

WHAT THE COMPETITION IS SAYING

Tesco, Boeing, Novartis, and BMW made huge strides in earning the respect of their competitors, who ranked them at the top of their respective industries.

FEW CRITICS are tougher than the competition. That's why the top spots on the World's Most Admired Companies industry list have been a high honor since FORTUNE first began publishing the rankings in 1997.

Each category leader earns this vote of confidence from people who are in the business of knowing them best: industry analysts and executives who rate their peers on nine attributes ranging from product quality to social responsibility. The scores are averaged to determine industry rankings. This year the field included 347 companies, all with revenue of at least \$8 billion in 2005, across 27 sectors and 26 countries. Four industries were not included because they had insufficient response rates: buildings materials, general merchandising, network communications, and health-care wholesalers.

Ten industries voted in new leaders, toppling a few stalwarts in the process. Britain's rapidly

expanding Tesco overtook Walgreen in the food and drug category, while BMW passed Toyota to claim the motor vehicle group's top ranking. Two companies that rose to leading positions this year debuted at the top of their industries ten years ago: Boeing, which jumped two spots this year (over United Technologies and Lockheed Martin) to lead the aerospace and defense sector, and FedEx, which passed UPS in the delivery category. Only two other companies—DuPont and General Electric—hold the top industry spots on both the 1997 and 2007 lists.

Other new leaders this year include Switzerland's Novartis (pharmaceuticals), whose industry peers ranked it higher than perennial high-scorer Johnson & Johnson. Also heading their respective categories are Canada's Alcan (metals) and U.S.-based Oneok (energy), Prudential Financial (life and health insurance), Best Buy (specialty retailers), and Verizon (telecommunications). —*Eugenia Levenson*

BRITISH INVASION Tesco, which launched a global expansion, earned high marks from its peers.





Where Companies Rank in Their Industries

1. Aerospace and defense

2006/2005	SCORE
1 3	Boeing 7.43
2 1	United Technologies 7.39
3 2	Lockheed Martin 6.95
4 8	Raytheon 6.75
5 5	General Dynamics 6.70
6 4	Northrop Grumman 6.69
7 6	Textron 6.55
8 7	Honeywell International 6.19
9 9	Rolls-Royce 6.07
10 10	BAE Systems 6.05
11 *	L-3 Communications 5.68
12 12	Thales Group 5.41
13 13	Bombardier 5.30
14 11	EADS 5.21
15 14	Fimmeccanica 5.12

2. Airlines

2006/2005	SCORE
1 1	Continental Airlines 8.20
2 2	Singapore Airlines 5.82
3 4	Lufthansa Group 5.53
4 3	British Airways 5.37
5 5	Air France-RLM Group 5.22
6 6	Japan Airlines 5.16
7 8	All Nippon Airways 5.15
8 7	AMR 5.10
9 9	Northwest Airlines 3.97
10 11	UAL 3.81
11 10	Delta Air Lines 3.55

3. Beverages

2006/2005	SCORE
1 1	Anheuser-Busch 8.17
2 2	Pepsi Bottling Group 6.56
3 3	Coca-Cola 6.09
4 5	Coca-Cola Enterprises 4.85
5 7	Diageo 4.66
6 *	InBev 4.62
7 6	Heineken 4.54
8 9	SABMiller 3.95
9 8	Kirin Brewery 3.67
10 11	Santory 3.51
11 10	Asahi Breweries 3.46

4. Chemicals

2006/2005	SCORE
1 1 DuPont	7.26
2 2 BASF	6.93
3 3 Dow Chemical	6.12
4 5 Bayer	5.70
5 7 L'Air Liquide	5.26
6 10 Mitsubishi Chemical	4.87
7 9 Linde	4.53
8 13 Solvay	4.43
9 6 Akzo Nobel	4.13
10 8 Sumitomo Chemical	3.92
11 12 SABIC	3.78
12 • Lyondell Chemical	3.69
13 11 Asahi Kasei	3.65
14 • Huntsman	3.49
15 15 Hanwha	3.35

5. Computers

2006/2005	SCORE
1 1 IBM	7.57
2 3 Apple	7.45
3 2 Microsoft	7.03
4 4 Xerox	7.03
5 7 SAP	6.86
6 6 Canon	6.84
7 5 Hewlett-Packard	6.56
8 11 Sun Microsystems	6.24
9 9 Oracle	6.05
10 8 Dell	6.03
11 12 Ricoh	5.63
12 14 Fujitsu	5.57
13 10 Seiko Epson	5.42
14 13 NEC	5.35
15 • Quanta Computer	5.01

6. Consumer food products

2006/2005	SCORE
1 1 Nestlé	7.79
2 2 PepsiCo	7.62
3 3 General Mills	6.94
4 5 Groupe Danone	6.87
5 4 Kellogg	6.67
6 6 Unilever	6.46
7 4 Cadbury Schweppes	6.01
8 8 Sara Lee	5.40
9 9 Dean Foods	5.29
10 7 H.J. Heinz	5.29
11 10 ConAgra Foods	4.86



★ **DRUG WARS** Novartis bested perennial pharma leader J&J.

7. Delivery

2006/2005	SCORE
1 2 FedEx	8.41
2 1 United Parcel Service	8.17
3 3 TNT	5.39
4 4 Nippon Express	5.22
5 6 Japan Post	5.10
6 8 Royal Mail Holdings	5.00
7 5 Deutsche Post (DHL)	4.84
8 9 La Poste	4.62
9 7 U.S. Postal Service	4.47
10 • Poste Italiane	4.04

8. Electronics

2006/2005	SCORE
1 1 General Electric	8.24
2 2 Siemens	7.19
3 11 Matsushita Electric Indl.	7.03
4 3 Samsung Electronics	6.79
5 4 Royal Philips Electronics	6.63
6 5 Sony	6.49
7 10 Hitachi	6.33
8 7 Sharp	6.21
9 • LG	6.14
10 9 Toshiba	6.11
11 8 Mitsubishi Electric	5.63
12 14 Tyco International	5.44
13 15 Hon Hai Precision Industry	5.39
14 • Sumitomo Electric Industries	5.38
15 13 Sanyo Electric	4.94

9. Energy

2006/2005	SCORE
1 • Oneok	7.81
2 12 Williams	7.13
3 4 TXU	6.86
4 5 Edison	6.44
5 3 Constellation Energy	6.43
6 1 Areva	6.21
7 10 Reliant Energy	6.03
8 8 RWE	5.87
9 9 American Electric Power	5.85
10 6 E.ON	5.82
11 7 Suez	5.78
12 • GasTerra	5.69
13 11 Gazprom	5.50
14 • Calpine	4.65

10. Engineering, construction

2006/2005	SCORE
1 1 Takenaka	7.25
2 2 Skanska	7.19
3 4 Shimizu	6.86
4 6 Vinci	6.82
5 9 Obayashi	6.78
6 8 Kajima	6.77
7 3 Fluor	6.53
8 5 Hochtief	6.48
9 12 Taisei	6.44
10 7 Bouygues	6.21
11 13 ACS	5.86
12 15 China State Construction	5.10
13 16 Tokyu	4.98
14 14 China Railway Engineering	4.95
15 • China Railway Construction	4.86

11. Entertainment

2006/2005	SCORE
1 1 Walt Disney	8.70
2 3 News Corp.	6.41
3 6 Bertelsmann	5.98
4 2 Time Warner	5.71
5 4 CBS	5.49
6 • Viacom	5.41

12. Food and drug stores

2006/2005	SCORE
1 2 Tesco	7.72
2 3 Safeway	7.56
3 1 Walgreen	7.38
4 8 CVS	7.35
5 7 Carrefour	6.82
6 10 Metro	6.51
7 4 George Weston	6.49
8 5 Kroger	6.23
9 6 J. Sainsbury	6.22
10 12 Groupe Auchan	6.05
11 9 Coles Group	5.93
12 11 AEON	5.91
13 • Seven & I Holdings	5.79
14 • Woolworths	4.84
15 14 Royal Ahold	4.68

13. Forest and paper products

2006/2005	SCORE
1 1 International Paper	7.47
2 2 Weyerhaeuser	6.75
3 4 Stora Enso	6.44
4 3 UPM-Kymmene	6.35
5 6 Nippon Paper Group	5.82
6 8 Oji Paper	5.71

14. Household, personal prods.

2006/2005	SCORE
1 1 Procter & Gamble	8.36
2 2 L'Oréal	7.16
3 3 Colgate-Palmolive	6.36
4 4 Kimberly-Clark	6.07
5 6 Henkel	6.03
6 • Avon Products	5.65
7 5 KAO	5.36
8 7 Svenska Cellulosa	4.14

15. Industrial, farm equipment

2006/2005	SCORE
1 1 Illinois Tool Works	7.93
2 3 Deere	7.71
3 2 Caterpillar	7.56
4 5 Eaton	6.77
5 4 Ingersoll-Rand	6.51
6 7 Kubota	5.85
7 9 Komatsu	5.73
8 8 ABB	5.65
9 6 American Standard	5.51
10 12 Kawasaki Heavy Industries	5.43
11 10 Mitsubishi Heavy Industries	5.41
12 11 Thyssen Krupp	5.35
13 • Aker	5.35
14 13 Alstom	5.19
15 14 Ishikawajima-Harima	5.08

15. Insurance: life and health

2006/2005	SCORE
1 3 Prudential Financial	7.46
2 2 New York Life	7.14
3 1 Northwestern Mutual	6.94
4 4 ING Group	6.16
5 5 AXA	5.75
6 8 Nippon Life Insurance	5.63
7 6 MetLife	5.37
8 7 Aegon	5.31
9 11 Dai-ichi Mutual Life	5.01
10 10 Aviva	4.48
11 • Legal & General Group	4.44
12 9 Prudential PLC	4.44
13 13 Assicurazioni Generali	4.36
14 12 CNP Assurances	4.32
15 14 Sumitomo Life Insurance	4.28
16 15 Meiji Yasuda Life Insurance	4.13

17. Insurance: property, casualty

2006/2005	SCORE
1 1 Berkshire Hathaway	8.28
2 3 Hartford Financial Services	6.81
3 4 American Intl. Group	6.66
4 10 St. Paul Travelers	6.52
5 7 Liberty Mutual Insurance	6.42
6 2 Allstate	6.41
7 6 Swiss Reinsurance	6.37
8 11 Zurich Financial Services	6.08
9 8 Munich Re Group	6.08
10 5 State Farm Insurance	6.06
11 9 Allianz	5.85
12 13 Mitsui Sumitomo Insurance	5.76
13 14 Groupama	5.68
14 12 Nationwide	5.66
15 15 Millea Holdings	5.50

18. Megabanks

2006/2005	SCORE
1 1 Bank of America	7.34
2 8 UBS	7.06
3 2 Citigroup	6.87
4 4 HSBC Holdings	6.73
5 7 Royal Bank of Scotland	6.46
6 5 J.P. Morgan Chase	6.28
7 10 Credit Suisse	5.85
8 16 BNP Paribas	5.77
9 • Société Générale	5.66
10 12 HBOS	5.55
11 11 Fortis	5.40
12 14 Crédit Agricole	5.12
13 13 Deutsche Bank	5.10
14 9 ABN Amro Holding	4.97
15 • Dexia Group	4.75

19. Metals

2006/2005	SCORE
1 2 Alcan	7.94
2 1 Alcoa	6.78
3 10 Mittal Steel	6.77
4 3 Norsk Hydro	6.68
5 6 Nippon Steel	6.51
6 7 Nucor	6.46
7 4 Arcelor	6.41
8 12 Mitsubishi Materials	6.10
9 9 Kobe Steel	6.08
10 5 POSCO	6.04
11 8 JFE Holdings	6.03
12 11 Sumitomo Metal Industries	5.91
13 14 Corus Group	5.76
14 13 Shanghai Baosteel Group	5.25
15 15 United States Steel	5.16



★ METALS MEDAL Alcan is No. 1.

20. Mining, crude oil production

2006/2005	SCORE
1 • Occidental Petroleum	7.48
2 • Devon Energy	7.37
3 • BHP Billiton	6.07
4 • Rio Tinto	5.94
5 • EnCana	5.67
6 • Anglo American	5.10
7 • RAG	4.43
8 • Surgutneftgas	4.31
9 • Oil & Natural Gas	4.19

21. Motor vehicle parts

2006/2005	SCORE
1 1 Toyota Industries	7.06
2 3 Johnson Controls	6.87
3 4 Robert Bosch	6.40
4 7 Goodyear Tire & Rubber	6.40
5 6 Denso	6.19
6 5 Michelin	6.04
7 9 Bridgestone	5.81
8 10 Aisin Seiki	5.77
9 13 MAN	5.15
10 8 Magna International	5.15
11 • Koç Holding	4.97
12 11 Continental	4.76
13 2 Lear	4.62
14 16 Delphi	3.61
15 14 Visteon	3.31

22. Motor vehicles

2006/2005	SCORE
1 2 BMW	7.38
2 1 Toyota Motor	7.18
3 3 Honda Motor	6.41
4 6 Volvo	6.27
5 7 Mazda Motor	6.03
6 5 DaimlerChrysler	5.85
7 14 General Motors	5.60
8 4 Nissan Motor	5.31
9 12 Ford Motor	5.21
10 10 Renault	5.17
11 11 Volkswagen	5.09
12 8 PSA Peugeot Citroën	4.84
13 9 Hyundai Motor	4.66
14 13 Suzuki Motor	4.57
15 15 Fiat	4.38

23. Petroleum refining

2006/2005	SCORE
1 1 Exxon Mobil	8.17
2 3 Chevron	7.72
3 2 BP	7.32
4 4 Royal Dutch Shell	7.17
5 6 ConocoPhillips	6.74
6 5 Total	6.70
7 7 Valero Energy	6.68
8 8 Statoil	6.50
9 10 Marathon Oil	6.41
10 9 ENI	5.70
11 13 China National Petroleum	5.08
12 12 Sinopec	5.03
13 14 Repsol YPF	4.75
14 • Pemex	4.14
15 • PDVSA	3.61

24. Pharmaceuticals

2006/2005	SCORE
1 2 Novartis	7.66
2 1 Johnson & Johnson	7.53
3 7 Roche Group	6.97
4 6 Eli Lilly	6.73
5 5 GlaxoSmithKline	6.68
6 4 Amgen	6.62
7 3 Abbott Laboratories	6.61
8 9 Wyeth	6.43
9 11 Sanofi-Aventis	6.07
10 8 AstraZeneca	6.00
11 10 Pfizer	6.00
12 13 Merck	5.88
13 14 Schering-Plough	5.53
14 12 Bristol-Myers Squibb	4.98

25. Semiconductors

2006/2005	SCORE
1 1 Texas Instruments	8.21
2 2 Intel	7.12
3 4 Flextronics International	6.82
4 5 ONEX (Celestica)	4.65
5 7 Sammina-SCI	4.32
6 6 Solentron	4.16

26. Specialty retailers

2006/2005	SCORE
1 2 Best Buy	7.10
2 3 Costco Wholesale	6.97
3 4 Lowe's	6.94
4 5 Limited Brands	6.75
5 1 Home Depot	6.64
6 6 Staples	6.62
7 7 Gap	5.92
8 14 Circuit City Stores	5.85
9 10 Office Depot	5.70
10 8 DSG International ¹	5.60
11 12 TJX	5.39
12 9 GUS	5.38
13 13 Otto Group	5.33
14 11 Kingfisher	5.17
15 • Toys "R" Us	4.32

27. Telecommunications

2006/2005	SCORE
1 3 Verizon Communications	6.84
2 1 AT&T	6.74
3 5 Comcast	6.72
4 10 BT	6.59
5 8 Nippon Tel. & Tel.	6.56
6 4 Vodafone	6.42
7 6 Telefónica	6.40
8 13 France Télécom	6.03
9 9 KDDI	6.02
10 11 Deutsche Telekom	5.97
11 15 China Mobile Commun.	5.86
12 2 Sprint Nextel	5.79
13 14 Vivendi ²	5.74
14 16 China Telecommunications	5.66
15 12 Telecom Italia	5.53

¹ Not on last year's list. ² Changed name from Apple Computer. ³ Spin off from Gasme (2005 rank: 13) July 1, 2005. ⁴ Changed name from Coles Myer. ⁵ Merged with Ito-Yokado (2005 rank: 13), Sept. 1, 2005. ⁶ Changed name from Dixons Group. ⁷ Changed name from Vivendi Universal.

★ SOARING Boeing moved to the top spot in the aerospace industry.

