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President & CEO

STRATEGIC UPDATE

ANALYST AND INVESTOR DAY 2014

GLOBAL NETWORK, LOCAL DELIVERY

\$898.7 M* Revenue
6,000 Employees

CANADA

\$441.0 M Revenue
2,600 Employees

SWEDEN

\$42.2 M Revenue
350 Employees

FINLAND

\$363.4 M Revenue
2,600 Employees

U.K.

\$46.8 M Revenue
300 Employees

GERMANY

\$53.4 M Revenue
1,100 Employees

ASIA

\$206.4 M Revenue
1,100 Employees

U.S.A.

\$37.5 M* Revenue
150 Employees

FRANCE

\$59.5 M Revenue
500 Employees

AUSTRALIA &
NEW ZEALAND

\$37.0M Revenue
980 Employees

COLOMBIA

\$75.9 M Revenue
550 Employees

MIDDLE EAST

\$55.7 M Revenue
650 Employees

SOUTH AFRICA

\$8.5 M Revenue

REST OF THE WORLD

- ▶ Geographic diversification
- ▶ Global clients follow-up
- ▶ Connecting expertise for our clients
- ▶ Good balance between industrialized/emerging markets



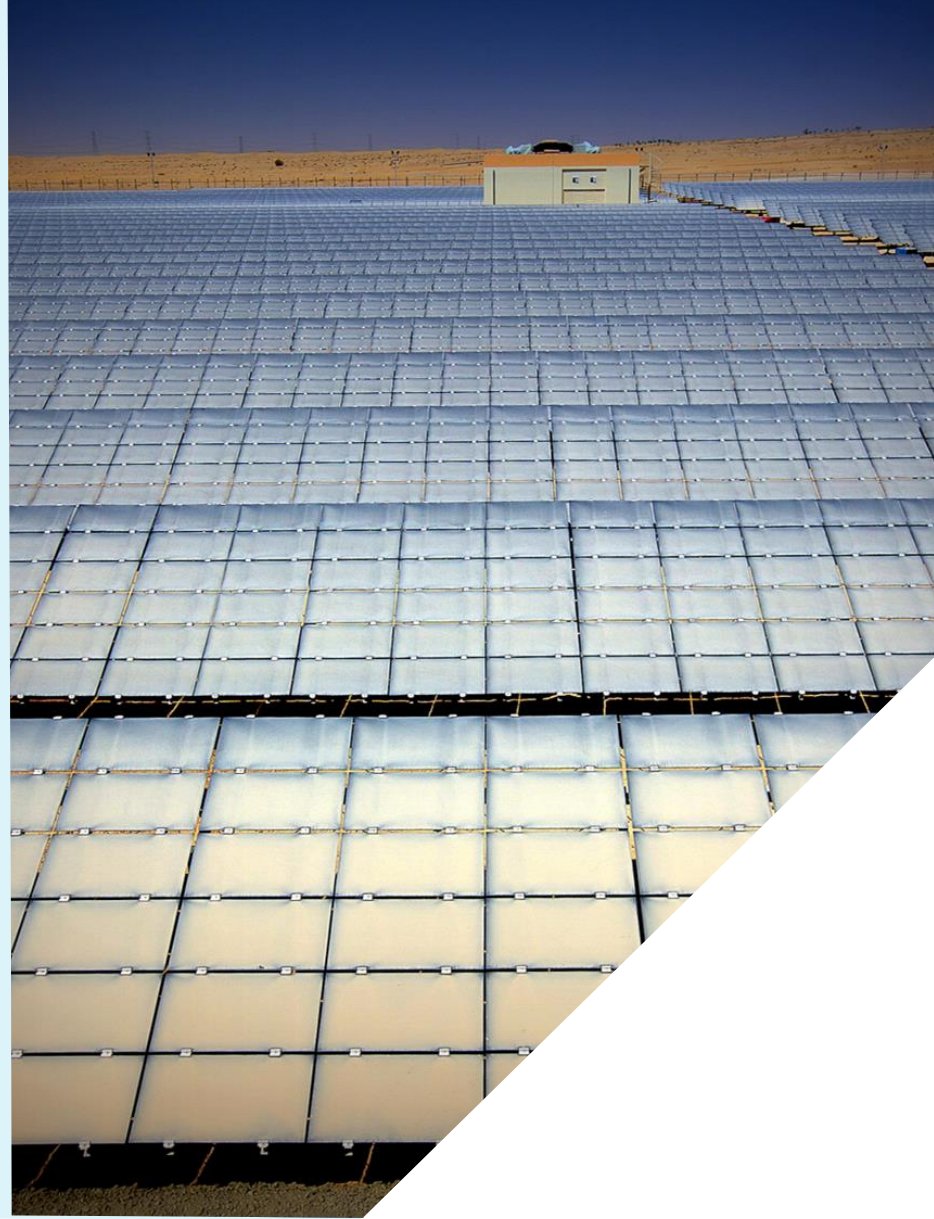
...BUT STILL HAVE ROOM TO EXPAND



- 49 countries represent 90% of world GDP
- Consolidate our top tier presence organically and through strategic acquisition
- Significantly grow our subscale position through M&A
- Grow our presence organically and through selective acquisitions
- Assess opportunities

ASSESSMENT OF STRATEGIC ACQUISITIONS

- ▶ Consolidate our top tier presence organically and through strategic acquisition
- ▶ Significantly grow our subscale position through M&A
- ▶ Grow our presence organically and through selective acquisitions



AN INTEGRATED MULTIDISCIPLINARY APPROACH WITHIN A DIVERSIFIED AND BALANCED PORTFOLIO OF END MARKETS...



Property & Buildings



Infrastructure



Industrial & Energy



Environment

...WITH SOLID LONG-TERM DRIVERS

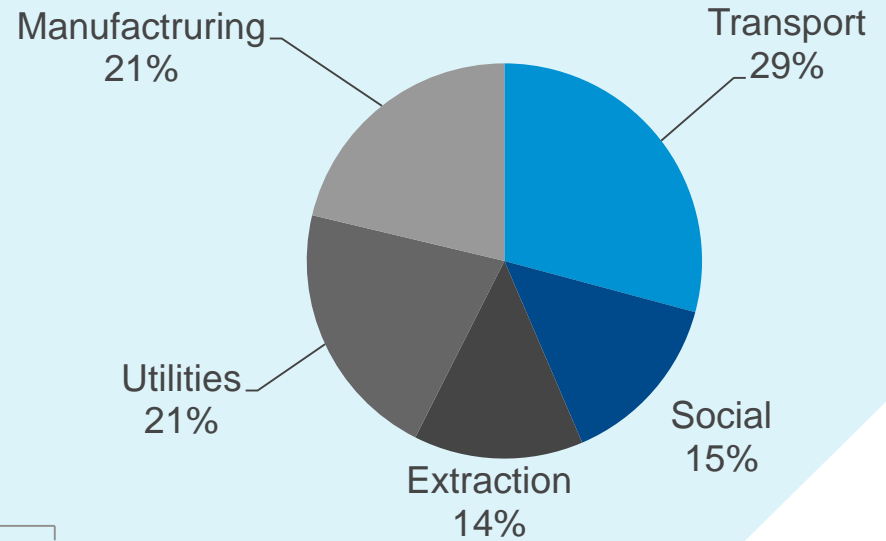
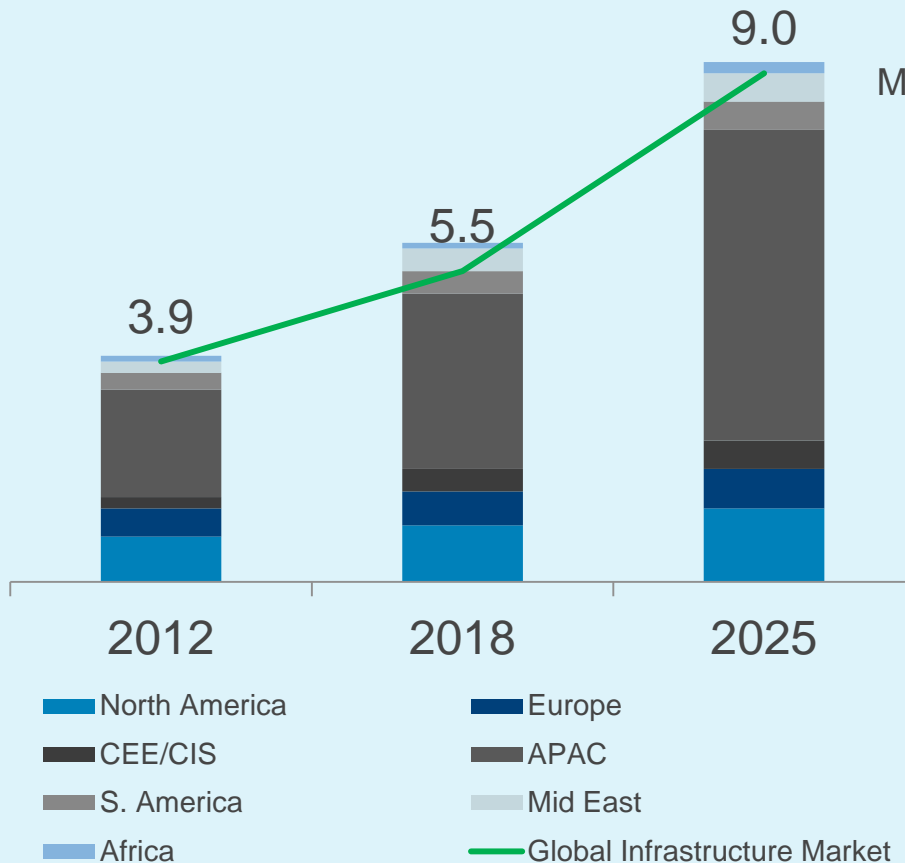
- Economic growth
- Population growth
- Social infrastructure
- Commercial development

- Urbanisation
- Mobility
- Aging assets

- Natural resources
- Electricity demand
- Asset productivity
- technology

- Climate change
- Sustainability
- Permitting
- Social acceptability
- Corporate governance

GLOBAL INFRASTRUCTURE MARKET IN 2025



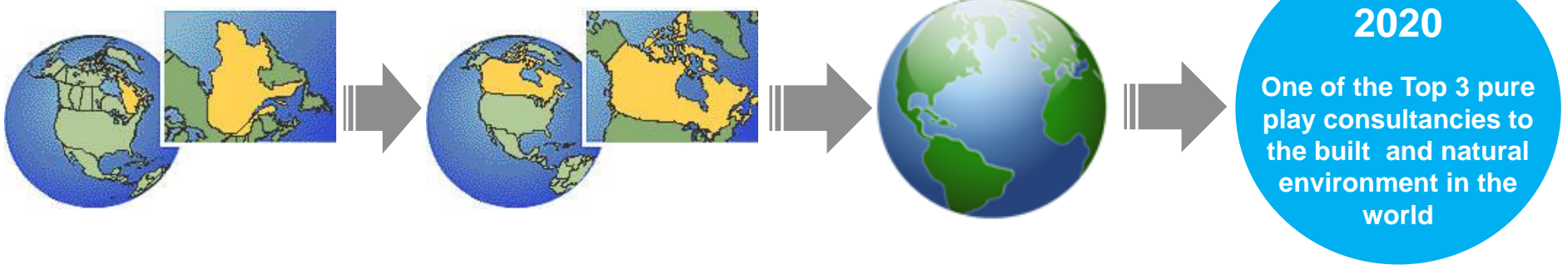
POSITIONING OURSELVES FOR 2015 AND BEYOND

WE HAVE DELIVERED ON OUR STRATEGIC PLAN OVER THE YEARS

LOCAL

NATIONAL

GLOBAL



IPO

2006-2012

From local to national, to international

2013-2015

- ▶ \$2.3 B in revenues
- ▶ 20,000 employees

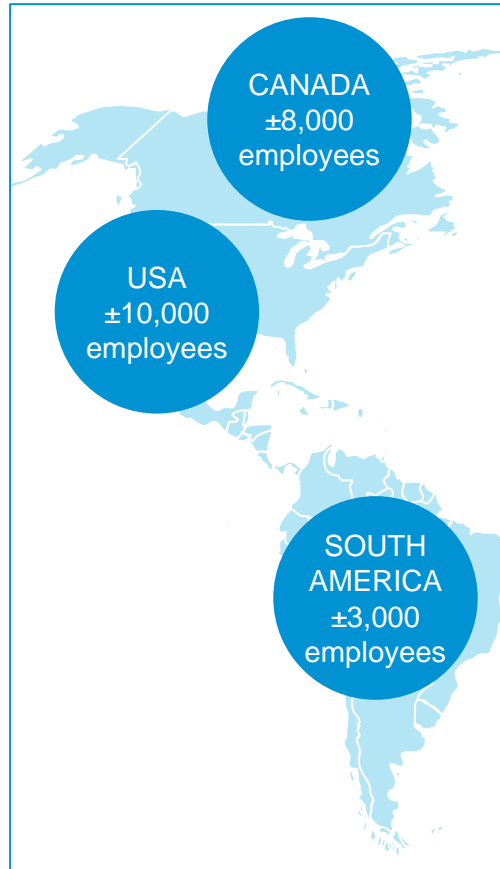
Integration
Operational excellence
Growth

Continued industry consolidation

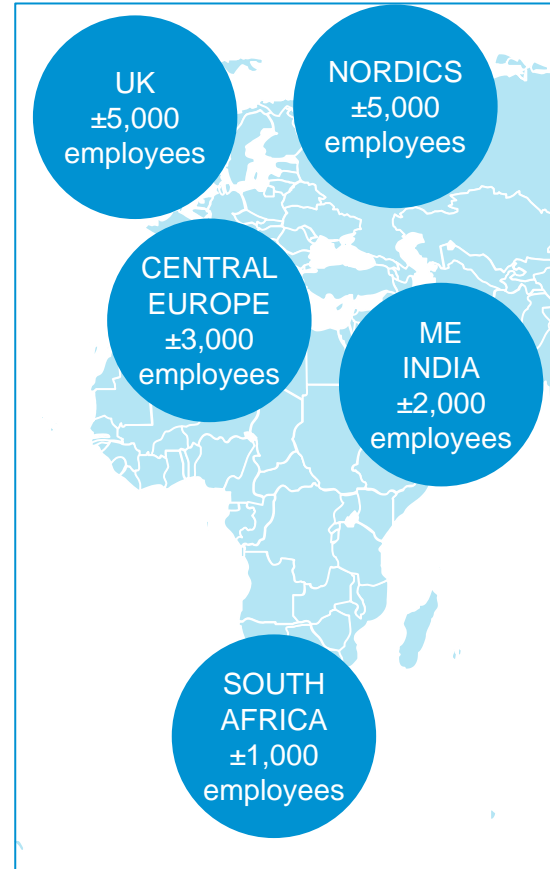


WHAT WSP COULD LOOK LIKE IN 2020

AMERICAS



EMEIA



APAC



Infrastructure
15,000 employees

Buildings
15,000 employees

Industrial
& Energy
10,000 employees

Environment
5,000 employees

**A TOP TIER GEOGRAPHIC FOOTPRINT
AND MARKET SECTOR LEADERSHIP**



OUR KEY CHALLENGES

- ▶ Employee engagement, retention and development
- ▶ Leadership of the four dimensions of our global organisation
 - Functions
 - Services
 - Markets
 - Geographies
- ▶ Align vision, strong culture and consistent behavioral values
- ▶ Remaining agile, efficient and innovative
- ▶ Strong governance framework and risk management
- ▶ Stay attuned to our client needs and industry development



DISCUSSION

