

About Jacobs

- Founded in 1947, Jacobs is one of the world's largest and most diverse providers of full-spectrum technical, professional and construction services for industrial, commercial and government organizations globally.
- The company employs over 54,000 people and operates in more than 25 countries around the world and 2016 revenue was \$11.0B.
- Listed on the New York Stock Exchange under the symbol: **JEC**

The logo for Jacobs, featuring the word "JACOBS" in a bold, blue, sans-serif font. A registered trademark symbol (®) is located at the top right of the letter "S".

Similar:

- Client relationship model
- Strategic focus
- Growth strategy
- Vision/purpose
- Values

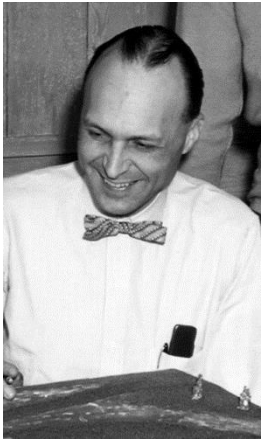
Strategic rationale

Common legacy of technical excellence, comprehensive integrated capabilities, premier solutions focused and fanatically dedicated to safety, ethics, sustainability, the well-being of employees and serving clients with the highest distinction.

Complementary fit in respective strengths each of us brings, with minimal overlap. Combination creates a top leader in each of our chosen core industries, across the entire range of services.

We both have a strong backlog and
we are both hiring!

Common beginnings



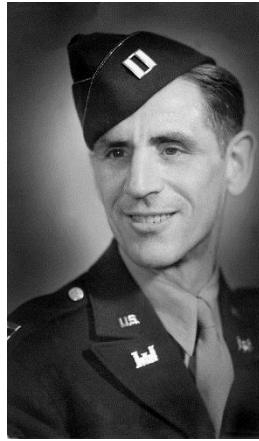
Cornell



Howland



Hayes



Merryfield

1946

- 1946:** Founded by three student engineers from Corvallis, OR & their favorite professor
- 1950s:** Adopted shorthand name preferred by clients, “CH2M”
- 1966:** Key Employees (KE) stock ownership program established
- 1998:** Reached \$1 billion annual revenue
- 2000:** Expanded employee-ownership model
- 2003:** Listed on *Fortune* “Most Admired” and “100 Best Companies to Work For”
- 2010:** First year Named a World’s Most Ethical Company, which continues for 7 more years
- 2014:** Jacqueline Hinman named CEO of CH2M
- 2015:** 1st engineering firm ever to receive the Stockholm Water Industry Award and the World Environment Center Gold Medal for leadership in sustainability.
- 2016:** 1st firm to win Global Project of the Year (ENR) and Institution of Civil Engineers’ (ICE) Best Project in the UK for the Thames Tideway Lee Tunnel Programme



1947

Dr. Joseph J. Jacobs

- 1947:** Founded by Dr. Joseph J. Jacobs
- 1970:** Jacobs initiated its IPO
- 1983:** U.S. President Ronald Reagan presented Dr. Jacobs with the [Hoover Medal for outstanding extra-career services to humanity](#)
- 1989:** Jacobs is listed on the NYSE
- 1991:** Reached \$1 billion annual revenue
- 1997:** Reached 15,000 employees
- 1999:** Named the “Most Admired E&C Company” by Fortune Magazine
- 2010:** Forbes names Jacobs as one of America’s “100 Most Trustworthy Companies”
- 2015:** Steve Demetriou named as Jacobs CEO

Complementary fit in respective strengths each of us brings, with minimal overlap



Environmental & Nuclear: CH2M's leadership in nuclear remediation and our full service environmental capabilities, combined with Jacobs's complementary presence in nuclear facilities, create a leader in nuclear and environmental solutions.



Water: CH2M's leading position, combined with Jacobs's global client base and footprint will help us provide a superior position to profitably grow.



Oil, Gas and Chemicals: Jacobs's leading global position, significant resources and long-term client relationships will help us to deliver even more to our valued clients.



Buildings: An area where Jacobs is particularly strong, which will enable CH2M to bring that offering to all of our clients, particularly government clients.



Transportation: A high growth industry, and one in which resources are constrained due to the increasing magnitude of infrastructure needs globally. Combined, we can tackle mega-programs spanning aviation, highways, rail, transit and ports – anywhere in the world.



Life Sciences and Semiconductor: CH2M and Jacobs are respectively considered global leaders, and together we should have the ability to deliver complementary solutions that will provide significant growth opportunities for our people and the combined company.

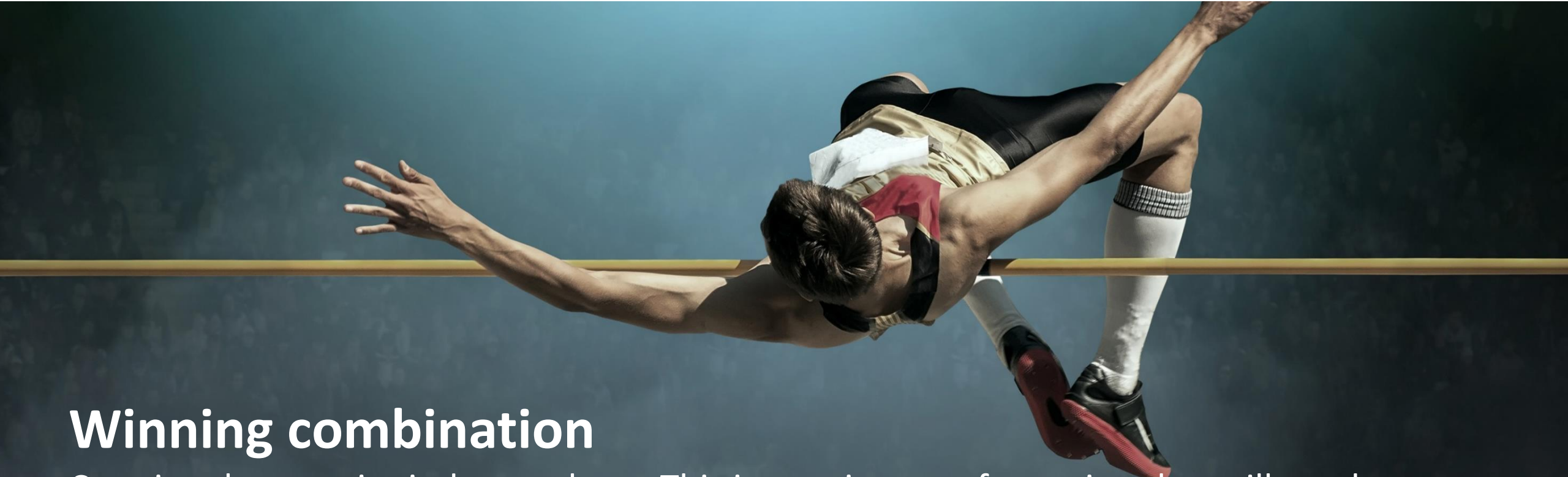


National Governments: Jacobs's deep relationships and significant technology, and management and operations expertise are different than CH2M's. Combined, we are able to bring more capability to even more government clients.



Program Management and Construction Management : Skills are in demand globally as the scale of projects and programs continue to grow. Both companies have complementary strengths in this area, and combined we believe we will create even better opportunities for our people to work on some of the world's most exciting programs while leveraging CH2M's iconic projects, tools and processes.

On a global platform through our technical practices and the combined genius in this new organization, we are now able to develop solutions and innovations that will disrupt the industry, provide significant opportunity for employees and sustainable profitable growth.



Winning combination

Creating the premier industry player. This is a major transformation that will set the new benchmark for client service in our chosen industries and geographies—not just to be bigger, but to be better—for both firms’ employees, clients and other stakeholders. The combined company will lead the industry’s top rankings and thought leadership, while delivering some of the world’s most important projects through end-to-end services from consulting through engineering, construction, operations and maintenance.