

# **FORBES Global Heavy Hitters**

## **ROYAL DUTCH SHELL RETAINS #1 RANK ON FORBES WORLD SUPER 50; U.S. HAS 25 FIRMS ON WORLD SUPER 50, JAPAN IS SECOND WITH 8; JAPAN IS HOME FOR 195 OF THE FORBES FOREIGN 500 COMPANIES**

Royal Dutch Shell Group, an oil company based in the Netherlands and the United Kingdom, ranks number one on the Forbes World Super 50 for the third straight year, Forbes magazine reports in its annual ranking of the 50 most powerful public firms in the world, in the July 28 issue.

Twenty-five of the firms on the World Super 50 are American, including six in the Top 10: General Electric (2nd), Exxon (3), IBM (4), Ford Motor (6), General Motors (7) and Wal Mart Stores (9). Japan placed 8 firms on the World Super 50, including such giants as Toyota Motor (5), Nippon Telegraph & Telephone (17) and Honda Motor (44). Other well-known foreign firms on the Forbes list are: British Petroleum (8), Nestle (22), Barclays (31) and Daimler-Benz Group (33).

To compile the World Super 50, Forbes started with a universe of 1,000 public companies – the Forbes Sales 500 (the 500 biggest U.S. firms ranked by sales) and the Forbes Foreign 500 (the 500 biggest foreign firms ranked by sales) then ranked the 500 biggest worldwide, based on revenues. The World Super 50 shows the largest companies in the world based on a composite score of the best three" of four ranks for sales, profits, assets and market value.

Forbes has also ranked the 500 largest foreign public firms the Forbes Foreign 500 according to total sales in the most recent fiscal year. These 500 firms earned US\$208 billion on US\$7.9 trillion in revenues. By comparison, the Forbes Sales 500 earned US\$295 billion on US\$4.8 trillion in revenues (Forbes, 4'21'97). Thus, the 500 American firms earned US\$87 billion more than did the 500 foreign firms, on just over 60% of the total sales volume.

Japan is headquarters for 195 of the Forbes Foreign 500. The UK ranks second, with 67 companies, followed by France (46), Germany (40), Netherlands (19), Switzerland (16), Canada (16), South Korea (15), Italy (15), Australia (13) and

Sweden (13).

Since the Forbes selection process uses only the three best scores, a company can still qualify if it has a relatively low asset base, or if its profits shrink in a cyclical downturn, or downsizing.

For more information, access the Forbes Digital Tool online at: [www.forbes.com](http://www.forbes.com)

**THE FORBES FOREIGN 500 HEADQUARTERS  
RANKING-COUNTRIES**

<b>1997 Rank</b>	<b>Country</b>	<b>Revenues (\$mil)</b>	<b>Total # of Companies</b>
1	Japan	3,431,133	195
2	United Kingdom	934,209	67
3	France	790,257	46
4	Germany	959,602	40
5	Netherlands	427,447	19
6	Canada	145,522	16
7	Switzerland	291,808	16
8	Italy	238,029	15
9	South Korea	231,408	15
10	Australia	111,341	13
11	Sweden	152,584	13
12	Belgium	123,142	12
13	Spain	100,209	9
14	Brazil	84,394	8
15	Finland	41,230	5
16	Hong Kong/China	28,330	4
17	South Africa	19,308	3
18	Austria	12,091	2
19	Mexico	12,418	2
20	Norway	22,180	2
21	Argentina	5,939	1
22	New Zealand	6,060	1
23	Singapore	5,116	1
24	Turkey	12,186	1

\*Total number of companies actually adds up to 506, since six of the companies are listed with dual headquarters: ABB Group, Fortis Group, Reed Elsevier, Royal Dutch/Shell Group, RTZ-CRA and Unilever.

In *The World's Shrewdest Businessman*, Andrew Tanzer reports on Robert Kuok, a 73- year-old hotel owner, commodities trader, investor and cosmopolite who also happens to be Coca-Cola's bottler in China. Kuok has been described by colleagues as 'the perfect businessman,' while John Farrell, president of Coca-Cola China happily states, "What could take us 18- 24 months [in China], they [Kuok's company Kerry Group] could do in 2 months."

Aside from the Coca-Cola contract, Kuok's most public business venture is his chain of luxury hotels, Shangri-La Hotels & Resorts. Currently, the company operates 36 properties within Asia and has planned expansion to 50 within five years, much of it in China. With 17,000 rooms, the Shangri-La chain is now Asia's largest luxury hotel group. Its estimated worth is 84 billion.

Other findings of *Forbes* international issue:

## KINGS, QUEENS AND DICTATORS

RULER	COUNTRY	NETWORTH (\$mil)	ORIGIN OF WEALTH
Bolkiah, Sultan Hassanal Alsaud, King Faud Bin Abdul Aziz	Brunei Saudi Arabia	38,000 20,000	oil,gas oil,investments, real estate
President Suharto Al-sabah, Sheikh Jaber Al-ahmed Al-jaber	Indonesia Kuwait	16,000 15,000	investments oil, investments, real estate
Al Nahyan, Sheikh Zayed Bin Sultan Hussein, Saddam Queen Beatrix*	UAE Iraq Netherlands	10,000 5,000 4,700	oil, investments oil, investments investments, real estate
Al-hariri, Rafik**	Lebanon	3,000	construction, banking
Adulyadej, King Bhumibol	Thailand	1,800	investments, real estate
Castro, Fidel***	Cuba	1,400	nickel, sugar, investments
Queen Elizabeth II****	U.K.	350 or 16,000	investments property

\* Held with mother, Princess Juliana.

\*\* Officially subordinate to Lebanon's President, but in reality he leads.

\*\*\* Networth based on his est. share of Cuba's economy.

\*\*\*\* Higher figure includes Royal Collection held in trust for the nation.

- Rich countries are getting richer, but poor ones are getting richer faster. The seven largest economies the G7: Canada, France, Germany, Italy, Japan, the UK, and the US expanded by only 2.2% on average. In the same year, China's economy grew 9.7%. In Africa, Ethiopia and Morocco posted double-digit gains and South Africa posted its fourth consecutive year of expansion. Brazil and Mexico are now growing at an estimated 4.5% and Argentina at 5%.
- Other well-known firms ranked on the Forbes Foreign 500 are: Mitsubishi (2), Toyota Motor (7), Daimler Benz (11), British Petroleum (12), Volkswagen Group (14), Siemens Group (16), Nissan Motor (17), Unilever(19), Fiat Group (20), Sony (21), Nestle (22), Toshiba (23), Honda Motor (24), Bank of Tokyo-Mitsubishi (26), NEC (30), Renault Group (39), BMW (41), Peugeot Group(46).

Mitsubishi Motors (48), Bayer Group (51), Canon (81), Volvo Group (83), Lloyds TSB Group (97), Barclays (104), Mazda Motor (123), Electrolux Group (129), Sharp (136), Michelin Group (161), Japan Air Lines (162), Deutsche Lufthansa (166), Suzuki Motor (174), British Airways (178), Marks & Spencer (191), Ricoh (205), Fuji Photo Film (222), Seagram Co. (217), News Corp. (250), Kirin Brewery (299), Thomson Corp. (309), Yamaha Motor (316), Telefonos de Mexico (348), SwissAir Group (362), Pirelli Group (363), Cadbury Schweppes (369), Rolls Royce (382), Heineken (385), KLM (401), Quantas Airways (405), Guinness (429), Olivetti Group (441), Alitalia Group (454), and Singapore Airlines (462).

- The July 15 international issue also contains: The 25 Largest Public Foreign Companies, The 100 Largest U.S. Multinationals, the 100 Largest Foreign Investments in the U.S., 100 U.S.-Traded Foreign Stocks, and 100 International Bargains.

## THE 50 HIGHEST-PAID FORBES 800 CEOs IN 1996

Rank	Company	Chief	Compensation	
#	NR	Chief	Total	5-year total
1	NR	Gup	MidEast Dresdner	NA
2	1	Green Tree Financial	Lawrence M. Coss	216,161
3	50	Intel	Andrew S. Grove	117,320
4	3	Travelers Group	Stanford L. Weill	234,414
5	2	Gateway 2000	Theodore W. Waitt	145,195
6	227	HF Heinz	Anthony J. F. O'Reilly	108,660
7	5	Conseco	Stephen C. Hiltbert	277,267
8	24	Citicorp	John S. Reed	70,151
9	734	Cascade Commun.	Daniel E. Smith	38,130 <sup>2</sup>
10	9	US Robotics	Casey G. Cowell	55,890
11	313	Freeport Copper	James R. Moffett	54,156
12	47	Cisco Systems	John T. Chambers	57,127 <sup>3</sup>
13	18	General Electric	John F. Welch Jr.	72,898
14	205	Oxford Health Plans	Stephen F. Wiggins	53,348
15	10	Compaq Computer	Eckhard Pfeiffer	69,793
16	185	America Online	Stephen M. Case	34,728
17	59	HealthSouth	Richard M. Scrushy	49,402
18	88	Computer Associates	Charles B. Wang	45,206
19	41	HBO & Co.	Charles W. McCall	41,234
20	33	Lockheed Martin	Norman R. Augustine	44,179
21	418	HFS	Henry R. Silverman	28,817
22	81	Panametrics Tech.	Steven C. Walmsley	60,981
23	36	Bear Stearns Co.	James B. Cayne	62,249 <sup>2</sup>
24	27	American Int'l Group	Maurice R. Greenberg	56,672
25	60	PaineWebber Group	Donald B. Marion	48,909
26	17	Oracle	Lawrence J. Ellison	38,878
27	194	American Home Prod.	John R. Staffeld	36,307
28	58	First Bank System	John F. Grandhofer	33,159
29	19	Coca-Cola	Roberto C. Goizueta	71,585
30	26	Morgan Stanley	Richard B. Fisher	42,812
31	286	Praxair	H. William Lichtenberger	21,032
32	NR	Danaher	George M. Sherman	22,389
33	537	Ascend Comm.	Mory Eshkar	16,175 <sup>3</sup>
34	NR	CUC International	Walter A. Forbes	32,601
35	31	Coca-Cola Enterprise	Saramerfield K. Johnston Jr.	29,763
36	NR	Health Management	William J. Schaefer	24,884
37	46	Pfizer	William C. Stoen Jr.	30,396
38	469	Cendant	Lawrence Perkins	18,623
39	564	Standard Federal	Thomas R. Ricketts 5	19,790
40	38	AlionSignal	Lawrence A. Bossidy	46,936
41	NR	CorState Financial	Torrence A. Larsen	19,612
42	123	Chrysler	Robert J. Eaton	34,221
43	6	Amgen	Gordon M. Binder	37,641
44	87	Cigna	Wilson H. Taylor	23,348
45	79	3Com	Eric A. Berthoumou	22,345
				12,011

46	93	May Dept. Stores	David C. Farrell	29,784	12,001 <sup>4</sup>
47	230	First USA	John C. Tolleson	24,095	11,300
48	394	TIX Cos.	Bernard Cammarata	18,968	10,640
49	241	Continental Airlines	Gordon M. Bethune	15,032 <sup>3</sup>	10,524
50	8	DSC Communications	James L. Donald	65,615	10,467

NA: NOT AVAILABLE. <sup>1</sup> INCLUDES COMPENSATION PAID BY FREEPORT-MCMORAN. <sup>2</sup> FOUR-YEAR TOTAL. <sup>3</sup> THREE-YEAR TOTAL. <sup>4</sup> PRIOR-YEAR DATA. <sup>5</sup> DECEASED APR. 22; SUCCESSOR NOT YET DESIGNED.

## THE FORBES GLOBAL SUPER RICH

NAME	COUNTRY	NETWORTH (\$mil)	ORIGIN OF WEALTH
Gates, William H. III	US	24,498	Microsoft Corp.
Walton Family	US	27,600	Inheritance (Wal-Mart Stores)
Berkett, Warren E.	US	23,300	Stock market
Lee Shau Kee	Hong Kong	14,700	real estate
Depp, Meg Whitman and Sotheby	Switzerland	14,400	Entrepreneurship
Adler, Paul Gardner	US	14,300	Microsoft Corp.
Liaw Family	US	12,300	Inheritance (Taiwanese)
Wu, Yoong-sing And Brothers	China	10,000	agriculture
Ramsey, Donald	Austria	7,750	banking
Bajaj, Rakesh	India	7,000	scooters
Gordon, Donald	South Africa	7,000	insurance/banking
Louis-Dreyfus, Robert	France	7,000	apparel
Ong Beng Seng	Singapore	7,000	investments
Potanin, Vladimir	Russia	7,000	banking, oil, metals
Kosick, Kjell Inge	Norway	7,000	concrete, oil and gas, seafood
Shouhei, Abdulkarim and Sons	Malaysia	7,000	banking
Hassan, Rusdi	Malaysia	6,500	financial services
Shigeta, Yasunori	Japan	6,500	software
Giavarini, Claudio X.	Mexico	6,000	investments
Lemire, Jorge Pedro	Brazil	6,000	banking
Mansour, Mohamed and family	Egypt	6,000	concrete trading
Sawiris, Orsi and family	Egypt	6,000	mining, engineering
Chavdarov, Vladimir	Russia	5,400	banking, media
Solbat, Santiago	Argentina	5,000	diverse
Mahendra, Keshab	India	3,500	trades
Shih, Shou	Taiwan	3,000	computer
Paul, Swig	US	2,000	steel manufacturing
Black, Conrad	Canada	2,750	trades
Soriano, Roberto Borge	Brazil	2,500	banking
Kozany, Vaclav	Czech Rep.	2,000	finance
Kolaczk, Jan	Poland	2,000	telecommunications, oil, beer
Soriano, Andries And Family	Philippines	1,800	beer, food
Charitou, Antonis	Czech Rep.	1,350	diversified
Wallerberg, Peter and family	Sweden	1,250	diversified
Vantag, Gabor	Hungary	1,200	trading, investments
Tata, Ratan	India	1,000	diversified
Trenschetti, Paesana, Marco	Italy	1,000	leather, cables
Krausnick, Martin	Czech Republic	900	entertainment

## THE FORBES GLOBAL HEAVY HITTERS

NAME	COUNTRY	NETWORTH (\$mil)	ORIGIN OF WEALTH
Assaraf, Paul	Canada	900	diversified
Mayek, Nicolas	Switzerland	900	watches
Lewis, Joseph	US	600	investments
Liu, Yong-sing And Brothers	China	600	agriculture
Ramsey, Donald	Austria	750	banking
Bajaj, Rakesh	India	700	scooters
Gordon, Donald	South Africa	700	insurance/banking
Louis-Dreyfus, Robert	France	700	apparel
Ong Beng Seng	Singapore	700	investments
Potanin, Vladimir	Russia	700	banking, oil, metals
Kosick, Kjell Inge	Norway	700	concrete, oil and gas, seafood
Shouhei, Abdulkarim and Sons	Malaysia	700	banking
Hassan, Rusdi	Malaysia	6,500	financial services
Shigeta, Yasunori	Japan	6,500	software
Giavarini, Claudio X.	Mexico	6,000	investments
Lemire, Jorge Pedro	Brazil	6,000	banking
Mansour, Mohamed and family	Egypt	6,000	concrete trading
Sawiris, Orsi and family	Egypt	6,000	mining, engineering
Chavdarov, Vladimir	Russia	5,400	banking, media
Solbat, Santiago	Argentina	5,000	diverse
Mahendra, Keshab	India	3,500	trades
Shih, Shou	Taiwan	3,000	computer
Paul, Swig	US	2,000	steel manufacturing
Black, Conrad	Canada	2,750	trades
Soriano, Roberto Borge	Brazil	2,500	banking
Kozany, Vaclav	Czech Rep.	2,000	finance
Kolaczk, Jan	Poland	2,000	telecommunications, oil, beer
Soriano, Andries And Family	Philippines	1,800	beer, food
Charitou, Antonis	Czech Rep.	1,350	diversified
Wallerberg, Peter and family	Sweden	1,250	diversified
Vantag, Gabor	Hungary	1,200	trading, investments
Tata, Ratan	India	1,000	diversified
Trenschetti, Paesana, Marco	Italy	1,000	leather, cables
Krausnick, Martin	Czech Republic	900	entertainment