



# Europe 500 2025

The annual report on the most valuable and strongest European brands

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# Europe's top 500 brands hit €2.3 trillion in brand value despite global economic uncertainty

- + German brands secure seven of the top 10 spots on the most valuable brands list; **T** remains Europe's most valuable brand for the third consecutive year
- + **Revolut's** brand value surges eightfold, making it the fastest-growing brand in Europe
- + Local champions outperform global giants: **Valio** and **Greggs** rank among Europe's strongest brands

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# About Brand Finance

## Bridging 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 more than 25 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

## Quantifying the financial value of brands

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

## 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.

## Priding ourselves on technical credibility

Brand Finance, a chartered accountancy firm regulated by the Institute of Chartered Accountants in England and Wales, is the first brand valuation consultancy to join the International Valuation Standards Council. Our experts crafted standards (ISO 10668 and ISO 20671) and our methodology, certified by Austrian Standards, is officially approved by the Marketing Accountability Standards Board.

# The world's leading brand valuation consultancy

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# Foreword



**David Haigh**  
Chairman & CEO,  
Brand Finance

The global business landscape is constantly evolving, shaped by economic shifts, technological advancements, and changing customer expectations. In this dynamic environment, strong brands continue to stand as key drivers of business success, enabling organisations to differentiate themselves, attract loyal customers, and build resilience in an increasingly competitive world.

The enduring importance of brand strength is supported by Brand Finance's extensive research. A well-managed brand delivers measurable value beyond customer attraction and retention – it enhances talent acquisition, investor confidence, and organisational agility. In today's marketplace, a strong brand is not just an asset but a strategic imperative.

Brand Finance has deepened its investment in understanding customer perceptions like never before. This year, the Brand Strength Index has evolved to include metrics based on familiarity and perceptions of both functional credibility and emotional appeal versus competitors. This updated model is designed to be predictive of growth, capturing the drivers of value such as increased demand, higher willingness to pay, and stronger customer advocacy. The insights gathered from over 170,000 respondents across 41 sectors and 31 countries in this year's Global 500 report highlight the importance of these factors in shaping the world's strongest and most valuable brands.

A persistent challenge is the assumption that Chief Financial Officers (CFOs) are opposed to investing in brands, but we believe this is a misconception. Ambitious CFOs understand that a strong brand supports business success but many are reluctant to allocate resources toward long-term brand-building without data supporting this approach, often resulting in a prioritisation of short-term performance marketing. The findings from this year's report underscore the importance of data in aligning the priorities of corporate leaders. Brand valuation empowers CFOs to invest in brand with confidence, resulting in business decisions focused on growing and enduring brand value and strength.

Whether you are aiming to strengthen your brand or quantify its contribution to your business's success, the Brand Finance team is here to support you with brand valuations that align marketing and finance to accelerate growth. We invite you to explore the insights within this report and collaborate with us in shaping a more profitable and sustainable future for your brand.

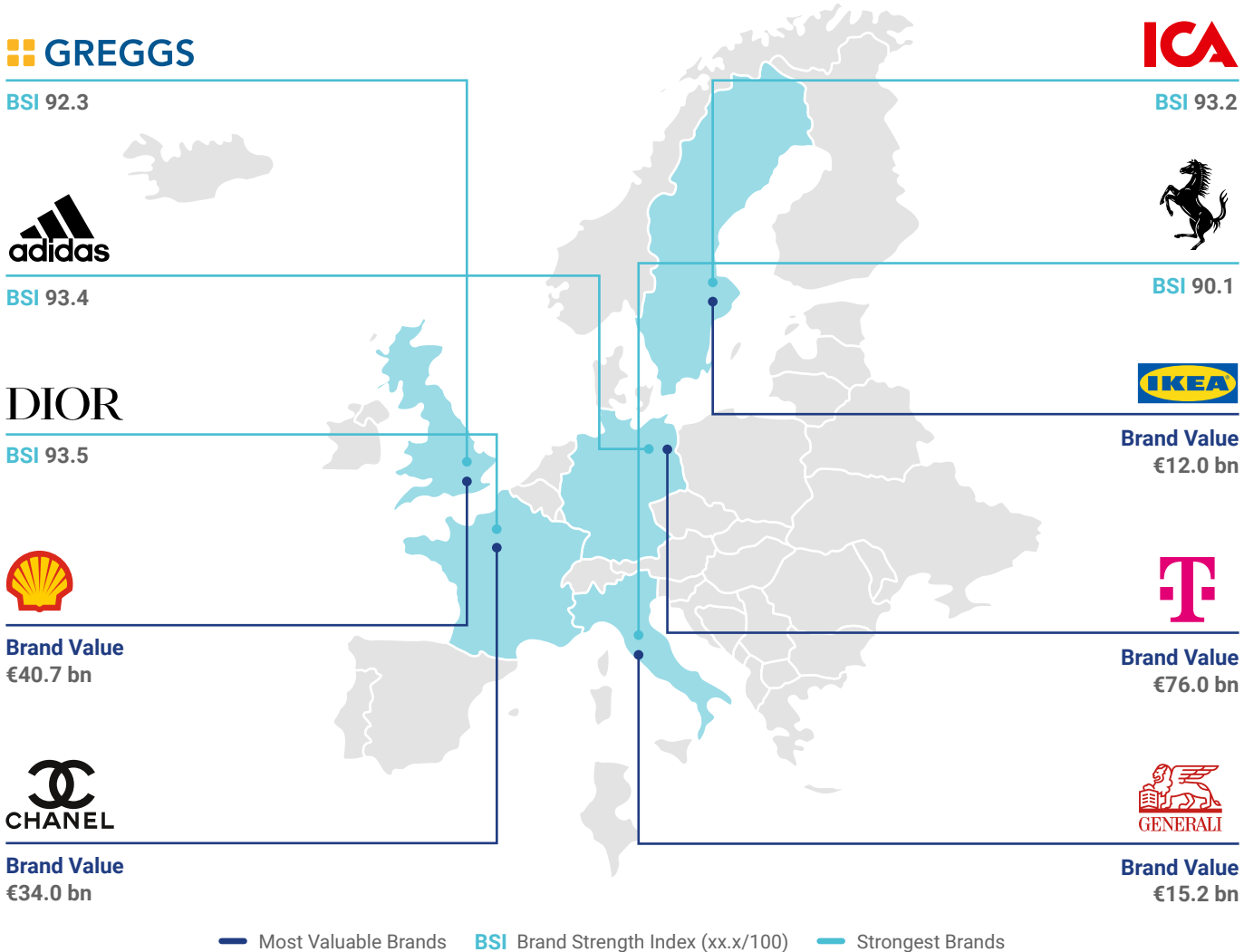


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# Regional Overview



# Regional Overview



The outlook for European brands in 2025 is cautiously optimistic despite persistent uncertainty. Modest economic growth is forecast for the EU, with real GDP expected to rise by 1.1% and the euro area by 0.9%, reflecting a downgrade from previous projections due to increased tariffs and global trade unpredictability.

These challenges, driven by abrupt shifts in U.S. trade policy and ongoing geopolitical tensions, are weighing on investor confidence and creating a volatile environment for Europe’s leading brands.

Despite these challenges, the total brand value of the top 500 most valuable European brands has reached EUR2.3 trillion in 2025 - an increase of 5% compared to EUR2.2 trillion in 2024. Germany leads the Europe 500 ranking with a total brand value of EUR616.5 billion and 75 brands featured,

with **T** retaining its position as Europe’s most valuable brand. **Mercedes-Benz** maintains second position; however, the ranking highlights a decline across German auto brands.

Of the seven German car brands included, only saw an increase in brand value. More broadly, just five of 26 European auto brands recorded growth, reflecting wider challenges from global EV innovators and rising challenger brands in the U.S. and Asia.

France ranks second behind Germany, with its 85 brands contributing EUR544.1 billion, driven by its dominance in luxury apparel. The UK comes in third, contributing EUR 383.4 billion of the total brand value. 13 UK brands entered the Europe 500 ranking in 2025 - the highest of all countries featured – with notable entrants hailing from the banking and spirits sectors.



A defining trend in the 2025 ranking is the growing strength of national champions - what Brand Finance calls 'local leaders.'

While multinational giants remain dominant on the global stage, brands that resonate deeply within their home markets are rising in brand strength.

Finnish dairy brand **Valio** is named Europe's strongest brand in 2025, while the UK's beloved high-street bakery chain **Greggs** has broken into the top 10 strongest European brands list, ranking seventh. This shift highlights that brand authenticity and local relevance are becoming just as important as global scale, particularly in consumer-driven sectors.





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# Valuation Analysis



# Most Valuable European Brands 2025

German brands dominate the list of the top 10 most valuable European brands in 2025, claiming seven spots. French brands take two, while the UK contributes one.

**T** remains the most valuable European brand for the third year in a row, as well as the most valuable telecoms brand globally for the second consecutive year, with its brand value rising 12% to EUR76.5 billion. Effective brand management and the company's strong economic and technological growth have fuelled this substantial increase in brand value.

**Mercedes-Benz** remains the second most valuable European brand, despite a 14% decline in brand value to EUR47.6 billion. Mercedes-Benz has had a challenging year marked by missed revenue targets and the implementation of cost-cutting measures. The brand revised its profit margin targets twice in 2024, citing a slowdown in the Chinese market as a key factor impacting profitability.

In response, Mercedes-Benz has intensified its focus on efficiency improvements and cost reductions. Despite this dip in brand value, the marque retains an exceptionally strong Brand Strength Index (BSI) score of 91.6 out of 100, underscoring its global reputation and resilience.











**Allianz Group** has climbed one position in the ranking to third place, its brand value up 2% to EUR44.7 billion. Its brand has remained steady this year, with Brand Finance research finding it achieved very strong results for familiarity, credibility and appeal in the Euro-area. Meanwhile, it achieved weaker results in the same brand strength areas in European non-Euro nations Switzerland, Sweden, and the United Kingdom.

As a result of Allianz Group's climb, **Shell** ranks as the fourth most valuable European brand in 2025. Its brand value declined 13% to EUR40.7 billion. It is also the most valuable oil & gas brand in the world.

Shell's continued focus on LNG and gas, including its investment decision on the Manatee gas field in Trinidad and Tobago, has positioned the company favourably in the growing clean energy sector. Additionally, Shell's operational efficiency, which saw a USD3.1 billion (approximately GBP2.3 billion)

## Top 10 Most Valuable European Brands 2025

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#1		T	€76.5 bn	+12%
#2		Mercedes-Benz	€47.6 bn	-14%
#3		Allianz Group	€44.7 bn	+2%
#4		Shell	€40.7 bn	-13%
#5		BMW	€38.1 bn	0%
#6		Porsche	€36.9 bn	-8%
#7		Chanel	€34.0 bn	+40%
#8		Louis Vuitton	€29.5 bn	-2%
#9		Volkswagen	€28.2 bn	-11%
#10		SAP	€28.2 bn	+20%



reduction in cost since 2022, has likely helped mitigate its brand value drop amidst challenging market conditions.

Climbing to fifth place, **BMW's** brand value has remained relatively stable at EUR38.1 billion. BMW's position is supported by its continued expansion in the electric vehicle market. Strong BEV sales growth and an expanded product lineup have helped the brand maintain its upward trajectory, despite broader market challenges. BMW has also managed to grow deliveries across most key regions, although economic pressures in China remain a challenge.

**Porsche** (down 8% to USD36.9 billion) ranks sixth among European brands in 2025. Brand Finance largely attributes its brand value decline to weakening demand in China and Europe, impacting overall performance. Despite this, Porsche remains focused on a value-driven sales strategy, prioritising long-term value over aggressive volume growth.

**Chanel** has risen three places in the Europe 500 2025 ranking to seventh place, following a 40% increase in brand value to EUR34.0 billion.

It is also the most valuable French brand in 2025 and is the fastest growing among the world's leading luxury and premium brands. Meanwhile, **Louis Vuitton** maintains eighth position, despite a slight 2% drop in brand value to EUR29.5 billion.

Germany's **Volkswagen** and software giant **SAP** both retain their spots in the top 10, each with a brand value of EUR28.2 billion. While Volkswagen's brand value had declined 7% in 2025, SAP's brand value has increased 25%.

This growth is largely driven by a surge in cloud revenues, bolstered by the company's acquisition of WalkMe in September 2024, which aims to strengthen SAP's digital adoption capabilities and strengthened its enterprise cloud offerings.



# Most Valuable Brand

## T

**Deutsche Telekom** has once again retained its title as the most valuable European brand, and the world’s most valuable telecoms brand.

Since 2020, the T brand’s value has grown significantly, reflecting the company’s strong market position and consistent strategic investments. In Brand Finance’s Global 500 2025 ranking, T also secured the 11<sup>th</sup> spot globally across all sectors.

This achievement highlights its sustained growth and increasing influence beyond telecommunications, positioning it as a key player on the global stage.

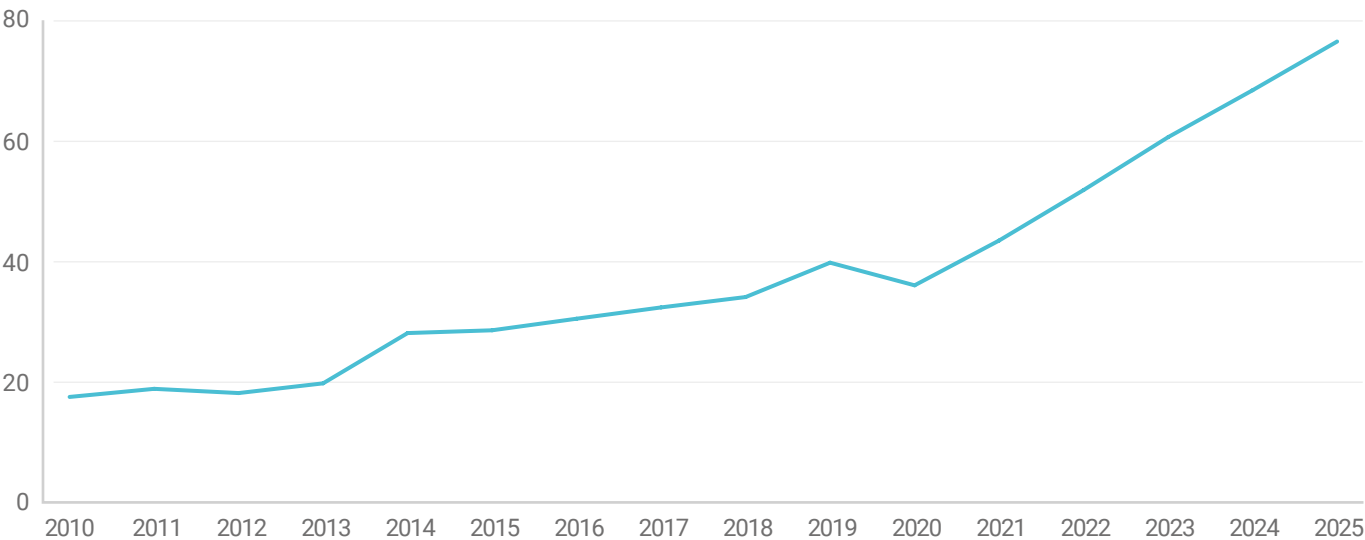
A major driver of this success is T’s global umbrella brand strategy, which has unified its operations and strengthened brand perception across markets. The group continues to gain recognition through sustainable investments in network quality, digital technologies, and exceptional customer service.

T’s superior network quality has proven crucial in attracting and retaining customers, both in Europe and the United States. Its strong international presence has further cemented its reputation as a leading digital telecoms company, leveraging economic and technological advancements to stay ahead in an increasingly competitive industry.



**T Brand Value Trend Line | 2010-2025 (EURbn)**

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# Fastest Growing Brand Value Revolut

**Revolut** is the fastest-growing European brand in 2025, its brand value increasing almost eightfold (+760%) since 2024 to EUR1.7 billion. This surge in brand value also secures its debut in the Europe 500 ranking for the first time, ranked 325<sup>th</sup>.

Digital-native banks like Revolut are reshaping the market, signalling a shift in consumer priorities towards digital banking over traditional branch networks as continuous innovation becomes increasingly important.

Brand Finance attributes this brand value growth to strong revenue and customer growth, as well as an upgraded brand strength rating from A+ to AA. These gains are on the back of significant marketing investment and Revolut's 'The Future of Money' campaign.

According to Brand Finance research, Revolut earns a near-perfect 9.7 out of 10 for word of mouth, reflecting high brand advocacy and equity among consumers.

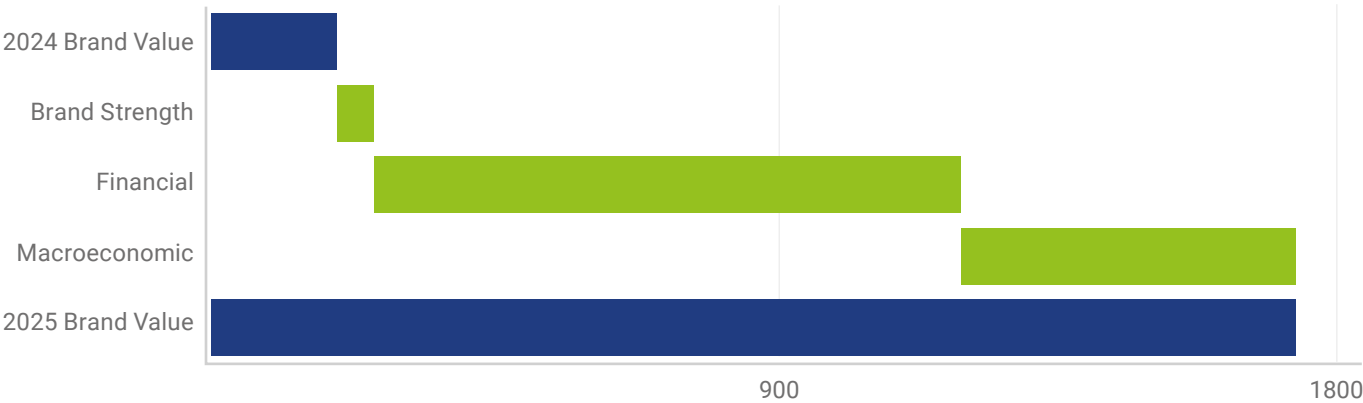
The neobank also rates highly for brand credibility, scoring 8.6 for reliability and 8.3 for reputation, further highlighting its challenger-brand position among banking brands.

These findings reinforce Revolut's shift in focus toward increasing awareness of its diverse product offerings and creating a stronger bond with its consumers, with a strong emphasis on "emotional storytelling".



## Revolut Drivers of Change

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# Brand to Watch Airbus

**Airbus** has emerged as a brand to watch in 2025, ranking 31<sup>st</sup> among the top 500 brands with a brand value of EUR15.0 billion. Despite an eight-place drop from 2024 and a modest 0.6% decline in brand value, the company remains a key player in aerospace.

In Q1 2025, Airbus reported revenues of EUR13.5 billion - a 6% increase year-over-year - though ongoing supply chain disruptions and geopolitical risks resulted in a backloaded delivery schedule.

The company's defence and space division has also shown strong momentum, with revenue rising from EUR7.2 billion in 2020 to an estimated EUR10.8 billion in 2025.

This growth reflects a broader surge in European defence spending, fuelled by geopolitical tensions and a drive for greater strategic autonomy in military and space capabilities. As a result, the overall aerospace and defence sector has grown by 16% in the 2025 Europe 500 ranking.

Airbus also ranks among the top five strongest aerospace and defence brands, with a Brand Strength Index (BSI) score of 82.0/100 and an AAA- rating.

The brand achieves strong scores across key metrics of Brand Finance's research, netting perfect familiarity scores in France, Germany, and the UK, as well as high scores for its reputation and positive contribution.





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# Brand Strength Analysis



# Brand Strength Analysis

Finnish dairy cooperative **Valio** has become the strongest European brand, with a Brand Strength Index (BSI) score of 96.3 out of 100. This shows how provenance-plus-protein propositions can beat price inflation and plant-based fads alike. Brand Finance research, conducted solely in its home market of Finland, shows that Valio is highly valued across all research metrics. Most notably, the brand scores a perfect 10 out of 10 for preference, consideration, understanding, and recommendation among Finnish consumers, underscoring its dominant market position.

Polish insurance brand **PZU** is the second strongest European brand, with a BSI score of 94.4 out of 100, due to exceptional brand perceptions and behaviours in its home market of Poland. According to Brand Finance data, PZU notes 10 out of 10 scores across several brand strength metrics, including familiarity, understanding, consideration, preference, and word of mouth. This highlights the brand’s unique position as one of the largest financial institutions in Poland and in Central and Eastern Europe.

## Top 10 Strongest European Brands 2025

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#1	Valio	96.3
#2	PZU	94.4
#3	Dior	93.5
#4	Adidas	93.4
#5	ICA	93.2
#6	Michelin	92.6
#7	Greggs	92.3
#8	Systembolaget	91.7
#9	Albert Heijn	91.5
#10	AIDA	91.4

## Dior Brand Strength Attributes Heat Map

© Brand Finance Plc. 2025

Weaker performance ● ● ● ● Stronger performance

Factor		France	Japan	United States
Brand Perceptions	Knowledge	●	●	●
	Credibility	●	●	●
	Appeal	●	●	●
Customer Behaviours	Selection	●	●	●
	Advocacy	●	●	●
	Price Acceptance	●	●	●



**Dior** enters the top three strongest European brands list, with a BSI score of 93.5 out of 100. Dior's score has also propelled it into the top 10 strongest global brands list among the world's 500 most valuable for 2025. According to Brand Finance research, Dior has seen notable increases in familiarity and reputation scores across multiple regions, with a perfect 10 out of 10 score for reputation in the U.S. Dior's success is further evidenced by its strong consideration and recommendation scores in Europe and the U.S. This combination of factors has contributed to Dior's rapid rise in the luxury and premium sector, with the brand now reportedly recognised as the most popular luxury brand online.

**Adidas** now ranks as the fourth strongest European brand with a BSI score of 93.4 out of 100. Notably, Adidas delivered exceptional brand growth this year, up 23% to EUR16.6 billion. Brand Finance research has identified that brand perceptions underpinning this success include knowledge at 9.6 out of 10, credibility at 9.7, and appeal at 9.4. Brand behaviours remain strong, with selection scoring 9.0 out of 10, price acceptance 9.5, and advocacy 9.1. Analysts have identified a number of key strategic initiatives that are playing a key role in protecting and building their brand.

The relaunch of classic Samba, Gazelle and Campus models rekindled consumer passion, leveraging nostalgia marketing to reinforce heritage design DNA and exploit long-term brand assets.


The UK's **Greggs** has entered the top 10 strongest European brands list for the first time, with a BSI score of 92.3 out of 100. Brand Finance research finds that UK consumers prefer brands integrated into daily life, unlike some countries that hold luxury brands in high regard.

Brand Finance attributes its brand strength to consistent, reliable brand positioning. Gregg's exceeded GBP2 billion in sales for 2024 for the first time, a milestone the company's leadership ties directly to Greggs' brand strength: "The strength of our brand and customer proposition was of paramount importance in a year with low consumer confidence and a food-to-go market that was not growing."

22 brands featured in the Europe 500 2025 ranking earn a AAA+ brand strength rating – the highest rating awarded by Brand Finance, emphasising the depth of brand equity among Europe's most valuable and strongest brands.

Attributes that Drive Brand Strength

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General Attributes (selected examples)	
Easy to deal with	
Genuinely offer something different	
Innovative	
Excellent website & apps	
Great customer service	
This brand supports causes that I care about	
Puts their customers first	
Great value for money	
Open and honest	
Modern	
Trustworthy	
Acts sustainably and ethically	

Sector-specific Attributes (selected examples)	
Great taste	
Is healthy / good for your health	
Conveniently located dealerships/parts & servicing	
Good coverage in all places	
Fair attitude to paying claims	
Great Locations	
Good in-flight entertainment, food and beverages	
Makes banking simpler	
Appealing packaging	
Flexible payment methods	
Great choice for families	
Classic and iconic	

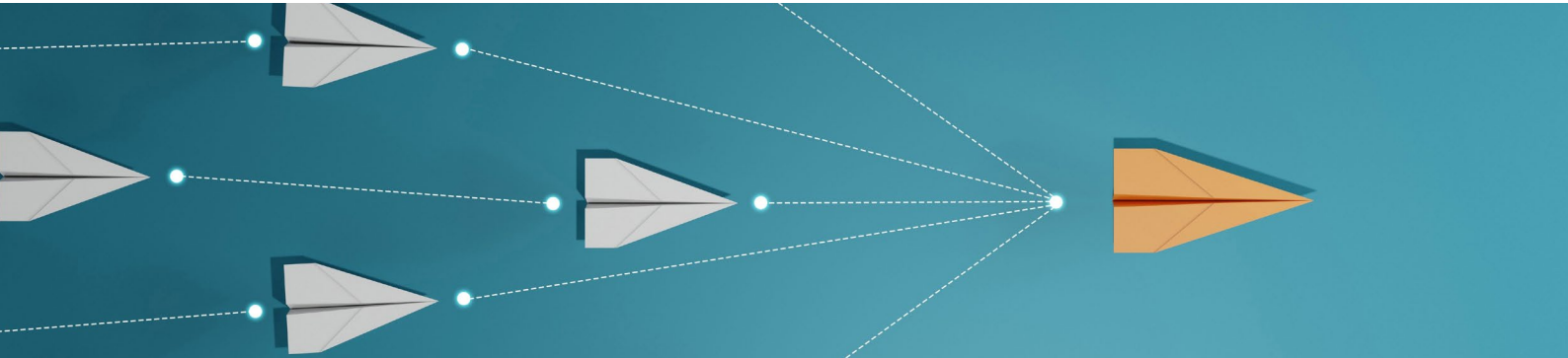
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# Brand Guardianship Index





# Brand Guardianship Index



The Brand Guardianship Index evaluates the efficacy of chief executives in managing and elevating their companies' brands while fostering long-term value creation. The ranking is derived from insights gathered through a global survey of nearly 5,000 respondents, including equity analysts, journalists, and the general public.

This thorough assessment underscores the strong correlation between effective brand leadership and corporate growth, highlighting the critical role of strategic foresight and commercial acumen. The Index integrates both perceptual factors, reflecting stakeholder sentiment, and performance metrics, which measure concrete business outcomes.

The Europe 500 Brand Guardianship highlights the top 50 CEOs among European brands.

In the Europe 500 2025 ranking, **Benedetto Vigna, CEO of Ferrari** is the top-ranked CEO with a score of 89.9/100. He is also the fourth-ranked CEO in the world behind three major tech CEOs. Under his leadership, Ferrari has successfully embraced an innovative future while preserving its heritage of luxury and performance. This is bolstered by his score of 10/10 for his 'understanding of brand and reputation' according to Brand Finance's research, as well as a 10 for his 'strategy and vision.'

Vigna has been credited with accelerating the company's push into electrification and digital transformation, all while maintaining strong financial results and brand prestige. Moreover, Ferrari maintains its position as one of the world's strongest automotive brands and the strongest Italian brand in 2025, with a BSI score of 90.1/100.

**Leena Nair, CEO of Chanel**, is the second-ranked CEO, and the top female CEO in the world in 2025, scoring 81.8/100. Chanel headhunted Nair from her previous role of Chief HR officer at Unilever. She embodies brand guardianship because of her people-centric experience, but she is also vocal about building the brand and long-term value. Nair also demonstrates an appreciation for the brand's legacy heritage – she speaks highly of the legacy of Gabrielle Chanel and is passionate about leaving her own legacy on the organisation's people, brand, and the planet.

Three other female CEOs rank among the top 50 in Europe; **Janet Truncale, CEO of EY**, ranks in 26<sup>th</sup> place, **Christel Heydemann, CEO of Orange**, is ranked 38<sup>th</sup>, and **Margherita Della Valle, CEO of Vodafone** is ranked 44<sup>th</sup>.

**Georges Elhedery, CEO OF HSBC**, is the third-ranked European CEO, with a score of 81.1/100. Since assuming the role in February 2025, Elhedery has made a significant impact, leading the bank through its biggest restructuring in decades to cut costs and simplify the organisation, ensuring it is better positioned to execute its strategy.

Other banking CEOs in the top 10 are **C S Venkat, CEO of Barclays**, **Stefaan Decraene, CEO of Rabobank**, and **Bill Winters, CEO of Standard Chartered**.

**Daniel Ek, CEO of Spotify** ranks in seventh place among the top Europe brand guardians. Since co-founding the company in 2006, Ek has guided Spotify from a small Swedish startup to the world's leading audio streaming platform, boasting hundreds of millions of active users across more than 180 countries. Under his leadership, Spotify has continued to embrace innovation, expand its global footprint, and diversify its content offerings into podcasts and audiobooks.

# Brand Value Ranking (EURm)

Top 500 most valuable European brands 1-50

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
1	1	=	T	Telecoms	Germany	76,514	+11.8%	68,438	AAA-
2	2	=	Mercedes-Benz	Automobiles	Germany	47,555	-14.3%	55,478	AAA
3	4	▲	Allianz Group	Insurance	Germany	44,650	+2.0%	43,766	AA-
4	3	▼	Shell	Oil & Gas	United Kingdom	40,733	-13.2%	46,952	AAA
5	6	▲	BMW	Automobiles	Germany	38,118	-0.4%	38,257	AAA
6	5	▼	Porsche	Automobiles	Germany	36,903	-8.3%	40,246	AAA
7	10	▲	Chanel	Apparel	France	34,004	+39.8%	24,332	AAA+
8	8	=	Louis Vuitton	Apparel	France	29,523	-1.9%	30,089	AAA
9	7	▼	Volkswagen	Automobiles	Germany	28,182	-10.6%	31,540	AA+
10	11	▲	SAP	Internet & Software	Germany	28,163	+19.9%	23,489	AA+
11	15	▲	HSBC	Banking	United Kingdom	🔒	🔒	🔒	🔒
12	-	New	Allianz	Insurance	Germany	🔒	🔒	🔒	🔒
13	12	▼	Siemens Group	Diversified	Germany	🔒	🔒	🔒	🔒
14	9	▼	EY	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
15	16	▲	Santander	Banking	Spain	🔒	🔒	🔒	🔒
16	13	▼	Nestlé	Food	Switzerland	🔒	🔒	🔒	🔒
17	20	▲	Hermès	Apparel	France	🔒	🔒	🔒	🔒
18	21	▲	AXA	Insurance	France	🔒	🔒	🔒	🔒
19	18	▼	TotalEnergies	Oil & Gas	France	🔒	🔒	🔒	🔒
20	35	▲	Rolex	Apparel	Switzerland	🔒	🔒	🔒	🔒
21	31	▲	Adidas	Apparel	Germany	🔒	🔒	🔒	🔒
22	17	▼	BP	Oil & Gas	United Kingdom	🔒	🔒	🔒	🔒
23	22	▼	Zara	Apparel	Spain	🔒	🔒	🔒	🔒
24	25	▲	Lidl	Retail	Germany	🔒	🔒	🔒	🔒
25	14	▼	Orange	Telecoms	France	🔒	🔒	🔒	🔒
26	28	▲	Dior	Apparel	France	🔒	🔒	🔒	🔒
27	39	▲	Barclays	Banking	United Kingdom	🔒	🔒	🔒	🔒
28	45	▲	Generali Group	Insurance	Italy	🔒	🔒	🔒	🔒
29	32	▲	Audi	Automobiles	Germany	🔒	🔒	🔒	🔒
30	27	▼	Aldi Süd	Retail	Germany	🔒	🔒	🔒	🔒
31	23	▼	Airbus	Aerospace & Defence	France	🔒	🔒	🔒	🔒
32	34	▲	KPMG	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
33	37	▲	Cartier	Apparel	France	🔒	🔒	🔒	🔒
34	19	▼	Equinor	Oil & Gas	Norway	🔒	🔒	🔒	🔒
35	29	▼	Bosch	Diversified	Germany	🔒	🔒	🔒	🔒
36	38	▲	L'Oréal	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
37	36	▼	Tesco	Retail	United Kingdom	🔒	🔒	🔒	🔒
38	40	▲	BNP Paribas	Banking	France	🔒	🔒	🔒	🔒
39	48	▲	Ferrari	Automobiles	Italy	🔒	🔒	🔒	🔒
40	33	▼	EDF	Utilities	France	🔒	🔒	🔒	🔒
41	24	▼	IKEA	Retail	Sweden	🔒	🔒	🔒	🔒
42	58	▲	Heineken	Beers	Netherlands	🔒	🔒	🔒	🔒
43	41	▼	UBS	Banking	Switzerland	🔒	🔒	🔒	🔒
44	46	▲	Vinci	Engineering	France	🔒	🔒	🔒	🔒
45	30	▼	Vodafone	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
46	44	▼	Carrefour	Retail	France	🔒	🔒	🔒	🔒
47	52	▲	Rewe	Retail	Germany	🔒	🔒	🔒	🔒
48	43	▼	Volvo	Automobiles	Sweden	🔒	🔒	🔒	🔒
49	26	▼	Gucci	Apparel	Italy	🔒	🔒	🔒	🔒
50	42	▼	DHL	Logistics	Germany	🔒	🔒	🔒	🔒



## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 51-100

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
51	54	▲	Decathlon	Retail	France	€10.1bn	▲	€9.8bn	A
52	70	▲	LEGO	Toys	Denmark	€9.8bn	▲	€9.5bn	A
53	69	▲	Intesa Sanpaolo	Banking	Italy	€9.7bn	▲	€9.4bn	A
54	50	▼	ING	Banking	Netherlands	€9.6bn	▲	€9.3bn	A
55	65	▲	Philips	Pharma	Netherlands	€9.5bn	▲	€9.2bn	A
56	47	▼	Enel	Utilities	Italy	€9.4bn	▲	€9.1bn	A
57	55	▼	Poste Italiane	Insurance	Italy	€9.3bn	▲	€9.0bn	A
58	51	▼	Zurich	Insurance	Switzerland	€9.2bn	▲	€8.9bn	A
59	49	▼	Capgemini	IT Services	France	€9.1bn	▲	€8.8bn	A
60	62	▲	Red Bull	Soft Drinks	Austria	€9.0bn	▲	€8.7bn	A
61	66	▲	Standard Chartered	Banking	United Kingdom	€8.9bn	▲	€8.6bn	A
62	61	▼	H&M	Apparel	Sweden	€8.8bn	▲	€8.5bn	A
63	56	▼	BASF	Chemicals	Germany	€8.7bn	▲	€8.4bn	A
64	87	▲	Rabobank	Banking	Netherlands	€8.6bn	▲	€8.3bn	A
65	57	▼	Sephora	Retail	France	€8.5bn	▲	€8.2bn	A
66	77	▲	BBVA	Banking	Spain	€8.4bn	▲	€8.1bn	A
67	53	▼	Engie	Utilities	France	€8.3bn	▲	€8.0bn	A
68	64	▼	Eni	Oil & Gas	Italy	€8.2bn	▲	€7.9bn	A
69	71	▲	Michelin	Tyres	France	€8.1bn	▲	€7.8bn	A
70	73	▲	Movistar	Telecoms	Spain	€8.0bn	▲	€7.7bn	A
71	79	▲	Spotify	Media	Sweden	€7.9bn	▲	€7.6bn	A
72	63	▼	Sky	Telecoms	United Kingdom	€7.8bn	▲	€7.5bn	A
73	93	▲	Crédit Mutuel	Banking	France	€7.7bn	▲	€7.4bn	A
74	68	▼	Danone	Food	France	€7.6bn	▲	€7.3bn	A
75	89	▲	Edeka	Retail	Germany	€7.5bn	▲	€7.2bn	A
76	76	=	NatWest	Banking	United Kingdom	€7.4bn	▲	€7.1bn	A
77	111	▲	Deutsche Bank	Banking	Germany	€7.3bn	▲	€7.0bn	A
78	81	▲	Bouygues	Diversified	France	€7.2bn	▲	€6.9bn	A
79	82	▲	ASML	Semiconductors	Netherlands	€7.1bn	▲	€6.8bn	A
80	84	▲	Nivea	Cosmetics & Personal Care	Germany	€7.0bn	▲	€6.7bn	A
81	85	▲	Lloyds Bank	Banking	United Kingdom	€6.9bn	▲	€6.6bn	A
82	72	▼	LSEG	Commercial Services	United Kingdom	€6.8bn	▲	€6.5bn	A
83	90	▲	Guerlain	Cosmetics & Personal Care	France	€6.7bn	▲	€6.4bn	A
84	59	▼	E.Leclerc	Retail	France	€6.6bn	▲	€6.3bn	A
85	78	▼	Conad	Retail	Italy	€6.5bn	▲	€6.2bn	A
86	94	▲	KBC	Banking	Belgium	€6.4bn	▲	€6.1bn	A
87	74	▼	Fresenius	Pharma	Germany	€6.3bn	▲	€6.0bn	A
88	60	▼	Roche	Pharma	Switzerland	€6.2bn	▲	€5.9bn	A
89	103	▲	CaixaBank	Banking	Spain	€6.1bn	▲	€5.8bn	A
90	88	▼	Crédit Agricole	Banking	France	€6.0bn	▲	€5.7bn	A
91	102	▲	Kaufland	Retail	Germany	€5.9bn	▲	€5.6bn	A
92	83	▼	Renault	Automobiles	France	€5.8bn	▲	€5.5bn	A
93	132	▲	Erste	Banking	Austria	€5.7bn	▲	€5.4bn	A
94	105	▲	Saint-Gobain	Engineering	France	€5.6bn	▲	€5.3bn	A
95	99	▲	Mercadona	Retail	Spain	€5.5bn	▲	€5.2bn	A
96	108	▲	Aviva	Insurance	United Kingdom	€5.4bn	▲	€5.1bn	A
97	91	▼	Schneider Electric	Engineering	France	€5.3bn	▲	€5.0bn	A
98	110	▲	Société Générale	Banking	France	€5.2bn	▲	€4.9bn	A
99	158	▲	BDO Global	Commercial Services	Belgium	€5.1bn	▲	€4.8bn	A
100	101	▲	Swiss Re	Insurance	Switzerland	€5.0bn	▲	€4.7bn	A

## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 101-150

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
101	109	▲	Bayer	Pharma	Germany	🔒	🔒	🔒	🔒
102	95	▼	Prada	Apparel	Italy	🔒	🔒	🔒	🔒
103	107	▲	Lancôme	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
104	98	▼	Glencore	Mining, Iron & Steel	Switzerland	🔒	🔒	🔒	🔒
105	67	▼	Nokia	Electronics	Finland	🔒	🔒	🔒	🔒
106	86	▼	Swisscom	Telecoms	Switzerland	🔒	🔒	🔒	🔒
107	112	▲	BAE Systems	Aerospace & Defence	United Kingdom	🔒	🔒	🔒	🔒
108	96	▼	E.ON	Utilities	Germany	🔒	🔒	🔒	🔒
109	115	▲	TIM	Telecoms	Italy	🔒	🔒	🔒	🔒
110	118	▲	O2	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
111	113	▲	Iberdrola	Utilities	Spain	🔒	🔒	🔒	🔒
112	80	▼	Asda	Retail	United Kingdom	🔒	🔒	🔒	🔒
113	125	▲	Armani	Apparel	Italy	🔒	🔒	🔒	🔒
114	120	▲	JD Sports	Retail	United Kingdom	🔒	🔒	🔒	🔒
115	119	▲	Nordea	Banking	Finland	🔒	🔒	🔒	🔒
116	123	▲	Veolia	Utilities	France	🔒	🔒	🔒	🔒
117	75	▼	Munich Re	Insurance	Germany	🔒	🔒	🔒	🔒
118	97	▼	Continental Group	Diversified	Germany	🔒	🔒	🔒	🔒
119	117	▼	Novo Nordisk	Pharma	Denmark	🔒	🔒	🔒	🔒
120	138	▲	3	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
121	114	▼	Hennessy	Spirits	France	🔒	🔒	🔒	🔒
122	116	▼	Ray-Ban	Apparel	Italy	🔒	🔒	🔒	🔒
123	129	▲	Garnier	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
124	146	▲	BBC	Media	United Kingdom	🔒	🔒	🔒	🔒
125	128	▲	Safran	Aerospace & Defence	France	🔒	🔒	🔒	🔒
126	100	▼	EnBW	Utilities	Germany	🔒	🔒	🔒	🔒
127	149	▲	Leroy Merlin	Retail	France	🔒	🔒	🔒	🔒
128	193	▲	Swedbank	Banking	Sweden	🔒	🔒	🔒	🔒
129	131	▲	SPAR	Retail	Netherlands	🔒	🔒	🔒	🔒
130	154	▲	Barilla	Food	Italy	🔒	🔒	🔒	🔒
131	157	▲	TUI	Leisure & Tourism	Germany	🔒	🔒	🔒	🔒
132	147	▲	Lindt	Food	Switzerland	🔒	🔒	🔒	🔒
133	122	▼	Sainsbury's	Retail	United Kingdom	🔒	🔒	🔒	🔒
134	164	▲	Swiss Life	Insurance	Switzerland	🔒	🔒	🔒	🔒
135	145	▲	Sber	Banking	Russia	🔒	🔒	🔒	🔒
136	104	▼	AstraZeneca	Pharma	United Kingdom	🔒	🔒	🔒	🔒
137	124	▼	Aldi Nord	Retail	Germany	🔒	🔒	🔒	🔒
138	126	▼	Eiffage	Engineering	France	🔒	🔒	🔒	🔒
139	206	▲	DNB	Banking	Norway	🔒	🔒	🔒	🔒
140	155	▲	Rossmann	Retail	Germany	🔒	🔒	🔒	🔒
141	142	▲	Sanofi	Pharma	France	🔒	🔒	🔒	🔒
142	160	▲	Telia	Telecoms	Sweden	🔒	🔒	🔒	🔒
143	106	▼	ABB	Engineering	Switzerland	🔒	🔒	🔒	🔒
144	139	▼	Nescafé	Soft Drinks	Switzerland	🔒	🔒	🔒	🔒
145	180	▲	UniCredit	Banking	Italy	🔒	🔒	🔒	🔒
146	127	▼	Maersk	Logistics	Denmark	🔒	🔒	🔒	🔒
147	161	▲	MAPFRE	Insurance	Spain	🔒	🔒	🔒	🔒
148	141	▼	Biedronka	Retail	Poland	🔒	🔒	🔒	🔒
149	199	▲	British Airways	Airlines	United Kingdom	🔒	🔒	🔒	🔒
150	130	▼	Linde	Chemicals	Germany	🔒	🔒	🔒	🔒



## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 151-200

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
151	143	▼	Repsol	Oil & Gas	Spain	🔒	🔒	🔒	🔒
152	204	▲	Rolls-Royce (Aerospace & Defence)	Aerospace & Defence	United Kingdom	🔒	🔒	🔒	🔒
153	137	▼	Hannover Re	Insurance	Germany	🔒	🔒	🔒	🔒
154	140	▼	ABN AMRO	Banking	Netherlands	🔒	🔒	🔒	🔒
155	181	▲	Marks & Spencer	Retail	United Kingdom	🔒	🔒	🔒	🔒
156	175	▲	Cadbury	Food	United Kingdom	🔒	🔒	🔒	🔒
157	144	▼	kpn	Telecoms	Netherlands	🔒	🔒	🔒	🔒
158	171	▲	EE	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
159	162	▲	Ergo	Insurance	Germany	🔒	🔒	🔒	🔒
160	121	▼	Puma	Apparel	Germany	🔒	🔒	🔒	🔒
161	174	▲	Deutsche Post	Logistics	Germany	🔒	🔒	🔒	🔒
162	159	▼	SFR	Telecoms	France	🔒	🔒	🔒	🔒
163	178	▲	Nationwide Building Society	Banking	United Kingdom	🔒	🔒	🔒	🔒
164	-	New	La Poste	Logistics	France	🔒	🔒	🔒	🔒
165	165	=	Compass Group	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
166	167	▲	Holcim	Engineering	Switzerland	🔒	🔒	🔒	🔒
167	153	▼	El Corte Inglés	Retail	Spain	🔒	🔒	🔒	🔒
168	253	▲	PKO Bank Polski	Banking	Poland	🔒	🔒	🔒	🔒
169	187	▲	COOP	Retail	Italy	🔒	🔒	🔒	🔒
170	135	▼	Burberry	Apparel	United Kingdom	🔒	🔒	🔒	🔒
171	148	▼	CNP Assurances	Insurance	France	🔒	🔒	🔒	🔒
172	163	▼	Infineon	Semiconductors	Germany	🔒	🔒	🔒	🔒
173	189	▲	Ericsson	Electronics	Sweden	🔒	🔒	🔒	🔒
174	-	New	Ayvens	Mobility	France	🔒	🔒	🔒	🔒
175	211	▲	Free	Telecoms	France	🔒	🔒	🔒	🔒
176	220	▲	WTW	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
177	186	▲	Rio Tinto	Mining, Iron & Steel	Australia	🔒	🔒	🔒	🔒
178	169	▼	GSK	Pharma	United Kingdom	🔒	🔒	🔒	🔒
179	198	▲	Securitas	Commercial Services	Sweden	🔒	🔒	🔒	🔒
180	173	▼	Dassault Systèmes	Internet & Software	France	🔒	🔒	🔒	🔒
181	296	▲	PZU	Insurance	Poland	🔒	🔒	🔒	🔒
182	150	▼	Range Rover	Automobiles	United Kingdom	🔒	🔒	🔒	🔒
183	247	▲	Bulgari	Apparel	Italy	🔒	🔒	🔒	🔒
184	133	▼	ArcelorMittal	Mining, Iron & Steel	Luxembourg	🔒	🔒	🔒	🔒
185	229	▲	Adecco	Commercial Services	Switzerland	🔒	🔒	🔒	🔒
186	170	▼	dm	Retail	Germany	🔒	🔒	🔒	🔒
187	192	▲	Novartis	Pharma	Switzerland	🔒	🔒	🔒	🔒
188	190	▲	Peugeot	Automobiles	France	🔒	🔒	🔒	🔒
189	185	▼	Sodexo	Commercial Services	France	🔒	🔒	🔒	🔒
190	-	New	La Banque Postale	Banking	France	🔒	🔒	🔒	🔒
191	134	▼	Lamborghini	Automobiles	Italy	🔒	🔒	🔒	🔒
192	136	▼	Yves Saint Laurent	Apparel	France	🔒	🔒	🔒	🔒
193	264	▲	Raiffeisen Bank	Banking	Austria	🔒	🔒	🔒	🔒
194	242	▲	Guinness	Beers	Ireland	🔒	🔒	🔒	🔒
195	166	▼	Moncler	Apparel	Italy	🔒	🔒	🔒	🔒
196	177	▼	BT	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
197	168	▼	Vattenfall	Utilities	Sweden	🔒	🔒	🔒	🔒
198	151	▼	Givenchy	Apparel	France	🔒	🔒	🔒	🔒
199	441	▲	Allied Irish Banks (AIB)	Banking	Ireland	🔒	🔒	🔒	🔒
200	184	▼	Vestas	Engineering	Denmark	🔒	🔒	🔒	🔒

## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 201-250

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
201	276	▲	Wolters Kluwer	Commercial Services	Netherlands	🔒	🔒	🔒	🔒
202	216	▲	Amadeus	Internet & Software	Spain	🔒	🔒	🔒	🔒
203	291	▲	Scottish Widows	Insurance	United Kingdom	🔒	🔒	🔒	🔒
204	201	▼	CIC	Banking	France	🔒	🔒	🔒	🔒
205	371	▲	Stella Artois	Beers	Belgium	🔒	🔒	🔒	🔒
206	286	▲	President	Food	France	🔒	🔒	🔒	🔒
207	258	▲	Commerzbank	Banking	Germany	🔒	🔒	🔒	🔒
208	222	▲	bet365	Leisure & Tourism	United Kingdom	🔒	🔒	🔒	🔒
209	250	▲	Orlen	Oil & Gas	Poland	🔒	🔒	🔒	🔒
210	194	▼	Thales	Aerospace & Defence	France	🔒	🔒	🔒	🔒
211	237	▲	UnipolSai	Insurance	Italy	🔒	🔒	🔒	🔒
212	226	▲	Kinder	Food	Italy	🔒	🔒	🔒	🔒
213	213	=	Clarins	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
214	224	▲	Ferrovie dello Stato Italiane	Logistics	Italy	🔒	🔒	🔒	🔒
215	252	▲	Lufthansa	Airlines	Germany	🔒	🔒	🔒	🔒
216	263	▲	Pandora	Apparel	Denmark	🔒	🔒	🔒	🔒
217	261	▲	Handelsbanken	Banking	Sweden	🔒	🔒	🔒	🔒
218	246	▲	Johnnie Walker	Spirits	United Kingdom	🔒	🔒	🔒	🔒
219	156	▼	randstad	Commercial Services	Netherlands	🔒	🔒	🔒	🔒
220	223	▲	Unilever	Food	United Kingdom	🔒	🔒	🔒	🔒
221	214	▼	Halifax	Banking	United Kingdom	🔒	🔒	🔒	🔒
222	245	▲	Ryanair	Airlines	Ireland	🔒	🔒	🔒	🔒
223	183	▼	DSV	Logistics	Denmark	🔒	🔒	🔒	🔒
224	182	▼	Neste	Oil & Gas	Finland	🔒	🔒	🔒	🔒
225	274	▲	Smirnoff	Spirits	Russia	🔒	🔒	🔒	🔒
226	227	▲	Kuehne + Nagel	Logistics	Switzerland	🔒	🔒	🔒	🔒
227	195	▼	Telenor	Telecoms	Norway	🔒	🔒	🔒	🔒
228	200	▼	DB	Logistics	Germany	🔒	🔒	🔒	🔒
229	249	▲	Openreach	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
230	215	▼	Esselunga	Retail	Italy	🔒	🔒	🔒	🔒
231	295	▲	Air France	Airlines	France	🔒	🔒	🔒	🔒
232	234	▲	BUPA	Insurance	United Kingdom	🔒	🔒	🔒	🔒
233	235	▲	STMicroelectronics	Semiconductors	Switzerland	🔒	🔒	🔒	🔒
234	289	▲	Primark / Penney's	Apparel	Ireland	🔒	🔒	🔒	🔒
235	272	▲	K Group	Retail	Finland	🔒	🔒	🔒	🔒
236	239	▲	A1	Telecoms	Austria	🔒	🔒	🔒	🔒
237	218	▼	Virgin Media	Telecoms	United Kingdom	🔒	🔒	🔒	🔒
238	209	▼	Legal & General	Insurance	United Kingdom	🔒	🔒	🔒	🔒
239	298	▲	Proximus	Telecoms	Belgium	🔒	🔒	🔒	🔒
240	-	New	Caixa Geral de Depósitos	Banking	Portugal	🔒	🔒	🔒	🔒
241	251	▲	Skanska	Engineering	Sweden	🔒	🔒	🔒	🔒
242	217	▼	Rothmans	Tobacco	United Kingdom	🔒	🔒	🔒	🔒
243	273	▲	Pyaterochka	Retail	Russia	🔒	🔒	🔒	🔒
244	-	New	Eventim	Leisure & Tourism	Germany	🔒	🔒	🔒	🔒
245	219	▼	NN Group	Insurance	Netherlands	🔒	🔒	🔒	🔒
246	255	▲	Van Cleef & Arpels	Apparel	France	🔒	🔒	🔒	🔒
247	267	▲	IONOS	Internet & Software	Germany	🔒	🔒	🔒	🔒
248	188	▼	Celine	Apparel	France	🔒	🔒	🔒	🔒
249	260	▲	DZ Bank	Banking	Germany	🔒	🔒	🔒	🔒
250	196	▼	Bentley	Automobiles	United Kingdom	🔒	🔒	🔒	🔒



## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 251-300

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
251	248	▼	RWE	Utilities	Germany	🔒	🔒	🔒	🔒
252	314	▲	National Grid	Utilities	United Kingdom	🔒	🔒	🔒	🔒
253	232	▼	Arla	Food	Denmark	🔒	🔒	🔒	🔒
254	191	▼	Uniper	Utilities	Germany	🔒	🔒	🔒	🔒
255	197	▼	Boots	Retail	United Kingdom	🔒	🔒	🔒	🔒
256	330	▲	Legrand	Engineering	France	🔒	🔒	🔒	🔒
257	271	▲	Sixt	Mobility	Germany	🔒	🔒	🔒	🔒
258	268	▲	B&M	Retail	United Kingdom	🔒	🔒	🔒	🔒
259	319	▲	Leonardo	Aerospace & Defence	Italy	🔒	🔒	🔒	🔒
260	233	▼	EDP	Utilities	Portugal	🔒	🔒	🔒	🔒
261	202	▼	Aon	Insurance	United Kingdom	🔒	🔒	🔒	🔒
262	303	▲	NXP	Semiconductors	Netherlands	🔒	🔒	🔒	🔒
263	207	▼	Metro	Retail	Germany	🔒	🔒	🔒	🔒
264	299	▲	Netto	Retail	Germany	🔒	🔒	🔒	🔒
265	212	▼	Morrisons	Retail	United Kingdom	🔒	🔒	🔒	🔒
266	278	▲	Yves Rocher	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
267	172	▼	Scania	Automobiles	Sweden	🔒	🔒	🔒	🔒
268	275	▲	Magnit	Retail	Russia	🔒	🔒	🔒	🔒
269	357	▲	Carlsberg	Beers	Denmark	🔒	🔒	🔒	🔒
270	397	▲	Rheinmetall	Aerospace & Defence	Germany	🔒	🔒	🔒	🔒
271	152	▼	Omega	Apparel	Switzerland	🔒	🔒	🔒	🔒
272	230	▼	Hochtief	Engineering	Germany	🔒	🔒	🔒	🔒
273	315	▲	ITV	Media	United Kingdom	🔒	🔒	🔒	🔒
274	277	▲	AB InBev	Beers	Belgium	🔒	🔒	🔒	🔒
275	279	▲	SEB	Banking	Sweden	🔒	🔒	🔒	🔒
276	361	▲	SGS	Commercial Services	Switzerland	🔒	🔒	🔒	🔒
277	313	▲	Enedis	Utilities	France	🔒	🔒	🔒	🔒
278	284	▲	Next	Apparel	United Kingdom	🔒	🔒	🔒	🔒
279	270	▼	Skoda	Automobiles	Czech Republic	🔒	🔒	🔒	🔒
280	283	▲	Naturgy	Utilities	Spain	🔒	🔒	🔒	🔒
281	221	▼	Atlas Copco	Engineering	Sweden	🔒	🔒	🔒	🔒
282	228	▼	Ørsted	Utilities	Denmark	🔒	🔒	🔒	🔒
283	231	▼	Sika	Engineering	Switzerland	🔒	🔒	🔒	🔒
284	305	▲	Türk Hava Yolları	Airlines	Turkey	🔒	🔒	🔒	🔒
285	176	▼	Gazprom	Oil & Gas	Russia	🔒	🔒	🔒	🔒
286	257	▼	Endesa	Utilities	Spain	🔒	🔒	🔒	🔒
287	256	▼	Rolls-Royce	Automobiles	United Kingdom	🔒	🔒	🔒	🔒
288	238	▼	AkerBP	Oil & Gas	Norway	🔒	🔒	🔒	🔒
289	450	▲	Billa	Retail	Austria	🔒	🔒	🔒	🔒
290	243	▼	Nespresso	Soft Drinks	Switzerland	🔒	🔒	🔒	🔒
291	401	▲	Belfius	Banking	Belgium	🔒	🔒	🔒	🔒
292	356	▲	Colruyt	Retail	Belgium	🔒	🔒	🔒	🔒
293	244	▼	CMA CGM	Logistics	France	🔒	🔒	🔒	🔒
294	287	▼	Knorr	Food	Germany	🔒	🔒	🔒	🔒
295	375	▲	Bureau Veritas	Commercial Services	France	🔒	🔒	🔒	🔒
296	210	▼	TAG Heuer	Apparel	Switzerland	🔒	🔒	🔒	🔒
297	328	▲	Nutella	Food	Italy	🔒	🔒	🔒	🔒
298	317	▲	LexisNexis	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
299	280	▼	ASR	Insurance	Netherlands	🔒	🔒	🔒	🔒
300	307	▲	Rentokil	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒

## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 301-350

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
301	308	▲	Axe/Lynx/Ego	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
302	346	▲	Easyjet	Airlines	United Kingdom	🔒	🔒	🔒	🔒
303	416	▲	Moët & Chandon	Champagne & Wine	France	🔒	🔒	🔒	🔒
304	359	▲	MediaMarktSaturn	Retail	Germany	🔒	🔒	🔒	🔒
305	432	▲	Sabadell	Banking	Spain	🔒	🔒	🔒	🔒
306	321	▲	If	Insurance	Sweden	🔒	🔒	🔒	🔒
307	427	▲	OTP Bank	Banking	Hungary	🔒	🔒	🔒	🔒
308	236	▼	Loewe	Apparel	Spain	🔒	🔒	🔒	🔒
309	396	▲	1&1	Telecoms	Germany	🔒	🔒	🔒	🔒
310	306	▼	Valio	Food	Finland	🔒	🔒	🔒	🔒
311	332	▲	Rexel	Semiconductors	France	🔒	🔒	🔒	🔒
312	333	▲	ZF	Auto Components	Germany	🔒	🔒	🔒	🔒
313	324	▲	Iveco	Automobiles	Italy	🔒	🔒	🔒	🔒
314	386	▲	ÖBB	Logistics	Austria	🔒	🔒	🔒	🔒
315	293	▼	Dolce & Gabbana	Apparel	Italy	🔒	🔒	🔒	🔒
316	360	▲	Maggi	Food	Switzerland	🔒	🔒	🔒	🔒
317	345	▲	Canal+	Media	France	🔒	🔒	🔒	🔒
318	240	▼	Zalando	Retail	Germany	🔒	🔒	🔒	🔒
319	331	▲	Acciona	Engineering	Spain	🔒	🔒	🔒	🔒
320	265	▼	Danske Bank	Banking	Denmark	🔒	🔒	🔒	🔒
321	-	New	Forvia Group	Auto Components	France	🔒	🔒	🔒	🔒
322	311	▼	Jumbo	Retail	Netherlands	🔒	🔒	🔒	🔒
323	340	▲	Pirelli	Tyres	Italy	🔒	🔒	🔒	🔒
324	409	▲	PGNiG	Oil & Gas	Poland	🔒	🔒	🔒	🔒
325	-	New	Revolut	Banking	United Kingdom	🔒	🔒	🔒	🔒
326	254	▼	Axpo	Utilities	Switzerland	🔒	🔒	🔒	🔒
327	290	▼	Teleperformance	Commercial Services	France	🔒	🔒	🔒	🔒
328	415	▲	Estrella Damm	Beers	Spain	🔒	🔒	🔒	🔒
329	203	▼	Statkraft	Utilities	Norway	🔒	🔒	🔒	🔒
330	241	▼	Valeo	Auto Components	France	🔒	🔒	🔒	🔒
331	338	▲	Union Investment	Banking	Germany	🔒	🔒	🔒	🔒
332	367	▲	Seb	Electronics	France	🔒	🔒	🔒	🔒
333	312	▼	Scor	Insurance	France	🔒	🔒	🔒	🔒
334	419	▲	Novatek	Oil & Gas	Russia	🔒	🔒	🔒	🔒
335	288	▼	COLAS	Engineering	France	🔒	🔒	🔒	🔒
336	402	▲	Banco BPM	Banking	Italy	🔒	🔒	🔒	🔒
337	318	▼	Fiat	Automobiles	Italy	🔒	🔒	🔒	🔒
338	326	▼	ICA	Retail	Sweden	🔒	🔒	🔒	🔒
339	348	▲	Julius Baer	Banking	Switzerland	🔒	🔒	🔒	🔒
340	351	▲	Russian Railways	Logistics	Russia	🔒	🔒	🔒	🔒
341	-	New	Tuborg	Beers	Denmark	🔒	🔒	🔒	🔒
342	376	▲	Ferrero Rocher	Food	Italy	🔒	🔒	🔒	🔒
343	470	▲	Systembolaget	Retail	Sweden	🔒	🔒	🔒	🔒
344	344	=	Spie	Engineering	France	🔒	🔒	🔒	🔒
345	463	▲	Swiss Post	Logistics	Switzerland	🔒	🔒	🔒	🔒
346	225	▼	Lukoil	Oil & Gas	Russia	🔒	🔒	🔒	🔒
347	334	▼	Air Liquide	Chemicals	France	🔒	🔒	🔒	🔒
348	-	New	Iberia	Airlines	Spain	🔒	🔒	🔒	🔒
349	-	New	Novomatic	Leisure & Tourism	Austria	🔒	🔒	🔒	🔒
350	301	▼	Defender	Automobiles	United Kingdom	🔒	🔒	🔒	🔒



## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 351-400

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
351	378	▲	Schwarzkopf	Cosmetics & Personal Care	Germany	🔒	🔒	🔒	🔒
352	336	▼	Lafarge	Engineering	France	🔒	🔒	🔒	🔒
353	329	▼	The Co-operative	Retail	United Kingdom	🔒	🔒	🔒	🔒
354	208	▼	dpd	Logistics	France	🔒	🔒	🔒	🔒
355	302	▼	Sandvik	Engineering	Sweden	🔒	🔒	🔒	🔒
356	421	▲	Tele2	Telecoms	Sweden	🔒	🔒	🔒	🔒
357	355	▼	Covestro	Chemicals	Germany	🔒	🔒	🔒	🔒
358	391	▲	Elvive/Elseve	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
359	398	▲	Valentino	Apparel	Italy	🔒	🔒	🔒	🔒
360	339	▼	OMV	Oil & Gas	Austria	🔒	🔒	🔒	🔒
361	445	▲	Pictet	Banking	Switzerland	🔒	🔒	🔒	🔒
362	259	▼	Helvetia	Insurance	Switzerland	🔒	🔒	🔒	🔒
363	-	New	Reebok	Apparel	United Kingdom	🔒	🔒	🔒	🔒
364	304	▼	Sunrise	Telecoms	Switzerland	🔒	🔒	🔒	🔒
365	320	▼	Smurfit Kappa	Engineering	Ireland	🔒	🔒	🔒	🔒
366	352	▼	Lavazza	Soft Drinks	Italy	🔒	🔒	🔒	🔒
367	381	▲	ISS	Commercial Services	Denmark	🔒	🔒	🔒	🔒
368	379	▲	Wind Tre	Telecoms	Italy	🔒	🔒	🔒	🔒
369	449	▲	Arçelik	Electronics	Turkey	🔒	🔒	🔒	🔒
370	-	New	P&O Cruises	Leisure & Tourism	United Kingdom	🔒	🔒	🔒	🔒
371	282	▼	Bottega Veneta	Apparel	Italy	🔒	🔒	🔒	🔒
372	435	▲	Elsevier	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
373	443	▲	UNIQA	Insurance	Austria	🔒	🔒	🔒	🔒
374	310	▼	Schindler	Engineering	Switzerland	🔒	🔒	🔒	🔒
375	448	▲	LCL	Banking	France	🔒	🔒	🔒	🔒
376	-	New	Bunzl	Logistics	United Kingdom	🔒	🔒	🔒	🔒
377	323	▼	KONE	Engineering	Finland	🔒	🔒	🔒	🔒
378	395	▲	Lagardère	Media	France	🔒	🔒	🔒	🔒
379	418	▲	Syngenta	Chemicals	Switzerland	🔒	🔒	🔒	🔒
380	423	▲	KLP	Insurance	Norway	🔒	🔒	🔒	🔒
381	366	▼	Albert Heijn	Retail	Netherlands	🔒	🔒	🔒	🔒
382	-	New	AG Insurance	Insurance	Belgium	🔒	🔒	🔒	🔒
383	327	▼	Jaguar	Automobiles	United Kingdom	🔒	🔒	🔒	🔒
384	368	▼	Tryg	Insurance	Denmark	🔒	🔒	🔒	🔒
385	316	▼	Twinings	Soft Drinks	United Kingdom	🔒	🔒	🔒	🔒
386	309	▼	MAN	Automobiles	Germany	🔒	🔒	🔒	🔒
387	374	▼	Smith & Nephew	Pharma	United Kingdom	🔒	🔒	🔒	🔒
388	281	▼	Penguin	Media	United Kingdom	🔒	🔒	🔒	🔒
389	262	▼	Lipton	Soft Drinks	United Kingdom	🔒	🔒	🔒	🔒
390	455	▲	MTS	Telecoms	Russia	🔒	🔒	🔒	🔒
391	406	▲	Telenet	Telecoms	Belgium	🔒	🔒	🔒	🔒
392	380	▼	Geberit	Engineering	Switzerland	🔒	🔒	🔒	🔒
393	-	New	Millennium BCP	Banking	Portugal	🔒	🔒	🔒	🔒
394	353	▼	Informa	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
395	294	▼	Galp Energia	Oil & Gas	Portugal	🔒	🔒	🔒	🔒
396	480	▲	Arm	Semiconductors	United Kingdom	🔒	🔒	🔒	🔒
397	-	New	Basic-Fit	Leisure & Tourism	Netherlands	🔒	🔒	🔒	🔒
398	292	▼	Boss	Apparel	Germany	🔒	🔒	🔒	🔒
399	466	▲	KLM	Airlines	Netherlands	🔒	🔒	🔒	🔒
400	399	▼	Netto	Retail	Denmark	🔒	🔒	🔒	🔒

## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 401-450

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
401	364	▼	Aptiv	Auto Components	Ireland	🔒	🔒	🔒	🔒
402	394	▼	DAF	Automobiles	Netherlands	🔒	🔒	🔒	🔒
403	424	▲	UPM	Engineering	Finland	🔒	🔒	🔒	🔒
404	420	▲	Zürcher Kantonalbank	Banking	Switzerland	🔒	🔒	🔒	🔒
405	412	▲	Elisa	Telecoms	Finland	🔒	🔒	🔒	🔒
406	205	▼	BayWa	Food	Germany	🔒	🔒	🔒	🔒
407	-	New	Gjensidige	Insurance	Norway	🔒	🔒	🔒	🔒
408	387	▼	Jaeger-LeCoultre	Apparel	Switzerland	🔒	🔒	🔒	🔒
409	337	▼	Auchan	Retail	France	🔒	🔒	🔒	🔒
410	458	▲	CCC	Apparel	Poland	🔒	🔒	🔒	🔒
411	452	▲	SNCF	Logistics	France	🔒	🔒	🔒	🔒
412	-	New	The Macallan	Spirits	United Kingdom	🔒	🔒	🔒	🔒
413	269	▼	Moeve	Oil & Gas	Spain	🔒	🔒	🔒	🔒
414	349	▼	PENNY	Retail	Germany	🔒	🔒	🔒	🔒
415	-	New	BPER Group	Banking	Italy	🔒	🔒	🔒	🔒
416	457	▲	Barry Callebaut	Food	Switzerland	🔒	🔒	🔒	🔒
417	469	▲	Absolut	Spirits	Sweden	🔒	🔒	🔒	🔒
418	431	▲	Bank of Ireland	Banking	Ireland	🔒	🔒	🔒	🔒
419	-	New	AIDA	Leisure & Tourism	Germany	🔒	🔒	🔒	🔒
420	446	▲	Pull & Bear	Apparel	Spain	🔒	🔒	🔒	🔒
421	266	▼	Edison	Utilities	Italy	🔒	🔒	🔒	🔒
422	-	New	Amstel	Beers	Netherlands	🔒	🔒	🔒	🔒
423	377	▼	Anglo American	Mining, Iron & Steel	United Kingdom	🔒	🔒	🔒	🔒
424	428	▲	Saipem	Oil & Gas	Italy	🔒	🔒	🔒	🔒
425	-	New	Lerøy Seafood	Food	Norway	🔒	🔒	🔒	🔒
426	347	▼	INEOS	Chemicals	United Kingdom	🔒	🔒	🔒	🔒
427	-	New	MEO	Telecoms	Portugal	🔒	🔒	🔒	🔒
428	408	▼	Citroën	Automobiles	France	🔒	🔒	🔒	🔒
429	481	▲	Mango	Apparel	Spain	🔒	🔒	🔒	🔒
430	472	▲	Pingo Doce	Retail	Portugal	🔒	🔒	🔒	🔒
431	362	▼	Europcar	Mobility	France	🔒	🔒	🔒	🔒
432	410	▼	Evonik	Chemicals	Germany	🔒	🔒	🔒	🔒
433	417	▼	Zegna	Apparel	Italy	🔒	🔒	🔒	🔒
434	-	New	SAAB	Aerospace & Defence	Sweden	🔒	🔒	🔒	🔒
435	-	New	Baileys	Spirits	Ireland	🔒	🔒	🔒	🔒
436	461	▲	Intertek	Commercial Services	United Kingdom	🔒	🔒	🔒	🔒
437	-	New	Hapag-Lloyd	Logistics	Germany	🔒	🔒	🔒	🔒
438	341	▼	Eurofins Scientific	Healthcare Facilities	Luxembourg	🔒	🔒	🔒	🔒
439	363	▼	Merck	Pharma	Germany	🔒	🔒	🔒	🔒
440	370	▼	Miele	Electronics	Germany	🔒	🔒	🔒	🔒
441	-	New	Żabka	Retail	Poland	🔒	🔒	🔒	🔒
442	372	▼	VIG	Insurance	Austria	🔒	🔒	🔒	🔒
443	-	New	Greene King	Restaurants	United Kingdom	🔒	🔒	🔒	🔒
444	494	▲	Bank Pekao	Banking	Poland	🔒	🔒	🔒	🔒
445	500	▲	Stradivarius	Apparel	Spain	🔒	🔒	🔒	🔒
446	-	New	Chivas Regal	Spirits	United Kingdom	🔒	🔒	🔒	🔒
447	467	▲	AkzoNobel	Paints	Netherlands	🔒	🔒	🔒	🔒
448	414	▼	Opel	Automobiles	Germany	🔒	🔒	🔒	🔒
449	390	▼	John Lewis	Retail	United Kingdom	🔒	🔒	🔒	🔒
450	343	▼	Rosneft	Oil & Gas	Russia	🔒	🔒	🔒	🔒

## Brand Value Ranking (EURm)

### Top 500 most valuable European brands 451-500

2025 Rank	2024 Rank		Brand	Sector	Country	2025 Brand Value	Brand Value Change	2024 Brand Value	2025 Brand Rating
451	-	New	SSE	Utilities	United Kingdom	🔒	🔒	🔒	🔒
452	426	▼	Plenitude	Utilities	Italy	🔒	🔒	🔒	🔒
453	297	▼	bol.com	Retail	Netherlands	🔒	🔒	🔒	🔒
454	429	▼	Sports Direct	Retail	United Kingdom	🔒	🔒	🔒	🔒
455	460	▲	Natixis	Banking	France	🔒	🔒	🔒	🔒
456	442	▼	Dulux	Paints	United Kingdom	🔒	🔒	🔒	🔒
457	-	New	Greggs	Restaurants	United Kingdom	🔒	🔒	🔒	🔒
458	350	▼	CEZ	Utilities	Czech Republic	🔒	🔒	🔒	🔒
459	477	▲	MTU	Aerospace & Defence	Germany	🔒	🔒	🔒	🔒
460	459	▼	DS Smith	Engineering	United Kingdom	🔒	🔒	🔒	🔒
461	471	▲	Logitech	Electronics	Switzerland	🔒	🔒	🔒	🔒
462	484	▲	Vodafone ziggo	Telecoms	Netherlands	🔒	🔒	🔒	🔒
463	-	New	sonova	Pharma	Switzerland	🔒	🔒	🔒	🔒
464	430	▼	Asseco Group	Internet & Software	Poland	🔒	🔒	🔒	🔒
465	453	▼	Dacia	Automobiles	Romania	🔒	🔒	🔒	🔒
466	-	New	Haleon	Pharma	United Kingdom	🔒	🔒	🔒	🔒
467	-	New	Intercontinental	Hotels	United Kingdom	🔒	🔒	🔒	🔒
468	-	New	İşbank	Banking	Turkey	🔒	🔒	🔒	🔒
469	-	New	Play	Telecoms	Poland	🔒	🔒	🔒	🔒
470	393	▼	RSA	Insurance	United Kingdom	🔒	🔒	🔒	🔒
471	-	New	Sinsay	Apparel	Poland	🔒	🔒	🔒	🔒
472	497	▲	Aston Martin	Automobiles	United Kingdom	🔒	🔒	🔒	🔒
473	482	▲	Pru	Insurance	United Kingdom	🔒	🔒	🔒	🔒
474	365	▼	Grey Goose	Spirits	France	🔒	🔒	🔒	🔒
475	392	▼	MINI	Automobiles	United Kingdom	🔒	🔒	🔒	🔒
476	388	▼	Heidelberg Materials	Engineering	Germany	🔒	🔒	🔒	🔒
477	437	▼	Pearson	Media	United Kingdom	🔒	🔒	🔒	🔒
478	-	New	Magnum	Food	Belgium	🔒	🔒	🔒	🔒
479	325	▼	L'Occitane	Cosmetics & Personal Care	France	🔒	🔒	🔒	🔒
480	-	New	Aperol	Spirits	Italy	🔒	🔒	🔒	🔒
481	-	New	Reserved	Apparel	Poland	🔒	🔒	🔒	🔒
482	-	New	mBank	Banking	Poland	🔒	🔒	🔒	🔒
483	382	▼	Kingspan	Engineering	Ireland	🔒	🔒	🔒	🔒
484	384	▼	Milka	Food	Germany	🔒	🔒	🔒	🔒
485	358	▼	PGE	Utilities	Poland	🔒	🔒	🔒	🔒
486	383	▼	Schaeffler	Auto Components	Germany	🔒	🔒	🔒	🔒
487	-	New	Peab	Engineering	Sweden	🔒	🔒	🔒	🔒
488	464	▼	Sage	Internet & Software	United Kingdom	🔒	🔒	🔒	🔒
489	-	New	HypoVereinsbank	Banking	Germany	🔒	🔒	🔒	🔒
490	-	New	William Hill	Leisure & Tourism	United Kingdom	🔒	🔒	🔒	🔒
491	478	▼	Brenntag	Chemicals	Germany	🔒	🔒	🔒	🔒
492	499	▲	Elior	Commercial Services	France	🔒	🔒	🔒	🔒
493	-	New	Nykredit	Banking	Denmark	🔒	🔒	🔒	🔒
494	413	▼	Hanson	Engineering	United Kingdom	🔒	🔒	🔒	🔒
495	-	New	Currys	Retail	United Kingdom	🔒	🔒	🔒	🔒
496	335	▼	Danfoss	Engineering	Denmark	🔒	🔒	🔒	🔒
497	405	▼	Jacobs	Soft Drinks	Germany	🔒	🔒	🔒	🔒
498	-	New	XXXLutz	Retail	Austria	🔒	🔒	🔒	🔒
499	485	▼	Willys	Retail	Sweden	🔒	🔒	🔒	🔒
500	-	New	MOL	Oil & Gas	Hungary	🔒	🔒	🔒	🔒



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# Insights



# Emotional support: How love for brands drives consideration



**Annie Brown**  
Valuation Director,  
Brand Finance

It may sound warm and fuzzy, but brand love is not a soft metric.

Reputation and emotional response to brands are clear commercial drivers that influence consumer behaviour, and ultimately, brand success. In today's crowded and competitive markets, being liked or trusted is vital for success.

In Brand Finance's latest study of British consumer sentiment, we've identified the brands that Brits love and those that they do not, and how these perceptions translate into real commercial outcomes like consideration and market share.

## Brand love matters – and pays

At the core of the research is a simple but telling question: how do people really feel about the brands they know? Brand Finance asked UK residents, "How would you describe your feelings about this brand?" regarding more than 1,000 brands, and respondents chose one of the following:

- + It's a brand I hate
- + It's a brand I dislike
- + It's brand I'm fairly neutral on
- + It's a brand I like
- + It's a brand I love

Fast-moving consumer goods (FMCG) brands dominate the top tier. UK residents are sweet on Cadbury, Coca-Cola, and Lindt, the top three most loved brands in the UK.

## British Consumers' Most Loved Brands 2025

© Brand Finance Plc. 2025

Most Loved

Cadbury

Coca-Cola

Lindt  
MAÎTRE CHOCOLATIER SUISSE  
DEPUIS 1845

Most Hated

X

NORTHROP  
GRUMMAN

ASML

These long-standing favourites pair consistency with emotional resonance, indications that affection builds over time and pays off.

Beyond mere sentiment, Brand Finance data reveals a strong and consistent link between brand love and consideration. For every 1% increase in the proportion of people who say they “love” a brand, consideration rises by approximately 1.6%.

In short: love drives action.

At the other end of the spectrum, X (formerly Twitter), Northrop Grumman, and ASML were rated among the most disliked. The reasons vary — from lack of consumer relevance to reputational baggage — but the commercial consequences are consistent: low brand love

equals low consideration. Incumbents hold trust, while challengers win hearts.

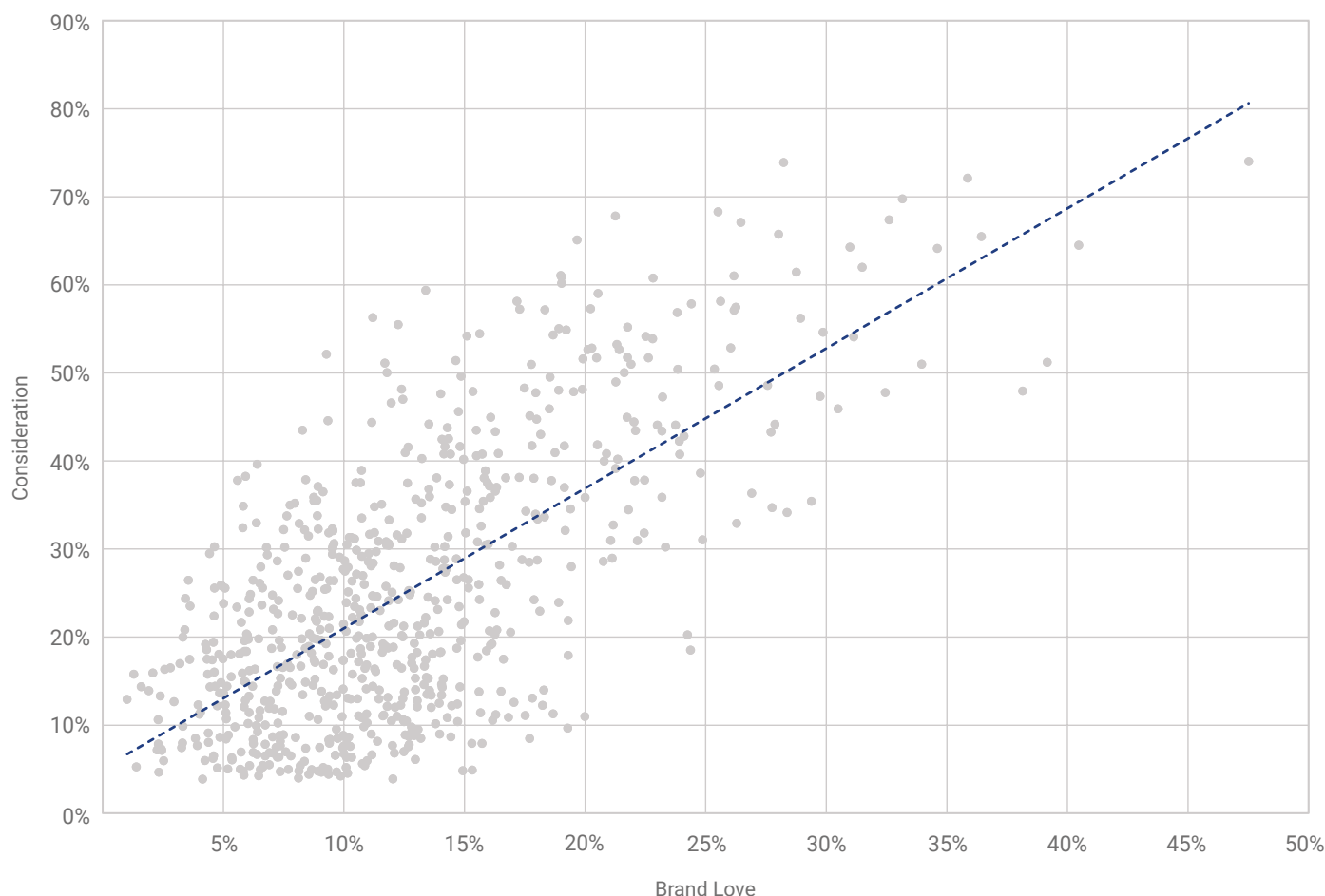
A deeper look at the data reveals a structural shift in how different types of brands are perceived. Challenger brands, often digital-first or tech-enabled, outperform legacy players on emotional appeal and are typically more loved than their incumbent competitors.

In the energy sector, for example, four of the top six most loved brands are challengers: Octopus Energy, Good Energy, Ovo, and Utility Warehouse. Their higher brand love scores are translating directly into greater consumer consideration, helping them eat into the market share of long-established legacy players.

However, brand love isn’t everything.

## Brand Love and Consideration Correlation

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When it comes to reputation - a longer-term measure of trust and credibility - the incumbents still dominate. Legacy brands, with established histories and consistent performance, continue to be viewed as more reputable. Here too, perception links to performance. Brand Finance data shows that for every 1% increase in perceived reputation, consumer consideration rises by around 0.9%. So while brand love may be more powerful in triggering action, trust remains critical to sustaining it.

### A surprise from the UK: A younger, more disruptive market

The UK brand landscape is more dynamic than often assumed. While the US is typically seen as the global hub of entrepreneurial disruption, our data suggests the UK has quietly outpaced it in brand innovation.

A larger share of the UK's most valuable brands was founded in the last 25 years, particularly in sectors like financial services, telecoms, aerospace and defence, and utilities.

One of the clearest examples of this disruption is the UK banking sector. Just five years ago, the market was dominated by legacy high street institutions, with 67% of market share held by the top ten banks.

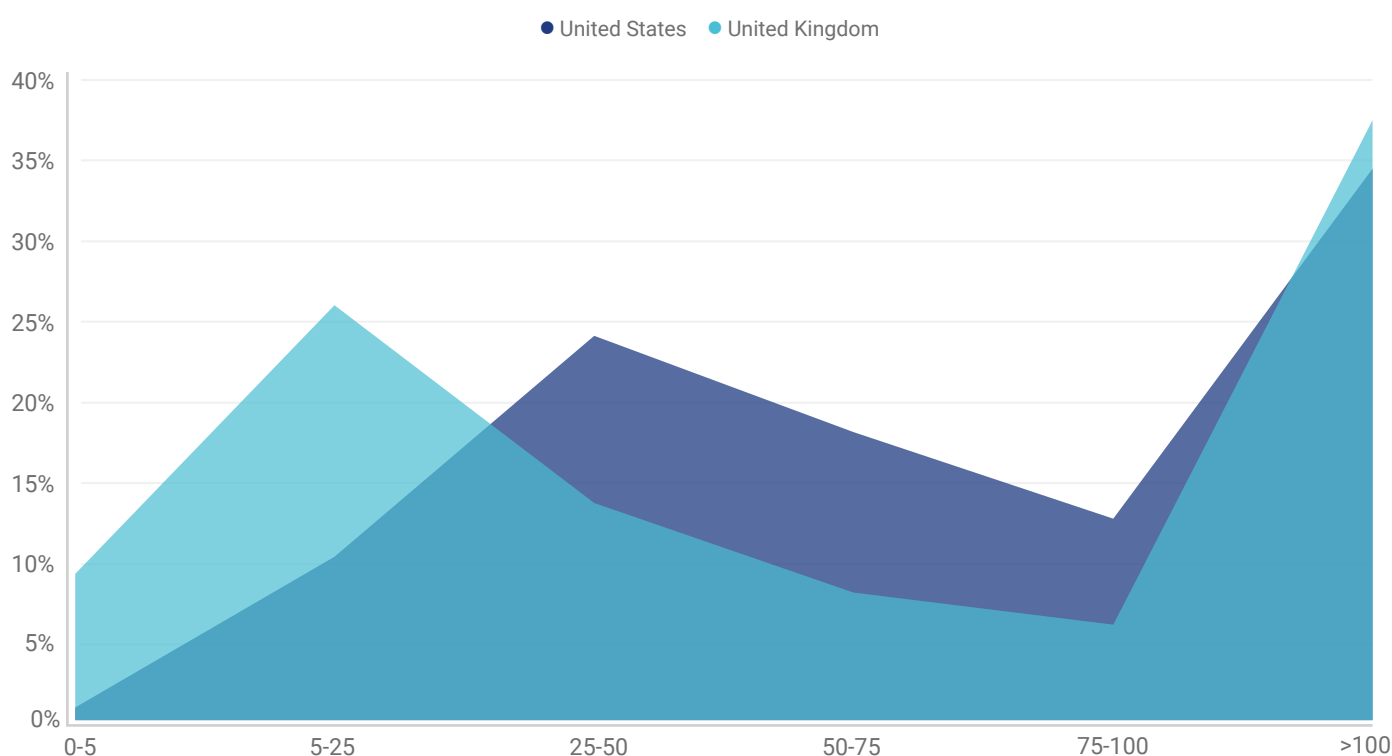
Today, that dominance has eroded. Challenger banks like Monzo and Revolut have broken into the top ten, and 48% of the market is now held by players outside that group. Digital-first banks have built consumer love rapidly and are now competing credibly on scale and influence.

Far from being a conservative marketplace, the UK is proving fertile ground for brand innovation. A younger, more energetic brand landscape is emerging, and the brands that understand the power of both emotion and trust are best placed to lead it.

Brand love drives growth but trust still matters. Challenger brands are winning emotional ground, but to turn affection into long-term success, they need to earn credibility. Meanwhile, incumbents must do more than rely on reputation; they must evolve, stay relevant, and connect emotionally to protect their position.

## Distribution of Brand Age: United Kingdom 250 vs United States 500

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# Sustainability's toughest crowd: Europe holds brands to account



**Sofia Liszka**  
Senior Strategy &  
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Brand Finance

The sustainability space continues to experience shocks from anti-ESG rhetoric and legislative rollbacks in the U.S. Echoes of this stakeholder criticism and regulatory change are being felt overseas, as the EU revises its own guidance on corporate sustainability reporting requirements.

Do these changes affect, or reflect, the consumer mindset? Are European consumers softening on sustainability?

Our research suggests not. For the second year, Brand Finance finds that European consumers are far more discerning than the rest of the world when it comes to a brand's commitment to sustainability.

In Brand Finance's annual market research study, the Global Brand Equity Monitor, over 150,000 respondents are asked the extent to which they believe that a brand is committed to each pillar of ESG: environmental sustainability, social sustainability, and governance.

There are statistically significant differences between the attitudes of European and non-European markets in all three categories of ESG. European respondents are less likely to agree that brands are committed to sustainability, as shown in Figure 1. Brand Finance research coverage includes 17 European markets and 24 non-European markets.

## Percentage of Respondents Agreeing that a Brand is Committed to Sustainability

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	Environmental	Social	Governance
European Respondents	52%	54%	56%
Non-European Respondents	69%	72%	74%

European respondents are 28% less likely than people living outside of Europe to agree that brands are committed to environmental sustainability. The difference for social sustainability is equally high (28%), and Europeans are 27% less likely to agree that brands are well-managed and governed.

We find that net agreement levels with brand sustainability commitments are significantly lower among European respondents. Additional analysis determines how sustainability perceptions differ between markets within Europe.

Respondents from Austria, Switzerland, and Denmark were the most likely to disagree that a brand is committed to environmental sustainability, with around 20% of respondents in each country indicating disagreement. Danish respondents were particularly critical.

Conversely, respondents from the UK and Romania held the most favourable sustainability perceptions.

Europeans' more discerning views on brands' commitment to sustainability can be attributed to several factors. Overall, the European embrace of sustainability is strong and is borne out by public norms and behaviours.

The European Union (EU) is at the forefront of establishing rigorous, standardised corporate sustainability reporting. Its 2023 Corporate Sustainability Reporting Directive (CSRD) has taken effect, with large companies reporting under the first set of European Sustainability Reporting Standards (ESRS) in 2025. Smaller companies are expected to follow suit in 2026. This work mandates sustainability reporting and integrates it with financial reporting. Although EU-originated, CSRD applies to multinationals based on headcount, revenue, and assets in EU markets.

Governmental commitments to sustainability provide a formal backdrop to education and cultures that values sustainability. As a result, the European public is very attuned to sustainability and may bring a more critical eye to sustainability claims and/or values-aligned brands.

What does this mean for marketers?

European's critical eyes and stringent regulation mean brands may need to adopt safer, more constrained narratives.

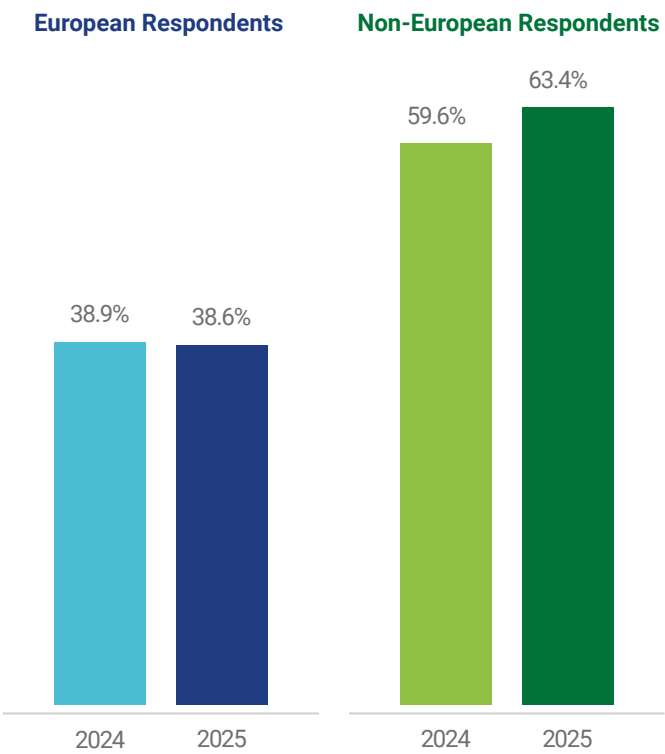
However, greenhushing is also a risk, as brands roll back their sustainability communications out of fear of criticism and backlash. Ideally, businesses should respond to regulations and stakeholder expectations with more consistent, effective, and authentic ESG communication, while also meeting compliance asks.

Brand Finance's research highlights the importance of being attuned to the variation in stakeholder perceptions and expectations across geographies.

Sustainability perceptions are important to monitor, as these insights are applicable to growth strategies, regardless of how strongly an organisation considers sustainability as part of its brand identity.

Net Agreement with Brand Sustainability Commitments

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# European brands outshine domestic rivals in reputation and appeal for US consumers

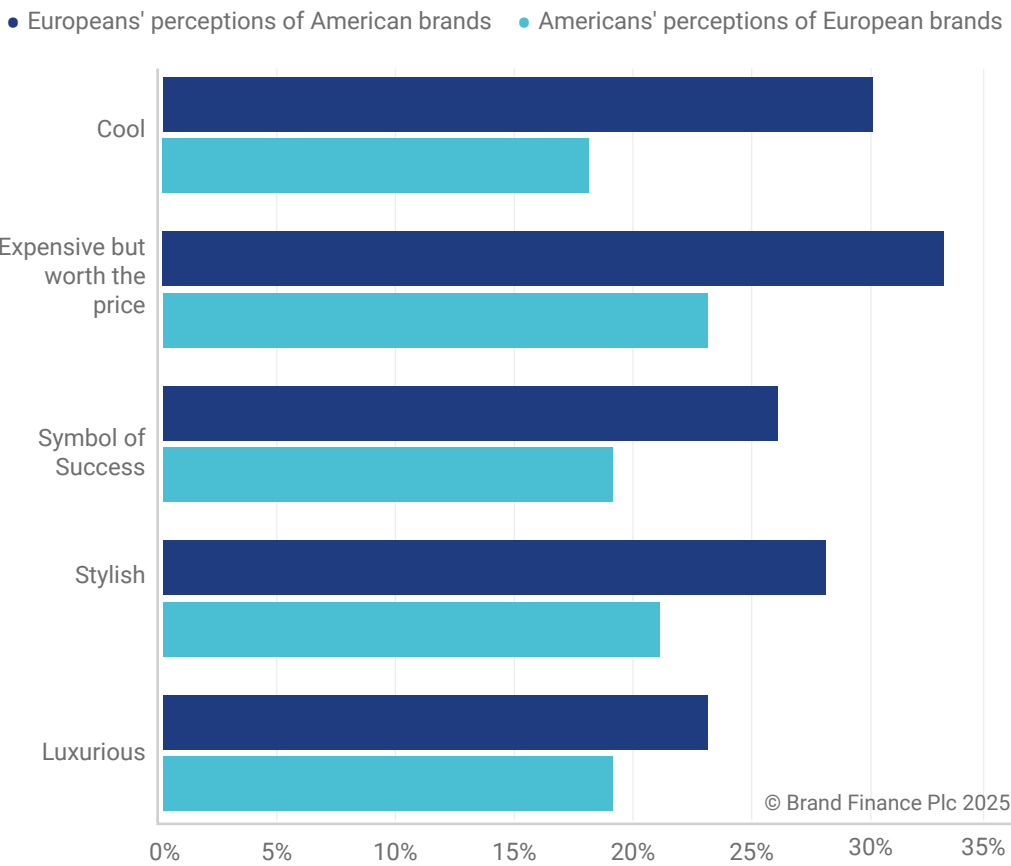


**Henry Farr**  
Valuation Director,  
Brand Finance

Tariffs could hurt American consumers more than their European counterparts.

Brand Finance research finds that U.S. consumers rate European brands as more reputable and admirable than American brands. As protectionist measures make it harder for European brands to compete in the U.S., Americans risk missing out on the brands they love most. In the current market environment, where brand perception is closely linked to values and identity, restricting access to popular international brands could have lasting consequences for nations' economic influence, reputation and Soft Power.

## Comparing Perceptions of American & European Brands



## Impact on different sectors

Brand Finance data reveals that U.S. respondents see European brands as more luxurious (30% vs. 18%), more stylish (33% vs. 23%), and a greater symbol of success (26% vs. 19%) compared to U.S. brands. These findings highlight the strength of consumer admiration, and what may be lost if access to these brands continues to narrow. The impact of these policies is especially pronounced in the luxury and premium sector, where U.S. tariffs - reaching up to 50% on European imports - are placing significant strain on iconic fashion houses such as Louis Vuitton, Chanel, Dior, and Hermès.

These brands are all ranked among the top 20 most valuable in Europe in 2025. Brand Finance data finds that Louis Vuitton earns perfect scores of 10 in the credibility metric – including for reputation and reliability - while Dior, the third-strongest brand in Europe, scores perfect 10s in reputation, selection, and price acceptance, underscoring U.S. consumers' continued willingness to pay a premium for trusted European luxury.

In response to policy shifts, some luxury brands are considering relocating production to the U.S. to avoid tariffs. However, this move could come at a cost to brand equity. The 'Made in Europe' label is a core part of these brands' appeal, tied closely to artisanal heritage and craftsmanship. Losing this could undermine the strength and iconic legacies of these luxury brands in the future.

According to Brand Finance data, European consumers are actually more aware of and more likely to use U.S. brands than vice versa, with brand awareness averaging 65% compared to 49% among American consumers for European brands. Usage follows a similar trend (26% vs.16%).

However, according to an assessment by the European Central Bank, U.S. trade tariffs on European products are prompting many European consumers to reconsider their purchases, with a significant number actively choosing to move away from U.S. products and services. This shift is described as decisive and potentially long-term, suggesting that the impact of tariffs extends beyond price to influence broader attitudes toward American brands.

Boycott movements are also gaining traction across Europe, and their impact is already visible. Tesla, one of the most prominent U.S. brands in Europe, is a notable example. As of April 2025, Tesla has seen its sales half in the EU, UK, and EFTA countries - a nearly 50% decline compared to the previous year. Data from Brand Finance shows that Tesla's brand value fell by 26% in 2025, decreasing to USD42.9 billion.

Even more concerning is Tesla's drop in brand strength, which declined by over 19 points to 64.9 out of 100. Tesla has experienced notable declines in reputation scores across key European markets - including Germany, the UK, and the Nordic countries – as well

as major drops in usage and recommendation, highlighting eroding consumer trust and the brand's weakening position in Europe.

## The threat to Soft Power

Trade wars and escalating tariffs risk more than just economic disruption - they can also undermine a nation's Soft Power. This is especially true in Europe, where brand reputation, cultural influence, and perceived quality are key pillars of global appeal, according to Brand Finance's research.

The 2025 Global Soft Power Index shows that Europe still holds a strong position in global perceptions: several European countries, including Italy, France, Germany, Sweden, and the UK, rank highly among U.S. respondents for producing 'products and brands the world loves.'

These brands – from BMW to Rolex and IKEA - carry deep cultural resonance and showcase European identity and prestige abroad. Additionally, the UK, Ireland, and Italy top the ranking for 'rich heritage,' among U.S. respondents, a further testament to Europe's broad cultural appeal.

Should tariffs and political tensions persist, Europe could find its most intangible but powerful assets – its reputation, culture and heritage, and brand equity - gradually weakened on the global stage, potentially weakening its Soft Power and international influence in future rankings.

The U.S. also faces significant risks to its Soft Power because of protectionist trade policies. Historically, America's global influence has been rooted in both its economic strength and its advocacy for open markets and international cooperation.

Brand Finance data shows that the U.S. has ranked in the global top three for Business & Trade since 2021, including being among the top three for 'products and brands the world loves.'

However, in 2025, it slipped two places to fifth for being 'easy to do business' with, and its overall Reputation dropped four ranks to 15<sup>th</sup>. The impact of current trade policies and their consequences on the U.S. Soft Power dominance remains to be seen.

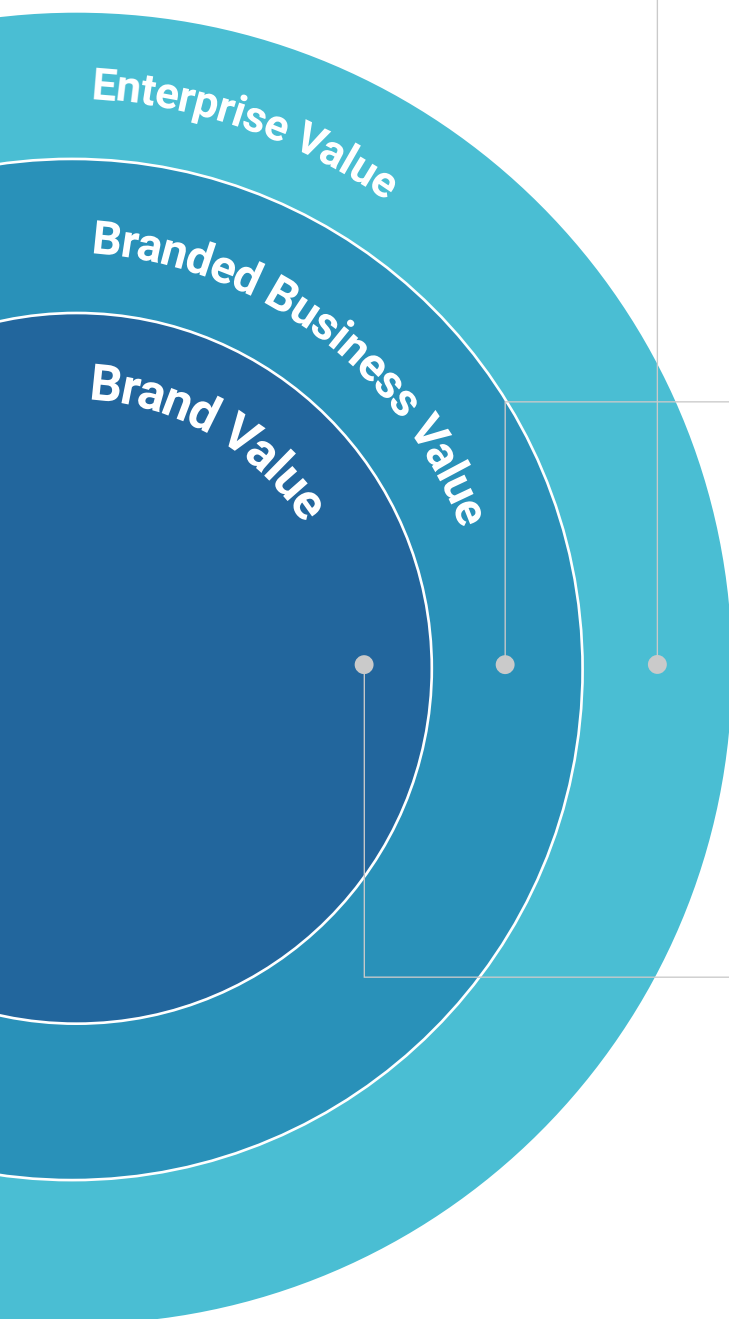
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# Methodology





# Definitions



## Brand Value

### **Meta** + Enterprise Value

[Meta]

**The value of the entire enterprise, made up of multiple branded businesses.**

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

### **facebook** + Branded Business Value

[Facebook]

**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.

### **facebook** + Brand Value

[Facebook]

**The value of the trademark 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 Valuation Methodology

**Brand is defined as a bundle of trademarks and associated IP which can be used to take advantage of the perceptions of all stakeholders to provide a variety of economic benefits to the entity.**

## What is 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 ranking 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 6,000 brands in over 41 markets.

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## 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 anybody, government or organisation.

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### 1. Brand Impact

We review what brands already pay in royalty agreements. This is augmented by an analysis of how brands impact profitability in the sector versus generic brands.

This results in a range of possible royalties that could be charged in the sector for brands (for example a range of 0% to 2% of revenue).

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### 2. Brand Strength

We adjust the rate higher or lower for brands by analysing Brand Strength. This Brand Strength analysis is based on two core pillars: "Brand Perceptions" which relate to the level of brand familiarity and the views stakeholders have of a brand's offer; and "Customer Behaviours" which are the impacts that those perceptions have on demand, price, and advocacy.

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 Brand Rating up to AAA+ in a format similar to a credit rating.

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### 3. Brand Impact x Brand Strength

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%.

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### 4. Forecast Brand Value Calculation

We determine brand-specific revenues as a proportion of parent company revenues attributable to the brand in question and forecast those revenues by analysing historic revenues, equity analyst forecasts, and economic growth rates.

We then apply the royalty rate to the forecast revenues to derive brand revenues and apply the relevant valuation assumptions to arrive at a discounted, post-tax present value which equals the brand value.



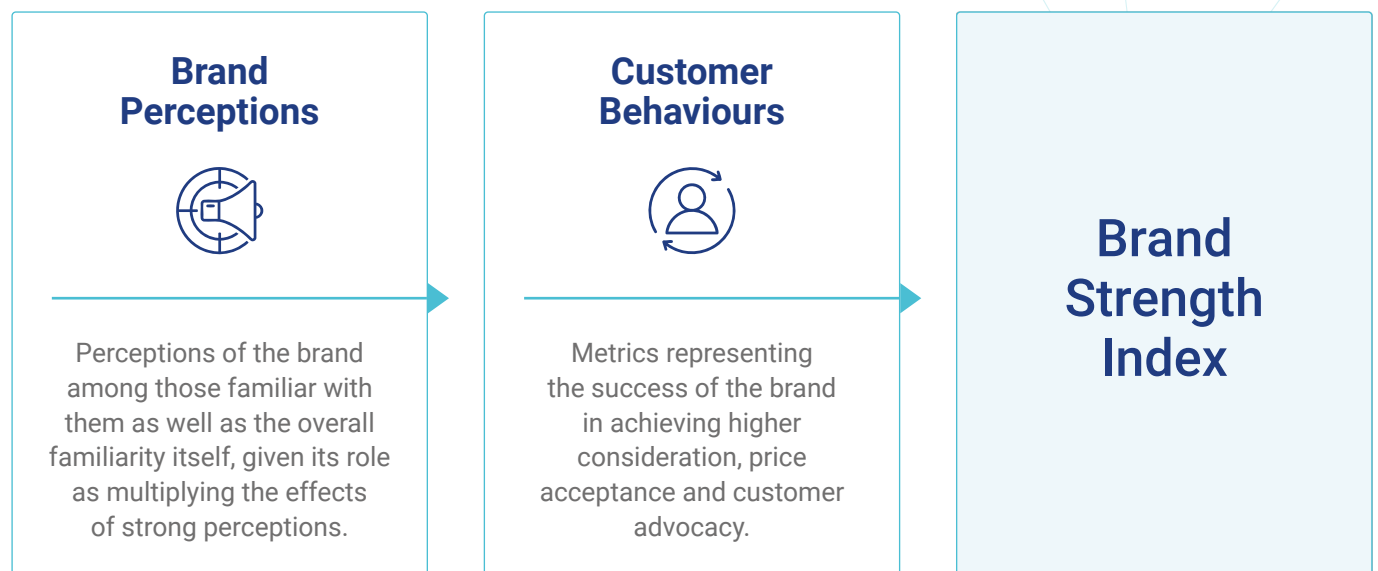
# Brand Strength Methodology

Analytical rigour and transparency are at the heart of our approach to brand measurement at Brand Finance.

Therefore, in order to adequately understand the strength of brands we conduct a structured, quantitative review of data that reflect the 'Brand Value Chain' of brand-building activities, leading to brand awareness, perceptions and onwards to brand-influenced customer behaviour.

To manage the 'Brand Value Chain' process effectively we create and use the "Brand Strength Index" (BSI). This index is essentially a modified Balanced Scorecard split between the Brand Perceptions and Customer Behaviours – as measured through our Global Brand Equity Monitor research. This Brand Strength Index is subsequently explained through an analysis of diagnostic attributes known as "Brand Inputs" which highlight the actions marketers can take to build core brand strength.

## Brand Strength Index



## 1. Attribute Selection and Weighting

We follow a general structure incorporating the brand perceptions and the outcomes that they cause on customer behaviours. This covers the core brand metrics which matter most and have been analysed for their impact on market share and revenue growth.

These attributes are weighted according to their importance in driving the following pillar: Brand Perceptions in driving Customer Behaviours; and finally, the importance of Customer Behaviours metrics in driving market share, revenue, and ultimately, business value.

## 2. Data Collection

Brand's ability to influence purchase depends primarily on people's perceptions.

the general public on their perceptions of over 6,000 brands in over 31 sectors and 41 countries.

Therefore, the majority of the Brand Strength Index is derived from Brand Finance's proprietary Global Brand Equity Research Monitor research, a quantitative study of a sample of more than 175,000 people from

Over a period of 3 months towards the end of each calendar year, we collect all this data across all the brands in our study in order to accurately measure their comparative strength.

## 3. Benchmarking and Final Scoring

To convert raw data into scores out of 10 that are comparable between attributes within the scorecard, we then must benchmark each attribute.

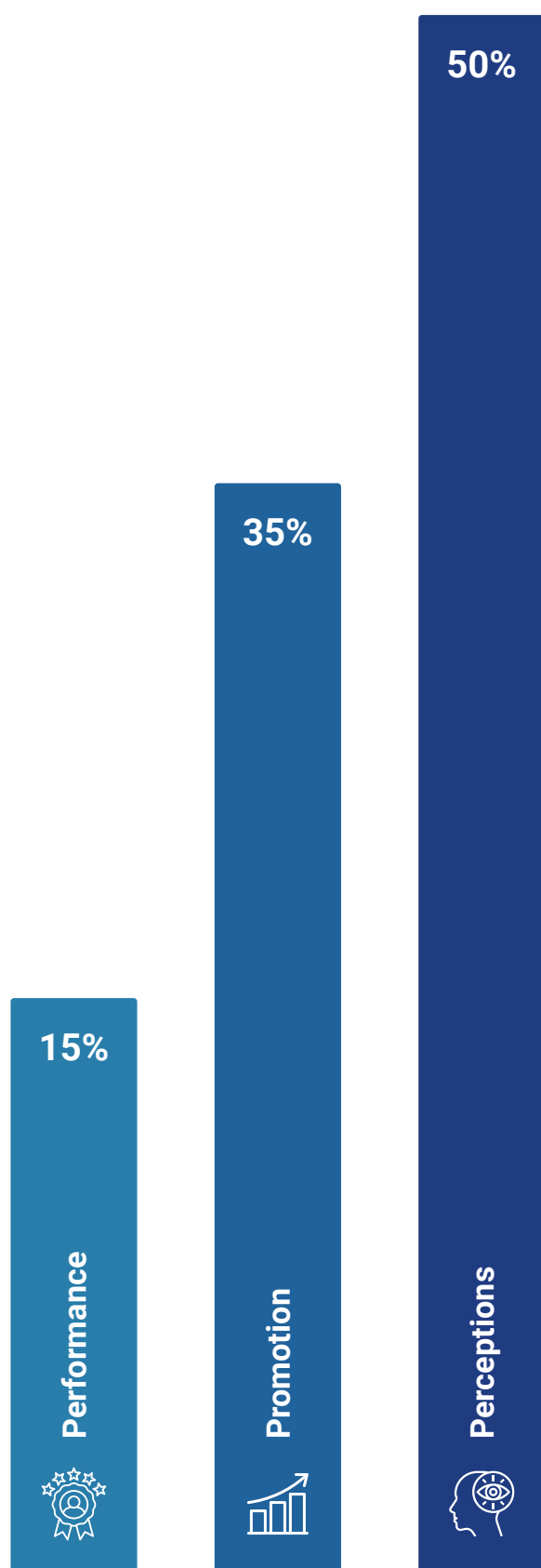
(BSI) score out of 100, which feeds into the brand value calculation.

We do this by reviewing the distribution of the underlying data and creating a floor and ceiling based on that distribution. Each brand is assigned a Brand Strength Index

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.

# Brand Guardianship Index

## Methodology



### Perceptions (50%)

#### Awareness & Recognition - 10%

- + Familiarity

#### Reputation - 40%

- + Reputation

### Promotion (35%)

#### CEO Image Statements - 15%

- + Has a strong strategy and vision
- + Focuses on long-term value
- + Commercially shrewd
- + Understands the importance of brand and reputation
- + Trustworthy
- + Genuinely cares about employees
- + Understands customer needs
- + Inspires positive change
- + Champions sustainability

#### Technology - 10%

- + Technology-forward and AI-ready

#### Diversity Reputation - 10%

- + Committed to diversity

### Performance (15%)

#### Brand Value Growth - 15%

- + Brand Value Growth



### Methodology Updates

Since 2019, Brand Finance has evaluated CEO performance as custodians of brand and reputation. Early iterations of the Brand Guardianship Index (BGI) mirrored our corporate brand strength assessments, utilising a tripartite structure—Inputs, Intermediate Measures, and Outputs—with weightings of 25%, 50%, and 25%, respectively. As CEO perceptions have evolved, so too have our methodologies, as we continue to use the best-in-class measurement methods. As those methods have improved, so have we.

Our current BGI methodology aligns with our refreshed Brand Strength Index (BSI), which is entirely underpinned by Brand Finance’s proprietary research and is compliant with ISO-10668.

We have identified nine key image statements that drive CEO familiarity and reputation, applying statistical regression to determine their relative impact and assigning weights accordingly. Our analysis highlights the critical role of Technology & AI Vision, alongside other leadership attributes, with such explanatory variables accounting for 35% of our index. Intermediate measures of familiarity and reputation contribute 50%, and brand value growth comprises the remaining 15%. This approach delivers actionable insights for CEOs and strategic advisers. It can be used to enhance the intermediate measures of their performance rather than focusing solely on brand value growth.

Although non-financial measures such as staff morale are important, their inconsistent measurement has led us to exclude them from the current index to ensure reproducibility and maintain intellectual rigour.

### Key Survey Questions



#### A. Familiarity

- + The following is a list of CEOs, please go through it carefully and check which ones you have heard of and know which company they run. How familiar are you with each CEO?



#### C. Image Statement

- + To what extent do you agree that the following descriptions apply to this CEO?



#### B. Reputation

- + For each CEO below, considering everything you know about them, out of 10, how would you rate them as CEO?
- + Thinking about each CEO, how ready are they, in your opinion, in terms of their delivery and adoption of new AI technologies?
- + Thinking about the company this CEO leads, how committed is it to:  
Promoting gender diversity in senior leadership and executive roles.



#### D. List of Image Statements

- + Has a strong strategy and vision
- + Focuses on long-term value
- + Commercially shrewd
- + Understands the importance of brand and reputation
- + Trustworthy
- + Genuinely cares about employees
- + Understands customer needs
- + Inspires positive change
- + Champions sustainability

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# Our Services



# Consulting Services

## Brand Analytics & Insights

*The measures that matter*



The only way to effectively manage a brand is to measure it. Brand evaluations are essential to understand the strength of your brand and how it compares to your competitors. Measuring your brand helps identify what drives value and how to prevent losing marketing share, resulting in effective, data-driven strategies to grow your brand.

- + Brand Audits
- + Qualitative & Quantitative Research
- + Syndicated Studies
- + Brand Tracking
- + Brand Drivers & Conjoint Analysis
- + B2B & B2C Research
- + Are we building our brand 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?
- + What is most important to my customers?

## Brand Valuation

*Make the business case for your brand*



Brand valuation is the language marketers use to ensure finance teams understand the value of their brand. Valuation data empowers CFOs to invest in brand with confidence, resulting in business decisions focused on enduring, growing brand value and strength. Valuations also help investors and those selling, to ensure that the full value of the business is accounted for in a transaction.

- + Brand Impact Analysis
- + Tax & Transfer Pricing
- + Litigation Support
- + M&A Due Diligence
- + Fair Value Exercises
- + Return on Investment
- + 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?
- + Can I quantify how important my brand is to the board?

## Brand Strategy

*Brand management based on data*



Understanding the value of your brand transforms it into a powerful tool you can use to determine the business impacts of strategic branding decisions. All stakeholders must understand how investing in brand growth impacts the bottom line. Brand growth is accelerated when strategies use valuation to align marketing and finance.

- + Brand Positioning
- + Brand Architecture
- + Franchising & Licensing
- + Brand Transition
- + Marketing Mix Modelling
- + Brand Identity & Experience
- + Which brand positioning do customers value most?
- + 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?

Sports & Sponsorship



Brand Sustainability



Employer Branding



Place Branding







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