Federal Way Link Extension

Fourth Quarter 2018

Conference Call Presentation

February 22nd, 2019

2018 ENR TOP 225 INTERNATIONAL DESIGN FIRMS

SNC-LAVALIN GROUP INC.
#3 INTERNATIONAL DESIGN FIRMS

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”, “target”, “should”, “synergies”, “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; and (ii) business and management strategies and the expansion and growth of the Company’s operations. 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 2018 Management Discussion and Analysis (MD&A). The 2019 outlook also assumes that the federal charges laid against the Company and its indirect subsidiaries SNC-Lavalin International Inc. and SNC-Lavalin Construction Inc. on February 19, 2015, will not have a significant adverse impact on the Company’s business in 2019. 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 2018 MD&A.

The 2019 outlook referred to in this presentation is forward-looking information and is based on the methodology described in the Company’s 2018 MD&A under the heading “How We Budget and Forecast Our Results” and is subject to the risks and uncertainties described in the Company’s public disclosure documents. The purpose of the 2019 outlook is to provide the reader with an indication of management’s expectations, at the date of this presentation, regarding the Company’s future financial performance and readers are cautioned that this information may not be appropriate for other purposes.

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 by the Company: Adjusted net income from E&C, Adjusted diluted EPS from E&C, Adjusted net income from Capital, Adjusted diluted EPS from Capital, Adjusted consolidated diluted EPS, EBITDA, Adjusted E&C EBITDA and Segment EBIT. Additional details for these non-IFRS measures and additional measures can be found below and in SNC-Lavalin’s MD&A, which is available in the Investors section of the Company’s website at www.snclavalin.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.

Q4 2018

Neil Bruce, President and CEO

Dubai Opera

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Q4 2018 main segment highlights

Mining & Metallurgy

- Negative Segment EBIT of $349M
- $346M loss on one major lum-sum EPC project
- Expect significant recoveries in the future
- Project loss mainly due to unexpected site conditions, greater than expected environmental and safety measures, and under-performance from sub-contractors

Oil & Gas

- Negative Segment EBIT of $23M
- $47M unfavorable impact related to a preliminary decision of an arbitration process with a client in Australia
- Backlog* of $1.5B at end of December 2018
- $0.6B of bookings in Q4 2018 (1.1 book-to-bill ratio)
- Signed an agreement for the development of a 2Mtpa Urea fertiliser plant located in Western Australia

Infrastructure

- 22% increase in revenues (Q4 2018 vs Q4 2017)
- $8.3B of backlog* – year-to-date book-to-bill ratio of 1.4
- Champlain, Eglinton and REM projects progressing well
- Shortlisted for the Louis-Hippolyte-Lafontaine Tunnel Rehabilitation project in Montreal, Canada

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* Backlog represents the Remaining Performance Obligations, an IFRS measure

Q4 2018 main segment highlights

Clean Power, Nuclear, Thermal Power

- Clean Power
  - Backlog* of $900M
    - *10% increase vs September 30, 2018*
    - *more than tripled, compared to $259M at December 31, 2017*
  - 1.6 book-to-bill ratio in Q4 2018

- Nuclear
  - Segment EBIT of $39M with a 16% margin
  - ~35% of Nuclear revenues relates to decontamination, decommissioning and waste management projects
  - SNC-Lavalin joint venture awarded production tooling contract by Bruce Power to support fuel channel and feeder replacement work

- Thermal Power
  - Exited the business
  - $1M loss in Q4 2018
  - Finalizing outstanding commercial discussions on last project

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* Backlog represents the Remaining Performance Obligations, an IFRS measure

Q4 2018 main segment highlights

EDPM

- $2.4B of backlog* – $0.9B of new awards in Q4 2018 ($3.6B new awards in 2018)
- Selected as prime consultant to provide construction engineering and inspection services for a bridge in Tampa, Florida
- Aurora Engineering Partnership, which includes Atkins, has recently been appointed by the UK Ministry of Defence as their Engineering Delivery Partner for Defence Equipment & Support.
- Segment EBIT of $93M with a 11% margin

Capital

- Sale process for a portion of our interest in Highway 407 continues to progress
- Completed the sale of the Company's ownership interest in Astoria II for approximately $54M
- Another strong quarter for 407 ETR – 9% increase in revenues – 36% increase in net income – 9% increase in dividends (Q4 2018 vs Q4 2017)

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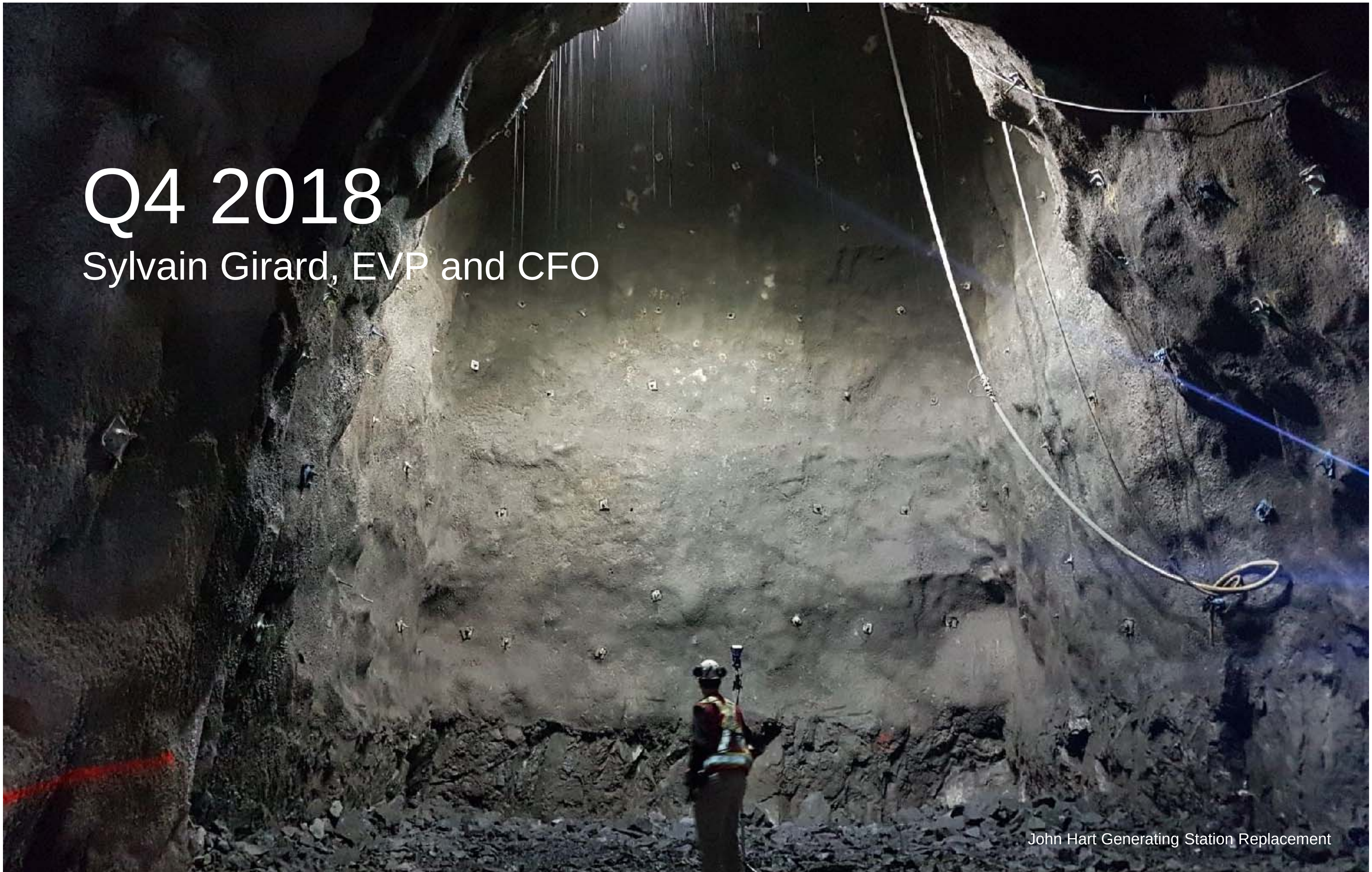
* Backlog represents the Remaining Performance Obligations, an IFRS measure

Q4 2018

Sylvain Girard, EVP and CFO



John Hart Generating Station Replacement

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Q4 2018 financial performance (vs Q4 2017)

YTD Adjusted net income in line with revised guidance issued on February 11, 2019

- YTD adjusted net income from E&C of $43M, or $0.25 per diluted share
- YTD consolidated adjusted net income of $230M, or $1.31 per diluted share

Goodwill impairment

- Q4 2018 included a non-cash goodwill impairment charge of $1.2B relating to the O&G segment, as disclosed in the Company's January 28, 2019 press release
- No taxes

Q4 Adjusted net loss from E&C of $284M, or $1.62 per diluted share

Total segment EBIT of negative $200M

- Negative Segment EBIT in M&M ($349M) and O&G ($23M), as expected, following the Company's press releases dated January 28 and February 11, 2019
- Strong quarter in EBIT margin for Nuclear (16%), Infrastructure (6%) and EDPM (11%)

Corporate SG&A

- Q4 2018 included a $25M non-cash Guarantee Minimum Pension (GMP) equalization expense for past service costs (included in Q4 adjustments)

Revenue of $2.6B

- Increase in Infrastructure
- Decrease in Oil & Gas, due to near completion and completion of major projects
- Decrease in Thermal Power, due to the strategic decision to exit that market

Backlog[1] of $14.9B as at December 31, 2018

- Q4 bookings totaled $2.2B, including $0.9B in EDPM, $0.6B in O&G and $0.2B in Clean Power
- Q4 book-to-bill ratio of 0.9
- YTD bookings totaled $10.4B
- YTD book-to-bill ratio of 1.1

Liquidity

- Quarterly dividend reduced to $0.10/share
- $0.6B of cash and cash equivalents and $2.3B of recourse debt
- Net recourse debt to adjusted EBITDA ratio, as per the Company's Credit Agreement of 2.9

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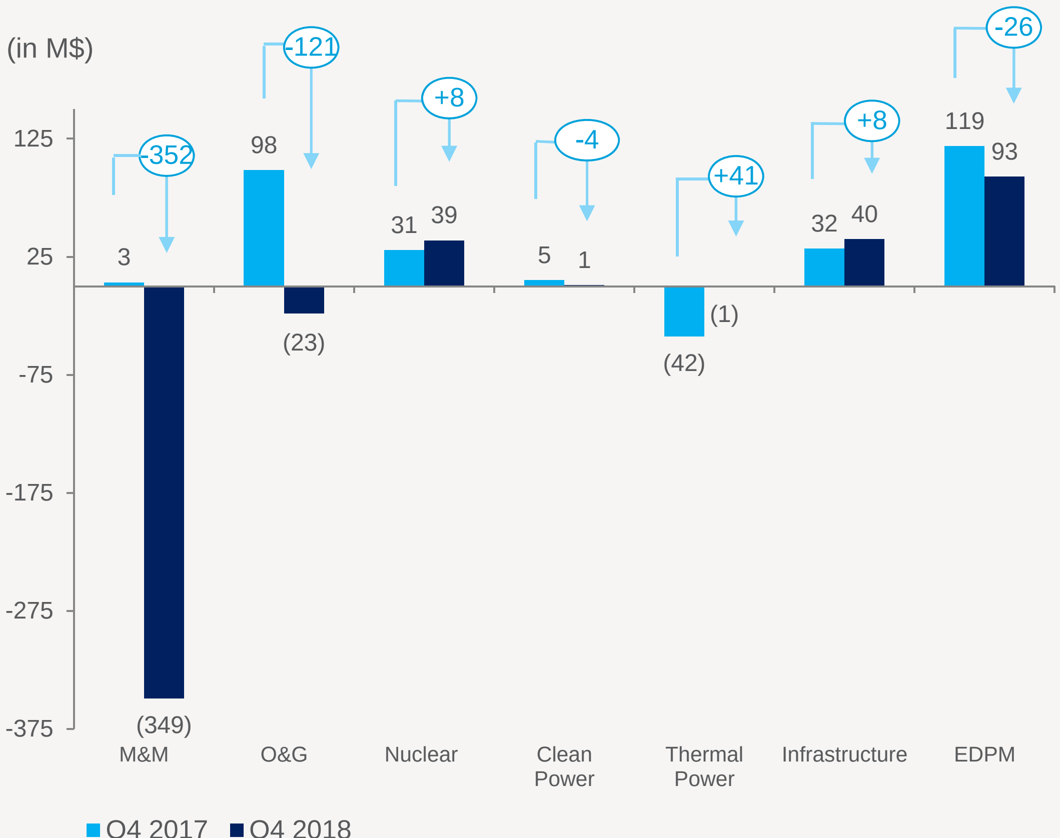
[1] Backlog represents the Remaining Performance Obligations, an IFRS measure

E&C segment EBIT – Q4 2018 vs Q4 2017



EBIT %

M&M	O&G	Nuclear	Clean Power	Thermal Power	Infrastructure	EDPM
2.7% n/a	10.8% n/a	13.0% 15.6%	5.7% 0.8%	n/a n/a	6.0% 6.1%	13.3% 11.2%

M&M -$352M	Due to a Q418 forecasted loss of ~$346M on a major EPC project in Latin America (refer to the Company's Jan. 28 and Feb. 11, 2019 press releases.
O&G -$121M	Mainly due to a Q418 unfavorable impact of ~47M related to a preliminary decision of an arbitration process and lower revenue recognition on some costs incurred on projects.
Nuclear +$8M	Mainly due to a higher level of activities.
Clean Power -$4M	Mainly due to lower profitability %.
Thermal Power +$41M	SNC-Lavalin made the strategic decision to exit this market.
Infrastructure +$8M	Mainly due to a higher level of activities.
EDPM -$26M	Mainly due to higher profitability % .

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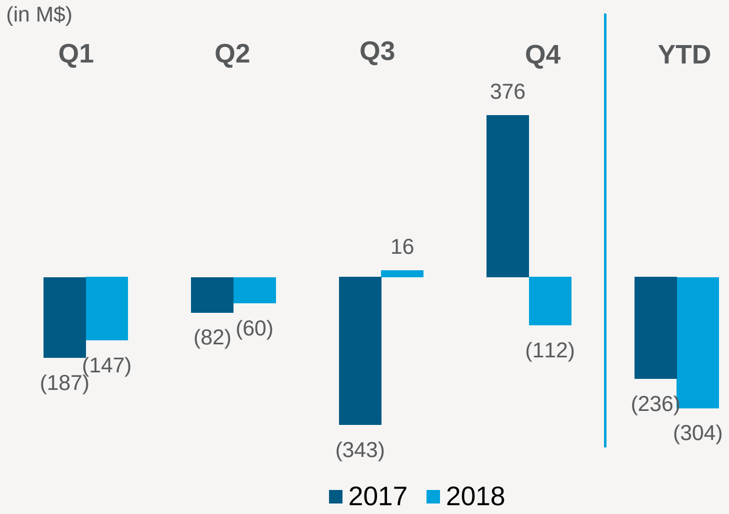
2018 Operating Cash Flow

Improved cash flow from operations



YTD Cash flow from operations (vs LY):

- Lower EBIT from E&C segments
- $89M cash outflow for the class action settlement
- Increase in interest paid

Partially offset by:

- Decrease in restructuring costs paid
- Lower income tax paid

Cash Balance as December 31, 2017	707
Cash flows from operations	(304)
Capital expenditures	(153)
Net increase in receivables from long-term concession arrangements	(61)
Increase in recourse debt	2,609
Increase in non-recourse debt	95
Repayment of recourse debt	(1,741)
Repayment of limited recourse debt	(500)
Net cash inflow on disposal of Capital investments	144
Dividends to SNC Shareholders	(202)
Other	40
Cash Balance as December 31, 2018	634

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Capital structure and debt ratios

(in M$, unless otherwise indicated)	Dec. 31 2018
Net recourse debt	1,657
TTM adjusted EBITDA	582
Less: TTM interest on limited recourse debt*	(85)
TTM adjusted EBITDA, less interest on limited recourse debt	497
Net recourse debt to adjusted EBITDA ratio	**3.3**

Limited recourse debt	$980B

Unused capacity under the $2.6B committed revolving credit facility	$2.1B
Cash and cash equivalents	$634M

As at December 31, 2018, the net recourse debt to EBITDA ratio in accordance with the terms of the Company's Revolving Facility agreement as amended, was 2.9x

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*As the TTM adjusted EBITDA includes dividends received from Highway 407 ETR which are used to service the limited recourse debt, the related interests on the limited recourse debt have been deducted.

Outlook

2019 Guidance	
Adjusted EBITDA from E&C[1,2]	$900M - $950M
Adjusted diluted EPS from E&C[1,2]	$2.00 - $2.20
Adjusted consolidated diluted EPS [1,2]	$3.00 - $3.20
Effective tax rate on adjusted E&C earnings	~20%
Weighted average number of shares	~175.8M

On a quarterly basis, the Company expects that the Q1 2019 adjusted diluted EPS from E&C[(1)] be the lowest of the year and anticipates a gradual increase throughout the remainder of the year.

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[1] Non-IFRS measure
[2] Includes the impact of IFRS 16 - Leases
[3] Free cash flows / adjusted consolidated net income

Questions & Answers

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Appendix

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2017 restated figures[1,2] (1 of 2)
On a comparable basis with our new 2018 structure[3]

(in thousands of $)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Total	Segment EBIT %
Mining & Metallurgy						
Revenues	101,411	94,827	106,957	129,609	432,804	
Segment EBIT	5,072	6,557	833	3,467	15,929	3.7%
Oil & Gas						
Revenues	856,545	807,236	872,432	912,922	3,449,135	
Segment EBIT	53,633	26,752	56,745	98,441	235,571	6.8%
Nuclear						
Revenues	166,551	127,592	234,577	236,723	765,443	
Segment EBIT	45,035	18,022	42,386	30,766	136,209	17.8%
Clean Power						
Revenues	121,549	127,480	113,447	94,258	456,734	
Segment EBIT	10,322	20,939	21,616	5,357	58,234	12.8%
Thermal Power						
Revenues	85,369	111,556	71,118	63,981	332,024	
Segment EBIT	(26,535)	2,596	(40,643)	(42,404)	(106,986)	(32.2%)
Infrastructure						
Revenues	417,324	556,283	458,549	536,511	1,968,667	
Segment EBIT	19,894	24,103	52,543	32,024	128,564	6.5%

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1 Unaudited
2. According to IAS 11 "Construction Contracts" and including the "Corporate SG&A not allocated to segments", see note 2c) to the interim condensed consolidated financial statements
3 Announced by the Company on November 13, 2017

2017 restated figures[1,2] (2 of 2)
On a comparable basis with our new 2018 structure[3]

(in thousands of $)	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Total	Segment EBIT %
EDPM (Engineering, Design and Project Management)						
Revenues	39,575	43,187	715,403	893,743	1,691,908	
Segment EBIT	2,529	2,978	60,586	118,775	184,868	10.9%
Capital						
Revenues	60,946	66,712	60,256	50,089	238,003	
Segment EBIT	55,334	54,945	60,839	41,754	212,872	n/a
Reversal of non-controlling interest included above	5,359	(1,985)	(2,370)	112	1,116	
Corporate SG&A and others not allocated to the segments – E&C	(22,169)	(36,039)	(21,792)	(25,206)	(105,206)	
Corporate SG&A and others not allocated to the segments – Capital	(6,392)	(7,070)	(7,123)	(4,815)	(25,400)	
Gain (loss) arising on financial assets at fair value through profit or loss	(6,180)	4,544	312	307	(1,017)	
Restructuring costs	(2,825)	(22,306)	(1,661)	429	(26,363)	
Acquisition-related costs and integration costs	(1,363)	(55,272)	(42,284)	(25,381)	(124,300)	
Amortization of intangible assets related to business combinations	(15,363)	(14,301)	(35,403)	(73,825)	(138,892)	
Gain on disposals of Capital investments	-	5,403	36,675	-	42,078	
Gain (loss) from disposals of E&C businesses	719	287	-	(7)	999	
Gain on disposal of the head office building	-	115,101	-	-	115,101	
EBIT[4]	117,070	145,254	181,259	159,794	603,377	

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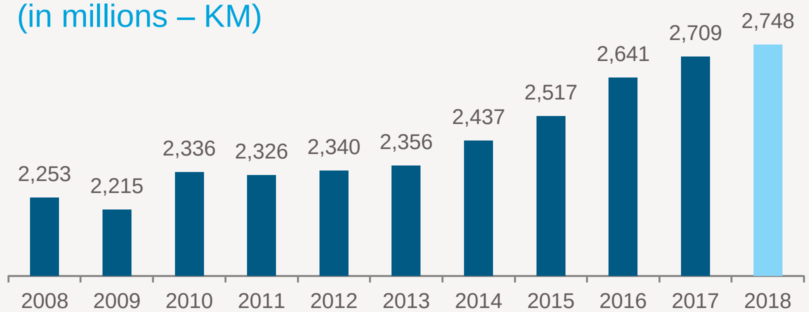
1 Unaudited
2. According to IAS 11 “Construction Contracts” and including the “Corporate SG&A not allocated to segments”, see note 2c) to the interim condensed consolidated financial statements
3 Announced by the Company on November 13, 2017
4 Overall EBIT remains unchanged

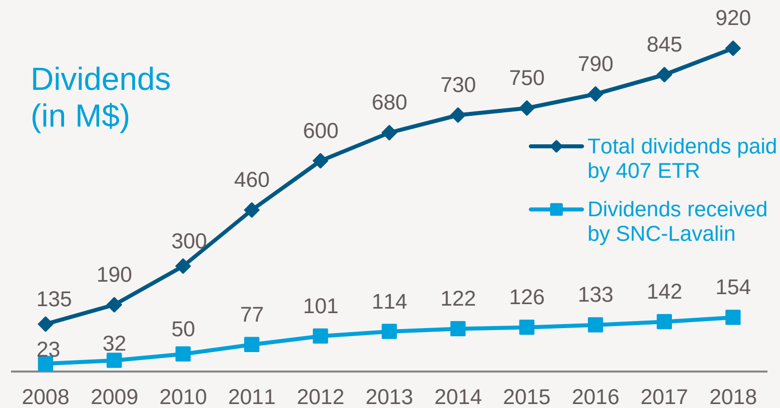
407 ETR

Consistent growth and low cost of financing

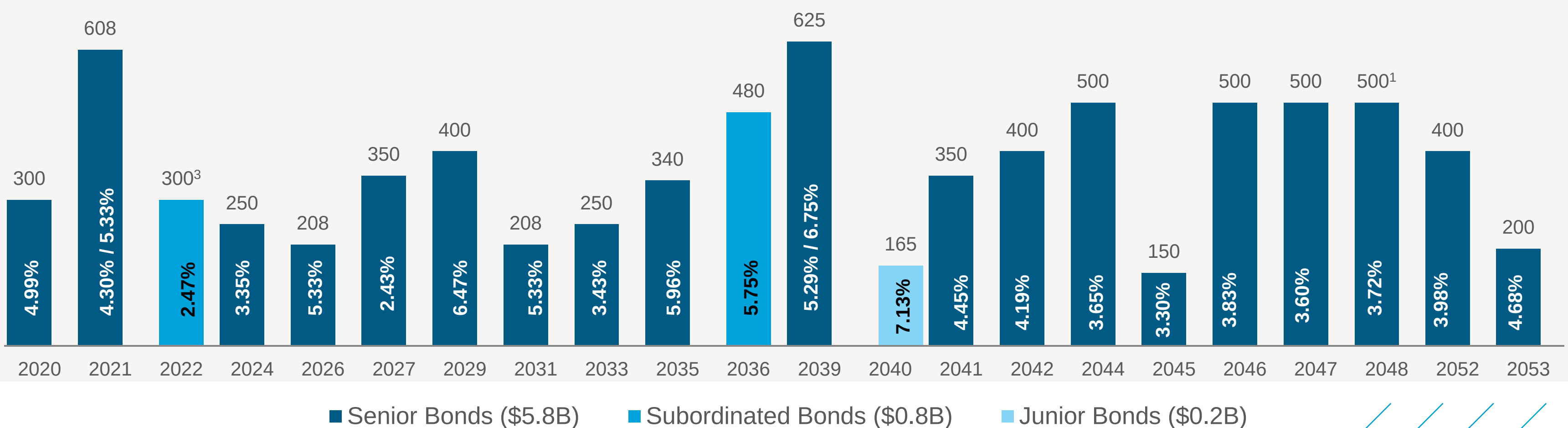
Gross Vehicle Kilometres Travelled
(in millions – KM)



Dividends
(in M$)



Bond Maturity Profile
(in M$)



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[1]Issued in May 2018

407 ETR information – Q4

(in M$, unless otherwise indicated)	Q4 2018	Q4 2017	Change
Revenues	356.6	327.3	8.9%
Operating expenses	54.0	43.0	25.6%
EBITDA	302.6	284.3	6.4%
EBITDA as a percentage of revenues	84.9%	86.9%	(2.0%)
Net Income	155.9	114.9	35.7%
Traffic / Trips (in millions)	32.1	32.1	0.0%
Average workday number of trips (in thousands)	417.6	422.9	(1.3%)
Vehicle kilometers travelled "VKT" (in millions)	691.8	688.9	0.4%
Dividends paid to SNC-Lavalin	39.2	36.0	8.9%

9% increase in revenues

36% increase in net income

9% increase in dividends

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407 ETR information – full year

(in M$, unless otherwise indicated)	2018	2017	Change
Revenues	1,390.3	1,267.7	9.7%
Operating expenses	179.7	163.9	9.6%
EBITDA	1,210.6	1,103.8	9.7%
EBITDA as a percentage of revenues	87.1%	87.1%	-
Net Income	539.0	470.1	14.7%
Traffic / Trips (in millions)	126.6	125.7	0.7%
Average workday number of trips (in thousands)	415.4	413.4	0.5%
Vehicle kilometers travelled “VKT” (in millions)	2,747.5	2,708.6	1.4%
Dividends paid to SNC-Lavalin	154.3	141.7	8.9%

10% increase in revenues

10% increase in EBITDA with stable margin at 87%

9% increase in dividends

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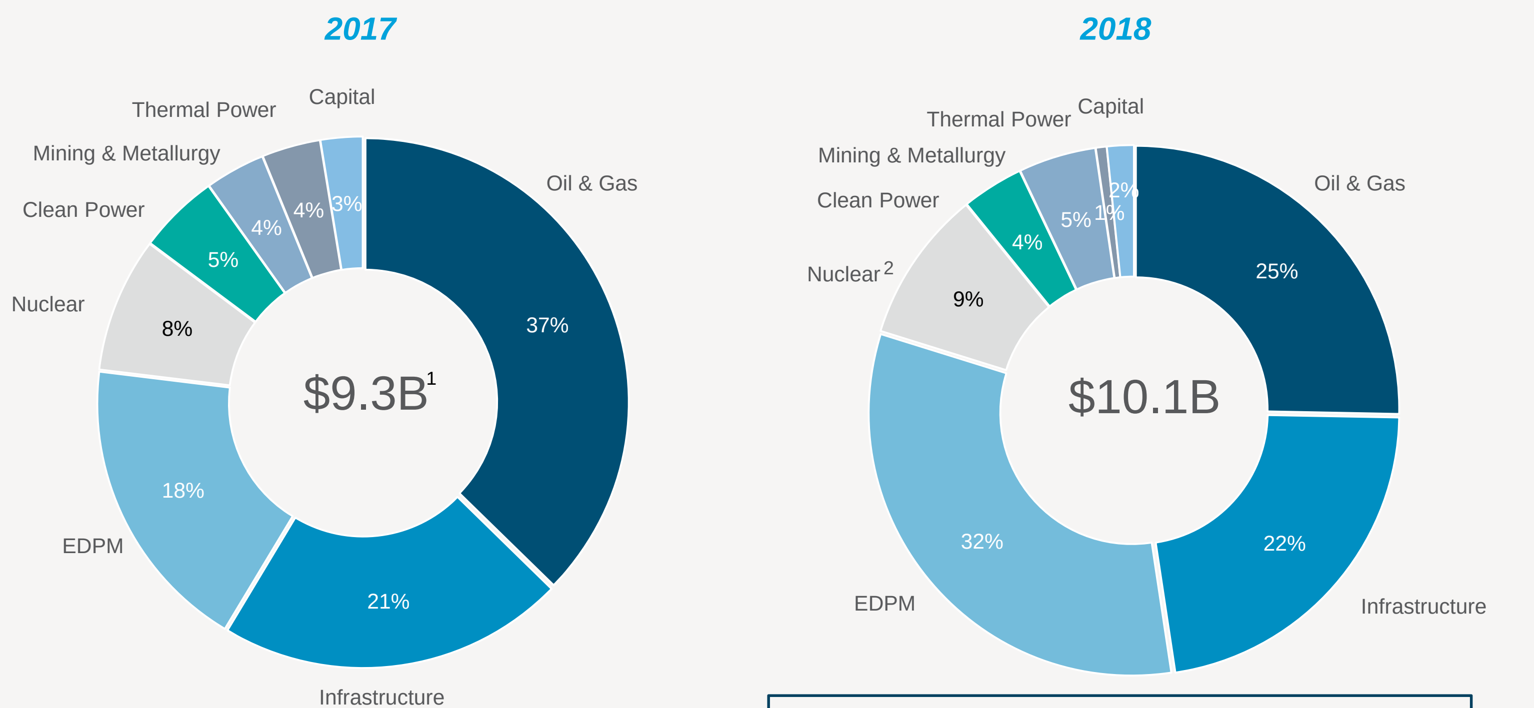
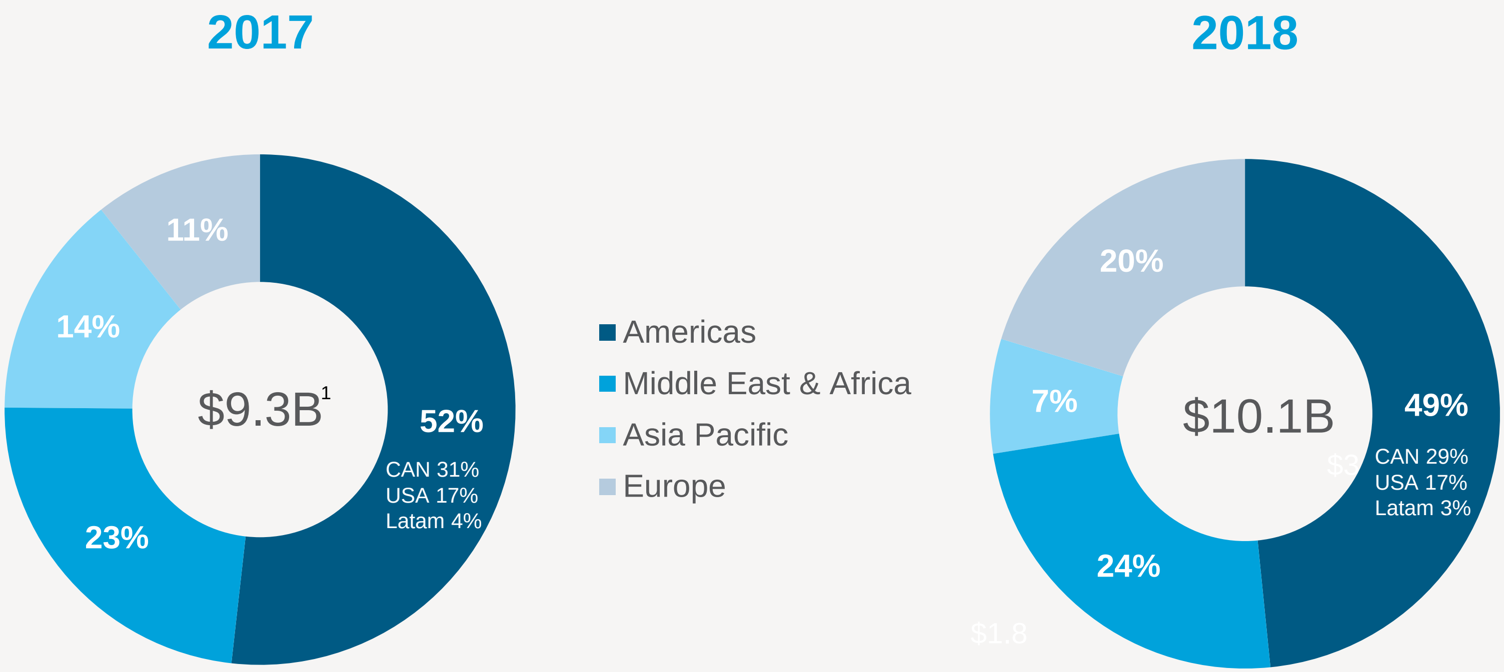
Revenues by industry segment



74% Reimbursable & Engineering Service Contracts	26% EPC Fixed-price Contracts

[1] Includes only 6 months of Atkins revenues, as it was acquired on July 3, 2017.
[2] ~35% of Nuclear revenues relate to decontamination, decommissioning and waste management projects.

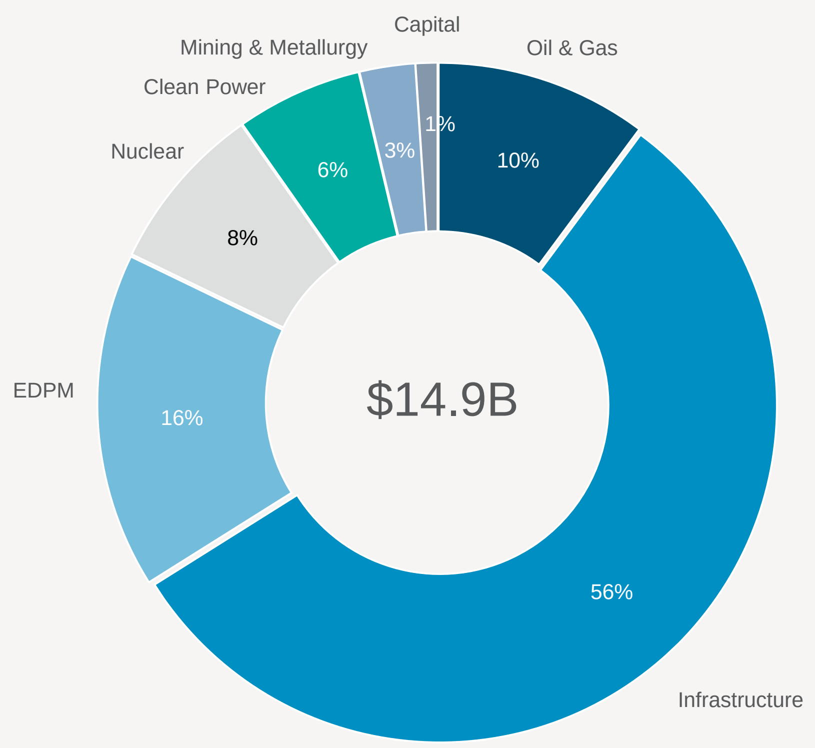
Revenues by geographic area



[1]Only includes 6 months of Atkins revenues, as it was acquired on July 3, 2017.

Backlog by industry segment

December 31, 2018



73%
Reimbursable & Engineering Service Contracts

27%
EPC Fixed-price Contracts

Effective January 1, 2018, the Company's definition of backlog has been changed and now corresponds to "Remaining performance obligations" ("RPO"), which is based on IFRS 15, *Revenue from Contracts with Customers* ("IFRS 15"), without restatement of the prior periods.

Financial position

(in M$)	December 31 2018	December 31 2017
Assets		
Cash and cash equivalents	634	707
Other current assets	4,024	3,908
Property and equipment	483	414
Capital investments accounted for by the equity or cost methods	368	352
Goodwill	5,370	6,323
Intangible assets related to business combinations	921	1,090
Other non-current assets and deferred income tax asset	1,141	968
	12,940	13,762
Liabilities and Equity		
Short-term debt and current portion of long-term debt - recourse	1,117	319
Short-term debt and current portion of long-term debt – non-recourse	60	16
Other current liabilities	4,431	4,168
Long-term debt – recourse	1,171	1,027
Long-term debt – limited recourse	980	1,475
Long-term debt – non-recourse	340	297
Other non-current liabilities and deferred income tax liability	1,185	1,237
	9,284	8,539
Equity attributable to SNC-Lavalin shareholders	3,651	5,225
Non-controlling interests	5	(2)
	12,940	13,762

Net income reconciliation – Q4

	Net Income (IFRS)	Net charges (reversal) related to restructuring & right-sizing plan and other	Acquisition -related costs and integration costs	Amortization of intangible assets related to business combinations	Net loss (gain) on disposals of E&C business , head office and Capital investments	Net expense for the 2012 class action lawsuits settlement & related legal costs	Impact of U.S. corporate tax reform	Non-cash goodwill impairment charge	Non-cash Guaranteed Minimum Pension (GMP) equalization expense	Adjusted Net income (Non-IFRS)
					Fourth Quarter 2018					
In M$										
E&C	(1,654.3)	48.5	16.1	42.9	0.2	1.2	-	1,240.4	20.8	(284.1)
Capital	55.6	0.3	-	-	(1.4)	-	-	-	-	54.4
	(1,598.7)	48.8	16.1	42.9	(1.2)	1.2	-	1,240.4	20.8	(229.7)
Per Diluted share ($)										
E&C	(9.42)	0.28	0.09	0.24	0.00	0.01	-	7.07	0.12	(1.62)
Capital	0.32	0.00	-	-	(0.01)	-	-	-	-	0.31
	(9.11)	0.28	0.09	0.24	(0.01)	0.01	-	7.07	0.12	(1.31)
					Fourth Quarter 2017					
In M$										
E&C	14.3	(1.9)[1]	21.6	61.3	-	-	42.5[2]	-	-	137.8
Capital	38.1	-	-	-	(3.1)[3]	-	-	-	-	34.9
	52.4	(1.9)	21.6	61.3	(3.1)	-	42.5	-	-	172.7
Per Diluted share ($)										
E&C	0.08	(0.01)	0.12	0.35	-	-	0.24	-	-	0.78
Capital	0.22	-	-	-	(0.02)	-	-	-	-	0.20
	0.30	(0.01)	0.12	0.35	(0.02)	-	0.24	-	-	0.98

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

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[1]This amount includes a reversal of $1.1 million ($0.7 million after taxes) of charges which did not meet the restructuring costs definition in accordance with IFRS.
[2]As a result of the U.S. corporate tax reform, the Company recorded a non-cash charge reflecting the estimated net impact of revaluation of its U.S. deferred tax assets and deferred tax liabilities.
[3]Tax adjustments on previously recorded gains.

Net income reconciliation – full year

	Net Income (IFRS)	Net charges (reversal) related to restructuring & right-sizing plan and other	Acquisition -related costs and integration costs	Amortization of intangible assets related to business combinations	Net loss (gain) on disposals of E&C business , head office and Capital investments	Net expense for the 2012 class action lawsuits settlement & related legal costs	Impact of U.S. corporate tax reform	Non-cash goodwill impairment charge	Non-cash Guaranteed Minimum Pension (GMP) equalization expense	Adjusted Net income (Non-IFRS)
					Year ended December 31, 2018					
In M$										
E&C	(1,563.0)	58.7[1]	42.8	171.1	0.5	65.7	6.0	1,240.4	20.8	43.1
Capital	246.1	0.3	-	-	(59.8)	-	-	-	-	186.5
	(1,316.9)	59.0	42.8	171.1	(59.3)	65.7	6.0	1,240.4	20.8	229.7
Per Diluted share ($)										
E&C	(8.90)	0.33	0.24	0.97	0.00	0.37	0.03	7.06	0.12	0.25
Capital	1.40	0.00	-	-	(0.34)	-	-	-	-	1.06
	(7.50)	0.34	0.24	0.97	(0.34)	0.37	0.03	7.06	0.12	1.31
					Year ended December 31, 2017					
In M$										
E&C	176.0	25.4[2]	97.2	112.6	(102.4)	-	42.5[3]	-	-	351.3
Capital	206.0	-	-	-	(35.0)	-	-	-	-	171.0
	382.0	25.4	97.2	112.6	(137.4)	-	42.5	-	-	522.3
Per Diluted share ($)										
E&C	1.08	0.15	0.60	0.69	(0.63)	-	0.26	-	-	2.15
Capital	1.26	-	-	-	(0.21)	-	-	-	-	1.05
	2.34	0.15	0.60	0.69	(0.84)	-	0.26	-	-	3.20

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

[1]This amount includes $6.9 million ($5.6 million after taxes) of net charges which did not meet the restructuring costs definition in accordance with IFRS.
[2]This amount includes $5.1 million ($5.3 million after taxes) of net charges which did not meet the restructuring costs definition in accordance with IFRS.
[3]As a result of the U.S. corporate tax reform, the Company recorded a non-cash charge reflecting the estimated net impact of revaluation of its U.S. deferred tax assets and deferred tax liabilities.

SNC·LAVALIN

Our values are the essence of our company's identity. They represent how we act, speak and behave together, and how we engage with our clients and stakeholders.

SAFETY

We put safety at the heart of everything we do, to safeguard people, assets and the environment.

INTEGRITY

We do the right thing, no matter what, and are accountable for our actions.

COLLABORATION

We work together and embrace each other's unique contribution to deliver amazing results for all.

INNOVATION

We redefine engineering by thinking boldly, proudly and differently.

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