

SPECTRUM'S TOP R&D SPENDERS			R&D EXPENDITURES (US \$ MILLIONS, LESS IN-PROCESS*)			SALES (\$ MILLIONS)		R&D INTENSITY†		R&D EXPENDITURES PER EMPLOYEE (\$ THOUSANDS)	
2006	2005	COMPANY, COUNTRY	2006	2005	% CHANGE	2006	2005	2006	2005	2006	2005
1	4	Toyota Motor Corp. , JAPAN	7486	6829	9.6%	201 254	176 789	3.7%	3.9%	25	24
2	2	Pfizer Inc. , U.S.	7423	7442	-0.3%	48 201	51 298	15.4%	14.5%	76	70
3	1	Ford Motor Co. , U.S.	7200	8000	-10.0%	160 123	176 896	4.5%	4.5%	25	27
4	8	Johnson & Johnson , U.S.	7125	6312	12.9%	53 194	50 434	13.4%	12.5%	58	55
5	7	Microsoft Corp. , U.S.	7121	6584	8.2%	51 122	44 282	13.9%	14.9%	90	93
6	3	DaimlerChrysler AG , GERMANY	7007	7425	-5.6%	199 246	196 863	3.5%	3.8%	19	19
7	9	GlaxoSmithKline PLC , UNITED KINGDOM	6611	6108	8.2%	45 263	42 213	14.6%	14.5%	64	61
8	5	Siemens AG , GERMANY	6604	6776	-2.5%	114 779	99 164	5.8%	6.8%	14	15
9	6	General Motors Corp. , U.S.	6600	6700	-1.5%	207 349	190 215	3.2%	3.5%	24	20
10	12	Volkswagen AG , GERMANY	6030	5364	12.4%	137 846	125 219	4.4%	4.3%	18	16
11	10	Samsung Electronics Co. , SOUTH KOREA	5943	5765	3.1%	91 038	85 927	6.5%	6.7%	69	72
12	14	Intel Corp. , U.S.	5873	5145	14.1%	35 382	38 826	16.6%	13.3%	62	52
13	13	Sanofi-Aventis , FRANCE	5823	5315	9.5%	37 293	35 897	15.6%	14.8%	58	55
14	11	International Business Machines Corp. , U.S.	5682	5378	5.7%	91 424	91 134	6.2%	5.9%	16	16
15	17	Roche Holding AG , SWITZERLAND	5359	4640	15.5%	34 192	28 882	15.7%	16.1%	72	68
16	18	Novartis AG , SWITZERLAND	5349	4514	18.5%	36 031	32 212	14.8%	14.0%	53	50
17	15	Nokia Corp. , FINLAND	5122	5008	2.3%	54 049	44 940	9.5%	11.1%	75	85
18	16	Matsushita Electric Industrial Co. , JAPAN	4858	4746	2.4%	76 543	74 746	6.3%	6.3%	15	14
19	20	Honda Motor Co. , JAPAN	4638	4289	8.1%	93 174	83 264	5.0%	5.2%	32	30
20	19	Sony Corp. , JAPAN	4571	4469	2.3%	69 715	62 822	6.6%	7.1%	29	28
21	21	Robert Bosch GmbH , GERMANY	4401	4039	8.9%	57 418	54 496	7.7%	7.4%	17	16
22	24	Motorola Inc. , U.S.	4106	3680	11.6%	42 879	36 843	9.6%	10.0%	62	53
23	30	Cisco Systems Inc. , U.S.	4067	3322	22.4%	28 484	24 801	14.3%	13.4%	81	86
24	22	Merck & Co. , U.S.	4020	3848	4.5%	22 636	22 012	17.8%	17.5%	67	63
25	25	Telefonaktiebolaget LM Ericsson , SWEDEN	3990	3494	14.2%	25 403	21 693	15.7%	16.1%	63	62
26	23	Nissan Motor Co. , JAPAN	3906	3761	3.9%	87 975	79 233	4.4%	4.7%	24	23
27	28	AstraZeneca PLC , UNITED KINGDOM	3885	3379	15.0%	26 475	23 950	14.7%	14.1%	59	52
28	26	Hewlett-Packard Co. , U.S.	3591	3490	2.9%	91 658	86 696	3.9%	4.0%	23	23
29	27	Hitachi Ltd. , JAPAN	3467	3404	1.8%	86 121	79 540	4.0%	4.3%	10	10
30	45	Amgen Inc. , U.S.	3366	2314	45.5%	14 268	12 430	23.6%	18.6%	167	140
31	31	Bayerische Motoren Werke AG (BMW) , GERMANY	3344	3239	3.2%	64 404	61 324	5.2%	5.3%	31	31
32	32	Toshiba Corp. , JAPAN	3311	3130	5.8%	59 804	53 309	5.5%	5.9%	17	18
33	46	Boeing Co. , U.S.	3257	2205	47.7%	61 530	54 845	5.3%	4.0%	21	14
34	39	EADS NV , NETHERLANDS	3231	2727	18.5%	51 832	44 960	6.2%	6.1%	28	24
35	33	Eli Lilly & Co. , U.S.	3129	3026	3.4%	15 691	14 645	19.9%	20.7%	75	71
36	36	Wyeth , U.S.	3109	2749	13.1%	20 351	18 756	15.3%	14.7%	62	55
37	37	Bristol-Myers Squibb Co. , U.S.	3067	2746	11.7%	17 914	19 207	17.1%	14.3%	71	64
38	43	Bayer AG , GERMANY	3019	2479	21.8%	38 059	35 992	7.9%	6.9%	28	26
39	38	General Electric Co. , U.S.	2969	2741	8.3%	160 854	148 559	1.8%	1.8%	9	9
40	34	NEC Corp. , JAPAN	2812	2868	-1.9%	39 100	40 548	7.2%	7.1%	18	19
41	42	PSA Peugeot Citroën SA , FRANCE	2625	2483	5.7%	74 386	73 957	3.5%	3.4%	12	12
42	44	Canon Inc. , JAPAN	2591	2408	7.6%	34 932	31 549	7.4%	7.6%	22	21
43	40	Renault SA , FRANCE	2580	2674	-3.5%	54 584	54 334	4.7%	4.9%	19	21
44	35	BAE Systems PLC , UNITED KINGDOM	2432	2824	-13.9%	24 035	21 475	10.1%	13.2%	31	35
45	48	Denso Corp. , JAPAN	2352	2154	9.2%	30 335	26 794	7.8%	8.0%	21	20
46	41	Nippon Telegraph & Telephone Corp. , JAPAN	2286	2592	-11.8%	90 429	90 266	2.5%	2.9%	11	13
47	57	Abbott Laboratories , U.S.	2255	1821	23.8%	22 476	22 288	10.0%	8.2%	34	30
48	55	Oracle Corp. , U.S.	2195	1872	17.3%	17 996	14 380	12.2%	13.0%	29	33
49	29	Koninklijke Philips Electronics NV , NETHERLANDS	2192	3356	-34.7%	35 457	39 951	6.2%	8.4%	18	21
50	51	Texas Instruments Inc. , U.S.	2190	2015	8.7%	14 195	13 392	15.4%	15.1%	71	57

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			2006	2005	% CHANGE	2006	2005	2006	2005	2006	2005
2006	2005	COMPANY, COUNTRY									
51	56	Schering-Plough Corp., U.S.	2173	1865	16.5%	10 547	9508	20.6%	19.6%	65	57
52	50	Fujitsu Ltd., JAPAN	2135	2030	5.2%	42 861	40 266	5.0%	5.0%	13	13
53	47	Delphi Corp., U.S.	2100	2200	-4.5%	26 392	26 947	8.0%	8.2%	12	12
54	52	Procter & Gamble Co., U.S.	2075	1940	7.0%	68 222	56 741	3.0%	3.4%	15	18
55	53	Nortel Networks Corp., CANADA	2032	1924	5.6%	11 829	10 906	17.2%	17.6%	60	54
56	49	Sun Microsystems Inc., U.S.	2008	2046	-1.9%	13 873	13 068	14.5%	15.7%	53	54
57	54	Alcatel-Lucent, FRANCE	1906	1897	0.5%	16 143	17 265	11.8%	11.0%	21	33
58	61	SAP AG, GERMANY	1755	1431	22.6%	12 358	11 189	14.2%	12.8%	46	40
59	64	BASF AG, GERMANY	1679	1398	20.1%	69 149	56 183	2.4%	2.5%	18	17
60	59	STMicroelectronics NV, SWITZERLAND	1659	1627	2.0%	9838	8876	16.9%	18.3%	32	33
61	58	Infineon Technologies AG, GERMANY	1630	1700	-4.1%	10 422	8884	15.6%	19.1%	39	47
62	62	Takeda Pharmaceutical Co., JAPAN	1625	1426	13.9%	10 968	10 187	14.8%	14.0%	108	95
63	69	Sharp Corp., JAPAN	1596	1297	23.0%	26 285	23 506	6.1%	5.5%	33	28
64	76	Genentech Inc., U.S.	1588	1151	38.0%	9284	6633	17.1%	17.4%	151	121
65	65	United Technologies Corp., U.S.	1529	1367	11.9%	47 715	42 584	3.2%	3.2%	7	6
66	89	Qualcomm Inc., U.S.	1516	1011	50.0%	7526	5673	20.1%	17.8%	135	109
67	60	Fujifilm Holdings Corp., JAPAN	1488	1531	-2.8%	23 384	22 417	6.4%	6.8%	20	20
68	68	Daiichi Sankyo Co., JAPAN	1434	1334	7.5%	7811	7781	18.4%	17.1%	93	72
69	72	3M Co., U.S.	1427	1242	14.9%	22 923	21 167	6.2%	5.9%	19	18
70	74	Astellas Pharma Inc., JAPAN	1411	1194	18.2%	7737	7390	18.2%	16.2%	102	80
71	84	Honeywell International Inc., U.S.	1411	1072	31.6%	31 367	27 653	4.5%	3.9%	12	9
72	73	Nestlé SA, SWITZERLAND	1410	1219	15.7%	80 077	74 072	1.8%	1.6%	5	5
73	92	BT Group PLC, UNITED KINGDOM	1349	947	42.4%	39 412	38 030	3.4%	2.5%	13	9
74	70	Bayer Schering Pharma AG, GERMANY	1349	1291	4.5%	7449	6977	18.1%	18.5%	58	53
75	81	Caterpillar Inc., U.S.	1347	1084	24.3%	41 517	36 339	3.2%	3.0%	14	13
76	67	E.I. du Pont de Nemours & Co., U.S.	1302	1336	-2.5%	28 356	27 516	4.6%	4.9%	22	22
77	90	EMC Corp., U.S.	1254	1005	24.8%	11 155	9664	11.2%	10.4%	40	38
78	78	Medtronic Inc., U.S.	1239	1113	11.3%	12 299	11 292	10.1%	9.9%	33	31
79	119	Google Inc., U.S.	1218	578	110.9%	10 605	6139	11.5%	9.4%	114	102
80	77	Advanced Micro Devices Inc., U.S.	1205	1144	5.3%	5649	5848	21.3%	19.6%	73	116
81	82	AB Volvo, SWEDEN	1194	1080	10.5%	36 984	34 372	3.2%	3.1%	14	13
82	71	Unilever NV, NETHERLANDS	1191	1253	-4.9%	52 105	52 144	2.3%	2.4%	6	6
83	83	Dow Chemical Co., U.S.	1164	1073	8.5%	49 124	46 307	2.4%	2.3%	27	25
84	80	Akzo Nobel NV, NETHERLANDS	1163	1096	6.1%	18 056	17 087	6.4%	6.4%	19	18
85	87	Lockheed Martin Corp., U.S.	1139	1042	9.3%	39 620	37 213	2.9%	2.8%	8	8
86	95	Applied Materials Inc., U.S.	1138	941	21.0%	9167	6992	12.4%	13.5%	81	73
87	94	France Telecom SA, FRANCE	1125	941	19.6%	67 956	64 455	1.7%	1.5%	6	5
88	99	Novo Nordisk A/S, DENMARK	1122	897	25.1%	6833	5954	16.4%	15.1%	48	41
89	115	Broadcom Corp., U.S.	1117	681	64.0%	3668	2671	30.5%	25.5%	213	159
90	85	Hyundai Motor Co., SOUTH KOREA	1116	1068	4.5%	67 830	62 696	1.6%	1.7%	20	20
91	79	Mitsubishi Electric Corp., JAPAN	1115	1098	1.6%	32 403	30 289	3.4%	3.6%	11	11
92	88	NEC Electronics Corp., JAPAN	1107	1016	9.0%	5818	5429	19.0%	18.7%	46	43
93	86	Sanyo Electric Co., JAPAN	1070	1065	0.4%	19 401	20 878	5.5%	5.1%	11	10
94	66	LG Electronics Inc., SOUTH KOREA	1046	1357	-22.9%	49 384	47 365	2.1%	2.9%	34	43
95	108	Electronic Arts Inc., U.S.	1041	758	37.3%	3091	2951	33.7%	25.7%	132	105
96	75	Fiat SpA, ITALY	1032	1186	-13.0%	68 127	61 177	1.5%	1.9%	6	7
97	116	Boston Scientific Corp., U.S.	1008	680	48.2%	7821	6283	12.9%	10.8%	35	34
98	91	QinetiQ Group PLC, UNITED KINGDOM	1005	997	0.8%	2240	2050	44.9%	48.6%	79	87
99	93	Altria Group Inc., U.S.	1005	943	6.6%	70 324	68 920	1.4%	1.4%	6	5
100	96	Merck KGaA, GERMANY	988	937	5.4%	8226	7716	12.0%	12.1%	33	32

*Less In-Process—R&D expenditures less those accrued as a result of a merger or acquisition. †R&D as a percentage of total sales.

Data comes from fiscal 2005 and 2006 for all the companies except Microsoft and Sun Microsystems, for which it comes from fiscal 2006 and 2007.

Because companies have restated figures for 2005, rankings may differ from those published last year. Source: Standard & Poor's