ENR THE TOP 400

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NUMBER 188

ANDERSEN CONSTRUCTION
The firm is managing the new energy campus project at Oregon State University.

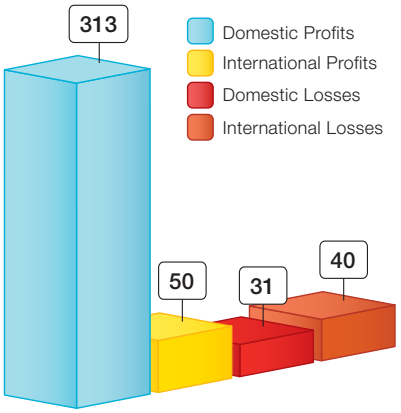
PHOTO COURTESY OF ANDERSEN CONSTRUCTION

Market Picture Begins To Clear

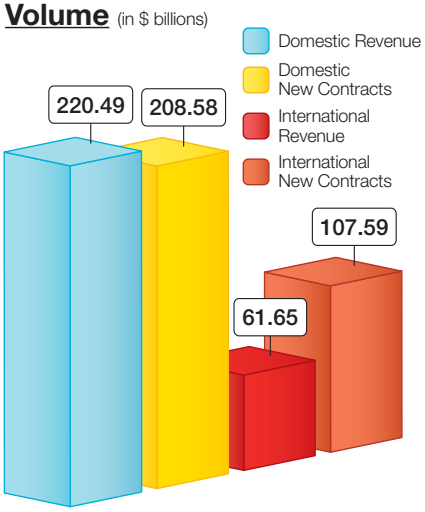
Although public-sector market prospects remain murky, private-sector industrial investment has begun to turn around By Gary Tulacz with Debra K. Rubin

2011-2012 at a Glance

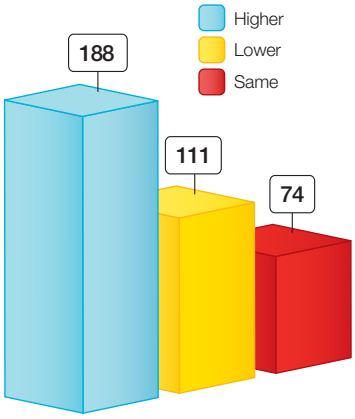
Number of Firms Reporting Profitability



Volume (in $ billions)



Number of Firms Reporting Size of Backlog



Comparing the Past Decade's Design Revenue

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

Is the construction industry finally coming out of the recession? Among contractors, it depends. For those in the industrial, manufacturing and petroleum sectors, work is picking up. In the power markets, pipeline work is growing as permitting advances. But in the public infrastructure and buildings markets, contractors are scrambling to get their share of a diminished yet stable workload.

The slow turnaround in the construction market can be seen in this year's ENR Top 400 Contractors list. As a group, the Top 400 generated $282.14 billion in contracting revenue in 2011, an increase of 8.8% from 2010's $259.41 billion. This contrasts with the record $338.38 billion in 2008 contracting revenue reported by the group in our 2009 Top 400. However, 2011 represents a step in a positive direction.

Domestic contracting revenue for the Top 400 rose 5.9% in 2011, to $220.49 billion, while international contracting revenue jumped 20.3%, to $61.65 billion.

The contrast between the private-sector markets and those dominated by the public sector in the domestic U.S. market are distinct. Manufacturing, which rose 82.7% in 2011, shows the strongest domestic turnaround. The telecommunications market, which has been led by growth in data centers, also surged, rising 28.7% in the U.S. Other big gainers on the domestic side were power (up 15.5%), petroleum (up 14.4%) and industrial process (up 13.8%).

"We are not going to try to top 2011 in sales, but [2012] should be a solid year. The size of the jobs seems to be getting bigger."

Bill Dudley, President, Bechtel

The domestic infrastructure markets were less active. Contracting revenue in the U.S. transportation market rose 7.0%, hazardous-waste contracting rose 4.1%, and water supply work was up 3.6%. Still, it's better than 2011, when sewer and wastewater contracting revenue fell 20.7% from the prior year.

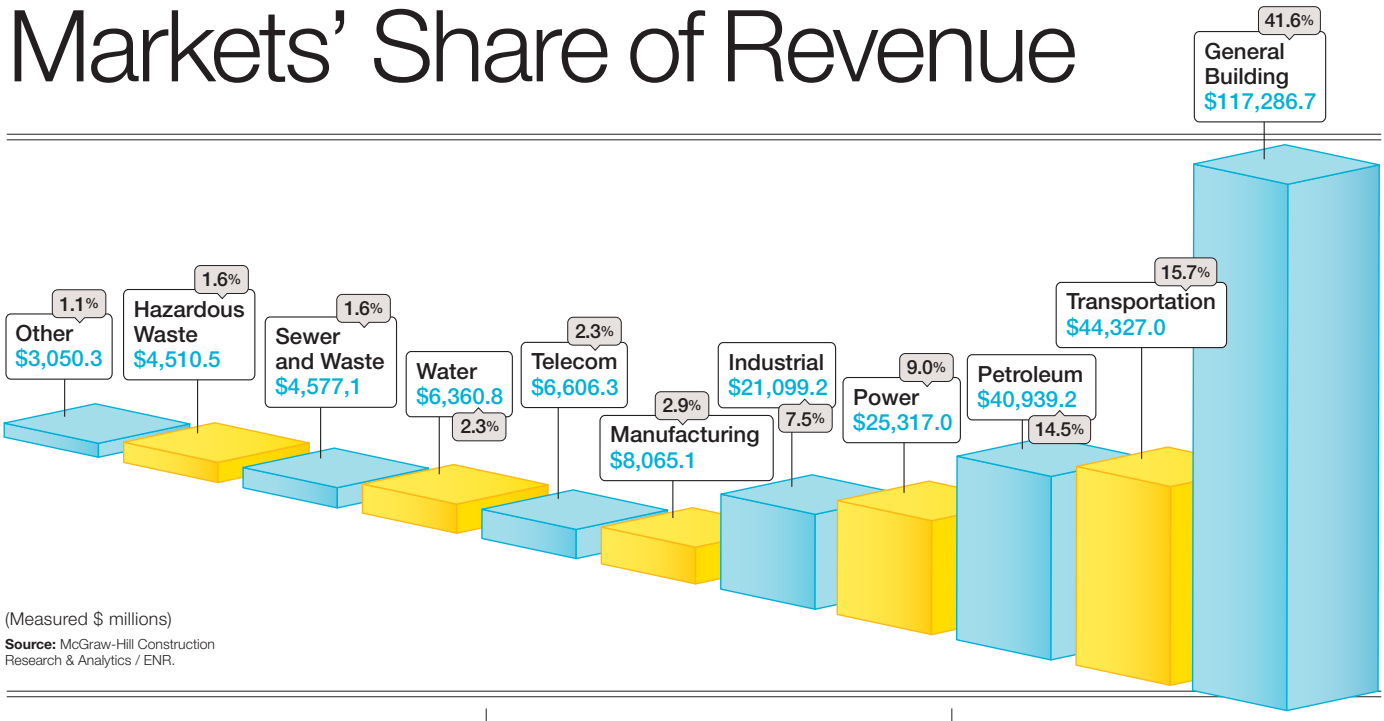
Bechtel, at the top of the ENR Top 400 for the 14th straight year, had a record year in 2011. It booked $53 billion in new work in 2011, including $47.2 billion in construction and engineering-procurement-construction contracts, according to its annual report.

"We closed on some huge projects in the commodities sector, particularly in [liquefied natural gas] projects in Australia and in mining and metals in South America," says Bill Dudley, Bechtel's president. He says 2012 is shaping up to be another good year. "We are not going to try to top 2011 in sales, but it should be a solid year. The size of the jobs seems to be getting bigger."

Fluor Corp. also experienced a big year in 2011, and that activity seems to be continuing into 2012. CEO David Seaton, in a recent analysts' conference, noted double-digit growth in both revenue and profits in its oil-and-gas, industrial and infrastructure, and global services segments. Backlog again hit a new company record—$42.5 billion, up 14% from a year ago

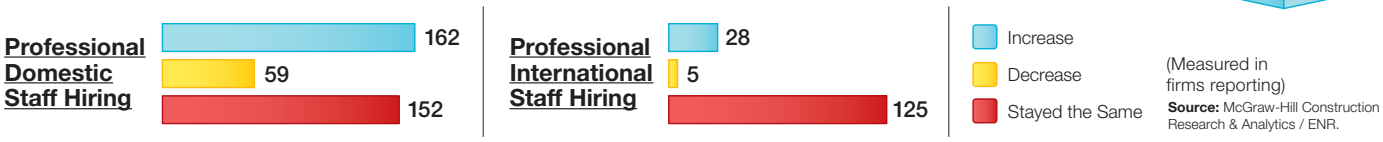
#378 **THE GEORGE SOLLITT CONSTRUCTION CO.** is the oldest contractor on this year's Top 400. It was founded in 1838.

Markets' Share of Revenue



(Measured $ millions)

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



(Measured in firms reporting)

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

and up 6% over last quarter. "We really see opportunities across all our market segments. International capital programs rule the day, but a strengthening U.S. market would be a plus," Seaton says.

Consolidation

While consolidation among contractors is not as high as among design firms, there were several notable acquisitions among the Top 400. Tutor Perini led the way in 2011. It spent about $600 million on purchases, including Wisconsin-based Lunda Construction, Mississippi-based Anderson Cos. and Evansville, Ind.-based Frontier-Kemper Construction—all of which were on last year's Top 400. Tutor Perini also acquired several subcontractors, including GreenStar Services Corp., New York City, and Fisk Electric, Houston.

These acquisitions drove a 48% revenue increase, to $912.5 million from $615.3 million, in the first quarter of 2012, compared to Q1 2011. "Our integrated service capabilities—including program management, specialty contracting and civil construction—continue to increase our control over price," said CEO Ron Tutor in a recent analysts' conference. The firm also noted that acquisition costs generated a net loss of $1.2 million in the same time frame. Tutor says Tutor Perini's building and civil groups will use the firm's newly organized specialty-contractor group to use an integrated bid approach for large-scale work.

362
Firms on the list that sent in a survey in 2011.

62.1%
Firms that increased revenue in 2011 from 2010.

37.8%
Firms that have lower revenue in 2011 than in 2010.

Another active firm was Balfour Beatty US. It acquired Howard S. Wright (HSW), Seattle, and the water group of Fru-Con. "HSW brings us a whole new type of project with their relationships with national customers," says Robert Van Cleave, CEO of Balfour Beatty US. For example, he notes that HSW is doing a 60-store rollout for Les Schwab Tire Stores.

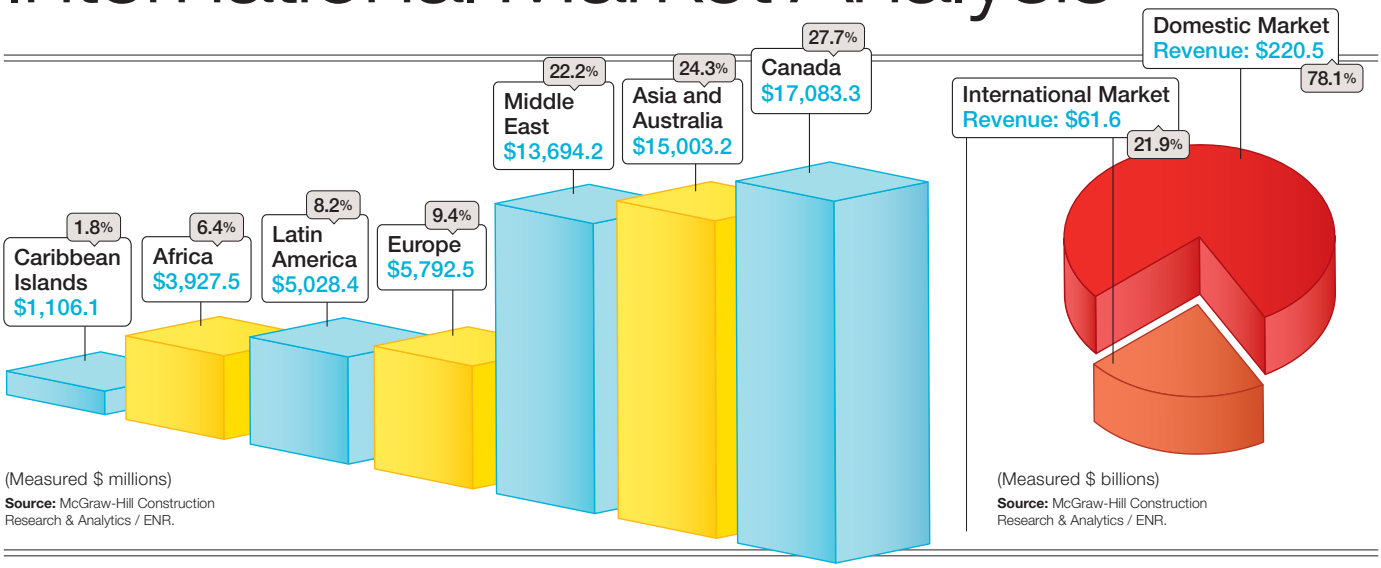
Further, the acquisition of Fru-Con's water group opens up an entirely new geographic area for Balfour Beatty US. "Most of our work in the water sector was in California and the West Coast," says Van Cleave. "In Fru-Con, we saw the opportunity to bring our water practice to the East Coast."

Flat Buildings

The largest market for U.S. contractors is also the most problematic: Revenue for the Top 400 in the domestic general building market rose only 0.25% in 2011, to $109.4 billion. This uptick is a far cry—by 33%—from the $165.0 billion the Top 400 booked in 2008. Public buildings work is declining as revenue shortfalls and deficits widen among municipalities. Contractors wonder if the private sector will take up the slack.

Many contractors in the buildings sector are skeptical of any major turnaround soon. "The buildings

International Market Analysis



market still is pretty flat, and that is down nearly 40% from its peak in 2007," says Nick Makes, senior vice president for Turner Construction. While there is some indication that architectural billing rates are up, Makes says he has not seen any significant pickup in hiring among architects. "That may be because they have been forced to be more productive, but I am not convinced there is any spurt in building construction."

The private developer market also remains tough amid tighter credit for project finance. "The commercial sector continues to be challenged except in build-to-suit cases," says Shaun Yancey, executive vice president of PCL. However, he does see some stirring in the entertainment market.

Opportunities are bubbling up in some commercial office markets, especially for Turner, which has one of the biggest projects in the private developer market—again. In 2008, Turner had started the 1-million-sq-ft office tower at 250 W. 55th St. in New York City for Boston Properties, but the project was halted after the foundations were dug. Makes says Boston Properties has secured a major tenant, and Turner now has restarted construction.

The corporate build-to-suit market appears to be stirring. "Corporations are investing in their own facilities. It doesn't require speculative money," says Tom Donnelly, ValleyCrest Landscape Development president. Donnelly notes examples such as the new headquarters for Novartis in New Jersey and Devon Energy in Oklahoma City. "That's a change from the wait-and-see mode to an optimistic-about-the-future mode. Companies are back in the growth mode."

Not all of this work is in new facilities. "There is a level of corporate activity that we haven't seen in three

Hot Markets | By Gary J. Tulacz

U.S. LNG Export Terminals

The surge in shale-gas extraction around the U.S. has caused a worldwide rush to obtain cheap U.S. natural gas. Now, to answer this demand, major energy companies are scrambling to convert existing liquefied natural gas, or LNG, import terminals into export terminals.

On Nov. 14, 2011, Houston-based Cheniere Energy awarded Bechtel a $3.9-billion engineering, procurement and construction (EPC) contract for two new liquefaction trains at the Sabine Pass LNG terminal in Cameron Parish, La. Bechtel previously built the facility as an LNG receiving facility (above).

In January, Freeport LNG Expansion LP awarded Zachry Industrial Inc. and CB&I Inc. a front-end engineering and design contract for the Freeport Liquefaction Project near Freeport, Texas. Also, on April 27, Foster Wheeler was awarded an owner's engineer contract for a new LNG liquefaction project in Hackberry, La., by Cameron LNG LLC.

On April 16, Sabine Pass became the first of the terminals to get the go-ahead from the Federal Energy Regulatory Commission, says Bill Dudley, Bechtel's president. He says the plan is to have the facility running at full capacity by 2016.

"These are really big jobs, so it is not like construction will start tomorrow," says Keith Manning, CEO of Zachry Holdings Inc. Zachry is considering preparing EPC bids on both the Freeport and Cameron projects, Manning says. ■

PHOTO COURTESY OF BECHTEL

The Top 400 Dialogue

What are your strategies for succeeding in a recessionary market?

FRANK L. CIMINELLI II, SENIOR VP
LPCIMINELLI
Buffalo, N.Y.

"We believe the only successful strategy is to provide better value. Playing the game of how low can you go on price ... is bad for our firm, bad for our industry and ultimately bad for the client because it leads to a lesser product."

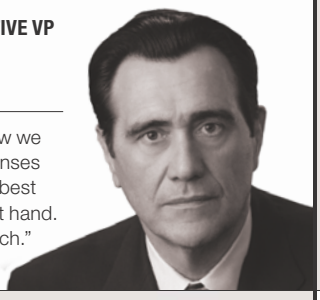
JEAN ABIASSI, PRESIDENT & COO
ZACHRY CONSTRUCTION CORP.
San Antonio

"Our strategy is to be patient and not take on cheap work that would put us at a disadvantage when markets come back to more normal levels. We compete by outsmarting the competition."

MATTHEW GRAY, PRESIDENT
GRAYCOR INC.
Oakbrook, Ill.

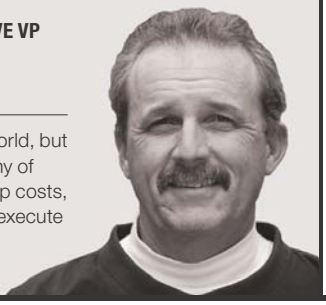
"We strategically but aggressively invested in our people and recruited key players who could enhance our offerings. We acquired a team in Phoenix to expand our scope in the Southwest and also in the light-industrial markets."

GEORGE C. CAVALLO, EXECUTIVE VP
GILBANE BUILDING CO.
Providence, R.I.



"Our strategy is to remain focused on how we do business. We cut out unneeded expenses and focused the company to ensure the best team is being presented for the project at hand. We operate with a one-company approach."

KEVIN MCCARTHY, EXECUTIVE VP
PC CONSTRUCTION CO.
South Burlington, Vt.



"We can't control what goes on in the world, but we can control what we do as a company of employee-owners. We need to tighten up costs, be as competitive as possible and then execute at the highest levels of efficiency."

How are your relations with subcontractors and suppliers?

CHRIS DAY, VP
SWINERTON BUILDERS
San Francisco

"They are excellent, and they need to be. These relationships, too, are more important than ever. Now is a bad time to gamble on a low number from a subcontractor or supplier we don't know and trust."

SCOTT FORRESTER, SENIOR VP
FORRESTER CONSTRUCTION
Rockville, Md.

"Subcontractors have taken on many low-margin projects [and face] rising materials costs. So, Forrester implemented a quick-pay system for prequalified subcontractors, building loyalty and providing relief."

RICHARD J. HALLER, PRESIDENT
WALBRIDGE
Detroit

"The subcontractor and supplier markets are under more stress than we've observed in the past. As a result, we've begun to unbundle more, and we make more direct purchases, versus relying on subs."

SCOTT A. WEICHT, PRESIDENT
ADOLFSON & PETERSON
Minneapolis

"We are working more closely with subcontractors to price the work correctly the first time, recognizing there is no room for error. It is critical that our subcontractors take work for profit, not short-term cash flow."

HAL SMITH, PRESIDENT
BLACK & VEATCH CONSTRUCTION
Overland Park, Kan.

"It's a buyers' market, and we are taking this opportunity to build relationships with key suppliers and vendors. By providing them with a steady stream of work now, we hope they will remember us when the market picks back up."

#42 **FIRST SOLAR** manufactures solar panels and constructs solar farms, including the 290-MW Agua Caliente solar farm near Tempe, Ariz.

The Top 20 Contractors by Sector

1 PETROLEUM

Top 20 Revenue: $38,293.2 Billion
Top 20 Market Share: 93.5%

RANK 2012	RANK 2011	
1	1	BECHTEL
2	2	FLUOR CORP.
3	6	CB&I
4	3	FOSTER WHEELER AG
5	4	KBR
6	7	MCDERMOTT INTERNATIONAL INC.
7	5	JACOBS
8	9	KIEWIT CORP.
9	8	TURNER INDUSTRIES GROUP LLC
10	10	PCL CONSTRUCTION ENTERPRISES INC.
11	14	WILLBROS GROUP INC.
12	**	PRIMORIS SERVICES CORP.
13	12	PERFORMANCE CONTRACTORS INC.
14	**	ASRC ENERGY SERVICES
15	13	MICHELS CORP.
16	11	THE SHAW GROUP INC.
17	17	S&B ENGINEERS AND CONSTRUCTORS LTD.
18	15	ZACHRY HOLDINGS INC.
19	16	MATRIX SERVICE CO.
20	18	AUSTIN INDUSTRIES

2 TRANSPORTATION

Top 20 Revenue: $25,787.2 Billion
Top 20 Market Share: 58.2%

RANK 2012	RANK 2011	
1	1	BECHTEL
2	2	KIEWIT CORP.
3	3	FLUOR CORP.
4	4	THE WALSH GROUP LTD.
5	5	GRANITE CONSTRUCTION INC.
6	10	TUTOR PERINI CORP.
7	**	COLAS USA
8	8	THE LANE CONSTRUCTION CORP.
9	7	SKANSKA USA
10	6	FLATIRON CONSTRUCTION CORP.
11	9	KBR
12	18	PCL CONSTRUCTION ENTERPRISES INC.
13	12	AUSTIN INDUSTRIES
14	**	OHL USA INC.
15	**	RAILWORKS CORP.
16	14	WEBBER LLC
17	**	BALFOUR BEATTY US
18	13	GREAT LAKES DREDGE & DOCK CORP. LLC
19	16	CLARK GROUP
20	**	PRIMORIS SERVICES CORP.

3 POWER

Top 20 Revenue: $20,316.3 Billion
Top 20 Market Share: 80.3%

RANK 2012	RANK 2011	
1	1	BECHTEL
2	2	THE SHAW GROUP INC.
3	4	KIEWIT CORP.
4	5	DAY & ZIMMERMANN
5	**	FIRST SOLAR INC.
6	**	THE BABCOCK & WILCOX CO.
7	8	FOSTER WHEELER AG
8	6	URS CORP.
9	3	FLUOR CORP.
10	11	MORTENSON CONSTRUCTION
11	7	KBR
12	9	WILLBROS GROUP INC.
13	10	ZACHRY HOLDINGS INC.
14	14	JINGOLI - DCO
15	12	BLACK & VEATCH
16	**	SKANSKA USA
17	19	FAGEN INC.
18	16	WILLIAMS INDUSTRIAL SERVICES GROUP LLC
19	15	BURNS & MCDONNELL
20	**	GRAYCOR

to four years," says Bart Eberwein, executive vice president of the Hoffman Corp. But much of this work is in renovating or rehabilitating existing facilities, he says. "Corporations seem to believe they have their employee head counts right but want to make sure they retain who they have by making their offices more employee-friendly," Eberwein observes.

Competition in the buildings market has caused some consternation among contractors. "Our building segment hit an all-time low [in 2011], and we hope to build back up to some degree of normalcy by year's end," says Tutor. "Almost all of our work was at 4% to 4.5% margins. Now, margins have been squeezed to 2.5%." Tutor Perini expects to bid on $20 billion worth of building projects in the next 12 months, with 60% of that work coming from private clients, Tutor says.

The health-care market has been a mainstay for many contractors, but that sector has flattened. "There is such a level of concern about medical reimbursement rates that some health-care providers have deferred projects," says Van Cleave. He also says the market has become extremely competitive. "The buildings market has been so bad for so long that if a market looks good, everyone runs to it."

Some contractors have seen a shift in the types of health-care projects available. "Health-care providers are moving toward a model that focuses more on wellness than illness," says Richard C. Crowley Jr., Kitchell vice president. This means more local, specialty facilities, particularly outpatient facilities. These community-based facilities that address specific health-care needs are less expensive to build than larger medical campuses, Crowley says.

"I am not convinced that there is any spurt in building construction."

Nick Makes, Senior Vice President, Turner Construction

Transportation: Still Waiting

Public infrastructure, which helped many civil contractors get through the early part of the recession, has flattened out in the wake of local government revenue shortfalls and political wrangling. The biggest complaint among civil contractors is the lack of a federal transportation bill. "If you are a local transportation agency, how can you plan a five-year construction program if you don't know if the federal matching funds will be there?" asks Jeffrey Levy, CEO of Railworks.

Tutor Perini is chasing some major projects. It prequalified to bid on the proposed Tappan Zee Bridge replacement in New York, the $1.5-billion East End Crossing Public-Private Partnership project in Indiana and the proposed $5-billion high-speed-rail project in California, according to Tutor. He expects the firm to pursue $15 billion to $17 billion in civil infrastructure project over next 12 months.

#09 **TUTOR PERINI CORP.** acquired Lunda Construction (No. 143 on last year's Top 400), Anderson Cos. (No. 193) and Frontier-Kemper (No. 343).

The Top 20 Contractors by Sector

4 INDUSTRIAL

Top 20 Revenue: $17,631.5 Billion
Top 20 Market Share: 83.6%

RANK 2012	RANK 2011	
1	2	BECHTEL
2	1	FLUOR CORP.
3	7	THE TURNER CORP.
4	5	KBR
5	4	JACOBS
6	20	HASKELL
7	8	DPR CONSTRUCTION
8	6	STELLAR
9	9	KIEWIT CORP.
10	13	CCC GROUP INC.
11	19	ALBERICI CORP.
12	12	TORCON INC.
13	10	CR MEYER
14	14	SKANSKA USA
15	**	THE DENNIS ENGINEERING GROUP LLC
16	**	KLINGER COS. INC.
17	**	THE WHITING-TURNER CONTRACTING CO.
18	**	LAMAR CONSTRUCTION CO.
19	11	BARTON MALOW CO.
20	17	LEND LEASE

5 HAZARDOUS WASTE

Top 20 Revenue: $4,588.2 Billion
Top 20 Market Share: 101.7%

RANK 2012	RANK 2011	
1	1	BECHTEL
2	2	THE SHAW GROUP INC.
3	3	FLUOR CORP.
4	6	PARSONS
5	4	SEVENSON ENVIRONMENTAL SERVICES
6	**	KIEWIT CORP.
7	5	URS CORP.
8	10	WESTON SOLUTIONS INC.
9	8	JACOBS
10	11	REMEDIAL CONSTRUCTION SERVICES LP
11	12	CONTI GROUP
12	9	CH2M HILL
13	13	ECC
14	**	JAY CASHMAN INC.
15	14	J. FLETCHER CREAMER & SON INC.
16	**	VERSAR INC.
17	**	CONESTOGA-ROVERS & ASSOC.
18	20	TURNER INDUSTRIES GROUP LLC
19	**	POSILLICO INC.
20	**	HALEY & ALDRICH INC.

6 TELECOMMUNICATIONS

Top 20 Revenue: $5,928.8 Billion
Top 20 Market Share: 89.7%

RANK 2012	RANK 2011	
1	1	HOLDER CONSTRUCTION CO.
2	3	DPR CONSTRUCTION
3	11	BALFOUR BEATTY US
4	7	BLACK & VEATCH
5	2	THE TURNER CORP.
6	6	BECHTEL
7	8	SKANSKA USA
8	12	MORTENSON CONSTRUCTION
9	5	FLUOR CORP.
10	4	STRUCTURE TONE
11	9	THE WHITING-TURNER CONTRACTING CO.
12	20	GILBANE BUILDING CO.
13	17	JE DUNN CONSTRUCTION GROUP
14	10	HITT CONTRACTING INC.
15	18	MICHELS CORP.
16	**	BIG-D CONSTRUCTION CORP.
17	14	ROEBBELEN
18	16	NABHOLZ CONSTRUCTION CORP.
19	13	THE BECK GROUP
20	**	HOFFMAN CORP.

However, there are some bright signs in the transportation market. "The major Class I railroads are seeing some improvement in industrial output, so they are investing heavily in track and line upgrades," says Levy. The major railroads have been investing $10 billion a year in rail upgrades for the past three or four years, and that number is going up, he says.

Also, Levy says the natural-gas boom in the U.S. is providing major opportunities in the rail sector. "Energy companies need access to new and hardened infrastructure to get equipment into often remote locations and the product out. The railroads can provide a rolling pipeline for LNG where existing pipelines are unavailable or infeasible," he says. Levy notes that Railworks has a major project to provide energy companies access to the Bakken oil fields in North Dakota.

Many infrastructure contractors are resigned to lower revenue. "Business opportunities are steady in both the public and private sector, but the margins are slimmer as our competition appears to be more aggressive with bids," says Michael Elia, CEO of Sevenson Environmental Services. He says backlog and profitability for 2012 are down 30% but are still impressive considering the economy. "We're concerned with backlog for 2013," Elia says. "The real question is, are funds available for government projects? Projects exist, but funding them at significant levels remains the challenge."

"The unconventional gas revolution here in the U.S. has been a strong positive for us."

Keith Manning, Executive Vice President, Zachry Holdings

Industriousness

The industrial market, led by oil and gas, has been a bright spot among the Top 400 this year. "We continue to see growth in our core markets of industrial, manufacturing and power throughout North and South America," says Richard Haller, president of Walbridge. There is a higher demand in these markets than he has seen in the past few years, he says.

Further, contractors are finding more foreign companies locating their manufacturing operations in the U.S. "Onshoring is a trend in North America," says Haller. He says labor is cheaper and more predictable in North America than in some places in Asia and Europe, and the risk of doing business here is very low when compared to other parts of the world right now.

One of the big stories for contractors is the development of natural-gas fields in the U.S. "The unconventional gas revolution here in the U.S. has been a strong positive for us," says Keith Manning, executive vice president of Zachry Holdings. He says the development of shale-gas fields—such as Eagle Ford in Texas and Marcellus in the Northeast—is providing a boom for contractors in diverse markets such as environmen-

#11 **BALFOUR BEATTY US** acquired Howard S. Wright in 2011. HSW, which built Seattle's "Space Needle" in 1962, was ranked No. 95 last year.

The Top 100 Contractors by New Contracts*

RANK 2012		REVENUE IN $ MIL.
1	BECHTEL	47,216.0
2	FLUOR CORP.	26,900.0
3	KBR	10,128.4
4	KIEWIT CORP.	9,249.0
5	THE TURNER CORP.	9,005.7
6	PCL CONSTRUCTION ENTERPRISES INC.	7,925.1
7	CB&I	6,807.7
8	SKANSKA USA	6,327.8
9	GILBANE BUILDING CO.	5,251.6
10	BALFOUR BEATTY US	4,298.0
11	FOSTER WHEELER AG	4,285.8
12	THE WHITING-TURNER CONTRACTING CO.	4,077.0
13	JACOBS	3,829.3
14	STRUCTURE TONE	3,705.9
15	THE SHAW GROUP INC.	3,696.6
16	THE WALSH GROUP LTD.	3,673.6
17	LEND LEASE	3,602.8
18	CLARK GROUP	3,201.0
19	MCCARTHY HOLDINGS INC.	3,196.0
20	WEBCOR BUILDERS	2,756.7
21	TUTOR PERINI CORP.	2,606.7
22	DPR CONSTRUCTION	2,455.0
23	URS CORP.	2,291.2
24	MCDERMOTT INTERNATIONAL INC.	2,287.0
25	MORTENSON CONSTRUCTION	2,192.0
26	CHINA CONSTRUCTION AMERICA	2,103.8
27	BRASFIELD & GORRIE LLC	2,032.6
28	HENSEL PHELPS CONSTRUCTION CO.	1,958.7
29	GRANITE CONSTRUCTION INC.	1,891.0
30	JE DUNN CONSTRUCTION GROUP	1,834.8
31	CH2M HILL	1,740.4
32	SWINERTON INC.	1,737.9
33	PRIMORIS SERVICES CORP.	1,720.0
34	PARSONS	1,625.4
35	HOLDER CONSTRUCTION CO.	1,593.3
36	SUNDT CONSTRUCTION INC.	1,523.6
37	COLAS USA	1,413.0
38	SUFFOLK CONSTRUCTION CO. INC.	1,393.0
39	WALBRIDGE	1,377.0
40	THE YATES COS. INC.	1,350.4
41	THE BABCOCK & WILCOX CO.	1,342.2
42	ZACHRY HOLDINGS INC.	1,335.5
43	ALBERICI CORP.	1,268.9
44	FIRST SOLAR INC.	1,242.5
45	ECC	1,232.9
46	S&B ENGINEERS AND CONSTRUCTORS LTD.	1,207.0
47	BLACK & VEATCH	1,130.7
48	MICHELS CORP.	1,111.4
49	MANHATTAN CONSTRUCTION GROUP	1,050.0
50	LAYNE CHRISTENSEN CO.	1,037.5
51	BARTON MALOW CO.	1,035.8
52	FLINTCO LLC	1,018.0
53	M+W U.S. INC.	971.8
54	THE LANE CONSTRUCTION CORP.	970.0
55	PJ DICK-TRUMBULL-LINDY PAVING	958.0
56	DCK WORLDWIDE LLC	938.0
57	THE KOKOSING GROUP	910.9
58	CLAYCO INC.	900.0
59	LECHASE CONSTRUCTION SERVICES LLC	892.0
60	PEPPER CONSTRUCTION GROUP	853.8
61	VALLEYCREST LANDSCAPE COS.	850.0
62	FLATIRON CONSTRUCTION CORP.	820.0
63	HITT CONTRACTING INC.	798.0
64	MESSER CONSTRUCTION CO.	784.0
65	SELLEN CONSTRUCTION CO. INC.	782.0
66	AUSTIN INDUSTRIES	761.2
67	F.H. PASCHEN, S.N. NIELSEN & ASSOCIATES LLC	715.2
68	MWH GLOBAL	713.0
69	CONTRACK INTERNATIONAL INC.	711.4
70	CORE CONSTRUCTION GROUP	702.8
71	ROBINS & MORTON	701.0
72	HOAR CONSTRUCTION LLC	681.7
73	ADOLFSON & PETERSON CONSTRUCTION	681.0
74	AMERICAN BRIDGE CO. INC.	666.0
75	THE BECK GROUP	665.4
76	WEBBER LLC	665.0
77	B.L. HARBERT INTERNATIONAL LLC	663.1
78	HUNTER ROBERTS CONSTRUCTION GROUP	658.3
79	DEVCON CONSTRUCTION INC.	650.0
80	VCC LLC	650.0
81	PERFORMANCE CONTRACTORS INC.	640.0
82	THE WEITZ CO.	635.5
83	JAMES G. DAVIS CONSTRUCTION CORP.	631.0
84	DAVID E. HARVEY BUILDERS INC.	631.0
85	CONSIGLI CONSTRUCTION CO. INC.	623.0
86	GOTHAM CONSTRUCTION CO. LLC	615.9
87	TELLEPSEN	604.3
88	HUNT CONSTRUCTION GROUP	601.0
89	MORLEY BUILDERS	586.5
90	CHANEN CONSTRUCTION CO. INC.	574.4
91	THE CIANBRO COS.	570.7
92	LAKESHORE TOLTEST CORP.	550.1
93	CROSSLAND CONSTRUCTION CO.	550.1
94	SCIENCE APPLICATIONS INT'L CORP. (SAIC)	543.0
95	RAILWORKS CORP.	542.0
96	OKLAND CONSTRUCTION CO. INC.	538.8
97	NABHOLZ CONSTRUCTION CORP.	510.4
98	SHAWMUT DESIGN AND CONSTRUCTION	506.9
99	MIRON CONSTRUCTION CO. INC.	500.0
100	GREAT LAKES DREDGE & DOCK CORP. LLC	499.6

* AMONG TOP 400 FIRMS PROVIDING DATA.

tal and permitting, upstream extraction, pipelines, petrochemical plants and powerplants.

PJ Dick is getting a piece of the action in the shale-gas boom in key markets. "Our regional economy has benefited from the Marcellus shale natural-gas play," says Jeff Turconi, executive vice president. He sees future opportunities over the next few years in the development of local processing facilities and in the construction of distribution infrastructure.

A major new market in the U.S. is the conversion of LNG import terminals into export liquefaction plants (see page 74). Dudley says the liquefaction-plant market is dependent on how many LNG export licenses will be issued. He says there will be a question whether to limit LNG exports to maintain low gas prices in the U.S, stimulating local industry, or allowing more exports, reducing the trade deficit.

On the Web

For expanded content on the ENR Top Lists see enr.com/toplists.

Fluor's oil-and-gas backlog alone is at $16.8 billion, up 24% over same time last year, says Seaton. "We continue to work on numerous front-end programs in oil and gas and feel very good about this continuing level of [front-end engineering and design] activity, as it represents a tremendous aggregate total installed cost and sizable EPC opportunities," he says.

The power market has shifted over the past couple of years, with the falling price of gas, new coal-industry regulations and the meltdown of the Fukushima reactors in Japan, post-tsunami. "A few years ago, the

#66 **CH2M HILL** and No. 12 Shaw Group Inc. were the only two Top 400 contractors reporting revenue in the Arctic/Antarctic region in 2011.

The Top 50 Contractors Working Abroad

RANK 2012		REVENUE IN $ MIL.
1	BECHTEL	16,700.0
2	FLUOR CORP.	13,526.8
3	KBR	5,382.5
4	PCL CONSTRUCTION ENTERPRISES INC.	3,939.2
5	FOSTER WHEELER AG	3,710.7
6	MCDERMOTT INTERNATIONAL INC.	2,944.0
7	CB&I	2,930.4
8	KIEWIT CORP.	2,533.0
9	JACOBS	1,586.3
10	CONTRACK INTERNATIONAL INC.	600.7
11	BLACK & VEATCH	573.7
12	THE BABCOCK & WILCOX CO.	438.8
13	FLATIRON CONSTRUCTION CORP.	427.0
14	ECC	405.9
15	B.L. HARBERT INTERNATIONAL LLC	393.7
16	LAKESHORE TOLTEST CORP.	367.5
17	THE SHAW GROUP INC.	333.9
18	SKANSKA USA	321.4
19	CH2M HILL	238.1
20	URS CORP.	233.0
21	ALBERICI CORP.	231.8
22	WILLBROS GROUP INC.	227.2
23	LAYNE CHRISTENSEN CO.	222.3
24	MORTENSON CONSTRUCTION	213.2
25	AMEC	206.1
26	TUTOR PERINI CORP.	177.8
27	INGENIUM INTERNATIONAL INC.	175.8
28	THE LAUREN CORP.	171.5
29	MWH GLOBAL	165.0
30	CADDELL CONSTRUCTION CO. INC.	162.8
31	WALBRIDGE	150.8
32	RAILWORKS CORP.	133.0
33	DCK WORLDWIDE LLC	131.0
34	HOLDER CONSTRUCTION CO.	126.6
35	CHINA CONSTRUCTION AMERICA	122.4
36	STRUCTURE TONE	118.7
37	GILBANE BUILDING CO.	115.5
38	PARSONS	83.3
39	OHL USA INC.	79.5
40	GREAT LAKES DREDGE & DOCK CORP. LLC	77.2
41	MICHELS CORP.	68.8
42	TORCON INC.	62.0
43	WEEKS MARINE INC.	59.6
44	FAGEN INC.	59.6
45	THE WALSH GROUP LTD.	58.4
46	JINGOLI - DCO	51.0
47	PERNIX GROUP INC.	49.0
48	TURNER INDUSTRIES GROUP LLC	47.1
49	AMERICAN BRIDGE CO. INC.	43.5
50	DPR CONSTRUCTION	41.7

nuclear and renewables industry seemed poised for a renaissance, but that has changed," says Dudley. Nuclear work in the U.S. has slowed, and the renewables market is flat, he says.

Coal-fired plants are definitely on the wane. "Coal-fired power generation for the short to medium term is dead," says Manning. It is not just the tough new emission regulations that have stalled any plans for coal-fired plants but the fact that low-cost gas has made coal less competitive, he says. "Once clean-coal technology matures and the regulatory environment settles down, there will be a place for coal," Manning says.

Gas-fired plants still have some regulatory issues. "We're beginning to see a visible pickup in opportunities for gas-fired generation, which is encouraging. But we're also anxiously awaiting clarity on the proposed but stalled pollution-control guidelines," says Seaton of Fluor.

There is a market for nuclear plants abroad, but it's spotty. U.K. regulators plan to go forward with nuclear energy and China is still building nuclear plants, says Dudley. But Germany has announced plans to shutter its nuclear plants in the wake of the Fukushima disaster. "Poland is actually looking at nuclear plants as a means of supplying Germany's power shortfall if its planned nuclear-plant shutdowns go through," he says.

Looking for a Partner

Public-sector spending constraints have renewed interest in public-private partnerships. Van Cleave notes that P3 has worked with military housing and should

Strategies | By Gary J. Tulacz

Hoffman Corp.: Be Prepared

PHOTO COURTESY OF HOFFMAN CORP.

Many contractors working in the industrial and manufacturing markets grew in revenue in 2011, but none matched Hoffman Corp. Its 2011 contracting revenue stood at $1.91 billion, up 142.5% from 2010.

"The semiconductor market showed some major activity last year, and we caught a piece of that," says Bart Eberwein, executive vice president. He declined to identify Hoffman's major projects. But the McGraw-Hill Construction Network database identifies Hoffman as the contractor for multibillion-dollar Intel semiconductor plants in Chandler, Ariz., and Hillsboro, Ore.

During the recession, Hoffman spent a lot on building information modeling and training people in its use. This training helped on a project for the Portland (Ore.) International Airport, which moved its baggage handling system underground. "BIM was invaluable in helping us work in what were essentially crawl spaces," Eberwein says.

Hoffman's critical strategy was to hold on to its employees, rather than lay them off. "We knew when the recession ended, our clients would come to us because we could provide them with seasoned teams ready to be deployed," Eberwein says. The strategy worked, helping it to climb to No. 28 on the Top 400. ■

work in other sectors. "There still is a lot of controversy over P3s. So it does not have a lot of momentum in the U.S. now, but it does have some momentum," he says.

Another contractor pursuing P3 projects is Turner Construction. "Our parent company, [German-based] Hochtief, has a P3 group in Canada, and we are teaming with them to pursue projects there," says Makes. He notes that a lot of the work for the 2015 Pan Am Games, to be held in Ontario, is being built on a design-build-finance basis.

Another firm involved in an active P3 project is CH2M Hill. "Today's projects are driven by value and the economy, and public-private partnerships are offering municipalities a resource to get critical infrastructure projects completed without the capital investment," says Daniel Reynolds, senior vice president. "In Pima County [Ariz.], CH2M Hill is delivering a design-build-operate program that will save the county $70 million over what the project [would have] cost if completed in a traditional model," he says.

Yancey of PCL contrasts the markets in Canada, where P3 is widely used, and the U.S. "Canada adopted a standardized approach to P3s, where risks are shared by the various stakeholders. But in the U.S., every jurisdiction wants to reinvent the wheel and push risks down," he says. This problem has caused confusion and resistance among investors and contractors to engage in P3s in the U.S., he says.

Cutthroat

Increased competition caused by the recession is having an impact on contractors. "We figure our market is down 40% since 2007, but the same cast of characters is out there competing," says Makes.

This competition has damaged the value proposition many contractors have worked hard to develop over the years. "The intense competition of the past three years has driven purchasers of design and construction services to a more 'commodity'-based, low-cost-provider mentality," says Turconi of PJ Dick. "We continue to remind owners that the low price on bid day is never the final price."

As more foreign firms enter the market, some contractors are worried not so much because they pose an added competitive threat as much as they either do not know the market or they are engaging in cutthroat bidding. "We see foreign companies entering the market and aggressively pursuing work—sometimes well below cost. This is a dangerous trend that could destroy the industry," says Jean Abiassi, president of Zachry Corp.

Yancey of PCL says some clients are moving away

The Top 50 Domestic Heavy Contractors

RANK 2012		REVENUE IN $ MIL.	% OF TOTAL REVENUE: TRANSPORTATION	SEWER	HAZARDOUS WASTE	WATER
1	KIEWIT CORP.	3,287.0	38	5	9	4
2	THE WALSH GROUP LTD.	2,409.9	48	7	13	0
3	FLUOR CORP.	1,976.1	22	0	0	16
4	BECHTEL	1,645.0	6	0	0	14
5	TUTOR PERINI CORP.	1,633.8	34	3	1	0
6	SKANSKA USA	1,606.7	23	3	6	0
7	GRANITE CONSTRUCTION INC.	1,558.0	77	0	2	0
8	COLAS USA	1,410.0	95	2	1	0
9	THE SHAW GROUP INC.	1,225.1	5	1	4	24
10	THE LANE CONSTRUCTION CORP.	1,187.3	100	0	0	0
11	LAYNE CHRISTENSEN CO.	723.0	0	29	52	2
12	PARSONS	699.0	40	3	1	23
13	FLATIRON CONSTRUCTION CORP.	688.0	92	3	3	0
14	BALFOUR BEATTY US	674.7	13	3	0	0
15	OHL USA INC.	670.3	86	0	5	0
16	AUSTIN INDUSTRIES	663.8	44	0	0	0
17	AMES CONSTRUCTION INC.	628.0	57	0	20	0
18	PCL CONSTRUCTION ENTERPRISES INC.	560.6	23	0	10	1
19	WEBBER LLC	542.0	100	0	0	0
20	URS CORP.	532.5	16	0	0	10
21	PRIMORIS SERVICES CORP.	529.1	34	2	0	0
22	CLARK GROUP	511.4	12	0	0	0
23	STERLING CONSTRUCTION CO. INC.	501.2	93	3	5	0
24	THE TURNER CORP.	491.3	6	0	0	0
25	AMERICAN INFRASTRUCTURE	472.0	76	13	9	0
26	TRAYLOR BROS. INC.	470.6	68	7	25	0
27	THE KOKOSING GROUP	469.6	42	8	10	0
28	STACY AND WITBECK INC.	462.0	100	0	0	0
29	GREAT LAKES DREDGE & DOCK CORP. LLC	442.9	100	0	0	0
30	HERZOG CONTRACTING CORP.	438.4	99	1	0	0
31	RAILWORKS CORP.	435.0	100	0	0	0
32	THE JUDLAU COS.	429.7	96	0	0	0
33	GARNEY HOLDING CO.	422.1	0	22	78	0
34	AMERICAN BRIDGE CO. INC.	403.6	100	0	0	0
35	ZACHRY CONSTRUCTION CORP.	401.2	84	0	2	0
36	WILLIAMS BROTHERS CONSTRUCTION CO. INC.	398.6	100	0	0	0
37	HENSEL PHELPS CONSTRUCTION CO.	383.8	17	0	0	0
38	FERROVIAL AGROMAN U.S. CORP.	374.0	100	0	0	0
39	MANSON CONSTRUCTION CO.	367.1	100	0	0	0
40	CAJUN INDUSTRIES LLC	362.1	0	6	67	0
41	J.F. WHITE CONTRACTING CO.	353.0	74	20	0	0
42	PJ DICK-TRUMBULL-LINDY PAVING	346.0	56	0	0	0
43	LAS VEGAS PAVING CORP.	307.0	100	0	0	0
44	TEICHERT CONSTRUCTION	306.5	71	5	12	0
45	MWH GLOBAL	296.0	0	64	34	0
46	VECELLIO GROUP INC.	296.0	99	0	0	0
47	NEW ENTERPRISE STONE & LIME CO. INC.	293.5	95	0	0	0
48	SHIMMICK CONSTRUCTION CO. INC.	293.1	34	0	66	0
49	BOH BROS. CONSTRUCTION CO. LLC	292.0	37	4	35	0
50	F.H. PASCHEN, S.N. NIELSEN & ASSOCIATES LLC	290.4	30	12	10	0

#143 **SPAWGLASS HOLDING LLC** finished a research building for the University of Texas, Brownsville, that can withstand wind gusts of up to 191 mph.

The Top 50 in Domestic General Building Revenue

RANK 2012		REVENUE IN $ MIL.
1	THE TURNER CORP.	6,666.7
2	CLARK GROUP	3,428.0
3	THE WHITING-TURNER CONTRACTING CO.	3,351.1
4	BALFOUR BEATTY US	2,908.8
5	GILBANE BUILDING CO.	2,707.2
6	SKANSKA USA	2,553.6
7	TUTOR PERINI CORP.	2,414.3
8	MCCARTHY HOLDINGS INC.	1,998.0
9	STRUCTURE TONE	1,963.9
10	JE DUNN CONSTRUCTION GROUP	1,825.8
11	HENSEL PHELPS CONSTRUCTION CO.	1,731.3
12	LEND LEASE	1,715.6
13	HOFFMAN CORP.	1,707.6
14	HUNT CONSTRUCTION GROUP	1,499.0
15	BRASFIELD & GORRIE LLC	1,348.6
16	MORTENSON CONSTRUCTION	1,339.8
17	SUFFOLK CONSTRUCTION CO. INC.	1,284.6
18	MANHATTAN CONSTRUCTION GROUP	1,147.2
19	PEPPER CONSTRUCTION GROUP	1,050.7
20	FLINTCO LLC	1,021.5
21	DPR CONSTRUCTION	1,017.6
22	SWINERTON INC.	1,007.3
23	BARTON MALOW CO.	973.0
24	THE WALSH GROUP LTD.	963.1
25	M+W U.S. INC.	919.2
26	HITT CONTRACTING INC.	872.3
27	THE YATES COS. INC.	869.5
28	VALLEYCREST LANDSCAPE COS.	850.0
29	THE WEITZ CO.	835.8
30	CLAYCO INC.	820.0
31	WALBRIDGE	789.1
32	KBR	738.1
33	DAVID E. HARVEY BUILDERS INC.	725.0
34	ADOLFSON & PETERSON CONSTRUCTION	694.0
35	DUKE CONSTRUCTION	685.3
36	ROBINS & MORTON	683.5
37	PCL CONSTRUCTION ENTERPRISES INC.	667.4
38	LECHASE CONSTRUCTION SERVICES LLC	664.3
39	POWER CONSTRUCTION CO. LLC	663.0
40	SHAWMUT DESIGN AND CONSTRUCTION	659.8
41	CONSIGLI CONSTRUCTION CO. INC.	633.1
42	RYAN COS. US INC.	630.0
43	SUNDT CONSTRUCTION INC.	604.9
44	LAYTON CONSTRUCTION CO. INC.	581.0
45	CORE CONSTRUCTION GROUP	577.6
46	CHANEN CONSTRUCTION CO. INC.	574.4
47	OKLAND CONSTRUCTION CO. INC.	573.7
48	WEBCOR BUILDERS	571.0
49	THE MCSHANE COS.	562.4
50	HUNTER ROBERTS CONSTRUCTION GROUP	555.3

from previous practices to take advantage of the buyers' market. "It depends on the market when it comes to the move to low bid." He is seeing more low-bid projects in the commercial sector than in the past. "But even where clients are seeking best value, you are seeing longer lists of contractors being prequalified." He says that where once clients prequalified three or four contractors, it is not uncommon now to see seven or eight contractors on the list.

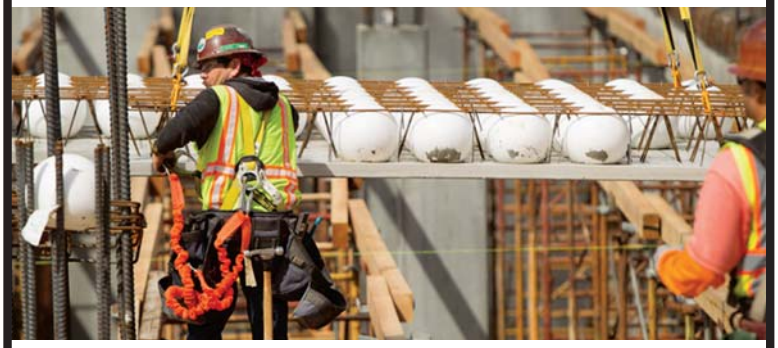
Major contractors are increasingly worried about the financial health of their subcontractors. "I am afraid there is an oncoming wave of subcontractor defaults coming," says Van Cleave. While he has not seen many defaults over the past few years, "in the last four to five months there have been several major ones."

Van Cleave notes that, earlier this year, his firm had worked with Trainor Glass on several projects but then Trainor shut down. "When the market begins to turn around, that is the most fragile time for subcontractors [because] there is more work. But they do not always have the cash flow to support the work," he says.

For both subcontractors and general contractors, bid practices of the past couple of years are beginning to take their toll. "It's not just subs but some GCs that are beginning to struggle," says Yancey. He points out that many contractors survived well for a few years on backlog bid at higher margins during boom times. "But now contractors are beginning to burn off work that had been aggressively bid, and that has caused the stress you see with many contractors," he says.

Building Technology | By Gary J. Tulacz

MATT Construction Innovates



COURTESY OF MATT CONSTRUCTION

MATT Construction is one contractor that has not scrambled to find the next hot market. "Our strategy has always been to stay with our core competencies and core markets," says Marvin Wheat, president. "Schools, museums and non-profits that we serve have tended to retain funding for their projects."

This strategy has secured the contractor some truly impressive projects. It currently is working on The Broad, an $80-million art museum in downtown Los Angeles.

One of the most interesting of MATT's projects is the Teaching and Learning Building at Harvey Mudd College, Claremont, Calif., designed by Boora Architects with structural engineering provided by kpff. It features BubbleDeck, a reinforced-concrete building slab in which the center horizontal core is replaced with "voids"—recycled-plastic balls filled with air or lightweight insulation.

BubbleDeck is designed to increase biaxial span lengths by reducing the weight and increasing the tensile strength of reinforced-concrete slabs.

The system has been used widely in Europe and Canada, but this is one of the first times it has been tried in the U.S. "We just figured out how to get it done," says Daniel Stafford, operations vice president at MATT. ■

Put on Your Traveling Shoes

While contractors as a rule are not as mobile as design firms when it comes to international projects, many large contractors are seeking greener pastures abroad. One such firm is Turner Construction. "In the past year, we have become more active in the Canadian market," says Makes. He says that Turner's Chicago and Michigan offices have been targeting Ontario, and its Seattle office is working in the British Columbia market. "A lot of this work is for our existing clients and for local colleges and universities," he says.

The rise in oil prices has increased work in Canada's oil-sands fields in Alberta. "The oil sands have been a market for the big U.S. engineer-constructors like Bechtel and Fluor," says Manning. But he says Canada is reaching out to more conventional U.S. contractors with oil-field and refinery experience.

Contractors leveraging the world's demand metals and mineral resources are finding more opportunities. "There is a lot of demand for copper and, to a lesser extent, for aluminum in the world market," says Dudley. He notes that China has a growing demand for metallurgical coal to feed its steel industry. But a downturn in China's economic health could damage the mining and metals market, he warns.

Competition is not just a domestic issue. "There are a lot of international competitors on the civil side in the global market, and they are all hungry," says Dudley. "The Koreans are going after the oil-and-gas market hard, and they are also moving into the nuclear market." However, Dudley says Bechtel does not often go head-to-head against large Chinese firms.

Fluor's Seaton says to look for a return to value-based bidding in the future, thanks to the performance of some contractors offering unrealistic pricing. Overall, he finds that prices in the global market have moderated. "The predatory pricing we saw six quarters ago has ceased and cooler heads are prevailing." ■

Winning Strategy | By Gary J. Tulacz

Gray Construction Surges

The growing investment in manufacturing and industrial facilities has helped boost many Top 400 Contractors. One of the biggest beneficiaries on this year's list is Gray Construction in Lexington, Ky.

Gray Construction has years of experience in manufacturing and process plants, but the recession took its toll. The firm had risen to No. 120 on the Top 400 in 2008, reporting 2007 revenue of $534.1 million. By last year, the firm had fallen to No. 182 on the Top 400, with 2010 revenue of $303.7 million.

"In 2008 ... the project leads simply weren't there. This trend lasted for a couple of years, so we were faced with some pretty tough decisions," says Stephen Gray, CEO. By fall 2010, the firm was down to 12 active projects, he says.

However, Gray says the firm decided to stay true to its core markets and values and continue to hire the best and brightest talent it could find. It also redoubled its marketing efforts.

Things started to break in summer 2010. "We found ourselves chasing five large projects for companies like Caterpillar, Whirlpool, Siemens and Mitsubishi," Gray says. By the end of the year, Gray Construction had won all five jobs—all in the $100-million range.

"We have continued to see an upswing in the manufacturing construction market over the past 18 months, particularly in the South where the majority of the projects are clustered," says Gray. He says the firm now has 30 projects under way, totaling around $645 million, and more opportunities are on the horizon. The firm moved up 77 places on the 2012 Top 400 and now ranks at No. 105. ■

How to Read the Tables

Companies are ranked by construction revenue in 2011 in ($) millions. Those with subsidiaries include a †. Subsidiaries are listed by company rank, which may be found on the ENR website at www.enr.com. Firms not ranked last year are designated as **. Some markets may not add up to 100% due to omission of the "other" miscellaneous market category. NA= "not available."

Figures include prime construction contracts, shares of joint ventures, subcontracts, the construction portion of design-construct contracts and construction management-at-risk contracts when the 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 its construction contract.

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

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

Power includes 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 potability treatment plants, pumping stations, etc.

Sewerage / Solid Waste includes sanitary and storm sewers, treatment plants, pumping plants, incinerators, industrial waste facilities, etc.

Industrial Process includes pulp and paper mills, steel mills, non-ferrous 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 and nuclear waste treatment, asbestos and lead abatement, etc.

Telecommunications includes transmission lines and cabling, towers and antennae, data centers and web hotels, etc.

PHOTO COURTESY OF GRAY CONSTRUCTION

The Top 400 List

RANK 2012	RANK 2011	FIRM	2011 REVENUE ($ MIL) TOTAL	2011 REVENUE ($ MIL) INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
1	1	**BECHTEL,** San Francisco, Calif.†	25,005.0	16,700.0	47,216.0	0	0	17	0	54	22	5	2	54
2	2	**FLUOR CORP.,** Irving, Texas†	18,684.7	13,526.8	26,900.0	13	1	5	0	65	10	4	2	12
3	3	**KIEWIT CORP.,** Omaha, Neb.†	8,477.0	2,533.0	9,249.0	6	1	19	9	26	33	3	0	7
4	5	**THE TURNER CORP.,** New York, N.Y.†	8,014.7	38.8	9,005.7	77	6	0	0	5	6	0	5	86
5	4	**KBR,** Houston, Texas†	7,071.5	5,382.5	10,128.4	19	1	9	4	50	13	0	0	61
6	6	**PCL CONSTRUCTION ENTERPRISES INC.,** Denver, Colo.†	5,607.7	3,939.2	7,925.1	59	1	3	4	18	14	0	0	33
7	8	**SKANSKA USA,** New York, N.Y.†	5,307.8	321.4	6,327.8	42	6	7	9	4	21	0	7	47
8	11	**FOSTER WHEELER AG,** Hampton, N.J.†	4,480.7	3,710.7	4,285.8	0	0	24	0	74	0	0	0	0
9	15	**TUTOR PERINI CORP.,** Sylmar, Calif.†	4,404.0	177.8	2,606.7	57	0	2	5	1	33	0	1	26
10	9	**CLARK GROUP,** Bethesda, Md.†	4,276.9	0.0	3,201.0	80	0	2	0	0	12	0	0	49
11	13	**BALFOUR BEATTY US,** Dallas, Texas†	4,115.6	0.0	4,298.0	70	1	1	3	0	13	0	12	41
12	7	**THE SHAW GROUP INC.,** Baton Rouge, La.	4,032.2	333.9	3,696.6	2	0	53	4	12	4	23	0	7
13	14	**THE WHITING-TURNER CONTRACTING CO.,** Baltimore, Md.	3,897.4	0.0	4,077.0	83	3	2	1	4	1	0	6	59
14	16	**CB&I,** The Woodlands, Texas†	3,634.7	2,930.4	6,807.7	0	0	3	4	93	0	0	0	0
15	12	**THE WALSH GROUP LTD.,** Chicago, Ill.†	3,624.8	58.4	3,673.6	28	0	5	20	0	47	0	0	11
16	10	**JACOBS,** Pasadena, Calif.	3,477.9	1,586.3	3,829.3	4	6	2	1	80	4	3	0	0
17	17	**GILBANE BUILDING CO.,** Providence, R.I.†	3,103.1	115.5	5,251.6	91	0	0	1	4	1	0	3	88
18	23	**MCDERMOTT INTERNATIONAL INC.,** Houston, Texas	3,102.0	2,944.0	2,287.0	0	0	0	0	100	0	0	0	0
19	19	**MORTENSON CONSTRUCTION,** Minneapolis, Minn.	2,467.6	213.2	2,192.0	54	0	32	1	0	0	0	12	44
20	22	**STRUCTURE TONE,** New York, N.Y.†	2,427.4	118.7	3,705.9	84	0	0	0	4	0	0	11	85
21	20	**MCCARTHY HOLDINGS INC.,** St. Louis, Mo.†	2,379.0	0.0	3,196.0	84	0	3	6	3	5	0	0	27
22	24	**URS CORP.,** San Francisco, Calif.†	2,266.4	233.0	2,291.2	3	9	47	0	11	15	9	0	3
23	18	**HENSEL PHELPS CONSTRUCTION CO.,** Greeley, Colo.	2,230.9	0.0	1,958.7	77	0	1	0	0	17	0	2	35
24	33	**DPR CONSTRUCTION,** Redwood City, Calif.	2,000.3	41.7	2,455.0	51	0	0	0	16	0	0	33	71
25	26	**GRANITE CONSTRUCTION INC.,** Watsonville, Calif.†	1,989.0	0.0	1,891.0	0	0	0	2	0	77	0	0	0
26	25	**JE DUNN CONSTRUCTION GROUP,** Kansas City, Mo.†	1,924.3	0.0	1,834.8	95	0	0	0	0	0	0	5	87
27	21	**LEND LEASE,** New York, N.Y.†	1,914.8	11.9	3,602.8	90	0	0	0	7	3	0	0	71
28	56	**HOFFMAN CORP.,** Portland, Ore.†	1,910.0	0.0	NA	31	59	0	5	0	2	0	3	94
29	30	**TURNER INDUSTRIES GROUP LLC,** Baton Rouge, La.†	1,870.0	47.1	NA	0	0	1	0	97	0	1	0	0
30	31	**HOLDER CONSTRUCTION CO.,** Atlanta, Ga.	1,766.0	126.6	1,593.3	24	0	0	0	0	4	0	72	100
31	27	**HUNT CONSTRUCTION GROUP,** Scottsdale, Ariz.	1,750.0	0.0	601.0	83	3	0	0	0	14	0	0	41
32	28	**BRASFIELD & GORRIE LLC,** Birmingham, Ala.	1,645.1	0.0	2,032.6	80	2	3	7	1	3	0	2	12
33	32	**AUSTIN INDUSTRIES,** Dallas, Texas†	1,522.2	0.2	761.2	29	1	1	0	26	44	0	0	50
34	35	**DAY & ZIMMERMANN,** Philadelphia, Pa.†	1,514.6	19.3	58.6	1	1	97	0	2	0	0	0	0
35	44	**PRIMORIS SERVICES CORP.,** Lake Forest, Calif.†	1,460.2	0.1	1,720.0	2	0	13	2	49	34	0	0	0
36	40	**WILLBROS GROUP INC.,** Houston, Texas†	1,447.8	227.2	NA	0	0	43	0	57	0	0	0	0
37	**	**COLAS USA,** Morristown, N.J.†	1,435.0	0.0	1,413.0	0	0	0	3	2	95	0	0	0
38	38	**BARTON MALOW CO.,** Southfield, Mich.†	1,351.4	0.0	1,035.8	51	21	17	0	11	0	0	0	14
39	34	**MANHATTAN CONSTRUCTION GROUP,** Tulsa, Okla.†	1,346.9	0.0	1,050.0	85	0	0	0	0	15	0	0	54
40	29	**SUFFOLK CONSTRUCTION CO. INC.,** Boston, Mass.	1,290.1	5.5	1,393.0	100	0	0	0	0	0	0	0	93
41	41	**BLACK & VEATCH,** Overland Park, Kan.†	1,243.0	573.7	1,130.7	1	0	33	28	2	0	0	36	38
42	**	**FIRST SOLAR INC.,** Tempe, Ariz.†	1,242.5	0.0	1,242.5	0	0	100	0	0	0	0	0	0
43	**	**THE BABCOCK & WILCOX CO.,** Charlotte, N.C.†	1,219.6	438.8	1,342.2	0	0	100	0	0	0	0	0	0
44	50	**THE LANE CONSTRUCTION CORP.,** Cheshire, Conn.†	1,187.3	0.0	970.0	0	0	0	0	0	100	0	0	0
45	51	**PEPPER CONSTRUCTION GROUP,** Chicago, Ill.†	1,174.8	0.0	853.8	89	0	0	10	0	0	0	0	74
46	36	**THE YATES COS. INC.,** Philadelphia, Miss.†	1,144.4	28.7	1,350.4	58	21	4	0	8	10	0	0	4
47	47	**WALBRIDGE,** Detroit, Mich.†	1,130.6	150.8	1,377.0	26	57	4	1	11	1	0	0	34
48	37	**FLATIRON CONSTRUCTION CORP.,** Firestone, Colo.†	1,130.0	427.0	820.0	0	0	1	5	0	94	0	0	0
49	39	**PARSONS,** Pasadena, Calif.†	1,124.1	83.3	1,625.4	22	0	8	4	3	42	21	0	10
50	43	**MICHELS CORP.,** Brownsville, Wis.†	1,111.4	68.8	1,111.4	0	4	15	8	55	10	0	7	0

#01 **BECHTEL** tops the Top 400 Contractors list for the 14th straight year. In the past 20 years, it has been No. 1 15 times and No. 2 five times.

RANK 2012	2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
51	48	**LAYNE CHRISTENSEN CO.,** Mission Woods, Kan.†	1,089.1	222.3	1,037.5	0	0	0	66	0	0	2	0	0
52	49	**SWINERTON INC.,** San Francisco, Calif.†	1,079.2	0.0	1,737.9	93	0	7	0	0	0	0	0	30
53	42	**ZACHRY HOLDINGS INC.,** San Antonio, Texas†	1,058.2	0.0	1,335.5	0	0	54	0	46	0	0	0	0
54	46	**FLINTCO LLC,** Tulsa, Okla.†	1,021.5	0.0	1,018.0	100	0	0	0	0	0	0	0	72
55	63	**HITT CONTRACTING INC.,** Falls Church, Va.	961.0	0.0	798.0	91	0	0	0	0	0	0	9	27
56	**	**M+W U.S. INC.,** Watervliet, N.Y.	937.4	18.2	971.8	0	100	0	0	0	0	0	0	100
57	53	**THE WEITZ CO.,** Des Moines, Iowa†	899.4	11.3	635.5	94	0	0	0	6	0	0	0	3
58	45	**SUNDT CONSTRUCTION INC.,** Tempe, Ariz.	892.0	0.0	1,523.6	68	0	7	11	0	11	0	3	57
59	58	**ALBERICI CORP.,** St. Louis, Mo.†	872.6	231.8	1,268.9	8	14	3	44	28	2	0	0	50
60	54	**VALLEYCREST LANDSCAPE COS.,** Calabasas, Calif.	850.0	0.0	850.0	100	0	0	0	0	0	0	0	0
61	52	**CLAYCO INC.,** St. Louis, Mo.†	820.0	0.0	900.0	100	0	0	0	0	0	0	0	0
62	77	**OHL USA INC.,** Miami, Fla.†	814.7	79.5	491.4	14	0	0	5	0	81	0	0	92
63	65	**AMES CONSTRUCTION INC.,** Burnsville, Minn.	808.3	0.0	414.4	1	0	1	21	2	57	0	0	0
64	61	**WEBCOR BUILDERS,** San Francisco, Calif.	797.0	0.0	2,756.7	72	0	0	1	0	27	0	0	58
65	57	**THE KOKOSING GROUP,** Fredericktown, Ohio†	785.1	0.0	910.9	9	1	7	18	15	42	0	0	11
66	55	**CH2M HILL,** Englewood, Colo.†	768.5	238.1	1,740.4	15	3	25	9	40	0	8	0	0
67	66	**PERFORMANCE CONTRACTORS INC.,** Baton Rouge, La.	761.0	0.0	640.0	0	0	1	0	99	0	0	0	0
68	91	**LECHASE CONSTRUCTION SERVICES LLC,** Rochester, N.Y.	732.0	0.0	892.0	76	15	3	2	3	0	0	2	44
69	70	**DAVID E. HARVEY BUILDERS INC.,** Houston, Texas	725.0	0.0	631.0	97	3	0	0	0	0	0	0	60
70	60	**DUKE CONSTRUCTION,** Indianapolis, Ind.	710.4	0.0	339.7	96	0	0	0	0	4	0	0	50
71	68	**ROBINS & MORTON,** Birmingham, Ala.	708.9	0.0	701.0	96	0	0	0	4	0	0	0	88
72	62	**ADOLFSON & PETERSON CONSTRUCTION,** Minneapolis, Minn.†	701.0	0.0	681.0	99	0	0	1	0	0	0	0	71
73	81	**CORE CONSTRUCTION GROUP,** Phoenix, Ariz.†	671.5	0.0	702.8	85	1	8	0	0	5	0	0	32
74	92	**POWER CONSTRUCTION CO. LLC,** Schaumburg, Ill.†	663.0	0.0	355.0	100	0	0	0	0	0	0	0	85
75	80	**SHAWMUT DESIGN AND CONSTRUCTION,** Boston, Mass.	662.8	3.1	506.9	100	0	0	0	0	0	0	0	0
76	72	**RYAN COS. US INC.,** Minneapolis, Minn.	662.0	01.0	358.0	95	0	2	0	0	0	0	3	17
77	89	**THE BOLDT CO.,** Appleton, Wis.	643.8	0.0	489.7	54	1	35	0	10	0	0	0	41
78	109	**CONSIGLI CONSTRUCTION CO. INC.,** Milford, Mass.†	633.1	0.0	623.0	100	0	0	0	0	0	0	0	73
79	59	**BURNS & MCDONNELL,** Kansas City, Mo.	627.1	0.0	490.7	2	6	48	2	34	5	2	0	23
80	82	**MATRIX SERVICE CO.,** Tulsa, Okla.†	627.1	30.3	405.1	0	2	26	0	69	0	0	0	0
81	240	**ASRC ENERGY SERVICES,** Anchorage, Alaska†	618.8	0.0	88.1	0	0	0	0	100	0	0	0	0
82	67	**B.L. HARBERT INTERNATIONAL LLC,** Birmingham, Ala.	617.4	393.7	663.1	97	0	0	2	1	0	0	0	0
83	85	**PJ DICK-TRUMBULL-LINDY PAVING,** Pittsburgh, Pa.†	616.0	0.0	958.0	38	0	0	0	1	56	0	0	21
84	133	**JAMES G. DAVIS CONSTRUCTION CORP.,** Rockville, Md.	603.0	0.0	631.0	90	0	0	0	0	0	0	10	0
85	64	**LAYTON CONSTRUCTION CO. INC.,** Sandy, Utah	601.2	0.0	417.0	88	8	0	2	0	1	0	0	79
86	79	**CONTRACK INTERNATIONAL INC.,** McLean, Va.	600.7	600.7	711.4	45	0	0	0	0	0	0	0	0
87	110	**HASKELL,** Jacksonville, Fla.†	594.3	39.8	NA	30	12	0	2	55	1	0	0	3
88	138	**THE CIANBRO COS.,** Pittsfield, Maine†	575.9	0.0	570.7	6	0	20	0	44	25	0	0	5
89	98	**CHANEN CONSTRUCTION CO. INC.,** Phoenix, Ariz.	574.4	0.0	574.4	100	0	0	0	0	0	0	0	100
90	78	**OKLAND CONSTRUCTION CO. INC.,** Salt Lake City, Utah†	574.2	0.0	538.8	97	3	0	0	0	0	0	0	49
91	107	**RAILWORKS CORP.,** New York, N.Y.†	568.0	133.0	542.0	0	0	0	0	0	100	0	0	0
92	93	**F.H. PASCHEN, S.N. NIELSEN & ASSOCIATES LLC,** Chicago, Ill.	566.5	0.0	715.2	49	0	0	21	0	30	0	0	0
93	71	**LAKESHORE TOLTEST CORP.,** Detroit, Mich.†	566.4	367.5	550.1	50	0	0	7	7	34	2	0	22
94	140	**THE MCSHANE COS.,** Rosemont, Ill.†	562.4	0.0	460.0	100	0	0	0	0	0	0	0	18
95	97	**MESSER CONSTRUCTION CO.,** Cincinnati, Ohio	560.8	0.0	784.0	80	2	0	2	5	2	0	9	54
96	220	**THE RUDOLPH/LIBBE COS. INC.,** Walbridge, Ohio†	559.4	0.0	482.9	53	19	4	0	16	6	0	0	29
97	87	**HUNTER ROBERTS CONSTRUCTION GROUP,** New York, N.Y.	555.3	0.0	658.3	100	0	0	0	0	0	0	0	98
98	119	**CROSSLAND CONSTRUCTION CO.,** Columbus, Kan.†	555.1	0.0	550.1	62	13	0	15	6	3	0	0	37
99	204	**BIG-D CONSTRUCTION CORP.,** Salt Lake City, Utah†	555.0	0.0	327.2	68	5	0	0	8	0	0	14	15
100	148	**AMEC,** Tucker, Ga.†	552.9	206.1	NA	14	0	37	0	22	3	0	0	0

#02 **FLUOR CORP.** was also No. 2 on the first-ever ENR Top 400 Contractors list, published on Aug. 6, 1964. Brown & Root, now KBR at No. 5, was No. 1.

RANK 2012	2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
101	75	**WEBBER LLC,** The Woodlands, Texas†	542.0	0.0	665.0	0	0	0	0	0	100	0	0	0
102	112	**NABHOLZ CONSTRUCTION CORP.,** Conway, Ark.	525.9	0.0	510.4	82	2	0	0	3	0	0	13	58
103	73	**GREAT LAKES DREDGE & DOCK CORP. LLC,** Oak Brook, Ill.	520.1	77.2	499.6	0	0	0	0	0	100	0	0	0
104	104	**BERNARDS,** San Fernando, Calif.	517.7	0.0	483.3	100	0	0	0	0	0	0	0	35
105	182	**GRAY CONSTRUCTION,** Lexington, Ky.†	514.6	0.0	459.9	15	70	7	0	8	0	0	0	22
106	99	**ECC,** Burlingame, Calif.†	505.6	405.9	1,232.9	61	0	2	4	0	21	11	1	32
107	136	**HOAR CONSTRUCTION LLC,** Birmingham, Ala.†	503.6	0.0	681.7	97	0	3	0	0	0	0	0	85
108	128	**KRAUS-ANDERSON CONSTRUCTION CO.,** Minneapolis, Minn.	501.3	0.0	476.0	100	0	0	0	0	0	0	0	99
109	106	**STERLING CONSTRUCTION CO. INC.,** Houston, Texas†	501.2	0.0	NA	0	0	0	8	0	93	0	0	1
110	217	**CAJUN INDUSTRIES LLC,** Baton Rouge, La.†	497.4	0.0	497.4	0	0	4	73	24	0	0	0	0
111	159	**GRAYCOR,** Oakbrook Terrace, Ill.†	496.7	1.5	404.7	17	2	48	0	32	0	0	0	86
112	102	**STELLAR,** Jacksonville, Fla.	493.3	35.2	463.3	26	0	10	0	64	0	0	0	0
113	115	**JINGOLI - DCO,** Lawrenceville, N.J.†	488.3	51.0	475.0	12	0	87	0	0	0	0	0	33
114	161	**FAGEN INC.,** Granite Falls, Minn.†	484.6	59.6	208.6	0	3	77	0	19	0	0	0	0
115	94	**MIRON CONSTRUCTION CO. INC.,** Neenah, Wis.	483.9	0.0	500.0	62	18	2	10	8	0	0	0	20
116	116	**CHOATE CONSTRUCTION CO.,** Atlanta, Ga.	482.4	0.0	382.5	79	16	0	5	0	0	0	0	0
117	120	**AMERICAN INFRASTRUCTURE,** Worcester, Pa.†	478.9	0.0	477.8	0	0	1	22	0	76	0	0	0
118	158	**HARDIN CONSTRUCTION CO. LLC,** Atlanta, Ga.	477.9	0.0	190.3	98	0	0	0	0	2	0	0	89
119	141	**EMJ CORP.,** Chattanooga, Tenn.†	477.7	3.7	365.5	75	1	18	0	4	2	0	0	82
120	124	**MCGOUGH CONSTRUCTION,** St. Paul, Minn.†	477.0	0.0	362.6	96	0	0	0	0	0	0	4	69
121	90	**TRAYLOR BROS. INC.,** Evansville, Ind.	470.6	0.0	296.6	0	0	0	32	0	68	0	0	0
122	134	**F.A. WILHELM CONSTRUCTION CO. INC.,** Indianapolis, Ind.†	468.2	0.0	250.0	45	7	13	9	26	0	0	0	59
123	237	**MWH GLOBAL,** Broomfield, Colo.†	468.0	165.0	713.0	1	0	0	99	0	0	0	0	0
124	96	**ZACHRY CONSTRUCTION CORP.,** San Antonio, Texas†	466.3	0.0	NA	12	0	0	2	0	84	0	2	6
125	144	**S&B ENGINEERS AND CONSTRUCTORS LTD.,** Houston, Texas†	463.2	0.0	1,207.0	0	0	0	0	100	0	0	0	0
126	118	**KAISER FOUNDATION HEALTH PLAN INC.,** Anaheim, Calif.	462.3	0.0	462.3	100	0	0	0	0	0	0	0	0
127	103	**STACY AND WITBECK INC.,** Alameda, Calif.	462.0	0.0	74.2	0	0	0	0	0	100	0	0	0
128	121	**O'NEIL INDUSTRIES INC.,** Chicago, Ill.†	458.3	0.0	286.4	84	10	0	0	0	6	0	1	59
129	131	**VCC LLC,** Irving, Texas	450.0	0.0	650.0	100	0	0	0	0	0	0	0	0
130	122	**THE BECK GROUP,** Dallas, Texas†	448.0	32.7	665.4	85	0	0	0	0	0	0	15	36
131	76	**AMERICAN BRIDGE CO. INC.,** Coraopolis, Pa.†	447.1	43.5	666.0	0	0	0	0	0	100	0	0	0
132	113	**THE JUDLAU COS.,** College Point, N.Y.†	445.4	0.0	226.8	0	0	0	0	0	96	0	0	0
133	100	**DEVCON CONSTRUCTION INC.,** Milpitas, Calif.	445.0	0.0	650.0	89	11	0	0	0	0	0	0	0
134	108	**HERZOG CONTRACTING CORP.,** St. Joseph, Mo.†	438.4	0.0	439.0	0	0	0	1	0	99	0	0	0
135	74	**SELLEN CONSTRUCTION CO. INC.,** Seattle, Wash.	426.0	0.0	782.0	100	0	0	0	0	0	0	0	0
136	88	**CADDELL CONSTRUCTION CO. INC.,** Montgomery, Ala.	422.5	162.8	339.4	94	0	1	0	0	5	0	0	0
137	176	**GARNEY HOLDING CO.,** Kansas City, Mo.†	422.1	0.0	346.6	0	0	0	100	0	0	0	0	10
138	105	**SATTERFIELD & PONTIKES CONSTRUCTION INC.,** Houston, Texas	416.0	0.0	403.0	84	0	0	0	0	16	0	0	9
139	146	**BARNHILL CONTRACTING CO.,** Tarboro, N.C.	412.2	0.0	387.1	34	0	0	0	0	66	0	0	22
140	187	**KITCHELL CORP.,** Phoenix, Ariz.†	407.2	0.0	310.3	93	0	6	0	0	0	1	0	99
141	123	**C.W. DRIVER,** Pasadena, Calif.	402.0	0.0	478.6	100	0	0	0	0	0	0	0	80
142	125	**WILLIAMS BROTHERS CONSTRUCTION CO. INC.,** Houston, Texas	398.6	0.0	498.9	0	0	0	0	0	100	0	0	0
143	117	**SPAWGLASS HOLDING LP,** Selma, Texas†	398.0	0.0	321.0	96	0	0	1	0	4	0	0	69
144	129	**KINSLEY CONSTRUCTION INC.,** York, Pa.†	395.0	0.0	416.7	69	6	0	4	2	15	0	0	38
145	132	**JACOBSEN CONSTRUCTION CO. INC.,** Salt Lake City, Utah†	392.0	0.0	253.4	100	0	0	0	0	0	0	0	100
146	184	**LPCIMINELLI INC.,** Buffalo, N.Y.†	387.0	0.0	412.2	99	1	0	1	0	0	0	0	80
147	139	**BOH BROS. CONSTRUCTION CO. LLC,** New Orleans, La.	382.0	0.0	299.0	6	0	3	39	15	37	0	0	0
148	101	**W. M. JORDAN CO.,** Newport News, Va.†	381.3	0.0	341.3	100	0	0	0	0	0	0	0	47
149	152	**FORRESTER CONSTRUCTION CO.,** Rockville, Md.	379.0	0.0	410.0	95	0	0	0	0	0	0	5	74
150	137	**WILLIAMS INDUSTRIAL SERVICES GROUP LLC,** Tucker, Ga.†	376.2	0.0	NA	0	0	98	0	2	0	0	0	0

#04 **TURNER CONSTRUCTION CO.,** now The Turner Corp., was No. 5 in ENR's first contractor ranking, the Top 62 Contractors list, published in January 1958.

RANK 2012	2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
151	179	**TORCON INC.,** Red Bank, N.J.	376.0	62.0	496.0	38	0	0	0	63	0	0	0	67
152	**	**FERROVIAL AGROMAN U.S. CORP.,** Austin, Texas	374.0	0.0	NA	0	0	0	0	0	100	0	0	0
153	191	**J.F. WHITE CONTRACTING CO.,** Framingham, Mass.†	374.0	0.0	125.0	4	0	1	20	0	74	0	0	88
154	111	**PLAZA CONSTRUCTION CORP.,** New York, N.Y.†	373.0	0.0	160.0	100	0	0	0	0	0	0	0	14
155	130	**MANSON CONSTRUCTION CO.,** Seattle, Wash.†	367.1	0.0	367.1	0	0	0	0	0	100	0	0	0
156	166	**CCC GROUP INC.,** San Antonio, Texas	361.8	18.2	235.0	4	0	9	0	79	4	0	0	0
157	154	**PC CONSTRUCTION CO.,** S. Burlington, Vt.	354.9	0.0	385.1	25	11	3	60	0	0	0	0	46
158	170	**ANDERSON COLUMBIA CO. INC.,** Lake City, Fla.†	354.0	0.0	454.0	0	30	0	0	0	70	0	0	0
159	286	**CHINA CONSTRUCTION AMERICA,** Jersey City, N.J.†	354.0	122.4	2,103.8	53	0	0	0	0	47	0	0	40
160	164	**THE CHRISTMAN CO.,** Lansing, Mich.†	349.1	0.0	353.0	96	0	2	0	0	0	0	3	79
161	157	**TEICHERT CONSTRUCTION,** Sacramento, Calif.	347.0	0.0	267.9	11	0	1	18	0	71	0	0	0
162	186	**CONTI GROUP,** Edison, N.J.†	346.7	2.1	66.1	0	0	16	21	0	38	24	0	0
163	189	**LEE LEWIS CONSTRUCTION INC.,** Lubbock, Texas	345.0	0.0	405.0	100	0	0	0	0	0	0	0	93
164	192	**WESTON SOLUTIONS INC.,** West Chester, Pa.†	338.2	34.4	340.0	51	0	0	1	0	10	38	0	23
165	165	**CDM SMITH,** Cambridge, Mass.†	336.9	37.4	445.3	18	1	12	57	8	0	3	0	4
166	171	**GRUNLEY CONSTRUCTION CO. INC.,** Rockville, Md.	331.0	0.0	215.0	91	0	1	0	0	0	0	8	18
167	169	**BBL CONSTRUCTION SERVICES LLC,** Albany, N.Y.	329.5	0.0	303.3	100	0	0	0	0	0	0	0	23
168	314	**GOTHAM CONSTRUCTION CO. LLC,** New York, N.Y.†	328.8	0.0	615.9	100	0	0	0	0	0	0	0	100
169	153	**SAUNDERS CONSTRUCTION INC.,** Centennial, Colo. †	327.4	0.0	255.4	90	0	0	0	0	0	0	10	93
170	200	**LINBECK GROUP LLC,** Houston, Texas	323.0	0.0	222.0	100	0	0	0	0	0	0	0	93
171	149	**CIVES STEEL CO.,** Roswell, Ga.	315.4	5.0	365.0	23	31	17	0	23	5	0	0	0
172	168	**DCK WORLDWIDE LLC,** Pittsburgh, Pa.†	315.0	131.0	938.0	96	0	0	3	0	1	0	0	0
173	135	**BARTLETT COCKE GENERAL CONTRACTORS,** San Antonio, Texas	314.5	0.0	350.0	93	0	0	0	7	0	0	0	93
174	174	**J. FLETCHER CREAMER & SON INC.,** Hackensack, N.J.†	313.8	0.0	287.4	5	0	25	21	2	29	11	8	0
175	162	**RODGERS BUILDERS INC.,** Charlotte, N.C.†	313.7	0.0	NA	100	0	0	0	0	0	0	0	70
176	150	**NEW ENTERPRISE STONE & LIME CO. INC.,** New Enterprise, Pa.†	308.2	0.0	278.5	3	0	0	0	1	95	0	1	0
177	188	**KNUTSON CONSTRUCTION,** Minneapolis, Minn.†	308.0	0.0	320.0	71	0	2	18	10	0	0	0	0
178	180	**LAS VEGAS PAVING CORP.,** Las Vegas, Nev.	307.0	0.0	293.3	0	0	0	0	0	100	0	0	4
179	177	**VECELLIO GROUP INC.,** West Palm Beach, Fla.†	305.4	6.0	290.4	0	0	0	0	1	99	0	0	0
180	147	**DIMEO CONSTRUCTION CO.,** Providence, R.I.†	301.0	0.0	359.3	100	0	0	0	0	0	0	0	100
181	229	**J.P. CULLEN & SONS INC.,** Janesville, Wis.	299.9	0.0	270.3	85	3	12	0	0	0	0	0	69
182	127	**O&G INDUSTRIES INC.,** Torrington, Conn.	293.6	0.0	408.5	24	3	34	2	0	37	0	0	23
183	178	**SHIMMICK CONSTRUCTION CO. INC.,** Oakland, Calif.†	293.1	0.0	254.1	0	0	0	66	0	34	0	0	0
184	228	**H&M CO. INC.,** Jackson, Tenn.†	287.0	0.0	211.0	71	13	0	0	16	0	0	0	0
185	**	**CLUNE CONSTRUCTION CO.,** Chicago, Ill.	285.0	0.0	285.0	84	0	0	0	0	0	0	16	0
186	258	**PARIC CORP.,** O'Fallon, Mo.	285.0	0.0	209.0	100	0	0	0	0	0	0	0	76
187	142	**THE HUBBARD GROUP,** Orlando, Fla.†	281.2	0.0	282.7	0	0	0	0	0	100	0	0	0
188	197	**ANDERSEN CONSTRUCTION,** Portland, Ore.	280.0	0.0	250.0	100	0	0	0	0	0	0	0	0
189	155	**HBE CORP.,** St. Louis, Mo.	279.2	0.0	NA	100	0	0	0	0	0	0	0	0
190	**	**S.T. WOOTEN CORP.,** Wilson, N.C.	278.9	0.0	281.4	0	0	0	0	0	100	0	0	0
191	215	**JAMES MCHUGH CONSTRUCTION CO.,** Chicago, Ill.	277.4	0.0	480.6	37	0	0	19	0	43	0	0	0
192	209	**ENGINEERED STRUCTURES INC. (ESI),** Meridian, Idaho	276.3	0.0	276.3	96	4	0	0	0	0	0	0	20
193	273	**KLINGER COS. INC.,** Sioux City, Iowa†	276.0	0.0	225.0	24	12	1	0	63	0	0	0	0
194	243	**R&O CONSTRUCTION,** Ogden, Utah	275.0	0.0	476.0	97	2	0	0	0	0	0	1	87
195	183	**SHIEL SEXTON CO. INC.,** Indianapolis, Ind.	274.0	0.0	NA	85	0	0	0	15	0	0	0	80
196	156	**TELLEPSEN,** Houston, Texas†	272.9	0.0	604.3	100	0	0	0	0	0	0	0	100
197	202	**CLYDE COS.. INC.,** Orem, Utah†	270.0	0.0	298.1	0	0	6	17	0	73	0	1	0
198	245	**BMWC GROUP INC.,** Indianapolis, Ind.†	269.0	0.0	100.0	1	10	18	0	71	0	0	0	4
199	208	**E.W. HOWELL CO. LLC,** Plainview, N.Y.	268.9	0.0	166.4	99	0	0	0	0	1	0	0	35
200	84	**KENNY CONSTRUCTION,** Northbrook, Ill.†	268.1	0.0	172.4	0	0	47	50	0	2	0	0	47

#37 **COLAS USA,** owned by France's COLAS, a unit of Bouygues, Paris, is the highest-ranking first-time appearance for a Top 400 firm this year.

RANK 2012	2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
201	315	**THE WALSH GROUP,** Portland, Ore.†	268.0	0.0	184.0	100	0	0	0	0	0	0	0	4
202	244	**SEMA CONSTRUCTION INC.,** Centennial, Colo.†	267.7	0.0	340.5	0	0	0	0	0	100	0	0	0
203	86	**WEEKS MARINE INC.,** Cranford, N.J.†	265.6	59.6	117.9	62	0	2	22	1	11	2	0	0
204	235	**CR MEYER,** Oshkosh, Wis.	264.0	0.0	NA	0	17	0	0	83	0	0	0	0
205	83	**HUNT BUILDING CO. LTD.,** El Paso, Texas	263.9	0.0	204.2	100	0	0	0	0	0	0	0	0
206	283	**ELKHORN HOLDINGS,** Evanston, Wyo.†	262.0	0.0	278.0	0	0	1	0	99	0	0	0	0
207	151	**ORION MARINE GROUP INC.,** Houston, Texas†	259.9	2.4	227.9	0	0	0	0	0	100	0	0	0
208	160	**SEVENSON ENVIRONMENTAL SERVICES,** Niagara Falls, N.Y.†	257.5	0.9	243.3	0	0	0	10	0	0	90	0	0
209	212	**S. M. WILSON & CO.,** St. Louis, Mo.†	257.4	0.0	270.8	92	8	0	0	0	0	0	0	73
210	223	**WILLIAM CHARLES CONSTRUCTION LLC,** Loves Park, Ill.†	255.4	0.0	330.0	22	0	0	0	0	78	0	0	0
211	163	**CLANCY & THEYS CONSTRUCTION CO.,** Raleigh, N.C.	253.5	0.0	230.0	95	3	0	0	0	2	0	0	72
212	**	**SAUER INC.,** Jacksonville, Fla.	252.8	0.0	306.4	100	0	0	0	0	0	0	0	0
213	355	**BIS TEPSCO INC.,** Deer Park, Texas	250.8	0.0	322.0	0	0	0	0	98	0	0	0	0
214	214	**CARDI CORP.,** Warwick, R.I.	250.0	0.0	100.0	0	0	0	0	0	100	0	0	0
215	198	**WOODWARD DESIGN+BUILD LLC,** New Orleans, La.	250.0	0.0	NA	100	0	0	0	0	0	0	0	0
216	234	**COMMERCIAL CONTRACTING GROUP,** Auburn Hills, Mich.†	248.0	13.0	170.0	22	44	0	4	29	0	0	0	0
217	281	**BARR & BARR INC.,** New York, N.Y.†	247.0	0.0	415.0	100	0	0	0	0	0	0	0	100
218	210	**THE PIKE CO. INC.,** Rochester, N.Y.	247.0	0.0	186.0	83	0	6	0	0	6	0	0	32
219	277	**SCIENCE APPLICATIONS INTERNATIONAL CORP. (SAIC),** McLean, Va.†	244.6	30.8	543.0	29	0	45	2	15	0	0	0	0
220	317	**HILL & WILKINSON GENERAL CONTRACTORS,** Richardson, Texas	244.0	0.0	285.0	64	3	0	0	33	0	0	0	0
221	194	**WALSH BROTHERS INC.,** Boston, Mass.	244.0	0.0	282.0	100	0	0	0	0	0	0	0	100
222	238	**COASTAL CONSTRUCTION GROUP,** Miami, Fla.†	243.7	0.0	286.1	100	0	0	0	0	0	0	0	85
223	292	**RONCELLI INC.,** Sterling Heights, Mich.	243.0	16.0	145.0	38	62	0	0	0	0	0	0	32
224	252	**LYDIG CONSTRUCTION INC.,** Spokane Valley, Wash.	241.9	0.0	162.5	100	0	0	0	0	0	0	0	19
225	195	**ODEBRECHT CONSTRUCTION INC.,** Coral Gables, Fla.	241.6	0.0	140.3	0	0	0	0	0	100	0	0	0
226	261	**C. OVERAA & CO.,** Richmond, Calif.	241.4	0.0	171.9	43	0	9	41	2	5	0	0	0
227	221	**C D SMITH CONSTRUCTION,** Fond du Lac, Wis.	240.3	0.0	255.0	83	0	0	17	0	0	0	0	0
228	203	**THE KORTE CO.,** Highland, Ill.	240.0	0.0	158.9	100	0	0	0	0	0	0	0	0
229	201	**FCI CONSTRUCTORS INC.,** Grand Junction, Colo.†	239.7	0.0	215.7	91	0	0	0	9	0	0	0	28
230	224	**BNBUILDERS INC.,** Seattle, Wash.	239.0	0.0	175.0	100	0	0	0	0	0	0	0	0
231	251	**SUPERIOR CONSTRUCTION CO. INC.,** Gary, Ind.†	238.4	0.0	NA	0	0	0	0	76	24	0	0	0
232	230	**THE BRANCH GROUP INC.,** Roanoke, Va.†	238.1	0.0	465.8	47	0	0	0	0	41	0	0	9
233	298	**M. B. KAHN CONSTRUCTION CO. INC.,** Columbia, S.C.	237.6	0.0	282.5	39	17	8	12	22	2	0	0	31
234	219	**COAKLEY & WILLIAMS CONSTR. INC.,** Gaithersburg, Md.	236.5	0.0	287.5	100	0	0	0	0	0	0	0	0
235	255	**RIVER CITY CONSTRUCTION LLC,** E. Peoria, Ill.	233.4	0.0	185.3	71	12	0	17	0	0	0	0	38
236	**	**MATT CONSTRUCTION,** Santa Fe Springs, Calif.	233.3	0.0	454.1	88	0	0	0	0	0	0	12	0
237	**	**ARCO/MURRAY CONSTRUCTION COS.,** St. Louis, Mo.†	230.7	2.8	200.0	100	0	0	0	0	0	0	0	0
238	324	**THE CONLAN CO.,** Marietta, Ga.	228.5	0.0	235.2	94	6	0	0	0	0	0	0	0
239	326	**FORTIS CONSTRUCTION INC.,** Portland, Ore.	228.4	0.4	260.0	34	0	0	0	65	0	0	0	96
240	199	**KEY CONSTRUCTION INC.,** Wichita, Kan.	228.0	0.0	228.0	95	0	0	0	0	0	0	5	15
241	205	**WHARTON-SMITH INC.,** Lake Monroe, Fla.†	227.9	1.3	156.0	28	0	0	72	0	0	0	0	24
242	253	**ARISTEO CONSTRUCTION CO.,** Livonia, Mich.†	227.0	2.0	155.0	2	43	29	0	26	0	0	0	15
243	323	**JAMES R. VANNOY & SONS CONSTRUCTION CO. INC.,** Jefferson, N.C.†	226.5	0.0	236.0	96	0	0	0	0	4	0	0	0
244	**	**POGUE CONSTRUCTION,** McKinney, Texas	225.0	0.0	250.0	100	0	0	0	0	0	0	0	98
245	291	**QUANDEL ENTERPRISES INC.,** Harrisburg, Pa.†	224.5	0.0	229.1	90	0	0	10	0	0	0	0	68
246	213	**GE JOHNSON CONSTRUCTION CO.,** Colorado Springs, Colo.	224.4	0.0	337.6	100	0	0	0	0	0	0	0	78
247	225	**THE LAUREN CORP.,** Abilene, Texas†	223.8	171.5	256.3	0	4	21	1	66	0	0	0	0
248	301	**ROGERS-O'BRIEN CONSTRUCTION,** Dallas, Texas	223.5	0.0	212.3	100	0	0	0	0	0	0	0	68
249	218	**MASCARO CONSTRUCTION CO. LP,** Pittsburgh, Pa.†	223.3	0.0	203.1	55	0	0	0	39	5	0	0	28
250	304	**GRANGER CONSTRUCTION CO.,** Lansing, Mich.	222.0	0.0	103.7	100	0	0	0	0	0	0	0	64

#308 **THE JAYNES COS.** is the only New Mexico contractor in the Top 400 this year. Firms on the Top 400 came from 47 states and Washington, D.C.

RANK 2012	RANK 2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
251	232	**BOWEN ENGINEERING CORP.,** Indianapolis, Ind.	221.9	0.0	200.0	0	0	45	39	11	0	5	0	0
252	**	**FERREIRA CONSTRUCTION CO. INC.,** Branchburg, N.J.†	221.5	0.0	226.0	2	0	64	2	0	32	0	0	0
253	246	**BULLEY & ANDREWS LLC,** Chicago, Ill.†	221.4	0.0	170.0	98	2	0	0	0	0	0	0	18
254	358	**W.S. BELLOWS CONSTRUCTION CORP.,** Houston, Texas	220.3	0.0	138.9	100	0	0	0	0	0	0	0	97
255	239	**CLARKSON CONSTRUCTION CO.,** Kansas City, Mo.†	219.1	0.0	178.5	0	0	0	0	0	100	0	0	0
256	296	**WEIS BUILDERS INC.,** Minneapolis, Minn.	219.0	0.0	321.0	100	0	0	0	0	0	0	0	58
257	**	**PANATTONI CONSTRUCTION INC.,** Sacramento, Calif.	218.0	0.0	247.0	72	28	0	0	0	0	0	0	10
258	**	**LAMAR CONSTRUCTION CO.,** Hudsonville, Mich.	217.8	0.0	NA	13	13	0	0	74	0	0	0	81
259	233	**LEASE CRUTCHER LEWIS,** Seattle, Wash.	217.3	0.0	241.7	90	10	0	0	0	0	0	0	0
260	**	**P. AGNES INC.,** Philadelphia, Pa.	215.0	0.0	150.0	100	0	0	0	0	0	0	0	47
261	303	**S.D. DEACON CORP.,** Citrus Heights, Calif.†	212.7	0.0	NA	100	0	0	0	0	0	0	0	0
262	270	**DOSTER CONSTRUCTION CO. INC.,** Birmingham, Ala.	212.2	0.0	163.7	87	2	0	0	11	0	0	0	21
263	226	**J.H. FINDORFF & SON INC.,** Madison, Wis.	210.0	0.0	128.0	76	10	7	0	7	0	0	0	77
264	216	**SHELCO INC.,** Charlotte, N.C.	210.0	0.0	154.0	100	0	0	0	0	0	0	0	16
265	196	**SHOOK CONSTRUCTION,** Dayton, Ohio†	209.2	0.0	104.7	60	3	3	29	1	0	0	5	27
266	376	**THE DENNIS ENGINEERING GROUP LLC,** Springfield, Mass.	207.2	3.0	143.0	0	0	0	0	100	0	0	0	4
267	333	**BATSON-COOK CO.,** West Point, Ga.†	206.7	0.0	304.7	81	17	0	0	0	3	0	0	22
268	269	**SOLTEK PACIFIC CONSTRUCTION CO.,** San Diego, Calif.	205.3	0.0	114.3	100	0	0	0	0	0	0	0	0
269	263	**CORMAN CONSTRUCTION INC.,** Annapolis Junction, Md.†	204.4	0.0	86.2	0	0	0	9	0	91	0	0	0
270	346	**MCM CONSTRUCTION INC.,** No. Highlands, Calif.	202.1	0.0	211.0	0	0	0	0	0	100	0	0	0
271	247	**HARKINS BUILDERS INC.,** Marriottsville, Md.	201.0	0.0	183.0	93	0	0	0	0	0	0	7	52
272	222	**LEOPARDO COS. INC.,** Hoffman Estates, Ill.	201.0	0.0	213.0	100	0	0	0	0	0	0	0	96
273	369	**BUTZ ENTERPRISES INC.,** Allentown, Pa.†	199.5	0.0	472.2	100	0	0	0	0	0	0	0	69
274	302	**MORLEY BUILDERS,** Santa Monica, Calif.†	198.8	0.0	586.5	100	0	0	0	0	0	0	0	0
275	272	**CONTINENTAL BUILDING SYSTEMS,** Columbus, Ohio	198.0	0.0	187.3	100	0	0	0	0	0	0	0	0
276	299	**THE LEMOINE CO. LLC,** Lafayette, La.†	197.2	0.0	132.2	100	0	0	0	0	0	0	0	13
277	374	**JAY CASHMAN INC.,** Quincy, Mass.†	196.9	1.3	101.1	0	0	7	27	0	40	25	0	0
278	318	**BARNARD CONSTRUCTION CO. INC.,** Bozeman, Mont.†	195.2	0.0	65.0	0	0	0	64	34	0	0	2	0
279	211	**SIGAL CONSTRUCTION CORP.,** Arlington, Va.	195.1	0.0	193.5	100	0	0	0	0	0	0	0	0
280	**	**WOHLSEN CONSTRUCTION CO.,** Lancaster, Pa.	194.7	0.0	244.3	75	7	0	0	18	0	0	0	0
281	145	**HARPER CONSTRUCTION CO. INC.,** San Diego, Calif.	194.4	0.0	222.7	100	0	0	0	0	0	0	0	0
282	**	**BOND BROTHERS,** Everett, Mass.	192.0	0.0	160.0	78	0	16	0	0	6	0	0	78
283	257	**ROEBBELEN,** El Dorado Hills, Calif.†	191.6	0.0	212.0	62	0	0	0	0	0	0	38	0
284	284	**HAYDON BUILDING CORP,** Phoenix, Ariz.	190.0	0.0	185.0	55	0	0	13	0	32	0	0	72
285	308	**KBE BUILDING CORP.,** Farmington, Conn.	187.8	0.0	276.5	100	0	0	0	0	0	0	0	23
286	276	**T.J. LAMBRECHT CONSTRUCTION INC.,** Joliet, Ill.	187.1	0.0	119.4	3	0	1	7	0	82	6	0	0
287	185	**S.J. AMOROSO CONSTRUCTION CO. INC.,** Redwood Shores, Calif.	187.0	0.0	NA	71	0	0	22	0	7	0	0	0
288	336	**BRINDERSON LP,** Costa Mesa, Calif.	187.0	0.0	131.0	0	2	3	0	94	0	0	0	0
289	338	**NEW SOUTH CONSTRUCTION CO. INC.,** Atlanta, Ga.†	187.0	0.0	103.8	79	5	5	0	0	11	0	0	55
290	285	**SUMMIT BUILDERS,** Phoenix, Ariz.	186.2	0.0	188.0	100	0	0	0	0	0	0	0	6
291	288	**CROWDER CONSTRUCTION CO.,** Charlotte, N.C.	186.1	0.0	288.9	1	0	48	48	0	3	0	0	0
292	279	**HINKLE CONTRACTING CO. LLC,** Paris, Ky.†	186.0	0.0	165.0	0	0	0	0	0	100	0	0	0
293	278	**TB PENICK & SONS INC.,** San Diego, Calif.	185.4	0.0	159.3	100	0	0	0	0	0	0	0	0
294	**	**NIBBI BROTHERS GENERAL CONTRACTORS,** San Francisco, Calif.†	184.8	0.0	184.8	98	0	0	0	0	2	0	0	94
295	329	**MCCORMICK INC. & SUBSIDIARIES,** Fargo, N.D.†	182.0	0.0	100.9	4	0	2	6	6	82	0	0	0
296	**	**ALBERT C. KOBAYASHI INC.,** Waipahu, Hawaii	182.0	0.0	70.0	100	0	0	0	0	0	0	0	0
297	321	**NAN INC.,** Honolulu, Hawaii	182.0	0.0	272.4	77	0	0	0	0	23	0	0	0
298	268	**GLY CONSTRUCTION INC.,** Bellevue, Wash.	181.8	0.0	219.9	100	0	0	0	0	0	0	0	99
299	**	**SAMET CORP.,** Greensboro, N.C.†	180.9	0.0	114.7	93	6	0	0	0	0	0	1	80
300	206	**THE PENTA BUILDING GROUP,** Las Vegas, Nev.	180.0	0.0	130.3	94	0	0	0	0	0	0	0	85

#396 **J.D. ABRAMS** is one of 115 general contractors that have been ranked on ENR's Top 400 Contractors list every year since 1992.

RANK 2012	RANK 2011	FIRM	2011 REVENUE ($ MIL) TOTAL	INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
301	248	**J.E. KINGHAM CONSTRUCTION COS.,** Nacogdoches, Texas†	177.5	0.0	75.0	77	23	0	0	0	0	0	0	56
302	242	**THE BETTE COS.,** Latham, N.Y.†	176.3	0.0	373.0	81	0	7	0	0	12	0	0	0
303	334	**D.L. WITHERS CONSTRUCTION,** Phoenix, Ariz.	176.0	0.0	182.0	100	0	0	0	0	0	0	0	48
304	271	**INGENIUM INTERNATIONAL INC.,** Detroit, Mich.†	175.8	175.8	85.2	71	0	0	0	0	28	0	0	0
305	360	**BRINKMANN CONSTRUCTORS,** Chesterfield, Mo.†	175.0	0.0	123.0	84	9	0	0	0	0	0	0	39
306	**	**IBEX CONSTRUCTION,** New York, N.Y.	175.0	0.0	175.0	100	0	0	0	0	0	0	0	89
307	367	**W. L. BUTLER CONSTRUCTION INC.,** Redwood City, Calif.	172.0	0.0	140.0	100	0	0	0	0	0	0	0	0
308	256	**THE JAYNES COS.,** Albuquerque, N.M.†	171.7	0.0	210.5	100	0	0	0	0	0	0	0	5
309	282	**FNF CONSTRUCTION INC.,** Tempe, Ariz.†	169.1	0.0	127.4	0	0	0	0	0	100	0	0	0
310	274	**E.E. REED CONSTRUCTION,** Sugar Land, Texas†	168.0	0.0	176.7	100	0	0	0	0	0	0	0	2
311	309	**THE RUHLIN CO.,** Sharon Center, Ohio	167.3	0.0	326.9	64	0	13	0	1	21	0	0	0
312	306	**T.A. LOVING CO.,** Goldsboro, N.C.	165.2	0.0	195.0	47	0	0	51	0	2	0	0	31
313	362	**KPRS CONSTRUCTION SERVICES INC.,** Brea, Calif.†	165.1	0.0	132.4	100	0	0	0	0	0	0	0	0
314	249	**GH PHIPPS CONSTRUCTION COS.,** Greenwood Village, Colo.†	164.3	0.0	250.0	100	0	0	0	0	0	0	0	77
315	**	**ELFORD INC.,** Columbus, Ohio	163.0	0.0	112.0	100	0	0	0	0	0	0	0	21
316	307	**STEVENS ENGINEERS & CONSTRUCTORS INC.,** Middleburg Hts., Ohio†	161.4	0.0	86.7	1	4	18	0	76	1	0	0	0
317	372	**CATAMOUNT CONSTRUCTORS INC.,** Evergreen, Colo.†	160.7	0.0	94.9	100	0	0	0	0	0	0	0	0
318	287	**ROCKFORD CONSTRUCTION CO. INC.,** Grand Rapids, Mich.	160.0	0.0	120.7	100	0	0	0	0	0	0	0	55
319	330	**KBS INC.,** Richmond, Va.	159.0	0.0	176.0	95	5	0	0	0	0	0	0	50
320	313	**MONADNOCK CONSTRUCTION INC.,** Brooklyn, N.Y.	158.7	0.0	101.9	100	0	0	0	0	0	0	0	0
321	337	**NEESER CONSTRUCTION INC.,** Anchorage, Alaska	158.0	0.0	47.0	100	0	0	0	0	0	0	0	0
322	331	**POSILLICO INC.,** Farmingdale, N.Y.†	157.0	0.0	93.6	0	0	0	20	0	68	12	0	0
323	320	**T.N. WARD CO.,** Ardmore, Pa.	156.2	0.0	293.7	88	0	9	3	0	0	0	0	39
324	236	**ABSHER CONSTRUCTION CO.,** Puyallup, Wash.†	156.0	0.0	225.1	100	0	0	0	0	0	0	0	0
325	**	**D.E.W. CONSTRUCTION CORP.,** Williston, Vt.	156.0	0.0	175.2	100	0	0	0	0	0	0	0	85
326	**	**USS CAL BUILDERS INC.,** Stanton, Calif.	155.8	17.8	NA	22	4	0	21	0	54	0	0	0
327	**	**RJM CONSTRUCTION,** St. Louis Park, Minn.†	155.5	0.0	129.4	100	0	0	0	0	0	0	0	3
328	**	**GIBBS CONSTRUCTION,** Harahan, La.†	154.8	0.0	96.6	100	0	0	0	0	0	0	0	0
329	305	**HAWKINS CONSTRUCTION CO.,** Omaha, Neb.	154.1	0.0	102.9	31	0	0	6	0	63	0	0	10
330	**	**KAJIMA BUILDING & DESIGN GROUP INC.,** Atlanta, Ga.	154.1	0.0	198.0	48	36	0	0	8	0	0	7	0
331	**	**MAPP CONSTRUCTION LLC,** Baton Rouge, La.	154.0	0.0	217.0	85	0	0	0	10	0	0	5	0
332	371	**SKENDER CONSTRUCTION,** Chicago, Ill.†	154.0	0.0	154.0	100	0	0	0	0	0	0	0	0
333	325	**THE MIDDLESEX COS.,** Littleton, Mass.	153.5	0.0	112.0	0	0	0	0	0	100	0	0	0
334	275	**JOERIS GENERAL CONTRACTORS LTD.,** San Antonio, Texas	153.2	0.0	193.6	100	0	0	0	0	0	0	0	20
335	241	**BALDWIN & SHELL CONSTRUCTION CO.,** Little Rock, Ark.	151.7	0.0	118.1	100	0	0	0	0	0	0	0	88
336	295	**MW BUILDERS INC.,** Temple, Texas	151.0	0.0	202.0	100	0	0	0	0	0	0	0	7
337	335	**EDWARD KRAEMER & SONS INC.,** Plain, Wis.	150.9	0.0	147.4	1	0	0	0	0	99	0	0	0
338	250	**IHC CONSTRUCTION COS. LLC,** Elgin, Ill.	150.5	0.0	91.3	53	0	0	34	0	2	0	10	50
339	**	**COLUMBIA CONSTRUCTION CO.,** North Reading, Mass.	150.0	0.0	130.0	100	0	0	0	0	0	0	0	67
340	357	**XL CONSTRUCTION CORP.,** Milpitas, Calif.†	149.0	0.0	159.0	44	42	0	0	15	0	0	0	0
341	341	**BRAYMAN CONSTRUCTION CORP.,** Saxonburg, Pa.	146.0	0.0	NA	3	12	1	18	0	66	0	0	0
342	**	**CHARLES PERRY PARTNER INC.,** Gainesville, Fla.†	145.0	0.0	126.0	100	0	0	0	0	0	0	0	79
343	400	**PLANT CONSTRUCTION CO. LP,** San Francisco, Calif.	144.8	0.0	131.3	100	0	0	0	0	0	0	0	77
344	266	**CLARK CONSTRUCTION,** Lansing, Mich.	144.4	0.0	190.8	99	0	0	0	0	0	0	0	51
345	310	**JONES LANG LASALLE CONSTRUCTION CO. INC.,** Chicago, Ill.	143.3	0.0	111.5	100	0	0	0	0	0	0	0	90
346	267	**RENTENBACH CONSTRUCTORS INC.,** Knoxville, Tenn.	143.0	0.0	282.0	100	0	0	0	0	0	0	0	77
347	260	**CG SCHMIDT INC.,** Milwaukee, Wis.	142.3	0.0	172.0	100	0	0	0	0	0	0	0	83
348	350	**BERGLUND CONSTRUCTION,** Chicago, Ill.	142.0	0.0	200.0	100	0	0	0	0	0	0	0	46
349	339	**THOS. S. BYRNE LTD.,** Fort Worth, Texas	142.0	0.0	100.0	73	0	0	0	0	27	0	0	60
350	**	**HARVEY CONSTRUCTION CORP.,** Bedford, N.H.	141.9	0.0	NA	100	0	0	0	0	0	0	0	100

#399 **LUSARDI CONSTRUCTION** is one of 42 contractors on the Top 400 based in California, which had more firms on the list than any other state.

RANK 2012	RANK 2011	FIRM	2011 REVENUE ($ MIL) TOTAL	2011 REVENUE ($ MIL) INT'L	2011 NEW CONTRACTS	GENERAL BUILDING	MANUFACTURING	POWER	WATER / SEWER / WASTE	INDUS. / PETROLEUM	TRANSPORTATION	HAZARDOUS WASTE	TELECOM	% CM-AT-RISK
351	379	**TARLTON CORP.,** St. Louis, Mo.	140.1	0.0	53.4	78	0	3	0	0	5	0	14	70
352	**	**CAROTHERS CONSTRUCTION INC.,** Oxford, Miss.	139.0	0.0	65.0	100	0	0	0	0	0	0	0	0
353	290	**MEB GENERAL CONTRACTORS INC.,** Chesapeake, Va.	138.2	0.0	173.9	24	0	0	53	23	0	0	0	0
354	353	**TRIANGLE ASSOCIATES INC.,** Grand Rapids, Mich.†	137.8	0.0	150.0	89	0	0	11	0	0	0	0	0
355	342	**GAMMA CONSTRUCTION CO.,** Houston, Texas	137.7	0.0	85.4	100	0	0	0	0	0	0	0	22
356	388	**HUNZINGER CONSTRUCTION CO.,** Brookfield, Wis.	135.6	0.0	108.2	100	0	0	0	0	0	0	0	69
357	280	**INTERSTATE HIGHWAY CONSTRUCTION INC.,** Englewood, Colo.	134.7	0.0	30.2	0	0	0	0	0	100	0	0	5
358	289	**SLETTEN COS.,** Great Falls, Mont.†	134.6	0.0	213.9	52	0	9	15	0	24	0	0	29
359	**	**DONOHOE CONSTRUCTION CO.,** Washington, D.C.†	134.1	0.0	148.6	100	0	0	0	0	0	0	0	0
360	365	**LYLES CONSTRUCTION GROUP,** Fresno, Calif.†	134.0	0.0	113.4	0	0	1	87	5	7	0	0	0
361	316	**THE LIRO GROUP,** Syosset, N.Y.†	133.8	0.0	NA	90	0	0	0	0	0	0	0	100
362	293	**GEMMA POWER SYSTEMS,** Glastonbury, Conn.†	132.6	0.0	257.5	0	0	100	0	0	0	0	0	0
363	**	**CONLON CONSTRUCTION CO.,** Dubuque, Iowa	132.3	0.0	185.4	97	0	0	0	0	3	0	0	83
364	347	**FRANA COS. INC.,** Hopkins, Minn.	131.7	0.0	133.2	100	0	0	0	0	0	0	0	0
365	**	**GKKWORKS,** Irvine, Calif.	131.6	0.0	92.6	100	0	0	0	0	0	0	0	14
366	364	**WOLVERINE BUILDING GROUP INC.,** Grand Rapids, Mich.†	131.0	0.0	92.0	60	34	0	0	6	0	0	0	0
367	**	**UHDE CORP. OF AMERICA,** Bridgeville, Pa.	130.5	0.0	144.4	0	0	0	0	100	0	0	0	0
368	300	**WAGMAN COS. INC.,** York, Pa.†	130.0	0.0	39.3	16	0	0	0	0	84	0	0	3
369	375	**BLUESCOPE CONSTRUCTION INC.,** Kansas City, Mo.	129.8	0.5	96.4	33	1	0	0	61	4	0	1	0
370	**	**GREAT LAKES CONSTRUCTION,** Hinckley, Ohio†	128.3	0.0	124.0	0	0	17	9	4	70	0	0	0
371	**	**T.L. WALLACE CONSTRUCTION INC.,** Columbia, Miss.	127.8	0.0	73.1	13	0	0	3	45	30	0	0	0
372	**	**GEORGE W. AUCH CO.,** Pontiac, Mich.	127.6	0.0	133.5	100	0	0	0	0	0	0	0	31
373	377	**INTECH CONSTRUCTION INC.,** Philadelphia, Pa.	127.0	0.0	60.0	100	0	0	0	0	0	0	0	86
374	356	**THE NEENAN CO.,** Fort Collins, Colo.	126.0	0.0	NA	100	0	0	0	0	0	0	0	0
375	**	**AURORA CONTRACTORS INC.,** Ronkonkoma, N.Y.	125.3	0.0	316.5	100	0	0	0	0	0	0	0	17
376	**	**O.C. JONES AND SONS INC.,** Berkeley, Calif.	124.0	0.0	153.0	3	4	0	4	4	85	0	0	0
377	**	**DENHAM-BLYTHE CO. INC.,** Lexington, Ky.†	123.8	0.0	100.0	26	63	0	0	11	0	0	0	0
378	384	**THE GEORGE SOLLITT CONSTRUCTION CO.,** Wood Dale, Ill.	122.8	0.0	103.8	79	0	0	16	0	4	0	0	0
379	322	**BELL AND ASSOCIATES CONSTRUCTION LP,** Brentwood, Tenn.	121.9	0.0	115.5	48	0	0	0	0	52	0	0	43
380	**	**TOP GRADE CONSTRUCTION,** Livermore, Calif.	121.9	0.0	125.0	50	0	0	0	0	50	0	0	0
381	**	**FUGRO (USA) INC.,** Houston, Texas†	121.3	0.0	120.0	0	0	35	26	0	39	0	0	0
382	**	**MARCH ASSOCIATES CONSTRUCTION INC.,** Wayne, N.J.	121.0	0.0	165.2	100	0	0	0	0	0	0	0	24
383	368	**NOVAK CONSTRUCTION CO.,** Chicago, Ill.	120.0	0.0	160.0	100	0	0	0	0	0	0	0	100
384	262	**TERMINAL CONSTRUCTION CORP.,** Wood-Ridge, N.J.	120.0	0.0	50.0	83	0	0	0	0	17	0	0	0
385	**	**SIKON CONSTRUCTION CO. LLC,** Deerfield Beach, Fla.	119.9	0.0	74.7	100	0	0	0	0	0	0	0	34
386	378	**DAVIS CONSTRUCTORS & ENGINEERS INC.,** Anchorage, Alaska†	119.0	0.0	209.3	78	0	0	0	0	22	0	0	7
387	389	**OSBORNE CONSTRUCTION CO.,** Kirkland, Wash.†	118.7	0.0	137.9	100	0	0	0	0	0	0	0	0
388	**	**ERDMAN,** Madison, Wis.	118.6	0.0	68.0	100	0	0	0	0	0	0	0	0
389	265	**MARTIN-HARRIS CONSTRUCTION,** Las Vegas, Nev.	117.6	0.0	122.3	69	0	21	0	0	0	0	10	11
390	354	**ELKINS CONSTRUCTORS INC.,** Jacksonville, Fla.†	117.4	0.0	136.9	100	0	0	0	0	0	0	0	40
391	340	**THE HAGERMAN GROUP INC.,** Fort Wayne, Ind.†	116.8	0.0	80.5	92	6	0	2	0	0	0	0	0
392	397	**GOHMANN ASPHALT AND CONSTRUCTION INC.,** Clarksville, Ind.	115.0	0.0	231.0	0	0	0	0	0	100	0	0	0
393	**	**WEHR CONSTRUCTORS INC.,** Louisville, Ky.†	115.0	0.0	150.0	100	0	0	0	0	0	0	0	90
394	332	**H.J. RUSSELL & CO.,** Atlanta, Ga.	114.4	0.0	NA	86	0	0	0	0	14	0	0	89
395	**	**AJAX BUILDING CORP.,** Midway, Fla.†	113.4	0.0	85.0	100	0	0	0	0	0	0	0	95
396	328	**J.D. ABRAMS LP,** Austin, Texas	113.2	0.0	241.4	0	0	0	0	0	100	0	0	0
397	**	**TRI-NORTH BUILDERS INC.,** Madison, Wis.†	113.0	1.6	137.6	95	4	1	0	0	0	0	0	31
398	392	**ICI CONSTRUCTION INC.,** Addison, Texas	112.8	0.0	84.4	100	0	0	0	0	0	0	0	0
399	**	**LUSARDI CONSTRUCTION CO.,** San Marcos, Calif.	112.1	0.0	173.0	100	0	0	0	0	0	0	0	0
400	391	**PIONEER GENERAL CONTRACTORS,** Grand Rapids, Mich.†	112.0	0.0	73.0	100	0	0	0	0	0	0	0	0

Where to find the Top 400

FIRM	RANK
A	
J.D. Abrams LP	396
Absher Construction Co.	324
Adolfson & Peterson Construction	72
P. Agnes Inc.	260
Ajax Building Corp.	395
Alberici Corp.	59
AMEC	100
American Bridge Co. Inc.	131
American Infrastructure	117
Ames Construction Inc.	63
S.J. Amoroso Construction Co. Inc.	287
Andersen Construction	188
Anderson Columbia Co. Inc.	158
ARCO/Murray Construction Cos.	237
Aristeo Construction Co.	242
ASRC Energy Services	81
George W. Auch Co.	372
Aurora Contractors Inc.	375
Austin Industries	33
B	
The Babcock & Wilcox Co.	43
Baldwin & Shell Construction Co.	335
Balfour Beatty US	11
Barnard Construction Co. Inc.	278
Barnhill Contracting Co.	139
Barr & Barr Inc.	217
Bartlett Cocke General Contractors	173
Barton Malow Co.	38
Batson-Cook Co.	267
BBL Construction Services LLC	167
Bechtel	1
The Beck Group	130
Bell and Associates Construction LP	379
W.S. Bellows Construction Corp.	254
Berglund Construction	348
Bernards	104
The Bette Cos.	302
Big-D Construction Corp.	99
BIS TEPSCO Inc.	213
Black & Veatch	41
BlueScope Construction Inc.	369
BMWC Group Inc.	198
BNBuilders Inc.	230
Boh Bros. Construction Co. LLC	147
The Boldt Co.	77
Bond Brothers	282
Bowen Engineering Corp.	251
The Branch Group Inc.	232
Brasfield & Gorrie LLC	32
Brayman Construction Corp.	341
Brinderson LP	288
Brinkmann Constructors	305
Bulley & Andrews LLC	253
Burns & McDonnell	79
W. L. Butler Construction Inc.	307
Butz Enterprises Inc.	273
Thos. S. Byrne Ltd.	349
C	
Caddell Construction Co. Inc.	136
Cajun Industries LLC	110
Cardi Corp.	214
Carothers Construction Inc.	352
Jay Cashman Inc.	277
Catamount Constructors Inc.	317
CB&I	14
CCC Group Inc.	156
CDM Smith	165
CH2M HILL	66
Chanen Construction Co. Inc.	89
William Charles Construction LLC	210
China Construction America	159
Choate Construction Co.	116
The Christman Co.	160
The Cianbro Cos.	88
LPCiminelli Inc.	146
Cives Steel Co.	171
Clancy & Theys Construction Co.	211
Clark Construction	344
Clark Group	10
Clarkson Construction Co.	255
Clayco Inc.	61
Clune Construction Co.	185
Clyde Cos.. Inc.	197
Coakley & Williams Constr. Inc.	234
Coastal Construction Group	222
Colas USA	37
Columbia Construction Co.	339
Commercial Contracting Group	216
The Conlan Co.	238
Conlon Construction Co.	363
Consigli Construction Co. Inc.	78
Conti Group	162
Continental Building Systems	275
Contrack International Inc.	86
CORE Construction Group	73
Corman Construction Inc.	269
J. Fletcher Creamer & Son Inc.	174
Crossland Construction Co.	98
Crowder Construction Co.	291
J.P. Cullen & Sons Inc.	181
D	
D.E.W. Construction Corp.	325
Davis Constructors & Engineers Inc.	386
James G. Davis Construction Corp.	84
Day & Zimmermann	34
dck Worldwide LLC	172
S.D. Deacon Corp.	261
Denham-Blythe Co. Inc.	377
The Dennis Engineering Group LLC	266
Devcon Construction Inc.	133
PJ Dick-Trumbull-Lindy Paving	83

Where to find the Top 400

FIRM	RANK
Dimeo Construction Co.	180
Donohoe Construction Co.	359
Doster Construction Co. Inc.	262
DPR Construction	24
C.W. Driver	141
Duke Construction	70
JE Dunn Construction Group	26
E	
ECC106	
Elford Inc.	315
Elkhorn Holdings	206
Elkins Constructors Inc.	390
EMJ Corp.	119
Engineered Structures Inc. (ESI)	192
Erdman	388
F	
Fagen Inc.	114
FCI Constructors Inc.	229
Ferreira Construction Co. Inc.	252
Ferrovial Agroman U.S. Corp.	152
J.H. Findorff & Son Inc.	263
First Solar Inc.	42
Flatiron Construction Corp.	48
Flintco LLC	54
Fluor Corp.	2
FNF Construction Inc.	309
Forrester Construction Co.	149
Fortis Construction Inc.	239
Foster Wheeler AG	8
Frana Cos. Inc.	364
Fugro (USA) Inc.	381
G	
Gamma Construction Co.	355
Garney Holding Co.	137
Gemma Power Systems	362
Gibbs Construction	328
Gilbane Building Co.	17
gkkworks	365
GLY Construction Inc.	298
Gohmann Asphalt and Construction Inc.	392
Gotham Construction Co. LLC	168
Granger Construction Co.	250
Granite Construction Inc.	25
Gray Construction	105
Graycor	111
Great Lakes Construction	370
Great Lakes Dredge & Dock Corp. LLC	103
Grunley Construction Co. Inc.	166
H	
H&M Co. Inc.	184
The Hagerman Group Inc.	391
B.L. Harbert International LLC	82
Hardin Construction Co. LLC	118
Harkins Builders Inc.	271
Harper Construction Co. Inc.	281
Harvey Construction Corp.	350
David E. Harvey Builders Inc.	69
Haskell	87
Hawkins Construction Co.	329
Haydon Building Corp	284
HBE Corp.	189
Hensel Phelps Construction Co.	23
Herzog Contracting Corp.	134
Hill & Wilkinson General Contractors	220
Hinkle Contracting Co. LLC	292
HITT Contracting Inc.	55
Hoar Construction LLC	107
Hoffman Corp.	28
Holder Construction Co.	30
E.W. Howell Co. LLC	199
The Hubbard Group	187
Hunt Building Co. Ltd.	205
Hunt Construction Group	31
Hunter Roberts Construction Group	97
Hunzinger Construction Co.	356
I	
IBEX Construction	306
ICI Construction Inc.	398
IHC Construction Cos. LLC	338
Ingenium International Inc.	304
INTECH Construction Inc.	373
Interstate Highway Construction Inc.	357
J	
Jacobs	16
Jacobsen Construction Co. Inc.	145
The Jaynes Cos.	308
Jingoli - DCO	113
Joeris General Contractors Ltd.	334
GE Johnson Construction Co.	246
Jones Lang LaSalle Construction Co. Inc.	345
O.C. Jones and Sons Inc.	376
W. M. Jordan Co.	148
The Judlau Cos.	
132	
K	
M. B. Kahn Construction Co. Inc.	233
Kaiser Foundation Health Plan Inc.	126
Kajima Building & Design Group Inc.	330
KBE Building Corp.	285
KBR5	
KBS Inc.	319
Kenny Construction	200
Key Construction Inc.	240
Kiewit Corp.	3
J.E. Kingham Construction Cos.	301

Where to find the Top 400

FIRM	RANK
Kinsley Construction Inc.	144
Kitchell Corp.	140
Klinger Cos. Inc.	193
Knutson Construction	177
Albert C. Kobayashi Inc.	296
The Kokosing Group	65
The Korte Co.	228
KPRS Construction Services Inc.	313
Edward Kraemer & Sons Inc.	337
Kraus-Anderson Construction Co.	108
L	
Lakeshore TolTest Corp.	93
Lamar Construction Co.	258
T. J. Lambrecht Construction Inc.	286
The Lane Construction Corp.	44
Las Vegas Paving Corp.	178
The Lauren Corp.	247
Layne Christensen Co.	51
Layton Construction Co. Inc.	85
Lease Crutcher Lewis	259
LeChase Construction Services LLC	68
The Lemoine Co. LLC	276
Lend Lease	27
Leopardo Cos. Inc.	272
Lee Lewis Construction Inc.	163
Linbeck Group LLC	170
The LiRo Group	361
T.A. Loving Co.	312

FIRM	RANK
Lusardi Construction Co.	399
Lydig Construction Inc.	224
Lyles Construction Group	360
M	
M+W U.S. Inc.	56
Manhattan Construction Group	39
Manson Construction Co.	155
MAPP Construction LLC	331
March Associates Construction Inc.	382
Martin-Harris Construction	389
Mascaro Construction Co. LP	249
Matrix Service Co.	80
MATT Construction	236
McCarthy Holdings Inc.	21
McCormick Inc. & Subsidiaries	295
McDermott International Inc.	18
McGough Construction	120
James McHugh Construction Co.	191
MCM Construction Inc.	270
The McShane Cos.	94
MEB General Contractors Inc.	353
Messer Construction Co.	95
CR Meyer	204
Michels Corp.	50
The Middlesex Cos.	333
Miron Construction Co. Inc.	115
Monadnock Construction Inc.	320
Morley Builders	274

FIRM	RANK
Mortenson Construction	19
MW Builders Inc.	336
MWH Global	123
N	
Nabholz Construction Corp.	102
Nan Inc.	297
The Neenan Co.	374
Neeser Construction Inc.	321
New Enterprise Stone & Lime Co. Inc.	176
New South Construction Co. Inc.	289
Nibbi Brothers General Contractors	294
Novak Construction Co.	383
O	
O&G Industries Inc.	182
Odebrecht Construction Inc.	225
OHL USA Inc.	62
Okland Construction Co. Inc.	90
O'Neil Industries Inc.	128
Orion Marine Group Inc.	207
Osborne Construction Co.	387
C. Overaa & Co.	226
P	
Panattoni Construction Inc.	257
Paric Corp.	186

FIRM	RANK
Parsons	49
F.H. Paschen, S.N. Nielsen & Associates LLC	92
PCL Construction Enterprises Inc.	6
TB Penick & Sons Inc.	293
The PENTA Building Group	300
Pepper Construction Group	45
Performance Contractors Inc.	67
Charles Perry Partner Inc.	342
GH Phipps Construction Cos.	314
The Pike Co. Inc.	218
Pioneer General Contractors	400
PC Construction Co.	157
Plant Construction Co. LP	343
Plaza Construction Corp.	154
Pogue Construction	244
Posillico Inc.	322
Power Construction Co. LLC	74
Primoris Services Corp.	35
Q	
Quandel Enterprises Inc.	245
R	
R&O Construction	194
RailWorks Corp.	91
E.E. Reed Construction	310
Rentenbach Constructors Inc.	346
River City Construction LLC	235

Where to find the Top 400

FIRM	RANK
RJM Construction	327
Robins & Morton	71
Rockford Construction Co. Inc.	318
Rodgers Builders Inc.	175
Roebbelen	283
Rogers-O'Brien Construction	248
Roncelli Inc.	223
The Rudolph/Libbe Cos. Inc.	96
The Ruhlin Co.	311
H.J. Russell & Co.	394
Ryan Cos. US Inc.	76
S	
S&B Engineers and Constructors Ltd. and Affiliates	125
Samet Corp.	299
Satterfield & Pontikes Construction Inc.	138
Sauer Inc.	212
Saunders Construction Inc.	169
CG Schmidt Inc.	347
Science Applications International Corp. (SAIC)	219
Sellen Construction Co. Inc.	135
SEMA Construction Inc.	202
Sevenson Environmental Services	208
The Shaw Group Inc.	12
Shawmut Design and Construction	75
Shelco Inc.	264
Shiel Sexton Co. Inc.	195
Shimmick Construction Co. Inc.	183
Shook Construction	265

FIRM	RANK
SIGAL Construction Corp.	279
SIKON Construction Co. LLC	385
Skanska USA	7
Skender Construction	332
Sletten Cos.	358
C D Smith Construction	227
The George Sollitt Construction Co.	378
Soltek Pacific Construction Co.	268
SpawGlass Holding LP	143
Stacy and Witbeck Inc.	127
Stellar	112
Sterling Construction Co. Inc.	109
Stevens Engineers & Constructors Inc.	316
Structure Tone	20
Suffolk Construction Co. Inc.	40
Summit Builders	290
Sundt Construction Inc.	58
Superior Construction Co. Inc.	231
Swinerton Inc.	52
T	
Tarlton Corp.	351
Teichert Construction	161
Tellepsen	196
Terminal Construction Corp.	384
Top Grade Construction	380
Torcon Inc.	151
Traylor Bros. Inc.	121
Triangle Associates Inc.	354

FIRM	RANK
Tri-North Builders Inc.	397
The Turner Corp.	4
Turner Industries Group LLC	29
Tutor Perini Corp.	9
U	
Uhde Corp. of America	367
URS Corp.	22
USS Cal Builders Inc.	326
V	
ValleyCrest Landscape Cos.	60
James R. Vannoy & Sons Construction Co. Inc.	243
VCC LLC	129
Vecellio Group Inc.	179
W	
Wagman Cos. Inc.	368
Walbridge	47
T.L. Wallace Construction Inc.	371
Walsh Brothers Inc.	221
The Walsh Group	201
The Walsh Group Ltd.	15
T.N. Ward Co.	323
Webber LLC	101
Webcor Builders	64
Weeks Marine Inc.	203

FIRM	RANK
Wehr Constructors Inc.	393
Weis Builders Inc.	256
The Weitz Co.	57
Weston Solutions Inc.	164
Wharton-Smith Inc.	241
J.F. White Contracting Co.	153
The Whiting-Turner Contracting Co.	13
F.A. Wilhelm Construction Co. Inc.	122
Willbros Group Inc.	36
Williams Brothers Construction Co. Inc.	142
Williams Industrial Services Group LLC	150
S. M. Wilson & Co.	209
D.L. Withers Construction	303
Wohlsen Construction Co.	280
Wolverine Building Group Inc.	366
Woodward Design+Build LLC	215
S.T. Wooten Corp.	190
X	
XL Construction Corp.	340
X	
The Yates Cos. Inc.	46
Z	
Zachry Construction Corp.	124
Zachry Holdings Inc.	53

Where the 2012 Top 400 Contractors Worked

A. NORTH AMERICA

CANADA

Alberici Corp.
AMEC
American Bridge Co. Inc.
ARCO/Murray Construction Cos.
Aristeo Construction Co.
The Babcock & Wilcox Co.
Bechtel
Black & Veatch
BlueScope Construction Inc.
Burns & McDonnell
CB&I
CH2M HILL
Cives Steel Co.
Commercial Contracting Group
The Dennis Engineering Group LLC
DPR Construction
ECC
EMJ Corp.
Flatiron Construction Corp.
Fluor Corp.
Foster Wheeler AG
Gilbane Building Co.
Graycor
Holder Construction Co.
Ingenium International Inc.
Jacobs
Jingoli - DCO
KBR
Kiewit Corp.
Lakeshore TolTest Corp.
The Lauren Corp.
Layne Christensen Co.
Matrix Service Co.
McDermott International Inc.
Michels Corp.
Miron Construction Co. Inc.
Morley Builders
Mortenson Construction
OHL USA Inc.
Orion Marine Group Inc.
Parsons
PCL Construction Enterprises Inc.
Primoris Services Corp.
RailWorks Corp.
Roncelli Inc.
Sevenson Environmental Services
The Shaw Group Inc.
Shawmut Design and Construction
Skanska USA
Structure Tone
Tri-North Builders Inc.
The Turner Corp.
URS Corp.
Walbridge
The Walsh Group Ltd.
Weeks Marine Inc.
Willbros Group Inc.

B. LATIN AMERICA

ARGENTINA

AMEC
The Babcock & Wilcox Co.
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Lend Lease
URS Corp.
Walbridge

BOLIVIA

Fluor Corp.
Foster Wheeler AG
URS Corp.

BRAZIL

AMEC
The Babcock & Wilcox Co.
Jay Cashman Inc.
CB&I
Foster Wheeler AG
Great Lakes Dredge & Dock Corp. LLC
KBR
Kiewit Corp.
Layne Christensen Co.
McDermott International Inc.
Structure Tone
URS Corp.
USS Cal Builders Inc.
Walbridge

CHILE

AMEC
The Babcock & Wilcox Co.
Bechtel
CB&I
Day & Zimmermann
Fluor Corp.
Foster Wheeler AG

Jacobs
The Shaw Group Inc.

COLOMBIA
The Babcock & Wilcox Co.
CB&I
CCC Group Inc.
Foster Wheeler AG

ECUADOR
CB&I
Foster Wheeler AG

EL SALVADOR
The Shaw Group Inc.

HONDURAS
American Bridge Co. Inc.

MEXICO
Alberici Corp.
The Beck Group
BlueScope Construction Inc.
Caddell Construction Co. Inc.
CB&I
Commercial Contracting Group
Fluor Corp.
Foster Wheeler AG
Haskell
Jacobs
KBR
Kiewit Corp.
Layne Christensen Co.
Lend Lease
M+W U.S. Inc.
McDermott International Inc.
Roncelli Inc.
Structure Tone
The Turner Corp.
URS Corp.
Walbridge
Weston Solutions Inc.
The Yates Cos. Inc.

NICARAGUA
Foster Wheeler AG
Jingoli - DCO
Kiewit Corp.

PANAMA
CB&I
CH2M HILL
Foster Wheeler AG

PERU
Bechtel
CB&I
Fluor Corp.
Foster Wheeler AG
Jacobs

URUGUAY
CB&I
Foster Wheeler AG

VENEZUELA
The Babcock & Wilcox Co.
CB&I
Fluor Corp.
Foster Wheeler AG
KBR

SURINAME
CCC Group Inc.
Foster Wheeler AG

C. CARIBBEAN ISLANDS

GREATER ANTILLES
AMEC
The Babcock & Wilcox Co.
Caddell Construction Co. Inc.
Jay Cashman Inc.
CCC Group Inc.
Day & Zimmermann
Fluor Corp.
Foster Wheeler AG
Kiewit Corp.
Lakeshore TolTest Corp.
Orion Marine Group Inc.
Parsons
The Shaw Group Inc.
Tutor Perini Corp.

PUERTO RICO
CDM Smith
CH2M HILL
Consigli Construction Co. Inc.
Day & Zimmermann
ECC
Fluor Corp.
Gilbane Building Co.
Great Lakes Dredge & Dock Corp. LLC
Haskell
Jacobs
The Korte Co.

Matrix Service Co.
Orion Marine Group Inc.
The Shaw Group Inc.
Torcon Inc.
The Walsh Group Ltd.

CUBA
CH2M HILL
dck Worldwide LLC
Lakeshore TolTest Corp.

LESSER ANTILLES
American Bridge Co. Inc.
The Babcock & Wilcox Co.
Bechtel
CB&I
China Construction America
dck Worldwide LLC
Fluor Corp.
Foster Wheeler AG
Kiewit Corp.
McDermott International Inc.
Orion Marine Group Inc.
Parsons
The Shaw Group Inc.
Turner Industries Group LLC
Vecellio Group Inc.
Wharton-Smith Inc.

D. EUROPE

ALBANIA
Bechtel
Foster Wheeler AG

AUSTRIA
Black & Veatch
Fluor Corp.
Foster Wheeler AG
Jacobs

AZERBAIJAN
Bechtel
CB&I
KBR
McDermott International Inc.
URS Corp.

BELGIUM
CB&I
Foster Wheeler AG
Fugro (USA) Inc.
Jacobs
KBR

BULGARIA
The Babcock & Wilcox Co.
CB&I
Foster Wheeler AG

CZECH REP.
CB&I
Foster Wheeler AG
Jacobs

DENMARK
The Babcock & Wilcox Co.
CH2M HILL
Fluor Corp.

ESTONIA
Foster Wheeler AG

FINLAND
The Babcock & Wilcox Co.
Foster Wheeler AG
B.L. Harbert International LLC
Jacobs

FRANCE
CH2M HILL
Day & Zimmermann
Foster Wheeler AG
Fugro (USA) Inc.
Jacobs
The Turner Corp.

GEORGIA
Black & Veatch
CH2M HILL
Foster Wheeler AG
KBR

GERMANY
AMEC
The Babcock & Wilcox Co.
CB&I
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Jacobs
The Shaw Group Inc.
The Turner Corp.
URS Corp.
Weston Solutions Inc.

GREECE
CH2M HILL
Fluor Corp.
Foster Wheeler AG

HUNGARY
Fagen Inc.
Foster Wheeler AG
Jacobs
KBR
URS Corp.

IRELAND
The Babcock & Wilcox Co.
Black & Veatch
CH2M HILL
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Parsons
Structure Tone
The Turner Corp.
URS Corp.

ITALY
The Babcock & Wilcox Co.
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Parsons
The Shaw Group Inc.

LITHUANIA
LPCiminelli Inc.
Foster Wheeler AG
Weston Solutions Inc.

NETHERLANDS
CB&I
Fluor Corp.
Foster Wheeler AG
Jacobs

NORWAY
The Babcock & Wilcox Co.
Foster Wheeler AG
KBR
The Walsh Group Ltd.

POLAND
The Babcock & Wilcox Co.
CH2M HILL
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
URS Corp.

PORTUGAL
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Weston Solutions Inc.

ROMANIA
Bechtel
Black & Veatch
CB&I
ECC
Foster Wheeler AG
KBR
Kiewit Corp.
URS Corp.

RUSSIA
Bechtel
Black & Veatch
CB&I
CH2M HILL
Fluor Corp.
Foster Wheeler AG
KBR
McDermott International Inc.
Parsons
The Turner Corp.
URS Corp.

SLOVAKIA
Foster Wheeler AG
Jacobs

SPAIN
The Babcock & Wilcox Co.
CB&I
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR

Kiewit Corp.
The Shaw Group Inc.
Weston Solutions Inc.

SWEDEN
The Babcock & Wilcox Co.
DPR Construction
Fortis Construction Inc.
Foster Wheeler AG
Jacobs

SWITZERLAND
Foster Wheeler AG
Jacobs

UKRAINE
Bechtel
Foster Wheeler AG
B.L. Harbert International LLC
URS Corp.

UNITED KINGDOM
AMEC
American Bridge Co. Inc.
Bechtel
Black & Veatch
BlueScope Construction Inc.
CB&I
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Haskell
Jacobs
KBR
McDermott International Inc.
MWH Global
Parsons
The Shaw Group Inc.
Structure Tone
The Turner Corp.
Tutor Perini Corp.
URS Corp.

YUGOSLAVIA (FORMER)
Bechtel
The Turner Corp.

BOSNIA & HERZ.
Caddell Construction Co. Inc.
KBR

CROATIA
CB&I

FYR MACEDONIA
KBR

SLOVENIA
Foster Wheeler AG
Jacobs

E. MIDDLE EAST

AFGHANISTAN
Black & Veatch
Caddell Construction Co. Inc.
CH2M HILL
Contrack International Inc.
ECC
Fluor Corp.
Gilbane Building Co.
KBR
Lakeshore TolTest Corp.
Layne Christensen Co.
The Shaw Group Inc.
Tutor Perini Corp.
URS Corp.
Weston Solutions Inc.

BAHRAIN
Black & Veatch
CB&I
Contrack International Inc.
Foster Wheeler AG
Great Lakes Dredge & Dock Corp. LLC
Jacobs
KBR
Parsons
The Shaw Group Inc.
URS Corp.

IRAQ
AMEC
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
KBR
Lakeshore TolTest Corp.
Parsons
The Shaw Group Inc.
Tutor Perini Corp.
URS Corp.
Weston Solutions Inc.

ISRAEL

The Babcock & Wilcox Co.
Black & Veatch
CH2M HILL
Foster Wheeler AG
Kiewit Corp.
Lakeshore TolTest Corp.
M+W U.S. Inc.
Conti Group

JORDAN

CDM Smith
Foster Wheeler AG
Jacobs
KBR
USS Cal Builders Inc.

KUWAIT

Black & Veatch
CB&I
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Great Lakes Dredge & Dock Corp. LLC
KBR
The Turner Corp.

LEBANON

CDM Smith
Great Lakes Dredge & Dock Corp. LLC

OMAN

Bechtel
Black & Veatch
CB&I
CH2M HILL
Jacobs
Lakeshore TolTest Corp.
Parsons
The Turner Corp.
Willbros Group Inc.

PAKISTAN

Black & Veatch
CDM Smith
B.L. Harbert International LLC
KBR
Lakeshore TolTest Corp.

QATAR

Alberici Corp.
Bechtel
Black & Veatch
Burns & McDonnell
CB&I
CH2M HILL
Contrack International Inc.
ECC
Fluor Corp.
Foster Wheeler AG
Great Lakes Dredge & Dock Corp. LLC
Jacobs
KBR
Lakeshore TolTest Corp.
McDermott International Inc.
Parsons
The Turner Corp.
URS Corp.

SAUDI ARABIA

The Babcock & Wilcox Co.
Bechtel
Black & Veatch
CB&I
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
McDermott International Inc.
The Shaw Group Inc.
The Turner Corp.
URS Corp.

TURKEY

Black & Veatch
CH2M HILL
Fluor Corp.
Foster Wheeler AG
KBR
The Shaw Group Inc.
The Turner Corp.

U.A.E.

Bechtel
Black & Veatch
CB&I
CH2M HILL
Clark Group
dck Worldwide LLC
Fluor Corp.
Foster Wheeler AG
Great Lakes Dredge & Dock Corp. LLC

B.L. Harbert International LLC
Jacobs
KBR
McDermott International Inc.
Parsons
The Shaw Group Inc.
Stellar
The Turner Corp.
URS Corp.
Walbridge

YEMEN, NORTH
CB&I
KBR

F. ASIA/AUSTRALIA

AUSTRALIA
AMEC
The Babcock & Wilcox Co.
Bechtel
Black & Veatch
CB&I
CCC Group Inc.
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
Kiewit Corp.
Layne Christensen Co.
McDermott International Inc.
URS Corp.

BANGLADESH
Foster Wheeler AG

BRUNEI
Foster Wheeler AG

CHINA (P.R.C.)
The Babcock & Wilcox Co.
Black & Veatch
CB&I
Fluor Corp.
Foster Wheeler AG
B.L. Harbert International LLC
Jacobs
Kiewit Corp.
McDermott International Inc.
Mortenson Construction
The Shaw Group Inc.
Structure Tone
Weston Solutions Inc.

DIEGO GARCIA
The Shaw Group Inc.
Tutor Perini Corp.

HONG KONG
Black & Veatch
Jacobs
Structure Tone

INDIA
Alberici Corp.
The Babcock & Wilcox Co.
Bechtel
Black & Veatch
BlueScope Construction Inc.
CH2M HILL
Foster Wheeler AG
Jacobs
KBR
Kiewit Corp.
The Lauren Corp.
McDermott International Inc.
The Turner Corp.
URS Corp.
Weston Solutions Inc.

INDONESIA
The Babcock & Wilcox Co.
Black & Veatch
Fluor Corp.
Foster Wheeler AG
KBR
McDermott International Inc.

JAPAN
The Babcock & Wilcox Co.
Bechtel
CH2M HILL
ECC
Fluor Corp.
Foster Wheeler AG
Gilbane Building Co.
Jacobs
Lakeshore TolTest Corp.
Parsons
The Shaw Group Inc.
Structure Tone
URS Corp.
Weston Solutions Inc.

KAZAKHSTAN
Bechtel
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR

KOREA, SOUTH
The Babcock & Wilcox Co.
CB&I
ECC
Foster Wheeler AG
Gilbane Building Co.
Jacobs
Lakeshore TolTest Corp.
The Shaw Group Inc.
The Turner Corp.
Weston Solutions Inc.

KYRGYZSTAN
CH2M HILL
ECC
Fluor Corp.

MALAYSIA
CH2M HILL
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
McDermott International Inc.
The Turner Corp.

NEW ZEALAND
KBR

PACIFIC ISLANDS
Bechtel
CDM Smith
dck Worldwide LLC
ECC
Jacobs
Science Applications International Corp. (SAIC)
The Shaw Group Inc.
Tutor Perini Corp.
Weston Solutions Inc.

PAPUA N.GUINEA
Caddell Construction Co. Inc.
CB&I
Jacobs
Kiewit Corp.

PHILIPPINES
CB&I
ECC
Fluor Corp.
Foster Wheeler AG
Tutor Perini Corp.
Weston Solutions Inc.

SINGAPORE
CB&I
CH2M HILL
C.W. Driver
Foster Wheeler AG
Jacobs
McDermott International Inc.
The Shaw Group Inc.
Structure Tone
The Weitz Co.

SRI LANKA
CH2M HILL

TAIWAN (R.O.C.)
The Babcock & Wilcox Co.
Bechtel
Black & Veatch
CH2M HILL
Foster Wheeler AG
Structure Tone
URS Corp.
Weston Solutions Inc.

THAILAND
Bechtel
Black & Veatch
CB&I
CH2M HILL
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR
McDermott International Inc.
Weston Solutions Inc.

TURKMENISTAN
Foster Wheeler AG

UZBEKISTAN
Bechtel
Foster Wheeler AG
KBR

VIETNAM
Black & Veatch

Foster Wheeler AG
Jacobs
Kiewit Corp.
McDermott International Inc.
Structure Tone
The Turner Corp.

LAOS
B.L. Harbert International LLC

MONGOLIA
Fluor Corp.

G. NORTH AFRICA

ALGERIA
Black & Veatch
KBR
Suffolk Construction Co. Inc.
USS Cal Builders Inc.

EGYPT
AMEC
Bechtel
Black & Veatch
CB&I
Contrack International Inc.
Jacobs
KBR
URS Corp.

ETHIOPIA
B.L. Harbert International LLC
KBR

LIBYA
Bechtel
USS Cal Builders Inc.

MOROCCO
B.L. Harbert International LLC
Jacobs

SUDAN
B.L. Harbert International LLC
KBR

SUB SAHARA
BlueScope Construction Inc.
Foster Wheeler AG
Layne Christensen Co.

TUNISIA
CB&I

H. CENTRAL AND SOUTHERN AFRICA

ANGOLA
Bechtel
CB&I
KBR
Parsons

BOTSWANA
Fluor Corp.
Layne Christensen Co.

BURKINA FASO
B.L. Harbert International LLC
Layne Christensen Co.

BURUNDI
Caddell Construction Co. Inc.

CAMEROON
CB&I
KBR

CONGO
Black & Veatch
The Shaw Group Inc.

GABON
Bechtel
B.L. Harbert International LLC

GUINEA
Bechtel
Caddell Construction Co. Inc.
Fluor Corp.
Layne Christensen Co.
USS Cal Builders Inc.

IVORY COAST
Fluor Corp.

LIBERIA

B.L. Harbert International LLC

MOZAMBIQUE
Jacobs

NIGERIA
Foster Wheeler AG
B.L. Harbert International LLC
KBR
Weston Solutions Inc.

SENEGAL
CCC Group Inc.
B.L. Harbert International LLC
Michels Corp.

SIERRA LEONE
Black & Veatch

SOUTH AFRICA
Black & Veatch
CB&I
Fluor Corp.
Foster Wheeler AG
Jacobs
KBR

TANZANIA
Layne Christensen Co.

UGANDA
Foster Wheeler AG

D.R. CONGO (ZAIRE)
CB&I
Layne Christensen Co.

ZAMBIA
Fluor Corp.
B.L. Harbert International LLC
KBR
Layne Christensen Co.

I. ARCTIC/ANTARCTIC
The Shaw Group Inc.

Rank Firm Subsidiary

1 Bechtel

Bantrel Co.
Bechtel Communications
Bechtel Construction Operations Inc.
Bechtel Corp.
Bechtel Ltd.
Bechtel Oil, Gas & Chemicals
Bechtel Power Corp.
Bechtel Systems and Infrastructure Inc.

2 Fluor Corp.

Energy & Chemicals
Fluor Daniel
Global Services
Government
Industrial & Infrastructure
Power

3 Kiewit Corp.

Ganotec Inc.
Kiewit Building Group Inc.
Kiewit Constructors Inc.
Kiewit Energy Canada Corp.
Kiewit Energy Co.
Kiewit Infrastructure Co.
Kiewit Infrastructure South Co.
Kiewit Infrastructure West Co.
Kiewit Mining Group Inc.
Kiewit Offshore Services
Kiewit Power Constructors Co.
Kiewit Power Engineers Co.
Kiewit Texas Construction LP
Mass Electric Construction Co.
Peter Kiewit Infrastructure Co.
TIC - The Industrial Co.
TIC - The Industrial Co. Wyoming Inc.

4 The Turner Corp.

E.E. Cruz (portion)
Facilities Management Solutions
The Lathrop Co. Inc.
Turner Construction Co.
Turner International LLC
Turner Logistics
Turner Universal

5 KBR

KBR LLC
KBR Ltd.
KBR Services Inc.
Kinhill Ltd.

Rank Firm Subsidiary

6 PCL Construction Enterprises Inc.

Monad Industrial Contractors Inc.
Nordic PCL Construction Inc.
PCL Civil Constructors Inc.
PCL Construction Management Inc.
PCL Construction New Mexico
PCL Construction Resources (U.SA) Inc.
PCL Construction Resources Inc.
PCL Construction Services Inc.
PCL Constructors Bahamas Ltd.
PCL Constructors Canada Inc.
PCL Constructors Northern Inc.
PCL Constructors Westcoast Inc.
PCL Industrial Construction Co.
PCL Industrial Construction Inc.
PCL Industrial Constructors Inc.
PCL Industrial Management Inc.
PCL Industrial Services Inc.
PCL Intracon Power Inc.

7 Skanska USA

IC Skanska (formerly Industrial Contractors) was purchased by Skanska USA Civil in 2011
Skanska USA Building
Skanska USA Civil

8 Foster Wheeler AG

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

Rank Firm Subsidiary

Foster Wheeler USA Corp.

9 Tutor Perini Corp.
Anderson Cos.
Becho
Black Construction
Civil East
Civil West
Desert Mechanical
Fisk Electric Co.
Five Star Electric
Frontier-Kemper Constructors
James A. Cummings
Keating Building Co.
Lunda Construction
NagelBush Mechanical
Perini Building Co.
Perini Management Services
Rudolph & Sletten
Superior Gunite
WDF

10 Clark Group
Clark
Guy F Atkinson Construction
Shirley Contracting

11 Balfour Beatty US
Balfour Beatty Communities
Balfour Beatty Construction
Balfour Beatty Infrastructure
Balfour Beatty Rail
Balfour Concord
Balfour Resource Group
Barnhart Balfour Beatty
Charter Builders
Heery International
SpawMaxwell Co.

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

Rank Firm Subsidiary

15 The Walsh Group Ltd.
Archer Western Contractors
R & L Brosamer
Walsh Construction Co.

17 Gilbane Building Co.
ITSI Gilbane

20 Structure Tone
L.F. Driscoll Co. LLC
Pavarini Construction
Pavarini McGovern LLC
ST Tech Services
Structure Tone International
Structure Tone Southwest

21 McCarthy Holdings Inc.
MC Industrial Inc.
McCarthy Building Cos. Inc.

22 URS Corp.
Advatech LLC
Aman Environmental Construction Inc.
Apptis Holdings Inc.
Banshee Construction
Cash & Associates Inc.
Cleveland Wrecking Co.
EC Driver & Associates Inc.
Lear Siegler Services Inc.
Scott Wilson Inc.
URS Energy & Construction Inc.
URS Federal Services Inc.
W.G. Bolivia SRL
Washington Group Northern
WG Deutschland GmbH
WG Jamaica Ltd.
WG Latin America

25 Granite Construction Inc.
Granite Construction Co.
Granite Construction Northeast
Granite Northwest Inc.
Intermountain Slurry Seal Inc.
Pozzolon Products Co.

26 JE Dunn Construction Group
Collegiate Builders

27 Lend Lease
Lend Lease (AR) SA
Lend Lease (US) Construction Inc.

Rank Firm Subsidiary

Lend Lease (US) Construction LMB Inc.
Lend Lease (US) Public Partnerships LLC
Lend Lease MX SA de C.V.

28 Hoffman Corp.
Hoffman Construction Co. of AZ
Hoffman Construction Co.of OR
Hoffman Construction Co.of WA

29 Turner Industries Group LLC
Turner Industrial Maintenance LLC
Turner Specialty Services
Turner St. Croix Maintenance Inc.

33 Austin Industries
Austin Bridge & Road
Austin Commercial
Austin Industrial

34 Day & Zimmermann
Atlantic Union Resources
Day & Zimmermann NPS
DZ Atlantic (The Atlantic Group Inc.)
ECI Construction Inc.
Mason & Hanger Group Inc.
North American Power Partners
SOC LLC

35 Primoris Services Corp.
ACP, INC
ARB Inc.
ARB Structures Inc.
Born Heaters
Cardinal Contractors Inc.
Cardinal Mechanical
GML Coatings LLC
James Group Construction
Onquest Inc.
Rockford Corp.

36 Willbros Group Inc.
Chapman Construction Co. LP
Construction & Turnaround Services LLC
Halpin Line Construction LLC
Hawkeye LLC
Integrated Service Co. LLC nka Willbros Downstream LLC
Lineal Industries Inc.

Rank Firm Subsidiary

The Oman Construction Co. LLC
Trafford Corp.
Willbros Canada Holdings ULC
Willbros Construction (U.S.) LLC
Willbros Construction Services (Canada) LP
Willbros Engineers (U.S.) LLC
Willbros Government Services (U.S.) LLC
Willbros Midwest Pipeline Construction (Canada) LP
Willbros United States Holdings Inc.

37 Colas USA
Barrett Industries Corp.
Branscome Cos. Inc.
Colaska Inc.
Delta Cos. Inc.
HRI Inc.
Reeves Holdings
Simon Contractors
Sully-Miller Contracting Co.

38 Barton Malow Co.
Barton Malow Design

39 Manhattan Construction Group
Cantera Concrete Co.
Manhattan Construction (Florida) Inc.
Manhattan Construction Co.
Manhattan Road & Bridge Co.

41 Black & Veatch
Black & Veatch Energy
Black & Veatch Federal Services Division
Black & Veatch Management Consulting
Black & Veatch Telecom
Black & Veatch Water

42 First Solar Inc.
First Solar Development Inc.
First Solar Electric LLC

43 The Babcock & Wilcox Co.
Babcock & Wilcox Nuclear Energy Inc.
Babcock & Wilcox Power Generation Group Inc.

44 The Lane Construction Corp.

Rank Firm Subsidiary

Cold River Materials
Kathleen Materials
Prestress of the Carolinas
Rea Contracting LLC
Senate Asphalt
Sunquip
Sunrise Materials
Virginia Paving Co.
Virginia Sign & Lighting Co.
Wardwell Contracting
White Brothers

45 Pepper Construction Group
Pepper Construction Co.
Pepper Construction Co. of Indiana
Pepper Construction Co. of Ohio
Pepper Environmental Technologies
Pepper-Lawson Construction Co.
Pepper-Lawson Waterworks

46 The Yates Cos. Inc.
American Industrial Construction
Blaine Construction Corp.
Edwards Electric Service LLC
Jesco Inc.
Jesco Maintenance
Merit Electrical Inc.
Several Construction Joint Ventures
Superior Asphalt Inc.
W.G. Yates & Sons Construction Co.
Yates Constructors LLC
Yates Services LLC

47 Walbridge
Concrete Service Solutions
Walbridge Aldinger
Walbridge Canada
Walbridge Concrete Services
Walbridge de Mexico
Walbridge do Brazil
Walbridge East
Walbridge Equipment Installation
Walbridge Southeast
Walbridge West

48 Flatiron Construction Corp.
Flatiron Constructors Canada Ltd.
Flatiron Constructors Inc.
Flatiron West Inc.

Rank Firm Subsidiary

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

50 Michels Corp.
Michels Canada Co.
Mi-Tech Services Inc.
Pilchuck Contractors Inc.

51 Layne Christensen Co.
Bencor
International Directional Drilling Services
Layne Christensen Canada
Layne De Brazil
Layne De Mexico
Layne Drilling, Africa
Layne Drilling, Australia
Reynolds Inc.
Reynolds Inliner

52 Swinerton Inc.
HMH Builders
Swinerton Builders
Swinerton Management & Consulting

53 Zachry Holdings Inc.
Precision Resources Co.
Zachry Engineering
Zachry Nuclear Inc.

54 Flintco LLC
Flintco LLC, Albuquerque, NM
Flintco LLC, Austin, TX
Flintco LLC, Memphis, TN
Flintco LLC, Oklahoma City, OK
Flintco LLC, Springdale, AR
Flintco LLC, Tulsa, OK
Flintco Pacific Inc.

57 The Weitz Co.
CPD
Hy-Vee Weitz
Watts Constructors

59 Alberici Corp.
Alberici Construcciones
Alberici Constructors Inc.

Rank Firm Subsidiary

Alberici Constructors Ltd.
Alberici Western Constructors Ltd.
CAS Constructors LLC
Gunther-Nash Inc.
WWPS Inc.

61 Clayco Inc.
Clayco Real Estate Services
Concrete Strategies
Forum Studio Inc.

62 OHL USA Inc.
Arellano Construction Inc.
BCA (Betancourt-Castellon Associates) Construction Manager Inc.
Community Asphalt Inc.
Judlau Contracting Inc.
Stride Constractors Inc.
The Tower Group Inc.

65 The Kokosing Group
Area Aggregates LLC
Black Diamond Construction Inc.
Corna/Kokosing Construction
Kokosing Materials Inc.
McGraw/Kokosing Inc.
The Olen Corp.
Wabash Steel LLC

66 CH2M HILL
CH2M Hill Canada Ltd.
CH2M Hill Constructors Inc.
CH2M Hill Constructors International Inc.
CH2M Hill Energy Ltd.
CH2M Hill Hanford
CH2M Hill Inc.
CH2M Hill Industrial Design Group & Construction Inc.
CH2M Hill International
Lockwood Greene Inc.
Operations Management International Inc.

72 Adolfson & Peterson Construction
AP Atlantic Inc.
AP Gulf States Inc.
AP Midwest LLC
AP Mountain States LLC
AP Southwest LLC
AP West Coast Inc.
AP Wyoming LLC

Rank Firm Subsidiary

Rushforth Construction Co. Inc.

73 CORE Construction Group
CORE Construction Services of Arizona Inc.
CORE Construction Services of Florida LLC
CORE Construction Services of Illinois Inc.
CORE Construction Services of Nevada Inc.
CORE Construction Services of Texas Inc.
Otto Baum Co. Inc.
Urban Energy Solutions LLC
Walton - a CORE Co. LLC

74 Power Construction Co. LLC
Power Contracting and Engineering Corp.

78 Consigli Construction Co. Inc.
Consigli Construction Co. Inc.
Kirchhoff-Consigli Construction Management

80 Matrix Service Co.
Matrix Service Inc.
Matrix Service Industrial Contractors Inc.

81 ASRC Energy Services
AES - Houston Contracting Co. Inc.
AES E&P Technology Inc.
AES Petrochem Insulation Inc.
AES Response Operations LLC
ASRC Energy Services Alaska Inc.
ASRC Energy Services Inc.
Omega Natchiq Inc.

83 PJ Dick-Trumbull-Lindy Paving
Gulisek Construction

87 Haskell
The Haskell Co. de Mexico SA de CV

88 The Cianbro Cos.
Cianbro Constructors LLC
Cianbro Corp.
Cianbro Fabrication & Coating Corp.
Starcon International Inc.

Rank Firm Subsidiary

90 Okland Construction Co. Inc.
A4-Okland Teaming Agreement
Arviso Okland Construction JV

91 RailWorks Corp.
HSQ Technology
L.K. Comstock & Co. Inc.
L.K. Comstock National Transit Inc.
PNR RailWorks Inc.
RailWorks Signals & Communications Inc.
RailWorks Systems Inc.
RailWorks Track Services Inc.
RailWorks Track Systems Inc.
RailWorks Transit Inc.

93 Lakeshore TolTest Corp.
Lakeshore Engineering Services Inc.
TolTest Inc.

94 The McShane Cos.
Cadence McShane Construction Co.
McShane Construction Co.

96 The Rudolph/Libbe Cos. Inc.
BHP Energy LLC
GEM Facility Management LLC
GEM Industrial Inc.
Rudolph/Libbe Inc.
Rudolph/Libbe Properties Inc.

98 Crossland Construction Co.
Crossland Heavy Contractors

99 Big-D Construction Corp.
Big-D Pacific
Big-D Signature
Big-D Southwest

100 AMEC
AMEC Americas Ltd.
AMEC BDR Ltd.
AMEC E&C Services Inc.
AMEC E&I Holdings Inc.
AMEC E&I Inc.
AMEC Environmental & Infrastructure Inc.
AMEC Geomatrix Inc.
AMEC Holdings Inc.
AMEC Inc.
AMEC Kamtech Inc.
AMEC NCL Ltd.
AMEC NSS Ltd.
AMEC Nuclear Holdings Ltd.
AMEC Paragon Inc.
MACTEC Development Corp.
MACTEC Federal Programs Inc.
National Ventures Inc.
Terra Nova Technologies Inc.

101 Webber LLC
DBW Construction LLC
Webber LLC (Consolidating Entity)
Webber Management Group LLC

105 Gray Construction
Gray-ICE Builders
WS Construction

106 ECC
ECC Constructors LLC
ECC International Constructors JV
ECC International LLC
ECCI-C Metag JV
Nordlys Environmental LP

109 Sterling Construction Co. Inc.
J. Banicki
Myers and Sons
Ralph L. Wadsworth
Road & Highway Builders Inc.
Texas Sterling Construction

110 Cajun Industries LLC
Cajun Constructors Inc., Baton Rouge
Cajun Constructors Inc., Houston
Cajun Deep Foundations LLC
Cajun Equipment Services LLC
Cajun Maritime LLC

111 Graycor
Graycor Blasting Co. Inc.
Graycor Construction Co. Inc.
Graycor Industrial Constructors Inc.
Graycor International of Canada Corp.
Graycor International S. de RL de CV

113 Jingoli - DCO
DCO Energy LLC

Rank Firm Subsidiary

DCO Essex Energy LLC
DCO Operations LLC
Goldstar Energy Group Inc.
Jingoli Canada Inc.
JJS Management Services LLC
Strategic Program Support LLC
Sustainable Engineering Services LLC

114 Fagen Inc.
Fagen Europe LLC

117 American Infrastructure
AI Maryland
AI Virginia
Allan A Myers

119 EMJ Corp.
Red Stone Construction Services
Signal Energy

120 McGough Construction
McGough Cos. Southeast Inc.
McGough Cos. Southwest Inc.
McGough Facility Management
McGough Industrial

122 F.A. Wilhelm Construction Co. Inc.
Freitag-Weinhardt Inc.
Industrial Electric Inc.
Poynter Sheet Metal

123 MWH Global
MWH Americas Inc.
MWH Asia Ltd.
MWH Constructors Inc.
MWH Enterprises
MWH Europe Ltd.
MWH Holdings Ltd.
MWH Treatment

124 Zachry Construction Corp.
Zachry Underground Utilities

125 S&B Engineers and Constructors Ltd. and Affiliates
Ford, Bacon & Davis LLC
S & B Brazosport Ltd.
S & B Group International Ltd.
S & B Infrastructure Ltd.
S & B Infrastructure Private Ltd.
S & B Plant Services Ltd.

Rank Firm Subsidiary

128 O'Neil Industries Inc.
W.E. O'Neil Construction Co.
W.E. O'Neil Construction Co. Inc.
W.E. O'Neil Construction Co. of Arizona
W.E. O'Neil Construction Co. of California
W.E. O'Neil Construction Co. of Colorado (Denver)

130 The Beck Group
HC Beck Ltd.
The Beck Internacional de Mexico

131 American Bridge Co. Inc.
American Bridge Bahamas Ltd.
American Bridge Honduras
American Bridge International
American Bridge Mexico

132 The Judlau Cos.
Infrastructure Electric LLC
J-Track LLC
Judlau Contracting Inc.
Midland Tech LLC
TC Electric LLC
Welkin Mechanical LLC

134 Herzog Contracting Corp.
Herzog Railroad Services Inc.
Herzog Services Inc.

137 Garney Holding Co.
Garney Construction
Grimm Construction

140 Kitchell Corp.
Bitco-Kitchell a Joint Venture
hardison/downey Inc.
Kitchell CEM
Kitchell Contractors
Kitchell Custom Homes
Kitchell Environmental Services

143 SpawGlass Holding LP
SpawGlass Civil Construction
SpawGlass Construction Corp.
SpawGlass Contractors Inc.

144 Kinsley Construction Inc.
R & C Mechanical LLC

Rank Firm Subsidiary

145 Jacobsen Construction Co. Inc.
Jacobsen Alliance Group Inc.
Jacobsen National Group Inc.
Jacobsen Residential Group Inc.
Jacobsen Wasatch Group Inc.

146 LPCiminelli Inc.
LPCiminelli Construction Corp.

148 W. M. Jordan Co.
Bass Steel Buildings

150 Williams Industrial Services Group LLC
Williams Industrial Services LLC
Williams Plant Services LLC
Williams Specialty Services LLC

153 J.F. White Contracting Co.
White Equipment Leasing Corp.

154 Plaza Construction Corp.
KM/Plaza
Plaza Construction California LP

155 Manson Construction Co.
Manson Bahamas
Manson Gulf LLC

158 Anderson Columbia Co. Inc.
A Materials Group
A Mining Group LLC
ACCI/API, A Joint Venture
Buckhorn Materials
Durastress
Eagle Roofing Products
Junction City Mining
Suwannee American Cement

159 China Construction America
CCA Bahamas Ltd
CCA Civil Bahamas Ltd
CCA Civil Inc
CCA Civil-Halmar International LLC
CCA SC

160 The Christman Co.
Christman Constructors Inc.

162 Conti Group
Conti Conti Federal Services Inc.
Conti Enterprises Inc.
Conti of New York LLC
Conti of PA LLC
Conti Services LLC
Sundurance Energy

164 Weston Solutions Inc.
Accelerated Waste Solutions LLC
MEC Analytical Systems Inc.
Moorstein Inc.
Weston International Holdings Inc.
Weston of New Jersey Inc.
Weston Power LLC
Weston Solutions (Dela
Weston Solutions (IPR) Inc.
Weston Solutions Global - Europe Cooperatief U.A.
Weston Solutions Global (BVI) - Afghanistan Ltd.
Weston Solutions Global (BVI) - Oman Ltd.
Weston Solutions Global (BVI) - Qatar Ltd.
Weston Solutions Global (BVI) Taiwan Ltd.
Weston Solutions Global (BVI) UAE Ltd.
Weston Solutions Global Inc.
Weston Solutions Global TCN (BVI) Ltd.
Weston Solutions India Private Ltd.
Weston Solutions of Michigan Inc.
Weston Solutions of Missouri Inc.
Weston Solutions of New York Inc.
Weston Westminster LLC
Weston-BAMC LLC
Weston-North Beach LLC
Weston-South Beach LLC

165 CDM Smith
CDM Constructors Inc.
CDM Federal Programs Corp.
CDM International Inc.
E3

168 Gotham Construction Co. LLC
Gotham Greenwich Construction Co.

Rank Firm Subsidiary

169 Saunders Construction Inc.
Groathouse Saunders LLC

172 dck Worldwide LLC
dck International LLC
dck North America LLC
dck Pacific Construction LLC
dck Pacific Guam LLC
DCK Pacific LLC
Oakview dck LLC

174 J. Fletcher Creamer & Son Inc.
Cream Ridge Construction Co. Inc.
Creamer Spiniello Joint Venture
Creamer Environmental Inc.
Creamer Sanzari Joint Venture

175 Rodgers Builders Inc.
Mid-Atlantic Construction Co.

176 New Enterprise Stone & Lime Co. Inc.
E.R.S.C. Inc.
Eastern Industries Inc.
Martin Limestone Inc.
Protection Services Inc.
Valley Quarries Inc.

177 Knutson Construction
Knutson Construction Midwest Inc.
Knutson Construction Rochester Inc.

179 Vecellio Group Inc.
Ranger Construction Industries Inc.
Sharpe Bros.

179 Vecellio Group Inc.
Vecellio & Grogan Inc.

180 Dimeo Construction Co.
Grande Masonry

183 Shimmick Construction Co. Inc.
Shimmick/Balfour Beatty Rail JV
Shimmick/Obayashi JV
Shimmick/Skanska JV

184 H&M Co. Inc.
Concrete Systems Co. LLC
Electrical Systems Co. LLC
H&M Architects/Engineers Inc.
H&M Industrial Services Inc.

187 The Hubbard Group
Blythe Construction, Inc
Hubbard Construction Co.
Roadway Management Inc.
Tampa Pavement Constructors

193 Klinger Cos. Inc.
Gleeson Constructors & Engineers LLC
Klinger Constructors LLC
W.A. Klinger LLC
Younglove Construction LLC

196 Tellepsen
Building Concrete Solutions LP
Tellepsen Builders LP
Tellepsen Industrial

197 Clyde Cos.. Inc.
Geneva Rock Products Inc.
Sunroc Corp.
W.W. Clyde & Co.

198 BMWC Group Inc.
BMW Constructors Inc.
BMWC Constructors Inc.
BMWC Process Fabrications Inc.

200 Kenny Construction
Western Slope Utilities

201 The Walsh Group
RDF Builders Co.
Walsh Construction Co., OR
Walsh Construction Co., WA

202 SEMA Construction Inc.
SEMA Precast Inc.

203 Weeks Marine Inc.
Healy Tibbitts Builders
McNally Construction
MP Howlett
Weeks Offshore

206 Elkhorn Holdings
Eagle Pipeline
Elkhorn Construction Inc.
HOAD Inc.

Rank Firm Subsidiary

207 Orion Marine Group Inc.
F. Miller Construction
King Fisher Marine Service
Misener Marine Construction
Northwest Marine Construction Inc.
Orion Construction LP
Orion Dredging Services
Orion Marine Construction Inc., Houston, TX
Orion Marine Construction Inc., Port Lavaca, TX
Orion Marine Construction Inc., Tampa, FL
Orion Marine Contractors Inc., Tacoma, WA

208 Sevenson Environmental Services
Sevenson Industrial Services Inc.
Waste Stream Technology Inc.

209 S. M. Wilson & Co.
Rollins Construction Co.

210 William Charles Construction LLC
Environmental Contractors Inc.
Ragnar Benson LLC
Structors Inc.
William Charles Electric LLC
William Charles Materials
William Charles West

216 Commercial Contracting Group
Canadian Commercial Contracting
Commercial Contracting de Mexico

217 Barr & Barr Inc.
A.P. Schmidt

219 Science Applications International Corp. (SAIC)
SAIC Constructors LLC
SAIC Energy, Environment & Infrastructure LLC

222 Coastal Construction Group
Coastal Condominiums
Coastal Construction Co.
Coastal Construction of Miami-Dade
Coastal Construction of Palm Beach
Coastal Homes

229 FCI Constructors Inc.
FCI Constructors of New Mexico LLC

231 Superior Construction Co. Inc.
Superiot Construction Co. Southeast LLC

232 The Branch Group Inc.
Branch & Associates Inc.
Branch Highways Inc.
E.V. Williams Inc.
G.J. Hopkins Inc.
R. E. Daffan Inc.

237 ARCO/Murray Construction Cos.
ARCO Beverage Construction Co.
ARCO Construction Co.
ARCO Design/Build Construction Co.
ARCO Design/Build Northeast
ARCO National Construction Co.
ARCO National Construction Co.
ARCO National Construction Co. - KC
ARCO/Murray National Construction Co.
The Murray Co.

241 Wharton-Smith Inc.
SiteSecure Inc.
Wharton-Smith International LLC

242 Aristeo Construction Co.
Aristeo Construction International
Aristeo Installation LLC
Aristeo Services
Stenco Construction LLC

243 James R. Vannoy & Sons Construction Co. Inc.
Cardinal Stone Enterprises
JemSite Development

245 Quandel Enterprises Inc.
J. Vinton Schafer & Sons Inc.
Performance Construction Services Inc.
Pyramid Construction Services Inc.

Rank Firm Subsidiary

QEI Construction Group LLC
The Quandel Group Inc.

247 The Lauren Corp.
Kamtech Services Inc.
Lauren CCL Engineers Private Ltd.
Lauren Engineers & Constructors Inc.
Lauren Services Inc. (DBA: Lauren Concise)

249 Mascaro Construction Co. LP
Mascaro Contracting LP

252 Ferreira Construction Co. Inc.
Vanguard Energy Partners LLC

253 Bulley & Andrews LLC
Bulley & Andrews Masonry Restoration LLC
Takao Nagai Concrete Restoration

255 Clarkson Construction Co.
Johnson County Aggregates
Superior-Bowen Asphalt Co.

261 S.D. Deacon Corp.
J.R. Roberts/Deacon Inc.
S.D. Deacon Corp. of California
S.D. Deacon Corp. of Oregon
S.D. Deacon Corp. of Washington
S.D. Deacon Enterprises Inc.

265 Shook Construction
Shook Inc
Shook LLC

267 Batson-Cook Co.
Batson-Cook Co. (Atlanta, GA)
Batson-Cook Co. (Jacksonville, FL)
Batson-Cook Co. (Tampa, FL)
Batson-Cook Co. (West Point, GA)

269 Corman Construction Inc.
Corman Marine Construction Inc.

273 Butz Enterprises Inc.
Alexander Building Construction Co.
Alvin H. Butz Inc.
Gates Butz

Rank Firm Subsidiary

Procida Butz
Shoemaker Construction Co.

274 Morley Builders
Benchmark Contractors
Morley Construction

277 Jay Cashman Inc.
Cashman Dredging & Marine Constructors LLC
Industrial Power Contractors
Lucas Construction
Marine Contracting LLC
Preload Inc.
Sterling Equipment Inc.

278 Barnard Construction Co. Inc.
Barnard of Nevada Inc.
Barnard Pipeline Inc.
Barnard Telecommunications Inc.

283 Roebbelen
Roebbelen Construction Management Services Inc.
Roebbelen Contracting Inc.
Roebbelen Management Inc.

289 New South Construction Co. Inc.
New South Construction Co. (Savannah, GA)

294 Nibbi Brothers General Contractors
Nibbi Concrete

295 McCormick Inc. & Subsidiaries
Asphalt Paving & Supply
Dakota RM Construction
McCormick Construction
Northern Improvement Co.
Roberts Construction Co.

299 Samet Corp.
Barton Malow/Samet/SRS Joint Venture
Samet/SRS Joint Venture

301 J.E. Kingham Construction Cos.
J.E. Kingham Construction Co.
Kingham Dalton Wilson Ltd.

302 The Bette Cos.
BBL Builders Inc.
Bette & Cring LLC

Rank Firm Subsidiary

Cogen Power Technologies

304 Ingenium International Inc.
Cion Corp.
Giffels Corp.
Ingenium Archial Inc.
NORR Architects Engineers Private Ltd.
NORR Architects Planners
NORR Group Consultants International Ltd.
NORR Illinois Inc.
NORR LLC
NORR Ltd. Architects Engineers Planners
Westpro Constructors Inc.

305 Brinkmann Constructors
Brinkmann Constructors (CO)
Brinkmann Constructors (MO)

308 The Jaynes Cos.
Global Structures
Jaynes Corp.
Jaynes Corp. of California
Jaynes Corp. of Colorado
Jaynes Structures

309 FNF Construction Inc.
FNF New Mexico LLC

310 E.E. Reed Construction
Davis/Reed Construction Inc.
E. E. Reed Construction LP (Herndon, VA)
E. E. Reed Construction LP (Houston, TX)
Zapalac/Reed Construction Co. LP

313 KPRS Construction Services Inc.
KPRS Hawaii Construction Inc.

314 GH Phipps Construction Cos.
Delta Construction

316 Stevens Engineers & Constructors Inc.
Continental Design & Management Group

317 Catamount Constructors Inc.
C3 LLC
MCC/Catamount LLC

Rank Firm Subsidiary

322 Posillico Inc.
Posillico Civil Inc.
Posillico Environmental Inc.
Posillico Materials Inc.

324 Absher Construction Co.
Vanguard Construction LLC

327 RJM Construction
RJM Construction of Arizona
RJM Construction of Colorado LLC

328 Gibbs Construction
Gibbs Residential

332 Skender Construction
Skender Facilities Group
Skender Interiors Group LLC

340 XL Construction Corp.
XL Construction

342 Charles Perry Partner Inc.
Charles Perry Partners Inc., Jacksonville
Charles Perry Partners Inc., Orlando
Charles Perry Partners Inc., Tampa
Charles Perry Partners Inc., Vero Beach

354 Triangle Associates Inc.
Triangle Equities
Triangle Homes
Triangle Properties

358 Sletten Cos.
Sletten Construction Co.
Sletten Construction of Nevada Inc.
Sletten Construction of Wyoming Inc.

359 Donohoe Construction Co.
Crest Virginia LLC

360 Lyles Construction Group
American Paving Co.
Kaweah Construction Co.
Lyles Mechanical Co.
W.M. Lyles Co.

Rank Firm Subsidiary

361 The LiRo Group
LiRo Architects + Planners PC
LiRo Engineers Inc.
LiRo Program and Construction Management PC

362 Gemma Power Systems
Gemma Renewable Power LLC

366 Wolverine Building Group Inc.
Fryling Construction
Wolverine Building Inc.
Wolverine Construction
Wolverine North America

368 Wagman Cos. Inc.
G.A. & F.C. Wagman Inc.
Wagman Construction Inc.

370 Great Lakes Construction
Cleveland Barricading Systems

377 Denham-Blythe Co. Inc.
Denham-Blyhte Co Inc., Lexington, KY
Denham-Blyhte Co. Inc., Goodlettsville, TN

381 Fugro (USA) Inc.
Fugro Chance Inc.
Fugro Consultants Inc.
Fugro EarthData Inc.
Fugro GeoServices Inc.
Fugro Gravity & Magnetic Services
Fugro Jason Inc.
Fugro McClelland Marine Geosciences Inc.
John Chance Land Surveys Inc.

386 Davis Constructors & Engineers Inc.
Mass Excavation Inc.

387 Osborne Construction Co.
Osborne Construction Co. (Anchorage, AK)
Osborne Construction Co. (Fairbanks, AK)

390 Elkins Constructors Inc.
Elkins Constructors Corporate Headquarters
Elkins Constructors Georgia Operations Office

391 The Hagerman Group Inc.
Geupel Demars Hagerman LLC
Hagerman Construction Corp.
Hagerman Inc.

393 Wehr Constructors Inc.
Wehr Constructors Inc.

395 Ajax Building Corp.
Ajax Building Corp. of Georgia

397 Tri-North Builders Inc.
TNB Supply Co.

400 Pioneer General Contractors
Metal Tech
Tailored Building Systems