



Teaming in Engineering and Construction in the Global Economy

Presented by

Dr. Terry Curl, PhD, PE
Vice President



CH2MHILL®

September 2011



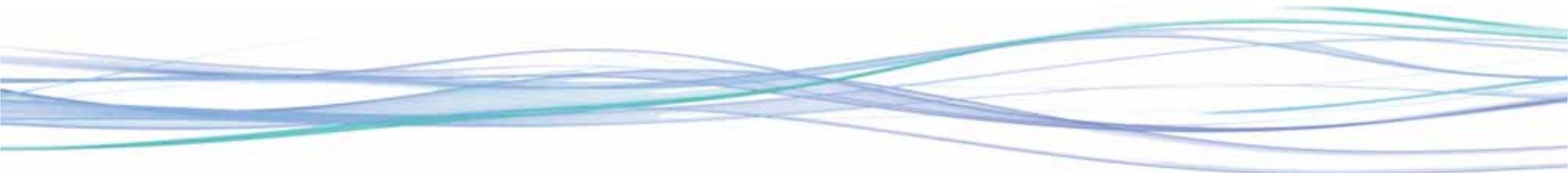
Agenda

- CH2M HILL Overview
- Construction & Engineering Trends
- Major Projects
- Global Strategic Analysis – from “Success to Significant”
 - Existing Market Conditions
 - Market Drivers
 - Strategic Priorities
 - Business Projection
- Experts and Leaders in Engineering & Construction
- Global Penetration Requirements
- Leadership and Management in Engineering & Construction
- Curl’s Top 14
- Summary



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CH2M HILL Overview



CH2M HILL Today

- Headquartered in Englewood, Colorado
- More than 23,000 employees
- US \$6.3 billion in revenue
- 100 percent employee owned
- Broadly diversified across multiple business sectors
- Performing work in more than 140 countries

ENR The Top 100 Design-Builders Construction Management Program

THE TOP PROGRAM MANAGEMENT FIRMS

RANK	FIRM	2010	2009
1	CH2M HILL	1	1
2	Parsons Brinckerhoff	2	2
3	AMEC	3	3
4	Stantec	4	4
5	HDR	5	5
6	URS	6	6
7	Woodward Clyde	7	7
8	Fluor Corp.	8	8
9	The Shaw Group Inc.	9	9
10	Parsons Corp.	10	10
11	AMEC Foster Wheeler	11	11
12	ARCADIS U.S.	12	12
13	Wood Group	13	13
14	Black & Veatch	14	14
15	AMEC Paragon	15	15
16	AMEC	16	16
17	AMEC	17	17
18	AMEC	18	18
19	AMEC	19	19
20	AMEC	20	20
21	AMEC	21	21

THE TOP 200 ENVIRONMENTAL FIRMS

2010 RANK #1 CH2M HILL, Ltd.

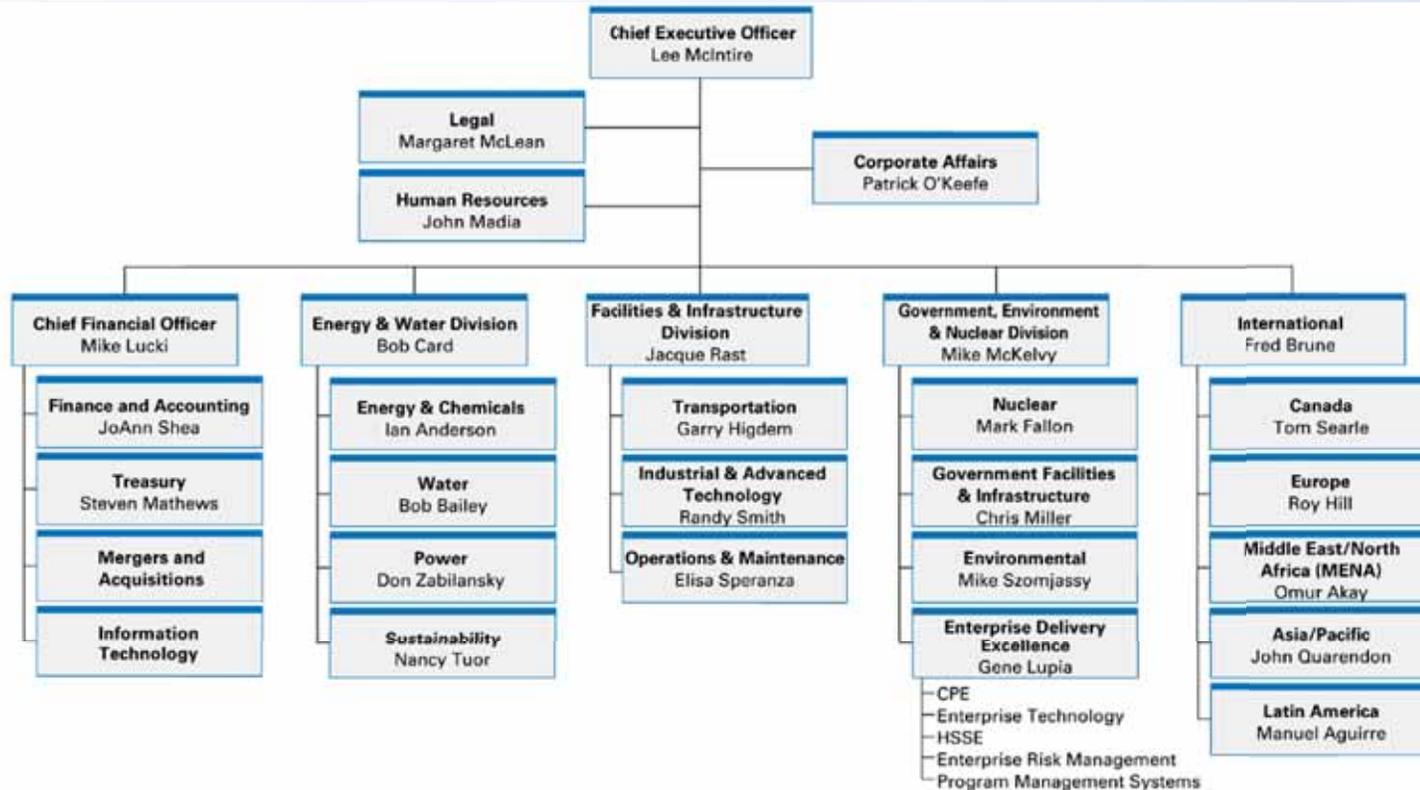
ENR Ranks CH2MHILL #1 in Program Management since 2004



Source: Engineering News-Record, 2010



CH2M HILL Executive Management Organization



Board of Directors		
Manuel Aguirre	Chad Holliday (OD)	Georgia Nelson (OD)
Bob Bailey	Mike Lucki	Jacque Rast
Bob Card	Lee McIntire (C)	Nancy Tuor
Jerry Geist (OD)	Mike McKelvy	Barry Williams (OD)

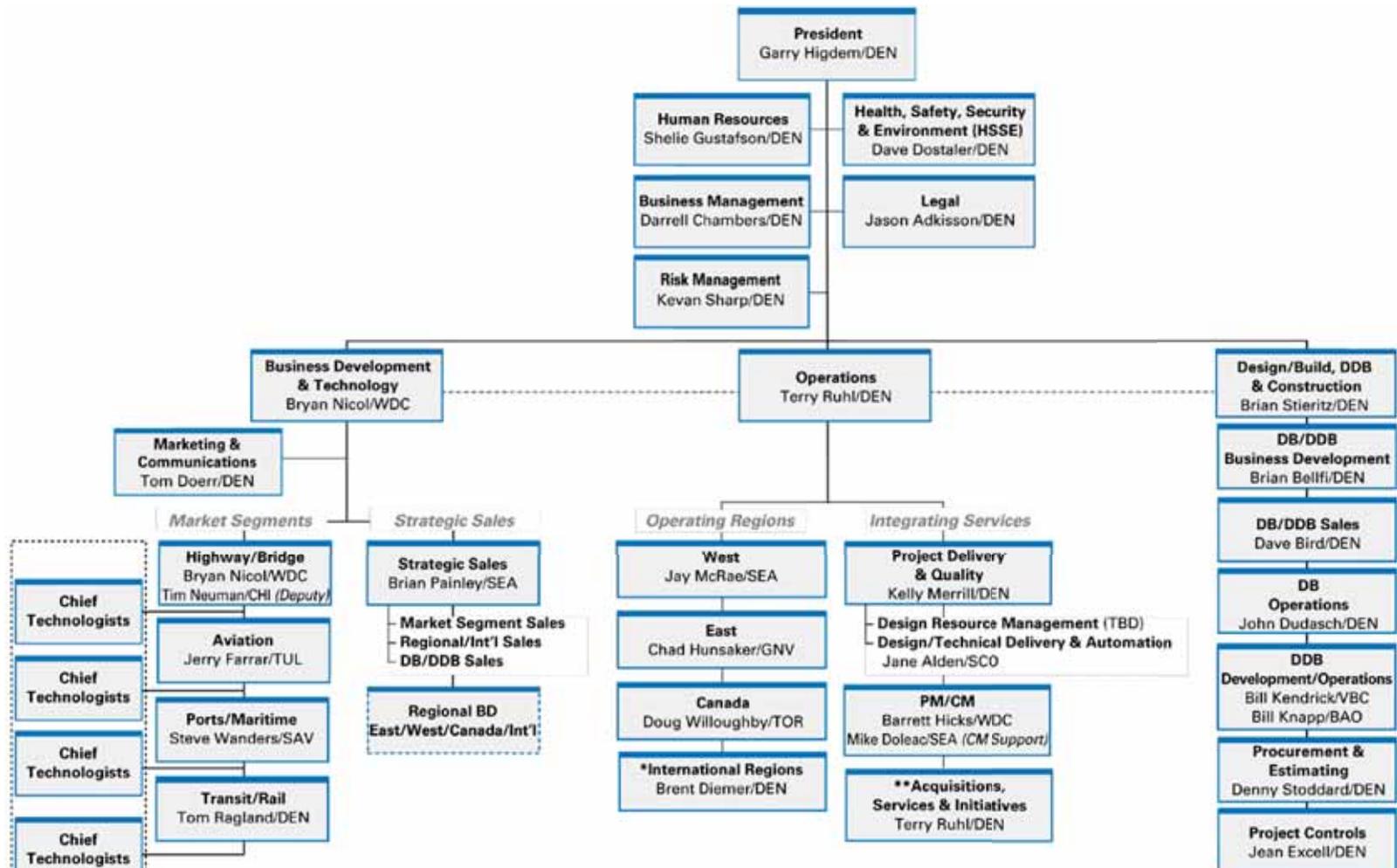
C = Chairman OD = Outside Directors

Joint Council			
Governance Council		Operations Council	
John Madia	Lee McIntire	Fred Brune	Lee McIntire
Mike Lucki	Margaret McLean	Bob Card	Mike McKelvy
			Jacque Rast

Operations Committee (OpCom)						
Ian Anderson	Bob Card	Mark Lasswell	Lee McIntire	Chris Miller	Randy Smith	Don Zabilansky
Bob Bailey	Mark Fallon	Mike Lucki	Greg McIntyre	Patrick O'Keefe	Elisa Speranza	
Deepak Bhasin	Steve Gelman	Gene Lupia	Mike McKelvy	Jacque Rast	Mike Szornjassy	
Fred Brune	Garry Higdem	John Madia	Margaret McLean	Tom Searle	Nancy Tuor	



CH2M HILL Transportation Business Group



Technology Board and Communities of Practice

BD = Business Development
 P3 = Public Private Partnership/Management Consulting
 DB = Design Build
 DDB = Design for Design/Build
 PM/CM = Program Management/Construction Management
 PDD = Project Delivery Director
 HVIS = Horizontal/Vertical Integrated Services
 O&M = Operations & Maintenance

*Includes Global Market Segment Operations
 - John Maxfield/GNV
 **HVIS - JB Frost/DFB
 P3/Management Consulting & Advisory - Brent Diemer/DEN
 O&M/ITS - Dan Baxter/DEN



Market Share

Number 1 firm in:

- Environmental
- Manufacturing
- Pipelines
- Program Management
- Semiconductors
- Sewerage and Solid Waste
- Sewer Waste
- Site Assessment & Compliance
- Wastewater Treatment
- Water Supply/Treatment

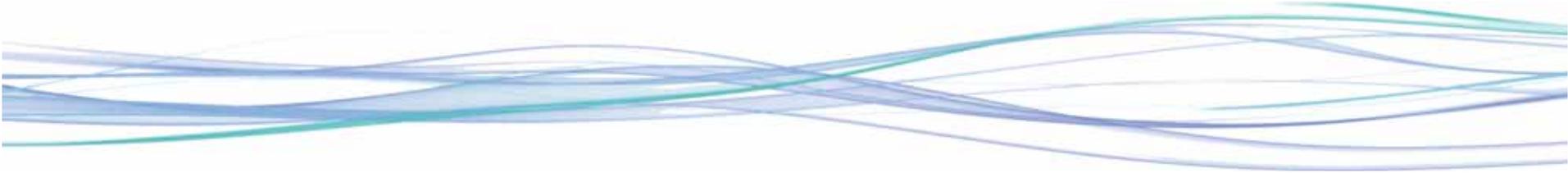


Source: Engineering News-Record, July 2008



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Construction & Engineering Trends



Construction and Engineering Trends

- Increase in mergers and acquisitions
- Very tough competition
- Global focus
- Lower profit margins than in previous years
- Aging US infrastructure and limited funds to replace or upgrade
- Focus on financially strong countries and clients
- Competitors spending a lot of time and money understanding clients needs
- Very demanding clients
- Clients want to minimize their risk
- More public/private partnerships projects
- Sustainability is very important



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Major Projects



**London 2012
Olympic and
Paralympic
Games**



**U.S. Forces
Korea Base
Relocation
Program**



**Panama Canal
Expansion
Program**



Masdar City



**Deep Tunnel
Sewerage
System and
Changi Water
Reclamation
Plant**



Panama Canal Expansion Program

Client: Panama Canal Authority (ACP)

Location: Republic of Panama

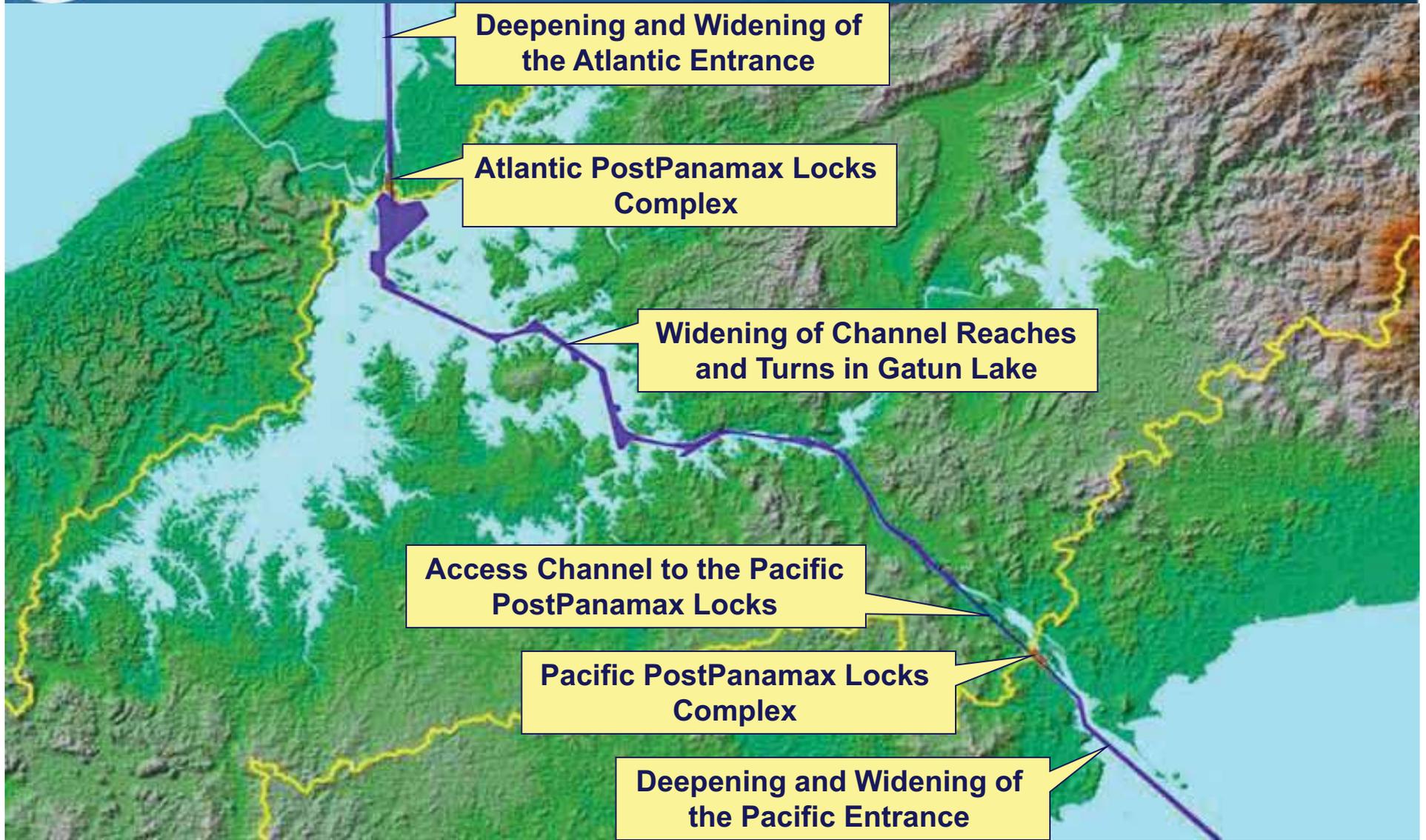
Project Scope

- New locks and navigational channels for both Pacific and Atlantic entrances
- Widening and deepening of Gatun Lake
- Deepening of Gaillard Cut



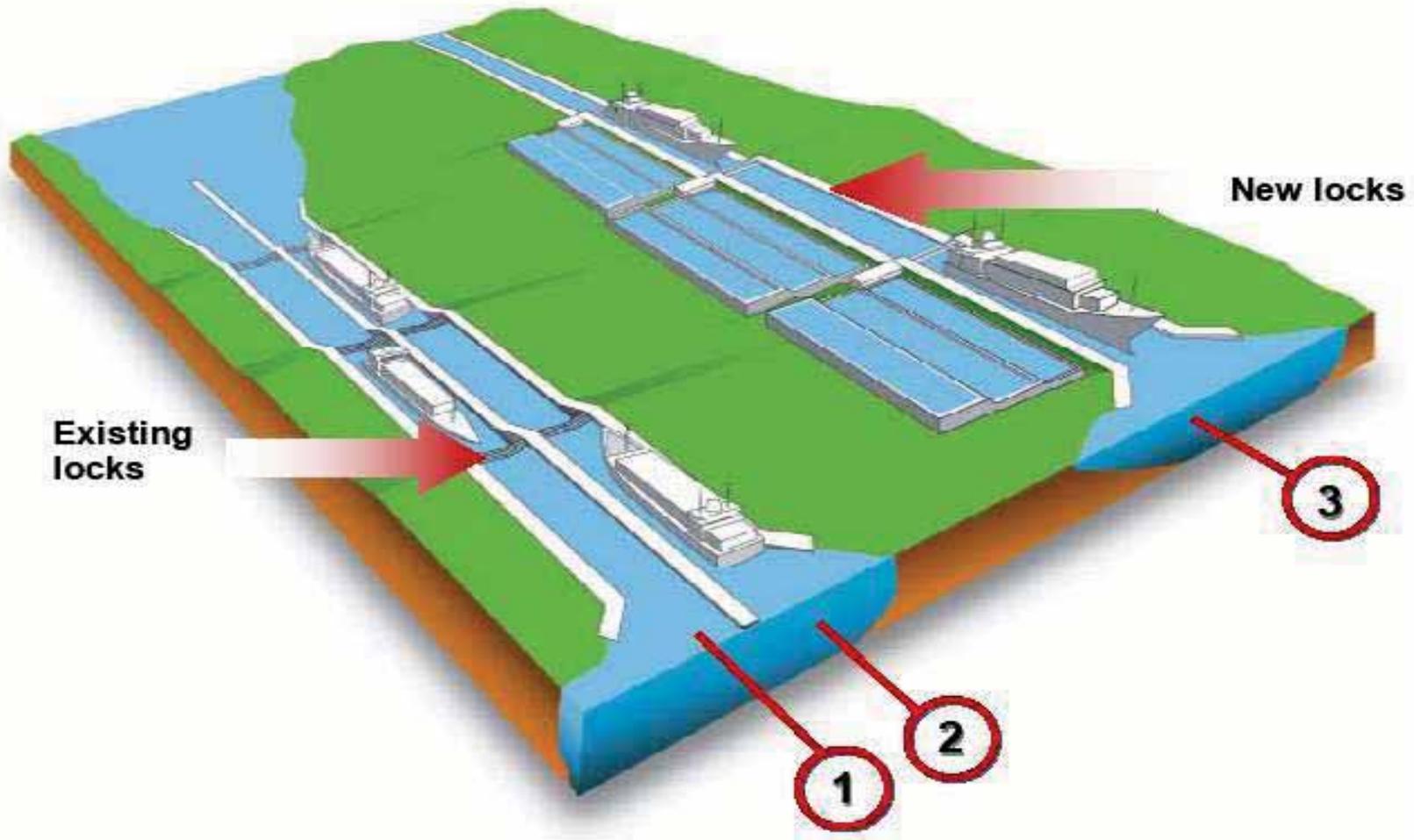


Panama Canal Expansion Program



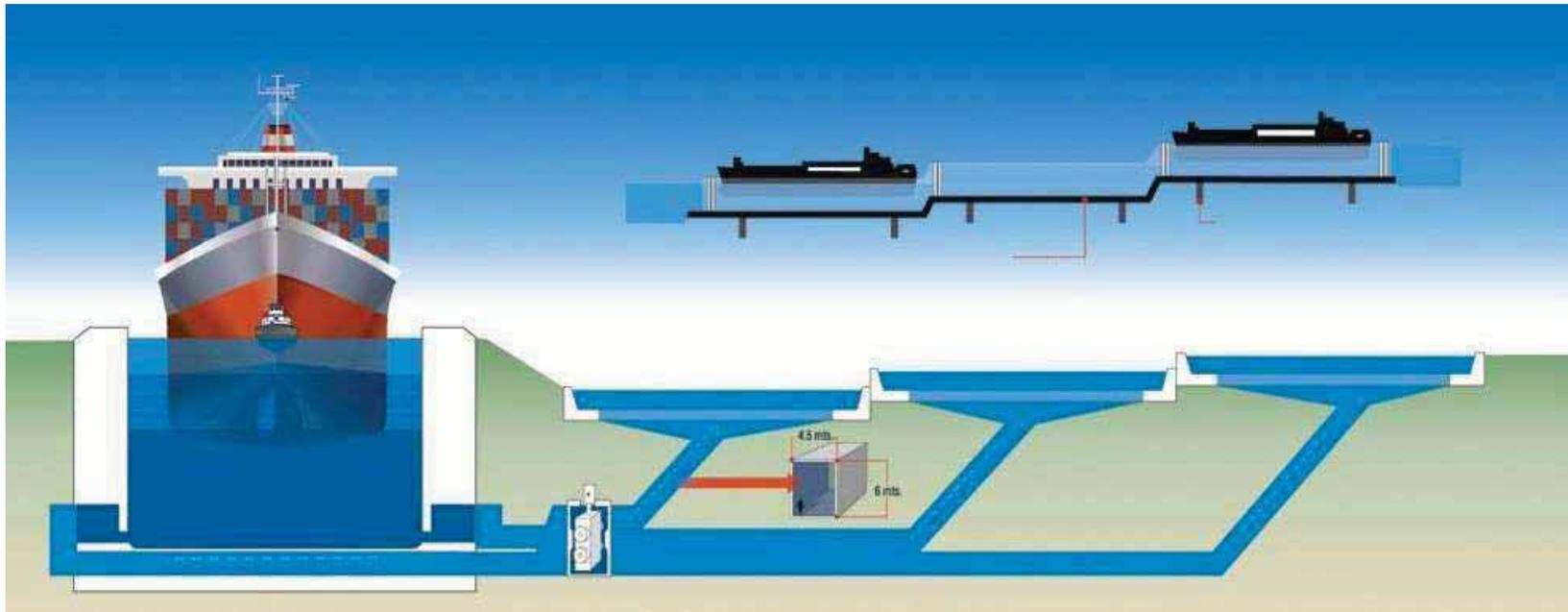


Panama Canal Expansion Program





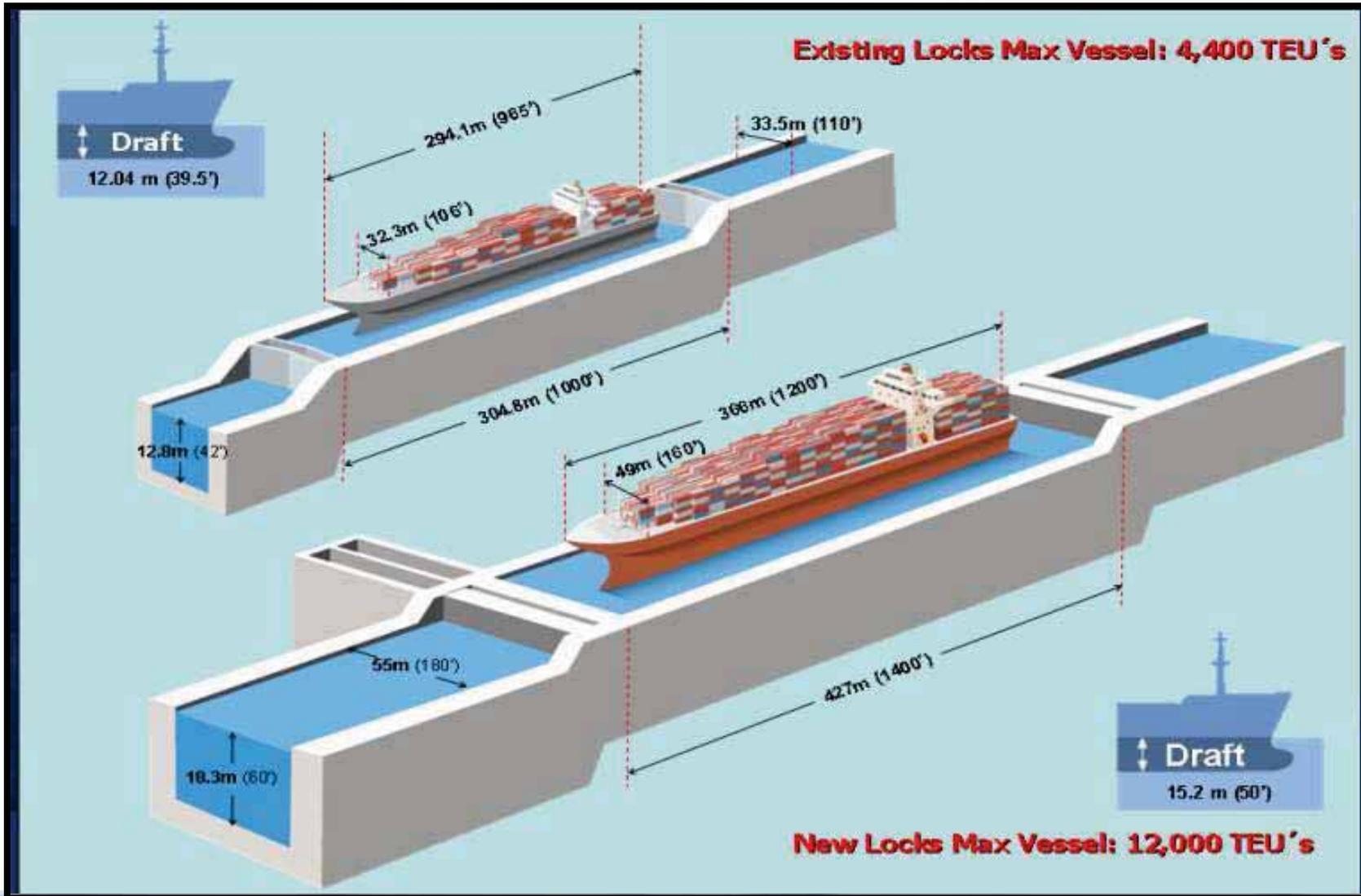
Panama Canal Expansion Program



Width:	180 feet
Length:	1,400 feet
Depth:	60 feet

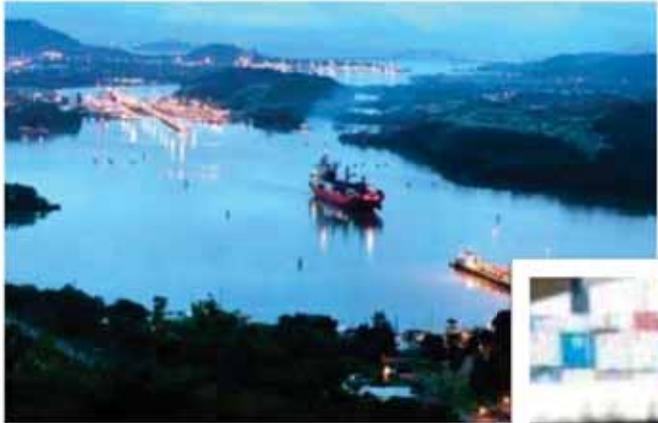


Panama Canal Expansion Program





Panama Canal





London 2012 Olympic and Paralympic Games

Client: Olympic Delivery Authority

Location: London, England

Project Scope

- 7-year program
- 500-acre Olympic Park
- Robust sustainable legacy plan
- Integrated air-road-rail transportation program
- Strong safety and security program





London 2012 Olympic and Paralympic Games

Mobilization Anywhere in the World to Support Client Needs

\$10.6-B London 2012 Olympic and Paralympic Games:

CH2M HILL

established the design and construction program

management office, mobilizing 30 people within 30 days of the effective date. Within 6 months, the office was fully operational with 140 staff.



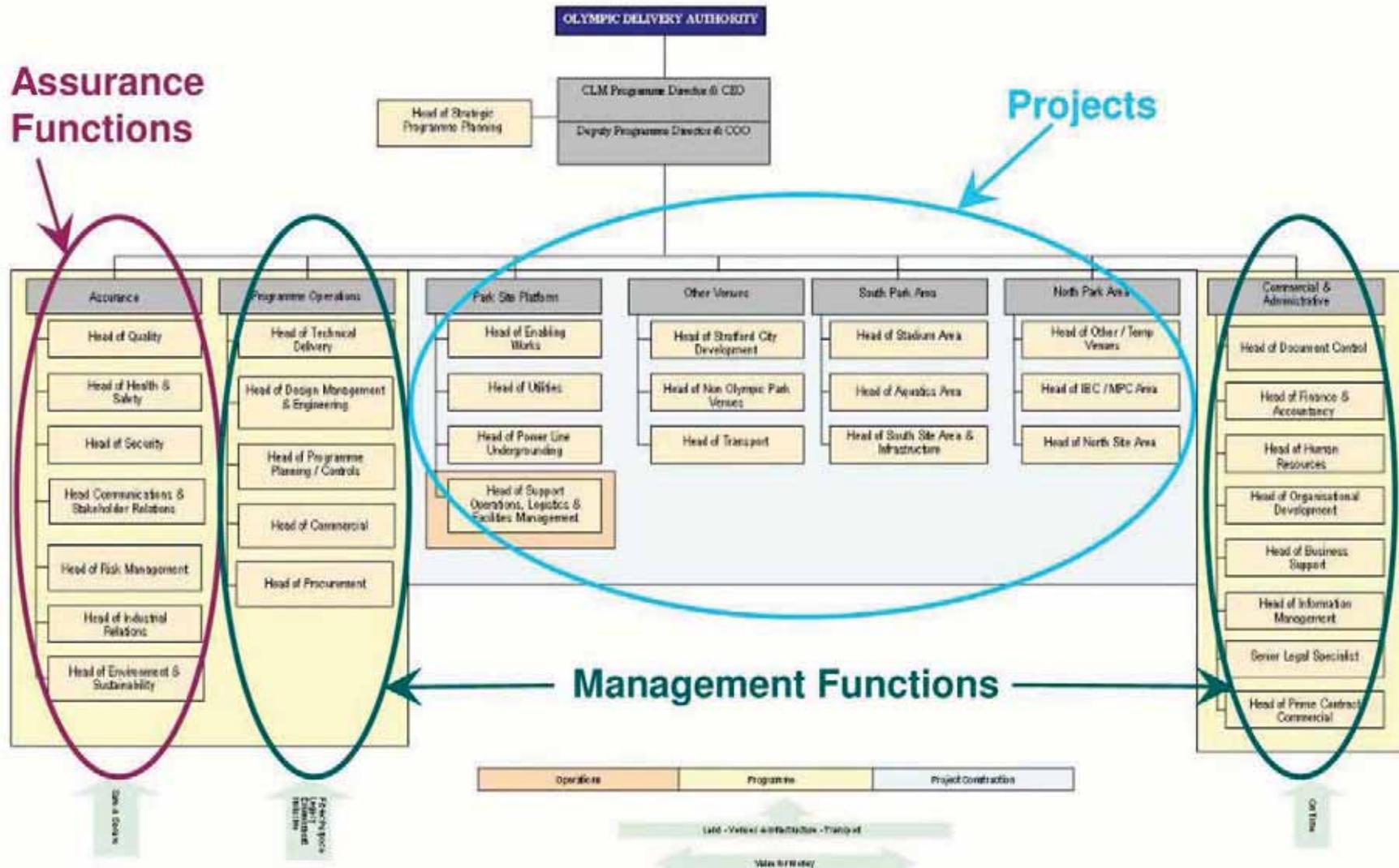


London 2012 Olympic and Paralympic Games





London 2012 Olympic & Paralympic Games





London Crossrail Program

- *Client:* Cross London Rail Links
- *Overall Value of the Project:* \$26.2 B
- *Dates:* 2009–2017

Scope of Services

- ☑ Program Management
- ☑ Design Management
- ☑ Project Management
- ☑ Tendering/Award
- ☑ Training





U.S. Forces Korea Base Relocation Program

Client: U.S. Department of Defense

Location: South Korea

Project Scope

- First of its kind program management in Korea requiring program controls, design, construction, and contract/claims management
- Numerous administrative, medical, support and quality of life facilities, and living quarters
- Rapid mobilization, fast-track schedules, and rigorous controls to successfully meet an aggressive program schedule





Busan New Port

Client:

Location: Busan, South Korea

Project Scope

- Construction of a 4-berth, 600-acre container terminal





Busan New Port





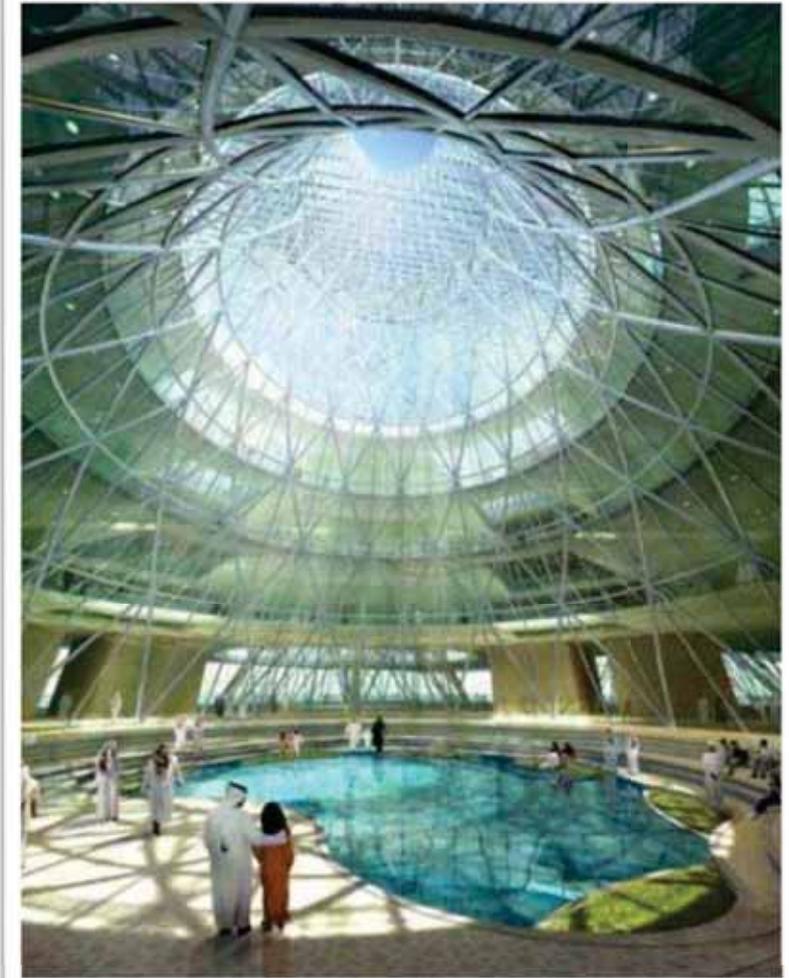
Masdar City

Client: Abu Dhabi Future Energy Company

Location: United Arab Emirates

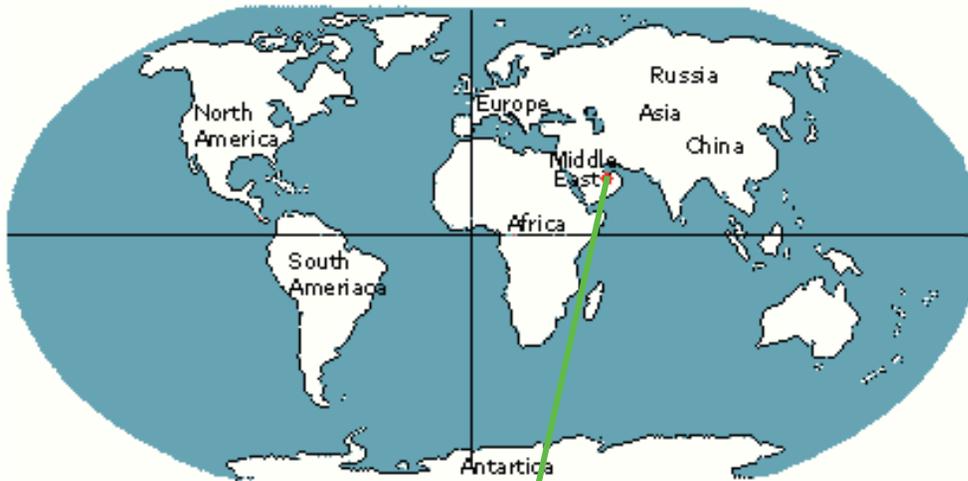
Project Scope

- Design, project, and construction management
- Public relations and training





Where is Masdar City?



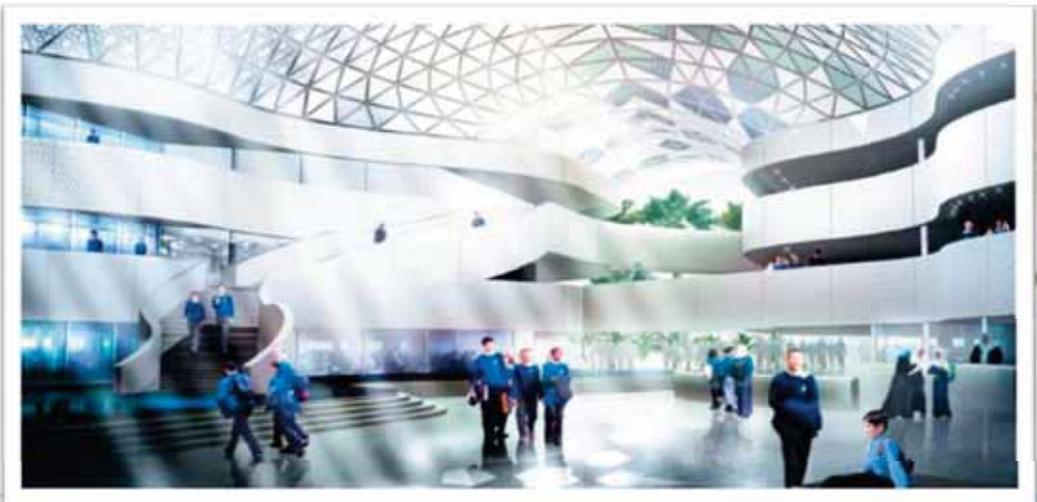


Masdar City



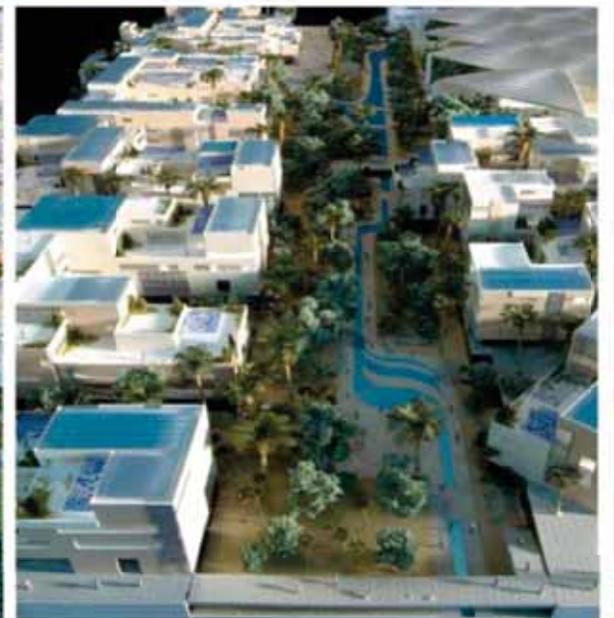
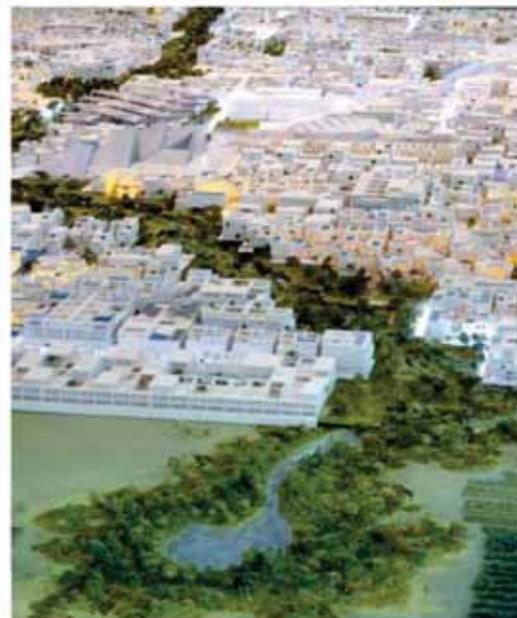


Masdar City





Masdar City





Masdar City



PROGRAMME ORGANISATION STRUCTURE



PROGRAMME DIRECTOR

ASSURANCES
RISK
SUPPLY CHAIN
QUALITY
HS & E
COMMUNICATIONS

DEP. PROGRAMME DIR.

CITY GOVERNANCE

DELIVERY SERVICES

PROJECTS

FINANCE & ADMIN.

SPECIAL PROJECTS

SITE CONSTRUCTION WORKS

SITE DEVELOPMENT CIVIL

SITE UTILITIES

PHASE 1 PROJECTS

TRANSPORTATION

PHASE 1 DEVELOPMENTS

HR

ACCOUNTING

IT SYSTEMS

CONTRACTS/ COMMERCIAL

FACILITIES

OFFICE SERVICES

PLANNING

FERRITTING

DESIGN MGT.

CONSTN MGT.

PROGRAMME CONTROLS

PROCUREMENT

COST EST. JGS

DOC. CONTROLS

TECHNOLOGIES

SUSTAINABILITY

GROUND BREAKING

SITE

ADMIN FACILITY

CONSTN DELIVERY PLAN

SUPPLY CHAIN ANALYSIS

LOGISTICS

CONSTN UTILITIES

SUSTAINABLE CONSTN RQMT. DOCS.

HS & E

SECURITY

ENABLING WORKS

MOBILISATION

WATERSCAPING PONDS & STREAMS

LANDSCAPING

DELIVERABILITY REPORT

ENERGY

WATER

WASTE

DISTRICT COOLING

INTEGRATED COMFN TECH. (ICT)

MST

ADPEC

BUSES

LRT

PRT

SEZ DEVT

COMMERCIAL DEVT

RESIDENTIAL DEVT.

PARKING

COMMUNITY SPECIAL LEASE

DEPOT

LIGHT MANUFACTURING



Deep Tunnel Sewerage System and Changi Water Reclamation Plant

Client: Singapore Public Utilities Board

Location: Republic of Singapore

Project Scope

- Complex regulatory and permitting system (British model)
- More than 50 kilometers of 3.5 to 6.0-meter diameter deep tunnels across island
- Decommissioned 6 treatment plants and 139 lift stations
- Packaged construction contracts to maximize supply chain competition





Port of Los Angeles / Port of Long Beach



Data SIO, NOAA, U.S. Navy, NGA, GEBCO

©2010 Google



Middle Harbor Redevelopment Project

Client: Port of Long Beach

Location: Long Beach, California

Project Scope

- Reconfigure, upgrade, and modernize Piers D, E, and F
- Transform 2 existing terminals into a single modernized terminal with double the capacity

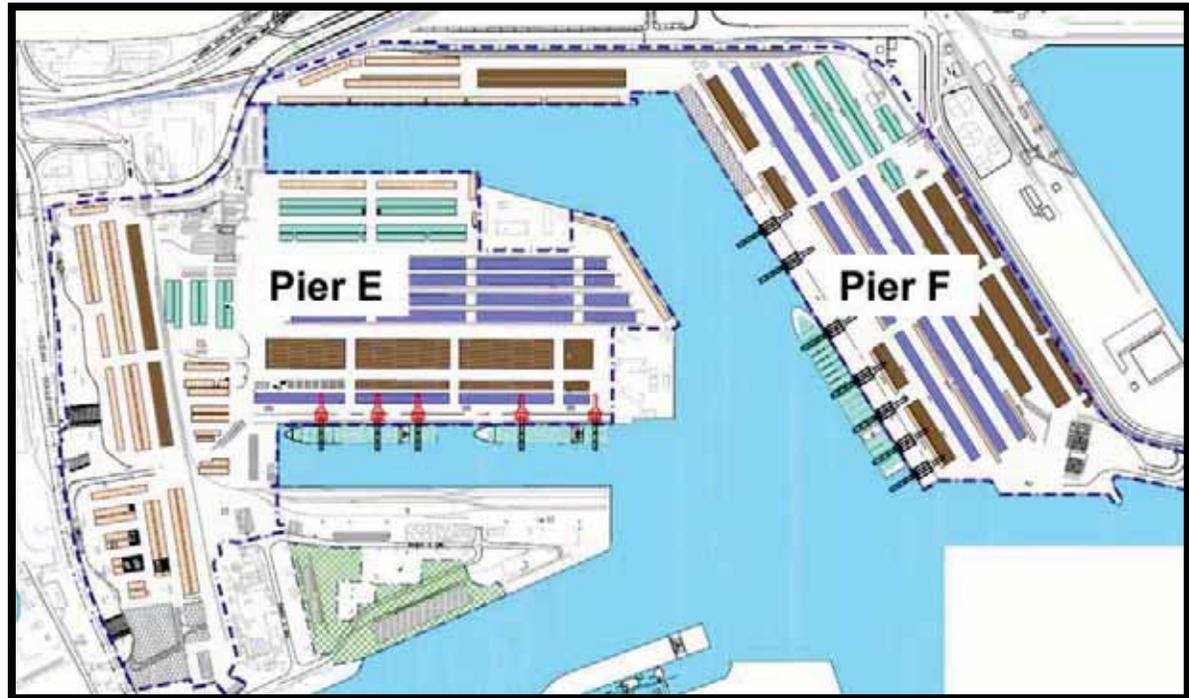




Middle Harbor Redevelopment Project

10-year Modernization Project

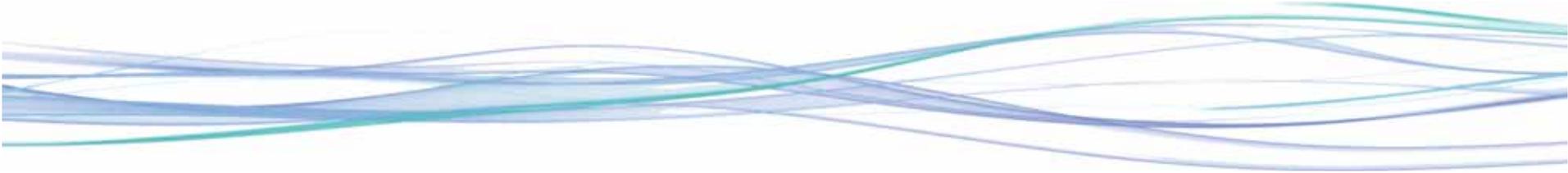
- Aggressive environmental improvement measures
- Clean, alternative-fuel cargo equipment
- Air pollution reduction of 50% or more
- LEED environmental building standards
- Model for green seaport facilities around the world





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Global Strategic Analysis 2010-2014

from "Success to Significant"



CH2M HILL Transportation Group's journey... from "Success to Significant"

Envision our 2014 desired end state...

Recognized industry leader in **ALL** transportation modes



- Public Transportation
- Transit and Rail

Our **GLOBAL BUSINESS** has expanded



- Key Programs
- Projects and resources in strategic, high-demand locations

We have industry leadership "**MINDSHARE**"



- Sustainability
- Employer of Choice
- Full Service
- PM/CM



Transportations Groups Journey from “Success to Significant”

**Industry
Leadership
Position &
“Mindshare”**

Expand & Leverage
Strategic Development
Capabilities

Expand Global
Position

Expand Key Market
Capabilities
& Position

Transportation Business Group
(TBG) Today
Market Position and Services
Provide Foundation for Growth



Our Journey to Industry Significance

AGENDA

1

TBG Today and Existing Market Conditions

2

Future Transportation Market Drivers

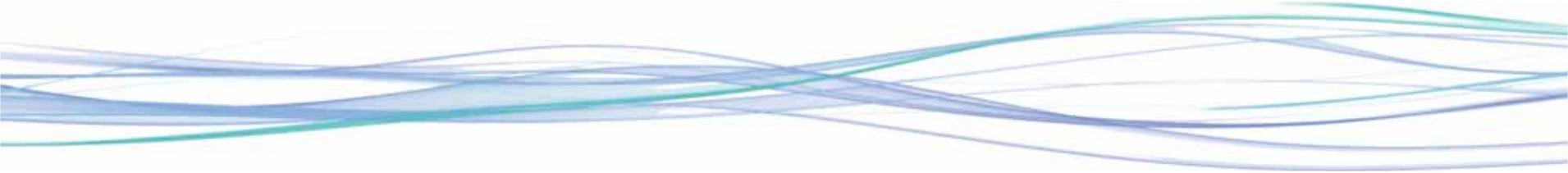
3

Strategic Priorities

- Expand key market capabilities and position
- Expand our global position
- Expand and leverage our strategic delivery capabilities

4

Summary and Business Projections

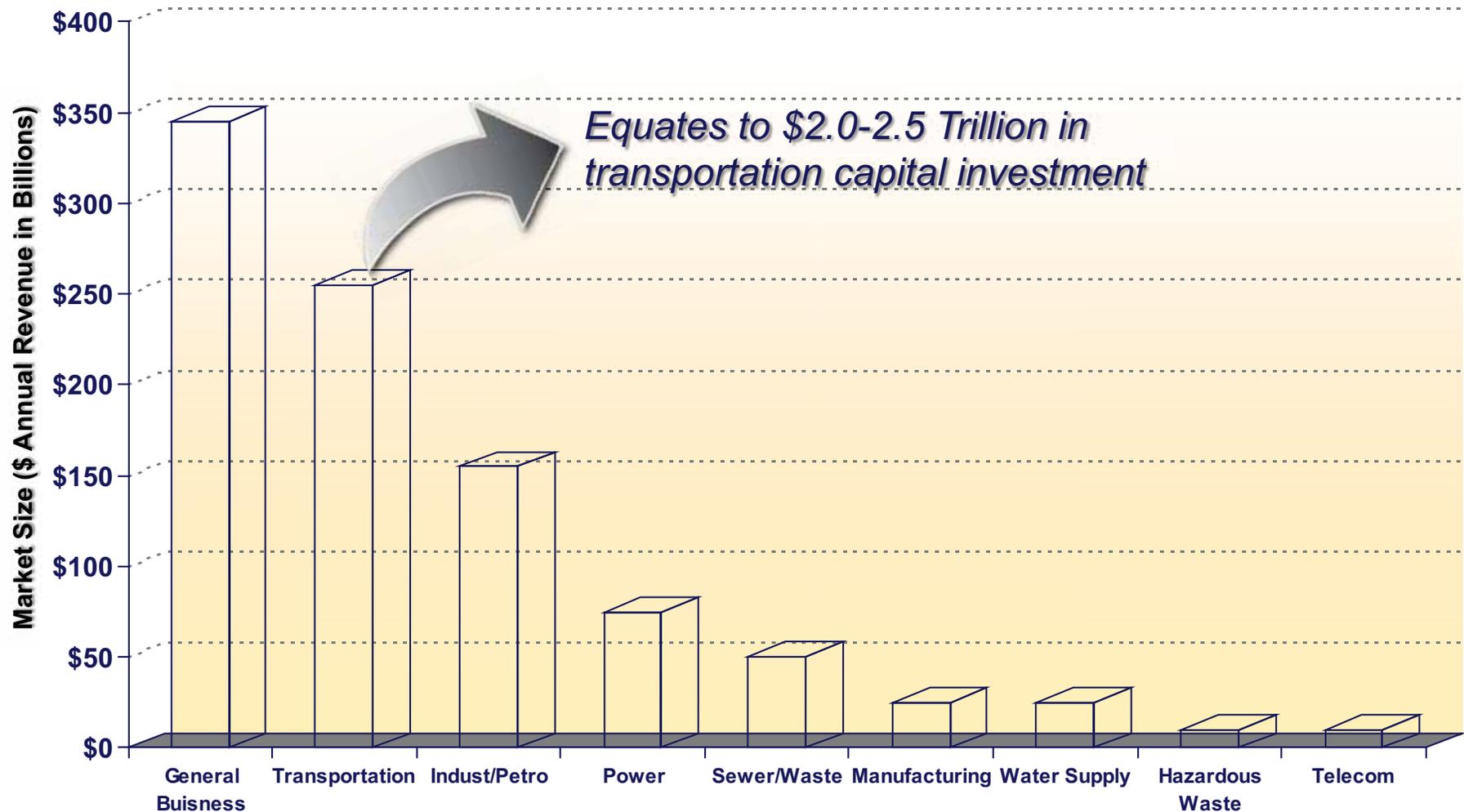


TBG Today and Existing Market Conditions



Transportation is the Largest Infrastructure Market

2008 ENR Revenue by Market Segment





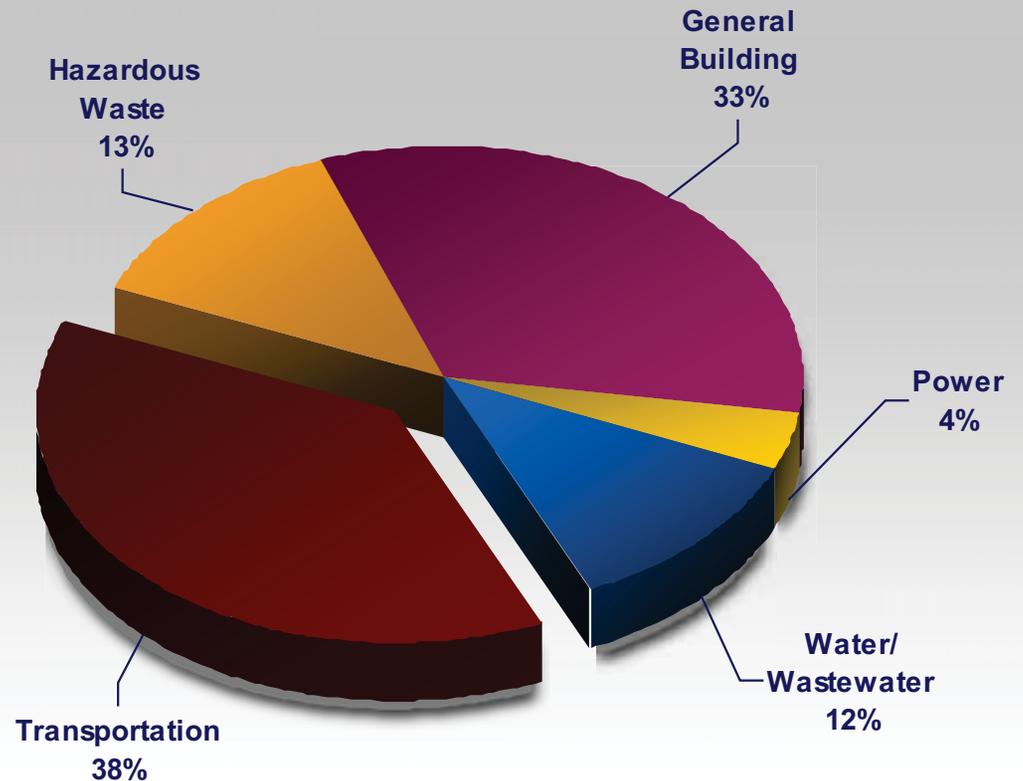
Acquisition Strategies Have Defined the Competitive Landscape- Larger Firms are Getting Larger

ENGINEERING NEWS-RECORD RANKINGS

Top 20 in Transportation 1998

- 1 Parsons Brinckerhoff Inc.
- 2 URS Greiner Woodward-Clyde
- 3 The Louis Berger Group
- 4 HNTB Corp.
- ~~5 Daniel, Mann, Johnson, & Mendenhall~~
- ~~6 ICF Kaiser International Inc.~~
- ~~7 Sverdrup Corp.~~
- 8 HDR Inc.
- 8 CH2M HILL
- ~~9 Law Engineering & Environ. Services, Inc.~~
- 10 Michael Baker Corp.
- 11 STV Group
- ~~12 Raytheon Engineers & Constructors Intl.~~
- ~~13 Morrison Knudsen Corp.~~
- ~~14 Edwards and Kelsey Inc.~~
- ~~15 Garter and Burgesss Inc.~~
- ~~16 Rust Environ. & Infrastructure~~
- ~~17 Holmes & Narver~~
- 18 David Evans and Associates Inc.
- ~~19 Rummel, Klepper & Kahl LLP~~
- 20 Camp Dresser & McKee Inc.

AECOM has acquired 25 firms in the last 10 years—
transportation has been a market emphasis





TBG Achieved a Market Growth and Diversification Mission



	2000	2003	2006	2008
Bridges	#8	#6	#6	#5
Highway	#7	#8	#9	#8
Airports	#11	#8	#6	#5
Transit and Rail	NR	NR	NR	#16
Marine and Port Facilities	#4	#4	#3	#3
Transportation	#8	#7	#7	#7



Some Significant “Lessons Learned” are Shaping Our Current and Future Business Strategies

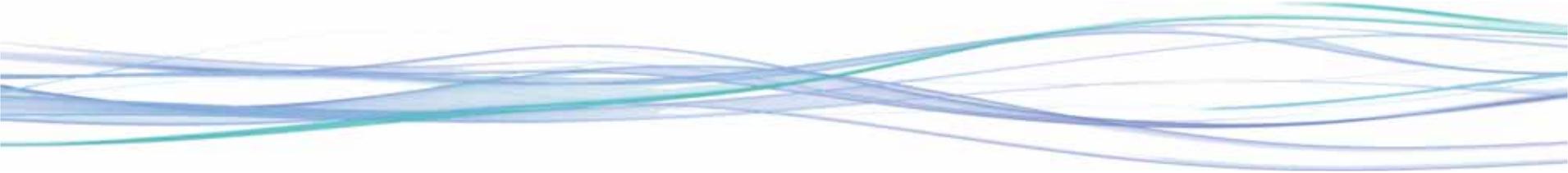
We over emphasized growth, underemphasized stronger business performance

In design-build, we ran before we were ready to walk

We took for granted delivery quality would be maintained through our rapid growth and diversification

During tough times we became more organizationally introverted

We stuck too long with some average senior people performance



Future Transportation Market Drivers



Transportation Infrastructure Will Continue to be the Largest Global Investment



***Global infrastructure investment over 25 years
is estimated to be \$50 Trillion***



Aging and Deteriorating Transportation Infrastructure Will Continue to Drive Global Spending

More than 26%, or one in four, of the U.S.' bridges are either structurally deficient or functionally obsolete.



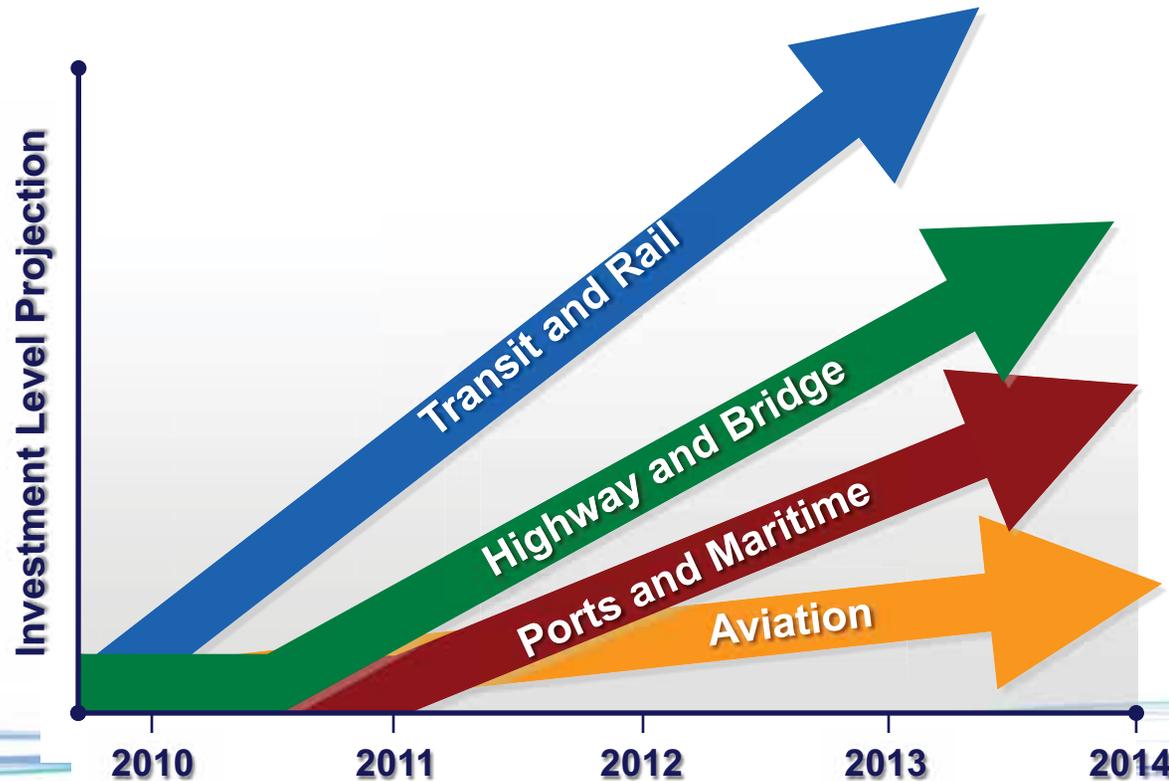
American Society of Civil Engineers 2009 Infrastructure Report Card

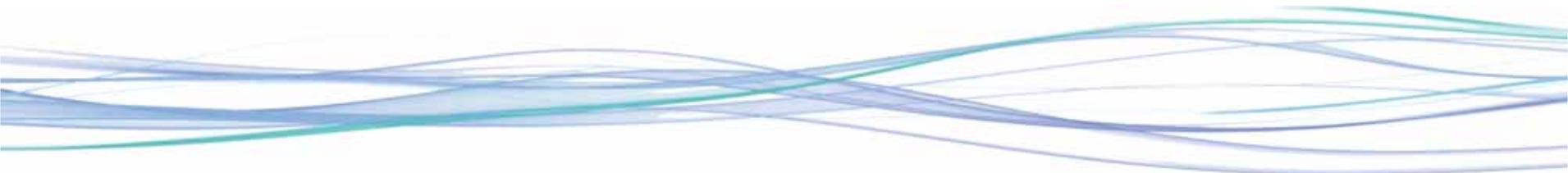
Aviation	D
Bridges	C
Dams	D
Drinking Water	D-
Energy	D+
Inland Waterways	D-
Levees	D-
Rail	C-
Roads	D-
Transit	D
Wastewater	D-



Transportation Modes Will Also Shift in the Future

- Significant increased investment in Transit and Rail
- Moderate increased investment in Ports/Maritime and Highway/Bridge
- Level investment in Aviation





Key Strategies: Expand Key Market Capabilities and Position





Our Current Transit and Rail Market Position Demands a Rapid Transformation to Achieve 2014 Leadership Position

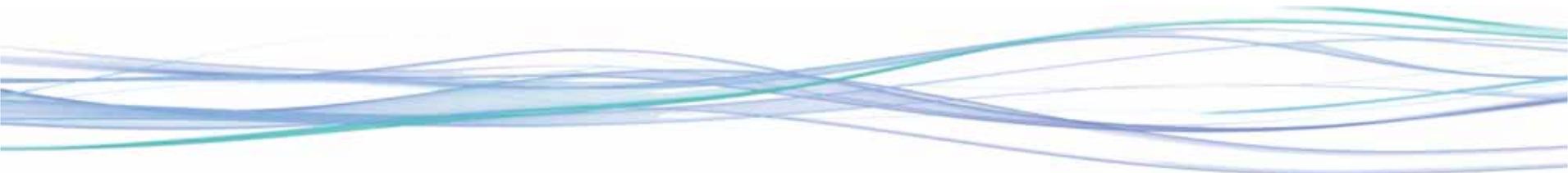
(Top 5 in Rail Segment)

TOP 20 in Mass Transit and Rail *ENR, June 23, 2008*

- 
- #1 AECOM Technology Corp.
 - #2 Parsons Brinckerhoff Inc.
 - #3 URS Corp.
 - #4 Parsons
 - #5 Jacobs
 - #6 STV Group Inc.
 - #7 Bechtel
 - #8 Louis Berger Group
 - #9 AECOM Technology Corp.
 - #10 HNTB Cos.
 - #11 Earth Tech Inc.
 - #12 Gannett Fleming
 - #13 CDI Engineering Solutions
 - #14 PBS&J
 - #15 Fluor Corp.
 - #16 **CH2M HILL**
 - #17 Skanska USA Inc.
 - #18 Wilson & Co., Engineers and Architects
 - #19 David Evans and Associates Inc.
 - #20 Hatch Mott MacDonald

Three key strategies exist:

1. Accelerated organic growth
2. Acquire niche players, coupled with accelerated organic growth
3. Acquire a major transit and rail company



Key Strategies: Expand Global Position





Today, TBG Has Some ICON International Projects but Limited Footprint

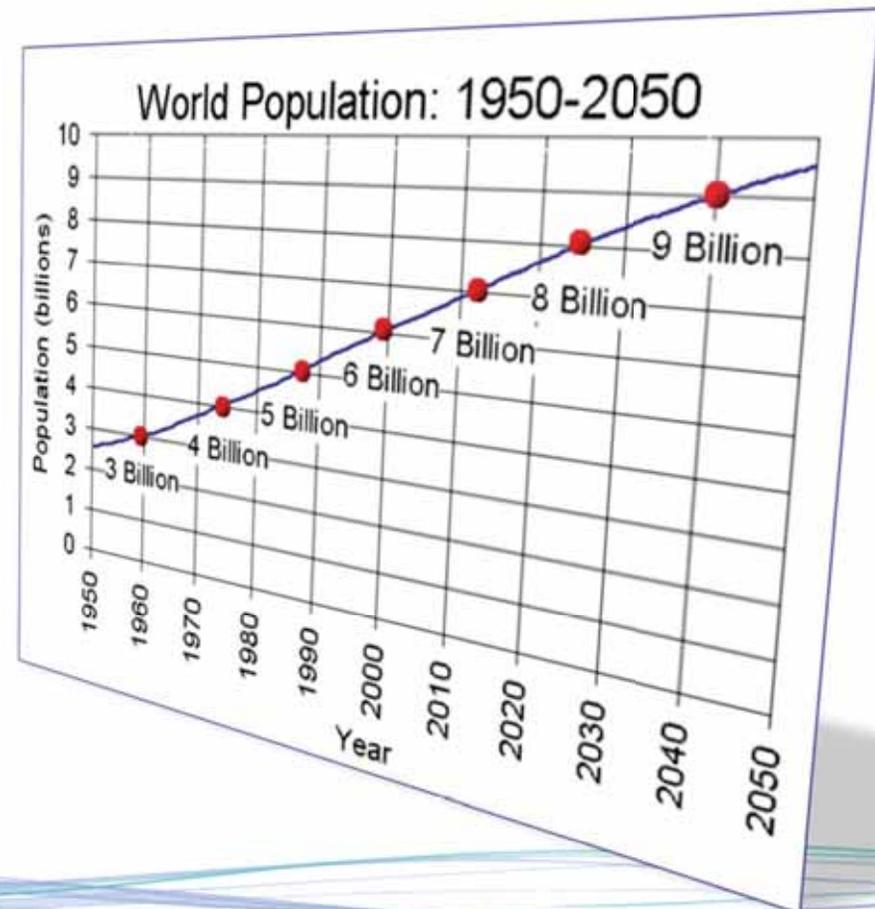


93 TBG staff outside North America



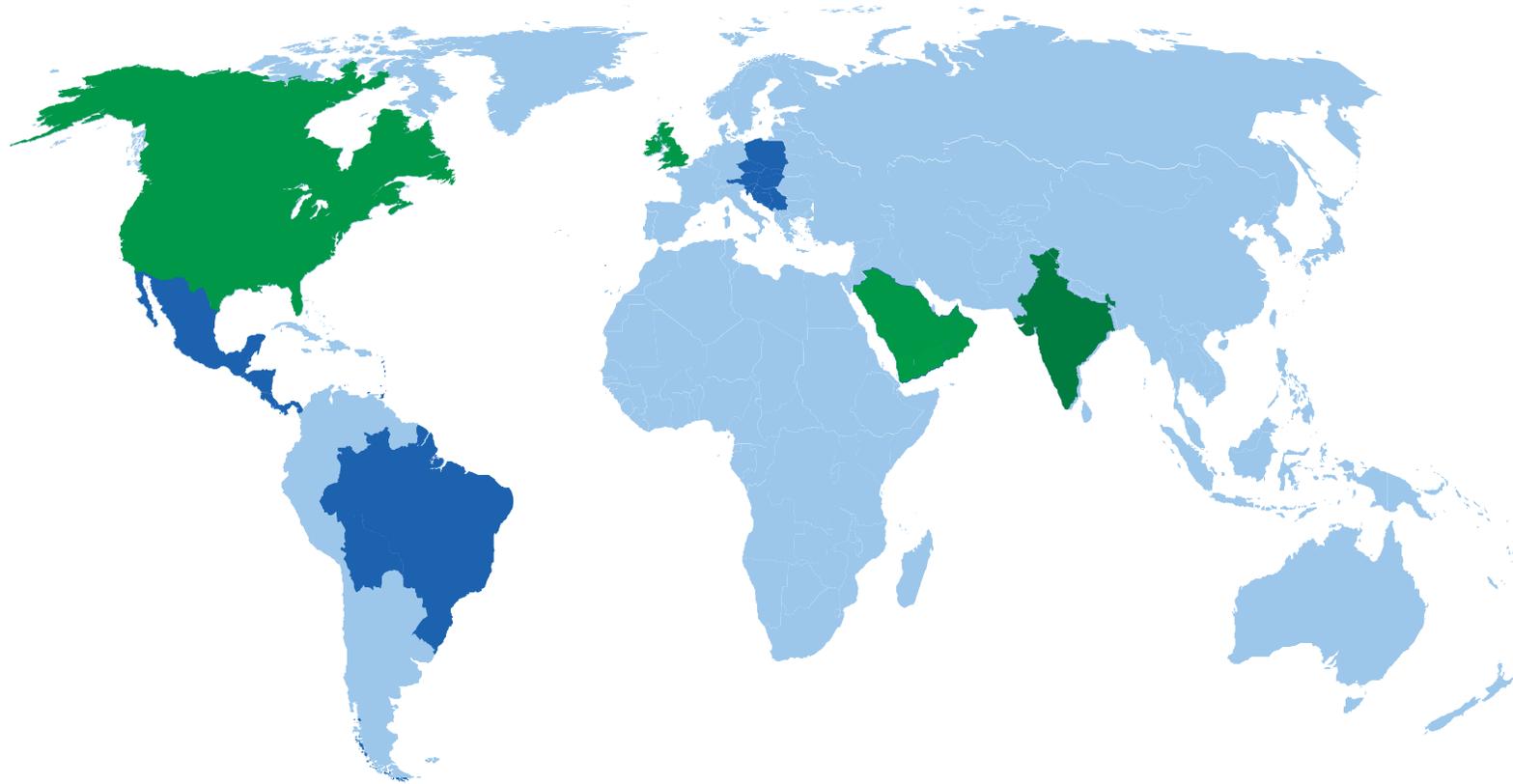
Our Global Strategy Will Thoughtfully Raise Our Industry Profile and Portfolio

- **First and foremost:** Outstanding delivery on existing projects
- **Second:** Expand our portfolio of major global projects
 - New major programs
 - Follow strategic clients
- **Third:** selectively build local capacity and capability for sustainable business





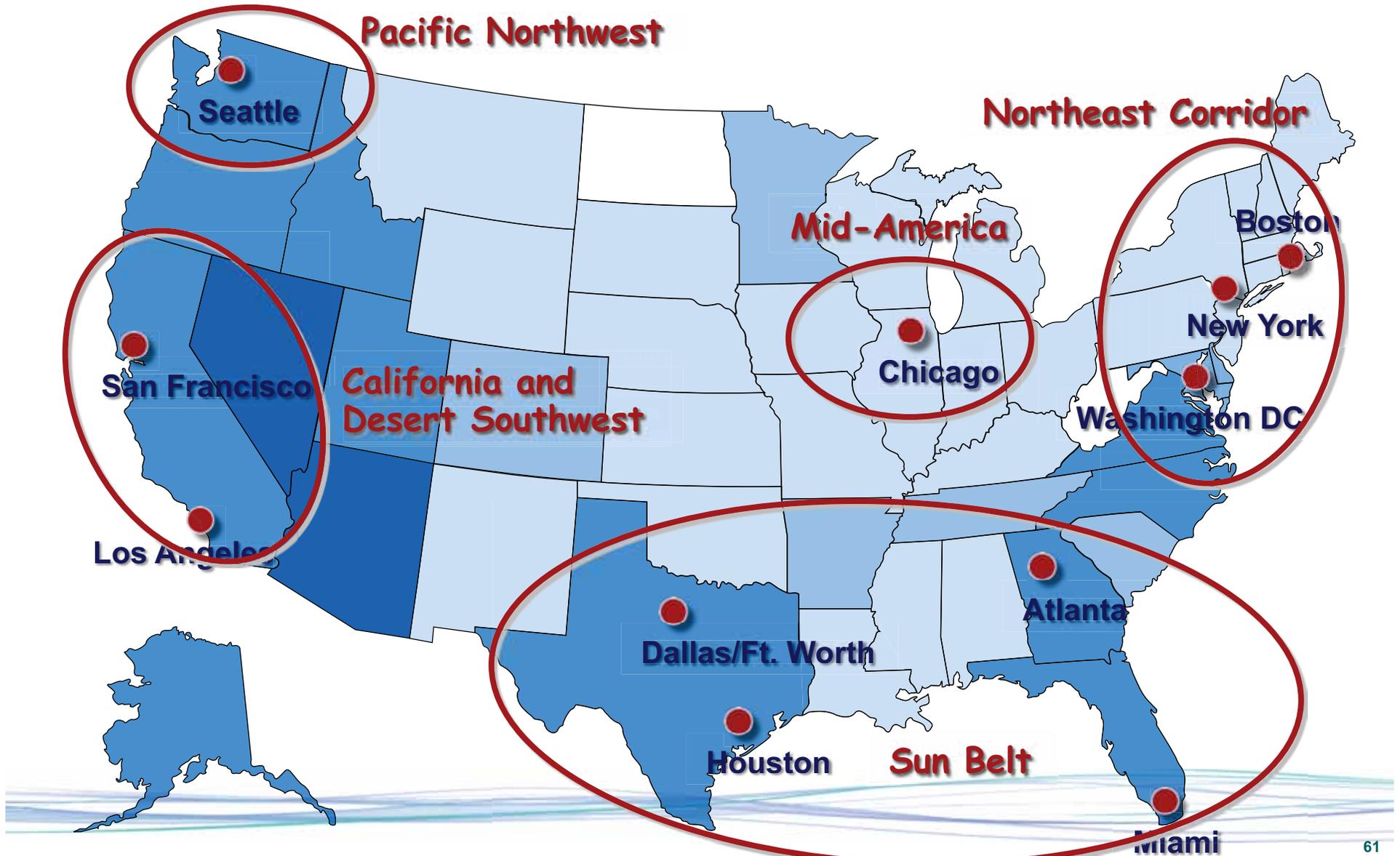
Expanding Our Global Footprint Will Focus on Very Select Geographies

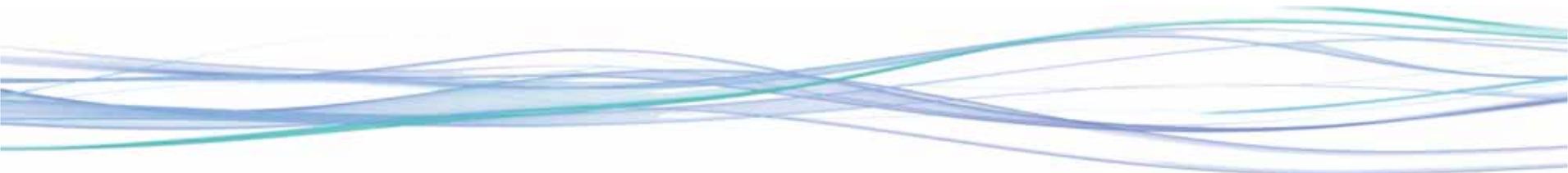


- Major program & focus on broader geographies
- Build local resources in select geographies



Continued United States Market Growth Will Focus on the Domestic “Megaregions”





Key Strategies: Expand and Leverage Strategic Development Capabilities





The Ability to Provide Full Transportation Project Delivery Service is Critical to be a Market Leader

Policy
Mission

Programming
CIP Development

Funding

Planning

Environmental

Preliminary
Engineering

Final Design | Construction

O&M



Expanding Our Unique Project Design and Construction Capabilities Will Enable Growth and Strategic Positioning

Policy
Mission

Programming
CIP Development

Funding

Planning

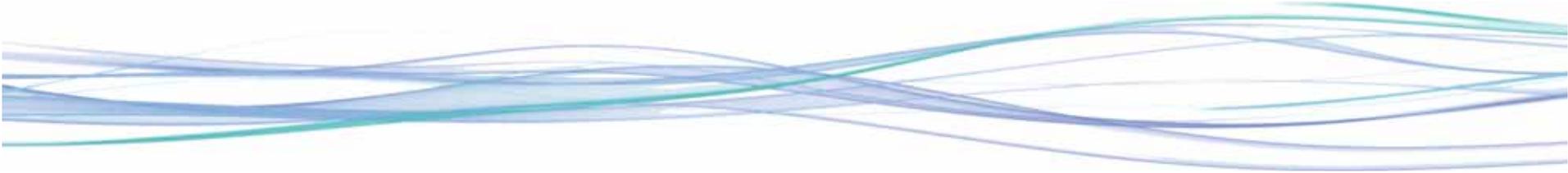
Environmental

Preliminary
Engineering

Final Design | Construction

O&M

**CH2M HILL is the only U.S.
firm engaged in project
Design + Construction + Operation**



Summary and Business Projections



“Sustainability” Services and Solutions Will Evolve and We Must be a Market Leader





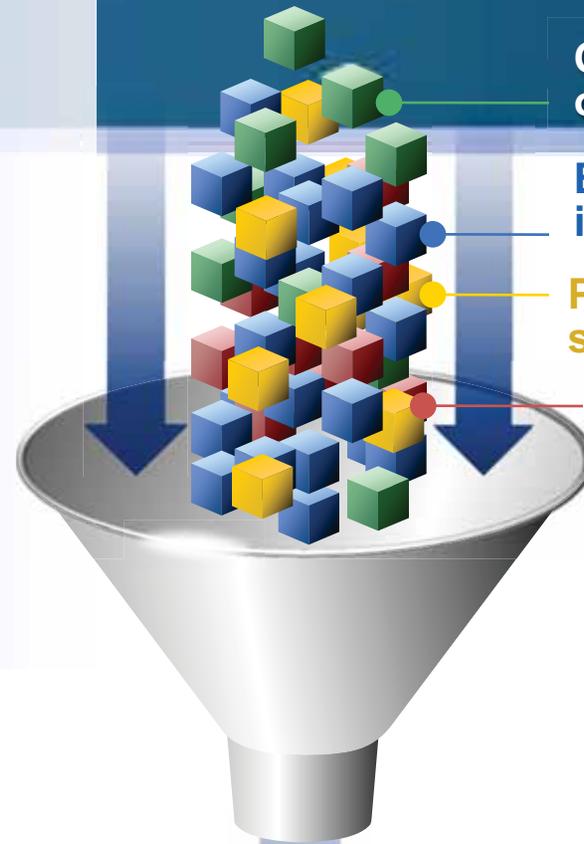
Being the best at what we deliver and how we deliver it will elevate us to industry leading "Mindshare"

Offer the most complete service offering from concept to operations

Bring the best people in the industry

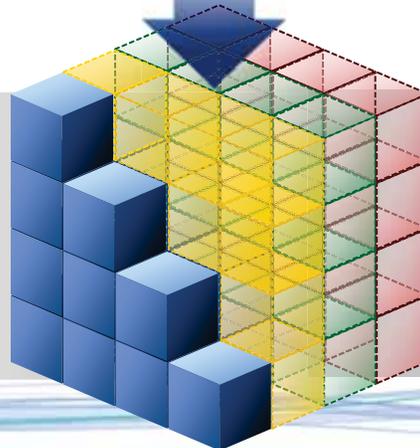
Provide the most enjoyable and satisfying customer experience

Deliver the most efficient, effective and sustainable solutions



A leader in capability and capacity

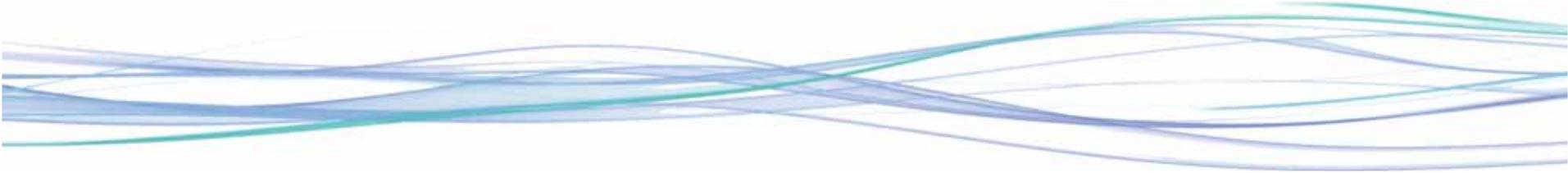
A leader in client's minds





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Experts and Leaders in Engineering & Construction



The Top Design Firms

POWER

Revenue: \$6.1 Billion
Top 20 Market Share: 79.49%

RANK		
2011	2010	
1	3	BLACK & VEATCH
2	5	SARGENT & LUNDY LLC
3	2	BECHTEL
4	6	AECOM TECHNOLOGY CORP.
5	1	THE SHAW GROUP INC.
6	8	BURNS & MCDONNELL
7	9	FLUOR CORP.
8	12	AMEC
9	7	CH2M HILL
10	10	TETRA TECH INC.
11	**	JACOBS
12	4	URS CORP.
13	13	PARSONS BRINCKERHOFF INC.
14	17	KIEWIT CORP.
15	15	WORLEYPARSONS GROUP INC.
16	11	ZACHRY HOLDINGS
17	16	POWER ENGINEERS INC.
18	18	HDR
19	19	ENERCON SERVICES INC.
20	**	KBR

TRANSPORTATION

Revenue: \$10.6 Billion
Top 20 Market Share: 64.27%

RANK		
2011	2010	
1	1	AECOM TECHNOLOGY CORP.
2	2	URS CORP.
3	3	PARSONS BRINCKERHOFF INC.
4	6	HNTB COS.
5	4	LOUIS BERGER GROUP
6	5	JACOBS
7	7	CH2M HILL
8	8	HDR
9	9	PARSONS
10	10	STV GROUP INC.
11	14	MICHAEL BAKER CORP.
12	11	ATKINS NORTH AMERICA
13	13	TRANSYSTEMS CORP.
14	12	KIMLEY-HORN AND ASSOCIATES INC.
15	**	KBR
16	17	T.Y. LIN INTERNATIONAL
17	18	HATCH MOTT MACDONALD
18	15	WILBUR SMITH ASSOCIATES INC.
19	16	GANNETT FLEMING
20	20	BECHTEL

WATER

Revenue: \$3.9 Billion
Top 20 Market Share: 72.28%

RANK		
2011	2010	
1	1	TETRA TECH INC.
2	4	CH2M HILL
3	2	MWH GLOBAL
4	3	AECOM TECHNOLOGY CORP.
5	5	URS CORP.
6	7	HDR
7	6	BLACK & VEATCH
8	8	CDM
9	16	ARCADIS/MALCOLM PIRNIE/RTKL
10	10	LOUIS BERGER GROUP
11	**	PARSONS BRINCKERHOFF INC.
12	11	JACOBS
13	**	AMEC
14	12	STANTEC INC.
15	13	MICHAEL BAKER CORP.
16	**	KBR
17	15	CAROLLO ENGINEERS INC.
18	9	PARSONS
19	19	BROWN AND CALDWELL
20	**	HAZEN AND SAWYER PC



Top Firms by Market and Region

THE TOP 225 INTERNATIONAL CONTRACTORS

TOP 10 BY MARKET

BUILDING

TOP 10 WITH REVENUE OF \$46.4 BIL. OF \$86.0 BIL. TOTAL

1	HOCHTIEF AG
2	SKANSKA AB
3	BOVIS LEND LEASE
4	STRABAG SE
5	BALFOUR BEATTY PLC
6	BOUYGUES
7	CHINA STATE CONSTRUCTION ENG'G CORP.
8	ROYAL BAM GROUP NV
9	VINCI
10	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA

POWER

TOP 10 WITH REVENUE OF \$14.7 BIL. OF \$35.7 BIL. TOTAL

1	CHINA NATIONAL MACHINERY INDUSTRY CORP.
2	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.
3	ABEINSA SA
4	IBERDROLA INGENIERIA Y CONSTRUCCION
5	GRUPO ACS
6	SHANGHAI ELECTRIC GROUP CO. LTD.
7	GRUPO ISOLUX CORSAN SA
8	SEPCOIII ELECTRIC POWER CONSTRUCTION CORP.
9	SINHYDRO CORP.
10	MAIRE TECNIMONT SPA

TRANSPORTATION

TOP 10 WITH REVENUE OF \$59.4 BIL. OF \$112.3 BIL. TOTAL

1	VINCI
2	STRABAG SE
3	BOUYGUES
4	CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.)
5	HOCHTIEF AG
6	BECHTEL
7	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
8	BILFINGER BERGER AG
9	SKANSKA AB
10	ROYAL BAM GROUP NV

WATER

TOP 10 WITH REVENUE OF \$8.5 BIL. OF \$11.2 BIL. TOTAL

1	HOCHTIEF AG
2	IMPREGILO SPA
3	SALINI COSTRUTTORI SPA
4	CONSTRUTORA NORBERTO ODEBRECHT
5	CONSOLIDATED CONTRACTORS GROUP
6	STRABAG SE
7	VINCI
8	SNC-LAVALIN INTERNATIONAL INC.
9	SKANSKA AB
10	CHINA GEO-ENGINEERING CORP

WHO IS WORKING IN WHICH REGION

MIDDLE EAST

TOTAL REVENUE: \$77.6 BIL., UP 0.1%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
16	U.S.	18.6	14,407.7
11	SOUTH KOREA	12.3	9,530.9
35	CHINA	10.8	8,386.9
16	ITALY	7.8	6,025.1
2	GREECE	7.3	5,682.1
77	OTHER	43.2	33,514.3

ASIA

TOTAL REVENUE: \$73.2 BIL., UP 6.8%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
46	CHINA	24.9	18,210.6
4	GERMANY	23.7	17,379.7
17	U.S.	13.0	9,547.1
13	JAPAN	9.5	6,938.2
11	SOUTH KOREA	5.4	3,929.4
58	OTHER	23.5	17,180.1

AFRICA

TOTAL REVENUE: \$56.8 BIL., UP 31.2%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
47	CHINA	36.6	20,799.1
19	ITALY	15.5	8,830.5
5	FRANCE	10.0	5,663.3
9	U.S.A.	7.6	4,307.4
25	TURKEY	4.9	2,763.5
55	OTHER	25.4	14,447.8

LATIN AMERICA/CARIBBEAN

TOTAL REVENUE: \$27.1 BIL., UP 13.7%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
11	SPAIN	23.0	6,246.5
12	ITALY	21.6	5,855.7

1	BRAZIL	14.0	3,804.0
8	U.S.	12.0	3,254.7
3	FRANCE	6.8	1,840.6
52	OTHER	22.5	6,110.9

EUROPE

TOTAL REVENUE: \$100.8 BIL., DOWN 11.7%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
4	FRANCE	23.3	23,457.0
2	AUSTRIA	16.2	16,324.8
11	SPAIN	14.2	14,312.8
16	U.S.	7.8	7,829.3
1	SWEDEN	6.8	6,816.0
101	OTHER	31.8	32,066.8

U.S.

TOTAL REVENUE: \$34.9 BIL., DOWN 16.5%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
3	GERMANY	24.3	8,492.6
1	SWEDEN	15.3	5,332.1
2	AUSTRALIA	12.7	4,436.3
2	U.K.	12.5	4,368.0
3	FRANCE	10.2	3,557.8
46	OTHER	24.9	8,691.3

CANADA

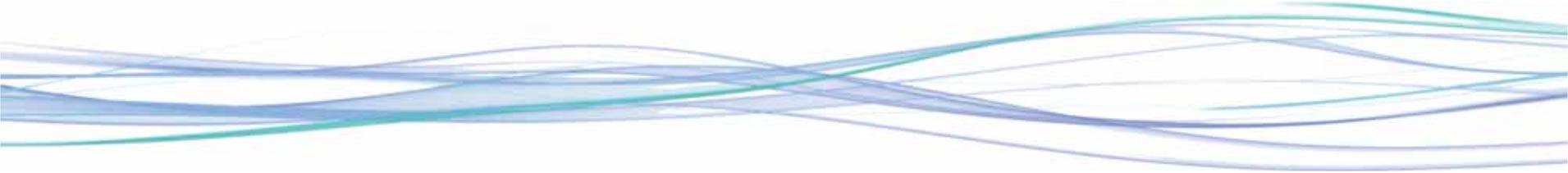
TOTAL REVENUE: \$13.4 BIL., DOWN 0.1%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
15	U.S.A.	77.6	10,386.7
3	FRANCE	12.8	1,717.3
3	GERMANY	4.2	558.2
4	ITALY	1.6	213.4
1	AUSTRIA	1.0	137.9
33	OTHER	2.8	369.9



Agenda

- CH2M HILL Overview
- Construction & Engineering Trends
- Major Projects
- Global Strategic Analysis – from “Success to Significant”
 - Existing Market Conditions
 - Market Drivers
 - Strategic Priorities
 - Business Projection
- Experts and Leaders in Engineering & Construction
- **Global Penetration Requirements**
- Leadership and Management in Engineering & Construction
- Curl’s Top 14
- Summary



Global Penetration Requirements



Global Penetration Requirements

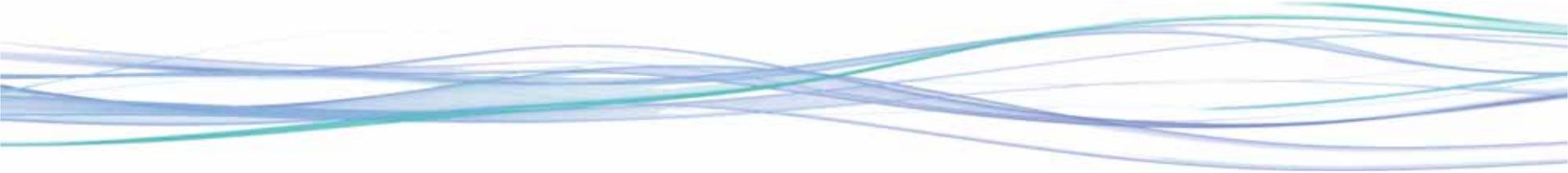
- Innovating Business Model
- Develop Strategic Business Plan
- Focus on Target Country – 1-2 years
 - Establish Office – Right Staff
 - Develop Relationships – Clients / Partners
- Focus on Top 5 Projects
- Tactical Project Action Plans
- Execute TAC Project Action Plan – Refine as Needed

Success Requires Patience + Sr. Leaders Support



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Leadership and Management in Engineering & Construction



Leadership and Management

LEADERSHIP

MANAGEMENT

People	➤	Things
Spontaneity, serendipity	➤	Structure
Release, empowerment	➤	Control
Effectiveness	➤	Efficiency
Programmer	➤	Program
Investment	➤	Expense
Principles	➤	Techniques
Transformation	➤	Transaction
Principle-centered power	➤	Utility
Discernment	➤	Measurement
Doing the right things	➤	Doing things right
Direction	➤	Speed
Top line	➤	Bottom line
Purposes	➤	Methods
Principles	➤	Practices
On the systems	➤	In the systems
“Is the ladder against the right wall”	➤	Climbing the ladder first

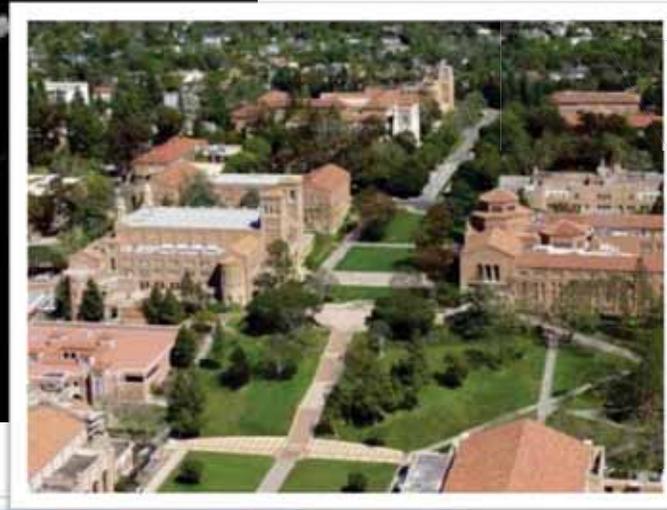
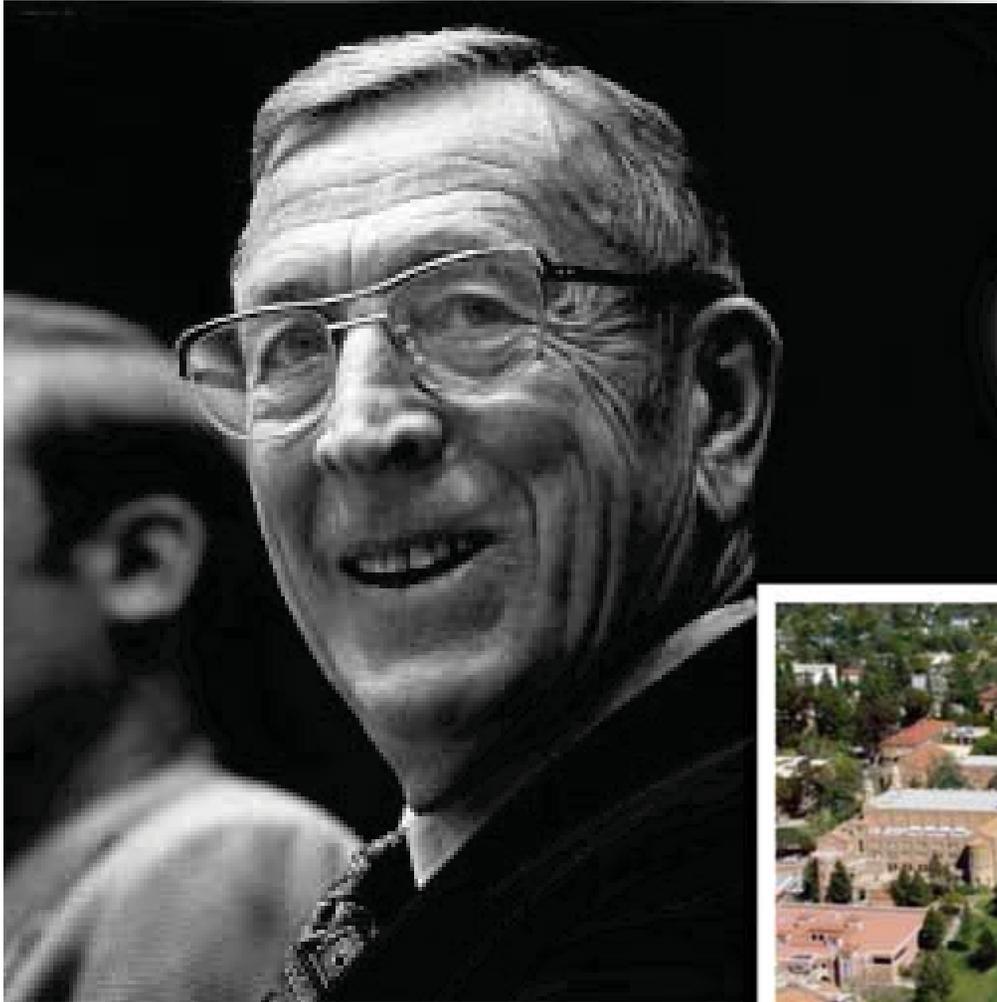


Definitions of Leadership and Management

- **Leadership: Broad Concept.** Focus on strategy, policy. Doing the right things. Effectiveness. Development of Organizational goals. People are key.
- **Management:** Achieving organizational goals. Doing things right based upon direction from leaders. Efficiency.



Basketball Dynasty





Success

Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best you are capable of becoming.

Source: *The Essential Wooden*





Leader/Management Level vs. Skill Level

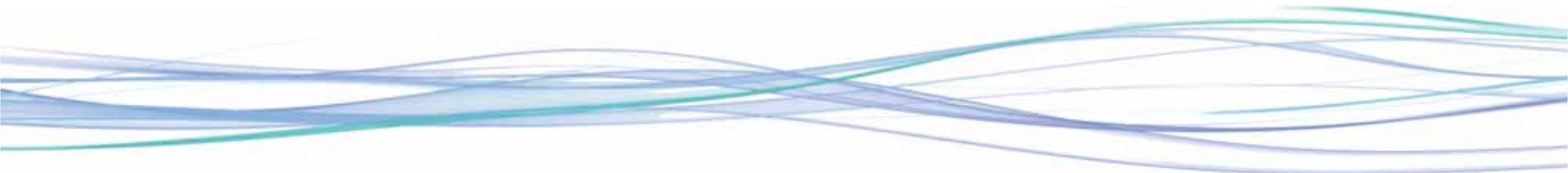
LEADERSHIP/ MANAGEMENT LEVEL	SKILL LEVEL		
	TECHNICAL	INTERPERSONAL/ RELATIONSHIP	HIGH LEVEL STRATEGIC/POLICY
SENIOR MANAGER (SENIOR VICE PRESIDENT – HIGHER)	N/A M/H	H M/L	H H
DIVISION CHIEF (VICE PRESIDENT)	M/L M/H	H M/L	H L
SUPERVISOR (GENERAL MANAGER)	H/M H/H	M L	L N/A
ENGINEER	H H/H	M L	N/A N/A

H/H = Actual



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Curl's Top 14



Curl's Top 14

- Family first
- Know and be yourself
- Take care of your people
- Remain calm
- Listen and observe
- Be positive
- Have balance in your life
- Learn to delegate
- Communicate, communicate, communicate
- Be nice
- Think big
- Team competence
- Enjoy and have fun
- Understand business perspective, not just technical side



Summary

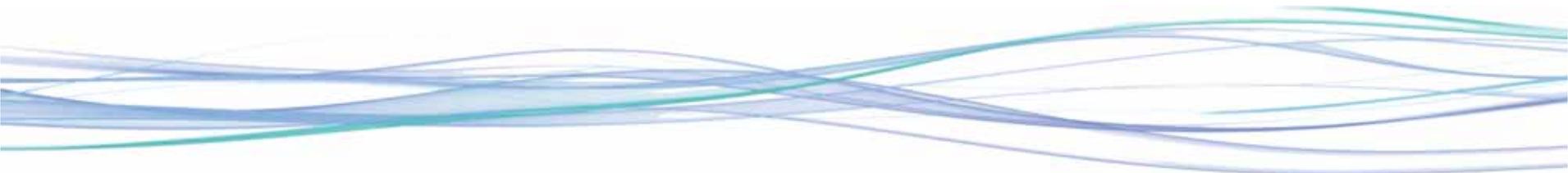
“Make it Happen”

**“Some of us are not as good as
all of us working together”**



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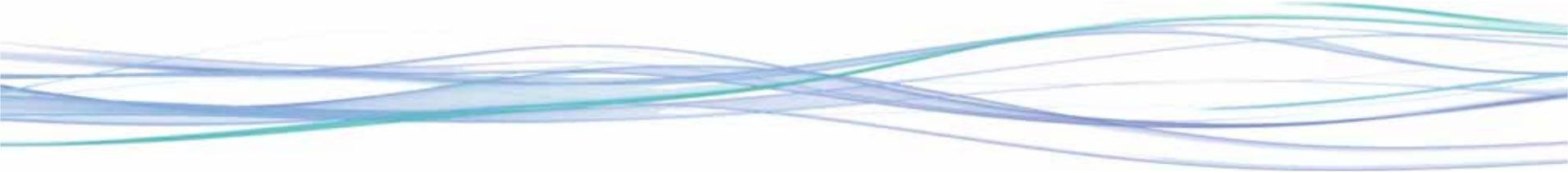
Summary





Summary

- 1.** Transportation will continue to be the largest public infrastructure investment in the world
- 2.** M&A will continue to bifurcate the transportation consultant industry
- 3.** Opportunities currently exist for niche and major acquisitions
- 4.** Expanding our market position will provide a solid, stable return for our shareholders
- 5.** The strength of our people, and the culture of our firm must remain—it still differentiates us in the marketplace



Discussions and Q&A