TENET

2015 Top 100 Most Powerful Brands

INNOVATION. COLLABORATION. EXPERIENCE.

How 2015's strongest brands continue to drive success

HELLO.

CONTENTS

A MESSAGE FROM OUR CEO AND CHAIRMAN

Hampton Bridwell
CEO

James Gregory
Chairman

THE WAY FORWARD

Brands are moving boldly. This momentum is the strongest since the recession, thanks to significant investments in business model innovation, digital and brand. Corporate leadership is looking to deliver growth by reshaping customer experiences. Our Top 100 report shows these leaders are outpacing their peers.

The macro trends driving change are fairly concentrated – industry lines blurring, digital convergence and the emergence of fast-moving disruptors. Together, these trends are altering consumer behavior, delivering new experiences and driving value through innovation. In some industries, the fast pace of change is overwhelming management teams.

To seize on the opportunity this presents, leaders are reframing the marketing function to have greater influence on operations and shape customer experience, digital transformation and design of organizational culture. Success today requires a broader, more holistic view of the customer. A human-centered philosophy can translate into a common language that unites the various disciplines of business to ensure the enterprise is future-ready for the opportunities ahead.

2015 marks the 25th anniversary of the CoreBrand® Index, a rich data set covering 1,000 companies. This represents a milestone in Tenet's mission of enabling leaders to create value in one of the most critical assets for any organization: its brand and reputation. With eyes to the future, we see exciting times ahead for those pacesetters who successfully wrap their business strategy and brand experience around their customers' needs and aspirations.

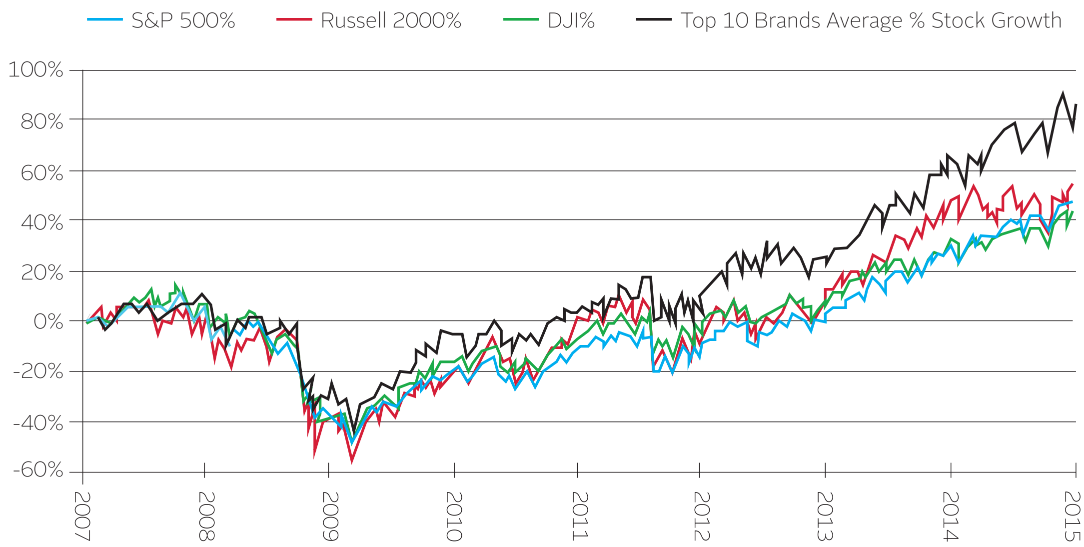
We hope this 8th edition of the *Top 100 Most Powerful Brands* provides you with valuable insights as you seek to achieve brand leadership and drive business growth.

Hampton Bridwell
CEO, Tenet Partners

James Gregory
Chairman, Tenet Partners

WHAT DOES A POWERFUL BRAND LOOK LIKE?

BRANDPOWER = BUSINESS PERFORMANCE



Stock performance since the indexes hit bottom in March 2009 shows that the Top 10 brands have grown at about twice the rate of the market.

Fast-rising companies are moving more boldly to build their brands – and in turn, their competitiveness – by making investments in innovation, R&D and strategic partnerships to drive customer-centric experiences

It is widely accepted that brands play a key role in financial performance. But how? Tenet Partners[SM] believes this relationship has as much to do with overall business strategy as with the brand itself.

Innovate and manage your business well, for example, and your brand will be viewed more positively, spurring growth – *if* the right investments are made to drive awareness. By the same token, it's not possible to blind the public by throwing money at the brand in an attempt to divert attention from unsound business practices. There's an undeniable link between brand management and the impact of strategic business decisions. **When managed right, the brand is powerful and the business is poised to outperform its peers.**

Good management – both of the brand and of the company – results in two outcomes that have a measurable impact on brand reputation: **strong familiarity** and **high favorability**. Measuring each of these objectively can be a meaningful indicator of management effectiveness – and often, financial performance.

ABOUT THIS REPORT

Each year, Tenet Partners analyzes the data in the CoreBrand Index (CBI) to determine the US economy's Top 100 Most Powerful Brands based on high awareness and positive brand perceptions. 2015 marks the eighth year of the report. The report is unique because it is based on a single, data-driven score that assesses each brand's familiarity and favorability. We call this BrandPower.

This metric is different from traditional brand value measurements. It allows brands to be evaluated objectively, providing new and useful information for investors and brand stewards as they determine a brand's ability to impact business results. A high BrandPower score means that a company's management practices have placed it in good standing – people know it; people like it. That means they're more likely to do business with the company and invest in it.

The rankings of the Top 100 Most Powerful Brands are about much more than knowing which companies head the list. The real insights come from understanding how trends and momentum within the most powerful brands have changed over both the short and long term – for individual companies, for different sectors and industries, and for the list as a whole. Are management decisions having the desired effect or not? BrandPower is one way of knowing.

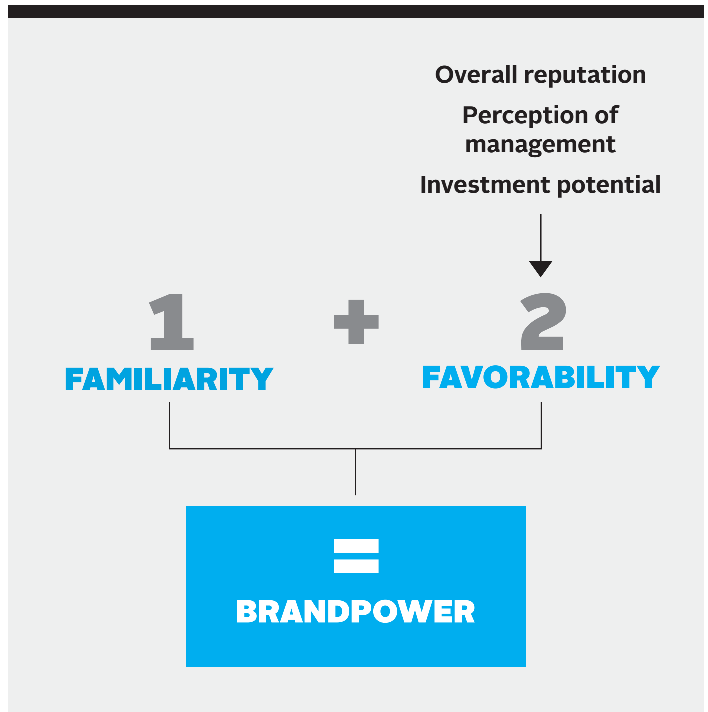
WHY IS UNDERSTANDING BRANDPOWER IMPORTANT?

The corporate brand is one of a company's most precious assets. It can be one of the greatest levers in building corporate value. To many outsiders, the powerfulness of a brand (a distillation of factors such as name recognition, reputation and economic value) determines whether people will buy its products, invest in the company, consider it as a place to work and support it in a time of crisis.

Yet, the full importance of brand strength often goes unrecognized. Understanding the true strength of a brand – not just its monetary value – relative to competitors can inform changes in growth strategies across the enterprise. By uncovering the Familiarity and Favorability dimensions that contribute to the stature of the brand, business decision-makers can gain important intelligence for creating and maintaining advantage in all the areas that define business success. That's what matters – creating a virtuous cycle in which business strategies influence the health of the brand, while the healthy brand guides the business strategy.

Our BrandPower scores and annual rankings offer a way to evaluate the performance of a corporate brand over time in response to investment, highlighting which brands and business strategies work best. Much can be learned by closely examining companies with high BrandPower, along with those that are moving quickly up the rankings. The scores enable easy comparison among direct competitors and world-class brands, and against industry averages. BrandPower scores also allow us to contrast multiple industries to better understand brand-related market dynamics.

THE TOP 100 MOST POWERFUL BRAND RANKINGS REVEAL THE IMPORTANT RELATIONSHIP BETWEEN COMMUNICATION INVESTMENTS AND BRAND HEALTH – KEY INSIGHT FOR MAXIMIZING BRAND VALUE.



THE CORPORATE BRANDING INDEX

- 25 years of continuous tracking – the longest-running look at the health and vitality of corporate brands
- Tracks degree of awareness and underlying perceptions for each brand
- Based on annual surveys of thousands of key stakeholders
- Nearly 1,000 companies in 50 industries
- Objective, quantitative benchmark research – the only methodology validated by the Marketing Accountability Standards Board (MASB)

WHAT IS BRANDPOWER?

- A single indicator of brand strength and its ability to impact business results
- Weighted composite of Favorability and Familiarity perception metrics
- Driven by data from the CoreBrand Index

For more information about our methodology, see "How we determine BrandPower" on page 26.

ON THE RISE

KEY FINDINGS

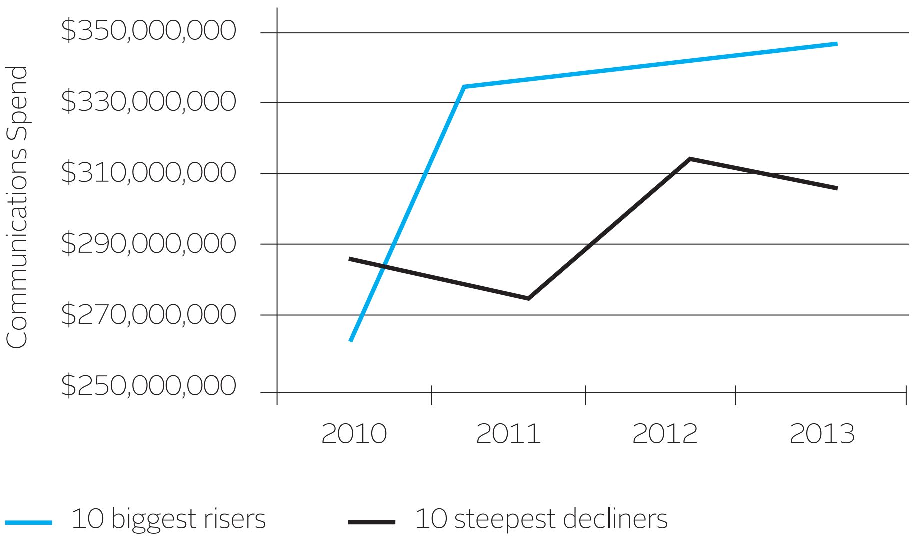
2015 turned out to be a continuation of the increasing brand strength noted in 2014, reflecting an ongoing rebound following the damage done during the financial crisis. Our findings show that as the economy recovers, companies are moving more boldly to build their brands – and in turn, their competitiveness – with fast-rising companies making investments in innovation, R&D and strategic partnerships to drive customer-centric experiences.

BrandPower is growing significantly across the board – Five years ago, the average BrandPower score for the Top 100 was 60.7. This year, the average BrandPower is 63.1.

Consumer Cyclicals made a strong showing in the Top 100 – Companies that depend on the business cycle and economic conditions – such as automotive, entertainment and retail – are the single largest group in the Top 100, with 37. The broad rise of BrandPower among these companies suggests that as the economy continues to recover, they are regaining the confidence of business decision makers. Walt Disney leads the sector at #4. Within the Consumer Cyclicals, Retail is the most represented industry with 14 companies. Barnes & Noble is the top retail brand, rising to #29.

Communication spending is up overall, with bigger spenders getting more benefit – The brands that moved up the most in the rankings this year have increased spending to drive familiarity at a much greater rate than the ten brands that declined the most. This demonstrates that the right level of investment strategically allocated, will produce significant results.

TOP 10 BRANDPOWER RISERS HAVE INCREASED COMMUNICATIONS MORE AGGRESSIVELY



Represents the average paid media spend for the Top 10 risers and 10 biggest decliners on an annual basis.

WHO ARE THE FASTEST BRANDPOWER MOVERS?

10 biggest risers	*10 steepest decliners*
#65 - Amazon (+20)	#34 – UPS (-12)
#94 – Intel (+14)	#33 – Walgreens (-10)
#40 – eBay (+13)	#72 – Yamaha (-10)
#32 – IBM (+13)	#67 – Western Union (-9)
#97 – Wells Fargo (+13)	#44 – Volvo (-8)
#15 – Google (+11)	#47 – Eastman Kodak (-7)
#88 – Capital One Financial (+11)	#66 – New York Times (-7)
#55 – Clorox (+10)	#36 – Honda (-6)
#64 – Charles Schwab (+10)	#83 – Nissan (-6)
#57 – Morgan Stanley (+9)	#37 – Avon Products (-5)

2015'S MOST INTERESTING TRENDS

INVESTMENT DRIVES CUSTOMER-CENTRIC EXPERIENCES

Some of the fastest-rising brands in the Top 100 are making strategic acquisitions, collaborative brand associations and investing heavily in R&D. They're moving assertively to drive innovation and enter into entirely new business categories, aiming to create memorable customer experiences.

AMAZON

#65, UP 20 FROM 2014

The facts

- 270 million active customer accounts
- Data-driven content and email marketing is key success factor
- Culture of innovation, investing $9.1 billion in research and development in 2014

Why it matters

Leveraging rich information about users, Amazon is able to create exceptional, intimate customer experiences

The bottom line

The company is a leading brand steward, gaining permission to reach into every corner of our lives and generate loyalty and repeat purchasing

BRANDPOWER SINCE 2010

2010: 40.7
2011: 41.2
2012: 45.0
2013: 48.8
2014: 54.2
2015: 59.0

APPLE

#5, UP 5 FROM 2014

The facts

- Purchased complementary brand Beats Electronics LLC for $3.2 billion
- Key leadership changes to bring in expertise from style brands – Yves Saint-Laurent, Burberry, Nike

Why it matters

- Refocuses the music experience to counter stagnating iPod sales by incorporating a non-Apple brand into the portfolio
- Enables Apple to make a game-changing move into the personal wearables category (e.g. Apple Watch)

The bottom line

Apple is bringing diverse elements together – talent, brands, new technologies – to maintain its reputation for outstanding, relevant customer experiences

BRANDPOWER SINCE 2010

2010: 61.9
2011: 63.1
2012: 67.1
2013: 70.3
2014: 73.3
2015: 75.7

GOOGLE

#15, UP 11 FROM 2014

The facts

- One of the fastest BrandPower gainers since 2009
- Acquired smart-home appliance company Nest for $3.2 billion

Why it matters

Extends Google's market reach to physical products that impact consumer lifestyles

The bottom line

Google is tapping into what consumers are eagerly anticipating: the rise of a seamlessly integrated ecosystem of smart products and devices (the Internet of Things) that provide state-of-the-art automation and convenience

BRANDPOWER SINCE 2010

2010: 54.4
2011: 56.9
2012: 61.2
2013: 64.4
2014: 68.6
2015: 71.2

INTEL

#94, UP 14 FROM 2014

The facts

- Created a new business unit aimed at the Internet of Things, by developing new services that connect multiple devices to one another and the cloud

Why it matters

Positions the company to help multiple partners create better end-user experiences

The bottom line

Places Intel at the heart of a multi-brand, customer-centric experience

BRANDPOWER SINCE 2010

2010: 43.0
2011: 44.1
2012: 47.3
2013: 47.4
2014: 50.3
2015: 53.0

2015 TOP 100 MOST POWERFUL BRANDS

WE CONGRATULATE, IN THE TOP 100 MOST POWERFUL BRANDS, THE COMPANIES THAT HAVE EARNED A HIGH BRANDPOWER SCORE, AS TRACKED IN THE CBI.

Familiarity and Favorability metrics must be strong to place in the Top 100 Most Powerful Brands, meaning the company has high awareness and is favorably perceived. If a corporate brand has high Familiarity but low Favorability (perhaps an infamous brand), it will not show up in the Top 100 rankings. Similarly, niche players that have low Familiarity but high Favorability will not appear either.

ALL RANKED COMPANIES MUST BE:

- A corporate brand (not a product or divisional brand)
- Publicly traded in the United States for 5+ years
- Tracked by the CoreBrand Index for 5+ years

FAMILIARITY, FAVORABILITY AND BRANDPOWER

The CBI is based on annual surveys of thousands of key stakeholders to measure:

Familiarity
How well known is a brand?

Favorability
What is the overall reputation, perception of management and investment potential?

BrandPower is a quantitative composite of these two metrics. This gives us an objective measure of brand strength, free of bias.

For more detailed information on our methodology, see page 26.

2015 TOP 100 MOST POWERFUL BRANDS

COMPANY	2015 RANK	2014 RANK	1-YR VARIATION	2010 RANK	5-YR VARIATION	INDUSTRY	2015 FAMILIARITY	2015 FAVORABILITY
Coca-Cola	1	1	0	1	0	Beverages	–	–
Hershey	2	2	0	3	1	Food	–	▼
Bayer	3	3	0	11	8	Chemicals	–	▼
Walt Disney	4	6	2	16	12	Hotel & Entertainment	–	▲
Apple	5	10	5	55	50	Computers & Peripherals	▲	▲
Johnson & Johnson	6	4	-2	2	-4	Medical Supplies & Services	–	▼
Microsoft	7	11	4	36	29	Computer Software	–	–
PepsiCo	8	7	-1	13	5	Beverages	▲	–
American Express	9	8	-1	10	1	Diversified Financial	–	▲
Harley-Davidson	10	5	-5	5	-5	Automotive	▼	▼
Kellogg's	11	9	-2	7	-4	Food	–	▼
McDonald's	12	12	0	33	21	Restaurants	–	▲
Visa	13	13	0	17	4	Diversified Financial	–	▼
MasterCard	14	15	1	25	11	Diversified Financial	–	▼
Google	15	26	11	88	73	Internet	▲	▲
General Mills	16	18	2	20	4	Food	▲	▲
General Electric	17	20	3	23	6	Electronics, Electrical Equipment	–	–
Campbell's Soup	18	14	-4	4	-14	Food	▼	▼
Colgate-Palmolive	19	16	-3	6	-13	Toiletries, Household Products	▲	▼
Starbucks	20	19	-1	18	-2	Restaurants	▼	▲
BMW	21	17	-4	12	-9	Automotive	▼	▼
Yahoo	22	28	6	51	29	Internet	▲	–
FedEx	23	21	-2	9	-14	Transportation	–	▼
ExxonMobil	24	29	5	45	21	Petroleum Refining	▲	–
Estée Lauder	25	25	0	29	4	Toiletries, Household Products	–	▼
Revlon	26	24	-2	26	0	Toiletries, Household Products	–	▼
Sony	27	31	4	24	-3	Electronics, Electrical Equipment	▲	▼
Nestlé	28	35	7	47	19	Food	–	▼
Barnes & Noble	29	34	5	30	1	Retailers	▼	▼
AT&T	30	33	3	43	13	Telecommunications	▲	▼
Volkswagen	31	27	-4	22	-9	Automotive	▼	▼
IBM	32	45	13	34	2	Consulting	▲	▼
Walgreens	33	23	-10	19	-14	Pharmacy Serv.	–	▼

▲ indicates a higher Familiarity/ Favorability rank vs. 2014

▼ indicates a lower Familiarity/ Favorability rank vs. 2014

– indicates a change of less than +/- 2 or fewer ranks year-over-year

COMPANY	2015 RANK	2014 RANK	1-YR VARIATION	2010 RANK	5-YR VARIATION	INDUSTRY	2015 FAMILIARITY	2015 FAVORABILITY
UPS	34	22	-12	8	-26	Transportation	▼	▼
Whirlpool	35	43	8	54	19	Home Appliances	▲	▲
Honda	36	30	-6	14	-22	Automotive	–	▼
Avon Products	37	32	-5	53	16	Toiletries, Household Products	▼	▼
Nike	38	42	4	41	3	Athletic Equipment & Apparel	▲	▼
Mattel	39	38	-1	28	-11	Hotel & Entertainment	–	▼
eBay	40	53	13	98	58	Internet	–	▲
Kraft Foods	41	46	5	58	17	Food	▲	▼
Toyota	42	37	-5	15	-27	Automotive	–	▼
Lowe's	43	39	-4	31	-12	Retailers	–	▼
Volvo	44	36	-8	27	-17	Automotive	▼	▼
Target	45	41	-4	32	-13	Retailers	–	▼
L'Oréal	46	48	2	39	-7	Toiletries, Household Products	▲	–
Eastman Kodak	47	40	-7	49	2	Scient, Photo, Cntr Eq	▲	▼
Sunoco	48	49	1	63	15	Petroleum Refining	▲	▼
Ford Motor	49	51	2	61	12	Automotive	▼	▲
Gap	50	44	-6	48	-2	Retailers	–	▼
Home Depot	51	50	-1	42	-9	Retailers	▼	–
Walmart	52	55	3	75	23	Retailers	▲	▲
Wendy's	53	47	-6	40	-13	Restaurants	▼	▼
Bed Bath & Beyond	54	52	-2	35	-19	Retailers	–	▼
Clorox	55	65	10	106	51	Toiletries, Household Products	▲	▲
Procter & Gamble	56	60	4	37	-19	Toiletries, Household Products	▲	▲
Morgan Stanley	57	66	9	84	27	Brokerage	–	▲
Boeing	58	54	-4	38	-20	Aerospace	▼	–
Polo Ralph Lauren	59	56	-3	62	3	Apparel, Shoes	–	▼
Hewlett-Packard	60	69	9	91	31	Computers & Peripherals	▲	▲
General Motors	61	61	0	60	-1	Automotive	–	▼
Goodyear Tire & Rubber	62	67	5	64	2	Rubber & Plastics	▲	–
Tyson Foods	63	57	-6	104	41	Food	▼	▼
Charles Schwab	64	74	10	66	2	Brokerage	–	▲
Amazon	65	85	20	139	74	Internet	▲	▲
New York Times	66	59	-7	59	-7	Publishing & Printing	–	▼

▲ indicates a higher Familiarity/ Favorability rank vs. 2014

▼ indicates a lower Familiarity/ Favorability rank vs. 2014

– indicates a change of less than +/- 2 or fewer ranks year-over-year

2015 TOP 100 MOST POWERFUL BRANDS

COMPANY	2015 RANK	2014 RANK	1-YR VARIATION	2010 RANK	5-YR VARIATION	INDUSTRY	2015 FAMILIARITY	2015 FAVORABILITY
Western Union	67	58	-9	65	-2	Diversified Financial	▼	▼
Kohl's	68	64	-4	79	11	Retailers	▲	▼
CBS	69	63	-6	21	-48	Hotel & Entertainment	–	▼
Verizon	70	71	1	56	-14	Telecommunications	–	▼
J.C. Penney	71	73	2	77	6	Retailers	–	▲
Yamaha	72	62	-10	44	-28	Automotive	▼	▼
La-Z-Boy	73	70	-3	78	5	Furniture	–	▼
Sherwin-Williams	74	72	-2	76	2	Chemicals	–	▼
DirecTV Group	75	76	1	90	15	Telecommunications	–	–
Bank of America	76	81	5	93	17	Commercial Banks	▲	▼
Bristol-Myers Squibb	77	78	1	83	6	Pharmaceuticals	▼	▲
Nintendo	78	82	4	111	33	Electronics, Electrical Equipment	–	▲
DuPont	79	80	1	72	-7	Chemicals	▼	▲
Marriott	80	75	-5	52	-28	Hotel & Entertainment	▼	▼
J.P. Morgan Chase	81	89	8	97	16	Commercial Banks	–	▲
Time Warner	82	90	8	133	51	Hotel & Entertainment	–	▲
Nissan Motor	83	77	-6	46	-37	Automotive	▼	▼
Allstate	84	79	-5	81	-3	Insurance	–	▼
Costco Wholesale	85	87	2	116	31	Retailers	–	▲
Best Buy	86	93	7	132	46	Retailers	▲	▲
Tiffany & Co	87	86	-1	92	5	Retailers	▲	▼
Capital One Financial	88	99	11	110	22	Diversified Financial	▼	▲
Michelin	89	83	-6	67	-22	Rubber & Plastics	▼	▼
Nokia	90	84	-6	105	15	Telecommunications	–	▼
Hormel Foods	91	88	-3	85	-6	Food	▲	▼
Sprint	92	97	5	103	11	Telecommunications	▲	▲
Foot Locker	93	91	-2	129	36	Retailers	–	▼
Intel	94	108	14	127	33	Semiconductors	▲	▲
Xerox	95	94	-1	50	-45	Office Equipment	▼	▲
Rite Aid	96	92	-4	96	0	Pharmacy Serv.	▲	▼
Wells Fargo	97	110	13	146	49	Commercial Banks	▲	▲
Canon	98	103	5	73	-25	Electronics, Electrical Equipment	▲	▼
Staples	99	96	-3	94	-5	Office Equipment	–	▼
Family Dollar Stores	100	107	7	160	60	Retailers	–	▲

▲ indicates a higher Familiarity/ Favorability rank vs. 2014

▼ indicates a lower Familiarity/ Favorability rank vs. 2014

– indicates a change of less than +/- 2 or fewer ranks year-over-year

WHILE ALL OF THE TOP 100 BRANDS ARE ELITE, WHAT CAN FAMILIARITY AND FAVORABILITY MOVEMENT TELL US ABOUT A BRAND?

RISE IN FAVORABILITY

Familiarity ▼ Favorability ▲

Examples: Ford, Capital One Financial
Why: Issues with communications volume and/or clarity
Opportunity: Grab attention with more customer-centric experiences

Familiarity ▲ Favorability ▲

Examples: General Mills, Procter & Gamble
Why: Striking the right balance between business and brand strategies
Opportunity: Watch competitors to maintain the edge

DECLINE IN FAMILIARITY

STABLE TOP 100 BRANDS

RISE IN FAMILIARITY

Familiarity ▼ Favorability ▼

Examples: Campbell's Soup, Wendy's
Why: Multiple issues with corporate operations, communications volume and messaging
Opportunity: Without strong action across the board, the company risks losing relevancy

Familiarity ▲ Favorability ▼

Examples: Sony, AT&T
Why: Often due to adverse circumstances that can make a company infamous
Opportunity: Move swiftly to address operational issues and revise messaging to counter bad press

DECLINE IN FAVORABILITY

Good management – both of the brand and of the company – results in two outcomes that have a measurable impact on brand reputation: strong familiarity and high favorability. Measuring each of these objectively can be a meaningful indicator of management effectiveness – and often, financial performance.

2015 BRANDPOWER WINNERS

The Coca-Cola Company

Closer alignment with consumer preference keeps Coke #1

The Coca-Cola Company continued its lead as the #1 Most Powerful Brand – a distinction it has held since the Top 100 was first created in 2008. While maintaining top scores in two of the three components of our Favorability metric – **Overall Reputation** and **Investment Potential** – Coca-Cola's **Perception of Management** score fell behind, possibly due to a change of leadership at the company.

Under the leadership of retiring Chief Marketing and Commercial Officer Joe Tripodi, the Coca-Cola brand launched one of its most successful global customer campaigns in its history, "Open Happiness." The brand also continues to evolve to meet consumer demand for healthier products. In March 2011, The Coca-Cola Company purchased Honest Tea. Most recently, the company swapped out its iconic red color for a green sleeve and launched "Coca-Cola Life," a low-calorie, naturally sweetened drink, with a 60% fewer calories compared to regular Coke.

Apple

An earned reputation for innovation and customer experience yields a rapid rise in the rankings

Apple jumped from 10th to 5th rank – earning the fastest-rising brand amongst the top 10. Thanks to ongoing increases in both Familiarity and Favorability, its brand trajectory is impressive, climbing up from 56th in 2009. Rises in two of the three components of Favorability – **Overall Reputation** and **Investment Potential** – can be attributed to the success of Apple's innovative products and outstanding market performance. The company's market capitalization reached a record high, breaking the $700 billion mark this past year. The company sold over 10 million iPhone 6 and iPhone 6 Plus models in the three days following its launch in September. In that quarter, it went on to sell 74.5 million iPhones, equivalent to 34,000 every hour of every day. (*Source: CNNMoney: http://money.cnn.com/2015/01/28/technology/apple-iphone-sales/*)

Apple is also paying attention to its reputation for setting trends in customer experiences. It acquired complementary brand Beats. And rather than assimilate the products into the Apple brand, it leveraged Beats to reach style-conscious customers in a new way. Apple also hired several executives away from leading luxury and retail brands such as Yves Saint-Laurent, Burberry and Nike to bring fresh lifestyle perspectives to the development of the Apple Watch.

While Apple continued to focus on creating highly desirable consumer products, its recent partnership with IBM should allow it to further extend the brand's reach into the enterprise arena. Under the agreement, IBM will sell iPhones and iPads to its business customers and develop native apps exclusively for iOS. In exchange, Apple will provide hardware support through a special AppleCare program tailored for large businesses.

A CLOSER LOOK AT FAVORABILITY

The Favorability metric is based on three components:

- Overall reputation of the company
- Perception of its management
- Assessment of the company's investment potential

For more on our methodology, see "How we determine BrandPower" on page 26.

Microsoft

Promising partnerships boost the software giant's standing and may put Microsoft back in the spotlight

The company returned to the Top 10 in 2015, climbing to #7 after dropping to #11 last year. Fiscal 2014 performance was impressive for Microsoft, which helped to drive its Favorability score up. The company delivered strong financial results, including revenue of more than $86 billion, gross margin of nearly $60 billion and operating income of $27.8 billion. More than $15.7 billion was returned to shareholders, a 27 percent increase from 2013.

Satya Nadella, appointed CEO in 2014, has already made significant strides toward improving the company's mobile strategy and thereby raising its profile among consumers. The company acquired Nokia's Device and Services business, creating an expanded Microsoft Devices Group, which now includes Nokia phones, Xbox hardware, Surface, Perceptive Pixel products and accessories.

Several key partnerships bore fruit in changing customers' experience with the Microsoft brand. In March 2014, Microsoft Office was brought to the iPad, which led to 35 million downloads of Word, Excel, PowerPoint and OneNote – making them some of the most popular applications in the Apple App Store. It also recently partnered with SAP, a leader in enterprise applications, and Salesforce.com to integrate their software applications on its cloud platform, Microsoft Azure, and its mobile platform, Windows Phone. These partnerships should play an important role in helping Microsoft to attract more enterprise users to its Windows-based smartphones and tablets.

Intel

Establishing a presence in the much-anticipated Internet of Things draws attention to the chipmaker

Intel (#94) has performed consistently well in both Familiarity and Favorability since 2009. The California chipmaker is a new entrant into the Top 100, having jumped fourteen places from #108.

In late 2013, Intel created a new business unit specifically aimed at the Internet of Things (IoT). Led by long-time Intel leader, Doug Davis, the new division will continue to focus on creating new services that connect multiple devices to each other and to The Cloud. Although the IoT business only accounted for about 4% of Intel's sales and operating income, it exceeded the company's struggling mobile division, which posted an operating loss of $4.2 billion.

This move promises to make Intel an important part of what should become a multi-brand experience embedded in the everyday lives of consumers. Intel can once again become the "secret sauce" at the heart of the way customers view technology, much as it did with "Intel inside" several years ago.

Intel is on a mission to create the connective tissue for the Internet of Things.

BRAND HIGHLIGHTS BY THE NUMBERS

NEW TO THE TOP 100

INTEL
#94

WELLS FARGO
#97

FAMILY DOLLAR STORES
#100

STEEPEST DECLINERS

UPS #34
Down from #22

WALGREENS #33
Down from #23

YAMAHA #72
Down from #62

FALLING FROM GRACE

MOTOROLA
#106
Fails to make the Top 100

THE MOST POWERFUL BRANDS BY SECTOR

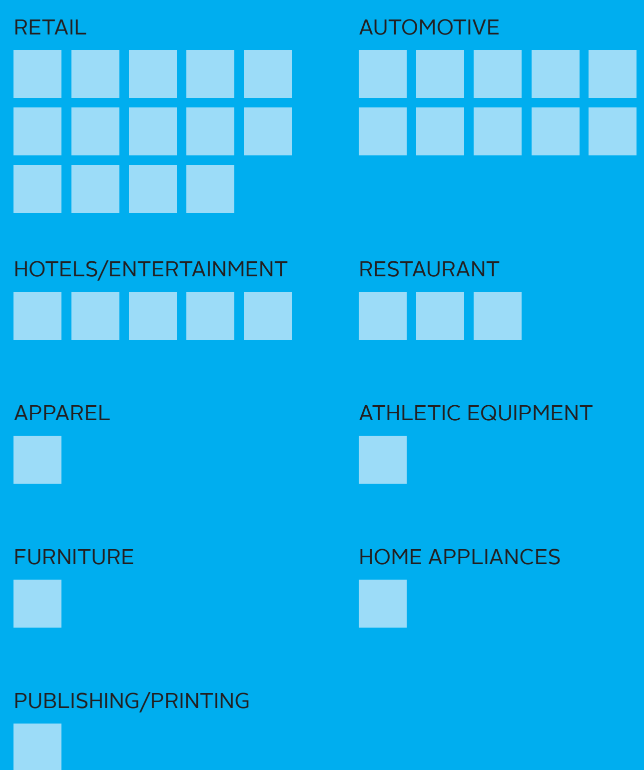
37 CONSUMER CYCLICALS	**5** TELECOM
17 CONSUMER STAPLES	**4** HEALTHCARE
12 INDUSTRIAL	**3** BASIC CHEMICALS
11 FINANCE	**2** ENERGY
8 TECHNOLOGY	**1** BUSINESS SERVICES

THE MOST REPRESENTED SECTOR IN THE MOST POWERFUL BRANDS

37

CONSUMER CYCLICALS

The following number of corporate brands represented in this sector:



2015 KEY SECTOR TRENDS

Three industry sectors tracked in the CBI – Technology, Financial Services and Automotive – have experienced profound shifts and changes following the 2008 financial crisis. Companies in these sectors that rank in the Top 100 Most Powerful Brands of 2015 are at the forefront of their industry. By building dynamic brands that defy industry norms, these leaders unlock value for their business, customers and shareholders.

TECHNOLOGY

Amazon's rise over the last five years is remarkable: up 74 places. The brand excels at responding to, and often exceeding, consumers' expectations of convenience, selection, and price. Although CEO Jeff Bezos is not one to shy away from disrupting the status quo – from experimenting with delivery drones (and making a splash by talking about them on CBS's *60 Minutes*) to acquiring Internet of Things platform 2lemetry – his vision for the brand has remained intact: to be the most customer-centric company on earth.

Google follows close on Amazon's heels, rising 73 places since 2010. Google's full revenue for 2014 was $66 billion, up 19% year over year. The company is continuing to invest enthusiastically: from acquiring Nest, to experimenting with self-driving cars, to its most recent collaboration with Johnson & Johnson to help develop a robot-assisted surgery platform. These initiatives are helping Google extend its reach not only in the marketplace, but in consumers' minds.

TECHNOLOGY SECTOR BRANDS STAND OUT AS TOP 100 RISERS

- Amazon - #65, up 20
- Google - #15, up 11
- Intel - #94, up 14
- IBM - #32, up 13
- eBay - #40, up 13

FINANCIAL SERVICES

Morgan Stanley, Charles Schwab and Wells Fargo all experienced significant increases in BrandPower, as the United States banking industry continues to recover from the global financial crisis.

A key strategy for financial services brands has been a renewed focus on customer experience. For example, a hallmark of Wells Fargo's corporate vision is its "One Wells Fargo" initiative. With a diverse range of products and businesses – banking, investments, mortgage and insurance – One Wells Fargo serves as an enterprise-wide guiding principle. It offers a roadmap for engaging with customers across multiple business lines as well as collaboration strategies across business units.

FINANCIAL SECTOR FIRMS ARE IMPROVING THEIR REPUTATIONS

- Morgan Stanley - #57, up 9
- Charles Schwab - #64, up 10
- Wells Fargo - #97, up 13

AUTOMOTIVE

After years of soft performance due to the recession, consumers are giving in to pent-up demand and are purchasing cars with a vengeance. According to tracking company Autodata, 16.5 million new autos hit the streets in 2014 – the highest number since the record of 16.9 million in the pre-recession days of 2006.

Despite sales increases, however, a deluge of safety recalls has dampened Brand-Power scores for all but one brand: **Ford**. It is the uncontested industry leader, increasing its BrandPower year-over-year and rising two places to #49 from #51.

Former President and CEO of Ford Motor Company, Alan Mulally, has described Ford as being a technology company as much as a car company. Ford is a leader among American car companies in hybrid technology, with its Fusion Energi winning 2013 Green Car of the Year. Ford also pioneered enhancing the driver experience through technology with one of the first integrated connectivity systems, Ford Sync. Since its debut in 2007, the technology has continued to evolve and become more customer-friendly. In another example of innovative collaboration, Ford recently teamed with another well-known brand, Research in Motion, to power Sync with the BlackBerry ONX operating system. This latest version, Sync 3, is more intuitive than previous iterations, faster and is engineered to work with any type of smartphone.

AUTOMOTIVE COMPANIES ARE SLIDING IN BRAND-POWER DESPITE RISING SALES

- Harley-Davidson - #10, down 5
- BMW - #21, down 4
- Volkswagen - #31, down 4
- Honda - #36, down 6
- Toyota - #42, down 5
- Volvo - #44, down 8
- Ford Motor - #49, up 2
- General Motors - #61, no change
- Yamaha - #72, down 10
- Nissan Motor - #83, down 6

HOW WE DETERMINE BRANDPOWER

The data in this report, collected during the 2014 calendar year, comes from the CoreBrand Index (CBI). CBI is the only brand research methodology validated by the Marketing Accountability Standards Board (MASB).

Without understanding the value of the corporate brand and how it performs against peers and the industry at large, companies struggle to know how much and where to invest to build corporate reputation. CBI solves the challenge of measuring and quantifying the impact of investments in corporate brands.

CBI research examines the corporate reputations of major public companies in the United States by polling business decision-makers at the top 20 percent of American corporations – senior executives who also make brand-based decisions in their lives every day. They are important influencers with broad reach. This carefully screened audience represents the investment community, potential business partners and business customers, and embodies many of the drivers of today's economy: business acumen, consumer perspective and investment savvy.

THE CBI SURVEY AUDIENCE

As business decision-makers
Executives at companies with sales revenue of $50 million to several billion

- 90% determine purchase needs
- 80% involved in B2B purchase decisions
- 72% select specific companies to work with
- 68% authorize purchases

As individuals
Well-educated and affluent

- 87% college degrees
- 83% house hold size 2 or more
- 74% above $75K house hold income
- 72% ages 35+
- One third indicate that they influence investment portfolios other than their own

Each year, we survey approximately ten thousand influential people on two key brand metrics: **Familiarity** and **Favorability**. Familiarity measures awareness of the brand. Favorability is the perception of the brand, based on how it performs on various attributes.

The quantitative Familiarity and Favorability metrics are then combined into a composite score we call BrandPower – a standardized measure that can be used to objectively compare brands both within and across industries. BrandPower can be thought of as the overlay of a company's Favorability across the audience's Familiarity, because only those who have a degree of awareness of the brand are asked for their perceptions.

BrandPower is calculated as a function of Familiarity and Favorability, then reported on a 100-point scale.

Familiarity – This component is a weighted percentage of survey respondents who are familiar with the brand being evaluated. Familiarity is rated on a five-point scale. Respondents are considered to be familiar with a brand if they state that they know more than just the company name. Familiarity scores can range from 0 to 100.

Favorability – Those respondents familiar with a corporation are then asked about three dimensions that together, form a Favorability score, also on a scale of 0 to 100:

- **Overall Reputation** – Do you have a favorable impression of the corporate brand? What is your view of the corporate brand's ability to drive growth over time?

- **Perception of Management** – What is your perception of the company's management? How would you assess the way senior leadership leads the enterprise and engages stakeholders? Does leadership have a future-forward outlook on the market in which it operates, as well as on the competition?

- **Investment Potential** – Would you invest in this company? What do you think of the organization's ability to secure future earnings and increase brand value over time?

BRANDPOWER AND BRAND EQUITY VALUATION: COMPLEMENTARY METRICS

BrandPower is a unique and useful quantitative measure of brand strength. It is, however, just one way of looking at brand performance. The more traditional view of a brand's monetary value also has its place. When both are considered, it is possible to get a more complete, contextual view of a brand.

BrandPower, through its Familiarity and Favorability metrics, enables prescriptive analysis of the brand for diagnostic purposes. This allows executives to assess strengths and weaknesses of the brand and identify where greater attention is needed. This information helps our clients to manage communications to enhance brand performance. We collect BrandPower data on such a large scale that it can produce information comparable to other key financial fundamentals. This solid foundation of data allows us to accurately generate a variety of useful metrics, such as Brand Equity Valuation and Communications Return-on-Investment.

Brand Equity Valuation is the output of CoreBrand Analytics' market value model. This unique valuation approach uses BrandPower in the context of the company's financial performance to determine how much of the company's market capitalization can be attributed directly to its brand.

TOP 2015 MOST POWERFUL BRANDS BY BRAND VALUE

COMPANY	BRAND VALUE ($BILLION)	2015 BRANDPOWER RANK
Apple	113.7	5
Microsoft	68.1	7
Google	62.1	15
ExxonMobil	59.5	24
Johnson & Johnson	51.7	6
GE	41.8	17
Walmart	41.8	52
Nestlé	37.7	28
Coca-Cola	35.9	1
Wells Fargo	35.4	97

BRANDPOWER + BRAND EQUITY VALUATION = DEEPER INSIGHT

Apple
BrandPower Top 100 ranking: 5th
Brand Value $: $113.7B, the most valuable in the Top 100
Brand Value %: 17.3% of market capitalization, much lower than the highest percentage in the Top 100 (20.1%).

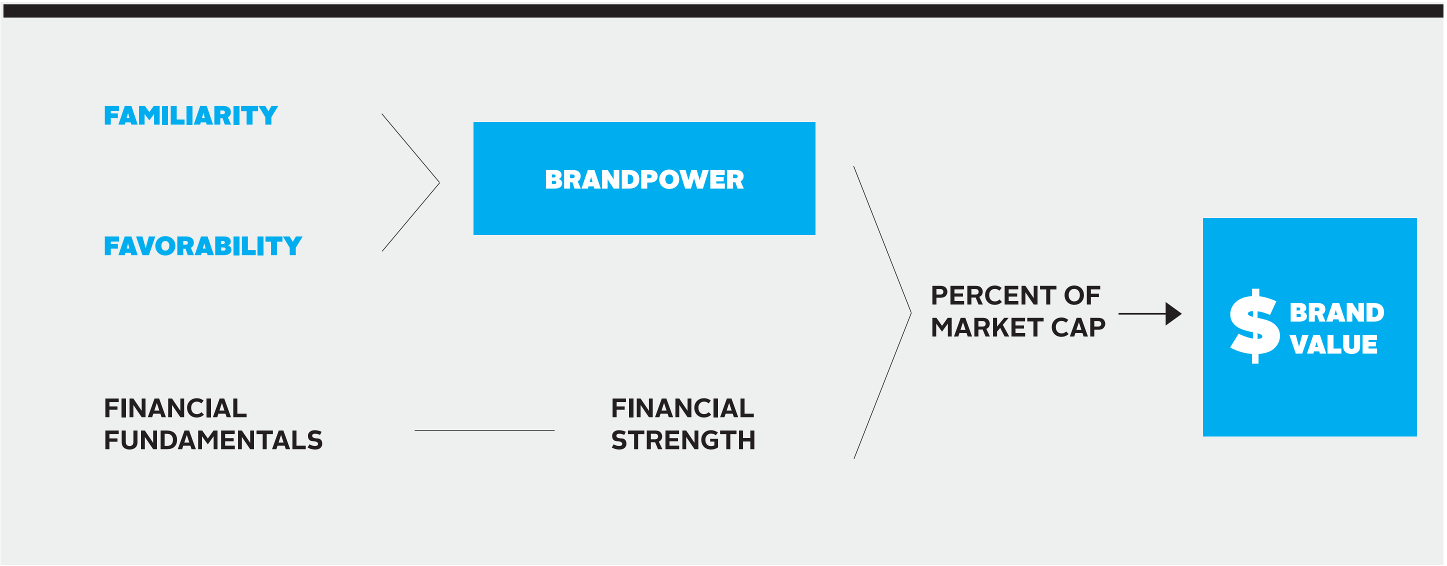
Why it matters
High BrandPower ranking combined with high dollar contribution indicates that the brand is very valuable. However, the relatively low percentage score suggests that Apple can create additional value by continuing to grow its brand.

CoreBrand Analytics Brand Equity Valuation produces two numbers: percentage of market capitalization attributable to the brand and the corresponding dollar value.

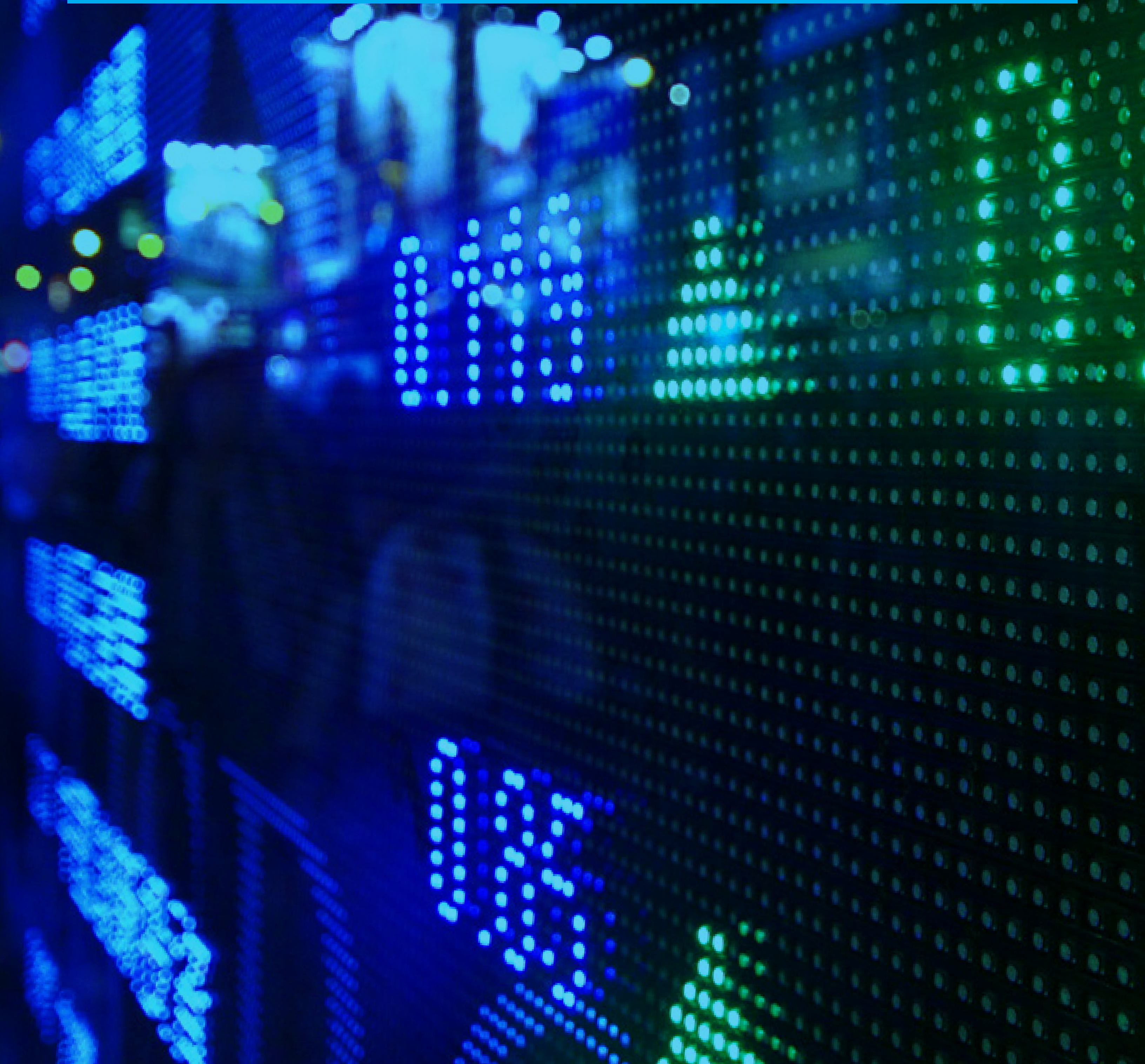
- **Percentage** tells the executives responsible for building the brand how hard that brand is working to build value for the company. As this measure rises and falls, the brand becomes more or less of a contributor to a company's success. This is an ideal number for a company's KPI dashboard and a measure of brand performance in the context of overall financial health.
- **Dollar Value** helps communicate the brand's asset value to senior leadership and other constituencies, ensuring that the brand is properly accounted for in M&A activity, royalty and licensing cases, and other reporting vehicles.

Used in conjunction, Brand Equity Valuation and BrandPower help brand managers and senior executives identify the monetary contribution of the brand and uncover prescriptive insights to unlock its full potential.

This knowledge allows Tenet Partners to bring our full analytic and brand strategy resources to bear. With a complete picture of BrandPower and Brand Equity Valuation, we can predict valuation growth, model ROI, and inform strategic decision-making for our clients.



THIS UNIQUE VALUATION APPROACH USES BRANDPOWER IN THE CONTEXT OF A COMPANY'S FINANCIAL PERFORMANCE TO DETERMINE HOW MUCH OF THE COMPANY'S MARKET CAPITALIZATION CAN BE ATTRIBUTED DIRECTLY TO ITS BRAND. AVERAGE BRAND EQUITY ACROSS THE CBI DATABASE IS 5% TO 7% OF MARKET CAP



TENET PARTNERS AND COREBRAND ANALYTICS: PRESCRIPTIVE INSIGHTS THAT DRIVE MEANINGFUL RESULTS

The annual Top 100 Most Powerful Brands ranking provides a useful top-line measure of success. It is one of many ways in which our unique CBI data is leveraged to inform strategic brand management.

CoreBrand Analytics offers a robust suite of benchmarking and diagnostic tools, providing immediate and actionable insights on brand performance to better guide investment decisions. Our analyses can help senior corporate leaders answer a range of important questions, including:

- On which brand health metrics is your company out-performing or under-performing?
- What is causing drag or lift for your brand's performance?
- By exactly how much are you leading or trailing in your industry?

EXXONMOBIL: COREBRAND ANALYTICS AT WORK

When Exxon and Mobil merged, it was faced with a new corporate brand as well as three strong marketing brands around the world: Exxon, Esso and Mobil.

"We needed to understand the relative strengths of these brands to create a new brand architecture. CoreBrand Analytics helped us think through the possibilities and the use of our powerful new house of brands." *– ExxonMobil*

"CoreBrand Analytics help us measure the progress of our corporate brand. Insights foster useful discussions among senior management at our company."

– Global industrial company

TOP 10 REASONS WHY COREBRAND ANALYTICS INSIGHT IS ESSENTIAL TO BUSINESS SUCCESS

"The most visible and primary use of the CoreBrand data was to help inform our CMO's quarterly business review with the CEO and our executive committee."

– Global networking company

1.
LEGITIMIZES INVESTMENTS
With insight drawn from CBI data analysis, questions about brand-building change from whether to invest to how much. Companies that understand the importance of this embrace – and carefully, strategically build – customer-centric brand experiences.

2.
PROVIDES AN OBJECTIVE MEASURE
By measuring the impact of brand building, leadership can evaluate the quality of overall brand management without depending on biased opinion or personal perspective. Measurement and metrics add science to the art of creative brand building.

3.
CREATES ACCOUNTABILITY
Having a quantitative, enterprise-wide measure of impact means that leadership can be evaluated on their stewardship and management of the brand asset over the long term.

4.
ALIGNS LEADERSHIP
Because the results of brand management can be tracked in detail over time, it is possible to thoroughly analyze the effort. This enables senior managers to work together for the optimum total return on investment, throughout the company.

5.
IDENTIFIES GROWTH OPPORTUNITIES
Understanding the components of brand value gives dimension to the upside potential to advance a business, not only through geographical growth but also through product innovation, service development and strategic alliances.

6.
PREDICTS MARKET SHIFTS
Intelligence is about knowing where competitors and the market as a whole are going before others do. This is best done by knowing the right questions to ask, researching continuously and creating custom models that zealously seek informative answers.

7.
INFORMS M&A AND STRATEGIC ALLIANCES
M&A can be tricky because emotional attachment to preexisting entities can be strong. By objectively assessing the value and dimensions of all brands involved, leadership can strategically deploy those brands for maximum impact.

8.
UNCOVERS COMPETITIVE ADVANTAGE
By measuring the value of your brand versus competitors and dimensions that drive that value, you gain important intelligence for creating and maintaining a market advantage.

9.
CREATES LICENSING OPPORTUNITIES
Knowing the brand's value allows for predictable revenue growth through licensing efforts. A brand on the move creates momentum that can be leveraged to extend the business through strategic partnerships. Licensing is a great way to make significant income from the brand itself.

10.
DEFINES THE VALUE OF INTANGIBLES
We know from our valuation work that being a good corporate citizen can have a direct impact on market capitalization. Quantifying the impact of reporting as well as philanthropy and other "goodwill" efforts can help make CSR a business decision as well as one based purely on the good intentions.

INSIGHTS.
ACTIONS.
RESULTS.

Tenet Partners is centered on our belief that powerful brands have one thing in common: effective, strategic brand management. At the core of that belief is the vital importance of true objectivity when it comes to making sound business decisions.

Since 1990, CoreBrand Analytics has set the standard for reliable data and insight. We give CMOs the unique information and measurement tools they need to fully comprehend their brands' performance, today and in the future. That's the starting point for meaningful discussions around the C-suite table – the knowledge of how investments in brand management fuel stronger growth.

To begin a conversation on how Tenet can put CoreBrand Analytics to work for you, please contact:

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TENET

2015 Top 100 Most Powerful Brands

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