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Report on the AIAS Multinational Enterprise (MNE) Database - WIBAR-2 Report No. 7

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1. Introduction

In this report No. 7, we give an overview of the contents of the WIBAR-2 MNE Database, and some analyses of data derived from this database. First, we will treat the aim and the design of this database. Second, we will go into a number of outcomes, notably into the spread of foreign direct investment (FDI) over host and home countries, and into some yardsticks for concentration in FDI. We immediately have to state that our outcomes cover the state of affairs of FDI and internationalization for March 2008, linked with company data (sales and employment figures) for 2006 and 2007. For the time being, we cannot present longitudinal analyses. Yet, we hope to get funding as to be able to maintain the database properly, so that this situation may change in the near future.

The analyses and comparisons in this report go back to the respective sections 2 and 3 in the WIBAR-2 industry reports 1 – 5. In these reports, the reader can find more detailed analyses for the five industries under study: metal and electronics manufacturing; the retail industry; finance and call centres; information technology (IT), and transport and telecom.

2. Aim and design of the MNE Database

The aim of this so-called WIBAR-2-MNE database is to facilitate the answers in the *WageIndicator* web-survey to the survey question in what company respondents work. This survey question enables data analyses of the country-specific impact of FDI on wages and working conditions, as well as comparing wages across countries within one company. Foreign direct investment in five industries. In the database, two or more establishments in one country are not distinguished as separate entities, but establishments are distinguished if they are found in two or more industries.

In most countries, the *WageIndicator* web-survey contains a survey question “*What is the name of the company where you work?*” Generally in surveys, an open text field is used to store the answers to this question. In the case of the *WageIndicator* survey, respondents first tick the industry where they work, and then a list of company names in this particular industry pops up. At the bottom of the list, the

option 'Other' allows respondents to key in the company name if that name is not listed. The option "Don't want to say" facilitates respondents not to identify the name of the company they work for.

For most countries, lists of company names are not publicly available, and therefore, a company list had to be composed. For the sake of our research, a multinational enterprise (MNE) has been defined as an enterprise with subsidiaries in more than one country. In addition and for the sake of comparison in a later stage after the WIBAR-2 project, a number of large domestic companies (DOM) in any of the five industries has been included. A third category specific for the retail industry has been added: co-operative and voluntary chains (VCs).

Asking individuals in what company they work will elicit an answer referring to the name of the establishment and maybe not of the MNE. It may even be the case that respondents do not know the proper name of "their" MNE. Practice learns that this often happens shortly after take-overs. Therefore, the database has to include the names of the MNE establishments in the countries at stake. In order to facilitate searching through the search tree, the database needs to include the industry of the establishment. In some cases, a subsidiary is allocated to two or more sub-sectors. This is facilitated in the database.

For the division in sub-sectors we used the 4-digit NACE coding. In total, we distinguished 39 sub-sectors. In the retail and IT industries we grouped some MNEs under NACE code 67121, 'hedge funds, private equity funds'.

Table 1 (next page) provides an example of (parts of) the MNE database, with an overview of the columns used: industry, sub-sector, company name, MNE/DOM/VC, subsidiary name, establishment name, host country incidence (Note that only four of 12 countries are presented here, due to limitations of page size). The establishment is the key unit in the database. This unit is related to a subsidiary, which in turn is related to a company. In addition, the database includes the name of the home country (nationality) of the company.

In our database we do not register addresses or places of establishment. Per country, an establishment of a certain subsidiary is only counted once. For example, even if a subsidiary of a supermarket chain has 700 establishments in country A operating under a certain name, these establishments are counted as one (See the No's in Table 1 under the eight rows 'Auchan').

Table 1 *Examples of parts of the WIBAR-2 MNE database: industry, sub-sector, company name / nationality, MNE/domestic firm, subsidiary name, establishment name, country incidence*

Industry	Sub-sector	Company name / nat.	MNE/ dom/VC	Subsidiary name	Establishm. name FR	Establishm. name IT	Establishm. name PL	Establishm. name ES
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Auchan	Auchan	Auchan	Auchan	Auchan
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	ATAC	ATAC			
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Sabeco	Sabeco			
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Les Halles	Les Halles			
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	SMA		SMA		
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Elea			Elea	
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Schiever			Schiever	
Retail	5210-Dep. stores & supermarkets	Auchan (FR)	MNE	Alcampo				Alcampo
No's		1		8	4	2	3	2
Retail	5210-Dep. stores & supermarkets	El Corte Ingles (ES)	DOM	El Corte Ingles				El Corte Ingles
Retail	5244-Furniture,lighting, household	IKEA (SW)	MNE	IKEA	IKEA	IKEA	IKEA	IKEA
Retail	5244-Furniture,lighting, household	IKEA (SW)	MNE	Habitat	Habitat			Habitat
Retail	5245-Electrical household appliances, RTV	Expert (DE)	VC	Expert	Expert	Expert		Expert
Transport & telecom	6010-Transport via railways	State (PL)	DOM	MÁV			MÁV	
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	CMA CMG	CMA CMG	CMA CMG		CMA CMG
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	Delmas	Delmas	Delmas		
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	LTI France	LTI France			
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	Progeco	Progeco			
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	RailLink	RailLink			
Transport & telecom	6110-Sea & coastal water transport	CMA CMG (FR)	MNE	River Shuttle Containers	River Shuttle Containers			
Transport telecom	6110-Sea & coastal water transport	SNCM (FR)	DOM	SNCM	SNCM			
Industry	Sub-sector	Company name	MNE/ dom	Subsidiary name	Establishm. name FR	Establishm. name IT	Establishm. name PL	Establishm. name ES

We can add the following concerning the variable names and the coding. The dataset that is derived from the survey responses includes a number of variables, which are listed below in Table 2. The primary unit of the database, MNSUBS, has a 9 to 12-digit code whereby:

- 2 digits indicate the subsidiary of the MNE, ranged between 11 and 99;
- 4-6 digits indicate the NACE industry-code of the establishment of the subsidiary.

Table 2 *List of variables and variable names for the WIBAR-2 MNE database*

Variable	Label
MNSUBS	the name of the establishment
MNSUBS1	the name of the subsidiary
MNECOMPA	the name of the MNE
MNEMULTI	indicating whether MNECOMPA is a multinational enterprise (MNE), a domestic company (DOM) , or a co-operative and voluntary chain (VC)
MNNACEHQ	the NACE industry code of the headquarters of the MNE
MNHMCNTRY	the MNE home country
MNEinBE	the subsidiary has at least one establishment in Belgium
MNEinDE	the subsidiary has at least one establishment in Germany
etc	etc. for all 12 countries
MNEtotct	the total number of countries where the subsidiary has at least one establishment, with a maximum of twelve countries.

The names of the companies, subsidiaries and establishments included in the MNE Database are as much as possible adequately phrased. Concerning the companies, this implies a correct use of capital and lower caps, the full name, and as much as possible the abbreviation of the legal entity. In the abbreviations no dots are used. Table 3 (next page) shows which legal entities are used in the database.

After some initial data-cleaning, in a two-step process the data has as much as possible been recoded into company names. First, the keyed establishment name is compared with the list of all establishments in the database. In case of a match, the variable MNSUBS is assigned the appropriate code. Second, in case of no match, the establishment name is checked for validity, and if passed this threshold, these names are auto-recoded into the variable MNSUBS.

Table 3 *Legal entities used for companies included in the WIBAR-2 MNE database*

Abbr. legal entity	US	UK	JP	SW	NL	DE	FR	IT	FI	ES	BE
AB				√							
AG						√					
BV					√						
Corp	√										
Cy	√										
GmbH						√					
Group	√	√			√	√					
Groupe							√				
Grupo										√	
Gruppe						√					
Gruppo								√			
Holding	√	√	√	√	√	√	√	√	√	√	√
Inc	√										
International	√	√	√	√	√	√	√	√	√	√	√
Ltd		√									
NV					√						√
Oy									√		
Plc		√									
RPGB							√				
SA							√				√
SpA								√			

As has been explained more in detail in the WIBAR-2 Industry Reports, the data was collected through sound knowledge of industries and enterprises combined with most recent information gathered mainly through the Internet. Industry knowledge partly relied on industry studies carried out since 2000 by AIAS and STZ consultancy & research, notably on retail, finance, call centres, IT, electronics manufacturing, and parts of the transport industry. This knowledge was brought up-to-date through search efforts in company annual reports, with UNCTAD publications as a starting point, and additional search actions via Google and Wikipedia. Names and ownership relations have been updated until March 25, 2008. This means that the situation concerning ownership relations as of that date has been the starting point for all analyses in the WIBAR-2 project.

3. Contents of the MNE Database

We first present an overview of the contents of the WIBAR-2 MNE Database. Table 4 (next page) shows the division across industries of the 412 MNEs with in total 1,045 subsidiaries and 4,204 establishments in the 12 countries involved.

Table 4 MNEs, subsidiaries and establishments in the WIBAR-2 MNE Database, by industries

	No. MNEs	No. subsidiaries	Subs: MNE	No. establishments	Establ: Subs
Metal & electronics manuf.	120	297	2.5	1,735	5.8
Finance & call centres	67	229	3.4	759	3.3
Transport	71	181	2.5	634	3.5
Information Technology	62	81	1.3	437	5.4
Retail	92	257	2.8	639	2.5
Total	412	1,045	2.5	4,204	4.0

Metal and electronics manufacturing is best represented in our database, with 29% of all MNEs, 28% of all subsidiaries and even 41% of all establishments. In two respects retail follows, with 22% of all MNEs and 25% of all subsidiaries but with only 15% of all establishments. The finance and call centre industry ranks higher than retail in terms of share of establishments (18%), but lower considering its shares in the number of MNEs (16%) and of subsidiaries (22%).

Some rough analytical divisions can be based on the database materials, concerning respectively diversification and internationalization across industries. First, the average number of subsidiaries per company (column Subs : MNE) can act as a measure for the *diversification* of MNE interests. From this angle, finance and call centers turn out to be most diversified, with on average 3.4 subsidiaries per company, followed by retail (average 2.8). With an average of 2.5, metal and electronics manufacturing and transport are at par in this respect, and with on average 1.3 subsidiaries the IT industry is by far least diversified.

Second, the average number of establishments per subsidiary (column Establ : Subs) can be used as a measure for the *internationalization per subsidiary* – though, as some MNEs may have subsidiaries mainly or totally focusing on specific countries, it does not per se indicate the extent of *internationalization per MNE*. By this yardstick, subsidiaries of metal and electronics manufacturing prove to be most internationalized with on average 5.8 establishments, followed by the IT industry (5.4 establishments). Transport, finance and call centres and retail follow at wider distance.

4. Foreign direct investment in 12 countries

Table 5 (next page) is compiled from the five Tables 3 in the industry reports. It shows vertically the home countries of the MNE establishments found in 12 countries

and five industries, and horizontally the 12 host countries. The vertical axis displays 37 rows: in 10 rows the companies with a plural country origin have been grouped; besides we traced 27 home countries.

Table 5 *Number of MNE establishments in 12 countries in five industries, breakdown vertical by MNE home country and horizontal by host country*

	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Tot.
Austria	0	0	0	1	6	0	1	2	1	0	0	1	12
Belgium	40	3	3	7	5	9	3	11	5	2	3	5	96
Belgium/France	2	0	0	2	0	0	0	2	0	0	0	0	6
BE/NL	3	1	1	2	1	1	1	4	1	1	1	2	19
BE/DE/FR/NL	1	0	0	1	1	0	0	1	0	0	0	0	4
BE/FR/UK	1	0	0	1	0	0	0	0	0	0	0	1	3
Canada	1	0	0	1	3	0	0	0	0	0	0	0	5
Denmark	2	14	1	1	6	2	1	3	1	1	7	4	43
Finland	5	7	14	5	9	5	5	7	5	4	10	8	84
Finland/Sweden	0	0	1	0	1	0	0	1	0	0	1	1	5
France	51	20	20	135	49	26	45	46	32	47	21	49	542
France/Netherl.	0	0	0	0	0	0	0	1	0	0	0	0	1
Germany	44	37	32	50	131	39	48	61	49	43	41	49	616
Germany/France	0	0	0	6	6	1	0	0	0	3	0	4	20
HongKong (China)	2	0	0	0	0	2	0	7	2	0	0	2	17
Hungary	1	1	0	1	0	3	1	0	2	0	0	1	10
India	4	2	2	7	6	1	2	7	4	2	3	8	49
Ireland	1	1	1	1	1	1	1	1	1	1	1	1	12
Italy	8	7	6	14	10	7	25	9	6	10	6	8	116
Japan	31	21	24	31	30	24	30	32	23	25	21	29	321
Korea	5	5	5	5	5	5	5	5	5	5	5	5	60
Luxembourg	2	1	0	0	1	1	1	3	0	3	0	1	13
Netherlands	20	10	11	17	24	12	12	86	14	15	10	28	259
Norway	0	1	0	0	0	0	0	0	0	0	1	0	2
Poland	0	0	0	1	1	2	0	0	3	0	0	1	8
Portugal	0	0	0	0	0	0	0	0	1	0	0	0	1
Slovakia	0	1	0	0	0	1	0	0	1	0	0	1	4
Spain	4	2	2	3	3	2	2	5	3	13	2	4	46
Sweden	24	24	26	25	25	20	20	22	22	23	47	24	312
Sweden/Norway	1	2	1	0	1	0	0	1	1	0	3	1	11
Sweden/ Switz.	4	4	4	4	4	4	4	4	4	4	4	4	48
Switzerland	8	1	2	8	14	3	7	5	2	5	1	7	63
Taiwan	0	1	0	1	1	0	1	1	0	1	0	1	7
Turkey	0	0	0	0	1	0	0	0	0	0	0	0	1
United Kingdom	32	23	21	34	38	27	27	45	27	32	25	109	449
UK/Turkey	0	0	0	0	2	0	0	0	0	0	0	3	5
USA	65	56	53	64	78	46	64	62	53	70	68	80	760
Total	388	251	231	447	487	242	317	504	271	328	285	453	4,204

The table shows that the main MNE home countries for the five industries are, in this order, the USA (760 of 4,204 establishments, 18%), Germany (616 establishments or 14.5%), France (542 or 13%), and the UK (449 or 10.5%). Jointly, MNEs from these

four large countries represent 56% of the MNEs active in inward FDI in the 12 countries. FDI from US-based MNEs in the five industries is rather evenly spread across host countries, with some concentration on the UK and Germany. According to our database, German MNEs have internationalized also broadly, be it with some concentration on the Netherlands. Nearly half of all German MNE establishments (284) can be found in metal and electronics manufacturing. The same broad internationalization process holds for UK-based MNEs, though it has to be noted in the German and UK cases our data may show some bias in favour of the Netherlands as a host country. UK MNEs in finance have a strong presence, and their establishments count for over 40% of all UK-based establishments; on the other hand, UK metal and electronics and retail MNEs have a weak presence abroad. FDI from French MNEs is rather evenly spread, both across countries and across industries.

Concerning the smaller home countries, the strong presence of establishments of Swedish MNEs across all host countries is remarkable (on total 312 establishments, 7.5%). Two-thirds of all Swedish establishments (215) stem from metal and electronics manufacturing. The Dutch share is also considerable, with 259 establishments (6%). This last figure may be somewhat exaggerated; admittedly, our knowledge of the language, conditions, firms and industries in our home country may have created a positive bias towards the Netherlands here. After Italian MNEs (116 establishments, nearly 3%), Finnish FDI play a substantial role too, with 84 establishments, more than half (53) based in metal and electronics manufacturing. According to our MNE database, Spanish MNEs play a quite modest role in Europe, with slightly more establishments (46 against 43) than the Danish. Spanish FDI is mainly to be found in retail (36 establishments). With respectively 10 and 8 establishments, FDI of Hungarian and Polish origin is still quite modest.

Across industries, FDI in the 12 countries follow different patterns of concentration by MNE home country. In metal and electronics manufacturing, MNEs from four countries account for 68% of all establishments (excluding MNEs with double nationality): US (25%), Germany, Japan and Sweden, in this order.

In retailing, 62% of all establishments are owned by MNEs based in four countries, led by Germany (18%) and followed by France, the Netherlands and the UK.

In finance and call centres, also 62% of all establishments were owned by MNEs from four countries. Here, with 185 establishments or 24% of all, UK-based financial

interests dominate(d) throughout the 12 countries, at quite some distance followed by French, US and Dutch MNEs.

In the IT industry, like in metal and electronics, according to number of establishments (105, 24%), US-based FDI is on top, followed by investments from France, the UK and Germany. Again, jointly these four home countries have a 68% share.

Transport and telecom, finally, shows a somewhat lower concentration rate according to FDI home countries than the other industries. Here, 58% of all establishments are owned by MNEs based in four country, with France on top (103 establishments, 16%), closely followed by the UK, Germany, and the Netherlands.

According to our database, 1,285 (30.5%) of all MNE establishments in the 12 countries are owned by MNEs from outside the European Union, besides from the USA notably from Japan (321 establishments or 8%), and to a lesser extent from Switzerland (63 establishments, if one includes those of a Swedish-Swiss firm even 111), Korea (60), India (49) and HongKong/China (17). This “outside EU” share is by far largest in metal and electronics manufacturing (46%), followed by the IT sector (30%), while the shares are nearly the same for finance and call centers (17.5%), retail (17%), and transport (16%). A small amount of establishments (42, 1%) are owned by firms from EU member states not belonging to the 12 under study: 13 from investors from Luxembourg, 12 from both Austria and Ireland, four from Slovakia and one from Portugal.

Table 5 also shows that the largest number of MNE establishments in the database (504 or 12%) is located in the Netherlands as host country, even more than establishments in the large countries Germany (487 or 11.5%), UK (453, 11%) and Germany (447, 11%). Again, here we have to conclude to a certain positive bias towards the Netherlands. The same mechanism may have played a role in building the Belgian --notably the Flemish-- part of the database: as a home country, Belgium is represented by 388 establishments (9%), somewhat more than the large countries Spain (328, 8%) and Italy (317, 7.5%).

Next to the establishment level, analyzing the composition of FDI at firm level proves to be fruitful. We traced for the five industries the largest and, in the 12 countries at stake, most internationalized MNEs. We combined both yardsticks. As the yardstick for “largest” we used the ranking of their total sales over 2007 (2006 for metal and electronics manufacturing), and as the yardstick for “most internationalized” whether

they had direct investments in at least three of 12 countries. Sales data was derived from the top 50 overviews according to worldwide sales ranking that we composed for each industry¹: see Tables 9, in the Annex to this report.

We ranked the largest firms according to sales with investments in at least three countries till we reached 50 firms. As a result of the use of the “most internationalized” criterion, some of the world’s largest MNEs are missing here. For example, by March 2008 in the 12 countries US-based retail giant Wal-Mart, currently world’s largest profit-making company and employer (2,100,000 employees by the end of 2007) has only invested in the UK, in its Asda subsidiary. Thus, we did not include Wal-Mart. Moreover, it is striking that, of the 23 US-based retailers among the retail top 50 list (according to 2007 worldwide sales) only two turn out to have activities in at least three of the 12 countries at stake. In comparing the two overviews (Tables 8 and 9 in the Annex), it turns out that by March 2008 only 21 of world’s 50 largest companies in retail according to 2007 sales had invested in three of 12 countries (42%).

In transport and telecom, with 20 of 50 world’s largest this share (40%) was even lower. And in the finance and call centre industry, just 26 of the world’s 50 largest banks and insurance companies² had substantial interests in at least three of “our” 12 countries (52%). By contrast, in March 2008 the world’s largest 50 firms in 2006 in metal and electronics manufacturing all were active in three of these countries – be it partly under other names and as other legal entities, also because of mergers, acquisitions and dissolving efforts in the intervening period. Of these firms, 37 (74%) had by then invested in combinations of manufacturing, sales, services, and warehousing in at least three countries. Though not fully comparable because of the smaller top sample, Information Technology seemed to take a position in between: by March 2008 13 of the world’s 20 largest IT companies in 2007 (65%) had direct investments in at least three of 12 countries (See WIBAR-2 Reports 1- 5).

In metal and electronics, retail and transport and telecom we found 50 MNEs reaching the cut-off of investing in three or more of the 12 countries; however, in finance and call centres we found only 38 firms with investments in three or more countries, and in IT only 40. Of in total 228 large and internationalized MNEs in the five industries, 160 were based in the 12 countries under study, and 68 (30%) were

¹ For the IT industry we only composed a top 20 ranking, as the available sources left us with too many uncertainties concerning the ranks 21-50.

² In 2007, no companies with mainly call centre interests had sales ranking them among the world top 50 in finance.

based outside; none of the latter category of MNEs was based in other EU member states than the 12 under scrutiny here.

The largest share of MNEs in the category from outside the EU was clearly found in metal and electronics manufacturing: 32 of 50 (64%). Information Technology ranked second, with 12 MNEs in this category (30% of 40 firms), followed by finance and call centres (8 of 38, 21%), whereas for both the retail industry and for transport and telecom the database included 8 MNEs from outside the EU among the 50 largest and most internationalized (twice 16%). Comparison of these figures concerning companies to those presented concerning establishments owned by “outside EU” MNEs learns that both rankings are quite similar.

We continue by investigating concentration within the ranks of the MNEs. First, we go into the shares of the largest and most internationalized 50 (respectively 38 and 40) MNEs in the number of total MNE establishments, by industry and host country. Table 6 shows the results of our exercise.

Table 6 *Number of establishments of the largest and most internationalized EU-based MNEs in 12 countries and five industries, breakdown vertical by industry and horizontal by host country*

		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Tot
Met& Electr	No. comp/home	0	0	1	3	6	0	1	2	0	0	4	1	18
	50 / establishm.	79	72	74	81	85	74	76	80	75	76	75	81	928
	Tot. establishm.	146	112	118	174	206	111	139	160	120	136	142	171	1735
	Share 50 / est.	54	64	63	47	41	67	55	50	63	56	53	47	54
Retail	No. comp/home	1	1	0	11	15	0	1	3	0	2	2	6	42
	50 / establishm.	45	31	20	48	52	35	33	53	39	35	27	39	457
	Tot. establishm.	72	33	22	76	76	40	41	100	48	48	32	51	639
	Share 50 / est.	63	94	91	63	68	88	80	53	81	73	84	76	72
Fin & CCs	No. comp/home	3	1	0	5	3	0	2	4	0	3	2	7	30
	38 / establishm.	52	26	27	53	59	30	42	67	35	51	33	65	540
	Tot. establishm.	76	35	38	81	86	40	56	96	44	65	42	100	759
	Share 38 / est.	68	74	71	65	69	75	75	70	80	78	79	65	71
IT	No. comp/home	1	1	3	9	4	0	0	3	0	0	1	6	28
	40 / establishm.	34	27	23	38	39	17	29	30	20	30	22	40	349
	Tot. establishm.	42	29	25	45	52	20	34	50	22	35	29	54	437
	Share 40 / est.	81	93	92	84	75	85	85	60	91	86	76	74	80
Trans & Tel	No. comp/home	1	1	1	10	6	0	3	4	1	2	4	9	42
	50 / establishm.	40	33	24	54	52	30	36	72	32	35	33	60	501
	Tot. establishm.	52	42	28	71	67	36	47	93	38	44	40	76	634
	Share 50 / est.	77	79	86	76	78	83	77	77	84	80	83	79	79
TOTAL	No. comp/home	6	4	5	38	34	0	7	16	1	7	13	29	160
	228 / estab.m.	250	189	168	274	287	186	216	302	201	227	205	285	2790
	Tot. establishm.	388	251	231	447	479	247	317	499	272	328	285	452	4204
	Share 228/ est.	64	75	73	61	60	75	68	61	74	69	72	63	66

The table may reveal something about national market structures, notably about the relationship between the large and most internationalized MNEs and their more modest competitors. It shows that the largest, most internationalized MNEs control a considerable share of all MNE establishments; from 54% in metal and electronics to 79% in transport and telecom and 80% in IT. These figures suggest that in most countries notably the metal and electronics trade leaves room for competition and diversification of interests. Six countries turn out to have above-average outcomes for four or five industries: Hungary and Poland for all five, Denmark, Finland, Italy and Spain for four industries. For the first two countries, this seems just one more proof that large MNEs have gained strong positions in CEECs in many markets. For Finland and Denmark, with their small national markets, the outcome may not be surprising as these markets simply may not leave room for many competitors. In all four countries the largest MNEs may have had, besides their advantages of technology, scale and marketing, the advantage of early market entry. More striking seems the dominance of large MNEs in the large countries Italy and Spain. However, these last two country results need cautious treatment, as the Italian and Spanish parts of our MNE database may contain relatively few establishments of “smaller” MNEs.

For a second view on concentration within the MNE ranks, we zoom out to the world’s 50 largest firms in the four industries for which we compiled such rankings. We calculated the shares of the largest 20 companies in both sales and employment³ figures of the world’s top 50: see Table 7.

Table 7 50 largest MNEs, total sales in USD mln and employment, and top-20 shares

	Year	sales	Share top-20	employment	Share top-20
Metal&electronics	2006	3,241,362	68%	7,917,802	62%
Retail	2007	2,366,880	70%	9,402,273	71%
Finance & CCs	2007	3,844,550	59%	4,770,438	56%
Transport & telec	2007	1,628,640	70%	4,923,996	67%

Within the top 50 ranks, especially retail and transport and telecom prove to be heavily concentrated, with the top 20 firms taking 70% of total sales and respectively 71% and 56% of total employment. Metal and electronics manufacturing is third in this respect, and finance and call centres closes the ranks, be it still with top 20 firms accounting for 59% of sales and 56% of employment.

³ The employment figures, also in Table 9, are just rough estimates. The available sources leave a lot in the dark whether employment at firm level is measured in FTEs or head-counts.

Finally, following the debates at the three WIBAR-2 conferences and requests of the project partners, we produced additional calculations based on the WIBAR-2 MNE database, often combined with the world top 50 / top 20 rankings we compiled. For example, for metal and electronics manufacturing we calculated and compared the foreign (or non-domestic) shares of sales and employment of the world's top 50 companies, differentiated by sub-sector. As over-all foreign sales share for 2006 63% came out, varying across sub-sectors between 45% and 75%; the comparable figures for employment were 56% over-all, with sub-sector outcomes between 48% and 71% (See WIBAR-2 report No. 1, section 2.2). For retail, we integrated MNE database outcomes in a rather extensive section on internationalization in this industry (WIBAR-2 report No. 2, section 3).

5. Annex: Tables

Table 8a 50 largest (total sales 2006) and most internationalized (threshold: in 3 of 12 countries) MNEs in 12 countries in metal and electronics, March 2008

MNE	subs	NACE	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Tot.	Man.
Alcoa (US)	3	2700	x	x	x	xx	xx	x	x	xx	x	x	x	xx	12	4
(RT) Alcan (CA)	1	2700	x	x	x	xx	x	x	x	xx	x	x	x	xx	12	3
ArcelorMittal (IN)*	5	2700	xx	x	x	xx	xx	x	x	x	xx	x	x	x	12	4
ThyssenKrupp	5	2700	x			xx	xx	x	xx	x	xx	xx	xx	x	10	6
Tata Gr (IN)*	6	2700	x	x	x	xx	xx	xx	x	xx	x	x	x	xx	12	5
ABB (SW/CH)	4	2900	x	xx	x	x	xx	x	x	x	x	x	xx	x	12	3
Electrolux Group	2	2900	x	x	x	x	x	x	xx	x	xx	x	xx	xx	12	4
Gen. Electric (US)	4	2900	x	x	x	xx	xx	xx	x	xx	x	x	x	xx	12	5
Apple (US)	1	3000		x	x	x	x	x	x	x	x	x	x	x	11	0
Cisco Systems (US)	2	3000	x	x	x	x	xx	x	x	x	x	x	xx	xx	12	3
Dell (US)	1	3000	x	x	x	x	x	x	x	x	xx	x	x	x	12	1
Hewlett-Pack. (US)	1	3000	x	x	x	xx	x	x	x	x	x	x	x	x	12	1
IBM (US)	2	3000	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Intel (US)	1	3000	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Sony (JP)	2	3000	x	x	x	x	x	x	x	x	x	xx	x	xx	12	2
Matsushita El. (JP)	1	3000	x		x	x	x	x	x	x	x	x	x	xx	11	1
Ricoh (JP)	1	3000	x		x	x	x	x	x	x	x	x		x	10	0
Toshiba (JP)	4	3000	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Robert Bosch	4	3100	x	x	x	xx	xx	xx	x	xx	xx	x	x	x	12	5
Honeywell Int'l (US)	1	3100	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Motorola (US)	2	3100	x	x	x	x	xx	x	x	x	x	x	x	x	12	1
Siemens AG	5	3100	x	x	x	xx	xx	xx	x	xx	xx	xx	x	xx	12	7
Royal Philips Electr.	4	3200	xx	x	x	xx	xx	xx	x	xx	xx	x	x	x	12	6
Nokia	1	3200	x	x	xx	x	x	x	x	x	x	x	xx	x	12	2
Canon Inc (JP)	1	3200	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Hitachi (JP)	3	3200	x	x	x	x	xx	x	x	xx	x	x	x	xx	12	3
Ericsson	3	3200	x	x	xx	x	x	xx	x	xx	x	x	xx	xx	12	5
Samsung (KR)	1	3200	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Xerox Corp (US)	1	3300	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Volvo AB	9	3400	xx	x	xx	xx	x	x	x	x	xx	x	xx	x	12	5
BMW AG	3	3400	x	x	x	x	xx	x	x	x	x	x	x	xx	12	2
Daimler AG	6	3400	xx	x	x	xx	xx	x	x	xx	x	xx	xx	xx	12	7
Fiat Spa	4	3400	x	x	x	x	x	x	xx	x	x	xx	x	xx	12	3
Ford Motor (US)	6	3400	xx	x	x	x	xx	x	x	x	x	xx	xx	xx	12	5
General Motors (US)	8	3400	xx	x	x	x	xx	x	x	x	xx	xx	xx	xx	12	6
Honda (JP)	3	3400	x	x	x	x	x	x	x	x	x	x	x	xx	12	1
Hyundai Motor (KR)	2	3400	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Mazda Motor (JP)	1	3400	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Mitsubishi Mot. (JP)	2	3400	x	x	x	x	x	x	x	x	x	x	x	x	12	0
Nissan Corp (JP)	2	3400	x	x	x	x	x	x	x	x	x	x	x	xx	12	1
Paccar (US)	2	3400	x	x	x	x	x	x	x	xx	x	x	x	xx	12	2
PSA	5	3400	x	x	x	xx	x	x	x	x	x	xx	x	x	12	2
Renault	5	3400	x	x	x	xx	x	x	x	x	x	x	x	xx	12	2
Suzuki Motor (JP)	2	3400	x	x	x	xx	xx	xx	xx	x	x	x	x	x	12	4
Toyota Motor (JP)	2	3400	x	x	x	x	x	x	x	x	x	x	x	xx	12	1
Volkswagen Group	10	3400	x	x	x	x	xx	xx	x	xx	x	xx	xx	xx	12	6
Alstom	2	3500	x	x	x	x	x	x	x	x	x	x	x	x	12	1
Boeing (US)	1	3500	x	x	x	x	x	x	x	x	x	x	x	x	12	0
EADS	8	3500				xx	xx	x		x		xx		xx	6	4
BAE Systems	5	3500	x	x	x	x	x	x	x	x	x	x	x	xx	12	1
	164		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK		
No. comp/home c.			0	0	1	3	6	0	1	2	0	0	4	1	18	
No. comp/home c.		other													32	
Tot. companies															50	
No. subsidiaries															164	
No. establish./1			48	46	48	50	50	50	49	49	49	50	48	50	587	
No. establish./2			79	72	74	81	85	74	76	80	75	76	75	81	928	
Of which manuf./1			6	1	3	16	19	8	4	9	9	10	11	24	120	
Of which manuf./2			13	3	10	33	39	12	14	19	14	18	25	37	237	

xx = sales, warehousing, services / manufacturing

Table 8b 50 largest (total sales 2007) and most internationalized (threshold: in 3 of 12 countries) MNEs in 12 countries in retail, March 2008

MNE	no.subs	NACE	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Total
Ahold	7	5210								x	x		x		3
Aldi	2	5210	x	x		x	x	x		x	x	x		x	9
Auchan	8	5210				x		x	x		x	x		x	6
Carrefour	15	5210	x			x	x	x	x		x	x			7
Casino	5	5210				x				x	x				3
Coop	12	5210		x			x	x					x		4
Co-op	3	5210				x			x	x				x	4
Delhaize	5	5210	x			x	x	x							4
Edeka	4	5210					x				x		x	x	4
ITM Entreprises	5	5210	x			x	x		x		x	x			6
Maxeda	9	5210	x	x		x	x			x		x		x	7
Metro Gruppe	10	5210	x	x		x	x	x	x	x	x	x	x	x	11
Rewe Group	5	5210					x	x	x		x				4
Schwarz U (Lidl)	3	5210	x	x	x	x	x	x	x	x	x	x	x	x	12
Spar	4	5210	x	x	x	x	x	x		x		x	x	x	10
Tengelmann	4	5210		x			x	x			x	x			5
Tesco	3	5210				x		x			x			x	4
Nicolas	1	5220	x			x	x				x			x	5
Douglas	1	5230				x	x	x	x	x	x				6
l'Oreal	2	5230	x	x	x	x	x	x	x	x	x	x		x	11
LVMH Group	6	5230	x	x	x	x	x	x	x	x	x	x	x	x	12
PPR (Pinault-P-R)	4	5230	x	x		x	x	x	x	x		x	x	x	10
Schlecker	1	5230	x	x		x	x	x	x	x	x	x			9
Benetton	1	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
C&A	1	5241	x			x	x	x		x	x	x			7
Gap (US)	1	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
Groupe Etam	1	5241	x	x	x	x	x		x	x		x	x	x	10
Hennes&Mauritz	1	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
Inditex	4	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
Levi Strauss (US)	1	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
Liz Claiborne (US)	2	5241	x	x	x	x	x	x	x	x	x		x	x	11
Mango	1	5241	x	x	x	x	x	x	x	x	x	x	x	x	12
Marks & Spencer	1	5241						x			x			x	3
Peek&Cloppenburg	1	5241	x				x			x	x				4
Pimkie	1	5241	x			x	x	x	x	x	x	x			8
Deichmann	2	5243		x			x	x		x	x			x	6
Blokker Holding	9	5244	x			x	x			x					4
IKEA	2	5244	x	x	x	x	x	x	x	x	x	x	x	x	12
Conrad Electron.	1	5245	x			x	x			x			x	x	6
DSG Int'l	9	5245		x	x	x	x	x	x	x	x	x	x	x	11
Euronics Int'l	10	5245	x	x	x	x	x	x	x	x	x	x	x	x	12
Expert	1	5245	x	x	x	x	x		x	x		x	x	x	10
Kesa	5	5245	x			x			x	x				x	5
Matsushita (JP)	2	5245	x	x	x	x	x	x	x	x	x	x	x	x	12
Foot Locker (US)	1	5248	x	x		x	x	x	x	x		x	x	x	10
Oxylane	2	5248	x			x	x	x	x	x	x	x		x	9
Pearle (US)	1	5248		x	x		x		x	x	x				6
Specsavers	1	5248		x	x					x		x	x	x	6
Toys R Us (US)	1	5249		x	x	x	x			x		x	x	x	8
CVC Capital (LU)	7	67121	x	x			x	x	x	x		x		x	8
	189		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	
No. comp/home c.		misc. 8	1	1	0	11	15	0	1	3	0	2	2	6	42
Tot. companies															50
No. subsidiaries															189
No. establishm./1			34	30	20	39	42	34	31	39	35	32	25	35	396
No. establishm./2			45	31	20	48	52	35	33	53	39	35	27	39	457

Table 8c 38 largest (sales 2007) and most internationalized MNEs in 12 countries in finance and call centres, March 2008

MNE	no.subs	NACE	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Total
Aegon	3	6601	x			x	x			x				x	5
Allianz	6	6601	x	x	x	x	x	x	x	x	x	x	x	x	12
Aviva	20	6601	x	x	x	x	x	x	x	x	x	x	x	x	12
AXA	4	6601	x			x	x	x	x	x	x	x	x	x	10
Banco Santander	9	6512					x	x	x	x		x		x	6
Barclays	3	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
BBVA-Banco Bilb.	2	6512				x	x					x		x	4
Banco Popular Es	3	6512				x	x		x	x		x			5
BNP Paribas	6	6512	x			x	x			x		x			5
Citigroup (US)	3	6512	x			x	x		x	x	x	x	x	x	9
Commerzbank	4	6512	x				x				x	x			3
Credit Agricole	2	6512	x			x	x								3
Credit Suisse(CH)	2	6512				x	x	x	x			x	x	x	7
Danske Bank	2	6512		x	x								x		3
Deutsche Bank	2	6512				x	x		x				x	x	5
Dexia (BE/FR)	2	6512	x			x				x					3
Enskilda Banken	2	6512		x	x								x		3
Generali Group	2	6601	x	x	x	x	x	x	x	x	x	x	x	x	12
Fortis (BE/NL)	7	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
HBOS	8	6512				x	x		x	x		x	x	x	7
HSBC	5	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
ING Group	6	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
JP Morgan C(US)	4	6512				x	x					x		x	4
KBC	6	6512	x					x		x	x				4
Kinnevik Group	4	7486	x	x	x	x	x	x	x	x	x	x	x	x	12
Legal & General	3	6601				x	x			x				x	5
Lehman Bros (US)	2	6512				x	x			x				x	4
Lloyds TSB	6	6512	x	x		x	x		x	x		x	x	x	8
Morgan Stanl (US)	2	6512		x	x		x						x	x	5
Rabobank	7	6512	x				x			x				x	4
RBS	3	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
Sitel Corp.	1	7486	x	x	x	x	x		x	x	x	x	x	x	11
SNT	1	7486	x		x					x					3
Societe Generale	5	6512	x	x	x	x	x	x	x	x	x	x	x	x	12
Sykes (US)	1	7486		x	x		x	x	x	x		x	x	x	9
Teleperformance	3	7486	x	x	x	x	x	x	x	x	x	x	x	x	12
UBS Ag (CH)	2	6512	x			x	x			x		x	x	x	7
Unicredit Group	13	6512	x			x	x	x	x	x	x		x	x	9
	157		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	
No. comp/home c.			3	1	0	5	3	0	2	4	0	3	2	7	30
Tot. companies		misc. 8													38
No. subsidiaries															157
No. establishm./1			25	17	16	29	33	17	22	29	17	25	24	29	283
No. establishm./2			52	33	27	53	59	30	45	60	35	51	33	62	540

Table 8d 40 largest (total sales 2007) and most internationalized (threshold: in 3 of 12 countries) MNEs in 12 countries in Information Technology, March 2008

MNE	subs	NACE	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Tot.
Accenture (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Atos Origin	1	7200	x			x	x			x					4
Avanquest Gr.	1	7200	x			x			x			x			4
Basware	1	7200		x	x		x			x				x	5
Capgemini	2	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
CSC (US)	1	7200	x	x	x	x	x		x	x		x	x	x	10
Dicom Gr. (Kofax)	2	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Econocom	1	7200	x			x	x		x	x					6
EMC2 (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Exact Holding	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
F-Secure	1	7200			x	x	x		x				x	x	6
Fujitsu Consult. (JP)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
GFI Informatique	1	7200	x			x	x		x			x			5
GL Trade	1	7200	x			x	x		x	x		x		x	7
Groupe Bull	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
IFS Industrial & Fin.	1	7200		x	x	x	x	x	x	x	x	x	x	x	11
ILOG	1	7200				x	x					x		x	4
Infosys (IN)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Integralis	1	7200				x	x						x	x	4
Itella	2	7200		x	x		x					x			4
Logica	2	7200	x	x	x	x	x		x	x	x	x	x	x	11
Microsoft (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Misys Plc	4	7200	x			x	x	x	x	x	x	x		x	9
Nemetschek Group	4	7200	x		x	x	x		x	x	x	x		x	9
Oracle (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Qurius	1	7200	x	x			x		x	x		x	x	x	8
Sage Group	1	7200				x	x					x		x	4
SAS Institute (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
SimCorp	1	7200	x	x			x							x	4
SAP	2	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Software AG	2	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Sophos	1	7200				x	x		x			x		x	5
Sopra Groupe	2	7200	x	x		x	x		x			x		x	7
Sylis SA	1	7200	x			x				x					4
Unisys Corp (US)	1	7200	x	x	x	x	x	x	x	x	x	x	x	x	12
Unit 4 Agresso	2	7200	x	x		x	x	x		x		x	x	x	9
Visma (NO)	1	7200		x	x								x	x	4
Yahoo (US)	1	9999	x	x	x	x	x		x	x		x	x	x	10
Google (US)	2	9999		x		x			x	x	x	x		x	8
Gores Technology	3	67121	x			x									3
	57		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	
No. comp/home c.			1	1	3	9	4	0	0	3	0	0	1	6	28
No. comp/home c.		other													12
Tot. companies															40
No. subsidiaries															57
No. establishm./1			30	26	22	35	35	17	28	27	19	29	21	35	324
No. establishm./2			34	27	23	38	39	17	29	30	20	30	22	40	349

Table 8e 50 largest (sales 2007) and most internationalized MNEs in 12 countries (threshold: in 3 of 12 countries) in transport and telecom, March 2008

MNE	no.subs	NACE	BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	Total
Deutsche Bahn	5	6010	x				x			x					3
SNCF	4	6010	x			x				x				x	5
Arriva Int'l	2	6021		x			x		x	x		x	x	x	7
Transdev	5	6021				x	x		x	x				x	5
Veolia Int'l	4	6021				x	x			x				x	4
N.Dessantriangle	1	6024	x			x	x		x			x			5
Rico	1	6024					x	x		x	x				4
Willy Betz	1	6024					x	x		x	x				4
Brittany Ferries	1	6110	x			x	x					x		x	5
CMA-CMG	4	6110	x			x	x		x	x		x		x	7
CMB	2	6110	x							x	x		x	x	5
DFDS Seaways	1	6110		x			x			x			x	x	5
MSC (CH)	3	6110	x			x	x			x					4
APM Maersk	4	6110	x	x	x	x	x	x	x	x	x	x	x	x	12
Stena Line	1	6110		x	x		x						x	x	5
Wallenius(SE/NO)	3	6110	x	x	x		x			x	x		x	x	8
Air France/KLM	8	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
Air One	1	6210		x		x	x		x			x		x	6
Alitalia	1	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
BMI	1	6210	x	x		x	x		x	x		x		x	8
British Airways	2	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
Easyjet	1	6210	x	x		x	x			x	x	x		x	8
Finnair Group	2	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
Iberia	1	6210	x	x	x	x	x		x	x		x	x	x	10
LOT	1	6210				x	x	x			x			x	5
Lufthansa	2	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
Ryanair (IE)	1	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
SAS	2	6210	x	x	x	x	x	x	x	x	x	x	x	x	12
SkyEurope	1	6210		x				x			x			x	4
Hutchison W (CN)	4	6311	x							x	x	x		x	5
Kuehne & N (CH)	3	6311	x	x	x	x	x	x		x	x	x	x	x	11
Vopak	1	6311	x				x			x				x	4
Deutsche Post	7	6411	x	x	x	x	x	x	x	x	x	x	x	x	12
La Poste	2	6411				x	x			x					4
FedEx (US)	2	6412	x	x	x	x	x	x	x	x	x	x	x	x	12
TNT	3	6412	x	x	x	x	x	x	x	x	x	x	x	x	12
UPS (US)	2	6412	x	x	x	x	x	x	x	x	x	x	x	x	12
Alcatel-Lucent	5	6420	x	x	x	x	x	x	x	x	x	x	x	x	12
Avaya Corp (US)	2	6420	x	x		x									3
Bouygues Telec.	2	6420				x	x		x		x	x			5
BT Group	3	6420	x	x	x	x	x	x	x	x	x	x	x	x	12
COLT	2	6420	x			x	x		x	x		x		x	7
DeutscheTelekom	4	6420					x	x		x	x			x	5
France Telecom	5	6420				x	x		x			x		x	5
Royal KPN	6	6420	x	x		x	x		x	x		x		x	8
Telecom Italia	4	6420				x	x		x			x			4
Telefonica	5	6420	x	x	x	x	x		x	x		x		x	8
Telenor (NO)	3	6420		x	x								x	x	4
TeliaSonera	4	6420		x	x		x						x		4
Vodafone	5	6420	x	x	x	x	x	x	x	x	x	x	x	x	12
	140		BE	DK	FI	FR	DE	HU	IT	NL	PL	ES	SW	UK	
No. comp/home c.			1	1	1	10	6	0	3	4	1	2	4	9	42
Tot. companies		misc. 8													50
No. subsidiaries															140
No. establishm./1			33	30	22	36	44	21	28	38	26	31	24	41	283
No. establishm./2			40	33	24	54	52	30	36	72	32	35	33	60	501

Table 9a 50 largest firms in metal and electronics manufacturing, worldwide, 2006

Ranking		Country	Sales (mln. USD)	Foreign share sales	Ranking employment x)	Employment (no employees)	Foreign share employ
1	General Motors	US	207,349	37	12	280,000	60
2	Toyota Motor	JP	205,918	38	9	299,394	38
3	Daimler/Chrysler AG	DE/US	190,176	43	2	360,385	27
4	General Electric	US	168,307	45	7	319,000	51
5	Ford Motor	US	160,126	49	11	283,000	55
6	Volkswagen Group	DE	132,323	73	6	324,875	48
7	Siemens AG	DE	107,342	68	1	475,000	66
8	Honda Motor	JP	94,791	81	19	167,231	89
9	Hewlett-Packard	US	91,658	65	21	156,000	65
10	IBM	US	91,424	61	3	355,766	65
11	Nissan Corp	JP	89,502	76	16	186,336	50
12	Samsung Electronics	KR	89,476	78	24	138,000	38
13	Hitachi Ltd	JP	87,615	32	4	349,996	35
14	Matsushita El. Ind.	JP	77,817	49	5	328,645	50
15	PSA	FR	71,006	46	14	211,700	42
16	Sony Corp	JP	70,924	73	20	163,000	64
17	Hyundai Motor	KR	66,666	44	37	68,000	34
18	Fiat Spa	IT	65,026	71	17	172,012	56
19	Boeing	US	61,530	70	18	169,000	13
20	BMW AG	DE	61,472	78	30	106,575	25
21	Toshiba	JP	60,842	50	23	144,000	79
22	Mittal Steel	IN	58,870	80	8	316,224	79
23	ThyssenKrupp	DE	57,927	66	15	187,586	55
24	Dell	US	55,908	39	35	78,700	?
25	Robert Bosch	DE	54,940	?	12	260,000	42
26	Renault	FR	52,099	65	25	128,893	47
27	Nokia	FI	51,588	99	39	65,324	63
28	EADS	NL	49,472	79	28	116,805	?
29	Motorola	US	43,739	49	38	66,000	?
30	Mitsubishi Motors	JP	43,198	75	43	55,867	?
31	Intel	US	38,826	84	31	105,000	?
32	Royal Philips Electr.	NL	38,707	89	27	121,732	86
33	Canon Inc.	JP	35,727	76	47	23,200	?
33	Volvo AB	SW	35,081	95	33	83,190	67
35	Honeywell Int'l	US	31,307	?	32	102,000	?
36	Alcoa	US	30,379	44	26	123,000	65
37	Tata	IN	28,800	?	10	289,500	?
38	Cisco Systems	US	28,434	?	45	50,125	36
39	Mazda Motor	JP	27,765	?	22	149,000	32
40	Suzuki	JP	27,408	?	46	45,000	54
41	ABB	CHSW	24,883	?	29	108,160	?
42	Ericsson	SW	24,102	?	41	63,781	73
43	Alcan	CA	23,696	86	40	65,000	83
44	BAE Systems	UK	22,691	78	34	79,000	66
45	Apple Computers	US	19,305	28	50	11,000	89
46	Alstom	FR	18,754	?	49	21,000	64
47	Ricoh	JP	17,865	?	36	75,900	?
48	Paccar	US	16,454	22	48	21,200	?
49	Electrolux Group	SW	16,382	?	42	56,000	?
50	Xerox	US	15,895	?	44	53,700	?
	TOTAL		3,241,362	63*)		7,917,802	56 **)

x) = only in this table

*) = unweighted, 38 firms

**) = unweighted, 37 firms

Sources: UNCTAD (2008) *World Investment Report 2008*; *Fortune 500*, 2007; *Forbes Global 2000*, 2007; company websites; company Annual Reports 2006; various news reports

Table 9b 50 largest firms by sales in retail, worldwide, 2007

		Country	Sales (bil. USD)	Ranking employ ment x)	Employment (employees, 31-12-2007)
1	Wal-Mart	US	378.80	1	2,100,000
2	Carrefour Group	FR	112.40	2	490,042
3	Tesco	UK	83.61	9	273,000
4	Metro AG	DE	79.00	8	281,500
5	Home Depot	US	77.35	5	331,000
6	CVS Caremark	US	76.33	21	160,000
7	Kroger	US	69.86	6	323,000
8	Aldi	DE	68.96	13	200,000*)
9	Costco Wholesale	US	67.91	36	75,000
10	Target	US	63.37	3	366,000
11	Lidl (Schwarz Gr.)	DE	62.88	18	170,000*)
12	Rewe Group	DE	61.73	7	290,421
13	Ahold	NL	59.20	20	163,866
14	Walgreen	US	55.08	11	237,000
15	Edeka	DE	52.06	10	253,600
16	Sears Holdings	US	50.70	4	337,000
17	Auchan	FR	50.29	15	186,000
18	Lowe's Co's	US	48.28	21	160,000
19	Seven & I Holdings	JP	45.10	40	55,185
20	Supervalu	US	43.96	14	192,000
21	Safeway	US	42.29	12	201,000
22	AEon	JP	40.77	34	76,138
23	Best Buy	US	39.50	25	150,000
24	Sysco	US	36.45	43	50,000
25	Woolworths	AU	36.09	17	175,000
26	Groupe Casino	FR	34.21	23	159,946
27	J. Sainsbury	UK	33.76	25	150,000
28	Tengelmann	DE	33.12	19	167,447
29	George Weston	CA	33.08	28	148,000
30	Arcandor	DE	27.28	38	70,637
31	IKEA	SE	27.13	32	118,000
32	PPR	FR	27.07	49	19,370
33	Macy's	US	26.31	16	182,000
34	Delhaize Group	BE	25.36	29	144,000
35	Wm Morrison	UK	24.43	31	118,880
36	l'Oreal	FR	23.30	42	52,080
37	LVMH	FR	22.51	37	72,100
38	Rite Aid	US	22.14	39	60,912
39	J.C. Penney	US	19.86	24	155,000
40	Staples	US	19.37	45	43,048
41	TJX Co's	US	18.65	30	129,000
42	AutoNation	US	17.69	48	25,000
43	Euronics Int'l	DE	17.26	41	52,500
44	Kingfisher	UK	17.01	33	80,000
45	Marks & Spencer	UK	16.91	35	75,871
46	Kohl's	US	16.47	47	26,000
47	DSG International	DE	15.86	46	40,730
48	Gap	US	15.76	25	150,000
49	Office Depot	US	15.53	44	49,000
50	Amazon.com	US	14.84	50	17,000
	TOTAL		2,366.88		9,402,273

x) = only in this table

*) external estimate (German ver.di trade union)

Sources: *Forbes Global 2000*, 2008; *Fortune 500*, 2008; company Annual Reports; various news reports

Table 9c 50 largest firms by sales in finance (banking and insurance, excl. independent call centres), worldwide, 2007

		Country	Sales (bil. USD)	Ranking employ ment x)	Employment (employees, 31-12-2007)
1	Citigroup	US	159.23	1	374,000
2	AXA Group	FR	151.70	18	103,534
3	HSBC Holdings	UK	146.50	3	330,000
4	Allianz	DE	139.12	6	181,207
5	Bank of America	US	119.19	5	210,000
6	Berkshire Hathaway	US	118.25	4	233,000
7	UBS AG	CH	116.98	20	85,208
8	JP Morgan Chase	US	116.35	7	180,667
9	BNP Paribas	FR	116.16	11	132,507*)
10	American Int'l Group	US	110.16	16	116,000
11	Royal Bank Scotland	UK	108.45	9	142,000
12	ING Group	NL	104.94	15	120,082
13	Societe Generale Gr.	FR	103.44	17	115,134*)
14	Generali Group	IT	102.16	45	12,179
15	Credit Agricole	FR	101.59	25	77,063*)
16	HBOS	UK	100.32	27	72,000
17	Deutsche Bank	DE	95.50	24	78,291
18	Goldman Sachs	US	87.97	40	30,552
19	Morgan Stanley	US	85.33	34	48,256
20	Credit Suisse Group	CH	83.72	35	48,100
21	Aviva	UK	81.83	31	59,000
22	Barclays	UK	79.70	13	122,600*)
23	Banco Santander	ES	72.26	12	129,749*)
24	Prudential	UK	70.34	43	28,432
25	Munich Re	DE	67.57	37	38,600
26	Unicredit Group	IT	63.67	10	139,061*)
27	Merrill Lynch	US	62.68	28	64,200
28	Lehman Brothers	US	59.00	42	28,500
29	Lloyds TSB	UK	58.74	26	74,000*)
30	Aegon	NL	57.73	40	30,414
31	Wachovia	US	55.53	14	121,890
32	Zurich Fin. Services	CH	55.05	32	58,000
33	BBVA-Banco Bilbao	ES	54.53	19	91,000
34	CNP Assurances	FR	54.23	50	3,247
35	Wells Fargo	US	53.59	8	159,800
36	Metlife	US	53.01	33	49,000
37	Mitsubishi UJF Fin.	JP	49.49	23	78,302
38	Fannie Mae	US	44.77	48	5,700
39	Rabobank	NL	44.45	30	60,342
40	Danske Bank Group	US	43.81	44	23,600
41	Royal Bank Canada	CA	43.57	22	80,000
42	Freddie Mac	US	43.10	49	5,281
43	Legal & General Gr.	UK	41.03	47	8,800
44	Fortis	NL/BE	40.83	29	62,210
45	Commerzbank	DE	39.98	39	36,770
46	Nat. Australia Bank	AU	38.88	36	39,048
47	Swiss Re	CH	37.75	46	10,891*)
48	ICBC	CN	37.48	2	351,448*)
49	Allstate	US	36.77	38	38,000
50	Banco Bradesco	BR	36.12	21	82,773
	TOTAL		3,844.55		4,770,438

x) = only in this table *) 2006

Sources: *Forbes Global 2000*, 2008; *Fortune 500*, 2008; company Annual Reports; various news reports

Table 9d 20 largest firms in Information Technology, worldwide, 2007

Ranking		Country	Sales (bil. USD)	Ranking employment x)	Employment (no employees)
1	Microsoft	US	57.90	4	91,000
2	Fujitsu	JP	56.53	2	159,500
3	Accenture	US	22.39	1	186,000
4	Oracle	US	20.08	8	84,233
5	Google	US	16.59	16	16,805
6	CSC	US	16.06	6	89,000
7	SAP	DE	14.96	12	43,861
8	Capgemini	FR	12.71	7	87,000
9	Atos Origin	FR	8.02	11	49,500
10	Yahoo	US	6.97	17	14,300
11	Logica CMG	UK	6.10	13	39,000
12	ACS	US	5.96	9	63,000
13	Symantec	US	5.70	15	17,600
14	Unisys	US	5.65	14	32,000
15	Infosys	IN	5.33	3	100,306
16	Tata Consultancy	IN	4.32	10	58,500
17	CA	US	4.20	18	13,700
18	WIPRO	US	3.47	5	90,000
19	Adobe	US	3.16	20	6,959
20	Electronic Arts	US	3.15	19	9,000
	TOTAL		279.15		1,251,264

x) = only in this table

Sources: *Forbes Global 2000*, 2008; *Fortune 500*, 2008; company websites; company Annual Reports 2007; various news reports

Table 9e 50 largest firms by sales in transport and telecom, worldwide, 2007

		Country	Sales (bil. USD)	Ranking employ ment x)	Employment (no. employ ment x) 31-12-07)
1	AT & T	US	118.93	3	310,000
2	Verizon Com	US	93.47	6	235,000
3	Nippon T & T	JP	91.57	8	193,800
4	Deutsche Telekom	DE	91.26	5	241,460
5	Deutsche Post	DE	86.90	1	463,350
6	Telefonica	ES	82.40	4	248,487
7	France Telecom	FR	77.31	9	187,331
8	Vodafone	UK	61.23	19	85,000
9	UPS	US	49.69	2	425,300
10	A.P.Møller/Maersk	DK	46.83	13	108,350
11	Telecom Italia	IT	42.81	20	79,628
12	Sprint Nextel	US	40.15	24	60,000
13	BT Group	UK	39.81	12	111,900
14	China Mobile	CN	37.06	10	127,959
15	FedEx	US	36.39	17	94,700
16	Lufthansa	DE	32.70	14	105,000
17	Air France-KLM Gr.	FR/NL	30.85	15	102,000
18	America Movil	MX	28.53	40	34,650
19	KDDI	JP	28.38	49	14,021
20	Alcatel-Lucent	FR	24.39	21	76,400
21	Hutchison Whamp	HK	23.50	7	230,000
22	AMR	US	22.94	18	85,500
23	East Japan Railw.	JP	22.61	22	71,000
24	United Airlines	US	20.14	27	55,000
25	Telstra	AU	20.11	34	41,784
26	Japan Airlines	JP	19.59	25	57,400
27	KT	KR	19.18	37	37,500
28	Delta Air Lines	US	19.15	26	55,044
29	Nippon Yusen K.	JP	18.42	40	35,000
30	Royal KPN	NL	18.19	46	31,116
31	BCE	CA	18.01	28	54,000
32	Telenor	NO	17.01	39	35,800
33	British Airways	UK	16.72	32	43,500
34	Union Pacific	US	16.28	29	50,089
35	TNT	NL	15.89	11	127,000
36	Nippon Express	JP	15.88	23	67,773
37	Burlington Sta Fe	US	15.80	35	40,000
38	TeliaSonera	SE	14.90	45	31,292
39	Continental Airlines	US	14.23	33	42,370
40	Qwest Commun.	US	13.78	38	36,519
41	Mitsui OSK Lines	JP	13.35	50	9,626
42	Qantas Airways	AU	12.75	39	36,500
43	Central Japan Rail	JP	12.69	37	37,400
44	All Nippon Airways	JP	12.68	47	22,170
45	Northwest Airlines	US	12.53	41	32,000
46	Kuehne & Nagel	CH	12.20	48	18,000
47	China Unicom	CN	11.83	31	48,162
48	Tokyu Group	JP	11.76	30	48,515
49	US Airways Group	US	11.70	36	39,600
50	Sistema JSFC	RU	11.16	16	100,000
	TOTAL		1,628.64		4,923,996

x) = only in this table

Sources: *Forbes Global 2000*, 2008; *Fortune 500*, 2008; Wikipedia; company websites; company Annual Reports 2007; various news reports