

CORPORATE PRESENTATION

April 2015



WSP IS...

- A leading global design advisory company, with revenues from professional services (no construction risk)
- One of the fastest growing firm in its industry
- A proven consolidator and integrator with more than 30 acquisitions totaling \$2.2B in the last 5 years
- The engineer behind award-winning projects

A LEADING FIRM, WITH WORLD-CLASS EXPERTISE

Ranks **#6** with the
Global Design Firms
and **#1** as a Pure Play
consultant

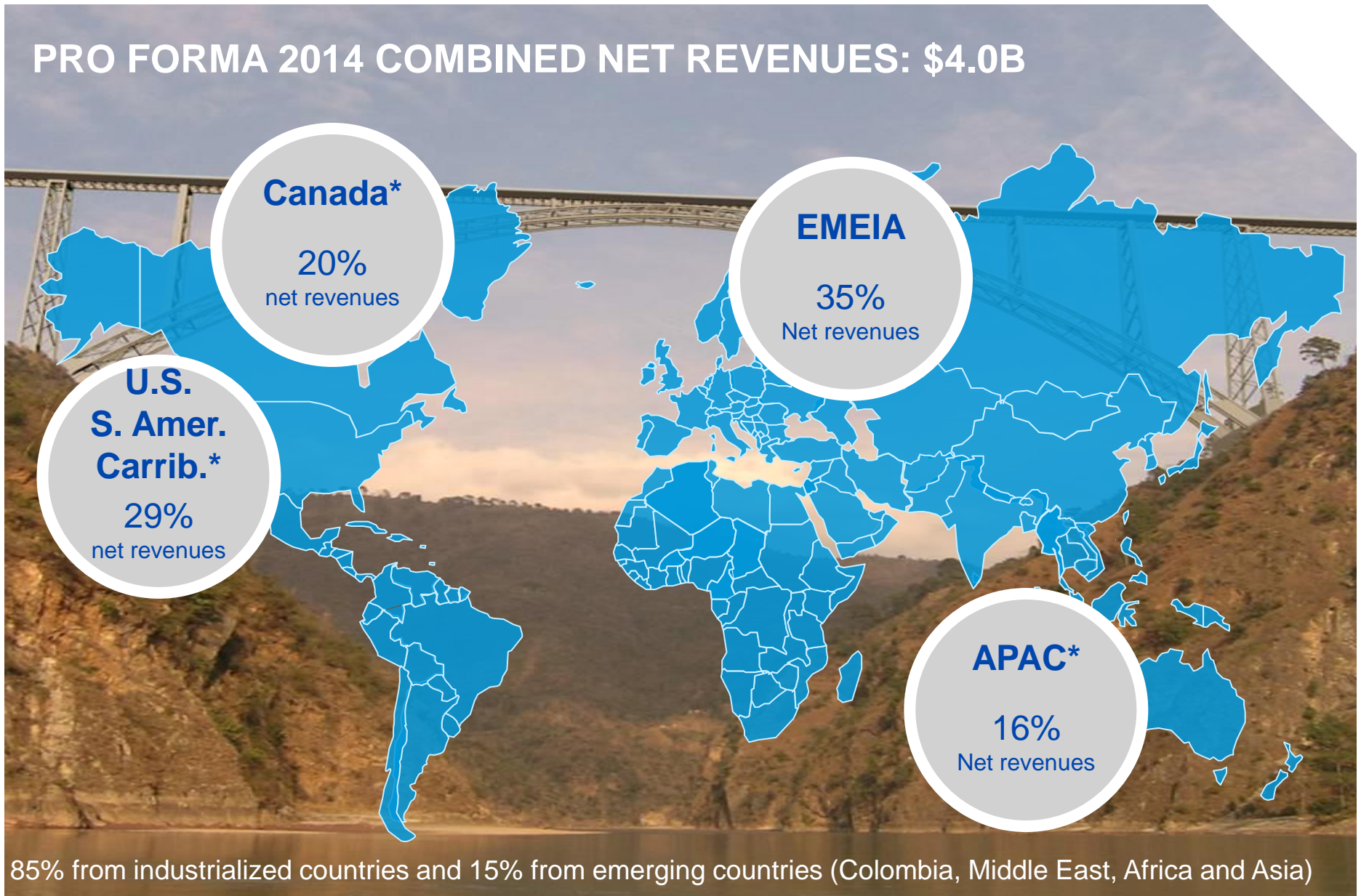


■ PURE-PLAY ENGINEERING ENVIRONMENT AND PLANNING
 ■ ENGINEERING AND CONSTRUCTION



WE HAVE BUILT A DIVERSIFIED GLOBAL FIRM

PRO FORMA 2014 COMBINED NET REVENUES: \$4.0B

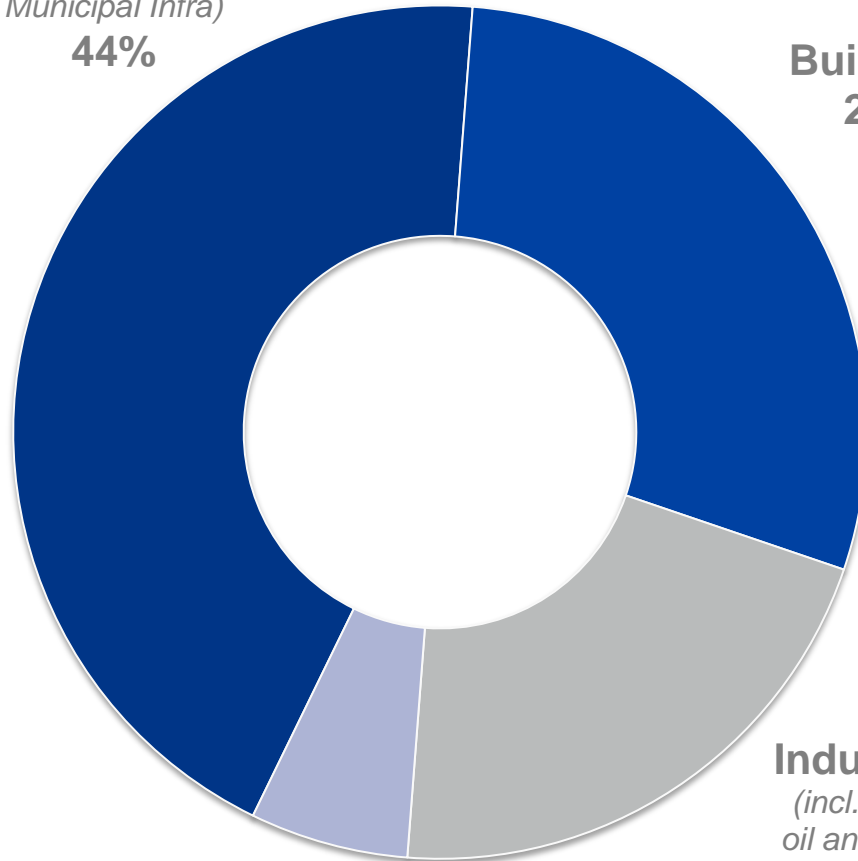


THE MAJORITY OF OUR REVENUES IS FROM NON RESOURCE-BASED SECTORS



Infrastructures
*(Transportation/
Municipal Infra)*
44%

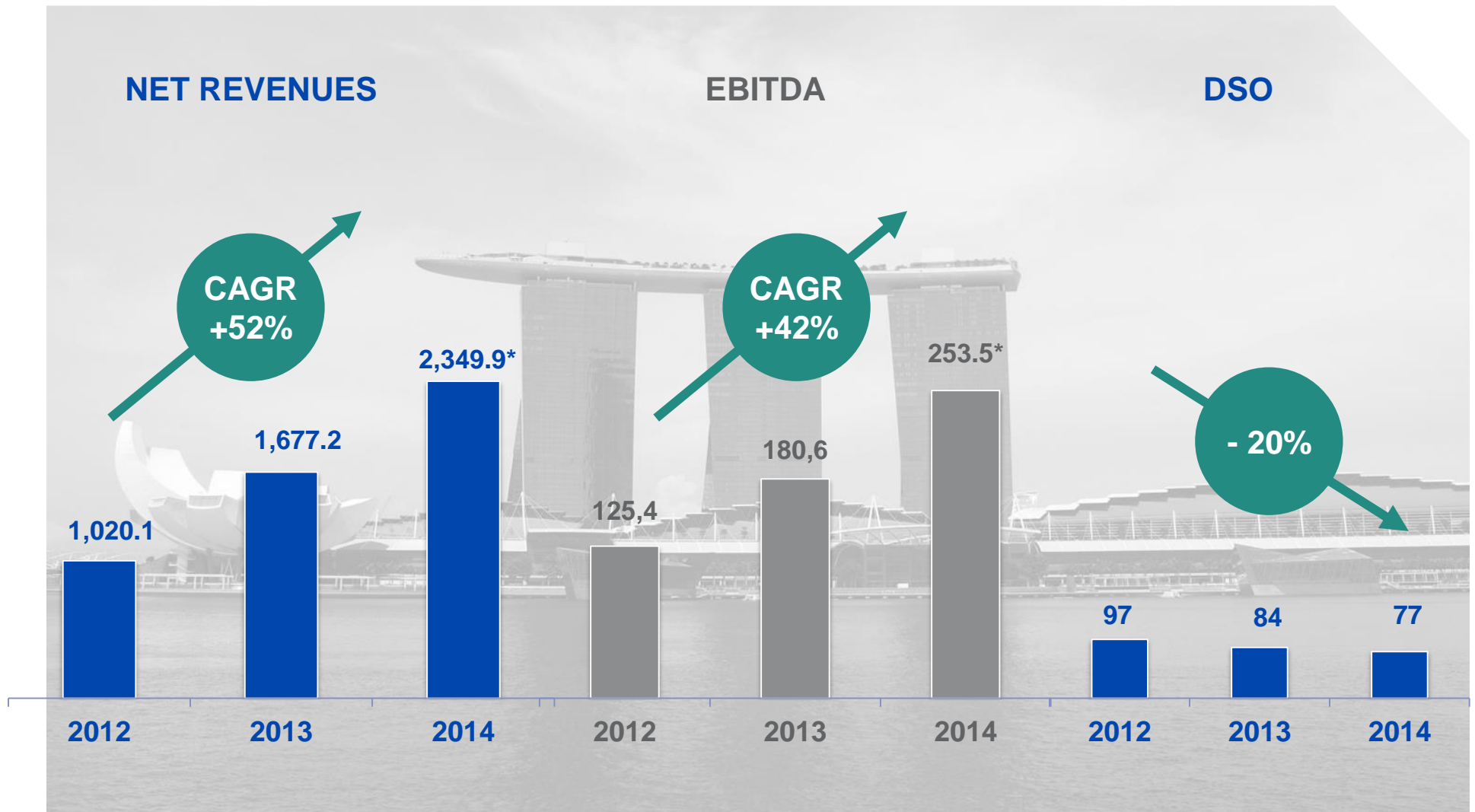
Buildings
29%



Industrial/Energy
*(incl. approx. 5% from
oil and gas and approx.
5% from mining)*
21%

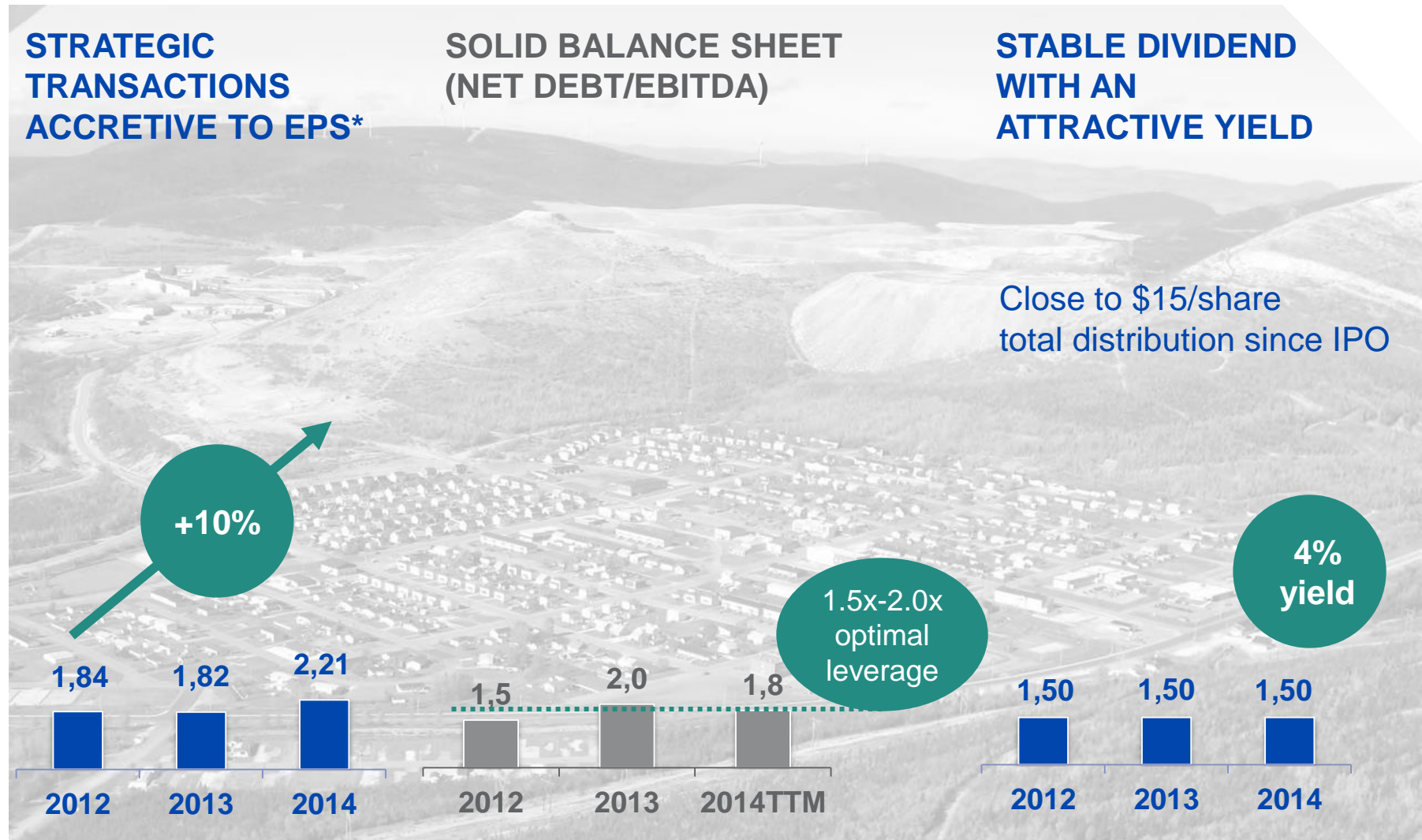
Environment
6%

A PROVEN AND SUSTAINED PERFORMANCE



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

A PROVEN AND SUSTAINED PERFORMANCE



*Net earnings attributable to shareholders, excluding non-underlying items and amortization of intangible assets related to acquisitions (net of income taxes)

WE LEVERAGE OUR MANY COMPETITIVE ADVANTAGES

- Widely-recognized and respected brands
- Extensive and expanding global network
- Industry leading expertise, particularly in the infrastructure and buildings sectors
- Access to best-in-class project management skills
- Connectivity drives revenue synergies

OUR POSITIVE OUTLOOK IS SUPPORTED BY FAVORABLE LONG-TERM DRIVERS



PROPERTY/ BUILDINGS

Economic growth
Population growth
Social infrastructure
Commercial development



INFRASTRUCTURE

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



INDUSTRIAL & ENERGY

Natural resources
Power demand
Asset productivity
Technology
Industry growth



ENVIRONMENT

Climate change
Sustainability
Permitting
Social acceptability
Corporate governance

LOOKING AHEAD

STRATEGY IS A CONTINUED FOCUS ON FOUR KEY PRIORITIES



CLIENTS



EMPLOYEES



OPERATIONAL EXCELLENCE



EXPERTISE

GROWTH AND CONTINUITY
2015-2018 STRATEGIC PLAN PRESENTED AT MAY 21 AGM

2015 OPERATIONAL OUTLOOK



Country/Region	2015 organic growth	2015 margins profile
Canada	↓	↓
United States	↑	—
United Kingdom	↑	↑
Europe	↑	—
Middle East	↑	↑
Africa	—	↑
Australia	—	↑
Asia/China	↑	—

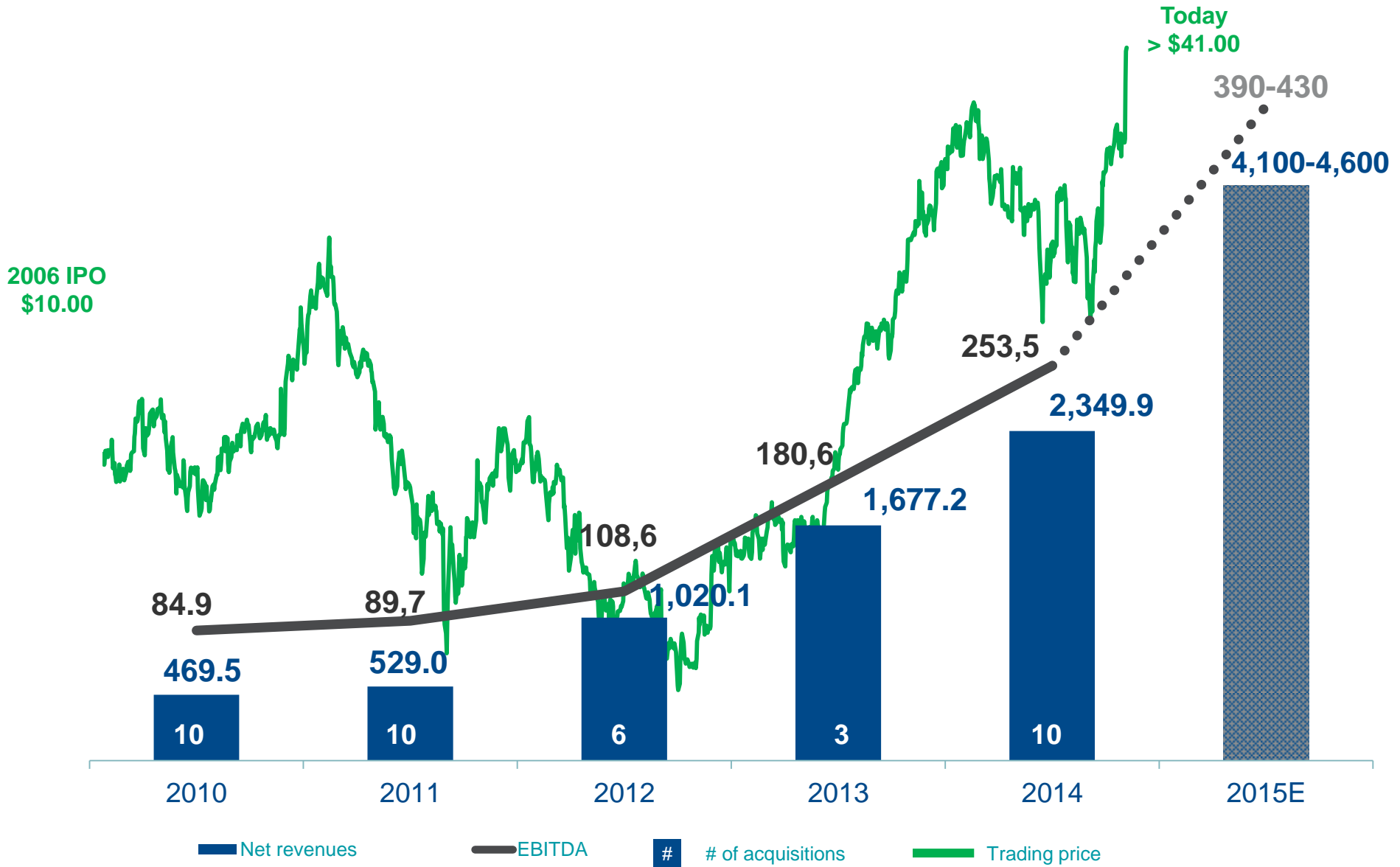
2015 FINANCIAL TARGETS



Net revenues	Between \$4,100 million and \$4,600 million
EBITDA	Between \$390 million and \$430 million
Tax rate	Approximately 25%
Seasonality and EBITDA fluctuations	From 20% to 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

OUR INVESTMENT PROPOSITION

A SUCCESSFUL EXECUTION TRACK RECORD



OUR INVESTMENT PROPOSITION



- Strong brands, extensive network of experts and award-winning expertise
- Focus on operational excellence and driving cost synergies
- Engaged employees and result-driven management team
- Leveraging revenue synergies to generate organic growth
- Consistent financial performance and solid balance sheet
- Proven growth strategy and disciplined execution
- Global diversification and strong market segments

THANK YOU