

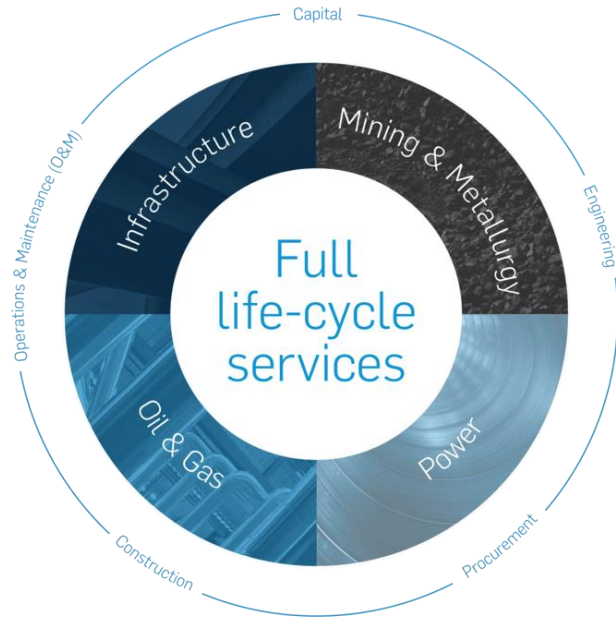
PNWER Summit - Successful Leadership in Public Private Partnerships Session **Mass Transit: The Canada Line**



SNC • LAVALIN



SNC-Lavalin – A global fully integrated professional services and project management firm



2016 revenues



\$8.5 billion
in revenues

\$10.7 billion
backlog

Listed on the Toronto Stock
Exchange (TSX: SNC)

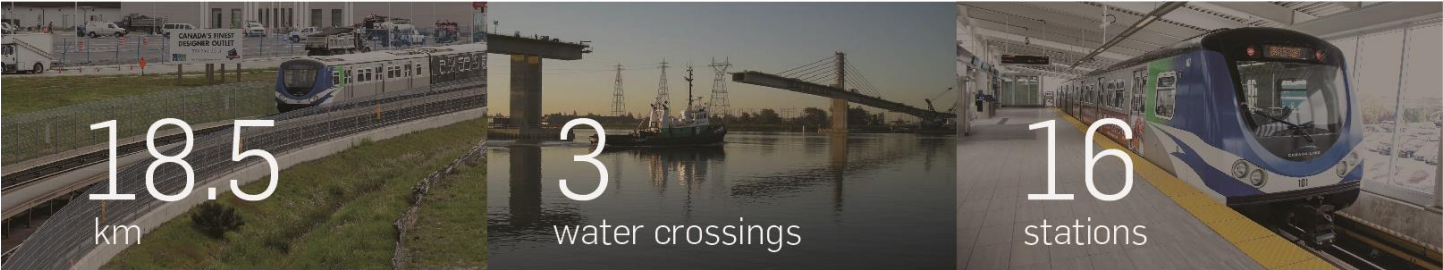
SNC-Lavalin acquires Atkins

The acquisition of WS Atkins plc creates a global fully integrated professional services and project management company – including capital investment, consulting, design, engineering, construction, sustaining capital and operations and maintenance. Together, we will have over 50,000 employees and annual revenues of approximately C\$12 billion.



The Canada Line

Connecting downtown Vancouver, the city of Richmond and Vancouver Airport



Since operation began in 2009

99.91%
System Availability 

99.74%
Punctuality

> 300,000,000
passengers since 2009



Average weekday ridership of

128,000

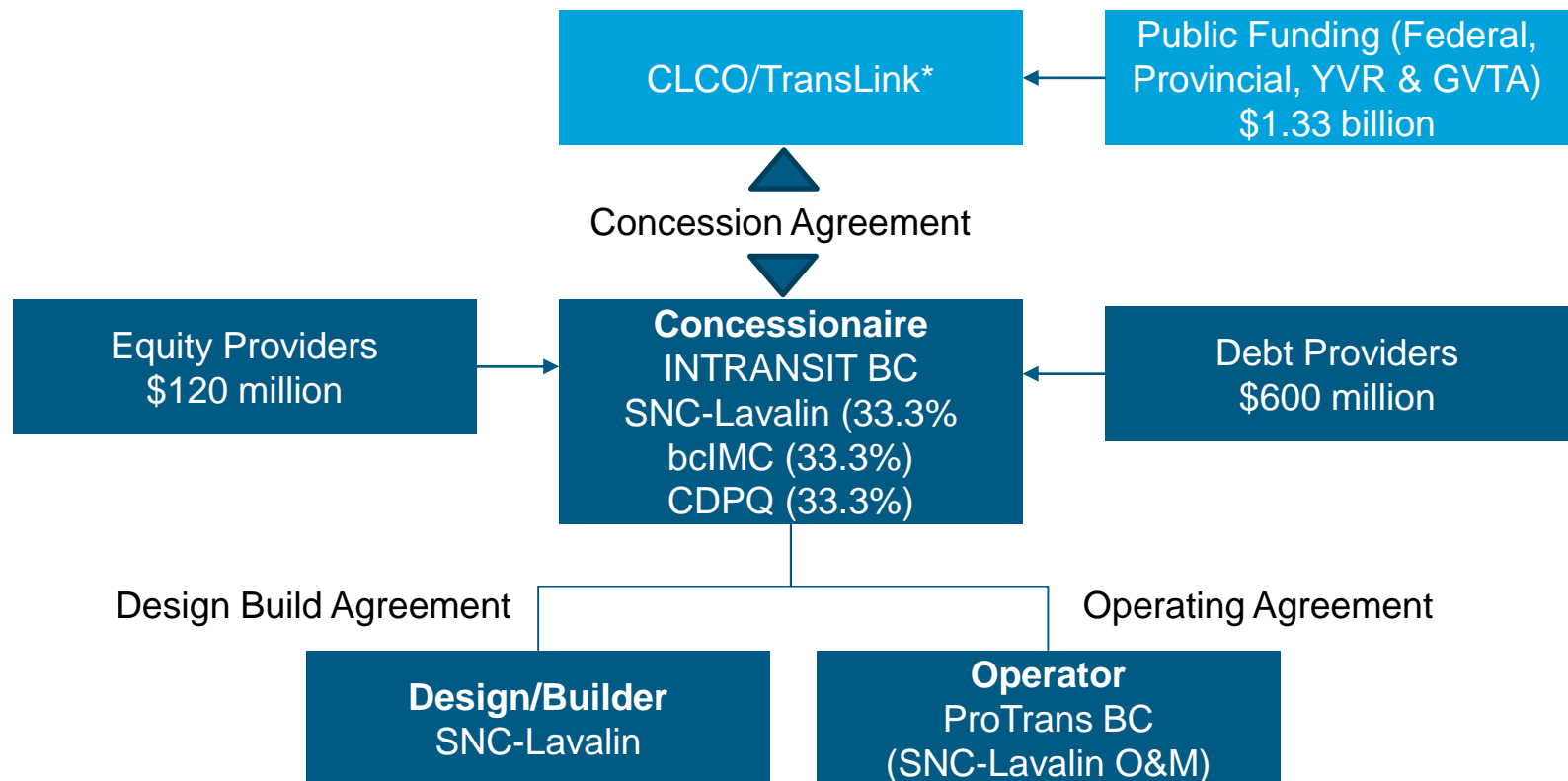
1,9 billion
p3 project (2003 Dollars)



Delivered over
3 months
ahead of schedule

31 years
of O&M

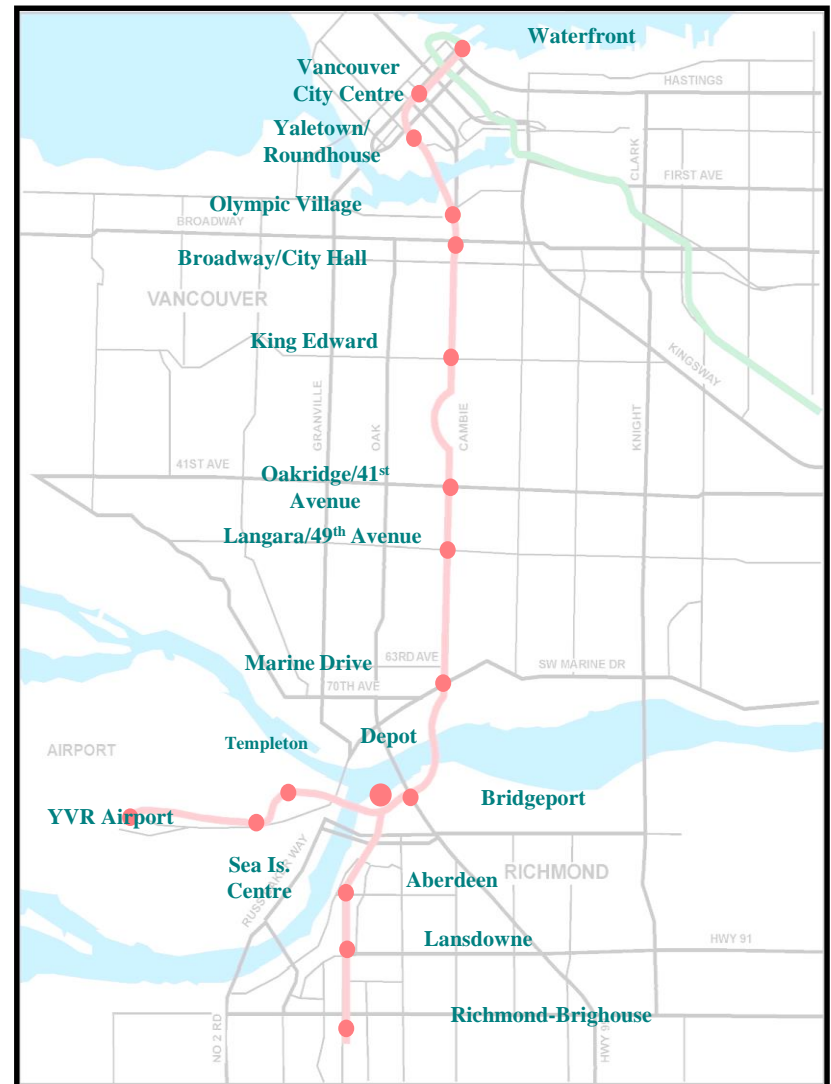
Public Private Partnership Structure



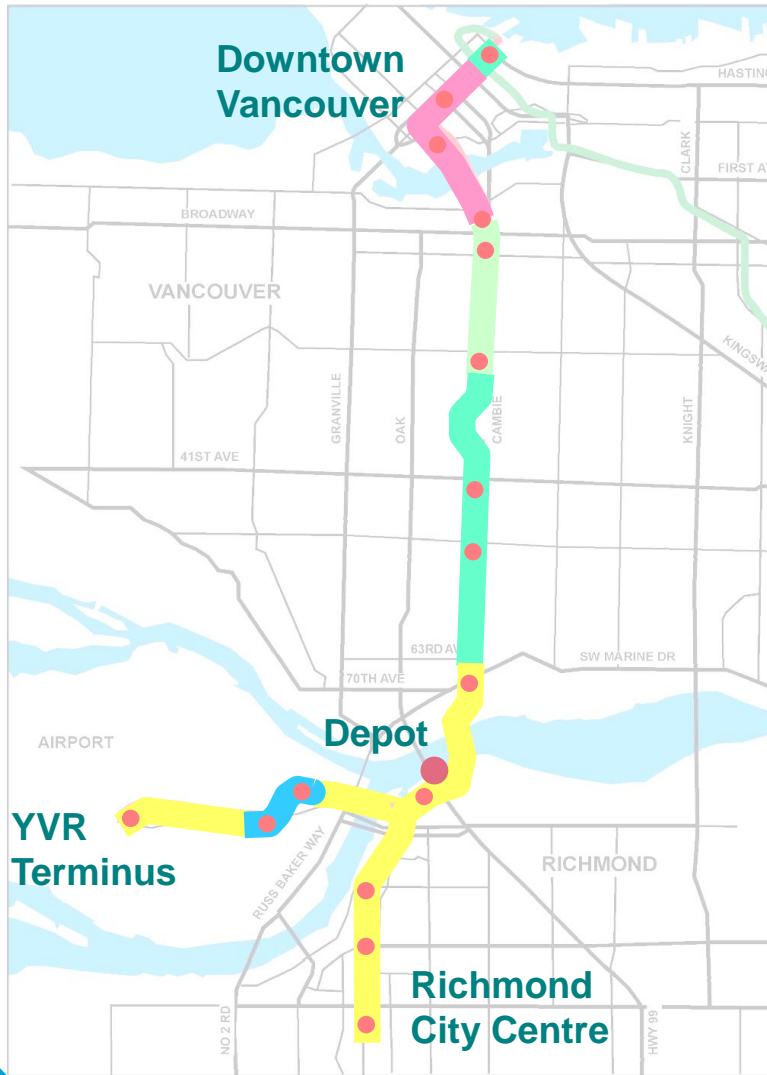
Project Context

The Canada Line

- › The Canada Line is the first air-rail link in Canada
- › Automated light rail rapid transit system linking downtown Vancouver with both Richmond and Vancouver International Airport.
- › Designed, built, operated and maintained by SNC-Lavalin
- › Construction commenced in August of 2005.
- › Opened on August 17, 2009, 3 months ahead of schedule.



Project Alignment



- › 18.5 km fully automated system
- › 7.6 km elevated
- › 1.8 km at-grade
- › 9.1 km underground
- › 16 stations (6 elevated, 2 at-grade, 8 underground)
- › 3 water crossings (2 bridges, 1 tunnel)

Bored tunnel

Cut & cover tunnel, stacked configuration

Cut & cover tunnel, side by side conf.

At-grade section on airport lands

Elevated in Richmond, on airport lands and in Vancouver to 63rd Ave.

Construction Methods

› Bored Tunnels



› Cut & Cover Tunnels



› Elevated & At-grade
Guideways



Operations

- › Operated by Protrans, a wholly owned subsidiary of SNC-Lavalin Inc.
 - › Operator of the Canada Line
 - › 4 years mobilization
 - › 31 years O&M
- › Headquartered- Canada Line OMC in Richmond
- › Resources
 - › 207 FTE employees,
 - › BCGEU representative union
 - › Subcontracted 100



A highly used, transformative project

- › Highest single day ridership: 287,379 during the 2010 Olympics
- › Daily Canada Line boarding's at **YVR station in 2009: 5,400 In 2015: 7,800 (44% growth)
- › 85% ridership growth expected by 2045
- › Transportation capacity of the Canada Line is equivalent to 10 lanes of commuter traffic
- › Has taken thousands of cars off the roads eliminating 16,800 tonnes of greenhouse gas emissions annually
- › Significant and ongoing development around stations



Canada Line Contract Structure & Financing

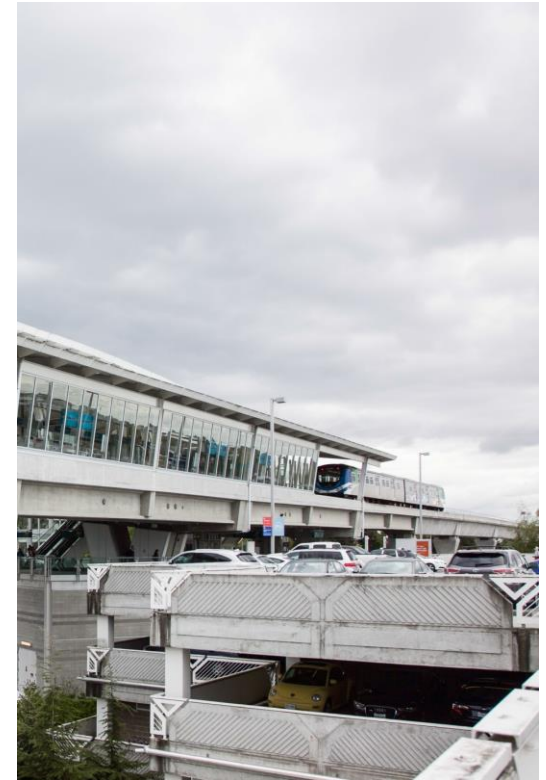
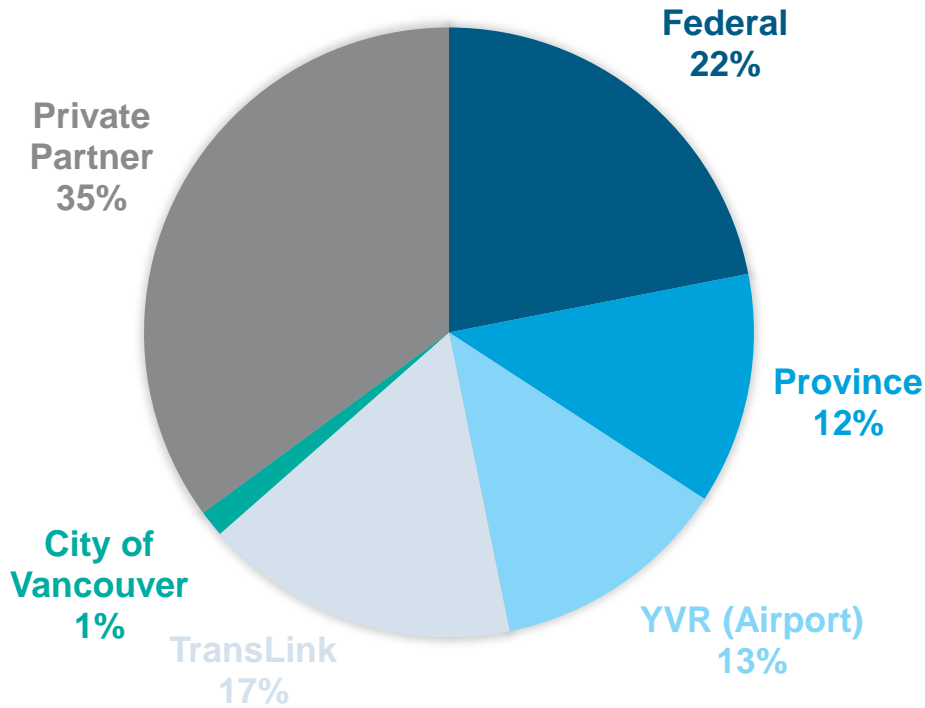
- › The first transit PPP in Canada
- › DBFOM
- › 35-year Concession Agreement
- › Construction Payments: Milestone
- › Operating Payments: Performance
- › Public: fares, faregates, police, bus integration
- › Private: build, partially finance, operates and maintain all assets (including vehicles)



\$92 million of value for money using the P3 model versus the public sector comparator

Funding Partners

FUNDING \$2.05 B (2005 CAD)



Performance-based payments

- › Availability (70%)
 - › Getting Passengers from A to B on Time
 - › Peak Vehicle Availability
 - › Off-Peak Vehicle Availability
 - › Station Availability
- › Quality (20%)
 - › Providing a Pleasant Journey
 - › Vehicle Quality
 - › Station Quality
- › Ridership Volume (10%)
 - › Year-over-Year Ridership Growth

Operating Performance	Q4 2016 Results
Availability	100%
Quality	99.7%
Ridership Volume	>100%

A P3 model that works

The public sector received a project that:

- › Was delivered early within committed contract price
- › Provided full risk transfer during construction
- › Compensates operator based on meeting performance criteria
- › Has operated successfully for >7 years

The P3 contract model accommodates system flexibility:

- › New stations being added
- › Fare gate system installed by owner
- › New vehicles (federally funded) being added to system

The project has been a showcase for several cities and transit authorities that are interested in the P3 model for transit projects



Awards

- › International Bridge Conference – Gustav Lindenthal Medal for Outstanding Achievement (Fraser River crossing, first extradosed bridge in Canada)
- › Engineers Canada – 2011 National Award for an Engineering Project of Achievement
- › GARA's – 2011 Service of the Year Award
- › Canadian Consulting Engineer – Schreyer Award for most technically innovative product
- › Illuminating Engineering Society – Energy and Environmental Design Award of Excellence
- › Consulting Engineers of BC – Lieutenant Governor's Award for Transportation Engineering Excellence
- › CCPPP – 2009 Innovation & Excellence, Gold Award
- › Project Finance International Awards – 2006 Infrastructure Deal of the Year (America's)
- › Euro Money Project Finance Magazine – 2005 North American Transport Deal of the Year



Values that guide us

Teamwork & excellence

We're innovative, collaborative, competent and visionary.

Customer focus

Our business exists to serve and add long-term value to our customers' organizations.

Strong investor returns

We seek to reward our investors' trust by delivering competitive returns.

Health, safety, security and environment

We have a responsibility to protect everyone who comes into contact with our organization and the environment we work in.

Ethics and compliance

We're committed to ethical business.

Respect

Our actions consistently demonstrate respect toward our stakeholders.

