



Japan 100 2019

The annual report on the most valuable and strongest Japanese brands
May 2019

Contents.

About Brand Finance	4
Get in Touch	4
Request Your Brand Value Report	5
Foreword	6
Brand Value Analysis	8
Brand Finance Japan 100 (JPY m)	12
Definitions	14
Brand Valuation Methodology	16
Market Research Methodology	17
Stakeholder Equity Measures	17
Consulting Services	18
Brand Evaluation Services	19
Communications Services	20
Brand Finance Network	22

About Brand Finance.

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

Brand Finance was set up in 1996 with the aim of 'bridging the gap between marketing and finance'. For more than 20 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

We pride ourselves on four key strengths:

- + Independence
- + Transparency
- + Technical Credibility
- + Expertise

We put thousands of the world's biggest brands to the test every year, evaluating which are the strongest and most valuable.

Brand Finance helped craft the internationally recognised standard on Brand Valuation – ISO 10668, and the recently approved standard on Brand Evaluation – ISO 20671.



Get in Touch.

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Request Your 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.

What is a Brand Value Report?

Brand Valuation Summary

- + Internal understanding of brand
- + Brand value tracking
- + Competitor benchmarking
- + Historical brand value

Brand Strength Index

- + Brand strength tracking
- + Brand strength analysis
- + Management KPIs
- + Competitor benchmarking

Royalty Rates

- + Transfer pricing
- + Licensing/franchising negotiation
- + International licensing
- + Competitor benchmarking

Cost of Capital

- + Independent view of cost of capital for internal valuations and project appraisal exercises

Customer Research

- + Utilities
- + Insurance
- + Banks
- + Telecoms
- + Airlines
- + Tech
- + Auto
- + Hotels
- + Beers
- + Oil & Gas

For more information regarding our Brand Value Reports, please contact:

enquiries@brandfinance.com

What are the benefits of a Brand Value Report?



Insight



Strategy



Benchmarking



Education



Communication



Understanding

Foreword.



David Haigh
CEO, Brand Finance

What is the purpose of a strong brand: to attract customers, to build loyalty, to motivate staff? All true, but for a commercial brand at least, the first answer must always be 'to make money'.

Huge investments are made in the design, launch, and ongoing promotion of brands. Given their potential financial value, this makes sense. Unfortunately, most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets. Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place, it frequently lacks financial rigour and is heavily reliant on qualitative measures, poorly understood by non-marketers.

As a result, marketing teams struggle to communicate the value of their work and boards then underestimate the significance of their brands to the business. Sceptical finance teams, unconvinced by what they perceive as marketing mumbo jumbo, may fail to agree necessary investments. What marketing spend there is, can end up poorly directed as marketers are left to operate with insufficient financial guidance or accountability. The end result can be a slow but steady downward spiral of poor communication, wasted resources, and a negative impact on the bottom line.

Brand Finance bridges the gap between marketing and finance. Our teams have experience across a wide range of disciplines from market research and visual identity to tax and accounting. We understand the importance of design, advertising, and marketing, but we also believe that the ultimate and overriding purpose of brands is to make money. That is why we connect brands to the bottom line.

By valuing brands, we provide a mutually intelligible language for marketing and finance teams. Marketers then have the ability to communicate the significance of what they do, and boards can use the information to chart a course that maximises profits. Without knowing the precise, financial value of an asset, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is? How do you decide which brands to discontinue, whether to rebrand and how to arrange your brand architecture? Brand Finance has conducted thousands of brand and branded business valuations to help answer these questions.

Brand Finance's research revealed the compelling link between strong brands and stock market performance. It was found that investing in highly-branded companies would lead to a return almost double that of the average for the S&P 500 as a whole.

Acknowledging and managing a company's intangible assets taps into the hidden value that lies within it. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business.

The team and I look forward to continuing the conversation with you.

Toyota continues to "Go Places" as Japan's most valuable brand.

- + Toyota leads the charge, brand value rising an impressive 18% to ¥5.8 trillion
- + Uniqlo ranked fastest growing, up 46% with brand value ¥1.3 trillion
- + MS&AD insurance brand shows promise, up 21% since last year to ¥616 billion
- + Shiseido eyes Chinese expansion, brand value rising a solid 23% in past year
- + Japan Airlines (JAL) fly high as the nation's strongest brand, recording a high Brand Strength Index (BSI) score of 88.5 out of 100
- + Last year's Japan's strongest brand, 7-Eleven looks to India for growth

Brand Value Analysis.



Retaining leadership position as Japan's most valuable brand, Toyota's brand value has grown by 18% over the past year to ¥5.8 trillion, according to the latest study by Brand Finance, the world's leading independent brand valuation consultancy. Extended to cover 100 entries for the first time, the Brand Finance Japan 100 2019 report on the nation's most valuable brands is being launched today at Tokyo Midtown to kick off the annual Advertising Week Asia.

In second place, Nippon Telegraph and Telephone Corporation, or NTT Group (brand value ¥4.6 trillion), defended the title of Japan's second most valuable brand, with its telecoms offering also retaining high status amongst the world's top 10 most valuable telecoms brands this year. The NTT Group is formulating a broad restructuring program with its extensive international network of brands and is set to formally unveil the new branding, strategy and resources behind the combined company in the coming months.

Uniqlo inches up

Racing its way up the rankings is popular apparel brand Uniqlo which has grown 46% in brand value to ¥1.3 trillion, in 12th place, to take the title of Japan's fastest-growing brand this year. Originally founded in Yamaguchi in 1949 as a textile manufacturer but now renowned across the world, Uniqlo has almost 2000 stores in operation worldwide and is much loved for its simple yet universal clothing design with essentials for women, men, kids and babies.

Toyota has once again proved it is ahead of all Japanese brands as it defends the coveted title of Japan's number one brand. Toyota's commitment to spreading hybrid technology makes it a force to be reckoned with and it is these pioneering and innovative efforts which have made the brand so truly successful.

David Haigh
CEO, Brand Finance

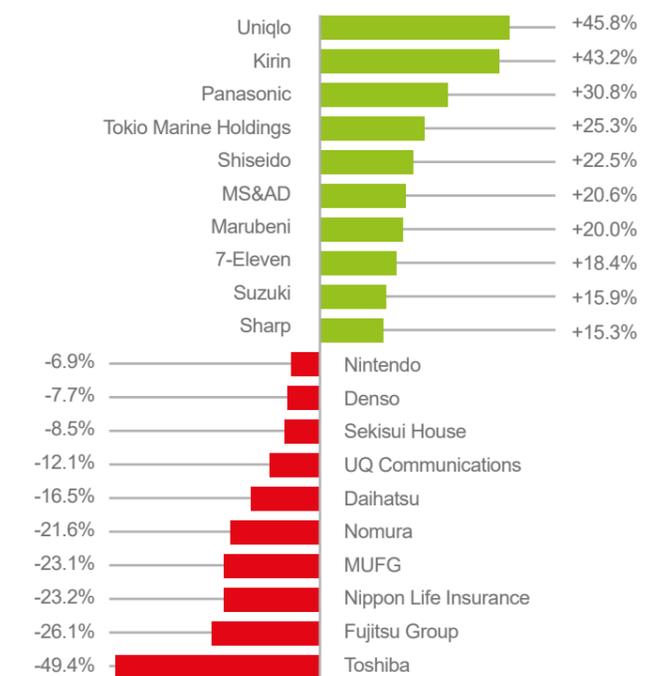
MS&AD makes its mark

Tokyo-based insurance brand MS&AD has seen impressive growth of 21% since last year with a brand value of ¥616 billion. Its stellar performance has also meant the brand has cemented its place in the top 20 of the world's most valuable insurance brands. Formed by the 2010 merger of Mitsui Sumitomo Insurance Group, Aioi Insurance Co. and Nissay Dowa General Insurance Co, MS&AD is Japan's largest non-life insurer. The brand has also been making tactical investments in disruptive technologies from its cyber insurance arm MS&AD Ventures.

Shiseido eyes up China

Cosmetics giant Shiseido has clocked up a solid 23% rise in brand value since last year to ¥583 billion. Shiseido has committed itself to its strategy of global expansion and product innovation, recording a healthy profit growth. The brand's foothold in the Chinese market is only getting stronger through clever product adaptation and localised marketing. Recent plans announced by CEO Masahiko Uotani to strengthen the EMEA and American arms of the business will no doubt have a positive impact on its brand value in the coming year.

Brand Value Change 2018-2019 (%)

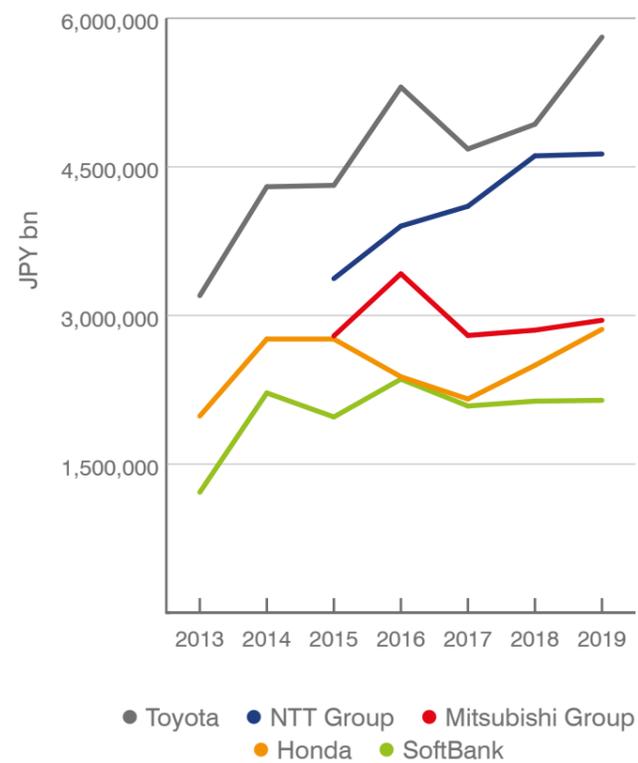


Top 10 Most Valuable Brands

	1 ← 1		2019: ¥5,810,111 2018: ¥4,930,191	+17.8%
	2 ← 2		2019: ¥4,630,000 2018: ¥4,611,031	+0.4%
	3 ← 3		2019: ¥2,951,444 2018: ¥2,851,982	+3.5%
	4 ← 4		2019: ¥2,860,444 2018: ¥2,496,874	+14.6%
	5 ↑ 6		2019: ¥2,143,894 2018: ¥2,135,351	+0.4%
	6 ↓ 5		2019: ¥2,083,629 2018: ¥2,185,886	-4.7%
	7 ← 7		2019: ¥1,958,130 2018: ¥1,875,647	+4.4%
	8 ↑ 9		2019: ¥1,680,469 2018: ¥1,554,001	+8.1%
	9 ↑ 12		2019: ¥1,414,007 2018: ¥1,250,324	+13.1%
	10 ← 10		2019: ¥1,355,696 2018: ¥1,354,401	+0.1%



Brand Value over Time



Brand Value by Sector



Sector	Brand Value (JPY bn)	% of total
Auto	17,856,749	27.0%
Tech	11,868,856	17.9%
Telecoms	9,277,690	14.0%
Mining, Iron & Steel	3,776,662	5.7%
Banking	3,530,197	5.3%
Engineering & Construction	2,972,303	4.5%
Others	16,934,467	25.6%
Total	66,216,925	100.0%

Japan Airlines (JAL) fly high

Aside from calculating 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. Along with the level of revenues, brand strength is a crucial driver of brand value.

The strongest brand in the country belongs to Japan Airlines (JAL) with a Brand Strength Index (BSI) score of 88.5 out of 100 and a corresponding AAA rating. Japan Airlines have maintained a consistently high reputation amongst their domestic market, attracting high loyalty with Japanese travellers. The airline has also set its sights on further expansion across international markets as well as its much-anticipated launch of low-cost carrier Zipair Tokyo, set for the 2020 Summer Olympics.

7-Eleven looks to India for growth

Last year's holder of the nation's strongest brand title, 7-Eleven has maintained strong performance. The retailer's Brand Strength Index (BSI) score sits at an impressive 85.9 out of 100, with a corresponding AAA rating.

The Japanese-owned US-headquartered brand is now looking towards India for new store openings. With over 2500 convenience stores in Tokyo alone, the brand also has a presence across Thailand, China, Denmark, Australia and the UAE, through area license and master franchise agreements.

JAL has been flying the flag for Japan in the airline industry for decades and it is extremely satisfying to see them achieve the top score in our Brand Strength Index in Japan this year. The quality of their onboard products and services, grounded in "Tradition, Innovation, and the Spirit of Japan", is widely recognised. Driving customer preference, "omotenashi" (Japanese-style hospitality) can be a vital force for JAL to prosper during and beyond the 2020 Tokyo Olympics.

Jun Tanaka
Managing Director, Japan

Top 10 Strongest Brands

	1 - NEW		2019: 88.5 AAA 2018: - -
	2 - NEW		2019: 86.0 AAA 2018: - -
	3 ↓ 1		2019: 85.9 AAA 2018: 85.9 AAA +0.1
	4 ↓ 2		2019: 85.1 AAA 2018: 85.1 AAA +0.0
	5 - NEW		2019: 84.7 AAA 2018: - -
	6 - NEW		2019: 84.7 AAA 2018: - -
	7 ↑ 41		2019: 82.6 AAA- 2018: 64.0 A+ +18.6
	8 - NEW		2019: 82.4 AAA- 2018: - -
	9 ↓ 3		2019: 82.3 AAA- 2018: 84.7 AAA -2.4
	10 ↑ 11		2019: 82.3 AAA- 2018: 78.9 AA+ +3.4

Brand Finance Japan 100 (JPY m).

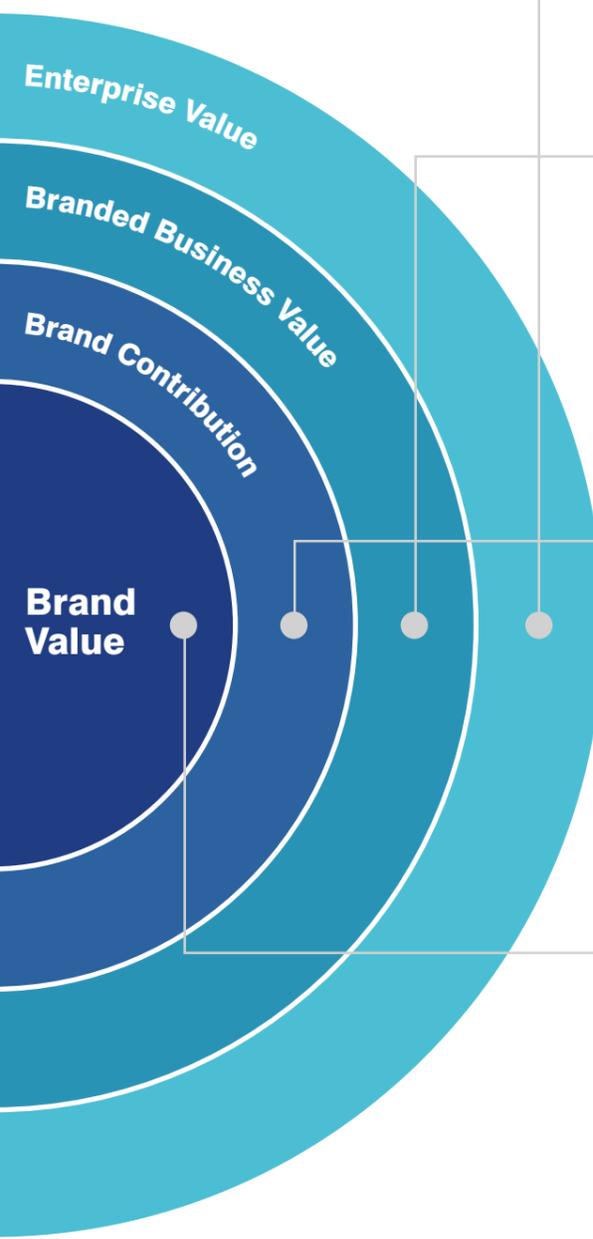
Top 100 most valuable Japanese brands 1-50

2019 Rank	2018 Rank	Brand	Sector	2019 Brand Value	Brand Value Change	2018 Brand Value	2019 Brand Rating	2018 Brand Rating
1	1	← Toyota	Auto	¥5,810,111	+17.8%	¥4,930,191	AAA	AAA
2	2	← NTT Group	Telecoms	¥4,630,000	+0.4%	¥4,611,031	AA+	AA+
3	3	← Mitsubishi Group	Auto	¥2,951,444	+3.5%	¥2,851,982	A+	AA-
4	4	← Honda	Auto	¥2,860,444	+14.6%	¥2,496,874	AA+	AAA-
5	6	↑ SoftBank	Telecoms	¥2,143,894	+0.4%	¥2,135,351	AA+	AA+
6	5	↓ Nissan	Auto	¥2,083,629	-4.7%	¥2,185,886	AA	AA+
7	7	← au	Telecoms	¥1,958,130	+4.4%	¥1,875,647	AAA-	AA+
8	9	↑ Hitachi Group	Tech	¥1,680,469	+8.1%	¥1,554,001	AA+	AA+
9	12	↑ Sumitomo Group	Mining, Iron & Steel	¥1,414,007	+13.1%	¥1,250,324	A	A
10	10	← Sony	Tech	¥1,355,696	+0.1%	¥1,354,401	AAA-	AAA
11	15	↑ Panasonic	Tech	🔒	🔒	🔒	🔒	🔒
12	18	↑ Uniqlo	Apparel	🔒	🔒	🔒	🔒	🔒
13	11	↓ JR	Logistics	🔒	🔒	🔒	🔒	🔒
14	8	↓ MUFG	Banking	🔒	🔒	🔒	🔒	🔒
15	13	↓ Canon	Tech	🔒	🔒	🔒	🔒	🔒
16	17	↑ 7-Eleven	Retail	🔒	🔒	🔒	🔒	🔒
17	14	↓ Lexus	Auto	🔒	🔒	🔒	🔒	🔒
18	-	New Japan Post Holdings	Logistics	🔒	🔒	🔒	🔒	🔒
19	16	↓ Mitsui Group	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
20	-	New SMBC	Banking	🔒	🔒	🔒	🔒	🔒
21	21	← Yahoo! Group	Tech	🔒	🔒	🔒	🔒	🔒
22	19	↓ Subaru	Auto	🔒	🔒	🔒	🔒	🔒
23	25	↑ Marubeni	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
24	20	↓ Nintendo	Tech	🔒	🔒	🔒	🔒	🔒
25	23	↓ Bridgestone	Tires	🔒	🔒	🔒	🔒	🔒
26	26	← Playstation	Tech	🔒	🔒	🔒	🔒	🔒
27	28	↑ Mizuho Financial Group	Banking	🔒	🔒	🔒	🔒	🔒
28	27	↓ Daiwa House	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
29	30	↑ MS&AD	Insurance	🔒	🔒	🔒	🔒	🔒
30	22	↓ Nippon Life Insurance	Insurance	🔒	🔒	🔒	🔒	🔒
31	33	↑ SHISEIDO	Cosmetics & Personal Care	🔒	🔒	🔒	🔒	🔒
32	32	← Suzuki	Auto	🔒	🔒	🔒	🔒	🔒
33	-	New Tokio Marine Holdings	Insurance	🔒	🔒	🔒	🔒	🔒
34	38	↑ Daikin	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
35	41	↑ Sharp	Tech	🔒	🔒	🔒	🔒	🔒
36	31	↓ Denso	Auto Components	🔒	🔒	🔒	🔒	🔒
37	50	↑ Kirin	Beers	🔒	🔒	🔒	🔒	🔒
38	42	↑ Dai-ichi Life	Insurance	🔒	🔒	🔒	🔒	🔒
39	40	↑ TEPCO	Utilities	🔒	🔒	🔒	🔒	🔒
40	36	↓ Winston	Tobacco	🔒	🔒	🔒	🔒	🔒
41	46	↑ Sompo Japan Nipponkoa	Insurance	🔒	🔒	🔒	🔒	🔒
42	44	↑ AEON	Retail	🔒	🔒	🔒	🔒	🔒
43	37	↓ UQ Communications	Telecoms	🔒	🔒	🔒	🔒	🔒
44	43	↓ Mazda	Auto	🔒	🔒	🔒	🔒	🔒
45	47	↑ Kyocera	Tech	🔒	🔒	🔒	🔒	🔒
46	-	New Rakuten	Tech	🔒	🔒	🔒	🔒	🔒
47	-	New Inpex	Oil & Gas	🔒	🔒	🔒	🔒	🔒
48	39	↓ Daihatsu	Auto	🔒	🔒	🔒	🔒	🔒
49	-	New Nippon Steel	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
50	-	New Japan Airlines	Airlines	🔒	🔒	🔒	🔒	🔒

Top 100 most valuable Japanese brands 51-100

2019 Rank	2018 Rank	Brand	Sector	2019 Brand Value	Brand Value Change	2018 Brand Value	2019 Brand Rating	2018 Brand Rating
51	-	New Murata	Tech	🔒	🔒	🔒	🔒	🔒
52	34	↓ Fujitsu Group	#N/A	🔒	🔒	🔒	🔒	🔒
53	-	New ORIX	Banking	🔒	🔒	🔒	🔒	🔒
54	35	↓ ISUZU	Auto	🔒	🔒	🔒	🔒	🔒
55	-	New Nidec	Tech	🔒	🔒	🔒	🔒	🔒
56	48	↓ Sekisui House	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
57	-	New Lawson	Retail	🔒	🔒	🔒	🔒	🔒
58	45	↓ Nomura	Banking	🔒	🔒	🔒	🔒	🔒
59	-	New ANA	Airlines	🔒	🔒	🔒	🔒	🔒
60	-	New Oji Paper	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
61	-	New Nitori	Retail	🔒	🔒	🔒	🔒	🔒
62	-	New Mevius	Tobacco	🔒	🔒	🔒	🔒	🔒
63	-	New Wii	Tech	🔒	🔒	🔒	🔒	🔒
64	-	New TDK	Tech	🔒	🔒	🔒	🔒	🔒
65	-	New Fujifilm	Tech	🔒	🔒	🔒	🔒	🔒
66	29	↓ Toshiba	Tech	🔒	🔒	🔒	🔒	🔒
67	-	New Toyota Industries	Tires	🔒	🔒	🔒	🔒	🔒
68	-	New Kajima	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
69	-	New Asahi	Beers	🔒	🔒	🔒	🔒	🔒
70	-	New Asahi Kasei Corp	Chemicals	🔒	🔒	🔒	🔒	🔒
71	-	New Obayashi	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
72	-	New Yakult	Food	🔒	🔒	🔒	🔒	🔒
73	-	New Kikkoman	Food	🔒	🔒	🔒	🔒	🔒
74	-	New Tokyo Disney	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
75	-	New Hino	Auto	🔒	🔒	🔒	🔒	🔒
76	-	New Kansai	Utilities	🔒	🔒	🔒	🔒	🔒
77	-	New Secom	Commercial Services	🔒	🔒	🔒	🔒	🔒
78	-	New Ajinomoto	Food	🔒	🔒	🔒	🔒	🔒
79	-	New Chubu	Utilities	🔒	🔒	🔒	🔒	🔒
80	-	New Don Quijote	Retail	🔒	🔒	🔒	🔒	🔒
81	-	New Taisei	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
82	-	New Tokyo Electron	Tech	🔒	🔒	🔒	🔒	🔒
83	-	New Epson	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
84	-	New Glassdoor	Tech	🔒	🔒	🔒	🔒	🔒
85	-	New Olympus	Tech	🔒	🔒	🔒	🔒	🔒
86	-	New SK-II	Cosmetics & Personal Care	🔒	🔒	🔒	🔒	🔒
87	-	New Yamaha	Auto	🔒	🔒	🔒	🔒	🔒
88	-	New Sapporo	Beers	🔒	🔒	🔒	🔒	🔒
89	-	New Acura	Auto	🔒	🔒	🔒	🔒	🔒
90	-	New Bandai Namco	Toys	🔒	🔒	🔒	🔒	🔒
91	-	New Shin-Etsu	Chemicals	🔒	🔒	🔒	🔒	🔒
92	-	New Cyberagent	Tech	🔒	🔒	🔒	🔒	🔒
93	-	New Shimizu	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
94	-	New KDDI	Telecoms	🔒	🔒	🔒	🔒	🔒
95	-	New Sogo	Retail	🔒	🔒	🔒	🔒	🔒
96	-	New JFE	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
97	-	New Terumo	Healthcare	🔒	🔒	🔒	🔒	🔒
98	-	New Ito-Yokado	Retail	🔒	🔒	🔒	🔒	🔒
99	-	New Recruit	Tech	🔒	🔒	🔒	🔒	🔒
100	-	New IHI	Engineering & Construction	🔒	🔒	🔒	🔒	🔒

Definitions.



Brand Value



+ Enterprise Value
The value of the entire enterprise, made up of multiple branded businesses.

Where a company has a purely mono-branded architecture, the 'enterprise value' is the same as 'branded business value'.



+ Branded Business Value
The value of a single branded business operating under the subject brand.

A brand should be viewed in the context of the business in which it operates. Brand Finance always conducts a branded business valuation as part of any brand valuation. We evaluate the full brand value chain in order to understand the links between marketing investment, brand-tracking data, and stakeholder behaviour.



+ Brand Contribution
The overall uplift in shareholder value that the business derives from owning the brand rather than operating a generic brand.

The brand values contained in our league tables are those of the potentially transferable brand assets only, making 'brand contribution' a wider concept. An assessment of overall 'brand contribution' to a business provides additional insights to help optimise performance.



+ Brand Value
The value of the trade mark and associated marketing IP within the branded business.

Brand Finance helped to craft the internationally recognised standard on Brand Valuation – ISO 10668. It defines brand 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.

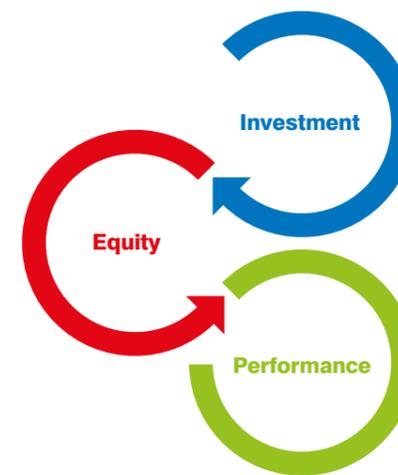
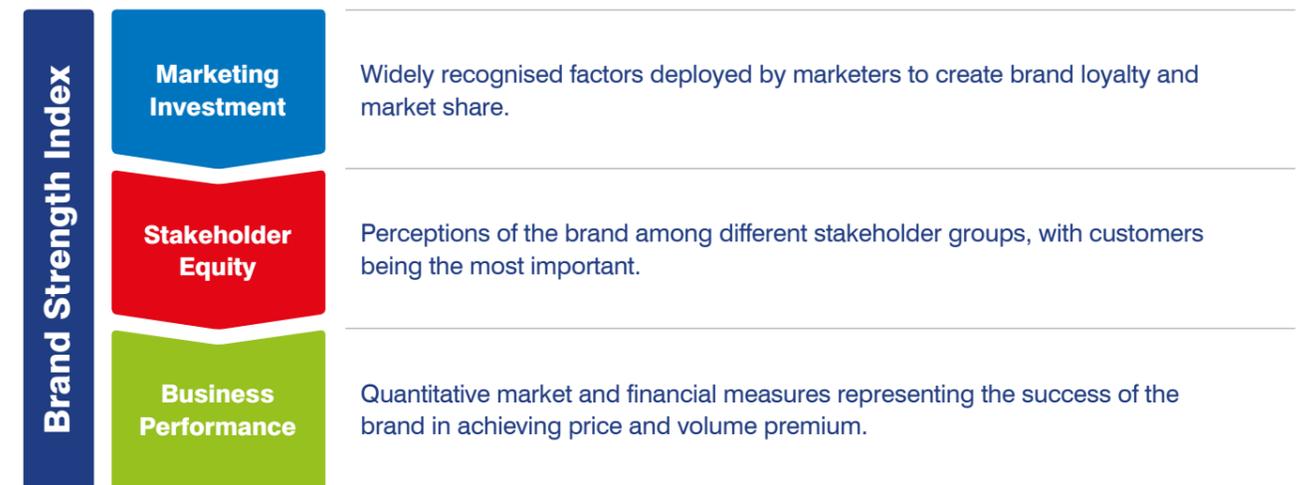
Brand Strength

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 Valuation Methodology.

Brand Finance calculates the values of the brands in its league tables using the Royalty Relief approach – a brand valuation method compliant with the industry standards set in ISO 10668.

This involves estimating the likely future revenues that are attributable to a brand by calculating a royalty rate that would be charged for its use, to arrive at a 'brand value' understood as a net economic benefit that a licensor would achieve by licensing the brand in the open market.

The steps in this process are as follows:

- 1 Calculate brand strength using a balanced scorecard of metrics assessing Marketing Investment, Stakeholder Equity, and Business Performance. Brand strength is expressed as a Brand Strength Index (BSI) score on a scale of 0 to 100.
- 2 Determine royalty range for each industry, reflecting the importance of brand to purchasing decisions. In luxury, the maximum percentage is high, in extractive industry, where goods are often commoditised, it is lower. This is done by reviewing comparable licensing agreements sourced from Brand Finance's extensive database.
- 3 Calculate royalty rate. The BSI score is applied to the royalty range to arrive at a royalty rate. For example, if the royalty range in a sector is 0-5% and a brand has a BSI 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 by estimating a proportion of parent company revenues attributable to a brand.
- 5 Determine forecast 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.



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.

Market Research Methodology.

Brand Finance conducted original market research in 10 sectors across 31 markets with a sample size of over 50,000 adults, representative of each country's internet population aged 18+. Surveys were conducted online during Autumn 2018.



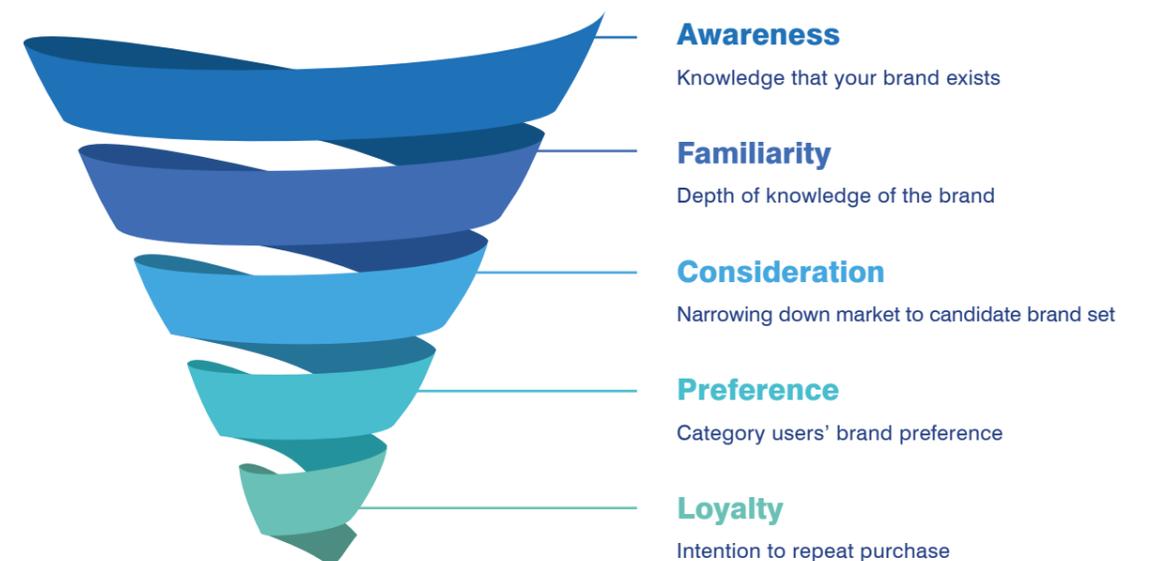
Stakeholder Equity Measures.

Key Metrics

- + Reputation
- + Innovation
- + Trust
- + Emotional Fit
- + Recommendation
- + Quality etc.

Brand conversion funnel

The brand conversion funnel is a way of summarising the likely strength of a brand to convert to purchase.



Consulting Services.

1. Valuation: What are my intangible assets worth?

Valuations may be conducted for technical purposes and to set a baseline against which potential strategic brand scenarios can be evaluated.

- + Branded Business Valuation
- + Trademark Valuation
- + Intangible Asset Valuation
- + Brand Contribution

2. Analytics: How can I improve marketing effectiveness?

Analytical services help to uncover drivers of demand and insights. Identifying the factors which drive consumer behaviour allows an understanding of how brands create bottom-line impact.

- Market Research Analytics +
- Return on Marketing Investment +
- Brand Audits +
- Brand Scorecard Tracking +

4. Transactions: Is it a good deal? Can I leverage my intangible assets?

Transaction services help buyers, sellers, and owners of branded businesses get a better deal by leveraging the value of their intangibles.

- + M&A Due Diligence
- + Franchising & Licensing
- + Tax & Transfer Pricing
- + Expert Witness

3. Strategy: How can I increase the value of my branded business?

Strategic marketing services enable brands to be leveraged to grow businesses. Scenario modelling will identify the best opportunities, ensuring resources are allocated to those activities which have the most impact on brand and business value.

- Brand Governance +
- Brand Architecture & Portfolio Management +
- Brand Transition +
- Brand Positioning & Extension +



MARKETING



FINANCE



TAX



LEGAL

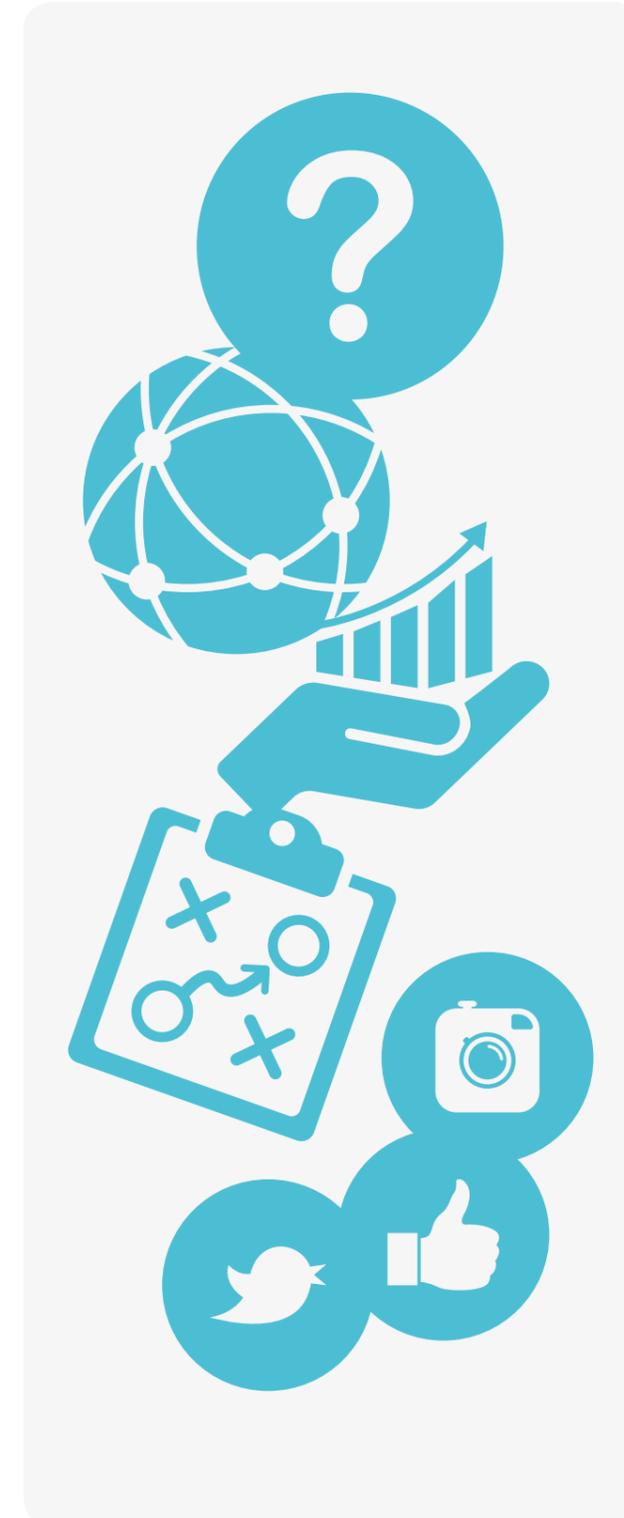
We help marketers to connect their brands to business performance by evaluating the return on investment (ROI) of brand-based decisions and strategies.

We provide financiers and auditors with an independent assessment on all forms of brand and intangible asset valuations.

We help brand owners and fiscal authorities to understand the implications of different tax, transfer pricing, and brand ownership arrangements.

We help clients to enforce and exploit their intellectual property rights by providing independent expert advice in- and outside of the courtroom.

Brand Evaluation Services.



How are brands perceived in my category?

Brand Finance tracks brand fame and perceptions across over 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 JAPANESE BRAND



MOST VALUABLE JAPANESE BRAND



STRONGEST JAPANESE 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[®]



Value-Based Communications

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.

SERVICES

- Research and Insights
- Integrated Communications Planning
- Project Management and Campaign Execution
- Content and Channel Strategy
- Communications Workshops

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

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