

By Peter Reina and Gary J. Tulacz

THE TOP 225 INTERNATIONAL CONTRACTORS

The overall global construction market continues to be soft as investment capital is hard to come by, but there are bright spots both geographically and in market sectors

The responses to ENR's Top 225 International Contractors survey tell an interesting tale. As a group, the ENR Top 225 generated \$383.78 billion in revenue from projects outside their home countries in 2009, up 0.4% from \$382.44 billion in 2008 (please note, this is a corrected figure from last year's published results). This increase comes despite the financial turmoil experienced in many markets.

But a closer look at the figures shows that, for the most part, market downturn was regional in nature. Much of the construction recession was tied to the turmoil in the financial sector centered in the U.S. and Europe, which tended to stifle project financing across the board.

This slump is reflected in the numbers from the ENR Top 225. The U.S. market was hit the most severely of all regions, with international contracting revenue dropping 16.5% in 2009 to \$34.88 billion, down from \$41.60 billion in 2008. Europe also showed a major downturn, falling 11.7% to \$100.81 billion in 2009 from

\$114.11 billion in 2008.

The Canadian market was essentially flat, in part because of fluctuations in oil prices in early 2009. Although Canada seems to have survived the financial meltdown better than many countries, the sudden drop in oil prices last year stalled many oil-sands-related projects, resulting in Top 225 revenue dropping 0.1% in 2009 to \$13.38 billion from \$13.40 billion.

The Middle East showed a similar lack of movement. Much of the developer-driven market in places like Dubai disappeared overnight, and many petroleum-related projects were put on hold while oil prices stabilized. But many governments in the Middle East continued to invest in infrastructure and industry to diversify their economies. Top 225 revenue from projects in the region rose 0.1% to \$77.56 billion in 2009 from \$77.46 billion in 2008.

Other regions that were more focused on infrastructure and development showed significant growth. The biggest increases in international contracting revenue came

The global construction market has taken its lumps over the past two years, and many large international contractors are scrambling to maintain their size. However, as the slump grows in duration, a few things are becoming clear: The construction recession is not universal, there are regions and market sectors that are doing well, and many international contractors are thriving.

in Africa. Thanks to development and natural resources, international revenue in central and southern Africa for the Top 225 grew 31.7% to \$27.52 billion in 2009 from \$21.04 billion in 2008. North Africa grew 30.8% among the Top 225 to \$29.29 billion from \$21.04 billion in 2008.

International contracting revenue from the Top 225 in Latin America rose 14.1% in 2009 to \$24.82 billion from \$21.76 billion in 2008. International revenue rose 10.3% in the Caribbean to \$2.29 billion.

The Asian market also showed strong growth. The Top 225 had \$73.18 billion in international revenue in 2009, up 6.75% from \$68.56 billion in 2008.

Among market sectors, the lack of project financing was readily apparent from the Top 225 survey responses. International revenue from general building projects dropped 8.5% to \$85.99 billion in 2009 from \$93.93 billion in 2008.

However, not all financing has dried up. "The slowdown was felt in some of our markets, such as Russia and Ukraine, in

particular in commercial projects where clients are using bank financing,” says Erman Ilicak, chairman of Turkey’s Renaissance Construction. However, he says markets such as Libya and Turkmenistan have strong fundamentals. For example, Renaissance is working on Bab Trablous, the largest commercial development project in Tripoli, Libya, says Ilicak.

The global recession and lack of consumer demand resulted in international revenue in the manufacturing sector falling from \$6.92 billion in 2008 to \$3.81 billion in 2009. On the industrial-process side, international revenue fell 10.4% to \$20.60 billion in 2009 from \$23.00 billion in 2008. It was a flat market for petroleum in 2009, with revenue from such projects rising only 0.6% for the Top 225 to \$91.42 billion from \$90.84 billion in 2008.

‘Infrastructuring’

Infrastructure projects gave a boost to international contractors. The Top 225 showed significant increases in 2009 in transportation work (up 10.6% to \$112.34 billion in 2009), water projects (up 17.5% to \$11.22 billion), and sewer and wastewater work (up 11.6% to \$6.29 billion). And revenue from power projects rose 33.6% in 2009 to \$35.69 billion for the Top 225.

This active market for infrastructure has helped many international contractors stay strong. “A lot of government money is going into infrastructure all over the world,” says Herbert Lütkestratkötter CEO of Germany’s Hochtief. “I do not share the fear that ... the market will dry up.”

The continuing tight economic conditions in many countries have many international contractors worried that opportunities for international firms will become increasingly difficult to get. “Political importance of supporting and preferring local companies, especially at state-financed projects during tough times,” may become a problem, says Ilicak.

Increasing national debt loads among major countries, particularly in Europe and the U.S., may stifle some public infrastructure spending, which is another concern. Public-sector cuts will be widespread, “but there will be a shift in government spend-

THE TOP 225 AT A GLANCE

VOLUME

	DOMESTIC		INTERNATIONAL		TOTAL	
	\$ BIL.	% CHG.	\$ BIL.	% CHG.	\$ BIL.	% CHG.
REVENUE	621.8	+8.2	383.8	+0.4	1,005.6	+4.2
NEW CONTRACTS	766.3	+14.4	484.6	+7.4	1,250.8	+11.6

PROFITABILITY

	NUMBER OF FIRMS REPORTING		AVERAGE %	
	PROFIT	LOSS	PROFIT	LOSS
DOMESTIC	150	22	7.5	NA
INTERNATIONAL	166	13	7.8	NA

PROFESSIONAL STAFF

	NUMBER OF FIRMS REPORTING		AVERAGE %	
	DOMESTIC	INT’L	DOMESTIC	INT’L
INCREASE	93	96	14.4	21.6
DECREASE	46	41	9.6	11.0
SAME	60	55	NA	NA

BACKLOG

	NUMBER OF FIRMS REPORTING		AVERAGE %
	HIGHER	LOWER	SAME
	109	60	30
	31.6	16.0	NA

MARKET ANALYSIS

TYPE OF WORK	REVENUE \$ MIL.	PERCENT OF TOTAL
BUILDING	85,988.3	22.4
MANUFACTURING	3,805.6	1.0
INDUSTRIAL	20,601.5	5.4
PETROLEUM	91,421.5	23.8
WATER	11,221.8	2.9
SEWER/WASTE	6,289.7	1.6
TRANSPORTATION	112,342.0	29.3
HAZARDOUS WASTE	486.0	0.1
POWER	35,694.4	9.3
TELECOMMUNICATIONS	2,685.8	0.7
OTHER	13,244.9	3.5

INTERNATIONAL REGIONS

	NUMBER OF FIRMS	REVENUE \$ MIL.	PERCENT OF TOTAL
CANADA	34	13,383.4	3.5
U.S.	57	34,878.2	9.1
LATIN AMERICA	82	24,819.9	6.5
CARIBBEAN	40	2,292.5	0.6
EUROPE	135	100,806.6	26.3
MIDDLE EAST	157	77,557.0	20.2
ASIA/AUSTRALIA	149	73,183.1	19.1
NORTH AFRICA	132	27,520.9	7.2
S./CENTRAL AFRICA	103	29,290.7	7.6
OTHER	4	49.2	0.0

ing into public-private-partnership [P3] spending,” says Lütkestratkötter. He is bullish about growth prospects of private-sector construction investment in Asia, fuelled by an emerging middle class. He also predicts increasing opportunities in the concession/P3 markets “in a few years.”

P3 financing conditions are improving, but they are still “nothing like they were three years ago,” says Michel Cote, deputy CEO of France’s Bouygues Construction SA. The lack of long-term debt continues to hurt, he says.

Bouygues has started design of the Miami Tunnel project, procured under a P3. “We are not ... considering new P3s in the States,” says Cote. “We have found it was easier for us to bid in Canada.” Canadian P3s are structured like those in U.K., which are familiar to the French.

P3 prospects in the U.K., one of the biggest markets, “will continue, but we expect to see cuts,” says Johan Karlström, CEO of Sweden’s Skanska AB. But the firm

recently has closed major deals in Europe and plans to seal a \$300 million highway P3 in northern Chile this year. “We see several projects in Latin America,” he says.

Germany was “a latecomer” to P3 procurement, but “there is a constant deal flow,” says Lütkestratkötter. The U.S. is behind even Germany, but remains potentially attractive to Hochtief. The firm has a North America team tracking P3s, but its main focus is Canada.

Hochtief has interests in two P3s to upgrade existing toll highways in Greece, where construction has been slowed by the economic crisis. But the government has met its financial commitments to the deals, says Lütkestratkötter.

Asian Intrigue

Asia may be the biggest regional construction market in the world, but many international contractors are finding it tough. “The Asian market is booming again, specifically Hong Kong and even Singapore

WHO IS WORKING IN WHICH REGION

MIDDLE EAST

TOTAL REVENUE: \$77.6 BIL., UP 0.1%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
16	U.S.	18.6	14,407.7
11	SOUTH KOREA	12.3	9,530.9
35	CHINA	10.8	8,386.9
16	ITALY	7.8	6,025.1
2	GREECE	7.3	5,692.1
77	OTHER	43.2	33,514.3

ASIA

TOTAL REVENUE: \$73.2 BIL., UP 6.8%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
46	CHINA	24.9	18,210.6
4	GERMANY	23.7	17,379.7
17	U.S.	13.0	9,547.1
13	JAPAN	9.5	6,936.2
11	SOUTH KOREA	5.4	3,929.4
58	OTHER	23.5	17,180.1

AFRICA

TOTAL REVENUE: \$56.8 BIL., UP 31.2%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
47	CHINA	36.6	20,799.1
19	ITALY	15.5	8,830.5
5	FRANCE	10.0	5,663.3
9	U.S.A.	7.6	4,307.4
25	TURKEY	4.9	2,763.5
55	OTHER	25.4	14,447.8

LATIN AMERICA/CARIBBEAN

TOTAL REVENUE: \$27.1 BIL., UP 13.7%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
11	SPAIN	23.0	6,246.5
12	ITALY	21.6	5,855.7

1	BRAZIL	14.0	3,804.0
8	U.S.	12.0	3,254.7
3	FRANCE	6.8	1,840.6
52	OTHER	22.5	6,110.9

EUROPE

TOTAL REVENUE: \$100.8 BIL., DOWN 11.7%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
4	FRANCE	23.3	23,457.0
2	AUSTRIA	16.2	16,324.8
11	SPAIN	14.2	14,312.8
16	U.S.	7.8	7,829.3
1	SWEDEN	6.8	6,816.0
101	OTHER	31.8	32,066.8

U.S.

TOTAL REVENUE: \$34.9 BIL., DOWN 16.5%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
3	GERMANY	24.3	8,492.6
1	SWEDEN	15.3	5,332.1
2	AUSTRALIA	12.7	4,436.3
2	U.K.	12.5	4,368.0
3	FRANCE	10.2	3,557.8
46	OTHER	24.9	8,691.3

CANADA

TOTAL REVENUE: \$13.4 BIL., DOWN 0.1%

FIRMS	COUNTRY	% OF TOTAL	\$ MILLION
15	U.S.A.	77.6	10,386.7
3	FRANCE	12.8	1,717.3
3	GERMANY	4.2	558.2
4	ITALY	1.6	213.4
1	AUSTRIA	1.0	137.9
33	OTHER	2.8	369.9

and South Korea,” says Cote. Bouygues recently won contracts for two tunnels and a ship terminal in Hong Kong.

With “huge infrastructure plans,” Hong Kong will be a “very strong market,” adds Ian Tyler, chief executive officer of the U.K.-based Balfour Beatty Group. Lütkestratkötter agrees, saying, “Hong Kong has the most robust stimulus package in the world, compared to the [territory’s] size.” But mainland China is elusive. “The hurdles ... are very high,” he adds. Cotes goes further, saying, “China is totally closed.”

Evidence of such a closed market can be seen from the huge domestic numbers being reported by major Chinese contractors. In 2008, China launched a two-year, \$586-billion infrastructure stimulus plan to maintain its economic growth.

However, most of this spending is stay-

ing with giant domestic contractors. China Railway Group Ltd., China Railway Construction Corp. Ltd., China State Construction Engineering Corp., China Communications Construction Group and China Metallurgical Group Corp. report a combined total of \$326 billion in new contract awards in 2009. Of that, 85% was from domestic projects.

But the other Asian giant, India, is proving more attractive. Hochtief has “scouting teams,” lured by India’s huge highways upgrade program, much of it procured through P3s. But Renaissance Construction has decided the Indian market is not a good match for the firm at this time, and it will continue to focus on Russia, the former Soviet republics (CIS), and Arabic-speaking countries, says Ilıcak.

Oil-rich nations, including those in cen-

tral Asia, are “still very attractive,” says Cote. Bouygues’s targets include Abu Dhabi. There is “ample work” in Qatar and Saudi Arabia as well, adds Lütkestratkötter. Business in Dubai “is not going to improve any time soon, [but] it’s not completely dead,” says Tyler.

After a lull in the oil-and-gas market, investment has spiked. The Kuwaiti-based Organization of Arab Petroleum Exporting Countries now estimates member countries are expected to invest \$70 billion in energy projects by 2012 to boost crude-oil production capacity, according to Evgeny Zagorodny, vice chairman of Russia’s PJSC Stroytransgaz. “The bulk of investments would be based in UAE, Saudi Arabia, Kuwait, Qatar, Algeria and Egypt,” he says.

In 2009, Korean contractors made major inroads in the Middle East oil-and-gas plant market, with total award volume reaching more than \$30 billion, says Dae-Yung Ahn, executive vice president of corporate strategy and planning for Samsung Engineering. Samsung “ranked on top” with new orders in 2009 amounting to \$8 billion, he says.

Samsung Engineering now is planning to diversify. “Although the Middle East was our primary market, we entered the North African market last year and we aim to diversify into other regions such as Libya, Egypt, Central America and the CIS,” says Ahn. The firm also plans to move into the industrial and infrastructure sectors, including powerplants, steel mills, desalination plants and water treatment facilities, he says.

Not all of the investment in the Middle East is oil-based. The Middle East, the Caspian region and Africa present the biggest opportunities, says Suhayl Shami, manager for Greece’s Consolidated Contractors Group. “These regions have a great deal of catching up to do and are building their physical and economic infrastructure,” he says.

The boom times in the Middle East and North Africa have drawn contractors from around the world. Shami is concerned about the recent trend of government-supported Far East contractors entering the Middle Eastern and Africa markets. “We

think that direct or indirect [political or financial] government support undermines the fairness of the bidding process and limits fair competition,” he says.

Worries in Europe

In the EU, Poland is “maybe the only country ... which had a positive GDP,” says Karlström. “It’s very competitive.” Nordic countries, especially Sweden, are now Skanska’s “strongest” market, he says. Otherwise, the region has “significantly slowed down,” adds Lütkestratkötter.

The European trend for public spending cuts “is really a problem,” says Cote. Commercial construction in Bouygues’s hometown, Paris, is busy, while work in the provinces “is back to 2006 levels.” But signs of industrial growth in Germany raises Lütkestratkötter’s optimism.

Spending cuts in the U.K. will affect parts of Balfour Beatty, but new growth sectors, such as powerplants, offer compensatory opportunities, believes Tyler. The U.S. is “a much more stable market than we see elsewhere,” he adds. “But it’s not going to be ... easy.”

In the U.S. “forecasters ... say the market should stabilize this year,” says Lütkestratkötter. But even in the current climate, he is content with the performance of Hochtief’s subsidiaries, Turner Construction Co. and Flatiron Construction.

“We see a lot of projects coming to the [civil-sector] market,” says Karlström. “But it’s very competitive.” He believes the introduction of the new health-care plan will create projects. Skanska plans to expand to the west coast organically and through acquisitions, says Karlström.

In Latin America, Skanska is “more geared toward the energy sector,” says Karlström. Interest in renewable energy is growing while infrastructure and mining-related work is picking up, he adds. Balfour Beatty has done “bits and pieces” of work around Latin America. “We [now] are seeing some opportunities, largely through our rail business,” says Tyler.

Competition in the international market has some contractors becoming increasingly aggressive in their bidding. “This may definitely lower the prices, reduce the qual-

TOP 10 BY MARKET

BUILDING

TOP 10 WITH REVENUE OF \$46.4 BIL. OF \$86.0 BIL. TOTAL

- 1 HOCHTIEF AG
- 2 SKANSKA AB
- 3 BOVIS LEND LEASE
- 4 STRABAG SE
- 5 BALFOUR BEATTY PLC
- 6 BOUYGUES
- 7 CHINA STATE CONSTRUCTION ENG’G CORP.
- 8 ROYAL BAM GROUP NV
- 9 VINCI
- 10 FCC, FOMENTO DE CONSTR. Y CONTRATAS SA

MANUFACTURING

TOP 10 WITH REVENUE OF \$2.7 BIL. OF \$3.8 BIL. TOTAL

- 1 TAKENAKA CORP.
- 2 TAIKISHA LTD.
- 3 KAJIMA CORP.
- 4 RENAISSANCE CONSTRUCTION
- 5 EIFFAGE
- 6 FLUOR CORP.
- 7 SKANSKA AB
- 8 SHIMIZU CORP.
- 9 SAMSUNG C&T CORP.
- 10 KAYI INSAAT SAN. VE TIC. AS

POWER

TOP 10 WITH REVENUE OF \$14.7 BIL. OF \$35.7 BIL. TOTAL

- 1 CHINA NATIONAL MACHINERY INDUSTRY CORP.
- 2 HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.
- 3 ABEINSA SA
- 4 IBERDROLA INGENIERÍA Y CONSTRUCCIÓN
- 5 GRUPO ACS
- 6 SHANGHAI ELECTRIC GROUP CO. LTD.
- 7 GRUPO ISOLUX CORSAN SA
- 8 SEPCOIII ELECTRIC POWER CONSTRUCTION CORP.
- 9 SINOHYDRO CORP.
- 10 MAIRE TECNIMONT SPA

WATER

TOP 10 WITH REVENUE OF \$6.5 BIL. OF \$11.2 BIL. TOTAL

- 1 HOCHTIEF AG
- 2 IMPREGILO SPA
- 3 SALINI COSTRUTTORI SPA
- 4 CONSTRUTORA NORBERTO ODEBRECHT
- 5 CONSOLIDATED CONTRACTORS GROUP
- 6 STRABAG SE
- 7 VINCI
- 8 SNC-LAVALIN INTERNATIONAL INC.
- 9 SKANSKA AB
- 10 CHINA GEO-ENGINEERING CORP

INDUSTRIAL/PETROLEUM

TOP 10 WITH REVENUE OF \$57.8 BIL. OF \$112.0 BIL. TOTAL

- 1 SAIPEM
- 2 BECHTEL
- 3 TECHNIP
- 4 FLUOR CORP.

5 KBR

- 6 FOSTER WHEELER AG
- 7 PETROFAC LTD.
- 8 CONSOLIDATED CONTRACTORS GROUP
- 9 MCDERMOTT INTERNATIONAL INC.
- 10 BILFINGER BERGER AG

TRANSPORTATION

TOP 10 WITH REVENUE OF \$59.4 BIL. OF \$112.3 BIL. TOTAL

- 1 VINCI
- 2 STRABAG SE
- 3 BOUYGUES
- 4 CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.)
- 5 HOCHTIEF AG
- 6 BECHTEL
- 7 FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
- 8 BILFINGER BERGER AG
- 9 SKANSKA AB
- 10 ROYAL BAM GROUP NV

HAZARDOUS WASTE

TOP 10 WITH REVENUE OF \$0.4 BIL. OF \$0.8 BIL. TOTAL

- 1 VINCI
- 2 HOCHTIEF AG
- 3 RENAISSANCE CONSTRUCTION
- 4 PUNJ LLOYD LTD.
- 5 PCL CONSTRUCTION ENTERPRISES INC.
- 6 FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
- 7 BOUYGUES
- 8 THE SHAW GROUP INC.
- 9 KBR
- 10 CH2M HILL

SEWER WASTE

TOP 10 WITH REVENUE OF \$3.5 BIL. OF \$6.3 BIL. TOTAL

- 1 HOCHTIEF AG
- 2 GRUPO ACS
- 3 SKANSKA AB
- 4 STRABAG SE
- 5 ELLAKTOR SA
- 6 FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
- 7 IMPREGILO SPA
- 8 KBR
- 9 CONSTRUTORA NORBERTO ODEBRECHT
- 10 BALFOUR BEATTY PLC

TELECOMMUNICATIONS

TOP 10 WITH REVENUE OF \$2.4 BIL. OF \$2.7 BIL. TOTAL

- 1 HOCHTIEF AG
- 2 VINCI
- 3 SKANSKA AB
- 4 KBR
- 5 CHINA NATIONAL MACHINERY INDUSTRY CORP.
- 6 FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
- 7 COMSA EMTE
- 8 BOVIS LEND LEASE
- 9 BALFOUR BEATTY PLC
- 10 GRUPO ACS

ity and may leave incomplete projects, failed contractors and litigation,” says Ilicak of Renaissance.

The market will rebound, but many in-

ternational contractors are wary of inflation when this happens. “The main factors that concern us about the international construction market in the near future are in-

flation and currency fluctuations,” says Shami of CCC. He says the Chinese yuan is getting stronger against other currencies, and this could cause a worldwide increase in materials prices. ■

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ELECTRONIC VERSIONS OF THE ENTIRE TOP 225 INTERNATIONAL CONTRACTORS AND TOP 225 GLOBAL CONTRACTORS LISTS ARE AVAILABLE. GO TO ENR.COM FOR MORE INFORMATION.

THE TOP 20 NON-U.S. FIRMS IN INTERNATIONAL CONSTRUCTION MANAGEMENT/PROGRAM MANAGEMENT FEES*

RANK	FIRM	AGENCY CM FEES (\$ MIL.)	PROGRAM MGMT. FEES (\$ MIL.)	TOTAL CM/PM (\$ MIL.)
1	BALFOUR BEATTY PLC, London, U.K.	128.0	2,503.0	2,631.0
2	BOVIS LEND LEASE, Millers Point, Australia	570.2	0.0	570.2
3	DAR AL-HANDASAH CONSULTANTS (SHAIR & PARTNERS), Cairo, Egypt	189.9	220.3	410.3
4	WORLEYPARSONS, North Sydney, Australia	207.0	135.7	342.7
5	HOCHTIEF AG, Essen, Germany	0.0	244.5	244.5
6	ARCADIS NV, Arnhem, The Netherlands	0.0	228.0	228.0
7	HATCH GROUP, Mississauga, Canada	60.6	112.7	173.3
8	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China	164.8	0.0	164.8
9	KEO INTERNATIONAL CONSULTANTS, Safat, Kuwait	23.3	69.1	92.4
10	PROJACS INTERNATIONAL, Manama, Bahrain	68.5	11.7	80.2
11	RAMBOLL GROUP A/S, Copenhagen S, Denmark	51.0	19.3	70.3
12	AUSENCO, South Brisbane, Australia	67.4	0.0	67.4
13	CUKUROVA CONSTRUCTION, Istanbul, Turkey	2.0	50.0	52.0
14	SHANDONG ELECTRIC POWER CONSTRUCTION CORP., Jinan City, China	0.0	46.3	46.3
15	EHA CONSULTING ENGINEERS, Giza, Egypt	31.7	0.0	31.7
16	ARUP GROUP LTD., London, U.K.	29.5	0.0	29.5
17	ADPI, Athis-Mons, France	0.0	25.7	25.7
18	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece	23.3	0.0	23.3
19	CYRIL SWEETT INTERNATIONAL (MEAI), Dubai, U.A.E.	22.0	0.0	22.0
20	PM GROUP, Dublin, Ireland	19.9	0.0	19.9

*BASED ON FEES FOR MANAGEMENT SERVICES PROVIDED ON A FEE-ONLY BASIS FOR PROJECTS OUTSIDE THE FIRM'S HOME COUNTRY

THE TOP 20 NON-U.S. IN TOTAL CM/PM FEES*

RANK	FIRM	AGENCY CM FEES (\$ MIL.)	PROGRAM MGMT. FEES (\$ MIL.)	TOTAL CM/PM (\$ MIL.)
1	BALFOUR BEATTY PLC, London, U.K.	129.0	4,184.0	4,313.0
2	HOCHTIEF AG, Essen, Germany	0.0	1,060.8	1,060.8
3	BOVIS LEND LEASE, Millers Point, Australia	583.1	0.0	583.1
4	DAR AL-HANDASAH CONSULTANTS (SHAIR & PARTNERS), Cairo, Egypt	191.5	220.3	411.9
5	WORLEYPARSONS, North Sydney, Australia	207.0	136.1	343.1
6	CHINA POWER ENGINEERING CONSULTING GROUP CO., Beijing, China	307.4	0.0	307.4
7	ARCADIS NV, Arnhem, The Netherlands	0.0	285.0	285.0
8	HATCH GROUP, Mississauga, Canada	87.7	163.0	250.7
9	ATKINS, Epsom, U.K.	0.0	206.6	206.6
10	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China	198.1	0.0	198.1
11	CHINA CONSTRUCTION ENGINEERING DESIGN GROUP CORP. LTD., Beijing, China	126.6	6.7	133.3
12	SHANDONG ELECTRIC POWER CONSTRUCTION CORP., Jinan City, China	0.0	118.7	118.7
13	ITALFERR SPA, Rome, Italy	112.0	0.0	112.0
14	AUSENCO, South Brisbane, Australia	109.3	0.0	109.3
15	CYRIL SWEETT INTERNATIONAL (MEAI), Dubai, U.A.E.	109.0	0.0	109.0
16	KEO INTERNATIONAL CONSULTANTS, Safat, Kuwait	28.5	69.5	98.0
17	RAMBOLL GROUP A/S, Copenhagen S, Denmark	70.1	27.6	97.7
18	PROJACS INTERNATIONAL, Manama, Bahrain	71.6	11.7	83.3
19	PGESCO, Cairo, Egypt	77.4	0.0	77.4
20	GHD PTY LTD., Sydney, Australia	0.0	77.0	77.0

*BASED ON FEES FOR MANAGEMENT SERVICES PROVIDED ON A FEE-ONLY BASIS FOR ALL PROJECTS MANAGED BY THE FIRM

TOP 10 BY REGION

MIDDLE EAST

TOP 10 WITH REVENUE OF \$29.4 BIL. OF \$77.6 BIL. TOTAL

1	KBR
2	CONSOLIDATED CONTRACTORS GROUP
3	BECHTEL
4	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.
5	FLUOR CORP.
6	SAIPEM
7	PETROFAC LTD.
8	DAELIM INDUSTRIAL CO. LTD.
9	TECHNIP
10	TECNICAS REUNIDAS

ASIA

TOP 10 WITH REVENUE OF \$36.2 BIL. OF \$73.2 BIL. TOTAL

1	HOCHTIEF AG
2	BILFINGER BERGER AG
3	CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.)
4	LEIGHTON HOLDINGS LTD.
5	FLUOR CORP.
6	FOSTER WHEELER AG
7	CHINA METALLURGICAL GROUP CORP.
8	CHINA STATE CONSTRUCTION ENG'G CORP.
9	SAIPEM
10	CHINA NATIONAL MACHINERY INDUSTRY CORP.

AFRICA

TOP 10 WITH REVENUE OF \$23.2 BIL. OF \$56.8 BIL. TOTAL

1	SAIPEM
2	CITIC CONSTRUCTION
3	CHINA RAILWAY CONSTRUCTION CORP. LTD.
4	CONSTRUTORA NORBERTO ODEBRECHT
5	CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.)
6	VINCI
7	BOUYGUES
8	KBR
9	BECHTEL
10	SINOHYDRO CORP.

LATIN AMERICA/CARIBBEAN

TOP 10 WITH REVENUE OF \$15.0 BIL. OF \$27.1 BIL. TOTAL

1	CONSTRUTORA NORBERTO ODEBRECHT
2	GRUPO ACS
3	TECHINT GROUP
4	ABEINSA SA

5 GRUPO ISOLUX CORSAN SA

6 TECHNIP

7 IMPREGILO SPA

8 MAIRE TECNIMONT SPA

9 CB&I

10 FLUOR CORP.

EUROPE

TOP 10 WITH REVENUE OF \$63.9 BIL. OF \$100.8 BIL. TOTAL

1	STRABAG SE
2	VINCI
3	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
4	SKANSKA AB
5	BOUYGUES
6	ROYAL BAM GROUP NV
7	BILFINGER BERGER AG
8	EIFPAGE
9	FLUOR CORP.
10	TECHNIP

U.S.

TOP 10 WITH REVENUE OF \$29.5 BIL. OF \$34.9 BIL. TOTAL

1	HOCHTIEF AG
2	SKANSKA AB
3	BOVIS LEND LEASE
4	BALFOUR BEATTY PLC
5	PCL CONSTRUCTION ENTERPRISES INC.
6	BOUYGUES
7	OBAYASHI CORP.
8	TECHNIP
9	GRUPO ACS
10	VINCI

CANADA

TOP 10 WITH REVENUE OF \$11.6 BIL. OF \$13.4 BIL. TOTAL

1	BECHTEL
2	KIEWIT CORP.
3	BOUYGUES
4	JACOBS
5	HOCHTIEF AG
6	VINCI
7	KBR
8	FLUOR CORP.
9	WILLBROS GROUP INC.
10	TECHNIP

HOW THE TOP INTERNATIONAL CONTRACTORS SHARED THE 2009 MARKET

CONTRACTOR NATIONALITY	NUMBER OF FIRMS	INT'L REVENUE \$ MIL.	%	MIDDLE EAST \$ MIL.	%	ASIA \$ MIL.	%	AFRICA \$ MIL.	%	EUROPE \$ MIL.	%	U.S. \$ MIL.	%	CANADA \$ MIL.	%	LAT. AMER./CARIB. \$ MIL.	%
AMERICAN	20	49,732.8	13.0	14,407.7	18.6	9,547.1	13.0	4,307.4	7.6	7,829.3	7.8	NA	NA	10,386.7	77.6	3,254.7	12.0
CANADIAN	4	3,905.3	1.0	304.5	0.4	32.5	0.0	572.0	1.0	211.8	0.2	2,577.8	7.4	NA	NA	206.8	0.8
EUROPEAN	62	200,013.1	52.1	26,801.2	34.6	27,169.2	37.1	20,253.7	35.7	82,253.9	81.6	24,731.7	70.9	2,823.8	21.1	15,979.7	58.9
British	4	12,912.5	3.4	3,938.1	5.1	1,074.2	1.5	870.8	1.5	2,585.1	2.6	4,368.0	12.5	25.3	0.2	51.0	0.2
German	4	35,245.9	9.2	1,327.2	1.7	17,379.7	23.7	952.7	1.7	6,146.2	6.1	8,492.6	24.3	558.2	4.2	389.3	1.4
French	5	42,722.5	11.1	3,018.1	3.9	3,468.4	4.7	5,663.3	10.0	23,457.0	23.3	3,557.8	10.2	1,717.3	12.8	1,840.6	6.8
Italian	22	28,409.1	7.4	6,025.1	7.8	3,156.4	4.3	8,830.5	15.5	3,971.7	3.9	356.2	1.0	213.4	1.6	5,855.7	21.6
Dutch	2	7,849.0	2.0	740.2	1.0	516.6	0.7	193.6	0.3	6,256.5	6.2	0.0	0.0	0.0	0.0	142.1	0.5
Spanish	11	28,378.9	7.4	2,649.7	3.4	446.6	0.6	2,123.2	3.7	14,312.8	14.2	2,428.5	7.0	171.6	1.3	6,246.5	23.0
Other	14	44,495.2	11.6	9,102.8	11.7	1,127.2	1.5	1,619.7	2.9	25,524.6	25.3	5,528.6	15.9	137.9	1.0	1,454.4	5.4
AUSTRALIAN	4	12,011.2	3.1	1,502.7	1.9	3,894.6	5.3	0.0	0.0	2,051.8	2.0	4,436.3	12.7	125.8	0.9	0.0	0.0
JAPANESE	13	17,574.1	4.6	5,413.6	7.0	6,936.2	9.5	1,589.1	2.8	425.4	0.4	2,549.1	7.3	0.4	0.0	660.4	2.4
CHINESE	54	50,573.3	13.2	8,386.9	10.8	18,210.6	24.9	20,799.1	36.6	1,608.8	1.6	175.9	0.5	46.9	0.4	1,345.1	5.0
KOREAN	12	16,343.8	4.3	9,530.9	12.3	3,929.4	5.4	1,610.7	2.8	334.3	0.3	55.6	0.2	0.0	0.0	883.0	3.3
TURKISH	33	14,114.3	3.7	4,257.7	5.5	1,738.5	2.4	2,763.5	4.9	5,269.2	5.2	81.0	0.2	0.0	0.0	4.4	0.0
ALL OTHERS	23	19,464.4	5.1	6,951.7	9.0	1,725.1	2.4	4,916.2	8.7	822.2	0.8	270.9	0.8	0.0	0.0	4,778.4	17.6
ALL FIRMS	225	383,732.3	100.0	77,557.0	100.0	73,183.1	100.0	56,811.6	100.0	100,806.6	100.0	34,878.2	100.0	13,383.4	100.0	27,112.4	100.0

COLUMN FOR ANTARCTIC/ARCTIC W \$49.26 MILLION IN REVENUE EXCLUDED. NA = NOT APPLICABLE

Where Firms Work



For large international contractors, the impact of the global financial crisis of the past two years has been largely a regional phenomenon. ENR's Top 225 International Contractors as a group generated **\$383.78 billion in revenue in 2009** from projects outside their home countries, which was **up 0.4% from \$382.44 billion in 2008**.

While international contracting revenue fell sharply in the U.S. and Europe and was flat in Canada and the Middle East, it rose in Asia, Africa and Latin America.

THE TOP 225 INTERNATIONAL CONTRACTORS

(BASED ON CONTRACTING REVENUE FROM PROJECTS OUTSIDE HOME COUNTRY)

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL				POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.		
1	1	HOCHTIEF AG, Essen, Germany†	23,769.5	26,068.8	30,176.3	39	0	2	5	2	2	26	0	4
2	2	VINCI, Rueil-Malmaison, France†	17,237.7	45,247.1	37,477.7	15	0	5	3	0	8	57	1	3
3	3	STRABAG SE, Vienna, Austria†	15,860.1	18,706.0	13,045.0	31	0	1	4	2	6	55	0	0
4	5	BECHTEL, San Francisco, Calif., U.S.A.†	14,849.0	22,637.0	19,312.0	0	0	0	0	0	67	32	0	0
5	6	BOUYGUES, Paris, France†	13,509.0	34,271.0	33,867.0	28	0	7	1	1	0	60	0	0
6	4	SKANSKA AB, Solna, Sweden†	12,880.0	16,322.0	16,827.9	53	2	3	3	4	5	27	0	2
7	7	SAIPEM, San Donato Milanese, Italy†	10,884.7	11,710.1	12,209.6	0	0	0	0	0	99	1	0	0
8	8	BILFINGER BERGER AG, Mannheim, Germany†	9,861.4	14,503.1	15,514.8	25	0	7	0	2	29	38	0	0
9	11	FLUOR CORP., Irving, Texas, U.S.A.†	9,629.4	17,235.8	18,500.0	9	2	7	0	0	73	8	0	1
10	9	TECHNIP, Paris, France†	8,865.0	8,995.0	9,998.0	0	0	0	0	0	100	0	0	0
11	12	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain†	7,847.0	17,713.4	26,165.3	32	0	3	3	4	1	55	0	2
12	13	KBR, Houston, Texas, U.S.A.†	7,824.6	9,949.8	12,961.4	17	0	7	2	3	66	2	0	3
13	17	CHINA COMMUNICATIONS CONSTRUCTION GROUP (LTD.), Beijing, China†	7,477.8	33,462.5	56,611.3	3	0	3	3	0	0	91	0	0
14	10	BOVIS LEND LEASE, Millers Point, NSW, Australia†	6,787.8	8,677.2	6,093.3	91	0	0	0	0	5	3	0	1
15	18	CONSTRUTORA NORBERTO ODEBRECHT, Sao Paulo, SP, Brazil†	6,549.0	9,405.0	11,637.0	12	0	12	10	3	11	49	0	0
16	16	BALFOUR BEATTY PLC, London, U.K.†	6,461.0	15,109.0	14,597.0	63	0	2	0	3	1	29	0	1
17	15	ROYAL BAM GROUP NV, Bunnik, The Netherlands†	6,176.0	11,335.0	NA	43	0	0	0	0	0	56	0	0
18	20	GRUPO ACS, Madrid, Spain†	5,863.5	22,496.3	24,997.2	0	0	26	0	9	29	35	0	1
19	19	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece†	5,739.1	5,739.1	5,725.6	12	0	1	11	0	53	23	0	0
20	21	FOSTER WHEELER AG, Clinton, N.J., U.S.A.†	4,401.6	5,056.3	3,481.7	0	0	15	0	0	83	0	0	0
21	48	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia†	4,209.0	18,276.0	23,327.0	36	0	0	1	1	10	14	0	0
22	25	CHINA STATE CONSTRUCTION ENGINEERING CORP., Beijing, China†	4,185.0	33,196.3	67,268.9	83	0	1	1	0	0	14	0	0
23	52	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	3,704.0	7,946.7	13,446.0	10	0	60	0	0	19	11	0	0
24	27	PETROFAC LTD., Jersey, Channel Islands, U.K.†	3,655.4	3,655.4	6,337.0	0	0	0	0	0	100	0	0	0
25	51	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China†	3,542.0	53,990.0	82,701.0	11	0	0	0	0	0	81	0	0

Made a Difference

HOW TO USE THE TABLES

COMPANIES are ranked according to construction revenue generated outside of each company's home country in 2009 in U.S. \$ millions. Firms not ranked last year are designated **. Some markets may not add up to 100% due to omission of "other" miscellaneous market category and rounding. NA=Not available. †=Includes revenue of subsidiaries, the names of which now are available through www.enr.com.

FIGURES include prime contracts, shares of joint ventures, subcontracts, design-construct contracts and construction management-at-risk contracts when a firm's risks are similar to those of a general contractor. Figures also include the value of installed equipment when a firm has prime responsibility for specifying and procuring it within the scope of a construction contract.

GENERAL BUILDING includes commercial buildings, offices, stores, educational facilities, government buildings, hospitals, medical facilities, hotels, apartments, housing, etc.

MANUFACTURING comprises auto, electronic assembly, textile plants, etc.

POWER comprises thermal and hydroelectric powerplants, waste-to-energy plants, transmission lines, substations, cogeneration plants, etc.

WATER SUPPLY includes dams, reservoirs, transmission pipelines, distribution mains, irrigation canals, desalination and drinking water treatment plants, pumping stations, etc.

SEWERAGE/SOLID WASTE includes sanitary and storm sewers, treatment plants, pumping plants,

incinerators, industrial waste facilities, etc.

INDUSTRIAL PROCESS comprises pulp and paper mills, steel mills, nonferrous metal refineries, pharmaceutical plants, chemical plants, food and other processing plants, etc.

PETROLEUM includes refineries, petrochemical plants, offshore facilities, pipelines, etc.

TRANSPORTATION includes airports, bridges, roads, canals, locks, dredging, marine facilities, piers, railroads, tunnels, etc.

HAZARDOUS WASTE includes chemical, nuclear waste treatment, asbestos/lead abatement, etc.

TELECOMMUNICATIONS comprises transmission lines, cabling, towers/antennae, data centers, etc.

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL	POWER			WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.			
26	28	CHINA NATIONAL MACHINERY INDUSTRY CORP., Beijing, China†	3,422.3	4,606.8	8,873.5	2	1	71	1	0	5	15	0	4
27	39	TECHINT GROUP, Milan, Italy†	3,410.3	3,715.0	2,251.3	0	0	7	0	0	79	3	0	0
28	33	MCDERMOTT INTERNATIONAL INC., Houston, Texas, U.S.A.†	3,370.3	4,661.3	3,626.2	0	0	15	0	0	85	0	0	0
29	42	TECNICAS REUNIDAS, Madrid, Spain†	3,093.0	3,951.0	3,991.0	0	0	8	2	0	89	0	0	0
30	26	EIFFAGE, Asnieres-sur-Seine, France†	2,965.8	16,209.0	15,016.8	36	7	27	0	5	4	21	0	0
31	61	CHINA METALLURGICAL GROUP CORP., Beijing, China†	2,965.0	25,531.7	31,561.8	27	2	1	1	0	21	3	0	0
32	59	CITIC CONSTRUCTION, Beijing, China	2,941.5	2,966.2	2,146.0	25	1	7	0	0	1	66	0	0
33	24	KAJIMA CORP., Tokyo, Japan†	2,896.7	16,154.4	12,653.5	44	11	2	2	1	6	34	0	0
34	34	FERROVIAL AGROMAN SA, Madrid, Spain†	2,699.0	6,305.2	6,699.5	17	0	0	0	5	0	72	0	0
35	53	SAMSUNG ENGINEERING CO. LTD., Seoul, S. Korea†	2,618.3	3,506.7	8,781.8	0	3	0	0	1	97	0	0	0
36	31	MAIRE TECNIMONT SPA, Rome, Italy†	2,608.2	3,018.8	3,595.6	0	0	38	0	0	62	0	0	0
37	36	JOANNOU & PARASKEVAIDES GROUP, Guernsey, Channel Islands, U.K.	2,581.1	2,581.1	1,200.0	30	0	7	2	3	10	49	0	0
38	23	CB&I, The Woodlands, Texas, U.S.A.†	2,537.0	3,775.0	5,442.0	0	0	1	1	0	99	0	0	0
39	58	ABEINSA SA, Seville, Spain†	2,288.6	3,725.6	5,316.8	1	1	78	2	0	15	0	0	1
40	38	IMPREGILO SPA, Milan, Italy†	2,268.4	3,454.1	4,031.3	0	0	1	45	10	0	34	0	0
41	56	SINOHYDRO CORP., Beijing, China†	2,233.2	11,062.7	13,707.1	19	1	45	9	2	0	24	0	0
42	77	DAELIM INDUSTRIAL CO. LTD., Seoul, S. Korea†	2,225.0	5,600.7	7,648.0	0	0	0	0	0	94	4	0	0
43	44	PCL CONSTRUCTION ENTERPRISES INC., Edmonton, Alberta, Canada†	2,157.4	5,428.6	3,414.0	53	5	1	8	2	16	13	2	0
44	43	JAN DE NUL GROUP (SOFIDRA SA), Steinfort, Luxembourg†	2,156.0	2,924.0	2,630.9	0	0	0	0	0	35	65	0	0
45	22	OBAYASHI CORP., Tokyo, Japan†	2,096.0	13,510.0	10,440.0	20	0	4	5	0	0	70	0	0
46	100	CHINA PETROLEUM ENG'G & CONSTR. (GROUP) CORP., Beijing, China†	2,092.9	3,280.2	3,948.0	0	0	0	0	0	100	0	0	0
47	35	TAISEI CORP., Tokyo, Japan†	2,044.0	13,863.0	11,825.0	17	0	0	4	0	0	78	0	0
48	49	BESIX SA, Brussels, Belgium†	1,926.0	2,724.0	1,987.0	42	0	3	0	4	0	46	0	0
49	55	KIEWIT CORP., Omaha, Neb., U.S.A.†	1,913.0	8,820.0	11,713.2	0	0	31	1	0	35	32	0	0
50	37	ENKA CONSTRUCTION & INDUSTRY CO. INC., Istanbul, Turkey†	1,910.1	1,959.5	2,192.2	36	0	12	3	0	18	30	0	0

THE TOP 225 INTERNATIONAL CONTRACTORS

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL				POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.		
51	46	JGC CORP., Yokohama, Japan	1,842.0	2,596.0	6,064.0	0	0	0	0	0	100	0	0	0
52	45	JACOBS, Pasadena, Calif., U.S.A.	1,801.3	5,558.2	10,000.0	3	0	0	0	0	94	2	0	0
53	62	CHINA RAILWAY GROUP LTD., Beijing, China†	1,781.4	52,869.7	88,111.3	31	1	0	0	0	0	55	0	0
54	67	DAEWOO E&C CO. LTD., Seoul, S. Korea†	1,746.0	6,055.5	9,977.4	9	0	27	0	0	41	22	0	0
55	50	SHIMIZU CORP., Tokyo, Japan†	1,733.7	15,570.5	11,959.6	68	9	1	4	0	9	9	0	0
56	88	GRUPO ISOLUX CORSAN SA, Madrid, Spain†	1,674.0	4,249.4	15,297.6	2	0	61	1	3	9	13	0	2
57	**	VAN OORD, Rotterdam, The Netherlands†	1,673.0	2,036.0	2,005.9	0	0	13	0	0	27	60	0	0
58	57	PUNJ LLOYD LTD., Gurgaon, Haryana, India†	1,656.3	2,280.8	2,280.8	12	0	1	0	0	75	9	2	0
59	65	IBERDROLA INGENIERIA Y CONSTRUCCION, Madrid, Spain†	1,642.7	2,076.3	2,426.7	0	0	100	0	0	0	0	0	0
60	54	A. PORR AG, Vienna, Austria	1,560.8	4,121.6	4,296.2	33	0	0	0	0	0	67	0	0
61	29	CHIYODA CORP., Yokohama, Japan	1,558.0	2,573.0	4,146.0	0	0	0	0	0	100	0	0	0
62	60	LARSEN & TOUBRO LTD., Mumbai, India†	1,551.5	7,760.9	15,494.9	5	0	42	0	0	49	3	0	0
63	68	GS ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea	1,490.1	6,398.1	11,154.8	0	1	9	0	0	88	2	0	0
64	64	SACYR VALLEHERMOSO, Madrid, Spain†	1,468.2	6,990.8	9,943.3	31	0	0	7	0	0	58	0	0
65	74	ASTALDI SPA, Rome, Italy†	1,432.5	2,590.0	3,417.1	2	0	0	14	0	11	73	0	0
66	71	ARABIAN CONSTRUCTION CO. SAL, Beirut, Lebanon†	1,422.9	1,477.2	2,431.7	88	0	7	1	0	0	0	0	0
67	40	TOYO ENGINEERING CORP., Chiba, Japan†	1,321.9	1,869.3	1,423.5	0	0	0	0	0	100	0	0	0
68	66	GAMA, Ankara, Turkey†	1,283.1	1,326.3	1,227.3	2	0	39	11	0	48	0	0	0
69	94	SINOPEC ENGINEERING INC., Beijing, China	1,279.8	2,114.8	3,972.2	0	0	0	0	0	100	0	0	0
70	73	ACCIONA SA, Madrid, Spain†	1,254.1	5,177.0	5,614.5	34	0	0	4	4	25	33	0	0
71	84	SALINI COSTRUTTORI SPA, Rome, Italy†	1,232.0	1,655.0	1,141.9	2	0	0	53	0	0	46	0	0
72	75	SAMSUNG C&T CORP., Seoul, S. Korea†	1,200.6	5,226.0	8,484.3	12	11	36	0	0	8	33	0	0
73	**	SNC-LAVALIN INTERNATIONAL INC., Montreal, Quebec, Canada†	1,198.6	2,104.9	NA	9	0	21	40	0	26	4	0	0
74	124	NISHIMATSU CONSTRUCTION CO. LTD., Tokyo, Japan	1,143.6	4,096.0	2,683.6	2	0	28	1	9	0	60	0	0
75	85	RENAISSANCE CONSTRUCTION, Ankara, Turkey†	1,092.6	1,125.6	2,064.2	45	24	0	0	0	5	20	5	0
76	120	CHINA PETROLEUM PIPELINE BUREAU (CPP), Langfang City, Hebei, China†	1,052.8	2,825.2	1,433.2	0	0	0	0	0	95	0	0	4
77	96	CONSTRUTORA ANDRADE GUTIERREZ SA, Sao Paulo, SP, Brazil†	1,049.7	3,035.3	4,480.8	2	0	6	4	3	15	69	0	0
78	83	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China†	1,042.0	1,510.0	4,670.0	0	0	100	0	0	0	0	0	0
79	95	SEPCOIII ELECTRIC POWER CONSTRUCTION CORP., Weifang, Shandong, China	1,013.0	1,171.0	2,962.0	0	0	100	0	0	0	0	0	0
80	80	DONGFANG ELECTRIC CORP., Chengdu, Sichuan, China†	1,011.0	5,486.1	8,823.5	0	0	97	0	0	0	3	0	0
81	69	ED. ZUBLIN AG, Stuttgart, Germany†	1,002.0	3,533.0	3,095.0	43	0	5	0	2	0	10	0	0
82	76	ANSALDO ENERGIA SPA, Genova, Italy†	964.1	1,728.5	685.4	0	0	100	0	0	0	0	0	0
83	63	TAKENAKA CORP., Osaka, Japan†	939.0	12,037.0	10,715.0	21	54	0	0	0	0	24	0	0
84	99	CHINA GEZHOUBA GROUP CO. LTD., Wuhan, Hubei, China†	932.5	4,071.1	7,918.0	15	0	30	5	17	0	33	0	0
85	**	ELLAKTOR SA, Kifissia, Greece†	918.7	3,268.1	940.3	24	0	0	0	40	7	29	0	0
86	72	CHINA CIVIL ENGINEERING CONSTR. CORP., Beijing, China†	911.2	1,121.0	5,611.8	22	0	0	1	1	0	76	0	0
87	115	POSCO ENGINEERING & CONSTRUCTION, Seoul, S. Korea	909.0	5,683.5	8,280.0	0	0	65	0	0	32	3	0	0
88	41	ORASCOM CONSTRUCTION INDUSTRIES, Cairo, Egypt	903.6	1,504.5	2,049.6	1	0	15	0	0	45	12	0	0
89	103	SHANGHAI CONSTRUCTION (GROUP) GENERAL CO., Shanghai, China	840.5	11,037.9	11,270.6	76	0	2	0	0	1	21	0	0
90	78	PENTA-OCEAN CONSTRUCTION CO. LTD., Tokyo, Japan	840.0	3,182.8	2,761.7	34	0	0	0	17	0	49	0	0
91	105	GHELLA SPA, Rome, Italy†	836.0	910.0	1,484.0	2	0	17	3	1	0	77	0	0
92	86	CTCI CORP., Taipei, Taiwan†	817.9	1,271.7	1,899.3	1	4	16	0	0	79	0	0	0
93	70	ANT YAPI CONSTRUCTION, INDUSTRY & TRADE CO. LTD., Istanbul, Turkey	797.5	896.8	286.0	100	0	0	0	0	0	0	0	0
94	81	SK ENGINEERING & CONSTRUCTION, Seoul, S. Korea	788.9	3,163.3	13,359.5	3	0	0	0	0	97	0	0	0
95	111	PJSC STROYTRANSGAZ, Moscow, Russia†	781.0	1,419.0	NA	0	0	0	0	0	100	0	0	0
96	114	STFA CONSTRUCTION GROUP, Istanbul, Turkey	771.8	803.2	147.0	6	0	3	0	2	0	84	0	0
97	82	TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey†	759.0	867.0	23.0	0	0	3	13	0	49	35	0	0
98	87	CONTRACTING & TRADING CO., Beirut, Lebanon†	746.9	747.8	748.8	17	0	0	0	0	55	28	0	0
99	93	SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea†	734.7	1,790.0	2,512.4	68	0	0	8	0	2	22	0	0
100	102	TAV CONSTRUCTION, Istanbul, Turkey	730.5	788.2	2,213.3	17	0	0	0	0	0	83	0	0
101	123	SHANDONG ELECTRIC POWER CONSTR. CORP., Jinan City, Shandong, China†	712.7	2,503.1	3,580.7	0	0	100	0	0	0	0	0	0
102	159	POLIMEKS INSAAT TAAHHUT VE SAN TIC. AS, Istanbul, Turkey	702.0	702.0	2,370.0	40	1	0	10	7	10	29	0	3

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL	2009 (\$ MIL.)			POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.		
103	108	SOARES DA COSTA - GRUPO SGPS, Porto, Portugal†	680.6	1,221.0	966.0	61	0	4	5	2	0	27	0	0
104	**	VEIDEKKE ASA, Oslo, Norway†	679.0	1,972.0	NA	72	0	2	0	0	5	20	0	0
105	104	TREVI SPA, Cesena, Italy†	655.4	772.2	510.3	65	0	0	13	0	14	8	0	0
106	142	CHINA GEO-ENGINEERING CORP., Beijing, China†	653.6	793.6	783.8	4	0	1	49	11	0	20	0	0
107	110	YUKSEL INSAAT CO. INC., Ankara, Turkey†	641.7	778.0	1,296.7	47	0	0	34	0	0	19	0	0
108	137	HARBIN POWER ENGINEERING CO. LTD., Harbin, China	620.9	640.6	640.6	0	0	100	0	0	0	0	0	0
109	**	CAMARGO CORREA, Sao Paulo, SP, Brazil†	615.1	3,884.8	3,788.0	8	0	33	0	21	1	36	0	0
110	91	BAUER AG, Schrobenhausen, Germany†	613.0	960.7	921.4	27	3	18	9	3	11	22	0	4
111	106	NUROL CONSTRUCTION AND TRADING CO., Ankara, Turkey†	610.0	820.0	1,371.0	46	0	0	10	3	7	34	0	0
112	89	TAIKISHA LTD., Tokyo, Japan†	595.8	1,280.6	NA	7	85	2	0	0	6	0	0	0
113	136	ABB SPA - PROCESS AUTOMATION DIVISION, Sesto San Giovanni, Italy†	587.4	595.5	1,151.7	0	0	41	0	0	59	0	0	0
114	119	BONATTI SPA, Parma, Italy†	582.6	773.0	1,047.6	1	0	26	0	0	72	0	0	0
115	121	THE ARAB CONTRACTORS (O.A.O & CO.), Cairo, Egypt†	579.0	2,946.8	3,784.0	40	0	0	5	4	4	47	0	0
116	97	E. PIHL & SON AS, Kongens Lyngby, Denmark†	574.1	1,051.1	886.8	31	0	25	2	5	0	37	0	0
117	140	BEIJING CONSTRUCTION ENG'G GROUP CO. LTD., Beijing, China†	563.7	3,349.7	6,026.9	95	0	1	3	0	0	0	0	1
118	107	SHIKUN & BINUI - SBI INFRASTRUCTURE LTD., Ramat-Gan, Israel†	558.2	558.2	371.2	6	0	10	7	0	0	77	0	0
119	147	CHINA JIANGSU INT'L ECON-TECH. COOP. CORP., Nanjing, China†	540.4	756.1	1,146.1	92	0	0	5	0	0	3	0	0
120	113	MCCONNELL DOWELL CORP. LTD., Hawthorn, Victoria, Australia†	536.3	1,746.2	2,012.3	10	0	15	13	0	29	14	0	0
121	79	NATIONAL PETROLEUM CONSTRUCTION CO. (NPCC), Abu Dhabi, U.A.E.	530.4	998.3	1,210.1	0	0	0	0	0	100	0	0	0
122	92	BLACK & VEATCH, Overland Park, Kan., U.S.A.†	516.5	1,401.0	2,259.4	0	0	29	43	26	3	0	0	0
123	112	ZHONGYUAN PETROLEUM EXPLORATION BUREAU, Puyang City, Henan, China†	510.5	2,160.0	2,160.0	0	0	0	0	0	100	0	0	0
124	90	CHINA NATIONAL CHEMICAL ENG'G GROUP CORP., Beijing, China†	504.9	4,473.2	5,855.8	0	0	3	1	0	83	1	0	0
125	122	CHINA INT'L WATER & ELECTRIC CORP. (CWE), Beijing, China†	504.6	561.7	675.9	1	0	36	21	3	3	36	0	0
126	116	RIZZANI DE ECCHER SPA, Pozzuolo del Friuli, Italy†	489.6	603.4	601.6	26	0	0	0	0	0	70	0	0
127	139	WORLEYPARSONS, North Sydney, NSW, Australia†	478.2	534.1	60.1	0	0	0	0	0	100	0	0	0
128	131	CHINA GEOLOGY OVERSEAS CONSTRUCTION GROUP CO., Beijing, China†	468.8	483.6	994.1	10	0	0	26	0	0	64	0	0
129	135	C.M.C. DI RAVENNA, Ravenna, Italy†	461.6	917.6	903.4	3	0	34	2	3	0	59	0	0
130	141	CHINA OVERSEAS ENGINEERING GROUP CO. LTD., Beijing, China†	456.5	501.7	958.4	19	0	0	2	0	3	74	0	0
131	126	KAYI INSAAT SAN. VE TIC. AS, Istanbul, Turkey†	447.4	464.3	147.6	69	28	0	0	0	3	0	0	0
132	177	THE SHAW GROUP INC., Baton Rouge, La., U.S.A.†	446.9	4,425.8	7,721.5	1	0	1	0	0	92	1	5	0
133	143	QINGJIAN GROUP CO. LTD., Qingdao City, Shandong Prov., China†	425.0	2,383.0	2,036.0	96	0	0	2	0	0	1	0	0
134	198	LOTTE ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea†	415.0	3,383.0	5,865.4	61	0	17	0	4	14	4	0	0
135	109	CHINA NATIONAL TECHNICAL IMP. & EXP. CORP., Beijing, China	410.1	410.1	395.5	0	0	55	3	0	14	22	0	7
136	117	CH2M HILL, Englewood, Colo., U.S.A.†	407.2	1,016.0	736.4	17	4	30	12	0	28	6	3	0
137	145	HEFEI CEMENT RESEARCH & DESIGN INSTITUTE, Hefei, China	397.3	399.4	55.8	0	0	0	0	0	100	0	0	0
138	148	AL-ARRAB CONTRACTING CO. LTD., Riyadh, Saudi Arabia†	396.6	816.1	1,879.0	76	0	21	3	0	0	0	0	0
139	146	COMSA EMTE, Madrid, Spain†	380.6	2,974.8	NA	0	0	0	0	0	0	80	0	20
140	153	CHINA WANBAO ENGINEERING CORP., Beijing, China	349.3	349.3	196.0	0	27	19	0	0	0	50	1	0
141	172	CHINA DALIAN INT'L ECO. & TECHN. COOPERATIVE GRP., Dalian, China†	348.8	385.7	614.0	81	0	0	0	0	2	17	0	0
142	**	GRAHAM GROUP LTD., Calgary, Alberta, Canada	343.0	1,953.0	2,489.0	65	16	0	0	0	0	19	0	0
143	203	HANWHA ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea†	341.9	2,119.9	3,465.0	0	0	57	0	0	43	0	0	0
144	138	PER AARSLEFF A/S, Aabyhoej, Denmark†	337.6	958.2	788.0	0	26	1	3	38	1	32	0	0
145	130	FATA SPA, Pianezza, Italy	335.5	345.3	105.1	0	0	0	0	0	100	0	0	0
146	157	B.L. HARBERT INTERNATIONAL LLC, Birmingham, Ala., U.S.A.	331.9	653.0	508.5	100	0	0	0	0	0	0	0	0
147	152	IMPRESA PIZZAROTTI & C. SPA, Parma, Italy†	328.2	1,024.5	1,368.7	5	0	1	12	1	0	82	0	0
148	118	WILLBROS GROUP INC., Houston, Texas, U.S.A.†	319.8	1,165.3	1,084.3	0	0	0	0	0	100	0	0	0
149	202	SHANGHAI URBAN CONSTRUCTION (GROUP) CORP., Shanghai, China†	316.9	3,083.7	3,247.3	65	0	0	0	0	0	35	0	0
150	162	ONUR TAAHHUT TICARET LTD. STL., Ankara, Turkey†	315.6	380.5	564.9	0	0	0	0	0	0	100	0	0
151	189	CHINA HUANQIU CONTRACTING & ENGINEERING CORP., Beijing, China†	314.5	1,817.2	3,296.7	0	0	0	0	0	100	0	0	0
152	181	CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey†	312.3	772.2	383.7	0	0	0	35	0	0	28	0	0
153	128	URS CORP., San Francisco, Calif., U.S.A.†	311.3	2,442.1	29,604.0	5	5	38	0	0	19	0	0	0
154	144	KINDEN CORP., Osaka, Japan†	303.0	5,034.0	4,886.0	54	23	4	9	0	0	7	0	3

THE TOP 225 INTERNATIONAL CONTRACTORS

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL				POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.		
155	127	YAPI MERKEZI INSAAT VE SANAYI AS, Istanbul, Turkey†	302.4	603.8	NA	2	0	0	0	0	0	98	0	0
156	176	TUTOR PERINI CORP., Sylmar, Calif., U.S.A.†	297.8	5,141.0	2,786.3	77	0	0	0	0	0	22	0	0
157	168	ANHUI CONSTRUCTION ENGINEERING GROUP CO. LTD., Hefei, Anhui, China†	290.0	1,860.4	2,262.8	57	5	1	9	2	8	18	0	0
158	125	BAYTUR CONSTRUCTION AND CONTRACTING CO., Istanbul, Turkey	285.4	289.7	507.1	100	0	0	0	0	0	0	0	0
159	165	CHINA HENAN INT'L COOPERATION GROUP CO. LTD., Zhengzhou, Henan, China	281.0	281.0	281.0	0	0	0	18	1	0	81	0	0
160	185	CHINA NATIONAL MACHINERY IMP. & EXP. CORP., Beijing, China	276.6	276.6	687.7	0	13	19	0	0	18	49	0	0
161	204	ARABTEC CONSTRUCTION LLC, Dubai, U.A.E.†	275.1	1,604.4	1,468.8	100	0	0	0	0	0	0	0	0
162	**	PAN-CHINA CONSTRUCTION GROUP CO. LTD., Beijing, China†	263.6	685.1	585.2	100	0	0	0	0	0	0	0	0
163	166	GAMUDA BERHAD, Petaling Jaya, Selangor, Malaysia†	262.0	626.0	NA	0	0	0	0	0	0	100	0	0
164	156	SUMITOMO MITSUI CONSTRUCTION CO. LTD., Tokyo, Japan†	260.5	2,959.0	2,626.0	10	22	0	0	0	31	36	0	0
165	129	JOHN SISK & SON LTD., Dublin, Leinster, Ireland†	255.5	1,271.0	1,273.7	88	0	7	0	0	0	5	0	0
166	**	AL HABTOOR LEIGHTON GROUP, Dubai, U.A.E.	255.5	1,876.1	848.7	100	0	0	0	0	0	0	0	0
167	149	GURIS INSAAT VE MUHENDISLIK AS, Ankara, Turkey	250.5	340.4	494.2	58	0	0	15	7	6	14	0	0
168	151	BELLELI ENERGY SRL, Mantova, Italy	250.0	250.0	70.0	0	0	0	39	0	61	0	0	0
169	191	XINJIANG BEIXIN CONSTRUCTION & ENG'G (GROUP) CO. LTD., Urumqi, China†	237.2	998.7	1,259.4	27	0	0	0	0	0	73	0	0
170	184	DOGUS INSAAT VE TICARET AS, Kavacik-Beykoz-Istanbul, Turkey	235.9	468.9	205.0	31	0	0	0	0	0	69	0	0
171	**	IRCON INTERNATIONAL LTD., New Delhi, Delhi, India†	235.3	643.6	563.7	0	0	4	0	0	0	96	0	0
172	**	PETROLEUM PROJECTS AND TECHNICAL CONSULTATIONS CO., Cairo, Egypt	234.1	1,162.2	1,469.5	0	0	0	0	0	100	0	0	0
173	158	KHARAFI NATIONAL, Safat, Kuwait, Kuwait†	231.0	831.0	1,287.0	22	0	0	0	61	0	0	0	0
174	174	BENTINI SPA, Faenza, Italy†	226.2	247.1	784.3	44	0	0	0	0	56	0	0	0
175	**	YASAR OZKAN ENG'G AND CONTRACTING CO. INC., Ankara, Turkey	222.9	222.9	250.0	100	0	0	0	0	0	0	0	0
176	163	GAP INSAAT YATIRIM VE DIS TICARET AS, Istanbul, Turkey†	217.2	217.2	147.7	70	0	2	0	0	28	0	0	0
177	98	AMEC PLC, London, U.K.†	215.0	972.8	NA	43	0	8	1	2	12	7	0	0
178	167	SOCIETA ITALIANA PER CONDOTTE D'ACQUA SPA, Rome, Italy†	209.8	1,014.0	1,119.1	0	0	0	19	0	0	81	0	0
179	212	ANHUI FOREIGN ECON. CONSTRUCTION (GROUP) CO. LTD., Hefei, Anhui, China	207.4	207.4	396.0	84	0	0	1	0	0	15	0	0
180	179	BETA TEK INSAAT, Istanbul, Turkey†	207.0	207.0	267.3	22	47	0	0	0	31	0	0	0
181	182	AECOM GROUP INC., Toronto, Ontario, Canada†	206.3	1,989.6	NA	11	0	14	0	0	0	75	0	0
182	183	CUKUROVA CONSTRUCTION, Istanbul, Turkey	205.0	230.0	1,500.0	46	0	0	20	17	0	17	0	0
183	150	YENIGUN CONSTRUCTION INC., Ankara, Turkey	201.6	204.7	81.6	49	0	0	0	0	0	51	0	0
184	222	CHINA WU YI CO. LTD., Fuzhou, Fujian, China†	190.6	558.5	604.2	32	0	0	0	0	21	47	0	0
185	192	CHINA JIANGXI CORP. FOR INT'L ECO. & TECH. COOP'N, Nanchang, China†	187.9	187.9	350.0	54	0	1	18	1	0	24	0	0
186	175	CHINA ZHONGYUAN ENGINEERING CORP., Beijing, China	183.5	207.9	64.2	8	0	92	0	0	0	0	0	0
187	216	MUSHRIF TRADING & CONTRACTING CO., Rumaihiya, Kuwait City, Kuwait†	179.5	283.9	308.0	88	0	0	0	8	0	4	0	0
188	193	SINOSTEEL EQUIPMENT & ENGINEERING CO. LTD., Beijing, China	178.8	619.4	455.2	0	0	0	0	0	100	0	0	0
189	180	RASEN INSAAT VE YATIRIM TICARET AS, Istanbul, Turkey†	178.7	178.7	220.1	100	0	0	0	0	0	0	0	0
190	186	ENERGOPROJEKT HOLDING, Belgrade, Serbia†	177.2	287.4	167.2	53	0	5	0	0	0	42	0	0
191	132	ENPPI, Cairo, Egypt†	176.6	472.7	554.0	0	0	0	0	0	100	0	0	0
192	187	INSITUFORM TECHNOLOGIES INC., Chesterfield, Mo., U.S.A.†	175.0	566.2	777.3	0	0	0	3	78	19	0	0	0
193	213	SELI SPA, Rome, Italy†	174.5	255.5	224.0	0	0	9	22	1	0	66	0	0
194	171	SUMMA TURIZM YATIRIMCILIGI AS, Ankara, Turkey†	173.9	173.9	255.0	100	0	0	0	0	0	0	0	0
195	188	GREAT LAKES DREDGE & DOCK CORP. LLC, Oak Brook, Ill., U.S.A.	172.7	484.7	517.6	0	0	0	0	0	0	100	0	0
196	101	HANJIN HEAVY INDUSTRIES & CONSTRUCTION CO. LTD., Seoul, S. Korea	170.4	1,129.8	1,865.2	0	0	0	14	0	0	86	0	0
197	**	NANTONG CONSTR. GROUP JOINT-STOCK CO. LTD., Nantong, Jiangsu, China†	169.1	1,051.4	811.8	37	0	0	1	0	63	0	0	0
198	169	IREM GROUP, Siracusa, Italy†	168.4	303.1	531.9	0	0	21	0	0	79	0	0	0
199	**	SENER INGENIERIA Y SISTEMAS SA, Las Arenas (GETXO), Vizcaya, Spain†	168.0	572.5	727.0	0	0	42	0	0	53	5	0	0
200	**	JIANGSU NANTONG NO. 3 CONSTR. GRP. CO. LTD., Haimen, Jiangsu, China†	167.4	2,263.0	1,962.6	100	0	0	0	0	0	0	0	0
201	194	CHINA NONFERROUS METAL INDUS. FRGN. ENG'G & CONSTR., Beijing, China	167.0	167.0	191.6	0	0	0	0	0	100	0	0	0
202	207	ATLAS GROUP, Ankara, Turkey†	160.0	189.6	272.6	100	0	0	0	0	0	0	0	0
203	190	RENCO SPA, Pesaro, Italy	160.0	170.0	208.0	25	0	31	0	0	44	0	0	0
204	173	MAK-YOL CONSTR. INDUS. TOURISM & TRADING INC., Istanbul, Turkey†	156.1	745.0	6,503.6	1	0	0	0	0	0	99	0	0
205	170	THE LAUREN CORP., Abilene, Texas, U.S.A.†	155.9	353.0	84.9	0	0	10	0	0	51	0	0	0
206	199	WEIHAI INTERNATIONAL ECO. & TECH. COOP. CO. LTD., Weihai, China	153.3	153.3	114.2	51	0	0	4	0	0	44	0	2

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)						HAZ WASTE	TELE- COM
			INTERNATIONAL	TOTAL	CONTRACTS IN 2009 (\$ MIL.)			POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.			
207	220	ZHONGDING INT'L ENGINEERING CO. LTD., Nanchiang, Jiangxi, China†	152.6	152.6	167.2	43	0	0	2	3	0	4	3	0	
208	**	CHINA YUNNAN CONSTR. ENGINEERING GRP. CO. LTD., Kunming, Yunnan, China†	151.4	2,686.2	3,398.5	93	0	0	0	0	0	7	0	0	
209	200	ALARKO CONTRACTING GROUP, Gebze, Kocaeli, Turkey	150.9	772.5	NA	0	0	0	0	90	0	10	0	0	
210	**	METAG INSAAT TICARET AS, Ankara, Turkey	148.2	148.2	247.8	30	0	0	0	0	0	16	0	0	
211	209	PARSONS, Pasadena, Calif., U.S.A.†	147.6	1,335.9	2,190.9	0	0	0	0	0	4	96	0	0	
212	217	PREZIOSO TECHNILOR, St. Clair du Rhone, France†	145.0	322.0	430.0	0	0	17	0	0	83	0	0	0	
213	**	IC IBRAHIM CECEN INVESTMENT HOLDING INC., Ankara, Turkey†	144.8	401.6	2,326.7	100	0	0	0	0	0	0	0	0	
214	208	SICIM SPA, Busseto, Italy†	143.8	205.1	245.0	0	0	0	0	0	100	0	0	0	
215	**	SHANGHAI TUNNEL ENGINEERING CO. LTD., Shanghai, China†	138.0	1,535.1	2,672.7	0	0	0	0	0	0	100	0	0	
216	205	ESER CONTRACTING AND INDUSTRY CO. INC., Ankara, Turkey†	135.9	161.3	303.4	15	0	0	76	0	9	0	0	0	
217	**	ZHEJIANG CONSTR. INVESTMENT GROUP CO. LTD., Hangzhou, Zhejiang, China†	135.4	4,614.3	6,071.3	100	0	0	0	0	0	0	0	0	
218	**	LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey	133.5	784.2	665.0	50	0	0	27	0	0	22	0	0	
219	225	TML CONSTRUCTION CO., Istanbul, Turkey	127.8	127.8	184.0	16	0	0	21	0	0	0	0	0	
220	**	CADDELL CONSTRUCTION CO. INC., Montgomery, Ala., U.S.A.	125.1	690.9	356.8	100	0	0	0	0	0	0	0	0	
221	**	JIANGSU NANTONG LIUJIAN CONSTRUCTION GRP. CO. LTD., Rugao, Jiangsu, China†	123.6	1,131.4	709.3	100	0	0	0	0	0	0	0	0	
222	**	AL SHAFAR GENERAL CONTRACTING, Dubai, U.A.E.	120.0	520.0	653.0	100	0	0	0	0	0	0	0	0	
223	**	EMPRESAS ICA SAB DE CV, Mexico City, Mexico†	118.3	2,365.0	NA	0	0	0	0	0	0	0	0	0	
224	224	CHINA NATIONAL COMPLETE PLANT IMP. & EXP. CORP., Beijing, China†	114.5	114.5	297.3	69	0	4	0	0	14	11	0	0	
225	**	OZTAS CONSTRUCTION CO., Ankara, Turkey†	103.2	203.4	45.2	48	0	0	42	0	0	0	0	0	
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AN ELECTRONIC VERSION IS AVAILABLE OF THE ENTIRE TOP 225 INTERNATIONAL CONTRACTORS LIST. GO TO ENR.COM FOR MORE INFORMATION															

WHERE TO FIND THE TOP 225 INTERNATIONAL

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK	
A		China Nonferrous Metal Industry's Frgn. Eng'g & Constr.		J		Samsung C&T Corp.		
ABB SpA - Process Automation Division	113	China Overseas Engineering Group Co. Ltd.	130	Jacobs	52	Samsung Engineering Co. Ltd.	72	
Abeinsa SA	39	China Petroleum Eng'g & Constr. (Group) Corp.	46	Jan De Nul Group (Sofidra SA)	44	SELI SpA	35	
Acciona SA	70	China Petroleum Pipeline Bureau (CPP)	76	JGC Corp.	51	Sener Ingenieria y Sistemas SA	193	
Grupo ACS	18	China Railway Construction Corp. Ltd.	25	Jiangsu Nantong Lijuan Construction Group Co. Ltd.	221	SEPCOIII Electric Power Construction Corp.	79	
Aecon Group Inc.	181	China Railway Group Ltd.	53	Jiangsu Nantong No. 3 Construction Group Co. Ltd.	200	Shandong Electric Power Construction Corp.	101	
Al Habtoor Leighton Group	166	China State Construction Eng'g Corp.	22	Joannou & Paraskevaides Group of Cos.	37	Shanghai Construction (Group) General Co.	89	
Al Shafar General Contracting	222	China Wanbao Engineering Corp.	140	K		Shanghai Electric Group Co. Ltd.	78	
Al-Arrab Contracting Co. Ltd.	138	China Wu Yi Co. Ltd.	184	Kajima Corp.	33	Shanghai Tunnel Engineering Co. Ltd.	215	
Alarko Contracting Group	209	China Yunnan Construction Engineering Group Co. Ltd.	208	Kayi Insaat San. ve Tic. AS	131	Shanghai Urban Construction (Group) Corp.	149	
AMEC plc	177	China Zhongyuan Engineering Corp.	186	KBR	12	The Shaw Group Inc.	132	
Anhui Construction Engineering Group Co. Ltd.	157	Chiyoda Corp.	61	Kiewit Corp.	49	Shimizu Corp.	55	
Anhui Foreign Economic Construction (Group) Co. Ltd.	179	CITIC Construction	32	Kinden Corp.	154	SICIM S.p.A.	214	
Ansaldo Energia SpA	82	COMSA EMTE	139	L		Sinohydro Corp.	41	
Ant Yapi Construction, Industry & Trade Co. Ltd.	93	Societa Italiana Per Condotte D'Acqua SpA	178	Larsen & Toubro Ltd.	62	Sinopec Engineering Inc.	69	
The Arab Contractors (O.A.O & Co.)	115	Consolidated Contractors Group	19	The Lauren Corp.	205	Sinosteel Equipment & Engineering Co. Ltd.	188	
Arabian Construction Co. SAL	66	Empresas ICA SAB de CV	223	Leighton Holdings Ltd.	21	John Sisk & Son Ltd.	165	
Arabtec Construction LLC	161	Contracting & Trading Co.	98	Limak Insaat Sanayi ve Ticaret AS	218	SK Engineering & Construction	9	
Astaldi SpA	65	CTCI Corp.	92	Lotte Engineering & Construction Co. Ltd.	134	Skanska AB	64	
Atlas Group	202	Cukurova Construction	182	M		SNC-Lavalin International Inc.	73	
B		D		Maire Tecnimont SpA		36	Soares Da Costa - Grupo SGPS	103
Balfour Beatty plc	16	Daelim Industrial Co. Ltd.	42	Mak-Yol Constr. Indus. Tourism & Trading Inc.	204	Shikun & Binui - SBI Infrastructure Ltd.	118	
Royal BAM Group nv	17	Daewoo E&C Co. Ltd.	54	McConnell Dowell Corp. Ltd.	120	Ssangyong Engineering & Construction Co. Ltd.	99	
Bayer AG	110	Dogus Insaat Ve Ticaret AS	170	McDermott International Inc.	28	STFA Construction Group	96	
Baytur Construction and Contracting Co.	158	Dongfang Electric Corp.	80	Metag Insaat Ticaret AS	210	STRABAG SE	3	
Bechtel	4	E		Mushrif Trading & Contracting Co., KSCC	187	PJSC Sroytransgaz	95	
Beijing Construction Eng'g Group Co. Ltd.	117	EIFFAGE	30	N		Sumitomo Mitsui Construction Co. Ltd.	164	
Belleli Energy Srl	168	Ellaktor SA	85	Nantong Construction Group Joint-Stock Co. Ltd.	197	Summa Turizm Yatirimciligi AS	194	
Bentini SpA	174	Energoprojekt Holding	190	National Petroleum Construction Co. (NPCC)	121	T		
BESIX SA	48	Enppi	191	Nishimatsu Construction Co. Ltd.	74	Taikisha Ltd.	112	
Beta Tek Insaat	180	Enka Construction & Industry Co. Inc.	50	Nurul Construction and Trading Co.	111	Taisei Corp.	47	
Bilfinger Berger AG	8	Eser Contracting and Industry Co.Inc.	216	O		Takenaka Corp.	83	
Black & Veatch	122	F		Obayashi Corp.	45	TAV Construction	100	
Bonatti SpA	114	FATA SpA	145	Construtora Norberto Odebrecht	15	Techint Group	27	
BOUYGUES	5	FCC, Fomento de Constr. y Contratas SA	11	Onur Taahhutt Ticaret Ltd. Sti.	150	TECHNIP	10	
Bovis Lend Lease	14	Ferrovial Agroman SA	34	Orascom Construction Industries	88	Tecnicas Reunidas	29	
C		Fleur Corp.	9	Oztas Construction Co.	225	Tekfen Construction and Installation Co. Inc.	97	
C.M.C. di Ravenna	129	Foster Wheeler AG	20	P		TML Construction Co.	219	
Caddell Construction Co. Inc.	220	G		Pan-China Construction Group Co. Ltd.	162	Toyo Engineering Corp.	67	
Camargo Correa	109	GAMA	68	Parsons	211	Trevi Spa	105	
CB&I	38	Gamuda Berhad	163	PCL Construction Enterprises Inc.	43	Tutor Perini Corp.	156	
Cengiz Construction Industry & Trade Co. Inc.	152	GAP Insaat Yatirim ve Dis Ticaret AS	176	Penta-Ocean Construction Co. Ltd.	90	U		
CH2M HILL	136	Ghella SpA	91	Per Aarsleff A/S	144	URS Corp.	153	
China Civil Engineering Constr. Corp.	86	Graham Group Ltd.	142	Petrofac Ltd.	24	V		
China Communications Construction Grp. (Ltd.)	13	Great Lakes Dredge & Dock Corp. LLC	195	The Petroleum Projects and Technical Consultations Co.	172	Van Oord	57	
China Dalian Int'l Eco. & Techn. Cooperative Grp.	141	GS Engineering & Construction Corp.	63	E. Pihl & Son AS	116	Veidekke ASA	104	
China Geo-Engineering Corp.	106	Guris Insaat ve Muhendislik AS	167	Impresa Pizzarotti & C. SpA	147	VINCI	2	
China Geology Overseas Construction Group Co.	128	Construtora Andrade Gutierrez SA	77	Polimeks Insaat Taahhut ve San Tic. AS	102	W		
China Gezhouba Group Co. Ltd.	84	H		A. Porr AG	60	Weihai International Eco. & Tech. Coop. Co. Ltd.	206	
China Henan Int'l Cooperation Group Co. Ltd.	159	Hanjin Heavy Industries & Construction Co. Ltd.	196	POSCO Engineering & Construction	87	Willbros Group Inc.	148	
China HuanQiu Contracting & Engineering Corp.	151	Hanwha Engineering & Construction Corp.	143	Prezioso Technilor	212	WorleyParsons	127	
China Int'l Water & Electric Corp. (CWE)	125	B.L. Harbert International LLC	146	Punj Lloyd Ltd.	58	X		
China Jiangsu Int'l Econ-Tech. Coop. Corp.	119	Harbin Power Engineering Co. Ltd.	108	Q		Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.	169	
China Jiangxi Corp. For Int'l Eco. & Tech. Cooperation	185	Hefei Cement Research & Design Institute	137	Qingjian Group Co. Ltd.	133	Y		
China Metallurgical Group Corp.	31	HOCHTIEF AG	1	R		Yapi Merkezi Insaat ve Sanayi AS	155	
China National Chemical Eng'g Group Corp.	124	Hyundai Engineering & Construction Co. Ltd.	23	Rasen Insaat Ve Yatirim Ticaret AS	189	Yasar Ocan Eng'g and Contracting Co. Inc.	175	
China National Complete Plant Imp. & Exp. Corp.	224	I		Renaissance Construction	75	Yenigun Construction Inc.	183	
China National Machinery Industry Corp.	26	Iberdrola Ingenierla y Construccion IC Ibrahim Cecen Investment Holding Inc.	213	Renco SpA	203	Yuksel Insaat Co. Inc.	107	
China National Technical Imp. & Exp. Corp.	135	IMPREGILO SpA	40	Rizzani de Eccher SpA	126	Z		
China National Machinery Imp. & Exp. Corp.	160	Insituform Technologies Inc.	192	S		Zhejiang Constr. Investment Group Co. Ltd.	217	
		Ircon International Ltd.	171	SACYR Vallehermoso	64	Zhongding Int'l Engineering Co. Ltd.	207	
		IREM Group	198	Saipem	7	Zhongyuan Petroleum Exploration Bureau	123	
		Grupo Isolux Corsan SA	56	Salini Costruttori SpA	71	Ed. Zublin AG	81	

Chinese Firms

Over the past few years, many construction firms have grown to become huge through expansion of services and acquisition. **On this year's ENR Top 225 Global Contractors list, there are 170 firms with more than \$1 billion in contracting revenue.** However, no group has grown like the major Chinese contracting firms, which have not just taken advantage of China's continuing economic boom but have benefited from that nation's own infrastructure stimulus program.

THE TOP 225 GLOBAL CONTRACTORS (BASED ON TOTAL FIRM CONTRACTING REVENUE)

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 GLOBAL REVENUE)							HAZ WASTE	TELE- COM
			TOTAL	INTERNATIONAL				POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.				
1	4	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China	53,990.0	3,542.0	82,701.0	6	2	3	1	0	0	78	0	0		
2	2	CHINA RAILWAY GROUP LTD., Beijing, China	52,869.7	1,781.4	88,111.3	9	3	0	0	0	0	69	0	0		
3	1	VINCI, Rueil-Malmaison, France	45,247.1	17,237.7	37,477.7	18	0	6	3	0	4	44	1	4		
4	3	BOUYGUES, Paris, France	34,271.0	13,509.0	33,867.0	38	0	8	1	1	1	48	0	1		
5	7	CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.), Beijing, China	33,462.5	7,477.8	56,611.3	1	0	1	1	0	0	96	0	0		
6	6	CHINA STATE CONSTRUCTION ENG'G CORP., Beijing, China	33,196.3	4,185.0	67,268.9	74	4	2	1	0	4	14	0	0		
7	5	HOCHTIEF AG, Essen, Germany	26,068.8	23,769.5	30,176.3	42	0	2	5	2	2	25	0	3		
8	9	CHINA METALLURGICAL GROUP CORP., Beijing, China	25,531.7	2,965.0	31,561.8	21	5	2	0	1	60	4	0	0		
9	10	BECHTEL, San Francisco, Calif., U.S.A.	22,637.0	14,849.0	19,312.0	0	0	17	0	0	55	22	4	1		
10	8	GRUPO ACS, Madrid, Spain	22,496.3	5,863.5	24,997.2	11	0	21	3	10	17	31	0	1		
11	13	STRABAG SE, Vienna, Austria	18,706.0	15,860.1	13,045.0	33	0	1	4	2	5	54	0	0		
12	22	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia	18,276.0	4,209.0	23,327.0	20	0	1	9	5	2	29	0	4		
13	11	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain	17,713.4	7,847.0	26,165.3	33	0	3	4	6	2	50	0	1		
14	16	FLUOR CORP., Irving, Texas, U.S.A.	17,235.8	9,629.4	18,500.0	7	2	12	0	0	67	8	4	0		
15	12	SKANSKA AB, Solna, Sweden	16,322.0	12,880.0	16,827.9	57	1	3	3	3	5	25	0	2		
16	18	EIFFAGE, Asnieres-sur-Seine, France	16,209.0	2,965.8	15,016.8	33	6	23	0	11	5	22	0	0		
17	15	KAJIMA CORP., Tokyo, Japan	16,154.4	2,896.7	12,653.5	55	9	3	3	1	3	15	0	0		
18	14	SHIMIZU CORP., Tokyo, Japan	15,570.5	1,733.7	11,959.6	59	10	2	2	1	8	11	0	0		
19	20	BALFOUR BEATTY PLC, London, U.K.	15,109.0	6,461.0	14,597.0	54	0	6	2	2	1	33	0	1		
20	19	BILFINGER BERGER AG, Mannheim, Germany	14,503.1	9,861.4	15,514.8	31	0	10	0	2	26	31	0	0		
21	21	TAISEI CORP., Tokyo, Japan	13,863.0	2,044.0	11,825.0	49	10	1	2	2	0	26	0	0		
22	17	OBAYASHI CORP., Tokyo, Japan	13,510.0	2,096.0	10,440.0	52	9	3	1	1	4	24	0	3		
23	23	TAKENAKA CORP., Osaka, Japan	12,037.0	939.0	10,715.0	76	18	0	0	1	0	3	0	0		
24	25	SAIPEM, San Donato Milanese, Italy	11,710.1	10,884.7	12,209.6	0	0	0	0	0	99	1	0	0		
25	24	ROYAL BAM GROUP NV, Bunnik, The Netherlands	11,335.0	6,176.0	NA	48	0	0	0	0	0	48	0	0		

Jump to the Top

HOW TO USE THE TABLES

COMPANIES are ranked on the Top Global Contractors list by their total 2009 construction contracting revenue. This differs from the Top International Contractors ranking (see p. 50), which ranks firms based on revenue only from projects outside their home countries. Revenue is in U.S. \$ millions (*). Firms not ranked last year are designated **. NA=data not provided. Markets may not add up to 100% due to omission of "other" miscellaneous market category and rounding.

FIGURES include prime contracts, shares of joint ventures, subcontracts, design-construct contracts and construction management-at-risk contracts when a firm's risks are similar to those of a general contractor's. Figures also include the value of installed equipment when a firm has prime respons-

ibility for specifying and procuring it within the scope of a construction contract.

GENERAL BUILDING includes commercial buildings, offices, stores, educational facilities, government buildings, hospitals, medical facilities, hotels, apartments, housing, etc.

MANUFACTURING includes auto assembly, electronic assembly, textile plants, etc.

POWER comprises thermal and hydroelectric powerplants, waste-to-energy plants, transmission lines, substations, cogeneration plants, etc.

WATER SUPPLY includes dams, reservoirs, transmission pipelines, distribution mains, irrigation canals, desalination and drinking-water treatment plants, pumping stations, etc.

SEWERAGE/SOLID WASTE includes sanitary and

storm sewers, treatment plants, pumping plants, incinerators, industrial-waste facilities, etc.

INDUSTRIAL PROCESS includes pulp and paper mills, steel mills, nonferrous-metal refineries, pharmaceutical plants, chemical plants, food and other processing plants, etc.

PETROLEUM consists of refineries, petrochemical plants, offshore facilities, pipelines, etc.

TRANSPORTATION comprises airports, bridges, roads, canals, locks, dredging, marine facilities, piers, railroads, tunnels, etc.

HAZARDOUS WASTE includes chemical and nuclear waste treatment, asbestos and lead abatement, etc.

TELECOMMUNICATIONS comprises transmission lines and cabling, towers and antennae, data centers, etc.

2010-2009 RANK FIRM																
RANK		FIRM	2009 REVENUE (\$ MIL.)		NEW	GEN.	MARKETS (% OF 2009 GLOBAL REVENUE)							HAZ	TELE-	
2010	2009		TOTAL	INTERNATIONAL	CONTRACTS IN 2009 (\$ MIL.)		BLDG.	MFG.	POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.			WASTE
26	31	SINOHYDRO CORP., Beijing, China	11,062.7	2,233.2	13,707.1	6	3	54	11	3	0	24	0	0		
27	29	SHANGHAI CONSTRUCTION (GROUP) GENERAL CO., Shanghai, China	11,037.9	840.5	11,270.6	73	8	0	0	1	0	12	0	0		
28	28	KBR, Houston, Texas, U.S.A.	9,949.8	7,824.6	12,961.4	22	1	10	2	2	59	2	0	2		
29	34	CONSTRUTORA NORBERTO ODEBRECHT, Sao Paulo, SP, Brazil	9,405.0	6,549.0	11,637.0	10	0	14	8	6	15	44	0	0		
30	27	TECHNIP, Paris, France	8,995.0	8,865.0	9,998.0	0	0	0	0	0	100	0	0	0		
31	30	KIEWIT CORP., Omaha, Neb., U.S.A.	8,820.0	1,913.0	11,713.2	11	0	27	3	8	20	28	0	0		
32	26	BOVIS LEND LEASE, Millers Point, NSW, Australia	8,677.2	6,787.8	6,093.3	89	0	0	0	0	6	4	0	1		
33	39	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	7,946.7	3,704.0	13,446.0	31	0	33	2	1	14	18	0	0		
34	35	LARSEN & TOUBRO LTD., Mumbai, India	7,760.9	1,551.5	15,494.9	8	4	26	4	1	36	21	0	0		
35	49	SACYR VALLEHERMOSO, Madrid, Spain	6,990.8	1,468.2	9,943.3	46	0	3	4	7	0	36	0	0		
36	45	GS ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea	6,398.1	1,490.1	11,154.8	43	6	5	2	4	31	7	0	0		
37	33	FERROVIAL AGROMAN SA, Madrid, Spain	6,305.2	2,699.0	6,699.5	27	0	0	6	4	1	59	0	0		
38	47	DAEWOO E&C CO. LTD., Seoul, S. Korea	6,055.5	1,746.0	9,977.4	42	0	14	0	4	16	23	1	0		
39	44	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece	5,739.1	5,739.1	5,725.6	12	0	1	11	0	53	23	0	0		
40	69	POSCO ENGINEERING & CONSTRUCTION, Seoul, S. Korea	5,683.5	909.0	8,280.0	27	0	21	0	5	38	9	0	0		
41	63	DAELIM INDUSTRIAL CO. LTD., Seoul, S. Korea	5,600.7	2,225.0	7,648.0	32	0	5	2	0	40	19	0	0		
42	38	JACOBS, Pasadena, Calif., U.S.A.	5,558.2	1,801.3	10,000.0	2	4	0	0	0	91	1	2	0		
43	48	DONGFANG ELECTRIC CORP., Chengdu, Sichuan, China	5,486.1	1,011.0	8,823.5	0	0	99	0	0	0	1	0	0		
44	37	PCL CONSTRUCTION ENTERPRISES INC., Edmonton, Alberta, Canada	5,428.6	2,157.4	3,414.0	67	2	2	4	2	15	9	1	0		
45	36	SAMSUNG C&T CORP., Seoul, S. Korea	5,226.0	1,200.6	8,484.3	52	9	12	1	0	4	20	1	0		
46	50	ACCIONA SA, Madrid, Spain	5,177.0	1,254.1	5,614.5	32	0	3	7	3	14	40	0	0		
47	41	TUTOR PERINI CORP., Sylmar, Calif., U.S.A.	5,141.0	297.8	2,786.3	82	1	0	0	0	0	16	0	0		
48	43	FOSTER WHEELER AG, Clinton, N.J., U.S.A.	5,056.3	4,401.6	3,481.7	0	0	20	0	0	78	0	0	0		
49	46	KINDEN CORP., Osaka, Japan	5,034.0	303.0	4,886.0	55	4	20	2	5	0	3	0	12		
50	53	TODA CORP., Tokyo, Japan	4,985.0	83.0	4,316.0	69	2	1	2	4	7	10	0	1		

THE TOP 225 GLOBAL CONTRACTORS

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 GLOBAL REVENUE)						
			TOTAL	INTERNATIONAL				POWER	WATER SEWER/ SUPPLY	INDUS./ WASTE	PETRO.	HAZ. TRANSP.	TELE- WASTE	COM
51	52	CLARK GROUP, Bethesda, Md., U.S.A.	4,899.9	0.0	3,479.5	77	0	0	0	0	0	15	0	0
52	51	MCDERMOTT INTERNATIONAL INC., Houston, Texas, U.S.A.	4,661.3	3,370.3	3,626.2	0	0	37	0	0	63	0	0	0
53	57	ZHEJIANG CONSTR. INVEST. GRP. CO. LTD., Hangzhou, Zhejiang, China	4,614.3	135.4	6,071.3	59	8	7	2	2	15	8	0	0
54	64	CHINA NATIONAL MACHINERY INDUSTRY CORP., Beijing, China	4,606.8	3,422.3	8,873.5	11	6	53	2	3	8	13	0	3
55	55	CHINA NATIONAL CHEMICAL ENG'G GROUP CORP., Beijing, China	4,473.2	504.9	5,855.8	1	1	1	0	1	86	0	0	0
56	96	THE SHAW GROUP INC., Baton Rouge, La., U.S.A.	4,425.8	446.9	7,721.5	1	0	53	0	1	17	10	18	0
57	56	GRUPO ISOLUX CORSAN SA, Madrid, Spain	4,249.4	1,674.0	15,297.6	17	9	27	2	2	4	24	0	12
58	54	A. PORR AG, Vienna, Austria	4,121.6	1,560.8	4,296.2	27	0	0	0	0	0	73	0	0
59	62	NISHIMATSU CONSTRUCTION CO. LTD., Tokyo, Japan	4,096.0	1,143.6	2,683.6	39	8	11	2	3	0	28	2	0
60	88	CHINA GEZHOUBA GROUP CO. LTD., Wuhan, Hubei, China	4,071.1	932.5	7,918.0	5	0	41	1	4	18	20	0	0
61	66	TECNICAS REUNIDAS, Madrid, Spain	3,951.0	3,093.0	3,991.0	1	0	13	2	0	80	1	0	0
62	**	CAMARGO CORREA, Sao Paulo, SP, Brazil	3,884.8	615.1	3,788.0	6	0	31	0	5	30	28	0	0
63	40	CB&I, The Woodlands, Texas, U.S.A.	3,775.0	2,537.0	5,442.0	0	0	2	4	0	94	0	0	0
64	86	ABEINSA SA, Seville, Spain	3,725.6	2,288.6	5,316.8	3	2	73	1	0	13	4	0	4
65	82	TECHINT GROUP, Milan, Italy	3,715.0	3,410.3	2,251.3	2	0	8	0	0	76	4	0	0
66	77	PETROFAC LTD., Jersey, Channel Islands, U.K.	3,655.4	3,655.4	6,337.0	0	0	0	0	0	100	0	0	0
67	**	STROYGAZCONSULTING LLC, Moscow, Russia	3,635.0	0.0	2,615.1	1	0	0	0	0	98	0	0	0
68	59	ED. ZUBLIN AG, Stuttgart, Germany	3,533.0	1,002.0	3,095.0	65	0	5	0	1	1	7	0	0
69	99	SAMSUNG ENGINEERING CO. LTD., Seoul, S. Korea	3,506.7	2,618.3	8,781.8	5	3	0	0	7	83	2	1	0
70	58	THE WHITING-TURNER CONTRACTING CO., Baltimore, Md., U.S.A.	3,504.1	0.0	3,161.0	83	2	0	0	1	2	1	0	10
71	60	IMPREGILO SPA, Milan, Italy	3,454.1	2,268.4	4,031.3	4	0	3	30	8	0	49	0	0
72	72	LOTTE ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	3,383.0	415.0	5,865.4	55	0	9	0	2	10	12	0	0
73	91	BEIJING CONSTRUCTION ENG'G GROUP CO. LTD., Beijing, China	3,349.7	563.7	6,026.9	68	5	4	3	1	11	8	1	0
74	68	THE WALSH GROUP LTD., Chicago, Ill., U.S.A.	3,342.1	0.0	3,689.1	36	0	0	10	6	0	48	0	0
75	143	CHINA PETROLEUM ENG'G & CONSTR. (GROUP) CORP., Beijing, China	3,280.2	2,092.9	3,948.0	0	0	0	0	0	100	0	0	0
76	**	ELLAKTOR SA, Kifissia, Greece	3,268.1	918.7	940.3	21	0	2	1	17	3	55	0	0
77	61	PENTA-OCEAN CONSTRUCTION CO. LTD., Tokyo, Japan	3,182.8	840.0	2,761.7	34	0	0	2	13	3	48	0	0
78	79	SK ENGINEERING & CONSTRUCTION, Seoul, S. Korea	3,163.3	788.9	13,359.5	32	0	2	1	2	37	15	0	10
79	80	GILBANE BUILDING CO., Providence, R.I., U.S.A.	3,135.5	27.5	3,907.3	91	0	0	0	0	5	3	0	1
80	70	MCCARTHY HOLDINGS INC., St. Louis, Mo., U.S.A.	3,102.0	0.0	2,920.0	78	0	4	0	4	5	10	0	0
81	71	SHANGHAI URBAN CONSTRUCTION (GROUP) CORP., Shanghai, China	3,083.7	316.9	3,247.3	10	0	1	10	0	5	72	0	0
82	115	CONSTRUTORA ANDRADE GUTIERREZ SA, Sao Paulo, SP, Brazil	3,035.3	1,049.7	4,480.8	10	0	14	3	5	24	43	0	0
83	74	HENSEL PHELPS CONSTRUCTION CO., Greeley, Colo., U.S.A.	3,026.5	0.0	2,267.7	84	2	0	0	0	0	14	0	0
84	73	MAIRE TECNIMONT SPA, Rome, Italy	3,018.8	2,608.2	3,595.6	5	0	34	0	0	54	7	0	0
85	110	COMSA EMTE, Madrid, Spain	2,974.8	380.6	NA	0	0	0	0	0	0	59	0	35
86	124	CITIC CONSTRUCTION, Beijing, China	2,966.2	2,941.5	2,146.0	26	1	7	0	0	1	65	0	0
87	75	SUMITOMO MITSUI CONSTRUCTION CO. LTD., Tokyo, Japan	2,959.0	260.5	2,626.0	63	5	0	3	2	6	20	0	0
88	100	THE ARAB CONTRACTORS (O.A.O & CO.), Cairo, Egypt	2,946.8	579.0	3,784.0	21	0	1	29	21	3	24	0	1
89	93	JAN DE NUL GROUP (SOFIDRA SA), Steinfort, Luxembourg	2,924.0	2,156.0	2,630.9	10	0	0	1	2	25	61	0	0
90	108	CHINA PETROLEUM PIPELINE BUREAU, Langfang City, Hebei, China	2,825.2	1,052.8	1,433.2	0	0	0	0	0	98	0	0	2
91	84	STRUCTURE TONE, New York, N.Y., U.S.A.	2,731.7	73.9	1,713.0	80	0	0	0	0	3	0	0	17
92	83	BESIX SA, Brussels, Belgium	2,724.0	1,926.0	1,987.0	51	0	2	0	3	0	40	0	0
93	**	CHINA YUNNAN CONSTR. ENG'G GRP. CO. LTD., Kunming, Yunnan, China	2,686.2	151.4	3,398.5	86	0	0	8	0	4	2	0	0
94	85	JGC CORP., Yokohama, Japan	2,596.0	1,842.0	6,064.0	3	0	1	0	0	96	0	1	0
95	107	ASTALDI SPA, Rome, Italy	2,590.0	1,432.5	3,417.1	4	0	0	8	0	7	80	0	0
96	94	JOANNOU & PARASKEVAIDES GROUP, Guernsey, Channel Islands, U.K.	2,581.1	2,581.1	1,200.0	30	0	7	2	3	10	49	0	0
97	65	CHIYODA CORP., Yokohama, Japan	2,573.0	1,558.0	4,146.0	0	1	7	0	0	88	1	0	0
98	112	SHANDONG ELECTRIC POWER CONSTRUCTION CORP., Jinan City, China	2,503.1	712.7	3,580.7	0	0	100	0	0	0	0	0	0
99	67	URS CORP., San Francisco, Calif., U.S.A.	2,442.1	311.3	29,604.0	2	13	53	4	0	12	5	5	0
100	89	MORTENSON CONSTRUCTION, Minneapolis, Minn., U.S.A.	2,387.9	0.0	2,127.4	67	5	19	0	0	0	3	0	5
101	109	QINGJIAN GROUP CO. LTD., Qingdao City, Shandong Prov., China	2,383.0	425.0	2,036.0	70	0	0	11	3	7	9	0	0
102	**	EMPRESAS ICA SAB DE CV, Mexico City, Mexico	2,365.0	118.3	NA	14	0	12	2	2	13	24	0	0

2010-2009 RANK FIRM																2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)		GEN. BLDG. MFG.		MARKETS (% OF 2009 GLOBAL REVENUE)							
RANK		2010		2009		FIRM		TOTAL		INTERNATIONAL		2009 (\$ MIL.)		GEN. BLDG. MFG.		POWER		WATER SUPPLY		SEWER/ WASTE		INDUS./ PETRO.		HAZ. TRANSP.		TELE- WASTE		COM	
	103	92	JE DUNN CONSTRUCTION GROUP, Kansas City, Mo., U.S.A.					2,350.0	0.0	2,482.5	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	104	97	PUNJ LLOYD LTD., Gurgaon, Haryana, India					2,280.8	1,656.3	2,280.8	9	0	2	0	0	74	13	2	0	0	0	0	0	0	0	0	0	0	
	105	118	JIANGSU NANTONG NO. 3 CONSTR. GRP. CO. LTD., Haimen, China					2,263.0	167.4	1,962.6	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	106	102	ZHONGYUAN PETROLEUM EXPLORATION BUR., Puyang City, Henan, China					2,160.0	510.5	2,160.0	0	0	0	1	0	96	0	0	0	0	0	0	0	0	0	0	1		
	107	98	HUNT CONSTRUCTION GROUP INC., Scottsdale, Ariz., U.S.A.					2,140.0	0.0	1,124.0	84	2	0	0	0	0	13	0	0	0	0	0	0	0	0	0	0		
	108	116	HANWHA ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea					2,119.9	341.9	3,465.0	51	0	17	1	3	15	8	0	1	0	0	0	0	0	0	0	1		
	109	144	SINOPEC ENGINEERING INC., Beijing, China					2,114.8	1,279.8	3,972.2	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0		
	110	**	SNC-LAVALIN INTERNATIONAL INC., Montreal, Quebec, Canada					2,104.9	1,198.6	NA	7	0	40	23	0	16	14	1	0	0	0	0	0	0	0	0	0		
	111	119	DAQING OILFIELD CONSTR. GRP. CO. LTD., Daqing City, China					2,077.0	53.0	2,374.0	7	0	0	0	0	80	13	0	0	0	0	0	0	0	0	0	0		
	112	106	IBERDROLA INGENIERIA Y CONSTRUCCION, Madrid, Spain					2,076.3	1,642.7	2,426.7	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	113	**	VAN OORD, Rotterdam, The Netherlands					2,036.0	1,673.0	2,005.9	0	0	10	0	0	23	67	0	0	0	0	0	0	0	0	0	0		
	114	103	BRASFIELD & GORRIE LLC, Birmingham, Ala., U.S.A.					2,017.9	0.0	1,843.9	83	3	4	1	6	2	1	0	0	0	0	0	0	0	0	0	0		
	115	137	AECON GROUP INC., Toronto, Ontario, Canada					1,989.6	206.3	NA	23	2	12	0	1	20	33	0	5	0	0	0	0	0	0	0	0		
	116	**	VEIDEKKE ASA, Oslo, Norway					1,972.0	679.0	NA	67	0	4	1	1	8	19	0	0	0	0	0	0	0	0	0	0		
	117	95	GRANITE CONSTRUCTION INC., Watsonville, Calif., U.S.A.					1,963.0	0.0	1,457.0	2	0	0	1	0	0	76	0	0	0	0	0	0	0	0	0	0		
	118	138	DOOSAN ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea					1,962.0	0.0	1,549.0	76	1	0	0	1	0	21	0	0	0	0	0	0	0	0	0	0		
	119	87	ENKA CONSTRUCTION & INDUSTRY CO. INC., Istanbul, Turkey					1,959.5	1,910.1	2,192.2	37	0	13	3	0	18	30	0	0	0	0	0	0	0	0	0	0		
	120	**	GRAHAM GROUP LTD., Calgary, Alberta, Canada					1,953.0	343.0	2,489.0	59	12	4	7	0	0	18	0	0	0	0	0	0	0	0	0	0		
	121	**	AL HABTOOR LEIGHTON GROUP, Dubai, U.A.E.					1,876.1	255.5	848.7	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	122	78	TOYO ENGINEERING CORP., Chiba, Japan					1,869.3	1,321.9	1,423.5	0	9	0	0	0	91	0	0	0	0	0	0	0	0	0	0	0		
	123	140	ANHUI CONSTR. ENGINEERING GROUP CO. LTD., Hefei, Anhui, China					1,860.4	290.0	2,262.8	58	3	1	3	3	7	25	0	0	0	0	0	0	0	0	0	0		
	124	113	AUSTIN INDUSTRIES, Dallas, Texas, U.S.A.					1,857.6	0.0	1,266.7	45	1	4	0	0	13	37	0	0	0	0	0	0	0	0	0			
	125	196	CHINA HUANQIU CONTRACTING & ENGINEERING CORP., Beijing, China					1,817.2	314.5	3,296.7	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0		
	126	120	TURNER INDUSTRIES GROUP LLC, Baton Rouge, La., U.S.A.					1,791.7	41.2	NA	0	0	3	0	0	95	0	2	0	0	0	0	0	0	0	0	0		
	127	132	SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea					1,790.0	734.7	2,512.4	56	0	2	4	3	1	27	0	0	0	0	0	0	0	0	0			
	128	149	MCCONNELL DOWELL CORP. LTD., Hawthorn, Victoria, Australia					1,746.2	536.3	2,012.3	11	0	13	27	0	15	9	0	0	0	0	0	0	0	0	0			
	129	133	SUFFOLK CONSTRUCTION CO. INC., Boston, Mass., U.S.A.					1,733.1	22.8	1,228.0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	130	146	ANSALDO ENERGIA SPA, Genova, Italy					1,728.5	964.1	685.4	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	131	90	ZACHRY HOLDINGS, San Antonio, Texas, U.S.A.					1,669.0	0.0	133.9	0	0	69	0	0	31	0	0	0	0	0	0	0	0	0	0	0		
	132	168	SALINI COSTRUTTORI SPA, Rome, Italy					1,655.0	1,232.0	1,141.9	4	0	0	39	0	0	56	0	0	0	0	0	0	0	0	0	0		
	133	104	ARABTEC CONSTRUCTION LLC, Dubai, U.A.E.					1,604.4	275.1	1,468.8	97	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	134	**	SHANGHAI TUNNEL ENGINEERING CO. LTD., Shanghai, China					1,535.1	138.0	2,672.7	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0		
	135	126	MANHATTAN CONSTRUCTION GROUP, Tulsa, Okla., U.S.A.					1,511.0	0.0	1,369.0	92	0	0	0	0	0	8	0	0	0	0	0	0	0	0	0	0		
	136	152	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China					1,510.0	1,042.0	4,670.0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	137	81	ORASCOM CONSTRUCTION INDUSTRIES, Cairo, Egypt					1,504.5	903.6	2,049.6	12	4	21	0	0	28	19	0	0	0	0	0	0	0	0	0	0		
	138	160	ARABIAN CONSTRUCTION CO. SAL, Beirut, Lebanon					1,477.2	1,422.9	2,431.7	88	0	7	1	0	0	0	0	0	0	0	0	0	0	0	0	0		
	139	141	PJSC STROYTRANSgaz, Moscow, Russia					1,419.0	781.0	NA	0	0	6	0	0	94	0	0	0	0	0	0	0	0	0	0	0		
	140	121	BLACK & VEATCH, Overland Park, Kan., U.S.A.					1,401.0	516.5	2,259.4	1	0	60	18	10	1	0	0	0	0	0	0	0	0	0	11			
	141	129	THE YATES COS. INC., Philadelphia, Miss., U.S.A.					1,351.7	14.0	691.9	75	11	3	0	0	3	8	0	0	0	0	0	0	0	0	0	0		
	142	154	PARSONS, Pasadena, Calif., U.S.A.					1,335.9	147.6	2,190.9	10	0	1	4	6	31	36	12	0	0	0	0	0	0	0	0	0		
	143	145	GAMA, Ankara, Turkey					1,326.3	1,283.1	1,227.3	2	0	39	10	0	47	1	0	0	0	0	0	0	0	0	0	0		
	144	122	TAIKISHA LTD., Tokyo, Japan					1,280.6	595.8	NA	29	56	1	0	0	13	0	0	0	0	0	0	0	0	0	0	0		
	145	142	CTCI CORP., Taipei, Taiwan					1,271.7	817.9	1,899.3	1	3	11	0	8	68	8	0	0	0	0	0	0	0	0	0	0		
	146	111	JOHN SISK & SON LTD., Dublin, Leinster, Ireland					1,271.0	255.5	1,273.7	61	1	5	0	1	18	14	0	0	0	0	0	0	0	0	0	0		
	147	147	HOLDER CONSTRUCTION CO., Atlanta, Ga., U.S.A.					1,253.0	0.0	1,471.0	32	0	0	0	0	0	4	0	0	0	0	0	0	0	0	63	0		
	148	127	BARTON MALOW CO., Southfield, Mich., U.S.A.					1,246.9	11.2	1,553.7	47	9	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	149	135	THE FLINTCO COS. INC., Tulsa, Okla., U.S.A.					1,244.0	0.0	1,200.0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	150	114	SWINERTON INC., San Francisco, Calif., U.S.A.					1,241.2	0.0	916.5	88	0	0	0	0	0	9	0	0	0	0	0	0	0	0	3			
	151	170	SOARES DA COSTA - GRUPO SGPS, Porto, Portugal					1,221.0	680.6	966.0	61	0	4	6	3	0	26	0	0	0	0	0	0	0	0	0	0		
	152	134	THE WEITZ CO., Des Moines, Iowa, U.S.A.					1,175.3	0.0	759.1	94	0	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0		
	153	194	SEPCOIII ELECTRIC POWER CONSTR. CORP., Weifang, Shandong, China					1,171.0	1,013.0	2,962.0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	154	123	WILLBROS GROUP INC., Houston, Texas, U.S.A.					1,165.3	319.8	1,084.3	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0		

THE TOP 225 GLOBAL CONTRACTORS

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 GLOBAL REVENUE)						
			TOTAL	INTERNATIONAL				POWER	WATER SEWER/ SUPPLY	INDUS./ WASTE	PETRO.	HAZ. TRANSP.	TELE- WASTE	COM
155	117	DPR CONSTRUCTION INC., Redwood City, Calif., U.S.A.	1,165.0	0.0	1,450.0	62	0	0	0	0	22	0	0	16
156	**	PETROLEUM PROJECTS & TECHNICAL CONSULTATIONS CO., Cairo, Egypt	1,162.2	234.1	1,469.5	5	5	0	0	0	91	0	0	0
157	163	DAY & ZIMMERMANN, Philadelphia, Pa., U.S.A.	1,156.5	9.3	77.5	2	0	92	0	0	6	0	0	0
158	187	JIANGSU NANTONG LIUJIAN CONSTR. GRP. CO. LTD., Rugao, China	1,131.4	123.6	709.3	98	0	0	0	0	1	0	0	0
159	139	HANJIN HEAVY INDUSTRIES & CONSTRUCTION CO. LTD., Seoul, S. Korea	1,129.8	170.4	1,865.2	38	1	1	4	2	5	48	0	0
160	198	RENAISSANCE CONSTRUCTION, Ankara, Turkey	1,125.6	1,092.6	2,064.2	46	23	0	1	0	5	19	5	0
161	172	SALFACORP, Santiago, Región Metropolitana, Chile	1,123.0	46.0	825.0	51	0	19	0	0	4	2	0	0
162	157	CHINA CIVIL ENGINEERING CONSTR. CORP., Beijing, China	1,121.0	911.2	5,611.8	25	0	0	1	1	0	74	0	0
163	162	MICHEL'S CORP., Brownsville, Wis., U.S.A.	1,116.5	34.7	1,116.5	0	3	10	0	7	67	7	0	6
164	148	PEPPER CONSTRUCTION GROUP, Chicago, Ill., U.S.A.	1,071.7	0.0	995.5	91	0	0	0	9	0	0	0	0
165	197	NANTONG CONSTR. GRP. JOINT-STOCK CO. LTD., Nantong, Jiangsu, China	1,051.4	169.1	811.8	82	2	1	0	0	15	0	0	0
166	158	E. PIHL & SON AS, Kongens Lyngby, Denmark	1,051.1	574.1	886.8	57	0	14	1	3	0	25	0	0
167	**	CHINA POWER ENGINEERING CONSULTING GROUP CO., Beijing, China	1,024.5	46.1	1,205.8	0	0	100	0	0	0	0	0	0
168	166	IMPRESA PIZZAROTTI & C. SPA, Parma, Italy	1,024.5	328.2	1,368.7	20	0	0	4	0	0	75	0	0
169	165	CH2M HILL, Englewood, Colo., U.S.A.	1,016.0	407.2	736.4	13	2	25	6	0	25	20	10	0
170	167	SOCIETA ITALIANA PER CONDOTTE D'ACQUA SPA, Rome, Italy	1,014.0	209.8	1,119.1	19	0	0	5	0	0	75	0	0
171	201	XINJIANG BEIXIN CONSTR. & ENG'G (GROUP) CO. LTD., Urumqi, China	998.7	237.2	1,259.4	31	0	0	7	0	0	62	0	0
172	150	NATIONAL PETROLEUM CONSTRUCTION CO. (NPCC), Abu Dhabi, U.A.E.	998.3	530.4	1,210.1	0	0	0	0	0	100	0	0	0
173	128	AMEC PLC, London, U.K.	972.8	215.0	NA	14	0	20	1	1	55	2	0	0
174	159	HOFFMAN CORP., Portland, Ore., U.S.A.	963.4	0.0	NA	64	19	0	9	0	1	6	0	1
175	153	WALBRIDGE, Detroit, Mich., U.S.A.	961.9	84.0	1,020.0	50	30	2	3	1	5	9	0	0
176	173	BAUER AG, Schrobenhausen, Germany	960.7	613.0	921.4	27	5	16	6	3	13	23	0	4
177	169	PER AARSLEFF A/S, Aabyhoej, Denmark	958.2	337.6	788.0	3	10	12	1	37	2	35	0	0
178	178	VALLEYCREST LANDSCAPE COS., Calabasas, Calif., U.S.A.	937.0	0.0	937.0	100	0	0	0	0	0	0	0	0
179	177	THE LANE CONSTRUCTION CORP., Cheshire, Conn., U.S.A.	928.0	0.0	835.9	0	0	0	0	0	0	100	0	0
180	190	C.M.C. DI RAVENNA, Ravenna, Italy	917.6	461.6	903.4	24	0	17	1	2	0	57	0	0
181	224	GHELLA SPA, Rome, Italy	910.0	836.0	1,484.0	2	0	16	3	1	0	75	0	0
182	203	HUNT BUILDING CO. LTD., El Paso, Texas, U.S.A.	907.2	0.0	49.1	100	0	0	0	0	0	0	0	0
183	130	ANT YAPI CONSTRUCTION, INDUSTRY & TRADE CO. LTD., Istanbul, Turkey	896.8	797.5	286.0	100	0	0	0	0	0	0	0	0
184	164	SUNDT CONSTRUCTION INC., Tempe, Ariz., U.S.A.	883.4	0.0	967.6	72	0	1	4	3	0	12	0	1
185	175	TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey	867.0	759.0	23.0	0	0	2	11	0	50	36	0	0
186	151	ALBERICI CORP., St. Louis, Mo., U.S.A.	862.5	80.6	826.0	15	4	25	16	7	28	2	0	0
187	182	KHARAFI NATIONAL, Safat, Kuwait	831.0	231.0	1,287.0	23	0	0	0	21	18	0	0	0
188	209	NURUL CONSTRUCTION AND TRADING CO., Ankara, Turkey	820.0	610.0	1,371.0	42	3	7	7	2	8	30	0	0
189	**	CEIGALL BUILDERS PVT LTD., Ludhiana, Punjab, India	819.0	0.0	910.0	0	0	0	0	0	0	100	0	0
190	**	AL-ARRAB CONTRACTING CO. LTD., Riyadh, Saudi Arabia	816.1	396.6	1,879.0	59	0	24	4	2	0	11	0	0
191	185	OKLAND CONSTRUCTION CO. INC., Salt Lake City, Utah, U.S.A.	808.6	0.0	345.9	99	1	0	0	0	0	0	0	0
192	184	LAYNE CHRISTENSEN CO., Mission Woods, Kan., U.S.A.	804.4	87.1	931.5	0	0	0	43	33	0	0	2	0
193	**	STFA CONSTRUCTION GROUP, Istanbul, Turkey	803.2	771.8	147.0	6	0	3	2	2	0	83	0	0
194	**	CHINA GEO-ENGINEERING CORP., Beijing, China	793.6	653.6	783.8	16	0	1	41	9	0	20	0	0
195	**	TAV CONSTRUCTION, Istanbul, Turkey	788.2	730.5	2,213.3	16	0	0	0	0	0	84	0	0
196	**	LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey	784.2	133.5	665.0	9	0	23	10	0	0	59	0	0
197	**	YUKSEL INSAAT CO. INC., Ankara, Turkey	778.0	641.7	1,296.7	41	0	0	34	1	0	24	0	0
198	**	BONATTI SPA, Parma, Italy	773.0	582.6	1,047.6	12	0	20	0	0	68	0	0	0
199	**	ALARKO CONTRACTING GROUP, Gebze, Kocaeli, Turkey	772.5	150.9	0.0	0	0	22	0	18	0	60	0	0
200	213	TREVI SPA, Cesena, Italy	772.2	655.4	510.3	65	0	0	11	0	12	11	0	0
201	186	CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey	772.2	312.3	383.7	1	0	12	23	0	0	38	0	0
202	189	HITT CONTRACTING INC., Falls Church, Va., U.S.A.	762.4	0.0	520.3	100	0	0	0	0	0	0	0	0
203	**	CHINA JIANGSU INT'L ECON-TECH. COOP. CORP., Nanjing, China	756.1	540.4	1,146.1	94	0	0	4	0	0	2	0	0
204	208	INDUSTRIAL DEV'T AND RENOVATION ORGN. OF IRAN, Tehran, Iran	755.4	7.5	491.2	0	9	0	0	0	76	14	0	0
205	210	CLAYCO INC., St. Louis, Mo., U.S.A.	755.0	0.0	760.0	51	0	0	0	0	0	0	0	0
206	176	DAVID E. HARVEY BUILDERS INC., Houston, Texas, U.S.A.	755.0	0.0	420.0	100	0	0	0	0	0	0	0	0

RANK		FIRM	2009 REVENUE (\$ MIL.)		NEW	GEN. BLDG.	MFG.	MARKETS (% OF 2009 REVENUE)					HAZ. TRANSP.	TELE- WASTE	COM
2010	2009		INTERNATIONAL	TOTAL	CONTRACTS IN 2009 (\$ MIL.)			WATER SEWER/ SUPPLY	INDUS./ WASTE	PETRO.					
207	206	CONTRACTING & TRADING CO., Beirut, Lebanon	747.8	746.9	748.8	17	0	0	0	0	55	28	0	0	
208	**	MAK-YOL CONSTR. INDUS. TOURISM & TRADING INC., Istanbul, Turkey	745.0	156.1	6,503.6	5	0	2	0	0	0	87	0	0	
209	193	HUNTER ROBERTS CONSTRUCTION GROUP LLC, New York, N.Y., U.S.A.	738.2	0.0	521.9	100	0	0	0	0	0	0	0	0	
210	188	THE LAYTON COS., Sandy, Utah, U.S.A.	731.7	0.0	703.0	95	2	0	0	2	0	1	0	1	
211	181	DUKE CONSTRUCTION, Indianapolis, Ind., U.S.A.	728.8	0.0	414.0	90	7	0	0	3	0	0	0	0	
212	156	PLAZA CONSTRUCTION CORP., New York, N.Y., U.S.A.	725.0	0.0	300.0	100	0	0	0	0	0	0	0	0	
213	191	ROBINS & MORTON, Birmingham, Ala., U.S.A.	713.1	0.0	482.0	100	0	0	0	0	0	0	0	0	
214	217	AMES CONSTRUCTION INC., Burnsville, Minn., U.S.A.	707.7	0.0	498.1	1	14	7	9	3	0	66	0	0	
215	**	POLIMEKS INSAAT TAAHHUT VE SAN TIC. AS, Istanbul, Turkey	702.0	702.0	2,370.0	40	1	0	10	7	10	29	0	3	
216	**	POWER CONSTRUCTION CO. LLC, Schaumburg, Ill., U.S.A.	692.0	0.0	556.0	100	0	0	0	0	0	0	0	0	
217	195	THE KOKOSING GROUP, Fredericktown, Ohio, U.S.A.	691.0	0.0	464.1	7	0	4	1	24	9	49	0	0	
218	**	CADDELL CONSTRUCTION CO. INC., Montgomery, Ala., U.S.A.	690.9	125.1	356.8	99	0	1	0	0	0	0	0	0	
219	219	MATRIX SERVICE CO., Tulsa, Okla., U.S.A.	689.7	21.2	636.1	0	0	9	0	0	89	0	0	0	
220	**	PAN-CHINA CONSTRUCTION GROUP CO. LTD., Beijing, China	685.1	263.6	585.2	75	0	0	0	0	0	25	0	0	
221	211	SHEEHAN PIPE LINE CONSTRUCTION CO., Tulsa, Okla., U.S.A.	672.0	0.0	121.0	0	0	0	0	0	100	0	0	0	
222	**	MESSER CONSTRUCTION CO., Cincinnati, Ohio, U.S.A.	670.2	0.0	293.0	97	0	0	0	0	1	2	0	0	
223	**	B.L. HARBERT INTERNATIONAL LLC, Birmingham, Ala., U.S.A.	653.0	331.9	508.5	98	0	0	1	1	0	0	0	0	
224	**	PERFORMANCE CONTRACTORS INC., Baton Rouge, La., U.S.A.	653.0	0.0	510.0	0	0	7	0	0	93	0	0	0	
225	207	ADOLFSON & PETERSON CONSTRUCTION, Minneapolis, Minn., U.S.A.	646.0	0.0	697.7	91	3	0	0	0	0	6	0	0	

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WHERE TO FIND THE TOP 225 GLOBAL

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK
A		D		L		S	
Abeinsa SA	64	Daelim Industrial Co. Ltd.	41	The Lane Construction Corp.	179	SACYR Vallehermoso	35
Acciona SA	46	Daewoo E&C Co. Ltd.	38	Larsen & Toubro Ltd.	34	Saipem	24
Grupo ACS	10	Daqing Oilfield Construction Group Co. Ltd.	111	Layne Christensen Co.	192	SalfaCorp	161
Adolfson & Peterson Construction	225	Day & Zimmermann	157	The Layton Cos.	210	Salini Costruttori SpA	132
Aecon Group Inc.	115	Dongfang Electric Corp.	43	Leighton Holdings Ltd.	12	Samsung C&T Corp.	45
Al Habtoor Leighton Group	121	Doosan Engineering & Construction Co. Ltd.	118	Limak Insaat Sanayi ve Ticaret A.S.	196	Samsung Engineering Co. Ltd.	69
Al-Arab Contracting Co. Ltd.	190	DPR Construction Inc.	155	Lotte Engineering & Construction Co. Ltd.	72	SEPCOIII Electric Power Construction Corp.	153
Alberici Corp.	186	Duke Construction	211	M		Shandong Electric Power Construction Corp.	98
Alarko Contracting Group	199	JE Dunn Construction Group	103	Maire Tecnimont SpA	84	Shanghai Construction (Group) General Co.	27
AMEC plc	173	E		Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	Shanghai Electric Group Co. Ltd.	136
Ames Construction Inc.	214	EIFFAGE	16	Manhattan Construction Group	135	Shanghai Tunnel Engineering Co. Ltd.	134
Anhui Construction Engineering Group Co. Ltd.	123	Elaklor SA	76	Matrix Service Co.	219	Shanghai Urban Construction (Group) Corp.	81
Ansaldo Energia SpA	130	Enka Construction & Industry Co. Inc.	119	McCarthy Holdings Inc.	80	The Shaw Group Inc.	56
Ant Yapi Construction, Industry & Trade Co. Ltd.	183	F		McConnell Dowell Corp. Ltd.	128	Sheehan Pipe Line Construction Co.	221
The Arab Contractors (O.A.O & Co.)	88	FCC, Fomento de Constr. y Contratas SA	13	McDermott International Inc.	52	Shimizu Corp.	18
Arabian Construction Co. SAL	138	Ferrovial Agroman SA	37	Messer Construction Co.	222	Sinohydro Corp.	26
Arabtec Construction LLC	133	The Flintco Cos. Inc.	149	Michels Corp.	163	Sinopec Engineering Inc.	109
Astaldi SpA	95	Fluor Corp.	14	Mortenson Construction	100	John Sisk & Son Ltd.	146
Austin Industries	124	Foster Wheeler AG	48	N		SK Engineering & Construction	78
B		G		Nantong Construction Group Joint-Stock Co. Ltd.	165	Skanska AB	15
Balfour Beatty plc	19	GAMA	143	National Petroleum Construction Co. (NPCC)	172	SNC-Lavalin International Inc.	110
Royal BAM Group nv	25	Ghella SpA	181	Nishimatsu Construction Co. Ltd.	59	Soares Da Costa - Grupo SGPS	151
Barton Malow Co.	148	Gilbane Building Co.	79	Nurul Construction and Trading Co.	188	Ssangyong Engineering & Construction Co. Ltd.	127
Bauer AG	176	Graham Group Ltd.	120	O		STFA Construction Group	193
Bechtel	9	Granite Construction Inc.	117	Obayashi Corp.	22	STRABAG SE	11
Beijing Construction Eng'g Group Co. Ltd.	73	GS Engineering & Construction Corp.	36	Construtora Norberto Odebrecht	29	Stroygazconsulting LLC	67
BESIX SA	92	Construtora Andrade Gutierrez SA	82	Oklad Construction Co. Inc.	191	PJSC Stroytransgaz	139
Bilfinger Berger AG	20	H		Orascom Construction Industries	137	Structure Tone	91
Black & Veatch	140	Hanjin Heavy Industries & Construction Co. Ltd.	159	P		Suffolk Construction Co. Inc.	129
Bonatti SpA	198	Hanwha Engineering & Construction Corp.	108	Pan-China Construction Group Co. Ltd.	220	Sumitomo Mitsui Construction Co. Ltd.	87
BOUYGUES	4	B.L. Harbert International LLC	223	Parsons	142	Sundt Construction Inc.	184
Bovis Lend Lease	32	David E. Harvey Builders Inc.	206	PCL Construction Enterprises Inc.	44	Swinerton Inc.	150
Brasfield & Gorrie LLC	114	Hensel Phelps Construction Co.	83	Penta-Ocean Construction Co. Ltd.	77	T	
C		HITT Contracting Inc.	202	Pepper Construction Group	164	Taikisha Ltd.	144
C.M.C. di Ravenna	180	HOCHTIEF AG	7	Per Aarsleff A/S	177	Taisei Corp.	21
Caddell Construction Co. Inc.	218	Hoffman Corp.	174	Performance Contractors Inc.	224	Takenaka Corp.	23
Camargo Correa	62	Holder Construction Co.	147	Petrofac Ltd.	66	TAV Construction	195
CB&I	63	Hunt Building Co. Ltd.	182	The Petroleum Projects and Technical Consultations Co.	156	Techint Group	65
Ceigall Builders Pvt Ltd.	189	Hunt Construction Group Inc.	107	E. Pihl & Son AS	166	TECHNIP	30
Cengiz Construction Industry & Trade Co. Inc.	201	Hunter Roberts Construction Group LLC	209	Impresa Pizzarotti & C. SpA	168	Tecnicas Reunidas	61
CH2M HILL	169	Hyundai Engineering & Construction Co. Ltd.	33	Plaza Construction Corp.	212	Tekfen Construction and Installation Co. Inc.	185
China Civil Engineering Constr. Corp.	162	I		Polimeks Insaat Taahhut ve San Tic. AS	215	Toda Corp.	50
China Communications Construction Grp. (Ltd.)	5	Iberdrola Ingenieria y ConstrucciUn	112	A. Porr AG	58	Toyo Engineering Corp.	122
China Geo-Engineering Corp.	194	Empresas ICA SAB de CV	102	POSCO Engineering & Construction	40	Trevi Spa	200
China Gezhouba Group Co. Ltd.	60	IMPREGILO SpA	71	Power Construction Co. LLC	216	Turner Industries Group LLC	126
China HuanQiu Contracting & Engineering Corp.	125	Industrial Dev't and Renovation Orgn. of Iran	204	Punj Lloyd Ltd.	104	Tutor Perini Corp.	47
China Jiangsu Int'l Econ-Tech. Coop. Corp.	203	Grupo Isolux Corsan SA	57	Q		U	
China Metallurgical Group Corp.	8	J		Qingjian Group Co. Ltd.	101	URS Corp.	99
China National Chemical Engineering Group Corp.	55	Jacobs	42	R		V	
China National Machinery Industry Corp.	54	Jan De Nul Group (Sofidra SA)	89	Renaissance Construction	160	ValleyCrest Landscape Cos.	178
China Petroleum Eng'g & Construction (Group) Corp.	75	JGC Corp.	94	Robins & Morton	213	Van Oord	113
China Petroleum Pipeline Bureau (CPP)	90	Jiangsu Nantong Liujian Construction Group Co. Ltd.	158	S		Veidekke ASA	116
China Power Engineering Constlgt. Group Co.	167	Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.	105	SACYR Vallehermoso	35	VINCI	3
China Railway Construction Corp. Ltd.	1	Joannou & Paraskevaides Group of Cos.	96	Saipem	24	W	
China Railway Group Ltd.	2	K		SalfaCorp	161	Walbridge	175
China State Construction Eng'g Corp.	6	Kajima Corp.	17	Salini Costruttori SpA	132	The Walsh Group Ltd.	74
China Yunnan Construction Engineering Group Co. Ltd.	93	KBR	28	Samsung C&T Corp.	45	The Weitz Co.	152
Chiyoda Corp.	97	Kharafi National	187	Samsung Engineering Co. Ltd.	69	The Whiting-Turner Contracting Co.	70
CITIC Construction	86	Kiewit Corp.	31	SEPCOIII Electric Power Construction Corp.	153	Willbros Group Inc.	154
Clark Group	51	L		Shandong Electric Power Construction Corp.	98	X	
Clayco Inc.	205	Kinden Corp.	49	Shanghai Construction (Group) General Co.	27	Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.	171
COMSA EMTE	85	The Kokosing Group	217	M		Y	
Societa Italiana Per Condotte D'Acqua SpA	170	E		Maire Tecnimont SpA	84	The Yates Cos. Inc.	141
D		EIFFAGE	16	Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	Yüksel Insaat Co. Inc.	197
E		Elaklor SA	76	Manhattan Construction Group	135	Z	
F		Enka Construction & Industry Co. Inc.	119	Matrix Service Co.	219	Zachry Holdings	131
G		FCC, Fomento de Constr. y Contratas SA	13	McCarthy Holdings Inc.	80	Zhejiang Constr. Investment Group Co. Ltd.	53
H		Ferrovial Agroman SA	37	McConnell Dowell Corp. Ltd.	128	Zhongyuan Petroleum Exploration Bureau	106
I		The Flintco Cos. Inc.	149	McDermott International Inc.	52	Ed. Zublin AG	68
J		Fluor Corp.	14	Messer Construction Co.	222	A	
K		Foster Wheeler AG	48	Michels Corp.	163	B	
L		G		Mortenson Construction	100	C	
M		GAMA	143	N		D	
N		Ghella SpA	181	Nantong Construction Group Joint-Stock Co. Ltd.	165	E	
O		Gilbane Building Co.	79	National Petroleum Construction Co. (NPCC)	172	F	
P		Graham Group Ltd.	120	Nishimatsu Construction Co. Ltd.	59	G	
Q		Granite Construction Inc.	117	Nurul Construction and Trading Co.	188	H	
R		GS Engineering & Construction Corp.	36	O		I	
S		Construtora Andrade Gutierrez SA	82	Obayashi Corp.	22	J	
T		H		Construtora Norberto Odebrecht	29	K	
U		Hanjin Heavy Industries & Construction Co. Ltd.	159	Oklad Construction Co. Inc.	191	L	
V		Hanwha Engineering & Construction Corp.	108	Orascom Construction Industries	137	M	
W		B.L. Harbert International LLC	223	P		N	
X		David E. Harvey Builders Inc.	206	Pan-China Construction Group Co. Ltd.	220	O	
Y		Hensel Phelps Construction Co.	83	Parsons	142	P	
Z		HITT Contracting Inc.	202	PCL Construction Enterprises Inc.	44	Q	
A		HOCHTIEF AG	7	Penta-Ocean Construction Co. Ltd.	77	R	
B		Hoffman Corp.	174	Pepper Construction Group	164	S	
C		Holder Construction Co.	147	Per Aarsleff A/S	177	T	
D		Hunt Building Co. Ltd.	182	Performance Contractors Inc.	224	U	
E		Hunt Construction Group Inc.	107	Petrofac Ltd.	66	V	
F		Hunter Roberts Construction Group LLC	209	The Petroleum Projects and Technical Consultations Co.	156	W	
G		Hyundai Engineering & Construction Co. Ltd.	33	E. Pihl & Son AS	166	X	
H		I		Impresa Pizzarotti & C. SpA	168	Y	
I		Iberdrola Ingenieria y ConstrucciUn	112	Plaza Construction Corp.	212	Z	
J		Empresas ICA SAB de CV	102	Polimeks Insaat Taahhut ve San Tic. AS	215	A	
K		IMPREGILO SpA	71	A. Porr AG	58	B	
L		Industrial Dev't and Renovation Orgn. of Iran	204	POSCO Engineering & Construction	40	C	
M		Grupo Isolux Corsan SA	57	Power Construction Co. LLC	216	D	
N		J		Punj Lloyd Ltd.	104	E	
O		Jacobs	42	Q		F	
P		Jan De Nul Group (Sofidra SA)	89	Qingjian Group Co. Ltd.	101	G	
Q		JGC Corp.	94	R		H	
R		Jiangsu Nantong Liujian Construction Group Co. Ltd.	158	Renaissance Construction	160	I	
S		Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.	105	Robins & Morton	213	J	
T		Joannou & Paraskevaides Group of Cos.	96	S		K	
U		Joannou & Paraskevaides Group of Cos.	96	SACYR Vallehermoso	35	L	
V		Kajima Corp.	17	Saipem	24	M	
W		KBR	28	SalfaCorp	161	N	
X		Kharafi National	187	Salini Costruttori SpA	132	O	
Y		Kiewit Corp.	31	Samsung C&T Corp.	45	P	
Z		L		Samsung Engineering Co. Ltd.	69	Q	
A		Kinden Corp.	49	SEPCOIII Electric Power Construction Corp.	153	R	
B		The Kokosing Group	217	Shandong Electric Power Construction Corp.	98	S	
C		E		Shanghai Construction (Group) General Co.	27	T	
D		EIFFAGE	16	M		U	
E		Elaklor SA	76	Maire Tecnimont SpA	84	V	
F		Enka Construction & Industry Co. Inc.	119	Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	W	
G		FCC, Fomento de Constr. y Contratas SA	13	Manhattan Construction Group	135	X	
H		Ferrovial Agroman SA	37	Matrix Service Co.	219	Y	
I		The Flintco Cos. Inc.	149	McCarthy Holdings Inc.	80	Z	
J		Fluor Corp.	14	McConnell Dowell Corp. Ltd.	128	A	
K		Foster Wheeler AG	48	McDermott International Inc.	52	B	
L		G		Messer Construction Co.	222	C	
M		GAMA	143	Michels Corp.	163	D	
N		Ghella SpA	181	Mortenson Construction	100	E	
O		Gilbane Building Co.	79	N		F	
P		Graham Group Ltd.	120	Nantong Construction Group Joint-Stock Co. Ltd.	165	G	
Q		Granite Construction Inc.	117	National Petroleum Construction Co. (NPCC)	172	H	
R		GS Engineering & Construction Corp.	36	Nishimatsu Construction Co. Ltd.	59	I	
S		Construtora Andrade Gutierrez SA	82	Nurul Construction and Trading Co.	188	J	
T		H		O		K	
U		Hanjin Heavy Industries & Construction Co. Ltd.	159	Obayashi Corp.	22	L	
V		Hanwha Engineering & Construction Corp.	108	Construtora Norberto Odebrecht	29	M	
W		B.L. Harbert International LLC	223	Oklad Construction Co. Inc.	191	N	
X		David E. Harvey Builders Inc.	206	Orascom Construction Industries	137	O	
Y		Hensel Phelps Construction Co.	83	P		P	
Z		HITT Contracting Inc.	202	Pan-China Construction Group Co. Ltd.	220	Q	
A		HOCHTIEF AG	7	Parsons	142	R	
B		Hoffman Corp.	174	PCL Construction Enterprises Inc.	44	S	
C		Holder Construction Co.	147	Penta-Ocean Construction Co. Ltd.	77	T	
D		Hunt Building Co. Ltd.	182	Pepper Construction Group	164	U	
E		Hunt Construction Group Inc.	107	Per Aarsleff A/S	177	V	
F		Hunter Roberts Construction Group LLC	209	Performance Contractors Inc.	224	W	
G		Hyundai Engineering & Construction Co. Ltd.	33	Petrofac Ltd.	66	X	
H		I		The Petroleum Projects and Technical Consultations Co.	156	Y	
I		Iberdrola Ingenieria y Construcción	112	E. Pihl & Son AS	166	Z	
J		Empresas ICA SAB de CV	102	Impresa Pizzarotti & C. SpA	168	A	
K		IMPREGILO SpA	71	Plaza Construction Corp.	212	B	
L		Industrial Dev't and Renovation Orgn. of Iran	204	Polimeks Insaat Taahhut ve San Tic. AS	215	C	
M		Grupo Isolux Corsan SA	57	A. Porr AG	58	D	
N		J		POSCO Engineering & Construction	40	E	
O		Jacobs	42	Power Construction Co. LLC	216	F	
P		Jan De Nul Group (Sofidra SA)	89	Punj Lloyd Ltd.	104	G	
Q		JGC Corp.	94	Q		H	
R		Jiangsu Nantong Liujian Construction Group Co. Ltd.	158	Qingjian Group Co. Ltd.	101	I	
S		Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.	105	R		J	
T		Joannou & Paraskevaides Group of Cos.	96	Renaissance Construction	160	K	
U		Joannou & Paraskevaides Group of Cos.	96	Robins & Morton	213	L	
V		Kajima Corp.	17	S		M	
W		KBR	28	SACYR Vallehermoso	35	N	
X		Kharafi National	187	Saipem	24	O	
Y		Kiewit Corp.	31	SalfaCorp	161	P	
Z		L		Salini Costruttori SpA	132	Q	
A		Kinden Corp.	49	Samsung C&T Corp.	45	R	
B		The Kokosing Group	217	Samsung Engineering Co. Ltd.	69	S	
C		The Kokosing Group	217	SEPCOIII Electric Power Construction Corp.	153	T	
D		E		Shandong Electric Power Construction Corp.	98	U	
E		EIFFAGE	16	Shanghai Construction (Group) General Co.	27	V	
F		Elaklor SA	76	M		W	
G		Enka Construction & Industry Co. Inc.	119	Maire Tecnimont SpA	84	X	
H		FCC, Fomento de Constr. y Contratas SA	13	Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	Y	
I		Ferrovial Agroman SA	37	Manhattan Construction Group	135	Z	
J		The Flintco Cos. Inc.	149	Matrix Service Co.	219	A	
K		Fluor Corp.	14	McCarthy Holdings Inc.	80	B	
L		Foster Wheeler AG	48	McConnell Dowell Corp. Ltd.	128	C	
M		G		McDermott International Inc.	52	D	
N		GAMA	143	Messer Construction Co.	222	E	
O		Ghella SpA	181	Michels Corp.	163	F	
P		Gilbane Building Co.	79	Mortenson Construction	100	G	
Q		Graham Group Ltd.	120	N		H	
R		Granite Construction Inc.	117	Nantong Construction Group Joint-Stock Co. Ltd.	165	I	
S		GS Engineering & Construction Corp.	36	National Petroleum Construction Co. (NPCC)	172	J	
T		Construtora Andrade Gutierrez SA	82	Nishimatsu Construction Co. Ltd.	59	K	
U		H		Nurul Construction and Trading Co.	188	L	
V		Hanjin Heavy Industries & Construction Co. Ltd.	159	O		M	
W		Hanwha Engineering & Construction Corp.	108	Obayashi Corp.	22	N	
X		B.L. Harbert International LLC	223	Construtora Norberto Odebrecht	29	O	
Y		David E. Harvey Builders Inc.	206	Oklad Construction Co. Inc.	191	P	
Z		Hensel Phelps Construction Co.	83	Orascom Construction Industries	137	Q	
A		HITT Contracting Inc.	202	P		R	
B		HOCHTIEF AG	7	Pan-China Construction Group Co. Ltd.	220	S	
C		Hoffman Corp.	174	Parsons	142	T	
D		Holder Construction Co.	147	PCL Construction Enterprises Inc.	44	U	
E		Hunt Building Co. Ltd.	182	Penta-Ocean Construction Co. Ltd.	77	V	
F		Hunt Construction Group Inc.	107	Pepper Construction Group	164	W	
G		Hunter Roberts Construction Group LLC	209	Per Aarsleff A/S	177	X	
H		Hyundai Engineering & Construction Co. Ltd.	33	Performance Contractors Inc.	224		

Rank Firm Subsidiary

- 1 **Hochtief AG**
Constructora Hochtief-TECSA SA
Contractors Casualty Reinsurance Co.
Flatiron Construction Corp.
Hochtief Construction AG
Hochtief Construction Qatar WLL
Hochtief CZ as
Hochtief do Brazil SA
Hochtief Facility Management Energy GmbH
Hochtief Facility Management GmbH
Hochtief Polska Sp. z o.o.
Hochtief Projektentwicklung GmbH
Hochtief Russia
Leighton Holdings Ltd.
OOO HOCHTIEF (GmbH)
Sreif Baulogistik GmbH
The Turner Construction
- 2 **Vinci**
CFE (Building, Civil works and Dredging)
Concessions
Contracting
Entrepose Contracting (Civil works)
Eurovia (road works)
Other Concessions Arrangement
Solétanche- Freyssinet (Civil works)
VINCI Autoroutes (Cofiroute, ASF, Escota, Arcour)
VINCI Construction Filiales Internationales (Civil works)
VINCI Construction France (Building and Civil works)
VINCI Construction Grand Projects
VINCI Energies (Electrical works and Industrial process)
VINCI Immobilier
VINCI Park
VINCI PLC (Building and Civil works)
- 3 **Strabag SE**
DYWIDAG Bau GmbH
Ed. Zublin AG
Heilit+ Worner Bau GmbH
Josef Mobius Bau AG
STRABAG AG, Austria
STRABAG AG, Germany
- 4 **Bechtel**
Bantrel Co.
Bechtel Communications
Bechtel Construction Operations Inc.
Bechtel Corp.
Bechtel Ltd.
Bechtel Oil, Gas & Chemicals
Bechtel Power Corp.
Bechtel Systems and Infrastructure Inc.

Rank Firm Subsidiary

- 5 **Bouygues**
Bouygues Construction
Bouygues Immobilier
COLAS
- 6 **Skanska AB**
Skanska Construction U.K.
Skanska CZ
Skanska Holding A/S
Skanska Inc.
Skanska Norge A/S
Skanska Oy
Skanska SA (Argentina)
Skanska SA (Poland)
Skanska Sverige AB
- 7 **Saipem**
Er Sai Caspian Contractor LLC
European Maritime Commerce BV
Global Petroprojects Services AG
Petrex SA
Saipem (P) Comercio Maritimo Lda
Saipem America Inc.
Saipem Asian Sdn. Bhd.
Saipem Contracting Algeria
Saipem Contracting Nigeria Ltd.
Saipem do Brasil
Saipem Energy Services SpA
Saipem Nigeria Ltd.
Saipem SA
Saipem U.K. Ltd.
Saudi Arabian Saipem Ltd.
- 8 **Bilfinger Berger AG**
Bilfinger Berger Australia Pty. Ltd.
Bilfinger Berger Baugesellschaft mbH
Bilfinger Berger Budownictwo SA
Frucon Holding Corp.
Julius Berger Nigeria PLC
- 9 **Fluor Corp.**
Fluor Daniel
Global Services
Government
Industrial & Infrastructure
Oil & Gas
Power
- 10 **Technip**
Technip Abu Dhabi Branch
Technip Brazil
Technip France
Technip Germany
Technip Italy
Technip Malaysia

Rank Firm Subsidiary

- Technip Norge AS*
Technip U.K. Ltd.
Technip USA
- 11 **FCC, Fomento de Constr. y Contratas SA**
Alpine Bau GmbH
Aqualia
Portland Valderibas
Ramalho Rosa Cobetar
Realia Business
- 12 **KBR**
KBR Inc.
KBR Ltd.
KBR Services Inc.
Kinhill Ltd.
MW Kellogg Ltd.
- 13 **China Communications Construction Grp. (Ltd.)**
Beijing United Development Co. Ltd.
CCCC China Investment Co. Ltd.
CCCC First Harbor Consultants Co. Ltd.
CCCC First Harbor Engineering Co. Ltd.
CCCC First Highway Consultants Co. Ltd.
CCCC First Highway Engineering Co. Ltd.
CCCC Fourth Harbor Consultants Co. Ltd.
CCCC Fourth Highway Engineering Co. Ltd.
CCCC Guongzhou Dredging Co. Ltd.
CCCC Highway & Bridge Tehcnology Consultants Co. Ltd.
CCCC Highway Consultants Co. Ltd.
CCCC Investment & Engineering Co.
CCCC Second Harbor Consultants Co. Ltd.
CCCC Second Highway Consultants Co. Ltd.
CCCC Second Highway Engineering Co. Ltd.
CCCC Shanghai Dredging Co. Ltd.
CCCC Shanghai Equipment Engineering Co. Ltd.
CCCC Shanghai Port Machinery Co. Ltd.
CCCC Third Harbor Consultants Co. Ltd.
CCCC Third Highway Engineering Co. Ltd.
CCCC Tianjin Dredging Co. Ltd.
CCCC Tunnel Engineering Co. Ltd.
CCCC Water Transportation Consultants Co. Ltd.
CCCC Xi'an Road Construction Machinery Co. Ltd.
Chenzhou Road Construction Machinery Factory of CRBC
China Communications Construction Co. Ltd.
China Harbour Engineering Co. Ltd.
China Highway Engineering Group Corp.
China Highway Vehicle and Machinery Co. Ltd.
China National Communications Materials & Equipment Corp.
China Road and Bridge Corp.
Chuwa Bussan Co. Ltd.

Rank Firm Subsidiary

- CRBC International Co. Ltd.*
Facility Management Zhong Qiao, Zhongshan, CRBC
Guangzhou Port Machinery Industry Corp.
Shanghai Zhenhua Port Machinery Co. Ltd.
Tianjin Zhenhua Logistics Group Co. Ltd.
Xi'an Road Construction Machinery Factory
Xinjin Road Construction Machinery Factory of CRBC
Zhenhua Engineering (Shenzhen) Co. Ltd.
- 14 **Bovis Lend Lease**
Bovis Lend Lease Inc.
Bovis Lend Lease Ltd.
Bovis Lend Lease Overseas Holdings Ltd.
Bovis Lend Lease Pty Ltd.
- 15 **Construtora Norberto Odebrecht**
Bento Pedroso Construcoes SA
CBPO Engenharia Ltda.
Constructora Norberto Odebrecht SA - Panama
Constructora Norberto Odebrecht SA - República Dominicana
Libyan Brazilian Construction and Development Co.
Odebrecht Angola Projectos e Servicios Ltda.
Odebrecht Construction Inc.
Odebrecht Peru Ingenieria y Construccion SA
Odebrecht Serviços Engenharia e Construção SA
Olex Importacao e Exportacao SA
- 16 **Balfour Beatty plc**
Balfour Beatty Capital
Balfour Beatty Capital Group Inc.
Balfour Beatty Construction Northern
Balfour Beatty Construction Scottish & Southern
Balfour Beatty Construction US
Balfour Beatty Engineering Services
Balfour Beatty Ground Engineering
Balfour Beatty Inc.
Balfour Beatty Infrastructure Inc.
Balfour Beatty Major Civil Engineering
Balfour Beatty Plant and Fleet Services
Balfour Beatty Rail Germany Operations
Balfour Beatty Rail Inc.
Balfour Beatty Rail International
Balfour Beatty Rail UK
Balfour Beatty Regional Civil Engineering
Balfour Beatty Sakti
Balfour Beatty Utility Solutions
Balfour Beatty Wokplace
Dutco Balfour Beatty
Gammon
Heery International
Mansell
Parsons Brinckerhoff

Rank Firm Subsidiary

17 Royal BAM Group nv

AM
BAM Civiel
BAM Construct UK Ltd.
BAM Contractors Ltd.
BAM Deutschland
BAM Infratechniek
BAM International bv
BAM Nuttall Ltd.
BAM PPP
BAM Rail
BAM Techniek
BAM Utiliteitsbouw
BAM Vastgoed
BAM Wallonië
BAM Wegen
BAM Woningbouw
Betonac
CEI-De Meyer
Interbuild
Wayss & Freytag Ingenieurbau

18 Grupo ACS

Clece SA
Dragados SA
Grupo Cobra
Iridium
Urbaser

19 Consolidated Contractors Group

ACWA Services Ltd.
CCC (Underwater Engineering)
Morganti Group Inc.
N.P.C.C.
Sicon

20 Foster Wheeler AG

Foster Wheeler Bimas Birlesik Insaat ve.
Muhendislik AS
Foster Wheeler Constructors Inc.
Foster Wheeler Eastern Private Ltd.
Foster Wheeler Energia Oy
Foster Wheeler Energia Polska Sp. z.o.o.
Foster Wheeler Energia SA
Foster Wheeler Energy Corp.
Foster Wheeler Energy Ltd.
Foster Wheeler Environmental Corp.
Foster Wheeler France SA
Foster Wheeler Iberia SA
Foster Wheeler India Private Ltd.
Foster Wheeler Italiana SpA
Foster Wheeler North America Corp.
Foster Wheeler Power Machinery Co. Ltd.
Foster Wheeler Power Systems Inc.
Foster Wheeler USA Corp.

Rank Firm Subsidiary

21 Leighton Holdings Ltd.

John Holland Group Pty Ltd.
Leighton Asia Ltd.
Leighton Contractors Pty Ltd.
Leighton International Ltd.
Leighton Properties Pty Ltd.
Thiess Pty Ltd.

22 China State Construction Eng'g Corp.

China Construction (South Pacific Dev. Co. Pte Ltd.)
China Construction America Inc.
China Overseas Holdings Ltd.
China State Construction Eng'g Corp. (Middle East)
Societe Nationale des Travaux de Construction de Chine (CSCEC) Agence en Algerie

24 Petrofac Ltd.

Petrofac E&C International Ltd.
Petrofac Energy Development International Ltd.
Petrofac Energy Development Ltd.
Petrofac Engineering Ltd.
Petrofac Facilities Management
Petrofac Facilities Management Group Ltd.
Petrofac Inc.
Petrofac International Ltd.
Petrofac Services Inc.
Petrofac Services Ltd.
Petrofac Training Holdings Ltd.
Petrofac Training International Ltd.
Petrofac UK Holdings Ltd.
Petroleum Facilities E&C Ltd.

25 China Railway Construction Corp. Ltd.

China Railway 11th-25th Bureau Group Co. Ltd.
China Railway Construction Electrification Bureau Group Co. Ltd.
China Railway Construction Group Co. Ltd.
China Railway Fifth Survey and Design Inst. Grp. Co. Ltd.
China Railway First Survey and Design Inst. Grp. Co. Ltd.
China Railway Fourth Survey and Design Inst. Grp. Co. Ltd.
China Railway Material Group Co. Ltd.
China Railway Shanghai Design Inst. Grp. Co. Ltd.
Kunming China Railway Large Road Maintenance Machinery Co. Ltd.

26 China National Machinery Industry Corp.

China Automobile Industry Eng'g Corp.
China CAMC Engineering Co. Ltd.
China IPPR International Eng'g Corp.
China Machine-Building Int'l Corp.

Rank Firm Subsidiary

		China Nat'l Automation Control System Corp. China Nat'l Electric Eqpt. Corp. China Nat'l Heavy Machinery Corp. China United Engineering Corp. China Nat'l Machinery & Eqpt. I/E Corp. No. 6 Inst. of Proj. Planning & Research of Machinery Ind.
27	Techint Group	Pyromet Saudi techint Ltd. TEBRA Techint Chile SA Techint Compagnia Tecnica International Techint Compania Tecnica Internacional SACI Techint Compañía Técnica Internacional SACI Techint Engineering & Construction Inc. Techint Goodfellow Technologies Inc. Techint Industrial Technologies (Beijing) Co. Ltd. Techint Italimpianti Deutschland GmbH Techint Italimpianti Do Brasil Ltda Techint SA de CV Techint SAC Tenova HYL technologies Tenova LOI Tenova Takraf
28	McDermott International Inc.	J. Ray McDermott SA The Babcock & Wilcox Co.
29	Tecnicas Reunidas	Espindesa INITEC Plantas Industriales Technicas Reunidas Internacional Termotecnica TR Ecologia
30	EIFFAGE	Clemessy Crystal Eiffage Construction Eiffage Travaux Publics Eiffel Forclum
31	China Metallurgical Group Corp.	ACRE Coking & Refractory Eng'g Consulting Corp., MCC Beijing Research Inst. of Metallurgical Eqpt. Capital Engineering Research Inc. CCTEC Engineering Co. Ltd. China ENFI Engineering Corp. China Jingye Engineering Construction Contracting Corp. China Metallurgical Construction Co. Ltd.

Rank Firm Subsidiary

		China Metallurgical Tiangong Construction Co. Ltd. China Second Metallurgical Construction Corp. Ltd. CISDI Engineering Co. Ltd. MCC Baosteel Technology Services Co. Ltd. MCC Changtian Int'l Eng'g Co. Ltd. MCC Chenggong Construction Co. Ltd. MCC Communication Eng'g Technology Co. Ltd. MCC Group Wuhan Surveying Geo-Tech. Research Inst. MCC Hi-Tech Engineering Co. Ltd. MCC Huatian Engineering Technology Co. Ltd. MCC Jingtang Construction Corp. Ltd. MCC Northeastern Eng'g & Tech. Co. Ltd. MCC Northern Eng'g & Technology Corp. MCC Shenkan Engineering Technology Co. Ltd. MCC Shijiu Construction Co. Ltd. NCMCC Resources Dev. Co. Ltd. Shanghai Baoye Construction Co. Ltd. The 17th China Metallurgical Construction Corp. The 20th China Metallurgical Constr. Co. Ltd. The 3rd China Metallurgical Construction Corp. The First China Metallurgical Construction Corp. WISDRI Engineering & Research Inc. Ltd. Wuhan Metallurgical Constr. Co. Ltd. of MCC Grp.
33	Kajima Corp.	Kajima Europe Ltd. Kajima Overseas Asia Pte. Ltd. Kajima Road Co. Ltd. Kajima U.S.A Inc. Taiko Trading Co. Ltd.
34	Ferrovial Agroman SA	Budimex Group CADAGUA SA Compania de Obras Castillejos SA DITECPESA SA Ferrovial Agroman 56 LLC Ferrovial Agroman Airports UK Ltd. Ferrovial Agroman Chile SA Ferrovial Agroman Indiana LLC Ferrovial Agroman Ireland Ltd. Ferrovial Agroman North Ireland Ltd. Ferrovial Agroman UK Ltd. Ferrovial Conservacion SA Southern Crushed Concrete LLC W.W. Webber LLC
35	Samsung Engineering Co. Ltd.	Samsung Engineering Construction (Shanghai) Co. Ltd. Samsung Engineering Ingenieria Manzanillo SA De CV Samsung Engineering Trinidad Co. Ltd. Samsung Ingenieria Minatitlan SA de CV Samsung Saudi Arabia Co. Ltd.

Rank Firm Subsidiary

36 Maire Tecnimont SpA

Noy Engineering
Sofregaz
Stamicarbon
Tecnimont Arabia Ltd.
Tecnimont do Brasil
Tecnimont ICB
Tecnimont SpA
TPI

38 CB&I

Arabian CBI Ltd.
CB&I Inc.
CB&I Lummus
CB&I UK Ltd.
CBI Co. Ltd.
CBI Constructors Pty. Ltd.
CBI Constructors SA (Pty.) Ltd.
CBI Eastern Anstalt
CBI Overseas LLC
CBI Services Inc.
CBI Venezolana SA
Horton CBI Ltd.
Lummus Technology

39 Abeinsa SA

Abener SA
Abengoa Brasil SA
Abengoa Mexico SA
Abengoa Peru SA
Abentel SA
Instalaciones Inabensa SA
Teyma Uruguay SA

40 IMPREGILO SpA

Cav.To.Mi.
CAVET
Fisia Babcock Environment
Fisia Italimpianti SpA

41 Sinohydro Corp.

Sinohydro Corp. Bureau 11
Sinohydro Corp. Bureau 13
Sinohydro Corp. Bureau 14
Sinohydro Corp. Bureau 4
Sinohydro Corp. Bureau 5
Sinohydro Corp. Bureau 7

42 Daelim Industrial Co. Ltd.

Daelim Saudi Arabia Co. Ltd. (DSA)

43 PCL Construction Enterprises Inc.

Monad Industrial Constructors Inc.
Nordic PCL Construction Inc.

Rank Firm Subsidiary

PCL Civil Constructors Inc.
PCL Construction Management Inc.
PCL Construction New Mexico
PCL Construction Resources (USA) Inc.
PCL Construction Resources Inc.
PCL Construction Services Inc.
PCL Constructors Bahamas Ltd.
PCL Constructors Canada Inc.
PCL Constructors Northern Inc.
PCL Constructors Westcoast Inc.
PCL Industrial Construction Inc.
PCL Industrial Constructors Inc.
PCL Industrial Management Inc.
PCL Industrial Services Inc.
PCL Intracon Power Inc.
Teton Industrial Construction Inc.

44 Jan De Nul Group (Sofidra SA)

Codralux SA
European Dredging Co. SA
Jan De Nul Dredging India Pvt. Ltd.
Jan De Nul Dredging Ltd.
Jan De Nul Dredging Middle East FZE
Jan De Nul Luxembourg SA
Jan De Nul nv
Vasco SA

45 Obayashi Corp.

Naigai Technos
Obayashi Real Estate Corp.
Obayashi Road Corp.
Thai Obayashi

46 China Petroleum Eng'g & Constr. (Group) Corp.

China Petroleum the First Construction Corp.
China Petroleum the Seventh Construction Corp.
CNPC East China Design Institute

47 Taisei Corp.

Seiwa Renewal Works Co. Ltd.
Taisei Rotec Co. Ltd.
Taisei Construction Corp..
Taisei Housing Corp.
Taisei Service Co. Ltd.
Taisei Setsubi Co. Ltd.
Taisei U-Rec Co. Ltd.
Vinata International Joint Venture Ltd. Co.
Yuraku Real Estate Co. Ltd.

48 BESIX SA

B6 SOMA
BESIX Real Estate Development SA
BESIX Sanotec sa
Cobelba sa

Rank Firm Subsidiary

		<i>Etablissement Wust sa</i> <i>Frankl Foundation Group</i> <i>Jacques Delens sa</i> <i>Lux TP sa</i> <i>Six Construct Ltd</i> <i>Six International Ltd</i> <i>Socogetra sa</i> <i>Van Britsom & Verheye NV</i> <i>Vanhout NV</i>
49	Kiewit Corp.	<i>Ganotec Inc.</i> <i>General Construction Co.</i> <i>Gulf States Inc.</i> <i>Kiewit Building Group Inc.</i> <i>Kiewit Energy Co.</i> <i>Kiewit Industrial Canada Co.</i> <i>Kiewit Pacific Co.</i> <i>Kiewit Power Constructors Co.</i> <i>Kiewit Southern Co.</i> <i>Kiewit Western Co.</i> <i>Mass Electric Construction Co.</i> <i>Peter Kiewit Sons Co.</i> <i>TIC Canada Inc.</i> <i>TIC International Inc.</i> <i>TIC Maintenance Inc.</i> <i>TIC The Industrial Co.</i> <i>TIC The Industrial Co. Wyoming Inc.</i> <i>V.K. Mason Construction Co.</i> <i>Western Summit Constructors Inc.</i>
50	Enka Construction & Industry Co. Inc.	<i>AECO LLC</i> <i>Çimtas Steel Fabrication & Erection and Installation Co. Inc.</i> <i>Enka Construction & Development BV</i> <i>Enka Teknik Gen. Contracting, Maintenance, Operation & Mgmt. Co.</i> <i>Enmar Closed Joint Stock Co.</i> <i>Kasktas Sliding Form, Substructure, Drilling, Piling & Insulation Co. Inc.</i> <i>Titas Soil Excavation, Construction & Contracting Co. Inc.</i>
53	China Railway Group Ltd.	<i>China Railway Civil Eng'g Group Corp.</i> <i>China Railway Electrification Eng'g Grp. Co. Ltd.</i> <i>China Railway No. 1 Engineering Group Co. Ltd.</i> <i>China Railway No. 3 Engineering Group Co. Ltd.</i> <i>China Railway Seventh Group Co. Ltd.</i> <i>China Railway Tunnel Group Co. Ltd.</i>
54	Daewoo E&C Co. Ltd.	<i>Bugok Environment Co. Ltd.</i> <i>Daeha Co. Ltd.</i> <i>Daewoo America Development Inc.</i>

Rank Firm Subsidiary

		<i>Daewoo Arabia Ltd.</i> <i>Daewoo E&C (Iran) Inc.</i> <i>Daewoo Nigeria Ltd.</i> <i>Daewoo Power India Ltd.</i> <i>Daewoo Tripoli Investment & Development Co.</i> <i>Daewoo-Hannel Corp.</i> <i>DW E&C (M) SDN Bhd</i> <i>Guilin Daewoo Hotel Co. Ltd.</i> <i>Helvetia Energy Co. Gmbh</i> <i>Kumho Envirotech</i> <i>Kumho Songdo Hotel Co. Ltd.</i> <i>Kumho Steel Tech Co. Ltd.</i> <i>Prugio Sakhalin Ltd.</i> <i>Prugio Service Co. Ltd.</i>
55	Shimizu Corp.	<i>PT Shimizu Bangun Cipta Kontraktor</i> <i>Shimizu Corp. (China) Ltd.</i> <i>Shimizu North America LLC</i> <i>Shimizu Philippine Contractors Inc.</i> <i>Thai Shimizu Co. Ltd.</i>
56	Grupo Isolux Corsan SA	<i>Isolux Corsan Algérie eurl.</i> <i>Isolux Corsan India Engineering and Construction</i> <i>Isolux de México SA de CV</i> <i>Isolux Energía e Participações Ltda.</i> <i>Isolux Maroc SA</i> <i>Isolux Projetos e Instalações Ltda.</i>
57	Van Oord	<i>Ballast Ham Dredging Sdn Bhd</i> <i>Baltic Marine Contractors SIA</i> <i>Brewaba Wasserbaugesellschaft GmbH</i> <i>Caspian Dredging and Marine Contractors LLP</i> <i>CEI_DE Meyer NV</i> <i>Emservis Management Services Cyprus Ltd.</i> <i>Sodranord SARL</i> <i>Van Oord Australia Pty Ltd.</i> <i>Van Oord Dredging and Marine Contractors</i> <i>Van Oord Far East Pte Ltd.</i> <i>Van Oord Gulf FZE</i> <i>Van Oord India Pvt Ltd.</i> <i>Van Oord Ireland Ltd.</i> <i>Van Oord Nederland BV</i> <i>Van Oord Nigeria FZE</i> <i>Van Oord Norway AS</i> <i>Van Oord Offshore BV</i> <i>Van Oord UK Ltd.</i> <i>VODMC De Mexico SA De CV</i>
58	Punj Lloyd Ltd.	<i>Dayim Punj Lloyd</i> <i>Kaefer Punj Lloyd</i> <i>PL Engineering Ltd.</i> <i>PLN Construction Ltd.</i>

Rank Firm Subsidiary

		<i>PT Punj Lloyd Indonesia</i> <i>PT Sempec Indonesia</i> <i>Punj Lloyd Aviation Ltd.</i> <i>Punj Lloyd Kazakhstan LLP</i> <i>Punj Lloyd Pte Ltd.</i> <i>Punj Lloyd Upstream Ltd.</i> <i>Sembawang Engineers and Constructors Pte Ltd.</i> <i>Simon Carves Ltd.</i> <i>Spectra Punj Lloyd Ltd.</i>
59	Iberdrola Ingeniería y Construcción	<i>Adicora</i> <i>Empresarios Agrupados Internacional SA</i> <i>Empresarios Agrupados, A.I.E.</i> <i>Enermón SA de C.V.</i> <i>Ghesa, Ingeniería y Tecnología SA</i> <i>Iberdrola Consultoria e Serviços do Brazil, Ltda</i> <i>Iberdrola Engineering and Construction Bulgaria</i> <i>Iberdrola Engineering and Construction Germany GmbH</i> <i>Iberdrola Engineering and Construction Kenya International</i> <i>Iberdrola Engineering and Construction Middle East Ltd.</i> <i>Iberdrola Engineering and Construction Oo. SRL</i> <i>Iberdrola Engineering and Construction Poland sp z.o.o.</i> <i>Iberdrola Engineering and Construction Scotland Ltd.</i> <i>Iberdrola Engineering and Construction US Inc.</i> <i>Iberdrola Ingegneria e Costruzioni Italia SRL</i> <i>Iberdrola Ingeniería y Construcción Mexico SA de CV</i> <i>Iberdrola Ingeniería y Construcción UK Ltd.</i> <i>Iberdrola Ingeniería y Construcción Venezuela SA</i> <i>Iberdrola Inzliniring and Stroitelstro Ltd. Liability</i> <i>Iberdrola Magyarország Mérnöki és Korlátolt Felelősségű Társaság</i> <i>Ibérica de Espacio SA</i> <i>Iberinco Hellas Techniki Kai Kataskevastiki EPE</i> <i>Iberinco Servicios SAU.</i> <i>Iberservicios SA de C.V.</i> <i>Ingeniería, Estudios y Tecnología SA (Inecosa)</i> <i>Keytech Sistemas, Integrales, S. A.</i> <i>Sublin 2 SA de C.V.</i>
62	Larsen & Toubro Ltd.	<i>L&T - MHI Turbine Generators Pvt Ltd.</i> <i>L&T - Sargent & Lundy Ltd.</i> <i>L&T - Valdel Engineering Ltd.</i> <i>L&T Infrastructures Developers Ltd.</i> <i>L&T Modular Fabrication Yard LLC</i> <i>L&T Urban Infrastructures Ltd.</i> <i>Larsen & Toubro (Oman) LLC</i> <i>Larsen & Toubro Electromech LLC, Muscat</i> <i>Larsen & Toubro RMC LLC</i>

Rank Firm Subsidiary

64	SACYR Vallehermoso	<i>SACYR</i> <i>SACYR Concesiones</i> <i>SIS</i> <i>Somague</i> <i>Testa Inmuebles En Renta</i> <i>Vallehermoso</i> <i>Valoriza</i>
65	Astaldi SpA	<i>Astaldi Arabia Ltd.</i> <i>Astaldi Construction Corp.</i> <i>Astaldi de Venezuela CA</i>
66	Arabian Construction Co. SAL	<i>Arabian Construction Co. (Cairo)</i> <i>Arabian Construction Co. (Dubai)</i> <i>Arabian Construction Co. LLC (Abu Dhabi)</i> <i>Arabian Construction Co. SAL Beirut)</i> <i>Qatari Arabian Construction Co.</i> <i>Saudi Arabian Construction Co. (Damascus)</i> <i>Saudi Arabian Construction Co. (KSA)</i>
67	Toyo Engineering Corp.	<i>Toyo Engineering & Construction Sdn. Bhd.</i> <i>Toyo Engineering Corp., China</i> <i>Toyo Engineering India Ltd.</i> <i>Toyo Engineering Korea Ltd.</i>
68	GAMA	<i>Gama Construction Qatar WLL</i> <i>Gama Energy Inc.</i> <i>Gama Industry Arabia Ltd.</i> <i>Gama Industry Inc.</i> <i>Gama Power Systems Inc.</i> <i>Gate Construction, Industry & Trade Inc.</i>
70	Acciona SA	<i>ACCIONA Infraestructuras SA</i> <i>Mostostal Warszawa SA</i>
71	Salini Costruttori SpA	<i>Salini Bulgaria AD</i> <i>Salini Hydro</i> <i>Salini Malaysia SND</i> <i>Salini Nigeria Ltd.</i>
72	Samsung C&T Corp.	<i>Samsun E&C India Private Ltd</i> <i>Samsung C&T Corp. Saudi Arabia</i> <i>Samsung E&C (Russia)</i> <i>Samsung E&C (Shanghai)</i> <i>Samsung Texas Construction Inc</i>

Rank Firm Subsidiary

- 73 **SNC-Lavalin International Inc.**
Aqua Terre Solutions Inc.
BAE - New Plan Group Ltd.
C.J. MacLellan & Associates Inc.
DTI Telecom Inc.
Groupe Qualitas Inc.
Intecsa-Inarsa SA
Minerconsult Engenharia Ltda.
P.T. SNC-Lavalin TPS
Pacific Liacon & Associates Inc.
SA SNC-Lavalin NV
SNC-Lavalin (Shanghai) International Trading Ltd.
SNC-Lavalin America Inc.
SNC-Lavalin Australia Pty Ltd.
SNC-Lavalin Capital Inc.
SNC-Lavalin Chile SA
SNC-Lavalin Construction Inc.
SNC-Lavalin Constructors Inc.
SNC-Lavalin Defence Contractors Inc.
SNC-Lavalin Devonix Inc.
SNC-Lavalin Energy Control Systems Inc.
SNC-Lavalin Engineering India Pvt. Ltd.
SNC-Lavalin Engineers & Constructors Inc.
SNC-Lavalin Environment Inc.
SNC-Lavalin International Inc.
SNC-Lavalin Maghreb EURL
SNC-Lavalin Nuclear Inc.
SNC-Lavalin Operations & Maintenance Inc.
SNC-Lavalin PAE Inc.
SNC-Lavalin Peru SA
SNC-Lavalin Pharma Inc.
SNC-Lavalin Polska Sp. z.o.o.
SNC-Lavalin Projetos Ltda.
SNC-Lavalin SAS
SNC-Lavalin U.K. Ltd.
Societe d'Expertise et d'Ingenierie LGL SA
SPAN Consultants Pvt. Ltd.
Spectrol Energy Services Inc.

75 **Renaissance Construction**

Energostroy OOO, Moscow
Energostroy OOO, St. Petersburg
REC Libya Construction JSC
REC Libya Insaat San. ve Tic AS
REC Uluslararası KSA Branch
Renaissance Construction and Investment ZAO
Renaissance Construction GMBH
Renaissance Construction TOV
Renaissance Construction ZAO, Kaluga
Renaissance Construction ZAO, Moscow
Renaissance Construction ZAO, St. Petersburg
Renaissance Construction ZAO, Vsevolozhsk
Renaissance Construction ZAO, Yaroslavl
Ronesans AVM Yatirim Ins San. ve Tic AS

Rank Firm Subsidiary

- 76 **China Petroleum Pipeline Bureau (CPP)**
China Petroleum Pipeline Coating Co. Ltd.
China Petroleum Pipeline Emergency Response & Rush Repair Center
China Petroleum Pipeline Manufacture Co.
China Petroleum Pipeline Material & Equipment Co.
China Petroleum Pipeline NDT Co.
China Petroleum Pipeline Operation Co.
China Petroleum Pipeline Technique Co.
China Petroleum Communication Co.
China Petroleum Longway Consultant Co. Ltd.
China Petroleum Pipeline Crossing Co.
China Petroleum Pipeline Scientific Research and Dev't Inst.
- 77 **Construtora Andrade Gutierrez SA**
Zagope
- 78 **Shanghai Electric Group Co. Ltd.**
Shanghai Electric Power Generation Group
- 80 **Dongfang Electric Corp.**
Dongfang Electric Corp. Ltd.
Dongfang Electric International Corp.
- 81 **Ed. Zublin AG**
Zublin International GmbH
Zublin Spezialtiefbau GmbH
- 82 **Ansaldo Energia SpA**
Ansaldo Energy Inc.
Ansaldo ESG AG
Ansaldo Fuel Cells
Ansaldo Nucleare
Ansaldo Power Projects Private Ltd.
Ansaldo Thomassen BV
Ansaldo Thomassen Gulf
- 83 **Takenaka Corp.**
Asahi Facilities Inc.
TAK Realty Co. Ltd.
Takenaka (China) Construction Co. Ltd.
Takenaka Civil Engineering & Constr. Co. Ltd.
Takenaka Corp. (U.SA)
Takenaka Europe GmbH
Thai Takenaka International Ltd.
- 84 **China Gezhouba Group Co. Ltd.**
China Gezhouba Architecture Constr. Co. Ltd.
China Gezhouba International Co. Ltd.
China Gezhouba Machinery & Ship Co. Ltd.
Chongqing Daxihe Hydroelectric Dev. Co. Ltd.

Rank Firm Subsidiary

		<p> <i>Chongqing Gezhouba Explosive Co. Ltd.</i> <i>Gezhouba Cement Co. Ltd. in Dangyang</i> <i>Gezhouba Cement Co. Ltd. in Wuhan</i> <i>Gezhouba Cement Co. Ltd. in Hanchuan</i> <i>Gezhouba Cement Co. Ltd. in Qianjiang</i> <i>Gezhouba Cement Co. Ltd. in Xiangfang</i> <i>Gezhouba Cement Co. Ltd. in Yichang</i> <i>Gezhouba Cement Co. Ltd. in Yingcheng</i> <i>Gezhouba Cement Co. Ltd. in Zaoyang</i> <i>Gezhouba Construction Co. Ltd.</i> <i>Gezhouba Finance Co. Ltd.</i> <i>Gezhouba Foreign Trade Co. Ltd.</i> <i>Gezhouba Foundation Treatment Co. Ltd.</i> <i>Gezhouba Haiji Real Estate Dev. Co. Ltd.</i> <i>Gezhouba Highway & Bridge Constr. Co.</i> <i>Gezhouba Jiahong Co. Ltd.</i> <i>Gezhouba Mechanical & Electrical Install. Co. Ltd.</i> <i>Gezhouba No. 1 Construction Co. Ltd.</i> <i>Gezhouba No. 2 Construction Co. Ltd.</i> <i>Gezhouba No. 5 Construction Co. Ltd.</i> <i>Gezhouba No. 6 Construction Co. Ltd.</i> <i>Gezhouba No. 8 Construction Co. Ltd.</i> <i>Gezhouba Power Supply Co. Ltd.</i> <i>Gezhouba Real Estate Dev. Co. Ltd.</i> <i>Gezhouba Three Gorges Industry Co. Ltd.</i> <i>Hubei Daguangbei Express Highway Constr. Co. Ltd.</i> <i>Hubei Gezhouba Testing Co. Ltd.</i> <i>Hubei Nanhe Hydroelectric Dev. Co. Ltd.</i> <i>Hubei Siping Hydroelectric Dev. Co. Ltd.</i> <i>Hubei Wuhan Gezhouba Industry Co. Ltd.</i> <i>Hubei Xianfan-Jingzhou Express Highway Constr. Co. Ltd.</i> <i>Hubei Zhongge Proj. Management Co. Ltd.</i> <i>Sichuan Neizhu Express Highway Constr. Co. Ltd.</i> <i>Yichang Gezhouba Consulting & Supervision Co. Ltd.</i> <i>Zhangjiajie Gezhouba Hydroelectric Dev. Co. Ltd.</i> <i>Ziling Gezhouba Cement Co. Ltd. in Jingmen</i> </p>
85	Ellaktor SA	<p> <i>Aktor SA</i> </p>
86	China Civil Engineering Constr. Corp.	<p> <i>CCECC (Algeria) Ltd.</i> <i>CCECC (East Africa) Ltd.</i> <i>CCECC Nigera Ltd.</i> <i>China Civil Engineering Construction (Bostwana) Pty Ltd.</i> <i>China Civil Engineering Construction (H.K.) Co. Ltd.</i> <i>China Civil Engineering Construction (Macau) Co. Ltd.</i> </p>
91	Ghella SpA	<p> <i>Creaurban SA</i> <i>Ghella Sogene CA</i> </p>

Rank Firm Subsidiary

		<p> <i>Ghella Sogene De Costa Rica SA</i> <i>IECSA SA</i> </p>
92	CTCI Corp.	<p> <i>Advanced Control & System Inc.</i> <i>CIMAS Engineering Co. Ltd.</i> <i>CINDA E&C Ltd Corp.</i> <i>CTCI (Thailand) Co. Ltd.</i> <i>CTCI Arabia Ltd.</i> <i>CTCI Chemicals Corp.</i> <i>CTCI Machinery Corp.</i> <i>CTCI Overeas Co. Ltd.</i> <i>E & C Engineering Corp.</i> <i>Fortune Energy Corp.</i> <i>HD Resources Management Corp.</i> <i>JingDing Engineering & Construction Co. Ltd.</i> <i>Leading Energy Corp.</i> <i>Resources Engineering Service Inc.</i> <i>ShangDing Engineering & Construction Ltd.</i> <i>Sino Environmental Service Corp.</i> </p>
95	PJSC Stroytransgaz	<p> <i>LLC Neftegazstroykontrol</i> <i>LLC PSK Gazstroydetal</i> <i>LLC SMT</i> <i>LLC SU - 7 Rhythm</i> </p>
97	Tekfen Construction and Installation Co. Inc.	<p> <i>Azfen J V.</i> <i>CTS</i> <i>Gate J.V.</i> <i>HMB AG</i> <i>Tekfen Engineering</i> <i>Tekfen Manufacturing and Engineering</i> <i>Tekfen-TML J.V.</i> <i>TGO J.V.</i> </p>
98	Contracting & Trading Co.	<p> <i>C.A.T. International Algerie sarl</i> <i>C.A.T. International Qatar WLL</i> <i>Contracting & Trading Co.</i> <i>Mothercat Ltd. Nigeria</i> <i>Niger Construction Ltd. (NIGERCAT)</i> </p>
99	Ssangyong Engineering & Construction Co. Ltd.	<p> <i>Daepo Port Development Corp.</i> <i>Hongti Town Development Corp.</i> <i>Incheon North Port Terminal Corp.</i> <i>Ssangyong Engineering & Construction (America) Inc.</i> <i>Ssangyong Engineering & Construction (Saudi)</i> <i>Ssangyong International Inc.</i> <i>Ssangyong Konstruksi Indonesia</i> </p>

Rank Firm Subsidiary

- Ssangyong Residences (M) Sdn. Bhd.*
Technopark Biz City
Yonghoman Development Corp.
- 101 Shandong Electric Power Construction Corp.**
Shandong Elec. Power Construction No. 1 Co.
Shandong Elec. Power Construction No. 2 Co.
Shandong Elec. Power Piping Constr. Co.
Shandong Elec. Power Transmissiom & Substation Eng'g Co.
- 103 Soares Da Costa - Grupo SGPS**
Porto Construction Group LLC
Prince Inc.
SDC Construction Services LLC
Soares Da Costa Mozambique sarl
- 105 Trevi Spa**
Galante SA
IDT Free Zone Co.
Petreven CA and subsidiaries
Petreven U.T.E. Argentina
Swissboring Overseas Piling Corp.
Trevi Algerie Eurl
Trevi asasat general construction j.v.
Trevi Austria GmbH
Trevi Cimentaciones
Trevi Foundation Nigeria
Trevi Foundation Philippines
Trevi Foundation Saudi Arabia
Trevi Germania GmbH
Trevi Icos and subsidiaries
Trevi Spa
- 106 China Geo-Engineering Corp.**
CGC Southern African Ltd. Co.
China Geology (Hong Kong) Industry Ltd.
Cote D'Ivoire Regional Co.
East Africa Regional Co.
Ghana Regional Co.
Guinea-Mali Regional Co.
Kazakhstan Regional Co.
Madagascar Regional Co.
North Africa Regional Co.
Pakistan Regional Co.
Philippines Regional Co.
Sri Lanka Regional Co.
Sudan Representative Office
Togo-Benin Regional Co.
- 107 Yuksel Insaat Co. Inc.**
Sasel Electromechanic Ind. and Trade Co. Inc.
Yuksel Construction Saudia Co. Ltd.

Rank Firm Subsidiary

- 109 Camargo Correa**
CNEC Engenharia SA
Estaleiro Atlântico Sul
- 110 Bauer AG**
BAUER Egypt SAE
BAUER Foundations Australia Ply Ltd.
BAUER International
Coastal Caisson Corp.
Saudi BAUER
- 111 Nurol Construction and Trading Co.**
Nurol Energy Inc.
Nurol LLC
Nurol Machinery Inc.
Nurol Real Estate Inc.
- 112 Taikisha Ltd.**
Taikisha (R) LLC
P.T. Taikisha Indonesia Engineering
Taikisha (Singapore) Pte Ltd.
Taikisha (Taiwan) Ltd.
Taikisha (Thailand) Co. Ltd.
Taikisha Canada Inc.
Taikisha de Mexico SA de CV
Taikisha do Brazil Ltda
Taikisha Engineering (M) Sdn. Bhd.
Taikisha Engineering India Ltd.
Taikisha Europe Ltd.
Taikisha Hong Kong Ltd.
Taikisha Korea Ltd.
Taikisha Philippines Inc.
Taikisha Trading (Thailand) Co. Ltd.
Taikisha Vietnam Engineering Inc.
Thaiken Maintenance & Service Co. Ltd.
TKA Co. Ltd.
TKS Industrial Co.
Token Interior & Design Co. Ltd.
Wu-Zhou Taikisha Engineering Co. Ltd.
- 113 ABB SpA - Process Automation Division**
SARPI
- 114 Bonatti SpA**
Carlo Gavazzi Arabia
Carlo Gavazzi Egitto
Carlo Gavazzi Impianti
EURL Bonal Algeria
Gavazzi Impianti Kazakhstan LLP
- 115 The Arab Contractors (O.A.O & Co.)**
The Arab Contractors Botswana
The Arab Contractors Cameroon
The Arab Contractors Equatorial Guinea

Rank Firm Subsidiary

The Arab Contractors Kuwait
The Arab Contractors Nigeria
The Arab Contractors Oman
The Arab Contractors Qatar
The Arab Contractors Saudi Arabia
The Arab Contractors Uganda

116 E. Pihl & Søn AS

E. Pihl & Søn Grønland ApS
Istak HF
P/F E. Pihl & Søn Føroyar
Pihl Inc.
Pihl Projektinvestering A/S
Pihl UK Ltd.

117 Beijing Construction Eng'g Group Co. Ltd.

BCEG (Australia) Pty Ltd.
BCEG Angola
BCEG Equatorial Guinea SA
BCEG Kazakhstan
BCEG Libya
BCEG Rwanda
BCEG Saudi Arabia
BCEG Tanzania
BCEG Togo
BCEGZ - USA Inc.
Beijing Construction Eng'g (M) Sdn. Bhd.
Beijing Construction Eng'g Group (Mongolia) Co. Ltd.
Beijing Construction Eng'g Group (Philippines) Co. Ltd.
Beijing Construction Eng'g Group (Vietnam) Co. Ltd.
Beijing Construction Eng'g Group Co. Ltd. (Congo)
Beijing Construction Eng'g Group Co. Ltd. (Singapore)
Beijing Construction Eng'g Group Co. Ltd., Abu Dhabi
Beijing Construction Eng'g Group Co. Ltd., Iran Office
Chang Cheng Esquares Co. Ltd.

118 Shikun & Binui - SBI Infrastructure Ltd.

Reynolds Construction Co. (Nigeria) Ltd.
Reynolds Construction Co. (Nigeria) Ltd., Kenya
Reynolds Construction Co. (Nigeria) Ltd., Uganda
SBI International Holdings AG, Kenya
SBI International Holdings AG, Switzerland
SBI International Holdings AG, Uganda
Solel Boneh Guatemala SA
Solel Boneh Romania SRL
SONITRA - Societe Nationale Ivoirienne de Travaux
SONITRA Ltd., Ghana

Rank Firm Subsidiary

119 China Jiangsu Int'l Econ-Tech. Coop. Corp.

China Jiangsu Int'l Eco-Tech Coop. Corp., Angola Construction Co.
Continental Engineering Co.
Overseas Engineering Co.
Zhong Jiang(s) International Pte Ltd.

120 McConnell Dowell Corp. Ltd.

Electrix Ltd.
Electrix Pty Ltd.
McConnell Dowell Constructors (Aust) Pty Ltd.
McConnell Dowell Constructors Ltd.
McConnell Dowell SEA Pte Ltd.
PT Wanamas Puspita

122 Black & Veatch

Black & Veatch Energy
Black & Veatch Enterprise Management Solutions
Black & Veatch Federal Services Division
Black & Veatch Telecom
Black & Veatch Water

123 Zhongyuan Petroleum Exploration Bureau

Kazakhstan
PT. ZPEB Indonesia
ZP Arabia Drilling Co.
ZPEB Algeria
ZPEB Ecuador SA
ZPEB Mauritania
ZPEB Mongolia
ZPEB Nigeria Ltd.
ZPEB Sudan
ZPEB Yemen

124 China National Chemical Eng'g Group Corp.

China Chengda Engineering Corp.
China Tianchen Chemical Eng'g Co.
China Wuhuan Chemical Eng'g Corp.
CNCEC 11th Construction Co.
CNCEC 12th Construction Co.
CNCEC 13th Construction Co.
CNCEC 2nd Construction Co.
CNCEC 3rd Construction Co.
CNCEC 6th Construction Co.
CNCEC 7th Construction Co.
Donghua Engineering Corp.
Hualu Engineering Corp.
Second Design Inst. of Chemical Industry

125 China Int'l Water & Electric Corp. (CWE)

Rank Firm Subsidiary

- China Int'l Water & Electric (Beijing) Corp.*
China Int'l Water & Electric (Fujian) Corp.
China Int'l Water & Electric (Shanghai) Corp.
CWE Huashui Hydropower Dev't Corp.
Hongkong Resources Engineering Co. Ltd.
- 126 Rizzani de Eccher SpA**
Codest International Srl
Codest Kazakhstan
DEAL Srl
RdE - Matta Scarl
RdE Canada Inc.
RdE RAK
RdE USA Inc.
- 127 WorleyParsons**
Worley Parsons Canada Ltd.
Worley Parsons Europe Ltd.
Worley Parsons Group Inc.
Worley Parsons International Inc.
Worley Parsons MEG Ltd.
Worley Parsons Services Pty Ltd.
- 128 China Geology Overseas Construction Group Co.**
CGC Nigeria Ltd.
CGCOC Algeria Ltd.
CGCOC Angola Ltd.
CGCOC Branch in Kazakhstan
CGCOC Cameroon Ltd.
CGCOC Ethiopia Ltd.
CGCOC Tchad Ltd.
- 129 C.M.C. di Ravenna**
Consorzio Alta Velocita' CAVET
Rodano Consortile Scarl
- 130 China Overseas Engineering Group Co. Ltd.**
Botswana (Pty) Ltd.
COVEC - Kenya
COVEC - Mali
COVEC - Maroc
COVEC Sp. z.o.o.
- 131 Kayi Insaat San. ve Tic. AS**
Bilyap Insaat AS
Kayi Filial Sofia
Kayi Filial Vilnius
Kayi Filiali Almaata
OOO Kasa Stroy
- 132 The Shaw Group Inc.**
Shaw Constructors Inc.

Rank Firm Subsidiary

- Shaw Environmental Inc.*
Shaw Infrastructure Inc.
Stone & Webster Canada
Stone & Webster Construction
Stone & Webster Inc.
- 133 Qingjian Group Co. Ltd.**
Qingdao Construction Group (Singapore) (Pte) Ltd.
Qingdao Hai Chuan Construction & Eng'g Co. Ltd.
Qingdao Installation & Construction Co. Ltd.
Qingdao No. 1 Architecture Engineering Co. Ltd.
Tuwana Construction Co. (Pty) Ltd.
- 134 Lotte Engineering & Construction Co. Ltd.**
Lotte Engineering Construction Co. Ltd., Ho Chi Min City
- 136 CH2M HILL**
CH2M Hill Canada Ltd.
CH2M Hill Constructors Inc.
CH2M Hill Constructors International Inc.
CH2M Hill Energy Ltd.
CH2M Hill Global Inc.
CH2M Hill Inc.
CH2M Hill International Ltd.
CH2M Hill Plateau Remediation Co.
CH2M Hill Trigon Inc.
CH2M Hill-WG Idaho LLC
Operations Management International Inc.
- 138 Al-Arrab Contracting Co. Ltd.**
Al-Arrab Electromechanical Contracting Co., UAE
Al-Arrab General Contracting Co., UAE
Al-Arrab Power
Al-Arrab Trading & Contracting Co., Qatar
Specialized Electromechanical Contracting Co.
- 139 COMSA EMTE**
COMSA en Argentina
COMSA en Brasil
COMSA en Chile
COMSA Suisse
Fergrupo
MWM
Trakcja Polska
- 141 China Dalian Int'l Eco. & Techn. Cooperative Grp.**
China Dalian International Cooperation (Group) Holdings Co. Ltd.
- 143 Hanwha Engineering & Construction Corp.**

Rank Firm Subsidiary

- Hanwha Saudi Contracting Co. Ltd.*
- 144 Per Aarsleff A/S**
Aarsleff Bygg-och Anlaggnings AB
Aarsleff Grundlaggnings AB
Aarsleff Oy
Aarsleff Rorteknik AB
Aarsleff Sp. z.o.o.
Aarsleff Srl
Per Aarsleff (UK) Ltd.
Per Aarsleff A/S Latvijas filiale
Per Aarsleff GmbH
Per Aarsleff Polska Sp. z.o.o.
Per Aarsleff ZAO
UAB Aarsleff
- 147 Impresa Pizzarotti & C. SpA**
Aliparma Srl
Garboli SpA
Pizzarotti SA
- 148 Willbros Group Inc.**
Integrated Service Co. LLC
The Oman Construction Co. LLC
Willbros Canada Holdings Ltd.
Willbros Construction (U.S.) LLC
Willbros Construction Services (Canada) LP
Willbros Engineers (U.S.) LLC
Willbros Government Services (U.S.) LLC
Willbros Middle East Ltd.
Willbros Midstream Services (U.S.) LLC
Willbros Midwest Pipeline Construction (Canada) LP
Willbros Project Services (U.S.) LLC
Willbros USA Inc.
- 149 Shanghai Urban Construction (Group) Corp.**
Shanghai Municipal Engineer Construction Co. Ltd.
Shanghai No. 2 Municipal Eng'g Co. Ltd.
Shanghai Tunnel Engineer Rail Communication & Res. Inst.
Shanghai Urban Construction Design & Research Institute
- 150 Onur Taahhut Ticaret Ltd. Stl.**
Onur Arabia Ltd.
Onur Construction Co.
Onur Tunisia SA
Onur Ukraine SA
- 151 China HuanQiu Contracting & Engineering Corp.**
China Petroleum 6th Construction Co.
HQCEC Lanzhou Co.

Rank Firm Subsidiary

- HQCEC Liaoning Co.*
HQCEC Xinjiang Co.
HQSM Engineering Co.
Huanqiu Contracting & Eng'g Corp.
Huanqiu Guangye Engineering (Guangdong) Co. Ltd.
Huanqiu Project Management (Beijing) Co. Ltd.
North China Plng. & Design Inst. of China Huanqiu Contr. & Eng'g Co. Ltd.
Sembawang Huanqiu Eng'g Co. Ltd.
Shanghai Chemical Industry Design Inst. Co. Ltd.
- 152 Cengiz Construction Industry & Trade Co. Inc.**
Cengiz Energy Industry & Trade Co. Inc.
Cengiz Libya Construction & Investment JSC
- 153 URS Corp.**
Advatech LLC
Aman Environmental Construction Inc.
Banshee Construction
Cash & Associates Inc.
Cleveland Wrecking Co.
EC Driver & Associates Inc.
Lear Siegler Services Inc.
URS Energy & Construction Inc.
URS Federal Services Inc.
W.G. Bolivia SRL
Washington Group Northern
WG Deutschland GmbH
WG Jamaica Ltd.
WG Latin America
- 154 Kinden Corp.**
Bintai Kinden Corp. Bhd
Kinden International Ltd.
Kinden Pacific Corp.
Kinden Phils. Corp.
Kinden Vietnam Co. Ltd.
Kindenko (Thailand) Co. Ltd.
P.T. Kinden Indonesia
US Kinden Corp.
Wasa Electrical Service Inc.
- 155 Yapi Merkezi Insaat ve Sanayi AS**
Freysas
Yapi Merkezi Prefabrication
Yapiray Railway Construction
- 156 Tutor Perini Corp.**
Black Construction
Cherry Hill
James A. Cummings
Keating Building Co.
Perini Building Co.

Rank Firm Subsidiary

- Perini Management Services*
Rudolph & Sletten
Tutor Perini Civil Construction
Tutor-Saliba
- 157 Anhui Construction Engineering Group Co. Ltd.**
Anhui Architectural Science Research & Design Institute
Anhui Concrete Product Factory
Anhui Construction Engineering Group Domestic Contracting Co. Ltd.
Anhui Construction Engineering Group Overseas Dev. Co. Ltd.
Anhui Construction Machinery Factory
Anhui First Construction Engineering Co.
Anhui Fourth Engineering Co. Ltd.
Anhui Industrial Plant Installation Cooperation
Anhui Jiangong Industry Development Co.
Anhui Jiangong Technicians' College
Anhui Jiuhua Real-Estate Development Co. Ltd.
Anhui Machinery Dredging Engineering Co.
Anhui Road & Bridge Engineering Co.
Anhui Road & Bridge Group Co. Ltd.
Anhui Road & Harbor Engineering Co. Ltd.
Anhui Sanjian Engineering Co. Ltd.
Anhui Second Construction Engineering Co.
Anhui Wanjian Property Dev't Co. Ltd.
- 161 Arabtec Construction LLC**
Arabtec Construction - Russia
Arabtec Construction LLC - Syria
Arabtec Construction WLL
Arabtec Engineering Services
Arabtec Pakistan (Pvt) Ltd.
Arabtec Saudi Arabia
JV with EEC - Jordan
- 162 Pan-China Construction Group Co. Ltd.**
Hailin New District Ecological Dev. Co. Ltd.
Hailin Pan-China Property Co. Ltd.
Pan-China (Shenyang) Real Estate Dev. Co. Ltd.
Pan-China Engineering Co. Ltd.
Tianjin Pan-China Industry Co. Ltd.
- 163 Gamuda Berhad**
Gamuda Berhad, Bahrain
Gamuda Engineering Sdn. Bhd.
Gamuda-WCT JV (Dukhan, Qatar))
Gamuda-WCT JV (NDIA, Qatar)
MMC-Gamuda JV Sdn. Bhd.
- 164 Sumitomo Mitsui Construction Co. Ltd.**

Rank Firm Subsidiary

- Beijing M.B.R. Construction Engineering Co. Ltd.*
PT. SMCC Utama Indonesia
SMCC (Thailand) Co. Ltd.
SMCC Construction India Ltd.
SMCC Guam Inc.
SMCC Philippines Inc.
SMCC Shanghai
- 165 John Sisk & Son Ltd.**
John Sisk & Son Ltd. U.K.
SDD Shanganagh Ltd.
Sisclan Ltd.
Sispar Ltd.
Srd Civil Engineering Ltd.
- 169 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.**
Xinjiang Beixin Road & Bridge Construction Co. Ltd.
- 173 Kharafi National**
ABJ Engineering & Contracting Co.
Kharafi National Co. LLC (Abu Dhabi, UAE)
Kharafi National Co. LLC (Dubai, UAE)
Kharafi National for Mechanical & Electrical Works SAE
Kharafi National Sarl
- 174 Bentini SpA**
Benco SpA
Bentini Construction Nigeria Ltd.
Bentini Energia West Africa lda
Bentini Maroc sarl AU
Gepco SpA
- 176 GAP Insaat Yatirim ve Dis Ticaret AS**
Gap Construction Sudan
Gap Insaat Dubai FZE
- 177 AMEC plc**
AMEC Group Ltd.
AMEC Inc.
- 178 Societa Italiana Per Condotte D'Acqua SpA**
Condotta America Inc.
Cossi Costruzioni SpA
- 180 Beta Tek Insaat**
Beta Tek Bulgaria
Beta Tek Construction Almaty
Beta Tek Moscow
Bimeks Import Export
Fay Invest

Rank Firm Subsidiary

- Periket Beta Tek Libya Ýnþaat El Müþtereke*
- 181 **Aecon Group Inc.**
Aecon Buildings
Aecon Concessions
Aecon Industrial
Aecon Infrastructure
- 184 **China Wu Yi Co. Ltd.**
China Wu Yi (Equitorial Guinea) Co. Ltd.
China Wu Yi (Kenya) Co. Ltd.
China Wu Yi (Philippines) Co. Ltd.
- 185 **China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n**
China Jiangxi Engineering Ghana Ltd.
China Jiangxi International (Ethiopia) Ltd.
China Jiangxi International (Zambia) Ltd.
China Jiangxi International Kenya Ltd.
China Jiangxi International Namibia Ltd.
China Jiangxi International Uganda Ltd.
China Jiangxi International Zimbabwe Ltd.
Three -C Zambia Ltd.
Zambia JX International Engineering Ltd.
Zhong Gan Engineering & Constr. Corp. Botswana Ltd.
- 187 **Mushrif Trading & Contracting Co., KSCC**
Al Hamed Transport
Cercon Civil Contracting
CRT Gen. Trading & Cont'g Co.
Foundmar General Trading & Cont'g Co.
Mushrif National Construction LLC
OilTech Gen. Trading & Cont'g Co.
- 189 **Rasen Insaat Ve Yatirim Ticaret AS**
Soyak International Construction and Investment Inc.
- 190 **Energoprojekt Holding**
Energoprojekt Entel
Energoprojekt Hidroinzenjering
Energoprojekt Industrija
Energoprojekt Niskogradnja
Energoprojekt Oprema
Energoprojekt Urbanizam I Arkitektura
Energoprojekt Visokogradnja
- 191 **Enppi**
Engineering for Petroleum & Process Indus. Enppi, KSA Branch
- 192 **Insituform Technologies Inc.**

Rank Firm Subsidiary

- Corrpro Cos.*
The Bayou Cos.
United Pipeline Systems
- 193 **SELI SpA**
Constructora SELI Panama SA
Equipamiento y Excavacion Del Tunel
Ingenieria y Construccion SELI Chile Ltda.
INNOTEK Srl
SAME Srl
SELI - Monti Tunnel Srl
SELI China Ltd.
SELI Inc.
SELI India (P) Ltd.
SELI Venezuela SA
SELI-Aegek JV
U.M. & T. Srl
- 194 **Summa Turizm Yatirimciligi AS**
Summa Europe SA
Summa Libya JSC
Summa Moldova SA
Summa Romania SA
- 197 **Nantong Construction Group Joint-Stock Co. Ltd.**
Nantong Architect & Decoration Co. Ltd.
Nantong Architect Science Research Co. Ltd.
Nantong Construction & Installation Co. Ltd.
Nantong Construction Manpower Service Co. Ltd.
Nantong Construction Real Estate Co. Ltd.
Nantong Huaxia Silicate Products Co. Ltd.
Nantong Zhenban Real Estate Co. Ltd.
- 198 **IREM Group**
ICOS Serbatoi SpA (Affil.)
IREM SpA Saudi Arabia
IREM France (Affil.)
IREM General Contractor UK Ltd.
Porto Tolle Montaggi SCPA (Assoc.)
SOLESI SpA (Affil.)
Tanko SpA
Techimp Impianti SpA (Affil.)
- 199 **Sener Ingenieria y Sistemas SA**
BOREAS Ingenieria y Sistemas SA
EURL Sener
III SA DE CV
Sener Canarias Ingenieria y Sistemas SA
Sener Engineering and Systems Inc.
Sener Ingenieria y Sistemas
Sener Ingenieria y Sistemas Argentina SA
Sener Ltd.
Sener Por-Engenharia E Sistemas Industrias Lda

Rank Firm Subsidiary

- Sener Spolka Z ograniczona Odpowiedzialnoscia Spzo*
Senermex Ingenieria y SSistemas SA de CV
Sociedad de Gestion de Proyectos Gestec SA
- 200 Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.**
Jiangsu Nantong No. 3 Construction Decoration and Fitment Eng'g Co. Ltd.
Jiangsu Nantong No. 3 Construction Eng'g Gen. Contracting Co. Ltd.
Jiangsu Nantong No. 3 Construction Equipt. Eng'g Co. Ltd.
Jiangsu Nantong No. 3 Construction Labor Co. Ltd.
Jiangsu Nantong No. 3 Construction Overseas Labor Co. Ltd.
Jiangsu Nantong No. 3 Construction Real Estate Dev. Co. Ltd.
Nantong Chenyukun Industrial Co. Ltd.
Nantong Third Construction Vocational School
- 202 Atlas Group**
Atlas Genie Civil
Atlas Texas Construction and Trading Inc.
Atlas Yapi and Sanayi Ltd.
- 204 Mak-Yol Constr. Indus. Tourism & Trading Inc.**
Atlas Madencilik Taahhut ve Deniz Ticaret AS
Makenerji AS
Makliman Isletmeleri AS
Makmarin Kas Marina Ýsletmeciliði Turizm ve Ticaret AS
Mak-Tur Turizm ve Seyahat Isletmeleri Ticaret AS
Mak-Yapi Insaat Turizm ve Ticaret AS
- 205 The Lauren Corp.**
Kamtech Services Inc.
Lauren Engineers & Constructors Inc.
- 207 Zhongding Int'l Engineering Co. Ltd.**
Construction and Install. Eng'g Co. of ZIEC, Dongguan Br.
JiangXi Institute of Multipurpose Utilization of Coal
Mine & Tunnel Construction Co. of ZIEC
Real Estate Dev't Co. of ZIEC
Zhongding International Engineering Co. Ltd. (ZIEC)
ZIEC Dongguan Branch
ZIEC Xiamen Branch
ZIEC Zhuhai Branch

Rank Firm Subsidiary

- 208 China Yunnan Construction Engineering Group Co. Ltd.**
Concrete Co. Ltd. of China Yunnan Construction Engineering Group Co. Ltd.
General Contract Co. of China Yunnan Construction Engineering Group Ltd.
Installation Co. Ltd of China Yunnan Construction Engineering Group Co. Ltd.
Int'l Engrg Dept. of China Yunnan Construction Engineering Group Co. Ltd.
No. 2 Construction Co. of China Yunnan Construction Engineering Group Co. Ltd.
No. 3 Construction Co. of China Yunnan Construction Engineering Group Co. Ltd.
No. 4 Construction Co. of China Yunnan Construction Engineering Group Co. Ltd.
No. 5 Construction Co. of China Yunnan Construction Engineering Group Co. Ltd.
Road and Bridge Co. Ltd of China Yunnan Construction Engineering Group Co. Ltd.
Water Resources and Hydropower Construction Co. Ltd. of China Yunnan Construction Engineering Group Co. Ltd.
Yunnan Construction and Design Institution
Yunnan Real Estate Development & Operation Co.
- 211 Parsons**
Parsons Commercial Technology Group
Parsons Infrastructure & Technology Group
Parsons Transportation Group
Parsons Water & Infrastructure
- 212 Prezioso Technilor**
IPES
Prezioso Algerie
Prezioso Angola
Prezioso Congo
Prezioso Emdad
Prezioso LDA
Ropetec
Technilor
- 213 IC Ibrahim Cecen Investment Holding Inc.**
AES-IC Ictas Enerji Uretim ve Ticaret AS
Antbel Antalya Belek Turizm Yatirimlari AS
Bomonti Uluslararası Kongre ve Turizm Yatirimlari AS
Celebi IC Antalya Havalimani Terminali Yat. ve Is. AS
Celebi IC Havalimani Isletme AS
Fraport IC Ictas Antalya Havalimani Terminal Yat. ve Is. AS
Fraport IC Ictas Havalimani Isletme AS
IC Cesme Marina Yatirim Turizm ve Isletmeleri AS

Rank Firm Subsidiary

IC Icmak Insaat Makina Ticaret ve Lojistik AS
IC Ictas Havalimani Yatirim Isletmeri ve. Tic. AS
IC Ictas Insaat San. ve Tic. AS
IC Ictas Uluslararası Insaat AS
IC Tahal Tarim Isletmeleri San. ve Tic. AS
IC Uluslararası Konfor Turizm Isletmeleri AS
IC Yatirim Holding AS
Ictur Yiyecek Icecek Hizmetleri Turizm San. ve Tic. AS
Oren Enerji Elektrik Uretim AS
Treysan Dis Ticaret AS
Treysan Prefabrik Celik Yapilar San. ve Tic. AS

214 SICIM S.p.A.

Sicim Ireland Ltd.

215 Shanghai Tunnel Engineering Co. Ltd.

Shanghai TBM Design & Testing Research Centre Co. Ltd.
Shanghai Tunnel Engineering (Hongkong) Co. Ltd.
Shanghai Tunnel Engineering (Pudong) Co. Ltd.
Shanghai Tunnel Engineering (Singapore) Co. Ltd.
Shanghai Tunnel Engineering Najing Branch Co.
Shanghai Wai Gao Qiao Tunneling Machinery Plant

216 Eser Contracting and Industry Co.Inc.

Eser Project and Engineering Co. Inc.

217 Zhejiang Constr. Investment Group Co. Ltd.

China Zhejiang Construction Group (H.K.) Co. Ltd.
Sarl Groupe de Construction et D'investissement du Zhejiang
Zhejiang Construction Investment Pte. Ltd

221 Jiangsu Nantong Liujian Construction Group Co. Ltd.

Jiangsu Nantong Changchun Branch
Jiangsu Nantong Liujian Construction Co. Dubai Branch
Jiangsu Nantong Liujian International Co.
Jiangsu Nantong Liujian Shanghai Branch
Jiangsu Nantong Liujian Yuanche Installation Co.
Jiangsu Nantong Transportation Co.

223 Empresas ICA SAB de CV

ICA
ICA Fluor
ICAi
Rodio
ViveICA

224 China National Complete Plant Imp. & Exp. Corp.

Rank Firm Subsidiary

COMPLANT Equipment Imp. & Exp. Co.
Dept. I for International Eng'g Project
Dept. II for International Eng'g Project
Investment Management Dept.

225 Oztas Construction Co.

Side Tourism Inc.

A. NORTH AMERICA**CANADA**

Acciona SA
 AMEC plc
 Balfour Beatty plc
 Bauer AG
 Bechtel
 Beijing Construction Eng'g Group Co. Ltd.
 Bilfinger Berger AG
 Black & Veatch
 BOUYGUES
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Int'l Water & Electric Corp. (CWE)
 China Metallurgical Group Corp.
 Ferrovial Agroman SA
 Fluor Corp.
 Foster Wheeler AG
 Grupo ACS
 HOCHTIEF AG
 Insituform Technologies Inc.
 Jacobs
 KBR
 Kiewit Corp.
 McDermott International Inc.
 Parsons
 Rizzani de Eccher SpA
 Saipem
 STRABAG SE
 Taikisha Ltd.
 Techint Group
 TECHNIP
 The Lauren Corp.
 The Shaw Group Inc.
 URS Corp.
 VINCI
 Willbros Group Inc.
 WorleyParsons

UNITED STATES

Abeinsa SA
 Aecon Group Inc.
 Ansaldo Energia SpA
 Astaldi SpA
 Atlas Group
 Balfour Beatty plc
 Bauer AG
 Bilfinger Berger AG
 BOUYGUES
 Bovis Lend Lease
 China Communications Construction Grp. (Ltd.)
 China Int'l Water & Electric Corp. (CWE)

China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.
 COMSA EMTE
 Consolidated Contractors Group
 Construtora Norberto Odebrecht
 E. Pihl & Søn AS
 Enka Construction & Industry Co. Inc.
 FATA SpA
 FCC, Fomento de Constr. y Contratas SA
 Graham Group Ltd.
 Grupo ACS
 Hanjin Heavy Industries & Construction Co. Ltd.
 HOCHTIEF AG
 Iberdrola Ingeniería y Construcción
 IMPREGILO SpA
 Kajima Corp.
 Kinden Corp.
 Lotte Engineering & Construction Co. Ltd.
 Obayashi Corp.
 PCL Construction Enterprises Inc.
 Rizzani de Eccher SpA
 SACYR Vallehermoso
 Saipem
 Samsung C&T Corp.
 SELI SpA
 Shanghai Construction (Group) General Co.
 Shimizu Corp.
 Skanska AB
 SNC-Lavalin International Inc.
 Soares Da Costa - Grupo SGPS
 Societa Italiana Per Condotte D'Acqua SpA
 Sumitomo Mitsui Construction Co. Ltd.
 Taikisha Ltd.
 Taisei Corp.
 Takenaka Corp.
 Techint Group
 TECHNIP
 Trevi Spa
 VINCI
 WorleyParsons

B. LATIN AMERICA**ARGENTINA**

Abeinsa SA
 Black & Veatch
 Camargo Correa
 CB&I

CH2M HILL
 China Communications Construction Grp. (Ltd.)
 COMSA EMTE
 Construtora Andrade Gutierrez SA
 Construtora Norberto Odebrecht
 FCC, Fomento de Constr. y Contratas SA
 Fluor Corp.
 Foster Wheeler AG
 Ghella SpA
 Grupo ACS
 Grupo Isolux Corsan SA
 IMPREGILO SpA
 Jan De Nul Group (Sofidra SA)
 McDermott International Inc.
 Sener Ingeniería y Sistemas SA
 Skanska AB
 Taikisha Ltd.
 Techint Group
 Trevi Spa
 URS Corp.
 VINCI

BOLIVIA

Astaldi SpA
 Construtora Norberto Odebrecht
 Fluor Corp.
 Grupo ACS
 URS Corp.
 VINCI

BRAZIL

Abeinsa SA
 Acciona SA
 Balfour Beatty plc
 BOUYGUES
 Camargo Correa
 CB&I
 China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 CITIC Construction
 COMSA EMTE
 Foster Wheeler AG
 Ghella SpA
 Grupo ACS
 Grupo Isolux Corsan SA
 HOCHTIEF AG
 Iberdrola Ingeniería y Construcción
 IMPREGILO SpA
 Jan De Nul Group (Sofidra SA)
 Kiewit Corp.
 Maire Tecnimont SpA
 McDermott International Inc.
 POSCO Engineering & Construction
 SACYR Vallehermoso

Saipem
 SELI SpA
 Shandong Electric Power
 Construction Corp.
 Shanghai Electric Group Co. Ltd.
 Sinosteel Equipment &
 Engineering Co. Ltd.
 Skanska AB
 Taikisha Ltd.
 Techint Group
 TECHNIP
 Toyo Engineering Corp.
 URS Corp.
 Van Oord
 VINCI

CHILE

ABB SpA - Process Automation
 Division
 Abeinsa SA
 Acciona SA
 Ansaldo Energia SpA
 Astaldi SpA
 Balfour Beatty plc
 Bechtel
 BOUYGUES
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 China National Complete Plant
 Imp. & Exp. Corp.
 China National Machinery
 Industry Corp.
 COMSA EMTE
 Ed. Zublin AG
 FCC, Fomento de Constr. y
 Contratas SA
 Ferrovial Agroman SA
 Fluor Corp.
 Foster Wheeler AG
 Grupo ACS
 HOCHTIEF AG
 IMPREGILO SpA
 Insituform Technologies Inc.
 Maire Tecnimont SpA
 McDermott International Inc.
 POSCO Engineering &
 Construction
 Prezioso Technilor
 SACYR Vallehermoso
 SELI SpA
 Skanska AB
 STRABAG SE
 Techint Group
 Tecnicas Reunidas
 The Shaw Group Inc.
 Van Oord
 VINCI

COLOMBIA

Abeinsa SA
 Camargo Correa
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 Construtora Norberto Odebrecht
 Foster Wheeler AG
 Grupo ACS
 IMPREGILO SpA
 Jan De Nul Group (Sofidra SA)
 Kiewit Corp.
 SNC-Lavalin International Inc.
 Techint Group
 TECHNIP
 Trevi Spa
 VINCI

COSTA RICA

Abeinsa SA
 Anhui Foreign Economic
 Construction (Group) Co. Ltd.
 Astaldi SpA
 Bauer AG
 Bechtel
 China National Machinery
 Industry Corp.
 FCC, Fomento de Constr. y
 Contratas SA
 Ghella SpA
 Grupo ACS
 SACYR Vallehermoso
 Soares Da Costa - Grupo SGPS
 Techint Group
 VINCI

ECUADOR

Aecon Group Inc.
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 Construtora Andrade Gutierrez SA
 Construtora Norberto Odebrecht
 Grupo ACS
 Grupo Isolux Corsan SA
 IMPREGILO SpA
 SK Engineering & Construction
 Techint Group
 Zhongyuan Petroleum Exploration
 Bureau

EL SALVADOR

Astaldi SpA
 FCC, Fomento de Constr. y
 Contratas SA
 Grupo ACS
 The Shaw Group Inc.
 VINCI

GUATEMALA

Abeinsa SA
 Astaldi SpA
 FCC, Fomento de Constr. y
 Contratas SA
 Grupo ACS
 Shikun & Binui - SBI
 Infrastructure Ltd.
 Van Oord

GUYANA

China National Machinery Imp. &
 Exp. Corp.

HONDURAS

Astaldi SpA
 FCC, Fomento de Constr. y
 Contratas SA
 Great Lakes Dredge & Dock Corp.
 LLC
 Grupo ACS
 Kiewit Corp.
 VINCI

MEXICO

ABB SpA - Process Automation
 Division
 Abeinsa SA
 Acciona SA
 Black & Veatch
 BOUYGUES
 Caddell Construction Co. Inc.
 CB&I
 CH2M HILL
 China Communications
 Construction Grp. (Ltd.)
 COMSA EMTE
 Construtora Andrade Gutierrez SA
 Construtora Norberto Odebrecht
 FATA SpA
 FCC, Fomento de Constr. y
 Contratas SA
 Fluor Corp.
 Grupo ACS
 Grupo Isolux Corsan SA
 Iberdrola Ingeniería y
 Construcción
 Insituform Technologies Inc.
 Jacobs
 Jan De Nul Group (Sofidra SA)
 KBR
 Kiewit Corp.
 McDermott International Inc.
 POSCO Engineering &
 Construction
 Saipem
 Samsung Engineering Co. Ltd.
 Sener Ingeniería y Sistemas SA
 Shimizu Corp.

STRABAG SE
Taikisha Ltd.
Techint Group
TECHNIP
Técnicas Reunidas
URS Corp.
Van Oord
VINCI

NICARAGUA

Abeinsa SA
Astaldi SpA
CB&I
FCC, Fomento de Constr. y
Contratas SA
Grupo ACS
Per Aarsleff A/S
VINCI

PANAMA

Abeinsa SA
Bauer AG
Caddell Construction Co. Inc.
CB&I
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Construtora Norberto Odebrecht
E. Pihl & Søn AS
FCC, Fomento de Constr. y
Contratas SA
Grupo ACS
IMPREGILO SpA
Jan De Nul Group (Sofidra SA)
SACYR Vallehermoso
SELI SpA
Sener Ingenieria y Sistemas SA
Trevi Spa
VINCI

PARAGUAY

Abeinsa SA
Ghella SpA
Skanska AB

PERU

Abeinsa SA
Astaldi SpA
Bechtel
Camargo Correa
CB&I
China Communications
Construction Grp. (Ltd.)
China Int'l Water & Electric Corp.
(CWE)
China National Machinery
Industry Corp.
Construtora Andrade Gutierrez SA

Construtora Norberto Odebrecht
Energoprojekt Holding
Fluor Corp.
Grupo ACS
IMPREGILO SpA
KBR
POSCO Engineering &
Construction
Saipem
Shanghai Construction (Group)
General Co.
Techint Group
Trevi Spa
VINCI

URUGUAY

Abeinsa SA
CB&I
China Communications
Construction Grp. (Ltd.)
Ferrovial Agroman SA
Techint Group
TECHNIP
VINCI

VENEZUELA

Acciona SA
Astaldi SpA
BOUYGUES
Camargo Correa
CB&I
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Railway Group Ltd.
CITIC Construction
Construtora Andrade Gutierrez SA
Construtora Norberto Odebrecht
Enka Construction & Industry Co.
Inc.
Enppi
FCC, Fomento de Constr. y
Contratas SA
Fluor Corp.
Foster Wheeler AG
Ghella SpA
Grupo ACS
Grupo Isolux Corsan SA
Iberdrola Ingeniería y
Construcción
IMPREGILO SpA
Kiewit Corp.
Maire Tecnimont SpA
POSCO Engineering &
Construction
Royal BAM Group nv
Saipem
Samsung Engineering Co. Ltd.
SELI SpA

Skanska AB
SNC-Lavalin International Inc.
Techint Group
TECHNIP
Toyo Engineering Corp.
Trevi Spa
Van Oord
VINCI

SURINAME

Anhui Foreign Economic
Construction (Group) Co. Ltd.
CB&I
China Dalian Int'l Eco. & Techn.
Cooperative Grp.

C. CARIBBEAN ISLANDS

GREATER ANTILLES

BESIX SA
Black & Veatch
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China National Complete Plant
Imp. & Exp. Corp.
China National Machinery
Industry Corp.
Construtora Andrade Gutierrez SA
Construtora Norberto Odebrecht
E. Pihl & Søn AS
Fluor Corp.
Ghella SpA
Grupo ACS
IMPREGILO SpA
IREM Group
KBR
Saipem
Shanghai Construction (Group)
General Co.
Trevi Spa
URS Corp.
VINCI

PUERTO RICO

Ansaldo Energia SpA
CB&I
CH2M HILL
China Communications
Construction Grp. (Ltd.)
Ferrovial Agroman SA
Fluor Corp.
Grupo ACS
Jacobs
Kiewit Corp.
The Shaw Group Inc.
URS Corp.

CUBA

Aecon Group Inc.
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Samsung Engineering Co. Ltd.
SNC-Lavalin International Inc.

LESSER ANTILLES

Bechtel
Beijing Construction Eng'g Group
Co. Ltd.
BESIX SA
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Metallurgical Group Corp.
China National Complete Plant
Imp. & Exp. Corp.
China National Machinery
Industry Corp.
China Railway Construction Corp.
Ltd.
Consolidated Contractors Group
E. Pihl & Søn AS
Fluor Corp.
Great Lakes Dredge & Dock Corp.
LLC
Kiewit Corp.
McDermott International Inc.
PCL Construction Enterprises Inc.
Per Aarsleff A/S
Saipem
Samsung Engineering Co. Ltd.
Shanghai Construction (Group)
General Co.
Soares Da Costa - Grupo SGPS
TECHNIP
The Shaw Group Inc.
VINCI

D. EUROPE**ALBANIA**

Ansaldo Energia SpA
Bechtel
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
Foster Wheeler AG

Iberdrola Ingeniería y
Construcción
Joannou & Paraskevaides Group
of Cos.
Maire Tecnimont SpA
Salini Costruttori SpA
STRABAG SE
Techint Group
URS Corp.
VINCI

ARMENIA

GS Engineering & Construction
Corp.
Iberdrola Ingeniería y
Construcción
KBR
Renco SpA
Techint Group

AUSTRIA

Bauer AG
Bilfinger Berger AG
Bonatti SpA
BOUYGUES
CB&I
Ed. Zublin AG
FCC, Fomento de Constr. y
Contratas SA
HOCHTIEF AG
Jacobs
Renaissance Construction
Royal BAM Group nv
Techint Group
Trevi Spa
VINCI

AZERBAIJAN

Bechtel
BESIX SA
CB&I
Cengiz Construction Industry &
Trade Co. Inc.
China National Machinery
Industry Corp.
IC Ibrahim Cecen Investment
Holding Inc.
Mak-Yol Constr. Indus. Tourism &
Trading Inc.
McDermott International Inc.
Rizzani de Eccher SpA
Saipem
Salini Costruttori SpA
STRABAG SE
Tekfen Construction and
Installation Co. Inc.
TML Construction Co.
URS Corp.
VINCI

Yapi Merkezi Insaat ve Sanayi AS

BELARUS

CITIC Construction
STRABAG SE
Techint Group
TECHNIP
VINCI

BELGIUM

Abeinsa SA
Ansaldo Energia SpA
Bilfinger Berger AG
Black & Veatch
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Ed. Zublin AG
EIFFAGE
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
Fluor Corp.
Foster Wheeler AG
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Insituform Technologies Inc.
Jacobs
McDermott International Inc.
Prezioso Technilor
Renco SpA
Royal BAM Group nv
SNC-Lavalin International Inc.
STRABAG SE
Takenaka Corp.
Techint Group
TECHNIP
Van Oord
VINCI

BULGARIA

A. Porr AG
Astaldi SpA
Bauer AG
Bechtel
Bilfinger Berger AG
BOUYGUES
CB&I
Cengiz Construction Industry &
Trade Co. Inc.
Dogus Insaat Ve Ticaret AS
Ed. Zublin AG
Ellaktor SA

FCC, Fomento de Constr. y
Contratas SA
GAMA
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Joannou & Paraskevaides Group
of Cos.
Kayi Insaat San. ve Tic. AS
STRABAG SE
Taisei Corp.
Techint Group
Tekfen Construction and
Installation Co. Inc.
VINCI

CZECH REP.

A. Porr AG
Bauer AG
Bilfinger Berger AG
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Ed. Zublin AG
EIFFAGE
FCC, Fomento de Constr. y
Contratas SA
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Insituform Technologies Inc.
Jacobs
Kajima Corp.
Skanska AB
STRABAG SE
Takenaka Corp.
Techint Group
VINCI

DENMARK

Bilfinger Berger AG
BOUYGUES
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Ed. Zublin AG
Fluor Corp.
HOCHTIEF AG
IMPREGILO SpA
Maire Tecnimont SpA
McDermott International Inc.
Saipem
Skanska AB
STRABAG SE
Techint Group

Van Oord
Veidekke ASA
VINCI

ESTONIA

Per Aarsleff A/S
Skanska AB
Van Oord
VINCI

FINLAND

Ansaldo Energia SpA
BOUYGUES
CB&I
Foster Wheeler AG
HOCHTIEF AG
IMPREGILO SpA
Jacobs
Per Aarsleff A/S
P.JSC Stroytransgaz
Skanska AB
STRABAG SE
Techint Group
Van Oord
VINCI

FRANCE

Abeinsa SA
Ansaldo Energia SpA
Balfour Beatty plc
Bauer AG
Beijing Construction Eng'g Group
Co. Ltd.
BESIX SA
Bilfinger Berger AG
CB&I
China Communications
Construction Grp. (Ltd.)
COMSA EMTE
Enka Construction & Industry Co.
Inc.
Foster Wheeler AG
Ghella SpA
Grupo ACS
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Impresa Pizzarotti & C. SpA
Insituform Technologies Inc.
IREM Group
Jacobs
Jan De Nul Group (Sofidra SA)
Maire Tecnimont SpA
McDermott International Inc.
SACYR Vallehermoso
Saipem
SICIM S.p.A.
SNC-Lavalin International Inc.

Societa Italiana Per Condotte
D'Acqua SpA
STRABAG SE
Taikisha Ltd.
Takenaka Corp.
Techint Group
Tecnicas Reunidas
Van Oord

GEORGIA

Bauer AG
Bechtel
CB&I
KBR
Kiewit Corp.
Nurol Construction and Trading
Co.
Salini Costruttori SpA
STRABAG SE
VINCI
Yuksel Insaat Co. Inc.

GERMANY

A. Porr AG
Abeinsa SA
AMEC plc
Balfour Beatty plc
Bonatti SpA
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China National Machinery
Industry Corp.
China Railway Group Ltd.
EIFFAGE
Ellaktor SA
Energoprojekt Holding
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
Fluor Corp.
Foster Wheeler AG
Iberdrola Ingeniería y
Construcción
IMPREGILO SpA
Insituform Technologies Inc.
IREM Group
Jacobs
Jan De Nul Group (Sofidra SA)
KBR
Maire Tecnimont SpA
McDermott International Inc.
Per Aarsleff A/S
Prezioso Technilor
Royal BAM Group nv

Saipem
 SICIM S.p.A.
 Skanska AB
 STRABAG SE
 Takenaka Corp.
 Techint Group
 TECHNIP
 The Shaw Group Inc.
 Trevi Spa
 URS Corp.
 Van Oord
 VINCI

GREECE

Ansaldo Energia SpA
 Bilfinger Berger AG
 BOUYGUES
 China Communications
 Construction Grp. (Ltd.)
 China National Machinery
 Industry Corp.
 FCC, Fomento de Constr. y
 Contratas SA
 Ferrovial Agroman SA
 Fluor Corp.
 Foster Wheeler AG
 Grupo ACS
 HOCHTIEF AG
 Iberdrola Ingeniería y
 Construcción
 Joannou & Paraskevaides Group
 of Cos.
 KBR
 Maire Tecnimont SpA
 PJSC Stroytransgaz
 SELI SpA
 STRABAG SE
 Techint Group
 TECHNIP
 Tecnicas Reunidas
 VINCI

HUNGARY

A. Porr AG
 Ansaldo Energia SpA
 Bauer AG
 Bilfinger Berger AG
 BOUYGUES
 Ed. Zublin AG
 EIFFAGE
 FCC, Fomento de Constr. y
 Contratas SA
 Foster Wheeler AG
 HOCHTIEF AG
 Iberdrola Ingeniería y
 Construcción
 Insituform Technologies Inc.
 Jacobs
 KBR

Samsung Engineering Co. Ltd.
 Skanska AB
 STRABAG SE
 Taikisha Ltd.
 Takenaka Corp.
 Techint Group
 Trevi Spa
 URS Corp.
 VINCI

IRELAND

AMEC plc
 Bauer AG
 Bilfinger Berger AG
 Black & Veatch
 BOUYGUES
 Ed. Zublin AG
 FCC, Fomento de Constr. y
 Contratas SA
 Ferrovial Agroman SA
 Fluor Corp.
 Foster Wheeler AG
 GAMA
 Grupo ACS
 HOCHTIEF AG
 Insituform Technologies Inc.
 Jacobs
 Jan De Nul Group (Sofidra SA)
 Joannou & Paraskevaides Group
 of Cos.
 KBR
 Parsons
 Royal BAM Group nv
 SACYR Vallehermoso
 SICIM S.p.A.
 STRABAG SE
 Techint Group
 URS Corp.
 Van Oord
 VINCI

ITALY

Acciona SA
 Aecon Group Inc.
 Balfour Beatty plc
 Bauer AG
 Bilfinger Berger AG
 BOUYGUES
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 China National Machinery
 Industry Corp.
 Ed. Zublin AG
 EIFFAGE
 Enka Construction & Industry Co.
 Inc.
 FCC, Fomento de Constr. y
 Contratas SA

Ferrovial Agroman SA
 Fluor Corp.
 Foster Wheeler AG
 Grupo ACS
 Iberdrola Ingeniería y
 Construcción
 Jacobs
 Jan De Nul Group (Sofidra SA)
 Kiewit Corp.
 McDermott International Inc.
 Per Aarsleff A/S
 Prezioso Technilor
 SACYR Vallehermoso
 STRABAG SE
 Takenaka Corp.
 TECHNIP
 The Shaw Group Inc.
 Van Oord
 VINCI

LATVIA

Bauer AG
 Iberdrola Ingeniería y
 Construcción
 Per Aarsleff A/S
 STRABAG SE
 VINCI

LITHUANIA

Iberdrola Ingeniería y
 Construcción
 Kayi Insaat San. ve Tic. AS
 Per Aarsleff A/S
 STRABAG SE
 Techint Group
 VINCI

MOLDOVA

STRABAG SE
 Summa Turizm Yatirimciligi AS
 VINCI

NETHERLANDS

Abeinsa SA
 Balfour Beatty plc
 Bauer AG
 BESIX SA
 Black & Veatch
 BOUYGUES
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 Ed. Zublin AG
 Enka Construction & Industry Co.
 Inc.
 Fluor Corp.
 Foster Wheeler AG
 IMPREGILO SpA
 Insituform Technologies Inc.

IREM Group
Jacobs
Jan De Nul Group (Sofidra SA)
McDermott International Inc.
Per Aarsleff A/S
Prezioso Technilor
Sener Ingenieria y Sistemas SA
Skanska AB
STRABAG SE
Takenaka Corp.
Techint Group
TECHNIP
Tecnicas Reunidas
Trevi Spa
VINCI

NORWAY

Bilfinger Berger AG
CB&I
China Communications
Construction Grp. (Ltd.)
China Railway Group Ltd.
E. Pihl & Søn AS
Ed. Zublin AG
FATA SpA
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Maire Tecnimont SpA
McDermott International Inc.
Per Aarsleff A/S
Saipem
Shanghai Construction (Group)
General Co.
Skanska AB
STRABAG SE
Techint Group
TECHNIP
Van Oord
VINCI

POLAND

A. Porr AG
Abeinsa SA
Acciona SA
Astaldi SpA
Bauer AG
BESIX SA
Bilfinger Berger AG
BOUYGUES
CB&I
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.

China Overseas Engineering
Group Co. Ltd.
COMSA EMTE
Ed. Zublin AG
EIFFAGE
FCC, Fomento de Constr. y
Contratas SA
Ferrovial Agroman SA
Fluor Corp.
Foster Wheeler AG
Grupo ACS
GS Engineering & Construction
Corp.
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Insituform Technologies Inc.
Jacobs
Joannou & Paraskevaides Group
of Cos.
John Sisk & Son Ltd.
Kajima Corp.
KBR
Maire Tecnimont SpA
Per Aarsleff A/S
Sener Ingenieria y Sistemas SA
Shanghai Construction (Group)
General Co.
Shimizu Corp.
Skanska AB
SNC-Lavalin International Inc.
STRABAG SE
Takenaka Corp.
Techint Group
TECHNIP
URS Corp.
VINCI

PORTUGAL

Abeinsa SA
Balfour Beatty plc
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
COMSA EMTE
Construtora Andrade Gutierrez SA
Construtora Norberto Odebrecht
Ed. Zublin AG
EIFFAGE
FCC, Fomento de Constr. y
Contratas SA
Ferrovial Agroman SA
Foster Wheeler AG
Grupo ACS
Grupo Isolux Corsan SA
Iberdrola Ingeniería y
Construcción
Insituform Technologies Inc.
KBR

Maire Tecnimont SpA
Per Aarsleff A/S
Prezioso Technilor
SACYR Vallehermoso
Sener Ingenieria y Sistemas SA
STRABAG SE
Techint Group
TECHNIP
Tecnicas Reunidas
Van Oord
VINCI

ROMANIA

A. Porr AG
Ansaldo Energia SpA
Astaldi SpA
Bauer AG
Bechtel
Bilfinger Berger AG
BOUYGUES
CB&I
Cengiz Construction Industry &
Trade Co. Inc.
Ed. Zublin AG
Ellaktor SA
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
Foster Wheeler AG
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Impresa Pizzarotti & C. SpA
Insituform Technologies Inc.
Jan De Nul Group (Sofidra SA)
Jiangsu Nantong No. 3
Construction Grp. Co. Ltd.
Joannou & Paraskevaides Group
of Cos.
KBR
Kiewit Corp.
Penta-Ocean Construction Co.
Ltd.
Shikun & Binui - SBI
Infrastructure Ltd.
Soares Da Costa - Grupo SGPS
Societa Italiana Per Condotte
D'Acqua SpA
STRABAG SE
Summa Turizm Yatirimciligi AS
Takenaka Corp.
Techint Group
TECHNIP
URS Corp.
Van Oord
VINCI

RUSSIA

Abeinsa SA
 Alarko Contracting Group
 Ansaldo Energia SpA
 Ant Yapi Construction, Industry & Trade Co. Ltd.
 Arabtec Construction LLC
 Bauer AG
 Baytur Construction and Contracting Co.
 Bechtel
 Beta Tek Insaat
 Black & Veatch
 BOUYGUES
 CB&I
 CH2M HILL
 China Civil Engineering Constr. Corp.
 China Communications Construction Grp. (Ltd.)
 China Dalian Int'l Eco. & Techn. Cooperative Grp.
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Metallurgical Group Corp.
 China National Machinery Imp. & Exp. Corp.
 China Petroleum Pipeline Bureau (CPP)
 China State Construction Eng'g Corp.
 China Wu Yi Co. Ltd.
 Daewoo E&C Co. Ltd.
 Ed. Zublin AG
 Energoprojekt Holding
 Enka Construction & Industry Co. Inc.
 FATA SpA
 FCC, Fomento de Constr. y Contratas SA
 Fluor Corp.
 Foster Wheeler AG
 GAMA
 GS Engineering & Construction Corp.
 Guris Insaat ve Muhendislik AS
 Hefei Cement Research & Design Institute
 HOCHTIEF AG
 Iberdrola Ingeniería y Construcción
 Jan De Nul Group (Sofidra SA)
 Jiangsu Nantong Liujian Construction Group Co. Ltd.
 Kayi Insaat San. ve Tic. AS
 KBR
 Kiewit Corp.
 Lotte Engineering & Construction Co. Ltd.
 Maire Tecnimont SpA
 Metag Insaat Ticaret AS

Per Aarsleff A/S
 Petrofac Ltd.
 POSCO Engineering & Construction
 Punj Lloyd Ltd.
 Rasen Insaat Ve Yatirim Ticaret AS
 Renaissance Construction
 Rizzani de Eccher SpA
 Saipem
 Samsung C&T Corp.
 SELI SpA
 Shanghai Construction (Group) General Co.
 SNC-Lavalin International Inc.
 STRABAG SE
 Summa Turizm Yatirimciligi AS
 Taikisha Ltd.
 Techint Group
 TECHNIP
 Tecnicas Reunidas
 Toyo Engineering Corp.
 URS Corp.
 Van Oord
 VINCI
 Yenigun Construction Inc.
 Yuksel Insaat Co. Inc.

SLOVAKIA

A. Porr AG
 Ansaldo Energia SpA
 Bauer AG
 Bilfinger Berger AG
 BOUYGUES
 CB&I
 Ed. Zublin AG
 EIFFAGE
 FCC, Fomento de Constr. y Contratas SA
 Insituform Technologies Inc.
 Maire Tecnimont SpA
 Samsung Engineering Co. Ltd.
 Skanska AB
 STRABAG SE
 Takenaka Corp.
 Techint Group
 VINCI

SPAIN

Aecon Group Inc.
 Ansaldo Energia SpA
 Balfour Beatty plc
 Bauer AG
 Bonatti SpA
 BOUYGUES
 CB&I
 CH2M HILL
 China Metallurgical Group Corp.

China National Machinery Industry Corp.
 Construtora Andrade Gutierrez SA
 EIFFAGE
 Empresas ICA SAB de CV
 Fluor Corp.
 Foster Wheeler AG
 IMPREGILO SpA
 Insituform Technologies Inc.
 Jacobs
 Jan De Nul Group (Sofidra SA)
 Kiewit Corp.
 Maire Tecnimont SpA
 Per Aarsleff A/S
 Saipem
 SELI SpA
 SICIM S.p.A.
 SNC-Lavalin International Inc.
 STRABAG SE
 Takenaka Corp.
 Techint Group
 TECHNIP
 The Shaw Group Inc.
 Van Oord
 VINCI

SWEDEN

Balfour Beatty plc
 Bilfinger Berger AG
 BOUYGUES
 CB&I
 E. Pihl & Søn AS
 Ed. Zublin AG
 Foster Wheeler AG
 HOCHTIEF AG
 Iberdrola Ingeniería y Construcción
 IMPREGILO SpA
 Jacobs
 Maire Tecnimont SpA
 Per Aarsleff A/S
 Saipem
 STRABAG SE
 Techint Group
 Trevi Spa
 Veidekke ASA
 VINCI

SWITZERLAND

A. Porr AG
 Balfour Beatty plc
 Bauer AG
 Bilfinger Berger AG
 BOUYGUES
 China Communications Construction Grp. (Ltd.)
 COMSA EMTE
 Ed. Zublin AG

Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
HOCHTIEF AG
IMPREGILO SpA
Impresa Pizzarotti & C. SpA
Maire Tecnimont SpA
Royal BAM Group nv
Societa Italiana Per Condotte
D'Acqua SpA
STRABAG SE
Techint Group
URS Corp.
VINCI

UKRAINE

Ant Yapi Construction, Industry &
Trade Co. Ltd.
B.L. Harbert International LLC
Bauer AG
Bechtel
BOUYGUES
China Jiangxi Corp. For Int'l Eco.
& Tech. Coop'n
Dogus Insaat Ve Ticaret AS
Enka Construction & Industry Co.
Inc.
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
Onur Taahhut Ticaret Ltd. Stl.
Per Aarsleff A/S
Renaissance Construction
Rizzani de Eccher SpA
Salini Costruttori SpA
STRABAG SE
Techint Group
URS Corp.
VINCI

UNITED KINGDOM

Abeinsa SA
Ansaldo Energia SpA
Bauer AG
Bechtel
BESIX SA
Bilfinger Berger AG
Black & Veatch
BOUYGUES
Bovis Lend Lease
CB&I
CH2M HILL
China Communications
Construction Grp. (Ltd.)
China National Machinery
Industry Corp.
Consolidated Contractors Group
E. Pihl & Søn AS

EIFFAGE
Energoprojekt Holding
Ferrovial Agroman SA
Fluor Corp.
Foster Wheeler AG
Grupo ACS
HOCHTIEF AG
Iberdrola Ingeniería y
Construcción
IMPREGILO SpA
Insituform Technologies Inc.
IREM Group
Jacobs
Jan De Nul Group (Sofidra SA)
John Sisk & Son Ltd.
Kajima Corp.
KBR
McDermott International Inc.
Per Aarsleff A/S
Punj Lloyd Ltd.
Royal BAM Group nv
Saipem
Shanghai Electric Group Co. Ltd.
Skanska AB
STRABAG SE
Takenaka Corp.
Techint Group
TECHNIP
The Shaw Group Inc.
URS Corp.
Van Oord
VINCI

YUGOSLAVIA (FORMER)

A. Porr AG
Abeinsa SA
Bauer AG
Bilfinger Berger AG
China Communications
Construction Grp. (Ltd.)
Energoprojekt Holding
FCC, Fomento de Constr. y
Contratas SA
KBR
STRABAG SE
Techint Group
VINCI

BOSNIA & HERZ.

A. Porr AG
Caddell Construction Co. Inc.
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
KBR
SNC-Lavalin International Inc.
STRABAG SE
VINCI

CROATIA

A. Porr AG
Bechtel
BOUYGUES
CB&I
Dogus Insaat Ve Ticaret AS
FCC, Fomento de Constr. y
Contratas SA
Jan De Nul Group (Sofidra SA)
Maire Tecnimont SpA
Saipem
STRABAG SE
Techint Group
VINCI

FYR MACEDONIA

A. Porr AG
FCC, Fomento de Constr. y
Contratas SA
GAMA
KBR
STRABAG SE
Techint Group
VINCI

SLOVENIA

A. Porr AG
Bauer AG
BOUYGUES
FCC, Fomento de Constr. y
Contratas SA
Jacobs
SNC-Lavalin International Inc.
STRABAG SE
Techint Group
VINCI

E. MIDDLE EAST

AFGHANISTAN

Black & Veatch
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Railway Construction Corp.
Ltd.
Cukurova Construction
Fluor Corp.
Ircon International Ltd.
KBR
Kinden Corp.
Metag Insaat Ticaret AS
Sinohydro Corp.
The Shaw Group Inc.
URS Corp.
VINCI
Yenigun Construction Inc.

Yuksel Insaat Co. Inc.

BAHRAIN

Al Shafar General Contracting
China Communications
Construction Grp. (Ltd.)
Cukurova Construction
Great Lakes Dredge & Dock Corp.
LLC
Jacobs
Kinden Corp.
Larsen & Toubro Ltd.
Leighton Holdings Ltd.
Maire Tecnimont SpA
Punj Lloyd Ltd.
Samsung Engineering Co. Ltd.
SNC-Lavalin International Inc.
TAV Construction
Techint Group
TECHNIP
The Shaw Group Inc.
URS Corp.
VINCI

CYPRUS

BOUYGUES
Ellaktor SA
Foster Wheeler AG
Joannou & Paraskevaides Group
of Cos.
Limak Insaat Sanayi ve Ticaret AS
Onur Taahhut Ticaret Ltd. Stl.
VINCI

IRAN

Bauer AG
Beijing Construction Eng'g Group
Co. Ltd.
China Communications
Construction Grp. (Ltd.)
China Gezhouba Group Co. Ltd.
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
China Nonferrous Metal Industry's
Frng. Eng'g & Constr.
China Railway Group Ltd.
China Wanbao Engineering Corp.
Chiyoda Corp.
CITIC Construction
Daelim Industrial Co. Ltd.
GS Engineering & Construction
Corp.
Jan De Nul Group (Sofidra SA)
JGC Corp.

Maire Tecnimont SpA
Mushrif Trading & Contracting
Co., KSCC
POSCO Engineering &
Construction
Punj Lloyd Ltd.
SELI SpA
Sinopec Engineering Inc.
SNC-Lavalin International Inc.
Techint Group
VINCI
Zhongyuan Petroleum Exploration
Bureau

IRAQ

AMEC plc
Arabian Construction Co. SAL
Bechtel
Black & Veatch
Cengiz Construction Industry &
Trade Co. Inc.
CH2M HILL
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
Consolidated Contractors Group
FATA SpA
Fluor Corp.
Foster Wheeler AG
KBR
Mak-Yol Constr. Indus. Tourism &
Trading Inc.
Orascom Construction Industries
Saipem
Shanghai Construction (Group)
General Co.
Shanghai Electric Group Co. Ltd.
The Arab Contractors (O.A.O &
Co.)
The Shaw Group Inc.
Tutor Perini Corp.
URS Corp.
VINCI
WorleyParsons
Yuksel Insaat Co. Inc.

ISRAEL

Aecon Group Inc.
Black & Veatch
CH2M HILL
China Civil Engineering Constr.
Corp.
China Railway Construction Corp.
Ltd.
Ed. Zublin AG
McDermott International Inc.
SACYR Vallehermoso
Soares Da Costa - Grupo SGPS

VINCI

JORDAN

Al-Arabb Contracting Co. Ltd.
Ansaldo Energia SpA
Arabian Construction Co. SAL
Arabtec Construction LLC
CH2M HILL
China Communications
Construction Grp. (Ltd.)
China Int'l Water & Electric Corp.
(CWE)
China Metallurgical Group Corp.
China National Complete Plant
Imp. & Exp. Corp.
Consolidated Contractors Group
Enppi
GAMA
Grupo ACS
Grupo Isolux Corsan SA
Hanwha Engineering &
Construction Corp.
Joannou & Paraskevaides Group
of Cos.
KBR
Lotte Engineering & Construction
Co. Ltd.
SEPCOIII Electric Power
Construction Corp.
Societa Italiana Per Condotte
D'Acqua SpA
The Arab Contractors (O.A.O &
Co.)
The Petroleum Projects and
Technical Consultations Co.
Van Oord
VINCI
Yuksel Insaat Co. Inc.

KUWAIT

Al Shafar General Contracting
Bechtel
BOUYGUES
CB&I
China Communications
Construction Grp. (Ltd.)
China Gezhouba Group Co. Ltd.
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China State Construction Eng'g
Corp.
Consolidated Contractors Group
Daelim Industrial Co. Ltd.
Ellaktor SA
Enppi
Fluor Corp.

GS Engineering & Construction Corp.
 Hyundai Engineering & Construction Co. Ltd.
 JGC Corp.
 KBR
 Larsen & Toubro Ltd.
 Maire Tecnimont SpA
 Parsons
 Petrofac Ltd.
 Saipem
 Sinohydro Corp.
 SK Engineering & Construction
 SNC-Lavalin International Inc.
 STRABAG SE
 Techint Group
 TECHNIP
 Tekfen Construction and Installation Co. Inc.
 The Arab Contractors (O.A.O & Co.)
 URS Corp.
 Van Oord
 VINCI
 WorleyParsons
 Zhongyuan Petroleum Exploration Bureau

LEBANON

Arabian Construction Co. SAL
 Bauer AG
 China Communications Construction Grp. (Ltd.)
 China Int'l Water & Electric Corp. (CWE)
 E. Pihl & Søn AS
 Kharafi National
 Rizzani de Eccher SpA
 The Arab Contractors (O.A.O & Co.)
 The Petroleum Projects and Technical Consultations Co.
 VINCI

OMAN

Al Shafar General Contracting
 Ansaldo Energia SpA
 Bechtel
 BESIX SA
 CB&I
 China Communications Construction Grp. (Ltd.)
 China National Machinery Industry Corp.
 China Railway Construction Corp. Ltd.
 Consolidated Contractors Group
 Daewoo E&C Co. Ltd.
 Ellaktor SA

Enka Construction & Industry Co. Inc.
 Fluor Corp.
 GS Engineering & Construction Corp.
 Hanjin Heavy Industries & Construction Co. Ltd.
 Jan De Nul Group (Sofidra SA)
 Joannou & Paraskevaides Group of Cos.
 Larsen & Toubro Ltd.
 Mak-Yol Constr. Indus. Tourism & Trading Inc.
 Onur Taahhut Ticaret Ltd. Stl.
 Parsons
 Petrofac Ltd.
 Punj Lloyd Ltd.
 Royal BAM Group nv
 Saipem
 SEPCOIII Electric Power Construction Corp.
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 STFA Construction Group
 STRABAG SE
 TAV Construction
 Tecnicas Reunidas
 Tekfen Construction and Installation Co. Inc.
 The Arab Contractors (O.A.O & Co.)
 The Petroleum Projects and Technical Consultations Co.
 The Shaw Group Inc.
 Trevi Spa
 Van Oord
 VINCI
 Willbros Group Inc.

PAKISTAN

ABB SpA - Process Automation Division
 Arabian Construction Co. SAL
 Arabtec Construction LLC
 B.L. Harbert International LLC
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China Metallurgical Group Corp.
 China National Machinery Imp. & Exp. Corp.
 China National Machinery Industry Corp.
 China National Technical Imp. & Exp. Corp.
 China Petroleum Eng'g & Constr. (Group) Corp.

China State Construction Eng'g Corp.
 China Wanbao Engineering Corp.
 China Zhongyuan Engineering Corp.
 Dongfang Electric Corp.
 Hefei Cement Research & Design Institute
 JGC Corp.
 Joannou & Paraskevaides Group of Cos.
 KBR
 Limak Insaat Sanayi ve Ticaret AS
 Orascom Construction Industries
 Saipem
 Shanghai Construction (Group) General Co.
 Sinohydro Corp.
 Ssangyong Engineering & Construction Co. Ltd.
 STFA Construction Group
 Taikisha Ltd.
 Taisei Corp.
 Techint Group
 VINCI
 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.

QATAR

Abeinsa SA
 Al Habtoor Leighton Group
 Al Shafar General Contracting
 Al-Arrab Contracting Co. Ltd.
 Arabian Construction Co. SAL
 Arabtec Construction LLC
 Astaldi SpA
 Bauer AG
 Baytur Construction and Contracting Co.
 Bechtel
 Belleli Energy Srl
 BESIX SA
 Bilfinger Berger AG
 BOUYGUES
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 China State Construction Eng'g Corp.
 Chiyoda Corp.
 Consolidated Contractors Group Contracting & Trading Co.
 CTCI Corp.
 Daewoo E&C Co. Ltd.
 Ed. Zublin AG
 Ellaktor SA
 FATA SpA
 Fluor Corp.

Foster Wheeler AG
 GAMA
 Great Lakes Dredge & Dock Corp.
 LLC
 Grupo Isolux Corsan SA
 GS Engineering & Construction
 Corp.
 HOCHTIEF AG
 Hyundai Engineering &
 Construction Co. Ltd.
 Iberdrola Ingeniería y
 Construcción
 IMPREGILO SpA
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Joannou & Paraskevaides Group
 of Cos.
 KBR
 Larsen & Toubro Ltd.
 Leighton Holdings Ltd.
 Maire Tecnimont SpA
 McConnell Dowell Corp. Ltd.
 McDermott International Inc.
 Mushrif Trading & Contracting
 Co., KSCC
 National Petroleum Construction
 Co. (NPCC)
 Nurol Construction and Trading
 Co.
 Orascom Construction Industries
 Parsons
 Petrofac Ltd.
 Punj Lloyd Ltd.
 Qingjian Group Co. Ltd.
 Renco SpA
 Rizzani de Eccher SpA
 Royal BAM Group nv
 Saipem
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 STFA Construction Group
 STRABAG SE
 Taisei Corp.
 Takenaka Corp.
 TAV Construction
 Techint Group
 TECHNIP
 Tekfen Construction and
 Installation Co. Inc.
 The Arab Contractors (O.A.O &
 Co.)
 The Petroleum Projects and
 Technical Consultations Co.
 Toyo Engineering Corp.
 Trevi Spa
 URS Corp.
 Van Oord
 VINCI
 Yuksel Insaat Co. Inc.

SAUDI ARABIA

Abeinsa SA
 Al Habtoor Leighton Group
 Al Shafar General Contracting
 AMEC plc
 Ansaldo Energia SpA
 Arabian Construction Co. SAL
 Arabtec Construction LLC
 Bauer AG
 Baytur Construction and
 Contracting Co.
 Bechtel
 Belleli Energy Srl
 Beta Tek Insaat
 Bonatti SpA
 BOUYGUES
 CB&I
 China Civil Engineering Constr.
 Corp.
 China Communications
 Construction Grp. (Ltd.)
 China Dalian Int'l Eco. & Techn.
 Cooperative Grp.
 China HuanQiu Contracting &
 Engineering Corp.
 China Metallurgical Group Corp.
 China National Chemical Eng'g
 Group Corp.
 China National Machinery
 Industry Corp.
 China Railway Construction Corp.
 Ltd.
 China Railway Group Ltd.
 Chiyoda Corp.
 Consolidated Contractors Group
 Contracting & Trading Co.
 CTCI Corp.
 Daelim Industrial Co. Ltd.
 Enka Construction & Industry Co.
 Inc.
 Enppi
 Eser Contracting and Industry
 Co.Inc.
 Fluor Corp.
 Foster Wheeler AG
 GAMA
 GAP Insaat Yatirim ve Dis Ticaret
 AS
 Grupo ACS
 GS Engineering & Construction
 Corp.
 Guris Insaat ve Muhendislik AS
 Hanwha Engineering &
 Construction Corp.
 Hefei Cement Research & Design
 Institute
 Hyundai Engineering &
 Construction Co. Ltd.
 IMPREGILO SpA
 IREM Group

Jacobs
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Joannou & Paraskevaides Group
 of Cos.
 KBR
 Larsen & Toubro Ltd.
 Leighton Holdings Ltd.
 Limak Insaat Sanayi ve Ticaret AS
 Maire Tecnimont SpA
 McDermott International Inc.
 National Petroleum Construction
 Co. (NPCC)
 Onur Taahhut Ticaret Ltd. Stl.
 Orascom Construction Industries
 Petrofac Ltd.
 PJSC Stroytransgaz
 POSCO Engineering &
 Construction
 Punj Lloyd Ltd.
 Renaissance Construction
 Saipem
 Samsung Engineering Co. Ltd.
 SEPCOIII Electric Power
 Construction Corp.
 Shandong Electric Power
 Construction Corp.
 SK Engineering & Construction
 SNC-Lavalin International Inc.
 Ssangyong Engineering &
 Construction Co. Ltd.
 STFA Construction Group
 STRABAG SE
 Techint Group
 TECHNIP
 Tecnicas Reunidas
 Tekfen Construction and
 Installation Co. Inc.
 The Arab Contractors (O.A.O &
 Co.)
 The Petroleum Projects and
 Technical Consultations Co.
 Toyo Engineering Corp.
 Trevi Spa
 URS Corp.
 VINCI
 WorleyParsons
 Yuksel Insaat Co. Inc.
 Zhongyuan Petroleum Exploration
 Bureau

SYRIA

Ansaldo Energia SpA
 Arabian Construction Co. SAL
 Arabtec Construction LLC
 Bauer AG
 China Dalian Int'l Eco. & Techn.
 Cooperative Grp.
 Consolidated Contractors Group

Enka Construction & Industry Co.
Inc.
Enppi
Grupo Isolux Corsan SA
Guris Insaat ve Muhendislik AS
Orascom Construction Industries
Petrofac Ltd.
PJSC Stroytransgaz
Techint Group
VINCI

TURKEY

Aecon Group Inc.
Astaldi SpA
Bauer AG
BOUYGUES
CH2M HILL
China Communications
Construction Grp. (Ltd.)
China Metallurgical Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China Railway Construction Corp.
Ltd.
Dongfang Electric Corp.
FATA SpA
FCC, Fomento de Constr. y
Contratas SA
Foster Wheeler AG
GS Engineering & Construction
Corp.
Jan De Nul Group (Sofidra SA)
KBR
McDermott International Inc.
POSCO Engineering &
Construction
Saipem
SELI SpA
Sinosteel Equipment &
Engineering Co. Ltd.
SK Engineering & Construction
SNC-Lavalin International Inc.
STRABAG SE
Taisei Corp.
Techint Group
Trevi Spa
VINCI

U.A.E.

Abeinsa SA
Al-Arab Contracting Co. Ltd.
B.L. Harbert International LLC
Balfour Beatty plc
Bauer AG
Baytur Construction and
Contracting Co.
Bechtel

Beijing Construction Eng'g Group
Co. Ltd.
Belleli Energy Srl
BESIX SA
Bilfinger Berger AG
Black & Veatch
BOUYGUES
CB&I
CH2M HILL
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Petroleum Eng'g & Constr.
(Group) Corp.
China Railway Construction Corp.
Ltd.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
Consolidated Contractors Group
Construtora Norberto Odebrecht
Contracting & Trading Co.
Ed. Zublin AG
Ellaktor SA
Enka Construction & Industry Co.
Inc.
FCC, Fomento de Constr. y
Contratas SA
Fluor Corp.
Foster Wheeler AG
GAP Insaat Yatirim ve Dis Ticaret
AS
Grupo ACS
GS Engineering & Construction
Corp.
Guris Insaat ve Muhendislik AS
Hanjin Heavy Industries &
Construction Co. Ltd.
HOCHTIEF AG
Hyundai Engineering &
Construction Co. Ltd.
Iberdrola Ingeniería y
Construcción
IMPREGILO SpA
Ircon International Ltd.
Jacobs
Jan De Nul Group (Sofidra SA)
JGC Corp.
Jiangsu Nantong Liujian
Construction Group Co. Ltd.
Jiangsu Nantong No. 3
Construction Grp. Co. Ltd.
Joannou & Paraskevaides Group
of Cos.

John Sisk & Son Ltd.
Kajima Corp.
KBR
Kharafi National
Kinden Corp.
Larsen & Toubro Ltd.
Leighton Holdings Ltd.
Maire Tecnimont SpA
McConnell Dowell Corp. Ltd.
Mushrif Trading & Contracting
Co., KSCC
Nurol Construction and Trading
Co.
Obayashi Corp.
Orascom Construction Industries
Parsons
Penta-Ocean Construction Co.
Ltd.
Petrofac Ltd.
PJSC Stroytransgaz
Prezioso Technilor
Punj Lloyd Ltd.
Qingjian Group Co. Ltd.
Rizzani de Eccher SpA
Royal BAM Group nv
Saipem
Salini Costruttori SpA
Samsung C&T Corp.
Samsung Engineering Co. Ltd.
Shimizu Corp.
SK Engineering & Construction
SNC-Lavalin International Inc.
STFA Construction Group
STRABAG SE
Taisei Corp.
Takenaka Corp.
TAV Construction
Techint Group
TECHNIP
Tecnicas Reunidas
Tekfen Construction and
Installation Co. Inc.
The Arab Contractors (O.A.O &
Co.)
The Petroleum Projects and
Technical Consultations Co.
Trevi Spa
URS Corp.
Van Oord
VINCI
Yapi Merkezi Insaat ve Sanayi AS
Yuksek Insaat Co. Inc.
Zhongding Int'l Engineering Co.
Ltd.
Zhongyuan Petroleum Exploration
Bureau

YEMEN, NORTH

CB&I

China Communications
Construction Grp. (Ltd.)
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China State Construction Eng'g
Corp.
Consolidated Contractors Group
Daewoo E&C Co. Ltd.
Enppi
GAMA
Hyundai Engineering &
Construction Co. Ltd.
JGC Corp.
KBR
Punj Lloyd Ltd.
Qingjian Group Co. Ltd.
Saipem
Sinohydro Corp.
SK Engineering & Construction
STRABAG SE
TECHNIP
The Arab Contractors (O.A.O &
Co.)
The Petroleum Projects and
Technical Consultations Co.
VINCI
Zhongyuan Petroleum Exploration
Bureau

F. ASIA/AUSTRALIA

AUSTRALIA

Abeinsa SA
Balfour Beatty plc
Bauer AG
Bechtel
Beijing Construction Eng'g Group
Co. Ltd.
Bilfinger Berger AG
Black & Veatch
BOUYGUES
CB&I
CH2M HILL
China Communications
Construction Grp. (Ltd.)
China Metallurgical Group Corp.
China Railway Group Ltd.
COMSA EMTE
Consolidated Contractors Group
Ed. Zublin AG
Fluor Corp.
Foster Wheeler AG
Grupo ACS
HOCHTIEF AG
Insituform Technologies Inc.
Jacobs
Jan De Nul Group (Sofidra SA)
JGC Corp.

KBR
McDermott International Inc.
POSCO Engineering &
Construction
Royal BAM Group nv
SACYR Vallehermoso
Saipem
Samsung Engineering Co. Ltd.
SK Engineering & Construction
SNC-Lavalin International Inc.
STRABAG SE
Techint Group
TECHNIP
URS Corp.
Van Oord
VINCI

BANGLADESH

China Geo-Engineering Corp.
China Metallurgical Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
China Railway Group Ltd.
China Wanbao Engineering Corp.
China Wu Yi Co. Ltd.
FATA SpA
Harbin Power Engineering Co.
Ltd.
Ircon International Ltd.
Obayashi Corp.
Shimizu Corp.
Sinohydro Corp.

BRUNEI

China Metallurgical Group Corp.
China State Construction Eng'g
Corp.
Foster Wheeler AG
TECHNIP
Anhui Foreign Economic
Construction (Group) Co. Ltd.
China Communications
Construction Grp. (Ltd.)
China Gezhouba Group Co. Ltd.
China HuanQiu Contracting &
Engineering Corp.
China Int'l Water & Electric Corp.
(CWE)
China National Complete Plant
Imp. & Exp. Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China Wanbao Engineering Corp.

CITIC Construction
Sinohydro Corp.

CHINA (P.R.C.)

Abeinsa SA
Ansaldo Energia SpA
B.L. Harbert International LLC
Bechtel
Bilfinger Berger AG
Black & Veatch
BOUYGUES
Bovis Lend Lease
C.M.C. di Ravenna
CB&I
CH2M HILL
Chiyoda Corp.
CTCI Corp.
Daelim Industrial Co. Ltd.
Daewoo E&C Co. Ltd.
Ed. Zublin AG
Enka Construction & Industry Co.
Inc.
FATA SpA
FCC, Fomento de Constr. y
Contratas SA
Fluor Corp.
Foster Wheeler AG
Grupo ACS
GS Engineering & Construction
Corp.
Hyundai Engineering &
Construction Co. Ltd.
Iberdrola Ingeniería y
Construcción
JGC Corp.
Kajima Corp.
Kiewit Corp.
Leighton Holdings Ltd.
Maire Tecnimont SpA
McDermott International Inc.
Nishimatsu Construction Co. Ltd.
Obayashi Corp.
POSCO Engineering &
Construction
Saipem
Samsung C&T Corp.
Samsung Engineering Co. Ltd.
SELI SpA
Shimizu Corp.
SK Engineering & Construction
SNC-Lavalin International Inc.
STRABAG SE
Sumitomo Mitsui Construction Co.
Ltd.
Taikisha Ltd.
Taisei Corp.
Takenaka Corp.
Techint Group
TECHNIP
Toyo Engineering Corp.

Van Oord
VINCI
WorleyParsons

MACAU

Bilfinger Berger AG
BOUYGUES
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China National Machinery
Industry Corp.
China State Construction Eng'g
Corp.
CTCI Corp.
HOCHTIEF AG
Leighton Holdings Ltd.
Nishimatsu Construction Co. Ltd.
Shanghai Construction (Group)
General Co.
Tutor Perini Corp.
VINCI

DIEGO GARCIA

The Shaw Group Inc.
Tutor Perini Corp.

HONG KONG

Acciona SA
Balfour Beatty plc
Bauer AG
Bilfinger Berger AG
BOUYGUES
CB&I
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Gezhouba Group Co. Ltd.
China Int'l Water & Electric Corp.
(CWE)
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
China Wu Yi Co. Ltd.
HOCHTIEF AG
Hyundai Engineering &
Construction Co. Ltd.
Insituform Technologies Inc.
Jacobs
Kajima Corp.
Kinden Corp.
Leighton Holdings Ltd.

Nishimatsu Construction Co. Ltd.
Penta-Ocean Construction Co.
Ltd.
SELI SpA
Shanghai Construction (Group)
General Co.
Shanghai Tunnel Engineering Co.
Ltd.
Shimizu Corp.
Techint Group
Trevi Spa
VINCI

INDIA

Abeinsa SA
Ansaldo Energia SpA
Bauer AG
Bechtel
Black & Veatch
BOUYGUES
CB&I
CH2M HILL
China Communications
Construction Grp. (Ltd.)
China Gezhouba Group Co. Ltd.
China Int'l Water & Electric Corp.
(CWE)
China Metallurgical Group Corp.
China National Chemical Eng'g
Group Corp.
China National Machinery
Industry Corp.
China Nonferrous Metal Industry's
Frgn. Eng'g & Constr.
China Railway Construction Corp.
Ltd.
China State Construction Eng'g
Corp.
China Wu Yi Co. Ltd.
Consolidated Contractors Group
CTCI Corp.
Daelim Industrial Co. Ltd.
Dongfang Electric Corp.
FCC, Fomento de Constr. y
Contratas SA
Foster Wheeler AG
Grupo ACS
Grupo Isolux Corsan SA
Harbin Power Engineering Co.
Ltd.
HOCHTIEF AG
Hyundai Engineering &
Construction Co. Ltd.
Insituform Technologies Inc.
Jacobs
Kiewit Corp.
Leighton Holdings Ltd.
Maire Tecnimont SpA
McDermott International Inc.

National Petroleum Construction
Co. (NPCC)
Nishimatsu Construction Co. Ltd.
POSCO Engineering &
Construction
Saipem
Samsung C&T Corp.
Samsung Engineering Co. Ltd.
SELI SpA
SEPCOIII Electric Power
Construction Corp.
Shandong Electric Power
Construction Corp.
Shanghai Electric Group Co. Ltd.
Shanghai Urban Construction
(Group) Corp.
Shimizu Corp.
Sinohydro Corp.
Sinosteel Equipment &
Engineering Co. Ltd.
SK Engineering & Construction
SNC-Lavalin International Inc.
Ssangyong Engineering &
Construction Co. Ltd.
STRABAG SE
Sumitomo Mitsui Construction Co.
Ltd.
Taikisha Ltd.
Taisei Corp.
Takenaka Corp.
Techint Group
TECHNIP
Toyo Engineering Corp.
URS Corp.
Van Oord
VINCI

INDONESIA

Balfour Beatty plc
Bauer AG
Black & Veatch
BOUYGUES
CB&I
China Gezhouba Group Co. Ltd.
China Metallurgical Group Corp.
China National Chemical Eng'g
Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
China Wanbao Engineering Corp.
Dongfang Electric Corp.
Fluor Corp.

Harbin Power Engineering Co. Ltd.
 HOCHTIEF AG
 JGC Corp.
 Kajima Corp.
 KBR
 Kinden Corp.
 Leighton Holdings Ltd.
 McConnell Dowell Corp. Ltd.
 McDermott International Inc.
 Obayashi Corp.
 Penta-Ocean Construction Co. Ltd.
 Punj Lloyd Ltd.
 Royal BAM Group nv
 Saipem
 Shandong Electric Power Construction Corp.
 Shanghai Construction (Group) General Co.
 Shanghai Electric Group Co. Ltd.
 Shimizu Corp.
 Sinohydro Corp.
 SK Engineering & Construction
 SNC-Lavalin International Inc.
 Ssangyong Engineering & Construction Co. Ltd.
 Sumitomo Mitsui Construction Co. Ltd.
 Taikisha Ltd.
 Taisei Corp.
 Techint Group
 TECHNIP
 Toyo Engineering Corp.
 Van Oord
 VINCI
 Zhongding Int'l Engineering Co. Ltd.
 Zhongyuan Petroleum Exploration Bureau

JAPAN

Bechtel
 BOUYGUES
 Bovis Lend Lease
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Metallurgical Group Corp.
 Fluor Corp.
 KBR
 Lotte Engineering & Construction Co. Ltd.
 McDermott International Inc.
 Samsung C&T Corp.
 Shanghai Construction (Group) General Co.

Sinosteel Equipment & Engineering Co. Ltd.
 STRABAG SE
 Techint Group
 The Shaw Group Inc.
 URS Corp.
 VINCI

KAZAKHSTAN

Alarko Contracting Group
 AMEC plc
 Baytur Construction and Contracting Co.
 Bechtel
 Beijing Construction Eng'g Group Co. Ltd.
 Bonatti SpA
 CB&I
 China Geo-Engineering Corp.
 China Geology Overseas Construction Group Co.
 China Int'l Water & Electric Corp. (CWE)
 China National Machinery Industry Corp.
 China Nonferrous Metal Industry's Frgn. Eng'g & Constr.
 China Petroleum Eng'g & Constr. (Group) Corp.
 China Petroleum Pipeline Bureau (CPP)
 China State Construction Eng'g Corp.
 Consolidated Contractors Group
 Dogus Insaat Ve Ticaret AS
 Energoprojekt Holding
 Enka Construction & Industry Co. Inc.
 Fluor Corp.
 Foster Wheeler AG
 GAMA
 Iberdrola Ingeniería y Construcción
 Kayi Insaat San. ve Tic. AS
 Leighton Holdings Ltd.
 Maire Tecnimont SpA
 Petrofac Ltd.
 Punj Lloyd Ltd.
 Renco SpA
 Rizzani de Eccher SpA
 Saipem
 Salini Costruttori SpA
 SICIM S.p.A.
 Sinosteel Equipment & Engineering Co. Ltd.
 SNC-Lavalin International Inc.
 STRABAG SE
 Techint Group
 Tekfen Construction and Installation Co. Inc.

Van Oord
 VINCI
 Yuksek Insaat Co. Inc.
 Zhongyuan Petroleum Exploration Bureau

KOREA, SOUTH

BOUYGUES
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.
 Foster Wheeler AG
 KBR
 McDermott International Inc.
 Saipem
 STRABAG SE
 Taikisha Ltd.
 Techint Group
 TECHNIP
 The Shaw Group Inc.
 VINCI

KYRGYZSTAN

China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 China National Machinery Industry Corp.
 China Railway Group Ltd.
 Fluor Corp.
 Petrofac Ltd.
 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.

MALAYSIA

Balfour Beatty plc
 Bauer AG
 Beijing Construction Eng'g Group Co. Ltd.
 BOUYGUES
 Bovis Lend Lease
 CB&I
 China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 China National Machinery Industry Corp.
 China Railway Group Ltd.
 China Zhongyuan Engineering Corp.
 CTCI Corp.
 Daewoo E&C Co. Ltd.
 Ed. Zublin AG
 Foster Wheeler AG

HOCHTIEF AG
 Ircon International Ltd.
 Jacobs
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Kajima Corp.
 KBR
 Kinden Corp.
 Larsen & Toubro Ltd.
 Leighton Holdings Ltd.
 McDermott International Inc.
 Nishimatsu Construction Co. Ltd.
 Obayashi Corp.
 Petrofac Ltd.
 Punj Lloyd Ltd.
 Rizzani de Eccher SpA
 Saipem
 Shimizu Corp.
 Sinohydro Corp.
 SK Engineering & Construction
 STRABAG SE
 Taikisha Ltd.
 Taisei Corp.
 Takenaka Corp.
 Techint Group
 TECHNIP
 Van Oord
 VINCI
 Zhongding Int'l Engineering Co. Ltd.

NEPAL

Caddell Construction Co. Inc.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n
 China National Machinery Industry Corp.
 China Railway Construction Corp. Ltd.
 China Railway Group Ltd.
 Ircon International Ltd.
 Larsen & Toubro Ltd.
 Shimizu Corp.
 Sinohydro Corp.
 STRABAG SE
 Zhongding Int'l Engineering Co. Ltd.

NEW ZEALAND

BOUYGUES
 China Railway Group Ltd.
 HOCHTIEF AG
 Leighton Holdings Ltd.
 McConnell Dowell Corp. Ltd.
 McDermott International Inc.
 Techint Group

TECHNIP
 Trevi Spa
 Van Oord
 VINCI
 WorleyParsons

PACIFIC ISLANDS

Bechtel
 BOUYGUES
 CH2M HILL
 China Civil Engineering Constr. Corp.
 China Communications Construction Grp. (Ltd.)
 Jacobs
 Kinden Corp.
 McConnell Dowell Corp. Ltd.
 Penta-Ocean Construction Co. Ltd.
 Qingjian Group Co. Ltd.
 Sinohydro Corp.
 The Shaw Group Inc.
 Tutor Perini Corp.

PAPUA N.GUINEA

CB&I
 China Metallurgical Group Corp.
 China National Machinery Industry Corp.
 China Overseas Engineering Group Co. Ltd.
 China Railway Construction Corp. Ltd.
 China Railway Group Ltd.
 Chiyoda Corp.
 Consolidated Contractors Group
 JGC Corp.
 KBR
 Parsons
 Petrofac Ltd.
 Van Oord
 VINCI

PHILIPPINES

Anhui Foreign Economic Construction (Group) Co. Ltd.
 Bauer AG
 BOUYGUES
 CB&I
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Int'l Water & Electric Corp. (CWE)
 China National Machinery Industry Corp.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.

China Wu Yi Co. Ltd.
 CTCI Corp.
 Daelim Industrial Co. Ltd.
 Daewoo E&C Co. Ltd.
 Fluor Corp.
 Foster Wheeler AG
 Hanjin Heavy Industries & Construction Co. Ltd.
 HOCHTIEF AG
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Kajima Corp.
 KBR
 Kinden Corp.
 Leighton Holdings Ltd.
 McConnell Dowell Corp. Ltd.
 McDermott International Inc.
 Nishimatsu Construction Co. Ltd.
 Obayashi Corp.
 Penta-Ocean Construction Co. Ltd.
 Qingjian Group Co. Ltd.
 Shimizu Corp.
 Sumitomo Mitsui Construction Co. Ltd.
 Taikisha Ltd.
 Taisei Corp.
 Takenaka Corp.
 Techint Group
 Trevi Spa
 Van Oord
 VINCI

SINGAPORE

Balfour Beatty plc
 Bauer AG
 Beijing Construction Eng'g Group Co. Ltd.
 BOUYGUES
 Bovis Lend Lease
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Dalian Int'l Eco. & Techn. Cooperative Grp.
 China HuanQiu Contracting & Engineering Corp.
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Metallurgical Group Corp.
 China National Machinery Industry Corp.
 China Overseas Engineering Group Co. Ltd.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.
 China Wu Yi Co. Ltd.
 Chiyoda Corp.

Daelim Industrial Co. Ltd.
 Daewoo E&C Co. Ltd.
 Ed. Zublin AG
 FCC, Fomento de Constr. y
 Contratas SA
 Fluor Corp.
 Foster Wheeler AG
 GS Engineering & Construction
 Corp.
 HOCHTIEF AG
 Hyundai Engineering &
 Construction Co. Ltd.
 Insituform Technologies Inc.
 Jacobs
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Jiangsu Nantong No. 3
 Construction Grp. Co. Ltd.
 Kajima Corp.
 KBR
 Kinden Corp.
 Leighton Holdings Ltd.
 McConnell Dowell Corp. Ltd.
 Nishimatsu Construction Co. Ltd.
 Obayashi Corp.
 Penta-Ocean Construction Co.
 Ltd.
 Qingjian Group Co. Ltd.
 Samsung C&T Corp.
 Shanghai Construction (Group)
 General Co.
 Shanghai Tunnel Engineering Co.
 Ltd.
 Shimizu Corp.
 SK Engineering & Construction
 Ssangyong Engineering &
 Construction Co. Ltd.
 STRABAG SE
 Sumitomo Mitsui Construction Co.
 Ltd.
 Taikisha Ltd.
 Taisei Corp.
 Takenaka Corp.
 Techint Group
 TECHNIP
 Toyo Engineering Corp.
 Van Oord
 VINCI
 WorleyParsons
 Zhejiang Constr. Investment
 Group Co. Ltd.

SRI LANKA

CH2M HILL
 China Communications
 Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Metallurgical Group Corp.
 China National Machinery
 Industry Corp.

China Overseas Engineering
 Group Co. Ltd.
 China Railway Group Ltd.
 E. Pihl & Søn AS
 HOCHTIEF AG
 Hyundai Engineering &
 Construction Co. Ltd.
 Ircon International Ltd.
 Kinden Corp.
 Leighton Holdings Ltd.
 Nishimatsu Construction Co. Ltd.
 Penta-Ocean Construction Co.
 Ltd.
 Per Aarsleff A/S
 Royal BAM Group nv
 Shanghai Construction (Group)
 General Co.
 Sinohydro Corp.
 Taisei Corp.
 Techint Group
 VINCI

TAIWAN (R.O.C.)

Bechtel
 Black & Veatch
 BOUYGUES
 Bovis Lend Lease
 CB&I
 CH2M HILL
 China Communications
 Construction Grp. (Ltd.)
 Chiyoda Corp.
 Foster Wheeler AG
 Iberdrola Ingeniería y
 Construcción
 Jan De Nul Group (Sofidra SA)
 Kajima Corp.
 Kinden Corp.
 Leighton Holdings Ltd.
 Nishimatsu Construction Co. Ltd.
 Obayashi Corp.
 Per Aarsleff A/S
 Saipem
 Samsung C&T Corp.
 Shimizu Corp.
 STRABAG SE
 Taikisha Ltd.
 Taisei Corp.
 Techint Group
 URS Corp.
 Van Oord
 VINCI

TAJIKISTAN

China Communications
 Construction Grp. (Ltd.)
 China National Machinery
 Industry Corp.
 China Railway Group Ltd.

Rizzani de Eccher SpA
 Sinohydro Corp.
 Xinjiang Beixin Construction &
 Eng'g (Group) Co. Ltd.

THAILAND

Anhui Construction Engineering
 Group Co. Ltd.
 Bauer AG
 Bechtel
 Bilfinger Berger AG
 Black & Veatch
 BOUYGUES
 Bovis Lend Lease
 CB&I
 China Communications
 Construction Grp. (Ltd.)
 China Int'l Water & Electric Corp.
 (CWE)
 China Metallurgical Group Corp.
 China National Machinery
 Industry Corp.
 China Railway Construction Corp.
 Ltd.
 China State Construction Eng'g
 Corp.
 China Wu Yi Co. Ltd.
 Chiyoda Corp.
 CTCI Corp.
 Ed. Zublin AG
 FATA SpA
 Foster Wheeler AG
 GS Engineering & Construction
 Corp.
 HOCHTIEF AG
 Kajima Corp.
 Kiewit Corp.
 Kinden Corp.
 McConnell Dowell Corp. Ltd.
 Nishimatsu Construction Co. Ltd.
 Obayashi Corp.
 Punj Lloyd Ltd.
 Saipem
 Samsung Engineering Co. Ltd.
 Shanghai Electric Group Co. Ltd.
 Shimizu Corp.
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 STRABAG SE
 Sumitomo Mitsui Construction Co.
 Ltd.
 Taikisha Ltd.
 Taisei Corp.
 Takenaka Corp.
 Techint Group
 TECHNIP
 Toyo Engineering Corp.
 Van Oord
 VINCI
 WorleyParsons

Zhongding Int'l Engineering Co.
Ltd.

TURKMENISTAN

BOUYGUES
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Petroleum Eng'g & Constr.
(Group) Corp.
Consolidated Contractors Group
GAP Insaat Yatirim ve Dis Ticaret
AS
McDermott International Inc.
Onur Taahhut Ticaret Ltd. Stl.
Petrofac Ltd.
PJSC Stroytransgaz
Polimeks Insaat Taahhut ve San
Tic. AS
TECHNIP
Van Oord

UZBEKISTAN

Bechtel
China Communications
Construction Grp. (Ltd.)
China Metallurgical Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
China Petroleum Eng'g & Constr.
(Group) Corp.
China Petroleum Pipeline Bureau
(CPP)
CITIC Construction
KBR
Samsung Engineering Co. Ltd.
Shimizu Corp.
Sinohydro Corp.
Yuksel Insaat Co. Inc.

VIETNAM

Ansaldo Energia SpA
Bauer AG
Bechtel
Bilfinger Berger AG
Black & Veatch
BOUYGUES
China Communications
Construction Grp. (Ltd.)
China HuanQiu Contracting &
Engineering Corp.
China Int'l Water & Electric Corp.
(CWE)
China Metallurgical Group Corp.

China National Chemical Eng'g
Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China National Technical Imp. &
Exp. Corp.
China Railway Construction Corp.
Ltd.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
China Wanbao Engineering Corp.
CTCI Corp.
Daewoo E&C Co. Ltd.
Dongfang Electric Corp.
Foster Wheeler AG
GS Engineering & Construction
Corp.
Harbin Power Engineering Co.
Ltd.
Hefei Cement Research & Design
Institute
Hyundai Engineering &
Construction Co. Ltd.
JGC Corp.
Kajima Corp.
KBR
Kiewit Corp.
Kinden Corp.
Leighton Holdings Ltd.
Lotte Engineering & Construction
Co. Ltd.
McDermott International Inc.
Nishimatsu Construction Co. Ltd.
Obayashi Corp.
Penta-Ocean Construction Co.
Ltd.
POSCO Engineering &
Construction
Prezioso Technilor
Qingjian Group Co. Ltd.
Saipem
Samsung C&T Corp.
Samsung Engineering Co. Ltd.
Shanghai Construction (Group)
General Co.
Shanghai Electric Group Co. Ltd.
Shimizu Corp.
Sinohydro Corp.
Sinosteel Equipment &
Engineering Co. Ltd.
STRABAG SE
Sumitomo Mitsui Construction Co.
Ltd.
Taikisha Ltd.
TECHNIP
Técnicas Reunidas
VINCI

LAOS

C.M.C. di Ravenna
China Gezhouba Group Co. Ltd.
China Int'l Water & Electric Corp.
(CWE)
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Railway Group Ltd.
China Wanbao Engineering Corp.
China Wu Yi Co. Ltd.
China Yunnan Construction
Engineering Group Co. Ltd.
HOCHTIEF AG
Leighton Holdings Ltd.
McConnell Dowell Corp. Ltd.
Nishimatsu Construction Co. Ltd.
Shimizu Corp.
Sinohydro Corp.

MONGOLIA

Anhui Construction Engineering
Group Co. Ltd.
Beijing Construction Eng'g Group
Co. Ltd.
China Geo-Engineering Corp.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Railway Construction Corp.
Ltd.
China Railway Group Ltd.
Fluor Corp.
HOCHTIEF AG
Kinden Corp.
Leighton Holdings Ltd.
Shanghai Construction (Group)
General Co.
Sinohydro Corp.
Xinjiang Beixin Construction &
Eng'g (Group) Co. Ltd.
Zhongyuan Petroleum Exploration
Bureau

G. NORTH AFRICA

ALGERIA

ABB SpA - Process Automation
Division
Abeinsa SA
Anhui Construction Engineering
Group Co. Ltd.
Ansaldo Energia SpA
Astaldi SpA
Atlas Group
Bauer AG
Bechtel

Beijing Construction Eng'g Group Co. Ltd.
 Bentini SpA
 BESIX SA
 Bonatti SpA
 BOUYGUES
 C.M.C. di Ravenna
 China Civil Engineering Constr. Corp.
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Geology Overseas Construction Group Co.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Metallurgical Group Corp.
 China Petroleum Eng'g & Constr. (Group) Corp.
 China Railway Construction Corp. Ltd.
 China State Construction Eng'g Corp.
 China Wanbao Engineering Corp.
 China Zhongyuan Engineering Corp.
 CITIC Construction
 COMSA EMTE
 Consolidated Contractors Group
 Construtora Andrade Gutierrez SA
 Daewoo E&C Co. Ltd.
 EIFFAGE
 Enka Construction & Industry Co. Inc.
 Foster Wheeler AG
 Grupo ACS
 Grupo Isolux Corsan SA
 Hanwha Engineering & Construction Corp.
 Iberdrola Ingeniería y Construcción
 IMPREGILO SpA
 Impresa Pizzarotti & C. SpA
 Itron International Ltd.
 Jan De Nul Group (Sofidra SA)
 JGC Corp.
 Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.
 Kajima Corp.
 Kayi Insaat San. ve Tic. AS
 KBR
 Maire Tecnimont SpA
 Mak-Yol Constr. Indus. Tourism & Trading Inc.
 Nishimatsu Construction Co. Ltd.
 Nurol Construction and Trading Co.

Orascom Construction Industries
 Petrofac Ltd.
 PJSC Sroytransgaz
 Prezioso Technilor
 Qingjian Group Co. Ltd.
 Rizzani de Eccher SpA
 SACYR Vallehermoso
 Saipem
 Salini Costruttori SpA
 Samsung Engineering Co. Ltd.
 Sener Ingenieria y Sistemas SA
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 Soares Da Costa - Grupo SGPS
 Societa Italiana Per Condotte D'Acqua SpA
 STFA Construction Group
 STRABAG SE
 Taisei Corp.
 Techint Group
 Tecnicas Reunidas
 The Arab Contractors (O.A.O & Co.)
 The Petroleum Projects and Technical Consultations Co.
 Trevi Spa
 VINCI
 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.
 Yapi Merkezi Insaat ve Sanayi AS
 Zhejiang Constr. Investment Group Co. Ltd.
 Zhongding Int'l Engineering Co. Ltd.
 Zhongyuan Petroleum Exploration Bureau

EGYPT

Al Shafar General Contracting
 Ansaldo Energia SpA
 Arabian Construction Co. SAL
 Bauer AG
 Bechtel
 BESIX SA
 Bilfinger Berger AG
 Bonatti SpA
 BOUYGUES
 CB&I
 CH2M HILL
 China Communications Construction Grp. (Ltd.)
 China Metallurgical Group Corp.
 China National Technical Imp. & Exp. Corp.
 China State Construction Eng'g Corp.
 China Wanbao Engineering Corp.
 Consolidated Contractors Group
 Enka Construction & Industry Co. Inc.

FATA SpA
 Grupo ACS
 GS Engineering & Construction Corp.
 Iberdrola Ingeniería y Construcción
 JGC Corp.
 Joannou & Paraskevaides Group of Cos.
 Kajima Corp.
 KBR
 Kharafi National
 Kinden Corp.
 Maire Tecnimont SpA
 Petrofac Ltd.
 Saipem
 Shanghai Construction (Group) General Co.
 Taisei Corp.
 TAV Construction
 Techint Group
 TECHNIP
 URS Corp.
 VINCI

ETHIOPIA

Anhui Construction Engineering Group Co. Ltd.
 Anhui Foreign Economic Construction (Group) Co. Ltd.
 B.L. Harbert International LLC
 China Communications Construction Grp. (Ltd.)
 China Geology Overseas Construction Group Co.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n
 China Metallurgical Group Corp.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.
 China Wanbao Engineering Corp.
 Consolidated Contractors Group
 Hefei Cement Research & Design Institute
 Itron International Ltd.
 Joannou & Paraskevaides Group of Cos.
 Salini Costruttori SpA
 SELI SpA
 Shanghai Construction (Group) General Co.
 Shanghai Electric Group Co. Ltd.
 Sinohydro Corp.
 STRABAG SE
 The Arab Contractors (O.A.O & Co.)

LIBYA

Abeinsa SA
 Al Shafar General Contracting
 Anhui Construction Engineering Group Co. Ltd.
 Arabian Construction Co. SAL
 Atlas Group
 Bauer AG
 Bechtel
 Beijing Construction Eng'g Group Co. Ltd.
 BESIX SA
 Beta Tek Insaat
 Bilfinger Berger AG
 Bonatti SpA
 Cengiz Construction Industry & Trade Co. Inc.
 China Civil Engineering Constr. Corp.
 China Communications Construction Grp. (Ltd.)
 China Dalian Int'l Eco. & Techn. Cooperative Grp.
 China Gezhouba Group Co. Ltd.
 China Metallurgical Group Corp.
 China National Machinery Industry Corp.
 China Petroleum Pipeline Bureau (CPP)
 China Railway Construction Corp. Ltd.
 China State Construction Eng'g Corp.
 Consolidated Contractors Group
 Construtora Andrade Gutierrez SA
 Construtora Norberto Odebrecht
 Cukurova Construction
 Daewoo E&C Co. Ltd.
 Dogus Insaat Ve Ticaret AS
 Enka Construction & Industry Co. Inc.
 Foster Wheeler AG
 GAMA
 Grupo ACS
 Guris Insaat ve Muhendislik AS
 Hyundai Engineering & Construction Co. Ltd.
 IMPREGILO SpA
 Joannou & Paraskevaides Group of Cos.
 Maire Tecnimont SpA
 Nurol Construction and Trading Co.
 Orascom Construction Industries
 Oztas Construction Co.
 Punj Lloyd Ltd.
 Qingjian Group Co. Ltd.
 Renaissance Construction
 Renco SpA

Royal BAM Group nv
 SACYR Vallehermoso
 Saipem
 SICIM S.p.A.
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 STFA Construction Group
 STRABAG SE
 Summa Turizm Yatirimciligi AS
 TAV Construction
 Techint Group
 Tekfen Construction and Installation Co. Inc.
 The Arab Contractors (O.A.O & Co.)
 The Petroleum Projects and Technical Consultations Co.
 TML Construction Co.
 Trevi Spa
 VINCI
 Yasar Ozkan Eng'g and Contracting Co. Inc.
 Yuksel Insaat Co. Inc.

MOROCCO

Abeinsa SA
 Astaldi SpA
 Bentini SpA
 BESIX SA
 BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Int'l Water & Electric Corp. (CWE)
 China National Complete Plant Imp. & Exp. Corp.
 China Overseas Engineering Group Co. Ltd.
 China Railway Group Ltd.
 COMSA EMTE
 Dogus Insaat Ve Ticaret AS
 EIFFAGE
 Grupo ACS
 Grupo Isolux Corsan SA
 Iberdrola Ingeniería y Construcción
 Impresa Pizzarotti & C. SpA
 Jacobs
 Mak-Yol Constr. Indus. Tourism & Trading Inc.
 Orascom Construction Industries
 Saipem
 Salini Costruttori SpA
 Soares Da Costa - Grupo SGPS
 STRABAG SE
 Techint Group
 Tecnicas Reunidas
 Tekfen Construction and Installation Co. Inc.

The Arab Contractors (O.A.O & Co.)
 The Petroleum Projects and Technical Consultations Co.
 VINCI

NIGER

BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Railway Construction Corp. Ltd.
 Sinohydro Corp.
 Techint Group
 TECHNIP
 VINCI

SOMALIA

China Communications Construction Grp. (Ltd.)
 The Shaw Group Inc.

SUDAN

B.L. Harbert International LLC
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China National Machinery Imp. & Exp. Corp.
 China National Machinery Industry Corp.
 China Overseas Engineering Group Co. Ltd.
 China Petroleum Eng'g & Constr. (Group) Corp.
 China Petroleum Pipeline Bureau (CPP)
 China Railway Construction Corp. Ltd.
 China Wanbao Engineering Corp.
 GAP Insaat Yatirim ve Dis Ticaret AS
 Harbin Power Engineering Co. Ltd.
 Hefei Cement Research & Design Institute
 Metag Insaat Ticaret AS
 Nantong Construction Group Joint-Stock Co. Ltd.
 Petrofac Ltd.
 Qingjian Group Co. Ltd.
 Salini Costruttori SpA
 Sinohydro Corp.
 The Arab Contractors (O.A.O & Co.)

VINCI

Yapi Merkezi Insaat ve Sanayi AS
Zhongyuan Petroleum Exploration
Bureau

SUB SAHARA

Anhui Foreign Economic
Construction (Group) Co. Ltd.
BOUYGUES
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geology Overseas
Construction Group Co.
China Gezhouba Group Co. Ltd.
China Metallurgical Group Corp.
China National Machinery Imp. &
Exp. Corp.
China National Machinery
Industry Corp.
China Overseas Engineering
Group Co. Ltd.
China Petroleum Eng'g & Constr.
(Group) Corp.
Construtora Andrade Gutierrez SA
Enka Construction & Industry Co.
Inc.
Grupo Isolux Corsan SA
Qingjian Group Co. Ltd.
The Arab Contractors (O.A.O &
Co.)
VINCI

TUNISIA

Ansaldo Energia SpA
BOUYGUES
CB&I
China Int'l Water & Electric Corp.
(CWE)
China National Chemical Eng'g
Group Corp.
China National Complete Plant
Imp. & Exp. Corp.
Enka Construction & Industry Co.
Inc.
Ferrovial Agroman SA
Iberdrola Ingeniería y
Construcción
Jan De Nul Group (Sofidra SA)
Petrofac Ltd.
Saipem
Salini Costruttori SpA
TAV Construction
Techint Group
TECHNIP
The Arab Contractors (O.A.O &
Co.)
Van Oord

VINCI**H. CENTRAL AND SOUTHERN AFRICA****ANGOLA**

Anhui Construction Engineering
Group Co. Ltd.
Bauer AG
Bechtel
Beijing Construction Eng'g Group
Co. Ltd.
BOUYGUES
C.M.C. di Ravenna
Camargo Correa
CB&I
China Communications
Construction Grp. (Ltd.)
China Geology Overseas
Construction Group Co.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Overseas Engineering
Group Co. Ltd.
China Railway Construction Corp.
Ltd.
China Railway Group Ltd.
China Wu Yi Co. Ltd.
CITIC Construction
Construtora Andrade Gutierrez SA
Construtora Norberto Odebrecht
Enka Construction & Industry Co.
Inc.
Great Lakes Dredge & Dock Corp.
LLC
Grupo ACS
Grupo Isolux Corsan SA
Jan De Nul Group (Sofidra SA)
Jiangsu Nantong No. 3
Construction Grp. Co. Ltd.
KBR
Kinden Corp.
Pan-China Construction Group
Co. Ltd.
Parsons
Prezioso Technilor
Qingjian Group Co. Ltd.
SACYR Vallehermoso
Saipem
Shanghai Urban Construction
(Group) Corp.
Sinohydro Corp.
Soares Da Costa - Grupo SGPS
TECHNIP
Trevi Spa
VINCI
Xinjiang Beixin Construction &
Eng'g (Group) Co. Ltd.

BENIN

Anhui Foreign Economic
Construction (Group) Co. Ltd.
BOUYGUES
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Railway Construction Corp.
Ltd.
China State Construction Eng'g
Corp.
Shikun & Binui - SBI
Infrastructure Ltd.
STRABAG SE
The Arab Contractors (O.A.O &
Co.)
VINCI

BOTSWANA

China Civil Engineering Constr.
Corp.
China Jiangxi Corp. For Int'l Eco.
& Tech. Coop'n
China National Machinery
Industry Corp.
China Overseas Engineering
Group Co. Ltd.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
Consolidated Contractors Group
Qingjian Group Co. Ltd.
Sinohydro Corp.
The Arab Contractors (O.A.O &
Co.)
VINCI
Zhongding Int'l Engineering Co.
Ltd.

BURKINA FASO

B.L. Harbert International LLC
BOUYGUES
China Geo-Engineering Corp.
STRABAG SE
VINCI

BURUNDI

Caddell Construction Co. Inc.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Gezhouba Group Co. Ltd.
Enka Construction & Industry Co.
Inc.
VINCI

CAMEROON

Anhui Construction Engineering Group Co. Ltd.
 BESIX SA
 BOUYGUES
 CB&I
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Geology Overseas Construction Group Co.
 China Int'l Water & Electric Corp. (CWE)
 China National Machinery Industry Corp.
 China Petroleum Pipeline Bureau (CPP)
 Construtora Andrade Gutierrez SA
 Ellaktor SA
 Foster Wheeler AG
 Grupo ACS
 Jan De Nul Group (Sofidra SA)
 Saipem
 The Arab Contractors (O.A.O & Co.)
 VINCI

CAPE VERDE IS.

SACYR Vallehermoso

CONGO

ABB SpA - Process Automation Division
 Ansaldo Energia SpA
 B.L. Harbert International LLC
 Beijing Construction Eng'g Group Co. Ltd.
 BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China National Machinery Industry Corp.
 China State Construction Eng'g Corp.
 Construtora Andrade Gutierrez SA
 Prezioso Technilor
 Renco SpA
 Saipem
 SICIM S.p.A.
 Sinohydro Corp.
 TECHNIP
 VINCI
 Weihai International Eco. & Tech. Coop. Co. Ltd.

GABON

Acciona SA

BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China Gezhouba Group Co. Ltd.
 China National Machinery Industry Corp.
 China Petroleum Pipeline Bureau (CPP)
 Grupo Isolux Corsan SA
 Saipem
 Shanghai Construction (Group) General Co.
 Sinohydro Corp.
 VINCI

GAMBIA

China Overseas Engineering Group Co. Ltd.
 Kharafi National
 VINCI

GHANA

China Geo-Engineering Corp.
 China Gezhouba Group Co. Ltd.
 China Int'l Water & Electric Corp. (CWE)
 China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n
 China National Machinery Industry Corp.
 China Railway Group Ltd.
 Energoprojekt Holding
 FATA SpA
 Per Aarsleff A/S
 Qingjian Group Co. Ltd.
 Royal BAM Group nv
 Shikun & Binui - SBI Infrastructure Ltd.
 Sinohydro Corp.
 TECHNIP
 The Arab Contractors (O.A.O & Co.)
 VINCI

GUINEA

Aecon Group Inc.
 Bechtel
 BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Dalian Int'l Eco. & Techn. Cooperative Grp.
 China Geo-Engineering Corp.
 China Henan Int'l Cooperation Group Co. Ltd.
 China National Machinery Industry Corp.

China Overseas Engineering Group Co. Ltd.
 China Railway Group Ltd.
 China State Construction Eng'g Corp.
 China Wu Yi Co. Ltd.
 Consolidated Contractors Group
 Construtora Andrade Gutierrez SA
 Energoprojekt Holding
 Saipem
 Salini Costruttori SpA
 Shanghai Construction (Group) General Co.
 URS Corp.
 VINCI

IVORY COAST

BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Geo-Engineering Corp.
 China National Complete Plant Imp. & Exp. Corp.
 China National Machinery Industry Corp.
 Saipem
 Shikun & Binui - SBI Infrastructure Ltd.
 The Arab Contractors (O.A.O & Co.)
 Trevi Spa
 VINCI

KENYA

BOUYGUES
 China Communications Construction Grp. (Ltd.)
 China Jiangsu Int'l Econ-Tech. Coop. Corp.
 China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n
 China National Machinery Industry Corp.
 China Petroleum Pipeline Bureau (CPP)
 China Railway Group Ltd.
 China Wu Yi Co. Ltd.
 Iberdrola Ingeniería y Construcción
 Kinden Corp.
 Shikun & Binui - SBI Infrastructure Ltd.
 Sinohydro Corp.
 SNC-Lavalin International Inc.
 STRABAG SE
 Sumitomo Mitsui Construction Co. Ltd.
 Techint Group
 VINCI

LESOTHO

China Geo-Engineering Corp.
Qingjian Group Co. Ltd.
 VINCI

LIBERIA

B.L. Harbert International LLC
China Henan Int'l Cooperation
Group Co. Ltd.
China National Machinery
Industry Corp.
Construtora Norberto Odebrecht
Qingjian Group Co. Ltd.
 VINCI

MALAWI

Anhui Foreign Economic
Construction (Group) Co. Ltd.
C.M.C. di Ravenna
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
Shanghai Construction (Group)
General Co.
Shimizu Corp.

MOZAMBIQUE

Anhui Foreign Economic
Construction (Group) Co. Ltd.
 BOUYGUES
C.M.C. di Ravenna
Camargo Correa
China Geo-Engineering Corp.
China Henan Int'l Cooperation
Group Co. Ltd.
China National Complete Plant
Imp. & Exp. Corp.
China Railway Group Ltd.
Construtora Norberto Odebrecht
E. Pihl & Søn AS
Ircon International Ltd.
Nantong Construction Group
Joint-Stock Co. Ltd.
Prezioso Technilor
SACYR Vallehermoso
Sinohydro Corp.
Soares Da Costa - Grupo SGPS
 VINCI

NIGERIA

Anhui Construction Engineering
Group Co. Ltd.
 Bechtel
 Bentini SpA
 Bilfinger Berger AG
 BOUYGUES
 CB&I

China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Geology Overseas
Construction Group Co.
China Gezhouba Group Co. Ltd.
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
China Petroleum Eng'g & Constr.
(Group) Corp.
China Petroleum Pipeline Bureau
(CPP)
China Railway Construction Corp.
Ltd.
China Railway Group Ltd.
Consolidated Contractors Group
Contracting & Trading Co.
Daewoo E&C Co. Ltd.
 EIFFAGE
Energoprojekt Holding
Eser Contracting and Industry
Co.Inc.
Fluor Corp.
 IMPREGILO SpA
 JGC Corp.
 KBR
Orascom Construction Industries
Prezioso Technilor
 Saipem
Salini Costruttori SpA
 SEPCOIII Electric Power
Construction Corp.
Shikun & Binui - SBI
Infrastructure Ltd.
 Techint Group
 TECHNIP
The Arab Contractors (O.A.O &
Co.)
Trevi Spa
Van Oord
 VINCI
 WorleyParsons
Zhongyuan Petroleum Exploration
 Bureau

RWANDA

B.L. Harbert International LLC
Beijing Construction Eng'g Group
Co. Ltd.
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Henan Int'l Cooperation
Group Co. Ltd.

China Petroleum Pipeline Bureau
(CPP)
Kinden Corp.
 STRABAG SE
The Arab Contractors (O.A.O &
Co.)

SENEGAL

BOUYGUES
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Henan Int'l Cooperation
Group Co. Ltd.
China National Complete Plant
Imp. & Exp. Corp.
China National Machinery
Industry Corp.
 EIFFAGE
 VINCI

SIERRA LEONE

Anhui Construction Engineering
Group Co. Ltd.
China National Machinery
Industry Corp.
Salini Costruttori SpA
Xinjiang Beixin Construction &
Eng'g (Group) Co. Ltd.

SOUTH AFRICA

Anhui Construction Engineering
Group Co. Ltd.
B.L. Harbert International LLC
Balfour Beatty plc
 BOUYGUES
C.M.C. di Ravenna
 CB&I
China Communications
Construction Grp. (Ltd.)
China National Complete Plant
Imp. & Exp. Corp.
China Overseas Engineering
Group Co. Ltd.
China Railway Group Ltd.
Fluor Corp.
Foster Wheeler AG
Grupo ACS
 HOCHTIEF AG
 IMPREGILO SpA
 KBR
Prezioso Technilor
Royal BAM Group nv
Taikisha Ltd.
 Techint Group
 VINCI

SWAZILAND

C.M.C. di Ravenna

TANZANIA

Beijing Construction Eng'g Group
Co. Ltd.
China Civil Engineering Constr.
Corp.
China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Henan Int'l Cooperation
Group Co. Ltd.
China Railway Group Ltd.
China State Construction Eng'g
Corp.
China Wanbao Engineering Corp.
China Wu Yi Co. Ltd.
Kajima Corp.
Kinden Corp.
Per Aarsleff A/S
Sinohydro Corp.
STRABAG SE
Veidekke ASA
VINCI

UGANDA

China Communications
Construction Grp. (Ltd.)
China Geo-Engineering Corp.
China Jiangxi Corp. For Int'l Eco.
& Tech. Coop'n
China National Complete Plant
Imp. & Exp. Corp.
China Overseas Engineering
Group Co. Ltd.
China Railway Group Ltd.
Energoprojekt Holding
Foster Wheeler AG
Grupo ACS
Kinden Corp.
Salini Costruttori SpA
Shikun & Binui - SBI
Infrastructure Ltd.
Sinohydro Corp.
STRABAG SE
The Arab Contractors (O.A.O &
Co.)
Veidekke ASA
VINCI

D.R. CONGO (ZAIRE)

CB&I
China Geo-Engineering Corp.
China National Machinery
Industry Corp.
China Overseas Engineering
Group Co. Ltd.
China Railway Group Ltd.
China State Construction Eng'g
Corp.

Sinohydro Corp.
VINCI
Weihai International Eco. & Tech.
Coop. Co. Ltd.

ZAMBIA

Anhui Foreign Economic
Construction (Group) Co. Ltd.
B.L. Harbert International LLC
BOUYGUES
China Geo-Engineering Corp.
China Henan Int'l Cooperation
Group Co. Ltd.
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Jiangxi Corp. For Int'l Eco.
& Tech. Coop'n
China National Machinery
Industry Corp.
China Nonferrous Metal Industry's
Frng. Eng'g & Constr.
China Overseas Engineering
Group Co. Ltd.
China Petroleum Pipeline Bureau
(CPP)
China Railway Group Ltd.
Energoprojekt Holding
Fluor Corp.
Shanghai Construction (Group)
General Co.
Sinohydro Corp.
Techint Group
VINCI

ZIMBABWE

Anhui Foreign Economic
Construction (Group) Co. Ltd.
CB&I
China Jiangsu Int'l Econ-Tech.
Coop. Corp.
China Jiangxi Corp. For Int'l Eco.
& Tech. Coop'n
China Metallurgical Group Corp.
China National Machinery
Industry Corp.
Energoprojekt Holding
Nantong Construction Group
Joint-Stock Co. Ltd.
Salini Costruttori SpA
Techint Group

I. ANTARCTIC/ARCTIC

BESIX SA
CB&I
E. Pihl & Søn AS
IMPREGILO SpA
The Shaw Group Inc.

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