

Company	Country	Business	Sales '03 US \$BIL	Company Head	Employees	Year Founded
Glencore International	Switzerland	commodities	54.70	Ivan Glasenberg	47,900	1974
Aldi	Germany	discount grocers	48.25 e	Theo & Karl Albrecht	133,000 e	1948
ITM Entreprises	France	retail	48.00	Philippe Lebreton	112,000	1969
Vitol Group	Netherlands	oil marketing, distribution & refining	46.70	Ian Taylor	1,100	1966
Robert Bosch	Germany	auto & truck parts	45.50	Franz Fehrenbach	232,000	1886
Auchan	France	retail	35.89	Christophe Dubrulle	156,000	1961
Tengelmann	Germany	retail grocers	34.00	Karl-Erivan Haub	184,000	1867
Schwarz Group	Germany	discount grocers	33.36	Klaus Gehrig	80,000	1930's
Franz Haniel	Germany	pharmaceuticals distributor	28.80	Günther Hülse	53,700	1756
Idemitsu Kosan	Japan	oil & gas operations	22.48	Idemitsu Akira	6,300	1911
Bertelsmann	Germany	media & publishing	21.00	Gunter Thielen	73,200	1835
Phoenix Group	Germany	pharmaceuticals	20.21	Bernd Scheifele	17,200	1994
Louis Dreyfus	France	trading & retail	20.00 e	Gérard Louis-Dreyfus	10,000	1851
Otto Group	Germany	mail order	17.88	Michael Otto	55,400	1949
El Corte Inglés	Spain	retail	17.58	Isidoro Álvarez	72,000	1935
Ikea	Sweden	furniture retail	16.00 *	Anders Dahlvig	84,000	1943
Deloitte Touche Tohmatsu	Switzerland	auditing & consulting	15.10	William G. Parrett	120,000	1845
SHV Holdings	Netherlands	gas, coal & metals distribution	12.89	Piet Klaver	28,200	1896
Louis Delhaize <sup>3</sup>	Belgium	supermarkets	12.50	Philippe Bouriez	147,000	1850
KPMG International	Netherlands	auditing & tax services	12.16	Mike Rake	98,900	1870

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Suntory	Japan	alcoholic beverages	12.11	Nobutada Saji	18,100	1921
ZF	Germany	transmissions & gearboxes	11.16	Siegfried Goll	53,500	1915
Tetra Laval	Switzerland	containers & packaging	10.96	Larry G. Pillard	29,700	1883
Takenaka	Japan	construction services	9.38	Toichi Takenaka	11,800	1610
Heraeus Holding	Germany	metal mining & processing	9.25	Helmut Eschwey	9,200	1851
Boehringer Ingelheim	Germany	biotechnology & drugs	9.23	Alessandro Banchi	34,200	1885
Lekkerland-Tobaccoland	Germany	convenience stores	9.22	Christian Berner	4,700	1955
Mercadona	Spain	retail grocers	9.03	Juan Roig	48,000	NA
INA-Holding Schaeffler	Germany	rolling bearings	8.63	Jurgen Geissinger	57,300	1946
Anton Schlecker	Germany	drugstores	8.19	Anton Schlecker	50,300	1975
Lotte Department Store	Korea	retail	7.60	Shin Kyuk-hock	NA	1948
John Lewis	UK	retail	7.02	Sir Stuart Hampson	58,800	1864
Virgin Group	UK	travel & entertainment	7.00	Richard Branson	36,000	1970
Würth Group	Germany	auto & truck parts	6.82	Walter Jaeger	42,000	1945
Grupo Eroski	Spain	retail grocers	6.50	Constan Dacosta	29,200	1969
Oetker Gruppe	Germany	food processing	6.37	August Oetker	17,700	1891
C&A Mode	Belgium	retail apparel	6.25	Lucas Brenninkmeijer	30,000	1841
Palmer & Harvey McLane	UK	wholesale grocers	6.12 2	Christopher Adams	4,000	1925
Ferrero Group	Luxembourg	candy maker	5.69 2	Pietro & Giovanni Ferrero	16,000	1946
Royal Vendex KBB	Netherlands	retail	5.56 1	Ed Hamming	44,300	1870
Barilla Alimentare	Italy	pasta	5.54	Guido Barilla	25,000	1877
De Beers	South Africa	diamonds	5.52	Nicky Oppenheimer	24,000	1888
Brenntag	Germany	chemical distribution	5.38	Klaus Engel	8,900	1874
Gerling-Konzern	Germany	life insurance	5.38 e	Björn Jansli	7,200	1904
Katz group	Canada	pharmacy retail	5.30	Daryl A. Katz	15,000	1990
Maruhan	Japan	pachinko games	5.18	Chang-Woo Han	5,300	1957

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YKK	Japan	zippermaker	5.12	Tadahiro Yoshida	35,600	1934
Freudenberg Group	Germany	engineering conglomerate	4.83	Peter Bettermann	33,000	1849
Preem	Sweden	oil refining	4.79	Mohammed Hussein Ali Al-Amoudi	1,800	N/A
McCain Foods	Canada	food processing	4.75	Dale McCain	20,000	1956
Pon Holdings	Netherlands	auto & truck importers	4.62	Henk Rottinghuis	6,534	1898
Carl-Zeiss Group <sup>4</sup>	Germany	high-end lenses	4.55	Dieter Kurz	34,500	1846
Jim Pattison Group	Canada	multicompany	4.50	Jim Pattison	26,000	1961
Rusal (Russian Aluminum)	Russia	aluminum	4.50	Oleg Deripaska	63,000	2000
Cisneros Group	Venezuela	media & entertainment	4.30	Gustavo Cisneros	10,000	1929
Tchibo Holdings	Germany	coffee	4.14	Dieter Ammer	10,700	1949
Musgrave Group	Ireland	retail grocers	4.14	Hugh Mackeown	40,000	1876
SOK	Finland	food distributor	3.89	Jere Lahti	4,900	1904
Diethelm Keller Holding	Switzerland	consortium of travel, finance cos	3.88	Andreas W. Keller	22,000	1887
DM-Drogerie Markt	Germany	drug stores	3.85 1	Götz Werner	21,200	1973
Voith	Germany	industrial machinery	3.80	Hermut Kormann	24,000	1867
Knauf Gips	Germany	building materials	3.77 e	Baldwin and Nikolaus Knauf	18,000 e	1932
Behr Group	Germany	autos, air-conditioning	3.76	Markus Flik	16,100	1905
Legrand	France	electrical controls	3.45	François Grappotte	25,900	1860
Debenhams	UK	department stores	3.42 1	Rob Templeman	19,000	1778
B Braun Melsungen	Germany	medical equipment & supplies	3.31	Ludwig Georg Braun	29,300	1839
MA Al-Kharafi & sons	Kuwait	construction & civil engineering	3.30	Nasser Al-Kharafi	3,200	1956
Soufflet Group	France	wholesale farm supplies	3.24	Jean-Michel & Michel Soufflet	3,300	1900
Bacardi	Bermuda	liquor	3.20 1	Ruben Rodriguez	6,800	1862
Saudi Oger Group	Saudi Arabia	construction	3.15	Saad Hariri	5,000	1978
Dagrofa	Denmark	grocery distributors	3.11 1	Villy Rasmussen	3,600	1983
Otsuka Pharmaceutical	Japan	medical supply	3.07	Tatsuo Higuchi	5,200	1964
Focus Wickes	UK	do-it-yourself retailer	3.00 1	William E. Archer	16,000	1988
Arcadia	UK	retail	2.98 1	Phillip Green	27,900	1900

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Continentale Insurance Group	Germany	insurance	2.75	Rolf Bauer	3,300	1926
Wilhelm Karmann	Germany	automotive engineering	2.74	Bernd Lieberoth-Leden	8,500	1901
Dohle Handelsgruppe	Germany	supermarkets	2.73 2	Klaus Dohle	8,500	1928
Hellmann Worldwide Logistics	Germany	shipping & logistics	2.73	Jost & Klaus Hellmann	17,200	1871
Huawei Technologies	China	telecommunications equipment	2.70	Ren Zhengfei	22,000	1988
Miele	Germany	domestic appliances	2.69	Markus Miele & Reinhard Zinkann	15,100	1899
BDO International	Belgium	accounting & consulting	2.67	Frans Samyn	23,200	1963
PCL Construction Group	Canada	construction services	2.67 e	Ross Grieve	6,000 5	1906
Deichmann Schuhe	Germany	shoemaker	2.63	Heinrich Otto Deichmann	21,000	1913
Dachser	Germany	logistics	2.63	Gerd Wecker	12,000	1930
Danfoss	Denmark	heating & cooling systems	2.60	Jørgen Mads Clausen	17,900	1933
Bonnier	Sweden	publishing	2.58	Carl-Johan Bonnier	9,900	1804
Stemcor	UK	steel trading	2.52	Ralph Oppenheimer	300	1951
Knorr Bremse	Germany	automotive & train brakemaker	2.51	Heinz Hermann Thiele	10,800	1905
Gruppo Marcegaglia	Italy	steel	2.50	Steno Marcegaglia	5,700	1959
Hubert Burda Media	Germany	media, printing, publishing	2.50	Hubert Burda	7,100	1903
WAZ	Germany	newspaper publishing	2.50	Erich Schumann	16,000	1948
Hilti	Switzerland	toolmaker	2.45	Michael Hilti	14,600	1941
Holtzbrinck	Germany	printing & publishing	2.42	Stefan von Holtzbrinck	11,800	1948
MTU Aero Engines	Germany	aircraft enginemaker	2.41	Klaus Steffens	8,000	2003 6
Socopa	France	agribusiness	2.41	Alain Loustanau	6,900	1957
Getrag	Germany	gearbox maker	2.39	Tobias Hagenmeyer	9,300	1935
Linpac Group	UK	packaging	2.27	William Forrester	11,000	1959
Brose Group	Germany	vehicle doors & seats	2.18	Michael Stoschek	7,500	1908
Vaillant-Hepworth Group	Germany	heating & hot water systems	2.18	Claes Göransson & Michel Brosset	9,300	1853
Wilhelm Werhahn	Germany	building materials & manufacturing	2.18	Norbert Wiemers	7,400	1839

e: Estimated. <sup>1</sup>2004 fiscal year results. <sup>2</sup>2002 results, latest available. <sup>3</sup>Not part of publicly traded Delhaize Group. <sup>4</sup>Includes Carl-Zeiss and Schott Glas. <sup>5</sup>employee numbers range from 4,900-6,900 <sup>6</sup>Spun off by Daimler-Chrysler in 2003

Source: Company data; M+M Planet Retail; Germany's Top 500; Hoovers; Forbes estimates.