



Food & Drink 2021

The annual report on the most valuable and strongest food and drink brands
August 2021



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About Brand Finance.

Brand Finance is the world's leading brand valuation consultancy.

We bridge the gap between marketing and finance

Brand Finance was set up in 1996 with the aim of 'bridging the gap between marketing and finance'. For 25 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

We quantify the financial value of brands

We put 5,000 of the world's biggest brands to the test every year. Ranking brands across all sectors and countries, we publish nearly 100 reports annually.

We offer a unique combination of expertise

Our teams have experience across a wide range of disciplines from marketing and market research, to brand strategy and visual identity, to tax and accounting.

We pride ourselves on technical credibility

Brand Finance is a chartered accountancy firm regulated by the Institute of Chartered Accountants in England and Wales, and the first brand valuation consultancy to join the International Valuation Standards Council.

Our experts helped craft the internationally recognised standards on Brand Valuation – ISO 10668 and Brand Evaluation – ISO 20671. Our methodology has been certified by global independent auditors – Austrian Standards – as compliant with both, and received the official approval of the Marketing Accountability Standards Board.



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Brand Finance® 

Request your own Brand Value Report

A Brand Value Report provides a complete breakdown of the assumptions, data sources, and calculations used to arrive at your brand's value.

Each report includes expert recommendations for growing brand value to drive business performance and offers a cost-effective way to gaining a better understanding of your position against competitors.

Visit brandirectory.com/request-a-valuation or email enquiries@brandfinance.com


Brand Valuation Summary


Brand Strength Tracking


Royalty Rates


Cost of Capital Analysis


Customer Research Findings


Competitor Benchmarking


Benchmarking


Education


Communication


Understanding

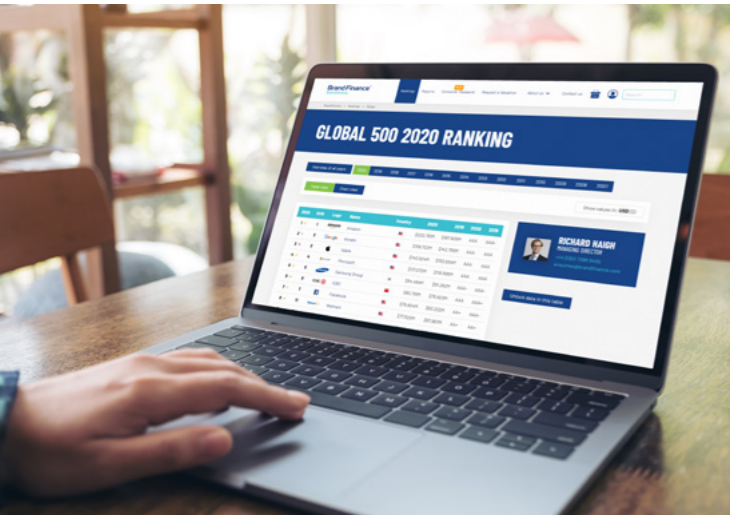

Insight


Strategy

Benefits

Contents

Brandirectory.com



Brandirectory is the world's largest database of current and historical brand values, providing easy access to all Brand Finance rankings, reports, whitepapers, and consumer research published since 2007.

- + Browse thousands of published brand values
- + Track brand value, strength, and rating across publications and over time
- + Use interactive charts to compare brand values across countries, sectors, and global rankings
- + Purchase and instantly unlock premium data, complete brand rankings, and research

Visit brandirectory.com to find out more.

Brand Finance Group.



Brand Finance
Institute

Brand Finance Institute

Brand Finance Institute is the educational division of Brand Finance, whose purpose is to create and foster a professional environment for knowledge-sharing and networking among practitioners and experts in the market. BFI organises events, in-company training, and corporate educational initiatives around the world. In the quest for marketing excellence and with the purpose to equip the brand valuation and strategy practitioners with the necessary skills and tools, we have developed a wide range of programmes and certifications in collaboration with the most coveted business schools, universities and thought leaders in the field.

Brand Dialogue



Brand Dialogue

Brand Dialogue is a public relations agency developing communications strategies to create dialogue that drives brand value. Brand Dialogue has over 25 years of experience in delivering campaigns driven by research, measurement, and strategic thinking for a variety of clients, with a strong background in geographic branding, including supporting nation brands and brands with a geographical indication (GI). Brand Dialogue manages communications activities across Brand Finance Group's companies and network.

vi360

VI360

VI360 is a brand identity management consultancy working for clients of all sizes on brand compliance, brand transition, and brand identity management. VI360 provide straightforward and practical brand management that results in tangible benefits for your business.

Brand Finance®



Global Brand Equity Monitor

- Original market research on **2,500 brands**
- **29 countries** and **23 sectors** covered
- More than **50,000 respondents** surveyed annually
- We are now **in our 5th consecutive year** conducting the study

Visit brandirectory.com/consumer-research or email enquiries@brandfinance.com



Foreword.



David Haigh
CEO, Brand Finance

25 years ago, on 1st April 1996, I launched Brand Finance to 'Bridge the Gap Between Marketing and Finance'. I thought that the gap between the silos would progressively disappear as finance people learned the importance of marketing for driving growth and marketing people learned the need for financial accountability.

Progress has been made but the gap is still there and we are now working hard through our publications, rankings, forums and the Brand Finance Institute training programmes to narrow the gap.

Over the last 25 years we have lived through four major recessions: 2001, when the dotcom bubble burst; 2009, when the Great Financial Crash washed over us; 2013, when the Euro caused a meltdown in Europe and in 2020, when the Covid Pandemic brought the world to a halt.

Brand Finance has been through many ups and downs but we have survived because we have always tried to lead our growing niche market. We claim to be the World's Leading Brand Valuation Consultancy. Over the last 25 years we have innovated continuously in our market place and we have transparently shared our innovations, knowledge and techniques to help grow the market, most obviously via ISO global standards on Brand Valuation and Brand Evaluation.

Throughout the last 25 years we have always invested heavily in training and professionalising our staff, in research to bring greater insight to our work and in high profile marketing and communications. We practice what we preach to clients.

There has never been greater recognition of brands as assets and the need to manage them for value. We are poised for significant growth as CEOs and Boards wake up to the need to manage brands better.

I started Brand Finance in the spare bedroom in Teddington. We now operate from the Brand Exchange building in the heart of the City of London and in 25 cities worldwide.

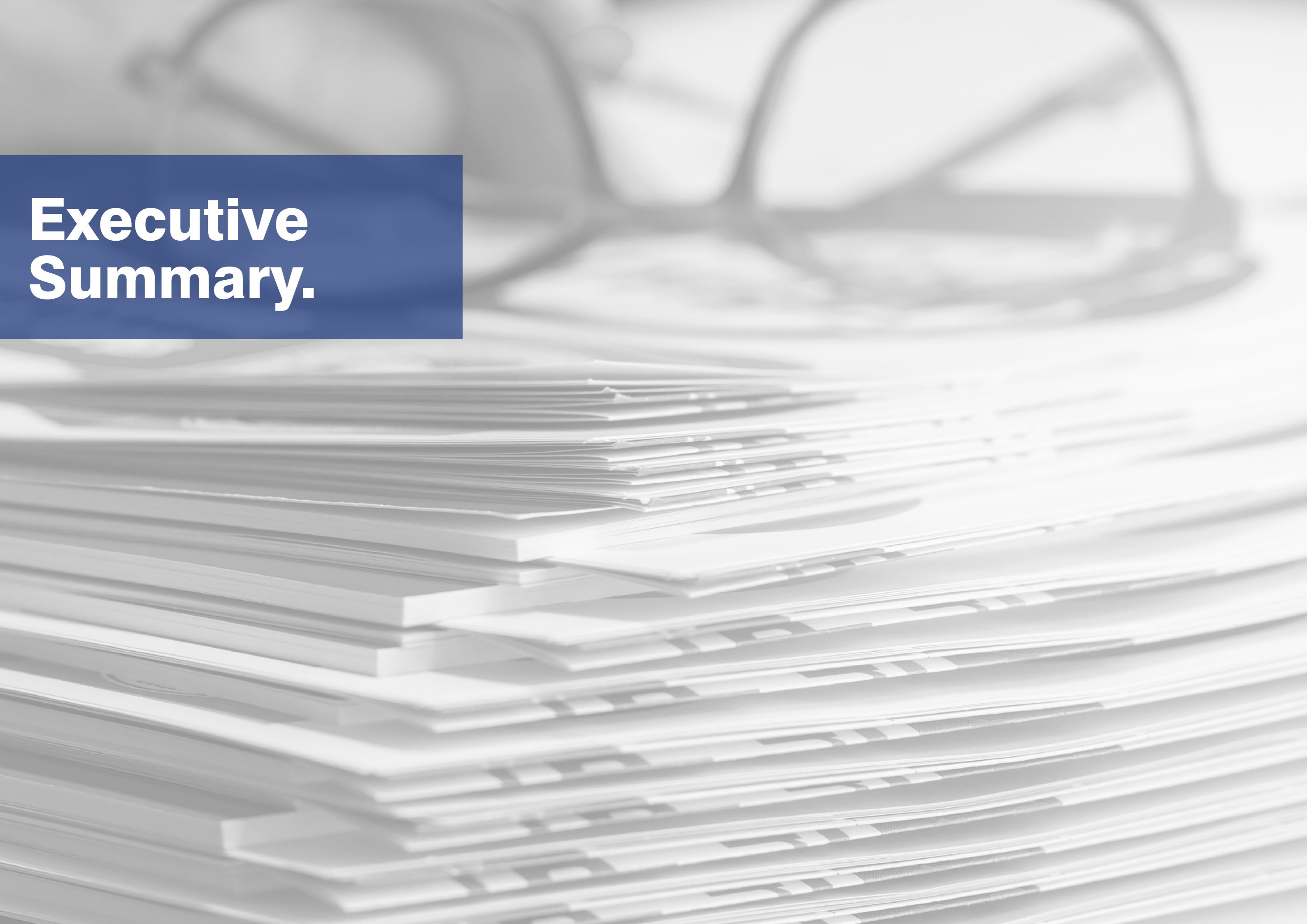
Over the last 25 years, many famous brands have disappeared or declined. Many new brands have emerged. Sectors have risen and fallen. Oil and gas brands are in decline while data- and technology-driven brands are booming. America and Europe are losing out to China and Asia.

But while there may be volatility, brands have never been more important for Nations, Companies, Products and Services. With a nudge from Brand Finance even Football teams and the Monarchy now recognise that they have valuable brands.

I hope the next 25 years will be as interesting and fun as the last. I would like to thank all the clients, staff and partners who have helped Brand Finance over the last 25 years.

Coca-Cola and Nestlé Continue to Dominate Food & Drink Sector.

- + Impact of COVID-19 felt across food & drink sector – soft drinks most severely impacted, cumulative brand value down 6%
- + **Coca-Cola** retains title of world's most valuable and strongest soft drink brand, brand value US\$33.2 billion and elite AAA+ brand strength rating
- + **Dr Pepper** and **Red Bull** post strong brand value growth, up 40% and 15%, respectively
- + **Nestlé** dominates as most valuable and strongest food brand, as well as boasting most valuable food & drink portfolio, ahead of **PepsiCo** and **The Coca-Cola Company**
- + In dairy, **Yili** records impressive 11% brand value growth, widening gap ahead of second-placed **Danone**
- + **Lindt** is most valuable chocolate brand, following 21% brand value increase



**Executive
Summary.**

Executive Summary.



The majority of the subsectors included in the Brand Finance Food & Drink 2021 report have recorded cumulative brand value losses this year, as the sector negotiates the fallout from the COVID-19 pandemic. Soft drink brands are the most severely impacted, with the total value of the world's top 25 most valuable soft drinks brands declining by 6%, from US\$114.8 billion in 2020 to US\$107.5 billion in 2021. The total brand value of food and chocolate brands have declined by 4% and 3%, respectively. The only subsector in the report to protect itself from a brand value loss is the dairy sector, which has maintained its total brand value year-on-year.

Always Coca-Cola: brand tops soft drink ranking

American giant, **Coca-Cola**, has once again been named the world's most valuable soft drink brand, despite recording a 13% brand value decline to US\$33.2 billion. Coca-Cola maintains a healthy lead over rival **Pepsi**, sitting in 2nd place with a brand value of US\$18.4 billion.

In addition to measuring overall brand value, Brand Finance also determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and business performance. According to these criteria, Coca-Cola is also the world's strongest soft drink brand – and the 4th strongest brand in the world according to the Brand Finance Global 500 2021 ranking - with a Brand Strength Index (BSI) score of 91.7 out of 100 and a corresponding elite AAA+ brand strength rating.

The COVID-19 pandemic has put a huge amount of pressure on the food & drink industry globally, from disrupted supply chains and panic buying, to a complete change in consumer habits. The result of this has led to the majority of brand values suffering this year across the sector. The future is not bleak, however, brands with high levels of familiarity and reputation are likely to bounce back successfully as we begin the return to normality.

Savio D'Souza
Valuation Director, Brand Finance

Top 10 Most Valuable Food Brands

	1 ← 1		2021: \$19,428m 2020: \$20,309m	-4.3%
	2 ← 2		2021: \$9,591m 2020: \$8,644m	+11.0%
	3 ↑ 4		2021: \$8,206m 2020: \$7,825m	+4.9%
	4 ↑ 5		2021: \$6,675m 2020: \$6,789m	-1.7%
	5 ↑ 6		2021: \$6,553m 2020: \$5,378m	+21.9%
	6 ↓ 3		2021: \$6,322m 2020: \$8,417m	-24.9%
	7 ↑ 8		2021: \$5,028m 2020: \$4,959m	+1.4%
	8 ↓ 7		2021: \$4,788m 2020: \$5,316m	-9.9%
	9 ← 9		2021: \$4,286m 2020: \$4,516m	-5.1%
	10 ← 10		2021: \$3,974m 2020: \$4,232m	-6.1%

Top 10 Most Valuable Soft Drink Brands

	1 ← 1		2021: \$33,166m 2020: \$37,935m	-12.6%
	2 ← 2		2021: \$18,365m 2020: \$18,922m	-2.9%
	3 ← 3		2021: \$8,143m 2020: \$7,073m	+15.1%
	4 ← 4		2021: \$6,001m 2020: \$6,185m	-3.0%
	5 ↑ 6		2021: \$4,856m 2020: \$4,548m	+6.8%
	6 ↓ 5		2021: \$4,502m 2020: \$5,443m	-17.3%
	7 ← 7		2021: \$4,196m 2020: \$4,408m	-4.8%
	8 ↑ 11		2021: \$3,636m 2020: \$2,599m	+39.9%
	9 ← 9		2021: \$2,857m 2020: \$2,819m	+1.4%
	10 ↓ 8		2021: \$2,529m 2020: \$3,500m	-27.7%

With a rich 129-year long history, Coca-Cola is still the most consumed soda in the world, with a staggering 1.9 billion servings, across 200 countries, enjoyed each day. As with other brands globally, however, the brand's parent company has not been immune to the impact of COVID-19, with the multinational forced to restructure and cut over 2000 jobs.

Coca-Cola continues to strive towards its CSR responsibilities, recently announcing its partnership with The Ocean Cleanup's River Project, where it will utilise its global network to tackle the amount of plastic entering the oceans. This is just the latest prong in the company's wider vision for a "World Without Waste".

When looking at the brand portfolios across the food & drink sector, The Coca-Cola Company's portfolio claims third position with a cumulative brand value of US\$48.6 billion. PepsiCo's portfolio sits in second, with a total brand value of US\$59.3 billion.

Nestlé dominates food sector

Nestlé (brand value US\$19.4 billion; BSI score 86.4 out of 100) once again leads the pack as the world's most valuable and strongest brand in the Brand Finance Food ranking, which for the first time has been extended to 100 brands.

Despite the pandemic, the food giant has posted its third consecutive year of organic growth, profitability, and return on investment capital. The sheer size, presence, and experience of the company in the sector has allowed it to successfully adapt to the ever-changing and challenging landscape.

According to Brand Finance's Global Brand Equity Monitor, Nestlé has increased its scores in the consideration metric, as well as improving its score for the community and environment metrics under the CSR measurement. With a continued focus on product innovation and R&D, Nestlé is spearheading changes to reflect the current consumer trends, from its product Smarties becoming the first major global confectionary brand to switch to recyclable paper packing, to announcing the launch of a vegan KitKat.

The Nestlé portfolio is also the most valuable food & drink portfolio, with a total brand value of US\$65.6 billion. Despite the parent company underperforming compared with the previous year, it has been offset by the overperformance of some of its sub brands, particularly in the pet care and non-alcoholic drinks segments.

Top 10 Most Valuable Food & Drink Portfolios

	1 ← 1		2021: \$65,594m 2020: \$68,527m	-4.3%
	2 ← 2		2021: \$59,283m 2020: \$62,045m	-4.5%
	3 ← 3		2021: \$48,605m 2020: \$55,729m	-12.8%
	4 ← 4		2021: \$41,126m 2020: \$43,329m	-5.1%
	5 ↑ 6		2021: \$18,668m 2020: \$18,073m	+3.3%
	6 ↓ 5		2021: \$17,257m 2020: \$19,727m	-12.5%
	7 ← 7		2021: \$15,941m 2020: \$15,669m	+1.7%
	8 ← 8		2021: \$14,227m 2020: \$15,314m	-7.1%
	9 ← 9		2021: \$11,768m 2020: \$11,658m	+0.9%
	10 ← 10		2021: \$10,768m 2020: \$11,065m	-2.7%

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Food 100 - Brand Value by Country



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Country	Brand Value (USD bn)	% of total	Number of Brands
United States	79.6	36.0%	39
Switzerland	33.1	15.0%	10
China	29.5	13.3%	10
France	13.3	6.0%	5
Italy	11.5	5.2%	5
Japan	11.3	5.1%	8
United Kingdom	8.8	4.0%	4
Other	33.9	15.3%	19
Total	221.0	100.0%	100

Top 5 Strongest Food Brands

	1 ← 1		2021: 86.4 AAA 2020: 83.0 AAA-	+3.4
	2 ↑ 4		2021: 85.8 AAA 2020: 81.4 AAA-	+4.4
	3 NEW		2021: 85.6 AAA 2020: 71.2 AA	+14.4
	4 ↑ 13		2021: 85.4 AAA 2020: 79.8 AAA-	+5.6
	5 ↑ 11		2021: 84.9 AAA 2020: 80.1 AAA-	+4.8

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Top 5 Strongest Soft Drink Brands

	1 ← 1		2021: 91.7 AAA+ 2020: 90.9 AAA+	+0.8
	2 ← 2		2021: 88.4 AAA 2020: 86.0 AAA	+2.4
	3 ↑ 4		2021: 86.5 AAA 2020: 85.8 AAA	+0.7
	4 ↑ 6		2021: 85.9 AAA 2020: 84.3 AAA-	+1.6
	5 ↓ 3		2021: 85.0 AAA 2020: 85.8 AAA	-0.8

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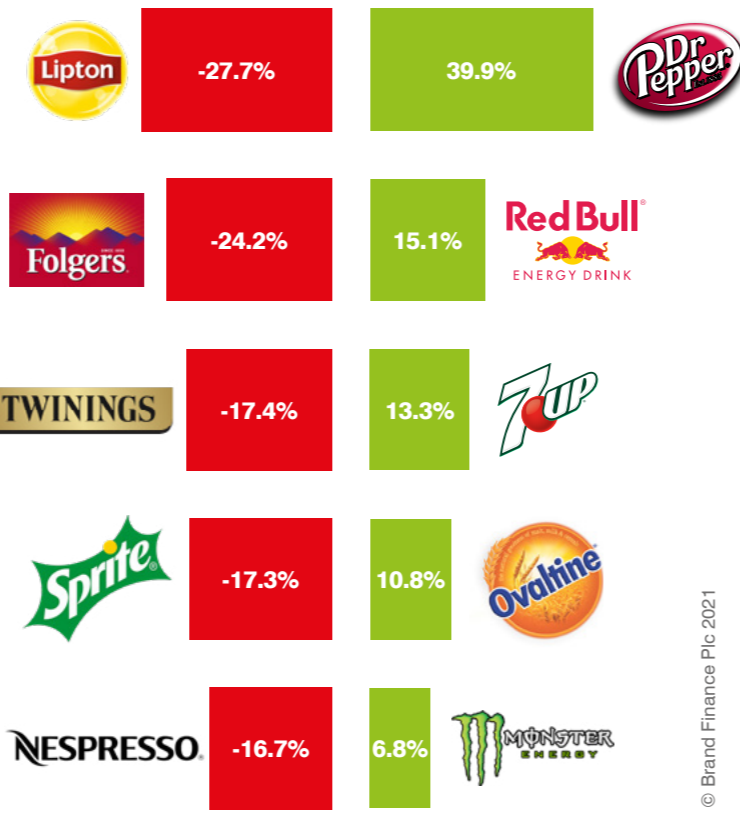
Dr Pepper and Red Bull bubble up

Dr Pepper and Red Bull are the fastest and second-fastest growing soft drink brands this year, recording a 40% and 15% brand value increase, respectively.

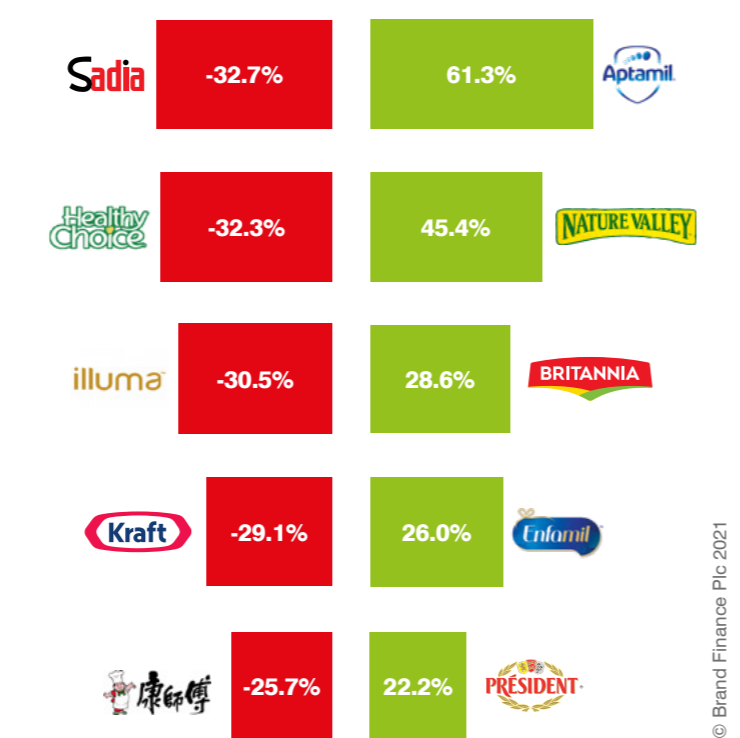
Entering the top 10, jumping from 11th to 8th this year, is Dr Pepper. Dr Pepper has celebrated increased popularity and sales over the previous several years and demand grew exponentially last year as American consumers took to 'pantry-loading' amid the panic-buying phase of the pandemic.

Founded in 1987, Austria's Red Bull is known for its unique marketing strategy which embraces extreme sports, celebrity endorsements, music, and more – an approach which sets the brand apart when it comes to connecting with consumers. This presence, paired with nearly eight billion units sold of the drink in 2020 alone, has enabled the brand to grab the bull by the horns and solidify its third position in the Brand Finance Soft Drinks 50 2021 ranking.

Soft Drinks 25 - Brand Value Change 2020-2021 (%)



Food 100 Brand Value Change 2020-2021 (%)



Lindt hops to the top of the chocolate ranking

A market leader in premium quality chocolate, Lindt, is the world's most valuable chocolate brand, recording an impressive 21% brand value increase to US\$3.1 billion. As with other chocolate brands globally, Lindt's operations have taken a hit amid global lockdowns, particularly from those that have taken place over Easter and Christmas. That being said, Lindt has outperformed its peers, gaining market share in nearly all of its markets and posting strong results in the premium segments.

Cadbury's is the only other chocolate brand to record a brand value increase this year, up 5% to US\$2.5 billion. Owned by Mondelez International and sold in over 30 countries - with its top three markets the UK, Australia, and India - Cadbury's has reaped the benefits of increased spending on its products during the pandemic. Towards the end of 2020, spending on chocolate in the UK soared by £50 million year-on-year as millions comfort ate at home.

Top 5 Most Valuable Chocolate Brands





Yili posts healthy growth

Once again, **Yili** is the world's most valuable dairy brand, posting an 11% increase in brand value this year to US\$9.6 billion and pulling even further ahead of previous sector leader **Danone** (up 5% to US\$8.2 billion) in second place. Yili also claims second spot behind Nestlé in the Brand Finance Food 100 2021 ranking.

Despite the pandemic turmoil of the previous year, Yili has boasted strong sales growth, up 13% year-on-year, and the long-term forecast for the brand looks positive. The dairy giant has once again been striving towards new products and optimisation, bolstered by innovation and long-standing R&D investment. This, paired with further expansion into new territories across Asia and overseas, has supported the brand's strong growth.

According to Brand Finance's Global Brand Equity Monitor, Yili scores very high for consideration compared to its peers. These solid results could be due to the brand's focus on raising brand awareness, most notably through the sponsorship of the 2008 Beijing Olympics. Fellow Chinese dairy brand, **Mengniu** (down 10% to US\$4.8 billion), has been implementing a similar strategy, previously sponsoring the 2018 FIFA World Cup, and more recently, signing the first-ever joint worldwide 'TOP' Partner agreement with the International Olympic Committee together with The Coca-Cola Company, that will continue until the 2032 Olympics.

The Brand Finance Food & Drink 2021 report also includes the Dairy Portfolio ranking – which splits the brand value related to dairy brands from the wider food portfolios – as dairy brands represent a large proportion of the food portfolios' brand value and often are responsible for movement within the overall ranking.

Yili has the fourth most valuable dairy portfolio, with a total brand value of US\$9.6 billion, an impressive performance given that Asian dairy brands have traditionally been outperformed by their international counterparts. **Lactalis** has overtaken last year's leader, Nestlé, with a combined brand value of US\$11.4 billion.

Top 3 Dairy Brands - Brand Potential

	 Yili	 Vinamilk	 Mengniu
Rank	1	2	3
Analyst Recommendation	97.1	83.5	89.7
Forecast Revenue Growth	100.0	80.6	86.1
Forecast Margin	68.6	100.0	60.0
Brand Potential	88.5	88.1	78.6

Top 10 Most Valuable Dairy Brands

	1 ← 1		2021: \$9,591m 2020: \$8,644m	+11.0%
	2 ← 2		2021: \$8,206m 2020: \$7,825m	+4.9%
	3 ← 3		2021: \$4,788m 2020: \$5,316m	-9.9%
	4 ↑ 5		2021: \$3,139m 2020: \$3,273m	-4.1%
	5 ↑ 6		2021: \$3,133m 2020: \$3,109m	+0.8%
	6 ↓ 4		2021: \$2,997m 2020: \$3,739m	-19.8%
	7 ↑ 11		2021: \$2,414m 2020: \$1,916m	+26.0%
	8 ↑ 9		2021: \$2,383m 2020: \$2,128m	+12.0%
	9 ↓ 8		2021: \$2,203m 2020: \$2,300m	-4.2%
	10 ↑ 12		2021: \$2,090m 2020: \$1,711m	+22.2%

Top 10 Most Valuable Dairy Portfolios

	1 ↑ 2		2021: \$11,424m 2020: \$11,659m	-2.0%
	2 ↓ 1		2021: \$10,377m 2020: \$12,608m	-17.7%
	3 ← 3		2021: \$9,827m 2020: \$11,558m	-15.0%
	4 ← 4		2021: \$9,591m 2020: \$8,644m	+11.0%
	5 ↑ 6		2021: \$6,946m 2020: \$5,523m	+25.8%
	6 ↓ 5		2021: \$6,355m 2020: \$6,980m	-9.0%
	7 ↑ 8		2021: \$4,834m 2020: \$5,120m	-5.6%
	8 ↓ 7		2021: \$4,788m 2020: \$5,316m	-9.9%
	9 ← 9		2021: \$4,115m 2020: \$4,390m	-6.3%
	10 NEW		2021: \$3,279m 2020: \$3,257m	+0.7%

Sector Reputation Analysis.

Benchmarking against the very best

Brand Finance's brand evaluations are designed to facilitate broader comparisons with brands across markets, and both within and across industries. This provides a more rounded assessment of brand strength, with benchmarking against the very best.

This perspective is particularly important as brand categories converge, with new technologies enabling disruption and brands seeking tactical entry into neighbouring categories. Brands with a strong reputation also have licensing opportunities in new sectors.

This year's global sector reputation rankings from our B2C research included a significantly larger number of product categories, with scores for over 2,500 brands.

Reputation on the up











Overall, reputation scores are slightly higher in 2021 across sectors covered both this year and last. In part, this reverses a small dip from 2020, but the impact of COVID-19 cannot be discounted. In a challenging year, consumers have relied upon and tested brands in different ways, and the best brands have stood up well to the challenge, keeping kitchens and wardrobes stocked, connections running, and essential services available.











Supermarkets, restaurants, and apparel shine

In many countries, being able to obtain basic groceries became a challenge for the first time in decades, as shopping was restricted and demand for online delivery slots surged. But by and large, supermarkets have responded well, and consumers have noted this. The average reputation score in the sector increased significantly year-on-year, and brands such as **Aldi**, **Lidl**, and **Migros** have improved already-strong reputations.

A similar dynamic has helped restaurants to a lesser degree, ensuring that brands in this sector maintain a positive reputation overall, despite reduced levels of in-store experiences. Apparel brands have also seemingly benefited from this dynamic, as the shift to online shopping accelerates.

Sectors Ranked by Reputation

	1= Cosmetics	7.6 _{/10}
	1= Food	7.6 _{/10}
	3 Appliances	7.5 _{/10}
	4= Hotels	7.4 _{/10}
	4= Retail	7.4 _{/10}
	6= Apparel	7.3 _{/10}
	6= Beers	7.3 _{/10}
	8= Supermarkets	7.2 _{/10}
	8= Pharma	7.2 _{/10}
	8= Oil & Gas	7.2 _{/10}

	8= Restaurants	7.2 _{/10}
	12= Auto	7.1 _{/10}
	12= Logistics	7.1 _{/10}
	12= Tech	7.1 _{/10}
	15 Real Estate	6.9 _{/10}
	16 Airlines	6.8 _{/10}
	17 Insurance	6.6 _{/10}
	18 Utilities	6.5 _{/10}
	19= Telecoms	6.3 _{/10}
	19= Banking	6.3 _{/10}

FMCG brands have outstanding reputation

Major cosmetics and food brands have the highest reputations, on average, a reminder of the enduring value of a strong brand – some of the top performers are over a century old. The positive reputations of global giants such as **Johnson's**, **Dove**, **Danone**, and (in some markets) **Nestlé** have been nurtured and refreshed over long periods. Local favourites, such as **Bimbo** (Mexico) and **Amul** (India), show that they can match their global counterparts.

The slight cloud for the food sector is the more 'average' reputation that some of the big brands have in a number of developed markets, such as the UK. Here, supermarkets have perhaps squeezed the big food brands somewhat.

Tech admired, but not universally

The overall ranking of the tech sector fell slightly, and while the biggest brands such as **YouTube**, **Google**, and **Apple** continue to enjoy strong reputations, not all consumers are in love with these brands. **Amazon**, for example, ranks high in some markets (#1 in the sector in the USA, #3 in Spain), but polarises in some markets (e.g. Sweden, France). Similarly, the mixed reputation of brands such as **Facebook** shows no sign of significant improvement. Many consumers may support the increasing regulation of tech giants, and it might also be the case that there is room for an upstart challenger with the right innovation, a fresh approach and perhaps a clean slate.

Banks and telecoms struggle to improve their standing

Banking and telecoms brands rank lowest of all in many markets for reputation and trust, and last year saw little improvement, though banks did at least pull level with telecoms. As with other sectors, many brands have arguably served customers well in difficult times (with connectivity even more vital in the case of telecoms), but this has not helped erode distrust appreciably. Frustrated CMOs may feel that their brands continue to be taken for granted – unfortunately for them, 'business as usual' means trading water in terms of reputation. Across 2,500 brands, seven of the ten lowest-ranked for reputation are banks, the most prominent being **Deutsche Bank** in its home country.

Brand Finance Food 100 (USDm).

Top 100 most valuable Food brands 1-50

2021 Rank	2020 Rank	Brand	Country	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating
1	1	← Nestle	Switzerland	\$19,428	-4.3%	\$20,309	AAA	AAA-
2	2	← Yili	China	\$9,591	+11.0%	\$8,644	AAA-	AAA-
3	4	↑ Danone	France	\$8,206	+4.9%	\$7,825	AA+	AA+
4	5	↑ Kellogg's	United States	\$6,675	-1.7%	\$6,789	AAA-	AA+
5	6	↑ Lay's	United States	\$6,553	+21.9%	\$5,378	AA+	AAA-
6	3	↓ Tyson	United States	\$6,322	-24.9%	\$8,417	AA	AA
7	8	↑ Wrigley	United States	\$5,028	+1.4%	\$4,959	AA-	A+
8	7	↓ Mengniu	China	\$4,788	-9.9%	\$5,316	AA+	AA+
9	9	← McCain	Canada	\$4,286	-5.1%	\$4,516	AA-	AA+
10	10	← Unilever	United Kingdom	\$3,974	-6.1%	\$4,232	AA+	AA+
11	14	↑ Quaker	United States	🏠	🏠	🏠	🏠	🏠
12	11	↓ Haitian	China	🏠	🏠	🏠	🏠	🏠
13	22	↑ Barilla	Italy	🏠	🏠	🏠	🏠	🏠
14	16	↑ Arla	Denmark	🏠	🏠	🏠	🏠	🏠
15	18	↑ Amul	India	🏠	🏠	🏠	🏠	🏠
16	25	↑ Lindt	Switzerland	🏠	🏠	🏠	🏠	🏠
17	12	↓ Friso	Netherlands	🏠	🏠	🏠	🏠	🏠
18	20	↑ Hershey's	United States	🏠	🏠	🏠	🏠	🏠
19	15	↓ Kinder	Italy	🏠	🏠	🏠	🏠	🏠
20	19	↓ Uni-President	China	🏠	🏠	🏠	🏠	🏠
21	23	↑ Ferrero Rocher	Italy	🏠	🏠	🏠	🏠	🏠
22	27	↑ Cadbury	United Kingdom	🏠	🏠	🏠	🏠	🏠
23	21	↓ Kikkoman	Japan	🏠	🏠	🏠	🏠	🏠
24	13	↓ Kraft	United States	🏠	🏠	🏠	🏠	🏠
25	42	↑ Enfamil	United States	🏠	🏠	🏠	🏠	🏠
26	17	↓ Master Kong	China	🏠	🏠	🏠	🏠	🏠
27	36	↑ Vinamilk	Vietnam	🏠	🏠	🏠	🏠	🏠
28	31	↑ Mars	United States	🏠	🏠	🏠	🏠	🏠
29	39	↑ Hormel	United States	🏠	🏠	🏠	🏠	🏠
30	28	↓ Oscar Mayer	United States	🏠	🏠	🏠	🏠	🏠
31	34	↑ Doritos	United States	🏠	🏠	🏠	🏠	🏠
32	24	↓ Heinz	United States	🏠	🏠	🏠	🏠	🏠
33	33	← Almarai	Saudi Arabia	🏠	🏠	🏠	🏠	🏠
34	30	↓ Knorr	Germany	🏠	🏠	🏠	🏠	🏠
35	46	↑ Président	France	🏠	🏠	🏠	🏠	🏠
36	40	↑ Cheetos	United States	🏠	🏠	🏠	🏠	🏠
37	32	↓ Yakult	Japan	🏠	🏠	🏠	🏠	🏠
38	26	↓ Want Want	China	🏠	🏠	🏠	🏠	🏠
39	49	↑ Nutella	Italy	🏠	🏠	🏠	🏠	🏠
40	29	↓ Lotte	South Korea	🏠	🏠	🏠	🏠	🏠
41	38	↓ Bimbo	Mexico	🏠	🏠	🏠	🏠	🏠
42	41	↓ Campbell's	United States	🏠	🏠	🏠	🏠	🏠
43	35	↓ Ajinomoto	Japan	🏠	🏠	🏠	🏠	🏠
44	50	↑ Barry Callebaut	Switzerland	🏠	🏠	🏠	🏠	🏠
45	57	↑ Philadelphia	United States	🏠	🏠	🏠	🏠	🏠
46	53	↑ Reese's	United States	🏠	🏠	🏠	🏠	🏠
47	44	↓ Cheerios	United States	🏠	🏠	🏠	🏠	🏠
48	45	↓ Tate & Lyle	United Kingdom	🏠	🏠	🏠	🏠	🏠
49	37	↓ ILLUMA	China	🏠	🏠	🏠	🏠	🏠
50	48	↓ Bear Brand	Philippines	🏠	🏠	🏠	🏠	🏠

Top 100 most valuable Food brands 51-100

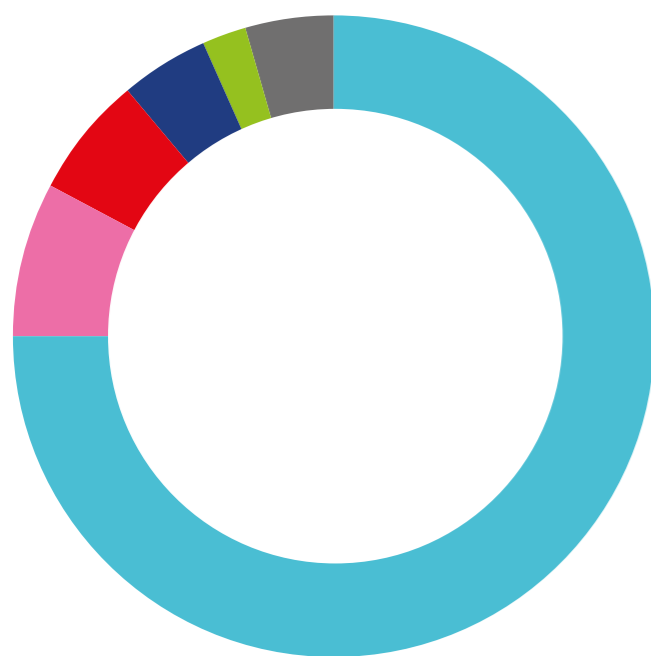
2021 Rank	2020 Rank	Brand	Country	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating
51	47	↓ S-26	United States	🏠	🏠	🏠	🏠	🏠
52	63	↑ Oreo	United States	🏠	🏠	🏠	🏠	🏠
53	56	↑ McCormick	United States	🏠	🏠	🏠	🏠	🏠
54	84	↑ Britannia	India	🏠	🏠	🏠	🏠	🏠
55	60	↑ Valio	Finland	🏠	🏠	🏠	🏠	🏠
56	54	↓ Hellmann's	United Kingdom	🏠	🏠	🏠	🏠	🏠
57	52	↓ Sanderson Farms	United States	🏠	🏠	🏠	🏠	🏠
58	79	↑ Lean Cuisine	United States	🏠	🏠	🏠	🏠	🏠
59	82	↑ Bright Dairy	China	🏠	🏠	🏠	🏠	🏠
60	71	↑ Spam	United States	🏠	🏠	🏠	🏠	🏠
61	-	New Aptamil	Germany	🏠	🏠	🏠	🏠	🏠
62	67	↑ Milka	United States	🏠	🏠	🏠	🏠	🏠
63	51	↓ Shi-ay	China	🏠	🏠	🏠	🏠	🏠
64	64	← Tostitos	United States	🏠	🏠	🏠	🏠	🏠
65	75	↑ Ruffles	United States	🏠	🏠	🏠	🏠	🏠
66	43	↓ Sadia	Brazil	🏠	🏠	🏠	🏠	🏠
67	81	↑ M&M's	United States	🏠	🏠	🏠	🏠	🏠
68	59	↓ Gruppo Veronesi	Italy	🏠	🏠	🏠	🏠	🏠
69	55	↓ Mama	Japan	🏠	🏠	🏠	🏠	🏠
70	86	↑ Mission	Mexico	🏠	🏠	🏠	🏠	🏠
71	74	↑ Anlene	New Zealand	🏠	🏠	🏠	🏠	🏠
72	68	↓ Maggi	Switzerland	🏠	🏠	🏠	🏠	🏠
73	92	↑ Frisian Flag	Netherlands	🏠	🏠	🏠	🏠	🏠
74	-	New Nature Valley	United States	🏠	🏠	🏠	🏠	🏠
75	89	↑ WH Group	China	🏠	🏠	🏠	🏠	🏠
76	85	↑ Nissin	Japan	🏠	🏠	🏠	🏠	🏠
77	77	← Stouffer's	United States	🏠	🏠	🏠	🏠	🏠
78	83	↑ Dr Oetker	Germany	🏠	🏠	🏠	🏠	🏠
79	78	↓ General Mills	United States	🏠	🏠	🏠	🏠	🏠
80	72	↓ UNFI	United States	🏠	🏠	🏠	🏠	🏠
81	98	↑ Meiji	Japan	🏠	🏠	🏠	🏠	🏠
82	93	↑ Emmi	Switzerland	🏠	🏠	🏠	🏠	🏠
83	62	↓ R-1	Japan	🏠	🏠	🏠	🏠	🏠
84	87	↑ Wilmar	Singapore	🏠	🏠	🏠	🏠	🏠
85	94	↑ Belvita	United States	🏠	🏠	🏠	🏠	🏠
86	88	↑ Anchor	New Zealand	🏠	🏠	🏠	🏠	🏠
87	96	↑ Trident/Dirol	United States	🏠	🏠	🏠	🏠	🏠
88	70	↓ Yoplait	United States	🏠	🏠	🏠	🏠	🏠
89	-	New Olam	Singapore	🏠	🏠	🏠	🏠	🏠
90	-	New Gamesa	Mexico	🏠	🏠	🏠	🏠	🏠
91	-	New Snickers	United States	🏠	🏠	🏠	🏠	🏠
92	99	↑ Pepperidge Farm	United States	🏠	🏠	🏠	🏠	🏠
93	-	New Skippy	United States	🏠	🏠	🏠	🏠	🏠
94	-	New Itambe	Brazil	🏠	🏠	🏠	🏠	🏠
95	-	New Activia	France	🏠	🏠	🏠	🏠	🏠
96	-	New Nipponham	Japan	🏠	🏠	🏠	🏠	🏠
97	-	New China Foods	China	🏠	🏠	🏠	🏠	🏠
98	80	↓ Devondale	Australia	🏠	🏠	🏠	🏠	🏠
99	-	New Galaxy/Dove	United States	🏠	🏠	🏠	🏠	🏠
100	66	↓ Healthy Choice	United States	🏠	🏠	🏠	🏠	🏠

Brand Finance Soft Drinks 25 (USDm).

Top 25 most valuable Soft Drinks brands

2021 Rank	2020 Rank	Brand	Country	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating
1	1	← Coca-Cola	United States	\$33,166	-12.6%	\$37,935	AAA+	AAA+
2	2	← Pepsi	United States	\$18,365	-2.9%	\$18,922	AAA	AAA
3	3	← Red Bull	Austria	\$8,143	+15.1%	\$7,073	AAA	AAA
4	4	← Nescafé	Switzerland	\$6,001	-3.0%	\$6,185	AAA	AAA
5	6	↑ Monster	United States	\$4,856	+6.8%	\$4,548	AA	AA
6	5	↓ Sprite	United States	\$4,502	-17.3%	\$5,443	AAA	AAA-
7	7	← Gatorade	United States	\$4,196	-4.8%	\$4,408	AAA-	AAA-
8	11	↑ Dr Pepper	United States	\$3,636	+39.9%	\$2,599	AA+	AA+
9	9	← Mountain Dew	United States	\$2,857	+1.4%	\$2,819	AAA-	AA+
10	8	↓ Lipton	United Kingdom	\$2,529	-27.7%	\$3,500	AA+	AA+
11	10	↓ Fanta	United States	🔒	🔒	🔒	🔒	🔒
12	13	↑ 7-Up	United States	🔒	🔒	🔒	🔒	🔒
13	12	↓ Tropicana	United States	🔒	🔒	🔒	🔒	🔒
14	15	↑ Lavazza	Italy	🔒	🔒	🔒	🔒	🔒
15	14	↓ Twinings	United Kingdom	🔒	🔒	🔒	🔒	🔒
16	19	↑ Mirinda	Spain	🔒	🔒	🔒	🔒	🔒
17	16	↓ Milo	Australia	🔒	🔒	🔒	🔒	🔒
18	18	← Jacobs	Germany	🔒	🔒	🔒	🔒	🔒
19	22	↑ Aquafina	United States	🔒	🔒	🔒	🔒	🔒
20	21	↑ Evian	France	🔒	🔒	🔒	🔒	🔒
21	17	↓ Folgers	United States	🔒	🔒	🔒	🔒	🔒
22	-	New San Pellegrino	Italy	🔒	🔒	🔒	🔒	🔒
23	-	New Ovaltine	United Kingdom	🔒	🔒	🔒	🔒	🔒
24	25	↑ Dasani	United States	🔒	🔒	🔒	🔒	🔒
25	23	↓ Nespresso	Switzerland	🔒	🔒	🔒	🔒	🔒

Soft Drinks 25 - Brand Value by Country



Country	Brand Value (USD bn)	% of total	Number of Brands
United States	80.9	75.3%	13
Austria	8.1	7.6%	1
Switzerland	6.8	6.3%	2
United Kingdom	4.7	4.4%	3
Italy	2.4	2.2%	2
Other	4.5	4.3%	4
Total	107.4	100.0%	25



Brand Spotlight.





WORLD'S MOST VALUABLE DAIRY BRAND

Brand Finance Food 100 2021

Rank	Brand Value
2	2021: \$9,591m 2020: \$8,644m +11.0%

Rank	Brand Strength
14	2021: 81.3 2020: 80.2 +1.1

Interview with Zhang Jianqiu.



Zhang Jianqiu
CEO,
Yili

The COVID-19 pandemic has been a challenge for the food industry. Many global food brand portfolios have experienced a decline in brand value, but Yili has maintained its momentum this year. How did you achieve such steady growth?

At the beginning of the pandemic, Chairman Pan Gang asked us to “focus on both pandemic prevention and control as well as business development”. Yili resumed normal factory operations in accordance with the regulations and fought the epidemic alongside the people of the whole country, providing a stable stream of high-quality dairy products and following the “reliable supply base fully supports the frontline of the fight against the epidemic” principle with strong conviction and commitment.

Throughout the pandemic, economies and societies globally are undergoing profound changes. Yili continues to play to its global brand advantages, innovation advantages, and channel advantages. We are committed to becoming the world’s most trusted healthy food provider and continue to promote the realisation of the dream of the “World Integrally Sharing Health”.

With regard to brand, Yili follows a “customer-centric” approach, and puts brand building at the heart of the company’s strategy. During the pandemic, we have overcome difficulties and continued to consolidate the brand through self-created IP, entertainment marketing, and new media marketing. We have set out to link leading companies and leading brands to create a win-win collaborative ecosystem to support cross-border marketing strategies. We also engage with emerging social media platforms, which allows us to target specific audiences as well as achieve a good breadth and depth of coverage for our brand communications in general.

With regard to products, we continue to improve our product matrix by optimising its structure, introducing new categories, and constantly creating new growth points. Data shows that in 2020, the sales revenue of key products such as “Satine”, “AMBPOIAL”, “ChangQing”, “Jinlingguan”, and “Chocliz” increased by 9.6% year-on-year. During the same period, new product sales accounted for 16% of the total revenue. Yili’s cheese products, “Satine” fresh milk, and the upgraded “Jinlingguan” infant formula milk powder all recorded extraordinary performance.

With regard to channels, our omni-channel coverage is growing. By the end of 2020, Yili had served nearly 1.096 million township and village outlets, an increase of 5.5% year-on-year. At the same time, the company’s channel penetration levels had also been constantly improving. At the end of 2020, Yili’s market penetration rate of normal temperature liquid dairy products was 84.7%. While intensively cultivating offline channels, we have also been making efforts in e-commerce which is becoming a “powerful engine” for growth. In 2020, the company’s e-commerce revenues increased by 55% year-on-year and our efforts won a number of leading industry awards. At the start of 2021, Yili’s e-commerce momentum shows no signs of stopping.

The popularity of Yili as the largest dairy brand in China remains unchallenged and recent years have seen you expand overseas. Following the launch of “Joy Day” in Southeast Asia, among other products, what is next for Yili’s international strategy? Can you share your vision for the future?

For Chinese companies to go abroad and grow into world-class brands, they need to deeply penetrate international markets and expand their international business. In recent years, internationalisation is an important development strategy for Yili.

Going forward, we aim to further promote international development and deepen the construction of a global resource system, global market system, and global innovation system – all whilst ensuring we are serving our customers with the best quality products. Yili will further optimise global resource allocation, increase innovative product research and development, and continue to meet the new health needs of consumers. At the same time, we will also create a more convenient global market network, so that more consumers can taste Yili's nutritious and delicious products. Our vision is to become the most trusted provider of healthy food in the world.

In pursuing international growth, Yili follows a philosophy of mutual development, and actively collaborates with partners through "global mindsets and local operations". In this process, Yili is building a global talent team, with an international vision and business development capabilities. In addition, we aim to practice sustainable development, share development results with all parties, and promote social growth. Only by deepening global co-operation can we meet these goals. Yili will work hand in hand with the entire industry to realise the dream of the "World Integrally Sharing Health".

Sponsorship of the world's top sports events has always been favoured by global food brands. Since the Beijing 2008 Summer Olympics, Yili has sponsored the games and the Chinese national team in various forms, and has now become an official partner of the Beijing 2022 Winter Olympics. What is the significance of the Olympic partnership to the Yili brand?

Yili follows a brand concept of "Nourishing Life", we adhere to the original aspiration of quality, embrace innovation, develop knowledge, and serve the world to share health.

We first partnered with the Summer Olympics in the autumn of 2005 and have been supporting the Winter Olympics since 2017. By the end of this year, Yili will have been working with China's Olympics for 17 consecutive years, making it one of the longest collaborations of its kind. Under the leadership of Chairman Pan Gang, we have a firm aim to be partners of the Olympics, to tell the story of our Olympics to the world, and to advocate a healthy lifestyle.

Yili and the Olympics "inspire each other and grow together". Following the success of the Beijing 2008 games, the interest in the Olympics is booming in China. In parallel with the popularity of the Olympics, our main business has grown from nearly 10 billion RMB in 2005 to nearly 100 billion in 2020, achieving a nearly ten-fold increase. With a fast and steady pace of growth, the Yili Group has achieved the status of a "Top 5 Global Dairy Company" and has sustained an undisputable no. 1 position in Asia for seven successive years.

Yili provides high-quality nutrition for 28 Summer Olympic teams and 11 Winter Olympic teams, helping the athletes compete in the world to showcase the best of China. At the same time, we create more platforms for the public to participate in the building of a healthy nation. For example, in 2017, we jointly established the "Yili Ice and Snow Camp" with the Beijing 2022 Winter Olympics Organising Committee to create a high-standard "Ice and Snow Experience" for Chinese people who would normally have no opportunity to be exposed to ice and snow sports. We have been actively supporting the campaign for "300 million people to participate in ice and snow sports". So far, it has attracted more than 89 million consumers online, becoming the top platform in the field of ice and snow sports promotion in China.

Finally, the Olympics also gives a strong impetus to Yili's product innovation. Taking the opportunity of serving the Olympics, Yili brings more diversified and higher quality nutrition and health products to Chinese consumers. For the upcoming Beijing 2022 Winter Olympics, Yili has created more than 20 customised products, including several liquid milk and yogurt products. The ice cream division has created "Very Panda" based on the 2022 Winter Olympics mascot Bing Dun Dun; the milk powder division has developed a high protein sports milkshake; the cheese division – a series of children's foods, snacks, and appetisers.

The co-operation with the Olympics is of a high and long-term significance to our brand, and there is still more value for Yili and the Olympics to discover and explore together. The Olympic spirit can be an inspiration to a person, a nation, and the entire world. Brands should also live by the Olympic spirit of challenging themselves and always strive to improve – this is the intention behind Yili's partnership with the Olympics.





**Marketing
Restrictions.**

Report Summary.

Marketing restrictions are any regulations placed upon legal products relating to expression of brand identity and promotion to customers. Marketing restrictions can range from introduction of rules around advertising, imposition of targeted taxation, requirement of health warnings, to interference in visual branding, all the way to plain packaging.

Our research included both an analysis of the damage that tough marketing restrictions could do to the enterprise value of household name FMCG businesses like Coca-Cola, Diageo and Nestlé, and a deeper study into the attitudes of the global public and leading marketing professionals to such restrictions. In summary, we found:

- + The total loss across the endangered industries globally is a whopping US\$521 billion.
- + Alcohol companies like AB InBev, Diageo, Heineken, Pernod Ricard, and Treasury Wine Estates would see 100% of their revenue exposed.
- + Consumers see brands as a mark of quality control – globally 89% of respondents agree.
- + Big brands support economies - 89% of global respondents agree.
- + There is little appetite for sweeping restrictions on marketing - fewer than 10% of consumers felt that

there should be a ban on TV advertising, billboards, in-store demonstrations, or distinctive packaging.

- + Several areas of consensus emerged among CMOs including that protection of vulnerable consumers – especially children – was appropriate and necessary and demand-regulating or restricting measures could be appropriate on occasion.

Aside from tobacco – where stringent restrictions have been rolled out in many markets globally – food and drink brands operating in segments that are deemed unhealthy are at high risk of being impacted by marketing restrictions: alcohol, HFFS foods (sugary drinks, confectionery, savoury snacks), and fast-food restaurants. The gambling sector is subject to various marketing restrictions too, and increasingly, there has been debate about extending marketing restrictions to other brand categories, including autos and airlines, which are considered bad for the environment.

But marketing restrictions are not costless. They can be harmful not only to brands but also to supply chain businesses and consumers. It is essential then, to raise awareness about the breadth and scale of the threat and to ensure economic and consumer interests are protected, policies are balanced, and public debate is protected.



Brand Value Impact Analysis.

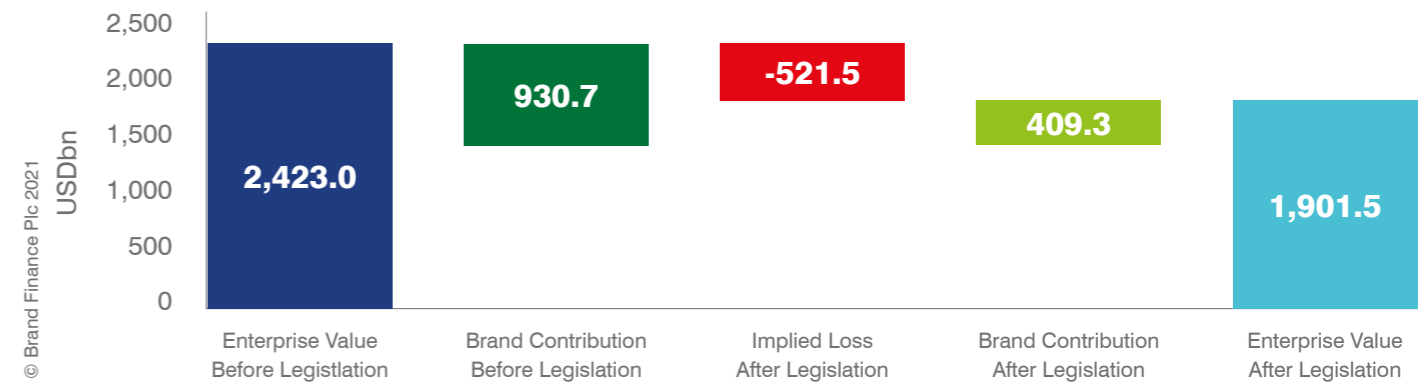
Brand Finance had analysed the impact to both brand contribution and enterprise value across alcohol, confectionery, savoury snacks, and sugary drinks brands in the absence of certain branding elements as a result of marketing restrictions. Nine major brand owners: AB InBev, The Coca-Cola Company, Diageo, Heineken, Mondelēz International, Nestlé, PepsiCo, Pernod Ricard, and Treasury Wine Estates face potential losses of US\$267 billion in brand contribution in total.

The introduction of plain packaging and the limitations on advertising damages a brand's ability to differentiate itself from others in the market. On average, the companies in question could each lose nearly a quarter of their enterprise value and over 50% of the value that brands contribute to the business - known as brand contribution.

To put this into context, this loss, from just a handful of companies, is equivalent to the GDP of a whole economy the size of Finland. This should raise concerns not only for brand owners, but also for governments, policy makers, marketers, and campaigners.

Looking beyond the nine companies included in the study, the implied loss for the entire industries globally would be twice as significant and can be estimated at a whopping US\$521 billion. The multiples for this extrapolation were obtained by identifying the percentage loss of brand contribution for the nine companies from the sample and applying them across Brand Finance's database of the largest global beverage and food brands.

Global Industry Summary



9 Portfolios Breakdown - Affected Brands and Exposure (Based on Enterprise Value)

Parent	Alcohol	Sugary Drinks	Savoury Snacks	Confectionery	Enterprise Value Exposure	Implied Contribution Loss (USDm)	Loss as % of Enterprise Value	Contribution Loss %
AB InBev	99.6%	0.4%	0.0%	0.0%	100.0%	-39,537	-18.1%	-50.8%
The Coca-Cola Company	0.0%	92.3%	0.0%	0.0%	92.3%	-57,460	-22.7%	-59.1%
Diageo	100.0%	0.0%	0.0%	0.0%	100.0%	-24,947	-26.9%	-71.6%
Heineken	100.0%	0.0%	0.0%	0.0%	100.0%	-15,230	-21.0%	-42.2%
Mondelēz International	0.0%	0.0%	7.2%	74.3%	81.5%	-13,029	-12.7%	-40.9%
Nestlé	0.0%	10.6%	0.9%	27.9%	39.4%	-38,271	-10.3%	-29.2%
PepsiCo	0.0%	66.8%	23.4%	1.6%	91.8%	-61,693	-27.6%	-52.0%
Pernod Ricard	100.0%	0.0%	0.0%	0.0%	100.0%	-14,797	-27.4%	-68.5%
Treasury Wine Estates	100.0%	0.0%	0.0%	0.0%	100.0%	-2,234	-38.9%	-63.1%

Public and CMO Attitudes.

Brand is a mark of quality

Consumers are brand-literate but will not forego their own interests under the influence of marketing and advertising. Consumers are aware that brands are there to help them make informed decisions. On average, globally, 89% of respondents agree that a good brand is a mark of quality. This is especially the case in developing nations, where 94% agree with this statement, and governmental oversight of production and service standards is perhaps weaker, versus 85% in developed nations. South Africa and Malaysia score this answer highest at 95%. Furthermore, consumers understand that brands help them identify newer and better products (87%), that brands are there to help them make better choices (86%) and are, therefore, worth paying extra for (77%).

Brands in the fight against the illicit trade

Survey respondents understand the importance of brands to safeguard against potentially harmful

products. 81% of consumers answered that brands help them navigate between real and fake goods, and 90% agreed that brands ensure they buy genuine products sold through reputable stores. Thus, most respondents understand the importance of brands to safeguard against potentially harmful products.

Since every purchase in the illicit market is a loss of sales in the legal market, each unlawful purchase represents a financial loss of tax revenue to the government. This has wider ramifications for the whole economy and consumers alike, as well as boosting profits for organised criminal gangs. Counterfeit products also expose consumers to more risks from unregulated and adulterated inputs, constituting a wealth of other issues. Some CMOs note that the increasing digitisation of the economy is an enabler to the illicit trade - a fake website is much easier to build than an entire product supply chain – and that brands are a force to counter this. Established brands have a commercial incentive to stamp out the illicit trade.

In Sri Lanka, we have a regulated alcohol beverage market, but there is also an unregulated alcohol market where people take part in illicit trade... This is a major issue for consumers when advertising limitations are placed upon regulated brands because there is no trusted visual representation for consumers to differentiate between products.

Shiyan Jayaweera
Head of Marketing, Lion Brewery

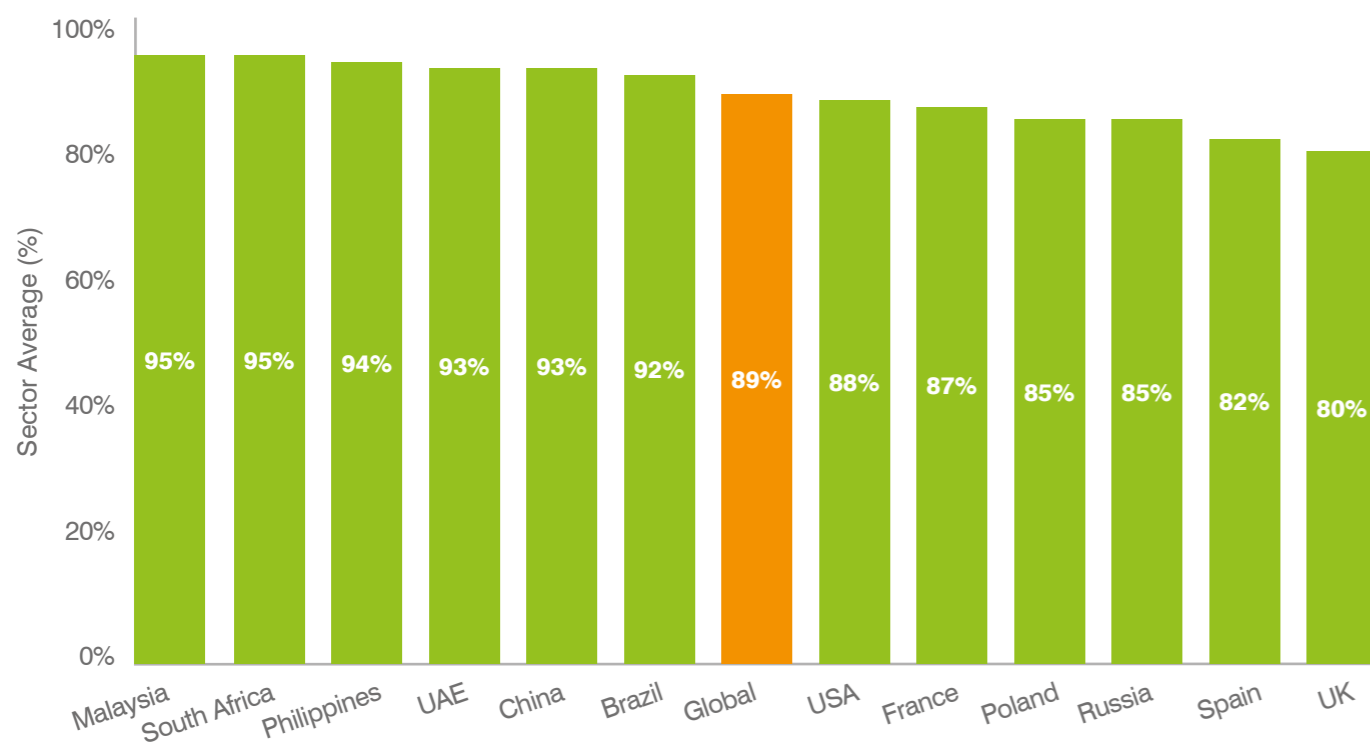
Big brands' role in supporting economies

87% of global respondents agree that big brands make an important economic contribution to their country – at the top end of the scale, 94% of Malaysians agree with this statement. 2020 has been a year like no other, putting the nations of the world to the test – from the impact of COVID-19 on economic activity and immediate GDP forecasts, to diminished long-term prospects. Brands can be powerful, helping fuel the engine of economic and social recovery, whether this be directly through repurposing operations to supply essential PPE, or indirectly through taxes. Globally, 79% of respondents answered that brands are helping economies function and recover during the COVID-19 pandemic.

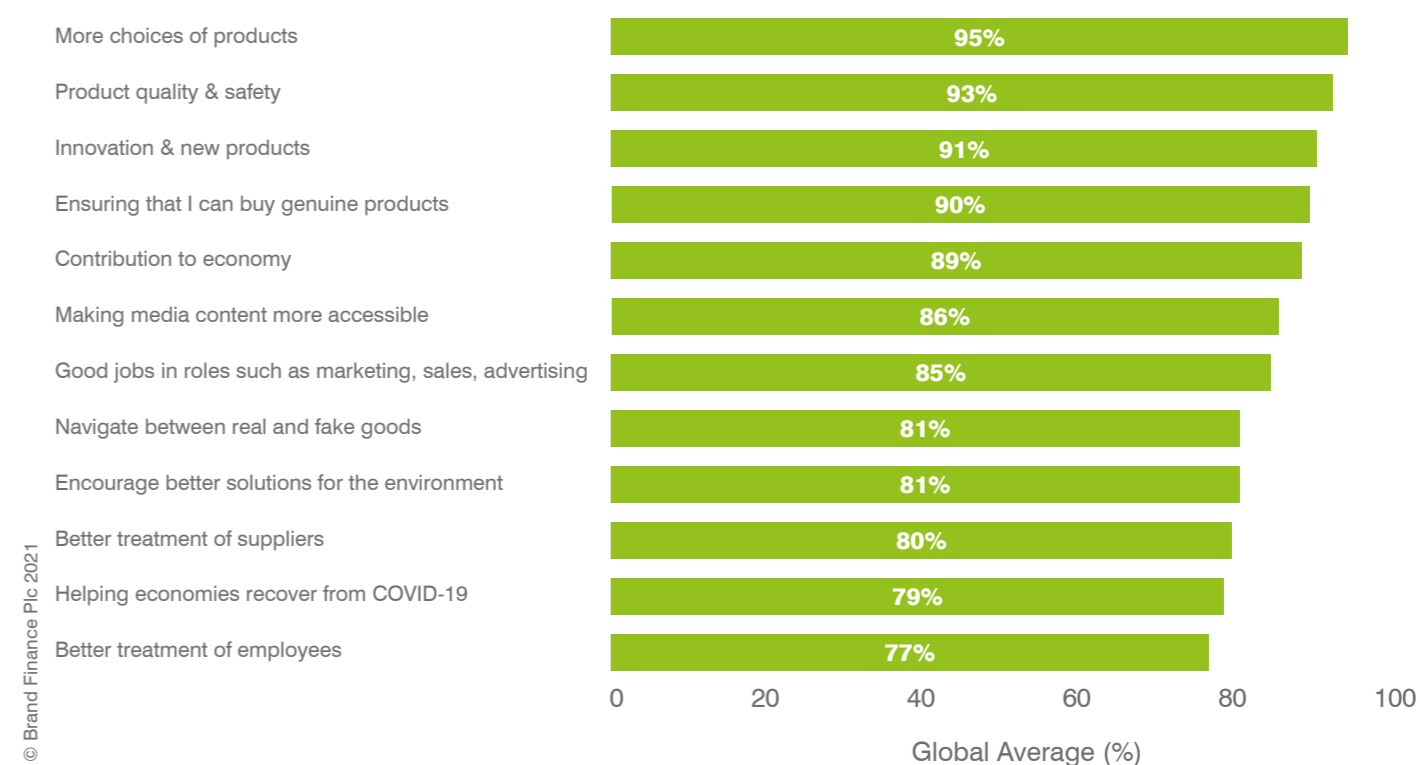
Strong brands support stronger economies which support employment.

Jane Reeve
Chief Communication Officer, Ferrari

Brand is a Mark of Quality



Outcomes that Brands Provide or Encourage



Several areas of consensus emerged among CMOs:

- + Protection of vulnerable consumers – especially children – is appropriate and necessary
- + Demand-regulating or restricting measures could be appropriate on occasion
- + Regulation must be proportionate

CMOs' main gripe is that much regulation is developed without clear evidence of the purpose and likely outcomes, often with a more political (rather than scientific or social) agenda. They also, on the whole, favour self-regulation as far as possible. This is a laudable position, but for CMOs to obtain it they possibly need to be more vocal, and educate consumers better, regarding the steps being taken to market responsibly. Tangible actions are being taken by some brands and industries, but tiny on-pack references and hard-to-find web content may not be doing them justice.



There is the need to tell the story of the good that we as a business can do - the impact on unemployment and on the landscape of sustainability. This has never been more important.

Frazer Thompson
CEO, Chapel Down

In France spirits brands are only allowed to communicate about the product intrinsics, and in controlled ways. For example, it is not possible to communicate about our artistic collaborations. I think this is a cultural and aesthetic loss for the consumer, the shopper and even for non buyers.

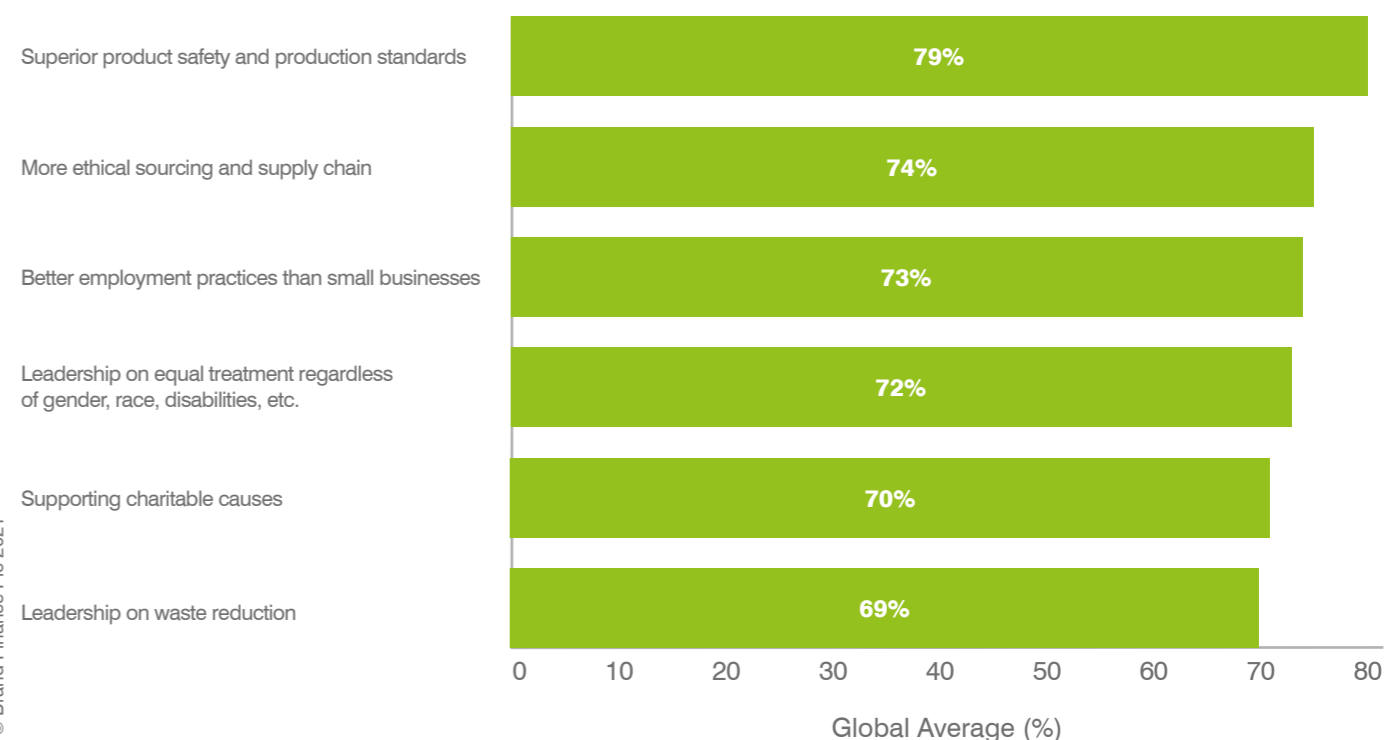
Philippe Stadnik
Deputy CMO, Moët Hennessy

Brands are integral to how the world operates. In times of crisis, brands – especially those most valuable and strongest in their categories and markets – become a safe haven for capital. Well-managed, innovative, and reputable brands are what the global economy turns to in the hour of need.

David Haigh
CEO, Brand Finance



Brand Expectations



Our Manifesto.

How Governments and Businesses can Help Support Brands and Promote Economic Recovery

Why brands matter to all stakeholders:

1. Brands matter for **customers**, as they indicate the source of origin, represent a shortcut for decision-making and allow them to express their own values and beliefs. More and more, brands are playing an activist role, and buying a particular brand is, at times, a political act.
2. Brands matter for **businesses**, as they create value through relevant differentiation. Businesses can leverage brand value by staying on top of social and consumer trends, translating them into relevant value proposition and protecting the IP associated to it. Particularly in times of crisis, strong brands contribute to business resilience. Businesses should recognize the role that brands play during tough times and keep leveraging brand strength through continued investment. For that, a strong, almost real-time brand information system is required.
3. Brands matter for **investors**, as well-positioned brands have a positive impact on risk and return. Reputation is a leading indicator of business value. Investors should incorporate multi-stakeholder, broad brand metrics into their decision making.
4. Brands matter for **governments**, as they are key instruments of their economic diplomacy. Governments must support businesses and forge the right environment for brands to thrive. More and stronger local brands translate into more soft power, and this, in turn, into more foreign direct investment, more jobs, and more influence into the world.
5. Brands matter for **society**, as they create social value. At a time in which governments have less resources and less reach than many global brands, brands play a crucial role at protecting citizens, helping governments in need, and having a positive impact on local communities and underprivileged groups. Business should recognize this role and understand leadership in a broader way, not just

market share. If before we spoke about brands as ideas, now they are ideologies.

6. Brands matter for a strong and timely **post-COVID recovery**. No family or community has been immune to the economic impact of COVID-19. As we count the cost of the pandemic, and as governments try to tackle the spread of the virus, the focus ultimately turns to how we kickstart economic recovery. Brands play a leading role in helping rejuvenate economic activity and repair consumer confidence. The importance of brands increases during times of crisis by engendering trust, reliability, and familiarity among consumers.

This manifesto calls for:

Allowing brands to flourish

Governments and brand owners should work together to create an environment that stimulates creativity and growth

Protecting branding and marketing

Preserve and nurture brands by supporting brand freedom and avoiding excessive regulation

Tackling illicit trade

Support legal brands by enforcing laws and prosecuting criminals involved in the creation and circulation of black-market goods

Improving intangible asset reporting standards

All companies should value and report their intangible assets, whether acquired or internally generated

Welcoming consumers to engage with brands

Consumers should be inspired to interact with brands across the market and should be able to better their experience through open dialogue and feedback

Building a better, sustainable future

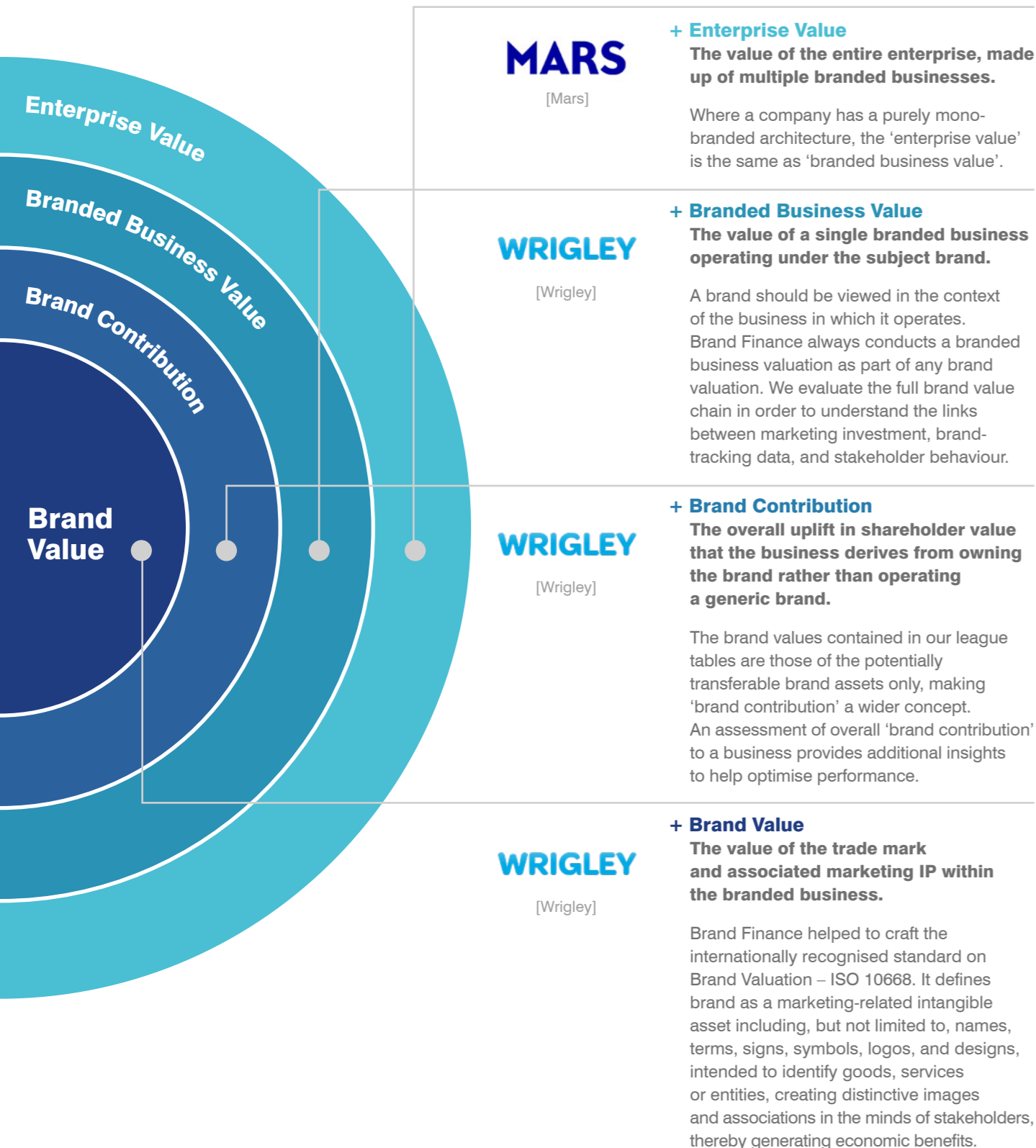
Brands need to embrace the responsibility bestowed upon them for advancing the environment, planet, and people



Methodology.



Definitions.



Brand Valuation Methodology.

Definition of Brand

Brand is defined as a marketing-related intangible asset including, but not limited to, names, terms, signs, symbols, logos, and designs, intended to identify goods, services, or entities, creating distinctive images and associations in the minds of stakeholders, thereby generating economic benefits.

Brand Value

Brand value refers to the present value of earnings specifically related to brand reputation. Organisations own and control these earnings by owning trademark rights.

All brand valuation methodologies are essentially trying to identify this, although the approach and assumptions differ. As a result published brand values can be different.

These differences are similar to the way equity analysts provide business valuations that are different to one another. The only way you find out the "real" value is by looking at what people really pay.

As a result, Brand Finance always incorporates a review of what users of brands actually pay for the use of brands in the form of brand royalty agreements, which are found in more or less every sector in the world.

This is sometimes known as the "Royalty Relief" methodology and is by far the most widely used approach for brand valuations since it is grounded in reality.

It is the basis for a public rankings but we always augment it with a real understanding of people's perceptions and their effects on demand – from our database of market research on over 3000 brands in over 30 markets.

Disclaimer

Brand Finance has produced this study with an independent and unbiased analysis. The values derived and opinions produced in this study are based only on publicly available information and certain assumptions that Brand Finance used where such data was deficient or unclear. Brand Finance accepts no responsibility and will not be liable in the event that the publicly available information relied upon is subsequently found to be inaccurate. The opinions and financial analysis expressed in the report are not to be construed as providing investment or business advice. Brand Finance does not intend the report to be relied upon for any reason and excludes all liability to any body, government or organisation.



Brand Strength.

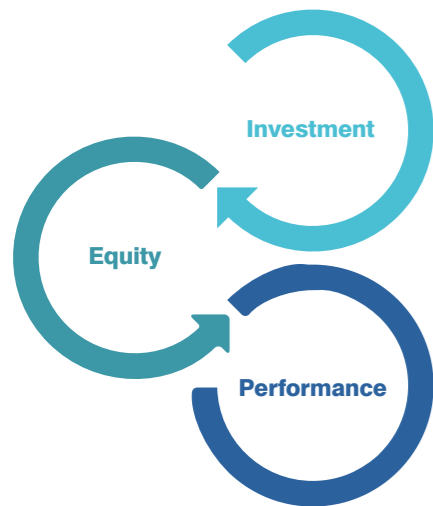
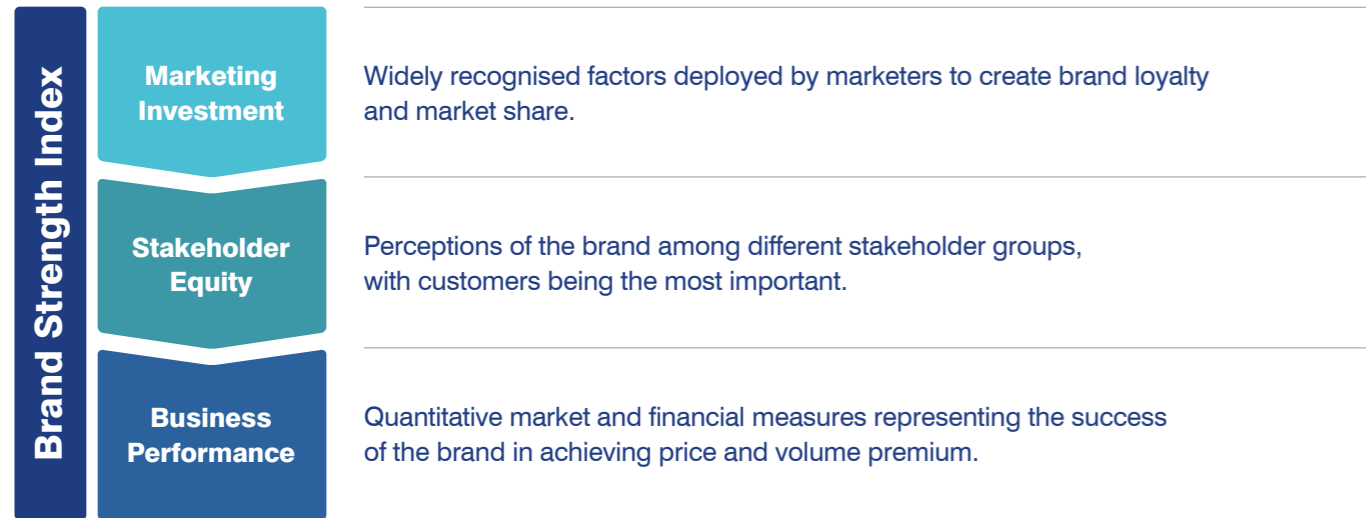
Brand Strength

Brand Strength is the efficacy of a brand's performance on intangible measures, relative to its competitors.

In order to determine the strength of a brand, we look at Marketing Investment, Stakeholder Equity, and the impact of those on Business Performance.

Each brand is assigned a Brand Strength Index (BSI) score out of 100, which feeds into the brand value calculation. Based on the score, each brand is assigned a corresponding rating up to AAA+ in a format similar to a credit rating.

Analysing the three brand strength measures helps inform managers of a brand's potential for future success.



Marketing Investment

- A brand that has high Marketing Investment but low Stakeholder Equity may be on a path to growth. This high investment is likely to lead to future performance in Stakeholder Equity which would in turn lead to better Business Performance in the future.
- However, high Marketing Investment over an extended period with little improvement in Stakeholder Equity would imply that the brand is unable to shape customers' preference.

Stakeholder Equity

- The same is true for Stakeholder Equity. If a company has high Stakeholder Equity, it is likely that Business Performance will improve in the future.
- However, if the brand's poor Business Performance persists, it would suggest that the brand is inefficient compared to its competitors in transferring stakeholder sentiment to a volume or price premium.

Business Performance

- Finally, if a brand has a strong Business Performance but scores poorly on Stakeholder Equity, it would imply that, in the future, the brand's ability to drive value will diminish.
- However, if it is able to sustain these higher outputs, it shows that the brand is particularly efficient at creating value from sentiment compared to its competitors.

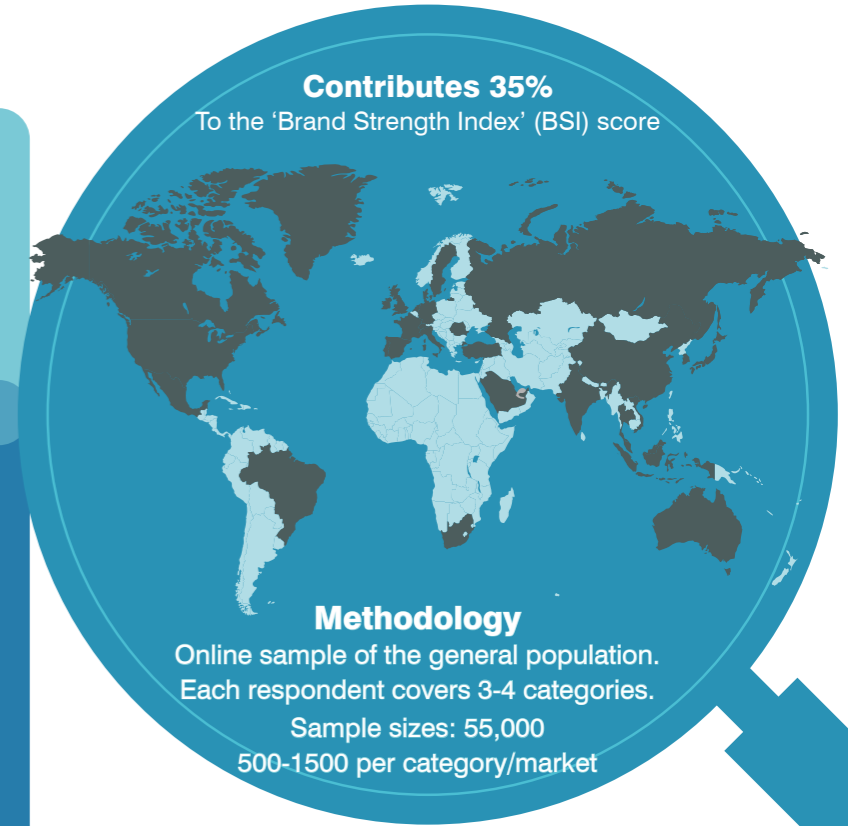
Brand Equity Research Database.

Original market research in 29 countries and across more than 20 sectors

Sector Coverage & Classification 2021

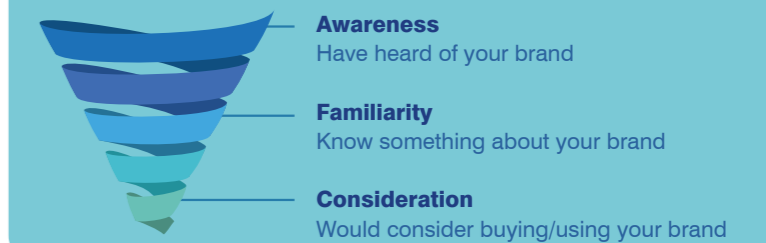
Tier 1 sectors cover all measures, Tier 2 KPIs only

- Tier 1 **Banking**
- Tier 1 **Insurance**
- Tier 1 **Telecoms**
- Tier 1 **Utilities**
- T1&T2† **Automotive**
- Tier 2 **Airlines**
- Tier 2 **Apparel**
- Tier 2 **Appliances**
- Tier 2 **Beers**
- Tier 2 **Cosmetics**
- Tier 2 **Food**
- Tier 2 **Hotels**
- Tier 2 **Logistics**
- Tier 2 **Luxury Automobiles**
- Tier 2 **Media**
- Tier 2 **Oil & Gas**
- Tier 2 **Pharma**
- Tier 2 **Real Estate**
- Tier 2 **Restaurants**
- Tier 2 **Retail**
- Tier 2 **Spirits**
- Tier 2 **Supermarkets**
- Tier 2 **Tech**



Brand KPIs and Diagnostics

1. Brand Funnel



2. Brand Usage*

3. Quality*

4. Reputation

5. Closeness*

6. Recommendation (NPS)*

7. Word of mouth

8. Brand Imagery*

Not all categories are covered in every country
† Brand KPIs and diagnostics differ per sector depending on research tier allocation

*Tier 1 categories only

Our Services.



Consulting Services.

Make branding decisions using hard data

Brand Research

What gets measured

Brand evaluations are essential for understanding the strength of your brand against your competitors. Brand Strength is a key indicator of future brand value growth whether identifying the drivers of value or avoiding the areas of weakness, measuring your brand is the only way to manage it effectively.

- + Brand Audits
- + Primary Research
- + Syndicated Studies
- + Brand Scorecards
- + Brand Drivers & Conjoint Analysis
- + Soft Power



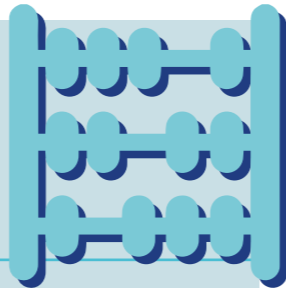
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

Brand Valuation

Make your brand's business case

Brand valuations are used for a variety of purposes, including tax, finance, and marketing. Being the interpreter between the language of marketers and finance teams they provide structure for both to work together to maximise returns.

- + Brand Impact Analysis
- + Tax & Transfer Pricing
- + Litigation Support
- + M&A Due Diligence
- + Fair Value Exercises
- + Investor Reporting



- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?

Brand Strategy

Make branding decisions with your eyes wide open

Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + Brand Positioning
- + Brand Architecture
- + Franchising & Licensing
- + Brand Transition
- + Marketing Mix Modelling
- + Sponsorship Strategy



- + Which brand positioning do customers value most?
- + What are our best brand extension opportunities in other categories and markets?
- + Am I licensing my brand effectively?
- + Have I fully optimised my brand portfolio? Am I carrying dead weight?
- + Should I transfer my brand immediately?
- + Is a Masterbrand strategy the right choice for my business?

Brand Evaluation Services.

How are brands perceived in my category?

Brand Finance tracks brand fame and perceptions across 30 markets in 10 consumer categories. Clear, insightful signals of brand performance, with data mining options for those who want to dig deeper – all at an accessible price.

What if I need more depth or coverage of a more specialised sector?

Our bespoke brand scorecards help with market planning and can be designed to track multiple brands over time, against competitors, between market segments and against budgets. Our 30-country database of brand KPIs enables us to benchmark performance appropriately.

Do I have the right brand architecture or strategy in place?

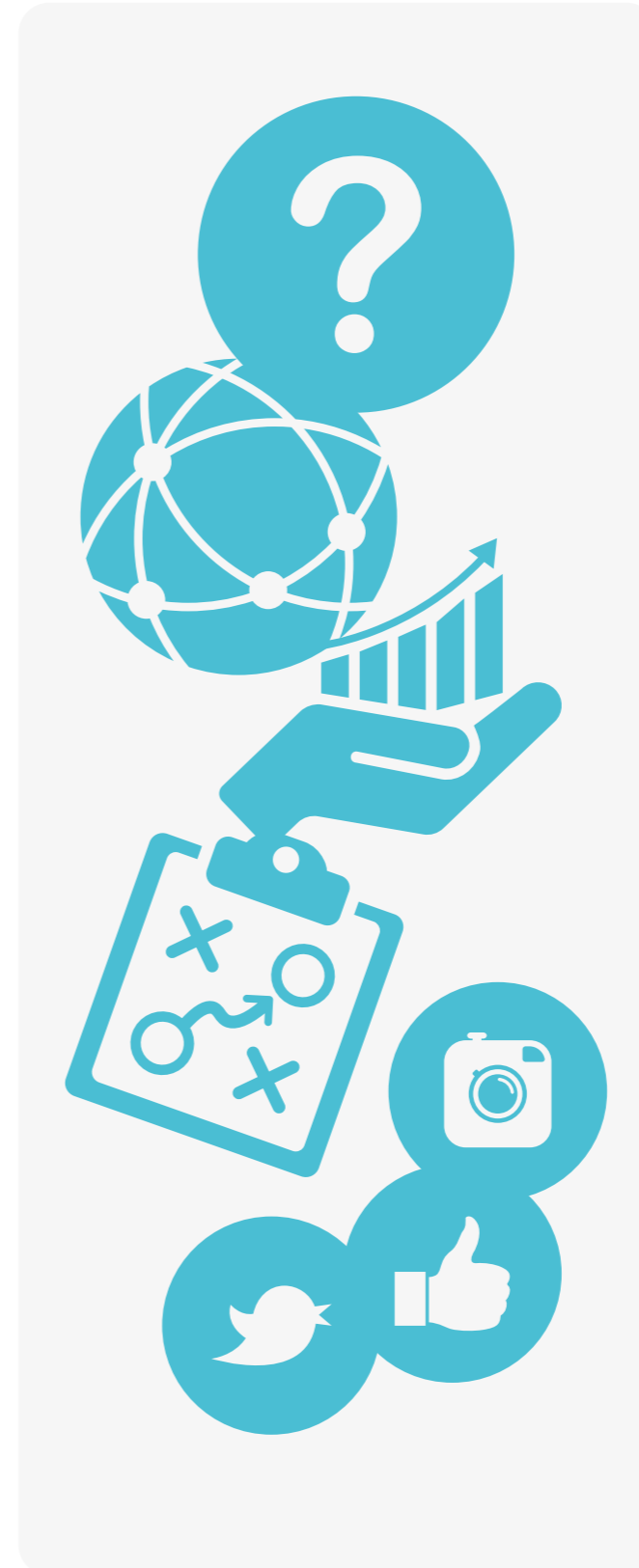
Research is conducted in addition to strategic analysis to provide a robust understanding of the current positioning. The effectiveness of alternative architectures is tested through drivers analysis, to determine which option(s) will stimulate the most favourable customer behaviour and financial results.

How can I improve return on marketing investment?

Using sophisticated analytics, we have a proven track record of developing comprehensive brand scorecard and brand investment frameworks to improve return on marketing investment.

What about the social dimension? Does my brand get talked about?

Social interactions have a proven commercial impact on brands. We measure actual brand conversation and advocacy, both real-world word of mouth and online buzz and sentiment, by combining traditional survey measures with best-in-class social listening.



Communications Services.

How we can help communicate your brand's performance in brand value rankings



Brand Accolade – create a digital endorsement stamp for use in marketing materials, communications, annual reports, social media and website. Advertising use subject to terms and conditions.



TOP 100 FOOD BRAND



MOST VALUABLE DRINK BRAND



STRONGEST FOOD BRAND



Video Endorsement – record video with Brand Finance CEO or Director speaking about the performance of your brand, for use in both internal and external communications.



Bespoke Events – organise an award ceremony or celebratory event, coordinate event opportunities and spearhead communications to make the most of them.



Digital Infographics – design infographics visualising your brand's performance for use across social media platforms.



Trophies & Certificates – provide a trophy and/or hand-written certificate personally signed by Brand Finance CEO to recognise your brand's performance.



Sponsored Content – publish contributed articles, advertorials, and interviews with your brand leader in the relevant Brand Finance report offered to the press.



Media Support – provide editorial support in reviewing or copywriting your press release, pitching your content to top journalists, and monitoring media coverage.

Brand Dialogue®



With strategic planning and creative thinking, we develop communications plans to create dialogue with stakeholders that drives brand value.

Our approach is integrated, employing tailored solutions for our clients across PR, marketing and social media, to deliver strategic campaigns and helping us to establish and sustain strong client relationships.

We also have a specific focus on geographic branding, including supporting nation brands and brands with a geographical indication (GI).

Brand Dialogue is a member of the Brand Finance plc group of companies



Research, Strategy & Measurement

- Brand & Communications Strategy
- Campaign Planning
- Communications Workshops
- Market Research & Insights
- Coverage Analysis
- Social Media Analytics



Public Relations & Communications

- Media Relations
- Press Trips & Events
- Strategic Partnerships
- Relationship Management
- Influencer Outreach
- Media Training
- Social Media Management



Marketing & Events

- Promotional Events
- Conference Management
- Sponsorship Management
- Native Advertising
- Print Advertising
- Shopper Marketing
- Trade Marketing



Content Creation

- Bespoke Publications
- Press Releases
- Blog Posts & Newsletters
- Marketing Collateral Design
- Photography & Videography
- Social Media Content



Strategic Communications

- Crisis Communications
- Brand Positioning & Reputation
- Geographic Branding
- Corporate Social Responsibility (CSR)



For more information, contact enquiries@brand-dialogue.com or visit www.brand-dialogue.com



Brand Finance[®] Institute

Brand Finance Institute

Learn how to build, protect and measure brand value

The Brand Finance Institute is the educational division of Brand Finance, offering expert training on brand evaluation, management and strategy.

Our in-house training and workshops, online learning offer and webinars will help you answer key strategic questions about your brand for different levels of seniority and development needs:

- How can I grow brand value?
- How can I build a business case to show the return on my marketing investment?
- How can I set up my marketing budget using brand research and analytics?

For more information, contact enquiries@brandfinance.com

Brand Finance Institute is a member of the Brand Finance plc group of companies



Brand Finance Network.

For further information on our services and valuation experience, please contact your local representative:

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