+ SOLUTIONS MATTER

2020 INVESTOR DAY

SHAWCOR



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This presentation includes certain statements that reflect management's expectations and objectives for the Company's future performance, opportunities and growth, which statements constitute "forward looking information" and "forward looking statements" (collectively "forward looking information") under applicable securities laws. Such statements, other than statements of historical fact, are predictive in nature or depend on future events or conditions. Forward looking information involves estimates, assumptions, judgements and uncertainties. These statements may be identified by the use of forward looking terminology such as "may", "will", "should", "anticipate", "expect", "believe", "predict", "estimate", "continue", "intend", "plan" and variations of these words or other similar expressions. These statements of forward looking information are based on assumptions, estimates and analysis made by management in light of its experience and perception of trends, current conditions and expected developments as well as other factors believed to be reasonable and relevant in the circumstances. Forward-looking information involves known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to be materially different from those predicted, expressed or implied by the forward-looking information. Additional information on the risks and uncertainties on the Company's business can be found in the Company's current Annual Information Form, annual and quarterly reports and in other reports and filings made with the securities regulatory authorities and available at www.sedar.com and www.shawcor.com. The forward-looking information is provided as of the date of this presentation and the Company does not assume any obligation to update or revise the forward-looking information to reflect new events or circumstances, except as required by law.

→ INVESTOR DAY - AGENDA AND PRESENTERS

Our Company



Steve Orr
President & CEO



Paul Pierroz
SVP, Corporate & Investor Relations

Shawcor Foundations



Ron Dunn
SVP, R&D and Operations



Cindy Grolleman, VP, Shawcor Management System

Rexdale Location Tour



Shawn Doyle
Group Manager, Canusa-CPS



Joe Tabak
Group President, Composite Systems



Trina Vitolianos
GM/VP, Oilfield Asset Management



Kevin Reizer
Group President, Pipeline Performance



Chris Havern
Group President, Integrity Management



Ryan Swor
GM/VP, Lake Superior Consulting



Frank Cistrone
Group President, Automotive & Industrial



Aaron Klejman
GM, Americas

Our Outlook



Steve Orr
President & CEO



Gaston Tano
CFO

→ SHAWCOR HERITAGE OF CUSTOMER FOCUS AND INNOVATION





We have anticipated, adapted and changed to the dynamic business environment for over 50 years.

→ THE SHAWCOR VALUES BASED CULTURE

INTEGRITY

- → The **core** of our business is environmental protection.
- → We strive to do the right thing in everything we do:
  - HSE Commitment
  - Business Ethics
  - Product & Service Quality



INTEGRITY IN ACTION

Over 600 In-Vehicle Monitoring Systems (IVMS) installed in company vehicles

TECHNOLOGY

- → The **heart** of our business is our depth in materials science.
- → We have unique capabilities for continuous innovation:
  - Integrated Solutions
  - Partnership Network
  - Research & Development Programs



TECHNOLOGY IN ACTION

Titan Z's all-in-one cable protection delivers easier installation, superior performance and cost savings to end users

EXECUTION

- → The **advantage** of our business is execution and continuous improvement.
- → We continue to earn a reputation for delivering as promised:
  - Global Scale & Reach
  - Manufacturing Excellence
  - Project Management Leadership



EXECUTION IN ACTION

Over 40,000 km of composite pipe installed worldwide

→ SUSTAINABILITY IS FULLY INTEGRATED IN SHAWCOR

→ OUR PURPOSE

The **purpose** of our business is environmental protection, asset integrity and sustainability.



Innovative materials science to ensure integrity and maximize asset life



Engineering and inspection solutions reduce contractor footprint and extend design life



Corrosion resistant composites to reduce manufacturing and installation footprint



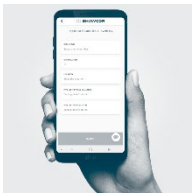
Advanced polymers and application engineering to support transition to EV low emission vehicles

→ OUR SOLUTIONS

We relentlessly pursue **technologies** that reflect our values and customer requirements.



Thermotite ULTRA is an end-to-end subsea insulation system designed for flow assurance



Digital **iLINE™** monitoring improves efficiency and extends asset life



FlexPipe/FlexFlow™ reduces environmental footprint and enables efficient installation



EV Wire Harness insulates and seals electrical/ electronic systems

→ OUR OPERATING PRACTICES

Our operating and leadership practices fully embrace **ESG ideals and principles.**



Leadership & Governance

- Say on Pay
- Director & Management Share Ownership
- Director Service & Diversity Policies



Human & Social Capital

- HSE & Metrics Reporting
- Talent Development
- Community Engagement
- Data & Cybersecurity Program



Business Model & Innovation

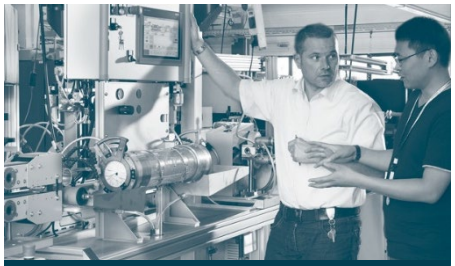
- New Product Development
- Project Management
- Continuous Improvement



Environment

- Environmental Management
- Carbon Disclosure Project Reporting
- Water & Energy Stewardship

→ OUR BUSINESS PROFILE TODAY



DESIGN

We deliver engineering and consulting services to develop innovative, effective and enduring solutions



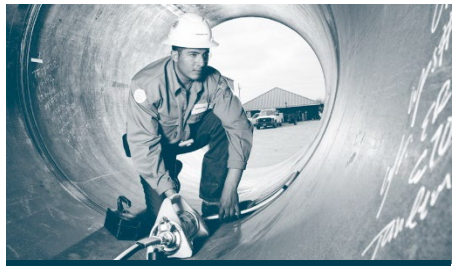
BUILD

We manufacture products, equipment and systems to meet stringent industry standards and customer requirements



PROTECT

We apply advanced materials and formulations to substrates to ensure performance over full asset lifecycle



MANAGE

We provide complete inspection, integrity and asset management services to ensure integrity and extend asset life



20+
Countries of operation

6,000+
Global employees

265
Proprietary formulations & patents

50
Years as a publicly traded company

16
Leading brands

$1.5B
Revenue (2019)

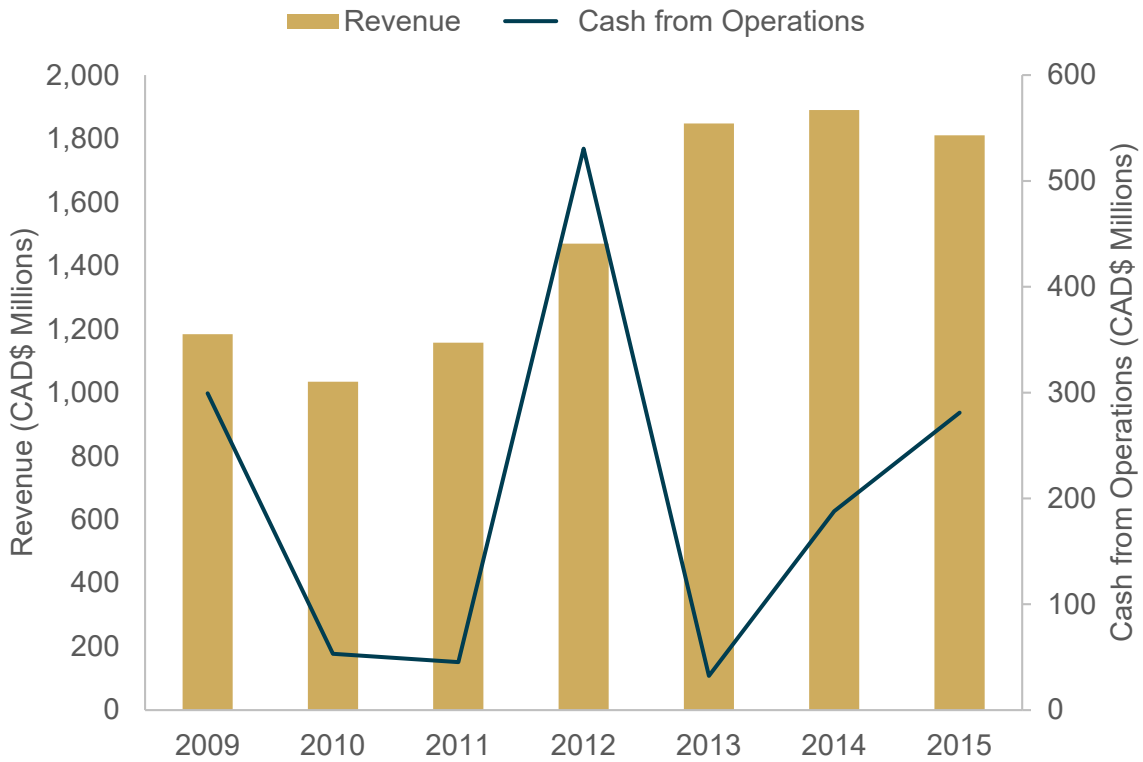
→ HISTORIC BUSINESS MODEL – 2009 TO 2015

FINANCIAL DYNAMICS

Accumulated Cash From Pipe Coating Projects and Survived On Reserves

MODEL WORKED

- ✓ Controlling Shareholder until 2013
- ✓ Strong Core Market - Canada
- ✓ Access to Capital Markets
- ✓ Line of Sight on Projects
- ✓ Debt Not Utilized Prior to 2013



→ SHAWCOR MARKETS AND DRIVERS - DIVERSIFICATION



NON-OIL & GAS

- → Global Automotive and Industrial Production
- → Construction and Municipal Water Spending
- → Retail Fuel Station Projections
- → Nuclear Refurbishment Spending



INTERNATIONAL & OFFSHORE

- → Pipeline Capacity and Infrastructure Spending
- → In-field and Transmission Pipeline Projects



NORTH AMERICAN MIDSTREAM

- → Pipeline Capacity and Infrastructure Spending
- → Regulatory Environment
- → Rehabilitation Projects - Onshore



NORTH AMERICAN UPSTREAM

- → US and Canada Drilling and Completions
- → Gathering and Distribution Network Development



LARGE PROJECTS

- → US and Canada Drilling and Completions
- → Gathering and Distribution Network Development

2013

Revenue Mix (%)



- Focused on Pipe Coating
- Reliance on Large Offshore Projects
- Active NA Upstream
- Limited Non-Oil & Gas

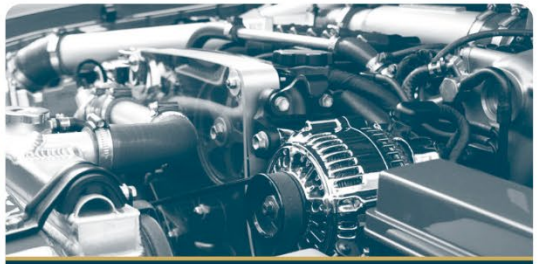
2019

Revenue Mix (%)



- Growth in Non-Oil & Gas
- ZCL Composite Tanks
- Balanced and Diverse Portfolio
- Upside as Large Projects Sanctioned

→ SHAWCOR BUSINESS SEGMENTS

			
	PIPELINE & PIPE SERVICES	**COMPOSITE SYSTEMS**	**AUTOMOTIVE & INDUSTRIAL**
Business Description	→ Provider of pipeline protection and inspection solutions as well as facilities and engineering services	→ Manufacturer of flexible and environmentally-friendly composite systems and solutions	→ Supplier of specialty wire and cable and integrated heat shrink solutions for severe industrial environments and automotive electrical systems
Leading Brands	→ Bredero Shaw → Socotherm → Canusa-CPS → Dhatec → Shaw Pipeline Services → Shawcor Inspection Services → Lake Superior Consulting	→ Guardian → FlexPipe → FlexFlow → Global Poly → ZCL | Xerxes → Parabeam	→ ShawFlex → DSG-Canusa
Products & Services	→ Management & Engineering Services → Pipeline Performance Services & Products → Integrity Management Consulting	→ Oilfield Asset Management → Composite Pipes & Tanks	→ Specialty Wire & Cable → Heat Shrink and Cold Applied Products
Energy & Infrastructure Markets	→ Deepwater Oil & Gas → Onshore Oil & Gas → Shale Plays → District Heating & Cooling Systems → Water & Wastewater Pipelines → Petrochemical → LNG/Enhanced Recovery → Pipeline Facilities/Stations	→ Oil & Gas Gathering Systems → Retail Fuel → Oilfield Water → Wastewater Collection → Water Conservation → Water Quality	→ Automotive Electrical Systems → Electric Vehicles → Power Generation → Nuclear Power → Electrical Transmission and Distribution → Aerospace/Defense/Mass Transit → Communications

→ COMPELLING FUNDAMENTALS DRIVING LONG TERM VALUE

1

SUPPLY/ DEMAND IMBALANCES



Significant imbalances in Water, Oil, Gas and Electricity

Investments required to match source to end-use

3

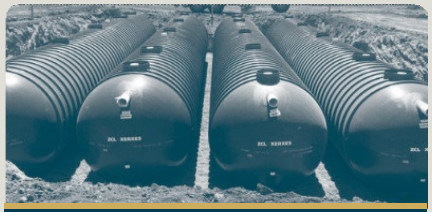
ENERGY SECURITY & ASSURANCE



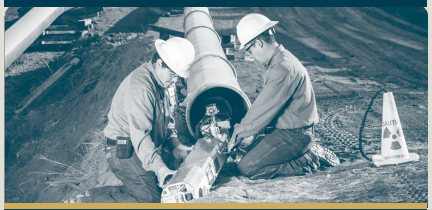
Focus on source of supply and geo-political risk and dynamics

Investments required to develop national resources and assure supply chain security

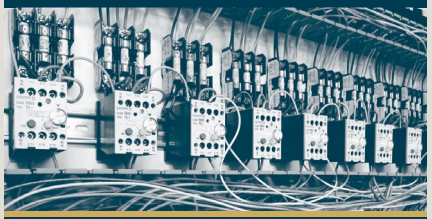
SHAWCOR Business Segments



COMPOSITE SYSTEMS



PIPELINE & PIPE SERVICES



AUTOMOTIVE & INDUSTRIAL



2

IMPORTANCE OF ASSET OWNERSHIP

Ownership for full lifecycle and long- range performance

Investments required to reduce ownership risk, increase asset returns and digitize operations



4

GREENER ALTERNATIVES

Energy transition – move to alternatives with a lower carbon footprint

Investments required to address market dynamics which leverage greener alternatives