

By Peter Reina and Gary J. Tulacz

# THE TOP 225 INTERNATIONAL CONTRACTORS

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

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

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

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

\$114.11 billion in 2008.

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

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

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

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

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

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

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

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

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

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

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

### ‘Infrastructuring’

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

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

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

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

## THE TOP 225 AT A GLANCE

### VOLUME

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

### PROFITABILITY

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

### PROFESSIONAL STAFF

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

### BACKLOG

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

### MARKET ANALYSIS

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

### INTERNATIONAL REGIONS

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

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

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

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

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

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

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

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

### Asian Intrigue

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

WHO IS WORKING IN WHICH REGION				
<b>MIDDLE EAST</b>				
TOTAL REVENUE: \$77.6 BIL., UP 0.1%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
16	U.S.	18.6	14,407.7	
11	SOUTH KOREA	12.3	9,530.9	
35	CHINA	10.8	8,386.9	
16	ITALY	7.8	6,025.1	
2	GREECE	7.3	5,692.1	
77	OTHER	43.2	33,514.3	
<b>ASIA</b>				
TOTAL REVENUE: \$73.2 BIL., UP 6.8%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
46	CHINA	24.9	18,210.6	
4	GERMANY	23.7	17,379.7	
17	U.S.	13.0	9,547.1	
13	JAPAN	9.5	6,936.2	
11	SOUTH KOREA	5.4	3,929.4	
58	OTHER	23.5	17,180.1	
<b>AFRICA</b>				
TOTAL REVENUE: \$56.8 BIL., UP 31.2%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
47	CHINA	36.6	20,799.1	
19	ITALY	15.5	8,830.5	
5	FRANCE	10.0	5,663.3	
9	U.S.A.	7.6	4,307.4	
25	TURKEY	4.9	2,763.5	
55	OTHER	25.4	14,447.8	
<b>LATIN AMERICA/CARIBBEAN</b>				
TOTAL REVENUE: \$27.1 BIL., UP 13.7%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
11	SPAIN	23.0	6,246.5	
12	ITALY	21.6	5,855.7	
1	BRAZIL	14.0	3,804.0	
8	U.S.	12.0	3,254.7	
3	FRANCE	6.8	1,840.6	
52	OTHER	22.5	6,110.9	
<b>EUROPE</b>				
TOTAL REVENUE: \$100.8 BIL., DOWN 11.7%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
4	FRANCE	23.3	23,457.0	
2	AUSTRIA	16.2	16,324.8	
11	SPAIN	14.2	14,312.8	
16	U.S.	7.8	7,829.3	
1	SWEDEN	6.8	6,816.0	
101	OTHER	31.8	32,066.8	
<b>U.S.</b>				
TOTAL REVENUE: \$34.9 BIL., DOWN 16.5%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
3	GERMANY	24.3	8,492.6	
1	SWEDEN	15.3	5,332.1	
2	AUSTRALIA	12.7	4,436.3	
2	U.K.	12.5	4,368.0	
3	FRANCE	10.2	3,557.8	
46	OTHER	24.9	8,691.3	
<b>CANADA</b>				
TOTAL REVENUE: \$13.4 BIL., DOWN 0.1%				
FIRMS	COUNTRY	% OF TOTAL	\$ MILLION	
15	U.S.A.	77.6	10,386.7	
3	FRANCE	12.8	1,717.3	
3	GERMANY	4.2	558.2	
4	ITALY	1.6	213.4	
1	AUSTRIA	1.0	137.9	
33	OTHER	2.8	369.9	

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

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

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

However, most of this spending is stay-

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

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

Oil-rich nations, including those in cen-

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

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

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

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

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

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

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

### Worries in Europe

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

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

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

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

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

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

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

## TOP 10 BY MARKET

### BUILDING

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

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

### MANUFACTURING

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

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

### POWER

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

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

### WATER

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

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

### INDUSTRIAL/PETROLEUM

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

1	SAIPEM
2	BECHTEL
3	TECHNIP
4	FLUOR CORP.

5 KBR

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

### TRANSPORTATION

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

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

### HAZARDOUS WASTE

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

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

### SEWER WASTE

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

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

### TELECOMMUNICATIONS

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

1	HOCHTIEF AG
2	VINCI
3	SKANSKA AB
4	KBR
5	CHINA NATIONAL MACHINERY INDUSTRY CORP.
6	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA
7	COMSA EMTE
8	BOVIS LEND LEASE
9	BALFOUR BEATTY PLC10
10	GRUPO ACS

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

The market will rebound, but many in-

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

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

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

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

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

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

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

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

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

## TOP 10 BY REGION

### MIDDLE EAST

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

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

### ASIA

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

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

### AFRICA

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

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

### LATIN AMERICA/CARIBBEAN

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

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

5 GRUPO ISOLUX CORSAN SA

6 TECHNIP

7 IMPREGILO SPA

8 MAIRE TECNIMONT SPA

9 CB&I

10 FLUOR CORP.

### EUROPE

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

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

### U.S.

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

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

### CANADA

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

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

## HOW THE TOP INTERNATIONAL CONTRACTORS SHARED THE 2009 MARKET

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

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

# Where Firms Work



For large international contractors, the impact of the global financial crisis of the past two years has been largely a regional phenomenon. ENR's Top 225 International Contractors as a group generated **\$383.78 billion in revenue in 2009** from projects outside their home countries, which was **up 0.4% from \$382.44 billion in 2008**. While international contracting revenue fell sharply in the U.S. and Europe and was flat in Canada and the Middle East, it rose in Asia, Africa and Latin America.

THE TOP 225 INTERNATIONAL CONTRACTORS														
(BASED ON CONTRACTING REVENUE FROM PROJECTS OUTSIDE HOME COUNTRY)														
RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)			MARKETS (% OF 2009 REVENUE)						
			INTERNATIONAL	TOTAL	GEN. BLDG.	MFG.	POWER	WATER SUPPLY	SEWER/ WASTE	INDUS. PETRO.	TRANSP.	HAZ WASTE	TELE-COM	
1	1	HOCHTIEF AG, Essen, Germany†	23,769.5	26,068.8	30,176.3	39	0	2	5	2	2	26	0	4
2	2	VINCI, Rueil-Malmaison, France†	17,237.7	45,247.1	37,477.7	15	0	5	3	0	8	57	1	3
3	3	STRABAG SE, Vienna, Austria†	15,860.1	18,706.0	13,045.0	31	0	1	4	2	6	55	0	0
4	5	BECHTEL, San Francisco, Calif., U.S.A.†	14,849.0	22,637.0	19,312.0	0	0	0	0	0	67	32	0	0
5	6	BOUYGUES, Paris, France†	13,509.0	34,271.0	33,867.0	28	0	7	1	1	0	60	0	0
6	4	SKANSKA AB, Solna, Sweden†	12,880.0	16,322.0	16,827.9	53	2	3	3	4	5	27	0	2
7	7	SAIPEM, San Donato Milanese, Italy†	10,884.7	11,710.1	12,209.6	0	0	0	0	0	99	1	0	0
8	8	BILFINGER BERGER AG, Mannheim, Germany†	9,861.4	14,503.1	15,514.8	25	0	7	0	2	29	38	0	0
9	11	FLUOR CORP., Irving, Texas, U.S.A.†	9,629.4	17,235.8	18,500.0	9	2	7	0	0	73	8	0	1
10	9	TECHNIP, Paris, France†	8,865.0	8,995.0	9,998.0	0	0	0	0	0	100	0	0	0
11	12	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain†	7,847.0	17,713.4	26,165.3	32	0	3	3	4	1	55	0	2
12	13	KBR, Houston, Texas, U.S.A.†	7,824.6	9,949.8	12,961.4	17	0	7	2	3	66	2	0	3
13	17	CHINA COMMUNICATIONS CONSTRUCTION GROUP (LTD.), Beijing, China†	7,477.8	33,462.5	56,611.3	3	0	3	3	0	0	91	0	0
14	10	BOVIS LEND LEASE, Millers Point, NSW, Australia†	6,787.8	8,677.2	6,093.3	91	0	0	0	0	5	3	0	1
15	18	CONSTRUTORA NORBERTO ODEBRECHT, Sao Paulo, SP, Brazil†	6,549.0	9,405.0	11,637.0	12	0	12	10	3	11	49	0	0
16	16	BALFOUR BEATTY PLC, London, U.K.†	6,461.0	15,109.0	14,597.0	63	0	2	0	3	1	29	0	1
17	15	ROYAL BAM GROUP NV, Bunnik, The Netherlands†	6,176.0	11,335.0	NA	43	0	0	0	0	0	56	0	0
18	20	GRUPO ACS, Madrid, Spain†	5,863.5	22,496.3	24,997.2	0	0	26	0	9	29	35	0	1
19	19	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece†	5,739.1	5,739.1	5,725.6	12	0	1	11	0	53	23	0	0
20	21	FOSTER WHEELER AG, Clinton, N.J., U.S.A.†	4,401.6	5,056.3	3,481.7	0	0	15	0	0	83	0	0	0
21	48	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia†	4,209.0	18,276.0	23,327.0	36	0	0	1	1	10	14	0	0
22	25	CHINA STATE CONSTRUCTION ENGINEERING CORP., Beijing, China†	4,185.0	33,196.3	67,268.9	83	0	1	1	0	0	14	0	0
23	52	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	3,704.0	7,946.7	13,446.0	10	0	60	0	0	19	11	0	0
24	27	PETROFAC LTD., Jersey, Channel Islands, U.K.†	3,655.4	3,655.4	6,337.0	0	0	0	0	0	100	0	0	0
25	51	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China†	3,542.0	53,990.0	82,701.0	11	0	0	0	0	0	81	0	0

# Made a Difference

## HOW TO USE THE TABLES

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

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

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

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

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

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

incinerators, industrial waste facilities, etc.

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

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

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

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

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

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



## THE TOP 225 INTERNATIONAL CONTRACTORS

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

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

## THE TOP 225 INTERNATIONAL CONTRACTORS

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

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

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AN ELECTRONIC VERSION IS AVAILABLE OF THE ENTIRE TOP 225 INTERNATIONAL CONTRACTORS LIST, GO TO ENR.COM FOR MORE INFORMATION

## WHERE TO FIND THE TOP 225 INTERNATIONAL

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK
<b>A</b>		China Nonferrous Metal Industry's Frgn. Eng'g & Constr.	201	<b>J</b>		Samsung C&T Corp.	72
ABB SpA - Process Automation Division	113	China Overseas Engineering Group Co. Ltd.	130	Jacobs	52	Samsung Engineering Co. Ltd.	35
Abeinsa SA	39	China Petroleum Eng'g & Constr. (Group) Corp.	46	Jan De Nul Group (Sofidra SA)	44	SELI SpA	193
Acciona SA	70	China Petroleum Pipeline Bureau (CPP)	76	JGC Corp.	51	Sener Ingenieria y Sistemas SA	199
Grupo ACS	18	China Railway Construction Corp. Ltd.	25	Jiangsu Nantong Lijuan Construction Group Co. Ltd.	221	SEPCOIII Electric Power Construction Corp.	79
Aecon Group Inc.	181	China Railway Group Ltd.	53	Jiangsu Nantong No. 3 Construction Group Co. Ltd.	200	Shandong Electric Power Construction Corp.	101
Al Habtoor Leighton Group	166	China State Construction Eng'g Corp.	22	Joannou & Paraskevaides Group of Cos.	37	Shanghai Construction (Group) General Co.	89
Al Shafar General Contracting	222	China Wanbao Engineering Corp.	140	<b>K</b>		Shanghai Electric Group Co. Ltd.	78
Al-Arabb Contracting Co. Ltd.	138	China Wu Yi Co. Ltd.	184	Kajima Corp.	33	Shanghai Tunnel Engineering Co. Ltd.	215
Alarko Contracting Group	209	China Yunnan Construction Engineering Group Co. Ltd.	208	Kayi Insaat San. ve Tic. AS	131	Shanghai Urban Construction (Group) Corp.	149
AMEC plc	177	China Zhongyuan Engineering Corp.	186	KBR	12	The Shaw Group Inc.	132
Anhui Construction Engineering Group Co. Ltd.	157	Chiyoda Corp.	61	Kharafi National	173	Shimizu Corp.	55
Anhui Foreign Economic Construction (Group) Co. Ltd.	179	CITIC Construction	32	Kiewit Corp.	49	SIGIM S.p.A.	214
Ansald Energia SpA	82	COMSA EMTE	139	Kinden Corp.	154	Sinohydro Corp.	41
Ant Yapi Construction, Industry & Trade Co. Ltd.	93	Societa Italiana Per Condotte D'Acqua SpA	178	<b>L</b>		Sinopec Engineering Inc.	69
The Arab Contractors (O.A.O & Co.)	115	Consolidated Contractors Group	19	Larsen & Toubro Ltd.	62	Sinosteel Equipment & Engineering Co. Ltd.	188
Arabian Construction Co. SAL	66	Empresas ICA SAB de CV	223	The Lauren Corp.	205	John Sisk & Son Ltd.	165
Astabek Construction LLC	161	Contracting & Trading Co.	98	Leighton Holdings Ltd.	21	SK Engineering & Construction	94
Araldti SpA	65	CTCI Corp.	92	Limak Insaat Sanayi ve Ticaret AS	218	Skanska AB	6
Atlas Group	202	Cukurova Construction	182	Lotte Engineering & Construction Co. Ltd.	134	SNC-Lavalin International Inc.	73
<b>B</b>		<b>D</b>		<b>M</b>		Soares Da Costa - Grupo SGPS	103
Balfour Beatty plc	16	Daelim Industrial Co. Ltd.	42	Maire Tecnimont SpA	36	Shikun & Binui - SBI Infrastructure Ltd.	118
Royal BAM Group nv	17	Daewoo E&C Co. Ltd.	54	Mak-Yol Constr. Indus. Tourism & Trading Inc.	204	Ssangyong Engineering & Construction Co. Ltd.	99
Bauer AG	110	Dogus Insaat Ve Ticaret AS	170	McConnell Dowell Corp. Ltd.	120	STFA Construction Group	96
Baytur Construction and Contracting Co.	158	Dongfang Electric Corp.	80	McDermott International Inc.	28	STRABAG SE	3
Bechtel	4	<b>E</b>		Metag Insaat Ticaret AS	210	PJSC Sstroytransgaz	95
Beijing Construction Eng'g Group Co. Ltd.	117	EIFFAGE	30	Mushrif Trading & Contracting Co., KSCC	187	Sumitomo Mitsui Construction Co. Ltd.	164
Belleli Energy Srl	168	Ellaktor SA	85	<b>N</b>		Summa Turizm Yatirimciligi AS	194
Bentini SpA	174	Energoprojekt Holding	190	Nantong Construction Group Joint-Stock Co. Ltd.	197	<b>T</b>	
BESIX SA	48	Enppi	191	National Petroleum Construction Co. (NPCC)	121	Taikisha Ltd.	112
Beta Tek Insaat	180	Enka Construction & Industry Co. Inc.	50	Nishimatsu Construction Co. Ltd.	74	Taisei Corp.	47
Bilfinger Berger AG	8	Eser Contracting and Industry Co. Inc.	216	Nurul Construction and Trading Co.	111	Takenaka Corp.	83
Black & Veatch	122	<b>F</b>		<b>O</b>		TAV Construction	100
Bonatti SpA	114	FATA SpA	145	Obayashi Corp.	45	Techint Group	27
BOUYGUES	5	FCC, Fomento de Constr. y Contratas SA	11	Construtora Norberto Odebrecht	15	TECHNIP	10
Bovis Lend Lease	14	Ferrovial Agroman SA	34	Onur Taahhüt Ticaret Ltd. Sti.	150	Tecnicas Reunidas	29
<b>C</b>		Fluor Corp.	9	Orascom Construction Industries	88	Tekfen Construction and Installation Co. Inc.	97
C.M.C. di Ravenna	129	Foster Wheeler AG	20	Oztas Construction Co.	225	TML Construction Co.	219
Caddell Construction Co. Inc.	220	<b>G</b>		<b>P</b>		Toyo Engineering Corp.	67
Camargo Correa	109	GAMA	68	Pan-China Construction Group Co. Ltd.	162	Trevi SpA	105
Camargo Correa	109	Gamuda Berhad	163	Parsons	211	Tutor Perini Corp.	156
CB&I	38	GAP Insaat Yatirim ve Dis Ticaret AS	176	PCL Construction Enterprises Inc.	43	<b>U</b>	
Cengiz Construction Industry & Trade Co. Inc.	152	Ghella SpA	91	Penta-Ocean Construction Co. Ltd.	90	URS Corp.	153
CH2M HILL	136	Graham Group Ltd.	142	Per Aarsleff A/S	144	<b>V</b>	
China Civil Engineering Constr. Corp.	86	Great Lakes Dredge & Dock Corp. LLC	195	Petrofac Ltd.	24	Van Oord	57
China Communications Construction Grp. (Ltd.)	13	GS Engineering & Construction Corp.	63	The Petroleum Projects and Technical Consultations Co.	172	Veidekke ASA	104
China Dalian Int'l Eco. & Techn. Cooperative Grp.	141	Guris Insaat ve Muhendislik AS	167	E. Pihl & Son AS	116	VINCI	2
China Geo-Engineering Corp.	106	Construtora Andrade Gutierrez SA	77	Impresa Pizzarotti & C. SpA	147	<b>W</b>	
China Geology Overseas Construction Group Co.	128	<b>H</b>		Polimeks Insaat Taahhüt ve San Tic. AS	102	Weihai International Eco. & Tech. Coop. Co. Ltd.	206
China Gezhouba Group Co. Ltd.	84	Hanjin Heavy Industries & Construction Co. Ltd.	196	A. Porr AG	60	Willbros Group Inc.	148
China Henan Int'l Cooperation Group Co. Ltd.	159	Hanwha Engineering & Construction Corp.	143	POSCO Engineering & Construction	87	WorleyParsons	127
China HuanQiu Contracting & Engineering Corp.	151	B.L. Harbert International LLC	146	Prezioso Technilor	212	<b>X</b>	
China Int'l Water & Electric Corp. (CWE)	125	Harbin Power Engineering Co. Ltd.	108	Punj Lloyd Ltd.	58	Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.	169
China Jiangsu Int'l Econ-Tech. Coop. Corp.	119	Hefei Cement Research & Design Institute	137	<b>Q</b>		<b>Y</b>	
China Jiangxi Corp. For Int'l Eco. & Tech. Cooperation	185	HOCHTIEF AG	1	Qingjian Group Co. Ltd.	133	Yapi Merkezi Insaat ve Sanayi AS	155
China Metallurgical Group Corp.	31	Hyundai Engineering & Construction Co. Ltd.	23	<b>R</b>		Yasar Ozkan Eng'g and Contracting Co. Inc.	175
China National Chemical Eng'g Group Corp.	124	<b>I</b>		Rasen Insaat Ve Yatirim Ticaret AS	189	Yenigun Construction Inc.	183
China National Complete Plant Imp. & Exp. Corp.	224	Iberdrola Ingenieria y Construccion	59	Renaissance Construction	75	Yuksel Insaat Co. Inc.	107
China National Machinery Industry Corp.	26	IC Ibrahim Cecen Investment Holding Inc.	213	Renco SpA	203	<b>Z</b>	
China National Technical Imp. & Exp. Corp.	135	IMPREGILO SpA	40	Rizzani de Eccher SpA	126	Zhejiang Constr. Investment Group Co. Ltd.	217
China National Machinery Imp. & Exp. Corp.	160	Institutum Technologies Inc.	192	<b>S</b>		Zhongding Int'l Engineering Co. Ltd.	207
		Ircon International Ltd.	171	SACYR Vallehermoso	64	Zhongyuan Petroleum Exploration Bureau	123
		IREM Group	198	Saipem	7	Ed. Zublin AG	81
		Grupo Isolux Corsan SA	56	Salini Costruttori SpA	71		

# Chinese Firms



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

THE TOP 225 GLOBAL CONTRACTORS														
(BASED ON TOTAL FIRM CONTRACTING REVENUE)														
RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN.		MARKETS (% OF 2009 GLOBAL REVENUE)						
			TOTAL	INTERNATIONAL		BLDG.	MFG.	POWER	WATER SUPPLY	SEWER/ WASTE	INDUS.	PETRO.	TRANSP.	HAZ WASTE
1	4	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China	53,990.0	3,542.0	82,701.0	6	2	3	1	0	0	78	0	0
2	2	CHINA RAILWAY GROUP LTD., Beijing, China	52,869.7	1,781.4	88,111.3	9	3	0	0	0	0	69	0	0
3	1	VINCI, Rueil-Malmaison, France	45,247.1	17,237.7	37,477.7	18	0	6	3	0	4	44	1	4
4	3	BOUYGUES, Paris, France	34,271.0	13,509.0	33,867.0	38	0	8	1	1	1	48	0	1
5	7	CHINA COMMUNICATIONS CONSTRUCTION GRP. (LTD.), Beijing, China	33,462.5	7,477.8	56,611.3	1	0	1	1	0	0	96	0	0
6	6	CHINA STATE CONSTRUCTION ENG'G CORP., Beijing, China	33,196.3	4,185.0	67,268.9	74	4	2	1	0	4	14	0	0
7	5	HOCHTIEF AG, Essen, Germany	26,068.8	23,769.5	30,176.3	42	0	2	5	2	2	25	0	3
8	9	CHINA METALLURGICAL GROUP CORP., Beijing, China	25,531.7	2,965.0	31,561.8	21	5	2	0	1	60	4	0	0
9	10	BECHTEL, San Francisco, Calif., U.S.A.	22,637.0	14,849.0	19,312.0	0	0	17	0	0	55	22	4	1
10	8	GRUPO ACS, Madrid, Spain	22,496.3	5,863.5	24,997.2	11	0	21	3	10	17	31	0	1
11	13	STRABAG SE, Vienna, Austria	18,706.0	15,860.1	13,045.0	33	0	1	4	2	5	54	0	0
12	22	LEIGHTON HOLDINGS LTD., St. Leonards, NSW, Australia	18,276.0	4,209.0	23,327.0	20	0	1	9	5	2	29	0	4
13	11	FCC, FOMENTO DE CONSTR. Y CONTRATAS SA, Madrid, Spain	17,713.4	7,847.0	26,165.3	33	0	3	4	6	2	50	0	1
14	16	FLUOR CORP., Irving, Texas, U.S.A.	17,235.8	9,629.4	18,500.0	7	2	12	0	0	67	8	4	0
15	12	SKANSKA AB, Solna, Sweden	16,322.0	12,880.0	16,827.9	57	1	3	3	3	5	25	0	2
16	18	EFFAGE, Asnieres-sur-Seine, France	16,209.0	2,965.8	15,016.8	33	6	23	0	11	5	22	0	0
17	15	KAJIMA CORP., Tokyo, Japan	16,154.4	2,896.7	12,653.5	55	9	3	3	1	3	15	0	0
18	14	SHIMIZU CORP., Tokyo, Japan	15,570.5	1,733.7	11,959.6	59	10	2	2	1	8	11	0	0
19	20	BALFOUR BEATTY PLC, London, U.K.	15,109.0	6,461.0	14,597.0	54	0	6	2	2	1	33	0	1
20	19	BILFINGER BERGER AG, Mannheim, Germany	14,503.1	9,861.4	15,514.8	31	0	10	0	2	26	31	0	0
21	21	TAISEI CORP., Tokyo, Japan	13,863.0	2,044.0	11,825.0	49	10	1	2	2	0	26	0	0
22	17	OBAYASHI CORP., Tokyo, Japan	13,510.0	2,096.0	10,440.0	52	9	3	1	1	4	24	0	3
23	23	TAKENAKA CORP., Osaka, Japan	12,037.0	939.0	10,715.0	76	18	0	0	1	0	3	0	0
24	25	SAIPEM, San Donato Milanese, Italy	11,710.1	10,884.7	12,209.6	0	0	0	0	0	99	1	0	0
25	24	ROYAL BAM GROUP NV, Bunnik, The Netherlands	11,335.0	6,176.0	NA	48	0	0	0	0	0	48	0	0

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## HOW TO USE THE TABLES

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

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

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

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

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

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

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

**SEWERAGE/SOLID WASTE** includes sanitary and

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

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

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

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

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

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

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

## THE TOP 225 GLOBAL CONTRACTORS

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



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

## THE TOP 225 GLOBAL CONTRACTORS

RANK 2010	RANK 2009	FIRM	2009 REVENUE (\$ MIL.)		NEW CONTRACTS IN 2009 (\$ MIL.)	GEN. BLDG.	MFG.	MARKETS (% OF 2009 GLOBAL REVENUE)						
			TOTAL	INTERNATIONAL				WATER SEWER/ INDUS./ PETRO.	SUPPLY	HAZ. WASTE	TRANSP.	TELE- WASTE	COM	
155	117	DPR CONSTRUCTION INC., Redwood City, Calif., U.S.A.	1,165.0	0.0	1,450.0	62	0	0	0	0	22	0	0	16
156	**	PETROLEUM PROJECTS & TECHNICAL CONSULTATIONS CO., Cairo, Egypt	1,162.2	234.1	1,469.5	5	5	0	0	0	91	0	0	0
157	163	DAY & ZIMMERMANN, Philadelphia, Pa., U.S.A.	1,156.5	9.3	77.5	2	0	92	0	0	6	0	0	0
158	187	JIANGSU NANTONG LIUJIAN CONSTR. GRP. CO. LTD., Rugao, China	1,131.4	123.6	709.3	98	0	0	0	0	1	0	0	0
159	139	HANJIN HEAVY INDUSTRIES & CONSTRUCTION CO. LTD., Seoul, S. Korea	1,129.8	170.4	1,865.2	38	1	1	4	2	5	48	0	0
160	198	RENAISSANCE CONSTRUCTION, Ankara, Turkey	1,125.6	1,092.6	2,064.2	46	23	0	1	0	5	19	5	0
161	172	SALFACORP, Santiago, Región Metropolitana, Chile	1,123.0	46.0	825.0	51	0	19	0	0	4	2	0	0
162	157	CHINA CIVIL ENGINEERING CONSTR. CORP., Beijing, China	1,121.0	911.2	5,611.8	25	0	0	1	1	0	74	0	0
163	162	MICHEL'S CORP., Brownsville, Wis., U.S.A.	1,116.5	34.7	1,116.5	0	3	10	0	7	67	7	0	6
164	148	PEPPER CONSTRUCTION GROUP, Chicago, Ill., U.S.A.	1,071.7	0.0	995.5	91	0	0	0	9	0	0	0	0
165	197	NANTONG CONSTR. GRP. JOINT-STOCK CO. LTD., Nantong, Jiangsu, China	1,051.4	169.1	811.8	82	2	1	0	0	15	0	0	0
166	158	E. PIHL & SON AS, Kongens Lyngby, Denmark	1,051.1	574.1	886.8	57	0	14	1	3	0	25	0	0
167	**	CHINA POWER ENGINEERING CONSLTG. GROUP CO., Beijing, China	1,024.5	46.1	1,205.8	0	0	100	0	0	0	0	0	0
168	166	IMPRESA PIZZAROTTI & C. SPA, Parma, Italy	1,024.5	328.2	1,368.7	20	0	0	4	0	0	75	0	0
169	165	CH2M HILL, Englewood, Colo., U.S.A.	1,016.0	407.2	736.4	13	2	25	6	0	25	20	10	0
170	167	SOCIETA ITALIANA PER CONDOTTE D'ACQUA SPA, Rome, Italy	1,014.0	209.8	1,119.1	19	0	0	5	0	0	75	0	0
171	201	XINJIANG BEIXIN CONSTR. & ENG'G (GROUP) CO. LTD., Urumqi, China	998.7	237.2	1,259.4	31	0	0	7	0	0	62	0	0
172	150	NATIONAL PETROLEUM CONSTRUCTION CO. (NPCC), Abu Dhabi, U.A.E.	998.3	530.4	1,210.1	0	0	0	0	0	100	0	0	0
173	128	AMEC PLC, London, U.K.	972.8	215.0	NA	14	0	20	1	1	55	2	0	0
174	159	HOFFMAN CORP., Portland, Ore., U.S.A.	963.4	0.0	NA	64	19	0	9	0	1	6	0	1
175	153	WALBRIDGE, Detroit, Mich., U.S.A.	961.9	84.0	1,020.0	50	30	2	3	1	5	9	0	0
176	173	BAUER AG, Schrobenhausen, Germany	960.7	613.0	921.4	27	5	16	6	3	13	23	0	4
177	169	PER AARSLEFF A/S, Aabyhoej, Denmark	958.2	337.6	788.0	3	10	12	1	37	2	35	0	0
178	178	VALLEYCREST LANDSCAPE COS., Calabasas, Calif., U.S.A.	937.0	0.0	937.0	100	0	0	0	0	0	0	0	0
179	177	THE LANE CONSTRUCTION CORP., Cheshire, Conn., U.S.A.	928.0	0.0	835.9	0	0	0	0	0	0	100	0	0
180	190	C.M.C. DI RAVENNA, Ravenna, Italy	917.6	461.6	903.4	24	0	17	1	2	0	57	0	0
181	224	GHELLA SPA, Rome, Italy	910.0	836.0	1,484.0	2	0	16	3	1	0	75	0	0
182	203	HUNT BUILDING CO. LTD., El Paso, Texas, U.S.A.	907.2	0.0	49.1	100	0	0	0	0	0	0	0	0
183	130	ANT YAPI CONSTRUCTION, INDUSTRY & TRADE CO. LTD., Istanbul, Turkey	896.8	797.5	286.0	100	0	0	0	0	0	0	0	0
184	164	SUNDT CONSTRUCTION INC., Tempe, Ariz., U.S.A.	883.4	0.0	967.6	72	0	1	4	3	0	12	0	1
185	175	TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey	867.0	759.0	23.0	0	0	2	11	0	50	36	0	0
186	151	ALBERICI CORP., St. Louis, Mo., U.S.A.	862.5	80.6	826.0	15	4	25	16	7	28	2	0	0
187	182	KHARAFI NATIONAL, Safat, Kuwait	831.0	231.0	1,287.0	23	0	0	0	21	18	0	0	0
188	209	NURUL CONSTRUCTION AND TRADING CO., Ankara, Turkey	820.0	610.0	1,371.0	42	3	7	7	2	8	30	0	0
189	**	CEIGALL BUILDERS PVT LTD., Ludhiana, Punjab, India	819.0	0.0	910.0	0	0	0	0	0	0	100	0	0
190	**	AL-ARRAB CONTRACTING CO. LTD., Riyadh, Saudi Arabia	816.1	396.6	1,879.0	59	0	24	4	2	0	11	0	0
191	185	OKLAND CONSTRUCTION CO. INC., Salt Lake City, Utah, U.S.A.	808.6	0.0	345.9	99	1	0	0	0	0	0	0	0
192	184	LAYNE CHRISTENSEN CO., Mission Woods, Kan., U.S.A.	804.4	87.1	931.5	0	0	0	43	33	0	0	2	0
193	**	STFA CONSTRUCTION GROUP, Istanbul, Turkey	803.2	771.8	147.0	6	0	3	2	2	0	83	0	0
194	**	CHINA GEO-ENGINEERING CORP., Beijing, China	793.6	653.6	783.8	16	0	1	41	9	0	20	0	0
195	**	TAV CONSTRUCTION, Istanbul, Turkey	788.2	730.5	2,213.3	16	0	0	0	0	0	84	0	0
196	**	LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey	784.2	133.5	665.0	9	0	23	10	0	0	59	0	0
197	**	YUKSEL INSAAT CO. INC., Ankara, Turkey	778.0	641.7	1,296.7	41	0	0	34	1	0	24	0	0
198	**	BONATTI SPA, Parma, Italy	773.0	582.6	1,047.6	12	0	20	0	0	68	0	0	0
199	**	ALARKO CONTRACTING GROUP, Gebze, Kocaeli, Turkey	772.5	150.9	0.0	0	0	22	0	18	0	60	0	0
200	213	TREVI SPA, Cesena, Italy	772.2	655.4	510.3	65	0	0	11	0	12	11	0	0
201	186	CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey	772.2	312.3	383.7	1	0	12	23	0	0	38	0	0
202	189	HITT CONTRACTING INC., Falls Church, Va., U.S.A.	762.4	0.0	520.3	100	0	0	0	0	0	0	0	0
203	**	CHINA JIANGSU INT'L ECON-TECH. COOP. CORP., Nanjing, China	756.1	540.4	1,146.1	94	0	0	4	0	0	2	0	0
204	208	INDUSTRIAL DEV'PT AND RENOVATION ORGN. OF IRAN, Tehran, Iran	755.4	7.5	491.2	0	9	0	0	0	76	14	0	0
205	210	CLAYCO INC., St. Louis, Mo., U.S.A.	755.0	0.0	760.0	51	0	0	0	0	0	0	0	0
206	176	DAVID E. HARVEY BUILDERS INC., Houston, Texas, U.S.A.	755.0	0.0	420.0	100	0	0	0	0	0	0	0	0

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

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AN ELECTRONIC VERSION IS AVAILABLE OF THE ENTIRE TOP 225 INTERNATIONAL CONTRACTORS LIST, GO TO ENR.COM FOR MORE INFORMATION

## WHERE TO FIND THE TOP 225 GLOBAL

FIRM	RANK	FIRM	RANK	FIRM	RANK	FIRM	RANK
<b>A</b>							
Abeinsa SA	64	Consolidated Contractors Group	39	Kinden Corp.	49	Shanghai Electric Group Co. Ltd.	136
Acciona SA	46	Contracting & Trading Co.	207	The Kokosing Group	217	Shanghai Tunnel Engineering Co. Ltd.	134
Grupo ACS	10	CTCI Corp.	145	<b>L</b>			
Adolfson & Peterson Construction	225	<b>D</b>				The Lane Construction Corp.	179
Aecon Group Inc.	115	Daelim Industrial Co. Ltd.	41	Larsen & Toubro Ltd.	34	Shanghai Urban Construction (Group) Corp.	81
Al Habtoor Leighton Group	121	Daewoo E&C Co. Ltd.	38	Layne Christensen Co.	192	The Shaw Group Inc.	56
Al-Arabb Contracting Co. Ltd.	190	Daqing Oilfield Construction Group Co. Ltd.	111	The Layton Cos.	210	Sheehan Pipe Line Construction Co.	221
Alberici Corp.	186	Day & Zimmermann	157	Leighton Holdings Ltd.	12	Shimizu Corp.	18
Alarko Contracting Group	199	Dongfang Electric Corp.	43	Limak Insaat Sanayi ve Ticaret A.S.	196	Sinohydro Corp.	26
AMEC plc	173	Doosan Engineering & Construction Co. Ltd.	118	Lotte Engineering & Construction Co. Ltd.	72	Sinopec Engineering Inc.	109
Ames Construction Inc.	214	DPR Construction Inc.	155	<b>M</b>			
Anhui Construction Engineering Group Co. Ltd.	123	Duke Construction	211	Maire Tecnimont SpA	84	John Sisk & Son Ltd.	146
Ansald Energia SpA	130	JE Dunn Construction Group	103	Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	SK Engineering & Construction	78
Ant Yapi Construction, Industry & Trade Co. Ltd.	183	<b>E</b>				Skanska AB	15
The Arab Contractors (O.A.O & Co.)	88	EIFFAGE	16	Manhattan Construction Group	135	SNC-Lavalin International Inc.	110
Arabian Construction Co. SAL	138	Elalakor SA	76	Matrix Service Co.	219	Soares Da Costa - Grupo SGPS	151
Arabtec Construction LLC	133	Enka Construction & Industry Co. Inc.	119	McCarthy Holdings Inc.	80	Ssangyong Engineering & Construction Co. Ltd.	127
Astaldi SpA	95	<b>F</b>				STFA Construction Group	193
Austin Industries	124	FCC, Fomento de Constr. y Contratas SA	13	Mak-Yol Constr. Indus. Tourism & Trading Inc.	208	STRABAG SE	11
<b>B</b>							
Balfour Beatty plc	19	Ferrovia Agroman SA	37	McConnell Dowell Corp. Ltd.	128	Stroygazconsulting LLC	67
Royal BAM Group nv	25	The Flintco Cos. Inc.	149	McDermott International Inc.	52	PJSC Stroytransgaz	139
Barton Malow Co.	148	Fluor Corp.	14	Messer Construction Co.	222	Structure Tone	91
Bauer AG	176	Foster Wheeler AG	48	Michels Corp.	163	Suffolk Construction Co. Inc.	129
Bechtel	9	<b>G</b>				Sumitomo Mitsui Construction Co. Ltd.	87
Beijing Construction Eng'g Group Co. Ltd.	73	GAMA	143	Mortenson Construction	100	Sundt Construction Inc.	184
BESIX SA	92	Ghella SpA	181	<b>N</b>			
Bilfinger Berger AG	20	Gilbane Building Co.	79	Nantong Construction Group Joint-Stock Co. Ltd.	165	Swinerton Inc.	150
Black & Veatch	140	Graham Group Ltd.	120	National Petroleum Construction Co. (NPCC)	172	<b>T</b>	
Bonatti SpA	198	Granite Construction Inc.	117	Nishimatsu Construction Co. Ltd.	59	Taikisha Ltd.	144
BOUYGUES	4	GS Engineering & Construction Corp.	36	Nurul Construction and Trading Co.	188	Taisei Corp.	21
Bovis Lend Lease	32	Construtora Andrade Gutierrez SA	82	<b>O</b>			
Brasfield & Gorrie LLC	114	<b>H</b>				Obayashi Corp.	22
<b>C</b>							
C.M.C. di Ravenna	180	Hanjin Heavy Industries & Construction Co. Ltd.	159	Construtora Norberto Odebrecht	29	Tecnicas Reunidas	61
Caddell Construction Co. Inc.	218	Hanwha Engineering & Construction Corp.	108	Okland Construction Co. Inc.	191	Tekfen Construction and Installation Co. Inc.	185
Camargo Correa	62	B.L. Harbert International LLC	223	Orascom Construction Industries	137	Toda Corp.	50
CB&I	63	David E. Harvey Builders Inc.	206	<b>P</b>			
Ceigall Builders Pvt Ltd.	189	Hensel Phelps Construction Co.	83	Pan-China Construction Group Co. Ltd.	220	Toyo Engineering Corp.	122
Cengiz Construction Industry & Trade Co. Inc.	201	HITT Contracting Inc.	202	Parsons	142	Trevi Spa	200
CH2M HILL	169	HOCHTIEF AG	7	PCL Construction Enterprises Inc.	44	Turner Industries Group LLC	126
China Civil Engineering Constr. Corp.	162	Hoffman Corp.	174	Penta-Ocean Construction Co. Ltd.	77	Tutor Perini Corp.	47
China Communications Construction Grp. (Ltd.)	5	Holder Construction Co.	147	Pepper Construction Group	164	<b>U</b>	
China Geo-Engineering Corp.	194	Hunt Building Co. Ltd.	182	Per Aarsleff A/S	177	URS Corp.	99
China Gezhouba Group Co. Ltd.	60	Hunt Construction Group Inc.	107	Performance Contractors Inc.	224	<b>V</b>	
China HuanQiu Contracting & Engineering Corp.	125	Hunter Roberts Construction Group LLC	209	Petrofac Ltd.	66	ValleyCrest Landscape Cos.	178
China Jianguo Int'l Econ-Tech. Coop. Corp.	203	Hyundai Engineering & Construction Co. Ltd.	33	The Petroleum Projects and Technical Consultations Co.	156	Van Oord	113
China Metallurgical Group Corp.	8	<b>I</b>				Veidekke ASA	116
China National Chemical Engineering Group Corp.	55	Iberdrola Ingenieria y Construcción	112	E. Pihl & Son AS	166	VINCI	3
China National Machinery Industry Corp.	54	Empresas ICA SAB de CV	102	Impresa Pizzarotti & C. SpA	168	<b>W</b>	
China Petroleum Eng'g & Construction (Group) Corp.	75	IMPREGILO SpA	71	Plaza Construction Corp.	212	Walbridge	175
China Petroleum Pipeline Bureau (CPP)	90	Industrial Dev't and Renovation Orgn. of Iran	204	Polimeks Insaat Taahhut ve San Tic. AS	215	The Walsh Group Ltd.	74
China Power Engineering Consltg. Group Co.	167	Grupo Isolux Corsan SA	57	A. Porr AG	58	The Weitz Co.	152
China Railway Construction Corp. Ltd.	1	<b>J</b>				POSCO Engineering & Construction	40
China Railway Group Ltd.	2	Jacobs	42	Power Construction Co. LLC	216	The Whiting-Turner Contracting Co.	70
China State Construction Eng'g Corp.	6	Jan De Nul Group (Sofidra SA)	89	Punj Lloyd Ltd.	104	Willbros Group Inc.	154
China Yunnan Construction Engineering Group Co. Ltd.	93	JGC Corp.	94	<b>Q</b>			
Chiyoda Corp.	97	Jiangsu Nantong Liujian Construction Group Co. Ltd.	158	Qingjian Group Co. Ltd.	101	<b>X</b>	
CITIC Construction	86	Jiangsu Nantong No. 3 Construction Grp. Co. Ltd.	105	<b>R</b>			
Clark Group	51	Joannou & Paraskevaidis Group of Cos.	96	Renaissance Construction	160	Xinjiang Beixin Construction & Eng'g (Group) Co. Ltd.	171
Clayco Inc.	205	<b>K</b>				Robins & Morton	213
COMSA EMTE	85	Kajima Corp.	17	<b>S</b>			
Societa Italiana Per Condotte D'Acqua SpA	170	KBR	28	SACYR Vallehermoso	35	Zachry Holdings	131
		Kharafi National	187	Saipem	24	Zhejiang Constr. Investment Group Co. Ltd.	53
		Kiewit Corp.	31	SalifaCorp	161	Zhongyuan Petroleum Exploration Bureau	106
				Salini Costruttori SpA	132	Ed. Zublin AG	68
				Samsung C&T Corp.	45		
				Samsung Engineering Co. Ltd.	69		
				SEPCOIII Electric Power Construction Corp.	153		
				Shandong Electric Power Construction Corp.	98		
				Shanghai Construction (Group) General Co.	27		

# 2010 Top International Contractors – Subsidiaries by Rank

## Rank Firm Subsidiary

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

## Rank Firm Subsidiary

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

17 **Royal BAM Group nv**  
*AM*  
*BAM Civiel*  
*BAM Construct UK Ltd.*  
*BAM Contractors Ltd.*  
*BAM Deutschland*  
*BAM 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 **Grupo ACS**  
*Clece SA*  
*Dragados SA*  
*Grupo Cobra*  
*Iridium*  
*Urbaser*

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

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

**Rank Firm Subsidiary**

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

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

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

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

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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



**Rank Firm Subsidiary**

**Rank Firm Subsidiary**

**36 Maire Tecnimont SpA**

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

**38 CB&I**

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

**39 Abeinsa SA**

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

**40 IMPREGILO SpA**

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

**41 Sinohydro Corp.**

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

**42 Daelim Industrial Co. Ltd.**

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

**43 PCL Construction Enterprises Inc.**

*Monad Industrial Constructors Inc.  
Nordic PCL Construction Inc.*

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

**44 Jan De Nul Group (Sofidra SA)**

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

**45 Obayashi Corp.**

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

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

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

**47 Taisei Corp.**

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

**48 BESIX SA**

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

**Rank Firm Subsidiary**

*Etablissement Wust sa*  
*Frankl Foundation Group*  
*Jacques Delens sa*  
*Lux TP sa*  
*Six Construct Ltd*  
*Six International Ltd*  
*Socogetra sa*  
*Van Britsom & Verheye NV*  
*Vanhout NV*

**49 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.*  
*Kiewit Western Co.*  
*Mass Electric Construction Co.*  
*Peter Kiewit Sons Co.*  
*TIC Canada Inc.*  
*TIC International Inc.*  
*TIC Maintenance Inc.*  
*TIC The Industrial Co.*  
*TIC The Industrial Co. Wyoming Inc.*  
*V.K. Mason Construction Co.*  
*Western Summit Constructors Inc.*

**50 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.*

**53 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.*

**54 Daewoo E&C Co. Ltd.**

*Bugok Environment Co. Ltd.*  
*Daeha Co. Ltd.*  
*Daewoo America Development Inc.*

**Rank Firm Subsidiary**

*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.*

**55 Shimizu Corp.**

*PT Shimizu Bangun Cipta Kontraktor*  
*Shimizu Corp. (China) Ltd.*  
*Shimizu North America LLC*  
*Shimizu Philippine Contractors Inc.*  
*Thai Shimizu Co. Ltd.*

**56 Grupo Isolux Corsan SA**

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

**57 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*

**58 Punj Lloyd Ltd.**

*Dayim Punj Lloyd*  
*Kaefer Punj Lloyd*  
*PL Engineering Ltd.*  
*PLN Construction Ltd.*

**Rank Firm Subsidiary**

- PT Punj Lloyd Indonesia*  
*PT Sempec Indonesia*  
*Punj Lloyd Aviation Ltd.*  
*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.*
- 59 Iberdrola Ingeniería y Construcción**  
*Adicora*  
*Empresarios Agrupados Internacional SA*  
*Empresarios Agrupados, A.I.E.*  
*Enermón SA de C.V.*  
*Ghesa, Ingeniería y Tecnología SA*  
*Iberdrola Consultoria e Serviços do Brazil, Ltda*  
*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 Oo. SRL*  
*Iberdrola Engineering and Construction Poland sp z.o.o.*  
*Iberdrola Engineering and Construction Scotland Ltd.*  
*Iberdrola Engineering and Construction US Inc.*  
*Iberdrola Ingegneria e Costruzioni Italia SRL*  
*Iberdrola Ingeniería y Construcción Mexico SA de CV*  
*Iberdrola Ingeniería y Construcción UK Ltd.*  
*Iberdrola Ingeniería y Construcción Venezuela SA*  
*Iberdrola Inzliniring and Stroitelstro Ltd. Liability*  
*Iberdrola Magyarország Mérnöki és Korlátolt Felelősségű Társaság*  
*Ibérica de Espacio SA*  
*Iberinco Hellas Techniki Kai Kataskevastiki EPE*  
*Iberinco Servicios SAU.*  
*Iberservicios SA de C.V.*  
*Ingeniería, Estudios y Tecnología SA (Inecosa)*  
*Keytech Sistemas, Integrales, S. A.*  
*Sublin 2 SA de C.V.*
- 62 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*

**Rank Firm Subsidiary**

- 64 SACYR Vallehermoso**  
*SACYR*  
*SACYR Concesiones*  
*SIS*  
*Somague*  
*Testa Inmuebles En Renta*  
*Vallehermoso*  
*Valoriza*
- 65 Astaldi SpA**  
*Astaldi Arabia Ltd.*  
*Astaldi Construction Corp.*  
*Astaldi de Venezuela CA*
- 66 Arabian Construction Co. SAL**  
*Arabian Construction Co. (Cairot)*  
*Arabian Construction Co. (Dubai)*  
*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)*
- 67 Toyo Engineering Corp.**  
*Toyo Engineering & Construction Sdn. Bhd.*  
*Toyo Engineering Corp., China*  
*Toyo Engineering India Ltd.*  
*Toyo Engineering Korea Ltd.*
- 68 GAMA**  
*Gama Construction Qatar WLL*  
*Gama Energy Inc.*  
*Gama Industry Arabia Ltd.*  
*Gama Industry Inc.*  
*Gama Power Systems Inc.*  
*Gate Construction, Industry & Trade Inc.*
- 70 Acciona SA**  
*ACCIONA Infraestructuras SA*  
*Mostostal Warszawa SA*
- 71 Salini Costruttori SpA**  
*Salini Bulgaria AD*  
*Salini Hydro*  
*Salini Malaysia SND*  
*Salini Nigeria Ltd.*
- 72 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*

**Rank Firm Subsidiary**

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

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

**Rank Firm Subsidiary**

**76 China Petroleum Pipeline Bureau (CPP)**  
*China Petroleum Pipeline Coating Co. Ltd.*  
*China Petroleum Pipeline Emergency Response & Rush Repair Center*  
*China Petroleum Pipeline Manufacture Co.*  
*China Petroleum Pipeline Material & Equipment Co.*  
*China Petroleum Pipeline NDT Co.*  
*China Petroleum Pipeline Operation Co.*  
*China Petroleum Pipeline Technique Co.*  
*China Petroleum Communication Co.*  
*China Petroleum Longway Consultant Co. Ltd.*  
*China Petroleum Pipeline Crossing Co.*  
*China Petroleum Pipeline Scientific Research and Dev't Inst.*

**77 Construtora Andrade Gutierrez SA**  
*Zagope*

**78 Shanghai Electric Group Co. Ltd.**  
*Shanghai Electric Power Generation Group*

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

**81 Ed. Zublin AG**  
*Zublin International GmbH*  
*Zublin Spezialtiefbau GmbH*

**82 Ansaldo Energia SpA**  
*Ansaldo Energy Inc.*  
*Ansaldo ESG AG*  
*Ansaldo Fuel Cells*  
*Ansaldo Nucleare*  
*Ansaldo Power Projects Private Ltd.*  
*Ansaldo Thomassen BV*  
*Ansaldo Thomassen Gulf*

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

**84 China Gezhouba Group Co. Ltd.**  
*China Gezhouba Architecture Constr. Co. Ltd.*  
*China Gezhouba International Co. Ltd.*  
*China Gezhouba Machinery & Ship Co. Ltd.*  
*Chongqing Daxihe Hydroelectric Dev. Co. Ltd.*

**Rank Firm Subsidiary**

- Chongqing Gezhouba Explosive Co. Ltd.  
 Gezhouba Cement Co. Ltd. in Danyang  
 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.  
 Hubei Daguangbei Express Highway Constr. Co. Ltd.  
 Hubei Gezhouba Testing Co. Ltd.  
 Hubei Nanhe Hydroelectric Dev. Co. Ltd.  
 Hubei Siping 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.  
 Ziling Gezhouba Cement Co. Ltd. in Jingmen
- 85 **Ellaktor SA**  
 Aktor SA
- 86 **China Civil Engineering Constr. Corp.**  
 CCECC (Algeria) Ltd.  
 CCECC (East Africa) Ltd.  
 CCECC Nigera Ltd.  
 China Civil Engineering Construction (Bostwana) Pty Ltd.  
 China Civil Engineering Construction (H.K.) Co. Ltd.  
 China Civil Engineering Construction (Macau) Co. Ltd.
- 91 **Ghella SpA**  
 Creaurban SA  
 Ghella Sogene CA

**Rank Firm Subsidiary**

- Ghella Sogene De Costa Rica SA  
 IECSA SA
- 92 **CTCI Corp.**  
 Advanced Control & System Inc.  
 CIMAS Engineering Co. Ltd.  
 CINDA E&C Ltd Corp.  
 CTCI (Thailand) Co. 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.
- 95 **PJSC Stroytransgaz**  
 LLC Neftegazstroykontrol  
 LLC PSK Gazstroydetal  
 LLC SMT  
 LLC SU - 7 Rhythm
- 97 **Tekfen Construction and Installation Co. Inc.**  
 Azfen J.V.  
 CTS  
 Gate J.V.  
 HMB AG  
 Tekfen Engineering  
 Tekfen Manufacturing and Engineering  
 Tekfen-TML J.V.  
 TGO J.V.
- 98 **Contracting & Trading Co.**  
 C.A.T. International Algerie sarl  
 C.A.T. International Qatar WLL  
 Contracting & Trading Co.  
 Mothercat Ltd. Nigeria  
 Niger Construction Ltd. (NIGERCAT)
- 99 **Ssangyong Engineering & Construction Co. Ltd.**  
 Daepo Port Development Corp.  
 Hongti Town Development Corp.  
 Incheon North Port Terminal Corp.  
 Ssangyong Engineering & Construction (America) Inc.  
 Ssangyong Engineering & Construction (Saudi)  
 Ssangyong International Inc.  
 Ssangyong Konstruksi Indonesia

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

- The Arab Contractors Kuwait*  
*The Arab Contractors Nigeria*  
*The Arab Contractors Oman*  
*The Arab Contractors Qatar*  
*The Arab Contractors Saudi Arabia*  
*The Arab Contractors Uganda*
- 116 E. Pihl & Søn AS**  
*E. Pihl & Søn Grønland ApS*  
*Istak HF*  
*P/F E. Pihl & Søn Føroyar*  
*Pihl Inc.*  
*Pihl Projektinvestering A/S*  
*Pihl UK Ltd.*
- 117 Beijing Construction Eng'g Group Co. Ltd.**  
*BCEG (Australia) Pty Ltd.*  
*BCEG Angola*  
*BCEG Equatorial Guinea SA*  
*BCEG Kazakhstan*  
*BCEG Libya*  
*BCEG Rwanda*  
*BCEG Saudi Arabia*  
*BCEG Tanzania*  
*BCEG Togo*  
*BCEGZ - USA Inc.*  
*Beijing Construction Eng'g (M) Sdn. Bhd.*  
*Beijing Construction Eng'g Group (Mongolia) Co. Ltd.*  
*Beijing Construction Eng'g Group (Philippines) Co. Ltd.*  
*Beijing Construction Eng'g Group (Vietnam) Co. Ltd.*  
*Beijing Construction Eng'g Group Co. Ltd. (Congo)*  
*Beijing Construction Eng'g Group Co. Ltd. (Singapore)*  
*Beijing Construction Eng'g Group Co. Ltd., Abu Dhabi*  
*Beijing Construction Eng'g Group Co. Ltd., Iran Office*  
*Chang Cheng Esquares Co. Ltd.*
- 118 Shikun & Binui - SBI Infrastructure Ltd.**  
*Reynolds Construction Co. (Nigeria) Ltd.*  
*Reynolds Construction Co. (Nigeria) Ltd., Kenya*  
*Reynolds Construction Co. (Nigeria) Ltd., Uganda*  
*SBI International Holdings AG, Kenya*  
*SBI International Holdings AG, Switzerland*  
*SBI International Holdings AG, Uganda*  
*Solel Boneh Guatemala SA*  
*Solel Boneh Romania SRL*  
*SONITRA - Societe Nationale Ivoirienne de Travaux*  
*SONITRA Ltd., Ghana*

**Rank Firm Subsidiary**

- 119 China Jiangsu Int'l Econ-Tech. Coop. Corp.**  
*China Jiangsu Int'l Eco-Tech Coop. Corp., Angola Construction Co.*  
*Continental Engineering Co.*  
*Overseas Engineering Co.*  
*Zhong Jiang(s) International Pte Ltd.*
- 120 McConnell Dowell Corp. Ltd.**  
*Electrix Ltd.*  
*Electrix Pty Ltd.*  
*McConnell Dowell Constructors (Aust) Pty Ltd.*  
*McConnell Dowell Constructors Ltd.*  
*McConnell Dowell SEA Pte Ltd.*  
*PT Wanamas Puspita*
- 122 Black & Veatch**  
*Black & Veatch Energy*  
*Black & Veatch Enterprise Management Solutions*  
*Black & Veatch Federal Services Division*  
*Black & Veatch Telecom*  
*Black & Veatch Water*
- 123 Zhongyuan Petroleum Exploration Bureau**  
*Kazakhstan*  
*PT. ZPEB Indonesia*  
*ZP Arabia Drilling Co.*  
*ZPEB Algeria*  
*ZPEB Ecuador SA*  
*ZPEB Mauritania*  
*ZPEB Mongolia*  
*ZPEB Nigeria Ltd.*  
*ZPEB Sudan*  
*ZPEB Yemen*
- 124 China National Chemical Eng'g Group Corp.**  
*China Chengda Engineering Corp.*  
*China Tianchen Chemical Eng'g Co.*  
*China Wuhuan Chemical Eng'g Corp.*  
*CNCEC 11th Construction Co.*  
*CNCEC 12th Construction Co.*  
*CNCEC 13th Construction Co.*  
*CNCEC 2nd Construction Co.*  
*CNCEC 3rd Construction Co.*  
*CNCEC 6th Construction Co.*  
*CNCEC 7th Construction Co.*  
*Donghua Engineering Corp.*  
*Hualu Engineering Corp.*  
*Second Design Inst. of Chemical Industry*
- 125 China Int'l Water & Electric Corp. (CWE)**

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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



**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**Rank Firm Subsidiary**

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

**214 SICIM S.p.A.**

*Sicim Ireland Ltd.*

**215 Shanghai Tunnel Engineering Co. Ltd.**

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

**216 Eser Contracting and Industry Co.Inc.**

*Eser Project and Engineering Co. Inc.*

**217 Zhejiang Constr. Investment Group Co. Ltd.**

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

**221 Jiangsu Nantong Liujian Construction Group Co. Ltd.**

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

**223 Empresas ICA SAB de CV**

*ICA*  
*ICA Fluor*  
*ICAi*  
*Rodio*  
*ViveICA*

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

**Rank Firm Subsidiary**

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

**225 Oztas Construction Co.**

*Side Tourism Inc.*

**A. NORTH AMERICA****CANADA**

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

**UNITED STATES**

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

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

**B. LATIN AMERICA****ARGENTINA**

Abeinsa SA  
 Black & Veatch  
 Camargo Correa  
 CB&I

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

**BOLIVIA**

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

**BRAZIL**

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

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

**CHILE**

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

**COLOMBIA**

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

**COSTA RICA**

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

**ECUADOR**

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

**EL SALVADOR**

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

**GUATEMALA**

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

**GUYANA**

China National Machinery Imp. &  
 Exp. Corp.

**HONDURAS**

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

**MEXICO**

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

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

## NICARAGUA

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

## PANAMA

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

## PARAGUAY

Abeinsa SA  
 Ghella SpA  
 Skanska AB

## PERU

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

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

## URUGUAY

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

## VENEZUELA

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

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

## SURINAME

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

## C. CARIBBEAN ISLANDS

### GREATER ANTILLES

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

### PUERTO RICO

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



**CUBA**

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

**LESSER ANTILLES**

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

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

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

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

**ARMENIA**

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

**AUSTRIA**

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

**AZERBAIJAN**

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

Yapi Merkezi Insaat ve Sanayi AS

**BELARUS**

CITIC Construction  
STRABAG SE  
Techint Group  
TECHNIP  
VINCI

**BELGIUM**

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

**BULGARIA**

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

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

**CZECH REP.**

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

**DENMARK**

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

Van Oord  
Veidekke ASA  
VINCI

**ESTONIA**

Per Aarsleff A/S  
Skanska AB  
Van Oord  
VINCI

**FINLAND**

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

**FRANCE**

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

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

**GEORGIA**

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

**GERMANY**

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

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

## GREECE

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

## HUNGARY

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

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

## IRELAND

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

## ITALY

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

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

## LATVIA

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

## LITHUANIA

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

## MOLDOVA

STRABAG SE  
 Summa Turizm Yatirimciligi AS  
 VINCI

## NETHERLANDS

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

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

**NORWAY**

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

**POLAND**

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

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

**PORTUGAL**

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

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

**ROMANIA**

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

**RUSSIA**

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

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

#### SLOVAKIA

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

#### SPAIN

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

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

#### SWEDEN

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

#### SWITZERLAND

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

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

## UKRAINE

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

## UNITED KINGDOM

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

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

## YUGOSLAVIA (FORMER)

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

## BOSNIA & HERZ.

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

## CROATIA

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

## FYR MACEDONIA

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

## SLOVENIA

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

## E. MIDDLE EAST

### AFGHANISTAN

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

*Yuksel Insaat Co. Inc.*

## **BAHRAIN**

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

## **CYPRUS**

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

## **IRAN**

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

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

## **IRAQ**

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

## **ISRAEL**

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

*VINCI*

## **JORDAN**

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

## **KUWAIT**

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

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

## LEBANON

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

## OMAN

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

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

## PAKISTAN

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

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

## QATAR

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



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

**SAUDI ARABIA**

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

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

**SYRIA**

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

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

**TURKEY**

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

**U.A.E.**

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

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

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

**YEMEN, NORTH**

CB&I

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

## F. ASIA/AUSTRALIA

### AUSTRALIA

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

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

### BANGLADESH

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

### BRUNEI

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

CITIC Construction  
Sinohydro Corp.

### CHINA (P.R.C.)

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

Van Oord  
VINCI  
WorleyParsons

**MACAU**

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

**DIEGO GARCIA**

The Shaw Group Inc.  
Tutor Perini Corp.

**HONG KONG**

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

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

**INDIA**

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

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

**INDONESIA**

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

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

**JAPAN**

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

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

**KAZAKHSTAN**

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

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

**KOREA, SOUTH**

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

**KYRGYZSTAN**

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

**MALAYSIA**

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

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

## NEPAL

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

## NEW ZEALAND

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

TECHNIP  
 Trevi Spa  
 Van Oord  
 VINCI  
 WorleyParsons

## PACIFIC ISLANDS

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

## PAPUA N.GUINEA

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

## PHILIPPINES

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

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

## SINGAPORE

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

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

### SRI LANKA

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

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

### TAIWAN (R.O.C.)

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

### TAJIKISTAN

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

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

### THAILAND

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

Zhongding Int'l Engineering Co.  
Ltd.

## **TURKMENISTAN**

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

## **UZBEKISTAN**

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

## **VIETNAM**

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

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

## **LAOS**

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

## **MONGOLIA**

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

## **G. NORTH AFRICA**

### **ALGERIA**

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



Beijing Construction Eng'g Group Co. Ltd.  
 Bentini SpA  
 BESIX SA  
 Bonatti SpA  
 BOUYGUES  
 C.M.C. di Ravenna  
 China Civil Engineering Constr. Corp.  
 China Communications Construction Grp. (Ltd.)  
 China Geo-Engineering Corp.  
 China Geology Overseas Construction Group Co.  
 China Gezhouba Group Co. Ltd.  
 China Int'l Water & Electric Corp. (CWE)  
 China Jiangsu Int'l Econ-Tech. Coop. Corp.  
 China Metallurgical Group Corp.  
 China Petroleum Eng'g & Constr. (Group) Corp.  
 China Railway Construction Corp. Ltd.  
 China State Construction Eng'g Corp.  
 China Wanbao Engineering Corp.  
 China Zhongyuan Engineering Corp.  
 CITIC Construction  
 COMSA EMTE  
 Consolidated Contractors Group  
 Construtora Andrade Gutierrez SA  
 Daewoo E&C Co. Ltd.  
 EIFFAGE  
 Enka Construction & Industry Co. Inc.  
 Foster Wheeler AG  
 Grupo ACS  
 Grupo Isolux Corsan SA  
 Hanwha Engineering & Construction Corp.  
 Iberdrola Ingeniería y Construcción  
 IMPREGILO SpA  
 Impresa Pizzarotti & C. SpA  
 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 SpA  
 Mak-Yol Constr. Indus. Tourism & Trading Inc.  
 Nishimatsu Construction Co. Ltd.  
 Nurol Construction and Trading Co.

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

## EGYPT

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

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

## ETHIOPIA

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

**LIBYA**

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

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

**MOROCCO**

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

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

**NIGER**

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

**SOMALIA**

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

**SUDAN**

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

VINCI

Yapi Merkezi Insaat ve Sanayi AS  
Zhongyuan Petroleum Exploration  
Bureau

**SUB SAHARA**

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

**TUNISIA**

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

VINCI

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

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

**BENIN**

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

**BOTSWANA**

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

**BURKINA FASO**

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

**BURUNDI**

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

**CAMEROON**

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

**CAPE VERDE IS.**

SACYR Vallehermoso

**CONGO**

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

**GABON**

Acciona SA

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

**GAMBIA**

China Overseas Engineering Group Co. Ltd.  
 Kharafi National  
 VINCI

**GHANA**

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

**GUINEA**

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

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

**IVORY COAST**

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

**KENYA**

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

**LESOTHO**

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

**LIBERIA**

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

**MALAWI**

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

**MOZAMBIQUE**

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

**NIGERIA**

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

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

**RWANDA**

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

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

**SENEGAL**

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

**SIERRA LEONE**

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

**SOUTH AFRICA**

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

**SWAZILAND**

*C.M.C. di Ravenna*

**TANZANIA**

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

**UGANDA**

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

**D.R. CONGO (ZAIRE)**

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

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

**ZAMBIA**

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

**ZIMBABWE**

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

**I. ANTARCTIC/ARCTIC**

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

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