

Table 1: Supply relationships of selected US companies

	Suppliers 659	Top 10 Suppliers	Origin	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Apple		Hon Hai Precision	Taiwan	27.630,0	59,8
	Pegatron		Taiwan	7.060,0	14,7	61,0	
	Quanta Computer		Taiwan	4.910,0	10,6	53,0	
	Tawain Semiconductor		Taiwan	3.860,0	8,0	26,0	
	Luxhare Precision		China	2.900,0	6,3	69,0	
	Samsung Electronics		South Korea	4.230,0	6,1	6,5	
	Compal Electronics		Taiwan	2.110,0	4,7	22,2	
	Qualcomm		USA	2.150,0	4,5	23,1	
	LG Display		South Korea	2.500,0	3,5	40,2	
	ASE Technology		Taiwan	1.610,0	3,4	29,8	
	Customers 335	Top 10 Customers		Share of Total costs (%)	Share of of turnover Suppliers (%)		
		AT&T	USA	3.260,0	4,0	16,3	
		Best Buy	USA	2.200,0	2,6	24,2	
		Verizon Communications	USA	2.150,0	2,6	16,0	
		T Mobile US	USA	1.690,0	2,1	19,0	
		Vodafone	Great Britain	968,0	1,2	10,5	
		Deutsche Telekom	Germany	846,0	1,0	3,3	
		China Unicom Hongkong	Hongkong	814,0	1,0	6,8	
		Softbank	Japan	692,0	0,9	11,3	
		Orange	France	630,0	0,8	4,6	
		Telefonica	Spain	613,0	0,8	5,3	
		Suppliers 374	Top 10 Suppliers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			Raytheon Technologies	USA	721,0	4,2	4,2
			Spirit Aerosystems	USA	552,0	3,7	56,0
			General Electric	USA	610,0	3,5	3,0
			Safran	France	299,0	2,2	7,5
			Honeywell	USA	320,0	1,9	3,7
			Mitsubishi Heavy Industries	Japan	291,0	1,6	3,8
			Leonardo	Italy	205,0	1,2	5,1
			Rolls-Royce	Great Britain	148,0	1,0	4,1
			Hindalo Industries	India	104,0	0,8	2,3
			Sanmina	USA	101,0	0,7	6,2
		Customers 319	Top 10 Customers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			United States of America	USA	7.630,00	49,0	k.A.
			FedEx	USA	402,0	2,7	32,5
			Ryanair	Ireland	396,0	2,7	73,5
			Air Lease	USA	317,0	2,1	29,4
			United Airlines	USA	300,0	2,0	56,0
			Deutsche Post	Germany	284,0	1,9	17,1
			United Parcel Service	USA	257,0	1,7	15,8
			United Kingdom	Great Britain	186,0	1,2	k.A.
			Bank of China	China	128,0	0,9	14,4
			American Airlines	USA	107,0	0,7	58,7
		Suppliers 228	Top 10 Suppliers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			Nucor	USA	111,0	1,6	1,1
			Hindustan Petroleum	India	118,0	1,5	1,3
			Dana	USA	57,0	0,9	3,2
			Hitachi Construction	Japan	59,0	0,8	2,7
			Cummins	USA	58,0	0,8	1,0
			Flex	USA	57,0	0,7	0,9
			Titan International	USA	53,0	0,7	12,0
			Tenneco	USA	47,0	0,7	1,1
			SKF	Sweden	44,0	0,6	1,9
			Jabil	USA	37,0	0,5	0,4
		Customers 29	Top 10 Customers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			Lowe's	USA	258,0	2,3	1,7
			Home Depot	USA	194,0	1,7	0,8
			Hitachi Construction	Japan	108,0	1,0	6,8
			United Rentals	USA	81,0	0,7	5,5
			Corteva	USA	40,0	0,4	2,6
			Tractor Suppy	USA	40,0	0,4	2,1
			Kirby	USA	21,0	0,2	4,8
		Suppliers 228	Top 10 Suppliers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			Nucor	USA	111,0	1,6	1,1
			Hindustan Petroleum	India	118,0	1,5	1,3
			Dana	USA	57,0	0,9	3,2
			Hitachi Construction	Japan	59,0	0,8	2,7
			Cummins	USA	58,0	0,8	1,0
			Flex	USA	57,0	0,7	0,9
			Titan International	USA	53,0	0,7	12,0
			Tenneco	USA	47,0	0,7	1,1
			SKF	Sweden	44,0	0,6	1,9
			Jabil	USA	37,0	0,5	0,4
		Customers 29	Top 10 Customers	Countervalue Quarter (\$ million \$)*	Share of Total costs (%)	Share of of turnover Suppliers (%)	
			Lowe's	USA	258,0	2,3	1,7
			Home Depot	USA	194,0	1,7	0,8
			Hitachi Construction	Japan	108,0	1,0	6,8
			United Rentals	USA	81,0	0,7	5,5
			Corteva	USA	40,0	0,4	2,6
			Tractor Suppy	USA	40,0	0,4	2,1
			Kirby	USA	21,0	0,2	4,8

Wacker Neuson	Germany	17,0	0,2	4,2
Cervus Equipment	Canada	16,0	0,1	5,9
Indomobil Sukses	Indonesia	13,0	0,1	4,9

	Suppliers 128	Top 10 Suppliers	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Trinseo	USA	245,0	1,9	38,1
		MEGlobal	Netherlands	141,0	1,0	k.A.
		Brenntag	Germany	104,0	0,7	2,9
		Hyundai Heavy Industries	South Korea	89,0	0,6	1,6
		Airbus	France	61,0	0,4	0,6
		Taiwan Semiconductor	Taiwan	53,0	0,4	0,7
		Braskem	Brazil	43,0	0,3	1,1
		Sinochem	China	33,0	0,2	1,2
		Univar Solutions	USA	30,0	0,2	1,6
		Nan Ya Plastics	Taiwan	26,0	0,2	0,9
	Customers 71	Top 10 Customers	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Sadara Chemicals	Saudi Arabia	994,0	9,0	k.A.
		EnLink Midstream	USA	250,0	2,2	14,0
		Olin	USA	158,0	1,9	11,0
		Trinseo	USA	25,0	0,2	3,2
		Johnson Controls	USA	21,0	0,2	0,4
		Air Liquide	France	17,0	0,1	0,3
		Solvay	Belgium	9,0	0,1	0,3
		XPO Logistics	USA	7,0	0,1	0,2
		Formosa Plastics	Taiwan	6,0	0,1	0,3
		Ecovyst	USA	5,0	0,0	3,0

	Suppliers 264	Top 9 Suppliers	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Imperial Oil	Canada	952,0	1,9	24,8
		Plains GP Holdings	USA	699,0	1,4	12,0
		Plains All America	USA	699,0	1,4	12,0
		SBM Offshore	Netherlands	80,0	0,2	10,3
		Air Liquide	France	81,0	0,2	1,2
		Calmut Specialty	USA	42,0	0,1	5,2
		ProPetro Holding	USA	40,0	0,1	20,3
		Honeywell	USA	41,0	0,1	0,5
		Ecolab	USA	24,0	0,0	0,8
	Customers 90	Top 8 Customers	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Imperial Oil	Canada	452,0	1,0	11,0
		Brenntag	Germany	175,0	0,3	4,9
		Cathay Pacific Airways	Hongkong	41,0	0,1	2,5
		Lanxess	Germany	19,0	0,0	1,1
		Jiangsu Lopal Tech	China	2,0	0,0	3,9
		Universal Inc	Taiwan	1,0	0,0	4,5
		Shih Wei Navigation	Taiwan	0,2	0,0	0,9
		New Zealand Refining	New Zealand	0,0	0,0	0,0

	Suppliers 920	Top 10 Suppliers	Countervalue Quarter (\$ million \$)	Share of an Total costs (%)	Share of of turnover Suppliers (%)	
		Magna International	Canada	1.220,0	4,9	13,5
		Lear	USA	876,0	3,5	18,2
		Tenneco	USA	496,0	2,0	11,0
		American Axle & Manufacturing	USA	477,0	1,9	37,0
		ZF Friedrichshafen	Germany	400,0	1,6	3,4
		Aptiv	Ireland	312,0	1,2	8,0
		Nexteer Automotive	USA	306,0	1,1	35,0
		Denso	Japan	268,0	1,1	2,2
		Adient	USA	249,0	1,0	7,3
		Schaeffler	Germany	222,0	0,9	5,7
	Customers 66	Top 10 Customers	Countervalue Quarter (\$ million \$)	Share of Total costs (%)	Share of of turnover Suppliers (%)	
		Hertz	USA	372,0	1,2	18,7
		Avis	USA	216,0	0,7	6,8
		AutoNation	USA	220,0	0,7	4,2
		Lithia	USA	148,0	0,5	2,9
		Sonic Automotive	USA	80,0	0,3	3,0
		Group 1 Automotive	USA	72,0	0,2	2,5
		Asbury Automotive	USA	47,0	0,1	2,2
		AutoCanada	Canada	35,0	0,1	4,2

Penske Automotive	USA	9,0	0,0	0,2
China ZhengTong Auto Services	China	9,0	0,0	1,5

	Suppliers 251	Top 10 Suppliers		Countervalue	Share of	Share of of turnover
				Quarter (\$ million \$)	Total costs (%)	Suppliers (%)
Honeywell		TransDigm Group	USA	58,0	1,0	4,6
		Emerson Electric	USA	45,0	0,8	1,1
		Amphenol	USA	47,0	0,8	17,0
		Celestica	Canada	43,0	0,8	3,1
		Safran	France	22,0	0,4	0,5
		Kawasaki Heavy Industries	Japan	17,0	0,3	0,6
		Seagate Technology	USA	16,0	0,3	0,5
		Honeywell Automation	India	16,0	0,3	16,0
		Parker-Hannifin	USA	15,0	0,3	0,4
		TTM Technologies	USA	15,0	0,3	2,7
	Customers 258	Top 10 Customers		Share of	Share of of turnover	
				Total costs (%)	Suppliers (%)	
		USA	USA	981,0	11,4	k.A.
		Boeing	USA	320,0	3,7	1,8
		Airbus	France	295,0	3,4	1,8
		Home Depot	USA	111,0	1,4	0,5
		Lockheed Martin	USA	86,0	1,0	0,6
		Best Buy	USA	81,0	1,0	0,9
		Textron	USA	80,0	0,9	3,1
		China National Petroleum	China	65,0	0,8	0,1
		Bombardier	Canada	54,0	0,7	4,3
		General Electric	USA	45,0	0,6	0,3

	Suppliers 713	Top 10 Suppliers		Countervalue	Share of	Share of of turnover
				Quarter (\$ million \$)	Total costs (%)	Suppliers (%)
IBM		Mitsubishi	Japan	175,0	1,8	1,7
		Hon Hai Precision	Taiwan	102,0	1,1	0,2
		Cisco Systems	USA	81,0	0,8	0,6
		Celestica	Canada	64,0	0,6	4,6
		SK Hynix	South Korea	35,0	0,5	0,3
		Oracle	USA	40,0	0,4	0,4
		Flex	USA	37,0	0,4	0,6
		Nvidia	USA	31,0	0,3	0,4
		Arista Networks	USA	20,0	0,3	2,4
		Intel	USA	17,0	0,2	0,1
	Customers 357	Top 10 Customers		Share of a	Share of of turnover	
				Total costs (%)	Suppliers (%)	
		Walmart	USA	621,0	3,1	0,5
		Lenovo	China	307,0	1,5	2,1
		Bayerische Motoren-Werke	Germany	281,0	1,4	1,0
		Volkswagen	Germany	269,0	1,3	0,4
		Honda Motor	Japan	268,0	1,3	1,0
		Toyota Motor	Japan	223,0	1,1	0,4
		General Motors	USA	209,0	1,0	0,9
		Airbus	France	190,0	0,9	1,0
		Raytheon Technologies	USA	136,0	0,7	1,0
		Accenture	Ireland	134,0	0,7	1,8

	Suppliers 314	Top 10 Suppliers		Countervalue	Share of	Share of of turnover
				Quarter (\$ million \$)	Total costs (%)	Suppliers (%)
Intel		Ibiden	Japan	272,0	3,1	35,7
		Shinko Electric Industries	Japan	164,0	1,9	37,0
		SK Hynix	South Korea	175,0	1,8	1,7
		Hewlett Packard	USA	149,0	1,7	2,2
		Micron Technology	USA	127,0	1,5	1,5
		Taiwan Semiconductor	Taiwan	125,0	1,5	0,8
		Lenovo	China	131,0	1,4	0,6
		Shin-Etsu Chemical	Japan	91,0	1,0	1,9
		Glencore	Switzerland	83,0	0,9	0,2
		Hon Hai Precision	Taiwan	67,0	0,8	0,1
	Customers 329	Top 10 Customers		Share of am	Share of of turnover	
				Total costs (%)	Suppliers (%)	
		Dell	USA	4.150,0	21,0	22,7
		Lenovo	China	3.220,0	15,7	19,2
		HP	USA	1.980,0	10,0	15,8
		WPG Holdings	Taiwan	869,0	4,5	14,5
		Alphabet	USA	858,0	4,2	2,6
		Apple	USA	594,0	2,9	0,9

HNA Technology	China	525,0	2,7	4,3
Arrow Electronics	USA	439,0	2,2	5,8
Hewlett Packard Enterprise	USA	412,0	2,0	8,3
Inspur Electronic	China	385,0	2,0	25,0

		Countervalue	Share of	Share of of turnover	
Suppliers 178	Top 10 Suppliers	Quarter (\$ million \$)	Total costs (%)	Suppliers (%)	
	Feng Tay Enterprise	Taiwan	620,0	9,2	88,0
	Yue Yuen Industrial	Hongkong	460,0	6,9	19,2
	Shenzhou International	China	217,0	3,3	24,7
	Stella International	Hongkong	93,0	1,4	32,6
	Eclat Textile	Taiwan	46,0	0,8	16,0
	Gildan Activewear	Canada	20,0	0,3	2,6
	Lenzing	Austria	18,0	0,3	2,7
	Arkema	France	12,0	0,2	0,4
	Huntsman	USA	11,0	0,2	0,5
	Avient	USA	11,0	0,2	1,3
Customers 73	Top 10 Customers		Share of	Share of of turnover	
			Total costs (%)	Suppliers (%)	
	Foot Locker	USA	866,0	7,1	58,6
	JD Sports Fashion	Great Britain	454,0	3,7	32,5
	Dick's Sporting Goods	USA	320,0	2,9	20,4
	Hibbett	USA	200,0	1,6	67,5
	Academy Sports & Outdoors	USA	124,0	1,0	12,2
	Pou Chen	Taiwan	109,0	0,9	6,4
	Pou Sheng International	Hongkong	106,0	0,9	16,5
	Caleres	USA	86,0	0,7	24,4
	TJX Cos	USA	68,0	0,6	0,8
	Kohl's	USA	52,0	0,4	2,2

Total costs = Direct costs for the production of goods, *For customers: Capex; Not all supplier and customer relationships recently led to sales | Source: Bloomberg, Flossbach von Storch Research Institute; latest available quarterly data in each case, therefore deviations between the shares of costs or sales are possible, as are added values >100% in individual cases (Apple), all figures rounded, as at: April 2022