Brand Finance®

# France 50 2017

**The annual report on the world's most valuable French brands**

March 2017

# Foreword.

David Haigh, CEO, Brand Finance

What is the purpose of a strong brand; to attract customers, to build loyalty, to motivate staff? All true, but for a commercial brand at least, the first answer must always be 'to make money'. Huge investments are made in the design, launch and ongoing promotion of brands. Given their potential financial value, this makes sense. Unfortunately, most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets. Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place it frequently lacks financial rigour and is heavily reliant on qualitative measures poorly understood by non-marketers. As a result, marketing teams struggle to communicate the value of their work and boards then underestimate the significance of their brands to the business. Skeptical 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.

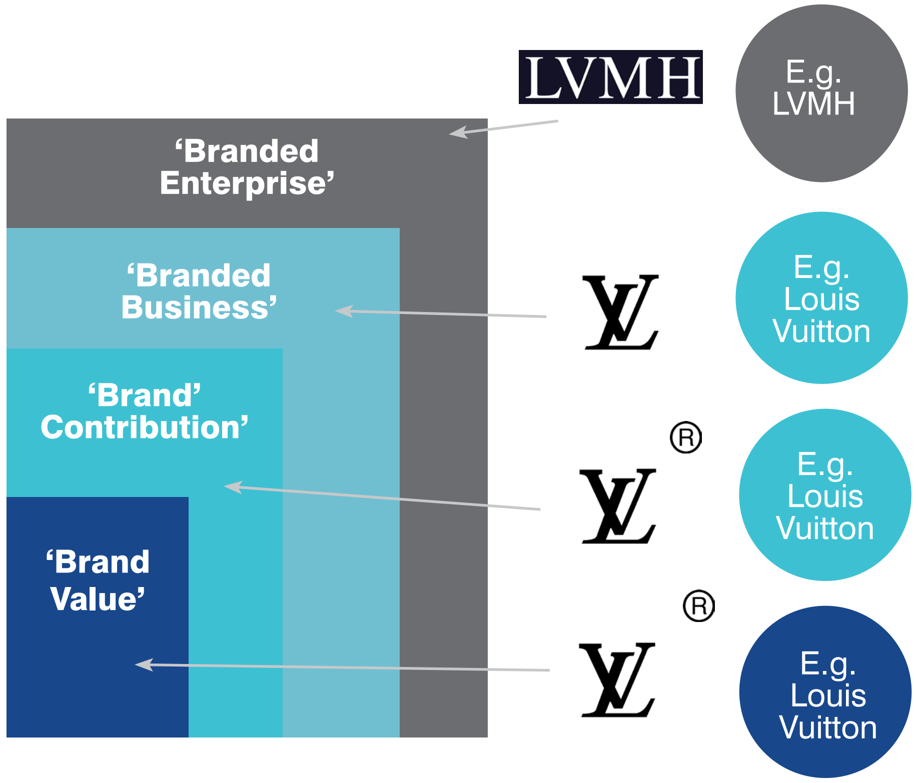
Brand Finance bridges the gap between the marketing and financial worlds. Our teams have experience across a wide range of disciplines from market research and visual identity to tax and accounting. We understand the importance of design, advertising and marketing, but we also believe that the ultimate 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 maximises profits. Without knowing the precise, financial value of an asset, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is? How do you decide which brands to discontinue, whether to rebrand and how to arrange your brand architecture? Brand Finance has conducted thousands of brand and brandedbusiness valuations to help answer these questions.

Brand Finance's recently conducted share price study revealed the compelling link between strong brands and stock market performance. It was found that investing in the most highly branded companies would lead to a return almost double that of the average for the S&P 500 as a whole. Acknowledging and managing a company's intangible assets taps into the hidden value that lies within it. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business. The team and I look forward to continuing the conversation with you.



# Contents

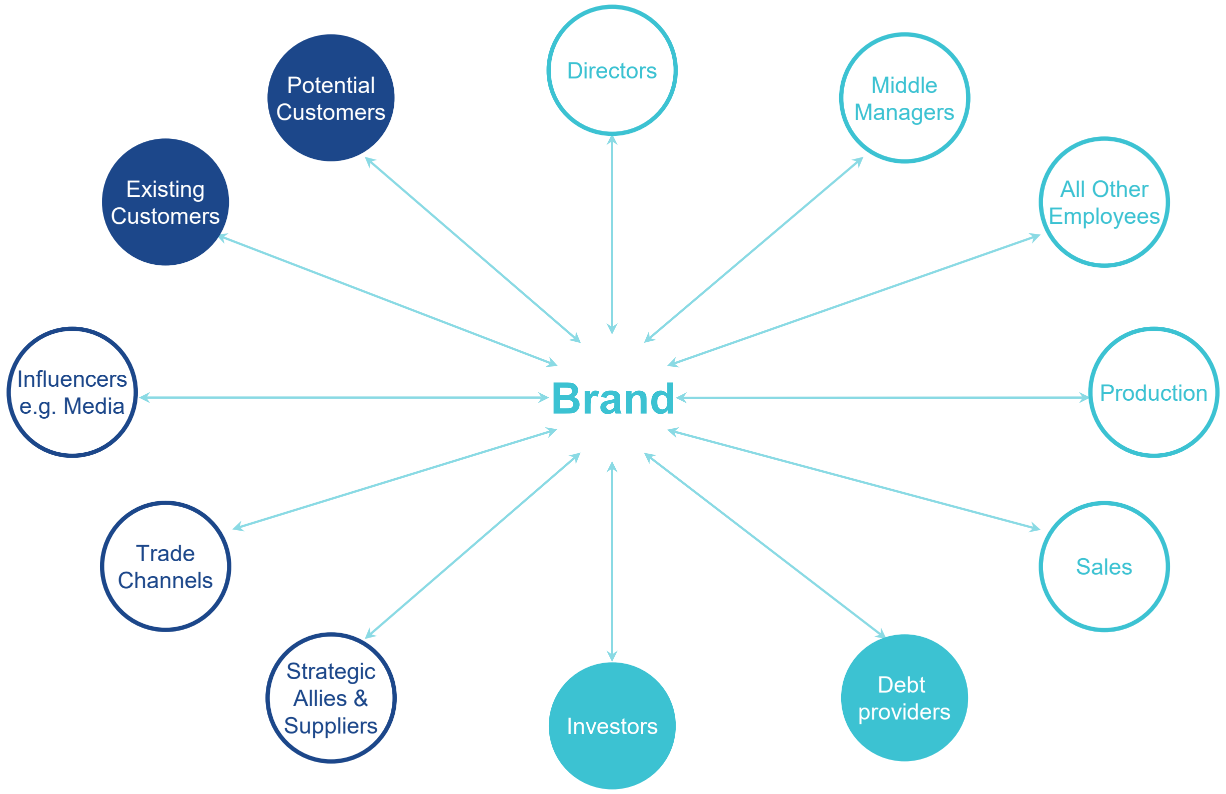
# Definitions




**Definitions**

+ Enterprise Value – the value of the entire enterprise, made up of multiple branded businesses
+ Branded Business Value – the value of a single branded business operating under the subject brand
+ Brand Contribution– The total economic benefit derived by a business from its brand
+ Brand Value – the value of the trade marks (and relating marketing IP and 'goodwill' attached to it) within the branded business

***Effect of a Brand on Stakeholders***




### Branded Business Value

A brand should be viewed in the context of the business in which it operates. For this reason Brand Finance always conducts a Branded Business Valuation as part of any brand valuation. Where a company has a purely mono-branded architecture, the business value is the same as the overall company value or 'enterprise value'.

In the more usual situation where a company owns multiple brands, business value refers to the value of the assets and revenue stream of the business line attached to that brand specifically. We evaluate the full brand value chain in order to understand the links between marketing investment, brand tracking data, stakeholder behaviour and business value to maximise the returns business owners can obtain from their brands.

### Brand Contribution

The brand values contained in our league tables are those of the potentially transferable brand asset only, but for marketers and managers alike. An assessment of overall brand contribution to a business provides powerful insights to help optimise performance.

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

Brands affect a variety of stakeholders, not just customers but also staff, strategic partners, regulators, investors and more, having a significant impact on financial value beyond what can be bought or sold in a transaction.

### Brand Value

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.

# Methodology

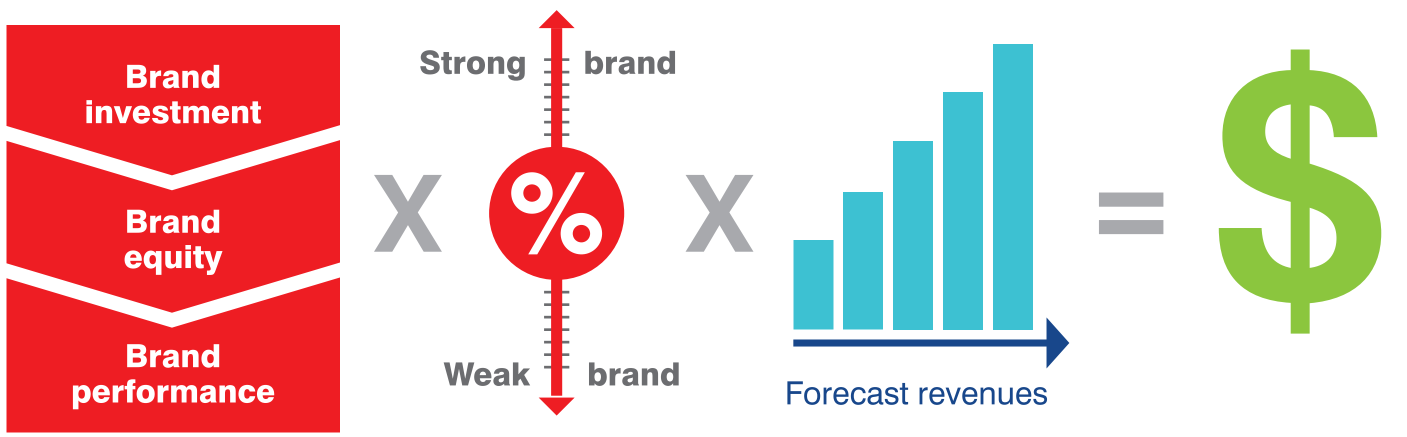
## League Table Valuation Methodology

**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, and is calculated using brand data from the BrandAsset® Valuator database, the world's largest database of brands, which measures brand equity, consideration and emotional imagery attributes to assess brand personality in a category agnostic manner.
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.

**Brand strength index (BSI)** | **Brand 'Royalty rate'** | **Brand revenues** | **Brand value**




Brand strength expressed as a BSI score out of 100.

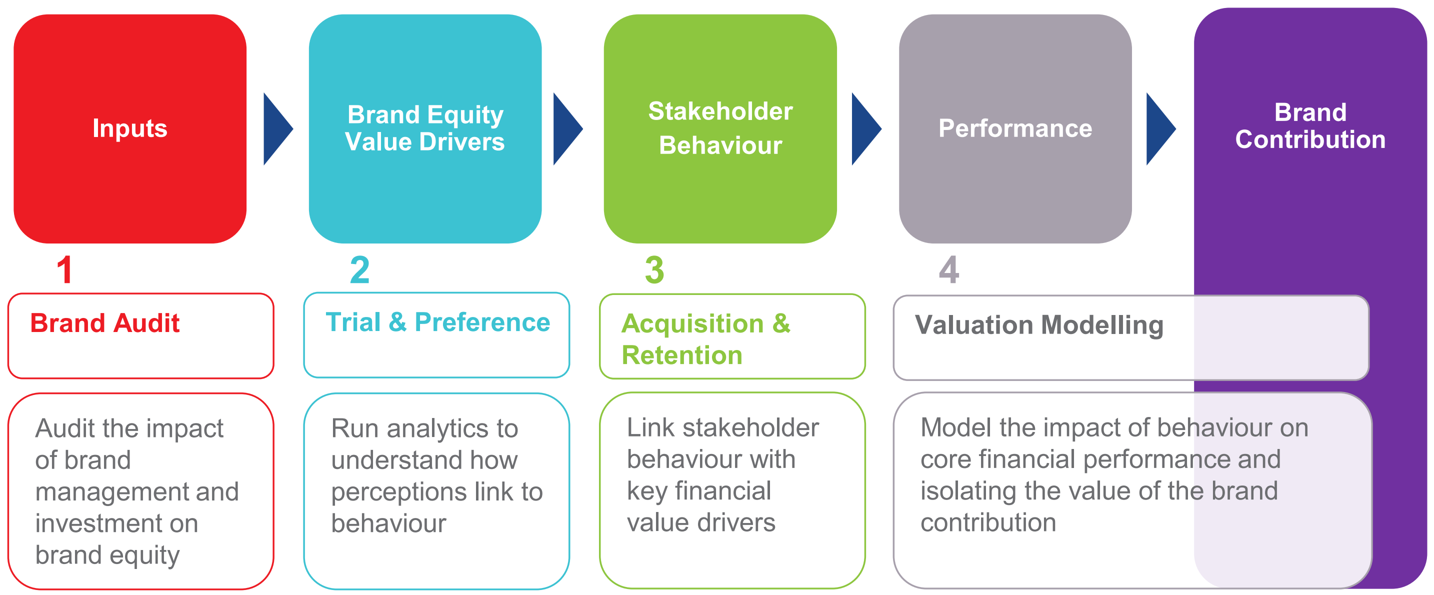
BSI score applied to an appropriate sector royalty rate range.

Royalty rate applied to forecast revenues to derive brand values.

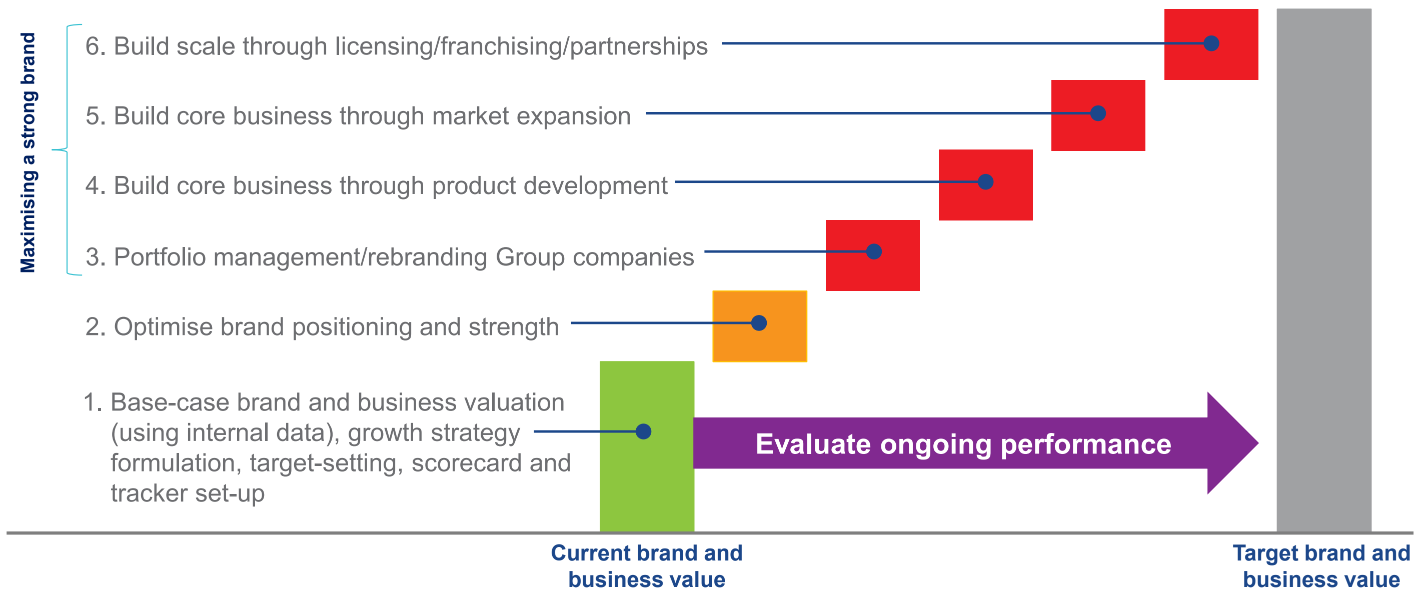
Post-tax brand revenues are discounted to a net present value (NPV) which equals the brand value.



## Brand Finance Typical Project Approach




## How We Help to Maximise Value



# Executive Summary

# France 50

Orange is France's most valuable brand with a brand value of €19.2 billion.

It has been a challenging period for Europe's telecom operators as revenues and margins are squeezed by the growth of communication online at the expense of network-facilitated SMS or voice calls. However Orange is countering the challenge by diversifying its services, developing its 'quad-play' offering. It has recently agreed a deal with Netflix to offer its customers a month's free access to the video streaming service.

Such moves help to strengthen both brands in the eyes of consumers and will maintain the upwards trend of Orange's brand strength (which this year has been upgraded from AA+ to AAA-). Orange's revenue improved in 2016 too, leading to a €30 million profit increase to just short of €3 billion, helping to drive its 9% brand value growth.

The last year has been a successful one for Oil & Gas brands in brand value terms, after a very challenging period. Oil prices saw a fairly steady increase across 2016 as supply became slightly more constrained, helping to improve revenues. After a drop at the beginning of the year, Brent Crude nearly doubled in value from early January to the end of December.

This has helped Total, which has moved well ahead of BNP Paribas to become second most valuable brand, worth €16.5 billion, following 21% year on year growth. Patrick Pouyanne, Total's CEO is bullish about Total's prospects, stating, "After two years of being defensive, we are offensive now."

Garnier is France's most powerful brand, with a Brand Strength Index score of 89. It is also the most powerful brand in the cosmetics sector worldwide.

| | Rank 2017 | Rank 2016 | BV 2016 | BV 2015 | | Brand Rating |
|---|---|---|---|---|---|---|
| orange | 1 | 1 | € 19,152m | € 17,569m | +9% | AAA- |
| TOTAL | 2 | 3 | € 16,472m | € 13,558m | +21% | AAA- |
| BNP PARIBAS | 3 | 2 | € 12,139m | € 14,289m | -15% | AA |
| LV | 4 | 6 | € 11,729m | € 9,609m | +22% | AAA |
| L'ORÉAL | 5 | 5 | € 11,535m | € 10,191m | +13% | AAA- |
| RENAULT Passion for life | 6 | 14 | € 9,166m | € 6,930m | +32% | AAA- |
| engie | 7 | 4 | € 8,967m | € 10,528m | -15% | AA |
| AXA | 8 | 10 | € 8,396m | € 8,105m | +4% | AA- |
| AIRBUS | 9 | 7 | € 8,211m | € 9,468m | -13% | AA+ |
| | 10 | 8 | € 8,060m | € 8,612m | -6% | AA |

The L'Oréal owned business has invested heavily in marketing communications. In addition to consumer benefit based messaging, sustainability-related campaigns are a major focus. Recent initiatives include a partnership with dosomething.org to encourage consumers to reduce landfill waste and plastic pollution using the slogan 'Rinse, Recycle, Repeat'.

Garnier scores highly on a wide range of Brand Strength Index metrics including investment in research and development (which lays the foundations for the strength of the brand in the future) as well as digital media engagement, familiarity, satisfaction, sustainability, and governance.

Louis Vuitton is France's second most powerful brand, it narrowly misses out on the top spot with a Brand Strength Index score of 88.

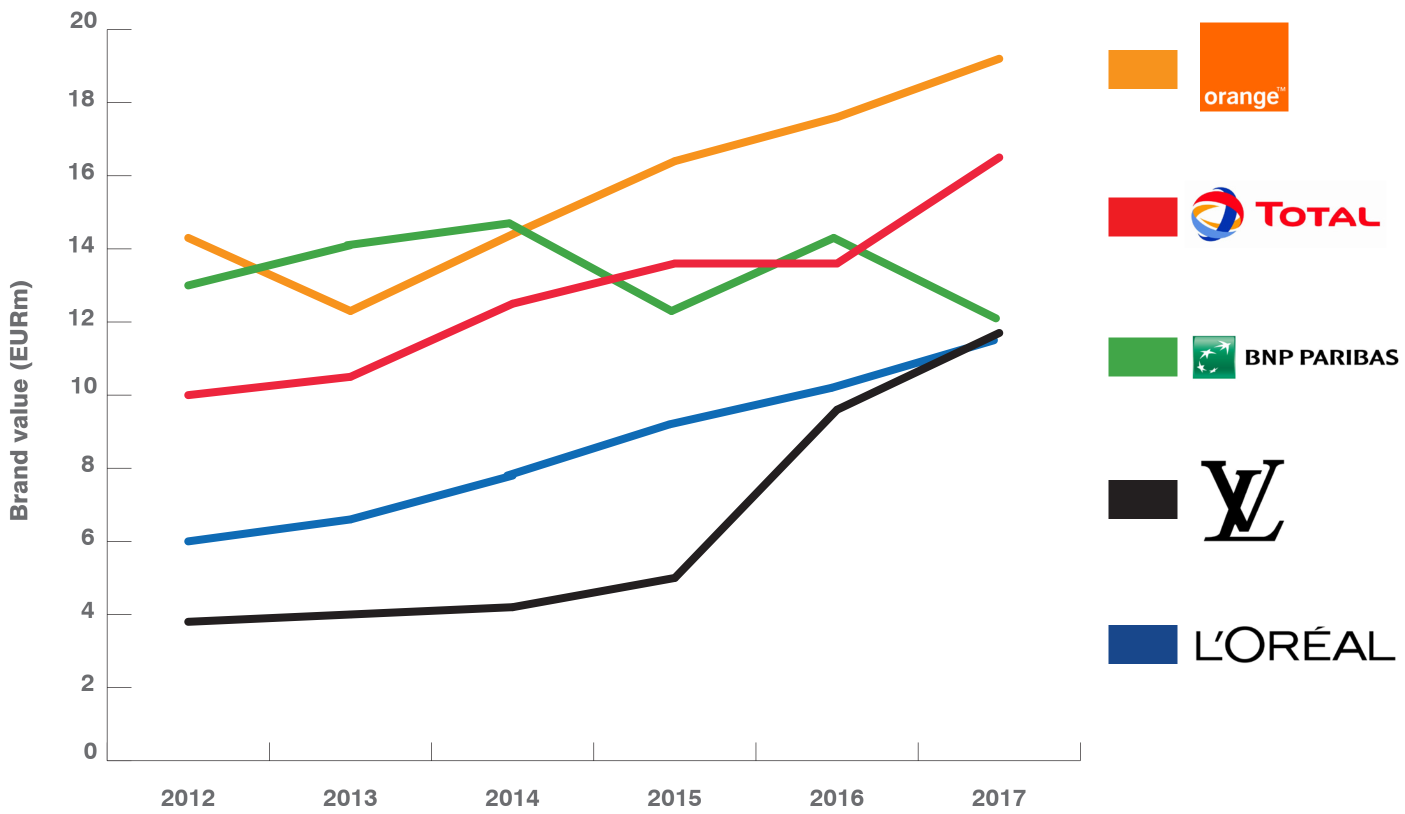
Louis Vuitton is one of the world's most coveted luxury brands as well as one of the most counterfeited. LVMH recognises the importance of brand protection however, working closely with a variety of organisations, from the legal community, to government and with other businesses such as Google, in order to protect its valuable Intellectual Property.

In 2016 the first Louis Vuitton perfume since 1987 was launched to capitalise upon demand for the brand from middle-income consumers as luxury spending declines. This has helped add significant value to the brand this year, which is up 22% to €11.7 billion.

At €2.6 billion, Essilor is France's most valuable medical brand and, with a BSI score of 74, is also the strongest brand from the healthcare industry anywhere in the world.

# Executive Summary

## Brand Value Over Time







Its position is supported by strong revenue growth over 2016, particularly from online and sun-wear sales. Its brand value is US$2.9 billion.

Essilor recently agreed to join forces with Luxottica in what could become one of Europe's largest ever international mergers. The proposed deal has caused quite a stir, but has been generally well received. As medical considerations and functional attributes become more important to eyewear brands, there are clear opportunities for collaboration.

Brand Finance's results show that Essilor brings more that know-how and exceptional products to the table, its brand is an essential asset too. The strength and value of the Essilor brand are clear. Post-merger, management will therefore need to structure the new entity's brand architecture very carefully and understand the sources of and potential threats to brand value going forward.

Dairy brands are struggling with constraints to supply, a stagnation of demand in western markets and a new diversity of value drivers beyond price and taste. Increasing numbers of consumers are now acutely conscious of production safety, nutritional content and Corporate Social Responsibility.

In this challenging environment, Danone, France's most valuable food brand, has seen brand value decline slightly to €7 billion.

Profit forecasts are down and the firm is aiming to cut €1 billion of costs by 2020. Danone recently announced that it will acquire White Wave, whose portfolio of branded businesses specialises in organics and health-focussed products that command a price premium. The US$12.5 billion deal (Danone's biggest in over a decade) reflects the greater complexity of brand drivers that dairy businesses must now tackle.

Airbus's brand value is €8.2 billion following a 13% drop.

### The 10 Most Powerful Brands

These are the most powerful French brands, whose rating is based on Brand Finance's Brand Strength Index (BSI).

| | BSI Score |
|---|---|
| GARNIER | 89.1 |
| LV | 87.6 |
| LANCÔME PARIS | 85.2 |
| RENAULT Passion for life | 84.2 |
| orange | 83.5 |
| L'ORÉAL | 81.9 |
| MICHELIN A better way forward | 81.8 |
| CHANEL | 81.0 |
| SFR | 81.0 |
| HERMÈS PARIS | 80.7 |

# Executive Summary


The A380 superjumbo has been positively reviewed and well received, yet has been beset by problems and threatens to become an albatross around Airbus' neck. Orders have disappointed with only a handful of Airlines such as Emirates fully committing to the model.

Airbus has made concerted attempts to persuade customers with its marketing communications. In a mostly B2B sector, it has taken the innovative approach of reaching out to the consumer level to create demand for Airbus (and the 380 specifically) as an endorsement brand of Airline brands.

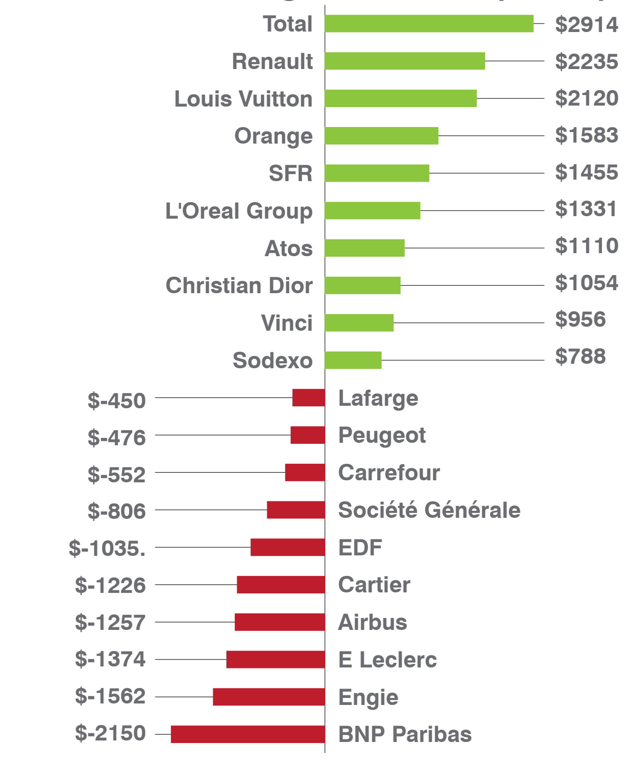
Its visually stunning 'A Family that Flies Together' ad went viral, topping Campaign Magazine's viral chart, an almost unheard of feat for a B2B brand. The 'iflyA380.com' website was launched to encourage travellers to post Instagram pictures of their experiences on the A380. The impact of these initiatives is yet to be seen however but cannot come too soon, with an end to A380 production rumoured.

Lafarge is one of this year's fastest fallers, narrowly holding onto a position in the top 50 after dropping 18% to €2.1 billion.

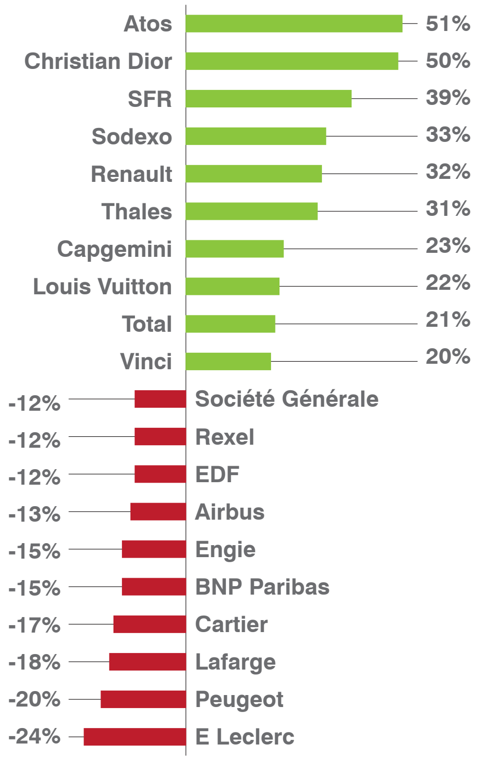
Lafarge's reputation has been affected by revelations that protection money had been paid to the Islamic State group by a factory near to Aleppo. The brand has also attracted the ire of the government for signalling that it would be willing to supply cement for Donald Trump's controversial border wall.

It is approaching two years since the merger with Holcim, although Lafarge and Holcim remain separate product brands within the same industry. Brand architecture should be at the top of the agenda for LafargeHolcim's management given the potential economies of scale and extra reach of a unified brand. Lafarge's recent image troubles and declining brand value could make the issue even more urgent.

**Brand Value Change 2016-2017 (EURm)**




**Brand Value Change 2016-2017 (%)**




Le Monde

Syrie : comment les ciments Lafarge ont travaillé avec l'Etat islamique


# Brand Finance France 50 (EURm)

## Top 50 most valuable French brands **1 - 50.**

| Rank 2017 | Rank 2016 | Brand name | Sector | Brand value (EURm) 2017 | % change | Brand value (EURm) 2016 | Brand rating 2017 | Brand rating 2016 |
|---|---|---|---|---|---|---|---|---|
| 1 | 1 | **Orange** | Telecoms | **19,152** | 9% | 17,569 | **AAA-** | AA+ |
| 2 | 3 | **Total** | Oil & Gas | **16,472** | 21% | 13,558 | **AAA-** | AA |
| 3 | 2 | **BNP Paribas** | Banks | **12,139** | -15% | 14,289 | **AA** | AA+ |
| 4 | 6 | **Louis Vuitton** | Apparel | **11,729** | 22% | 9,609 | **AAA** | AAA- |
| 5 | 5 | **L'Oreal Group** | Cosmetics & Personal | **11,535** | 13% | 10,191 | **AAA-** | AAA+ |
| 6 | 14 | **Renault** | Automobiles | **9,166** | 32% | 6,930 | **AAA-** | AAA- |
| 7 | 4 | **Engie** | Utilities | **8,967** | -15% | 10,528 | **AA** | AA |
| 8 | 10 | **Axa** | Insurance | **8,396** | 4% | 8,105 | **AA-** | AA |
| 9 | 7 | **Airbus** | Aerospace & Defence | **8,211** | -13% | 9,468 | **AA+** | AA+ |
| 10 | 8 | **Carrefour** | Retail | **8,060** | -6% | 8,612 | **AA** | AA |
| 11 | 13 | **Hermes** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 12 | 9 | **EDF** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 13 | 11 | **Danone** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 14 | 12 | **Cartier** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 15 | 15 | **Société Générale** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 16 | 18 | **Vinci** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 17 | 17 | **Michelin** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 19 | 23 | **SFR** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 18 | 22 | **Bouygues Group** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 20 | 19 | **Garnier** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 21 | 16 | **E Leclerc** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 22 | 21 | **Saint-Gobain** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 23 | 20 | **Chanel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 24 | 26 | **Clarins** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 25 | 30 | **Capgemini** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 26 | 25 | **Credit Agricole** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 27 | 27 | **La Poste** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 28 | 29 | **Schneider Electric** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 29 | 33 | **Veolia** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 30 | 46 | **Atos** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 31 | 28 | **Crédit Mutuel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 32 | 43 | **Sodexo** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 33 | 48 | **Christian Dior** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 34 | 34 | **Auchan** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 35 | 32 | **Safran** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 36 | 39 | **Sanofi** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 37 | 40 | **Lancome** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 38 | 38 | **CNP Assurances** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 39 | 37 | **Essilor** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 40 | 44 | **Leroy Merlin** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 41 | New | **Thales** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 42 | 35 | **Hennessy** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 43 | 41 | **Air Liquide** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 44 | 49 | **Eiffage** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 45 | 36 | **Lafarge** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 46 | New | **La Banque Postale** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 47 | 42 | **Peugeot** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 48 | New | **Free Mobile** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 49 | 47 | **Rexel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 50 | 50 | **Natixis** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |



# Brand Finance France 50 (USDm)

## Top 50 most valuable French brands **1 - 50.**

| Rank 2017 | Rank 2016 | Brand name | Sector | Brand value (USDm) 2017 | % change | Brand value (USDm) 2016 | Brand rating 2017 | Brand rating 2016 |
|---|---|---|---|---|---|---|---|---|
| 1 | 1 | **Orange** | Telecoms | **21,526** | 13% | 19,096 | **AAA-** | AA+ |
| 2 | 3 | **Total** | Oil & Gas | **18,514** | 26% | 14,737 | **AAA-** | AA |
| 3 | 2 | **BNP Paribas** | Banks | **13,644** | -12% | 15,531 | **AA** | AA+ |
| 4 | 6 | **Louis Vuitton** | Apparel | **13,183** | 26% | 10,444 | **AAA** | AAA- |
| 5 | 5 | **L'Oreal Group** | Cosmetics & Personal Care | **12,965** | 17% | 11,076 | **AAA-** | AAA+ |
| 6 | 14 | **Renault** | Automobiles | **10,302** | 37% | 7,533 | **AAA-** | AAA- |
| 7 | 4 | **Engie** | Utilities | **10,078** | -12% | 11,443 | **AA** | AA |
| 8 | 10 | **Axa** | Insurance | **9,437** | 7% | 8,809 | **AA-** | AA |
| 9 | 7 | **Airbus** | Aerospace & Defence | **9,229** | -10% | 10,290 | **AA+** | AA+ |
| 10 | 8 | **Carrefour** | Retail | **9,059** | -3% | 9,360 | **AA** | AA |
| 11 | 13 | **Hermes** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 12 | 9 | **EDF** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 13 | 11 | **Danone** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 14 | 12 | **Cartier** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 15 | 15 | **Société Générale** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 16 | 18 | **Vinci** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 17 | 17 | **Michelin** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
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| 23 | 20 | **Chanel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 24 | 26 | **Clarins** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 25 | 30 | **Capgemini** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 26 | 25 | **Credit Agricole** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 27 | 27 | **La Poste** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 28 | 29 | **Schneider Electric** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 29 | 33 | **Veolia** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 30 | 46 | **Atos** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 31 | 28 | **Crédit Mutuel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 32 | 43 | **Sodexo** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 33 | 48 | **Christian Dior** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 34 | 34 | **Auchan** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 35 | 32 | **Safran** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 36 | 39 | **Sanofi** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 37 | 40 | **Lancome** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
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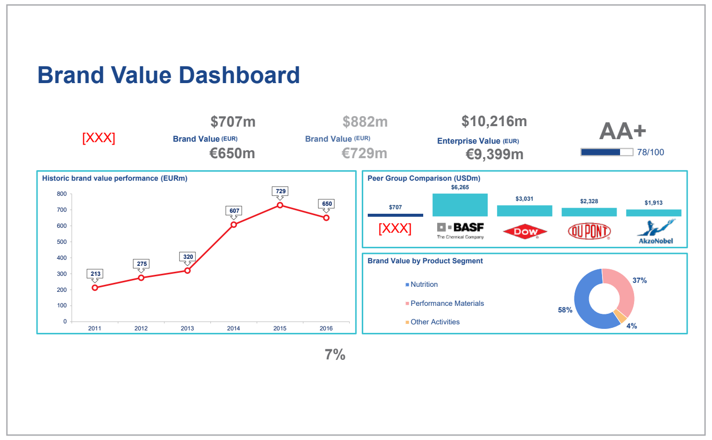
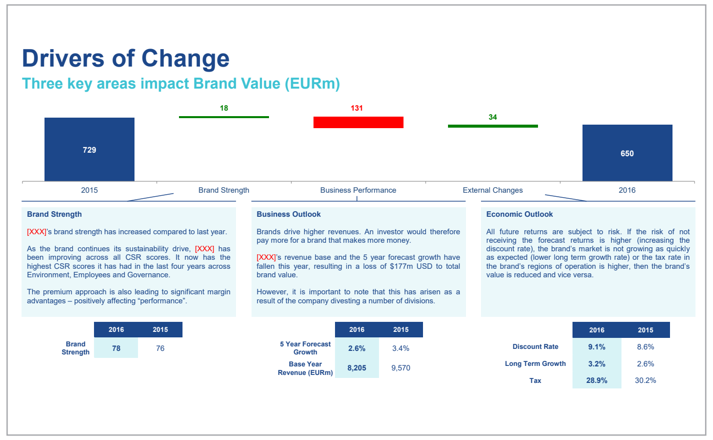
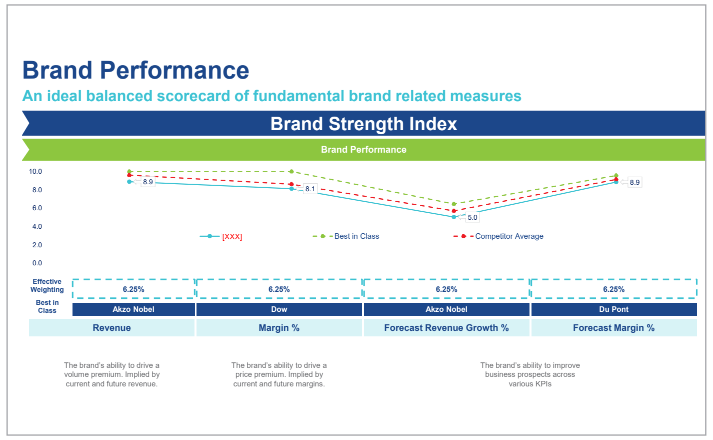
| 39 | 37 | **Essilor** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 40 | 44 | **Leroy Merlin** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 41 | New | **Thales** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 42 | 35 | **Hennessy** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 43 | 41 | **Air Liquide** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 44 | 49 | **Eiffage** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 45 | 36 | **Lafarge** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 46 | New | **La Banque Postale** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 47 | 42 | **Peugeot** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 48 | New | **Free Mobile** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 49 | 47 | **Rexel** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 50 | 50 | **Natixis** | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |

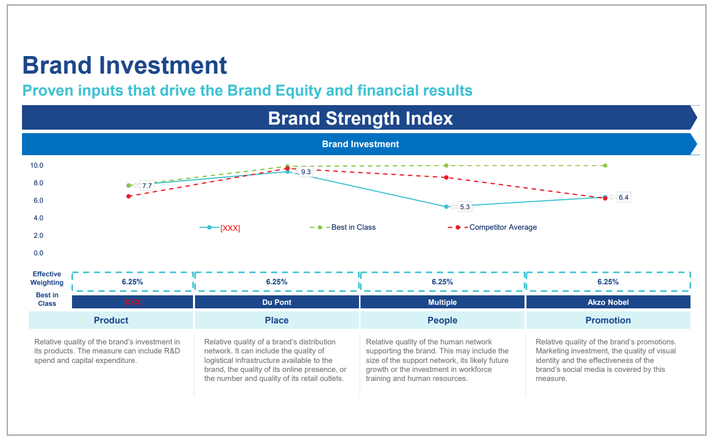
Differences in % change in the EUR and USD tables are the result of changing foreign exchange rates during the year.

# Understand Your Brand's Value




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

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.

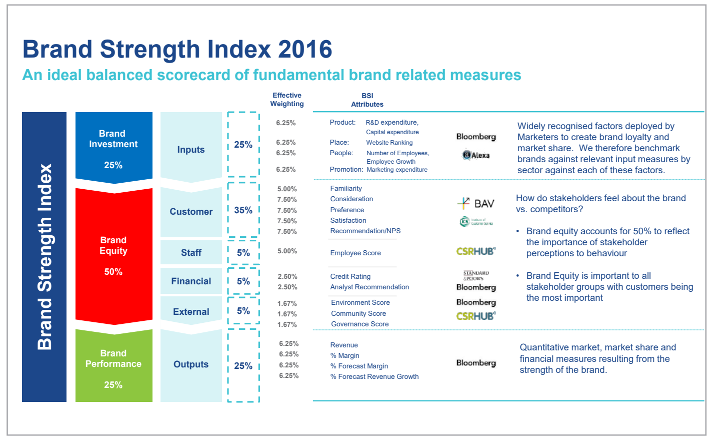
+ Internal understanding of brand
+ Brand value tracking
+ Competitor benchmarking
+ Historical brand value

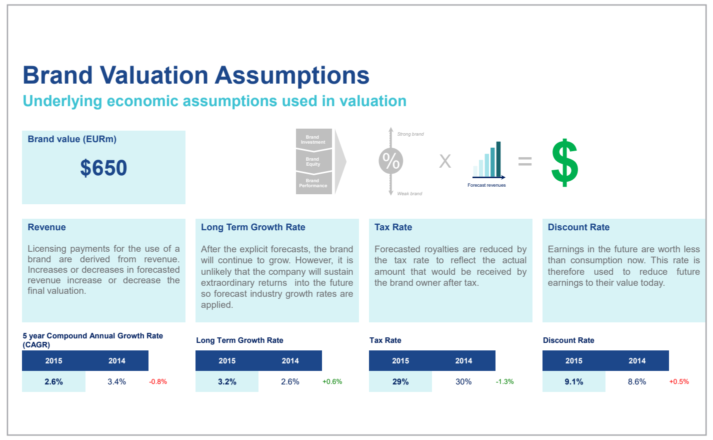
## Brand Strength Index

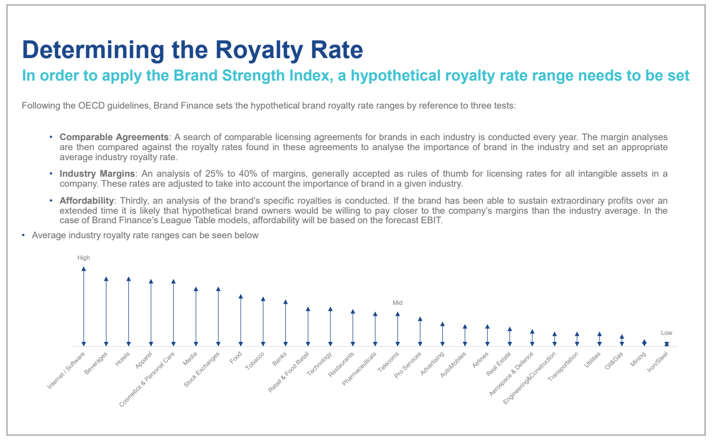
A breakdown of how the brand performed on various metrics of brand strength, benchmarked against competitor brands in a balanced scorecard framework.

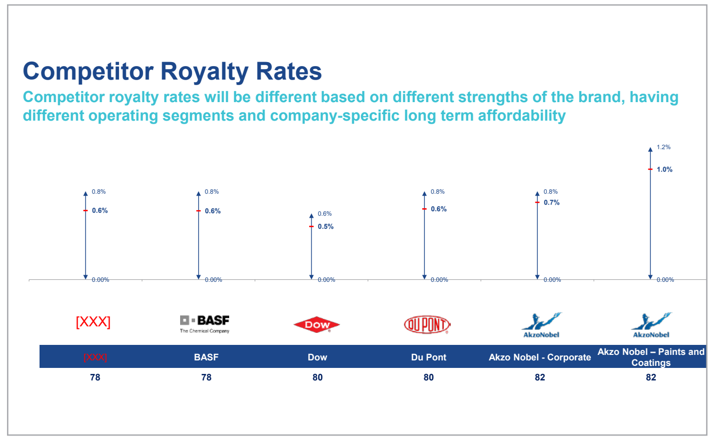
+ Brand strength tracking
+ Brand strength analysis
+ Management KPI's
+ Competitor benchmarking






## 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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**+44 (0)20 7389 9400**

# How we can help

### 1. Valuation: What are my intangible assets worth?

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

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

### 2. Analytics: How can I improve marketing effectiveness?

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

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


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

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

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

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

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

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

### MARKETING

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

+ Branded Business Valuation
+ Brand Contribution
+ Trademark Valuation
+ Intangible Asset Valuation
+ Brand Audit
+ Market Research Analytics
+ Brand Scorecard Tracking
+ Return on Marketing Investment
+ Brand Transition
+ Brand Governance
+ Brand Architecture & Portfolio Management
+ Brand Positioning & Extension
+ Franchising & Licensing

### FINANCE

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

+ Branded Business Valuation
+ Brand Contribution
+ Trademark Valuation
+ Intangible Asset Valuation
+ Brand Audit
+ Market Research Analytics
+ Brand Scorecard Tracking
+ Return on Marketing Investment
+ Brand Transition
+ Brand Governance
+ Brand Architecture & Portfolio Management
+ Brand Positioning & Extension
+ Mergers, Acquisitions and Finance Raising Due Diligence
+ Franchising & Licensing
+ Tax & Transfer Pricing
+ Expert Witness

### TAX

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

+ Branded Business Valuation
+ Brand Contribution
+ Trademark Valuation
+ Intangible Asset Valuation
+ Brand Audit
+ Market Research Analytics
+ Franchising & Licensing
+ Tax & Transfer Pricing
+ Expert Witness

### LEGAL

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

+ Branded Business Valuation
+ Brand Contribution
+ Trademark Valuation
+ Intangible Asset Valuation
+ Brand Audit
+ Tax & Transfer Pricing
+ Expert Witness



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### Disclaimer

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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.

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Brand Finance® **Bridging the gap between marketing and finance**