



Why you need a Brussels Liaison Office?©

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Introduction

While companies in the European Union increasingly recognize the importance of lobbying at the European and national level only a few have their own representation office in Brussels. Yet companies need to be compliant in many sectors e.g. consumer protection and producer liability, work safety, product certification, technical regulations, standards, food quality and safety, environmental protection, rules of competition, labels, trademarks, patents without talking about what's in the pipeline in terms of new legislation that is bound to affect their business.

More than 70% of national commercial law is based on decisions taken in Brussels. Companies are finding more and more that their markets are shaped by regulations established in Brussels. Today's business strategy must therefore be based on the legal instruments that the EU is likely to introduce. The existing resources of the EU law givers are exhausted by the continuous process of market change and increasingly complex economic structures. There is no guarantee that there will be any consideration of the impact their measures may have on business. Although EU legislators appeal directly to market players to become involved in the decision making procedures they remain insufficiently informed about the varying interests of the different sectors of trade and industry.

Companies that understand and work to impact the EU legislative and regulatory arenas deliver great rewards to their shareholders. On the other hand those that ignore Brussels miss opportunities and are often left behind by policy-makers and more active stakeholders.

For internationally oriented firms the EU legal and political framework is crucial for the development of their international operations and having a permanent representation in Brussels allows them to stay in direct contact with politicians and officials at the EU level.

1. Corporate Public Policy Activities at EU level

Corporate public policy activities include a broad set of actions with the overall purpose of ensuring that a company's views are listened to within the EU institutions and other areas of policy debate and development. The aim is to ensure that the legislative, regulatory framework protects and promotes the company or at least does not damage it.

Companies typically strive to identify potentially problematic issues as they begin to emerge, intervene with decision-makers at an early stage, set the agenda and shape policy as it is formulated.

Most companies aim to present an issue arising rather than seek to defeat a proposal once it has been formulated. This calls for the development of relationships with the EU decision-makers. The company viewpoint is expressed at formal and informal meetings. Formal submissions include briefing documents and position papers, responses to official proposals and direct contact with EU officials.

Monitoring political issues is a critical element of corporate public policy activities. This covers current legislation proceedings as well as an informal policy activity in order to provide early warning of emerging issues. Companies need to understand the macro-policy framework as well as the specific areas to the company on a day-to-day basis. Policy analysis on specific issues such as CO₂ emissions require a detailed understanding of the political evolution, political pressures and opportunities for changing proposals.

A huge variety of initiatives and consultations are often in play at anyone time across a range of EU institutions. Intelligence gathering acts as an early warning service on relevant consultations, inquiries and policy initiatives. Good radar systems also help to identify suitable opportunities for companies to comment publicly and privately on policy developments.

In summary, public policy activities may fall in several areas:

- Influencing the outcome or direction of a proposed or existing legislation
- Influencing how regulators apply or enforce existing laws
- Influencing the broad direction of public policy at EU level
- Supporting either directly or indirectly external organizations, including industry associations, chambers of commerce, think tanks and NGOs that seek to influence public policy.
- Develop or improve the company's relationships with EU officials, civil servants, MEPs. etc.

2. Purpose of Brussels Office

The prime purpose of the Brussels office is to promote and ensure the influence of the company in European policy and decision-making on both European and international issues that affect the company's business. The Brussels office allows a better coordination of the lobbying strategy, monitoring policy developments, building contacts with relevant MEPs and Commission officials and taking care of the company's senior officials when they come to Brussels for meetings.

In view of the increasing number of European legislation as well as regulations this task is of increasing importance. For a company's long term strategy it is essential to be well informed about developments in the EU. The Brussels office facilitates swift and efficient cooperation with the institutions.

In short, the Brussels office serves as the ears and the eyes of the company by monitoring and forwarding information to headquarter as well as the voice and the feet of the company on the Brussels playing field by fine-tuning the efforts to lobby the EU process.

Of course the opening of a Brussels office does not mean that companies will stop using the services of law firms, consultancies and leave the industry associations that represent them. On the contrary companies want to be represented through all channels at the same time to maximize contact and coverage of the EU institutions and their regulations.

2.1. Typical Tasks and Responsibilities of Brussels Office

- To co-ordinate and promote the representation of the company to the institutions of the European Union
- To represent the company in day-to-day contact with European institutions and networks in order to influence their policies and decisions
- To develop and advise on specific policy influencing materials and activities to influence European policy development and decision-making through press releases, publications, speeches, briefing papers, legislative amendments, seminars etc.
- To build strategic relationships with people in positions of influence e.g. Commissioners, civil servants in key Directorates General, journalists, parliamentarians, professionals and other journalists.
- To represent the company on relevant industry associations committees
- To ensure the alignment of public affairs objectives to planning processes
- To identify and prioritize key objectives and develop and support public affairs strategies to seize opportunities and minimize threats that have a major impact on the company's bottom line.
- To monitor policy development advising on significant trends and development as part of an overall information strategy.

2.2. Sample job description of a Vice-President Public Affairs (Dream Person)

Purpose

- Provide strategic counsel on government and policy matters at EU level and establish relationships with policy makers, opinion leaders

Professional competencies

Innovating: Exercise a fundamental willingness to learn; identify imaginative and resourceful solutions to problems; identify and pursue better ways of doing things and seeking opportunities to explore different solutions. Finding creative, inventive, and resourceful ways of solving problems, overcoming barriers and building confidence within a team.

Influencing: Persuasive approach which identifies ways to motivate others to take action toward a desired result; articulates and gains support for the team's vision and goals and seeks win/win outcomes. Takes the initiative to make things happen, with and through other people. Builds commitment in top management and colleagues. Possesses a high degree of organisational and analytical aptitude. Good negotiation skills.

Results: Exceeds objectives and expectations - consistently a top performer; steadfastly pushes himself/herself and others for results; maintains a high-quality threshold to their work under the pressure of deadlines and competing priorities; plans for, generates and measures PR results. Proactive rather than reactive.

Change Management: Manages and embraces change effectively; open to new ideas and ways of doing things; patient in ambiguous situations.

Stakeholder-focused: Dedicated to surpassing the expectations and requirements of internal and external stakeholders in the business; Able to cultivate a wide range of interpersonal styles. Is flexible in their approach to varying situations; accommodates cultural/style differences. Handles obstacles with diplomacy and tact.

Judgment: Makes well-informed decisions that meet corporate objectives. Takes a broad corporate perspective in making effective decisions based upon analysis, experience and wisdom.

Teamwork: Works effectively and efficiently as a member of a team and has clear understanding of the value of a team; collaborates with others and recognises the value of teammate's contributions. Inclusive by nature. Learns and grows from professional interaction with others. Able to recognise individual contributions to team successes and motivate them accordingly.

Business Acumen: Focused on the bottom line whilst producing high-quality work; understands the mechanics of how businesses work; knowledgeable about policies, practices, and trends and their implications to the workplace; knows and understands business processes and uses insight to drive change internally. Understands the company's business model, strategic objectives, and competitive environment; is knowledgeable across the wider company's product and service offering; continual awareness to market changes that present opportunities and threats to the company's competitive position in the market.

Qualifications

Education and Experience Requirements:

- Degree educated in a politics/policy or business related field. Evidence of international study or post-graduate academic development an advantage.

Preferred Experience

- At least 10 years experience in Public Affairs
- A thorough understanding of European policy issues in the area of the company's activities. Good contacts network in Brussels
- Professional experience in a public affairs role, lobbying the European Parliament and Commission and EU member states

Broad professional experience, encompassing:

- Insight into business imperatives / impact of politics and regulatory environment on business
- A self-starter - needs to be motivated to build and grow a public affairs practice
- Experience in working in a fast paced environment
- Strong leadership experience
- Fluent in English and French, both written and spoken. Other languages a bonus
- Self confident, diplomatic and must have a high level of integrity

Culture

- Relationship-driven requiring a high degree of collaboration and communication
- Open and honest with a need for individuals to work well in a collaborative environment
- Open to ongoing change

Summary

In order to do an effective job in Brussels, your corporate representative needs to develop a great deal of interest and attention to the issues that are critical for the company's business units he/she represents before the EU institutions. The job is mostly being a sort of ambassador for the company in the political arena. This entails a great deal of patience and perseverance. It requires a lot of diplomatic skills internally making sure that the Brussels office communicates effectively within the company. Sometimes the messages to be delivered to policymakers are clear. It's just a question of tailoring them to the circumstances. In other instances, getting a company's position is not that clear cut. It is important that the people your Brussels office deals with feel confident and trust their working methods. Most of the time the Brussels office will be confronted with situations that need a quick reaction and answers must be communicated in an assertive manner. Clarity and thoroughness of the company's messages is crucial as is creativity, imagination and the ability to prioritize tasks.

3. Cost of Brussels Office

The cost factor of establishing a permanent representation office in Brussels is important within the multi-level structure of the European Union. At the same time it should be noted

that Brussels is among the less expensive cities worldwide. The average premium rate for offices is about €295 per square meter, i.e. 40% of the rent for similar facilities in London.

When figuring out the cost of a Brussels office the following other items beside rent should be accounted for:

- salaries and bonuses
- employee benefits and prerequisites
- travel and entertainment
- consultants and independent lobbyists
- publications, subscriptions, specialized computer software and on-line tracking services
- dues and professional training
- coalition expenses
- publicity, advertising and PR expenses
- events and receptions

The rule of thumb is that your budget should be twice the amount of personnel costs including salaries, bonus and benefits.

4. Key Value Drivers of Public Affairs and Brussels Office

Compelling evidence shows that a company that understands the public affairs function and invests in a Brussels office will see real benefits from that commitment.

The following are the key value drivers of public affairs and a Brussels office:

1. Freedom to operate: Preventing restrictions on the company's ability to act. These restrictions could come from EU regulators, legislators, unions and public opinion.
2. Cost avoidance: Preventing future taxes, rate increases, permits or other business costs.
3. Market opportunity or advantage: Establishing a competitive advantage such as favorably shaping the business climate to the benefit of the company.
4. Brand image or reputation: Increasing the company's brand equity or the brand equity of its products and services among its stakeholders.
5. Speed: Moving quickly to capture opportunities, respond to threats or alter the business in an advantageous way.
6. Productivity: Increasing the quantity and quality of products and services produced.

In summary, companies must realize that market success depends not just on their products and services, the efficiency of their operations, their internal organization and the organization of their supply chains, distribution channels and alliance networks. Success also depends on how effectively they deal with governmental authorities at both the EU and national level, interest groups, activists and the public. The forces these parties generate can foreclose entry into new markets, limit price increases and raise the costs of competing. They can also unlock

markets, reduce regulation, handicap rivals and generate competitive advantage. These forces are manifested outside of markets but often work in conjunction with them.

5. Possible Public Affairs Strategies

Companies having a Brussels office have a wide range of tools and approaches they can use in their public affairs efforts. Companies are most likely to adapt an adaptive, proactive or protective approach. These approaches can be used individually or in combination with other approaches that best suit the company's strategy in regard to a specific policy area or situation.

Adaptive Approach

The effectiveness of adaptive strategies will depend on the ability of the Brussels office to correctly understand and interpret legislative and regulatory changes so the company can realign or reconfigure its structural and technical processes i.e. compliance with new standards, production of compliance information for regulators, improving processes that directly reduce the costs of compliance. Under this strategy the Brussels office serves as an information antenna and gather legislative and technical information relevant to the company's different sectors of activity.

Proactive Approach

While adaptive strategies rely on actions related to policy implementation, the proactive approach pertains to activities undertaken in the regulatory formulation stage, namely:

- Environmental scanning i.e. legislative review, stakeholder and key decision-maker mapping, market research etc.
- Intelligence gathering and research
- Positioning of the company vis-à-vis the public forum and key decision-makers as a credible and trusted expert and representative of the industry.

The objectives of most proactive strategies range from initiation of self-regulation standards (pre-empting costly and time-consuming governmental interventions and regulations for the industry) to active participation in the shaping of a policy proposal through the various stakeholder and expert groups within the European institutional bodies at the earliest stage.

Even though the proactive strategies require dedicated expert resources to regularly monitor, interpret and research issues, this approach provides the company with early knowledge and an ability to appropriately respond before these changes are implemented. The investment in a proactive company stance provides the best opportunity to anticipate, mitigate and prepare for potential negative legislative or regulatory developments while building legitimacy through policy engagement.

Protective Approach

This approach is taken when a company intends to thwart changes in the policy environment and to protect what it views as a favourable 'status quo'. Therefore when a potential regulatory change is perceived as a threat or a constraint to the company's ability to sustain its current competitive advantage, the company may want to exhibit vigorous influence efforts to

protect the value of its strategic assets and competencies. Examples of protective public affairs strategies include advocacy of entry restrictions, influencing policy makers to retain rules favourable to the company, advocating a reduction in the threat of the modification of the definition of a certain products with a view to increase or reduce the scope of a piece of legislation etc.. The role of the protective public affairs approach is to exert influence on policy makers or those who might persuade officials to sustain current regulations. An effective protective approach is based on a company's ability to cultivate and utilize relations with decision-makers and/or develop indirect ties or networks to those who influence decision-makers for purposes of protecting corporate interests.

Conclusions

The open structure of the supranational institutions and the complexity of the decision-making processes have created a multitude of opportunities, and challenges, to influence the decision-making process. The typically elitist nature of the system of interest representation at the EU level, having the timely access to the right information and being able to influence in the decision-making process, requires a strong presence in Brussels and insider knowledge of how to play the 'Brussels game'.

Having a permanent office in Brussels with knowledgeable and skilled staff allows a company to further its interests and ensures a better profile of their organization vis-à-vis the EU bodies. It also facilitates access to crucial information regarding opportunities and threats to a sector's interests.

Although companies can choose from a number of public affairs approaches, according to their specific industry and needs, the majority of companies in Brussels attempt to influence the EU policy- and decision-making processes through monitoring, intelligence gathering and by providing information to EU institutions that could influence policy outcomes. Secondly, the company will use its own statistics, research and information to design strategies, create position papers, and develop programmes that correspond to the policy being discussed, submitting these to supranational institutions. This is a proactive function.

To summarise, the main functions of the Brussels office can be generalized as:

- Local network building and management
- Monitoring of policy developments and legislative initiatives
- Influencing EU policy and legislation as a recognized stakeholder

In a complex and influential policy environment such as that of the European Union, a company can strengthen its competitive advantage by actively engaging in public affairs rather than taking a passive or politically inactive stance.

Successful Brussels organizations tend to view the European policy environment as a set of opportunities, within which they face a multitude of choices about what objectives to pursue and how to pursue them in a way that best serves their members.

Developing a public affairs capability is a process by which a company attempts to influence the policy environment affecting it for the purpose of generating future value or protecting the current value from any changes in the legal or competitive environment. The costs of developing and maintaining an organization's public affairs efforts need to be

appraised against any potential opportunities for value creation or protection. Favourable subsidies, grants or European funding, the reduced threat of market forces, greater legitimacy, the reduced threat of foreign product subsidies are all examples of potential outcomes of effectively managing the policy environment in Brussels.

Participation in the EU legislative and regulatory process is difficult to achieve from afar. It is important to be present in order to facilitate the vital face to face contacts, networking and attendance to meetings, presentations and events that allow the effective exchange of information.

The opportunity cost of not having proper corporate representation in Brussels is too high to be ignored. An investment in a Brussels office will pay itself back in the form of greater influence and legitimacy. Whatever the current structure or financial capacity may be, it is vital that the Brussels office is managed as professionally as possible. It is important for the company to make use of current management best practices and activities. These include the strategic use of outsource service partners and experts that fully understand and appreciate the special needs of the company, especially as relates to activities in the complicated legislative and regulatory environment of the European Union.

APPENDICES

1. Non-Exhaustive List of Companies having a Brussels Representation

Source: European Agenda

ABB EUROPE ASEA BROWN BOVERI
ABN-AMRO BANK
ABX LOGISTICS WORLDWIDE SA/NV
AGILENT TECHNOLOGIES
AMERICAN INTERNATIONAL GROUP-AIG EUROPE
AIR FRANCE
ALCAN
ALCOA EUROPE
ALITALIA
ALLIANZ EUROPEAN AFFAIRS OFFICE
AMAZON.COM
AMERICAN AIRLINES
AMWAY EUROPE
APPLE
ARD-VERBINDUNGSBÜRO
AREVA
ASTRAZENECA
AT&T
ATOS WORLDWIDE
AUSTRIAN AIRLINES
AUTOSTRADE PER L'ITALIA
AXA BELGIUM
BAE SYSTEMS
BANCA DI ROMA
BANCA MONTE PASCHI BELGIO
BANCO BILBAO VIZCAYA
BASE
BASF AG
BAXTER WORLD TRADE
BAYER AG
BBC
BELGACOM
BERTELSMANN AG
BMW GROUP
BOEING
BOMBARDIER TRANSPORT
ROBERT BOSCH GMBH
BP PLC
BRISTOL-MYERS SQUIBB PHARMA BELGIUM
BRITISH AIRWAYS
BRITISH AMERICAN TOBACCO
BRITISH ENERGY
BRITISH TELECOM
BRUSSELS AIRLINES

CATERPILLAR
CISCO
CITI
COCA-COLA
COMMERZBANK EU LIAISON OFFICE
CZECH POWER (CEZ)
CZECH RAILWAYS
DAIMLER AG
DATEV EG
RAG BETEILIGUNGS-AG/DEGUSSA
DEKRA
DELHAIZE GROUP
DEUTSCHE BAHN
DEUTSCHE BANK
DEUTSCHE LUFTHANSA
DEUTSCHE POST WORLD NET
DEUTSCHE TELEKOM
DHL
THE DOW CHEMICAL
DU PONT
E-ON AG
EADS/EUROPEAN AERONAUTIC DEFENCE AND SPACE COMPANY
EBAY
EDEKA
EDISON
EDF
ELECTRABEL
EDS/ ELECTRONIC DATA SYSTEMS
ELECTROLUX
ELI-LILLY & CO
ENEL SPA
ENERGIE BADEN-WÜRTTEMBERG
ENI
ERICSSON EUROPEAN AFFAIRS OFFICE
EXXONMOBIL
FEDEX
FERROVIE DELLO STATO
FIAT
FINMECCANICA
FORD MOTOR COMPANY
FORTIS
FORTUM OY
FRANCE TELECOM
GAZ DE FRANCE (GDF)
GENERAL ELECTRIC (GE)
GENERALI GROUP
GLAXOSMITHKLINE
GENERAL MOTORS AG
HP
HITACHI

HOLCIM
HONEYWELL
HUNGARIAN DEVELOPMENT BANK
HYDRO ASA
IBERDROLA
IBM EMEA
INBEV
ING BELGIUM
INTEL CORPORATION GOVERNMENT AFFAIRS EMEA
INTESA SANPAOLO SPA
JOHNSON & JOHNSON
JTI INTERNATIONAL
KBC GROUP
KELLOG'S
KFW BANKENGRUPPE
KLM ROYAL DUTCH AIRLINES
KRAFT FOODS
LAGARDERE
L'OREAL
LOT POLISH AIRLINES
MAN AKTIENGESELLSCHAFT AG
MASTERCARD WORLDWIDE
MCDONALD'S EUROPE
MERCK SHARP & DOHME
METRO AG
MICHELIN
MICROSOFT
MONSANTO EUROPE
MOTOROLA
NESTLE
NIKE
NOKIA
NORTEL NETWORKS
NOVARTIS INTERNATIONAL AG
PANASONIC EUROPE
PSA PEUGEOT CITROEN
PFIZER
PHILIPS ROYAL PHILIPS ELECTRONICS OF THE NETHERLANDS
PIONEER OVERSEAS CORPORATION
PIRELLI
PROCTER AND GAMBLE PHARMACEUTICALS
RENAULT
REPSOL YPF
REWE
ROLLS ROYCE
RWE AG
SANOFI-AVENTIS
SAP AG
SCHLUMBERGER
SHELL

SIEMENS
SOCIETE NATIONALE DES CHEMINS DE FER FRANCAIS
SOLVAY
SONY
SONY PICTURES ENTERTAINMENT
STATOIL
SUN MICROSYSTEMS INC
SYNGENTA
TELECOM ITALIA
TELEFONICA S.A.
TELECOM AUSTRIA
TELENOR
TELIASONERA
TEOLLISUUDEN VOIMA OY
TETRA PAK
THALES
THYSSENKRUPP AG
TIME WARNER
TOTAL
TOYOTA MOTORS CORPORATION
TÜV RHEINLAND GROUP
UCB
UNICREDITGROUP
UNILEVER
UNISYS
UNITED TECHNOLOGIES
UPS-UNITED PARCEL SERVICE
VATTENFALL
VEOLIA
VERBUNDNETZ GAS AG
VODAFONE
VOLKSWAGEN AG
VOLVO GROUP REPRESENTATION EU
WINGAS
WÜRTH
ZDF EUROPABÜRO

2. List of EU Global Companies

Source: Forbes Global 2000 in 2005

Out of Forbes Global 2000 Companies (2005) EU Companies account for only 24% of the total (479 companies).

Austria	9
Belgium	12
Czech Republic	2
Denmark	10
Finland	15
France	62
Germany	63
Greece	12
Hungary	2
Ireland	8
Italy	45
Luxembourg	4
Netherlands	33
Poland	2
Portugal	2
Spain	30
Sweden	28
United Kingdom	140
Total	479

Legend

Red indicates presence of Brussels Office

Blue indicates that Public Affairs activities are handled from headquarters

Austria (8)

ERSTE BANK	Banking
INVESTKEDIT BANK	Banking
OMV	Oil & Gas Operations
TELEKOM AUSTRIA	Telecommunication Services
UNIQA	Insurance
VERBUND AUSTRIAN ELECTRIC	Utilities
VOESTALPINE	Materials
WIENER STADTISCHE	Insurance

Belgium (13)

AGFA GEVAERT	Household & Personal Products
ALMANIJ	Diversified Financials
BANQUE NATIONALE DE BELGIQUE	Banking
BELGACOM	Telecommunication Services
DELHAIZE GROUP	Food Markets
DEXIA	Banking
FRANZ COLRUYT	Food Markets
INBEV	Food, Drink & Tobacco
ING	Diversified Financials
SOLVAY GROUP	Chemicals
TYCO INTERNATIONAL	Conglomerates
UCB	Drugs & Biotechnology
UMICORE	Materials

Czech Republic (2)

CESKY TELECOM	Telecommunication Services
CZECH POWER (CEZ)	Utilities

Denmark (10)

CARLSBERG	Food, Drink & Tobacco
DANISCO	Food, Drink & Tobacco
DANSKE BANK GROUP	Banking
H LUNDBECK	Drugs & Biotechnology
ISS	Business Services and Supplies
JYSKE BANK	Banking
MOLLER-MAERSK	Transportation
NOVO-NORDISK	Drugs & Biotechnology
SYDBANK	Banking
TDC GROUP	Telecommunications Services

Finland (15)

FORTUM	Oil & Gas Operations
KESKO GROUP	Food Markets
KONE	Construction
METSO	Capital Goods
M-REAL	Materials
NOKIA	Technology Hardware & Equipment
OKO BANK	Banking
OUTOKUMPU	Materials
RAUTARUUKKI	Materials
SAMPO	Insurance
SANOMA WSOY	Media
STORA ENSO	Materials
TIETOENATOR	Business Services & Supplies
UPM-KYMMENE	Materials
WDRTSILD	Capital Goods

France (62)

ACCOR	Hotels, Restaurants & Leisure
AIR FRANCE-KLM GROUP	Transportation
AIR LIQUIDE GROUP	Chemicals
ALCATEL	Technology Hardware & Equipment
ALSTOM	Capital Goods
AREVA GROUP	Materials
ASF-AUTOROUTES DU SUD DE LA FRANCE	Transportation
ATOS ORIGIN	Business Services & Supplies
AUTOROUTES PARIS-RHIN-RHÔNE	Transportation
AXA GROUP	Insurance
BNP PARIBAS	Banking
BOUYGUES GROUP	Construction
CAP GEMINI	Software & Services
CARREFOUR GROUP	Food Markets
CHRISTIAN DIOR	Household & Personal Products
CIC GROUP	Banking
CNP ASSURANCES	Insurance
CREDIT AGRICOLE	Banking
DANONE	Food, Drink & Tobacco
DASSAULT SYSTEMES	Software & Services
EIFFAGE	Construction
ESSILOR INTERNATIONAL	Health Care Equipment & Services
EULER HERMES	Insurance
EUROTUNNEL	Transportation
FINANCIERE DE L'ODET	Transportation
FINATIS	Trading Companies
FRANCE TELECOM	Telecommunications Services

GALERIES LAFAYETTE	Retailing
GECINA	Diversified Financials
HERMES INTERNATIONAL	Household & Personal Products
IMERYS	Construction
L'OREAL GROUP	Household & Personal Products
LAFARGE	Construction
LAGARDERE SCA	Media
MICHELIN GROUP	Consumer Durables
NATEXIS BANQUES POPULAIRES	Banking
PERNOD RICARD	Food, Drink & Tobacco
PSA-PEUGEOT-CITROEN GROUP	Consumer Durables
PINAULT PRINTEMPS REDOUTE	Retailing
PUBLICIS GROUPE	Media
RENAULT GROUP	Consumer Durables
RHODIA	Chemicals
SAGEM	Technology Hardware & Equipment
SAINT GOBAIN	Construction
SANOFI AVENTIS	Drugs & Biotechnology
SCHNEIDER ELECTRIC	Capital Goods
SCOR	Insurance
SNECMA	Aerospace & Defense
SOCIETE GENERALE GROUP	Banking
SODEXHO ALLIANCE	Hotels, Restaurants & Leisure
SUEZ GROUP	Utilities
TECHNIP	Oil & Gas Operations
THALES	Aerospace & Defense
THOMSON	Consumer Durables
TOTAL	Oil & Gas Operations
UNIBAIL	Diversified Financials
VALEO	Consumer Durables
VEOLIA ENVIRONNEMENT	Utilities
VINCI GROUP	Construction
VIVENDI UNIVERSAL	Media
WENDEL INVESTISSEMENT	Diversified Financials

Germany (63)

AAREAL BANK	Diversified Financials
ADIDAS-SALOMON	Household & Personal Products
ALLIANZ WORLDWIDE	Insurance
ALTANA	Drugs & Biotechnology
AVA	Retailing
AXEL SPRINGER VERLAG	Media
BANKGESELLSCHAFT BERLIN	Banking
BASF GROUP	Chemicals
BAYER GROUP	Chemicals
BAYERISCHE IMMOBILIEN	Diversified Financials

BAYWA	Food, Drink & Tobacco
BEIERSDORF	Household & Personal Products
BHW HOLDING	Diversified Financials
BILFINGER & BERGER	Construction
BMW-BAYERISCHE MOTOR	Consumer Durables
CELESIO	Healthcare, Equipment & Services
COMMERZBANK	Banking
CONTINENTAL	Consumer Durables
DAIMLERCHRYSLER	Consumer Durables
DEGUSSA	Chemicals
DEUTSCHE BANK GROUP	Diversified Financials
DEUTSCHE BOERSE	Diversified Financials
DEUTSCHE LUFTHANSA	Transportation
DEUTSCHE POST	Transportation
DEUTSCHE TELEKOM	Telecommunications Services
DVB BANK	Banking
ENBW-ENERGIE BADEN	Utilities
E-ON	Utilities
FRAPORT	Transportation
FRESENIUS	Health Care, Equipment & Services
HANNOVER RE	Insurance
HEIDELBERG CEMENT	Construction
HEIDELBERGER DRUCKMASCHINEN	Capital Goods
HENKEL GROUP	Household & Personal Products
HOCHTIEF	Construction
HVB-HYPOVEREINSBANK	Banking
HYPOREAL ESTATE HOLDING	Diversified financials
IKB	Banking
INFINEON TECHNOLOGIES	Semi Conductors
KAARSTADTQUELLE	Retailing
LINDE	Capital Goods
MAN GROUP	Capital Goods
MERCK	Drugs & Biotechnology
METRO AG	Food Markets
MG TECHNOLOGIES	Chemicals
MUNICH RE	Insurance
NÜRBERGER BETEILIGUNGS	Insurance
PORSCHE	Consumer Durables
PUMA	Household & Personal Products
RHEINMETALL	Conglomerates
RWE GROUP	Utilities
SALZGITTER	Materials
SAP	Software & Services
SCHERING GROUP	Drugs & Biotechnology
SIEMENS GROUP	Conglomerates
SPAR HANDELS	Food Markets
SÜDZUCKER	Food, Drink & Tobacco
THYSSENKRUPP GROUP	Materials

TUI GROUP	Hotels, Restaurants & Leisure
VATTENFALL EUROPE	Utilities
VOLKSWAGEN GROUP	Consumer Durables
W&W-WÜSTENROT	Diversified Financials

Greece (12)

AGRICULTURAL BANK GREECE	Banking
ALPHA BANK	Banking
BANK OF GREECE	Banking
COCA COLA HBC	Food, Drink & Tobacco
EFG EUROBANK ERGASIAS	Banking
EMPORIKI BANK OF GREECE	Banking
HELLENIC PETROLEUM	Oil & Gas Operations
HELLENIC TELECOM	Telecommunications Services
NATIONAL BANK OF GREECE	Banking
OPAP	Hotels, Restaurants & Leisure
PIRAEUS BANK	Banking
PUBLIC POWER	Utilities

Hungary (2)

MOL	Oil & Gas Operations
OTP Bank	Banking

Ireland (8)

ALLIED IRISH BANKS	Banking
ANGLO IRISH BANK	Banking
BANK OF IRELAND	Banking
CRH	Construction
DEPFA BANK	Diversified Financials
IRISH LIFE & PERMANENT	Insurance
KERRY GROUP	Food, Drinks & Tobacco
RYANAIR HOLDING	Transportation

Italy (45)

AEM	Utilities
ALITALIA GROUP	Transportation
AUTOGRILL	Hotels, Restaurants & Leisure
AUTOSTRADA	Transportation
BANCA ANTONVENETA	Banking
BANCA CARIGE	Banking
BANCA CR FIRENZE	Banking
BANCA DI SARDEGNA	Banking
BANCA INTESA	Banking

BANCA LOMBARDA GROUP	Banking
BANCA NAZIONALE DEL LAVORO	Banking
BANCA POPOLARE DI LODI	Banking
BANCA POPOLARE DI MILANO	Banking
BANCA POPOLARE DI SONDRIO	Banking
BANCHE POPOLARI UNITE	Banking
BPER-EMILIA ROMAGNA	Banking
BUZZI UNICEM	Construction
BVPN GROUP	Banking
CAPITALIA	Banking
CATTOLICA ASSICURAZIONI	Insurance
CREDITO EMILIANO	Banking
CREDITO VALTELLINESE	Banking
EDISON	Utilities
ENEL	Utilities
ENI	Oil & Gas Operations
ERG	Oil & Gas Operations
FIAT GROUP	Consumer Durables
FINMECCANICA	Aerospace & Defense
FONDIARIA-SAI	Insurance
GENERALI GROUP	Insurance
IFIL	Diversified Financials
IMPREGILO	Construction
INDESIT	Consumer Durables
ITALMOBILIARE	Construction
LUXOTTICA GROUP	Household & Personal Products
MEDIALANNUM	Insurance
MEDIASET	Media
MEDIOBANCA	Diversified Financials
MONTE DEI PASCHI	Banking
PIRELLI & C	Consumer Durables
SANPAOLO IMI	Banking
SEAT-PAGINE GIALLE	Business Services & Supplies
TELECOM ITALIA	Telecommunications Services
UNICREDITO ITALIANO	Banking
UNIPOL	Insurance

Luxembourg (4)

ARCELOR	Materials
ESPIRITO SANTO FINANCIAL	Banking
SES GLOBAL	Media
TENARIS	Oil & Gas Operations

Netherlands (33)

ABN-AMRO HOLDING	Banking
AEGON	Insurance
AHOLD	Food Markets
AKZO NOBEL GROUP	Chemicals
ASML HOLDING	Software & Services
BUHRMANN	Business Services & Supplies
CSM	Food, Drinks & Tobacco
DSM	Chemicals
EADS	Aerospace & Defense
EURONEXT	Diversified Financials
FORTIS	Diversified Financials
GETRONICS	Software & Services
HAGEMEYER	Trading Companies
HEINEKEN HOLDING	Food, Drinks & Tobacco
ING GROUP	Diversified Financials
MITTAL STEEL	Materials
PETROPLUS INTERNATIONAL	Trading Companies
PHILIPS GROUP	Conglomerates
RANSTAD HOLDING	Business Services & Supplies
ROYAL BAM GROUP	Construction
ROYAL DUTCH/SHELL GROUP	Oil & Gas Operations
ROYAL KPN	Telecommunications Services
ROYAL NUMICO	Food, Drinks & Tobacco
ROYAL P&O NEDLLOYD	Transportation
SCHLUMBERGER	Oil & Gas Operations
TPG	Transportation
UNILEVER	Food, Drinks & Tobacco
UNIVAR	Chemicals
VAN LANSCHOT	Diversified Financials
VEDIOR	Business Services & Supplies
VNU	Media
WOLTERS KLUWER	Media

Poland (2)

PKN ORLEN	Oil & Gas Operations
PKO BANK POLSKI	Banking

Portugal (7)

BANCO BPI	Diversified Financials
BCP-BANCO COM PORTUGUESE	Banking
BRISA	Transportation
CIMPOR-CIMENTOS PORTUGAL	Construction
EDP-ELEC DE PORTUGAL	Utilities

PORTUGAL TELECOM	Telecommunication Services
SONAE SGPS	Conglomerates

Spain (30)

ACCIONA	Construction
ACERINOX	Materials
ACS-GROUP	Construction
ALBERTIS	Transportation
ALTADIS	Food, Drinks & Tobacco
AMADEUS GLOBAL TRAVEL	Business Services & Supplies
BANCO DE SABADELL	Banking
BANCO DE VAKLENCIA	Banking
BANCO PASTOR	Banking
BANCO POPULAR ESPANOL	Banking
BANCO SANTANDER	Banking
BANKINTER	Banking
BBVA-BANCO BILBAO VIZCAYA	Banking
CEPSA	Oil & Gas Operations
CORPORATION MAPFRE	Insurance
ENDESA GROUP	Utilities
ENOGAS	Oil & Gas Operations
FCC GROUP	Construction
FERROVIAL	Construction
GAMESA	Capital Goods
GAS NATURAL SDG	Utilities
IBERDROLA	Utilities
IBERIA	Transportation
INDITEX	Household & Personal Products
METROVACESA	Diversified Financials
RED ELECTRICA DE ESPANA	Utilities
REPSOL-YPF	Oil & Gas Operations
SACYR-VALLEHERMOSO	Construction
TELEFONICA	Telecommunications Services
UNION FENOSA	Utilities

Sweden (30)

ASSA ABLOY	Capital Goods
ATLAS COPCO	Capital Goods
ELECTROLUX GROUP	Consumer Durables
FÖRENINGSSPARBANKEN	Banking
GAMBRO	Health Care Equipment & Services
H&M HENNES & MAURITZ	Retailing
INDUSTRIVARDEN	Construction
INVESTOR	Diversified Financials
LM ERICSSON	Technology, Hardware & Equipment
LUNDBERGS	Diversified Financials

NCC GROUP	Construction
NORDEA BANK	Banking
SANDVIK	Capital Goods
SAS GROUP	Transportation
SCANIA	Capital Goods
SCA-SVENSKA CELLULOSA	Materials
SEB-SKAND ENSKILDA BANK	Banking
SECURITAS	Business Services & Supplies
SKANDIA INSURANCE	Insurance
SKANSKA	Construction
SKF GROUP	Capital Goods
SSAB-SVENSKT STAL	Materials
SVENSKA HANDELSBANKEN	Banking
SWEDISH MATCH	Food, Drinks & Tobacco
TELE2	Telecommunications Services
TELIASONERA GROUP	Telecommunications Services
VOLVO GROUP	Capital Goods
WIHLBORGS FASTIGHETER	Diversified Financials

United Kingdom (140)

02	Telecommunications Services
AGGREGATE INDUSTRIES	Construction
ALLIANCE & LEICESTER	Banking
ALLIANCE UNICHEM	Health Care, Equipment & Services
ALLIED DOMECQ	Food, Drinks & Tobacco
AMDOCS	Business Services & Supplies
AMEC	Construction
AMVESCAP	Diversified Financials
ANGLO AMERICAN	Materials
ANTOFAGASTA	Materials
ASSOCIATED BRITISH FOODS	Food, Drinks & Tobacco
ASTRAZENECA	Drugs & Biotechnology
AVIVA	Insurance
AWG	Utilities
BAA	Transportation
BAE SYSTEMS	Aerospace & Defense
BALFOUR BEATTY	Construction
BARCLAYS	Banking
BARRATT DEVELOPMENTS	Construction
BERKELEY GROUP	Construction
BG GROUP	Oil & Gas Operations
BOC GROUP	Chemicals
BOOTS	Food Markets
BP	Oil & Gas Operations
BPB	Construction
BRADFORD & BINGLEY	Diversified Financials
BRITANNIC GROUP	Insurance

BRITISH AIRWAYS	Transportation
BRITISH AMERICAN TOBACCO	Food, Drinks & Tobacco
BRITISH LAND	Diversified Financials
BRITISH SKY BROADCASTING	Media
BT GROUP	Telecommunications Services
BUNZL	Materials
CABLE & WIRELESS	Telecommunications Services
CADBURY SCHWEPPE	Food, Drinks & Tobacco
CAPITA GROUP	Business Services & Supplies
CENTRICA	Utilities
COMPASS GROUP	Hotels, Restaurants & Leisure
CORUS GROUP	Materials
DAILY MAIL & GENERAL	Media
DIAGEO	Food, Drinks & Tobacco
DIXONS GROUP	Retailing
EMAP	Media
EMI GROUP	Media
ENTERPRISE INNS	Hotels, Restaurants & Leisure
EXEL	Transportation
FIRSTGROUP	Transportation
FRIENDS PROVIDENT	Insurance
GALLAGHER GROUP	Food, Drinks & Tobacco
GEORGE WIMPEY	Construction
GKN	Consumer Durables
GLAXOSMITHKLINE	Drugs & Biotechnology
GROUP4 SECURICOR	Business Services & Supplies
GUS	Retailing
HAMMERSON	Diversified Financials
HANSON	Construction
HAYS	Business Services & Supplies
HBOS	Banking
HHG	Insurance
HILTON GROUP	Hotels, Restaurants & Leisure
HSBC	Banking
IMPERIAL CHEMICAL INDUSTRIES	Chemicals
IMPERIAL TOBACCO GROUP	Food, Drinks & Tobacco
INCHCAPE	Trading Companies
INTERCONTINENTAL HOTELS	Hotels, Restaurants & Leisure
INTERNATIONAL POWER	Utilities
INVENSYS	Capital Goods
INVESTEC	Diversified Financials
ITV	Media
J. SAINSBURY	Food Markets
JOHNSON MATTHEY	Materials
KELDA GROUP	Utilities
KESA ELECTRICALS	Retailing
KINGFISHER	Retailing
LAND SECURITIES GROUP	Diversified Financials

LEGAL & GENERAL GROUP	Insurance
LIBERTY INTERNATIONAL	Diversified Financials
LLOYDS TSB GROUP	Banking
MAN GROUP PLC	Diversified Financials
MARKS & SPENCER	Retailing
MITCHELLS & BUTLERS	Hotels, Restaurants & Leisure
MY TRAVEL GROUP	Hotels, Restaurants & Leisure
NATIONAL GRID TRANSCO	Utilities
NEXT	Retailing
NORTHERN ROCK	Banking
OLD MUTUAL	Diversified Financials
PEARSON	Media
PENDRAGON	Retailing
PENINSULAR & ORIENTAL	Transportation
PERSIMMON	Construction
PILKINGTON	Construction
PROVIDENT FINANCIAL	Diversified Financials
PRUDENTIAL	Insurance
PUNCH TAVERNS	Hotels, Restaurants & Leisure
RANK GROUP	Hotels, Restaurants & Leisure
RECKITT BERNCKISER	Household & Personal Products
REED ELSEVIER	Media
RENTOKIL INITIAL	Business Services & Supplies
REUTERS GROUP	Media
REXAM	Materials
RIO TINTO	Materials
RMC GROUP	Construction
ROLLS ROYCE	Aerospace & Defense
ROYAL & SUN ALLIANCE	Insurance
ROYAL BANK OF SCOTLAND	Banking
SABMILLER	Food, Drinks & Tobacco
SAGE GROUP	Software & Services
SCOTTISH & NEWCASTLE	Food, Drinks & Tobacco
SCOTTISH & SOUTHERN	Utilities
SCOTTISH POWER	Utilities
SEVERN TRENT	Utilities
SHIRE PHARMACEUTICALS	Drugs & Biotechnology
SIGNET GROUP	Retailing
SLOUGH ESTATES	Diversified Financials
SMITH & NEPHEW	Health care, Equipment & Services
SMITHS GROUP	Conglomerates
SOMERFIELD	Food Markets
STANDARD CHARTERED GROUP	Banking
TATE & LYLE GROUP	Food, Drinks & Tobacco
TAYLOR WOODROW	Construction
TELEWEST GLOBAL	Telecommunications Services
TESCO	Food Markets
TOMKINS	Conglomerates

TRAVIS PERKINS	Retailing
UNITED UTILITIES	Utilities
VODAFONE	Telecommunications Services
WHITBREAD HOLDINGS	Hotels, Restaurants & Leisure
WILLIAM HILL ORG	Hotels, Restaurants & Leisure
WILLIS GROUP HOLDINGS	Insurance
WM MORRISON SUPERMARKETS	Food Markets
WOLSELEY	Trading Companies
WPP	Media
XSTRATA	Materials
YELL GROUP	Media



ASSOCIATION OF ACCREDITED LOBBYISTS TO THE EUROPEAN PARLIAMENT

3. CORPORATIONS HAVING ACCREDITED LOBBYISTS TO THE EUROPEAN PARLIAMENT (AS OF 26.08.07)

Source: European Parliament

1. ABB-ASEA BROWN BOVERI
2. ABN AMRO BANK
3. ACCOR
4. AER LINGUS
5. AMERICAN INTERNATIONAL GROUP
6. AIR FRANCE
7. AIR LIQUIDE
8. AIRBUS INDUSTRIES
9. ALCATEL
10. ALCOA EUROPE
11. ALLIANZ GROUP
12. ALTADIS
13. AMAZON.COM
14. AMERICAN AIRLINES
15. AMWAY EUROPE
16. AREVA
17. ASTRA ZENECA
18. AUTOSTRADA PER L'ITALIA SpA
19. AVON
20. AXA
21. BAE SYSTEMS INTERNATIONAL
22. BANCA DI ROMA
23. BANCA INTESA
24. BASF AG
25. BAT- BRITISH-AMERICAN TOBACCO
26. BAXTER WORLD TRADE SA
27. BAYER-EU LIAISON OFFICE
28. BBC
29. BBVA- BANCO BILBAO VIZCAYA ARGENTARIA
30. BELGACOM
31. BERLIN PARTNER GmbH
32. BERTELSMANN AG

33.BMS- BRISTOL-MYERS SQUIBB
34.BMW GROUP
35.BNP PARIBAS
36.BOEING INTERNATIONAL CORPORATION
37.BOUYGUES SA
38.BP EUROPE
39.BRITISH AIRWAYS
40.BRITISH ENERGY Plc
41.BT-BRITISH TELECOM
42.CA COMPUTER ASSOCIATES
43.CABLE EUROPE
44.CATERPILLAR
45.CEZ-CZECH POWER COMPANY
46.CHANEL
47.CHEVRON TEXACO BELGIUM NV
48.COCA COLA SERVICES NV
49.COMMERZBANK
50.CREDIT AGRICOLE DU NORD EST
51.CZECH RAILWAYS
52.CULLEN INTERNATINAL SA
53.DAIMLERCHRYSLER
54.DANSK ENERGI
55.DATEV eg.
56.DB-DEUTSCHE BAHN
57.DE POST-LA POSTE
58.DEGUSSA
59.DEKRA
60.DEUTSCHE BANK AG
61.DEUTSCHE LUFTHANSA
62.DEUTSCHE TELEKOM
63.DOW EUROPE
64.DPWN- DEUTSCHE POST WORLD NET
65.DU PONT DE NEMOURS INTERNATIONAL SA
66.EADS
67.EBAY INTERNATIONAL
68.EDF (ELECTRICITE DE FRANCE)
69.EDISON SpA
70.ELECTRABEL
71.ELECTROLUX
72.ELI LILLY & CO
73.ENEL SpA
74.ENI SpA
75.E-ON AG
76.E-ON NORDIC
77.E-ON SVERIGE AB
78.EXXONMOBIL
79.FIAT
80.FINMECCANICA

81.FORD MOTOR COMPANY
82.FORD OF EUROPE GmbH
83.FRANCE TELECOM
84.FRANCE TELEVISIONS
85.GDF-GAZ DE FRANCE
86.GE-GENERAL ELECTRIC EUROPE
87.GENZYME BELGIUM NV/SA
88.GM-GENERAL MOTORS EUROPE
89.GOLDMAN SACHS INTERNATIONAL
90.GOOGLE
91.GROUPE CARREFOUR
92.GSK-GLAXOSMITHKLINE
93.HOLCIM
94.HONEYWELL EUROPE SA
95.HP-HEWLETT PACKARD
96.HUTCHISON EUROPE
97.IBERDROLA
98.IBM
99.IKEA GROUP
100.IMPERIAL TOBACCO
101.INTEL CORPORATION
102.INTESA SANPAOLO
103.IVECO
104.JOHNSON & JOHNSON
105.JP MORGAN
106.KLM
107.KELLOGG'S EUROPE
108.KfW-BANKENGRUPPE
109.KPN
110.KRAFT FOODS INTERNATIONAL
111.LA POSTE, BUREAU DE REPRESENTATION PERMANENTE
112.LAGARDERE SA
113.LLOYD'S
114.LLOYDS TSB BANK PLC
115.L'OREAL
116.LYONDELL CHEMICAL
117.MAN AKTIENGESELLSCHAFT
118.MC DONALD'S EUROPE
119.MEDIASET sPA
120.MICHELIN
121.MICROSOFT
122.MOET HENNESSY
123.MONSANTO
124.MOTOROLA SA
125.MSD-MERCK SHARP & DOHME
126.NCR
127.NEC EUROPE LTD
128.NESTLE

129.NOKIA GROUP
130.NOVARTIS
131.NRW BANK
132.OLYMPIC AIRWAYS
133.ORANGE
134.PANASONIC EUROPE LTD
135.PERNOD RICARD SA
136.PFIZER
137.PHILIP MORRIS INTERNATIONAL
138.PHILIPS
139.PIERRE FABRE SA
140.PIONEER OVERSEAS CORPORATION
141.PIRELLI SpA
142.PKP-POLISH STATE RAILWAYS
143.PROCTER & GAMBLE EUROPE
144.PSA PEUGEOT CITROEN
145.RAG AG
146.RATP
147.RENAULT
148.REPSOL
149.REWE
150.RHODIA
151.ROBERT BOSCH GmbH
152.ROCHE
153.RTL GROUP
154.RTVE-RADIO TELEVISION ESPANOLA
155.RWE AG
156.RZB-RAIFFEISEN ZENTRALBANK ÖSTERREICH AG
157.SAAB
158.SANDOZ GmbH
159.SANOFI AVENTIS
160.SAS GROUP
161.SBB-CFF-FFS- CHEMINS DE FER FEDERAUX SUISSES
162.SCANIA
163.SCHLUMBERGER
164.SECUREX
165.SEITA ALTADIS
166.SEKO
167.SHELL INTERNATIONAL LTD.
168.SIEMENS AG
169.SJ BERWIN & CO
170.SKALDA
171.SNCB-NMBS
172.SNCF
173.SOCIETE GENERALE
174.SOLVAY SA
175.SONY PICTURES
176.STATOIL

177.SUEZ LYONNAISE DES EAUX SA
178.SUN MICROSYSTEMS
179.SYNGENTA INTERNATIONAL
180.TELECOM ITALIA
181.TELEFONICA
182.TELEKOM AUSTRIA AG
183.TELENOR
184.TELIA SONERA
185.TETRA PAK
186.THALES
187.THYSSENKRUPP AG
188.TIME WARNER
189.TNT POST
190.TOTAL
191.TOYOTA MOTOR EUROPE
192.T-SYSTEMS
193.UBS AG
194.UNICREDIT
195.UNILEVER
196.UPS-UNITED PARCEL SERVICE
197.UTC-UNITED TECHNOLOGIES
198.VEOLIA ENVIRONNEMENT
199.VISA INTERNATIONAL
200.VODAFONE
201.VOLKSWAGEN AG
202.VOLVO GROUP REPRESENTATION
203.VORWERK & CO KG
204.WALT DISNEY COMPANY
205.WATER UK
206.WESTERN UNION
207.WESTINGHOUSE ELECTRIC COMPANY
208.WINGAS
209.YAHOO EUROPE
210.ZDF-ZWEITES DEUTSCHES FERNSEHEN
211.ZSR- CHEMINS DE FER DE LA REPUBLIQUE SLOVAQUE

4. Companies either owned or controlled by U.S. individuals- Members of AmCham EU Committee.

Source: AmCham EU Committee

Note: The list here below does not include companies that advise on U.S. interests e.g. law firms, consultancies etc.

U.S. Global Companies find it necessary to monitor developments and sway regulatory decisions as they are happening at the EU level.

3M EUROPE
AGILENT TECHNOLOGIES
ALCOA EUROPE
AMERICAN INTERNATIONAL GROUP INC.
AMGEN
AMWAY (EUROPE) LTD.
APPLE
ASDA (PART OF WAL-MART STORES)
AT& T INC.
AVON PRODUCTS
BAXTER WORLD TRADE CORPORATION
THE BLACK & DECKER CORPORATION
THE BOEING COMPANY
BRINK'S EMEA
BRISTOL-MYERS SQUIBB COMPANY
BRITISH-AMERICAN TOBACCO
CARGILL EUROPE
CATERPILLAR
CHEVRON CORPORATION
CHIQUITA
CHUBB INSURANCE COMPANY OF EUROPE
CISCO
CITIGROUP
THE COCA COLA COMPANY
CONOCOPHILLIPS
CORNING INTERNATIONAL CORPORATION
DEERE & COMPANY
DOW
DOW CORNING EUROPE
DU PONT DE NEMOURS INT'L SA
EASTMAN KODAK COMPANY
EDS
ELI LILLY & COMPANY
THE ESTEE LAUDER COMPANIES
EXXON MOBIL PETROLEUM & CHEMICAL
FEDERAL EXPRESS EUROPE
FIRST SOLAR
GENERAL ELECTRIC

GENERAL MOTORS EUROPE
GOLDMAN SACHS INTERNATIONAL
GOOGLE
HERBALIFE INTERNATIONAL
HEWLETT-PACKARD
HONEYWELL EUROPE
IBM
INTEL
INTERNATIONAL PAPER
JOHNSON & JOHNSON
JP MORGAN
KRAFT FOODS INTERNATIONAL
LINKLATERS
LOCKHEED MARTIN GLOBAL INC.
LOVELLS
LYONDELL CHEMICAL COMPANY
MAREX FINANCIAL LTD.
MASTERFOODS
MATTEL EUROPE
MC DONALD'S EUROPE
MERCK SHARP & DOHME
MERIAL
MERRILL LYNCH
MICROSOFT EUROPE
MONSANTO
MORGAN STANLEY INTERNATIONAL
MOTOROLA
NCR
NETJETS
NIKE EUROPE
NORTEL
ORACLE
PARTYLITE
PEPSI COLA
PFIZER
PHILIP MORRIS INTERNATIONAL MANAGEMENT SA
PITNEY BOWES LTD
PROCTER & GAMBLE
QUALCOMM
RAYTHEON INTERNATIONAL INC.
ROHM & HAAS
STANDARD & POOR'S
STATE STREET
SUN MICROSYSTEMS INC.
SYNGENTA INTERNATIONAL AG
TIME WARNER
UNITED TECHNOLOGIES CORPORATION
UPS

VERISIGN
VERIZON BUSINESS COMMUNICATIONS
WESTINGHOUSE ELECTRIC COMPANY
WHIRLPOOL EUROPE

5. EU LEGISLATION PRODUCED ANNUALLY FROM 1958 TO 2003

YEAR	REGULATIONS	DIRECTIVES	DECISIONS
2003	2,461	153	804
2002	2,537	120	896
2001	2,769	136	820
1998	3,008	158	735
1993	1,566	166	707
1988	1,801	133	546
1983	1,454	84	514
1978	1,329	116	615
1973	1,110	57	254
1968	443	37	182
1963	96	8	266
1958	20	0	23

Source: Extracted from CELEX

The Table above presents the number of legislative instruments produced over the last 45 years. The trend in production of EU legislation over the period from 1958 to 2003 was sampled for the last three years and at five years intervals before that.

For reminder:

Regulations are directly applicable and binding in all Member States without the need for any national implementing legislation

Directives set legislative objectives (with a time limit) for Member States, but leaves them to decide how these objectives are translated into national laws

Decisions are binding on those to whom they are addressed and do not require national implementing legislation. An example would be where an Economic Regulator in a specific country fails to comply with EU requirements (e.g. on water quality), a decision will be issued instructing the Regulator to bring its practices into line.

Recommendations and Opinions are not binding.