

# ENR THE TOP 250

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NUMBER 170

## TUNNEL VISION

ICM SpA is contractor for the A26 Linzer Autobahn project in Austria, which includes construction of junction tunnels and a cable-stayed bridge.

PHOTO COURTESY OF ICM SPA

## International Contractors

# Paving the Road to Recovery

As global construction rebounds, contractors eye infrastructure spending as a chance to grow revenue. By Emell Adolphus, Peter Reina and Jonathan Keller



International contractors on the long road to rebounding from the COVID-19 pandemic might find a shortcut to recovery in infrastructure projects, as countries ramp up spending to help build economies back to normal. While the global construction market is red hot for some firms, it is stone cold for others as contractors deal with unpredictable project risks while readying for new growth opportunities.

To say that the pandemic has “disrupted life and commerce globally is stating the obvious,” says S. N. Subrahmanyam, managing director and CEO of Larsen & Toubro Ltd. But revenue numbers and insights from this year’s Top 250 International Contractors add a new perspective to the global conversation on how to drive economic recovery.

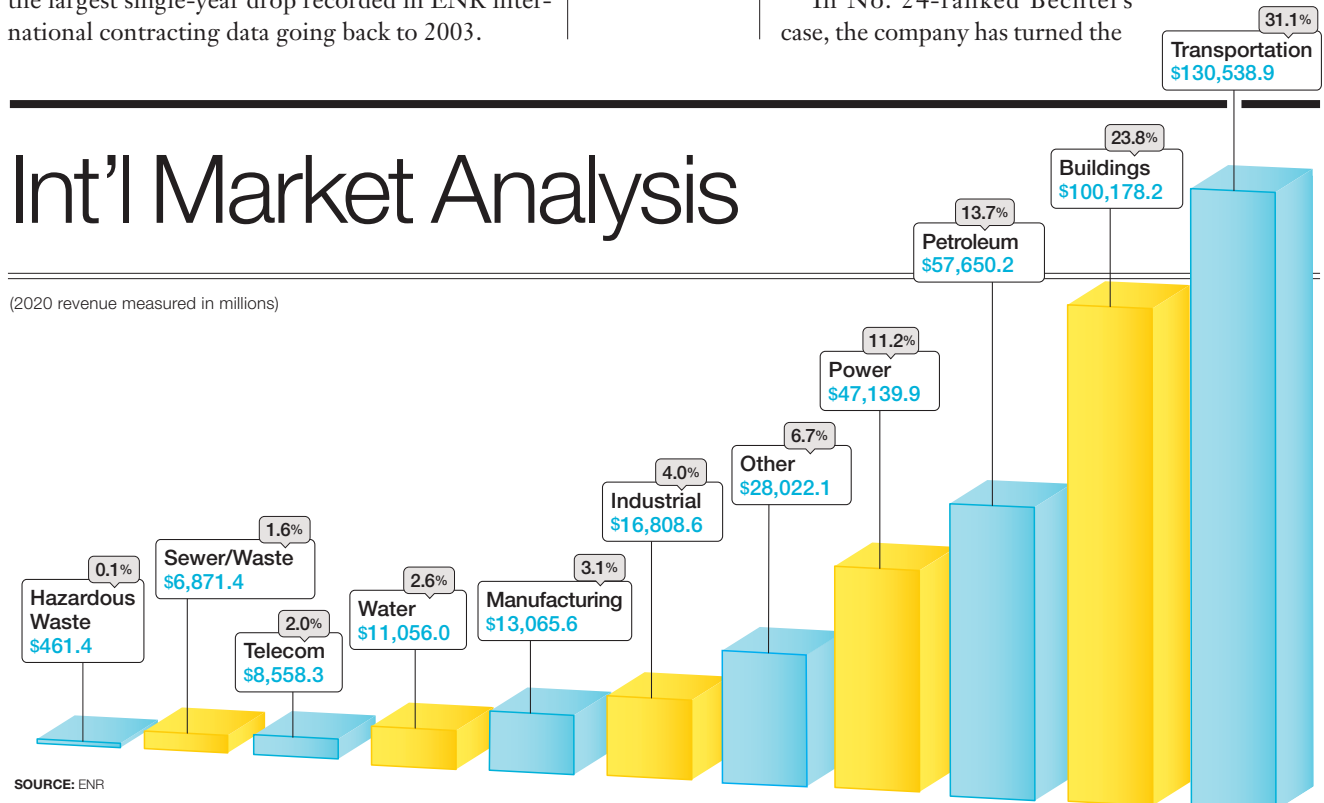
Total international contracting revenue for the Top 250 dropped 11.1% to \$420.4 billion in 2020, from \$473.1 billion in 2019. This decrease also marks the largest single-year drop recorded in ENR international contracting data going back to 2003.

Not much has changed for firms ranked in the Top 25 positions—save for the return of Fluor, which had no survey filed last year; Saipem SpA, which had not filed since 2017; and Exyte GmbH, which enters the rankings for the first time at No. 22. The top seven ranked companies are in the exact same positions they held last year. But even the highest ranking international firms could not escape undergoing major internal changes to cope with COVID-19 disruptions and keep projects and profits moving.

In No. 24-ranked Bechtel’s case, the company has turned the

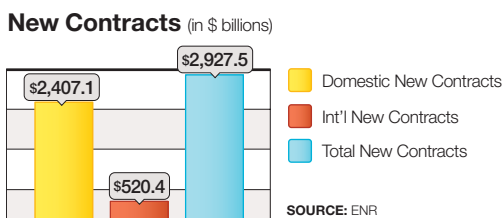
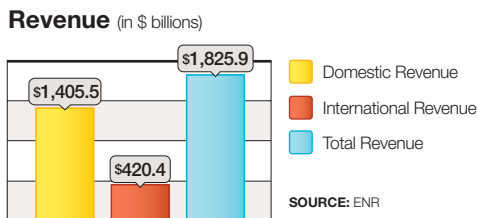
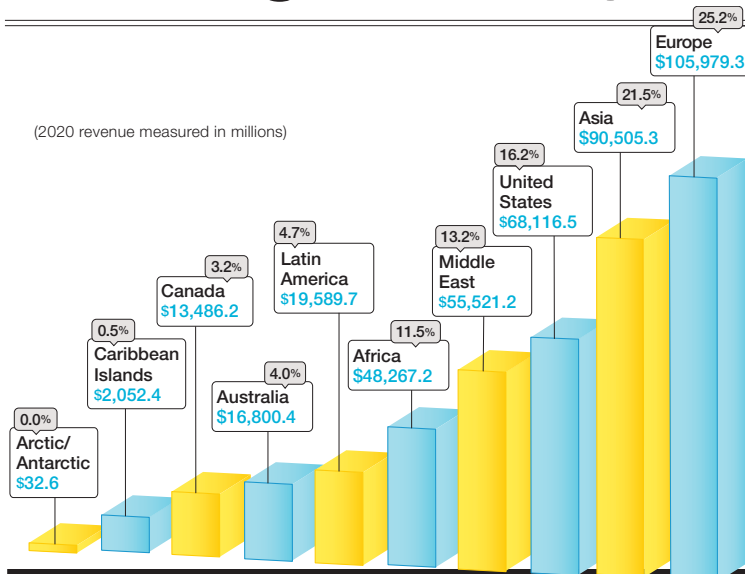
## Int’l Market Analysis

(2020 revenue measured in millions)



SOURCE: ENR

# Int'l Region Analysis



Asia and Australia reported together in previous years.

pandemic's impact into international innovation. Because of COVID-19, "we have probably taken a five-year leap ahead," reports Shaun Kenny, president of its global infrastructure business. The company now also uses technology "much better," he says. "The pandemic has accelerated the adoption of remote working not just in offices but also for inspections of workshops and sites."

Eighteen months into the COVID-19 outbreak, many international contracting firms are now finding their footing by taking steps to make their operations more flexible. Contractors report consolidating staff abroad, utilizing more digital technologies to manage projects and diversifying logistic partners to help ensure availability of materials. And while emergency actions to move managing projects online have proved successful, for many firms "it's still unproven that we can build new teams," in new markets digitally, says Kenny.

### Mitigating Pandemic Risk

Under rapidly changing market conditions and client priorities, Top 250 contractors say they are shoring up global operations to better manage risks, reap the rewards of new projects and rethink organizational struc-

**229**  
of the Top 250 sent in surveys last year

**36.7%**  
increased international revenue in 2020

**52.8%**  
increased domestic revenue in 2020

tures to make them more resistant to pandemics.

At Larsen & Toubro, "The crisis has taught us the importance of agility, interdependence and trust," explains Subrahmanyan. Over more than two decades, the company has built a robust presence in countries belonging to the Gulf Cooperation Council. With COVID-19 limiting in-person travel, the company leaned on digital technologies to reach across borders and solve challenges.

"Construction jobs and contracts are always risky, and the profit rewards do not always reflect that," says Subrahmanyan. "Although we are an India-centric company, we are now executing projects across almost all infrastructure domains."

In addition to a cultural shift in technology usage, Ant Yapi, which currently operates in four countries, also reports a shift in business models for its sector.

"The COVID-19 pandemic has impacted the whole world, and every single aspect of our lives, from the way we do business to our personal relationships," says Mehmet Okay, a member of Ant Yapi's executive board. "During this time, which we call the new normal, we believe differentiation stands out, and this is our biggest advantage," he says. "There will always



(Measured in firms reporting)  
SOURCE: ENR

# The Top 10 Firms by Regional Revenue

| 1    |      | EUROPE  |  |
|------|------|---|--|
| RANK |      | Region's Revenue: \$106.0 Billion<br>Top 10 Revenue: \$66.4 Billion |  |
| 2021 | 2020 |   |  |
| 1    | 2    | STRABAG SE  |  |
| 2    | 1    | VINCI   |  |
| 3    | 3    | BOUYGUES  |  |
| 4    | 4    | FERROVIAL   |  |
| 5    | 5    | SKANSKA AB  |  |
| 6    | 8    | EFFAGE  |  |
| 7    | 6    | ROYAL BAM GROUP NV  |  |
| 8    | 10   | PORR AG   |  |
| 9    | 9    | RENAISSANCE CONSTRUCTION  |  |
| 10   | **   | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                      |  |

| 2    |      | ASIA   |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$90.5 Billion<br>Top 10 Revenue: \$45.9 Billion |  |
| 2021 | 2020 |  |  |
| 1    | **   | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.                       |  |
| 2    | **   | HOCHTIEF AG  |  |
| 3    | **   | POWER CONSTRUCTION CORP. OF CHINA                                  |  |
| 4    | **   | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD.                    |  |
| 5    | **   | CHINA RAILWAY GROUP LTD.   |  |
| 6    | **   | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.                        |  |
| 7    | **   | BOUYGUES   |  |
| 8    | **   | SAMSUNG C&T CORP.  |  |
| 9    | **   | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                     |  |
| 10   | **   | CHINA ZHONGYUAN ENGINEERING CORP.                                  |  |

| 3    |      | UNITED STATES  |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$68.1 Billion<br>Top 10 Revenue: \$56.9 Billion |  |
| 2021 | 2020 |  |  |
| 1    | 1    | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                     |  |
| 2    | 2    | HOCHTIEF AG  |  |
| 3    | 3    | SKANSKA AB   |  |
| 4    | 6    | FERROVIAL  |  |
| 5    | **   | WOOD   |  |
| 6    | 7    | VINCI  |  |
| 7    | 5    | OBAYASHI CORP.   |  |
| 8    | 4    | LENDLEASE  |  |
| 9    | 9    | BOUYGUES   |  |
| 10   | 10   | KAJIMA CORP.   |  |

| 4    |      | MIDDLE EAST  |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$55.5 Billion<br>Top 10 Revenue: \$21.2 Billion |  |
| 2021 | 2020 |  |  |
| 1    | 1    | TECNICAS REUNIDAS SA   |  |
| 2    | 6    | POWER CONSTRUCTION CORP. OF CHINA                                  |  |
| 3    | 4    | LARSEN & TOUBRO LTD.   |  |
| 4    | **   | SAIPEM SPA   |  |
| 5    | 7    | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD.                    |  |
| 6    | **   | CHINA RAILWAY CONSTRUCTION CORP. LTD.                              |  |
| 7    | **   | SAMSUNG ENGINEERING CO. LTD.                                       |  |
| 8    | 8    | CHINA ENERGY ENGINEERING CORP. LTD.                                |  |
| 9    | **   | SHANGHAI ELECTRIC GROUP CO. LTD.                                   |  |
| 10   | 5    | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.                        |  |

| 5    |      | AFRICA   |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$48.3 Billion<br>Top 10 Revenue: \$24.1 Billion |  |
| 2021 | 2020 |  |  |
| 1    | 1    | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.                       |  |
| 2    | 2    | POWER CONSTRUCTION CORP. OF CHINA                                  |  |
| 3    | 3    | CHINA RAILWAY GROUP LTD.   |  |
| 4    | 4    | CHINA RAILWAY CONSTRUCTION CORP. LTD.                              |  |
| 5    | **   | SAIPEM SPA   |  |
| 6    | 6    | ORASCOM CONSTRUCTION PLC   |  |
| 7    | 5    | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD.                    |  |
| 8    | 7    | VINCI  |  |
| 9    | 10   | BOUYGUES   |  |
| 10   | **   | CHINA JIANGXI INT'L ECON. AND TECH. COOPERATION CO. LTD.           |  |

| 6    |      | LATIN AMERICA/CARIBBEAN  |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$21.6 Billion<br>Top 10 Revenue: \$13.4 Billion |  |
| 2021 | 2020 |  |  |
| 1    | 1    | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                     |  |
| 2    | 3    | SACYR  |  |
| 3    | 2    | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.                       |  |
| 4    | **   | FLUOR  |  |
| 5    | 8    | BECHTEL  |  |
| 6    | 4    | VINCI  |  |
| 7    | 6    | CHINA RAILWAY CONSTRUCTION CORP. LTD.                              |  |
| 8    | **   | OHLA   |  |
| 9    | **   | STRABAG SE   |  |
| 10   | **   | ALBERICI-FLINTCO   |  |

| 7    |      | AUSTRALIA  |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$16.8 Billion<br>Top 10 Revenue: \$15.4 Billion |  |
| 2021 | 2020 |  |  |
| 1    | **   | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                     |  |
| 2    | **   | VINCI  |  |
| 3    | **   | BOUYGUES   |  |
| 4    | **   | FLUOR  |  |
| 5    | **   | KAJIMA CORP.   |  |
| 6    | **   | BESIX  |  |
| 7    | **   | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.                       |  |
| 8    | **   | WEBUILD SPA  |  |
| 9    | **   | SAMSUNG C&T CORP.  |  |
| 10   | **   | GHELLA SPA   |  |

| 8    |      | CANADA   |  |
|------|------|--|--|
| RANK |      | Region's Revenue: \$13.5 Billion<br>Top 10 Revenue: \$10.9 Billion |  |
| 2021 | 2020 |  |  |
| 1    | 3    | BOUYGUES   |  |
| 2    | 4    | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA                     |  |
| 3    | 5    | KIEWIT CORP.   |  |
| 4    | 6    | VINCI  |  |
| 5    | 9    | JGC HOLDINGS CORP.   |  |
| 6    | 8    | HOCHTIEF AG  |  |
| 7    | 10   | WORLEY LTD.  |  |
| 8    | **   | FLUOR  |  |
| 9    | **   | STO BUILDING GROUP INC.  |  |
| 10   | **   | MICHEL'S CORP.   |  |

Asia and Australia/Oceania reported together in previous years. May include firms not ranked in the Top 250.

be challenges in the business world, so we think that the most important thing is to be able to take the right steps at the right time.”

Timing has become a major determinant in keeping project material costs down during periods of high demand. As Subrahmanyam of Larsen & Toubro explains it, large exchange rate changes and the rising price of raw materials are part and parcel for international construction projects. But the COVID-19 pandemic has



For expanded content on the ENR Top Lists, see [ENR.com/toplists](http://ENR.com/toplists).

amplified these factors to unpredictable levels for many contractors.

The current surge in materials costs is partly caused by the scarcity of supply, says Thomas Birtel, CEO of Austria-based Strabag SE. Even a small increase can have a big impact. A one cent rise in the cost of diesel amounts to \$1 million added to Strabag's annual fuel bill, he explains. While shortages will likely be temporary, costs will remain high as “demand is strong everywhere,” he says.

Afcos' operations in countries such as Bhutan and Bangladesh and in various Africa and Middle East locations were impacted by the pandemic last year to varying degrees, explains managing director S. Paramasivan. Although some economies are opening up and countries are slowly lifting restrictions, he finds that the proliferation of new infrastructure projects on the horizon will still face many challenges.

“Over past few months, logistics cost has substantially increased, which is adversely impacting the cost

# The Top 10 Firms by Market Revenue

| 1   |      | TRANSPORTATION |  |
|---|------|----------------|--|
| RANK  | 2021 | 2020           |  |
| Sector's Revenue: \$130.5 Billion<br>Top 10 Revenue: \$87.2 Billion |      |                |  |
| 1   | 1    |                | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.   |
| 2   | 2    |                | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 3   | 3    |                | VINCI  |
| 4   | 4    |                | BOUYGUES                                       |
| 5   | 5    |                | STRABAG SE                                     |
| 6   | 6    |                | HOCHTIEF AG                                    |
| 7   | 7    |                | FERROVIAL                                      |
| 8   | 10   |                | CHINA RAILWAY GROUP LTD.                       |
| 9   | 8    |                | CHINA RAILWAY CONSTRUCTION CORP. LTD.          |
| 10  | 9    |                | SKANSKA AB                                     |

| 2   |      | BUILDINGS |   |
|---|------|-----------|---|
| RANK  | 2021 | 2020      |   |
| Sector's Revenue: \$100.2 Billion<br>Top 10 Revenue: \$58.4 Billion |      |           |   |
| 1   | 1    |           | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA  |
| 2   | 2    |           | HOCHTIEF AG                                     |
| 3   | 3    |           | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD. |
| 4   | 5    |           | STRABAG SE                                      |
| 5   | 6    |           | BOUYGUES  |
| 6   | 4    |           | SKANSKA AB                                      |
| 7   | 10   |           | KAJIMA CORP.                                    |
| 8   | 7    |           | LENDLEASE                                       |
| 9   | **   |           | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.    |
| 10  | 8    |           | ROYAL BAM GROUP NV                              |

| 3  |      | PETROLEUM |  |
|--|------|-----------|--|
| RANK   | 2021 | 2020      |  |
| Sector's Revenue: \$57.7 Billion<br>Top 10 Revenue: \$32.6 Billion |      |           |  |
| 1  | **   |           | SAIPEM SPA                                     |
| 2  | 3    |           | TECNICAS REUNIDAS SA                           |
| 3  | 2    |           | PETROFAC LTD.                                  |
| 4  | **   |           | CHINA PETROLEUM ENGINEERING CO. LTD.           |
| 5  | **   |           | CHINA NATIONAL CHEMICAL ENG'G GROUP CORP. LTD. |
| 6  | **   |           | FLUOR  |
| 7  | 8    |           | SAMSUNG ENGINEERING CO. LTD.                   |
| 8  | 6    |           | MAIRE TECNIMONT SPA                            |
| 9  | 7    |           | JGC HOLDINGS CORP.                             |
| 10   | 10   |           | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.    |

| 4  |      | POWER |  |
|--|------|-------|--|
| RANK   | 2021 | 2020  |  |
| Sector's Revenue: \$47.1 Billion<br>Top 10 Revenue: \$28.3 Billion |      |       |  |
| 1  | 1    |       | POWER CONSTRUCTION CORP. OF CHINA              |
| 2  | 2    |       | VINCI  |
| 3  | 3    |       | CHINA ENERGY ENGINEERING CORP. LTD.            |
| 4  | 4    |       | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 5  | 5    |       | CHINA NATIONAL MACHINERY INDUSTRY CORP.        |
| 6  | **   |       | SHANGHAI ELECTRIC GROUP CO. LTD.               |
| 7  | 6    |       | CHINA ZHONGYUAN ENGINEERING CORP.              |
| 8  | 8    |       | LARSEN & TOUBRO LTD.                           |
| 9  | **   |       | EIFFFAGE                                       |
| 10   | 7    |       | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.    |

| 5  |      | INDUSTRIAL |  |
|--|------|------------|--|
| RANK   | 2021 | 2020       |  |
| Sector's Revenue: \$16.8 Billion<br>Top 10 Revenue: \$11.8 Billion |      |            |  |
| 1  | **   |            | FLUOR  |
| 2  | 1    |            | DANIELI & C. O.M. SPA                          |
| 3  | 4    |            | BECHTEL  |
| 4  | 3    |            | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 5  | 2    |            | CHINA METALLURGICAL GROUP CORP.                |
| 6  | 6    |            | STRABAG SE                                     |
| 7  | 7    |            | VINCI  |
| 8  | 8    |            | HOCHTIEF AG                                    |
| 9  | 9    |            | ALBERICI-FLINTCO                               |
| 10   | **   |            | WOOD   |

| 6   |      | MANUFACTURING |  |
|---|------|---------------|--|
| RANK  | 2021 | 2020          |  |
| Sector's Revenue: \$13.1 Billion<br>Top 10 Revenue: \$9.2 Billion |      |               |  |
| 1   | **   |               | EXYTE GMBH                                     |
| 2   | 1    |               | SINOMA INTERNATIONAL ENGINEERING CO. LTD.      |
| 3   | 2    |               | TAKENAKA CORP.                                 |
| 4   | 9    |               | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.    |
| 5   | 3    |               | SAMSUNG C&T CORP.                              |
| 6   | 4    |               | SKANSKA AB                                     |
| 7   | 5    |               | KAJIMA CORP.                                   |
| 8   | 7    |               | EIFFFAGE                                       |
| 9   | 10   |               | HOCHTIEF AG                                    |
| 10  | **   |               | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |

| 7   |      | WATER |  |
|---|------|-------|--|
| RANK  | 2021 | 2020  |  |
| Sector's Revenue: \$11.1 Billion<br>Top 10 Revenue: \$5.9 Billion |      |       |  |
| 1   | 5    |       | OBAYASHI CORP.                                 |
| 2   | 2    |       | WEBUILD SPA                                    |
| 3   | 1    |       | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 4   | 8    |       | STRABAG SE                                     |
| 5   | 3    |       | POWER CONSTRUCTION CORP. OF CHINA              |
| 6   | 7    |       | FERROVIAL                                      |
| 7   | 10   |       | CHINA ENERGY ENGINEERING CORP. LTD.            |
| 8   | **   |       | FCC SA   |
| 9   | **   |       | SAMSUNG C&T CORP.                              |
| 10  | **   |       | VINCI  |

| 8  |      | TELECOMMUNICATIONS |  |
|--|------|--------------------|--|
| RANK   | 2021 | 2020               |  |
| Sector's Revenue: \$8.6 Billion<br>Top 10 Revenue: \$8.1 Billion |      |                    |  |
| 1  | 1    |                    | VINCI  |
| 2  | 2    |                    | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 3  | 3    |                    | HOCHTIEF AG                                    |
| 4  | **   |                    | FLUOR  |
| 5  | 5    |                    | BOUYGUES                                       |
| 6  | 7    |                    | DPR CONSTRUCTION                               |
| 7  | **   |                    | EXYTE GMBH                                     |
| 8  | 8    |                    | FORTIS CONSTRUCTION INC.                       |
| 9  | **   |                    | SKANSKA AB                                     |
| 10   | **   |                    | KAJIMA CORP.                                   |

| 9  |      | SEWER/WASTE |  |
|--|------|-------------|--|
| RANK   | 2021 | 2020        |  |
| Sector's Revenue: \$6.9 Billion<br>Top 10 Revenue: \$4.3 Billion |      |             |  |
| 1  | 1    |             | FCC SA   |
| 2  | 2    |             | FERROVIAL                                      |
| 3  | 5    |             | WEBUILD SPA                                    |
| 4  | 3    |             | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD.   |
| 5  | 6    |             | STRABAG SE                                     |
| 6  | 4    |             | SAMSUNG ENGINEERING CO. LTD.                   |
| 7  | **   |             | CHINA ENERGY ENGINEERING CORP. LTD.            |
| 8  | **   |             | NUROL CONSTRUCTION AND TRADING CO. INC.        |
| 9  | 10   |             | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA |
| 10   | 9    |             | HOCHTIEF AG                                    |

May include firms not ranked in the Top 250.

of raw material transportation at our international projects,” says Paramasivan. “These bottlenecks have increased procurement lead time and added cost for key materials and equipment, putting pressure on our project timelines.”

Also, as countries continue to impose varied levels of restrictions on the movement of people and quarantine rules change, skilled worker deployment to international sites could also be impacted.

“As the world is bracing for more COVID-19 waves, it becomes imperative for us to look beyond our existing network to strengthen our supply chains,” says Paramasivan. “This includes finding more partners for material sourcing, as well as global vendors and logistic partners, which can help us in ensuring availability of key resources for our international operations.”

With uncertainties around COVID-19 seemingly

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

| RANK | FIRM   | AGENCY CM FEES (\$ MIL) | PROGRAM MGMT. FEE (\$ MIL) | TOTAL CM / PM (\$ MIL) |
|------|--|-------------------------|----------------------------|------------------------|
| 1    | WSP GLOBAL INC., Montreal, Canada                          | 633.8                   | 705.2                      | 1,339.0                |
| 2    | ARCADIS NV, Amsterdam, Netherlands                         | 555.0                   | 476.0                      | 1,031.0                |
| 3    | SNC-LAVALIN INC., Montreal, Canada                         | 552.8                   | 334.2                      | 887.0                  |
| 4    | DAR GROUP, Dubai, U.A.E.                                   | 331.4                   | 58.9                       | 390.3                  |
| 5    | WORLEY LTD., North Sydney, Australia                       | 227.7                   | 78.7                       | 306.4                  |
| 6    | DREES & SOMMER, Stuttgart, Germany                         | 270.0                   | 0.0                        | 270.0                  |
| 7    | LENDLEASE, Barangaroo, Australia                           | 230.5                   | 0.0                        | 230.5                  |
| 8    | DRA GLOBAL LTD., Perth, Australia                          | 184.1                   | 33.9                       | 218.0                  |
| 9    | STANTEC INC., Edmonton, Canada                             | 93.8                    | 67.6                       | 161.5                  |
| 10   | HANMI GLOBAL CO. LTD., Seoul, South Korea                  | 115.2                   | 32.3                       | 147.5                  |
| 11   | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS, Madrid, Spain | 131.0                   | 5.0                        | 136.0                  |
| 12   | HOCHTIEF AG, Essen, Germany                                | 131.0                   | 4.0                        | 135.0                  |
| 13   | KEO INTERNATIONAL CONSULTANTS, Kuwait City, Kuwait         | 66.9                    | 26.9                       | 93.8                   |
| 14   | SKANSKA AB, Stockholm, Sweden                              | 46.0                    | 26.4                       | 72.5                   |
| 15   | ASSYSTEM, Courbevoie, France                               | 62.0                    | 0.0                        | 62.0                   |
| 16   | PROJACS INTERNATIONAL CO. BSC, Manama, Bahrain             | 45.3                    | 5.1                        | 50.3                   |
| 17   | CENTURY 3 (SHANGHAI) INC., Shanghai, China                 | 50.2                    | 0.0                        | 50.2                   |
| 18   | PM GROUP, Dublin, Ireland                                  | 35.1                    | 0.0                        | 35.1                   |
| 19   | ZUHAIR FAYEZ PARTNERSHIP CONSULTANTS, Riyadh, Saudi Arabia | 7.9                     | 20.9                       | 28.8                   |
| 20   | BILFINGER TEBODIN, The Hague, Netherlands                  | 26.4                    | 0.0                        | 26.4                   |

\* 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. FIRMS IN TOTAL GLOBAL CONSTRUCTION MANAGEMENT AND PROGRAM MANAGEMENT FEES\***

| RANK | FIRM  | AGENCY CM FEES (\$ MIL) | PROGRAM MGMT. FEE (\$ MIL) | TOTAL CM / PM (\$ MIL) |
|------|---|-------------------------|----------------------------|------------------------|
| 1    | WSP GLOBAL INC., Montreal, Canada                           | 683.0                   | 747.0                      | 1,430.1                |
| 2    | LENDLEASE, Barangaroo, Australia                            | 1,185.9                 | 0.0                        | 1,185.9                |
| 3    | ARCADIS NV, Amsterdam, Netherlands                          | 578.0                   | 495.0                      | 1,073.0                |
| 4    | SNC-LAVALIN INC., Montreal, Canada                          | 584.6                   | 360.0                      | 944.5                  |
| 5    | DAR GROUP, Dubai, U.A.E.                                    | 331.4                   | 58.9                       | 390.3                  |
| 6    | WORLEY LTD., North Sydney, Australia                        | 227.7                   | 78.7                       | 306.4                  |
| 7    | DREES & SOMMER, Stuttgart, Germany                          | 270.0                   | 0.0                        | 270.0                  |
| 8    | STANTEC INC., Edmonton, Canada                              | 185.9                   | 76.5                       | 262.4                  |
| 9    | DRA GLOBAL LTD., Perth, Australia                           | 199.0                   | 60.8                       | 259.8                  |
| 10   | HANMI GLOBAL CO. LTD., Seoul, South Korea                   | 198.7                   | 42.6                       | 241.3                  |
| 11   | ZUHAIR FAYEZ PARTNERSHIP CONSULTANTS, Riyadh, Saudi Arabia  | 71.3                    | 116.3                      | 187.6                  |
| 12   | ASSYSTEM, Courbevoie, France                                | 141.0                   | 0.0                        | 141.0                  |
| 13   | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS, Madrid, Spain  | 131.0                   | 5.0                        | 136.0                  |
| 14   | HOCHTIEF AG, Essen, Germany                                 | 131.0                   | 5.0                        | 136.0                  |
| 15   | INGENIERIA Y ECONOMIA DEL TRANSPORTE SA, Madrid, Spain      | 104.2                   | 0.0                        | 104.2                  |
| 16   | KEO INTERNATIONAL CONSULTANTS, Kuwait City, Kuwait          | 68.5                    | 28.7                       | 97.1                   |
| 17   | NATIONAL ENGINEERING SERVICES (PVT.) LTD., Lahore, Pakistan | 79.2                    | 15.6                       | 94.8                   |
| 18   | SKANSKA AB, Stockholm, Sweden                               | 46.0                    | 26.4                       | 72.5                   |
| 19   | PM GROUP, Dublin, Ireland                                   | 70.4                    | 0.0                        | 70.4                   |
| 20   | GHD, Sydney, Australia                                      | 61.2                    | 0.0                        | 61.2                   |

\* BASED ON FEES FOR MANAGEMENT SERVICES PROVIDED ON A FEE-ONLY BASIS FOR ALL PROJECTS, DOMESTIC AND INTERNATIONAL

here to stay despite vaccination efforts, contractors must factor in “new realistic lead times of supply of raw materials and equipment,” he says.

Beyond rising material costs, there are examples of where COVID-19 has caused a devaluation of currencies in regions, reports Guillermo Lorenzo, CEO of Comsa Corporación’s Infrastructure and Engineering services.

“COVID has been a serious difficulty and challenge to continue with our work abroad, mainly due to the restrictions implemented in various countries as a result of the pandemic,” says Lorenzo. “Our supplies have been delayed and become more expensive, and the effort made has had to be much greater to successfully meet our commitments.”

For Çalik Enerji CEO Onur Yücekal, one thing is clear: “COVID-19 has affected the way of doing business and changed the world order,” he says.

Of 229 contracting firms that filed surveys both last year and this year, ENR reports that 145 had less international revenue on this year’s list.

**Lessons Learned**

Because international contractors operate in various regions, some firms like Drees & Sommer SE were able to apply early lessons learned in one region to prevent mistakes in another. Based in Stuttgart, Germany, it had more lead time to respond to COVID-19 than most firms because of its 30 person-plus operation in Shanghai, China.

“I can’t say we preempted the crisis, but we were well prepared in terms of our digital infrastructure, and our workforce could seamlessly transition into working from anywhere, including the home office,” Steffen Szeidl, a Drees & Sommer executive board member, explains. “The onset of the COVID-19 crisis changed the needs and priorities of our clients.”

The firm had the opportunity to consult and learn from the experience of its colleagues in Shanghai who faced lockdowns two months before Europe and the rest of the world.

“Our global pool of industry experts developed new business models that helped the industry get back on its feet during the restart phase,” says Szeidl. Then the company tailored these new solutions according to the needs of its other 46 operations across Europe and Asia.

“The pandemic brought us face to face with issues such as digitization and sustainability that the construction sector would have had to address sooner or later anyway,” Szeidl points out. “2020 provided us with the opportunity to get a head start on implementing them. We took the crisis as the catalyst for

change to demonstrate our ecological and social responsibilities.”

During the first half of 2021, Italy’s Webuild S.p.A. “achieved markedly positive results despite the persistence of global uncertainties linked to the pandemic,” says CEO Pietro Salini. “After a year of disruption in efficiencies, slowdowns and site closures, we can now have a more positive view.”

For Strabag, 2020 was a “paradox” when profits rose, generating a “very strong margin,” while sales slipped. Birtel expects this year’s output to improve but not match the record 2019 sales levels.

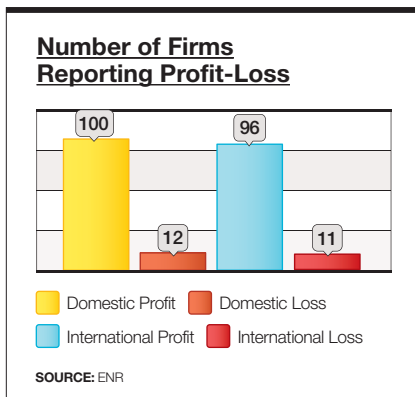
During the pandemic last year, Strabag’s output was 6% lower than in 2019, largely because of lockdowns in Chile and Singapore, which, with the Middle East, account for around 7% of group sales, he says. Sites in Europe remained open except for those in Austria, which had a month-long lockdown.

Because of COVID-19, the construction industry’s cyclical markets “are becoming more and more unpredictable,” says Pierre Anjolras, chairman of France-based Vinci Construction S.A. But “we know how to adjust to fluctuations.”

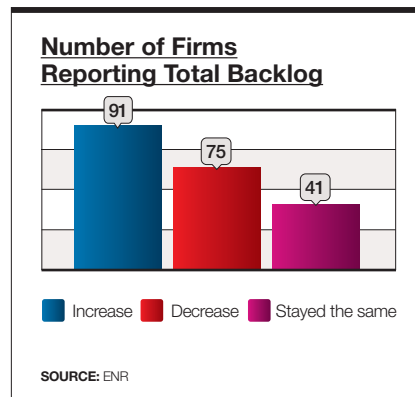
Vinci’s results in this year’s first half “confirm that we can win contracts despite the COVID crisis and that we can also deliver works,” says Anjolras. At mid-year, “we are pleased to have reached and exceeded our revenue levels, with 27% growth compared to the first half of 2020 and 7% growth compared to first-half 2019,” he adds.

The figures for the first time include the group’s highways unit Eurovia, which was merged with Vinci Construction earlier this year, creating a business with 115,000 employees and \$27 billion in sales in 2020. The construction order book of \$41 billion “gives us a certain amount of peace of mind amid the lingering uncertainty surrounding the pandemic and ... puts us in a position to remain selective,” says Anjolras.

Median Top 250 contracting revenue on this year’s list is down to \$413.4 million from \$501.4 million, a 17.6% drop. However, domestic revenue rose 9.2%. Three firms accounting for a total of \$20 billion in revenue on the 2020 list did not file this



Only includes data from reporting Top 250 firms.



“With growing sales and order books in all divisions above pre-pandemic levels, Hochtief can look to the future with great confidence.”

Marcelino Fernández Verdes, CEO, Hochtief

year. However, the return of Fluor and Saipem to the Top 100 and other firms new to the list added more than \$17 billion.

The reported Top 250 backlog was more stable. This year, 91 firms listed increased backlog, 75 decreased and 41 stayed the same. Last year those numbers were 91, 64 and 48 respectively.

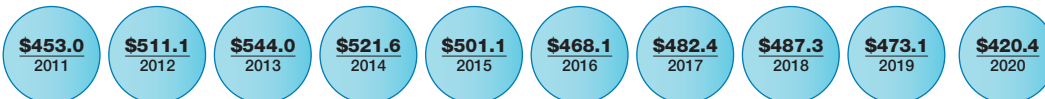
“With growing sales and order books in all divisions above pre-pandemic levels, Hochtief can look to the future with great confidence,” says Marcelino Fernández Verdes, CEO of Germany’s Hochtief A.G. Its half-year sales dipped 2% below the previous year to \$12.2 billion, but recovered in the second quarter by 6% above last year.

Spain’s Acciona S.A. last month reported profits returning to pre-pandemic levels across the group. Construction sales also grew by 25% to \$1.9 billion and accounted for nearly 75% of the company’s infrastructure output.

When it comes to staffing international operations, more firms decreased the number of employees (41.7%) than either increased (35.6%) or kept them the same (22.7%). On last year’s list, only 19% of firms decreased their international staffs. However, most are still hiring domestically, with 42.1% reporting an increase, 33.3% a decrease and 24.5% that they stayed the same. U.S.-based firms were more likely to increase their international staffs (42.3%) than those based in other regions (34.3%).

Economic stimulus investments in infrastructure should help ensure a “long-term boom,” says Strabag’s Birtel. While bank interest rates remain low, he

Comparing the Past Decade’s International Contractor Revenue



\* The 2012 Top International Design firms list contained 225 firms.

SOURCE: ENR

expects private sector investment to continue, especially in residential and office building. Bechtel's Kenny adds that "entities in the private sector and in the energy and connectivity space have kept going."

### Changing Climate

When asked which regions represent the greatest potential for project opportunities, Top 250 contractors reported a mixed bag, including the U.S., Africa, Asia, Australia and Europe. The common thread among all is potential investment in infrastructure projects and the continued urbanization boom.

"The urbanization trend will speed up at a remarkable rate in years to come, and projections show that by 2050 we could add another 2.5 billion people to the urban population," says Søren Brøndum, managing director for buildings at Ramboll. This implies major climate challenges, "since the buildings industry accounts for 40% of global carbon emissions, of which 28% is operational carbon and 11% is embodied carbon," he says.

Vinci's Anjolas is convinced "that need for new green infrastructure is huge and that these projects will fuel very important public and private investment plans." The energy, environmental and digital transformation is accelerating, "and the COVID-19 crisis has reinforced this awareness in society," he adds.

National policies to build back better "will be influencing our way of building in the future far



**"The urbanization trend will speed up at a remarkable rate in years to come."**

Søren Brøndum,  
Managing Director,  
Ramboll

more than in the past," says Strabag's Birtel. While he says the products of construction have become more sustainable, "our production methods lag far behind." Strabag aims to make its in-house activities climate neutral by 2025 and the same for all operations by 2040, Birtel says.

Aiming for net-zero carbon is "gaining real traction," says Bechtel's Kenny. Infrastructure, one of Bechtel's four business lines, now accounts for around one-third of group sales, and will become more engrossed in renewable energy, mobility and connectivity developments, he adds. Kenny cites the company's recent partnership with Nautilus Data Technologies Inc. to build data centers that require 70% less power for cooling. Nautilus' patented technology uses naturally cold large natural water bodies as heat sinks.

In the Middle East, "people are in a hurry to evolve away from oil-based economies and have kept going," says Kenny.

The Saudi Arabian company NEOM Co. a year ago recruited Bechtel to manage the creation of futuristic utilities and a transportation system for a visionary zero-carbon city. Running for 170 km east from near the mouth of the Gulf of Aqaba, the city would comprise a string of car free, self-contained city spaces where everything needed would be no more than a short walk away. The project "is a very exciting proposition for us," says Kenny.

## HOW THE TOP INTERNATIONAL CONTRACTORS SHARED THE 2020 MARKET

| CONTRACTOR NATIONALITY | # OF FIRMS | INT'L REVENUE |      | MIDDLE EAST |      | ASIA     |      | AUSTRALIA |      | AFRICA   |      | EUROPE    |      | UNITED STATES |      | CANADA   |      | LAT. AMER./CARIB. |      |
|------------------------|------------|---------------|------|-------------|------|----------|------|-----------|------|----------|------|-----------|------|---------------|------|----------|------|-------------------|------|
|                        |            | \$ MIL.       | %    | \$ MIL.     | %    | \$ MIL.  | %    | \$ MIL.   | %    | \$ MIL.  | %    | \$ MIL.   | %    | \$ MIL.       | %    | \$ MIL.  | %    | \$ MIL.           | %    |
| AMERICAN               | 41         | 20,426.5      | 4.9  | 2,157.5     | 3.9  | 2,503.8  | 2.8  | 1,023.8   | 6.1  | 1,382.1  | 2.9  | 5,204.5   | 4.9  | NA            | NA   | 3,613.6  | 26.8 | 4,515.3           | 20.9 |
| AUSTRALIAN             | 5          | 7,016.4       | 1.7  | 79.0        | 0.1  | 1,691.2  | 1.9  | 0.0       | 0.0  | 501.8    | 1.0  | 1,170.4   | 1.1  | 2,665.4       | 3.9  | 776.6    | 5.8  | 131.9             | 0.6  |
| CANADIAN               | 3          | 1,437.1       | 0.3  | 513.8       | 0.9  | 116.0    | 0.1  | 38.8      | 0.2  | 226.9    | 0.5  | 168.3     | 0.2  | 272.0         | 0.4  | NA       | NA   | 101.4             | 0.5  |
| CHINESE                | 78         | 107,461.2     | 25.6 | 18,891.6    | 34.0 | 44,353.0 | 49.0 | 1,273.8   | 7.6  | 29,441.5 | 61.0 | 7,264.7   | 6.9  | 1,407.5       | 2.1  | 241.2    | 1.8  | 4,587.9           | 21.2 |
| EUROPEAN               | 44         | 214,317.0     | 51.0 | 14,085.5    | 25.4 | 22,114.6 | 24.4 | 13,293.3  | 79.1 | 9,469.9  | 19.6 | 80,890.2  | 76.3 | 55,606.4      | 81.6 | 7,272.1  | 53.9 | 11,585.0          | 53.5 |
| BRITISH                | 2          | 6,676.1       | 1.6  | 1,480.2     | 2.7  | 717.0    | 0.8  | 8.2       | 0.0  | 536.4    | 1.1  | 988.4     | 0.9  | 2,849.8       | 4.2  | 34.3     | 0.3  | 61.7              | 0.3  |
| DUTCH                  | 3          | 7,948.3       | 1.9  | 408.0       | 0.7  | 609.5    | 0.7  | 147.0     | 0.9  | 175.1    | 0.4  | 6,122.8   | 5.8  | 71.2          | 0.1  | 113.5    | 0.8  | 301.2             | 1.4  |
| FRENCH                 | 3          | 45,987.0      | 10.9 | 333.0       | 0.6  | 3,027.0  | 3.3  | 2,697.0   | 16.1 | 3,258.0  | 6.7  | 26,415.0  | 24.9 | 4,739.0       | 7.0  | 3,911.0  | 29.0 | 1,607.0           | 7.4  |
| GERMAN                 | 5          | 33,333.6      | 7.9  | 445.2       | 0.8  | 11,558.5 | 12.8 | 94.7      | 0.6  | 164.3    | 0.3  | 3,835.3   | 3.6  | 15,995.3      | 23.5 | 879.4    | 6.5  | 361.0             | 1.7  |
| ITALIAN                | 12         | 20,152.3      | 4.8  | 4,365.0     | 7.9  | 2,867.2  | 3.2  | 676.8     | 4.0  | 3,797.4  | 7.9  | 4,699.4   | 4.4  | 2,379.7       | 3.5  | 303.8    | 2.3  | 1,063.1           | 4.9  |
| SPANISH                | 10         | 62,605.8      | 14.9 | 4,847.0     | 8.7  | 2,135.0  | 2.4  | 9,033.2   | 53.8 | 856.7    | 1.8  | 13,558.8  | 12.8 | 22,855.4      | 33.6 | 1,951.6  | 14.5 | 7,368.0           | 34.0 |
| OTHER EUROPEAN         | 9          | 37,613.9      | 8.9  | 2,207.1     | 4.0  | 1,200.4  | 1.3  | 636.4     | 3.8  | 682.0    | 1.4  | 25,270.5  | 23.8 | 6,716.0       | 9.9  | 78.5     | 0.6  | 823.0             | 3.8  |
| INDIAN                 | 5          | 5,973.8       | 1.4  | 4,064.6     | 7.3  | 526.7    | 0.6  | 0.0       | 0.0  | 1,184.3  | 2.5  | 97.5      | 0.1  | 56.7          | 0.1  | 23.2     | 0.2  | 20.8              | 0.1  |
| JAPANESE               | 11         | 16,290.4      | 3.9  | 505.7       | 0.9  | 6,620.8  | 7.3  | 886.7     | 5.3  | 517.0    | 1.1  | 665.0     | 0.6  | 5,700.5       | 8.4  | 1,356.0  | 10.1 | 38.7              | 0.2  |
| KOREAN                 | 11         | 21,417.6      | 5.1  | 7,299.0     | 13.1 | 9,707.2  | 10.7 | 284.1     | 1.7  | 772.0    | 1.6  | 2,328.4   | 2.2  | 318.9         | 0.5  | 203.7    | 1.5  | 504.5             | 2.3  |
| TURKISH                | 40         | 18,291.3      | 4.4  | 5,949.9     | 10.7 | 1,924.1  | 2.1  | 0.0       | 0.0  | 1,914.3  | 4.0  | 8,032.5   | 7.6  | 348.1         | 0.5  | 0.0      | 0.0  | 122.4             | 0.6  |
| ALL OTHERS             | 12         | 7,687.0       | 1.8  | 1,974.6     | 3.6  | 948.1    | 1.0  | 0.0       | 0.0  | 2,857.5  | 5.9  | 157.8     | 0.1  | 1,740.9       | 2.6  | 0.0      | 0.0  | 34.0              | 0.2  |
| ALL FIRMS              | 250        | 420,318.3     |      | 55,521.2    |      | 90,505.5 |      | 16,800.5  |      | 48,267.3 |      | 105,979.3 |      | 68,116.4      |      | 13,486.4 |      | 21,641.9          |      |

SOURCE: ENR. NOTE: EXCLUDES \$32.5 MILLION IN ARCTIC/ANTARCTIC REVENUE.



For Strabag, however, prospects in the Middle East are “not that clear,” says Birtel, although the firm is committed to work in Oman.

One of the strongest deciding factors of success for any international contractor is a willingness to understand and conduct business on local terms, according to Turkey-based contractor Feka.

“We firstly try to understand the culture of the country we will work in. Another important issue is to conduct business in foreign countries where the business is flexible enough to work within the local laws and legislations,” says Feka general manager Akin Erden. “Prior to making a decision to [work] in foreign countries, we review the legal commitments to identify hazards that may prevent us from doing business.”

Availability and accessibility of resources and materials within the country is very critical for decision-making, according to Erden, especially when factoring in potential disruptions from COVID-19.

### Moving Markets Forward

For Italy-based contractor ICM SpA, the pandemic “severely impacted our operations in Italy and abroad,” says Giovanni Dolcetta, the company’s vice president and business development manager. However, its business strategy largely remained unaffected, he notes. ICM SpA saw its international acquisitions significantly grow in 2020 and in early 2021.

“After the first shocking period [of the pandemic], we returned to work almost at full speed, and the 2020 turnover is almost equal to the 2019 turnover, which is a great achievement attained with great efforts,” says Dolcetta.

But “the majority of project tenders have come to a halt and have led to little contracting by construction companies,” he notes. “The problem stems

### Highways

## Expressway Expansion



As part of the VIA6West consortium, Hochtief (No. 2) is contractor for the six-lane expansion of federal highway A6 in southern Germany, which will include 36 bridges and noise barriers along the route.

from the strong impact of COVID-19 on bids for future projects.”

Moving markets forward in the years ahead requires countries to recover the growth indicators that were present prior to the onset of the pandemic, explains Manuel Olivares, managing director of FCC Construcción America.

Olivares emphasizes the “importance of the different investment plans by the governments of different areas to recover jobs, projects and private investments, and return to a positive economic growth rate,” he says.

“We are hopeful in the development of infrastructure plans as a sector for the recovery of employment and the economy,” Olivares adds. ■

## How To Read the Tables

**Companies** are ranked according to construction revenue generated outside of each company's home country in 2020 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 power plants, 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, water 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 and lead abatement, etc.

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

| RANK<br>2021 | RANK<br>2020 | FIRM   | 2020 REVENUE \$ MIL. |           | 2020 NEW<br>CONTRACTS<br>\$ MIL | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|--|----------------------|-----------|---------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |  | INT'L                | TOTAL     |                                 |                  |               |       |              |               |                    |                |                 |         |
| 1            | 1            | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA, Madrid, Spain†   | 36,687.0             | 42,357.1  | 36,685.6                        | 36               | 1             | 8     | 2            | 0             | 6                  | 30             | 0               | 4       |
| 2            | 2            | HOCHTIEF AG, Essen, Germany†                                     | 27,536.0             | 28,612.0  | 26,461.0                        | 45               | 2             | 1     | 1            | 1             | 4                  | 25             | 0               | 5       |
| 3            | 3            | VINCI, Rueil-Malmaison, France†                                  | 23,463.0             | 50,141.0  | 49,619.0                        | 6                | 0             | 21    | 2            | 0             | 4                  | 44             | 1               | 12      |
| 4            | 4            | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD., Beijing, China†    | 21,348.4             | 100,811.6 | 226,906.8                       | 12               | 1             | 0     | 1            | 2             | 0                  | 84             | 0               | 0       |
| 5            | 5            | BOUYGUES, Paris, France†   | 17,284.0             | 32,160.0  | 30,214.0                        | 28               | 1             | 6     | 0            | 0             | 1                  | 60             | 0               | 2       |
| 6            | 6            | STRABAG SE, Vienna, Austria†                                     | 15,936.1             | 18,954.5  | 20,538.3                        | 30               | 0             | 1     | 4            | 2             | 5                  | 57             | 0               | 0       |
| 7            | 7            | POWER CONSTRUCTION CORP. OF CHINA, Beijing, China†               | 13,007.9             | 65,717.6  | 124,133.8                       | 5                | 0             | 67    | 4            | 1             | 0                  | 23             | 0               | 0       |
| 8            | 9            | SKANSKA AB, Stockholm, Sweden†                                   | 11,342.0             | 14,523.1  | 16,262.3                        | 42               | 5             | 5     | 1            | 1             | 3                  | 42             | 0               | 1       |
| 9            | 8            | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD., Beijing, China† | 10,746.2             | 195,658.7 | 389,167.8                       | 74               | 2             | 3     | 0            | 0             | 2                  | 19             | 0               | 0       |
| 10           | 11           | FERROVIAL, Madrid, Spain†  | 10,154.3             | 13,505.3  | 16,851.6                        | 21               | 0             | 6     | 5            | 6             | 0                  | 60             | 0               | 0       |
| 11           | 12           | CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China†           | 8,375.0              | 134,745.0 | 370,680.0                       | 21               | 0             | 7     | 3            | 0             | 0                  | 63             | 0               | 1       |
| 12           | **           | FLUOR, Irving, Texas, U.S.A.†                                    | 7,517.4              | 11,672.4  | 9,004.9                         | 9                | 0             | 3     | 0            | 0             | 75                 | 1              | 0               | 12      |
| 13           | 13           | CHINA RAILWAY GROUP LTD., Beijing, China†                        | 7,419.9              | 141,852.7 | 377,774.2                       | 14               | 0             | 0     | 0            | 0             | 3                  | 76             | 0               | 0       |
| 14           | **           | SAIPEM SPA, San Donato Milanese, Italy†                          | 7,132.0              | 7,574.0   | 9,488.0                         | 0                | 0             | 8     | 0            | 0             | 89                 | 2              | 0               | 0       |
| 15           | 17           | EIFFAGE, Velizy-Villacoublay, France†                            | 5,240.0              | 17,221.0  | 19,000.0                        | 28               | 10            | 23    | 4            | 0             | 8                  | 26             | 1               | 1       |
| 16           | 14           | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea  | 5,075.6              | 14,518.4  | NA                              | 9                | 13            | 22    | 0            | 0             | 42                 | 14             | 0               | 0       |
| 17           | 21           | ROYAL BAM GROUP NV, Bunnik, Netherlands†                         | 4,517.0              | 7,790.0   | NA                              | 56               | 0             | 0     | 0            | 0             | 0                  | 44             | 0               | 0       |
| 18           | 19           | WEBUILD SPA, Milan, Italy†                                       | 4,324.5              | 6,070.3   | 6,093.4                         | 10               | 0             | 0     | 19           | 9             | 0                  | 56             | 0               | 0       |
| 19           | 22           | CHINA NATIONAL CHEMICAL ENG'G GROUP CORP. LTD., Beijing, China†  | 4,221.8              | 18,325.7  | 44,654.5                        | 6                | 0             | 11    | 0            | 0             | 74                 | 7              | 0               | 0       |
| 20           | 18           | TECNICAS REUNIDAS SA, Madrid, Spain†                             | 4,195.3              | 4,299.7   | 2,200.0                         | 0                | 0             | 6     | 0            | 0             | 94                 | 0              | 0               | 0       |
| 21           | 15           | CHINA ENERGY ENGINEERING CORP. LTD., Beijing, China†             | 4,177.4              | 28,469.7  | 83,774.8                        | 5                | 0             | 68    | 12           | 6             | 4                  | 2              | 0               | 0       |
| 22           | **           | EXYTE GMBH, Stuttgart, Germany†                                  | 3,928.7              | 4,322.3   | 4,197.2                         | 0                | 90            | 0     | 0            | 0             | 3                  | 0              | 0               | 6       |
| 23           | 29           | KAJIMA CORP., Tokyo, Japan†                                      | 3,894.1              | 15,062.1  | 15,502.7                        | 72               | 15            | 1     | 1            | 1             | 6                  | 2              | 0               | 2       |
| 24           | 16           | BECHTEL, Reston, Va., U.S.A.†                                    | 3,778.0              | 12,239.0  | 3,722.0                         | 0                | 0             | 0     | 3            | 0             | 51                 | 46             | 0               | 0       |
| 25           | 27           | LARSEN & TOUBRO LTD., Chennai, India†                            | 3,684.7              | 13,502.5  | 19,643.0                        | 5                | 6             | 40    | 4            | 2             | 34                 | 9              | 0               | 0       |
| 26           | 42           | SACYR, Madrid, Spain†  | 3,682.1              | 5,425.6   | 1,379.0                         | 10               | 0             | 3     | 3            | 1             | 2                  | 81             | 0               | 0       |
| 27           | 20           | PETROFAC LTD., Jersey, U.K.†                                     | 3,664.7              | 3,664.7   | 1,384.5                         | 0                | 0             | 4     | 0            | 0             | 96                 | 0              | 0               | 0       |
| 28           | 23           | RENAISSANCE CONSTRUCTION, Ankara, Turkey†                        | 3,652.8              | 4,530.7   | 4,149.8                         | 42               | 1             | 17    | 0            | 0             | 18                 | 20             | 0               | 0       |
| 29           | 32           | PORR AG, Vienna, Austria   | 3,461.0              | 6,316.0   | NA                              | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 30           | 33           | SAMSUNG ENGINEERING CO. LTD., Seoul, South Korea†                | 3,423.3              | 5,365.5   | 8,136.0                         | 0                | 12            | 0     | 1            | 10            | 77                 | 0              | 0               | 0       |
| 31           | 24           | OBAYASHI CORP., Tokyo, Japan†                                    | 3,400.0              | 15,204.0  | 15,204.0                        | 24               | 0             | 4     | 24           | 2             | 0                  | 34             | 0               | 0       |
| 32           | 38           | ORASCOM CONSTRUCTION PLC, Dubai, U.A.E.†                         | 3,347.8              | 3,371.1   | 2,919.0                         | 63               | 2             | 4     | 7            | 3             | 6                  | 16             | 0               | 0       |
| 33           | 34           | CHINA PETROLEUM ENGINEERING CO. LTD., Beijing, China†            | 3,340.5              | 10,593.5  | 13,496.9                        | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 34           | 36           | SAMSUNG C&T CORP., Seoul, South Korea                            | 3,254.1              | 9,844.6   | 7,908.9                         | 12               | 20            | 22    | 14           | 0             | 0                  | 32             | 0               | 0       |
| 35           | 25           | CHINA NATIONAL MACHINERY INDUSTRY CORP., Beijing, China†         | 3,113.0              | 6,927.6   | 9,562.5                         | 8                | 4             | 62    | 9            | 0             | 8                  | 5              | 0               | 2       |
| 36           | 37           | FCC SA, Madrid, Spain†   | 3,049.5              | 7,556.5   | 3,162.2                         | 5                | 0             | 0     | 17           | 47            | 0                  | 22             | 0               | 0       |
| 37           | 55           | WOOD, Aberdeen, Scotland, U.K.                                   | 3,011.3              | 3,662.3   | NA                              | 1                | 0             | 11    | 2            | 0             | 86                 | 0              | 0               | 0       |
| 38           | 40           | HYUNDAI ENGINEERING CO. LTD., Jongro-gu, South Korea             | 2,800.5              | 6,091.6   | 7,798.0                         | 1                | 16            | 19    | 1            | 1             | 63                 | 0              | 0               | 0       |
| 39           | 31           | LENDELEASE, Barangaroo, Australia†                               | 2,724.2              | 5,856.5   | 5,857.0                         | 98               | 1             | 0     | 0            | 0             | 0                  | 0              | 0               | 1       |
| 40           | 47           | OHLA, Madrid, Spain  | 2,554.3              | 3,084.4   | 2,468.5                         | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 41           | 39           | MAIRE TECNIMONT SPA, Milan, Italy†                               | 2,475.4              | 2,615.7   | 1,706.8                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 42           | 45           | JGC HOLDINGS CORP., Yokohama, Japan†                             | 2,397.0              | 3,820.0   | 6,800.0                         | 1                | 0             | 0     | 0            | 0             | 99                 | 0              | 0               | 0       |
| 43           | 51           | JAN DE NUL GROUP (SOFIDRA SA), Capellen, Luxembourg†             | 2,242.0              | 2,249.0   | 3,755.0                         | 12               | 0             | 0     | 0            | 2             | 5                  | 8              | 0               | 0       |
| 44           | 50           | ROYAL BOSKALIS WESTMINSTER NV, Papendrecht, Netherlands†         | 2,221.0              | 2,885.0   | 3,741.0                         | 0                | 0             | 23    | 0            | 0             | 37                 | 30             | 0               | 0       |
| 45           | 52           | DANIELI & C. O.M. SPA, Bultrio, Italy†                           | 2,069.0              | 2,225.0   | 2,097.0                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 46           | 60           | WORLEY LTD., North Sydney, Australia                             | 1,930.8              | 1,930.8   | 2,415.4                         | 0                | 0             | 1     | 0            | 0             | 98                 | 0              | 0               | 0       |
| 47           | 26           | CONSOLIDATED CONTRACTORS GROUP, Athens, Greece†                  | 1,872.4              | 1,872.4   | 1,152.9                         | 22               | 0             | 2     | 1            | 1             | 37                 | 34             | 0               | 0       |
| 48           | 48           | BESIX, Brussels, Belgium†  | 1,838.5              | 3,151.3   | 2,594.8                         | 67               | 0             | 2     | 2            | 6             | 0                  | 23             | 0               | 0       |
| 49           | 43           | CIMIC GROUP LTD., Sydney, Australia†                             | 1,803.1              | 10,491.6  | 5,996.2                         | 18               | 0             | 1     | 0            | 4             | 2                  | 19             | 0               | 0       |
| 50           | 44           | GS ENGINEERING & CONSTRUCTION, Seoul, South Korea†               | 1,764.0              | 8,402.5   | 9,357.9                         | 15               | 13            | 3     | 15           | 0             | 37                 | 18             | 0               | 0       |

# ENR THE TOP 250 INTERNATIONAL CONTRACTORS

| RANK | 2021 | 2020 | FIRM   | 2020 REVENUE \$ MIL. |          | 2020 NEW CONTRACTS \$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|------|------|------|--|----------------------|----------|----------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|      |      |      |  | INT'L                | TOTAL    |                            |                  |               |       |              |               |                    |                |                 |         |
| 51   | 160  |      | SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China                    | 1,731.9              | 2,501.8  | 2,714.7                    | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 52   | 59   |      | DAEWOO ENGINEERING AND CONSTRUCTION CO. LTD., Seoul, South Korea†    | 1,721.8              | 7,478.6  | 12,787.3                   | 18               | 0             | 2     | 2            | 0             | 39                 | 19             | 6               | 0       |
| 53   | 41   |      | CHINA METALLURGICAL GROUP CORP., Beijing, China†                     | 1,659.8              | 54,100.2 | 140,590.8                  | 29               | 0             | 6     | 0            | 1             | 54                 | 9              | 0               | 0       |
| 54   | 53   |      | SHAPOORJI PALLONJI & CO. PRIVATE LTD., Mumbai, India†                | 1,655.7              | 5,584.8  | 3,881.0                    | 79               | 0             | 5     | 1            | 0             | 0                  | 15             | 0               | 0       |
| 55   | 63   |      | CHINA ZHONGYUAN ENGINEERING CORP., Beijing, China                    | 1,635.4              | 1,635.4  | NA                         | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 56   | 61   |      | LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey                    | 1,632.0              | 3,985.0  | 1,660.0                    | 11               | 0             | 0     | 9            | 0             | 0                  | 77             | 0               | 0       |
| 57   | 80   |      | ANT YAPI INDUSTRY & TRADE INC., Istanbul, Turkey†                    | 1,590.0              | 1,659.0  | 1,199.0                    | 93               | 0             | 0     | 0            | 0             | 5                  | 3              | 0               | 0       |
| 58   | 49   |      | CHIYODA CORP., Yokohama, Japan†                                      | 1,529.3              | 2,848.8  | 8,118.8                    | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 59   | 71   |      | KIEWIT CORP., Omaha, Neb., U.S.A.†                                   | 1,318.9              | 11,200.7 | 7,862.1                    | 0                | 0             | 8     | 4            | 0             | 53                 | 34             | 0               | 0       |
| 60   | 54   |      | SINOMA INTERNATIONAL ENGINEERING CO. LTD., Beijing, China†           | 1,297.8              | 2,449.4  | 4,956.9                    | 0                | 85            | 3     | 0            | 0             | 8                  | 3              | 0               | 0       |
| 61   | 64   |      | ABENGOA, Seville, Spain†   | 1,270.6              | 1,425.3  | 910.4                      | 4                | 0             | 68    | 27           | 1             | 0                  | 1              | 0               | 0       |
| 62   | 68   |      | SK ECOPLANT, Seoul, South Korea†                                     | 1,248.3              | 6,909.4  | 3,635.4                    | 0                | 23            | 1     | 1            | 0             | 64                 | 12             | 0               | 0       |
| 63   | 62   |      | CITIC CONSTRUCTION CO. LTD., Beijing, China†                         | 1,242.1              | 2,518.9  | 5,238.1                    | 37               | 0             | 8     | 0            | 0             | 38                 | 16             | 0               | 0       |
| 64   | 69   |      | VAN OORD N.V., Rotterdam, Netherlands†                               | 1,210.3              | 2,046.4  | NA                         | 0                | 0             | 19    | 0            | 0             | 18                 | 63             | 0               | 0       |
| 65   | 57   |      | SNC-LAVALIN INC., Montreal, Quebec, Canada†                          | 1,195.4              | 2,328.5  | 1,272.4                    | 1                | 0             | 46    | 1            | 0             | 50                 | 1              | 0               | 0       |
| 66   | 67   |      | PENTA-OCEAN CONSTRUCTION CO. LTD., Bunkyo-ku, Japan†                 | 1,181.3              | 4,356.0  | 4,893.4                    | 24               | 1             | 0     | 1            | 13            | 0                  | 60             | 0               | 0       |
| 67   | 73   |      | CHINA GENERAL TECHNOLOGY (GROUP) HOLDING CO. LTD., Beijing, China†   | 1,151.7              | 3,906.1  | 5,514.7                    | 0                | 0             | 80    | 1            | 0             | 3                  | 10             | 0               | 6       |
| 68   | 78   |      | YAPI MERKEZI INSAAT VE SANAYI AS, Istanbul, Turkey†                  | 1,068.8              | 1,214.7  | 14.3                       | 0                | 0             | 0     | 0            | 2             | 0                  | 98             | 0               | 0       |
| 69   | 75   |      | CTCI CORP., Taipei, Taiwan†  | 1,059.5              | 1,835.4  | 4,171.7                    | 0                | 3             | 11    | 0            | 3             | 83                 | 1              | 0               | 0       |
| 70   | 86   |      | ENKA INSAAT VE SANAYI AS, Istanbul, Turkey†                          | 1,056.3              | 1,263.3  | 1,600.1                    | 29               | 0             | 52    | 0            | 0             | 14                 | 5              | 0               | 0       |
| 71   | 79   |      | TAKENAKA CORP., Osaka, Japan†  | 1,043.0              | 11,074.0 | 11,079.0                   | 19               | 66            | 0     | 0            | 0             | 0                  | 15             | 0               | 0       |
| 72   | 81   |      | CHINA JIANGXI INT'L ECON. AND TECH. COOP. CO. LTD., Nanchang, China† | 1,023.6              | 1,086.8  | 1,712.5                    | 25               | 0             | 26    | 24           | 0             | 0                  | 25             | 0               | 0       |
| 73   | 111  |      | CHINA ELECTRIC POWER EQUIPMENT AND TECH. CO. LTD., Beijing, China†   | 1,019.4              | 1,019.4  | 190.2                      | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 74   | 88   |      | BONATTI GROUP, Parma, Italy†   | 995.0                | 1,024.0  | 745.0                      | 2                | 0             | 0     | 0            | 0             | 98                 | 0              | 0               | 0       |
| 75   | 85   |      | ZHONGMEI ENGINEERING GROUP LTD., Nanchang, China                     | 989.9                | 989.9    | 779.4                      | 8                | 0             | 0     | 37           | 2             | 0                  | 53             | 0               | 0       |
| 76   | 74   |      | ED. ZUBLIN AG, Stuttgart, Germany†                                   | 972.8                | 4,921.3  | NA                         | 33               | 0             | 0     | 2            | 10            | 2                  | 3              | 0               | 0       |
| 77   | 108  |      | THE ARAB CONTRACTORS CO. (OSMAN AHMED OSMAN), Cairo, Egypt†          | 962.7                | 3,608.9  | 5,530.0                    | 13               | 0             | 46    | 2            | 0             | 0                  | 39             | 0               | 0       |
| 78   | 95   |      | HARBIN ELECTRIC INTERNATIONAL CO. LTD., Harbin, China                | 942.6                | 980.0    | 3,742.0                    | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 79   | 98   |      | ITINERA SPA, Tortona, Italy†   | 923.6                | 1,290.2  | 1,116.4                    | 26               | 0             | 0     | 0            | 0             | 0                  | 74             | 0               | 0       |
| 80   | 65   |      | TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey†     | 908.0                | 1,013.0  | 495.0                      | 12               | 0             | 0     | 0            | 0             | 55                 | 34             | 0               | 0       |
| 81   | 90   |      | NORINCO INTERNATIONAL COOPERATION LTD., Beijing, China†              | 894.9                | 1,165.8  | 1,571.3                    | 6                | 2             | 45    | 0            | 0             | 2                  | 4              | 0               | 0       |
| 82   | 66   |      | TOYO ENGINEERING CORP., Narashino-shi, Chiba, Japan†                 | 891.5                | 1,662.0  | 1,110.1                    | 0                | 0             | 3     | 0            | 0             | 93                 | 0              | 0               | 0       |
| 83   | 89   |      | DL E&C CO. LTD., Seoul, South Korea†                                 | 880.6                | 6,147.7  | 6,545.8                    | 0                | 0             | 6     | 3            | 0             | 59                 | 31             | 0               | 0       |
| 84   | 82   |      | ZHEJIANG CONSTRUCTION INVESTMENT GROUP CO. LTD., Hangzhou, China†    | 871.6                | 14,377.9 | 20,300.8                   | 86               | 0             | 1     | 0            | 0             | 10                 | 3              | 0               | 0       |
| 85   | 76   |      | ATLAS GROUP, Katy, Texas, U.S.A.†                                    | 824.0                | 849.0    | 614.0                      | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 86   | 70   |      | SINOPEC ENGINEERING (GROUP) CO. LTD., Beijing, China†                | 807.2                | 8,853.5  | 9,199.8                    | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 87   | 77   |      | SHIMIZU CORP., Tokyo, Japan†   | 779.6                | 13,698.1 | 11,259.2                   | 33               | 25            | 5     | 0            | 0             | 15                 | 19             | 0               | 1       |
| 88   | **   |      | CBRE, Dallas, Texas, U.S.A.†   | 773.0                | 806.0    | NA                         | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 89   | 97   |      | CHINA INTERNATIONAL WATER & ELECTRIC CORP. (CWE), Beijing, China     | 772.8                | 772.8    | 654.0                      | 4                | 0             | 91    | 1            | 0             | 0                  | 5              | 0               | 0       |
| 90   | 139  |      | SHANDONG HI-SPEED GROUP CO. LTD., Jinan, China†                      | 736.1                | 736.1    | 381.6                      | 41               | 1             | 0     | 0            | 0             | 23                 | 35             | 0               | 0       |
| 91   | 102  |      | PER AARSLEFF HOLDING A/S, Viby, Denmark†                             | 694.7                | 2,088.6  | 2,561.0                    | 2                | 46            | 4     | 0            | 22            | 0                  | 27             | 0               | 0       |
| 92   | 116  |      | ONUR TAAHHUT TASIMACILIK INSAAT TIC. VE SANAYI AS, Ankara, Turkey†   | 693.8                | 838.6    | 576.4                      | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 93   | 101  |      | SHANGHAI CONSTRUCTION GROUP CO. LTD., Shanghai, China                | 692.5                | 45,863.4 | 56,076.7                   | 71               | 0             | 0     | 0            | 9             | 0                  | 20             | 0               | 0       |
| 94   | **   |      | QINGJIAN GROUP CO. LTD., Qingdao, Shandong, China†                   | 685.3                | 9,660.5  | 11,772.6                   | 92               | 0             | 0     | 1            | 0             | 1                  | 6              | 0               | 0       |
| 95   | 103  |      | BL HERBERT INTERNATIONAL, Birmingham, Ala., U.S.A.                   | 645.9                | 1,199.5  | 1,085.5                    | 94               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 96   | 121  |      | POSCO ENGINEERING & CONSTRUCTION, Pohang-si, South Korea†            | 629.9                | 6,258.2  | 8,226.3                    | 7                | 3             | 24    | 2            | 0             | 58                 | 6              | 0               | 0       |
| 97   | 87   |      | IMPRESA PIZZAROTTI & C. SPA, Parma, Italy†                           | 629.4                | 1,112.0  | 148.5                      | 52               | 0             | 0     | 0            | 1             | 0                  | 47             | 0               | 0       |
| 98   | 115  |      | BAUER AG, Schrobenhausen, Bavaria, Germany†                          | 626.1                | 968.8    | 1,116.9                    | 29               | 3             | 18    | 9            | 3             | 11                 | 23             | 0               | 4       |
| 99   | 104  |      | CONTRACTING AND TRADING CO. (C.A.T.), Beirut, Lebanon†               | 593.0                | 594.0    | 1,226.0                    | 0                | 0             | 0     | 1            | 0             | 86                 | 13             | 0               | 0       |
| 100  | 96   |      | CHINA GEO-ENGINEERING CORP., Beijing, China†                         | 588.3                | 1,157.0  | 1,890.4                    | 33               | 0             | 0     | 31           | 8             | 0                  | 28             | 0               | 0       |

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THE ARAB CONTRACTORS CO. is  
contractor on the Julius Nyerere  
Hydropower Station in Tanzania, set to  
provide electricity to 17 million people.

| RANK<br>2021 | RANK<br>2020 | FIRM  | 2020 REVENUE \$ MIL. |          | 2020 NEW<br>CONTRACTS<br>\$ MIL | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|---|----------------------|----------|---------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |   | INT'L                | TOTAL    |                                 |                  |               |       |              |               |                    |                |                 |         |
| 101          | 84           | TAV CONSTRUCTION, Istanbul, Turkey                                    | 586.2                | 665.0    | NA                              | 20               | 0             | 0     | 0            | 0             | 0                  | 80             | 0               | 0       |
| 102          | 109          | NUROL CONSTRUCTION AND TRADING CO. INC., Istanbul, Turkey†            | 565.9                | 904.6    | 448.0                           | 39               | 0             | 0     | 29           | 33            | 0                  | 0              | 0               | 0       |
| 103          | 134          | ALBERICI-FLINTCO, St. Louis, Mo., U.S.A.†                             | 559.3                | 2,622.5  | 2,949.5                         | 0                | 0             | 0     | 2            | 4             | 93                 | 0              | 0               | 0       |
| 104          | 130          | SICIM SPA, Busseto, Italy†  | 537.0                | 541.3    | 1,200.0                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 105          | 110          | SINOPEC ZHONGYUAN PETROLEUM ENGINEERING LTD., Puyang City, China†     | 524.6                | 1,762.7  | 1,896.6                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 106          | 106          | YUNNAN CONST. AND INVEST. HOLDING GRP. CO. LTD., Kunming City, China† | 516.8                | 516.8    | 454.3                           | 28               | 0             | 0     | 0            | 0             | 0                  | 72             | 0               | 0       |
| 107          | 99           | JIANGSU PROVINCIAL CONSTRUCTION GROUP CO. LTD., Nanjing, China†       | 515.1                | 11,012.9 | 17,543.1                        | 76               | 0             | 1     | 1            | 3             | 2                  | 15             | 0               | 0       |
| 108          | 122          | JIANGSU NANTONG SANJIAN CONSTR. GROUP CO. LTD., Haimen, China†        | 507.3                | 15,684.7 | 6,120.4                         | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 109          | 105          | BEIJING URBAN CONSTRUCTION GROUP CO. LTD., Beijing, China†            | 502.0                | 25,624.7 | 32,765.9                        | 39               | 0             | 0     | 1            | 1             | 0                  | 59             | 0               | 0       |
| 110          | 114          | DRA GLOBAL LTD., Perth, Australia†                                    | 497.8                | 718.7    | 234.4                           | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 111          | 93           | TBEA CO. LTD., Changji, China†  | 489.3                | 6,255.9  | 6,279.9                         | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 112          | 125          | STO BUILDING GROUP INC., New York, N.Y., U.S.A.†                      | 483.0                | 8,080.0  | 10,600.0                        | 87               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 13      |
| 113          | 168          | XPCC CONSTRUCTION & ENGINEERING (GROUP) CO. LTD., Urumqi, China†      | 476.3                | 4,177.9  | 5,837.4                         | 28               | 0             | 0     | 0            | 13            | 3                  | 28             | 0               | 0       |
| 114          | 149          | TAISEI CORP., Tokyo, Japan†   | 472.0                | 12,129.0 | 13,590.0                        | 33               | 0             | 0     | 0            | 0             | 0                  | 31             | 0               | 0       |
| 115          | 129          | ESTA INSAAT SANAYI LOJISTIK VE DIS TICARET AS, Istanbul, Turkey       | 465.2                | 465.2    | 130.4                           | 65               | 0             | 0     | 0            | 0             | 25                 | 0              | 0               | 0       |
| 116          | 119          | AFCONS INFRASTRUCTURE LTD., Mumbai, India†                            | 460.9                | 1,296.1  | 1,065.0                         | 0                | 0             | 0     | 2            | 0             | 0                  | 98             | 0               | 0       |
| 117          | 117          | BEIJING CONSTRUCTION ENGINEERING GROUP CO. LTD., Beijing, China†      | 457.4                | 16,234.2 | 30,353.5                        | 76               | 0             | 0     | 1            | 5             | 0                  | 18             | 0               | 0       |
| 118          | 135          | SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea†    | 452.9                | 1,314.5  | 1,204.8                         | 84               | 0             | 0     | 0            | 0             | 0                  | 16             | 0               | 0       |
| 119          | 146          | YANJIAN GROUP CO. LTD., Yantai, China†                                | 450.0                | 2,063.2  | 2,578.2                         | 63               | 0             | 10    | 1            | 0             | 0                  | 0              | 0               | 0       |
| 120          | 112          | GHELLA SPA, Rome, Italy†  | 446.0                | 630.0    | 815.0                           | 0                | 0             | 2     | 0            | 36            | 0                  | 55             | 0               | 0       |
| 121          | 107          | CHINA HENAN INT'L COOPERATION GROUP CO. LTD., Zhengzhou, China        | 444.8                | 444.8    | 576.8                           | 0                | 0             | 2     | 8            | 8             | 0                  | 63             | 0               | 0       |
| 122          | 124          | GULERMAK, Ankara, Turkey†   | 439.3                | 607.3    | 147.6                           | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 123          | 123          | DONGFANG ELECTRIC CORP., Chengdu, China†                              | 427.9                | 5,534.3  | 7,369.3                         | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 124          | 120          | CHINA JIANGSU INT'L ECON. AND TECH. COOP. GROUP LTD., Nanjing, China† | 427.0                | 1,904.7  | 1,810.6                         | 68               | 0             | 0     | 1            | 0             | 2                  | 29             | 0               | 0       |
| 125          | **           | ASLAN YAPI VE TICARET AS, Ankara, Turkey                              | 416.3                | 422.8    | 131.3                           | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 126          | 152          | ELECTRA LTD., Ramat Gan, Israel†                                      | 410.5                | 2,325.0  | 2,890.8                         | 63               | 0             | 0     | 5            | 0             | 0                  | 27             | 0               | 4       |
| 127          | 126          | ANHUI SOGEOA FOREIGN ECON. CONSTR. (GROUP), Hefei, Anhui, China†      | 410.2                | 414.9    | 5.5                             | 59               | 0             | 6     | 4            | 0             | 0                  | 3              | 0               | 0       |
| 128          | 128          | GRUPO EMPRESARIAL SAN JOSE SA, Tres Cantos, Spain†                    | 409.2                | 1,096.9  | 1,081.4                         | 97               | 0             | 0     | 0            | 2             | 0                  | 2              | 0               | 0       |
| 129          | 138          | CHINA WU YI CO. LTD., Fuzhou, China†                                  | 408.1                | 3,870.6  | 6,423.1                         | 19               | 0             | 0     | 0            | 0             | 1                  | 77             | 0               | 2       |
| 129A         | **           | TREVI SPA, Cesena, Italy  | 395.7                | 431.3    | 294.6                           | 37               | 0             | 0     | 6            | 0             | 2                  | 54             | 0               | 0       |
| 130          | 161          | PETRO. PROJECTS AND TECH. CONSULT. CO. - PETROJET, New Cairo, Egypt   | 394.0                | 2,012.8  | 3,331.7                         | 0                | 0             | 0     | 0            | 0             | 95                 | 0              | 0               | 0       |
| 131          | 141          | CADDELL CONSTRUCTION CO. (DE) LLC, Montgomery, Ala., U.S.A.           | 389.0                | 815.0    | 723.0                           | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 132          | 143          | JIANGXI WATER AND HYDROPOWER CONSTR. CO. LTD., Nanchang, China        | 388.7                | 571.1    | 290.8                           | 25               | 0             | 11    | 43           | 4             | 0                  | 18             | 0               | 0       |
| 133          | **           | SEMBOL ULUSLARARASI YATIRIM TARIM PEYZAJ INSAAT, Istanbul, Turkey     | 372.7                | 429.8    | 470.7                           | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 134          | 147          | TUTOR PERINI CORP., Sylmar, Calif., U.S.A.†                           | 365.7                | 6,614.7  | 4,443.4                         | 57               | 0             | 0     | 0            | 0             | 0                  | 43             | 0               | 0       |
| 135          | 144          | ZHONGDING INTERNATIONAL ENGINEERING CO. LTD, Nanchang, China          | 365.3                | 365.3    | 239.2                           | 78               | 3             | 0     | 4            | 4             | 0                  | 12             | 0               | 0       |
| 136          | 142          | KUZU GROUP, Istanbul, Turkey†   | 365.0                | 426.0    | 430.0                           | 75               | 0             | 0     | 0            | 25            | 0                  | 0              | 0               | 0       |
| 137          | 94           | KOLIN INSAAT TURIZM SANAYI VE TICARET AS, Ankara, Turkey              | 363.3                | 1,612.4  | 519.2                           | 0                | 0             | 0     | 0            | 0             | 2                  | 98             | 0               | 0       |
| 138          | 131          | RIZZANI DE ECCHER SPA, Pozzuolo del Friuli, Italy†                    | 360.4                | 463.2    | 671.6                           | 53               | 8             | 0     | 0            | 0             | 0                  | 21             | 0               | 0       |
| 139          | 162          | KINDEN CORP., Chiyoda-ku, Japan†                                      | 355.0                | 5,147.0  | NA                              | 5                | 85            | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 140          | 163          | SUMITOMO MITSUI CONSTRUCTION CO. LTD., Chuo-ku, Japan†                | 347.9                | 2,908.5  | 2,857.9                         | 9                | 7             | 0     | 0            | 0             | 5                  | 80             | 0               | 0       |
| 141          | 211          | DPR CONSTRUCTION, Redwood City, Calif., U.S.A.                        | 347.6                | 6,458.0  | 7,897.0                         | 26               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 73      |
| 142          | 155          | COMSA CORPORACIÓ, Barcelona, Spain                                    | 343.0                | 889.0    | NA                              | 0                | 0             | 0     | 0            | 0             | 0                  | 62             | 0               | 0       |
| 143          | 136          | CGCOC GROUP CO. LTD., Beijing, China†                                 | 331.7                | 387.4    | 719.7                           | 4                | 0             | 3     | 34           | 0             | 0                  | 59             | 0               | 0       |
| 144          | 118          | YUKSEL INSAAT CO. INC., Ankara, Turkey†                               | 329.6                | 335.5    | 164.7                           | 27               | 0             | 0     | 33           | 39            | 0                  | 0              | 0               | 0       |
| 145          | 158          | ESER CONTRACTING, Ankara, Turkey                                      | 324.2                | 324.9    | NA                              | 67               | 0             | 0     | 8            | 0             | 0                  | 24             | 0               | 0       |
| 146          | 113          | BLACK & VEATCH, Overland Park, Kan., U.S.A.†                          | 321.9                | 1,575.1  | 1,265.3                         | 0                | 0             | 37    | 14           | 13            | 37                 | 0              | 0               | 0       |
| 147          | 185          | SHANGHAI URBAN CONSTRUCTION (GROUP) CORP., Shanghai, China†           | 321.3                | 9,444.0  | 14,858.4                        | 4                | 0             | 0     | 0            | 0             | 0                  | 96             | 0               | 0       |
| 147A         | **           | CIMOLAI SPA, Rome, Italy  | 321.0                | 529.0    | 198.0                           | 47               | 0             | 0     | 0            | 0             | 20                 | 33             | 0               | 0       |
| 148          | 145          | SINOSTEEL EQUIPMENT & ENGINEERING CO. LTD., Beijing, China            | 314.0                | 1,906.1  | 3,897.3                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |

NO. 129A AND 147A OMITTED FROM ORIGINAL LIST DUE TO DATA ERRORS. FIRMS SHOULD HAVE RANKED AT 129 AND 147 RESPECTIVELY.

# ENR THE TOP 250 INTERNATIONAL CONTRACTORS

| RANK<br>2021 | RANK<br>2020 | FIRM  | 2020 REVENUE \$ MIL. |          | 2020 NEW<br>CONTRACTS<br>\$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|---|----------------------|----------|----------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |   | INT'L                | TOTAL    |                                  |                  |               |       |              |               |                    |                |                 |         |
| 149          | 176          | COMBINED GROUP CONTRACTING CO. (K.S.C), Kuwait, Kuwait              | 294.9                | 440.3    | 155.0                            | 83               | 0             | 0     | 0            | 6             | 1                  | 10             | 0               | 0       |
| 150          | **           | DREES & SOMMER, Stuttgart, Germany†                                 | 270.0                | 270.0    | NA                               | 57               | 18            | 3     | 0            | 0             | 7                  | 9              | 0               | 5       |
| 151          | 157          | IC ICTAS INSAAT SANAYI VE TICARET AS, Istanbul, Turkey†             | 268.3                | 883.3    | NA                               | 16               | 0             | 0     | 0            | 0             | 0                  | 84             | 0               | 0       |
| 152          | 200          | SENER GRUPO DE INGENIERIA SA, Getxo, Bizkaia, Spain†                | 260.6                | 285.2    | 197.6                            | 0                | 28            | 45    | 0            | 0             | 24                 | 0              | 0               | 2       |
| 153          | **           | BLUE&P INFRASTRUCTURE GROUP, Tehran, Iran†                          | 257.5                | 280.8    | 42.8                             | 0                | 0             | 68    | 32           | 0             | 0                  | 0              | 0               | 0       |
| 154          | 151          | GILBANE BUILDING CO., Providence, R.I., U.S.A.†                     | 256.9                | 6,404.6  | 6,800.1                          | 36               | 0             | 0     | 0            | 0             | 62                 | 1              | 1               | 0       |
| 155          | 132          | CHINA NONFERROUS METAL IND. FOR. ENG'G AND CONSTR., Beijing, China  | 244.3                | 245.1    | 420.5                            | 0                | 0             | 0     | 10           | 0             | 90                 | 0              | 0               | 0       |
| 156          | 172          | PARSONS, Centreville, Va., U.S.A.†                                  | 241.7                | 607.6    | 1,393.4                          | 75               | 0             | 0     | 0            | 0             | 0                  | 24             | 0               | 0       |
| 157          | 171          | CALIK ENERJI SANAYI VE TICARET AS, Istanbul, Turkey†                | 237.0                | 237.0    | 55.0                             | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 158          | 213          | ILK CONSTRUCTION, Istanbul, Turkey                                  | 236.7                | 236.7    | 51.7                             | 15               | 0             | 6     | 0            | 0             | 28                 | 51             | 0               | 0       |
| 159          | 127          | CHINA NATIONAL AERO-TECHNOLOGY INT'L ENG'G CORP., Beijing, China†   | 231.5                | 533.4    | 746.8                            | 53               | 0             | 0     | 7            | 0             | 0                  | 40             | 0               | 0       |
| 160          | 159          | MWH CONSTRUCTORS INC., Broomfield, Colo., U.S.A.†                   | 223.8                | 600.0    | 1,029.9                          | 0                | 0             | 0     | 56           | 44            | 0                  | 0              | 0               | 0       |
| 161          | 175          | MICHEL'S CORP., Brownsville, Wis., U.S.A.                           | 223.4                | 2,979.2  | 3,704.2                          | 0                | 0             | 1     | 0            | 10            | 88                 | 0              | 0               | 0       |
| 162          | 216          | GAP INSAAT YATIRIM VE DIS TICARET AS, Istanbul, Turkey†             | 220.9                | 260.8    | 49.6                             | 63               | 37            | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 163          | 203          | POLAT YOL YAPI SAN. VE TIC. AS, Istanbul, Turkey†                   | 218.1                | 297.4    | 36.9                             | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 164          | 223          | FORTIS CONSTRUCTION INC., Portland, Ore., U.S.A.†                   | 218.0                | 1,188.0  | 1,675.0                          | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 100     |
| 165          | 189          | ALARKO CONTRACTING GROUP, Istanbul, Turkey†                         | 214.2                | 4,292.5  | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 166          | 169          | AEGION CORP., Chesterfield, Mo., U.S.A.†                            | 213.9                | 999.8    | 990.0                            | 4                | 0             | 0     | 0            | 45            | 48                 | 3              | 0               | 0       |
| 167          | **           | XIAN ELECTRIC ENGINEERING CO. LTD., Xi'an, Shaannxi, China          | 211.7                | 211.7    | NA                               | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 168          | 137          | DEKINSAN GRUP INSAAT AS, Ankara, Turkey                             | 208.6                | 216.2    | 484.4                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 169          | 184          | RAILWORKS, New York, N.Y., U.S.A.                                   | 206.8                | 892.3    | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 170          | **           | ICM SPA, Vicenza, Italy†  | 204.9                | 446.2    | 688.2                            | 22               | 0             | 0     | 0            | 0             | 0                  | 77             | 0               | 0       |
| 171          | 154          | SHENYANG YUANDA ALUMINUM INDUS. ENG'G CO. LTD., Shenyang, China†    | 197.3                | 375.5    | 355.9                            | 99               | 0             | 0     | 0            | 0             | 0                  | 1              | 0               | 0       |
| 172          | 148          | CHINA NATIONAL COMPLETE PLANT IMP. & EXP. GROUP, Beijing, China†    | 197.0                | 197.0    | 219.2                            | 71               | 7             | 3     | 0            | 9             | 10                 | 0              | 0               | 0       |
| 173          | 186          | SHANXI CONSTRUCTION INVESTMENT GROUP CO. LTD., Taiyuan, China†      | 194.1                | 16,933.9 | 29,077.5                         | 58               | 0             | 15    | 0            | 22            | 0                  | 5              | 0               | 0       |
| 174          | 178          | ANHUI CONSTRUCTION ENGINEERING GROUP CO. LTD., Hefei City, China†   | 191.7                | 12,066.1 | 15,150.6                         | 59               | 0             | 0     | 1            | 0             | 0                  | 40             | 0               | 0       |
| 175          | **           | SHANDONG DEJIAN GROUP CO. LTD., Dezhou City, Shandong, China        | 191.3                | 1,784.9  | 1,506.8                          | 73               | 0             | 6     | 0            | 0             | 0                  | 21             | 0               | 0       |
| 176          | 194          | LONGXIN CONSTRUCTION GROUP CO. LTD., Haimen, China                  | 191.0                | 4,253.9  | 2,593.5                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 177          | 187          | SHANDONG ZIJIAN CONSTRUCTION GROUP CO. LTD., Zibo, China            | 189.6                | 1,902.3  | 1,470.3                          | 97               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 3       |
| 178          | 214          | WALBRIDGE, Detroit, Mich., U.S.A.                                   | 188.1                | 1,912.3  | 2,157.5                          | 35               | 65            | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 179          | 174          | ENG'G FOR THE PETROLEUM & PROCESS INDUSTRIES (ENPPI), Cairo, Egypt† | 187.5                | 585.5    | 2,700.0                          | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 180          | 191          | HUNAN CONSTRUCTION ENGINEERING GROUP CO. LTD., Changsha, China†     | 185.2                | 13,936.4 | 22,343.4                         | 30               | 0             | 21    | 20           | 0             | 0                  | 29             | 0               | 0       |
| 181          | 182          | GURBAG GROUP, Ankara, Turkey†                                       | 183.8                | 189.5    | 246.1                            | 61               | 0             | 0     | 0            | 0             | 0                  | 39             | 0               | 0       |
| 182          | 181          | LOTTE ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea†      | 172.0                | 4,669.0  | 9,134.0                          | 28               | 0             | 53    | 0            | 8             | 3                  | 6              | 0               | 0       |
| 183          | 179          | TEPE INSAAT SANAYI AS, Ankara, Turkey†                              | 168.0                | 215.6    | 216.9                            | 28               | 0             | 0     | 0            | 0             | 3                  | 69             | 0               | 0       |
| 184          | 198          | ZHEJIANG DONGYANG THIRD CONSTR. ENG'G CO. LTD., Dongyang, China†    | 167.9                | 893.6    | 727.3                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 185          | **           | MAKYOL INSAAT SANAYI TURIZM VE TICARET AS, Istanbul, Turkey         | 166.2                | 702.0    | 112.0                            | 0                | 0             | 0     | 1            | 0             | 0                  | 99             | 0               | 0       |
| 186          | **           | HEBEI CONSTRUCTION GROUP CO. LTD., Hebei, China†                    | 162.7                | 7,893.0  | 9,129.9                          | 0                | 0             | 70    | 5            | 2             | 23                 | 0              | 0               | 0       |
| 187          | 164          | APTIM, Baton Rouge, La., U.S.A.                                     | 162.3                | 1,053.4  | 1,339.6                          | 23               | 0             | 0     | 0            | 0             | 72                 | 0              | 4               | 0       |
| 188          | 180          | METAG GROUP, Ankara, Turkey   | 162.1                | 174.4    | 180.0                            | 24               | 0             | 0     | 34           | 9             | 0                  | 32             | 0               | 0       |
| 189          | 205          | NANTONG CONSTRUCTION GROUP CO. LTD., Nantong, China†                | 161.6                | 2,079.7  | 2,919.7                          | 61               | 0             | 11    | 8            | 0             | 20                 | 0              | 0               | 0       |
| 190          | 201          | ZHEJIANG COMMUNICATIONS CONSTR. GROUP CO. LTD., Hangzhou, China†    | 160.4                | 5,017.3  | 9,968.0                          | 23               | 0             | 0     | 2            | 0             | 0                  | 75             | 0               | 0       |
| 191          | 170          | AECON GROUP INC., Toronto, Canada                                   | 157.0                | 3,643.0  | 3,308.0                          | 0                | 0             | 7     | 0            | 0             | 6                  | 3              | 0               | 0       |
| 192          | 221          | HUNAN ROAD & BRIDGE CONSTR. GROUP CO. LTD., Changsha, China†        | 156.3                | 2,209.4  | 3,469.1                          | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 193          | **           | JIANGSU ZHONGNAN CONSTR. INDUSTRY GROUP CO. LTD., Haimen, China†    | 155.7                | 19,493.4 | 27,754.2                         | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 194          | 208          | JIANGXI CONSTRUCTION ENG'G (GROUP) CORP. LTD., Nanchang, China†     | 153.0                | 7,493.9  | 11,770.0                         | 18               | 0             | 0     | 0            | 0             | 1                  | 82             | 0               | 0       |
| 195          | **           | RAMBOLL GROUP A/S, Copenhagen, Denmark                              | 147.5                | 147.5    | 114.7                            | 0                | 5             | 0     | 3            | 4             | 51                 | 0              | 36              | 0       |
| 196          | **           | HASKELL, Jacksonville, Fla., U.S.A.†                                | 144.2                | 1,075.4  | NA                               | 0                | 4             | 0     | 0            | 0             | 94                 | 2              | 0               | 0       |
| 197          | 140          | CHINA TRIUMPH INTERNATIONAL ENGINEERING CO. LTD., Shanghai, China†  | 143.0                | 1,704.1  | 1,875.2                          | 0                | 0             | 56    | 0            | 0             | 44                 | 0              | 0               | 0       |
| 198          | **           | USTAY YAPI TAAHHUT VE TICARET AS, Istanbul, Turkey†                 | 139.7                | 162.9    | 157.0                            | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |

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CBRE acquired a 60% ownership interest in Turner & Townsend and also entered into a strategic partnership with the U.K.-based firm.

| RANK<br>2021 | RANK<br>2020 | FIRM   | 2020 REVENUE \$ MIL. |          | 2020 NEW<br>CONTRACTS<br>\$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|--|----------------------|----------|----------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |  | INT'L                | TOTAL    |                                  |                  |               |       |              |               |                    |                |                 |         |
| 199          | 167          | TIANYUAN CONSTRUCTION GROUP CO. LTD., Linyi, China†                  | 134.9                | 134.9    | 134.9                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 200          | 207          | CHONGQING INTERNATIONAL CONSTRUCTION CORP., Chongqing, China†        | 133.6                | 463.1    | 736.2                            | 6                | 0             | 0     | 20           | 0             | 0                  | 75             | 0               | 0       |
| 201          | 197          | YENIGUN INSAAT SANAYI VE TICARET AS, Ankara, Turkey                  | 130.1                | 138.3    | 142.1                            | 64               | 0             | 2     | 0            | 0             | 0                  | 34             | 0               | 0       |
| 202          | 204          | CHINA GANSU INT'L CORP. FOR ECON. AND TECH. COOP., Lanzhou, China†   | 125.9                | 198.5    | 400.7                            | 49               | 0             | 0     | 6            | 0             | 21                 | 24             | 0               | 0       |
| 203          | 166          | SUMMA TURIZM YATIRIMCILIGI AS, Ankara, Turkey†                       | 122.7                | 122.7    | 532.0                            | 85               | 0             | 0     | 0            | 0             | 0                  | 15             | 0               | 0       |
| 204          | 212          | GAMA, Ankara, Turkey†  | 122.5                | 156.9    | NA                               | 0                | 0             | 89    | 0            | 0             | 11                 | 0              | 0               | 0       |
| 205          | 217          | NATA INSAAT TURZ. TASIMACILIK TIC. VE SAN. AS, Ankara, Turkey        | 116.0                | 523.6    | 292.0                            | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 206          | 219          | CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey      | 116.0                | 833.9    | 995.0                            | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 207          | **           | GREENLAND INFRA. CONSTR. GROUP CO. LTD., Shanghai, China†            | 112.3                | 43,653.5 | 88,397.5                         | 44               | 0             | 0     | 0            | 0             | 37                 | 18             | 0               | 0       |
| 208          | 224          | PERNIX GROUP INC., Lombard, Ill., U.S.A.†                            | 111.7                | 389.4    | 209.6                            | 92               | 0             | 8     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 209          | **           | TATA PROJECTS LTD., Secunderabad, India†                             | 104.2                | 1,644.9  | 1,185.9                          | 0                | 0             | 85    | 0            | 0             | 12                 | 0              | 0               | 0       |
| 210          | **           | ZHENGTAI GROUP CO. LTD., Taizhou, Jiangsu, China                     | 100.5                | 1,103.5  | 1,828.5                          | 54               | 0             | 0     | 46           | 0             | 0                  | 0              | 0               | 0       |
| 211          | **           | NANTONG SI JIAN CONSTRUCTION GROUP CO. LTD., Nantong City, China†    | 100.5                | 8,577.1  | 7,115.4                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 212          | **           | MBD INSAAT SANAYI VE TICARET AS, Ankara, Turkey†                     | 95.5                 | 134.6    | 134.6                            | 66               | 0             | 4     | 10           | 10            | 0                  | 10             | 0               | 0       |
| 213          | 210          | SICHUAN ROAD AND BRIDGE (GROUP) CO. LTD., Chengdu, China†            | 92.0                 | 7,147.7  | 5,721.6                          | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 214          | **           | THE BECK GROUP, Dallas, Texas, U.S.A.                                | 90.0                 | 1,003.8  | 439.8                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 215          | **           | FEKA INSAAT SANAYI TICARET AS, Izmir, Turkey                         | 89.0                 | 92.4     | 125.6                            | 16               | 0             | 39    | 2            | 0             | 0                  | 41             | 0               | 0       |
| 216          | **           | WSP GLOBAL INC., Montreal, Quebec, Canada†                           | 84.8                 | 84.8     | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 217          | **           | CHINA DALIAN INT'L ECON. & TECH. COOP. GROUP CO. LTD., Dalian, China | 84.7                 | 115.7    | 386.4                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 218          | **           | SOUTHLAND HOLDINGS LLC, Roanoke, Texas, U.S.A.†                      | 79.8                 | 1,175.0  | 1,801.0                          | 0                | 0             | 0     | 51           | 6             | 0                  | 43             | 0               | 0       |
| 219          | 202          | SHANDONG KERUI PETROLEUM EQUIP. CO. LTD., Dongying, China            | 79.7                 | 156.4    | 50.0                             | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 220          | **           | ENERGOPROJEKT HOLDING PLC, Belgrade, Serbia†                         | 79.7                 | 204.4    | 119.5                            | 66               | 0             | 1     | 0            | 0             | 0                  | 33             | 0               | 0       |
| 221          | **           | CHINA ALUMINUM INTERNATIONAL ENG'G CORP. LTD., Beijing, China†       | 75.8                 | 3,303.5  | 5,739.0                          | 12               | 29            | 0     | 15           | 0             | 44                 | 0              | 0               | 0       |
| 222          | **           | IRIS INSAAT TURIZM SANAYI VE TICARET AS, Istanbul, Turkey            | 75.5                 | 79.9     | 106.1                            | 0                | 0             | 0     | 0            | 0             | 0                  | 96             | 0               | 0       |
| 223          | **           | SMK GROUP, Ankara, Turkey  | 75.4                 | 79.1     | 97.0                             | 19               | 0             | 24    | 24           | 0             | 32                 | 0              | 0               | 0       |
| 224          | **           | EGYPTIAN MAINTENANCE CO. (EMC), New Cairo, Egypt                     | 74.6                 | 314.7    | 419.5                            | 0                | 0             | 14    | 10           | 0             | 74                 | 2              | 0               | 0       |
| 225          | **           | MATRIX SERVICE CO., Tulsa, Okla., U.S.A.†                            | 72.4                 | 794.4    | NA                               | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 226          | 225          | THE WALSH GROUP, Chicago, Ill., U.S.A.                               | 72.1                 | 5,379.0  | 4,988.0                          | 64               | 0             | 0     | 0            | 15            | 0                  | 20             | 0               | 1       |
| 227          | **           | VELESSTROY LLC, Moscow, Russia                                       | 71.0                 | 1,596.0  | 1,048.0                          | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 228          | **           | CHINA BENGBU INT'L TECH. & ECON. COOP. LTD., Hefei, Anhui, China     | 70.1                 | 70.1     | 78.0                             | 0                | 0             | 0     | 1            | 0             | 0                  | 99             | 0               | 0       |
| 229          | **           | IRCON INTERNATIONAL LTD., New Delhi, India                           | 68.4                 | 609.1    | 540.1                            | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 230          | 192          | BARNARD CONSTRUCTION CO. INC., Bozeman, Mont., U.S.A.†               | 68.3                 | 1,443.6  | 910.8                            | 0                | 0             | 98    | 2            | 0             | 0                  | 0              | 0               | 0       |
| 231          | **           | ECG, Burlingame, Calif., U.S.A.†                                     | 63.1                 | 506.1    | 1,544.0                          | 25               | 0             | 1     | 0            | 0             | 24                 | 26             | 23              | 0       |
| 232          | **           | JIANGSU NANTONG NO.2 CONSTRUCTION, Qidong, Jiangsu, China†           | 61.7                 | 13,232.3 | 9,473.2                          | 83               | 0             | 0     | 0            | 11            | 0                  | 6              | 0               | 0       |
| 233          | **           | UNITED E&C INC., Piscataway, N.J., U.S.A.                            | 60.8                 | 509.1    | 494.7                            | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 234          | **           | BOTHAR GROUP PTY LTD., Wakerley, Queensland, Australia†              | 60.6                 | 84.2     | 90.2                             | 0                | 0             | 0     | 0            | 91            | 9                  | 0              | 0               | 0       |
| 235          | **           | GOLDER, Palm Beach Gardens, Fla., U.S.A.†                            | 60.0                 | 80.3     | 21.5                             | 2                | 0             | 2     | 0            | 3             | 30                 | 0              | 1               | 0       |
| *237         | **           | MAEG COSTRUZIONI SPA, Vazzola, Italy†                                | 55.1                 | 102.4    | 110.7                            | 9                | 0             | 0     | 0            | 0             | 0                  | 91             | 0               | 0       |
| 238          | 218          | STFA CONSTRUCTION GROUP, Istanbul, Turkey†                           | 51.7                 | 54.4     | 2.0                              | 0                | 0             | 0     | 0            | 0             | 0                  | 85             | 0               | 0       |
| 239          | 165          | DOGUS INSAAT VE TICARET AS, Istanbul, Turkey†                        | 43.9                 | 211.7    | 331.8                            | 11               | 0             | 0     | 0            | 0             | 0                  | 89             | 0               | 0       |
| 240          | **           | BURNS & MCDONNELL, Kansas City, Mo., U.S.A.†                         | 43.3                 | 1,871.9  | 3,596.5                          | 0                | 0             | 55    | 0            | 0             | 45                 | 0              | 0               | 0       |
| 241          | **           | BARTON MALOW HOLDINGS LLC, Southfield, Mich., U.S.A.†                | 43.0                 | 2,336.5  | 3,879.9                          | 0                | 10            | 38    | 0            | 0             | 5                  | 48             | 0               | 0       |
| 242          | 177          | JIANGLIAN HEAVY INDUSTRY GROUP CO. LTD., Nanchang, China†            | 37.0                 | 201.3    | 361.4                            | 13               | 51            | 0     | 0            | 0             | 0                  | 5              | 0               | 0       |
| 243          | **           | WILLIAMS INDUSTRIAL SERVICES GROUP INC., Tucker, Ga., U.S.A.†        | 35.7                 | 269.1    | 218.0                            | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 244          | **           | SALFACORP SA, Santiago, Chile†                                       | 34.0                 | 562.0    | 1,899.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 245          | 72           | AECOM, Los Angeles, Calif., U.S.A.                                   | 33.0                 | 6,568.5  | NA                               | 80               | 0             | 0     | 0            | 0             | 0                  | 20             | 0               | 0       |
| 246          | **           | WEEKS MARINE INC., Cranford, N.J., U.S.A.†                           | 32.5                 | 779.0    | 697.7                            | 0                | 0             | 0     | 0            | 31            | 12                 | 57             | 0               | 0       |
| 247          | 206          | GRAY CONSTRUCTION, Lexington, Ky., U.S.A.†                           | 32.4                 | 1,614.3  | 1,614.3                          | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 248          | **           | CDM SMITH, Boston, Mass., U.S.A.†                                    | 32.2                 | 385.4    | 381.0                            | 39               | 0             | 0     | 61           | 0             | 0                  | 0              | 0               | 0       |
| 249          | **           | ZACHRY GROUP, San Antonio, Texas, U.S.A.†                            | 31.5                 | 1,973.2  | 1,256.3                          | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 250          | **           | GREAT LAKES DREDGE & DOCK CO., Houston, Texas, U.S.A.                | 25.9                 | 733.6    | 692.8                            | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |

\* NO. 236 HAS BEEN REMOVED DO TO AN ERROR IN REPORTING BY PAGE.

\*\* ZAFER TAAHHUT MISTAKENLY FILED ONLY A GLOBAL SOURCEBOOK SURVEY, BUT WOULD HAVE RANKED NO. 231.

| RANK<br>2021 | RANK<br>2020 | FIRM   | 2020 REVENUE \$ MIL. |          | 2020 NEW<br>CONTRACTS<br>\$ MIL | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|--|----------------------|----------|---------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |  | TOTAL                | INT'L    |                                 |                  |               |       |              |               |                    |                |                 |         |
| 1            | 1            | CHINA STATE CONSTRUCTION ENGINEERING CORP. LTD., Beijing, China  | 195,658.7            | 10,746.2 | 389,167.8                       | 78               | 2             | 1     | 0            | 2             | 2                  | 14             | 0               | 0       |
| 2            | 2            | CHINA RAILWAY GROUP LTD., Beijing, China                         | 141,852.7            | 7,419.9  | 377,774.2                       | 37               | 2             | 0     | 0            | 0             | 3                  | 54             | 0               | 0       |
| 3            | 3            | CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China            | 134,745.0            | 8,375.0  | 370,680.0                       | 25               | 0             | 1     | 2            | 0             | 0                  | 70             | 0               | 0       |
| 4            | 4            | CHINA COMMUNICATIONS CONSTRUCTION GROUP LTD., Beijing, China     | 100,811.6            | 21,348.4 | 226,906.8                       | 16               | 0             | 3     | 6            | 4             | 0                  | 72             | 0               | 0       |
| 5            | 5            | POWER CONSTRUCTION CORP. OF CHINA, Beijing, China                | 65,717.6             | 13,007.9 | 124,133.8                       | 19               | 0             | 39    | 10           | 3             | 0                  | 25             | 0               | 0       |
| 6            | 8            | CHINA METALLURGICAL GROUP CORP., Beijing, China                  | 54,100.2             | 1,659.8  | 140,590.8                       | 48               | 21            | 2     | 1            | 2             | 23                 | 16             | 2               | 0       |
| 7            | 6            | VINCI, Rueil-Malmaison, France                                   | 50,141.0             | 23,463.0 | 49,619.0                        | 10               | 1             | 16    | 1            | 0             | 4                  | 39             | 1               | 9       |
| 8            | 9            | SHANGHAI CONSTRUCTION GROUP CO. LTD., Shanghai, China            | 45,863.4             | 692.5    | 56,076.7                        | 68               | 0             | 0     | 0            | 4             | 0                  | 17             | 0               | 1       |
| 9            | **           | GREENLAND INFRA. CONSTR. GROUP CO. LTD., Shanghai, China         | 43,653.5             | 112.3    | 88,397.5                        | 75               | 0             | 0     | 1            | 0             | 0                  | 3              | 0               | 0       |
| 10           | 7            | ACS ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS SA, Madrid, Spain    | 42,357.1             | 36,687.0 | 36,685.6                        | 33               | 1             | 10    | 2            | 0             | 5                  | 29             | 0               | 4       |
| 11           | 10           | BOUYGUES, Paris, France  | 32,160.0             | 17,284.0 | 30,214.0                        | 34               | 1             | 5     | 0            | 0             | 2                  | 54             | 0               | 2       |
| 12           | 11           | HOCHTIEF AG, Essen, Germany                                      | 28,612.0             | 27,536.0 | 26,461.0                        | 46               | 2             | 1     | 1            | 1             | 4                  | 25             | 0               | 5       |
| 13           | 12           | CHINA ENERGY ENGINEERING CORP. LTD., Beijing, China              | 28,469.7             | 4,177.4  | 83,774.8                        | 8                | 5             | 51    | 7            | 5             | 5                  | 19             | 0               | 0       |
| 14           | 13           | BEIJING URBAN CONSTRUCTION GROUP CO. LTD., Beijing, China        | 25,624.7             | 502.0    | 32,765.9                        | 74               | 0             | 0     | 0            | 2             | 0                  | 21             | 0               | 0       |
| 15           | 33           | JIANGSU ZHONGNAN CONSTR. INDUSTRY GROUP CO. LTD., Haimen, China  | 19,493.4             | 155.7    | 27,754.2                        | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 16           | 14           | STRABAG SE, Vienna, Austria                                      | 18,954.5             | 15,936.1 | 20,538.3                        | 33               | 1             | 0     | 4            | 2             | 6                  | 53             | 0               | 0       |
| 17           | 18           | CHINA NATIONAL CHEMICAL ENG'G GROUP CORP. LTD., Beijing, China   | 18,325.7             | 4,221.8  | 44,654.5                        | 17               | 28            | 4     | 0            | 4             | 64                 | 7              | 1               | 0       |
| 18           | 16           | EIFFAGE, Velizy-Villacoublay, France                             | 17,221.0             | 5,240.0  | 19,000.0                        | 36               | 7             | 17    | 3            | 2             | 8                  | 25             | 1               | 2       |
| 19           | 32           | SHANXI CONSTRUCTION INVESTMENT GROUP CO. LTD., Taiyuan, China    | 16,933.9             | 194.1    | 29,077.5                        | 67               | 2             | 2     | 2            | 1             | 5                  | 13             | 0               | 0       |
| 20           | 27           | BEIJING CONSTRUCTION ENGINEERING GROUP CO. LTD., Beijing, China  | 16,234.2             | 457.4    | 30,353.5                        | 52               | 1             | 3     | 5            | 3             | 1                  | 34             | 0               | 0       |
| 21           | 26           | JIANGSU NANTONG SANJIAN CONSTR. GROUP CO. LTD., Haimen, China    | 15,684.7             | 507.3    | 6,120.4                         | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 22           | 15           | OBAYASHI CORP., Tokyo, Japan                                     | 15,204.0             | 3,400.0  | 15,204.0                        | 46               | 5             | 4     | 6            | 2             | 5                  | 20             | 2               | 1       |
| 23           | 19           | KAJIMA CORP., Tokyo, Japan                                       | 15,062.1             | 3,894.1  | 15,502.7                        | 54               | 4             | 11    | 2            | 2             | 3                  | 7              | 0               | 1       |
| 24           | 20           | SKANSKA AB, Stockholm, Sweden                                    | 14,523.1             | 11,342.0 | 16,262.3                        | 46               | 6             | 5     | 1            | 1             | 4                  | 37             | 0               | 1       |
| 25           | 25           | HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea  | 14,518.4             | 5,075.6  | NA                              | 52               | 5             | 9     | 0            | 0             | 22                 | 9              | 0               | 0       |
| 26           | 30           | ZHEJIANG CONSTRUCTION INVESTMENT GROUP CO. LTD., Hangzhou, China | 14,377.9             | 871.6    | 20,300.8                        | 74               | 2             | 10    | 1            | 1             | 4                  | 11             | 0               | 0       |
| 27           | 28           | HUNAN CONSTRUCTION ENGINEERING GROUP CO. LTD., Changsha, China   | 13,936.4             | 185.2    | 22,343.4                        | 72               | 4             | 4     | 2            | 2             | 4                  | 13             | 0               | 0       |
| 28           | 29           | SHIMIZU CORP., Tokyo, Japan                                      | 13,698.1             | 779.6    | 11,259.2                        | 47               | 7             | 2     | 1            | 1             | 7                  | 8              | 4               | 2       |
| 29           | 24           | FERROVIAL, Madrid, Spain   | 13,505.3             | 10,154.3 | 16,851.6                        | 25               | 0             | 5     | 5            | 12            | 0                  | 49             | 0               | 0       |
| 30           | 22           | LARSEN & TOUBRO LTD., Chennai, India                             | 13,502.5             | 3,684.7  | 19,643.0                        | 9                | 5             | 26    | 9            | 2             | 21                 | 22             | 0               | 2       |
| 31           | **           | JIANGSU NANTONG NO.2 CONSTRUCTION, Qidong, Jiangsu, China        | 13,232.3             | 61.7     | 9,473.2                         | 65               | 8             | 6     | 3            | 3             | 8                  | 6              | 2               | 2       |
| 32           | 23           | BECHTEL, Reston, Va., U.S.A.                                     | 12,239.0             | 3,778.0  | 3,722.0                         | 0                | 11            | 33    | 1            | 0             | 41                 | 14             | 10              | 2       |
| 33           | 21           | TAISEI CORP., Tokyo, Japan                                       | 12,129.0             | 472.0    | 13,590.0                        | 48               | 0             | 2     | 2            | 3             | 0                  | 19             | 0               | 0       |
| 34           | 36           | ANHUI CONSTRUCTION ENGINEERING GROUP CO. LTD., Hefei City, China | 12,066.1             | 191.7    | 15,150.6                        | 42               | 2             | 3     | 15           | 4             | 4                  | 32             | 0               | 0       |
| 35           | **           | FLUOR, Irving, Texas, U.S.A.                                     | 11,672.4             | 7,517.4  | 9,004.9                         | 8                | 6             | 3     | 0            | 0             | 57                 | 11             | 13              | 8       |
| 36           | 41           | KIEWIT CORP., Omaha, Neb., U.S.A.                                | 11,200.7             | 1,318.9  | 7,862.1                         | 21               | 1             | 18    | 5            | 4             | 22                 | 29             | 0               | 0       |
| 37           | 35           | TAKENAKA CORP., Osaka, Japan                                     | 11,074.0             | 1,043.0  | 11,079.0                        | 70               | 6             | 0     | 0            | 0             | 0                  | 6              | 0               | 1       |
| 38           | 53           | JIANGSU PROVINCIAL CONSTRUCTION GROUP CO. LTD., Nanjing, China   | 11,012.9             | 515.1    | 17,543.1                        | 75               | 0             | 0     | 2            | 3             | 0                  | 17             | 0               | 0       |
| 39           | 42           | CHINA PETROLEUM ENGINEERING CO. LTD., Beijing, China             | 10,593.5             | 3,340.5  | 13,496.9                        | 0                | 0             | 0     | 0            | 2             | 98                 | 0              | 0               | 0       |
| 40           | 34           | CIMIC GROUP LTD., Sydney, Australia                              | 10,491.6             | 1,803.1  | 5,996.2                         | 14               | 0             | 2     | 1            | 1             | 5                  | 35             | 0               | 0       |
| 41           | 37           | SAMSUNG C&T CORP., Seoul, South Korea                            | 9,844.6              | 3,254.1  | 7,908.9                         | 20               | 6             | 19    | 5            | 0             | 0                  | 11             | 0               | 1       |
| 42           | **           | QINGJIAN GROUP CO. LTD., Qingdao, Shandong, China                | 9,660.5              | 685.3    | 11,772.6                        | 92               | 3             | 0     | 0            | 0             | 3                  | 4              | 0               | 0       |
| 43           | 47           | SHANGHAI URBAN CONSTRUCTION (GROUP) CORP., Shanghai, China       | 9,444.0              | 321.3    | 14,858.4                        | 13               | 0             | 0     | 5            | 0             | 0                  | 82             | 0               | 0       |
| 44           | 51           | SINOPEC ENGINEERING (GROUP) CO. LTD., Beijing, China             | 8,853.5              | 807.2    | 9,199.8                         | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 45           | 39           | THE WHITING-TURNER CONTRACTING CO., Baltimore, Md., U.S.A.       | 8,718.3              | 0.0      | 9,500.0                         | 73               | 3             | 1     | 0            | 0             | 3                  | 2              | 0               | 20      |
| 46           | 44           | NANTONG SI JIAN CONSTRUCTION GROUP CO.LTD, Nantong City, China   | 8,577.1              | 100.5    | 7,115.4                         | 91               | 1             | 1     | 1            | 0             | 1                  | 4              | 0               | 0       |
| 47           | 43           | GS ENGINEERING & CONSTRUCTION, Seoul, South Korea                | 8,402.5              | 1,764.0  | 9,357.9                         | 57               | 3             | 4     | 3            | 1             | 22                 | 9              | 0               | 0       |
| 48           | 49           | STO BUILDING GROUP INC., New York, N.Y., U.S.A.                  | 8,080.0              | 483.0    | 10,600.0                        | 91               | 3             | 0     | 0            | 0             | 3                  | 0              | 0               | 7       |
| 49           | 59           | HEBEI CONSTRUCTION GROUP CO. LTD., Hebei, China                  | 7,893.0              | 162.7    | 9,129.9                         | 51               | 10            | 6     | 10           | 9             | 16                 | 3              | 2               | 0       |
| 50           | 48           | ROYAL BAM GROUP NV, Bunnik, Netherlands                          | 7,790.0              | 4,517.0  | NA                              | 55               | 0             | 0     | 0            | 0             | 0                  | 45             | 0               | 0       |

\* SHANXI CONSTR. ENG'G HOLDING GROUP MISTAKENLY FILED ONLY A GLOBAL SOURCEBOOK SURVEY, BUT WOULD HAVE RANKED NO. 15.

| RANK<br>2021 | RANK<br>2020 | FIRM  | 2020 REVENUE \$ MIL. |         | 2020 NEW<br>CONTRACTS<br>\$ MIL | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|---|----------------------|---------|---------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |   | TOTAL                | INT'L   |                                 |                  |               |       |              |               |                    |                |                 |         |
| 51           | **           | SAIPEM SPA, San Donato Milanese, Italy                            | 7,574.0              | 7,132.0 | 9,488.0                         | 0                | 0             | 8     | 0            | 0             | 88                 | 3              | 0               | 0       |
| 52           | 55           | FCC SA, Madrid, Spain   | 7,556.5              | 3,049.5 | 3,162.2                         | 8                | 0             | 0     | 20           | 47            | 0                  | 13             | 0               | 1       |
| 53           | 46           | JIANGXI CONSTRUCTION ENG'G (GROUP) CORP. LTD., Nanchang, China    | 7,493.9              | 153.0   | 11,770.0                        | 72               | 7             | 1     | 1            | 1             | 7                  | 13             | 0               | 0       |
| 54           | 56           | DAEWOO ENGINEERING AND CONSTRUCTION CO. LTD., Seoul, South Korea  | 7,478.6              | 1,721.8 | 12,787.3                        | 68               | 0             | 1     | 1            | 0             | 10                 | 10             | 2               | 0       |
| 55           | 65           | SICHUAN ROAD AND BRIDGE (GROUP) CO. LTD., Chengdu, China          | 7,147.7              | 92.0    | 5,721.6                         | 3                | 0             | 0     | 0            | 0             | 0                  | 97             | 0               | 0       |
| 56           | 52           | CHINA NATIONAL MACHINERY INDUSTRY CORP., Beijing, China           | 6,927.6              | 3,113.0 | 9,562.5                         | 27               | 5             | 30    | 5            | 5             | 7                  | 7              | 0               | 1       |
| 57           | 54           | SK ECOPLANT, Seoul, South Korea                                   | 6,909.4              | 1,248.3 | 3,635.4                         | 24               | 4             | 21    | 0            | 0             | 18                 | 6              | 0               | 7       |
| 58           | 72           | TUTOR PERINI CORP., Sylmar, Calif., U.S.A.                        | 6,614.7              | 365.7   | 4,443.4                         | 50               | 0             | 0     | 0            | 0             | 0                  | 50             | 0               | 0       |
| 59           | 38           | AECOM, Los Angeles, Calif., U.S.A.                                | 6,568.5              | 33.0    | NA                              | 88               | 1             | 0     | 0            | 0             | 1                  | 9              | 0               | 2       |
| 60           | 66           | DPR CONSTRUCTION, Redwood City, Calif., U.S.A.                    | 6,458.0              | 347.6   | 7,897.0                         | 55               | 18            | 0     | 0            | 0             | 18                 | 1              | 0               | 24      |
| 61           | 62           | GILBANE BUILDING CO., Providence, R.I., U.S.A.                    | 6,404.6              | 256.9   | 6,800.1                         | 89               | 4             | 0     | 0            | 0             | 7                  | 1              | 0               | 2       |
| 62           | 58           | PORR AG, Vienna, Austria  | 6,316.0              | 3,461.0 | NA                              | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 63           | 61           | POSCO ENGINEERING & CONSTRUCTION, Pohang-si, South Korea          | 6,258.2              | 629.9   | 8,226.3                         | 67               | 10            | 7     | 0            | 1             | 16                 | 7              | 0               | 0       |
| 64           | 76           | TBEA CO. LTD., Changji, China                                     | 6,255.9              | 489.3   | 6,279.9                         | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 65           | 74           | DL E&C CO. LTD., Seoul, South Korea                               | 6,147.7              | 880.6   | 6,545.8                         | 61               | 0             | 2     | 1            | 1             | 21                 | 15             | 0               | 0       |
| 66           | 68           | HYUNDAI ENGINEERING CO. LTD., Jongro-gu, South Korea              | 6,091.6              | 2,800.5 | 7,798.0                         | 35               | 9             | 9     | 0            | 0             | 37                 | 2              | 0               | 0       |
| 67           | 67           | WEBUILD SPA, Milan, Italy   | 6,070.3              | 4,324.5 | 6,093.4                         | 8                | 0             | 0     | 13           | 7             | 0                  | 57             | 0               | 0       |
| 68           | 69           | HENSEL PHELPS, Greeley, Colo., U.S.A.                             | 5,882.4              | 0.0     | 5,882.4                         | 48               | 0             | 0     | 0            | 0             | 0                  | 34             | 0               | 3       |
| 69           | 50           | LENLEASE, Barangaroo, Australia                                   | 5,856.5              | 2,724.2 | 5,857.0                         | 67               | 0             | 0     | 0            | 0             | 0                  | 28             | 0               | 3       |
| 70           | 64           | CLARK GROUP, Bethesda, Md., U.S.A.                                | 5,794.0              | 0.0     | 5,398.1                         | 75               | 0             | 0     | 0            | 2             | 0                  | 22             | 0               | 0       |
| 71           | 57           | SHAPOORJI PALLONJI & CO. PRIVATE LTD., Mumbai, India              | 5,584.8              | 1,655.7 | 3,881.0                         | 35               | 2             | 19    | 1            | 0             | 2                  | 32             | 0               | 0       |
| 72           | 83           | DONGFANG ELECTRIC CORP., Chengdu, China                           | 5,534.3              | 427.9   | 7,369.3                         | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 73           | 88           | SACYR, Madrid, Spain  | 5,425.6              | 3,682.1 | 1,379.0                         | 15               | 0             | 4     | 5            | 11            | 2                  | 63             | 0               | 0       |
| 74           | 82           | THE WALSH GROUP, Chicago, Ill., U.S.A.                            | 5,379.0              | 72.1    | 4,988.0                         | 31               | 0             | 0     | 7            | 5             | 0                  | 56             | 0               | 1       |
| 75           | 75           | SAMSUNG ENGINEERING CO. LTD., Seoul, South Korea                  | 5,365.5              | 3,423.3 | 8,136.0                         | 0                | 8             | 0     | 4            | 22            | 50                 | 0              | 0               | 0       |
| 76           | 73           | KINDEN CORP., Chiyoda-ku, Japan                                   | 5,147.0              | 355.0   | NA                              | 19               | 6             | 16    | 0            | 0             | 0                  | 0              | 0               | 10      |
| 77           | 85           | SWINERTON, San Francisco, Calif., U.S.A.                          | 5,046.9              | 0.0     | 5,026.0                         | 73               | 0             | 21    | 0            | 0             | 0                  | 7              | 0               | 0       |
| 78           | 103          | ZHEJIANG COMMUNICATIONS CONSTR. GROUP CO. LTD., Hangzhou, China   | 5,017.3              | 160.4   | 9,968.0                         | 1                | 0             | 0     | 0            | 0             | 0                  | 99             | 0               | 0       |
| 79           | 78           | ED. ZUBLIN AG, Stuttgart, Germany                                 | 4,921.3              | 972.8   | NA                              | 70               | 0             | 0     | 1            | 3             | 0                  | 6              | 0               | 0       |
| 80           | 79           | MORTENSON, Minneapolis, Minn., U.S.A.                             | 4,815.2              | 6.6     | 4,282.3                         | 41               | 0             | 40    | 0            | 0             | 0                  | 2              | 0               | 12      |
| 81           | 86           | MCCARTHY HOLDINGS INC., St. Louis, Mo., U.S.A.                    | 4,700.7              | 0.0     | 6,554.8                         | 73               | 3             | 11    | 0            | 5             | 3                  | 6              | 0               | 2       |
| 82           | 87           | LOTTE ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea     | 4,669.0              | 172.0   | 9,134.0                         | 76               | 0             | 2     | 0            | 1             | 12                 | 6              | 0               | 1       |
| 83           | 91           | ELLISON CORP., Mississauga, Canada                                | 4,584.7              | 22.9    | NA                              | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 84           | 70           | RENAISSANCE CONSTRUCTION, Ankara, Turkey                          | 4,530.7              | 3,652.8 | 4,149.8                         | 52               | 0             | 14    | 0            | 0             | 16                 | 17             | 0               | 0       |
| 85           | 80           | PENTA-OCEAN CONSTRUCTION CO. LTD., Bunkyo-ku, Japan               | 4,356.0              | 1,181.3 | 4,893.4                         | 32               | 2             | 3     | 2            | 17            | 1                  | 43             | 1               | 0       |
| 86           | **           | EXYTE GMBH, Stuttgart, Germany                                    | 4,322.3              | 3,928.7 | 4,197.2                         | 0                | 83            | 0     | 0            | 0             | 4                  | 0              | 0               | 6       |
| 87           | 77           | TECNICAS REUNIDAS SA, Madrid, Spain                               | 4,299.7              | 4,195.3 | 2,200.0                         | 0                | 0             | 6     | 0            | 0             | 94                 | 0              | 0               | 0       |
| 88           | 96           | ALARKO CONTRACTING GROUP, Istanbul, Turkey                        | 4,292.5              | 214.2   | NA                              | 0                | 0             | 94    | 0            | 0             | 0                  | 6              | 0               | 0       |
| 89           | 99           | LONGXIN CONSTRUCTION GROUP CO. LTD., Haimen, China                | 4,253.9              | 191.0   | 2,593.5                         | 99               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 90           | 98           | XPCC CONSTRUCTION & ENGINEERING (GROUP) CO. LTD., Urumqi, China   | 4,177.9              | 476.3   | 5,837.4                         | 27               | 0             | 0     | 11           | 1             | 0                  | 43             | 0               | 0       |
| 91           | 93           | JE DUNN CONSTRUCTION GROUP, Kansas City, Mo., U.S.A.              | 4,062.3              | 0.0     | 5,223.8                         | 76               | 1             | 0     | 0            | 0             | 1                  | 8              | 0               | 13      |
| 92           | 90           | HOLDER CONSTRUCTION, Atlanta, Ga., U.S.A.                         | 4,023.0              | 0.0     | 6,490.0                         | 20               | 0             | 0     | 0            | 0             | 0                  | 16             | 0               | 64      |
| 93           | 121          | LIMAK INSAAT SANAYI VE TICARET AS, Ankara, Turkey                 | 3,985.0              | 1,632.0 | 1,660.0                         | 6                | 0             | 7     | 4            | 0             | 1                  | 81             | 0               | 0       |
| 94           | 100          | BRASFIELD & GORRIE L.L.C., Birmingham, Ala., U.S.A.               | 3,967.2              | 0.0     | 4,579.4                         | 82               | 2             | 1     | 0            | 1             | 2                  | 2              | 0               | 5       |
| 95           | 95           | CHINA GENERAL TECHNOLOGY (GROUP) HOLDING CO. LTD., Beijing, China | 3,906.1              | 1,151.7 | 5,514.7                         | 71               | 0             | 24    | 0            | 0             | 1                  | 3              | 0               | 2       |
| 96           | 102          | SUFFOLK CONSTRUCTION CO. INC., Boston, Mass., U.S.A.              | 3,898.2              | 0.0     | 4,741.0                         | 94               | 0             | 0     | 0            | 0             | 0                  | 6              | 0               | 1       |
| 97           | 110          | CHINA WU YI CO. LTD., Fuzhou, China                               | 3,870.6              | 408.1   | 6,423.1                         | 64               | 7             | 2     | 0            | 2             | 8                  | 19             | 0               | 0       |
| 98           | 92           | JGC HOLDINGS CORP., Yokohama, Japan                               | 3,820.0              | 2,397.0 | 6,800.0                         | 6                | 0             | 8     | 0            | 0             | 86                 | 0              | 0               | 0       |
| 99           | 111          | CLAYCO, Chicago, Ill., U.S.A.                                     | 3,811.0              | 0.0     | 4,700.0                         | 64               | 7             | 0     | 0            | 0             | 7                  | 0              | 0               | 13      |
| 100          | 81           | PETROFAC LTD., Jersey, U.K.                                       | 3,664.7              | 3,664.7 | 1,384.5                         | 0                | 0             | 4     | 0            | 0             | 96                 | 0              | 0               | 0       |



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ANT YAPI INDUSTRY & TRADE is building a 56,000-sq-m terminal at Tolmachevo airport outside of Novosibirsk, Russia.

| RANK<br>2021 | RANK<br>2020 | FIRM   | 2020 REVENUE \$ MIL. |         | 2020 NEW<br>CONTRACTS<br>\$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|--|----------------------|---------|----------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |  | TOTAL                | INT'L   |                                  |                  |               |       |              |               |                    |                |                 |         |
| 101          | 135          | WOOD, Aberdeen, Scotland, U.K.                                       | 3,662.3              | 3,011.3 | NA                               | 1                | 1             | 11    | 2            | 0             | 86                 | 0              | 0               | 0       |
| 102          | 105          | AECOM GROUP INC., Toronto, Canada                                    | 3,643.0              | 157.0   | 3,308.0                          | 0                | 13            | 13    | 4            | 3             | 28                 | 31             | 0               | 6       |
| 103          | 139          | THE ARAB CONTRACTORS CO. (OSMAN AHMED OSMAN), Cairo, Egypt           | 3,608.9              | 962.7   | 5,530.0                          | 23               | 2             | 13    | 14           | 7             | 2                  | 40             | 0               | 0       |
| 104          | **           | GRANITE CONSTRUCTION INC., Watsonville, Calif., U.S.A.               | 3,562.5              | 16.1    | 1,913.8                          | 12               | 0             | 3     | 7            | 8             | 0                  | 68             | 0               | 0       |
| 105          | 114          | ORASCOM CONSTRUCTION PLC, Dubai, U.A.E.                              | 3,371.1              | 3,347.8 | 2,919.0                          | 63               | 2             | 4     | 7            | 3             | 6                  | 17             | 0               | 0       |
| 106          | 146          | RYAN COS. US INC., Minneapolis, Minn., U.S.A.                        | 3,351.0              | 0.0     | 3,170.0                          | 98               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 107          | 106          | MAEDA CORP., Tokyo, Japan  | 3,306.8              | 13.3    | 3,692.5                          | 42               | 0             | 0     | 1            | 0             | 0                  | 15             | 0               | 0       |
| 108          | 89           | CHINA ALUMINUM INTERNATIONAL ENG'G CORP. LTD., Beijing, China        | 3,303.5              | 75.8    | 5,739.0                          | 39               | 30            | 0     | 10           | 0             | 30                 | 0              | 0               | 0       |
| 109          | 97           | NIPIGAS JSC, Moscow, Russia  | 3,301.3              | 0.0     | NA                               | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 110          | 101          | BESIX, Brussels, Belgium   | 3,151.3              | 1,838.5 | 2,594.8                          | 62               | 0             | 1     | 1            | 3             | 0                  | 27             | 0               | 3       |
| 111          | 130          | CHINA RAILWAY DESIGN CORP., Tianjin, China                           | 3,147.6              | 0.0     | 9,621.2                          | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 112          | 109          | OHLA, Madrid, Spain  | 3,084.4              | 2,554.3 | 2,468.5                          | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 113          | 118          | MICHEL'S CORP., Brownsville, Wis., U.S.A.                            | 2,979.2              | 223.4   | 3,704.2                          | 2                | 0             | 29    | 1            | 3             | 53                 | 10             | 0               | 1       |
| 114          | 123          | JSC MOSINZHPROEKT, Moscow, Russia                                    | 2,978.0              | 0.0     | 1,027.0                          | 12               | 0             | 0     | 0            | 0             | 0                  | 88             | 0               | 0       |
| 115          | 107          | SUMITOMO MITSUI CONSTRUCTION CO. LTD., Chuo-ku, Japan                | 2,908.5              | 347.9   | 2,857.9                          | 46               | 6             | 0     | 3            | 0             | 6                  | 37             | 0               | 0       |
| 116          | 120          | ROYAL BOSKALIS WESTMINSTER NV, Papendrecht, Netherlands              | 2,885.0              | 2,221.0 | 3,741.0                          | 0                | 0             | 18    | 0            | 0             | 29                 | 46             | 0               | 0       |
| 117          | 104          | CHIYODA CORP., Yokohama, Japan                                       | 2,848.8              | 1,529.3 | 8,118.8                          | 0                | 23            | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 118          | 122          | THE YATES COS. INC., Philadelphia, Miss., U.S.A.                     | 2,653.0              | 0.0     | 1,925.2                          | 45               | 19            | 10    | 0            | 0             | 19                 | 5              | 0               | 0       |
| 119          | 124          | ALBERICI-FLINTCO, St. Louis, Mo., U.S.A.                             | 2,622.5              | 559.3   | 2,949.5                          | 56               | 5             | 2     | 5            | 3             | 25                 | 6              | 0               | 0       |
| 120          | 113          | MAIRE TECNIMONT SPA, Milan, Italy                                    | 2,615.7              | 2,475.4 | 1,706.8                          | 1                | 0             | 0     | 0            | 0             | 97                 | 0              | 0               | 0       |
| 121          | 140          | HOFFMAN CONSTRUCTION, Portland, Ore., U.S.A.                         | 2,602.0              | 0.0     | NA                               | 20               | 0             | 0     | 1            | 0             | 0                  | 10             | 0               | 1       |
| 122          | 131          | CITIC CONSTRUCTION CO. LTD., Beijing, China                          | 2,518.9              | 1,242.1 | 5,238.1                          | 42               | 1             | 4     | 0            | 0             | 20                 | 34             | 0               | 0       |
| 123          | 127          | HITT CONTRACTING INC., Falls Church, Va., U.S.A.                     | 2,515.4              | 3.9     | 2,742.0                          | 58               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 42      |
| 124          | 210          | SHANGHAI ELECTRIC GROUP CO. LTD., Shanghai, China                    | 2,501.8              | 1,731.9 | 2,714.7                          | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 125          | 119          | SINOMA INTERNATIONAL ENGINEERING CO. LTD., Beijing, China            | 2,449.4              | 1,297.8 | 4,956.9                          | 0                | 45            | 2     | 0            | 0             | 4                  | 2              | 10              | 0       |
| 126          | 137          | ARCO CONSTRUCTION COS., St. Louis, Mo., U.S.A.                       | 2,447.4              | 23.8    | 2,652.7                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 127          | 116          | TURNER INDUSTRIES GROUP LLC, Baton Rouge, La., U.S.A.                | 2,356.5              | 0.0     | 155.0                            | 0                | 2             | 1     | 0            | 0             | 98                 | 0              | 1               | 0       |
| 128          | 153          | BARTON MALOW HOLDINGS LLC, Southfield, Mich., U.S.A.                 | 2,336.5              | 43.0    | 3,879.9                          | 58               | 5             | 17    | 0            | 0             | 5                  | 1              | 0               | 0       |
| 129          | 117          | SNC-LAVALIN INC., Montreal, Quebec, Canada                           | 2,328.5              | 1,195.4 | 1,272.4                          | 15               | 0             | 27    | 1            | 0             | 30                 | 26             | 0               | 0       |
| 130          | 145          | ELECTRA LTD., Ramat Gan, Israel                                      | 2,325.0              | 410.5   | 2,890.8                          | 75               | 0             | 4     | 1            | 6             | 0                  | 9              | 0               | 1       |
| 131          | 138          | JAN DE NUL GROUP (SOFIDRA SA), Capellen, Luxembourg                  | 2,249.0              | 2,242.0 | 3,755.0                          | 12               | 0             | 0     | 0            | 2             | 5                  | 8              | 0               | 0       |
| 132          | **           | URBACON TRADING AND CONTRACTING WLL, Doha, Qatar                     | 2,232.0              | 7.0     | 2,278.0                          | 68               | 4             | 0     | 0            | 1             | 4                  | 27             | 0               | 0       |
| 133          | 134          | DANIELI & C. O.M. SPA, Buttrio, Italy                                | 2,225.0              | 2,069.0 | 2,097.0                          | 0                | 7             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 134          | 126          | HUNAN ROAD & BRIDGE CONSTR. GROUP CO. LTD., Changsha, China          | 2,209.4              | 156.3   | 3,469.1                          | 1                | 0             | 0     | 0            | 0             | 0                  | 99             | 0               | 0       |
| 135          | 125          | AUSTIN INDUSTRIES, Dallas, Texas, U.S.A.                             | 2,119.5              | 0.0     | 1,422.7                          | 37               | 7             | 1     | 0            | 0             | 15                 | 46             | 0               | 0       |
| 136          | 147          | PER AARSLEFF HOLDING A/S, Viby, Denmark                              | 2,088.6              | 694.7   | 2,561.0                          | 28               | 16            | 3     | 0            | 16            | 1                  | 34             | 0               | 0       |
| 137          | 141          | NANTONG CONSTRUCTION GROUP CO. LTD., Nantong, China                  | 2,079.7              | 161.6   | 2,919.7                          | 80               | 6             | 2     | 1            | 1             | 7                  | 2              | 0               | 0       |
| 138          | 132          | YANJIAN GROUP CO. LTD., Yantai, China                                | 2,063.2              | 450.0   | 2,578.2                          | 78               | 2             | 2     | 1            | 0             | 2                  | 8              | 0               | 0       |
| 139          | 158          | VAN OORD N.V., Rotterdam, Netherlands                                | 2,046.4              | 1,210.3 | NA                               | 0                | 0             | 36    | 0            | 0             | 11                 | 53             | 0               | 0       |
| 140          | 149          | PETRO. PROJECTS AND TECH. CONSULT. CO. - PETROJET, New Cairo, Egypt  | 2,012.8              | 394.0   | 3,331.7                          | 7                | 0             | 0     | 0            | 0             | 74                 | 8              | 0               | 0       |
| 141          | 151          | DEVCON CONSTRUCTION INC., Milpitas, Calif., U.S.A.                   | 2,000.0              | 0.0     | 2,000.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 142          | 129          | ZACHRY GROUP, San Antonio, Texas, U.S.A.                             | 1,973.2              | 31.5    | 1,256.3                          | 0                | 15            | 14    | 0            | 0             | 86                 | 0              | 0               | 0       |
| 143          | 169          | WORLEY LTD., North Sydney, Australia                                 | 1,930.8              | 1,930.8 | 2,415.4                          | 0                | 0             | 1     | 0            | 0             | 98                 | 0              | 0               | 0       |
| 144          | 159          | WALBRIDGE, Detroit, Mich., U.S.A.                                    | 1,912.3              | 188.1   | 2,157.5                          | 17               | 10            | 3     | 0            | 0             | 4                  | 2              | 0               | 15      |
| 145          | 143          | HATHAWAY DINWIDDIE CONSTRUCTION CO., San Francisco, Calif., U.S.A.   | 1,907.9              | 0.0     | 1,200.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 146          | 166          | SINOSTEEL EQUIPMENT & ENGINEERING CO. LTD., Beijing, China           | 1,906.1              | 314.0   | 3,897.3                          | 0                | 84            | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 147          | 154          | CHINA JIANGSU INT'L ECON. AND TECH. COOP. GROUP LTD., Nanjing, China | 1,904.7              | 427.0   | 1,810.6                          | 81               | 0             | 0     | 0            | 0             | 0                  | 6              | 0               | 0       |
| 148          | 170          | SHANDONG ZIJIAN CONSTRUCTION GROUP CO. LTD., Zibo, China             | 1,902.3              | 189.6   | 1,470.3                          | 17               | 9             | 5     | 0            | 49            | 12                 | 2              | 2               | 5       |
| 149          | 94           | CONSOLIDATED CONTRACTORS GROUP, Athens, Greece                       | 1,872.4              | 1,872.4 | 1,152.9                          | 22               | 0             | 2     | 1            | 1             | 37                 | 34             | 0               | 0       |
| 150          | 136          | BURNS & MCDONNELL, Kansas City, Mo., U.S.A.                          | 1,871.9              | 43.3    | 3,596.5                          | 7                | 13            | 32    | 1            | 0             | 36                 | 9              | 2               | 2       |

# ENR THE TOP 250 GLOBAL CONTRACTORS

| RANK<br>2021 | RANK<br>2020 | FIRM   | 2020 REVENUE \$ MIL. |         | 2020 NEW<br>CONTRACTS<br>\$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|--|----------------------|---------|----------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |  | TOTAL                | INT'L   |                                  |                  |               |       |              |               |                    |                |                 |         |
| 151          | 165          | CTCI CORP., Taipei, Taiwan   | 1,835.4              | 1,059.5 | 4,171.7                          | 3                | 2             | 23    | 0            | 16            | 55                 | 2              | 1               | 0       |
| 152          | 193          | THE CONLAN COMPANY, Marietta, Ga., U.S.A.                          | 1,806.3              | 0.0     | 1,523.6                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 153          | **           | SHANDONG DEJIAN GROUP CO. LTD., Dezhou City, Shandong, China       | 1,784.9              | 191.3   | 1,506.8                          | 95               | 1             | 1     | 1            | 1             | 1                  | 2              | 0               | 0       |
| 154          | 161          | SINOPEC ZHONGYUAN PETROLEUM ENGINEERING LTD., Puyang City, China   | 1,762.7              | 524.6   | 1,896.6                          | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 155          | 177          | INFRASTRUCTURE AND ENERGY ALTERNATIVES, Indianapolis, Ind., U.S.A. | 1,752.9              | 0.0     | 1,651.2                          | 0                | 2             | 69    | 0            | 0             | 2                  | 27             | 0               | 0       |
| 156          | 162          | CONSIGLI CONSTRUCTION CO. INC., Milford, Mass., U.S.A.             | 1,742.0              | 0.0     | 1,247.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 157          | 182          | DAVID E. HARVEY BUILDERS INC., Houston, Texas, U.S.A.              | 1,731.0              | 0.0     | 1,003.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 158          | 164          | CHINA TRIUMPH INTERNATIONAL ENGINEERING CO. LTD., Shanghai, China  | 1,704.1              | 143.0   | 1,875.2                          | 0                | 40            | 56    | 0            | 0             | 44                 | 0              | 0               | 0       |
| 159          | 142          | TOYO ENGINEERING CORP., Narashino-shi, Chiba, Japan                | 1,662.0              | 891.5   | 1,110.1                          | 0                | 0             | 35    | 0            | 0             | 59                 | 0              | 0               | 0       |
| 160          | 220          | ANT YAPI INDUSTRY & TRADE INC., Istanbul, Turkey                   | 1,659.0              | 1,590.0 | 1,199.0                          | 93               | 0             | 0     | 0            | 0             | 5                  | 2              | 0               | 0       |
| 161          | 180          | TATA PROJECTS LTD., Secunderabad, India                            | 1,644.9              | 104.2   | 1,185.9                          | 19               | 3             | 26    | 4            | 0             | 20                 | 26             | 0               | 4       |
| 162          | 175          | CHINA ZHONGYUAN ENGINEERING CORP., Beijing, China                  | 1,635.4              | 1,635.4 | NA                               | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 163          | 171          | GRAY CONSTRUCTION, Lexington, Ky., U.S.A.                          | 1,614.3              | 32.4    | 1,614.3                          | 28               | 34            | 0     | 0            | 0             | 36                 | 0              | 0               | 13      |
| 164          | 168          | KOLIN INSAAT TURIZM SANAYI VE TICARET AS, Ankara, Turkey           | 1,612.4              | 363.3   | 519.2                            | 4                | 1             | 0     | 0            | 0             | 3                  | 76             | 0               | 3       |
| 165          | 63           | HASSAN ALLAM HOLDING, Cairo, Egypt                                 | 1,609.7              | 19.4    | 2,856.5                          | 47               | 1             | 1     | 7            | 12            | 2                  | 25             | 0               | 7       |
| 166          | 128          | VELESSTROY LLC, Moscow, Russia                                     | 1,596.0              | 71.0    | 1,048.0                          | 7                | 0             | 0     | 0            | 0             | 92                 | 0              | 0               | 0       |
| 167          | 173          | THE KOKOSING GROUP OF COS., Westerville, Ohio, U.S.A.              | 1,593.2              | 0.0     | 1,331.5                          | 16               | 2             | 2     | 4            | 10            | 4                  | 58             | 0               | 1       |
| 168          | 187          | OKLAND CORP., Salt Lake City, Utah, U.S.A.                         | 1,592.5              | 0.0     | 1,616.0                          | 93               | 0             | 0     | 0            | 0             | 0                  | 6              | 0               | 0       |
| 169          | 144          | BLACK & VEATCH, Overland Park, Kan., U.S.A.                        | 1,575.1              | 321.9   | 1,265.3                          | 0                | 0             | 46    | 5            | 5             | 8                  | 0              | 0               | 36      |
| 170          | 194          | ALSTON CONSTRUCTION, Atlanta, Ga., U.S.A.                          | 1,559.0              | 0.0     | 1,100.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 171          | 157          | S&B ENGINEERS AND CONSTRUCTORS LTD., Houston, Texas, U.S.A.        | 1,546.7              | 1.0     | 45.9                             | 0                | 0             | 0     | 0            | 0             | 100                | 0              | 0               | 0       |
| 172          | 167          | SUNDT CONSTRUCTION INC., Tempe, Ariz., U.S.A.                      | 1,521.1              | 0.0     | 1,344.8                          | 49               | 0             | 1     | 0            | 13            | 0                  | 19             | 0               | 7       |
| 173          | 204          | BIG-D CONSTRUCTION, Salt Lake City, Utah, U.S.A.                   | 1,511.0              | 0.0     | 1,564.0                          | 64               | 15            | 0     | 1            | 0             | 15                 | 18             | 0               | 0       |
| 174          | 197          | MOSS, Fort Lauderdale, Fla., U.S.A.                                | 1,501.3              | 0.0     | 1,431.8                          | 62               | 0             | 35    | 0            | 0             | 0                  | 2              | 0               | 0       |
| 175          | 202          | MESSER CONSTRUCTION CO., Cincinnati, Ohio, U.S.A.                  | 1,481.0              | 0.0     | 1,488.0                          | 80               | 6             | 0     | 0            | 0             | 6                  | 14             | 0               | 0       |
| 176          | 222          | BARNARD CONSTRUCTION CO. INC., Bozeman, Mont., U.S.A.              | 1,443.6              | 68.3    | 910.8                            | 0                | 0             | 18    | 7            | 4             | 6                  | 64             | 0               | 0       |
| 177          | 212          | STERLING CONSTRUCTION CO. INC., The Woodlands, Texas, U.S.A.       | 1,427.0              | 0.0     | 1,370.0                          | 47               | 0             | 0     | 0            | 5             | 0                  | 48             | 0               | 0       |
| 178          | 172          | ABENGOA, Seville, Spain  | 1,425.3              | 1,270.6 | 910.4                            | 4                | 0             | 70    | 24           | 1             | 0                  | 1              | 0               | 0       |
| 179          | 150          | MANHATTAN CONSTRUCTION GROUP, Tulsa, Okla., U.S.A.                 | 1,417.8              | 0.0     | 1,123.2                          | 82               | 0             | 0     | 0            | 0             | 2                  | 16             | 0               | 0       |
| 180          | 200          | BI GROUP, Nur-Sultan, Kazakhstan                                   | 1,414.0              | 0.0     | 1,212.0                          | 82               | 0             | 1     | 2            | 0             | 0                  | 15             | 0               | 0       |
| 181          | 190          | CROSSLAND CONSTRUCTION CO. INC., Columbus, Kan., U.S.A.            | 1,411.0              | 0.0     | NA                               | 83               | 0             | 0     | 3            | 4             | 0                  | 7              | 0               | 0       |
| 182          | 184          | J.T. MAGEN & CO. INC., New York, N.Y., U.S.A.                      | 1,391.1              | 0.0     | 1,032.7                          | 91               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 9       |
| 183          | 215          | MIRON CONSTRUCTION CO. INC., Neenah, Wis., U.S.A.                  | 1,381.3              | 0.0     | NA                               | 49               | 44            | 0     | 1            | 3             | 44                 | 1              | 0               | 0       |
| 184          | 186          | CLUNE CONSTRUCTION, Chicago, Ill., U.S.A.                          | 1,336.0              | 0.0     | 1,078.0                          | 75               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 25      |
| 185          | 195          | SSANGYONG ENGINEERING & CONSTRUCTION CO. LTD., Seoul, South Korea  | 1,314.5              | 452.9   | 1,204.8                          | 78               | 0             | 0     | 1            | 1             | 0                  | 17             | 0               | 2       |
| 186          | 199          | AMES CONSTRUCTION INC., Burnsville, Minn., U.S.A.                  | 1,309.0              | 0.0     | 1,223.0                          | 3                | 0             | 7     | 4            | 1             | 0                  | 74             | 0               | 0       |
| 187          | **           | F.A. WILHELM CONSTRUCTION, Indianapolis, Ind., U.S.A.              | 1,300.0              | 0.0     | 754.0                            | 63               | 2             | 3     | 0            | 4             | 2                  | 0              | 0               | 0       |
| 188          | 185          | AFCONS INFRASTRUCTURE LTD., Mumbai, India                          | 1,296.1              | 460.9   | 1,065.0                          | 0                | 0             | 1     | 2            | 0             | 10                 | 85             | 0               | 0       |
| 189          | 217          | ITINERA SPA, Tortona, Italy  | 1,290.2              | 923.6   | 1,116.4                          | 23               | 0             | 0     | 0            | 0             | 0                  | 76             | 0               | 0       |
| 190          | 205          | ENKA INSAAT VE SANAYI AS, Istanbul, Turkey                         | 1,263.3              | 1,056.3 | 1,600.1                          | 27               | 0             | 48    | 0            | 0             | 13                 | 12             | 0               | 0       |
| 191          | 188          | THE MCSHANE COS., Rosemont, Ill., U.S.A.                           | 1,259.9              | 0.0     | 1,260.1                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 192          | 198          | PEPPER CONSTRUCTION, Chicago, Ill., U.S.A.                         | 1,255.8              | 0.0     | 1,099.2                          | 97               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 1       |
| 193          | 176          | SHAWMUT DESIGN AND CONSTRUCTION, Boston, Mass., U.S.A.             | 1,234.7              | 0.0     | 1,103.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 194          | 183          | YAPI MERKEZI INSAAT VE SANAYI AS, Istanbul, Turkey                 | 1,214.7              | 1,068.8 | 14.3                             | 2                | 0             | 0     | 0            | 3             | 0                  | 95             | 0               | 0       |
| 195          | 196          | ADOLFSON & PETERSON CONSTRUCTION, Minneapolis, Minn., U.S.A.       | 1,212.0              | 0.0     | 886.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 196          | **           | CORE CONSTRUCTION GROUP, Frisco, Texas, U.S.A.                     | 1,201.2              | 0.0     | 1,267.6                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 197          | **           | BL HARBERT INTERNATIONAL, Birmingham, Ala., U.S.A.                 | 1,199.5              | 645.9   | 1,085.5                          | 93               | 0             | 0     | 0            | 1             | 0                  | 0              | 0               | 0       |
| 198          | 209          | ROBINS & MORTON, Birmingham, Ala., U.S.A.                          | 1,193.1              | 0.0     | 1,200.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 199          | 189          | FORTIS CONSTRUCTION INC., Portland, Ore., U.S.A.                   | 1,188.0              | 218.0   | 1,675.0                          | 25               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 72      |
| 200          | 225          | SOUTHLAND HOLDINGS LLC, Roanoke, Texas, U.S.A.                     | 1,175.0              | 79.8    | 1,801.0                          | 8                | 0             | 0     | 21           | 17            | 0                  | 54             | 0               | 0       |

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AFCONS is contractor on the 97-km Tema-to-Mpakadan railway project in Ghana. The government hopes it will add 2%-3% to the country's GDP.

| RANK<br>2021 | RANK<br>2020 | FIRM  | 2020 REVENUE \$ MIL. |         | 2020 NEW<br>CONTRACTS<br>\$ MIL. | GENERAL BUILDING | MANUFACTURING | POWER | WATER SUPPLY | SEWER / WASTE | INDUS. / PETROLEUM | TRANSPORTATION | HAZARDOUS WASTE | TELECOM |
|--------------|--------------|---|----------------------|---------|----------------------------------|------------------|---------------|-------|--------------|---------------|--------------------|----------------|-----------------|---------|
|              |              |   | TOTAL                | INT'L   |                                  |                  |               |       |              |               |                    |                |                 |         |
| 201          | 174          | NORINCO INTERNATIONAL COOPERATION LTD., Beijing, China              | 1,165.8              | 894.9   | 1,571.3                          | 5                | 24            | 35    | 0            | 0             | 24                 | 3              | 0               | 0       |
| 202          | 192          | PERFORMANCE CONTRACTORS INC., Baton Rouge, La., U.S.A.              | 1,160.4              | 0.0     | 500.0                            | 0                | 0             | 3     | 0            | 0             | 93                 | 0              | 0               | 0       |
| 203          | 218          | CHINA GEO-ENGINEERING CORP., Beijing, China                         | 1,157.0              | 588.3   | 1,890.4                          | 29               | 0             | 0     | 17           | 10            | 0                  | 26             | 17              | 0       |
| 204          | **           | FCL BUILDERS LLC, Itasca, Ill., U.S.A.                              | 1,115.0              | 0.0     | 1,275.0                          | 4                | 0             | 0     | 0            | 0             | 0                  | 6              | 0               | 0       |
| 205          | 178          | IMPRESA PIZZAROTTI & C. SPA, Parma, Italy                           | 1,112.0              | 629.4   | 148.5                            | 35               | 0             | 0     | 0            | 6             | 0                  | 58             | 0               | 0       |
| 206          | **           | ZHENGTAI GROUP CO. LTD., Taizhou, Jiangsu, China                    | 1,103.5              | 100.5   | 1,828.5                          | 96               | 0             | 0     | 4            | 0             | 0                  | 0              | 0               | 0       |
| 207          | 224          | GRUPO EMPRESARIAL SAN JOSE SA, Tres Cantos, Spain                   | 1,096.9              | 409.2   | 1,081.4                          | 90               | 0             | 0     | 0            | 1             | 0                  | 7              | 0               | 0       |
| 208          | 219          | CHINA JIANGXI INT'L ECON. AND TECH. COOP. CO. LTD., Nanchang, China | 1,086.8              | 1,023.6 | 1,712.5                          | 29               | 0             | 25    | 23           | 0             | 0                  | 23             | 0               | 0       |
| 209          | 221          | HASKELL, Jacksonville, Fla., U.S.A.                                 | 1,075.4              | 144.2   | NA                               | 14               | 48            | 0     | 0            | 7             | 60                 | 6              | 0               | 0       |
| 210          | 211          | CHOATE CONSTRUCTION CO., Atlanta, Ga., U.S.A.                       | 1,074.1              | 0.0     | 1,085.0                          | 82               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 211          | **           | THE CIANBRO COS., Pittsfield, Maine, U.S.A.                         | 1,058.0              | 0.0     | 857.5                            | 35               | 17            | 15    | 0            | 0             | 27                 | 19             | 0               | 0       |
| 212          | 191          | APTIM, Baton Rouge, La., U.S.A.                                     | 1,053.4              | 162.3   | 1,339.6                          | 18               | 1             | 2     | 0            | 5             | 40                 | 8              | 27              | 0       |
| 213          | **           | COASTAL CONSTRUCTION GROUP, Miami, Fla., U.S.A.                     | 1,043.8              | 0.0     | 308.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 214          | 216          | PJ DICK - TRUMBULL - LINDY PAVING, Pittsburgh, Pa., U.S.A.          | 1,043.1              | 0.0     | 918.1                            | 46               | 0             | 2     | 0            | 0             | 0                  | 48             | 0               | 0       |
| 215          | 223          | THE CHRISTMAN CO., Lansing, Mich., U.S.A.                           | 1,041.8              | 0.0     | 1,055.0                          | 93               | 0             | 3     | 0            | 3             | 0                  | 1              | 0               | 0       |
| 216          | 214          | GARNEY HOLDING CO., Kansas City, Mo., U.S.A.                        | 1,036.1              | 0.0     | 1,020.6                          | 0                | 0             | 0     | 66           | 34            | 0                  | 0              | 0               | 0       |
| 217          | **           | ALLAN MYERS, Worcester, Pa., U.S.A.                                 | 1,025.7              | 0.0     | 790.0                            | 0                | 0             | 0     | 5            | 16            | 0                  | 79             | 0               | 0       |
| 218          | **           | BONATTI GROUP, Parma, Italy   | 1,024.0              | 995.0   | 745.0                            | 3                | 0             | 0     | 0            | 0             | 97                 | 0              | 0               | 0       |
| 219          | **           | CHINA ELECTRIC POWER EQUIPMENT AND TECH. CO. LTD., Beijing, China   | 1,019.4              | 1,019.4 | 190.2                            | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 220          | 156          | TEKFEN CONSTRUCTION AND INSTALLATION CO. INC., Istanbul, Turkey     | 1,013.0              | 908.0   | 495.0                            | 11               | 0             | 0     | 0            | 0             | 59                 | 30             | 0               | 0       |
| 221          | **           | THE BECK GROUP, Dallas, Texas, U.S.A.                               | 1,003.8              | 90.0    | 439.8                            | 97               | 0             | 0     | 0            | 0             | 0                  | 3              | 0               | 0       |
| 222          | 213          | AEGION CORP., Chesterfield, Mo., U.S.A.                             | 999.8                | 213.9   | 990.0                            | 1                | 0             | 0     | 3            | 46            | 49                 | 1              | 0               | 0       |
| 223          | 160          | STRIKE, The Woodlands, Texas, U.S.A.                                | 998.0                | 0.0     | NA                               | 0                | 0             | 0     | 0            | 0             | 97                 | 0              | 0               | 3       |
| 224          | **           | DAY & ZIMMERMANN, Philadelphia, Pa., U.S.A.                         | 994.2                | 6.1     | 12.1                             | 0                | 1             | 99    | 0            | 0             | 1                  | 0              | 0               | 0       |
| 225          | **           | JAMES G. DAVIS CONSTRUCTION CORP., Rockville, Md., U.S.A.           | 992.0                | 0.0     | NA                               | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 226          | **           | ZHONGMEI ENGINEERING GROUP LTD., Nanchang, China                    | 989.9                | 989.9   | 779.4                            | 8                | 0             | 0     | 37           | 2             | 0                  | 53             | 0               | 0       |
| 227          | **           | E.E. REED CONSTRUCTION LP, Sugar Land, Texas, U.S.A.                | 982.0                | 0.0     | 709.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 228          | **           | HARBIN ELECTRIC INTERNATIONAL CO. LTD., Harbin, China               | 980.0                | 942.6   | 3,742.0                          | 0                | 0             | 100   | 0            | 0             | 0                  | 0              | 0               | 0       |
| 229          | **           | POWER CONSTRUCTION CO. LLC, Chicago, Ill., U.S.A.                   | 975.0                | 0.0     | 556.0                            | 88               | 0             | 0     | 0            | 0             | 0                  | 12             | 0               | 0       |
| 230          | **           | BAUER AG, Schrobenhausen, Bavaria, Germany                          | 968.8                | 626.1   | 1,116.9                          | 28               | 7             | 16    | 7            | 3             | 13                 | 23             | 0               | 4       |
| 231          | **           | HOAR CONSTRUCTION, Birmingham, Ala., U.S.A.                         | 932.4                | 0.0     | 829.3                            | 98               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 232          | **           | TEICHERT CONSTRUCTION, Sacramento, Calif., U.S.A.                   | 916.0                | 0.0     | 866.1                            | 15               | 0             | 0     | 14           | 2             | 7                  | 62             | 0               | 0       |
| 233          | 208          | NUROL CONSTRUCTION AND TRADING CO. INC., Istanbul, Turkey           | 904.6                | 565.9   | 448.0                            | 24               | 0             | 0     | 18           | 21            | 0                  | 37             | 0               | 0       |
| 234          | 203          | HUNTER ROBERTS CONSTRUCTION GROUP LLC, New York, N.Y., U.S.A.       | 903.0                | 0.0     | 1,100.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 235          | 206          | ZHEJIANG DONGYANG THIRD CONSTR. ENG'G CO. LTD., Dongyang, China     | 893.6                | 167.9   | 727.3                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 236          | **           | RAILWORKS, New York, N.Y., U.S.A.                                   | 892.3                | 206.8   | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 95             | 0               | 0       |
| 237          | **           | COMSA CORPORACIÓN, Barcelona, Spain                                 | 889.0                | 343.0   | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 62             | 0               | 0       |
| 238          | **           | IC ICTAS INSAAT SANAYI VE TICARET AS, Istanbul, Turkey              | 883.3                | 268.3   | NA                               | 7                | 0             | 42    | 0            | 0             | 22                 | 29             | 0               | 0       |
| 239          | 201          | ATLAS GROUP, Katy, Texas, U.S.A.                                    | 849.0                | 824.0   | 614.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 240          | **           | ONUR TAAHHUT TASIMACILIK INSAAT TIC. VE SANAYI AS, Ankara, Turkey   | 838.6                | 693.8   | 576.4                            | 0                | 0             | 0     | 0            | 0             | 0                  | 100            | 0               | 0       |
| 241          | **           | LECHASE CONSTRUCTION SERVICES LLC, Rochester, N.Y., U.S.A.          | 837.6                | 0.0     | 685.5                            | 83               | 13            | 1     | 0            | 0             | 13                 | 1              | 0               | 0       |
| 242          | **           | CENGIZ CONSTRUCTION INDUSTRY & TRADE CO. INC., Istanbul, Turkey     | 833.9                | 116.0   | 995.0                            | 0                | 0             | 0     | 4            | 0             | 0                  | 96             | 0               | 0       |
| 243          | **           | BNBUILDERS INC., Seattle, Wash., U.S.A.                             | 829.0                | 0.0     | NA                               | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 244          | **           | RC ANDERSEN LLC, Fairfield, N.J., U.S.A.                            | 820.3                | 0.0     | 850.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 245          | **           | CADDELL CONSTRUCTION CO. (DE) LLC, Montgomery, Ala., U.S.A.         | 815.0                | 389.0   | 723.0                            | 86               | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 246          | **           | LEVEL 10 CONSTRUCTION, Sunnyvale, Calif., U.S.A.                    | 809.0                | 0.0     | 1,370.0                          | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 247          | **           | HANOVER CO., Houston, Texas, U.S.A.                                 | 809.0                | 0.0     | 730.0                            | 100              | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 248          | **           | CBRE, Dallas, Texas, U.S.A.   | 806.0                | 773.0   | NA                               | 0                | 0             | 0     | 0            | 0             | 0                  | 0              | 0               | 0       |
| 249          | **           | THE BOLDT CO., Appleton, Wis., U.S.A.                               | 803.8                | 0.0     | NA                               | 54               | 24            | 12    | 0            | 0             | 24                 | 0              | 0               | 0       |
| 250          | 181          | MATRIX SERVICE CO., Tulsa, Okla., U.S.A.                            | 794.4                | 72.4    | NA                               | 0                | 6             | 20    | 0            | 0             | 80                 | 0              | 0               | 0       |