

TAIWAN TOP 20 GLOBAL BRANDS 2012

Ranked by brand value

Creating and managing
brand value™

Interbrand

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Taiwan Top 20 Global Brands 2012

Interbrand is delighted to once again partner with TAITRA and Business Next magazine to determine Taiwan's Top 20 Global Brands for 2012.

2011 was a challenging year, largely due to the ongoing economic issues in Europe and the US, both key export markets for many of Taiwan's global brands. Additionally, the technology sector continued to see both aggressive competition and a rapidly evolving landscape. For some, these issues, in combination, have negatively affected brand values.

In other sectors, the growth and opportunities provided by global emerging markets, in particular China, have had a positive effect. Food and beverage brands, for instance, have seen double-digit growth in brand value this year.

Indeed, Taiwanese food and beverage brands have become an integral part of everyday life in China, effectively tapping into local consumer tastes and preferences. Such diversification across a broader base of sectors is positive news for Taiwan.

Taiwan's top global brands have made significant progress in recent years on the critical journey from being pure OEM manufacturers to being branded organizations. However, in a rapidly changing world, there remains much to do. We continue to see brands undertaking a significant shift — changing business models, shortening value chains, and the creation of rich, integrated brand experiences encompassing both the offline and online worlds.

The overall objectives, however, remain unchanged: to drive consumer choice, command a premium, and build loyalty — the primary ingredients of brand valuation and building brand value.

Congratulations to each and every brand in this year's report. Interbrand wishes you every success in your future brand-building efforts.

Stuart Green
CEO Asia Pacific
Interbrand

About Interbrand

Founded in 1974, Interbrand is one of the world's largest branding consultancies. With nearly 40 offices in 27 countries, Interbrand's combination of rigorous strategy, analytics and world-class design enables it to assist clients in creating and managing brand value effectively across all touchpoints in all market dynamics.

Interbrand is widely recognized for its Best Global Brands report, the definitive guide to the world's most valuable brands, as well as its Best Global Green Brands report which identifies the gap between customer perception and a brand's performance relative to sustainability. It is also known for having created www.brandchannel.com, an international online exchange and resource about brand marketing and branding.

About TAITRA

The Taiwan External Trade Development Council, or TAITRA, is the foremost non-profit trade and investment promotion organisation in Taiwan, founded in 1970. Jointly sponsored by the government and by various commercial and industrial associations, TAITRA helps Taiwan's business enterprises reinforce their international competitiveness and cope with the challenges they face in global markets. In addition, TAITRA undertakes initiatives to assist foreign businesses in establishing a wider presence in Taiwan.

Over the past decades, TAITRA has developed a well-coordinated trade promotion and information network, composed of over 600 trained specialists stationed at its headquarters in Taipei, in four local branch offices – in Hsinchu, Taichung, Tainan, and Kaohsiung, and in nearly 50 representative offices around the world.

In association with its sister organisations, Far East Trade Services, Inc. (FETS) and the Taipei World Trade Center (TWTC), TAITRA continues to do everything possible to adapt its trade promotion strategies to changing international trends and conditions. TAITRA's major functions include Market Development, Strategic Marketing, Trade Information Services, Exhibitions, Convention Services, Trade Education, and Taiwan Trade (an e-Trading Hub service).

About Taiwan Top 20 Global Brands

Interbrand's tenth Taiwan Top 20 Global Brands ranking uses the same brand valuation methodology as our Best Global Brands report. Published annually, the Taiwan Top 20 Global Brands ranks the top 20 Taiwan brands according to value and provides insight into their ability to manage brands effectively as a contributor to business performance.

Interbrand pioneered the technique for valuing brands in 1984 and has continued to improve upon our methodology and set the pace for other approaches. Our valuation techniques have long been recognised by businesses, academics, and regulatory bodies as uniquely valuable strategic tools. Our annual Best Global Brands report has been voted one of the three most influential benchmark studies by business leaders. As a firm, we have conducted over 5,000 valuations for clients around the world to provide guidance in managing their most valuable asset – their brand.

Criteria for inclusion

In order to arrive at a particular ranking, we first establish clear criteria for inclusion. This ensures we have the required information to complete the valuation and that the brands conform to the geographic or industry-specific nature of the report.

For the Taiwan Top 20 Global Brands report, Interbrand formed a specific set of criteria:

- ▶ The brand owner must be a publicly traded company
- ▶ The brand has to originate from Taiwanese companies, and be owned by Taiwanese companies or by a company headquartered in Taiwan. The reference to "Taiwanese companies" also includes overseas associate companies within a group
- ▶ The brand has to have at least one-third of brand revenues generated outside of Taiwan
- ▶ The brand must have at least 20% of revenues from its own brand versus OEM

For brands that do meet the criteria, we next look at the current financial health of the business and brand, the brand's role in creating demand, and the future strength of the brand as an asset to the business. This method is defined on the following page.

The Interbrand method for brand valuation

Interbrand's brand valuation methodology seeks to determine, in both customer and financial terms, the contribution of the brand to business results.

A strategic tool for ongoing brand management, it brings together market, brand, competitor, and financial data into a single framework within which the performance of the brand can be assessed, the areas for improvement identified, and the financial impact of investing in the brand quantified. It also provides a common language around which a company can be galvanized and organized.

We believe that a strong brand, regardless of the market in which it operates, drives improved business performance. It does this through its ability to influence customer choice and engender loyalty; to attract, retain and motivate talent, and to lower the cost of financing. Our approach explicitly takes these factors into consideration.

There are three key components in all of our valuations: an analysis of the financial performance of the branded products or services, of the role the brand plays in the purchase decision, and of the competitive strength of the brand.

Methodology

Financial Analysis

This measures the overall financial return to an organisation's investors, or its 'economic profit.' Economic profit is the after-tax operating profit of the brand minus a charge for the capital used to generate the brand's revenues and margins. A brand can only exist and, therefore, create value, if it has a platform on which to do so. Depending on the brand, this platform may include, for example, manufacturing facilities, distribution channels, and working capital. Interbrand, therefore, allows for a fair return on this capital before determining that the brand itself is creating value for its owner. We build a set of financial forecasts over five years for the business, starting with revenues and ending with economic profit, which then forms the foundation of the brand valuation model. A terminal value is also created, based on the brand's expected financial performance beyond the explicit forecast period. The capital charge rate is determined by reference to industry weighted average cost of capital.

Role of Brand

Role of Brand measures the portion of the decision to purchase that is attributable to the brand, relative to other factors (for example, purchase drivers like price, convenience, or product features). The Role of Brand Index (RBI) quantifies this as a percentage. Customers rely more on brands to guide their choice when competing products or services cannot be easily compared or contrasted, and trust is deferred to the brand (e.g. computer chips), or where their needs are emotional, such as making a statement about their personality (e.g. luxury brands). RBI tends to fall within a category-driven range, but there remain significant opportunities for brands to increase their influence on choice within those boundaries, or even extend the category range where the brand can change consumer behaviour. RBI determinations for this study derive, depending on the brand, from one of three methods: primary research, a review of historical roles of brand for companies in that industry, or expert panel assessment. RBI is multiplied by the economic profit of the branded products or services to determine the earnings attributable to the brand ('brand earnings') that contribute to the valuation total.

Brand Strength Scores

Brand Strength measures the ability of the brand to create loyalty and, therefore, to keep generating demand and profit into the future. Brand Strength is scored on a 0-100 scale, based on an evaluation across ten key factors that Interbrand believes make a strong brand. Performance on these factors is judged relative to other brands in the industry and relative to other world-class brands. The strength of the brand is inversely related to the level of risk associated with the brand's financial forecasts. A proprietary formula is used to connect the Brand Strength Score to a brand-specific discount rate. In turn, that rate is used to discount brand earnings back to a present value, reflecting the likelihood that the brand will be able to withstand challenges and generate sustainable returns into the future.



Interbrand was the first company to have its methodology certified as compliant with the requirements of ISO 10668 — requirements for monetary brand valuation, as well as playing a key role in the development of the standard itself.

Growth of Taiwan's food & beverage brands



One of the reasons for the success of Taiwan's brands in export markets is their ability to understand consumers and adapt product development to fit these needs.

This year, the value of Taiwan's food and beverage brands featured in the Taiwan Top 20 Global Brands report has significantly increased, making it the most valuable sector amongst those in the top 20.

Each of these brands is a success story on its own. Each, despite its humble beginnings, has become a successful world-class brand in its own right.

A recent report by PWC indicates that while inflation currently affects retail sales in terms of volume, the underlying trends of rising incomes and relatively robust economic growth in Asia will ensure solid future expansion. Annual growth for Asia and Australasia (on a volume basis) is forecast to average almost 6% between 2011 and 2015, higher than most other regions.

A large percentage of revenue for Taiwan's F&B brands comes from export markets, particularly mainland China. A burgeoning middle class in China and other Asian countries, as well as the growth of tier 2 and tier 3 cities, means that a larger consumer base is now open to new choices.

KNOWING THE CONSUMER

One of the reasons for the success of Taiwan's brands in export markets is their ability to understand consumers and adapt product development to fit their needs.

Brands have begun to diversify their portfolios by introducing unique products aimed at mid to high-end consumers with discerning taste — those who are willing to spend more for a better-tasting, more nutritious product.

MASTER KONG

With a brand value of around US\$ 1.3 billion, the brand is dominant in all three of its operating segments — instant noodles, bakery and beverages. Ranking Master Kong the number one F&B brand in China, ACNielsen reported the market share for the brand as 56.7% of the instant noodle market, 50.1% of the RTD tea market, and 19.6% of the bottled water market.

In the instant noodle category, the brand's innovations and flavors have been huge hits with consumers. Master Kong's strategy has been to develop products with 'localized' flavors, and then promote them to a wider audience, once successful. Locally flavored products now account for about one-quarter of the company's total revenue.

WANT-WANT

The brand has been valued at US\$ 802 million this year, an increase of 9% from 2011. It continues to dominate the rice cracker category as well as the children's milk segment. The brand has tried to keep up with its 'growing' audience by offering milk in different sizes. This has helped Want-Want maintain a level of relevance with its loyal base of customers, as they evolve. Want-Want has also developed a unique pocket style pack, while its competitors offer only a standard PET pack.

85°C

With a value of US\$ 272 million, this producer and retailer of Western-style baked goods and coffee products has seen tremendous growth since its beginnings in 2003 in Taiwan. The brand now operates a total of 600 retail outlets across Taiwan, China, Australia and the United States of America. This growth has largely been attributed to the changing tastes of consumers and the growing influence of Western culture in Asia — a trend the brand was quick to tap into.

UNI-PRESIDENT

A successful brand of instant noodles and beverages, Uni-President is valued at US\$ 153 million, an increase of 11% from 2011. The brand has seen record revenues in the past year, driven by the success of its new beef-flavored pickled-cabbage noodles, as well as a strong dominance in the milk tea category in China, where it controls 60% of the market.

STRATEGIC ALLIANCES

Master Kong has entered into a strategic alliance with PepsiCo to manufacture, bottle, package, sell and distribute PepsiCo's carbonated soft drinks and Gatorade-branded products in China.

Bakery chain 85°C has formed partnerships with key internet and online retail brands such as 17Life and Gomaji to extend its presence online and meet the needs of consumers who prefer to buy online.

Uni-President collaborated with online retailer Taobao to promote its Crystal Pear Juice product, which resulted in significantly increased visibility for the brand.

BETTER PRODUCTION FACILITIES

Brands have also invested in optimising efficiency in their production process. By automating operations like the processing of raw materials and packaging, F&B brands have been able to increase output and keep up with increasing consumer demand.

FUTURE OUTLOOK

As demand continues to grow and consumer choice becomes more fragmented in various categories, it will be essential for F&B brands to maintain their dominance and differentiation through continuous R&D, keeping the customer at the core of the brand and ensuring that production quality is maintained across all product lines.

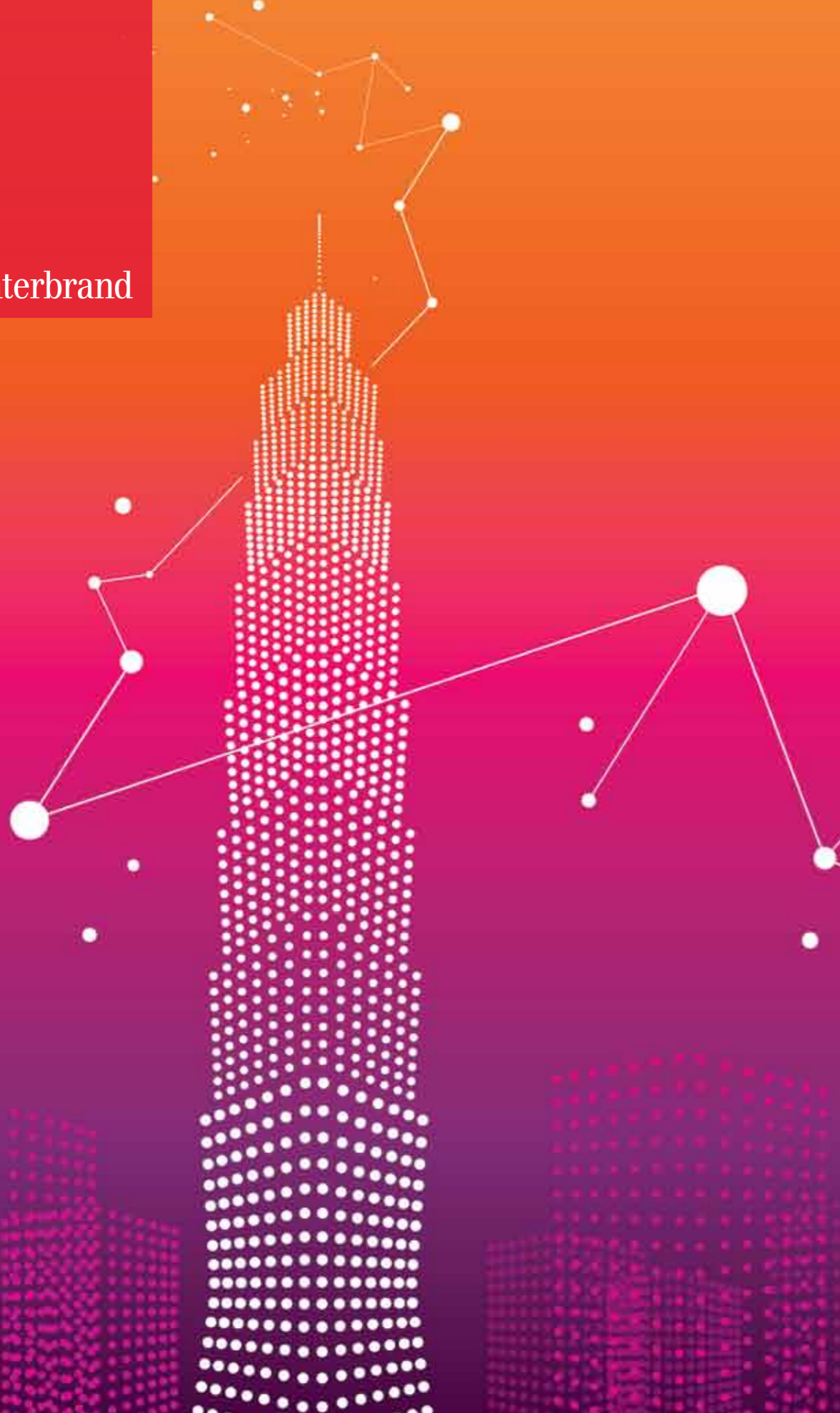
Most brands operate under a masterbrand only, which means that any negative press or feedback about one product line has an effect on others as well. Food safety has been a particularly contentious issue in Asia, and is one that brands will need to keep a close watch on so that trust and loyalty are not compromised.


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1  **HTC**
2,753 \$m (82,188)
Sector: Consumer Electronics

2  **ACER**
1,676 \$m (50,020)
Sector: Consumer Electronics

3  **ASUS**
1,662 \$m (49,614)
Sector: Consumer Electronics

4  **TREND MICRO**
1,355 \$m (40,435)
Sector: Software


5  **MASTER KONG**
1,308 \$m (39,043)
Sector: Food & Beverage

6  **WANT-WANT**
802 \$m (23,952)
Sector: Food & Beverage

7  **GIANT**
342 \$m (10,212)
Sector: Bicycle

8  **SYNNEX**
339 \$m (10,106)
Sector: IT Product Distributor

9  **MAXXIS**
331 \$m (9,886)
Sector: Tire & Rubber


10  **85°C**
272 \$m (8,125)
Sector: Catering

11  **ADVANTECH**
260 \$m (7,760)
Sector: Computer Hardware

12  **MERIDA**
210 \$m (6,269)
Sector: Bicycle


13  **D-LINK**
202 \$m (6,021)
Sector: Network Hardware

14  **UNI-PRESIDENT**
153 \$m (4,552)
Sector: Food & Beverage


15  **ZYXEL**
141 \$m (4,223)
Sector: Network Hardware

16  **JOHNSON**
140 \$m (4,179)
Sector: Gym Equipment

17  **CYBERLINK**
138 \$m (4,125)
Sector: Software

18  **TRANSCEND**
130 \$m (3,872)
Sector: Computer Hardware

19  **DELTA**
117 \$m (3,500)
Sector: Electronics

20  **WOWPRIME**
82 \$m (2,433)
Sector: Catering

Total value of Top 10 brands: **\$10,840** (323,581)
 Total value of brands ranked 11–20: **\$1,572** (46,935)
 Total value of Top 20 brands: **\$12,412** (370,516)
 2012 Value US\$ millions (NTD millions) Exchange Rate: 1 USD = 29.85 NTD

1

HTC

htc
quietly brilliant

HTC has had tremendous success in recent years by successfully transforming from an OEM business to a consumer brand through its idea "Quietly Brilliant". Despite a challenging year in terms of earnings and increasing competition from Samsung and patent lawsuits from Apple, the brand continues to make technological strides ahead by launching the world's first LTE Android smartphone and LTE Windows Phone to complement its successful Android model HTC One — which could help sustain the brand in an increasingly competitive environment.

2

ACER

acer
explore beyond limits™

In a fiercely competitive ICT industry, Acer has retained its position amongst the top five PC manufacturers in the world. Acer has focused on the traditional PC business and remained conservative about the development of tablets and handsets. However, the recent launch of the Aspire S5 Ultrabook, the world's thinnest Ultrabook, and the acquisition of US-based cloud computing firm iGware signify new growth opportunities for the brand.

3

ASUS

ASUS®
Inspiring Innovation • Persistent Perfection

In 2011, ASUS generated sales revenue of NTD 350.3 billion, 74% of which came from the brand's notebooks, netbooks and tablets. ASUS remains the No. 1 motherboard manufacturer in the world. The brand launched a multi-channel campaign "In search of Incredible" in 19 markets last year to encourage interaction with its audience and remain consistent with its brand promise "Inspiring Innovation, Persistent Perfection."

ASUS's strategic planning follows market trends closely, as seen in its recent launch of 'ASUS Private Cloud' as its major deployment in cloud computing and a new Ultrabook "Taichi". ASUS is also committed to CSR activities. In 2012, it became the first computer company in the world to receive an award for its commitment to IECQ Hazardous Substance Process Management certification.

4

TREND MICRO

TREND MICRO
Securing Your Journey to the Cloud

Trend Micro is now the global leader in cloud and virtualisation security, embodying its tagline "Securing Your Journey to the Cloud". This dominance is largely due to its geographic reach, long-established customer base, and brand awareness, as well as its key partnerships with companies like HP, Dell, IBM, Cisco, and cloud and virtualisation service provider VMware.

With a significant investment of USD 400 million in R&D and employing 500 engineers over the last four years to develop cloud-related solutions, Trend Micro maintains its upward momentum by developing new products such as the industry's first technology to identify, analyse and rate mobile applications for issues that could include malware, potential theft of private data and system resource abuse; and battery, memory and bandwidth consumption.

7

GIANT

GIANT®

Giant maintained steady growth in 2011. Giant's revenue and net income are expected to increase by 7.1% and 17.3% respectively. Staying with its on-going strategy, 'Giant Cycling World', Giant developed new products and improved its in-store experience based on consumer needs to further differentiate the Giant brand from competitors. Another innovative idea came to fruition when Liv/Giant, a bicycle specially designed for women, was rolled out globally in 2011.

On the digital front, Giant has invested greatly in its website since 1997 and has successfully created a global website with a set of local websites that portray a unified branded format yet with localised content. To get closer to the market, Giant has also embarked on e-commerce initiatives as well as on-line advertising as part of its communications.

8

SYNNEX

SYNNEX

After over 30 years of development, Synnex is now the largest IT distributor in Asia and among the top three worldwide. Synnex has initiated many innovative practices that distinguish it from its peers. The tagline "Chosen by Synnex" has helped create strong brand equity and ensure successful sales. Synnex experienced positive growth in 2011 and reported record-high operating income in the first quarter of 2012. This strong performance is supported by a competitive business model and closer relationships with tier-one brands, such as Intel, Microsoft, HP, Samsung and Toshiba, which could help the brand as it looks to grow in emerging markets.

5

MASTER KONG



In its 20th year of operations, Master Kong holds a stable, leading position in China, dominating the instant noodles, RTD teas and bottled water categories (2011 market share: 56.7%, 50.1% and 19.6% respectively). Despite a tough macro-economic environment, Master Kong achieved a new high in terms of overall turnover in 2011, supported by an extensive sales network and strong brand appeal.

In the 1st half of 2012, Master Kong established a lead in China's soft drink market after acquiring Pepsi Cola's Chinese operations, beating its long-time rival Coca-Cola. This strategic alliance with PepsiCo (China) also provides a broader development platform for Master Kong in the Chinese beverage market. In 2011, the Group was named one of the 50 best listed companies in Asia by Forbes, for the fourth consecutive year.

6

WANT-WANT



Want-Want is the world's largest rice cracker maker and the largest children's reconstituted milk brand in China. Want-Want is popular among Chinese consumers for its great-tasting products, friendly prices and implied meaning of 'prosperous' in its brand name.

It achieved decent growth of revenue and profit in 2011, thanks to the strengthened network system and improved merchandising at point of sale. Effective promotion and gift packs have proven to be key drivers for the growth of the brand's rice cracker business, while children's reconstituted milk has addressed the notorious safety crisis in the dairy category. In 2011, Want-Want was named one of the companies in Forbes Asia's "Fab 50" list for the third consecutive year.

9

MAXXIS



Maxxis is a well-known tire brand around the world and has recently increased visibility by sponsoring the New York Knicks. Despite the world economic recession and the rising cost of raw materials, Maxxis still enjoys strong production output and is ranked number 10 in the global tire business, based on 2011 sales turnover. The brand has benefited from increasing demand from emerging countries, such as India, the Middle East, Brazil, and China, where policies in the automobile industry have helped tire sales to move quickly.

Maxxis has proven to be a 'reasonable choice' compared to its competitors and is perceived as the "tire brand with the highest cost-benefit ratio". Additionally, Maxxis has been appointed a global supplier of automobile tires by GM, Nissan, and TATA Motors. Strong demand from the OE market would significantly increase its presence in the aftermarket.

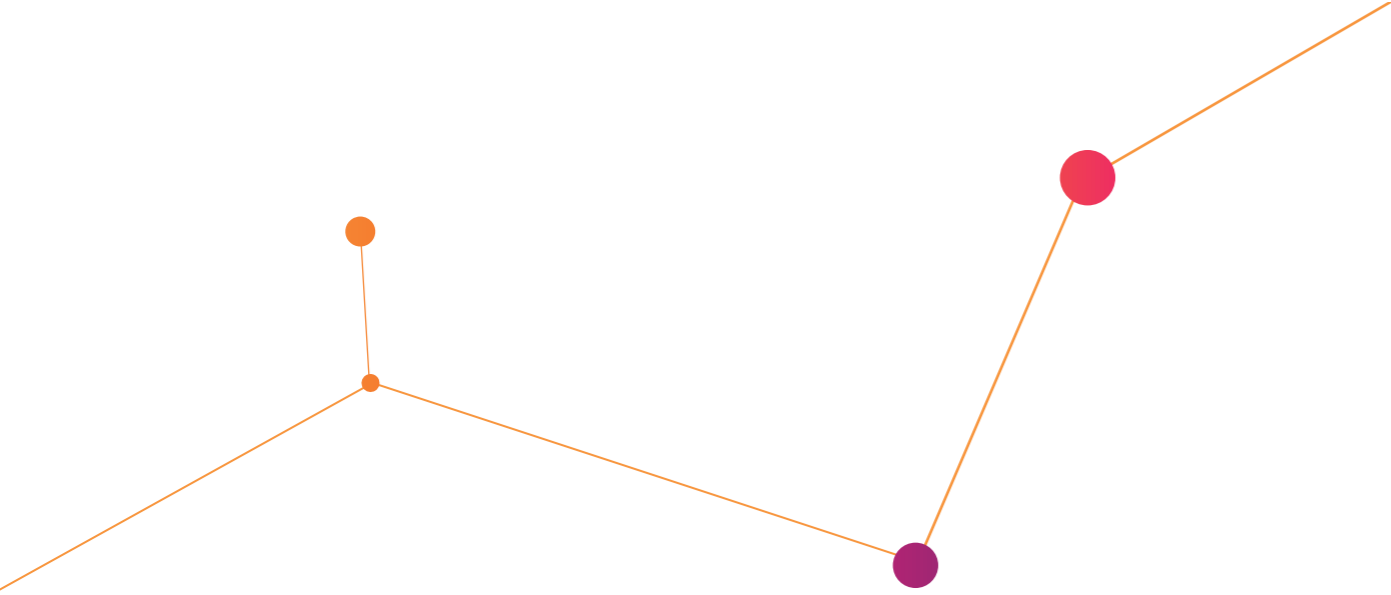
10

85°C



85°C, a leading chain of coffee and bakery outlets, offers quality food and beverage products at affordable prices. The rapid expansion of 85°C in the mainland China market contributed to high levels of growth in both revenue and profit in 2011. A total of 103 new stores were opened in China by the end of 2011. The brand also registered an increase in market share, +1.6% and +1.1% for coffee in Taiwan and China respectively, plus +0.2% and +2.9% for bread.

Benefiting from its advantages over traditional bakery and beverage stores, 85°C is well established in east China and has started expanding to central China, targeting cities with sizable populations and strong purchasing power. Recent consumer-need-driven innovations such as breakfast sets and one-lemon tea are well accepted in China.



11

ADVANTECH



Since changing its slogan from "Trusted ePlatform Services" to "Enabling an Intelligent Planet" in late 2010, Advantech has taken a series of strategic initiatives to pursue its growth. The "Niche-SBU Cluster Growth Model" continues to be employed, while the concept of "sector-driven management" was added to its original geographic focus, ensuring Advantech's leadership position in the relevant vertical markets.

To respond to the growing network economy, Advantech has launched 'AOnline platform', which provides 24/7 service to better satisfy a wide range of customer demands. Advantech has also applied a series of marketing transformations based on the new concept "Digital Curation", tapping into the information explosion by serving as a center for relevant industry news through social media, sector portals, and media channels.

12

MERIDA



As one of the largest bicycle manufacturers in Taiwan, Merida achieved highs in sales and profit in 2011, mainly driven by its innovative technologies and focus on the mid-to-high end market through an extensive distribution network. Merida has made significant progress in China in terms of its production capacity, distribution network and sales performance. Merida's racing team — Multivan Merida Biking Team — won 26 events, placed 2nd in 25 events, and placed 3rd in 17 events, while gaining additional attention through social networks such as Facebook, Twitter and YouTube — which has helped to strengthen Merida's brand awareness and connection with consumers.

13

D-LINK



After over 25 years of hard work and perseverance, D-Link is now one of the leading brands in the networking industry, employing 2,700 staff worldwide in 160 offices across 67 countries. Industry observer Gartner has ranked D-Link No. 1 in the Enterprise WLAN market with a worldwide market share of 27.3%, while in the Enterprise Ethernet Switch market, D-Link is ranked No. 3 with a worldwide market share of 17.5%.

In 2012, D-Link developed a new unified positioning, "Connect to More", to communicate its commitment to all customers to develop more experiences, more productivity and more opportunity and therefore more value. This comes with the company's strategic transformative development through value-added product differentiation and a continued emphasis on cloud solutions. After several years of development and testing, D-Link has delivered on the promise of revolutionary cloud solutions in 2012, unveiling its innovative and pioneering cloud cameras, routers and storage devices.

14

UNI-PRESIDENT



Uni-President specialises in the production and sales of instant noodles and ready-to-drink products. In 2011, Uni-President saw tremendous growth in China that resulted in record revenues for the brand. Its instant noodle market share increased from 9.5% to 13.5%, particularly due to the success of its beef-flavoured pickled cabbage noodles. Uni-President's milk tea business continued to boom and the brand now has a dominant market share of 60%. More new products have been launched, such as braised-pork flavoured instant noodles and the series of healthy-four-season drinks, to keep the product pipeline diversified and competitive.

15

ZYXEL



Since its establishment in 1989, ZyXEL has had a vision to "Make the World Connect" by becoming a leading networking company offering products with uncompromising quality and reliability. ZyXEL had an almost 25% growth rate in terms of consolidated revenue (YoY) in 2011, with its branded business group contributing 88%, largely due to the value added from total customization and focus on innovation.

ZyXEL has increased its touchpoints through several social media channels, taking "topic-driven" and "local intimacy" as its marketing tactics to engage with its customers. For the future, ZyXEL aims to sustain its leadership in CPE, and continuously reinforce brand awareness in the market.

16

JOHNSON



Johnson is the world No. 3 fitness equipment company with a 10% market share in 2011. Its growth rate has gone up to 25.2%, well above the industry average of 5.7%. With four brands, Johnson, Matrix, Vision and Horizon, targeting different segments, Johnson delivers a wide range of products for the commercial, sporting goods and specialty markets.

A strong R&D team and manufacturing with good quality and low-cost advantages have been widely recognised as its core strength, helping Johnson gain recognition and awards such as the "2012 Taiwan Excellence Silver" award and the "High Tech Corp. in Shanghai" award. Furthermore, Johnson places significant focus on co-branding with leading brands, such as Nike, Apple, and Livestrong, creating more choices for consumers.

17

CYBERLINK



Established in 1996, Cyberlink began as a producer of audio/video playback software and has now become a leader in digital media innovation, committed to offering strong performance products and intuitive user experiences. Cyberlink is actively involved in the digital world, not only with consistent investment in the innovation of technology to keep up with the latest market trends such as a new family of products under the "Director" label, but also with high engagement in social marketing with tracking and measurements.

In the first half of 2012, this has resulted in an increase of 40% in total impressions. As Windows 8 will not support Dolby and MPEG-2 formats, this will create opportunities for Cyberlink's audio/video B2B and B2C business.

18

TRANSCEND



Transcend is a leading global memory module and flash product brand providing a complete range of memory products, including flash cards, USB flash drives, MP3/MP4 players, etc. The brand is globally ranked No. 4 in the flash memory card market and No. 3 in the USB flash drive market, according to Gartner reports.

Since the brand launched its new slogan "Good Memories Start Here" in 2010, Transcend has wholeheartedly implemented its customer-oriented philosophy throughout the company, offering high-quality products and services to uplift the user experience. Transcend has performed well in emerging markets and has also been able to assert itself in the more mature and fiercely competitive established regions through retail channels.

19

DELTA



As a world leader in the power supply and energy management field, Delta is committed to providing innovative, clean and energy-efficient solutions for a better tomorrow. Despite the influence of the European debt crisis and the subsidy cuts in the solar industry, Delta still maintains its efforts to provide better solutions in the energy field, fulfilling its brand promise "Smarter. Greener. Together." Dedicated to help preserve the environment, Delta has been included in the Dow Jones Sustainability Index and Sustainable Asset Management Index.

To meet the energy challenge, Delta has collaborated with customers and partners around the world to create joint efforts, including a 277V high-efficiency power supply with Facebook for their green data center and a grant from the US Department of Energy to develop the latest EV charging standards.

20

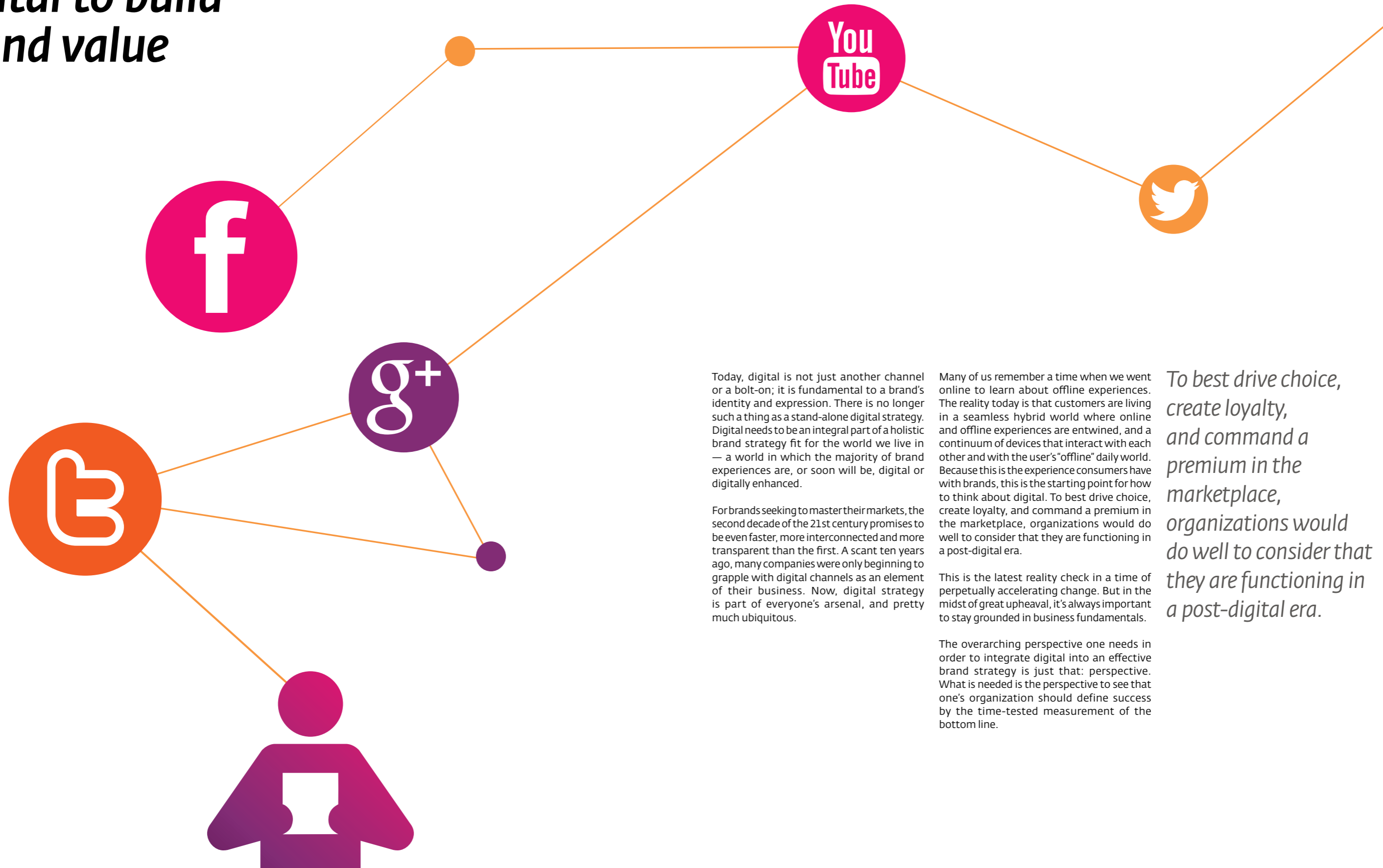
WOWPRIME



In 1993, Wowprime opened its first restaurant, Wang Steak, in Taipei. Expansion and growth of the company into a multi-branded restaurant empire began in 2001, and it now comprises 11 brands, offering Western and Japanese cuisines to more than 10 million customers annually. The latest addition is Famonn Coffee, which offers Western-style cafes. Taking advantage of the trend to dine out, Wowprime is moving at full throttle to become a giant in the chain restaurant business. It's a reasonable goal considering Wowprime achieved a record-breaking increase in sales and net income in 2011, at 33.8% and 21.9% respectively.

Wowprime is actively expanding in China and Southeast Asia as well. The number of stores will increase from 218 to 300, and same-store sales will be further improved by focusing on creating unique dining experiences through innovation and service.

Harnessing digital to build brand value



Today, digital is not just another channel or a bolt-on; it is fundamental to a brand's identity and expression. There is no longer such a thing as a stand-alone digital strategy. Digital needs to be an integral part of a holistic brand strategy fit for the world we live in — a world in which the majority of brand experiences are, or soon will be, digital or digitally enhanced.

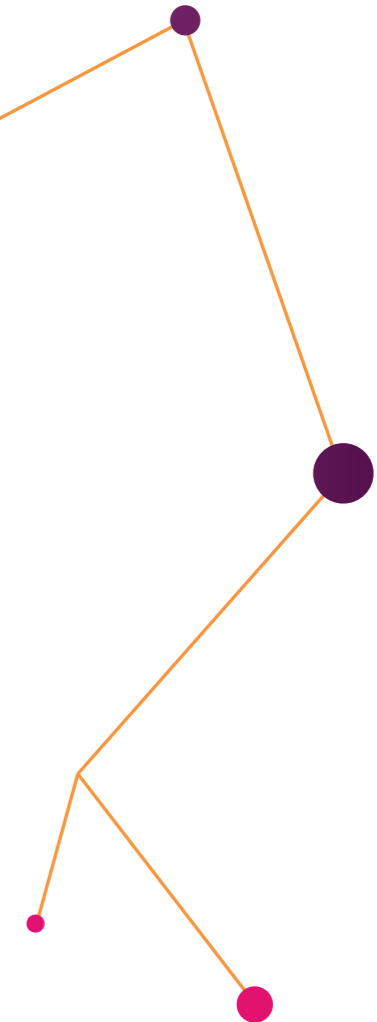
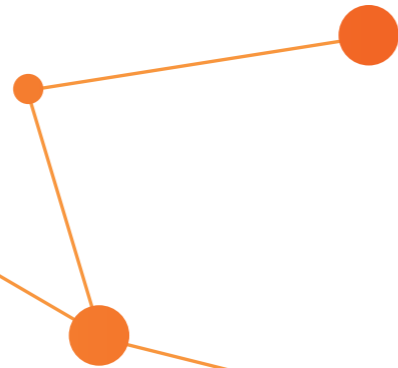
For brands seeking to master their markets, the second decade of the 21st century promises to be even faster, more interconnected and more transparent than the first. A scant ten years ago, many companies were only beginning to grapple with digital channels as an element of their business. Now, digital strategy is part of everyone's arsenal, and pretty much ubiquitous.

Many of us remember a time when we went online to learn about offline experiences. The reality today is that customers are living in a seamless hybrid world where online and offline experiences are entwined, and a continuum of devices that interact with each other and with the user's "offline" daily world. Because this is the experience consumers have with brands, this is the starting point for how to think about digital. To best drive choice, create loyalty, and command a premium in the marketplace, organizations would do well to consider that they are functioning in a post-digital era.

This is the latest reality check in a time of perpetually accelerating change. But in the midst of great upheaval, it's always important to stay grounded in business fundamentals.

The overarching perspective one needs in order to integrate digital into an effective brand strategy is just that: perspective. What is needed is the perspective to see that one's organization should define success by the time-tested measurement of the bottom line.

To best drive choice, create loyalty, and command a premium in the marketplace, organizations would do well to consider that they are functioning in a post-digital era.



Creating a dialogue about your brand and educating your people is a key strategy that will yield brand ambassadors.

THE FOUR ESSENTIALS OF INCORPORATING DIGITAL INTO A STRONG BRAND STRATEGY

1. START AT HOME

Internal engagement with employees is the foundation for all you do in the post-digital world. Creating a dialogue about your brand and educating your people is a key strategy that will yield brand ambassadors who will represent your organisation consistently and accurately across every channel.

2. GO BEYOND SOCIAL

Digital channels are not limited to Facebook, Twitter, and YouTube, and "likes", tweets, and views are not the same as brand engagement. Social media tools are important, but they are not the only digital tools at your disposal. Apps, ads, and online experiences all are in your arsenal, or should be. Your digital strategy needs to be comprehensive, always leveraging the full complement of digital tools, both established and emerging.

3. BUILD A SEAMLESS EXPERIENCE

There is no longer a division between the online and offline worlds. Your audiences experience the story of your brand — its

purpose, what it offers, and how and why it offers it — through a nonlinear and decentralised array of touchpoints that range from websites, apps, social media presence, and online ads, to billboards, broadcast, retail, real estate, and other environmental avenues. Building a seamless brand experience that fits this new reality is essential.

4. SEAL THE DEAL

Market share is about loyal customers, and that means you need to drive behavioural change. The best way to change customer behaviour and grow the bottom line is by using brand to build trust in your company, which will generate loyalty and ultimately enable your company to command a premium in the marketplace. Digital is best viewed as a tool or series of tools to accomplish that virtuous cycle, just like every other tool in an organization's kit. There is no viable digital strategy that isn't integrated into your larger brand and business strategy.

All of this adds up to a focus on brand to drive your business and your strategic thinking. We have always believed brand is the lever to pull to energise your business. And digital is a tool for activating brand. The stronger your brand, the better position you are in to deliver on these four essentials.

It's early yet. But in the fast-moving environment we live in, and with the transparency and real-time urgency of social media encroaching and unfurling all around, it is easy to fall behind. The time for post-digital thinking, and bottom-line-focused strategic integration, is right now.

The stronger your brand, the better position you are in to deliver on these four essentials.

Challenges in the consumer electronics sector

The global consumer electronics market is going through the next stage of its rapid and fascinating development. Consumers are given an array of choices across a wide selection of devices to fit their lifestyle. In turn, hardware producers are increasingly being challenged to succeed — cutting costs without affecting R&D and design quality.

Taiwan's brands have successfully migrated from being OEM brands to delivering high-quality brands that buyers around the world are drawn to. They are no longer local or Asian — they are global brands.

HTC

HTC, a pioneer of the Android smartphone, has leveraged its technological capabilities and “quietly brilliant” culture to build a powerful brand. HTC has received significant recognition in various markets for its innovative handsets and collaboration with brands like Beats by Dr. Dre. The brand has had to contend with a changing roster of competitors after the decline of Research in Motion and Nokia; and HTC is now a strong competitor to Apple and Samsung.

While it is difficult to maintain a strong point of differentiation in the rapidly evolving smartphone category, HTC has streamlined its product portfolio to ensure that each model possesses unique features and benefits — making it easier for consumers to make a choice.

The PC category of consumer electronics has also seen rapid development and change in recent years.

ACER

Acer, a 30-year veteran in the IT industry, has continued to maintain a leadership position in the PC and PC peripheral category. It is a relatively new player in the tablet category, but is committed to developing products around its brand promise of “empowering people”. The brand has made significant developments in the new Ultrabook

product category, producing the Aspire S5 — the world's thinnest Ultrabook. Similarly to HTC, Acer is looking to streamline its portfolio while reinforcing the quality and innovation of its products. Cloud computing has also been an area of focus for the brand, and this has been strengthened by Acer's acquisition of iGware.

ASUS

ASUS, the world's top manufacturer of motherboards, has found significant success in its notebooks, netbooks and tablets. The brand has moved quickly and smoothly into the tablet market, collaborating with Google on their Nexus tablet and receiving many positive reviews for its new Transformer pad. The brand's commitment to “design thinking” has been instilled throughout the organisation, and employees are encouraged to develop products that align with customer needs, rather than just the latest technology. This commitment to customer satisfaction is reflected in the brand's promise, “Inspiring Innovation. Persistent Perfection.”.

SEAMLESS INTEGRATION

Apple's brand was built on the promise of empowering the user, combating conformity and asserting originality. The company has delivered on this promise with many of its products, and it has paved the way for their incredible success. Apple is not always admired, but it is known to set the industry standards and to provide a seamless customer experience through its family of products and cloud services.

Samsung continues to evolve and pursue a proven strategy — staying current, investing in R&D, and taking what has already been done, but making it faster and cheaper than its competitors. This strategy has landed Samsung in some trouble with Apple, which recently won a patent dispute. Despite this, the Galaxy range offers seamless connectivity between Samsung's family of products, encouraging loyalty and continuity with the brand.

The secret to long-term success is not in trying to copy or outsmart competitors, but continuing to keep the customer at the heart of the brand, and developing creative solutions to enhance the user experience. While Taiwan's brands have proven that they are technologically on par with and, at times, even ahead of other global brands, there is an opportunity for them to build a more cohesive experience across all touchpoints — product, communications, retail, digital and customer service.

In addition, recent developments in the industry have indicated that developing and retaining intellectual property and patented technology are crucial to a brand looking to carve out its own niche and maintain thought leadership.

Taiwan's brands have made giant strides in the past decade, and will continue to keep this momentum going if consumer-oriented innovations and intellectual property issues are addressed simultaneously.

Brands have an opportunity to build a cohesive brand experience across all customer touchpoints.

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