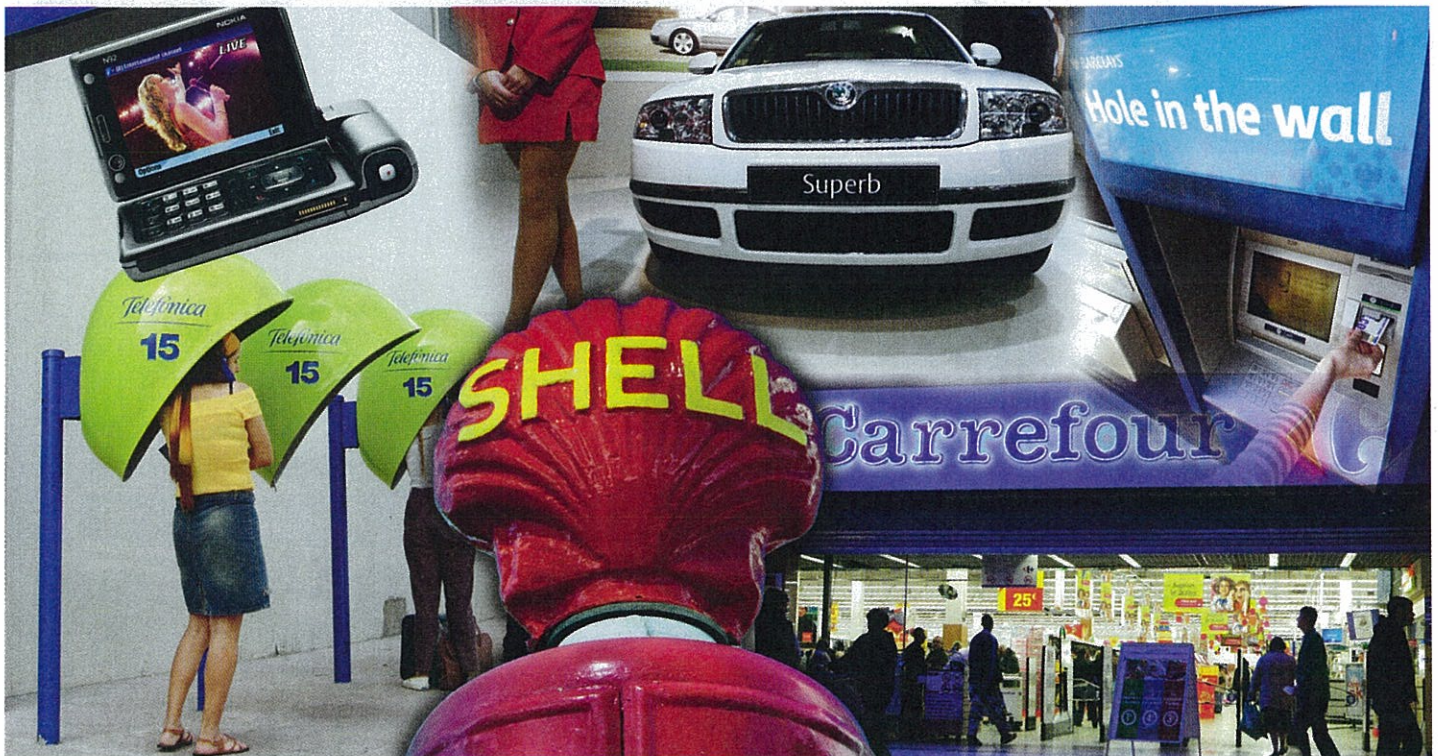


THE GLOBAL 2000

The Top 100

In 2008 Citigroup's four-year reign as the world's largest company ended, as HSBC Holdings jumped up from third last year to grab the top position. An 83% drop in profits in its most recent fiscal year knocked Citigroup down to the 24th slot in our composite ranking based on sales, profits, assets and market value.



RANK	COMPANY	INDUSTRY	SALES (\$MIL)	PROFITS (\$MIL)	ASSETS (\$MIL)	MARKET VALUE (\$MIL)	
1	HSBC Holdings	Banking	146,500	19,133	2,348,982	180,808	UK
2	General Electric	Conglomerate	172,738	22,208	795,337	330,925	US
3	Bank of America	Banking	119,190	14,982	1,715,746	176,534	US
4	JPMorgan Chase	Banking	116,353	15,365	1,562,147	136,885	US
5	ExxonMobil	Oil & gas operations	358,600	40,610	242,082	465,506	US
6	Royal Dutch Shell	Oil & gas operations	355,782	31,331	266,216	221,087	NE
7	BP	Oil & gas operations	281,025	20,600	236,076	204,941	UK
8	Toyota Motor	Consumer durables	203,798	13,991	276,377	175,081	JA
9	ING Group	Insurance	197,935	12,648	1,932,151	75,783	NE
10	Berkshire Hathaway	Diversified financials	118,245	13,213	273,160	216,652	US
10	Royal Bank of Scotland	Banking	108,447	14,618	3,807,511	76,635	UK
12	AT&T	Telecom services	118,928	11,951	275,644	210,224	US

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RANK	COMPANY	INDUSTRY	SALES (\$MIL)	PROFITS (\$MIL)	ASSETS (\$MIL)	MARKET VALUE (\$MIL)	🌐
13	BNP Paribas	Banking	116,157	10,706	2,494,412	81,905	FR
14	Allianz	Insurance	139,121	10,900	1,547,484	80,296	GE
15	Total	Oil & gas operations	199,743	19,242	165,753	181,797	FR
16	Wal-Mart Stores	Retailing	378,799	12,731	163,378	198,598	US
17	Chevron	Oil & gas operations	203,970	18,688	148,786	179,965	US
18	American Intl Group	Insurance	110,064	6,200	1,060,505	118,197	US
19	Gazprom	Oil & gas operations	81,759	23,301	201,724	306,789	RU
20	AXA Group	Insurance	151,696	7,755	1,064,668	70,327	FR
21	Banco Santander	Banking	72,261	10,021	1,332,719	113,271	SP
22	ConocoPhillips	Oil & gas operations	171,500	11,891	177,757	129,152	US
23	Goldman Sachs Group	Diversified financials	87,968	11,599	1,119,796	67,158	US
24	Citigroup	Banking	159,229	3,617	2,187,631	123,442	US
25	Barclays	Banking	79,697	8,764	2,432,341	62,428	UK
26	EDF Group	Utilities	81,599	7,687	271,662	170,809	FR
27	E.ON	Utilities	94,042	9,857	200,844	126,221	GE
28	ENI	Oil & gas operations	119,271	13,698	128,150	127,376	IT
29	Petrobras-Petróleo Brasil	Oil & gas operations	87,518	11,037	129,976	236,669	BR
30	PetroChina	Oil & gas operations	88,237	18,215	111,698	546,138	CN
31	Procter & Gamble	Household/personal prods	79,740	11,129	144,401	203,669	US
32	Deutsche Bank	Diversified financials	95,496	7,452	1,485,580	56,266	GE
33	UniCredit Group	Banking	63,667	7,187	1,077,209	77,459	IT
34	Telefónica	Telecom services	82,395	13,001	143,130	138,419	SP
35	Mitsubishi UFJ Financial	Banking	49,485	7,497	1,591,556	98,137	JA
36	Volkswagen Group	Consumer durables	149,000	5,637	210,882	90,225	GE
37	IBM	Software & services	98,785	10,417	120,431	157,620	US
38	ArcelorMittal	Materials	105,216	10,368	133,648	108,823	LU
38	Daimler	Consumer durables	145,108	5,818	199,769	85,160	GE
40	BBVA-Banco Bilbao Vizcaya	Banking	54,343	8,943	733,143	78,292	SP
41	Wells Fargo	Banking	53,593	8,057	575,442	96,374	US
42	ICBC	Banking	37,479	6,309	961,646	289,573	CN
43	Credit Suisse Group	Diversified financials	83,719	7,532	1,194,753	50,846	SZ
44	HBOS	Banking	100,318	8,097	1,336,165	44,840	UK
45	Crédit Agricole	Banking	101,594	6,491	1,662,600	45,729	FR
45	Nestlé	Food, drink & tobacco	94,760	9,382	99,062	188,110	SZ
47	Fortis	Diversified financials	121,186	5,458	1,020,979	49,045	NE
48	Verizon Communications	Telecom services	93,469	5,652	186,959	104,273	US
49	France Telecom	Telecom services	77,312	9,197	137,095	87,886	FR
50	Siemens	Conglomerate	103,202	5,422	126,725	118,469	GE
50	Wachovia	Banking	55,528	6,312	782,896	60,688	US
52	Sinopec-China Petroleum	Oil & gas operations	133,789	6,905	77,435	186,378	CN
53	Hewlett-Packard	IT hardware & equipment	107,671	7,850	88,572	122,044	US
54	Lloyds TSB Group	Banking	58,736	6,526	701,084	50,952	UK
55	Royal Bank of Canada	Banking	43,566	5,775	629,960	64,406	CA
56	Bank of China	Banking	31,128	5,485	679,572	171,447	CN

See page 208 for country codes.

RANK	COMPANY	INDUSTRY	SALES (\$MIL)	PROFITS (\$MIL)	ASSETS (\$MIL)	MARKET VALUE (\$MIL)	🌐
57	Pfizer	Drugs & biotech	48,418	8,144	115,268	152,168	US
58	Johnson & Johnson	Drugs & biotech	61,095	10,576	80,954	175,508	US
59	Samsung Electronics	Semiconductors	92,260	8,560	87,494	87,842	KO
60	StatoilHydro	Oil & gas operations	89,000	7,523	89,156	98,357	NO
61	Generali Group	Insurance	102,158	3,173	486,429	60,792	IT
62	CCB-China Construction Bank	Banking	29,157	5,932	697,445	126,548	CN
63	Microsoft	Software & services	57,898	16,957	67,339	253,149	US
64	Suez Group	Utilities	64,958	5,369	114,886	83,556	FR
65	Zurich Financial Services	Insurance	55,045	5,626	387,666	45,758	SZ
66	Nippon Telegraph & Tel	Telecom services	91,572	4,058	149,706	60,268	JA
67	Sanofi-Aventis	Drugs & biotech	40,952	7,683	104,984	101,171	FR
68	Honda Motor	Consumer durables	94,351	5,040	101,821	56,823	JA
69	Nokia	IT hardware & equipment	74,537	10,518	52,622	145,658	FI
70	Munich Re	Insurance	67,568	5,626	306,034	37,335	GE
71	Mizuho Financial	Banking	32,517	5,284	1,272,169	48,804	JA
72	Novartis	Drugs & biotech	40,220	12,620	71,890	111,617	SZ
73	MetLife	Insurance	53,007	4,317	558,562	41,316	US
74	Roche Holding	Drugs & biotech	40,646	8,600	67,724	169,323	SZ
75	Morgan Stanley	Diversified financials	85,328	2,563	1,045,409	46,528	US
76	Vale	Materials	33,228	10,264	74,704	161,395	BR
77	Rio Tinto	Materials	29,700	7,312	100,806	165,480 ¹	UK
78	China Mobile	Telecom services	37,063	8,285	62,442	308,592	HK
79	GlaxoSmithKline	Drugs & biotech	45,072	10,345	57,157	120,053	UK
80	BASF	Chemicals	84,600	5,934	67,333	60,964	GE
81	RWE Group	Utilities	56,171	3,638	119,498	68,191	GE
82	Sumitomo Mitsui Financial	Banking	33,041	3,756	850,754	56,097	JA
83	BHP Billiton	Materials	39,498	13,416	53,358	190,622 ²	AU
84	Time Warner	Media	46,482	4,387	133,830	55,826	US
85	Banco Bradesco	Banking	36,120	4,114	192,651	59,798	BR
85	KBC Group	Banking	35,220	4,660	517,978	43,659	BE
87	Dexia	Banking	140,785	3,467	889,981	28,037	BE
88	Altria Group	Food, drink & tobacco	38,051	9,161	57,211	154,201	US
89	National Australia Bank	Banking	38,881	4,058	499,437	43,946	AU
90	Cisco Systems	IT hardware & equipment	37,684	8,069	55,300	145,389	US
91	Manulife Financial	Insurance	33,082	4,005	178,583	59,184	CA
92	Bank of Nova Scotia	Banking	28,020	4,253	431,302	48,078	CA
93	Intel	Semiconductors	38,334	6,976	55,651	115,586	US
94	Unilever	Food, drink & tobacco	54,815	5,303	53,398	92,750 ³	NE
95	Toronto-Dominion Bank	Banking	26,508	4,203	443,563	48,379	CA
96	Nissan Motor	Consumer durables	89,088	3,921	104,203	37,905	JA
97	Lehman Bros Holdings	Diversified financials	59,004	4,193	691,063	27,055	US
98	Carrefour Group	Food markets	112,401	3,146	75,732	49,953	FR
99	Commonwealth Bank	Banking	26,478	3,798	360,423	51,860	AU
100	Boeing	Aerospace & defense	66,387	4,074	58,986	63,325	US

¹Combined market value for Rio Tinto Ltd. and Rio Tinto Plc. (a dual-listed company with headquarters in Australia and the U.K.). ²Combined market value for BHP Billiton Ltd. and BHP Billiton Plc. (a dual-listed company with headquarters in Australia and the U.K.). ³Combined market value for Unilever NV and Unilever Plc. (a dual-listed company with headquarters in the Netherlands and the U.K.). See page 208 for country codes.