

*Technology Review* ranks the top 150 spenders across a broad range of technology-intensive industries.

# Corporate R&D Scorecard

Company name (country)	Rank by Innovation Index	R&D spending 2004* (in millions)	R&D percent change	Absolute change in R&D (in millions)	R&D as a percentage of sales	R&D per employee	Research focus
<b>Aerospace/defense</b>							
BAE SYSTEMS (U.K.)	21	\$3,196	-	\$13	19%	\$43,598	Aircraft, ships, submarines, communications, electronics, guided weapons
FINMECCANICA (Italy)	35	\$1,879	-	-	20%	\$36,822	Aircraft, aircraft components, technology systems, combat vehicles
EADS (Netherlands)	65	\$2,704	-3%	-\$80	7%	\$24,439	Materials, engineering, electronics, sensors, information technology
BOEING (U.S.)	80	\$1,879	14%	\$228	4%	\$11,818	Aircraft, electronics, airport technology, engineering, energy systems
UNITED TECHNOLOGIES (U.S.)	92	\$1,256	22%	\$229	3%	\$5,990	Energy systems, environmental control, engineering, engines
HONEYWELL INTERNATIONAL (U.S.)	103	\$917	22%	\$166	4%	\$8,413	Security, sensors, environmental control
LOCKHEED MARTIN (U.S.)	121	\$962	7%	\$59	3%	\$7,400	Aircraft, ships, electronics, energy systems, engineering
ROLLS-ROYCE (U.K.)	137	\$524	-	\$2	5%	\$14,885	Aerospace, ships, energy systems
<b>Average</b>	<b>82</b>	<b>\$1,665</b>	<b>8%</b>	<b>\$77</b>	<b>8%</b>	<b>\$19,170</b>	
<b>Biotechnology</b>							
BIAGEN IDEC (U.S.)	3	\$688	195%	\$454	31%	\$161,196	Oncology, immunology, congestive heart failure
AMGEN (U.S.)	22	\$2,028	23%	\$373	19%	\$140,833	Cancer biology, inflammation, metabolic disorders, neurology, hematology
SERONO (Switzerland)	27	\$595	27%	\$127	24%	\$121,339	Reproductive health, neurology, dermatology, growth and metabolism
GENENTECH (U.S.)	42	\$816	30%	\$189	18%	\$106,706	Oncology, immunology, vascular biology
<b>Average</b>	<b>24</b>	<b>\$1,032</b>	<b>69%</b>	<b>\$286</b>	<b>23%</b>	<b>\$132,519</b>	
<b>Chemicals</b>							
BAYER (Germany)	73	\$2,680	-13%	-\$391	7%	\$23,719	Health care, crop protection, materials, information technology
BASF (Germany)	101	\$1,492	6%	\$87	3%	\$18,204	Biotechnology, genetic engineering, chemistry, nanotechnology
MONSANTO (U.S.)	102	\$511	-	\$1	9%	\$40,556	Crop protection, genomics, crop genetics, chemicals
DUPONT (U.S.)	106	\$1,333	-1%	-\$16	5%	\$22,217	Materials, chemicals, biology
AKZO NOBEL (Netherlands)	109	\$1,047	-7%	-\$81	6%	\$17,037	Pharmaceuticals, coatings, chemicals
SUMITOMO CHEMICAL (Japan)	111	\$703	3%	\$22	6%	\$36,939	Nanoscale materials, fuel cells, genomics, proteomics, chemistry
DOW CHEMICAL (U.S.)	124	\$1,022	4%	\$41	3%	\$23,656	Chemicals, plastics, crop science, energy
MITSUBISHI CHEMICAL (Japan)	126	\$828	-3%	-\$24	5%	\$24,711	Petrochemicals, performance products, functional materials, health care
SOLVAY (Belgium)	130	\$525	2%	\$11	5%	\$17,931	Pharmaceuticals, chemicals, plastics
SYNGENTA (Switzerland)	142	\$809	11%	\$82	11%	\$41,411	Crop protection, genomics, crop genetics, chemicals
<b>Average</b>	<b>112</b>	<b>\$1,095</b>	<b>0</b>	<b>-\$27</b>	<b>6%</b>	<b>\$26,638</b>	

\*BASED ON DATA FOR MOST RECENT FISCAL YEAR, ENDING MAY 31, 2005. SOURCES: STANDARD AND POOR'S; COMPANY WEBSITES; TECHNOLOGY REVIEW

Company name (country)	Rank by Innovation Index	R&D spending 2004* (in millions)	R&D percent change	Absolute change over 2003 (in millions)	R&D as a percentage of sales	R&D per employee	Research focus
<b>Computer hardware</b>							
IBM (U.S.)	23	\$5,167	2%	\$99	5%	\$15,705	Deep computing, displays, e-commerce, semiconductors, storage
SUN MICROSYSTEMS (U.S.)	38	\$1,926	5%	\$89	17%	\$59,080	Business PDA applications, device networks, speech technology, Java
TOSHIBA (Japan)	55	\$3,149	2%	\$49	6%	\$19,523	Film, optics, wireless communication, transistors
HEWLETT-PACKARD (U.S.)	59	\$3,506	-4%	-\$146	4%	\$23,219	Internet systems, wireless communication, security, privacy, printing
EMC (U.S.)	72	\$848	18%	\$129	10%	\$37,352	Storage
FUJITSU (Japan)	90	\$2,346	-12%	-\$326	5%	\$15,025	Internet services, ubiquitous computing, computational science, security
NEC (Japan)	91	\$2,400	-13%	-\$370	5%	\$16,739	Banking systems, e-government systems, optical, IP and device networks
SEIKO EPSON (Japan)	114	\$833	-2%	-\$13	6%	\$9,808	Printers, projection, electronic components, optics
<b>Average</b>	<b>68</b>	<b>\$2,522</b>	<b>-1%</b>	<b>-\$61</b>	<b>7%</b>	<b>\$24,556</b>	
<b>Computer software</b>							
MICROSOFT (U.S.)	2	\$7,779	67%	\$3,120	21%	\$136,474	Multimedia, search, knowledge management, security, machine learning
ELECTRONIC ARTS (U.S.)	41	\$633	24%	\$122	20%	\$103,398	Enterprise software, extensible systems, open-source software
SAP (Germany)	62	\$1,298	3%	\$33	14%	\$40,290	Business process applications, e-business
AUTOMATIC DATA PROCESSING (U.S.)	96	\$581	16%	\$82	7%	\$13,837	Data processing and outsourced services
ORACLE (U.S.)	118	\$1,278	8%	\$98	1%	\$30,678	Grid computing, Web services, Java, Linux, open-source software
COMPUTER ASSOCIATES (U.S.)	122	\$690	4%	\$28	20%	\$45,098	Mobile gaming, motion capture, 3-D face and body rendering
<b>Average</b>	<b>74</b>	<b>\$2,043</b>	<b>20%</b>	<b>\$581</b>	<b>14%</b>	<b>\$61,629</b>	
<b>Consumer products</b>							
ALTRIA GROUP (U.S.)	74	\$809	6%	\$47	1%	\$5,186	Food safety, nutrition, obesity, health and wellness products
PROCTER AND GAMBLE (U.S.)	86	\$1,802	8%	\$137	4%	\$16,382	Fats and oils, absorbent structures and materials, perfumes
NESTLÉ (Switzerland)	110	\$1,168	17%	\$172	2%	\$4,728	Packaging materials, infant nutrition, clinical nutrition
UNILEVER GROUP (Netherlands)	133	\$1,355	-9%	-\$128	2%	\$5,645	Nutrition, culinary products, hair care, deodorants, household products
L'ORÉAL (France)	134	\$645	6%	\$34	3%	\$12,383	Polymers, niosomes, hair color, céramides, sunscreens, emulsifiers
<b>Average</b>	<b>107</b>	<b>\$1,156</b>	<b>6%</b>	<b>\$52</b>	<b>2%</b>	<b>\$8,865</b>	
<b>Electronics/electrical</b>							
MATSUSHITA ELECTRIC (Japan)	17	\$5,756	6%	\$339	7%	\$17,195	Display technology, multimedia, electronic products
SONY (Japan)	28	\$4,695	-2%	-\$117	7%	\$28,979	Semiconductors, robotics, nanomaterials, fuel cells, networking, devices
PHILIPS ELECTRONICS (Netherlands)	45	\$3,223	-3%	-\$106	8%	\$19,949	Display technology, lenses, device networks, semiconductors, batteries
CANON (Japan)	54	\$2,574	6%	\$151	8%	\$23,781	Cameras, sensors, optics, nanomaterials
HITACHI (Japan)	57	\$3,477	-1%	-\$50	4%	\$11,331	Nanoelectronics, home networks, bioinformatics, mobile communications,
AGILENT TECHNOLOGIES (U.S.)	82	\$917	-13%	-\$134	13%	\$32,750	Communications, molecular biology, nanoscale science, photonics
FUJI PHOTO FILM (Japan)	89	\$1,571	-3%	-\$50	7%	\$21,475	Digital imaging systems, recording/storage media, film and imaging
SHARP (Japan)	95	\$1,298	3%	\$43	6%	\$28,114	Liquid-crystal displays, 3-D-imaging displays, optoelectronics
SANYO ELECTRIC (Japan)	98	\$1,233	5%	\$62	5%	\$12,838	Solar cells, display devices, photonics, robotics, home networks, 3-D
EASTMAN KODAK (U.S.)	99	\$839	12%	\$89	6%	\$15,310	Imaging, sensors, wireless networks, photographic media
AREVA (France)	105	\$511	41%	\$149	4%	\$7,298	Energy, nuclear power, electrical, electronic and optical connectors
RICOH (Japan)	107	\$865	11%	\$84	5%	\$11,829	Cameras, printers
SCHNEIDER ELECTRIC (France)	115	\$681	8%	\$52	5%	\$8,022	Electrical distribution, automation, and control
LG ELECTRONICS (Korea)	120	\$1,144	-	-	3%	\$36,195	Consumer electronics
MATSUSHITA ELECTRIC WORKS (Japan)	128	\$538	9%	\$43	4%	\$10,737	Materials, software, optical switches, lighting
SUMITOMO ELECTRIC (Japan)	131	\$517	14%	\$62	4%	\$5,913	Information technology, communications, electronics, automotive systems
XEROX (U.S.)	141	\$760	-12%	-\$108	5%	\$13,081	Microelectromechanical systems, optoelectronics, integrated systems
mitsubishi electric (Japan)	144	\$1,276	-24%	-\$402	4%	\$12,895	Internet computing, advanced graphics, digital TV, multimedia
ALSTOM (France)	150	\$602	-24%	-\$190	3%	\$7,833	Information and communication technologies, power electronic systems
<b>Average</b>	<b>95</b>	<b>\$1,709</b>	<b>2%</b>	<b>-\$4</b>	<b>6%</b>	<b>\$17,133</b>	
<b>Energy</b>							
TOTAL (France)	116	\$808	NA	NA	1%	\$7,251	Oil exploration, petroleum refining, renewable energy
EXXON MOBIL (U.S.)	146	\$649	5%	\$31	-	\$7,555	3-D seismic technology, drilling, energy
ROYAL DUTCH/SHELL (Netherlands)	149	\$553	-5%	-\$31	-	\$4,938	Chemicals, energy
<b>Average</b>	<b>137</b>	<b>\$670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$6,581</b>	

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<b>Heavy machinery</b>							
ABB (Switzerland)	48	\$690	13%	\$77	3%	\$6,729	Nanotechnology, microelectromechanical systems, software, wireless
ITT (U.S.)	88	\$634	13%	\$75	9%	\$14,409	Electronic interconnects and switches, defense communications
CATERPILLAR (U.S.)	93	\$928	39%	\$259	3%	\$12,064	Fuel cells, machines, engines, power generation
VOLVO (Sweden)	117	\$1,011	6%	\$56	3%	\$12,928	Transportation, telematics, Internet applications, databases, ergonomics
JOHN DEERE (U.S.)	139	\$612	6%	\$34	3%	\$13,153	Engines, agricultural equipment
<b>Average</b>	<b>97</b>	<b>\$775</b>	<b>15%</b>	<b>\$100</b>	<b>4%</b>	<b>\$11,857</b>	
<b>Industrial conglomerates</b>							
SIEMENS (Germany)	15	\$6,441	-	-\$5	7%	\$14,978	Materials, light, imaging, robotics, user interfaces, logistics
GENERAL ELECTRIC (U.S.)	70	\$2,443	16%	\$340	2%	\$7,958	Ceramics, energy, environmental electronics, imaging, photonics
ISTITUTO FINANZIARIO INDUS. (Italy)	85	\$2,222	-	-	3%	\$11,542	Automotive and transport (Fiat and Comau), engine technology, materials
3M (U.S.)	100	\$1,143	4%	\$41	6%	\$17,042	Light management, film solutions, fuel cells, lighting products
TYCO INTERNATIONAL (Bermuda)	125	\$784	17%	\$113	2%	\$3,034	Fire and building products, flow control, valves, optics
<b>Average</b>	<b>79</b>	<b>\$2,607</b>	<b>7%</b>	<b>\$98</b>	<b>4%</b>	<b>\$10,911</b>	
<b>Pharmaceuticals/medical devices</b>							
SANOVI-AVENTIS (France)	1	\$9,483	466%	\$7,809	50%	\$98,335	Cardiovascular, central nervous system, oncology, internal medicine
MERCK (U.S.)	5	\$3,885	22%	\$707	17%	\$62,056	13 therapeutic areas including arthritis, asthma, cancer, cardiovascular
PFIZER (U.S.)	6	\$6,613	-7%	-\$518	13%	\$57,504	18 therapeutic areas including oncology, cardiovascular
JOHNSON AND JOHNSON (U.S.)	7	\$5,203	11%	\$519	11%	\$47,343	9 therapeutic areas including central nervous system, gastrointestinal
GLAXOSMITHKLINE (U.K.)	10	\$5,275	2%	\$89	14%	\$52,834	Cardiovascular, infectious diseases, gastrointestinal, oncology, respiratory
NOVARTIS (Switzerland)	12	\$4,207	12%	\$451	15%	\$51,688	10 therapeutic areas including metabolic disorders, ophthalmics
ASTRAZENECA (U.K.)	13	\$3,803	10%	\$352	18%	\$59,237	Cardiovascular, gastrointestinal, infection, neuroscience, oncology
ROCHE (Switzerland)	14	\$4,210	7%	\$269	16%	\$65,061	12 therapeutic areas including anemia, virology, infectious diseases
ELI LILLY (U.S.)	20	\$2,691	15%	\$341	19%	\$60,474	Diabetes, genitourinary disorders, central nervous system
WYETH (U.S.)	26	\$2,461	18%	\$367	14%	\$47,871	Women's health, cardiovascular, musculoskeletal, gastrointestinal
AVENTIS (France)	29	\$3,720	-15%	-\$631	16%	\$49,222	Diabetes, asthma, multiple sclerosis
SCHERING-PLOUGH (U.S.)	32	\$1,607	9%	\$138	19%	\$52,689	Infectious diseases, respiratory, arthritis, oncology, cardiovascular
BRISTOL-MYERS SQUIBB (U.S.)	37	\$2,500	10%	\$221	13%	\$58,140	Alzheimer's, oncology, diabetes, hepatitis, HIV/AIDS, obesity
SCHERING (Germany)	44	\$1,169	-1%	-\$6	19%	\$44,738	Gynecology and andrology, diagnostics and radiopharmaceuticals
TAKEDA CHEMICAL (Japan)	61	\$1,323	9%	\$110	13%	\$90,652	Cardiovascular, obesity, diabetes, metabolic disorders
EISAI (Japan)	63	\$732	13%	\$87	15%	\$95,124	Immunology, endocrinology, gastroenterology, neurology, cardiology
DAIICHI PHARMACEUTICAL (Japan)	64	\$548	-3%	-\$20	18%	\$74,271	Infectious diseases, cancer, cardiovascular, rheumatology, ophthalmology
NOVO NORDISK (Denmark)	66	\$744	4%	\$27	15%	\$36,685	Diabetes, hemophilia
ALTANA (Germany)	67	\$566	8%	\$42	15%	\$52,503	Gastrointestinal disorders, respiratory disorders
SANKYO (Japan)	68	\$809	-	-\$2	15%	\$70,259	Cardiovascular
ABBOTT LABORATORIES (U.S.)	75	\$1,697	-2%	-\$37	9%	\$27,999	Infectious diseases, cardiovascular, oncology
BOSTON SCIENTIFIC (U.S.)	78	\$569	26%	\$117	10%	\$32,514	Devices: electrophysiology, peripheral interventions, pulmonary endoscopy
GUIDANT (U.S.)	79	\$516	-	-\$2	14%	\$43,000	Imaging and diagnostics, vascular, bioabsorbable materials
MEDTRONIC (U.S.)	81	\$951	12%	\$100	9%	\$30,786	Cardiac-rhythm management, neurology, cardiac surgery, vascular
MERCK (Germany)	83	\$762	-1%	-\$7	11%	\$26,387	Women's health, respiratory diseases, cardiovascular
ASTELLAS PHARMA (Japan)	94	\$550	-16%	-\$105	13%	\$60,722	Infectious diseases, diabetes, gastrointestinal, central nervous system
BAXTER INTERNATIONAL (U.S.)	138	\$517	-7%	-\$36	5%	\$10,771	Stem cells, biomaterials
<b>Average</b>	<b>47</b>	<b>\$2,486</b>	<b>22%</b>	<b>\$385</b>	<b>15%</b>	<b>\$54,032</b>	
<b>Semiconductors</b>							
INTEL (U.S.)	8	\$4,778	10%	\$418	14%	\$56,212	Microprocessors, silicon, manufacturing, photonics, networking
SAMSUNG ELECTRONICS (Korea)	16	\$4,438	36%	\$1,168	6%	\$71,696	Semiconductors, telecommunications, printers
STMICROELECTRONICS (Netherlands)	30	\$1,532	24%	\$294	17%	\$30,949	Solar cells, nanotechnology, microelectronics, semiconductors
TEXAS INSTRUMENTS (U.S.)	36	\$1,978	15%	\$253	16%	\$55,762	Mobile-device semiconductors
INFINEON TECHNOLOGIES (Germany)	40	\$1,551	12%	\$165	17%	\$43,595	Nanotechnology, photonics, high-frequency circuits, electronic biosensors

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<b>ADVANCED MICRO DEVICES (U.S.)</b>	43	\$935	10%	\$82	19%	\$58,778	Microprocessors, flash memory devices, low-power processors
<b>ANALOG DEVICES (U.S.)</b>	46	\$512	14%	\$62	19%	\$57,498	Digital-signal-processing technology
<b>BROADCOM (U.S.)</b>	49	\$554	-15%	-\$100	23%	\$202,890	Semiconductors for broadband communications and networking
<b>MICRON TECHNOLOGY (U.S.)</b>	51	\$755	15%	\$99	17%	\$42,173	Semiconductors, image sensors
<b>NEC ELECTRONICS (Japan)</b>	58	\$1,009	8%	\$79	15%	\$41,285	Semiconductors, integrated devices, power management devices
<b>FREESCALE SEMICONDUCTOR (U.S.)</b>	60	\$965	-4%	-\$40	17%	\$43,468	Semiconductors, platforms, process technology
<b>APPLIED MATERIALS (U.S.)</b>	69	\$992	8%	\$71	12%	\$81,361	Semiconductor-wafer fabrication equipment
<b>Average</b>	<b>42</b>	<b>\$1,666</b>	<b>11%</b>	<b>\$213</b>	<b>16%</b>	<b>\$65,472</b>	
<b>Telecommunications</b>							
<b>NOKIA (Finland)</b>	19	\$4,749	-1%	-\$34	13%	\$85,554	4G wireless networks, CDMA, messaging, radio, Semantic Web
<b>CISCO SYSTEMS (U.S.)</b>	25	\$3,192	2%	\$57	14%	\$93,882	Ubiquitous networking based on optical communication technology
<b>NORTEL NETWORKS (Canada)</b>	33	\$1,912	-3%	-\$62	20%	\$55,986	Home networking, optical communications, storage networking
<b>QUALCOMM (U.S.)</b>	47	\$720	38%	\$197	15%	\$94,737	4G network infrastructure, access equipment and terminals, application enablers
<b>ALCATEL (France)</b>	50	\$2,019	-	-\$8	13%	\$36,232	Broadband, imaging, multimedia, microminiaturization, portable energy
<b>ERICSSON (Sweden)</b>	53	\$2,916	-23%	-\$877	16%	\$57,697	Mobile communications, fixed networks, optical networks
<b>LUCENT TECHNOLOGIES (U.S.)</b>	71	\$1,270	-15%	-\$218	14%	\$39,937	Photonics, DWDM, optical Ethernet, IP VPNs, 3G wireless networks
<b>NTT (Japan)</b>	76	\$3,318	-10%	-\$384	3%	\$16,165	Optical networks, wireless networks, network applications, nanotechnology
<b>MOTOROLA (U.S.)</b>	87	\$2,797	-26%	-\$974	9%	\$41,132	Electromagnetic compatibility, high-temperature superconductors
<b>NTT DOCOMO (Japan)</b>	129	\$1,164	-1%	-\$16	2%	\$54,818	Optical networks, broadband
<b>FRANCE TELECOM (France)</b>	135	\$717	18%	\$109	1%	\$3,474	CDMA, digital wireless communications products and services
<b>DEUTSCHE TELEKOM (Germany)</b>	136	\$1,145	-	-	2%	\$4,680	Speech and sound technologies, multimedia, knowledge processing
<b>BT GROUP (U.K.)</b>	148	\$621	-12%	-\$85	2%	\$6,212	Wireless and satellite broadband, next-generation broadband
<b>Average</b>	<b>78</b>	<b>\$2,042</b>	<b>-3%</b>	<b>-\$177</b>	<b>10%</b>	<b>\$45,424</b>	
<b>Transportation (automotive)</b>							
<b>GENERAL MOTORS (U.S.)</b>	4	\$6,500	14%	\$800	3%	\$20,062	Fuel cells, low-emissions vehicles, sensors, control systems
<b>DAIMLERCHRYSLER (Germany)</b>	9	\$7,197	2%	\$111	4%	\$18,708	Fuel cells, energy, traffic safety, CO <sub>2</sub> reduction, night-vision systems
<b>FORD MOTOR (U.S.)</b>	11	\$7,400	-1%	-\$100	4%	\$22,779	Fuel cells, hydrogen engines, electronics, materials, emissions control
<b>TOYOTA MOTOR (Japan)</b>	18	\$6,380	2%	\$100	4%	\$24,130	Electromechanics, environmental engineering
<b>VOLKSWAGEN (Germany)</b>	24	\$4,830	8%	\$345	4%	\$14,081	Fuel cells, hybrid engines, diesel engines
<b>HONDA MOTOR (Japan)</b>	31	\$4,374	4%	\$176	5%	\$33,239	Hybrid engines, low-emission engines, intelligent community vehicle
<b>BOSCH (Germany)</b>	34	\$3,686	9%	\$315	7%	\$15,212	Diesel engines, micromechanical sensors, multimedia, energy management
<b>NISSAN MOTOR (Japan)</b>	39	\$3,723	12%	\$410	5%	\$31,196	Ultralow-emissions vehicles, active headrests, curtain air bags, fuel cells
<b>BMW (Germany)</b>	52	\$2,969	9%	\$239	5%	\$28,017	Diesel engines, transmissions, lightweight chassis, smart air bags
<b>DENSO (Japan)</b>	56	\$2,228	11%	\$218	9%	\$23,338	Semiconductors, telecommunications, controller logics, energy
<b>FIAT (Italy)</b>	77	\$2,302	4%	\$80	4%	\$14,341	Telematics, multimedia, chassis, climate control, engines
<b>RENAULT (France)</b>	84	\$1,759	11%	\$178	3%	\$13,441	Hybrid engines, diesel engines
<b>PEUGEOT CITROËN (France)</b>	97	\$2,366	-11%	-\$303	3%	\$11,419	Urban drive control, multiplexing, electronic stability program, fuel cells
<b>AISIN SEIKI (Japan)</b>	104	\$833	11%	\$84	6%	\$17,494	Electric vehicles, intelligent transport systems, optical engineering
<b>FAURECIA (France)</b>	108	\$746	10%	\$69	5%	\$11,936	Pedestrian detection, pollution control, materials
<b>VALEO (France)</b>	112	\$743	4%	\$25	6%	\$11,039	Environmentally friendly air conditioning, aromatherapy diffusers
<b>SUZUKI MOTOR (Japan)</b>	113	\$812	15%	\$104	4%	\$21,101	Computerized analysis and virtual-reality simulation, energy conservation
<b>VISTEON (U.S.)</b>	119	\$896	-1%	-\$7	5%	\$12,764	Telematics, multimedia, chassis, climate control, engines
<b>CONTINENTAL (Germany)</b>	123	\$674	6%	\$40	4%	\$8,366	EService center, flight crew management systems
<b>MAZDA MOTOR (Japan)</b>	127	\$850	3%	\$28	3%	\$23,844	Fuel cells, hydrogen engines, electric engines, smart air bags
<b>MICHELIN (France)</b>	132	\$857	-5%	-\$47	4%	\$6,777	Tires, suspension systems, electronics systems
<b>BRIDGESTONE (Japan)</b>	140	\$682	3%	\$18	3%	\$5,996	Nanotechnology, materials, lightweight and low-resistance tires
<b>HYUNDAI MOTOR (Korea)</b>	143	\$802	-	-	2%	\$15,069	Hydrogen-powered vehicles, fuel cells, hybrid engines, multimedia
<b>JOHNSON CONTROLS (U.S.)</b>	145	\$515	6%	\$31	2%	\$4,187	Interiors, batteries, controls
<b>MITSUBISHI MOTORS (Japan)</b>	147	\$644	-12%	-\$85	3%	\$14,764	Fuel cells, hybrid engines
<b>Average</b>	<b>82</b>	<b>\$2,591</b>	<b>5%</b>	<b>\$113</b>	<b>4%</b>	<b>\$16,932</b>	