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Outward FDI from Slovenia and its policy context

by

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High export orientation originating from a small domestic market and experience in outward foreign direct investment (OFDI) from the pre-transition period helped Slovenian enterprises to internationalize early on after their country's independence and separation from the former Republic of Yugoslavia, making Slovenia one of the first outward investors among transition economies in South-East Europe. This facilitated a reorientation of international trade and investment toward developed economies after the loss of the Yugoslav market triggered by Slovenian independence. OFDI flows increased rapidly after the end of the 1990s. Following the global financial and economic crisis, OFDI flows fell significantly in 2009 and 2010, and in 2010, the OFDI stock decreased for the first time since 2000. With the help of OFDI, Slovenia's enterprises have grown considerably beyond the constraints imposed by the country's dynamic, but small, economy. Their foreign expansion is in line with national strategic priorities that include entrepreneurship, business internationalization and innovation.

Trends and developments

Country-level developments

The process of internationalization in the former socialist economies in Central and Eastern Europe (CEE) in the course of their transition to market-based economies often appears surprisingly quick. Slovenia's case shows that it may actually be that escape from central planning and autarky serves as a strong incentive for OFDI in the early stages of development of a country's FDI. The internationalization pattern of Slovenia is thus the reverse of the usual path, in that OFDI preceded inward FDI (IFDI) instead of following it. The policy environment in Slovenia has gradually become more supportive to outward investing firms,

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through the acceptance of their bottom-up internationalization initiatives. Before 1999, government policies discouraged outward investment; since then, it has facilitated it and even provided some internationalization incentives. The European Union (EU) accession agreement signed in 1999, along with increasing cross-border trade and investment within CEE, speeded up capital movement liberalization.

Slovenia's OFDI stock has risen consistently since the 1990s, achieving average annual growth of 24% in 1993–2008. The accumulation of OFDI stock accelerated from a 3.4 times increase during 1993-2000 to a 6.9 times increase between 2000 and 2008. In 2009, however, Slovenia's OFDI stock remained unchanged from the previous year, and in 2010, fell to US\$ 7.6 million (annex table 1). The stagnation in 2009 was mainly due to valuation adjustments.¹ Slovenia's OFDI stock relative to GDP remains larger than that of some other new EU members (e.g. Slovakia, the Czech Republic), but lags behind that of Estonia and Hungary (annex table 1) and prior EU members like Austria and Denmark.

Equity investments abroad by Slovenian multinational enterprises (MNEs) amounted to US\$ 5.5 billion at the end of December 2009 (72% of total OFDI stock), about the same proportion as in 2008.² Commercial banks accounted for 12.5% of the value of FDI equity; other industries accounted for the remainder.³ The stock of other capital (net outstanding intra-company loans) decreased by 11% from 2008, and amounted to US\$ 2.2 billion. The largest share of equity (87%) was invested in unlisted companies.

Annual OFDI flows have increased steadily since the end of the 1990s and reached a peak of US\$1.8 billion in 2007 (annex table 2). After 2007, the economic crisis, declining profits and tighter liquidity, which delayed direct investment plans, have resulted in a fall in flows, particularly to countries in the CEE region. In 2010, OFDI flows were a mere US\$151 million.

The industry structure of OFDI has been changing rapidly in the past decade. The internationalization of the Slovenian economy started in the manufacturing sector, and most of Slovenia's OFDI in the early 1990s was in manufacturing. However, the share of services in the OFDI stock rose from 38% in 2000 to 69% by end-2009 (annex table 3). Within services, financial (19% of the total), retail and wholesale (21%) MNEs were the most dynamic investors abroad. The structure of OFDI is largely determined by a handful of large investors.

The geographical concentration of OFDI from Slovenia (annex table 4) does not match that of the country's exports. While over two thirds of Slovenian exports go to the EU, 69% of the country's total OFDI stock is located in former Yugoslavian countries that are less developed than Slovenia. The top four host countries for Slovenia's OFDI in 2009 were Serbia (30%),

¹ Changes in capital affiliation within individual MNEs were the main reason of stock decrease. See Bank of Slovenia, *Direct investment 2009*, (Ljubljana, December 2010), available at: www.bsi.si

² Equity capital payments of US\$ 595 million were recorded, but losses of US\$ 218 million, dividend payments of US\$ 202 million and exchange rate difference and other changes of US\$ 190 million contributed to the decrease in the stock of FDI equity held abroad (Bank of Slovenia, *op. cit.*).

³ Since 2007, the market value of equity has been taken into account for obtaining data on investments in joint stock companies, while the book value of equity is taken into account for data on investments in other kinds of companies. At the end of 2009, 87% of the value of Slovenian investors' equity in enterprises in the rest of the world was in unlisted companies, an increase of 0.6 percentage points over that in 2008, while 13% of FDI equity was in companies listed on foreign stock exchanges. The market value of companies listed on foreign exchange companies was 33.7 % higher than their book value.

Croatia (20%)⁴, Bosnia and Herzegovina (12%), and FYR of Macedonia (7%). Slovenian OFDI has benefited from its first mover advantage, a narrow cultural gap and historic trade ties with these markets. As these advantages have begun to evaporate and investment from other European economies in the region intensified, the share of former Yugoslavian economies in Slovenia's OFDI has decreased. In recent years, emerging market economies, especially the BRIC (Brazil, Russia, India, China), have become more attractive destinations for Slovenian MNEs. While new ventures have been initiated in China and India, with a 6% share Russia is the largest host economy among the BRIC group (Russia ranks fifth in the list of target countries for Slovenia's OFDI). The Netherlands and Germany come after Russia.

The corporate players

At the end of 2009, there were 2,498 affiliates abroad established by 1,011 Slovenian parent companies.⁵ Although companies with FDI abroad represent only about 2% of Slovenian companies, they are vital players in exports, employment, innovation, and value-added of the Slovenian corporate sector.⁶ Small and medium-sized enterprises (SMEs) dominate and represent over three-quarters of Slovenian outward investors, yet large enterprises provide the bulk of the total value of OFDI flows. The list of the largest MNEs from Slovenia was relatively stable in most of the past decade, but in 2009 there were several changes and enterprises dropped out of the top 25 ranking.⁷ Only the top five MNEs retained their positions (annex table 5). Most of the largest Slovenian MNEs are regional players, and 18 of the 25 are among the top outward investors from Central and Eastern Europe. They are highly internationalized in terms of sales and assets abroad.⁸

One of the most successful recent mergers and acquisitions (M&As) (annex table 6) was carried out by Kolektor (ranked 15th largest among Slovenian MNEs), a global producer of automotive parts, which realized the best operating results in its history in 2010. Similarly, the takeover of Netherlands' ATAG by Slovenia's Gorenje, a maker of household appliances, was the largest takeover in Gorenje's history. Synergies in sourcing, marketing, product portfolio, and production have improved Gorenje's profitability and market position in Western European markets.

More than half (54%) of investments (representing 42% of equity) in 2009 were in newly-established companies.⁹ Investments in existing companies accounted for 24% of the total number (but 51% of the value of equity). Other investments, mainly in real estate, accounted for 23 % of the total by number and 7% by value.

⁴ Croatia was the most preferred investment location until 2006 for Slovenian OFDI.

⁵ Bank of Slovenia, *op. cit.*

⁶ Outward investors provide over a third of employment and about 40% of exports of the Slovenian corporate sector (Andreja Jaklic and Marjan Svetličič, *Multinationals from Slovenia: nano size, but giga important*. in Louis Brennan, (ed.). *The Emergence of Southern Multinationals: Their Impact on Europe* (Basingstoke: Palgrave Macmillan, 2011), pp. 130-148.

⁷ See the survey ranking of Slovenian multinationals in 2009, in Karl P. Sauvart, Vishwas P. Govitrikar and Ken Davies (eds), *MNEs from Emerging Markets: New Players in the World FDI Market*, January 2011, available at: <http://www.vcc.columbia.edu/books>.

⁸ 49% of total sales revenues of top 25 MNEs were realised abroad and 33% of total assets of top 25 MNEs were abroad in 2009. See the survey ranking of Slovenian multinationals in 2009, in *ibid.*

⁹ Bank of Slovenia, *op. cit.* The Bank of Slovenia classifies FDI into new, existing and other investments. New investments (greenfield) refer to cases where a Slovenian resident is the founder or co-founder of a company abroad. Existing investments are those made by residents in existing companies that they themselves have not established. Other investments refer to investments made in institutions, branches, foundations, real estate, and companies in bankruptcy.

Recent top greenfield projects (annex table 7) were mainly in retail and business services in Southern and Eastern Europe, reflecting the prevailing strategy of becoming regional MNEs. Mercator, the largest Slovenian MNE (annex table 5), has built mega-supermarkets in Macedonia and Bulgaria and invested in retail services in a number of other countries as well. The economic and financial crisis slowed down greenfield investment, the dominant type of Slovenian outward FDI (in terms of number of investments) in 2009, although to a lesser extent than the slow-down in cross-border M&As.¹⁰

Consistent with global trends, there are differences in the regional concentration of M&A and greenfield investments abroad by Slovenian MNEs. Judging from the host-country patterns of the largest M&A transactions and greenfield projects, greenfield investments mainly take place in transition economies, whereas M&As are more common in industrialized economies and China (annex tables 6 and 7). While greenfield investors mainly consolidated their OFDI positions in existing markets in the region, some investors have used the crisis as an opportunity to upgrade their export position in old markets and/or expanded into new markets via cross-border M&As.

Effects of the recent global crisis

Slovenia was hit by the financial and economic crisis of 2008-2009 later than other Central and Eastern European economies. At the beginning of the crisis, two major reactions were identified at the corporate level.¹¹ The first was a defensive reaction of cost-cutting, freezing internationalization plans (or even divesting), and adjusting market portfolios -- but also more intensive sales promotion. The second was the more proactive response of increasing investment abroad, including through M&As and an intensification of innovative efforts. Companies with foreign affiliates mainly in Central and Eastern Europe suffered from declining sales, tightening liquidity and inability to finance and complete investment projects. However, delayed restructuring, delayed privatization with leveraged management buy-outs and political interference in management were among the major and most frequent reasons for the poor performance or even collapse of some of the firms that were previously listed among top Slovenian MNEs.

Slovenian MNEs were among the first among Slovenian enterprises that faced the global economic and financial crisis, yet the consequences of the crisis were not the gravest for them. A survey of the effects of the global economic crisis among the top 25 Slovenian MNEs (in June 2009 and supplemented by interviews) revealed that the consequences of the crisis varied among top MNEs, with the effects less dramatic than daily media clippings suggested.¹² Although the response has not been uniform, most Slovenian MNEs have not divested or substantially curtailed their internationalization process. Generally, lower sales were accompanied by cost-cutting and reduced investment and employment, but much less so than in firms operating in domestic markets only.

Frequently, the crisis triggered dismissals of employees to increase efficiency, dismissals that had been postponed during good times. Although financial constraints slowed down or postponed some investment decisions, MNEs in general faced less tightening as they had better access to capital and were also able to take advantage of their own sources (retained

¹⁰ Bank of Slovenia, *op. cit.*

¹¹ See Jaklič and Svetličič, *op. cit.*

¹² Sauvart, et al., *op. cit.*

earnings). A slowdown in OFDI activity at the aggregate level did not occur until 2009, when Slovenia's stock remained the same as in 2008, and 2010, when it fell slightly.

The policy scene

In the past two decades, Slovenia liberalized capital flows gradually, allowing the country's OFDI to expand. The Foreign Trade Law of 1993 permitted capital outflows, but maintained some restrictions (requiring, for instance, official permission in selected cases, mainly in response to fear of large capital outflows and the depletion of enterprises in the privatization process). The liberalization of outward capital flows after 1999 with the New Foreign Exchange Law (based on standards of the Organisation for Economic Co-operation and Development (OECD) in preparation for Slovenia's accession to the OECD) and the EU accession process, combined with growing trade integration, have led to higher levels of OFDI and less hostile public opinion toward OFDI (present in the early 1990s). Policy makers have continued to promote greater openness for trade and FDI, even during and after the global crisis, as Slovenian competitiveness largely depends on the international expansion of Slovenian companies.

As outward investment complements international trade and helps stabilize foreign market shares and sales growth,¹³ outward investors are relatively more involved in international sourcing¹⁴ and innovation than purely domestic firms.¹⁵ The Slovenian Government has also gradually come to realize that OFDI can be an instrument for restructuring, and thus has started to facilitate this instrument with specific incentives, such as promoting internationalization through training for international operations or setting up representative offices and Slovenian business clubs abroad. The promotion of internationalization and especially the internationalization of SMEs is guided particularly by the Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (JAPTI).¹⁶

As a member of the EU, the World Trade Organization and, since 2010, the OECD, Slovenia conforms to the requirements of those organizations, which makes Slovenian legislation compatible with their standards. Slovenia also aims to strengthen its economy by developing a network of free trade agreements (FTAs) and international investment agreements (IIAs), including bilateral investment treaties (BITs) and double taxation treaties (DTTs). In fact, the initial redirection of trade from former Yugoslavia to EU in the early 1990s and the increase of investment flows and trade activity within the Balkan region in the late 1990s have been supported by a number of BITs (35) and DTTs (52) in the last decade. The geography of BITs reflects the geography of FDI. BITs were signed with Russia and Belarus, while negotiations were in progress with Iran and India. The promotion of international economic cooperation, providing institutional cooperation and assistance to investors (with diplomats and high authorities joining economic delegations, offering support and facilities for start-ups in

¹³ Jaklič and Svetličič, *op. cit.*

¹⁴ According to the Statistical Office of the Republic of Slovenia, as much as 75% of enterprises involved in international sourcing use their own foreign affiliates for sourcing. Still, offshore outsourcing (sourcing from non-affiliated enterprise) is more frequently used by enterprises directly investing abroad than investors, available at: http://www.stat.si/novica_prikazi.aspx?id=2125.

¹⁵ The share of innovative enterprises among firms with OFDI (78%) is much above the Slovenian average (51%), and innovation capacity was recognized as one of the most important drivers of OFDI in firm-level analysis, Andreja Jaklič, "Creating multinational enterprises in transition economies: examining the impact of firms' factor endowments in Slovenia", *Economic and Business Review*, vol. 9, no. 1 (2007), pp. 79-102.

¹⁶ See <http://www.japti.si/home>

diplomatic or consular missions in selected hard-to-access foreign markets)¹⁷, have become major priorities of foreign policy.

Conclusions

OFDI has remained dynamic and one of the key drivers of growth and restructuring in Slovenia, not only for the largest Slovenian enterprises but even for SMEs in recent years. Increased efforts by enterprises to overcome the effects of the recent global financial and economic crisis, expand their presence in foreign markets, get closer to their customers, permanently innovate, and enter new and more distant emerging markets are recognized as necessary strategies and are reflected in national economic policy. Realizing that Slovenia has a relatively low share of trade with the BRIC economies and Africa has motivated economic policy and supporting institutions (particularly the Chamber of Commerce) to promote cooperation outside the EU with economies relatively less hit by the economic crisis.¹⁸

Additional readings

Jaklič, Andreja and Marjan Svetličič, *Enhanced Transition through Outward Internationalization: Outward FDI by Slovenian Firms* (Aldershot, Burlington: Ashgate 2003).

Jaklič, Andreja, "Slovenian outward foreign direct investment," in Marjan Svetličič and Matija Rojec (eds.), *Facilitating Transition by Internationalization: Outward Direct Investment from Central European Economies in Transition* (Burlington: Ashgate, 2003), pp. 205-225.

Jaklič, Andreja, "Creating multinational enterprises in transition economies: Examining the impact of firms' factor endowments in Slovenia," *Economic and Business Review*, vol. 9, no. 1 (2007), pp. 79-102.

Svetličič, Marjan and Matija Rojec, eds., *Facilitating Transition by Internationalization: Outward Direct Investment from Central European Economies in Transition* (Burlington: Ashgate, 2003).

Svetličič, Marjan, "Slovenian outward FDI," *Transnational Corporations*, vol. 16, no. 1 (2007), pp. 55-81.

Useful websites

For FDI statistics: Bank of Slovenia, available at: www.bsi.si.

¹⁷ In Russia, China and India for example "starting offices" are available.

¹⁸ See Programme for stimulating the internationalization of companies for the period 2010–2014, available at: <http://www.mg.gov.si/en/>.

For FDI international FDI statistics: UNCTAD's FDI/TNC database, available at: stats.unctad.org/fdi/.

For FDI policy and regulation: Government of Slovenia, Ministry of Economy, available at: <http://www.mg.gov.si/en/>.

Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (JAPTI) available at: <http://www.japti.si/home>

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Statistical annex

Annex table 1. Slovenia: outward FDI stock, 2000–2010

(US\$ billion)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Slovenia	0.8	1.0	1.5	2.4	3.0	3.3	4.5	7.2	7.9	7.9	7.6
% of GDP	3.9	4.8	6.5	8.1	9.0	9.2	11.7	15.3	14.5	16.1	15.9
Memorandum: comparator economies											
Austria	24.8	28.5	42.5	56.0	69.8	71.8	105.7	148.8	148.7	163.6	169.7
% of GDP	13.0	15.0	20.6	22.2	24.2	23.7	32.8	40.0	35.9	42.9	45.1
Czech Republic	0.7	1.1	1.5	2.3	3.8	3.6	5.0	8.6	12.5	14.8	15.5
% of GDP	1.3	1.8	2.0	2.5	3.4	2.9	3.5	4.9	5.8	7.8	8.1
Denmark	73.1	78.3	86.7	102.6	126.3	129.3	147.0	183.5	190.7	207.4	194.9
% of GDP	45.7	48.8	49.9	48.3	51.6	50.2	53.6	59.1	56.0	66.9	62.5
Estonia	0.3	0.4	0.7	1.0	1.4	1.9	3.6	6.2	6.6	6.6	5.8
% of GDP	4.6	7.1	9.2	10.4	11.8	14.0	21.4	28.4	28.1	34.4	30.1
Hungary	1.3	1.6	2.2	3.5	6.0	7.8	12.4	17.3	20.1	22.5	20.7
% of GDP	2.7	2.9	3.2	4.2	5.9	7.1	11.0	12.6	12.9	17.5	16.0
Slovakia	0.4	0.5	0.5	0.8	0.8	0.6	1.3	1.9	3.0	3.7	2.8
% of GDP	1.9	2.4	2.2	2.5	2.0	1.2	2.4	2.5	3.1	4.2	3.2

Source: UNCTAD's FDI/TNC database, available at: stats.unctad.org/fdi/

Annex table 2. Slovenia: outward FDI flows, 2000–2010

(US\$ million)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Slovenia	66	144	156	475	548	641	862	1,802	1,390	167	151
Memorandum: comparator economies											
Austria	5,740	3,138	5,807	7,136	8,300	11,145	13,670	39,025	29,452	7,381	10,854
Czech Republic	43	165	206	206	1014	-19	1,468	1,620	4,323	949	1,702
Denmark	26,549	13,361	5,687	1,215	10,363	16,193	8,206	20,574	14,142	6,865	3,183
Estonia	61	202	132	155	269	691	1,107	1,746	1,114	1,549	133
	620	368	278	1,644	1119	2,179	3,877	3,621	3,111	2,699	1,546
Slovakia	29	65	11	247	-21	150	511	600	530	432	328

Source: UNCTAD's, FDI/TNC database, available at: stats.unctad.org/fdi/.

Annex table 3. Slovenia: distribution of outward FDI stock, by economic sector and industry, 2000, 2009

(US\$ million)

Sectors/industries	2000	2009
Manufacturing (percentage share)	38.8	31.7
Services (percentage share)	43.5	68.7
Total	762.1	7,650.3
Manufacturing	288.3	1,804.9
Manufacturing of food products	43.1	364.6
Chemicals and chemical products	19.9	55.1
Manufacturing of rubber and plastic products	7.2	104.3
Manufacturing of other non-metallic mineral prod	13.2	38.4
Manufacturing of basic metals	0.4	100.6
Manufacturing of fabricated metals products, except machinery	11.1	143.2
Manufacturing of computers, electronic and optical devices	17.0	37.9
Manufacturing of electrical equipment	87.4	438.5
Other machinery and equipment	3.1	59.1
Manufacturing of motor vehicles, trailers, semi-trailer.	25.6	282.7
Services	364.9	5,026.3
Financial intermediation except insurance and pension funds	115.5	1,438.6
Head offices, business and operations	9.9	286.1
Wholesale trade,	23.9	579.0
Retail trade,	36.1	1,051.7
Warehousing and support activities for transport	0.0	342.6
Telecommunications	0.6	495.3
Insurance, reinsurance and pension funding	0.4	223.9
Real estate activities	0.0	75.7

Source: Bank of Slovenia, "Direct investment 2009," available at: www.bsi.si
 End year US dollar/euro exchange rate was used from European Central Bank.
<http://sdw.ecb.europa.eu/browse.do?node=2018779>.

Annex table 4. Slovenia: geographical distribution of outward FDI stock, 2000, 2009

(US\$ million)

Economy/region	2000	2009
World	762.2	7,650.3
Developed economies		
Europe	695.4	7,260.7
European Union	188.3	1,182.9
Belgium	-9.9	1.9
Austria	37.9	111.6
Germany	40.7	256.2
Hungary	4.5	35.4
Bulgaria	1.1	54.2
Poland	56.0	154.1
Romania	5.5	68.3
Other Europe	530.2	3,756.2
Croatia	351.2	1,544.6
Bosnia and Herzegovina	62.7	935.0
Serbia	0.0	2,255.5
North America	27.6	36.2
Developing economies		
Africa	0.9	27.4
Latin America and Carriibbean	1.6	22.3
Asia and Oceania	3.0	21.4
Russia	-	408.8

Source: Bank of Slovenia, "Direct investment 2009," available at: www.bsi.si
 End year US dollar/euro exchange rate was used from European Central Bank.
<http://sdw.ecb.europa.eu/browse.do?node=2018779>.

Annex table 5. Slovenia: Top 25 non-financial MNEs, in terms of foreign assets, 2009

Rank	Name	Industry	Foreign assets (US\$ million)
1	Poslovni sistem Mercator, d.d.	Retail trade	1,489
2	Gorenje gospodinjski aparati, d.d.	Electricity supply, manufacturing	1,204
3	Krka, tovarna zdravil, d. d.	Manufacturing (pharmaceutical)	958
4	Telekom Slovenije d.d.	Telecommunication	564
5	Petrol d.d.	Oil supply	495
6	Splošna plovba d.o.o.	Transportation	422
7	Intereuropa	Transportation, logistic	404
8	Helios Domžale d.d.	Trade	170
9	Perutnina Ptuj d.d.	Manufacturing	167
10	Unior	Manufacturing	84
11	Impol 2000 d.d.	Manufacturing	82
12	Gen-I d.o.o.	Electricity supply	82
13	Iskra Avtoelektrika d.d.	Manufacturing	82
14	Trimo	Manufacturing	68
15	Kolektor group	Manufacturing	66
16	Hit, d. d.	Entertainment	56
17	JUB-h, d.d.	Manufacturing	46
18	Hidria d.d.	Manufacturing	43
19	EtiElektroelement d. d.	Manufacturing	32
20	Kovintrade A d.d.	Wholesale	29
21	MK Založba	Publishing, retail	28
22	TAB d.d.	Manufacturing	25
23	SIJ-Slovenska industrija jekla,d.d.	Manufacturing	22
24	Kovinoplastika Lož d.d.	Manufacturing	21
25	HSE Holding Slovenske Elektrarne d.o.o.	Electricity supply	18
TOTAL			6,658

Source: [Centre of International Relations data base](#), 2010 (internal data base). Faculty of Social Science. University of Ljubljana.

Annex table 6. Slovenia: main M&A deals, by outward investing firm, 2007–2009

Year	Acquiring company	Target economy	Target company	Target industry	Shares acquired (%)	Estimated/announced transaction value (US\$ million)
2009	Kolektor Group	Germany	ECS Magnet Engineering GmbH	Electronic components, nec	100.0	-
2009	Telekom Slovenije d.d.	Greece	OTE MTS Holding BV	Radiotelephone communications	100.0	250.9
2009	Prevent Global dd	France	Rioglass France SA	Flat glass	100.0	-
2008	Krka Novo mesto d.d.	China	Anhui Menovo Pharm Co Ltd	Pharmaceutical preparations	7.5	0.8
2008	Krka dd Novo mesto	China	Cejang Menovo Pharm Co Ltd	Pharmaceutical preparations	7.5	0.8
2008	Gorenje gospodinjnski aparati d.d.	Netherlands	ATAG Europe BV	Household appliances, nec	100.0	200.9
2008	Findale Enterprises	Italy	Diners Club Italia Srl	Personal credit institutions	100.0	117.6
2008	Kolektor Group	Germany	E Missel GmbH & Co KG	Nonclay refractories	100.0	-
2007	Helios Domžale d.d.	Ukraine	OOO Avrora	Paints, varnishes, lacquers, & allied products	100.0	-
2007	Telekom Slovenije d.d.	Bosnia	ANEKS doo	Telephone communications, except radiotelephone	70.0	4.7
2007	Adria Mobil d.o.o.	Spain	Sun Roller SA	Mobile homes	80.0	13.7
2007	HSE Holding Slovenske Elektrarne d.o.o.	Bulgaria	Toplofikatzia Ruse EAD	Electric services	100.0	46.7
2007	Poslovni sistem Mercator d.d.	Croatia	Presoflex doo	Grocery stores	100.0	-
2007	Telekom Slovenije d.d.	Gibraltar	Gibtelecom	Telephone communications, except radiotelephone	50.0	50.0
2007	Nova Ljubljanska Banka d.d.	Serbia	Kasabanka	National commercial banks	50.1	-
2007	Pozavarovalnica Sava d.d.	Macedonia	Tabak Osiguranje	Life insurance	53.7	9.1

Source: The author, based on Thomson ONE Banker, Thomson Reuters.

Annex table 7. Slovenia: main greenfield projects, by outward investing firm, 2007-2009

Year	Investing company	Destination country	Industry	Estimated / announced investment value (US\$ millions)
2009	Poslovni sistem Mercator d.d.	Bulgaria	Retail	21.20
2009	Merkur d.d.	Serbia	Retail	37.3
2009	Poslovni sistem Mercator d.d.	Macedonia	Retail	146.8
2009	Bisol	Italy	Sales, marketing and support	4.7
2009	Bisol	Belgium	Sales, marketing and support	14.7
2009	Poslovni sistem Mercator d.d.	Serbia	Retail	43.8
2009	Poslovni sistem Mercator d.d.	Albania	Retail	27.3
2009	Smeh	Serbia	Logistics, distribution and transportation	7.7
2009	Tuš	Serbia	Retail	31.9
2009	Merkur d.d.	Croatia	Retail	28.2
2009	Tus	Bosnia and Herzegovina	Construction	8.6
2009	Nova Ljubljanska banka (NLB)	Macedonia	Business services	39.9
2009	ELRAD International	Serbia	Manufacturing	14.9
2009	Slovenske Zeleznice	Italy	Sales, marketing and support	15.0
2009	Mosen	Macedonia	Electricity	236.8
2008	Poslovni sistem Mercator d.d.	Bulgaria	Retail	113.2
2008	Meblo Jogi	Serbia	Manufacturing	16.6
2008	Perutnina Ptuj d.d.	Serbia	Manufacturing	28.8
2008	Gorenje gospodinjski aparati, d.d.	Croatia	Maintenance and servicing	16.0
2008	Trimo	Russia	Construction	289.1
2008	Gorenje gospodinjski aparati, d.d.	Croatia	Maintenance and servicing	16.0
2008	Tus	Macedonia	Retail	793.3
2008	Pozavarovalnica Sava	Macedonia	Business services	35.8
2008	Merkur d.d.	Bosnia and Herzegovina	Retail	35.0
2008	KD Group	Macedonia	Business services	35.8
2008	Iskra Avtoelektika d.d.	Macedonia	Manufacturing	37.7
2008	KD Group	Croatia	Sales, marketing and support	24.1
2008	Poslovni sistem Mercator d.d.	Serbia	Retail	22.8
2008	Poslovni sistem Mercator d.d.	Serbia	Retail	27.7
2008	Luka Koper	Italy	Logistics, distribution and transportation	105.3
2007	Hit d.d.	Austria	Construction	63.1
2007	Cimos	Bosnia and Herzegovina	Manufacturing	27.4
2007	Intereuropa	Germany	Logistics, distribution and transportation	57.0
2007	NLB	Ukraine	Business services	35.8
2007	Maksim Concern	Serbia	Manufacturing	20.1
2007	Poslovni sistem Mercator d.d.	Serbia	Retail	24.4
2007	Perutnina Ptuj	Bosnia and Herzegovina	Manufacturing	24.0
2007	Triglav Group	Slovakia	Sales, marketing and support	24.1

2007	Istrabenz Group	Bosnia and Herzegovina	Manufacturing	34.6
2007	Intereuropa	Russia	Logistics, distribution and Transportation	59.4
2007	Intereuropa	Ukraine	Logistics, distribution and transportation	20.7
2007	Telekom Slovenije d.d.	Serbia	ICT and internet infrastructure	157.0
2007	Gorenje gospodinjski aparati, d.d.	Serbia	Manufacturing	15.4
2007	Triglav	Serbia	Sales, marketing and support	24.1
2007	Cimos	Serbia	Manufacturing	20.7

Source: The author, based on DI Intelligence, a service from the Financial Times Ltd.