

FIRST QUARTER 2020

Conference Call Presentation
May 7, 2020





Forward-Looking Statements

Reference in this presentation, and hereafter, to the "Company" or to "SNC-Lavalin" means, as the context may require, SNC-Lavalin Group Inc. and all or some of its subsidiaries or joint arrangements, or SNC-Lavalin Group Inc. or one or more of its subsidiaries or joint arrangements.

Statements made in this presentation that describe the Company's or management's budgets, estimates, expectations, forecasts, objectives, predictions, projections of the future or strategies may be "forward-looking statements", which can be identified by the use of the conditional or forward-looking terminology such as "aims", "anticipates", "assumes", "believes", "cost savings", "estimates", "expects", "goal", "intends", "may", "plans", "projects", "should", "synergies", "target", "vision", "will", or the negative thereof or other variations thereon. Forward-looking statements also include any other statements that do not refer to historical facts. Forward-looking statements also include statements relating to the following: (i) future capital expenditures, revenues, expenses, earnings, economic performance, indebtedness, financial condition, losses and future prospects; (ii) business and management strategies and the expansion and growth of the Company's operations; and (iii) the expected impacts of the COVID-19 pandemic on the business and its operating and reportable segments. All such forward-looking statements are made pursuant to the "safe-harbour" provisions of applicable Canadian securities laws. The Company cautions that, by their nature, forward-looking statements involve risks and uncertainties, and that its actual actions and/or results could differ materially from those expressed or implied in such forward-looking statements, or could affect the extent to which a particular projection materializes. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company's current objectives, strategic priorities, expectations and plans, and in obtaining a better understanding of the Company's business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

Forward-looking statements made in this presentation are based on a number of assumptions believed by the Company to be reasonable as at the date hereof. The assumptions are set out throughout the Company's annual 2019 Management Discussion and Analysis (MD&A) and as updated in the first quarter 2020 MD&A. If these assumptions are inaccurate, the Company's actual results could differ materially from those expressed or implied in such forward-looking statements. In addition, important risk factors could cause the Company's assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. These risk factors are set out in the Company's 2019 annual MD&A and as updated in the first guarter 2020 MD&A.

Non-IFRS Financial Measures and Additional IFRS Measures

The Company reports its financial results in accordance with IFRS. However, the following non-IFRS measures and additional IFRS measures are used in this presentation: Adjusted net income (loss) from PS&PM, Adjusted diluted EPS from PS&PM, Adjusted net income from Capital, Adjusted diluted EPS from Capital, Adjusted consolidated diluted EPS, EBITDA, Adjusted EBITDA from PS&PM, Segment EBIT and Segment EBITDA. Additional details for these non-IFRS measures and additional IFRS measures, as well as where the reconciliation to the most comparable measure calculated in accordance with IFRS are, can be found in Section 10 of SNC-Lavalin's MD&A, which is available in the Investors section of the Company's website at www.snclavalin.com/en/investors/financial-information/quarterly-reports and under the Company's profile on Sedar at www.sedar.com. Non-IFRS financial measures do not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS, these non-IFRS measures provide additional insight into the Company's financial results and certain investors may use this information to evaluate the Company's performance from period to period. However, these non-IFRS financial measures have limitations and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS.



Ian L. Edwards President and CEO



Summary

- > Further progress on new strategic direction
- > Business has been resilient in current environment
 - > Early actions to align cost base and manage liquidity proving effective
 - > Investments in IT/Digital allowing us to deliver for our customers
- Solid results in Q1 against challenging back drop
 - > SNCL Engineering Services better than Q1 2019; small COVID-19 impact
 - LSTK project run-off in line with our expectations in Q1
- > Re-shaping of company in line with new strategic direction remains on track
 - Focus on Engineering Services, exit LSTK
 - Continuing to win significant new work in line with this strategy
- > Our employees have shown great resilience and innovation



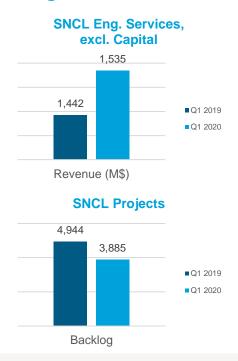
COVID-19: Update

- > First priority remains to protect the health and well-being of the employees
- > Maintaining business operations for customers where allowable and possible
 - Most Engineering Services personnel are working effectively from remote locations
 - > Engineering Services is well diversified, with Nuclear and O&M proving to be resilient
 - > LSTK infrastructure projects largely continue to progress
- > We are offering our services to governments to help
 - Project management for UK government
 - > In JV to design and deliver up to ten 100-bed Mobile Health Units in Canada
- > Liquidity remains strong; taking actions to further increase financial flexibility
- Will participate to restart the economy and positioning ourselves accordingly in our core markets



Q1 Highlights: Solid Results from SNCL Engineering Services

- > SNCL Engineering Services, excl. Capital
 - > Revenue up 6.4% vs. Q1 2019
 - > Backlog at \$11.0B
 - > Segment EBIT up 10.7% vs. Q1 2019
- > SNCL Projects
 - Revenue down 23.6% and backlog down 21.4% vs Q1 2019 (down \$0.1B compared to year end)
 - Segment EBIT loss of \$54M driven by continued misalignment of cost base in Resources
 - Actions to address underway
 - > Non-core operations will be closed or sold
- > Strong liquidity position with \$2.1B of cash





SNC-Lavalin Engineering Services: EDPM Q1 Highlights

- > Q1 performance
 - Core businesses in the UK, USA and Canada continue to perform well
 - AsiaPAC and MEA performance impacted by COVID-19 and economic slowdown in activity
 - > Successful mobilization of all staff to work from home during March
- Several notable wins in Q1
 - > Rail Systems Integration Partner for East Coast Mainline UK
 - Macau LRT in AsiaPAC
 - Defence Infrastructure development, UK
 - Texas Highways upgrades, USA
- Investing in data and technology
 - Digital Future strategy launched in March focused on accelerating our journey to be a digitally mature company



EDPM long-term growth strategy

- 1 Grow our Core
 Growth in core regions
 Maximize position on Transformational projects
- New Growth Areas N.East and N.West USA and Australia
- 3 Harnessing Data and Technology
 Design Transformation
 Digital Twins
 Enhanced project and programme management
 services



SNC-Lavalin Engineering Services: EDPM Q2

- Open for business despite impact of COVID-19
 - > 97% of employees working remotely productivity stable
 - Significant efforts to support COVID-19 relief effort working closely with governments in the UK, US and Canada
 - > New business continuing to be won in every region given
 - Strong public sector focus (75% of total revenues, 85% in UK and US markets)
 - Due to uncertainties, revenue reductions are likely in Q2
- Opportunities in Q2 and beyond
 - > Strategy unchanged, focus on supporting key clients globally
 - Planning for the recovery with a focus on infrastructure markets but also expanding core services including cyber security, defence and housing across multiple geographies
 - > Continuing to invest in our digital future





UK Graduate engineer prints 100 visors at home for the NHS



SNC-Lavalin Engineering Services: Nuclear Q1 Highlights

- Delivering Growth
 - > Continued growth in core markets of Canada, UK and US
 - Added backlog in CDI through the closing of Oyster Creek and Pilgrim and start of early work on Indian Point
 - Selected as the preferred bidder for the DOE CPCC (Hanford) and expect final decision shortly
- Notable Wins in Q1
 - Framework agreement with EDF to support existing AGR fleet and Sizewell C NPP
 - 4 year extension of SNC-Lavalin lead JV for Management and Operations of CNL facilities
- On-going new services work with existing customers under current framework agreements

Nuclear Long-term Growth Strategy

- 1 Grow from geographic strengths
 Focus on realizing significant value from our
 strong market positions in US, UK and Canada
- 2 Innovate to differentiate
 Build on technology leadership and fostering
 enduring commercial partnerships
- Operational excellence Talent management; project management processes & tools; and client centric culture



SNC-Lavalin Engineering Services: Nuclear Q2

- > Impact of COVID-19
 - General slowdown but Nuclear remains an essential service in key geographies, maintaining demand and support for nuclear workforce
 - OPG Darlington Unit 3 refurbishment delayed 4-6 months
- Successful delivery of Darlington Unit 2 refurbishment ("First Criticality" reached on April 9)
- Opportunities
 - Award decision on the Hanford Tank Closure Contract
 - Ongoing support for multiple SMR projects in US, UK, Canada





SNC-Lavalin Engineering Services: Infras. Services Q1 Highlights

- > Delivering Growth
 - > Expanded Linxon geographic activity
 - Growth in O&M in Canada, USA and MENA
- Notable Wins in Q1
 - Air control upgrade EPCM contract by Birla Carbon (USA)
 - > MWAV (Canadian Navy) additional services
 - > Hadjret (Algeria) O&M additional services
- Continue to develop an Integrator Delivery Model to provide integrated project and program management services on major projects

Infrastructure Services Longterm Growth Strategy

Grow our core and expand
Grow O&M services in North America
market.

Grow district cooling and other services in the MENA region

Expand renewable Power services into the USA.

Delivery
Refine Industrial focus to
Pharmaceutical and Agri-food
markets.

Develop Integrator delivery model



SNC-Lavalin Engineering Services: Infras. Services Q2

Impact of COVID-19

- Minimum business impact in O&M, as providing essential services to hospitals, courthouses, transit, power plants, Canadian Navy and Canada Post
- > Linxon growth delayed, most contracts awards are currently on hold by clients
- Delays in civil construction related services but mitigation measures are in progress for partial re-opening of sites.

COVID-19 related wins

- > Joint venture contract to design and deliver up to ten mobile health units in Canada
- Contract to revamp a production facility to supply COVID-19 diagnostic test kits

Opportunities

- Well positioned post COVID-19 to provide PM and engineering services
- Expect significant stimulus spending in conventional social and transportation related infrastructure









SNC-Lavalin Engineering Services: Capital

- > Q1 Highlights
 - Lower dividends received from Highway 407 ETR, from reduced Company's interest
 - Champlain Bridge: Cash equity injected in Q1 (dividend payments will start in Q2)
- > Impact of COVID-19 mainly on Highway 407 ETR
 - > H407 ETR:
 - Average trip volume reductions of 75%
 - Maintaining sufficient liquidity to satisfy its financial obligations (scaled back non-essential business operations)
 - > No dividend declared in April 2020
 - Fair value negative revaluation contingent consideration receivable of \$57M recorded in Q1 2020
 - Other concessions minimally impacted as contracts are primarily availability-based



Capital Long-term Growth Strategy

- Grow from strengths
 Continued pursuit and investment
 in Public Private Partnership (P3)
 projects in Canada and US with
 O&M and EDPM
- 2 Innovate to differentiate
 Exploring alternative models with clients to leverage private capital in project delivery
- Operational excellence
 Continue optimizing the
 performance of portfolio assets;
 divestment of non-core assets.



SNCL Projects: Infrastructure Projects

- > LSTK Run-off
 - Good progress on all projects in Q1
 - > REM suspended remobilization 11th May 2020
 - Husky construction activities suspended, offsite fabrication continues
 - Worked with clients to demobilize safely with minimal cost
 - > Backlog of \$2.6B in Q1, in line with Q4
 - Good progress on resolution of issues on past and current projects
 - Contracts amendments reduces completion risk while increase backlog to recover
- > COVID-19 Impact
 - Slower rates of progress completion on open projects
 - Currently no change to forecast completion dates, but will continue to assess with clients







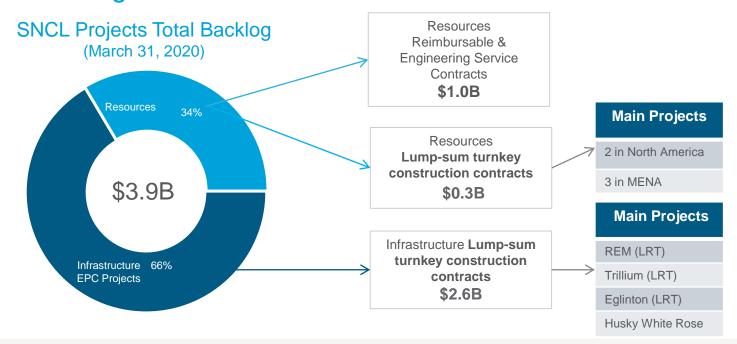
SNCL Projects: Resources

- LSTK Run-off
 - > Backlog reduced 19% to \$0.3B in Q1; all sites remained operational
 - Limitations on site access and mobility restrictions of personnel impacting productivity
 - Projects will be largely complete by end of 2020; risk that some may slip to first half 2021
- Valerus mid-stream unit successfully shut down in Q1
 - > Minimal amount of equipment & inventory left to dispose
- Services performance continues to be pressured
 - > Repositioning of secured backlog to improve margins ongoing
 - > Win rate delays in Q1, behind expectations
 - Further actions to improve cost position of the business are underway, overhead reductions and non core operations will be shut down or sold





SNCL Projects: Lump-Sum Turnkey Construction Contracts in Backlog

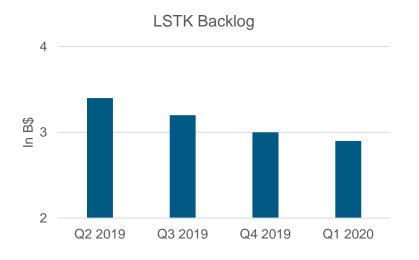




SNCL Projects: Phase out of Main LSTK Projects

LSTK Backlog net decrease of \$0.5B since end of Q2 2019







Expected Annual Conversion to Revenue



^{*} The Husky White Rose project was removed from the graph as the project completion was suspended by the client

Conclusion

The Company has and will continue to take all appropriate actions to protect its staff, to maintain business operations for customers where allowable and possible, and to preserve liquidity.



COVID-19

- > Taking actions and appropriate measures
- Managing the emerging impact on our business
- Maintaining our capabilities and getting ready for an expected significant rebound



SNC-Lavalin's New Strategic Direction

Our goal remains the same:

- Positioning SNC-Lavalin for long-term sustainable success
- Becoming a leading provider of professional engineering services and project management solutions



Jeff Bell Chief Financial Officer



Q1 Financial Highlights

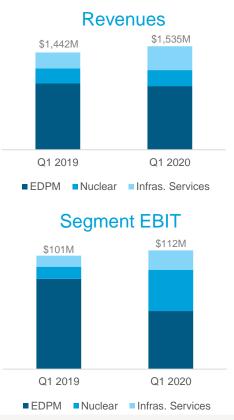
(\$M, except EPS)			
Three months ended March 31	2020	2019	Δ
Net loss attributable to			
SNC-Lavalin shareholders	-66.0	-17.3	282%
Diluted EPS (\$)	-0.38	-0.10	280%
Adjusted net income			
from PS&PM	-3.9	-14.9	-74%
from Capital	29.6	51.8	-43%
	25.7	36.9	-30%
Adjusted diluted EPS (\$)			
from PS&PM	-0.02	-0.08	-75%
from Capital	0.17	0.29	-41%
	0.15	0.21	-29%
As at March 31			
Cash and cash equivalents	2,102	615	242%
Recourse debt	2,168	2,614	-17%
Limited recourse debt	400	981	-59%
Backlog			
SNCL Engineering Services	10,965	10,702	2%
Capital	172	194	-11%
SNCL Projects	3,885	4,944	-21%
	15,023	15,841	-5%

-			
(\$M)			
Three months ended March 31	2020	2019	Δ
Revenues			
SNCL Engineering Services	1,535	1,442	6%
Capital	46	72	-36%
SNCL Projects	648	849	-24%
	2,229	2,363	-6%
Segment EBIT			
SNCL Engineering Services	112	101	11%
Capital	42	65	-36%
SNCL Projects	-54	-67	-20%
	99	99	1%
Segment EBIT margin			
SNCL Engineering Services	7.3%	7.0%	+0.3ppt
Capital	90.9%	90.6%	+0.3ppt
SNCL Projects	-8.4%	-7.9%	-0.5ppt
	4.5%	4.2%	+0.3ppt
Corporate SG&A expenses	37	6	n/a
Adjusted EBITDA from PS&PM	85	79	8%
Margin	3.9%	3.5%	+0.4ppt



SNCL Engineering Services (vs Q1 2019)

- Continued growth in SNCL Engineering Services, excluding Capital, Segment EBITDA: \$143M vs \$133M
- > **EDPM:** 3.9% revenue decrease; 6.1% EBIT margin
- > Nuclear: 5.9% revenue increase; 15.5% EBIT margin
- > Infrastructure Services: 49.8% revenue increase; 4.9% EBIT margin
- > Capital: Segment EBIT of \$42M





SNCL Projects (vs Q1 2019)

Infrastructure EPC Projects:

- > 15.7% revenue decrease as LSTK projects complete
- Segment EBIT of \$3.8M

> Resources:

- > 27.2% revenue decrease as LSTK projects wind down and lower Services win rate
- Negative Segment EBIT of \$58.0M





Operating Cash Flow



- Q1 Operating Cash Flow of \$23M
 - Improvement in working capital efficiency
 - SNCL Engineering Services OCF of \$142M vs SNCL Projects of \$(152M)
 - Capital/Corporate OCF of \$33M
 - Lower dividends from H407
 ETR versus Q1 2019



Balance sheet as at March 31, 2020

Debt Breakdown Credit facilities Recourse **Revolving Facility** \$300M Series 1 Debenture \$1,352M undrawn under the \$2,600M revolving Facility maturing Maturity: November 2020 May 2022. Interest rate: 2.689% \$175M Series 3 Debenture \$1B remaining available for Maturity: March 2021 cash/LCs. rest available for Interest rate: floating rate performance LCs \$200M Series 4 Debenture Maturity: March 2023 \$3,000M uncommitted bilateral Interest rate: 3.235% facilities **Term Loan** \$500M non-revolving 5-year Current maximum leverage ratio of Maturity: April 2023 3.75x **Limited Recourse** CDPQ loan of \$400M

Q1 2020

Liquidity

- Cash balance of \$2.1B
- Undrawn credit facility of \$1B for cash and LCs

Debt Covenant¹

EBITDA to Net Debt leverage ratio of 2.3x

Credit Ratings

- DBRS re-affirmed BBBon April 7, 2020
- > S&P BB+

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Maturity: July 2024



2020 Outlook

- > The Company issued its full year 2020 financial outlook on February 28, 2020, prior to the global impact of COVID-19 disruptions.
- Of Siven the consequences of the unprecedented and rapidly changing nature of the COVID-19 situation, and the impact on the Company's worldwide operations, the 2020 financial outlook that was provided by the Company on February 28, 2020 is no longer valid in these circumstances.



Questions & Answers



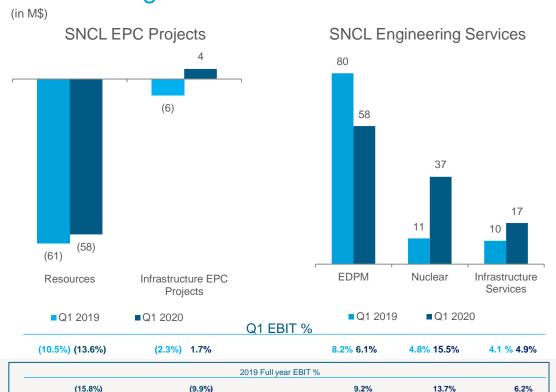
Appendix



Main Lump-Sum Turnkey Construction Projects in SNCL Projects Backlog

Resources Project	Country	Approximate Completion % (SNC-Lavalin portion)	Expected substantial completion year	Backlog as at March 31, 2020 (\$M)	Client
Project #1	MENA	70	2021	<150	Confidential
Project #2	North America	50	2021	<60	Confidential
Project #3	MENA	95	2020	<70	Confidential
Project #4	MENA	95	2020	<10	Confidential
Project #5	North America	75	2020	<40	Confidential
Infrastructure Project	Country	Approximate Completion % (SNC-Lavalin portion)	Expected substantial completion year	Backlog as at March 31, 2020 (\$M)	Client
REM (LRT)	Canada	30	2023	<1,000	CDPQ Infra
Trillium (LRT)	Canada	15	2022	<700	City of Ottawa
Eglinton (LRT)	Canada	70	2022	<450	Infrastructure Ontario
Husky White Rose	Canada	Project suspended as per client's directives			Husky Energy
OLRT (LRT)	Canada		In Operation	City of Ottawa	
Champlain Bridge	Canada	In Operation			Infrastructure Canada

PS&PM Segment EBIT - Q1 2020 vs Q1 2019



Resources +\$3M	on certain major LSTK construction contracts (as in Q1 2019) and an uncompetitive cost base and slower than anticipated awards for the services portfolio.
Infrastructure EPC Projects +\$10M	Loss in Q1 2019 mainly due to unfavorable reforecasts on certain major projects.
EDPM -\$22M	Primarily due to reduced volume of work in the Middle East and consequential productivity and profit shortfalls; decrease profitability on certain projects in Canada; impact of COVID-19 totaling ~\$8M, mainly in Asia Pacific.
Nuclear +\$26M	Favorable business mix and lower overheads across all geographies. Q1 2019 included higher forecasted costs on a specific LSTK project in Canada which is now completed.
Infrastructure Services +\$7M	Increased contribution of the Linxon business and of certain long-term O&M contracts.

Loce due to unfavorable references



2019 Segment EBITDA¹

SNCL Engineering Services	Q1 2019	Q2 2019	Q3 2019	Q4 2019	YTD 2019	Segment EBITDA %
(in thousands of \$)						LBITDA /8
EDPM (Engineering, Design and Project Management)						
Revenues	982,955	972,092	969,844	984,009	3,908,900	
Segment EBITDA	108,256	108,697	131,578	121,721	470,252	12.0%
Nuclear						
Revenues	223,694	241,866	213,416	250,833	929,809	
Segment EBITDA	13,367	35,915	43,044	48,836	141,162	15.2%
Infrastructure Services						
Revenues	235,362	285,794	318,677	338,749	1,178,582	
Segment EBITDA	11,783	11,817	40,639	25,270	89,509	7.6%
Capital						
Revenues	72,177	74,746	79,604	36,193	262,720	
Segment EBITDA	65,446	69,261	77,195	31,571	243,473	92.7%
SNCL Engineering Services - Total						
Revenues	1,514,188	1,574,498	1,581,541	1,609,784	6,280,011	
Segment EBITDA	198,852	225,690	292,456	227,398	944,396	15.0%

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1 Unaudited

2019 Segment EBITDA¹

SNCL Projects	Q1 2019	Q2 2019	Q3 2019	Q4 2019	YTD 2019	Segment
(in thousands of \$)	21 2010	42 2010	40 2010	2,120,10		EBITDA %
Resources						
Revenues	585,232	479,154	561,971	532,498	2,158,855	
Segment EBITDA	(49,027)	(170,002)	(37,960)	(50,238)	(307,227)	(14.2%)
Infrastructure EPC Projects						
Revenues	263,773	230,525	288,651	293,795	1,076,744	
Segment EBITDA	(1,342)	(119,968)	7,386	28,943	(84,981)	(7.9%)
SNCL Projects - Total						
Revenues	849,005	709,679	850,622	826,293	3,235,599	
Segment EBITDA	(50,369)	(289,970)	(30,574)	(21,295)	(392,208)	(12.1%)

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407 ETR information – Q1

(in M\$, unless otherwise indicated)	Q1 2020	Q1 2019	Change
Revenues	287.8	309.1	(6.9%)
Operating expenses	49.1	46.4	5.8%
EBITDA	238.7	262.7	(9.1%)
EBITDA as a percentage of revenues	82.9%	85.0%	(2.1%)
Net income	114.5	95.4	20.0%
Traffic / Trips (in millions)	23.5	27.3	(13.9%)
Average workday number of trips	314.1	365.6	(14.1%)
Vehicle kilometers travelled "VKT" (in millions)	490.8	566.9	(13.4%)
Dividends paid by 407 ETR	312.5	250.0	25.0%
Dividends paid to SNC-Lavalin ¹	21.1	41.9	(49.8)%

13.4% decrease in Traffic (VKT), mainly due to COVID-19 impacts
49.8% decrease in SNC-Lavalin's dividends, following the sale of a portion of its
interest during Q3 2019



 $^{^1}$ On August 15, 2019, SNC-Lavalin completed the sale of a portion of its investment in Highway 407 ETR, reducing its dividends share to 6.76% from 16.77%.

Net income reconciliation – Q1

	Net income (loss) attributable to SNC-Lavalin shareholders (IFRS)	Restructuring costs	Acquisition- related costs and integration costs	Amortization of intangible assets related to business combinations	Fair value revaluation of the Highway 407 ETR contingent consideration receivable ¹	Loss from adjustment on disposals of PS&PM Businesses	Adjustment to provision for the Pyrrhotite Case Litigation ²	Adjusted net income (loss) attributable to SNC-Lavalin shareholders (Non-IFRS)
In M\$				First Quarter 2020				
PS&PM	(45.9)	2.1		33.0	-	-	7.0	(3.9)
Capital	(20.0)	-	-	-	49.6	-	-	29.6
	(66.0)	2.1	-	33.0	49.6	-	7.0	25.7
Per Diluted share	(\$)							
PS&PM	(0.26)	0.01	-	0.19	-	-	0.04	(0.02)
Capital	(0.11)	-	-	-	0.28	-	-	0.17
	(0.38)	0.01	-	0.19	0.28	-	0.04	0.15
In M\$				First Quarter 2019				
PS&PM	(67.4)	6.2	3.4	42.8		0.1	-	(14.9)
Capital	50.1	1.7	-	-		-	-	51.8
	(17.3)	7.9	3.4	42.8		0.1	-	36.9
Per Diluted share	(\$)							
PS&PM	(0.38)	0.04	0.02	0.24		0.0	-	(0.08)
Capital	0.28	0.01	-	-		-	-	0.29
	(0.10)	0.05	0.02	0.24		0.0	-	0.21

Note that certain totals and subtotals may not reconcile due to rounding

¹ included in "Gain (loss) arising on financial assets (liabilities) at fair value through profit or loss" ² included in "Corporate selling, general and administrative expenses"

