



Germany

150

2022

The annual report on the most valuable and strongest German brands
June 2022

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About Brand Finance.

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

We bridge the gap between marketing and finance

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

We quantify the financial value of brands

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

We offer a unique combination of expertise

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

We pride ourselves on technical credibility

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

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



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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 performance and offers a cost-effective way to gaining a better understanding of your position against peers.

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



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Education



Cost of Capital Analysis



Customer Research Findings



Competitor Benchmarking



Communication



Understanding

Benefits

Contents



Brand Valuation Summary

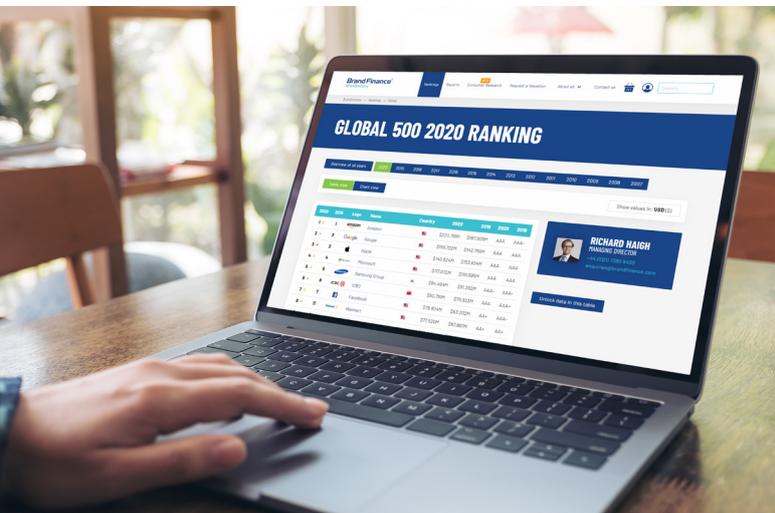


Brand Strength Tracking



Royalty Rates

Brandirectory.com



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

- + Browse thousands of published brand values
- + Track brand value, strength, and rating across publications and over time
- + Use interactive charts to compare brand values across countries, sectors, and global rankings
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Brand Finance Group.



Brand Finance[®]
Institute

Brand Finance Institute

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

Brand Dialogue[®]



Brand Dialogue

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

vi360

VI360

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

Brand Finance®



Global Brand Equity Monitor

- Original market research on over **5,000 brands**
- **36 countries** and over **29 sectors** covered
- More than **100,000 respondents** surveyed annually
- We are now **in our 6th consecutive year** conducting the study

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Foreword.



Ulf-Brün Drechsel
Country Manager DACH,
Brand Finance
Deutschland

The best news up front: Brand Finance has expanded the German brands ranking from 100 to 150 brands. Half of the German brands ranked in the table have achieved brand values in billions of Euros and fifteen of the most valuable and strongest German brands in the ranking have achieved brand values of over €10 billion.

The COVID-19 pandemic and its consequences affected growth in many industries and brands across Germany. The pandemic helped brands in the retail, IT and telecommunications sectors to expand their brand portfolios in the last two years. Other industries, however, stagnated or suffered brand value losses from which they are only slowly recovering.

The entertainment and tourism industries, with all their intersections with other sectors, are among the most affected. Even our most stable economic pillar, the automotive industry including its many supplier industries, was affected by the pandemic, its consequences and the associated loss of brand value. But here too, it can be seen that individual brands are definitely succeeding in growing against the general trend, and thus in setting themselves apart more strongly from the weakening competition. The Bavarian car rental brand Sixt is a prime example of this upward trend of growth in brand value.

Apart from the healthcare crisis imposed by the COVID-19 pandemic, brands have also been impacted by geopolitical issues such as the Russia-Ukraine conflict. The Brand Finance Global Soft Power Index 2022 received particularly high attention when it was presented in London in March 2022. The Brand Finance Germany 150 2022 provides a summary of the results of the brand value analysis of German brands and also put the soft power results for Germany in context with the brand value growth of German brands.



Executive Summary.



Top 3: Mercedes-Benz, Deutsche Telekom and Allianz.



Brand Value & Brand Strength Analysis.

The Top 150 German Brands

With a brand value of €52.4 billion, Mercedes-Benz is the most valuable German brand, closely followed by Deutsche Telekom (brand value up 19% to €51.9 billion). Allianz Group (brand value up 12% to €39.0 billion) is in the third place, knocking Volkswagen (brand value down 12% to €35.4 billion) off the podium. The winner by points in the Brand Strength Index is Porsche (brand value down 1% to €29.1 billion) with a Brand Strength Index (BSI) score of 85.1 out of 100 and a corresponding AAA brand rating.

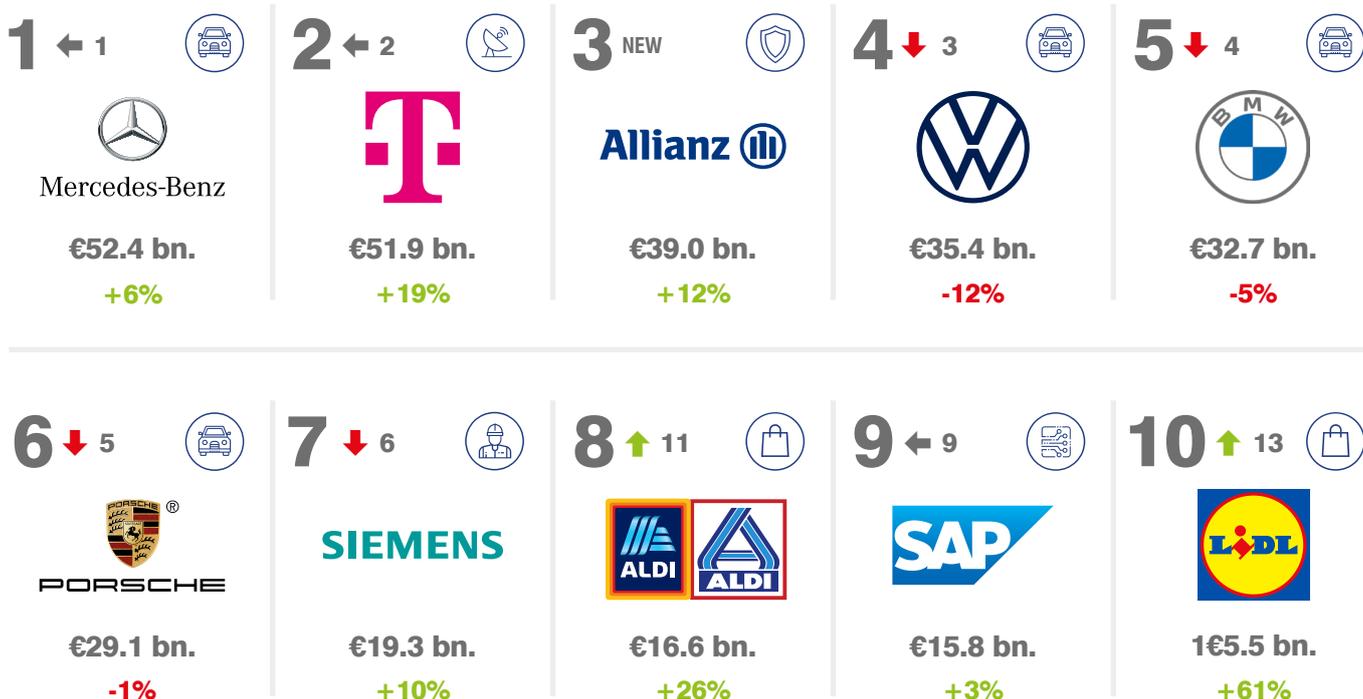
This year's shooting star is the Sixt brand (brand value up 118% to €1.3 billion), which has more than doubled in brand value and gained 22 ranks and is at the 69th position. In general, it shows that the automotive sector accounts for the lion's share of the value of our top brands, about one third of the total brand value volume of the German brands in the ranking. Along with the automobile sector, the retail sector is also on the rise, led by Aldi (brand value up 26% to €16.6 billion) in the 8th position and Lidl (brand value up 61% to €15.5 billion) in the 10th position.

SIXT is the world's fastest-growing car rental brand of 2022 with a 118% increase in brand value over the year to US\$1.3 billion. This year's increase is the continuation of an impressive growth trend for SIXT, which has seen its brand value increase



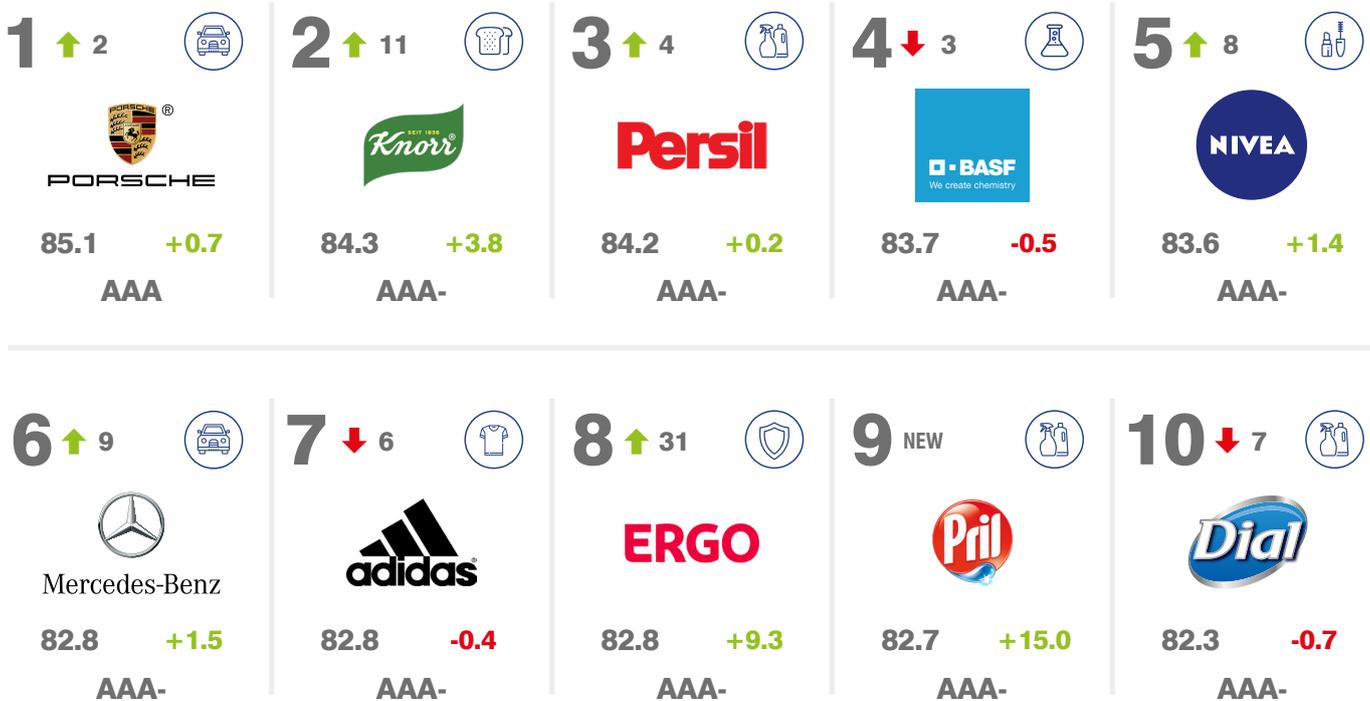
Top 10 Most Valuable German Brands 2022

© Brand Finance Plc 2022



Top 10 Strongest German Brands 2022

© Brand Finance Plc 2022



265% over the past five years. The brand has built a strong international growth strategy, expanding rapidly in the United States and entering new markets, such as Australia. With the goal of strengthening affinity with customers, SIXT has also launched the unique platform ONE and the SIXT app, offering a broad variety of mobility at a fingertip. It combines core services such as car rental and ride hailing in a convenient way. To meet market demands for electromobility – another major trend in the automotive industry – SIXT is enlarging its electric vehicle fleet worldwide and investing heavily in its charging infrastructure. A major innovation milestone by the brand is the launch of robotaxis in Munich, in partnership with tech giant Intel's subsidiary company Mobileye. The robotaxis will support driverless ride-hailing operations in a bid to build an integrated self-driving system.

15 brands with double-digit billion values

The 15 most valuable brands form the upper league of the double-digit billionaires. These brands alone represent the major part of the total brand value volume in the expanded ranking table. The top three brands are Mercedes-Benz (brand value up 6% to €52.4 billion), Deutsche Telekom (brand value up 19% to €51.9 billion) and Allianz Group (brand value up 12% to €38.9 billion) as continued to grow significantly, while the rest of the billionaires' club took a break from growth this year.

The second half of the table, i.e. from about 75th place onwards, is occupied by brands that have not yet been able to cross the billion-euro threshold.

Brand equity & brand strength analysis.

Winners and losers by brand value.

Winning stamps

The top 10 fastest-growing brands each show an increase of 50% or more, Sixt (brand value up 118% to €1.3 billion), even more than doubling the previous year's value. Indicative of the increased strength of the ranking profile is the fact that all winning brands are recruited from the most diverse sectors.

Loser's marks

On the losing side, only the once iconic Mercedes – Benz (brand value up 6% to €52.4 billion), brand Smart (brand value down 46% to €166 million) shows glaring losses with a 46% drop. All other losing brands lose between 15% and 20% in brand value. Perhaps unexpected here is the Bertelsmann brand (brand value down 16% to €314 million), although the group scored with double-digit revenue growth and record earnings last year.

Sector Reputation Analysis. 2021-2022

Brand Value by Sector

© Brand Finance Plc 2022



Sector	Brand Value (EUR bn)	% of total	Number of Brands
Automobiles	165.1	29.9%	8
Retail	74.5	13.5%	19
Telecoms	53.9	9.7%	3
Insurance	53.4	9.7%	6
Engineering & Construction	38.1	6.9%	4
Tech	26.3	4.8%	13
Other	141.6	25.6%	97
Total	552.9	100.0%	150

Winners and losers by brand strength Brand Strength Change

Winning stamps

The clear winner among the brands with the highest gains in brand strength is the long-established pharma brand Bayer (brand value up 24% to €4.7 billion), which is obviously on a good path upwards again. The share of eCommerce and retail brands with Zalando (brand value up 46% to €5.8 billion), Edeka (brand value up 37% to €4.6 billion), Delivery Hero (brand value up 55% to €5 billion) and Lidl (brand value up 61% to €15.4 billion) is significant.

The highly respected car brand Audi surprises with the highest decrease in brand strength in the entire Germany ranking. With a whopping 4.4 score points drop in the Brand Strength Index, Audi (brand value down 18% to €11.9 billion) is clearly the loser among the German car brands. But other well-known brands such as Fresenius, BMW (brand value up 5% to €34.4 billion) or Bosch are also weakening this year in the brand strength .

Sector Reputation Analysis. Brand Value by Sector 2022-2021

Growth in the trade insurance industry make for a more balanced sector mix - . The automotive industry, however, remains the mainstay among the sectors with a share of 30% of the total brand value pie, despite a decline in brand value. The

globally known and successful German car brands are losing value. Mercedes-Benz, the famous exception to the rule, is showing the way, is still gaining against the trend and occupies the top position as the most valuable German brand.

German retail brands in particular are conquering the ranking and are advancing into the top ten, such as Aldi and Lidl. The retail sector, behind automotive with a 13% - share, is helping to drive the German brand value engine. The telecommunications sector and the insurance sector also benefited from the crisis and are now swinging into higher spheres, each with a 10% value share. The banking sector remains problematic. Despite previously having the highest number of brands in the ranking (from 20 to 16 brands), the sector continues to lose influence - in stark contrast to other countries, even in the direct German-speaking neighbourhood, where banks are traditionally at the top of the sector rankings.

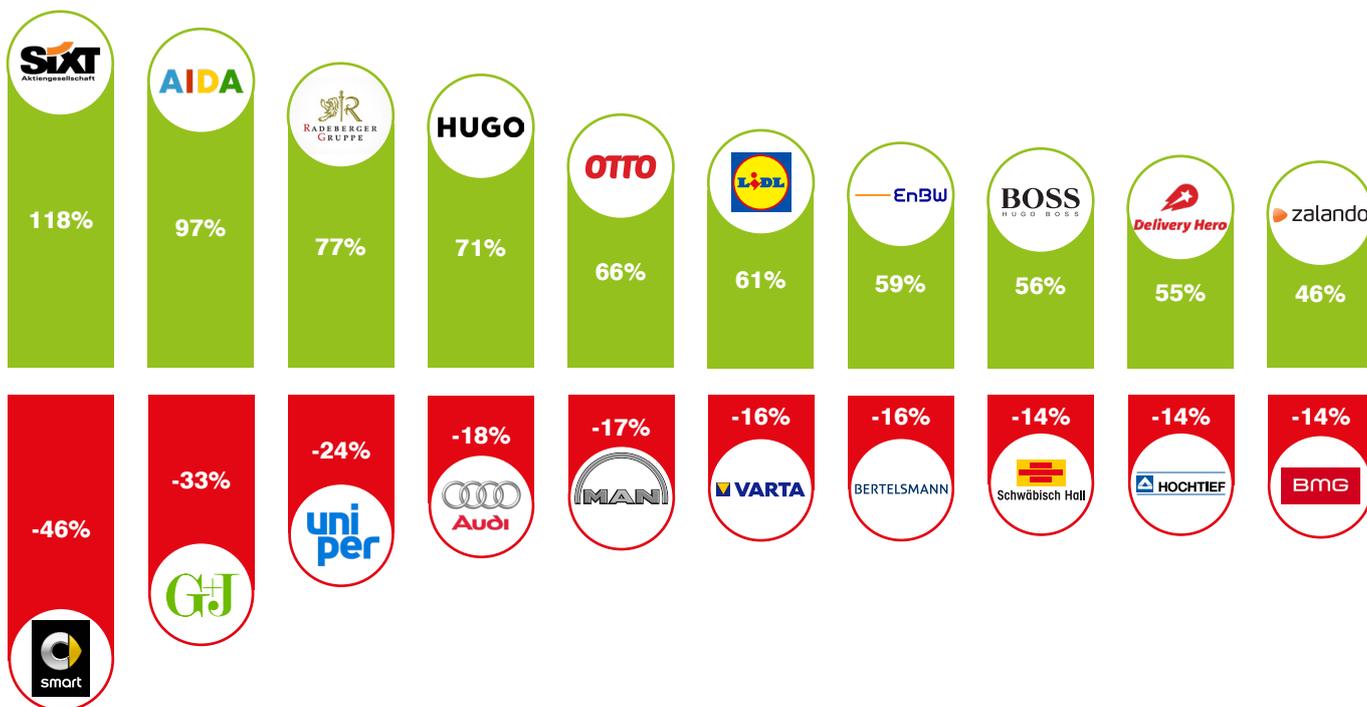
Automotive

Mercedes-Benz is the most valuable German brand and second most valuable car brand in the world

With its brand value of €52.3 billion) , Mercedes-Benz finished only just behind Toyota in the global contest. Mercedes-Benz is therefore continuing on its successful course: since 1 February, the group has been operating under the name Mercedes-Benz Group, which should further strengthen the car brand of the

Brand Value Change 2021-2022 (%)

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same name. Furthermore, the Group recently surprised with a strong financial result 2021.

Tesla overtakes Volkswagen, BMW and Porsche

The US based brand Tesla continues to grow and is shaking up the industry with German counterparts. For the first time, Volkswagen is ranked fourth behind Allianz, followed by BMW and Porsche. Audi loses its connection to this group of four most valuable car brands. However, the top German car brands are catching up enormously fast in the field of innovative e-mobility. Even if Porsche slips slightly in the general brand value ranking, in the separately surveyed premium and luxury segment Porsche is the most valuable car brand in the world. Porsche also scores considerably in terms of brand strength, coming in first in the Germany ranking and third internationally in the automotive ranking, behind Toyota in second place and Ferrari in first place.

Sixt takes off

The international mobility group Sixt (brand value up 118% to €1.2 billion) has rapidly increased its brand value and is thus shaking up the car rental sector. With an increase of over 118% in the last year and more than a tripling of the brand

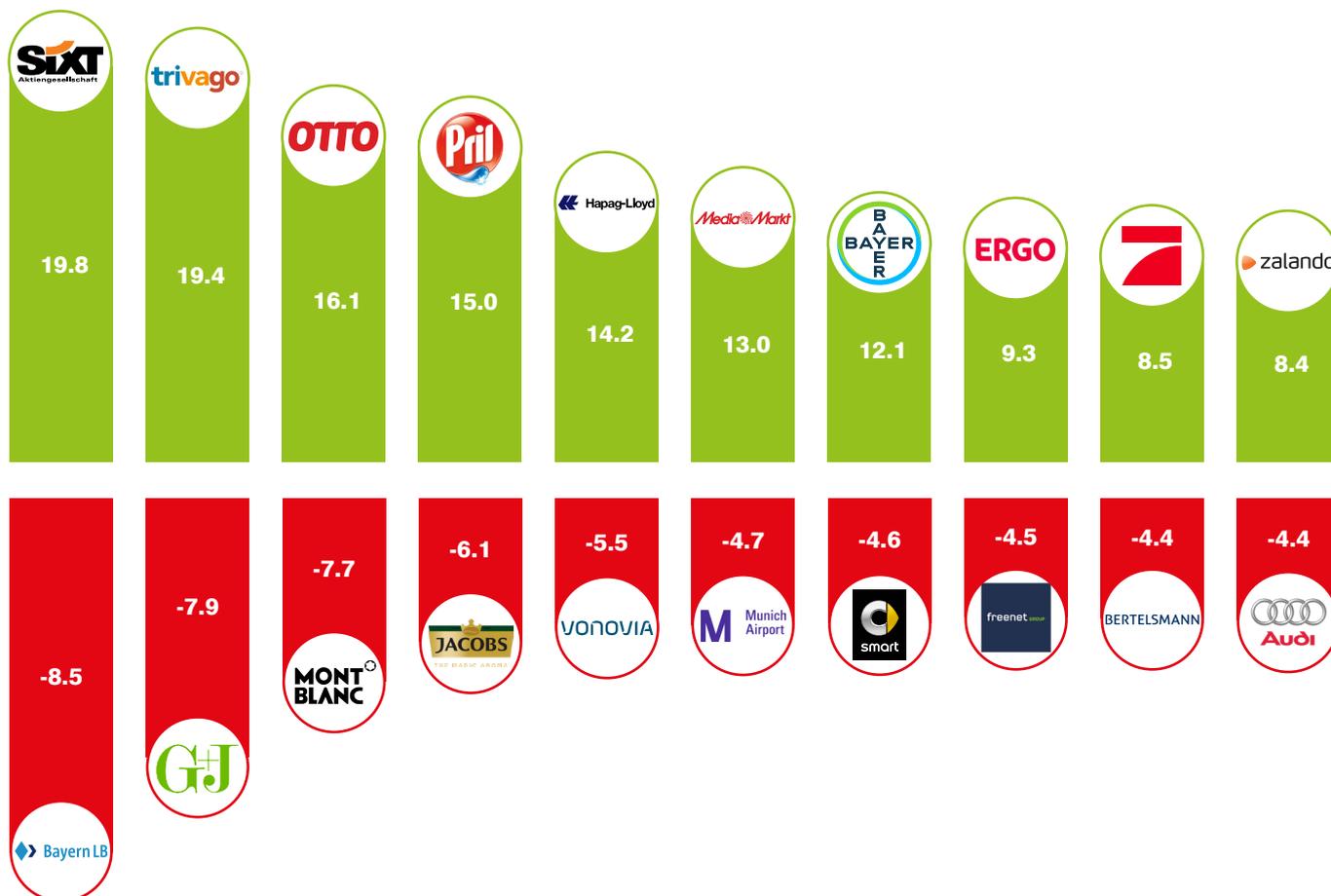
value since 2017, Sixt is even the fastest growing car rental brand in the world. Sixt is evolving from a European car rental company of German origin into a global provider of mobility solutions. Thanks in part to a strong international and consistently customer-oriented growth strategy and the digitalisation of its products, Sixt has increased its brand value by 265%t in the past five years. Sixt met the demand for electric mobility at an early stage and has included a new range of electric vehicles in many cities in Europe and the UK.

Retail

German retail brands performed exceptionally well in 2021. With Aldi, Lidl and REWE, three German brands lead the top brands in Europe. With the highest brand value of all European retail brands, Aldi is in 8th place in the German ranking, Lidl follows behind and climbs the top ten with 10th place. Rewe follows in 14th place, all three with extraordinarily high brand value growth. With a total brand value of over 80 billion euros, Germany's retailer is in second place in Germany and is in third place behind the USA and China in the value share of the top 100 global retailers.

Brand Strength Change BSI 2021-2022

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Retail and e-commerce benefit from the crisis

The retail sector thus remains a winning industry. In times of crisis, especially due to the consequences of the Corona pandemic, consumer and supermarkets were able to prove their role as reliable and present providers and thus also further increase their brand values. The German retail brands, which are expanding more and more internationally, are benefiting particularly from this development. For the first time, the German drugstore retailers **dm** and **Rossmann** now also make it into the brand ranking.

What also stands out is that the business models of all the major retail brands are consistently being extended into online retail and mixed and expanded with service offerings such as travel, telecommunications, textiles or financial services. "This also pays off in the brand values," says Drechsel.

Banking

Deutsche Bank is the most valuable German banking brand

Deutsche Bank (brand value up 9% to €3.2 billion) loses four places and lands in 34th place, in particular due to a sharp decline in the Brand Strength Index (BSI) compared to the previous year. However, it remains the only German banking brand in the Top 100 brands of the Brand Finance Banking 500 2022 ranking. All other German banks also grow slightly, but are rather insignificantly at the end of the upper third in the German Ranking, such as DZ Bank (47th place), Commerzbank (60th place) and HypoVereinsbank (78th place). Ranking newcomer po Commercial Bank records the largest year-on-year increase in brand value of all German banking brands. With the continued modest performance of its banking brands, Germany slips to 20th place in the banking country ranking.

Brand Value Ranking 150 (EUR m).

Top 150 most valuable German brands 1-50

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
1	1	←	Mercedes-Benz	Automobiles	52,393 €	+5.7%	49,570 €	AAA-	AAA-
2	2	←	Deutsche Telekom	Telecoms	51,883 €	+19.2%	43,510 €	AAA-	AA+
3	-	New	Allianz Group	Insurance	38,979 €	+12.0%	34,809 €	AAA-	AAA-
4	3	↓	Volkswagen	Automobiles	35,394 €	-11.6%	40,031 €	AAA-	AAA-
5	4	↓	BMW	Automobiles	32,720 €	-5.0%	34,435 €	AAA-	AAA-
6	5	↓	Porsche	Automobiles	29,070 €	-0.5%	29,223 €	AAA	AAA-
7	6	↓	Siemens Group	Engineering & Construction	19,341 €	+10.0%	17,577 €	AA+	AA+
8	11	↑	Aldi	Retail	16,588 €	+25.8%	13,185 €	AAA-	AAA-
9	9	←	SAP	Tech	15,788 €	+3.1%	15,317 €	AA	AA-
10	13	↑	Lidl	Retail	15,452 €	+60.7%	9,614 €	AAA-	AA+
11	8	↓	Bosch	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
12	12	←	Adidas	Apparel	🔒	🔒	🔒	🔒	🔒
13	10	↓	Audi	Automobiles	🔒	🔒	🔒	🔒	🔒
14	-	New	Rewe	Retail	🔒	🔒	🔒	🔒	🔒
15	14	↓	DHL	Logistics	🔒	🔒	🔒	🔒	🔒
16	15	↓	BASF	Chemicals	🔒	🔒	🔒	🔒	🔒
17	17	←	Fresenius	Healthcare	🔒	🔒	🔒	🔒	🔒
18	20	↑	Zalando	Retail	🔒	🔒	🔒	🔒	🔒
19	16	↓	Nivea	Cosmetics	🔒	🔒	🔒	🔒	🔒
20	18	↓	Munich Re	Insurance	🔒	🔒	🔒	🔒	🔒
21	26	↑	Delivery Hero	Logistics	🔒	🔒	🔒	🔒	🔒
22	21	↓	Bayer	Pharma	🔒	🔒	🔒	🔒	🔒
23	22	↓	Edeka	Retail	🔒	🔒	🔒	🔒	🔒
24	19	↓	E.ON	Utilities	🔒	🔒	🔒	🔒	🔒
25	28	↑	Deutsche Post	Logistics	🔒	🔒	🔒	🔒	🔒
26	29	↑	Kaufland	Retail	🔒	🔒	🔒	🔒	🔒
27	-	New	dm	Retail	🔒	🔒	🔒	🔒	🔒
28	23	↓	Puma	Apparel	🔒	🔒	🔒	🔒	🔒
29	24	↓	Hannover Re	Insurance	🔒	🔒	🔒	🔒	🔒
30	32	↑	Continental	Tyres	🔒	🔒	🔒	🔒	🔒
31	-	New	Rossmann	Retail	🔒	🔒	🔒	🔒	🔒
32	33	↑	Infineon	Tech	🔒	🔒	🔒	🔒	🔒
33	31	↓	Ergo	Insurance	🔒	🔒	🔒	🔒	🔒
34	30	↓	Deutsche Bank	Banking	🔒	🔒	🔒	🔒	🔒
35	36	↑	Linde	Chemicals	🔒	🔒	🔒	🔒	🔒
36	27	↓	DB	Logistics	🔒	🔒	🔒	🔒	🔒
37	25	↓	Hochtief	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
38	35	↓	TUI	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
39	38	↓	BayWa	Food	🔒	🔒	🔒	🔒	🔒
40	39	↓	Knorr	Food	🔒	🔒	🔒	🔒	🔒
41	45	↑	Versicherungskammer	Insurance	🔒	🔒	🔒	🔒	🔒
42	40	↓	Lufthansa	Airlines	🔒	🔒	🔒	🔒	🔒
43	34	↓	Uniper	Utilities	🔒	🔒	🔒	🔒	🔒
44	47	↑	ThyssenKrupp	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
45	44	↓	Metro	Retail	🔒	🔒	🔒	🔒	🔒
46	37	↓	MAN	Automobiles	🔒	🔒	🔒	🔒	🔒
47	43	↓	DZ Bank	Banking	🔒	🔒	🔒	🔒	🔒
48	46	↓	IONOS	Tech	🔒	🔒	🔒	🔒	🔒
49	54	↑	EnBW	Utilities	🔒	🔒	🔒	🔒	🔒
50	50	←	Merck	Pharma	🔒	🔒	🔒	🔒	🔒

Top 150 most valuable German brands 51-100

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
51	-	New	Penny/Penny Market	Retail	€	€	€	€	€
52	42	↓	Schwarzkopf	Cosmetics	€	€	€	€	€
53	52	↓	Netto	Retail	€	€	€	€	€
54	41	↓	Union Investment	Banking	€	€	€	€	€
55	55	←	MediaMarktSaturn	Retail	€	€	€	€	€
56	49	↓	Opel	Automobiles	€	€	€	€	€
57	61	↑	Boss	Apparel	€	€	€	€	€
58	48	↓	1&1	Telecoms	€	€	€	€	€
59	60	↑	Covestro	Chemicals	€	€	€	€	€
60	51	↓	Commerzbank	Banking	€	€	€	€	€
61	62	↑	ProSieben	Media	€	€	€	€	€
62	53	↓	HeidelbergCement	Engineering & Construction	€	€	€	€	€
63	58	↓	Aptamil	Food	€	€	€	€	€
64	57	↓	Schaeffler	Auto Components	€	€	€	€	€
65	56	↓	Evonik	Chemicals	€	€	€	€	€
66	59	↓	Persil	Household Products	€	€	€	€	€
67	76	↑	Radeberger Group	Beers	€	€	€	€	€
68	74	↑	Otto	Retail	€	€	€	€	€
69	88	↑	Sixt	Car Rental Services	€	€	€	€	€
70	64	↓	BECHTLE	Tech	€	€	€	€	€
71	70	↓	Hapag-Lloyd	Logistics	€	€	€	€	€
72	66	↓	Dr Oetker	Food	€	€	€	€	€
73	63	↓	Jacobs	Soft Drinks	€	€	€	€	€
74	68	↓	Brenntag	Chemicals	€	€	€	€	€
75	65	↓	RWE	Utilities	€	€	€	€	€
76	-	New	Eventim	Leisure & Tourism	€	€	€	€	€
77	73	↓	Siemens Energy	Utilities	€	€	€	€	€
78	67	↓	HypoVereinsbank	Banking	€	€	€	€	€
79	79	←	Hamburg Süd	Logistics	€	€	€	€	€
80	78	↓	Dial	Household Products	€	€	€	€	€
81	72	↓	DekaBank	Banking	€	€	€	€	€
82	80	↓	Linde Material Handling	Tech	€	€	€	€	€
83	69	↓	Henkell Freixenet	Champagne & Wine	€	€	€	€	€
84	75	↓	Rheinmetall	Aerospace & Defence	€	€	€	€	€
85	77	↓	Montblanc	Apparel	€	€	€	€	€
86	82	↓	Deutsche Postbank	Banking	€	€	€	€	€
87	71	↓	Vonovia	Real Estate	€	€	€	€	€
88	87	↓	MTU	Aerospace & Defence	€	€	€	€	€
89	92	↑	Landesbank Baden Wurttemberg	Banking	€	€	€	€	€
90	89	↓	Jagermeister	Spirits	€	€	€	€	€
91	90	↓	Sat.1	Media	€	€	€	€	€
92	86	↓	Sandoz	Pharma	€	€	€	€	€
93	95	↑	Hella	Auto Components	€	€	€	€	€
94	97	↑	Cancom	Tech	€	€	€	€	€
95	81	↓	Syoss	Cosmetics	€	€	€	€	€
96	-	New	LANXESS	Chemicals	€	€	€	€	€
97	83	↓	Arvato	Commercial Services	€	€	€	€	€
98	84	↓	Freenet	Telecoms	€	€	€	€	€
99	100	↑	Hermes	Logistics	€	€	€	€	€
100	98	↓	LEONI	Tech	€	€	€	€	€

Top 150 most valuable German brands 101-150

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
101	94	↓	Fa	Cosmetics	€	€	€	€	€
102	91	↓	DZ HYP	Banking	€	€	€	€	€
103	102	↓	DEMATIC	Tech	€	€	€	€	€
104	85	↓	Schwäbisch Hall	Banking	€	€	€	€	€
105	96	↓	BECK's	Beers	€	€	€	€	€
106	-	↑	Trivago	Leisure & Tourism	€	€	€	€	€
107	99	↓	Helaba	Banking	€	€	€	€	€
108	-	↑	TeamViewer	Tech	€	€	€	€	€
109	108	↓	STILL	Tech	€	€	€	€	€
110	-	↑	Ristorante	Food	€	€	€	€	€
111	103	↓	Humana	Food	€	€	€	€	€
112	107	↓	Software AG	Tech	€	€	€	€	€
113	101	↓	Deutsche Kreditbank	Banking	€	€	€	€	€
114	112	↓	Salzgitter	Mining, Iron & Steel	€	€	€	€	€
115	-	↑	WACKER	Chemicals	€	€	€	€	€
116	114	↓	Eurex	Exchanges	€	€	€	€	€
117	106	↓	Gliss	Cosmetics	€	€	€	€	€
118	-	↑	Gruener + Jahr	Media	€	€	€	€	€
119	105	↓	Bonprix	Retail	€	€	€	€	€
120	136	↑	AIDA	Leisure & Tourism	€	€	€	€	€
121	121	↔	Frankfurt Airport	Airports	€	€	€	€	€
122	116	↓	Crate & Barrel	Retail	€	€	€	€	€
123	104	↓	Bertelsmann	Media	€	€	€	€	€
124	113	↓	TeamBank	Banking	€	€	€	€	€
125	115	↓	Taft/Drei Wetter Taft	Cosmetics	€	€	€	€	€
126	110	↓	Bayerische Landesbank	Banking	€	€	€	€	€
127	127	↔	ApoBank	Banking	€	€	€	€	€
128	111	↓	Varta	Tech	€	€	€	€	€
129	124	↓	Eucerin	Cosmetics	€	€	€	€	€
130	119	↓	Schauma	Cosmetics	€	€	€	€	€
131	128	↓	Marktkauf	Retail	€	€	€	€	€
132	-	↑	TUI Cruises	Leisure & Tourism	€	€	€	€	€
133	120	↓	Right Guard	Cosmetics	€	€	€	€	€
134	139	↑	HUGO	Apparel	€	€	€	€	€
135	123	↓	Nürnberger Versicherung	Insurance	€	€	€	€	€
136	129	↓	Fuchs	Oil & Gas	€	€	€	€	€
137	122	↓	Deutsche Boerse	Exchanges	€	€	€	€	€
138	126	↓	Diadermine	Cosmetics	€	€	€	€	€
139	-	↑	ImmoScout24	Retail	€	€	€	€	€
140	125	↓	BMG	Media	€	€	€	€	€
141	130	↓	Alete	Food	€	€	€	€	€
142	137	↓	Baur	Retail	€	€	€	€	€
143	131	↓	50hertz	Utilities	€	€	€	€	€
144	138	↓	Munich Airport	Airports	€	€	€	€	€
145	141	↓	About You	Retail	€	€	€	€	€
146	134	↓	Siltronic AG	Tech	€	€	€	€	€
147	135	↓	Aareal Bank	Banking	€	€	€	€	€
148	-	↑	Pril	Household Products	€	€	€	€	€
149	117	↓	Smart	Automobiles	€	€	€	€	€
150	133	↓	K+S	Chemicals	€	€	€	€	€

Brand Spotlights.





Rank

Brand Value

2 ←

€51.9 bn. **+19%**

Rank

Brand Strength

21 ↑

79.5 **+1.8**



Brand Finance®
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**MOST VALUABLE
TELECOMS BRAND
IN EUROPE**

Interview with Ulrich Klenke.



Ulrich Klenke
Chief Brand Officer at
Deutsche Telekom

Deutsche Telekom this year increased 6 ranks in the Brand Finance Global 500 2022, entering the top 20 most valuable brands globally and becoming the second most valuable telecoms brand. What have you done to ensure significant brand growth for the company over the last year?

Brand value is an expression of a strong company. We operate successfully in the markets. But it is also an expression of the trust that customers and the public place in the brand. At the same time, our attractiveness for business partners and investors is increasing. Our brand growth is primarily attributable to the positive economic and technological development in Europe and the USA. Successful business performance and high customer growth in the US market are contributing factors. In addition, Telekom once again scored with sustained investments in network quality, innovations, and customer service. The rapidly progressing roll-out of 5G and our fiber-optic networks are creating new revenue prospects and differentiating us from the competition. All this adds momentum to the brand and pays off the successful implementation of the brand strategy.

We are in challenging times, the pandemic continues. How do you perceive the Telekom brand in national and international competition?

Our networks, products and services are connecting people more than ever. They provide security and confidence. We are currently seeing increasing participation in digitization. The pandemic is now reinforcing a trend that started a few years ago. Many things that used to take place in the physical world have now migrated over to the digital world. Society is learning to appreciate the opportunities of digitization even more. And not just among the younger generation. It cuts across all strata of the population. The "T" has provided support during the crisis. Our key figures also show this. The Telekom brand has gained in trust.



Markets are constantly changing. How will the Deutsche Telekom brand develop in the future?

Deutsche Telekom has become one of the leading global players in the telecommunications industry. We are currently putting the brand on course for the future and systematically adapting the brand strategy to the global business orientation. The basis for this is our brand positioning as a communications base in all markets. The “T” is a clear beacon here in line with our purpose: “We won’t stop until everyone is connected.” The quality and strength of our networks and our expertise in digital technologies benefit everyone and enable us to master every challenge together as a company. We make this possible based on our high network quality, innovative products, and strong customer focus.

What will be your communications priorities at Deutsche Telekom in 2022?

We believe in the strength of connections; we believe in the opportunities of digitization. If there is a time for digital optimism, it starts now. This topic will continue to accompany us in the coming year. Within this framework, we want to continue to delight our customers with our network quality, innovative products, and best service. We want to make people our fans. And we can only do that by acting responsibly and through integrated and transparent communication. In the future, we want to communicate together even faster, better, more efficiently and more consistently, focusing even more on the needs of customers. Our goal is for the “T” to be a clear beacon for people in line with our purpose, in all our markets.



Allianz

Rank	Brand Value
3 New	€39.0 bn. +12%

Rank	Brand Strength
15 New	81 +1.2



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**MOST VALUABLE
INSURANCE BRAND
IN EUROPE**

Interview with Serge Raffard and Christian Deuringer.



Serge Raffard
Group Strategy,
Marketing Distribution
Officer at Allianz

As the most valuable globally operating insurance and investment brand, what brand initiatives have contributed to this success?

Serge: We are a strong brand and we outdelivered; not only did we receive the Brand Finance Top 500 Rating but also the Germany Top 150 would mention #30 and #3. Being ranked 3rd in the Germany Top 150, behind Mercedes (1) and Deutsche Telekom (2), and passing brands like Volkswagen, BMW and Porsche is an amazing result that we are really proud of. Our guiding principles of Shape, Care, Deliver, which are anchored in our Purpose statement “We Secure your future”, are central to the brand and customer experience, and also crucial to our success. It starts with the functional Delivery of simple, fair and high-quality products. It is reinforced by the emotional Care that customers expect at not only key moments of their personal and corporate life but every day! And not only do we address the customer functional and emotional needs, we go beyond by Shaping the world around our clients to create a better place.



Christian Deuringer
Head of Global Brand &
Marketing at Allianz

Christian: Over the past years we have not only built an “extremely strong” brand but also managed to anchor the brand on the CEO Agenda. Out of the many great things we do as brand community globally I would highlight three core initiatives which have contributed to the brand’s success in dynamic times: our worldwide partnerships with the Olympic and Paralympic Movements, becoming more digital in a globally consistent fashion, and the strong focus on sustainability. Our actions taken to support our customers around the world via DoconCall, Mental Health Hotlines and joint ventures with local companies have all been central, which we offer under one global campaign: #AllianzForLife. And, regarding the ongoing Ukraine crisis, our humanitarian relief efforts continue to play a crucial role. Besides monetary support, we collaborate closely with NGOs and humanitarian organisations such as the German Red Cross, the City of Munich, Mercy Corps or the Berliner Stadtmission, to deliver the right response and shape a better tomorrow together.

In your new strategy 2022+, Allianz announced the new chapter of Outperform, Transform, Rebalance, which puts the focus on profitable growth and customer satisfaction to deliver on your company purpose: “We secure your future”. What role does the brand strategy play in this and how will it influence the transformation of Allianz going forward?

Serge: Across the insurance industry in general, and even more so for Allianz, data shows a strong increase in the role of the brand in driving purchase decisions and create trust. The brand is a core element of our transformation from Push to Pull, attracting more people, businesses, and distribution partners to Allianz, digitally and physically. This pull is then further powered by our technology and loyalty leader experience to convert those leads as efficiently as possible into new and satisfied Allianz customers.

In many markets, Allianz is seen as an expensive brand when compared to other insurance brands. How do you ensure and balance a strong value perception to justify the price level within your marketing strategy?

Christian: It is true that Allianz is rarely seen as the cheapest in the market. That is in line with our superior proposition that we want to offer to our customers. Our brand tracking survey provides us important insights into whether our customers and potential future customers consider Allianz as cheap, expensive, worth the money or offers good returns.

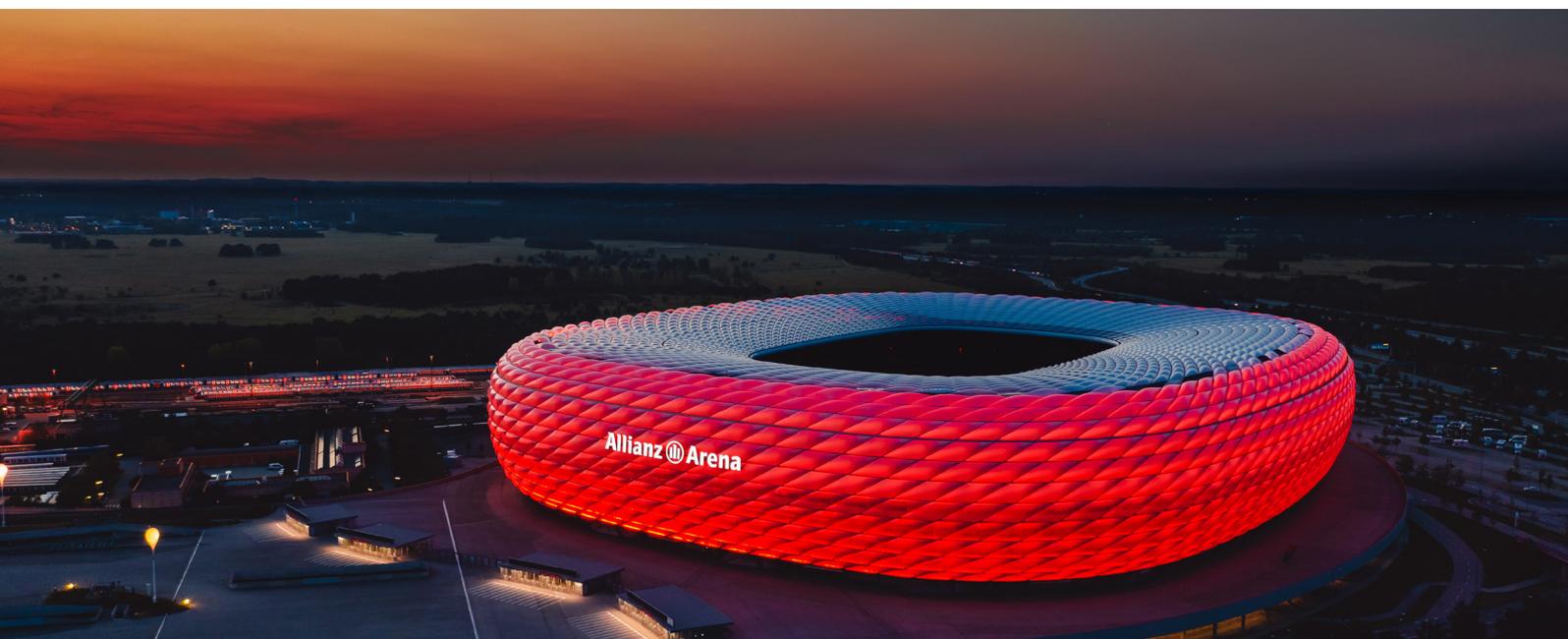
But what we see clearly is that we often lead the market in terms of value for money, which is right in line with Allianz's aspirations. This is particularly the case in countries where our brand is exceptionally strong, as we see in our "Best in class" countries Germany, Italy and Turkey. And when it comes to Securing your Future, I am sure you too are looking for quality!

The pandemic and the Ukraine crisis have changed behaviours in the way people interact with brands. How have your customer experience strategies adapted to the lessons learned from such times of crisis?

Serge: We reacted quickly to the events that impacted the world around us. For example, when COVID came up, and once the initial urgent medical and financial

support had been addressed, we quickly realised that a major customer need was around mental health. Actions were taken immediately through a variety of approaches by our entities across the world. We followed the same procedure with the events in Ukraine. Besides offering monetary support, we also acted on the most urgent needs by setting up the "7 MUST Haves", which provide guidance on how markets should support employees, displaced people and helpers, and how to best provide resources to support with the implementation in the market. These were jointly developed, shared with, and implemented across European entities. With the taking action of these measures, we helped with language barriers, legal and mental health issues, developed solutions for helpers with e.g. adapted products, and facilitated communication on local websites, social media and support platforms. (More here: Prepared to support (allianz.com))

We want to be seen as agile and be relevant for our customers. Our utmost priority are our customers, and we aim to constantly improve and adapt products according to our customers' feedback which we collect in a variety of ways: via Voice of the Customer - Digital feedback and systematic product & process improvements and the dNPS measurement – a Continuous digital satisfaction monitoring and operational steering and Social Media monitoring.





Diversity, equality, and inclusion seem to be a key focus for Allianz.

What steps are Allianz making to ensure Allianz is seen as an approachable and responsible brand?

Serge: Diversity, equality, and inclusion are core elements to deliver our Shape, Care, Deliver experience to our customers. It's this reason that our Diversity and Inclusion strategy is built into all aspects of the Allianz experience, at the employee and customer level, as well as at the brand and reputational level. We need diversity, equality, and inclusion in every team, otherwise we cannot have the workforce with the right skills, experience, and mindset to understand and fulfil the needs of our diverse customer base. For example, we have D&I initiatives anchored in our Code of Conduct, our teams reflect a variety of nationalities, we pay attention to the percentage of women in Allianz, several D&I networks plus adapted hiring processes. Our track record for top rankings shows the effects of these actions: in the 2022 German Diversity Index, evaluating of DAX 40 companies, we are very proud to rank #1 now. More here: [The transformative power of diversity and inclusion \(allianz.com\)](https://www.allianz.com)

The Shaping part of our experience is focusing on the responsibility we have in the world and in the communities of our customers. What forms the heart of Allianz is the 150,000+ employees and nearly one million Allianz agents and representatives from all around the world who are deeply rooted in their local communities. This combined with our digital accessibility makes us unique and approachable – the human care and digital touch. The approachability of Allianz is grounded in our community and helps us to forge our relevant social responsibility initiatives.



Rank		Brand Value	
69	↑	€1.16 bn.	+118%

Rank		Brand Strength	
65	↑	70	+19.8



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**FASTEST-GROWING
CAR RENTAL
SERVICES BRAND**

Interview with Robin Ruschke.



Robin Ruschke
Senior Vice President
Global Brand Strategy &
Communications at Sixt

Your brand records the world's fastest-growing brand value in your sector growing brand value by 265% since 2017 and achieving a brand value of €1.16bn. How do you explain this significant growth and competitive position?

The massive increase by a factor of more than three in the SIXT brand value over the last five years and the fact that we are growing on average five times faster than the competition are impressive results of the strategic growth measures we have implemented in recent years. By this, I mean the successful internationalisation and consistent digitalisation of our products and services. The measures include the game-changing launch of our ONE platform, making all our services available at a fingertip in the SIXT app. But also anti-cyclical investments like expanding our US branch network during the crisis and the successful international roll-out of the car subscription model SIXT+ have really paid off well for us.

Despite the COVID-19 pandemic, which was one of the greatest challenges the company has ever faced, we not only grew massively over the last five years, but also managed to increase the brand value during the pandemic in 2021. There is a great quote from former Formula 1 driver Ayrton Senna, stating that "one cannot overtake 15 cars in sunny weather, but one can when it's raining." In a way, this is also true for our success: We quickly stopped complaining about the crisis, started to see it as an opportunity and went on the offensive. As a result, 2021 was a record year, not just in terms of financials but also brand value.

SIXT is transforming quickly from a car rental company to a globally active mobility solution provider. What are the key challenges in this process and how important is the brand in this space, which includes an even greater number of competitors?

SIXT offers people mobility solutions wherever, whenever, and as long as they desire. Whether it's car or e-scooter sharing for a few minutes, a holiday rental car for a few days or a car subscription for a few months. SIXT is not a producer of cars, but a provider of cars and mobility solutions – all consolidated in the SIXT app. We want to make it as easy and exciting as possible for our customers to enjoy their ride.

SIXT has a very high brand awareness and is as well-known as George Clooney in Germany. This brand awareness is a great achievement. But it also means we had to make sure that customers do not only associate SIXT with car rental, but also with all the other great services we offer. Here, branding and broadly communicating our services has helped us tremendously.

The role of the brand is particularly important in today's highly competitive world and its information overload. The brand works as an anchor, creates an emotional bond, trust and most importantly loyalty. Our ultimate brand goal is to turn our customers into fans of SIXT.

SIXT has always been known for its strong customer focus. Nevertheless, the current pandemic years are impacting many industries and changing customer behaviour and attitudes. What have you learned over the last two years and how important is digitalisation to generating the brand experience and staying tuned with your customers?

Digital hangouts and virtual calls have proven to be great additions to communicating during the pandemic, but I doubt whether they will ever be able to fully substitute personal encounters. And convenient mobility solutions are needed for those. Whether it is self-driven mobility such as car rental, car sharing or being-driven mobility in the form of ride services and – in the very near future – autonomous driving services. We offer all this through one single app, the SIXT app. We believe that simplicity is the new premium.

The last two years have taught all of us that flexibility is key. And this flexibility has also become increasingly more important when choosing mobility. That is why we started our car subscription SIXT+ during the pandemic. No high upfront payments, no long waiting times and an all-inclusive price for a car of your choice for exactly how long you want it. Such flexible car subscriptions offer many benefits over car ownership. With this newest addition to the product portfolio, we make a unique combination available on our digital ONE platform. We allow for SIXT's offers to be combined with the services of other well-known cooperation partners. This gives customers worldwide access to a fleet of more than 200,000 vehicles, the services of 1,500 cooperation partners and around 1.5 million drivers.



Brand Finance Germany 150 (BSI).

Top 150 strongest German brands 1-50

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
1	2	↑	Porsche	Automobiles	85.1	+0.7	84.4	AAA	AAA-
2	11	↑	Knorr	Food	84.3	+3.8	80.5	AAA-	AAA-
3	4	↑	Persil	Household Products	84.2	+0.2	84.0	AAA-	AAA-
4	3	↓	BASF	Chemicals	83.7	-0.5	84.2	AAA-	AAA-
5	8	↑	Nivea	Cosmetics	83.6	+1.4	82.1	AAA-	AAA-
6	9	↑	Mercedes-Benz	Automobiles	82.8	+1.5	81.4	AAA-	AAA-
7	6	↓	Adidas	Apparel	82.8	-0.4	83.2	AAA-	AAA-
8	31	↑	Ergo	Insurance	82.8	+9.3	73.5	AAA-	AA
9	-	New	Pril	Household Products	82.7	+15.0	67.7	AAA-	AA-
10	7	↓	Dial	Household Products	82.3	-0.7	82.9	AAA-	AAA-
11	12	↑	Aldi	Retail	🔒	🔒	🔒	🔒	🔒
12	5	↓	BMW	Automobiles	🔒	🔒	🔒	🔒	🔒
13	45	↑	Bayer	Pharma	🔒	🔒	🔒	🔒	🔒
14	35	↑	ProSieben	Media	🔒	🔒	🔒	🔒	🔒
15	-	New	Allianz Group	Insurance	🔒	🔒	🔒	🔒	🔒
16	10	↓	Volkswagen	Automobiles	🔒	🔒	🔒	🔒	🔒
17	24	↑	Lidl	Retail	🔒	🔒	🔒	🔒	🔒
18	1	↓	Audi	Automobiles	🔒	🔒	🔒	🔒	🔒
19	-	New	Rewe	Retail	🔒	🔒	🔒	🔒	🔒
20	-	New	dm	Retail	🔒	🔒	🔒	🔒	🔒
21	26	↑	Deutsche Telekom	Telecoms	🔒	🔒	🔒	🔒	🔒
22	18	↓	Kaufland	Retail	🔒	🔒	🔒	🔒	🔒
23	20	↓	Gliss	Cosmetics	🔒	🔒	🔒	🔒	🔒
24	41	↑	Linde	Chemicals	🔒	🔒	🔒	🔒	🔒
25	32	↑	Edeka	Retail	🔒	🔒	🔒	🔒	🔒
26	-	New	Rossmann	Retail	🔒	🔒	🔒	🔒	🔒
27	13	↓	Schauma	Cosmetics	🔒	🔒	🔒	🔒	🔒
28	17	↓	Schwarzkopf	Cosmetics	🔒	🔒	🔒	🔒	🔒
29	22	↓	Siemens Group	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
30	34	↑	Continental	Tyres	🔒	🔒	🔒	🔒	🔒
31	50	↑	Zalando	Retail	🔒	🔒	🔒	🔒	🔒
32	36	↑	Lufthansa	Airlines	🔒	🔒	🔒	🔒	🔒
33	25	↓	Fa	Cosmetics	🔒	🔒	🔒	🔒	🔒
34	19	↓	Bosch	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
35	14	↓	DB	Logistics	🔒	🔒	🔒	🔒	🔒
36	16	↓	Puma	Apparel	🔒	🔒	🔒	🔒	🔒
37	55	↑	HUGO	Apparel	🔒	🔒	🔒	🔒	🔒
38	27	↓	Right Guard	Cosmetics	🔒	🔒	🔒	🔒	🔒
39	33	↓	Opel	Automobiles	🔒	🔒	🔒	🔒	🔒
40	29	↓	Eucerin	Cosmetics	🔒	🔒	🔒	🔒	🔒
41	49	↑	Boss	Apparel	🔒	🔒	🔒	🔒	🔒
42	94	↑	MediaMarktSaturn	Retail	🔒	🔒	🔒	🔒	🔒
43	23	↓	Syoss	Cosmetics	🔒	🔒	🔒	🔒	🔒
44	-	New	Trivago	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
45	28	↓	Diadermine	Cosmetics	🔒	🔒	🔒	🔒	🔒
46	30	↓	Infineon	Tech	🔒	🔒	🔒	🔒	🔒
47	108	↑	Hapag-Lloyd	Logistics	🔒	🔒	🔒	🔒	🔒
48	60	↑	Deutsche Post	Logistics	🔒	🔒	🔒	🔒	🔒
49	52	↑	Deutsche Boerse	Exchanges	🔒	🔒	🔒	🔒	🔒
50	51	↑	Netto	Retail	🔒	🔒	🔒	🔒	🔒

Top 150 strongest German brands 51-100

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
51	-	New	Penny/Penny Market	Retail	€	€	€	€	€
52	40	↓	BECK's	Beers	€	€	€	€	€
53	48	↓	E.ON	Utilities	€	€	€	€	€
54	38	↓	Evonik	Chemicals	€	€	€	€	€
55	58	↑	Frankfurt Airport	Airports	€	€	€	€	€
56	126	↑	Otto	Retail	€	€	€	€	€
57	68	↑	Merck	Pharma	€	€	€	€	€
58	57	↓	ThyssenKrupp	Mining, Iron & Steel	€	€	€	€	€
59	80	↑	EnBW	Utilities	€	€	€	€	€
60	-	New	TeamViewer	Tech	€	€	€	€	€
61	21	↓	Montblanc	Apparel	€	€	€	€	€
62	56	↓	SAP	Tech	€	€	€	€	€
63	76	↑	Munich Re	Insurance	€	€	€	€	€
64	39	↓	Commerzbank	Banking	€	€	€	€	€
65	144	↑	Sixt	Car Rental Services	€	€	€	€	€
66	70	↑	Aptamil	Food	€	€	€	€	€
67	67	←	Jagermeister	Spirits	€	€	€	€	€
68	63	↓	TUI	Leisure & Tourism	€	€	€	€	€
69	82	↑	Versicherungskammer	Insurance	€	€	€	€	€
70	72	↑	DHL	Logistics	€	€	€	€	€
71	77	↑	Hermes	Logistics	€	€	€	€	€
72	99	↑	BayWa	Food	€	€	€	€	€
73	64	↓	Hannover Re	Insurance	€	€	€	€	€
74	54	↓	Deutsche Bank	Banking	€	€	€	€	€
75	90	↑	Sandoz	Pharma	€	€	€	€	€
76	101	↑	DZ Bank	Banking	€	€	€	€	€
77	53	↓	Deutsche Kreditbank	Banking	€	€	€	€	€
78	83	↑	AIDA	Leisure & Tourism	€	€	€	€	€
79	-	New	WACKER	Chemicals	€	€	€	€	€
80	44	↓	1&1	Telecoms	€	€	€	€	€
81	47	↓	Eurex	Exchanges	€	€	€	€	€
82	74	↓	Sat.1	Media	€	€	€	€	€
83	-	New	TUI Cruises	Leisure & Tourism	€	€	€	€	€
84	59	↓	50hertz	Utilities	€	€	€	€	€
85	-	New	LANXESS	Chemicals	€	€	€	€	€
86	102	↑	Covestro	Chemicals	€	€	€	€	€
87	65	↓	Fuchs	Oil & Gas	€	€	€	€	€
88	71	↓	HeidelbergCement	Engineering & Construction	€	€	€	€	€
89	42	↓	Jacobs	Soft Drinks	€	€	€	€	€
90	84	↓	MTU	Aerospace & Defence	€	€	€	€	€
91	79	↓	Brenntag	Chemicals	€	€	€	€	€
92	43	↓	Munich Airport	Airports	€	€	€	€	€
93	75	↓	Taft/Drei Wetter Taft	Cosmetics	€	€	€	€	€
94	93	↓	Hochtief	Engineering & Construction	€	€	€	€	€
95	78	↓	Siemens Energy	Utilities	€	€	€	€	€
96	85	↓	Rheinmetall	Aerospace & Defence	€	€	€	€	€
97	95	↓	Uniper	Utilities	€	€	€	€	€
98	114	↑	Dr Oetker	Food	€	€	€	€	€
99	119	↑	Hamburg Süd	Logistics	€	€	€	€	€
100	91	↓	RWE	Utilities	€	€	€	€	€

Top 150 strongest German brands 101-150

2022 Rank	2021 Rank		Brand	Sector	2022 Brand Value	Brand Value Change	2021 Brand Value	2022 Brand Rating	2021 Brand Rating
101	96	↓	Deutsche Postbank	Banking	🔒	🔒	🔒	🔒	🔒
102	81	↓	MAN	Automobiles	🔒	🔒	🔒	🔒	🔒
103	86	↓	Varta	Tech	🔒	🔒	🔒	🔒	🔒
104	98	↓	DekaBank	Banking	🔒	🔒	🔒	🔒	🔒
105	116	↑	Henkell Freixenet	Champagne & Wine	🔒	🔒	🔒	🔒	🔒
106	120	↑	K+S	Chemicals	🔒	🔒	🔒	🔒	🔒
107	100	↓	Schaeffler	Auto Components	🔒	🔒	🔒	🔒	🔒
108	106	↓	Hella	Auto Components	🔒	🔒	🔒	🔒	🔒
109	-	New	Ristorante	Food	🔒	🔒	🔒	🔒	🔒
110	127	↑	STILL	Tech	🔒	🔒	🔒	🔒	🔒
111	117	↑	Radeberger Group	Beers	🔒	🔒	🔒	🔒	🔒
112	113	↑	Marktkauf	Retail	🔒	🔒	🔒	🔒	🔒
113	104	↓	BECHTLE	Tech	🔒	🔒	🔒	🔒	🔒
114	107	↓	Software AG	Tech	🔒	🔒	🔒	🔒	🔒
115	89	↓	Siltronic AG	Tech	🔒	🔒	🔒	🔒	🔒
116	110	↓	IONOS	Tech	🔒	🔒	🔒	🔒	🔒
117	134	↑	DEMATIC	Tech	🔒	🔒	🔒	🔒	🔒
118	73	↓	Vonovia	Real Estate	🔒	🔒	🔒	🔒	🔒
119	143	↑	LEONI	Tech	🔒	🔒	🔒	🔒	🔒
120	-	New	ImmoScout24	Retail	🔒	🔒	🔒	🔒	🔒
121	124	↑	Delivery Hero	Logistics	🔒	🔒	🔒	🔒	🔒
122	97	↓	Nürnberger Versicherung	Insurance	🔒	🔒	🔒	🔒	🔒
123	125	↑	About You	Retail	🔒	🔒	🔒	🔒	🔒
124	133	↑	Humana	Food	🔒	🔒	🔒	🔒	🔒
125	123	↓	Metro	Retail	🔒	🔒	🔒	🔒	🔒
126	136	↑	ApoBank	Banking	🔒	🔒	🔒	🔒	🔒
127	139	↑	Linde Material Handling	Tech	🔒	🔒	🔒	🔒	🔒
128	128	↔	Crate & Barrel	Retail	🔒	🔒	🔒	🔒	🔒
129	138	↑	Baur	Retail	🔒	🔒	🔒	🔒	🔒
130	112	↓	Cancom	Tech	🔒	🔒	🔒	🔒	🔒
131	115	↓	Bonprix	Retail	🔒	🔒	🔒	🔒	🔒
132	103	↓	HypoVereinsbank	Banking	🔒	🔒	🔒	🔒	🔒
133	141	↑	Helaba	Banking	🔒	🔒	🔒	🔒	🔒
134	109	↓	Arvato	Commercial Services	🔒	🔒	🔒	🔒	🔒
135	135	↔	Alete	Food	🔒	🔒	🔒	🔒	🔒
136	105	↓	Bertelsmann	Media	🔒	🔒	🔒	🔒	🔒
137	145	↑	TeamBank	Banking	🔒	🔒	🔒	🔒	🔒
138	132	↓	Aareal Bank	Banking	🔒	🔒	🔒	🔒	🔒
139	87	↓	Bayerische Landesbank	Banking	🔒	🔒	🔒	🔒	🔒
140	-	New	Eventim	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
141	111	↓	Freenet	Telecoms	🔒	🔒	🔒	🔒	🔒
142	149	↑	Landesbank Baden Wurttemberg	Banking	🔒	🔒	🔒	🔒	🔒
143	121	↓	BMG	Media	🔒	🔒	🔒	🔒	🔒
144	150	↑	Salzgitter	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
145	148	↑	Schwäbisch Hall	Banking	🔒	🔒	🔒	🔒	🔒
146	118	↓	Smart	Automobiles	🔒	🔒	🔒	🔒	🔒
147	129	↓	Fresenius	Healthcare	🔒	🔒	🔒	🔒	🔒
148	130	↓	Union Investment	Banking	🔒	🔒	🔒	🔒	🔒
149	-	New	Gruener + Jahr	Media	🔒	🔒	🔒	🔒	🔒
150	146	↓	DZ HYP	Banking	🔒	🔒	🔒	🔒	🔒



Global Soft Power Index.

The Global Soft Power Index is a fully survey-based annual research study on the perception and acceptance of country brands. The Global Soft Power Index captures the opinions of over 100,000 respondents worldwide on 120 national brands.

The survey period was autumn 2021. After the start of the war in Ukraine, a specific follow-up survey was conducted at the beginning of March 2022 on the nations involved in the war (Russia and Ukraine). In contrast to hard power imbued with military and economic authority, soft power is defined as a nation's ability to influence the preferences and behaviour of various actors in the international arena (states, companies, communities, the public, etc.) through attraction or persuasion rather than coercion. Last year's winner Germany slips to third place in the Global Soft Power Index 2022 - overtaken by the USA (first place) and the UK (second place). And yet: Germany's overall ranking remains very stable and at a high level. Germany was able to increase its Global Soft Power Index to 64.6 points. Especially in the area of "governance", Germany has improved and leads the ranking here with first place. The scores in the areas of "People and Values" and "Covid-19" also increased. In contrast, the scores for "international relations" and "education and science" fell slightly.

Germany is still seen as one of the most influential nations in the world. This is evidence of strong brand equity and positively perceived trustworthiness as a reliable and strong country. After the invasion of Ukraine, Russia, for example, has lost enormous global prestige, namely by 19 percent compared to the previous year. This also shows: All countries surveyed hold Russia responsible for the conflict in Ukraine - except China and India. Solidarity with Ukraine is high and has a very positive effect on the global perception of the country: The value familiarity rose by an extraordinary 44 percent. First place in the soft power ranking in the current study is occupied by the USA, followed by the UK in second place and Germany in third place. Those countries that are most adept at using soft power to foster positive cooperation will be better able to weather the current uncertainty and geopolitical instability and ultimately shape global affairs with.

Global Soft Power Index 2022.

 <p>1 ↑ 6 UNITED STATES Score 70.7 +14.8</p>	 <p>2 ↑ 3 UNITED KINGDOM Score 64.9 +7.0</p>	 <p>3 ↓ 1 GERMANY Score 64.6 +2.4</p>	 <p>4 ↑ 8 CHINA Score 64.2 +9.9</p>	 <p>5 ↓ 2 JAPAN Score 63.5 +2.9</p>
 <p>6 ↑ 7 FRANCE Score 60.6 +5.3</p>	 <p>7 ↓ 4 CANADA Score 59.5 +2.3</p>	 <p>8 ↓ 5 SWITZERLAND Score 56.6 +0.3</p>	 <p>9 ↑ 13 RUSSIA* Score 56.1 +5.5</p>	 <p>10 ↑ 19 ITALY Score 54.7 +6.4</p>
 <p>11 ↑ 22 SPAIN Score 53.0 +5.6</p>	 <p>12 ↓ 11 SOUTH KOREA Score 52.9 +1.6</p>	 <p>13 ↓ 10 AUSTRALIA Score 52.7 +0.5</p>	 <p>14 ↓ 9 SWEDEN Score 52.3 +0.1</p>	 <p>15 ↑ 17 UNITED ARAB EMIRATES Score 52.0 +3.6</p>
 <p>16 ↓ 12 NETHERLANDS Score 50.6 +0.1</p>	 <p>17 ↓ 14 NORWAY Score 49.7 -0.4</p>	 <p>18 ↓ 15 DENMARK Score 48.8 -0.6</p>	 <p>19 ↑ 21 BELGIUM Score 48.5 +0.8</p>	 <p>20 ← 20 SINGAPORE Score 48.5 +0.6</p>
 <p>21 ↓ 16 NEW ZEALAND Score 48.4 -0.9</p>	 <p>22 ↑ 27 TURKEY Score 47.8 +5.4</p>	 <p>23 ↑ 25 ISRAEL Score 47.6 +3.9</p>	 <p>24 ← 24 SAUDI ARABIA Score 47.1 +2.9</p>	 <p>25 ↓ 18 FINLAND Score 47.1 -1.2</p>

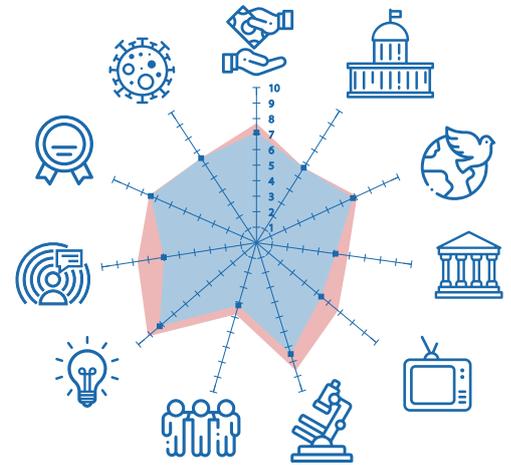
* Research conducted in the autumn of 2021 - does not account for the impact of Russia's invasion of Ukraine.

 <p>26 ← 26 QATAR Score 45.8 +3.5</p>	 <p>27 ↓ 23 AUSTRIA Score 43.4 -3.3</p>	 <p>28 ↑ 35 BRAZIL Score 43.4 +5.3</p>	 <p>29 ↑ 36 INDIA Score 43.2 +5.6</p>	 <p>30 ↓ 29 IRELAND Score 41.9 +1.3</p>
 <p>31 ↑ 34 EGYPT Score 41.6 +3.3</p>	 <p>32 ↓ 28 PORTUGAL Score 41.0 +0.2</p>	 <p>33 ↓ 31 GREECE Score 40.4 +0.6</p>	 <p>34 ↑ 37 SOUTH AFRICA Score 40.2 +3.1</p>	 <p>35 ↓ 33 THAILAND Score 40.2 +1.5</p>
 <p>36 ↑ 42 KUWAIT Score 39.1 +3.3</p>	 <p>37 ↓ 30 ICELAND Score 38.6 -1.3</p>	 <p>38 ↑ 41 ARGENTINA Score 38.5 +2.5</p>	 <p>39 ← 39 MALAYSIA Score 38.5 +1.5</p>	 <p>40 ↓ 38 POLAND Score 38.2 +1.2</p>
 <p>41 ↓ 32 LUXEMBOURG Score 37.6 -1.4</p>	 <p>42 ↑ 44 MEXICO Score 37.5 +3.2</p>	 <p>43 ↑ 49 CROATIA Score 35.4 +1.7</p>	 <p>44 ↓ 40 CZECH REPUBLIC Score 35.3 -1.0</p>	 <p>45 ↓ 43 HUNGARY Score 35.2 +0.5</p>
 <p>46 ↑ 48 MOROCCO Score 34.9 +1.1</p>	 <p>47 ↓ 45 INDONESIA Score 34.8 +0.5</p>	 <p>48 ↑ 52 COLOMBIA Score 34.7 +1.2</p>	 <p>49 ↑ 51 OMAN Score 34.6 +1.0</p>	 <p>50 ↑ 57 ROMANIA Score 34.4 +2.2</p>



Germany's performance compared to best in class per pillar

● Best in Class ● Germany's Results



Germany

Rank #3 ↓ #1

Score 64.6/100 +2.4



Ulf-Brün Drechsel
Managing Director,
Brand Finance DACH

Germany's rank fell in the Global Soft Power Index, moving from 1st to 3rd overall, mainly due to the very strong recoveries and improvements of the USA and UK. The overall scores for Germany are still very stable and high, with KPI results showing an improvement in Governance (1st) and People & Values. Its COVID score also improved again.

For Germany, this is a year of significant inner political changes with a national election and Angela Merkel stepping away from the political stage. In 16 years of consecutive governmental leadership in Germany, Angela Merkel acted successfully not only as a major brand ambassador for Germany, but also as the dominant political player in the EU. She became the face and voice of Germany and was well received as an always balanced and moderating authority in managing political polarizing issues. The exceptionally but still ongoing pandemic crisis and environment.

Her political retirement is a big loss and a risk, not only for the German nation.

However, the scores for Germany in our Soft Power Index even improved slightly. Germany continues to be seen as one of the most influential nations. That is proven evidence for a strong equity and perceptual trustworthiness as a reliable and strong country. But another much more historical and game changing fact took place end of last year with a disruptive political change in Germany. The newly installed government switched from the longstanding social and conservative Party coalition to a coalition of red, green, and yellow politicians. The so-called 'Ampel Regierung' (traffic light government) has been in place since

November 2021 and already announced a new political mission and agenda to significantly push developments forwards and improve the deficits which had been identified during the exceptionally but still ongoing pandemic crisis and environment.

Germany will put heavy investments in infrastructure, digitalization, education, the stabilization of pensions and, most importantly, in a sustainable climate-caring Green Economy, including a much stronger funding of the development of e-mobility and the renewable energy, technology industries including infrastructure.

Another historic decision has been just recently made when Russia began its invasion of Ukraine. The German Government decided to reconsider its very passive and minimal impact Military Defense Policy. The government approved an EU€100 billion investment towards enlarging, modernizing, and reinforcing the German Army and Military Forces. This is truly a paradigm change for Germany. An especially crucial step against longstanding conventions and towards reconsidering a new role and responsibility for Germany in the NATO and in the world. 2022 and the years after will bring dramatic changes and a historic transformation to the nation. The economy is still strong and recovers quickly. The society is becoming increasingly multinational, diverse, and demanding. We experience particularly challenging and interesting times in Germany, where history meets the present day, and where the present time creates history. We will see next year how this will have an impact on the GSPI Ranking for Germany



Methodology.

Definitions.



Brand Value

VOLKSWAGEN

AKTIENGESELLSCHAFT

[Volkswagen AG]

+ 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'.



PORSCHE

[Porsche]

+ 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.



PORSCHE

[Porsche]

+ 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.



PORSCHE

[Porsche]

+ 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 Valuation Methodology.

Definition of Brand

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

Brand Value

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

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

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

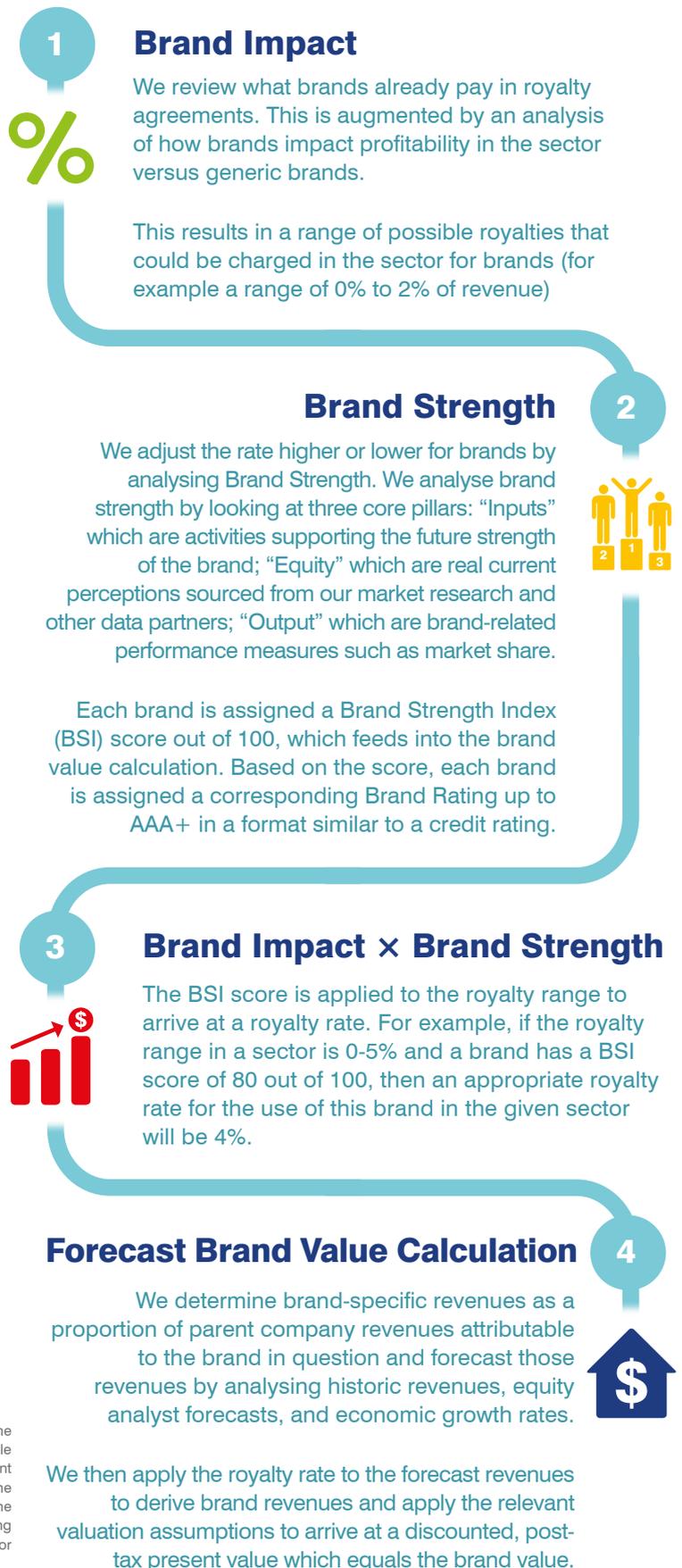
As a result, Brand Finance always incorporates a review of what users of brands actually pay for the use of brands in the form of brand royalty agreements, which are found in more or less every sector in the world.

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

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

Disclaimer

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



Brand Strength.

Brand Strength

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 three core pillars of the 'Brand Value Chain': **Brand Inputs**, **Brand Equity** and **Brand Performance**.



1 Attribute Selection and Weighting

Although we follow a general structure incorporating the three pillars (Brand Inputs, Brand Equity and Brand Performance), the attributes included are different depending on the sector. A brand strength index for a luxury apparel brand will differ in structure from an index designed for a telecommunications brand. An index for luxury apparel brand may emphasize the exclusiveness, word of mouth recommendation, and price premium, whereas an index for a telecommunications company may emphasize customer service and ARPU as important metrics.

These attributes are weighted according to their perceived importance in driving the following pillar: Brand Investment measures in driving Brand Equity; Brand Equity measures for Brand-Related Business Performance measures; and finally the relevance of Brand-Related Business Performance measures for driving business value.



2 Data Collection

Brand's ability to influence purchase depends primarily on people's perceptions. 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 over 100,000 people from the general public on their perceptions of over 4,000 brands in over 25 sectors and 37 countries.

However, at Brand Finance we also believe that there are other measures that can be used to fill gaps that survey research may not capture. These include total investment levels – for example in marketing, R&D, innovation expenditure, that can be a better guide to future performance than surveys. They also include online measures – such as ratings by review sites and social media engagement that can give a more granular understanding of marketing effectiveness. Finally they also include real behaviour – for example net additions, customer churn and market share, to overcome the tendency for surveys to incorporate intended behaviour rather than real.

Over a period of 3 to 4 months each 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

In order to convert raw data in to scores out of 10 that are comparable between attributes within the scorecard, we then have to benchmark each attribute. 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 (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.

Global Brand Equity Monitor.

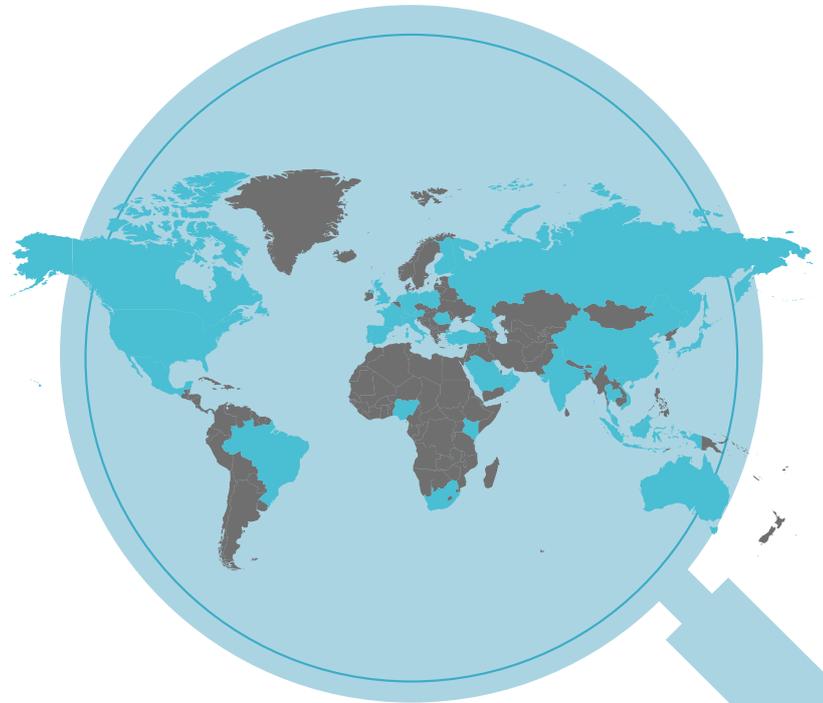
Original market research in 36 countries and across more than 29 sectors with approximately 100,000 consumers rating over 5,000 brands.

Tier 1

-  Apparel
-  Automobiles
-  Luxury Automobiles
-  Banks
-  Cosmetics & Personal Care
-  Food
-  Insurance
-  Oil & Gas
-  Restaurants
-  Retail & E-Commerce
-  Telecoms
-  Utilities

Tier 2

-  Airlines
-  Luxury Apparel
-  Appliances
-  Beers
-  Luxury Cosmetics
-  General Retail
-  Healthcare Services
-  Hotels
-  Household Products
-  Logistics
-  Media
-  Pharma
-  Real Estate
-  Soft Drinks
-  Spirits & Wine
-  Technology
-  Tyres



Brand KPIs and Diagnostics

1. Brand Funnel



Awareness

Have heard of your brand

Familiarity

Know something about your brand

Consideration

Would consider buying/using your brand

2. Brand Usage

3. Quality

4. Reputation

5. Loyalty

6. Closeness

7. Recommendation (NPS)

8. Word of Mouth

9. Brand Imagery

10. Advertising Awareness

11. Brand Momentum

Highlights from the Global Brand Equity Monitor.

Brand Finance’s proprietary market research provides a robust assessment of brand health on key equity measures, allowing comparison both within and across product and service categories. Benchmarking against brands outside your sector is especially helpful in assessing the real strength of brand – not just the ‘best of a bad bunch’ in a category where brands are generally weaker.

What makes a brand great?

Amazon is undoubtedly one of the world’s strongest brands, one of just a handful achieving the highest AAA+ rating. It has an extremely strong brand funnel, with near-universal familiarity, and consideration, and while its reputation score is not best-in-class, it is stronger than many of its critics might think.

Every strong brand has its own winning formula, and our research highlights Amazon’s particular advantages. Top of that list is the outstanding value which shoppers believe Amazon delivers. Amazon ranks on this measure in big markets such as Brazil, USA, UK, and is #1 among retailers in many more. Value has always been a big driver of consumer behaviour, but Amazon also delivers a slick shopping experience (“excellent website/apps”), and this powerful combination is irresistible for many consumers, even those who question Amazon’s values and broader corporate reputation.

Does brand purpose deliver?

Argument rages among CMOs and marketing gurus over this issue. The jury is out – our data suggests that being seen to “care about the wider community” does correlate somewhat with higher Consideration levels, and is an asset particularly for local favourites such as **Jio** (India) or **Bunnings** (Australia). But brands like **McDonald's** and **Nike** (as well as Amazon) are liked and desired despite somewhat moderate reputations on sustainability and values.

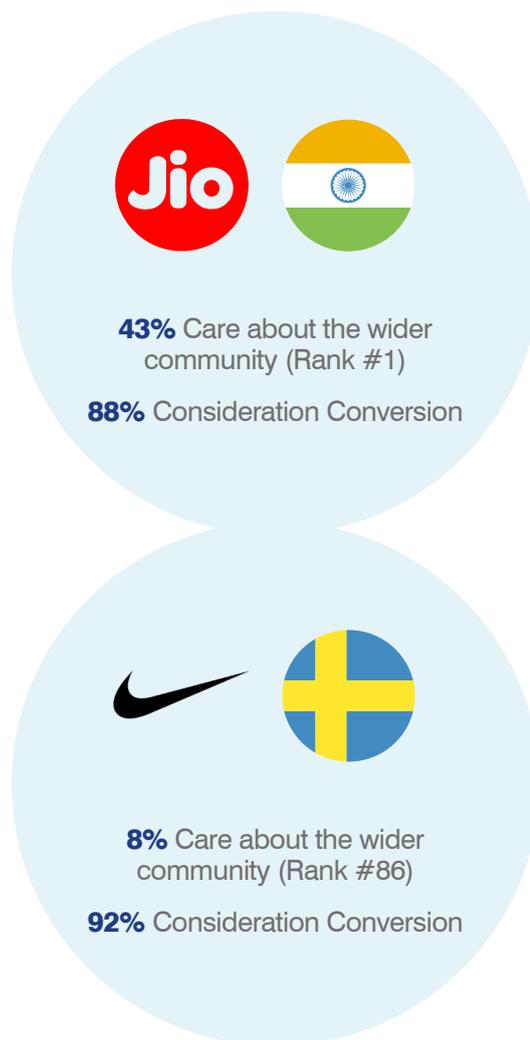
Who's the coolest cat?

In categories like apparel, tech and automotive, sustainability can make you cool, but it’s not the only way. **Porsche** wins relatively few plaudits for sustainability, but its übercoolness is very apparent.

Selected Rankings for Amazon – All Non-Luxury Brands

	Great value for money	Excellent website/apps
	5	5
	1	1
	8	1
	6	1

© Brand Finance Plc 2022



Similarly in the apparel category (especially footwear), the correlation between coolness and sustainability is not especially high.

Meanwhile in France, the epitome of chic, the 2nd-highest highest scorer among non-luxury brands is... **Burger King**.

Get your brand talked-about

Cool brands get talked about, and word-of-mouth (WOM) is another key asset some brands possess. It has proven impact on brand growth, hence WOM's inclusion in our Brand Strength Index model.

In an absolute sense, big brands get talked about a lot more than small ones – their sheer mass presence and relevance ensures that. But deeper analysis reveals a number of challenger brands who look set to profit from above-expectation WOM levels and positive consumer sentiment. Keep an eye on **Tim Horton's** in Spain, **Peros Garment Factory** (Canada), **SAIC** in, yes, the USA and **iinet** in Singapore.



Top-ranked brands for being “Cool” (Among Category Users) © Brand Finance Plc 2022

	1 st	2 nd	3 rd
	 PORSCHE	Jeep	
	Levi's [®]		
	 CONVERSE		 PORSCHE
		 PORSCHE	 UNDER ARMOUR

Our Services.



Consulting Services.

Make branding decisions using hard data

Brand Research

What gets measured

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

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



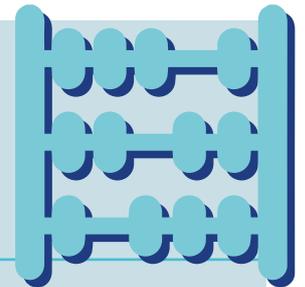
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

Brand Valuation

Make your brand's business case

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

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



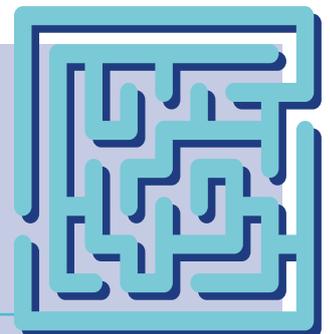
- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?

Brand Strategy

Make branding decisions with your eyes wide open

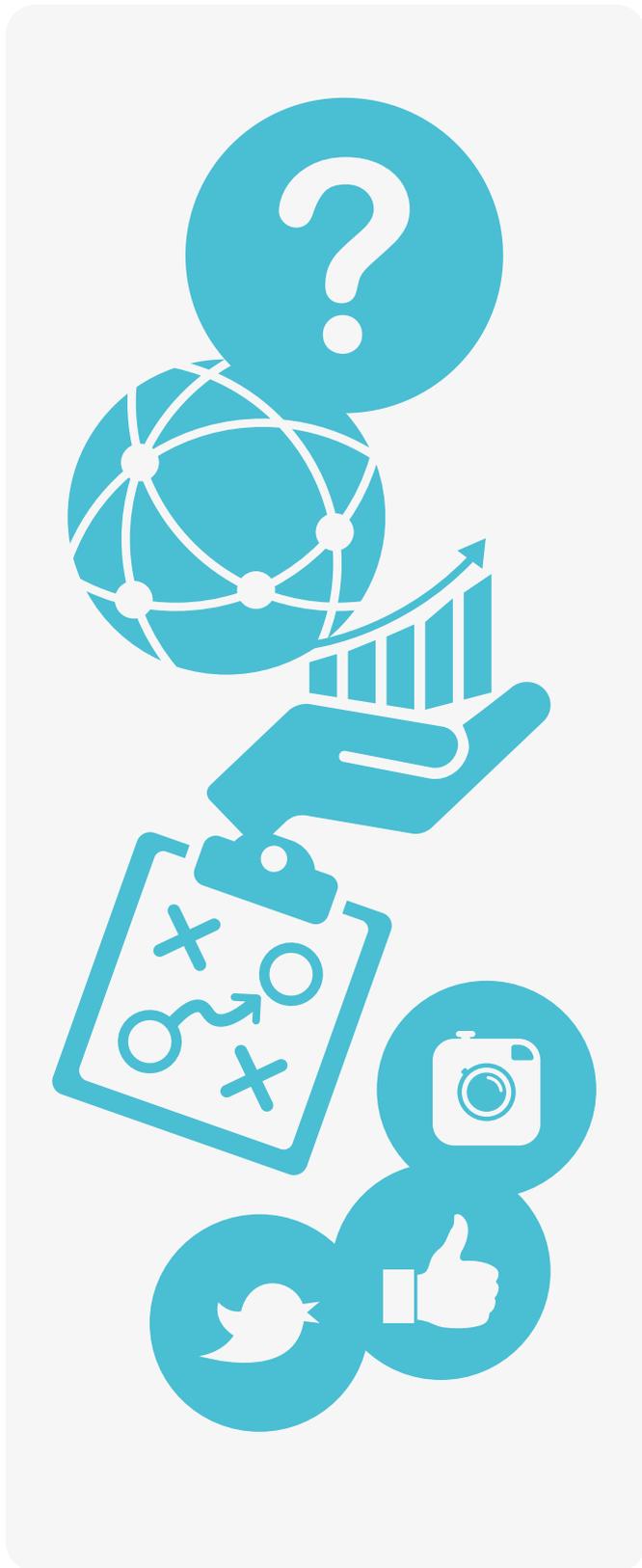
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

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



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

Brand Evaluation Services.



How are brands perceived in my category?

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

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

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

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

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

How can I improve return on marketing investment?

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

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

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

Communications Services.

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



Brand Accolade – Create a digital endorsement stamp for use in your brand's marketing materials, communications, annual reports, sales documents, recruitment purposes, social media channels and website.



Brand Finance®
Awards

TOP 150
GERMAN
BRAND



Brand Finance®
Awards

MOST VALUABLE
GERMAN
BRAND



Brand Finance®
Awards

STRONGEST
GERMAN
BRAND



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



Bespoke Events – Organise a report launch, award ceremony or celebratory event, coordinate event opportunities and spearhead communications to ensure a good return on investment.



Digital Infographics – Design infographics visualising your brand's performance for use across your brand's social media platforms or on other digital materials.



Trophies & Certificates – Provide a trophy and/or a hand written certificate personally signed by the Brand Finance Chairman to recognise your brand's performance of that year.

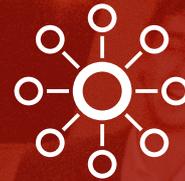


Brand Spotlight – Publish contributed brand article or an interview with your brand leader, in the relevant Brand Finance sector report, offered to the Brand Finance network and press.



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

Brand Dialogue[®]



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

Our approach is integrated, employing tailored solutions for our clients across PR and marketing activations, to deliver strategic campaigns, helping us to establish and sustain strong client relationships. We also have a specific focus on geographic branding, including supporting nation brands and brands with a geographical indication (GI).

Brand Dialogue Limited is a member of the Brand Finance Plc Group



Research, Strategy & Measurement

- Brand & Communications Strategy
- Campaign Planning
- Market Research & Insights
- Media Analysis



Public Relations & Communications

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



Marketing & Events

- Promotional Events
- Conference Management
- Native Advertising
- Retail Marketing



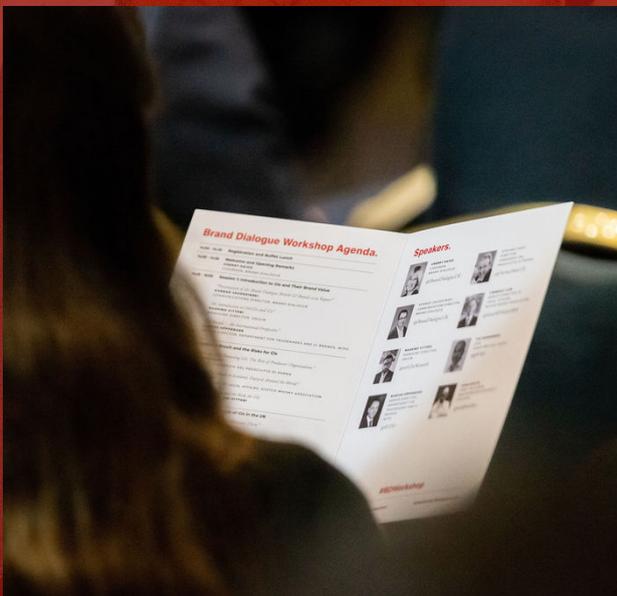
Content Creation

- Bespoke Publications, Blogs & Newsletters
- Press Releases
- Marketing Collateral Design
- Social Media Content



Strategic Communications

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





Brand Finance[®] Institute

Brand Finance Institute

Learn how to build, protect and measure brand value

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

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

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

For more information, contact enquiries@brandfinance.com or visit brandfinanceinstitute.com

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



Brand Finance Network.

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

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