

# The **Top 225** International Contractors



#08

**STRABAG SE** broke through on its tunnel boring on May 13, 2011, on the 6.3-mile water tunnel under Niagara Falls, Ontario, for Ontario Power Generation.

## With Traditionally Strong Markets in Decline, Firms Look to Break Through in New Regions

By **Peter Reina and Gary Tulacz**

The international contracting community has been enduring difficult economic headwinds during the past three years. However, even as the U.S. continues to fight off the prospect of a double-dip recession and European nations pull back from stimulus programs to stabilize the troubled euro, opportunities are bubbling for international contractors in developing countries, particularly those rich in resources.

[ THE **TOP 225** INTERNATIONAL CONTRACTORS ]

**46** Overview

**46** Market analysis

**46** Hiring

**47** International regions

**47** Analysis of past decade

**47** Profit/loss analysis

**48** Top 10 by region

**48** Backlog analysis

**49** Top 10 by market

**50** Top Global CM/PM firms

**51** How the Top 225 International Contractors shared the 2010 market

**51** How to read the tables

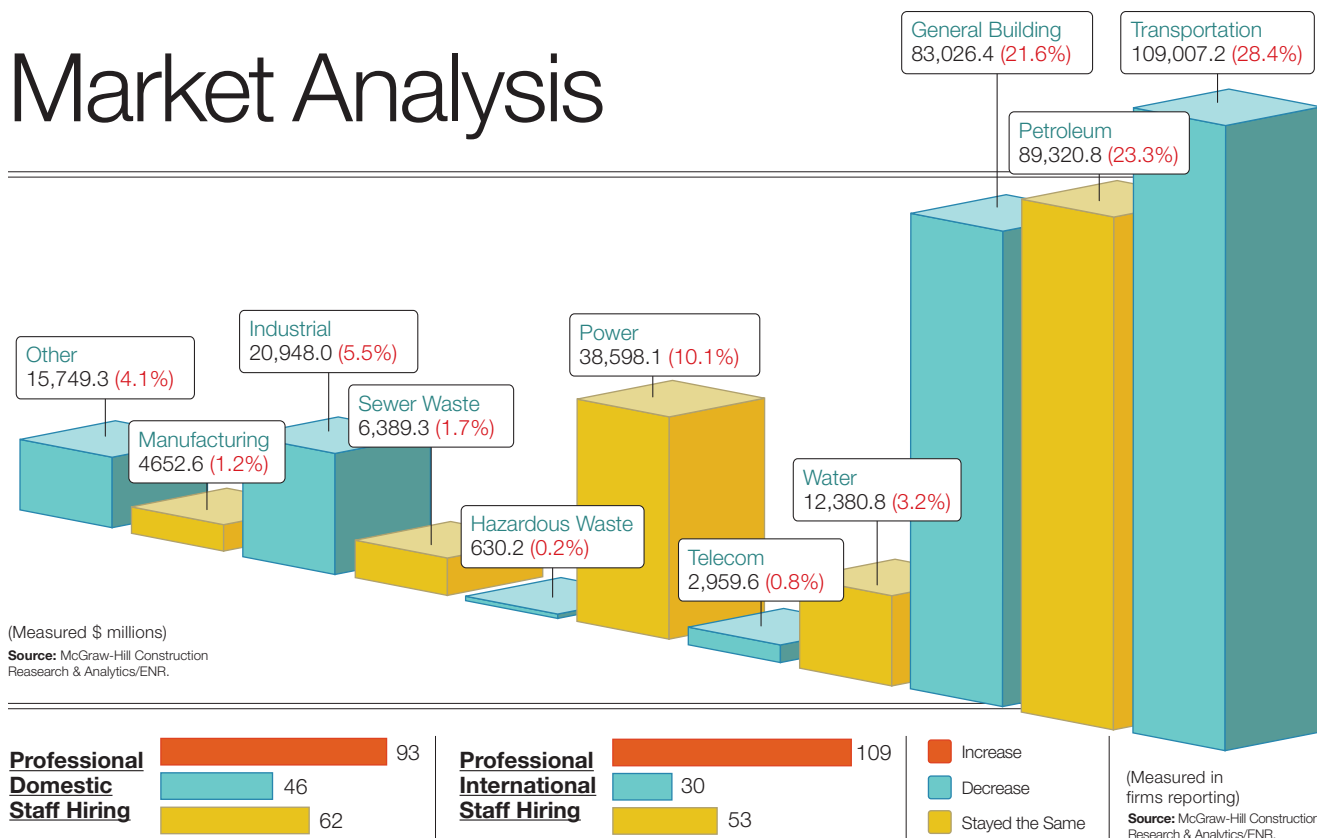
**53** The Top 225 International Contractors

**58** Index of International Contractors

**61** The Top 225 Global Contractors

**66** Index of Global Contractors

# Market Analysis



The global shift in the international construction market can be seen in the results of ENR's Top 225 International Contractors list. The Top 225 as a group generated \$383.66 billion in 2010 contracting revenue from projects outside their home countries, down only marginally from 2009's figure of \$383.78 billion. On the domestic front, 2010 revenue for the Top 225 rose by 10.8% to \$688.71 billion, led by China's major growth among contractors working on that nation's massive infrastructure program.

Contractors are shifting their focus to new and emerging markets, which can be seen in the Top 225's regional revenue breakdowns. International revenue fell 6.6% to \$94.18 billion in Europe. It also fell 6.6% in the Middle East to \$72.43 billion and 6.5% to \$32.61 billion in the U.S.

By contrast, international contracting revenue rose 25.6% to \$34.05 billion in Latin America and the Caribbean, 6.7% to \$60.59 billion in Africa and 4.7% to \$76.64 billion in Asia and Australia. This shift in focus is leading to upheaval for major international contractors.

International construction firms have not escaped the recent turmoil in international markets. "The main impact has been in the U.S. and the European Union," says Pierre Duhaime, CEO of SNC-Lavalin Group. However, SNC has been traditionally strong in developing countries such as those in Africa, softening the



**Developing large-scale public-private-partnerships is "one of our strategic priorities ... to generate long-term operating income."**

Yves Gabriel,  
CEO, Bouygues  
Construction

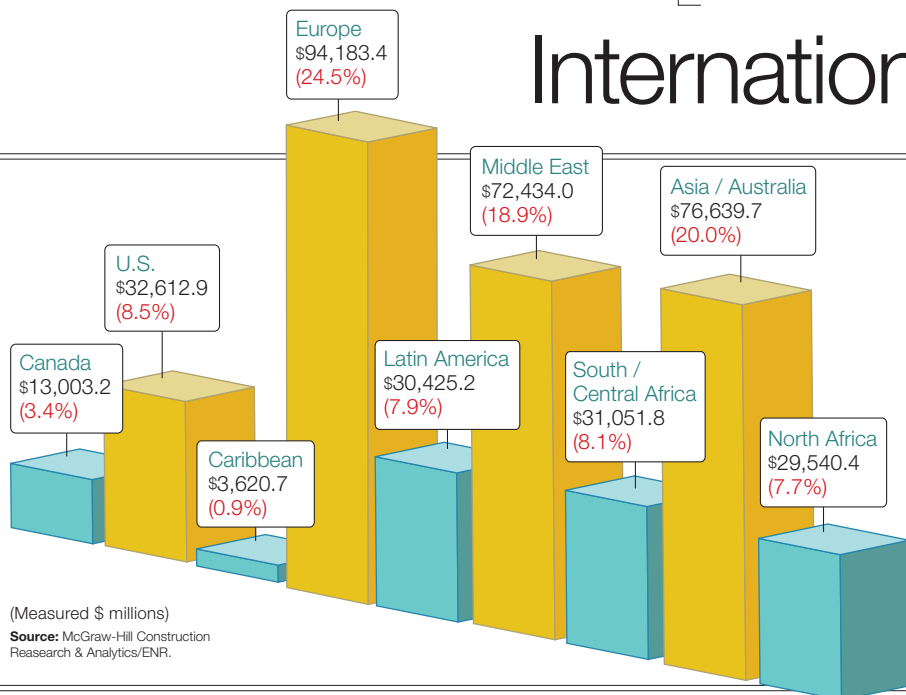
impact of the downturn on the firm. "Latin America, the BRIC [Brazil, Russia, India and China] countries and Southeast Asia are certainly all regions where we see great opportunities for the future, and we are actively targeting these regions for business growth."

The sovereign debt crises hitting some European countries have hurt many construction programs. "Construction-related spending from the economic stimulus programs was stopped earlier than expected or not passed at all, instead being replaced by austerity packages to help slow the national debt," says Hans Peter Haselsteiner, CEO of Austria's Strabag SE. However, he says there has been an uptick in investment from private clients and German developers.

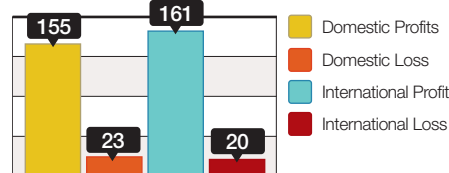
Philippe Quoilin, COO of Besix warns that the budget woes in the U.S. and the European Union may have an indirect impact on other countries' spending. The sovereign debt crisis has limited many countries' ability to invest in costly projects, and countries in good financial shape have "received the warning and will not make the same mistake. They will be prudent in investing in construction development," he says.

Europe's construction community underwent major change this summer as Germany's largest contractor, Hochtief AG, fell under the control of Spain's ACS Group. Hochtief's CEO, Herbert Lütkestratkötter quit and was replaced in May by Frank Stieler, an

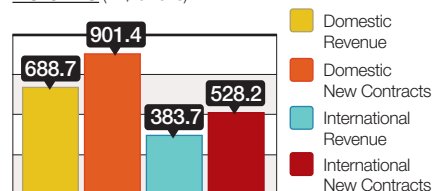
# International Regions



## Number of Firms Reporting Profit/Loss

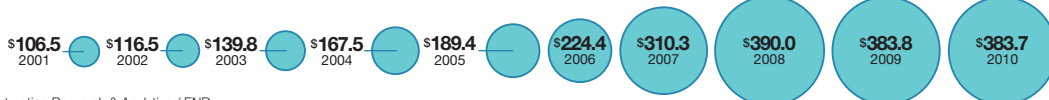


## Volume (in \$ billions)



## Comparing the Past Decade's International Contractor Revenue:

(in \$ billions) Sources: McGraw-Hill Construction Research & Analytics / ENR.



executive board member since 2009. Hochtief will continue functioning as a separate company, helping ACS enter new markets like Asia Pacific, according to one bank analyst in Frankfurt.

Hochtief will increasingly focus on energy, transportation infrastructure and urban construction sectors, says Stieler. It will increase "asset turnover," particularly by selling public-private-partnership investments. Hochtief is on course to sell its airport business by this year's end, he adds. The firm has interests in airports in Athens, Budapest, Düsseldorf, Hamburg, Sydney and Tirana.

Alain Bonnot, chairman and CEO of Vinci Construction Grands Projets (VCGP), is uncertain how its relationship with Hochtief will change. Until now, Hochtief teams have been "good competitors and good partners," he says. "ACS/Dragados has been very aggressive ... because they have an internal market which is completely destroyed."

## Competitive Pressures

The downturns in many major regions have caused an increase in competition as more firms enter unfamiliar markets. "We see crowding of markets as some local players aspire to be global players," says Ravinda Kansal, regional CEO of India's Punj Lloyd operations in Africa, the Middle East and the Commonwealth of

# 203

of the Top 225  
sent in surveys  
last year.

# 53.7%

had increased  
international  
revenue in  
2010.

# 46.3%

had lower  
international  
revenue in  
2010.

Independent States. He says that many major contractors are holding back in the face of new competitors making unrealistic bids in unfamiliar markets.

One such situation arose in June. China Overseas Engineering Group was dismissed as contractor on the A2 project in Poland. The action had less to do with its bid price than experience, says Johan Karlström, CEO, Skanska Group. "They underestimated how difficult it is to go to a new market," he says. But as China's internal economic growth moderates, Karlström believes more Chinese contractors will look for entry into new geographic markets.

Chinese contractors "are becoming bigger competitors," agrees Yves Gabriel, CEO of Bouygues Construction. "We are mainly competing [with Chinese contractors] in Africa for the moment, but these companies might probably come in Europe in the future." Balfour Beatty already is competing with Chinese firms in Hong Kong and the Middle East, says CEO Ian Tyler. "They do have some specific skills which are very good," he adds.

Chinese contractors have proposed joint venturing with VCGP internationally, says Bonnot. "I don't know if we will. We don't want to have partners just to get a lower price. If they have good technology and are well [placed], then why not?" he says.

While Chinese contractors have been pushing into

# The Top 10 by Region

1		EUROPE	
RANK 2011 2010		Top 10 Revenue: \$55,910.6 Mil. Sector's Revenue: \$94,183.4 Mil.	
1	2	VINCI	
2	1	STRABAG SE	
3	4	SKANSKA AB	
4	3	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA	
5	5	BOUYGUES	
6	6	ROYAL BAM GROUP NV	
7	7	BILFINGER BERGER SE	
8	8	EIFFAGE	
9	**	FERROVIAL AGROMAN SA	
10	9	FLUOR CORP.	

2		ASIA / AUSTRALIA	
RANK 2011 2010		Top 10 Revenue: \$36,243.1 Mil. Sector's Revenue: \$76,639.7 Mil.	
1	1	HOCHTIEF AG	
2	5	FLUOR CORP.	
3	3	CHINA COMMUNICATIONS CONSTR. GRP. LTD.	
4	4	LEIGHTON HOLDINGS LTD.	
5	**	BECHTEL	
6	6	FOSTER WHEELER AG	
7	**	BOUYGUES	
8	8	CHINA STATE CON. ENG'G CORP. LTD.	
9	9	SAIPEM	
10	**	POLIMEKS INSAAT TAAHHUT VE SAN TIC. AS	

3		MIDDLE EAST	
RANK 2011 2010		Top 10 Revenue: \$25,601.1 Mil. Sector's Revenue: \$72,434.0 Mil.	
1	2	CONSOLIDATED CONTRACTORS GROUP	
2	1	KBR	
3	4	HYUNDAI ENGINEERING & CONSTR. CO. LTD.	
4	5	FLUOR CORP.	
5	3	BECHTEL	
6	8	DAELIM INDUSTRIAL CO. LTD.	
7	7	PETROFAC LTD.	
8	10	TECNICAS REUNIDAS	
9	6	SAIPEM	
10	**	JGC CORP.	

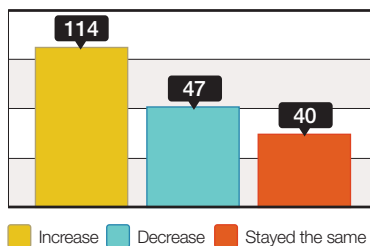
4		AFRICA	
RANK 2011 2010		Top 10 Revenue: \$24,548.1 Mil. Sector's Revenue: \$60,592.2 Mil.	
1	1	SAIPEM	
2	2	CITIC CONSTRUCTION CO. LTD.	
3	5	CHINA COMMUNICATIONS CONSTR. GRP. LTD.	
4	6	VINCI	
5	10	SINOHYDRO CORP.	
6	**	CHINA STATE CONSTR. ENG'G CORP. LTD.	
7	9	BECHTEL	
8	7	BOUYGUES	
9	8	KBR	
10	3	CHINA RAILWAY CONSTRUCTION CORP. LTD.	

5		LATIN AMERICA / CARIBBEAN	
RANK 2011 2010		Top 10 Revenue: \$19,385.2 Mil. Sector's Revenue: \$34,046.0 Mil.	
1	1	CONSTRUTORA NORBERTO ODEBRECHT	
2	2	GRUPO ACS	
3	**	OHL	
4	4	ABEINSA SA	
5	3	TECHINT GROUP	
6	**	CHINA RAILWAY GROUP LTD.	
7	10	FLUOR CORP.	
8	5	GRUPO ISOLUX CORSAN SA	
9	8	MAIRE TECNIMONT	
10	**	BECHTEL	

6		UNITED STATES	
RANK 2011 2010		Top 10 Revenue: \$26,385.8 Mil. Sector's Revenue: \$32,612.9 Mil.	
1	1	HOCHTIEF AG	
2	2	SKANSKA AB	
3	3	LEND LEASE GROUP	
4	4	BALFOUR BEATTY	
5	6	BOUYGUES	
6	5	PCL CONSTRUCTION ENTERPRISES INC.	
7	9	GRUPO ACS	
8	**	FERROVIAL AGROMAN SA	
9	7	OBAYASHI CORP.	
10	**	KAJIMA CORP.	

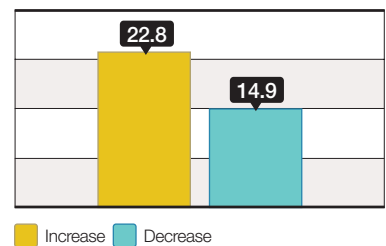
7		CANADA	
RANK 2011 2010		Top 10 Revenue: \$11,236.0 Mil. Sector's Revenue: \$13,003.2 Mil.	
1	1	BECHTEL	
2	8	FLUOR CORP.	
3	2	KIEWIT CORP.	
4	3	BOUYGUES	
5	6	VINCI	
6	5	HOCHTIEF AG	
7	**	CB&I	
8	4	JACOBS	
9	7	KBR	
10	**	ACCIONA INFRAESTRUCTURAS	

## Number of Top 225 Firms Reporting Backlog Changes



Sources: ENR / McGraw-Hill Construction Research & Analytics.

## Percent of Change for Top 225 Firms Reporting Backlog



Sources: ENR / McGraw-Hill Construction Research & Analytics.

the international market with some success, international contractors trying to penetrate the Chinese market have been less successful. Bonnot sees little prospect of work for VCGP inside China itself. Gabriel agrees, saying, "The Chinese market is particularly closed," although Hong Kong "is booming."

Mainland China is "very, very closed," adds Tyler, but he sees niche opportunities in the energy sector. He agrees that Hong Kong is "very buoyant," particu-

## On the Web

For expanded content on the Top 500 List see [enr.com/toplists](http://enr.com/toplists).

larly in infrastructure. "In general, we avoid countries where we have no strategic advantage, like China," says SNC's Duhaime. "The Chinese model, which favors Chinese companies, puts companies like ours at a disadvantage," he says.

India, on the other hand, is positively courting their involvement. Bouygues is interested in large, complex highway projects, "particularly those including tunnels," says Gabriel. And the company is tracking metro



# The Top 10 by Market

RANK 2011	RANK 2010		1	TRANSPORTATION	Top 10 Revenue: \$51,984.8 Mil. Sector's Revenue: \$109,007.2 Mil.
1	1	VINCI			
2	3	BOUYGUES			
3	5	HOCHTIEF AG			
4	4	CHINA COMMUNICATIONS CON. GRP. LTD.			
5	2	STRABAG SE			
6	7	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA			
7	**	OHL			
8	9	SKANSKA AB			
9	**	CONSTRUTORA NORBERTO ODEBRECHT			
10	6	BECHTEL			

RANK 2011	RANK 2010		2	PETROLEUM	Top 10 Revenue: \$48,362.4 Mil. Sector's Revenue: \$89,320.8 Mil.
1	1	SAIPEM			
2	2	TECHNIP			
3	3	BECHTEL			
4	6	PETROFAC LTD.			
5	4	FLUOR CORP.			
6	**	CHINA PETROLEUM ENG'G & CONSTR.			
7	**	JGC CORP.			
8	**	SAMSUNG ENGINEERING CO. LTD.			
9	5	FOSTER WHEELER AG			
10	10	TECNICAS REUNIDAS			

RANK 2011	RANK 2010		3	BUILDING	Top 10 Revenue: \$40,338.6 Mil. Sector's Revenue: \$83,026.4 Mil.
1	1	HOCHTIEF AG			
2	2	SKANSKA AB			
3	3	LEND LEASE GROUP			
4	7	CHINA STATE CONSTR. ENG'G CORP. LTD.			
5	6	BOUYGUES			
6	5	BALFOUR BEATTY			
7	8	ROYAL BAM GROUP NV			
8	10	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA			
9	4	STRABAG SE			
10	9	VINCI			

RANK 2011	RANK 2010		4	POWER	Top 10 Revenue: \$15,891.6 Mil. Sector's Revenue: \$38,598.1 Mil.
1	3	ABEINSA SA			
2	5	GRUPO ACS			
3	9	SINOHYDRO CORP.			
4	1	CHINA NATIONAL MACHINERY INDUSTRY CORP.			
5	2	HYUNDAI ENGINEERING & CONSTR. CO. LTD.			
6	8	SEPCOIII ELECTRIC POWER CONSTR. CORP.			
7	**	VINCI			
8	10	MAIRE TECNIMONT			
9	4	IBERDROLA INGENIERIA Y CONSTRUCCION			
10	7	GRUPO ISOLUX CORSAN SA			

RANK 2011	RANK 2010		5	INDUSTRIAL	Top 10 Revenue: \$15,891.4 Mil. Sector's Revenue: \$20,948.0 Mil.
1	1	FLUOR CORP.			
2	4	BECHTEL			
3	**	DANIELI & C SPA			
4	2	BILFINGER BERGER SE			
5	5	TECHINT GROUP			
6	7	GRUPO ACS			
7	8	VINCI			
8	9	CHINA METALLURGICAL GROUP CORP.			
9	6	STRABAG SE			
10	**	TAIKISHA LTD.			

RANK 2011	RANK 2010		6	WATER	Top 10 Revenue: \$6,910.2 Mil. Sector's Revenue: \$12,380.8 Mil.
1	1	HOCHTIEF AG			
2	5	CONSOLIDATED CONTRACTORS GROUP			
3	2	IMPREGILO SPA			
4	4	CONSTRUTORA NORBERTO ODEBRECHT			
5	7	VINCI			
6	8	SNC-LAVALIN INTERNATIONAL INC.			
7	3	SALINI COSTRUTTORI SPA			
8	9	SKANSKA AB			
9	6	STRABAG SE			
10	**	MAPA INSAAT VE TICARET			

RANK 2011	RANK 2010		7	SEWER WASTE	Top 10 Revenue: \$3,437.6 Mil. Sector's Revenue: \$6,389.3 Mil.
1	1	HOCHTIEF AG			
2	**	DAEWOO E&C CO. LTD.			
3	3	SKANSKA AB			
4	2	GRUPO ACS			
5	4	STRABAG SE			
6	6	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA			
7	**	CHINA GEZHOUBA GROUP CO. LTD.			
8	**	FERROVIAL AGROMAN SA			
9	7	IMPREGILO SPA			
10	**	KHARAFI NATIONAL KSCC			

RANK 2011	RANK 2010		8	MANUFACTURING	Top 10 Revenue: \$3,495.9 Mil. Sector's Revenue: \$4,652.6 Mil.
1	1	TAKENAKA CORP.			
2	5	EIFPAGE			
3	9	SAMSUNG C&T CORP.			
4	7	SKANSKA AB			
5	3	KAJIMA CORP.			
6	2	TAIKISHA LTD.			
7	4	RENAISSANCE CONSTRUCTION			
8	**	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA			
9	**	HOCHTIEF AG			
10	8	SHIMIZU CORP.			

RANK 2011	RANK 2010		9	HAZARDOUS WASTE	Top 10 Revenue: \$540.5 Mil. Sector's Revenue: \$630.2 Mil.
1	1	VINCI			
2	**	CHINA COMMUNICATIONS CONSTR. GRP. LTD.			
3	**	SHANGHAI URBAN CONSTR. (GROUP) CORP.			
4	2	HOCHTIEF AG			
5	7	BOUYGUES			
6	5	PCL CONSTRUCTION ENTERPRISES INC.			
7	6	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA			
8	**	LEIGHTON HOLDINGS LTD.			
9	**	ECC			
10	**	ABEINSA SA			

opportunities in big cities.

Besix is using its past work in India as a springboard for expansion because “this country has a huge construction potential,” says Quoilin. “We have a small presence in India,” adds Tyler. “We are trying to see how we might participate in that market.” Bureaucracy and corruption are among his concerns.

But India is not in Skanska's sights. “We can't be everywhere,” says Karlström. While sticking to its

policy of developing “home markets,” Skanska is nevertheless inching into new countries, such as Russia and Colombia, he adds.

Arab markets remain attractive, though the political turmoil in some countries has disrupted businesses. “The effect of the Arab Spring on our business in Libya [is] ... we have had to scale back our near-term business objectives,” says Duhaime. VCGP evacuated about 130 people from the Cairo metro project, but they are back

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

RANK	FIRM	AGENCY CM FEES (\$ MIL)	PROGRAM MGMT. FEE (\$ MIL)	TOTAL CM / PM (\$ MIL)
1	<b>LEND LEASE GROUP</b> , Millers Point, Australia	643.3	219.7	863.0
2	<b>BALFOUR BEATTY</b> , London, U.K.	273.4	395.9	669.3
3	<b>DAR AL-HANDASAH CONSULTANTS</b> , Cairo, Egypt	238.8	245.4	484.2
4	<b>HOCHTIEF AG</b> , Essen, Germany	0.0	237.6	237.6
5	<b>WORLEYPARSONS</b> , North Sydney, Australia	150.6	86.7	237.4
6	<b>ARCADIS NV</b> , Amsterdam, The Netherlands	0.0	223.0	223.0
7	<b>TURNER &amp; TOWNSEND PLC</b> , Leeds, U.K.	159.1	18.7	177.8
8	<b>HATCH GROUP</b> , Mississauga, Canada	56.5	114.7	171.2
9	<b>AUSENCO</b> , South Brisbane, Australia	75.8	80.6	156.4
10	<b>KEO INTERNATIONAL CONSULTANTS WLL</b> , Safat , Kuwait	26.1	96.5	122.6
11	<b>ATKINS</b> , Epsom, U.K.	97.5	18.8	116.3
12	<b>PROJACS INTERNATIONAL</b> , Manama, Bahrain	71.5	10.2	81.7
13	<b>RAMBOLL GROUP A/S</b> , Copenhagen S, Denmark	53.5	20.6	74.1
14	<b>SEPACO ELECTRIC POWER CONSTRUCTION CORP.</b> , Jinan City, China	0.0	51.3	51.3
15	<b>ARUP GROUP LTD.</b> , London, U.K.	38.6	0.0	38.6
16	<b>HANMIGLOBAL</b> , Seoul, S. Korea	38.4	0.0	38.4
17	<b>QATAR PROJECT MANAGEMENT</b> , Doha, Qatar	0.0	38.0	38.0
18	<b>EHAFC CONSULTING ENGINEERS</b> , Giza, Egypt	34.9	0.0	34.9
19	<b>GHD PTY LTD.</b> , Sydney, Australia	0.0	30.0	30.0
20	<b>CARDNO LTD.</b> , Brisbane, Australia	25.0	0.0	25.0

\*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 CONSTRUCTION MANAGEMENT / PROGRAM MANAGEMENT FEES\***

RANK	FIRM	AGENCY CM FEES (\$ MIL)	PROGRAM MGMT. FEE (\$ MIL)	TOTAL CM / PM (\$ MIL)
1	<b>HOCHTIEF AG</b> , Essen, Germany	0.0	1005.2	1005.2
2	<b>BALFOUR BEATTY</b> , London, U.K.	292.8	592.9	885.7
3	<b>LEND LEASE GROUP</b> , Millers Point, Australia	643.3	219.7	863.1
4	<b>LEIGHTON HOLDINGS LTD.</b> , St. Leonards, Australia	829.0	0.0	829.0
5	<b>DAR AL-HANDASAH CONSULTANTS</b> , Cairo, Egypt	240.8	245.4	486.2
6	<b>CHINA POWER ENGINEERING CONSLTG. GROUP CO.</b> , Beijing, China	382.9	0.0	382.9
7	<b>ATKINS</b> , Epsom, U.K.	185.0	169.1	354.1
8	<b>TURNER &amp; TOWNSEND PLC</b> , Leeds, U.K.	291.7	25.0	316.7
9	<b>HATCH GROUP</b> , Mississauga, Canada	85.7	174.0	259.7
10	<b>ARCADIS NV</b> , Amsterdam, The Netherlands	0.0	258.0	258.0
11	<b>WORLEYPARSONS</b> , North Sydney, Australia	150.6	86.7	237.4
12	<b>AUSENCO</b> , South Brisbane, Australia	153.8	80.6	234.4
13	<b>SEPACO ELECTRIC POWER CONSTRUCTION CORP.</b> , Jinan City, China	0.0	136.7	136.7
14	<b>KEO INTERNATIONAL CONSULTANTS WLL</b> , Safat , Kuwait	32.1	96.7	128.8
15	<b>MMM GROUP LTD.</b> , Thornhill, Canada	29.3	80.6	109.9
16	<b>CYRIL SWEETT INTERNATIONAL (MEAI)</b> , Dubai, U.A.E.	68.6	37.0	105.5
17	<b>RAMBOLL GROUP A/S</b> , Copenhagen S, Denmark	72.2	28.7	100.8
18	<b>HANMIGLOBAL</b> , Seoul, S. Korea	85.3	2.6	87.9
19	<b>PROJACS INTERNATIONAL</b> , Manama, Bahrain	73.9	10.2	84.1
20	<b>GHD PTY LTD.</b> , Sydney, Australia	0.0	65.0	65.0

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

now, says Bonnot. "We got back from Libya one full plane," he says. "We had very good relationships in Libya ... now the subsidiary is closed."

Nevertheless, "there are many business opportunities in [Arab] countries rich in natural resources, especially Qatar," says Gabriel. Bouygues is building a \$1.3-billion real estate project in Doha, including nine high-rise buildings and a hotel.

The global financial crisis of 2008 caused "the stopping or slowing down of many construction projects owned by the private sector," particularly in Dubai, says Samer Arafa, executive vice president of Al-Arrab Contracting Group. But he says Al-Arrab's home country of Saudi Arabia is the strongest regional market.

**European Disunion**

Much of European construction has been hit by government efforts to cut debt. Nordic countries are bucking the trend, providing Skanska with ample work, says Karlström. But as orders elsewhere decline, "we see a lot of international players coming in."

For Skanska, the Czech market is weak, but Poland remains "very good," adds Karlström. The U.K. is slowing down, though Skanska's current backlog "is very good," he says. But he worries about prospects for 2013-2015.

The U.K. market "is definitely quieter," says Tyler. However, he detects some recovery in commercial orders and expects demand from the energy sector to grow in the next year.

Bonnot believes the French market will probably return to the previous high of 2008 next year or in 2013. His order book received a major boost this June when a Vinci-led consortium signed a 50-year design, build, finance and operate contract with a roughly \$9 billion construction value for the 300-km high-speed railroad between Bordeaux and Tours. "It's the biggest contract Vinci ever signed," says Bonnot.

In Europe, conditions have "not changed significantly during last year," says Gabriel. In France, "there are still many opportunities of large-scale contracts in some areas, especially Paris," he says. Outside Paris, projects in the \$35-70 million range are scarce.

Over the Atlantic, Balfour Beatty's U.S. order book is "picking up," especially in the federal market, says Tyler. Karlström is "concerned about the economy and the impact it will have on the construction sector." Skanska is growing a commercial building business using its own cash to finance real estate projects.

VCGP this summer failed to be shortlisted by The Port Authority of New York & New Jersey for the Goethals Bridge replacement project. The company is looking to Canada, aiming to bid for railroad public-

private partnerships (PPP) in Ottawa and Vancouver.

Bouygues, meanwhile, is building the Port of Miami tunnel in its first U.S. PPP. But "for the moment, we are more interested in PPP opportunities in Canada," adds Gabriel. Developing large PPPs is "one of our strategic priorities ... to generate recurrent long-term operating income," he says, adding that "India should be a big new market."

SNC-Lavalin has long experience in the PPP market, including the new home of the Montreal Symphony Orchestra and the Canada Line in Vancouver, the first light rail link system in Canada, says Duhaime. But he worries that the public sectors in many jurisdictions are unwilling or unable to adopt best practices needed to make PPP projects a success.

VCGP generally works with its concession affiliate in international PPPs. However, on a contract covering



**"We avoid countries where we have no strategic advantage, like China."**

Pierre Duhaime,  
CEO, SNC-Lavalin Group.

part of Russia's Moscow-St. Petersburg highway, VCGP could not compete on construction price. Instead it has about 60 people providing project management, taking no construction risk, says Bonnot.

The U.K. PPP market, once the world's most active, has stalled but "will return in time," says Tyler. However, the U.S. PPP business remains "more discussed than real," he says.

While the current construction market is no more stable than the world's stock markets, there are opportunities for firms that know where to look. "The current crisis represents the greatest challenge the construction industry has faced in decades," says Karl-Heinz Strauss, CEO of Austria's PORR AG. Contractors will have to learn to work smarter to succeed in this market. "It will not be the largest who will take the lead, but rather the fastest and the most flexible." ■

## HOW THE TOP INTERNATIONAL CONTRACTORS SHARED THE 2010 MARKET

CONTRACTOR NATIONALITY	# OF FIRMS	INT'L REVENUE \$ MIL.	%	MIDDLE EAST \$ MIL.	%	ASIA \$ MIL.	%	AFRICA \$ MIL.	%	EUROPE \$ MIL.	%	UNITED STATES \$ MIL.	%	CANADA \$ MIL.	%	LAT. AMER / CARIB. \$ MIL.	%
AMERICAN	22	44,903.2	11.7	11,747.7	16.2	9,727.8	12.7	4,395.5	7.3	6,006.9	6.4	NA	NA	9,572.7	73.6	3,452.5	10.1
CANADIAN	3	3,191.7	0.8	138.6	0.2	25.6	0.0	912.6	1.5	178.7	0.2	1,836.2	5.6	NA	NA	100.1	0.3
EUROPEAN	67	201,064.7	52.4	23,112.2	31.9	29,008.5	37.8	22,530.1	37.2	78,271.4	83.1	24,203.0	74.2	3,198.1	24.6	20,741.5	60.9
BRITISH	4	11,563.5	3.0	3,037.6	4.2	1,406.5	1.8	1,269.7	2.1	2,480.4	2.6	3,276.0	10.0	63.1	0.5	30.2	0.1
GERMAN	4	35,455.6	9.2	1,722.7	2.4	16,816.7	21.9	940.1	1.6	6,145.8	6.5	9,055.8	27.8	529.2	4.1	245.4	0.7
FRENCH	5	40,020.8	10.4	2,344.6	3.2	4,013.8	5.2	5,902.6	9.7	21,110.4	22.4	3,191.3	9.8	1,778.7	13.7	1,679.6	4.9
ITALIAN	23	32,505.2	8.5	5,374.7	7.4	4,039.4	5.3	9,998.9	16.5	6,021.8	6.4	903.5	2.8	86.3	0.7	6,080.6	17.9
DUTCH	3	7,954.6	2.1	959.2	1.3	567.4	0.7	195.8	0.3	6,033.7	6.4	0.0	0.0	2.9	0.0	195.7	0.6
SPANISH	13	35,652.0	9.3	2,649.3	3.7	973.0	1.3	1,890.3	3.1	15,639.3	16.6	3,167.2	9.7	516.8	4.0	10,816.1	31.8
OTHER	15	37,913.0	9.9	7,024.2	9.7	1,191.8	1.6	2,332.8	3.8	20,840.0	22.1	4,609.1	14.1	221.1	1.7	1,694.1	5.0
AUSTRALIAN	4	10,431.5	2.7	1,246.0	1.7	3,827.5	5.0	0.0	0.0	1,656.4	1.8	3,406.6	10.4	223.7	1.7	71.3	0.2
JAPANESE	13	15,568.7	4.1	4,218.5	5.8	7,772.4	10.1	846.9	1.4	353.4	0.4	1,883.9	5.8	0.2	0.0	493.5	1.4
CHINESE	51	57,062.4	14.9	10,009.2	13.8	17,409.9	22.7	23,467.7	38.7	2,443.1	2.6	389.3	1.2	2.6	0.0	3,342.6	9.8
KOREAN	11	18,313.2	4.8	11,146.9	15.4	3,634.1	4.7	2,186.1	3.6	95.5	0.1	507.9	1.6	4.9	0.0	737.9	2.2
TURKISH	31	14,583.3	3.8	4,580.7	6.3	3,116.7	4.1	2,198.0	3.6	4,679.6	5.0	8.0	0.0	0.0	0.0	0.3	0.0
ALL OTHERS	23	18,392.5	4.8	6,234.3	8.6	2,119.2	2.8	4,055.3	6.7	498.4	0.5	378.0	1.2	1.0	0.0	5,106.4	15.0
ALL FIRMS	225	383,511.3	100.0	72,434.0	100.0	76,641.7	100.0	60,592.2	100.0	94,183.4	100.0	32,612.9	100.0	13,003.2	100.0	34,046.0	100.0

SOURCE: ENR. NOTE: EXCLUDING \$151.0 MILLION FROM ANTARCTIC / ARCTIC

## How To Read the Tables

**Companies** are ranked according to construction revenue generated outside of each company's home country in 2010 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](http://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.

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**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, irrigations 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 2011	RANK 2010		2010 REVENUE (\$ MIL)		2010 NEW CONTRACTS (\$ MIL)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			INT'L	TOTAL										
1	1	HOCHTIEF AG, Essen, Germany <sup>†</sup>	27,424.7	28,979.7	37,651.7	36	1	2	6	3	3	27	0	4
2	2	VINCI, Rueil-Malmaison, France <sup>†</sup>	16,557.6	45,110.0	37,214.8	13	0	8	3	0	9	52	1	3
3	4	BECHTEL, San Francisco, Calif., U.S.A. <sup>†</sup>	12,500.0	19,714.0	16,253.0	0	0	0	0	0	71	26	0	0
4	5	BOUYGUES, Paris, France <sup>†</sup>	12,432.0	30,671.0	33,275.0	28	0	5	1	1	1	60	0	0
5	6	SKANSKA AB, Solna, Sweden <sup>†</sup>	11,632.3	14,635.5	18,235.0	48	3	4	4	3	6	29	0	2
6	7	SAIPEM, San Donato Milanese (Milan), Italy <sup>†</sup>	11,604.9	12,106.8	15,590.5	0	0	0	0	0	99	0	0	0
7	9	FLUOR CORP., Irving, Texas, U.S.A. <sup>†</sup>	11,565.6	17,194.4	27,363.0	16	0	6	0	0	63	13	0	1
8	3	STRABAG SE, Vienna, Austria <sup>†</sup>	10,870.0	12,777.0	12,449.0	21	0	2	4	4	5	48	0	0
9	10	TECHNIP, Paris, France <sup>†</sup>	7,940.0	8,069.0	9,231.0	0	0	0	0	0	100	0	0	0
10	11	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain <sup>†</sup>	7,457.8	16,059.8	25,432.5	31	3	3	2	4	1	51	0	4
11	13	CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD., Beijing, China <sup>†</sup>	7,134.2	40,418.7	62,865.5	6	1	5	1	2	1	84	1	0
12	18	GRUPO ACS, Madrid, Spain <sup>†</sup>	6,562.4	20,631.8	23,388.1	0	0	28	0	6	27	39	0	1
13	8	BILFINGER BERGER SE, Mannheim, Germany	6,324.3	10,780.8	10,681.4	20	0	11	0	2	44	23	0	0
14	12	KBR, Houston, Texas, U.S.A. <sup>†</sup>	5,863.5	7,648.1	7,232.0	29	0	8	4	0	46	12	0	0
15	15	CONSTRUTORA NORBERTO ODEBRECHT, Sao Paulo, Brazil <sup>†</sup>	5,837.6	10,000.8	15,930.2	4	0	11	14	1	13	56	0	0
16	14	LEND LEASE GROUP, Millers Point, NSW, Australia <sup>†</sup>	5,590.4	8,431.4	3,543.4	95	0	0	0	0	3	1	0	1
17	17	ROYAL BAM GROUP NV, Bunnik, The Netherlands <sup>†</sup>	5,435.0	9,808.0	11,129.0	46	0	0	0	0	0	54	0	0
18	19	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece <sup>†</sup>	5,264.7	5,264.7	6,427.9	14	0	1	19	0	45	21	0	0
19	16	BALFOUR BEATTY, London, U.K. <sup>†</sup>	5,161.1	12,400.4	12,351.3	59	0	3	0	3	0	30	0	3
20	22	CHINA STATE CONSTRUCTION ENG'G CORP. LTD., Beijing, China <sup>†</sup>	4,871.7	48,868.0	121,015.7	82	0	1	1	1	0	14	0	0
21	**	OHL, Madrid, Spain <sup>†</sup>	4,624.7	6,480.9	6,568.9	18	0	0	0	2	1	77	0	0
22	24	PETROFAC LTD., Jersey, U.K. <sup>†</sup>	4,354.2	4,354.2	7,673.0	0	0	0	0	0	100	0	0	0
23	23	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	4,308.9	8,876.5	15,878.4	15	0	38	0	0	39	8	0	0
24	41	SINOHYDRO CORP., Beijing, China <sup>†</sup>	4,010.0	15,883.3	20,668.0	22	0	45	5	1	0	26	0	0
25	21	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia <sup>†</sup>	3,648.0	18,510.0	27,870.0	31	0	0	2	4	16	7	1	0
26	26	CHINA NATIONAL MACHINERY INDUSTRY CORP., Beijing, China <sup>†</sup>	3,529.5	4,716.3	21,373.3	3	1	50	8	1	8	27	0	1
27	46	CHINA PETROLEUM ENG'G & CONSTRUCTION CORP., Beijing, China <sup>†</sup>	3,476.2	4,861.7	3,900.2	0	0	0	0	0	100	0	0	0
28	20	FOSTER WHEELER AG, Clinton, N.J., U.S.A. <sup>†</sup>	3,471.7	4,067.7	4,105.8	0	0	14	0	0	84	0	0	0
29	25	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China <sup>†</sup>	3,424.0	76,206.0	110,876.0	10	0	0	0	0	0	86	0	0
30	34	FERROVIAL AGROMAN SA, Madrid, Spain <sup>†</sup>	3,346.3	6,110.6	7,052.8	19	0	0	0	6	0	70	0	0
31	29	TECNICAS REUNIDAS, Madrid, Spain <sup>†</sup>	3,343.0	3,990.0	5,211.0	0	0	13	5	0	81	0	0	0
32	32	CITIC CONSTRUCTION CO. LTD., Beijing, China	3,252.9	3,280.8	2,623.9	47	1	8	0	0	5	38	0	0
33	53	CHINA RAILWAY GROUP LTD., Beijing, China <sup>†</sup>	3,158.6	73,012.1	111,436.7	16	1	0	0	0	0	72	0	0
34	35	SAMSUNG ENGINEERING CO. LTD., Seoul, S. Korea <sup>†</sup>	3,070.0	4,660.0	8,064.0	1	2	0	0	1	97	0	0	0
35	51	JGC CORP., Yokohama, Japan	3,024.0	3,589.0	5,794.0	0	0	0	0	0	100	0	0	0
36	**	DANIELI & C SPA, Buttrio, Italy <sup>†</sup>	2,945.0	3,100.0	2,500.0	0	0	0	0	0	100	0	0	0
37	30	EIFAGE, Asnieres-sur-Seine, France <sup>†</sup>	2,853.0	17,729.0	14,563.0	36	18	26	0	0	0	20	0	0
38	27	TECHINT GROUP, Milan, Italy <sup>†</sup>	2,835.6	3,094.9	2,608.6	0	0	8	0	0	74	3	0	0
39	36	MAIRE TECNIMONT, Rome, Italy <sup>†</sup>	2,494.5	3,011.9	2,329.8	0	0	52	0	0	48	0	0	0
40	39	ABEINSA SA, Seville, Spain <sup>†</sup>	2,406.2	3,834.2	5,503.0	1	1	92	2	0	1	0	1	2
41	42	DAELIM INDUSTRIAL CO. LTD., Seoul, S. Korea <sup>†</sup>	2,383.0	5,673.0	5,645.0	0	0	0	0	0	90	6	0	0
42	49	KIEWIT CORP., Omaha, Neb., U.S.A. <sup>†</sup>	2,222.9	8,206.6	8,296.6	0	0	23	0	0	44	31	0	0
43	38	CB&I, The Woodlands, Texas, U.S.A. <sup>†</sup>	2,219.6	3,041.4	3,361.1	0	0	1	1	0	99	0	0	0
44	56	GRUPO ISOLUX CORSAN SA, Madrid, Spain <sup>†</sup>	2,174.7	4,269.7	8,003.2	1	0	55	4	1	10	20	0	0
45	64	SACYR VALLEHERMOSO, Madrid, Spain <sup>†</sup>	2,162.8	6,942.1	10,279.9	21	0	0	13	0	0	63	0	0
46	33	KAJIMA CORP., Tokyo, Japan <sup>†</sup>	2,106.3	14,394.7	15,049.0	54	16	5	0	0	3	19	0	0
47	28	MCDERMOTT INTERNATIONAL INC., Houston, Texas, U.S.A. <sup>†</sup>	2,094.7	2,148.5	4,181.9	0	0	0	0	0	100	0	0	0
48	63	GS ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea	1,969.4	7,043.3	12,587.3	1	0	41	0	0	52	6	0	0
49	45	OBAYASHI CORP., Tokyo, Japan <sup>†</sup>	1,916.0	13,675.0	10,539.0	36	0	0	4	0	0	55	0	0
50	40	IMPREGILO SPA, Milan, Italy <sup>†</sup>	1,902.1	2,472.9	3,512.1	0	0	1	48	10	0	28	0	0
51	37	JOANNOU & PARASKEVAIDES GROUP OF COS., Guernsey, U.K.	1,792.9	1,792.9	800.0	25	0	14	1	2	5	52	0	0



RANK 2011	RANK 2010		2010 REVENUE (\$ MIL)		2010 NEW CONTRACTS (\$ MIL)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			INT'L	TOTAL										
52	48	BESIX SA, Brussels, Belgium†	1,728.0	2,592.0	3,421.0	47	0	2	0	9	0	42	0	0
53	44	JAN DE NUL GROUP (SOFIDRA SA), Capellen, Luxembourg†	1,675.8	2,410.1	NA	5	0	0	10	0	15	70	0	0
54	89	SHANGHAI CONSTRUCTION GROUP, Shanghai, China	1,654.1	13,005.3	13,176.3	90	0	1	0	0	0	9	0	0
55	57	VAN OORD, Rotterdam, The Netherlands†	1,646.0	2,099.2	2,203.7	0	0	11	0	0	28	61	0	0
56	72	SAMSUNG C&T CORP., Seoul, S. Korea†	1,625.2	6,437.9	9,705.4	8	31	24	0	0	4	33	0	0
57	54	DAEWOO E&C CO. LTD., Seoul, S. Korea†	1,612.2	5,913.6	10,270.4	16	0	10	0	26	48	1	0	0
58	79	SEPCOIII ELECTRIC POWER CONSTR. CORP., Weifang, Shandong, China	1,579.9	1,755.3	3,111.0	0	0	100	0	0	0	0	0	0
59	102	POLIMEKS INSAAT TAAHHUT VE SAN TIC. AS, Istanbul, Turkey	1,540.0	1,540.0	3,214.0	47	0	0	8	8	9	25	0	3
60	43	PCL CONSTRUCTION ENTERPRISES INC., Edmonton, Alberta, Canada†	1,519.4	4,984.9	5,026.4	43	1	2	13	2	18	19	2	0
61	31	CHINA METALLURGICAL GROUP CORP., Beijing, China†	1,514.9	29,905.1	59,790.5	22	0	8	0	0	39	4	0	0
62	47	TAISEI CORP., Tokyo, Japan†	1,435.0	12,978.0	13,410.0	6	2	0	4	0	0	78	0	0
63	94	SK ENGINEERING & CONSTRUCTION, Seoul, S. Korea	1,434.8	4,011.5	7,278.6	4	0	0	0	0	94	2	0	0
64	73	SNC-LAVALIN INTERNATIONAL INC., Montreal, Quebec, Canada†	1,422.3	2,422.7	NA	8	0	36	31	1	16	7	0	0
65	65	ASTALDI SPA, Rome, Italy†	1,415.0	2,564.1	2,152.0	3	0	0	20	0	2	76	0	0
66	70	ACCIONA INFRAESTRUCTURAS, Madrid, Spain†	1,407.0	4,034.0	4,341.8	29	0	2	4	1	16	41	0	0
67	60	A. PORR AG, Vienna, Austria	1,397.7	3,755.8	3,443.6	31	0	0	0	0	0	69	0	0
68	66	ARABIAN CONSTRUCTION CO. SAL, Beirut, Lebanon†	1,359.1	1,407.8	1,576.4	90	0	4	0	0	0	0	0	0
69	75	RENAISSANCE CONSTRUCTION, Ankara, Turkey†	1,317.8	1,382.4	1,583.5	65	21	0	0	0	12	2	0	0
70	61	CHIYODA CORP., Yokohama, Japan	1,284.0	2,331.0	1,636.0	0	0	0	0	0	96	0	0	0
71	84	CHINA GEZHOUBA GROUP CO. LTD., Wuhan, Hubei, China†	1,266.7	4,815.6	10,194.0	27	1	36	7	18	0	11	0	0
72	52	JACOBS, Pasadena, Calif., U.S.A.	1,243.9	4,120.7	7,900.0	3	0	5	0	0	88	3	0	0
73	**	MOTA-ENGIL, Porto, Portugal†	1,234.3	2,111.8	1,750.3	19	0	0	0	0	0	81	0	0
74	59	IBERDROLA INGENIERIA Y CONSTRUCCION, Madrid, Spain†	1,215.9	1,529.9	879.2	0	0	100	0	0	0	0	0	0
75	68	GAMA, Ankara, Turkey†	1,205.8	1,335.6	831.1	1	0	41	22	0	36	0	0	0
76	67	TOYO ENGINEERING CORP., Chiba, Japan†	1,205.1	1,871.3	2,675.9	0	0	0	0	0	100	0	0	0
77	62	LARSEN & TOUBRO LTD., Mumbai, India†	1,199.0	9,205.0	17,865.4	1	15	60	1	0	20	3	0	0
78	78	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China†	1,176.3	1,706.3	6,490.8	0	0	100	0	0	0	0	0	0
79	55	SHIMIZU CORP., Tokyo, Japan†	1,162.8	14,403.8	14,596.1	32	18	2	3	2	9	33	0	0
80	80	DONGFANG ELECTRIC CORP., Chengdu, Sichuan, China†	1,140.1	6,865.1	8,581.4	0	0	98	0	0	0	2	0	0
81	105	TREVI SPA, Cesena, Italy†	1,094.5	1,268.7	512.8	100	0	0	0	0	0	0	0	0
82	58	PUNJ LLOYD LTD., Gurgaon, Haryana, India†	1,061.0	1,748.0	2,692.0	12	0	4	1	1	60	21	0	0
83	69	SINOPEC ENGINEERING INC., Beijing, China	1,045.8	2,115.3	632.2	0	0	0	0	0	100	0	0	0
84	81	ED. ZUBLIN AG, Stuttgart, Germany†	1,044.9	3,265.8	3,200.9	48	0	3	0	9	0	8	0	0
85	77	CONSTRUTORA ANDRADE GUTIERREZ SA, Sao Paulo, Brazil†	1,029.8	3,631.6	NA	6	0	4	5	1	16	67	0	0
86	86	CHINA CIVIL ENGINEERING CONSTR. CORP., Beijing, China†	1,026.3	1,077.0	1,852.4	32	0	0	4	0	0	63	0	0
87	90	PENTA-OCEAN CONSTRUCTION CO. LTD., Tokyo, Japan	999.5	3,400.7	3,371.9	29	0	0	0	17	3	51	0	0
88	50	ENKA CONSTRUCTION & INDUSTRY CO. INC., Istanbul, Turkey†	998.0	1,170.1	1,073.7	23	0	35	4	0	20	18	0	0
89	76	CHINA PETROLEUM PIPELINE BUREAU (CPP), Langfang City, Hebei, China†	976.0	3,802.0	3,386.8	0	0	0	0	0	97	0	0	2
90	71	SALINI COSTRUTTORI SPA, Rome, Italy†	969.6	1,500.4	8,341.1	11	0	0	46	0	0	44	0	0
91	**	ANSALDO STS, Genoa, Italy†	966.0	1,705.0	2,635.0	0	0	0	0	0	0	100	0	0
92	124	CHINA NATIONAL CHEMICAL ENG'G GROUP CORP., Beijing, China†	965.8	5,954.1	9,598.5	4	0	2	2	0	84	0	0	0
93	82	ANSALDO ENERGIA SPA, Genova, Italy†	956.3	1,874.0	1,890.0	0	0	100	0	0	0	0	0	0
94	88	ORASCOM CONSTRUCTION INDUSTRIES (OCI), Cairo, Egypt	911.4	1,734.1	1,103.9	0	0	24	0	0	45	13	0	0
95	108	HARBIN POWER ENGINEERING CO. LTD., Harbin, China	891.1	891.1	891.1	0	0	100	0	0	0	0	0	0
96	83	TAKENAKA CORP., Osaka, Japan†	880.0	12,248.0	9,404.0	13	64	0	0	0	0	17	0	0
97	**	ARCHIRODON GROUP NV, Dordrecht, The Netherlands†	873.6	873.6	624.8	17	0	19	0	0	2	61	0	0
98	113	ABB SPA - PROCESS AUTOMATION DIVISION, Sesto San Giovanni, Italy†	840.8	1,001.0	218.2	0	0	15	0	0	85	0	0	0
99	114	BONATTI SPA, Parma, Italy†	761.0	1,017.0	932.5	1	0	0	0	0	99	0	0	0
100	101	SEPCO ELECTRIC POWER CONSTRUCTION CORP., Jinan Shandong, China†	750.6	2,766.2	3,004.5	0	0	100	0	0	0	0	0	0
101	104	VEIDEKKE ASA, Oslo, Norway†	724.0	2,186.0	NA	72	1	0	0	0	5	17	0	0
102	112	TAIKISHA LTD., Tokyo, Japan†	714.2	1,610.0	NA	0	46	0	0	0	54	0	0	0

RANK 2011	RANK 2010		2010 REVENUE (\$ MIL)		2010 NEW CONTRACTS (\$ MIL)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			INT'L	TOTAL										
103	115	THE ARAB CONTRACTORS (O.A.O. & CO.), Cairo, Egypt†	708.9	3,638.9	4,127.5	44	0	0	2	7	1	46	0	0
104	103	SOARES DA COSTA - GRUPO SGPS, Porto, Portugal†	675.2	1,056.6	790.4	65	0	6	2	2	0	22	0	1
105	91	GHELLA SPA, Rome, Italy†	674.0	824.0	3,415.0	4	0	31	12	1	0	50	0	0
106	99	SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea†	669.4	1,953.1	1,553.4	38	0	0	0	0	1	61	0	0
107	118	SHIKUN & BINUI - SBI INFRASTRUCTURE LTD., Ramat-Gan, Israel†	669.3	669.3	726.2	5	0	11	2	0	0	82	0	0
108	165	JOHN SISK & SON LTD., Dublin, Leinster, Ireland†	665.9	1,525.2	850.0	80	5	11	0	0	0	3	0	0
109	110	BAUER AG, Schrobenuhausen, Germany†	661.8	954.8	1,055.1	27	3	18	9	3	11	22	0	4
110	97	TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey†	660.0	754.0	37.0	1	0	4	12	0	52	32	0	0
111	98	CONTRACTING & TRADING CO. "C.A.T." GROUP, Beirut, Lebanon†	656.1	656.9	477.2	10	0	0	0	0	57	33	0	0
112	**	CGC OVERSEAS CONSTRUCTION GROUP CO. LTD., Beijing, China†	650.4	720.5	1,004.5	5	0	0	25	0	0	70	0	0
113	117	BEIJING CONSTRUCTION ENG'G GROUP CO. LTD., Beijing, China†	645.3	645.5	414.3	91	0	5	0	3	0	1	0	0
114	100	TAV CONSTRUCTION, Istanbul, Turkey	633.1	682.6	166.0	13	0	0	0	0	0	87	0	0
115	125	CHINA INT'L WATER & ELECTRIC CORP. (CWE), Beijing, China†	610.3	663.1	1,552.6	2	0	39	29	3	1	26	0	0
116	120	MCCONNELL DOWELL CORP. LTD., Hawthorn, Victoria, Australia†	604.5	2,005.2	1,993.8	14	2	28	7	0	22	11	0	0
117	96	STFA CONSTRUCTION GROUP, Istanbul, Turkey	604.3	630.4	285.0	9	0	0	0	0	0	87	0	0
118	123	ZHONGYUAN PETROLEUM EXPLORATION BUR., Puyang, Henan, China†	600.4	2,314.9	2,314.9	0	0	0	0	0	100	0	0	0
119	166	HABTOOR LEIGHTON GROUP, Dubai, U.A.E.†	600.0	2,100.0	1,320.0	90	0	0	10	0	0	0	0	0
120	111	NUROL CONSTRUCTION AND TRADING CO., Ankara, Turkey†	589.0	892.2	1,500.0	49	8	0	7	0	6	30	0	0
121	127	WORLEYPARSONS, North Sydney, NSW, Australia†	588.6	890.4	338.3	0	0	0	0	0	100	0	0	0
122	107	YUKSEL INSAAT CO. INC., Ankara, Turkey†	576.5	784.5	653.1	31	0	0	32	0	0	37	0	0
123	87	POSCO ENGINEERING & CONSTRUCTION, Incheon, S. Korea	574.4	5,339.7	9,836.1	9	0	58	0	0	19	15	0	0
124	121	NATIONAL PETROLEUM CONSTRUCTION CO. (NPCC), Abu Dhabi, U.A.E.	562.9	1,107.1	1,984.4	0	0	0	0	0	100	0	0	0
125	119	CHINA JIANGSU INT'L ECON-TECH. COOP. CORP., Nanjing, China†	553.3	1,022.1	1,179.0	91	0	0	4	0	0	5	0	0
126	126	RIZZANI DE ECCHER SPA, Pozzuolo del Friuli (UD), Italy†	551.0	647.5	1,194.8	26	0	0	0	0	0	69	0	0
127	133	QINGJIAN GROUP CO. LTD., Qingdao, Shandong, China†	545.0	3,351.0	3,334.0	95	0	0	3	0	1	0	0	0
128	129	C.M.C. DI RAVENNA, Ravenna, Italy†	534.6	998.2	832.5	3	0	47	8	3	0	40	0	0
129	106	CHINA GEO-ENGINEERING CORP., Beijing, China†	527.9	709.5	695.3	8	0	1	39	8	0	38	2	0
130	**	MAPA INSAAT VE TICARET A.S., Ankara, Turkey	519.1	689.8	51.5	8	0	0	63	0	0	29	0	0
131	93	ANT YAPI CONSTRUCTION, INDUSTRY & TRADE CO., Istanbul, Turkey	503.1	634.5	205.6	100	0	0	0	0	0	0	0	0
132	143	HANWHA ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea†	501.6	2,390.8	3,047.9	3	0	84	0	0	12	0	0	0
133	**	METKA, Maroussi, Athens, Greece†	480.8	802.4	1,458.2	0	0	100	0	0	0	0	0	0
134	92	CTCI CORP., Taipei, Taiwan†	472.7	1,422.5	1,889.1	3	7	2	0	2	66	18	1	0
135	116	E. PIHL & SON AS, Kongens Lyngby, Denmark†	472.5	863.2	923.5	25	0	25	0	6	0	44	0	0
136	132	THE SHAW GROUP INC., Baton Rouge, La., U.S.A.†	472.0	4,966.0	3,267.7	0	0	6	0	0	89	1	3	0
137	122	BLACK & VEATCH, Overland Park, Kan., U.S.A.†	465.0	1,087.9	968.9	0	0	29	46	25	0	0	0	0
138	85	ELLAKTOR SA, Kifissia, Greece†	448.3	2,346.7	704.1	19	0	1	0	14	5	61	0	0
139	**	NATA CONSTRUCTION TOURISM TRADE & INDUS. CO., Ankara, Turkey†	446.0	1,026.0	578.0	0	0	0	0	0	0	100	0	0
140	155	YAPI MERKEZI INSAAT VE SANAYI AS, Istanbul, Turkey†	443.8	756.9	931.5	15	0	0	0	6	0	79	0	0
141	173	KHARAFI NATIONAL KSCC, Safat, Kuwait, Kuwait†	442.0	1,115.0	3,592.0	19	0	6	0	41	28	0	0	0
142	**	SEMBOL CONSTRUCTION, Istanbul, Turkey	430.4	521.9	1,457.3	100	0	0	0	0	0	0	0	0
143	139	COMSA EMTE, Madrid, Spain†	421.8	2,714.3	NA	5	0	0	0	0	0	65	0	28
144	95	PJSC STROYTRANSNAZ, Moscow, Russia†	415.7	1,254.8	2,346.0	1	0	0	0	0	99	0	0	0
145	141	CHINA DALIAN INT'L ECO. & TECHN. COOP. GROUP CO., Dalian, China†	414.7	439.3	157.2	84	0	0	0	0	1	14	0	0
146	152	CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey†	409.2	1,079.4	95.0	0	0	0	32	0	0	40	0	0
147	109	CONSTRUCOES E COMERCIO CAMARGO CORREA SA, Sao Paulo, Brazil†	401.6	3,922.2	4,837.1	8	0	41	2	24	2	23	0	0
148	146	B.L. HARBERT INTERNATIONAL LLC, Birmingham, Ala., U.S.A.	399.2	657.1	1,095.8	100	0	0	0	0	0	0	0	0
149	138	AL-ARRAB CONTRACTING CO. LTD., Riyadh, Saudi Arabia†	392.1	923.5	2,330.2	100	0	0	0	0	0	0	0	0
150	158	BAYTUR CONSTRUCTION & CONTRACTING CO., Istanbul, Turkey†	382.1	382.1	266.2	100	0	0	0	0	0	0	0	0
151	135	CHINA NATIONAL TECHNICAL IMP. & EXP. CORP., Beijing, China	370.8	370.8	1,098.6	0	0	89	3	0	2	6	0	0
152	171	IRCON INTERNATIONAL LTD., New Delhi, Delhi, India†	356.9	731.8	809.3	0	0	0	0	0	0	98	0	2
153	**	M.A. KHARAFI & SONS, Safat, Kuwait	355.6	457.3	1,767.0	12	0	0	5	0	0	81	0	0

RANK 2011	2010		2010 REVENUE (\$ MIL)		2010 NEW CONTRACTS (\$ MIL)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			INT'L	TOTAL										
154	159	CHINA HENAN INT'L COOP. GROUP CO. LTD., Zhengzhou, Henan, China	342.3	342.3	462.4	0	0	0	11	0	0	89	0	0
155	179	ANHUI FOREIGN ECONOMIC CONSTR. CO. LTD., Hefei, Anhui, China	340.5	340.5	772.3	71	0	0	1	0	0	29	0	0
156	154	KINDEN CORP., Tokyo, Japan†	327.0	5,112.0	5,112.0	52	8	17	8	0	0	10	0	6
157	202	ATLAS GROUP, Ankara, Turkey†	325.0	332.0	253.5	100	0	0	0	0	0	0	0	0
158	151	CHINA HUANQIU CONTRACTING & ENGINEERING CORP., Beijing, China†	322.4	2,706.8	3,590.4	0	0	0	0	0	100	0	0	0
159	172	PETROLEUM PROJECTS & TECHNICAL CONSULTATIONS, Cairo, Egypt†	320.7	1,245.9	1,106.8	0	2	0	0	0	98	0	0	0
160	136	CH2M HILL, Englewood, Colo., U.S.A.†	320.6	804.3	1,311.5	16	5	33	1	3	38	0	4	0
161	131	KAYI INSAAT SANAYI VE TIC. AS, Istanbul, Turkey†	316.0	334.4	400.0	100	0	0	0	0	0	0	0	0
162	160	CHINA NATIONAL MACHINERY IMP. & EXP. CORP., Beijing, China	313.3	313.3	966.4	0	0	7	0	0	48	40	0	0
163	169	XINJIANG BEIXIN CONSTR. & ENG'G CO. LTD., Urumqi, Xinjiang, China†	308.7	1,453.5	1,534.9	57	0	0	0	0	0	43	0	0
164	174	BENTINI SPA, Faenza, Italy†	305.8	340.2	43.1	74	0	0	0	0	26	0	0	0
165	**	ECC, Burlingame, Calif., U.S.A.†	297.9	495.5	469.0	65	0	4	0	0	0	22	8	1
166	**	TEPE INSAAT SANAYI AS, Ankara, Turkey†	295.6	420.7	117.3	0	0	0	0	0	0	100	0	0
167	**	GHIZZONI SPA, Polesine Parmense, Italy	288.0	352.1	468.2	0	0	0	0	0	100	0	0	0
168	**	SHENYANG YUANDA ALUMINUM INDUS. ENG'G CO., Shenyang, China	280.0	1,178.8	719.7	100	0	0	0	0	0	0	0	0
169	150	ONUR TAAHHUT TICARET LTD. STL., Ankara, Turkey†	279.2	386.9	624.5	14	0	0	0	0	0	86	0	0
170	157	ANHUI CONSTRUCTION ENG'G GROUP CO. LTD., Hefei, Anhui, China†	277.6	2,552.6	2,938.0	71	8	0	9	2	0	11	0	0
171	147	IMPRESA PIZZAROTTI & C. SPA, Parma, Italy†	276.0	1,266.0	577.8	15	0	0	5	0	0	79	0	0
172	199	SENER INGENIERIA Y SISTEMAS SA, Las Arenas, Vizcaya, Spain†	275.4	699.0	589.4	0	22	12	0	0	64	3	0	0
173	144	PER AARSLEFF A/S, Aabyhoej, Denmark†	269.5	784.9	1,307.0	0	34	9	4	37	0	16	0	0
174	198	IREM GROUP, Siracusa, Italy†	267.3	358.0	502.9	0	0	21	0	0	79	0	0	0
175	148	WILLBROS GROUP INC., Houston, Texas, U.S.A.†	266.0	1,088.0	2,677.0	0	0	1	0	0	99	0	0	0
176	140	CHINA WANBAO ENGINEERING CORP., Beijing, China	264.3	264.3	486.8	0	45	4	0	0	0	48	1	0
177	186	CHINA ZHONGYUAN ENGINEERING CORP., Beijing, China	263.1	295.1	70.0	6	0	94	0	0	0	0	0	0
178	**	CHINA NATIONAL CORP. FOR OVERSEAS ECON. COOP., Beijing, China	261.8	265.1	NA	0	0	98	0	0	0	0	0	0
179	**	ITALIAN-THAI DEVELOPMENT PCL, Bangkok, Thailand†	261.2	996.3	186.8	1	0	0	15	0	0	64	0	0
180	161	ARABTEC CONSTRUCTION LLC, Dubai, Dubai, Saudi Arabia†	258.6	841.8	2,335.0	100	0	0	0	0	0	0	0	0
181	178	SOCIETA ITALIANA PER CONDOTTE D'ACQUA SPA, Rome, Italy†	258.6	982.7	478.9	0	0	0	11	0	0	78	0	0
182	74	NISHIMATSU CONSTRUCTION CO. LTD., Tokyo, Japan	258.0	2,792.2	2,483.4	0	0	5	9	39	0	46	0	0
183	185	CHINA JIANGXI CORP. FOR INT'L ECO. & TECH. COOP., Nanchang, China†	257.4	271.0	546.2	43	0	0	16	0	0	41	0	0
184	164	SUMITOMO MITSUI CONSTRUCTION CO. LTD., Tokyo, Japan†	257.0	2,898.0	22,898.0	10	21	0	3	0	24	42	0	0
185	177	AMEC PLC, London, U.K.†	255.3	694.9	123.0	33	0	2	0	0	41	0	0	0
186	**	GRUPO SANJOSE SA, Tres Cantos, Madrid, Spain†	254.0	1,269.9	952.6	100	0	0	0	0	0	0	0	0
187	162	PAN-CHINA CONSTRUCTION GROUP CO. LTD., Beijing, China†	253.2	866.5	470.5	100	0	0	0	0	0	0	0	0
188	142	GRAHAM GROUP LTD., Calgary, Alberta, Canada	250.0	1,886.0	2,671.0	60	0	0	18	0	0	23	0	0
189	209	ALARKO CONTRACTING GROUP, Gebze/Kocaeli, Turkey	240.4	1,286.9	NA	0	0	0	0	66	0	34	0	0
190	212	PREZIOSO TECHNOLOR, Vienne, France†	238.2	400.2	NA	0	0	4	0	0	96	0	0	0
191	137	HEFEI CEMENT RESEARCH & DESIGN INSTITUTE, Hefei, China	237.7	392.5	222.6	0	0	0	0	0	100	0	0	0
192	170	DOGUS INSAAT VE TICARET AS, Kavacik-Beykoz-Istanbul, Turkey	233.7	462.9	490.0	43	0	0	0	0	0	57	0	0
193	184	CHINA WU YI CO. LTD., Fuzhou, Fujian, China†	230.6	734.6	785.3	16	0	0	7	0	10	67	0	0
194	210	METAG INSAAT TICARET AS, Ankara, Turkey	222.4	222.4	296.4	52	0	0	0	0	0	48	0	0
195	**	LAKESHORE TOLTEST CORP., Detroit, Mich., U.S.A.†	221.2	621.6	563.4	18	0	0	0	0	8	73	1	0
196	192	INSITUFORM TECHNOLOGIES INC., Chesterfield, Mo., U.S.A.†	212.7	644.1	858.0	0	0	0	4	63	33	0	0	0
197	214	SICIM SPA, Busseto (PR), Italy†	209.8	216.0	200.0	0	0	0	0	0	100	0	0	0
198	163	GAMUDA BERHAD, Petaling Jaya, Selangor, Malaysia†	199.1	771.0	NA	0	0	0	0	40	0	60	0	0
199	189	RASEN INSAAT VE YATIRIM TICARET AS, Istanbul, Turkey†	197.0	197.0	140.0	100	0	0	0	0	0	0	0	0
200	197	NANTONG CONSTR. JOINT-STOCK CO. LTD., Nantong, Jiangsu, China†	194.2	1,574.1	1,270.0	37	1	0	2	0	59	0	0	0
201	**	INGENIUM INTERNATIONAL INC., Detroit, Mich., U.S.A.†	192.0	192.0	NA	80	0	0	1	0	0	18	0	1
202	200	JIANGSU NANTONG NO. 3 CONSTR. GRP. CO. LTD., Haimen, China†	189.7	2,807.9	2,447.5	100	0	0	0	0	0	0	0	0
203	**	CHINA PETROLEUM PIPELINE ENG'G CORP., Langfang City, Hebei, China	189.0	198.3	190.5	0	0	0	0	0	100	0	0	0
204	149	SHANGHAI URBAN CONSTRUCTION (GROUP) CORP., Shanghai, China†	188.9	2,797.8	2,477.5	0	0	0	0	5	0	58	37	0

RANK 2011	RANK 2010		2010 REVENUE (\$ MIL)		2010 NEW CONTRACTS (\$ MIL)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			INT'L	TOTAL										
205	153	URS CORP., San Francisco, Calif., U.S.A.†	187.4	2,040.0	1,599.2	1	1	38	2	1	16	7	3	0
206	207	ZHONGDING INT'L ENGINEERING CO. LTD., Nanchang, Jiangxi, China†	185.8	185.8	180.2	46	0	5	3	2	0	1	0	0
207	167	GURIS INSAAT VE MUHENDISLIK AS, Ankara, Turkey	184.4	246.0	101.0	73	0	0	3	6	0	18	0	0
208	**	MORTENSON CONSTRUCTION, Minneapolis, Minn., U.S.A.	182.6	2,459.5	2,031.0	0	0	100	0	0	0	0	0	0
209	213	IC ICTAS INSAAT SANAYI VE TICARET AS, Ankara, Turkey†	182.5	493.1	107.2	100	0	0	0	0	0	0	0	0
210	194	SUMMA TURIZM YATIRIMCILIGI AS, Ankara, Turkey†	182.0	182.0	266.0	100	0	0	0	0	0	0	0	0
211	176	GAP INSAAT YATIRIM VE DIS TICARET AS, Istanbul, Turkey†	181.2	181.2	888.8	41	0	2	0	0	57	0	0	0
212	193	S.E.L.I. SPA, Rome, Italy†	178.4	237.2	616.9	0	0	44	17	3	0	34	0	0
213	**	M/S. AFCONS INFRASTRUCTURE LTD., Mumbai, India	177.9	606.0	1,147.0	0	0	0	0	0	4	96	0	0
214	217	ZHEJIANG CONSTR. INVEST. GROUP CO., Hangzhou, Zhejiang, China†	177.9	4,849.4	5,582.9	100	0	0	0	0	0	0	0	0
215	211	PARSONS, Pasadena, Calif., U.S.A.†	177.4	1,117.6	1,097.9	5	0	0	0	0	11	84	0	0
216	203	RENCO SPA, Pesaro, Italy†	176.5	185.8	82.0	20	0	13	0	0	67	0	0	0
217	218	LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey	172.2	586.2	1,110.0	20	0	9	47	0	0	24	0	0
218	156	TUTOR PERINI CORP., Sylmar, Calif., U.S.A.†	170.2	3,195.5	3,249.7	72	0	0	0	12	0	16	0	0
219	**	LAYNE CHRISTENSEN CO., Mission Woods, Kan., U.S.A.†	166.8	982.1	1,013.1	0	0	0	10	0	0	0	0	0
220	**	CHINA YUNAN CONSTRUCTION ENG'G CO. LTD., Kunming, Yunnan, China†	164.6	3,647.1	4,336.1	95	0	0	0	0	0	5	0	0
221	**	DAEWOO ENGINEERING CO., Seongnam City, S. Korea†	164.4	594.4	1,345.2	0	1	14	0	3	82	0	0	0
222	**	SHAPORJI PALLONJI & CO. LTD., Mumbai, Maharashtra, India†	159.0	809.6	1,665.5	100	0	0	0	0	0	0	0	0
223	180	BETA TEK INSAAT, Istanbul, Turkey†	157.2	157.2	132.5	12	52	0	0	0	36	0	0	0
224	204	MAK-YOL CONSTR. INDUS. TOURISM & TRADING INC., Istanbul, Turkey†	156.3	686.5	6,529.0	4	0	0	0	0	0	96	0	0
225	224	CHINA NATIONAL COMPLETE PLANT IMP. & EXP. CORP., Beijing, China†	156.3	156.3	165.5	78	1	4	0	0	0	17	0	0



# Where to find the Top 225

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK		
A		CTIC Construction Co. Ltd.	32	Kiewit Corp.	42	SEPCO Electric Power Construction Corp.	100		
		COMSA EMTE	143	Kinden Corp.	156	Shanghai Construction Group	54		
		Societa Italiana Per Condotte D'Acqua SpA	181	L		Shanghai Electric Group Co. Ltd.	78		
	ABB SpA - Process Automation Division	98	Lakeshore TolTest Corp.		195	Shanghai Urban Construction (Group) Corp.	204		
	Abeinsa SA	40	Larsen & Toubro Ltd.		77	Shapoorji Pallonji & Co. Ltd.	222		
	Acciona Infraestructuras	66	Layne Christensen Co.		219	The Shaw Group Inc.	136		
	Grupo ACS	12	Leighton Holdings Ltd.		25	Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.	168		
	M/s. Afcons Infrastructure Ltd.	213	Lend Lease Group	16	Shimizu Corp.	79			
	Al-Arabb Contracting Co. Ltd.	149	Limak Insaat Sanayi ve Ticaret AS	217	SICIM SpA	197			
	Alarko Contracting Group	189	M		Sinohydro Corp.	24			
	AMEC plc	185		MAPA Insaat ve Ticaret A.S.	130	Sinopec Engineering Inc.	83		
	Anhui Construction Engineering Group Co. Ltd.	170		Maire Tecnimont	39	John Sisk & Son Ltd.	108		
	Anhui Foreign Economic Construction (Group) Co. Ltd.	155		Mak-Yol Constr. Indus. Tourism & Trading Inc.	224	SK Engineering & Construction	63		
	Ansaldo Energia SpA	93		McConnell Dowell Corp. Ltd.	116	Skanska AB	5		
	Ansaldo STS	91	McDermott International Inc.	47	SNC-Lavalin International Inc.	64			
Ant Yapi Construction, Industry & Trade Co. Ltd.	131	Metag Insaat Ticaret AS	194	Soares Da Costa - Grupo SGPS	104				
The Arab Contractors (O.A.O. & Co.)	103	Metka	133	Shikun & Binui - SBI Infrastructure Ltd.	107				
Arabian Construction Co. SAL	68	Mortenson Construction	208	Ssangyong Engineering & Construction Co. Ltd.	106				
Arabtec Construction LLC	180	Mota-Engil	73	STFA Construction Group	117				
Archirodon Group NV	97	N		STRABAG SE	8				
Astaldi SpA	65		Nantong Construction Group Joint-Stock Co. Ltd.	200	PJSC Stroytransgaz	144			
Atlas Group	157		Nata Construction Tourism Trade and Industry Co.	139	Sumitomo Mitsui Construction Co. Ltd.	184			
			National Petroleum Construction Co. (NPCC)	124	Summa Turizm Yatirimciligi AS	210			
			Nishimatsu Construction Co. Ltd.	182					
B		Foster Wheeler AG	28	Nurul Construction and Trading Co.	120	T			
		G					Taikisha Ltd.	102	
	Balfour Beatty		19	Obayashi Corp.	49		Taisei Corp.	62	
	Royal BAM Group nv		17	Construtora Norberto Odebrecht	15		Takenaka Corp.	96	
	Bauer AG		109	OHL	21		TAV Construction	114	
	Baytur Construction & Contracting Co.		150	Onur Taahhut Ticaret Ltd. Sti.	169	Techint Group	38		
	Bechtel	3	Orascom Construction Industries (OCI)	94	TECHNIP	9			
	Beijing Construction Eng'g Group Co. Ltd.	113	P			Tecnicas Reunidas	31		
	Bentini SpA	164		Pan-China Construction Group Co. Ltd.	187	Tekfen Construction and Installation Co. Inc.	110		
	BESIX SA	52		Parsons	215	Tepe Insaat Sanayi AS	166		
	Beta Tek Insaat	223		PCL Construction Enterprises Inc.	60	Toyo Engineering Corp.	76		
	Bilfinger Berger SE	13		Penta-Ocean Construction Co. Ltd.	87	Trevi Spa	81		
	Black & Veatch	137	Per Aarsleff A/S	173	Tutor Perini Corp.	218			
	Bonatti SpA	99	Petrofac Ltd.	22	U				
	BOUYGUES	4	The Petroleum Projects and Technical Consultations Co.	159		URS Corp.	205		
		E. Pihl & Son AS	135	V					
		Impresa Pizzarotti & C. SpA	171			Van Oord	55		
		Polimeks Insaat Taahhut ve San Tic. AS	59			Veidekke ASA	101		
		A. Porr AG	67		VINCI	2			
		POSCO Engineering & Construction	123		W				
		Prezioso Technilor	190	Willbros Group Inc.		175			
		Punj Lloyd Ltd.	82	WorleyParsons		121			
		Q							
			Qingjian Group Co. Ltd.	127		X			
			R						
				Rasen Insaat Ve Yatirim Ticaret AS	199		Y		
				Renaissance Construction	69			Yapi Merkezi Insaat ve Sanayi AS	140
		Renco SpA		216	Yuksel Insaat Co. Inc.			122	
		Rizzani de Eccher SpA		126	Z				
		S							
			Sacyr Vallehermoso	45		Zhejiang Constr. Investment Group Co. Ltd.	214		
			Salpem	6		Zhongding Int'l Engineering Co. Ltd.	206		
			Salini Costruttori SpA	90		Zhongyuan Petroleum Exploration Bureau	118		
			Samsung C&T Corp.	56	Ed. Zublin AG	84			
		Samsung Engineering Co. Ltd.	34						
		S.E.L.I. SpA	212						
		Sembol Construction	142						
		Sener Ingenieria y Sistemas SA	172						
		SEPCOIII Electric Power Construction Corp.	58						

RANK 2011	RANK 2010		2010 REVENUE (\$ MIL.)		2010 NEW CONTRACTS (\$ MIL.)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM
			TOTAL	INT'L										
1	1	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China	76,206.0	3,424.0	110,876.0	8	2	3	2	0	0	75	0	5
2	2	CHINA RAILWAY GROUP LTD., Beijing, China	73,012.1	3,158.6	111,436.7	11	3	0	0	0	0	73	0	0
3	6	CHINA STATE CONSTRUCTION ENG'G CORP. LTD., Beijing, China	48,868.0	4,871.7	121,015.7	74	3	2	1	1	3	15	0	0
4	3	VINCI, Rueil-Malmaison, France	45,110.0	16,557.6	37,214.8	16	0	9	3	0	5	40	1	4
5	5	CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD., Beijing, China	40,418.7	7,134.2	62,865.5	2	0	1	1	0	0	95	0	0
6	4	BOUYGUES, Paris, France	30,671.0	12,432.0	33,275.0	38	0	6	1	1	1	50	0	1
7	8	CHINA METALLURGICAL GROUP CORP., Beijing, China	29,905.1	1,514.9	59,790.5	27	5	3	0	1	45	12	0	0
8	7	HOCHTIEF AG, Essen, Germany	28,979.7	27,424.7	37,651.7	38	1	2	6	3	3	26	0	4
9	10	GRUPO ACS, Madrid, Spain	20,631.8	6,562.4	23,388.1	9	0	23	2	10	17	32	0	1
10	9	BECHTEL, San Francisco, Calif., U.S.A.	19,714.0	12,500.0	16,253.0	0	0	19	0	0	54	19	5	1
11	12	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia	18,510.0	3,648.0	27,870.0	14	0	2	11	4	6	26	1	5
12	16	EIFFAGE, Asnieres-sur-Seine, France	17,729.0	2,853.0	14,563.0	28	12	23	0	2	2	33	0	0
13	14	FLUOR CORP., Irving, Texas, U.S.A.	17,194.4	11,565.6	27,363.0	12	0	11	0	0	55	15	4	2
14	13	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain	16,059.8	7,457.8	25,432.5	30	2	3	4	5	2	50	1	3
15	26	SINOHYDRO CORP., Beijing, China	15,883.3	4,010.0	20,668.0	8	3	54	19	2	0	12	0	0
16	15	SKANSKA AB, Solna, Sweden	14,635.5	11,632.3	18,235.0	52	2	3	3	3	6	28	0	2
17	18	SHIMIZU CORP., Tokyo, Japan	14,403.8	1,162.8	14,596.1	58	6	3	2	1	6	15	0	0
18	17	KAJIMA CORP., Tokyo, Japan	14,394.7	2,106.3	15,049.0	55	9	4	3	1	3	13	0	1
19	22	OBAYASHI CORP., Tokyo, Japan	13,675.0	1,916.0	10,539.0	59	3	3	2	1	5	22	1	2
20	27	SHANGHAI CONSTRUCTION GROUP, Shanghai, China	13,005.3	1,654.1	13,176.3	75	7	0	0	1	0	12	0	0
21	21	TAISEI CORP., Tokyo, Japan	12,978.0	1,435.0	13,410.0	55	10	1	1	2	0	27	0	0
22	11	STRABAG SE, Vienna, Austria	12,777.0	10,870.0	12,449.0	24	0	2	3	4	5	46	0	0
23	19	BALFOUR BEATTY, London, U.K.	12,400.4	5,161.1	12,351.3	50	0	7	2	2	0	36	0	1
24	23	TAKENAKA CORP., Osaka, Japan	12,248.0	880.0	9,404.0	82	12	0	0	1	0	4	0	0
25	24	SAIPEM, San Donato Milanese (Milan), Italy	12,106.8	11,604.9	15,590.5	0	0	0	0	0	99	0	0	0
26	20	BILFINGER BERGER SE, Mannheim, Germany	10,780.8	6,324.3	10,681.4	28	0	14	0	2	36	21	0	0
27	29	CONSTRUTORA NORBERTO ODEBRECHT, Sao Paulo, SP, Brazil	10,000.8	5,837.6	15,930.2	5	0	14	9	1	18	52	0	0
28	25	ROYAL BAM GROUP NV, Bunnik, The Netherlands	9,808.0	5,435.0	11,129.0	47	0	0	0	0	0	49	0	0
29	34	LARSEN & TOUBRO LTD., Mumbai, India	9,205.0	1,199.0	17,865.4	11	7	31	2	1	27	16	0	0
30	33	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	8,876.5	4,308.9	15,878.4	31	1	23	3	1	26	14	0	1
31	32	LEND LEASE GROUP, Millers Point, NSW, Australia	8,431.4	5,590.4	3,543.4	92	0	0	1	0	4	1	0	1
32	31	KIEWIT CORP., Omaha, Neb., U.S.A.	8,206.6	2,222.9	8,296.6	7	0	20	9	5	21	34	0	0
33	30	TECHNIP, Paris, France	8,069.0	7,940.0	9,231.0	0	0	0	0	0	100	0	0	0
34	28	KBR, Houston, Texas, U.S.A.	7,648.1	5,863.5	7,232.0	30	2	11	3	0	44	9	0	0
35	36	GS ENGINEERING & CONSTRUCTION CORP., Seoul, S. Korea	7,043.3	1,969.4	12,587.3	41	6	13	2	5	23	10	0	0
36	35	SACYR VALLEHERMOSO, Madrid, Spain	6,942.1	2,162.8	10,279.9	28	0	4	6	11	0	46	0	0
37	43	DONGFANG ELECTRIC CORP., Chengdu, Sichuan, China	6,865.1	1,140.1	8,581.4	0	0	100	0	0	0	0	0	0
38	**	OHL, Madrid, Spain	6,480.9	4,624.7	6,568.9	21	0	0	3	3	2	70	0	0
39	45	SAMSUNG C&T CORP., Seoul, S. Korea	6,437.9	1,625.2	9,705.4	37	29	9	1	0	4	20	0	0
40	67	STROYGAZCONSULTING LLC, Moscow, Russia	6,118.5	0.0	13,297.7	0	0	0	0	0	98	2	0	0
41	37	FERROVIAL AGROMAN SA, Madrid, Spain	6,110.6	3,346.3	7,052.8	25	0	0	5	5	1	61	0	0
42	55	CHINA NATIONAL CHEMICAL ENG'G GROUP CORP., Beijing, China	5,954.1	965.8	9,598.5	4	8	1	0	1	74	0	0	0
43	38	DAEWOO E&C CO. LTD., Seoul, S. Korea	5,913.6	1,612.2	10,270.4	46	0	6	2	11	17	16	2	0
44	41	DAELIM INDUSTRIAL CO. LTD., Seoul, S. Korea	5,673.0	2,383.0	5,645.0	27	2	3	4	1	47	14	0	0
45	40	POSCO ENGINEERING & CONSTRUCTION, Incheon, S. Korea	5,339.7	574.4	9,836.1	27	0	18	1	5	38	12	0	0
46	50	TODA CORP., Tokyo, Japan	5,286.0	90.0	5,502.0	74	3	2	2	2	5	12	0	0
47	39	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece	5,264.7	5,264.7	6,427.9	14	0	1	19	0	45	21	0	0
48	49	KINDEN CORP., Tokyo, Japan	5,112.0	327.0	5,112.0	58	3	19	1	5	0	3	0	12
49	44	PCL CONSTRUCTION ENTERPRISES INC., Edmonton, Alberta, Canada	4,984.9	1,519.4	5,026.4	56	1	4	4	2	22	11	1	0
50	56	THE SHAW GROUP INC., Baton Rouge, La., U.S.A.	4,966.0	472.0	3,267.7	0	0	51	2	1	15	10	19	0
51	75	CHINA PETROLEUM ENG'G & CONSTRUCTION CORP., Beijing, China	4,861.7	3,476.2	3,900.2	0	0	0	0	0	100	0	0	0

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			TOTAL	INT'L										
52	53	<b>ZHEJIANG CONSTR. INVEST. GROUP CO. LTD.</b> , Hangzhou, Zhejiang, China	4,849.4	177.9	5,582.9	49	5	7	2	3	12	21	0	1
53	60	<b>CHINA GEZHOUBA GROUP CO. LTD.</b> , Wuhan, Hubei, China	4,815.6	1,266.7	10,194.0	9	1	46	9	5	0	23	0	0
54	54	<b>CHINA NATIONAL MACHINERY INDUSTRY CORP.</b> , Beijing, China	4,716.3	3,529.5	21,373.3	12	8	40	7	3	9	21	0	1
55	69	<b>SAMSUNG ENGINEERING CO. LTD.</b> , Seoul, S. Korea	4,660.0	3,070.0	8,064.0	1	14	0	0	9	75	1	0	0
56	51	<b>CLARK GROUP</b> , Bethesda, Md., U.S.A.	4,536.8	4.1	3,036.0	83	0	0	0	0	0	12	0	0
57	66	<b>PETROFAC LTD.</b> , Jersey, U.K.	4,354.2	4,354.2	7,673.0	0	0	0	0	0	100	0	0	0
58	57	<b>GRUPO ISOLUX CORSAN SA</b> , Madrid, Spain	4,269.7	2,174.7	8,003.2	10	8	30	4	2	5	26	0	9
59	42	<b>JACOBS</b> , Pasadena, Calif., U.S.A.	4,120.7	1,243.9	7,900.0	3	5	2	0	0	86	1	3	0
60	48	<b>FOSTER WHEELER AG</b> , Clinton, N.J., U.S.A.	4,067.7	3,471.7	4,105.8	0	0	18	0	0	81	0	0	0
61	46	<b>ACCIONA INFRAESTRUCTURAS</b> , Madrid, Spain	4,034.0	1,407.0	4,341.8	27	0	6	5	0	6	51	0	0
62	78	<b>SK ENGINEERING &amp; CONSTRUCTION</b> , Seoul, S. Korea	4,011.5	1,434.8	7,278.6	27	0	5	3	2	40	13	0	10
63	61	<b>TECNICAS REUNIDAS</b> , Madrid, Spain	3,990.0	3,343.0	5,211.0	0	0	14	5	0	78	0	0	0
64	62	<b>CONSTRUCOES E COMERCIO CAMARGO CORREA SA</b> , Sao Paulo, Brazil	3,922.2	401.6	4,837.1	3	0	31	0	3	47	16	0	0
65	64	<b>ABEINSA SA</b> , Seville, Spain	3,834.2	2,406.2	5,503.0	3	1	82	1	0	3	3	0	4
66	90	<b>CHINA PETROLEUM PIPELINE BUREAU</b> , Langfang City, Hebei, China	3,802.0	976.0	3,386.8	0	0	0	0	0	99	0	0	1
67	58	<b>A. PORR AG</b> , Vienna, Austria	3,755.8	1,397.7	3,443.6	28	0	0	0	0	0	72	0	0
68	**	<b>CHINA YUNAN CONSTRUCTION ENG'G CO. LTD.</b> , Kunming, Yunnan, China	3,647.1	164.6	4,336.1	87	0	0	6	0	3	3	0	0
69	88	<b>THE ARAB CONTRACTORS (O.A.O. &amp; CO.)</b> , Cairo, Egypt	3,638.9	708.9	4,127.5	23	0	1	27	21	4	24	0	0
70	82	<b>CONSTRUTORA ANDRADE GUTIERREZ SA</b> , Sao Paulo, Brazil	3,631.6	1,029.8	NA	8	0	20	3	1	24	45	0	0
71	94	<b>JGC CORP.</b> , Yokohama, Japan	3,589.0	3,024.0	5,794.0	5	0	0	0	0	93	0	1	0
72	74	<b>THE WALSH GROUP LTD.</b> , Chicago, Ill., U.S.A.	3,448.5	25.0	4,490.0	30	0	4	14	5	0	47	0	0
73	77	<b>PENTA-OCEAN CONSTRUCTION CO. LTD.</b> , Tokyo, Japan	3,400.7	999.5	3,371.9	35	0	0	2	13	6	45	0	0
74	101	<b>QINGJIAN GROUP CO. LTD.</b> , Qingdao, Shandong, China	3,351.0	545.0	3,334.0	78	0	0	9	2	4	6	0	0
75	86	<b>CITIC CONSTRUCTION CO. LTD.</b> , Beijing, China	3,280.8	3,252.9	2,623.9	48	1	8	0	0	5	38	0	0
76	68	<b>ED. ZUBLIN AG</b> , Stuttgart, Germany	3,265.8	1,044.9	3,200.9	65	0	6	1	3	1	6	0	0
77	70	<b>THE WHITING-TURNER CONTRACTING CO.</b> , Baltimore, Md., U.S.A.	3,232.0	0.0	3,500.0	86	2	1	0	1	2	3	0	5
78	47	<b>TUTOR PERINI CORP.</b> , Sylmar, Calif., U.S.A.	3,195.5	170.2	3,249.7	78	0	0	0	1	1	21	0	0
79	**	<b>DANIELI &amp; C SPA</b> , Buttrio, Italy	3,100.0	2,945.0	2,500.0	0	0	0	0	0	100	0	0	0
80	65	<b>TECHINT GROUP</b> , Milan, Italy	3,094.9	2,835.6	2,608.6	2	0	10	0	0	72	4	0	0
81	63	<b>CB&amp;I</b> , The Woodlands, Texas, U.S.A.	3,041.4	2,219.6	3,361.1	0	0	3	5	0	91	0	0	0
82	84	<b>MAIRE TECNIMONT</b> , Rome, Italy	3,011.9	2,494.5	2,329.8	5	0	46	0	0	42	8	0	0
83	79	<b>GILBANE BUILDING CO.</b> , Providence, R.I., U.S.A.	2,975.2	22.3	2,571.1	92	0	0	0	1	4	1	0	1
84	87	<b>SUMITOMO MITSUI CONSTRUCTION CO. LTD.</b> , Tokyo, Japan	2,898.0	257.0	22,898.0	62	5	0	4	2	5	22	0	0
85	105	<b>JIANGSU NANTONG NO. 3 CONSTR. GROUP CO. LTD.</b> , Haimen, China	2,807.9	189.7	2,447.5	100	0	0	0	0	0	0	0	0
86	81	<b>SHANGHAI URBAN CONSTRUCTION (GROUP) CORP.</b> , Shanghai, China	2,797.8	188.9	2,477.5	3	0	3	4	12	9	62	3	3
87	59	<b>NISHIMATSU CONSTRUCTION CO. LTD.</b> , Tokyo, Japan	2,792.2	258.0	2,483.4	47	8	2	7	4	0	25	0	0
88	98	<b>SEPSCO ELECTRIC POWER CONSTR. CORP.</b> , Jinan City, Shandong, China	2,766.2	750.6	3,004.5	0	0	100	0	0	0	0	0	0
89	85	<b>COMSA EMTE</b> , Madrid, Spain	2,714.3	421.8	NA	4	0	0	0	0	0	49	0	32
90	125	<b>CHINA HUANQIU CONTRACTING &amp; ENGINEERING CORP.</b> , Beijing, China	2,706.8	322.4	3,590.4	1	0	0	0	0	99	0	0	0
91	115	<b>AECON GROUP INC.</b> , Toronto, Ontario, Canada	2,667.0	155.0	NA	25	1	7	1	1	25	31	0	4
92	92	<b>BESIX SA</b> , Brussels, Belgium	2,592.0	1,728.0	3,421.0	50	0	7	0	7	0	37	0	0
93	95	<b>ASTALDI SPA</b> , Rome, Italy	2,564.1	1,415.0	2,152.0	4	0	0	12	0	1	82	0	0
94	123	<b>ANHUI CONSTRUCTION ENG'G GROUP CO. LTD.</b> , Hefei, Anhui, China	2,552.6	277.6	2,938.0	53	3	1	3	3	5	31	1	0
95	83	<b>HENSEL PHELPS CONSTRUCTION CO.</b> , Greeley, Colo., U.S.A.	2,533.8	0.0	1,790.4	81	2	0	0	0	0	16	0	1
96	71	<b>IMPREGILO SPA</b> , Milan, Italy	2,472.9	1,902.1	3,512.1	3	0	1	37	8	0	41	0	0
97	100	<b>MORTENSON CONSTRUCTION</b> , Minneapolis, Minn., U.S.A.	2,459.5	182.6	2,031.0	74	0	21	0	0	0	0	0	4
98	80	<b>MCCARTHY HOLDINGS INC.</b> , St. Louis, Mo., U.S.A.	2,448.0	0.0	2,900.0	83	0	2	1	4	1	8	0	0
99	110	<b>SNC-LAVALIN INTERNATIONAL INC.</b> , Montreal, Quebec, Canada	2,422.7	1,422.3	NA	11	0	40	18	1	12	18	0	0
100	89	<b>JAN DE NUL GROUP (SOFIDRA SA)</b> , Capellen, Luxembourg	2,410.1	1,675.8	NA	16	0	0	13	0	10	61	0	0
101	108	<b>HANWHA ENGINEERING &amp; CONSTRUCTION CORP.</b> , Seoul, S. Korea	2,390.8	501.6	3,047.9	54	1	22	2	4	4	7	0	1
102	**	<b>HYUNDAI DEVELOPMENT CO. ENG'G &amp; CONSTR.</b> , Seoul, S. Korea	2,348.3	0.0	27.8	68	0	0	0	2	0	30	0	0

#40

STROYGAZCONSULTING LLC from Moscow is the largest firm on the Top Global Contractors list that reported no international contracting revenue.

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			TOTAL	INT'L										
103	76	ELLAKTOR SA, Kifissia, Greece	2,346.7	448.3	704.1	17	0	6	1	8	3	62	0	0
104	97	CHIYODA CORP., Yokohama, Japan	2,331.0	1,284.0	1,636.0	0	11	4	0	0	82	0	0	0
105	106	ZHONGYUAN PETROLEUM EXPLORATION BUR., Puyang, Henan, China	2,314.9	600.4	2,314.9	0	0	0	0	0	100	0	0	0
106	91	STRUCTURE TONE, New York, N.Y., U.S.A.	2,240.6	103.3	2,651.0	82	0	0	0	0	3	0	0	15
107	116	VEIDEKKE ASA, Oslo, Norway	2,186.0	724.0	NA	58	1	2	1	0	3	27	0	0
108	52	MCDERMOTT INTERNATIONAL INC., Houston, Texas, U.S.A.	2,148.5	2,094.7	4,181.9	0	0	0	0	0	100	0	0	0
109	109	SINOPEC ENGINEERING INC., Beijing, China	2,115.3	1,045.8	632.2	0	0	0	0	0	100	0	0	0
110	**	MOTA-ENGIL, Porto, Portugal	2,111.8	1,234.3	1,750.3	22	0	0	0	0	0	78	0	0
111	121	HABTOOR LEIGHTON GROUP, Dubai, U.A.E.	2,100.0	600.0	1,320.0	83	0	0	3	0	0	14	0	0
112	113	VAN OORD, Rotterdam, The Netherlands	2,099.2	1,646.0	2,203.7	0	0	9	0	0	22	69	0	0
113	99	URS CORP., San Francisco, Calif., U.S.A.	2,040.0	187.4	1,599.2	2	0	45	1	0	12	26	10	0
114	128	MCCONNELL DOWELL CORP. LTD., Hawthorn, Victoria, Australia	2,005.2	604.5	1,993.8	15	1	25	24	2	7	7	0	0
115	118	DOOSAN ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	2,003.8	38.5	1,392.2	71	1	1	2	2	1	20	0	2
116	127	SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	1,953.1	669.4	1,553.4	48	0	2	1	1	0	37	0	0
117	103	JE DUNN CONSTRUCTION GROUP, Kansas City, Mo., U.S.A.	1,923.8	0.0	1,955.3	94	0	0	0	0	0	2	0	4
118	111	DAQING OILFIELD CONSTRUCTION CO. LTD., Daqing City, China	1,915.0	30.0	1,993.0	2	0	0	0	0	78	20	0	0
119	120	GRAHAM GROUP LTD., Calgary, Alberta, Canada	1,886.0	250.0	2,671.0	54	9	7	10	1	0	19	0	0
120	130	ANSALDO ENERGIA SPA, Genova, Italy	1,874.0	956.3	1,890.0	0	0	100	0	0	0	0	0	0
121	122	TOYO ENGINEERING CORP., Chiba, Japan	1,871.3	1,205.1	2,675.9	0	11	0	0	0	89	0	0	0
122	96	JOANNOU & PARASKEVAIDES GROUP OF COS., Guernsey, U.K.	1,792.9	1,792.9	800.0	25	0	14	1	2	5	52	0	0
123	158	JIANGSU NANTONG LIUJIAN CONSTR. CO. LTD., Rugao, Jiangsu, China	1,779.1	127.6	1,587.6	89	1	0	0	0	9	2	0	0
124	117	GRANITE CONSTRUCTION INC., Watsonville, Calif., U.S.A.	1,763.0	0.0	2,025.0	1	0	0	1	0	0	76	0	0
125	153	SEPCHOI ELECTRIC POWER CONSTR. CORP., Weifang, Shandong, China	1,755.3	1,579.9	3,111.0	0	0	100	0	0	0	0	0	0
126	107	HUNT CONSTRUCTION GROUP, Scottsdale, Ariz., U.S.A.	1,750.0	0.0	760.0	88	0	0	0	0	0	12	0	0
127	104	PUNJ LLOYD LTD., Gurgaon, Haryana, India	1,748.0	1,061.0	2,692.0	11	0	8	1	0	52	24	0	0
128	137	ORASCOM CONSTRUCTION INDUSTRIES (OCI), Cairo, Egypt	1,734.1	911.4	1,103.9	11	2	23	0	1	28	26	0	0
129	114	BRASFIELD & GORRIE LLC, Birmingham, Ala., U.S.A.	1,719.8	0.0	1,909.7	87	1	1	2	4	1	1	0	1
130	136	SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China	1,706.3	1,176.3	6,490.8	0	0	100	0	0	0	0	0	0
131	**	ANSALDO STS, Genoa, Italy	1,705.0	966.0	2,635.0	0	0	0	0	0	0	100	0	0
132	129	SUFFOLK CONSTRUCTION CO. INC., Boston, Mass., U.S.A.	1,670.0	0.0	1,024.0	100	0	0	0	0	0	0	0	0
133	126	TURNER INDUSTRIES GROUP LLC, Baton Rouge, La., U.S.A.	1,612.4	51.1	214.0	0	0	3	0	0	95	0	2	0
134	147	HOLDER CONSTRUCTION CO., Atlanta, Ga., U.S.A.	1,611.0	5.0	1,636.0	26	0	0	0	0	0	5	0	69
135	144	TAIKISHA LTD., Tokyo, Japan	1,610.0	714.2	NA	22	27	0	0	0	51	0	0	0
136	165	NANTONG CONSTR. JOINT-STOCK CO. LTD., Nantong, Jiangsu, China	1,574.1	194.2	1,270.0	78	5	1	0	1	14	1	0	0
137	215	POLIMEKS INSAAT TAAHHUT VE SAN TIC. AS, Istanbul, Turkey	1,540.0	1,540.0	3,214.0	47	0	0	8	8	9	25	0	3
138	112	IBERDROLA INGENIERIA Y CONSTRUCCION, Madrid, Spain	1,529.9	1,215.9	879.2	0	0	100	0	0	0	0	0	0
139	146	JOHN SISK & SON LTD., Dublin, Leinster, Ireland	1,525.2	665.9	850.0	68	18	7	0	0	0	7	0	0
140	161	SALFACORP, Santiago, Chile	1,513.5	128.5	1,241.3	65	1	12	0	0	3	0	1	0
141	132	SALINI COSTRUTTORI SPA, Rome, Italy	1,500.4	969.6	8,341.1	9	0	0	29	0	0	59	0	0
142	124	AUSTIN INDUSTRIES, Dallas, Texas, U.S.A.	1,471.7	0.0	1,266.0	33	0	2	0	0	20	43	0	2
143	171	XINJIANG BEIXIN CONSTR. & ENG'G CO. LTD., Urumqi, Xinjiang, China	1,453.5	308.7	1,534.9	35	0	0	11	0	0	54	0	0
144	155	DPR CONSTRUCTION INC., Redwood City, Calif., U.S.A.	1,429.5	0.0	2,750.0	55	1	0	0	0	20	0	0	24
145	145	CTCI CORP., Taipei, Taiwan	1,422.5	472.7	1,889.1	2	5	6	0	8	69	10	0	0
146	138	ARABIAN CONSTRUCTION CO. SAL, Beirut, Lebanon	1,407.8	1,359.1	1,576.4	90	0	4	0	0	0	0	0	0
147	160	RENAISSANCE CONSTRUCTION, Ankara, Turkey	1,382.4	1,317.8	1,583.5	67	20	0	0	0	11	2	0	0
148	**	ARABIAN BEMCO CONTRACTING CO. LTD., Jeddah, Saudi Arabia	1,353.6	96.8	1,306.8	7	0	87	1	1	1	0	0	0
149	135	MANHATTAN CONSTRUCTION GROUP, Tulsa, Okla., U.S.A.	1,350.4	0.0	1,124.1	84	0	0	0	0	0	16	0	0
150	143	GAMA, Ankara, Turkey	1,335.6	1,205.8	831.1	1	0	40	20	0	32	7	0	0
151	199	ALARKO CONTRACTING GROUP, Gebze/Kocaeli, Turkey	1,286.9	240.4	NA	0	0	63	0	12	0	24	0	0
152	157	DAY & ZIMMERMANN, Philadelphia, Pa., U.S.A.	1,285.0	5.8	24.7	0	0	94	0	0	6	0	0	0
153	167	CHINA POWER ENGINEERING CONSULTING GROUP CO., Beijing, China	1,276.2	67.0	3,023.3	0	0	100	0	0	0	0	0	0



RANK 2011	RANK 2010		2010 REVENUE (\$ MIL.)		2010 NEW CONTRACTS (\$ MIL.)	GENERAL BUILDING	MANUFACTURING	POWER	WATER SUPPLY	SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM.
			TOTAL	INT'L										
154	**	GRUPO SANJOSE SA, Tres Cantos (Madrid), Spain	1,269.9	254.0	952.6	85	0	1	0	0	0	14	0	0
155	141	THE YATES COS. INC., Philadelphia, Miss., U.S.A.	1,269.2	15.8	1,037.8	75	15	3	0	0	1	6	0	0
156	200	TREVI SPA, Cesena, Italy	1,268.7	1,094.5	512.8	100	0	0	0	0	0	0	0	0
157	168	IMPRESA PIZZAROTTI & C. SPA, Parma, Italy	1,266.0	276.0	577.8	18	0	5	1	0	0	76	0	0
158	139	PJSC STROYTRANSGAZ, Moscow, Russia	1,254.8	415.7	2,346.0	7	0	28	0	0	65	0	0	0
159	156	PETROLEUM PROJECTS & TECHNICAL CONSULTATIONS, Cairo, Egypt	1,245.9	320.7	1,106.8	8	12	0	0	0	79	0	0	0
160	159	HANJIN HEAVY INDUSTRIES & CONSTR. CO. LTD., Seoul, S. Korea	1,180.8	70.0	1,315.0	43	2	1	6	2	3	42	0	0
161	**	SHENYANG YUANDA ALUMINUM INDUS. ENG'G CO., Shenyang, China	1,178.8	280.0	719.7	100	0	0	0	0	0	0	0	0
162	119	ENKA CONSTRUCTION & INDUSTRY CO. INC., Istanbul, Turkey	1,170.1	998.0	1,073.7	22	0	39	3	0	20	16	0	0
163	148	BARTON MALOW CO., Southfield, Mich., U.S.A.	1,122.6	0.0	1,252.8	33	23	24	0	0	20	0	0	0
164	142	PARSONS, Pasadena, Calif., U.S.A.	1,117.6	177.4	1,097.9	17	0	4	2	5	11	45	17	0
165	187	KHARAFI NATIONAL KSCC, Safat, Kuwait	1,115.0	442.0	3,592.0	16	0	3	0	19	27	0	0	0
166	172	NATIONAL PETROLEUM CONSTRUCTION CO. (NPCC), Abu Dhabi, U.A.E.	1,107.1	562.9	1,984.4	0	0	0	0	0	100	0	0	0
167	154	WILLBROS GROUP INC., Houston, Texas, U.S.A.	1,088.0	266.0	2,677.0	0	0	57	0	0	43	0	0	0
168	140	BLACK & VEATCH, Overland Park, Kan., U.S.A.	1,087.9	465.0	968.9	0	0	46	22	11	0	0	0	21
169	201	CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey	1,079.4	409.2	95.0	1	0	0	20	0	0	59	0	0
170	162	CHINA CIVIL ENGINEERING CONSTR. CORP., Beijing, China	1,077.0	1,026.3	1,852.4	32	0	0	4	0	0	64	0	0
171	131	ZACHRY HOLDINGS, San Antonio, Texas, U.S.A.	1,063.7	0.0	2,653.0	0	0	57	0	0	43	0	0	0
172	151	SOARES DA COSTA - GRUPO SGPS, Porto, Portugal	1,056.6	675.2	790.4	57	0	6	4	3	0	29	0	1
173	163	MICHEL'S CORP., Brownsville, Wis., U.S.A.	1,056.3	47.7	1,056.3	0	4	18	0	10	54	8	0	7
174	**	PRIMORIS SERVICES CORP., Lake Forest, Calif., U.S.A.	1,049.0	21.7	1,263.0	2	0	12	3	2	54	27	0	0
175	184	SUNDT CONSTRUCTION INC., Tempe, Ariz., U.S.A.	1,034.0	0.0	889.7	80	0	3	2	6	0	9	0	1
176	**	NATA CONSTRUCTION TOURISM TRADE AND INDUS. CO., Ankara, Turkey	1,026.0	446.0	578.0	36	0	0	13	0	0	49	0	0
177	203	CHINA JIANGSU INT'L ECON-TECH. COOP. CORP., Nanjing, China	1,022.1	553.3	1,179.0	80	0	0	2	0	0	5	0	0
178	198	BONATTI SPA, Parma, Italy	1,017.0	761.0	932.5	8	0	0	0	0	92	0	0	0
179	149	FLINTCO LLC, Tulsa, Okla., U.S.A.	1,002.0	0.0	1,063.5	100	0	0	0	0	0	0	0	0
180	175	WALBRIDGE, Detroit, Mich., U.S.A.	1,001.5	65.0	1,473.0	54	29	3	1	2	8	3	0	0
181	**	ABB SPA - PROCESS AUTOMATION DIVISION, Sesto San Giovanni, Italy	1,001.0	840.8	218.2	0	0	12	0	0	88	0	0	0
182	180	C.M.C. DI RAVENNA, Ravenna, Italy	998.2	534.6	832.5	20	0	25	4	1	0	48	0	0
183	**	ITALIAN-THAI DEVELOPMENT PCL, Bangkok, Thailand	996.3	261.2	186.8	31	8	5	4	0	0	47	0	0
184	170	SOCIETA ITALIANA PER CONDOTTE D'ACQUA SPA, Rome, Italy	982.7	258.6	478.9	13	0	0	6	0	0	74	0	0
185	192	LAYNE CHRISTENSEN CO., Mission Woods, Kan., U.S.A.	982.1	166.8	1,013.1	0	0	0	42	29	0	0	1	0
186	150	SWINERTON INC., San Francisco, Calif., U.S.A.	981.5	0.0	1,466.2	86	0	7	0	0	0	3	0	3
187	176	BAUER AG, Schrobenhausen, Germany	954.8	661.8	1,055.1	27	5	16	7	3	13	23	0	4
188	190	AL-ARRAB CONTRACTING CO. LTD., Riyadh, Saudi Arabia	923.5	392.1	2,330.2	72	0	7	2	0	0	20	0	0
189	179	THE LANE CONSTRUCTION CORP., Cheshire, Conn., U.S.A.	914.0	0.0	1,330.2	0	0	0	0	0	0	100	0	0
190	164	PEPPER CONSTRUCTION GROUP, Chicago, Ill., U.S.A.	908.9	0.0	1,192.0	88	0	0	0	11	0	0	0	0
191	188	NUROL CONSTRUCTION AND TRADING CO., Ankara, Turkey	892.2	589.0	1,500.0	34	5	4	15	0	5	36	0	0
192	**	HARBIN POWER ENGINEERING CO. LTD., Harbin, China	891.1	891.1	891.1	0	0	100	0	0	0	0	0	0
193	**	WORLEYPARSONS, North Sydney, NSW, Australia	890.4	588.6	338.3	0	0	3	0	0	93	0	0	0
194	205	CLAYCO INC., St. Louis, Mo., U.S.A.	880.0	0.0	800.0	100	0	0	0	0	0	0	0	0
195	**	ARCHIRODON GROUP NV, Dordrecht, The Netherlands	873.6	873.6	624.8	17	0	19	0	0	2	61	0	0
196	220	PAN-CHINA CONSTRUCTION GROUP CO. LTD., Beijing, China	866.5	253.2	470.5	69	0	0	0	0	0	31	0	0
197	**	POMERLEAU, Montreal, Quebec, Canada	865.4	39.4	971.8	64	0	8	0	5	6	18	0	0
198	166	E. PIHL & SON AS, Kongens Lyngby, Denmark	863.2	472.5	923.5	50	0	13	0	4	0	32	0	0
199	133	ARABTEC CONSTRUCTION LLC, Dubai, U.A.E.	841.8	258.6	2,335.0	93	0	0	0	0	0	0	0	0
200	152	THE WEITZ CO., Des Moines, Iowa, U.S.A.	835.2	6.7	931.1	94	1	0	0	0	5	0	0	0
201	178	VALLEYCREST LANDSCAPE COS., Calabasas, Calif., U.S.A.	835.0	0.0	NA	100	0	0	0	0	0	0	0	0
202	181	GHELLA SPA, Rome, Italy	824.0	674.0	3,415.0	4	0	39	10	1	0	42	0	0
203	**	SHAPOORJI PALLONJI & CO. LTD., Mumbai, Maharashtra, India	809.6	159.0	1,665.5	69	7	10	0	0	12	0	0	0
204	169	CH2M HILL, Englewood, Colo., U.S.A.	804.3	320.6	1,311.5	15	4	31	8	1	30	0	12	0

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			TOTAL	INT'L										
205	**	<b>METKA</b> , Maroussi, Athens, Greece	802.4	480.8	1,458.2	1	0	95	0	0	3	1	0	0
206	174	<b>HOFFMAN CORP.</b> , Portland, Ore., U.S.A.	787.6	0.0	NA	75	10	0	0	7	1	6	0	2
207	177	<b>PER AARSLEFF A/S</b> , Aabyhoej, Denmark	784.9	269.5	1,307.0	4	13	11	2	31	0	39	0	0
208	197	<b>YUKSEL INSAAT CO. INC.</b> , Ankara, Turkey	784.5	576.5	653.1	23	0	0	39	0	0	37	0	0
209	217	<b>THE KOKOSING GROUP</b> , Fredericktown, Ohio, U.S.A.	778.6	0.0	821.6	12	0	0	4	13	13	49	0	1
210	**	<b>GAMUDA BERHAD</b> , Petaling Jaya, Selangor, Malaysia	771.0	199.1	NA	0	0	0	0	10	0	90	0	0
211	**	<b>KOLIN INSAAT TURIZM SANAYI VE TICARET AS</b> , Ankara, Turkey	765.1	151.1	315.4	4	0	15	7	0	2	58	0	0
212	186	<b>ALBERICI CORP.</b> , St. Louis, Mo., U.S.A.	759.6	128.6	804.2	10	11	8	45	8	15	2	0	0
213	**	<b>YAPI MERKEZI INSAAT VE SANAYI AS</b> , Istanbul, Turkey	756.9	443.8	931.5	9	2	0	0	6	0	83	0	0
214	185	<b>TEKFEN CONSTRUCTION AND INSTALLATION CO. INC.</b> , Istanbul, Turkey	754.0	660.0	37.0	1	0	3	11	0	54	31	0	0
215	**	<b>BURNS &amp; MCDONNELL</b> , Kansas City, Mo., U.S.A.	742.2	15.0	NA	0	12	48	1	2	33	4	0	0
216	211	<b>DUKE CONSTRUCTION</b> , Indianapolis, Ind., U.S.A.	740.3	0.0	343.9	96	1	0	0	0	0	3	0	0
217	**	<b>CHINA WU YI CO. LTD.</b> , Fuzhou, Fujian, China	734.6	230.6	785.3	50	0	0	2	0	14	33	0	0
218	**	<b>IRCON INTERNATIONAL LTD.</b> , New Delhi, Delhi, India	731.8	356.9	809.3	5	0	0	0	0	0	89	0	6
219	**	<b>CGC OVERSEAS CONSTRUCTION GROUP CO. LTD.</b> , Beijing, China	720.5	650.4	1,004.5	11	0	0	22	0	0	66	0	0
220	**	<b>WEBCOR BUILDERS</b> , San Francisco, Calif., U.S.A.	711.2	0.0	2,147.9	91	0	0	0	0	0	9	0	0
221	194	<b>CHINA GEO-ENGINEERING CORP.</b> , Beijing, China	709.5	527.9	695.3	27	0	1	30	6	0	31	1	0
222	**	<b>SENER INGENIERIA Y SISTEMAS SA</b> , Las Arenas, Vizcaya, Spain	699.0	275.4	589.4	1	15	49	0	0	30	4	0	0
223	173	<b>AMEC PLC</b> , London, U.K.	694.9	255.3	123.0	20	0	43	0	0	26	1	0	0
224	225	<b>ADOLFSON &amp; PETERSON CONSTRUCTION</b> , Minneapolis, Minn., U.S.A.	691.0	0.0	591.0	98	0	0	0	2	0	0	0	0
225	**	<b>MAPA INSAAT VE TICARET A.S.</b> , Ankara, Turkey	689.8	519.1	51.5	7	0	0	55	0	0	38	0	0

# Where to find the Top 225

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK
A		Day & Zimmermann	152	Layne Christensen Co.	185	John Sisk & Son Ltd.	139
ABB SpA - Process Automation Division	181	Dongfang Electric Corp.	37	Leighton Holdings Ltd.	11	SK Engineering & Construction	62
Abeinsa SA	65	Doosan Engineering & Construction Co. Ltd.	115	Lend Lease Group	31	Skanska AB	16
Acciona Infraestructuras	61	DPR Construction Inc.	144	M		SNC-Lavalin International Inc.	99
Grupo ACS	9	Duke Construction	216			Soares Da Costa - Grupo SGPS	172
Adolfson & Peterson Construction	224	JE Dunn Construction Group	117			Ssangyong Engineering & Construction Co. Ltd.	116
Aecon Group Inc.	91	E		MAPA Insaat ve Ticaret A.S.	225	STRABAG SE	22
Al-Arabb Contracting Co. Ltd.	188			Maire Tecnimont	82	Stroygazconsulting LLC	40
Alberici Corp.	212	EIFFAGE	12	Manhattan Construction Group	149	PJSC Stroytransgaz	158
Alarko Contracting Group	151	Ellaktor SA	103	McCarthy Holdings Inc.	98	Structure Tone	106
AMEC plc	223	Enka Construction & Industry Co. Inc.	162	McConnell Dowell Corp. Ltd.	114	Suffolk Construction Co. Inc.	132
Anhui Construction Engineering Group Co. Ltd.	94	F		McDermott International Inc.	108	Sumitomo Mitsui Construction Co. Ltd.	84
Ansaldo Energia SpA	120			Metka	205	Sundt Construction Inc.	175
Ansaldo STS	131	FCC, Fomento de Constr. y Contratas SA	14	Michels Corp.	173	Swinerton Inc.	186
The Arab Contractors (O.A.O. & Co.)	69	Ferrovial Agroman SA	41	Mortenson Construction	97	T	
Arabian Bemco Contracting Co. Ltd.	148	Flintco LLC	179	Mota-Engil	110		
Arabian Construction Co. SAL	146	Fluor Corp.	13	N		Taikisha Ltd.	135
Arabtec Construction LLC	199	Foster Wheeler AG	60			Taisei Corp.	21
Archirodon Group NV	195	G		Nantong Construction Group Joint-Stock Co. Ltd.	136	Takenaka Corp.	24
Astaldi SpA	93			Nata Construction Tourism Trade and Industry Co.	176	Techint Group	80
Austin Industries	142	GAMA	150	National Petroleum Construction Co. (NPCC)	166	TECHNIP	33
B		Gamuda Berhad	210	Nishimatsu Construction Co. Ltd.	87	Tecnicas Reunidas	63
		Ghella SpA	202	Nurul Construction and Trading Co.	191	Tekfen Construction and Installation Co. Inc.	214
Balfour Beatty	23	Gilbane Building Co.	83	O		Toda Corp.	46
Royal BAM Group nv	28	Graham Group Ltd.	119			Toyo Engineering Corp.	121
Barton Malow Co.	163	Granite Construction Inc.	124	Obayashi Corp.	19	Trevi Spa	156
Bauer AG	187	Grupo SANJOSE SA	154	Construtora Norberto Odebrecht	27	Turner Industries Group LLC	133
Bechtel	10	GS Engineering & Construction Corp.	35	OHL	38	Tutor Perini Corp.	78
BESIX SA	92	Construtora Andrade Gutierrez SA	70	Orascom Construction Industries (OCI)	128	U	
Bilfinger Berger SE	26	H		P			
Black & Veatch	168					URS Corp.	113
Bonatti SpA	178	Habtoor Leighton Group	111	Pan-China Construction Group Co. Ltd.	196	V	
BOUYGUES	6	Hanjin Heavy Industries & Construction Co. Ltd.	160	Parsons	164		
Brasfield & Gorrie LLC	129	Hanwha Engineering & Construction Corp.	101	PCL Construction Enterprises Inc.	49	ValleyCrest Landscape Cos.	201
Burns & McDonnell	215	Harbin Power Engineering Co. Ltd.	192	Penta-Ocean Construction Co. Ltd.	73	Van Oord	112
C		Hensel Phelps Construction Co.	95	Pepper Construction Group	190	Veidekke ASA	107
		HOCHTIEF AG	8	Per Aarsleff A/S	207	VINCI	4
C.M.C. di Ravenna	182	Hoffman Corp.	206	Petrofac Ltd.	57	W	
Construcoes e Comercio Camargo Correa SA	64	Holder Construction Co.	134	The Petroleum Projects and Technical Consultations Co.	159		
CB&I	81	Hunt Construction Group	126	E. Pihl & Son AS	198	Walbridge	180
Cengiz Construction Industry & Trade Co. Inc.	169	Hyundai Development Co. Engineering & Construction	102	Impresa Pizzarotti & C. SpA	157	The Walsh Group Ltd.	72
CH2M HILL	204	Hyundai Engineering & Construction Co. Ltd.	30	Polimeks Insaat Taahhut ve San Tic. AS	137	Webcor Builders	220
China Civil Engineering Constr. Corp.	170	I		Pomerleau	197	The Weitz Co.	200
China Communications Construction Grp. Ltd.	5			A. Porr AG	67	The Whiting-Turner Contracting Co.	77
China Geo-Engineering Corp.	221	Iberdrola Ingenieria y Construccioon	138	POSCO Engineering & Construction	45	Willbros Group Inc.	167
China Gezhouba Group Co. Ltd.	53	IMPREGILO SpA	96	Primoris Services Corp.	174	WorleyParsons	193
China HuanQiu Contracting & Engineering Corp.	90	Ircon International Ltd.	218	Punj Lloyd Ltd.	127	X	
China Jiangsu Int'l Econ-Tech. Coop. Corp.	177	Grupo Isolux Corsan SA	58	Q			
China Metallurgical Group Corp.	7	Italian-Thai Development PCL	183			Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.	143
China National Chemical Eng'g Group Corp.	42	J		Qingjian Group Co. Ltd.	74	Y	
China National Machinery Industry Corp.	54			R			
China Petroleum Eng'g & Construction Corp.	51	Jacobs	59	Renaissance Construction	147		
China Petroleum Pipeline Bureau (CPP)	66	Jan De Nul Group (Sofidra SA)	100	S		Yapi Merkezi Insaat ve Sanayi AS	213
China Power Engineering Constltg. Group Co.	153	JGC Corp.	71			The Yates Cos. Inc.	155
China Railway Construction Corp. Ltd.	1	Jiangsu Nantong Lijuan Construction Group		Sacry Vallehermoso	36	Yuksek Insaat Co. Inc.	208
China Railway Group Ltd.	2	Co. Ltd.	123	Salpern	25	Z	
China State Construction Eng'g Corp. Ltd.	3	Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.	85	Salfacorp	140		
China Wu Yi Co. Ltd.	217	Joannou & Paraskevaides Group of Cos.	122	Salini Costruttori SpA	141	Zachry Holdings	171
China Yunan Construction Engineering Group Co. Ltd.	68	K		Samsung C&T Corp.	39	Zhejiang Constr. Investment Group Co. Ltd.	52
Chiyoda Corp.	104			Samsung Engineering Co. Ltd.	55	Zhongyuan Petroleum Exploration Bureau	105
CITIC Construction Co. Ltd.	75	Kajima Corp.	18	Sener Ingenieria y Sistemas SA	222	Ed. Zublin AG	76
Clark Group	56	KBR	34	SEPCOIII Electric Power Construction Corp.	125		
Clayco Inc.	194	Kharafi National KSCC	165	SEPCO Electric Power Construction Corp.	88		
COMSA EMTE	89	Kiewit Corp.	32	Shanghai Construction Group	20		
Societa Italiana Per Conditote D'Acqua SpA	184	Kinden Corp.	48	Shanghai Electric Group Co. Ltd.	130		
Consolidated Contractors Group	47	The Kokosing Group	209	Shanghai Urban Construction (Group) Corp.	86		
CTCI Corp.	145	Kolin Insaat Turizm Sanayi ve Ticaret AS	211	Shapoorji Pallonji & Co. Ltd.	203		
D		L		The Shaw Group Inc.	50		
				Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.	161		
Daelim Industrial Co. Ltd.	44	The Lane Construction Corp.	189	Shimizu Corp.	17		
Daewoo E&C Co. Ltd.	43	Larsen & Toubro Ltd.	29	Sinohydro Corp.	15		
Danielli & C SpA	79			Sinopec Engineering Inc.	109		
Daqing Oilfield Construction Group Co. Ltd.	118						

# 2011 ENR Top International Contractors – Subsidiaries by Rank

1

Rank Company Subsidiary

Rank Company Subsidiary

## 1 Hochtief AG

*Constructora Hochtief-TECSA SA*  
*Flatiron Construction Corp.*  
*HOCHTIEF (UK) Construction Ltd.*  
*Hochtief Construction AG*  
*Hochtief Construction Qatar WLL*  
*Hochtief CZ as*  
*Hochtief Facility Management Energy GmbH*  
*Hochtief Facility Management GmbH*  
*Hochtief Polska Sp. z o.o.*  
*Hochtief Projektentwicklung GmbH*  
*Hochtief Russia*  
*Leighton Holdings Ltd.*  
*Streif Baulogistik GmbH*  
*The Turner Construction*

## 2 VINCI

*CFE (Building, Civil works and Dredging)*  
*Concessions*  
*Contracting*  
*Entrepose Contracting (Civil works)*  
*Eurovia (road works)*  
*Filiales Europe Centrale (Civil works)*  
*Pôle Energies (Electrical works and Industrial process)*  
*Sogea Satom & Filiales DOM-TOM (Civil works)*  
*Solétanche- Freyssinet (Civil works)*  
*VINCI Autoroutes (Cofiroute, ASF, Escota, Arcour)*  
*VINCI Concessions*  
*VINCI Construction France (Building and Civil works)*  
*VINCI Construction Grand Projects*  
*VINCI Immobilier*  
*VINCI PLC (Building and Civil works)*

## 3 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.*

## 4 Bouygues

*Bouygues Construction*  
*Bouygues Immobilier*  
*COLAS*

## 5 Skanska AB

*Skanska Construction U.K.*  
*Skanska CZ*  
*Skanska Inc.*  
*Skanska Norge A/S*  
*Skanska Oy*  
*Skanska SA (Argentina)*  
*Skanska SA (Poland)*  
*Skanska Sverige AB*

## 6 Saipem

*Er Sai Caspian Contractor LLC*  
*European Maritime Commerce BV*  
*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 Indonesia*  
*Saipem Nigeria Ltd.*  
*Saipem SA*  
*Saipem U.K. Ltd.*  
*Saudi Arabian Saipem Ltd.*

## 7 Fluor Corp.

*Energy & Chemicals*  
*Fluor Daniel*  
*Global Services*  
*Government*  
*Industrial & Infrastructure*  
*Oil & Gas*  
*Power*

## 8 STRABAG SE

*DYWIDAG Bau GmbH*  
*Ed. Zublin AG*  
*Heilit+Worner Bau GmbH*  
*Josef Mobius Bau AG*  
*STRABAG AG, Austria*  
*STRABAG AG, Germany*

## 9 TECHNIP

*Technip Brazil*  
*Technip France*  
*Technip Germany*  
*Technip Italy*  
*Technip Malaysia*  
*Technip Norge AS*  
*Technip U.K. Ltd.*  
*Technip USA*

## 10 FCC, Fomento de Constr. y Contratas SA

*Alpine Bau GmbH*  
*Aqualia*  
*Portland Valderibas*  
*Ramalho Rosa Cobetar*  
*Realia Business*

## 11 China Communications Construction Grp. Ltd.

*Beijing United Development 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.*



# 2011 ENR Top International Contractors – Subsidiaries by Rank

2

Rank Company Subsidiary

Rank Company Subsidiary

CCCC Fourth Harbor Consultants Co. Ltd.  
 CCCC Fourth Highway Engineering Co. Ltd.  
 CCCC Guangzhou Dredging Co. Ltd.  
 CCCC Highway & Bridge Tehcnology Consultants Co. Ltd.  
 CCCC Highway Consultants Co. Ltd.  
 CCCC Investment & Engineering Co.  
 CCCC Investment Co. Ltd.  
 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 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 Nat'l Communications Materials & Eqpt. Corp.  
 China Road and Bridge Corp.  
 Chuwa Bussan Co. Ltd.  
 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  
 Zhenhua Engineering (Shenzhen) Co. Ltd.

## 12 Grupo ACS

Clece SA  
 Dragados SA  
 Grupo Cobra  
 Iridium  
 Urbaser

## 13 Bilfinger Berger SE

## 14 KBR

KBR Inc.  
 KBR Ltd.  
 KBR Services Inc.  
 Kinhill Ltd.  
 MW Kellogg Ltd.

## 15 Construtora Norberto Odebrecht

Bento Pedroso Construcoes SA  
 CBPO Engenharia Ltda.  
 Constructora Norberto Odebrecht SA - Panama

Constructora Norberto Odebrecht SA - República Dominicana  
 Odebrecht Angola Projectos e Servicos Ltda.  
 Odebrecht Construction Inc.  
 Odebrecht Peru Ingenieria y Construccion SA  
 Odebrecht Serviços Engenharia e Construção SA  
 Olex Importacao e Exportacao SA

## 16 Lend Lease Group

Bovis Lend Lease Inc.  
 Bovis Lend Lease Ltd.  
 Bovis Lend Lease Overseas Holdings Ltd.  
 Bovis Lend Lease Pty Ltd.

## 17 Royal BAM Group nv

AM  
 BAM Civiel  
 BAM Construct UK Ltd.  
 BAM Contractors Ltd.  
 BAM Deutschland  
 BAM Infratechnik  
 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 Consolidated Contractors Group

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

## 19 Balfour Beatty

Balfour Beatty Capital  
 Balfour Beatty Capital Group Inc.  
 Balfour Beatty Construction Northern Ltd.  
 Balfour Beatty Construction Scottish & Southern Ltd.  
 Balfour Beatty Construction Services UK  
 Balfour Beatty Construction US  
 Balfour Beatty Engineering Services Ltd.  
 Balfour Beatty Infrastructure Inc.  
 Balfour Beatty Major Civil Engineering  
 Balfour Beatty Rail Germany & Austria  
 Balfour Beatty Rail Inc.  
 Balfour Beatty Rail International  
 Balfour Beatty Rail UK  
 Balfour Beatty Regional Civil Engineering

# 2011 ENR Top International Contractors – Subsidiaries by Rank

3

Rank Company Subsidiary

Rank Company Subsidiary

*Balfour Beatty Sakti Indonesia*  
*Balfour Beatty Utility Solutions*  
*BK Gulf*  
*Dutco Balfour Beatty*  
*Gammon*  
*Heery International*  
*Mansell Construction Services Ltd.*  
*Parsons Brinckerhoff*

## 20 China State Construction Eng'g Corp. Ltd.

*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*

## 21 OHL

*OHL Developments*  
*OHL Domestic Construction*  
*OHL Environment*  
*OHL Industrial*  
*OHL International Construction*

## 22 Petrofac Ltd.

*Petrofac E&C INT Ltd.*  
*Petrofac Energy Development*  
*Petrofac Energy Development Ltd.*  
*Petrofac Energy Development UK Ltd.*  
*Petrofac Facilities E&C Ltd.*  
*Petrofac Facilities Management Group Ltd.*  
*Petrofac Facilities Management Int'l Ltd.*  
*Petrofac Inc.*  
*Petrofac International Ltd.*  
*Petrofac Services Inc.*  
*Petrofac Services Ltd.*  
*Petrofac Training Holdings Ltd.*  
*Petrofac Training Int'l Ltd.*  
*Petrofac UK Holdings Ltd.*

## 24 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*

## 25 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.*

## 26 China National Machinery Industry Corp.

*Chiina CAMC Engineering Co. Ltd.*  
*China Automobile Industry Engineering Corp.*  
*China IPPR International Engineering Corp.*  
*China Machinery Engineering Corp.*  
*China Nat'l Automation Control System Corp.*  
*China Nat'l Electric Eqpt. Corp.*  
*China Nat'l Heavy Machinery Corp.*  
*China United Engineering Corp.*  
*No. 6 Inst. of Proj. Planning & Research of Machinery Ind.*

## 27 China Petroleum Eng'g & Construction Corp.

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

## 28 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.*

## 29 China Railway Construction Corp. Ltd.

*Beijing Tiecheng Construction Supervision Co. Ltd.*  
*China ChengHe Insurance Brokers Co. Ltd.*  
*China Railway 11th Bureau Group Co. Ltd.*  
*China Railway 12th Bureau Group Co. Ltd.*  
*China Railway 13th Bureau Group Co. Ltd.*  
*China Railway 14th Bureau Group Co. Ltd.*  
*China Railway 15th Bureau Group Co. Ltd.*  
*China Railway 16th Bureau Group Co. Ltd.*  
*China Railway 17th Bureau Group Co. Ltd.*  
*China Railway 18th Bureau Group Co. Ltd.*  
*China Railway 19th Bureau Group Co. Ltd.*  
*China Railway 20th Bureau Group Co. Ltd.*  
*China Railway 21st Bureau Group Co. Ltd.*  
*China Railway 23rd Bureau Group Co. Ltd.*  
*China Railway 24th Bureau Group Co. Ltd.*  
*China Railway 25th Bureau Group Co. Ltd.*  
*China Railway 2nd Bureau Group Co. Ltd.*  
*China Railway Construction (Beijing) Business Management Co. Ltd.*  
*China Railway Construction (Caribbean) Co. Ltd.*  
*China Railway Construction (HK) Co. Ltd.*

# 2011 ENR Top International Contractors – Subsidiaries by Rank

4

Rank Company Subsidiary

Rank Company Subsidiary

*China Railway Construction Group Co. Ltd.*  
*China Railway Electrification Bureau 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.*  
*China Railway System Group Co. Ltd.*  
*CRCC China-Africa Construction Co. Ltd.*  
*Kunming China Railway Large Road Maintenance Machinery Co. Ltd.*

## 30 Ferrovial Agroman SA

*Budimex Group*  
*CADAGUA SA*  
*FA Airports (UK) Ltd.*  
*Ferrovial Agroman 56 LLC*  
*Ferrovial Agroman Airports UK Ltd.*  
*Webber LLC*

## 31 Tecnicas Reunidas

*Espindesa*  
*INITEC Plantas Industriales*  
*Tecnicas Reunidas Internacional*  
*Termotecnica*  
*TR Ecologia*

## 33 China Railway Group Ltd.

*China Railway Civil Eng'g Group Corp.*  
*China Railway Electrification Eng'g Grp. Co. Ltd.*  
*China Railway No. 1 Engineering Group Co. Ltd.*  
*China Railway No. 3 Engineering Group Co. Ltd.*  
*China Railway Seventh Group Co. Ltd.*  
*China Railway Tunnel Group Co. Ltd.*

## 34 Samsung Engineering Co. Ltd.

*Samsung Engineering Construction (Shanghai) Co. Ltd.*  
*Samsung Engineering Ingenieria Manzanillo SA De CV*  
*Samsung Engineering Trinidad Co. Ltd.*  
*Samsung Saudi Arabia Co. Ltd.*

## 36 Danieli & C SpA

*Danieli Automation*  
*Danieli Centro Combustion*  
*Danieli Chang Su*  
*Danieli Corp.*  
*Danieli Davy*  
*Danieli Engineering*  
*Danieli Far East*  
*Danieli India*  
*Danieli Lynxs*  
*Danieli Metallurgical*  
*Rotelec*

## 37 EIFFAGE

*APRR*  
*Clemessy*  
*Eiffage Construction*  
*Eiffage Travaux Publics*  
*Eiffel*  
*Forclum*

## 38 Techint Group

*Pyromet*  
*Saudi techint Ltd.*  
*TEBRA*  
*Techint Chile SA*  
*Techint Compagnia Tecnica International*  
*Techint Compania Tecnica Internacional SACI*  
*Techint Compañia 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*

## 39 Maire Tecnimont

*Sofregaz*  
*Stamcarbon BV*  
*Tecnimont Arabia Ltd.*  
*Tecnimont do Brasil*  
*Tecnimont ICB*  
*Tecnimont SpA*  
*Tenimont KT SpA*  
*TPI*

## 40 Abeinsa SA

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

## 41 Daelim Industrial Co. Ltd.

*Daelim Saudi Arabia Co. Ltd. (DSA)*

## 42 Kiewit Corp.

*Ganotec Inc.*  
*General Construction Co.*  
*Gulf States Inc.*  
*Kiewit Building Group Inc.*  
*Kiewit Energy Co.*  
*Kiewit Industrial Canada Co.*  
*Kiewit Pacific Co.*  
*Kiewit Power Constructors Co.*  
*Kiewit Southern Co.*

# 2011 ENR Top International Contractors – Subsidiaries by Rank

5

Rank Company Subsidiary

Rank Company Subsidiary

*Kiewit Western Co.*  
*Mass Electric Construction Co.*  
*Peter Kiewit Sons Co.*  
*TIC Canada Inc.*  
*TIC International Inc.*  
*TIC Maintenance Inc.*  
*TIC The Industrial Co.*  
*V.K. Mason Construction Co.*  
*Western Summit Constructors Inc.*

## 43 CB&I

*Arabian CBI Ltd.*  
*CB&I Inc.*  
*CB&I Lummus BV*  
*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*

## 44 Grupo Isolux Corsan SA

*Isolux Corsan Algérie eurl.*  
*Isolux Corsan India Engineering and Construction*  
*Isolux de México SA de CV*  
*Isolux Energia e Participações Ltda.*  
*Isolux Maroc SA*  
*Isolux Projetos e Instalações Ltda.*

## 45 Sacyr Vallehermoso

*GUPC*  
*SACYR*  
*Sacyr Chile*  
*SACYR Concesiones*  
*Sacyr Costa Rica*  
*SIS*  
*Somague*  
*Somague Engenharia Angola*  
*Somague Engenharia Brasil*  
*Testa Inmuebles En Renta*  
*Vallehermoso*  
*Valoriza*

## 46 Kajima Corp.

*Kajima Europe Ltd.*  
*Kajima Overseas Asia Pte. Ltd.*  
*Kajima Road Co. Ltd.*  
*Kajima U.S.A Inc.*  
*Taiko Trading Co. Ltd.*

## 47 McDermott International Inc.

*J. Ray McDermott SA*  
*The Babcock & Wilcox Co.*

## 49 Obayashi Corp.

*Naigai Technos Corp.*  
*Obayashi Facilities Corp.*  
*Obayashi Road Corp.*  
*Thai Obayashi Corp. Ltd.*

## 50 IMPREGILO SpA

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

## 52 BESIX SA

*B6 SOMA*  
*BESIX Park*  
*BESIX Real Estate Development SA*  
*BESIX Sanotec SA*  
*BESIX Saudi*  
*Cobelba SA*  
*Etablissement Wust SA*  
*Frankl Foundation Group*  
*Jacques Delens SA*  
*Lux TP SA*  
*Six Construct Ltd.*  
*Six International Ltd.*  
*Socogetra SA*  
*Vanhout NV*  
*West Construct*

## 53 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*

## 55 Van Oord

*Ballast Ham Dredging Sdn Bhd*  
*Baltic Marine Contractors SIA*  
*Brewaba Wasserbaugesellschaft GmbH*  
*Caspian Dredging and Marine Contractors LLP*  
*CEI\_DE Meyer NV*  
*Emservis Management Services Cyprus Ltd.*  
*Sodranord SARL*  
*Van Oord Australia Pty Ltd.*  
*Van Oord Dredging and Marine Contractors*  
*Van Oord Far East Pte Ltd.*  
*Van Oord Gulf FZE*  
*Van Oord India Pvt Ltd.*  
*Van Oord Ireland Ltd.*  
*Van Oord Nederland BV*  
*Van Oord Nigeria FZE*  
*Van Oord Norway AS*  
*Van Oord Offshore BV*  
*Van Oord UK Ltd.*  
*VODMC De Mexico SA De CV*



# 2011 ENR Top International Contractors – Subsidiaries by Rank

6

Rank Company Subsidiary

Rank Company Subsidiary

## 56 Samsung C&T Corp.

*Samsun E&C India Private Ltd*  
*Samsung C&T Corp. Saudi Arabia*  
*Samsung E&C (Russia)*  
*Samsung E&C (Shanghai)*  
*Samsung Texas Construction Inc*

## 57 Daewoo E&C Co. Ltd.

*Bugok Environment Co. Ltd.*  
*Daeha Co. Ltd.*  
*Daewoo America Development Inc.*  
*Daewoo Arabia Ltd.*  
*Daewoo E&C (Iran) Inc.*  
*Daewoo Nigeria Ltd.*  
*Daewoo Power India Ltd.*  
*Daewoo Tripoli Investment & Development Co.*  
*Daewoo-Hannel Corp.*  
*DW E&C (M) SDN Bhd*  
*Guilin Daewoo Hotel Co. Ltd.*  
*Helvetia Energy Co. Gmbh*  
*Kumho Envirotech*  
*Kumho Songdo Hotel Co. Ltd.*  
*Kumho Steel Tech Co. Ltd.*  
*Prugio Sakhalin Ltd.*  
*Prugio Service Co. Ltd.*

## 60 PCL Construction Enterprises Inc.

*Monad Industrial Constructors Inc.*  
*Nordic PCL Construction Inc.*  
*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 Co.*  
*PCL Industrial Construction Inc.*  
*PCL Industrial Constructors Inc.*  
*PCL Industrial Management Inc.*  
*PCL Industrial Services Inc.*  
*PCL Intracon Power Inc.*

## 61 China Metallurgical Group Corp.

*ACRE Coking & Refractory Eng'g Consulting Corp., MCC*  
*Beijing Research Inst. of Metallurgical Eqpt.*  
*BERIS Engineering and Research Corp*  
*Capital Engineering Research Inc.*  
*CCTEC Engineering Co. Ltd.*  
*China 22nd Group Corp. Ltd.*  
*China 19th Metallurgical Corp.*  
*China ENFI Engineering Corp.*  
*China Jingye Engineering Construction Contracting Corp.*  
*China MCC5 Group Corp. Ltd.*

*China Metallurgical Construction Co. Ltd.*  
*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 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.*

## 62 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.*

## 64 SNC-Lavalin International Inc.

*Aqua Terre Solutions Inc.*  
*BAE - New Plan Group Ltd.*  
*C.J. MacLellan & Associates Inc.*  
*DTI Telecom Inc.*  
*Groupe Qualitas Inc.*  
*Hydrosult Inc.*  
*Intecsa-Inarsa SA*  
*Minerconsult Engenharia Ltda.*  
*Minerconsult Engenharia Ltda.*  
*P.T. SNC-Lavalin TPS*  
*Pacific Liacon & Associates Inc.*  
*S.A. 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 Devonx Inc.*  
*SNC-Lavalin Energy Control Systems Inc.*  
*SNC-Lavalin Engineering India Pvt. Ltd.*

Rank Company Subsidiary

Rank Company Subsidiary

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.

## 65 Astaldi SpA

Astaldi Arabia Ltd.  
Astaldi Concessioni  
Astaldi Construction Corp.  
Astaldi de Venezuela CA

## 66 Acciona Infraestructuras

ACCIONA Concesiones Chile  
ACCIONA Concesiones SL  
ACCIONA Concessions Canada  
ACCIONA Infrastructures Australia Pty  
ACCIONA Ingenieria SA  
ACCIONA Instalaciones Mexico SA de CV  
ACCIONA Instalaciones SA  
ACCIONA ISL Health Victoria HoldCo  
ACCIONA Mantenimiento de Infraestructuras SA  
Capev Venezuela  
Freyssinet SA  
Mostostal Warszawa SA  
Necso Canada Inc  
Necso Entrecanales Cubiertas Mexico SA  
Rodovia do Aço SA

## 68 Arabian Construction Co. SAL

ACC India Ltd.  
Arabian Construction Co. (Cairo)  
Arabian Construction Co. (Dubai)  
Arabian Construction Co. (Jordan)  
Arabian Construction Co. LLC (Abu Dhabi)  
Arabian Construction Co. SAL (Beirut)  
Qatari Arabian Construction Co.  
Saudi Arabian Construction Co. (Damascus)  
Saudi Arabian Construction Co. (KSA)

## 69 Renaissance Construction

Energostroy OOO, St. Petersburg  
REC Libya Construction JSC  
REC Libya Insaat San. ve Tic. AS  
REC Uluslararası Insaat Yatırım Sanayi ve Ticaret AS  
REC Uluslararası KSA Branch  
Renaissance Construction AG

Renaissance Construction and Investment ZAO  
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 Yatırım Ins San. ve Tic. AS  
Ronesans Turkmen AS

## 71 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.  
Chongqing Gezhouba Explosive Co. Ltd.  
Gezhouba Cement Co. Ltd. in Dangyang  
Gezhouba Cement Co. Ltd. in Jingmen  
Gezhouba Cement Co. Ltd. in Wuhan  
Gezhouba Cement Co. Ltd. in Hanchuan  
Gezhouba Cement Co. Ltd. in Qianjiang  
Gezhouba Cement Co. Ltd. in Xiangfang  
Gezhouba Cement Co. Ltd. in Yichang  
Gezhouba Cement Co. Ltd. in Yingcheng  
Gezhouba Cement Co. Ltd. in Zaoyang  
Gezhouba Construction Co. Ltd.  
Gezhouba Finance Co. Ltd.  
Gezhouba Foreign Trade Co. Ltd.  
Gezhouba Foundation Treatment Co. Ltd.  
Gezhouba Haiji Real Estate Dev. Co. Ltd.  
Gezhouba Highway & Bridge Constr. Co.  
Gezhouba Jiahong Co. Ltd.  
Gezhouba Mechanical & Electrical Install. Co. Ltd.  
Gezhouba No. 1 Construction Co. Ltd.  
Gezhouba No. 2 Construction Co. Ltd.  
Gezhouba No. 5 Construction Co. Ltd.  
Gezhouba No. 6 Construction Co. Ltd.  
Gezhouba No. 8 Construction Co. Ltd.  
Gezhouba Power Supply Co. Ltd.  
Gezhouba Real Estate Dev. Co. Ltd.  
Gezhouba Three Gorges Industry Co. Ltd.  
Hu+bei Siping Hydroelectric Dev. Co. Ltd.  
Hubei Daguanbei Express Highway Constr. Co. Ltd.  
Hubei Gezhouba Testing Co. Ltd.  
Hubei Nanhe Hydroelectric Dev. Co. Ltd.  
Hubei Wuhan Gezhouba Industry Co. Ltd.  
Hubei Xianfan-Jingzhou Express Highway Constr. Co. Ltd.  
Hubei Zhongge Proj. Management Co. Ltd.  
Sichuan Neizhu Express Highway Constr. Co. Ltd.  
Yichang Gezhouba Consulting & Supervision Co. Ltd.  
Zhangjiajie Gezhouba Hydroelectric Dev. Co. Ltd.

## 73 Mota-Engil

Ferrovias e Construcoes SA  
Maprel Lda.  
MK Contractors LLC  
Mota-Engil Engenharia e Construção SA

Rank Company Subsidiary

Rank Company Subsidiary

*Mota-Engil Magyarország RT*  
*Mota-Engil Polska SA*  
*Sefimota AS*  
*Translei SA*

## 74 Iberdrola Ingeniería y Construcción

*Adicora, Servicios de Ingeniería SL*  
*Empresarios Agrupados Internacional SA*  
*Empresarios Agrupados, AIE*  
*Enermón SA de CV*  
*Ghesa, Ingeniería y Tecnología SA y Sociedades Dependientes*  
*Iberdrola Construção e Serviços Ltda.*  
*Iberdrola Consultoria e Serviços do Brazil Ltda.*  
*Iberdrola Engenharia e Construção Portugal Uniperssoal Lda.*  
*Iberdrola Engineering and Construction Bulgaria*  
*Iberdrola Engineering and Construction Germany GmbH*  
*Iberdrola Engineering and Construction Kenya International*  
*Iberdrola Engineering and Construction Middle East Ltd.*  
*Iberdrola Engineering and Construction Networks Ltd.*  
*Iberdrola Engineering and Construction Oo. SRL*  
*Iberdrola Engineering and Construction Poland Sp. z.o.o.*  
*Iberdrola Engineering and Construction UK Ltd.*  
*Iberdrola Engineering and Construction US Inc.*  
*Iberdrola Ingegneria e Costruzioni Italia SRL*  
*Iberdrola Ingeniería de la Explotación, SAU*  
*Iberdrola Ingeniería y Construcción Mexico SA de CV*  
*Iberdrola Ingeniería y Construcción Venezuela SA*  
*Iberdrola Inzliniring and Stroitelstro Ltd. Liability Co.*  
*Iberdrola Magyarország Mérnöki és Korlátolt Felelősségű Társaság*  
*Iberinco Hellas Techniki Kai Kataskevastiki EPE*  
*Iberinco Servicios SAU*  
*Iberservicios SA de CV*  
*IEC California Engineering and Construction Inc.*  
*Ingeniería, Estudios y Construcciones SA (Inecosa)*  
*Keytech Sistemas, Integrales SA*

## 75 GAMA

*Gama Construction Qatar WLL*  
*Gama Energy*  
*Gama Industry Arabia Ltd.*  
*Gama Industry Inc.*  
*Gama Power Systems Inc.*  
*Gate Construction, Industry & Trade Inc.*

## 76 Toyo Engineering Corp.

*Toyo Engineering & Construction Sdn. Bhd.*  
*Toyo Engineering Corp., China*  
*Toyo Engineering India Ltd.*  
*Toyo Engineering Korea Ltd.*

## 77 Larsen & Toubro Ltd.

*L&T - MHI Turbine Generators Pvt Ltd.*  
*L&T - Sargent & Lundy Ltd.*  
*L&T - Valdel Engineering Ltd.*  
*L&T Infrastructures Developers Ltd.*  
*L&T Modular Fabrication Yard LLC*  
*L&T Urban Infrastructures Ltd.*  
*Larsen & Toubro (Oman) LLC*  
*Larsen & Toubro Electromech LLC, Muscat*  
*Larsen & Toubro RMC LLC*

## 78 Shanghai Electric Group Co. Ltd.

*Shanghai Electric Power Generation Group*  
*Shanghai Electric Power Transmission and Distribution Group*

## 79 Shimizu Corp.

*Daiichi Setsubi Engineering Corp.*  
*Katayama Stratech Corp.*  
*PT Shimizu Bangun Chipta Kontraktor*  
*SHIMIZU BLC Co. Ltd.*  
*Shimizu Building Life Care Kansai Co. Ltd.*  
*Shimizu Corp. (China) Ltd.*  
*Shimizu North America LLC*  
*Shimizu Philippine Contractors Inc.*  
*Thai Shimizu Co. Ltd.*  
*TTK Corp.*

## 80 Dongfang Electric Corp.

*Dongfang Electric Corp. Ltd.*  
*Dongfang Electric International Corp.*

## 81 Trevi Spa

*Galante SA*  
*IDT Free Zone Co.*  
*Petreven CA and Subsidiaries*  
*Petreven U.T.E. Argentina*  
*Swissboring Overseas Piling Corp.*  
*Trevi Algeria Eurl*  
*Trevi اساسات general construction jv*  
*Trevi Austria GmbH*  
*Trevi Cimentaciones*  
*Trevi Foundation Nigeria*  
*Trevi Foundation Philippines*  
*Trevi Foundation Saudi Arabia*  
*Trevi Germania GmbH*  
*Trevi Icos and subsidiaries*  
*Trevi Spa*

## 82 Punj Lloyd Ltd.

*Dayim Punj Lloyd*  
*Kaefer Punj Lloyd*  
*PL Engineering Ltd.*  
*PLN Construction Ltd.*  
*PT Punj Lloyd Indonesia*  
*PT Sempec Indonesia*  
*Punj Lloyd Aviation Ltd.*  
*Punj Lloyd Delta Renewables Pvt. Ltd.*

# 2011 ENR Top International Contractors – Subsidiaries by Rank

9

Rank Company Subsidiary

Rank Company Subsidiary

*Punj Lloyd Kazakhstan LLP*  
*Punj LLOYD Pte Ltd.*  
*Punj Lloyd Upstream Ltd.*  
*Sembawang Engineers and Constructors Pte Ltd.*  
*Simon Carves Ltd.*  
*Spectra Punj Lloyd Ltd.*

## 84 Ed. Zublin AG

*N.V. STRABAG Belgium SA*  
*Zueblin International Chile Ltda.*  
*Zueblin International GmbH*  
*Zueblin Spezialtiefbau GmbH*  
*Zueblin Stahlbau GmbH*

## 85 Construtora Andrade Gutierrez SA

*Zagope*

## 86 China Civil Engineering Constr. Corp.

*CCECC (Algeria) Ltd.*  
*CCECC (East Africa) Ltd.*  
*CCECC Nigera Ltd.*  
*China Civil Engineering Construction (Botswana) Pty Ltd.*  
*China Civil Engineering Construction (Macau) Co. Ltd.*

## 88 Enka Construction & Industry Co. Inc.

*AECO LLC*  
*Çimtas Steel Fabrication & Erection and Installation Co. Inc.*  
*Enka Construction & Development BV*  
*Enka Teknik Gen. Contracting, Maintenance, Operation & Mgmt. Co.*  
*Enmar Closed Joint Stock Co.*  
*Kasktas Sliding Form, Substructure, Drilling, Piling & Insulation Co. Inc.*  
*Titas Soil Excavation, Construction & Contracting Co. Inc.*

## 89 China Petroleum Pipeline Bureau (CPP)

*China Petroleum & Gas Pipeline No. 5 Engineering Co.*  
*China Petroleum & Gas Pipeline No. 6 Engineering Co.*  
*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.*

## 90 Salini Costruttori SpA

*Salini Bulgaria AD*  
*Salini Hydro Ltd.*  
*Salini Malaysia Sdn Bhd*  
*Salini Nigeria Ltd.*

## 91 Ansaldo STS

*Ansaldo STS Australia Pty Ltd.*  
*Ansaldo STS France Societe par actions simplifie*  
*Ansaldo STS SpA*  
*Ansaldo STS USA Inc.*

## 92 China National Chemical Eng'g Group Corp.

*China Chengda Engineering Corp.*  
*China Tianchen Engineering Corp.*  
*CNCEC 11th Construction Co.*  
*CNCEC 13th Construction Co.*  
*CNCEC 16th Construction Co.*  
*CNCEC 2nd Construction Co.*  
*CNCEC 3rd Construction Co.*  
*CNCEC 4th Construction Co.*  
*CNCEC 6th Construction Co.*  
*CNCEC 7th Construction Co.*  
*East China Engineering Science & Tech. Co. Ltd.*  
*Hualu Engineering and Technology Co. Ltd.*  
*SEDIN Engineering Co. Ltd.*  
*Wuhuan Engineering Co. Ltd.*

## 93 Ansaldo Energia SpA

*Ansaldo Energia*  
*Ansaldo Energy Service Group*  
*Ansaldo Fuel Cells*  
*Ansaldo Nucleare*  
*Ansaldo Thomassen Service Gulf*  
*Ansaldo Thomassen Turbine Systems*  
*ASPL*

## 96 Takenaka Corp.

*Asahi Facilities Inc.*  
*TAK Realty Co. Ltd.*  
*Takenaka (China) Construction Co. Ltd.*  
*Takenaka Civil Engineering & Construction Co. Ltd.*  
*Takenaka Corp. (U.S.A.)*  
*Takenaka Europe GmbH*  
*Thai Takenaka International Ltd.*

## 97 Archirodon Group NV

*Archirodon Construction (Overseas) Co. SA*  
*Saudi Archirodon Ltd.*

## 98 ABB SpA - Process Automation Division SARPI

## 99 Bonatti SpA

*Carlo Gavazzi Arabia*  
*Carlo Gavazzi Egitto*

# 2011 ENR Top International Contractors – Subsidiaries by Rank

10

Rank Company Subsidiary

Rank Company Subsidiary

*Carlo Gavazzi Impianti*  
*EURL Bonal Algeria*  
*Gavazzi Impianti Kazakhstan LLP*

## 100 SEPCO Electric Power Construction Corp.

*Shandong Elec. Power Construction No. 1 Co.*  
*Shandong Elec. Power Construction No. 2 Co.*  
*Shandong Elec. Power Piping Constr. Co.*

## 101 Veidekke ASA

*Hoffmann A/S*  
*Veidekke Entreprenor AS*  
*Veidekke Sverige AB*

## 102 Taikisha Ltd.

*Beijing WuZhou Taikisha Equipment Co. Ltd.*  
*Columbus Manufacturing Facilities*  
*Taikisha (Singapore) Pte Ltd.*  
*Wu-Zhou Taikisha Engineering Co. Ltd. (Beijing, Shanghai, Shenzhen)*  
*Taikisha (R) LLC*  
*Makiansia Engineering (M) Sdn. Bhd.*  
*P.T. Taikisha Indonesia Engineering (Jakarta, Karawang)*  
*Shanghai Dongbo-Taiki Conveyor System Mfg. Co. Ltd.*  
*Taikisha (Taiwan) Ltd.*  
*Taikisha (Taiwan) Ltd., Hsinchu*  
*Taikisha (Thailand) Co. Ltd.*  
*Taikisha Argentina Branch*  
*Taikisha Bangplee Factory*  
*Taikisha Canada Inc.*  
*Taikisha de Mexico SA de CV*  
*Taikisha do Brazil Ltda.*  
*Taikisha Engineering (M) Sdn. Bhd. (Kuala Lumpur, Shah Alam, Penang, Petaling Jaya)*  
*Taikisha Engineering India Ltd.*  
*Taikisha Espana SA*  
*Taikisha Europe Ltd.*  
*Taikisha France Branch*  
*Taikisha Hungary Branch*  
*Taikisha Korea Ltd.*  
*Taikisha Philippines Inc.*  
*Taikisha Trading (Thailand) Co. Ltd.*  
*Taikisha Turkey Branch*  
*Taikisha Vietnam Engineering Inc. (Hanoi, Ho Chi Minh)*  
*Taikisha Maintenance & Service Co. Ltd.*  
*Tianjin Dongchun-Taiki Metal Finishing & Conveyor System Mfr. Co. Ltd.*  
*TKA Co. Ltd.*  
*TKS Industrial Co.*  
*Token Interior & Design Co. Ltd.*

## 103 The Arab Contractors (O.A.O. & Co.)

*The Arab Contractors Botswana*  
*The Arab Contractors Cameroon*  
*The Arab Contractors Equatorial Guinea*  
*The Arab Contractors Ghana*

*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*

## 104 Soares Da Costa - Grupo SGPS

*Clear Angola, Lda.*  
*Porto Construction Group LLC*  
*Prince Inc.*  
*Soares Da Costa Mozambique sarl*

## 105 Ghella SpA

*Creaurban SA*  
*Ghella Pty*  
*Ghella Sogene CA*  
*Ghella Sogene De Costa Rica SA*  
*IECSA SA*

## 106 Ssangyong Engineering & Construction Co. Ltd.

*Daepo Port Development Corp.*  
*Incheon North Port Terminal Corp.*  
*Ssangyong Engineering & Construction (America) Inc.*  
*Ssangyong Engineering & Construction (Saudi)*  
*Ssangyong International Inc.*  
*Ssangyong Konstruksi Indonesia*  
*Technopark Biz City*  
*Yonghoman Development Corp.*

## 107 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*

## 108 John Sisk & Son Ltd.

*John Sisk & Son Ltd. U.K.*  
*SDD Shanganagh Ltd.*  
*Sisclan Ltd.*  
*Sispar Ltd.*  
*Srd Civil Engineering Ltd.*

## 109 Bauer AG

*BAUER Egypt SAE*  
*BAUER International FZE AUH*  
*BAUER International Qatar LLC*  
*BAUER Malaysia Sdn. Bhd.*  
*BAUER Vietnam*



Rank Company Subsidiary

Rank Company Subsidiary

## 110 Tekfen Construction and Installation Co.

### Inc.

*Azfen JV*  
*CTS*  
*Gate JV*  
*HMB AG*  
*Tekfen Engineering*  
*Tekfen Manufacturing and Engineering*  
*Tekfen-TML JV*  
*TGO JV*

## 111 Contracting & Trading Co. "C.A.T." Group of Cos.

*C.A.T. International Algerie sarl*  
*C.A.T. International Qatar WLL*  
*Contracting & Trading Co.*  
*Mothercat Ltd. Nigeria*  
*Niger Construction Ltd. (NIGERCAT)*

## 112 CGC Overseas Construction Group Co. Ltd.

*CGC Nigeria Ltd.*  
*CGCOC Algeria Ltd.*  
*CGCOC Angola Ltd.*  
*CGCOC Cameroon Ltd.*  
*CGCOC Chad Ltd.*  
*CGCOC Ethiopia Ltd.*  
*CGCOC Kazakhstan Branch*

## 113 Beijing Construction Eng'g Group Co. Ltd.

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

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

*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.*

## 116 McConnell Dowell Corp. Ltd.

*Electrix Ltd.*  
*Electrix Pty Ltd.*  
*McConnell Dowell Constructors (Aust) Pty Ltd.*  
*McConnell Dowell Constructors Ltd.*  
*McConnell Dowell Philippines Inc.*  
*McConnell Dowell SEA Pte Ltd.*

## 118 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*

## 119 Habtoor Leighton Group

*HLG Bahrain*  
*HLG Oman*  
*HLG Qatar*  
*HLG UAE*  
*Leighton Middle East*  
*Leighton Middle East Contracting*

## 120 Nurol Construction and Trading Co.

*Nurol Energy Inc.*  
*Nurol LLC*  
*Nurol Machinery Inc.*  
*Nurol Real Estate Inc.*

## 121 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.*

## 122 Yuksel Insaat Co. Inc.

*Sasel Electromechanic Ind. and Trade Co. Inc.*  
*Yuksel Construction Saudia Co. Ltd.*

## 125 China Jiangsu Int'l Econ-Tech. Coop. Corp.

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

Rank Company Subsidiary

Rank Company Subsidiary

## 126 Rizzani de Eccher SpA

*Codest International Srl*  
*Codest Kazakhstan*  
*Deal Srl*  
*RdE - Matta Scarl*  
*RdE Bahrain*  
*RdE RAK*  
*RdE USA Inc.*  
*Tiliaventum Scarl*  
*Torre Scarl*

## 127 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.*

## 128 C.M.C. di Ravenna

*Bolognetta SCPA*  
*CMC Africa Australia Lda.*  
*Empedocle SPCA*

## 129 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.*  
*Saudi Arabia Regional Co.*  
*Sri Lanka Regional Co.*  
*Sudan Representative Office*  
*Togo-Benin Regional Co.*

## 132 Hanwha Engineering & Construction Corp.

*Hanwha Saudi Contracting Co. Ltd.*

## 133 Metka

*EKME SA*  
*ELEMKA SA*  
*METKA Brazi*  
*Power Projects*  
*RODAX SA*

## 134 CTCI Corp.

*Advanced Control & System Inc.*  
*CIMAS Engineering Co. Ltd.*  
*CINDA E&C Ltd Corp.*  
*CTCI (Thailand) Co. Ltd.*  
*CTCI and Partners Comapny Ltd.*  
*CTCI Arabia Ltd.*  
*CTCI Chemicals Corp.*  
*CTCI Machinery Corp.*

*CTCI Overeas Co. Ltd.*

*E & C Engineering Corp.*

*Fortune Energy Corp.*

*HD Resources Management Corp.*

*JingDing Engineering & Construction Co. Ltd.*

*Leading Energy Corp.*

*Resources Engineering Service Inc.*

*ShangDing Engineering & Construction Ltd.*

*Sino Environmental Service Corp.*

## 135 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.*

## 136 The Shaw Group Inc.

*Shaw Constructors Inc.*

*Shaw Environmental Inc.*

*Shaw Infrastructure Inc.*

*Stone & Webster Canada*

*Stone & Webster Construction*

*Stone & Webster Inc.*

## 137 Black & Veatch

*Black & Veatch Energy*

*Black & Veatch Enterprise Management Solutions*

*Black & Veatch Federal Services Div.*

*Black & Veatch Telecom*

*Black & Veatch Water*

## 138 Ellaktor SA

*Aktor SA*

## 139 Nata Construction Tourism Trade and Industry Co.

*Ankara Concrete-Pipe Industry and Trade Co.*

*C Energy Consultancy Co. Ltd.*

*Dolunay Forestry Co. Ltd.*

*HSN Electricity Production Co.*

*Korudagi Mining Co.*

*MNM Avrasya Forestry Management Co. Ltd.*

*Net Construction and Trade Eng'g Architecture*

*Consultancy Co. Ltd.*

*Sehir Real Estate Investment Co.*

## 140 Yapi Merkezi Insaat ve Sanayi AS

*Freysas*

*Subor*

*Yapi Merkezi Prefabrication*

*Yapiray Railway Construction*

## 141 Kharafi National KSCC

*ABJ Engineering & Contracting Co.*

*Kharafi National Co. LLC*

Rank Company Subsidiary

Rank Company Subsidiary

*Kharafi National for Mechanical & Electrical Works SAE*  
*Kharafi National SARL*

## 143 COMSA EMTE

*COMSA en Argentina*  
*COMSA en Brasil*  
*COMSA en Chile*  
*COMSA Suisse*  
*Fergrupo*  
*MWM*  
*Trakcja Polska*

## 144 PJSC Stroytransgaz

*LLC PSK Gazstroydetal*  
*LLC STG-M*  
*LLC SU - 7 Rhythm*  
*LLC Urengoytruboprovodstroy*

## 145 China Dalian Int'l Eco. & Techn. Cooperation Grp. Co.

*China Dalian International Cooperation (Group) Holdings Co. Ltd.*

## 146 Cengiz Construction Industry & Trade Co. Inc.

*Cengiz Energy Industry & Trade Co. Inc.*  
*Cengiz Libya Construction & Investment JSC*

## 147 Construcoes e Comercio Camargo Corrêa SA

*Estaleiro Atlântico Sul*

## 149 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.*

## 150 Baytur Construction & Contracting Co.

*Binbelaila Baytur*  
*Saudi Arabian Baytur*

## 156 Kinden Corp.

*Bintai Kinden Corp. Bhd*  
*Kinden (Thailand) Co. Ltd.*  
*Kinden International Ltd.*  
*Kinden Pacific Corp.*  
*Kinden Phils. Corp.*  
*Kinden Vietnam Co. Ltd.*  
*P.T. Kinden Indonesia*  
*Wasa Electrical Services Inc.*

## 157 Atlas Group

*Atlas Genie Civil*  
*Atlas Texas Construction and Trading Inc.*  
*Atlas Yapi and Sanayi Ltd.*

## 158 China HuanQiu Contracting & Engineering Corp.

*China Petroleum 6th Construction Co.*  
*HQCEC Lanzhou Co.*  
*HQCEC Liaoning Co.*  
*HQCEC Xinjiang Co.*  
*HQSM Engineering Co.*  
*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.*

## 160 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 Hanford*  
*CH2M Hill Inc.*  
*CH2M Hill Industrial Design Group & Construction Inc.*  
*CH2M Hill International*  
*CH2M Hill International Ltd.*  
*CH2M Hill Plateau Remediation Co.*  
*CH2M Hill Trigon Inc.*  
*CH2M Hill-WG Idaho LLC*  
*Lockwood Greene Inc.*  
*Operations Management International Inc.*

## 161 Kayi Insaat San. ve Tic. AS

*Bilyap Insaat AS*  
*Kayi Filial Sofia*  
*Kayi Filial Vilnius*  
*Kayi Filiali Almaata*  
*OOO Kasa Stroy*

## 163 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.

*Xinjiang Beixin Road & Bridge Construction Co. Ltd.*

## 164 Bentini SpA

*Benco SpA*  
*Bentini Construction Nigeria Ltd.*  
*Bentini Energia West Africa Lda.*  
*Bentini Energy Nigeria Ltd.*  
*Bentini Maroc sarl AU*  
*Gepco SpA*

## 165 ECC

*ECC Constructors LLC*  
*ECC International Constructors JV*  
*ECC International LLC*

Rank Company Subsidiary

Rank Company Subsidiary

*Nordlys Environmental LP*

## 166 Tepe Insaat Sanayi AS

*Betopan Yapi Malzemeleri Sanayi ve Tic. AS*  
*Bil Enerji Bilkent Enerji Uretim*  
*Bilan Bilkent Ankara Tepe Otel Isletmeciligi*  
*Bilintur Bilkent Turizm Yatirim AS*  
*Sports International Bilkent*  
*TAV Havalimanlari Holding*  
*TAV Yatirim Holding*  
*Tepe Emlak Insaat Yatirim AS*  
*Tepe Home Mobilya ve Dekorasyon Urunleri*  
*Tepe Mobilya Sanayi ve Tic. AS*  
*Tepe Prefabrik Insaat Sanayi ve Tic. AS*  
*Tepe Savunma ve Guvenlik Sistemleri*  
*Tepe Servis ve Yonetim AS*  
*Tepe-Metag JV*

## 169 Onur Taahhut Ticaret Ltd. Stl.

*Onur Arabia Ltd.*  
*Onur Construction Co.*  
*Onur Ukraine SA*

## 170 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.*

## 171 Impresa Pizzarotti & C. SpA

*Aliparma Srl*  
*Pizzarotti SA*

## 172 Sener Ingenieria y Sistemas SA

*Boreas Ingenieria y Sistemas SA*  
*Engivia-Consultores de Engenharia SA*  
*EURL Sener (Argelia)*  
*III SA DE CV*  
*NTE-Sener SA*  
*Sener Canarias Ingenieria y Sistemas SA*  
*Sener Engenharia e Sistemas Ltda. (Brasil)*

*Sener Engineering and Systems Inc.*  
*Sener Ingenieria y Sistemas*  
*Sener Ingenieria y Sistemas Argentina SA*  
*Sener Ltd. (Abu Dhabi)*  
*Sener Spolka Z ograniczona Odpowiedzialnoscia Spzo*  
*Senermex Ingenieria y Sistemas SA de CV*  
*Senerpor-Engenharia e Sistemas Industrias Lda.*  
*Sociedad de Gestion de Proyectos Gestec SA*

## 173 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*

## 174 IREM Group

*ICOS Serbatoi SpA (Affil.)*  
*IREM SpA Saudi Arabia*  
*IREM France (Affil.)*  
*IREM General Contractor UK Ltd.*  
*Porto Tolle Montaggi SCPA (Assoc.)*  
*SOLES SpA (Affil.)*  
*Tanko SpA*  
*Techimp Impianti SpA (Affil.)*

## 175 Willbros Group Inc.

*B&H Maintenance and Construction Inc.*  
*Chapman Construction Co. LP*  
*Construction & Turnaround Services LLC*  
*Halpin Line Construction LLC*  
*Hawkeye LLC*  
*Integrated Service Co. LLC*  
*InterCon Construction Inc.*  
*Lineal Industries Inc.*  
*Premier Utility Services LLC*  
*The Oman Construction Co. LLC*  
*UtilX Corp.*  
*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.*  
*Wink Engineering LLC*

Rank Company Subsidiary

Rank Company Subsidiary

## 179 Italian-Thai Development PCL

*IOT Joint Venture*  
*ITD NCC Joint Venture*  
*ITD NSC Joint Venture*  
*ITD-VIS Joint Venture*  
*ITO Joint Venture*

## 180 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*

## 181 Societa Italiana Per Condotte D'Acqua SpA

*Condotte America Inc.*  
*Cossi Costruzioni SpA*

## 183 China Jiangxi Corp. For Int'l Eco. & Tech. Coop'n

*China Jiangxi Engineering Ghana Ltd.*  
*China Jiangxi International (Ethiopia) 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.*

## 184 Sumitomo Mitsui Construction Co. Ltd.

*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*

## 185 AMEC plc

*AMEC Group Ltd.*  
*AMEC Inc.*

## 186 Grupo SANJOSE SA

*Carlos Casado*  
*Cartuja SA*  
*Constructora SANJOSE SA*  
*Construtora Udra*  
*Ebna SA*  
*Inversiones SANJOSE Andina*  
*Reixa Constructora*  
*SANJOSE India Infrastructures and Construction Pvt. Ltd.*  
*SANJOSE Maroc*  
*SANJOSE Peru*

*SANJOSE Argentina*  
*SANJOSE Cabo Verde*  
*SANJOSE Constructora Chile*  
*SANJOSE Portugal*

## 187 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.*  
*Shenzhen Pan-China Property Co. Ltd.*  
*Tianjin Pan-China Industry Co. Ltd.*

## 190 Prezioso Technilor

*IPES*  
*Prezioso Angola*  
*Prezioso Congo*  
*Prezioso Emdad*  
*Technilor*

## 193 China Wu Yi Co. Ltd.

*China Wu Yi (Equitorial Guinea) Co. Ltd.*  
*China Wu Yi (Kenya) Co. Ltd.*  
*China Wu Yi (Philippines) Co. Ltd.*

## 195 Lakeshore TolTest Corp.

*Lakeshore Engineering Services Inc.*  
*TolTest Inc.*

## 196 Insituform Technologies Inc.

*Corrpro Cos.*  
*The Bayou Cos.*  
*United Pipeline Systems*

## 197 SICIM SpA

*Constructora SICIM SA de CV*  
*SICIM Ireland Ltd.*  
*SICIM Libya for Oil Services*

## 198 Gamuda Berhad

*Gamuda Berhad, Bahrain*  
*Gamuda Engineering Sdn. Bhd.*  
*Gamuda-WCT JV (Dukhan, Qatar)*  
*Gamuda-WCT JV (NDIA, Qatar)*  
*MMC-Gamuda JV Sdn. Bhd.*

## 199 Rasen Insaat Ve Yatirim Ticaret AS

*Soyak International Construction and Investment Inc.*

## 200 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.*



Rank Company Subsidiary

Rank Company Subsidiary

*Nantong Zhenban Real Estate Co. Ltd.*

## 201 Ingenium International Inc.

*CION Corp.*  
*Giffels Associates Ltd.*  
*Giffels Corp.*  
*Giffels Inc.*  
*Giffels International Ltd.*  
*Giffels of North Carolina PC*  
*Ingenium Archial Inc.*  
*NORR Architects Engineers Private Ltd.*  
*NORR Architects Planners*  
*NORR Group Consultants International Ltd.*  
*NORR Illinois Inc.*  
*NORR India*  
*NORR LLC*  
*NORR Ltd. Architects Engineers Planners*  
*Poon McKenzie Architects*  
*Stonefield Development*  
*Westpro Constructors Inc.*

## 202 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*

## 204 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*

## 205 URS Corp.

*Advatech LLC*  
*Aman Environmental Construction Inc.*  
*Banshee Construction*  
*Cash & Associates Inc.*  
*Cleveland Wrecking Co.*  
*EC Driver & Associates Inc.*  
*Lear Siegler Services Inc.*  
*Scott Wilson 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*

## 206 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*  
*Municipal Engineering 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*

## 209 IC Ýçtaþ Ýnþaat Sanayi ve Ticaret A.Þ.

*Çelebi-IC Antalya Havalımani Terminal Yatirim Ve Isletme AS*  
*Fraport I*

## Fraport I İçtas Antalya Havalımani Terminal Yatirim Ve Isletme AS

*Fraport IC İçtas Havalımani Isletme AS*  
*IC Antbel Antalya Belek Turizm Yat. AS*  
*IC Çesme Marina Yatirim Turizm Ve Isi. AS*  
*IC İçmak Makİne Insaat Ve Lojİstİk AS*  
*IC İçtas Uluslar Arasi Ins. ve Tİc. AS*  
*IC İçtas Zafer Bölgesel Havaalani Yatirim Ve Isletme AS*  
*İçtas Uluslar Arasi Insaat Turizm Enerİl Ve Ticaret AS*  
*Oren Enerİl Elektrİ Üretim AS*  
*Treysan Prefabrik Çelik Yapılar Ticaret ve Sanayi AÞ*

## 210 Summa Turizm Yatirimciligi AS

*Onur-Summa JV*  
*Summa Europe SA*  
*Summa Libya for Construction JSC*  
*Summa Moldova SA*

## 211 GAP Insaat Yatirim ve Dis Ticaret AS

*Gap Insaat Dubai FZE*

## 212 S.E.L.I. SpA

*Constructora SELI Panama*  
*Equipamiento y Excavacion Del Tunel SELI Venezuela SA*  
*Ingenieria y Construcccion SELI Chile Ltda.*  
*INNOTEK Srl*  
*SAME Srl*  
*SELI - Monti Tunnel*  
*SELI China Ltd.*  
*SELI Inc.*  
*SELI India Ltd.*  
*SELI-Aegek JV*

# 2011 ENR Top International Contractors – Subsidiaries by Rank

17

Rank Company Subsidiary

Rank Company Subsidiary

*U.M. & T. Srl*

## 214 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 (s) Pte. Ltd*

## 215 Parsons

*Parsons Commercial Technology Group  
Parsons Infrastructure & Technology Group  
Parsons Transportation Group  
Parsons Water & Infrastructure*

## 216 Renco SpA

*Armestate Ltd.  
Renco Kat Ltd.  
Renco Qatar WLL*

## 218 Tutor Perini Corp.

*Black Construction  
Cherry Hill  
Desert Plumbing & Heating  
James A. Cummings  
Perini Building Co.  
Perini Management Services  
PowerCo  
Rudolph & Sletten  
Superior Gunitex  
Tutor Perini Civil Construction  
Tutor-Saliba*

## 219 Layne Christensen Co.

*Bencor  
International Directional Services  
Jayne de Brazil  
Layne Christensen Australia  
Layne Christensen Canada  
Layne de Brazil  
Layne De Mexico  
Reynolds Inc.  
Reynolds Inliner  
Vibration Technology  
West African Drilling  
WL Hailey & Co.*

## 220 China Yunan Construction Engineering Group Co. Ltd.

*Concrete Co. Ltd. of China Yunnan Construction  
Eng'g Group Co. Ltd.  
General Contract Co. of China Yunnan Constr,  
Eng'g Group Co. Ltd.  
Installation Co, Ltd. of China Yunnan Construction  
Eng'g Group Co. Ltd.  
International Eng'g Department of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*No. 2 Construction Co. of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*No. 3 Construction Co. of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*No. 4 Construction Co. of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*No.5 Construction Co. of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*Road and Bridge Co. Ltd. of China Yunnan  
Construction Eng'g Group Co. Ltd.*

*Water Resources and Hydropower Construction Co.  
Ltd. of China Yunnan Construction Eng'g Group  
Co. Ltd.*

*Yunnan Construction and Design Institution  
Yunnan Real Estate Development and Operation  
Co.*

## 221 Daewoo Engineering Co.

*Daewoo Engineering Thailand Co. Ltd.*

## 222 Shapoorji Pallonji & Co. Ltd.

*Shapoorji Pallonji Ghana  
Shapoorji Pallonji Libya  
Shapoorji Pallonji Mideast LLC  
Shapoorji Pallonji Mideast LLC (Branch)  
Shapoorji Pallonji Qatar WLL*

## 223 Beta Tek Insaat

*Beta Engineering Manufacturing and Erection Inc.  
Beta Tek Moscow  
Beta Tek Riyadh  
Bimeks Import Export  
Fay Invest  
Periket Beta Tek Libya İnşaat El Müptereke*

## 224 Mak-Yol Constr. Indus. Tourism & Trading Inc.

*Atlas Madencilik Taahhut ve Deniz Ticaret AS  
Makenerji AS  
Makliman Isletmeleri AS  
Makmarin Kas Marina İşletmeciliği Turizm ve  
Ticaret AS  
Mak-Tur Turizm ve Seyahat Isletmeleri Ticaret AS  
Mak-Yapi Insaat Turizm ve Ticaret AS*

## 225 China National Complete Plant Imp. & Exp. Corp. (Group)

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

## Where They Worked – by Country

**A. NORTH AMERICA  
CANADA**

Abeinsa SA  
 AMEC plc  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Bauer AG  
 Bechtel  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 CB&I  
 CH2M HILL  
 China Int'l Water & Electric Corp. (CWE)  
 Danieli & C SpA  
 ECC  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 GS Engineering & Construction Corp.  
 HOCHTIEF AG  
 Ingenium International Inc.  
 Insituform Technologies Inc.  
 Jacobs  
 KBR  
 Kiewit Corp.  
 Layne Christensen Co.  
 McDermott International Inc.  
 Mortenson Construction  
 OHL  
 Rizzani de Eccher SpA  
 Saipem  
 Sener Ingenieria y Sistemas SA  
 Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
 Skanska AB  
 STRABAG SE  
 Techint Group  
 TECHNIP  
 The Shaw Group Inc.  
 Tutor Perini Corp.  
 URS Corp.  
 VINCI  
 Willbros Group Inc.  
 WorleyParsons

**UNITED STATES**

Acciona Infraestructuras  
 AMEC plc  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Atlas Group  
 Bauer AG  
 Beijing Construction Eng'g Group Co. Ltd.  
 Bilfinger Berger SE

BOUYGUES  
 China Communications Construction Grp. Ltd.  
 China Int'l Water & Electric Corp. (CWE)  
 China Jiangsu Int'l Econ-Tech. Coop. Corp.  
 China Metallurgical Group Corp.  
 China National Machinery Industry Corp.  
 China Railway Group Ltd.  
 China State Construction Eng'g Corp. Ltd.  
 COMSA EMTE  
 Consolidated Contractors Group  
 Construtora Norberto Odebrecht  
 CTCI Corp.  
 Danieli & C SpA  
 E. Pihl & Søn AS  
 FCC, Fomento de Constr. y Contratas SA  
 Ferrovial Agroman SA  
 Ghella SpA  
 Graham Group Ltd.  
 Grupo ACS  
 Grupo Isolux Corsan SA  
 Hanwha Engineering & Construction Corp.  
 HOCHTIEF AG  
 Iberdrola Ingeniería y Construcción  
 IMPREGILO SpA  
 Kajima Corp.  
 Kinden Corp.  
 Lend Lease Group  
 Obayashi Corp.  
 OHL  
 PCL Construction Enterprises Inc.  
 Rizzani de Eccher SpA  
 S.E.L.I. SpA  
 Sacyr Vallehermoso  
 Saipem  
 Samsung C&T Corp.  
 Samsung Engineering Co. Ltd.  
 Shanghai Construction Group  
 Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
 Shimizu Corp.  
 Skanska AB  
 SNC-Lavalin International Inc.  
 Soares Da Costa - Grupo SGPS  
 Societa Italiana Per Condotte D'Acqua SpA  
 STRABAG SE  
 Sumitomo Mitsui Construction Co. Ltd.  
 Taisei Corp.

Takenaka Corp.  
 Techint Group  
 TECHNIP  
 Trevi Spa  
 Van Oord  
 VINCI  
 WorleyParsons

**B. LATIN AMERICA  
ARGENTINA**

Abeinsa SA  
 Acciona Infraestructuras  
 Ansaldo Energia SpA  
 Bilfinger Berger SE  
 CITIC Construction Co. Ltd.  
 COMSA EMTE  
 Construccoes e Comercio  
 Camargo Corrêa SA  
 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  
 Grupo SANJOSE SA  
 IMPREGILO SpA  
 Insituform Technologies Inc.  
 Jan De Nul Group (Sofidra SA)  
 OHL  
 Salini Costruttori SpA  
 Sener Ingenieria y Sistemas SA  
 Skanska AB  
 Techint Group  
 TECHNIP  
 Trevi Spa  
 URS Corp.  
 VINCI

**BOLIVIA**

Ansaldo Energia SpA  
 Astaldi SpA  
 Construtora Norberto Odebrecht  
 Fluor Corp.  
 Grupo ACS  
 Skanska AB  
 Tecnicas Reunidas  
 URS Corp.

**BRAZIL**

Abeinsa SA  
 Acciona Infraestructuras  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Bilfinger Berger SE

## Where They Worked – by Country

China Communications  
Construction Grp. Ltd.  
China Metallurgical Group  
Corp.  
CITIC Construction Co. Ltd.  
COMSA EMTE  
Danieli & C SpA  
Foster Wheeler AG  
Ghella SpA  
Grupo ACS  
Grupo Isolux Corsan SA  
Iberdrola Ingeniería y  
Construcción  
IMPREGILO SpA  
Insituform Technologies Inc.  
Jan De Nul Group (Sofidra SA)  
Kiewit Corp.  
Layne Christensen Co.  
Maire Tecnimont  
McDermott International Inc.  
Mota-Engil  
OHL  
Sacyr Vallehermoso  
Saipem  
SEPCO Electric Power  
Construction Corp.  
Skanska AB  
Techint Group  
TECHNIP  
Toyo Engineering Corp.  
URS Corp.  
Van Oord  
VINCI

**CHILE**

ABB SpA - Process Automation  
Division  
Abeinsa SA  
Acciona Infraestructuras  
Ansaldo Energia SpA  
Astaldi SpA  
Bechtel  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
CB&I  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
COMSA EMTE  
Dongfang Electric Corp.  
Ed. Zublin AG  
FCC, Fomento de Constr. y  
Contratas SA  
Ferroval Agroman SA  
Fluor Corp.  
Foster Wheeler AG  
Grupo ACS

Grupo SANJOSE SA  
HOCHTIEF AG  
IMPREGILO SpA  
Insituform Technologies Inc.  
Jacobs  
Maire Tecnimont  
OHL  
POSCO Engineering &  
Construction  
Prezioso Technilor  
S.E.L.I. SpA  
Sacyr Vallehermoso  
Skanska AB  
SNC-Lavalin International Inc.  
STRABAG SE  
Techint Group  
Tecnicas Reunidas  
The Shaw Group Inc.  
Trevi Spa  
VINCI

**COLOMBIA**

Abeinsa SA  
Ansaldo Energia SpA  
Bauer AG  
CB&I  
China Communications  
Construction Grp. Ltd.  
Construcoes e Comercio  
Camargo Corrêa SA  
Construtora Norberto Odebrecht  
Danieli & C SpA  
Foster Wheeler AG  
Ghella SpA  
Grupo ACS  
Grupo Isolux Corsan SA  
IMPREGILO SpA  
Jan De Nul Group (Sofidra SA)  
SNC-Lavalin International Inc.  
Techint Group  
TECHNIP  
Trevi Spa  
VINCI

**COSTA RICA**

Abeinsa SA  
Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.  
Ansaldo Energia SpA  
Astaldi SpA  
Bauer AG  
China National Machinery  
Industry Corp.  
FCC, Fomento de Constr. y  
Contratas SA  
Ghella SpA  
Grupo ACS  
HOCHTIEF AG

Sacyr Vallehermoso  
Soares Da Costa - Grupo SGPS  
Techint Group

**ECUADOR**

Ansaldo Energia SpA  
Bilfinger Berger SE  
China Communications  
Construction Grp. Ltd.  
China Gezhouba Group Co. Ltd.  
COMSA EMTE  
Construtora Andrade Gutierrez  
SA  
Construtora Norberto Odebrecht  
Foster Wheeler AG  
Grupo ACS  
IMPREGILO SpA  
Sinohydro Corp.  
SK Engineering & Construction  
Techint Group  
Zhongyuan Petroleum  
Exploration Bureau

**EL SALVADOR**

Astaldi SpA  
FCC, Fomento de Constr. y  
Contratas SA  
Grupo ACS  
POSCO Engineering &  
Construction  
The Shaw Group Inc.

**GUATEMALA**

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

**GUYANA**

China National Machinery Imp.  
& Exp. Corp.  
VINCI

**HONDURAS**

Astaldi SpA  
COMSA EMTE  
FCC, Fomento de Constr. y  
Contratas SA  
Grupo ACS  
Iberdrola Ingeniería y  
Construcción  
Per Aarsleff A/S

## Where They Worked – by Country

**MEXICO**

Abeinsa SA  
 Acciona Infraestructuras  
 Ansaldo Energia SpA  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 China Communications  
 Construction Grp. Ltd.  
 COMSA EMTE  
 Construtora Andrade Gutierrez  
 SA  
 Construtora Norberto Odebrecht  
 Daewoo Engineering Co.  
 Danieli & C SpA  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 Grupo Isolux Corsan SA  
 HOCHTIEF AG  
 Iberdrola Ingeniería y  
 Construcción  
 Insituform Technologies Inc.  
 Jacobs  
 Jan De Nul Group (Sofidra SA)  
 KBR  
 Kiewit Corp.  
 Layne Christensen Co.  
 McDermott International Inc.  
 Mota-Engil  
 OHL  
 POSCO Engineering &  
 Construction  
 Sacyr Vallehermoso  
 Saipem  
 Samsung Engineering Co. Ltd.  
 Sener Ingeniería y Sistemas SA  
 Shimizu Corp.  
 SICIM SpA  
 STRABAG SE  
 Techint Group  
 Tecnicas Reunidas  
 URS Corp.  
 Van Oord  
 VINCI

**NICARAGUA**

Abeinsa SA  
 Astaldi SpA  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Grupo ACS  
 Kiewit Corp.

**PANAMA**

Abeinsa SA  
 Ansaldo Energia SpA  
 Bauer AG  
 CB&I  
 CH2M HILL  
 China Communications  
 Construction Grp. Ltd.  
 China National Machinery  
 Industry Corp.  
 Construtora Norberto Odebrecht  
 E. Pihl & Søn AS  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Foster Wheeler AG  
 Grupo ACS  
 Grupo SANJOSE SA  
 IMPREGILO SpA  
 IREM Group  
 Jan De Nul Group (Sofidra SA)  
 S.E.L.I. SpA  
 Sacyr Vallehermoso  
 Sener Ingeniería y Sistemas SA  
 Societa Italiana Per Condotte  
 D'Acqua SpA  
 Trevi Spa  
 VINCI

**PARAGUAY**

Ghella SpA  
 Grupo SANJOSE SA

**PERU**

Abeinsa SA  
 Ansaldo STS  
 Astaldi SpA  
 Bechtel  
 Bilfinger Berger SE  
 CB&I  
 China Int'l Water & Electric  
 Corp. (CWE)  
 China National Machinery  
 Industry Corp.  
 COMSA EMTE  
 Construcoes e Comercio  
 Camargo Corrêa SA  
 Construtora Andrade Gutierrez  
 SA  
 Construtora Norberto Odebrecht  
 Daewoo Engineering Co.  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 Grupo SANJOSE SA  
 Iberdrola Ingeniería y  
 Construcción  
 IMPREGILO SpA  
 Insituform Technologies Inc.  
 Jacobs  
 Jan De Nul Group (Sofidra SA)

Mota-Engil  
 OHL  
 POSCO Engineering &  
 Construction  
 Saipem  
 Shanghai Construction Group  
 Skanska AB  
 SNC-Lavalin International Inc.  
 Techint Group  
 Trevi Spa  
 VINCI

**URUGUAY**

Abeinsa SA  
 Bilfinger Berger SE  
 CB&I  
 Ferrovial Agroman SA  
 Foster Wheeler AG  
 Techint Group  
 TECHNIP

**VENEZUELA**

Acciona Infraestructuras  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Astaldi SpA  
 Bilfinger Berger SE  
 BOUYGUES  
 CB&I  
 China Gezhouba Group Co. Ltd.  
 China Metallurgical Group  
 Corp.  
 China National Machinery  
 Industry Corp.  
 China Railway Group Ltd.  
 CITIC Construction Co. Ltd.  
 COMSA EMTE  
 Construcoes e Comercio  
 Camargo Corrêa SA  
 Construtora Andrade Gutierrez  
 SA  
 Construtora Norberto Odebrecht  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Fluor Corp.  
 Foster Wheeler AG  
 Ghella SpA  
 Grupo ACS  
 Iberdrola Ingeniería y  
 Construcción  
 IMPREGILO SpA  
 JGC Corp.  
 Maire Tecnimont  
 Royal BAM Group nv  
 S.E.L.I. SpA  
 Saipem  
 Samsung Engineering Co. Ltd.  
 Sinohydro Corp.  
 Skanska AB



## Where They Worked – by Country

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

**SURINAME**

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

**C. CARIBBEAN ISLANDS****GREATER ANTILLES**

Ansaldo Energia SpA  
 BESIX SA  
 BOUYGUES  
 China Communications  
 Construction Grp. Ltd.  
 China National Complete Plant  
 Imp. & Exp. Corp. (Group)  
 Construtora Andrade Gutierrez  
 SA  
 Construtora Norberto Odebrecht  
 E. Pihl & Søn AS  
 Enka Construction & Industry  
 Co. Inc.  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 IMPREGILO SpA  
 IREM Group  
 Kiewit Corp.  
 Lakeshore TolTest Corp.  
 M.A. Kharafi & Sons  
 Saipem  
 The Shaw Group Inc.  
 Trevi Spa  
 URS Corp.  
 VINCI

**PUERTO RICO**

Acciona Infraestructuras  
 Ansaldo Energia SpA  
 CH2M HILL  
 ECC  
 Ferrovial Agroman SA  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 Jacobs  
 Kiewit Corp.

The Shaw Group Inc.

URS Corp.

**CUBA**

BOUYGUES  
 CH2M HILL  
 China Communications  
 Construction Grp. Ltd.  
 China National Corp. for  
 Overseas Economic Coop'n  
 China National Machinery  
 Industry Corp.  
 Construtora Norberto Odebrecht  
 Lakeshore TolTest Corp.

Samsung Engineering Co. Ltd.  
 SNC-Lavalin International Inc.

**LESSER ANTILLES**

Bechtel  
 Beijing Construction Eng'g  
 Group Co. Ltd.  
 BESIX SA  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 China Communications  
 Construction Grp. Ltd.  
 China National Complete Plant  
 Imp. & Exp. Corp. (Group)  
 China Railway Construction  
 Corp. Ltd.  
 Consolidated Contractors Group  
 E. Pihl & Søn AS  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 HOCHTIEF AG  
 McDermott International Inc.  
 Per Aarsleff A/S  
 POSCO Engineering &  
 Construction  
 Saipem  
 Samsung Engineering Co. Ltd.  
 Shanghai Construction Group  
 Soares Da Costa - Grupo SGPS  
 TECHNIP  
 The Shaw Group Inc.  
 VINCI

**D. EUROPE****ALBANIA**

A. Porr AG  
 Bechtel  
 Bilfinger Berger SE  
 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  
 Salini Costruttori SpA  
 STRABAG SE  
 Techint Group  
 URS Corp.  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi  
 AS

**ARMENIA**

Bilfinger Berger SE  
 GS Engineering & Construction  
 Corp.  
 KBR  
 Renco SpA  
 Techint Group

**AUSTRIA**

Ansaldo STS  
 Bauer AG  
 Bilfinger Berger SE  
 Bonatti SpA  
 BOUYGUES  
 Ed. Zublin AG  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Fluor Corp.  
 Foster Wheeler AG  
 Ghizzoni SpA  
 HOCHTIEF AG  
 Jacobs  
 Renaissance Construction  
 Techint Group  
 Trevi Spa  
 VINCI

**AZERBAIJAN**

Bechtel  
 BESIX SA  
 Bilfinger Berger SE  
 CB&I  
 Cengiz Construction Industry &  
 Trade Co. Inc.  
 China National Machinery  
 Industry Corp.  
 HOCHTIEF AG  
 IC Yırtap Yınpaat Sanayi ve  
 Ticaret A.Ş.  
 Mak-Yol Constr. Indus. Tourism  
 & Trading Inc.  
 McDermott International Inc.

*Rizzani de Eccher SpA*  
*Saipem*  
*Salini Costruttori SpA*  
*Shikun & Binui - SBI*  
*Infrastructure Ltd.*  
**STRABAG SE**  
*Techint Group*  
*Tekfen Construction and*  
*Installation Co. Inc.*  
*URS Corp.*  
**VINCI**  
*Yapi Merkezi Insaat ve Sanayi*  
*AS*

## **BELARUS**

*Bilfinger Berger SE*  
**BOUYGUES**  
*China National Corp. for*  
*Overseas Economic Coop'n*  
*CITIC Construction Co. Ltd.*  
*PJSC Stroytransgaz*  
*Sinohydro Corp.*  
**STRABAG SE**  
*Techint Group*  
**TECHNIP**  
**VINCI**

## **BELGIUM**

*Ansaldo Energia SpA*  
*Ansaldo STS*  
*Bilfinger Berger SE*  
**BOUYGUES**  
**CB&I**  
*China Communications*  
*Construction Grp. Ltd.*  
*China National Machinery*  
*Industry Corp.*  
*Danieli & C SpA*  
*Ed. Zublin AG*  
**EIFFAGE**  
*FCC, Fomento de Constr. y*  
*Contratas SA*  
*Foster Wheeler AG*  
*Iberdrola Ingeniería y*  
*Construcción*  
*Insituform Technologies Inc.*  
**IREM Group**  
*Jacobs*  
*Renco SpA*  
*Royal BAM Group nv*  
*Sener Ingeniería y Sistemas SA*  
*SNC-Lavalin International Inc.*  
**STRABAG SE**  
*Takenaka Corp.*  
*Techint Group*  
**TECHNIP**  
*Van Oord*  
**VINCI**

## **BULGARIA**

*A. Porr AG*  
*Astaldi SpA*  
*Bauer AG*  
*Bilfinger Berger SE*  
*Cengiz Construction Industry &*  
*Trade Co. Inc.*  
*Dogus Insaat Ve Ticaret AS*  
*Ed. Zublin AG*  
*Ellaktor SA*  
*FCC, Fomento de Constr. y*  
*Contratas SA*  
*Foster Wheeler AG*  
**GAMA**  
**HOCHTIEF AG**  
*Iberdrola Ingeniería y*  
*Construcción*  
*Joannou & Paraskevides*  
*Group of Cos.*  
*Kayi Insaat San. ve Tic. AS*  
*M.A. Kharafi & Sons*  
*MAPA Insaat ve Ticaret A.S.*  
**OHL**  
**STRABAG SE**  
*Techint Group*  
**TECHNIP**  
*Tekfen Construction and*  
*Installation Co. Inc.*  
**VINCI**  
*Yapi Merkezi Insaat ve Sanayi*  
*AS*

## **CZECH REP.**

*A. Porr AG*  
*Ansaldo STS*  
*Bauer AG*  
*Bilfinger Berger SE*  
**BOUYGUES**  
**CB&I**  
*China Communications*  
*Construction Grp. Ltd.*  
*China National Machinery*  
*Industry Corp.*  
*Ed. Zublin AG*  
**EIFFAGE**  
*FCC, Fomento de Constr. y*  
*Contratas SA*  
*Foster Wheeler AG*  
**HOCHTIEF AG**  
*Jacobs*  
*Kajima Corp.*  
*Mota-Engil*  
**OHL**  
**Skanska AB**  
**STRABAG SE**  
*Takenaka Corp.*  
*Techint Group*  
**VINCI**

## **DENMARK**

*Ansaldo Energia SpA*  
*Ansaldo STS*  
*Bilfinger Berger SE*  
**BOUYGUES**  
**CH2M HILL**  
*China National Machinery*  
*Industry Corp.*  
*Ed. Zublin AG*  
*Fluor Corp.*  
**HOCHTIEF AG**  
**IMPREGILO SpA**  
*Saipem*  
**Skanska AB**  
**STRABAG SE**  
*Techint Group*  
*Veidekke ASA*  
**VINCI**

## **ESTONIA**

*Bilfinger Berger SE*  
**BOUYGUES**  
*Foster Wheeler AG*  
*Per Aarsleff A/S*  
**Skanska AB**  
**VINCI**

## **FINLAND**

*Ansaldo Energia SpA*  
*Ansaldo STS*  
*Bilfinger Berger SE*  
**BOUYGUES**  
**COMSA EMTE**  
*Ed. Zublin AG*  
*Enka Construction & Industry*  
*Co. Inc.*  
*Foster Wheeler AG*  
**HOCHTIEF AG**  
**IMPREGILO SpA**  
*Jacobs*  
*Per Aarsleff A/S*  
*PJSC Stroytransgaz*  
**Skanska AB**  
**STRABAG SE**  
*Techint Group*  
**TECHNIP**  
*Van Oord*  
**VINCI**

## **FRANCE**

*Abeinsa SA*  
*Ansaldo Energia SpA*  
*Ansaldo STS*  
*Bauer AG*  
**BESIX SA**  
*Bilfinger Berger SE*  
**CH2M HILL**

## Where They Worked – by Country

China Communications  
Construction Grp. Ltd.  
COMSA EMTE  
Danieli & C SpA  
EIFFAGE  
Foster Wheeler AG  
Ghizzoni SpA  
Grupo ACS  
Grupo Isolux Corsan SA  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
Impresa Pizzarotti & C. SpA  
Insituform Technologies Inc.  
IREM Group  
Jacobs  
Jan De Nul Group (Sofidra SA)  
Kajima Corp.  
KBR  
Maire Tecnimont  
Sacyr Vallehermoso  
Saipem  
Sener Ingeniería y Sistemas SA  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
SNC-Lavalin International Inc.  
Takenaka Corp.  
Techint Group  
Técnicas Reunidas  
Van Oord  
Yapi Merkezi Insaat ve Sanayi  
AS

**GEORGIA**

Bauer AG  
Bechtel  
Black & Veatch  
CH2M HILL  
China Metallurgical Group  
Corp.  
China Railway Construction  
Corp. Ltd.  
HOCHTIEF AG  
KBR  
Limak Insaat Sanayi ve Ticaret  
AS  
Nurol Construction and Trading  
Co.  
Salini Costruttori SpA  
STRABAG SE  
VINCI  
Yapi Merkezi Insaat ve Sanayi  
AS

**GERMANY**

A. Porr AG  
Abeinsa SA  
AMEC plc  
Ansaldo Energia SpA

Ansaldo STS  
Bonatti SpA  
BOUYGUES  
CB&I  
CH2M HILL  
China Communications  
Construction Grp. Ltd.  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
Danieli & C SpA  
ECC  
EIFFAGE  
Ellaktor SA  
Enka Construction & Industry  
Co. Inc.  
FCC, Fomento de Constr. y  
Contratas SA  
Fluor Corp.  
Foster Wheeler AG  
Ghizzoni SpA  
Grupo ACS  
Iberdrola Ingeniería y  
Construcción  
IMPREGILO SpA  
IREM Group  
Jacobs  
Jan De Nul Group (Sofidra SA)  
John Sisk & Son Ltd.  
KBR  
Maire Tecnimont  
Per Aarsleff A/S  
Royal BAM Group nv  
Sener Ingeniería y Sistemas SA  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
SICIM SpA  
Skanska AB  
STRABAG SE  
Takenaka Corp.  
Techint Group  
TECHNIP  
Tekfen Construction and  
Installation Co. Inc.  
The Shaw Group Inc.  
Trevi SpA  
URS Corp.  
Van Oord  
VINCI  
Yapi Merkezi Insaat ve Sanayi  
AS

**GREECE**

Ansaldo Energia SpA  
Ansaldo STS

Bilfinger Berger SE  
BOUYGUES  
CH2M HILL  
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  
Ghizzoni SpA  
Grupo ACS  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
IMPREGILO SpA  
IREM Group  
Joannou & Paraskevaides  
Group of Cos.  
PJSC Stroytransgaz  
S.E.L.I. SpA  
STRABAG SE  
Techint Group  
TECHNIP  
Técnicas Reunidas  
VINCI  
Yapi Merkezi Insaat ve Sanayi  
AS

**HUNGARY**

A. Porr AG  
Ansaldo Energia SpA  
Bauer AG  
Bilfinger Berger SE  
BOUYGUES  
Ed. Zublin AG  
FCC, Fomento de Constr. y  
Contratas SA  
Foster Wheeler AG  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
Jacobs  
KBR  
Mota-Engil  
Obayashi Corp.  
OHL  
STRABAG SE  
Takenaka Corp.  
Techint Group  
URS Corp.  
VINCI

**IRELAND**

AMEC plc  
Ansaldo Energia SpA  
Bilfinger Berger SE

## Where They Worked – by Country

Black & Veatch  
BOUYGUES  
CH2M HILL  
Ed. Zublin AG  
FCC, Fomento de Constr. y  
Contratas SA  
Ferrovial Agroman SA  
Fluor Corp.  
Foster Wheeler AG  
GAMA  
Grupo ACS  
HOCHTIEF AG  
Jacobs  
Joannou & Paraskevaides  
Group of Cos.  
KBR  
Mota-Engil  
Parsons  
Royal BAM Group nv  
Sacyr Vallehermoso  
Skanska AB  
STRABAG SE  
Techint Group  
URS Corp.  
Van Oord  
VINCI

**ITALY**

Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
CH2M HILL  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China National Machinery  
Industry Corp.  
ECC  
Ed. Zublin AG  
EIFFAGE  
FCC, Fomento de Constr. y  
Contratas SA  
Ferrovial Agroman SA  
Fluor Corp.  
Foster Wheeler AG  
Grupo ACS  
Grupo Isolux Corsan SA  
Iberdrola Ingeniería y  
Construcción  
Jacobs  
KBR  
OHL  
Per Aarsleff A/S  
Sacyr Vallehermoso  
Sener Ingeniería y Sistemas SA  
STRABAG SE  
Takenaka Corp.  
TECHNIP  
The Shaw Group Inc.  
Van Oord

VINCI

**LATVIA**

Archirodon Group NV  
Bilfinger Berger SE  
GAMA  
Iberdrola Ingeniería y  
Construcción  
Per Aarsleff A/S  
STRABAG SE  
VINCI

**LITHUANIA**

Bilfinger Berger SE  
Foster Wheeler AG  
Iberdrola Ingeniería y  
Construcción  
IMPREGILO SpA  
Kayi Insaat San. ve Tic. AS  
Maire Technimont  
Per Aarsleff A/S  
STRABAG SE  
Techint Group  
VINCI

**MOLDOVA**

Bauer AG  
Summa Turizm Yatirimciligi AS  
VINCI

**NETHERLANDS**

Abeinsa SA  
Ansaldo Energia SpA  
Ansaldo STS  
Bauer AG  
BESIX SA  
Bilfinger Berger SE  
BOUYGUES  
CB&I  
Danieli & C SpA  
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)  
John Sisk & Son Ltd.  
Per Aarsleff A/S  
Prezioso Technilor  
Sener Ingeniería y Sistemas SA  
Skanska AB  
STRABAG SE  
Takenaka Corp.  
Techint Group

TECHNIP  
Técnicas Reunidas  
Trevi Spa  
VINCI

**NORWAY**

Ansaldo STS  
Bilfinger Berger SE  
China Communications  
Construction Grp. Ltd.  
China Metallurgical Group  
Corp.  
China Railway Group Ltd.  
E. Pihl & Søn AS  
Ed. Zublin AG  
Fluor Corp.  
Foster Wheeler AG  
Grupo ACS  
Jan De Nul Group (Sofidra SA)  
Per Aarsleff A/S  
Saipem  
Sener Ingeniería y Sistemas SA  
Shanghai Construction Group  
Skanska AB  
STRABAG SE  
Techint Group  
TECHNIP  
Van Oord  
VINCI

**POLAND**

A. Porr AG  
Abeinsa SA  
Acciona Infraestructuras  
Ansaldo Energia SpA  
Astaldi SpA  
Bauer AG  
BESIX SA  
Bilfinger Berger SE  
BOUYGUES  
CH2M HILL  
China National Machinery  
Industry Corp.  
COMSA EMTE  
Danieli & C SpA  
E. Pihl & Søn AS  
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

## Where They Worked – by Country

*Insituform Technologies Inc.*  
*Jacobs*  
*Joannou & Paraskevaides*  
*Group of Cos.*  
*John Sisk & Son Ltd.*  
*Kajima Corp.*  
*KBR*  
*Maire Tecnimont*  
*Mota-Engil*  
*OHL*  
*Per Aarsleff A/S*  
*Saipem*  
*Sener Ingenieria y Sistemas SA*  
*Shanghai Construction Group*  
*Shimizu Corp.*  
*Skanska AB*  
*SNC-Lavalin International Inc.*  
*STRABAG SE*  
*Takenaka Corp.*  
*Techint Group*  
*TECHNIP*  
*URS Corp.*  
*VINCI*  
*Yapi Merkezi Insaat ve Sanayi*  
*AS*

**PORTUGAL**

*Abeinsa SA*  
*Acciona Infraestructuras*  
*Ansaldo STS*  
*Bilfinger Berger SE*  
*BOUYGUES*  
*CH2M HILL*  
*COMSA EMTE*  
*Construtora Andrade Gutierrez*  
*SA*  
*Construtora Norberto Odebrecht*  
*Danieli & C SpA*  
*ECC*  
*Ed. Zublin AG*  
*EIFFAGE*  
*FCC, Fomento de Constr. y*  
*Contratas SA*  
*Ferrovial Agroman SA*  
*Fluor Corp.*  
*Foster Wheeler AG*  
*Grupo ACS*  
*Grupo Isolux Corsan SA*  
*Grupo SANJOSE SA*  
*Iberdrola Ingeniería y*  
*Construcción*  
*KBR*  
*Lakeshore TolTest Corp.*  
*OHL*  
*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*  
*Archirodon Group NV*  
*Astaldi SpA*  
*Bauer AG*  
*Bechtel*  
*Bilfinger Berger SE*  
*Black & Veatch*  
*BOUYGUES*  
*CB&I*  
*Cengiz Construction Industry &*  
*Trade Co. Inc.*  
*COMSA EMTE*  
*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*  
*Joannou & Paraskevaides*  
*Group of Cos.*  
*KBR*  
*Kiewit Corp.*  
*Metka*  
*Mota-Engil*  
*Petrofac 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.*  
*VINCI*  
*Yapi Merkezi Insaat ve Sanayi*  
*AS*

**RUSSIA**

*Abeinsa SA*  
*Alarko Contracting Group*  
*Ansaldo Energia SpA*  
*Ansaldo STS*  
*Arabtec Construction LLC*  
*Bauer AG*

*Bechtel*  
*Beta Tek Insaat*  
*Bilfinger Berger SE*  
*Black & Veatch*  
*BOUYGUES*  
*CB&I*  
*CH2M HILL*  
*China Civil Engineering Constr.*  
*Corp.*  
*China Communications*  
*Construction Grp. Ltd.*  
*China Dalian Int'l Eco. & Techn.*  
*Cooperation Grp. Co.*  
*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. Ltd.*  
*China Wu Yi Co. Ltd.*  
*Danieli & C SpA*  
*Ed. Zublin AG*  
*Enka Construction & Industry*  
*Co. Inc.*  
*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*  
*IMPREGILO SpA*  
*Kayi Insaat San. ve Tic. AS*  
*KBR*  
*McDermott International Inc.*  
*Metag Insaat Ticaret AS*  
*Per Aarsleff A/S*  
*Rasen Insaat Ve Yatirim Ticaret*  
*AS*  
*Renaissance Construction*  
*Renco SpA*  
*Rizzani de Eccher SpA*  
*S.E.L.I. SpA*  
*Saipem*  
*Samsung C&T Corp.*  
*Sembol Construction*  
*Sener Ingenieria y Sistemas SA*  
*Shanghai Construction Group*



## Where They Worked – by Country

Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Skanska AB  
SNC-Lavalin International Inc.  
STRABAG SE  
Summa Turizm Yatirimciligi AS  
Techint Group  
TECHNIP  
Tecnicas Reunidas  
Toyo Engineering Corp.  
URS Corp.  
Van Oord  
VINCI  
Yapi Merkezi Insaat ve Sanayi  
AS  
Yuksel Insaat Co. Inc.

**SLOVAKIA**

A. Porr AG  
Bauer AG  
Bilfinger Berger SE  
BOUYGUES  
Ed. Zublin AG  
EIFFAGE  
FCC, Fomento de Constr. y  
Contratas SA  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
Jacobs  
KBR  
Mota-Engil  
OHL  
Skanska AB  
STRABAG SE  
Takenaka Corp.  
Techint Group  
VINCI

**SPAIN**

Ansaldo Energia SpA  
Ansaldo STS  
Bauer AG  
Bilfinger Berger SE  
Bonatti SpA  
BOUYGUES  
CB&I  
CH2M HILL  
China National Machinery  
Industry Corp.  
Construtora Andrade Gutierrez  
SA  
Danieli & C SpA  
ECC  
EIFFAGE  
Fluor Corp.  
Foster Wheeler AG  
Ghizzoni SpA  
Grupo Isolux Corsan SA

IMPREGILO SpA  
Insituform Technologies Inc.  
Jacobs  
KBR  
Kiewit Corp.  
Lakeshore TolTest Corp.  
Mota-Engil  
Per Aarsleff A/S  
Saipem  
SICIM SpA  
SNC-Lavalin International Inc.  
Soares Da Costa - Grupo SGPS  
Takenaka Corp.  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
Van Oord  
VINCI

**SWEDEN**

Ansaldo Energia SpA  
Ansaldo STS  
Bilfinger Berger SE  
BOUYGUES  
Danieli & C SpA  
E. Pihl & Søn AS  
Ed. Zublin AG  
FCC, Fomento de Constr. y  
Contratas SA  
Fluor Corp.  
Foster Wheeler AG  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
IMPREGILO SpA  
Jacobs  
Maire Tecnimont  
Per Aarsleff A/S  
Saipem  
Sener Ingenieria y Sistemas SA  
STRABAG SE  
Techint Group  
Trevi Spa  
Van Oord  
Veidekke ASA  
VINCI

**SWITZERLAND**

A. Porr AG  
Acciona Infraestructuras  
Ansaldo Energia SpA  
Ansaldo STS  
Bauer AG  
Bilfinger Berger SE  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
COMSA EMTE  
Ed. Zublin AG

FCC, Fomento de Constr. y  
Contratas SA  
Foster Wheeler AG  
HOCHTIEF AG  
IMPREGILO SpA  
Impresa Pizzarotti & C. SpA  
Insituform Technologies Inc.  
Jacobs  
Royal BAM Group nv  
Saipem  
Sener Ingenieria y Sistemas SA  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Societa Italiana Per Condotte  
D'Acqua SpA  
STRABAG SE  
Techint Group  
URS Corp.  
VINCI

**UKRAINE**

Alarko Contracting Group  
B.L. Harbert International LLC  
Bauer AG  
Bechtel  
Bilfinger Berger SE  
BOUYGUES  
Danieli & C SpA  
Dogus Insaat Ve Ticaret AS  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
KBR  
Onur Taahhut Ticaret Ltd. Stl.  
Per Aarsleff A/S  
Renaissance Construction  
Rizzani de Eccher SpA  
Salini Costruttori SpA  
Sembol Construction  
STRABAG SE  
Techint Group  
URS Corp.  
VINCI  
Yapi Merkezi Insaat ve Sanayi  
AS

**UNITED KINGDOM**

Abeinsa SA  
Ansaldo Energia SpA  
Ansaldo STS  
Bauer AG  
Bechtel  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
CB&I  
CH2M HILL  
China Communications  
Construction Grp. Ltd.

## Where They Worked – by Country

China National Machinery Industry Corp.  
Consolidated Contractors Group  
Construtora Norberto Odebrecht  
Danieli & C SpA  
E. Pihl & Søn AS  
ECC  
EIFFAGE  
FCC, Fomento de Constr. y Contratas SA  
Ferrovial Agroman SA  
Fluor Corp.  
Foster Wheeler AG  
Grupo ACS  
HOCHTIEF AG  
Iberdrola Ingeniería y Construcción  
IMPREGILO SpA  
Insituform Technologies Inc.  
Jacobs  
Jan De Nul Group (Sofidra SA)  
John Sisk & Son Ltd.  
Kajima Corp.  
KBR  
McDermott International Inc.  
OHL  
Per Aarsleff A/S  
Punj Lloyd Ltd.  
Royal BAM Group nv  
Saipem  
Sener Ingeniería y Sistemas SA  
Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
Skanska AB  
STRABAG SE  
Takenaka Corp.  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
Tutor Perini Corp.  
URS Corp.  
Van Oord  
VINCI  
Yapi Merkezi Insaat ve Sanayi AS

**YUGOSLAVIA (FORMER)**

A. Porr AG  
Abeinsa SA  
Bauer AG  
Bechtel  
Enka Construction & Industry Co. Inc.  
FCC, Fomento de Constr. y Contratas SA  
KBR  
OHL  
STRABAG SE  
Techint Group

VINCI  
Yapi Merkezi Insaat ve Sanayi AS

**BOSNIA & HERZ.**

A. Porr AG  
Bilfinger Berger SE  
Danieli & C SpA  
Enka Construction & Industry Co. Inc.  
FCC, Fomento de Constr. y Contratas SA  
KBR  
Obayashi Corp.  
OHL  
SNC-Lavalin International Inc.  
STRABAG SE  
VINCI  
Yapi Merkezi Insaat ve Sanayi AS

**CROATIA**

A. Porr AG  
Ansaldo Energia SpA  
Bechtel  
Bilfinger Berger SE  
BOUYGUES  
CB&I  
FCC, Fomento de Constr. y Contratas SA  
Ghizzoni SpA  
Maire Tecnimont  
Saipem  
Sembol Construction  
STRABAG SE  
Techint Group  
VINCI

**FYR MACEDONIA**

A. Porr AG  
FCC, Fomento de Constr. y Contratas SA  
GAMA  
KBR  
STRABAG SE  
TAV Construction  
Techint Group  
VINCI  
Yapi Merkezi Insaat ve Sanayi AS

**SLOVENIA**

A. Porr AG  
Bauer AG  
Bilfinger Berger SE  
BOUYGUES  
Danieli & C SpA

FCC, Fomento de Constr. y Contratas SA  
Jacobs  
STRABAG SE  
Techint Group  
VINCI

**E. MIDDLE EAST  
AFGHANISTAN**

Black & Veatch  
CH2M HILL  
China Metallurgical Group Corp.  
China National Machinery Industry Corp.  
China Railway Construction Corp. Ltd.  
ECC  
Enka Construction & Industry Co. Inc.  
Fluor Corp.  
Habtoor Leighton Group  
Irrcon International Ltd.  
KBR  
Lakeshore TolTest Corp.  
Layne Christensen Co.  
Leighton Holdings Ltd.  
Metag Insaat Ticaret AS  
Sinohydro Corp.  
Tepe Insaat Sanayi AS  
The Shaw Group Inc.  
Tutor Perini Corp.  
URS Corp.  
VINCI  
Yuksel Insaat Co. Inc.

**BAHRAIN**

Ansaldo Energia SpA  
Arabtec Construction LLC  
Bilfinger Berger SE  
Black & Veatch  
Danieli & C SpA  
Foster Wheeler AG  
GS Engineering & Construction Corp.  
Habtoor Leighton Group  
Jacobs  
KBR  
Larsen & Toubro Ltd.  
Rizzani de Eccher SpA  
Royal BAM Group nv  
Samsung Engineering Co. Ltd.  
Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
SNC-Lavalin International Inc.  
TAV Construction  
Techint Group  
TECHNIP

## Where They Worked – by Country

*The Shaw Group Inc.*  
*URS Corp.*  
*Van Oord*  
*VINCI*

**CYPRUS**

*Archirodon Group NV*  
*Bilfinger Berger SE*  
*China Wanbao Engineering Corp.*  
*Ellaktor SA*  
*Joannou & Paraskevaides Group of Cos.*  
*Limak Insaat Sanayi ve Ticaret AS*  
*Onur Taahhut Ticaret Ltd. Stl. VINCI*

**IRAN**

*Ansaldo Energia SpA*  
*Beijing Construction Eng'g Group Co. Ltd.*  
*Bilfinger Berger SE*  
*China Communications Construction Grp. Ltd.*  
*China Gezhouba Group Co. Ltd.*  
*China Jiangsu Int'l Econ-Tech. Coop. Corp.*  
*China Metallurgical Group Corp.*  
*China National Chemical Eng'g Group Corp.*  
*China National Machinery Industry Corp.*  
*China National Technical Imp. & Exp. Corp.*  
*China Railway Group Ltd.*  
*CITIC Construction Co. Ltd.*  
*Daelim Industrial Co. Ltd.*  
*Danieli & C SpA*  
*GS Engineering & Construction Corp.*  
*Maire Tecnimont*  
*POSCO Engineering & Construction*  
*Punj Lloyd Ltd.*  
*S.E.L.I. SpA*  
*Shanghai Construction Group*  
*Sinopec Engineering Inc.*  
*Techint Group*  
*VINCI*  
*Yapi Merkezi Insaat ve Sanayi AS*  
*Zhongyuan Petroleum Exploration Bureau*

**IRAQ**

*Arabian Construction Co. SAL*

*Bilfinger Berger SE*  
*Black & Veatch*  
*CH2M HILL*  
*China Jiangsu Int'l Econ-Tech. Coop. Corp.*  
*China National Machinery Industry Corp.*  
*China Petroleum Eng'g & Construction Corp.*  
*China Petroleum Pipeline Bureau (CPP)*  
*Consolidated Contractors Group ECC*  
*Fluor Corp.*  
*Foster Wheeler AG*  
*Habtoor Leighton Group*  
*HOCHTIEF AG*  
*KBR*  
*Lakeshore TolTest Corp.*  
*Leighton Holdings Ltd.*  
*Mak-Yol Constr. Indus. Tourism & Trading Inc.*  
*Oracon Construction Industries (OCI)*  
*Parsons*  
*Petrofac Ltd.*  
*Shanghai Electric Group Co. Ltd.*  
*SNC-Lavalin International Inc.*  
*Tepe Insaat Sanayi AS*  
*The Arab Contractors (O.A.O. & Co.)*  
*The Shaw Group Inc.*  
*Tutor Perini Corp.*  
*URS Corp.*  
*Yapi Merkezi Insaat ve Sanayi AS*  
*Yuksel Insaat Co. Inc.*

**ISRAEL**

*Ansaldo Energia SpA*  
*Bilfinger Berger SE*  
*Black & Veatch*  
*CH2M HILL*  
*China Civil Engineering Constr. Corp.*  
*China Railway Construction Corp. Ltd.*  
*Ed. Zublin AG*  
*Kiewit Corp.*  
*Lakeshore TolTest Corp.*  
*Per Aarsleff A/S*  
*POSCO Engineering & Construction*  
*Sacyr Vallehermoso*  
*Soares Da Costa - Grupo SGPS*  
*STRABAG SE*

**JORDAN**

*Al-Arabb Contracting Co. Ltd.*  
*Ansaldo Energia SpA*  
*Arabian Construction Co. SAL*  
*Arabtec Construction LLC*  
*Archirodon Group NV*  
*Bilfinger Berger SE*  
*China Int'l Water & Electric Corp. (CWE)*  
*China Metallurgical Group Corp.*  
*China National Complete Plant Imp. & Exp. Corp. (Group)*  
*Consolidated Contractors Group*  
*Daewoo E&C Co. Ltd.*  
*GAMA*  
*Grupo Isolux Corsan SA*  
*Hanwha Engineering & Construction Corp.*  
*Jacobs*  
*Joannou & Paraskevaides Group of Cos.*  
*KBR*  
*M/s. Afcons Infrastructure Ltd.*  
*PJSC Stroytransgaz*  
*SEPCOIII Electric Power Construction Corp.*  
*Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.*  
*SNC-Lavalin International Inc.*  
*Societa Italiana Per Condotte D'Acqua SpA*  
*Techint Group*  
*The Petroleum Projects and Technical Consultations Co.*  
*Van Oord*  
*VINCI*  
*Yapi Merkezi Insaat ve Sanayi AS*  
*Yuksel Insaat Co. Inc.*

**KUWAIT**

*ABB SpA - Process Automation Division*  
*Bilfinger Berger SE*  
*Black & Veatch*  
*CH2M HILL*  
*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 Railway Construction Corp. Ltd.*  
*China State Construction Eng'g Corp. Ltd.*

## Where They Worked – by Country

China Wanbao Engineering Corp.  
 Consolidated Contractors Group  
 Daelim Industrial Co. Ltd.  
 Danieli & C SpA  
 ECC  
 Ellaktor SA  
 Fluor Corp.  
 Foster Wheeler AG  
 GS Engineering & Construction Corp.  
 Habtoor Leighton Group  
 Hanwha Engineering & Construction Corp.  
 HOCHTIEF AG  
 Hyundai Engineering & Construction Co. Ltd.  
 IMPREGILO SpA  
 JGC Corp.  
 KBR  
 Lakeshore TolTest Corp.  
 Larsen & Toubro Ltd.  
 Leighton Holdings Ltd.  
 Maire Tecnimont  
 Petrofac Ltd.  
 Rizzani de Eccher SpA  
 Saipem  
 Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
 Sinohydro Corp.  
 SK Engineering & Construction  
 SNC-Lavalin International Inc.  
 Techint Group  
 TECHNIP  
 The Arab Contractors (O.A.O. & Co.)  
 Van Oord  
 VINCI  
 WorleyParsons  
 Zhongyuan Petroleum Exploration Bureau

**LEBANON**

Ansaldo Energia SpA  
 Bauer AG  
 Bilfinger Berger SE  
 China Communications Construction Grp. Ltd.  
 China Int'l Water & Electric Corp. (CWE)  
 E. Pihl & Søn AS  
 Kharafi National KSCC  
 Rizzani de Eccher SpA  
 The Arab Contractors (O.A.O. & Co.)  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi AS

**OMAN**

ABB SpA - Process Automation Division  
 Abeinsa SA  
 Ansaldo Energia SpA  
 Archirodon Group NV  
 BESIX SA  
 Bilfinger Berger SE  
 Black & Veatch  
 CB&I  
 CH2M HILL  
 China Communications Construction Grp. Ltd.  
 China National Machinery Industry Corp.  
 China Railway Construction Corp. Ltd.  
 Consolidated Contractors Group  
 Daewoo E&C Co. Ltd.  
 Daewoo Engineering Co.  
 Ellaktor SA  
 Enka Construction & Industry Co. Inc.  
 FCC, Fomento de Constr. y Contratas SA  
 Fluor Corp.  
 GS Engineering & Construction Corp.  
 Habtoor Leighton Group  
 HOCHTIEF AG  
 Jacobs  
 Jan De Nul Group (Sofidra SA)  
 Joannou & Paraskevaides Group of Cos.  
 Lakeshore TolTest Corp.  
 Larsen & Toubro Ltd.  
 M/s. Afcons Infrastructure Ltd.  
 Mak-Yol Constr. Indus. Tourism & Trading Inc.  
 Onur Taahhut Ticaret Ltd. Stl.  
 Petrofac Ltd.  
 Punj Lloyd Ltd.  
 Royal BAM Group nv  
 Saipem  
 SEPCOIII Electric Power Construction Corp.  
 Sinohydro Corp.  
 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.  
 Trevi Spa  
 Van Oord

VINCI  
 Willbros Group Inc.

**PAKISTAN**

ABB SpA - Process Automation Division  
 Ansaldo Energia SpA  
 Arabian Construction Co. SAL  
 Arabtec Construction LLC  
 B.L. Harbert International LLC  
 Bilfinger Berger SE  
 Black & Veatch  
 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 Chemical Eng'g Group Corp.  
 China National Machinery Industry Corp.  
 China Petroleum Eng'g & Construction Corp.  
 China State Construction Eng'g Corp. Ltd.  
 China Wanbao Engineering Corp.  
 China Zhongyuan Engineering Corp.  
 Daewoo E&C Co. Ltd.  
 Dongfang Electric Corp.  
 Harbin Power Engineering Co. Ltd.  
 Hefei Cement Research & Design Institute  
 Joannou & Paraskevaides Group of Cos.  
 KBR  
 Lakeshore TolTest Corp.  
 Limak Insaat Sanayi ve Ticaret AS  
 Orascom Construction Industries (OCI)  
 Sinohydro Corp.  
 Ssangyong Engineering & Construction Co. Ltd.  
 STFA Construction Group  
 Taisei Corp.  
 Techint Group  
 Van Oord  
 VINCI  
 Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.

**QATAR**

Abeinsa SA

## Where They Worked – by Country

Al-Arrab Contracting Co. Ltd.  
 Ansaldo Energia SpA  
 Arabian Construction Co. SAL  
 Arabtec Construction LLC  
 Archirodon Group NV  
 Astaldi SpA  
 Bauer AG  
 Baytur Construction &  
 Contracting Co.  
 Bechtel  
 BESIX SA  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 CB&I  
 CH2M HILL  
 China Communications  
 Construction Grp. Ltd.  
 China Gezhouba Group Co. Ltd.  
 China Metallurgical Group  
 Corp.  
 China State Construction Eng'g  
 Corp. Ltd.  
 Chiyoda Corp.  
 Consolidated Contractors Group  
 Contracting & Trading Co.  
 C.A.T. Group of Cos.  
 CTCI Corp.  
 Daewoo E&C Co. Ltd.  
 Danieli & C SpA  
 ECC  
 Ed. Zublin AG  
 Ellaktor SA  
 Fluor Corp.  
 Foster Wheeler AG  
 GAMA  
 Gamuda Berhad  
 Grupo Isolux Corsan SA  
 GS Engineering & Construction  
 Corp.  
 Habtoor Leighton Group  
 HOCHTIEF AG  
 Hyundai Engineering &  
 Construction Co. Ltd.  
 Iberdrola Ingeniería y  
 Construcción  
 IMPREGILO SpA  
 Jacobs  
 Jan De Nul Group (Sofidra SA)  
 JGC Corp.  
 Joannou & Paraskevaides  
 Group of Cos.  
 KBR  
 Lakeshore TolTest Corp.  
 Larsen & Toubro Ltd.  
 Leighton Holdings Ltd.  
 Maire Tecnimont  
 McConnell Dowell Corp. Ltd.  
 McDermott International Inc.

National Petroleum  
 Construction Co. (NPCC)  
 Nurol Construction and Trading  
 Co.  
 OHL  
 Petrofac Ltd.  
 Punj Lloyd Ltd.  
 Qingjian Group Co. Ltd.  
 Renco SpA  
 Rizzani de Eccher SpA  
 Royal BAM Group nv  
 Saipem  
 Shapoorji Pallonji & Co. Ltd.  
 Shenyang Yuanda Aluminum  
 Indus. Eng'g Co. Ltd.  
 Sinohydro Corp.  
 SK Engineering & Construction  
 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.)  
 Toyo Engineering Corp.  
 Trevi Spa  
 URS Corp.  
 VINCI  
 Yuksel Insaat Co. Inc.

**SAUDI ARABIA**

Abeinsa SA  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Arabian Construction Co. SAL  
 Arabtec Construction LLC  
 Archirodon Group NV  
 Astaldi SpA  
 Bauer AG  
 Baytur Construction &  
 Contracting Co.  
 Bechtel  
 Bilfinger Berger SE  
 Black & Veatch  
 Bonatti SpA  
 CB&I  
 China Civil Engineering Constr.  
 Corp.  
 China Communications  
 Construction Grp. Ltd.  
 China Geo-Engineering Corp.  
 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.  
 C.A.T. Group of Cos.  
 CTCI Corp.  
 Daelim Industrial Co. Ltd.  
 Danieli & C SpA  
 Dongfang Electric Corp.  
 Enka Construction & Industry  
 Co. Inc.  
 Fluor Corp.  
 Foster Wheeler AG  
 GAMA  
 Grupo ACS  
 GS Engineering & Construction  
 Corp.  
 Guris Insaat ve Muhendislik AS  
 Habtoor Leighton Group  
 Hanwha Engineering &  
 Construction Corp.  
 Hefei Cement Research &  
 Design Institute  
 HOCHTIEF AG  
 Hyundai Engineering &  
 Construction Co. Ltd.  
 IMPREGILO SpA  
 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  
 M.A. Kharafi & Sons  
 Maire Tecnimont  
 MAPA Insaat ve Ticaret A.S.  
 McDermott International Inc.  
 Metag Insaat Ticaret AS  
 National Petroleum  
 Construction Co. (NPCC)  
 Onur Taahhut Ticaret Ltd. Stl.  
 Orascom Construction  
 Industries (OCI)  
 Parsons  
 Petrofac Ltd.  
 PJSC Stroytransgaz  
 Punj Lloyd Ltd.  
 Renaissance Construction  
 Saipem

Samsung Engineering Co. Ltd.  
 SEPCOIII Electric Power  
 Construction Corp.  
 Shapoorji Pallonji & Co. Ltd.  
 Shenyang Yuanda Aluminum  
 Indus. Eng'g Co. Ltd.  
 Sinohydro Corp.  
 SK Engineering & Construction  
 SNC-Lavalin International Inc.  
 Ssangyong Engineering &  
 Construction Co. Ltd.  
 STFA Construction Group  
 STRABAG SE  
 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.  
 The Shaw Group Inc.  
 URS Corp.  
 VINCI  
 WorleyParsons  
 Yuksel Insaat Co. Inc.  
 Zhongyuan Petroleum  
 Exploration Bureau

## **SYRIA**

Ansaldo Energia SpA  
 Arabian Construction Co. SAL  
 Arabtec Construction LLC  
 Bilfinger Berger SE  
 China Dalian Int'l Eco. & Techn.  
 Cooperation Grp. Co.  
 Consolidated Contractors Group  
 Grupo Isolux Corsan SA  
 Guris Insaat ve Muhendislik AS  
 M.A. Kharafi & Sons  
 Metka  
 Orascom Construction  
 Industries (OCI)  
 Petrofac Ltd.  
 PJSC Stroytransgaz  
 Techint Group  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi  
 AS

## **TURKEY**

Abeinsa SA  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Astaldi SpA  
 Atlas Group  
 Bauer AG

Bilfinger Berger SE  
 Black & Veatch  
 CH2M HILL  
 China Civil Engineering Constr.  
 Corp.  
 China Metallurgical Group  
 Corp.  
 China National Chemical Eng'g  
 Group Corp.  
 China National Corp. for  
 Overseas Economic Coop'n  
 China National Machinery Imp.  
 & Exp. Corp.  
 China National Machinery  
 Industry Corp.  
 China Railway Construction  
 Corp. Ltd.  
 Danieli & C SpA  
 Dongfang Electric Corp.  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Fluor Corp.  
 Foster Wheeler AG  
 GS Engineering & Construction  
 Corp.  
 Harbin Power Engineering Co.  
 Ltd.  
 HOCHTIEF AG  
 Kajima Corp.  
 KBR  
 Metka  
 OHL  
 POSCO Engineering &  
 Construction  
 S.E.L.I. SpA  
 Shanghai Construction Group  
 SK Engineering & Construction  
 STRABAG SE  
 Techint Group  
 Tekfen Construction and  
 Installation Co. Inc.  
 Trevi Spa  
 VINCI  
 Yuksel Insaat Co. Inc.

## **U.A.E.**

ABB SpA - Process Automation  
 Division  
 Abeinsa SA  
 Al-Arrab Contracting Co. Ltd.  
 Ansaldo Energia SpA  
 Arabian Construction Co. SAL  
 Archirodon Group NV  
 B.L. Harbert International LLC  
 Bauer AG  
 Baytur Construction &  
 Contracting Co.  
 Bechtel

Beijing Construction Eng'g  
 Group Co. Ltd.  
 BESIX SA  
 Bilfinger Berger SE  
 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 &  
 Construction Corp.  
 China Petroleum Pipeline  
 Bureau (CPP)  
 China Railway Construction  
 Corp. Ltd.  
 China Railway Group Ltd.  
 China State Construction Eng'g  
 Corp. Ltd.  
 Consolidated Contractors Group  
 Construtora Norberto Odebrecht  
 Contracting & Trading Co.  
 C.A.T. Group of Cos.  
 Daewoo E&C Co. Ltd.  
 Daewoo Engineering Co.  
 Danieli & C SpA  
 Ed. Zublin AG  
 Ellaktor SA  
 FCC, Fomento de Constr. y  
 Contratas SA  
 Fluor Corp.  
 Foster Wheeler AG  
 Grupo ACS  
 GS Engineering & Construction  
 Corp.  
 Guris Insaat ve Muhendislik AS  
 Habtoor Leighton Group  
 HOCHTIEF AG  
 Hyundai Engineering &  
 Construction Co. Ltd.  
 Iberdrola Ingeniería y  
 Construcción  
 IMPREGILO SpA  
 Impresa Pizzarotti & C. SpA  
 Jacobs  
 JGC Corp.  
 Jiangsu Nantong No. 3  
 Construction Grp. Co. Ltd.  
 Joannou & Paraskevaides  
 Group of Cos.  
 John Sisk & Son Ltd.

## Where They Worked – by Country

Kajima Corp.  
 KBR  
 Kharafi National KSCC  
 Kinden Corp.  
 Larsen & Toubro Ltd.  
 Leighton Holdings Ltd.  
 M.A. Kharafi & Sons  
 M/s. Afcons Infrastructure Ltd.  
 Maire Tecnimont  
 MAPA Insaat ve Ticaret A.S.  
 McConnell Dowell Corp. Ltd.  
 McDermott International Inc.  
 Nurol Construction and Trading Co.  
 Obayashi Corp.  
 Orascom Construction Industries (OCI)  
 Parsons  
 Penta-Ocean Construction Co. Ltd.  
 Petrofac Ltd.  
 PJSC Sroytransgaz  
 POSCO Engineering & Construction  
 Prezioso Technilor  
 Punj Lloyd Ltd.  
 Rizzani de Eccher SpA  
 Royal BAM Group nv  
 Saipem  
 Salini Costruttori SpA  
 Samsung C&T Corp.  
 Samsung Engineering Co. Ltd.  
 Sembol Construction  
 Shapoorji Pallonji & Co. Ltd.  
 Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
 Shimizu Corp.  
 Sinohydro Corp.  
 SK Engineering & Construction  
 SNC-Lavalin International Inc.  
 Soares Da Costa - Grupo SGPS  
 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  
 Yuksel Insaat Co. Inc.  
 Zhongding Int'l Engineering Co. Ltd.  
 Zhongyuan Petroleum Exploration Bureau

**YEMEN, NORTH**

Bilfinger Berger SE  
 China Communications Construction Grp. Ltd.  
 China Metallurgical Group Corp.  
 China National Machinery Industry Corp.  
 China State Construction Eng'g Corp. Ltd.  
 China Wanbao Engineering Corp.  
 Consolidated Contractors Group  
 Daewoo E&C Co. Ltd.  
 GAMA  
 Hyundai Engineering & Construction Co. Ltd.  
 JGC Corp.  
 Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.  
 KBR  
 Punj Lloyd Ltd.  
 Renco SpA  
 Sinohydro Corp.  
 SK Engineering & Construction  
 Taisei Corp.  
 TECHNIP  
 The Petroleum Projects and Technical Consultations Co.  
 VINCI  
 Zhongyuan Petroleum Exploration Bureau

**F. ASIA/AUSTRALIA**  
**AUSTRALIA**

Abeinsa SA  
 Acciona Infraestructuras  
 AMEC plc  
 Ansaldo Energia SpA  
 Bauer AG  
 Bechtel  
 Bilfinger Berger SE  
 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  
 Ghella SpA  
 Grupo ACS  
 GS Engineering & Construction Corp.  
 HOCHTIEF AG  
 Insituform Technologies Inc.  
 Italian-Thai Development PCL  
 Jacobs  
 Jan De Nul Group (Sofidra SA)  
 JGC Corp.  
 KBR  
 Kiewit Corp.  
 Layne Christensen Co.  
 McDermott International Inc.  
 POSCO Engineering & Construction  
 Royal BAM Group nv  
 Sacyr Vallehermoso  
 Saipem  
 Samsung Engineering Co. Ltd.  
 Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.  
 SK Engineering & Construction  
 SNC-Lavalin International Inc.  
 STRABAG SE  
 Techint Group  
 TECHNIP  
 Tecnicas Reunidas  
 URS Corp.  
 Van Oord  
 VINCI  
 Zhejiang Constr. Investment Group Co. Ltd.

**BANGLADESH**

Ansaldo Energia SpA  
 Bilfinger Berger SE  
 China Communications Construction Grp. Ltd.  
 China Geo-Engineering Corp.  
 China Metallurgical Group Corp.  
 China National Machinery Imp. & Exp. Corp.  
 China National Machinery Industry Corp.  
 China Railway Group Ltd.  
 China Wanbao Engineering Corp.  
 Hyundai Engineering & Construction Co. Ltd.  
 Ircon International Ltd.  
 Italian-Thai Development PCL



## Where They Worked – by Country

Larsen & Toubro Ltd.  
Shanghai Electric Group Co.  
Ltd.  
Shimizu Corp.  
Sinohydro Corp.  
VINCI

**BRUNEI**

Bilfinger Berger SE  
China Communications  
Construction Grp. Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
Foster Wheeler AG  
TECHNIP

**BURMA**

Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.  
China Communications  
Construction Grp. Ltd.  
China Gezhouba Group Co. Ltd.  
China HuanQiu Contracting &  
Engineering Corp.  
China Metallurgical Group  
Corp.  
China National Chemical Eng'g  
Group Corp.  
China National Complete Plant  
Imp. & Exp. Corp. (Group)  
China National Machinery  
Industry Corp.  
China National Technical Imp.  
& Exp. Corp.  
China Petroleum Pipeline  
Bureau (CPP)  
China Wanbao Engineering  
Corp.  
CITIC Construction Co. Ltd.  
Italian-Thai Development PCL  
Sinohydro Corp.  
VINCI  
Zhongyuan Petroleum  
Exploration Bureau

**CHINA (P.R.C.)**

Abeinsa SA  
Ansaldo Energia SpA  
Ansaldo STS  
B.L. Harbert International LLC  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
C.M.C. di Ravenna  
CB&I  
China Communications  
Construction Grp. Ltd.

Chiyoda Corp.  
CTCI Corp.  
Daelim Industrial Co. Ltd.  
Danieli & C SpA  
Enka Construction & Industry  
Co. Inc.  
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  
IMPREGILO SpA  
Italian-Thai Development PCL  
Jacobs  
Kajima Corp.  
Kiewit Corp.  
Leighton Holdings Ltd.  
Lend Lease Group  
McDermott International Inc.  
Mortenson Construction  
Obayashi Corp.  
POSCO Engineering &  
Construction  
S.E.L.I. SpA  
Saipem  
Samsung C&T Corp.  
Samsung Engineering Co. Ltd.  
Shimizu Corp.  
SNC-Lavalin International Inc.  
STRABAG SE  
Sumitomo Mitsui Construction  
Co. Ltd.  
Taisei Corp.  
Takenaka Corp.  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
Toyo Engineering Corp.  
Van Oord  
VINCI  
WorleyParsons

**MACAU**

Bilfinger Berger SE  
China Civil Engineering Constr.  
Corp.  
China Communications  
Construction Grp. Ltd.  
CTCI Corp.  
HOCHTIEF AG  
Leighton Holdings Ltd.  
Nishimatsu Construction Co.  
Ltd.

VINCI

**DIEGO GARCIA**

The Shaw Group Inc.  
Tutor Perini Corp.

**HONG KONG**

Acciona Infraestructuras  
Bauer AG  
Bilfinger Berger SE  
BOUYGUES  
China Civil Engineering Constr.  
Corp.  
China Communications  
Construction Grp. Ltd.  
China Gezhouba Group Co. Ltd.  
China Int'l Water & Electric  
Corp. (CWE)  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
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.  
S.E.L.I. SpA  
Shimizu Corp.  
Trevi Spa  
VINCI  
Zhejiang Constr. Investment  
Group Co. Ltd.

**INDIA**

Abeinsa SA  
Ansaldo Energia SpA  
Ansaldo STS  
Ant Yapi Construction, Industry  
& Trade Co. Ltd.  
Arabian Construction Co. SAL  
Bechtel  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
CH2M HILL

## Where They Worked – by Country

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 Railway Construction  
Corp. Ltd.  
China Wu Yi Co. Ltd.  
Consolidated Contractors Group  
CTCI Corp.  
Daelim Industrial Co. Ltd.  
Daewoo Engineering Co.  
Danieli & C SpA  
Dongfang Electric Corp.  
FCC, Fomento de Constr. y  
Contratas SA  
Foster Wheeler AG  
Grupo ACS  
Grupo Isolux Corsan SA  
Grupo SANJOSE SA  
Harbin Power Engineering Co.  
Ltd.  
HOCHTIEF AG  
Hyundai Engineering &  
Construction Co. Ltd.  
Insituform Technologies Inc.  
Italian-Thai Development PCL  
Jacobs  
KBR  
Kiewit Corp.  
Leighton Holdings Ltd.  
Maire Tecnimont  
McDermott International Inc.  
National Petroleum  
Construction Co. (NPCC)  
POSCO Engineering &  
Construction  
S.E.L.I. SpA  
Samsung C&T Corp.  
Samsung Engineering Co. Ltd.  
Sener Ingenieria y Sistemas SA  
SEPCO Electric Power  
Construction Corp.  
SEPCOIII Electric Power  
Construction Corp.  
Shanghai Electric Group Co.  
Ltd.  
Shanghai Urban Construction  
(Group) Corp.  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Shimizu Corp.  
Sinohydro Corp.

SK Engineering & Construction  
SNC-Lavalin International Inc.  
Ssangyong Engineering &  
Construction Co. Ltd.  
STRABAG SE  
Sumitomo Mitsui Construction  
Co. Ltd.  
Takenaka Corp.  
Techint Group  
TECHNIP  
Toyo Engineering Corp.  
URS Corp.  
Van Oord  
VINCI

**INDONESIA**

Ansaldo Energia SpA  
Bauer AG  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
China Gezhouba Group Co. Ltd.  
China Metallurgical Group  
Corp.  
China National Machinery Imp.  
& Exp. Corp.  
China National Machinery  
Industry Corp.  
China National Technical Imp.  
& Exp. Corp.  
China State Construction Eng'g  
Corp. Ltd.  
China Wanbao Engineering  
Corp.  
China Wu Yi Co. Ltd.  
Daelim Industrial Co. Ltd.  
Daewoo Engineering Co.  
Danieli & C SpA  
Dongfang Electric Corp.  
Fluor Corp.  
Foster Wheeler AG  
Harbin Power Engineering Co.  
Ltd.  
HOCHTIEF AG  
Italian-Thai Development PCL  
JGC Corp.  
Kajima Corp.  
KBR  
Kinden Corp.  
Leighton Holdings Ltd.  
McConnell Dowell Corp. Ltd.  
McDermott International Inc.  
Obayashi Corp.  
Penta-Ocean Construction Co.  
Ltd.  
POSCO Engineering &  
Construction

Punj Lloyd Ltd.  
Royal BAM Group nv  
Saipem  
SEPCO Electric Power  
Construction Corp.  
Shanghai Construction Group  
Shanghai Electric Group Co.  
Ltd.  
Shimizu Corp.  
Sinohydro Corp.  
SK Engineering & Construction  
Ssangyong Engineering &  
Construction Co. Ltd.  
Sumitomo Mitsui Construction  
Co. Ltd.  
Taisei Corp.  
Takenaka Corp.  
Techint Group  
TECHNIP  
Toyo Engineering Corp.  
Van Oord  
VINCI  
Zhongding Int'l Engineering Co.  
Ltd.  
Zhongyuan Petroleum  
Exploration Bureau

**JAPAN**

Ansaldo Energia SpA  
Bechtel  
Bilfinger Berger SE  
CH2M HILL  
China Communications  
Construction Grp. Ltd.  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China Metallurgical Group  
Corp.  
Danieli & C SpA  
ECC  
Fluor Corp.  
Foster Wheeler AG  
Jacobs  
Lakeshore TolTest Corp.  
Lend Lease Group  
Samsung C&T Corp.  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Techint Group  
The Shaw Group Inc.  
URS Corp.  
VINCI

**KAZAKHSTAN**

Alarko Contracting Group  
AMEC plc  
Ansaldo STS  
Bauer AG  
Bechtel

## Where They Worked – by Country

Beijing Construction Eng'g  
Group Co. Ltd.  
Bilfinger Berger SE  
Bonatti SpA  
CGC Overseas Construction  
Group Co. Ltd.  
China Geo-Engineering Corp.  
China Int'l Water & Electric  
Corp. (CWE)  
China Metallurgical Group  
Corp.  
China National Machinery Imp.  
& Exp. Corp.  
China National Machinery  
Industry Corp.  
China Petroleum Eng'g &  
Construction Corp.  
China Petroleum Pipeline  
Bureau (CPP)  
China State Construction Eng'g  
Corp. Ltd.  
Consolidated Contractors Group  
Danieli & C SpA  
Enka Construction & Industry  
Co. Inc.  
Fluor Corp.  
Foster Wheeler AG  
GAMA  
HOCHTIEF AG  
Iberdrola Ingeniería y  
Construcción  
Jacobs  
Kayi Insaat San. ve Tic. AS  
KBR  
Petrofac Ltd.  
PJSC Sroytransgaz  
Punj Lloyd Ltd.  
Renco SpA  
Rizzani de Eccher SpA  
Saipem  
Salini Costruttori SpA  
Samsung Engineering Co. Ltd.  
Sembol Construction  
SICIM SpA  
Sinohydro Corp.  
SNC-Lavalin International Inc.  
Techint Group  
Tekfen Construction and  
Installation Co. Inc.  
Tepe Insaat Sanayi AS  
Van Oord  
VINCI  
Yuksel Insaat Co. Inc.  
Zhongyuan Petroleum  
Exploration Bureau

**KOREA, SOUTH**

Ansaldo Energia SpA  
Ansaldo STS

Bechtel  
Bilfinger Berger SE  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
China Metallurgical Group  
Corp.  
China Railway Group Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
Daewoo E&C Co. Ltd.  
Danieli & C SpA  
ECC  
Foster Wheeler AG  
HOCHTIEF AG  
Jacobs  
Lakeshore TolTest Corp.  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
STRABAG SE  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
VINCI

**KOREA, NORTH**

VINCI

**KYRGYZSTAN**

CH2M HILL  
China Communications  
Construction Grp. Ltd.  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
Petrofac Ltd.  
Xinjiang Beixin Construction &  
Eng'g (Group) Co. Ltd.

**MALAYSIA**

Bauer AG  
Beijing Construction Eng'g  
Group Co. Ltd.  
Bilfinger Berger SE  
BOUYGUES  
CH2M HILL  
China Communications  
Construction Grp. Ltd.  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
China Railway Construction  
Corp. Ltd.  
China Railway Group Ltd.  
Chiyoda Corp.

Daewoo E&C Co. Ltd.  
Fluor Corp.  
Foster Wheeler AG  
HOCHTIEF AG  
Hyundai Engineering &  
Construction Co. Ltd.  
Ircan International Ltd.  
Italian-Thai Development PCL  
Jacobs  
JGC Corp.  
Kajima Corp.  
KBR  
Kinden Corp.  
Larsen & Toubro Ltd.  
Leighton Holdings Ltd.  
Lend Lease Group  
McDermott International Inc.  
Nishimatsu Construction Co.  
Ltd.  
Obayashi Corp.  
Petrofac Ltd.  
Punj Lloyd Ltd.  
Rizzani de Eccher SpA  
Saipem  
Salini Costruttori SpA  
Shimizu Corp.  
Sinohydro Corp.  
STRABAG SE  
Taisei Corp.  
Takenaka Corp.  
Techint Group  
TECHNIP  
Van Oord  
VINCI  
Zhongding Int'l Engineering Co.  
Ltd.

**NEPAL**

Abeinsa SA  
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.  
Ircan International Ltd.  
Larsen & Toubro Ltd.  
Shimizu Corp.  
Sinohydro Corp.  
Zhongding Int'l Engineering Co.  
Ltd.

**NEW ZEALAND**

Bilfinger Berger SE  
BOUYGUES

## Where They Worked – by Country

China Railway Group Ltd.  
HOCHTIEF AG  
Leighton Holdings Ltd.  
McConnell Dowell Corp. Ltd.  
Techint Group  
TECHNIP  
Trevi Spa  
Van Oord  
VINCI  
WorleyParsons

**PACIFIC ISLANDS**

Bechtel  
BOUYGUES  
China Civil Engineering Constr.  
Corp.  
ECC  
Jacobs  
Kinden Corp.  
McConnell Dowell Corp. Ltd.  
Penta-Ocean Construction Co.  
Ltd.  
Sinohydro Corp.  
The Shaw Group Inc.  
Tutor Perini Corp.

**PAPUA N.GUINEA**

Bechtel  
CB&I  
China Communications  
Construction Grp. Ltd.  
China Jiangxi Corp. For Int'l  
Eco. & Tech. Coop'n  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
China Railway Construction  
Corp. Ltd.  
China Railway Group Ltd.  
Chiyoda Corp.  
Consolidated Contractors Group  
HOCHTIEF AG  
Jacobs  
JGC Corp.  
KBR  
McConnell Dowell Corp. Ltd.  
Parsons  
Royal BAM Group nv  
Saipem  
Sinohydro Corp.  
Van Oord  
VINCI

**PHILIPPINES**

Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.

Bauer AG  
Bilfinger Berger SE  
CB&I  
China Communications  
Construction Grp. Ltd.  
China Geo-Engineering Corp.  
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. Ltd.  
China Wu Yi Co. Ltd.  
Chiyoda Corp.  
Daelim Industrial Co. Ltd.  
Daewoo E&C Co. Ltd.  
ECC  
Foster Wheeler AG  
HOCHTIEF AG  
JGC Corp.  
Kajima Corp.  
KBR  
Kinden Corp.  
Leighton Holdings Ltd.  
McConnell Dowell Corp. Ltd.  
Nishimatsu Construction Co.  
Ltd.  
Qingjian Group Co. Ltd.  
Shimizu Corp.  
Sinohydro Corp.  
Sumitomo Mitsui Construction  
Co. Ltd.  
Taisei Corp.  
Techint Group  
Trevi Spa  
Tutor Perini Corp.  
VINCI

**SINGAPORE**

Ansaldo Energia SpA  
Bauer AG  
Beijing Construction Eng'g  
Group Co. Ltd.  
Bilfinger Berger SE  
Black & Veatch  
BOUYGUES  
CB&I  
CH2M HILL  
China Communications  
Construction Grp. Ltd.  
China HuanQiu Contracting &  
Engineering Corp.  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China Metallurgical Group  
Corp.

China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
Chiyoda Corp.  
CTCI Corp.  
Daelim Industrial 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  
JGC Corp.  
Jiangsu Nantong No. 3  
Construction Grp. Co. Ltd.  
Kajima Corp.  
Kinden Corp.  
Leighton Holdings Ltd.  
Lend Lease Group  
McConnell Dowell Corp. Ltd.  
McDermott International Inc.  
Nishimatsu Construction Co.  
Ltd.  
Obayashi Corp.  
Penta-Ocean Construction Co.  
Ltd.  
Punj Lloyd Ltd.  
Qingjian Group Co. Ltd.  
Samsung C&T Corp.  
Shanghai Construction Group  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Shimizu Corp.  
SK Engineering & Construction  
Ssangyong Engineering &  
Construction Co. Ltd.  
STRABAG SE  
Sumitomo Mitsui Construction  
Co. Ltd.  
Taisei Corp.  
Takenaka Corp.  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
Toyo Engineering Corp.  
Van Oord  
VINCI  
WorleyParsons  
Zhejiang Constr. Investment  
Group Co. Ltd.

## Where They Worked – by Country

**SRI LANKA**

Bilfinger Berger SE  
 CH2M HILL  
 China Communications  
 Construction Grp. Ltd.  
 China Geo-Engineering Corp.  
 China HuanQiu Contracting &  
 Engineering Corp.  
 China Metallurgical Group  
 Corp.  
 China National Chemical Eng'g  
 Group Corp.  
 China National Complete Plant  
 Imp. & Exp. Corp. (Group)  
 China National Machinery Imp.  
 & Exp. Corp.  
 China National Machinery  
 Industry Corp.  
 China National Technical Imp.  
 & Exp. Corp.  
 China Railway Group Ltd.  
 E. Pihl & Søn AS  
 HOCHTIEF AG  
 Hyundai Engineering &  
 Construction Co. Ltd.  
 Ircon International Ltd.  
 Kinden Corp.  
 Nishimatsu Construction Co.  
 Ltd.  
 Per Aarsleff A/S  
 Royal BAM Group nv  
 Shanghai Electric Group Co.  
 Ltd.  
 Sinohydro Corp.  
 Taisei Corp.  
 Techint Group  
 VINCI

**TAIWAN (R.O.C.)**

Ansaldo STS  
 Bechtel  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 CH2M HILL  
 China Communications  
 Construction Grp. Ltd.  
 China Jiangsu Int'l Econ-Tech.  
 Coop. Corp.  
 Chiyoda Corp.  
 Foster Wheeler AG  
 Iberdrola Ingeniería y  
 Construcción  
 Italian-Thai Development PCL  
 Kajima Corp.  
 Kinden Corp.  
 Leighton Holdings Ltd.  
 Lend Lease Group

Nishimatsu Construction Co.  
 Ltd.  
 Obayashi Corp.  
 Per Aarsleff A/S  
 Shimizu Corp.  
 SNC-Lavalin International Inc.  
 STRABAG SE  
 Taisei Corp.  
 Techint Group  
 URS Corp.  
 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**

Ansaldo Energia SpA  
 Bauer AG  
 Bechtel  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 CB&I  
 CH2M HILL  
 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. Ltd.  
 CTCI Corp.  
 Daewoo Engineering Co.  
 Danieli & C SpA  
 Ed. Zublin AG  
 Fluor Corp.  
 Foster Wheeler AG  
 GS Engineering & Construction  
 Corp.  
 HOCHTIEF AG  
 Jacobs  
 Kajima Corp.  
 Kiewit Corp.  
 Kinden Corp.  
 Lend Lease Group  
 McConnell Dowell Corp. Ltd.

McDermott International Inc.  
 Nishimatsu Construction Co.  
 Ltd.  
 Obayashi Corp.  
 POSCO Engineering &  
 Construction  
 Punj Lloyd Ltd.  
 Saipem  
 Samsung Engineering Co. Ltd.  
 Shimizu Corp.  
 Sinohydro Corp.  
 SK Engineering & Construction  
 SNC-Lavalin International Inc.  
 STRABAG SE  
 Sumitomo Mitsui Construction  
 Co. 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 &  
 Construction Corp.  
 CITIC Construction Co. Ltd.  
 Consolidated Contractors Group  
 Foster Wheeler AG  
 GAP Insaat Yatirim ve Dis  
 Ticaret AS  
 Nata Construction Tourism  
 Trade and Industry Co.  
 Onur Taahhut Ticaret Ltd. Stl.  
 Petrofac Ltd.  
 PJSC Stroytransgaz  
 Polimeks Insaat Taahhut ve San  
 Tic. AS  
 Renaissance Construction  
 STFA Construction Group  
 Techint Group  
 TECHNIP  
 Van Oord  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi  
 AS

**UZBEKISTAN**

Bechtel

*China Communications Construction Grp. Ltd.*  
*China Metallurgical Group Corp.*  
*China National Chemical Eng'g Group Corp.*  
*China National Machinery Industry Corp.*  
*China National Technical Imp. & Exp. Corp.*  
*China Petroleum Eng'g & Construction Corp.*  
*China Petroleum Pipeline Bureau (CPP)*  
*Daewoo Engineering Co. Grupo ACS*  
*KBR*  
*POSCO Engineering & Construction*  
*Sinohydro Corp.*  
*Techint Group*  
*Yuksel Insaat Co. Inc.*

## **VIETNAM**

*Ansaldo Energia SpA*  
*Bauer AG*  
*Bilfinger Berger SE*  
*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 Railway Construction Corp. Ltd.*  
*China Railway Group Ltd.*  
*China State Construction Eng'g Corp. Ltd.*  
*China Wanbao Engineering Corp.*  
*CTCI Corp.*  
*Daewoo E&C Co. Ltd.*  
*Daewoo Engineering Co.*  
*Danieli & C SpA*  
*Dongfang Electric Corp.*  
*Foster Wheeler AG*  
*Gamuda Berhad*  
*GS Engineering & Construction Corp.*

*Harbin Power Engineering Co. Ltd.*  
*Hefei Cement Research & Design Institute*  
*HOCHTIEF AG*  
*Hyundai Engineering & Construction Co. Ltd.*  
*Italian-Thai Development PCL*  
*Jacobs*  
*Jan De Nul Group (Sofidra SA)*  
*Kajima Corp.*  
*Kiewit Corp.*  
*Kinden Corp.*  
*McDermott International Inc.*  
*Nishimatsu Construction Co. Ltd.*  
*Obayashi Corp.*  
*Penta-Ocean Construction Co. Ltd.*  
*POSCO Engineering & Construction*  
*Punj Lloyd Ltd.*  
*Qingjian Group Co. Ltd.*  
*Saipem*  
*Samsung Engineering Co. Ltd.*  
*Shanghai Construction Group*  
*Shanghai Electric Group Co. Ltd.*  
*Shenyang Yuanda Aluminum Indus. Eng'g Co. Ltd.*  
*Shimizu Corp.*  
*Sinohydro Corp.*  
*SK Engineering & Construction*  
*Sumitomo Mitsui Construction Co. Ltd.*  
*Taisei Corp.*  
*TECHNIP*  
*Van Oord*  
*VINCI*

## **LAOS**

*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 Yunan Construction Engineering Group Co. Ltd.*  
*HOCHTIEF AG*  
*Italian-Thai Development PCL*  
*McConnell Dowell Corp. Ltd.*  
*Shanghai Construction Group*  
*Shimizu Corp.*

*Sinohydro Corp.*  
*VINCI*

## **MONGOLIA**

*Beijing Construction Eng'g Group Co. Ltd.*  
*China Civil Engineering Constr. Corp.*  
*China Geo-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.*  
*Fluor Corp.*  
*HOCHTIEF AG*  
*Kinden Corp.*  
*Leighton Holdings Ltd.*  
*Shanghai Construction Group*  
*Sinohydro Corp.*  
*Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.*  
*Zhongyuan Petroleum Exploration Bureau*

## **G. NORTH AFRICA** **ALGERIA**

*ABB SpA - Process Automation Division*  
*Anhui Construction Engineering Group Co. Ltd.*  
*Ansaldo Energia SpA*  
*Astaldi SpA*  
*Atlas Group*  
*Bauer AG*  
*Beijing Construction Eng'g Group Co. Ltd.*  
*Bentini SpA*  
*Bilfinger Berger SE*  
*Black & Veatch*  
*Bonatti SpA*  
*BOUYGUES*  
*C.M.C. di Ravenna*  
*CGC Overseas Construction Group Co. Ltd.*  
*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)*

## Where They Worked – by Country

China Metallurgical Group Corp.  
 China National Chemical Eng'g Group Corp.  
 China National Machinery Industry Corp.  
 China Petroleum Eng'g & Construction Corp.  
 China Railway Construction Corp. Ltd.  
 China State Construction Eng'g Corp. Ltd.  
 China Zhongyuan Engineering Corp.  
 CITIC Construction Co. Ltd.  
 COMSA EMTE  
 Consolidated Contractors Group  
 Construtora Andrade Gutierrez SA  
 Daewoo E&C Co. Ltd.  
 Ed. Zublin AG  
 EIFFAGE  
 FCC, Fomento de Constr. y Contratas SA  
 Grupo ACS  
 Grupo Isolux Corsan SA  
 Hanwha Engineering & Construction Corp.  
 Iberdrola Ingeniería y Construcción  
 IMPREGILO SpA  
 Impresa Pizzarotti & C. SpA  
 Ircan 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  
 Mak-Yol Constr. Indus. Tourism & Trading Inc.  
 MAPA Insaat ve Ticaret A.S.  
 Nishimatsu Construction Co. Ltd.  
 Nurol Construction and Trading Co.  
 OHL  
 Orascom Construction Industries (OCI)  
 Petrofac Ltd.  
 PJSC Stroytransgaz  
 Prezioso Technilor  
 Qingjian Group Co. Ltd.  
 Rizzani de Eccher SpA  
 Sacyr Vallehermoso  
 Saipem  
 Salini Costruttori SpA

Sener Ingenieria y Sistemas SA  
 Sinohydro Corp.  
 SNC-Lavalin International Inc.  
 Societa Italiana Per Condotte D'Acqua SpA  
 STFA Construction Group  
 STRABAG SE  
 Taisei Corp.  
 Techint Group  
 The Arab Contractors (O.A.O. & Co.)  
 The Petroleum Projects and Technical Consultations Co.  
 Trevi Spa  
 Van Oord  
 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**

Ansaldo Energia SpA  
 Arabian Construction Co. SAL  
 Arabtec Construction LLC  
 Archirodon Group NV  
 Bauer AG  
 Bechtel  
 BESIX SA  
 Bilfinger Berger SE  
 Black & Veatch  
 BOUYGUES  
 CB&I  
 China National Chemical Eng'g Group Corp.  
 China State Construction Eng'g Corp. Ltd.  
 Consolidated Contractors Group  
 Danieli & C SpA  
 Grupo ACS  
 GS Engineering & Construction Corp.  
 HOCHTIEF AG  
 Iberdrola Ingeniería y Construcción  
 Jacobs  
 Joannou & Paraskevaides Group of Cos.  
 Kajima Corp.  
 KBR  
 Kharafi National KSCC  
 Kinden Corp.  
 Maire Tecnimont

Petrofac Ltd.  
 Saipem  
 Samsung C&T Corp.  
 Shanghai Construction Group  
 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  
 BOUYGUES  
 CGC Overseas Construction Group Co. Ltd.  
 China Communications Construction Grp. Ltd.  
 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 National Machinery Industry Corp.  
 China Railway Group Ltd.  
 China State Construction Eng'g Corp. Ltd.  
 China Wanbao Engineering Corp.  
 Consolidated Contractors Group  
 Hefei Cement Research & Design Institute  
 Ircan International Ltd.  
 Joannou & Paraskevaides Group of Cos.  
 M.A. Kharafi & Sons  
 S.E.L.I. SpA  
 Salini Costruttori SpA  
 Shanghai Electric Group Co. Ltd.  
 Sinohydro Corp.  
 The Arab Contractors (O.A.O. & Co.)

**LIBYA**

Abeinsa SA  
 Anhui Construction Engineering Group Co. Ltd.  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Arabian Construction Co. SAL



## Where They Worked – by Country

Archirodon Group NV  
 Bauer AG  
 Bechtel  
 Beijing Construction Eng'g Group Co. Ltd.  
 Beta Tek Insaat  
 Bilfinger Berger SE  
 Bonatti SpA  
 Cengiz Construction Industry & Trade Co. Inc.  
 China Civil Engineering Constr. Corp.  
 China Communications Construction Grp. Ltd.  
 China Dalian Int'l Eco. & Techn. Cooperation Grp. Co.  
 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. Ltd.  
 China Wanbao Engineering Corp.  
 Consolidated Contractors Group  
 Construtora Andrade Gutierrez SA  
 Construtora Norberto Odebrecht  
 Daewoo E&C Co. Ltd.  
 Dogus Insaat Ve Ticaret AS  
 Enka Construction & Industry Co. Inc.  
 GAMA  
 Grupo ACS  
 Guris Insaat ve Muhendislik AS  
 Hyundai Engineering & Construction Co. Ltd.  
 IMPREGILO SpA  
 Joannou & Paraskevaides Group of Cos.  
 MAPA Insaat ve Ticaret A.S.  
 Nurol Construction and Trading Co.  
 Orascom Construction Industries (OCI)  
 Punj Lloyd Ltd.  
 Qingjian Group Co. Ltd.  
 Renaissance Construction  
 Renco SpA  
 Royal BAM Group nv  
 Sacyr Vallehermoso  
 Saipem  
 Sembol Construction  
 Shapoorji Pallonji & Co. Ltd.

SICIM SpA  
 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.  
 Trevi SpA  
 Van Oord  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi AS  
 Yuksel Insaat Co. Inc.

**MOROCCO**

Abeinsa SA  
 Ansaldo Energia SpA  
 Ansaldo STS  
 Bentini SpA  
 BESIX SA  
 Bilfinger Berger SE  
 BOUYGUES  
 China Int'l Water & Electric Corp. (CWE)  
 China Railway Group Ltd.  
 China Wanbao Engineering Corp.  
 COMSA EMTE  
 Consolidated Contractors Group  
 Daewoo E&C Co. Ltd.  
 Dogus Insaat Ve Ticaret AS  
 EIFFAGE  
 Grupo ACS  
 Grupo Isolux Corsan SA  
 Grupo SANJOSE SA  
 HOCHTIEF AG  
 Iberdrola Ingeniería y Construcción  
 Impresa Pizzarotti & C. SpA  
 Jacobs  
 Jan De Nul Group (Sofidra SA)  
 Mak-Yol Constr. Indus. Tourism & Trading Inc.  
 Saipem  
 Sinohydro Corp.  
 STRABAG SE  
 Techint Group  
 Tecnicas Reunidas  
 Tekfen Construction and Installation Co. Inc.  
 The Arab Contractors (O.A.O. & Co.)

VINCI  
 Yapi Merkezi Insaat ve Sanayi AS

**NIGER**

Bentini SpA  
 Bilfinger Berger SE  
 China Geo-Engineering Corp.  
 China National Chemical Eng'g Group Corp.  
 China Petroleum Pipeline Eng'g Corp.  
 China Railway Construction Corp. Ltd.  
 Sinohydro Corp.  
 Techint Group  
 VINCI

**SUDAN**

B.L. Harbert International LLC  
 Bilfinger Berger SE  
 China Communications Construction Grp. Ltd.  
 China Geo-Engineering Corp.  
 China Gezhouba Group Co. Ltd.  
 China Int'l Water & Electric Corp. (CWE)  
 China Jiangsu Int'l Econ-Tech. Coop. Corp.  
 China National Machinery Industry Corp.  
 China Petroleum Eng'g & Construction Corp.  
 China Petroleum Pipeline Bureau (CPP)  
 China Railway Construction Corp. Ltd.  
 China Wanbao Engineering Corp.  
 Consolidated Contractors Group  
 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.  
 Shanghai Electric Group Co. Ltd.  
 Sinohydro Corp.  
 The Arab Contractors (O.A.O. & Co.)  
 VINCI  
 Yapi Merkezi Insaat ve Sanayi AS  
 Zhongyuan Petroleum Exploration Bureau

## Where They Worked – by Country

**SUB SAHARA**

Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.  
Bilfinger Berger SE  
BOUYGUES  
CGC Overseas Construction  
Group Co. Ltd.  
China Communications  
Construction Grp. Ltd.  
China Gezhouba Group Co. Ltd.  
China Metallurgical Group  
Corp.  
China National Machinery  
Industry Corp.  
China Petroleum Eng'g &  
Construction Corp.  
China Petroleum Pipeline Eng'g  
Corp.  
Construtora Andrade Gutierrez  
SA  
Enka Construction & Industry  
Co. Inc.  
Foster Wheeler AG  
Grupo ACS  
Layne Christensen Co.  
M.A. Kharafi & Sons  
Qingjian Group Co. Ltd.  
The Arab Contractors (O.A.O. &  
Co.)  
VINCI  
Zhongyuan Petroleum  
Exploration Bureau

**TUNISIA**

AMEC plc  
Ansaldo Energia SpA  
Ansaldo STS  
Bilfinger Berger SE  
BOUYGUES  
CB&I  
China Int'l Water & Electric  
Corp. (CWE)  
China National Chemical Eng'g  
Group Corp.  
FCC, Fomento de Constr. y  
Contratas SA  
Grupo ACS  
Iberdrola Ingeniería y  
Construcción  
Renco SpA  
Saipem  
Salini Costruttori SpA  
Sinohydro Corp.  
SNC-Lavalin International Inc.  
Taisei Corp.  
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.  
Arabtec Construction LLC  
Bauer AG  
Bechtel  
Beijing Construction Eng'g  
Group Co. Ltd.  
C.M.C. di Ravenna  
CB&I  
CGC Overseas Construction  
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 Chemical Eng'g  
Group Corp.  
China National Machinery  
Industry Corp.  
China Petroleum Pipeline  
Bureau (CPP)  
China Railway Construction  
Corp. Ltd.  
China Railway Group Ltd.  
China Wu Yi Co. Ltd.  
CITIC Construction Co. Ltd.  
Construcoes e Comercio  
Camargo Corrêa SA  
Construtora Andrade Gutierrez  
SA  
Construtora Norberto Odebrecht  
Grupo ACS  
Grupo Isolux Corsan SA  
Jan De Nul Group (Sofidra SA)  
Jiangsu Nantong No. 3  
Construction Grp. Co. Ltd.  
KBR  
Mota-Engil  
Pan-China Construction Group  
Co. Ltd.  
Parsons  
Prezioso Technilor  
Qingjian Group Co. Ltd.  
Sacyr Vallehermoso  
Saipem

Sener Ingenieria y Sistemas SA  
Shanghai Electric Group Co.  
Ltd.  
Shanghai Urban Construction  
(Group) Corp.  
Shenyang Yuanda Aluminum  
Indus. Eng'g Co. Ltd.  
Sinohydro Corp.  
Soares Da Costa - Grupo SGPS  
TECHNIP  
Trevi Spa  
VINCI  
Xinjiang Beixin Construction &  
Eng'g (Group) Co. Ltd.

**BENIN**

BOUYGUES  
China Geo-Engineering Corp.  
China Railway Construction  
Corp. Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
Shikun & Binui - SBI  
Infrastructure Ltd.  
The Arab Contractors (O.A.O. &  
Co.)  
VINCI

**BOTSWANA**

Ansaldo STS  
China Civil Engineering Constr.  
Corp.  
China Jiangsu Int'l Econ-Tech.  
Coop. Corp.  
China Jiangxi Corp. For Int'l  
Eco. & Tech. Coop'n  
China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
Consolidated Contractors Group  
Fluor Corp.  
Layne Christensen Co.  
Qingjian Group Co. Ltd.  
Shanghai Electric 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.

## Where They Worked – by Country

Layne Christensen Co.  
VINCI

**BURUNDI**

China Geo-Engineering Corp.  
China Gezhouba Group Co. Ltd.  
Enka Construction & Industry  
Co. Inc.  
Pan-China Construction Group  
Co. Ltd.  
VINCI

**CAMEROON**

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

**CAPE VERDE IS.**

Grupo SANJOSE SA  
Sacyr Vallehermoso

**CONGO**

ABB SpA - Process Automation  
Division  
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. Ltd.  
Construtora Andrade Gutierrez  
SA  
Prezioso Technilor  
Renco SpA  
Saipem  
SICIM SpA  
SinoHydro Corp.  
Techint Group  
TECHNIP  
The Shaw Group Inc.  
VINCI

**GABON**

Acciona Infraestructuras  
B.L. Harbert International LLC  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
China Geo-Engineering Corp.  
China Gezhouba Group Co. Ltd.  
China National Machinery  
Industry Corp.  
Foster Wheeler AG  
Grupo Isolux Corsan SA  
Saipem  
Shanghai Construction Group  
SinoHydro Corp.  
VINCI

**GAMBIA**

China Henan Int'l Cooperation  
Group Co. Ltd.  
M.A. Kharafi & Sons  
Shapoorji Pallonji & Co. Ltd.  
VINCI

**GHANA**

Ansaldo Energia SpA  
Bilfinger Berger SE  
BOUYGUES  
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.  
EIFFAGE  
Per Aarsleff A/S  
Prezioso Technilor  
Qingjian Group Co. Ltd.  
Royal BAM Group nv  
Shapoorji Pallonji & Co. Ltd.

Shikun & Binui - SBI  
Infrastructure Ltd.  
SinoHydro Corp.  
TECHNIP  
The Arab Contractors (O.A.O. &  
Co.)  
VINCI

**GUINEA**

Bechtel  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
China Dalian Int'l Eco. & Techn.  
Cooperation Grp. Co.  
China Geo-Engineering Corp.  
China Henan Int'l Cooperation  
Group Co. Ltd.  
China Int'l Water & Electric  
Corp. (CWE)  
China National Machinery  
Industry Corp.  
China Railway Group Ltd.  
China State Construction Eng'g  
Corp. Ltd.  
China Wu Yi Co. Ltd.  
Consolidated Contractors Group  
Construtora Andrade Gutierrez  
SA  
Enka Construction & Industry  
Co. Inc.  
Grupo Isolux Corsan SA  
Layne Christensen Co.  
Onur Taahhut Ticaret Ltd. Stl.  
Shanghai Construction Group  
Summa Turizm Yatirimciligi AS  
TECHNIP  
URS Corp.  
VINCI

**IVORY COAST**

Bilfinger Berger SE  
BOUYGUES  
China Geo-Engineering Corp.  
China Gezhouba Group Co. Ltd.  
China National Machinery  
Industry Corp.  
Saipem  
Shikun & Binui - SBI  
Infrastructure Ltd.  
The Arab Contractors (O.A.O. &  
Co.)  
Trevi Spa  
VINCI

**KENYA**

BOUYGUES

## Where They Worked – by Country

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.  
Shapoorji Pallonji & Co. Ltd.  
Shikun & Binui - SBI  
Infrastructure Ltd.  
Sinohydro Corp.  
SNC-Lavalin International Inc.  
Sumitomo Mitsui Construction  
Co. Ltd.  
Techint Group  
VINCI

**LESOTHO**

Bilfinger Berger SE  
C.M.C. di Ravenna  
China Geo-Engineering Corp.  
Qingjian Group Co. Ltd.  
VINCI

**LIBERIA**

B.L. Harbert International LLC  
China Communications  
Construction Grp. Ltd.  
China Henan Int'l Cooperation  
Group Co. Ltd.  
China National Machinery  
Industry Corp.  
Construtora Norberto Odebrecht  
Jan De Nul Group (Sofidra SA)  
M/s. Afcons Infrastructure Ltd.  
Qingjian Group Co. Ltd.

**MALAWI**

Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.  
C.M.C. di Ravenna  
China Communications  
Construction Grp. Ltd.  
China Geo-Engineering Corp.  
China Gezhouba Group Co. Ltd.  
M.A. Kharafi & Sons  
Mota-Engil  
Shanghai Construction Group

**MOZAMBIQUE**

Anhui Foreign Economic  
Construction (Group) Co.  
Ltd.  
BOUYGUES  
C.M.C. di Ravenna  
China Geo-Engineering Corp.  
China Henan Int'l Cooperation  
Group Co. Ltd.  
China Jiangxi Corp. For Int'l  
Eco. & Tech. Coop'n  
China National Chemical Eng'g  
Group Corp.  
China National Complete Plant  
Imp. & Exp. Corp. (Group)  
China Railway Group Ltd.  
Construcoes e Comercio  
Camargo Corrêa SA  
Construtora Andrade Gutierrez  
SA  
Construtora Norberto Odebrecht  
E. Pihl & Søn AS  
Foster Wheeler AG  
Hyundai Engineering &  
Construction Co. Ltd.  
Ircan International Ltd.  
Mota-Engil  
Nantong Construction Group  
Joint-Stock Co. Ltd.  
Renco SpA  
Sinohydro Corp.  
Soares Da Costa - Grupo SGPS  
Van Oord  
VINCI

**NIGERIA**

Anhui Construction Engineering  
Group Co. Ltd.  
Ansaldo Energia SpA  
Bilfinger Berger SE  
BOUYGUES  
CB&I  
CGC Overseas Construction  
Group Co. Ltd.  
China Civil Engineering Constr.  
Corp.  
China Communications  
Construction Grp. Ltd.  
China Geo-Engineering Corp.  
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 Railway Group Ltd.

Consolidated Contractors Group  
Contracting & Trading Co.  
C.A.T. Group of Cos.  
Daewoo E&C Co. Ltd.  
EIFFAGE  
Fluor Corp.  
Foster Wheeler AG  
IMPREGILO SpA  
KBR  
Orascom Construction  
Industries (OCI)  
Pan-China Construction Group  
Co. Ltd.  
Prezioso Technilor  
Rizzani de Eccher SpA  
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

**RWANDA**

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 Jiangxi Corp. For Int'l  
Eco. & Tech. Coop'n  
STRABAG SE  
The Arab Contractors (O.A.O. &  
Co.)  
VINCI

**SENEGAL**

Ansaldo Energia SpA  
B.L. Harbert International LLC  
BOUYGUES  
China Communications  
Construction Grp. Ltd.  
China Geo-Engineering Corp.  
China Henan Int'l Cooperation  
Group Co. Ltd.  
China National Chemical Eng'g  
Group Corp.

## Where They Worked – by Country

China National Complete Plant  
Imp. & Exp. Corp. (Group)  
China National Machinery  
Industry Corp.  
EIFFAGE  
M.A. Kharafi & Sons  
Nantong Construction Group  
Joint-Stock Co. Ltd.  
VINCI

**SIERRA LEONE**

Anhui Construction Engineering  
Group Co. Ltd.  
Bilfinger Berger SE  
Black & Veatch  
China Civil Engineering Constr.  
Corp.  
China Geo-Engineering Corp.  
China National Machinery  
Industry Corp.  
China Railway Construction  
Corp. Ltd.  
Jan De Nul Group (Sofidra SA)  
Salini Costruttori SpA  
VINCI  
Xinjiang Beixin Construction &  
Eng'g (Group) Co. Ltd.

**SOUTH AFRICA**

ABB SpA - Process Automation  
Division  
Anhui Construction Engineering  
Group Co. Ltd.  
Ansaldo Energia SpA  
Ansaldo STS  
Bilfinger Berger SE  
BOUYGUES  
C.M.C. di Ravenna  
CB&I  
China Communications  
Construction Grp. Ltd.  
China Railway Group Ltd.  
Danieli & C SpA  
Fluor Corp.  
Foster Wheeler AG  
Grupo ACS  
HOCHTIEF AG  
IMPREGILO SpA  
Jacobs  
KBR  
Prezioso Technilor  
Royal BAM Group nv  
SNC-Lavalin International Inc.  
Techint Group  
TECHNIP  
VINCI

**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. Ltd.  
China Wanbao Engineering  
Corp.  
China Wu Yi Co. Ltd.  
Consolidated Contractors Group  
HOCHTIEF AG  
Kajima Corp.  
Layne Christensen Co.  
M.A. Kharafi & Sons  
Pan-China Construction Group  
Co. Ltd.  
Per Aarsleff A/S  
Renco SpA  
Royal BAM Group nv  
Shikun & Binui - SBI  
Infrastructure Ltd.  
Sinohydro Corp.  
STRABAG SE  
Veidekke ASA  
VINCI

**UGANDA**

Ant Yapi Construction, Industry  
& Trade Co. Ltd.  
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. (Group)  
China Railway Group Ltd.  
Foster Wheeler AG  
Kinden Corp.  
Pan-China Construction Group  
Co. Ltd.  
Salini Costruttori SpA  
Shikun & Binui - SBI  
Infrastructure Ltd.  
Sinohydro Corp.  
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 Railway Group Ltd.  
China  
State Construction Eng'g Corp. Ltd.  
Layne Christensen Co.  
Sinohydro Corp.  
VINCI

**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 Jiangxi Corp. For Int'l  
Eco. & Tech. Coop'n  
China National Machinery  
Industry Corp.  
China Petroleum Pipeline  
Bureau (CPP)  
China Railway Group Ltd.  
Fluor Corp.  
Layne Christensen Co.  
Shanghai Construction Group  
Sinohydro Corp.  
Techint Group  
The Arab Contractors (O.A.O. &  
Co.)  
VINCI

**ZIMBABWE**

Anhui Foreign Economic  
Construction (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 Petroleum Pipeline  
Bureau (CPP)  
Nantong Construction Group  
Joint-Stock Co. Ltd.  
Salini Costruttori SpA  
Techint Group  
VINCI

**I. ANTARCTIC/ARCTIC**

E. Pihl & Søn AS  
IMPREGILO SpA  
The Shaw Group Inc.