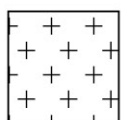
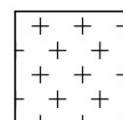
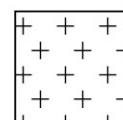
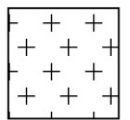
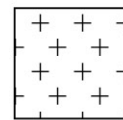
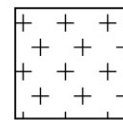
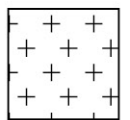
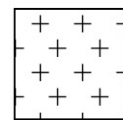
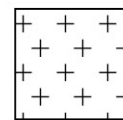
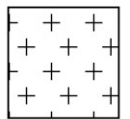
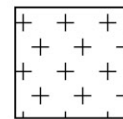
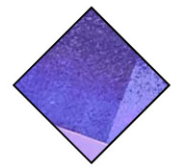
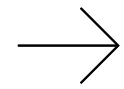


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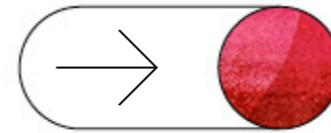
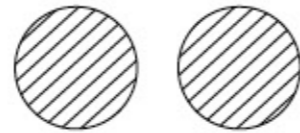
FutureBrand

→ **Index** 2020





Welcome to the FutureBrand Index 2020.



We are living in unprecedented times. Six years on from the first FutureBrand Index, the world has changed dramatically, priorities have shifted and the globe's top 100 companies are dealing with challenges unthinkable even 12 months ago.

When we published the last FutureBrand Index in 2018, it was ten years since the worst financial crisis in living memory. Now we are living through the worst healthcare crisis in a century. But out of this will emerge a reimagined world, and it will be up to leading companies and the people who work for them to respond to new demands and new expectations.

At FutureBrand, we are perfectly placed to assess which brands will rise to the occasion and which may struggle to fulfil their potential. In the FutureBrand Index 2020, we examine the world's leading firms and determine how they have fared over the past year. And thanks to our wealth of data amassed carefully and methodically since 2014, we also have a detailed six-year picture to share with you.

Our unique perspective shines a light on the innovators as well as the brands which have successfully navigated sector-specific rough waters. As we discovered, it can be premature to write off a company in difficulty and risky to extol the virtues of a seemingly unbreakable brand.

01



Why the 2020 FutureBrand Index matters 6-13

More →

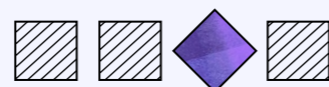
02



The Top 100 Brands 14-43

- 16 The Top 100 Brands
- 26 Big Themes For Important Times
- 28 The Top 10
- 30 The Top Risers
- 34 The Top Fallers
- 38 Who's in, Who's Out
- 42 The Coronavirus Effect

More →



03



Sector by Sector 44-101

- 46 Consumer Goods & Services
- 58 Technology
- 68 Healthcare
- 78 Financial Services
- 86 Industrials, Telcos, Oil & Gas

More →

04



New for 2020 102-111

More →

05

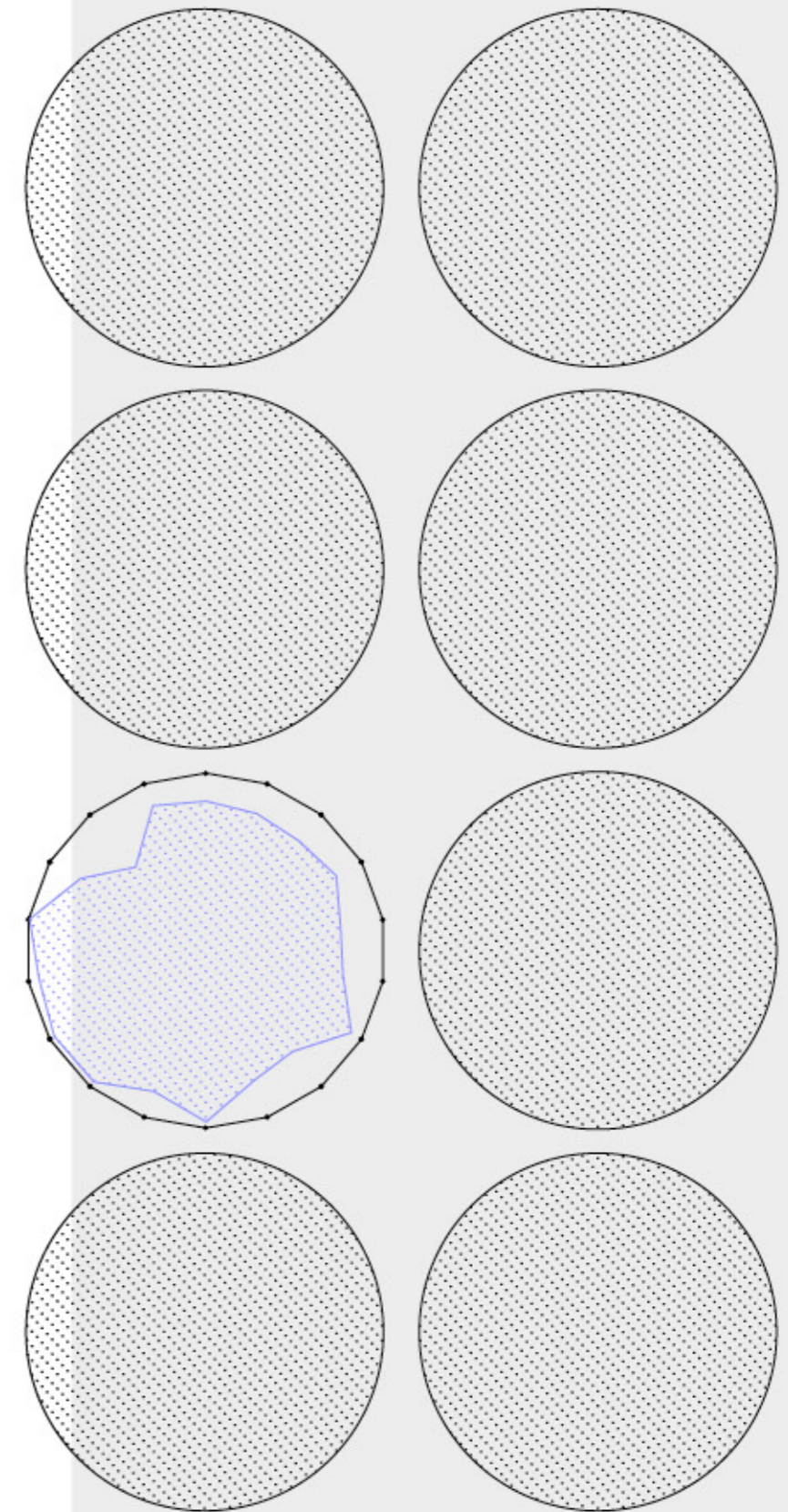


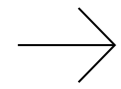
Notes and Methodology Detail 112

More →

→ **01**

→ **Why the FutureBrand Index matters**





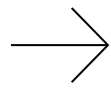
Why the 2020 FutureBrand Index matters

In addition to our year-on-year analysis and scrutiny of the bigger picture, unlike a number of other reports the FutureBrand Index prioritises the calibre of the people it talks to and the longevity of its data. We don't send out random questionnaires. Instead, we talk to professionals who are in key positions and have compelling and pivotal opinions.

Meanwhile, our high-level research was conducted during the initial weeks of lockdown. As the world adjusted to a new way of living and working, we spoke to the decision-makers and found out what they were thinking – and their thoughts on the future.

The successful leaders of tomorrow are individuals that champion the individual →



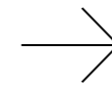


The FutureBrand Index is a global perception study that reorders PwC's Global Top 100 Companies by Market Cap on perception strength rather than financial strength.

It demonstrates that well-perceived companies are those that are best able to consistently align the totality of the experiences they create with their wider corporate purpose. The results can be surprising – and illuminating.

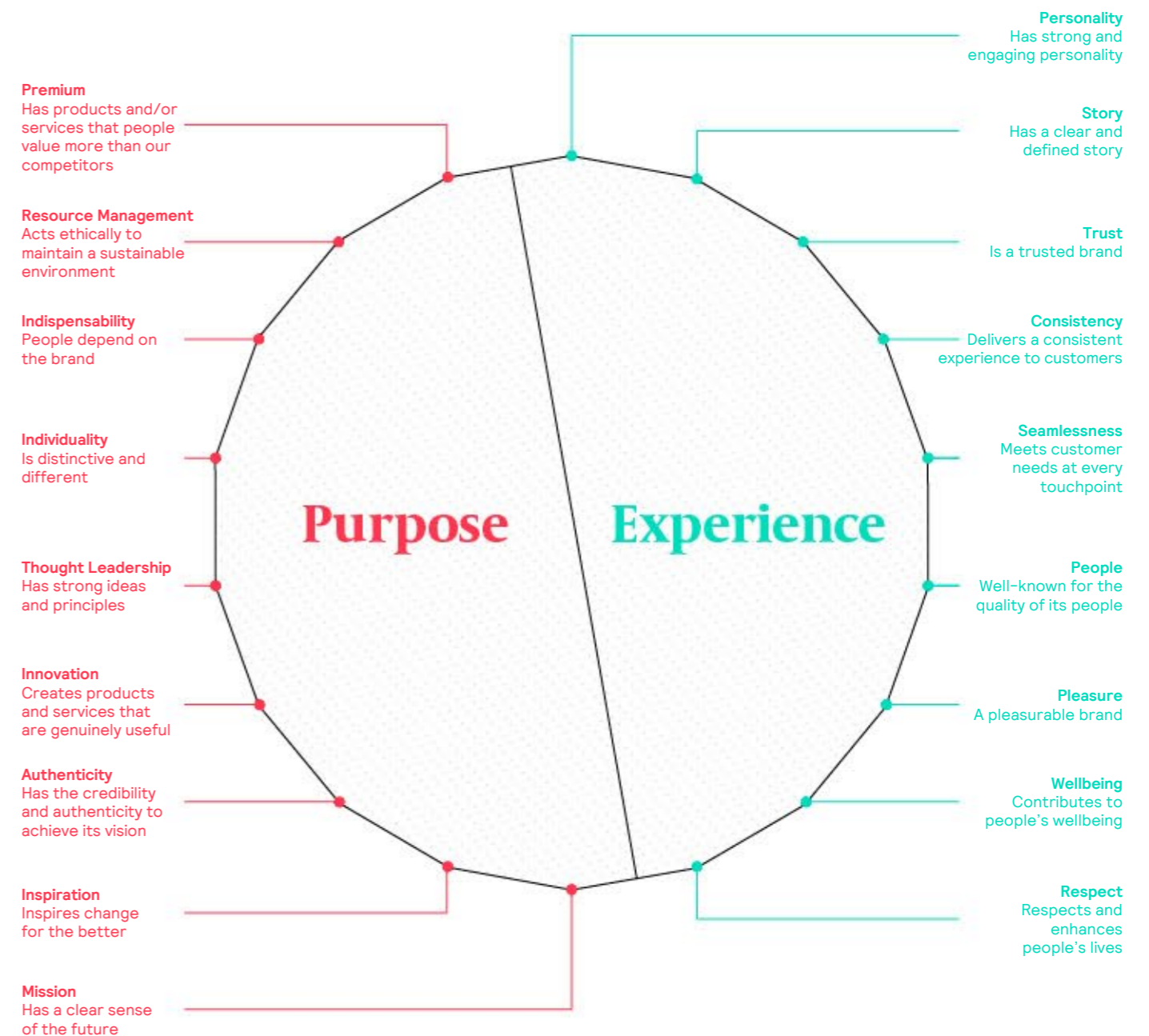
The FutureBrand Index is not based on consumer research. Our respondents are informed people. And unlike most other rankings, the Index offers a rigorous assessment of how prominent companies are doing and are likely to do over the next few years.

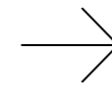
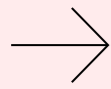
We work with QRI Consulting, our global research partner and a respected specialist in brand, communication, product strategy and tactics. With more than three decades of experience, the depth and breadth of QRI's research is perfectly suited to our work.



Our previous studies clearly demonstrate that organisations who excel in our Index have a measurable competitive advantage, not least because more people want to work for them and want to buy from them.

In short, financial prowess does not necessarily translate to brand success.



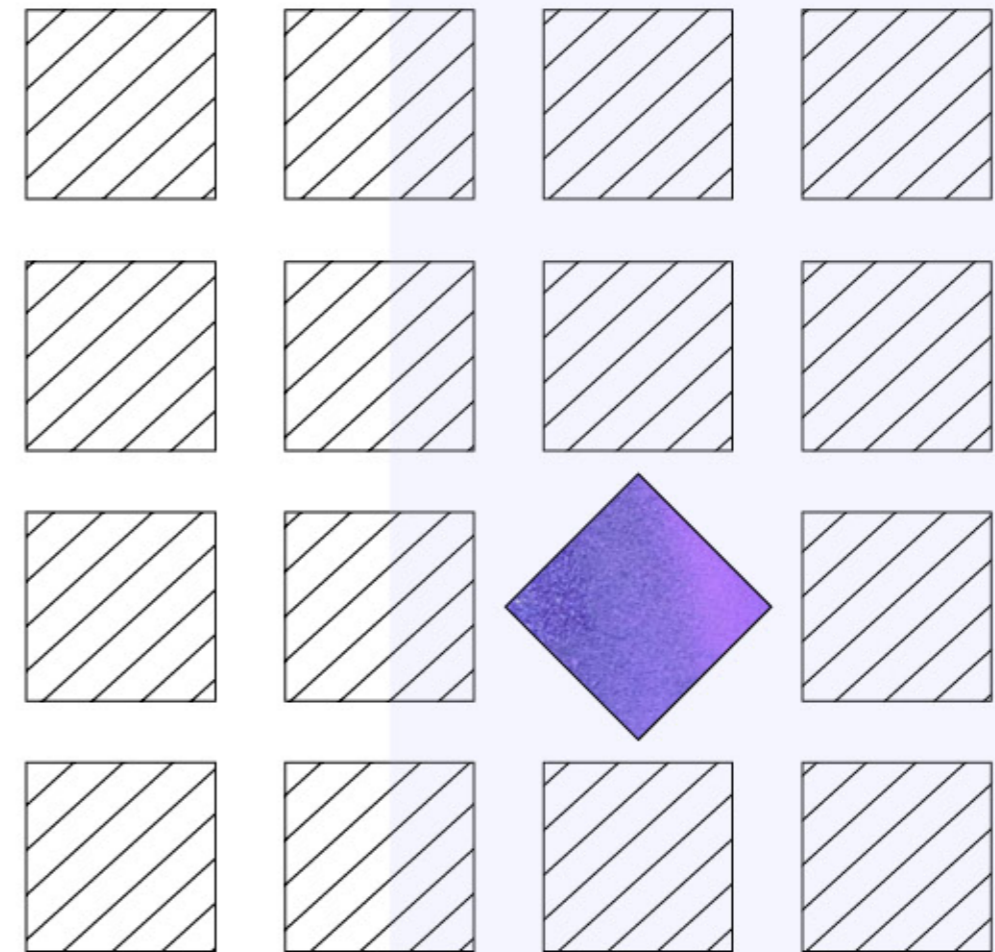


In conjunction with QRi Consulting, over the past six years we have spoken to a global sample of 15,000 informed professionals from 17 countries who were aware of and knew something about at least seven of the top 100 companies of that year.

Our global informed opinion sample includes leading professionals (CEOs, chairs, MDs and top-level civil servants), as well as skilled professionals and junior managers. For our most recent analysis, we interviewed a global sample of 3,000 informed individuals.

→ **02**

→ **The Top 100 Brands**



The Top 100 Brands



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
1 3↑		4	3	Technology
2 —		NEW ENTRY	91	Oil & Gas
3 6↑		9	21	Technology
4 6↑		10	41	Technology
5 3↓		2	28	Consumer Goods
6 =		6	57	Consumer Goods
7 5↑		12	2	Technology
8 —		NEW ENTRY	71	Technology
9 —		NEW ENTRY	75	Industrials
10 5↑		15	39	Consumer Services

01-20



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
11 —		NEW ENTRY	73	Technology
12 5↑		17	77	Financials
13 —		NEW ENTRY	63	Utilities
14 5↑		19	29	Consumer Goods
15 8↓		7	35	Financials
16 —		NEW ENTRY	84	Healthcare
17 16↓		1	36	Consumer Services
18 8↑		26	61	Healthcare
19 —		NEW ENTRY	85	Financials
20 36↑		56	47	Consumer Services

The Top 100 Brands



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
21 5↓		16	22	Technology
22 17↓		5	74	Healthcare
23 —		NEW ENTRY	83	Consumer Goods
24 3↓		21	4	Consumer Goods
25 7↓		18	20	Technology
26 2↑		28	62	Healthcare
27 5↓		22	10	Healthcare
28 49↑		77	14	Healthcare
29 59↑		88	53	Oil & Gas
30 4↑		34	12	Financials

21-40



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
31 18↑		49	48	Healthcare
32 8↑		40	81	Technology
33 6↑		39	31	Consumer Goods
34 16↑		50	55	Consumer Goods
35 39↑		74	45	Technology
36 11↓		25	18	Financials
37 6↑		43	7	Technology
38 14↓		24	13	Consumer Goods
39 —		NEW ENTRY	72	Healthcare
40 9↓		31	5	Technology

The Top 100 Brands



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
41 34↑	Walmart	75	11	Consumer Services
42 15↓	gsk	27	89	Healthcare
43 24↑	BROADCOM	67	87	Technology
44 11↑	McDonald's	55	60	Consumer Services
45 3↑	Pfizer	48	34	Healthcare
46 20↑	AstraZeneca	66 <small>2015</small>	64	Healthcare
47 36↓	中国人寿 CHINA LIFE	11	94	Financials
48 1↓	SAP	47	50	Technology
49 16↓	Abbott	33	49	Healthcare
50 —	salesforce	NEW ENTRY	56	Technology

41-60



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
51 11↑	THE HOME DEPOT	62	27	Consumer Services
52 —	Charter COMMUNICATIONS	NEW ENTRY	66	Consumer Services
53 25↑	CISCO	78	38	Technology
54 31↓	招商银行 CHINA MERCHANTS BANK	23	67	Financials
55 —	COSTCO WHOLESALE	NEW ENTRY	59	Consumer Services
56 5↑	NOVARTIS	61	25	Healthcare
57 21↓	Tencent 腾讯	36	8	Technology
58 20↓	UNITEDHEALTH GROUP*	38	19	Healthcare
59 15↓	P&G	44	16	Consumer Goods
60 30↓	Adobe	30	44	Technology

The Top 100 Brands



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
61 18↑	SANOFI	79	76	Healthcare
62 —	Linde	NEW ENTRY	95	Basic Materials
63 11↓	docomo	52 ²⁰¹⁶	78	Telecommunications
64 2↑	ABInBev	66	97	Consumer Goods
65 —	TATA	NEW ENTRY	96	Technology
66 4↑	LVMH	70	32	Consumer Goods
67 4↓	Bristol-Myers Squibb	63	58	Healthcare
68 16↓	中国建设银行 China Construction Bank	52	26	Financials
69 4↓	Alibaba.com	65	6	Consumer Services
70 12↓	中国农业银行 AGRICULTURAL BANK OF CHINA	58	40	Financials

61-80



FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
71 7↓	NTT	64 ²⁰¹⁶	93	Telecommunications
72 13↓	中国移动 China Mobile	59	46	Telecommunications
73 10↓	Lilly	63 ²⁰¹⁶	54	Healthcare
74 71↓	GILEAD	3	90	Healthcare
75 11↓	COMCAST	64	43	Consumer Services
76 13↑	ICBC	89	17	Financials
77 8↓	MERCK	69	30	Healthcare
78 25↓	accenture	53	79	Industrials
79 3↑	PEPSICO	82	37	Consumer Goods
80 7↓	TOTAL	73	80	Oil & Gas

The Top 100 Brands

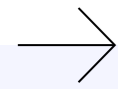


FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
81 13↓	Honeywell	68	88	Industrials
82 2↑	RBC Royal Bank	84	99	Financials
83 54↓	BERKSHIRE HATHAWAY INC.	29	9	Financials
84 1↓	Bank of America	83	33	Financials
85 —	LOCKHEED MARTIN	NEW ENTRY	86	Industrials
86 10↓	AT&T	76	24	Telecommunications
87 15↓	UNION PACIFIC	72	82	Industrials
88 7↑	HSBC	95	68	Financials
89 4↓	citi	85	98	Financials
90 4↑	bp	94	100	Oil & Gas

81-100



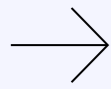
FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position	Sector
91 —	أرامكو السعودية saudi aramco	NEW ENTRY	1	Oil & Gas
92 —	Chevron	92	51	Oil & Gas
93 36↓	verizon	57	23	Telecommunications
94 23↓	PetroChina	71	70	Oil & Gas
95 9↓	TEXAS INSTRUMENTS	86	92	Technology
96 3↑	ExxonMobil	99	42	Oil & Gas
97 4↓	WELLS FARGO	93	65	Financials
98 11↓	J.P.Morgan	87	15	Financials
99 2↓	中國銀行 BANK OF CHINA	97	52	Financials
100 —		100	69	Consumer Goods



While the FutureBrand Index 2020 has uncovered a number of seismic shifts in the way companies work and how they present themselves to the outside world, one key theme has stood out: **individuality. And we mean this in its most literal sense – a quality that distinguishes an entity from others of the same kind. In the case of companies doing exceptionally well in our Index, it includes:**

- Companies that take big brands in distinctive directions and that act with genuine authenticity and personality
- Companies prepared to think unconventionally to do the right thing
- Companies of purpose that really think beyond profit, not just say it
- Companies that prioritise customers and their needs even if it means forging a different path to rival firms
- Companies focused in on sectors that will be fundamental to human life in the future
- Companies that care about their own people as intently as their customers, including a firm commitment to diversity and inclusion
- Companies that realise the true value of an open culture that fosters a happy and productive workforce
- Companies that embrace innovation, change and agility to maintain resilience in the face of fast-moving, sector-specific, national and international events

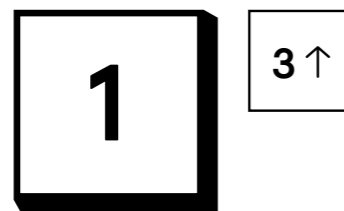
The Top 100 Brands



As our Global Top 100 table shows, there has been a lot of movement, both up and down, since our last Index in 2018, and even more to digest since we first began the report in 2014.

We'll examine some of this in more detail in our Sector Snapshots later in the report, but here's the crucial 2020 top ten.

As you can see, some of the old favourites have held onto their top ten spots, among them Apple, Samsung, Nvidia, Kweichow Moutai, and Nike. But it's where we see change that the most interesting stories emerge. In the 2020 top ten, we have a new entrant (Netflix) as well as three brands who weren't in the Index at all in 2018 (Reliance, ASML and PayPal).

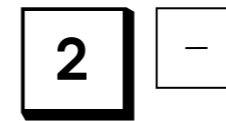


Technology



More →

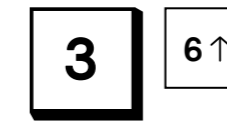
The Top 10



Oil & Gas

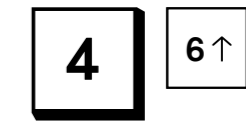


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Technology

SAMSUNG



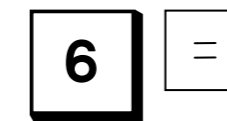
Technology



Consumer Goods



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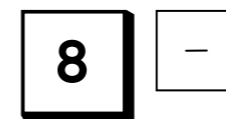


Consumer Goods



Technology

Microsoft



Technology

ASML

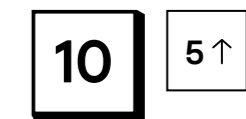
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Industrials

PayPal

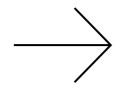
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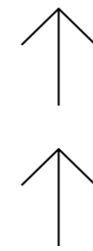
Consumer Services

NETFLIX

More →



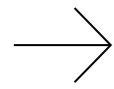
To really get to the heart of success, we need to see 2020's top climbers. Looking at today's rankings compared to 2018, there are some surprises. Royal Dutch Shell wins out having risen 59 places, followed by Roche up 49 slots, Oracle with a 39-place increase, L'Oréal (36 places higher), and Walmart (a climb of 34).



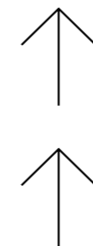
Top 10 Biggest Climbers in Ranking 2020 vs 2018

FBI Global Ranking 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
29 59↑		88	53
28 49↑		77	14
35 39↑		74	45
20 36↑		56	47
41 34↑		75	11
53 25↑		78	38
43 24↑		67	87
46 20↑ 2015		66 2015	64
31 18↑		49	48
61 18↑		79	76





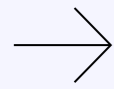
As for the six-year difference, Comcast comes out on top in a list that is characterised more by solid and stable healthcare/technology companies driven on by the serious and challenging times we face. Royal Dutch Shell and Anheuser-Busch InBev have bucked the general trends in their respective sectors however as have those in the beleaguered Financial Services space.



Company	Overall average experience and purpose increase
 COMCAST	15%
 novo nordisk®	13%
	12%
 中国农业银行 AGRICULTURAL BANK OF CHINA	11%
 RBC Royal Bank	11%
	11%
 SANOFI 	11%
 ABInBev	10%
	10%
 AMGEN	9%



(Based on all measures and only companies present in all index waves)



When comparing 2020 to 2018, Gilead Sciences, a biopharmaceutical company, takes the unwanted first place (down 71 places in our rankings) with Warren Buffett's investment vehicle Berkshire Hathaway hot on its heels with a fall of 54 slots.

Also, in the top ten fallers are China Life Insurance, Verizon, China Merchants Bank, Adobe Systems, and PetroChina.

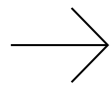


Top 10 Biggest Fallers in Ranking 2020 vs 2018

FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
74 71↓	GILEAD	3	90
83 54↓	BERKSHIRE HATHAWAY INC.	29	9
47 36↓	中国人寿 CHINA LIFE	11	94
93 36↓	verizon	57	23
54 31↓	招商银行 CHINA MERCHANTS BANK	23	67
60 30↓	Adobe	30	44
78 25↓	accenture	53	79
94 23↓	PetroChina	71	70
57 21↓	Tencent 腾讯	36	8
58 20↓	UNITEDHEALTH GROUP	38	19



The Top 100 Brands



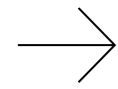
Meanwhile, the six-year statistics reveal that, due to their 2020 declines, both Gilead and Berkshire Hathaway are the biggest fallers respectively, followed by luxury goods company LVMH, Walmart and Australian bank Westpac.

Top 10 Fallers 2014–2020



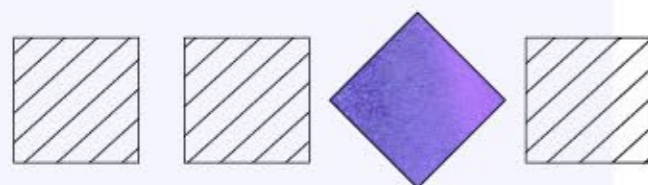
Company	Total Ranking Decline	Year of Biggest Fall
 GILEAD	71↓	2020
BERKSHIRE HATHAWAY INC.	54↓	2020
LVMH	51↓	2018
 Walmart	45↓	2018
 Westpac	44↓	2015
 Pfizer	39↓	2015
 3M	39↓	2015
 ambev	38↓	2018
 facebook.	37↓	2018
 中国人寿 CHINA LIFE	36↓	2020





A number of companies have dropped out of the FutureBrand Index since we first began.

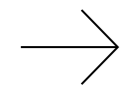
As you can see from the table – which is taken from the PwC top 100 companies by market capitalisation for that year – since 2018 we have lost, among others, 3M, Allianz, Boeing, British American Tobacco, Goldman Sachs, Siemens, and Volkswagen.



Dropped Out (2020 vs 2018)

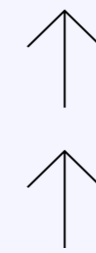
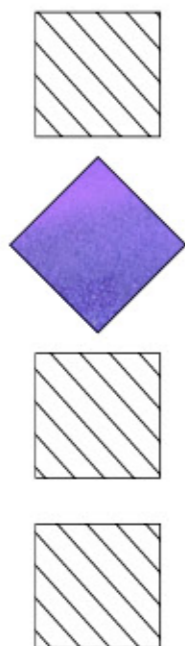
- 3M
- Allianz
- Altria Group
- AmBev
- Banco Santander
- BHP Billiton
- Boeing
- Booking Holdings
- British American Tobacco
- Commonwealth Bank of Australia
- Dow Du Pont
- General Electric
- Goldman Sachs
- Inditex
- Naspers
- Siemens
- SINOPEC
- Toronto Dominion Bank
- United Technologies
- Volkswagen





But it's not all doom and gloom.

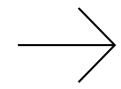
A slew of new entrants to our Index include ASML Holdings, PayPal, Danaher, Saudi Aramco, and American Tower Corporation. In total, there are 15 new entrants this year, seven of which make it into the top 20, including Reliance Industries slotting in at number two.



New Entries (2020 vs 2018)

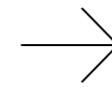
- America Tower
- ASML Holdings
- AstraZeneca
- Charter Communications
- Costco
- Danaher Corp
- Eli Lilly
- Linde
- Lockheed Martin
- Nextera Energy
- Nippon telegraph
- NTT Docomo
- PayPal
- Prosus
- Reliance Industries
- Salesforce
- Saudi Armaco
- Tata Consultancy
- Tesla
- Thermo Fisher





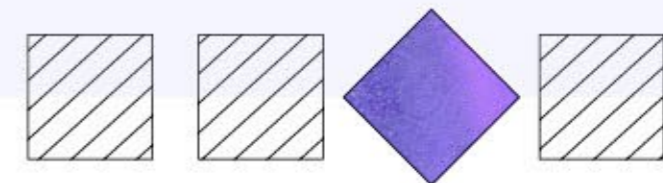
As we made clear earlier, we are in a unique position to assess this as our research was conducted during lockdown.

And, as we will go on to explain, the public response to consumer services and healthcare companies during the crisis has been broadly positive, boosting various brands and their standing.



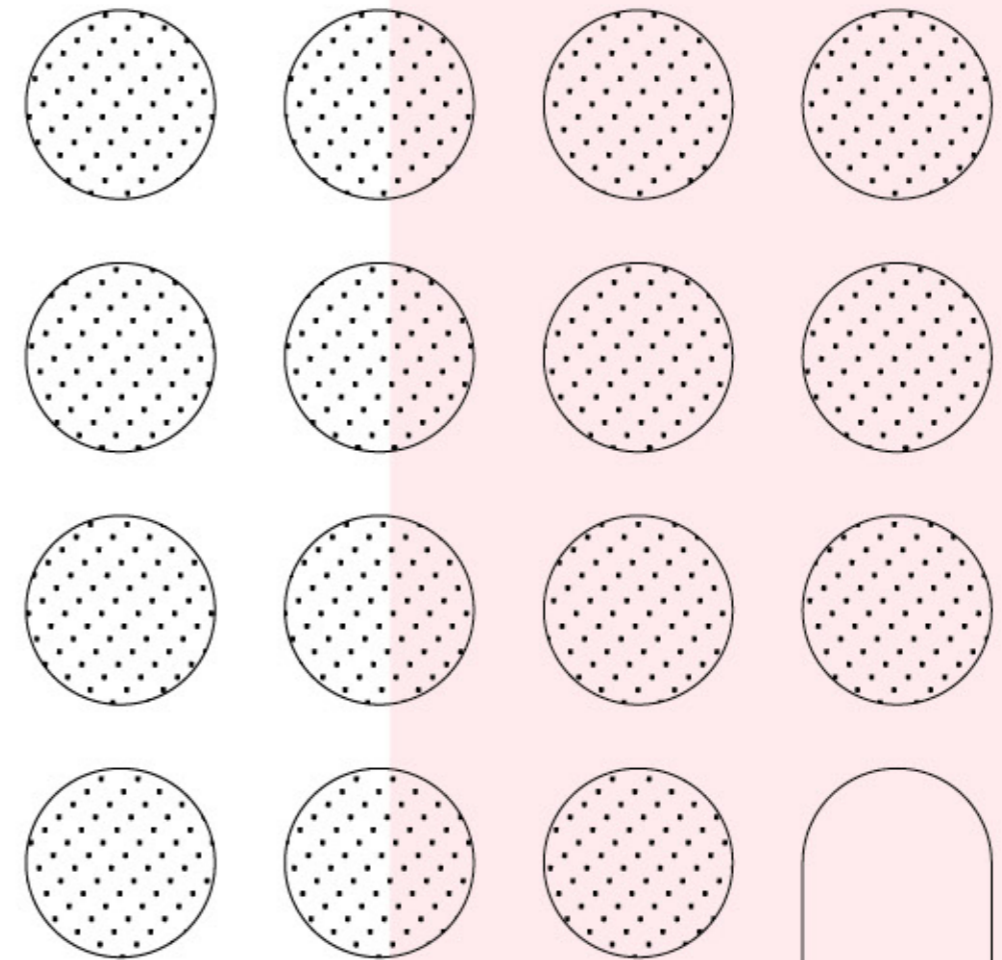
At the same time, the telecommunications sector has not fared well, nor have industrials. And yet recent news stories suggest that pharma firms who have been trailing behind are seizing on the pandemic as a shot at redemption.

Our sector analysis later in the report will drill down into the impact of the coronavirus pandemic on global brands.

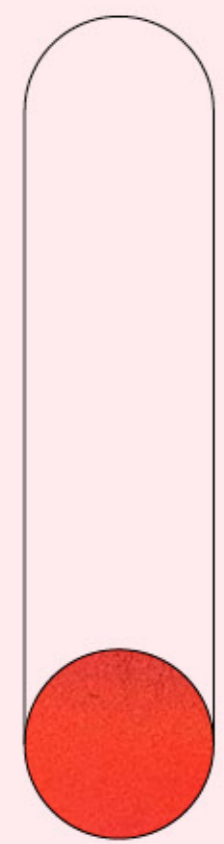


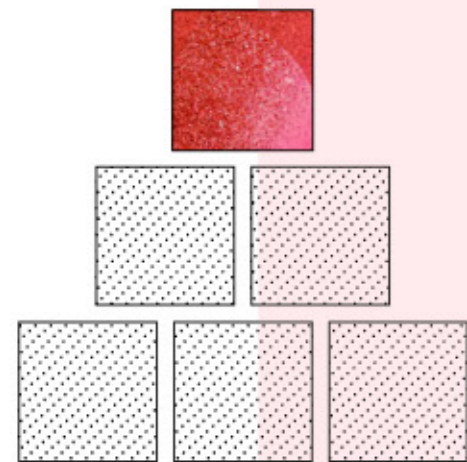
→ **03**

→ **Sector by Sector**



- Consumer Goods & Services
- Technology
- Healthcare
- Financial Services
- Industrials, Telcos, Oil & Gas





Consumer Goods and Services — A positive response to a pandemic.

As the world adjusts to a 'new normal', Consumer Goods & Services (which includes Media & Entertainment) have reacted quickly and effectively to new customer needs and priorities. Among the top ten climbers year-on-year are Roche, L'Oréal and Walmart. Meanwhile, McDonald's and The Home Depot are also surging ahead as is Netflix.

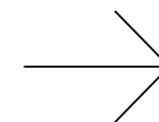
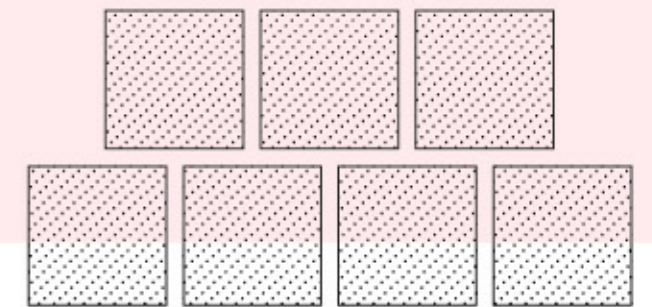
The perception is that these firms care about their clients and their staff and are able to give them what they want. According to our research, when it comes to an emotional connection with brands the consumer goods sector scores the highest – 29% of respondents said they felt passionate about these companies. Consumer services did well too with a passionate rating of 20%.

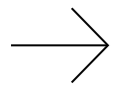
We see there is a clear split between those successfully responding to a world dealing with the coronavirus and all that means and those whose reactions have been sluggish or non-existent.

When it comes to media & entertainment, the battlelines are clear: it's Netflix versus Disney. In our last Index in 2018, The Walt Disney Company topped the study. It appeared to be Netflix's to lose. But the young upstart has outperformed its 97-year-old competitor. In 2020, the roles of the two brands have been reversed.

“Always humans want something new and inspiring and this goal is always the most difficult to keep customers satisfied.”

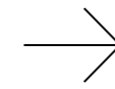
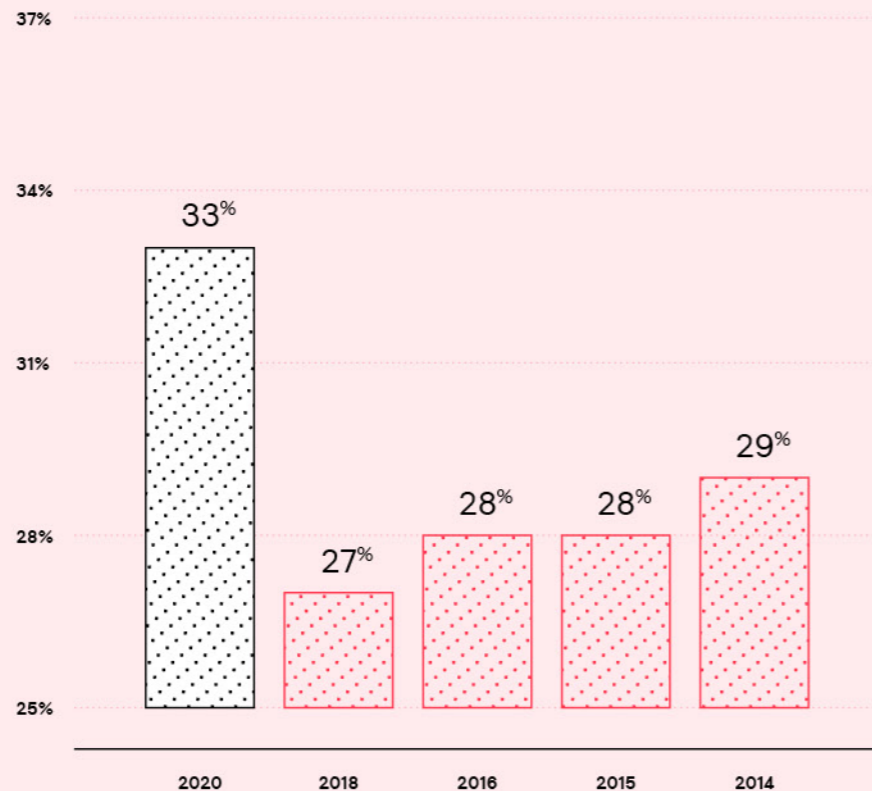
Brazil, Female





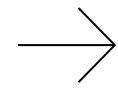
“Companies need to be innovative to adjust to changing times and technology.”
South Africa , Male

Sector Performance Score by Year
 Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



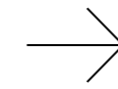
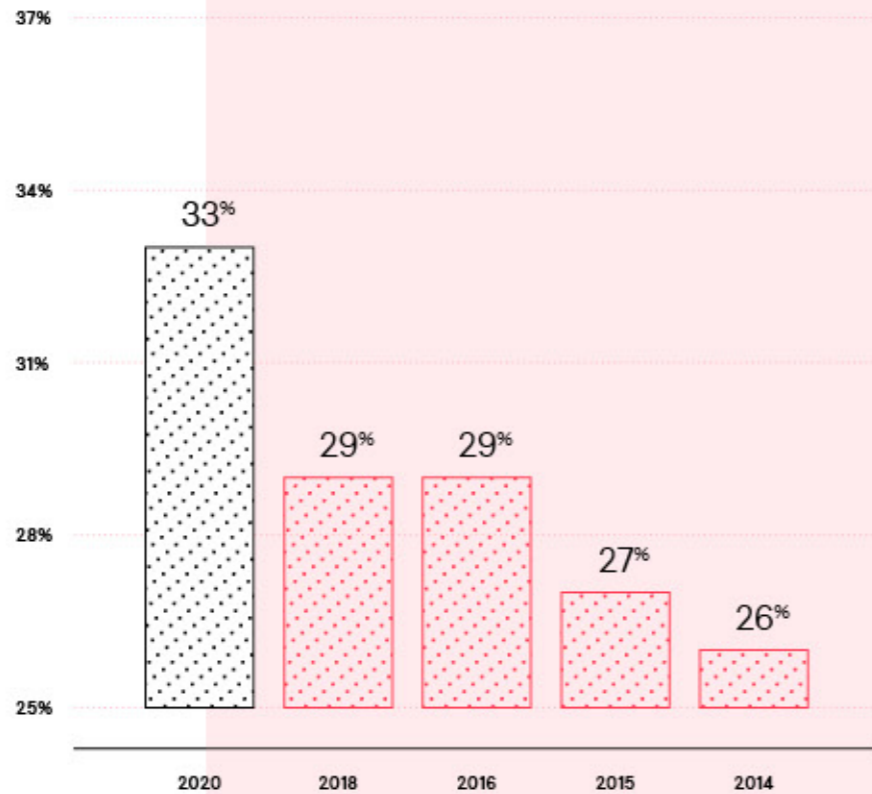
All listed Brands

FBI Global Ranking 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
5 3↓		2	28
6 =		6	57
14 5↑	TOYOTA	19	29
20 36↑	L'ORÉAL	56	47
23 -	TESLA	NEW ENTRY	83
33 6↑	<i>Coca-Cola</i>	39	31
34 16↑		50	55
38 14↓		24	13
59 15↓		44	16
64 2↑	ABInBev	66	97
66 4↑	LVMH	70	32
79 3↑		82	37
100 =		100	69



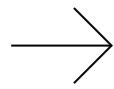
“Even established companies can be made redundant when a new upstart emerges & disrupts.”
Canada, Female

Sector Performance Score by Year
 Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

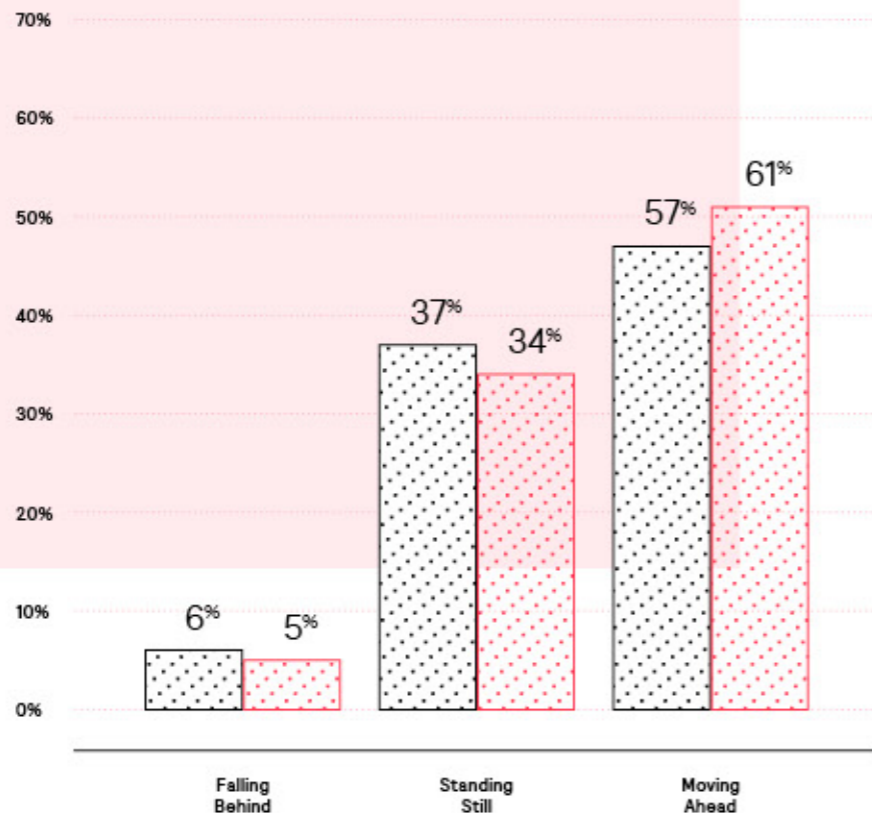
FBI Global Ranking 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
10 5 ↑	NETFLIX	15	39
17 16 ↓	The Walt Disney Company	1	36
24 3 ↓	amazon	21	4
41 34 ↑	Walmart	75	11
44 11 ↑	McDonald's	55	60
51 11 ↑	Home Depot	62	27
52 -	Charter Communications	NEW ENTRY	66
55 -	COSTCO WHOLESALE	NEW ENTRY	59
69 4 ↓	Alibaba.com	65	6
75 11 ↓	COMCAST	64	43



“Always kept researching and offering new products, renews its offers and enjoy the reliability of the market.”

LATAM, Female

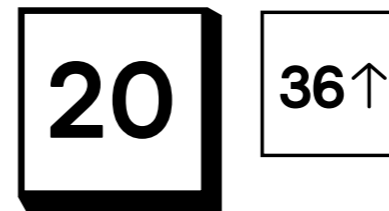
L'Oréal – Today & 3 Years Time (Q11 & Q 12)
Moving ahead in 3 years time average = 59%



Q11: For each of these companies please tell us where it is today? (Falling behind, Standing Still, Moving Ahead)

Q12: Where do you see these companies being in 3 years time? (Falling behind, Standing Still, Moving Ahead)

Today
3 Years Time



L'Oréal is one of the stand-out success stories of the 2020 Index. Just two years ago, it had a problem with purpose having fallen 27 places to 56. The decline was driven – pretty much exclusively – by weakening purpose perceptions including doubts over its ideas and principles and whether it could inspire change for the better.

“L'Oréal has never failed me.”

Europe, Female

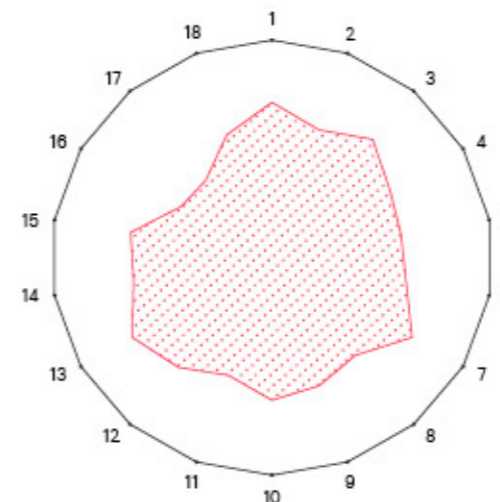
Since then, the beauty company has turned things around, reclaiming its place higher up the index. It now occupies position 20 and 61% of people believe it will move ahead in three years' time. Meanwhile, 49% say they would buy from this company, well above the average, with a perception that many consumers personally rely on the brand. L'Oréal reacted well and quickly to the pandemic, announcing early on that it would use its manufacturing facilities to make hand sanitiser and hydroalcoholic gel.

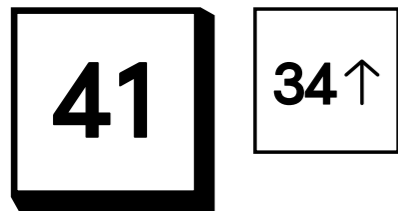
And let's not forget that demand for beauty products held up during lockdown even though millions of consumers were not leaving their homes. Nevertheless, L'Oréal's biggest weakness is on 'Delivers Sustainable Value', something the company may want to address.

FutureBrand Dashboard Key

- 1. Personality
- 2. Story
- 3. Attachment
- 4. Consistency
- 5. Seamlessness
- 6. People
- 7. Pleasure
- 8. Wellbeing
- 9. Respect
- 10. Mission
- 11. Inspiration
- 12. Authenticity
- 13. Innovation
- 14. Thought leadership
- 15. Individuality
- 16. Indispensability
- 17. Resource Management
- 18. Premium

L'Oréal Dashboard





In our 2018 Index, we suggested that, from a brand perspective, Walmart should revamp its corporate purpose and associated brand experiences following a poor showing across most perceptions. The multinational retailer has clearly been doing something right since then as it has shown a significant increase in all attribute scores and now stands at number 41, up from 75 in 2018.

“They are always trying to do best for the customer.”

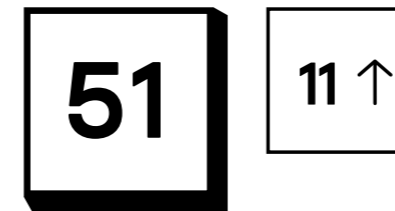
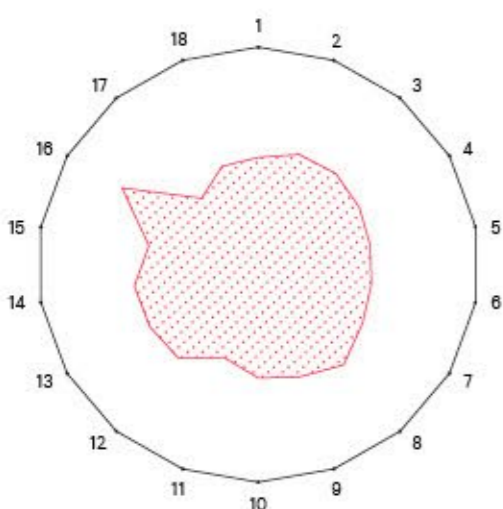
North America, Male

In addition, some 64% see it moving ahead in the coming years and it is viewed as highly resilient. Our informed respondents see Walmart as a company always attempting to offer value to its customers, with a good reputation and a happy workforce. Part of this rise in goodwill may be due to its speedy response to the challenges thrown up by the pandemic including the implementation of an emergency leave programme, providing time off for employees depending on the coronavirus threat level. It also paid nearly \$180 million in cash bonuses to staff this year and hired 200,000 more employees during the first few months of lockdown. As people rushed to stockpile supplies, Walmart recorded a jump in sales.

FutureBrand Dashboard Key

- | | |
|-------------------------|------------------------|
| 1. Personality | 2. Story |
| 3. Attachment | 4. Consistency |
| 5. Seamlessness | 6. People |
| 7. Pleasure | 8. Wellbeing |
| 9. Respect | 10. Mission |
| 11. Inspiration | 12. Authenticity |
| 13. Innovation | 14. Thought leadership |
| 15. Individuality | 16. Indispensability |
| 17. Resource Management | 18. Premium |

Walmart Dashboard



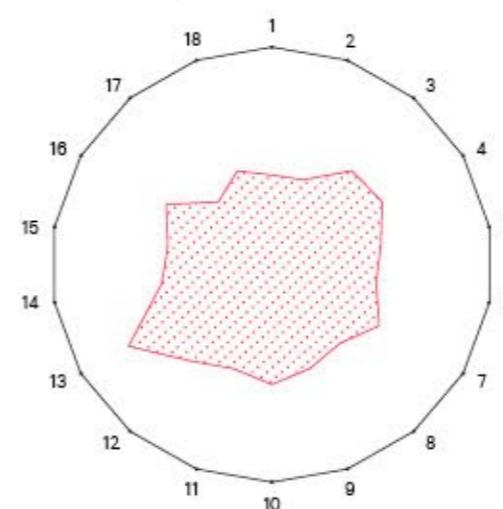
Another riser in the Index, The Home Depot is up 11 positions to 51. Over the years, its scores have remained fairly consistent and none have fallen since 2018. Strong on innovation and indispensability, an above average number of people say they would buy from the largest home improvement retailer in the US and are impressed by its good quality products and perceived care and attention given to its customers.

“Great service and products, moving forward.”

North America, Female

The Home Depot moved swiftly to make its stores as safe as possible once the impact of the coronavirus became clear, including distributing thermometers to all of its outlets for the use of its staff as well as limiting foot traffic. And while some big brands have done themselves no favours in terms of how they treat their employees during these unprecedented times, Home Depot expanded benefits for its workforce with, among other things, increasing paid time off and issuing additional bonuses.

The Home Depot Dashboard





5

3 ↓

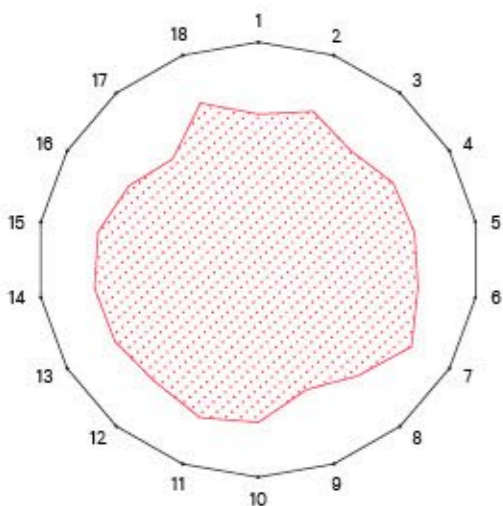
While the world's largest distiller has fallen by three slots, Kweichow Moutai still maintains its place in the top ten, coming in this year at number five after making its debut at number two in the previous Index. It only fell in one attribute, that of Resource Management. As far as working for this Chinese spirits giant and buying its products, it ranks above average for both, and is perceived as highly resilient. Furthermore, 62% see it moving ahead over the next three years. However, that picture may change.

“The industry standard. Has very good prospects.”
Far East, Female

FutureBrand Dashboard Key

- | | |
|-------------------------|------------------------|
| 1. Personality | 2. Story |
| 3. Attachment | 4. Consistency |
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| 7. Pleasure | 8. Wellbeing |
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| 13. Innovation | 14. Thought leadership |
| 15. Individuality | 16. Indispensability |
| 17. Resource Management | 18. Premium |

Kweichow Moutai Dashboard



At the time of writing this report, Kweichow Moutai's position as China's most valuable publicly-listed company had been wiped out after a State media unit accused the company of reaping the benefits of corruption and bribery. The article, published by a division of People's Daily, destroyed the firm's share price and made worldwide headlines.

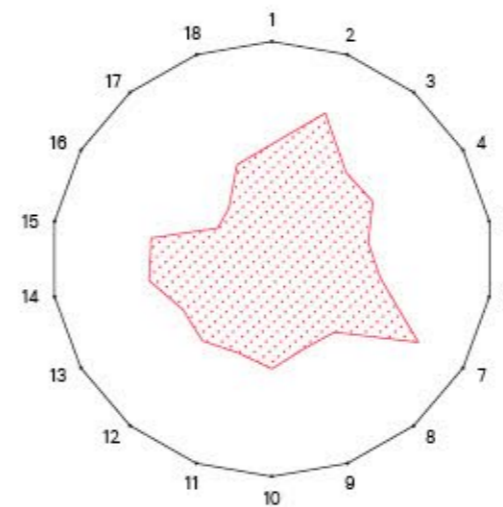


10

5 ↑

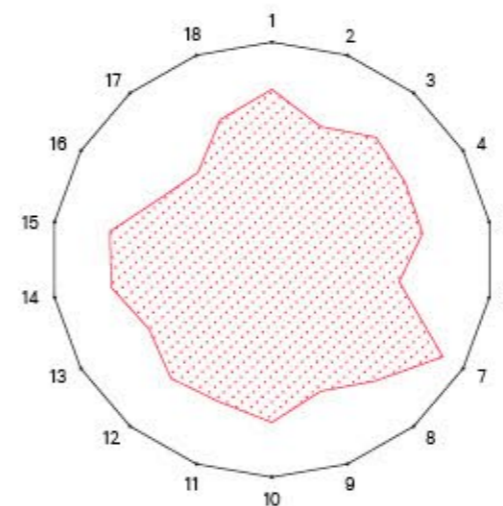
There's quite the age gap between Disney and Netflix. The former dates back to 1923 but, as evidenced by its number one slot in the global Index in 2018, age is no barrier to progress. While the entertainment legend has retained its association with providing pleasure, all other attributes have steadily decreased since 2014 meaning it has slumped to 17 in this year's report. With theme parks, resorts and movie production all shut down and only gradually reopening and restarting, it's been a tough time for Disney. It also suspended pay for more than 100,000 employees back in March, nearly half of its workplace. Maybe the worldwide rollout of its new streaming service will go some way to repair its standing.

Disney Dashboard

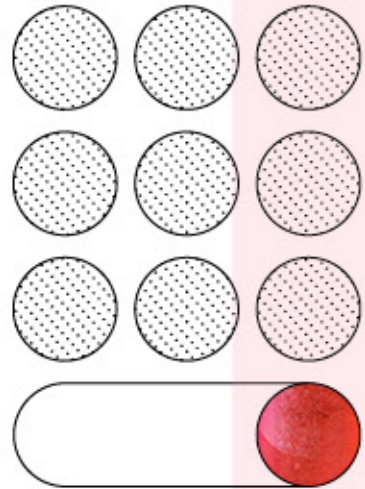


“[Netflix] was innovative since its inception and has revolutionised the entertainment industry and content distribution.” *LATAM, Male*

Netflix Dashboard



Meanwhile, Netflix has eclipsed Disney and now takes tenth place following its Index debut in 2018 at an impressive 15. A true innovator, Netflix has revolutionised how we consume entertainment, increasing its scores on most attributes in 2020. Needless to say, it scores incredibly high on resilience, its future prospects and people's passion for its services.



Technology — Tech is King, all hail the King.

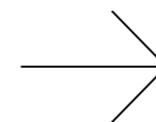
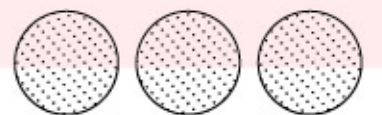
What a difference a year (or two) makes. In our 2018 Index, we revealed that almost every technology company had fallen in the ratings, despite the fact that nearly half of them were viewed as so-called ‘companies of the future’. We concluded that while these firms clearly had a crucial part to play in shaping the 21st century, most people weren’t clear on what this role would be. Furthermore, few brands were perceived to be moving ahead in three years’ time.

Fast forward to 2020 and it seems that the point and purpose of the changes and new experiences brought about and implemented by technology have sharpened into focus. With more technology companies in the 2020 global top ten than any other sector (and Apple scooping number one), it comes as no surprise that, across the board, technology has gone up.

Looking at the top ten tech firms, as our sector snapshot graphics show, two were new entrants to the global 100 (ASML and Prosus NV) and six were year-on-year climbers, with Apple, Samsung and Nvidia taking the top three spots.

“Technology always improves processes. If you do not adapt and your competition does you will lose ground.”

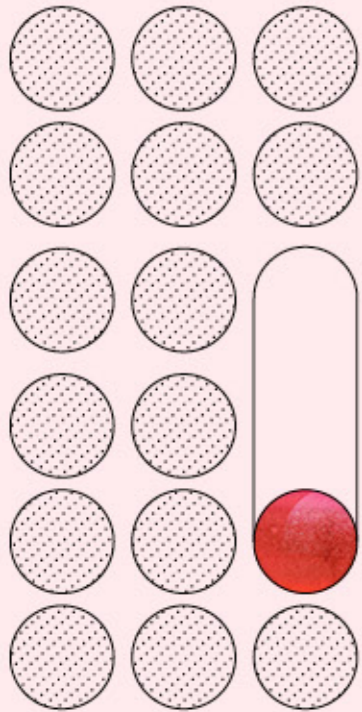
Argentina, Male



Technology — The other side of the coin.

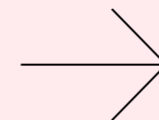
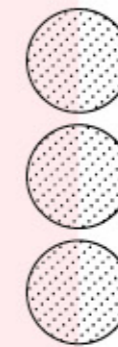
But there's a flipside to this success story. It appears that although tech brands are deemed to be innovative and, in many cases, indispensable in modern day life, they have lost their emotional connections with their customers.

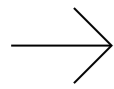
Trust is also an issue. In a world of fake news, concerns over privacy and an increasing public desire for corporate accountability, seemingly unbreakable brands are beginning to show the cracks. Look at what's happened to Facebook, for example. The social media giant is one of PwC's leading firms but Mark Zuckerberg's behemoth is languishing at number 37 in the FutureBrand index. In 2014, it scooped 11th place. Similarly, Alphabet, Google's parent company, has slipped to 40 compared to 21 in 2016 when it first entered the Index.



“With so many new technologies being created it is easy to fall behind.”

South Africa, Female



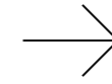
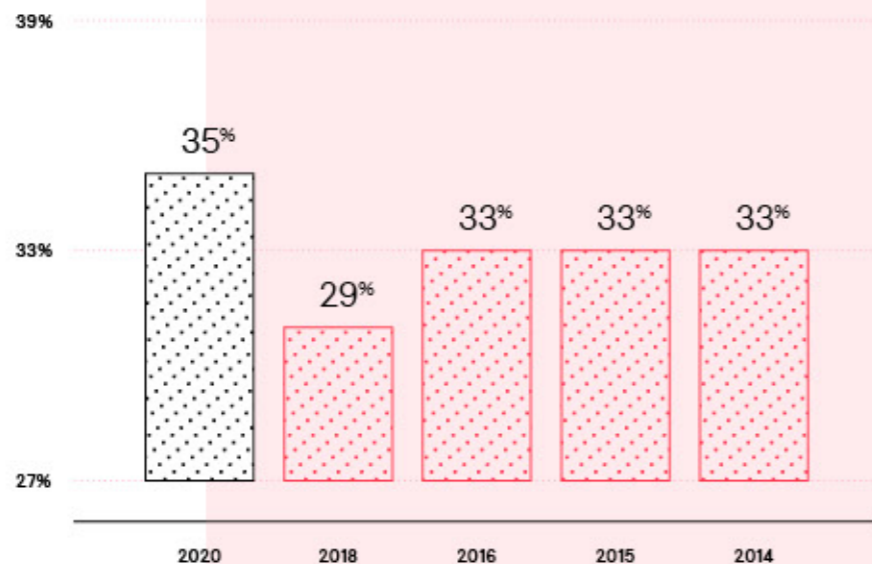


“People are always looking for new opportunities or options that will provide better solutions to their needs.”

Argentina, Female

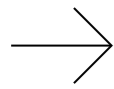
Sector Performance Score by Year

Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

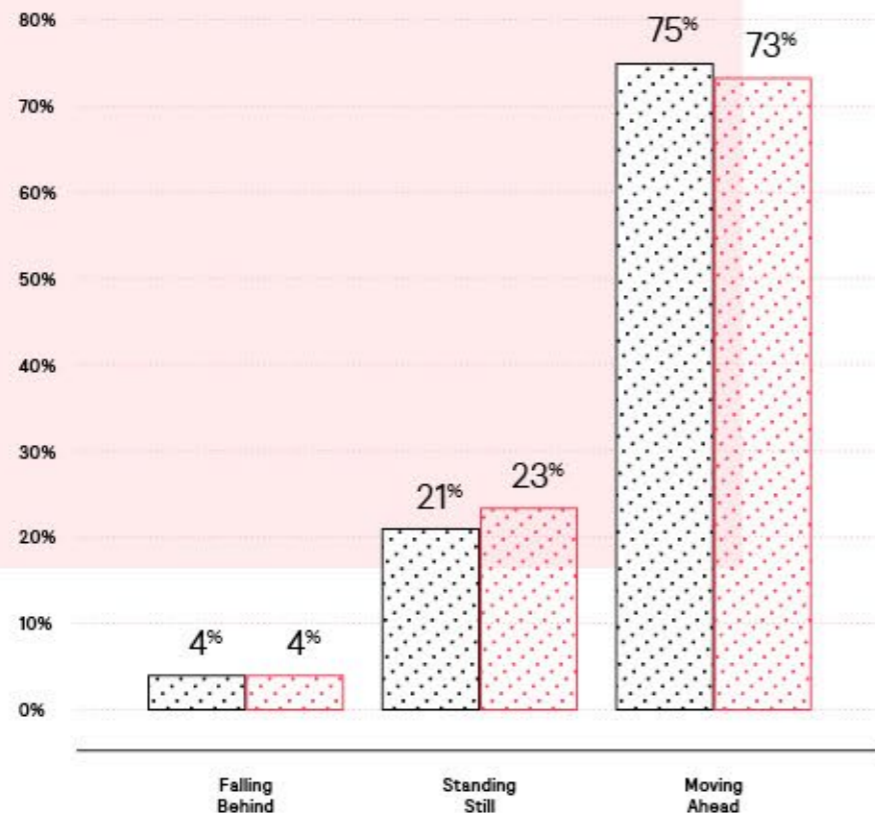
FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
1 3↑	Apple	4	3
3 6↑	SAMSUNG	9	21
4 6↑	NVIDIA	10	41
7 6↑	Microsoft	12	2
8 —	ASML	NEW ENTRY	71
11 —	prosus	NEW ENTRY	73
21 6↓	intel	16	22
25 7↓	tsmc	18	20
32 8↑	IBM	40	81
35 39↑	ORACLE	74	45
37 6↑	facebook.	43	7
40 9↓	Alphabet	31	5
43 24↑	BROADCOM	67	87
48 1↓	SAP	47	50
50 —	salesforce	NEW ENTRY	56
53 25↑	CISCO	78	38
57 21↓	Tencent 腾讯	36	8
60 30↓	Adobe	30	44
65 —	TATA	NEW ENTRY	96
95 8↓	TEXAS INSTRUMENTS	86	92



“A reputation is hard to acquire but easy to lose.”

Russia, Male

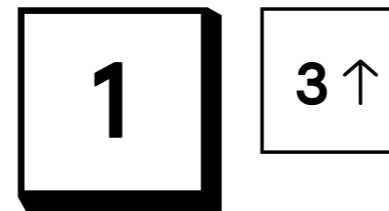
Apple- Today & 3 Years Time (Q11 & Q 12)
Moving ahead in 3 years time average = 59%



Q11: For each of these companies please tell us where it is today? (Falling behind, Standing Still, Moving Ahead)

Q12: Where do you see these companies being in 3 years time? (Falling behind, Standing Still, Moving Ahead)

Today
3 Years Time



Apple has wrested back the crown. It last held the title in 2016 and has consistently been ranked in the top four since the inception of the FutureBrand Index. With a whopping 73% of people confident it will be moving ahead in three years' time, there seems to be no stopping Tim Cook's company. Whether it's launching a new version of the iPhone or selling more Apple Watches than the entire Swiss watch industry, the US firm is no stranger to making radical decisions. Lockdown boosted its streaming services during lockdown in the first three months of the year, offsetting falling device sales in China.

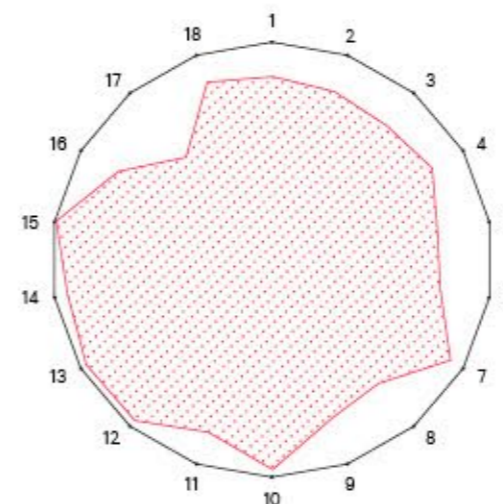
“Apple is a truly universally admired brand.”

Far East, Female

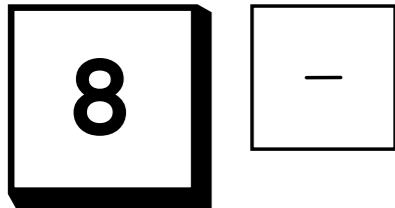
FutureBrand Dashboard Key

- 1. Personality
- 2. Story
- 3. Attachment
- 4. Consistency
- 5. Seamlessness
- 6. People
- 7. Pleasure
- 8. Wellbeing
- 9. Respect
- 10. Mission
- 11. Inspiration
- 12. Authenticity
- 13. Innovation
- 14. Thought leadership
- 15. Individuality
- 16. Indispensability
- 17. Resource Management
- 18. Premium

Apple Dashboard



Passion for Apple runs high at 46%, as does a desire to buy its products and services (58%). And association with the mega brand also pays dividends. Broadcom Inc rose 24 places to 43 showing steady growth across all attribute scores. It supplies radio frequency filters and amplifiers to manufacturers of high-end smartphones, including the Apple iPhone.



Straight in at number eight, ASML's Index debut is something to write home about. It outperformed the industry average on almost every attribute and is particularly strong on perceptions of its vision for the future as well as emotional connection. ASML has cornered the market in the global electronics supply chain, making this tech company the sole manufacturer of the most advanced equipment critical to modern chipmaking.

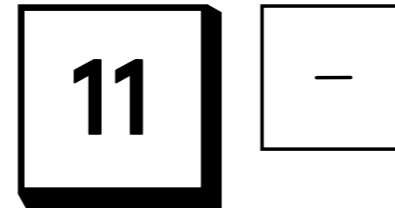
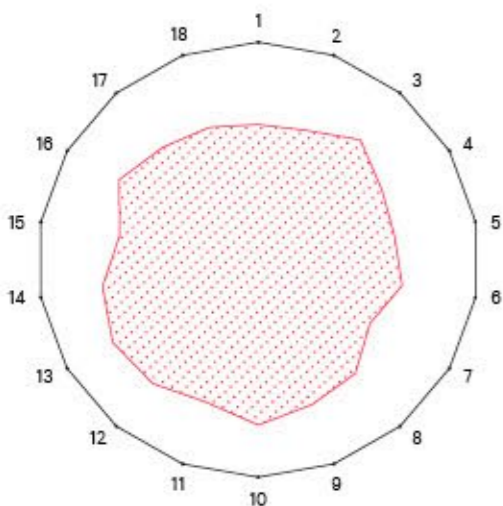
“Industry giants, the industry benchmark, technological innovation.”
Far East, Male

With admiration and passion for this Dutch firm running high, and a view that it often sets benchmarks for other to follow, we may see ASML climb up the rankings in years to come.

FutureBrand Dashboard Key

- 1. Personality
- 2. Story
- 3. Attachment
- 4. Consistency
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- 7. Pleasure
- 8. Wellbeing
- 9. Respect
- 10. Mission
- 11. Inspiration
- 12. Authenticity
- 13. Innovation
- 14. Thought leadership
- 15. Individuality
- 16. Indispensability
- 17. Resource Management
- 18. Premium

ASML Holdings Dashboard

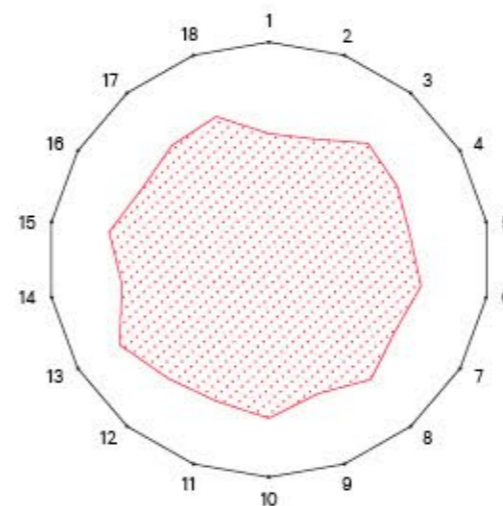


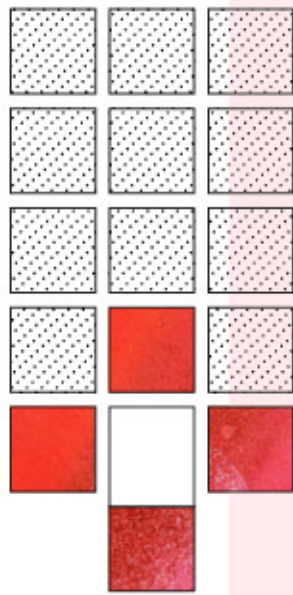
Another new entrant, in at 11, Prosus NV scores higher than the sector average across the board, doing exceptionally well on sustainable value and improving lives.

“This is a technology company that is still young and has a diverse portfolio. It also finds and invests in up and coming companies that have a potential to be great companies of the future.”
Middle East, Male

Some 64% believe it will move forward over the coming years, and the perception is that this global consumer internet group, and one of the largest technology investors in the world, is progressive and of high quality. Controlled by Naspers, one of Africa's most valuable companies, Prosus is definitely one to watch.

Prosus Dashboard





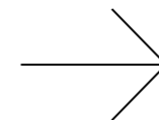
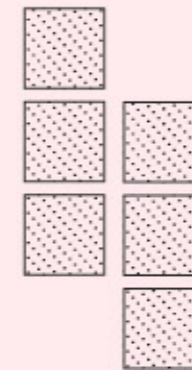
Healthcare — The battleground for tech

While there are just two healthcare companies in this year's top 20 (Danaher – a new entrant – and Medtronic), this statistic masks the real story. Consider that both firms are world leaders in medical technology and then consider the rise and rise of other healthcare brands: Roche (up 49 places since 2018), AstraZeneca (up by 20), Novo Nordisk, and Sanofi (both up by 18).

Tech-inspired innovation is paying dividends for healthcare brands, literally and figuratively. Whereas before drug research tended the hog the limelight in the health sector, now it's new medical technologies. Technology is improving our healthcare like never before, and the companies embracing tech to treat patients are perceived as being at the vanguard of a revolution. For instance, Medtronic is the world's largest non-pharmaceutical healthcare company and a market leader in replacement body parts and other innovations including pacemakers which allow users to have MRI scans safely.

“Innovation is the most important thing to keep pace with the changes of the times.”

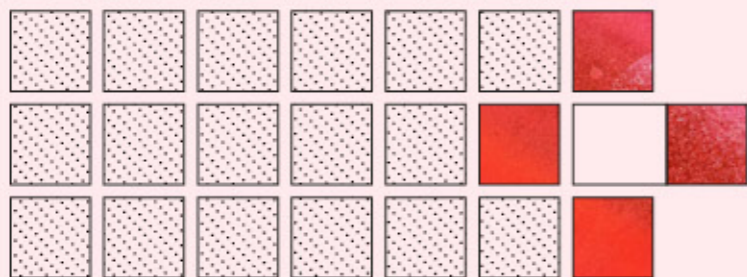
UAE, Female



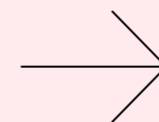
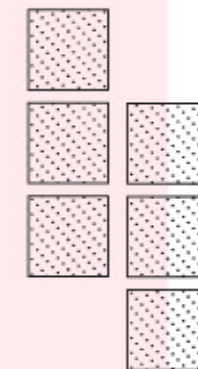
Healthcare — There's something else

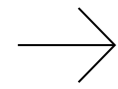
But there's another factor at play here: well-being. Those healthcare firms on the rise showed strong attributes on this score, in some cases overtaking most other considerations on brand perception. Given our research was conducted during the initial phases of lockdown, we can, to some degree, attribute raised awareness and concern over health to be a key factor. Even Gilead Sciences, which plummeted 71 places to 74, recorded well-being as its strongest attribute.

In a nutshell, healthcare companies are doing what tech companies were once famous for – innovating for the good of mankind. Looking ahead, healthcare brands that continue to rise to the challenge of the coronavirus should consolidate their high rankings on our Index. Any progress on a vaccine will be watched carefully, as will production of effective antibody tests. Innovation in the field of ventilators and breathing apparatus is also likely to be under close scrutiny.



Healthcare companies are doing what tech companies were once famous for — innovating for the good of mankind.

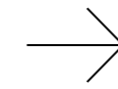
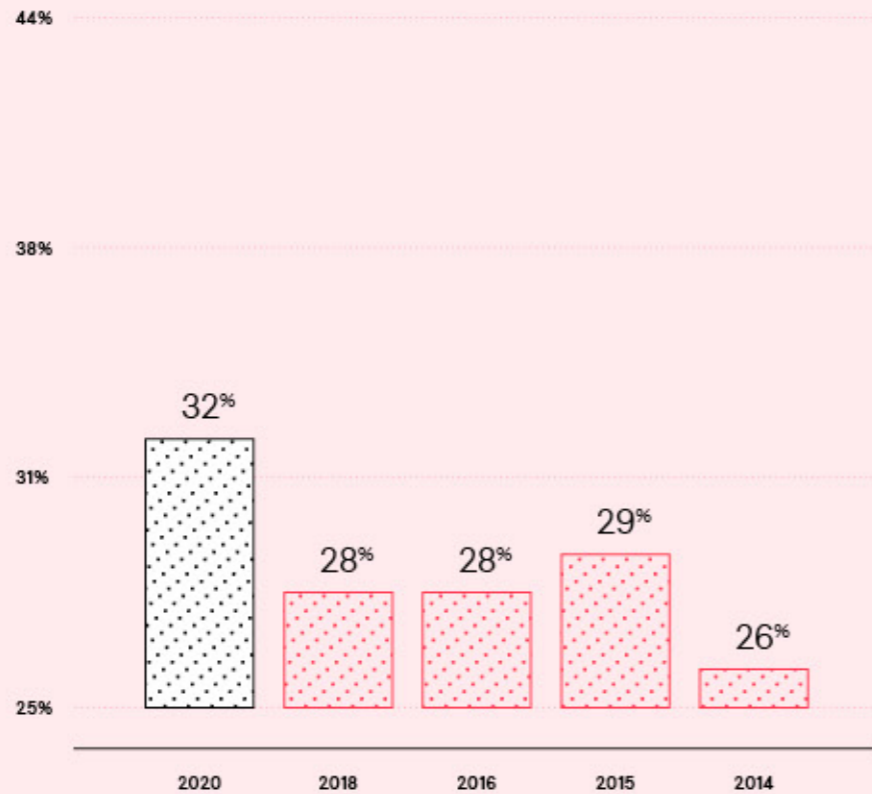




“The future is in medical with these new virus and diseases.”

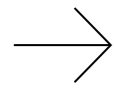
North America, Male

Sector Performance Score by Year
Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
16 —	DANAHER	NEW ENTRY	84
18 8 ↑	Medtronic	26	61
22 17 ↓	abbvie	5	74
26 2 ↑	AMGEN	28	62
27 6 ↓	Johnson & Johnson	22	10
28 49 ↑	Roche	77	14
31 18 ↑	Novo Nordisk	49	48
39 —	ThermoFisher Scientific	NEW ENTRY	72
42 16 ↓	gsk	27	89
45 3 ↑	Pfizer	48	34
46 20 ↑	AstraZeneca	66 ²⁰¹⁵	64
49 18 ↓	Abbott	33	49
56 6 ↑	NOVARTIS	61	25
61 18 ↑	SANOFI	79	76
67 4 ↓	Bristol-Myers Squibb	63	58
73 10 ↓	Lilly	63 ²⁰¹⁶	54
74 71 ↓	GILEAD	3	90
77 8 ↓	MERCK	69	30

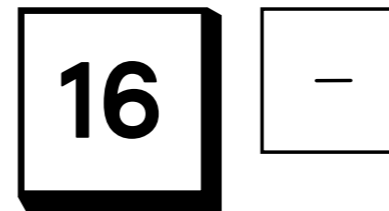
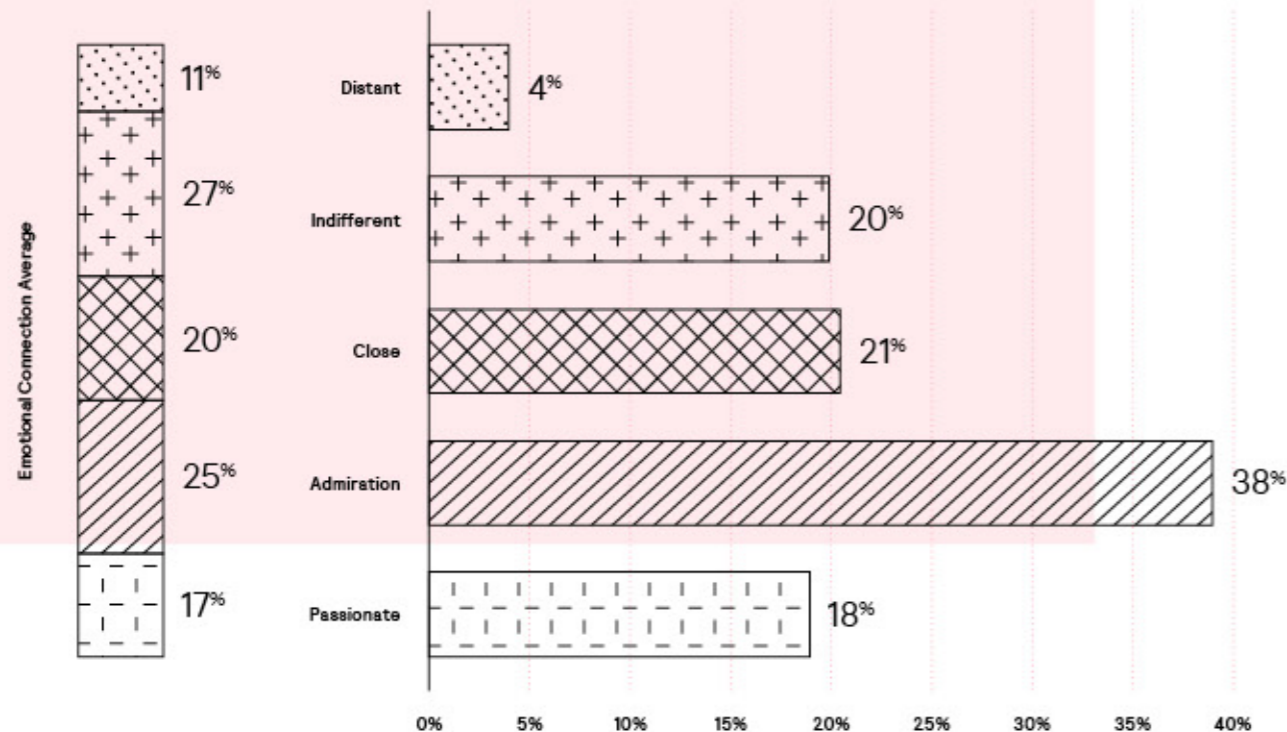


“Danaher have a clear vision for the future.”

Far East, Male

Emotional Connection (Q6)

Q6: Thinking about your gut feeling about each of these companies please put each company into one of these boxes – Passionate, Admiration, Close, indifferent, Distant. For example if you feel passionate about any of them, put them into passionate. You can put them in as many boxes as you like or none.



New entrant Danaher, in at 16, looks set to become a future staple of the Index. This Fortune 500 science and technology innovator is viewed by people as “an established leader”, “a quality brand” and, according to a respondent in the Far East, has “a clear vision for the future”. Its sales range from diagnostics and life-science research equipment to environmental fields, recently acquiring Aquatic Informatics. It’s perhaps no surprise, then, that this US conglomerate markets itself as “Helping Realize Life’s Potential”, nor that it is perceived as a quality brand providing many essential services. While people admire Danaher, it may have some ground to make up on innovation which is slightly lower than the sector average.

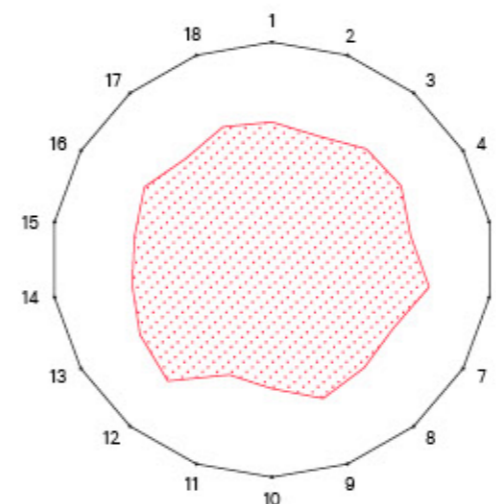
“Because it sells products that are essential for us, so I think it will last over time.”

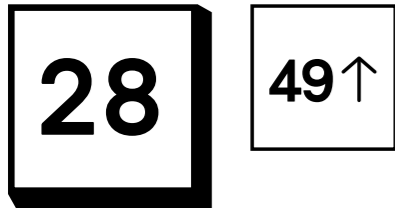
LATAM, Female

FutureBrand Dashboard Key

- | | |
|-------------------------|------------------------|
| 1. Personality | 2. Story |
| 3. Attachment | 4. Consistency |
| 5. Seamlessness | 6. People |
| 7. Pleasure | 8. Wellbeing |
| 9. Respect | 10. Mission |
| 11. Inspiration | 12. Authenticity |
| 13. Innovation | 14. Thought leadership |
| 15. Individuality | 16. Indispensability |
| 17. Resource Management | 18. Premium |

Danaher Dashboard





Regarded as a “pioneering Swiss healthcare company”, Roche is expected to grow due to the forward-focused industry in which it operates. It’s certainly done well in this year’s Index, soaring 49 places to 28 thanks to a dramatic increase in the majority of its attribute scores. While it could improve on perception of its delivery of sustainable value, Roche is doing most things right, not least on people’s desire to buy its products and services.

“Pharmaceutical firms are always needed to help develop new drugs etc, more so than ever in this current environment.”

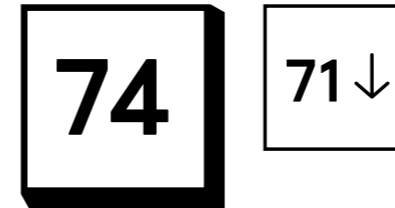
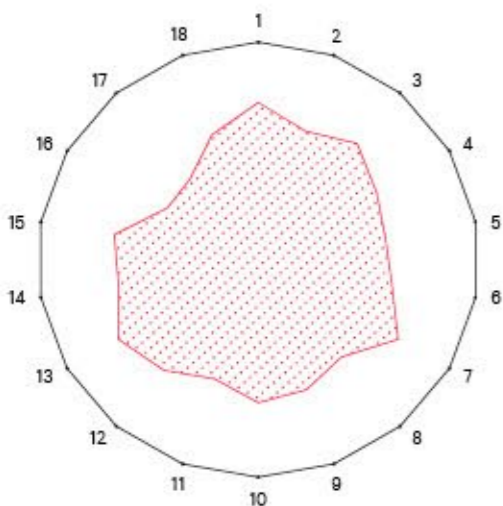
Europe, Female

With the focus on pharma more intense than perhaps ever before, companies researching and delivering products to help those affected by the coronavirus will be future game-changers. Roche has been at the forefront of this field and innovations include the production of coronavirus antibody tests and experimental treatments for the virus. It has also pledged to share its data as early as possible. If this work continues, we may see Roche rise further up the ranks next year.

FutureBrand Dashboard Key

- 1. Personality
- 2. Story
- 3. Attachment
- 4. Consistency
- 5. Seamlessness
- 6. People
- 7. Pleasure
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- 11. Inspiration
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- 18. Premium

Roche Dashboard



In 2018, Gilead was the highest ranked healthcare company in the Index. The biggest faller year-on-year, Gilead Sciences plunged 71 places to 74. In fact, many of its attribute scores are now lower than in 2014. Not only has it fallen below the average for people wanting to work at the company, it’s also under the average for people wanting to purchase its products. Among other things, years of declining hepatitis C drug sales have impacted the company.

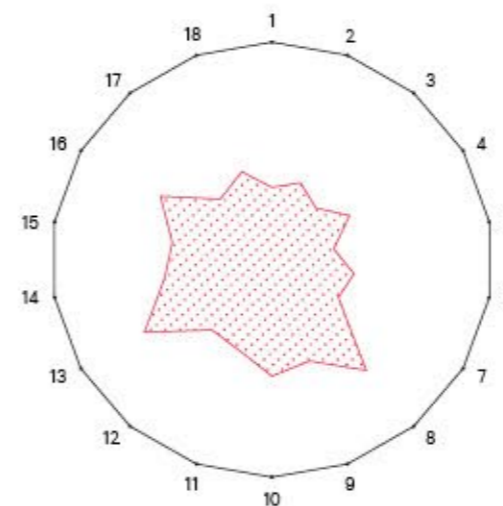
“They make anti-virals for HIV and Hepatitis which are very effective. They now have an anti-viral for coronavirus which is promising.”

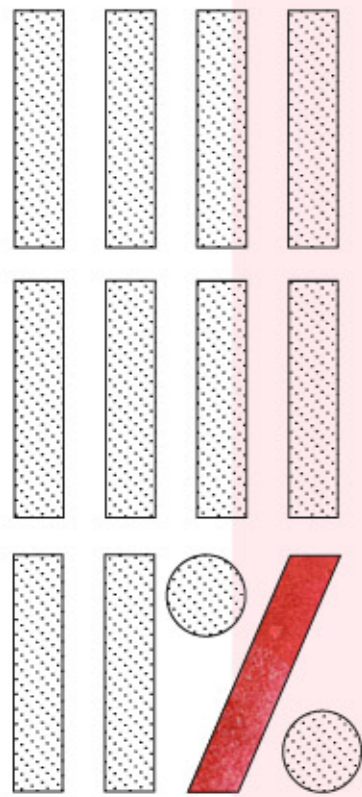
North America, Male

But Gilead may have a shot at redemption. Confidence in its ability to move forward is at 68% and, as many respondents noted, it is known to be at the forefront of developing a vaccine for COVID-19. Recent reports suggest that its antiviral drug Remdesivir reduces the risk of death for severely sick patients. But it will have to overcome the bad press that followed its decision to sell the drug (initially at least) almost exclusively to the US Government as well as damaging reports suggesting it had ramped up the price.

However, respondents acknowledged its “immense potential for growth” so, depending on what happens with treatment for the virus over the months ahead, we may see Gilead climb the rankings, particularly if its extensive pipeline of potential treatments for diseases of the liver, blood and inflammatory systems reach the market. As ever, medical breakthroughs will always be needed.

Gilead Sciences Dashboard





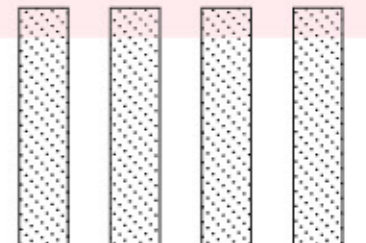
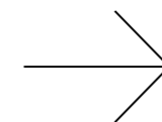
Financial Services — A bleak outlook

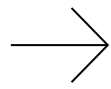
It's not been a good year for financial services in the FutureBrand Index. Yes, there's a new entry at 19 for American Tower Corporation, and AIA Group has improved its position to rank number 12. But Mastercard slipped to 36 in the rankings, down 11 places since the last Index, scoring weakly in a variety of attributes, particularly thought leadership and innovation.

It's more than a decade since the financial crash. And now the impact of the coronavirus is being keenly felt on economies around the world with no end in sight. Brands which had recovered their standing are now facing new, unknowable challenges, not least how they treat customers facing personal financial upheaval. How these companies work with people struggling to make ends meet will determine how they fare in future years of the Index.

Meanwhile, analysis of companies that have fallen by ten or more places in 2020 reveals that financials feature significantly and they are almost entirely Chinese.

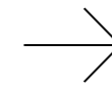
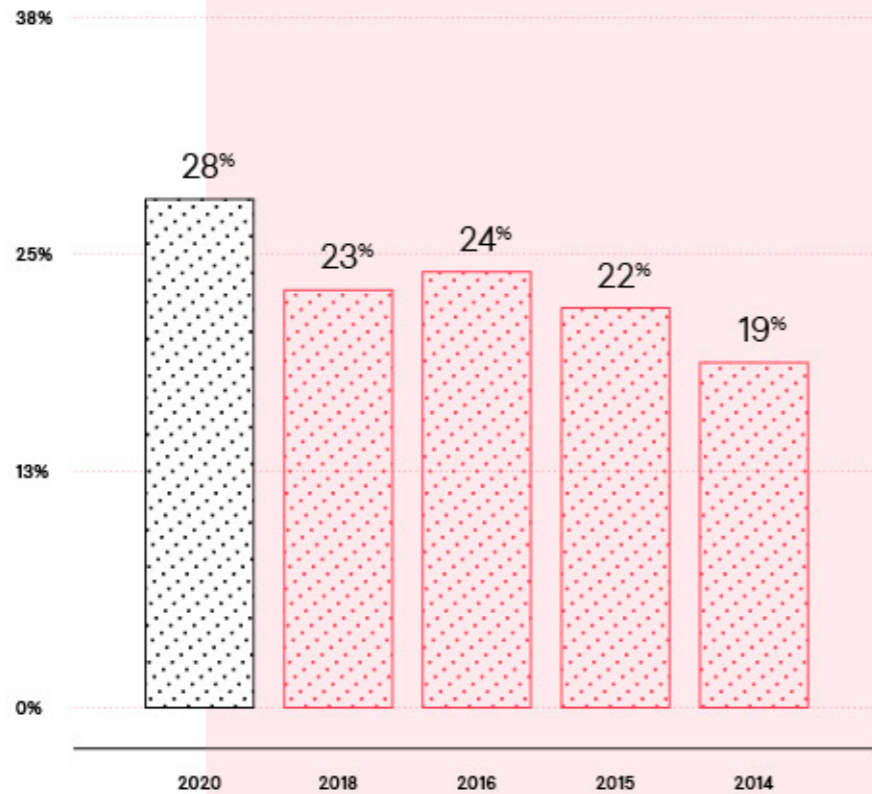
There's always an exception to the rule and, as far as China is concerned, it's the Industrial Commercial Bank of China (ICBC), up 13 places to 76. But it's on its own. In fact, in the overall top 100 global Index, all Chinese companies except ICBC have fallen in the rankings. They include China Life Insurance, China Merchants Bank, China Construction Bank, Agricultural Bank of China, and China Mobile. This is a stark comparison to the 2018 Index where, at first glance, Chinese companies seemed to be overperforming financial rivals from other countries.





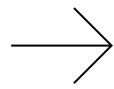
How these companies work with people struggling to make ends meet will determine how they fare in future years of the Index.

Sector Performance Score by Year
Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

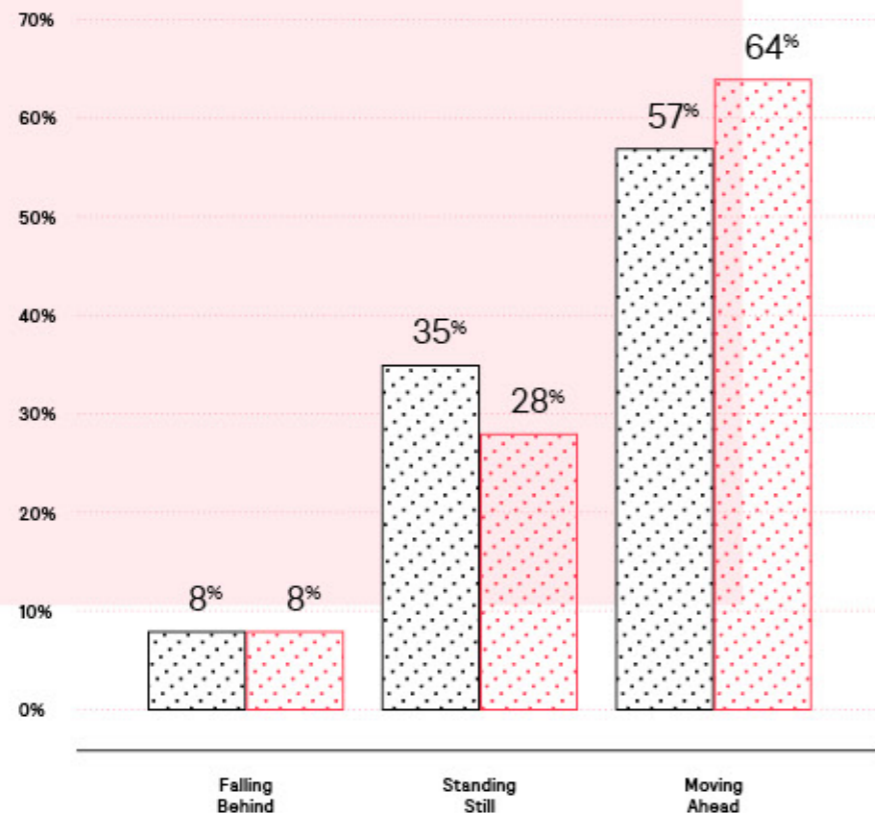
FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
12 6↑		17	77
15 8↓	中国平安 PING AN	7	35
19 —		NEW ENTRY	85
30 4↑	VISA	34	12
36 11↓		25	18
47 38↓		11	94
54 31↓		23	67
68 16↓		52	26
70 12↓		58	40
76 13↑	ICBC	89	17
82 2↑		84	99
83 64↓	BERKSHIRE HATHAWAY INC.	29	9
84 1↓	Bank of America	83	33
88 7↑	HSBC	95	68
89 4↓	citi	85	98
97 4↓		93	65
98 11↓	J.P.Morgan	87	15
99 2↓		97	52



“This is a company with determination to do everything, it brings progress to all employees and customers.”

Far East, Female

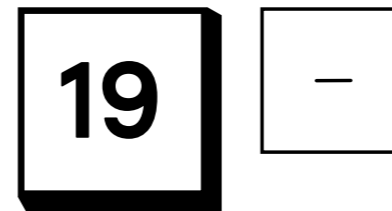
American Tower Corp – Today & 3 Years Time (Q11 & Q 12) Moving ahead in 3 years time average = 59%



Q11: For each of these companies please tell us where it is today? (Falling behind, Standing Still, Moving Ahead)

Q12: Where do you see these companies being in 3 years time? (Falling behind, Standing Still, Moving Ahead)

Today
3 Years Time



A dynamic new entrant at 19, American Tower Corporation is perceived to be growing fast and developing itself as well as looking after its employees and providing good customer service. Interestingly, while it is seen to be determined to succeed, respondents noted its ambition is based on an ethical approach.

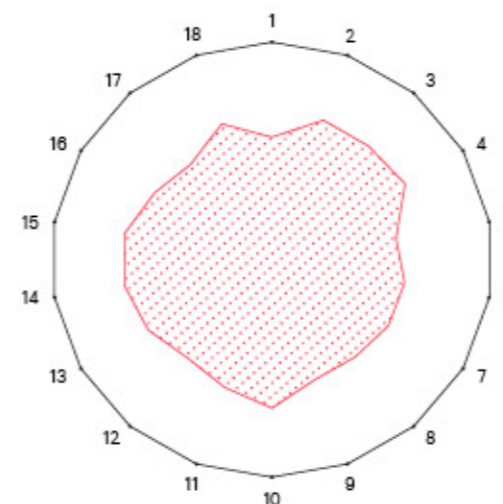
“I like this company very much, they support their employees a lot always and give great customer service whenever it is required.”

Far East, Male

FutureBrand Dashboard Key

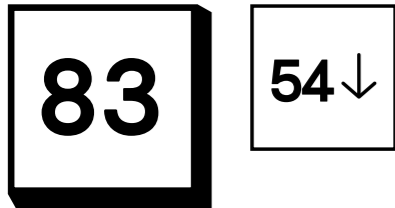
- 1. Personality
- 2. Story
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American Tower Corporation Dashboard



This global provider of wireless communications infrastructure and next generation wireless technologies did well to outperform the sector average on all measures and is especially well thought of in terms of individuality, thought leadership, innovation, attachment and consistency. Its positive attitude to its customers and commitment to continually improving its services will serve it well in the years to come. With retail and institutional investors increasingly concerned with how corporates rank in ESG (Environmental, Social & Governance), American Tower was recently a number one pick in the infrastructure sector by an equity research platform. Watch this space.

Berkshire Hathaway



After appearing to show steady progress in previous versions of the Index, Berkshire Hathaway has plummeted 54 places, ending up at 83, and was the second biggest faller year-on-year. It fared particularly badly in mission, thought leadership and seamlessness but was also very poor on resource management. What went wrong?

“It’s owned by Warren Buffett and he has consistently been successful at investing in the stock market for years.”

North America, Female

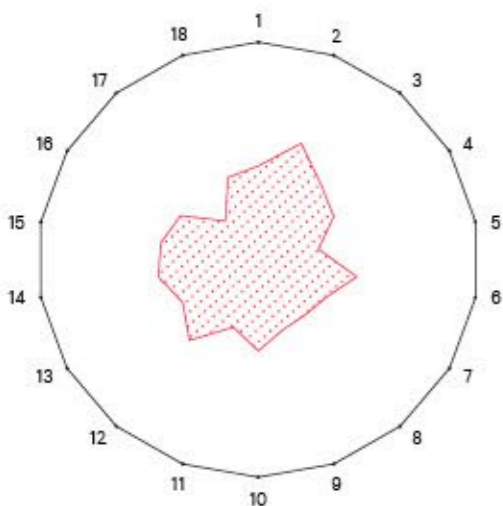
Warren Buffett’s holding company is the eighth largest public firm in the world, and the largest financial services company by revenue. But size is no protection against a fall in perception. Looking at Berkshire Hathaway as a place to work and a place to buy products and services from, both were below average. Furthermore, a third of people felt indifferent to the company with 17% saying their emotional connection was distant. And less than half saw it moving ahead in the next three years.

Nevertheless, its biggest asset would appear to be the Sage of Omaha – Buffett himself – with his “association, vision and expertise” continuing to drive the “very positive image of this company”. So it would seem to be down to Buffett to drag Berkshire Hathaway back up the rankings. Only time will tell.

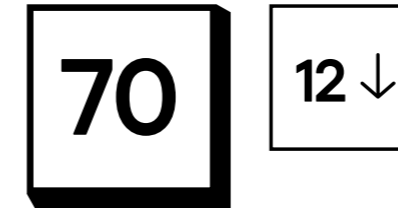
FutureBrand Dashboard Key

- | | |
|-------------------------|------------------------|
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Berkshire Hathaway Dashboard



China Life Insurance

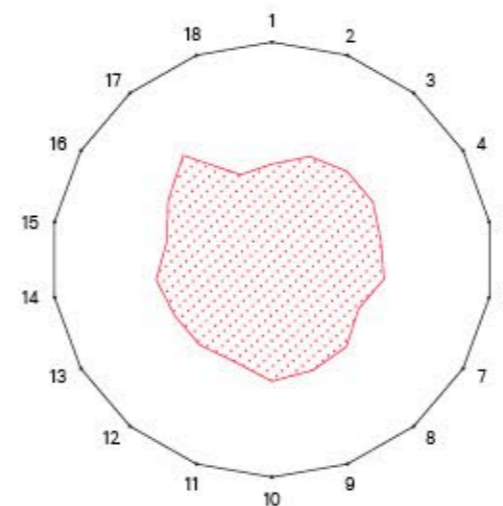


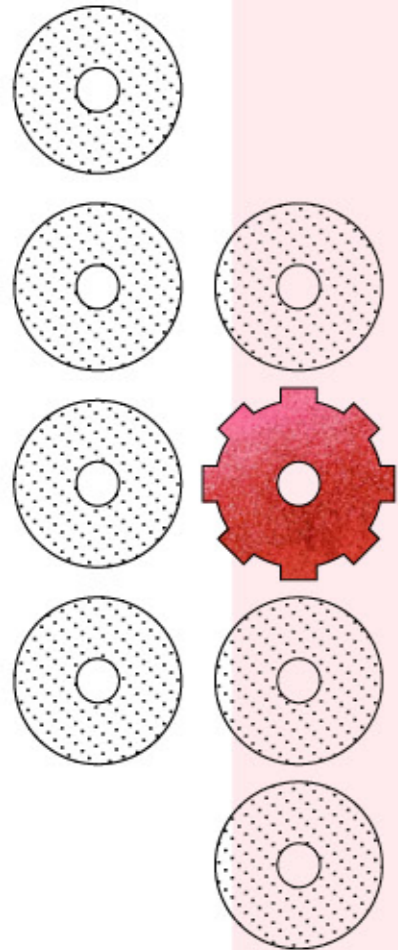
In line with all other Chinese companies save one, China Life dropped down the rankings, landing at 47 (a fall of 36 places). A lack of purpose seems to be one of its main problems as well as people’s perception on whether it makes lives better. It’s a remarkable change in fortune given its sharp rise in 2018 across almost all purpose and experience measures. The enterprise has a lot to do to recover its former high position, as do the other Chinese firms in the Index.

“China is a fast-growing country. There’s potential for this company to exponentially increase.”

Middle East, Female

China Life Insurance Dashboard





Industrials, Telcos and Oil & Gas — A mixed bag

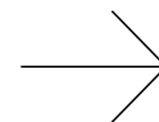
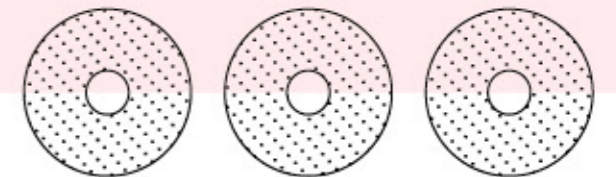
In the broad sector of the mighty Industrials/Telcos/Oil & Gas, the most intriguing story lies in telecommunications. A salutary tale of the fragility in perception of leading organisations, seemingly bulletproof brands all experienced a fall in rankings, among them former darling of the Index, Verizon. Others included AT&T, Nippon Telegraph, NTT Docomo, and China Mobile.

Are we witnessing a lack of faith and trust in telcos? A telecoms company doesn't trouble the 2020 Index until number 63 (NTT Docomo – down 11 places) and it's not until place 71 that we see the next one – Nippon Telegraph.

Over in industrials, Accenture has plummeted by 25 places, Union Pacific is down by 15, and Honeywell has dropped by 13. But PayPal outshines them all. A new entry at nine, this worldwide online payments systems has reaped the benefits of the switch away from cash spending and physical shopping.

“This is the most important aspect of doing business. If there is a bad reputation or no trust we cannot continue to do business with them.”

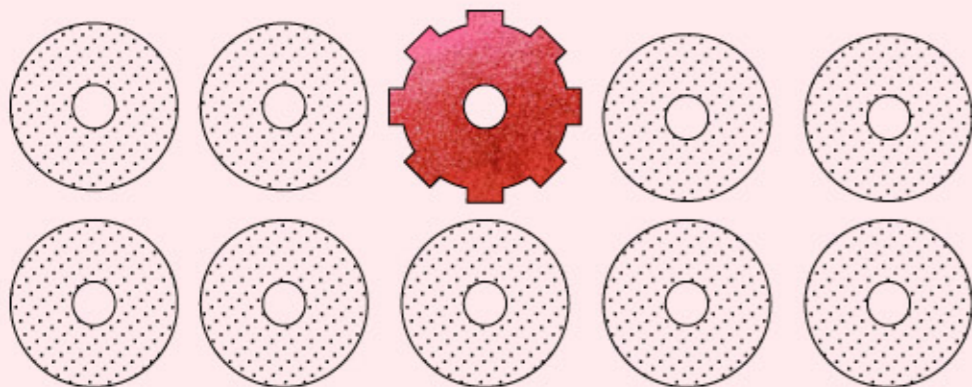
Thailand, Male



Industrials, Telcos and Oil & Gas — It's a gas, gas, gas

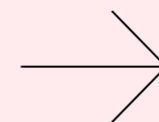
As far as oil & gas are concerned, this sector has various reasons to be cheerful, not least Royal Dutch Shell. It takes the number one slot when it comes to companies that have risen most significantly since 2018 (up a staggering 59 places) while Reliance Industries is a new entrant to the top 100 at number two. And then there's Saudi Aramco, also making its Index debut at 91.

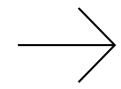
We live in a world deeply concerned about climate change and, with that, a focus on fossil fuels. Usually, oil & gas companies are perceived less well than other sectors in the Index. But, in 2018, every firm moved up in the rankings and some excelled. Are we to conclude that, as a number of brands continue to score well on perception, oil & gas brands are successfully persuading people of their necessity, innovation, and sustainability?



“In the future a company which does not respect the planet will become obsolete.”

Argentina, Male



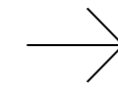
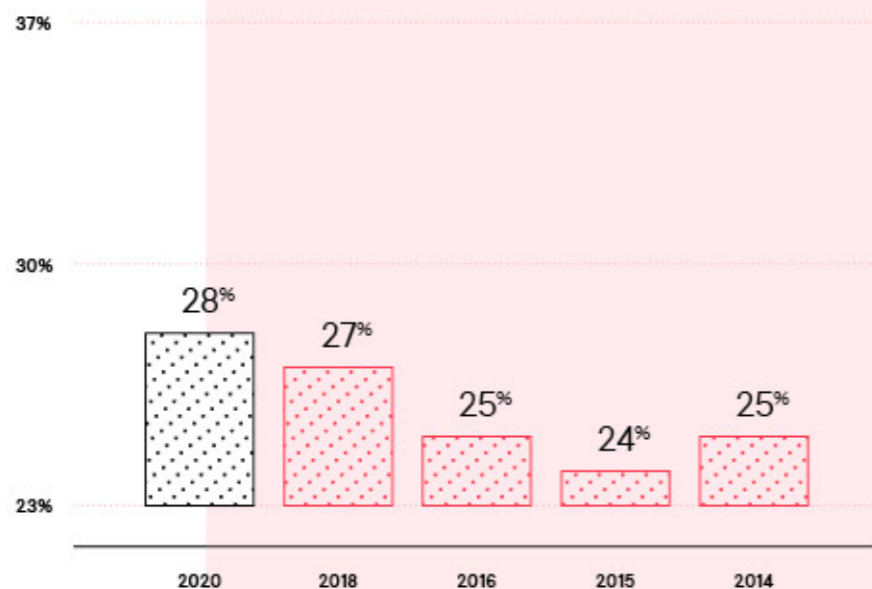


“Even established companies can be made redundant when a new upstart emerges and disrupts.”

Canada, Female

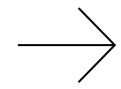
Sector Performance Score by Year

Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

FBI Global Ranking 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
9 -	PayPal	NEW ENTRY	75
81 13↓	Honeywell	68	88
85 -	LOCKHEED MARTIN	NEW ENTRY	86
78 25↓	accenture	53	79
87 15↓	UNION PACIFIC	72	82

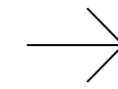
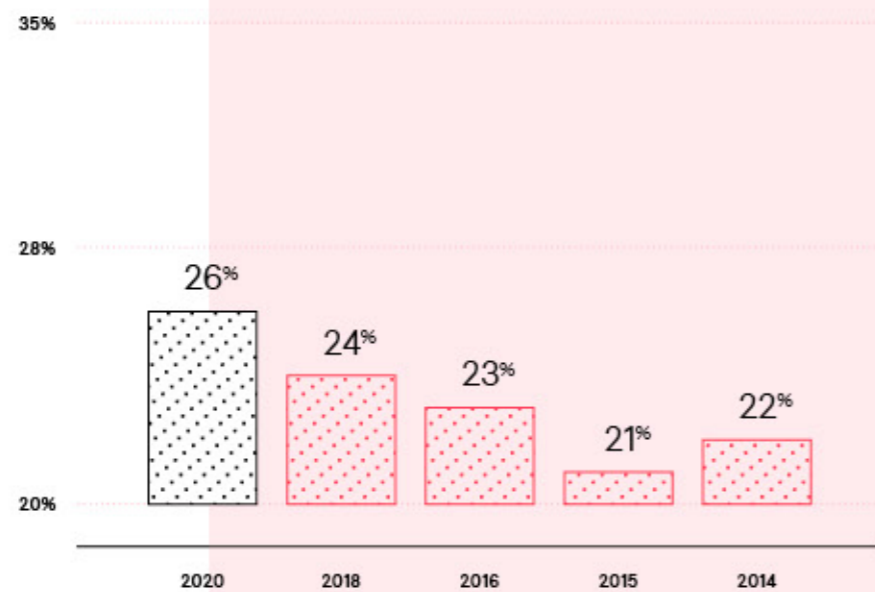


“People are always looking for new opportunities or options that will provide better solutions to their needs.”

North America, Male

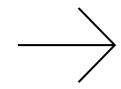
Sector Performance Score by Year

Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



All listed Brands

FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
63 <small>11 ↓</small>	docomo	52 <small>2016</small>	78
71 <small>7 ↓</small>	NTT	64 <small>2016</small>	93
72 <small>13 ↓</small>	中国移动 China Mobile	59	46
86 <small>10 ↓</small>	AT&T	76	24
93 <small>36 ↓</small>	verizon	57	23

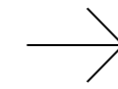
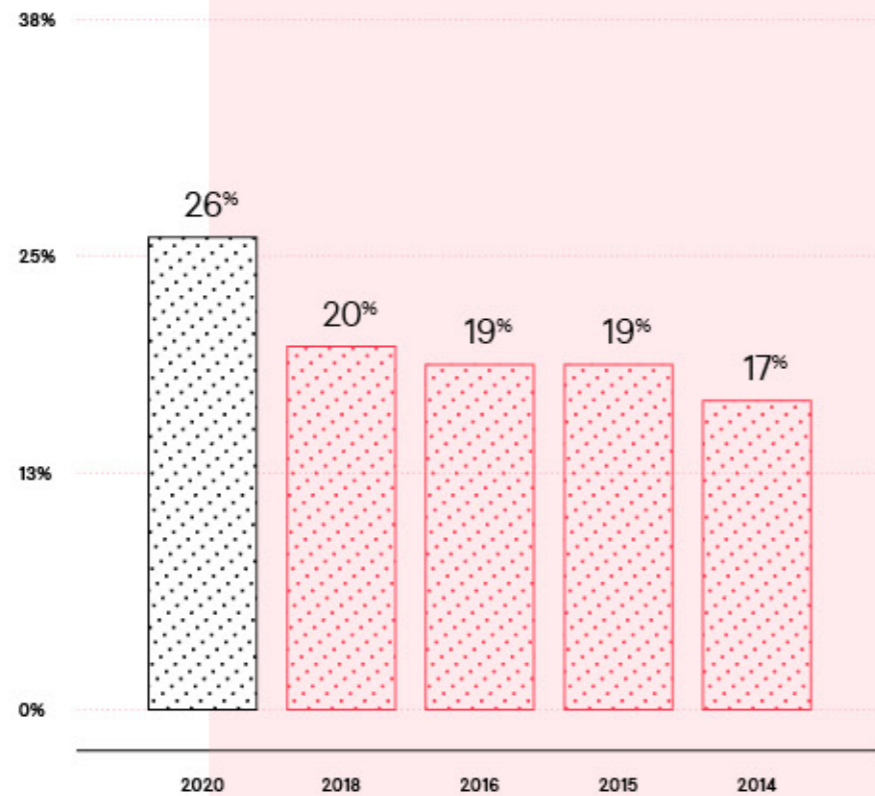


“There are finite resources available with consequences on life itself.”

Brazil, Male

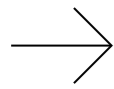
Sector Performance Score by Year

Average score of all 18 Experience & Purpose Dimensions for all companies included in that sector for each year.



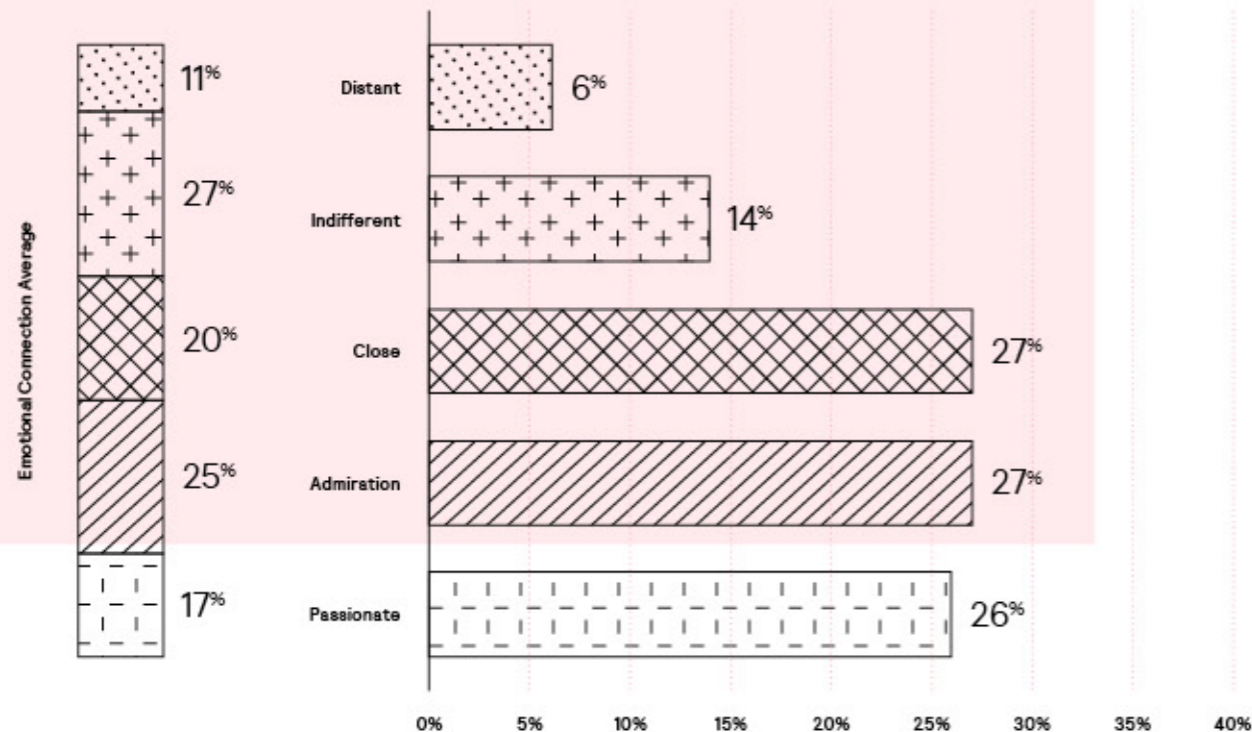
All listed Brands

FBI Global Ranking 2020 2020 vs 2018	Company	FBI Global Ranking 2018	PWC 2020 Position
2 −	Reliance Industries Limited	NEW ENTRY	91
29 59↑	Shell	88	53
80 7↓	TOTAL	73	80
90 4↑	bp	94	100
91 −	أرامكو السعودية saudi aramco	NEW ENTRY	1
92 −	Chevron	92	51
94 23↓	PetroChina	71	70
96 3↑	ExxonMobil	99	42



Emotional Connection (Q6)

Q6: Thinking about your gut feeling about each of these companies please put each company into one of these boxes – Passionate, Admiration, Close, indifferent, Distant. For example if you feel passionate about any of them, put them into passionate. You can put them in as many boxes as you like or none.



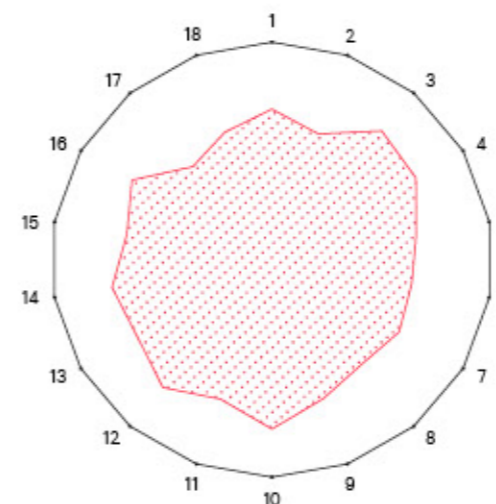
In light of PayPal's massive success in the field of online payments, it's perhaps to be expected that it makes its Index debut this year, straight in at number nine. Showing tremendous growth, the firm is especially strong across a range of measures including attachment, mission, and innovation. It also records excellent emotional connections and is regarded as highly resilient.

“I think that because everything is becoming more digital and people are going cashless, PayPal will play a big part in this for business and consumer.” *Europe, Male*

FutureBrand Dashboard Key

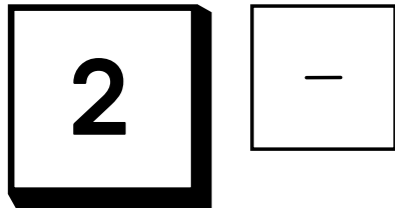
- | | |
|-------------------------|------------------------|
| 1. Personality | 2. Story |
| 3. Attachment | 4. Consistency |
| 5. Seamlessness | 6. People |
| 7. Pleasure | 8. Wellbeing |
| 9. Respect | 10. Mission |
| 11. Inspiration | 12. Authenticity |
| 13. Innovation | 14. Thought leadership |
| 15. Individuality | 16. Indispensability |
| 17. Resource Management | 18. Premium |

PayPal Dashboard



“Reliable” and “trusted” were some of the comments made by respondents, and PayPal is perceived as playing a vital role in daily lives. The company's CEO has reported a “tremendous surge” in demand for this firm's digital payment services during the pandemic as people have been forced to live their lives remotely and online. Meanwhile, PayPal has worked closely with government, including with the US Treasury Department, to help distribute stimulus funds via loans to small businesses, something which was no doubt well received by the public.

With plans to enter the cryptocurrency market as well as a slew of other initiatives on the cards, we could see PayPal breaking into the top five next year.



This year's highest entrant at number two, Reliance Industries excels on every attribute. One of the most profitable companies in India, Reliance is, according to respondents, "very well respected" and "seen as behaving ethically" as well as being associated with "growth", "innovative products" and "great customer service". In particular, people have a strong emotional connection with the organisation.

"I've known this company since its beginning, and I know their credibility and ethics of business."

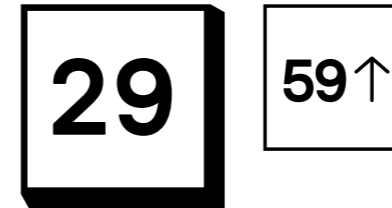
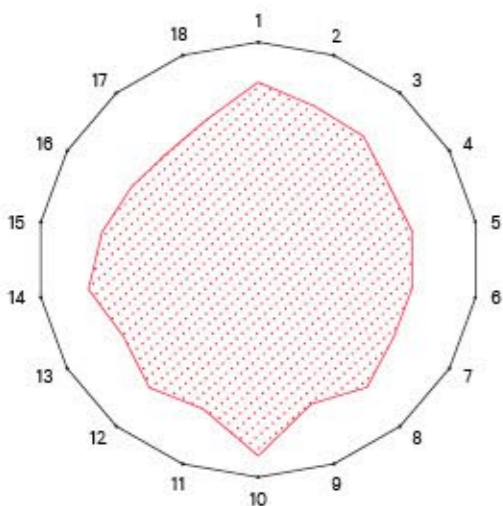
Far East, Female

Part of its success could be attributed to Mukesh Ambani's recasting of the firm as a one-stop-shop for Indians. The chairman built on the existing petrochemicals business, transforming it into a digital behemoth designed to meet every customer need. Today, this company is engaged in a number of sectors including energy, petrochemicals, textiles, natural resources, retail, and telecommunications. Now that Google and Facebook are taking equity stakes in the firm, we may see Reliance jostling for the top spot in the next Index.

FutureBrand Dashboard Key

- | | |
|-------------------------|------------------------|
| 1. Personality | 2. Story |
| 3. Attachment | 4. Consistency |
| 5. Seamlessness | 6. People |
| 7. Pleasure | 8. Wellbeing |
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| 11. Inspiration | 12. Authenticity |
| 13. Innovation | 14. Thought leadership |
| 15. Individuality | 16. Indispensability |
| 17. Resource Management | 18. Premium |

Reliance Industries Dashboard



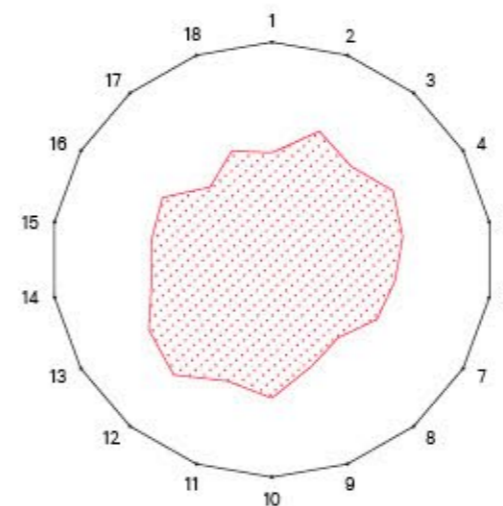
Royal Dutch Shell has bucked expectations with its huge jump in the Index, up 59 places to 29. It has shown very strong growth in its vision for the future and in terms of engaging experience, and all attribute scores have risen sharply since 2018. Global brand awareness is extremely high and, as a number of respondents noted, its products are in demand.

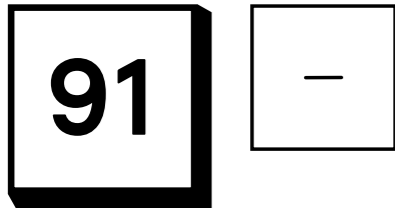
"The goods which are manufactured by this company are always in demand."

Europe, Female

Perhaps its rise can be partly attributed to its announcements on ethical practices, including plans to become a net zero carbon company by 2050 or sooner by selling more green energy.

Royal Dutch Shell Dashboard





Saudi Aramco sits comfortably at number 1 on PWC's Top 100 company list by market Capitalisation, so being a lowly 91st in brand perception terms suggests that there is plenty of work to do if it wants to maintain that position in the future, especially as Saudi Arabia continues to roll out its 2030 vision.

“They are securing the health and safety of the workforce and communities and ensuring the continuity of an energy supply upon which the world relies.”

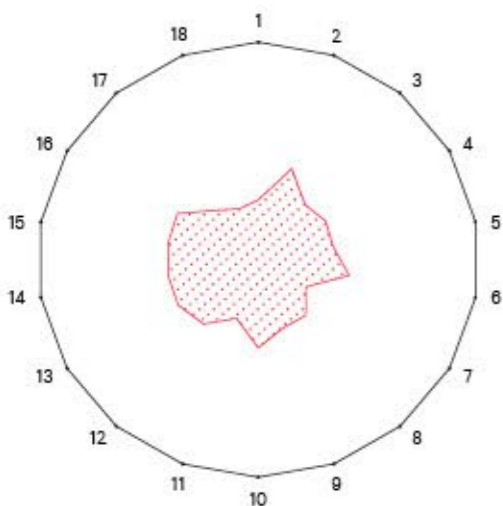
ME/Africa, Male

Remembering that the responses in our survey only come from professionals who are aware of and know something meaningful about each company, Saudi Aramco's biggest priorities are to shift perceptions around its mission and purpose and, in particular, how that relates to respect and care for human life and innovation. Encouragingly, its story around community development, people and individuality are on par with the oil and gas sector average, so these could represent a good place to start that journey.

FutureBrand Dashboard Key

- 1. Personality
- 2. Story
- 3. Attachment
- 4. Consistency
- 5. Seamlessness
- 6. People
- 7. Pleasure
- 8. Wellbeing
- 9. Respect
- 10. Mission
- 11. Inspiration
- 12. Authenticity
- 13. Innovation
- 14. Thought leadership
- 15. Individuality
- 16. Indispensability
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Saudi Aramco Dashboard



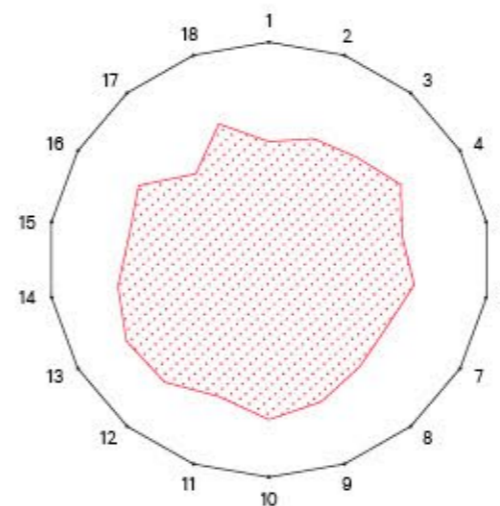
With its focus on renewable energy, especially solar and wind, Nextera Energy is an exciting arrival in the top 20 in this year's index and is also PWC's largest electric utility holding company by market capitalisation.

“It has it all, great management, great employees, and great products.”

North America, Female

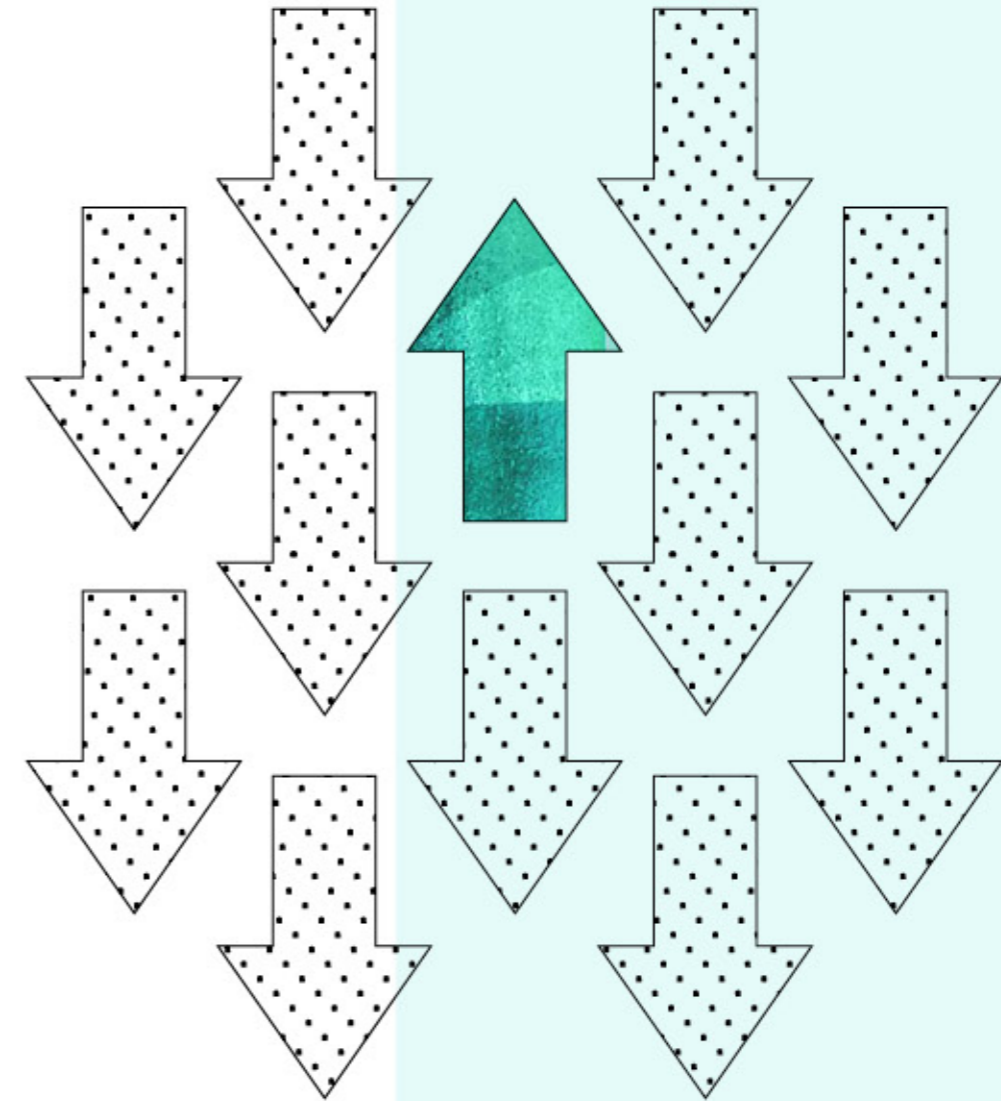
In terms of brand perception, Nextera Energy is an all-round strong performer with innovation, authenticity and mission especially positive. Energy companies that consistently innovate, especially around renewables, are certainly one of the good news stories this year, creating the prospect of a far more positive future for people, planet and profitable returns. It is no surprise that it scores well above the average on people wanting to work for and buy from it.

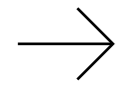
Nextera Energy Dashboard



→ **04**

→ **New for 2020**

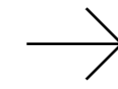




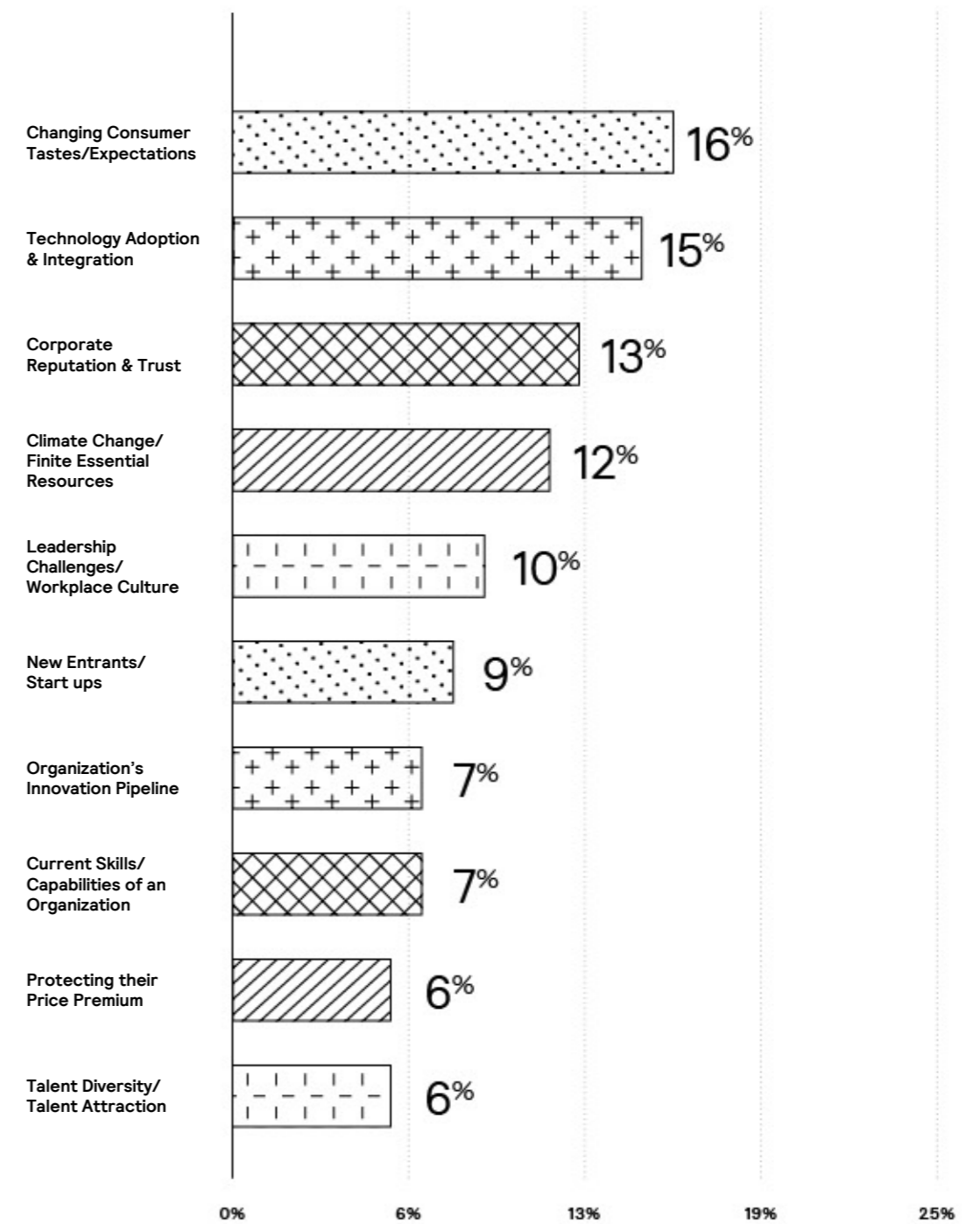
The biggest threats to businesses

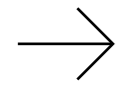
At a time when it's virtually impossible to plan from one week to the next, threats to success (and, let's face it, survival) are myriad. But our data, collated during lockdown, reveals the key perceptions when it comes to future prosperity. In line with our understanding of the seismic shifts in the way companies work and how their clients perceive them, it is hardly surprising that the number one threat to future success is changing consumer tastes and expectations.

Furthermore, given our findings on the outperforming brands which have embraced technological advances, the number two threat – tech adoption and integration – falls in line with our data. Then there's number three, corporate reputation and trust. Once again, our sector conclusions marry up with this central issue.



Threats to Future Success



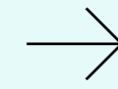


Resilience

Resilience is all, especially during a worldwide crisis. Our research partner, QRi, noted five key drivers for resilience: authenticity, premium, thought leadership, mission, innovation. Using those parameters, it concluded that, in these unprecedented times, the following brands scored the highest:

- **Netflix**
- **Apple**
- **Nextera Energy**
- **PayPal**
- **Microsoft**

“Without a proper leader with a clear vision, no company or industry stands a chance of being successful.” *UK, Male*



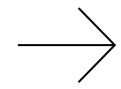
Reasons to want to work for a company

Why would you want to work for a particular company? Our research shows that the main reasons are:

- They produce premium products and services that people value
- They employ quality people
- They provide inspiration for change
- They have impressive thought leadership which includes strong ideas and principles
- There's an emotional attachment to a trusted company
- The company respects and enhances lives

And so, based on these key factors, the top five companies to work for are:

- **Samsung**
- **Nvidia**
- **Apple**
- **Nextera Energy**
- **Reliance Industries**



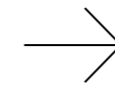
Reasons to want to buy products and services from a company

With a myriad of brands selling an incalculable number of products and services, what are the main reasons for wanting to purchase what they have to offer?

- Creates genuinely useful innovations
- Produces premium products and services that people value
- Respects and enhances lives
- Emotional attachment – a trusted company
- Has a credible authentic vision
- Thought leadership – has strong ideas and principles

“It is people who make a company, they are the lifeblood, so if we don’t retain good talent then how can a company be successful.”

UAE, Male



So, who are winners?

4 6↑



1 3↑



3 6↑

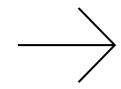
SAMSUNG

6 =



21 5↓





What makes a great CEO

In a time of individuality, personality and forging of new paths, it appears that we are also in an era which celebrates good leadership with a clear vision as well as a CEO who can foster a harmonious and happy workplace. Our respondents wanted (or at least claim to want) a brand spearheaded by someone who puts people ahead of profits and isn't afraid to prioritise integrity over shareholder profits.

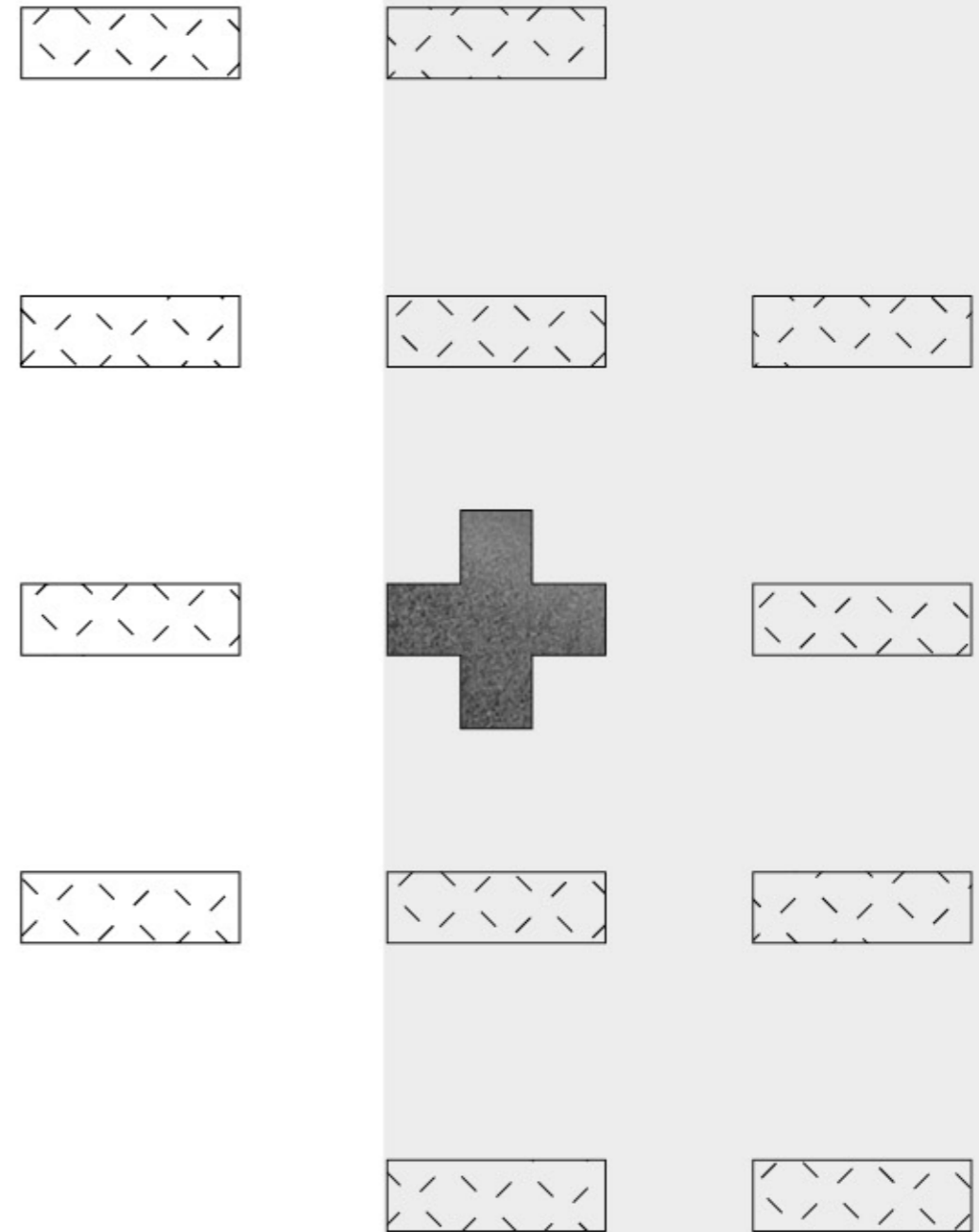
“In the future a company which does not respect the planet will become obsolete.” *Argentina, Female*

“For an organisation to be successful you need a leader who will push the concept and turn it into a success.” *Thailand, Male*



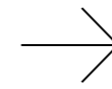
→ **05**

→ **Notes and
Methodology Detail**





Now in its sixth year, the FutureBrand Index is a global perception study that reorders PwC's Global Top 100 Companies by Market Cap on perception strength rather than financial strength.



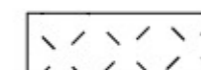
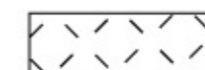
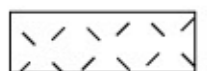
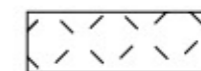
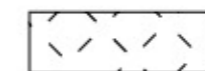
Unlike most other ratings, the Index offers a rigorous assessment of how future-proof the world's 100 most prominent companies are, based on the views of a highly informed and highly professional group of specialists.

Using 18 indicators that, in FutureBrand's experience, provide the most relevant signals of success (including 'purpose' and 'experience'), the rankings are determined with precise and proven parameters.

In previous years, our research has conclusively demonstrated that organisations who top the Index have a measurable competitive advantage, in part due to their standing on national and international stages. Importantly, our rankings show that financial strength does not necessarily translate into perception strength.

This year's fieldwork took place between April 29 and May 11, 2020.

Since we began, there have been five separate reports: 2014, 2015, 2016, 2018, 2020.



↑ **The** +

FutureBrand

→ **Index** 2020

About FutureBrand

FutureBrand is a world leading brand transformation company. With offices across the world, we unite global experts in strategy, design and innovation to future-proof businesses through brand experiences that drive profitable, long-term growth.

futurebrand.com

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For further information contact:

James Martin

Global Marketing

jmartin@futurebrand.com

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futurebrand.com/contact-us

Our partners

QRi

QRi Consulting is FutureBrand's global research partner for the FutureBrand Index. Working in close collaboration, QRi helped to define the research approach against FutureBrand's initial hypothesis, as well as managing recruitment, questionnaire development, and providing in-depth analysis of the qualitative and quantitative data underpinning the report. This is informed by QRi's extensive research, brand and sector knowledge and experience as well as its proprietary QualiQuant methodologies.

PwC

FutureBrand has worked with the Capital Markets division of PwC in the UK, who kindly provided its Global Top 100 Companies by market capitalisation ranking as the data source for this research and report. The report and its findings have been informed by Capital Markets' data, but FutureBrand is responsible for all views, opinion and data emerging from this research unless otherwise stated.

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