



Food 25 2015

The annual report on the world's most valuable Food brands
February 2015

Foreword.



David Haigh, CEO, Brand Finance

“The boardroom can sometimes feel like the tower of Babel, with CMOs and CFOs speaking mutually unintelligible languages, damaging the prospects for what should be their shared goals. Brand Finance bridges the gap between marketing and finance.”

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

Huge investments are made in the design, launch and ongoing promotion of brands. Given their potential financial value, this makes sense. Unfortunately most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets.

Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place it frequently lacks financial rigour and is heavily reliant on qualitative measures poorly understood by non-marketers. As a result, marketing teams struggle to



communicate the value of their work and boards then underestimate the significance of their brands to the business.

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

Brand Finance bridges the gap between the marketing and financial worlds. Our teams have experience across a wide range of disciplines from market research and visual identity to tax



and accounting. We understand the importance of design, advertising and marketing, but we also believe that the ultimate and overriding purpose of brands is to make money.

That is why we connect brands to the bottom line. By valuing brands we provide a mutually intelligible language for marketers and finance teams. Marketers then have the ability to communicate the significance of what they do and boards can use the information to chart a course that maximizes profits.

Of course not all non-marketers need to be convinced that brands are valuable. Warren Buffet, renowned for his financial nous and stock picking ability, is famously keen on investing in some of the world’s biggest and best-loved brands such as Heinz and Coca-Cola. The sage

of Omaha certainly does extremely well from most of his investments, but could he be doing better?

It is all well and good to want a strong brand that customers connect with, but as with any asset, without knowing the precise, financial value, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is?

Brand Finance has conducted hundreds of brand and branded-business valuations to help answer these questions. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business. The team and I look forward to continuing the conversation with you.

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About Brand Finance

Brand Finance is the world’s leading independent brand valuation and strategy consultancy. Brand Finance was set up in 1996 with the aim of ‘bridging the gap between marketing and finance’. For almost 20 years we have helped companies to connect their brands to the bottom line, building robust business cases for brand decisions, strategies and investments. In doing so, we have helped finance people to evaluate marketing programmes and marketing people to present their case in the Board Room.

Independence
Brand Finance is impartial and independent. We assess and help to manage brands, but we do not create or own them. We are therefore able to give objective, unbiased advice because we have no vested interest in particular outcomes of a project and our recommendations are entirely independent. We are agency agnostic and work collaboratively with many other agencies and consultancies.

Technical credibility
Brand Finance has high technical standards. Our work is frequently peer-reviewed by the big four audit practices and our work has been accepted by tax authorities and

regulatory bodies around the world. We are one of the few companies certified to provide brand valuations that are fully compliant with ISO 10668, the global standard on monetary brand valuations.

Transparency
There are no black boxes. Our approach is to work openly, collaboratively and flexibly with clients and we will always reveal the details of our modelling and analysis. This means our clients always understand what lies behind ‘the number’.

Expertise
We possess a unique combination of skills and experience. We employ functional experts with marketing, research and financial backgrounds, as well as ex-client-side senior management who are used to ‘making things happen’. This gives us the mindset to think beyond the analysis and to consider the likely impact on day-to-day operations. We like to think this differentiates us because our team has real operational experience.

For more information, please visit our website: brandfinance.com

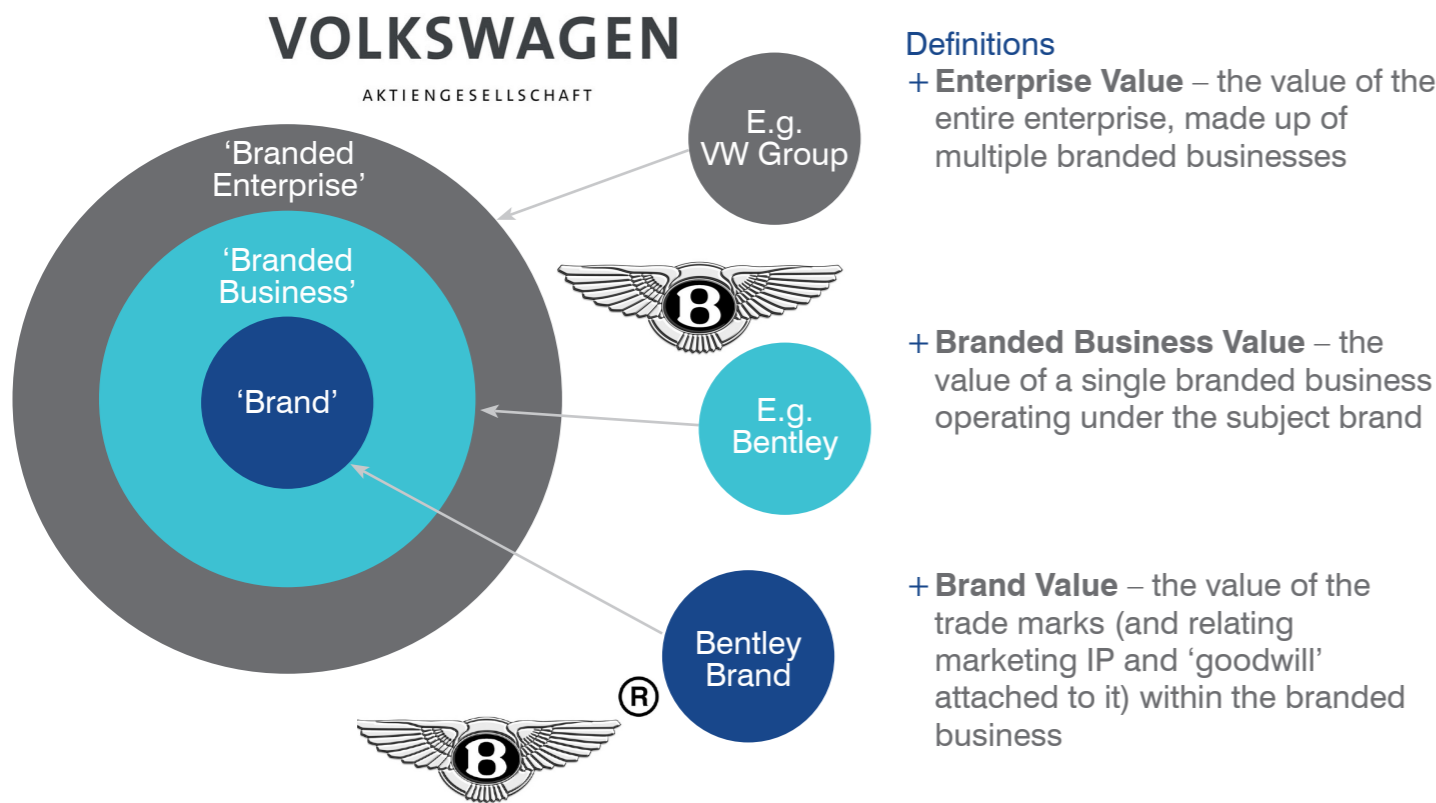
Brand Finance puts thousands of the world’s biggest brands to the test every year, evaluating which are the most powerful and most valuable. The Global 500 covers the top 500 from all sectors and is just one of many annual reports produced by Brand Finance. Visit www.brandfinance.com to discover more.



Bridging the gap between marketing and finance

Methodology

What do we mean by ‘brand’?

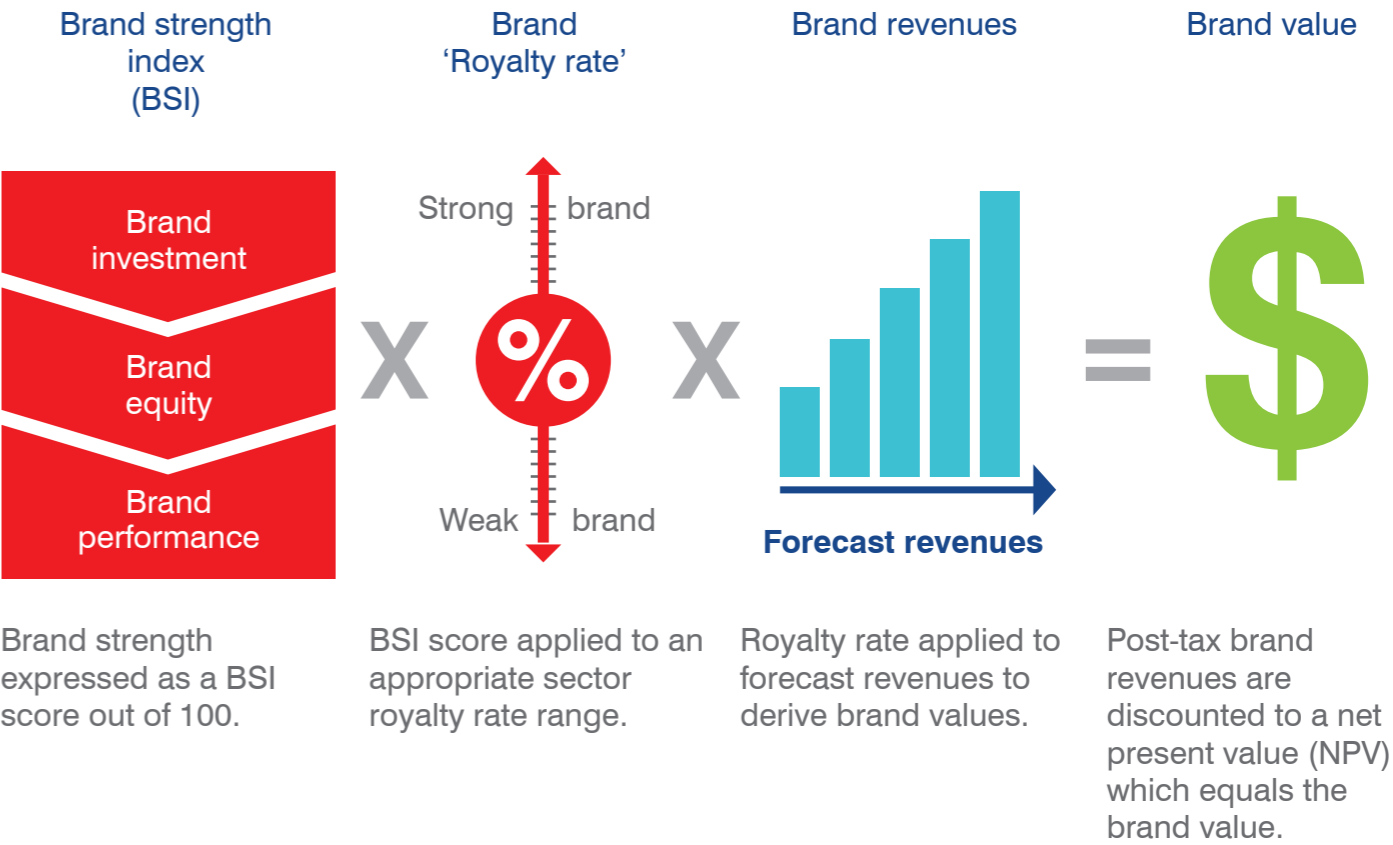


Definition of ‘Brand’

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

Brand Strength

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



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

The steps in this process are as follows:

- 1 Calculate brand strength on a scale of 0 to 100 based on a number of attributes such as emotional connection, financial performance and sustainability, among others. This score is known as the Brand Strength Index.
- 2 Determine the royalty rate range for the respective brand sectors. This is done by reviewing comparable licensing agreements

sourced from Brand Finance’s extensive database of license agreements and other online databases.

- 3 Calculate royalty rate. The brand strength score is applied to the royalty rate range to arrive at a royalty rate. For example, if the royalty rate range in a brand’s sector is 1-5% and a brand has a brand strength score of 80 out of 100, then an appropriate royalty rate for the use of this brand in the given sector will be 4.2%.
- 4 Determine brand specific revenues estimating a proportion of parent company revenues attributable to a specific brand.
- 5 Determine forecast brand specific revenues using a function of historic revenues, equity analyst forecasts and economic growth rates.
- 6 Apply the royalty rate to the forecast revenues to derive brand revenues.
- 7 Brand revenues are discounted post tax to a net present value which equals the brand value.

Sector Analysis – Food

Food 25













Nestlé is the most valuable brand in the sector by quite a margin, recording a 5% growth in brand value to US\$21.2 billion. Nestlé is one of the largest European brands to benefit from the easing of regulations on foreign investment within a number of emerging markets. Its 5.8% increase in spend on consumer-facing marketing has also added to its improved brand value; Kit Kat will be one of its many brands to benefit, as it begins a £10 million UK multimedia campaign to help it recover its declining sales.

Kellogg’s has seen its brand value fall 10.1% to US\$7.1 billion as it has struggled to keep up with evolving consumer demand. The traditional preference for a sugary, carb-fuelled breakfast is falling out of favour as an increasing number of healthy, portable alternatives are offered. The trend is especially noticeable in the biggest

cereal market, the US, where new diet fads and an increasingly fast-paced lifestyle are pushing consumers towards high-protein and portable options.

Cadbury’s brand value fell 8% to US\$5.8 billion last year. At the beginning of 2014 the brand introduced the “Feel the Joy” campaign hoping to better interact with consumers by prompting them to identify with the advertisements and “experience their own moments of joy”. However, Cadbury’s has continued to see its sales and revenues decline as its popularity dwindles. UK consumers may feel that the brand is losing its traditional values since its acquisition by US giant Kraft Foods and later Mondelez, as various changes to its portfolio have been made. Cadbury’s range has expanded to include combinations with Mondelez’ stable of brands such

Sector – Food

	1	Rank 2015: 1 2014: 1 → BV 2015: \$21,225m BV 2014: \$20,273m +5% Brand Rating: AAA
	2	Rank 2015: 2 2014: 3 ↑ BV 2015: \$8,351m BV 2014: \$7,666m +9% Brand Rating: AAA-
	3	Rank 2015: 3 2014: 2 ↓ BV 2015: \$7,082m BV 2014: \$7,880m -10% Brand Rating: AAA-
	4	Rank 2015: 4 2014: 5 ↑ BV 2015: \$5,909m BV 2014: \$5,867m +1% Brand Rating: AAA-
	5	Rank 2015: 5 2014: 4 ↓ BV 2015: \$5,800m BV 2014: \$6,323m -8% Brand Rating: AAA-
	6	Rank 2015: 6 2014: 7 ↑ BV 2015: \$5,779m BV 2014: \$4,423m +31% Brand Rating: AA
	7	Rank 2015: 7 2014: 6 ↓ BV 2015: \$4,844m BV 2014: \$5,395m -10% Brand Rating: AAA+
	8	Rank 2015: 8 2014: 10 ↑ BV 2015: \$4,824m BV 2014: \$3,842m +26% Brand Rating: AA
	9	Rank 2015: 9 2014: 9 BV 2015: \$4,305m BV 2014: \$3,471m +24% Brand Rating: AA
	10	Rank 2015: 10 2014: 9 ↓ BV 2015: \$4,084m BV 2014: \$3,844m +6% Brand Rating: AAA-



Sector Analysis – Food



as Oreo, Ritz and Daim. However these have had low penetration, with only 15% of UK consumers having tried the new flavours. Brits were also dismayed when it was revealed that the much beloved Cadbury's Creme Eggs would no longer have a their iconic dairy milk shells and would be sold as packs of five rather than the traditional half dozen. On top of this, US consumers may be seeing much less of Cadbury as Hershey's makes moves to prevent it being imported into the US on the grounds of trademark infraction.

Yili's brand value has increased 68% to \$2.6 billion. It has benefitted from the growing Asian demand for dairy, which is expected to continue to grow at 5% a year to 2018.

Wrigley has proactively harnessed the health foods trend. It has promoted the positive impact

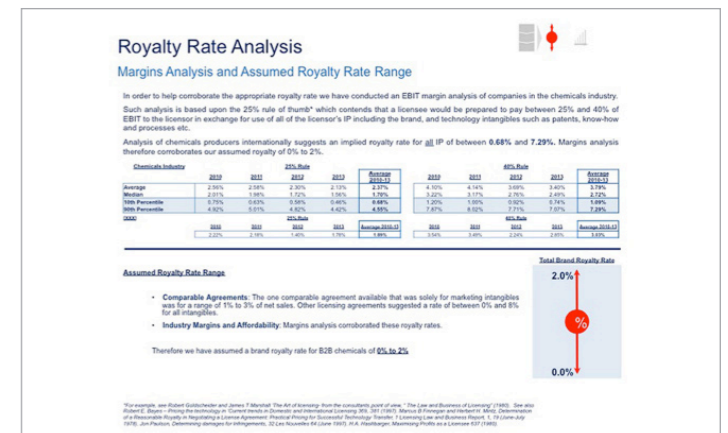
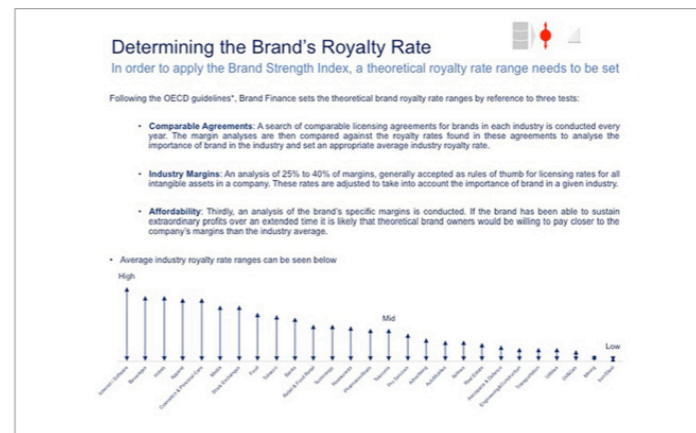
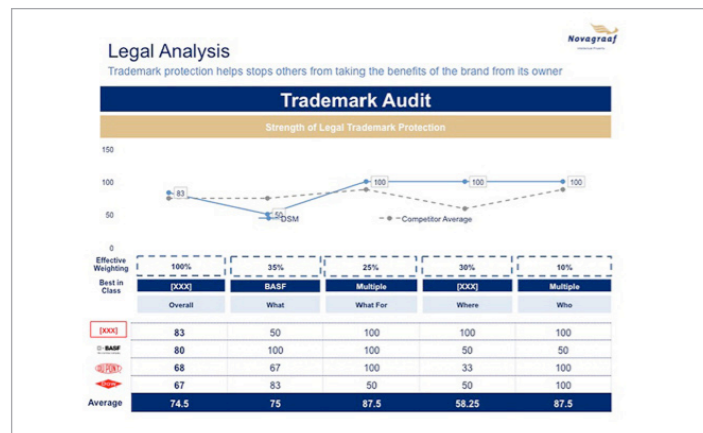
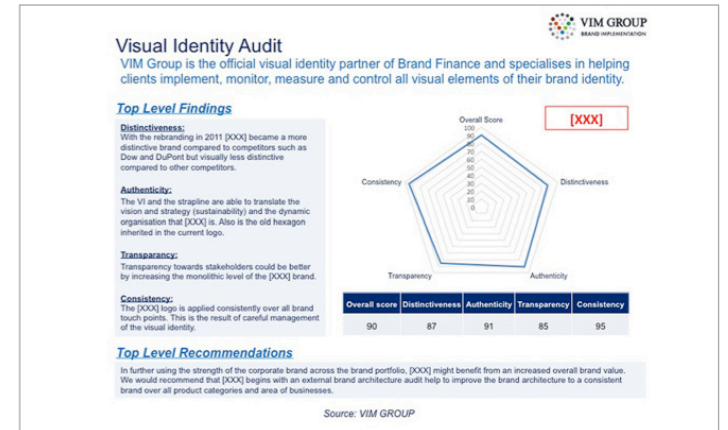
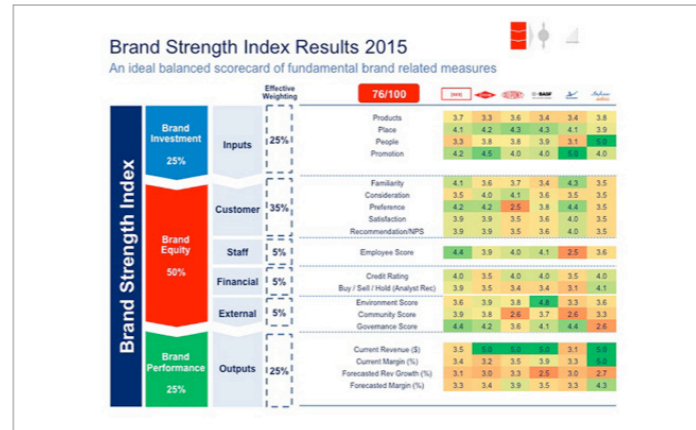
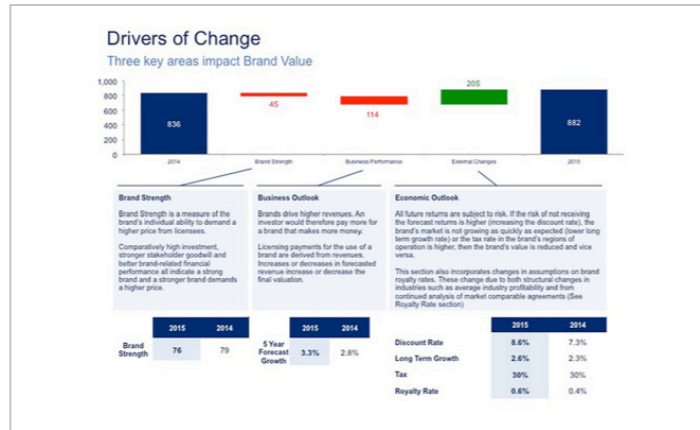
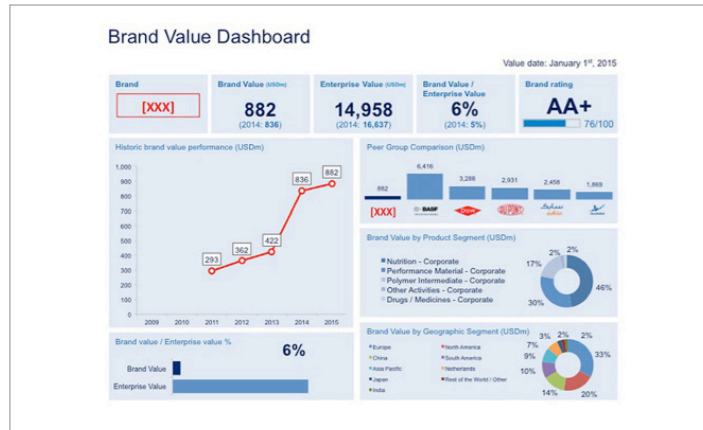
of its brands on dental hygiene and their sugar-free status, with Ashton Kutcher as the most recent face of the campaign. Brand value has increased by an impressive 31% in the last year to US\$5.8 billion. Wrigley's brand value is poised to continue growing; it has recently decided to invest in a new advertising campaign for its oldest gum brand, Juicy Fruit, for the first time in five years.

Unilever remains the strongest brand in the sector with an AAA+ rating, yet it has seen the largest decline in brand value (-10.2% to \$4.8 billion). As Unilever begins to streamline its portfolio, divesting various food brands, including Ragu and Bertolli, it has seen its brand value fall, however it has managed to maintain its AAA+ rating as it focuses on strengthening core brands.



Rank 2015	Rank 2014	Brand name	Domicile	Brand value (\$m) 2015	% change	Brand value (\$m) 2014	Brand rating 2015	Brand rating 2014
1	1	Nestlé	Switzerland	21,225	5%	20,273	AAA	AAA
2	3	Danone	France	8,351	9%	7,666	AAA-	AAA-
3	2	Kellogg's	United States	7,082	-10%	7,880	AAA-	AAA-
4	5	Heinz	United States	5,909	1%	5,867	AAA-	AA
5	4	Cadbury	United States	5,800	-8%	6,323	AAA-	AAA-
6	7	Wrigley's	United States	5,779	31%	4,423	AA	AA
7	6	Unilever	UK	4,844	-10%	5,395	AAA+	AAA+
8	10	SYSCO	United States	4,824	26%	3,842	AA	AA
9		Tyson Foods	United States	4,305	24%	3,471	AA	AA-
10	9	Lay's	United States	4,084	6%	3,844	AAA-	AA+
11	12	Kraft	United States					
12	11	Arla	Denmark					
13	13	McCain	Canada					
14	14	Wilmar	Singapore					
15	34	CP	Thailand					
16		Président	France					
17	16	Lipton	UK					
18	38	Yili	China					
19		Bimbo	Mexico					
20	18	Hershey's	United States					
21	17	Want Want	China					
22		Yoplait	United States					
23	29	Maggi	Switzerland					
24	22	Dr Oetker	Germany					
25		CJ Group	South Korea					

Understand Your Brand's Value



A League Table Report provides a complete breakdown of the assumptions, data sources and calculations used to arrive at your brand's value. Each report includes expert recommendations for growing brand value to drive business performance and offers a cost-effective way to gaining a better understanding of your position against competitors.

A full report includes the following sections which can also be purchased individually.

Brand Valuation Summary

Overview of the brand valuation including executive summary, explanation of changes in brand value and historic and peer group comparisons.

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

Brand Strength Index

A breakdown of how the brand performed on various metrics of brand strength, benchmarked against competitor brands in a balanced scorecard framework.

- + Brand strength tracking
- + Brand strength analysis
- + Management KPI's
- + Competitor benchmarking

Royalty Rates

Analysis of competitor royalty rates, industry royalty rate ranges and margin analysis used to determine brand specific royalty rate.

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

Cost of Capital

A breakdown of the cost of capital calculation, including risk free rates, brand debt risk premiums and the cost of equity through CAPM.

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

Trademark Audit

Analysis of the current level of protection for the brands word marks and trademark iconography highlighting areas where the marks are in need of protection.

- + Highlight unprotected marks
- + Spot potential infringement
- + Trademark registration strategy

For more information regarding our League Table Reports, please contact:

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How we can help.



MARKETING

We help marketers to connect their brands to business performance by evaluating the financial impact of brand based decisions and strategies.

- + Brand Valuation
- + Brand Due Diligence
- + Profit Levers Analysis
- + Scenario Modelling
- + Market Research
- + Brand Identity & Customer Experience Audit
- + Brand Strength Analysis
- + Brand Equity Analysis
- + Perception Mapping
- + Conjoint & Brand/Price Trade-off Analysis
- + Return on Investment
- + Sponsorship Evaluation
- + Budget Setting
- + Brand Architecture & Portfolio Evaluation
- + Brand Positioning & Extension Evaluation
- + Brand Migration
- + Franchising & Licensing
- + BrandCo Strategy
- + Brand Governance Process
- + Brand Tracking
- + Management KPIs
- + Competitor Benchmarking

Brand Valuation

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

Brand Monitoring

Improve reporting and brand performance management by integrating market research, investment, market and financial metrics into a single insightful scorecard model to track performance and inform strategic decisions.



Brand Analytics

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

Brand Strategy


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



FINANCE

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

- + Brand & Branded Business Valuation
- + Intangible Asset Valuation
- + Fair Value Exercise (IFRS 3 / FAS 141)
- + Intangible Asset Impairment Reviews (IAS 36 / FAS 142)
- + Brand Due Diligence
- + Information Memoranda
- + Finance Raising
- + Insolvency & Administration
- + Market Research Design and Management
- + Return on Investment
- + Franchising & Licensing
- + BrandCo & IPCo Strategy
- + Scenario Modelling & Planning
- + Transfer Pricing Analysis
- + Management KPIs and Target-setting
- + Competitor Benchmarking



TAX

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

- + Brand & Branded Business Valuation
- + Intangible Asset Valuation
- + Patent Valuation
- + Asset Transfer Valuations
- + Business & Share Valuations
- + Transfer Pricing Analysis
- + Royalty Rate Setting
- + Brand Franchising & Licensing
- + BrandCo & IPCo Strategy
- + Market Research Design and Management
- + Brand Tracking
- + Expert Witness Opinion



LEGAL

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

- + Brand & Branded Business Valuation
- + Intangible Asset Valuation
- + Patent Valuation
- + Business & Share Valuations
- + Loss of Profits Calculations
- + Account of Profits Calculations
- + Damages Assessment
- + Forensic Accounting
- + Royalty Rate Setting
- + Brand Franchising & Licensing
- + BrandCo & IPCo Strategy
- + Market Research Design and Management
- + Trademark Registration
- + Trademark watching service


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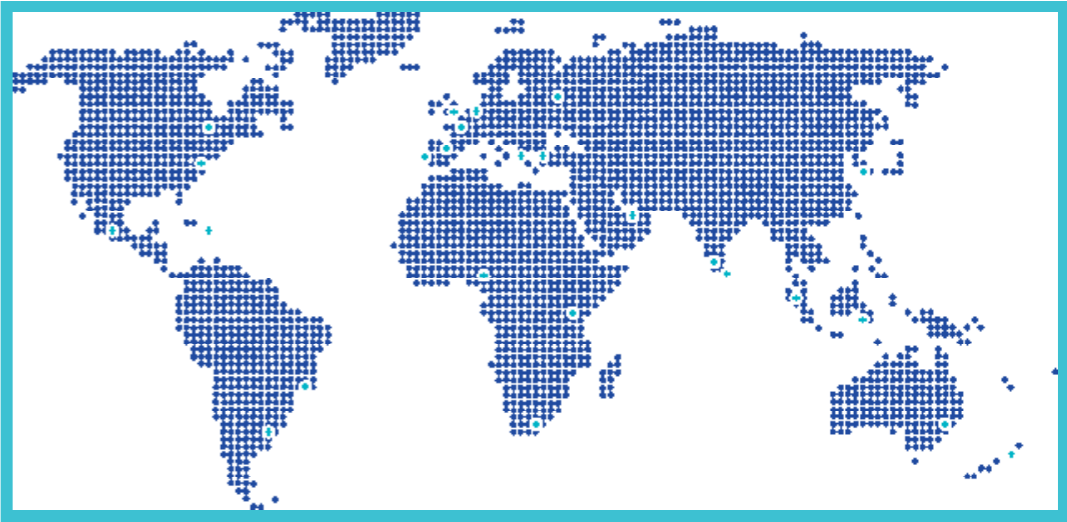
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The opinions and financial analysis expressed in the report are not to be construed as providing investment or business advice. Brand Finance does not intend the report to be relied upon for any reason and excludes all liability to any body, government or organisation.

Our offices.



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