



2020

Strategic Direction

Focus • Reach • Alignment

Double-Digit Profit • Double-Digit Growth

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Strategic Direction 2020 is a plan to smartly advance Kleinfelder over the next five years. We are building a company that consistently produces annual double-digit percentage profit and growth, in order to continue funding our purpose.

STRATEGIES

Focus

Simplify On What and How We Do Business

- Invest in selected growth markets and clients
- Acquire to accelerate growth and meet the demands of our clients

Reach

Globally and Locally Serve Our Clients' Needs

- Follow the best clients
- Extend the enterprise with partners and alliances

Alignment

Move Forward Together

- Align employees and clients with what we are building
- The Kleinfelder Experience reflects the objectives we seek to obtain

Fiscal Year 2016 Priorities

- 1. Profit:** Increase our profit by using our tools/analysis to assess all geographies, services, and markets, and then fix or exit those that do not have the potential to achieve profit that will support the Strategic Direction 2020 objective.
- 2. Profit:** Increase our profit by reviewing all overhead costs, including comparison to industry benchmarks, and reducing as appropriate.
- 3. Focus:** Define where and how we will—and will not—operate, thereby simplifying our business and improving understanding and clarity among staff.
- 4. Focus:** Fully implement our client experience initiative and act on the results.

Kleinfelder is an engineering, science, and architecture consulting company providing solutions to meet our world's complex infrastructure and natural resource challenges.

We will always:

- Deliver the right solutions to our clients, every time, as one team
- Control our destiny by running a sustainable, financially strong business
- Be honest, fair, and personally accountable to our clients and each other
- Take care of one another, safely delivering high-quality services
- Have fun and build lasting friendships with one another and our clients
- Advocate environmentally and socially considerate decisions for our clients, our company, and our communities

We will build lifelong relationships with highly valued clients and with business partners who share our core beliefs. Kleinfelder clients:

- Are financially healthy and treat us with respect
- Have substantial and long-term opportunities
- Support a fair return for our services without undue risk

To our clients and business partners, we pledge to always:

- Understand their business and markets and their needs
- Treat their challenges with urgency and respect
- Work relentlessly to meet and exceed their expectations

