

The World's Most Valuable Brand Portfolios Revealed

- **Despite only having one brand featured in the study, Apple Inc. holds the top spot**
- **Nestlé Sa's portfolio has the most number of brands, valued at US\$66.6 billion,**
- **Volkswagen Ag is the fastest falling portfolio of brands, dropping 36% in value**
- **Toyota Motor Corp, the fifth fastest growing portfolio of brands, grows 30%**

Every year, leading branded business valuation and strategy consultancy [Brand Finance](#) puts thousands of the world's top brands to the test. They are evaluated to determine which are the most powerful and the most valuable by country, by industry and against all other brands worldwide. The companies with the highest total value of brands under management can be found in the Brand Finance Portfolio 100.

The total value of the table is US\$3.2 trillion, half of which is from the 44 US companies which total US\$1.68 trillion. 14 Chinese companies feature in the table, rendering it the country with the second highest number of portfolios. They make up US\$347 billion of the total sum. Nine European Union countries make the table and are home to 29 brands, nine of which are UK-based – more than any other European country. The portfolio table lists the companies with the most brand value under their management. Some companies, like Apple, only include one highly valuable brand, while other companies, like Nestlé S.A., operate hundreds. Apple does operate more brands, however, due to their reporting, it is not possible to identify and value these sub-brands from their financial statements.

The fastest growing portfolio this year is Agricultural Bank of China, with a value of US\$32.3 billion after enjoying 42% growth. China Construction Bank and ICBC make the top five, with values of US\$35.4 billion and US\$36.3 billion after rising 34% and 32%, respectively. China Construction Bank is in fact the world's most powerful banking brand. Chinese banks are performing well on brand equity measures such as familiarity, consideration, recommendation and preference as a result of investing in their brands. It must be noted that none of the Chinese portfolios in the table dropped in value.

Unilever's impactful innovations have boosted its performance. The launch of the new Axe range and the 'Find Your Magic' brand campaign appealed to a wider audience as it encouraged men to break free from assumptions about how they should behave and express themselves. Unilever grew 18% to a value of US\$42.7 billion this year. Vodafone Group is the only other UK company to enjoy an increase in value this year, rising 2% to US\$27.8 billion. It is no secret that smartphones are becoming increasingly prominent, and the growing proliferation of smartphones in both developed and emerging markets is the main driver behind a surge in data demand and revenue. Vodafone Group's global presence positions it well to cater to the rising demand. Moreover, the oligopolistic nature of the industry coupled with Vodafone's immense size gives the company a competitive edge amongst its peers.

With over 500 brands in its portfolio, Nestlé S.A. owns the largest number of brands in the table. It climbs up the ranks to seventh place after 14% growth to a value of US\$66.6 billion. Accelerated growth in North America was largely due to the turnaround in frozen meals, whilst in Latin America, Nestlé cited instant coffee as the core reason for growth. Nestlé's category dynamics and innovation, which can be seen in its range of bottled water, are also factors that contributed to its

strong growth. Furthermore, an increase in health awareness in relation to carbonated drinks gave Nestlé the opportunity to promote its bottled water segment which other companies may have failed to embrace. Nestlé's success is largely due to the range of product segments it provides, allowing it to more effectively overcome challenging global trends than its competitors.

Volkswagen Ag was the biggest faller in the table this year. Its portfolio value dropped 36% to US\$42.2 billion. The latest emissions scandal negatively impacted Volkswagen. However, on a broader spectrum, the light vehicle industry – albeit growing at its slowest rate in the last decade, is forecasted to grow nonetheless. This is somewhat due to the upward surges in China, India and across continental Western Europe which compensate for reductions in Brazil, the US and the UK. Toyota Motor Corp, ranked 10th this year, conforms to the forecasted industry trend, enjoying a 30% increase in portfolio value to US\$55.3 billion this year.

100 Most Valuable Brand Portfolios (USDm)

Rank 2016	Rank 2015	Number of Brands*	Parent Brand	Parent Company	Domicile	Portfolio Value 2016 (USDm)	Portfolio rating 2016	Portfolio Value change (%)	Portfolio Value 2015 (USDm)
1	1	1	Apple	Apple Inc	United States	145,918	AAA	14%	128,303
2	3	17	Google	Alphabet Inc	United States	99,046	AAA	25%	79,430
3	2	1	Samsung	Samsung Group	South Korea	83,185	AAA	2%	81,716
4	5	13	Walmart	Wal-Mart Stores Inc	United States	77,523	AA	7%	72,599
5	4	7	Microsoft	Microsoft Corp	United States	74,121	AAA	-1%	74,912
6	11	6	Amazon	Amazon.Com Inc	United States	69,642	AA+	24%	56,142
7	9	539	Nestlé	Nestlé S.A.	Switzerland	66,604	AA+	14%	58,300
8	7	1	Verizon	Verizon Communications Inc	United States	63,116	AAA-	5%	59,843
9	8	1	AT&T	At&T Inc	United States	59,904	AA+	2%	58,819
10	16	4	Toyota	Toyota Motor Corp	Japan	55,285	AAA-	30%	42,546
11	10	43	Procter & Gamble	Procter & Gamble Co/The	United States	54,668	AAA-	-5%	57,468
12	12	182	Pepsico	Pepsico Inc	United States	53,169	AAA-	-4%	55,209
13	N/A	82	Philip Morris International	Philip Morris International	United States	52,734	AA+	N/A	N/A
14	17	27	Johnson & Johnson	Johnson & Johnson	United States	50,651	AAA	24%	40,734
15	15	2	China Mobile	China Mobile Ltd	China	49,864	AAA-	4%	47,964
16	13	72	Coca-Cola	Coca-Cola Co/The	United States	48,301	AA+	-8%	52,339
17	25	1	Wells Fargo	Wells Fargo & Co	United States	44,170	AAA-	26%	34,925
18	21	3	J.P. Morgan Chase & Co	J.P. Morgan Chase & Co	United States	43,549	AA	18%	36,777
19	18	3	Walt Disney	Walt Disney Co/The	United States	43,458	AAA	10%	39,609
20	N/A	1	McDonald's	McDonald's Corp	United States	42,937	AAA	N/A	N/A
21	N/A	4	Mercedes-Benz	Daimler Ag	Germany	42,863	AAA-	N/A	N/A

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22	22	103	Unilever	Unilever Plc	United Kingdom	42,666	AA+	18%	36,179
23	6	8	Volkswagen	Volkswagen Ag	Germany	42,239	AAA+	-36%	65,540
24	19	3	BMW	Bayerische Motoren Werke Ag	Germany	41,532	AAA	8%	38,527
25	14	1	General Electric	General Electric Co	United States	37,216	AA+	-22%	48,019
26	23	114	AB InBev	Anheuser-Busch Inbev Nv	Belgium	37,073	AA+	3%	36,016
27	34	1	ICBC	Ind & Comm Bk Of China	China	36,334	AA+	32%	27,459
28	38	1	China Construction Bank	China Construction Bank	China	35,394	AAA	34%	26,417
29	30	3	Comcast	Comcast Corp	United States	34,431	AAA+	14%	30,193
30	45	1	Facebook	Facebook Inc	United States	34,002	AAA-	41%	24,180
31	28	3	Deutsche Telekom	Deutsche Telekom Ag-Reg	Germany	33,194	AA+	7%	31,108
32	27	4	ExxonMobil	Exxon Mobil Corp	United States	33,040	AA	5%	31,404
33	49	1	Agricultural Bank Of China	Agricultural Bank Of China	China	32,264	AAA	42%	22,714
34	24	1	IBM	Intl Business Machines Corp	United States	31,786	AA	-10%	35,428
35	N/A	1	NTT	Nippon Telegraph & Telephone	Japan	31,678	AA	N/A	N/A
36	29	1	Shell	Royal Dutch Shell Plc	Netherlands	31,665	AA+	3%	30,716
37	32	20	L'Oréal	L'Oreal	France	31,620	AAA	10%	28,866
38	31	2	Bank of America	Bank Of America Corp	United States	30,940	AA	6%	29,319
39	26	38	Louis Vuitton	Lvmh Moet Hennessy Louis Vui	France	30,759	AA	-10%	34,195
40	39	5	Nike	Nike Inc	United States	29,151	AAA	16%	25,103
41	41	1	Home Depot	Home Depot Inc	United States	28,798	AAA-	18%	24,471
42	N/A	10	General Motors	General Motors Co	United States	28,011	AAA+	N/A	N/A
43	36	2	Vodafone	Vodafone Group Plc	United Kingdom	27,821	AA+	2%	27,287
44	N/A	76	Japan Tobacco	Japan Tobacco Inc	Japan	27,797	AA	N/A	N/A
45	N/A	1	Bank of China	Bank Of China Ltd	China	27,735	AAA	N/A	N/A
46	35	2	Citi	Citigroup Inc	United States	27,713	AA+	1%	27,372
47	N/A	3	SoftBank	Softbank Corp	Japan	27,676	AA	N/A	N/A
48	N/A	103	British American Tobacco	British American Tobacco Plc	United Kingdom	27,070	AA	N/A	N/A
49	50	1	Mitsubishi	Mitsubishi Corp	Japan	24,461	AA	8%	22,679
50	N/A	3	CVS Caremark	Cvs Caremark Corp	United States	24,176	AA+	N/A	N/A
51	37	2	HSBC	Hsbc Holdings Plc	United Kingdom	24,174	AAA-	-11%	27,280
52	N/A	4	Barclays	Barclays Plc	United Kingdom	23,751	AAA+	N/A	N/A
53	N/A	1	Hyundai	Hyundai	South Korea	23,691	AA+	N/A	N/A
54	46	36	Tata	Tata Sons	India	23,498	AA	1%	23,334
55	N/A	2	Starbucks	Starbucks Corp	United States	23,455	AAA-	N/A	N/A
56	N/A	5	Telefonica	Telefonica Sa	Spain	23,243	AA+	N/A	N/A

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57	40	1	Intel	Intel Corp	United States	22,845	AA+	-9%	25,011
58	48	1	Oracle	Oracle Corp	United States	22,136	AA	-3%	22,888
59	43	2	Honda	Honda Motor Co Ltd	Japan	21,576	AAA-	-11%	24,347
60	N/A	2	Ford	Ford Motor Co	United States	21,506	AAA-	N/A	N/A
61	N/A	2	Fox	Twenty-First Century	United States	21,165	AA+	N/A	N/A
62	N/A	2	PetroChina	Petrochina Co Ltd	China	20,986	AA	N/A	N/A
63	47	12	Fiat	Fiat Chrysler Automobiles Nv	Italy	20,405	AA	-11%	22,977
64	N/A	1	Allianz	Allianz Se	Germany	20,264	AA	N/A	N/A
65	N/A	1	CSCEC	China State Construction	China	20,214	AA-	N/A	N/A
66	N/A	1	Sinopec	China Petroleum & Chemical	China	20,144	AA	N/A	N/A
67	N/A	1	Huawei	Huawei	China	19,743	AA	N/A	N/A
68	N/A	1	UPS	United Parcel Service	United States	19,565	AA+	N/A	N/A
69	N/A	2	Siemens	Siemens Ag	Germany	19,415	AA+	N/A	N/A
70	N/A	2	Nissan	Nissan Motor Co Ltd	Japan	19,312	AA+	N/A	N/A
71	N/A	4	UnitedHealth	United Health Group Inc	United States	19,173	AA	N/A	N/A
72	44	1	Cisco	Cisco Systems Inc	United States	19,162	AAA-	-21%	24,324
73	N/A	1	Orange	Orange	France	19,096	AA+	N/A	N/A
74	N/A	196	Danone	Danone	France	19,026	AA+	N/A	N/A
75	N/A	1	PwC	PwC	United States	18,569	AAA+	N/A	N/A
76	N/A	1	American Express	American Express Co	United States	18,483	AA+	N/A	N/A
77	N/A	1	BT	Bt Group Plc	United Kingdom	18,442	AAA-	N/A	N/A
78	N/A	181	Heineken	Heineken Nv	Netherlands	18,376	AA-	N/A	N/A
79	N/A	62	Diageo	Diageo Plc	United Kingdom	18,303	AA+	N/A	N/A
80	N/A	2	Axa	Axa Sa	France	18,280	AA	N/A	N/A
81	N/A	37	Kraft	Kraft Foods Group Inc	United States	18,175	AA	N/A	N/A
82	N/A	1	Alibaba	Alibaba Group Holding	China	17,968	AA+	N/A	N/A
83	N/A	1	China Life	China Life Insurance Co	China	17,870	AAA	N/A	N/A
84	N/A	3	Chevron	Chevron Corp	United States	17,822	AA+	N/A	N/A
85	N/A	4	Lloyds Banking Group	Lloyds Banking Group Plc	United Kingdom	17,522	AAA+	N/A	N/A
86	N/A	4	BNP Paribas	Bnp Paribas	France	17,362	AA	N/A	N/A
87	N/A	1	BP	Bp Plc	United Kingdom	16,962	AA	N/A	N/A
88	N/A	3	KDDI	Kddi Corp	Japan	16,917	AA	N/A	N/A
89	N/A	7	Walgreens	Walgreens Boots Alliance	United States	16,645	AA-	N/A	N/A
90	N/A	2	Sony	Sony Corp	Japan	16,557	AA+	N/A	N/A
91	N/A	5	QQ	Tencent Holdings Ltd	China	16,448	AA+	N/A	N/A
92	N/A	1	Baidu	Baidu Inc	China	16,418	AAA-	N/A	N/A
93	33	9	TimeWarner	Time Warner Inc	United States	16,210	AAA+	-33%	24,091
94	N/A	1	Mitsui	Mitsui & Co Ltd	Japan	16,183	AAA+	N/A	N/A

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95	N/A	1	Deloitte	Deloitte	United States	16,160	AAA	N/A	N/A
96	N/A	1	Santander	Banco Santander Sa	Spain	15,689	AA+	N/A	N/A
97	N/A	1	Ping An	Ping An Insurance Group Co	China	15,569	AAA+	N/A	N/A
98	N/A	1	H&M	Hennes & Mauritz Ab	Sweden	15,510	AA+	N/A	N/A
99	N/A	1	Target	Target Corp	United States	15,331	AA	N/A	N/A
100	N/A	5	Yum!	Yum! Brands Inc	United States	15,252	AA+	N/A	N/A

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Note to Editors

2016 brand values are calculated in USD with a valuation date of 1/1/16.

About Brand Finance plc

[Brand Finance plc](#) is the world's leading branded business valuation and strategy consultancy, with offices in over 30 countries. We provide clarity to marketers, brand owners and investors by quantifying the financial value of brands. Drawing on expertise in strategy, branding, market research, visual identity, finance, tax and intellectual property, Brand Finance helps clients make the right decisions to maximise brand and business value and bridges the gap between marketing and finance.

Methodology

Definition of Brand

In the very broadest sense, a brand is the focus for all the expectations and opinions held by customers, staff and other stakeholders about an organisation and its products and services. However when looking at brands as business assets that can be bought, sold and licensed, a more technical definition is required. Brand Finance helped to craft the internationally recognised standard on Brand Valuation, ISO 10668. That defines a brand as "a marketing-related intangible asset including, but not limited to, names, terms, signs, symbols, logos and designs, or a combination of these, intended to identify goods, services or entities, or a combination of these, creating distinctive images and associations in the minds of stakeholders, thereby generating economic benefits/value."

However, a brand makes a contribution to a company beyond that which can be sold to a third party. 'Brand Contribution' refers to the total economic benefit that a business derives from its brand, from volume and price premiums over generic products to cost savings over less well-branded competitors.

Brand Strength

Brand Strength is the part of our analysis most directly and easily influenced by those responsible for marketing and brand management. In order to determine the strength of a brand we have developed the Brand Strength Index (BSI). We analyse marketing investment, brand equity (the goodwill accumulated with customers, staff and other stakeholders) and finally the impact of those on business performance. Following this analysis, each brand is assigned a BSI score out of 100, which is fed into the brand value calculation. Based on the score, each brand in the league table is assigned a rating between AAA+ and D in a format similar to a credit rating. AAA+ brands are exceptionally strong and well managed while a failing brand would be assigned a D grade.

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Approach

Brand Finance calculates the values of the brands in its league tables using the 'Royalty Relief approach'. This approach involves estimating the likely future sales that are attributable to a brand and calculating a royalty rate that would be charged for the use of the brand, i.e. what the owner would have to pay for the use of the brand—assuming it were not already owned.

The steps in this process are as follows:

- 1 Calculate brand strength on a scale of 0 to 100 based on a number of attributes such as emotional connection, financial performance and sustainability, among others. This score is known as the Brand Strength Index.
- 2 Determine the royalty rate range for the respective brand sectors. This is done by reviewing comparable licensing agreements sourced from Brand Finance's extensive database of license agreements and other online databases.
- 3 Calculate royalty rate. The brand strength score is applied to the royalty rate range to arrive at a royalty rate. For example, if the royalty rate range in a brand's sector is 0-5% and a brand has a brand strength score of 80 out of 100, then an appropriate royalty rate for the use of this brand in the given sector will be 4%.
- 4 Determine brand specific revenues estimating a proportion of parent company revenues attributable to a specific brand.
- 5 Determine forecast brand specific revenues using a function of historic revenues, equity analyst forecasts and economic growth rates.
- 6 Apply the royalty rate to the forecast revenues to derive brand revenues.
- 7 Brand revenues are discounted post tax to a net present value which equals the brand value.