



Valor ECONÔMICO



Ranking of Brazilian multinationals finds internationalization steadily increasing

EMBARGO: The contents of this press release must not be quoted or summarized in the print, broadcast or electronic media before October 29, 2009, 8 a.m. São Paulo; 6 a.m. New York; and 10 a.m. GMT.

Press contacts

Luís Afonso Lima, President, SOBEET, 55-11-3549-7275,
luis.lima@telefonica.com.br

Antônio Félix, Editor, Valor Econômico, 55-11-3767-1391,
antonio.felix@valor.com.br

Vishwas P. Govitrikar, Global Coordinator, Emerging Market Global Players project,
1-347-350-6935, vpgovitrikar@gmail.com

São Paulo and New York, October 29, 2009 — The internationalization of Brazilian companies is not a short-term phenomenon but is proceeding at a steady pace, according to the results of a survey of *outward* investors from Brazil released today.

The survey, conducted in 2009, covers the period 2006-2008. The report on the survey includes a ranking of Brazilian multinationals based on their internationalization index, as well as one based on their foreign assets. The internationalization index represents the arithmetical average of three ratios: foreign to total assets, foreign to total sales, and foreign to total employees. The final ranking presented below includes 57 companies.

The key findings include the following:

- The 57 listed Brazilian MNEs together had about USD 21 billion in foreign assets, just over USD 40 billion in foreign sales, and nearly 158,500 foreign employees in 2008.
- JBS Friboi came first in the ranking by the internationalization index and sixth in the ranking by foreign assets, with 56% of its assets held abroad. Gerdau (Grupo) was first in the ranking by foreign assets, with 61% of its assets held abroad, and third in the ranking by the internationalization index. (Table 1)

- The average internationalization index for the listed companies rose from 14,9 in 2006 to 16.7 in 2007 and 17,4 in 2008.
- The internationalization of Brazilian companies is dominated by the private sector, although state-owned enterprises also play a role. Just one company in the list of 57, Petrobras, is from the public sector.
- The global economic crisis has had a major impact on Brazilian OFDI flows. On the other hand, investment intentions remain strongly positive, with nearly 75% of companies planning either an increase in OFDI next year [39%] or no change (35%).

Table 1. Ranking of Brazilian multinationals investing abroad, 2008

| Name | Industry | Ranking by | | Foreign assets / total assets |
|-------------------------------|--|----------------|----------------------------|-------------------------------|
| | | Foreign assets | Internationalization index | |
| JBS Friboi | Crop and animal production | 6 | 1 | 55.9 |
| Odebrecht | Construction of buildings | - | 2 | 55.9 |
| Gerdau (Grupo) | Manufacture of basic metals | 1 | 3 | 60.9 |
| Metalfrio | Manufacture of machinery and equipment | 25 | 4 | 68.7 |
| Coteminas (Springs Global) | Manufacture of textiles | 17 | 5 | 19.5 |
| Ibope | Information service activities | - | 6 | 33.0 |
| Sabó | Manufacture of other transport equipment | 18 | 7 | 38.5 |
| Magnesita | Manufacture of other non-metallic mineral products | 12 | 8 | 64.2 |
| Marfrig | Crop and animal production | 7 | 9 | 26.2 |
| AmBev | Manufacture of beverages | 4 | 10 | 12.0 |
| Vale do Rio Doce | Mining of metal ores | 2 | 11 | 38.9 |
| Artecola | Holding | 27 | 12 | 30.6 |
| Marcopolo | Manufacture of other transport equipment | 16 | 13 | 16.3 |
| WEG | Manufacture of electrical equipment | 11 | 14 | 17.6 |
| Gol | Air transport | 9 | 15 | 58.8 |
| Embraer | Other manufacturing | 10 | 16 | 39.4 |
| Duratex | Specialized construction activities | 22 | 17 | 4.1 |
| Itautec | Manufacture of computer, electronic and optical products | 19 | 18 | 19.7 |
| Camargo Corrêa (Grupo) | Conglomerate | 8 | 19 | 16.2 |
| Stefanini | Computer programming, consultancy and related activities | 34 | 20 | 18.3 |
| Votorantim (Grupo) | Conglomerate | 3 | 21 | 22.2 |
| Construtora Andrade Gutierrez | Construction of buildings | 14 | 22 | 11.4 |

| | | | | |
|---------------------------|--|----|----|------|
| Tupy | Manufacture of fabricated metal products, except machinery and equipment | 15 | 23 | 19.8 |
| CI&T | Computer programming, consultancy and related activities | 40 | 24 | 16.6 |
| TAM | Air transport | - | 25 | 0.0 |
| Bertin | Manufacture of food products | 13 | 26 | 7.0 |
| All América | Warehousing and support activities for transportation | - | 27 | 0.0 |
| Petrobras | Extraction of crude petroleum and natural gas | 31 | 28 | 11.3 |
| Natura | Manufacture of chemicals and chemical products | 28 | 29 | 2.5 |
| CSN | Mining of metal ores | 5 | 30 | 12.9 |
| G Brasil | Holding | 33 | 31 | 7.3 |
| Perdigão | Manufacture of food products | 44 | 32 | 11.0 |
| Acumuladores Moura | Manufacture of electrical equipment | 30 | 33 | 8.6 |
| Indústrias Romi | Manufacture of machinery and equipment | 32 | 34 | 2.0 |
| Agrale | Manufacture of motor vehicles, trailers and semi-trailers | 42 | 35 | 14.0 |
| Alusa | Civil engineering | - | 36 | 0.0 |
| Aracruz | Manufacture of paper and paper products | 20 | 37 | 16.9 |
| Portobelo | Manufacture of other non-metallic mineral products | 36 | 38 | 3.4 |
| Banco Itaú | Financial and insurance activities | - | 39 | 10.4 |
| Totvs | Computer programming, consultancy and related activities | 39 | 40 | 1.7 |
| Bematech | Manufacture of electrical equipment | 38 | 41 | 1.5 |
| Braskem | Manufacture of chemicals and chemical products | 24 | 42 | 1.0 |
| DHB | Manufacture of other transport equipment | 41 | 43 | 4.6 |
| Módulo Security Solutions | Computer programming, consultancy and related activities | 45 | 44 | 3.6 |
| Altus | Manufacture of electrical equipment | 43 | 45 | 3.5 |
| Inplac | Manufacture of rubber and plastics products | - | 46 | 0.0 |
| lochpe Maxion | Manufacture of other transport equipment | 26 | 47 | 0.1 |
| Minerva | Manufacture of food products | 35 | 48 | 0.8 |
| M. Dias Branco | Manufacture of food products | 23 | 49 | 5.1 |
| Marisol | Manufacture of textiles | 37 | 50 | 2.6 |
| Suzano | Manufacture of paper and paper products | - | 51 | 0.0 |
| Klabin | Manufacture of paper and paper products | - | 52 | 0.0 |
| Sadia | Manufacture of food products | 21 | 53 | 1.2 |
| Romagnole | Manufacture of electrical equipment | 46 | 54 | 0.4 |
| Banco do Brasil | Financial and insurance activities | - | 55 | 0.0 |
| Telemar | Telecommunications | 47 | 56 | 0.2 |
| Cemig | Electricity, gas, steam and air conditioning supply | 29 | 57 | 0.1 |

Source: SOBEET-Valor-VCC survey of Brazilian multinationals, 2009.

The survey was carried out by the Sociedade Brasileira de Estudos e Empresas Transnacionais e da Globalização Econômica (**SOBEET**), a Brazilian think tank dedicated to research into the internationalization of the Brazilian economy; **Valor Econômico**, Brazil's premier business newspaper; and the **Vale Columbia Center** on Sustainable International Investment, a joint undertaking of the Columbia Law School and The Earth Institute at Columbia University in New York.

The report is available at <http://www.sobeet.org.br/> and <http://vcc.columbia.edu/projects/#Emerging>. **The contents of the report must not be quoted or summarized in the print, broadcast or electronic media before October 29, 2009, 8 a.m. São Paulo; 6 a.m. New York; and 10 a.m. GMT.**