



GHD & CRA merger

From Melbourne to Montreal, we've got you **covered**



Frequently asked questions

When was the merger official?

July 2, 2014

What is the merged company's name?

Starting July 1, 2015, our merged company name is **GHD**.

Why did GHD & CRA merge?

Most important to us was our shared culture and values of safety, teamwork, respect and integrity.

Together, we share an unrelenting commitment to maintaining an industry leadership position in safety and client service.

With CRA, GHD is better able to serve clients throughout North America. With GHD's established global footprint in Australia, New Zealand, Asia, UK and the Middle East, CRA is better able to serve clients around the world.

A balanced private / public client mix was sought by both companies, which this merger achieves.

How does this merger create value?

By combining our talented people and office locations, you can expect the same high level of responsiveness with an expanded breadth of services and deeper resources.

What you can expect

GHD and CRA have completed our integration, joining forces in an exciting merger unparalleled in our industry. Together, we are a global leader in engineering, environmental, and construction services. We employ more than 8500 people across 200+ offices in five continents, serving clients in the global markets of water, energy and resources, environment, property and buildings, and transportation.

In North America, we have 4000 talented engineers, scientists, planners, technicians and business consultants, serving clients from 130+ offices. Wholly owned by our people, we have a long history of client service and a safety culture that is embedded in all facets of our business.

1. Continuity of service

Our commitment to our clients is continuity of service and project teams and continued focus on a high level of responsiveness.

We are renowned for client service and long-term client loyalty. With nearly 125 years of combined experience, the trust we have established with clients is one of our most valuable assets. We remain committed to our values and serving you.

Your point of contact remains the same. Our merger has no impact on your project team, schedule or approach.

2. Access to greater talent and deeper resources

Our commitment to continuity of service and project teams is supported by access to a larger pool of technical and business professionals.

Our clients now have access to more extensive water, energy and resources, property and buildings, and transportation related experience and even greater access to environmental management, remediation, and emergency response work services.

3. Service from a larger geographic footprint

GHD has a deep and established presence in North America, with 100+ offices spanning coast to coast in Canada and the United States.

We have served clients around the globe from 110+ offices throughout Australia, Asia, New Zealand, the Middle East, the UK and the Americas.

Wherever your project needs are, we are close by.

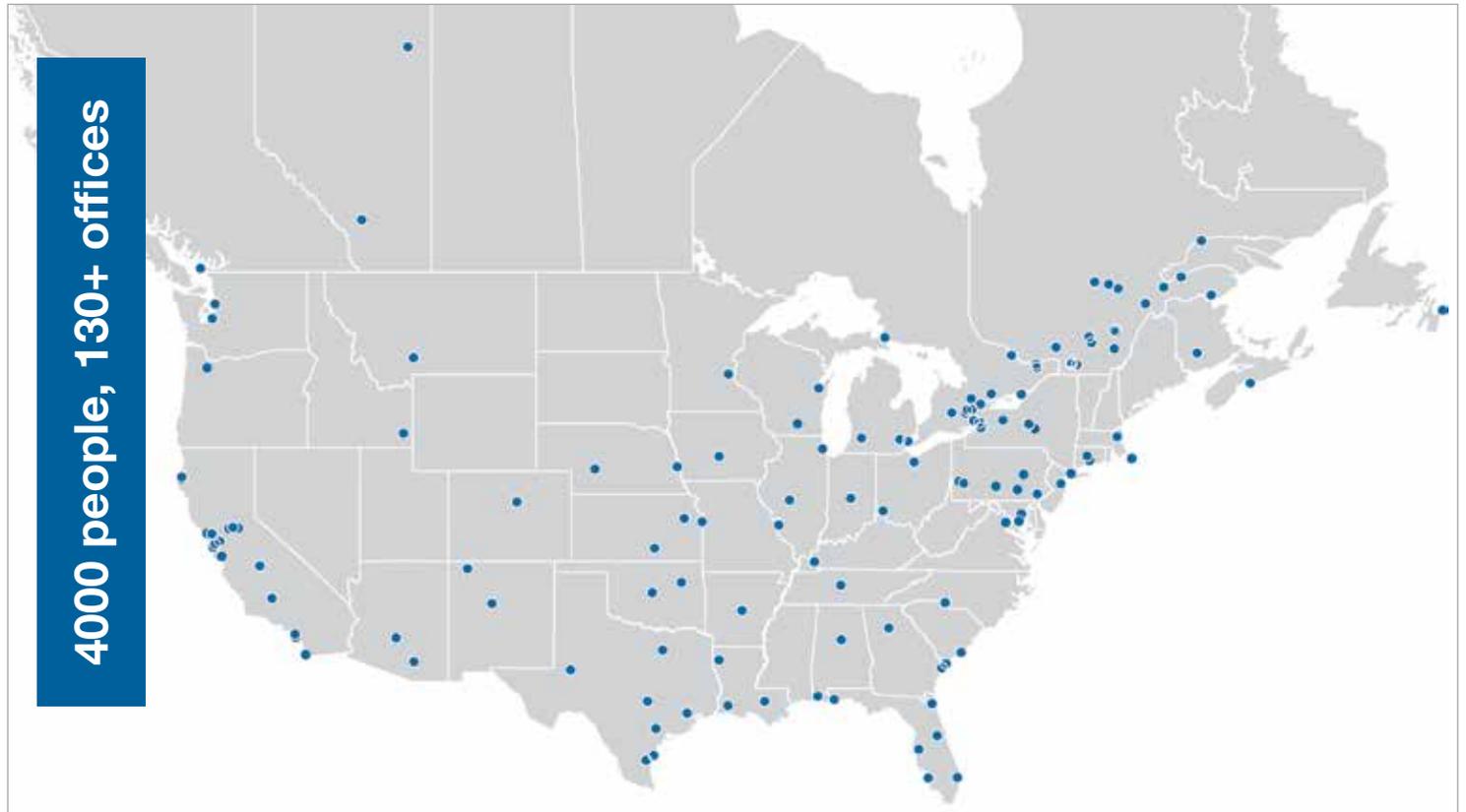
4. A combined strategy which puts our clients and people first

Our combined strategy is client service led, responding to our clients' global demands in the critical areas of water, energy and urbanization:

- Committed to the success of our clients and our people
- Committed to the growth of our clients and their business and communities
- Committed to the growth of our business
- Committed to leveraging our connected global network for the success of our clients and people



Closer to you throughout **North America**



How our **merger is unique**

Merger approach

We are proud to have completed one of the largest private stock transactions in the engineering and environmental consulting industry. The ability to remain an employee-owned, private company, allows us to be fully in control of our own destiny, and more nimble in responding to the needs and challenges of our clients and stakeholders.

Continued commitment to our employee-owned model

The company continues to be employee-owned. Ongoing shareholders of both companies have maintained or increased their equity interest in the combined company. The newly merged company's shareholders have become mutually dependent on each other for the future success and growth of the business.

Combined leadership

Whereas in most mergers and acquisitions one company's leadership takes control over the other, we have implemented a highly blended approach. Our North America and global operations are now being run by a Global Executive Management Group comprised of leaders from both groups.

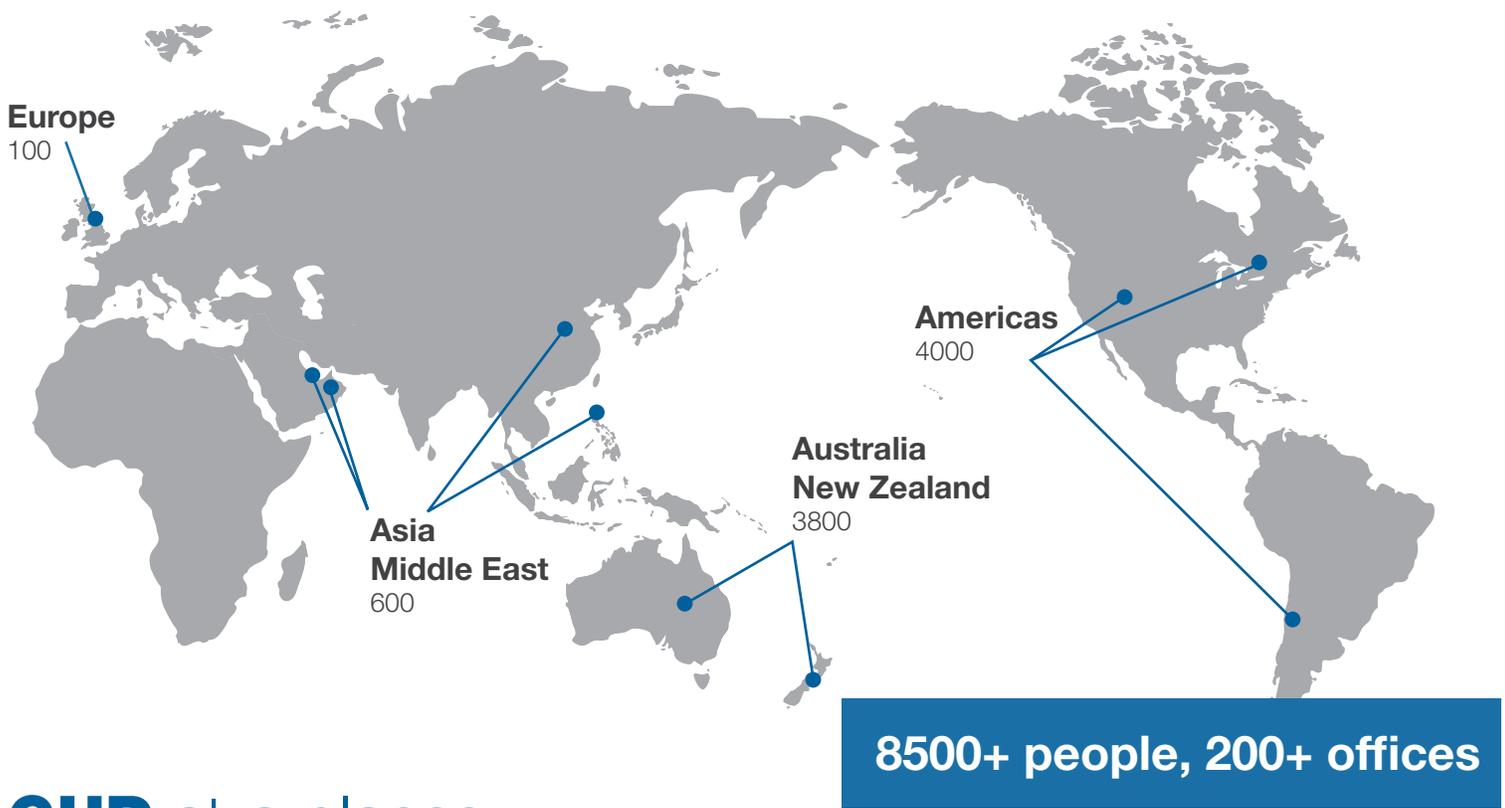
Creating something new together

Merging two successful businesses is an exciting prospect and we are committed to leveraging the best of both. This is the foundation of the new and even stronger company we are creating together. United as one company under the common banner of GHD, we strive to create a company that inspires our employees and, together with our clients, creates lasting community benefit.

Want to learn more?

Please speak with your GHD contacts or visit www.ghd.com/cra

Our combined people around the world



GHD at-a-glance

GHD leading engineering, environmental, and construction services companies

operating in **5** continents

200+ offices worldwide

85+ years in operation

8500+ people

2014 revenue: USD **1.5** billion

serving **5** global markets

75+ service lines

*Revenue is reported in AUD. The USD figure shown here was converted using the exchange rates applicable to the months in which the revenue was earned.