



## World's Most Admired Companies: Industry list – 6 year development

Industry: “Soaps and Cosmetics”

|    | 2004          | 2005          | 2006          | 2007          | 2008          | 2009          | Rating 2009         |
|----|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|
| #1 | P&G           | P&G           | P&G           | P&G           | P&G           | P&G           | 7.69                |
| #2 | L'Oréal       | L'Oréal       | L'Oréal       | L'Oréal       | L'Oréal       | <b>Henkel</b> | <b>7.12 (+0.95)</b> |
| #3 | Colg-Palm     | Colg-Palm     | Colg-Palm     | Colg-Palm     | Colg-Palm     | Estée L.      | 6.97                |
| #4 | Gillette      | Kimb-Clark    | Kimb-Clark    | Kimb-Clark    | Kimb-Clark    | L'Oréal       | 6.93                |
| #5 | Kimb-Clark    | Gillette      | KAO           | <b>Henkel</b> | <b>Henkel</b> | Kimb-Clark    | 6.90                |
| #6 | SCA           | KAO           | <b>Henkel</b> | Avon          | Chr. Dior     | Colg-Palm     | 6.76                |
| #7 | KAO           | <b>Henkel</b> | SCA           | KAO           | SCA           | Clorox        | 5.93                |
| #8 | <b>Henkel</b> | SCA           |               | SCA           |               | Avon          | 5.82                |

### Methodology

Results are based on an evaluation of approx. 60 international senior industry executives and financial analysts, who gave ratings from 0 (poor) to 10 (excellent) on 9 criteria: social responsibility, financial soundness, Globalness, long-term investment, innovation, management quality, people management, quality of products/service and use of corporate assets. Until 2008 Fortune published a US- and a world version of the ranking and merged both in 2009 to create a truly “global” ranking.



*A Brand like a friend*