

# CORPORATE FACT SHEET



WE BRING IT ALL TOGETHER

## VISION

Black & Veatch leads the industry in value creation for each of its stakeholders – clients, professionals, shareholders and business partners.

## MISSION

*Building a World of Difference™*

In 2005, Black & Veatch celebrates 90 years of delivering vital infrastructure solutions to our clients. Much has changed since our founding. Yet our essence has not. We are still guided by problem solving, innovative solutions, project execution excellence and integrity of service. At the center of it all are our clients. Whether it is a power generation project in the United States, a desalination plant in Singapore, or a water and wastewater treatment plant in the U.K. Whether it is engineering, consulting or construction. We Bring It All Together – our professionals, processes and technologies – to create value for every stakeholder, on every project and in every relationship.



ENERGY WATER INFORMATION GOVERNMENT

WE BRING IT ALL TOGETHER



## SCOPE OF SERVICES

### B&V ENERGY

B&V Energy offers engineering, technology, consulting and construction solutions that span the lifecycle of projects in the power generation, power delivery and hydrocarbon process industries. Our scope encompasses planning, design, procurement, construction, operation and maintenance for the processing and production of clean-burning natural gas, facilities using fossil, renewable and nuclear power fuels, and AC or DC delivery.

#### Power Generation

For the generation of electric power worldwide, Black & Veatch's capabilities cover:

- Simple and combined cycle combustion turbine
- Cogeneration
- Coal and other thermal generation
- Nuclear
- Renewable
- Environmental products and technical solutions

#### Power Delivery

In power transmission and distribution, Black & Veatch provides concept-to-completion solutions pertaining to:

- Substations
- Overhead and underground transmission
- Overhead and underground distribution
- HVDC and SVC stations
- Distributed generation
- Systems studies
- Permitting
- Training

### Gas, Oil & Chemicals

A leader in the hydrocarbon process industry, Black & Veatch delivers proprietary technology, engineering, and construction solutions in:

- Liquefaction of natural gas
- Natural gas processing
- Sulfur recovery
- Cogeneration at process plants

### Energy Services

Black & Veatch assists global utilities and industrial clients, providing services including:

- Asset management
- Studies, assessments and analyses
- Engineering design
- Construction monitoring
- O&M and competitive generation consulting
- Environmental management consulting
- Technical due diligence
- Safety and health consulting

### B&V WATER

B&V Water provides best-fit solutions that enable clients to deliver safe, high-quality water and wastewater systems to their customers. Our global team of scientists, engineers and technicians collaborate to deliver a broad range of water and environmental study, consulting, design, design-build and construction management services to utilities, regulatory agencies, state and local agencies and industrial clients worldwide. Organized by region—Americas East, Americas Central, Americas West, Europe and Asia—B&V Water offers comprehensive services in:

- Water resources
- Water supply, treatment and distribution
- Water reclamation and reuse
- Wastewater collection, treatment and disposal
- Residuals management
- Storm drainage and flood control
- Information technology and management
- Maritime/marine
- Locks, dams, tunnels and irrigation
- Hydropower
- Industrial effluent treatment
- Infrastructure development
- Geotechnical engineering
- Transportation
- Asset management
- Utility system security

### INFORMATION

Our extensive, first-hand industry experience and independent stature enables us to offer value-focused information management solutions. Services range from consulting on strategy, market analysis, regulatory issues and risk management matters to delivering broadband and wireless telecommunications technologies.

### Telecommunications

A true turnkey service provider, Black & Veatch offers more than 40 years of industry experience in the areas of telecommunications consulting, architecture and engineering, procurement, construction and technology deployments.

Our solutions encompass:

- Integrated broadband networks
- Wireless networks
- Wireline networks

### Enterprise Management Solutions

Utilizing our integrated strategy, technology and process capabilities, we consult with energy and water sector executives on a wide range of enterprise management matters. Our consultants include experienced executives as well as senior-level analysts with backgrounds in economics, finance and applied mathematics. This bridging of advanced analytics with practical business experience enables Black & Veatch to deliver unparalleled solutions in:

- Asset management
- Financial advisory services
- Independent engineering
- IT planning
- Operations technology
- Organization strengthening
- Performance management
- Program management
- Transmission services

### BV Solutions Group

Black & Veatch tailors fully integrated business and information technology solutions that help clients improve their productivity without implementing new capital-intensive programs. Services include:

- Program/project management
- Information lifecycle management
- Business resiliency
- Transportation solutions

### GOVERNMENT

#### Federal Services

Black & Veatch offers comprehensive engineering, procurement, construction management and program management services to meet the complex missions of our government client base. Our government work is focused on aerospace and defense facilities; civil works; environmental services; critical infrastructure; security; and transportation. Primary clients include:

- Department of Defense
- Department of Energy
- Department of Homeland Security
- Environmental Protection Agency
- Federal Aviation Administration
- Transportation clients, including airport and port authorities

### Quick Facts

- Founded: 1915
- Chairman, President and CEO: Len C. Rodman
- Number of offices: 90+ worldwide
- Number of employees worldwide: 6,800+\*
- Number of employees in Kansas City metropolitan area: 2,600+\*
- Global client base: clients in 100+ countries on six continents
- 2004 revenues: \$1.4 billion
- Black & Veatch Corporation is privately held through an Employee Stock Ownership Program (ESOP)

### Industry Leadership

- Involved in more megawatts of power generation than any other company in the world — more than 121,850
- Involved in more than 46,523 megawatts of coal generation
- Built more gas turbine projects than any other company in the world
- Leader in sulfur recovery and NGL (natural gas liquids) fractionation markets
- An estimated 20 percent of the world's population drinks water through systems designed, constructed or supported by Black & Veatch
- Designed/built more than 60 percent of Thailand's power generation facilities

\* Employee numbers as of 12/31/04

## Engineering News-Record Rankings for 2004

Top 500 Design Firms Sourcebook	Top 400 Contractors Sourcebook
<ul style="list-style-type: none"> <li>■ No. 13 Top 500 Design Firms – Overall</li> </ul> <p><b>Energy</b></p> <ul style="list-style-type: none"> <li>■ No. 1 Top 25 in Fossil Fuel</li> <li>■ No. 2 Top 25 Power</li> <li>■ No. 2 Top 10 in Transmission and Distribution</li> <li>■ No. 5 Top 10 in Nuclear Plants</li> </ul> <p><b>Water</b></p> <ul style="list-style-type: none"> <li>■ No. 3 Top 25 in Treatment and Desalination</li> <li>■ No. 4 Top 25 in Water Supply</li> <li>■ No. 5 Top 25 in Wastewater Treatment</li> <li>■ No. 5 Top 25 in Sewerage and Solid Waste</li> <li>■ No. 11 Top 25 in Transmission Lines and Aqueducts</li> <li>■ No. 12 Top 25 in Sanitary and Storm Sewers</li> <li>■ No. 17 Chemical/Soil Remediation</li> </ul> <p><b>Information</b></p> <ul style="list-style-type: none"> <li>■ No. 23 Top 25 in Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>■ No. 51 Top 400 Contractors – Overall</li> </ul> <p><b>Top 200 Environmental Firms</b></p> <ul style="list-style-type: none"> <li>■ No. 12 Top 200 Environmental Firms - Overall</li> </ul> <p><b>Top 100 Design-Builders</b></p> <ul style="list-style-type: none"> <li>■ No. 8 Top 100 Design-Build Firms</li> <li>■ No. 13 Top 20 Design &amp; CM/Professional Service</li> <li>■ No. 31 Top 40 Program Management Firms</li> <li>■ No. 48 Top 100 CM-for-Fee Firms</li> </ul> <p><b>Top 150 Global Design Firms</b></p> <ul style="list-style-type: none"> <li>■ No. 19 Top 150 Global Design Firms</li> </ul> <p><b>Top 200 International Design Firms</b></p> <ul style="list-style-type: none"> <li>■ No. 31 Top 200 International Design Firms</li> </ul>

## Maximum Impact Safety Training

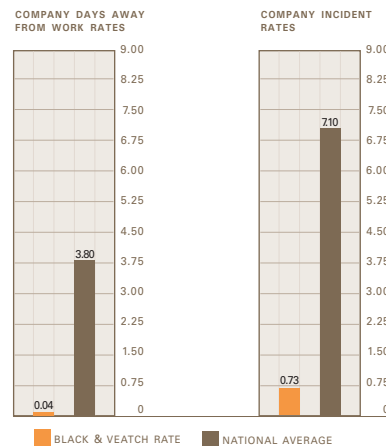
Zero injuries. On every project and in every office. That's the ultimate goal of Black & Veatch's workplace safety and health program.

To get to zero injuries, the program strives for maximum impact through continuous training. In 2004, the program's training emphasized effective safety management systems as well as workplace practices.

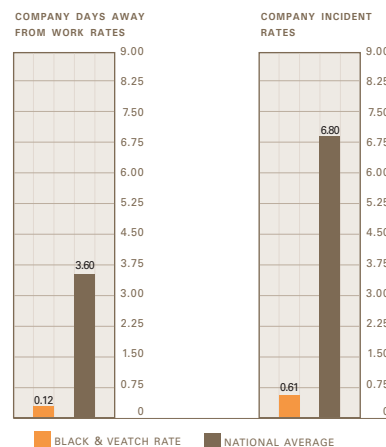
For field superintendents and on-site construction management professionals, Black & Veatch began utilizing in 2004 the National Center for Construction Education and Research's (NCCER) Site Safety Supervisor training program. NCCER's nationally recognized training process, bolstered by its Web-based approach, is already generating results. The impact has been positive; individuals are better informed and project performance has improved.

No matter the size of the project, Black & Veatch's ability to provide NCCER Safe Supervisors is an advantage to clients. Through our program, we are helping raise awareness over a wide range of safety issues while giving supervisors the information they need to achieve zero injuries on their projects.

SAFETY BENCHMARKS FOR 2003



SAFETY BENCHMARKS FOR 2004



For more information, please contact:

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