

ENR TOP

225

**INTERNATIONAL
CONTRACTORS**

The Top 225 International Contractors

How to use the table:

- Companies are ranked according to construction revenue generated outside of each company's home country in 2010 in US \$ millions.
- 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.
 - **: Firms not ranked last year
 - NA: Not available
 - †: Includes revenue of subsidiaries, names available through www.enr.com

ENR rankings: Top 225 International Contractors

| Rank | | Firm | 2010 Revenue (US \$ m) | | New Contracts in 2010 (US \$ m) |
|-----------|-----------|--|------------------------|-----------------|---------------------------------|
| 2011 | 2010 | | Int'l | Total | |
| 1 | 1 | HOCHTIEF, Essen, Germany[†] | 27,424.7 | 28,979.7 | 37,651.7 |
| 2 | 2 | Vinci, Rueil-Malmaison, France [†] | 16,557.6 | 45,110.0 | 37,214.8 |
| 3 | 4 | Bechtel, San Francisco, Calif., U.S.A. [†] | 12,500.0 | 19,714.0 | 16,253.0 |
| 4 | 5 | Bouygues, Paris, France [†] | 12,432.0 | 30,671.0 | 33,275.0 |
| 5 | 6 | Skanska AB, Solna, Sweden [†] | 11,632.3 | 14,635.5 | 18,235.0 |
| 6 | 7 | Saipem, San Donato Milanese, Italy [†] | 11,604.9 | 12,106.8 | 15,590.5 |
| 7 | 9 | Fluor Corp., Irving, Texas, U.S.A. [†] | 11,565.6 | 17,194.4 | 27,363.0 |
| 8 | 3 | Strabag SE, Vienna, Austria [†] | 10,870.0 | 12,777.0 | 12,449.0 |
| 9 | 10 | Technip, Paris La Defense, France [†] | 7,940.0 | 8,069.0 | 9,231.0 |
| 10 | 11 | FCC, Fomento de Constr. y Contratas SA, Madrid, Spain [†] | 7,457.8 | 16,059.8 | 25,432.5 |
| 11 | 13 | China Communications Construction Group, Beijing, China [†] | 7,134.2 | 40,418.7 | 62,865.5 |
| 12 | 18 | Grupo ACS, Madrid, Spain [†] | 6,562.4 | 20,631.8 | 23,388.1 |
| 13 | 8 | Bilfinger Berger AG, Mannheim, Germany | 6,324.3 | 10,780.8 | 10,681.4 |
| 14 | 12 | KBR, Houston, Texas, U.S.A. [†] | 5,863.5 | 7,648.1 | 7,232.0 |
| 15 | 15 | Construtora Odebrecht, Sao Paulo, Brazil [†] | 5,837.6 | 10,000.8 | 15,930.2 |
| 16 | 14 | Lend Lease Group, Millers Point, NSW, Australia [†] | 5,590.4 | 8,431.4 | 3,543.4 |
| 17 | 17 | Royal BAM Group, Bunnik, The Netherlands [†] | 5,435.0 | 9,808.0 | 11,129.0 |
| 18 | 19 | Consolidated Contractors Group, Athens, Greece [†] | 5,264.7 | 5,264.7 | 6,427.9 |
| 19 | 16 | Balfour Beatty plc, London, U.K. [†] | 5,161.1 | 12,400.4 | 12,351.3 |
| 20 | 22 | China State Construction Eng'g Corp., Beijing, China [†] | 4,871.7 | 48,868.0 | 121,015.7 |

The Top 225 Global Contractors

How to use the table:

- Companies are ranked on the Top Global Contractors list by their total 2010 construction contracting revenue.
- Figures include prime contracts, shares of joint ventures, subcontracts, design-construct contracts and construction management-at-risk contracts when a firm's risks are similar to those of a general contractor's.
- Figures also include the value of installed equipment when a firm has prime responsibility for specifying and procuring it within the scope of a construction contract.
 - **: Firms not ranked last year
 - NA: Not available

ENR rankings: Top 225 Global Contractors

| Rank | | Firm | 2010 Revenue (US \$ m) | | New Contracts in 2010 (US \$ m) |
|-----------|-----------|---|------------------------|-----------------|---------------------------------|
| 2011 | 2010 | | Total | Int'l | |
| 1 | 1 | China Railway Construction Corp., Beijing, China | 76,206.0 | 3,424.0 | 110,876.0 |
| 2 | 2 | China Railway Group Ltd., Beijing, China | 73,012.1 | 3,158.6 | 111,436.7 |
| 3 | 6 | China State Construction Eng'g Corp., Beijing, China | 48,868.0 | 4,871.7 | 121,015.7 |
| 4 | 3 | Vinci, Rueil-Malmaison, France | 45,110.0 | 16,557.6 | 37,214.8 |
| 5 | 5 | China Communications Construction Group, Beijing, China | 40,418.7 | 7,134.2 | 62,865.5 |
| 6 | 4 | Bouygues, Paris, France | 30,671.0 | 12,432.0 | 33,275.0 |
| 7 | 8 | China Metallurgical Group Corp., Beijing, China | 29,905.1 | 1,514.9 | 59,790.5 |
| 8 | 7 | HOCHTIEF, Essen, Germany | 28,979.7 | 27,424.7 | 37,651.7 |
| 9 | 10 | Grupo ACS, Madrid, Spain | 20,631.8 | 6,562.4 | 23,388.1 |
| 10 | 9 | Bechtel, San Francisco, Calif., U.S.A. | 19,714.0 | 12,500.0 | 16,253.0 |
| 11 | 12 | Leighton Holdings Ltd., St. Leonards, NSW, Australia | 18,510.0 | 3,648.0 | 27,870.0 |
| 12 | 16 | Eiffage, Asnieres-sur-Seine, France | 17,729.0 | 2,853.0 | 14,563.0 |
| 13 | 14 | Fluor Corp., Irving, Texas, U.S.A. | 17,194.4 | 11,565.6 | 27,363.0 |
| 14 | 13 | FCC, Fomento de Constr. y Contratas SA, Madrid, Spain | 16,059.8 | 7,457.8 | 25,432.5 |
| 15 | 26 | Sinohydro Corp., Beijing, China | 15,883.3 | 4,010.0 | 20,668.0 |
| 16 | 15 | Skanska AB, Solna, Sweden | 14,635.5 | 11,632.3 | 18,235.0 |
| 17 | 18 | Shimizu Corp., Tokyo, Japan | 14,403.8 | 1,162.8 | 14,596.1 |
| 18 | 17 | Kajima Corp., Tokyo, Japan | 14,394.7 | 2,106.3 | 15,049.0 |
| 19 | 22 | Obayashi Corp., Tokyo, Japan | 13,675.0 | 1,916.0 | 10,539.0 |
| 20 | 27 | Shanghai Construction Group, Shanghai, China | 13,005.3 | 1,654.1 | 13,176.3 |

ENR rankings

Top 10 by market: Market definitions

| | |
|-----------------------------|---|
| General Building | commercial buildings, offices, stores, educational facilities, government buildings, hospitals, medical facilities, hotels, apartments, housing, etc. |
| Manufacturing | auto assembly, electronic assembly, textile plants, etc. |
| Power | thermal and hydroelectric powerplants, waste-to-energy plants, transmission lines, substations, cogeneration plants, etc. |
| Water supply | dams, reservoirs, transmission pipelines, distribution mains, irrigation canals, desalination and drinking-water treatment plants, pumping stations, etc. |
| Sewerage/solid waste | sanitary and storm sewers, treatment plants, pumping plants, incinerators, industrial-waste facilities, etc. |
| Industrial process | pulp and paper mills, steel mills, nonferrous-metal refineries, pharmaceutical plants, chemical plants, food and other processing plants, etc. |
| Petroleum | refineries, petrochemical plants, offshore facilities, pipelines, etc. |
| Transportation | airports, bridges, roads, canals, locks, dredging, marine facilities, piers, railroads, tunnels, etc. |
| Hazardous waste | chemical and nuclear waste treatment, asbestos and lead abatement, etc. |
| Telecommunications | Transmission lines and cabling, towers and antennae, data centers, etc. |

ENR rankings: Top 10 by market

| Building | |
|-----------|--|
| 1 | HOCHTIEF |
| 2 | Skanska AB |
| 3 | Lend Lease Group |
| 4 | China State Construction Engineering Corp. |
| 5 | Bouygues |
| 6 | Balfour Beatty Plc |
| 7 | Royal BAM Group NV |
| 8 | FCC, Fomento de Constr. y Contratas SA |
| 9 | Strabag SE |
| 10 | Vinci |

Top 10 with revenue of \$40.3 bil., of \$83.0 bil. total

| Water | |
|-----------|--------------------------------|
| 1 | HOCHTIEF |
| 2 | Consolidated Contractors Group |
| 3 | Impregilo SpA |
| 4 | Construtora Norberto Odebrecht |
| 5 | Vinci |
| 6 | SNC-Lavalin International Inc. |
| 7 | Salini Costruttori SpA |
| 8 | Skanska AB |
| 9 | Strabag SE |
| 10 | Mapa Insaat Ve Ticaret |

Top 10 with revenue of \$6.9 bil., of \$12.4 bil. total

ENR rankings: Top 10 by market

| Sewer/Waste | |
|-------------|--|
| 1 | HOCHTIEF |
| 2 | Daewoo E&C Co. Ltd. |
| 3 | Skanska AB |
| 4 | Grupo ACS |
| 5 | Strabag SE |
| 6 | FCC, Fomento de Constr. y Contratas SA |
| 7 | China Gezhouba Group Co. Ltd. |
| 8 | Ferrovial Agroman SA KBR |
| 9 | Impregilo SpA |
| 10 | Kharafi National KSCC |

Top 10 with revenue of \$3.4 bil., of \$6.4 bil. total

| Transportation | |
|----------------|---|
| 1 | Vinci |
| 2 | Bouygues |
| 3 | HOCHTIEF |
| 4 | China Communications Constr. Group (Ltd.) |
| 5 | Strabag SE |
| 6 | FCC, Fomento de Constr. y Contratas SA |
| 7 | Ohl |
| 8 | Skanska AB |
| 9 | Construtora Norberto Odebrecht |
| 10 | Bechtel |

Top 10 with revenue of \$52.0 bil., of \$109.0 bil. total

ENR rankings: Top 10 by market

| Hazardous Waste | |
|-----------------|---|
| 1 | Vinci |
| 2 | China Communications Constr. Group (Ltd.) |
| 3 | Shanghai Urban Constr. (Group) Corp. |
| 4 | HOCHTIEF |
| 5 | Bouygues |
| 6 | PCL Construction Enterprises Inc. |
| 7 | FCC, Fomento de Constr. y Contratas SA |
| 8 | Leighton Holdings Ltd. |
| 9 | ECC |
| 10 | Abeinsa SA |

Top 10 with revenue of \$0.5 bil., of \$0.6 bil. total

| Manufacturing | |
|---------------|--|
| 1 | Takenaka Corp. |
| 2 | Eiffage |
| 3 | Samsung C&T Corp. |
| 4 | Skanska AB |
| 5 | Kajima Corp. |
| 6 | Taikisha Ltd. |
| 7 | Renaissance Construction |
| 8 | FCC, Fomento de Constr. y Contratas SA |
| 9 | HOCHTIEF |
| 10 | Shimizu Corp. |

Top 10 with revenue of \$3.5 bil., of \$4.7 bil. total

ENR rankings: Top 10 by region

| Asia/Australia | |
|----------------|---|
| 1 | HOCHTIEF |
| 2 | Fluor Corp. |
| 3 | China Communications Constr. Group (Ltd.) |
| 4 | Leighton Holdings Ltd . |
| 5 | Bechtel |
| 6 | Foster Wheeler AG |
| 7 | Bouygues |
| 8 | China State Construction Eng'g Corp. |
| 9 | Saipem |
| 10 | Polimeks Insaat Taahhut Ve San Tic. AS |

Top 10 with revenue of \$36.2 bil., of \$76.6 bil. total

| U.S.A. | |
|-----------|------------------------------|
| 1 | HOCHTIEF |
| 2 | Skanska AB |
| 3 | Lend Lease Group |
| 4 | Balfour Beatty Plc |
| 5 | Bouygues |
| 6 | PCL Construction Enterprises |
| 7 | Grupo ACS |
| 8 | Ferrovial Agroman SA |
| 9 | Obayashi Corp. |
| 10 | Kajima Corp. |

Top 10 with revenue of \$26.4 bil., of \$32.6 bil. total

ENR rankings: Top 10 by region

| Canada | |
|--------|--------------------------|
| 1 | Bechtel |
| 2 | Fluor Corp. |
| 3 | Kiewit Corp. |
| 4 | Bouygues |
| 5 | Vinci |
| 6 | HOCHTIEF |
| 7 | CB&I |
| 8 | Jacobs |
| 9 | KBR |
| 10 | Acciona Infraestructuras |

Top 10 with revenue of \$11.2 bil., of \$13.0 bil. total