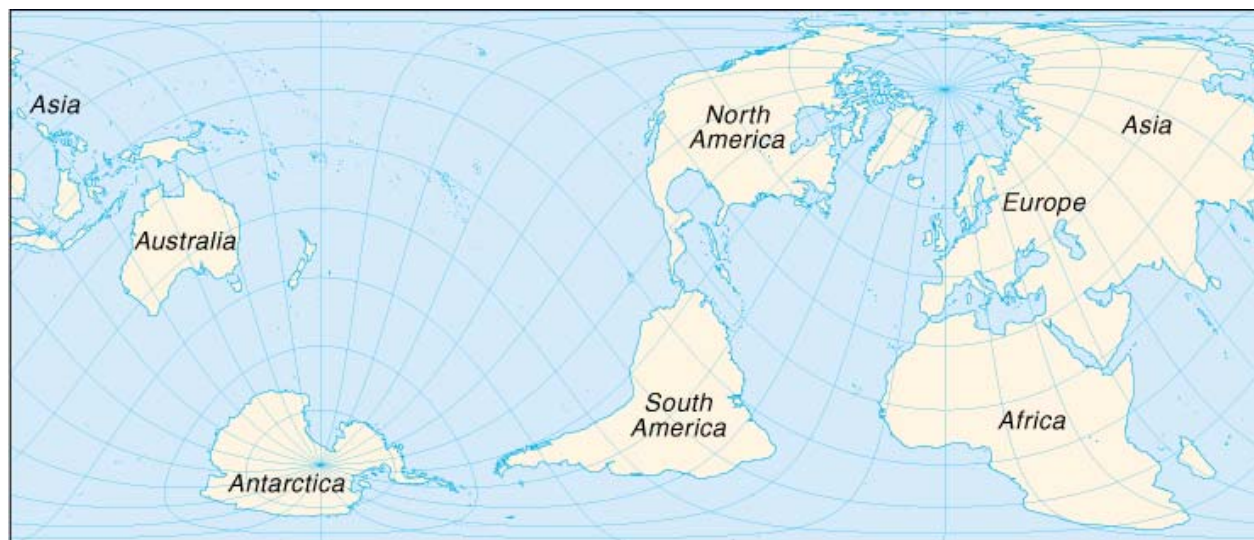

The 2006-2011 World Outlook for Translation and Interpretation Services



by

Professor Philip M. Parker, Ph.D.

Eli Lilly Chaired Professor of Business, Innovation and Society
INSEAD (Singapore and Fontainebleau, France)

COPYRIGHT NOTICE

ISBN 0-497-19384-1

All of ICON Group International, Inc. publications are copyrighted. Copying our publications in whole or in part, for whatever reason, is a violation of copyright laws and can lead to penalties and fines.

Should you want to copy tables, graphs or other materials from our publications, please contact us to request permission. ICON Group International, Inc. often grants permission for very limited reproduction of our publications for internal use, press releases, and academic research. Such reproduction requires, however, confirmed permission from ICON Group International, Inc. **Please read the full copyright notice, disclaimer, and user agreement provisions at the end of this report.**

IMPORTANT DISCLAIMER

Neither ICON Group International, Inc. nor its employees or the author of this report can be held accountable for the use and subsequent actions of the user of the information provided in this publication. Great efforts have been made to ensure the accuracy of the data, but we can not guarantee, given the volume of information, accuracy. **Since the information given in this report is forward-looking, the reader should read the disclaimer statement and user agreement provisions at the end of this report.**

About the Author

Dr. Philip M. Parker is the Eli Lilly Chaired Professor of Innovation, Business and Society at INSEAD where he has taught courses on global competitive strategy since 1988. He has also taught courses at MIT, Stanford University, Harvard University, UCLA, UCSD, and the Hong Kong University of Science and Technology. Professor Parker is the author of six books on the economic convergence of nations. These books introduce the notion of “physioeconomics” which foresees a lack of global convergence in economic behaviors due to physiological and physiographic forces. His latest book is *"Physioeconomics: The Basis for Long-Run Economic Growth"* (MIT Press 2000). He has also published numerous articles in academic journals, including, the *Rand Journal of Economics*, *Marketing Science*, the *Journal of International Business Studies*, *Technological Forecasting and Social Change*, the *International Journal of Forecasting*, the *European Management Journal*, the *European Journal of Operational Research*, the *Journal of Marketing*, the *International Journal of Research in Marketing*, and the *Journal of Marketing Research*. He is also on the editorial boards of several academic journals.

Dr. Parker received his Ph.D. in Business Economics from the Wharton School of the University of Pennsylvania and has Masters degrees in Finance and Banking (University of Aix-Marseille) and Managerial Economics (Wharton). His undergraduate degrees are in mathematics, biology and economics (minor in aeronautical engineering). He has consulted and/or taught courses in Africa, the Middle East, Asia, Latin America, North America and Europe.

About this Series

This series was created for international firms who rely on foreign markets for a substantial portion of their business or who might be threatened by international competition. The estimates given in this report were created using a methodology developed by and implemented under the direct supervision of Professor Philip M. Parker, the Eli Lilly Chaired Professor of Innovation, Business and Society, at INSEAD. The methodology relies on historical figures across countries. Reported figures should be seen as estimates of past and future levels of latent demand.

Acknowledgements

Some of the methodologies and research approaches used in this report have benefited from the R&D Committee at INSEAD, whose research support is gratefully acknowledged.

About ICON Group International, Inc.

ICON Group International, Inc.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, ICON Group has field offices in Paris, Hong Kong, and Lomé, Togo (West Africa). Created in 1994, ICON Group has published hundreds of multi-client databases and global/regional market data, industry, and country publications.

Global/Regional Management Studies: Summarizing over 190 countries, management studies are generally organized into regional volumes and cover key management functions. The human resource series covers minimum wages, child labor, unionization, and collective bargaining. The international law series covers media control and censorship, search and seizure, and trial justice and punishment. The diversity management series covers a variety of environmental context drivers that effect global operations. These include women's rights, children's rights, discrimination/racism, and religious forces and risks. Global strategic planning studies cover economic risk assessments, political risk assessments, foreign direct investment strategy, intellectual property strategy, and export strategies. Financial management studies cover taxes and tariffs. Global marketing studies focus on target segments (e.g. seniors, children, women) and strategic marketing planning.

Country Studies: Often managers need an in-depth, yet broad and up-to-date understanding of a country's strategic market potential and situation before the first field trip or investment proposal. There are over 190 country studies available. Each study consists of analysis, statistics, forecasts, and information of relevance to managers. The studies are continually updated to insure that the reports have the most relevant information available. In addition to raw information, the reports provide relevant analyses which put a more general perspective on a country (seen in the context of relative performance vis-à-vis benchmarks).

Industry Studies: Companies are racing to become more international, if not global in their strategies. For over 2000 product/industry categories, these reports give the reader a concise summary of latent market forecasts, pro-forma financials, import competition profiles, contacts, key references, and trends across 200 countries of the world. Some reports focus on a particular product and region (up to four regions per product), while others focus on a product within a particular country.

ICON Group Customer Service
7404 Trade Street
San Diego, CA 92121 USA
Tel: 1-858-635-9410
Fax: 1-858-635-9414
E-mail: iconsubs@san.rr.com
www.icongrouponline.com

Table of Contents

1	INTRODUCTION	10
1.1	Overview	10
1.2	What is Latent Demand and the P.I.E.?	10
1.3	The Methodology	11
1.3.1	Step 1. Product Definition and Data Collection	12
1.3.2	Step 2. Filtering and Smoothing	13
1.3.3	Step 3. Filling in Missing Values	14
1.3.4	Step 4. Varying Parameter, Non-linear Estimation	14
1.3.5	Step 5. Fixed-Parameter Linear Estimation	14
1.3.6	Step 6. Aggregation and Benchmarking	15
1.3.7	Step 7. Latent Demand Density: Allocating Across Cities	15
2	SUMMARY OF FINDINGS	16
2.1	The Worldwide Market Potential	16
3	AFRICA & THE MIDDLE EAST	18
3.1	Executive Summary	18
3.2	Afghanistan	19
3.3	Algeria	20
3.4	Angola	21
3.5	Armenia	21
3.6	Azerbaijan	22
3.7	Bahrain	23
3.8	Benin	24
3.9	Botswana	24
3.10	Burkina Faso	25
3.11	Burundi	26
3.12	Cameroon	26
3.13	Cape Verde	27
3.14	Central African Republic	28
3.15	Chad	28
3.16	Comoros	29
3.17	Congo (formerly Zaire)	30
3.18	Cote d'Ivoire	31
3.19	Djibouti	31
3.20	Egypt	32
3.21	Equatorial Guinea	33
3.22	Ethiopia	33
3.23	Gabon	34
3.24	Ghana	35
3.25	Guinea	35
3.26	Guinea-Bissau	36
3.27	Iran	37
3.28	Iraq	38
3.29	Israel	39
3.30	Jordan	39
3.31	Kenya	40
3.32	Kuwait	41
3.33	Kyrgyzstan	41
3.34	Lebanon	42
3.35	Lesotho	43
3.36	Liberia	43

3.37	Libya	44
3.38	Madagascar	45
3.39	Malawi	45
3.40	Mali	46
3.41	Mauritania	47
3.42	Mauritius	47
3.43	Morocco	48
3.44	Mozambique	49
3.45	Namibia	49
3.46	Niger	50
3.47	Nigeria	51
3.48	Oman	52
3.49	Pakistan	52
3.50	Palestine	53
3.51	Qatar	54
3.52	Republic of Congo	54
3.53	Reunion	55
3.54	Rwanda	56
3.55	Sao Tome E Principe	56
3.56	Saudi Arabia	57
3.57	Senegal	58
3.58	Sierra Leone	58
3.59	Somalia	59
3.60	South Africa	60
3.61	Sudan	61
3.62	Swaziland	61
3.63	Syrian Arab Republic	62
3.64	Tajikistan	63
3.65	Tanzania	63
3.66	The Gambia	64
3.67	Togo	65
3.68	Tunisia	65
3.69	Turkey	66
3.70	Turkmenistan	67
3.71	Uganda	68
3.72	United Arab Emirates	68
3.73	Uzbekistan	69
3.74	Western Sahara	70
3.75	Yemen	70
3.76	Zambia	71
3.77	Zimbabwe	72
4	ASIA	73
4.1	Executive Summary	73
4.2	Bangladesh	74
4.3	Bhutan	75
4.4	Brunei	76
4.5	Burma	76
4.6	Cambodia	77
4.7	China	78
4.8	Hong Kong	79
4.9	India	79
4.10	Indonesia	80

4.11	Japan	81
4.12	Laos	82
4.13	Macau	83
4.14	Malaysia	84
4.15	Maldives	85
4.16	Mongolia	85
4.17	Nepal	86
4.18	North Korea	87
4.19	Papua New Guinea	88
4.20	Philippines	88
4.21	Seychelles	89
4.22	Singapore	90
4.23	South Korea	90
4.24	Sri Lanka	91
4.25	Taiwan	92
4.26	Thailand	93
4.27	Vietnam	93
5	EUROPE	95
5.1	Executive Summary	95
5.2	Albania	96
5.3	Andorra	97
5.4	Austria	97
5.5	Belarus	98
5.6	Belgium	99
5.7	Bosnia and Herzegovina	100
5.8	Bulgaria	101
5.9	Croatia	102
5.10	Cyprus	102
5.11	Czech Republic	103
5.12	Denmark	104
5.13	Estonia	105
5.14	Finland	105
5.15	France	106
5.16	Georgia	107
5.17	Germany	108
5.18	Greece	109
5.19	Hungary	109
5.20	Iceland	110
5.21	Ireland	111
5.22	Italy	111
5.23	Kazakhstan	112
5.24	Latvia	113
5.25	Liechtenstein	114
5.26	Lithuania	115
5.27	Luxembourg	115
5.28	Malta	116
5.29	Moldova	117
5.30	Monaco	117
5.31	Netherlands	118
5.32	Norway	119
5.33	Poland	119
5.34	Portugal	120

5.35	Romania	121
5.36	Russia	122
5.37	San Marino	123
5.38	Slovakia	123
5.39	Slovenia	124
5.40	Spain	125
5.41	Sweden	126
5.42	Switzerland	127
5.43	Ukraine	128
5.44	United Kingdom	129
6	LATIN AMERICA	130
6.1	Executive Summary	130
6.2	Argentina	131
6.3	Belize	132
6.4	Bolivia	133
6.5	Brazil	133
6.6	Chile	134
6.7	Colombia	135
6.8	Costa Rica	136
6.9	Ecuador	137
6.10	El Salvador	138
6.11	Falkland Islands	138
6.12	French Guiana	139
6.13	Guatemala	140
6.14	Guyana	140
6.15	Honduras	141
6.16	Mexico	142
6.17	Nicaragua	143
6.18	Panama	143
6.19	Paraguay	144
6.20	Peru	145
6.21	Suriname	146
6.22	Uruguay	146
6.23	Venezuela	147
7	NORTH AMERICA & THE CARIBBEAN	149
7.1	Executive Summary	149
7.2	Antigua and Barbuda	150
7.3	Aruba	151
7.4	Bahamas	152
7.5	Barbados	152
7.6	Bermuda	153
7.7	British Virgin Islands	154
7.8	Canada	154
7.9	Cayman Islands	155
7.10	Cuba	156
7.11	Dominica	157
7.12	Dominican Republic	157
7.13	Greenland	158
7.14	Grenada	159
7.15	Guadeloupe	160
7.16	Haiti	160
7.17	Jamaica	161

7.18	Martinique	162
7.19	Netherlands Antilles	162
7.20	Puerto Rico	163
7.21	St. Kitts and Nevis	164
7.22	St. Lucia	164
7.23	St. Vincent and the Grenadines	165
7.24	Trinidad and Tobago	166
7.25	United States	166
7.26	Virgin Islands, US	167
8	OCEANA	169
8.1	Executive Summary	169
8.2	American Samoa	170
8.3	Australia	171
8.4	Christmas Island	172
8.5	Cook Islands	172
8.6	Fiji	173
8.7	French Polynesia	173
8.8	Guam	174
8.9	Kiribati	175
8.10	Marshall Islands	175
8.11	Micronesia Federation	176
8.12	Nauru	176
8.13	New Caledonia	177
8.14	New Zealand	177
8.15	Niue	178
8.16	Norfolk Island	179
8.17	Northern Mariana Island	179
8.18	Palau	180
8.19	Solomon Islands	180
8.20	Tokelau	181
8.21	Tonga	181
8.22	Tuvalu	182
8.23	Vanuatu	182
8.24	Wallis and Futuna	183
8.25	Western Samoa	183
9	DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS	185
9.1	Disclaimers & Safe Harbor	185
9.2	ICON Group International, Inc. User Agreement Provisions	186

1 INTRODUCTION

1.1 OVERVIEW

This study covers the world outlook for translation and interpretation services across more than 200 countries. For each year reported, estimates are given for the *latent demand*, or *potential industry earnings (P.I.E.)*, for the country in question (in millions of U.S. dollars), the percent share the country is of the region and of the globe. These comparative benchmarks allow the reader to quickly gauge a country vis-à-vis others. Using econometric models which project fundamental economic dynamics within each country and across countries, latent demand estimates are created. This report does not discuss the specific players in the market serving the latent demand, nor specific details at the product level. The study also does not consider short-term cyclicalities that might affect realized sales. The study, therefore, is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved.

This study does not report actual sales data (which are simply unavailable, in a comparable or consistent manner in virtually all of the 230 countries of the world). This study gives, however, my estimates for the worldwide latent demand, or the P.I.E., for translation and interpretation services. It also shows how the P.I.E. is divided across the world's regional and national markets. For each country, I also show my estimates of how the P.I.E. grows over time (positive or negative growth). In order to make these estimates, a multi-stage methodology was employed that is often taught in courses on international strategic planning at graduate schools of business.

1.2 WHAT IS LATENT DEMAND AND THE P.I.E.?

The concept of *latent demand* is rather subtle. The term *latent* typically refers to something that is dormant, not observable, or not yet realized. *Demand* is the notion of an economic quantity that a target population or market requires under different assumptions of price, quality, and distribution, among other factors. Latent demand, therefore, is commonly defined by economists as the industry earnings of a market when that market becomes accessible and attractive to serve by competing firms. It is a measure, therefore, of *potential* industry earnings (P.I.E.) or total revenues (not profit) if a market is served in an efficient manner. It is typically expressed as the total revenues potentially extracted by firms. The “market” is defined at a given level in the value chain. There can be latent demand at the retail level, at the wholesale level, the manufacturing level, and the raw materials level (the P.I.E. of higher levels of the value chain being always smaller than the P.I.E. of levels at lower levels of the same value chain, assuming all levels maintain minimum profitability).

The latent demand for translation and interpretation services is not actual or historic sales. Nor is latent demand future sales. In fact, latent demand can be lower either lower or higher than actual sales if a market is inefficient (i.e., not representative of relatively competitive levels). Inefficiencies arise from a number of factors, including the lack of international openness, cultural barriers to consumption, regulations, and cartel-like behavior on the part of firms. In general, however, latent demand is typically larger than actual sales in a country market.

For reasons discussed later, this report does not consider the notion of “unit quantities”, only total latent revenues (i.e., a calculation of price times quantity is never made, though one is implied). The units used in this report are U.S. dollars not adjusted for inflation (i.e., the figures incorporate inflationary trends) and not adjusted for future dynamics in exchange rates (i.e., the figures reflect average exchange rates over recent history). If inflation rates or exchange rates vary in a substantial way compared to recent experience, actually sales can also exceed latent demand (when expressed in U.S. dollars, not adjusted for inflation). On the other hand, latent demand can be typically higher than actual sales as there are often distribution inefficiencies that reduce actual sales below the level of latent demand.

As mentioned in the introduction, this study is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved. In fact, all the current products or services on the market can cease to exist in

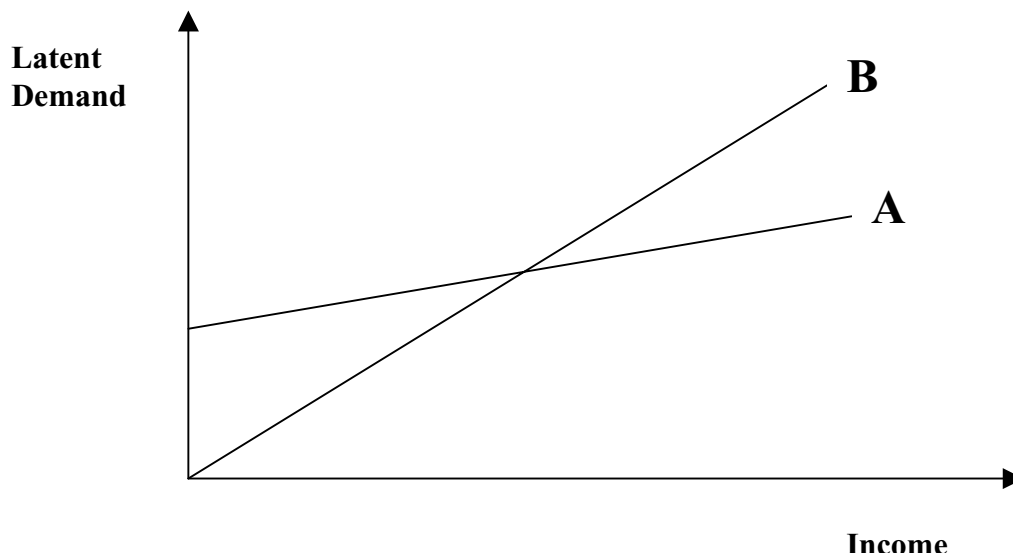
their present form (i.e., at a brand-, R&D specification, or corporate-image level) and all the players can be replaced by other firms (i.e., via exits, entries, mergers, bankruptcies, etc.), and there will still be an international latent demand for translation and interpretation services at the aggregate level. Product and service offering details, and the actual identity of the players involved, while important for certain issues, are relatively unimportant for estimates of latent demand.

1.3 THE METHODOLOGY

In order to estimate the latent demand for translation and interpretation services on a worldwide basis, I used a multi-stage approach. Before applying the approach, one needs a basic theory from which such estimates are created. In this case, I heavily rely on the use of certain basic economic assumptions. In particular, there is an assumption governing the shape and type of aggregate latent demand functions. Latent demand functions relate the income of a country, city, state, household, or individual to realized consumption. Latent demand (often realized as consumption when an industry is efficient), at any level of the value chain, takes place if an equilibrium in realized. For firms to serve a market, they must perceive a latent demand and be able to serve that demand at a minimal return. The single most important variable determining consumption, assuming latent demand exists, is income (or other financial resources at higher levels of the value chain). Other factors that can pivot or shape demand curves include external or exogenous shocks (i.e., business cycles), and or changes in utility for the product in question.

Ignoring, for the moment, exogenous shocks and variations in utility across countries, the aggregate relation between income and consumption has been a central theme in economics. The figure below concisely summarizes one aspect of problem. In the 1930s, John Maynard Keynes conjectured that as incomes rise, the average propensity to consume would fall. The average propensity to consume is the level of consumption divided by the level of income, or the slope of the line from the origin to the consumption function. He estimated this relationship empirically and found it to be true in the short-run (mostly based on cross-sectional data). The higher the income, the lower the average propensity to consume. This type of consumption function is labeled "A" in the figure below (note the rather flat slope of the curve). In the 1940s, another macroeconomist, Simon Kuznets, estimated long-run consumption functions which indicated that the marginal propensity to consume was rather constant (using time series data across countries). This type of consumption function is show as "B" in the figure below (note the higher slope and zero-zero intercept).¹ The average propensity to consume is constant.

¹ For a general overview of this subject area, see *Principles of Macroeconomics* by N. Gregory Mankiw, South-Western College Publishing; ISBN: 0030340594; 2nd edition (February 2002).



Is it declining or is it constant? A number of other economists, notably Franco Modigliani and Milton Friedman, in the 1950s (and Irving Fisher earlier), explained why the two functions were different using various assumptions on intertemporal budget constraints, savings, and wealth. The shorter the time horizon, the more consumption can depend on wealth (earned in previous years) and business cycles. In the long-run, however, the propensity to consume is more constant. Similarly, in the long run, households, industries or countries with no income eventually have no consumption (wealth is depleted). While the debate surrounding beliefs about how income and consumption are related and interesting, in this study a very particular school of thought is adopted. In particular, we are considering the latent demand for translation and interpretation services across some 230 countries. The smallest have fewer than 10,000 inhabitants. I assume that all of these countries fall along a "long-run" aggregate consumption function. This long-run function applies despite some of these countries having wealth, current income dominates the latent demand for translation and interpretation services. So, latent demand in the long-run has a zero intercept. However, I allow firms to have different propensities to consume (including being on consumption functions with differing slopes, which can account for differences in industrial organization, and end-user preferences).

Given this overriding philosophy, I will now describe the methodology used to create the latent demand estimates for translation and interpretation services. Since ICON Group has asked me to apply this methodology to a large number of categories, the rather academic discussion below is general and can be applied to a wide variety of categories, not just translation and interpretation services.

1.3.1 Step 1. Product Definition and Data Collection

Any study of latent demand across countries requires that some standard be established to define "efficiently served". Having implemented various alternatives and matched these with market outcomes, I have found that the optimal approach is to assume that certain key countries are more likely to be at or near efficiency than others. These countries are given greater weight than others in the estimation of latent demand compared to other countries for which no known data are available. Of the many alternatives, I have found the assumption that the world's highest aggregate income and highest income-per-capita markets reflect the best standards for "efficiency". High aggregate income alone is not sufficient (i.e., China has high aggregate income, but low income per capita and can not assumed to be efficient). Aggregate income can be operationalized in a number of ways, including gross domestic product (for industrial categories), or total disposable income (for household categories; population times average income per capita, or number of households times average household income per capita). Brunei, Nauru, Kuwait, and Lichtenstein are examples of countries with high income per capita, but not assumed to be efficient, given low

aggregate level of income (or gross domestic product); these countries have, however, high incomes per capita but may not benefit from the efficiencies derived from economies of scale associated with large economies. Only countries with high income per capita and large aggregate income are assumed efficient. This greatly restricts the pool of countries to those in the OECD (Organization for Economic Cooperation and Development), like the United States, or the United Kingdom (which were earlier than other large OECD economies to liberalize their markets).

The selection of countries is further reduced by the fact that not all countries in the OECD report industry revenues at the category level. Countries that typically have ample data at the aggregate level that meet the efficiency criteria include the United States, the United Kingdom and in some cases France and Germany.

Latent demand is therefore estimated using data collected for relatively efficient markets from independent data sources (e.g. Euromonitor, Mintel, Thomson Financial Services, the U.S. Industrial Outlook, the World Resources Institute, the Organization for Economic Cooperation and Development, various agencies from the United Nations, industry trade associations, the International Monetary Fund, and the World Bank). Depending on original data sources used, the definition of “translation and interpretation services” is established. In the case of this report, the data were reported at the aggregate level, with no further breakdown or definition. In other words, any potential product or service that might be incorporated within translation and interpretation services falls under this category. Public sources rarely report data at the disaggregated level in order to protect private information from individual firms that might dominate a specific product-market. These sources will therefore aggregate across components of a category and report only the aggregate to the public. While private data are certainly available, this report only relies on public data at the aggregate level without reliance on the summation of various category components. In other words, this report does not aggregate a number of components to arrive at the “whole”. Rather, it starts with the “whole”, and estimates the whole for all countries and the world at large (without needing to know the specific parts that went into the whole in the first place).

Given this caveat, this study covers “translation and interpretation services” as defined by the North American Industrial Classification system or NAICS (pronounced “nakes”). For a complete definition of translation and interpretation services, please refer to the Web site at <http://www.icongrouponline.com/codes/NAICS.html>. The NAICS code for translation and interpretation services is 54193. It is for this definition of translation and interpretation services that the aggregate latent demand estimates are derived. “Translation and interpretation services” is specifically defined as follows:

54193 See industry description for 541930 below.

541930 This industry comprises establishments primarily engaged in translating written material and interpreting speech from one language to another and establishments primarily engaged in providing sign language services.

1.3.2 Step 2. Filtering and Smoothing

Based on the aggregate view of translation and interpretation services as defined above, data were then collected for as many similar countries as possible for that same definition, at the same level of the value chain. This generates a convenience sample of countries from which comparable figures are available. If the series in question do not reflect the same accounting period, then adjustments are made. In order to eliminate short-term effects of business cycles, the series are smoothed using an 2 year moving average weighting scheme (longer weighting schemes do not substantially change the results). If data are available for a country, but these reflect short-run aberrations due to exogenous shocks (such as would be the case of beef sales in a country stricken with foot and mouth disease), these observations were dropped or “filtered” from the analysis.

1.3.3 Step 3. Filling in Missing Values

In some cases, data are available for countries on a sporadic basis. In other cases, data from a country may be available for only one year. From a Bayesian perspective, these observations should be given greatest weight in estimating missing years. Assuming that other factors are held constant, the missing years are extrapolated using changes and growth in aggregate national income. Based on the overriding philosophy of a long-run consumption function (defined earlier), countries which have missing data for any given year, are estimated based on historical dynamics of aggregate income for that country.²

1.3.4 Step 4. Varying Parameter, Non-linear Estimation

Given the data available from the first three steps, the latent demand in additional countries is estimated using a “varying-parameter cross-sectionally pooled time series model”.³ Simply stated, the effect of income on latent demand is assumed to be constant across countries unless there is empirical evidence to suggest that this effect varies (i.e., the slope of the income effect is not necessarily same for all countries). This assumption applies across countries along the aggregate consumption function, but also over time (i.e., not all countries are perceived to have the same income growth prospects over time and this effect can vary from country to country as well). Another way of looking at this is to say that latent demand for translation and interpretation services is more likely to be similar across countries that have similar characteristics in terms of economic development (i.e., African countries will have similar latent demand structures controlling for the income variation across the pool of African countries).

This approach is useful across countries for which some notion of non-linearity exists in the aggregate cross-country consumption function. For some categories, however, the reader must realize that the numbers will reflect a country’s contribution to global latent demand and may never be realized in the form of local sales. For certain country-category combinations this will result in what at first glance will be odd results. For example, the latent demand for the category “space vehicles” will exist for “Togo” even though they have no space program. The assumption is that if the economies in these countries did not exist, the world aggregate for these categories would be lower. The share attributed to these countries is based on a proportion of their income (however small) being used to consume the category in question (i.e., perhaps via resellers).

1.3.5 Step 5. Fixed-Parameter Linear Estimation

Nonlinearities are assumed in cases where filtered data exist along the aggregate consumption function. Because the world consists of more than 200 countries, there will always be those countries, especially toward the bottom of the consumption function, where non-linear estimation is simply not possible. For these countries, equilibrium latent demand is assumed to be perfectly parametric and not a function of wealth (i.e., a country’s stock of income), but a function of current income (a country’s flow of income). In the long run, if a country has no current income, the latent demand for translation and interpretation services is assumed to approach zero. The assumption is that wealth stocks fall rapidly to zero if flow income falls to zero (i.e., countries which earn low levels of income will not use

² This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, various agencies from the United Nations (e.g. ILO, ITU, UNDP, etc.), and non-governmental sources, including ICON Group International, Inc., Euromonitor, the World Resources Institute, Mintel, the U.S. Industrial Outlook, and various public sources cited in the trade press.

³ The interested reader can find longer discussions of this type of modeling in *Studies in Global Econometrics (Advanced Studies in Theoretical and Applied Econometrics V. 30)*, by Henri Theil, et al., Kluwer Academic Publishers; ISBN: 0792336607; (June 1996), and in *Principles of Econometrics*, by Henri Theil John Wiley & Sons; ISBN: 0471858455; (December 1971), and in *Econometric Models and Economic Forecasts* by Robert S. Pindyck, Daniel L. Rubinfeld McGraw Hill Text; ISBN: 0070500983; 3rd edition (December 1991).

their savings, in the long run, to demand translation and interpretation services). In a graphical sense, for low income countries, latent demand approaches zero in a parametric linear fashion with a zero-zero intercept. In this stage of the estimation procedure, low-income countries are assumed to have a latent demand proportional to their income, based on the country closest to it on the aggregate consumption function.

1.3.6 Step 6. Aggregation and Benchmarking

Based on the models described above, latent demand figures are estimated for all countries of the world, including for the smallest economies. These are then aggregated to get world totals and regional totals. To make the numbers more meaningful, regional and global demand averages are presented. Figures are rounded, so minor inconsistencies may exist across tables.

1.3.7 Step 7. Latent Demand Density: Allocating Across Cities

With the advent of a “borderless world”, cities become a more important criteria in prioritizing markets, as opposed to regions, continents, or countries. This report also covers the world’s top 2000 cities. The purpose is to understand the density of demand within a country and the extent to which a city might be used as a point of distribution within its region. From an economic perspective, however, a city does not represent a population within rigid geographical boundaries. To an economist or strategic planner, a city represents an area of dominant influence over markets in adjacent areas. This influence varies from one industry to another, but also from one period of time to another.

Similar to country-level data, the reader needs to realize that latent demand allocated to a city may or may not represent real sales. For many items, latent demand is clearly observable in sales, as in the case for food or housing items. Consider, again, the category “satellite launch vehicles.” Clearly, there are no launch pads in most cities of the world. However, the core benefit of the vehicles (e.g. telecommunications, etc.) is “consumed” by residents or industries within the world’s cities. Without certain cities, in other words, the world market for satellite launch vehicles would be lower for the world in general. One needs to allocate, therefore, a portion of the worldwide economic demand for launch vehicles to regions, countries and cities. This report takes the broader definition and considers, therefore, a city as a part of the global market. I allocate latent demand across areas of dominant influence based on the relative economic importance of cities within its home country, within its region and across the world total. Not all cities are estimated within each country as demand may be allocated to adjacent areas of influence. Since some cities have higher economic wealth than others within the same country, a city’s population is not generally used to allocate latent demand. Rather, the level of economic activity of the city vis-à-vis others.

2 SUMMARY OF FINDINGS

Based on the methodology described above, the latent demand for translation and interpretation services is estimated to be \$2.7 billion in 2006. The distribution of the world latent demand (or potential industry earnings), however, is not evenly distributed across regions. Asia is the largest market with \$0.9 billion or 31.86 percent, followed by North America & the Caribbean with \$0.7 billion or 25.67 percent, and then Europe with \$0.7 billion or 25.16 percent of the world market. In essence, if firms target these top 3 regions, they cover come 82.69 percent of the global latent demand for translation and interpretation services.

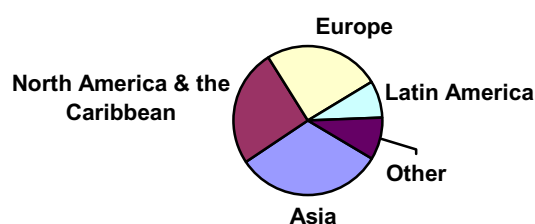
2.1 THE WORLDWIDE MARKET POTENTIAL

Worldwide Market Potential for Translation and Interpretation Services (US \$ mln): 2006

Region	Latent Demand US \$ mln	% of Globe
Asia	875	31.9
North America & the Caribbean	705	25.7
Europe	691	25.2
Latin America	223	8.1
Africa & the Middle East	218	8.0
Oceania	34	1.2
Total	2,746	100.0

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Worldwide Market Potential for Translation and Interpretation Services (US \$ mln): 2006



World Market for Translation and Interpretation Services: 2001 - 2011

Year	World Market US \$ mln
2001	2,505.57
2002	2,531.19
2003	2,558.40
2004	2,587.24
2005	2,629.65
2006	2,745.53
2007	2,879.21
2008	3,019.74
2009	3,167.47
2010	3,322.80
2011	3,486.13

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3 AFRICA & THE MIDDLE EAST

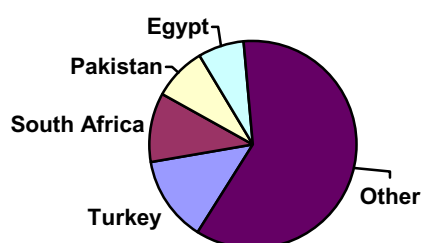
3.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in Africa & the Middle East (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of Africa & the Middle East
Turkey	28.84	13.21%
South Africa	23.62	10.82%
Pakistan	18.21	8.34%
Egypt	15.97	7.31%
Saudi Arabia	14.92	6.84%
Iran	13.22	6.06%
Algeria	11.05	5.06%
Nigeria	7.51	3.44%
Israel	7.15	3.28%
Morocco	6.65	3.05%
Tunisia	4.06	1.86%
Iraq	3.86	1.77%
Uzbekistan	3.82	1.75%
United Arab Emirates	3.47	1.59%
Syrian Arab Republic	3.27	1.50%
Libya	2.96	1.35%
Kenya	2.88	1.32%
Ethiopia	2.50	1.14%
Ghana	2.39	1.10%
Sudan	2.33	1.07%
Kuwait	1.90	0.87%
Congo (formerly Zaire)	1.81	0.83%
Zimbabwe	1.73	0.79%
Uganda	1.70	0.78%
Cameroon	1.68	0.77%
Other	30.77	14.10%
Total	218.28	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Translation and Interpretation Services in Africa & the Middle East (US \$ mln): 2006



The Market for Translation and Interpretation Services in Africa & the Middle East: 2001 - 2011

Year	US \$ mln	% of Globe
2001	206.74	8.25
2002	207.12	8.18
2003	207.56	8.11
2004	208.04	8.04
2005	209.71	7.97
2006	218.28	7.95
2007	228.42	7.93
2008	239.09	7.92
2009	250.31	7.90
2010	262.11	7.89
2011	274.53	7.88

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.2 AFGHANISTAN**Translation and Interpretation Services (US \$ mln): Afghanistan 2001 - 2011**

Year	Afghanistan	% of Region	% of Globe
2001	1.17	0.57%	0.05%
2002	1.20	0.58%	0.05%
2003	1.23	0.59%	0.05%
2004	1.26	0.61%	0.05%
2005	1.29	0.62%	0.05%
2006	1.32	0.61%	0.05%
2007	1.36	0.59%	0.05%
2008	1.39	0.58%	0.05%
2009	1.43	0.57%	0.05%
2010	1.46	0.56%	0.04%
2011	1.50	0.55%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Afghanistan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Kabul	464	0.85	64.17	0.39	0.03
Qandahar	1,261	0.13	10.18	0.06	0.00
Herat	1,362	0.11	7.98	0.05	0.00
Mazar-e-Sharif	1,477	0.08	5.90	0.04	0.00
Jalalabad	1,713	0.03	2.61	0.02	0.00
Qonduz	1,717	0.03	2.57	0.02	0.00
Baghlan	1,777	0.02	1.85	0.01	0.00
Meymaneh	1,784	0.02	1.80	0.01	0.00
Pol-e-Khomri	1,824	0.02	1.49	0.01	0.00
Ghazni	1,827	0.02	1.44	0.01	0.00
Total		1.32	100.00	0.61	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.3 ALGERIA

Translation and Interpretation Services (US \$ mln): Algeria 2001 - 2011			
Year	Algeria	% of Region	% of Globe
2001	10.57	5.11%	0.42%
2002	10.56	5.10%	0.42%
2003	10.55	5.08%	0.41%
2004	10.54	5.06%	0.41%
2005	10.59	5.05%	0.40%
2006	11.05	5.06%	0.40%
2007	11.61	5.08%	0.40%
2008	12.19	5.10%	0.40%
2009	12.80	5.11%	0.40%
2010	13.44	5.13%	0.40%
2011	14.11	5.14%	0.40%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Algeria: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Algiers	147	4.00	36.17	1.83	0.15
Oran	264	1.67	15.09	0.76	0.06
Constantine	368	1.17	10.58	0.54	0.04
Annaba	478	0.81	7.34	0.37	0.03
Batna	709	0.48	4.37	0.22	0.02
Blida	726	0.45	4.10	0.21	0.02
Setif	730	0.45	4.08	0.21	0.02
Sidi-Bel-Abbes	776	0.41	3.67	0.19	0.01
Ech-Cheliff	843	0.34	3.12	0.16	0.01
Skikda	844	0.34	3.10	0.16	0.01
Tlemcen	847	0.34	3.05	0.15	0.01
Bejaia	897	0.31	2.76	0.14	0.01
Bechar	937	0.28	2.57	0.13	0.01
Total		11.05	100.00	5.06	0.40

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.4 ANGOLA

Translation and Interpretation Services (US \$ mln): Angola 2001 - 2011			
Year	Angola	% of Region	% of Globe
2001	0.62	0.30%	0.02%
2002	0.62	0.30%	0.02%
2003	0.62	0.30%	0.02%
2004	0.62	0.30%	0.02%
2005	0.63	0.30%	0.02%
2006	0.65	0.30%	0.02%
2007	0.68	0.30%	0.02%
2008	0.72	0.30%	0.02%
2009	0.75	0.30%	0.02%
2010	0.79	0.30%	0.02%
2011	0.83	0.30%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Angola: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Luanda	687	0.51	78.48	0.23	0.02
Lubango	1,688	0.04	5.65	0.02	0.00
Namibe	1,706	0.04	5.38	0.02	0.00
Huambo	1,799	0.02	3.34	0.01	0.00
Lobito	1,807	0.02	3.23	0.01	0.00
Benguela	1,873	0.01	2.21	0.01	0.00
Malanje	1,901	0.01	1.72	0.01	0.00
Total		0.65	100.00	0.30	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.5 ARMENIA

Translation and Interpretation Services (US \$ mln): Armenia 2001 - 2011			
Year	Armenia	% of Region	% of Globe
2001	0.62	0.30%	0.02%
2002	0.62	0.30%	0.02%
2003	0.62	0.30%	0.02%
2004	0.62	0.30%	0.02%
2005	0.62	0.30%	0.02%
2006	0.65	0.30%	0.02%
2007	0.68	0.30%	0.02%
2008	0.71	0.30%	0.02%
2009	0.75	0.30%	0.02%
2010	0.79	0.30%	0.02%
2011	0.82	0.30%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Armenia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Yerevan	821	0.37	56.57	0.17	0.01
Gyumri	1,553	0.06	9.39	0.03	0.00
Kirovakan	1,602	0.05	7.74	0.02	0.00
Hrazdan	1,833	0.02	2.89	0.01	0.00
Echmiadzin	1,843	0.02	2.75	0.01	0.00
Abovian	1,846	0.02	2.70	0.01	0.00
Kaphan	1,876	0.01	2.15	0.01	0.00
Hoktemberian	1,890	0.01	2.02	0.01	0.00
Charentsavan	1,909	0.01	1.65	0.00	0.00
Artashat	1,917	0.01	1.51	0.00	0.00
Kamo	1,919	0.01	1.47	0.00	0.00
Sevan	1,941	0.01	1.24	0.00	0.00
Goris	1,942	0.01	1.24	0.00	0.00
Massis	1,945	0.01	1.15	0.00	0.00
Ashtarak	1,946	0.01	1.15	0.00	0.00
Others		0.03	4.40	0.01	0.00
Total		0.65	100.00	0.30	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.6 AZERBAIJAN

Translation and Interpretation Services (US \$ mln): Azerbaijan 2001 - 2011			
Year	Azerbaijan	% of Region	% of Globe
2001	1.65	0.80%	0.07%
2002	1.60	0.77%	0.06%
2003	1.54	0.74%	0.06%
2004	1.49	0.72%	0.06%
2005	1.47	0.70%	0.06%
2006	1.57	0.72%	0.06%
2007	1.69	0.74%	0.06%
2008	1.83	0.77%	0.06%
2009	1.98	0.79%	0.06%
2010	2.15	0.82%	0.06%
2011	2.32	0.85%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Azerbaijan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Baku	396	1.08	69.28	0.50	0.04
Gyandzha	1,134	0.17	10.96	0.08	0.01
Sumgait	1,234	0.14	9.11	0.07	0.01
Mingechaur	1,645	0.04	2.76	0.02	0.00
Sheki	1,724	0.03	2.09	0.01	0.00
Nakhichevan	1,735	0.03	2.01	0.01	0.00
Lenkoran	1,770	0.03	1.66	0.01	0.00
Stepanakert	1,805	0.02	1.38	0.01	0.00
Shemakha	1,899	0.01	0.75	0.01	0.00
Total		1.57	100.00	0.72	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.7 BAHRAIN**Translation and Interpretation Services (US \$ mln): Bahrain 2001 - 2011**

Year	Bahrain	% of Region	% of Globe
2001	0.62	0.30%	0.02%
2002	0.62	0.30%	0.02%
2003	0.62	0.30%	0.02%
2004	0.62	0.30%	0.02%
2005	0.63	0.30%	0.02%
2006	0.65	0.30%	0.02%
2007	0.69	0.30%	0.02%
2008	0.72	0.30%	0.02%
2009	0.76	0.30%	0.02%
2010	0.79	0.30%	0.02%
2011	0.83	0.30%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bahrain: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Manama	868	0.32	49.67	0.15	0.01
Muharraq	1,159	0.17	25.49	0.08	0.01
Jidd Hafs	1,378	0.10	15.69	0.05	0.00
Isa Town	1,637	0.04	6.86	0.02	0.00
Al Hidd	1,868	0.01	2.29	0.01	0.00
Total		0.65	100.00	0.30	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.8 BENIN

Translation and Interpretation Services (US \$ mln): Benin 2001 - 2011			
Year	Benin	% of Region	% of Globe
2001	0.41	0.20%	0.02%
2002	0.41	0.20%	0.02%
2003	0.41	0.20%	0.02%
2004	0.41	0.20%	0.02%
2005	0.41	0.19%	0.02%
2006	0.43	0.20%	0.02%
2007	0.45	0.20%	0.02%
2008	0.47	0.20%	0.02%
2009	0.49	0.20%	0.02%
2010	0.52	0.20%	0.02%
2011	0.54	0.20%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Benin: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Cotonou	1,009	0.24	56.24	0.11	0.01
Porto-Novo	1,376	0.10	24.02	0.05	0.00
Parakou	1,728	0.03	7.62	0.01	0.00
Abomey	1,768	0.03	6.24	0.01	0.00
Natitingou	1,772	0.03	5.89	0.01	0.00
Total		0.43	100.00	0.20	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.9 BOTSWANA

Translation and Interpretation Services (US \$ mln): Botswana 2001 - 2011			
Year	Botswana	% of Region	% of Globe
2001	0.66	0.32%	0.03%
2002	0.65	0.31%	0.03%
2003	0.65	0.31%	0.03%
2004	0.64	0.31%	0.02%
2005	0.64	0.31%	0.02%
2006	0.68	0.31%	0.02%
2007	0.71	0.31%	0.02%
2008	0.75	0.31%	0.02%
2009	0.79	0.32%	0.03%
2010	0.84	0.32%	0.03%
2011	0.88	0.32%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Botswana: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Gaborone	1,334	0.11	17.02	0.05	0.00
Mahalapye	1,369	0.10	15.49	0.05	0.00
Serowe	1,409	0.10	14.26	0.04	0.00
Tutume	1,432	0.09	13.04	0.04	0.00
Bobonong	1,573	0.06	8.28	0.03	0.00
Francistown	1,596	0.05	7.52	0.02	0.00
Selebi-Phikwe	1,615	0.05	7.06	0.02	0.00
Lobatse	1,764	0.03	3.99	0.01	0.00
Molepolole	1,800	0.02	3.22	0.01	0.00
Kanye	1,812	0.02	3.07	0.01	0.00
Mochudi	1,834	0.02	2.76	0.01	0.00
Maun	1,861	0.02	2.30	0.01	0.00
Ramotswa	1,883	0.01	1.99	0.01	0.00
Total		0.68	100.00	0.31	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.10 BURKINA FASO

Translation and Interpretation Services (US \$ mln): Burkina Faso 2001 - 2011			
Year	Burkina Faso	% of Region	% of Globe
2001	0.74	0.36%	0.03%
2002	0.74	0.36%	0.03%
2003	0.74	0.36%	0.03%
2004	0.74	0.36%	0.03%
2005	0.74	0.35%	0.03%
2006	0.78	0.36%	0.03%
2007	0.81	0.36%	0.03%
2008	0.86	0.36%	0.03%
2009	0.90	0.36%	0.03%
2010	0.94	0.36%	0.03%
2011	0.99	0.36%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Burkina Faso: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Ouagadougou	765	0.42	53.58	0.19	0.02
Bobo-Dioulasso	1,045	0.22	28.00	0.10	0.01
Koudougou	1,608	0.05	6.30	0.02	0.00
Ouahigouya	1,689	0.04	4.73	0.02	0.00
Banfora	1,723	0.03	4.24	0.02	0.00
Kaya	1,778	0.02	3.15	0.01	0.00
Total		0.78	100.00	0.36	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.11 BURUNDI

Translation and Interpretation Services (US \$ mln): Burundi 2001 - 2011			
Year	Burundi	% of Region	% of Globe
2001	0.26	0.12%	0.01%
2002	0.26	0.13%	0.01%
2003	0.26	0.13%	0.01%
2004	0.27	0.13%	0.01%
2005	0.27	0.13%	0.01%
2006	0.28	0.13%	0.01%
2007	0.29	0.13%	0.01%
2008	0.30	0.13%	0.01%
2009	0.31	0.12%	0.01%
2010	0.32	0.12%	0.01%
2011	0.33	0.12%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Burundi: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bujumbura	1,076	0.20	70.91	0.09	0.01
Gitega	1,515	0.07	24.68	0.03	0.00
Bururi	1,983	0.01	2.08	0.00	0.00
Rumonge	2,013	0.00	1.30	0.00	0.00
Ngozi	2,033	0.00	1.04	0.00	0.00
Total		0.28	100.00	0.13	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.12 CAMEROON

Translation and Interpretation Services (US \$ mln): Cameroon 2001 - 2011			
Year	Cameroon	% of Region	% of Globe
2001	1.59	0.77%	0.06%
2002	1.59	0.77%	0.06%
2003	1.59	0.77%	0.06%
2004	1.60	0.77%	0.06%
2005	1.61	0.77%	0.06%
2006	1.68	0.77%	0.06%
2007	1.75	0.77%	0.06%
2008	1.84	0.77%	0.06%
2009	1.92	0.77%	0.06%
2010	2.01	0.77%	0.06%
2011	2.11	0.77%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cameroon: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Douala	500	0.78	46.52	0.36	0.03
Yaounde	698	0.50	29.65	0.23	0.02
Nkongsamba	1,478	0.08	4.66	0.04	0.00
Maroua	1,491	0.07	4.41	0.03	0.00
Garoua	1,505	0.07	4.25	0.03	0.00
Bafoussam	1,588	0.05	3.17	0.02	0.00
Kumba	1,680	0.04	2.25	0.02	0.00
Bamenda	1,720	0.03	2.00	0.02	0.00
Foumban	1,750	0.03	1.71	0.01	0.00
Limbe	1,790	0.02	1.37	0.01	0.00
Total		1.68	100.00	0.77	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.13 CAPE VERDE**Translation and Interpretation Services (US \$ mln): Cape Verde 2001 - 2011**

Year	Cape Verde	% of Region	% of Globe
2001	0.04	0.02%	0.00%
2002	0.04	0.02%	0.00%
2003	0.04	0.02%	0.00%
2004	0.04	0.02%	0.00%
2005	0.04	0.02%	0.00%
2006	0.04	0.02%	0.00%
2007	0.05	0.02%	0.00%
2008	0.05	0.02%	0.00%
2009	0.05	0.02%	0.00%
2010	0.05	0.02%	0.00%
2011	0.06	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cape Verde: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Praia	1,783	0.02	54.95	0.01	0.00
Mindelo	1,844	0.02	40.66	0.01	0.00
Ribeira Grande	2,066	0.00	2.20	0.00	0.00
Santa Maria	2,073	0.00	1.10	0.00	0.00
Sal Rei	2,074	0.00	1.10	0.00	0.00
Total		0.04	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.14 CENTRAL AFRICAN REPUBLIC

Translation and Interpretation Services (US \$ mln): Central African Republic 2001 - 2011			
Year	Central African Republic	% of Region	% of Globe
2001	0.37	0.18%	0.01%
2002	0.37	0.18%	0.01%
2003	0.37	0.18%	0.01%
2004	0.37	0.18%	0.01%
2005	0.38	0.18%	0.01%
2006	0.39	0.18%	0.01%
2007	0.41	0.18%	0.01%
2008	0.43	0.18%	0.01%
2009	0.44	0.18%	0.01%
2010	0.46	0.18%	0.01%
2011	0.48	0.18%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Central African Republic: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bangui	962	0.27	68.70	0.12	0.01
Berberati	1,635	0.05	11.51	0.02	0.00
Bouar	1,773	0.02	6.33	0.01	0.00
Bambari	1,788	0.02	5.98	0.01	0.00
Bangassou	1,856	0.02	4.14	0.01	0.00
Mbaiki	1,889	0.01	3.34	0.01	0.00
Total		0.39	100.00	0.18	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.15 CHAD

Translation and Interpretation Services (US \$ mln): Chad 2001 - 2011			
Year	Chad	% of Region	% of Globe
2001	0.49	0.24%	0.02%
2002	0.49	0.24%	0.02%
2003	0.49	0.24%	0.02%
2004	0.50	0.24%	0.02%
2005	0.50	0.24%	0.02%
2006	0.52	0.24%	0.02%
2007	0.54	0.24%	0.02%
2008	0.57	0.24%	0.02%
2009	0.59	0.24%	0.02%
2010	0.62	0.24%	0.02%
2011	0.65	0.24%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Chad: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
N'Djamena	973	0.26	50.05	0.12	0.01
Sarh	1,542	0.06	12.12	0.03	0.00
Moundou	1,640	0.04	8.50	0.02	0.00
Abeche	1,694	0.04	6.94	0.02	0.00
Bongor	1,705	0.04	6.74	0.02	0.00
Doba	1,725	0.03	6.26	0.01	0.00
Lai	1,746	0.03	5.67	0.01	0.00
Koumra	1,913	0.01	1.96	0.00	0.00
Kelo	1,925	0.01	1.76	0.00	0.00
Total		0.52	100.00	0.24	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.16 COMOROS**Translation and Interpretation Services (US \$ mln): Comoros 2001 - 2011**

Year	Comoros	% of Region	% of Globe
2001	0.02	0.01%	0.00%
2002	0.02	0.01%	0.00%
2003	0.02	0.01%	0.00%
2004	0.03	0.01%	0.00%
2005	0.03	0.01%	0.00%
2006	0.03	0.01%	0.00%
2007	0.03	0.01%	0.00%
2008	0.03	0.01%	0.00%
2009	0.03	0.01%	0.00%
2010	0.03	0.01%	0.00%
2011	0.03	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Comoros: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Moroni	1,892	0.01	48.84	0.01	0.00
Mutsamudu	1,940	0.01	30.23	0.00	0.00
Fomboni	2,011	0.00	13.95	0.00	0.00
Mitsamiouli	2,048	0.00	6.98	0.00	0.00
Total		0.03	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.17 CONGO (FORMERLY ZAIRE)

Translation and Interpretation Services (US \$ mln): Congo (formerly Zaire) 2001 - 2011			
Year	Congo (formerly Zaire)	% of Region	% of Globe
2001	1.26	0.61%	0.05%
2002	1.40	0.68%	0.06%
2003	1.55	0.75%	0.06%
2004	1.72	0.83%	0.07%
2005	1.87	0.89%	0.07%
2006	1.81	0.83%	0.07%
2007	1.72	0.75%	0.06%
2008	1.64	0.68%	0.05%
2009	1.55	0.62%	0.05%
2010	1.48	0.56%	0.04%
2011	1.40	0.51%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Congo (formerly Zaire): Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kinshasa	445	0.91	50.00	0.42	0.03
Lubumbashi	1,102	0.19	10.23	0.08	0.01
Mbuji-Mayi	1,228	0.14	7.97	0.07	0.01
Kananga	1,395	0.10	5.48	0.05	0.00
Kisangani	1,408	0.10	5.33	0.04	0.00
Likasi	1,532	0.07	3.65	0.03	0.00
Kalemie	1,562	0.06	3.24	0.03	0.00
Bukavu	1,563	0.06	3.22	0.03	0.00
Kamina	1,578	0.05	3.01	0.03	0.00
Kikwit	1,601	0.05	2.77	0.02	0.00
Matadi	1,606	0.05	2.73	0.02	0.00
Mbandaka	1,651	0.04	2.35	0.02	0.00
Total		1.81	100.00	0.83	0.07

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.18 COTE D'IVOIRE

Translation and Interpretation Services (US \$ mln): Cote d'Ivoire 2001 - 2011			
Year	Cote d'Ivoire	% of Region	% of Globe
2001	1.46	0.70%	0.06%
2002	1.49	0.72%	0.06%
2003	1.53	0.74%	0.06%
2004	1.57	0.76%	0.06%
2005	1.61	0.77%	0.06%
2006	1.65	0.76%	0.06%
2007	1.69	0.74%	0.06%
2008	1.73	0.72%	0.06%
2009	1.77	0.71%	0.06%
2010	1.81	0.69%	0.05%
2011	1.85	0.68%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cote d'Ivoire: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Abidjan	351	1.23	74.60	0.56	0.04
Bouake	1,221	0.15	8.87	0.07	0.01
Yamoussoukro	1,469	0.08	4.84	0.04	0.00
Daloa	1,586	0.05	3.23	0.02	0.00
Port-Bouet	1,667	0.04	2.42	0.02	0.00
Man	1,692	0.04	2.22	0.02	0.00
Korhogo	1,703	0.04	2.14	0.02	0.00
Gagnoa	1,753	0.03	1.69	0.01	0.00
Total		1.65	100.00	0.76	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.19 DJIBOUTI

Translation and Interpretation Services (US \$ mln): Djibouti 2001 - 2011			
Year	Djibouti	% of Region	% of Globe
2001	0.03	0.02%	0.00%
2002	0.03	0.02%	0.00%
2003	0.03	0.02%	0.00%
2004	0.03	0.02%	0.00%
2005	0.04	0.02%	0.00%
2006	0.04	0.02%	0.00%
2007	0.04	0.02%	0.00%
2008	0.04	0.02%	0.00%
2009	0.04	0.02%	0.00%
2010	0.04	0.02%	0.00%
2011	0.04	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Djibouti: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Djibouti	1,779	0.02	66.67	0.01	0.00
Dikhil	2,010	0.00	10.11	0.00	0.00
Tadjourah	2,032	0.00	8.05	0.00	0.00
Ali-Sabiah	2,034	0.00	7.82	0.00	0.00
Obock	2,035	0.00	7.36	0.00	0.00
Total		0.04	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.20 EGYPT**Translation and Interpretation Services (US \$ mln): Egypt 2001 - 2011**

Year	Egypt	% of Region	% of Globe
2001	15.27	7.39%	0.61%
2002	15.26	7.37%	0.60%
2003	15.24	7.34%	0.60%
2004	15.22	7.32%	0.59%
2005	15.30	7.29%	0.58%
2006	15.97	7.31%	0.58%
2007	16.76	7.34%	0.58%
2008	17.60	7.36%	0.58%
2009	18.48	7.38%	0.58%
2010	19.41	7.40%	0.58%
2011	20.38	7.42%	0.58%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Egypt: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Cairo	58	9.51	59.57	4.36	0.35
Alexandria	197	2.52	15.80	1.16	0.09
Giza	299	1.44	9.05	0.66	0.05
Al-Mahallah al Kubra	852	0.33	2.09	0.15	0.01
Port Said	857	0.33	2.07	0.15	0.01
Tanta	870	0.32	2.03	0.15	0.01
Al-Mansurah	889	0.31	1.94	0.14	0.01
Helwan	899	0.30	1.91	0.14	0.01
Asyut	988	0.25	1.58	0.12	0.01
Zagazig	1,013	0.24	1.48	0.11	0.01
Suez	1,027	0.23	1.44	0.10	0.01
Aswan	1,142	0.17	1.06	0.08	0.01
Total		15.97	100.00	7.31	0.58

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.21 EQUATORIAL GUINEA

Translation and Interpretation Services (US \$ mln): Equatorial Guinea 2001 - 2011			
Year	Equatorial Guinea	% of Region	% of Globe
2001	0.07	0.03%	0.00%
2002	0.07	0.03%	0.00%
2003	0.06	0.03%	0.00%
2004	0.06	0.03%	0.00%
2005	0.06	0.03%	0.00%
2006	0.06	0.03%	0.00%
2007	0.07	0.03%	0.00%
2008	0.08	0.03%	0.00%
2009	0.08	0.03%	0.00%
2010	0.09	0.03%	0.00%
2011	0.10	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Equatorial Guinea: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Malabo	1,741	0.03	47.24	0.01	0.00
Bata	1,871	0.01	22.83	0.01	0.00
Luba	1,902	0.01	17.32	0.01	0.00
Mbini	1,936	0.01	12.60	0.00	0.00
Total		0.06	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.22 ETHIOPIA

Translation and Interpretation Services (US \$ mln): Ethiopia 2001 - 2011			
Year	Ethiopia	% of Region	% of Globe
2001	2.28	1.10%	0.09%
2002	2.31	1.12%	0.09%
2003	2.35	1.13%	0.09%
2004	2.38	1.14%	0.09%
2005	2.42	1.15%	0.09%
2006	2.50	1.14%	0.09%
2007	2.58	1.13%	0.09%
2008	2.68	1.12%	0.09%
2009	2.77	1.11%	0.09%
2010	2.87	1.09%	0.09%
2011	2.97	1.08%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Ethiopia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Addis Ababa	276	1.55	62.14	0.71	0.06
Asmera	891	0.31	12.30	0.14	0.01
Dire Dawa	1,381	0.10	4.07	0.05	0.00
Gondar	1,450	0.08	3.37	0.04	0.00
Nazret	1,474	0.08	3.16	0.04	0.00
Dessye	1,475	0.08	3.16	0.04	0.00
Jimma	1,531	0.07	2.66	0.03	0.00
Harar	1,533	0.07	2.62	0.03	0.00
Mekele	1,541	0.06	2.58	0.03	0.00
Bahr Dar	1,569	0.06	2.29	0.03	0.00
Debre Markos	1,658	0.04	1.66	0.02	0.00
Total		2.50	100.00	1.14	0.09

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.23 GABON**Translation and Interpretation Services (US \$ mln): Gabon 2001 - 2011**

Year	Gabon	% of Region	% of Globe
2001	0.44	0.21%	0.02%
2002	0.45	0.22%	0.02%
2003	0.46	0.22%	0.02%
2004	0.47	0.22%	0.02%
2005	0.47	0.23%	0.02%
2006	0.49	0.22%	0.02%
2007	0.50	0.22%	0.02%
2008	0.52	0.22%	0.02%
2009	0.54	0.21%	0.02%
2010	0.55	0.21%	0.02%
2011	0.57	0.21%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Gabon: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Libreville	916	0.29	60.07	0.13	0.01
Port Gentil	1,253	0.14	27.99	0.06	0.00
Lambarene	1,810	0.02	4.27	0.01	0.00
Mouila	1,887	0.01	2.73	0.01	0.00
Tchibanga	1,895	0.01	2.56	0.01	0.00
Oyem	1,900	0.01	2.39	0.01	0.00
Total		0.49	100.00	0.22	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.24 GHANA

Translation and Interpretation Services (US \$ mln): Ghana 2001 - 2011			
Year	Ghana	% of Region	% of Globe
2001	2.22	1.07%	0.09%
2002	2.24	1.08%	0.09%
2003	2.26	1.09%	0.09%
2004	2.28	1.10%	0.09%
2005	2.31	1.10%	0.09%
2006	2.39	1.10%	0.09%
2007	2.49	1.09%	0.09%
2008	2.59	1.08%	0.09%
2009	2.69	1.08%	0.09%
2010	2.80	1.07%	0.08%
2011	2.91	1.06%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Ghana: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Accra	362	1.18	49.30	0.54	0.04
Kumasi	710	0.48	20.00	0.22	0.02
Tamale	1,097	0.19	7.84	0.09	0.01
Tema	1,258	0.14	5.66	0.06	0.00
Sekondi-Takoradi	1,280	0.13	5.40	0.06	0.00
Koforidua	1,495	0.07	3.06	0.03	0.00
Cape Coast	1,496	0.07	3.06	0.03	0.00
Sunyani	1,611	0.05	2.03	0.02	0.00
Ho	1,620	0.05	1.97	0.02	0.00
Bolgatanga	1,668	0.04	1.66	0.02	0.00
Total		2.39	100.00	1.10	0.09

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.25 GUINEA

Translation and Interpretation Services (US \$ mln): Guinea 2001 - 2011			
Year	Guinea	% of Region	% of Globe
2001	0.62	0.30%	0.02%
2002	0.62	0.30%	0.02%
2003	0.62	0.30%	0.02%
2004	0.62	0.30%	0.02%
2005	0.62	0.30%	0.02%
2006	0.65	0.30%	0.02%
2007	0.68	0.30%	0.02%
2008	0.71	0.30%	0.02%
2009	0.75	0.30%	0.02%
2010	0.79	0.30%	0.02%
2011	0.82	0.30%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guinea: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Conakry	683	0.52	79.93	0.24	0.02
Kankan	1,536	0.07	10.09	0.03	0.00
Labe	1,616	0.05	7.37	0.02	0.00
Nzerekore	1,850	0.02	2.61	0.01	0.00
Total		0.65	100.00	0.30	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.26 GUINEA-BISSAU

Translation and Interpretation Services (US \$ mln): Guinea-Bissau 2001 - 2011			
Year	Guinea-Bissau	% of Region	% of Globe
2001	0.07	0.03%	0.00%
2002	0.07	0.03%	0.00%
2003	0.07	0.03%	0.00%
2004	0.07	0.03%	0.00%
2005	0.07	0.03%	0.00%
2006	0.07	0.03%	0.00%
2007	0.08	0.03%	0.00%
2008	0.08	0.03%	0.00%
2009	0.09	0.03%	0.00%
2010	0.09	0.04%	0.00%
2011	0.10	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guinea-Bissau: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bissau	1,579	0.05	75.76	0.02	0.00
Bafata	1,986	0.01	7.88	0.00	0.00
Gabu	2,020	0.00	4.85	0.00	0.00
Mansoa	2,041	0.00	3.03	0.00	0.00
Catio	2,042	0.00	3.03	0.00	0.00
Cantchungo	2,043	0.00	3.03	0.00	0.00
Farim	2,049	0.00	2.42	0.00	0.00
Total		0.07	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.27 IRAN

Translation and Interpretation Services (US \$ mln): Iran 2001 - 2011			
Year	Iran	% of Region	% of Globe
2001	12.27	5.93%	0.49%
2002	12.38	5.97%	0.49%
2003	12.49	6.02%	0.49%
2004	12.60	6.05%	0.49%
2005	12.76	6.08%	0.49%
2006	13.22	6.06%	0.48%
2007	13.75	6.02%	0.48%
2008	14.30	5.98%	0.47%
2009	14.87	5.94%	0.47%
2010	15.46	5.90%	0.47%
2011	16.08	5.86%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Iran: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tehran	110	5.67	42.86	2.60	0.21
Mashad	315	1.37	10.38	0.63	0.05
Isfahan	437	0.93	7.00	0.42	0.03
Tabriz	443	0.91	6.89	0.42	0.03
Shiraz	487	0.80	6.01	0.36	0.03
Ahvaz	659	0.54	4.11	0.25	0.02
Bakhtaran	672	0.53	3.98	0.24	0.02
Qom	690	0.51	3.85	0.23	0.02
Karaj	700	0.49	3.74	0.23	0.02
Orumiyeh	940	0.28	2.13	0.13	0.01
Abadan	948	0.28	2.09	0.13	0.01
Rasht	953	0.27	2.06	0.12	0.01
Kerman	1,007	0.24	1.82	0.11	0.01
Yazd	1,046	0.22	1.63	0.10	0.01
Bandar 'Abbas	1,095	0.19	1.43	0.09	0.01
Total		13.22	100.00	6.06	0.48

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.28 IRAQ

Translation and Interpretation Services (US \$ mln): Iraq 2001 - 2011			
Year	Iraq	% of Region	% of Globe
2001	4.28	2.07%	0.17%
2002	4.08	1.97%	0.16%
2003	3.88	1.87%	0.15%
2004	3.69	1.77%	0.14%
2005	3.57	1.70%	0.14%
2006	3.86	1.77%	0.14%
2007	4.25	1.86%	0.15%
2008	4.67	1.96%	0.15%
2009	5.14	2.05%	0.16%
2010	5.66	2.16%	0.17%
2011	6.22	2.27%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Iraq: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Baghdad	215	2.19	56.60	1.00	0.08
Basra	924	0.29	7.51	0.13	0.01
Mosul	963	0.27	6.95	0.12	0.01
Kirkuk	987	0.25	6.51	0.12	0.01
Irbil	1,186	0.16	4.07	0.07	0.01
As-Sulaymaniyah	1,273	0.13	3.40	0.06	0.00
An-Najaf	1,336	0.11	2.96	0.05	0.00
Al-Hillah	1,383	0.10	2.62	0.05	0.00
Karbala	1,436	0.09	2.25	0.04	0.00
An-Nasiriyah	1,534	0.07	1.69	0.03	0.00
Ar-Ramadi	1,540	0.06	1.67	0.03	0.00
Al-Amarah	1,547	0.06	1.61	0.03	0.00
Ba'qubah	1,584	0.05	1.40	0.02	0.00
Samarra	1,748	0.03	0.75	0.01	0.00
Total		3.86	100.00	1.77	0.14

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.29 ISRAEL

Translation and Interpretation Services (US \$ mln): Israel 2001 - 2011			
Year	Israel	% of Region	% of Globe
2001	6.94	3.36%	0.28%
2002	6.90	3.33%	0.27%
2003	6.86	3.30%	0.27%
2004	6.82	3.28%	0.26%
2005	6.83	3.26%	0.26%
2006	7.15	3.28%	0.26%
2007	7.54	3.30%	0.26%
2008	7.96	3.33%	0.26%
2009	8.39	3.35%	0.26%
2010	8.85	3.37%	0.27%
2011	9.33	3.40%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Israel: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Jerusalem	227	2.07	28.97	0.95	0.08
Tel Aviv	302	1.41	19.77	0.65	0.05
Haifa	419	0.99	13.77	0.45	0.04
Holon	602	0.62	8.65	0.28	0.02
Petach-Tikva	629	0.58	8.09	0.27	0.02
Ramat Gan	685	0.51	7.16	0.23	0.02
Beersheba	691	0.51	7.10	0.23	0.02
Bene Beraq	719	0.46	6.49	0.21	0.02
Total		7.15	100.00	3.28	0.26

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.30 JORDAN

Translation and Interpretation Services (US \$ mln): Jordan 2001 - 2011			
Year	Jordan	% of Region	% of Globe
2001	1.01	0.49%	0.04%
2002	1.02	0.49%	0.04%
2003	1.04	0.50%	0.04%
2004	1.05	0.50%	0.04%
2005	1.07	0.51%	0.04%
2006	1.10	0.50%	0.04%
2007	1.14	0.50%	0.04%
2008	1.18	0.49%	0.04%
2009	1.22	0.49%	0.04%
2010	1.26	0.48%	0.04%
2011	1.31	0.48%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Jordan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Amman	606	0.62	55.97	0.28	0.02
Zarqa	1,054	0.21	19.09	0.10	0.01
Irbid	1,348	0.11	10.07	0.05	0.00
Salt	1,424	0.09	8.33	0.04	0.00
Ajlun	1,731	0.03	2.92	0.01	0.00
Jarash	1,797	0.02	1.99	0.01	0.00
Madaba	1,842	0.02	1.62	0.01	0.00
Total		1.10	100.00	0.50	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.31 KENYA**Translation and Interpretation Services (US \$ mln): Kenya 2001 - 2011**

Year	Kenya	% of Region	% of Globe
2001	2.57	1.24%	0.10%
2002	2.63	1.27%	0.10%
2003	2.69	1.29%	0.10%
2004	2.75	1.32%	0.11%
2005	2.81	1.34%	0.11%
2006	2.88	1.32%	0.10%
2007	2.96	1.30%	0.10%
2008	3.04	1.27%	0.10%
2009	3.12	1.25%	0.10%
2010	3.21	1.22%	0.10%
2011	3.29	1.20%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Kenya: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Nairobi	272	1.60	55.53	0.73	0.06
Mombasa	605	0.62	21.43	0.28	0.02
Kisumu	1,006	0.24	8.40	0.11	0.01
Nakuru	1,214	0.15	5.13	0.07	0.01
Eldoret	1,437	0.09	3.02	0.04	0.00
Thika	1,558	0.06	2.06	0.03	0.00
Nyeri	1,592	0.05	1.81	0.02	0.00
Nanyuki	1,801	0.02	0.75	0.01	0.00
Kitale	1,816	0.02	0.70	0.01	0.00
Malindi	1,848	0.02	0.60	0.01	0.00
Kericho	1,859	0.02	0.55	0.01	0.00
Total		2.88	100.00	1.32	0.10

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.32 KUWAIT

Translation and Interpretation Services (US \$ mln): Kuwait 2001 - 2011			
Year	Kuwait	% of Region	% of Globe
2001	1.85	0.89%	0.07%
2002	1.84	0.89%	0.07%
2003	1.83	0.88%	0.07%
2004	1.81	0.87%	0.07%
2005	1.82	0.87%	0.07%
2006	1.90	0.87%	0.07%
2007	2.01	0.88%	0.07%
2008	2.12	0.89%	0.07%
2009	2.23	0.89%	0.07%
2010	2.36	0.90%	0.07%
2011	2.49	0.91%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Kuwait: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Salmiya	583	0.64	33.77	0.29	0.02
Hawalli	611	0.61	32.01	0.28	0.02
Jahra	717	0.47	24.50	0.21	0.02
Kuwait	1,105	0.18	9.71	0.08	0.01
Total		1.90	100.00	0.87	0.07

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.33 KYRGYZSTAN

Translation and Interpretation Services (US \$ mln): Kyrgyzstan 2001 - 2011			
Year	Kyrgyzstan	% of Region	% of Globe
2001	0.79	0.38%	0.03%
2002	0.79	0.38%	0.03%
2003	0.78	0.38%	0.03%
2004	0.78	0.37%	0.03%
2005	0.78	0.37%	0.03%
2006	0.82	0.37%	0.03%
2007	0.86	0.38%	0.03%
2008	0.91	0.38%	0.03%
2009	0.96	0.38%	0.03%
2010	1.01	0.38%	0.03%
2011	1.06	0.39%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Kyrgyzstan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bishkek	692	0.51	62.08	0.23	0.02
Osh	1,137	0.17	20.92	0.08	0.01
Dzhalal-Abad	1,618	0.05	5.80	0.02	0.00
Przhevalsk	1,636	0.04	5.50	0.02	0.00
Kyzyl-Kiya	1,771	0.03	3.14	0.01	0.00
Naryn	1,809	0.02	2.55	0.01	0.00
Total		0.82	100.00	0.37	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.34 LEBANON

Translation and Interpretation Services (US \$ mln): Lebanon 2001 - 2011			
Year	Lebanon	% of Region	% of Globe
2001	1.04	0.50%	0.04%
2002	1.06	0.51%	0.04%
2003	1.08	0.52%	0.04%
2004	1.10	0.53%	0.04%
2005	1.12	0.53%	0.04%
2006	1.15	0.53%	0.04%
2007	1.19	0.52%	0.04%
2008	1.22	0.51%	0.04%
2009	1.26	0.50%	0.04%
2010	1.30	0.50%	0.04%
2011	1.34	0.49%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Lebanon: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Beirut	523	0.75	64.82	0.34	0.03
Tripoli	994	0.25	21.61	0.11	0.01
Zahle	1,392	0.10	8.64	0.05	0.00
Sidon	1,605	0.05	4.32	0.02	0.00
Tyre	1,960	0.01	0.61	0.00	0.00
Total		1.15	100.00	0.53	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.35 LESOTHO

Translation and Interpretation Services (US \$ mln): Lesotho 2001 - 2011			
Year	Lesotho	% of Region	% of Globe
2001	0.30	0.15%	0.01%
2002	0.30	0.15%	0.01%
2003	0.31	0.15%	0.01%
2004	0.31	0.15%	0.01%
2005	0.31	0.15%	0.01%
2006	0.33	0.15%	0.01%
2007	0.34	0.15%	0.01%
2008	0.35	0.15%	0.01%
2009	0.36	0.15%	0.01%
2010	0.38	0.14%	0.01%
2011	0.39	0.14%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Lesotho: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Maseru	944	0.28	85.16	0.13	0.01
Teyateyaneng	1,815	0.02	6.25	0.01	0.00
Leribe	1,866	0.02	4.69	0.01	0.00
Mafeteng	1,894	0.01	3.91	0.01	0.00
Total		0.33	100.00	0.15	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.36 LIBERIA

Translation and Interpretation Services (US \$ mln): Liberia 2001 - 2011			
Year	Liberia	% of Region	% of Globe
2001	0.25	0.12%	0.01%
2002	0.24	0.12%	0.01%
2003	0.23	0.11%	0.01%
2004	0.22	0.10%	0.01%
2005	0.21	0.10%	0.01%
2006	0.23	0.10%	0.01%
2007	0.25	0.11%	0.01%
2008	0.27	0.11%	0.01%
2009	0.30	0.12%	0.01%
2010	0.33	0.13%	0.01%
2011	0.37	0.13%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Liberia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Monrovia	1,118	0.18	78.41	0.08	0.01
Harbel	1,756	0.03	12.18	0.01	0.00
Buchanan	1,915	0.01	4.43	0.00	0.00
Tubmanburg	1,978	0.01	2.77	0.00	0.00
Harper	1,995	0.01	2.21	0.00	0.00
Total		0.23	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.37 LIBYA

Translation and Interpretation Services (US \$ mln): Libya 2001 - 2011			
Year	Libya	% of Region	% of Globe
2001	2.89	1.40%	0.12%
2002	2.87	1.38%	0.11%
2003	2.84	1.37%	0.11%
2004	2.82	1.35%	0.11%
2005	2.82	1.34%	0.11%
2006	2.96	1.35%	0.11%
2007	3.13	1.37%	0.11%
2008	3.31	1.38%	0.11%
2009	3.50	1.40%	0.11%
2010	3.70	1.41%	0.11%
2011	3.91	1.42%	0.11%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Libya: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tripoli	285	1.50	50.89	0.69	0.05
Benghazi	496	0.78	26.45	0.36	0.03
Misurata	1,049	0.21	7.24	0.10	0.01
Az Zawiyah	1,208	0.15	5.04	0.07	0.01
Al-Bayda	1,572	0.06	1.90	0.03	0.00
Ajdabiya	1,580	0.05	1.84	0.02	0.00
Darnah	1,590	0.05	1.78	0.02	0.00
Sebha	1,595	0.05	1.72	0.02	0.00
Tubruq	1,607	0.05	1.66	0.02	0.00
Al-Marj	1,643	0.04	1.48	0.02	0.00
Total		2.96	100.00	1.35	0.11

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.38 MADAGASCAR

Translation and Interpretation Services (US \$ mln): Madagascar 2001 - 2011			
Year	Madagascar	% of Region	% of Globe
2001	0.76	0.37%	0.03%
2002	0.76	0.37%	0.03%
2003	0.76	0.36%	0.03%
2004	0.76	0.36%	0.03%
2005	0.76	0.36%	0.03%
2006	0.79	0.36%	0.03%
2007	0.83	0.36%	0.03%
2008	0.87	0.37%	0.03%
2009	0.92	0.37%	0.03%
2010	0.96	0.37%	0.03%
2011	1.01	0.37%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Madagascar: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Antananarivo	735	0.44	56.02	0.20	0.02
Toamasina	1,433	0.09	11.08	0.04	0.00
Mahajanga	1,511	0.07	8.84	0.03	0.00
Fianarantsoa	1,512	0.07	8.84	0.03	0.00
Antsirabe	1,603	0.05	6.29	0.02	0.00
Toliara	1,685	0.04	4.70	0.02	0.00
Antsiranana	1,719	0.03	4.22	0.02	0.00
Total		0.79	100.00	0.36	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.39 MALAWI

Translation and Interpretation Services (US \$ mln): Malawi 2001 - 2011			
Year	Malawi	% of Region	% of Globe
2001	0.56	0.27%	0.02%
2002	0.56	0.27%	0.02%
2003	0.57	0.27%	0.02%
2004	0.57	0.28%	0.02%
2005	0.58	0.28%	0.02%
2006	0.60	0.28%	0.02%
2007	0.63	0.27%	0.02%
2008	0.65	0.27%	0.02%
2009	0.68	0.27%	0.02%
2010	0.70	0.27%	0.02%
2011	0.73	0.27%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Malawi: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Blantyre	905	0.30	49.45	0.14	0.01
Lilongwe	1,172	0.16	26.99	0.07	0.01
Mzuzu	1,448	0.08	14.11	0.04	0.00
Zomba	1,671	0.04	6.50	0.02	0.00
Karonga	1,918	0.01	1.60	0.00	0.00
Nkhotakota	1,935	0.01	1.35	0.00	0.00
Total		0.60	100.00	0.28	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.40 MALI

Translation and Interpretation Services (US \$ mln): Mali 2001 - 2011			
Year	Mali	% of Region	% of Globe
2001	0.56	0.27%	0.02%
2002	0.56	0.27%	0.02%
2003	0.56	0.27%	0.02%
2004	0.56	0.27%	0.02%
2005	0.56	0.27%	0.02%
2006	0.59	0.27%	0.02%
2007	0.62	0.27%	0.02%
2008	0.65	0.27%	0.02%
2009	0.68	0.27%	0.02%
2010	0.71	0.27%	0.02%
2011	0.75	0.27%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mali: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bamako	762	0.42	71.15	0.19	0.02
Segou	1,654	0.04	7.16	0.02	0.00
Mopti	1,710	0.03	5.95	0.02	0.00
Sikasso	1,740	0.03	5.18	0.01	0.00
Kayes	1,749	0.03	4.96	0.01	0.00
Gao	1,818	0.02	3.41	0.01	0.00
Timbuktu	1,891	0.01	2.20	0.01	0.00
Total		0.59	100.00	0.27	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.41 MAURITANIA

Translation and Interpretation Services (US \$ mln): Mauritania 2001 - 2011			
Year	Mauritania	% of Region	% of Globe
2001	0.33	0.16%	0.01%
2002	0.33	0.16%	0.01%
2003	0.33	0.16%	0.01%
2004	0.33	0.16%	0.01%
2005	0.33	0.16%	0.01%
2006	0.35	0.16%	0.01%
2007	0.37	0.16%	0.01%
2008	0.38	0.16%	0.01%
2009	0.40	0.16%	0.01%
2010	0.42	0.16%	0.01%
2011	0.45	0.16%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mauritania: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Nouakchott	926	0.29	82.92	0.13	0.01
Nouadhibou	1,893	0.01	3.65	0.01	0.00
Kaedi	1,896	0.01	3.48	0.01	0.00
Zouerate	1,916	0.01	2.82	0.00	0.00
Rosso	1,920	0.01	2.65	0.00	0.00
Atar	1,921	0.01	2.65	0.00	0.00
Kiffa	1,973	0.01	1.82	0.00	0.00
Total		0.35	100.00	0.16	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.42 MAURITIUS

Translation and Interpretation Services (US \$ mln): Mauritius 2001 - 2011			
Year	Mauritius	% of Region	% of Globe
2001	0.80	0.39%	0.03%
2002	0.79	0.38%	0.03%
2003	0.78	0.37%	0.03%
2004	0.77	0.37%	0.03%
2005	0.76	0.36%	0.03%
2006	0.80	0.37%	0.03%
2007	0.85	0.37%	0.03%
2008	0.91	0.38%	0.03%
2009	0.97	0.39%	0.03%
2010	1.03	0.39%	0.03%
2011	1.09	0.40%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mauritius: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Port Louis	965	0.27	33.33	0.12	0.01
Beau Bassin	1,114	0.18	22.30	0.08	0.01
Curepipe	1,291	0.13	15.59	0.06	0.00
Quatre Bornes	1,292	0.13	15.59	0.06	0.00
Vacoas-Phoenix	1,361	0.11	13.19	0.05	0.00
Total		0.80	100.00	0.37	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.43 MOROCCO

Translation and Interpretation Services (US \$ mln): Morocco 2001 - 2011			
Year	Morocco	% of Region	% of Globe
2001	5.97	2.89%	0.24%
2002	6.09	2.94%	0.24%
2003	6.21	2.99%	0.24%
2004	6.33	3.04%	0.24%
2005	6.47	3.08%	0.25%
2006	6.65	3.05%	0.24%
2007	6.84	3.00%	0.24%
2008	7.04	2.95%	0.23%
2009	7.25	2.89%	0.23%
2010	7.46	2.84%	0.22%
2011	7.67	2.79%	0.22%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Morocco: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Casablanca	268	1.64	24.65	0.75	0.06
Marrakech	482	0.80	12.09	0.37	0.03
Rabat	544	0.73	10.92	0.33	0.03
Fez	671	0.53	7.92	0.24	0.02
Oujda	695	0.51	7.60	0.23	0.02
Kenitra	713	0.47	7.07	0.22	0.02
Tetouan	728	0.45	6.79	0.21	0.02
Safi	734	0.45	6.73	0.21	0.02
Meknes	787	0.40	5.97	0.18	0.01
Agadir	790	0.40	5.94	0.18	0.01
Tangier	931	0.29	4.32	0.13	0.01
Total		6.65	100.00	3.05	0.24

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.44 MOZAMBIQUE

Translation and Interpretation Services (US \$ mln): Mozambique 2001 - 2011			
Year	Mozambique	% of Region	% of Globe
2001	1.15	0.56%	0.05%
2002	1.16	0.56%	0.05%
2003	1.16	0.56%	0.05%
2004	1.17	0.56%	0.05%
2005	1.18	0.56%	0.04%
2006	1.23	0.56%	0.04%
2007	1.28	0.56%	0.04%
2008	1.34	0.56%	0.04%
2009	1.40	0.56%	0.04%
2010	1.46	0.56%	0.04%
2011	1.52	0.55%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mozambique: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Maputo	526	0.75	60.83	0.34	0.03
Beira	1,065	0.20	16.60	0.09	0.01
Nampula	1,250	0.14	11.20	0.06	0.01
Nacala	1,506	0.07	5.80	0.03	0.00
Machaze	1,733	0.03	2.62	0.01	0.00
Chibuto	1,840	0.02	1.48	0.01	0.00
Mandie	1,841	0.02	1.48	0.01	0.00
Total		1.23	100.00	0.56	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.45 NAMIBIA

Translation and Interpretation Services (US \$ mln): Namibia 2001 - 2011			
Year	Namibia	% of Region	% of Globe
2001	0.46	0.22%	0.02%
2002	0.46	0.22%	0.02%
2003	0.46	0.22%	0.02%
2004	0.47	0.22%	0.02%
2005	0.47	0.22%	0.02%
2006	0.49	0.22%	0.02%
2007	0.51	0.22%	0.02%
2008	0.53	0.22%	0.02%
2009	0.56	0.22%	0.02%
2010	0.58	0.22%	0.02%
2011	0.61	0.22%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Namibia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Windhoek	842	0.34	70.55	0.16	0.01
Tsumeb	1,672	0.04	7.98	0.02	0.00
Keetmanshoop	1,722	0.03	6.75	0.02	0.00
Otjiwarongo	1,762	0.03	5.52	0.01	0.00
Luderitz	1,782	0.02	4.91	0.01	0.00
Swakopmund	1,808	0.02	4.29	0.01	0.00
Total		0.49	100.00	0.22	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.46 NIGER

Translation and Interpretation Services (US \$ mln): Niger 2001 - 2011			
Year	Niger	% of Region	% of Globe
2001	0.60	0.29%	0.02%
2002	0.60	0.29%	0.02%
2003	0.61	0.29%	0.02%
2004	0.61	0.29%	0.02%
2005	0.62	0.29%	0.02%
2006	0.64	0.29%	0.02%
2007	0.67	0.29%	0.02%
2008	0.70	0.29%	0.02%
2009	0.73	0.29%	0.02%
2010	0.76	0.29%	0.02%
2011	0.79	0.29%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Niger: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Niamey	786	0.40	61.99	0.18	0.01
Zinder	1,453	0.08	12.93	0.04	0.00
Maradi	1,538	0.06	10.12	0.03	0.00
Tahoua	1,656	0.04	6.54	0.02	0.00
Agadez	1,763	0.03	4.21	0.01	0.00
Birni N'Konni	1,858	0.02	2.49	0.01	0.00
Filingue	1,905	0.01	1.71	0.01	0.00
Total		0.64	100.00	0.29	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.47 NIGERIA

Translation and Interpretation Services (US \$ mln): Nigeria 2001 - 2011			
Year	Nigeria	% of Region	% of Globe
2001	7.02	3.40%	0.28%
2002	7.07	3.41%	0.28%
2003	7.11	3.43%	0.28%
2004	7.16	3.44%	0.28%
2005	7.23	3.45%	0.28%
2006	7.51	3.44%	0.27%
2007	7.83	3.43%	0.27%
2008	8.16	3.41%	0.27%
2009	8.51	3.40%	0.27%
2010	8.87	3.38%	0.27%
2011	9.25	3.37%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Nigeria: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Lagos	332	1.28	17.07	0.59	0.05
Ibadan	357	1.21	16.09	0.55	0.04
Ogbomosho	607	0.62	8.20	0.28	0.02
Kano	644	0.57	7.57	0.26	0.02
Oshogbo	780	0.40	5.37	0.18	0.01
Ilorin	781	0.40	5.35	0.18	0.01
Abeokuta	827	0.36	4.81	0.17	0.01
Port Harcourt	841	0.35	4.60	0.16	0.01
Ilesha	875	0.32	4.26	0.15	0.01
Zaria	876	0.32	4.26	0.15	0.01
Onitsha	881	0.31	4.18	0.14	0.01
Kaduna	927	0.29	3.85	0.13	0.01
Enugu	967	0.27	3.55	0.12	0.01
Aba	986	0.25	3.36	0.12	0.01
Benin City	1,083	0.19	2.59	0.09	0.01
Others		0.37	4.90	0.17	0.01
Total		7.51	100.00	3.44	0.27

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.48 OMAN

Translation and Interpretation Services (US \$ mln): Oman 2001 - 2011			
Year	Oman	% of Region	% of Globe
2001	1.20	0.58%	0.05%
2002	1.20	0.58%	0.05%
2003	1.20	0.58%	0.05%
2004	1.21	0.58%	0.05%
2005	1.21	0.58%	0.05%
2006	1.26	0.58%	0.05%
2007	1.33	0.58%	0.05%
2008	1.39	0.58%	0.05%
2009	1.46	0.58%	0.05%
2010	1.53	0.58%	0.05%
2011	1.60	0.58%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Oman: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Muscat	543	0.73	57.47	0.33	0.03
Matrah	999	0.25	19.54	0.11	0.01
Salala	1,224	0.15	11.49	0.07	0.01
Nizwa	1,225	0.15	11.49	0.07	0.01
Total		1.26	100.00	0.58	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.49 PAKISTAN

Translation and Interpretation Services (US \$ mln): Pakistan 2001 - 2011			
Year	Pakistan	% of Region	% of Globe
2001	17.37	8.40%	0.69%
2002	17.36	8.38%	0.69%
2003	17.36	8.36%	0.68%
2004	17.36	8.34%	0.67%
2005	17.46	8.33%	0.66%
2006	18.21	8.34%	0.66%
2007	19.10	8.36%	0.66%
2008	20.04	8.38%	0.66%
2009	21.02	8.40%	0.66%
2010	22.05	8.41%	0.66%
2011	23.13	8.43%	0.66%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Pakistan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Karachi	88	6.99	38.40	3.20	0.25
Lahore	149	3.96	21.77	1.82	0.14
Faisalabad	292	1.48	8.14	0.68	0.05
Rawalpindi	398	1.07	5.86	0.49	0.04
Hyderabad	413	1.01	5.54	0.46	0.04
Multan	420	0.98	5.38	0.45	0.04
Gujranwala	450	0.88	4.86	0.41	0.03
Peshawar	516	0.76	4.17	0.35	0.03
Sialkot	777	0.41	2.23	0.19	0.01
Sargodha	795	0.39	2.15	0.18	0.01
Islamabad	952	0.27	1.50	0.13	0.01
Total		18.21	100.00	8.34	0.66

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.50 PALESTINE

Translation and Interpretation Services (US \$ mln): Palestine 2001 - 2011			
Year	Palestine	% of Region	% of Globe
2001	0.15	0.07%	0.01%
2002	0.16	0.08%	0.01%
2003	0.17	0.08%	0.01%
2004	0.18	0.09%	0.01%
2005	0.19	0.09%	0.01%
2006	0.19	0.09%	0.01%
2007	0.19	0.08%	0.01%
2008	0.18	0.08%	0.01%
2009	0.18	0.07%	0.01%
2010	0.18	0.07%	0.01%
2011	0.18	0.06%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Palestine: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
West Bank	1,311	0.12	63.56	0.05	0.00
Gaza Strip	1,517	0.07	36.44	0.03	0.00
Total		0.19	100.00	0.09	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.51 QATAR

Translation and Interpretation Services (US \$ mln): Qatar 2001 - 2011			
Year	Qatar	% of Region	% of Globe
2001	0.92	0.44%	0.04%
2002	0.92	0.44%	0.04%
2003	0.92	0.44%	0.04%
2004	0.93	0.44%	0.04%
2005	0.93	0.45%	0.04%
2006	0.97	0.45%	0.04%
2007	1.02	0.44%	0.04%
2008	1.06	0.44%	0.04%
2009	1.11	0.44%	0.03%
2010	1.16	0.44%	0.03%
2011	1.21	0.44%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Qatar: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Doha	423	0.97	100.00	0.45	0.04
Total		0.97	100.00	0.45	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.52 REPUBLIC OF CONGO

Translation and Interpretation Services (US \$ mln): Republic of Congo 2001 - 2011			
Year	Republic of Congo	% of Region	% of Globe
2001	0.19	0.09%	0.01%
2002	0.19	0.09%	0.01%
2003	0.19	0.09%	0.01%
2004	0.19	0.09%	0.01%
2005	0.19	0.09%	0.01%
2006	0.20	0.09%	0.01%
2007	0.21	0.09%	0.01%
2008	0.22	0.09%	0.01%
2009	0.23	0.09%	0.01%
2010	0.24	0.09%	0.01%
2011	0.25	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Republic of Congo: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Brazzaville	1,325	0.12	58.32	0.05	0.00
Pointe-Noire	1,565	0.06	29.16	0.03	0.00
Nkayi	1,944	0.01	3.72	0.00	0.00
Loubomo	1,953	0.01	3.62	0.00	0.00
Ngamaba-Mfilou	2,000	0.00	2.45	0.00	0.00
Loandjili	2,030	0.00	1.57	0.00	0.00
Mossendjo	2,039	0.00	1.17	0.00	0.00
Total		0.20	100.00	0.09	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.53 REUNION

Translation and Interpretation Services (US \$ mln): Reunion 2001 - 2011			
Year	Reunion	% of Region	% of Globe
2001	0.21	0.10%	0.01%
2002	0.21	0.10%	0.01%
2003	0.21	0.10%	0.01%
2004	0.21	0.10%	0.01%
2005	0.21	0.10%	0.01%
2006	0.22	0.10%	0.01%
2007	0.23	0.10%	0.01%
2008	0.24	0.10%	0.01%
2009	0.25	0.10%	0.01%
2010	0.26	0.10%	0.01%
2011	0.27	0.10%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Reunion: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Saint-Denis	1,504	0.07	32.61	0.03	0.00
Saint-Paul	1,652	0.04	19.41	0.02	0.00
Saint-Pierre	1,711	0.03	15.90	0.02	0.00
Le Tampon	1,752	0.03	12.94	0.01	0.00
Saint-Louis	1,798	0.02	9.97	0.01	0.00
Le Port	1,819	0.02	9.16	0.01	0.00
Total		0.22	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.54 RWANDA

Translation and Interpretation Services (US \$ mln): Rwanda 2001 - 2011			
Year	Rwanda	% of Region	% of Globe
2001	0.40	0.19%	0.02%
2002	0.40	0.19%	0.02%
2003	0.40	0.19%	0.02%
2004	0.40	0.19%	0.02%
2005	0.40	0.19%	0.02%
2006	0.42	0.19%	0.02%
2007	0.44	0.19%	0.02%
2008	0.46	0.19%	0.02%
2009	0.49	0.19%	0.02%
2010	0.51	0.20%	0.02%
2011	0.54	0.20%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Rwanda: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kigali	925	0.29	69.78	0.13	0.01
Butare	1,660	0.04	9.78	0.02	0.00
Ruhengeri	1,747	0.03	7.11	0.01	0.00
Gisenyi	1,795	0.02	5.33	0.01	0.00
Nyabisindu	1,837	0.02	4.44	0.01	0.00
Cyangugu	1,870	0.01	3.56	0.01	0.00
Total		0.42	100.00	0.19	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.55 SAO TOME E PRINCIPE

Translation and Interpretation Services (US \$ mln): Sao Tome E Principe 2001 - 2011			
Year	Sao Tome E Principe	% of Region	% of Globe
2001	0.01	0.01%	0.00%
2002	0.01	0.01%	0.00%
2003	0.01	0.01%	0.00%
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.01	0.01%	0.00%
2008	0.01	0.01%	0.00%
2009	0.01	0.01%	0.00%
2010	0.01	0.01%	0.00%
2011	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Sao Tome E Principe: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Sao Tome	1,904	0.01	97.22	0.01	0.00
Santo Antonio	2,075	0.00	2.78	0.00	0.00
Total		0.01	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.56 SAUDI ARABIA**Translation and Interpretation Services (US \$ mln): Saudi Arabia 2001 - 2011**

Year	Saudi Arabia	% of Region	% of Globe
2001	14.06	6.80%	0.56%
2002	14.12	6.81%	0.56%
2003	14.17	6.83%	0.55%
2004	14.22	6.84%	0.55%
2005	14.35	6.84%	0.55%
2006	14.92	6.84%	0.54%
2007	15.60	6.83%	0.54%
2008	16.30	6.82%	0.54%
2009	17.03	6.80%	0.54%
2010	17.80	6.79%	0.54%
2011	18.60	6.77%	0.53%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Saudi Arabia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Jiddah	113	5.57	37.31	2.55	0.20
Riyadh	200	2.48	16.59	1.13	0.09
Mecca	230	2.04	13.68	0.94	0.07
Taif	384	1.11	7.46	0.51	0.04
Medina	397	1.08	7.21	0.49	0.04
Dammam	529	0.74	4.98	0.34	0.03
Hufuf	808	0.37	2.51	0.17	0.01
Haradh	813	0.37	2.49	0.17	0.01
Tabuk	942	0.28	1.87	0.13	0.01
Buraydah	975	0.26	1.74	0.12	0.01
Al-Mubarraz	1,069	0.20	1.34	0.09	0.01
Khamis-Mushait	1,101	0.19	1.24	0.09	0.01
Jizan	1,304	0.12	0.82	0.06	0.00
Abha	1,346	0.11	0.75	0.05	0.00
Total		14.92	100.00	6.84	0.54

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.57 SENEGAL

Translation and Interpretation Services (US \$ mln): Senegal 2001 - 2011			
Year	Senegal	% of Region	% of Globe
2001	1.00	0.49%	0.04%
2002	1.00	0.48%	0.04%
2003	0.99	0.48%	0.04%
2004	0.99	0.48%	0.04%
2005	0.99	0.47%	0.04%
2006	1.04	0.48%	0.04%
2007	1.09	0.48%	0.04%
2008	1.15	0.48%	0.04%
2009	1.21	0.48%	0.04%
2010	1.28	0.49%	0.04%
2011	1.35	0.49%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Senegal: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Dakar	528	0.74	71.64	0.34	0.03
Thies	1,451	0.08	8.09	0.04	0.00
Kaolack	1,507	0.07	6.84	0.03	0.00
Ziguinchor	1,567	0.06	5.55	0.03	0.00
Saint-Louis	1,593	0.05	5.03	0.02	0.00
Diourbel	1,745	0.03	2.85	0.01	0.00
Total		1.04	100.00	0.48	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.58 SIERRA LEONE

Translation and Interpretation Services (US \$ mln): Sierra Leone 2001 - 2011			
Year	Sierra Leone	% of Region	% of Globe
2001	0.16	0.08%	0.01%
2002	0.16	0.08%	0.01%
2003	0.17	0.08%	0.01%
2004	0.17	0.08%	0.01%
2005	0.17	0.08%	0.01%
2006	0.17	0.08%	0.01%
2007	0.18	0.08%	0.01%
2008	0.19	0.08%	0.01%
2009	0.20	0.08%	0.01%
2010	0.21	0.08%	0.01%
2011	0.22	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Sierra Leone: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Freetown	1,196	0.15	88.18	0.07	0.01
Bo	1,931	0.01	4.88	0.00	0.00
Kenema	2,005	0.00	2.44	0.00	0.00
Makeni	2,008	0.00	2.25	0.00	0.00
Bonthe	2,045	0.00	1.13	0.00	0.00
Port Loko	2,046	0.00	1.13	0.00	0.00
Total		0.17	100.00	0.08	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.59 SOMALIA**Translation and Interpretation Services (US \$ mln): Somalia 2001 - 2011**

Year	Somalia	% of Region	% of Globe
2001	0.25	0.12%	0.01%
2002	0.25	0.12%	0.01%
2003	0.26	0.12%	0.01%
2004	0.26	0.13%	0.01%
2005	0.27	0.13%	0.01%
2006	0.27	0.13%	0.01%
2007	0.28	0.12%	0.01%
2008	0.29	0.12%	0.01%
2009	0.30	0.12%	0.01%
2010	0.31	0.12%	0.01%
2011	0.33	0.12%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Somalia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Mogadishu	1,323	0.12	42.66	0.05	0.00
Hargeysa	1,625	0.05	17.06	0.02	0.00
Burao	1,707	0.04	12.80	0.02	0.00
Baidoa	1,708	0.04	12.80	0.02	0.00
Kismaayo	1,789	0.02	8.53	0.01	0.00
Berbera	1,934	0.01	2.99	0.00	0.00
Marka	1,957	0.01	2.56	0.00	0.00
Giohar	2,056	0.00	0.60	0.00	0.00
Total		0.27	100.00	0.13	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.60 SOUTH AFRICA

Translation and Interpretation Services (US \$ mln): South Africa 2001 - 2011			
Year	South Africa	% of Region	% of Globe
2001	21.92	10.60%	0.87%
2002	22.11	10.68%	0.87%
2003	22.31	10.75%	0.87%
2004	22.51	10.82%	0.87%
2005	22.80	10.87%	0.87%
2006	23.62	10.82%	0.86%
2007	24.57	10.76%	0.85%
2008	25.55	10.69%	0.85%
2009	26.57	10.62%	0.84%
2010	27.63	10.54%	0.83%
2011	28.74	10.47%	0.82%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

South Africa: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Johannesburg	80	7.43	31.46	3.40	0.27
Cape Town	102	6.20	26.26	2.84	0.23
Pretoria	108	5.88	24.90	2.69	0.21
Durban	269	1.64	6.93	0.75	0.06
Roodepoort	673	0.52	2.21	0.24	0.02
Germiston	748	0.43	1.82	0.20	0.02
Boksburg	772	0.41	1.73	0.19	0.01
Umlazi	902	0.30	1.27	0.14	0.01
Bloemfontein	1,026	0.23	0.97	0.11	0.01
Pietermaritzburg	1,033	0.22	0.95	0.10	0.01
Port Elizabeth	1,057	0.21	0.88	0.10	0.01
East London	1,213	0.15	0.63	0.07	0.01
Total		23.62	100.00	10.82	0.86

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.61 SUDAN

Translation and Interpretation Services (US \$ mln): Sudan 2001 - 2011			
Year	Sudan	% of Region	% of Globe
2001	2.30	1.11%	0.09%
2002	2.27	1.10%	0.09%
2003	2.25	1.08%	0.09%
2004	2.22	1.07%	0.09%
2005	2.22	1.06%	0.08%
2006	2.33	1.07%	0.08%
2007	2.47	1.08%	0.09%
2008	2.62	1.09%	0.09%
2009	2.77	1.11%	0.09%
2010	2.94	1.12%	0.09%
2011	3.12	1.14%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Sudan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Omdurman	559	0.70	29.89	0.32	0.03
Khartoum	593	0.63	26.85	0.29	0.02
Port Sudan	936	0.29	12.24	0.13	0.01
Wadi Medani	1,099	0.19	8.01	0.09	0.01
Al Obeid	1,107	0.18	7.90	0.08	0.01
Atbara	1,260	0.14	5.81	0.06	0.00
Kassala	1,272	0.13	5.64	0.06	0.00
Kosti	1,447	0.09	3.67	0.04	0.00
Total		2.33	100.00	1.07	0.08

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.62 SWAZILAND

Translation and Interpretation Services (US \$ mln): Swaziland 2001 - 2011			
Year	Swaziland	% of Region	% of Globe
2001	0.26	0.12%	0.01%
2002	0.26	0.13%	0.01%
2003	0.26	0.13%	0.01%
2004	0.27	0.13%	0.01%
2005	0.27	0.13%	0.01%
2006	0.28	0.13%	0.01%
2007	0.29	0.13%	0.01%
2008	0.30	0.13%	0.01%
2009	0.31	0.13%	0.01%
2010	0.32	0.12%	0.01%
2011	0.34	0.12%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Swaziland: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Mbabane	1,270	0.13	46.99	0.06	0.00
Manzini	1,551	0.06	21.69	0.03	0.00
Big Bend	1,718	0.03	12.05	0.02	0.00
Mhlume	1,786	0.02	8.43	0.01	0.00
Nhlangano	1,881	0.01	4.82	0.01	0.00
Pigg's Peak	1,914	0.01	3.61	0.00	0.00
Siteki	1,963	0.01	2.41	0.00	0.00
Total		0.28	100.00	0.13	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.63 SYRIAN ARAB REPUBLIC

Translation and Interpretation Services (US \$ mln): Syrian Arab Republic 2001 - 2011			
Year	Syrian Arab Republic	% of Region	% of Globe
2001	3.05	1.48%	0.12%
2002	3.07	1.48%	0.12%
2003	3.09	1.49%	0.12%
2004	3.11	1.50%	0.12%
2005	3.15	1.50%	0.12%
2006	3.27	1.50%	0.12%
2007	3.41	1.49%	0.12%
2008	3.55	1.48%	0.12%
2009	3.70	1.48%	0.12%
2010	3.86	1.47%	0.12%
2011	4.02	1.47%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Syrian Arab Republic: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Damascus	389	1.11	33.99	0.51	0.04
Aleppo	407	1.04	31.99	0.48	0.04
Homs	816	0.37	11.34	0.17	0.01
Latakia	1,058	0.21	6.34	0.09	0.01
Hama	1,108	0.18	5.63	0.08	0.01
Dayr az-Zawr	1,472	0.08	2.42	0.04	0.00
Raqqa	1,490	0.07	2.29	0.03	0.00
Hasakeh	1,543	0.06	1.92	0.03	0.00
Tartus	1,633	0.05	1.39	0.02	0.00
Idlib	1,638	0.04	1.37	0.02	0.00
Dar'a	1,648	0.04	1.32	0.02	0.00
Total		3.27	100.00	1.50	0.12

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.64 TAJIKISTAN

Translation and Interpretation Services (US \$ mln): Tajikistan 2001 - 2011			
Year	Tajikistan	% of Region	% of Globe
2001	0.45	0.22%	0.02%
2002	0.45	0.22%	0.02%
2003	0.45	0.22%	0.02%
2004	0.45	0.22%	0.02%
2005	0.45	0.22%	0.02%
2006	0.47	0.22%	0.02%
2007	0.50	0.22%	0.02%
2008	0.52	0.22%	0.02%
2009	0.55	0.22%	0.02%
2010	0.57	0.22%	0.02%
2011	0.60	0.22%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tajikistan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Dushanbe	901	0.30	63.64	0.14	0.01
Khodzhent	1,465	0.08	17.11	0.04	0.00
Kulyab	1,737	0.03	6.63	0.01	0.00
Kurgan-Tyube	1,754	0.03	5.88	0.01	0.00
Kanibadam	1,875	0.01	2.99	0.01	0.00
Tursunzade	1,910	0.01	2.25	0.00	0.00
Khorog	1,956	0.01	1.50	0.00	0.00
Total		0.47	100.00	0.22	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.65 TANZANIA

Translation and Interpretation Services (US \$ mln): Tanzania 2001 - 2011			
Year	Tanzania	% of Region	% of Globe
2001	1.56	0.75%	0.06%
2002	1.55	0.75%	0.06%
2003	1.55	0.75%	0.06%
2004	1.55	0.74%	0.06%
2005	1.55	0.74%	0.06%
2006	1.62	0.74%	0.06%
2007	1.71	0.75%	0.06%
2008	1.79	0.75%	0.06%
2009	1.89	0.75%	0.06%
2010	1.98	0.76%	0.06%
2011	2.08	0.76%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tanzania: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Dar es Salaam	429	0.93	57.47	0.43	0.03
Mwanza	1,262	0.13	8.30	0.06	0.00
Zanzibar	1,265	0.13	8.22	0.06	0.00
Tanga	1,294	0.13	7.70	0.06	0.00
Mbeya	1,417	0.09	5.75	0.04	0.00
Tabora	1,459	0.08	5.01	0.04	0.00
Arusha	1,530	0.07	4.11	0.03	0.00
Dodoma	1,574	0.06	3.44	0.03	0.00
Total		1.62	100.00	0.74	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.66 THE GAMBIA

Translation and Interpretation Services (US \$ mln): The Gambia 2001 - 2011			
Year	The Gambia	% of Region	% of Globe
2001	0.09	0.04%	0.00%
2002	0.09	0.04%	0.00%
2003	0.09	0.04%	0.00%
2004	0.09	0.04%	0.00%
2005	0.09	0.04%	0.00%
2006	0.10	0.04%	0.00%
2007	0.10	0.04%	0.00%
2008	0.11	0.04%	0.00%
2009	0.11	0.04%	0.00%
2010	0.12	0.04%	0.00%
2011	0.12	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

The Gambia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Serrekunda	1,628	0.05	47.69	0.02	0.00
Banjul	1,823	0.02	20.37	0.01	0.00
Brikama	1,927	0.01	9.26	0.00	0.00
Bakau	1,930	0.01	8.80	0.00	0.00
Farefenni	2,003	0.00	4.63	0.00	0.00
Sukuta	2,027	0.00	3.24	0.00	0.00
Gunjur	2,028	0.00	3.24	0.00	0.00
Basse Santa Su	2,062	0.00	1.39	0.00	0.00
Georgetown	2,063	0.00	1.39	0.00	0.00
Total		0.10	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.67 TOGO

Translation and Interpretation Services (US \$ mln): Togo 2001 - 2011			
Year	Togo	% of Region	% of Globe
2001	0.44	0.21%	0.02%
2002	0.44	0.21%	0.02%
2003	0.44	0.21%	0.02%
2004	0.45	0.21%	0.02%
2005	0.45	0.22%	0.02%
2006	0.47	0.21%	0.02%
2007	0.49	0.21%	0.02%
2008	0.51	0.21%	0.02%
2009	0.53	0.21%	0.02%
2010	0.55	0.21%	0.02%
2011	0.58	0.21%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Togo: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Lome	890	0.31	66.06	0.14	0.01
Sokodé	1,661	0.04	8.66	0.02	0.00
Palimé	1,760	0.03	5.78	0.01	0.00
Atakpamé	1,792	0.02	4.87	0.01	0.00
Bassari	1,835	0.02	3.97	0.01	0.00
Tsévié	1,874	0.01	3.07	0.01	0.00
Anécho	1,898	0.01	2.53	0.01	0.00
Mango	1,906	0.01	2.35	0.01	0.00
Bafilo	1,932	0.01	1.81	0.00	0.00
Tabligbo	2,006	0.00	0.90	0.00	0.00
Total		0.47	100.00	0.21	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.68 TUNISIA

Translation and Interpretation Services (US \$ mln): Tunisia 2001 - 2011			
Year	Tunisia	% of Region	% of Globe
2001	3.88	1.88%	0.15%
2002	3.88	1.87%	0.15%
2003	3.87	1.87%	0.15%
2004	3.87	1.86%	0.15%
2005	3.89	1.85%	0.15%
2006	4.06	1.86%	0.15%
2007	4.26	1.87%	0.15%
2008	4.48	1.87%	0.15%
2009	4.70	1.88%	0.15%
2010	4.93	1.88%	0.15%
2011	5.18	1.89%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tunisia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tunis	270	1.63	40.17	0.75	0.06
Sfax	587	0.63	15.61	0.29	0.02
Ariana	958	0.27	6.66	0.12	0.01
Bizerte	977	0.26	6.39	0.12	0.01
Djerba	990	0.25	6.19	0.12	0.01
Gabes	991	0.25	6.19	0.12	0.01
Sousse	1,025	0.23	5.65	0.11	0.01
Kairouan	1,078	0.20	4.85	0.09	0.01
La Goulette	1,144	0.17	4.17	0.08	0.01
Gafsa	1,157	0.17	4.10	0.08	0.01
Total		4.06	100.00	1.86	0.15

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.69 TURKEY**Translation and Interpretation Services (US \$ mln): Turkey 2001 - 2011**

Year	Turkey	% of Region	% of Globe
2001	28.01	13.55%	1.12%
2002	27.84	13.44%	1.10%
2003	27.66	13.33%	1.08%
2004	27.49	13.22%	1.06%
2005	27.53	13.13%	1.05%
2006	28.84	13.21%	1.05%
2007	30.42	13.32%	1.06%
2008	32.10	13.42%	1.06%
2009	33.86	13.53%	1.07%
2010	35.73	13.63%	1.08%
2011	37.69	13.73%	1.08%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Turkey: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Istanbul	44	11.08	38.42	5.08	0.40
Izmir	166	3.46	12.01	1.59	0.13
Ankara	169	3.32	11.51	1.52	0.12
Bursa	260	1.71	5.94	0.79	0.06
Adana	279	1.53	5.30	0.70	0.06
Mersin (Icel)	318	1.34	4.65	0.61	0.05
Antalya	325	1.31	4.54	0.60	0.05
Konya	366	1.17	4.07	0.54	0.04
Samsun	557	0.70	2.42	0.32	0.03
Gaziantep	578	0.66	2.28	0.30	0.02
Kayseri	635	0.57	1.99	0.26	0.02
Diyarbakir	647	0.57	1.97	0.26	0.02
Eskisehir	650	0.56	1.95	0.26	0.02
Sanli-Urfa	725	0.45	1.57	0.21	0.02
Malatya	789	0.40	1.37	0.18	0.01
Total		28.84	100.00	13.21	1.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.70 TURKMENISTAN**Translation and Interpretation Services (US \$ mln): Turkmenistan 2001 - 2011**

Year	Turkmenistan	% of Region	% of Globe
2001	1.50	0.73%	0.06%
2002	1.42	0.69%	0.06%
2003	1.35	0.65%	0.05%
2004	1.27	0.61%	0.05%
2005	1.23	0.59%	0.05%
2006	1.33	0.61%	0.05%
2007	1.47	0.65%	0.05%
2008	1.63	0.68%	0.05%
2009	1.80	0.72%	0.06%
2010	1.99	0.76%	0.06%
2011	2.20	0.80%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Turkmenistan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Ashgabat	537	0.73	54.82	0.34	0.03
Chardzhou	911	0.30	22.18	0.14	0.01
Tashauz	1,060	0.21	15.43	0.09	0.01
Krasnovodsk	1,384	0.10	7.58	0.05	0.00
Total		1.33	100.00	0.61	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.71 UGANDA

Translation and Interpretation Services (US \$ mln): Uganda 2001 - 2011			
Year	Uganda	% of Region	% of Globe
2001	1.65	0.80%	0.07%
2002	1.64	0.79%	0.06%
2003	1.63	0.79%	0.06%
2004	1.62	0.78%	0.06%
2005	1.62	0.77%	0.06%
2006	1.70	0.78%	0.06%
2007	1.80	0.79%	0.06%
2008	1.89	0.79%	0.06%
2009	2.00	0.80%	0.06%
2010	2.11	0.80%	0.06%
2011	2.22	0.81%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Uganda: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kampala	358	1.20	70.72	0.55	0.04
Jinja	1,244	0.14	8.17	0.06	0.01
Masaka	1,484	0.08	4.47	0.03	0.00
Mbale	1,494	0.07	4.31	0.03	0.00
Mbarara	1,555	0.06	3.54	0.03	0.00
Entebbe	1,577	0.06	3.24	0.03	0.00
Gulu	1,621	0.05	2.77	0.02	0.00
Tororo	1,622	0.05	2.77	0.02	0.00
Total		1.70	100.00	0.78	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.72 UNITED ARAB EMIRATES

Translation and Interpretation Services (US \$ mln): United Arab Emirates 2001 - 2011			
Year	United Arab Emirates	% of Region	% of Globe
2001	3.27	1.58%	0.13%
2002	3.29	1.59%	0.13%
2003	3.30	1.59%	0.13%
2004	3.31	1.59%	0.13%
2005	3.34	1.59%	0.13%
2006	3.47	1.59%	0.13%
2007	3.63	1.59%	0.13%
2008	3.79	1.59%	0.13%
2009	3.96	1.58%	0.13%
2010	4.14	1.58%	0.12%
2011	4.33	1.58%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

United Arab Emirates: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Dubai	350	1.23	35.47	0.56	0.04
Abu Dhabi	376	1.13	32.40	0.52	0.04
Sharjah	628	0.58	16.67	0.27	0.02
Ras al-Khaimah	666	0.54	15.47	0.25	0.02
Total		3.47	100.00	1.59	0.13

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.73 UZBEKISTAN**Translation and Interpretation Services (US \$ mln): Uzbekistan 2001 - 2011**

Year	Uzbekistan	% of Region	% of Globe
2001	3.50	1.69%	0.14%
2002	3.55	1.71%	0.14%
2003	3.59	1.73%	0.14%
2004	3.64	1.75%	0.14%
2005	3.70	1.77%	0.14%
2006	3.82	1.75%	0.14%
2007	3.96	1.73%	0.14%
2008	4.10	1.72%	0.14%
2009	4.25	1.70%	0.13%
2010	4.40	1.68%	0.13%
2011	4.55	1.66%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Uzbekistan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tashkent	273	1.57	41.18	0.72	0.06
Samarkand	750	0.43	11.24	0.20	0.02
Namangan	1,021	0.23	6.12	0.11	0.01
Andizhan	1,036	0.22	5.82	0.10	0.01
Bukhara	1,139	0.17	4.45	0.08	0.01
Fergana	1,201	0.15	3.97	0.07	0.01
Kokand	1,249	0.14	3.62	0.06	0.01
Nukus	1,283	0.13	3.36	0.06	0.00
Chirchik	1,318	0.12	3.10	0.05	0.00
Karshi	1,319	0.12	3.10	0.05	0.00
Angren	1,393	0.10	2.60	0.05	0.00
Urgench	1,405	0.10	2.54	0.04	0.00
Margilan	1,411	0.09	2.48	0.04	0.00
Almalyk	1,441	0.09	2.26	0.04	0.00
Navoi	1,460	0.08	2.13	0.04	0.00
Others		0.08	2.03	0.04	0.00
Total		3.82	100.00	1.75	0.14

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.74 WESTERN SAHARA

Translation and Interpretation Services (US \$ mln): Western Sahara 2001 - 2011			
Year	Western Sahara	% of Region	% of Globe
2001	0.00	0.00%	0.00%
2002	0.00	0.00%	0.00%
2003	0.00	0.00%	0.00%
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.01	0.00%	0.00%
2011	0.01	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Western Sahara: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Laayoune	2,022	0.00	72.31	0.00	0.00
Semara	2,071	0.00	13.85	0.00	0.00
Dakhla	2,072	0.00	13.85	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.75 YEMEN

Translation and Interpretation Services (US \$ mln): Yemen 2001 - 2011			
Year	Yemen	% of Region	% of Globe
2001	0.91	0.44%	0.04%
2002	0.90	0.44%	0.04%
2003	0.90	0.43%	0.04%
2004	0.89	0.43%	0.03%
2005	0.89	0.43%	0.03%
2006	0.94	0.43%	0.03%
2007	0.99	0.43%	0.03%
2008	1.04	0.44%	0.03%
2009	1.10	0.44%	0.03%
2010	1.16	0.44%	0.03%
2011	1.22	0.45%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Yemen: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Sanaa	884	0.31	33.39	0.14	0.01
Aden	1,023	0.23	24.86	0.11	0.01
Taizz	1,277	0.13	13.92	0.06	0.00
Hodeida	1,340	0.11	12.12	0.05	0.00
Mukalla	1,341	0.11	12.04	0.05	0.00
Dhamar	1,796	0.02	2.35	0.01	0.00
El Beida	1,970	0.01	0.70	0.00	0.00
Hajja	1,982	0.01	0.63	0.00	0.00
Total		0.94	100.00	0.43	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.76 ZAMBIA**Translation and Interpretation Services (US \$ mln): Zambia 2001 - 2011**

Year	Zambia	% of Region	% of Globe
2001	0.52	0.25%	0.02%
2002	0.52	0.25%	0.02%
2003	0.52	0.25%	0.02%
2004	0.52	0.25%	0.02%
2005	0.53	0.25%	0.02%
2006	0.55	0.25%	0.02%
2007	0.57	0.25%	0.02%
2008	0.60	0.25%	0.02%
2009	0.62	0.25%	0.02%
2010	0.65	0.25%	0.02%
2011	0.68	0.25%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Zambia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Lusaka	1,146	0.17	30.87	0.08	0.01
Kitwe	1,425	0.09	16.75	0.04	0.00
Ndola	1,444	0.09	15.72	0.04	0.00
Kabwe	1,674	0.04	7.10	0.02	0.00
Mufulira	1,675	0.04	7.06	0.02	0.00
Chingola	1,683	0.04	6.88	0.02	0.00
Luanshya	1,732	0.03	5.89	0.01	0.00
Livingstone	1,828	0.02	3.48	0.01	0.00
Kalulushi	1,838	0.02	3.34	0.01	0.00
Chililabombwe	1,860	0.02	2.91	0.01	0.00
Total		0.55	100.00	0.25	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.77 ZIMBABWE

Translation and Interpretation Services (US \$ mln): Zimbabwe 2001 - 2011			
Year	Zimbabwe	% of Region	% of Globe
2001	1.39	0.67%	0.06%
2002	1.47	0.71%	0.06%
2003	1.55	0.75%	0.06%
2004	1.64	0.79%	0.06%
2005	1.72	0.82%	0.07%
2006	1.73	0.79%	0.06%
2007	1.72	0.75%	0.06%
2008	1.71	0.71%	0.06%
2009	1.70	0.68%	0.05%
2010	1.69	0.64%	0.05%
2011	1.68	0.61%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Zimbabwe: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Harare	564	0.69	40.01	0.32	0.03
Bulawayo	744	0.44	25.21	0.20	0.02
Chitungwiza	1,061	0.20	11.87	0.09	0.01
Gweru	1,467	0.08	4.64	0.04	0.00
Mutare	1,508	0.07	4.11	0.03	0.00
Kwekwe	1,610	0.05	2.82	0.02	0.00
Kadoma	1,632	0.05	2.64	0.02	0.00
Hwange	1,669	0.04	2.29	0.02	0.00
Masvingo	1,736	0.03	1.82	0.01	0.00
Chegutu	1,757	0.03	1.59	0.01	0.00
Zvishavane	1,758	0.03	1.59	0.01	0.00
Chinhoyi	1,780	0.02	1.41	0.01	0.00
Total		1.73	100.00	0.79	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4 ASIA

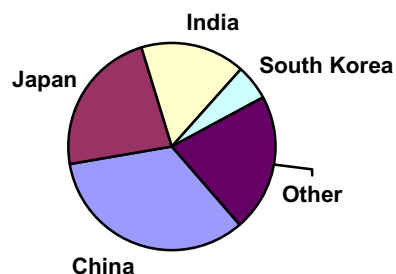
4.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in Asia (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of Asia
China	295.09	33.73%
Japan	199.99	22.86%
India	142.89	16.33%
South Korea	50.38	5.76%
Indonesia	42.23	4.83%
Thailand	26.59	3.04%
Taiwan	25.11	2.87%
Philippines	19.90	2.28%
Malaysia	14.71	1.68%
Bangladesh	13.14	1.50%
Hong Kong	11.98	1.37%
Vietnam	10.00	1.14%
Singapore	7.27	0.83%
Burma	4.12	0.47%
Sri Lanka	4.06	0.46%
Nepal	2.16	0.25%
North Korea	1.37	0.16%
Cambodia	1.04	0.12%
Papua New Guinea	0.78	0.09%
Laos	0.58	0.07%
Macau	0.50	0.06%
Brunei	0.38	0.04%
Mongolia	0.30	0.03%
Bhutan	0.15	0.02%
Maldives	0.04	0.00%
Other	0.04	0.00%
Total	874.79	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Translation and Interpretation Services in Asia (US \$ mln): 2006



The Market for Translation and Interpretation Services in Asia: 2001 - 2011

Year	US \$ mln	% of Globe
2001	846.16	33.77
2002	841.92	33.26
2003	837.86	32.75
2004	833.98	32.23
2005	836.24	31.80
2006	874.79	31.86
2007	921.56	32.01
2008	970.99	32.15
2009	1,023.26	32.31
2010	1,078.52	32.46
2011	1,136.96	32.61

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.2 BANGLADESH

Translation and Interpretation Services (US \$ mln): Bangladesh 2001 - 2011

Year	Bangladesh	% of Region	% of Globe
2001	12.63	1.49%	0.50%
2002	12.59	1.50%	0.50%
2003	12.56	1.50%	0.49%
2004	12.53	1.50%	0.48%
2005	12.58	1.50%	0.48%
2006	13.14	1.50%	0.48%
2007	13.82	1.50%	0.48%
2008	14.53	1.50%	0.48%
2009	15.28	1.49%	0.48%
2010	16.06	1.49%	0.48%
2011	16.89	1.49%	0.48%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bangladesh: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Dhaka	115	5.49	41.79	0.63	0.20
Chittagong	212	2.27	17.31	0.26	0.08
Khulna	286	1.50	11.41	0.17	0.05
Narayanganj	591	0.63	4.79	0.07	0.02
Rajshahi	621	0.59	4.49	0.07	0.02
Mymensingh	739	0.44	3.37	0.05	0.02
Comilla	755	0.43	3.25	0.05	0.02
Barisal	782	0.40	3.06	0.05	0.01
Sylhet	796	0.39	2.97	0.04	0.01
Rangpur	834	0.36	2.70	0.04	0.01
Jessore	840	0.35	2.63	0.04	0.01
Saidpur	915	0.29	2.24	0.03	0.01
Total		13.14	100.00	1.50	0.48

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.3 BHUTAN**Translation and Interpretation Services (US \$ mln): Bhutan 2001 - 2011**

Year	Bhutan	% of Region	% of Globe
2001	0.15	0.02%	0.01%
2002	0.14	0.02%	0.01%
2003	0.14	0.02%	0.01%
2004	0.14	0.02%	0.01%
2005	0.14	0.02%	0.01%
2006	0.15	0.02%	0.01%
2007	0.16	0.02%	0.01%
2008	0.17	0.02%	0.01%
2009	0.18	0.02%	0.01%
2010	0.19	0.02%	0.01%
2011	0.20	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bhutan: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Thimphu	1,678	0.04	25.32	0.00	0.00
Taga Dzong	1,696	0.04	24.05	0.00	0.00
Punakha	1,774	0.02	16.46	0.00	0.00
Bumthang	1,811	0.02	13.92	0.00	0.00
Phuntsholing	1,830	0.02	12.66	0.00	0.00
Tongsa Dzong	1,984	0.01	3.80	0.00	0.00
Paro	1,985	0.01	3.80	0.00	0.00
Total		0.15	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.4 BRUNEI

Translation and Interpretation Services (US \$ mln): Brunei 2001 - 2011			
Year	Brunei	% of Region	% of Globe
2001	0.35	0.04%	0.01%
2002	0.35	0.04%	0.01%
2003	0.36	0.04%	0.01%
2004	0.36	0.04%	0.01%
2005	0.36	0.04%	0.01%
2006	0.38	0.04%	0.01%
2007	0.39	0.04%	0.01%
2008	0.41	0.04%	0.01%
2009	0.42	0.04%	0.01%
2010	0.44	0.04%	0.01%
2011	0.46	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Brunei: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bandar Seri Begawan	1,059	0.21	54.74	0.02	0.01
Seria	1,410	0.10	25.26	0.01	0.00
Kuala Belait	1,486	0.08	20.00	0.01	0.00
Total		0.38	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.5 BURMA

Translation and Interpretation Services (US \$ mln): Burma 2001 - 2011			
Year	Burma	% of Region	% of Globe
2001	3.93	0.46%	0.16%
2002	3.93	0.47%	0.16%
2003	3.93	0.47%	0.15%
2004	3.92	0.47%	0.15%
2005	3.94	0.47%	0.15%
2006	4.12	0.47%	0.15%
2007	4.32	0.47%	0.15%
2008	4.53	0.47%	0.15%
2009	4.76	0.46%	0.15%
2010	4.99	0.46%	0.15%
2011	5.24	0.46%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Burma: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Yangon	192	2.64	64.22	0.30	0.10
Mandalay	641	0.57	13.92	0.07	0.02
Moulmein	1,015	0.24	5.75	0.03	0.01
Pegu	1,174	0.16	3.92	0.02	0.01
Bassein	1,194	0.15	3.76	0.02	0.01
Taunggye	1,326	0.12	2.82	0.01	0.00
Sittwe	1,327	0.12	2.82	0.01	0.00
Monywa	1,333	0.12	2.79	0.01	0.00
Total		4.12	100.00	0.47	0.15

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.6 CAMBODIA

Translation and Interpretation Services (US \$ mln): Cambodia 2001 - 2011			
Year	Cambodia	% of Region	% of Globe
2001	0.98	0.12%	0.04%
2002	0.98	0.12%	0.04%
2003	0.98	0.12%	0.04%
2004	0.99	0.12%	0.04%
2005	1.00	0.12%	0.04%
2006	1.04	0.12%	0.04%
2007	1.08	0.12%	0.04%
2008	1.13	0.12%	0.04%
2009	1.18	0.12%	0.04%
2010	1.24	0.11%	0.04%
2011	1.29	0.11%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cambodia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bhnom Penh	481	0.81	77.88	0.09	0.03
Kompong Cham	1,028	0.23	22.12	0.03	0.01
Total		1.04	100.00	0.12	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.7 CHINA

Translation and Interpretation Services (US \$ mln): China 2001 - 2011

Year	China	% of Region	% of Globe
2001	295.32	34.90%	11.79%
2002	290.62	34.52%	11.48%
2003	285.99	34.13%	11.18%
2004	281.43	33.75%	10.88%
2005	279.75	33.45%	10.64%
2006	295.09	33.73%	10.75%
2007	314.27	34.10%	10.92%
2008	334.69	34.47%	11.08%
2009	356.45	34.83%	11.25%
2010	379.62	35.20%	11.42%
2011	404.29	35.56%	11.60%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

China: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Shanghai	5	42.25	14.32	4.83	1.54
Beijing	6	35.21	11.93	4.03	1.28
Chongqing	9	29.80	10.10	3.41	1.09
Guangzhou	11	27.19	9.21	3.11	0.99
Chengdu	14	25.02	8.48	2.86	0.91
Tianjin	18	21.64	7.33	2.47	0.79
Harbin	30	14.28	4.84	1.63	0.52
Nanjing	31	14.16	4.80	1.62	0.52
Wuhan	32	14.10	4.78	1.61	0.51
Jinan	36	13.08	4.43	1.49	0.48
Shenyang	38	12.00	4.07	1.37	0.44
Changchun	41	11.47	3.89	1.31	0.42
Xi'an	43	11.36	3.85	1.30	0.41
Dalian	48	10.81	3.66	1.24	0.39
Shenzhen	78	7.51	2.54	0.86	0.27
Others		5.20	1.76	0.59	0.19
Total		295.09	100.00	33.73	10.75

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.8 HONG KONG

Translation and Interpretation Services (US \$ mln): Hong Kong 2001 - 2011			
Year	Hong Kong	% of Region	% of Globe
2001	12.35	1.46%	0.49%
2002	12.04	1.43%	0.48%
2003	11.73	1.40%	0.46%
2004	11.43	1.37%	0.44%
2005	11.28	1.35%	0.43%
2006	11.98	1.37%	0.44%
2007	12.88	1.40%	0.45%
2008	13.85	1.43%	0.46%
2009	14.89	1.45%	0.47%
2010	16.00	1.48%	0.48%
2011	17.20	1.51%	0.49%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Hong Kong: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Hong Kong	39	11.98	100.00	1.37	0.44
Total		11.98	100.00	1.37	0.44

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.9 INDIA

Translation and Interpretation Services (US \$ mln): India 2001 - 2011			
Year	India	% of Region	% of Globe
2001	138.78	16.40%	5.54%
2002	137.92	16.38%	5.45%
2003	137.07	16.36%	5.36%
2004	136.23	16.34%	5.27%
2005	136.43	16.31%	5.19%
2006	142.89	16.33%	5.20%
2007	150.75	16.36%	5.24%
2008	159.04	16.38%	5.27%
2009	167.79	16.40%	5.30%
2010	177.02	16.41%	5.33%
2011	186.75	16.43%	5.36%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

India: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Maharashtra State	16	24.65	17.25	2.82	0.90
Uttar Pradesh State	26	16.92	11.84	1.93	0.62
West Bengal State	42	11.42	7.99	1.31	0.42
Andhra Pradesh State	46	10.97	7.68	1.25	0.40
Tamil Nadu State	52	9.85	6.89	1.13	0.36
Gujarat State	59	8.91	6.23	1.02	0.32
Madhya Pradesh State	61	8.89	6.22	1.02	0.32
Karnataka State	68	8.07	5.65	0.92	0.29
Bihar State	69	8.05	5.64	0.92	0.29
Rajasthan State	98	6.30	4.41	0.72	0.23
Punjab State	101	6.26	4.38	0.72	0.23
Haryana State	133	4.50	3.15	0.51	0.16
Kerala State	142	4.19	2.93	0.48	0.15
Orissa State	164	3.57	2.50	0.41	0.13
Union Territories	170	3.29	2.31	0.38	0.12
Others		7.06	4.94	0.81	0.26
Total		142.89	100.00	16.33	5.20

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.10 INDONESIA

Translation and Interpretation Services (US \$ mln): Indonesia 2001 - 2011			
Year	Indonesia	% of Region	% of Globe
2001	40.28	4.76%	1.61%
2002	40.27	4.78%	1.59%
2003	40.26	4.81%	1.57%
2004	40.26	4.83%	1.56%
2005	40.50	4.84%	1.54%
2006	42.23	4.83%	1.54%
2007	44.30	4.81%	1.54%
2008	46.47	4.79%	1.54%
2009	48.75	4.76%	1.54%
2010	51.14	4.74%	1.54%
2011	53.64	4.72%	1.54%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Indonesia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Jawa Barat	75	7.65	18.11	0.87	0.28
DKI Jakarta	92	6.73	15.94	0.77	0.25
Jawa Timur	95	6.47	15.31	0.74	0.24
Jawa Tengah	138	4.37	10.34	0.50	0.16
Sumatra Utara	207	2.37	5.62	0.27	0.09
Riau	237	1.94	4.58	0.22	0.07
Kalimantan Timur	283	1.51	3.58	0.17	0.06
Sumatra Selatan	295	1.46	3.46	0.17	0.05
Daerah Istimewa Aceh	341	1.25	2.97	0.14	0.05
Sulawesi Selatan	418	0.99	2.35	0.11	0.04
Sumatra Barat	492	0.79	1.86	0.09	0.03
Lampung	507	0.77	1.83	0.09	0.03
Kalimantan Barat	519	0.75	1.78	0.09	0.03
Bali	539	0.73	1.72	0.08	0.03
Irian Jaya	566	0.69	1.63	0.08	0.03
Others		3.76	8.91	0.43	0.14
Total		42.23	100.00	4.83	1.54

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.11 JAPAN

Translation and Interpretation Services (US \$ mln): Japan 2001 - 2011			
Year	Japan	% of Region	% of Globe
2001	180.79	21.37%	7.22%
2002	183.97	21.85%	7.27%
2003	187.21	22.34%	7.32%
2004	190.51	22.84%	7.36%
2005	194.20	23.22%	7.39%
2006	199.99	22.86%	7.28%
2007	206.29	22.38%	7.16%
2008	212.79	21.91%	7.05%
2009	219.49	21.45%	6.93%
2010	226.40	20.99%	6.81%
2011	233.53	20.54%	6.70%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Japan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tokyo (23-wards)	7	33.50	16.75	3.83	1.22
Yokohama	33	13.57	6.79	1.55	0.49
Nagoya	73	7.76	3.88	0.89	0.28
Osaka	81	7.40	3.70	0.85	0.27
Sapporo	119	5.33	2.66	0.61	0.19
Kawasaki	131	4.82	2.41	0.55	0.18
Kyoto	135	4.40	2.20	0.50	0.16
Kobe	143	4.17	2.09	0.48	0.15
Fukuoka	151	3.94	1.97	0.45	0.14
Hiroshima	155	3.76	1.88	0.43	0.14
Chiba	177	3.18	1.59	0.36	0.12
Sendai	178	3.17	1.58	0.36	0.12
Kitakyushu	196	2.59	1.29	0.30	0.09
Sakai	203	2.47	1.23	0.28	0.09
Sagamihara	217	2.15	1.08	0.25	0.08
Others		97.78	48.89	11.18	3.56
Total		199.99	100.00	22.86	7.28

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.12 LAOS

Translation and Interpretation Services (US \$ mln): Laos 2001 - 2011			
Year	Laos	% of Region	% of Globe
2001	0.55	0.06%	0.02%
2002	0.55	0.07%	0.02%
2003	0.55	0.07%	0.02%
2004	0.55	0.07%	0.02%
2005	0.56	0.07%	0.02%
2006	0.58	0.07%	0.02%
2007	0.60	0.07%	0.02%
2008	0.63	0.07%	0.02%
2009	0.66	0.06%	0.02%
2010	0.69	0.06%	0.02%
2011	0.72	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Laos: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Vientiane	783	0.40	69.30	0.05	0.01
Savannakhet	1,581	0.05	9.38	0.01	0.00
Pakse	1,613	0.05	8.27	0.01	0.00
Luang Prabang	1,624	0.05	8.09	0.01	0.00
Sayaboury	1,869	0.01	2.57	0.00	0.00
Khammouane	1,877	0.01	2.39	0.00	0.00
Total		0.58	100.00	0.07	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.13 MACAU

Translation and Interpretation Services (US \$ mln): Macau 2001 - 2011			
Year	Macau	% of Region	% of Globe
2001	0.46	0.05%	0.02%
2002	0.46	0.05%	0.02%
2003	0.47	0.06%	0.02%
2004	0.47	0.06%	0.02%
2005	0.48	0.06%	0.02%
2006	0.50	0.06%	0.02%
2007	0.52	0.06%	0.02%
2008	0.53	0.05%	0.02%
2009	0.55	0.05%	0.02%
2010	0.57	0.05%	0.02%
2011	0.59	0.05%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Macau: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Macau	715	0.47	94.12	0.05	0.02
Taipa	1,793	0.02	4.52	0.00	0.00
Coloane	1,965	0.01	1.36	0.00	0.00
Total		0.50	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.14 MALAYSIA

Translation and Interpretation Services (US \$ mln): Malaysia 2001 - 2011			
Year	Malaysia	% of Region	% of Globe
2001	14.86	1.76%	0.59%
2002	14.58	1.73%	0.58%
2003	14.30	1.71%	0.56%
2004	14.03	1.68%	0.54%
2005	13.92	1.66%	0.53%
2006	14.71	1.68%	0.54%
2007	15.71	1.70%	0.55%
2008	16.78	1.73%	0.56%
2009	17.92	1.75%	0.57%
2010	19.14	1.77%	0.58%
2011	20.44	1.80%	0.59%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Malaysia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kuala Lumpur	173	3.25	22.08	0.37	0.12
Ipoh	394	1.09	7.38	0.12	0.04
Johor Baharu	431	0.93	6.34	0.11	0.03
Melaka	467	0.84	5.71	0.10	0.03
Petaling Jaya	545	0.72	4.92	0.08	0.03
Tawai	560	0.69	4.72	0.08	0.03
Kelang	563	0.69	4.70	0.08	0.03
Kuala Terengganu	581	0.65	4.41	0.07	0.02
Sandakan	585	0.63	4.31	0.07	0.02
Kota Baharu	596	0.62	4.24	0.07	0.02
George Town	597	0.62	4.23	0.07	0.02
Kota Kinabalu	620	0.59	4.02	0.07	0.02
Kuantan	649	0.56	3.83	0.06	0.02
Taiping	677	0.52	3.53	0.06	0.02
Seremban	680	0.52	3.52	0.06	0.02
Others		1.77	12.06	0.20	0.06
Total		14.71	100.00	1.68	0.54

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.15 MALDIVES

Translation and Interpretation Services (US \$ mln): Maldives 2001 - 2011			
Year	Maldives	% of Region	% of Globe
2001	0.04	0.00%	0.00%
2002	0.04	0.00%	0.00%
2003	0.04	0.00%	0.00%
2004	0.04	0.00%	0.00%
2005	0.04	0.00%	0.00%
2006	0.04	0.00%	0.00%
2007	0.04	0.00%	0.00%
2008	0.04	0.00%	0.00%
2009	0.05	0.00%	0.00%
2010	0.05	0.00%	0.00%
2011	0.05	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Maldives: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Male	1,673	0.04	100.00	0.00	0.00
Total		0.04	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.16 MONGOLIA

Translation and Interpretation Services (US \$ mln): Mongolia 2001 - 2011			
Year	Mongolia	% of Region	% of Globe
2001	0.26	0.03%	0.01%
2002	0.26	0.03%	0.01%
2003	0.27	0.03%	0.01%
2004	0.28	0.03%	0.01%
2005	0.29	0.03%	0.01%
2006	0.30	0.03%	0.01%
2007	0.30	0.03%	0.01%
2008	0.31	0.03%	0.01%
2009	0.31	0.03%	0.01%
2010	0.32	0.03%	0.01%
2011	0.33	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mongolia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Ulaanbaatar	1,038	0.22	74.25	0.03	0.01
Darhan	1,734	0.03	10.84	0.00	0.00
Erdenedalay	1,849	0.02	5.83	0.00	0.00
Choybalsan	1,924	0.01	3.12	0.00	0.00
Nalayh	1,980	0.01	2.03	0.00	0.00
Ulaangom	1,981	0.01	2.03	0.00	0.00
Uliastay	1,987	0.01	1.90	0.00	0.00
Total		0.30	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.17 NEPAL

Translation and Interpretation Services (US \$ mln): Nepal 2001 - 2011			
Year	Nepal	% of Region	% of Globe
2001	2.03	0.24%	0.08%
2002	2.04	0.24%	0.08%
2003	2.05	0.24%	0.08%
2004	2.06	0.25%	0.08%
2005	2.08	0.25%	0.08%
2006	2.16	0.25%	0.08%
2007	2.26	0.25%	0.08%
2008	2.36	0.24%	0.08%
2009	2.46	0.24%	0.08%
2010	2.57	0.24%	0.08%
2011	2.68	0.24%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Nepal: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kathmandu	642	0.57	26.43	0.07	0.02
Sallyan	817	0.37	17.10	0.04	0.01
Pyuthan	828	0.36	16.65	0.04	0.01
Jumla	874	0.32	14.85	0.04	0.01
Biratnagar	1,029	0.23	10.57	0.03	0.01
Lalitpur	1,081	0.19	9.00	0.02	0.01
Bhaktapur	1,322	0.12	5.40	0.01	0.00
Total		2.16	100.00	0.25	0.08

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.18 NORTH KOREA

Translation and Interpretation Services (US \$ mln): North Korea 2001 - 2011			
Year	North Korea	% of Region	% of Globe
2001	1.16	0.14%	0.05%
2002	1.20	0.14%	0.05%
2003	1.25	0.15%	0.05%
2004	1.30	0.16%	0.05%
2005	1.35	0.16%	0.05%
2006	1.37	0.16%	0.05%
2007	1.38	0.15%	0.05%
2008	1.39	0.14%	0.05%
2009	1.41	0.14%	0.04%
2010	1.42	0.13%	0.04%
2011	1.44	0.13%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

North Korea: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Pyongyang	658	0.54	39.81	0.06	0.02
Chongjin	1,189	0.16	11.37	0.02	0.01
Nampo	1,235	0.14	10.42	0.02	0.01
Sinuiju	1,373	0.10	7.54	0.01	0.00
Hungnam	1,455	0.08	6.03	0.01	0.00
Wonsan	1,502	0.07	5.28	0.01	0.00
Kaesong	1,503	0.07	5.22	0.01	0.00
Hamhung	1,525	0.07	4.90	0.01	0.00
Kimchaek	1,566	0.06	4.24	0.01	0.00
Haeju	1,642	0.04	3.21	0.01	0.00
Sariwon	1,765	0.03	1.96	0.00	0.00
Total		1.37	100.00	0.16	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.19 PAPUA NEW GUINEA

Translation and Interpretation Services (US \$ mln): Papua New Guinea 2001 - 2011			
Year	Papua New Guinea	% of Region	% of Globe
2001	0.72	0.09%	0.03%
2002	0.73	0.09%	0.03%
2003	0.74	0.09%	0.03%
2004	0.74	0.09%	0.03%
2005	0.75	0.09%	0.03%
2006	0.78	0.09%	0.03%
2007	0.81	0.09%	0.03%
2008	0.84	0.09%	0.03%
2009	0.88	0.09%	0.03%
2010	0.91	0.08%	0.03%
2011	0.95	0.08%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Papua New Guinea: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Port Moresby	832	0.36	45.92	0.04	0.01
Lae	1,096	0.19	24.17	0.02	0.01
Madang	1,561	0.06	7.55	0.01	0.00
Wewak	1,582	0.05	6.95	0.01	0.00
Goroka	1,594	0.05	6.65	0.01	0.00
Rabaul	1,679	0.04	4.83	0.00	0.00
Mount Hagen	1,738	0.03	3.93	0.00	0.00
Total		0.78	100.00	0.09	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.20 PHILIPPINES

Translation and Interpretation Services (US \$ mln): Philippines 2001 - 2011			
Year	Philippines	% of Region	% of Globe
2001	18.64	2.20%	0.74%
2002	18.75	2.23%	0.74%
2003	18.86	2.25%	0.74%
2004	18.97	2.27%	0.73%
2005	19.17	2.29%	0.73%
2006	19.90	2.28%	0.72%
2007	20.76	2.25%	0.72%
2008	21.65	2.23%	0.72%
2009	22.58	2.21%	0.71%
2010	23.55	2.18%	0.71%
2011	24.57	2.16%	0.70%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Philippines: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Manila	22	17.61	88.46	2.01	0.64
Quezon City	771	0.41	2.05	0.05	0.01
Davao	1,020	0.23	1.18	0.03	0.01
Cebu	1,154	0.17	0.84	0.02	0.01
Caloocan	1,187	0.16	0.79	0.02	0.01
Makati	1,350	0.11	0.55	0.01	0.00
Zamboanga	1,355	0.11	0.54	0.01	0.00
Cagayan de Oro	1,386	0.10	0.51	0.01	0.00
Pasig	1,407	0.10	0.49	0.01	0.00
Pasay	1,412	0.09	0.48	0.01	0.00
Las Pinas	1,420	0.09	0.47	0.01	0.00
Bacolod	1,452	0.08	0.42	0.01	0.00
Valenzuela	1,454	0.08	0.42	0.01	0.00
Marikina	1,485	0.08	0.38	0.01	0.00
Paranaque	1,487	0.08	0.38	0.01	0.00
Others		0.41	2.06	0.05	0.01
Total		19.90	100.00	2.28	0.72

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.21 SEYCHELLES

Translation and Interpretation Services (US \$ mln): Seychelles 2001 - 2011

Year	Seychelles	% of Region	% of Globe
2001	0.04	0.00%	0.00%
2002	0.04	0.00%	0.00%
2003	0.04	0.00%	0.00%
2004	0.04	0.00%	0.00%
2005	0.04	0.00%	0.00%
2006	0.04	0.00%	0.00%
2007	0.04	0.00%	0.00%
2008	0.04	0.00%	0.00%
2009	0.04	0.00%	0.00%
2010	0.04	0.00%	0.00%
2011	0.05	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Seychelles: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Victoria	1,761	0.03	69.70	0.00	0.00
Anse Boileau	2,002	0.00	12.12	0.00	0.00
Cascade	2,016	0.00	9.09	0.00	0.00
Anse Royale	2,017	0.00	9.09	0.00	0.00
Total		0.04	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.22 SINGAPORE

Translation and Interpretation Services (US \$ mln): Singapore 2001 - 2011			
Year	Singapore	% of Region	% of Globe
2001	7.51	0.89%	0.30%
2002	7.31	0.87%	0.29%
2003	7.12	0.85%	0.28%
2004	6.94	0.83%	0.27%
2005	6.84	0.82%	0.26%
2006	7.27	0.83%	0.26%
2007	7.82	0.85%	0.27%
2008	8.41	0.87%	0.28%
2009	9.05	0.88%	0.29%
2010	9.73	0.90%	0.29%
2011	10.46	0.92%	0.30%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Singapore: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Singapore	83	7.27	100.00	0.83	0.26
Total		7.27	100.00	0.83	0.26

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.23 SOUTH KOREA

Translation and Interpretation Services (US \$ mln): South Korea 2001 - 2011			
Year	South Korea	% of Region	% of Globe
2001	51.17	6.05%	2.04%
2002	50.11	5.95%	1.98%
2003	49.07	5.86%	1.92%
2004	48.05	5.76%	1.86%
2005	47.59	5.69%	1.81%
2006	50.38	5.76%	1.83%
2007	53.90	5.85%	1.87%
2008	57.68	5.94%	1.91%
2009	61.71	6.03%	1.95%
2010	66.03	6.12%	1.99%
2011	70.66	6.21%	2.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

South Korea: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Seoul	17	24.61	48.85	2.81	0.90
Pusan	103	6.19	12.29	0.71	0.23
Inchon	137	4.37	8.68	0.50	0.16
Taegu	165	3.55	7.05	0.41	0.13
Taejon	221	2.09	4.16	0.24	0.08
Kwangju	222	2.09	4.16	0.24	0.08
Ulsan	234	2.01	3.99	0.23	0.07
Suwon	248	1.82	3.62	0.21	0.07
Masan	361	1.20	2.37	0.14	0.04
Chonju	414	1.00	1.99	0.11	0.04
Cheju	442	0.91	1.81	0.10	0.03
Mokpo	682	0.52	1.03	0.06	0.02
Total		50.38	100.00	5.76	1.83

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.24 SRI LANKA

Translation and Interpretation Services (US \$ mln): Sri Lanka 2001 - 2011

Year	Sri Lanka	% of Region	% of Globe
2001	3.92	0.46%	0.16%
2002	3.91	0.46%	0.15%
2003	3.89	0.46%	0.15%
2004	3.87	0.46%	0.15%
2005	3.89	0.46%	0.15%
2006	4.06	0.46%	0.15%
2007	4.28	0.46%	0.15%
2008	4.51	0.46%	0.15%
2009	4.75	0.46%	0.15%
2010	5.00	0.46%	0.15%
2011	5.26	0.46%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Sri Lanka: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Colombo	245	1.85	45.56	0.21	0.07
Dehiwala	681	0.52	12.74	0.06	0.02
Jaffna	797	0.39	9.54	0.04	0.01
Moratuwa	809	0.37	9.21	0.04	0.01
Kandy	838	0.35	8.67	0.04	0.01
Galle	913	0.30	7.27	0.03	0.01
Negombo	1,161	0.17	4.07	0.02	0.01
Trincomalee	1,314	0.12	2.94	0.01	0.00
Total		4.06	100.00	0.46	0.15

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.25 TAIWAN

Translation and Interpretation Services (US \$ mln): Taiwan 2001 - 2011			
Year	Taiwan	% of Region	% of Globe
2001	24.49	2.89%	0.98%
2002	24.31	2.89%	0.96%
2003	24.12	2.88%	0.94%
2004	23.94	2.87%	0.93%
2005	23.95	2.86%	0.91%
2006	25.11	2.87%	0.91%
2007	26.53	2.88%	0.92%
2008	28.02	2.89%	0.93%
2009	29.61	2.89%	0.93%
2010	31.28	2.90%	0.94%
2011	33.05	2.91%	0.95%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Taiwan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Taipei	77	7.52	29.96	0.86	0.27
Kaohsiung	179	3.16	12.60	0.36	0.12
Taichung	219	2.14	8.52	0.24	0.08
Tainan	329	1.29	5.14	0.15	0.05
Panchiao	410	1.02	4.07	0.12	0.04
Hsinchu	521	0.75	2.99	0.09	0.03
Chungho	527	0.75	2.97	0.09	0.03
Sanchung	535	0.73	2.92	0.08	0.03
Keelung	561	0.69	2.77	0.08	0.03
Chungli	633	0.58	2.30	0.07	0.02
Chiayi	651	0.56	2.23	0.06	0.02
Taoyuan	675	0.52	2.07	0.06	0.02
Fengshan	694	0.51	2.01	0.06	0.02
Hsintien	708	0.48	1.92	0.06	0.02
Yungho	731	0.45	1.79	0.05	0.02
Others		3.95	15.72	0.45	0.14
Total		25.11	100.00	2.87	0.91

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.26 THAILAND

Translation and Interpretation Services (US \$ mln): Thailand 2001 - 2011			
Year	Thailand	% of Region	% of Globe
2001	25.13	2.97%	1.00%
2002	25.20	2.99%	1.00%
2003	25.27	3.02%	0.99%
2004	25.35	3.04%	0.98%
2005	25.55	3.06%	0.97%
2006	26.59	3.04%	0.97%
2007	27.82	3.02%	0.97%
2008	29.10	3.00%	0.96%
2009	30.43	2.97%	0.96%
2010	31.83	2.95%	0.96%
2011	33.30	2.93%	0.96%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Thailand: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bangkok	15	24.76	93.11	2.83	0.90
Chon Buri	439	0.92	3.46	0.11	0.03
Songkhla	941	0.28	1.06	0.03	0.01
Nakhon Ratchasima	1,156	0.17	0.63	0.02	0.01
Chiang Mai	1,173	0.16	0.61	0.02	0.01
Khon Kaen	1,223	0.15	0.55	0.02	0.01
Nakhon Si Thammarat	1,365	0.11	0.40	0.01	0.00
Phitsanulok	1,631	0.05	0.17	0.01	0.00
Hat Yai	1,972	0.01	0.02	0.00	0.00
Total		26.59	100.00	3.04	0.97

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.27 VIETNAM

Translation and Interpretation Services (US \$ mln): Vietnam 2001 - 2011			
Year	Vietnam	% of Region	% of Globe
2001	9.64	1.14%	0.38%
2002	9.61	1.14%	0.38%
2003	9.57	1.14%	0.37%
2004	9.54	1.14%	0.37%
2005	9.57	1.14%	0.36%
2006	10.00	1.14%	0.36%
2007	10.53	1.14%	0.37%
2008	11.08	1.14%	0.37%
2009	11.66	1.14%	0.37%
2010	12.28	1.14%	0.37%
2011	12.92	1.14%	0.37%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Vietnam: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Ho Chi Minh	181	3.15	31.46	0.36	0.11
Can Tho	190	2.67	26.70	0.31	0.10
Hanoi	250	1.81	18.05	0.21	0.07
Thai Nguyen	494	0.78	7.83	0.09	0.03
Da Nang	497	0.78	7.81	0.09	0.03
Hue	608	0.61	6.15	0.07	0.02
Pleyku	1,072	0.20	2.00	0.02	0.01
Total		10.00	100.00	1.14	0.36

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5 EUROPE

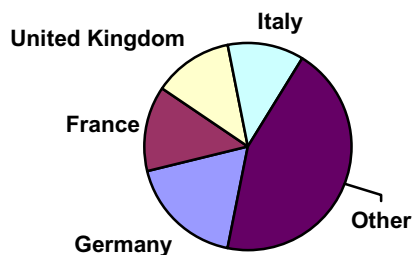
5.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in Europe (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of Europe
Germany	123.94	17.95%
France	92.74	13.43%
United Kingdom	87.06	12.61%
Italy	81.37	11.78%
Spain	46.37	6.71%
Russia	36.42	5.27%
Netherlands	24.98	3.62%
Poland	21.15	3.06%
Belgium	16.68	2.42%
Switzerland	13.25	1.92%
Austria	13.00	1.88%
Sweden	12.69	1.84%
Ukraine	12.30	1.78%
Greece	11.69	1.69%
Portugal	10.16	1.47%
Denmark	8.71	1.26%
Czech Republic	8.46	1.22%
Romania	8.45	1.22%
Norway	7.93	1.15%
Finland	7.67	1.11%
Hungary	7.38	1.07%
Kazakhstan	5.68	0.82%
Ireland	5.42	0.78%
Belarus	5.07	0.73%
Slovakia	3.53	0.51%
Other	18.53	2.68%
Total	690.64	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Translation and Interpretation Services in Europe (US \$ mln): 2006



The Market for Translation and Interpretation Services in Europe: 2001 - 2011

Year	US \$ mln	% of Globe
2001	647.23	25.83
2002	650.83	25.71
2003	654.48	25.58
2004	658.18	25.44
2005	665.03	25.29
2006	690.64	25.16
2007	720.46	25.02
2008	751.61	24.89
2009	784.14	24.76
2010	818.12	24.62
2011	853.62	24.49

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.2 ALBANIA**Translation and Interpretation Services (US \$ mln): Albania 2001 - 2011**

Year	Albania	% of Region	% of Globe
2001	0.68	0.11%	0.03%
2002	0.67	0.10%	0.03%
2003	0.66	0.10%	0.03%
2004	0.66	0.10%	0.03%
2005	0.65	0.10%	0.02%
2006	0.69	0.10%	0.03%
2007	0.73	0.10%	0.03%
2008	0.78	0.10%	0.03%
2009	0.82	0.11%	0.03%
2010	0.88	0.11%	0.03%
2011	0.93	0.11%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Albania: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tirane	1,035	0.22	32.42	0.03	0.01
Durres	1,479	0.08	11.33	0.01	0.00
Elbasan	1,481	0.08	11.19	0.01	0.00
Shkoder	1,489	0.07	10.90	0.01	0.00
Vlore	1,526	0.07	9.76	0.01	0.00
Korce	1,550	0.06	8.90	0.01	0.00
Berat	1,662	0.04	5.88	0.01	0.00
Fier	1,670	0.04	5.74	0.01	0.00
Lushnje	1,767	0.03	3.87	0.00	0.00
Total		0.69	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.3 ANDORRA

Translation and Interpretation Services (US \$ mln): Andorra 2001 - 2011			
Year	Andorra	% of Region	% of Globe
2001	0.07	0.01%	0.00%
2002	0.07	0.01%	0.00%
2003	0.07	0.01%	0.00%
2004	0.07	0.01%	0.00%
2005	0.07	0.01%	0.00%
2006	0.08	0.01%	0.00%
2007	0.08	0.01%	0.00%
2008	0.08	0.01%	0.00%
2009	0.08	0.01%	0.00%
2010	0.08	0.01%	0.00%
2011	0.09	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Andorra: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Andorra la Vella	1,634	0.05	60.00	0.01	0.00
Les Escaldes	1,742	0.03	40.00	0.00	0.00
Total		0.08	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.4 AUSTRIA

Translation and Interpretation Services (US \$ mln): Austria 2001 - 2011			
Year	Austria	% of Region	% of Globe
2001	12.08	1.87%	0.48%
2002	12.18	1.87%	0.48%
2003	12.29	1.88%	0.48%
2004	12.39	1.88%	0.48%
2005	12.54	1.89%	0.48%
2006	13.00	1.88%	0.47%
2007	13.53	1.88%	0.47%
2008	14.08	1.87%	0.47%
2009	14.65	1.87%	0.46%
2010	15.24	1.86%	0.46%
2011	15.86	1.86%	0.45%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Austria: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Vienna	72	7.81	60.06	1.13	0.28
Graz	347	1.24	9.53	0.18	0.05
Linz	411	1.02	7.85	0.15	0.04
Salzburg	551	0.71	5.45	0.10	0.03
Innsbruck	619	0.60	4.59	0.09	0.02
Klagenfurt	738	0.44	3.41	0.06	0.02
Villach	959	0.27	2.08	0.04	0.01
Wels	974	0.26	2.00	0.04	0.01
Sankt Poelten	983	0.26	1.96	0.04	0.01
Steyr	1,084	0.19	1.49	0.03	0.01
Bregenz	1,233	0.14	1.10	0.02	0.01
Eisenstadt	1,549	0.06	0.47	0.01	0.00
Total		13.00	100.00	1.88	0.47

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.5 BELARUS

Translation and Interpretation Services (US \$ mln): Belarus 2001 - 2011

Year	Belarus	% of Region	% of Globe
2001	4.78	0.74%	0.19%
2002	4.79	0.74%	0.19%
2003	4.81	0.74%	0.19%
2004	4.83	0.73%	0.19%
2005	4.87	0.73%	0.19%
2006	5.07	0.73%	0.18%
2007	5.30	0.74%	0.18%
2008	5.54	0.74%	0.18%
2009	5.78	0.74%	0.18%
2010	6.04	0.74%	0.18%
2011	6.32	0.74%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Belarus: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Minsk	238	1.92	37.91	0.28	0.07
Gomel	616	0.60	11.93	0.09	0.02
Mogilyov	747	0.43	8.49	0.06	0.02
Vitebsk	758	0.42	8.35	0.06	0.02
Grodno	865	0.33	6.44	0.05	0.01
Brest	887	0.31	6.15	0.05	0.01
Bobruysk	961	0.27	5.32	0.04	0.01
Baranovich	1,087	0.19	3.79	0.03	0.01
Borisov	1,129	0.17	3.44	0.03	0.01
Orsha	1,209	0.15	2.93	0.02	0.01
Pinsk	1,230	0.14	2.84	0.02	0.01
Mozyr	1,305	0.12	2.41	0.02	0.00
Total		5.07	100.00	0.73	0.18

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.6 BELGIUM

Translation and Interpretation Services (US \$ mln): Belgium 2001 - 2011			
Year	Belgium	% of Region	% of Globe
2001	15.74	2.43%	0.63%
2002	15.79	2.43%	0.62%
2003	15.85	2.42%	0.62%
2004	15.90	2.42%	0.61%
2005	16.04	2.41%	0.61%
2006	16.68	2.42%	0.61%
2007	17.44	2.42%	0.61%
2008	18.23	2.43%	0.60%
2009	19.06	2.43%	0.60%
2010	19.93	2.44%	0.60%
2011	20.84	2.44%	0.60%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Belgium: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Brussels	109	5.82	34.89	0.84	0.21
Antwerp	185	2.86	17.12	0.41	0.10
Ghent	309	1.40	8.38	0.20	0.05
Charleroi	339	1.25	7.52	0.18	0.05
Liege	359	1.20	7.19	0.17	0.04
Bruges	553	0.71	4.24	0.10	0.03
Namur	603	0.62	3.71	0.09	0.02
Mons	663	0.54	3.24	0.08	0.02
Leuven	696	0.50	3.02	0.07	0.02
Aalst	721	0.46	2.77	0.07	0.02
Kortrijk	723	0.46	2.73	0.07	0.02
Mechelen	724	0.46	2.73	0.07	0.02
Oostende	773	0.41	2.45	0.06	0.01
Total		16.68	100.00	2.42	0.61

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.7 BOSNIA AND HERZEGOVINA**Translation and Interpretation Services (US \$ mln): Bosnia and Herzegovina 2001 - 2011**

Year	Bosnia and Herzegovina	% of Region	% of Globe
2001	0.43	0.07%	0.02%
2002	0.42	0.06%	0.02%
2003	0.41	0.06%	0.02%
2004	0.41	0.06%	0.02%
2005	0.40	0.06%	0.02%
2006	0.43	0.06%	0.02%
2007	0.45	0.06%	0.02%
2008	0.48	0.06%	0.02%
2009	0.51	0.07%	0.02%
2010	0.55	0.07%	0.02%
2011	0.58	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bosnia and Herzegovina: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Sarajevo	1,153	0.17	39.33	0.02	0.01
Banja Luca	1,546	0.06	14.57	0.01	0.00
Zenica	1,627	0.05	10.84	0.01	0.00
Tuzla	1,657	0.04	9.80	0.01	0.00
Mostar	1,664	0.04	9.44	0.01	0.00
Prijedor	1,699	0.04	8.37	0.01	0.00
Doboj	1,726	0.03	7.63	0.00	0.00
Total		0.43	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.8 BULGARIA

Translation and Interpretation Services (US \$ mln): Bulgaria 2001 - 2011			
Year	Bulgaria	% of Region	% of Globe
2001	2.97	0.46%	0.12%
2002	2.96	0.46%	0.12%
2003	2.96	0.45%	0.12%
2004	2.96	0.45%	0.11%
2005	2.97	0.45%	0.11%
2006	3.10	0.45%	0.11%
2007	3.26	0.45%	0.11%
2008	3.42	0.46%	0.11%
2009	3.59	0.46%	0.11%
2010	3.77	0.46%	0.11%
2011	3.96	0.46%	0.11%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bulgaria: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Sofia	356	1.21	39.05	0.18	0.04
Plovdiv	800	0.38	12.35	0.06	0.01
Varna	863	0.33	10.58	0.05	0.01
Burgas	1,050	0.21	6.85	0.03	0.01
Ruse	1,064	0.20	6.57	0.03	0.01
Stara Zagora	1,155	0.17	5.40	0.02	0.01
Pleven	1,231	0.14	4.64	0.02	0.01
Tolbukhin	1,315	0.12	3.84	0.02	0.00
Sliven	1,335	0.11	3.70	0.02	0.00
Shumen	1,338	0.11	3.67	0.02	0.00
Pernik	1,371	0.10	3.36	0.02	0.00
Total		3.10	100.00	0.45	0.11

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.9 CROATIA

Translation and Interpretation Services (US \$ mln): Croatia 2001 - 2011			
Year	Croatia	% of Region	% of Globe
2001	1.49	0.23%	0.06%
2002	1.50	0.23%	0.06%
2003	1.51	0.23%	0.06%
2004	1.52	0.23%	0.06%
2005	1.54	0.23%	0.06%
2006	1.60	0.23%	0.06%
2007	1.66	0.23%	0.06%
2008	1.73	0.23%	0.06%
2009	1.80	0.23%	0.06%
2010	1.87	0.23%	0.06%
2011	1.95	0.23%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Croatia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Zagreb	447	0.90	56.52	0.13	0.03
Rijeka	1,205	0.15	9.38	0.02	0.01
Split	1,245	0.14	8.71	0.02	0.01
Osijek	1,307	0.12	7.65	0.02	0.00
Zadar	1,428	0.09	5.58	0.01	0.00
Slavonski Brod	1,458	0.08	5.10	0.01	0.00
Vukovar	1,545	0.06	3.90	0.01	0.00
Dubrovnik	1,599	0.05	3.17	0.01	0.00
Total		1.60	100.00	0.23	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.10 CYPRUS

Translation and Interpretation Services (US \$ mln): Cyprus 2001 - 2011			
Year	Cyprus	% of Region	% of Globe
2001	0.58	0.09%	0.02%
2002	0.58	0.09%	0.02%
2003	0.59	0.09%	0.02%
2004	0.59	0.09%	0.02%
2005	0.60	0.09%	0.02%
2006	0.62	0.09%	0.02%
2007	0.65	0.09%	0.02%
2008	0.67	0.09%	0.02%
2009	0.70	0.09%	0.02%
2010	0.73	0.09%	0.02%
2011	0.76	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cyprus: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Nicosia	955	0.27	43.83	0.04	0.01
Limassol	1,079	0.20	31.50	0.03	0.01
Larnaca	1,442	0.09	13.91	0.01	0.00
Famagusta	1,529	0.07	10.76	0.01	0.00
Total		0.62	100.00	0.09	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.11 CZECH REPUBLIC

Translation and Interpretation Services (US \$ mln): Czech Republic 2001 - 2011

Year	Czech Republic	% of Region	% of Globe
2001	7.79	1.20%	0.31%
2002	7.87	1.21%	0.31%
2003	7.97	1.22%	0.31%
2004	8.06	1.22%	0.31%
2005	8.17	1.23%	0.31%
2006	8.46	1.22%	0.31%
2007	8.77	1.22%	0.30%
2008	9.10	1.21%	0.30%
2009	9.44	1.20%	0.30%
2010	9.80	1.20%	0.29%
2011	10.16	1.19%	0.29%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Czech Republic: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Prague	153	3.77	44.62	0.55	0.14
Brno	355	1.21	14.35	0.18	0.04
Ostrava	409	1.03	12.21	0.15	0.04
Plzen	657	0.55	6.47	0.08	0.02
Olomouc	854	0.33	3.92	0.05	0.01
Usti nad Labem	862	0.33	3.88	0.05	0.01
Liberec	873	0.32	3.81	0.05	0.01
Hradec Kralove	883	0.31	3.70	0.05	0.01
Pardubice	907	0.30	3.51	0.04	0.01
Ceske Budejovice	908	0.30	3.51	0.04	0.01
Total		8.46	100.00	1.22	0.31

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.12 DENMARK

Translation and Interpretation Services (US \$ mln): Denmark 2001 - 2011			
Year	Denmark	% of Region	% of Globe
2001	8.06	1.24%	0.32%
2002	8.14	1.25%	0.32%
2003	8.22	1.26%	0.32%
2004	8.30	1.26%	0.32%
2005	8.41	1.26%	0.32%
2006	8.71	1.26%	0.32%
2007	9.05	1.26%	0.31%
2008	9.40	1.25%	0.31%
2009	9.77	1.25%	0.31%
2010	10.15	1.24%	0.31%
2011	10.55	1.24%	0.30%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Denmark: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Copenhagen	130	4.85	55.68	0.70	0.18
Aarhus	436	0.93	10.63	0.13	0.03
Odense	595	0.62	7.17	0.09	0.02
Aalborg	654	0.56	6.38	0.08	0.02
Esbjerg	923	0.29	3.34	0.04	0.01
Randers	1,039	0.22	2.51	0.03	0.01
Kolding	1,062	0.20	2.35	0.03	0.01
Helsingor	1,063	0.20	2.35	0.03	0.01
Herning	1,068	0.20	2.31	0.03	0.01
Horsens	1,077	0.20	2.27	0.03	0.01
Vejle	1,182	0.16	1.81	0.02	0.01
Roskilde	1,232	0.14	1.65	0.02	0.01
Naestved	1,256	0.14	1.57	0.02	0.00
Total		8.71	100.00	1.26	0.32

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.13 ESTONIA

Translation and Interpretation Services (US \$ mln): Estonia 2001 - 2011			
Year	Estonia	% of Region	% of Globe
2001	0.93	0.14%	0.04%
2002	0.93	0.14%	0.04%
2003	0.92	0.14%	0.04%
2004	0.91	0.14%	0.04%
2005	0.91	0.14%	0.03%
2006	0.96	0.14%	0.03%
2007	1.01	0.14%	0.04%
2008	1.07	0.14%	0.04%
2009	1.13	0.14%	0.04%
2010	1.19	0.15%	0.04%
2011	1.26	0.15%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Estonia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tallinn	660	0.54	56.71	0.08	0.02
Tartu	1,284	0.13	13.41	0.02	0.00
Narva	1,422	0.09	9.65	0.01	0.00
Kohtla-Järve	1,439	0.09	9.06	0.01	0.00
Pärnu	1,552	0.06	6.35	0.01	0.00
Sillamäe	1,787	0.02	2.47	0.00	0.00
Rakvere	1,794	0.02	2.35	0.00	0.00
Total		0.96	100.00	0.14	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.14 FINLAND

Translation and Interpretation Services (US \$ mln): Finland 2001 - 2011			
Year	Finland	% of Region	% of Globe
2001	7.40	1.14%	0.30%
2002	7.37	1.13%	0.29%
2003	7.34	1.12%	0.29%
2004	7.31	1.11%	0.28%
2005	7.33	1.10%	0.28%
2006	7.67	1.11%	0.28%
2007	8.08	1.12%	0.28%
2008	8.50	1.13%	0.28%
2009	8.95	1.14%	0.28%
2010	9.43	1.15%	0.28%
2011	9.93	1.16%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Finland: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Helsinki	209	2.33	30.33	0.34	0.08
Tampere	479	0.81	10.54	0.12	0.03
Espoo	488	0.79	10.36	0.12	0.03
Turku	512	0.77	9.99	0.11	0.03
Vantaa	549	0.71	9.31	0.10	0.03
Oulu	716	0.47	6.10	0.07	0.02
Lahti	737	0.44	5.80	0.06	0.02
Pori	806	0.38	4.93	0.05	0.01
Kuopio	810	0.37	4.87	0.05	0.01
Jyvaskyla	886	0.31	4.07	0.05	0.01
Kotka	938	0.28	3.70	0.04	0.01
Total		7.67	100.00	1.11	0.28

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.15 FRANCE**Translation and Interpretation Services (US \$ mln): France 2001 - 2011**

Year	France	% of Region	% of Globe
2001	86.19	13.32%	3.44%
2002	86.91	13.35%	3.43%
2003	87.64	13.39%	3.43%
2004	88.37	13.43%	3.42%
2005	89.47	13.45%	3.40%
2006	92.74	13.43%	3.38%
2007	96.50	13.39%	3.35%
2008	100.40	13.36%	3.32%
2009	104.47	13.32%	3.30%
2010	108.70	13.29%	3.27%
2011	113.10	13.25%	3.24%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

France: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Paris	2	65.20	70.30	9.44	2.37
Marseille	123	5.22	5.63	0.76	0.19
Lyon	126	5.17	5.57	0.75	0.19
Lille	154	3.76	4.05	0.54	0.14
Toulouse	297	1.45	1.56	0.21	0.05
Nice	345	1.25	1.34	0.18	0.05
Strasbourg	346	1.24	1.34	0.18	0.05
Nantes	403	1.05	1.14	0.15	0.04
Rennes	428	0.94	1.01	0.14	0.03
Bordeaux	440	0.92	0.99	0.13	0.03
Saint-Etienne	452	0.88	0.94	0.13	0.03
Reims	483	0.80	0.87	0.12	0.03
Le Havre	484	0.80	0.87	0.12	0.03
Toulon	509	0.77	0.83	0.11	0.03
Grenoble	520	0.75	0.81	0.11	0.03
Others		2.55	2.75	0.37	0.09
Total		92.74	100.00	13.43	3.38

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.16 GEORGIA

Translation and Interpretation Services (US \$ mln): Georgia 2001 - 2011			
Year	Georgia	% of Region	% of Globe
2001	1.32	0.20%	0.05%
2002	1.34	0.21%	0.05%
2003	1.36	0.21%	0.05%
2004	1.38	0.21%	0.05%
2005	1.41	0.21%	0.05%
2006	1.45	0.21%	0.05%
2007	1.50	0.21%	0.05%
2008	1.55	0.21%	0.05%
2009	1.61	0.20%	0.05%
2010	1.66	0.20%	0.05%
2011	1.72	0.20%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Georgia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
T'bilisi	446	0.91	62.35	0.13	0.03
Kutaisi	1,145	0.17	11.63	0.02	0.01
Rustavi	1,337	0.11	7.87	0.02	0.00
Batumi	1,403	0.10	6.73	0.01	0.00
Sukhumi	1,438	0.09	5.99	0.01	0.00
Poti	1,691	0.04	2.52	0.01	0.00
Tskhinvali	1,785	0.02	1.63	0.00	0.00
Chiatura	1,832	0.02	1.29	0.00	0.00
Total		1.45	100.00	0.21	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.17 GERMANY

Translation and Interpretation Services (US \$ mln): Germany 2001 - 2011

Year	Germany	% of Region	% of Globe
2001	115.00	17.77%	4.59%
2002	116.03	17.83%	4.58%
2003	117.06	17.89%	4.58%
2004	118.10	17.94%	4.56%
2005	119.61	17.99%	4.55%
2006	123.94	17.95%	4.51%
2007	128.89	17.89%	4.48%
2008	134.05	17.83%	4.44%
2009	139.41	17.78%	4.40%
2010	144.99	17.72%	4.36%
2011	150.79	17.66%	4.33%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Germany: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Berlin	12	25.18	20.32	3.65	0.92
Cologne	87	7.02	5.66	1.02	0.26
Dresden	139	4.35	3.51	0.63	0.16
Dusseldorf	144	4.16	3.36	0.60	0.15
Dortmund	145	4.14	3.34	0.60	0.15
Bremen	148	4.00	3.23	0.58	0.15
Duisburg	152	3.88	3.13	0.56	0.14
Cottbus	434	0.93	0.75	0.13	0.03
Dessau	518	0.76	0.61	0.11	0.03
Total		54.41	43.91	7.88	1.98

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.18 GREECE

Translation and Interpretation Services (US \$ mln): Greece 2001 - 2011			
Year	Greece	% of Region	% of Globe
2001	10.98	1.70%	0.44%
2002	11.03	1.70%	0.44%
2003	11.09	1.69%	0.43%
2004	11.14	1.69%	0.43%
2005	11.25	1.69%	0.43%
2006	11.69	1.69%	0.43%
2007	12.20	1.69%	0.42%
2008	12.74	1.70%	0.42%
2009	13.30	1.70%	0.42%
2010	13.89	1.70%	0.42%
2011	14.50	1.70%	0.42%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Greece: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Athens	127	5.04	43.07	0.73	0.18
Thessaloniki	210	2.31	19.74	0.33	0.08
Piraeus	379	1.12	9.58	0.16	0.04
Patras	480	0.81	6.90	0.12	0.03
Larissa	623	0.59	5.01	0.08	0.02
Iraklion	627	0.58	4.96	0.08	0.02
Volos	779	0.40	3.45	0.06	0.01
Kavalla	869	0.32	2.77	0.05	0.01
Canea	966	0.27	2.28	0.04	0.01
Serrai	972	0.26	2.24	0.04	0.01
Total		11.69	100.00	1.69	0.43

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.19 HUNGARY

Translation and Interpretation Services (US \$ mln): Hungary 2001 - 2011			
Year	Hungary	% of Region	% of Globe
2001	7.11	1.10%	0.28%
2002	7.09	1.09%	0.28%
2003	7.06	1.08%	0.28%
2004	7.04	1.07%	0.27%
2005	7.06	1.06%	0.27%
2006	7.38	1.07%	0.27%
2007	7.77	1.08%	0.27%
2008	8.18	1.09%	0.27%
2009	8.60	1.10%	0.27%
2010	9.06	1.11%	0.27%
2011	9.53	1.12%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Hungary: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Budapest	136	4.39	59.51	0.64	0.16
Debrecen	722	0.46	6.19	0.07	0.02
Miskolc	746	0.43	5.85	0.06	0.02
Szeged	792	0.39	5.32	0.06	0.01
Pécs	803	0.38	5.15	0.06	0.01
Győr	950	0.27	3.71	0.04	0.01
Nyiregyha	998	0.25	3.35	0.04	0.01
Szekesfehérvár	1,014	0.24	3.21	0.03	0.01
Kecskemét	1,037	0.22	2.98	0.03	0.01
Szombathely	1,113	0.18	2.45	0.03	0.01
Szolnok	1,149	0.17	2.28	0.02	0.01
Total		7.38	100.00	1.07	0.27

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.20 ICELAND

Translation and Interpretation Services (US \$ mln): Iceland 2001 - 2011

Year	Iceland	% of Region	% of Globe
2001	0.42	0.06%	0.02%
2002	0.42	0.06%	0.02%
2003	0.42	0.06%	0.02%
2004	0.42	0.06%	0.02%
2005	0.42	0.06%	0.02%
2006	0.44	0.06%	0.02%
2007	0.46	0.06%	0.02%
2008	0.48	0.06%	0.02%
2009	0.51	0.06%	0.02%
2010	0.53	0.06%	0.02%
2011	0.55	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Iceland: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Reykjavik	980	0.26	58.54	0.04	0.01
Kopavogur	1,663	0.04	9.15	0.01	0.00
Akureyri	1,681	0.04	8.54	0.01	0.00
Hafnarfjörður	1,682	0.04	8.54	0.01	0.00
Keflavik	1,831	0.02	4.27	0.00	0.00
Vestmannaeyjar	1,884	0.01	3.05	0.00	0.00
Akranes	1,885	0.01	3.05	0.00	0.00
Husavik	1,938	0.01	1.83	0.00	0.00
Isafjörður	1,939	0.01	1.83	0.00	0.00
Neskaupstaður	1,991	0.01	1.22	0.00	0.00
Total		0.44	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.21 IRELAND

Translation and Interpretation Services (US \$ mln): Ireland 2001 - 2011			
Year	Ireland	% of Region	% of Globe
2001	5.58	0.86%	0.22%
2002	5.44	0.84%	0.21%
2003	5.30	0.81%	0.21%
2004	5.17	0.79%	0.20%
2005	5.10	0.77%	0.19%
2006	5.42	0.78%	0.20%
2007	5.82	0.81%	0.20%
2008	6.26	0.83%	0.21%
2009	6.72	0.86%	0.21%
2010	7.22	0.88%	0.22%
2011	7.76	0.91%	0.22%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Ireland: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Dublin	150	3.96	73.10	0.57	0.14
Cork	522	0.75	13.81	0.11	0.03
Limerick	855	0.33	6.11	0.05	0.01
Galway	1,066	0.20	3.73	0.03	0.01
Waterford	1,122	0.18	3.25	0.03	0.01
Total		5.42	100.00	0.78	0.20

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.22 ITALY

Translation and Interpretation Services (US \$ mln): Italy 2001 - 2011			
Year	Italy	% of Region	% of Globe
2001	75.16	11.61%	3.00%
2002	75.95	11.67%	3.00%
2003	76.74	11.72%	3.00%
2004	77.54	11.78%	3.00%
2005	78.62	11.82%	2.99%
2006	81.37	11.78%	2.96%
2007	84.51	11.73%	2.94%
2008	87.76	11.68%	2.91%
2009	91.14	11.62%	2.88%
2010	94.65	11.57%	2.85%
2011	98.29	11.51%	2.82%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Italy: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Rome	19	20.63	25.35	2.99	0.75
Milan	47	10.83	13.31	1.57	0.39
Naples	62	8.79	10.81	1.27	0.32
Turin	79	7.50	9.22	1.09	0.27
Palermo	118	5.34	6.56	0.77	0.19
Genoa	120	5.29	6.50	0.77	0.19
Bologna	182	3.13	3.84	0.45	0.11
Florence	183	3.08	3.79	0.45	0.11
Catania	188	2.72	3.35	0.39	0.10
Bari	193	2.63	3.23	0.38	0.10
Venice	206	2.40	2.95	0.35	0.09
Messina	236	1.98	2.44	0.29	0.07
Verona	241	1.90	2.33	0.27	0.07
Taranto	251	1.79	2.20	0.26	0.07
Trieste	259	1.74	2.13	0.25	0.06
Others		1.63	2.00	0.24	0.06
Total		81.37	100.00	11.78	2.96

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.23 KAZAKHSTAN

Translation and Interpretation Services (US \$ mln): Kazakhstan 2001 - 2011			
Year	Kazakhstan	% of Region	% of Globe
2001	5.90	0.91%	0.24%
2002	5.74	0.88%	0.23%
2003	5.58	0.85%	0.22%
2004	5.42	0.82%	0.21%
2005	5.34	0.80%	0.20%
2006	5.68	0.82%	0.21%
2007	6.12	0.85%	0.21%
2008	6.59	0.88%	0.22%
2009	7.11	0.91%	0.22%
2010	7.66	0.94%	0.23%
2011	8.25	0.97%	0.24%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Kazakhstan: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Almaty	377	1.13	19.81	0.16	0.04
Karaganda	610	0.61	10.78	0.09	0.02
Chimkent	794	0.39	6.90	0.06	0.01
Semipalatinsk	851	0.33	5.86	0.05	0.01
Pavlodar	859	0.33	5.81	0.05	0.01
Ust-Kamenogorsk	871	0.32	5.69	0.05	0.01
Dzhambul	895	0.31	5.39	0.04	0.01
Tselinograd	946	0.28	4.86	0.04	0.01
Aktyubinsk	985	0.25	4.44	0.04	0.01
Petropavlovsk	1,008	0.24	4.23	0.03	0.01
Kustanay	1,034	0.22	3.93	0.03	0.01
Temirtau	1,051	0.21	3.72	0.03	0.01
Uralsk	1,073	0.20	3.51	0.03	0.01
Shevchenko	1,180	0.16	2.79	0.02	0.01
Kzyl-Orda	1,198	0.15	2.69	0.02	0.01
Others		0.54	9.57	0.08	0.02
Total		5.68	100.00	0.82	0.21

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.24 LATVIA

Translation and Interpretation Services (US \$ mln): Latvia 2001 - 2011			
Year	Latvia	% of Region	% of Globe
2001	1.08	0.17%	0.04%
2002	1.08	0.17%	0.04%
2003	1.07	0.16%	0.04%
2004	1.07	0.16%	0.04%
2005	1.07	0.16%	0.04%
2006	1.12	0.16%	0.04%
2007	1.18	0.16%	0.04%
2008	1.24	0.17%	0.04%
2009	1.31	0.17%	0.04%
2010	1.38	0.17%	0.04%
2011	1.45	0.17%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Latvia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Riga	532	0.74	65.78	0.11	0.03
Daugavpils	1,375	0.10	9.18	0.01	0.00
Liepaja	1,421	0.09	8.25	0.01	0.00
Jelgava	1,554	0.06	5.38	0.01	0.00
Jurmala	1,587	0.05	4.73	0.01	0.00
Ventspils	1,665	0.04	3.59	0.01	0.00
Rezekne	1,714	0.03	3.08	0.01	0.00
Total		1.12	100.00	0.16	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.25 LIECHTENSTEIN**Translation and Interpretation Services (US \$ mln): Liechtenstein 2001 - 2011**

Year	Liechtenstein	% of Region	% of Globe
2001	0.04	0.01%	0.00%
2002	0.04	0.01%	0.00%
2003	0.04	0.01%	0.00%
2004	0.04	0.01%	0.00%
2005	0.04	0.01%	0.00%
2006	0.05	0.01%	0.00%
2007	0.05	0.01%	0.00%
2008	0.05	0.01%	0.00%
2009	0.05	0.01%	0.00%
2010	0.05	0.01%	0.00%
2011	0.05	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Liechtenstein: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Schaan	1,922	0.01	20.00	0.00	0.00
Vaduz	1,923	0.01	20.00	0.00	0.00
Balzers	1,948	0.01	16.00	0.00	0.00
Triesen	1,988	0.01	12.00	0.00	0.00
Eschen	1,989	0.01	12.00	0.00	0.00
Mauren	1,990	0.01	12.00	0.00	0.00
Triesenberg	2,012	0.00	8.00	0.00	0.00
Total		0.05	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.26 LITHUANIA

Translation and Interpretation Services (US \$ mln): Lithuania 2001 - 2011			
Year	Lithuania	% of Region	% of Globe
2001	1.57	0.24%	0.06%
2002	1.58	0.24%	0.06%
2003	1.59	0.24%	0.06%
2004	1.61	0.24%	0.06%
2005	1.63	0.25%	0.06%
2006	1.69	0.24%	0.06%
2007	1.76	0.24%	0.06%
2008	1.83	0.24%	0.06%
2009	1.90	0.24%	0.06%
2010	1.97	0.24%	0.06%
2011	2.05	0.24%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Lithuania: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Vilnius	558	0.70	41.37	0.10	0.03
Kaunas	718	0.47	27.56	0.07	0.02
Klaipeda	1,031	0.22	13.24	0.03	0.01
Siauliai	1,175	0.16	9.48	0.02	0.01
Panevezys	1,239	0.14	8.34	0.02	0.01
Total		1.69	100.00	0.24	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.27 LUXEMBOURG

Translation and Interpretation Services (US \$ mln): Luxembourg 2001 - 2011			
Year	Luxembourg	% of Region	% of Globe
2001	1.00	0.15%	0.04%
2002	0.99	0.15%	0.04%
2003	0.99	0.15%	0.04%
2004	0.98	0.15%	0.04%
2005	0.99	0.15%	0.04%
2006	1.03	0.15%	0.04%
2007	1.09	0.15%	0.04%
2008	1.14	0.15%	0.04%
2009	1.21	0.15%	0.04%
2010	1.27	0.16%	0.04%
2011	1.34	0.16%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Luxembourg: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Luxembourg	686	0.51	49.68	0.07	0.02
Esch	1,177	0.16	15.48	0.02	0.01
Differdange	1,359	0.11	10.32	0.02	0.00
Dudelange	1,418	0.09	9.03	0.01	0.00
Remich	1,470	0.08	7.74	0.01	0.00
Petange	1,471	0.08	7.74	0.01	0.00
Total		1.03	100.00	0.15	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.28 MALTA

Translation and Interpretation Services (US \$ mln): Malta 2001 - 2011			
Year	Malta	% of Region	% of Globe
2001	0.34	0.05%	0.01%
2002	0.34	0.05%	0.01%
2003	0.34	0.05%	0.01%
2004	0.34	0.05%	0.01%
2005	0.35	0.05%	0.01%
2006	0.36	0.05%	0.01%
2007	0.37	0.05%	0.01%
2008	0.39	0.05%	0.01%
2009	0.41	0.05%	0.01%
2010	0.42	0.05%	0.01%
2011	0.44	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Malta: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Birkirkara	1,356	0.11	29.85	0.02	0.00
Qormi	1,380	0.10	28.36	0.01	0.00
Sliema	1,488	0.08	20.90	0.01	0.00
Valletta	1,612	0.05	13.43	0.01	0.00
Victoria	1,766	0.03	7.46	0.00	0.00
Total		0.36	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.29 MOLDOVA

Translation and Interpretation Services (US \$ mln): Moldova 2001 - 2011			
Year	Moldova	% of Region	% of Globe
2001	0.61	0.09%	0.02%
2002	0.63	0.10%	0.02%
2003	0.65	0.10%	0.03%
2004	0.67	0.10%	0.03%
2005	0.69	0.10%	0.03%
2006	0.71	0.10%	0.03%
2007	0.72	0.10%	0.03%
2008	0.73	0.10%	0.02%
2009	0.75	0.10%	0.02%
2010	0.76	0.09%	0.02%
2011	0.77	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Moldova: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Chisinau	767	0.41	58.54	0.06	0.02
Tiraspol	1,339	0.11	16.02	0.02	0.00
Beltsy	1,397	0.10	14.00	0.01	0.00
Bendery	1,464	0.08	11.44	0.01	0.00
Total		0.71	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.30 MONACO

Translation and Interpretation Services (US \$ mln): Monaco 2001 - 2011			
Year	Monaco	% of Region	% of Globe
2001	0.05	0.01%	0.00%
2002	0.05	0.01%	0.00%
2003	0.05	0.01%	0.00%
2004	0.05	0.01%	0.00%
2005	0.05	0.01%	0.00%
2006	0.05	0.01%	0.00%
2007	0.06	0.01%	0.00%
2008	0.06	0.01%	0.00%
2009	0.06	0.01%	0.00%
2010	0.06	0.01%	0.00%
2011	0.06	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Monaco: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Monte Carlo	1,617	0.05	86.67	0.01	0.00
Monaco	1,951	0.01	13.33	0.00	0.00
Total		0.05	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.31 NETHERLANDS

Translation and Interpretation Services (US \$ mln): Netherlands 2001 - 2011

Year	Netherlands	% of Region	% of Globe
2001	23.54	3.64%	0.94%
2002	23.63	3.63%	0.93%
2003	23.72	3.62%	0.93%
2004	23.81	3.62%	0.92%
2005	24.03	3.61%	0.91%
2006	24.98	3.62%	0.91%
2007	26.11	3.62%	0.91%
2008	27.28	3.63%	0.90%
2009	28.51	3.64%	0.90%
2010	29.79	3.64%	0.90%
2011	31.14	3.65%	0.89%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Netherlands: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Rotterdam	107	5.89	23.59	0.85	0.21
Amsterdam - Haarlem	141	4.27	17.08	0.62	0.16
Eindhoven - Tilberg	156	3.73	14.93	0.54	0.14
Gelderland	194	2.59	10.37	0.38	0.09
Utrecht	242	1.87	7.50	0.27	0.07
Limburg	261	1.69	6.75	0.24	0.06
Overijssel	290	1.48	5.94	0.21	0.05
Groningen	388	1.11	4.44	0.16	0.04
Friesland	485	0.80	3.20	0.12	0.03
Zeeland	598	0.62	2.49	0.09	0.02
Drenthe	615	0.61	2.42	0.09	0.02
Flevoland	877	0.32	1.27	0.05	0.01
Total		24.98	100.00	3.62	0.91

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.32 NORWAY

Translation and Interpretation Services (US \$ mln): Norway 2001 - 2011			
Year	Norway	% of Region	% of Globe
2001	7.33	1.13%	0.29%
2002	7.40	1.14%	0.29%
2003	7.48	1.14%	0.29%
2004	7.56	1.15%	0.29%
2005	7.66	1.15%	0.29%
2006	7.93	1.15%	0.29%
2007	8.24	1.14%	0.29%
2008	8.56	1.14%	0.28%
2009	8.88	1.13%	0.28%
2010	9.23	1.13%	0.28%
2011	9.58	1.12%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Norway: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Oslo	176	3.18	40.14	0.46	0.12
Bergen	293	1.47	18.57	0.21	0.05
Trondheim	424	0.96	12.06	0.14	0.03
Stavanger	570	0.68	8.54	0.10	0.02
Kristiansand	741	0.44	5.55	0.06	0.02
Drammen	825	0.36	4.58	0.05	0.01
Tromso	845	0.34	4.31	0.05	0.01
Alesund	989	0.25	3.17	0.04	0.01
Bodo	1,003	0.24	3.08	0.04	0.01
Total		7.93	100.00	1.15	0.29

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.33 POLAND

Translation and Interpretation Services (US \$ mln): Poland 2001 - 2011			
Year	Poland	% of Region	% of Globe
2001	20.17	3.12%	0.81%
2002	20.17	3.10%	0.80%
2003	20.16	3.08%	0.79%
2004	20.16	3.06%	0.78%
2005	20.28	3.05%	0.77%
2006	21.15	3.06%	0.77%
2007	22.18	3.08%	0.77%
2008	23.27	3.10%	0.77%
2009	24.41	3.11%	0.77%
2010	25.61	3.13%	0.77%
2011	26.86	3.15%	0.77%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Poland: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Warsaw	121	5.28	24.99	0.77	0.19
Lodz	189	2.67	12.64	0.39	0.10
Krakow	208	2.36	11.14	0.34	0.09
Wroclaw	233	2.02	9.57	0.29	0.07
Poznan	244	1.85	8.76	0.27	0.07
Gdansk	291	1.48	7.01	0.21	0.05
Szczecin	340	1.25	5.92	0.18	0.05
Bydgoszcz	363	1.18	5.58	0.17	0.04
Katowice	369	1.17	5.52	0.17	0.04
Lublin	405	1.05	4.98	0.15	0.04
Sosnowiec	474	0.82	3.89	0.12	0.03
Total		21.15	100.00	3.06	0.77

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.34 PORTUGAL**Translation and Interpretation Services (US \$ mln): Portugal 2001 - 2011**

Year	Portugal	% of Region	% of Globe
2001	9.39	1.45%	0.37%
2002	9.49	1.46%	0.37%
2003	9.58	1.46%	0.37%
2004	9.68	1.47%	0.37%
2005	9.82	1.48%	0.37%
2006	10.16	1.47%	0.37%
2007	10.56	1.47%	0.37%
2008	10.96	1.46%	0.36%
2009	11.38	1.45%	0.36%
2010	11.82	1.44%	0.36%
2011	12.28	1.44%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Portugal: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Lisbon	128	4.99	49.14	0.72	0.18
Oporto	223	2.09	20.54	0.30	0.08
Amadora	632	0.58	5.68	0.08	0.02
Setubal	714	0.47	4.62	0.07	0.02
Coimbra	729	0.45	4.44	0.07	0.02
Braga	804	0.38	3.73	0.05	0.01
Vila Nova de Gaia	811	0.37	3.67	0.05	0.01
Barreiro	892	0.31	3.02	0.04	0.01
Funchal	968	0.26	2.61	0.04	0.01
Almada	979	0.26	2.55	0.04	0.01
Total		10.16	100.00	1.47	0.37

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.35 ROMANIA

Translation and Interpretation Services (US \$ mln): Romania 2001 - 2011			
Year	Romania	% of Region	% of Globe
2001	7.74	1.20%	0.31%
2002	7.85	1.21%	0.31%
2003	7.95	1.21%	0.31%
2004	8.05	1.22%	0.31%
2005	8.18	1.23%	0.31%
2006	8.45	1.22%	0.31%
2007	8.75	1.21%	0.30%
2008	9.07	1.21%	0.30%
2009	9.39	1.20%	0.30%
2010	9.73	1.19%	0.29%
2011	10.08	1.18%	0.29%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Romania: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bucharest	167	3.45	40.80	0.50	0.13
Brasov	613	0.61	7.20	0.09	0.02
Constanta	645	0.57	6.72	0.08	0.02
Timisoara	648	0.56	6.66	0.08	0.02
Iasi	661	0.54	6.42	0.08	0.02
Cluj-Napoca	667	0.54	6.36	0.08	0.02
Galati	688	0.51	6.05	0.07	0.02
Craiova	706	0.49	5.76	0.07	0.02
Braila	770	0.41	4.84	0.06	0.01
Ploiesti	775	0.41	4.82	0.06	0.01
Oradea	815	0.37	4.39	0.05	0.01
Total		8.45	100.00	1.22	0.31

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.36 RUSSIA

Translation and Interpretation Services (US \$ mln): Russia 2001 - 2011

Year	Russia	% of Region	% of Globe
2001	35.54	5.49%	1.42%
2002	35.27	5.42%	1.39%
2003	35.00	5.35%	1.37%
2004	34.73	5.28%	1.34%
2005	34.74	5.22%	1.32%
2006	36.42	5.27%	1.33%
2007	38.48	5.34%	1.34%
2008	40.66	5.41%	1.35%
2009	42.95	5.48%	1.36%
2010	45.38	5.55%	1.37%
2011	47.94	5.62%	1.38%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Russia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Moscow	45	10.98	30.16	1.59	0.40
Saint Petersburg	104	6.15	16.88	0.89	0.22
Nizhni Novgorod	254	1.76	4.84	0.26	0.06
Novosibirsk	255	1.76	4.83	0.25	0.06
Yekaterinburg	263	1.67	4.60	0.24	0.06
Kuybyshev	278	1.54	4.23	0.22	0.06
Omsk	305	1.41	3.86	0.20	0.05
Chelyabinsk	306	1.40	3.84	0.20	0.05
Kazan	320	1.34	3.68	0.19	0.05
Rostov-on-Don	343	1.25	3.43	0.18	0.05
Volgograd	354	1.22	3.36	0.18	0.04
Krasnoyark	383	1.12	3.07	0.16	0.04
Saratov	390	1.11	3.04	0.16	0.04
Vladivostok	489	0.79	2.18	0.11	0.03
Irkutsk	511	0.77	2.11	0.11	0.03
Others		2.15	5.90	0.31	0.08
Total		36.42	100.00	5.27	1.33

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.37 SAN MARINO

Translation and Interpretation Services (US \$ mln): San Marino 2001 - 2011			
Year	San Marino	% of Region	% of Globe
2001	0.06	0.01%	0.00%
2002	0.06	0.01%	0.00%
2003	0.05	0.01%	0.00%
2004	0.05	0.01%	0.00%
2005	0.05	0.01%	0.00%
2006	0.06	0.01%	0.00%
2007	0.06	0.01%	0.00%
2008	0.06	0.01%	0.00%
2009	0.07	0.01%	0.00%
2010	0.07	0.01%	0.00%
2011	0.08	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

San Marino: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Serravalle	1,697	0.04	63.64	0.01	0.00
San Marino	1,814	0.02	36.36	0.00	0.00
Total		0.06	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.38 SLOVAKIA

Translation and Interpretation Services (US \$ mln): Slovakia 2001 - 2011			
Year	Slovakia	% of Region	% of Globe
2001	3.23	0.50%	0.13%
2002	3.27	0.50%	0.13%
2003	3.32	0.51%	0.13%
2004	3.36	0.51%	0.13%
2005	3.41	0.51%	0.13%
2006	3.53	0.51%	0.13%
2007	3.65	0.51%	0.13%
2008	3.78	0.50%	0.13%
2009	3.92	0.50%	0.12%
2010	4.06	0.50%	0.12%
2011	4.21	0.49%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Slovakia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Bratislava	211	2.30	65.25	0.33	0.08
Kosice	353	1.23	34.75	0.18	0.04
Total		3.53	100.00	0.51	0.13

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.39 SLOVENIA

Translation and Interpretation Services (US \$ mln): Slovenia 2001 - 2011

Year	Slovenia	% of Region	% of Globe
2001	1.40	0.22%	0.06%
2002	1.40	0.22%	0.06%
2003	1.41	0.21%	0.05%
2004	1.41	0.21%	0.05%
2005	1.42	0.21%	0.05%
2006	1.48	0.21%	0.05%
2007	1.55	0.21%	0.05%
2008	1.62	0.22%	0.05%
2009	1.70	0.22%	0.05%
2010	1.78	0.22%	0.05%
2011	1.86	0.22%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Slovenia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Ljubljana	555	0.70	47.66	0.10	0.03
Maribor	752	0.43	29.06	0.06	0.02
Koper	1,406	0.10	6.56	0.01	0.00
Kranj	1,476	0.08	5.31	0.01	0.00
Celje	1,483	0.08	5.16	0.01	0.00
Jesenice	1,629	0.05	3.13	0.01	0.00
Trbovlje	1,630	0.05	3.13	0.01	0.00
Total		1.48	100.00	0.21	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.40 SPAIN

Translation and Interpretation Services (US \$ mln): Spain 2001 - 2011

Year	Spain	% of Region	% of Globe
2001	43.69	6.75%	1.74%
2002	43.85	6.74%	1.73%
2003	44.02	6.73%	1.72%
2004	44.19	6.71%	1.71%
2005	44.59	6.70%	1.70%
2006	46.37	6.71%	1.69%
2007	48.45	6.73%	1.68%
2008	50.63	6.74%	1.68%
2009	52.91	6.75%	1.67%
2010	55.29	6.76%	1.66%
2011	57.78	6.77%	1.66%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Spain: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Madrid	35	13.35	28.79	1.93	0.49
Barcelona	82	7.33	15.82	1.06	0.27
Valencia	180	3.15	6.80	0.46	0.11
Sevilla	186	2.82	6.08	0.41	0.10
Zaragoza	201	2.48	5.34	0.36	0.09
Malaga	205	2.44	5.25	0.35	0.09
Bilbao	267	1.64	3.55	0.24	0.06
Las Palmas	277	1.54	3.32	0.22	0.06
Valladolid	301	1.42	3.05	0.21	0.05
Palma	323	1.32	2.85	0.19	0.05
Murcia	324	1.31	2.83	0.19	0.05
Cordoba	331	1.28	2.77	0.19	0.05
Hospitalet	360	1.20	2.58	0.17	0.04
Alicante	387	1.11	2.40	0.16	0.04
Granada	391	1.11	2.39	0.16	0.04
Others		2.87	6.19	0.42	0.10
Total		46.37	100.00	6.71	1.69

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.41 SWEDEN

Translation and Interpretation Services (US \$ mln): Sweden 2001 - 2011			
Year	Sweden	% of Region	% of Globe
2001	12.01	1.86%	0.48%
2002	12.04	1.85%	0.48%
2003	12.07	1.84%	0.47%
2004	12.10	1.84%	0.47%
2005	12.19	1.83%	0.46%
2006	12.69	1.84%	0.46%
2007	13.28	1.84%	0.46%
2008	13.90	1.85%	0.46%
2009	14.54	1.85%	0.46%
2010	15.22	1.86%	0.46%
2011	15.93	1.87%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Sweden: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Stockholm	174	3.22	25.41	0.47	0.12
Göteborg	226	2.08	16.37	0.30	0.08
Malmö	382	1.12	8.81	0.16	0.04
Uppsala	498	0.78	6.15	0.11	0.03
Örebro	630	0.58	4.56	0.08	0.02
Norrköping	636	0.57	4.52	0.08	0.02
Linköping	637	0.57	4.52	0.08	0.02
Västerås	638	0.57	4.52	0.08	0.02
Jönköping	668	0.53	4.18	0.08	0.02
Helsingborg	684	0.52	4.06	0.07	0.02
Boras	705	0.49	3.84	0.07	0.02
Sundsvall	733	0.45	3.53	0.06	0.02
Umeå	753	0.43	3.38	0.06	0.02
Gävle	757	0.42	3.34	0.06	0.02
Skellefteå	833	0.36	2.81	0.05	0.01
Total		12.69	100.00	1.84	0.46

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.42 SWITZERLAND

Translation and Interpretation Services (US \$ mln): Switzerland 2001 - 2011			
Year	Switzerland	% of Region	% of Globe
2001	12.30	1.90%	0.49%
2002	12.41	1.91%	0.49%
2003	12.52	1.91%	0.49%
2004	12.63	1.92%	0.49%
2005	12.79	1.92%	0.49%
2006	13.25	1.92%	0.48%
2007	13.78	1.91%	0.48%
2008	14.33	1.91%	0.47%
2009	14.91	1.90%	0.47%
2010	15.50	1.89%	0.47%
2011	16.12	1.89%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Switzerland: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Zürich	162	3.59	27.10	0.52	0.13
Basel	253	1.78	13.44	0.26	0.06
Geneva	262	1.68	12.66	0.24	0.06
Bern	304	1.41	10.66	0.20	0.05
Lausanne	330	1.29	9.73	0.19	0.05
Winterthur	455	0.87	6.56	0.13	0.03
Saint Gallen	524	0.75	5.64	0.11	0.03
Luzern	609	0.61	4.63	0.09	0.02
Biel	674	0.52	3.94	0.08	0.02
Thun	805	0.38	2.86	0.05	0.01
Koniz	818	0.37	2.78	0.05	0.01
Total		13.25	100.00	1.92	0.48

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.43 UKRAINE

Translation and Interpretation Services (US \$ mln): Ukraine 2001 - 2011

Year	Ukraine	% of Region	% of Globe
2001	11.95	1.85%	0.48%
2002	11.87	1.82%	0.47%
2003	11.80	1.80%	0.46%
2004	11.73	1.78%	0.45%
2005	11.75	1.77%	0.45%
2006	12.30	1.78%	0.45%
2007	12.98	1.80%	0.45%
2008	13.69	1.82%	0.45%
2009	14.45	1.84%	0.46%
2010	15.24	1.86%	0.46%
2011	16.08	1.88%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Ukraine: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Kiev	213	2.27	18.44	0.33	0.08
Kharkiv	303	1.41	11.48	0.20	0.05
Dnipropetrovsk	408	1.03	8.40	0.15	0.04
Odessa	421	0.98	7.95	0.14	0.04
Donetsk	422	0.97	7.91	0.14	0.04
Zaporozhye	503	0.77	6.30	0.11	0.03
Lviv	562	0.69	5.63	0.10	0.03
Krivoy Rog	594	0.63	5.08	0.09	0.02
Mariupol (Zhdanov)	727	0.45	3.68	0.07	0.02
Nikolayev	740	0.44	3.58	0.06	0.02
Lugansk	743	0.44	3.54	0.06	0.02
Makeyevka	807	0.38	3.06	0.05	0.01
Vinnitsa	864	0.33	2.67	0.05	0.01
Sevastopol	885	0.31	2.54	0.05	0.01
Kherson	888	0.31	2.53	0.05	0.01
Others		0.89	7.20	0.13	0.03
Total		12.30	100.00	1.78	0.45

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.44 UNITED KINGDOM

Translation and Interpretation Services (US \$ mln): United Kingdom 2001 - 2011			
Year	United Kingdom	% of Region	% of Globe
2001	80.79	12.48%	3.22%
2002	81.51	12.52%	3.22%
2003	82.23	12.56%	3.21%
2004	82.96	12.60%	3.21%
2005	84.02	12.63%	3.20%
2006	87.06	12.61%	3.17%
2007	90.54	12.57%	3.14%
2008	94.17	12.53%	3.12%
2009	97.93	12.49%	3.09%
2010	101.85	12.45%	3.07%
2011	105.92	12.41%	3.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

United Kingdom: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
London	8	30.50	35.03	4.42	1.11
Birmingham	64	8.48	9.73	1.23	0.31
Manchester	66	8.42	9.67	1.22	0.31
Leeds	85	7.04	8.09	1.02	0.26
Bradford	86	7.04	8.09	1.02	0.26
Liverpool	132	4.54	5.21	0.66	0.17
Sheffield	146	4.05	4.65	0.59	0.15
Bristol	157	3.70	4.25	0.54	0.13
Coventry	160	3.67	4.22	0.53	0.13
Nottingham	168	3.44	3.95	0.50	0.13
Leicester	172	3.25	3.73	0.47	0.12
Hull	184	2.93	3.36	0.42	0.11
Total		87.06	100.00	12.61	3.17

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6 LATIN AMERICA

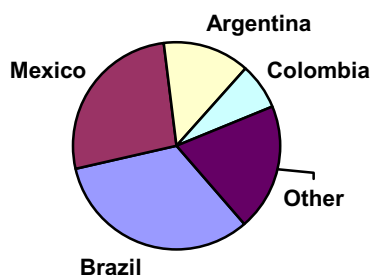
6.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in Latin America (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of Latin America
Brazil	72.76	32.68%
Mexico	59.74	26.83%
Argentina	30.15	13.54%
Colombia	16.00	7.19%
Chile	9.92	4.46%
Venezuela	9.37	4.21%
Peru	7.90	3.55%
Guatemala	2.96	1.33%
Ecuador	2.36	1.06%
Uruguay	1.95	0.87%
Paraguay	1.66	0.75%
Costa Rica	1.60	0.72%
El Salvador	1.53	0.69%
Bolivia	1.33	0.60%
Honduras	1.10	0.49%
Panama	1.06	0.48%
Nicaragua	0.85	0.38%
Guyana	0.22	0.10%
Suriname	0.09	0.04%
French Guiana	0.06	0.03%
Belize	0.05	0.02%
Falkland Islands	0.00	0.00%
Total	222.66	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Translation and Interpretation Services in Latin America (US \$ mln): 2006



The Market for Translation and Interpretation Services in Latin America: 2001 - 2011

Year	US \$ mln	% of Globe
2001	210.73	8.41
2002	211.20	8.34
2003	211.70	8.27
2004	212.22	8.20
2005	213.93	8.14
2006	222.66	8.11
2007	232.98	8.09
2008	243.80	8.07
2009	255.15	8.06
2010	267.06	8.04
2011	279.55	8.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.2 ARGENTINA**Translation and Interpretation Services (US \$ mln): Argentina 2001 - 2011**

Year	Argentina	% of Region	% of Globe
2001	27.04	12.83%	1.08%
2002	27.59	13.06%	1.09%
2003	28.15	13.30%	1.10%
2004	28.72	13.53%	1.11%
2005	29.33	13.71%	1.12%
2006	30.15	13.54%	1.10%
2007	31.02	13.31%	1.08%
2008	31.92	13.09%	1.06%
2009	32.85	12.87%	1.04%
2010	33.80	12.66%	1.02%
2011	34.78	12.44%	1.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Argentina: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Buenos Aires	158	3.68	12.21	1.65	0.13
Santa Fe	159	3.68	12.20	1.65	0.13
Cordoba	161	3.66	12.15	1.65	0.13
Mendoza	240	1.90	6.30	0.85	0.07
Tucumán	280	1.53	5.07	0.69	0.06
Entre Rios	322	1.33	4.40	0.60	0.05
Salta	348	1.24	4.11	0.56	0.05
Rosario	371	1.16	3.84	0.52	0.04
Misiones	373	1.15	3.82	0.52	0.04
Chaco	375	1.13	3.73	0.51	0.04
Corrientes	395	1.09	3.60	0.49	0.04
Santiago del Estero	458	0.87	2.87	0.39	0.03
Río Negro	546	0.72	2.39	0.32	0.03
Jujuy	554	0.71	2.35	0.32	0.03
San Juan	565	0.69	2.29	0.31	0.03
Others		5.63	18.67	2.53	0.21
Total		30.15	100.00	13.54	1.10

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.3 BELIZE**Translation and Interpretation Services (US \$ mln): Belize 2001 - 2011**

Year	Belize	% of Region	% of Globe
2001	0.05	0.02%	0.00%
2002	0.05	0.02%	0.00%
2003	0.05	0.02%	0.00%
2004	0.05	0.02%	0.00%
2005	0.05	0.02%	0.00%
2006	0.05	0.02%	0.00%
2007	0.05	0.02%	0.00%
2008	0.06	0.02%	0.00%
2009	0.06	0.02%	0.00%
2010	0.06	0.02%	0.00%
2011	0.06	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Belize: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Belize City	1,739	0.03	60.00	0.01	0.00
Corozal	1,974	0.01	12.50	0.00	0.00
Orange Walk	1,975	0.01	12.50	0.00	0.00
Dangriga	1,994	0.01	10.00	0.00	0.00
Belmopan	2,036	0.00	5.00	0.00	0.00
Total		0.05	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.4 BOLIVIA

Translation and Interpretation Services (US \$ mln): Bolivia 2001 - 2011			
Year	Bolivia	% of Region	% of Globe
2001	1.23	0.58%	0.05%
2002	1.24	0.59%	0.05%
2003	1.26	0.59%	0.05%
2004	1.27	0.60%	0.05%
2005	1.29	0.60%	0.05%
2006	1.33	0.60%	0.05%
2007	1.38	0.59%	0.05%
2008	1.44	0.59%	0.05%
2009	1.49	0.58%	0.05%
2010	1.55	0.58%	0.05%
2011	1.60	0.57%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bolivia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
La Paz	655	0.56	41.65	0.25	0.02
Santa Cruz	858	0.33	24.74	0.15	0.01
Cochabamba	1,070	0.20	15.01	0.09	0.01
Oruro	1,374	0.10	7.72	0.05	0.00
Potosi	1,557	0.06	4.49	0.03	0.00
Sucre	1,600	0.05	3.78	0.02	0.00
Tarija	1,712	0.03	2.60	0.02	0.00
Total		1.33	100.00	0.60	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.5 BRAZIL

Translation and Interpretation Services (US \$ mln): Brazil 2001 - 2011			
Year	Brazil	% of Region	% of Globe
2001	68.76	32.63%	2.74%
2002	68.96	32.65%	2.72%
2003	69.15	32.67%	2.70%
2004	69.35	32.68%	2.68%
2005	69.92	32.68%	2.66%
2006	72.76	32.68%	2.65%
2007	76.11	32.67%	2.64%
2008	79.61	32.65%	2.64%
2009	83.27	32.64%	2.63%
2010	87.10	32.61%	2.62%
2011	91.11	32.59%	2.61%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Brazil: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Sao Paulo	55	9.72	13.35	4.36	0.35
Rio de Janeiro	117	5.48	7.53	2.46	0.20
Salvador	218	2.15	2.95	0.96	0.08
Belo Horizonte	231	2.03	2.80	0.91	0.07
Fortaleza	249	1.82	2.51	0.82	0.07
Brasilia	252	1.79	2.47	0.81	0.07
Curitiba	317	1.35	1.85	0.60	0.05
Recife	328	1.30	1.78	0.58	0.05
Belem	333	1.28	1.76	0.58	0.05
Pôrto Alegre	336	1.26	1.74	0.57	0.05
Manaus	399	1.06	1.46	0.48	0.04
Goiânia	426	0.95	1.30	0.42	0.03
Campinas	457	0.87	1.19	0.39	0.03
Guarulhos	475	0.82	1.13	0.37	0.03
Sao Gonçalo	486	0.80	1.10	0.36	0.03
Others		40.09	55.09	18.00	1.46
Total		72.76	100.00	32.68	2.65

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.6 CHILE

Translation and Interpretation Services (US \$ mln): Chile 2001 - 2011			
Year	Chile	% of Region	% of Globe
2001	9.56	4.54%	0.38%
2002	9.53	4.51%	0.38%
2003	9.49	4.48%	0.37%
2004	9.46	4.46%	0.37%
2005	9.49	4.44%	0.36%
2006	9.92	4.46%	0.36%
2007	10.44	4.48%	0.36%
2008	10.99	4.51%	0.36%
2009	11.57	4.53%	0.37%
2010	12.17	4.56%	0.37%
2011	12.81	4.58%	0.37%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Chile: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Santiago	96	6.36	64.14	2.86	0.23
Concepcion	702	0.49	4.92	0.22	0.02
Viña del Mar	732	0.45	4.53	0.20	0.02
Valparaiso	764	0.42	4.21	0.19	0.02
Talcahuano	820	0.37	3.70	0.16	0.01
Temuco	829	0.36	3.62	0.16	0.01
Antofagasta	846	0.34	3.40	0.15	0.01
Rancagua	945	0.28	2.79	0.12	0.01
Talca	984	0.25	2.55	0.11	0.01
Arica	993	0.25	2.52	0.11	0.01
Puerto Montt	1,088	0.19	1.93	0.09	0.01
Punta Arenas	1,152	0.17	1.69	0.08	0.01
Total		9.92	100.00	4.46	0.36

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.7 COLOMBIA**Translation and Interpretation Services (US \$ mln): Colombia 2001 - 2011**

Year	Colombia	% of Region	% of Globe
2001	14.85	7.05%	0.59%
2002	14.98	7.09%	0.59%
2003	15.12	7.14%	0.59%
2004	15.25	7.19%	0.59%
2005	15.45	7.22%	0.59%
2006	16.00	7.19%	0.58%
2007	16.64	7.14%	0.58%
2008	17.31	7.10%	0.57%
2009	18.00	7.06%	0.57%
2010	18.72	7.01%	0.56%
2011	19.47	6.97%	0.56%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Colombia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Bogota	84	7.26	45.36	3.26	0.26
Cali	220	2.10	13.10	0.94	0.08
Medellin	228	2.05	12.81	0.92	0.07
Barranquilla	469	0.83	5.21	0.37	0.03
Cartagena	472	0.83	5.16	0.37	0.03
Bucaramanga	745	0.43	2.71	0.20	0.02
Cucuta	778	0.40	2.53	0.18	0.01
Pereira	823	0.36	2.28	0.16	0.01
Manizales	878	0.32	1.99	0.14	0.01
Ibague	894	0.31	1.91	0.14	0.01
Armenia	1,019	0.23	1.46	0.11	0.01
Santa Marta	1,115	0.18	1.12	0.08	0.01
Neiva	1,183	0.16	0.99	0.07	0.01
Pasto	1,212	0.15	0.92	0.07	0.01
Monteria	1,246	0.14	0.87	0.06	0.01
Others		0.25	1.58	0.11	0.01
Total		16.00	100.00	7.19	0.58

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.8 COSTA RICA

Translation and Interpretation Services (US \$ mln): Costa Rica 2001 - 2011

Year	Costa Rica	% of Region	% of Globe
2001	1.49	0.70%	0.06%
2002	1.50	0.71%	0.06%
2003	1.51	0.71%	0.06%
2004	1.53	0.72%	0.06%
2005	1.54	0.72%	0.06%
2006	1.60	0.72%	0.06%
2007	1.66	0.71%	0.06%
2008	1.73	0.71%	0.06%
2009	1.80	0.71%	0.06%
2010	1.87	0.70%	0.06%
2011	1.95	0.70%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Costa Rica: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
San Jose	631	0.58	36.14	0.26	0.02
Alajuela	898	0.30	19.04	0.14	0.01
Cartago	1,056	0.21	13.08	0.09	0.01
Puntarenas	1,116	0.18	11.14	0.08	0.01
Heredia	1,275	0.13	8.16	0.06	0.00
Limon	1,276	0.13	8.16	0.06	0.00
Liberia	1,518	0.07	4.27	0.03	0.00
Total		1.60	100.00	0.72	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.9 ECUADOR**Translation and Interpretation Services (US \$ mln): Ecuador 2001 - 2011**

Year	Ecuador	% of Region	% of Globe
2001	2.11	1.00%	0.08%
2002	2.16	1.02%	0.09%
2003	2.20	1.04%	0.09%
2004	2.24	1.06%	0.09%
2005	2.29	1.07%	0.09%
2006	2.36	1.06%	0.09%
2007	2.42	1.04%	0.08%
2008	2.49	1.02%	0.08%
2009	2.57	1.01%	0.08%
2010	2.64	0.99%	0.08%
2011	2.72	0.97%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Ecuador: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Guayaquil	416	1.00	42.53	0.45	0.04
Quito	541	0.73	30.89	0.33	0.03
Cuenca	1,282	0.13	5.46	0.06	0.00
Machala	1,414	0.09	3.98	0.04	0.00
Portoviejo	1,423	0.09	3.90	0.04	0.00
Riobamba	1,429	0.09	3.75	0.04	0.00
Ambato	1,473	0.08	3.35	0.04	0.00
Manta	1,482	0.08	3.25	0.03	0.00
Esmeraldas	1,522	0.07	2.88	0.03	0.00
Total		2.36	100.00	1.06	0.09

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.10 EL SALVADOR

Translation and Interpretation Services (US \$ mln): El Salvador 2001 - 2011			
Year	El Salvador	% of Region	% of Globe
2001	1.41	0.67%	0.06%
2002	1.43	0.68%	0.06%
2003	1.44	0.68%	0.06%
2004	1.46	0.69%	0.06%
2005	1.48	0.69%	0.06%
2006	1.53	0.69%	0.06%
2007	1.59	0.68%	0.06%
2008	1.65	0.68%	0.05%
2009	1.71	0.67%	0.05%
2010	1.78	0.66%	0.05%
2011	1.84	0.66%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

El Salvador: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
San Salvador	459	0.87	56.44	0.39	0.03
Santa Ana	976	0.26	16.93	0.12	0.01
San Miguel	1,169	0.16	10.67	0.07	0.01
Nueva San Salvador	1,402	0.10	6.38	0.04	0.00
Sonsonate	1,430	0.09	5.77	0.04	0.00
Cojutepeque	1,564	0.06	3.80	0.03	0.00
Total		1.53	100.00	0.69	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.11 FALKLAND ISLANDS

Translation and Interpretation Services (US \$ mln): Falkland Islands 2001 - 2011			
Year	Falkland Islands	% of Region	% of Globe
2001	0.00	0.00%	0.00%
2002	0.00	0.00%	0.00%
2003	0.00	0.00%	0.00%
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Falkland Islands: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Stanley	2,026	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.12 FRENCH GUIANA

Translation and Interpretation Services (US \$ mln): French Guiana 2001 - 2011			
Year	French Guiana	% of Region	% of Globe
2001	0.06	0.03%	0.00%
2002	0.06	0.03%	0.00%
2003	0.06	0.03%	0.00%
2004	0.06	0.03%	0.00%
2005	0.06	0.03%	0.00%
2006	0.06	0.03%	0.00%
2007	0.06	0.03%	0.00%
2008	0.07	0.03%	0.00%
2009	0.07	0.03%	0.00%
2010	0.07	0.03%	0.00%
2011	0.07	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

French Guiana: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Cayenne	1,655	0.04	66.67	0.02	0.00
Kourou	1,949	0.01	11.67	0.00	0.00
Remire	1,977	0.01	10.00	0.00	0.00
Saint Laurent	1,992	0.01	8.33	0.00	0.00
Sinnamary	2,044	0.00	3.33	0.00	0.00
Total		0.06	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.13 GUATEMALA

Translation and Interpretation Services (US \$ mln): Guatemala 2001 - 2011			
Year	Guatemala	% of Region	% of Globe
2001	2.74	1.30%	0.11%
2002	2.77	1.31%	0.11%
2003	2.79	1.32%	0.11%
2004	2.82	1.33%	0.11%
2005	2.85	1.33%	0.11%
2006	2.96	1.33%	0.11%
2007	3.08	1.32%	0.11%
2008	3.20	1.31%	0.11%
2009	3.33	1.30%	0.11%
2010	3.46	1.30%	0.10%
2011	3.60	1.29%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guatemala: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Guatemala City	214	2.19	74.02	0.98	0.08
Escuintla	1,178	0.16	5.39	0.07	0.01
Quezaltenango	1,203	0.15	5.11	0.07	0.01
Puerto Barrios	1,394	0.10	3.36	0.04	0.00
Retalhuleu	1,404	0.10	3.29	0.04	0.00
Coban	1,426	0.09	3.08	0.04	0.00
Chiquimula	1,427	0.09	3.01	0.04	0.00
Mazatenango	1,466	0.08	2.73	0.04	0.00
Total		2.96	100.00	1.33	0.11

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.14 GUYANA

Translation and Interpretation Services (US \$ mln): Guyana 2001 - 2011			
Year	Guyana	% of Region	% of Globe
2001	0.20	0.10%	0.01%
2002	0.20	0.10%	0.01%
2003	0.21	0.10%	0.01%
2004	0.21	0.10%	0.01%
2005	0.21	0.10%	0.01%
2006	0.22	0.10%	0.01%
2007	0.23	0.10%	0.01%
2008	0.24	0.10%	0.01%
2009	0.24	0.10%	0.01%
2010	0.25	0.10%	0.01%
2011	0.26	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guyana: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Georgetown	1,168	0.16	75.19	0.07	0.01
Linden	1,776	0.02	11.28	0.01	0.00
New Amsterdam	1,854	0.02	7.52	0.01	0.00
Corriverton	1,926	0.01	4.14	0.00	0.00
Mahaicony	2,007	0.00	1.88	0.00	0.00
Total		0.22	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.15 HONDURAS**Translation and Interpretation Services (US \$ mln): Honduras 2001 - 2011**

Year	Honduras	% of Region	% of Globe
2001	1.05	0.50%	0.04%
2002	1.05	0.50%	0.04%
2003	1.05	0.50%	0.04%
2004	1.05	0.49%	0.04%
2005	1.05	0.49%	0.04%
2006	1.10	0.49%	0.04%
2007	1.15	0.50%	0.04%
2008	1.21	0.50%	0.04%
2009	1.27	0.50%	0.04%
2010	1.34	0.50%	0.04%
2011	1.40	0.50%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Honduras: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tegucigalpa	701	0.49	44.79	0.22	0.02
San Pedro Sula	861	0.33	29.98	0.15	0.01
La Ceiba	1,598	0.05	4.61	0.02	0.00
Choluteca	1,604	0.05	4.54	0.02	0.00
El Progreso	1,623	0.05	4.26	0.02	0.00
Puerto Cortes	1,730	0.03	2.94	0.01	0.00
Comayagua	1,775	0.02	2.24	0.01	0.00
Tela	1,806	0.02	1.96	0.01	0.00
Siguatopeque	1,821	0.02	1.82	0.01	0.00
Santa Rosa de Copan	1,857	0.02	1.47	0.01	0.00
Danli	1,863	0.02	1.40	0.01	0.00
Total		1.10	100.00	0.49	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.16 MEXICO

Translation and Interpretation Services (US \$ mln): Mexico 2001 - 2011			
Year	Mexico	% of Region	% of Globe
2001	58.99	27.99%	2.35%
2002	58.31	27.61%	2.30%
2003	57.64	27.23%	2.25%
2004	56.97	26.85%	2.20%
2005	56.82	26.56%	2.16%
2006	59.74	26.83%	2.18%
2007	63.36	27.19%	2.20%
2008	67.19	27.56%	2.23%
2009	71.26	27.93%	2.25%
2010	75.57	28.30%	2.27%
2011	80.14	28.67%	2.30%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Mexico: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Mexico City	25	16.98	28.42	7.62	0.62
Guadalajara	171	3.27	5.47	1.47	0.12
Nezahualcoyotl	202	2.47	4.13	1.11	0.09
Puebla	204	2.45	4.10	1.10	0.09
Monterrey	216	2.18	3.64	0.98	0.08
Leon	224	2.09	3.49	0.94	0.08
Ciudad Juarez	232	2.02	3.39	0.91	0.07
Tijuana	235	1.98	3.32	0.89	0.07
Culiacan	310	1.39	2.33	0.63	0.05
Mexicali	311	1.39	2.33	0.63	0.05
Acapulco	314	1.38	2.30	0.62	0.05
Chihuahua	337	1.26	2.10	0.56	0.05
S. Luis Potosi	342	1.25	2.10	0.56	0.05
Aguascalientes	370	1.17	1.95	0.52	0.04
Morelia	372	1.16	1.94	0.52	0.04
Others		17.32	28.99	7.78	0.63
Total		59.74	100.00	26.83	2.18

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.17 NICARAGUA

Translation and Interpretation Services (US \$ mln): Nicaragua 2001 - 2011			
Year	Nicaragua	% of Region	% of Globe
2001	0.81	0.38%	0.03%
2002	0.81	0.38%	0.03%
2003	0.81	0.38%	0.03%
2004	0.81	0.38%	0.03%
2005	0.81	0.38%	0.03%
2006	0.85	0.38%	0.03%
2007	0.89	0.38%	0.03%
2008	0.93	0.38%	0.03%
2009	0.98	0.38%	0.03%
2010	1.03	0.39%	0.03%
2011	1.08	0.39%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Nicaragua: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Managua	784	0.40	47.30	0.18	0.01
Rosita	1,092	0.19	22.54	0.09	0.01
Leon	1,559	0.06	7.00	0.03	0.00
Granada	1,591	0.05	6.17	0.02	0.00
Masaya	1,641	0.04	5.20	0.02	0.00
Chinandega	1,666	0.04	4.72	0.02	0.00
Matagalpa	1,802	0.02	2.57	0.01	0.00
San Carlos	1,820	0.02	2.36	0.01	0.00
Esteli	1,839	0.02	2.15	0.01	0.00
Total		0.85	100.00	0.38	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.18 PANAMA

Translation and Interpretation Services (US \$ mln): Panama 2001 - 2011			
Year	Panama	% of Region	% of Globe
2001	0.98	0.46%	0.04%
2002	0.99	0.47%	0.04%
2003	1.00	0.47%	0.04%
2004	1.01	0.48%	0.04%
2005	1.02	0.48%	0.04%
2006	1.06	0.48%	0.04%
2007	1.10	0.47%	0.04%
2008	1.14	0.47%	0.04%
2009	1.18	0.46%	0.04%
2010	1.23	0.46%	0.04%
2011	1.27	0.46%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Panama: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Panama	576	0.67	62.90	0.30	0.02
Colon	1,343	0.11	10.55	0.05	0.00
David	1,463	0.08	7.64	0.04	0.00
La Chorrera	1,493	0.07	6.94	0.03	0.00
Penonome	1,614	0.05	4.51	0.02	0.00
Santiago	1,619	0.05	4.46	0.02	0.00
Bocas del Toro	1,853	0.02	1.54	0.01	0.00
Tocumen	1,862	0.02	1.46	0.01	0.00
Total		1.06	100.00	0.48	0.04

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.19 PARAGUAY**Translation and Interpretation Services (US \$ mln): Paraguay 2001 - 2011**

Year	Paraguay	% of Region	% of Globe
2001	1.49	0.71%	0.06%
2002	1.52	0.72%	0.06%
2003	1.55	0.73%	0.06%
2004	1.58	0.75%	0.06%
2005	1.61	0.75%	0.06%
2006	1.66	0.75%	0.06%
2007	1.71	0.73%	0.06%
2008	1.76	0.72%	0.06%
2009	1.81	0.71%	0.06%
2010	1.87	0.70%	0.06%
2011	1.93	0.69%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Paraguay: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Asuncion	417	0.99	59.85	0.45	0.04
Puerto Stroessner	1,204	0.15	9.03	0.07	0.01
Pedro Juan Caballero	1,351	0.11	6.57	0.05	0.00
San Lorenzo	1,352	0.11	6.57	0.05	0.00
Fernando de la Mora	1,401	0.10	5.91	0.04	0.00
Encarnacion	1,653	0.04	2.55	0.02	0.00
Pilar	1,701	0.04	2.13	0.02	0.00
Concepción	1,702	0.04	2.13	0.02	0.00
Villarrica	1,743	0.03	1.81	0.01	0.00
Coronel Oviedo	1,744	0.03	1.81	0.01	0.00
Caaguazu	1,759	0.03	1.64	0.01	0.00
Total		1.66	100.00	0.75	0.06

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.20 PERU

Translation and Interpretation Services (US \$ mln): Peru 2001 - 2011			
Year	Peru	% of Region	% of Globe
2001	7.40	3.51%	0.30%
2002	7.44	3.52%	0.29%
2003	7.48	3.53%	0.29%
2004	7.53	3.55%	0.29%
2005	7.60	3.55%	0.29%
2006	7.90	3.55%	0.29%
2007	8.24	3.54%	0.29%
2008	8.59	3.52%	0.28%
2009	8.96	3.51%	0.28%
2010	9.35	3.50%	0.28%
2011	9.75	3.49%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Peru: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Lima	134	4.43	56.10	1.99	0.16
Arequipa	643	0.57	7.21	0.26	0.02
Callao	664	0.54	6.82	0.24	0.02
Trujillo	711	0.47	5.98	0.21	0.02
Chiclayo	802	0.38	4.81	0.17	0.01
Piura	933	0.29	3.62	0.13	0.01
Chimbote	964	0.27	3.40	0.12	0.01
Cuzco	1,002	0.25	3.11	0.11	0.01
Iquitos	1,011	0.24	3.02	0.11	0.01
Huancayo	1,091	0.19	2.42	0.09	0.01
Sullana	1,240	0.14	1.78	0.06	0.01
Pucallpa	1,257	0.14	1.72	0.06	0.00
Total		7.90	100.00	3.55	0.29

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.21 SURINAME

Translation and Interpretation Services (US \$ mln): Suriname 2001 - 2011			
Year	Suriname	% of Region	% of Globe
2001	0.08	0.04%	0.00%
2002	0.08	0.04%	0.00%
2003	0.09	0.04%	0.00%
2004	0.09	0.04%	0.00%
2005	0.09	0.04%	0.00%
2006	0.09	0.04%	0.00%
2007	0.09	0.04%	0.00%
2008	0.10	0.04%	0.00%
2009	0.10	0.04%	0.00%
2010	0.10	0.04%	0.00%
2011	0.10	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Suriname: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Paramaribo	1,462	0.08	87.39	0.04	0.00
Nieuw Nickerie	1,979	0.01	6.72	0.00	0.00
Marienburg	2,029	0.00	3.36	0.00	0.00
Moengo	2,061	0.00	1.68	0.00	0.00
Totness	2,069	0.00	0.84	0.00	0.00
Total		0.09	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.22 URUGUAY

Translation and Interpretation Services (US \$ mln): Uruguay 2001 - 2011			
Year	Uruguay	% of Region	% of Globe
2001	1.69	0.80%	0.07%
2002	1.75	0.83%	0.07%
2003	1.80	0.85%	0.07%
2004	1.85	0.87%	0.07%
2005	1.91	0.89%	0.07%
2006	1.95	0.87%	0.07%
2007	1.98	0.85%	0.07%
2008	2.02	0.83%	0.07%
2009	2.06	0.81%	0.07%
2010	2.10	0.79%	0.06%
2011	2.14	0.77%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Uruguay: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Montevideo	296	1.45	74.51	0.65	0.05
Salto	1,413	0.09	4.84	0.04	0.00
Paysandu	1,435	0.09	4.48	0.04	0.00
Las Piedras	1,509	0.07	3.64	0.03	0.00
Rivera	1,537	0.07	3.34	0.03	0.00
Melo	1,609	0.05	2.51	0.02	0.00
Tacuarembó	1,626	0.05	2.39	0.02	0.00
Mercedes	1,649	0.04	2.21	0.02	0.00
Minas	1,659	0.04	2.09	0.02	0.00
Total		1.95	100.00	0.87	0.07

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

6.23 VENEZUELA

Translation and Interpretation Services (US \$ mln): Venezuela 2001 - 2011			
Year	Venezuela	% of Region	% of Globe
2001	8.72	4.14%	0.35%
2002	8.79	4.16%	0.35%
2003	8.86	4.18%	0.35%
2004	8.93	4.21%	0.35%
2005	9.03	4.22%	0.34%
2006	9.37	4.21%	0.34%
2007	9.75	4.19%	0.34%
2008	10.15	4.16%	0.34%
2009	10.57	4.14%	0.33%
2010	11.00	4.12%	0.33%
2011	11.45	4.10%	0.33%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Venezuela: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Caracas	198	2.50	26.70	1.12	0.09
Maracaibo	425	0.95	10.15	0.43	0.03
Valencia	465	0.84	9.01	0.38	0.03
Maracay	584	0.64	6.80	0.29	0.02
Barquisimeto	669	0.53	5.65	0.24	0.02
Petare	812	0.37	3.97	0.17	0.01
Ciudad Guayana	824	0.36	3.89	0.16	0.01
San Cristobal	997	0.25	2.65	0.11	0.01
La Guaira	1,018	0.24	2.51	0.11	0.01
Baruta	1,082	0.19	2.08	0.09	0.01
Ciudad Bolivar	1,090	0.19	2.04	0.09	0.01
Maturin	1,100	0.19	1.99	0.08	0.01
Merida	1,104	0.19	1.98	0.08	0.01
Cumana	1,112	0.18	1.95	0.08	0.01
Barcelona	1,143	0.17	1.81	0.08	0.01
Others		1.58	16.83	0.71	0.06
Total		9.37	100.00	4.21	0.34

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7 NORTH AMERICA & THE CARIBBEAN

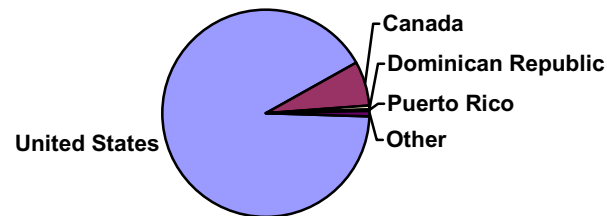
7.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in North America & the Caribbean (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of North America & the Caribbean
United States	643.99	91.36%
Canada	49.91	7.08%
Dominican Republic	3.17	0.45%
Puerto Rico	2.49	0.35%
Cuba	1.24	0.18%
Haiti	0.81	0.11%
Trinidad and Tobago	0.72	0.10%
Jamaica	0.61	0.09%
Bahamas	0.29	0.04%
Martinique	0.28	0.04%
Barbados	0.26	0.04%
Guadeloupe	0.23	0.03%
Netherlands Antilles	0.15	0.02%
Bermuda	0.13	0.02%
Aruba	0.13	0.02%
Virgin Islands, US	0.11	0.02%
Greenland	0.07	0.01%
Cayman Islands	0.06	0.01%
St. Lucia	0.04	0.01%
Antigua and Barbuda	0.03	0.00%
Grenada	0.03	0.00%
St. Vincent and the Grenadines	0.02	0.00%
British Virgin Islands	0.02	0.00%
Dominica	0.02	0.00%
St. Kitts and Nevis	0.02	0.00%
Other	0.02	0.00%
Total	704.86	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

**Market Potential for Translation and Interpretation Services in North America & the Caribbean (US \$ mln):
2006**



The Market for Translation and Interpretation Services in North America & the Caribbean: 2001 - 2011

Year	US \$ mln	% of Globe
2001	562.21	22.44
2002	587.56	23.21
2003	614.19	24.01
2004	642.13	24.82
2005	671.80	25.55
2006	704.86	25.67
2007	739.89	25.70
2008	776.66	25.72
2009	815.27	25.74
2010	855.80	25.76
2011	898.34	25.77

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.2 ANTIGUA AND BARBUDA

Translation and Interpretation Services (US \$ mln): Antigua and Barbuda 2001 - 2011

Year	Antigua and Barbuda	% of Region	% of Globe
2001	0.03	0.01%	0.00%
2002	0.03	0.01%	0.00%
2003	0.03	0.01%	0.00%
2004	0.03	0.01%	0.00%
2005	0.03	0.00%	0.00%
2006	0.03	0.00%	0.00%
2007	0.04	0.00%	0.00%
2008	0.04	0.00%	0.00%
2009	0.04	0.00%	0.00%
2010	0.04	0.00%	0.00%
2011	0.04	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Antigua and Barbuda: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Saint John's	1,721	0.03	97.30	0.00	0.00
Codrington	2,067	0.00	2.70	0.00	0.00
Total		0.03	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.3 ARUBA**Translation and Interpretation Services (US \$ mln): Aruba 2001 - 2011**

Year	Aruba	% of Region	% of Globe
2001	0.12	0.02%	0.00%
2002	0.12	0.02%	0.00%
2003	0.12	0.02%	0.00%
2004	0.12	0.02%	0.00%
2005	0.12	0.02%	0.00%
2006	0.13	0.02%	0.00%
2007	0.13	0.02%	0.00%
2008	0.14	0.02%	0.00%
2009	0.15	0.02%	0.00%
2010	0.15	0.02%	0.00%
2011	0.16	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Aruba: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Oranjestad	1,514	0.07	54.05	0.01	0.00
Sint Nicolaas	1,560	0.06	45.95	0.01	0.00
Total		0.13	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.4 BAHAMAS

Translation and Interpretation Services (US \$ mln): Bahamas 2001 - 2011			
Year	Bahamas	% of Region	% of Globe
2001	0.28	0.05%	0.01%
2002	0.28	0.05%	0.01%
2003	0.28	0.04%	0.01%
2004	0.28	0.04%	0.01%
2005	0.28	0.04%	0.01%
2006	0.29	0.04%	0.01%
2007	0.30	0.04%	0.01%
2008	0.32	0.04%	0.01%
2009	0.33	0.04%	0.01%
2010	0.35	0.04%	0.01%
2011	0.37	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bahamas: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Nassau	1,001	0.25	84.91	0.03	0.01
Freeport	1,644	0.04	15.09	0.01	0.00
Total		0.29	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.5 BARBADOS

Translation and Interpretation Services (US \$ mln): Barbados 2001 - 2011			
Year	Barbados	% of Region	% of Globe
2001	0.24	0.04%	0.01%
2002	0.24	0.04%	0.01%
2003	0.24	0.04%	0.01%
2004	0.24	0.04%	0.01%
2005	0.25	0.04%	0.01%
2006	0.26	0.04%	0.01%
2007	0.27	0.04%	0.01%
2008	0.28	0.04%	0.01%
2009	0.29	0.04%	0.01%
2010	0.30	0.03%	0.01%
2011	0.31	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Barbados: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Bridgetown	982	0.26	100.00	0.04	0.01
Total		0.26	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.6 BERMUDA

Translation and Interpretation Services (US \$ mln): Bermuda 2001 - 2011			
Year	Bermuda	% of Region	% of Globe
2001	0.12	0.02%	0.00%
2002	0.12	0.02%	0.00%
2003	0.13	0.02%	0.00%
2004	0.13	0.02%	0.00%
2005	0.13	0.02%	0.00%
2006	0.13	0.02%	0.00%
2007	0.14	0.02%	0.00%
2008	0.14	0.02%	0.00%
2009	0.15	0.02%	0.00%
2010	0.15	0.02%	0.00%
2011	0.16	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bermuda: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Hamilton	1,468	0.08	60.00	0.01	0.00
Saint George	1,585	0.05	40.00	0.01	0.00
Total		0.13	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.7 BRITISH VIRGIN ISLANDS

Translation and Interpretation Services (US \$ mln): British Virgin Islands 2001 - 2011			
Year	British Virgin Islands	% of Region	% of Globe
2001	0.02	0.00%	0.00%
2002	0.02	0.00%	0.00%
2003	0.02	0.00%	0.00%
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.02	0.00%	0.00%
2007	0.02	0.00%	0.00%
2008	0.02	0.00%	0.00%
2009	0.02	0.00%	0.00%
2010	0.03	0.00%	0.00%
2011	0.03	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

British Virgin Islands: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Road town	1,817	0.02	100.00	0.00	0.00
Total		0.02	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.8 CANADA

Translation and Interpretation Services (US \$ mln): Canada 2001 - 2011			
Year	Canada	% of Region	% of Globe
2001	47.24	8.40%	1.89%
2002	47.35	8.06%	1.87%
2003	47.46	7.73%	1.85%
2004	47.57	7.41%	1.84%
2005	47.94	7.14%	1.82%
2006	49.91	7.08%	1.82%
2007	52.23	7.06%	1.81%
2008	54.66	7.04%	1.81%
2009	57.20	7.02%	1.81%
2010	59.86	6.99%	1.80%
2011	62.64	6.97%	1.80%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Canada: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Toronto	29	14.92	29.90	2.12	0.54
Montreal	37	12.72	25.49	1.80	0.46
Vancouver	105	6.01	12.05	0.85	0.22
Ottawa	163	3.57	7.15	0.51	0.13
Calgary	187	2.77	5.55	0.39	0.10
Winnipeg	195	2.59	5.19	0.37	0.09
Edmonton	199	2.50	5.01	0.35	0.09
Hamilton	321	1.34	2.68	0.19	0.05
Regina	513	0.76	1.53	0.11	0.03
Quebec	547	0.72	1.44	0.10	0.03
Halifax	699	0.50	0.99	0.07	0.02
Thunder Bay	704	0.49	0.98	0.07	0.02
Saint John's	763	0.42	0.84	0.06	0.02
Niagara Falls	882	0.31	0.63	0.04	0.01
Victoria	930	0.29	0.58	0.04	0.01
Total		49.91	100.00	7.08	1.82

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.9 CAYMAN ISLANDS**Translation and Interpretation Services (US \$ mln): Cayman Islands 2001 - 2011**

Year	Cayman Islands	% of Region	% of Globe
2001	0.06	0.01%	0.00%
2002	0.06	0.01%	0.00%
2003	0.06	0.01%	0.00%
2004	0.06	0.01%	0.00%
2005	0.06	0.01%	0.00%
2006	0.06	0.01%	0.00%
2007	0.06	0.01%	0.00%
2008	0.07	0.01%	0.00%
2009	0.07	0.01%	0.00%
2010	0.07	0.01%	0.00%
2011	0.08	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cayman Islands: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
George Town	1,709	0.04	58.33	0.00	0.00
West Bay	1,845	0.02	29.17	0.00	0.00
Savannah	1,996	0.01	8.33	0.00	0.00
Bodden Town	2,037	0.00	4.17	0.00	0.00
Total		0.06	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.10 CUBA

Translation and Interpretation Services (US \$ mln): Cuba 2001 - 2011			
Year	Cuba	% of Region	% of Globe
2001	1.20	0.21%	0.05%
2002	1.20	0.20%	0.05%
2003	1.19	0.19%	0.05%
2004	1.19	0.18%	0.05%
2005	1.19	0.18%	0.05%
2006	1.24	0.18%	0.05%
2007	1.31	0.18%	0.05%
2008	1.38	0.18%	0.05%
2009	1.45	0.18%	0.05%
2010	1.53	0.18%	0.05%
2011	1.61	0.18%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cuba: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Havana	577	0.66	52.92	0.09	0.02
Santiago de Cuba	1,295	0.12	10.02	0.02	0.00
Camagüey	1,434	0.09	7.07	0.01	0.00
Holguín	1,513	0.07	5.60	0.01	0.00
Guantanamo	1,548	0.06	4.96	0.01	0.00
Santa Clara	1,556	0.06	4.83	0.01	0.00
Bayamo	1,677	0.04	3.06	0.01	0.00
Cienfuegos	1,687	0.04	2.98	0.01	0.00
Pinar del Río	1,698	0.04	2.88	0.01	0.00
Las Tunas	1,700	0.04	2.85	0.01	0.00
Matanzas	1,704	0.04	2.83	0.00	0.00
Total		1.24	100.00	0.18	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.11 DOMINICA

Translation and Interpretation Services (US \$ mln): Dominica 2001 - 2011			
Year	Dominica	% of Region	% of Globe
2001	0.02	0.00%	0.00%
2002	0.02	0.00%	0.00%
2003	0.02	0.00%	0.00%
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.02	0.00%	0.00%
2007	0.02	0.00%	0.00%
2008	0.02	0.00%	0.00%
2009	0.02	0.00%	0.00%
2010	0.02	0.00%	0.00%
2011	0.02	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Dominica: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Roseau	1,897	0.01	64.71	0.00	0.00
Portsmouth	2,057	0.00	8.82	0.00	0.00
Saint Joseph	2,058	0.00	8.82	0.00	0.00
Berekua	2,059	0.00	8.82	0.00	0.00
Marigot	2,060	0.00	8.82	0.00	0.00
Total		0.02	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.12 DOMINICAN REPUBLIC

Translation and Interpretation Services (US \$ mln): Dominican Republic 2001 - 2011			
Year	Dominican Republic	% of Region	% of Globe
2001	3.17	0.56%	0.13%
2002	3.12	0.53%	0.12%
2003	3.07	0.50%	0.12%
2004	3.02	0.47%	0.12%
2005	3.00	0.45%	0.11%
2006	3.17	0.45%	0.12%
2007	3.37	0.46%	0.12%
2008	3.59	0.46%	0.12%
2009	3.83	0.47%	0.12%
2010	4.07	0.48%	0.12%
2011	4.34	0.48%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Dominican Republic: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Santo Domingo	229	2.05	64.68	0.29	0.07
Santiago	769	0.41	13.07	0.06	0.02
La Romana	1,219	0.15	4.63	0.02	0.01
San Pedro de Macoris	1,274	0.13	4.13	0.02	0.00
San Francisco de Macoris	1,306	0.12	3.85	0.02	0.00
La Vega	1,419	0.09	2.94	0.01	0.00
Barahona	1,500	0.07	2.29	0.01	0.00
San Juan	1,501	0.07	2.29	0.01	0.00
Puerto Plata	1,528	0.07	2.11	0.01	0.00
Total		3.17	100.00	0.45	0.12

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.13 GREENLAND

Translation and Interpretation Services (US \$ mln): Greenland 2001 - 2011			
Year	Greenland	% of Region	% of Globe
2001	0.06	0.01%	0.00%
2002	0.06	0.01%	0.00%
2003	0.06	0.01%	0.00%
2004	0.07	0.01%	0.00%
2005	0.07	0.01%	0.00%
2006	0.07	0.01%	0.00%
2007	0.07	0.01%	0.00%
2008	0.07	0.01%	0.00%
2009	0.07	0.01%	0.00%
2010	0.08	0.01%	0.00%
2011	0.08	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Greenland: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Nuuk	1,822	0.02	28.57	0.00	0.00
Holsteinsborg	1,933	0.01	11.90	0.00	0.00
Jakobshavn	1,969	0.01	9.52	0.00	0.00
Sukkertoppen	1,997	0.00	7.14	0.00	0.00
Egedesminde	1,998	0.00	7.14	0.00	0.00
Julianehab	1,999	0.00	7.14	0.00	0.00
Frederikshab	2,023	0.00	4.76	0.00	0.00
Christianshab	2,024	0.00	4.76	0.00	0.00
Narsarsuaq	2,025	0.00	4.76	0.00	0.00
Nanortalik	2,050	0.00	2.38	0.00	0.00
Thule	2,051	0.00	2.38	0.00	0.00
Scoresbysund	2,052	0.00	2.38	0.00	0.00
Godhavn	2,053	0.00	2.38	0.00	0.00
Ammassalik	2,054	0.00	2.38	0.00	0.00
Uppernavik	2,055	0.00	2.38	0.00	0.00
Total		0.07	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.14 GRENADA**Translation and Interpretation Services (US \$ mln): Grenada 2001 - 2011**

Year	Grenada	% of Region	% of Globe
2001	0.03	0.00%	0.00%
2002	0.03	0.00%	0.00%
2003	0.02	0.00%	0.00%
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.03	0.00%	0.00%
2007	0.03	0.00%	0.00%
2008	0.03	0.00%	0.00%
2009	0.03	0.00%	0.00%
2010	0.03	0.00%	0.00%
2011	0.03	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Grenada: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Saint George's	1,813	0.02	80.00	0.00	0.00
Gouyave	1,993	0.01	20.00	0.00	0.00
Total		0.03	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.15 GUADELOUPE

Translation and Interpretation Services (US \$ mln): Guadeloupe 2001 - 2011			
Year	Guadeloupe	% of Region	% of Globe
2001	0.21	0.04%	0.01%
2002	0.21	0.04%	0.01%
2003	0.22	0.04%	0.01%
2004	0.22	0.03%	0.01%
2005	0.23	0.03%	0.01%
2006	0.23	0.03%	0.01%
2007	0.24	0.03%	0.01%
2008	0.25	0.03%	0.01%
2009	0.25	0.03%	0.01%
2010	0.26	0.03%	0.01%
2011	0.26	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guadeloupe: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Les Abymes	1,516	0.07	29.44	0.01	0.00
Pointe-a-Pitre	1,751	0.03	12.15	0.00	0.00
Le Gosier	1,791	0.02	9.81	0.00	0.00
Moule	1,825	0.02	8.41	0.00	0.00
Sainte Anne	1,836	0.02	7.94	0.00	0.00
Morne-a-l'Eau	1,847	0.02	7.48	0.00	0.00
Petit Bourg	1,855	0.02	7.01	0.00	0.00
Basse-Terre	1,864	0.02	6.54	0.00	0.00
Sainte Rose	1,865	0.02	6.54	0.00	0.00
Saint-Claude	1,907	0.01	4.67	0.00	0.00
Total		0.23	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.16 HAITI

Translation and Interpretation Services (US \$ mln): Haiti 2001 - 2011			
Year	Haiti	% of Region	% of Globe
2001	0.73	0.13%	0.03%
2002	0.74	0.13%	0.03%
2003	0.75	0.12%	0.03%
2004	0.77	0.12%	0.03%
2005	0.78	0.12%	0.03%
2006	0.81	0.11%	0.03%
2007	0.83	0.11%	0.03%
2008	0.86	0.11%	0.03%
2009	0.88	0.11%	0.03%
2010	0.91	0.11%	0.03%
2011	0.94	0.10%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Haiti: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Port-au-Prince	646	0.57	70.39	0.08	0.02
Cap-Haitien	1,457	0.08	10.12	0.01	0.00
Petionville	1,639	0.04	5.51	0.01	0.00
Les Cayes	1,646	0.04	5.36	0.01	0.00
Gonaives	1,647	0.04	5.36	0.01	0.00
Port-de-Paix	1,769	0.03	3.27	0.00	0.00
Total		0.81	100.00	0.11	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.17 JAMAICA

Translation and Interpretation Services (US \$ mln): Jamaica 2001 - 2011			
Year	Jamaica	% of Region	% of Globe
2001	0.54	0.10%	0.02%
2002	0.56	0.09%	0.02%
2003	0.57	0.09%	0.02%
2004	0.58	0.09%	0.02%
2005	0.60	0.09%	0.02%
2006	0.61	0.09%	0.02%
2007	0.63	0.08%	0.02%
2008	0.64	0.08%	0.02%
2009	0.66	0.08%	0.02%
2010	0.68	0.08%	0.02%
2011	0.70	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Jamaica: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	766	0.42	67.83	0.06	0.02
Spanish Town	1,510	0.07	11.50	0.01	0.00
Montego Bay	1,576	0.06	9.04	0.01	0.00
May Pen	1,729	0.03	5.30	0.00	0.00
Mandeville	1,755	0.03	4.52	0.00	0.00
Savanna-la-Mar	1,903	0.01	1.81	0.00	0.00
Total		0.61	100.00	0.09	0.02

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.18 MARTINIQUE

Translation and Interpretation Services (US \$ mln): Martinique 2001 - 2011			
Year	Martinique	% of Region	% of Globe
2001	0.25	0.04%	0.01%
2002	0.25	0.04%	0.01%
2003	0.26	0.04%	0.01%
2004	0.26	0.04%	0.01%
2005	0.27	0.04%	0.01%
2006	0.28	0.04%	0.01%
2007	0.28	0.04%	0.01%
2008	0.29	0.04%	0.01%
2009	0.30	0.04%	0.01%
2010	0.31	0.04%	0.01%
2011	0.31	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Martinique: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Fort-de-France	1,211	0.15	53.66	0.02	0.01
Le Lamentin	1,693	0.04	13.17	0.01	0.00
Sainte Marie	1,781	0.02	8.78	0.00	0.00
Schoelcher	1,804	0.02	7.80	0.00	0.00
Le François	1,829	0.02	6.83	0.00	0.00
La Trinité	1,882	0.01	4.88	0.00	0.00
Saint Pierre	1,966	0.01	2.44	0.00	0.00
Ducos	1,967	0.01	2.44	0.00	0.00
Total		0.28	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.19 NETHERLANDS ANTILLES

Translation and Interpretation Services (US \$ mln): Netherlands Antilles 2001 - 2011			
Year	Netherlands Antilles	% of Region	% of Globe
2001	0.12	0.02%	0.00%
2002	0.13	0.02%	0.01%
2003	0.14	0.02%	0.01%
2004	0.14	0.02%	0.01%
2005	0.15	0.02%	0.01%
2006	0.15	0.02%	0.01%
2007	0.15	0.02%	0.01%
2008	0.15	0.02%	0.01%
2009	0.15	0.02%	0.00%
2010	0.15	0.02%	0.00%
2011	0.15	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Netherlands Antilles: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Willemstad	1,238	0.14	94.70	0.02	0.01
Philipsburg	1,964	0.01	4.55	0.00	0.00
Kralendijk	2,064	0.00	0.76	0.00	0.00
Total		0.15	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.20 PUERTO RICO**Translation and Interpretation Services (US \$ mln): Puerto Rico 2001 - 2011**

Year	Puerto Rico	% of Region	% of Globe
2001	2.31	0.41%	0.09%
2002	2.33	0.40%	0.09%
2003	2.35	0.38%	0.09%
2004	2.38	0.37%	0.09%
2005	2.41	0.36%	0.09%
2006	2.49	0.35%	0.09%
2007	2.59	0.35%	0.09%
2008	2.69	0.35%	0.09%
2009	2.80	0.34%	0.09%
2010	2.91	0.34%	0.09%
2011	3.02	0.34%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Puerto Rico: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
San Juan	639	0.57	22.99	0.08	0.02
Bayamon	893	0.31	12.29	0.04	0.01
Ponce	992	0.25	10.07	0.04	0.01
Carolina	996	0.25	9.99	0.04	0.01
Caguas	1,103	0.19	7.43	0.03	0.01
Guaynabo	1,247	0.14	5.56	0.02	0.01
Mayaguez	1,266	0.13	5.35	0.02	0.00
Arecibo	1,267	0.13	5.34	0.02	0.00
Toa Baja	1,303	0.12	4.91	0.02	0.00
Trujillo Alto	1,400	0.10	3.96	0.01	0.00
Aguadilla	1,443	0.09	3.46	0.01	0.00
Cayey	1,524	0.07	2.69	0.01	0.00
Guayama	1,575	0.06	2.23	0.01	0.00
Fajardo	1,597	0.05	2.03	0.01	0.00
Catano	1,650	0.04	1.72	0.01	0.00
Total		2.49	100.00	0.35	0.09

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.21 ST. KITTS AND NEVIS

Translation and Interpretation Services (US \$ mln): St. Kitts and Nevis 2001 - 2011			
Year	St. Kitts and Nevis	% of Region	% of Globe
2001	0.02	0.00%	0.00%
2002	0.02	0.00%	0.00%
2003	0.02	0.00%	0.00%
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.02	0.00%	0.00%
2007	0.02	0.00%	0.00%
2008	0.02	0.00%	0.00%
2009	0.02	0.00%	0.00%
2010	0.02	0.00%	0.00%
2011	0.02	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

St. Kitts and Nevis: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Basseterre	1,851	0.02	95.00	0.00	0.00
Charlestown	2,068	0.00	5.00	0.00	0.00
Total		0.02	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.22 ST. LUCIA

Translation and Interpretation Services (US \$ mln): St. Lucia 2001 - 2011			
Year	St. Lucia	% of Region	% of Globe
2001	0.04	0.01%	0.00%
2002	0.04	0.01%	0.00%
2003	0.04	0.01%	0.00%
2004	0.04	0.01%	0.00%
2005	0.04	0.01%	0.00%
2006	0.04	0.01%	0.00%
2007	0.05	0.01%	0.00%
2008	0.05	0.01%	0.00%
2009	0.05	0.01%	0.00%
2010	0.05	0.01%	0.00%
2011	0.05	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

St. Lucia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Castries	1,690	0.04	82.81	0.01	0.00
Vieux Fort	1,943	0.01	17.19	0.00	0.00
Total		0.04	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.23 ST. VINCENT AND THE GRENADINES

Translation and Interpretation Services (US \$ mln): St. Vincent and the Grenadines 2001 - 2011			
Year	St. Vincent and the Grenadines	% of Region	% of Globe
2001	0.02	0.00%	0.00%
2002	0.02	0.00%	0.00%
2003	0.02	0.00%	0.00%
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.02	0.00%	0.00%
2007	0.02	0.00%	0.00%
2008	0.02	0.00%	0.00%
2009	0.02	0.00%	0.00%
2010	0.02	0.00%	0.00%
2011	0.02	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

St. Vincent and the Grenadines: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kingstown	1,826	0.02	95.00	0.00	0.00
Georgetown	2,065	0.00	5.00	0.00	0.00
Total		0.02	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.24 TRINIDAD AND TOBAGO

Translation and Interpretation Services (US \$ mln): Trinidad and Tobago 2001 - 2011			
Year	Trinidad and Tobago	% of Region	% of Globe
2001	0.69	0.12%	0.03%
2002	0.69	0.12%	0.03%
2003	0.69	0.11%	0.03%
2004	0.69	0.11%	0.03%
2005	0.69	0.10%	0.03%
2006	0.72	0.10%	0.03%
2007	0.76	0.10%	0.03%
2008	0.80	0.10%	0.03%
2009	0.84	0.10%	0.03%
2010	0.88	0.10%	0.03%
2011	0.92	0.10%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Trinidad and Tobago: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Port-of-Spain	856	0.33	45.67	0.05	0.01
San Fernando	1,085	0.19	26.77	0.03	0.01
Arima	1,162	0.17	22.83	0.02	0.01
Scarborough	1,716	0.03	4.72	0.00	0.00
Total		0.72	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.25 UNITED STATES

Translation and Interpretation Services (US \$ mln): United States 2001 - 2011			
Year	United States	% of Region	% of Globe
2001	504.59	89.75%	20.14%
2002	529.81	90.17%	20.93%
2003	556.31	90.58%	21.74%
2004	584.12	90.97%	22.58%
2005	613.33	91.30%	23.32%
2006	643.99	91.36%	23.46%
2007	676.19	91.39%	23.49%
2008	710.00	91.42%	23.51%
2009	745.50	91.44%	23.54%
2010	782.78	91.47%	23.56%
2011	821.92	91.49%	23.58%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

United States: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
New York	1	146.50	22.75	20.78	5.34
Los Angeles	3	53.03	8.23	7.52	1.93
Chicago	4	48.75	7.57	6.92	1.78
Houston	10	28.37	4.41	4.03	1.03
Philadelphia	13	25.15	3.91	3.57	0.92
Dallas	20	17.97	2.79	2.55	0.65
San Jose	21	17.76	2.76	2.52	0.65
San Francisco	23	17.48	2.71	2.48	0.64
San Diego	24	17.01	2.64	2.41	0.62
Detroit	27	16.31	2.53	2.31	0.59
Phoenix	28	16.21	2.52	2.30	0.59
San Antonio	34	13.57	2.11	1.92	0.49
Indianapolis	40	11.57	1.80	1.64	0.42
Baltimore	49	10.80	1.68	1.53	0.39
Washington D.C.	50	10.52	1.63	1.49	0.38
Others		192.99	29.97	27.38	7.03
Total		643.99	100.00	91.36	23.46

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.26 VIRGIN ISLANDS, US

Translation and Interpretation Services (US \$ mln): Virgin Islands, US 2001 - 2011			
Year	Virgin Islands, US	% of Region	% of Globe
2001	0.10	0.02%	0.00%
2002	0.10	0.02%	0.00%
2003	0.11	0.02%	0.00%
2004	0.11	0.02%	0.00%
2005	0.11	0.02%	0.00%
2006	0.11	0.02%	0.00%
2007	0.12	0.02%	0.00%
2008	0.12	0.02%	0.00%
2009	0.12	0.01%	0.00%
2010	0.13	0.01%	0.00%
2011	0.13	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Virgin Islands, US: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Charlotte Amalie	1,535	0.07	57.58	0.01	0.00
Frederiksted	1,878	0.01	12.12	0.00	0.00
Road Town	1,879	0.01	12.12	0.00	0.00
Christiansted	1,912	0.01	9.09	0.00	0.00
Cruz Bay	1,961	0.01	6.06	0.00	0.00
Spanish Town	2,021	0.00	3.03	0.00	0.00
Total		0.11	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8 OCEANA

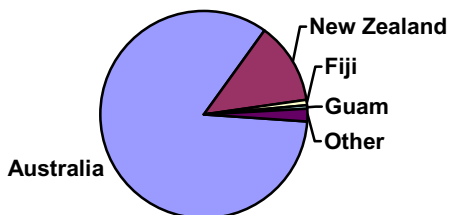
8.1 EXECUTIVE SUMMARY

Market Potential for Translation and Interpretation Services in Oceana (US \$ mln): 2006

Country	Latent Demand US \$ mln	% of Oceana
Australia	28.77	83.89%
New Zealand	4.34	12.65%
Fiji	0.36	1.04%
Guam	0.20	0.59%
New Caledonia	0.19	0.56%
French Polynesia	0.17	0.48%
Solomon Islands	0.06	0.17%
Northern Mariana Island	0.06	0.17%
Western Samoa	0.04	0.11%
American Samoa	0.03	0.09%
Micronesia Federation	0.02	0.05%
Vanuatu	0.02	0.04%
Tonga	0.01	0.04%
Palau	0.01	0.02%
Marshall Islands	0.01	0.02%
Cook Islands	0.01	0.02%
Kiribati	0.00	0.01%
Nauru	0.00	0.01%
Norfolk Island	0.00	0.01%
Christmas Island	0.00	0.01%
Wallis and Futuna	0.00	0.01%
Tuvalu	0.00	0.00%
Niue	0.00	0.00%
Tokelau	0.00	0.00%
Cocos (Keeling) Island	0.00	0.00%
Other	0.00	0.00%
Total	34.30	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Translation and Interpretation Services in Oceana (US \$ mln): 2006



The Market for Translation and Interpretation Services in Oceana: 2001 - 2011

Year	US \$ mln	% of Globe
2001	32.50	1.30
2002	32.56	1.29
2003	32.63	1.28
2004	32.69	1.26
2005	32.94	1.25
2006	34.30	1.25
2007	35.90	1.25
2008	37.59	1.24
2009	39.35	1.24
2010	41.19	1.24
2011	43.13	1.24

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.2 AMERICAN SAMOA

Translation and Interpretation Services (US \$ mln): American Samoa 2001 - 2011

Year	American Samoa	% of Region	% of Globe
2001	0.03	0.09%	0.00%
2002	0.03	0.09%	0.00%
2003	0.03	0.09%	0.00%
2004	0.03	0.09%	0.00%
2005	0.03	0.09%	0.00%
2006	0.03	0.09%	0.00%
2007	0.03	0.09%	0.00%
2008	0.03	0.09%	0.00%
2009	0.03	0.09%	0.00%
2010	0.03	0.08%	0.00%
2011	0.04	0.08%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

American Samoa: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Pago Pago	1,911	0.01	33.33	0.03	0.00
Leone	1,958	0.01	22.22	0.02	0.00
Fagatogo	1,959	0.01	22.22	0.02	0.00
Vaitogi	2,018	0.00	11.11	0.01	0.00
Utulei	2,019	0.00	11.11	0.01	0.00
Total		0.03	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.3 AUSTRALIA

Translation and Interpretation Services (US \$ mln): Australia 2001 - 2011			
Year	Australia	% of Region	% of Globe
2001	27.40	84.32%	1.09%
2002	27.41	84.18%	1.08%
2003	27.42	84.04%	1.07%
2004	27.43	83.90%	1.06%
2005	27.60	83.79%	1.05%
2006	28.77	83.89%	1.05%
2007	30.17	84.03%	1.05%
2008	31.63	84.16%	1.05%
2009	33.17	84.29%	1.05%
2010	34.78	84.42%	1.05%
2011	36.46	84.55%	1.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Australia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Sydney	65	8.44	29.32	24.59	0.31
Melbourne	67	8.32	28.92	24.26	0.30
Brisbane	122	5.25	18.26	15.32	0.19
Perth	191	2.65	9.21	7.73	0.10
Adelaide	316	1.35	4.70	3.94	0.05
Canberra	444	0.91	3.15	2.65	0.03
Newcastle	751	0.43	1.49	1.25	0.02
Gold Coast	754	0.43	1.49	1.25	0.02
Hobart	906	0.30	1.03	0.87	0.01
Wollongong	1,055	0.21	0.73	0.61	0.01
Townsville	1,093	0.19	0.66	0.55	0.01
Darwin	1,179	0.16	0.55	0.46	0.01
Geelong	1,243	0.14	0.49	0.41	0.01
Total		28.77	100.00	83.89	1.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.4 CHRISTMAS ISLAND

Translation and Interpretation Services (US \$ mln): Christmas Island 2001 - 2011			
Year	Christmas Island	% of Region	% of Globe
2001	0.00	0.01%	0.00%
2002	0.00	0.01%	0.00%
2003	0.00	0.01%	0.00%
2004	0.00	0.01%	0.00%
2005	0.00	0.01%	0.00%
2006	0.00	0.01%	0.00%
2007	0.00	0.01%	0.00%
2008	0.00	0.01%	0.00%
2009	0.00	0.01%	0.00%
2010	0.00	0.01%	0.00%
2011	0.00	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Christmas Island: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
The settlement	2,038	0.00	100.00	0.01	0.00
Total		0.00	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.5 COOK ISLANDS

Translation and Interpretation Services (US \$ mln): Cook Islands 2001 - 2011			
Year	Cook Islands	% of Region	% of Globe
2001	0.01	0.02%	0.00%
2002	0.01	0.02%	0.00%
2003	0.01	0.02%	0.00%
2004	0.01	0.02%	0.00%
2005	0.01	0.02%	0.00%
2006	0.01	0.02%	0.00%
2007	0.01	0.02%	0.00%
2008	0.01	0.02%	0.00%
2009	0.01	0.02%	0.00%
2010	0.01	0.02%	0.00%
2011	0.01	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cook Islands: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Avarua	1,976	0.01	100.00	0.02	0.00
Total		0.01	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.6 FIJI

Translation and Interpretation Services (US \$ mln): Fiji 2001 - 2011			
Year	Fiji	% of Region	% of Globe
2001	0.28	0.86%	0.01%
2002	0.30	0.92%	0.01%
2003	0.32	0.98%	0.01%
2004	0.34	1.04%	0.01%
2005	0.36	1.09%	0.01%
2006	0.36	1.04%	0.01%
2007	0.35	0.98%	0.01%
2008	0.35	0.92%	0.01%
2009	0.34	0.87%	0.01%
2010	0.34	0.82%	0.01%
2011	0.33	0.77%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Fiji: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Suva	867	0.33	90.91	0.95	0.01
Nadi	1,727	0.03	9.09	0.09	0.00
Total		0.36	100.00	1.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.7 FRENCH POLYNESIA

Translation and Interpretation Services (US \$ mln): French Polynesia 2001 - 2011			
Year	French Polynesia	% of Region	% of Globe
2001	0.15	0.47%	0.01%
2002	0.15	0.47%	0.01%
2003	0.16	0.48%	0.01%
2004	0.16	0.48%	0.01%
2005	0.16	0.49%	0.01%
2006	0.17	0.48%	0.01%
2007	0.17	0.48%	0.01%
2008	0.18	0.48%	0.01%
2009	0.19	0.47%	0.01%
2010	0.19	0.47%	0.01%
2011	0.20	0.46%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

French Polynesia: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Papeete	1,440	0.09	52.17	0.25	0.00
Mahina	1,695	0.04	21.74	0.11	0.00
Papara	1,803	0.02	13.04	0.06	0.00
Mataiea	1,908	0.01	6.52	0.03	0.00
Afareaitu	1,952	0.01	4.35	0.02	0.00
Teahupoo	2,014	0.00	2.17	0.01	0.00
Total		0.17	100.00	0.48	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.8 GUAM**Translation and Interpretation Services (US \$ mln): Guam 2001 - 2011**

Year	Guam	% of Region	% of Globe
2001	0.18	0.55%	0.01%
2002	0.18	0.56%	0.01%
2003	0.19	0.58%	0.01%
2004	0.19	0.59%	0.01%
2005	0.20	0.60%	0.01%
2006	0.20	0.59%	0.01%
2007	0.21	0.58%	0.01%
2008	0.21	0.56%	0.01%
2009	0.22	0.55%	0.01%
2010	0.22	0.54%	0.01%
2011	0.23	0.53%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Guam: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Dededo	1,388	0.10	49.80	0.29	0.00
Tamuning	1,589	0.05	26.17	0.15	0.00
Santa Rita	1,684	0.04	18.61	0.11	0.00
Talofofo	1,950	0.01	3.63	0.02	0.00
Agana	2,015	0.00	1.79	0.01	0.00
Total		0.20	100.00	0.59	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.9 KIRIBATI

Translation and Interpretation Services (US \$ mln): Kiribati 2001 - 2011			
Year	Kiribati	% of Region	% of Globe
2001	0.00	0.01%	0.00%
2002	0.00	0.01%	0.00%
2003	0.00	0.01%	0.00%
2004	0.00	0.01%	0.00%
2005	0.00	0.01%	0.00%
2006	0.00	0.01%	0.00%
2007	0.00	0.01%	0.00%
2008	0.01	0.01%	0.00%
2009	0.01	0.01%	0.00%
2010	0.01	0.01%	0.00%
2011	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Kiribati: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tarawa	2,001	0.00	100.00	0.01	0.00
Total		0.00	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.10 MARSHALL ISLANDS

Translation and Interpretation Services (US \$ mln): Marshall Islands 2001 - 2011			
Year	Marshall Islands	% of Region	% of Globe
2001	0.01	0.02%	0.00%
2002	0.01	0.02%	0.00%
2003	0.01	0.02%	0.00%
2004	0.01	0.02%	0.00%
2005	0.01	0.02%	0.00%
2006	0.01	0.02%	0.00%
2007	0.01	0.02%	0.00%
2008	0.01	0.02%	0.00%
2009	0.01	0.02%	0.00%
2010	0.01	0.02%	0.00%
2011	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Marshall Islands: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Majuro	1,971	0.01	100.00	0.02	0.00
Total		0.01	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.11 MICRONESIA FEDERATION

Translation and Interpretation Services (US \$ mln): Micronesia Federation 2001 - 2011			
Year	Micronesia Federation	% of Region	% of Globe
2001	0.01	0.05%	0.00%
2002	0.02	0.05%	0.00%
2003	0.02	0.05%	0.00%
2004	0.02	0.05%	0.00%
2005	0.02	0.05%	0.00%
2006	0.02	0.05%	0.00%
2007	0.02	0.05%	0.00%
2008	0.02	0.05%	0.00%
2009	0.02	0.05%	0.00%
2010	0.02	0.04%	0.00%
2011	0.02	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Micronesia Federation: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Palikir	1,852	0.02	100.00	0.05	0.00
Total		0.02	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.12 NAURU

Translation and Interpretation Services (US \$ mln): Nauru 2001 - 2011			
Year	Nauru	% of Region	% of Globe
2001	0.00	0.01%	0.00%
2002	0.00	0.01%	0.00%
2003	0.00	0.01%	0.00%
2004	0.00	0.01%	0.00%
2005	0.00	0.01%	0.00%
2006	0.00	0.01%	0.00%
2007	0.00	0.01%	0.00%
2008	0.00	0.01%	0.00%
2009	0.00	0.01%	0.00%
2010	0.00	0.01%	0.00%
2011	0.00	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Nauru: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Yaren	2,009	0.00	100.00	0.01	0.00
Total		0.00	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.13 NEW CALEDONIA

Translation and Interpretation Services (US \$ mln): New Caledonia 2001 - 2011			
Year	New Caledonia	% of Region	% of Globe
2001	0.18	0.55%	0.01%
2002	0.18	0.56%	0.01%
2003	0.18	0.56%	0.01%
2004	0.18	0.56%	0.01%
2005	0.19	0.56%	0.01%
2006	0.19	0.56%	0.01%
2007	0.20	0.56%	0.01%
2008	0.21	0.56%	0.01%
2009	0.22	0.55%	0.01%
2010	0.23	0.55%	0.01%
2011	0.24	0.55%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

New Caledonia: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Noumea	1,215	0.15	76.74	0.43	0.01
Dumbea	1,886	0.01	6.98	0.04	0.00
Bourail	1,928	0.01	4.65	0.03	0.00
Canala	1,929	0.01	4.65	0.03	0.00
Thio	1,968	0.01	3.49	0.02	0.00
Hienghene	2,004	0.00	2.33	0.01	0.00
Houailu	2,040	0.00	1.16	0.01	0.00
Total		0.19	100.00	0.56	0.01

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.14 NEW ZEALAND

Translation and Interpretation Services (US \$ mln): New Zealand 2001 - 2011			
Year	New Zealand	% of Region	% of Globe
2001	4.06	12.51%	0.16%
2002	4.09	12.56%	0.16%
2003	4.11	12.60%	0.16%
2004	4.14	12.65%	0.16%
2005	4.18	12.69%	0.16%
2006	4.34	12.65%	0.16%
2007	4.53	12.61%	0.16%
2008	4.72	12.56%	0.16%
2009	4.92	12.52%	0.16%
2010	5.14	12.47%	0.15%
2011	5.36	12.42%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

New Zealand: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Auckland	265	1.65	38.01	4.81	0.06
Wellington	656	0.56	12.80	1.62	0.02
Christchurch	662	0.54	12.46	1.58	0.02
Hamilton	971	0.26	6.06	0.77	0.01
Napier-Hastings	1,098	0.19	4.32	0.55	0.01
Dunedin	1,106	0.18	4.25	0.54	0.01
Waitemata	1,151	0.17	3.87	0.49	0.01
Tauranga	1,252	0.14	3.15	0.40	0.00
Palmerston North	1,302	0.12	2.83	0.36	0.00
Rotorua	1,431	0.09	2.03	0.26	0.00
Nelson	1,449	0.08	1.94	0.25	0.00
Invercargill	1,456	0.08	1.89	0.24	0.00
New Plymouth	1,461	0.08	1.87	0.24	0.00
Whangarei	1,497	0.07	1.69	0.21	0.00
Wanganui	1,519	0.07	1.57	0.20	0.00
Others		0.05	1.25	0.16	0.00
Total		4.34	100.00	12.65	0.16

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.15 NIUE

Translation and Interpretation Services (US \$ mln): Niue 2001 - 2011

Year	Niue	% of Region	% of Globe
2001	0.00	0.00%	0.00%
2002	0.00	0.00%	0.00%
2003	0.00	0.00%	0.00%
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Niue: Translation and Interpretation Services in 2006, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Alofi	2,076	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.16 NORFOLK ISLAND

Translation and Interpretation Services (US \$ mln): Norfolk Island 2001 - 2011			
Year	Norfolk Island	% of Region	% of Globe
2001	0.00	0.01%	0.00%
2002	0.00	0.01%	0.00%
2003	0.00	0.01%	0.00%
2004	0.00	0.01%	0.00%
2005	0.00	0.01%	0.00%
2006	0.00	0.01%	0.00%
2007	0.00	0.01%	0.00%
2008	0.00	0.01%	0.00%
2009	0.00	0.01%	0.00%
2010	0.00	0.01%	0.00%
2011	0.00	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Norfolk Island: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	2,031	0.00	100.00	0.01	0.00
Total		0.00	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.17 NORTHERN MARIANA ISLAND

Translation and Interpretation Services (US \$ mln): Northern Mariana Island 2001 - 2011			
Year	Northern Mariana Island	% of Region	% of Globe
2001	0.05	0.15%	0.00%
2002	0.05	0.16%	0.00%
2003	0.05	0.16%	0.00%
2004	0.05	0.17%	0.00%
2005	0.06	0.17%	0.00%
2006	0.06	0.17%	0.00%
2007	0.06	0.16%	0.00%
2008	0.06	0.16%	0.00%
2009	0.06	0.16%	0.00%
2010	0.06	0.15%	0.00%
2011	0.06	0.15%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Northern Mariana Island: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Saipan	1,571	0.06	100.00	0.17	0.00
Total		0.06	100.00	0.17	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.18 PALAU

Translation and Interpretation Services (US \$ mln): Palau 2001 - 2011			
Year	Palau	% of Region	% of Globe
2001	0.01	0.02%	0.00%
2002	0.01	0.02%	0.00%
2003	0.01	0.02%	0.00%
2004	0.01	0.02%	0.00%
2005	0.01	0.02%	0.00%
2006	0.01	0.02%	0.00%
2007	0.01	0.02%	0.00%
2008	0.01	0.02%	0.00%
2009	0.01	0.02%	0.00%
2010	0.01	0.02%	0.00%
2011	0.01	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Palau: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Koror	1,937	0.01	100.00	0.02	0.00
Total		0.01	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.19 SOLOMON ISLANDS

Translation and Interpretation Services (US \$ mln): Solomon Islands 2001 - 2011			
Year	Solomon Islands	% of Region	% of Globe
2001	0.05	0.16%	0.00%
2002	0.05	0.16%	0.00%
2003	0.05	0.16%	0.00%
2004	0.05	0.17%	0.00%
2005	0.06	0.17%	0.00%
2006	0.06	0.17%	0.00%
2007	0.06	0.16%	0.00%
2008	0.06	0.16%	0.00%
2009	0.06	0.16%	0.00%
2010	0.06	0.16%	0.00%
2011	0.07	0.15%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Solomon Islands: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Honiara	1,570	0.06	100.00	0.17	0.00
Total		0.06	100.00	0.17	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.20 TOKELAU

Translation and Interpretation Services (US \$ mln): Tokelau 2001 - 2011			
Year	Tokelau	% of Region	% of Globe
2001	0.00	0.00%	0.00%
2002	0.00	0.00%	0.00%
2003	0.00	0.00%	0.00%
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tokelau: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Tokelau	2,077	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.21 TONGA

Translation and Interpretation Services (US \$ mln): Tonga 2001 - 2011			
Year	Tonga	% of Region	% of Globe
2001	0.01	0.04%	0.00%
2002	0.01	0.04%	0.00%
2003	0.01	0.04%	0.00%
2004	0.01	0.04%	0.00%
2005	0.01	0.04%	0.00%
2006	0.01	0.04%	0.00%
2007	0.02	0.04%	0.00%
2008	0.02	0.04%	0.00%
2009	0.02	0.04%	0.00%
2010	0.02	0.04%	0.00%
2011	0.02	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tonga: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Nuku'alofa	1,872	0.01	100.00	0.04	0.00
Total		0.01	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.22 TUVALU

Translation and Interpretation Services (US \$ mln): Tuvalu 2001 - 2011			
Year	Tuvalu	% of Region	% of Globe
2001	0.00	0.00%	0.00%
2002	0.00	0.00%	0.00%
2003	0.00	0.00%	0.00%
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Tuvalu: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Funafuti	2,070	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.23 VANUATU

Translation and Interpretation Services (US \$ mln): Vanuatu 2001 - 2011			
Year	Vanuatu	% of Region	% of Globe
2001	0.01	0.04%	0.00%
2002	0.01	0.04%	0.00%
2003	0.01	0.04%	0.00%
2004	0.01	0.04%	0.00%
2005	0.02	0.05%	0.00%
2006	0.02	0.04%	0.00%
2007	0.02	0.04%	0.00%
2008	0.02	0.04%	0.00%
2009	0.02	0.04%	0.00%
2010	0.02	0.04%	0.00%
2011	0.02	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Vanuatu: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Port Vila	1,867	0.02	100.00	0.04	0.00
Total		0.02	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.24 WALLIS AND FUTUNA

Translation and Interpretation Services (US \$ mln): Wallis and Futuna 2001 - 2011			
Year	Wallis and Futuna	% of Region	% of Globe
2001	0.00	0.01%	0.00%
2002	0.00	0.01%	0.00%
2003	0.00	0.01%	0.00%
2004	0.00	0.01%	0.00%
2005	0.00	0.01%	0.00%
2006	0.00	0.01%	0.00%
2007	0.00	0.01%	0.00%
2008	0.00	0.01%	0.00%
2009	0.00	0.01%	0.00%
2010	0.00	0.01%	0.00%
2011	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Wallis and Futuna: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Mata-utu	2,047	0.00	100.00	0.01	0.00
Total		0.00	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.25 WESTERN SAMOA

Translation and Interpretation Services (US \$ mln): Western Samoa 2001 - 2011			
Year	Western Samoa	% of Region	% of Globe
2001	0.04	0.11%	0.00%
2002	0.04	0.11%	0.00%
2003	0.04	0.11%	0.00%
2004	0.04	0.11%	0.00%
2005	0.04	0.11%	0.00%
2006	0.04	0.11%	0.00%
2007	0.04	0.11%	0.00%
2008	0.04	0.11%	0.00%
2009	0.04	0.11%	0.00%
2010	0.05	0.11%	0.00%
2011	0.05	0.11%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Western Samoa: Translation and Interpretation Services in 2006, US \$ mln					
City	World Rank	US \$ mln	%Country	%Region	%World
Apia	1,686	0.04	100.00	0.11	0.00
Total		0.04	100.00	0.11	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

9 DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS

9.1 DISCLAIMERS & SAFE HARBOR

Summary disclaimer. This publication ("Report") does not constitute legal, valuation, tax, or financial consulting advice. Nor is it a statement on the performance, management capability or future potential (good or bad) of the company(ies), industry(ies), product(s), region(s), city(ies) or country(ies) discussed. It is offered as an information service to clients, associates, and academicians. Those interested in specific guidance for legal, strategic, and/or financial or accounting matters should seek competent professional assistance from their own advisors.

Information was furnished to ICON Group International, Inc. ("ICON Group"), and its subsidiaries, by its internal researchers and/or extracted from public filings, or sources available within the public domain, including other information providers (e.g. EDGAR filings, national organizations and international organizations). ICON Group does not promise or warrant that we will obtain information from any particular independent source. Published regularly by ICON Group, this and similar reports provide analysis on cities, countries, industries, and/or foreign and domestic companies which may or may not be publicly traded. ICON Group reports are used by various companies and persons including consulting firms, investment officers, pension fund managers, registered representatives, and other financial service professionals. Any commentary, observations or discussion by ICON Group about a country, city, region, industry or company does not constitute a recommendation to buy or sell company shares or make investment decisions. Further, the financial condition or outlook for each industry, city, country, or company may change after the date of the publication, and ICON Group does not warrant, promise or represent that it will provide report users with notice of that change, nor will ICON Group promise updates on the information presented.

Safe Harbor for Forward-Looking Statements. ICON Group reports, including the present report, make numerous forward-looking statements which should be treated as such. Forward-looking statements are made pursuant to the safe harbor provisions of the Private Securities Reform Act of 1995, and similar local laws. Forward-looking statements involve known and unknown risks and uncertainties, which may cause a company's, city's, country's or industry's actual results or outlook in future periods to differ materially from those forecasted. These risks and uncertainties include, among other things, product price volatility, exchange rate volatility, regulation volatility, product demand volatility, data inaccuracies, computer- or software-generated calculation inaccuracies, market competition, changes in management style, changes in corporate strategy, and risks inherent in international and corporate operations. Forward-looking statements can be identified in statements by the fact that they do not relate strictly to historical or current facts. They use words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "feel", "think", "hear," "guess," "forecast," "believe," and other words and terms of similar meaning in connection with any discussion of future operating, economic or financial performance. This equally applies to all statements relating to an industry, city, country, region, economic variable or company financial situation. ICON Group recommends that the reader follow the advice of Nancy M. Smith, Director of SEC's Office of Investor Education and Assistance, who has been quoted to say, "Never, ever, make an investment based solely on what you read in an online newsletter or Internet bulletin board, especially if the investment involves a small, thinly-traded company that isn't well known ... Assume that the information about these companies is not trustworthy unless you can prove otherwise through your own independent research." Similar recommendations apply to decisions relating to industry studies, product category studies, corporate strategies discussions and country evaluations. In the case of ICON Group reports, many factors can affect the actual outcome of the period discussed, including exchange rate volatility, changes in accounting standards, the lack of oversight or comparability in accounting standards, changes in economic conditions, changes in competition, changes in the global economy, changes in source data quality, changes in reported data quality, changes in methodology and similar factors.

Information Accuracy. Although the statements in this report are derived from or based upon various information sources and/or econometric models that ICON Group believes to be reliable, we do not guarantee their accuracy, reliability, quality, and any such information, or resulting analyses, may be incomplete, rounded, inaccurate or condensed. All estimates included in this report are subject to change without notice. This report is for informational purposes only and is not intended as a recommendation to invest in a city, country, industry or product area, or an offer or solicitation with respect to the purchase or sale of a security, stock, or financial instrument. This report does not take into account the investment objectives, financial situation or particular needs of any particular person or legal entity. With respect to any specific company, city, country, region, or industry that might be discussed in this report, investors should obtain individual financial advice based on their own particular circumstances before making an investment decision on the basis of the information in this report. Investing in either U.S. or non-U.S. securities or markets entails inherent risks. In addition, exchange rate movements may have an effect on the reliability of the estimates provided in this report. ICON Group is not a registered Investment Adviser or a Broker/Dealer.

9.2 ICON GROUP INTERNATIONAL, INC. USER AGREEMENT PROVISIONS

Ownership. User agrees that ICON Group International, Inc. ("ICON Group") and its subsidiaries retain all rights, title and interests, including copyright and other proprietary rights, in this report and all material, including but not limited to text, images, and other multimedia data, provided or made available as part of this report ("Report").

Restrictions on Use. User agrees that it will not copy nor license, sell, transfer, make available or otherwise distribute the Report to any entity or person, except that User may (a) make available to its employees electronic copies of Report, (b) allow its employees to store, manipulate, and reformat Report, and (c) allow its employees to make paper copies of Report, provided that such electronic and paper copies are used solely internally and are not distributed to any third parties. In all cases the User agrees to fully inform and distribute to other internal users all discussions covering the methodology of this Report and the disclaimers and caveats associated with this Report. User shall use its best efforts to stop any unauthorized copying or distribution immediately after such unauthorized use becomes known. The provisions of this paragraph are for the benefit of ICON Group and its information resellers, each of which shall have the right to enforce its rights hereunder directly and on its own behalf.

No Warranty. The Report is provided on an "AS IS" basis. ICON GROUP DISCLAIMS ANY AND ALL WARRANTIES, INCLUDING BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, RELATING TO THIS AGREEMENT, PERFORMANCE UNDER THIS AGREEMENT, THE REPORT. ICON Group makes no warranties regarding the completeness, accuracy or availability of the Report.

Limitation of Liability. In no event shall ICON Group, its employees or its agent, resellers and distributors be liable to User or any other person or entity for any direct, indirect, special, exemplary, punitive, or consequential damages, including lost profits, based on breach of warranty, contract, negligence, strict liability or otherwise, arising from the use of the report or under this Agreement or any performance under this Agreement, whether or not they or it had any knowledge, actual or constructive, that such damages might be incurred.

Indemnification. User shall indemnify and hold harmless ICON Group and its resellers, distributors and information providers against any claim, damages, loss, liability or expense arising out of User's use of the Report in any way contrary to this Agreement.

© ICON Group International, Inc., 2005. All rights reserved. Any unauthorized use, duplication or disclosure is prohibited by law and will result in prosecution. Text, graphics, and HTML or other computer code are protected by US and International Copyright Laws, and may not be copied, reprinted, published, translated, hosted, or otherwise distributed by any means without explicit permission. Permission is granted to quote small portions of this report with proper attribution. Media quotations with source attributions are encouraged. Reporters requesting additional information or editorial comments should contact ICON Group via email at iconsubs@san.rr.com.

Sources: This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, the United Nations, and ICON Group International, Inc.

E N D