

INFRASTRUCTURE



Our extensive global experience in the planning, development and operation of a full range of infrastructure projects allows us to provide engineering, procurement, construction and construction management services for projects of all sizes.

MC GILL UNIVERSITY
HEALTH CENTRE'S
GLEN CAMPUS—CANADA



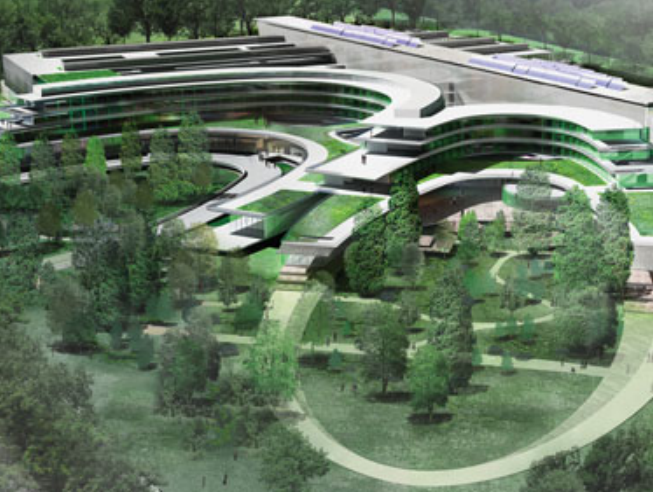
BUILDINGS

Our design/build contract for the new LEED Silver-targeted acoustic concert hall of Montreal employs state-of-the-art acoustic design that creates a building within a building. We are also designing a LEED Platinum planetarium in Montreal based on our consortium's award-winning design.

In Ontario, we provided mechanical/electrical consulting for Bell Lightbox, new home to the Toronto International Film Festival. In France, we are designing Stade de France's sound system and working with the Paris Prefecture de Police on a 1000-camera video surveillance system. Also in Paris, we are rebuilding the ZAC Eiffel commercial complex in a congested urban setting, and we are providing overall quality control for the construction of NATO's new headquarters in Brussels. In Haiti, we conducted numerous post-earthquake infrastructure assessments for the World Bank, and in Libya, work began on Guryan Judicial City, the country's first detention centre to comply with international human rights standards.



ARCHITECT: JP VIGUIER



HEALTHCARE FACILITIES

In Quebec, we are designing and building McGill University Health Centre's Glen Campus, Canada's largest healthcare facility, and nearing completion of Montérégie's cancer clinic. In France, we were awarded an engineering contract at Émile Muller Hospital and a design, construction and 25 year O&M contract for the laboratories at the Université de Versailles Saint-Quentin-en-Yvelines.

BUILDING CANADA'S LARGEST HEALTHCARE FACILITY



MASS TRANSIT AND RAILWAYS

Our Canada Line Project received the Schreyer Award for the most technically innovative project in Canada, and our Montreal subway extension was declared the civil engineering Project of the Decade by the Quebec Reinforcing Steel Institute. In Calgary, our West Light Rail Transit project is the city's first elevated guideway and underground tunnel transit system. In Malaysia, we secured a consultancy contract for the elevated guideways on Kuala Lumpur's transit line extensions. In France, our master planning for the Orléans tramway line includes preservation of historical buildings, and we are providing engineering and construction services for the Puy de Dôme cog railway line. In Spain, we are building a section of high-speed railway in mountainous Galicia, and we successfully designed and bored a rail tunnel under Gaudi's Sagrada Familia, a UNESCO-recognized site. We also have an EPCM mandate to rehabilitate a 240 kilometre railway line in Liberia.

AIRPORTS

We welcomed the consulting division of BC-based PDK Airport Planning to our team, expanding our international airport planning and development expertise. Our baggage handling system at Montréal-Trudeau International Airport received a Léonard Award from the Association of Consulting Engineers of Quebec, and our structural design work for the terminal extensions was named institutional Project of the Decade by the Quebec Reinforcing Steel Institute. Internationally, we are doing concept design at Ramenskoye airport near Moscow, design and planning work for airports in Bogota and Guam, and construction continued on a new international airport in Benghazi, Libya. We are also contributing innovative research and development studies to support sustainable airport design for the World Bank.

CREDIT: ZYSKOVICH ARCHITECTS



AWARD-WINNING WORK

A PIECE OF HISTORY

Made entirely of reinforced concrete, and with a surface area of 23,105 m², Montreal's Place Bonaventure was by far the world's largest concrete exhibition hall when it was completed in **1967**.

ROADS & BRIDGES

In Canada, our Southeast Stoney Trail PPP is the largest road infrastructure project in Alberta's history, and our CentrePort Canada Way project is Manitoba's first design-build EPC project. We have numerous highway projects underway in Quebec, and an EPC contract to upgrade New Brunswick's Princess Margaret Bridge. In Spain, we are doing follow-up work on the new Pyrenees A-21 Highway including viaducts and tunnels.



PORTS & MARINE

In Canada, we were awarded an EPCM contract for structural repairs at North Atlantic's Placentia Bay refinery, and our asset management partnership with BC Ferries continues, including master planning for all major terminals. We completed an analysis of port facilities at an aluminum smelter in Quebec, and a proposed potash terminal in BC. Internationally, we are working on EPCM mandates for port facilities at mining sites in Liberia and Chile. In Equatorial Guinea, we are Owner's Engineer for the Malabo port expansion and were awarded a similar mandate for Bata port. We also have an expansion mandate for Callao Port in Peru and an engineering mandate for a port in Gabon. In Saudi Arabia, we signed a five-year engineering services contract for Jubail Port, and we completed an analysis of port facilities at an aluminum smelter in Bahrain.

WATER

Our work on Libya's Great Man-Made River project continued with the manufacture of 45,000 concrete pipes and a mandate to design and drill the Al-Kufra and Ghadames well fields. In Algeria, we are nearing completion of the Koudiat Acerdoun water treatment/distribution system and the Fouka desalination plant, and our Taksebt water treatment plant project won an Award of Excellence at the Canadian Consulting Engineering Awards. Our district cooling presence in UAE and Bahrain expanded into Saudi Arabia with two new contracts in 2010. In Spain, we are providing technical assistance to the Confederación Hidrográfica del Segura for subterranean water management.



ENVIRONMENT



We have over 50 years of experience providing environmental services worldwide, with specialized expertise in the power, infrastructure, chemicals & petroleum, industrial, mining, rural development and climate change sectors.

ALASKA HIGHWAY ENVIRONMENTAL ASSESSMENT AND REMEDIATION PROJECT – CANADA



AIR QUALITY & CLIMATE CHANGE

As Canada's leading emissions assessment organization, we are increasingly called upon to conduct carbon footprint assessments. In 2010, our many assessments included common air contaminant assessments for ports across Canada, evaluation of GHG emissions from North America's leading Pacific ports, and the development of a specific protocol to evaluate carbon performance for container trade between Asia and North America. We also prepared an analysis of Canada's coal-fired power industry for Environment Canada and recommended methods for measuring mercury emissions. Silicium Bécancour hired us to verify that its silicon plant is operating in compliance with Quebec regulations and make recommendations for improvements. In Nova Scotia, our team of specialists carried out a comprehensive sampling program on a cement plant stack, and, in Manitoba, we are working on a mandate to reduce municipal GHGs.

ENVIRONMENT

GREEN PROJECT SERVICES

In Alberta, we completed our engineering mandate for two hospitals, including an emergency department, ICU, diagnostic lounges and surgical suites. One of our design goals for these projects was to ensure easy adaptation to new technologies. We also provided engineering design services for the South Health Campus and the Southern Alberta Institute of Technology, both LEED Silver-targeted facilities. In Europe, we strengthened our expertise in sustainable buildings with the acquisition of Penicaud Green Building. We are participating in the design of the Tour Carpe Diem in Paris, which will consume 20% less energy than standards require, and designing a transport hub in Bellegarde that will employ solar heat energy in the winter and natural thermal draw in the summer. In Nancy, we are helping develop a 15-hectare eco-friendly public square, making particular efforts to ensure it blends in with surrounding historical buildings.

IRRIGATION & RURAL DEVELOPMENT

We continue to facilitate sustainable agricultural development and have a number of major design, construction supervision and agricultural diversification projects underway for irrigation systems. In Ghana and Mali, we are involved in the Millennium Challenge Accounts designing irrigation systems and supervising operations to increase the production of rice and other high-value agricultural crops to help reduce poverty. In Indonesia and Haiti, we are helping protect natural resources and supplying drinking water to thousands of people. In Ethiopia, we are providing engineering services to private investors to develop commercial irrigation agriculture programs. In Afghanistan, we are helping restore the agro-economy in Kandahar by repairing the infrastructure, irrigation system and a complex network of canals; improving water management techniques; and promoting community engagement and participation in the project.

PARTNERING TO
PROVIDE SUSTAINABLE
SOLUTIONS

SOLUTIONS FOR
PROJECTS
OF ANY SCALE



SITE ASSESSMENT & REMEDIATION

The Canadian Department of National Defence awarded us two environmental remediation mandates at its 5 Wing Goose Bay base in Labrador, representing our largest active environmental remediation project in Canada. In Halifax, AECON/Fabco commissioned us to provide environmental management services to support the deconstruction of two 1950s-era destroyers, which will require environmental engineering expertise and supervision for the handling of hazardous materials. We are also conducting a detailed investigation of environmental and physical hazards associated with the construction of the Alaska Highway during WWII and helping establish mitigation measures. In Alberta, we recommended remediation strategies for a plume of contaminated groundwater located 80 metres beneath a gas plant site. We have several public- and private-sector projects underway in Ontario, and, internationally, we have begun a scoping assessment for a groundwater remediation project in Kazakhstan.

SOCIAL & ENVIRONMENTAL IMPACT ASSESSMENTS (SEIAs) & MANAGEMENT

Our work includes a variety of SEIAs and management projects for the Canadian government, including SEIAs in Ontario for Canada's G8/G20 installations, species at risk surveys for Bath Correctional Institute, and rehabilitation/remediation work for Oshawa Harbour and First Nations lands. In Quebec, we completed scoping studies for fourteen proposed wind farms, and were retained to produce SEIAs for two proposed power line installations connecting additional wind parks for Hydro-Québec's distribution network. In Alberta, we are completing permitting and environmental studies for a major waste-to-energy facility. We also have 10 major transportation and power transmission environmental management projects underway in Western Canada including regulatory compliance and environmental best management practices. In New Brunswick and Manitoba, we were mandated to conduct SEIAs for peat extraction projects including a preliminary report for the construction, operation and decommissioning of each development. In Guinea, we coordinated diverse teams of international experts and Guinean specialists to conduct studies to ensure that Simandou's massive iron ore project, which will include a mine and associated infrastructure, a railway and a deepwater port, complies with sustainability standards and policies. Elsewhere in Africa, we are facilitating the sustainable development and management of the Nile's water resources shared by Egypt, Ethiopia and Sudan. Our Strategic Environmental Assessment there will integrate policies, plans and programs taking into account economic, environmental and social considerations.



A PIECE OF HISTORY

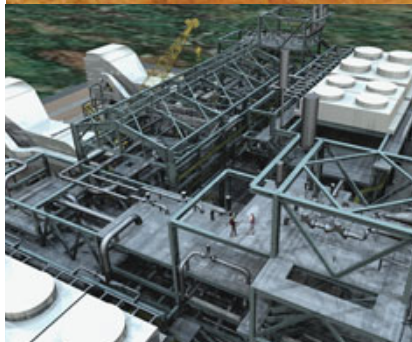
SNC-Lavalin helped its client, Rio Tinto, meet some of the strictest environmental standards in the history of mining and metallurgy for the Diavik Diamond Mines project in Canada's Northwest Territories.

CHEMICALS & PETROLEUM

We are a single-source solution for our clients. From feasibility studies to detailed engineering and construction, we deliver projects on a cost-plus reimbursable and lump-sum turnkey basis around the globe.



RHOURDE NOUSS GAS TREATMENT COMPLEX ALGERIA



GAS PROCESSING & CCS

In UAE, our engineering studies for GASCO are addressing greenhouse gas and sustainability issues by focusing on CO₂ capture, recovery and re-injection; NO₂ injection; and NO₂ breakthrough and recovery. In Algeria, we continue our EPC mandate for Sonatrach's Rhourde Nouss gas treatment complex, a natural gas processing plant, and a facility to capture, process and re-

inject carbon dioxide. We are also carrying out an EPCM mandate to rehabilitate the existing liquid petroleum gas plant. In Saudi Arabia, we were awarded a FEED contract to provide management services for Saudi Aramco's Wasit Gas Development Program, which will facilitate the production and processing of up to 2.5 billion standard cubic feet of gas per day. We did some FEED work for a greenfield gas and oil processing plant in Libya, and have FEED work underway at a gas processing facility in Pakistan. In France, we are modernizing two turnkey gas compression stations for GRTgaz to increase its natural gas network and transport capacity and reduce greenhouse gas emissions. In Belgium, we are carrying out a turnkey expansion at Fluxys' Loenhout station involving gas compression, underground storage, processing and drying areas. In LNG, we completed FEED work for an LNG re-gasification terminal in Poland and our EPC mandate at Canaport's LNG terminal in New Brunswick.

UPGRADING & REFINING

Two subsidiaries of Venezuela's state-owned oil company awarded us major engineering contracts in the Orinoco Oil Belt, highlighting our expertise in heavy oil. In Trinidad and Tobago, we were awarded a project management contract to produce a low-sulphur diesel consistent with the most stringent on-road fuel specifications. In India, we made an important entry into the high-end EPCM market for refineries with a mandate for Numaligarh Refinery Limited's crude oil refinery. In the US, we have numerous coal gasification, waste destruction, alternative fuel and carbon capture and sequestration projects underway. In Canada, our engineering mandate to revamp the fluid catalytic cracking unit (FCCU) at Suncor Energy's Montreal refinery is well underway, and construction has begun on our project to improve stormwater management at Shell's refinery in Sarnia. Construction activities have also begun on North Atlantic's debottleneck project in Newfoundland and Labrador.



TAILORED DELIVERY MODELS

OFFSHORE OIL & GAS

In Saudi Arabia, Al-Khafji awarded us a cost-plus reimbursable contract for basic engineering services to revamp offshore production and processing facilities. We were also awarded the FEED and detailed engineering contract for Statoil's Vallemoen substructure in the Norwegian sector of the North Sea, and we completed the concept selection for Venezuela's vast Rio Caribe offshore gas project. In Newfoundland and Labrador, we completed front-end studies and site investigations at the Bull Arm fabrication facility for the Hebron Development Project and provided maintenance and inspection for offshore oil and gas production installations operated by HMDC, Husky Oil and Suncor Energy.



A PIECE OF HISTORY

SNC-Lavalin carried out the largest fixed price SAGD project in the history of the Alberta oil sands for Husky Energy. The project was finished on time and under budget in a record 24 months.

CHEMICALS & PETROLEUM

HEAVY & CONVENTIONAL OIL PRODUCTION AND OIL SANDS

Alberta's Grizzly Oil Sands awarded us the engineering/procurement contract for its 5,000 bpd modularized SAGD oil recovery plant, which will be constructed off-site and assembled in the field. This facility will be the first of its kind and highlights our ability to tailor our delivery model to meet client needs. We will also be bringing our SAGD expertise to GS E&C for the Korea National Oil Company's 10,000 bpd BlackGold SAGD plant project. Titanium Corporation (TIC) has retained us to help them implement new technology to process waste material from tailings and recover valuable heavy minerals and hydrocarbons in the process. We have designed a pilot-scale hydrocarbon processing plant for TIC to assess the viability of a full-fledged commercial facility.



PIPELINES, TERMINALS & FACILITIES

In Saudi Arabia, Saudi Aramco awarded us a four-year reimbursable engineering, procurement and project management contract to support its expansion plans, and SATORP awarded us a contract to provide project management and technical expertise for its refinery project in Jubail. As part of a five-year reimbursable contract for engineering services, we will be performing specialized marine and ports engineering services to support the expansion of Jubail's commercial port, a vast complex covering approximately 920 km². In the Arabian Gulf, Al-Khafji Joint Operations of Saudi Arabia and Kuwait awarded us a reimbursable contract for basic engineering services to revamp its offshore production and processing facilities. We are doing detailed engineering for Repsol Petroleo's oil pipeline between Cartagena and Peurtollano in Spain, and GazMétro awarded us a detailed engineering contract in Quebec for a 28 kilometre pipeline to connect shale gas wells to its distribution network.



POWER

With nearly 100 years of experience in over 100 countries, Power is one of our most established divisions. Our projects now represent an installed capacity of over 350,000 megawatts, 110,000 kilometres of transmission and distribution lines, and 1,600 substations.

SHIPSHAW POWER STATION CANADA



GREEN ENERGY

We continue to look for opportunities to promote green energy. We were awarded the design/build contract for the world's first fully-integrated commercial-scale CCS facility at SaskPower's Boundary Dam power plant. Ninety percent of the CO₂ emitted will be captured and used for enhanced oil recovery. In the waste-to-energy field, Plasco Energy has retained us to commercialize its technology, which we will employ as part of our EPCM mandate to build a first of its kind greenfield plant in Alberta. We are also carrying out waste-to-energy FEED studies for Energy Answers' future facilities in Baltimore and Puerto Rico. In Ontario, we are Owner's Engineer at a 50 MW wind farm, and in the US, we are employing SolarReserve's molten salt technology in our FEED for its 110 MW project in Nevada.



POWER

HYDRO

Our design/build contract for the Waneta power station marks our third recent major expansion project in BC. In Quebec, work continues on the Eastmain-1-A and Romaine-2 projects, and on our EPCM expansion mandate at the Shipshaw power station. At the Smoky Falls station in Ontario, we started engineering and geotechnical work. Internationally, we are using innovative solutions to address space constraints at the Karebbe EPCM project site in Indonesia, including a spillway built on top of a powerhouse. We were awarded an engineering/construction supervision contract for the Hulu Terengganu project in Malaysia, and are acting as Owner's Engineer on several projects in Brazil. In India, we are providing engineering services on the Pare, Kutehr, Dagachhu and Jebba projects, and have studies underway for projects totalling nearly 10,000 MW.



THERMAL

Recognized as leaders in US cogeneration and alternative fuel projects, we were selected to design and build a fuel-efficient power plant in Alaska using the same GE technology we used earlier in 2010 on our fast-track EPCM mandate at SaskPower's Yellowhead plant. To address challenging logistics on our Astoria II project in New York, we used off-site pre-assembly and brought major equipment in by barge from Mexico. In Peru, we were awarded an EPCM contract for the 520 MW combined cycle project for Fenix Power, which will be one of Peru's most efficient combined cycle plants. In Europe, we strengthened our expertise with the acquisition of ETF, a company specialized in a wide variety of engineering technologies. In the UAE, the 2,000 MW plant at EMAL's aluminum smelter site has progressed to the start-up phase. We continue to expand internationally with an EPC detailed design contract for Gulf Petrochemical Industries' new boiler in Bahrain and a design/build contract for a 420 MW power plant in Tunisia.

NUCLEAR

Our steam generator replacement for Ontario's Bruce Power won an Award of Excellence from Canadian Consulting Engineering, Canada's highest mark of project recognition. We will use the laser metrology and spatial analysis expertise developed for the Bruce Power project to replace the steam generators at Xcel Energy's Prairie Island plant in Minnesota, and again to replace the reactor feeders at the Bruce Power plant. In Quebec, we continue to rehabilitate Hydro-Québec's Gentilly-2 station and we enhanced our expertise in the nuclear sector with the acquisition of Nucleonex, a nuclear safety engineering firm. Overseas, we signed an agreement with GE Hitachi Nuclear Energy to evaluate nuclear opportunities in Poland.



TRANSMISSION & DISTRIBUTION AND TELECOMMUNICATIONS

Our EPC/EPCM transmission projects in Canada include 12 new high voltage substations, and upgrades to over 70 existing substations. We completed designs for 473 kilometres of transmission line, and have more than 5,000 kilometres in the design stage. In Alberta, we installed a 90 kilometre, 240 kV transmission line using helicopters and, in BC, we completed upgrades to accommodate an IPP connection. In telecommunications, we are upgrading Hydro-Québec's fibre and microwave telecommunications network. Internationally, we are updating studies for a 700 kilometre HVDC line to transfer 1,300 MW of power from the Kyrgyz Republic and Tajikistan to Afghanistan and Pakistan, and are preparing a countrywide master plan and a feasibility study for a 3,000 MW power transmission project in Pakistan. We also prepared a power systems master plan for the Senegal River development in Africa. In Pennsylvania, our Owner's Engineer mandate to upgrade numerous substations for Duquesne Light utility was renewed for the sixth consecutive year. In Brazil, we are working on design and Owner's Engineer mandates for two 2,350 kilometre 600 kV HVDC lines. We are also completing designs for over 2,000 kilometres of 230 kV and 500 kV lines, which include a 290 metre-high tower to provide clearance over a two kilometre-wide section of the Amazon River.

A PIECE OF HISTORY

SNC-Lavalin designed the Daniel Johnson Dam in northern Quebec in the **1960s**, the largest multiple arch dam in the world and, to this day, a popular tourist attraction in the province.

MINING & METALLURGY



BARRO ALTO FERRO-NICKEL PROJECT BRAZIL



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. We deliver a range of services, from conceptual studies to full project implementation, for a wide range of projects, including many of the largest ever undertaken in this sector.

POTASH / PHOSPHATE / DIAMONDS

As the global leader in potash, we have unique expertise in both conventional and solution mining technologies. In Saskatchewan, we completed feasibility studies for Potash One and Athabasca Potash, and we continue our EPC work for Agrium's Vault project, including the expansion of an underground mine, production hoist, concentrator and infrastructure. In Argentina, we have progressed to detailed design for Vale's Potassio Rio Colorado potash plant. In the phosphate sector, we are providing EPCM services for Salitre's phosphate project in Brazil, and we completed our engineering mandate for Mosaic's phosphate beneficiation plant in Florida. We are also conducting a feasibility study for Stornoway's diamond mine, which would be Quebec's first diamond mine.





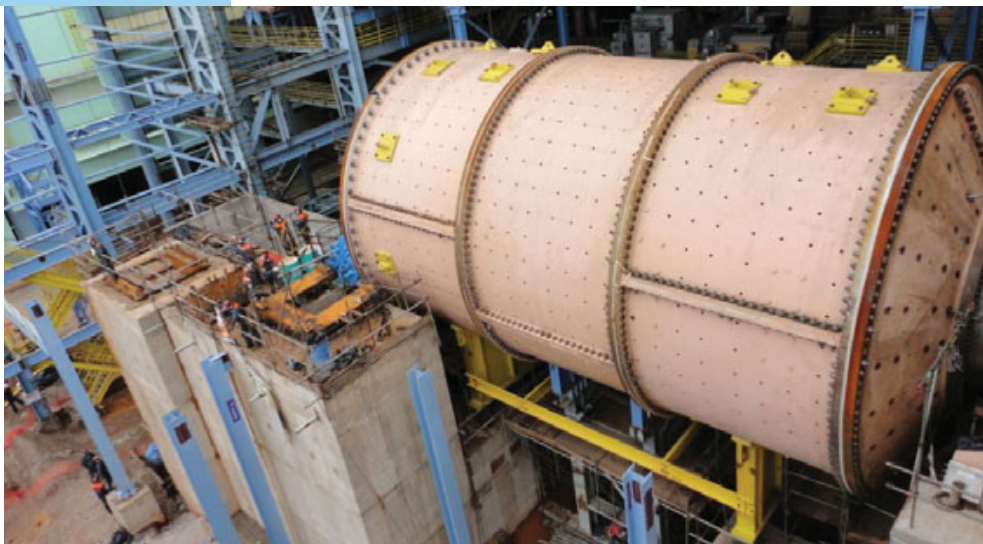
WORLDWIDE EXPERIENCE WORLD-CLASS EXPERTISE

COPPER / COAL / URANIUM

In copper, we were awarded EP contracts for Katanga's mine upgrade project in Democratic Republic of Congo, and Bariq awarded us an EPCM mandate for a copper concentrator in Saudi Arabia. We were also awarded EPCM contracts for the Minera de Cobre mine complex in Panama and the Collahuasi plant expansion in Chile. Also in Chile, we completed our EPCM expansion at Codelco's Gaby Phase 2 project. In Peru, we are conducting feasibility studies for Lumina's El Galeno project and a conceptual study for Anglo American's Michiquillay project. In coal, we completed our EPCM mandate for Keaton Mining's greenfield coal mine in South Africa. In uranium, we completed preliminary studies for Deep Yellow's Omahola project in Namibia and for Australia's Olympic Dam expansion. In South Africa, we completed a feasibility study for Gold Field's West Wits Tailings project, and were awarded the study for AngloGold Ashanti's West Rand Tailings reclamation project.

NICKEL & GOLD

We continue to advance on our EPCM mandate for the Ambatovy nickel-cobalt mine in Madagascar, and are completing our EPCM mandate for Anglo American's Barro Alto ferro-nickel mine in Brazil. In Canada, we are working on an EPCM mandate for Canadian Royalties' nickel mine in Quebec. We have also been awarded two major studies for Ontario's Ring of Fire mineral deposit, and an air emission's reduction study for Vale's Sudbury smelter. In gold, following our work on the Rio Paracatu Expansion III project in Brazil, Kinross Gold awarded us an EPCM mandate to continue the mill expansion. We are working on the Sadiola expansion project in Mali for AngloGold Ashanti and, following our successful completion of surface facilities at the Cortez Mine, Barrick awarded us an EPCM mandate for its Bald Mountain Mine expansion in Nevada.



A PIECE OF HISTORY

SNC-Lavalin designed and built the Çinkir zinc smelter complex in Turkey in **1976**. With no existing zinc smelters in the country, the facility became the foundation for a new industry.

IRON ORE

In Brazil, we have several ongoing projects for Vale, including EPCM services for its S11D project, and we won a Golden Valve Award for our innovative use of SmartPlant animation on its Apolo project. Vale also awarded us several contracts for its extensive Simandou project in Guinea. In Mauritania, construction is underway on SNIM's concentrator and we are providing feasibility study services for EMC's El Aouj project. ArcelorMittal awarded us a refurbishment mandate at its Quebec concentrator as well as a feasibility study for its expansion and an EPCM mandate to refurbish its Western Range mine in Liberia. We are doing feasibility studies for London Mining's mine and processing plant in Greenland and Zamin Resources' Valentines project in Uruguay.

BUILDING LONG-TERM CLIENT RELATIONSHIPS



ALUMINUM / BAUXITE / ALUMINA

We completed our EPCM work on EMAL's smelter in UAE and are nearing completion of our EPCM mandate for the potroom and service buildings at Qatalum in Qatar. Our mandate at Rio Tinto Alcan's AP60 Phase I smelter project in Quebec was expanded to full EPCM services, and construction management work is ongoing at its Boyne smelter in Australia. In Mozambique, BHP Billiton awarded us an EPCM contract to upgrade its Mozal smelter's fume treatment centre. Following completion of Alcoa's Juruti bauxite mine in Brazil in 2009, we were awarded a study to expand the facility. We are also doing several major studies for new or upgraded bauxite, alumina and aluminum projects worldwide.



MINE RECLAMATION & GEOTECHNICAL SERVICES

We have ongoing reclamation projects across Canada and in New Caledonia, Africa and South America. Among these are the reclamation and cleanup of a tailings spill at Opémiska mine in Quebec, and the reclamation and upgrade of an industrial landfill site at the Kitimat aluminum smelter in BC. In Quebec, we applied innovative methods to control acid drainage on the Aldermac reclamation project. In Chile, we are providing engineering services for ENAMI's Ovalle plant, the country's first industrial-scale copper tailings plant using thickened tailings disposal (TTD) technology, and we are working with new tailings handling technology for Minera Florida. Also in Chile, we are providing an engineering study for Cia Minera Del Pacifico, which will examine the thickening, transport and disposal of tailings for its Hierro Atacama pilot plant project.

OPERATIONS & MAINTENANCE



TRANS-CANADA HIGHWAY—CANADA

We are one of Canada's leading O&M management service providers, with a portfolio that includes public and private facilities, infrastructure assets, remote camps and naval vessels in North America, the Middle East and Africa.



PROJECT, FACILITY & PROPERTY MANAGEMENT

We further strengthened our position in Canada's PPP market with a 30 year O&M mandate for the McGill University Health Centre's LEED Silver-targeted Glen Campus in Montreal, which will be designed, built and financed by other SNC-Lavalin divisions. We were awarded a similar full-service, 30 year O&M mandate for the Waterloo Region Consolidated Courthouse in Ontario, which will be designed to LEED Silver specifications. We expanded our roster of clients in Ontario with a contract to manage US-based Advanced Micro Devices' Canadian offices and prototype production/testing facilities, and internationally with a management contract for the 55,000 m² Lagoon shopping centre, now under construction in Qatar. Our leadership in facility and property management was recognized by the Quebec Construction Association, which named us the 2010 Company of the Year for Metropolitan Montreal for our expertise in delivering comprehensive, integrated project management solutions and exceptional customer service.



CUSTOMIZED
STRATEGIC
SOLUTIONS FOR
INFRASTRUCTURE
ASSETS

TRANSPORTATION

We were awarded a full-service contract for the Calgary Southeast Stoney Trail, the largest single highway project ever undertaken in Alberta. We will design, build and partially finance the project, and then operate and maintain the 25 kilometre, six-lane road for 30 years. In Vancouver BC, the award-winning Canada Line light rapid transit system continues to exceed expectations. Since going into service in 2009, it has carried more than 50 million passengers and achieved a 99.9% reliability rating. Passenger ridership has grown steadily to reach 110,000 on an average weekday. Our William R. Bennett Bridge mandate in BC has also consistently achieved satisfaction ratings of over 95% from stakeholders. It accommodates an average of 46,000 vehicles per day and that number is expected to increase to 69,000 by 2017.



AIRPORTS

In Europe, we increased the number of our airport management mandates to eight with contract awards for airports in Tours and Rouen for 12 and six years respectively. In addition to managing and maintaining the airport facilities, we will also be responsible for customer service and commercial development of the sites. Our other multi-year management contracts in Europe are for facilities at the Cherbourg, Malta, Paris-Vatry, Tarbes-Lourdes-Pyrénées, Chalon-sur-Saône and Vannes airports.

A PIECE OF HISTORY

SNC-Lavalin O&M started with a single contract over 15 years ago. It has now grown to deliver O&M services to everything from ships and camps, to roads, light rail transit and real estate properties.



INDUSTRIAL

We expanded our O&M service offering to include new O&M consulting services for a number of clients including Kinder Morgan Texas in the US, Rolls Royce in Montreal and Metrolinx in Toronto. We also expanded the scope of our O&M mandate for Waterfront Toronto's interim district energy plant to a fully manned, 24/7 coverage. In Algeria, we continue our O&M mandate at the 825 MW Skikda power plant under a 12 year contract, and we have entered into the second year of a 20 year O&M mandate for the 1,227 MW Hadjret En Nouss thermal plant, currently the largest combined cycle plant in Africa. In the water sector, our five year O&M contract for the Taksebt water treatment plant and distribution system, also in Algeria, is now in its third year. It is the largest water treatment and transportation project in Africa, producing 605,000 m³ of potable water per day and delivering it to Algiers and several municipalities over a distance of 80 kilometres. Elsewhere in the country, we prepared the handover for our 25 year O&M mandate at the 120,000 m³ per day Fouka desalination plant, due to start production in 2011.

CLIENT-FOCUSED



DEFENCE & REMOTE CAMP LOGISTICS

Throughout 2010, we supported the Canadian Department of National Defence (DND) in a number of its activities. DND extended our naval vessel in-service support contract for its Minor Warships and Auxiliary Vessels Program for another year and gave us additional work including preparing the ex-HMCS Fraser for dismantling and disposal. This involved developing and overseeing environmental and safety specifications for the removal of controlled goods. We continue to provide remote camp site support to the Canadian Forces at Kandahar Airfield in Afghanistan. Entering our fifth year in Kandahar and our eighth on the Canadian CANCAP contract, we have over 300 employees at the airfield providing logistics, maintenance, engineering, communications and general support services. Our work there has received performance ratings averaging over 99%, and in November 2010, the Government of Canada extended our contract through to December 2012. In the private sector, our team providing O&M services for a 100 person camp for Conoco Phillips' Surmont Project in Fort McMurray continues to meet or exceed our client's expectations. In 2010, we were awarded a contract to design, build, operate and maintain a workforce lodge on the site to accommodate 2,500 workers.

INFRASTRUCTURE CONCESSION INVESTMENTS

We both invest in and manage ICIs, and are able to take full or partial ownership of infrastructure, which we often also design, build, operate and maintain. Our integrated model combines investment, financing, design, construction and O&M, which positions us well to undertake any investment project.



MCGILL UNIVERSITY HEALTH CENTRE'S GLEN CAMPUS — CANADA



CULTURAL & PUBLIC SERVICE BUILDINGS AND AIRPORTS

We were awarded a groundbreaking PPP contract in 2010 with a mandate to design, build, and finance the McGill University Health Centre's Glen Campus in Montreal and provide facilities management services until 2044. It is the largest PPP in Canada and has already been recognized with a Canadian Council for PPPs Gold Award for excellence and innovation in project financing, and was named North American Social Infrastructure Deal of the Year by Project Finance Magazine. The most novel aspect of the financing was the large contribution from the bond portion, which received tremendous investor interest. Elsewhere in Montreal, construction is well underway on Montreal's new acoustic concert hall, in Quebec's first cultural infrastructure PPP, which we will operate and maintain until 2038. In airports, our Malta International Airport concession had a 12.8% increase in passenger traffic over 2009 with a total of 3,293,527 arrivals and departures.

ROADS, BRIDGES & MASS TRANSIT SYSTEMS

In 2010, we were awarded an all-inclusive PPP contract for the southeast section of Calgary's Stoney Trail Ring Road in Alberta. Once completed, we will operate and maintain the road until 2043. In Ontario, the Highway 407 toll road, near Toronto, reached a major milestone in 2010 when it welcomed its one millionth transponder customer, indicating a strong base of frequent, repeat customers. We also invested in a 189 kilometre toll road in Andhra Pradesh, India. In BC, May 31, 2010 marked the second anniversary of the opening of the William R. Bennett Bridge in Kelowna, one of only a few floating bridges in the world. The Canada Line, currently Canada's only air-rail link system, celebrated its first year in service. The Canada Line has been recognized for numerous achievements including innovative engineering, system reliability, and project financing.



ICI BACKED BY
GLOBAL EXPERTISE
AND A STRONG
BALANCE SHEET



POWER & WATER

Three financial transactions were completed in 2010. We sold our 10.07% equity interest in Valener Inc. and our 11.1% stake in Trencap Limited Partnership. In Alberta, we recently announced that we will acquire the remaining interest in AltaLink, increasing our ownership to 100%, subject to regulatory approval. Alberta's largest electricity transmission provider, AltaLink has numerous replacement and upgrade projects underway. The year ahead looks promising as the Astoria II power plant in New York and the Fouka seawater desalination plant in Algeria are both scheduled to begin operations and start generating revenues in 2011.



A PIECE OF HISTORY

Highway 407 in Toronto is SNC-Lavalin's most successful and largest infrastructure concession. The company's initial investment in the deal was nearly equal to the entire value of its shareholders' equity.

AGRIFOOD

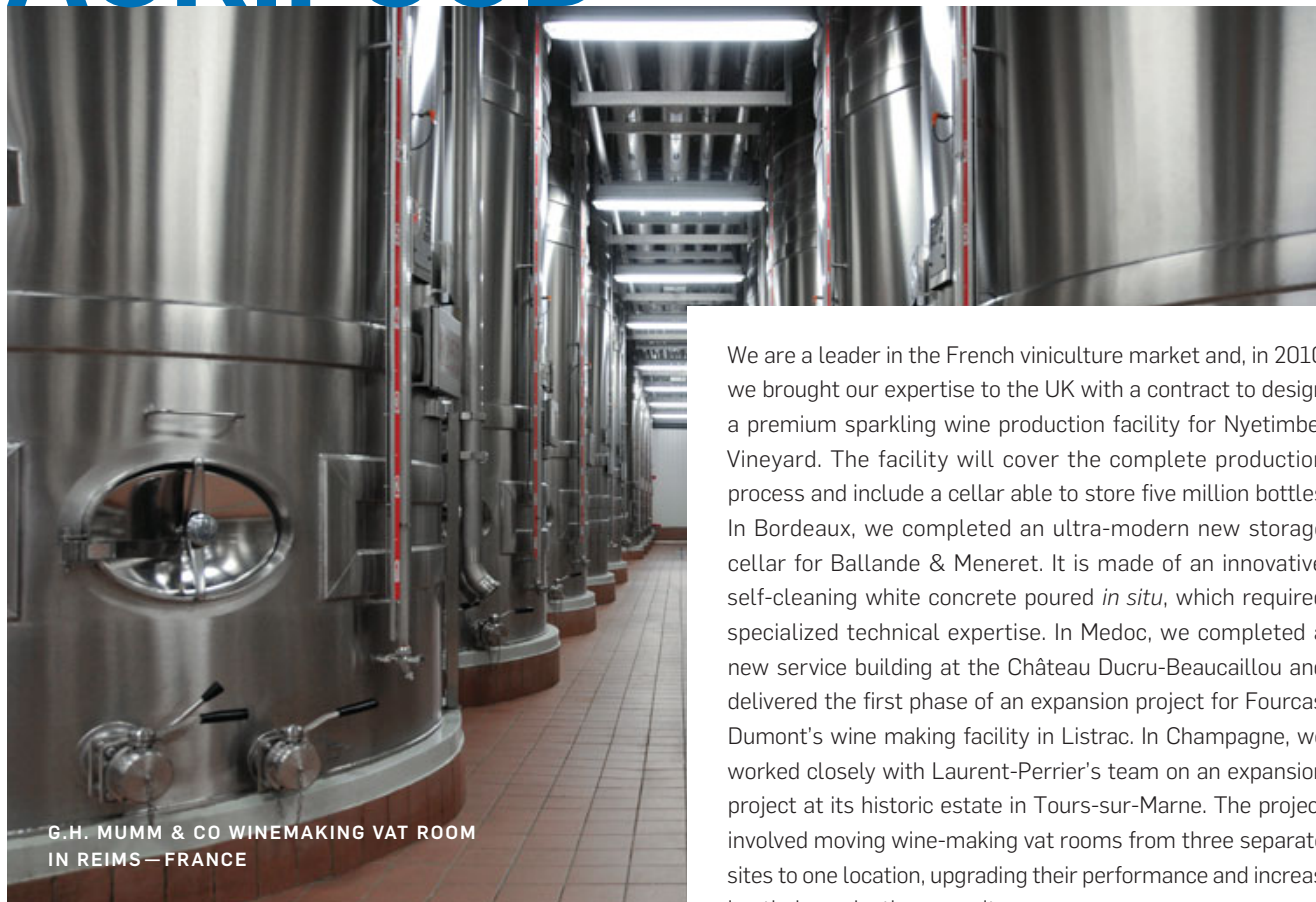


PHOTO CREDIT: FRED LAURES

G.H. MUMM & CO WINEMAKING VAT ROOM
IN REIMS—FRANCE

With 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.

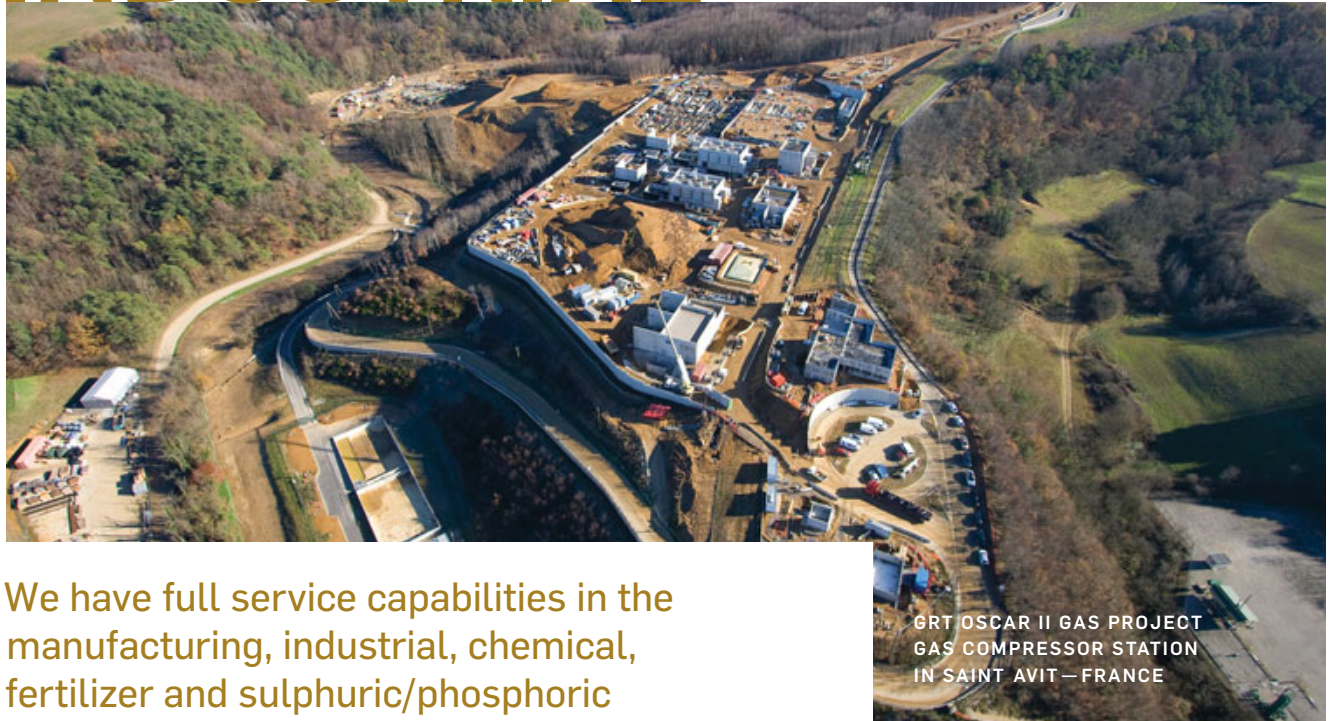
We are a leader in the French viniculture market and, in 2010, we brought our expertise to the UK with a contract to design a premium sparkling wine production facility for Nyetimber Vineyard. The facility will cover the complete production process and include a cellar able to store five million bottles. In Bordeaux, we completed an ultra-modern new storage cellar for Ballande & Meneret. It is made of an innovative, self-cleaning white concrete poured *in situ*, which required specialized technical expertise. In Medoc, we completed a new service building at the Château Ducru-Beaucaillou and delivered the first phase of an expansion project for Fourcas-Dumont's wine making facility in Listrac. In Champagne, we worked closely with Laurent-Perrier's team on an expansion project at its historic estate in Tours-sur-Marne. The project involved moving wine-making vat rooms from three separate sites to one location, upgrading their performance and increasing their production capacity.

Our expansion project for Pault Predault's ham production plant in Goussinville also involved moving three separate production facilities to one location. We completed the project in 13 months, exceeding industry health standards and using best practices for energy conservation. In North America, we completed key mandates to reduce operating costs at four of Safeway's production facilities in Western Canada while ensuring compliance with safety and environmental regulations and improving overall plant efficiency. We also completed designs for Safeway's new yogurt plant in California.

Cyclones and other extreme weather conditions on Réunion Island required innovative technical designs for Ocidim's new grain storage complex. It includes sixteen 2,900 m³ silos with reinforced structures and specially designed roofs with photovoltaic panels. In another grain-related project, we completed our project management mandate and commissioned Soufflet's 150,000 tpy malt house complex in France. In the animal feed industry, we were hired by Canadian-based Lactech, a consortium of two of the country's largest animal feed producers, to completely redesign an existing dairy cow feed production facility.

INDUSTRIAL

PHOTO CREDIT: GILLES CABELLA



We have full service capabilities in the manufacturing, industrial, chemical, fertilizer and sulphuric/phosphoric acid sectors, with specialized expertise in areas such as instrumentation and automation, material handling, machinery design, and filling and packaging lines.

As part of a major modernization project at a Canadian Armed Forces base in Ontario, we are designing two hangars for C17 Globemaster heavy lift aircraft. Each will be the size of two football fields and designed to LEED Silver standards. In France, the new jet engine test bench we are working on for Air France at Paris-Charles de Gaulle Airport will accommodate extra large Airbus A380 and Boeing B777 engines. We also completed an A350 XWB assembly plant for Spirit AeroSystems in a record 10 months, and a new Airbus logistics centre in Montoir-de-Bretagne.

Verallia, formerly Saint Gobain, a long-time client, awarded us a project management mandate in Argentina for its glass bottle factory, and Salins du Midi gave us a turnkey mandate for a salt production plant in France. In North America, we are nearing completion of our engineering mandate for Alcoa's demo-scale SO₂ scrubber plant in Quebec, and were awarded preliminary engineering for an SO₂ scrubber plant in Louisiana. Both projects involve new technology that reduces aluminum smelter GHG emissions.

FERTILIZERS & INORGANIC CHEMICALS

In Fertilizers, we were awarded a major EPCM contract for a new sulphuric/phosphoric acid production facility in Eshidiya, Jordan. We also obtained three other contracts in Jordan; one for upgrade work at a plant in Eshidiya, and two at a nitrogen/phosphate fertilizer production complex in Aqaba. In South Africa, Sasol awarded us an EPCM mandate for a high-grade, energy-efficient calcium ammonium nitrate plant. This is

the first time Sasol has hired an outside project manager for a project of this scale. We are also acting as project manager at Petrovietnam's ammonia-urea complex in Vietnam, and Sunkar Resources awarded us a feasibility study for a fertilizer complex in Kazakhstan.

In Inorganic Chemicals, our feasibility studies for clients in Africa and the Middle East confirmed the feasibility of recovering uranium from phosphoric acid using Prayon technology. In Egypt, Solvay awarded us an EPCM mandate to renovate its heavy ash production unit. We have numerous sulphuric acid plant projects underway in Canada, Europe, Mexico, Jordan, Kazakhstan and Russia, and we continue to develop our simulation software and equipment to facilitate on-site operations training for mining and industrial clients worldwide.

PHARMACEUTICALS & BIOTECHNOLOGY



GENZYME THYMOGLOBULIN
MANUFACTURING FACILITY — FRANCE

We deliver complete process engineering, automation, commissioning, validation and construction management services to pharmaceutical, biotechnology and medical clients worldwide.

We have several projects underway in the vaccine sector. Following completion of Crucell Korea's Incheon vaccine manufacturing complex in South Korea, we were awarded two new contracts at the site: one for a measles and measles/rubella freeze-dried vaccine manufacturing plant, and the other for a filling and packaging plant to produce syringes pre-filled with Quinvaxem, a five-in-one-dose vaccine. In the Netherlands, we completed our comprehensive EPCMV mandate to install cutting-edge automation and process control systems at the Netherlands Vaccine Institute's manufacturing plant. In the US, we are providing design, construction and commissioning services for a new veterinary vaccine facility for Ceva in Kansas.

Elsewhere in North America, we completed two major projects for BD Diagnostics. We provided architectural and EPCM services for a new LEED-certified research and development facility in Quebec City, and we completed our conceptual design work for a 5,000 m² laboratory, instrument manufacturing and office area to expand its Women's Health and Cancer operations in North Carolina. The facility received LEED Silver certification.

We are working on a multi-phase project in Ontario, with an EPCV mandate for Phase 3 of an expansion project at Novocol's sterile injectables manufacturing facility. The new 3,600 m² facility will include new process and mechanical utilities. Also in Ontario, our renovation work at Therapure Biopharma's biopharmaceutical manufacturing facility will include a biotech process technology transfer.

In other brownfield projects, in Quebec, construction is underway on our expansion and renovation mandate for Pharmascience, and we are doing a major plant renovation for Pfizer. In France, we completed a turnkey mandate to rehabilitate Sanofi Aventis' lyophilization facilities. We are also doing turnkey work on the eye drop production area of Fareva's Excelvision facility in Annonay, and transferring a freeze-dried form pharmaceutical plant from Famar's site in Orléans to another location under an EPCMV mandate.

In India, Dr. Reddy's Laboratories awarded us a FEED and procurement assistance contract for a greenfield active pharmaceutical ingredients manufacturing facility in a new pharmaceutical cluster in Andhra Pradesh.