

CORPORATE PRESENTATION

Canaccord Genuity
Infrastructure Conference

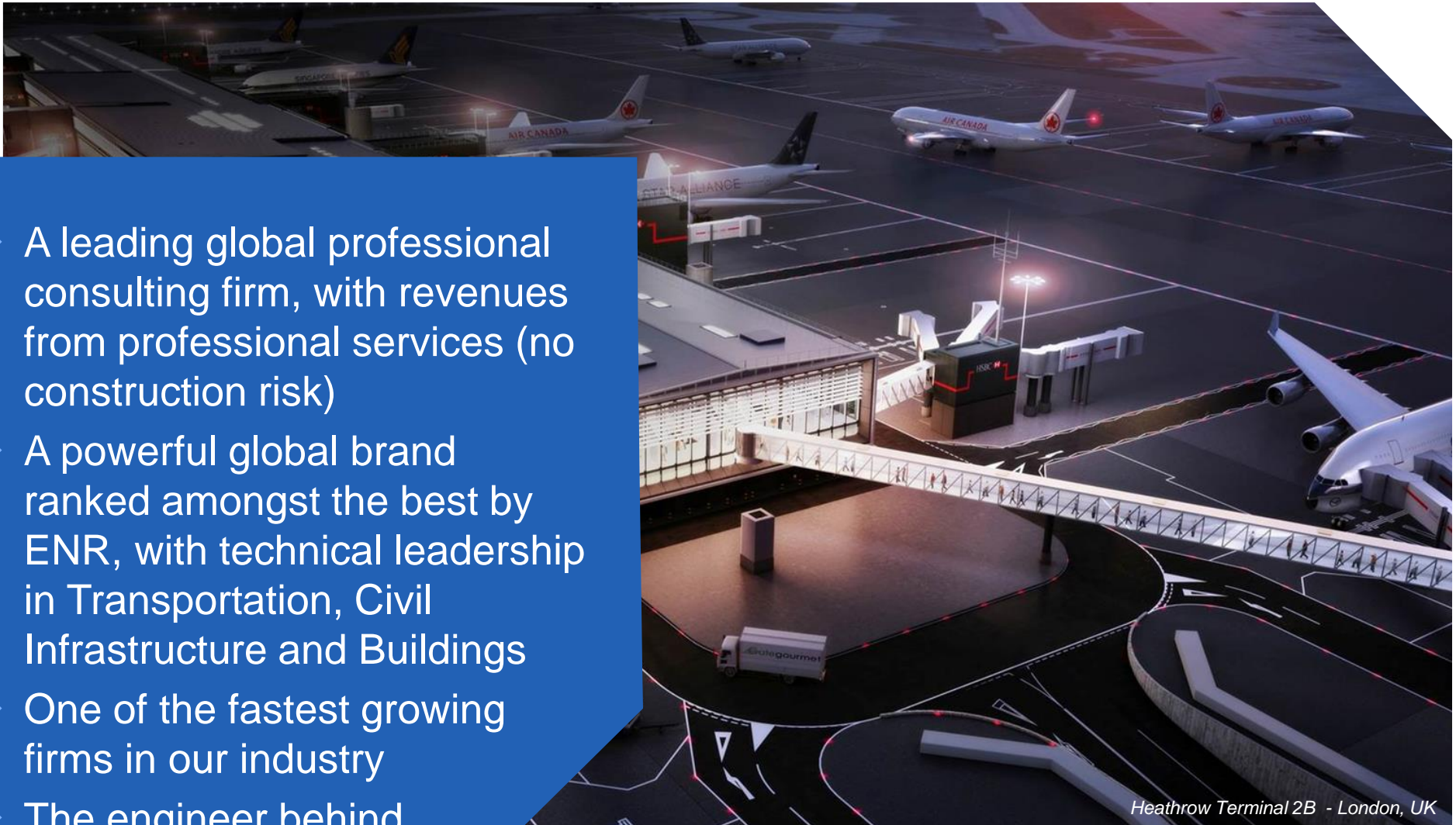
Alexandre L'Heureux, CFO
September 10, 2015



George Washington Bridge – New York, NY

WE ARE...

- A leading global professional consulting firm, with revenues from professional services (no construction risk)
- A powerful global brand ranked amongst the best by ENR, with technical leadership in Transportation, Civil Infrastructure and Buildings
- One of the fastest growing firms in our industry
- The engineer behind award-winning projects

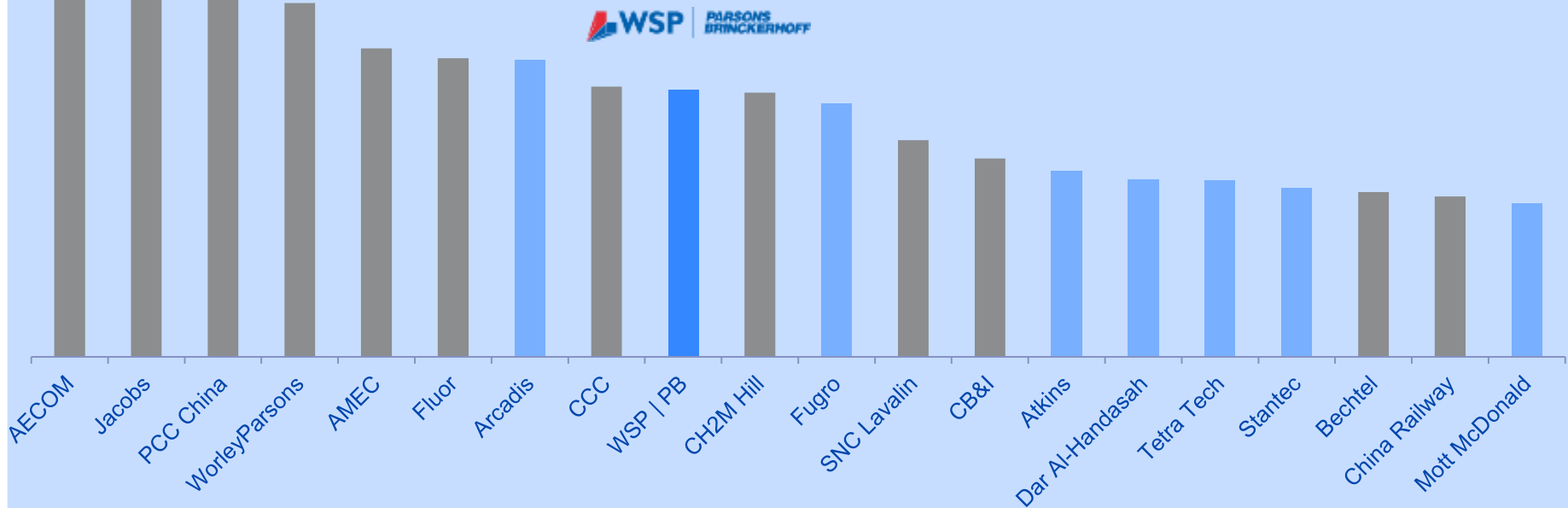


Heathrow Terminal 2B - London, UK

A LEADING FIRM, WITH WORLD-CLASS EXPERTISE

Top International Design Firms # 6

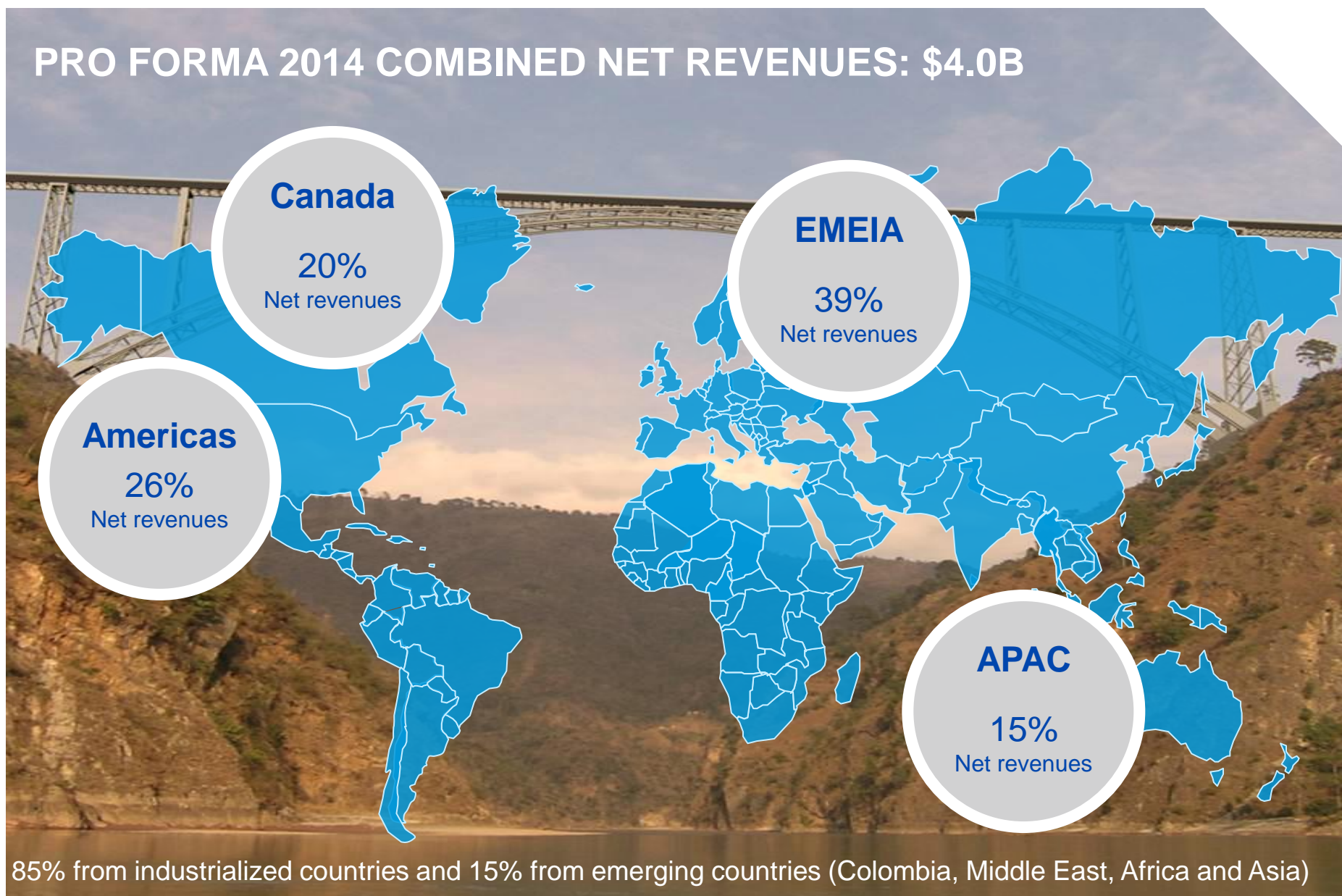
- Transportation # 2
- Buildings # 4
- Power #4



WE HAVE BUILT A DIVERSIFIED GLOBAL FIRM

4

PRO FORMA 2014 COMBINED NET REVENUES: \$4.0B



Chenab Bridge - India

THE MAJORITY OF OUR REVENUES IS FROM NON RESOURCE-BASED SECTORS

5



Infrastructures

*(Transportation/
Municipal Infra)*

41%

Buildings

32%

Industrial/Energy

*(incl. approx. 5% from
oil and gas and approx.
5% from mining)*

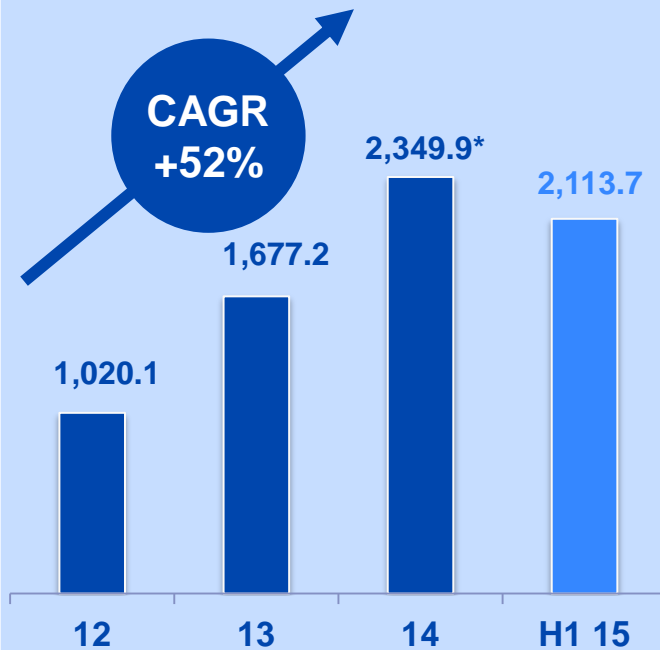
20%

Environment

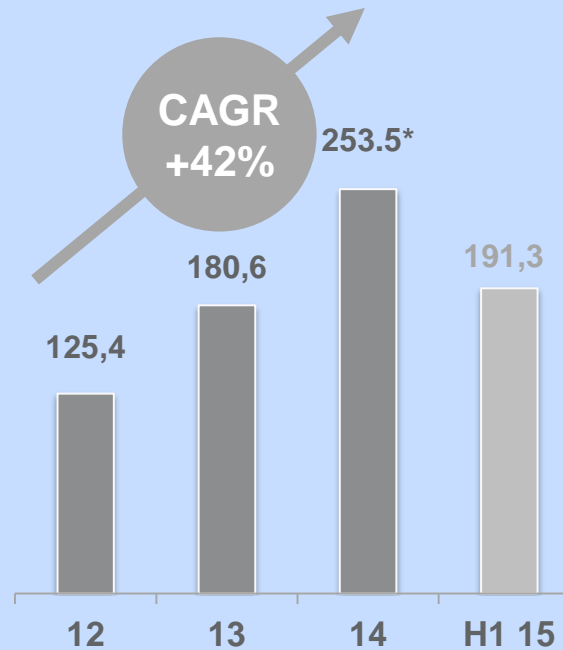
7%

A PROVEN AND SUSTAINED PERFORMANCE

NET REVENUES



ADJUSTED EBITDA



SOLID BALANCE SHEET (NET DEBT/EBITDA)



*Based on reported financial results,
which include only 2 months of Parsons Brinckerhoff

OUR POSITIVE OUTLOOK IS SUPPORTED BY FAVORABLE LONG-TERM DRIVERS

7



PROPERTY/ BUILDINGS

Economic growth
Population growth
Social infrastructure
Commercial development

Shard Tower – London, UK



INFRASTRUCTURE

Urbanization
Mobility
Aging assets
Impacts of climate change as opportunities within the water market

Dallas-Forth Worth Connector – Dallas, US



INDUSTRIAL & ENERGY

Natural resources
Power demand
Asset productivity
Technology
Industry growth

Medupi Power Station – Limpopo, S. Africa



ENVIRONMENT

Climate change
Sustainability
Permitting
Social acceptability
Corporate governance

Canadian Malartic Mine – Malartic, Canada

LOOKING AHEAD

2015-2018 STRATEGIC PLAN

WE WILL CONTINUE TO STRENGTHEN OUR TECHNICAL EXPERTISE

- We want to focus on our core markets of expertise
- We want to consolidate our local presence
- We want to be a top-player in each of these sectors



TRANSPORTATION

ENR
#2

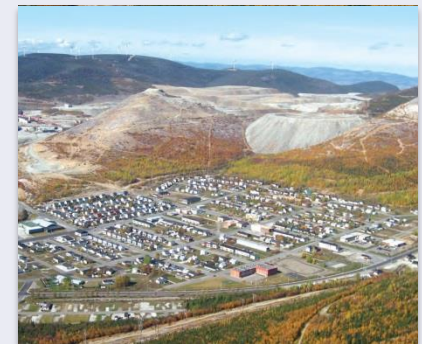


BUILDINGS

ENR
#4



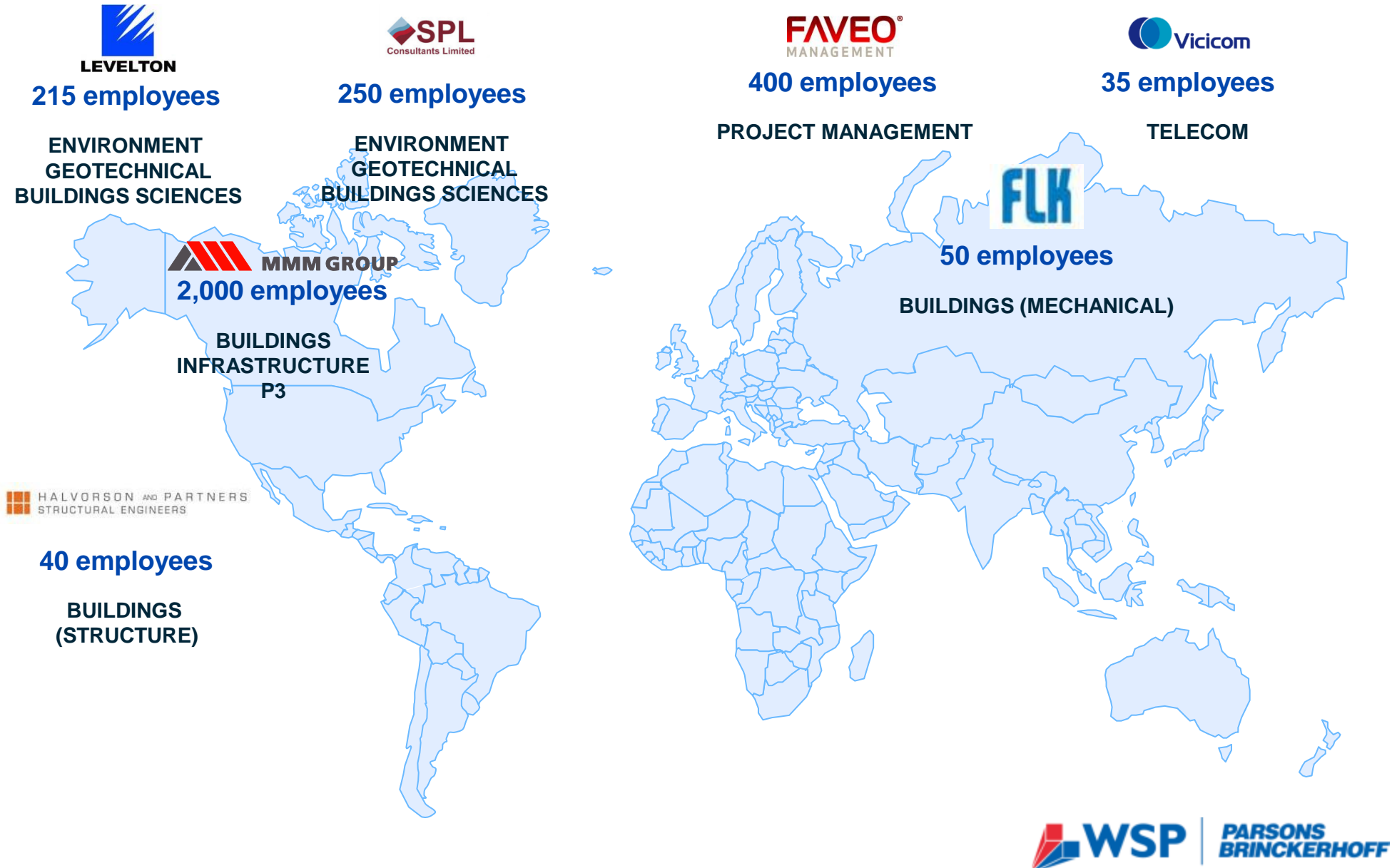
INFRASTRUCTURE



ENVIRONMENT

YEAR TO DATE ACQUISITIONS

DIVERSIFYING OUR EXPERTISE, STRENGTHENING OUR PRESENCE



STRENGTH & AGILITY FOR OUR FUTURE

EMPLOYEES	CLIENTS	OPERATIONAL EXCELLENCE	GROWTH
45,000 EMPLOYEES	10% of our REVENUES from global clients	> 11% EBITDA MARGIN — > 1 CASH FLOW / NET INCOME — < 85 DAYS DSO	\$1.3B THROUGH ACQUISITIONS — 5% ANNUAL ORGANIC GROWTH — \$6.0B NET REVENUES

**ALWAYS BE THE FIRST CHOICE FOR CLIENTS,
PARTNERS AND EMPLOYEES**

THANK YOU