

INFRASTRUCTURE

WE HAVE EXTENSIVE GLOBAL EXPERIENCE IN THE PLANNING, DEVELOPMENT AND OPERATION OF A FULL RANGE OF INFRASTRUCTURE PROJECTS, AND WE PROVIDE ENGINEERING, PROCUREMENT, CONSTRUCTION (EPC) AND CONSTRUCTION MANAGEMENT (EPCM) SERVICES FOR PROJECTS OF ALL SIZES.



BENINA INTERNATIONAL AIRPORT, LIBYA

MASS TRANSIT



With the successful completion of the Canada Line ahead of schedule in Vancouver, we are the only company in recent times to have singlehandedly undertaken a design, build, finance, operate and maintain mandate for a large mass transit system. The City of Calgary has since awarded us an EPC contract for its West Light Rapid Transit Extension Project. In Europe, we completed work on the Barcelona and Seville metros in Spain, and are managing tramway extension projects in Orléans and Reims in France. Elsewhere in France, construction is set to begin on the Puy de Dôme cog railway line in Auvergne.

ONE-STOP
TRANSIT SOLUTIONS

AIRPORTS



We completed the world's first fully-automated, barcode-driven baggage handling system at the Montréal-Pierre Elliott Trudeau International Airport in compliance with new US security requirements. Bags can be inspected safely and easily recalled at any time. In Alberta, we designed and built Canada's largest private airport at Shell's Albion Sands project site on a 12-month fast track schedule. Construction is progressing well on the new Benina International Airport terminal in Benghazi, Libya, and the UN International Civil Aviation Organization awarded us an airport master planning assignment for Isla de Tortuga Airport off the coast of Venezuela as part of a tourism development initiative.

A WORLD'S FIRST
AT MONTREAL AIRPORT

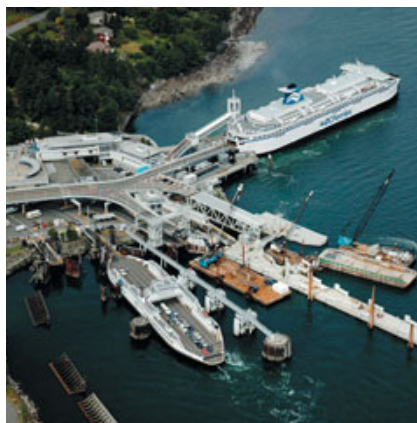
BUILDINGS & HEALTHCARE



We signed a public-private partnership (PPP) agreement with the Government of Quebec to design, build, finance, operate and maintain the 2,100-seat Montreal Symphony Orchestra concert hall. It will be LEED®-certified, with an N1 acoustic level. The Canada Pavilion, which we designed in collaboration with Cirque du Soleil for Expo 2010 Shanghai China, will also include certain green building features, as will the new planetarium we are working on as part of a biodiversity complex in Montreal. We also have multi-venue complex mandates in France, including a science and technology centre near Paris, and a skating rink and aquatic complex in Chartres. In healthcare, we completed a new hospital in Douai, France, and are working on a new sustainable gerontology hospital in Guadeloupe. In Quebec, work continues on the Centre Hospitalier de l'Université de Montréal.

2,100-SEAT
CONCERT HALL

PORTS & MARINE



We have been involved in the master planning for every major ferry terminal in British Columbia, and have an ongoing partnership with BC Ferries for all maintenance and new construction at its 47 terminals. On Canada's East Coast, we designed marine structures, including heavy lift docks, bulk materials handling for mining, and specialty wharves, such as shore-based support for offshore oil and gas operations, in Newfoundland and Labrador. Across the Atlantic, in Equatorial Guinea, we are working on an expansion project that will make the port of Malabo the largest deepwater port in the region, and we are providing technical assistance for the Tazacorte Port extension in the Canary Islands.

47
FERRY
TERMINALS

ROADS & BRIDGES



As part of the Trans-Algerian Highway Project, we are supervising construction of the East-West Highway, including tunnel work and 120 new bridges. Refurbishments on Notre Dame Street and the Turcot and Dorval interchanges are ongoing in Montreal, as is design work and quality control on numerous highways in Quebec and Ontario. In Europe, we completed our work on the Sorihuela-Béjar section of Spain's Ruta de la Plata highway. In bridges, rehabilitation projects for the Galipeault and Mercier bridges are progressing well in Montreal, and we are replacing the old arched steel Dominion Bridge with a four-lane, 232-metre-long, multifunctional slant leg bridge near Quebec City. In British Columbia, we successfully launched the 580-metre-long cable-stay Coast Meridian Overpass over a working railyard. It is now the longest launched structure in North America.

**RECORD-
BREAKING**
OVERPASS

WATER



We have been involved in the Great Man Made River Project in Libya for decades. Our current projects include Phase II of our concrete pipe manufacturing mandate at the Sarir plant, and drilling contracts for 298 wells in the Sarir wellfield, and for wellfields in Ghadames and Kufra. In Algeria, work is progressing well at the Fouka desalination plant and at the Koudiat Acerdoune water treatment plant and distribution system. In Montreal, work continued on a major project to improve three potable water treatment plants, without disrupting the service to 1.8 million people. In Europe, we boosted our expertise in this sector and consolidated our position in the Mediterranean Basin with the acquisition of Coumelongue Ingénierie in France. It provides EPCM services to public sector clients for drinking water supply projects, wastewater collection and treatment facilities and urban development plans.

298
WELLS
IN THE DESERT

ENVIRONMENT

WE HAVE OVER 50 YEARS OF EXPERIENCE WORLDWIDE, WITH SPECIALIZED EXPERTISE IN THE POWER, INFRASTRUCTURE, CHEMICALS & PETROLEUM, INDUSTRIAL, MINING, RURAL DEVELOPMENT AND CLIMATE CHANGE SECTORS.



IRRIGATION AND DRAINAGE PROJECT, MALI

CLIMATE CHANGE



Our Air, Noise and Climate Change Group is the largest private sector group of its kind in Canada. We conducted several industrial and municipal greenhouse gas (GHG) inventories in 2009, including one of the first climate change adaptation plans as part of a larger program for Trois-Rivières, Quebec. Elsewhere in Canada, we conducted a detailed life cycle analysis of Alberta's pork industry to evaluate its carbon footprint and determine mitigation measures. We also conducted an independent ISO verification of Fraser Paper's GHG emissions inventory for its operations in North America. In Asia, we are part of an international team reviewing carbon capture and sequestration (CCS) approaches, and analyzing CCS options for new coal-based power plants in China and India.

**A
FIRST**
IN CLIMATE
CHANGE PLANS

GREEN PROJECT CONSTRUCTION SERVICES



LEED standards are often a requirement for new and renovated buildings, and we have extensive expertise in this area. In 2009, we completed design, construction supervision and contract management work for a community environmental centre near Toronto targeting LEED Gold certification, and we are now designing a LEED Silver trade and technology centre for the Southern Alberta Technology Institute. In France, we are working with an architectural firm designing the Tour Carpe Diem in Paris to LEED Gold standards, while in French Polynesia, we are employing our expertise in deep seawater-cooled air conditioning systems at the Brando Hotel, which is being developed as a showcase for the latest in renewable energy technologies.

LEED
EXPERTISE

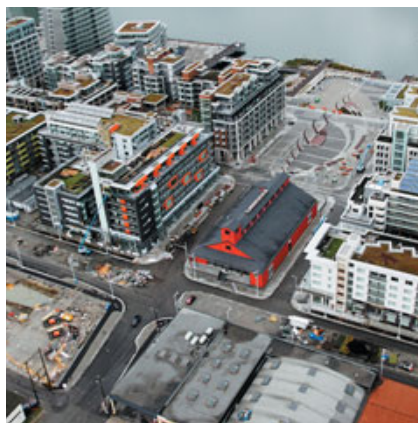
IRRIGATION & RURAL DEVELOPMENT



We help governments, producers, communities and businesses attain sustainable agriculture development in Africa, Asia, Latin America and the Caribbean. In 2009, we helped implement a Millennium Challenge Corporation-funded (MCC) rural development project in El Salvador aimed at boosting fruit and vegetable, dairy, forestry, and handicraft and tourism value chains. We also started three new MCC-funded operations in Ghana and Mali for detailed design and work supervision on major irrigation and drainage projects. In Upper Guinea, we are the consulting engineer for an African Development Bank project that will give more than one million people access to drinking water. In Afghanistan, our repair work on the Dahla Dam and the Arghandab irrigation system aims to deliver a reliable supply of water to thousands of small fruit and vegetable farms. Working with farmers, we are developing ways to help market their products and establish water user associations to provide long-term management of the irrigation system.

**DRINKING
WATER FOR
1,000,000
PEOPLE**

SITE ASSESSMENT AND REMEDIATION



We have been working at Vancouver's False Creek site since 1994. Formerly industrial land, we developed remediation plans to make it suitable for commercial, residential and recreational development. The site has been selected for the 2010 Olympic Village. Also in BC, the provincial government hired us to develop a process for prioritizing contaminated crown lands, including many historical abandoned mine sites. We are examining ecological and human health risks and developing action plans for each site. In 2009, the government awarded us an additional contract for a complete assessment of abandoned mine waste along the route of the 1862 Cariboo Gold Rush. In Ontario, we completed work at two Mid-Canada Line radar sites. Training and community consultation were important on this project, and we worked in partnership with three First Nations groups.

**FROM INDUSTRIAL
SITE TO
OLYMPIC
VILLAGE**

ENVIRONMENTAL IMPACT ASSESSMENTS AND MANAGEMENT



We are working with our Transmission & Distribution (T&D) Division and AltaLink on a transmission line contract in Alberta. Our role includes preparing site-specific environmental impact mitigation documents and reclamation plans, regulatory consultation, and monitoring construction activities. In Quebec, we completed seven electrical transmission line environmental impact assessments (EIAs) for Hydro-Québec, and a number of EIAs for wind farms. First Nations communities are involved in many of our projects in Canada from the very earliest stages. We are working with aboriginal communities to ensure community, environmental and traditional land-use issues are addressed on the Manitoba East Side all-season road project, and in determining alternate routes for the Alaska Pipeline Project.

**INTER-DIVISIONAL
SYNERGIES**

Overseas, we are providing environmental support to the Pars Oil & Gas Company at a major gas plant under construction in Iran. We liaise with environmental specialists representing the banks responsible for project funding and the Iranian and Korean companies building the plant. We are conducting environmental audits every six months during construction, and will do annual audits for the next 10 years, after plant start-up.

POWER

POWER IS ONE OF OUR OLDEST DIVISIONS, WITH NEARLY 100 YEARS OF EXPERIENCE IN OVER 120 COUNTRIES. OUR PROJECTS REPRESENT AN INSTALLED CAPACITY OF OVER 370,000 MW, 110,000 KILOMETRES OF TRANSMISSION AND DISTRIBUTION LINES AND 1,600 SUBSTATIONS.



QUEEN ELIZABETH THERMAL PLANT, CANADA

HYDRO



We have been active for decades on various portions of the massive James Bay Project in Quebec. Our work there continues as we completed the Rupert River diversion project, and are now doing the quality control for materials at the Sarcelle site. Elsewhere in Quebec, we are doing the detailed engineering and quality control for materials at the Romaine-2 site, and working at the Shipshaw power station to increase production capacity by 225 MW. In Ontario, the Lac Seul power station was officially opened in April.

In international projects, we completed our work on the Cameron Highlands and Batang Padang life extension projects in Malaysia, which involved replacing mechanical and electrical auxiliaries, building two new substations and converting existing stations from manual operation to automatic. Also in Asia, our Delhi office has more than 15 hydro projects underway in India, and in 2009, it expanded its activities with hydro projects in Bhutan and Nepal.

**A WORLD
LEADER
IN HYDRO
PROJECT DESIGN**

THERMAL



In 2009, we completed two major natural gas-fired combined cycle power stations in Ontario. Portlands was finished ahead of schedule in Toronto, and Goreway, in nearby Brampton, is now the largest, most technologically-advanced gas-fired station in Canada. In Saskatchewan, we completed fast-track EPC projects for SaskPower's Ermine and Queen Elizabeth simple cycle gas turbine plants, and engineering is nearing completion at its Yellowhead simple cycle gas turbine plant.

**SOLAR
ENERGY
USING MOLTEN
SALT**

Internationally, we completed the 1,227 MW Hadrjet En Nouss combined cycle natural gas-fired plant in Algeria, including desalination and makeup water systems, a seawater intake structure for the cooling system and a 400 kV substation. In the UAE, we completed engineering and initial firing of the first gas turbines at the 2,000 MW power plant we are constructing at EMAL's aluminum smelter site. Construction is ongoing at the Astoria II natural gas-fired plant in New York State, and we signed a contract with US-based Solar Reserve to provide engineering and construction consultation for its concentrated solar tower project in Spain. The project involves molten salt technology, which provides improved solar conversion efficiency and solar energy storage.

NUCLEAR



The successful steam generator replacement project at Bruce Power's nuclear plant in Ontario was the first of its kind and the most complex replacement of this nature ever performed. It is a benchmark for replacement projects in both CANDU and non-CANDU plants, and we have since been awarded a major steam generator replacement contract at Unit #2 of Xcel Energy's Prairie Island Nuclear Generating Plant in Minnesota. We continue to provide engineering and project management services for the balance-of-plant work to restart Bruce Power Units #1 & 2. Elsewhere in Ontario, we are doing environmental qualification design work for nuclear components and equipment at OPG's Darlington plant, and various projects and studies at AECL's Chalk River Laboratories. We are also doing a conceptual design and cost estimate update for the Nuclear Waste Management Organization's Adaptive Phased Management Project as a long-term solution for Canada's spent nuclear fuel. In Quebec, we have progressed to the engineering phase on Hydro-Québec's Gentilly Unit #2 rehabilitation.

16
100-TONNE
STEAM
GENERATORS
REPLACED

TRANSMISSION, DISTRIBUTION AND ENERGY CONTROL SYSTEMS (T&D AND ECS)



We continue to gain status as a leading player in EPC and consulting services for transmission lines, substations, and ECS. With the acquisition of Marte Engenharia in Brazil, we strengthened our transmission, hydroelectric and nuclear power groups and significantly increased SNC-Lavalin's South American operations.

HIGH
VOLTAGE
TRANSMISSION
LINES AROUND
THE GLOBE

Across Canada, we are delivering 14 new high-voltage substations, 22 major substation upgrades, including the addition of major equipment and associated protections and controls, and 170 km of high-voltage transmission line. Projects completed in 2009 included a 260 kV transmission line and substation for a 100,000 bpd bitumen extraction facility in Alberta, a 360 kV substation for a major hydroelectric project in British Columbia, and other projects to connect wind and hydro energy, and for mining facilities in Canada.

Current international consulting services include route selection and studies for a proposed 1,500 km high-voltage direct current interconnection between Egypt and Saudi Arabia, planning for power market development in 10 countries in the East Africa Power Pool region, and design and construction supervision for eight electrical distribution substations in Abu Dhabi. We were also awarded ECS projects in Australia, Cambodia, Taiwan and Slovenia, and we are well-positioned to meet the increasing demand for Smart Grid products and services.

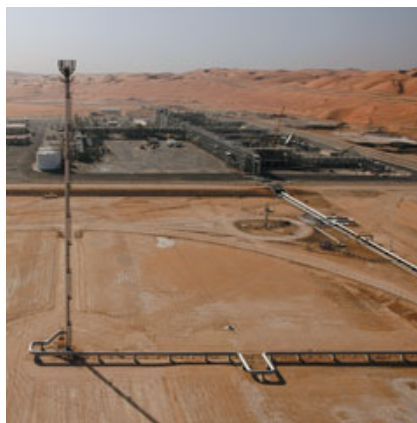
CHEMICALS & PETROLEUM

FROM FEASIBILITY STUDIES
TO DETAILED ENGINEERING
AND CONSTRUCTION, WE ARE
A SINGLE-SOURCE SOLUTION
FOR OUR CLIENTS, ABLE TO
DELIVER PROJECTS ON A
COST-PLUS REIMBURSABLE
AND LUMP-SUM TURNKEY
BASIS AROUND THE GLOBE.



CANAPORT LNG TERMINAL, CANADA

GAS PROCESSING AND CARBON DIOXIDE CAPTURE & SEQUESTRATION (CCS)



We completed Canaport's liquefied natural gas (LNG) terminal in New Brunswick—the first LNG regasification plant in Canada—including LNG Tanks 1 and 2, and are now working on LNG Tank 3. We also completed the FEED for Polskie LNG's receiving and regasification terminal in Poland, and we continue to provide consultancy services for the Skikda LNG plant in Algeria. Elsewhere in Algeria, we were awarded a major EPC mandate by Sonatrach for the Rhourde Nouss II natural gas processing complex, including CO₂ treatment and re-injection facilities, while in France, GRTgaz awarded us a turnkey contract for two new natural gas compression stations. In the CCS field, SaskPower awarded us an engineering mandate in Saskatchewan for Canada's first demonstration-scale CCS facility, and GASCO awarded us three engineering studies for a carbon dioxide and nitrogen injection project in Abu Dhabi. We completed Saudi Aramco's Shaybah central processing facility and Khurais water injection pumping station in Saudi Arabia, and have since been awarded a contract for its Wasit Gas Development Program. In Iran, Moneco Iran awarded us an engineering contract for an oil refinery expansion, and we are acting as a consultant on Phases 17 & 18 of the South Pars Gas Project.

**NEW
PROJECTS**
IN ALGERIA,
SAUDI ARABIA
& UAE

UPGRADING AND REFINING



We are well-positioned to meet new demands for low-sulphur projects, having executed many in North America to comply with stricter government legislation. In 2009, Petrotrin awarded us a project/construction management contract for an ultra low-sulphur diesel upgrade at its refinery in Trinidad. In the US, we have been working with ExxonMobil since the 1950s, and have an ongoing agreement for studies and engineering, procurement and construction management services at its Baytown facility under a sustaining capital contract. We have similar ongoing services contracts at Imperial Oil's refinery in Sarnia, Ontario and at North Atlantic's refinery in Newfoundland and Labrador, where we are also doing debottlenecking work. In Ontario, we are developing the Effluent Master Plan Project for Shell's Sarnia refinery, which will improve storm water management reliability at the site. In Cuba, we are providing engineering services for a refinery in Matanzas, and doing upgrade and expansion work in Hermanos Diaz for Axens. In Russia, we purchased 48% of the common shares of OAO VNIIneft (VNP), a leading engineering company with 80 years of experience working on oil refining, gas processing, petrochemical and chemical projects in Russia, Europe and the Middle East. VNP's local expertise and our global capabilities for delivering large projects, further strengthens our strategic position in Russia. VNP is currently executing the EPCM for a greenfield refinery in Nizhnekamsk for TANECO and the government of Tatarstan.

ACTIVE
IN THE AMERICAS,
RUSSIA &
THE CARRIBEAN

OFFSHORE OIL & GAS



Our acquisition of Spectrol Energy Services in Newfoundland and Labrador strengthens our resources in Eastern Canada and enhances our expertise in inspection, quality assurance, asset integrity, maintenance and reliability engineering. We continue to provide operations and maintenance services support to all three offshore producing platforms in the region for Husky Energy, Suncor and ExxonMobil. We are also providing maintenance and inspection engineering services to Total Indonesia for five new offshore installations in East Kalimantan, Indonesia. In the North Sea we completed the FEED for Statoil's Gudran substructure and successfully installed Nexen's Buzzard Enhancement Platform.

NEW ACQUISITION IN NEWFOUNDLAND & LABRADOR

HEAVY & CONVENTIONAL OIL PRODUCTION AND OIL SANDS



Following our successful work on the Tucker Lake steam-assisted gravity drainage (SAGD) project, Husky awarded us design based memorandum and FEED work for the Sunrise SAGD greenfield plant in northern Alberta, which we completed in 2009. UTS/Teck awarded us a design base memorandum contract for a bitumen production facility in Alberta's oil sands, as well as a technical assistance and cost controls mandate for their pilot plant activities. We also provided engineering services for MinMiner's pilot plant, which involves proprietary tailings treatment technology, and we prepared a ramp-up study to support Shell Albion Sands' commissioning team on the Jackpine expansion project.

OUTPUT OF SUNRISE SAGD PROJECT: 60,000 bpd

PIPELINES, TERMINALS AND FACILITIES



We completed construction of all pump stations for the Inter Pipeline Fund Corridor Pipeline expansion in Alberta, and they were successfully commissioned in 2009. We were awarded the contract based on the work we did on the original Corridor Pipeline Facilities project in 2002. Elsewhere in Alberta, we are working with Bird Construction to expand the mine truck maintenance shop and offices at Shell's Albion Sands Muskeg River Project. Bird has been a steady client over the past 12 years, and our contracts with them included the original work for the Jackpine expansion project.

LONG- TERM CLIENTS

MINING & METALLURGY

WE ARE A GLOBAL LEADER IN THIS SECTOR, WITH PROJECTS IN THE FIELDS OF ALUMINA, ALUMINUM, BAUXITE, COAL, COPPER, DIAMONDS, GOLD, IRON ORE, NICKEL, PHOSPHATE, POTASH, STEEL, ZINC AND OTHER COMMODITIES. OUR SERVICES RANGE FROM STUDIES TO FULL PROJECT IMPLEMENTATION FOR SOME OF THE LARGEST PROJECTS EVER UNDERTAKEN IN THE INDUSTRY.



EMAL ALUMINUM SMELTER, UAE

ALUMINUM / ALUMINA / BAUXITE / ZINC



We have three world-class aluminum smelter projects underway. In the UAE, EMAL achieved first metal nearly four months ahead of schedule, and we are nearing completion of the Qatalum smelter in Qatar, where we progressed from first concrete to first hot metal in only 19 months. In Australia, we have begun EPCM work at Rio Tinto Alcan's (RTA) Boyne smelter modernization project. In Quebec, we continue to support RTA on its pilot plant in Jonquière, and are working with Alouette on its smelter expansion studies. We completed an expansion study for Alcoa's Baie-Comeau smelter in Quebec, and an EPCM mandate for its Juruti bauxite operation in Brazil. Elsewhere in Brazil, we completed our project management mandate for Alumar's alumina refinery expansion, while in India, we advanced to detailed engineering on Anrak's alumina refinery. In zinc, we are building the Jabal Salab hydrometallurgical plant complex in Yemen, the country's first major mining operation.

**FIRST METAL
4 MONTHS
EARLY
AT EMAL**

NICKEL & GOLD



In nickel, we reached a milestone at Anglo American's Barro Alto ferro-nickel project in Brazil with the installation of two rotary kilns, each six metres in diameter and 185 metres long. Construction continues at the mega Ambatovy nickel mine project in Madagascar, and we completed a feasibility study on Xstrata and Barrick Gold's Kabanga nickel project in Tanzania. We are also working at Barrick's Cortez Hills gold mine in the US, and on a feasibility study for the Reko Diq gold-copper mine in Pakistan that Barrick is jointly developing with Antofagasta Minerals of Chile. In Mongolia, Centerra Gold awarded us a new EPCM mandate for its Gatsurt gold mine expansion.

**FROM BRAZIL
TO MADAGASCAR
TO MONGOLIA**

IRON ORE



We are finalizing a study on Vale's iron ore hub in Kuala Lumpur including a port, a stock and blending yard, and a pelletizing plant. The port will service Chinamax vessels of 400,000 DWT. We are working with our ports experts on a study for London Mining's Isua Iron Ore project in a remote region of Greenland. In Brazil, we have several projects underway for Vale, including the Apolo greenfield project and S11D Carajas, the largest greenfield iron ore project ever undertaken. In Mauritania, our mandate for SNIM's Guelb 2 iron ore concentrator project was expanded to full EPCM services.

**GLOBAL
EXPERTISE/
REGIONAL
KNOW
HOW**

POTASH AND PHOSPHATE



We are the global leader in potash with unique expertise in both conventional and solution mining technology. We have feasibility studies underway involving both technologies for Potash One and Athabasca Potash in Saskatchewan, and Agrium recently awarded us a contract for its Vanscoy underground potash mine near Saskatoon. In Argentina, we have begun detailed engineering for Vale's Potasio Rio Colorado project. In the phosphate sector, we are providing engineering services for Mosaic Fertilizer's phosphate mine in Florida, and for Fosfertil's phosphate fertilizer project in Brazil.

**GLOBAL
LEADER**

COPPER / COAL / URANIUM



In copper, we have studies underway for Konkola Copper Mines' copper plant upgrade and expansion in Zambia, and for an upgrade and rehabilitation plan for Katanga Mining's copper mine in the Democratic Republic of Congo. We completed EPCM work at Cobre Las Cruces' copper project in Spain, while in Chile, we have begun an EPCM mandate for Phase II of Codelco's Gaby copper mine, and started engineering for Collahuasi's copper concentrate expansion project. In Saudi Arabia, we are conducting the detailed feasibility study and have begun detailed engineering for Citadel's flagship Jabal Sayid copper/gold mine project. In uranium, we have studies underway for BHP Billiton's Olympic Dam in Australia, and for Goldfields' West Wits Tailings treatment project in South Africa. We are also carrying out studies for AngloGold Ashanti in South Africa and for Australia's Deep Yellow in Namibia. In coal, we completed detailed engineering for Moolarben's coal prep plant in Australia, and were awarded an EPCM mandate for Keaton Mining's greenfield coal mine in South Africa.

**BREAKING
NEW
GROUND**

MINE RECLAMATION AND GEOTECHNICAL SERVICES



We enhanced our expertise in this sector with the acquisition of VST Ingenieros, a leading Chilean firm specialized in mining geotechnical work with innovative thickened tailings disposal (TTD) expertise that provides a more environmentally friendly disposal method and significantly improves water recovery. In addition to VST's projects in South America, such as the Collahuasi water recovery project in Chile and the Cerro Corona tailings improvement in Peru, we have ongoing mine reclamation projects in Canada, Chile and Brazil, and significantly expanded residue management mandates at the Goro nickel site in New Caledonia and the Ambatovy site in Madagascar.

**ENVIRONMENTALLY
RESPONSIBLE
SUSTAINABLE
DEVELOPMENT**

OPERATIONS & MAINTENANCE

WE ARE ONE OF CANADA'S LEADING FACILITY MANAGEMENT SERVICE PROVIDERS, WITH A PORTFOLIO OF OVER 7,500 PUBLIC AND PRIVATE FACILITIES TOTALLING NEARLY 9.5 MILLION SQUARE METRES IN NORTH AMERICA, THE MIDDLE EAST AND AFRICA.



CANADA LINE, CANADA

FACILITY MANAGEMENT



A number of long-standing clients extended their contracts with us in 2009. CBC-Radio Canada extended our contract to provide real estate, facility and project management services for its facilities across Canada until 2020, and Canada Post Corporation extended the term of our Community Mailbox Program contract to 2014. Our original contract with Canada Post was signed in 1992, and we have been providing engineering, installation, snow clearance and maintenance services for all of its street mailbox installations across Canada ever since. Public Works and Government Services Canada, another long-term client, gave us a two-year extension on our contract for its buildings across the country. Originally awarded to us in 2005, our mandate is to provide facilities management services to over 1,000 federally-owned and federally-occupied buildings, including the national headquarters of the Royal Canadian Mounted Police and its detachment offices in Central, Northern and Atlantic Canada.

1,000+
FEDERAL
BUILDINGS

TRANSPORTATION



With the Canada Line in full operation, our PROTRANS BC office is now operating and maintaining the light rail transit system in Vancouver, BC under a 31-year contract. Our mandate covers all of the system's assets including the guideway, vehicles, fixed facilities, and automatic train control and communications systems. We are also responsible for frontline customer service on trains and station platforms. Also in BC, our PROTRANS WRB Bridge office operates and maintains the William R. Bennett Bridge in Kelowna. Now in its second year of operation, it has consistently achieved satisfaction ratings of over 95% from stakeholder groups. In New Brunswick, our Brun-Way partnership continues to provide operations, maintenance and rehabilitation services for 275 kilometres of the Trans Canada Highway. In airports, we were awarded a 12-year public service concession for the Tarbes-Lourdes-Pyrénées Airport, and a six-year public service concession for Cherbourg Airport in France, further enhancing our position in the French airport market.

OVER 95%
SATISFACTION
RATING AT
WILLIAM R.
BENNETT BRIDGE

INDUSTRIAL



In 2009, the Toronto Waterfront Revitalization Corporation awarded us an operations and maintenance contract for a new district energy plant to support the energy needs of the Corus Entertainment Complex in Toronto. We are providing similar services for a 120 MW gas-fired cogeneration power plant and central utility complex at Toronto's Pearson International Airport, where we completed our fourth year of service.

**37 MONTH
FAST-TRACK
SCHEDULE AT
TAKSEBT WATER
TREATMENT PLANT**

In Algeria, we have entered into the second year of our five-year operations and maintenance mandate for the 605,000 m³/day Taksebt water treatment plant, including an 80-kilometre conduit to supply water to Algiers. We continue to provide operations and maintenance services at the 825 MW Skikda power plant under a 12-year mandate, and in 2009, we began a 20-year operations and maintenance mandate at the 1,227 MW Hadjret En Nouss thermal plant, now the largest combined cycle plant in Africa.

DEFENCE AND REMOTE CAMP LOGISTICS



We have been providing operations and maintenance services for the Canadian Department of National Defence on a variety of naval vessels for in-service support since 1994. Our current mandate is to provide in-service support for 44 vessels in the Minor Warships and Auxiliary Vessels Program. Our Logistics team also provides operations and maintenance services to the Canadian Forces at Afghanistan's Kandahar Airfield. Our responsibilities include communications, IT systems and support, vehicle maintenance, supply and warehousing. We are now applying similar expertise at Conoco Phillips' Surmont Oilsands Project in Alberta, where we built a 100-person camp that we now own and operate. We also provided remote site catering and housekeeping services for our Environment Division as they carried out the environmental cleanup for the Department of National Defence on the DEW Line at Cape Dyer, Baffin Island in the Arctic.

**FROM THE
ARCTIC
TO AFGHANISTAN**

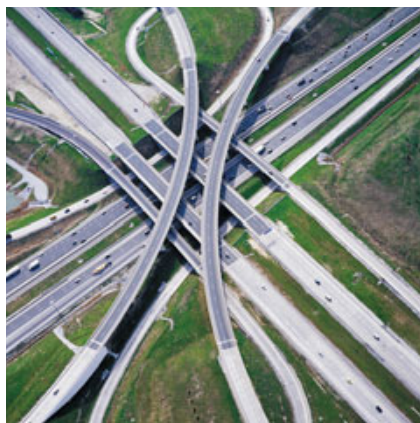
INFRASTRUCTURE CONCESSION INVESTMENTS

WE MAKE SELECT INVESTMENTS IN INFRASTRUCTURE CONCESSIONS IN VARIOUS INDUSTRY SECTORS INCLUDING AIRPORTS, BRIDGES, CULTURAL AND PUBLIC SERVICE BUILDINGS, POWER, MASS TRANSIT SYSTEMS, ROADS AND WATER. WE CAN TAKE FULL OR PARTIAL OWNERSHIP OF INFRASTRUCTURE, WHICH WE OFTEN ALSO DESIGN, BUILD, OPERATE AND MAINTAIN.



ALTALINK TRANSMISSION LINES, CANADA

ROADS, BRIDGES AND MASS TRANSIT SYSTEMS



407 ETR celebrated its 10th anniversary. It began operating and maintaining Highway 407 in Ontario in 1999, and since that time there have been over 900 million trips on the Highway. 2009 was also a milestone year for the Canada Line light rapid transit system in Vancouver. It went into commercial operation 3½ months ahead of schedule and won the Gold Award for Infrastructure at the Canadian Council for Public Private Partnerships' 2009 National Awards for Innovation and Excellence. In France, we are progressing towards construction on the 500,000 passenger/year Puy De Dôme cog railway system, which we will also manage until 2043. In bridges, our Okanagan Lake Concession completed its first full year of operations and maintenance at the William R. Bennett Bridge.

**20
BILLION km
TRAVELLED ON 407
SINCE 1999**

POWER AND WATER



Construction continues on the 120,000 m³/day Fouka seawater desalination plant in Algeria. It will be completed on a design, build, own, operate and transfer basis, and two Algerian government-owned companies will purchase the plant's total capacity under a 25-year take-or-pay contract. Elsewhere in Algeria, the 1,227 MW Hadjret En Nous thermal power plant was commissioned in 2009, and our infrastructure concession has begun receiving revenues from the local public utility company, Sonelgaz, on a 20-year take-or-pay contract. In the US, an over US\$1 billion project financing was closed on Phase II of the Astoria project in New York in 2009, and construction is well underway. In Canada, AltaLink has numerous upgrade and new build projects underway in Alberta. AltaLink is Alberta's largest electricity transmission provider, serving over 85% of the population.

**US\$1
BILLION
FINANCING ON
ASTORIA PHASE II**

CULTURAL AND PUBLIC SERVICE BUILDINGS AND AIRPORTS



We signed the first ever cultural infrastructure PPP contract in Quebec, with a mandate to design, build and finance a new concert hall for the Montreal Symphony Orchestra (MSO). Once it is built, we will operate and maintain it until 2038. In the airports sector, we are conducting a capacity analysis and preparing a new master plan for Malta International Airport, including all infrastructure related to the airport.

**MSO:
A CONCERT HALL
WITH AUTOMATED
ACOUSTICS**

AGRIFOOD

WE HAVE OVER 60 YEARS OF INTERNATIONAL EXPERIENCE IN THIS SECTOR. WE CAN PROVIDE PROJECT MANAGEMENT SERVICES FOR THE FULL LIFE CYCLE OF A PROJECT, INCLUDING HELPING CLIENTS WITH INVESTMENT DECISIONS.

DANONE YOGOURT PRODUCTION FACILITY, FRANCE

The new feed mill we designed for MacEwen Grain will have a total capacity of 188,000 tpy, making it the largest installation of any kind in Ontario. Other grain elevator projects are underway in Russia and Kazakhstan where we are modernizing Soufflet's old cement barley silos and doubling their capacity. We also helped them with permits and other paperwork for the Russian authorities.

Elsewhere in Russia, we completed construction of a cookie factory and associated power facility for Bolshevik Kraft Foods in Vladimir. It includes a 35 metre-long elevated passageway to allow power to flow from the power building to the main factory.

In France, we completed a turnkey mandate for Pomona Passion Froid's logistical warehouse and distribution centre in Carquefou. We designed the facilities to meet Pomona's strict environmental standards, which will conserve 630,000 kWhs of energy a year, eliminating 53 tonnes of CO₂. Also in France, we completely restructured Danone's yogurt production facility and installed all water, heating, air conditioning and electrical utilities in only 18 months.

France's viniculture industry is another important market for us. In 2009, we completed a new winemaking vat room for Charles Collin Cooperative in Champagne. It involved installing 37 differently sized vats in an existing 800 m² facility. In Bordeaux, we completed a project management mandate to extend one of Caves de Landiras' winemaking vat rooms.

In the chocolate industry, we completed numerous projects at Barry-Callebaut's Pennsylvania facilities in 2009. We designed and built new chocolate production lines and specialty chocolate moulding lines that are the first of their kind in North America, and we relocated a complete cocoa powder line and built a new chocolate liquor deodorizer facility.

**20,000
TONNE
CAPACITY
INCREASE AT
SOUFFLET'S
GRAIN SILOS**

INDUSTRIAL

WE HAVE FULL SERVICE CAPABILITIES IN THE MANUFACTURING, INDUSTRIAL CHEMICALS, SULPHURIC AND PHOSPHORIC ACID, AND FERTILIZER SECTORS, WITH SPECIALIZED EXPERTISE IN AREAS SUCH AS INSTRUMENTATION AND AUTOMATION, MATERIAL HANDLING, MACHINERY DESIGN, AND FILLING AND PACKAGING LINES.

SCA EMBALLAGE'S PACKING-BOX PLANT, FRANCE

With the acquisition of Antis, in France, our services now include upstream phases in the construction, industrial process, pharmaceutical and biotechnology, and agrifood sectors. Antis specializes in industrial engineering, logistics and high quality environmental (HQE) standards.

Environmental and fire precautions were key elements of our mandate for SCA Emballage's packing-box plant in France. These included limiting water consumption and waste, using recycled water to clean printers, and separating work zones with firewalls.

In the aeronautics industry, Spirit AeroSystems awarded us a turnkey mandate for its A350 aircraft assembly plant in France. It will be carried out on a 10-month fast-track schedule.

In North America, we completed engineering, and construction has begun at Valero's new flue gas scrubber in California, and we were awarded an engineering contract for Alcoa's demo-scale SO₂ scrubber plant in Quebec. It will employ new technology to reduce aluminum smelter SO₂ emissions. We have also partnered with leading companies to develop technologies for CO₂ capture and storage and SO₂ conversion to sulphuric acid to produce clean coal for thermal power plants. In a new field of clean technology,

ARD hired us to work on its new organic acid pilot production plant in France, which will use CO₂ to produce organic acid.

We are a leader in the sulphuric acid and material handling industries, and have projects underway serving the fertilizer, precious metals, and uranium processing industries. These include a sulphur-burning acid plant for Cameco's uranium ore processing plant in Canada, an expansion and upgrade project at Eurochem's plant in Russia, and a new sulphur-burning plant for Prayon in Belgium with an advanced heat recovery system that qualifies for carbon credits. We also completed a virtual simulation training software program for Kazinc's metallurgical plant in Kazakhstan that gives hands-on training under various hazardous conditions.

In fertilizers, we are designing and building the Jordan India Fertilizer Company's phosphoric acid fertilizer complex in Jordan, including a sulphuric acid plant and associated facilities, and Petrovietnam awarded us a consultant contract for its new Ca Mau ammonia/urea complex in Vietnam.

**SULPHURIC ACID
PROJECTS ON
6
CONTINENTS**



PHARMACEUTICALS & BIOTECHNOLOGY

WE DELIVER COMPLETE
PROCESS ENGINEERING,
AUTOMATION, VALIDATION,
AND CONSTRUCTION
MANAGEMENT SERVICES
TO PHARMACEUTICAL,
BIOTECHNOLOGY AND MEDICAL
CLIENTS WORLDWIDE.

CRUCELL KOREA'S VACCINE MANUFACTURING FACILITY, SOUTH KOREA

We enhanced our position in this sector with the acquisition of BV2, a key player in pharmaceutical and biotechnology engineering in the Benelux countries. Its clients are prominent companies in the pharmaceutical, biotechnology and cosmetics industries.

We have ongoing mandates for GSK Biologicals in Canada, France, the US and Belgium, including the conceptual phase for a new LEED Silver vaccine production facility in Quebec. We continue to deliver integrated project services and are nearing completion of a new lyophilisation plant in Saint-Amand-les-Eaux in France, while in the US, we completed a construction support mandate at a sterile filling facility and quality control laboratories at GSK's Marietta site in Pennsylvania.

Genzyme selected us for a contract at its new biopharmaceutical manufacturing facility in Lyon following a highly competitive process. We are now nearing completion of this challenging, full EPCM mandate for a highly regulated, fully compliant medicine production facility.

We have done extensive work for Sanofi Pasteur and Sanofi Aventis in France. Current projects include a new quality control laboratory in Neuville-sur-Saône, a new biotech pilot plant in

Vitry-sur-Seine, a revamping of a lyophilisation area in Maisons-Alfort, and validation work for a new vaccine plant in Val-de-Reuil. In addition, we continue to execute compliance projects for Sanofi Pasteur in the US.

In the Netherlands, we are implementing the BIOCS Programme for the Netherlands Vaccin Instituut's fermentor and process vessel system upgrade to optimize processes and align the process automation with the latest industry standards.

In Asia, our Mumbai office provided architectural, engineering, and construction management services, as well as commissioning and validation assistance, for Polypeptide Laboratories' first peptide manufacturing facility in India. It provided similar services for the expansion and revamping of Zydus Nicomed Healthcare's active pharmaceutical ingredient facility in India. Elsewhere in Asia, we are on a fast-track schedule for EPCM and validation services at Crucell Korea's new 17,000 m² vaccine manufacturing site in South Korea.

FDA AND
cGMP
COMPLIANCE