

INTERBRAND BEST GLOBAL BRANDS 2025

RADICAL

REALITIES

WELCOME TO BEST GLOBAL BRANDS 2025

This year, the total value of 2025's Best Global Brands increased by \$150 billion – and now stands at \$3.6 trillion, a 4.4% increase from \$3.4 trillion in 2024.

Disruption is a defining force shaping global brands. Digitally enabled services and the rise of AI are establishing new winners faster than ever. Apple, Microsoft and Amazon retain their positions as the three topmost valuable brands – but our analysis also sees NVIDIA, Instagram, YouTube, Uber and Netflix power up the ranking. Brands that are innovating across industries and entering new arenas, building cultural relevance, and investing in long-term brand strategy are outperforming even the outperformers.

SIGNIFICANTLY ENHANCED ANALYTICAL CAPABILITIES



GONZALO BRUJÓ
Global CEO, Interbrand

Last year, Best Global Brands turned 25, making it the most extensive longitudinal study on the role that brand plays in driving business value and growth. As we achieved this historic milestone, our attention naturally turned to the future – as we asked: What’s next?

Over the past 12 months, we have made significant investments in Interbrand’s Brand Economics and Brand Valuation practice areas.

This year’s 2025 study leverages a \$300m investment in AI technologies, through Omnicom and specifically Omni and OmniAI. Through our utilization of Omnicom’s proprietary Omni system, we’ve achieved unparalleled access to real time consumer data, complementing Interbrand’s existing valuation modelling. We have also forged and formalized exciting new

partnerships with Nasdaq, through which we can now conduct the most extensive financial analysis in the history of Best Global Brands. And our new quantitative research partnership with Paradigm Sample gets us closer to customer sentiment than ever before.

Through these partnerships and investments, along with continued investment in our analytics teams and capabilities, our 2025 report and ranking becomes the most extensive deep dive on brand valuation we have ever conducted – comprising more than 150,000 brand profiles and more than 200,000 hours of expert analysis worldwide.

EVOLVING MARKET DYNAMICS

Of course, it's impossible to conduct a global study without considering global forces – and over the past year we've seen and experienced the headwinds of multiple shifting dynamics. As business leaders, we are all experiencing protracted moments of disruption – from technological advancements in AI – which we discuss in depth in this report – to market volatilities and shifts in consumer sentiment across national and international landscapes. This year's ranking reflects how brand leaders are moving quickly to adapt to competitive challenges and shifting market dynamics to position their brands for growth.

These shifting realities have led to a radical shift in the shape and make up of our global ranking.

This year, we welcome 12 new entrants – the most significant change since the inception of the ranking, in 2000. We also observe the highest single increase in brand valuation ever recorded – with the valuation of NVIDIA increasing 116%, to reach 43.2 \$B and advancing them +21 places up our prestigious ranking – to position #15.

It's clear that the opportunities for the brands that get it right are extraordinary. And that approaches and pathways to success are shifting. Over the past year we have also seen brands focus more exclusively on their home markets – a rational, value-maximizing focus that can improve their Role of Brand. In moments of uncertainty, a strong customer focus can provide stability, allowing brands to better control their narrative, manage customer relationships, and deliver consistent financial results that are more easily

understood and valued by investors. To acknowledge this shift in the operating landscape – and building on our investments and enhanced capabilities from this past year – Interbrand will extend our portfolio of national and regional brand rankings in 2026. This exciting enhancement will allow us to analyze and report on more brand valuations, covering more companies and more markets than ever before.

At Interbrand, we utilize our total understanding of brand economics to build unique growth strategies for our clients, balancing capabilities and investments across the total marketing landscape, to unlock more consistent, accurate and reliable growth, delivered in ways that outperform the competition. That's incredibly exciting.

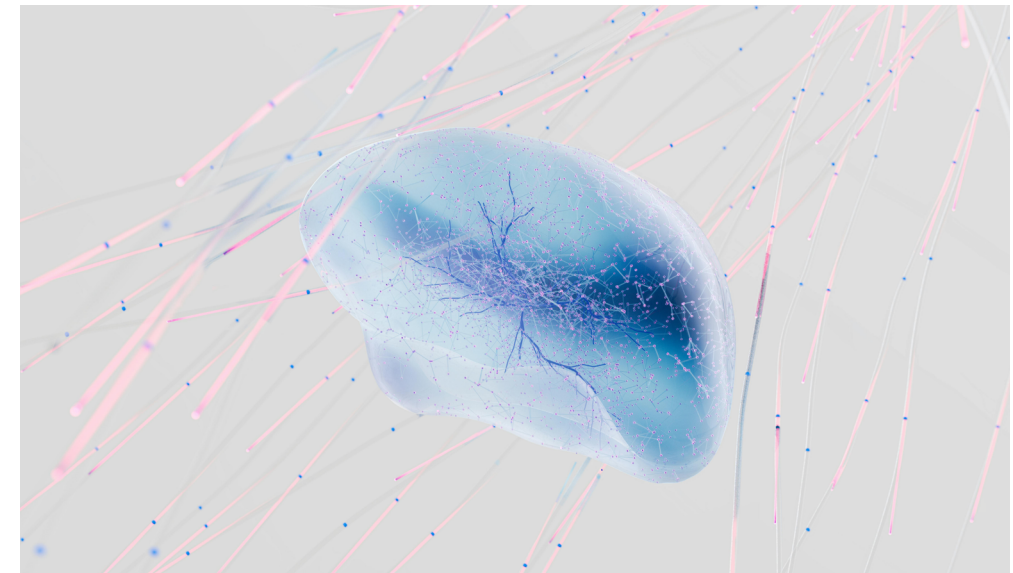
I wish to extend my sincere congratulations to all brands featured in this year's ranking, especially those whose value has increased and to those brands who are joining or re-entering our historic ranking.



GONZALO BRUJÓ
Global CEO, Interbrand

THE RISE OF ARTIFICIAL INTELLIGENCE DOESN'T NECESSARILY CREATE NEW CHALLENGES FOR BRAND LEADERS

BUT IT ACCELERATES AND EXACERBATES THE EXISTING ONES – EXPONENTIALLY



Change is nothing new. Technology evolves at speed – and so too do the tools and capabilities available to brand and marketing leaders.

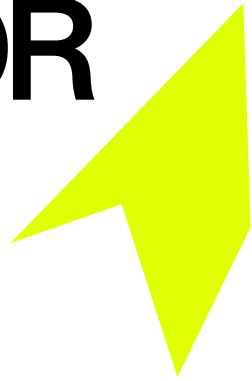
Fifteen years ago, we were talking about *TVOD* platforms and the potential of accessing any kind of media content on demand – and the impact this would have on advertising and media landscapes. Ten years ago, our industry was discussing the potential of *connected devices*: fridges that knew what products to order and when – and how the *subscription economy* would shape long term brand relationships. Five years ago, we were talking about *voice* and the rise of devices and services like Alexa & Siri – and the impact these new

intermediaries would have on how we order products and engage with brands overall. And three years ago, we were discussing the *metaverse* – and the potential value of digital goods and services over the physical.

Artificial Intelligence is fast becoming all these things and more, all at once.

The extent to which our technological fantasies become a lived reality will vary, but one thing is for sure – AI will fundamentally alter how we engage with the world around us – and interact with brands that exist within it.

DELEGATED OR DESIRED?



What can I help with?

 Message ChatGPT

When was the last time you asked your partner or children: 'What would you like for dinner?' When was the last time you ordered a take-out or went out to a restaurant to eat? When was the last time you considered going on a diet or wanted to feel healthier? How many of these simple things have you asked or considered in the past 24 hours?

What we choose to eat is foundational to our well being and survival – but the decision-making process around this fundamental human need is oftentimes repetitive and borders on frustrating. These kinds of questions are beautifully present in our everyday – but are relegated to our periphery decision making modality, based on what's at hand – and what's not.

So, what happens when we delegate these decisions to an algorithm?

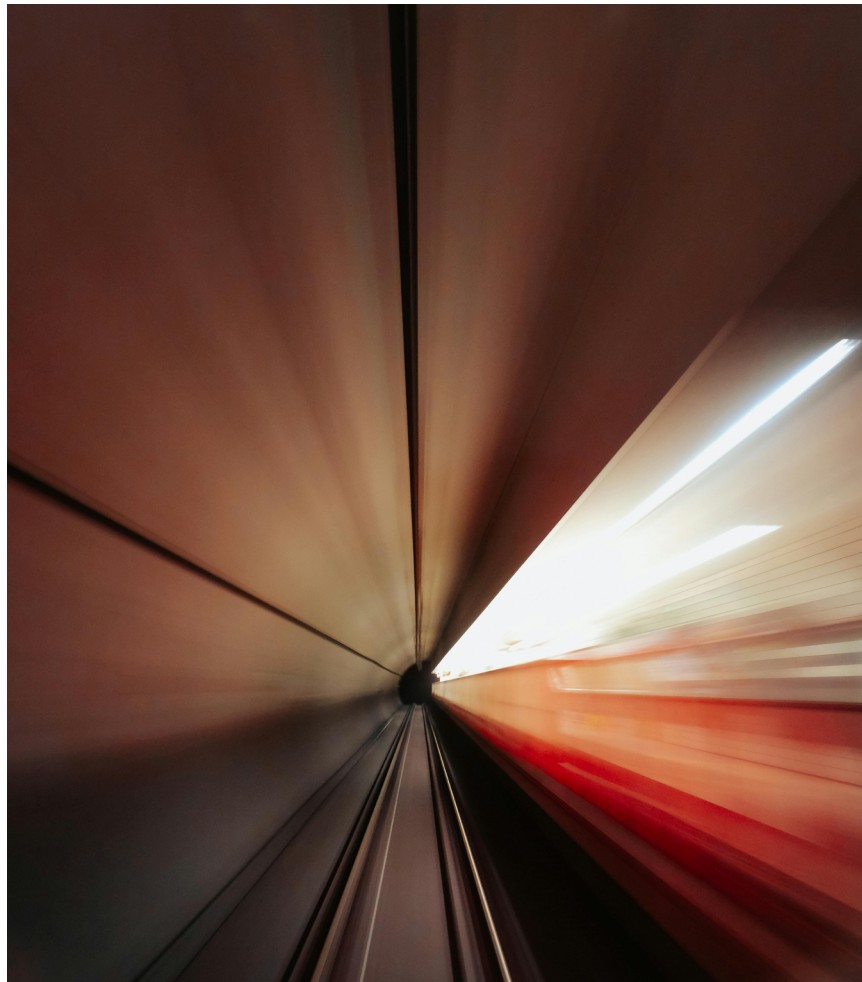
What happens when we ask ChatGPT to build us a meal plan – and then ask it to add or remove specific food groups – for those who want premium ingredients at one end of the scale, or those who simply don't like fish at the other?

What happens when we ask the same tools to make our grocery bill 30% cheaper. What happens when the algorithm can source ingredients from multiple suppliers or distributors simultaneously – and then place consecutive orders, so that everything arrives in our homes, altogether?

In our new shared future, algorithms will respond to our emotional desires with functional outcomes bypassing our traditional thinking, information absorption and preference shaping processes. As customers we will delegate choice in the moment.

BRANDS ARE NOT FACING MASS EXTINCTION

BUT THEY DO FACE ACCELERATED SELECTION

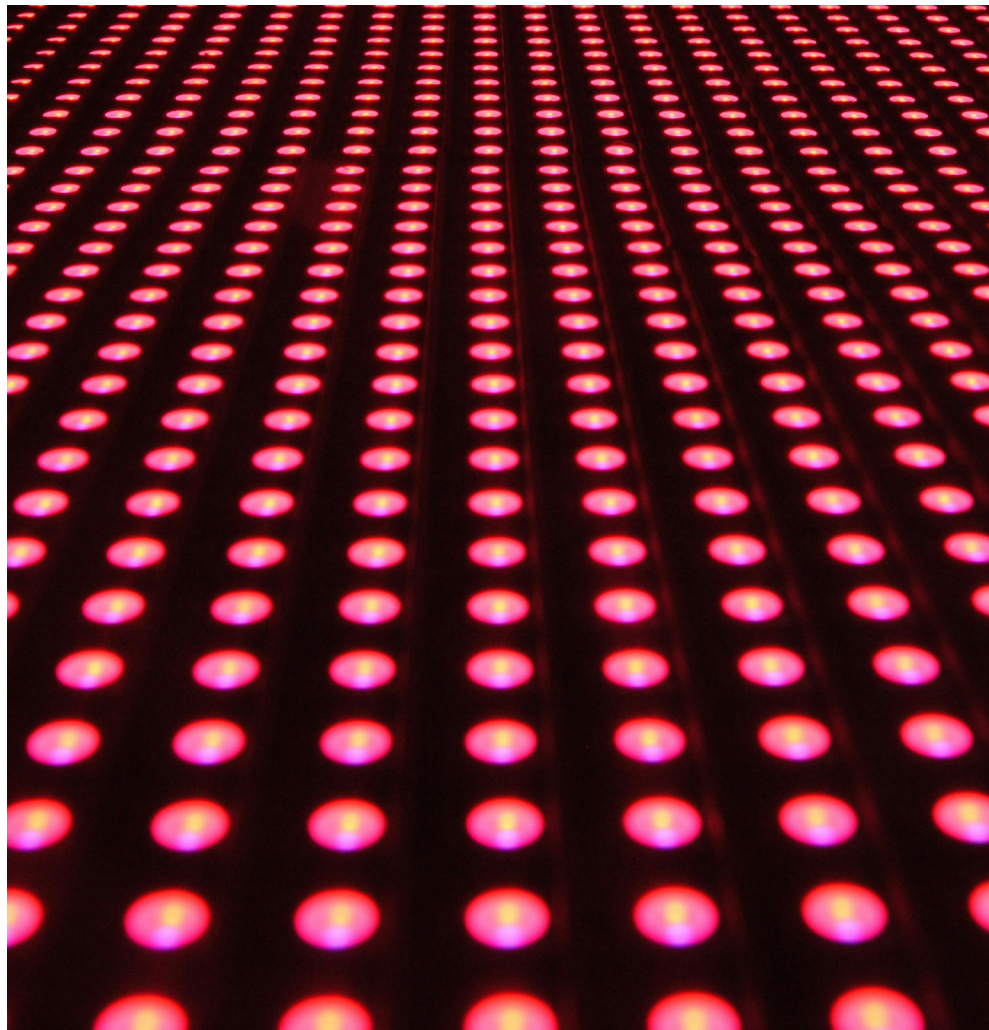


*“To the two traditional ways by which people
have known the world, faith and reason,
AI adds a third one,”*

Kissinger, Schmidt, Huttenlocher, THE AGE OF AI

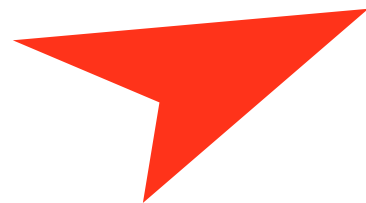
AI is already changing our exploration and understanding of reality – and, therefore, our choices. While brands do not face an imminent risk of extinction, they do face the prospect of accelerated selection.

There will still be many names, logos and labels out there – but in time, fewer will be truly capable of influencing human choice.



WHY?

THE COLLAPSE OF THE CUSTOMER JOURNEY



In late September, OpenAI and Shopify (a new entrant in our ranking this year) announced a partnership that marks the first steps towards agentic commerce – whereby the hundreds of millions of individuals that every day ask agents for help on diverse tasks will be able to buy directly, without leaving that conversation.

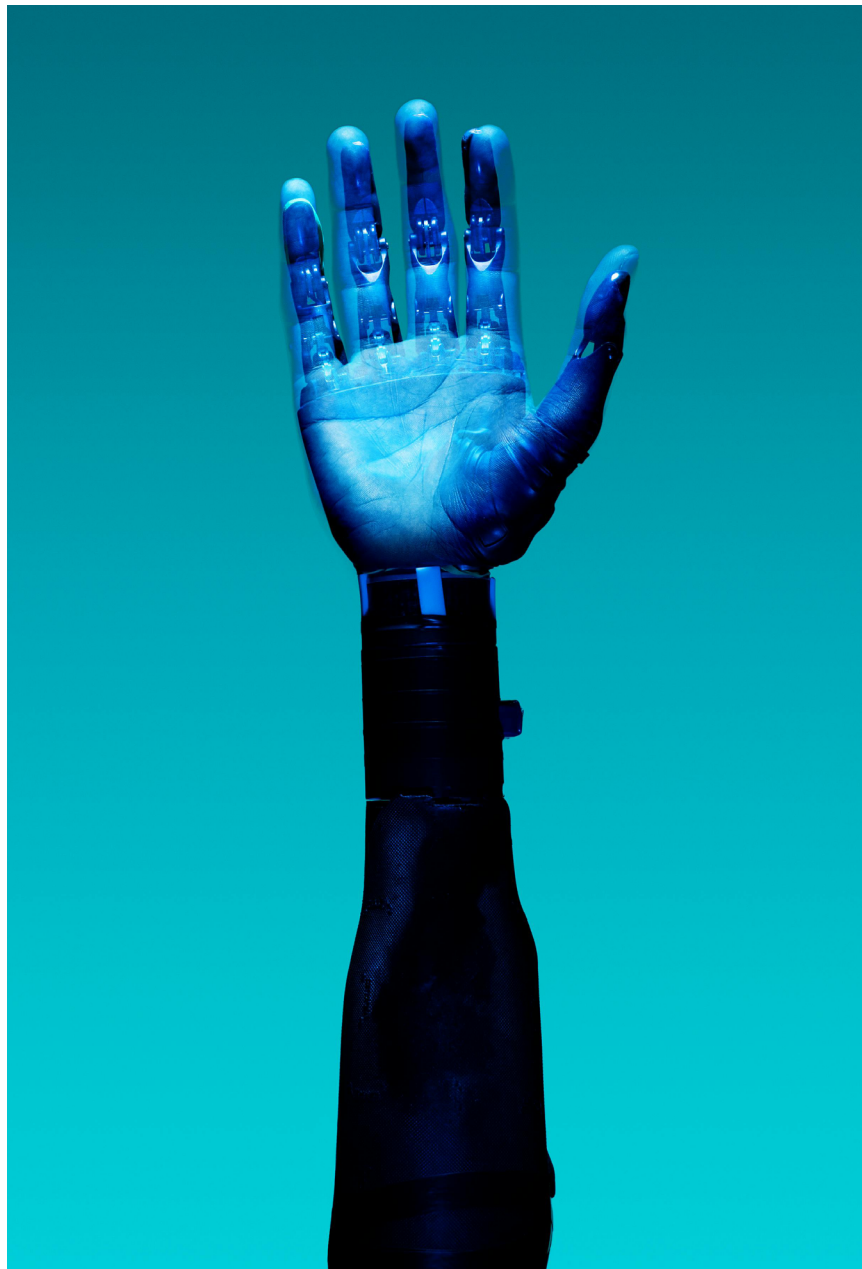
The implication of this is as simple as it is profound – the collapse of many customer journeys into a couple of taps and a few seconds, with a naïve question leading to a transaction, with an artificial intelligence being the only form of influence.

*No browsing. No store visits. No reviews.
No conversations. No social media.*

Just the agent.

In this context, what a brand says about itself and its products is potentially relegated to become just a small part of a much larger narrative spun by an algorithm – and created outside of the marketing department.

THE NEW BRAND REALITY:



BUILDING FOR BOTS AND FOR BEINGS

No brand will be exempt from this change – and in this context business leaders face a choice of competitive strategy.

On the one hand, a company can focus on features and price, and think of their brand purely as a label – a relatively unimportant, highly replicable wrapping designed to be brokered by artificial agents. In this context the focus and effort becomes fighting an algorithmic battle, with limited control over the forces of growth.

On the other, boardrooms and business leaders can choose to focus on building brands with the power to defy the agents and shape and sway human perceptions and behaviors – driving choice, engendering loyalty and directly impacting profit and share price. These leaders are de facto making their companies masters of their own destiny.

In reality, the most successful companies will create a seamless balance between these two strategies by designing engagement systems for agents (bots) and for sentients (beings). But beware of the former without the latter.

IF WE'VE LEARNT ANYTHING FROM OUR ANALYSIS:

THE QUICKER THE RETURN, THE GREATER THE RISK



Of course, this new context puts a new arrow in the quiver of short-term performance-based opportunities: *agent optimization*. The rewards of designing and deploying content and communication for a range of AI agents can be massive – and fast.

However, focusing on these gains alone comes with a significant risk – a brand's disappearance from the radar of customer choice, and a subsequent commercial dependence on artificial intelligences governed by third parties.

IF YOUR BRAND ISN'T INDISPENSABLE, IT'S LIKELY TO BECOME DISPOSABLE



Based on our Best Global Brands analysis, we see lines of indifference forming across this new operating context.

As customers, we will inevitably delegate some purchase decisions to agents.

But as humans, we will still want to retain control of choices we care more deeply about.

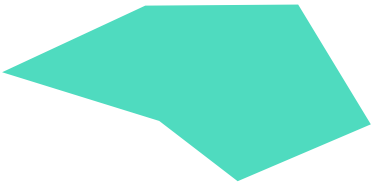
This will be the domain of those brands that we regard as indispensable and that play a meaningful role in our lives.

The dividing line that will emerge will sit between what we see as *disposable* – and what we deem *indispensable*.

Brands that are relegated to the disposable will exist in a context predicated on product, price, and algorithmic optimization, with little control over competitive barriers or stability of demand.

Conversely, those brands that are powerful meaning systems will unlock extraordinary competitive advantages. The companies that win are those that will address our faith and reason – and create profound relationships with their customers that are immune to the influence of agents.

WHEN SCIENCE FICTION BECOMES A REALITY



We can lean on a popular science fiction meme to demonstrate and illustrate this future...

Consider the city of Los Angeles in Blade Runner; New York in The Fifth Element; Coruscant in Star Wars; the ruined earth in Elysium; and to an extent, Zion in the Matrix. In these seemingly dystopian futures, the thriving segments of society live above the clouds – enjoying the choices and affluence of a more advanced society. Meanwhile, the less fortunate live below the clouds; dark places where more immediate functional needs take precedence – and the modus operandi is one of survival.

This is a useful metaphor when considering how brands may evolve in the near term.

Many brands will be relegated to an underworld fundamentally governed by agents. They might prosper financially – but they will be to far less degree masters of their own destinies, and their demand will be more vulnerable.

But a select number of brands will rise and remain above the clouds, exposed to the light of human choice. These are brands that are desired, wanted and chosen. For them, agents will be servants – not masters.

The brands in our study exemplify this: they are assets that create and revolutionize categories, expand into new arenas, build ecosystems and drive demand, becoming formidable competitive moats.

DO ONE THING WELL:

A SINGULAR
FOCUS CREATES
THE PERMISSION
TO MOVE
MULTIPLE ACROSS
ARENAS



Take some of this year's entrants – companies like Booking.com (#32), UNIQLO (#47), Monster (#70), and Shopify (#99). Or take NVIDIA (#15), who records the largest-ever brand value increase in Best Global Brands' history.

Whether it's about making the world easier to explore or tackling challenges through accelerated computing, these companies are uncompromisingly *singular about the unmet human needs they address*.

And in addressing them, they are not constrained by categories or touchpoints but take their experiences to places and arenas where those unmet needs can create value.

They make moves that continuously reaffirm their place in their customers' lives.

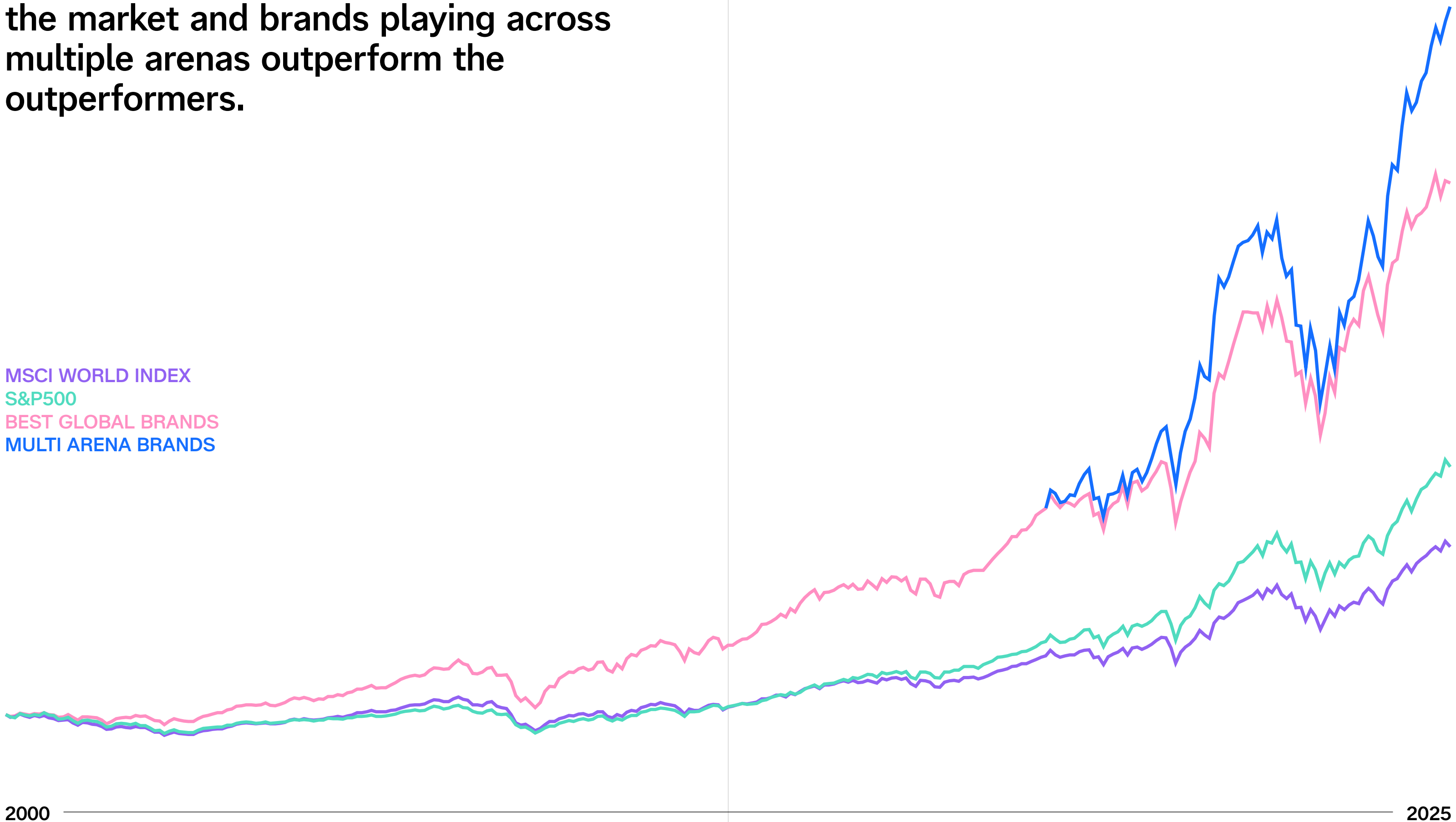
As these brands become synonymous with those unmet needs, they drive human choice, becoming indispensable – increasingly immune to algorithmic recommendations, and thriving across competitive contexts.

In this new age, singularity of focus applied to a plurality of arenas is what unlocks extraordinary value, as shown by the performance of Multi-arena brands.

The #BGB100 consistently outperform the market and brands playing across multiple arenas outperform the outperformers.

Data & analysis validated by  Nasdaq

MSCI WORLD INDEX
S&P500
BEST GLOBAL BRANDS
MULTI ARENA BRANDS



MEASURE WHAT MATTERS:

ROLE OF BRAND IS THE ONLY METRIC THAT DRIVES GROWTH NOW & NEXT



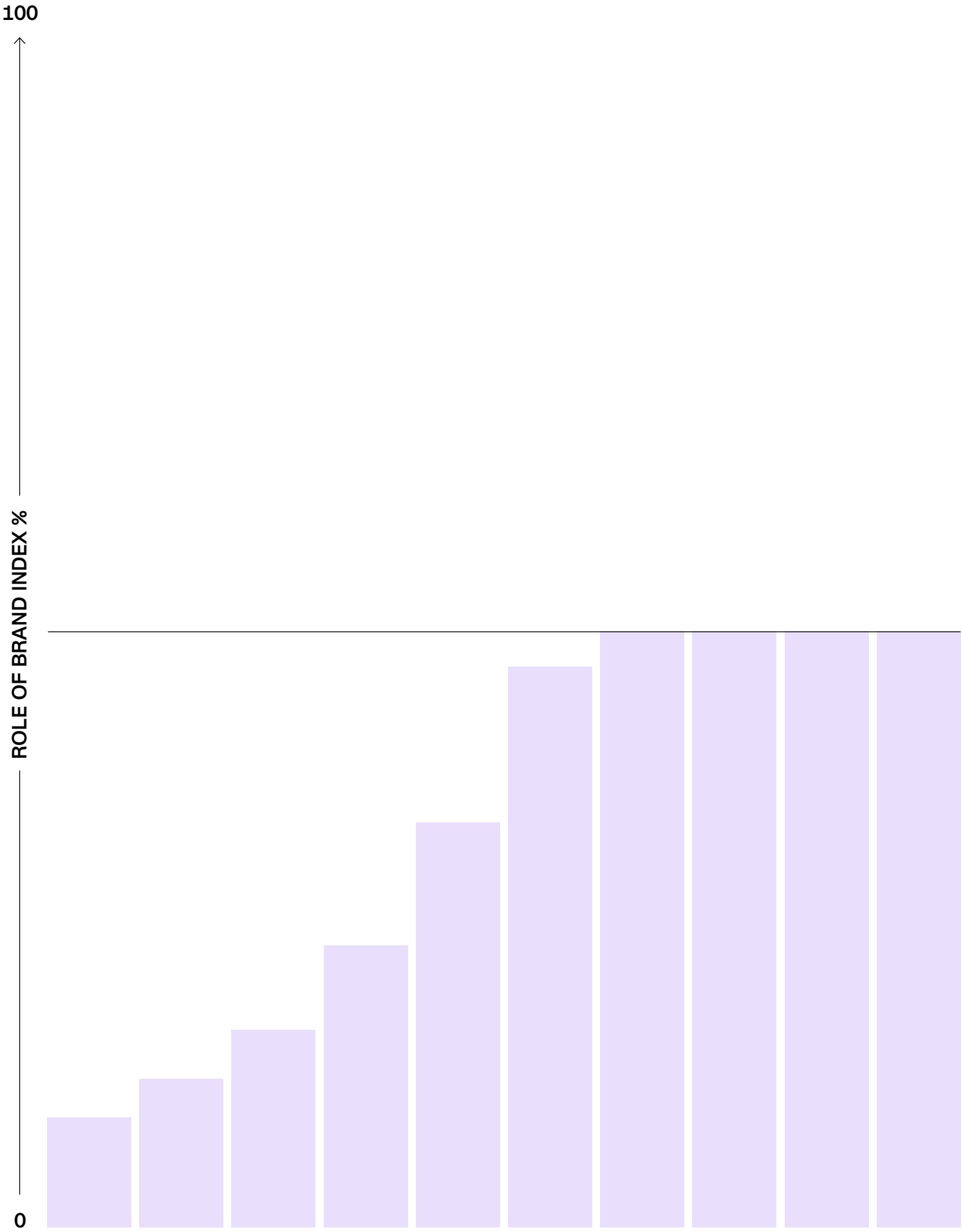
Can you measure something profoundly human like indispensability?

At Interbrand we're often asked to identify the most relevant metric for a given brand at a given time. In the age of AI, we believe that the crucial long-term metric for any business will be its *Role of Brand Index* – a simple, universal measure of the degree to which your offer is *chosen* rather than *delegated*; and *indispensable* rather than *disposable*.

Our proprietary *Role of Brand Index* determines the extent to which the brand, and the brand alone, is driving choice over other factors like price and functional benefit. This is a precise metric, inferred through advanced statistical modelling.

BROKERED BY AGENTS:
deferred to artificial intelligence

A low RBI means your brand plays a limited role, leaving room for agents to influence or even determine choice. If I don't care about any specific brand, then I'll be more prone to listen to the likes of ChatGPT.



CHOSEN BY HUMANS:
preferred by sentient intelligence

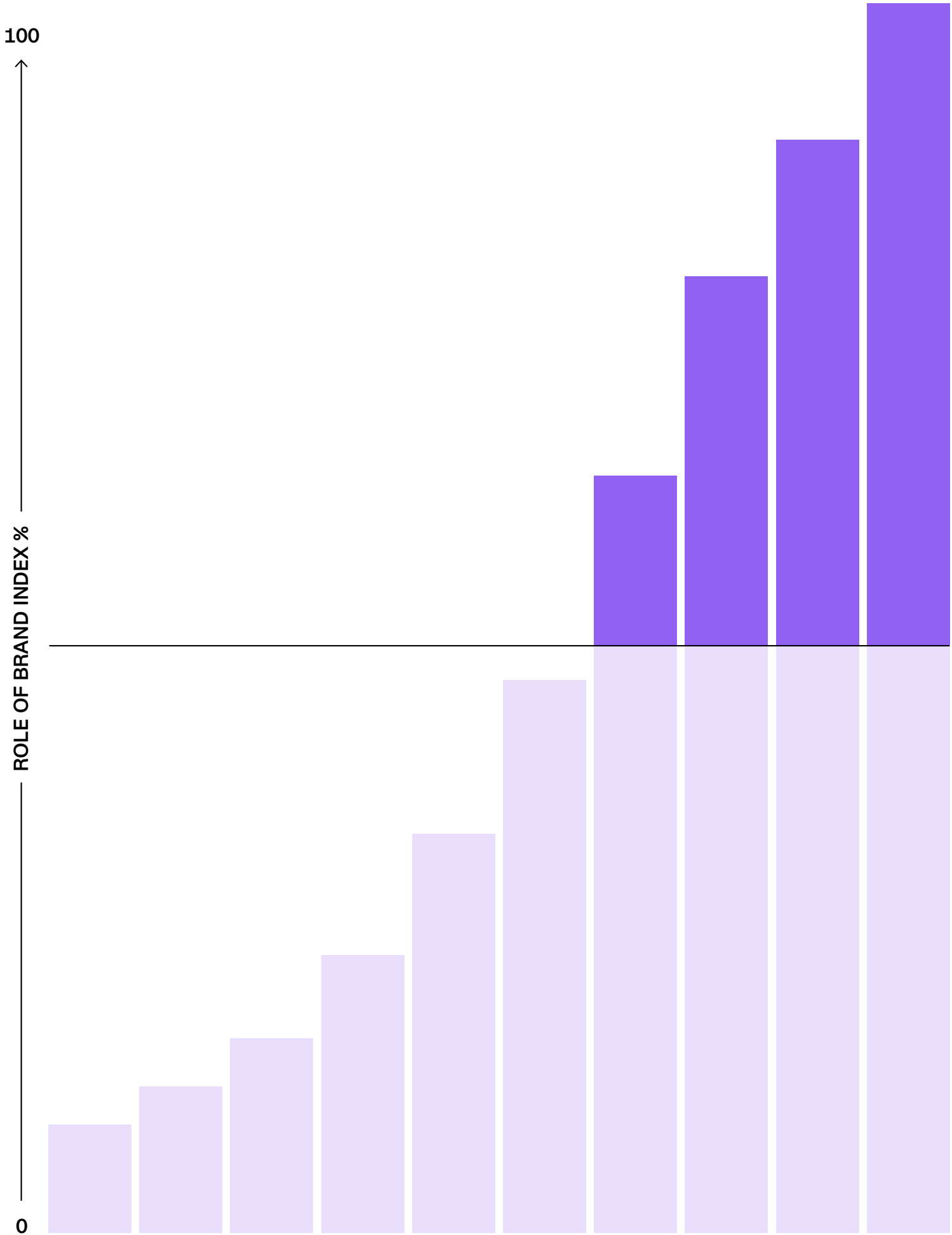
In the age of Artificial Intelligence, a high Role of Brand Index is the most powerful antidote to the mediation of agents – allowing companies to own and expand the relationships they have with their customers into new arenas.

A high Role of Brand Index means you are competing on the only asset that is not legally replicable – your brand: humans are choosing you because it’s you. And that’s a great place to be, because no one can be you better than you – a strong brand is a non-regulated virtual monopoly.

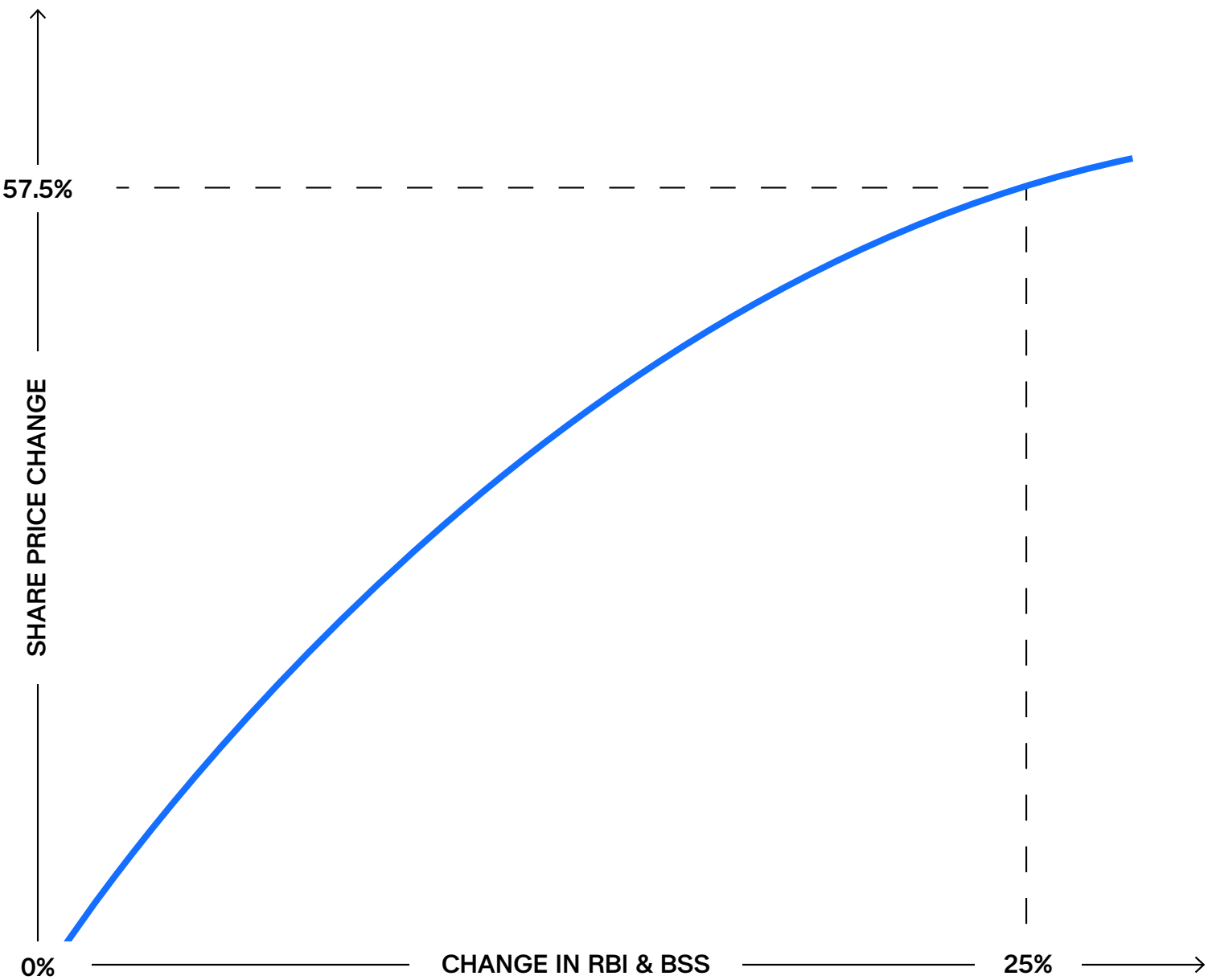
A high Role of Brand Index is therefore the only barrier to the mediation of agents – it reflects the fact that people see the brand as indispensable in their lives. And in the age of AI, if you’re not indispensable you’re disposable.

BROKERED BY AGENTS:
deferred to artificial intelligence

A low RBI means your brand plays a limited role, leaving room for agents to influence or even determine choice. If I don’t care about any specific brand, then I’ll be more prone to listen to the likes of ChatGPT.



Role of Brand Index is one of the two indices whose increase directly correlates with Share Price growth, to a ratio of 1% increase delivering on average 2.3% share price surge.



THE \$3.6TN QUESTION:

THE FUNDAMENTALS OF GREAT BRAND BUILDING REMAIN CONSISTENT

So the 3.6 trillion question – harking back to the total value of this year’s ranking – is, *How do you increase your brand’s role in driving choice?*

The short answer is, by evolving your brand into a singular, powerful meaning system that changes the way people choose. The slightly longer answer lies in the five brand building dimensions that make brands choice makers – and, in some instances, icons – impacting Role of Brand Index.

Identification

How the brand shows up. How we recognize it, and how its narrative creates cut through.

Performance

The ways in which a brand delivers on its promise, driving customer choice and investors’ trust.

Experience

The way in which a brand engages with its audiences, expanding its role in their lives.

Ecosystem

The ways in which brands create enablement, building pervasive ecosystems and creating fluid utility across platforms.

Leadership

The ways in which brands show integrity and responsibility, talking the walk and walking the talk, driving followership.

Brands that make effective moves to continuously improve across these five dimensions are brands we recognize, trust, enjoy, come to need and admire. Brands with which we forge an allegiance that is aesthetic, economic, emotional, personal and even moral. A relationship that is as deep as it is strong.

WHAT HAPPENS WHEN YOU NO LONGER TAP AN APP?



These five dimensions are not changing. Back to that earlier quote, they are the ones that address our faith and reason, creating an indissoluble relationship between brands and humans.

Their implications, though, are set to change much faster than we think, on the basis of an ongoing loop between technology and expectations.

How will screenless devices change the way brands – today largely thought of as visual presences – create recognition? What happens when you only interact verbally or haptically with an app? How do you morph your delivery in real time, based on a user's profile, mood and context? How do you make ethical choices in a split second depending on the circumstances?

The changes we're about to witness are too profound to answer these questions. As Interbrand, we're convinced that building brands will increasingly be akin to developing a living character – an entity infused with standards, values and principles that can act adaptively but with coherence and integrity. The future may will be one where a brand's interactions can't be managed – but only trained.

To spot these changes early, look no further than the Best Global Brands – where the future is already turning into value.

INTERBRAND BEST GLOBAL BRANDS

<i>01</i> Apple	<i>02</i> Microsoft	<i>03</i> Amazon	<i>04</i> Google	<i>05</i> Samsung
-4% 470.9 \$B	+10% 388.5 \$B	+7% 319.9 \$B	+9% 317.1 \$B	-10% 90.5 \$B
<i>06</i> Toyota	<i>07</i> Coca-Cola	<i>08</i> Instagram	<i>09</i> McDonald's	<i>10</i> Mercedes-Benz
+2% 74.2 \$B	-2% 60.1 \$B	+27% 57.3 \$B		-15% 50.1 \$B
<i>11</i> Cisco	<i>12</i> Louis Vuitton	<i>13</i> YouTube	<i>14</i> BMW	<i>15</i> NVIDIA
+7% 48.7 \$B	-5% 48.4 \$B	+61% 48.4 \$B	-10% 46.8 \$B	+116% 43.2 \$B
<i>16</i> Oracle	<i>17</i> Disney	<i>18</i> SAP	<i>19</i> Facebook	<i>20</i> Adobe
+12% 42.1 \$B	-3% 41.4 \$B	+12% 41.3 \$B	+18% 41.2 \$B	+4% 41.0 \$B
<i>21</i> Hermès	<i>22</i> IBM	<i>23</i> Nike	<i>24</i> Chanel	<i>25</i> Tesla
+18% 40.9 \$B	+6% 39.4 \$B	-26% 33.7 \$B	-8% 30.5 \$B	-35% 29.5 \$B

2025

1-50

<i>26</i> J.P. Morgan	<i>27</i> Allianz	<i>28</i> Netflix	<i>29</i> Honda	<i>30</i> Hyundai
+8% 29.2 \$B	+20% 28.2 \$B	+42% 28.0 \$B	-7% 24.8 \$B	+7% 24.6 \$B
<i>31</i> BlackRock	<i>32</i> Booking.com	<i>33</i> Visa	<i>34</i> Sony	<i>35</i> IKEA
23.7 \$B	23.5 \$B	+9% 23.0 \$B	+7% 22.3 \$B	-9% 22.2 \$B
<i>36</i> MasterCard	<i>37</i> Accenture	<i>38</i> Pepsi	<i>39</i> Qualcomm	<i>40</i> PayPal
+14% 21.1 \$B	-4% 20.9 \$B	-3% 20.3 \$B	20.1 \$B	+8% 19.8 \$B
<i>41</i> Zara	<i>42</i> Salesforce	<i>43</i> AXA	<i>44</i> GE Aerospace	<i>45</i> Airbnb
+9% 19.4 \$B	+12% 19.2 \$B	+9% 18.3 \$B	18.2 \$B	+3% 17.9 \$B
<i>46</i> UPS	<i>47</i> UNIQLO	<i>48</i> Siemens	<i>49</i> adidas	<i>50</i> LEGO
-10% 17.9 \$B	17.7 \$B	+11% 17.6 \$B	+12% 17.4 \$B	+19% 16.6 \$B

INTERBRAND BEST GLOBAL BRANDS

<div>51</div> <div>Dell</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>16.3 \$B</div></div>	<div>52</div> <div>Audi</div> <div><div><div></div><div></div></div><div><div>-11%</div><div>15.4 \$B</div></div></div>	<div>53</div> <div>Nintendo</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+35%</div><div>15.4 \$B</div></div>	<div>54</div> <div>Ferrari</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+17%</div><div>15.4 \$B</div></div>	<div>55</div> <div>Goldman Sachs</div> <div><div><div></div><div></div></div><div><div>+7%</div><div>15.3 \$B</div></div></div>
<div>56</div> <div>Volkswagen</div> <div><div><div></div><div></div></div><div><div>-9%</div><div>15.0 \$B</div></div></div>	<div>57</div> <div>Porsche</div> <div><div><div></div><div></div></div><div><div>-14%</div><div>15.0 \$B</div></div></div>	<div>58</div> <div>Spotify</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+20%</div><div>14.9 \$B</div></div>	<div>59</div> <div>L'Oréal Paris</div> <div><div><div></div><div></div></div><div><div>-1%</div><div>14.7 \$B</div></div></div>	<div>60</div> <div>Pampers</div> <div><div><div></div><div></div></div><div><div>-5%</div><div>13.8 \$B</div></div></div>
<div>61</div> <div>eBay</div> <div><div><div></div><div></div></div><div><div>+6%</div><div>13.7 \$B</div></div></div>	<div>62</div> <div>Citi</div> <div><div><div></div><div></div></div><div><div>-9%</div><div>13.1 \$B</div></div></div>	<div>63</div> <div>Nescafé</div> <div><div><div></div><div></div></div><div><div>-5%</div><div>12.9 \$B</div></div></div>	<div>64</div> <div>Uber</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+38%</div><div>12.7 \$B</div></div>	<div>65</div> <div>Schneider Electric</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>12.7 \$B</div></div>
<div>66</div> <div>Budweiser</div> <div><div><div></div><div></div></div><div><div>12.0 \$B</div></div></div>	<div>67</div> <div>HP</div> <div><div><div></div><div></div></div><div><div>+3%</div><div>12.0 \$B</div></div></div>	<div>68</div> <div>H&M</div> <div><div><div></div><div></div></div><div><div>-13%</div><div>11.9 \$B</div></div></div>	<div>69</div> <div>Gucci</div> <div><div><div></div><div></div></div><div><div>-35%</div><div>11.6 \$B</div></div></div>	<div>70</div> <div>Monster</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>11.5 \$B</div></div>
<div>71</div> <div>Intel</div> <div><div><div></div><div></div></div><div><div>-42%</div><div>11.5 \$B</div></div></div>	<div>72</div> <div>HSBC</div> <div><div><div></div><div></div></div><div><div>-8%</div><div>11.5 \$B</div></div></div>	<div>73</div> <div>Cartier</div> <div><div><div></div><div></div></div><div><div>+6%</div><div>11.2 \$B</div></div></div>	<div>74</div> <div>Philips</div> <div><div><div></div><div></div></div><div><div>-7%</div><div>10.6 \$B</div></div></div>	<div>75</div> <div>LinkedIn</div> <div><div><div></div><div></div></div><div><div>+9%</div><div>10.4 \$B</div></div></div>

2025

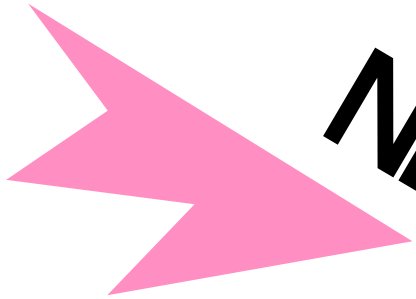
50-100

<div>76</div> <div>Colgate</div> <div><div><div></div><div></div></div><div><div>-4%</div><div>10.4 \$B</div></div></div>	<div>77</div> <div>Santander</div> <div><div><div></div><div></div></div><div><div>+3%</div><div>10.3 \$B</div></div></div>	<div>78</div> <div>Gillette</div> <div><div><div></div><div></div></div><div><div>+1%</div><div>10.2 \$B</div></div></div>	<div>79</div> <div>Nestlé</div> <div><div><div></div><div></div></div><div><div>-14%</div><div>9.8 \$B</div></div></div>	<div>80</div> <div>Corona</div> <div><div><div></div><div></div></div><div><div>+11%</div><div>9.7 \$B</div></div></div>
<div>81</div> <div>Xiaomi</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+18%</div><div>9.5 \$B</div></div>	<div>82</div> <div>Nissan</div> <div><div><div></div><div></div></div><div><div>-33%</div><div>9.4 \$B</div></div></div>	<div>83</div> <div>Dior</div> <div><div><div></div><div></div></div><div><div>-10%</div><div>9.3 \$B</div></div></div>	<div>84</div> <div>Caterpillar</div> <div><div><div></div><div></div></div><div><div>+6%</div><div>9.2 \$B</div></div></div>	<div>85</div> <div>Nasdaq</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>9.2 \$B</div></div>
<div>86</div> <div>Prada</div> <div><div><div></div><div></div></div><div><div>+8%</div><div>9.0 \$B</div></div></div>	<div>87</div> <div>3M</div> <div><div><div></div><div></div></div><div><div>TOP</div><div>RISER</div></div></div> <div><div>+14%</div><div>8.9 \$B</div></div>	<div>88</div> <div>John Deere</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>8.8 \$B</div></div>	<div>89</div> <div>Kia</div> <div><div><div></div><div></div></div><div><div>+5%</div><div>8.5 \$B</div></div></div>	<div>90</div> <div>BYD</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>8.1 \$B</div></div>
<div>91</div> <div>Danone</div> <div><div><div></div><div></div></div><div><div>-4%</div><div>8.1 \$B</div></div></div>	<div>92</div> <div>FedEx</div> <div><div><div></div><div></div></div><div><div>-7%</div><div>7.8 \$B</div></div></div>	<div>93</div> <div>Sephora</div> <div><div><div></div><div></div></div><div><div>+7%</div><div>7.7 \$B</div></div></div>	<div>94</div> <div>Tiffany & Co.</div> <div><div><div></div><div></div></div><div><div>+5%</div><div>7.6 \$B</div></div></div>	<div>95</div> <div>Pandora</div> <div><div><div></div><div></div></div><div><div>+7%</div><div>7.6 \$B</div></div></div>
<div>96</div> <div>Huawei</div> <div><div><div></div><div></div></div><div><div>+11%</div><div>7.6 \$B</div></div></div>	<div>97</div> <div>Range Rover</div> <div><div><div></div><div></div></div><div><div>+9%</div><div>7.2 \$B</div></div></div>	<div>98</div> <div>Nespresso</div> <div><div><div></div><div></div></div><div><div>+5%</div><div>7.0 \$B</div></div></div>	<div>99</div> <div>Shopify</div> <div><div><div></div><div></div></div><div><div>NEW</div><div>ENTRANT</div></div></div> <div><div>6.9 \$B</div></div>	<div>100</div> <div>DHL</div> <div><div><div></div><div></div></div><div><div>-6%</div><div>6.9 \$B</div></div></div>



TOP RISERS

<i>15</i> NVIDIA	<i>13</i> YouTube	<i>28</i> Netflix	<i>64</i> Uber	<i>53</i> Nintendo
+116% 43.2 \$B	+61% 48.4 \$B	+42% 28.0 \$B	+38% 12.7 \$B	+35% 15.4 \$B
<i>08</i> Instagram	<i>27</i> Allianz	<i>58</i> Spotify	<i>50</i> LEGO	<i>19</i> Facebook
+27% 57.3 \$B	+20% 28.2 \$B	+20% 14.9 \$B	+19% 16.6 \$B	+18% 41.2 \$B
<i>81</i> Xiaomi	<i>21</i> Hermès	<i>54</i> Ferrari	<i>36</i> MasterCard	<i>87</i> 3M
+18% 9.5 \$B	+18% 40.9 \$B	+17% 15.4 \$B	+14% 21.1 \$B	+14% 8.9 \$B



NEW ENTRANTS

<i>31</i> BlackRock	<i>32</i> Booking.com	<i>39</i> Qualcomm	<i>44</i> GE Aerospace
23.7 \$B	23.5 \$B	20.1 \$B	18.2 \$B
<i>47</i> UNIQLO	<i>51</i> Dell	<i>65</i> Schneider Electric	<i>70</i> Monster
17.7 \$B	16.3 \$B	12.7 \$B	11.5 \$B
<i>85</i> Nasdaq	<i>88</i> John Deere	<i>90</i> BYD	<i>99</i> Shopify
9.2 \$B	8.8 \$B	8.1 \$B	6.9 \$B

BRANDS TO WATCH

Our Brands to Watch demonstrate strong potential to enter our Best Global Brands ranking in future years. Before inclusion, each brand undergoes an extensive review process, during which additional studies assess its performance, global awareness, and consistency over time.

Inclusion in Interbrand’s Best Global Brands Top 100 ranking is predicated on brands meeting 6x specific criteria:

1. *Revenue* – A significant percentage of a brand’s total revenue must come from outside of its home region.
2. *Presence* – The brand must have a global presence and penetration in emerging markets.
3. *Public* – There must be sufficient publicly available data on the brand’s financial performance.
4. *Profit* – Economic profit must be expected to be positive over the longer term, delivering a return above the brand’s cost of capital.
5. *Awareness* – The brand must have a public profile and sufficient awareness across the major economies of the world.
6. *Brand Strength** – The brand’s Brand Strength Score must be equal to 50 or above.

*Brand Strength is the core of a brand valuation, comprising 10x unique proprietary factors measured inside and outside of the business.

2025

Burberry	Canon	Delta Airlines	Electronic Arts	Ford
GE Healthcare	Heineken	Hewlett Packard	Hitachi	Honeywell
Jordan	Kellanova	KFC	LG	Moët & Chandon
Morgan Stanley	Panasonic	PlayStation	Red Bull	ServiceNow
Starbucks	Volvo	WhatsApp	Xbox	Zoom

BRANDS TO WATCH 2025

BRAND MANAGEMENT IN TIMES OF GLOBAL DISRUPTION

The decision by brands like *Ford*, *Heineken*, *Hewlett Packard*, *Jordan*, *KFC*, *Morgan Stanley*, *Panasonic*, and *Starbucks* to focus on their home markets is strategically sound, particularly given the evolving landscape of brand management.

The acceleration of technological change, especially the rise of AI, has fundamentally altered how customers interact with brands and how brands generate value. The collapse of traditional customer journeys – now often mediated by algorithms – means that only brands with a deeply entrenched, meaningful presence can reliably drive consumer choice. For brands whose growth opportunities do not match global criteria, or whose revenues are already heavily concentrated in their home markets, *doubling down on their domestic base allows them to reinforce their indispensability to local consumers.*

We believe it is key that brands to be seen as indispensable in a way that forms a *'competitive moat'*, making them more resilient to the commoditizing effects of algorithmic mediation and global disruption. Our analysis on *'How Brands Impact Share Price'* reveals that brand strength and clarity are major drivers of share price performance, particularly in times of uncertainty. When brands lack transparency or are unable to effectively communicate their value proposition to investors the result is increased volatility and inaccurate valuations.

In such conditions, a strong core-market focus can provide stability, allowing brands to better control their narrative, manage customer relationships, and deliver consistent financial results that are more easily understood and valued by investors.

The five dimensions of Role of Brand – *Identification, Performance, Experience, Ecosystem, and Leadership* – are often more easily cultivated and defended in a brand's home market, where cultural relevance and operational control are highest. For brands whose global expansion has stalled or whose international revenues are insufficient to qualify them as Best Global Brands, focusing on their domestic market is not a retreat but a rational, value-maximizing focus that can improve their Role of Brand. It ensures they create value at home – and protects the option to return to the world stage when markets are ready.

METHODOLOGY

Overview

Having pioneered brand valuation in 1988, we have a deep understanding of the impact a strong brand has on key stakeholder groups that influence the growth of your business, namely (current and prospective) customers, employees, and investors. Strong brands influence customer choice and create loyalty; attract, retain, and motivate talent; and lower the cost of financing. Our brand valuation methodology has been specifically designed to take all of these factors into account. Interbrand was the first company to have its methodology certified as compliant with the requirements of ISO 10668 (requirements for monetary brand valuation) and played a key role in the development of the standard itself.

Description

There are three key components to all valuations: an analysis of the financial performance of the branded products or services, of the role the brand plays in purchase decisions, and of the brand’s competitive strength.

1. FINANCIAL ANALYSIS

This measures the overall financial return to an organization’s investors, or its economic profit. Economic profit is the after-tax operating profit of the brand, minus a charge for the capital used to generate the brand’s revenue and margins.

2. ROLE OF BRAND

This measures the portion of the purchase decision attributable to the brand as opposed to other factors (for example, purchase drivers such as price, convenience, or product features). The Role of Brand Index (RBI) quantifies this as a percentage. RBI determinations for Best Global Brands derive, depending on the brand, from one of three methods: commissioned market research, benchmarking against Role of Brand scores from client projects with brands in the same industry, or expert panel assessment.

3. BRAND STRENGTH

Brand Strength measures the ability of the brand to create loyalty and, therefore, sustainable demand and profit into the future. Brand Strength analysis is based on an evaluation across 10 factors that Interbrand believes constitute a strong brand. Performance in these areas is judged relative to other brands in the industry and relative to other world-class brands. The Brand Strength analysis delivers an insightful snapshot of the strengths and weaknesses of the brand and is used to generate a road map of activities to grow the brand’s strength and value into the future.

Interbrand’s brand valuation framework is used in the following ways:

1. MEASUREMENT SYSTEM

Generate and organize brand performance data consistently year-over-year.

2. DIAGNOSTIC TOOL

Pinpoint key challenges around the brand and business.

3. BUSINESS OUTCOMES

Quantify the financial significance of the brand to the business.

4. PRESCRIPTIVE FRAMEWORK

Address problems, guide strategy and correct course.

With thanks to our partners:

Market Analysis
Stock Market Analysis



Quantitative Research



Sonic Branding



Authors:

MANFREDI RICCA
Global Chief Strategy Officer

GREG SILVERMAN
Global Director, Brand Economics



Best Global Brands is powered by Omnicom’s marketing
operating system: Omni.

Omni accelerates client performance by utilizing Omnicom’s new collective intelligence to drive unparalleled brand growth, expand market share, and achieve superior business outcomes. Our next generation platform allows our clients to engage continuously with over 300 million Americans and 2.3 billion consumers worldwide, understanding their buying, engagement, and cultural behaviors.

Omnicom’s data advantage is unrivalled, anchored by the most robust proprietary consumer identity, the largest media and commerce ecosystems, the deepest cultural insights, and the highest-performing content in the industry built through our nearly 60 petabytes of unique data. This unique data advantage fuels our innovative Agentic AI operating system, which integrates the expertise of the leading 30 Generative AI companies. This system merges our vast data resources with creativity driven by intelligence, offering real-time capabilities to identify, connect with, and influence consumers. This empowers our clients to leverage real-time decision-making, precise activation, and smarter, adaptive marketing at scale.

INTERBRAND BEST GLOBAL BRANDS 2025

RADICAL

REALITIES