

Produced by the  
International Co-operative Alliance  
15 Route des Morillons  
1218 Grand-Saconnex  
Geneva  
Switzerland

[www.global300.coop](http://www.global300.coop)  
[www.ica.coop](http://www.ica.coop)  
[www.icanews.coop](http://www.icanews.coop)

Garry Cronan  
Global 300 Director  
[cronan@ica.coop](mailto:cronan@ica.coop)

01 18 37  
02 19 38 54 86 116 148  
03 20 39 55 87 117 149  
04 21 40 56 88 118 150  
05 22 41 57 89 119 151  
06 23 42 58 90 120 152  
07 24 43 59 91 121 153  
08 25 44 60 92 122 154  
09 26 45 61 93 123 155  
10 27 46 62 94 124  
11 28 47 63 95  
12 29 48 64 96  
97  
98

International Co-operative Alliance

# Global 300 list

The world's major co-operatives  
and mutual businesses



176 229 257 292  
 177 230 258 293  
 178 231 259 294  
 179 232 260 295  
 180 233 261 296  
 181 234 262 297  
 182 235 263 298  
 183 236 264 299  
 237 265 300  
 238

Data source: Cooperatives International Annual Report which contains the information on the co-operatives. The ICA will disseminate the data in a detailed report. For more information visit www.global300.coop

## Introduction

The idea at the centre of the Global 300 programme is simple – Welcome to the ICA's 2007 Global 300 listing of the largest co-operative and mutual businesses in the world.

The concept of a global ranking was introduced at the International Co-operative Alliance's (ICA) General Assembly in Cartagena, Colombia in October 2005. The first preliminary listing of the largest 300 co-operative and mutual businesses was released by the ICA at the Forum for a Responsible Globalisation in Garry Cropp, one of the ICA's Global 300 Directors, in October 2006.

The 2007 Global 300 will be unveiled at the ICA General Assembly in Singapore in October, 2007.

This year we have greatly expanded the range of data collected and the depth of our analysis. Over the coming months we will

be releasing a series of detailed Global 300 Reports which will draw on this analysis and look at key issues and trends affecting these co-operative businesses. Details will be available from our website [www.global300.coop](http://www.global300.coop).

ICA Global 300 ranked by turnover (USDm) 2005

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date founded	Turnover 2005	Assets 2005	Turnover 2004	Assets 2004	Year on year % +/-	Website	
1	Zen-Noh	(National Federation of ZEN-NOH, Japan's federation of agricultural co-operatives is one of the largest in the world. Consortium Food & Agri Japan 1948 63,449 1 8,357 53,898 15,397 n/a www.zennoh.or.jp			Japan	1948	63,449	1	8,357	53,898	15,397	n/a	www.zennoh.or.jp
2	Zenkyoren	National mutual insurance federation of agricultural co-operatives in Japan with nearly Consortium Insurance Japan 1951 46,819 40 6,224 46,680 398,218 0.3% www.ja-kyosai.or.jp			Japan	1951	46,819	40	6,224	46,680	398,218	0.3%	www.ja-kyosai.or.jp
3	Crédit Agricole	Group France's largest bank with 21 million customers, owns more than 20% of French bank Co-operative Div. Financials France 1897 30,722 1,385,635 32,914 1,235,161 6.7% www.credit-agricole.fr			France	1897	30,722	1,385,635	32,914	1,235,161	6.7%	www.credit-agricole.fr	
4	National Agricultural Cooperative	Over 4,000 branches provide financial services to farmers, rural communities and agriculture Consortium Div. Financials Korea 1961 24,687 199,783 22,669 177,102 5.6% www.nonghyup.com			Korea	1961	24,687	199,783	22,669	177,102	5.6%	www.nonghyup.com	
5	Nationwide Mutual	One of the largest insurance and financial companies in the world. 4th largest homeowner Mutual Insurance USA 1925 24,3 92 116,160 23,711 157,314 2.9% www.nationwide.com			USA	1925	24,3	92	116,160	23,711	157,314	2.9%	www.nationwide.com
6	Groupama	Groupement des Assurances Mutuelles Agricoles/Groupama is the 1st insurance mutual in Mutual Insurance France 1899 15,684 9 5,057 21,651 86,657 -17.2% www.groupama.com			France	1899	15,684	9	5,057	21,651	86,657	-17.2%	www.groupama.com
7	Edeka	Zentrale AG EDEKA is no. 1 in German food retail trade with 26% market share. It includes 50 distribution Co-operative Retailing Germany 1898 15,660 5,909 15,986 4,656 12.0% www.edeka.de			Germany	1898	15,660	5,909	15,986	4,656	12.0%	www.edeka.de	
8	Migros	No. 1 retailer in Switzerland with a market share of 17.9% and 580 supermarkets, convenience Consortium Retailing Switzerland 1925 15,475 12,740 17,779 14,746 0.4% www.migros.ch			Switzerland	1925	15,475	12,740	17,779	14,746	0.4%	www.migros.ch	
9	Mondragon Corporation	MCC is a business group made of 264 companies and entities active in three sectors: Co-operative Materials Spain 1956 14,040 27,204 14,135 25,164 13.4% www.mcc.es			Spain	1956	14,040	27,204	14,135	25,164	13.4%	www.mcc.es	
10	The Co-operative Group	One of the world's largest consumer co-operative and the U.K.'s largest commercial farming Co-operative Retailing UK 1863 12,726 71,328 16,556 31,215 -14.4% www.co-op.co.uk			UK	1863	12,726	71,328	16,556	31,215	-14.4%	www.co-op.co.uk	
11	Groupe Caisse D'Epargne	The Groupe has capital funds of 19.4 billion, net banking income of 10.3 billion and Co-operative Banks France 1893 12,196 703,423 12,143 736,121 14.8% www.groupe-caisse-epargne.com			France	1893	12,196	703,423	12,143	736,121	14.8%	www.groupe-caisse-epargne.com	
12	CHS Inc	A Fortune 500 company. A diversified energy, grain and food co-operative. CENEX is the Co-operative Food & Agri USA 1931 11,9 41 4,727 10,980 4,031 8.8% www.chsinc.com			USA	1931	11,9	41	4,727	10,980	4,031	8.8%	www.chsinc.com
13	Confédération Nationale du	Second largest retail bank in France. 4760 branches serving 13.8 million customers. The bank Co-operative Banks France 1880 11,405 516,664 11,848 524,959 10.0% www.creditmutuel.com			France	1880	11,405	516,664	11,848	524,959	10.0%	www.creditmutuel.com	
14	Rabobank Group	The dominant bank in the Netherlands with 9 million customers and serving over 50% of the Co-operative Div. Financials Netherlands 1898 11,085 599,356 13,608 642,979 -6.9% www.rabobank.com			Netherlands	1898	11,085	599,356	13,608	642,979	-6.9%	www.rabobank.com	
15	The Norinchukin Bank	One of the largest institutional lenders in Japan specialising in loans to Japanese agricultural, Controlled Banks Japan 1923 10,971 577,945 10,643 576,588 3.1% www.nochubank.or.jp			Japan	1923	10,971	577,945	10,643	576,588	3.1%	www.nochubank.or.jp	
16	Debeka Group	One of the top ten insurance and financial services groups in Germany active in the Not Classified Insurance Germany 1905 10,8 42 66,434 11,793 69,751 5.1% www.debeka.de			Germany	1905	10,8	42	66,434	11,793	69,751	5.1%	www.debeka.de
17	Coop Swiss	Coop Swiss is the no. 2 retailer in Switzerland with an overall market share of 16.7%. It has Consortium Retailing Switzerland 1890 10,729 8,540 12,371 9,887 0.0% www.coop.ch			Switzerland	1890	10,729	8,540	12,371	9,887	0.0%	www.coop.ch	
18	Coop Norden	Coop Norden comprises three groups – Coop Norden Danmark (Denmark), Coop Norge Controlled Retailing S&N&D 2002 10,307 2,572 11,968 3,172 2.6% www.coopnorden.com			Norway	2002	10,307	2,572	11,968	3,172	2.6%	www.coopnorden.com	
19	Metsäliitto	One of Europe's biggest forest industry groups and Europe's largest wood producer. Biggest Co-operative Food & Agri Finland 1934 10,233 10,287 11,636 11,437 0.5% www.metsaliitto.com			Finland	1934	10,233	10,287	11,636	11,437	0.5%	www.metsaliitto.com	
20	Groupe Banques Populaires	Group includes 22 regional banks, 94 businesses of mutual guarantee, 2692 agencies and a Co-operative Div. Financials France 1878 9,758 341,819 10,348 338,893 7.8% www.banquepopulaire.fr			France	1878	9,758	341,819	10,348	338,893	7.8%	www.banquepopulaire.fr	
21	R+V Versicherung AG	It is a leading German insurance business with 16,500,000 policies. Mutual Insurance Germany 1922 9,4 63 51,606 11,240 56,961 -3.8% www.ruv.de			Germany	1922	9,4	63	51,606	11,240	56,961	-3.8%	www.ruv.de
22	UNIPOL	The fourth largest insurer in Italy with 6.5 million customers. Its overall market share is 10.2% Controlled Div. Financials Italy 1963 9,3 52 47,471 12,386 44,580 n/a www.unipolonline.it			Italy	1963	9,3	52	47,471	12,386	44,580	n/a	www.unipolonline.it
23	John Lewis Partnership PLC	All 68,000 permanent staff are Partners who own 26 John Lewis department stores, Employee Retailing UK 1929 9,172 6,212 8,961 5,663 8.2% www.johnlewispartnership.co.uk			UK	1929	9,172	6,212	8,961	5,663	8.2%	www.johnlewispartnership.co.uk	
24	Zenrosai	Zenrosai works closely with trade unions for workers' welfare movement. Of the 61,000 Co-operative Insurance Japan 1957 9,057 24,584 8,932 23,519 1.4% www.zenrosai.or.jp			Japan	1957	9,057	24,584	8,932	23,519	1.4%	www.zenrosai.or.jp	
25	Dairy Farmers of America	The largest producer-owned marketing co-operative and food business in the USA. It processes Co-operative Food & Agri USA 1998 8,909 2,449 8,936 2,639 -0.3% www.dfamilk.com			USA	1998	8,909	2,449	8,936	2,639	-0.3%	www.dfamilk.com	
26	Fonterra	Co-operative Group One of the top 10 dairy businesses in the world and accounting for a third of international Co-operative Food & Agri New Zealand 2001 8,702 8,341 8,354 7,847 4.2% www.fonterra.com			New Zealand	2001	8,702	8,341	8,354	7,847	4.2%	www.fonterra.com	
27	Danish Crown	The largest pork processing business in the European Union with 90% of pork and 58% of Co-operative Food & Agri Denmark 1887 7,851 3,752 7,405 3,718 9.5% www.danishcrown.dk			Denmark	1887	7,851	3,752	7,405	3,718	9.5%	www.danishcrown.dk	
28	Desjardins Group	The leading financial institution in Québec and the largest cooperative financial group in Canada. Consortium Div. Financials Canada 1900 7,8 13 101,699 7,031 88,417 7.2% www.desjardins.com			Canada	1900	7,8	13	101,699	7,031	88,417	7.2%	www.desjardins.com
29	BayWa Group	Active in agriculture, building materials and energy. The Group has over 2400 sales locations Co-operative Food & Agri Germany 1923 7,740 3,075 8,268 3,385 7.0% www.baywa.de			Germany	1923	7,740	3,075	8,268	3,385	7.0%	www.baywa.de	
30	REWE Group	REWE Group is the number three player in the European food trade with supermarkets, Co-operative Retailing Germany 1927 7,6 62 1,429 8,307 1,677 5.4% www.rewe.de			Germany	1927	7,6	62	1,429	8,307	1,677	5.4%	www.rewe.de
31	Land O'Lakes	Dairy producer with the leading butter brand in the USA. The co-op provides its members Co-operative Food & Agri USA 1921 7,557 3,095 7,657 3,200 -1.3% www.landolakesinc.com			USA	1921	7,557	3,095	7,657	3,200	-1.3%	www.landolakesinc.com	

## ICA Global 300 ranked by turnover (USDm) 2005

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date founded	Turnover 2005	Assets 2005	Turnover 2004	Assets 2004	Year on year % +/-	Website	
32	27 Arla Foods	Europe's largest dairy business and leading supplier of milk and dairy products in Sweden, Denmark and the UK. Production is centred at 9 Swedish, 6 Danish and 14 UK dairies.	Co-operative Food & Agri	Denmark	1975	7,355	4,179	7,888	4,347	-1.9%		www.arlafoods.com	
33	n/a Eureko	A European Insurance and financial services group. In addition to its home base in Mutual Insurance Netherlands 1992 7,348 98,615 7,477 71,609 12.3% www.eureko.net The Netherlands, Eureko has operations in 11 countries and employs over 20,000 people.	Mutual Insurance	Netherlands	1992	7,348	98,615	7,477	71,609	12.3%		www.eureko.net	
34	30 Wakefern Food Corp.	The largest U.S. grocery coop owned by independent retail grocery operators.	Co-operative Retailing	USA	1946	7,239	1,240	7,116	1,098	1.7%		www.shoprite.com	
35	35 Suedzucker Südzucker Group	is the market leader in sugar with annual production of 4.6 million tonnes.	Co-operative Food & Agri	Germany	1837	6,401	9,542	6,068	8,008	5.5%		www.suedzucker.de	
36	34 Ethias	Ethias is a mutual insurance association and the second largest insurer in Belgium by total Mutual Insurance Belgium 1919 6,242 28,398 6,149 24,840 16.0% http://europe.ethias.be revenues. It has a total of 15.8% market share.	Mutual Insurance	Belgium	1919	6,242	28,398	6,149	24,840	16.0%		http://europe.ethias.be	
37	40 La Mondiale Groupe La Mondiale	is an international leader in pension and estate planning insurance. The group Mutual Insurance France 1905 5,691 39,900 5,637 39,335 15.4% www.lamondialepartenaire.com insures 2,100,000 people.	Mutual Insurance	France	1905	5,691	39,900	5,637	39,335	15.4%		www.lamondialepartenaire.com	
38	n/a Edeka Minden eG	A regional member of EDEKA, no. 1 in German food retail trade and a market share of 26%, having 50 distribution stores, 148 building and garden centres and 181 self-service department stores.	Co-operative Retailing	Germany	1920	5,688	1,389	6,589	1,655	-1.3%		www.edeka.de	
39	49 RZB	Having a market share of 25%, RZB is the third largest bank in Austria. It is the central institution for the Raiffeisen banking group in Austria with 586 local and 8 regional Raiffeisen banks. Group	Co-operative Banks	Austria	1927	5,646	111,130	4,424	91,847	n/a		www.rzb.at	
40	39 Edeka Südwest eG	A regional member of EDEKA, no. 1 in German food retail trade with a marketshare of 26%, having 50 distribution stores, 148 building and garden centres and 181 self-service department stores.	Co-operative Retailing	Germany	1950	5,607	n/a	5,672	1,402	13.0%		www.edeka.de	
41	43 MACIF	The MACIF is France's largest automobile insurer with a 14% market share. It is number 6 in general insurance and the leading boat and yacht insurer. Fourth largest non-life insurance mutual group.	Co-operative Insurance	France	1960	5,545	20,352	5,327	18,107	4.8%		www.macif.fr	
42	n/a Cattolica Assicurazioni	Insurance co-operative, the 5th largest in Italy, with a 4.31% market share – 4% in non-life insurance and 4.5% in life insurance.	Mutual Insurance	Italy	1896	5,521	24,401	1,700	8,478	n/a		www.cattolicassicurazioni.it	
43	33 Signal Iduna	The SIGNAL IDU NA Group is one of Germany's largest all-round financial groups with core competence in insurance, finance and service.	Mutual Insurance	Germany	1907	5,4	62	42,977	6,175	46,286	1.1%		www.signal-iduna.com
44	44 HUK Coburg	The HUK-Coburg is the largest insurer for public services in German. It is no. 1 in insurance and second largest furniture insurer and private liability insurance.	Co-operative Insurance	Germany	1933	5,279	24,473	5,307	26,778	13.7%		www.huk.de	
45	36 Royal Friesland Foods	Dairy processor and supplier of special dairy products and ingredients to professional clients. Present in more than 20 countries, they have over 16,000 employees.	Co-operative Food & Agri	Netherlands	1879	5,252	3,055	6,021	3,366	-0.3%		www.frieslandfoods.com	
46	42 DZ Bank Group	The sixth largest bank in Germany. A central commercial bank serves 1400 local banks and co-ordinates their efforts.	Co-operative Banks	Germany	2001	5,104	475,508	5,451	482,122	7.0%		www.dzbank.de	
47	37 MMA	MMA is the 3rd largest network of general insurance brokers in France with over 3 million clients.	Mutual Insurance	France	1828	5,066	25,965	5,815	29,681	-0.4%		www.mma.fr	
48	38 SOK Corporation	SOK is part of the S Group, the 2nd largest trade group in Finland, with turnover of 10.2 bn USD for 2005, 1,252 locations, and market share of 31.1% grocery, 9.9% consumer goods and market leader in restaurants.	Co-operative Retailing	Finland	1904	5,027	2,163	5,746	2,177	0.0%		www.s-kanava.net	
49	41 Superunie Superunie	is a purchasing organisation representing 15 independent retail formulas in Netherlands. The organisation has over 1600 affiliated stores and a market share exceeding 25%.	Co-operative Retailing	Netherlands	1901	4,944	168	5,493	199	2.9%		www.superunie.nl	
50	47 Associated Wholesale Grocers	AWG is the USA's oldest and second largest retailer owned grocery wholesaler serving 1,900 stores in 21 states.	Co-operative Retailing	USA	1926	4,918	702	4,574	757	7.5%		www.awginc.com	
51	45 Système U Centrale	Regional part of Système U, the sixth largest consumer food distributor in France, holds 8.4% Regionale Ouest market-share with turnover of about 9bn Euro in 2005 for the Group	Co-operative Retailing	France	1930	4,506	1,172	5,148	1,256	0.0%		www.magasins-u.fr	
52	48 AGRAVIS Raiffeisen AG	AGRAVIS is one of the six main cooperatives in Germany active in agribusines. Production and wholesale of animal feed, seeds, plant protection and fertilisers are core competences.	Co-operative Food & Agri	Germany	1875	4,447	1,105	4,475	1,106	0.1%		www.agravis.de	
53	46 Campina	Campina is one of Europe's largest dairy co-operatives with the number one or two position in branded products in its chosen markets.	Co-operative Food & Agri	Netherlands	1979	4,226	2,090	4,816	2,258	0.3%		www.campina.com	
54	54 AGIS	Healthcare (Customer Services, Marketing and Sales and Health Care) nationwide in Netherlands with Amsterdam, Utrecht/Amersfoort and Apeldoorn core regions.	Mutual Health	Netherlands	1827	4,133	1,922	4,143	1,246	14.0%		www.agisweb.nl	
55	n/a SNS REAAL SN S REAAL	is a banking and insurance service provider and one of the fastest-growing financial services organisations in the Netherlands. Its SN S Bank ranks among the top five banks in the country.	Mutual Div.	Financials	Netherlands	1997	4,109	80,613	2,233	17,521	n/a		www.snsreaal.nl
56	66 Federated Co-operatives Limited	FCL is the largest non-financial co-operative in Canada. The National Post Business Magazine's ranking of Canada's top 500 corporations ranked FCL's 2006 net income 65th.	Consortium Retailing	Canada	1928	4,070	1,936	3,438	1,615	14.4%		www.fcl.ca	
57	n/a Gothaer	Gothaer is one of the largest co-operative insurance companies in Germany.	Co-operative Insurance	Germany	1820	3,923	31,261	6,909	34,014	n/a		www.gothaer.de	
58	n/a Coopérative d'Exploitation et de Répartition Pharmaceutiques	Largest coop of pharmacists in France and second largest in Europe. Covers dispensing, home deliveries and veterinary services. de Rouens	Co-operative Retailing	France	n/a	3,916	1,007	4,248	1,005	5.4%		www.cerp-rouen.fr	
59	n/a Cooperativa Farmaceutica Española	Largest Spanish pharmaceutical distribution company with more than 12 thousand clients, of who 75% are members.	Co-operative Retailing	Spain	n/a	3,795	731	3,950	738	9.8%		www.cofares.esr	
60	53 Lantmännen Landmännen	is owned by 49,000 Swedish farmers and active in 19 countries. The Group covers every stage of the value chain – from farmland to table.	Co-operative Food & Agri	Sweden	1905	3,764	3,092	4,227	3,344	6.1%		www.lantmannen.com	
61	67 Community Credit Cooperative (CC)	A financial cooperative, the CC has grown into a significant player in the national economy with capital exceeding 52 trillion KRW.	Consortium Div.	Financials	Korea	1963	3,721	51,835	3,328	45,672	8.6%		www.kfcc.co.kr
62	52 CZ	CZ is one of the largest health insurance companies in the Netherlands.	Mutual Health	Netherlands	1930	3,720	5,412	4,252	879	0.0%		www.cz.nl	
63	51 Coopératif Terrena	Group Terrena is the result of regrouping three cooperatives in north-west of France with a declared strategy to be the number one agriculture cooperative in the country.	Co-operative Food & Agri	France	2003	3,714	1,315	4,264	1,531	-0.4%		www.terrena.fr	

## ICA Global 300 ranked by turnover (USDm) 2005

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date founded	Turnover 2005	Assets 2005	Turnover 2004	Assets 2004	Year on year % +/-	Website	
64	60 MAAF	Number 1 in insurance covering professional liability in France, the MAAF also holds Mutual Insurance France position 5 for car insurance.	1950	3,644	14,288	3,605	13,534	15.5%	www.maafr.fr				
65	62 United Co-operatives Ltd	United Co-operatives is the largest regional consumer co-operative in the UK.	Co-operative Retailing UK	2002	3,547	1,425	3,553	1,425	-0.2%	www.united.coop			
66	68 Invivo	No. 1 European cooperative union for purchase, sales and services in the agricultural sector.	Co-operative Food & Agri France	2001	3,541	966	3,322	710	n/a	www.invivo-group.com			
67	56 WZG Bank	WZG BANK is the central institution of the Volksbanken and Raiffeisenbanken in the Rhineland and in Westphalia.	Co-operative Banks Germany	n/a	3,5	02	87,120	4,004	85,981	0.0%	www.wzg-bank.de		
68	55 Edeka Nordbayern-Sachsen- Thüringen eG	A regional member of EDEKA, no. 1 in German food retail trade with a market share of 26%, 148 building and garden centres and 181 self-service department stores.	Co-operative Retailing Germany	1912	3,489	835	4,097	1,001	-2.6%	www.edeka.de			
69	69 Ace Hardware	ACE Hardware is the retailer's cooperative. As of 2005, the \$13 billion retail hardware cooperative contains over 4,600 independent stores throughout the United States and in 70 different countries.	Co-operative Retailing USA	1924	3,466	1,336	3,289	1,271	5.4%	www.acehardware.com			
70	61 Fenaco	FENACO belongs to 59,000 Swiss farmers via 450 LANDI cooperatives. It also holds throughout rural Switzerland the Volg supermarkets and AGROLA gazolin stations.	Co-operative Food & Agri Switzerland	1925	3,323	1,609	3,582	14,746	7.0%	www.fenaco.ch			
71	58 Humana Milchunion	One of the leading dairy processors in Europe. Manufacturing milk and dairy products – fresh Consortium Food & Agri milk, butter, dessert specialties, ice cream and cheese.	Germany	1934	3,297	1,110	3,685	1,123	2.3%	www.humana.de			
72	74 JCCU	National Federation of Consumer Co-operative Societies in Japan. Its 627 member co-ops represent a 2.91% market share (total retail).	Co-operative Retailing Japan	1951	3,225	2,076	2,921	1,921	10.4%	www.jccu.coop			
73	n/a KF Group	The Swedish Cooperative Union (KF) is the member association for Sweden's over 60 consumer associations and their 2.9 million members. KF is the parent company of KF Group + Federation and its subsidiaries.	Consortium Retailing Sweden	1899	3,168	1,769	4,346	2,006	-13.2%	www.kf.se			
74	57 Länsförsäkringar	Länsförsäkringar is the strongest brand name in the Swedish insurance market and is market leader in the non-life insurance.	Mutual Insurance Sweden	1936	3,133	17,704	3,701	26,370	0.8%	www.lansforsakringar.se			
75	72 MAIF Group	The MAIF was initially founded by teachers to insure cars. It holds now position 5 insuring 3 million vehicles and position 6 for underwriting 1.8 million life and dwelling insurances.	Mutual Insurance France	1934	3,080	11,472	2,997	7,499	17.5%	www.maifr.fr			
76	n/a Societa Reale Mutua di assicurazioni	Italy's largest mutual insurance company with 800 agencies nationally.	Mutual Insurance Italy	n/a	3,0	62	12,962	3,539	n/a	-1.1%	www.realemutua.it		
77	73 Nationwide Building Society	The largest building society in the world and 12.8% market share of the retail savings market in the UK.	Mutual Banks UK	1848	2,916	212,973	2,957	212,973	-1.4%	www.nationwide.co.uk			
78	n/a Mutual of Omaha	Mutual of Omaha serves individuals, families and small businesses with life and health insurance, financial services and investment options. USD 162 billion in life insurance policies in issue.	Mutual Insurance USA	1909	2,891	18,410	2,763	18,537	4.6%	www.mutualofomaha.com			
79	71 Unified Western Grocers Inc	Unified Western Grocers, Inc. is the largest wholesale grocery distributor in the United States with net earnings of \$10.8 million.	Western Consortium Retailing USA	1999	2,867	708	3,040	722	-5.7%	www.uwgrocers.com			
80	79 Do-it-Best Corp	Fastest growing co-op and leader in hardware and building material products in the USA. Serving 4.100 members in 50 States and 45 countries worldwide.	Co-operative Retailing USA	1945	2,855	679	2,727	658	4.7%	www.doitbestcorp.com			
81	70 Azur GMF	Founded by public servants for public servants, every third person of the 2.9 million members insured at GMF is still working in the public service.	Mutual Insurance France	1934	2,838	16,495	3,126	17,258	3.8%	www.gmf.fr			
82	83 Shinkin Central Bank	SCB is the central bank for the 298 shinkin banks. They are specialized in operations with small and medium-sized companies throughout Japan.	Co-operative Banks Japan	1950	2,806	249,895	2,623	253,674	7.0%	www.shinkin-central-bank.jp			
83	101 SMABTP	Founded in 1859 by builders for builders, SMABTP has become the leading mutual insurance company in the construction sector.	Mutual Insurance France	1859	2,790	13,626	2,195	10,712	n/a	www.smaabtp.fr			
84	n/a Growmark Inc	Growmark is an agricultural co-operative with turnover of more than USD 3 billion. It is active in northern USA and Canada.	Co-operative Food & Agri USA	1927	2,755	979	2,080	910	n/a	www.growmark.com			
85	84 China National Agricultural Means	CNAMPGC is one of the largest fertilizer and pesticides companies in China. and wholly owned by the All China Federation of Supply and Marketing Cooperatives. by Co-ops	Controlled Food & Agri China	1982	2,676	1,369	2,614	1,358	n/a	www.sino-agri.com			
86	93 Coopérative Fédérée du Québec	Wholesaler providing goods and services including petroleum to farmers in Québec, Ontario and New Brunswick. Processes and markets various farm products such as pork and poultry meat for local and international markets.	Co-operative Food & Agri Canada	1939	2,664	897	2,388	663	7.8%	www.coopfed.qc.ca			
87	77 Co-op Kobe	The largest consumer co-op in Japan.	Co-operative Retailing Japan	1921	2,6	63	1,676	2,808	1,828	-1.0%	www.kobe.coop.jp		
88	75 TIN E BA	Five Norwegian dairy cooperatives are collectively known as TIN E. With 53 plants and product varieties, TINE is Norway's largest producer, distributor and exporter of dairy products.	Co-operative Food & Agri Norway	1881	2,626	1,249	2,857	964	1.9%	www.tine.no			
89	89 California Dairies Inc	No. 1 dairy co-operative in California with five processing plants and accounting for 40% of California's milk production.	Co-operative Food & Agri USA	1990	2,5	41	598	2,536	588	0.2%	www.californiadairies.com		
90	n/a AgriBank, FCB AgriBank	FCB is the wholesale lender and provider of business services for Farm Credit Services. AgriBank has over \$40 billion in assets and over \$2 billion in equity.	Financials USA	1992	2,477	45,912	1,933	41,717	n/a	www.agribank.com			
91	78 Nordmilch	One of the largest milk processors in Germany. Ranks among the top ten in Europe.	Co-operative Food & Agri Germany	1993	2,475	640	2,804	749	0.9%	www.nordmilch.de			
92	n/a Chèques Coopératifs Déjeuners	- French coop selling meal vouchers co-financed by employers and employees. 160,000 outlets	Co-operative Consumer France	n/a	2,469	935	2,496	992	13.1%	www.chequedejeuner.fr			
93	82 E. Leclerc (S.C. Galec)	Active in the retailing and distribution industry, Leclerc is leader in France with over 574 Leclerc Centres. Since 2002 it has close ties to CONAD in Italy.	Co-operative Retailing France	1949	2,4	63	2,088	2,637	2,110	6.8%	www.e-leclerc.com		
94	90 DLG Group	Denmark's largest animal food company, also supplying farmers with seed, cereal seed, fertilisers, agricultural lime, crop protection. DLG has 21 main stores in the country.	Co-operative Food & Agri Denmark	1995	2,388	1,167	2,510	1,215	9.1%	www.dlg.dk			
95	86 FloraHolland	FloraHolland is global market leader in flower auctions and has a market share of 53%.	Co-operative Food & Agri Netherlands	1931	2,374	628	2,585	701	5.0%	www.floraholland.nl			
96	87 Sodiaal union	Number 1 French dairy co-operative group that processes 10% of France's milk production. Its Yoplait brand is available in 50 countries.	Co-operative Food & Agri France	1964	2,369	969	2,574	1,116	5.2%	www.sodiaal.fr			

## ICA Global 300 ranked by turnover (USDm) 2005

Rank 2005	Co-op's name 2004	Short notes	Structure	Industry	Country	Date founded	Turnover 2005	Assets 2005	Turnover 2004	Assets 2004	Year on year % +/-	Website
97	106 Noweda	ApothekergenossenschaftU NOWEDA is the number one pharmaceutical wholesaler with HQ in Essen. It supplies over 6,000 member pharmacies with more than 100,000 products distributed out of nine locations.	Retailing	Germany	1939	2,3	62	586	2,100	527	13.2%	www.noweda.de
98	85 Socopa	A leader in meat processing and most important abattoir in the EU. Socopa accounts for 15% of France's exports to other EU countries.	Controlled Food & Agri	France	1953	2,350	617	2,612	801	2.9%	www.socopa.fr	
99	80 Ag Processing Inc.	The largest soybean processing business in the world operating 9 soybean processing plants. The fourth largest supplier of refined vegetable oil in the USA.	Co-operative Food & Agri	USA	1983	2,350	851	2,664	748	-11.8%	www.AGP.com	
100	88 Irish Dairy Board Co-operative Ltd	Major international exporter of Irish dairy products. Product portfolio is divided into consumer Consortium Food & Agri business, food ingredients and commodity trading. Owns the Kerrygold brand. + Federation	Food & Agri	Ireland	1961	2,339	888	2,567	886	4.2%	www.idb.ie	
101	n/a Noweda eG	German regional pharmaceutical distributor with over 6,000 member pharmacies. Apothekergenossenschaft	Co-operative Retailing	Germany	n/a	2,323	573	2,333	586	13.8%	www.noweda.de	
102	105 Group Health Cooperative	Group Health Cooperative Group Health serves some 570,000 members in Washington and Idaho. More than 70% of Puget Sound members receive care in its 2 owned hospitals, 25 PMCs and other specialised clinics.	Health USA	USA	1947	2,320	1,169	2,117	1,004	9.6%	www.ghc.org	
103	n/a Tapiola	Tapiola Group is a customer-owned group offering insurance, bank, savings and investment services. It has 8.3% market share in deposits.	Financials	Finland	1857	2,294	13,220	3,531	13,808	n/a	www.tapiola.fi	
104	110 HealthPartners	Covers nearly one in four residents in the Twin Cities, Minneapolis (MI) area. Ranked 1st in MI in 13 out of 17 treatment areas.	Health USA	USA	1957	2,291	1,094	2,070	1,061	10.7%	www.healthpartners.com	
105	n/a Unicoop Firenze	Ranks 1st among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	Co-operative Retailing	Italy	1854	2,288	4,611	2,834	4,944	-7.7%	www.coopfirenze.it	
106	91 ReWe Dortmund eG	REWE is the number three player in the European food trade with supermarkets, stores, superstores, hypermarkets, specialist outlets and travel agencies.	Co-operative Retailing	Germany	1913	2,198	373	2,490	1,677	0.9%	www.rewe.de	
107	n/a Kyoei Fire & Marine Insurance Co Ltd	Kyoei Fire and Marine has carved out a unique position in the Japanese non-life insurance market.	Mutual Insurance	Japan	1942	2,198	6,984	1,589	6,584	n/a	www.kyoeikasai.co.jp	
108	96 Co-op Adriatica	Ranks 2nd among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	Co-operative Retailing	Italy	1995	2,196	4,034	2,343	4,123	7.1%	www.adriatica.coop.it	
109	n/a Markfed Andhra Pradesh A	ederation of 1475 Agricultural Marketing Co-operative Societies in Andhra Pradesh helping farmers to secure better price for their produce.	Co-operative Food & Agri	India	1958	2,184	n/a	n/a	n/a	n/a	www.apmarkfed.org	
110	94 Glanbia	International dairy, consumer foods and nutritional products, processing 35% of Ireland's dairy output. No. 1 dairy, cheese and pig meat processor in Ireland and no. 1 cheese supplier for pizzas in Europe.	Controlled Food & Agri	Ireland	1964	2,167	1,145	2,373	1,148	4.4%	www.glanbia.com	
111	92 Système U Centrale Regionale Est	Regional part of Système U, the sixth largest consumer food distributor in France, market-share with turnover of about 9bn Euro in 2005 for the Group.	Co-operative Retailing	France	1951	2,122	516	2,430	583	-0.2%	www.magasins-u.fr	
112	103 Tereos	As a global player in sugar and ethanol, Tereos is a leader in its sector. No. 1 for sugar in France and the Czech Republic, no. 2 in Europe and no. 3 in Brazil. It is no. 5 worldwide for alcohol-ethanol.	Co-operative Food & Agri	France	2004	2,118	2,559	2,147	2,497	1.6%	www.tereos.com	
113	116 Foodstuffs (Auckland) Limited	One of three coops comprising the country's biggest grocery distributor (56% of sales and New Zealand's third-largest business).	Co-operative Retailing	New Zealand	1925	2,0	59	621	1,946	566	5.8%	www.foodstuffs.co.nz
114	n/a Consorzio Interregionale Cooperati	This retail co-operative is a part of the Italian retail co-operative group, the largest consumer retail group in Italy. + Federation	Co-operative Retailing	Italy	1980	2,058	528	1,541	351	n/a	www.movimentocooperativo.it	
115	112 True Value Corporation	The number 3 hardware distribution coop in the USA with 5,000 retail owners and 6,200-plus stores in 54 countries.	Co-operative Retailing	USA	1948	2,0	43	752	2,024	656	0.9%	www.truevaluecompany.com
116	n/a Folksam	Folksam is an insurance co-operative with 100 national offices. It handles over 18 million insurance contracts (every second home and person and every fourth car).	Mutual Insurance	Sweden	1908	2,032	10,135	3,478	14,136	n/a	www.folksam.se	
117	111 Sodra Skogsagarna SODRA	members own over two million hectares of forest (over 50% of the privately held forest) in southern Sweden. 16% ROCE in H1 07.	Co-operative Food & Agri	Sweden	1938	2,029	1,922	2,046	2,049	18.1%	www.sodra.com	
118	95 Système U Centrale Regionale Sud	Regional part of Système U, the sixth largest consumer food distributor in France, market-share with turnover of about 9bn Euro in 2005 for the Group.	Co-operative Retailing	France	1953	2,010	614	2,357	616	-2.5%	www.magasins-u.fr	
119	100 Bloemenvailing Aalsmeer (VBA)	A market share of 44% with 19 million flowers and two million plants being sold each day.	Co-operative Food & Agri	Netherlands	1911	2,001	562	2,206	678	3.7%	www.vba.nl	
120	102 The Co-operators	The largest Canadian-owned multi-product insurer with over 650 outlets, approximately 900 independent brokers and three call centres.	Consortium Insurance	Canada	1945	1,9	83	5,679	2,160	5,052	-11.5%	www.cooperators.ca
121	99 Mobiliar	The oldest private insurance company in Switzerland. With premiums of CHF 2.6 million and approximately 1.3 million policyholders, it holds a leading position in the Swiss market.	Co-operative Insurance	Switzerland	1826	1,980	9,760	2,215	10,440	3.1%	www.mobiliar.ch	
122	108 Gjensidige Forsikring	Norway's second largest non-life insurance company, with a market share of 31.2 percent and a market presence in Norway unmatched by any other non-life company.	Mutual Insurance	Norway	1921	1,971	6,118	2,083	5,358	5.0%	www.gjensidigenor.no	
123	n/a KLP Insurance KLP	is one of the leading insurance businesses in Norway with a strong position in the sector pension market.	Mutual Insurance	Norway	1949	1,896	23,199	2,243	23,262	-6.2%	www.klp.no	
124	n/a Coop Expansion Repartition	French regional pharmacy distribution cooperative with 2250 employees and Pharmacie Lorraine 13,000 member pharmacies.	Co-operative Retailing	France	n/a	1,891	502	1,725	439	n/a	www.cerp-lor.com	
125	125 CUNA Mutual Group	The leading provider of financial services to credit unions and their members worldwide. In 2006: more than \$1.4 billion paid in claims; managed \$7.17 billion in 3rd party assets.	Mutual Insurance	USA	1935	1,8	83	14,574	1,727	14,004	9.0%	www.cunamutual.com
126	114 NFU Mutual	One of the UK's largest insurers insuring 75% of full time commercial farmers in England and Wales. Over 300 branch offices and 7 regional offices.	Co-operative Insurance	UK	1908	1,877	18,339	1,975	17,870	5.8%	www.nfumutual.co.uk	
127	104 Valio Group	The Group handles 80% of Finland's dairy milk volume. Its market share in Finland – 45% ice cream, 67% milk and nearly 90% for fermented milks.	Co-operative Food & Agri	Finland	1905	1,869	956	2,141	1,138	-0.2%	www.valio.fi	
128	107 Unive	Unive is one of the largest insurers in the Netherlands insuring over 3.7 million people/objects.	Mutual Insurance	Netherlands	1794	1,8	62	782	2,084	829	2.1%	www.unive.nl
129	138 Agropur	The largest dairy co-operative in Canada with 21 plants – 20 in Canada and one in the USA – processing 1.9 million litres of milk each year.	Co-operative Food & Agri	Canada	1938	1,827	659	1,582	565	11.6%	www.agropur.com	

## ICA Global 300 ranked by turnover (USDm) 2005

130-165

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date	Turnover	Assets	Turnover Assets	Year on year	Website
2005	2004									% +/-	2004/05
130	119	RWZ Rhein-Main Third biggest agricultural co-operative in Germany with over 250 Raiffeisen centers and nearly 100 Raiffeisen markets.	Co-operative Food & Agri	Germany	1890	1,788	509	1,873	486	9.1%	www.rwz.de
131	n/a	Alte Leipziger Hallesche Initially founded in 1830 as fire-insurance, today the group covers a wide range of insurances and holds the 25th position with regard to memberships' payments.	Mutual Insurance	Germany	1819	1,784	22,424	3,642	20,966	n/a	www.schole.al-h.de
132	118	The Greenery A leading company in the vegetable, fruit and mushroom sector in Europe. 1,500 producer-owned member companies market all their products via The Greenery.	Co-operative Food & Agri	Netherlands	1996	1,774	632	1,930	847	5.0%	www.thegreenery.com
133	115	Gilde Meat co-operative that processes and markets meat and meat products with 2005 turnover of USD 1.7 billion.	Co-operative Food & Agri	Norway	1964	1,772	747	1,958	746	0.4%	www.gilde.no
134	135	Unicopa Co-operative union active in dairy, agriculture and meat production.	Co-operative Food & Agri	France	1960	1,756	n/a	1,615	n/a	n/a	www.unicopa.fr
135	120	PAC.2000 A. This is one of the 8 distribution centers of CONAD, 2nd largest distributor in Italy with 12.2% market share.	Co-operative Retailing	Italy	1972	1,751	842	1,872	911	6.9%	www.PAC2000a.it
136	113	Agrial One of France's largest agricultural coops active from production through to retail.	Co-operative Food & Agri	France	2000	1,745	947	1,990	1,067	0.3%	www.agrial.fr
137	121	Coopagri Bretagne Each year the co-op processes 1,500,000 pigs, 475 million litres of milk, 700,000 egg-laying hens, 175,000 tonnes of vegetables and 479,000 tonnes of cereals.	Co-operative Food & Agri	France	1911	1,719	646	1,854	677	6.0%	www.coopagri-bretagne.com
138	127	Co-op Sapporo Second largest co-operative in Japan. Retail co-operative.	Co-operative Retailing	Japan	1965	1,719	1,148	1,712	896	4.8%	www.coop-sapporo.or.jp
139	151	Copersucar Copersucar is one of the largest sugar and alcohol producers in the world.	Co-operative Food & Agri	Brazil	1959	1,706	1,330	1,468	n/a	16.2%	www.copersucar.com.br
140	158	IFFCO- Indian Farmers Fertiliser producer with an annual capacity of 3.69 million tonnes of Urea and NPK/DAP	Co-operative Food & Agri	India	1967	1,683	1,251	1,377	93	n/a	www.iffco.in
141	n/a	CERP Rhin Rhone Mediterranee Another regional CERP cooperative, part of the second largest pharmaceutical distribution network in Europe.	Co-operative Retailing	France	n/a	1,683	423	1,827	455	5.3%	http://www.cerp-rrm.com
142	126	OP Bank Group The largest financial services group in Finland with over 30% of domestic loans and deposits, and 25% domestic non-life insurance (2nd place).	Co-operative Banks	Finland	1902	1,674	62,513	1,723	56,166	11.1%	https://www.oko.fi
143	130	Co-op Schleswig Holstein Germany's largest consumer retail chain with 250 supermarkets, department stores, and garden centres.	Co-operative Retailing	Germany	1899	1,645	390	1,702	438	10.5%	www.coop.de
144	124	Groupe MACSF The number one insurer of health professionals in France, insuring over 60% of doctors and dental surgeons. One of the top 20 French insurers.	Mutual Insurance	France	1935	1,638	15,903	1,753	16,429	6.8%	www.macsf.fr
145	n/a	Navy Federal Credit Union (NFCU) One of the largest credit unions in the USA with 2.8 million members and over USD 24 billion in deposits.	Credit union Div.	USA	1933	1,612	24,644	1,360	22,897	18.6%	www.navyfcu.org
146	123	Cosun Cosun produces and sells natural ingredients and food for the international food industry. It has 4200 FTEs and a turnover of 1.5 billion.	Co-operative Food & Agri	Netherlands	1970	1,596	1,491	1,782	1,780	2.3%	www.cosun.com
147	134	VGZ-IZA VGZ-IZA is the Netherlands' largest healthcare insurance provider insuring more than 3 million people.	Not Classified Health	Netherlands	1992	1,594	1,472	1,632	1,402	11.7%	www.vgz.nl
148	155	Cobank A US agricultural bank which has loans in excess of USD 30 billion outstanding.	Not Classified Banks	USA	1916	1,581	33,835	1,413	30,856	11.9%	www.cobank.com
149	147	Taiwan Co-operative Bank 159th largest bank in the world and second largest in Taiwan. The market leader in deposits and loans.	Co-operative Banks	Taiwan, China	1946	1,577	59,889	1,488	63,896	9.5%	www.tcb-bank.com.tw
150	n/a	Swiss Union of Raiffeisen Banks The 395 Raiffeisenbanks have a leading position in Switzerland with savings and notes and 14% share on the mortgage market.	Co-operative Banks	Switzerland	1902	1,562	82,131	699	23,095	n/a	www.raiffeisen.ch
151	n/a	CECAB Group 1st tinned vegetable producer and shell egg brand leader in France. 2nd largest processed vegetable producer in France.	Co-operative Food & Agri	France	1968	1,550	845	1,824	704	-2.9%	www.cecab.com
152	129	Emmi Swiss dairy cooperative with annual sales of more than CHF 2 billion.	Co-operative Food & Agri	Switzerland	1925	1,539	886	1,709	14,746	3.9%	www.emmi.ch
153	139	West Fleisch Leading meat processor in Germany and the third largest processor in Europe.	Co-operative Food & Agri	Germany	1928	1,505	236	1,577	257	9.0%	www.westfleisch.de
154	142	Norske Felleskjop FK is the primary supplier of equipment to Norwegian farmers and the largest player in the Norwegian feed concentrates market with 80% market share.	Co-operative Retailing	Norway	1896	1,498	n/a	1,512	n/a	9.9%	www.fk.no
155	149	OZ One of the largest regional health insurance companies in The Netherlands with over 1.2 billion in premiums.	Not Classified Health	Netherlands	n/a	1,477	719	1,473	558	14.6%	www.oz.nl
156	170	Darigold Darigold, a co-operative in the Pacific-Northwest USA, processes the equivalent of two million gallons every day – seven billion pounds of milk every year.	Co-operative Food & Agri	USA	1918	1,459	317	1,297	316	12.5%	www.darigold.com
157	n/a	Groupe MGEN The 1st Health Mutual in France	Mutual Insurance	France	n/a	1,453	3,476	n/a	n/a	n/a	www.mgen.fr
158	132	Sperwer Dutch retailer co-operative specialised in smaller inner city stores. Turnover in excess of USD 1.4 billion.	Co-operative Retailing	Netherlands	1928	1,443	380	1,651	61	-0.1%	www.sperwer.nl
159	171	Southern States Cooperative 1,200 retail locations in 23 states. Owned by more than 300,000 farmers, the cooperative purchases, manufactures or processes feed, seed, fertilizer, farm supplies and fuel.	Co-operative Food & Agri	USA	1923	1,438	448	1,294	436	11.2%	www.southernstates.com
160	136	Coop Estense Ranks 3rd among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	Co-operative Retailing	Italy	1989	1,424	2,288	1,610	2,409	1.1%	www.e-coop.it
161	n/a	Murray Goulburn Co-operative Co Ltd Australia's largest manufacturer of dairy products with nearly 35% of milk production in the country. It accounts for 9% of the world dairy trade.	Co-operative Food & Agri	Australia	1950	1,421	1,070	1,134	917	14.5%	www.mgc.com.au
162	152	Foremost Farms A major dairy co-operative in the USA that processes and markets milk and related dairy products. 14th biggest cheese producer in the world.	Co-operative Food & Agri	USA	1995	1,419	345	1,443	352	-1.6%	www.foremostfarms.com
163	144	Coop Atlantique Retail and distribution co-op in Mid West France with 271 points of sale and 10 cafeterias. Turnover in excess of 1.1 billion.	Co-operative Retailing	France	1912	1,409	n/a	1,497	n/a	7.6%	www.coop-atlantique.fr
164	153	PPCS Limited A leading New Zealand producer and exporter of meat processing 37% of New Zealand's sheep exports, 35% of beef exports and 54% of venison exports.	Co-operative Food & Agri	New Zealand	1948	1,406	514	1,440	467	-7.5%	www.ppcs.co.nz
165	145	Midlands Co-operative Society Second largest independent retailer in the U.K with sales of USD 1.5 billion.	Co-operative Retailing	UK	1925	1,402	733	1,496	733	-6.3%	www.midlandscop.com



## ICA Global 300 ranked by turnover (USDm) 2005

166-198

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date	Turnover	Assets	Turnover	Assets	Year on year	Website
2005	2004						2005	2004	2005	2004	% +/-	2004/05
166	159	Associated Food Stores Inc Wholesale distributor in Utah and surrounding States. A provider of services to almost 600 independent Retailers.	Consortium	Retailing	USA	1940	1,3 93 369	1,372 365	1.5%			www.afstores.com + Federation
167	164	Coop Lombardia Ranks 6th among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	Co-operative	Retailing	Italy	1945	1,391 2,036	1,353 2,182	17.5%			www.cooplombardia.it
168	n/a	Tradeka owns 19 hypermarkets, Finland's largest chain of neighbourhood stores (720 outlets) and the largest Finnish hotel and restaurant business.	Co-operative	Retailing	Finland	1917	1,368 513	1,711 723	-8.6%			www.tradeka.fi
169	n/a	SACMI A recognised world leader in manufacturing machines and complete plants for the ceramics, beverage & packaging, processing and plastics industries.	Co-operative	Materials	Italy	1919	1,3 59	1,602 1,881	-0.4%			www.sacmi.com
170	165	Staplocon, Inc. Largest cotton warehouse in the USA with 1.7 million bails and over 20,000 farmer members.	Co-operative	Food & Agri	USA	1921	1,354 202	1,347 226	0.5%			www.staplocon.com
171	146	Co-op Tokyo Retail co-operative. 18.7% of Japanese households in the region are members of its consortium.	Co-operative	Retailing	Japan	1957	1,334 n/a	1,491 585	2.5%			www.coopnet.or.jp/tokyo
172	148	Unicoop Tirreno Ranks 5th among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	Co-operative	Retailing	Italy	1945	1,331 2,534	1,485 2,644	2.4%			www.unicooptirreno.e-coop
173	n/a	Royal London Mutual UK's second largest mutual life and pensions company offering also savings and investment Insurance Society products, protection insurance and investment management. Its brands include Royal London, Scottish Life and Bright Grey brands.	Mutual	Insurance	UK	1861	1,306 45,603	3,531 43,880	n/a			www.royallondongroup.com
174	160	HOK Elanto The biggest member cooperative of the S Group (Total Turnover of 10.2 bn USD and 22 Mutual regional cooperatives). HOK Elanto covers Helsinki and its surrounding areas with 38% market share in groceries.	Mutual	Retailing	Finland	2003	1,3 02 595	1,372 616	8.5%			www.hok-elanto.fi
175	177	Foodstuffs (Wellington) One of three coops comprising the country's biggest grocery distributor (56% of supermarket Co-operative sales and New Zealand's third-largest businesses).	Co-operative	Retailing	New Zealand	1925	1,3 00 354	1,201 302	8.3%			www.foodstuffs.co.nz
176	189	Limagrain The world's 4th largest seed producer with leading positions in a number of categories.	Co-operative	Food & Agri	France	1942	1,299 1,901	1,136 1,544	15.1%			www.limagrain.fr
177	n/a	Avia Vereinigung Unabhängiger Schweizer Importeure Von Erdölproducten Largest network of petrol stations in Switzerland with 705 outlets.	Co-operative	Retailing	Switzerland	n/a	1,298 n/a	1,493 n/a	-0.6%			www.avia.ch
178	175	Foodstuffs Ltd. (South Island) One of three coops comprising the country's biggest grocery distributor (56% of supermarket sales and New Zealand's third-largest businesses).	Co-operative	Retailing	New Zealand	1925	1,292 312	1,242 302	4.0%			www.foodstuffs.co.nz
179	185	National Cable Television TV cable co-operative with 1,100 independent cable companies serving 12 million subscribers.	Co-operative	Utilities	USA	1984	1,278 219	1,167 195	9.5%			www.cabletcoop.org
180	181	NTUC Income A leading group in Singapore with a market share of 16% in general insurance and 12% in life insurance.	Co-operative	Insurance	Singapore	1970	1,273 10,015	1,185 8,394	9.5%			www.income.coop
181	176	Champagne Cereales Agricultural co-operative with 9200 members in 7 departments of France and 86 companies in 17 countries.	Co-operative	Food & Agri	France	1927	1,273 896	1,205 902	6.4%			www.champagne-cereales.com
182	n/a	Ag First Farm Credit Bank With assets of \$22.8 billion in 2005, AgFirst provides funding and financial services to farmer-owned financial cooperatives in 15 eastern states and Puerto Rico. It is part of the Nationwide Farm Credit System.	Co-operative	Div. Financials	USA	1916	1,255 22,775	956 18,994	n/a			www.agfirst.com
183	n/a	United Farmers of Alberta UFA is one of Canada's oldest and largest agricultural organizations operating 35 farm Ranch Supply stores and over 120 petroleum outlets. Sales reported in 2005 were \$1.4 billion.	Co-operative	Retailing	Canada	1909	1,236 432	913 320	n/a			www.ufa.net
184	n/a	Co-op Kanagawa 30% of regional households are members of this retail cooperative with its 134 stores in the prefecture.	Co-operative	Retailing	Japan	1946	1,233 n/a	1,424 530	-0.8%			www.kanagawa-coop.or.jp
185	n/a	Milk Link With 9 processing facilities, it is UK's third largest dairy business with the capacity of processing up to 80% of its members milk and covering 10% of the country's milk quota.	Co-operative	Food & Agri	UK	2000	1,230 439	740 211	n/a			www.milklink.co.uk
186	n/a	Landgard is Germany's leading marketing organisation for cut flowers, potted plants, tree nursery, horticultural- and florists' supplies and fruit & vegetables.	Co-operative	Food & Agri	Germany	1932	1,225 482	945 386	n/a			www.landgard.de
187	n/a	U.S. Central Credit Union U.S. Central is the wholesale financial center for the nation's corporate credit unions. It has 29 corporate credit union members and assets of \$36.6 billion.	Co-operative	Div. Financials	USA	1974	1,224 36,608	756 36,416	n/a			www.uscentral.org/ + Federation
188	182	Prairie Farms Dairy, Incorporated Prairie Farms and its subsidiaries manufacturers and markets a full line of dairy food products out of its own 24 plants and 13 joint venture plants throughout the Midwest and Mid-South.	Co-operative	Food & Agri	USA	1938	1,220 500	1,184 480	3.1%			www.prairiefarmsdairy.com
189	n/a	Conad del Tirreno This is one of the 8 distribution centers of CONAD, 2nd largest distributor in Italy with 12.2% market share.	Co-operative	Retailing	Italy	1997	1,216 669	1,468 736	-5.3%			www.conad.it
190	197	Epis Centre A leading French seed collector (2.1 million tonnes p.a.). Active regionally in animal feed and the mill trade as well as on an international level in terms of the malt trade.	Co-operative	Food & Agri	France	1937	1,207 n/a	1,111 512	9.4%			www.episcentre.com
191	167	Associated Milk Producers Inc Dairy cooperative with over 4,000 members. Operates 14 manufacturing plants and produces 60% of all the instant milk sold in USA.	Consortium	Food & Agri	USA	1969	1,200 255	1,319 249	-9.0%			www.ampi.com + Federation
192	n/a	Hochwald German Dairy co-operative with 7,800 milk suppliers, 1,600 employees, a milk collection totalling 1.8 bn kg and an annual turnover of approx. EUR 1 bn.	Co-operative	Food & Agri	Germany	1932	1,184 n/a	1,353 358	0.0%			www.hochwald.de
193	172	Edeka Hensing eG A regional member of EDEKA, no. 1 in German food retail trade and a marketshare of 26%, 50 distribution stores, 148 building and garden centres and 181 self-service department stores.	Co-operative	Retailing	Germany	1950	1,184 n/a	1,267 n/a	6.8%			www.edeka.de
194	n/a	Tnuva Food industries Ltd Israel's largest food business supplying 70% of Israel's milk products.	Co-operative	Food & Agri	Israel	1929	1,1 82	1,158 1,500	n/a			www.tnuva.co.il
195	n/a	Intres The largest non-food retail organisation in the Netherlands with turnover of more than 2 billion	Co-operative	Retailing	Netherlands	1932	1,180 103	1,496 121	-9.8%			www.intres.nl
196	n/a	Oglethorpe Power Corporation Oglethorpe's power plants are based in Georgia USA and have a combined capacity of 4,112 megawatts. It owns some 680 megawatts of hydro-electric power.	Consortium	Energy	USA	1974	1,170 4,828	1,313 4,813	-10.9%			www.opc.com + Federation
197	n/a	SSQ Financial Group SSQ is a major financial group in Canada offering group insurance, investment and retirement, property and casualty insurance and realty management, etc. Net profit income reported in 2005: \$23.5m.	Co-operative	Div. Financials	Canada	1944	1,169 1,551	854 2,155	n/a			www.ssq.ca
198	n/a	Febelco Largest Belgian pharmacy distributor with 30% market share.	Co-operative	Retailing	Belgium	n/a	1,167 292	1,284 328	3.9%			www.febelco.be

## ICA Global 300 ranked by turnover (USDm) 2005

199-233

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date founded	Turnover 2005	Assets 2005	Turnover Assets 2004	Year on year +/-	Website
199	n/a	COAMO – Agroindustrial Cooperativa 60th largest private Company in Brazil, with 19,000 associates in 53 communities. Coamo Co-operative Food & Agri Brazil	1968	1,161	906	1,383	762	n/a	www.coamo.com.br		
200	194 Atria Group	Atria is Finland's largest meat processor in terms of turnover and one of the industry's leading Co-operative Food & Agri Finland	1990	1,157	758	1,128	702	17.2%	www.atria.fi/		
201	n/a	U.S. AgBank, FCB Is part of the Nationwide Farm Credit System. The bank reported in 2005 assets of Co-operative Div. Financials USA	1916	1,148	21,451	886	19,425	n/a	www.usagbank.com		
202	n/a	HAGe Kiel (RHG Nord) One of the largest agriculture trading companies of Northern Germany with a turnover of more Co-operative Retailing Germany	n/a	1,147	509	1,312	403	0.0%	www.hage-kiel.de		
203	n/a	Liverpool Victoria The UK's largest Friendly Society by net assets. At present the group manages more than Mutual Insurance UK	1843	1,137	13,858	1,386	14,179	-8.7%	www.liverpoolvictoria.co.uk		
204	200 Associated Wholesalers, Inc.	Associated Wholesaler's Inc. is a major grocery distributor in the Northeast USA (PA). Co-operative Retailing USA	1962	1,136	163	1,088	155	4.4%	www.awiweb.com/		
205	201 Affiliated Foods Supplies	produce, meat, bread and dairy products to over 700 grocery stores and restaurants Co-operative Retailing USA	1946	1,133	132	1,082	133	4.7%	www.afiama.com		
206	n/a	Dairytea Cooperative Inc Largest milk cooperative in the Northeast US with sales reaching almost \$1 billion. Co-operative Food & Agri USA	1907	1,124	134	963	131	16.7%	www.dairytea.com		
207	n/a	Dairy Farmers of Britain The leading dairy farmers' co-operative and 3rd largest milk processor in the UK. Reported Co-operative Food & Agri UK	2002	1,122	350	824	145	n/a	www.dfoh.co.uk		
208	n/a	Swedish Meats Responsible for the majority of livestock slaughtering in Sweden. Market leader in cut and Co-operative Food & Agri Sweden	n/a	1,116	422	1,242	541	7.1%	www.swedishmeats.com		
209	186 Cooperl Hunaudaye	Europe's leading integrated pork producer with 2,500 active members. Not Classified Food & Agri France	1966	1,113	n/a	1,160	n/a	9.7%	www.cooperl-hunaudaye.fr		
210	206 Central Grocers Cooperative Inc	Supplies and services over 200 independent grocery retailers in the Chicago and Co-operative Retailing USA	1918	1,103	189	1,048	197	5.2%	www.central-grocers.com		
211	196 Ocean Spray	The leading producer of canned and bottled juice drinks in North America since 1981 with Co-operative Food & Agri USA	1930	1,093	892	1,113	885	-1.8%	www.oceanspray.com		
212	n/a	Coop Consumatori Nordest Ranks 4th among the 9 large regional centers of COOP Italia, the largest procurement central Co-operative Retailing Italy	1905	1,088	2,872	1,366	2,837	-8.9%	www.e-coop.it		
213	187 Granlatte	Granlatte is the market leader in Italy for milk processing. Its members represent 1600 dairy . Co-operative Food & Agri Italy	1959	1,081	761	1,153	844	7.2%	www.granlatte.it		
214	n/a	Seminole Electric Cooperative Inc. 2nd largest generation and transmission co-op in the USA based on 2004 revenues. Co-operative Utilities USA	1948	1,080	1,314	897	958	n/a	www.seminole-electric.com		
215	208 Groupe Euralis	With a turn-over of EUR 831 million in 2005, Euralis is the largest global producer of goose liver Co-operative Food & Agri France	1936	1,049	770	1,034	761	0.2%	www.euralis.fr		
216	203 Saitama Co-op	A member of the Co-op Net business association. Saitama has 560,000 members. Co-operative Retailing Japan	1947	1,048	502	1,065	9	2.8%	www.coopnet.or.jp/saitam/		
217	191 Groupe Even	French Dairy co-operative, owner of Bio D'Armor, Even, Kerguelen and Salmor brands. Co-operative Food & Agri France	n/a	1,048	n/a	1,134	n/a	5.6%	www.even.fr		
218	226 HK Ruokatalo HKScan	is one of the leading food companies in Northern Europe. The company's home Co-operative Food & Agri Finland	1975	1,046	609	921	582	n/a	http://rityts.hk-ruokatalo.fi		
219	n/a	Système U Centrale Regional part of Système U, the sixth largest consumer food distributor in France, holds 8.4% Co-operative Retailing France	1978	1,037	306	1,136	303	4.4%	www.magasins-u.fr		
220	n/a	Associated Grocers Inc The cooperative distributes food and nonfood goods to more than 320 independent grocery Co-operative Retailing USA	1934	1,032	160	795	157	n/a	www.agsea.com		
221	n/a	Plains Cotton Co-op Association The world's largest producer and supplier of Texas-style cotton and a major denim manufacturer. Consortium Food & Agri USA	1953	1,028	201	880	192	16.8%	www.pcca.com		
222	212 National Rural Utilities Cooperative	Provides finance for utility co-operatives throughout the USA. These 1,050 co-operatives Co-operative Div. Financials USA	1969	1,026	20,046	1,006	21,350	2.0%	www.nrucfc.org		
223	n/a	Dairygold Co-operative Society Limited Ireland's largest farmer owned co-operative active in dairy and agriculture. Co-operative Food & Agri Ireland	n/a	1,026	590	1,186	455	-1.1%	www.dairygold.ie		
224	237 Recreational Equipment Inc	Largest consumer co-op in the USA, selling outdoor gear and sporting goods via Internet. Co-operative Retailing USA	1938	1,022	591	888	542	15.1%	www.rei.com/		
225	n/a	Alliance Agro-Alimentaire (3A Groupe) Dairy Co-operative in the South West France. Processes 600 million litres of milk Co-operative Food & Agri France	2002	1,021	750	1,184	433	-1.5%	www.groupe3a.fr		
226	211 Shelter Insurance Companies	The 6th largest primarily personal lines mutual insurance company and 62nd largest Mutual Insurance USA	1946	1,017	1,892	1,012	2,099	0.5%	www.shelterinsurance.com		
227	214 Affiliated Foods Midwest Co-op Inc.	Wholesaler to independant grocers in 12 mid-west states. Owns 1.4 million sq ft Co-operative Retailing USA	1931	1,015	140	995	134	2.0%	www.afmidwest.com		
228	n/a	Les Coopérateurs de Distribution of produce and management of Hypermarkets with 3586 employees. Co-operative Retailing France	n/a	1,006	182	n/a	n/a	n/a	www.coop-cnp.coop		
229	216 Sunkist Growers	Sunkist is one of the 10 largest marketing co-operatives in America and the largest Co-operative Food & Agri USA	1893	1,005	169	975	176	3.1%	www.sunkist.com		
230	n/a	Grupo de Alimentacion Coren Agricultural processor of turkey and chicken with over 70 plants. Also produces animal feed. Co-operative Food & Agri Spain	1959	996	22	1,134	218	0.4%	www.coren.es		
231	233 ENAP, Inc.	Largest retailer-owned lumber distribution coop in the USA. Co-operative Utilities USA	1967	990	72	901	65	9.9%	www.enap.com		
232	n/a	ZG Raiffeisen, Karlsruhe Agricultural and building materials co-operative and also active in the energy market. Consortium Food & Agri Germany	1932	989	n/a	1,071	338	5.5%	www.zg-raiffeisen.de		
233	n/a	Societe Cooperative Wholesale grocery distributor. One of the 500 largest companies in France. Co-operative Retailing France	1980	984	230	1,055	234	6.7%	n/a		



## ICA Global 300 ranked by turnover (USDm) 2005

267-300

Rank	Co-op's name	Short notes	Structure	Industry	Country	Date	Turnover	Assets	Turnover	Assets	Year on year	Website
2005	2004						2005	2005	2004	2004	% +/-	2004/05
267	n/a	East Of England Fifth largest co-operative society in the UK with 200 trading outlets. It is the largest Co-operative Retailing UK community retailer in East Anglia.	1844	795	3,982	1,095	436	-19.1%	www.eastofengland.coop			
268	n/a	Brazos Electric Power Cooperative Power generation co-operative providing 20% of electrical power to Texas. Co-operative Utilities USA	1941	793	n/a	n/a	n/a	n/a	www.brazoselectric.com			
269	n/a	Coop Liguria Ranks 8th among the 9 large regional centers of COOP Italia, the largest procurement central Co-operative Retailing Italy with a 20.1% market share.	1945	785	1,623	890	1,750	0.8%	www.legaliguria.coop			
270	262	Avebe Group Production, marketing and sale of potato starch and other types of starch and their derivatives. Co-operative Food & Agri Netherlands Has facilities in 20 countries.	1919	775	553	755	587	1.7%	www.avebe.name			
271	n/a	Countrymark Cooperative Owns Indiana's only US owned fuel refinery, five fuel terminals, 200 delivery trucks and Co-operative Food & Agri Holding Corporation 90 retail stations.	1955	775	249	549	198	n/a	www.countrymark.com			
272	n/a	Bako Gruppe Nord Bako Gruppe Nord supplies raw materials and ingredients to 47 bakery and confectionary co-operatives throughout Germany.	1906	773	n/a	896	203	-1.4%	www.baekogruppenord.de			
273	257	UN EAL Group Unéal Group is the regional leader in commercialisation of cereal seeds, animal feed and Co-operative Food & Agri France fertiliser as well as renting and supplying agricultural equipment.	2002	767	327	779	361	-0.8%	www.uneal.fr			
274	277	Tri State Generation and A wholesale electric power supplier owned by the 44 electric cooperatives in the west. Its total Co-operative Transmission Association Inc operating revenues amounted to \$758 million in 2005.	1952	758	2,125	673	2,034	12.6%	www.tristategroup.com			
275	265	URM Stores URM Stores is a wholesale food distributor to more than 160 grocery stores and 1,500-plus Co-operative Retailing USA restaurants, hotels, and convenience stores in Idaho, Montana, Oregon, and Washington. Sales in 2007: \$799.4m.	1921	756	202	732	202	3.3%	www.urmstores.com			
276	n/a	Coopercentral Aurora One of Brazil's major industrial conglomerates and a world leader in meat processing technology, Co-operative Food & Agri Aurora is comprised of 17 co-operatives with 74,252 members and employs 9,000 people.	1973	750	132	548	112	16.8%	www.auroraalimentos.com.br			
277	281	Groupe Coopératif Maisadour Manufacturer and processor of food, corn, cereal, wine, poultry, ducks, geese and seed. Co-operative Food & Agri France's 2nd largest poultry producer.	1936	750	466	661	403	14.2%	www.maisadour.com			
278	259	Agri-Mark The largest dairy co-operative serving the New England market with four processing plants. Co-operative Food & Agri	1916	750	247	762	265	-1.6%	www.agrimark.net			
279	n/a	Bako-Zentrale Süddeutschland Bako-Zentrale Süddeutschland supplies raw materials and ingredients to 36 bakery and Co-operative Food & Agri confectionary co-operatives throughout Germany.	1917	747	50	864	176	-1.3%	www.baeko-zentrale-sued.de			
280	n/a	Old Dominion Electric Cooperative Generation and transmission co-operative with 2000 MW of generating capacity. Co-operative Utilities USA	1948	738	1,712	588	1,550	n/a	www.odec.com			
281	260	Alliance Group Limited A farmer-owned co-operative processing and marketing lamb, sheep, etc. from 7 processing sites located in the south of New Zealand. 95% of the products are exported. Turnover in 2005: \$1.1bn.	1930	738	269	759	235	-5.3%	www.alliance.co.nz			
282	n/a	DEVK The DEVK group is managed by two mutual insurance companies founded by railway workers. Mutual Insurance Germany	1886	733	5,412	2,651	12,467	n/a	www.devk.de			
283	n/a	Central Electric Power Cooperative CEPCC Provides service to its 8 member distribution cooperatives located in central Missouri. Co-operative Utilities USA They are the third largest co-op electric network serving 80% of the demographic area.	1949	725	173	608	177	19.2%	www.cepc.net			
284	n/a	CERP Cooperative d'Exploitation et de Répartition Pharmaceutique network in Europe. Another regional CERP cooperative, part of the second largest pharmaceutical distribution Co-operative Retailing France	n/a	715	239	759	251	7.6%	www.cerp-bn.com			
285	n/a	Great River Energy Great River Energy is the second largest wholesale electric power supplier in Minnesota and Co-operative Utilities USA the fifth largest generation and transmission (G&T) cooperative in the U.S. in terms of assets.	1999	713	1,817	558	1,693	n/a	www.greatriverenergy.com			
286	n/a	Système U Centrale Nationale Regional part of Système U, the sixth largest consumer food distributor in France, holds 8.4% market-share with turnover of about 9bn Euro in 2005 for the Group.	1986	709	474	470	471	n/a	www.magasins-u.fr			
287	n/a	MFA Oil Company Produces fuel and lubrication products and operates bulk petroleum and propane plants. Controlled Energy USA Owns 75 convenience stores and 10 Jiffy Lube and four Big O Tire franchises. by Co-ops	1929	694	211	556	201	n/a	www.mfaoil.com			
288	n/a	CAMST 5th largest chain in Italy of consumer food service catering to school canteens, hospitals and other public institutions. Co-operative Food & Agri Italy	1945	694	591	785	412	1.0%	www.camst.it			
289	282	Calgary Co-operative Locally owned and operated, Calgary Co-op is one of the largest retail co-operatives in North America, with 413,000 members, \$314 million in assets and annual sales of \$884 million. Group	1956	691	244	656	235	1.8%	www.calgarycoop.com			
290	n/a	Coop Centro Italia Ranks last among the 9 large regional centers of COOP Italia, the largest procurement central with a 20.1% market share.	1861	687	1,482	805	1,540	-2.5%	www.e-coop.it			
291	n/a	Blue Diamond Growers The world's largest tree nut processing and marketing company. Co-operative Food & Agri USA	1914	675	198	542	201	n/a	http://bluediamond.com			
292	274	Agralys Ranking 2nd among France's cereal producers, grain production represents 75% and Co-operative Food & Agri France processing represents 11% of its activities. Turnover in 2005 was EU\$57k. Group	1992	673	334	682	334	-0.6%	www.agralys.fr			
293	270	Scottish Midlands Co-operative With over 250 retail outlets, Scotmid's reported turnover in 2005 was £356.7million. Co-operative Retailing UK Society Limited (SCOTMID) Scotmid is also a major funeral director in Scotland.	1859	672	377	695	377	-3.4%	www.scotmid.com			
294	286	Certified Grocers Midwest Inc. Certified Grocers Midwest is a retailers' distribution co-operative with warehouse facilities under-one-roof exceeding one million square feet in the Chicago area. Co-operative Retailing USA	1940	671	120	644	116	4.1%	www.certisaver.com			
295	279	Amul (Gujarat Cooperative India's largest food processing business - collecting 1.81 billion litres of milk in 2003/04. Co-operative Milk Marketing Federation) 12 district cooperative milk producers' Union are members.	1966	670	11	670	10	0.0%	www.amul.com			
296	285	Soc. Consortile EUCLIDA A R.L. A member of the Italian retail co-operative movement. Co-operative Retailing Italy	n/a	667	161	648	138	17.7%	n/a			
297	273	Piggly Wiggly Alabama A leading wholesale supplier cooperative that distributes food and non-food products to Co-operative Retailing USA Distributing Company Piggly Wiggly supermarkets in Alabama and neighboring states. Revenue in 2007: \$700.3M.	1947	665	79	687	78	-3.2%	www.pwadc.com/			
298	280	Kyosuren A savings and credit association for Japanese fishermen. Mutual Insurance Japan	1951	6	63	n/a	667	4,908	-0.5%	www.kyosuren.or.jp		
299	n/a	Midcounties Co-operative Midcounties is the largest independent retailer in its region. The co-operative has six trading groups - retail, motor, funeral, travel, property and childcare. Sales are at £313.0m in 2005. Co-operative Retailing UK	1860	660	302	992	540	n/a	www.midcounties.coop			
300	292	Associated Press AP is owned by its 1,500 U.S. daily newspaper members. It has 243 offices in 97 countries and provides news services and reports. AP has received 49 Pulitzer Prizes, and 30 photo Pulitzerz, the most of any news organization. Co-operative Media USA	1848	654	467	630	448	3.8%	www.ap.org			

Global 300 total 2005: USD 983,349m

# Methodology

The following approach was adopted in compiling the 2007 Global 300.

### Data Source

Our two primary data sources were:

Audited public accounts – these provide an independent verifiable source for the financial figures. As a consequence of our work, we have developed an extensive electronic database of Global 300 annual reports and other relevant public documents.

Existing databases of co-operative and mutual organisations. In particular we have worked with a number of ICA’s national members, sectoral organisations and co-operative researchers to ensure consistency of data and approach.

### Selection Criteria

Revenue was used as the criteria for selection and ranking.

US currency was used with local currencies converted into USD on the conversion rate at the respective 2005 financial year end. We have however included a year on year comparison of changes to revenue. This is based on changes in local currency to avoid problems with currency fluctuations.

The highest level of audited business aggregation was used. This has meant that we include a number of regional co-operatives belonging to national groups, where such national groups do not have audited consolidations.

If a co-operative or mutual group had majority ownership of an underlying (non-co-operative) business it was included if brought to account in the group’s balance sheet.

### Structure

The Global 300 includes a range of co-operative and mutual business structures – which can be classified as:

- Consortium + federation
- Co-operative groups
- Companies controlled by co-operatives
- Co-operative enterprises
- Mutual enterprises
- Credit Union
- Employee owned

Since the end of the 2005 financial year, there have been a number of mergers, demutualisations and other corporate changes which have affected co-operative and mutual businesses in this listing. However, as our ranking is based on 2005 data we have listed organisations as they reported their activities and structure in 2005.

### Sectors

In relation to the various sectors represented in the list we have adopted the following:

**Produced by the International Co-operative Alliance**  
15 Route des Morillons  
1218 Grand-Saconnex  
Geneva  
Switzerland

For agriculture, retail and wholesale we have used the total revenue figures.

For co-operative banks, UK Building Societies, and non-USA Credit Unions we have used net interest income plus other income. For USA based co-operative banks and Credit Unions we have followed the approach of NCB and taken total received interest income plus other income.

This refinement of methodology from the approach taken for the first list has meant in a few instances our revenue figures are not comparable between years.

This year apart from comparative data for FY 2004 we have also added a short description of the activities of the featured business.

### Due care

While we have taken care to ensure the information is accurate, it is not possible to guarantee total accuracy in an exercise which involves collecting data from many hundreds of sources. We would welcome any corrections, additions or deletions to our data.

[www.global300.coop](http://www.global300.coop)

[www.ica.coop](http://www.ica.coop)

[www.icanews.coop](http://www.icanews.coop)

Garry Cronan  
Global 300 Director  
[cronan@ica.coop](mailto:cronan@ica.coop)

# Thank you



Hassan Kashef, ICA, ICA Global 300  
Dr Onno von Bekkum, The Netherlands Institute for Cooperative Entrepreneurship (N ICE)  
Shaun Tarbuck, ICMIF  
Dave Lenton, ICM IF  
Dave Chesnick, USDA  
Barry Silver, NCB, USA  
David Coulter, Co-operatives UK

Marc Sormani  
Rafael Ruiz  
Vincent Devel  
Thomas Good  
Osmond Plummer  
Ursula Brugger  
Isabel M. Cortes  
Iustina Ionel  
Martin Inwood

The world’s major co-operatives  
and mutual businesses

W  
A  
l  
p  
h  
a  
y  
d  
c  
h  
e  
s  
p  
e  
d  
i  
h  
a  
k  
e  
t  
G  
i  
h  
b  
a  
h  
s  
a  
o  
o  
r  
C  
a  
h  
e  
n  
o  
g  
C  
A  
n  
d  
G  
a  
n  
o  
s  
i  
g  
s  
G  
E  
T  
O  
P  
N  
E  
H  
O  
P  
D  
O  
H  
B  
P  
T  
B  
R  
E  
L  
P  
R  
O  
B  
E  
R  
A  
M  
E  
S