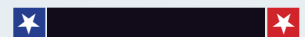
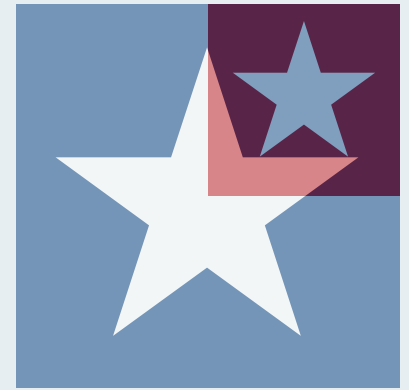


# THE WORLD'S MOST ADMIRABLE COMPANIES



## HOW WE CONDUCT THE MOST ADMIRABLE SURVEY

This year Fortune has revamped the Most Admired Survey by combining the former America's Most Admired Company (AMAC) survey and the former World's Most Admired Company (WMAC) survey into one.

The new listing better represents the competitive landscape faced by today's companies. The survey covers 64 industries: 25 international industries and 39 primarily U.S.-market industries. Basically, the international industries follow the rules of the old WMAC (where as many as the 15 largest companies in an industry by revenue are chosen), and the 39 U.S. industries follow the rules of the old AMAC (where as many as the ten largest companies in an industry by revenue are chosen). The impact of the changes

is a reduction in the number of smaller American companies in the international industries and a slight increase in the number of foreign competitors in the 39 U.S.-market industries.

The new Most Admired list is the definitive report card on corporate reputations. Our survey partners at Hay Group started with some 1,400 companies: the Fortune 1,000-the 1,000 largest U.S. companies ranked by revenue; non-U.S. companies in Fortune's Global 500 database with revenues of \$10 billion or more; and the top foreign companies operating in the U.S.

They then sorted the companies by industry and selected the 15 largest for each international industry and the ten largest for each U.S. industry. To create the 64

industry lists, Hay Group asked executives, directors, and analysts to rate companies in their own industry on nine criteria, from investment value to social responsibility. This year only the best are listed: A company's score must rank in the top half of its industry survey.

A total of 689 companies from 28 countries were surveyed. Because of an insufficient response rate, the results for companies in Mortgage Services and in Oil and Gas Equipment, Services are not reported. In addition, in the Forest and Paper Products industry only the aggregate scores and ranks are published because of the distribution of responses in that industry.

## NINE KEY ATTRIBUTES OF REPUTATION

To arrive at each company's score on the industry rankings, we averaged the scores of these nine criteria:

- Innovation
- People management
- Use of corporate assets
- Community/environment
- Quality of management
- Financial soundness
- Long-term investment
- Quality of products/services
- Global Competitiveness

## 3 Computers<sup>3</sup>

2008/2007			SCORE
1	5	Xerox	7.28
2	2	Apple	7.07
3	3	Hewlett-Packard	7.04
4	7	Canon	6.05
5	6	Sun Microsystems	5.92
6	9	Dell	5.62

<sup>3</sup> Designated as an international industry. Prior year's ranks, unless otherwise noted, are ranks in the World's Most Admired Companies listing.