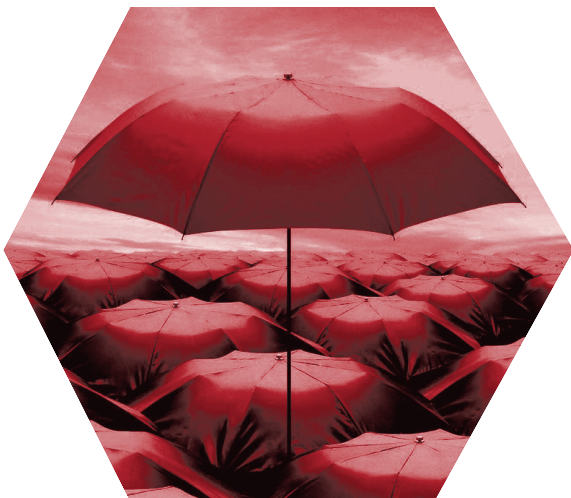




2007

BRANDZTM

Top 100 Most Powerful Brands



Contents

About the BRANDZ™ Top 100 Ranking	3
How We Calculate Brand Value	4
Key Insights	5
Sector Highlights	6
BRANDZ™ Top 100 Brand Ranking Charts	10
Frequently Asked Questions	24
About Millward Brown Optimor	28

About the BRANDZ Top 100 Ranking

As economies become global and information more critical, intangible assets have replaced tangibles as a major source of shareholder value. Of these intangibles, brands are often the most valuable assets, accounting for approximately one third of the value of today's Fortune 500 companies.

The ability of brands to create such enormous value captivated the financial community. It's the reason why we developed a ranking of the world's most financially powerful brands.

The **BRANDZ**™ ranking is the first to combine publicly available financial data with primary research data. The ranking was developed by Millward Brown Optimor, the brand finance and ROI unit of leading market research and consultancy Millward Brown.

Driven by primary research insights, the **BRANDZ** ranking provides actionable information for marketing, finance and business professionals that can drive decision making into managing and growing a company's brand assets. The primary research comes from WPP's **BRANDZ**, the world's largest brand equity database for which Millward Brown has interviewed over 1 million consumers and business-to-business customers about thousands of brands worldwide.

The **BRANDZ** ranking provides sector and geographic coverage of market facing brands, including brands in Apparel, Beer, Cars, Fast Food, Financial Services, Luxury Goods, Mobile Communications, Motor Fuel, Personal Care, Retail, Soft Drinks, and Technology. It covers brands in developed markets currently driving world GDP, and emerging markets whose share of world GDP is expected to grow in the future.

The ranking is based on the brand's 'dollar value' calculated by using an economic use approach; the brand value shown in our ranking is based on the present value of the earnings that the brand is expected to generate in the future.

The **BRANDZ** Top 100 provides two metrics of brand performance in addition to brand value: Brand Contribution and Brand Momentum. Brand Contribution quantifies the share of the company's earnings attributable to the brand. Brand Momentum is an index of a brand's short-term growth rate (1 year).

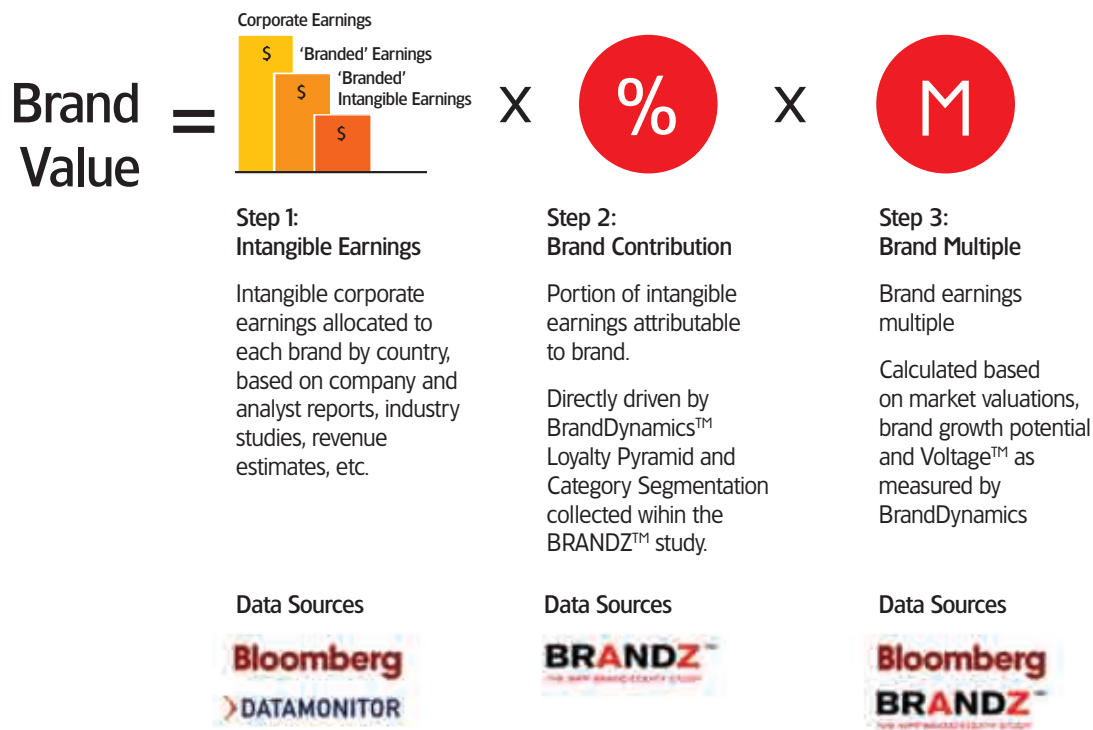
BRANDZ is a diagnostic and predictive brand equity measurement tool that was developed for WPP's operating companies by Millward Brown in 1998 and has been running every year since then. It is based on Millward Brown's established BrandDynamics™ framework. **BRANDZ** data is collected from interviews with category buyers or users (e.g. new car owners) who are asked about brands within a competitive framework (e.g. BMW, VW, Ford, Toyota etc).

How We Calculate Brand Value

Brand value is the financial value of a brand, defined as the sum of all earnings that a brand is expected to generate.

For the purpose of the **BRANDZ** ranking, Millward Brown Optimor values brands in three steps:

- 1 Establish a company's intangible earnings and allocate them to individual brands and countries of operation, based on publicly available financial data from Bloomberg, Datamonitor (www.datamonitor.com) and Millward Brown Optimor's own research.
- 2 Determine the portion of intangible earnings attributable to brand alone, as opposed to other factors such as price. This metric, known as Brand Contribution, reflects the share of earnings from a product or service's most loyal consumers or users. For this second step, we use research-based loyalty data from the **BRANDZ** database.
- 3 Project the brand value forward based on market valuations, the brand's risk profile, and its growth potential. Data for this step is sourced from the **BRANDZ** database, Bloomberg and Millward Brown Optimor's own research.



Key Insights from this Year's BRANDZ Ranking

There are many actionable insights to be derived from the BRANDZ rankings. They prove that a blend of good business leadership, responsible financial management and powerful marketing are an unbeatable combination that can be leveraged to create and grow corporate wealth.

The rise of the East – Today, consumers in emerging markets, especially the ones known as the BRIC countries (Brazil, Russia, India, China) have more disposable income than ever before. In order to succeed in the BRICs, Western brands must offer products or services that are relevant to local consumers. Fast food brands such as KFC (\$4,485 million) and McDonald's (\$33,138 million) appeal to BRIC consumers looking for a Western dining experience. Apparel brands including Nike (\$10,290 million), Levi's (\$1,041 million) and Zara (\$6,469 million) fill the gap between local brands and imported luxury brands by providing “affordable fashion” to young consumers. Luxury brands such as Louis Vuitton (\$22,686 million) and Rolex (\$5,387 million) also experience significant growth in these markets as wealthy consumers look for brands that represent their status.

Converging technologies – Convergence is the hot topic in technology: the ability to mix and match different services (voice, data, GPS, music, internet, email, etc) and deliver them over different devices has the potential to improve the lives of consumers. In the face of increasing complexity, branding has been leveraged to simplify and contrast different offerings: from Apple's (\$24,728 million) basics-but-smarter iPhone to Sony Ericsson's Walkman-branded music phones to Nokia's (\$31,670 million) all-in-one mobile computers, manufacturers are crafting coherent offerings that are aligned with their brand identity. Like Apple and Nokia, strong brands are able to stretch allowing parent companies to increase revenue streams by investing in high growth ventures.

Delivering on Corporate Social Responsibility – Delivering on the promise of corporate social responsibility helped boost the value of major brands including BP (\$5,931 million), Shell (\$4,679 million) and Toyota (\$33,427 million). BP was the first major oil company to address climate change with its 'beyond petroleum' brand positioning. BP executed on that brand positioning to become one of the top three global suppliers of solar energy. Toyota's success in marketing its hybrid model Prius contributed to its positive brand image and its continued leadership in the automotive sector.

Fast food brands react to health conscious consumers – Rising concerns about healthy eating disrupted the fast food industry that had enjoyed continuous growth since the 1980s. Most fast food chains, including McDonald's (\$33,138 million), repositioned themselves with the introduction of healthier food alternatives. Burger King (\$1,401 million) took the opposite stance through marketing campaigns that called attention to the chain's original offering: the high-calorie and masculine hamburger. The 63% increase in Burger King's brand value proves that strong brands can succeed whether they follow or defy market trends.

Sector Highlights

The **BRANDZ** ranking provides in-depth sector analysis of brands that allows companies to assess the performance of their brand in a competitive context.

The sectors that experienced most growth this year are:

	Category	Brand Value Growth
1	Fast Food	22%
2	Luxury	20%
3	Motor Fuel	15%
4	Personal Care	15%
5	Technology	14%

*Source: Millward Brown Optimor (including data from **BRANDZ**, Datamonitor, and Bloomberg)

Apparel

The **BRANDZ** ranking illustrates that fashion brands are subject to the distinct cycle that characterizes the apparel category and makes it difficult to retain leadership. Successful apparel brands are searching for growth through different extension strategies. Brands including Armani (\$4,100 million) and Zara (\$6,469 million) are extending into home furnishing and other related businesses. Successful co-branding initiatives raised awareness about apparel brands such as H&M (\$8,711 million). There is also a trend toward ethics leading to partnerships with charities as well as environmentally friendly products.

Beer

The beer category has not changed significantly over the past year. Analysis for the **BRANDZ** ranking reveals that consumers in saturated markets such as the United States are turning to premium, imported beers such as Heineken (\$3,699 million) and Corona (\$3,286 million). The general trend towards healthier lifestyles affected the beer category as consumers turned to light alternatives such as Miller Lite (\$2,104 million). Emerging markets including Latin America, Central and Eastern Europe hold growth potential for the beer category.

Coffee

Coffee makers are branching out into higher margin items such as ready to drink coffee and coffee pods. Most brands have extended to premium or flavoured coffee to capitalise on consumers' shift to more sophisticated taste. Many brands have also responded to consumers' social responsibility concerns with the successful introduction of fair trade products.

Fast Food

After decades of continuous growth, the fast food establishment came under fire. With consumers' continued obsession with dieting and fitness, the industry is being criticized by consumer groups and the media for promoting unhealthy eating habits. The fast food industry has responded to the decline in consumer demand by changing its product offerings. Most chains have emphasized the use of quality ingredients and incorporated healthier options such as salads and fresh fruit into their menus. Despite the challenges posed by this market disruption, fast food brands have found ways to distinguish themselves. The category as a whole outperformed all other categories with the highest aggregate brand value growth.

Financial Institutions

As financial markets in developed countries become saturated, financial institutions are extending into emerging markets. Multi-national banks are eager to tap into China's banking sector as the country deregulates its financial institutions. India's retail banking is expected to grow 18% a year until 2010. Most global players entering the market have realized the need to focus on marketing issues to establish brand awareness and gain a share of the market. Globally, an increase in the number of wealthy individuals has led banks to introduce or strengthen wealth management services. Meanwhile, insurers are focusing on a single brand strategy that has proven effective. Large insurers such as AIG (\$5,880 million) are re-branding acquisitions to their own brands.

Luxury Goods

Luxury is the category with the second largest growth in aggregate brand value. Part of the growth comes from successful brand extensions into new offerings. Armani's (\$4,100 million) brand extension into other luxury lifestyle businesses such as hotel and home not only enables the brand to grow but also reinforces its image as a lifestyle provider. More significant, however, is the growth in emerging markets, as self-made millionaires in China, Russia and other countries develop their tastes for luxury products. While most luxury brands have established presence in China and Russia, several designer labels, such as Fendi (\$4,116 million) among the Italian brands, are now planning to tap into the Indian market.

Mobile Communications

The mobile communications industry has undergone significant changes due to acquisitions, re-branding and financial restatements which have led to some major changes in brand value in this sector. As the markets become saturated and price competition in mature markets erode margins, companies are moving into non-traditional services. Orange (\$9,922 million) has created a strong brand identity associated with films and managed to build consumer loyalty with incentives such as free movie tickets on Wednesdays. Movistar's (\$4,686 million) 'Lend Me €2' service is an industry first and may jump start a new service throughout the industry. Brands that fail to meet consumer demand in updating network and product range are losing market share. Emerging markets and the US are expected to deliver 60% of forecasted growth over next 5 years.

Motor Fuel

Recent high crude oil prices are reflected in retail prices, but only marginally inform consumers' purchase behavior and improve brand value. In this category, BP's (\$5,931 million) and Shell's (\$4,679 million) success shows that brands have increasingly important roles. The two companies lead the trend in repositioning their brands as global energy companies that confront the conflict between energy and environmental needs by taking actions beyond what is expected of an oil company. BRIC energy companies seem to have strong brands, but this is largely due to their historical status as monopolies.

Personal Care

There have been dramatic increases in brand value for several brands in the category, mainly driven by an increase of disposable income in fast growing countries. Brands with premium price and positioning, such as Clarins (\$1,137 million), Lancome (\$3,090 million) and Shiseido (\$1,863 million), have grown more significantly relative to their less prestigious, mass market competitors. Growth segments have included premium products, anti-aging products and products based on natural/organic ingredients. Companies have increased marketing spend as well as frequency of new products as strategies to boost performance and compete for market share.

Retail

Established brands face competitors brandishing cut-rate prices, although some have succeeded in avoiding a price war by introducing premium own-brand products. More importantly, significant growth of brands such as Marks & Spencer (\$9,509 million) and Best Buy (\$6,674 million) shows that brands must be able to differentiate themselves from the competition. M&S refocused on its British heritage and realigned its products with its brand positioning. The result is a 192% growth in brand value. As is the case in other categories, the new competition ground is China, where most Western chains are seeking to grab a share of the 7th-largest consumer market.

Soft Drinks

The soft drinks category has been affected by the campaigns toward healthy eating. In the UK, restrictions have been imposed on advertising to children and the world's three largest soft drinks companies have agreed to ban most soda sales in U.S. public schools where they will sell only lower-calorie and nutritious beverages. Potential areas ripe for growth in developing countries are healthy and organic products. Coca-Cola (\$34,958 million) has made significant investment in this area, both on marketing of existing products and innovation of new, healthier products.

Technology

Convergence and commoditization are the biggest trends in this category with short product cycles that compel companies to consistently innovate. While Apple (\$24,728 million) introduced the iPhone which claims to be “basic but smarter,” Nokia’s (\$31,670 million) all-in-one mobile computers try to offer more functionality in one device. In the desktop PC sector, Dell (\$13,903 million) recognizes the need to change its focus from price-led advertising and differentiate its brand in other ways. Convergence is evident in B2B segments as well, with SAP and Oracle expanding into each other’s core segments to provide a one-stop shop for B2B clients. Growth is slowing in mature markets, and brands such as Samsung (\$12,742 million) have invested heavily in brand building in order to compete in the higher margin, high-end segments. Emerging markets are driving growth, but the demand for lower margin, low-end phones are damaging gross margins.

Water

The market for bottled water is fragmented with many small, local brands. It is a commoditized sector with limited growth and fierce competition, which explains a decline in brand contribution across the category. Within the category, still water represents the main category growth driver as health awareness rises in consumers, but innovation (e.g., flavoured water) will be important for growth. Emerging countries such as China, are also markets with potential as disposable income increases.

BRANDZ Top 100 Brand Ranking

BRANDZ RANKING

#	Brand	Brand Value (\$m)	Brand Value Change (%)
1	Google	66,434	77%
2	GE (General Electric)	61,880	11%
3	Microsoft	54,951	-11%
4	Coca Cola (*)	44,134	7%
5	China Mobile	41,214	5%
6	Marlboro	39,166	2%
7	Wal-Mart	36,880	-2%
8	Citi	33,706	9%
9	IBM	33,572	-7%
10	Toyota	33,427	11%
11	McDonald's	33,138	14%
12	Nokia	31,670	19%
13	Bank of America	28,767	2%
14	BMW	25,751	8%
15	HP	24,987	27%
16	Apple	24,728	55%
17	UPS	24,580	13%
18	Wells Fargo	24,284	N.A.
19	American Express	23,113	23%
20	Louis Vuitton	22,686	16%
21	Disney	22,572	2%
22	Vodafone	21,107	-12%
23	NTT DoCoMo	19,450	0%
24	Cisco	18,812	-10%
25	Intel	18,707	-26%
26	Home Depot	18,335	-33%
27	SAP	18,103	N.A.
28	Gillette	17,954	1%
29	Mercedes	17,813	0%
30	Oracle	17,809	28%
31	HSBC	17,457	26%
32	Tesco	16,649	7%
33	ICBC	16,460	N.A.
34	Verizon Wireless	16,261	9%
35	Starbucks	16,057	45%
36	Honda	15,465	7%

*Source: Millward Brown Optimor (including data from BRANDZ®, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

BRANDZ RANKING

#	Brand	Brand Value (\$m)	Brand Value Change (%)
37	Dell	13,903	-24%
38	Bank of China	13,689	N.A.
39	Royal Bank of Canada	13,624	N.A.
40	Porsche	13,372	11%
41	Deutsche Bank	13,210	1%
42	Yahoo!	13,201	-6%
43	eBay	12,927	-2%
44	Samsung	12,742	6%
45	Ford	12,627	-9%
46	L'Oréal	12,303	15%
47	Banco Santander	12,094	-4%
48	Pepsi (*)	11,756	2%
49	Carrefour	11,710	8%
50	Merrill Lynch	11,655	16%
51	UBS	11,591	21%
52	Target	11,560	88%
53	ING	11,539	N.A.
54	Canon	11,413	15%
55	Sony	11,389	22%
56	Morgan Stanley	11,204	6%
57	Chevrolet	11,202	-10%
58	Nissan	11,189	3%
59	Chase	11,182	15%
60	Motorola	10,787	19%
61	China Construction Bank	10,757	N.A.
62	Accenture	10,534	8%
63	Nike	10,290	-5%
64	Harley-Davidson	10,269	3%
65	Wachovia	10,035	-2%
66	Budweiser (*)	9,977	-15%
67	Orange	9,922	5%
68	Marks & Spencer	9,509	192%
69	FedEx	9,310	13%
70	Cingular Wireless	9,260	39%
71	Siemens	9,111	35%

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

BRANDZ RANKING

#	Brand	Brand Value (\$m)	Brand Value Change (%)
72	State Farm	8,738	11%
73	H&M	8,711	9%
74	JP Morgan	8,490	20%
75	TIM (*)	8,440	N.A.
76	Goldman Sachs	8,239	-7%
77	T-Mobile	8,047	-32%
78	Colgate	7,711	32%
79	Chanel	7,499	15%
80	Subway (**)	7,433	N.A.
81	IKEA	7,373	2%
82	Royal Bank of Scotland	7,200	N.A.
83	VW (Volkswagen)	7,033	4%
84	Cartier	7,021	27%
85	Hermes	6,939	44%
86	Best Buy	6,674	113%
87	Barclays	6,612	30%
88	Avon	6,558	-1%
89	Gucci	6,524	49%
90	Zara	6,469	27%
91	WaMu	6,126	31%
92	Amazon	5,964	0%
93	BP	5,931	8%
94	AIG	5,880	4%
95	ABN AMRO	5,617	72%
96	Auchan	5,570	4%
97	Asda	5,540	19%
98	Lexus	5,421	7%
99	Esprit	5,411	29%
100	Rolex	5,387	9%

*Source: Millward Brown Optimor (including data from BRANDZ™, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Top 10 with Highest Brand Momentum

#	Brand	Parent	Brand Momentum
1	Google	Google Inc	10
2	Apple	Apple Computer Inc	10
3	Louis Vuitton	LVMH	10
4	Starbucks	Starbucks Corporation	10
5	Porsche	Porsche Ag-Pfd	10
6	eBay	Ebay Inc	10
7	Chanel	Chanel Sa	10
8	Hermès	Hermès International	10
9	Amazon	Amazon.Com Inc	10
10	Rolex	Montres Rolex S.A.	10

Top 10 with Highest Brand Contribution

#	Brand	Parent	Brand Contribution
1	Louis Vuitton	LVMH	5
2	Porsche	Porsche Ag-Pfd	5
3	Chanel	Chanel Sa	5
4	Cartier	Cie Fin. Richemont	5
5	Hermes	Hermes International	5
6	Gucci	Ppr	5
7	Rolex	Montres Rolex S.A.	5
8	Hennessy	LVMH	5
9	Moet & Chandon	LVMH	5
10	Fendi	LVMH	5

*Source: Millward Brown Optimor (including data from BRANDZ®, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

UK

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum
1	Vodafone	Vodafone Group Plc	21,107	2	5
2	HSBC	Hsbc Holdings Plc	17,457	2	6.5
3	Tesco	Tesco Plc	16,649	3	4
4	Marks & Spencer	M&S Group Plc	9,509	3	6.5
5	Royal Bank Of Scotland	RBOS Group	7,200	3	4
6	Barclays	Barclays Plc	6,612	2	2.5
7	BP	BP Plc	5,931	2	5.5
8	Asda	Wal-Mart Stores Inc	5,540	3	3.5
9	Standard Chartered Bank	Standard Chartered Plc	3,955	2	5.5
10	Lloyds TSB	Lloyds TSB Group	3,882	2	4

Europe (excluding UK)

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum
1	Nokia	Nokia	31,670	3	7
2	BMW	BMW AG	25,751	4	6
3	Louis Vuitton	LVMH	22,686	5	10
4	SAP	Sap Ag	18,103	2	3.5
5	Mercedes	DaimlerChrysler AG	17,813	4	6
6	Porsche	Porsche AG	13,372	5	10
7	Deutsche Bank	Deutsche Bank AG	13,210	1	4
8	L'Oréal	L'Oreal	12,303	4	6.5
9	Banco Santander	Banco Santander C.H.	12,094	2	3.5
10	Carrefour	Carrefour Sa	11,710	3	4

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

Europe (including UK)

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum
1	Nokia	Nokia	31,670	3	7
2	BMW	BMW Ag	25,751	4	6
3	Louis Vuitton	LVMH	22,686	5	10
4	Vodafone	Vodafone Group Plc	21,107	2	5
5	SAP	SAP AG	18,103	2	3.5
6	Mercedes	DaimlerChrysler AG	17,813	4	6
7	HSBC	HSBC Holdings Plc	17,457	2	6.5
8	Tesco	Tesco Plc	16,649	3	4
9	Porsche	Porsche AG	13,372	5	10
10	Deutsche Bank	Deutsche Bank AG	13,210	1	4

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

North America

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum
1	Google	Google Inc	66,434	3	10
2	GE (General Electric)	General Electric Co	61,880	2	6.5
3	Microsoft	Microsoft Corp	54,951	3	6
4	Coca Cola (*)	The Coca-Cola Co	44,134	4	5
5	Marlboro	Altria Group Inc	39,166	3	6
6	Wal-Mart	Wal-Mart Stores Inc	36,880	2	7.5
7	Citi	Citigroup Inc	33,706	2	4
8	IBM	IBM Corporation	33,572	2	5
9	McDonald's	McDonald's Corp	33,138	3	5.5
10	Bank of America	Bank Of America Corp	28,767	2	5.5

Asia

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum
1	China Mobile	China Mobile (Hk) Ltd	41,214	3	7.5
2	Toyota	Toyota Motor Corp	33,427	3	5.5
3	NTT DoCoMo	Ntt Docomo Inc	19,450	2	7
4	ICBC	ICBC Ltd	16,460	3	6.5
5	Honda	Honda Motor Co Ltd	15,465	3	4
6	Bank of China	Bank of China Ltd	13,689	3	4.5
7	Samsung	Samsung Elect. Co Ltd	12,742	3	5
8	Canon	Canon Inc	11,413	2	4
9	Sony	Sony Corp	11,389	3	5.5
10	Nissan	Nissan Motor Co Ltd	11,189	3	4

*Source: Millward Brown Optimor (including data from BRANDZ, Euromonitor International, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Apparel

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Nike	Nike Inc	10,290	3	6.5	-5%
2	H&M	Hennes & Mauritz	8,711	2	4	9%
3	Zara	Inditex	6,469	3	7	27%
4	Esprit	Esprit Holdings Ltd	5,411	3	5	29%
5	Next	Next Plc	2,888	2	5.5	-6%
6	Ralph Lauren	Polo Ralph Lauren Co.	2,765	3	6	48%
7	Adidas	Adidas Ag	2,748	3	3.5	19%
8	Puma	Puma Ag	1,855	3	4.5	3%
9	Gap	Gap Inc/The	1,831	2	4	-34%
10	American Eagle Outfitters	American Eagle Outfitt.	1,609	2	8.5	43%

Beer

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Budweiser	Anheuser-Busch Companies, Inc	5,558	3	4	-18%
2	Bud Light	Anheuser-Busch Companies, Inc	4,419	3	4	-11%
3	Heineken	Heineken N.V.	3,699	4	2.5	10%
4	Corona	Grupo Modelo, S.A. De C.V.	3,286	4	4	28%
5	Stella Artois	InBev NV	2,940	4	5	32%
6	Guinness	Diageo Plc	2,718	4	4.5	-8%
7	Miller Lite	SabMiller Plc	2,104	3	3	8%
8	Skol	InBev NV	1,283	4	5.5	21%
9	Amstel	Heineken N.V.	1,272	3	2.5	30%
10	Cruzcampo	Heineken N.V.	1,084	4	2.5	19%

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Cars

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Toyota	Toyota Motor Corp	33,427	3	5.5	11%
2	BMW	Bmw Ag	25,751	4	6	8%
3	Mercedes	Daimlerchrysler Ag	17,813	4	6	0%
4	Honda	Honda Motor Co Ltd	15,465	3	4	7%
5	Porsche	Porsche Ag-Pfd	13,372	5	10	11%
6	Ford	Ford Motor Co	12,627	2	2.5	-9%
7	Chevrolet	General Motors Corp	11,202	3	3.5	-10%
8	Nissan	Nissan Motor Co Ltd	11,189	3	4	3%
9	VW (Volkswagen)	Volkswagen Ag	7,033	3	3.5	4%
10	Lexus	Toyota Motor Corp	5,421	4	6	7%

Coffee

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Nescafé	Nestle S.A.	4,320	4	4.5	14%
2	Folgers	Procter & Gamble	1,034	4	5.5	26%
3	Maxwell House	Kraft Foods, Inc	787	3	3.5	20%
4	Jacobs	Kraft Foods, Inc	689	4	5	-14%
5	Douwe Egberts	Sara Lee Corp.	480	4	5.5	-32%

*Source: Millward Brown Optimor (including data from BRANDZ®, Datamonitor, and Bloomberg)

Fast Food

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	McDonald's	McDonald's Corporation	33,138	3	5.5	14%
2	Starbucks	Starbucks Corporation	16,057	3	10	45%
3	Subway (*)	Doctor's Associates Inc.	7,433	4	5	N.A. (*)
4	KFC	Yum! Brands, Inc.	4,485	3	4	11%
5	Tim Horton's	Tim Horton's	2,929	4	4.5	N.A.
6	Pizza Hut	Yum! Brands, Inc.	2,295	2	2.5	1%
7	Wendy's	Wendy's International, Inc.	2,138	3	4	31%
8	Taco Bell	Yum! Brands, Inc.	1,537	3	4.5	21%
9	Burger King	Burger King Corporation	1,401	2	3.5	63%
10	Domino's Pizza	Domino'S Pizza, Inc.	434	2	1.5	16%

Financial Institutions

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Citi	Citigroup Inc	33,706	2	4	9%
2	Bank of America	Bank Of America Corp	28,767	2	5.5	2%
3	Wells Fargo	Wells Fargo & Company	24,284	3	3.5	N.A.
4	American Express	American Express Co	23,113	2	7	23%
5	HSBC	Hsbc Holdings Plc	17,457	2	6.5	26%
6	ICBC	Ind. Comm. Bk of China Ltd	16,460	3	6.5	N.A.
7	Bank of China	Bank of China Ltd	13,689	3	4.5	N.A.
8	Royal Bank of Canada	Royal Bank Of Canada	13,624	3	4	N.A.
9	Deutsche Bank	Deutsche Bank AG	13,210	1	4	1%
10	Banco Santander	Banco Santander Cent. Hisp.	12,094	2	3.5	-4%

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Luxury Brands

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Louis Vuitton	LVMH	22,686	5	9.5	16%
2	Chanel	Chanel SA	7,499	5	9.5	15%
3	Cartier	C.F. Richemont	7,021	5	8.5	27%
4	Hermes	Hermes International	6,939	5	10	44%
5	Gucci	PPR	6,524	5	5.5	49%
6	Rolex	Montres Rolex S.A.	5,387	5	10	9%
7	Hennessy	LVMH	4,765	5	9.5	14%
8	Moët & Chandon	LVMH	4,367	5	7	17%
9	Fendi	LVMH	4,116	5	10	16%
10	Armani	Giorgio Armani SpA	4,100	5	10	16%

Mobile/Wireless Communications Brands

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	China Mobile	China Mobile (Hk) Limited	41,214	3	7.5	5%
2	Vodafone	Vodafone Group Plc	21,107	2	5	-12%
3	NTT DoCoMo	NTT DoCoMo Inc	19,450	2	7	0%
4	Verizon Wireless	Verizon Communications Inc.	16,261	3	5	9%
5	Orange	France Telecom S.A.	9,922	2	3.5	5%
6	Cingular Wireless	Cingular Wireless LLC	9,260	2	7	39%
7	TIM	Telecom Italia Mobile SpA	8,440	2	4	N.A.
8	T-Mobile	Deutsche Telekom AG	8,047	2	6.5	-32%
9	Movistar	Telefónica, S.A.	4,686	2	3	N.A.
10	O2	Telefónica, S.A.	3,983	2	4.5	1%

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Motor Fuel

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	BP	BP Plc	5,931	2	5.5	8%
2	Shell	Royal Dutch Shell Plc	4,679	2	4	38%
3	Mobil	Exxon Mobil Corp	1,829	2	3.5	-6%
4	Exxon	Exxon Mobil Corp	1,495	2	5	12%
5	Petrochina	Petrochina Co Ltd	1,249	4	3.5	N.A.
6	Esso	Exxon Mobil Corp	1,067	2	3.5	12%
7	Texaco	Chevron Corp	952	1	3	21%
8	Chevron	Chevron Corp	832	2	5	2%
9	Lukoil	OAO Lukoil	810	3	6	N.A.
10	Aral	BP Plc	694	2	5.5	28%

Personal Care

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Gillette	Procter & Gamble Co	17,954	4	7.5	1%
2	L'Oréal	L'Oreal	12,303	4	6.5	15%
3	Colgate	Colgate-Palmolive Co	7,711	4	5	32%
4	Avon	Avon Products Inc	6,558	3	5.5	-1%
5	Garnier	L'Oreal	4,159	3	5	18%
6	Nivea	Beiersdorf Ag	3,148	3	4.5	33%
7	Lancôme	L'Oreal	3,090	3	6.5	21%
8	Oral B	Procter & Gamble Co	2,545	3	5.5	57%
9	Crest	Procter & Gamble Co	2,294	3	5.5	51%
10	Olay	Procter & Gamble Co	2,284	4	6	83%

*Source: Millward Brown Optimor (including data from BRANDZ, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Soft Drinks

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Coca Cola	The Coca Cola Co.	34,958	4	5	7%
2	Pepsi Cola	PepsiCo Inc	9,685	4	5	6%
3	Diet Coke/Coca Cola Light	The Coca Cola Co.	9,177	4	4.5	6%
4	Fanta	The Coca Cola Co.	2,930	2	2	-12%
5	Sprite	The Coca Cola Co.	2,456	2	3	-15%
6	Diet Pepsi	PepsiCo Inc	2,072	3	5	-11%
7	Dr. Pepper	Cadbury Schweppes	1,885	3	2.5	-1%
8	Mountain Dew	PepsiCo Inc	1,879	4	4	24%
9	7 Up	PepsiCo Inc	962	2	3	1%
10	Nestea	Nestle SA	823	3	2.5	40%

Water

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Evian	Groupe Danone	713	3	6	9%
2	Aquafina	Pepsico Inc	680	3	7	10%
3	Perrier	Nestle SA	568	3	6	10%
4	Dasani	The Coca-Cola Company	466	3	6	3%
5	Volvic	Groupe Danone	423	3	5.5	3%

*Source: Millward Brown Optimor (including data from BRANDZ®, Datamonitor, and Bloomberg)

BRANDZ Top 100 Brand Ranking

Retail

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Wal-Mart	Wal-Mart Stores Inc	36,880	2	7.5	-2%
2	Home Depot	Home Depot Inc	18,335	2	4	-33%
3	Tesco	Tesco Plc	16,649	3	4	7%
4	eBay	ebay Inc	12,927	2	10	-2%
5	Carrefour	Carrefour Sa	11,710	3	4	8%
6	Target	Target Corp	11,560	2	7	88%
7	Marks & Spencer	Marks & Spencer Group Plc	9,509	3	6.5	192%
8	IKEA	Ikea	7,373	3	5.5	2%
9	Best Buy	Best Buy Co Inc	6,674	2	6.5	113%
10	Amazon	Amazon.Com Inc	5,964	2	10	0%

Technology

#	Brand	Parent	Brand Value (\$m)	Brand Contribution	Brand Momentum	Brand Value Change (%)
1	Google	Google Inc	66,434	3	10	77%
2	Microsoft	Microsoft Corp	54,951	3	6	-11%
3	IBM	Intl Business Machines Corp	33,572	2	5	-7%
4	Nokia	Nokia Oyj	31,670	3	7	19%
5	HP	Hewlett-Packard Co	24,987	3	4	27%
6	Apple	Apple Computer Inc	24,728	3	10	55%
7	Cisco	Cisco Systems Inc	18,812	2	7.5	-10%
8	Intel	Intel Corp	18,707	2	5	-26%
9	SAP	Sap Ag	18,103	2	3.5	89%
10	Oracle	Oracle Corp	17,809	2	6	28%

*Source: Millward Brown Optimor (including data from BRANDZ™, Datamonitor, and Bloomberg)

Frequently Asked Questions

What is **BRANDZ**?

BRANDZ is a quantitative brand equity study carried out annually by Millward Brown on behalf of WPP since 1998. The data for **BRANDZ** is collected by interviewing consumers about brands from categories in which they shop on a regular basis. Respondents evaluate those brands competitively: they are asked to think about all the brands that they know within a category. The interviews deliver valuable insights because respondents who know a category are better suited to tell us what brand attributes matter to them most. These attributes are key measures of brand strength. **BRANDZ** has interviewed over 1 million consumers and business-to-business customers who cumulatively compare thousands of brands across 31 countries in over 380 categories.

What is the **BRANDZ** Top 100 ranking?

The **BRANDZ** Top 100 ranking is a global study that identifies the most powerful brands as measured by their dollar value. Developed by Millward Brown Optimor, the **BRANDZ** Top 100 was first published in the Financial Times in April of 2006. The **BRANDZ** Top 100 is the first brand ranking to combine financial data with primary research data (from **BRANDZ**) and to consider a brand's short-term growth prospects (1 year) when calculating brand value. It is also the first ranking to analyze strong brands that operate in only one country and to focus on market-facing brands.

What is brand value?

Brand value is the financial value of a brand defined as the sum of all earnings that a brand is expected to generate. For the purpose of the **BRANDZ** ranking, Millward Brown Optimor values brands in three steps. First, we establish a company's intangible earnings and allocate them to individual brands and countries of operation, based on publicly available financial data from Bloomberg, Datamonitor (www.datamonitor.com) and our own research. Secondly, we determine the portion of intangible earnings attributable to brand alone, as opposed to other factors such as price. This metric, known as Brand Contribution, reflects the share of earnings from a product or service's most loyal consumers or users. For this second step, we use research-based loyalty data from the **BRANDZ** database. Finally, we project the brand value forward based on market valuations, the brand's risk profile, and its growth potential. Data for this step is sourced from the **BRANDZ** database, Bloomberg and Millward Brown Optimor's own research. For a detailed analysis of your brand's value, please contact Millward Brown Optimor (www.millwardbrown.com/mboptimor).

What is Brand Contribution?

Brand Contribution is a metric made available by the **BRANDZ** ranking that quantifies the role of brand in driving earnings. Brand Contribution reflects the share of earnings attributable to brand alone. This metric is obtained by isolating income that comes from a brand's most loyal consumers, whose purchase decision is based on brand rather than other factors such as price. Brand Contribution is calculated by using research-based consumer loyalty data from the **BRANDZ** database. Brand Contribution is presented as an index from 1 to 5 where 5 indicates the strongest Brand Contribution.

What is Brand Momentum?

Brand Momentum is an index of a brand's short-term growth rate (1 year) relative to the average short-term growth rate of all brands in the **BRANDZ** ranking. Brand Momentum is presented as an index from 1 to 10 where 10 indicates brands with highest short-term growth potential. Brands with average short-term growth rates get a Brand Momentum score of 5. Brands with above average growth rates have a Brand Momentum score above 5, brands with below average growth rates have a Brand Momentum score below 5.

Brand Momentum is based on three inputs. The first is a brand's likelihood to gain market share and increase value which we obtain from validated predictive growth metrics in the **BRANDZ** database. The second input is sector growth rates by country (i.e. the differences in growth rates across categories). The third are growth opportunities in a particular country and category. A brand's growth potential also depends on its current market share and awareness rates.

What sources did Millward Brown Optimor use to calculate brand value?

The valuations in the **BRANDZ** ranking are based on data from three resources: financial data and projections for all companies featured in the ranking are publicly available and sourced from Bloomberg; primary research data on brand-related indicators is derived from the **BRANDZ** database, the world's largest brand equity database for which Millward Brown has interviewed 1 million consumers and business-to-business customers across 40 countries to compare thousands of brands; data used to analyze category performance was sourced from Datamonitor (www.datamonitor.com) and company financial reports.

What categories does the **BRANDZ** ranking cover?

The **BRANDZ** ranking provides broad sector and geographic coverage of market-facing brands, including brands in apparel, beer, automotive, coffee, coffee houses, credit cards, fast food, financial institutions, household appliances, insurance, ecommerce, internet portals, luxury goods, mineral water, mobile communications, motor fuel, personal care, retail, soft drinks, and technology. The ranking covers brands in developed markets that drive the world's GDP as well as brands in emerging markets known as BRICs (Brazil, Russia, India, and China) whose share of world GDP is expected to grow in the future.

Why another ranking?

Millward Brown Optimor felt the need for a more robustly calculated brand ranking. Unlike other rankings, the **BRANDZ** ranking is based on publicly available financials and category data as well as on solid, primary research data about brands. The **BRANDZ** Top 100 is also the first ranking to focus on market-facing brands only and to consider brands that operate in only one country. Our ranking is more than a list of successful brands. The **BRANDZ** ranking provides a first step towards identifying key drivers of brand value as well as insights on how to influence and activate those drivers.

In what ways is the BRANDZ ranking different from other rankings?

The **BRANDZ** Top 100 is the only ranking based on comprehensive primary research data available through the **BRANDZ** database. **BRANDZ** contains data from interviews with over 1 million consumers and business-to-business customers who compare thousands of brands. Consumer perceptions of B2B and B2C brands are a key input in determining brand value because brand success involves a combination of business performance, product delivery, clarity of positioning and leadership. **BRANDZ** data has been proven to predict changes in share price and, therefore, in brand value.

The **BRANDZ** ranking is about understanding each individual brand within a company's portfolio and what drives it. As a result, we evaluate a company's brands individually instead of calculating an aggregate and abstract brand value for the parent company.

The **BRANDZ** ranking provides broader category coverage than other rankings, and includes categories such as retailers that are often neglected by the competition. Our ranking offers detailed brand valuations within sectors so executives can compare their brands to competitors.

In addition to brand value, our ranking offers a Brand Contribution score that indicates the role of the brand in creating business value and a Brand Momentum score that reflects a brand's short-term growth rate (1 year).

How can a company increase the value of its brands?

Successful brands create value through strong business basics, a clear and relevant value proposition that is communicated powerfully and consistently (avoid positioning the brand exclusively around price or specific product features), delivery of a great experience that matches the brand's promise and effective leadership of trends or aspirations.

What is the difference between tangible and intangible value?

Tangible value is defined as value generated by a company's physical, material assets such as plants and inventory. It often accounts for a smaller portion of the value that investors place on a company. The rest of a company's value is 'intangible,' meaning value generated by intangible assets such as intellectual property, distribution networks, management expertise, research and development pipeline and, of course, brands. Brands are often the most valuable asset, accounting for approximately one third of the value of the Fortune 500 today.

How does Millward Brown Optimor ascribe the proportion of intangible value attributable to the brand?

We use **BRANDZ** consumer research data to establish the earnings that come from consumers who are loyal to the brand, whose purchase decision is dictated by a brand's promise rather than specific product features (e.g. location, price). A brand's appeal can differ across countries which is why Millward Brown Optimor isolates branded earnings for each major country in which a brand is available.

What do the results of this ranking tell me about my brand?

BRANDZ Top 100 provides a Brand Contribution score that indicates the loyalty of consumers or users of a product or service and a Brand Momentum score that shows your brand's short-term growth prospect (1 year). The **BRANDZ** ranking is based on primary research, market and financial data; therefore, the ranking is a first step towards identifying the key drivers of brand value and understanding how to influence and activate them. Also, by presenting brand value in a competitive context, the **BRANDZ** ranking proves that brands affect a company's competitive advantage. For additional information or a more detailed analysis of your brand's key drivers and how to activate them, please contact Millward Brown Optimor (www.millwardbrown.com/mboptimor).

How do brands impact business performance?

As economies become global and information more critical, intangible assets have replaced tangible ones as a major source of shareholder value. Of these intangibles, brands are often the most valuable assets, accounting for approximately one third of the value of today's Fortune 500 companies.

Strong brands guarantee revenue growth by ensuring higher levels of demand and greater market share. Brands can improve margins by commanding premium prices and better supplier terms. They reduce capital expenditures by minimizing the costs of entry into new categories. They can also reduce tax rates through licensing and increasing the retention of staff. Successful brands create differentiation that allows companies to overcome commoditization. Strong brands reduce overall business risk. Brands have the power create real and sustainable competitive advantage for businesses.

The large amount of value attributable to intangibles is the source of the business community's newfound interest in brand and marketing, and a major reason for the pressure now felt by marketing executives to demonstrate the financial returns from marketing investments.

About Us



Millward Brown Optimor is the brand finance and ROI arm of leading market research and consultancy Millward Brown. At Millward Brown Optimor, we are dedicated to maximizing the financial returns from brand strategy and marketing investment.

Even the best managed companies have opportunities to better leverage their brand portfolios and generate more value for shareholders. Our team combines experience in market strategy with financial modelling and advanced econometrics to help our clients grow the value of their brand assets, identify and capture brand-driven growth opportunities and maximize returns on their marketing investments.

Millward Brown Optimor offers an integrated approach to brand and marketing analytics and accountability, which links market research, customer and financial data. This enables us to measure both the short-term and the longer-term impact of brand and market strategies and quantify total ROI.

We help clients identify and realize the business opportunities that valuable brands offer by linking brand and market decisions to business financials. By measuring performance objectively, we help you grow sales and profits to maximize the value of your brand portfolio.

We can help you spend your marketing money more wisely, by providing objective answers to the following questions:

- How does our brand and marketing performance compare to best practices?
- Which brand strategies will accelerate growth and shareholder value creation?
- Do we have too few or too many brands to achieve our business potential?
- Are we focusing on the right channels and customer touch points?
- How should we invest to drive higher sales and profits?
- How should we balance short-term ROI and longer term brand building?

We offer a full-service approach: from the initiation to the implementation and ongoing management of brand and marketing strategy.

Our services are designed to measure the current and potential future performance of brand strategy and marketing investments. We then work with our clients to identify the best ways to implement these strategies, and put the scorecards and metrics in place to track the results.

Our approach is designed to introduce a level of accountability into the marketing function similar to that found in other parts of the business, without sacrificing creativity.

New York
+1 212 548 7243

London
+44 126 207 126 5118

Beijing
+86 10 8522 1001

www.millwardbrown.com/mboptimor