



WORLD
CO-OPERATIVE
MONITOR



EXPLORING THE **CO-OPERATIVE** ECONOMY

REPORT 2014

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EXPLORING THE
CO-OPERATIVE
ECONOMY



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THE 2014 WORLD CO-OPERATIVE MONITOR



EXPLORING THE CO-OPERATIVE ECONOMY

The importance of the co-operative sector and its impact around the world continues to be ever more studied and highlighted. However, the economic and social dimensions are yet to be fully understood and demonstrated. The ongoing goal of the World Co-operative Monitor, now in its third edition, is to increase and enhance the available data on co-operatives in order to present a more nuanced view of their actual contributions to the socio-economic welfare of countries around the world.

The World Co-operative Monitor, an ambitious partnership between the International Co-operative Alliance (the Alliance) and the European Research Institute on Cooperative and Social Enterprises (Euricse) collects available economic and social data on the world's co-operative enterprises in efforts to demonstrate the global existence and viability of this model as an alternative to the traditionally dominant for-profit stakeholder model.

The 2014 edition presents results of data analysis on the largest co-operatives around the world using 2012 data. As in the previous edition, the report is intended to be exploratory, and does not attempt to be all-inclusive; rather, it is an overview of a significant part of the worldwide

co-operative movement.

Our goal is to increasingly move beyond both the 300 largest groups and the measure of annual turnover. To accomplish this, the Alliance and Euricse partner with other co-operative lists, by country and sector, sharing data where possible and making it available to the co-operative community. Our aim is to also deepen collaboration with local researchers, national statistics agencies, local representatives, and global institutions such as the Food and Agriculture Organization (FAO) and the International Labour Organization (ILO). We also invite co-operative enterprises, groups and federations to share their data directly at www.monitor.coop (see the full list of contributing organizations in Appendix 3).

The co-operatives featured in the 2014 World Co-operative Monitor stories were chosen from among those that completed the survey, from which the data about each co-operative was extracted. We would like to thank them, the sponsors of the 2014 edition, and all the organizations that submitted data for being a part of the initiative and helping to achieve greater recognition of the importance of the worldwide co-operative movement.

The Alliance Director-General
Charles Gould



Euricse CEO
Gianluca Salvatori



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Co-operative marque
and a “.Coop” domain name at
www.identity.coop

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THE WORLD CO-OPERATIVE MONITOR

MONITORING THE ECONOMIC AND SOCIAL IMPACT OF CO-OPERATIVES



The World Co-operative Monitor is an International Co-operative Alliance (the Alliance) initiative with the scientific support of the European Research Institute on Cooperative and Social Enterprises (Euricse). Launched in 2012, the project continues the work started by the Alliance with the Global300, broadening its goals and reviewing its methodology. The purpose of this project is to collect robust economic, organisational, and social data about not only the top 300 co-operative and mutual organisations worldwide but also an expanded number of co-operatives in order to represent the co-operative sector in its organisational, regional, and sectorial diversity.

In summary, the project aims to achieve, within a few years, a number of objectives, including:

- Raising the profile of co-operatives within their own industries and countries, as well as internationally;
- Demonstrating the economic and social importance of co-operatives and mutuals to government and regulatory agencies;
- Modeling good practice and highlighting successful co-operative business models and innovative approaches; and
- Creating networks between co-operatives and mutuals within the World Co-operative Monitor for greater information sharing, business intelligence, and business opportunities.

The methodological aspects of the project include three issues: i) the definition of the population under study, ii) the identification of a set of indicators, and iii) the development of a new methodology for data collection. To ensure the quality of the project, all decisions relating to these three issues have been validated by a scientific committee composed of an international group of researchers and experts with proven experience in the field of scientific research relevant to the field of co-operatives.

The population under study

Reaching an understanding of the whole co-operative movement represents the biggest challenge for the World Co-operative Monitor project. For this reason, providing a clear and agreed upon definition of the population under study is the first methodological problem that the researchers have faced. For the purpose of the project, it is of fundamental importance that the boundaries of the population under study are understandable worldwide; it is especially critical that they reflect the characteristics of co-operative organisations in different areas of the world and diverse contexts.

The process of definition and classification, however, is not trivial; it requires strong effort, as researchers working on

this problem face two main issues: i) the diversity of national legislation, and ii) the variety of co-operative forms.

Table 1 shows the types of co-operative organisations subject to analysis, as a synthesis of research work done by the Research Team of the World Co-operative Monitor. In addition, non-co-operative enterprises in which co-operatives have a controlling interest have been considered in the study. In order to evaluate the role and importance of the co-operative movement within the global economy and of co-operatives within their economic context, it is very important to consider not only their direct impact but also their indirect impact. In other words, the value created in the final production process has to be added to those created in previous productive rounds.

T. 1 THE WORLD CO-OPERATIVE MONITOR CO-OPERATIVE ORGANISATIONAL TYPES

Co-operative type	Definition
CO-OPERATIVE	An autonomous association composed mainly of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise which acts according to internationally agreed upon values and principles as outlined by the International Co-operative Alliance. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership.
MUTUAL	A private co-operative type organisation providing insurance or other welfare-related services. Consider also micro-insurance and mutuals with both voluntary and compulsory membership.
CO-OPERATIVE OF CO-OPERATIVES/MUTUALS	Co-operatives composed mainly of co-operatives/mutuals that carry out an economic activity for the production of goods or the provision of services of common interest for their members. It periodically publishes its own financial statements.
CO-OPERATIVE GROUP	A co-operative group is: 1) is composed of organisations that operate as a single economic entity, 2) regularly publishes a consolidated financial statement, 3) includes mainly co-operatives, 4) acts according to co-operative principles and values, and 5) is controlled by co-operatives.
CO-OPERATIVE NETWORK	A co-operative network is: 1) composed of organisations that operate as a single economic entity, 2) does not publish a consolidated financial statement, 3) includes mainly co-operatives, 4) acts according co-operative principles and values, and 5) is controlled by co-operatives.
NON-CO-OPERATIVE ENTERPRISE	A non-co-operative enterprise in which co-operatives have a controlling interest.

The set of indicators

As stated in the introduction, one of the long-term aims of the World Co-operative Monitor Project is to collect data that can assess not only the economic, but also the social and environmental impacts of the largest co-operatives worldwide.

With a look at existing projects such as the Global Impact Investing Network (GIIN) the World Co-operative Monitor is focused on the collection of very few SMART² indicators as described in the World Co-operative Monitor Metrics Framework Structure (Table 2).

T. 2 THE WORLD CO-OPERATIVE METRICS FRAMEWORK STRUCTURE

ORGANISATION DESCRIPTION Metrics that focus on operational model, type of organisation, sector of activity, and location	OPERATIONAL IMPACT Metrics that describe the organisation's members, employees, and volunteers
PRODUCT DESCRIPTION Metrics that describe the organisation's products and services	PRODUCT IMPACT Metrics that describe the performance and reach of the organisation's products and services
FINANCIAL PERFORMANCE Reported financial metrics	GLOSSARY Definitions for common terms that are referenced in the metrics

Actually the World Co-operative Monitor is mainly focused on 3 sections: *organisation description, financial performance, and operational impact*.

The organisation description is related to collection of general data of organisations, such as name, year founded, location of headquarters, organisation type, sector of activity, and so on.

Looking at the *financial performance* section, the choice of economic data to be collected is based on the analysis of the most recent developments of scientific thought concerning

the measurement of the economic performance of co-operatives. In recent years, the international scientific debate has focused on the identification of indicators that can be used to effectively evaluate the economic performance of co-operatives while allowing for global comparisons (Beaubien and Rixon, 2012; Beaubien, 2011; López-Espinosa et al., 2009; Marin-Sanchez and Melia-Martí, 2006).

In particular, several researchers focused on the fact that co-operatives' economic efficiency cannot be evaluated using the traditional economic and financial indicators

¹ www.thegiin.org
² This is an acronym for *Simple, Measurable, Appropriate, Realistic and Timely*. For more than three decades, the acronym SMART has been widely used in various ways in management (Doran, 1981).

used to measure for-profit enterprises (Austin et al., 2006; Lerman and Parliament, 1991). It must be considered that co-operatives' goals cannot be simply reduced to profit maximisation or economic and financial wealth, but are for the maximisation of benefit for their members or, in the case of social co-operatives, for the community (Mancino and Thomas, 2005; Thomas, 2004). As a result, any analysis ought to consider, for example, the difficulties in interpreting the economic profits of co-operatives due to member compensation. Indeed, profits often result in a 'net zero surplus' (Guzman and Arcas, 2008) because of the distribution of the gross income to members (Kyriakopoulos et al., 2004). Hence, appropriately adapted financial indicators can contribute to the interpretation of organisational efficiency but cannot be used to evaluate effectiveness (Herman and Renz, 1999).

Starting from these premises, the World Co-operative Monitor aims to collect financial data (such as turnover, operating costs, total assets, equity, etc.³) useful for the definition of indicators for measuring the economic dimensions, efficiency, and level of capitalisation of co-operatives and mutuals.

Turnover is defined as the income generated by the business activities conducted by a company, usually the sales of goods and services to customers. For the financial sector, drawing on the literature (Hahna and O'Brien, 2012; Maudos and Solís, 2009; Lileikiene and Likus, 2011; Andersen et al., 2012; Saunders and Schumacher, 2000; Demirgüç-Kunt et al., 2004; Ho and Saunders, 1981), the research team agreed to use the net interest income, understood as the difference between interest income and interest expenses as an indicator of turnover. Net interest income allows for the comparability of data at an international level, since it standardises parameters. In addition, an analysis conducted by the research team on a sample of co-operative banks' annual reports from different parts of the world confirmed

that, despite significant differences in the financial statements analysed, net interest income is always included.

The methodology for data collection

Regarding the methodology used for the data collection, the purpose is to provide a new process of data integration and analysis, culminating in the creation of a regularly updated database containing not only economic data but also employee-related and other social data about the largest co-operatives worldwide.

In selecting the tools for data collection, a dual strategy was pursued: i) defining an integration process to create a single database from existing databases and other data collected by national associations, research institutes, and other organisations, and ii) the development of a questionnaire used to collect data.

With respect to the first strategy, in recent years, several federations and research centres have initiated national or sectorial plans for the systematic collection of economic data in order to publicise lists of the largest co-operatives at the national and sectorial levels. In addition, some private companies have developed regional databases that allow the capture of personal and economic data about co-operative organisations from across the world.

From a methodological point of view, the acquisition of existing databases and rankings is instrumental to the pursuit of the second strategy. Although the existing databases are diverse in terms of population coverage and economic indicators, their integration provides a good starting point for the construction of a basic list of co-operatives to which the questionnaire can be addressed.

The questionnaire is at the heart of the process of data collection. To facilitate its completion among diverse groups of people, the questionnaire is made available in Chinese, English, French, Greek, Portuguese, Spanish, and Turkish⁴,

³ For the complete list of economic indicators and their definition please see www.monitor.coop

in both online and PDF formats. The aim is to continue to increase the number of languages in which the questionnaire is distributed.

Of these two paths, the integration of the existing databases presents fewer problems than the online questionnaire because of the interest and willingness shown by several federations and associations to work on the project in various countries that collect co-operative data.

Online data collection presents the greater challenge, especially given the difficulty of reaching individual co-operatives and motivating them to subscribe to the notion that a greater availability and variety of data can not only lead to greater visibility but also, and more importantly, to

a greater recognition of the importance of the co-operative sector. Despite these difficulties, the questionnaire has the greatest potential in the project. Data collected directly from the primary source makes it possible to collect a wider range of data than is available in existing databases. In addition, since definitions of the data are common and detailed, the economic and social data collected are robust and thus allow for a full comparison of co-operatives in different countries.

Finally, the online questionnaire facilitates the collection of documents reporting the activities of the co-operative (annual, social, environmental reports, etc.), which is useful in the analysis performed to assess the impact of co-operative and mutual organisations.

⁴ For the translations many thanks to Anne-Marie Merrien (IRECUS, Université de Sherbrooke), Karla Schlager and Manuel Mariño (ACI Americas - the Alliance Regional Office), Antonina Guarrella (the Alliance), Professor Sigismundo Bialoskorski Neto (University of São Paulo at Ribeirão Preto), Bulent Temel - (Southern New Hampshire University and Atılım University), Jin Zhao (NCB) and Theo Benos (Maastricht University).

THE WORLD CO-OPERATIVE MONITOR QUESTIONNAIRE

The questionnaire can be completed online at www.monitor.coop

Below is the list of information and indicators collected in the World Co-operative Monitor questionnaire.
Data collection for the next report will ask for data from 2013.

PART 1. GENERAL DATA

- Organisation details (name, address, website, etc.)
- Country
- President
- Chief Executive Officer (CEO)
- Organisation type (co-operative, mutuals, co-operative of co-operatives/mutuals, co-operative group, co-operative network, Non-co-operative enterprise)
- Co-operative type (worker, producer, consumer etc.)
- Sector of activity

PART 2. ECONOMIC DATA

- Turnover
- Premium income
- Net interest income
- Non-interest income
- Total assets
- Total fixed assets
- Total debts
- Total operating costs
- Costs of goods

- Profit (loss) for period
- Staff costs
- Equity
- Sponsorships
- Donations
- Bursaries
- Members remuneration

PART 3. SOCIAL DATA

- Number of members
- Number of individual and organisation members
- Percentage of female and youth members
- Percentage of co-operative, mutual, and other company members
- Average number of employees
- Percentage of female, graduated and youth employees
- Number of volunteers
- Number of elected officers
- Non-financial reports (social report, environmental report, sustainability report, integrated report, etc.)



WORLD CO-OPERATIVE MONITOR

The World Co-operative Monitor is a project designed to monitor and demonstrate the economic and social impact of co-operatives and mutual organisations worldwide

Done



World Co-operative Monitor accomplishments to date:

Use available economic data from country and sector lists, research centers, existing databases and surveys directly contributed by co-operatives in order to rank the largest co-operatives

Goals



Work towards an improved methodology for data collection and analysis of co-operatives worldwide



Compile a database of economic and social data to give visibility to both the economic and social impact of the world's co-operatives

Strengthening the World Co-operative Monitor



How

**How can you help
us achieve these goals?**



Co-operatives can complete the survey
online at www.monitor.coop



Spread the word about the project
and encourage others to participate



Create national or regional observatories
on co-operatives based on the World
Co-operative Monitor methodology



Value

**What is the value
of my contribution?**



Increase the global visibility of your
co-operative and the overall movement



Ensure more accurate
data collection



Featured stories are selected from those
co-operatives that complete the survey

to learn more visit www.monitor.coop

THE WORLD CO-OPERATIVE MONITOR: FINDINGS FOR 2012

Data collection

During the course of 2013 the research team focused on consolidating the results achieved during the first two years of the project and on improving the process of data collection, integration and analysis. In terms of building a baseline database, the team's efforts were concentrated on the process of integrating the existing national and sectorial rankings with the aim of broadening the database as much as possible from the outset. Data was included that derived from lists from nine different countries as well as from the insurance sector ranking published by ICMIF (International Cooperative and Mutual Insurance Federation), see Table 3 for list of sources. Additionally data from co-operatives with a total turnover in 2012 of over 100 million US dollars was extracted from the Amadeus - Bureau van Dijk database and included in the data set.

In addition to the abovementioned data sources, co-operatives are invited to submit their data directly to the World Co-operative Monitor through the online survey, which is then integrated into the overall database. This direct data collection provides more robust data and it is the aim of the research team to increase the number of surveys received each year. Though the number of surveys collected during the first 5 months of 2014 is relatively small, the data represent 183 co-operatives from 50 countries (see Appendix 3 for the entire list).

Overall, data was collected on 1,926 co-operatives from 65 countries with a total turnover of 2,623.1 billion USD. In the database this year we note an increase in co-operatives from Asia and Africa and count among the total countries in the

entire database 16 that were not represented in the previous year: Congo, Costa Rica, Czech Republic, Dominican Republic, Estonia, Iran, Iceland, Israel, Kenya, Lithuania, Latvia, Morocco, Myanmar, Mongolia, Nepal, Pakistan, Paraguay, Russian Federation, and Slovakia.

Given the greater availability of data for Europe, due both to existing rankings and the availability of the Amadeus database, the research team reports a possibly higher coverage of Europe than of the rest of the world. The future goal of the project is to ensure adequate coverage of all continents.

The rankings

In the following pages, summary data of the main co-operative sectors are analysed, and a list of the largest co-operatives in each individual sector is presented.

Given the still limited availability of questionnaires, the rankings presented are purely economic in nature. In addition to rankings based on turnover, the rankings based on ratio turnover on the gross domestic product (GDP) per capita are also presented. The ratio turnover on GDP is not intended to compute the contribution of each co-operative to the national GDP, but it is a first attempt to relate the turnover of the co-operative to the wealth of the country in which it operates. GDP and the GDP per capita have in fact different meanings. The GDP is the overall output of all the final goods and services produced within a country during one year. The GDP per capita measures the purchasing power of an economy in an internationally comparable way.

Therefore, the ratio turnover on GDP per capita measures

the turnover of a co-operative in unit of the purchasing power of an economy, in an internationally comparable way.

For the banking sector please note that local rankings integrated in the database use an indicator, which is similar to the net banking income and refers to the difference of the total interest income plus other banking incomes (i.e. dividends, net revenues for services, profits from financial transactions) and interest expenses plus other banking costs (i.e. fees and commissions, losses from financial transactions). Having said this, the research team was forced to rely on the net banking income as criterion for co-operative banks. This indicator, although it is not considered the best option for performance evaluation in the banking sector, allows for data comparability in light of the vision and purposes of the World Co-operative Monitor. Please also consider that values slightly vary from country to country owing to limitations in data collecting.

The research team is aware of the limitations caused by the use of different indicators when comparing different types of co-operatives. For this reason, sectorial rankings are presented in this report. Comparisons among co-operatives in different sectors should be made with due caution, keeping in mind that the economic values presented are ordered according to different parameters.

The results presented below are to be considered exploratory, not exhaustive.

Results are presented by sector of activity. Note that there is no ranking for the “Other activities” sector due to the limited number of co-operatives pertaining to that category. If a co-operative carries out several activities, it has been classified in the main sector of activity. In the event a co-operative carries out several activities and has a consolidated balance sheet, the total is considered for the top 300 ranking. The classification proposed is to be considered as a first attempt that can be improved in future editions of the project.

All values are expressed in US dollars. Conversion to US dollars is based on the exchange rates from 31 December, 2012. The list of countries is based on the United Nations’ ‘Standard Country or Area Codes for Statistical Use’ classification. Percentages are rounded to the nearest whole number; total percentage values may therefore not be equal to 100.



T. 3 NATIONAL/SECTORIAL RANKINGS COLLECTED DURING 2014

Country	List	Organisation	Criteria
Colombia	Desempeño Sector Cooperativo Colombiano 2012	Confecoop - Confederación de Cooperativas de Colombia (COLCoop)	Ingresos
Finland	Co-operation in Finland	Pellervo Society (Pellervo)	Total revenues / Liikevaihto
France	Panorama sectoriel des entreprises coopératives et Top 100, édition 2014	Coop FR, les entreprises coopératives (CoopFR)	Chiffre d'affaires
Italy	La Coop nel 2012	Coop Italia (CoopIT)	Vendite lorde
Japan	JCCU - Top 10 Community Based Retail Co-ops in Japan	Japanese Consumers' Cooperative Union (JCCU)	Total Turnover
Netherlands	De 40 grootste coöperaties in de agribusiness	NCR - Dutch Council for Cooperatives (NCR)	Netto-omzet
New Zealand	New Zealand Cooperative and Mutual Top 40	Cooperative Business New Zealand (NZ.Coop)	Revenue
Spain	Ranking de Empresas Relevantes de la Economía Social 2012	Confederación Empresarial Española de Economía Social (CEPES)	Facturació
UK	UK co-operative 100	Co-operatives UK	Turnover
USA	NCB Co-op 100	National Consumer Cooperative Bank (NCB)	Revenue
	ICMIF Global500 2012	ICMIF - International Cooperative and Mutual Insurance Federation	Premiums

THE WORLD CO-OPERATIVE MONITOR 2012 DATABASE

1,926

co-operatives

65

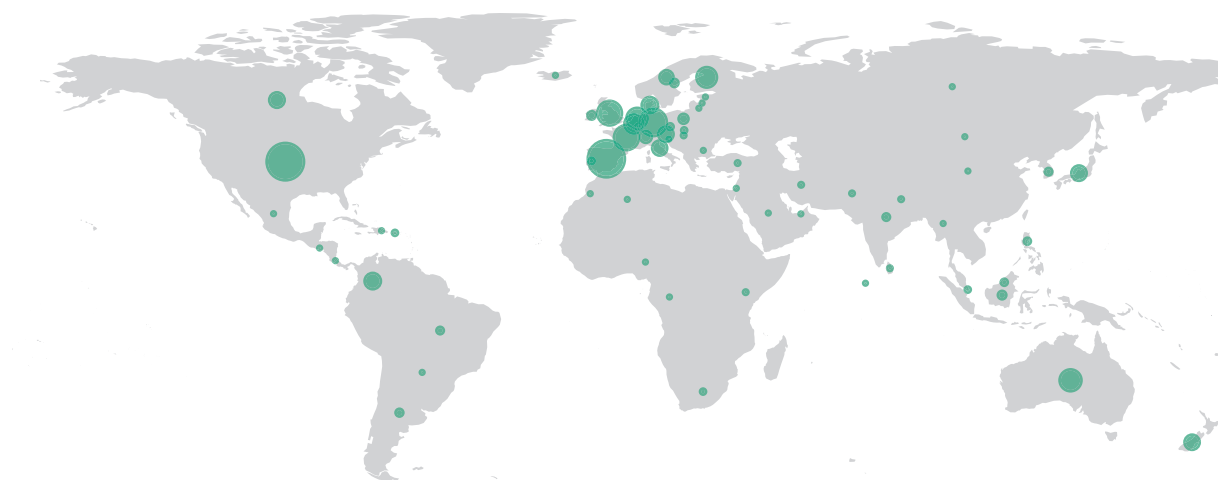
countries

\$

billion USD
(turnover in 2012)

Total turnover in 2012	2,623.1
Turnover excluding banking	1,301.7
Total net banking income	165.0
Total insurance co-ops and mutuals premium income	1,156.5

F. 1 CO-OPERATIVES BY COUNTRY



F. 2 CO-OPERATIVES BY SECTOR OF ACTIVITY



27%

Agriculture and food industries



27%

Insurance



21%

Wholesale and retail trade



8%

Industry and utilities



7%

Other services



5%

Banking and financial services



3%

Health and social care



2%

Other activities

Over 100 million USD

LOOKING AT THE CO-OPERATIVES WITH A TURNOVER OVER 100 MILLION USD

1,313 co-operatives

Across 50 countries

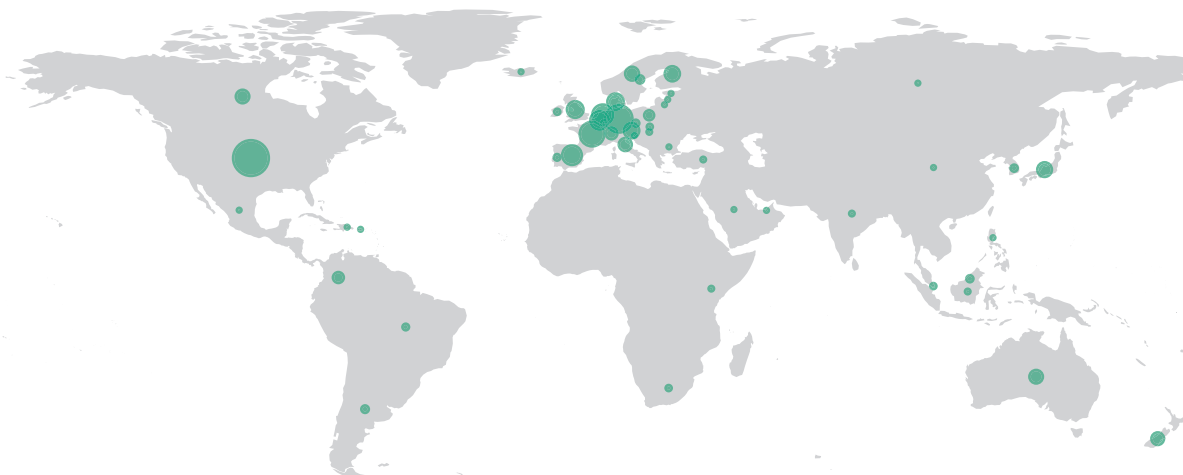
2,603.02 billion USD

Turnover in 2012

billion USD
(turnover in 2012)

Turnover (excluding banking and insurance sectors)	1,288.68
Total net banking income	163.19
Total insurance co-ops and mutuals premium income	1,151.15

F.3 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD BY COUNTRY



F. 4 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD BY SECTOR OF ACTIVITY



24%

Insurance



17%

Agriculture and
food industries



17%

Wholesale
and retail trade



4%

Industry
and utilities



3%

Other services



2%

Banking and
financial services



1%

Health
and social care



1%

Other activities

T. 4 COUNTRIES BY TOTAL TURNOVER OF CO-OPERATIVES OVER 100 MILLION USD

	turnover (billion USD)		turnover (billion USD)
USA	669.86	BELGIUM	29.47
FRANCE	377.13	SWEDEN	26.61
JAPAN	360.54	AUSTRALIA	17.48
GERMANY	291.73	SINGAPORE	14.41
NETHERLANDS	132.56	BRAZIL	7.22
SPAIN	85.21	POLAND	5.46
UK	83.48	INDIA	5.07
SWITZERLAND	78.62	IRELAND	4.88
FINLAND	66.13	COLOMBIA	4.46
DENMARK	64.85	ARGENTINA	3.63
ITALY	54.92	CZECH REPUBLIC	2.31
SOUTH KOREA	54.44	MALAYSIA	1.98
CANADA	51.19	SAUDI ARABIA	1.50
NORWAY	33.35	TURKEY	1.06
AUSTRIA	33.25	OTHER COUNTRIES	7.13
NEW ZEALAND	33.07		



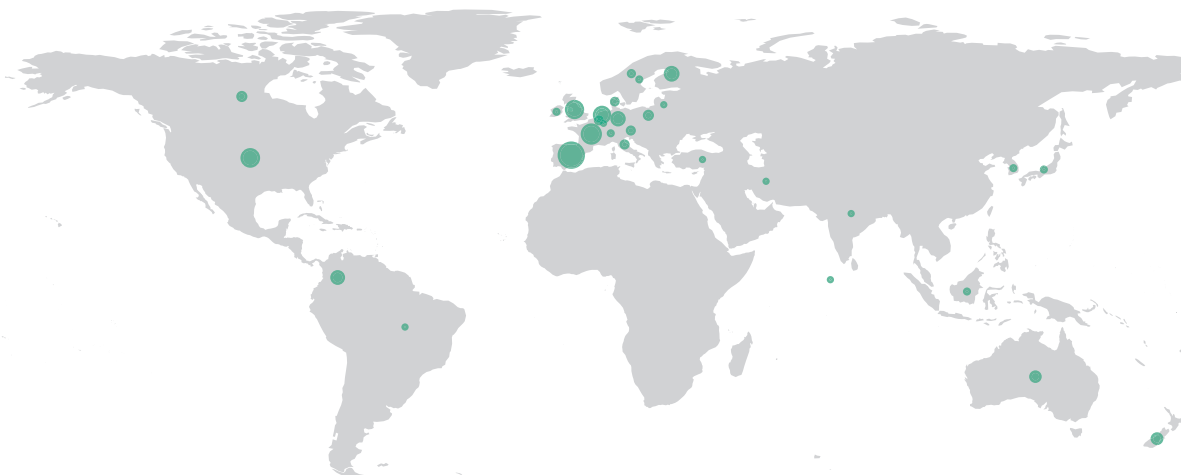
AGRICULTURE AND FOOD INDUSTRIES



The agriculture and food industries group together all co-operatives that operate along the entire agricultural value chain, starting from the cultivation of agricultural products and livestock farming to the industrial processing of agricultural products and animals. This sector includes both agricultural producers' co-operatives and consortia of co-operatives, or similar arrangements, to carry out the processing and marketing of agricultural goods for members.

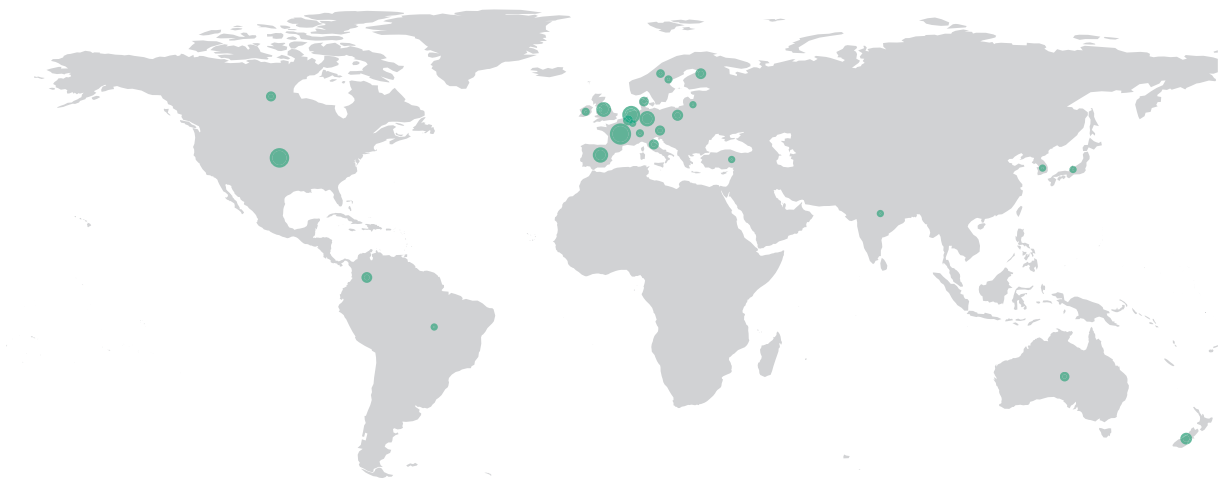
Overall, data was collected for **523 co-operatives** distributed in **30 countries**, with a total turnover in 2012 of **598.90 billion** US dollars.

F. 5 CO-OPERATIVES IN THE AGRICULTURE AND FOOD INDUSTRIES SECTOR BY COUNTRY



Looking at the co-operatives with a turnover of over 100 million USD, there are **328 co-operatives** distributed in **27 countries**, with a total turnover of **591.64 billion** US dollars.

F. 6 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD IN THE AGRICULTURE AND FOOD INDUSTRIES SECTOR BY COUNTRY



T. 5 THE 30 LARGEST CO-OPERATIVES IN THE AGRICULTURE AND FOOD INDUSTRIES SECTOR BY TURNOVER

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SOURCE
1	1	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	56.85	Euricse
2	3	NH NONGHYUP (FORMERLY NACF)	South Korea	50.71	WCM questionnaire
3	2	CHS INC.	USA	40.60	WCM questionnaire
4	4	FONTERRA COOPERATIVE GROUP	New Zealand	16.26	NZ.coop
5	6	LAND O'LAKES, INC.	USA	14.12	NCB
6	8	BAYWA GROUP	Germany	13.90	Euricse
7	7	ROYAL FRIESLANDCAMPINA	Netherlands	13.60	NCR
8	5	DAIRY FARMERS OF AMERICA	USA	12.14	NCB
9	9	ARLA FOODS AMBA	Denmark	11.16	Amadeus
10	10	LEVERANDØRSELSKABET DANISH CROWN AMBA	Denmark	10.29	WCM questionnaire
11	11	GROWMARK, INC.	USA	10.06	NCB
12	12	AGRAVIS RAIFFEISEN AG	Germany	9.38	Euricse
13	13	SUEDZUCKER	Germany	9.23	Euricse
14	-	FORFARMERS GROUP	Netherlands	8.66	NCR
15	15	DLG GROUP	Denmark	8.59	Euricse
16	14	IN VIVO	France	7.48	CoopFR
17	20	TEREOS	France	6.65	CoopFR
18	21	TERRENA	France	5.91	CoopFR
19	18	DMK DEUTSCHES MILCHKONTOR GMBH	Germany	5.81	Euricse
20	-	FLORAHOLLAND	Netherlands	5.80	NCR
21	19	SODIAAL	France	5.75	CoopFR
22	-	LANTMÄNNEN	Sweden	5.62	Euricse
23	22	VIVESCIA (CHAMPAGNE CÉRÉALES + NOURICIA)	France	5.25	CoopFR
24	23	LA COOP FÉDÉRÉE	Canada	4.98	WCM questionnaire
25	25	AG PROCESSING INC.	USA	4.92	NCB
26	-	AGRIAL	France	4.76	CoopFR
27	27	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)	India	4.65	WCM questionnaire
28	24	AXÉRÉAL	France	4.49	CoopFR
29	-	MFA	USA	4.22	Euricse
30	28	AGRICOLA TRE VALLI	Italy	4.14	Euricse

TOTAL TURNOVER (BILLION USD) **365.97**

T. 6 THE 30 LARGEST CO-OPERATIVES IN THE AGRICULTURE AND FOOD INDUSTRIES SECTOR BY TURNOVER ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER /GDP PER CAPITA (2012)	SOURCE
1	1	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)	India	3,096,402.45	WCM questionnaire
2	2	NH NONGHYUP (FORMERLY NACF)	South Korea	2,244,694.95	WCM questionnaire
3	3	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	1,216,528.28	Euricse
4	4	CHS INC.	USA	784,547.53	WCM questionnaire
5	5	FONTERRA COOPERATIVE GROUP	New Zealand	420,892.81	NZ.coop
6	6	BAYWA GROUP	Germany	326,212.33	Euricse
7	9	ROYAL FRIESLANDCAMPINA	Netherlands	295,967.89	NCR
8	8	LAND O'LAKES, INC.	USA	272,780.53	NCB
9	7	DAIRY FARMERS OF AMERICA	USA	234,595.89	NCB
10	11	AGRAVIS RAIFFEISEN AG	Germany	220,181.69	Euricse
11	13	SUEDZUCKER	Germany	216,584.84	Euricse
12	16	ARLA FOODS	Denmark	198,085.26	Amadeus
13	14	GROWMARK, INC.	USA	194,343.57	NCB
14	-	FORFARMERS GROUP	Netherlands	188,392.79	NCR
15	15	IN VIVO	France	188,233.03	CoopFR
16	18	LEVERANDØRSELSKABET DANISH CROWN	Denmark	182,549.53	WCM questionnaire
17	22	TEREOS	France	167,218.65	CoopFR
18	27	DLG GROUP	Denmark	152,318.57	Euricse
19	23	TERRENA	France	148,660.93	CoopFR
20	20	SODIAAL	France	144,743.56	CoopFR
21	21	DMK DEUTSCHES MILCHKONTOR	Germany	136,294.81	Euricse
22	25	VIVESCIA	France	132,194.69	CoopFR
23	-	FLORAHOLLAND	Netherlands	126,265.09	NCR
24	26	COOPERATIVA LECHERA COLANTA	Colombia	123,367.12	COLCoop
25	29	AGRICOLA TRE VALLI	Italy	122,357.59	Euricse
26	-	AGRIAL	France	119,778.62	CoopFR
27	30	AXÉRÉAL	France	112,873.42	CoopFR
28	-	LANTMÄNNEN	Sweden	102,066.54	Euricse
29	-	LA COOP FÉDÉRÉE	Canada	97,322.77	WCM questionnaire
30	-	AG PROCESSING INC.	USA	95,075.11	NCB



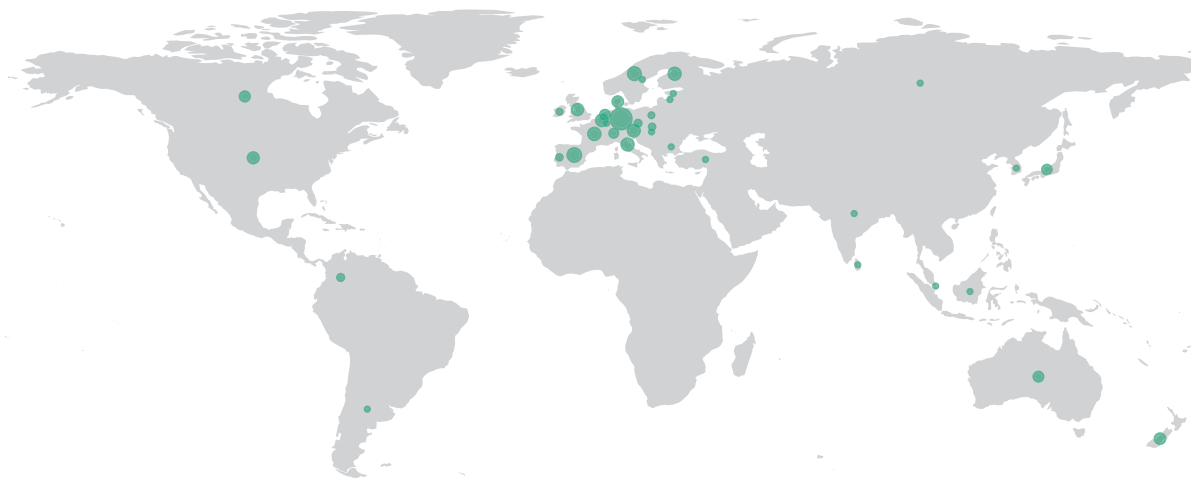
WHOLESALE AND RETAIL TRADE



This sector includes co-operatives formed to purchase and supply goods and services at competitive conditions in the interest of members.

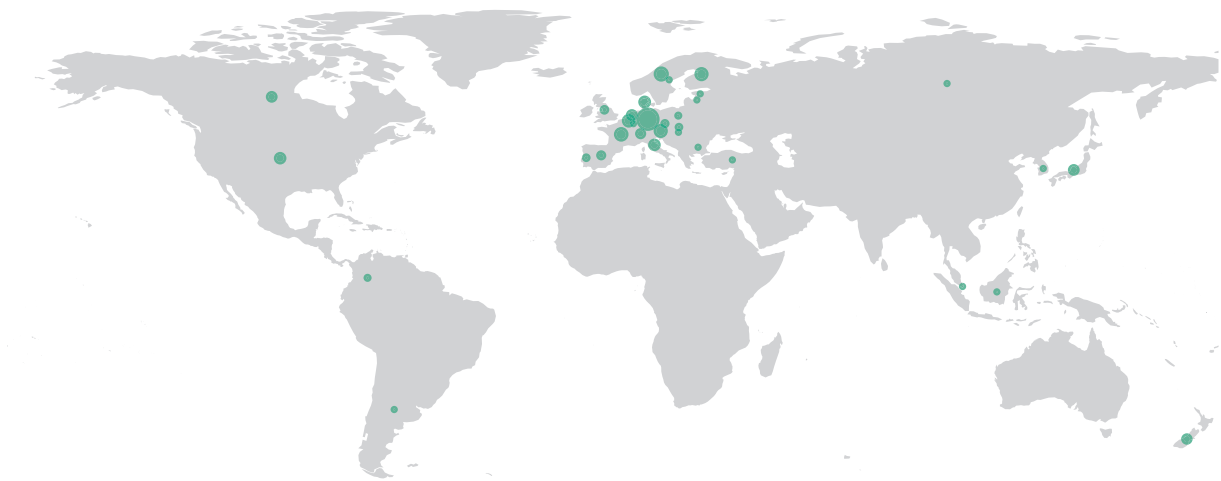
Overall, data was collected for **405 co-operatives** distributed in **37 countries**, with a total turnover in 2012 of **563.86 billion** US dollars.

F. 7 CO-OPERATIVES IN THE WHOLESALE AND RETAIL TRADE SECTOR BY COUNTRY



Looking at the co-operatives with a turnover of over 100 million USD, there are **330 co-operatives** distributed in **33 countries**, with a total turnover of **561.82 billion** US dollars.

F. 8 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD IN THE WHOLESALE AND RETAIL TRADE SECTOR BY COUNTRY



T. 7 THE 20 LARGEST CO-OPERATIVES IN THE WHOLESALE AND RETAIL TRADE SECTOR BY TURNOVER

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SOURCE
1	2	ACDLEC - E.LECLERC	France	57.66	CoopFR
2	1	REWE GROUP	Germany	54.84	Euricse
3	3	EDEKA ZENTRALE	Germany	41.83	Euricse
4	5	SYSTÈME U	France	30.62	CoopFR
5	4	COOP SWISS	Switzerland	29.21	Euricse
6	6	MIGROS	Switzerland	27.31	Amadeus
7	7	THE CO-OPERATIVE GROUP LIMITED	UK	22.16	Co-operatives UK
8	9	JOHN LEWIS PARTNERSHIP PLC	UK	15.50	Co-operatives UK
9	8	SOK CORPORATION	Finland	15.45	Pellervo
10	10	WAKEFERN FOOD CORP.	USA	11.01	NCB
11	13	FEDERATED CO-OPERATIVES LIMITED	Canada	8.83	Euricse
12	12	COÖPERATIEVE INKOOPVERENIGING SUPERUNIE B.A.	Netherlands	8.56	Amadeus
13	11	GRUPO EROSKI	Spain	8.21	CEPES
14	14	ASSOCIATED WHOLESALE GROCERS, INC	USA	7.85	NCB
15	-	COOP AMBA	Denmark	7.16	Amadeus
16	-	FENACO	Switzerland	6.34	Amadeus
17	20	NOWEDA	Germany	6.07	Euricse
18	15	ASTERA	France	5.89	CoopFR
19	16	KOOPERATIVA FÖRBUNDET (KF)	Sweden	5.82	Euricse
20	18	COOP NORGE	Norway	5.57	Amadeus

TOTAL TURNOVER (BILLION USD) **375.90**

T. 8 THE 20 LARGEST CO-OPERATIVES IN THE WHOLESALE AND RETAIL TRADE SECTOR BY TURNOVER ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER /GDP PER CAPITA (2012)	SOURCE
1	2	ACDLEC - E.LECLERC	France	1,450,755.42	CoopFR
2	1	REWE GROUP	Germany	1,287,326.15	Euricse
3	3	EDEKA ZENTRALE	Germany	981,942.14	Euricse
4	4	SYSTÈME U	France	770,493.88	CoopFR
5	5	THE CO-OPERATIVE GROUP LIMITED	UK	569,277.01	Co-operatives UK
6	7	JOHN LEWIS PARTNERSHIP PLC	UK	398,301.88	Co-operatives UK
7	6	COOP SWISS	Switzerland	370,039.02	Euricse
8	8	MIGROS	Switzerland	346,060.06	Amadeus
9	9	SOK CORPORATION	Finland	338,089.62	Pellervo
10	10	GRUPO EROSKI	Spain	290,373.15	CEPES
11	11	WAKEFERN FOOD CORP.	USA	212,759.54	NCB
12	12	COÖPERATIEVE INKOOPVERENIGING SUPERUNIE B.A.	Netherlands	186,319.21	Amadeus
13	14	FEDERATED CO-OPERATIVES LIMITED	Canada	172,518.73	Euricse
14	13	ASSOCIATED WHOLESALE GROCERS, INC	USA	151,733.69	NCB
15	15	ASTERA	France	148,129.76	CoopFR
16	18	NOWEDA	Germany	142,440.47	Euricse
17	-	COOP AMBA	Denmark	127,114.00	Amadeus
18	17	SANACORP EG	Germany	115,122.12	Amadeus
19	19	KOOPERATIVA FÖRBUNDET (KF)	Sweden	105,769.06	Euricse
20	20	UNICOOP FIRENZE	Italy	93,887.31	CoopIT



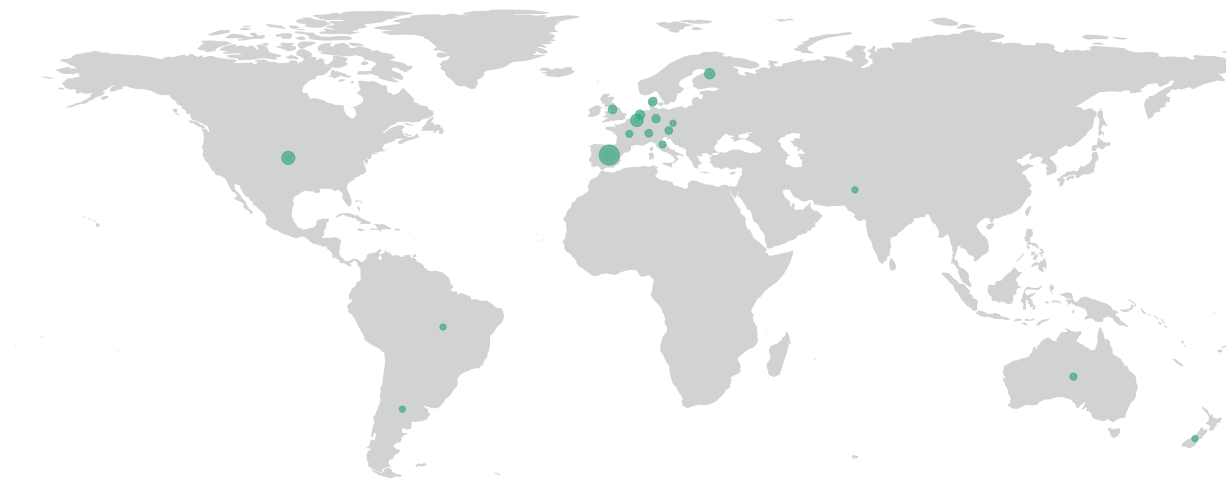
INDUSTRY AND UTILITIES



This sector includes co-operatives surveyed by the World Co-operative Monitor operating in industrial sectors, with the exception of the food industry and utilities; that is, co-operatives that are active in the management of infrastructure for a public service, such as electricity, natural gas, and water. The industrial sector also includes worker co-operatives in the construction sector.

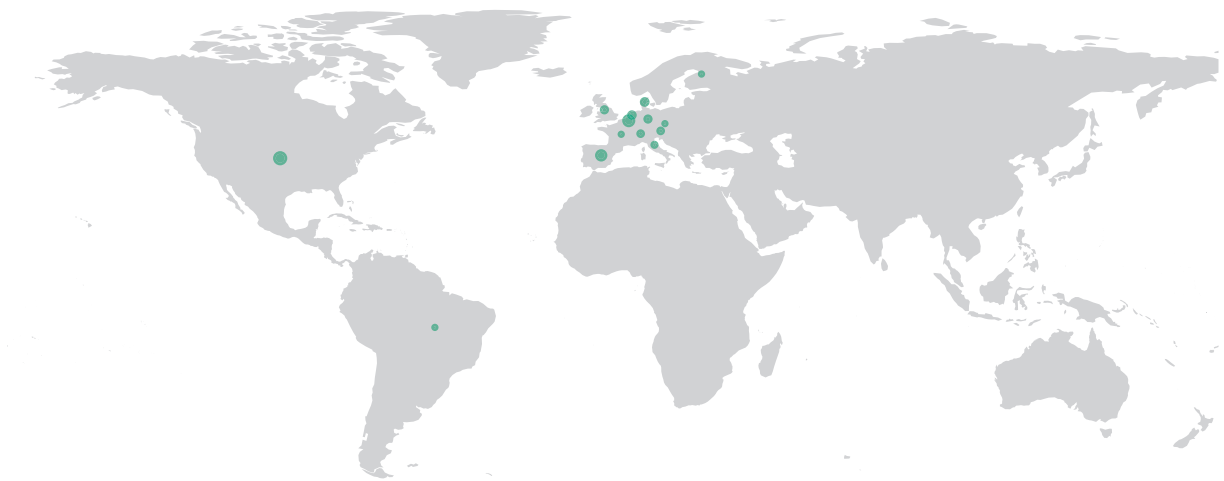
Overall, data was collected for **154 co-operatives** distributed in **18 countries**, with a total turnover in 2012 of **85.01 billion** US dollars.

F. 9 CO-OPERATIVES IN THE INDUSTRY AND UTILITIES SECTOR BY COUNTRY



Looking at the co-operatives with a turnover of over 100 million USD, there are **80 co-operatives** distributed in **14 countries**, with a total turnover of **83.81 billion** US dollars.

F. 10 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD IN THE INDUSTRY AND UTILITIES SECTOR BY COUNTRY



T. 9 THE 15 LARGEST CO-OPERATIVES IN THE INDUSTRY AND UTILITIES SECTOR BY TURNOVER

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SOURCE
1	1	MONDRAGON	Spain	18.58	CEPES
2	-	METSÄ GROUP	Finland	6.60	Pellervo
3	2	COPERSUCAR	Brazil	5.48	Euricse
4	-	ACE HARDWARE CORP.	USA	3.83	NCB
5	-	DO-IT-BEST CORP.	USA	2.59	NCB
6	3	NATIONAL CABLE TELEVISION, INC.	USA	2.34	Euricse
7	6	BASIN ELECTRIC POWER COOPERATIVE	USA	1.92	NCB
8	7	EANDIS	Belgium	1.74	Amadeus
9	4	CCC	Italy	1.64	Euricse
10	8	OK A.M.B.A.	Denmark	1.63	Amadeus
11	14	SACMI	Italy	1.61	Euricse
12	-	UNITED MERCHANTS PUBLIC LIMITED COMPANY	UK	1.49	Co-operatives UK
13	5	FAGOR ELECTRODOMÉSTICOS	Spain	1.42	CEPES
14	-	TRUE VALUE CORPORATION	USA	1.40	NCB
15	9	OGLETHORPE POWER CORPORATION	USA	1.32	NCB

TOTAL TURNOVER (BILLION USD) **53.60**

T. 10 THE 15 LARGEST CO-OPERATIVES IN THE INDUSTRY AND UTILITIES SECTOR BY TURNOVER ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER /GDP PER CAPITA (2012)	SOURCE
1	1	MONDRAGON	Spain	657,143.09	CEPES
2	2	COPERSUCAR	Brazil	483,348.57	Euricse
3	-	METSÄ GROUP	Finland	144,412.90	Pellervo
4	-	ACE HARDWARE CORP.	USA	74,069.69	NCB
5	3	FAGOR ELECTRODOMÉSTICOS	Spain	50,318.28	CEPES
6	-	DO-IT-BEST CORP.	USA	50,030.38	NCB
7	4	CCC	Italy	48,609.68	Euricse
8	8	SACMI	Italy	47,557.34	Euricse
9	5	NATIONAL CABLE TELEVISION, INC.	USA	45,192.89	Euricse
10	6	EANDIS	Belgium	40,055.88	Amadeus
11	-	UNITED MERCHANTS PUBLIC LIMITED COMPANY	UK	38,280.20	Co-operatives UK
12	7	BASIN ELECTRIC POWER COOPERATIVE	USA	37,083.16	NCB
13	12	OK A.M.B.A.	Denmark	28,982.15	Amadeus
14	15	FAGOR EDERLAN	Spain	27,217.23	CEPES
15	-	TRUE VALUE CORPORATION	USA	27,034.57	NCB



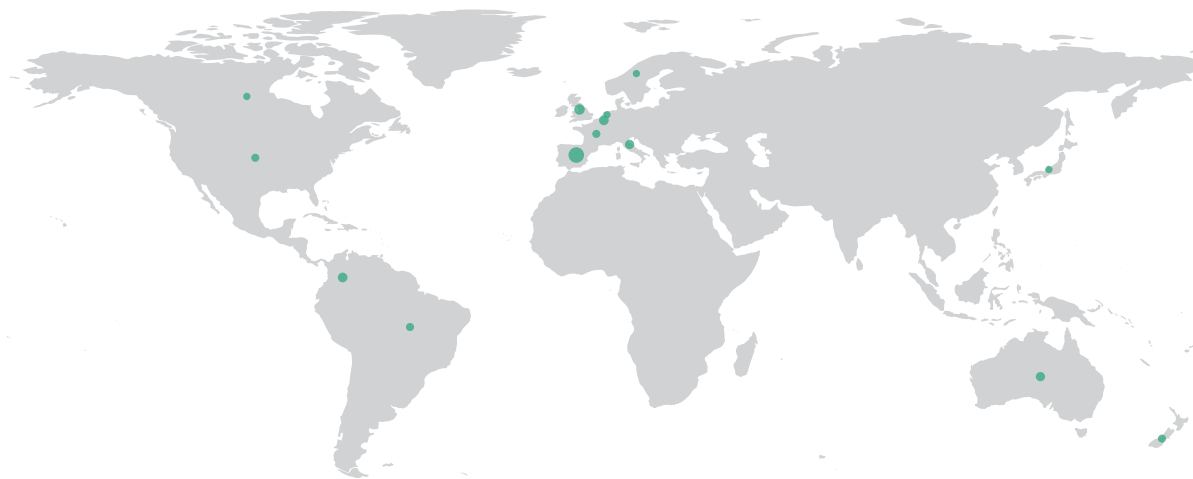
HEALTH AND SOCIAL CARE



This sector includes co-operatives that manage health, social, or educational services. The data presented below shows how information was collected across the world, especially in Europe and South America.

Data was collected for **65 co-operatives** distributed in **14 countries**, with a total turnover in 2012 of **15.11 billion** US dollars.

F. 11 CO-OPERATIVES IN THE HEALTH AND SOCIAL CARE SECTOR BY COUNTRY



Looking at the co-operatives with a turnover of over 100 million USD, there are **18 co-operatives** distributed in **10 countries**, with a total turnover of **14.22 billion** US dollars.

F. 12 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD IN THE HEALTH AND SOCIAL CARE SECTOR BY COUNTRY



T. 11 THE 10 LARGEST CO-OPERATIVES IN THE HEALTH AND SOCIAL CARE SECTOR BY TURNOVER

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SOURCE
1	1	HEALTHPARTNERS INC.	USA	3.98	NCB
2	2	GROUP HEALTH COOPERATIVE	USA	3.63	NCB
3	3	FUNDACIÓN ESPRIU	Spain	1.80	WCM questionnaire
4	-	GROUPE WELCOOP	France	1.21	CoopFR
5	7	CENTRAL NACIONAL UNIMED COOPERATIVA CENTRAL	Brazil	0.90	WCM questionnaire
6	-	SOUTHERN CROSS MEDICAL CARE SOCIETY	New Zealand	0.54	NZ.coop
7	-	INTERCOMMUNALE DE SANTE PUBLIQUE DU PAYS DE CHARLEROI	Belgium	0.51	Amadeus
8	-	COOPERATIVA DE SALUD Y DESARROLLO INTEGRAL ZONA SUR ORIENTAL DE CARTAGENA	Colombia	0.33	COLCoop
9	-	ASSOCIATION INTERCOMMUNALE DE SOINS ET D'HOSPITALISATION	Belgium	0.19	Amadeus
10	-	CENTRE HOSPITALIER UNIVERSITAIRE ET PSYCHIATRIQUE DE MONS-BORINAGE	Belgium	0.19	Amadeus

TOTAL TURNOVER (BILLION USD) **13.29**

T. 12 THE 10 LARGEST CO-OPERATIVES IN THE HEALTH AND SOCIAL CARE SECTOR BY TURNOVER ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER /GDP PER CAPITA (2012)	SOURCE
1	6	CENTRAL NACIONAL UNIMED COOPERATIVA CENTRAL	Brazil	79,691.04	WCM questionnaire
2	4	HEALTHPARTNERS INC.	USA	76,813.73	NCB
3	5	GROUP HEALTH COOPERATIVE	USA	70,127.55	NCB
4	7	FUNDACIÓN ESPRIU	Spain	63,787.48	WCM questionnaire
5	-	COOPERATIVA DE SALUD Y DESARROLLO INTEGRAL ZONA SUR ORIENTAL DE CARTAGENA	Colombia	42,757.00	COLCoop
6	-	GROUPE WELCOOP	France	30,343.03	CoopFR
7	-	ENTIDAD COOPERATIVA SOLIDARIA DE SALUD DEL NORTE DE SOACHA - CONACOO	Colombia	14,714.65	COLCoop
8	-	SOUTHERN CROSS MEDICAL CARE SOCIETY	New Zealand	14,104.71	NZ.coop
9	-	INTERCOMMUNALE DE SANTE PUBLIQUE DU PAYS DE CHARLEROI	Belgium	11,852.80	Amadeus
10	-	COOPERATIVA MEDICA DEL VALLE Y DE PROFESIONALES DE COLOMBIA - CONSUMO	Colombia	11,444.01	COLCoop



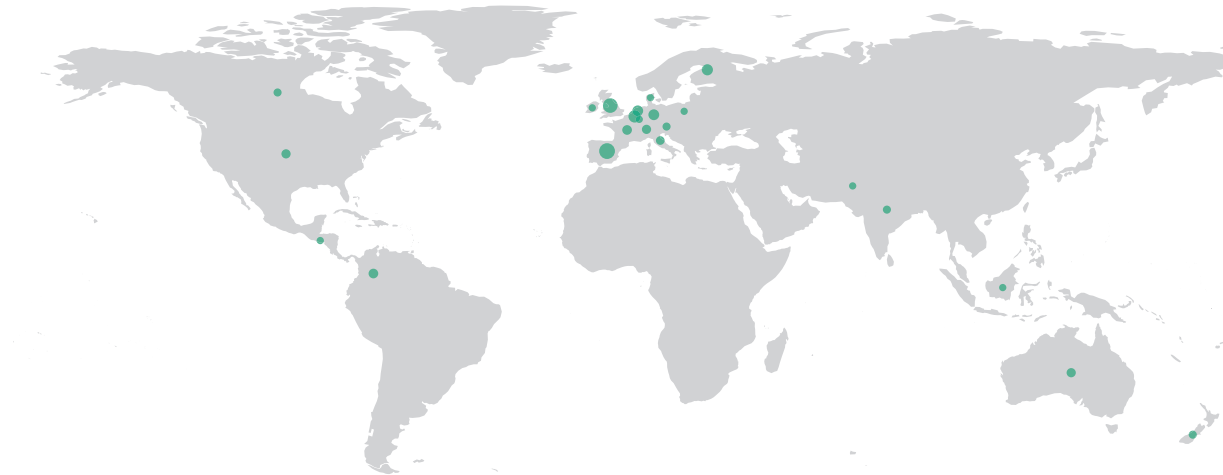
OTHER SERVICES



This category covers all co-operatives that provide services other than those included in health and social care, such as co-operative business services and transport.

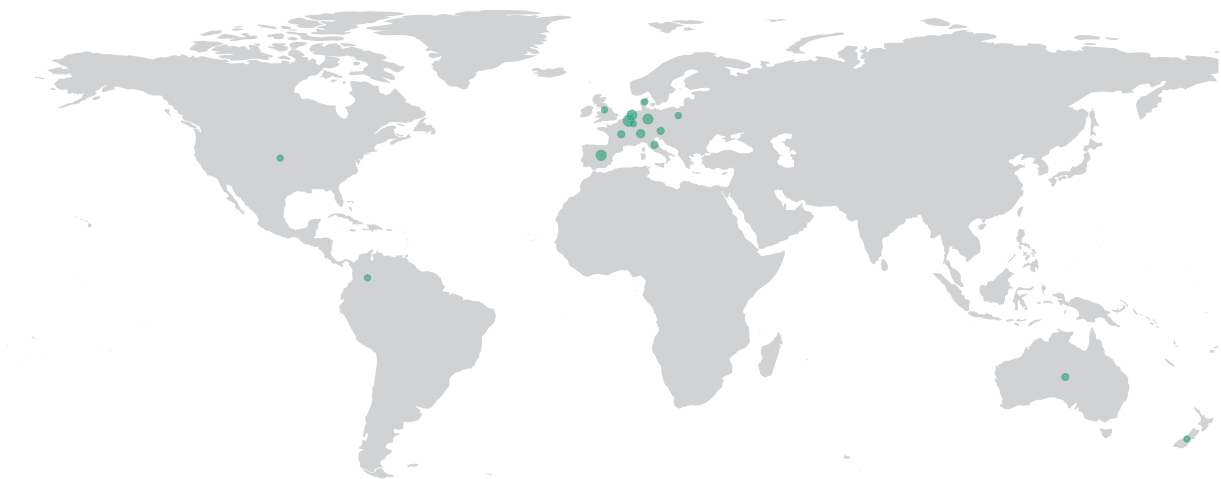
Data was collected for **130 co-operatives** distributed in **23 countries**, with a total turnover in 2012 of **22.96 billion** US dollars.

F. 13 CO-OPERATIVES IN THE OTHER SERVICES SECTOR BY COUNTRY



Looking at the co-operatives with a turnover of over 100 million USD, there are **56 co-operatives** distributed in **16 countries**, with a total turnover of **21.57 billion** US dollars.

F. 14 CO-OPERATIVES WITH TURNOVER OF OVER 100 MILLION USD IN THE OTHER SERVICES SECTOR BY COUNTRY



T. 13 THE 10 LARGEST CO-OPERATIVES IN THE OTHER SERVICES SECTOR BY TURNOVER

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SOURCE
1	1	GRUPO ASCES	Spain	3.03	CEPES
2	8	SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES	Belgium	1.61	Amadeus
3	9	CAMST	Italy	1.24	Euricse
4	3	DATEV EG	Germany	1.02	Amadeus
5	-	UNIPRO FOOD SERVICE, INC.	USA	0.99	NCB
6	-	COÖPERATIE PRICEWATERHOUSECOOPERS NEDERLAND U.A.	Netherlands	0.91	Amadeus
7	-	COÖPERATIE AVEBE U.A.	Netherlands	0.81	Amadeus
8	7	CENTRALE DER WERKGEVERS AAN DE HAVEN VAN ANTWERPEN	Belgium	0.71	Amadeus
9	4	GAD EG.	Germany	0.70	Amadeus
10	6	CIR	Italy	0.65	Euricse

TOTAL TURNOVER (BILLION USD) 11.68

T. 14 THE 10 LARGEST CO-OPERATIVES IN THE OTHER SERVICES SECTOR BY TURNOVER ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	TURNOVER /GDP PER CAPITA (2012)	SOURCE
1	1	GRUPO ASCES	Spain	107,338.19	CEPES
2	9	SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES	Belgium	37,103.51	Amadeus
3	6	CAMST	Italy	36,776.70	Euricse
4	-	SPÓŁDZIALNIA MIESZKANIOWA LOKATORSKO - WŁASNO CIOWA OSIEDLE WIESZCZÓW W CZAPLINKU	Poland	31,516.04	Amadeus
5	2	DATEV EG	Germany	23,927.22	Amadeus
6	-	COÖPERATIE PRICEWATERHOUSECOOPERS NEDERLAND U.A.	Netherlands	19,905.21	Amadeus
7	4	CIR	Italy	19,161.73	Euricse
8	-	UNIPRO FOOD SERVICE, INC.	USA	19,072.99	NCB
9	-	UNIVERSIDAD COOPERATIVA DE COLOMBIA - CAFIHUILA LTDA	Colombia	18,113.41	COLCoop
10	-	COÖPERATIE AVEBE U.A.	Netherlands	17,651.91	Amadeus



BANKING AND FINANCIAL SERVICES



This sector includes co-operative banks and credit unions providing banking and financial intermediation services, democratically controlled by member customers (borrowers and depositors). Also included are credit unions and banks whose capital owners are composed of individuals without rights regarding the management of the bank or credit union.

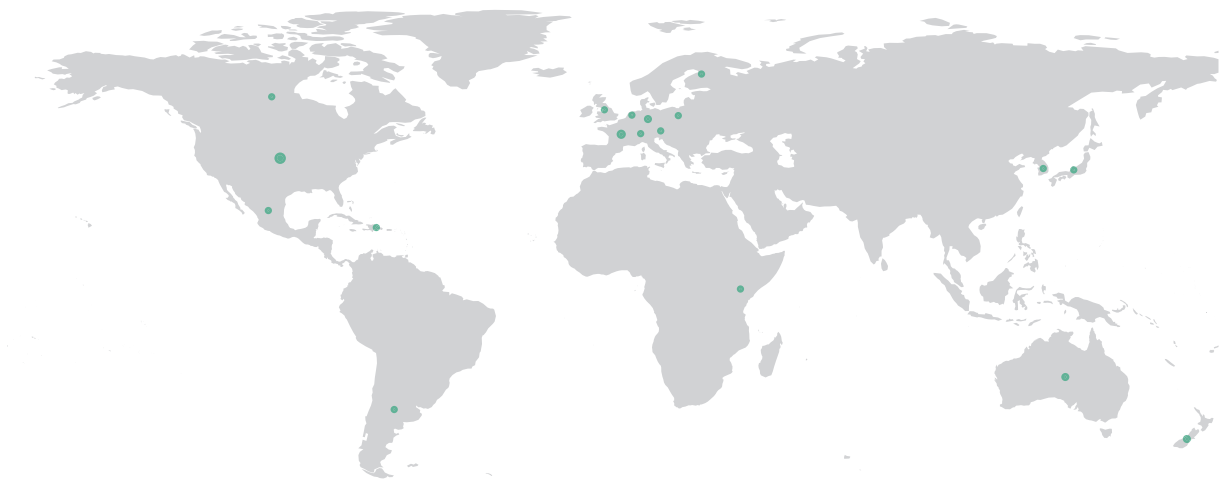
Overall, data was collected for **90 co-operative** banks, credit unions, and other financial co-operatives distributed in **33 countries**, with a total net banking income of **164.96 billion** US dollars.

F. 15 CO-OPERATIVES IN THE BANKING AND FINANCIAL SERVICES SECTOR BY COUNTRY



Looking at the co-operatives with a net banking income of over 100 million USD, there are **33 co-operatives** distributed in **18 countries**, with **163.19 billion** US dollars.

F. 16 CO-OPERATIVES WITH NET BANKING INCOME OF OVER 100 MILLION USD IN THE BANKING AND FINANCIAL SERVICES SECTOR BY COUNTRY



T. 15 THE 15 LARGEST CO-OPERATIVES IN THE BANKING AND FINANCIAL SERVICES SECTOR BY NET BANKING INCOME

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	INCOME 2012 (BILLION USD)	SOURCE
1	1	GROUPE CRÉDIT AGRICOLE	France	40.90	CoopFR
2	2	GROUPE BPCE	France	28.96	CoopFR
3	3	GROUPE CRÉDIT MUTUEL	France	19.26	CoopFR
4	5	RABOBANK GROUP	Netherlands	15.04	WCM questionnaire
5	4	DESJARDINS GROUP	Canada	12.57	WCM questionnaire
6	-	THE NORINCHUKIN BANK	Japan	11.19	Euricse
7	6	FEDERAL FARM CREDIT BANKS FUNDING CORPORATION	USA	6.48	Euricse
8	7	RZB	Austria	4.66	Euricse
9	8	DZ BANK	Germany	4.30	Euricse
10	10	NAVY FEDERAL CREDIT UNION	USA	3.65	NCB
11	12	SWISS UNION OF RAIFFEISEN BANKS	Switzerland	2.29	Euricse
12	11	OP-POHJOLA GROUP	Finland	2.23	Pellervo
13	9	AGRIBANK, FCB	USA	1.56	NCB
14	13	COBANK	USA	1.24	WCM questionnaire
15	-	STATE EMPLOYEES CREDIT UNION, INC.	USA	0.95	NCB

TOTAL NET BANKING INCOME (BILLION USD) **155.28**

T. 16 THE 15 LARGEST CO-OPERATIVES IN THE BANKING AND FINANCIAL SERVICES SECTOR BY NET BANKING INCOME ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	INCOME/GDP PER CAPITA (2012)	SOURCE
1	1	GROUPE CRÉDIT AGRICOLE	France	1,029,140.00	CoopFR
2	2	GROUPE BPCE	France	728,564.73	CoopFR
3	3	GROUPE CRÉDIT MUTUEL	France	484,691.74	CoopFR
4	5	RABOBANK GROUP	Netherlands	327,261.42	WCM questionnaire
5	4	DESJARDINS GROUP	Canada	245,460.52	WCM questionnaire
6	-	THE NORINCHUKIN BANK	Japan	239,527.16	Euricse
7	-	THE CO-OPERATIVE BANK OF KENYA LIMITED AND SUBSIDIARIES	Kenya	167,351.15	Euricse
8	6	FEDERAL FARM CREDIT BANKS FUNDING CORPORATION	USA	125,162.90	Euricse
9	8	DZ BANK	Germany	100,982.06	Euricse
10	7	RZB	Austria	99,572.07	Euricse
11	10	NAVY FEDERAL CREDIT UNION	USA	70,552.69	NCB
12	-	NATIONAL ASSOCIATION OF COOPERATIVE SAVINGS AND CREDIT UNIONS (NACSCU)	Poland	66,135.73	WCM questionnaire
13	-	COOPERATIVA NACIONAL DE SERVICIOS MÚLTIPLES DE LOS MAESTROS, INC. (COOPNAMA)	Dominican Republic	50,071.22	WCM questionnaire
14	11	OP-POHJOLA GROUP	Finland	48,830.68	Pellervo
15	9	AGRIBANK, FCB	USA	30,145.77	NCB



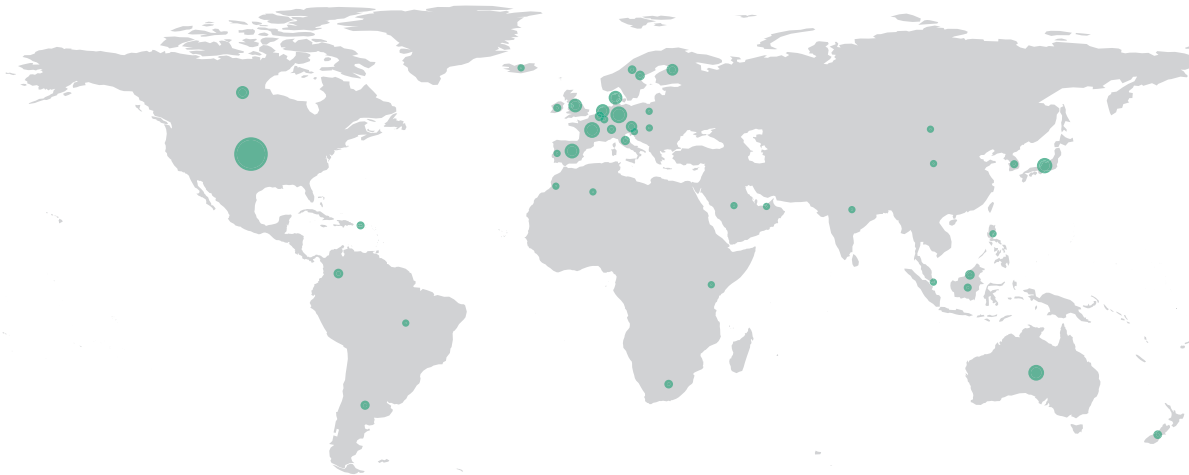
INSURANCE CO-OPERATIVES AND MUTUALS



This section is dedicated to mutual organisations and co-operatives owned and democratically controlled by their insured customers. These entities enable members to obtain insurance policies at more favourable conditions than those available on the open market.

Overall, data was collected for **518 insurance** co-operatives and mutuals distributed in **43 countries**, with a total premium income in 2012 of **1156.48 billion** US dollars.

F. 17 INSURANCE CO-OPERATIVES AND MUTUALS BY COUNTRY



Looking at the co-operatives with a premium income of over 100 million USD, there are **452 insurance co-operatives and mutuals** distributed in **39 countries**, with a total premium income of **1151.15 billion** US dollars.

F. 18 INSURANCE CO-OPERATIVES AND MUTUALS WITH PREMIUM INCOME OF OVER 100 MILLION USD BY COUNTRY



T. 17 THE 15 LARGEST INSURANCE CO-OPERATIVES AND MUTUALS BY PREMIUM INCOME

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	PREMIUM INCOME 2012 (BILLION USD)	SOURCE
1	1	ZENKYOREN	Japan	77.61	WCM questionnaire
2	2	NIPPON LIFE	Japan	64.62	ICMIF
3	4	MEIJI YASUDA LIFE	Japan	62.41	ICMIF
4	3	STATE FARM	USA	58.28	ICMIF
5	5	KAISER PERMANENTE	USA	50.60	ICMIF
6	6	SUMITOMO LIFE	Japan	31.19	ICMIF
7	8	LIBERTY MUTUAL	USA	30.19	ICMIF
8	7	NATIONWIDE	USA	28.33	ICMIF
9	10	MAPFRE	Spain	27.73	ICMIF
10	9	ACHMEA	Netherlands	26.27	ICMIF
11	11	NEW YORK LIFE	USA	22.35	ICMIF
12	-	MASSMUTUAL FINANCIAL	USA	21.51	ICMIF
13	14	FARMERS INSURANCE GROUP	USA	19.25	ICMIF
14	12	COVÉA	France	19.03	ICMIF
15	-	NORTHWESTERN MUTUAL	USA	16.18	ICMIF

TOTAL PREMIUM INCOME (BILLION USD) **555.54**

T. 18 THE 15 LARGEST INSURANCE CO-OPERATIVES AND MUTUALS BY PREMIUM INCOME ON GDP PER CAPITA

RANK 2012	RANK 2011	ORGANISATION	COUNTRY	PREMIUM INCOME/GDP PER CAPITA (2012)	SOURCE
1	1	ZENKYOREN	Japan	1,660,822.04	WCM questionnaire
2	2	NIPPON LIFE	Japan	1,382,907.91	ICMIF
3	4	MEIJI YASUDA LIFE	Japan	1,335,442.57	ICMIF
4	3	STATE FARM	USA	1,126,293.97	ICMIF
5	6	MAPFRE	Spain	980,620.39	ICMIF
6	5	KAISER PERMANENTE	USA	977,804.96	ICMIF
7	7	SUMITOMO LIFE	Japan	667,419.97	ICMIF
8	9	LIBERTY MUTUAL	USA	583,390.86	ICMIF
9	10	ACHMEA	Netherlands	571,535.67	ICMIF
10	8	NATIONWIDE	USA	547,451.82	ICMIF
11	12	COVÉA	France	478,888.56	ICMIF
12	-	UNIPOL	Italy	444,507.14	ICMIF
13	11	NEW YORK LIFE	USA	431,831.85	ICMIF
14	-	MASSMUTUAL FINANCIAL	USA	415,664.95	ICMIF
15	14	FARMERS INSURANCE GROUP	USA	371,915.23	ICMIF

TOP 300

USING THE WORLD CO-OPERATIVE MONITOR DATA TO IDENTIFY THE TOP 300 CO-OPERATIVE AND MUTUAL ORGANISATIONS

As mentioned previously, the Alliance - with the support of Euricse - aims to create a system to monitor, over time, the economic performance of the largest co-operatives in the world, along with other important aspects, such as employees, number of user services, and types of services offered.

An interesting exercise will be now performed: applying the Global300 methodology to data collected by the World Co-operative Monitor in an effort to identify the top 300 co-operatives and mutuals in terms of revenue (Appendix 1) and in terms of revenue on GDP per capita (Appendix 2).

Results of this exercise have to be considered carefully; varying economic indicators have been used for different types of organisations (net banking income for banks, premium income for insurance co-operatives and mutuals, and turnover for other co-operatives).

26 countries

2,205.7 billion USD
Turnover in 2012

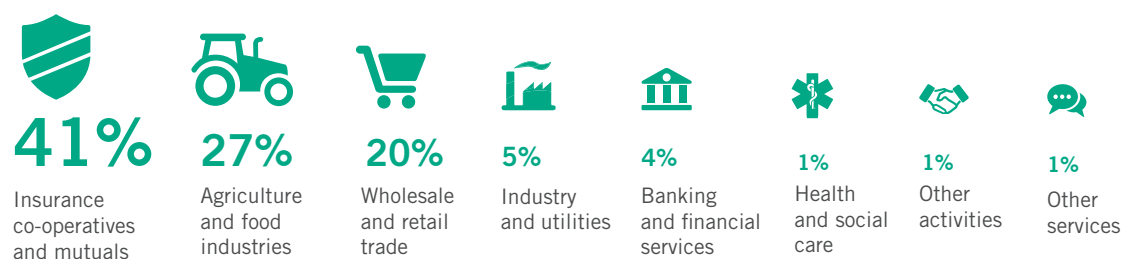
TOP300	
Top 300 co-operative and mutual organisations by turnover	
billion USD (turnover in 2012)	
Turnover (excluding banking and insurance sectors)	1,028.3
Total net banking income	153.1
Total insurance co-ops and mutuals premium income	1,024.3

TOP300

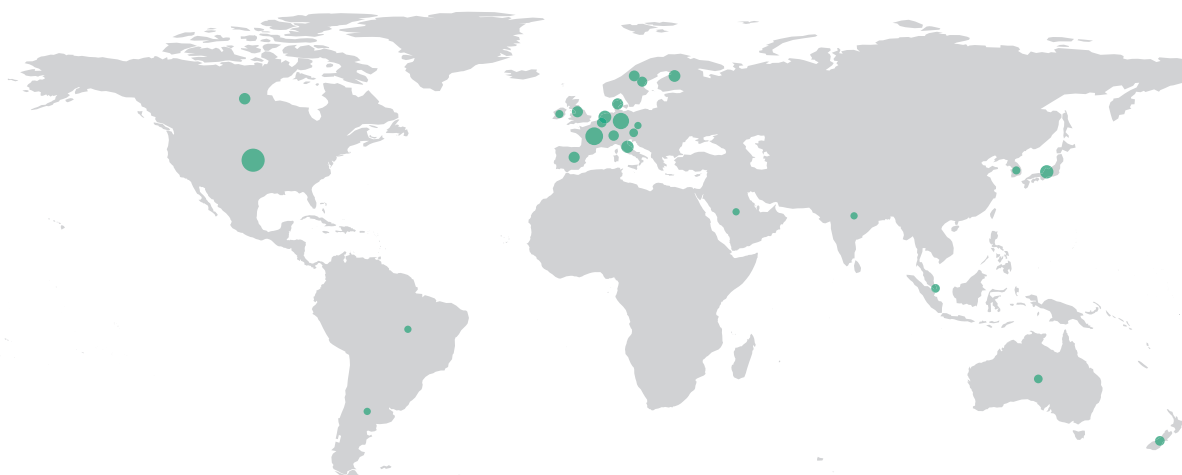
BY TURNOVER

Top 300 co-operative and mutual organisations by turnover

F. 19 TOP 300 CO-OPERATIVE AND MUTUAL ORGANISATIONS BY SECTOR



F. 20 TOP 300 CO-OPERATIVE AND MUTUAL ORGANISATIONS BY COUNTRY



TOP300

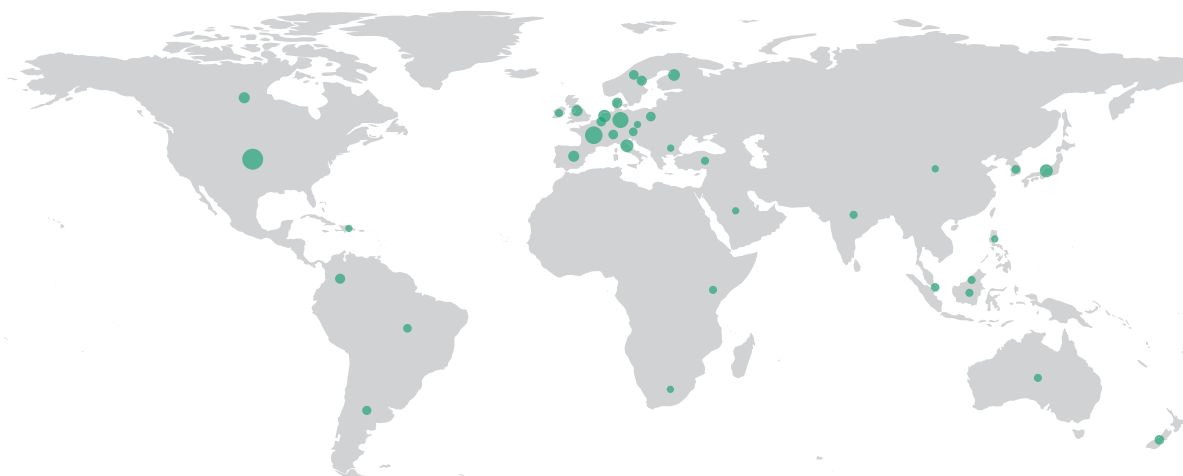
BY TURNOVER ON GDP PER CAPITA

Top 300 co-operative and mutual organisations
by turnover on GDP per capita

F. 21 TOP 300 CO-OPERATIVE AND MUTUAL ORGANISATIONS BY SECTOR BY TURNOVER ON GDP PER CAPITA



F. 22 TOP 300 CO-OPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER ON GDP PER CAPITA BY COUNTRY



WCM INTERVIEW

TALKING WITH THE INTERNATIONAL LABOUR ORGANIZATION (ILO): THE IMPORTANCE OF STATISTICS ON CO-OPERATIVES

We spoke with Simel Esim (ILO COOP) and Theo Sparreboom (ILO STAT) about the importance of collecting statistics on co-operatives.

Why is it important to collect statistics on co-operatives?

Paragraph 8 of the Recommendation 193 concerning the Promotion of Cooperatives encourages governments to ensure that national policies “seek to improve national statistics on cooperatives with a view to the formulation and implementation of development policies”.

Statistics on cooperatives are essential to quantify and analyse the impact they have on their owner-members and on the economy as a whole. They can provide evidence on, for example, how co-operatives fare in comparison with other economic units throughout economic cycles, and with respect to employment and income. Statistics on co-operatives also help to better understand how different business models impact on communities and workers, which is a topic of growing interest.

At the 19th International Conference of Labour Statisticians (ICLS) held in Geneva in October 2013, governments, workers’ and employers’ representatives reaffirmed the importance of having more comprehensive and (internationally) comparable statistics on co-operatives. It is worth mentioning that a specific item on statistics on co-operatives was included in the 2013 ICLS agenda for the first time in its history. The ILO was advised by the delegates to carry out further developmental work on the measurement of co-operatives through administrative registers or establishment or household surveys, and to introduce the topic for more indepth discussion at the forthcoming 20th ICLS (scheduled for 2018).

What is the current state of data collection on co-operatives and what are the plans for the future?

Important statistics on co-operatives relate to the number and characteristics of co-operatives, of members of co-operatives, of workers employed in co-operatives and the value added of co-operatives. Although work has been carried out in many countries, particularly as regards the development of national cooperative registers, complete and disaggregated statistics on co-operatives are often unavailable, including at the international level. The session at the ICLS in 2013 provided an opportunity to share experiences on the current production of statistics on co-operatives, as well as on the challenges faced in many countries regarding the coverage, completeness and up-to-dateness of available information.

The ICLS adopted a Resolution concerning further work on statistics of co-operatives, and several country representatives expressed their interest in sharing more details of their experiences, and to participate in pilot exercises to test new or modified measurement approaches (including, for example, Argentina, Iran, Moldova and Ukraine). The Resolution recommends that the Office, in cooperation with the ILO’s constituents and interested national statistical offices, carry out further developmental work on the measurement of co-operatives through administrative registers, establishment or household surveys.

The Cooperatives Unit of the ILO (COOP) was established in 1920 in recognition of the role of co-operatives in employment creation and their contribution to the achievement of social justice. The ILO, being concerned not only with the conditions of work but also with the conditions of workers, considered that the organizational form of co-operatives was of particular interest in this regard. Within the UN system, the ILO is the only organization to have a general, explicit mandate to work on co-operatives through its COOP Unit.

Located in the ILO's Enterprises Department, COOP contributes to the overall ILO mission of creating decent work for all through the promotion of sustainable enterprises of all types and sizes. Within this broad mandate, it is responsible for ILO's work on job creation and growth through cooperative enterprise development including applied research, policy advocacy and advisory services, technical cooperation and partnerships. Of particular importance is the implementation of the ILO Recommendation concerning Promotion of Co-operatives (R193) through advisory services on legal provisions and policies at the national and international levels.



SIMEL ESIM, the head of the International Labour Office's Cooperatives Unit, is a Turkish-American political economist, who has worked in social and economic development for the past 25 years. Ms. Esim holds a Ph.D. in economics and has worked on gender equality, informal economy, labor migration and enterprise development issues.



THEO SPARREBOOM is Senior Labour Economist in the Statistics Department of the International Labour Office in Geneva. Prior to joining the ILO in Geneva, he worked for many years in sub-Saharan Africa and Asia. He holds a PhD in economics from Erasmus University in Rotterdam, The Netherlands, and has an extensive publication record on labour market information and statistics.

FOR FURTHER INFORMATION

The text of Recommendation 193 is available at www.ilo.org

On the impact of different business models see for example the presentations of the conference on Tools to Measure Co-operative Performance and Impact hosted by the Centre of Excellence in Accounting and Reporting for Co-operatives (CEARC) and the Measuring the Co-operative Difference Research Network in Halifax, May 2014, available at www.smu.ca

19th International Conference of Labour Statisticians: Room Document 6, presentation and report available at www.ilo.org



Desjardins

The Jardins of Desjardins



NAME

DESJARDINS GROUP

Banking and financial services

WHERE

Canada

ABSOLUTE TURNOVER (CANADIAN)

5,126,000,000

IN 2012

EMPLOYEES

44,942

MEMBERS

5,641,217

2012
RANKINGS

BANKING AND FINANCIAL SERVICES SECTOR 5TH BY NET BANKING INCOME AND 5TH BY NET BANKING INCOME ON GDP PER CAPITA. IN TOP 300 RANKINGS 41 BY TURNOVER AND 50 BY TURNOVER ON GDP PER CAPITA.

WWW.DESJARDINS.COM

Tomatoes on the roof, ferns on the walls... The Desjardins Group, Canada's leading co-operative financial group and the fifth largest in the world, is taking the principle of sustainability to heart and introducing ground-breaking environmental initiatives at all levels – literally.

The roof of a bank might be one of the last places you'd expect to find an urban food garden. But the Caisse Populaire Desjardins du Mont-Royal, in downtown Montreal, is topped by a lush, brightly coloured mosaic: 30 kinds of fruits, vegetables, herbs and flowers, grown in Biotop gardening modules, including aubergines, chillies, basil and marigolds. The garden has environmental advantages, contributing to the bank's carbon-neutral target, and community benefits, since the produce is given to local people.

Meanwhile, in Lévis, across the river from Quebec City, the Desjardins Group's new headquarters features office space for 1,450 employees and the world's tallest indoor vertical garden, a green wall of 11,000 plants reaching 65 metres high. Elkhorn ferns, philodendrons and pollutant-eliminating peace lilies are just some of the 42 species growing hydroponically in panels made from recycled water bottles and plastic bags. "The employees are very proud of the living wall," says Pauline D'Amboise, Vice-President for Governance, Social Responsibility and Secretariat General for the Desjardins Group. "Sustainability is part of our DNA."

The Desjardins Group's co-operative identity and on-going commitment to community values have been essential to developing its current engagement with sustainability. The Caisse Populaire de Lévis, North America's first savings and credit co-operative, was founded by Alphonse Desjardins and his wife Dorimène in 1900. They wanted to fight against usury, democratize access to credit, promote savings and economic education and support local development. The Desjardins Group continued to develop after Alphonse's death, with hundreds more caisses founded. Insurance products were introduced and subsidiaries were later acquired or created in the fields of trust, mutual funds, industrial credit, investment, securities and assets management.

Today, the Desjardins Group has over 6 million members and clients, C\$223billion in total assets and 864 service outlets and 376 caisses in Quebec and Ontario, plus 400 establishments offering services outside the caisse network and more than 20 entities and business units providing a large range of financial and insurance services. Active in 30 developing and emerging countries through

Développement International Desjardins, the group also gives back C\$1 million every day to members and communities through scholarships, sponsorships, donations and its non-profit foundation. Performance and social responsibility can clearly go together: in 2014, Bloomberg named Desjardins the strongest bank in North America, and number two in the world.

In the past decade, the group's on-going commitment to community development has been joined by an engagement with environmental sustainability, with the living wall in Lévis just one of the more evident signs.

"We established a sustainable development policy as early as 2005," explains Suzanne Gendron, Managing Vice-President for Cooperation and Corporate Affairs. As well as favouring socially responsible investment, such as financing renewable energy projects, the Desjardins Group also offers a range of green products for its customers, like loans to businesses to help them reduce energy consumption, a special rate for insurance for eco-friendly cars and a programme that encourages green home building and renovations.

The group has also come up with a list of actions to help it become sustainable in the way it runs its business, from encouraging ethical purchasing and redistributing surplus food left over from functions to facilitating the use of alternative transportation by its 45,000-plus employees. "We encourage employees to use car pools, public transport, bikes, electric cars," says Pauline. "We have safe areas to park bikes at the buildings, beautiful showers – it's like a hotel!"

Suzanne believes that the group's co-operative structure has made it easier to introduce this move towards sustainability. "As a co-operative, we're not looking just at short-term profits, but at the long-term impact of everything we do," she says. "Whatever decision we make, we make it for our communities in the long term, so it's normal to be investing in education, environment, cooperation, sustainable finance, microfinance. We know in the long term it will pay off and be in the best interest of our members. That's why we





School Trips to the Slaughterhouse



NAME

LEVERANDØRSELSKABET
DANISH CROWN AMBA

Agriculture and food industries

WHERE

Denmark

ABSOLUTE TURNOVER (DANISH KRONE DKK)

58,164,000,000

EMPLOYEES

23,000

MEMBERS

8,552

AGRICULTURE AND FOOD INDUSTRIES SECTOR **10TH**
BY TURNOVER AND **16TH** BY TURNOVER ON GDP PER
CAPITA. IN TOP 300 RANKINGS **52** BY TURNOVER,
62 BY TURNOVER ON GDP PER CAPITA.

WWW.DANISHCROWN.DK

One of Denmark's popular attractions, visited by 250,000 since it opened in 2005, is not a historic site or a museum, but a slaughterhouse where 100,000 pigs are killed every week. Politicians, agriculture ministers and members of the European Parliament are among the visitors, but so too are local associations, pensioners and school groups.

The slaughterhouse has a long history. The first Danish co-operative slaughterhouse was opened in Horsens, on Denmark's east coast, in 1887. Over the next half-century, many other co-operative pig slaughterhouses were set up, and from 1970 to 2002, over 60 smaller co-operatives merged to make the present co-operative, Leverandørselskabet Danish Crown AmbA, which owns Danish Crown and has 8,500 members, all Danish livestock farmers.

Danish Crown produces and markets pork and beef, and has a large number of subsidiaries around the world. In Denmark, co-operative members supply the live animals, while in other countries they are bought from local farmers or produced by the group itself. Europe's largest pig-slaughtering business and meat processing company, it has 22,500 employees and sells in over 130 countries worldwide.

The co-operative form has contributed to this growth. "During its many years of development, it ensured a strong, consistent and competitive supply chain from the farmer to the final customer worldwide, with small transaction costs and a focus on optimization of the entire value chain instead of sub-segments," explains Svend Erik Sørensen, Senior Advisor to the CEO and Board and until recently Vice-President for Strategic Planning and Development. The form of co-operative applied by Danish Crown has also made it financially effective, he says, with built-in solidity coming from the members' obligation to supply and the retaining of profit in the company during the year.

He believes the uniqueness of Danish Crown of a co-operative – the world's largest exporter of pork and one of the largest meat groups in the world – has come from its focus on being a business, and not in any sense a political organization, unlike many other co-operatives. "This understanding has been in place at both ends of the value chain right from the start in 1887," he says. "Decisions are based on business cases, not on political thinking."

The opening of Horsens to the public, however, fits in perfectly with the principles of transparency and education that often define co-operatives. Danish Crown



slaughters 75% of Denmark's pigs, and Horsens is "the jewel in the crown" of its network of slaughterhouses. "We chose from the start to use it as a window for the public," says Svend Erik. "Slaughter can be considered controversial, but we do things in a way we are proud to show to the public. It's been a huge success."

Visitors come with prejudices but leave satisfied with what they've seen, he says. The co-operative has worked closely with the Danish Meat Research Institute (DMRI) to develop animal-handling systems based on studies of animal behaviour, seeking to minimize stress for the animals. "Pigs are not comfortable walking downwards, but prefer to walk upwards," says Svend Erik. "So we built sloping floors so the pigs are always walking up, so movement becomes much easier."

With funding from Danish pig farmers, many of whom are co-operative members, the DMRI also developed a unique stunning system based on knocking the pigs unconscious with carbon dioxide before slaughtering. This Danish development is now sold worldwide, says Svend Erik.

Though Horsens is a showcase, much of its technology, including robotics and animal-handling systems, has spread to Danish Crown's other slaughterhouses. Soon the public will also be able to see how cattle are killed, not just pigs. A new cattle slaughterhouse featuring the latest technology and visitor facilities is already operational, and will be opened to the public this year.

Svend Erik says these major infrastructural investments were made with the full support from the co-operative's members. "Making a strategic investment was also safeguarding their future business." He said the initiative to have Horsens open to the public came from the members. "They really felt they have something they were proud of and wanted to show the public."

Take a virtual tour of the Horsens slaughterhouse:

<http://www.danishcrown.com/Danish-Crown/Welcome-to-the-virtual-slaughterhouse.aspx>



An Innovative Example of Social Tourism



NAME

CITTÀ SO.LA.RE. SOC. COOP.
SOCIALE A R.L.

Health and social care
(work integration)

WHERE

Italy

ABSOLUTE TURNOVER

3,050,152 €

IN 2012

EMPLOYEES

59

MEMBERS

71

VOLUNTEERS

26

WWW.CITTASOLARE.ORG

In Italy, where social co-operatives have long played a key role in filling the gaps left exposed by dwindling public services, the Città Solare is pioneering an innovative form of social tourism, bringing together the disadvantaged in need of training and employment, the marginalized in need of accommodation and tourists and travelers looking for a good-value place to stay in Italy's Veneto region.

The name Città Solare, meaning "Sunny City", comes from so.la.re., solidarietà, lavoro, responsabilità ("solidarity, work, responsibility"). Founded in Padua in 1997, it is dedicated to the social integration and employment of Italians and immigrants through various activities in three main areas: environmental services, industrial manufacturing and hospitality.

The co-operative employs around 40 socially disadvantaged people to provide environmental services to public authorities and businesses. These include recycling collection, waste transport, recycling depot management, small building and environmental maintenance works – collecting used cooking oil, emptying bins of donated clothing for the charity Caritas and cutting grass, for example. Meanwhile, at a 400-square-metre facility in an industrial zone just outside of Padua, five to six people work on industrial manufacturing for other companies in the mechanical, electromechanical and oleo-pneumatic sectors. Currently they are assembling electric window controls for Renault cars.

The third sector in which Città Solare is active, and perhaps the most unusual, is the management of hotels and hostels. Maurizio Trabuio, the co-operative's president, explains more. "We've created the brand Casa a Colori ["House of Colours"] which we use to identify the hotel service dedicated to social tourism and the housing crisis."

Currently the co-operative runs the Casa a Colori in Padua; Casa Valentini Terrani in Padua, a few tram stops from the historic centre; Casa a Colori in Dolo, near Venice; and the Ostello a Colori in Mira, affiliated with AIG International, which links hostels around the world. In total they have more than 220 beds, and around 20 people are employed in reception, cleaning, commercial services and maintenance. At the Casa a Colori Dolo, a carefully renovated 17th-century convent, a restaurant was opened last year, Osteria del Frate dalla Manica Larga – literally, the Tavern of the Wide-Sleeved Friar, also offering training to the socially disadvantaged, and bigoli pasta with duck ragù and asparagus risotto to the public.

The hotels offer not only reasonably priced rooms for short- or medium-term



stays for people travelling for work, tourism, study, medical care and cultural or sporting events, and create employment and work inclusion, but also offer temporary accommodation to marginalized people. For example, in April 2014, 50 refugees from Syria, Nigeria, Mali, Eritrea and Ethiopia arrived in Padua after being picked up by the Italian military's Mare Nostrum operation to rescue migrants attempting the perilous journey across the Mediterranean from the African coast. A number were temporarily housed in the Casa a Colori and Casa Valentini Terrani in Padua.

"For visitors to the hotels, the diversity comes from the encounter with many other groups of people – refugees, people who have been evicted from their homes, released convicts, recovering alcoholics, immigrants – who they might never normally meet, but who represent an interesting life experience," says Trabuio. "We think this combination of social tourism and the housing crisis is unique. It allows us to offer a social service at advantageous prices, and to offer a form of sustainable, conscious and educational tourism in a globalized context, from a perspective of sustainability that does not depend on public spending but lives off the tourism market."

The Città Solare wants to spread a new idea of travelling: a shift from a consumerist, super-fast tourism to tourism that is aware, responsible, accessible and social. The co-operative wants to encourage the development of a model of sustainable tourism in its widest sense, a model that guarantees equal rights and opportunities to all people, including the weakest of society. The co-operative's next project will build on the success of the Casa a Colori in Padua, expanding it to create a multifunctional service centre, Qui, which it hopes can be replicated in other urban locations. The traditional areas for tourists and social reception will be joined by co working spaces, restaurants, sport facilities and performance spaces, plus bike-sharing and car-sharing schemes, an urban vegetable garden and children's areas. Says Trabuio: "We want to create a sustainable hub, able to respond to new urban and social needs, transforming the neighbourhood into a little model of an intelligent city."

Bringing Rural Development Through a Multipurpose System



NAME

NH NONGHYUP
(FORMERLY NACF)

Agriculture and food industries

WHERE

Korea

ABSOLUTE TURNOVER (KOREAN WON)

56,341,741,000,000

IN 2012

EMPLOYEES

109,465

MEMBERS

2,445,120

2012
RANKINGS

AGRICULTURE AND FOOD INDUSTRIES SECTOR **2ND**
BY TURNOVER AND **2ND** BY TURNOVER ON GDP PER
CAPITA. IN TOP 300 RANKINGS **8TH** BY TURNOVER,
2ND BY TURNOVER ON GDP PER CAPITA.

WWW.NONGHYUP.COM

Half a century ago, South Korea was one of the poorest countries in the world, with rural life particularly harsh. In the aftermath of the Korean War, devastated communities were suffering from chronic food shortages. A government-led push created an agricultural co-operative system to revive the rural economy, eradicate poverty and improve the socio-economic status of farmers. As part of this process, the government created the National Agricultural Co-operative Federation (NACF) in 1961, uniting the Agricultural Bank and the existing agricultural co-operatives. Since then, the NACF, known as Nonghyup in Korea, has played a crucial role in the development of the Korean economy and the modernization of agriculture and rural communities.

Now South Korea is one of the world's wealthiest nations, a modern economic and cultural powerhouse. As Korean pop culture grows in popularity around Asia and the rest of the world (the "Korean wave") and electronics brands like LG and Samsung dominate the global sector, the NACF has also grown to become a hugely successful co-operative. According to last year's World Co-operative Monitor, it is the world's third-largest agricultural co-operative.

The Korean agricultural co-operative system has a unique diversity of activities, including banking, insurance, agricultural marketing and extension services. This multipurpose system was initially adopted to support Korean farmers because small-scale, diversified farming was the norm, with the average farm covering barely one hectare. The success of agricultural co-operatives in the country is based partly on their multipurpose nature, bringing credit unions and consumer co-operatives to rural communities and facilitating rural development.

Reflecting this, the NACF is a multipurpose co-operative with four main business divisions: agricultural marketing and supply, livestock marketing and supply, banking and insurance, and the extension service, which offers guidance. Following a restructuring in 2012, the NACF now serves its members and customers through 27 subsidiaries and two affiliate organizations. It represents 2.44 million individual members from 1,165 member co-operatives: more than 80% of all the Korean farmers.

The agricultural marketing and supply business is the most essential of NACF's services, as it directly involves ensuring higher returns and benefits to member farmers. For example, in the 1990s, to cope with changes following market liberalization and increased foreign imports, the NACF opened the discount



warehouse supermarket chain Hanaro Club, selling mainly Korean farm products. The introduction of this direct sale system between producers and customers allowed retail prices to fall, while still paying farmers fairly. Now, over half of all the agricultural products in South Korea are shipped by the NACF and its member co-operatives in the production area, while 20% of all the agricultural products sold in the consumption area are channeled by the NACF and its member co-operatives.

The NACF's banking business (NH Bank) serves 19.3 million customers with 43.9 million bank accounts, while member co-operatives provide banking services to 27.7 million customers with 77.8 million bank accounts. Considering 36.7 million overlapping customers, approximately 70% of the national population is currently using the NH Bank or its member co-operatives. This extensive client base is derived from diverse banking services including private banking, retail banking, corporate banking, insurance, credit cards, mutual credit and, most of all, convenient nationwide branches. These are particularly needed in rural areas underserved by commercial banks.

The extension service conducts varied activities that contribute to representing farmers' interests and rights, supporting their welfare and promoting cultural activities. It also engages in research and development on new technologies in the agricultural field. Through exchange programmes between urban and rural communities and its "I Love Farm" campaign supporting the coexistence of cities and farms, it also contributes to the balanced development of the national economy.

The challenge for NACF in the future will be to remain true to its identity as a co-operative organization, while ensuring greater competitiveness for its members in an economic system dominated by the investor-owned model.



Promoting Health and Inclusion in an Aging Population



NAME

JAPANESE HEALTH AND WELFARE
CO-OPERATIVE FEDERATION

Health and social care

WHERE

Japan

ABSOLUTE TURNOVER (JAPAN YEN)

1,900,000,000 €

IN 2012

EMPLOYEES

23

MEMBERS

2,835,000

[HTTP://WWW.HEW.COOP/ENGLISH/](http://www.hew.coop/english/)

Japan is the world's oldest country: in 2012, more than 24% of the population were aged 65 or over. This demographic trend is bringing significant public health and welfare challenges, but health co-operatives are leading the way in promoting preventative healthcare and encouraging social inclusion within communities.

The Japanese Health and Welfare Co-operative Federation (HeW Co-op Japan) was founded in 1957, not long after the Second World War, because, says managing director Hiroki Tokubo, "of injustice for life and health. Many could not access medical care because of poverty, living in the countryside or disaster." HeW was initially a department of the Japanese Consumer's Co-operative Union (JCCU), but became independent in 2010 and now has 112 member societies, including the JCCU itself. It works to network together Japan's medical and welfare co-operatives, share knowledge, recruit and nurture medical and welfare staff, produce publications and coordinate the bulk purchasing of medical supplies. The federation has a total membership of over 2.8 million, with 2,000 doctors and 12,000 nurses working in its members' 77 hospitals.

The federation's mission of helping those who might struggle to access good medical care has not changed over the past half century. "Vulnerable groups, like elderly and needy people, are sometimes left behind," says Hiroki. "HeW and its members are struggling to fill those gaps." For example, when the east coast of Japan was devastated by a 9.0-magnitude earthquake followed by a powerful tsunami in March 2011, HeW Co-op Japan asked its member co-operatives nationwide to send doctors and nurses to a hub hospital in severely affected Miyagi. After the first three weeks of emergency assistance, HeW co-operatives sent the medical staff to support the evacuation centres in each prefecture. Support services included providing mental-health support and health checks for the evacuees.

On a more regular, day-to-day basis, the health co-operatives are working to keep their members and the rest of the community healthy, using a participation model unique to Japan. Japanese consumer co-operatives have established a method of member participation based on small neighbourhood groups called han. In HeW's co-operatives, three or more members can organize a han group, which carries out self-checking activities such as blood pressure, urine and fat testing, with the collaboration of medical specialists. There are 30,000 hans in health and welfare



co-operatives around Japan, with 240,000 members.

Members are also encouraged to participate in voluntary activities, for example helping people in need in hospitals, organizing gatherings for elderly people who live on their own or promoting healthy ways of life. One of HeW's members, Saitama Co-operative, is located in Saitama prefecture, north of Tokyo, the most rapidly aging area nationwide and also the area with the lowest density of physicians. The co-operative runs 33 facilities, including four hospitals, and has 242,098 members.

Saitama's members are particularly active in bringing health promotion to the community through voluntary activities. Co-operative members are responsible for all the decision-making for activity plans, and they design and implement events themselves. For World Health Organization (WHO) World Health Day, they went out on the streets to measure blood pressure and body fat, while for WHO No Tobacco Day co-operative members, together with doctors and nurses, again took to the streets to conduct questionnaires and provide advice on quitting smoking. Co-operative members also organize free activities like walking, exercising, dancing and yoga in public facilities and parks, with over 500 events every month. The majority of participants are aged between 50 and 70.

Network building across generations is an important element of the co-operative members' activities. They plan and organize community programmes, hosting events like tea parties with homemade food, handicraft workshops and singing and game sessions in their own houses or public places, with the aim of preventing social isolation and developing a stronger community. They also run activities based on the WHO concept of Age-Friendly Cities, conveying residents' voices to the local government. Their achievements include having a wheelchair-accessible underground passageway built.

With estimates claiming that by 2060, 40% of Japan's population will be aged 65 or over, the activities of HeW co-operative members can only become increasingly important.





Pulling Nigerians Out of Poverty



NAME

DE PARACH MULTIPURPOSE
CO-OPERATIVE SOCIETY LIMITED

Agriculture and food industries

WHERE

Nigeria

NAIRA (NGN)

1,082,785

IN 2012

EMPLOYEES

0

MEMBERS

39

VOLUNTEERS

42

FACEBOOK.COM/DEPARACHMULTIPURPOSE.COOP

Nigeria, the “Giant of Africa”, has the continent’s largest population and economy, now worth over \$500 billion thanks in large part to its oil reserves. This wealth, however, has not stopped 60% of Nigerians living in extreme poverty, nor youth unemployment being close to 80%. Peter Obiorah, president of the De Parach Multipurpose Co-operative Society, thinks agriculture can offer answers to the country’s problems.

“With agriculture, poverty and hunger will be a thing of the past among Nigerian youths,” he says. “Agriculture will reduce mass youth unemployment and involvement in crime, giving Nigerian youths opportunities for success and greatness, more than in the oil sector. With agriculture, they can discover their potential and preserve our country and its environment.”

Unfortunately, the farming sector in Nigeria faces a number of deep-rooted challenges, not least an image problem. “Young people feel that farming is for the dropouts or ne’er-do-wells in society and a profession for poor people,” says Peter. “Farmers are believed to be low class. Young people prefer white-collar jobs where they can dress impressively.” On top of this are financing issues, land tenure problems, substandard infrastructure and transport, a lack of good storage and processing facilities, rampant smuggling, inadequate tools and machinery, little training, ill-equipped extension workers, poor marketing channels and expensive inputs, like improved seeds and fertilizers.

Though still small, the De Parach co-operative is working to address as many of these issues as possible. Founded in 2012, the co-operative was fully registered in March 2013, and currently has 255 members, including 137 young people who do not have the economic stability to contribute financially to the co-operative but who are given free membership. The co-operative’s mission is to promote agriculture among the youth of Nigeria, in order to boost their economic status and self-reliance, and also to assist women with little or no income, especially single mothers and widows, through its empowerment programmes.

The main areas of activity are education (running training sessions and business management programmes), credit access (providing small loans to help members start businesses) and marketing (helping members gain market knowledge and sell their products). Since it was formed, among its many achievements, De Parach has helped young people and single mothers establish poultry farms, attend agricultural college, gain practical ICT skills and access agricultural inputs at affordable prices.

Peter tells the story of one of the co-operative’s members, Mrs Nnenna Ann



Eguatu, who was widowed when her husband, a bus driver, was killed in a road accident in January 2012. She was left to bring up their two children, aged 4 and 6, on her own. "After the burial of her late husband, the situation became very hard," he says. "She continued struggling, selling water sachets along the street in order to feed herself and her two kids, who weren't attending school. Then in May 2013 she came to our office. She was able to register as a member of the co-operative but was not able to buy any share capital which would have enabled her to access a loan."

"But when she told us her story, we had no option but to help her and her kids. Due to our financial instability, we were only able to raise 20,000 naira (\$122) to lend her. She started initially by buying cassava from farmers and processing it into garri to sell. Then later she began to sell yam, dried cassava chips, yellow and white maize flour and wheat flour. Today she is doing very well in the business, and her two kids are now in school."

Funding is the co-operative's biggest challenge. "Since the co-operative was founded, we have not received any funding," says Peter. Efforts to attract funding have ended in disappointment, and the interest rates on loans from commercial banks are too high. So far all the funding has come from member contributions. But, says Peter, "even though we have a very weak financial base from which to boost our activities and have been frustrated by our inability to secure funds, whenever I see Mrs Eguatu and the others who have received similar help from us, especially youths, I always feel fulfilled."

Bread and Co-operatives



NAME

COOPERATIVA OBRERA LIMITADA DE
CONSUMO Y VIVIENDA

Wholesale and retail trade

WHERE

Argentina

ABSOLUTE TURNOVER (ARGENTINIAN PESOS)

2,668,919,605

IN 2012

EMPLOYEES

2.712

MEMBERS

1.238.791

2012
RANKINGS

IN TOP 300 RANKINGS 226TH
BY TURNOVER ON GDP PER CAPITA

WWW.COOPERATIVAOBRERA.COOP

One Sunday evening in spring 1920, 173 workers in the Argentine city of Bahía Blanca decided to form a co-operative to combat the growing spread of bakery cartels. Since then, the Cooperativa Obrera (“workers’ co-operative”) has grown to become the largest consumer co-operative in Argentina and the second-largest in Latin America, with 107 stores in 52 cities, 4,400 employees and more than 1,300,000 members.

The co-operative’s founders were mostly railroad workers who wanted to reduce the price of bread, a vital staple in the family diet. Should they rent a bakery in order to immediately begin producing their own bread, or look to the future and build their own? In the end, they opted to build their own bakery, which opened on 1 May, 1922. The pioneers went on to open a warehouse, expanding their ability to regulate the prices of other family essentials. In 1936, the co-operative set up its first store outside Bahía Blanca, and continued to expand in scope and geographic reach over the following decades, weathering the economic crises in the 1950s and late 1990s.

Since its beginnings, Cooperativa Obrera has followed a policy of social responsibility, opening stores in underserved areas, facilitating membership and using products to improve consumer health. In a hugely concentrated retail sector (six retailers have 80% of the market share), the co-operative has managed to carve out 2.7% of national market share, even though it has stores in just four provinces, and is not present in large cities. According to Mariano Glas, the co-operative’s Supermarket Manager, society needs to understand that “the co-operative sector is not a marginal sector, we are enterprises of people, not capital. Our most important role is to serve our members, not just generate profit.”

Cooperativa Obrera’s supermarkets are mainly located in towns where the average population is less than 50,000, where services are needed. The co-operative looks for new locations on the basis of requests from residents, municipal authorities and unions, and in recent years from small supermarket owners whose ability to stay afloat has been threatened by difficult market conditions. Cooperativa Obrera enters into 40-year concession agreements with these small supermarkets. The owners receive an initial payment and then a percentage of the supermarket’s turnover on a monthly basis, ensuring a permanent source of income for their families, and employment continuity for their staff.



Since 2005, the co-operative has also been carrying out a sustained campaign to increase membership, and 98.3% of sales are now to members. The membership process has been so simplified that all consumers have to do is present their national ID at any cash register and pay 1 peso (US\$0.12) as initial capital. Members benefit from advantages like promotions and reduced prices. The co-operative's surplus is distributed to its members, in proportion to purchases made. In 2014, 1,317,623 members received a total refund of 84,522,417 million pesos (US\$10,358,000).

Members can also participate at no cost in the various educational, cultural and recreational activities organized by the co-operative. "The co-operative's social and cultural activities put into practice its status as a social enterprise," says Mariano, "demonstrating that the distribution of food in the hands of consumers, through a consumer co-operative, is highly beneficial to the whole community."

The supermarket has developed its own brands, providing a range of basic items of high quality at competitive prices. Most of the products are produced by Argentine companies, so the brands support the domestic economy, and the co-operative also helps small and medium producers, giving them the opportunity to sell their products through the stores or through the creation of their own brands. Local producers are particularly favoured for the supply of fruits and vegetables.

The co-operative runs campaigns to encourage the consumption of five different colours of fruits and vegetables every day, and has also developed a series of functional foods to help improve consumer health. Cooperativa Obrera currently has 46 products in its Ecoop line, which follow public health policies and the World Health Organization guidelines. The line includes high-oleic sunflower oil, with similar properties to olive oil but five times cheaper, and, coming full circle from the co-operative's origins as a railroad-worker-run bakery, "Pan Ecoop", Argentina's first bread fortified with Omega 3, 6 and 9 fatty acids and phytosterols, distributed at the same price as ordinary bread.



APPENDIX 1

THE 300 LARGEST CO-OPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
1	1	ZENKYOREN	Japan	77.61	Insurance	WCM questionnaire	P
2	3	NIPPON LIFE	Japan	64.62	Insurance	ICMIF	P
3	6	MEIJI YASUDA LIFE	Japan	62.41	Insurance	ICMIF	P
4	4	STATE FARM GROUP	USA	58.28	Insurance	ICMIF	P
5	7	ACDLEC - E.LECLERC	France	57.66	Wholesale and retail	CoopFR	T
6	2	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	56.85	Agriculture and food	Euricse	T
7	5	REWE GROUP	Germany	54.84	Wholesale and retail	Euricse	T
8	12	NH NONGHYUP (FORMERLY NACF)	South Korea	50.71	Agriculture and food	WCM questionnaire	T
9	8	KAISER PERMANENTE	USA	50.60	Insurance	ICMIF	P
10	13	EDEKA ZENTRALE	Germany	41.83	Wholesale and retail	Euricse	T
11	9	GROUPE CRÉDIT AGRICOLE	France	40.90	Banking and financial services	CoopFR	B
12	11	CHS INC.	USA	40.60	Agriculture and food	WCM questionnaire	T

13	10	SUMITOMO LIFE	Japan	31.19	Insurance	ICMIF	P
14	18	SYSTÈME U	France	30.62	Wholesale and retail	CoopFR	T
15	17	LIBERTY MUTUAL	USA	30.19	Insurance	ICMIF	P
16	15	COOP SWISS	Switzerland	29.21	Wholesale and retail	Euricse	T
17	14	GROUPE BPCE	France	28.96	Banking and financial services	CoopFR	B
18	16	NATIONWIDE	USA	28.33	Insurance	ICMIF	P
19	20	MAPFRE	Spain	27.73	Insurance	ICMIF	P
20	21	MIGROS-GENOSSENSCHAFTS-BUND	Switzerland	27.31	Wholesale and retail	Amadeus	T
21	19	ACHMEA	Netherlands	26.27	Insurance	ICMIF	P
22	22	NEW YORK LIFE	USA	22.35	Insurance	ICMIF	P
23	23	THE CO-OPERATIVE GROUP LIMITED	UK	22.16	Wholesale and retail	Co-operatives UK	T
24	32	MASSMUTUAL FINANCIAL	USA	21.51	Insurance	ICMIF	P
25	28	GROUPE CRÉDIT MUTUEL	France	19.26	Banking and financial services	CoopFR	B
26	27	FARMERS INSURANCE GROUP	USA	19.25	Insurance	ICMIF	P
27	24	COVÉA	France	19.03	Insurance	ICMIF	P
28	26	MONDRAGON	Spain	18.58	Industry	CEPES	T
29	30	FONTERRA COOPERATIVE GROUP	New Zealand	16.26	Agriculture and food	NZ.coop	T
30	31	NORTHWESTERN MUTUAL	USA	16.18	Insurance	ICMIF	P
31	39	JOHN LEWIS PARTNERSHIP PLC	UK	15.50	Wholesale and retail	Co-operatives UK	T
32	34	USAA GROUP	USA	15.47	Insurance	ICMIF	P
33	33	SOK CORPORATION	Finland	15.45	Wholesale and retail	Pellervo	T
34	29	R+V VERSICHERUNG	Germany	15.26	Insurance	ICMIF	P

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
35	45	RABOBANK GROUP	Netherlands	15.04	Banking and financial services	WCM questionnaire	
36	44	UNIPOL	Italy	15.03	Insurance	ICMIF	
37	38	LAND O'LAKES, INC.	USA	14.12	Agriculture and food	NCB	
38	41	BAYWA GROUP	Germany	13.90	Agriculture and food	Euricse	
39	25	GROUPAMA	France	13.83	Insurance	ICMIF	
40	40	ROYAL FRIESLANDCAMPINA	Netherlands	13.60	Agriculture and food	NCR	
41	37	DESJARDINS GROUP	Canada	12.57	Banking and financial services	WCM questionnaire	
42	36	HDI	Germany	12.46	Insurance	ICMIF	
43	42	VIENNA INSURANCE GROUP	Austria	12.44	Insurance	ICMIF	
44	35	DAIRY FARMERS OF AMERICA	USA	12.14	Agriculture and food	NCB	
45	43	DEBEKA VERSICHERN	Germany	12.03	Insurance	ICMIF	
46	-	THE NORINCHUKIN BANK	Japan	11.19	Banking and financial services	Euricse	
47	50	ARLA FOODS AMBA	Denmark	11.16	Agriculture and food	Amadeus	
48	49	WAKEFERN FOOD CORP.	USA	11.01	Wholesale and retail	NCB	
49	48	BUPA	UK	10.95	Insurance	ICMIF	
50	46	AG2R LA MONDIALE	France	10.85	Insurance	ICMIF	
51	47	TIAA GROUP	USA	10.79	Insurance	ICMIF	
52	51	LEVERANDØRSELSKABET DANISH CROWN AMBA	Denmark	10.29	Agriculture and food	WCM questionnaire	
53	53	GROWMARK, INC.	USA	10.06	Agriculture and food	NCB	
54	54	AGRAVIS RAIFFEISEN AG	Germany	9.38	Agriculture and food	Euricse	
55	-	SINGAPORE NATIONAL CO-OPERATIVE FEDERATION	Singapore	9.37	Other activities	WCM questionnaire	
56	59	SUEDZUCKER	Germany	9.23	Agriculture and food	Euricse	

57	64	PACIFIC LIFE	USA	8.85	Insurance	ICMIF	P
58	58	FEDERATED CO-OPERATIVES LIMITED	Canada	8.83	Wholesale and retail	Euricse	T
59	56	GUARDIAN LIFE	USA	8.83	Insurance	ICMIF	P
60	-	FORFARMERS GROUP	Netherlands	8.66	Agriculture and food	NCR	T
61	69	DLG GROUP	Denmark	8.59	Agriculture and food	Euricse	T
62	55	COÖPERATIEVE INKOOPVERENIGING SUPERUNIE B.A.	Netherlands	8.56	Wholesale and retail	Amadeus	T
63	52	GRUPO EROSKI	Spain	8.21	Wholesale and retail	CEPES	T
64	61	CZ GROEP	Netherlands	7.99	Insurance	ICMIF	P
65	62	ASSOCIATED WHOLESALE GROCERS, INC	USA	7.85	Wholesale and retail	NCB	T
66	67	IN VIVO	France	7.48	Agriculture and food	CoopFR	T
67	-	COOP AMBA	Denmark	7.16	Wholesale and retail	Amadeus	T
68	66	HUK-COBURG	Germany	7.16	Insurance	ICMIF	P
69	65	UNIQA	Austria	7.12	Insurance	ICMIF	P
70	68	NATIONAL FEDERATION OF WORKERS AND CONSUMERS INSURANCE CO-OPERATIVES (ZENROSAI)	Japan	7.11	Insurance	ICMIF	P
71	57	FUKOKU LIFE	Japan	7.10	Insurance	ICMIF	P
72	63	SIGNAL IDUNA	Germany	7.08	Insurance	ICMIF	P
73	60	MACIF	France	7.02	Insurance	ICMIF	P
74	81	TEREOS	France	6.65	Agriculture and food	CoopFR	T
75	70	METSÄ GROUP	Finland	6.60	Industry	Pellervo	T
76	72	FJCC	Japan	6.51	Insurance	ICMIF	P
77	74	FEDERAL FARM CREDIT BANKS FUNDING CORPORATION	USA	6.48	Banking and financial services	Euricse	B
78	75	FENACO	Switzerland	6.34	Wholesale and retail	Amadeus	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
79	77	AMERICAN FAMILY INSURANCE	USA	6.16	Insurance	ICMIF	P
80	71	ASAHI LIFE	Japan	6.09	Insurance	ICMIF	P
81	101	NOWEDA EG	Germany	6.07	Wholesale and retail	Euricse	T
82	82	TERRENA	France	5.91	Agriculture and food	CoopFR	T
83	79	ASTERA	France	5.89	Wholesale and retail	CoopFR	T
84	85	KOOPERATIVA FÖRBUNDET (KF)	Sweden	5.82	Wholesale and retail	Euricse	T
85	76	DMK DEUTSCHES MILCHKONTOR GMBH	Germany	5.81	Agriculture and food	Euricse	T
86	-	FLORAHOLLAND	Netherlands	5.80	Agriculture and food	NCR	T
87	80	SODIAAL	France	5.75	Agriculture and food	CoopFR	T
88	263	LANTMÄNNEN	Sweden	5.62	Agriculture and food	Euricse	T
89	95	COOP NORGE SA	Norway	5.57	Wholesale and retail	Amadeus	T
90	83	ROYAL LONDON	UK	5.54	Insurance	ICMIF	P
91	107	COPERSUCAR	Brazil	5.48	Industry	Euricse	T
92	88	AUTO-OWNERS INSURANCE	USA	5.48	Insurance	ICMIF	P
93	84	VARMA MUTUAL PENSION	Finland	5.44	Insurance	ICMIF	P
94	73	MENZIS	Netherlands	5.36	Insurance	ICMIF	P
95	102	SECURIAN FINANCIAL	USA	5.28	Insurance	ICMIF	P
96	92	VIVESCIA (CHAMPAGNE CÉRÉALES + NOURICIA)	France	5.25	Agriculture and food	CoopFR	T
97	97	MUTUAL OF OMAHA	USA	5.24	Insurance	ICMIF	P
98	96	THRIVENT FINANCIAL FOR LUTHERANS	USA	5.18	Insurance	ICMIF	P
99	90	ILMARINEN MUTUAL PENSION	Finland	5.16	Insurance	ICMIF	P
100	115	KLP	Norway	5.14	Insurance	ICMIF	P
101	-	GOTHAER VERSICHERUNGEN	Germany	5.02	Insurance	ICMIF	P

102	105	LA COOP FÉDÉRÉE	Canada	4.98	Agriculture and food	WCM questionnaire	T
103	114	OLD REPUBLIC INTERNATIONAL CORPORATION	USA	4.97	Insurance	Euricse	P
104	109	AG PROCESSING INC.	USA	4.92	Agriculture and food	NCB	T
105	100	SANACORP EG	Germany	4.90	Wholesale and retail	Amadeus	T
106	106	ERIE INSURANCE	USA	4.80	Insurance	ICMIF	P
107	98	LÄNSFÖRSÄKRINGAR	Sweden	4.78	Insurance	ICMIF	P
108	129	AGRIAL	France	4.76	Agriculture and food	CoopFR	T
109	103	RZB	Austria	4.66	Banking and financial services	Euricse	B
110	116	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)	India	4.65	Agriculture and food	WCM questionnaire	T
111	89	CATTOLICA ASSICURAZIONI	Italy	4.55	Insurance	ICMIF	P
112	104	ALTE LEIPZIGER	Germany	4.53	Insurance	ICMIF	P
113	108	AXÉRÉAL	France	4.49	Agriculture and food	CoopFR	T
114	99	REALE MUTUA	Italy	4.45	Insurance	ICMIF	P
115	93	SNS REAAL NV	Netherlands	4.44	Insurance	ICMIF	P
116	91	JAPANESE CONSUMERS' CO-OPERATIVE UNION	Japan	4.34	Wholesale and retail	WCM questionnaire	T
117	113	LV	UK	4.30	Insurance	ICMIF	P
118	112	DZ BANK	Germany	4.30	Banking and financial services	Euricse	B
119	296	MFA	USA	4.22	Agriculture and food	Euricse	T
120	120	AGRICOLA TRE VALLI	Italy	4.14	Agriculture and food	Euricse	T
121	118	HEALTHPARTNERS INC.	USA	3.98	Health and social care	NCB	T
122	110	MAIF	France	3.91	Insurance	ICMIF	P
123	178	OHIO NATIONAL LIFE	USA	3.83	Insurance	ICMIF	P

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
124	122	ACE HARDWARE CORP.	USA	3.83	Industry	NCB	T
125	119	UNIFIED GROCERS, INC	USA	3.80	Wholesale and retail	NCB	T
126	169	FOLKSAM	Sweden	3.78	Insurance	ICMIF	P
127	117	ALECTA	Sweden	3.72	Insurance	ICMIF	P
128	146	PFA PENSION	Denmark	3.71	Insurance	ICMIF	P
129	78	NATIXIS ASSURANCES	France	3.70	Insurance	ICMIF	P
130	127	AGROPUR COOPÉRATIVE	Canada	3.68	Agriculture and food	Euricse	T
131	141	NAVY FEDERAL CREDIT UNION	USA	3.65	Banking and financial services	NCB	B
132	130	GROUP HEALTH COOPERATIVE	USA	3.63	Health and social care	NCB	T
133	121	LVM VERSICHERUNG	Germany	3.62	Insurance	ICMIF	P
134	131	LOCALTAPIOLA	Finland	3.57	Insurance	ICMIF	P
135	140	TINE SA	Norway	3.55	Agriculture and food	WCM questionnaire	T
136	144	FM GLOBAL	USA	3.54	Insurance	ICMIF	P
137	126	SWISS MOBILIAR	Switzerland	3.52	Insurance	ICMIF	P
138	-	SELECTOUR AFAT	France	3.46	Wholesale and retail	CoopFR	T
139	147	NORTURA SA	Norway	3.45	Agriculture and food	Amadeus	T
140	138	GJENSIDIGE FORSIKRING	Norway	3.40	Insurance	ICMIF	P
141	257	MUTUA MADRILEÑA	Spain	3.40	Insurance	ICMIF	P
142	-	ONEAMERICA GROUP	USA	3.40	Insurance	ICMIF	P
143	125	ETHIAS	Belgium	3.37	Insurance	ICMIF	P
144	-	HKSCAN OYJ	Finland	3.36	Agriculture and food	Pellervo	T
145	149	RWZ	Germany	3.34	Agriculture and food	Euricse	T

146	157	WESTFLEISCH EG	Germany	3.29	Agriculture and food	Amadeus	T
147	154	EMMI	Switzerland	3.26	Agriculture and food	Euricse	T
148	123	CALIFORNIA DAIRIES, INC.	USA	3.24	Agriculture and food	NCB	T
149	151	AGRIFIRM	Netherlands	3.21	Agriculture and food	NCR	T
150	153	CO-OPERATIVE BULK HANDLING LIMITED	Australia	3.21	Agriculture and food	WCM questionnaire	T
151	145	CITIZENS PROPERTY INSURANCE CORP	USA	3.18	Insurance	ICMIF	P
152	137	UNICOOP FIRENZE	Italy	3.17	Wholesale and retail	CoopIT	T
153	196	PAC 2000	Italy	3.17	Wholesale and retail	Euricse	T
154	160	DANISH AGRO A.M.B.A	Denmark	3.11	Wholesale and retail	Amadeus	T
155	142	DIE CONTINENTALE	Germany	3.07	Insurance	ICMIF	P
156	143	VHV VERSICHERUNGEN	Germany	3.05	Insurance	ICMIF	P
157	173	SSQ FINANCIAL GROUP	Canada	3.05	Insurance	ICMIF	P
158	133	COOP SAPPORO	Japan	3.04	Wholesale and retail	WCM questionnaire	T
159	152	GRUPO ASCES	Spain	3.03	Other services	CEPES	T
160	158	TRISKALIA	France	3.03	Agriculture and food	CoopFR	T
161	156	THE CO-OPERATORS	Canada	3.01	Insurance	ICMIF	P
162	163	FOODSTUFFS (AUCKLAND)	New Zealand	2.99	Wholesale and retail	NZ.coop	T
163	150	SMABTP	France	2.94	Insurance	ICMIF	P
164	159	COUNTRY FINANCIAL	USA	2.92	Insurance	ICMIF	P
165	136	DEVK VERSICHERUNGEN	Germany	2.91	Insurance	ICMIF	P
166	134	COOP KOBE	Japan	2.89	Wholesale and retail	WCM questionnaire	T
167	165	AUTO CLUB ENTERPRISES	USA	2.77	Insurance	ICMIF	P

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
168	164	CALIFORNIA STATE AUTO	USA	2.76	Insurance	ICMIF	P
169	162	COOP ADRIATICA	Italy	2.76	Wholesale and retail	CoopIT	T
170	177	REWE DORTMUND GROßHANDEL EG	Germany	2.75	Wholesale and retail	Amadeus	T
171	132	NTUC INCOME	Singapore	2.75	Insurance	ICMIF	P
172	200	COOPERL ARC ATLANTIQUE	France	2.74	Agriculture and food	CoopFR	T
173	-	LANDGARD EG	Germany	2.74	Agriculture and food	Amadeus	T
174	170	CECAB	France	2.70	Agriculture and food	CoopFR	T
175	174	IRISH DAIRY BOARD CO-OPERATIVE LTD	Ireland	2.68	Agriculture and food	Euricse	T
176	168	MERCURY GENERAL GROUP	USA	2.65	Insurance	Euricse	P
177	171	EVEN	France	2.64	Agriculture and food	CoopFR	T
178	172	VALIO GROUP FINLAND	Finland	2.64	Agriculture and food	Pellervo	T
179	185	DO-IT-BEST CORP.	USA	2.59	Industry	NCB	T
180	167	SODRA SKOGSAGARNA	Sweden	2.58	Agriculture and food	Euricse	T
181	176	WAWANESA MUTUAL	Canada	2.57	Insurance	ICMIF	P
182	182	ROYAL COSUN	Netherlands	2.57	Agriculture and food	NCR	T
183	187	HOK-ELANTO	Finland	2.48	Wholesale and retail	Pellervo	T
184	205	DARIGOLD	USA	2.46	Agriculture and food	NCB	T
185	186	MURRAY GOULBURN CO-OPERATIVE CO LIMITED	Australia	2.46	Agriculture and food	Euricse	T
186	155	MACSF	France	2.40	Insurance	ICMIF	P
187	-	SOGIPHAR	France	2.39	Wholesale and retail	CoopFR	T
188	218	UNITED SUPPLIERS, INC.	USA	2.37	Agriculture and food	NCB	T
189	161	WESTERN & SOUTHERN FINANCIAL	USA	2.37	Insurance	ICMIF	P

190	210	LIMAGRAIN	France	2.35	Agriculture and food	CoopFR	T
191	175	UNIVÉ ZORG	Netherlands	2.34	Insurance	ICMIF	P
192	181	BARMENIA VERSICHERUNGEN	Germany	2.34	Insurance	ICMIF	P
193	193	NATIONAL CABLE TELEVISION, INC.	USA	2.34	Industry	Euricse	T
194	191	CONSUM	Spain	2.33	Agriculture and food	CEPES	T
195	192	GEDEX	France	2.32	Wholesale and retail	CoopFR	T
196	268	CRISTAL UNION	France	2.32	Agriculture and food	CoopFR	T
197	199	SENTRY INSURANCE	USA	2.32	Insurance	ICMIF	P
198	190	ASSOCIATED WHOLESALERS, INC.	USA	2.32	Wholesale and retail	NCB	T
199	180	MATMUT	France	2.31	Insurance	ICMIF	P
200	203	SOUTHERN STATES COOPERATIVE	USA	2.29	Agriculture and food	NCB	T
201	226	NTUC FAIRPRICE CO-OPERATIVE LTD	Singapore	2.29	Wholesale and retail	WCM questionnaire	T
202	194	SWISS UNION OF RAIFFEISEN BANKS	Switzerland	2.29	Banking and financial services	Euricse	B
203	195	AMERITAS LIFE	USA	2.25	Insurance	ICMIF	P
204	184	THE KYOEI FIRE & MARINE INSURANCE CO	Japan	2.23	Insurance	ICMIF	P
205	189	OP-POHJOLA GROUP	Finland	2.23	Banking and financial services	Pellervo	B
206	188	CUNA MUTUAL	USA	2.21	Insurance	ICMIF	P
207	206	UNITED FARMERS OF ALBERTA CO-OPERATIVE LIMITED	Canada	2.14	Agriculture and food	Euricse	T
208	208	NFU MUTUAL INSURANCE GROUP	UK	2.13	Insurance	ICMIF	P
209	220	PENN MUTUAL	USA	2.12	Insurance	ICMIF	P
210	179	GLANBIA IRELAND	Ireland	2.09	Agriculture and food	Euricse	T
211	204	GROUPE MAÎTRES LAITIERS DU COTENTIN	France	2.08	Agriculture and food	CoopFR	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
212	216	AUTO CLUB GROUP	USA	2.02	Insurance	ICMIF	P
213	215	ASSOCIATED FOOD STORES	USA	2.01	Wholesale and retail	NCB	T
214	225	FOODSTUFFS SOUTH ISLAND	New Zealand	2.00	Wholesale and retail	NZ.coop	T
215	233	FELLESKJØPET AGRI SA	Norway	2.00	Wholesale and retail	Amadeus	T
216	222	CENTRAL GROCERS COOPERATIVE	USA	1.97	Wholesale and retail	NCB	T
217	238	HCF	Australia	1.96	Insurance	ICMIF	P
218	280	STATE INSURANCE FUND	USA	1.94	Insurance	ICMIF	P
219	232	REI (RECREATIONAL EQUIPMENT, INC.)	USA	1.93	Wholesale and retail	NCB	T
220	267	ZG RAIFFEISEN EG	Germany	1.92	Wholesale and retail	Amadeus	T
221	248	BASIN ELECTRIC POWER COOPERATIVE	USA	1.92	Industry	NCB	T
222	237	STATE AUTO INSURANCE COMPANIES	USA	1.90	Insurance	ICMIF	P
223	235	FOODSTUFFS (WELLINGTON) COOPERATIVE SOCIETY	New Zealand	1.89	Wholesale and retail	NZ.coop	T
224	251	GROUPE INTERSPORT FRANCE	France	1.88	Wholesale and retail	CoopFR	T
225	242	NATIONAL LIFE	USA	1.88	Insurance	ICMIF	P
226	-	KFCCC	South Korea	1.87	Insurance	ICMIF	P
227	209	P&V	Belgium	1.86	Insurance	ICMIF	P
228	239	HANSEMERKUR VERSICHERUNGSGRUPPE	Germany	1.85	Insurance	ICMIF	P
229	202	COFORTA/THE GREENERY	Netherlands	1.84	Agriculture and food	NCR	T
230	217	PENSIONDANMARK	Denmark	1.84	Insurance	ICMIF	P
231	277	PENSIONS-SICHERUNGS-VEREIN (PSVAG)	Germany	1.83	Insurance	ICMIF	P
232	221	JCIF	Japan	1.83	Insurance	ICMIF	P
233	207	COOP TOKYO (CO-OP MIRAI)	Japan	1.83	Wholesale and retail	WCM questionnaire	T

234	241	THE ECONOMICAL INSURANCE GROUP	Canada	1.82	Insurance	ICMIF	P
235	266	FEBELCO	Belgium	1.81	Wholesale and retail	Amadeus	T
236	271	25 MAÏSADOUR	France	1.81	Agriculture and food	CoopFR	T
237	236	FUNDACIÓN ESPRIU	Spain	1.80	Health and social care	WCM questionnaire	T
238	261	COOP ESTENSE	Italy	1.79	Wholesale and retail	CoopIT	T
239	249	AMICA MUTUAL	USA	1.78	Insurance	ICMIF	P
240	212	ASSOCIATED MILK PRODUCERS, INC	USA	1.78	Agriculture and food	NCB	T
241	250	ATRIA OYJ	Finland	1.77	Agriculture and food	Pellervo	T
242	229	VOLKSWOHL BUND VERSICHERUNGEN	Germany	1.76	Insurance	ICMIF	P
243	246	GROUPE EURALIS	France	1.74	Agriculture and food	CoopFR	T
244	253	ELÄKE-FENNIA MUTUAL	Finland	1.74	Insurance	ICMIF	P
245	256	EANDIS	Belgium	1.74	Industry	Amadeus	T
246	270	COUNTRYMARK COOPERATIVE HOLDING CORP.	USA	1.74	Agriculture and food	NCB	T
247	243	BLUE CROSS AND BLUE SHIELD OF KANSAS	USA	1.73	Insurance	ICMIF	P
248	252	HOCHWALD MILCH EG	Germany	1.69	Agriculture and food	Amadeus	T
249	294	SOUTH DAKOTA WHEAT GROWERS ASSN.	USA	1.69	Agriculture and food	NCB	T
250	273	MUTUAL OF AMERICA LIFE	USA	1.69	Insurance	ICMIF	P
251	254	SPAREBANK 1	Norway	1.67	Insurance	ICMIF	P
252	262	OCEAN SPRAY	USA	1.66	Agriculture and food	NCB	T
253	260	SILVER FERN FARMS	New Zealand	1.65	Agriculture and food	NZ.coop	T
254	264	PRAIRIE FARMS DAIRY INC.	USA	1.65	Agriculture and food	NCB	T
255	213	CCC	Italy	1.64	Industry	Euricse	T
256	255	FOREMOST FARMS USA COOPERATIVE	USA	1.64	Agriculture and food	NCB	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
257	279	OK A.M.B.A.	Denmark	1.63	Industry	Amadeus	T
258	224	COÖPERATIEVE MOSADEX U.A.	Netherlands	1.63	Wholesale and retail	Amadeus	T
259	-	SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES	Belgium	1.61	Other services	Amadeus	T
260	-	SACMI	Italy	1.61	Industry	Euricse	T
261	201	MUTUELLE VAUDOISE	Switzerland	1.60	Insurance	ICMIF	P
262	-	DAIRYLEA COOPERATIVE INC.	USA	1.59	Agriculture and food	NCB	T
263	272	BIGMAT FRANCE	France	1.58	Wholesale and retail	CoopFR	T
264	283	UNICOOP TIRRENO	Italy	1.58	Wholesale and retail	CoopIT	T
265	-	ADVITAM (GROUPE UNEAL)	France	1.57	Agriculture and food	CoopFR	T
266	258	COOP EG	Germany	1.56	Wholesale and retail	Amadeus	T
267	128	AGRIBANK, FCB	USA	1.56	Banking and financial services	NCB	B
268	275	THE MIDCOUNTIES CO-OPERATIVE LIMITED	UK	1.53	Agriculture and food	Co-operatives UK	T
269	286	LA CAPITALE	Canada	1.51	Insurance	ICMIF	P
270	-	CZECH AND MORAVIAN CONSUMER COOPERATIVES	Czech Republic	1.50	Wholesale and retail	WCM questionnaire	T
271	278	GADOL	France	1.50	Wholesale and retail	CoopFR	T
272	-	TAWUNIYA	Saudi Arabia	1.50	Insurance	ICMIF	P
273	295	AFFILIATED FOODS MIDWEST CO-OP INC.	USA	1.50	Wholesale and retail	NCB	T
274	298	UNITED MERCHANTS PUBLIC LIMITED COMPANY	UK	1.49	Industry	Co-operatives UK	T
275	-	LUR BERRI	France	1.49	Other activities	CoopFR	T
276	274	AMERICAN CRYSTAL SUGAR CO.	USA	1.48	Agriculture and food	NCB	T
277	244	COOP KANAGAWA (U CO-OP)	Japan	1.47	Wholesale and retail	WCM questionnaire	T
278	296	MFA INCORPORATED	USA	1.47	Agriculture and food	NCB	T

279	-	AFFILIATED FOODS INC.	USA	1.46	Wholesale and retail	NCB	T
280	-	INNOVATIVE AG SERVICES CO.	USA	1.45	Agriculture and food	NCB	T
281	-	THE MAIN STREET AMERICA GROUP	USA	1.44	Insurance	ICMIF	P
282	234	FAGOR ELECTRODOMÉSTICOS	Spain	1.42	Industry	CEPES	T
283	214	ACMN	France	1.42	Insurance	ICMIF	P
284	-	NOVA COOP	Italy	1.40	Wholesale and retail	CoopIT	T
285	245	CO-OPERATIVE INSURANCE	UK	1.40	Insurance	ICMIF	P
286	231	TRUE VALUE CORPORATION	USA	1.40	Industry	NCB	T
287	-	EMC INSURANCE	USA	1.38	Insurance	ICMIF	P
288	281	WWK VERSICHERUNGEN	Germany	1.37	Insurance	ICMIF	P
289	292	KOMMUNEPENSION (SAMPENSION)	Denmark	1.35	Insurance	ICMIF	P
290	-	COREN, S.C.G.	Spain	1.33	Agriculture and food	CEPES	T
291	291	OGLETHORPE POWER CORPORATION	USA	1.32	Industry	NCB	T
292	-	COOP NORDEST	Italy	1.30	Wholesale and retail	CoopIT	T
293	-	TENNESSEE FARMERS INSURANCE	USA	1.30	Insurance	ICMIF	P
294	297	MD & VA MILK PRODUCERS COOPERATIVE ASSN.	USA	1.30	Agriculture and food	NCB	T
295	-	SANCOR SEGUROS	Argentina	1.30	Insurance	ICMIF	P
296	-	COOP ATLANTIQUE	France	1.28	Wholesale and retail	CoopFR	T
297	-	FARMERS COOPERATIVE COMPANY	USA	1.28	Agriculture and food	NCB	T
298	285	ZORG EN ZEKERHEID	Netherlands	1.26	Insurance	ICMIF	P
299	-	NORGES RÅFISKLAG SA	Norway	1.26	Wholesale and retail	Amadeus	T
300	-	TRI-STATE G&T ASSOCIATION	USA	1.26	Industry	NCB	T

APPENDIX 2

THE 300 LARGEST CO-OPERATIVE AND MUTUAL ORGANISATIONS BY TURNOVER ON GDP PER CAPITA

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
1	1	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)	India	3,096,402.45	Agriculture and food	WCM questionnaire	T
2	3	NH NONGHYUP (FORMERLY NACF)	South Korea	2,244,694.95	Agriculture and food	WCM questionnaire	T
3	2	ZENKYOREN	Japan	1,660,822.04	Insurance	WCM questionnaire	P
4	8	ACDLEC - E.LECLERC	France	1,450,755.42	Wholesale and retail	CoopFR	T
5	5	NIPPON LIFE	Japan	1,382,907.91	Insurance	ICMIF	P
6	9	MEIJI YASUDA LIFE	Japan	1,335,442.57	Insurance	ICMIF	P
7	7	REWE GROUP	Germany	1,287,326.15	Wholesale and retail	Euricse	T
8	4	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	1,216,528.28	Agriculture and food	Euricse	T
9	6	STATE FARM	USA	1,126,293.97	Insurance	ICMIF	P
10	10	GROUPE CRÉDIT AGRICOLE	France	1,029,140.00	Banking and financial services	CoopFR	B
11	16	EDEKA ZENTRALE	Germany	981,942.14	Wholesale and retail	Euricse	T
12	12	MAPFRE	Spain	980,620.39	Insurance	ICMIF	P

13	11	KAISER PERMANENTE	USA	977,804.96	Insurance	ICMIF	P
14	14	CHS INC.	USA	784,547.53	Agriculture and food	WCM questionnaire	T
15	17	SYSTÈME U	France	770,493.88	Wholesale and retail	CoopFR	T
16	15	GROUPE BPCE	France	728,564.73	Banking and financial services	CoopFR	B
17	13	SUMITOMO LIFE	Japan	667,419.97	Insurance	ICMIF	P
18	18	MONDRAGON	Spain	657,143.09	Industry	CEPES	T
19	21	LIBERTY MUTUAL	USA	583,390.86	Insurance	ICMIF	P
20	22	ACHMEA	Netherlands	571,535.67	Insurance	ICMIF	P
21	19	THE CO-OPERATIVE GROUP LIMITED	UK	569,277.01	Wholesale and retail	Co-operatives UK	T
22	20	NATIONWIDE	USA	547,451.82	Insurance	ICMIF	P
23	27	GROUPE CRÉDIT MUTUEL	France	484,691.74	Banking and financial services	CoopFR	B
24	31	COPERSUCAR	Brazil	483,348.57	Industry	Euricse	T
25	25	COVÉA	France	478,888.56	Insurance	ICMIF	P
26	32	UNIPOL	Italy	444,507.14	Insurance	ICMIF	P
27	23	NEW YORK LIFE	USA	431,831.85	Insurance	ICMIF	P
28	24	FONTERRA COOPERATIVE GROUP	New Zealand	420,892.81	Agriculture and food	NZ.coop	T
29	36	MASSMUTUAL FINANCIAL	USA	415,664.95	Insurance	ICMIF	P
30	33	JOHN LEWIS PARTNERSHIP PLC	UK	398,301.88	Wholesale and retail	Co-operatives UK	T
31	28	FARMERS INSURANCE GROUP	USA	371,915.23	Insurance	ICMIF	P
32	30	COOP SWISS	Switzerland	370,039.02	Wholesale and retail	Euricse	T
33	29	R+V VERSICHERUNG	Germany	358,167.65	Insurance	ICMIF	P
34	26	GROUPAMA	France	347,913.13	Insurance	ICMIF	P
35	34	MIGROS-GENOSSENSCHAFTS-BUND	Switzerland	346,060.06	Wholesale and retail	Amadeus	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
36	38	SOK CORPORATION	Finland	338,089.62	Wholesale and retail	Pellervo	T
37	53	RABOBANK GROUP	Netherlands	327,261.42	Banking and financial services	WCM questionnaire	B
38	40	BAYWA GROUP	Germany	326,212.33	Agriculture and food	Euricse	T
39	35	NORTHWESTERN MUTUAL	USA	312,590.49	Insurance	ICMIF	P
40	37	USAA GROUP	USA	299,000.97	Insurance	ICMIF	P
41	49	ROYAL FRIESLANDCAMPINA	Netherlands	295,967.89	Agriculture and food	NCR	T
42	39	HDI	Germany	292,575.43	Insurance	ICMIF	P
43	45	GRUPO EROSKI	Spain	290,373.15	Wholesale and retail	CEPES	T
44	41	DEBEKA VERSICHERN	Germany	282,352.00	Insurance	ICMIF	P
45	47	BUPA	UK	281,249.83	Insurance	ICMIF	P
46	44	IFFCO-TOKIO GENERAL INSURANCE	India	274,793.09	Insurance	ICMIF	P
47	42	AG2R LA MONDIALE	France	272,967.22	Insurance	ICMIF	P
48	46	LAND O'LAKES, INC.	USA	272,780.53	Agriculture and food	NCB	T
49	50	VIENNA INSURANCE GROUP	Austria	265,951.98	Insurance	ICMIF	P
50	48	DESJARDINS GROUP	Canada	245,460.52	Banking and financial services	WCM questionnaire	T
51	-	THE NORINCHUKIN BANK	Japan	239,527.16	Banking and financial services	Euricse	B
52	43	DAIRY FARMERS OF AMERICA	USA	234,595.89	Agriculture and food	NCB	T
53	55	AGRAVIS RAIFFEISEN AG	Germany	220,181.69	Agriculture and food	Euricse	T
54	58	SUEDZUCKER	Germany	216,584.84	Agriculture and food	Euricse	T
55	54	WAKEFERN FOOD CORP.	USA	212,759.54	Wholesale and retail	NCB	T
56	52	TIAA GROUP	USA	208,411.71	Insurance	ICMIF	P
57	67	ARLA FOODS AMBA	Denmark	198,085.26	Agriculture and food	Amadeus	T

58	59	GROWMARK, INC.	USA	194,343.57	Agriculture and food	NCB	T
59	-	FORFARMERS GROUP	Netherlands	188,392.79	Agriculture and food	NCR	T
60	62	IN VIVO	France	188,233.03	Agriculture and food	CoopFR	T
61	65	COÖPERATIEVE INKOOPVERENIGING SUPERUNIE B.A.	Netherlands	186,319.21	Wholesale and retail	Amadeus	T
62	73	LEVERANDØRSELSKABET DANISH CROWN AMBA	Denmark	182,549.53	Agriculture and food	WCM questionnaire	T
63	-	SINGAPORE NATIONAL CO-OPERATIVE FEDERATION	Singapore	180,085.74	Other activities	WCM questionnaire	T
64	56	MACIF	France	176,547.48	Insurance	ICMIF	P
65	71	CZ GROEP	Netherlands	173,869.34	Insurance	ICMIF	P
66	69	FEDERATED CO-OPERATIVES LIMITED	Canada	172,518.73	Wholesale and retail	Euricse	T
67	70	PACIFIC LIFE	USA	170,985.22	Insurance	ICMIF	P
68	63	GUARDIAN LIFE	USA	170,605.55	Insurance	ICMIF	P
69	64	HUK-COBURG	Germany	168,170.23	Insurance	ICMIF	P
70	-	THE CO-OPERATIVE BANK OF KENYA LIMITED AND SUBSIDIARIES	Kenya	167,351.15	Banking and financial services	Euricse	B
71	85	TEREOS	France	167,218.65	Agriculture and food	CoopFR	T
72	61	SIGNAL IDUNA	Germany	166,310.04	Insurance	ICMIF	P
73	96	DLG GROUP	Denmark	152,318.57	Agriculture and food	Euricse	T
74	74	UNIQA	Austria	152,204.08	Insurance	ICMIF	P
75	68	ZENROSAI (NATIONAL FEDERATION OF WORKERS AND CONSUMERS INSURANCE CO-OPERATIVES)	Japan	152,201.14	Insurance	ICMIF	P
76	60	FUKOKU LIFE	Japan	151,992.45	Insurance	ICMIF	P
77	66	ASSOCIATED WHOLESALE GROCERS, INC	USA	151,733.69	Wholesale and retail	NCB	T
78	86	TERRENA	France	148,660.93	Agriculture and food	CoopFR	T
79	82	ASTERA	France	148,129.76	Wholesale and retail	CoopFR	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
80	83	SODIAAL	France	144,743.56	Agriculture and food	CoopFR	T
81	79	METSÄ GROUP	Finland	144,412.90	Industry	Pellervo	T
82	102	NOWEDA EG APOTHEKERGENOSSENSCHAFT	Germany	142,440.47	Wholesale and retail	Euricse	T
83	77	ROYAL LONDON	UK	142,317.31	Insurance	ICMIF	P
84	78	FJCC	Japan	139,220.46	Insurance	ICMIF	P
85	84	DMK DEUTSCHES MILCHKONTOR GMBH	Germany	136,294.81	Agriculture and food	Euricse	T
86	76	CATTOLICA ASSICURAZIONI	Italy	134,463.47	Insurance	ICMIF	P
87	93	VIVESCIA (CHAMPAGNE CÉRÉALES + NOURICIA)	France	132,194.69	Agriculture and food	CoopFR	T
88	81	REALE MUTUA	Italy	131,471.60	Insurance	ICMIF	P
89	75	ASAHI LIFE	Japan	130,285.67	Insurance	ICMIF	P
90	-	COOP AMBA	Denmark	127,113.65	Wholesale and retail	Amadeus	T
91	-	FLORAHOLLAND	Netherlands	126,265.09	Agriculture and food	NCR	T
92	87	FEDERAL FARM CREDIT BANKS FUNDING CORPORATION	USA	125,162.90	Banking and financial services	Euricse	B
93	95	COOPERATIVA LECHERA COLANTA LTDA - COPIDROGAS	Colombia	123,367.12	Agriculture and food	COLCoop	T
94	105	AGRICOLA TRE VALLI	Italy	122,357.59	Agriculture and food	Euricse	T
95	-	MUTUA MADRILEÑA	Spain	120,280.92	Insurance	ICMIF	P
96	130	AGRIAL	France	119,778.62	Agriculture and food	CoopFR	T
97	94	AMERICAN FAMILY INSURANCE	USA	118,990.38	Insurance	ICMIF	P
98	98	VARMA MUTUAL PENSION	Finland	118,952.89	Insurance	ICMIF	P
99	87	GOTHAER VERSICHERUNGEN	Germany	117,896.09	Insurance	ICMIF	P
100	88	MENZIS	Netherlands	116,590.29	Insurance	ICMIF	P
101	101	SANACORP EG PHARMAZEUTISCHE GROßHANDLUNG	Germany	115,122.12	Wholesale and retail	Amadeus	T

102	-	CIC INSURANCE GROUP	Kenya	113,075.20	Insurance	ICMIF	P
103	103	ILMARINEN MUTUAL PENSION	Finland	113,009.19	Insurance	ICMIF	P
104	110	AXÉRÉAL	France	112,873.42	Agriculture and food	CoopFR	T
105	226	SANCOR SEGUROS	Argentina	111,947.96	Insurance	ICMIF	P
106	107	LV	UK	110,576.16	Insurance	ICMIF	P
107	119	GRUPO ASCES	Spain	107,338.19	Other services	CEPES	T
108	108	ALTE LEIPZIGER	Germany	106,282.98	Insurance	ICMIF	P
109	100	AUTO-OWNERS INSURANCE	USA	105,873.26	Insurance	ICMIF	P
110	115	KOOPERATIVA FÖRBUNDET (KF)	Sweden	105,769.06	Wholesale and retail	Euricse	T
111	-	LANTMÄNNEN	Sweden	102,066.54	Agriculture and food	Euricse	T
112	114	SECURIAN FINANCIAL	USA	102,007.05	Insurance	ICMIF	P
113	112	MUTUAL OF OMAHA	USA	101,279.22	Insurance	ICMIF	P
114	117	DZ BANK	Germany	100,982.06	Banking and financial services	Euricse	B
115	109	THRIVENT FINANCIAL FOR LUTHERANS	USA	100,115.61	Insurance	ICMIF	P
116	116	RZB	Austria	99,572.07	Banking and financial services	Euricse	B
117	113	MAIF	France	98,363.11	Insurance	ICMIF	P
118	122	LA COOP FÉDÉRÉE	Canada	97,322.77	Agriculture and food	WCM questionnaire	T
119	123	INSULAR LIFE ASSURANCE	Philippines	97,108.76	Insurance	ICMIF	P
120	111	SNS REAAL NV	Netherlands	96,583.80	Insurance	ICMIF	P
121	127	OLD REPUBLIC INTERNATIONAL CORPORATION	USA	96,045.18	Insurance	Euricse	P
122	121	AG PROCESSING INC.	USA	95,075.11	Agriculture and food	NCB	T
123	120	UNICOOP FIRENZE	Italy	93,887.31	Wholesale and retail	CoopIT	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
124	171	PAC 2000	Italy	93,648.90	Wholesale and retail	Euricse	T
125	80	NATIXIS ASSURANCES	France	93,100.43	Insurance	ICMIF	P
126	118	ERIE INSURANCE	USA	92,829.27	Insurance	ICMIF	P
127	99	JAPANESE CONSUMERS' CO- OPERATIVE UNION	Japan	92,791.61	Wholesale and retail	WCM questionnaire	T
128	-	KOPERASI TELEKOMUNIKASI SELULAR (KISEL)	Indonesia	90,816.42	Other activities	WCM questionnaire	T
129	-	SELECTOUR AFAT	France	87,045.33	Wholesale and retail	CoopFR	T
130	124	LÄNSFÖRSÄKRINGAR	Sweden	86,921.46	Insurance	ICMIF	P
131	125	LVM VERSICHERUNG	Germany	85,077.07	Insurance	ICMIF	P
132	-	KFCCC	South Korea	82,562.74	Insurance	ICMIF	P
133	151	CONSUM	Spain	82,333.06	Agriculture and food	CEPES	T
134	139	COOP ADRIATICA	Italy	81,549.73	Wholesale and retail	CoopIT	T
135	-	MFA	USA	81,548.16	Agriculture and food	Euricse	T
136	-	CZECH AND MORAVIAN CONSUMER COOPERATIVES	Czech Republic	80,490.24	Wholesale and retail	WCM questionnaire	T
137	148	FENACO	Switzerland	80,358.21	Wholesale and retail	Amadeus	T
138	150	COOPERATIVA NACIONAL DE DROGUISTAS DETALLISTAS - COPSERVIR LTDA	Colombia	80,208.62	Wholesale and retail	COLCoop	T
139	165	CENTRAL NACIONAL UNIMED COOPERATIVA CENTRAL	Brazil	79,691.04	Health and social care	WCM questionnaire	T
140	158	ETIQA TAKAFUL BERHAD	Malaysia	78,838.20	Insurance	ICMIF	P
141	159	RWZ	Germany	78,354.03	Agriculture and food	Euricse	T
142	152	LOCALTAPIOLA	Finland	78,165.62	Insurance	ICMIF	P
143	137	ETHIAS	Belgium	77,744.24	Insurance	ICMIF	P
144	166	WESTFLEISCH EG	Germany	77,335.17	Agriculture and food	Amadeus	T
145	126	FOODSTUFFS (AUCKLAND)	New Zealand	77,327.26	Wholesale and retail	NZ.coop	T

146	132	HEALTHPARTNERS INC.	USA	76,813.73	Health and social care	NCB	T
147	161	TRISKALIA	France	76,355.55	Agriculture and food	CoopFR	T
148	200	OHIO NATIONAL LIFE	USA	74,072.34	Insurance	ICMIF	P
149	138	ACE HARDWARE CORP.	USA	74,069.69	Industry	NCB	T
150	153	SMABTP	France	73,927.10	Insurance	ICMIF	P
151	-	HKSCAN OYJ	Finland	73,543.44	Agriculture and food	Pellervo	T
152	133	UNIFIED GROCERS, INC	USA	73,354.70	Wholesale and retail	NCB	T
153	144	DIE CONTINENTALE	Germany	72,064.24	Insurance	ICMIF	P
154	154	AGROPUR COOPÉRATIVE	Canada	71,903.53	Agriculture and food	Euricse	T
155	146	VHV VERSICHERUNGEN	Germany	71,717.16	Insurance	ICMIF	P
156	-	MLEKPOL SPÓLDZIELNIA MLECZARSKA	Poland	71,446.06	Agriculture and food	Amadeus	T
157	-	SPÓLDZIELNIA MLECZARSKA MLEKOVITA	Poland	70,770.03	Agriculture and food	Amadeus	T
158	160	NAVY FEDERAL CREDIT UNION	USA	70,552.69	Banking and financial services	NCB	B
159	149	GROUP HEALTH COOPERATIVE	USA	70,127.55	Health and social care	NCB	T
160	172	AGRIFIRM	Netherlands	69,936.73	Agriculture and food	NCR	T
161	210	COOPERL ARC ATLANTIQUE	France	69,051.97	Agriculture and food	CoopFR	T
162	235	FOLKSAM	Sweden	68,768.10	Insurance	ICMIF	P
163	164	FM GLOBAL	USA	68,324.64	Insurance	ICMIF	P
164	141	DEVK VERSICHERUNGEN	Germany	68,317.18	Insurance	ICMIF	P
165	169	CECAB	France	67,856.84	Agriculture and food	CoopFR	T
166	156	ALECTA	Sweden	67,667.89	Insurance	ICMIF	P
167	168	EVEN	France	66,396.13	Agriculture and food	CoopFR	T
168	-	NATIONAL ASSOCIATION OF COOPERATIVE SAVINGS AND CREDIT UNIONS (NACSCU)	Poland	66,135.73	Banking and financial services	WCM questionnaire	B

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
169	208	PFA PENSION	Denmark	65,738.53	Insurance	ICMIF	P
170	-	ONEAMERICA GROUP	USA	65,622.33	Insurance	ICMIF	P
171	142	COOP SAPPORO	Japan	64,992.34	Wholesale and retail	WCM questionnaire	T
172	177	REWE DORTMUND GROßHANDEL EG	Germany	64,593.82	Wholesale and retail	Amadeus	T
173	-	LANDGARD EG	Germany	64,215.92	Agriculture and food	Amadeus	T
174	174	COOPERATIVA MULTIACTIVA DE EMPLEADOS DE DISTRUIDORES DE DROGAS COPSERVIR LTD - COOSALUD	Colombia	63,934.86	Wholesale and retail	COLCoop	T
175	187	FUNDACIÓN ESPRIU	Spain	63,787.48	Health and social care	WCM questionnaire	T
176	140	CALIFORNIA DAIRIES, INC.	USA	62,610.44	Agriculture and food	NCB	T
177	143	COOP KOBE	Japan	61,797.66	Wholesale and retail	WCM questionnaire	T
178	167	CITIZENS PROPERTY INSURANCE CORP	USA	61,465.57	Insurance	ICMIF	P
179	157	MACSF	France	60,322.86	Insurance	ICMIF	P
180	-	SOGIPHAR	France	60,188.09	Wholesale and retail	CoopFR	T
181	214	SAN CRISTOBAL	Argentina	59,866.08	Insurance	ICMIF	P
182	181	TAWUNIYA	Saudi Arabia	59,772.88	Insurance	ICMIF	P
183	212	SSQ FINANCIAL GROUP	Canada	59,513.47	Insurance	ICMIF	P
184	222	LIMAGRAIN	France	59,225.35	Agriculture and food	CoopFR	T
185	182	THE CO-OPERATORS	Canada	58,802.83	Insurance	ICMIF	P
186	219	SUNLIGHT AGRICULTURAL MUTUAL	China	58,766.73	Insurance	ICMIF	P
187	196	GEDEX	France	58,428.59	Wholesale and retail	CoopFR	T
188	281	CRISTAL UNION	France	58,362.20	Agriculture and food	CoopFR	T
189	194	IRISH DAIRY BOARD CO-OPERATIVE LTD	Ireland	58,272.41	Agriculture and food	Euricse	T
190	176	MATMUT	France	58,209.78	Insurance	ICMIF	P

191	195	VALIO GROUP FINLAND	Finland	57,753.61	Agriculture and food	Pellervo	T
192	173	COUNTRY FINANCIAL	USA	56,481.22	Insurance	ICMIF	P
193	209	COOP NORGE SA	Norway	55,903.37	Wholesale and retail	Amadeus	T
194	216	ROYAL COSUN	Netherlands	55,840.29	Agriculture and food	NCR	T
195	230	DANISH AGRO A.M.B.A	Denmark	55,236.72	Wholesale and retail	Amadeus	T
196	184	BARMENIA VERSICHERUNGEN	Germany	54,962.90	Insurance	ICMIF	P
197	199	NFU MUTUAL INSURANCE GROUP	UK	54,621.50	Insurance	ICMIF	P
198	224	HOK-ELANTO	Finland	54,190.21	Wholesale and retail	Pellervo	T
199	-	ROLNICZA SPÓŁDZIELNIA PRODUKCYJNA BIELCZANKA	Poland	53,904.86	Agriculture and food	Amadeus	T
200	-	S.S. TRAKYA YAGLI TOHURLAR TARIM SATIS KOOPERATIFLERI BIRLIGI	Turkey	53,695.27	Agriculture and food	Amadeus	T
201	185	AUTO CLUB ENTERPRISES	USA	53,566.24	Insurance	ICMIF	P
202	183	CALIFORNIA STATE AUTO	USA	53,323.47	Insurance	ICMIF	P
203	239	COOP ESTENSE	Italy	53,053.11	Wholesale and retail	CoopIT	T
204	147	NTUC INCOME	Singapore	52,796.57	Insurance	ICMIF	P
205	241	UNIMED SEGUROS	Brazil	52,483.87	Insurance	ICMIF	P
206	217	GROUPE MAÎTRES LAITIERS DU COTENTIN	France	52,452.94	Agriculture and food	CoopFR	T
207	175	FOODSTUFFS SOUTH ISLAND	New Zealand	51,771.22	Wholesale and retail	NZ.coop	T
208	254	KLP	Norway	51,624.98	Insurance	ICMIF	P
209	191	MERCURY GENERAL GROUP	USA	51,242.60	Insurance	Euricse	P
210	233	KOPERASI WARGA SEMEN GRESIK	Indonesia	51,018.21	Wholesale and retail	WCM questionnaire	T
211	206	UNIVÉ ZORG	Netherlands	50,984.31	Insurance	ICMIF	P
212	186	FAGOR ELECTRODOMÉSTICOS	Spain	50,318.28	Industry	CEPES	T
213	213	WAWANESA MUTUAL	Canada	50,284.01	Insurance	ICMIF	P

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
214	-	COOPERATIVA NACIONAL DE SERVICIOS MÚLTIPLES DE LOS MAESTROS, INC. (COOPNAMA)	Dominican Republic	50,071.22	Banking and financial services	WCM questionnaire	B
215	218	DO-IT-BEST CORP.	USA	50,030.38	Industry	NCB	T
216	188	FOODSTUFFS (WELLINGTON) COOPERATIVE SOCIETY	New Zealand	49,000.79	Wholesale and retail	NZ.coop	T
217	225	OP-POHJOLA GROUP	Finland	48,830.68	Banking and financial services	Pellervo	B
218	244	LA SEGUNDA	Argentina	48,708.79	Insurance	ICMIF	P
219	190	CCC	Italy	48,609.68	Industry	Euricse	T
220	211	THE KYOEI FIRE & MARINE INSURANCE CO	Japan	47,762.15	Insurance	ICMIF	P
221	223	CO-OPERATIVE BULK HANDLING LIMITED	Australia	47,616.51	Agriculture and food	WCM questionnaire	T
222	246	DARIGOLD	USA	47,614.85	Agriculture and food	NCB	T
223	-	SACMI	Italy	47,557.34	Industry	Euricse	T
224	268	GROUPE INTERSPORT FRANCE	France	47,207.65	Wholesale and retail	CoopFR	T
225	228	SODRA SKOGSAGARNA	Sweden	46,964.69	Agriculture and food	Euricse	T
226	-	COOPERATIVA OBRERA LIMITADA DE CONSUMO Y VIVIENDA	Argentina	46,930.10	Wholesale and retail	WCM questionnaire	T
227	282	COREN, S.C.G.	Spain	46,902.12	Agriculture and food	CEPES	T
228	-	NFFC	South Korea	46,745.99	Insurance	ICMIF	P
229	258	UNICOOP TIRRENO	Italy	46,707.39	Wholesale and retail	CoopIT	T
230	256	UNITED SUPPLIERS, INC.	USA	45,817.70	Agriculture and food	NCB	T
231	-	S.S. ISTANBUL ECZACILAR URETİM TEMİN DAGITIM KOOPERATİFİ	Turkey	45,779.36	Wholesale and retail	Amadeus	T
232	179	WESTERN & SOUTHERN FINANCIAL	USA	45,732.27	Insurance	ICMIF	P
233	283	25 MAÏSADOUR	France	45,514.55	Agriculture and food	CoopFR	T
234	202	GLANBIA IRELAND	Ireland	45,422.60	Agriculture and food	Euricse	T
235	227	NATIONAL CABLE TELEVISION, INC.	USA	45,192.89	Industry	Euricse	T
236	292	ZG RAIFFEISEN EG	Germany	45,134.48	Wholesale and retail	Amadeus	T

237	238	SENTRY INSURANCE	USA	44,825.19	Insurance	ICMIF	P
238	221	ASSOCIATED WHOLESALERS, INC.	USA	44,735.54	Wholesale and retail	NCB	T
239	247	SWISS MOBILIAR	Switzerland	44,574.14	Insurance	ICMIF	P
240	245	SOUTHERN STATES COOPERATIVE	USA	44,329.73	Agriculture and food	NCB	T
241	269	NTUC FAIRPRICE CO-OPERATIVE LTD	Singapore	44,034.59	Wholesale and retail	WCM questionnaire	T
242	257	GROUPE EURALIS	France	43,854.64	Agriculture and food	CoopFR	T
243	231	AMERITAS LIFE	USA	43,550.23	Insurance	ICMIF	P
244	262	HANSEMERKUR VERSICHERUNGSGRUPPE	Germany	43,475.22	Insurance	ICMIF	P
245	-	PENSIONS-SICHERUNGS-VEREIN (PSVAG)	Germany	42,989.37	Insurance	ICMIF	P
246	243	P&V	Belgium	42,969.02	Insurance	ICMIF	P
247	220	CUNA MUTUAL	USA	42,776.71	Insurance	ICMIF	P
248	-	COOPERATIVA DE SALUD Y DESARROLLO INTEGRAL ZONA SUR ORIENTAL DE CARTAGENA -	Colombia	42,757.00	Health and social care	COLCoop	T
249	207	SILVER FERN FARMS	New Zealand	42,730.13	Agriculture and food	NZ.coop	T
250	279	TAKAFUL MALAYSIA	Malaysia	42,619.09	Insurance	ICMIF	P
251	-	CENTRAL COOPERATIVE UNION	Bulgaria	42,269.90	Wholesale and retail	WCM questionnaire	T
252	260	UNITED FARMERS OF ALBERTA CO- OPERATIVE LIMITED	Canada	41,833.06	Agriculture and food	Euricse	T
253	-	FEBELCO	Belgium	41,685.11	Wholesale and retail	Amadeus	T
254	280	NOVA COOP	Italy	41,504.10	Wholesale and retail	CoopIT	T
255	299	EMMI	Switzerland	41,268.80	Agriculture and food	Euricse	T
256	251	VOLKSWOHL BUND VERSICHERUNGEN	Germany	41,226.49	Insurance	ICMIF	P
257	261	PENN MUTUAL	USA	40,993.47	Insurance	ICMIF	P
258	249	COFORTA/THE GREENERY	Netherlands	40,107.40	Agriculture and food	NCR	T

RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
259	293	EANDIS	Belgium	40,055.88	Industry	Amadeus	T
260	284	BIGMAT FRANCE	France	39,837.68	Wholesale and retail	CoopFR	T
261	271	HOCHWALD MILCH EG	Germany	39,641.84	Agriculture and food	Amadeus	T
262	-	ADVITAM (GROUPE UNEAL)	France	39,439.30	Agriculture and food	CoopFR	T
263	-	THE MIDCOUNTRIES CO-OPERATIVE LIMITED	UK	39,357.51	Agriculture and food	Co-operatives UK	T
264	250	JCIF	Japan	39,180.85	Insurance	ICMIF	P
265	255	AUTO CLUB GROUP	USA	39,116.95	Insurance	ICMIF	P
266	240	COOP TOKYO (CO-OP MIRAI)	Japan	39,112.65	Wholesale and retail	WCM questionnaire	T
267	253	ASSOCIATED FOOD STORES	USA	38,860.98	Wholesale and retail	NCB	T
268	-	ATRIA OYJ	Finland	38,798.87	Agriculture and food	Pellervo	T
269	-	COOP NORDEST	Italy	38,386.45	Wholesale and retail	CoopIT	T
270	298	UNITED MERCHANTS PUBLIC LIMITED COMPANY	UK	38,280.20	Industry	Co-operatives UK	T
271	-	ELÄKE-FENNIA MUTUAL	Finland	38,098.65	Insurance	ICMIF	P
272	263	CENTRAL GROCERS COOPERATIVE	USA	38,030.04	Wholesale and retail	NCB	T
273	294	GADOL	France	37,845.79	Wholesale and retail	CoopFR	T
274	-	STATE INSURANCE FUND	USA	37,563.13	Insurance	ICMIF	P
275	-	LUR BERRI	France	37,447.42	Other activities	CoopFR	T
276	296	PPS	South Africa	37,318.43	Insurance	ICMIF	P
277	276	REI (RECREATIONAL EQUIPMENT, INC.)	USA	37,315.05	Wholesale and retail	NCB	T
278	-	ASEGURADORA SOLIDARIA DE COLOMBIA SOLIDARIA - CONAFE	Colombia	37,243.82	Insurance	COLCoop	P
279	-	SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES	Belgium	37,103.51	Other services	Amadeus	T
280	295	BASIN ELECTRIC POWER COOPERATIVE	USA	37,083.16	Industry	NCB	T
281	285	STATE AUTO INSURANCE COMPANIES	USA	36,803.21	Insurance	ICMIF	P

282	-	CAMST	Italy	36,776.70	Other services	Euricse	T
283	274	COOP EG	Germany	36,671.76	Wholesale and retail	Amadeus	T
284	273	MURRAY GOULBURN CO-OPERATIVE CO LIMITED	Australia	36,479.91	Agriculture and food	Euricse	T
285	290	NATIONAL LIFE	USA	36,245.88	Insurance	ICMIF	P
286	-	COOP LOMBARDIA	Italy	36,228.78	Wholesale and retail	CoopIT	T
287	242	CO-OPERATIVE INSURANCE	UK	36,007.02	Insurance	ICMIF	P
288	-	COOPERATIVA NACIONAL CAFETERA - UCC	Colombia	35,965.62	Agriculture and food	COLCoop	T
289	-	TINE SA	Norway	35,654.72	Agriculture and food	WCM questionnaire	T
290	229	ACMN	France	35,605.28	Insurance	ICMIF	P
291	-	THE ECONOMICAL INSURANCE GROUP	Canada	35,559.63	Insurance	ICMIF	P
292	278	COÖPERATIEVE MOSADEX U.A.	Netherlands	35,422.28	Wholesale and retail	Amadeus	T
293	-	OKREGOWA SPÓLDZIELNIA MLECZARSKA W LOWICZU	Poland	35,149.34	Agriculture and food	Amadeus	T
294	-	NORTURA SA	Norway	34,587.47	Agriculture and food	Amadeus	T
295	297	AMICA MUTUAL	USA	34,415.51	Insurance	ICMIF	P
296	252	ASSOCIATED MILK PRODUCERS, INC	USA	34,319.79	Agriculture and food	NCB	T
297	-	GJENSIDIGE FORSIKRING	Norway	34,139.62	Insurance	ICMIF	P
298	-	COUNTRYMARK COOPERATIVE HOLDING CORP.	USA	33,566.15	Agriculture and food	NCB	T
299	291	BLUE CROSS AND BLUE SHIELD OF KANSAS	USA	33,427.69	Insurance	ICMIF	P
300	-	PENSIONDANMARK	Denmark	32,627.31	Insurance	ICMIF	P

APPENDIX 3

ORGANIZATIONS THAT SUBMITTED THE WORLD CO-OPERATIVE MONITOR SURVEY



Argentina	BANCO CREDICOOP COOPERATIVO LIMITADO	Belgium	TEQUIERO CVBA
Argentina	COOPERATIVA ELECTRICA LIMITADA DE CORONEL PRINGLES	Belgium	TR@ME
Argentina	COOPERATIVA OBRERA LIMITADA DE CONSUMO Y VIVIENDA	Bhutan	TSIRANG POULTRY CO-OPERATIVE
Argentina	INSTITUTO MOVILIZADOR DE FONDOS COOPERATIVOS COOP. LTDA.	Brazil	CENTRAL NACIONAL UNIMED COOPERATIVA CENTRAL
Australia	CAPRICORN	Brazil	ORGANIZAÇÃO DAS COOPERATIVAS BRASILEIRAS
Australia	CO-OPERATIVE BULK HANDLING LIMITED	Brazil	SICREDI PIONEIRA RS
Belgium	ALTERFIN CVBA	Brazil	UNIMED DO BRASIL
Belgium	AZIMUT	Brazil	UNISAUDE CENTRO OESTE
Belgium	DAMNET	Bulgaria	CENTRAL COOPERATIVE UNION
Belgium	ECOPOWER	Canada	CALGARY CO-OPERATIVE ASSOCIATION LTD.
Belgium	POINT DE MIRE BRABANT WALLON	Canada	COOP DE SOLIDARITÉ WEBTV

Canada	CO-OPERATIVE HOUSING FEDERATION OF CANADA
Canada	DESJARDINS GROUP
Canada	FEDERATION QUEBECOISE DES COOPERATIVES EN MILIEU SCOLAIRE (FQCMS)
Canada	GLOBAL CO-OPERATIVE DEVELOPMENT GROUP INC
Canada	KAILASA HOUSING CO-OPERATIVE
Canada	LA COOP FÉDÉRÉE
Canada	MANITOBA COOPERATIVE ASSOCIATION
Canada	ONTARIO CO-OPERATIVE ASSOCIATION
Canada	SOCODEVI
Canada	THE CO-OPERATORS GROUP LIMITED
Colombia	COOPERATIVA MÉDICA DEL VALLE Y DE PROFESIONALES - COOMEVA
Colombia	COOPERATIVA SERVIACTIVA
Costa Rica	COOPE-ANDE N°1, R.L.
Czech Republic	CZECH AND MORAVIAN CONSUMER COOPERATIVES
Democratic Republic of the Congo	COUP DE POUCE ONGD
Denmark	LEVERANDØRSELSKABET DANISH CROWN AMBA
Dominican Republic	COOPERATIVA NACIONAL DE SERVICIOS MÚLTIPLES DE LOS MAESTROS, INC. (COOPNAMA)
El Salvador	FUNDACIÓN PROMOTORA DE COOPERATIVAS
Finland	3ITECH
France	BATICOOP
France	GRAP
France	MEDIA-PRO

France	MEZCALITO
France	POLLEN SCOP
France	SECAD
France	SOCOREC
France	SOK
India	CO-OPERATIVE HOUSE BUILDING AND FINANCE CORPORATION LTD.
India	FEROKE COOPERATIVE URBAN BANK LIMITED
India	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)
India	NATIONAL COOPERATIVE AGRICULTURE & RURAL DEVELOPMENT BANKS' FEDERATION LTD.
India	NATIONAL FEDERATION OF STATE COOPERATIVE BANKS LTD. (NAFSCOB)
India	SAMBHRAM INSTITUTE OF TECHNOLOGY
India	THE DELHI STATE CONSUMERS CO-OPERATIVE FEDERATION LTD.
Indonesia	CREDIT UNION COORDINATION ORGANISATION OF INDONESIA
Indonesia	INKOPDIT (INDUK KOPERASI INDONESIA)/CUCO (CREDIT UNION CENTRAL OF INDONESIA)
Indonesia	KOPERASI BMT UGT SIDOGIRI
Indonesia	KOPERASI KREDIT CU LANTANG TIPO
Indonesia	KOPERASI SIMPAN PINJAM JASA / KOSPIN JASA (JASA CREDIT UNION)
Indonesia	KOPERASI TELEKOMUNIKASI SELULAR (KISEL)
Indonesia	KOPERASI UNIT DESA (KUD) MERPATI
Indonesia	KOPERASI WARGA SEMEN GRESIK
Indonesia	KPBS PANGALENGAN
Indonesia	KPSBU JABAR

Indonesia	SEJAHTERA BERSAMA COOPERATIVE
Ireland	DUBLIN FOOD COOPERATIVE
Ireland	IRISH LEAGUE OF CREDIT UNIONS
Ireland	KENMARE CREDIT UNION LTD
Ireland	NABCO (NATIONAL ASSOCIATION OF BUILDING CO-OPERATIVES)
Ireland	THE BRIDGE STREET CO-OPERATIVE SOCIETY LTD
Iran	IRAN CENTRAL CHAMBER OF COOPERATIVES (ICC)
Israel	AUZO LAGUN S.COOP
Israel	O-SHARE
Italy	AGRINTESA SOC. COOP. AGRICOLA
Italy	ALIMENTARISTI ASTIGIANI ASSOCIATI SCRL
Italy	CAVIT SC
Italy	CEFLA S. C.
Italy	CITTÀ SO.LA.RE. SOC. COOP. SOCIALE A R.L.
Italy	CLAB SOCIETÀ COOPERATIVA SOCIALE
Italy	CONSERVE ITALIA SOCIETÀ COOPERATIVA AGRICOLA
Italy	CONSORZIO CO&SO FIRENZE CONSORZIO PER LA COOPERAZIONE E LA SOLIDARIETÀ CONSORZIO DI COOPERATIVE SOCIALI A.R.L.
Italy	COOPERATIVA DELLA COMUNITÀ SOC. COOP. SOCIALE
Italy	IRS L'AURORA COOPERATIVA SOCIALE
Italy	LEGACOOBUND
Italy	L'OFFICINA DELL'AIAS COOPERATIVA SOCIALE
Italy	MEZZACORONA SOCIETÀ COOPERATIVA AGRICOLA

Italy	UNIPOL GRUPPO FINANZIARIO SPA
Jamaica	TIP FRIENDLY SOCIETY
Japan	CHIBA CO-OP (CO-OP MIRAI)
Japan	COOP KANAGAWA (U CO-OP)
Japan	COOP KOBE
Japan	COOP SAPPORO
Japan	COOP TOKYO (CO-OP MIRAI)
Japan	HEW COOP JAPAN
Japan	JAPAN WORKERS' CO-OPERATIVE UNION
Japan	JAPANESE CONSUMERS' CO-OPERATIVE UNION
Japan	JAPANESE HEALTH AND WELFARE CO-OPERATIVE FEDERATION
Japan	KYOTO CO-OP
Japan	MIYAGI CO-OP
Japan	NATIONAL FEDERATION OF FOREST OWNERS' CO-OPERATIVE ASSOCIATIONS (ZENMORI-REN)
Japan	OSAKA IZUMI CO-OP
Japan	PAL-SYSTEM TOKYO
Japan	SAITAMA CO-OP (CO-OP MIRAI)
Japan	ZENKYOREN
Japan	ZENROSAI
Lithuania	LIETUVOS CENTRINE KREDITO UNIJA (LITHUANIAN CENTRAL CREDIT UNION)
Malaysia	KOOP MKM
Maldives	SOUTHERN FARMERS COOPERATIVE SOCIETY

Mexico	CAJA POPULAR MEXICANA SC DE AP DE RL DE CV
Mongolia	NATIONAL ASSOCIATION OF MONGOLIAN AGRICULTURAL COOPERATIVES
Myanmar	CENTRAL COOPERATIVE SOCIETY
Nepal	LALITPUR DISTRICT FEDERATION OF SAVING AND CREDIT COOPERATIVES LIMITED
Nepal	PRAMARSHA SAVING AND CREDIT CO OPERATIVE SOCIETY LTD
Netherlands	ASSOCIATION OF CREDIT UNIONS IN THE NETHERLANDS
Netherlands	COOP NEDERLAND B.V.
Netherlands	RABOBANK GROUP
New Zealand	DAIRY GOAT CO-OPERATIVE (N.Z.) LIMITED
New Zealand	ELECTRICITY ASHBURTON
New Zealand	PHARMACY WHOLESALEERS BAY OF PLENTY LTD
New Zealand	RODNEY CO-OPERATIVE LIME COMPANY LTD
New Zealand	THE CO-OPERATIVE BANK
Nigeria	DE PARACH MULTIPURPOSE COOPERATIVE SOCIETY LIMITED
Norway	FEDERATION OF NORWEGIAN AGRICULTURAL CO-OPERATIVES
Norway	TINE SA
Pakistan	BETTER EDUCATION FOR ALL BEFA FOUNDATION PAKISTAN
Pakistan	KARACHI CO-OPERATIVE HOUSING SOCIETIES UNION LTD
Panama	COFEP, R.L.
Paraguay	COOPERATIVA DE AHORRO, CRÉDITO Y SERVICIOS UNIVERSITARIA LTDA.
Philippines	AGRI SERVICES PLUS MULTI-PURPOSE COOPERATIVE
Philippines	CARITAS SALVE CREDIT COOPERATIVE

Philippines	IFUGAO GLOBAL ENTREPRENEURS MULTI-PURPOSE COOPERATIVE
Philippines	ILIGAN CITY GOVERNMENT EMPLOYEES MULTI-PURPOSE
Philippines	KITANGLAD MPC
Philippines	REGIONAL CONSULAR OFFICE BICOL EMPLOYEES MULTI-PURPOSE COOPERATIVE (RCOBEMPC)
Poland	NATIONAL ASSOCIATION OF COOPERATIVE SAVINGS AND CREDIT UNIONS (NACSCU)
Poland	NATIONAL COOPERATIVE COUNCIL (KRAJOWA RADA SPÓŁDZIELCZA)
Puerto Rico	COOPERATIVA ZENO GANDÍA
Rwanda	RWANDA BEEKEEPER COOPERATIVE
Singapore	NTUC FAIRPRICE CO-OPERATIVE LTD
Singapore	NTUC INCOME
Singapore	SEACARE CO-OPERATIVE LTD
Singapore	SINGAPORE NATIONAL CO-OPERATIVE FEDERATION
South Korea	ICOOP KOREA
South Korea	KOREAN NATIONAL FEDERATION OF FISHERIES COOPERATIVES
South Korea	N.F.C.F.(NATIONAL FORESTRY COOPERATIVE FEDERATION)
South Korea	NATIONAL CREDIT UNION FEDERATION OF KOREA(NACUFOK)
South Korea	NH NONGHYUP (FORMERLY NACF)
Spain	LA LUNA GESTION DE SERVICIOS SCOOP
Spain	PRIMITIVE FILMS SCCL
Spain	MACROSAD, SCA
Spain	FUNDACIÓN ESPRIU

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Sri Lanka	NATIONAL FISHERIES FEDERATION
Sri Lanka	SRI LANKA CONSUMER COOPERATIVE SOCIETIES FEDERATION LIMITED (COOPFED)
Thailand	THE COOPERATIVE LEAGUE OF THAILAND (CLT)
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The International Co-operative Alliance is an independent, non-governmental association which unites, represents and serves co-operatives worldwide. Founded in 1895, the Alliance has member organisations in 100 countries active in all sectors of the economy. Together these co-operatives represent nearly one billion individuals worldwide.



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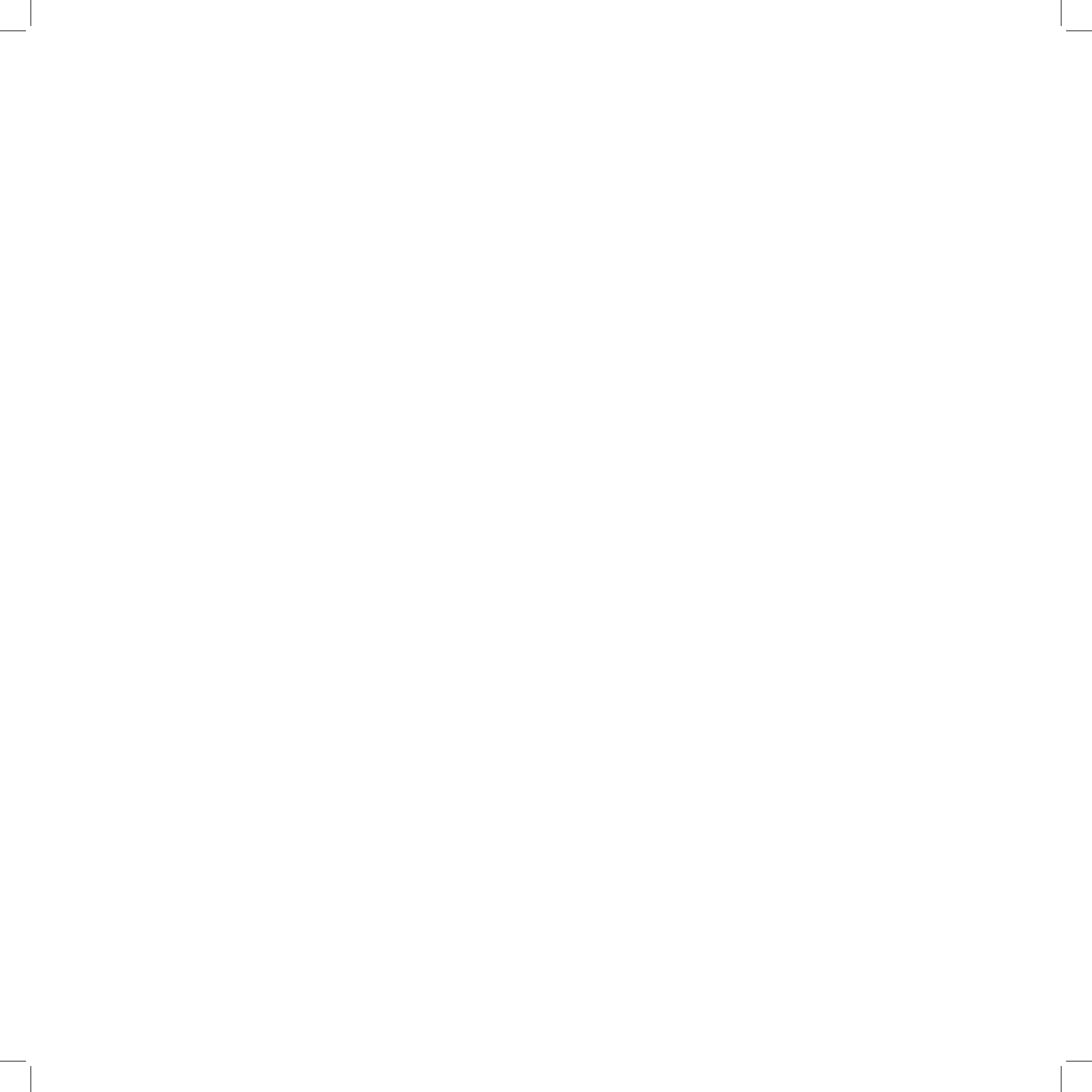
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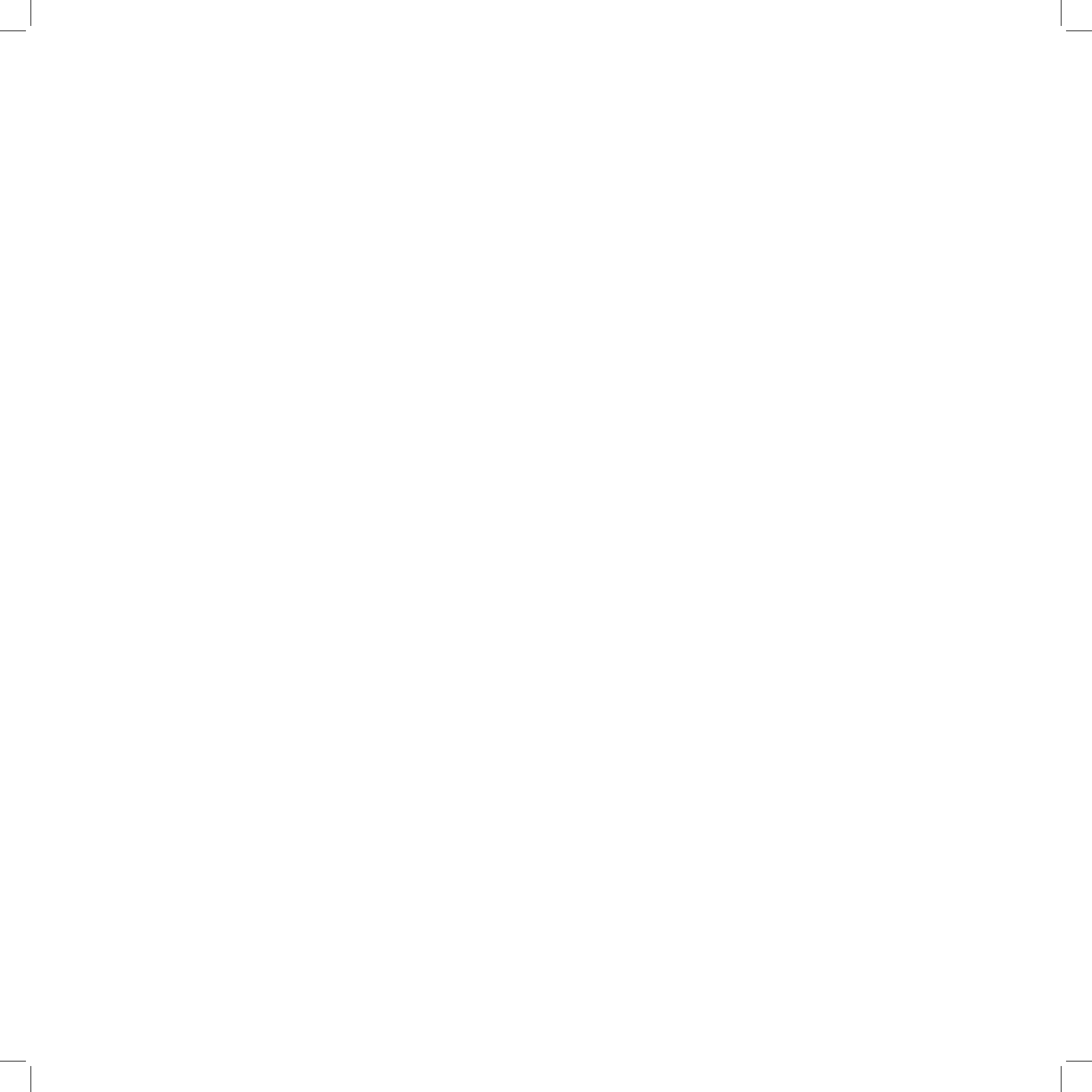
The U.S. Overseas Cooperative Development Council brings together organizations committed to building a more prosperous world through cooperatives. Its mission is to champion, advocate and promote effective international cooperative development. Its key areas of focus are food security, income development and democracy building.



OCB SYSTEM

Cooperatives in Brazil number 6.6 thousand with 11 million members and they provide 320 thousand direct jobs. As a differentiated business model, Brazilian cooperatives rely on the permanent support of OCB System to defend and promote their interests and rights. The system is composed of three institutions working together. The Brazilian Cooperatives Organization (OCB) is the representative entity, acting to promote the efficiency and economic and social effectiveness of cooperatives – either in Brazil or overseas. The National Service of Cooperative Learning (Sescoop) promotes actions, courses and programs for the management and social development of the cooperatives. Finally, the Brazilian National Confederation of Cooperatives (CNCoop) provides union representation of the economic category interests in the cooperativist sector with public and private agencies.





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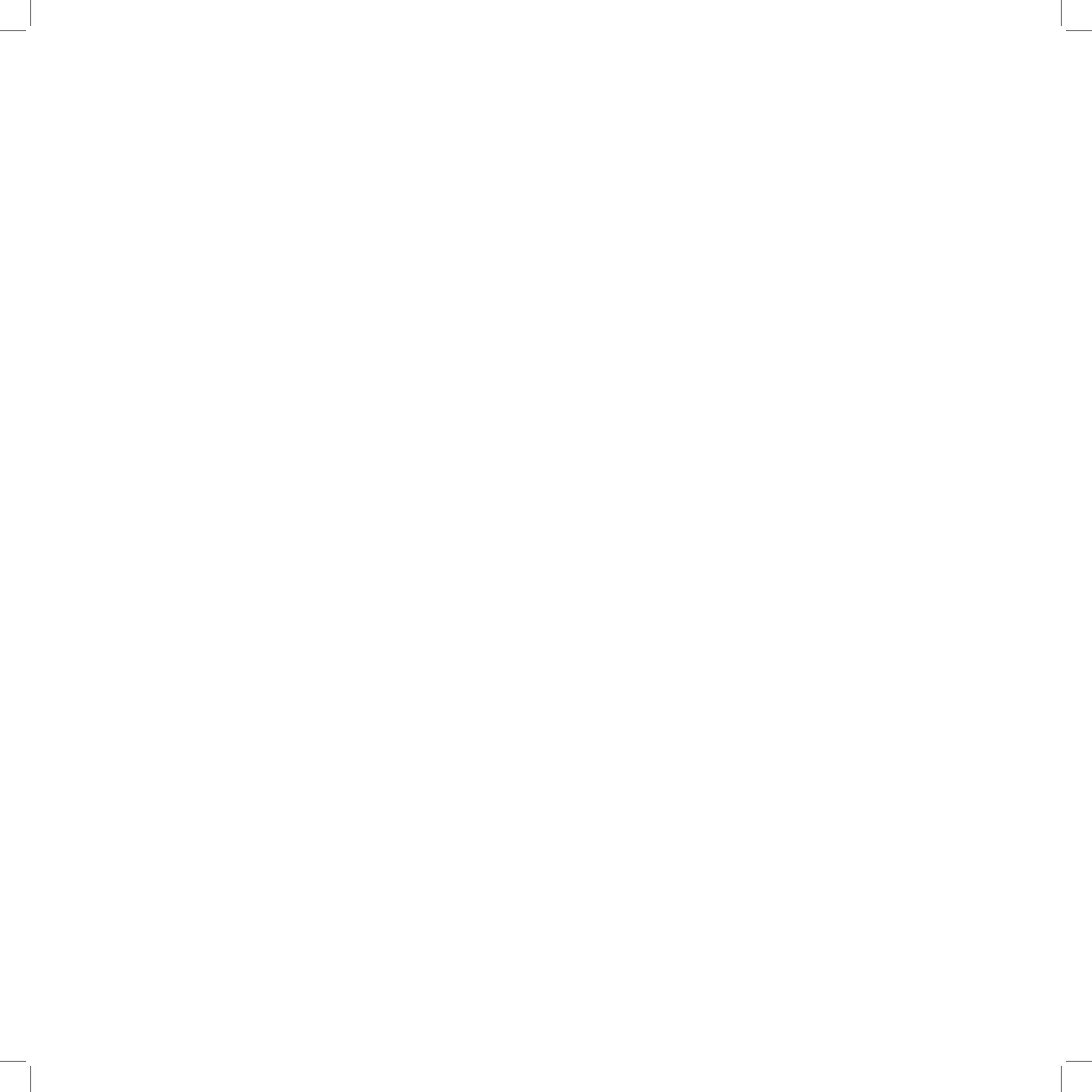
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