

**Table IV. 1. The world's 100 non-financial TNCs, ranked by foreign assets, 2000**

(Millions of dollars and number of employees)

Ranking 2000 by:		Ranked in 1999 by:		Corporation	Home economy	Industry <sup>b</sup>	Assets		Sales		Employment		TNI <sup>a</sup> (Per cent)
Foreign assets	TNI <sup>a</sup>	Foreign assets	TNI <sup>a</sup>				Foreign	Total	Foreign <sup>c</sup>	Total	Foreign	Total	
1	15	-	-	Vodafone Group	United Kingdom	Telecommunications	221 238	222 326	7 419	11 747	24 000	29 465	81.4
2	73	1	74	General Electric	United States	Electrical & electronic equipment	159 188	437 006	49 528	129 853	145 000	313 000	40.3
3	30	2	22	Exxon Mobil Corporation	United States	Petroleum expl./ref./distr.	101 728	149 000	143 044	206 083	64 000	97 900	67.7
4	42	47	79	Vivendi Universal	France	Diversified	93 260	141 935	19 420	39 357	210 084	327 380	59.7
5	84	4	82	General Motors	United States	Motor vehicles	75 150	303 100	48 233	184 632	165 300	386 000	31.2
6	46	3	43	Royal Dutch/Shell Group	U. K./Netherlands	Petroleum expl./ref./distr.	74 807	122 498	81 086	149 146	54 337	95 365	57.5
7	24	10	18	BP	United Kingdom	Petroleum expl./ref./distr.	57 451	75 173	105 626	148 062	88 300	107 200	76.7
8	80	6	81	Toyota Motor Corporation	Japan	Motor vehicles	55 974	154 091	62 245	125 575	..	210 709	35.1
9	55	30	73	Telefonica	Spain	Telecommunications	55 968	87 084	12 929	26 278	71 292	148 707	53.8
10	47	50	80	Fiat Spa	Italy	Motor vehicles	52 803	95 755	35 854	53 554	112 224	223 953	57.4
11	57	9	49	IBM	United States	Electrical & electronic equipment	43 139	88 349	51 180	88 396	170 000	316 303	53.5
12	44	12	45	Volkswagen Group	Germany	Motor vehicles	42 725	75 922	57 787	79 609	160 274	324 402	59.4
13	64	-	-	ChevronTexaco	United States	Petroleum expl./ref./distr.	42 576	77 621	65 016	117 095	21 693	69 265	47.2
14	52	48	74	Hutchison Whampoa	Hong Kong, China	Diversified	41 881	56 610	2 840	7 311	27 165	49 570	55.9
15	23	19	57	Suez	France	Electricity, gas and water	38 521	43 460	24 145	32 211	117 280	173 200	77.1
16	93	7	50	DaimlerChrysler	Germany/United States	Motor vehicles	..	187 087	48 717	152 446	83 464	416 501	24.0
17	11	31	14	News Corporation	Australia	Media	36 108	39 279	12 777	14 151	24 500	33 800	84.9
18	4	11	2	Nestlé	Switzerland	Food & beverages	35 289	39 954	48 928	49 648	218 112	224 541	94.7
19	62	-	-	Total Fina Elf	France	Petroleum expl./ref./distr.	33 119	81 700	82 534	105 828	30 020	123 303	47.6
20	87	16	54	Repsol YPF	Spain	Petroleum expl./ref./distr.	31 944	487 763	15 891	42 563	16 455	37 387	29.3
21	51	20	32	BMW	Germany	Motor vehicles	31 184	45 910	26 147	34 639	23 759	93 624	56.3
22	48	22	42	Sony Corporation	Japan	Electrical & electronic equipment	30 214	68 129	42 768	63 664	109 080	181 800	57.2
23	77	-	-	E.On	Germany	Electricity, gas and water	29 100	114 951	41 843	86 882	83 338	186 788	39.4
24	3	21	3	ABB	Switzerland	Machinery and equipment	..	30 962	22 528	22 967	151 340	160 818	94.9
25	10	33	35	Philips Electronics	Netherlands	Electrical & electronic equipment	27 885	35 885	33 308	34 870	184 200	219 429	85.7
26	8	-	-	Anglo American	United Kingdom	Mining & quarrying	26 000	30 616	18 100	20 570	230 000	249 000	88.4
27	19	17	13	Diageo	United Kingdom	Food & beverages	25 980	37 550	15 880	18 470	59 587	72 474	79.1
28	91	15	89	Wal-Mart Stores	United States	Retail	25 742	78 130	32 100	191 329	300 000	1 300 000	24.3
29	43	29	27	Honda Motor Company	Japan	Motor vehicles	25 576	46 146	41 909	57 454	56 200	112 400	59.5
30	26	43	25	Alcatel	France	Machinery and equipment	24 461	39 524	25 269	29 487	..	131 598	72.8
31	5	35	7	British American Tobacco	United Kingdom	Tobacco	23 860	25 076	16 374	17 603	82 583	86 805	94.4
32	66	34	68	Nissan Motor Company	Japan	Motor vehicles	23 347	51 610	28 680	48 717	39 698	133 833	44.6
33	37	46	36	BASF	Germany	Chemicals	23 208	36 197	26 332	33 746	48 917	103 273	63.2
34	18	27	6	Roche Group	Switzerland	Pharmaceuticals	22 960	42 469	17 232	17 537	56 099	64 758	79.7
35	31	41	33	Bayer	Germany	Pharmaceuticals	21 288	33 917	24 875	28 818	65 900	122 100	67.7
36	74	36	67	Eni Group	Italy	Petroleum expl./ref./distr.	20 788	45 688	19 311	44 606	21 279	69 969	39.7
37	49	24	8	Unilever	U. K./Netherlands	Diversified	20 382	52 587	26 067	44 254	215 000	295 000	56.8
38	85	5	76	Ford Motor Company	United States	Motor vehicles	19 874	283 390	51 691	170 058	185 264	350 117	30.1
39	1	86	34	Rio Tinto	United Kingdom/Australia	Mining & quarrying	19 405	19 443	9 735	9 972	33 415	34 399	98.2
40	56	25	48	Aventis	France	Pharmaceuticals	19 264	38 142	14 088	20 940	44 477 <sup>d</sup>	102 489	53.7
41	79	44	69	Texas Utilities Company (TXU)	United States	Electricity, gas and water	19 224	43 420	7 761	22 009	4 677	16 540	35.9
42	89	45	85	Mitsui & Company	Japan	Wholesale trade	19 118	64 071	45 901	128 162	5 659	39 344	26.7
43	59	-	-	Pfizer	United States	Pharmaceuticals	19 100	33 500	10 000	29 400	56 000	90 000	51.1
44	58	39	51	Hewlett-Packard	United States	Electrical & electronic equipment	..	34 009	27 505	48 871	..	87 944	53.4
45	41	61	77	Carrefour	France	Retail	17 137	24 065	28 664	60 298	209 542	330 247	60.7
46	60	67	70	Procter & Gamble	United States	Diversified	16 967	34 194	19 913	39 951	..	..	48.3

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**Table IV. 1. The world's 100 non-financial TNCs, ranked by foreign assets, 2000(continued)**

(Millions of dollars and number of employees)

Ranking 2000 by:		Ranked in 1999 by:		Corporation	Home economy	Industry <sup>b</sup>	Assets		Sales		Employment		TNI <sup>a</sup> (Per cent)
Foreign assets	TNI <sup>a</sup>	Foreign assets	TNI <sup>a</sup>				Foreign	Total	Foreign <sup>c</sup>	Total	Foreign	Total	
47	27	42	26	Coca-Cola Company	United States	Food & beverages	16 560	20 830	12 740	20 460	28 200	37 000	72.7
48	68	48	62	Peugeot	France	Motor vehicles	16 334	46 963	28 466	42 978	54 500	172 400	44.2
49	2	56	1	Thomson Corporation	Canada	Media	15 522	15 699	6 094	6 514	33 600	36 000	95.3
50	61	57	60	Dow Chemical Company	United States	Chemicals	15 500	35 991	16 747	29 534	24 000	53 289	48.3
51	71	14	41	Siemens	Germany	Electrical & electronic equipment	..	75 229	31 301	71 388	..	448 000	41.2
52	9	90	20	Astrazeneca	United Kingdom	Pharmaceuticals	15 000	18 000	15 009	15 804	47 000	57 000	86.9
53	14	75	52	Royal Ahold	Netherlands	Retail	14 827	23 990	33 653	48 000	..	248 053	82.5
54	22	70	19	Stora Enso Oys	Finland	Paper	14 727	19 841	11 348	12 112	26 697	41 785	77.3
55	69	32	44	Motorola	United States	Telecommunications	14 713	42 343	21 796	37 580	58 000	147 000	44.1
56	95	54	95	Hitachi	Japan	Electrical & electronic equipment	14 650	92 804	22 110	75 483	67 819	337 911	21.7
57	33	-	-	Compagnie De Saint-Gobain	France	Non-metallic mineral products	14 487	29 222	19 829	26 798	125 130	171 125	65.6
58	100	-	-	Verizon Communications	United States	Telecommunications	14 466	164 735	1 976	63 423	..	263 552	4.0
59	70	38	47	Johnson & Johnson	United States	Pharmaceuticals	14 436	34 245	12 139	29 846	49 338	101 901	43.7
60	99	73	100	SBC Communications	United States	Telecommunications	14 300	98 651	6 900	51 374	..	220 089	9.3
61	86	65	93	RWE Group	Germany	Electricity, gas and water	13 800	60 000	16 400	44 600	45 513	152 132	29.9
62	78	55	71	Matsushita Electric Industrial Company	Japan	Electrical & electronic equipment	13 745	72 518	33 974	68 862	143 773	290 448	39.3
63	50	71	61	AES Corporation	United States	Electricity, gas and water	13 659	31 033	4 185	6 691	16 725	26 606	56.5
64	96	-	-	Deutsche Post	Germany	Transport and storage	13 495	139 380	8 965	30 707	51 613	278 705	19.1
65	16	63	17	Michelin	France	Rubber tyres	12 900	15 950	12 557	14 326	96 504	128 122	81.3
66	38	68	31	Ericsson	Sweden	Telecommunications	12 640	26 352	23 261	29 828	62 698	105 129	61.9
67	39	62	24	McDonald's Corporation	United States	Retail/Restaurants	12 475	21 685	8 420	14 245	250 000	364 000	61.8
68	21	-	-	WPP Group	United Kingdom	Business services	12 145	13 372	3 657	4 453	..	51 195	78.5
69	28	87	30	Volvo	Sweden	Motor vehicles	12 133	21 053	16 237	17 489	47 565	72 031	72.2
70	53	-	-	Glaxosmithkline	United Kingdom	Pharmaceuticals	11 953	27 447	18 528	27 006	58 000	107 517	55.4
71	72	61	40	Canon	Japan	Electrical & electronic equipment	11 737	24 627	4 997	24 185	47 177	86 673	40.9
72	92	52	96	Sumitomo Corporation	Japan	Wholesale trade	11 672	39 286	10 135	80 000	9 153	30 715	24.1
73	81	78	86	Merck & Co	United States	Pharmaceuticals	11 648	40 155	7 292	40 363	26 200	49 300	33.4
74	45	69	46	Robert Bosch	Germany	Machinery and equipment	11 079	22 800	21 140	29 360	108 761	198 666	58.4
75	17	77	23	Danone Groupe	France	Food & beverages	10 949	16 179	9 910	13 413	88 285	86 657	81.1
76	40	100	47	Cemex	Mexico	Non-metallic mineral products	10 887	15 759	3 028	5 621	15 448	25 884	60.9
77	75	80	97	Nissho Iwai	Japan	Wholesale trade	10 672	29 145	19 496	52 213	1 951	4 313	39.7
78	36	-	-	Cable & Wireless	United Kingdom	Telecommunications	10 622	34 321	10 253	14 678	48 833	54 919	63.2
79	97	-	-	Japan Tobacco	Japan	Tobacco	9 959	29 159	3 760	41 180	..	41 703	18.7
80	98	59	99	Itochu Corporation	Japan	Wholesale trade	9 894	41 626	18 736	97 944	..	38 867	15.2
81	32	98	37	Bridgestone	Japan	Rubber tyres	9 756	18 884	10 894	18 591	89 754	102 615	65.9
82	20	81	15	L'Air Liquide Groupe	France	Chemicals	9 643	10 700	5 760	7 480	20 900	30 300	78.7
83	25	-	-	Pearson	United Kingdom	Media	9 556	13 062	4 580	5 787	18 817	24 688	76.2
84	83	49	72	Fujitsu	Japan	Electrical & electronic equipment	9 476	41 936	15 275	44 229	71 000	187 399	31.7
85	35	-	-	Norsk Hydro Asa	Norway	Diversified	9 378	22 191	16 118	17 727	21 901	38 166	63.5
86	7	-	-	Interbrew	Belgium	Food & beverages	9 274	10 383	6 704	7 384	33 000	36 463	90.2
87	34	-	-	Carnival Corporation	United States	Tourism	9 200	9 800	598	3 779	27 000	32 000	64.7
88	29	-	-	Alcan	Canada	Metal and metal products	9 030	18 407	8 523	9 244	26 000	37 000	70.5
89	88	66	87	Marubeni Corporation	Japan	Wholesale trade	9 000	52 682	40 000	96 438	..	31 342	28.3
90	13	95	12	Cadbury - Schweppes	United Kingdom	Food & beverages	8 845	9 651	5 412	6 834	29 648	36 460	84.1
91	6	79	4	Electrolux	Sweden	Electrical & electronic equipment	8 810	9 519	13 089	13 576	78 969	87 128	93.2
92	63	-	-	LG Electronics	Korea, Republic of	Electrical & electronic equipment	8 750	17 709	9 331	18 558	20 072	46 912	47.5
93	12	74	10	AkzoNobel	Netherlands	Pharmaceuticals	8 600	10 900	11 900	12 600	55 600	68 400	84.9
94	65	88	63	Usinor	France	Metal and metal products	8 541	14 297	5 190	14 771	24 180	60 521	44.9
95	67	-	-	Conoco	United States	Petroleum expl./ref./distr.	8 311	15 618	10 621	31 936	8 280	17 579	44.5

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**Table IV. 1. The world's 100 non-financial TNCs, ranked by foreign assets, 2000(concluded)**

(Millions of dollars and number of employees)

Ranking 2000 by:		Ranked in 1999 by:		Corporation	Home economy	Industry <sup>b</sup>	Assets		Sales		Employment		TNI <sup>a</sup> (Per cent)
Foreign assets	TNI <sup>a</sup>	Foreign assets	TNI <sup>a</sup>				Foreign	Total	Foreign <sup>c</sup>	Total	Foreign	Total	
96	90	97	56	Mitsubishi Motors Corporation	Japan	Motor vehicles	8 169	28 732	15 084	37 905	2 091	24 360	25.6
97	76	83	83	Petróleos de Venezuela	Venezuela	Petroleum expl./ref./distr.	8 017	57 089	49 780	53 234	5 458	46 920	39.7
98	54	28	38	Renault	France	Motor vehicles	7 936	19 653	24 121	37 383	98 000	166 114	54.6
99	82	-	-	Petronas	Malaysia	Petroleum expl./ref./distr.	7 690	36 594	11 790	19 305	3 808	23 450	32.8
100	94	-	-	Philip Morris	United States	Diversified	7 425	79 067	32 051	63 276	..	178 000	22.4

Source: UNCTAD/Erasmus University database.

<sup>a</sup> The transnationality index (TNI) is calculated as the average of the following three ratios: foreign assets to total assets, foreign sales to total sales and foreign employment to total employment.

<sup>b</sup> Industry classification for companies follows the United States Standard Industrial Classification.

<sup>c</sup> In a number of cases companies reported only total foreign sales without distinguishing between export from the parent company and sales of their foreign affiliates. Some foreign sales figures might therefore include also parent company exports.

<sup>d</sup> Employment for outside Europe

.. Data on foreign assets, foreign sales and foreign employment were not available. In case of non-availability, they are estimated using secondary sources of information or on the basis of the ratios of foreign to total assets, foreign to total sales and foreign to total employment.

Note : In some companies, foreign investors may hold a minority share of more than 10 per cent.