

REGISTERED RECOMMENDATION	
No N° 76 028 787 551	
Access Code Code d'accès 736	
City Ville	Montreal
Post Office Code postal	H1W 1C8
Fee Droit	\$ 2.70
<input type="checkbox"/> AR	
Total Fees Droits totaux	\$ 5.20
Accepted: Accepté	Date
	28-91

3510 Sherbrooke St. Est, Apt. #3
MONTREAL, QUEBEC
H1W 1C8
(514) 598-7965
July 31st, 1991

M. Gerald Tremblay,
Minister of Industry,
Ministre de l'Industrie, du
Commerce et Technologie,
770 rue Sherbrooke Ouest,
19th Etage,
MONTREAL, QUEBEC
H3A 1G1

Dear Sir,

Claims against SNC Inc.

I enclose for your information a copy of my letter of today's date to the President and CEO of SNC Inc., Guy Saint-Pierre.

I am writing to you because I share your concern that Lavalin Inc. do not go out of business, which would be a disaster for Quebec. For reasons which I think you will see after reading my letter to Guy Saint-Pierre I do not think that a merger of SNC and Lavalin, which has been suggested as part of the solution to Lavalin's difficulties, would necessarily be in Lavalin's best interests. Whilst a merger with SNC might provide significant financial help for Lavalin in the short term, I think there could be serious long-term disadvantages to Lavalin Inc.

Yours faithfully,



Robert T. Chisholm B.Sc.(Eng.), C.Eng.(U.K.),
M.I.Mech. E.(U.K.), Jr. Eng. (Quebec) (no. 41992)