

| Alma Mater Index | THE WUR position | Institution name                                          | Country | Number of degrees awarded | Number of CEOs | Revenue (US\$ bn) |
|------------------|------------------|-----------------------------------------------------------|---------|---------------------------|----------------|-------------------|
| 1                | 4                | Harvard University                                        | US      | 31                        | 25             | 1,548.3           |
| 2                | 27               | University of Tokyo                                       | JAP     | 14                        | 13             | 755.6             |
| 3                | =2               | Stanford University                                       | US      | 13                        | 11             | 492.5             |
| 4                | =62              | École Polytechnique <sup>1</sup>                          | FRA     | 12                        | 12             | 916.7             |
| 5                |                  | HEC Paris                                                 | FRA     | 10                        | 9              | 616.8             |
| 6                |                  | ENA, École Nationale d’Administration                     | FRA     | 9                         | 9              | 695.2             |
| 7                | 15               | University of Pennsylvania                                | US      | 9                         | 8              | 405.4             |
| 8                | 5                | Massachusetts Institute of Technology                     | US      | 9                         | 7              | 428.5             |
| 9                | 351-400          | Keio University                                           | JAP     | 8                         | 8              | 706.7             |
| 10               | =59              | Seoul National University <sup>2</sup>                    | KOR     | 8                         | 8              | 473.1             |
| 11               | 18               | Cornell University                                        | US      | 8                         | 6              | 375.3             |
| 12               |                  | INSEAD                                                    | FRA     | 7                         | 7              | 440.9             |
| 13               | 52               | Tsinghua University                                       | CHN     | 7                         | 7              | 301.1             |
| 14               | 10               | University of Chicago                                     | US      | 7                         | 6              | 489.9             |
| 15               | 19               | Northwestern University                                   | US      | 7                         | 6              | 323.7             |
| 16               | 14               | Columbia University                                       | US      | 6                         | 6              | 545.7             |
| 17               | 226-250          | Mines ParisTech <sup>1</sup>                              | FRA     | 6                         | 6              | 532.1             |
| 18               | =54              | Kyoto University                                          | JAP     | 6                         | 6              | 384.6             |
| 19               | 11               | Yale University                                           | US      | 6                         | 6              | 330.5             |
| 20               | 351-400          | Waseda University                                         | JAP     | 6                         | 6              | 304.2             |
| 21               | =2               | University of Oxford                                      | GBR     | 5                         | 5              | 268               |
| 22               | 351-400          | Southern Methodist University                             | US      | 5                         | 4              | 575.3             |
| 23               | 56               | University of Southern California                         | US      | 4                         | 4              | 704               |
| 24               | 226-250          | University of Witwatersrand                               | ZAF     | 4                         | 4              | 369.3             |
| 25               | 41               | New York University                                       | US      | 4                         | 4              | 327.1             |
| 26               | 226-250          | Korea University                                          | KOR     | 4                         | 4              | 180.8             |
| 27               |                  | Chuo University                                           | JAP     | 4                         | 4              | 160.5             |
| 28               |                  | Universität Stuttgart                                     | GER     | 4                         | 3              | 357.1             |
| 29               | =70              | Georg-August-Universität Göttingen                        | GER     | 4                         | 3              | 324.3             |
| 30               |                  | Shandong University                                       | CHN     | 4                         | 3              | 129.2             |
| 31               | 105              | Technische Universität München                            | GER     | 4                         | 2              | 158.3             |
| 32               |                  | Bocconi University                                        | ITA     | 3                         | 3              | 284               |
| 33               | 301-350          | Sapienza University of Rome                               | ITA     | 3                         | 3              | 253.8             |
| 34               | =156             | Texas A&M University                                      | US      | 3                         | 3              | 237.8             |
| 35               |                  | Fundação Getúlio Vargas                                   | BRA     | 3                         | 3              | 222.9             |
| 36               | 6                | Princeton University                                      | US      | 3                         | 3              | 218.7             |
| 37               | =94              | University of Notre Dame                                  | US      | 3                         | 3              | 177.8             |
| 38               |                  | Universität zu Köln                                       | GER     | 3                         | 3              | 168               |
| 39               |                  | San Diego State University                                | US      | 3                         | 3              | 161.6             |
| 40               | 61               | Pennsylvania State University                             | US      | 3                         | 3              | 160.4             |
| 41               | 12               | ETH Zürich – Swiss Federal Institute of Technology Zürich | CHE     | 3                         | 3              | 139.1             |
| 42               |                  | China Europe International Business School                | CHN     | 3                         | 3              | 137               |
| 43               |                  | Hitotsubashi University                                   | JAP     | 3                         | 3              | 136.1             |
| 44               | 69               | Purdue University                                         | US      | 3                         | 3              | 135.4             |
| 45               | 7                | University of Cambridge                                   | GBR     | 3                         | 3              | 131.3             |
| 46               | 20               | University of Michigan                                    | US      | 3                         | 3              | 113.3             |
| 47               |                  | Party School of the Central Committee of the CPC          | CHN     | 3                         | 3              | 102.7             |
| 48               | 276-300          | University of Kansas                                      | US      | 3                         | 2              | 231.1             |
| 49               | =171             | Universität Bonn                                          | GER     | 3                         | 2              | 173.8             |
| 50               | =174             | Georgetown University                                     | US      | 3                         | 2              | 162.2             |
| 51               |                  | Comillas Pontifical University                            | ESP     | 3                         | 2              | 150.1             |
| 52               | =128             | Tokyo Institute of Technology                             | JAP     | 3                         | 2              | 126.9             |
| 53               | 58               | Katholieke Universiteit Leuven                            | BEL     | 3                         | 2              | 123.1             |
| 54               | 226-250          | University of Cincinnati                                  | US      | 3                         | 2              | 89.6              |
| 55               | =72              | Erasmus University Rotterdam                              | NLD     | 3                         | 2              | 67.5              |
| 56               |                  | University of St Gallen                                   | CHE     | 3                         | 2              | 53.3              |
| 57               |                  | Babson College                                            | US      | 2                         | 2              | 335               |
| 58               | 23               | Duke University                                           | US      | 2                         | 2              | 218.2             |
| 59               | 47               | University of Minnesota                                   | US      | 2                         | 2              | 213.7             |
| 60               | 51               | Brown University                                          | US      | 2                         | 2              | 207.7             |
| 61               | 76               | University of Pittsburgh                                  | US      | 2                         | 2              | 188.3             |
| 62               |                  | Universidade Federal do Rio de Janeiro                    | BRA     | 2                         | 2              | 183.9             |
| 63               |                  | Clark University                                          | US      | 2                         | 2              | 174.5             |
| 64               |                  | Polytechnic University of Turin                           | ITA     | 2                         | 2              | 173.1             |
| 65               | 351-400          | University of Oklahoma                                    | US      | 2                         | 2              | 173               |
| 66               | 48               | Ludwig-Maximilians-Universität München                    | GER     | 2                         | 2              | 158.1             |
| 67               |                  | Southwest Jiaotong University                             | CHN     | 2                         | 2              | 153.9             |
| 68               |                  | University of Delhi                                       | IND     | 2                         | 2              | 153               |
| 69               |                  | Beijing University of Posts and Telecommunications        | CHN     | 2                         | 2              | 150.3             |
| 70               | 87               | Tufts University                                          | US      | 2                         | 2              | 147.7             |
| 71               |                  | University of San Diego                                   | US      | 2                         | 2              | 142.2             |
| 72               | 251-275          | Hong Kong Polytechnic University                          | HKG     | 2                         | 2              | 137.5             |
| 73               |                  | Tianjin University                                        | CHN     | 2                         | 2              | 125.6             |
| 74               | 147              | Osaka University                                          | JAP     | 2                         | 2              | 124.2             |
| 75               | 118              | University of Virginia                                    | US      | 2                         | 2              | 119.1             |
| 76               |                  | Hanyang University                                        | KOR     | 2                         | 2              | 118.6             |
| 77               |                  | Jilin University                                          | CHN     | 2                         | 2              | 117.3             |
| 78               |                  | Zhongnan University of Economics and Law                  | CHN     | 2                         | 2              | 115.5             |
| 79               | 113              | University of Cape Town                                   | ZAF     | 2                         | 2              | 112.9             |
| 80               |                  | University of North Carolina at Charlotte                 | US      | 2                         | 2              | 112.2             |
| 81               |                  | Sciences Po                                               | FRA     | 2                         | 2              | 112.1             |
| 82               |                  | Nankai University                                         | CHN     | 2                         | 2              | 110.5             |
| 83               | 9                | University of California, Berkeley                        | US      | 2                         | 2              | 98.3              |
| 84               | 91               | University of Colorado Boulder                            | US      | 2                         | 2              | 96                |
| 85               |                  | Tongji University                                         | CHN     | 2                         | 2              | 95.3              |
| 86               |                  | École des Ponts ParisTech                                 | FRA     | 2                         | 2              | 89.3              |
| 87               |                  | University of Science and Technology, Beijing             | CHN     | 2                         | 2              | 87.9              |
| 88               |                  | ESSEC Business School                                     | FRA     | 2                         | 2              | 85.3              |
| 89               |                  | City University London                                    | GBR     | 2                         | 2              | 85.2              |
| 90               | 201-225          | Queen’s University                                        | CAN     | 2                         | 2              | 84.4              |
| 91               | 28               | University of Melbourne                                   | AUS     | 2                         | 2              | 83.4              |
| 92               |                  | Cranfield University                                      | GBR     | 2                         | 2              | 81.9              |
| 93               |                  | Wuhan University of Science and Technology                | CHN     | 2                         | 2              | 73.2              |
| 94               |                  | Huazhong University of Science and Technology             | CHN     | 2                         | 2              | 67.9              |
| 95               |                  | Harbin University of Science and Technology               | CHN     | 2                         | 2              | 67.7              |
| 96               | 301-350          | Wayne State University                                    | US      | 2                         | 2              | 67.4              |
| 97               | 150              | Boston College                                            | US      | 2                         | 2              | 66.6              |
| 98               | 351-400          | University of Houston                                     | US      | 2                         | 2              | 63.4              |
| 99               | 21               | University of Toronto                                     | CAN     | 2                         | 2              | 60.2              |
| 100              |                  | Hosei University                                          | JAP     | 2                         | 2              | 59.6              |

1 Carlos Ghosn is CEO of Nissan Motor and CEO of Renault. He is a graduate of École Polytechnique and Mines ParisTech. The institutions were accredited once each for his degrees, but the revenue calculation for each institution includes the revenue for both Nissan Motor and Renault. 2 Both CEOs of SK Holdings were awarded their first degree from Seoul National University, so both degrees and CEOs are counted in the totals for the institution, but the revenue is counted only once.