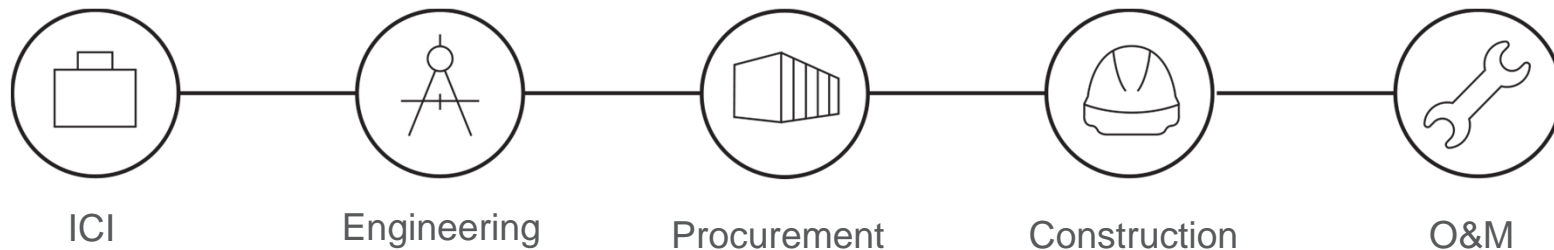


Infrastructure: Global Presence



Infrastructure - Expertise for the full life-cycle

- › Key differentiator: ability to address full infrastructure life cycle
- › Top-tier specialized services offered separately or grouped together
- › Deliver outstanding new modern infrastructure
- › Expertly rehabilitate aging facilities
- › Wide-ranging service portfolio, encompassing all aspects of the railway system and its operation
- › Possess strong track record in P3s and complex projects



The North American opportunity; great potential in the markets where SNC-Lavalin is present

United States

United States needs to spend ~0.7% of GDP (about USD125B) per year more than it spends now, just to keep its current infrastructure operational

FAST, WRDA, WIIN Acts and State Ballot Measures

M. Trump has been advocating for up to \$1.0T of infrastructure investments

Canada

Federal and Provincial spending budget:

Federal will spend ~\$186B in the next 12 years.

- › Phase 1 = ~\$46B in 2016-2018.
 - › Phase 2 = ~\$140B in 2019-2027
-

Quebec will spend ~\$89B in the next 10 years

Alberta will spend ~\$30B in the next 5 years

Ontario will spend ~\$137B in the next 10 years

SNC-Lavalin already leading the market

Won 10 of Canada's 13 recent major transit projects:

- › Awarded a DBF¹ and 30-year maintenance contract for the Eglinton Crosstown in Toronto (July 24, 2015)
- › Awarded a DBF¹ and 30-year maintenance contract for the Confederation Line in Ottawa (February 13, 2013)
- › Awarded a DBF¹ contract for the Evergreen Line rapid transit in Vancouver (January 31, 2013)



Opportunities for SNC-Lavalin

Current Major Pursuits

- › Light Rail projects:
 - › Réseau électrique métropolitain (REM), CDPQ Infra, QC
 - › Finch West LRT, ON
 - › Ottawa LRT, ON
 - › Hurontario, ON
- › Complex infrastructure projects:
 - › George Massey Bridge, BC
 - › Gordie Howe International Bridge, ON

Future Opportunities

- › Numerous Canadian LRT project opportunities
- › Selective projects in the US

Operational Excellence

- › Divestment of low margin businesses: France and Real Estate Facilities management
- › Improved delivery of projects
- › Continued focus on cost-base



Infrastructure – Main completed/current projects/contracts

Recently Completed

- › Evergreen LRT, BC
- › Highway 407 Extension, ON
- › Ste-Justine Hospital, QC
- › McGill University Health Centre, QC

Ongoing Major Projects

- › Confederation Line, ON
- › Eglinton Crosstown LRT, ON
- › New Champlain Bridge Corridor Project, QC
- › District Cooling, Middle East

O&M

- › Canada Line, BC
- › Minor Warships and Auxiliary Vessels (MWAV) program, Canadian Navy
- › Canada Post Community Mailbox program, Canada
- › McGill University Health Centre, QC
- › Hadjret and Skikda Power Plants, Algeria



Infrastructure (I&C + O&M)

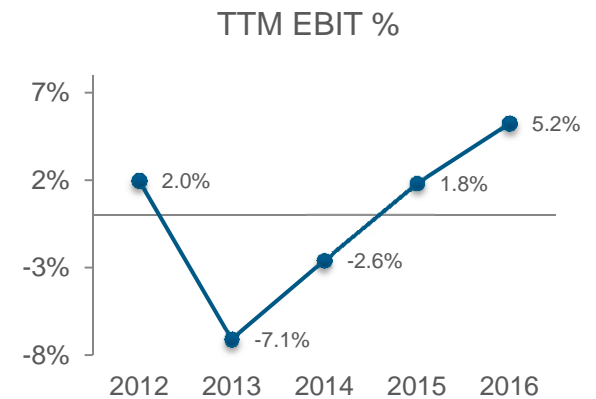
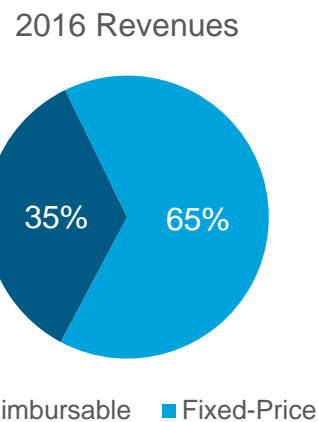
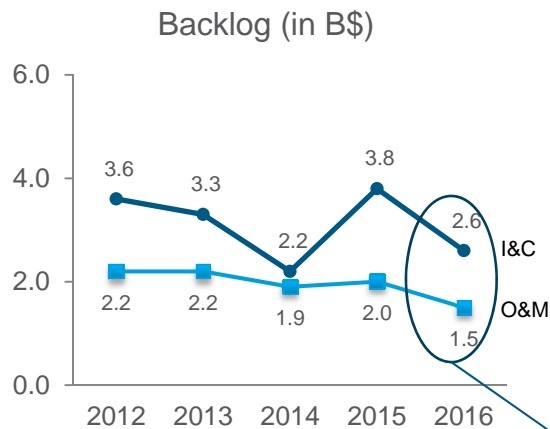
~\$2.5B revenue
business with
~6,500
employees

Improved EBIT margin since 2012

Backlog

- Volatile I&C backlog (major projects) with steady O&M backlog (long-term contracts)
- \$3.6B not included in O&M backlog (only 5 years included as per Company's policy)
- Following the completion of the sale of its non-core Real Estate Facilities Management business in Canada and its local French operations in December 2016, the Company has removed \$903M from its December 31, 2016 Infrastructure backlog

Shortlisted for the George Massey Bridge, Gordie Howe Bridge, Finch West LRT and the Montreal LRT (Réseau Électrique de Montréal)



*Following the completion of the sale of its non-core Real Estate Facilities Management business in Canada and its local French operations in December 2016, the Company has removed \$903M (\$132M from I&C and \$771M) from its December 31, 2016 backlog.

Capital investments portfolio

Name	Description	Held Since	Concession Years	Location	Equity Participation
Highways, Bridges & Rail					
1. Highway 407 (407 ETR)	108 km electronic toll road	1999	99	Canada (Ontario)	16.8%
2. InTransit BC	Rapid transit line	2005	35	Canada (B.C.)	33.3%
3. Okanagan Lake	Floating bridge	2005	30	Canada (B.C.)	100%
4. TC Dôme	5.3 km electric cog railway	2008	35	France	51%
5. Chinook	25 km six-lane road	2010	33	Canada (Alberta)	50%
6. 407 EDGGP	35.3 km H407 East extension (Phase 1)	2012	33	Canada (Ontario)	50%
7. Highway Concessions One PL	Roads	2012	Indefinitely	India	10%
8. Rideau	Light rail transit system	2013	30	Canada (Ontario)	40%
9. Eglinton Crosstown	19 km light rail line	2015	36	Canada (Ontario)	25%
10. SSL	New Champlain bridge corridor	2015	34	Canada (Quebec)	50%
Power					
11. SKH	1,227 MW gas-fired power plant	2006	Indefinitely	Algeria	26%
12. Astoria II	550 MW gas-fired power plant	2008	Indefinitely	USA (NY)	6.2%
13. InPower BC	John Hart 126 MW generating station	2014	19	Canada (B.C.)	100%
Health Centres					
14. MIHG	McGill University Health Centre	2010	34	Canada (Quebec)	60%
15. Rainbow	Restigouche Hospital Centre	2011	33	Canada (N.B.)	100%
Others					
16. Myah Tipaza	Seawater desalination plant	2008	Indefinitely	Algeria	25.5%

