



# { BECHTEL }

## GLOBAL REPORT 2002

### AN ANNUAL OVERVIEW OF THE BECHTEL GROUP OF COMPANIES

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From the Chairman and Vice Chairmen  
Business Review

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#### **ORGANIZATION**

Bechtel Regions  
Leadership  
Board of Directors  
Bechtel Offices



# TO OUR CUSTOMERS, EMPLOYEES, PARTNERS, SUPPLIERS, AND FRIENDS

**P**ERFORMANCE CAN BE MEASURED many ways, but any way you look at it, Bechtel's 50,000 employees performed admirably in 2001.

The most dramatic example came out of the September 11 terrorist attacks on the World Trade Center in New York City and the Pentagon in Washington, D.C. Bechtel personnel arrived at the stricken sites within hours to help with rescue efforts. Bechtel employees also joined with Bechtel Foundation to donate a million dollars to relief efforts.

Our performance in the face of tragedy gave us reason to be proud. But it wasn't surprising. Bechtel brings the same level of excellence and commitment to everything we do—which is why in 2001 we remained the engineering and construction company of choice around the world. On 950 projects in 67 countries, Bechtel combined the latest technology, unrivaled management expertise, and more than a century of experience to deliver maximum value to our customers.

Moreover, we achieved world-class performance on a vast range of projects, including the world's largest copper mine in Chile, the AT&T Wireless network expansion across the United States, and the high-speed Channel Tunnel Rail Link in England.

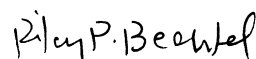
At the start of 2001, we realigned our organization along global business units. To further enhance performance, we recently refined our leadership structure, creating two vice chairman positions that allow us to better focus complementary strengths.

What makes us proudest about 2001, however, is the outstanding safety record that accompanied our performance. Last year we redoubled our commitment to Bechtel's "zero accidents" philosophy, and the effort paid off. On Bechtel projects around the world, the number of lost-time injuries declined. What's more, 90 percent of all Bechtel projects finished last year without a lost-time incident.

Performance remains the watchword as we move forward. To grow and prosper, we must react quickly to changes in the business climate and stay close to our customers so we can understand and anticipate their needs. In addition, we need to continually improve quality, speed, and safety. In other words, we must keep performing like Bechtel.



**PAUL UNRUH**  
Vice Chairman



**RILEY BECHTEL**  
Chairman & Chief Executive Officer



**ADRIAN ZACCARIA**  
Vice Chairman & President

# { BUSINESS REVIEW }

**A**S A GLOBAL ENGINEERING and construction leader in a broad array of markets, Bechtel feels the winds of change as much as any company. So it's not surprising that in 2001, when the world grappled with an economic downturn, our business also encountered challenges. Yet we came through the year in good shape as our global business units continued to meet the needs of our customers while maintaining Bechtel's reputation for quality, on-time, safe performance.

Financially, we fell short of an ambitious 2001 plan, but our profitability held steady—a good performance considering that many of our competitors faltered amid economic uncertainty.

The value of the new work we booked in 2001 totaled \$9.3 billion. A slowdown in some markets, economic weakness in Latin America and Asia, and a year-end delay in booking several major projects all combined to keep bookings

below the levels of recent years. The good news is that our workload for 2002 looks solid.

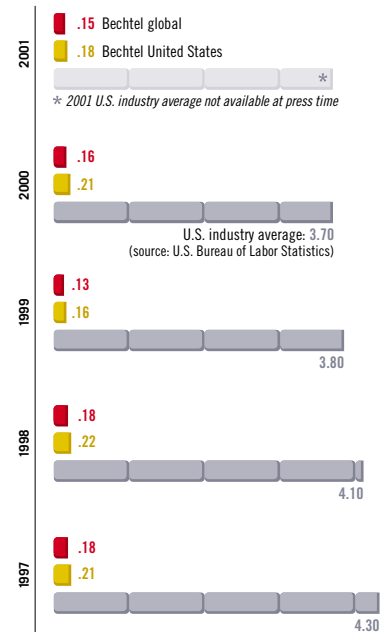
Last year we benefited from stellar performances by several of our business units. Despite softening in the red-hot telecom sector, Bechtel Telecoms continued to enhance its position as a leading provider of wireless and fiber-optic infrastructure.

Bechtel Power, meanwhile, responded to an energy shortage in California and elsewhere with a flurry of contracts for new natural gas- and coal-fired power plants that boosted the unit's bookings by 60 percent over the previous year. The renewed emphasis on energy also helped Bechtel's pipeline unit, which started work on a 600-kilometer line connecting rich gas fields in the Sahara to distribution points in northern Algeria.

It was another solid year for Bechtel National, a leading provider of services to

## Bechtel Safety Excellence

number of lost-workday incidents per 100 workers per year



AT&T Wireless program, United States



Hanford Site cleanup, Washington state



the U.S. government. Projects at Aberdeen Proving Ground in Maryland, the Nevada Test Site, the Hanford Site in the state of Washington, and elsewhere continued to demonstrate our expertise in environmental cleanup and our commitment to an important market in which our services and skills provide high value to our customers.

Bechtel Enterprises, our financing, development, and ownership affiliate, continued to grow and diversify through investments in transportation, telecommunications, and technology. In the energy market, InterGen, the Bechtel Enterprises-Shell venture, added to its portfolio with several new power projects, including large plants now under construction in Mississippi, Oklahoma, and Texas.

Geographically, North America once again generated Bechtel's highest volume of business in 2001, thanks to a robust mix

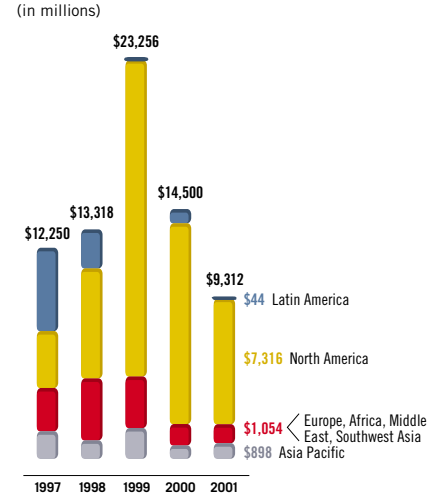
of projects. Key contributors included the Cottonwood Energy Project northeast of Houston and the AT&T Wireless network expansion across the United States.

Last year also showcased robust relationships that help drive Bechtel's business in many parts of the world. For example, we teamed with our Turkish partner, Enka, on several important projects—power plants in western Turkey, a new highway in Croatia, and offshore islands to service oil fields beneath the Caspian Sea.

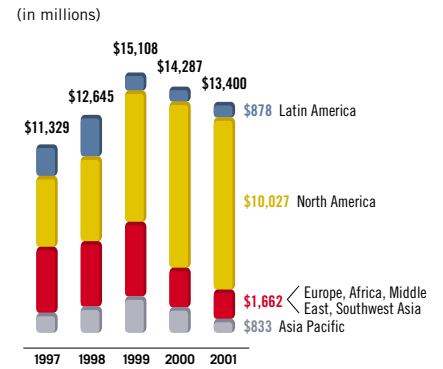
To sum it up, 2001 was a year in which Bechtel stayed on course in a tough economic climate, while at the same time taking advantage of new opportunities in markets such as energy and transportation.

You'll find some of the past year's highlights in the stories and photos that follow.

### New Work Booked



### Workoff Revenue



*Bechtel Systems & Infrastructure's new-work-booked and workoff revenue data are distributed across the four regions.*

Power plant program, Turkey



Bregana-Zagreb-Dubrovnik Motorway, Croatia



# { REGIONAL HIGHLIGHTS }

## EUROPE, AFRICA, MIDDLE EAST, SOUTHWEST ASIA

*\$1.6 billion in revenue*  
*\$1.0 billion in new work*

**In Salah pipeline, Algeria**—Constructing 600-kilometer natural gas pipeline in north-central Algeria.

**OGD-2 gas development project, Abu Dhabi**—Completed \$1.3 billion onshore expansion, achieving 34 million work hours without a lost-time accident.

**Channel Tunnel Rail Link, United Kingdom**—Designing and building high-speed rail line between London and the Channel Tunnel.

**Offshore islands, Kazakhstan**—Teaming with Turkish partner Enka to construct artificial islands in the Caspian Sea for development of Kashagan oil field.

**Ghazlan II power plant, Saudi Arabia**—Providing engineering, procurement, and construction services for 2,940-megawatt facility near Dammam.

**Baku-Tbilisi-Ceyhan pipeline**—Engineering system to carry oil 1,765 kilometers from the Caspian Sea to the Mediterranean.

## LATIN AMERICA

*\$0.9 billion in revenue*  
*\$44 million in new work*

**Antamina copper and zinc mine, Peru**—Completed construction of \$1.2 billion complex with 120 kilometers of new roads, 302-kilometer slurry pipeline, and port.

**Escondida IV mine expansion, Chile**—Engineering and constructing billion-dollar project to double throughput of world's largest copper mine.

**Araucária power project, Brazil**—Providing engineering, construction, management, and commissioning for 469-megawatt power plant near São Paulo.

**Airport development, Costa Rica and Peru**—Providing engineering and construction support for development and operation of airports in San José and Lima by Bechtel Enterprises affiliate Alterra Partners.

**DuPont Lycra® plant, Brazil**—Completed construction of Lycra fiber manufacturing facility in Paulinia.

OGD-2 gas development project, Abu Dhabi



Antamina copper and zinc mine, Peru



# { REGIONAL HIGHLIGHTS }

## NORTH AMERICA

*\$6.4 billion in revenue*  
*\$4.2 billion in new work*

**Power plant trio, USA**—Constructing standardized combined cycle power stations in Texas, Oklahoma, and Mississippi for Bechtel Enterprises affiliate InterGen.

**AT&T Wireless program, USA**—Managing construction or upgrade of cellular sites for national network.

**Steam generator replacement, Wisconsin**—Returned Kewaunee nuclear power plant to full operation in just 71 days.

**Delta Energy Center, California**—Completing construction of 880-megawatt, combined cycle power plant near San Francisco.

**Coker installation, Texas**—Built new unit utilizing Bechtel-Conoco delayed coking design at ExxonMobil oil refinery in Baytown.

**Athens power project, New York**—Engineering and building 1,100-megawatt plant.

**Springerville power plant expansion, Arizona**—Adding pair of 400-megawatt pulverized-coal-fired generating units to Tucson Electric Power complex.

## ASIA PACIFIC

*\$0.8 billion in revenue*  
*\$0.9 billion in new work*

**Motorola semiconductor complex, China**—Managed construction of 93,000-square-meter facility in Tianjin for producing and assembling microchips.

**CSPC Nanhai petrochemicals complex, China**—Bechtel joint venture managing construction of \$4 billion, ethylene-based facility in Guangdong Province, which Bechtel Enterprises helped finance.

**Hsin Tao power project, Taiwan**—Constructed 628-megawatt, combined cycle power plant in Hsin Chu County to meet Taiwan's fast-growing demand for electricity.

**Comalco alumina refinery, Australia**—Designing and constructing facility in northeast Queensland to produce aluminum oxide, the material used to make aluminum.

## BECHTEL SYSTEMS & INFRASTRUCTURE, INC.

*\$3.6 billion in revenue*  
*\$3.1 billion in new work*

**2002 Olympic Winter Games, Utah**—Provided project management services.

**Central Artery/Tunnel Project, Massachusetts**—Bechtel joint venture managing largest, most complex, and technologically challenging U.S. highway project ever.

**Airport MAX extension, Oregon**—Completed construction of light-rail line for Tri-Met connecting downtown Portland to the city's international airport as well as development infrastructure for Cascade Station.

**Yucca Mountain project, Nevada**—Determining suitability of Yucca Mountain as site of permanent repository for spent nuclear fuel and high-level radioactive waste.

**Aberdeen Proving Ground, Maryland**—Accelerating program to destroy some 1,450 metric tons of mustard agent stored at U.S. government facility.

**Cooperative Threat Reduction Program, Ukraine**—Dismantled all remaining SS-24 nuclear intercontinental ballistic missile silos.

**Nevada Test Site**—Managing counter-terrorist programs and other activities in support of U.S. intelligence, defense, and security effort

Delta Energy Center, California



Motorola semiconductor complex, China



Airport MAX light-rail extension, Oregon



## { TELECOMMUNICATIONS }

Wireless and other telecommunications infrastructure



Across the United States, people like Alfredo Mosquera are helping Bechtel manage the most ambitious buildout in the cellular industry.

## { MINING & METALS }

Ferrous, nonferrous, precious, and light metals, as well as industrial minerals



At an altitude of 3 kilometers, a Bechtel joint venture is doubling throughput at the world's largest copper mine in Chile's Atacama Desert.

**I**N SOME 40 MARKETS across the United States, Bechtel is managing the expansion and upgrade of the AT&T Wireless network—a feat that rivals any megaproject we've done.

The program entails constructing and upgrading more than 10,000 cell sites for sending and receiving mobile telephone calls to next-generation technology that is already linking wireless phones and laptop computers to high-speed, always-on Internet access.

AT&T Wireless chose Bechtel because of its experience in managing large, widely dispersed projects. In 2001, Bechtel made the choice look good by starting work at nearly 8,000 sites and enabling AT&T Wireless to offer next-generation services as scheduled in major metropolitan markets.

For this year and next, the target is equally ambitious: new sites and upgrades involving more sites that will bring new services to customers coast-to-coast.

**H**IGH IN THE ANDES of northern Chile, Bechtel is once again showcasing its skill at handling huge projects in places too remote for most engineering and construction companies.

When Minera Escondida Limitada—owners of the world's largest copper mine—announced a Phase IV expansion aimed at doubling throughput capacity, they turned to Bechtel and Sigdo Koppers, whose joint venture had successfully completed an earlier expansion phase.

Escondida's location, 160 kilometers from the nearest town and 3,200 meters up in the Atacama Desert, tested Bechtel's ingenuity. Some 10,000 workers able to cope with high altitudes have had to be hired and trained. The project calls for constructing one of the world's largest single-line copper concentrators 10 kilometers from the existing operation, a conveyor belt to carry ore from the mine to the concentrator, and 164 kilometers of pipeline to transport copper concentrate to the port of Coloso, near Antofagasta.

Despite the complexities and the tough conditions, work at the Minera Escondida complex has gone smoothly. The billion-dollar expansion is on schedule, with completion set for the third quarter of 2002.

## { INDUSTRIAL }

Manufacturing and e-business infrastructure



Drawing on 20 years of experience in China, Bechtel completed Motorola's first semiconductor fabrication plant there, in Tianjin.

## { PETROLEUM & CHEMICALS }

Oil and gas, petroleum refining, petrochemical, chemical, LNG, and alternative fuels industries



Teamwork benefits Baytown (left to right): David Knutson of ExxonMobil, Les Roussel of Conoco, and Bechtel's Adeel Akhter.

**M**OTOROLA AND BECHTEL have been among the leading U.S. companies doing business in China, so it made perfect sense for Bechtel to manage construction of Motorola's state-of-the-art semiconductor manufacturing complex at Tianjin.

Located about 120 kilometers southeast of Beijing, the new facility covers 93,000 square meters and comprises two integrated parts—a chip fabrication plant and a test-and-assembly operation. The plant, which is Motorola's first semiconductor fab in China, will make chips for cellular phones, automobiles, and other consumer products.

The \$650 million construction project had been on hiatus for a year due to a downturn in the semiconductor market. When it was restarted in January 2000, Bechtel reteamed with Motorola to implement a fast-track schedule that enabled work to finish in December 2001. The clean room in the fab was operational the previous May, allowing sensitive chipmaking equipment to be installed and tested.

The new Tianjin complex establishes Motorola as the largest foreign electronics investor in China and supports the company's strategy of being close to the markets it serves. It also marks the fifth time Bechtel and Motorola have worked together in China.

**E**XXONMOBIL'S BAYTOWN REFINERY near Houston, Texas, is a showcase for the advantages Bechtel offers its customers. Construction of a new delayed coker there took less than two years, finishing on schedule in October 2001. And it marked the latest implementation of the superior coking process developed by Conoco and marketed through the Conoco-Bechtel Coker Technology Alliance.

Compared with conventional technology, the patented Conoco-Bechtel design better enables Baytown to process heavy, difficult feedstocks, while at the same time increasing the yields of higher-value liquid products. The new 40,000-barrel-per-day coker will enhance both the refinery's flexibility and profitability.

The new coking unit had to be built in the middle of an operating facility. But thanks to careful planning, it all went smoothly—and safely. During one stretch, construction workers completed 2 million hours without a lost-time accident.

Since forming its alliance with Conoco in 1994, Bechtel has built half a dozen coking facilities, proving the success of combining cutting-edge technology with world-class engineering and construction.

## { BECTEL ENTERPRISES }

Development, financing, and asset management services, including ownership positions in projects and companies



A consortium led by Bechtel Enterprises affiliate Alterra Partners is developing and operating Lima's main airport.

**A**IR TRAVEL IS CRUCIAL to economic growth, but in many nations, governments lack the resources to develop their own airports effectively. Increasingly, they're turning to companies like Alterra Partners, a Bechtel Enterprises joint venture with Singapore Changi Airport Enterprise that is setting the pace in airport privatization. Case in point: Peru, where an Alterra-led consortium is developing and operating Lima's main airport under a 30-year concession agreement with the Peruvian government.

Jorge Chávez International serves 4.5 million passengers each year—a figure that's expected to double by 2010. To handle the growing traffic and transform the facility into a modern international gateway, Lima Airport Partners plans an ambitious capital improvement program, starting with the Bechtel-led design and construction of a new passenger concourse and creation of a world-class retail plaza. Plans also include a new airport hotel and enhancements to air cargo facilities, as well as an additional runway and a new terminal complex. Total investment over the concession period is expected to exceed a billion dollars.

Coupled with Alterra's expertise in airport management, the improvements promise to deliver a premier aviation facility while allowing the government to allocate its resources to other pressing social and economic needs.

## { NUCLEAR POWER }

New facilities, decommissioning and dismantlement, and steam generator replacement



Replacing two steam generators at Wisconsin's Kewaunee nuclear power plant, Bechtel helped return the facility to full operation in just 71 days.

**T**HE KEWAUNEE NUCLEAR POWER PLANT on the western shore of Lake Michigan had been operating at reduced capacity because its steam generators were wearing out—a common problem for aging nuclear plants. Wisconsin Public Service and the other owners of the facility wanted to replace the generators, but the job had to be done quickly to minimize the time Kewaunee would have to be out of service.

Bechtel, the world leader in steam generator replacement with two dozen projects completed, proved more than equal to the task. Working in the tight quarters of the containment building, crews cut the domes off the two generators, refurbished the domes, brought in new generator lower assemblies, and welded everything into place. The plant was back online December 4, 2001, just 71 days after the outage began.

While speed was important, the most impressive aspect of the Kewaunee project was its safety record. Despite the close working conditions, the workforce, which peaked at 575 craftspeople, completed the project without a lost-time injury—and not even any incidents recordable by the U.S. Occupational Safety and Health Administration.

## { BECHTEL INFRASTRUCTURE }

Civil infrastructure in North America



Bechtel's Jorge Martinez (left) works closely with the Virginia Department of Transportation's Larry Cloyd to fix the Mixing Bowl interchange.

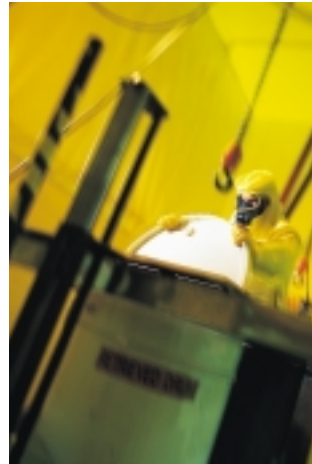
**E**ACH WEEKDAY, NEARLY 500,000 vehicles pass through a section of the Capital Beltway outside Washington, D.C., where three highways converge. Known as the Mixing Bowl, it's been a traffic nightmare for years, plagued by slow commutes and frequent accidents. But all that is changing thanks to the Springfield Interchange Improvement Project, a massive construction job with management support from a Bechtel joint venture.

When complete in 2007, the \$600 million project will boast more than 50 new bridges, 167 guide signs, and 20 electronic message boards. At its widest, the new interchange will have 24 lanes channeling traffic in, through, and around the U.S. capital. Before the start of construction, there were fears that the project would bring traffic to a crawl. In fact, commute times have improved, thanks in part to Bechtel's management of work schedules and regulations that limit lane closures and keep all lanes open during peak hours.

"We needed a consultant who could hit the ground running and keep up with the pace of construction," says Larry Cloyd of the Virginia Department of Transportation. "Bechtel fills the bill."

## { ENVIRONMENTAL }

Environmental restoration and remediation solutions



The Bechtel team running the Idaho National Engineering and Environmental Laboratory is saving the U.S. Department of Energy time and money.

**W**HEN BECHTEL NATIONAL began managing and operating the U.S. Department of Energy's Idaho National Engineering and Environmental Laboratory in October 1999, it faced a serious challenge. Thousands of containers full of radioactively contaminated gloves, clothing, tools, and liquid—waste from nuclear production facilities that had been sent to INEEL—were supposed to be transferred to a permanent disposal site in New Mexico. By the time permitting issues were resolved, a four-year project had to be completed in just two years.

By orchestrating the efforts of INEEL experts in laboratory analysis, waste-packaging, and transportation, Bechtel managers put the project back on track. Plus, a Bechtel review team helped reduce overall project cost by \$11 million. The schedule now calls for some 15,000 drums of waste to be transferred by the end of this year.

With efforts such as these, Bechtel is meeting its goal of supporting DOE's mission at the 1,435-square-kilometer INEEL complex, from cleanup of the site to researching breakthroughs in energy, national security, and the environment.

In 2001, DOE recognized the overall progress Bechtel BWXT Idaho is making; the company earned one of the highest performance ratings ever awarded an INEEL contractor.

## { GOVERNMENT SERVICES }

U.S. government defense, space, demilitarization, security, nuclear fuel cycle, and environmental work



Bechtel Nevada trains “first responders” to deal with terrorism and protect the public from radiation, chemical, and biological hazards.

**E**VEN BEFORE SEPTEMBER 11 cast a spotlight on national security, the Nevada Test Site north of Las Vegas was taking aim at terrorism.

Managed by Bechtel Nevada for the U.S. Department of Energy’s National Nuclear Security Administration, the site supports national security and U.S. intelligence and defense efforts, designs emergency response programs, monitors consequences of terrorist acts, and develops technologies to fight terrorism.

At the Weapons of Mass Destruction Training Program, for example, police, firefighters, and other “first responders” from across the United States learn how to react quickly to terrorist attacks in populated areas.

Technologies developed by site researchers include equipment for detecting and predicting the path of airborne hazardous material, as well as new ways to protect buildings from biological and chemical weapons. The site also operates Remote Sensing and Special Technologies laboratories.

Immediately following September 11, officials from Bechtel Nevada and the National Nuclear Security Administration proposed creating a National Center for Combating Terrorism. Based at the Nevada Test Site, the center is expected to build on the programs already in place there.

## { FOSSIL POWER }

Electrical generating plants using fossil or alternative fuels



Nearing completion ahead of guaranteed schedule, the Millmerran power facility southwest of Brisbane is Queensland’s first fully privatized power project.

**T**HE MILLMERRAN POWER PROJECT is turning low-sulfur coal into a high-energy asset for the Greater Brisbane economy.

Australians in Southeast Queensland can look forward to a reliable supply of electricity for years following completion of a 785-megawatt, coal-fired plant and adjacent coal mine.

Built by Bechtel 200 kilometers southwest of Brisbane for owner-operator InterGen, a venture of Shell and Bechtel Enterprises, the plant is heading for completion three months ahead of the date Bechtel guaranteed. The first of two boiler-turbine units should start commercial operation this May, with the second coming online in August.

At a total financed cost of U.S.\$922 million, this complex—one of the largest turnkey power contracts ever for Bechtel—benefits a local economy seriously strained by a prolonged drought. In addition to some 1,200 construction jobs, the project will create more than 200 permanent positions.

Millmerran also will go gentle on the environment. It’s among the first power plants in Australia to use “supercritical” boiler units that require less coal and water and produce fewer greenhouse gas emissions than other coal-fired technologies.

## { PIPELINES }

All types of pipelines, including oil, natural gas, slurry, multiphase, and refined-product systems



Bechtel's Jacques Laurijssen notes that the In Salah pipeline route is a trade-off between more sand dunes or more rock below.

## { CIVIL INFRASTRUCTURE }

Aviation, rail, water, highway, buildings, hydro, and heavy civil sectors



Europe's largest construction project, the Channel Tunnel Rail Link, will act as a catalyst for economic revitalization.

**T**HE HARD PART ABOUT BUILDING a pipeline isn't laying the pipe itself. It's where and how you lay it. Consider Bechtel's latest project in Algeria, a 600-kilometer natural gas pipeline connecting the rich In Salah gas fields in the central Sahara to the national gas gathering and distribution center at Hassi R'Mel.

On its journey north, the \$530 million line—which will begin operations in 2004—will pass through a hundred kilometers of hard rock beneath the dusty desert surface, where summer temperatures reach a blazing 55 degrees Celsius. As if that weren't enough, workers must lay pipe over and through a sea of sand dunes—some of them 40 meters high.

For Bechtel, such hardships are just part of the job. We've built pipelines in the world's most inhospitable places and have completed three projects in Algeria in the past decade for Sonatrach, the national oil and gas company. Experience and speed are the key reasons why BP, which is developing the In Salah fields with Sonatrach, chose Bechtel. This is BP's first major pipeline project since the early 1990s, and its first ever in Algeria. BP and Sonatrach managers needed someone with a proven track record, and they knew they could count on Bechtel.

**A** LOT IS RIDING ON THE Channel Tunnel Rail Link. The 109 kilometers of track, tunnels, and bridges will be Britain's first high-speed rail line—and its first major new railroad project in a century. It is also a signature job for Bechtel's fast-growing worldwide rail business.

The CTRL will connect London with the Channel Tunnel, enabling Eurostar trains to whisk passengers between London and Paris in just two hours and 15 minutes at speeds up to 300 kilometers per hour.

Work on the first of two sections, from the mouth of the Channel Tunnel to north Kent, began in 1998 and is now more than four-fifths complete. The second section, from Kent to London, got the green light from British officials in July 2001 based on Bechtel's structuring an innovative cost-overrun protection plan. The second section is set for completion by the end of 2006.

Bechtel, leading a consortium that includes Arup, Halcrow, and Systra, is providing design, project management, and construction management services for the \$7 billion-plus undertaking. But the CTRL encompasses more than just earth, steel, and concrete. A million new trees are being planted to preserve the landscape, and such animals as dormice, bats, and badgers are being coaxed into suitable habitats away from the new line.

# { BECHTEL LEADERSHIP }

PARTIAL LIST, AS OF APRIL 2002

Riley Bechtel, *Chairman & CEO*

Paul Unruh, *Vice Chairman*

Adrian Zaccaria, *Vice Chairman & President*

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Bill Dudley, *Petroleum & Chemical*

Andy Greig, *Mining & Metals*

Lee McIntire, *Civil*

Scott Ogilvie, *Power*

Mike Thiele, *Pipeline*

## BECHTEL SYSTEMS & INFRASTRUCTURE, INC.

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Bechtel Systems & Infrastructure, Inc.*

Thomas Hash, *President, Bechtel National, Inc.*

John MacDonald, *President, Bechtel  
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Ray Gorski, *Project Controls*

Tony Indico, *Startup*

Cliff Mumm, *Construction*

Ed Richardson, *Engineering*

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Jock Covey, *External Affairs*

Jim Haynes, *Six Sigma*

Jim Illich, *Human Resources*

Susan Kubanis, *Sustainable Development*

Georganne Proctor, *Chief Financial Officer*

Geir Ramleth, *Information Systems  
& Technology*

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