



Louis Berger



WELCOME

Solutions for a better world

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Dr. Louis Berger | Our corporate founder envisioned a global corporation that could provide any engineering service anywhere in the world.

Welcome to Louis Berger

Congratulations on your new position with Louis Berger. This overview is intended to introduce you to the company, our work and our values. Included you will find the resources that can help you get started on what we hope will be a long and fruitful career at Louis Berger.



Dear New Colleague,

Welcome to Louis Berger. Louis Berger is a multidisciplinary firm, and we believe that hiring the best in each field promotes exceptional innovation, cross-disciplinary collaboration and client service. We work on some of the most coveted national and international projects in the markets in which we work, and we look for people with an entrepreneurial spirit who suggest and take charge of new initiatives. We work globally to effect positive change and improve lives, be it through environmental mitigation in New Jersey or through building roads in South Sudan. We have a lot to be proud of as a company and our success is due to our people.

You will often hear me refer to the passion with which we approach our work and to our company's mission to improve the lives of others. Passion for the work we do is a quality that I hold in very high regard, as it is our passion that fuels our success. Our standards are high, and our work at times challenging, but I have confidence that Louis Berger's professionals are passionate about delivering a quality product and always meeting their commitments to our clients. I expect that you will overcome challenges creatively and ethically with respect for the people and places you serve.

It is an exciting time to join the company as we expand our services, pursue new opportunities in key markets, and institute industry best practices in our operations to meet our clients' evolving needs. To familiarize yourself with what we do, please take a few minutes to review the markets and services pages of our website. This will give you an idea of the variety of services we offer and the markets in which we work. Then, explore the "Our Work" page to read about the impacts our projects have on the communities where we work.

I am glad to have you on the team. I hope that you will find the company a welcoming and creative place to grow.

A handwritten signature in blue ink, appearing to read 'TGL', with a long horizontal stroke extending to the left.

Thomas G. Lewis
President | Group

COMPANY OVERVIEW

Louis Berger is an Engineering News-Record top-20 ranked, \$1 billion global professional services corporation that helps clients solve their most complex infrastructure and development challenges.

- We deliver major infrastructure redevelopment programs in highly populated, urban areas.
- We construct and rehabilitate critical infrastructure in fragile states and developing countries.
- We foster sustainable livelihoods and economic development worldwide.
- We preserve and protect the environment to ensure that future generations have access to clean air and water, fertile soil, open spaces and sustainable resources.

- We preserve the aesthetic, environmental, historical and cultural integrity of national and historic landmarks around the world.

With nearly 6,000 engineers, economists, scientists and planners worldwide in more than 50 nations, we are unique in our ability to adapt to local situations.

Founded in 1953, Louis Berger's quality of work, integrity and commitment has built decades-long client relationships with local, state and federal governments; multilateral institutions; and other public and private entities. To this diverse client base we bring strategic vision and an entrepreneurial spirit, developing solutions to some of the world's most challenging problems.



Louis Berger's primary focus is to meet the needs of the communities it serves. For more than 60 years, we have been a devoted and trusted partner to federal, state and local government agencies, multilateral institutions and commercial industry.

We have an admirable reputation for delivering outstanding quality on time and within budget. That's because we draw on the

imagination, experience, intelligence, and versatility of our people.

Since our founding in 1953, we have built a reputation for delivering innovative solutions to some of the world's most challenging problems. From our president to our teams in the field, we share a genuine sense of respect and stewardship for the places where we work and the people whose lives we impact.

OUR VISION & VALUES

Founded upon its values and competitive strengths, it is Louis Berger's vision to build an integrated, worldwide practice that makes a positive contribution to society through the performance of quality services that meet our clients' needs while providing a work environment that allows our employees to meet their professional and financial goals.

At the core of everything we do is the promise to provide solutions that have a positive impact on society.

We follow through on this promise by focusing on client needs to deliver quality, safe, financially successful projects with integrity.

Encompassing everything we do is our passion for our work, our industry and for delivering on our promise to provide Solutions for a better world.

From our executive leadership to our teams in the field, we share a genuine sense of respect and stewardship for the places where we work and the people whose lives we impact.





1976 | Dr. Louis Berger sits among his board of directors. Now more than 20 years old, Dr. Berger was looking for a different kind of challenge for the firm.

MORE THAN 60 YEARS OF SERVICE

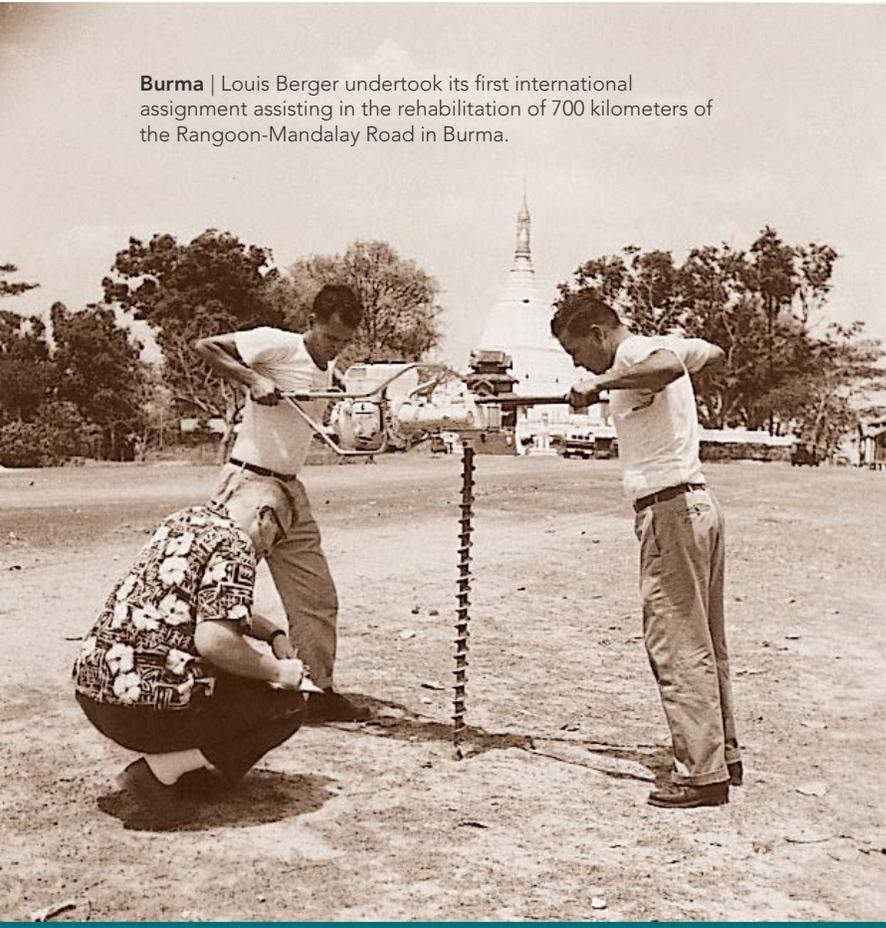
Founded in 1953 by Dr. Louis “Doc” Berger, a member of the engineering faculty at Pennsylvania State University and former Coast Guard commander, Louis Berger began as a soils mechanics and foundations engineering firm with one office in Harrisburg, Pennsylvania.

The firm’s first major assignment was to design a large portion of the Northeast Extension of the Pennsylvania Turnpike, the first turnpike in the United States.

Through this work, Louis Berger’s reputation grew, and Dr. Berger’s practice expanded throughout the Northeast. He opened a second office in East Orange, New Jersey, and began designing and constructing the state’s first interstate road in 1956, the 13.5 miles of Interstate Route 80 between Denville and Netcong. Several large bridges for the city of Buffalo, New York, later, Dr. Berger began looking for a different kind of challenge.

LOUIS BERGER GOES GLOBAL

Burma | Louis Berger undertook its first international assignment assisting in the rehabilitation of 700 kilometers of the Rangoon-Mandalay Road in Burma.



The company's first international assignment, in 1959, was the fabled Rangoon to Mandalay Road built through Burma's (Myanmar's) rugged, guerrilla-infested terrain. Under Dr. Berger's direction, engineers completed drilling, testing, photogrammetry, ground surveys and rehabilitation designs for 435 miles between Rangoon and Mandalay, normally scheduled to take a year, in just 90 days.

Beginning with this project and throughout his career, Dr. Berger often trained local people to work with him, telling Louis Berger employees that ultimately, their mission in international assignments was to "work ourselves out of a job" so the projects could be sustained locally.

Throughout the 1960s, Louis Berger expanded its presence in Asia, Africa, the Middle East and Latin America. The firm supported the development of several key transportation routes throughout the decade, including a 14-year assignment to supervise construction of Nigeria's 210-kilometer Calabar-Ikom Road and the 600-mile East Pakistan Road in modern-day Bangladesh. As a result of this road's success, Bangladesh became one of the first of Louis Berger's many long-term international government clients.

By the end of this decade, Louis Berger had opened offices in Thailand, Indonesia, and Korea, solidifying its reputation as a firm with extensive global reach, but one that was still small enough to give its engineers the latitude to devise technical solutions that reflected local conditions.

The international practice grew so much that the company began an economic development practice, through which Louis Berger still integrates social and economic infrastructure improvements into its efforts to improve physical infrastructure.

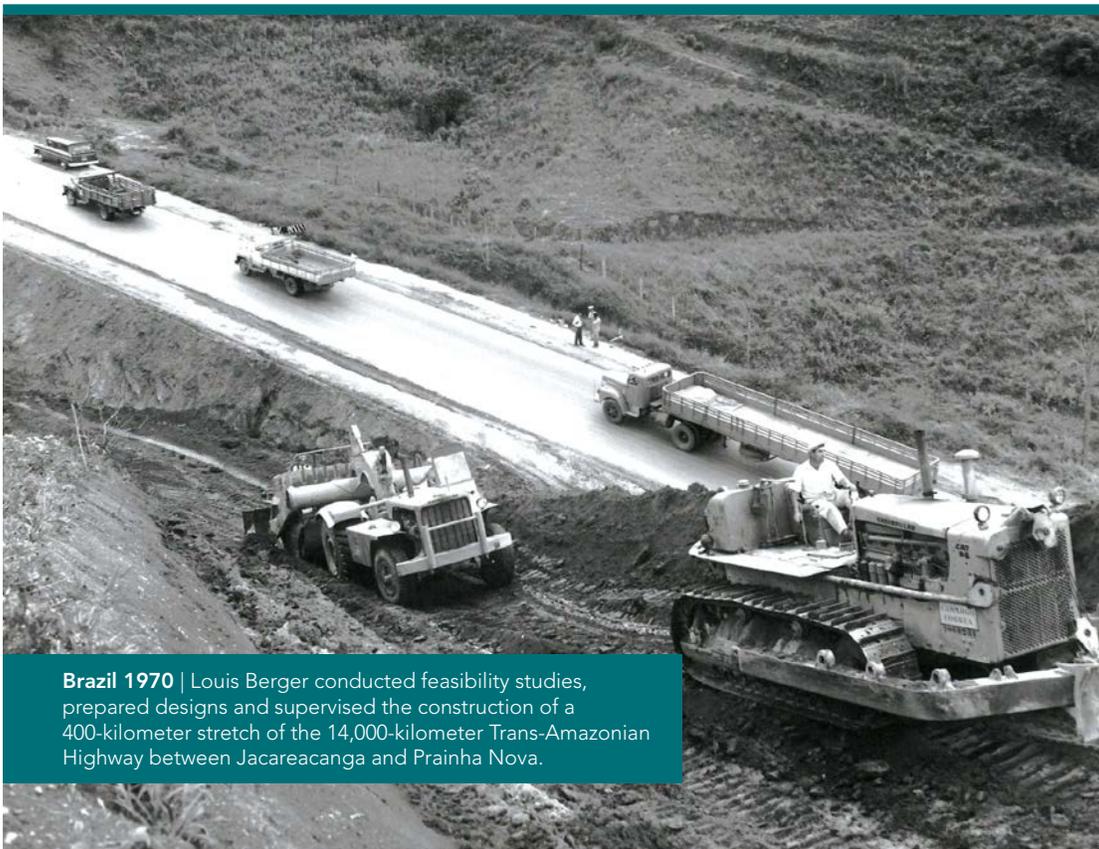
1970s -- 1980s: A BROADER, INTEGRATED APPROACH TO ENGINEERING

In the 1970s, Louis Berger expanded into several countries that continue to be focal points of its international practice, taking on the Philippines' flood damage control and rehabilitation project in 1972; the highway organization and maintenance study in Sudan; the installation of the spillway gates in 1975 at the Kajakai reservoir in Afghanistan; and a 1976 national transportation study for Haiti.

Louis Berger's infrastructure projects continued to be at the forefront of history in the 1980s. It participated in the design/construction team that won a Department of Defense citation for the construction of the Ovda Airbase in Israel, a cornerstone of the Camp David Peace Agreement between Israel and Egypt and part of the Sinai Peacekeeping Accords. In 1986, Louis Berger was retained as technical advisor to the underwriting banking syndicate for the Channel Tunnel linking the British Isles with the European Continent. Louis Berger spent eight years performing design, cost, and schedule monitoring and risk analysis for the mega-project that helped reshape the map of Europe.

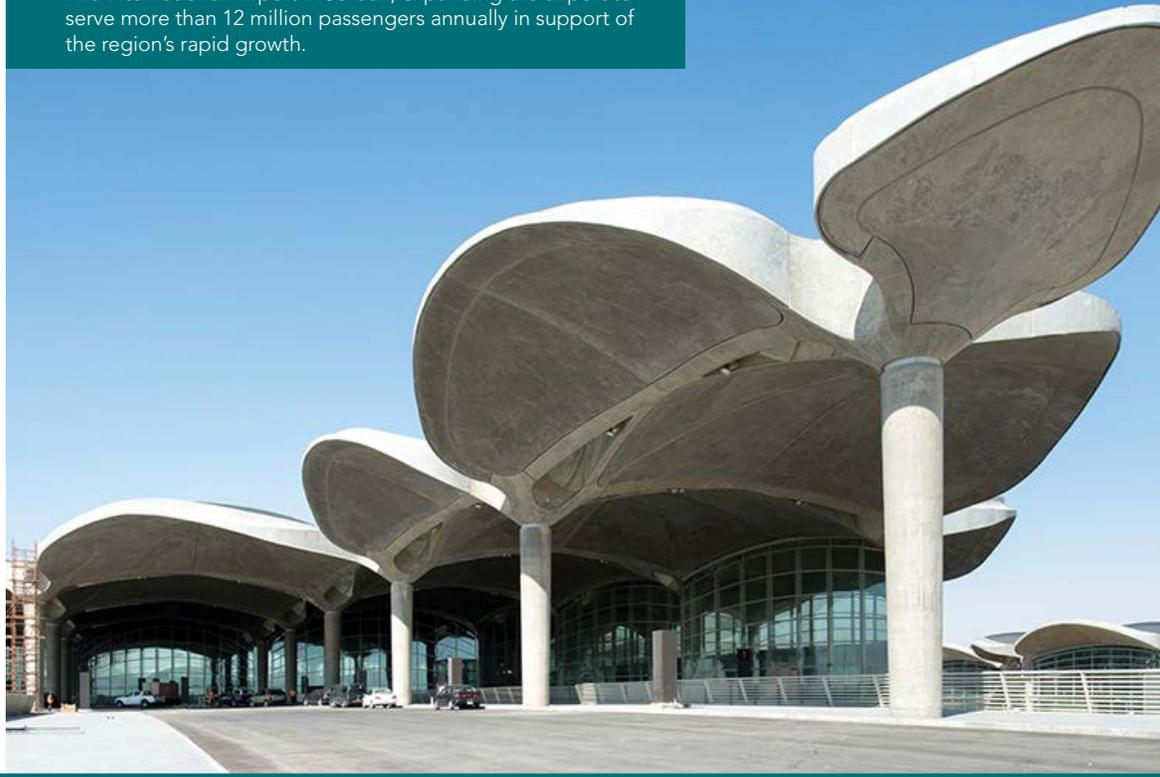
We did not forget our domestic roots, however, and expanded our multidisciplinary menu of services stateside. In designing a section of Interstate 295 in New Jersey, a challenging project that involved the construction of a highway bridge over a sensitive wetland area and the Abbott Farm cultural site, Louis Berger specialists prepared environmental analyses, and the firm's newly formed cultural resource group conducted subsurface testing to identify artifacts, then excavated and preserved thousands of Native American artifacts.

During the 1990s, the Louis Berger portfolio expanded to include various modes of transportation. In addition to the supervision of the \$4 billion Second Bangkok International Airport, we began the design and supervision of metro systems in Bangkok, Istanbul, and Budapest. Closer to our headquarters, we also worked with the Port Authority of New York and New Jersey to redevelop Newark International Airport, one of the busiest airports in the United States.



Brazil 1970 | Louis Berger conducted feasibility studies, prepared designs and supervised the construction of a 400-kilometer stretch of the 14,000-kilometer Trans-Amazonian Highway between Jacareacanga and Prainha Nova.

Jordan | Louis Berger was the program manager for the Queen Alia International Airport in Jordan, expanding the airport to serve more than 12 million passengers annually in support of the region's rapid growth.



LOUIS BERGER IN THE 21st CENTURY: SOLUTIONS FOR A CHANGING CULTURE

In the past several years, Louis Berger's portfolio has closely mirrored both the changing political and environmental climate. We have assisted many nations emerging from command economies and internal strife. To foster lasting progress, the firm is listening to the goals of the people and then tailoring economic and development plans to build on those dreams while respecting local traditions. In the former Yugoslavia, Louis Berger engineers have reconstructed Serbia's Sloboda Bridge, developed police stations in Bosnia and Kosovo, and supported community-sponsored projects in Macedonia and Croatia.

Across the war-torn nation of Afghanistan, Louis Berger has repaired irrigation systems and dams and built schools and medical clinics in addition to designing and constructing the Kabul-Kandahar Highway, which links Afghanistan's two major cities. In Iraq, Louis Berger has assisted in rebuilding economic institutions in addition to reconstructing

buildings such as hospitals, schools, courts, and police stations.

Louis Berger also began focusing on its commitment to environmental sustainability and climate change issues, expanding into LEED-certified U.S. military building design and working with government leaders throughout the world to promote innovative urban management plans and effective environmental codes. Recognizing that the most effective change will come from within industry, Louis Berger continues to work with businesses to promote voluntary environmental and production standards and spread this change across the supply chain.

Today, Louis Berger continues to work on major assignments around the globe providing our clients with the most recent techniques in project planning, design, programming, management, administration and budgeting.



United States | The Lincoln Memorial Reflecting Pool redesign reduced water consumption by 17 million gallons a year. Louis Berger also oversaw repairs to reopen the Washington Monument after a 2011 earthquake.

Our History

CORPORATE LEADERSHIP

Nicholas J. Masucci | President and Chief Executive Officer



In his current role as president and chief executive officer of Louis Berger, Nicholas J. Masucci is responsible for the strategic direction and financial oversight of the corporation and its operating companies. Masucci began his career with Louis Berger pioneering the development of analytical techniques to assess the impacts of major public works construction projects, including several early New Jersey Turnpike widening programs and the Peacekeeper (MX) Missile program. He has held numerous leadership positions, serving as the company's economics and environment segment lead and overseeing the U.S. operations segment. Masucci also established VMS, Inc., a Virginia-based firm providing infrastructure maintenance management services, prior to assuming his current role. He holds a bachelor's in political science from George Washington University and a master's in urban planning from Rutgers University.

James G. Bach | Chief Operating Officer



James G. Bach is the chief operating officer for Louis Berger, reporting to the company's chief executive officer. In his role, Bach oversees and coordinates operations between the wholly-owned companies and affiliate brands. He assumed the role after four years serving as the chief operating officer for the Louis Berger Group operating company. In his role, Bach oversees and coordinates operations between the wholly-owned companies and affiliate brands. Bach played a key role in Louis Berger's efforts to transform the company's corporate culture and operations between 2007 and 2013. During the past 30 years, he has held a series of leadership roles within the company, including leading the U.S. operations segment and serving as principal-in-charge for the Port Authority of New York and New Jersey. Bach is a professional planner in New Jersey and holds a master's of city and regional planning from Rutgers University.

Larry D. Walker | Executive Vice President, Strategy and Development



Larry D. Walker serves as the executive vice president for global strategy and development for Louis Berger, reporting to the chief executive officer. Walker leads vertical market and strategic practice integration across Louis Berger's operating companies. Other responsibilities include oversight for corporate risk management, acquisitions, platform/practice expansion efforts and strategic projects and pursuits. Walker assumes the role after four years serving as the president for the Louis Berger Group operating company, where he played a central role in Louis Berger's corporate transformation efforts between 2007 and 2013. Previously, he served as the firm's group vice president responsible for stabilization and post-conflict reconstruction programs. Walker holds a master's in urban policy planning from Virginia Tech.

Luke McKinnon, CPA | Chief Financial Officer



As Louis Berger's chief financial officer and an executive vice president, Luke McKinnon has management oversight and responsibility for all of the firm's financial functions and develops finance and accounting procedures that significantly contribute to Louis Berger's operational and strategic goals. Before joining Louis Berger in 2009, McKinnon was the chief financial officer and a senior vice president at DMJM Harris|AECOM, where he oversaw \$750 million in revenues, including the due diligence and integration of revenue through acquisitions. He holds a Masters in Business Administration in professional accounting from Rutgers University.

Thomas G. Lewis, PE | President, Group



Thomas G. Lewis is the president for the Louis Berger Group operating company, which serves U.S. clients domestically and abroad as well as international development clients worldwide. In this role, Lewis provides strategic direction for operations, client delivery and company growth. Lewis fills this role following service as the U.S. segment group vice president and previously as the environmental and disaster management services business unit manager. He earned a Bachelor of Science in Civil Engineering and a master's in geotechnical engineering from the University of Connecticut, and a Juris Doctor in environmental law from Rutgers University. He is a licensed professional engineer in three U.S. states and has been a national committee member for the Transportation Research Board for more than 10 years.

D. James Stamatis | President, International



D. James Stamatis serves as president for Louis Berger's international operating company, which provides localized expertise and client focus for clients outside of the United States. In this role, Stamatis provides strategic and operational oversight between regional divisions to ensure cross-sharing of technical expertise to deliver successful client programs. Prior to this role, he led the U.S. operations segment. Stamatis joined the firm more than 25 years ago and has held a number of leadership roles, helping to develop and expand the firm's eastern U.S. practice and serving as principal in charge for a range of complex infrastructure, facilities and environmental projects. Stamatis attended Pennsylvania State University and completed his undergraduate studies at NJIT. He is a licensed professional engineer in 10 U.S. states.

Andrew V. Bailey II | President, Services



Andrew V. Bailey is the president of Louis Berger's Services operating company. He provides strategic direction for the operations & maintenance (O&M) practice, ensuring the sustainability and long-term benefits of infrastructure operations, maintenance, logistics and ground support services to clients worldwide. Previously, he led the global operations segment under The Louis Berger Group, overseeing the delivery of critical programs and construction projects in complex environments including South Sudan, Iraq and Afghanistan. Bailey has more than 35 years of infrastructure development, implementation and sustainment experience. Bailey received a bachelor's degree in Urban Affairs from Virginia Polytechnic and State University and a Masters in Business Administration from Virginia Commonwealth University.

Thomas Nicastro, PhD, CCEP | Chief Compliance & Ethics Officer



Dr. Thomas Nicastro is a senior vice president and Louis Berger's chief compliance and ethics officer. He provides direction and oversight to the firm's compliance program, reporting to Louis Berger's president and CEO and the board of directors. His role includes identifying and assessing areas of compliance risk, conducting Code of Business Conduct training, implementing a retaliation-free internal reporting system, mentoring employees and conducting investigations. Prior to joining Louis Berger, Dr. Nicastro was a senior Foreign Service officer and Acting Deputy Assistant Administrator for Latin America and the Caribbean with the U.S. Agency for International Development (USAID). He holds a Ph.D. in education from the University of Missouri-Columbia and a bachelor's from St. Francis College in Brooklyn, N.Y.

Louis Berger's Board of Directors

Louis Berger's Board of Directors oversees the company's activities and sets policies. The

Board includes:

- Nicholas J. Masucci
- Fredric S. Berger, PE
- Dr. Ernest Portfors, PE
- Larry D. Walker
- D. James Stamatias, PE
- Martha Clark Goss
- Ford M. Fraker

The company's activities fall into one of our committees in which each board member serves:

- **Audit** (financial audit, internal audit, compliance)
- **Governance** (shareholder transactions, shareholder agreement)
- **Compensation** (compensation strategy, senior executive compensation)
- **Investment** (operations, mergers and acquisitions, finance)

More information on the Board of Directors can be found at louisberger.com/about/organization/board-directors.

ORGANIZATIONAL STRUCTURE

Louis Berger has centralized, dedicated business services that support its operating units — Group, International and Services. Business services include general accounting; cash management; information technology; internal audit; talent management; compliance and anti-corruption; payroll; tax; corporate communications; and purchasing.

In addition to the three operating units, Louis Berger either wholly owns or has investments in several specialty brands within its portfolio.

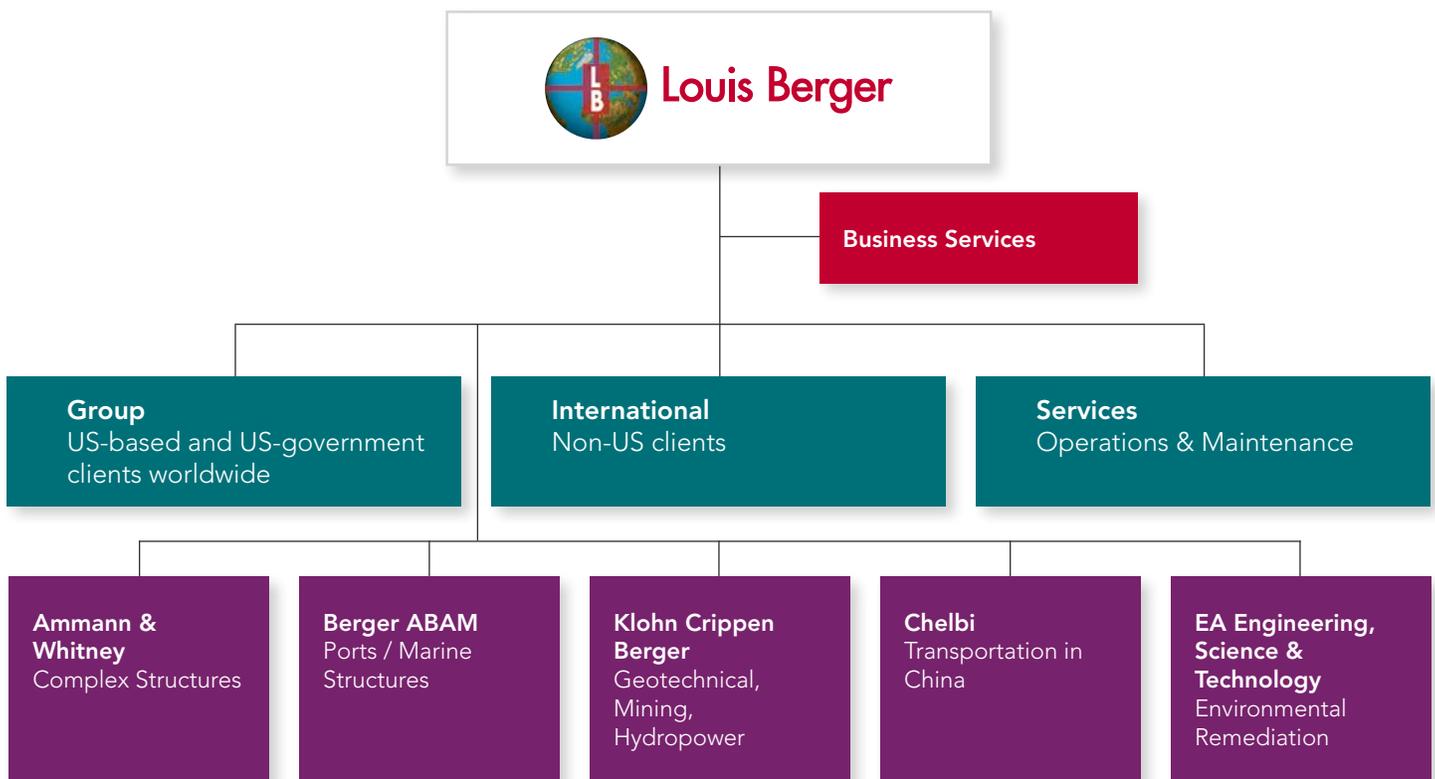
Ammann & Whitney delivers complex structural engineering expertise to clients in the U.S. and around the globe. The company is built on a storied legacy for its engineering of long span suspension bridges, specialized cable-supported structures, blast resistant/hardened structures, seismic design and historic buildings and monuments.

BergerABAM provides specialized ports and water way expertise to the Louis Berger portfolio. BergerABAM also provides multi-disciplinary services to transportation and water clients throughout the Western United States.

Klohn Crippen Berger adds a specialized mining, oil and gas expertise to Louis Berger while also providing a broader range of environmental, water, power and transportation services. Klohn Crippen Berger provides projects that have helped develop resources, reclaim landscapes, build communities and stimulate economies.

Chelbi Engineering Consultants offers professional services in the fields of transportation planning, project feasibility and post-evaluation analysis, transportation economics, engineering design and procurement services. Chelbi is based in China.

EA Engineering, Science and Technology provides environmental, compliance, natural resources, and infrastructure engineering and management solutions to a wide range of government and industrial clients across the continental United States, as well as Alaska, Hawaii and Guam.



Haiti | Louis Berger experts traveled to Haiti for 10 days to conduct pro bono assessments of the country's infrastructure in the aftermath of the 2010 earthquake.



FAQs

WHO WE ARE

Q: Who is Louis Berger?

A: Louis Berger is a \$1 billion-plus global professional services firm that provides integrated development, planning, design, management and operations services for physical and economic infrastructure clients worldwide.

Q: When was Louis Berger founded?

A: The firm's history dates back to 1953, when Dr. Louis "Doc" Berger opened the first office in Harrisburg, Pennsylvania. It was formally incorporated in New Jersey in 1962.

Q: What is Louis Berger's company structure?

A: Louis Berger is comprised of three operating units--Group, International and Services. The Group operating unit provides broad range engineering, planning, architecture, development, construction management and program management services to U.S. federal, state, local and private clients across market sectors.

The International operating unit provides broad range engineering, planning, architecture, development, construction management and program management services to national, state, local and private clients outside of the United States.

The Services unit specializes in infrastructure operations, maintenance, logistics and ground support services globally.

Q: Where is Louis Berger's corporate headquarters?

A: Louis Berger is headquartered in Morristown, New Jersey, about 35 miles west of New York City.

Q: How is "Louis Berger" pronounced?

A: The company name is pronounced the same as Doc's name, "Loo-is Ber-ger." However, as an international company, we quickly become "Loo-is Ber-ger" in Germany and "Loo-ee Ber-jay" among francophiles.



WHAT WE DO

Q: In which markets does Louis Berger work?

A: Louis Berger operates in eight major markets and numerous sub-markets, with projects on every continent with the exception of Antarctica. The infographic on this page displays our major market sectors.

Q: What services does Louis Berger provide?

A: Louis Berger operates in 10 major technical service areas: architecture; capacity building and technical assistance; cultural resource management; economic and financial services; emergency and disaster management; engineering; environmental services; operations and maintenance; planning; and program and construction management.

Q: How long has Louis Berger been working in countries like Afghanistan and Iraq?

A: Louis Berger has been working in developing and post-conflict countries since 1959. Our first international assignment, the Rangoon to Mandalay Bay road traversed Burma, now officially Myanmar, through areas heavily populated by guerilla insurgents. Since that assignment, we have worked in more than 70 developing countries worldwide.

Q: How does Louis Berger operate in post-conflict and fragile states?

A: When Louis Berger begins a project in a developing or post-conflict country, it is always our goal to work ourselves out of that job. We believe that working with the local population and empowering them to make decisions and execute work is critical to the success of our projects. We implement capacity building initiatives to train our local staff, our local subcontractors, and the local governments of the countries in which we operate. Through on-the-job training and education, our local counterparts develop the technical and managerial capacity to operate and maintain the infrastructure long after we have gone.

Q: Does Louis Berger support the communities in which it works?

A: Yes. Driven by our mission to improve and sustain physical, social, and economic infrastructure worldwide, we are committed to using our expertise to give back in various ways. We have the privilege of working in communities around the world, and we sponsor various community outreach activities and perform pro bono services where we work. Louis Berger and our employees have a long history of giving back in times of need. We offer employees a dollar-for-dollar matching donation program to extend the reach and impact of their generosity.



Louis Berger is an ENR top 20 ranked professional services firm that operates in targeted market sectors.

