

Q2 2015 results



Q2 2015 PERFORMANCE

Overall performance in most countries on target Results speak to the strength of the underlying business Depth of employees' technical expertise Strong backlog representing 9.5 months of revenues Numerous cross-selling revenue synergies identified Acquisitions in Nordic countries Successful sale of 24.7% stake in Multiconsult for \$97M



ACQUISITIONS





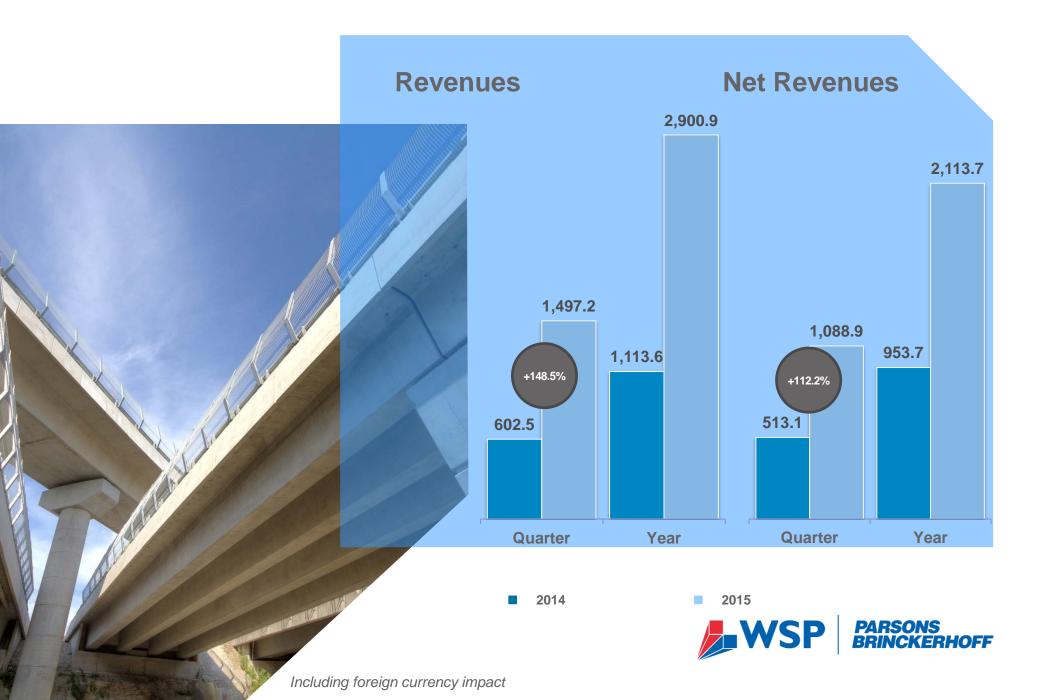
REGIONAL ORGANIC GROWTH* PERFORMANCE



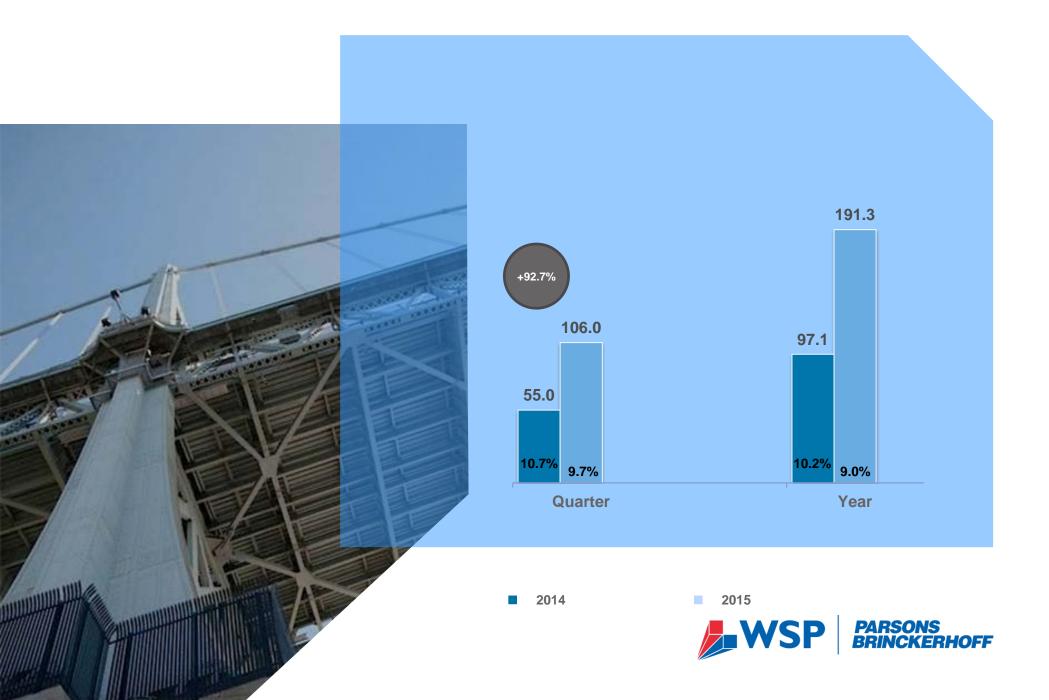
*without foreign currency fluctuation



REVENUES AND NET REVENUES



EBITDA AND EBITDA MARGIN



NET EARNINGS ATTRIBUTABLE TO SHAREHOLDERS AND EPS*



UPDATE ON COST SYNERGIES



Amounts spent to date

• Workforce reduction

• Property-related costs

Annual savings to be realized in 2015

Total annual savings targeted to be realized by end of 2016

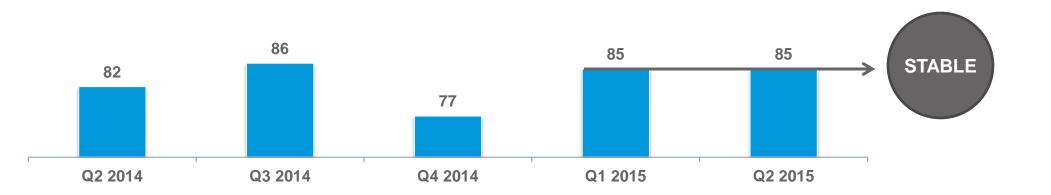
US\$ 16.0 M (CDN\$ 20M)

US\$ 12.5M

US\$ 25M



STABLE DSO



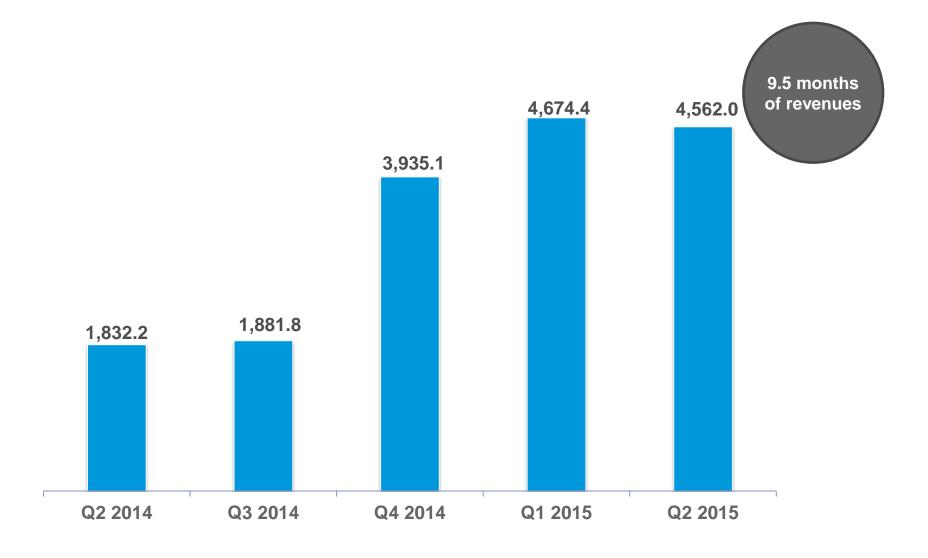


FINANCIAL POSITION AND NET DEBT/TTM EBITDA RATIO

In millions \$, except ratio



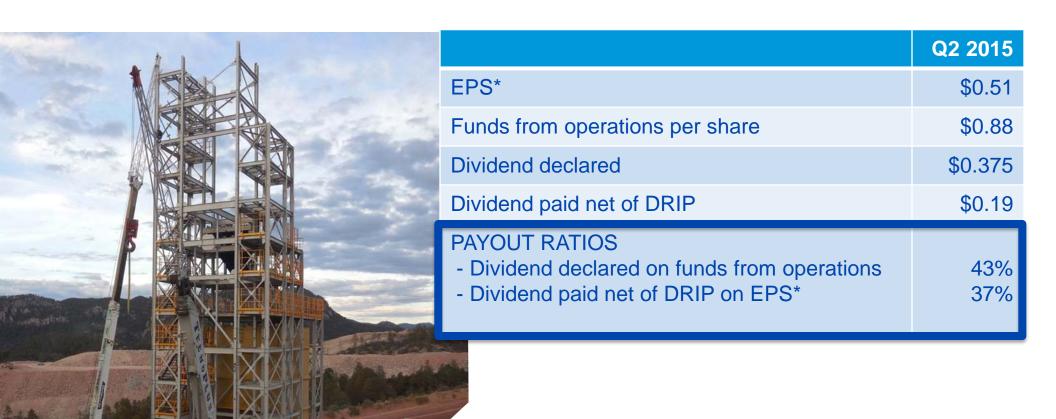
BACKLOG





DIVIDEND AND PAYOUT RATIO

* Excluding non-underlying items





2015 OUTLOOK REITERATED



Net revenues

Between \$4,100 million
and \$4,600 million

Between \$390 million
and \$430 million

Tax rate

Approximately 25%

Seasonality and EBITDA fluctuations

Between 20% and 29%, the first quarter being the lowest and the third quarter being the highest

Free cash-flow as a percentage of net earnings

>100%

DSO

75 to 80 days

Amortization of intangible assets related to acquisitions

Approximately \$60 million

Capital expenditures

Approximately \$90 million



QUESTIONS AND ANSWERS

