



### **Company Overview and Strategic Imperatives**

**Duke Austin, President & Chief Executive Officer** 

### The Lazy Q Ranch - World Class Training Facility





- Opened in August 2015
- 2,200 acre facility is world class and one-of-a-kind
- Focus of the facility is on advanced skills development and certifications
- Demonstrates our commitment to training our talent for best-in-class performance and safety

### The Lazy Q Ranch – World Class Training Facility









#### **Current Electric Power Training**

- Robotic Arm
- Energized Services Qualifications
- Bare Hand Live Line
- Various Energized Services Training Including:
  - Insulator Change-Out, Reconductoring, Conductor Spacer
     Damper Change Out, Structure
     Replacement, Tapping of
     Transmission Lines and
     Substation Work
- Hot-Stick
- Any Other Training That Involves the Construction of Steel or Wood Transmission Systems, Energized or Deenergized

#### **Current Oil & Gas Training**

- Pipeline Integrity
- Cathodic Protection for Pipe Lines
- Development of Pigging Technology
- Pressurized Pigging
- Assisted Pigging
- Pipe Locating
- Any Training requested for the Pipeline Industry

### **Current Telecom Training**

- Aerial Line Placement
- Underground Construction
- Fiber Optic Cable Splicing
- Cable & Conduit Placement
- Residential & Multi-Unit Installation
- Copper Twisted Pair Cable Maintenance
- Central Office Electronics
   Placement
- Wireless
- Engineering

View video about the Lazy Q here: <a href="https://vimeo.com/198742880">https://vimeo.com/198742880</a>

### **Investor Day Key Takeaways**





There is opportunity for a renewed multiyear growth cycle

Quanta is the leading specialty infrastructure solutions provider in the markets we serve

Quanta is executing on strategic initiatives that differentiate us in the marketplace and will allow the company to profitably grow over the near- and long-term

Our financial strength, disciplined and opportunistic approach to capital allocation is a strategic advantage

### **Our Vision & Defining Characteristics**



## To be the leading infrastructure solutions provider in the markets we serve, creating exceptional value for our customers, employees and stockholders

#### **Entrepreneurial Model**

- Adaptable and flexible
- Local market knowledge, customer relationships and work force relationships
- Corporate governance and support

#### **Operationally Diverse**

- Turnkey solutions offerings for the markets we serve
- Strong base business, supplemented by leading large project capabilities
- Design, engineering and procurement capabilities complement self perform construction expertise

#### **Attractive Geographies**

- Leading market position in North American in both Electric Power and Oil and Gas
- Strong platform with broad suite of services in Australia
- Growing platform in Latin America

#### **Unmatched Execution**

- Leading linear construction solutions provider in North America
- Self-perform ~90% of work
- Ability to execute large, complex projects in challenging conditions

### Strong Customer Relationships

- C-Suite to C-Suite and operations to operations
- Decades of relationship history
- Diverse, high quality customer base

#### **Preferred Employer**

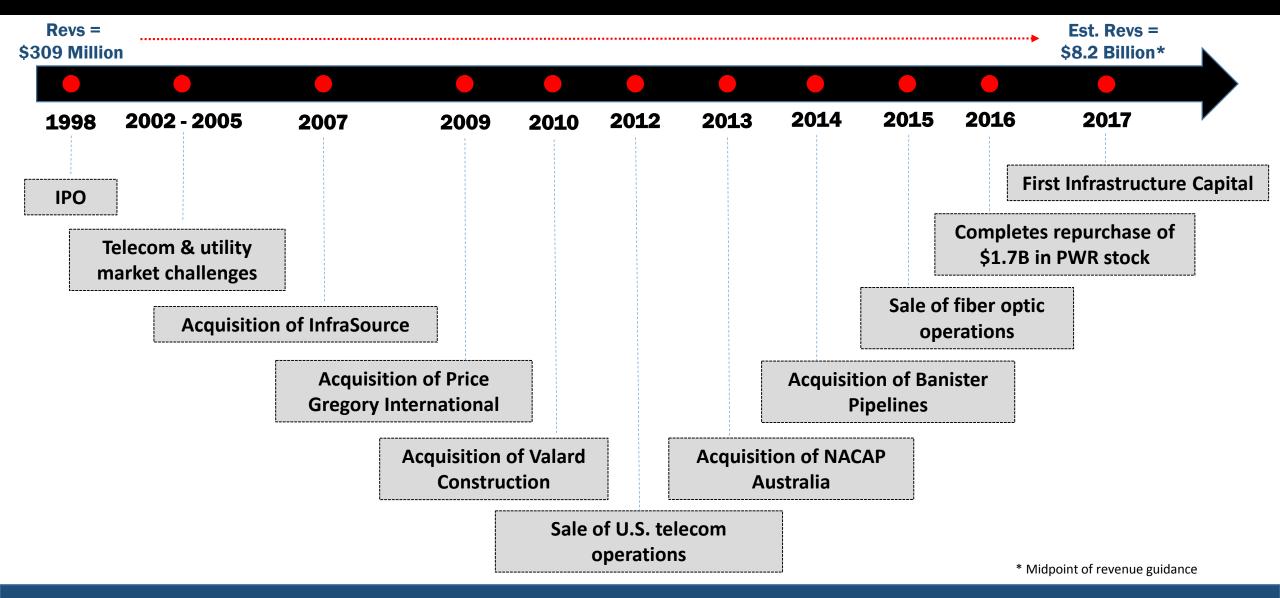
- Largest employer of skilled workforce in our industry
- Industry leading commitment to safety and training

#### **Financial Strength**

- Strong balance sheet
- Conservative leverage profile
- Ability to support growth initiatives
- Substantial bonding capacity

### **Quanta's Evolution**

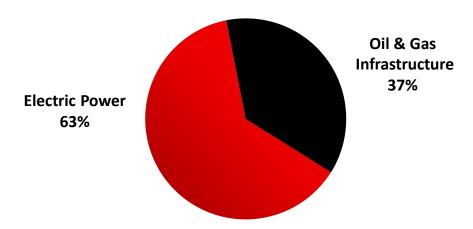




### **Financial Snapshot**

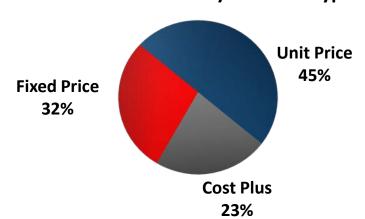


### 2016 Consolidated Revenue = \$7.65 Billion\*

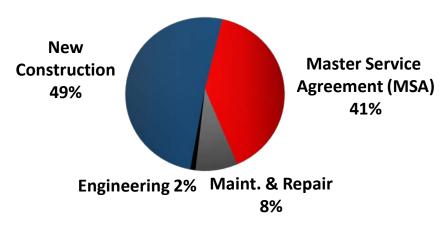


**2017** *Est. Revenue* = \$8.2 *Billion* \*\*

#### **Estimated Revenue by Contract Type**



#### **Estimated Revenue by Project Type**



<sup>\*</sup>Revenue, as reported, by type of work, geography, contract and project type based on revenues of \$7,651 million for the twelve months ended Dec. 31, 2016.

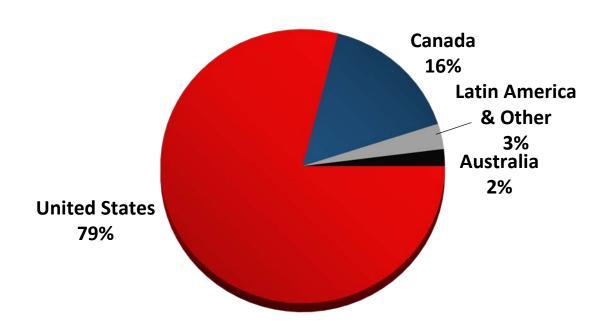
<sup>\*\*</sup> Represents the midpoint of guidance range

# North America Centric With New Market Growth Opportunity





### **2016** Revenue By Geography



### **Diverse and High Quality Customer Base**





No single customer accounted for more than 4% of revenues in 2016















The ten largest customers accounted for approximately 32% of revenues in 2016





















Strong relationships with the majority of U.S. investor owned utilities and Canadian utilities – many going back for decades







### **Leading Integrated Infrastructure Solutions Provider**



Design Project Installation Maintenance Replacement

#### **Electric Power**



Asset Management



Distribution



**Emergency Restoration** 



Energized Services



EPC Solar & Renewables



**Smart Grid** 



**Engineering** 



**Substation** 

#### Oil & Gas



Compression,
Metering &
Pumping Stations



**Downstream** 



**Gas Distribution** 



Horizontal Directional Drilling



Mainline Pipeline



Pipeline Integrity



Pipeline Logistics Mgt.



Shale Midstream Pipe

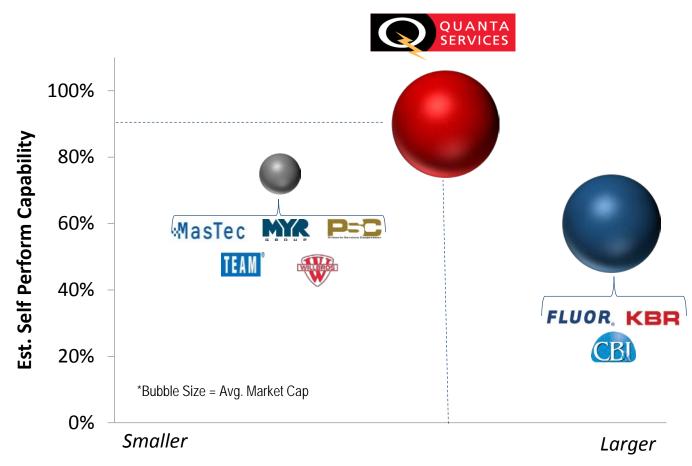


**Storage Facilities** 

### **Differentiated Competitive Position – In the Sweet Spot**



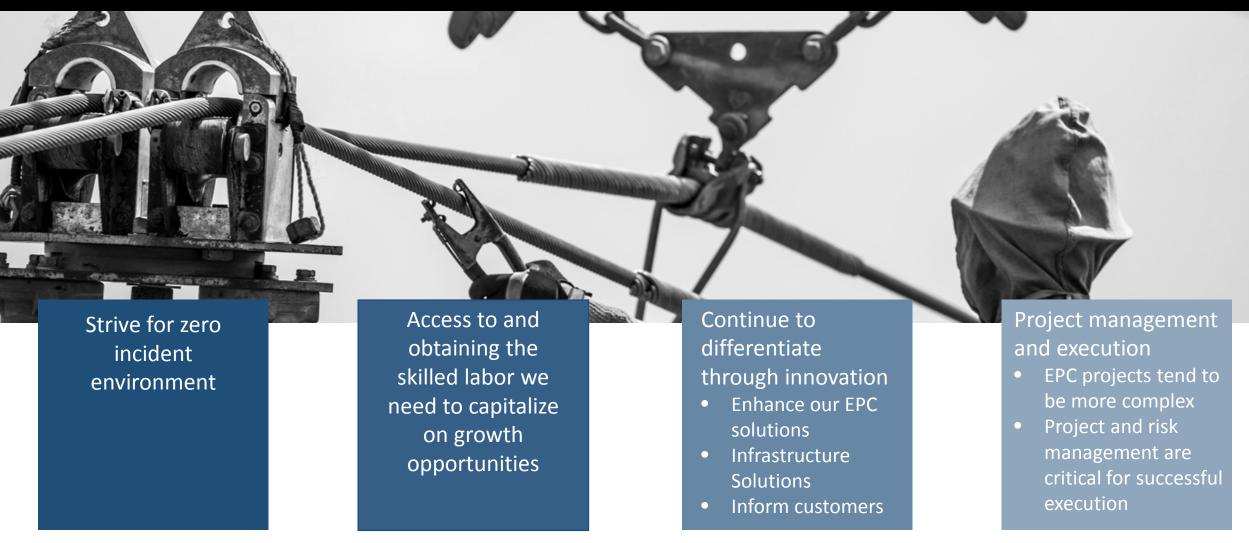
- Quanta is uniquely positioned to meet customer needs versus both specialty contractors and traditional engineering and construction companies
- Customers understand that skilled labor is critical to project success
- Projects are getting larger and more complex and customers are increasingly seeking comprehensive solutions
- Demand for specialty construction resources is high and increasing, but supply is limited
- Quanta has the largest infrastructure specialty contractor workforce in North America, +28,000 employees globally
- Quanta has strategically invested in engineering and program management to provide true complete engineering, procurement and construction (EPC) solutions



**Est. Large Project Capability** 

### **Strategic Assessment - Opportunities and Challenges**





### **Strategic Imperatives**











Organic Growth
Strategic Acquisitions

**Profitable Growth** 

### **Strategic Imperatives: Focus On Safety Excellence**



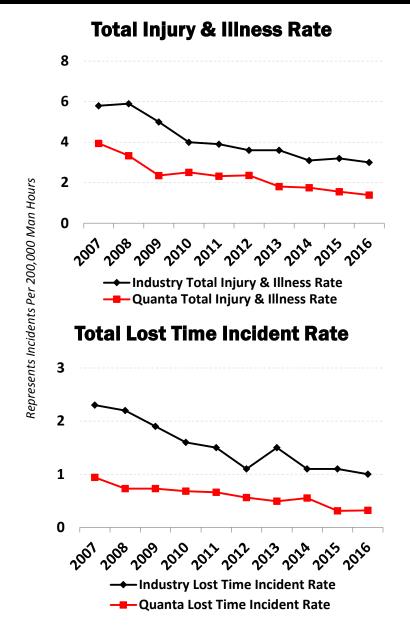
- Commitment to World Class Safety Safety is a core value at Quanta
- Zero Incidents Quanta Family Culture. Everyone goes home safe
- Operations Led Starts with the very top of the organization
- Capital Investments To differentiate and maintain market leadership
- Competitive Differentiator Employer of choice to our associates; Partner of choice to our customers

+5,000+ AEDs +17 Lives Saved



100,000 Gloves Purchased Annually







### Strategic Imperatives: Maintain High Performance Culture



- Attract, develop and retain top talent
- Provide opportunity for career advancement
- Forward thinking approach to safety and training
- Lazy Q Best-in-class, advanced training
- Foster and harvest the advantages of our entrepreneurial spirit
- Remain committed to the highest standard of customer service

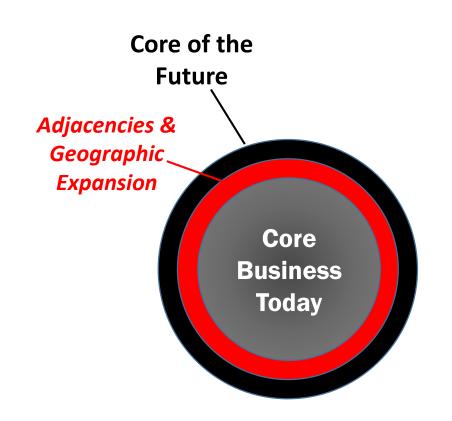


### **Strategic Imperatives: Strengthen and Grow Our Core**



# Leverage leadership position in core business to:

- Leverage growth industry trends
- Increase share with customers
- Expand EPC services with customers
- Develop services for and expand into market adjacencies
- Selectively expand in to new geographies
- Organically and via acquisition





### **Strategic Imperatives: Continue to Innovate**



- Strive to stay several years ahead of industry trends
- Enables measured approach with limited capital investment risk
- Allows us to differentiate in the marketplace
- In position to shape our industry and customer needs

### **Examples**

- Lazy Q Training Facility
- Patented Energized Services Technology
- Development of EPC solutions
- Cutting Edge Pipeline Integrity Solutions
- Infrastructure Solutions and First Infrastructure Capital

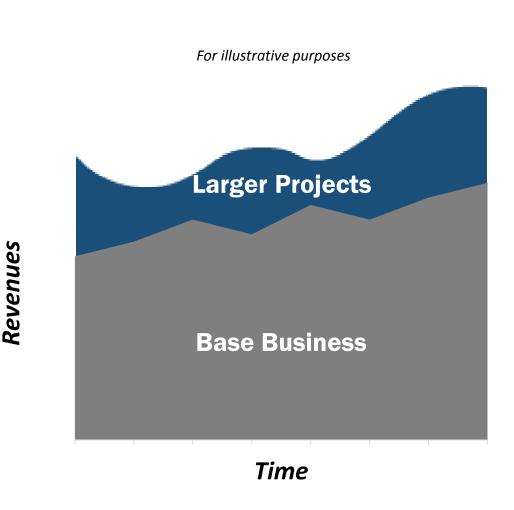


### **Strategic Imperatives: Deliver Profitable Growth**



# Coupled with successful implementation of other strategic imperatives ...

- Grow the base business and compliment with larger scale projects
- Organic growth and strategic acquisitions
- Pricing discipline and risk management
- Focus on safe execution
- Cost management
- Maintain financial strength



### **Strategic Acquisitions Criteria and Rationale**



- Acquisitions have and will continue to play a strategic role in differentiating Quanta in the marketplace and positioning the company for profitable long-term growth
- Seek well respected, entrepreneurial leadership with extensive history of operational excellence
- Only interested in companies that bring strategic value to Quanta and provide opportunity for 1+1=3 growth opportunity over time

### **Acquisition Strategic Rationale**

- Brings leadership position in new geography
- Enhances presence and capabilities in an existing geography
- Brings or enhances customer relationships
- Brings leadership position in adjacent or new market
- Brings unique service or technology that Quanta can leverage to further differentiate its turnkey solution offering

#### **Typical Deal Terms**

- Target 4x-5x EBITDA multiple
- 40% of consideration in Quanta stock, 60% of consideration in cash
  - Meaningful stock component for operational and stakeholder alignment
- Company leadership stays on to run the business
  - Non-compete agreements
  - Stock locked up for period of time

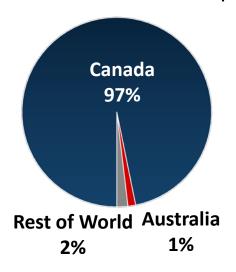
### **International Expansion – Measured Approach**



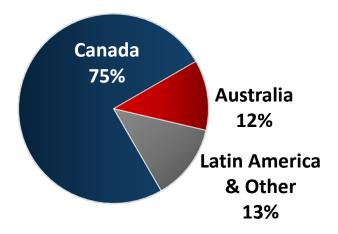
- Primary target markets = Australia and Latin America
- Believe Australia and Latin America currently represent the best long-term opportunity and fit for Quanta
  - Strong industry fundamentals
  - Ability for Quanta to operate effectively
  - Establishing strong position both markets
- While increasing revenues and operating income in focus markets



#### 2011 International Revs ~ \$532MM



### 2016 International Revs ~ \$1.6B



### **International Expansion – Targeted Approach**



#### **Primary Industries Served Today**

#### Canada



- Electric Power
- Oil and Gas
- Telecom

#### **Industry Drivers**

- Same electric T&D drivers as U.S. plus others
- Govt. looking towards concession model for infrastructure development
- Lack of take-away capacity driving large pipeline projects over time
- Significant investment in expanding and enhancing fiber networks

#### **Challenges**

- Economic weakness due to energy market challenges
- Permitting, environmental and regulatory delays
- Not In My Back Yard (NIMBY) and activism

#### **Australia**



- Oil and Gas
- **Electric Power**

- Utility privatization, renewable targets, aging infrastructure
- Limited internal utility workforce resources
- Significant conventional and unconventional gas reserves
- LNG exports drive need to pipeline infrastructure

- Mining and energy still challenged
- Permitting, environmental and regulatory delays
- Not In My Back Yard (NIMBY) and activism

### Latin **America**



- Telecom
- Electric Power

- Significant wireless and wireline telecom needs
- Old and strained power infrastructure
- Renewable development initiatives
- Target market governments implementing infrastructure initiatives
- P3 and concession opportunities in telecom, electric power and water

- Low commodity prices, and slowing China GDP growth impacting some countries
- Sovereign risk must be methodical and selective
- Language and cultural differences

### **The Right Strategies – Positioned For Profitable Growth**



- Quanta is the leading infrastructure solutions provider in the markets it serves,
   creating exceptional value for customers, employees and stockholders
- Quanta is executing on a comprehensive strategy that will allow the company to grow over the near- and long-term and differentiate itself from specialty contractor and E&C peers
- Our Focus On Safety Excellence, High Performance Culture, ability to Strengthen and Grow Our Core and Continue to Innovate are key strategic imperatives that will drive our future success

