

## Lundquist Research Series – Wikipedia

# Apple Does it Best on Wikipedia

New research finds **Apple's Wikipedia page is the most complete and easily consultable among the world's largest 500 listed companies.** The research conducted by Lundquist also shows that to improve their online presence companies must engage with Wikipedia, not back away as is often assumed.

Milan, 17 February 2010 – Apple has the most complete and easily consultable Wikipedia page among companies in the Fortune Global 500, according to research released today by Italian consultancy Lundquist. The **Apple** entry came out on top in the survey that considered information that ran the gamut from number of employees and location of headquarters to corporate governance, branding and financial data.

Apple, with 22 points out of a possible 25, was followed by **BT**, which was half a point back. **Nokia** and **Royal Dutch Shell** tied for third. Twenty-one of the top 30 companies are based in the United States, the most represented country with 140 members in the ranking. The Global 500 groups the world's largest companies by revenue.

Wikipedia, the sixth most visited site on the web, has become a fundamental part a company's online profile and in many cases is the first stop for people searching for corporate information. This presents a challenge for companies that must understand the website better and find a way to engage it effectively. Standing by aloof and hoping for the best is no longer an option for companies.

News of companies changing their Wikipedia pages to make them more favourable to the corporate image has resulted in negative publicity and scared many from any attempt to improve their entry. Yet this is potentially dangerous with Wikipedia consistently appearing second or third in search engine rankings right behind a company's official site. The online user-generated encyclopaedia has 8 percent of global internet traffic and 60 million unique visitors a month.

While 489 of the 500 companies surveyed have a Wikipedia page, the amount of information contained was generally scarce with the average score 11 out of 25. In order to turn this situation around, companies need to adopt an approach that understands the rules, dynamics and culture of communities of user-generated content like Wikipedia.

"Companies need to think beyond their corporate website and realise that Wikipedia is a reality they must confront," said Eric Sylvers, the head of social media at Lundquist. "Social media are changing the corporate landscape and Wikipedia is part of the transformation so companies must find an effective way to engage the website."

Among the findings of the research: of countries with more than ten companies in the ranking, Britain had the highest average with 14.6 points, while China's 34 companies and South Korea's 14 companies had the lowest overall average (7.9 and 7.8 points respectively); most company pages do not say what geographic area they serve nor do they supply an up-to-date number of employees, organizational charts, list of board members or historical financial data; only a third of the pages surveyed provide the name of the chief executive and chairman with a link to their personal Wikipedia page.

This first edition of the research, which will be continued on a yearly basis to track developments, analysed Wikipedia pages in English, the international language of finance. Milan-based Lundquist carried out the research in January 2010 following a rigorous four-part protocol (see below for further details on the protocol).

### Top Wikipedia Pages (maximum = 25 points)

1. Apple (USA)	22 pts
2. BT (UK)	21.5
3. Nokia (FIN)	21
3. Royal Dutch Shell (NTL)	21
5. Ford Motor (USA)	20.5
5. Toyota Motor (JAP)	20.5
7. BAE Systems (UK)	20
7. Bank of America (USA)	20
7. BP (UK)	20
7. Dell (USA)	20
7. General Electric (USA)	20
7. Intel (USA)	20
7. Microsoft (USA)	20
7. Tesco (UK)	20
7. Vodafone (UK)	20

### Tips for Companies to Engage Wikipedia Effectively

1. Respect the rules of Wikipedia, seek to understand how the website works
2. Only edit independently verifiable facts and figures such as the number of employees, revenue, area served, etc.
3. Make copyright-free images and other media available for Wikipedians to use
4. Use discussion pages to interact with Wikipedia editors
5. Monitor the company's Wikipedia article for updates and vandalism

### Wikipedia Fast Facts

- 60 million monthly unique visitors
- More than 11 million registered users
- High search engine ranking, 61% of page views come from Google

### Country and sector breakdown

The U.S. had 140 companies in the ranking followed by Japan with 67. All other countries had fewer than 50. Of countries with more than ten companies in the Global 500, the United Kingdom had the highest overall score followed by the U.S. and Switzerland. Of the 11 companies without a Wikipedia page, five were Japanese, two were Taiwanese, two German, one French and one Italian. There were also five company pages that did not get any points. Several countries had averages higher than the U.K., but with fewer than ten companies in the ranking.

Due to the high number of sectors in the Global 500, macro-sectors were created to facilitate analysis. The best performing macro-sector was the computer & IT services industry with 14.4 points, followed by aerospace, defence & airlines with 14.1. The macro sector of oil, gas, energy, electricity, metals and mining was the largest in number (113 companies) and had the lowest average score (9.8 points tying it with construction and engineering).

Countries with 10+ companies in ranking	# of companies in ranking	Average score
UK	32	14.6
US	140	13.5
Canada	13	12.6
Switzerland	13	12
Netherlands	13	10.9
France	40	10.7
Spain	12	10.3
Germany	40	9.8
Italy	10	9.6
Japan	67	8.5
China	34	7.9
South Korea	14	7.8

Sector	# of companies in ranking	Average score
Computer & IT services	15	14.4
Aerospace, defence & airlines	16	14.1
Telecommunications & media	29	13.4
Retail	32	13.2
Manufacturing & heavy industry	12	13
Automotive	27	12.7
Consumer goods	17	12.2
Electronics	9	11.9
Pharmaceuticals & health care	26	11.2
Banking & financial services	99	10.4

### Other findings

The Wikipedia pages of Google and Microsoft were the most clicked with more than 770,000 and 260,000 viewers in December respectively. Apple followed with about 200,000 visitors. The 500 companies collectively had more than 7 million visits in December.

Pages were translated into more than four languages other than English for three-fourths of the companies and 86 percent of the companies provided at least four categories listings, which is a way for Wikipedia entries to be found more easily. Only a quarter of companies had more than two photographs on their site (the protocol considered photographs because they make a Wikipedia entry more approachable and easier to read).

In the main body of the text the most commonly found areas were history of the company and general information about business operations, provided by 72 percent and 52 percent of the companies respectively. Less common was information on corporate strategies, possibly because it is not easily verifiable information that can be added by Wikipedia users. More than three-fourths of the company pages had no information about corporate governance while only 8 percent got the full two points in this section.

“While it’s understandable that some information might be missing from a company’s Wikipedia page, the corporate world must make a bigger effort because the reality is that this is where people are going for information,” said Stefano Frigerio, who headed the Wikipedia research.

The number of hits of a particular Wikipedia article did not necessarily correspond to a higher quality article. The quality was more dependent on the relative importance assigned to the article by Wikipedia editors. This should encourage companies that want to improve the quality of their Wikipedia articles to engage with the site’s editors.

### Most-clicked Wikipedia pages of companies in Global 500

1. Google
  2. Microsoft
  3. Apple
  4. Wal-Mart
  5. McDonald’s
  6. Amazon.com
  7. BMW
  8. Nike
  9. Walt Disney
  10. Johnson & Johnson
- Source: Wikipedia (December 2009)

## The risks of Wikipedia

It is a common misconception that companies have no role to play on Wikipedia. Though companies are often strongly discouraged from editing their own articles, there are many other ways for them to interact and represent themselves on the encyclopaedia. Indeed, companies are encouraged by Wikipedia to do things like make photographs and other media available for the community to use.

There are many risks to companies associated with the open contributions policy of Wikipedia, and the fact that information on Wikipedia is widely distributed. One risk is that companies fail to understand properly the encyclopaedia's rules, most of which are unwritten, and edit their entries themselves. The edits are often reverted and in the past these attempts have been noticed by the press resulting in bad publicity for the company.

This happened with Wal-Mart when someone working at the company reportedly changed the Wal-Mart Wikipedia entry from stating that the company's wages were on average 20 percent less than other stores to saying it was double the federal minimum wage. Large, main-stream media outlets covered the story.

Another risk is that somebody may seek to use the encyclopaedia to damage a competitor's brand as happened when a Ford employee on 15 April 2005 changed the article on the Dodge Rampage, a car produced by rival Chrysler, to say the car is ugly and unpopular.

Wikiscanner, a program that tracks changes made to Wikipedia, showed that 9 percent of companies had their Wikipedia page changed by employees in 2008. Since it was not possible to independently confirm the Wikiscanner data, this was not included in the protocol.

### A guide to engaging Wikipedia

The nature of Wikipedia and the various controls in place mean that it is difficult for companies to edit their articles without those edits being viewed with suspicion (see corporate footnotes, page 4). This has given many companies the idea that they cannot do anything about the articles on the site. However, the popularity of Wikipedia and the very real possibility that incorrect, misleading or incomplete information about the company can be circulated widely on the encyclopaedia means that it is imperative that companies be active.

Having an appreciation of the rules and customs by which the community works is fundamental. The rules and conventions of Wikipedia rely on a form of democratic enforcement for them to operate, that if a bad edit is made there are enough people constantly scanning and looking at the site for it to be picked up and corrected. There also exist groups of Wikipedians that work together to police and improve the quality of articles on specific subjects.

For factual information such as financial results, number of employees and management changes, companies are encouraged to make changes themselves. The best way to do this, especially when it is time-sensitive information, is for the company employee in charge of the Wikipedia page to leave a short, clear explanation of the edit in the edit summary box.

It is not recommended that companies make longer substantive edits themselves. This is because the second pillar of Wikipedia – Wikipedia has a neutral point of view – says that users should take great care in editing articles on companies they work for, in order to prevent a conflict of interest. The alternative to directly editing the article is to engage and help editors who are interested in their subjects. Users can engage with a variety of different groups of people on Wikipedia in order to solicit help with their article.

### Most-viewed websites worldwide

1. Google
  2. Facebook
  3. Yahoo!
  4. YouTube
  5. Windows Live
  - 6. Wikipedia**
  7. Blogger.com
  8. Baidu
  9. MSN
  10. Yahoo! Japan
- Source: Alexa (December 2009)

### The Five Pillars of Wikipedia

- 1) Wikipedia is an encyclopaedia – content should be verifiable with citations to reliable sources
  - 2) Wikipedia has a neutral point of view
  - 3) Wikipedia is free content that anyone can edit
  - 4) Wikipedians should interact in a respectful and civil manner
  - 5) Wikipedia does not have firm rules besides the five general principles presented here
- Source: Wikipedia

## The Protocol

A four-part protocol was used to analyse the Wikipedia pages of the Fortune Global 500 companies. The criteria considered the information presented and how it was displayed. Confirming the accuracy of the information in the Wikipedia articles was not part of the protocol.

### Lundquist Wikipedia analysis protocol

1. Info box .....	5 points
2. Page features .....	6
3. Page sections .....	14
Total .....	25
4. Extra tests (no points)	

**Info box** – The first part of the protocol ranked the information in the infobox on the right-hand side of the page such as the logo and general information including year of foundation, location of headquarters, revenue, number of employees, industry and geographical areas served.

**Page features** – The second section looked for features that improve navigation through the encyclopaedia and link different pages in a logical way by making associations. Points were also awarded for the presence of pictures and citations that allow users to confirm easily the information in the Wikipedia entry.

**Page sections** – The third part evaluated the information in the main part of the entry. The Protocol took into account many different themes, from company history to business strategies, corporate governance, corporate social responsibility (CSR) and brand development. The use of charts and graphics that facilitate the presentation of the information earned points as well.

**Extra tests** – The fourth and final part of the protocol did not affect the scoring, but was used for investigative purposes only. It included the number of visitors per month (December 2009), the number of back links, that is to say the number of websites that link to the company's Wikipedia page (analysed through Yahoo Explorer) and the *corporate footnotes*.

### Corporate footnotes:

In 2007, a graduate student from the California Institute of Technology created a software program called Wikiscanner that scanned anonymous edits and the IP addresses that they came from. Wikiscanner then matched these IP addresses to established companies and institutions. This became an embarrassment for several companies that had anonymously edited their Wikipedia articles to make them more favourable.

## About Lundquist Srl

Lundquist Srl is a corporate communications consultancy based in Milan, specialising in online financial communications, corporate websites and CSR. The company also represents Swedish consultancy Hallvarsson & Halvarsson in Austria, Italy and Switzerland. This report is part of the Lundquist research series on web 2.0.

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## Companies Ranked by Wikipedia Coverage

Rank	Company	Sector	Country	score (25 max)
1	Apple	computer & IT services	USA	22
2	BT	telecommunications & media	UK	21.5
3	Nokia	telecommunications & media	FIN	21
3	Royal Dutch Shell	oil, gas, energy, electricity, metals & mining	NTL	21
5	Ford Motor	automotive	USA	20.5
5	Toyota Motor	automotive	JAP	20.5
7	Microsoft	computer and IT services	USA	20
7	Intel	computer & IT services	USA	20
7	General Electric	conglomerate	USA	20
7	Tesco	retail	UK	20
7	BP	oil, gas, energy, electricity, metals & mining	UK	20
7	Dell	computer & IT services	USA	20
7	Vodafone	telecommunications & media	UK	20
7	BAE Systems	aerospace, defence & airlines	UK	20
7	Bank of America	banking, financial services & insurance	USA	20
16	Wal-Mart Stores	retail	USA	19.5
16	IBM	computer & IT services	USA	19.5
16	Publix Super Markets	retail	USA	19.5
19	Exxon Mobil	oil, gas, energy, electricity, metals & mining	USA	19
19	Walt Disney	telecommunications & media	USA	19
19	J. Sainsbury	retail	UK	19
19	Coca-Cola	food services, food processing & beverages	USA	19
23	General Motors	automotive	USA	18.5
23	American Express	banking, financial services & insurance	USA	18.5
23	Home Depot	retail	USA	18.5
23	Caterpillar	manufacturing & heavy industry	USA	18.5
23	McDonald's	food services, food processing & beverages	USA	18.5
28	Target	retail	USA	18
28	3M	conglomerate	USA	18
28	Honeywell International	conglomerate	USA	18
28	William Morrison Supermarkets	retail	UK	18
32	EADS	aerospace, defence & airlines	NTL	17.75
32	L'Oréal	consumer goods	FRA	17.75
34	Google	computer & IT services	USA	17.5
34	Boeing	aerospace, defense & airlines	USA	17.5
34	Nike	consumer goods	USA	17.5
34	Renault	automotive	FRA	17.5
34	Sprint Nextel	telecommunications & media	USA	17.5
34	Wells Fargo	banking, financial services & insurance	USA	17.5
34	Bank of Montreal	banking, financial services & insurance	CAN	17.5

Rank	Company	Country	Score	Rank	Company	Country	Score
41	Royal Bank of Canada	CAN	17.25	84	Best Buy	USA	15.5
41	Deutsche Bank	GER	17.25	84	Hewlett-Packard	USA	15.5
41	Total	FRA	17.25	84	Citigroup	USA	15.5
44	Goodyear Tire & Rubber	USA	17	84	Hyundai Motor	SKOR	15.5
44	Dow Chemical	USA	17	84	Mitsubishi Motors	JAP	15.5
44	Procter & Gamble	USA	17	84	ING Group	NTL	15.5
44	GlaxoSmithKline	UK	17	84	Petrobras	BRA	15.5
44	Lockheed Martin	USA	17	84	Heineken Holding	NTL	15.5
44	General Dynamics	USA	17	84	Sunoco	USA	15.5
44	FedEx	USA	17	96	Aviva	UK	15.25
44	United Parcel Service	USA	17	96	Mazda Motor	JAP	15.25
44	Raytheon	USA	17	96	Air France-KLM Group	FRA	15.25
44	Hitachi	JAP	17	99	L.M. Ericsson	SWE	15
44	Électricité de France	FRA	17	99	AT&T	USA	15
55	Lukoil	RUS	16.75	99	Chevron	USA	15
56	Siemens	GER	16.5	99	Verizon Communications	USA	15
56	Schlumberger	USA	16.5	99	BHP Billiton	UK	15
56	Bouygues	FRA	16.5	99	Société Générale	FRA	15
56	Northrop Grumman	USA	16.5	99	Fiat	ITA	15
56	Macy's	USA	16.5	99	Oracle	USA	15
56	HSBC Holdings	UK	16.5	99	Comcast	USA	15
56	Motorola	USA	16.5	99	Cisco Systems	USA	15
56	Carrefour	FRA	16.5	99	J.P. Morgan Chase & Co.	USA	15
56	Bayer	GER	16.5	99	Nissan Motor	JAP	15
56	National Australia Bank	AUS	16.5	99	Kroger	USA	15
56	Mol Hungarian Oil & Gas	HUN	16.5	99	U.S. Bancorp	USA	15
67	Bank of Nova Scotia	CAN	16.25	99	ConocoPhillips	USA	15
67	U.S. Postal Service	USA	16.25	99	CVS Caremark	USA	15
67	Commonwealth Bank of Australia	AUS	16.25	115	Daimler	GER	14.75
70	DuPont	USA	16	115	BMW	GER	14.75
70	Johnson & Johnson	USA	16	115	Panasonic	JAP	14.75
70	Groupe Danone	SPA	16	115	AREVA	FRA	14.75
70	Sony	JAP	16	119	News Corp.	USA	14.5
70	Goldman Sachs Group	USA	16	119	Unilever	UK	14.5
70	Accenture	UK	16	119	Gazprom	RUS	14.5
70	Staples	USA	16	119	Suncor Energy	CAN	14.5
70	Lloyds Banking Group	UK	16	119	Berkshire Hathaway	USA	14.5
70	Valero Energy	USA	16	119	Pfizer	USA	14.5
70	Statoil Hydro	NOR	16	119	Robert Bosch	GER	14.5
70	Occidental Petroleum	USA	16	119	Safeway	USA	14.5
81	Toronto-Dominion Bank	CAN	15.75	119	Honda Motor	JAP	14.5
81	Alcatel-Lucent	FRA	15.75	119	Volvo	SWE	14.5
81	BASF	GER	15.75	119	Lowe's	USA	14.5
84	PepsiCo	USA	15.5	119	Telstra	AUS	14.5
84	Barclays	UK	15.5	119	Telefónica	SPA	14.5
84	Amazon.com	USA	15.5	119	ENI	ITA	14.5

Rank	Company	Country	Score	Rank	Company	Country	Score
119	Japan Tobacco	JAP	14.5	160	France Télécom	FRA	13.5
119	Emerson Electric	USA	14.5	160	Zurich Financial Services	SWI	13.5
119	Migros	SWI	14.5	160	Lafarge	FRA	13.5
119	Vattenfall	SWE	14.5	160	China National Offshore Oil	CHI	13.5
137	Royal Philips Electronics	NL	14.25	160	Idemitsu Kosan	JAP	13.5
137	Alliance Boots	SWI	14.25	160	Pemex	MEX	13.5
137	Lufthansa Group	GER	14.25	185	BG Group	UK	13.25
140	Rio Tinto Group	UK	14	185	Sberbank	RUS	13.25
140	Kimberly-Clark	USA	14	185	Anheuser-Busch InBev	BEL	13.25
140	Enel	ITA	14	185	Banco Santander	SPA	13.25
140	Standard Chartered Group	HOK	14	185	Cemex	MEX	13.25
140	Michelin	FRA	14	185	Bank of China	CHI	13.25
140	Credit Suisse	SWI	14	191	UBS	SWI	13
140	BNP Paribas	FRA	14	191	ABB	SWI	13
140	Abbott Laboratories	USA	14	191	Nationwide	UK	13
140	Fujitsu	JAP	14	191	Canon	JAP	13
140	Bombardier	CAN	14	191	Vivendi	FRA	13
140	United States Steel	USA	14	191	Eli Lilly	USA	13
140	Sears Holdings Australia & New Zealand Banking	AUS	14	191	NEC	JAP	13
140	East Japan Railway	JAP	14	191	Sharp	JAP	13
154	AstraZeneca	UK	13.75	191	Bridgestone	USA	13
154	GDF Suez	FRA	13.75	191	A.P. Møller-Mærsk Group	DEN	13
154	Saint-Gobain	FRA	13.75	191	United Technologies	USA	13
154	HBOS	UK	13.75	191	E.ON	GER	13
154	AXA	FRA	13.75	191	Man Group	UK	13
154	TUI	GER	13.75	191	Petro-Canada	CAN	13
160	Aetna	USA	13.5	191	Morgan Stanley	USA	13
160	Manulife Financial	CAN	13.5	206	Fannie Mae	USA	12.75
160	Time Warner	USA	13.5	206	Archer Daniels Midland	USA	12.75
160	Deutsche Bahn	GER	13.5	206	Sabco	SAU	12.75
160	Sanofi-Aventis	FRA	13.5	206	Akzo Nobel	NL	12.75
160	ArcelorMittal	LUX	13.5	206	Royal Ahold	NL	12.75
160	Humana	USA	13.5	211	Mitsubishi Heavy Industries	JAP	12.5
160	Mitsubishi UFJ Financial Group	JAP	13.5	211	MetLife	USA	12.5
160	Delphi	USA	13.5	211	Vale	BRA	12.5
160	Nestlé	SWI	13.5	211	Hutchison Whampoa	HOK	12.5
160	Petronas	USA	13.5	211	ACS	SPA	12.5
160	Woolworths	USA	13.5	211	Finmeccanica	ITA	12.5
160	Allianz	GER	13.5	211	National Grid	UK	12.5
160	Deere	USA	13.5	211	Japan Airlines	JAP	12.5
160	State Farm Insurance Cos.	USA	13.5	211	Hochtief	GER	12.5
160	Rite Aid	USA	13.5	211	China Mobile Communications	CHI	12.5
160	Fujifilm Holdings	JAP	13.5	221	Kraft Foods	USA	12.25
160	Henkel	GER	13.5	221	Royal Bank of Scotland	UK	12.25
160	Anglo American	UK	13.5	221	Costco Wholesale	USA	12.25
				221	New York Life Insurance	USA	12.25

Rank	Company	Country	Score	Rank	Company	Country	Score
221	British American Tobacco	UK	12.25	271	Toshiba	JAP	11.25
221	Vinci	FRA	12.25	271	Sodexo	FRA	11.25
227	Travelers Cos.	USA	12	273	Bunge	USA	11
227	Rosneft Oil	RUS	12	273	Magna International	CAN	11
227	Volkswagen	GER	12	273	POSCO	SKOR	11
227	Suzuki Motor	JAP	12	273	Prudential Financial	USA	11
227	Reliance Industries	IND	12	273	Johnson Controls	USA	11
227	Novartis	SWI	12	273	SK Holdings	SKOR	11
227	State Bank of India	IND	12	273	Acciona	SPA	11
227	Alcoa	USA	12	273	Skandinaviska Enskilda Banken	SWE	11
227	Bertelsmann	GER	12	273	Delhaize Group	BEL	11
227	Ricoh	JAP	12	273	Tesoro	USA	11
227	Swiss Reinsurance	SWI	12	273	SeverStal	RUS	11
227	Sinopec	CHI	12	273	Neste Oil	FIN	11
227	International Paper	USA	12	273	China FAW Group	CHI	11
227	Rabobank	NTL	12	286	Allstate	SING	10.75
227	Rwe	GER	12	286	UnitedHealth Group	USA	10.75
227	Banco Bilbao Vizcaya Argentaria	SPA	12	286	Coca-Cola Enterprises	USA	10.75
227	Compass Group	UK	12	289	Manpower	USA	10.5
227	OMV Group	AUT	12	289	Delta Air Lines	USA	10.5
227	Doosan	SKOR	12	289	Asustek Computer	TAIW	10.5
227	Nippon Oil	JAP	12	289	Roche Group	SWI	10.5
227	Grupo Ferrovial	SPA	12	289	Tyson Foods	USA	10.5
248	Dexia Group	BEL	11.75	289	Fluor	USA	10.5
248	DirecTV Group	USA	11.75	289	Nippon Telegraph & Telephone	JAP	10.5
248	Westpac Banking	AUS	11.75	289	Wesfarmers	AUS	10.5
248	China Ocean Shipping	CHI	11.75	289	Arcandor	GER	10.5
248	Centrica	UK	11.75	289	EnCana	CAN	10.5
253	Peugeot	FRA	11.5	299	UniCredit Group	ITA	10.25
253	Samsung Electronics	SKOR	11.5	299	PDVSA	VEN	10.25
253	Walgreen	USA	11.5	301	Husky Energy	CAN	10
253	Wyeth	USA	11.5	301	Imperial Tobacco Group	UK	10
253	Whirlpool	USA	11.5	301	Tyco International	USA	10
253	Hess	USA	11.5	301	Exelon	USA	10
253	Alstom	FRA	11.5	301	Jardine Matheson	HOK	10
253	Tata Steel	IND	11.5	301	Nucor	USA	10
253	Deutsche Telekom	GER	11.5	301	Adecco	SWI	10
253	Industrial & Commercial Bank of China	CHI	11.5	301	L'Air Liquide	FRA	10
253	Oil & Natural Gas	IND	11.5	309	Deutsche Post	GER	9.75
253	Merck	GER	11.5	309	China National Petroleum	CHI	9.75
253	KBC Group	BEL	11.5	309	Citic Group	CHI	9.75
253	Royal KPN	NTL	11.5	312	SNCF	FRA	9.5
253	Marathon Oil	USA	11.5	312	ThyssenKrupp	GER	9.5
253	Mizuho Financial Group	JAP	11.5	312	China United Telecommunications	CHI	9.5
253	Tokyo Electric Power	JAP	11.5	312	TJX	USA	9.5
253	Wolseley	UK	11.5	312	Metro Group	GER	9.5



Rank	Company	Country	Score	Rank	Company	Country	Score
312	AMR	USA	9.5	356	Constellation Energy	USA	8
312	Commerzbank	GER	9.5	356	Aisin Seiki	JAP	8
312	Xstrata	SWI	9.5	356	Bayerische Landesbank	GER	8
312	Banco do Brasil	BRA	9.5	356	Tokio Marine Holdings	JAP	8
312	Skanska	SWE	9.5	356	China State Construction Engineering	CHI	8
312	CRH	UK	9.5	356	Chubu Electric Power	JAP	8
323	Hon Hai Precision Industry	TAIW	9.25	356	China Southern Power Grid	CHI	8
323	GMAC	USA	9.25	371	Veolia Environnement	FRA	7.75
323	Christian Dior	FRA	9.25	371	COFCO	CHI	7.75
323	Aluminum Corp. of China	CHI	9.25	373	George Weston	CAN	7.5
327	Sysco	USA	9	373	Softbank	JAP	7.5
327	Metalúrgica Gerdau	BRA	9	373	Holcim	SWI	7.5
327	Cigna	USA	9	373	Mitsui OSK Lines	JAP	7.5
327	Flextronics International	SING	9	373	Liberty Mutual Insurance Group	USA	7.5
327	China Telecommunications	CHI	9	373	Mapfre Group	SPA	7.5
327	McKesson	USA	9	373	Murphy Oil	USA	7.5
327	Caltex Australia	AUS	9	373	Galp Energia	POR	7.5
327	Mitsubishi Electric	JAP	9	373	Japan Post Holdings	JAP	7.5
327	Fomento de Construcciones	USA	9	373	China Metallurgical Group	CHI	7.5
327	Scottish & Southern Energy	UK	9	373	Jiangsu Shagang Group	CHI	7.5
327	China Railway Group	CHI	9	373	Eiffage	FRA	7.5
327	State Grid	CHI	9	373	Dai-ichi Mutual Life Insurance	JAP	7.5
339	China Construction Bank	CHI	8.75	386	Nordea Bank	SWE	7.25
339	Northwestern Mutual	USA	8.75	387	PPR	FRA	7
339	Israel Corp.	ISR	8.75	387	Groupe Auchan	FRA	7
342	LyondellBasell Industries	NL	8.5	387	WellPoint	USA	7
342	UAL	USA	8.5	387	Shanghai Automotive	CHI	7
342	Power Corp. of Canada	CAN	8.5	387	Komatsu	JAP	7
342	LG	SKOR	8.5	387	Cardinal Health	USA	7
342	Bristol-Myers Squibb	USA	8.5	387	Nippon Steel	JAP	7
342	Schneider Electric	FRA	8.5	387	Onex	CAN	7
342	Hyundai Heavy Industries	SKOR	8.5	387	Assicurazioni Generali	ITA	7
342	TIAA-CREF	USA	8.5	387	Evonik Industries	GER	7
342	HCA	UK	8.5	387	Hypo Real Estate Holding	GER	7
342	Express Scripts	USA	8.5	387	HeidelbergCement	GER	7
342	Massachusetts Mutual Life Insurance	USA	8.5	387	China Railway Construction	CHI	7
342	Mitsubishi	JAP	8.5	387	Yamada Denki	JAP	7
342	Danske Bank Group	DEN	8.5	387	Evraz Group	RUS	7
342	Nippon Yusen	JAP	8.5	387	Energie Baden-Württemberg	GER	7
356	Philip Morris International	USA	8	387	Kobe Steel	JAP	7
356	Poste Italiane	ITA	8	387	Mitsui Sumitomo Insurance Group Holdings	JAP	7
356	Intesa Sanpaolo	ITA	8	387	Cosmo Oil	JAP	7
356	Medco Health Solutions	USA	8	387	Cepsa	SPA	7
356	Agricultural Bank of China	CHI	8	407	Continental	GER	6.5
356	Erste Group Bank	GER	8	407	Repsol YPF	SPA	6.5
356	Seven & I Holdings	JAP	8	407	Crédit Agricole	FRA	6.5
356	Itochu	JAP	8	407	Telecom Italia	ITA	6.5

Rank	Company	Country	Score	Rank	Company	Country	Score
407	Munich Re Group	GER	6.5	454	China Life Insurance	CHI	4
407	Koç Holding	TUR	6.5	454	Hanwha	SKOR	4
407	Edeka Zentrale	GER	6.5	454	DZ Bank	GER	4
407	Baosteel Group	CHI	6.5	454	Kansai Electric Power	JAP	4
407	Banco Bradesco	BRA	6.5	461	Itaúsa-Investimentos Itaú	BRA	3.75
407	PKN Orlen Group	POL	6.5	462	Hindustan Petroleum	IND	3.5
407	Randstad Holding	NTL	6.5	462	Ingram Micro	USA	3.5
407	PTT	THAI	6.5	462	GS Holdings	SKOR	3.5
407	China Communications Construction	CHI	6.5	462	Noble Group	HOK	3.5
407	CHS	USA	6.5	462	Rexel	FRA	3.5
407	Gas Natural SDG	SPA	6.5	462	CFE	MEX	3.5
407	China Minmetals	CHI	6.5	462	Sumitomo Life Insurance	JAP	3.5
407	Meiji Yasuda Life Insurance	JAP	6.5	462	Korea Gas	SKOR	3.5
424	Indian Oil	IND	6.25	462	Kajima	JAP	3.5
424	Bharat Petroleum	IND	6.25	471	Petroplus Holdings	NTL	3
426	América Móvil	MEX	6	471	Tech Data	USA	3
426	KDDI	JAP	6	471	Enterprise GP Holdings	USA	3
426	Kirin Holdings	JAP	6	474	Sinosteel	CHI	2.5
426	KFW Bankengruppe	GER	6	474	Supervalu	USA	2.5
426	Bank of Communications	CHI	6	474	GasTerra	NTL	2.5
426	AmerisourceBergen Sumitomo Mitsui Financial Group	USA	6	477	La Poste	FRA	2
426	JFE Holdings	JAP	6	477	Nordeutsche Landesbank	GER	2
426	Nippon Life Insurance	JAP	6	479	Groupama	FRA	1.5
426	Hebei Iron & Steel Group	CHI	6	479	Mitsubishi Chemical Holdings	JAP	1.5
437	Quanta Computer	TAIW	5.75	481	Shimizu	JAP	1
437	Landesbank Baden- Württemberg	GER	5.75	481	Plains All American Pipeline	USA	1
439	S-Oil	SKOR	5.5	483	Sumitomo Electric Industries	JAP	0.5
439	Iberdrola	SPA	5.5	483	Crédit Industriel & Commercial	FRA	0.5
439	Foncière Euris	FRA	5.5	485	Wilmar International	SING	0
439	Samsung C&T	SKOR	5.5	485	China South Industries Group	CHI	0
439	Korea Electric Power	SKOR	5.5	485	Sinochem	CHI	0
439	Aviation Industry Corp. of China	CHI	5.5	485	Cathay Life Insurance	TAIW	0
439	China Huaneng Group	CHI	5.5	485	T&D Holdings	JAP	0
446	Denso	JAP	5	485	Premafin Finanziaria	ITA	0
446	CNP Assurances	FRA	5	485	Nippon Mining Holdings	JAP	0
448	Sumitomo	JAP	4.5	485	Showa Shell Sekiyu	JAP	0
448	AEON	JAP	4.5	485	Formosa Petrochemical	TAIW	0
448	Groupe Caisse d'Épargne	FRA	4.5	485	Heraeus Holding	GER	0
448	EDP-Energias de Portugal	POR	4.5	485	Mediceo Paltac Holdings	JAP	0
448	CPC	TAIW	4.5	485	Franz Haniel	GER	0
448	Samsung Life Insurance	SKOR	4.5	485	Cie Nationale à Portefeuille	FRA	0
454	Surgutneftegas	RUS	4	485	Maruhan	JAP	0
454	Mitsui	JAP	4	485	Marquard & Bahls	GER	0
				485	Alfresa Holdings	JAP	0