

About Hoover's Handbook of Private Companies 2008

Finding current, relevant information about non-public companies can be a challenge, as many of these organizations see secrecy as a competitive strategy. In this 13th edition of *Hoover's Handbook of Private Companies*, we have done for you the tough work of compiling these hard-to-find facts.

We consider this volume to be one of the premier sources of business information on privately held enterprises in the US. It features the facts on 900 of the largest and most influential of those enterprises. Entries feature overviews of company operations, up to five years of financial information, product information, and lists of company executives as found in Hoover's huge database of company information. Some larger and more visible companies will feature an additional History section.

HOOVER'S ONLINE FOR BUSINESS NEEDS

In addition to the 2,550 companies featured in our handbooks, comprehensive coverage of more than 40,000 business enterprises is available in electronic format on our Web site, Hoover's Online (www.hoovers.com). Our goal is to provide one site that offers authoritative, updated intelligence on US and global companies, industries, and the people who shape them. Hoover's has partnered with other prestigious business information and service providers to bring you all the right business information, services, and links in one place.

We welcome the recognition we have received as the premier provider of high-quality company information — online, electronically, and in print — and continue to look for ways to make our products more available and more useful to you.

Hoover's Handbook of Private Companies is one of our four-title series of handbooks that covers, literally, the world of business. The series is available as an indexed set, and also includes *Hoover's Handbook of American Business*, *Hoover's Handbook of World*

Business, and *Hoover's Handbook of Emerging Companies*. This series brings you information on the biggest, fastest-growing, and most influential enterprises in the world.

We believe that anyone who buys from, sells to, invests in, lends to, competes with, interviews with, or works for a company should know all there is to know about that enterprise. Taken together, this book and the other Hoover's products and resources represent the most complete source of basic corporate information readily available to the general public.

HOW TO USE THIS BOOK

This book has four sections:

1. "Using Hoover's Handbooks" describes the contents of our profiles and explains the ways in which we gather and compile our data.

2. "A List-Lover's Compendium" contains lists of the largest and fastest-growing private companies. The lists are based on the information in our profiles, or compiled from well-known sources.

3. The company profiles section makes up the largest and most important part of the book — 900 profiles of major private enterprises, arranged alphabetically.

4. Three indexes complete the book. The first sorts companies by industry groups, the second by headquarters location. The third index is a list of all the executives found in the Executives section of each company profile.

As always, we hope you find our books useful. We invite your comments via phone (512-374-4500), fax (512-374-4538), mail (5800 Airport Boulevard, Austin, Texas 78752), or e-mail (custsupport@hoovers.com).

The Editors,
Austin, Texas,
December 2007

Parsons Corporation

Almost evangelically, Parsons carries its message — and its engineering, procurement, and construction management services — worldwide. The company provides design, planning, and construction management through four main operating groups: water and infrastructure, commercial technology, infrastructure and technology, and transportation. Parsons has designed power plants; built dams, resorts, and shopping centers; and provided environmental services such as the cleanup of hazardous nuclear wastes. Parsons has also added improvements to airports and rail systems, bridges, and highways. Both government agencies and private industries are among the customers of the employee-owned company.

Parsons has diversified in order to compete in every major region of the world. Through its commercial technology group it provides services to a broad range of communications, industrial, and technology customers, such as telecom carriers, equipment manufacturers, state and federal government agencies, pharmaceutical firms, defense contractors, and transportation agencies.

Among Parsons' projects has been its participation in the US Army's programs for alternative technologies for chemical weapons disposal. The company established the Parsons Fabrication Facility in Pasco, Washington, to test process systems for chemical weapon and bulk agent disposal. The events of September 11, 2001, prompted the US Army to accelerate the destruction of its chemical weapons, and Parsons' Newport, Indiana, chemical agent disposal facility has been developing a plan for speedy neutralization of the weapons. Parsons has also provided engineering management support for the construction of the Russian Chemical Weapons Destruction Complex.

Parsons has been developing its security services and has been selected to a team of companies that will be providing homeland security services at the Ports of New Jersey and New York to track containers.

The group has had decades of international experience in infrastructure restoration, including work in Bosnia-Herzegovina and Kosovo. But in war-torn Iraq, Parsons is running into trouble. The army has cancelled the remainder of a \$70 million contract to build 20 hospitals in Iraq, due to performance problems with the construction. The company maintains, and an investigation supports, that the construction problems stemmed from mismanagement by the Army Corps of Engineers.

Parsons was to design and build military, police, and security sites in Iraq as well as more than 1,000 education and health facilities throughout the country. However, the US cancelled a \$99 million prison contract as well, boding ill for the company's operations in Iraq.

HISTORY

Ralph Parsons, the son of a Long Island fisherman, was born in 1896. At age 13 he started his first business venture, a garage and machine shop, which he operated with his brother. After a stint in the US Navy, Parsons joined Bechtel as an aeronautical engineer. The company changed its name to Bechtel-McCone-Parsons Corporation in 1938. However, Parsons later sold his shares in that company and left in 1944 to start

his own design and engineering firm, the Ralph M. Parsons Co., after splitting with partner John McCone (who later headed the CIA).

Parsons Co. expanded into the chemical and petroleum industries in the early 1950s. During that decade it oversaw the building of several natural gas and petroleum refineries overseas, including the world's largest, in Lacq, France.

In the early 1960s the company began working in Kuwait, which later proved to be one of its biggest markets. By 1969 Parsons had built oil refineries for all of the major oil companies, designed launch sites for US missiles, and constructed some of the largest mines in the world. In 1969 the company went public. With annual sales of about \$300 million, it ranked second only to Bechtel in the design and engineering field. Ralph Parsons died in 1974.

The company built oil and gas treatment and production plants in Alaska in the 1970s and reorganized itself into The Parsons Corporation and RMP International in 1978. It went private in 1984 as The Parsons Corporation, taking advantage of a new tax law that favored corporations with employee stock ownership plans (ESOPs). Not all employees were happy, though. Several groups sued, maintaining that the plan disproportionately benefited executives, and that the buyout left the ESOP with all of the debt but no decision-making power. A Labor Department investigation later exonerated Parsons executives.

Parsons had just finished work on a power plant in Kuwait when Iraq invaded in 1990. Several employees were detained by the Iraqis but were released shortly before the Persian Gulf War. Two years later the company returned to Kuwait to rebuild some of the country's demolished infrastructure.

In 1995 Parsons acquired Gilbert/Commonwealth, an engineering company that specializes in designing nuclear power plants as part of an effort to bolster Parsons' ability to compete for power plant projects in industrializing countries.

James McNulty, who had led the company's infrastructure and technology group, replaced Leonard Pieroni as CEO in 1996 after Pieroni died in the Bosnia plane crash that also claimed the life of US Secretary of Commerce Ronald Brown.

In 1999 Parsons was chosen to manage construction of a \$5 billion refinery in Bahrain, a \$1.4 billion gas plant in Saudi Arabia, and a \$1 billion polyethylene project in Abu Dhabi.

Parsons was awarded a three-year contract to help rebuild the war-torn Serbian province of Kosovo in 2000 and the next year was awarded a similar contract for Bosnia-Herzegovina.

In 2001 the company won a US Federal Aviation Agency contract to upgrade air traffic control towers and other equipment and systems, a contract that had been held by rival Raytheon since 1988.

The next year Parsons won a contract from Dallas Area Rapid Transit (DART) to provide systems engineering and construction management services for the second phase of the buildout for the light-rail system, the largest expansion of its kind in North America. In 2004 the Parsons' joint venture with Kellogg Brown & Root won a controversial defense contract for oil field and refinery engineering, construction, and maintenance in Iraq.

Parsons' Infrastructure & Technology Group subsidiary sold its Cultural Resources group to Versar, Inc. in 2005.

EXECUTIVES

Chairman and CEO: James F. (Jim) McNulty, age 64

Vice Chairman and Special Assistant to the Chairman and CEO: Curtis A. (Curt) Bower

President and COO: John A. (Jack) Scott

EVP, CFO, and Treasurer:

Charles L. (Chuck) Harrington

SVP and General Counsel: Gary L. Stone

SVP Government Relations: James E. Thrash

VP Corporate Relations: Erin M. Kuhlman

VP Human Resources: David R. Goodrich

VP Safety: Andrew D. Peters

VP Government Relations: Margareth C. Harper

President, Parsons Commercial Technology:

John F. Small

President, Parsons Construction: Andrew C. Albrecht

President, Parsons Infrastructure & Technology Group:

Thomas L. (Tom) Roell

President, Parsons Transportation:

James R. (Jim) Shappell

President, Parsons Water and Infrastructure:

Richard N. (Rich) Wankmuller

SVP and Manager, International Division, Parsons

Infrastructure and Technology Group:

Earnest O. Robbins II

SVP and Global Business Development Manager,

Parsons Infrastructure & Technology Group:

Todd Wager

Principal Transportation Planner, Rail & Transit

Systems: Peter Smoluchowski

LOCATIONS

HQ: Parsons Corporation

100 W. Walnut St., Pasadena, CA 91124

Phone: 626-440-2000

Fax: 626-440-2630

Web: www.parsons.com

PRODUCTS/OPERATIONS

Selected Markets and Services

Parsons Commercial Technology

Advanced manufacturing

Commercial facilities

Data management services

Educational facilities

Entertainment

Healthcare

Industrial environmental remediation

Life sciences

Mission critical facilities

Telecommunications

Vehicle inspection and compliance

Wireless telecommunications systems

Parsons Infrastructure and Technology

Community relations

Construction

Construction management

Design

Engineering

Estimating

Operations

Operator training

Procurement

Program management

Start-up and operations

Parsons Transportation

Aviation

Bridges

Highways

Railroads

Revenue collection & management systems

Systems engineering

Transportation consumer services

Transportation planning

Tunneling

Urban Transit

Parsons Water and Infrastructure
 Biosolids management
 Combined sewer overflows
 Construction/Construction management
 Desalination and membrane technology
 Design-build
 Emergency response support
 Environmental planning and restoration
 Master planning
 Ocean outfalls
 Operations and maintenance
 Storm water management
 Utility tunneling
 Wastewater collection systems
 Wastewater treatment
 Water resources
 Water supply and pipelines

COMPETITORS

ABB	Lend Lease
AECOM	Louis Berger
ARCADIS	M. A. Mortenson
BE&K	Michael Baker
Bechtel	Mott MacDonald
Black & Veatch	Paragon Project Resources
Bouygues	Peter Kiewit Sons'
Dick Corporation	RailWorks
Fluor	RBF Consulting
Foster Wheeler	Shaw Group
Gilbane	Shaw Stone & Webster
Granite Construction	Technip
Halliburton	Telesource International
Hill International	TIC Holdings
HOCHTIEF	Turner Corporation
Hyundai Engineering and Construction	Tutor-Saliba
Jacobs Engineering	URS
Kaiser Group	Vecellio & Grogan
KBR	Washington Group
Layne Christensen	Zimmermann Group

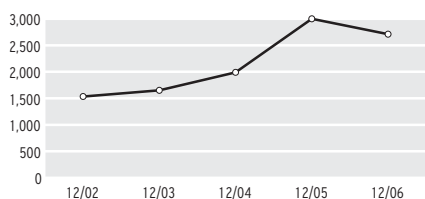
HISTORICAL FINANCIALS

Company Type: Private

Income Statement FYE: December 31

	REVENUE (\$ mil.)	NET INCOME (\$ mil.)	NET PROFIT MARGIN	EMPLOYEES
12/06	2,710	—	—	11,500
12/05	3,000	—	—	11,600
12/04	1,990	—	—	10,000
12/03	1,651	—	—	9,000
12/02	1,534	—	—	9,800
Annual Growth	15.3%	—	—	4.1%

Revenue History



Paul, Hastings, Janofsky & Walker

Paul, Hastings, Janofsky & Walker has built a solid reputation in employment law, and over the years companies such as United Parcel Service and Hughes Aircraft have turned to the firm for its expertise in the field. With about 1,200 attorneys, Paul Hastings also practices in such areas as intellectual property, litigation, real estate, and telecommunications and media. Paul Hastings operates from about 20 offices, not only in the US but also in Europe and the Asia/Pacific region. The firm was founded in 1951; it adopted its current name in 1962.

EXECUTIVES

Chairman: Seth M. Zachary
Managing Partner: Greg M. Nitzkowski
CIO: Stova Wong
Chair, Corporate Department and Partner, Los Angeles: Robert A. Miller Jr.
Chair, Employment Law Department and Partner, Los Angeles: Nancy L. Abell
Global Chairman, Litigation Department and Partner, Washington, DC: James D. (Jamie) Wareham
Chair, Real Estate Department and Partner, Los Angeles: Philip N. Feder
Managing Partner, San Diego and Chair, National Securities Litigation Practice Group: William F. Sullivan
Chair, Tax Department: Douglas A. Schaaf
Director, Attorney Recruiting: Demetrius Greer
Director, Public Relations: Eileen King
Chief Administrative Officer: Adam Norris
Chief Business Development and Marketing Officer: Meg Sullivan

LOCATIONS

HQ: Paul, Hastings, Janofsky & Walker LLP
 515 S. Flower St., 25th Fl., Los Angeles, CA 90071
Phone: 213-683-6000 **Fax:** 213-627-0705
Web: www.paulhastings.com

PRODUCTS/OPERATIONS

Selected Practice Areas

Affordable housing and tax credits
 Aircraft finance and leasing
 Antitrust and competition
 Appellate litigation
 Arbitration and alternative dispute resolution
 Asset securitization and structured finance
 Bankruptcy litigation
 Base realignment and closures
 Biotechnology and pharmaceuticals
 Class actions
 Commercial leasing and sales leaseback
 Copyright
 Corporate
 Counseling and preventive advice
 Development and construction
 Disaster mitigation
 Employment class actions
 Employment law
 Employment litigation
 Energy
 Environmental law
 ERISA
 Estate planning and probate
 Finance and restructuring
 Financial litigation
 Foreign corrupt practices act
 Franchise and distribution
 Government affairs
 Government contracts litigation
 Health care

Hotels and resorts
 Immigration
 Intellectual property
 International employment law
 International trade and export controls
 Investment management
 IP transactions and licensing
 IT and e-commerce
 Labor/management relations
 Leveraged finance
 Litigation
 Mergers and acquisitions
 OSHA
 Patent litigation
 Patent preparation and prosecution
 Political risk and international trade credit insurance
 Private equity
 Private investment funds
 Product liability and toxic tort
 Project development and finance
 Purchase and sale of non-performing loans
 Real estate finance
 Real estate investment trusts (REITS)
 Real estate litigation
 Regulatory compliance
 Restructuring
 Securities finance and capital markets
 Securities litigation and enforcement
 Strategic outsourcing and systems integration
 Tax advisory
 Telecommunications and media
 Trade secrets
 Trademark
 White collar, internal investigations, and corporate governance

COMPETITORS

Baker & McKenzie
 DLA Piper
 Gibson, Dunn & Crutcher
 Jones Day
 Latham & Watkins
 Littler Mendelson
 Morrison & Foerster
 O'Melveny & Myers
 Orrick
 Perkins Coie
 Pillsbury Winthrop Shaw Pittman
 Seyfarth Shaw
 Skadden, Arps
 Wilson Sonsini

HISTORICAL FINANCIALS

Company Type: Partnership

Income Statement FYE: January 31

	REVENUE (\$ mil.)	NET INCOME (\$ mil.)	NET PROFIT MARGIN	EMPLOYEES
1/07	814	—	—	—
1/06	667	—	—	2,650
1/05	609	—	—	—
1/04	537	—	—	—
1/03	488	—	—	—
Annual Growth	13.6%	—	—	—

Revenue History

