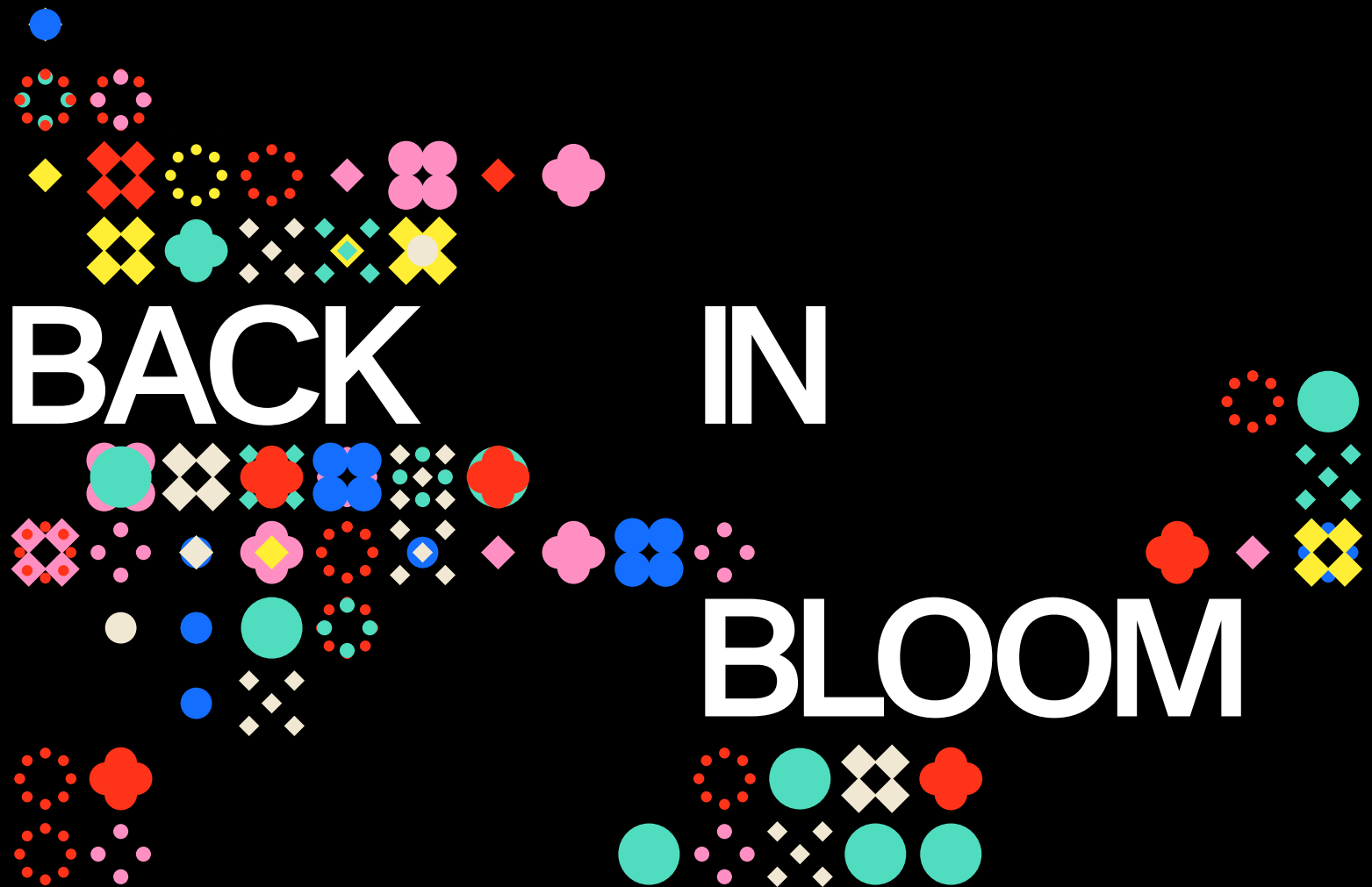


INTERBRAND BEST GLOBAL BRANDS 2026



WELCOME

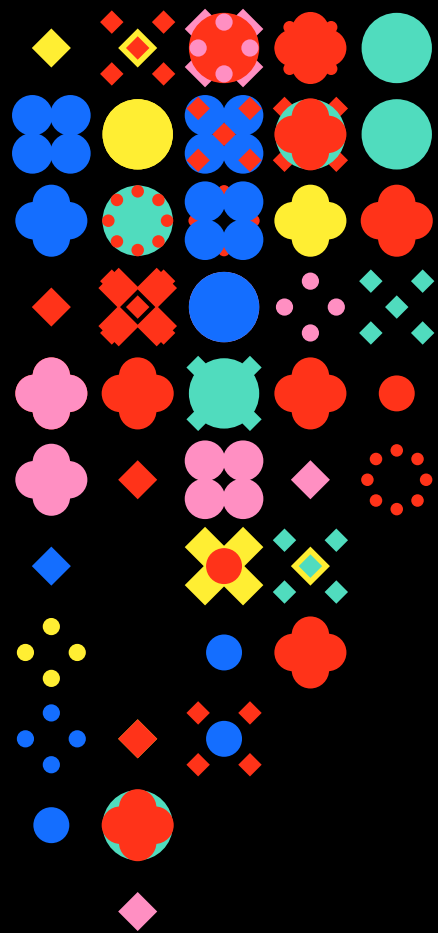
This year, the total value of Interbrand’s Best Global Brands ranking reached a record \$3.9 trillion, up 8.1% from \$3.6 trillion in 2025. We see a resurgence in brand value, with 68 brands recording increases. Technology brands now make up half of the top 10 and the category’s nine brands account for 48% of the ranking’s total value. NVIDIA’s brand value rose by more than 71%, making it this year’s fastest riser and one of the top 10 just two years after first joining the table.

AI investment, product demand and expanding markets drove some of this year’s biggest gains, while changing consumer expectations and market conditions challenged others. Automotive declined in value by \$56.95 billion over 12 months, now trailing behind Technology and Entertainment.

As AI makes capability abundant, wisdom becomes the differentiator. This year, we explore how brand can serve as a company’s constitution, guiding decisions and growth in new arenas.

This is Interbrand’s Best Global Brands 2026.

FOREWORD



Growth.

Few things are so universally desired, yet few are as difficult to achieve and sustain.

Every year, Interbrand publishes the world's most extensive longitudinal study examining how brands drive business value and financial growth. We uncover what the world's most successful brands have in common and what enables them to stand apart.

This year, we see a fundamental shift in what it takes to grow. As technological advancements make once-distinctive capabilities increasingly accessible, the advantages that once set companies apart are becoming easier to replicate.

Capability is no longer enough.

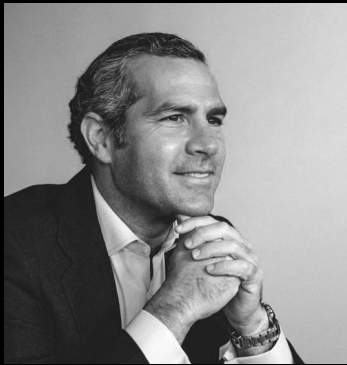
There was a time when companies could differentiate themselves primarily through what they did. Today, in an AI-driven era where possibilities are expanding faster

than ever, the ability to deliver is no longer a sufficient source of distinction. When everyone can do more, the question becomes what makes a business truly different.

The brands that rise above the noise are those with a clear sense of identity, a compelling purpose and values that guide their decisions. They understand not only what they can do, but what they stand for, why they matter and how they can create value in ways others cannot easily replicate.

This year, our Best Global Brands ranking grew by 8% overall, reinforcing the role of brand as a powerful driver of business success. At a time when technological progress is accelerating and differentiation is becoming more challenging, the brands that thrive are those that combine strong capabilities with distinctive identities and a long-term vision for growth.

Ferrari illustrates what this looks like in practice. For the fifth consecutive year, it ranks



GONZALO BRUJÓ
Global CEO, Interbrand

among the fastest-rising brands. Long celebrated for performance, exclusivity and innovation, Ferrari has successfully extended its presence beyond automotive into fashion, museums and strategic partnerships. It has broadened its world without losing sight of what makes it unmistakably Ferrari. Its brand is not simply an expression of what it sells; it is the foundation that enables it to expand.

NVIDIA tells a different, equally compelling story. Entering the top 10 just two years after first joining the ranking, it has capitalized on the rise of artificial intelligence by establishing itself as a defining force behind the AI revolution. NVIDIA demonstrates how a brand can transcend its original role to become central to an entirely new era of innovation. Its dominant position in AI accelerators and its extensive ecosystem of technologies and partnerships have helped establish it as one of the most influential brands.

Ferrari and NVIDIA operate in very different

worlds, yet both demonstrate the same principle: *growth accelerates when capability is matched by a distinctive brand*. One has expanded the meaning of an established luxury icon; the other has helped define a new technological landscape. Both understand that what a brand stands for can be just as important as what a business delivers.

This year, we also welcome four new entrants to Best Global Brands, each demonstrating how a clear brand identity can support business evolution and unlock new opportunities.

Zurich debuts at #58, strengthening its positioning around protection and resilience and moving beyond the traditional role of an insurer to help customers manage risk before losses occur. Hitachi joins at #90, reflecting its evolution from an industrial conglomerate into a digital and AI-enabled social infrastructure brand. GE HealthCare enters at #95, combining a strong heritage with cutting-edge, AI-enabled medical

technology under a clear and independent identity. And Hewlett Packard Enterprise returns to the ranking at #99, supported by its sharpened positioning around AI, intelligent networking and growing consumer awareness.

Although their journeys differ, these brands share an important characteristic: they have evolved beyond their traditional capabilities while maintaining a clear connection between their identity, their ambitions and the value they create. They demonstrate that growth is not simply about doing more, but about making deliberate choices about where and how a brand can make the greatest difference.

Growth is never simply a matter of doing more. It requires the courage to make choices, the discipline to invest in what matters and the judgement to know what must change. It means understanding what to preserve, what to evolve and where to create space for something new. The strongest brands are not those that pursue

every opportunity, but those that recognize which opportunities are right for them.

Tesla demonstrates that attention alone is not enough. Innovations such as the Tesla Semi, Optimus, Cybercab and Roadster go beyond future products: they showcase Tesla's technological ambition and digital capabilities, highlighting its potential to redefine the future. The opportunity lies in translating this technological edge into tangible experiences, stronger customer connections and lasting brand value. If these ambitions materialize, Tesla could unlock a new phase of growth, making its evolution one to watch closely in the lead-up to the 2027 ranking.

Brands do not bloom by chance. They flourish when they are carefully nurtured, guided by a clear sense of purpose and given the space to evolve. When businesses invest in their brands with conviction and a long-term perspective, they create the conditions for meaningful differentiation, enduring relevance and sustainable growth.

In a world where technology continues to reshape what businesses can do, brand helps define what they can become. The opportunity is not simply to grow, but to grow in a way that is distinctive, valuable and true to who you are.

Thank you to our partners at Paradigm Sample and to Interbrand's Brand Economics, Analytics, Research and Marketing teams, whose dedication ensures that each year's analysis is as rigorous and insightful as possible. And congratulations to all the brands in this year's ranking. Earning a place among the Best Global Brands is a remarkable achievement and one we are proud to celebrate.

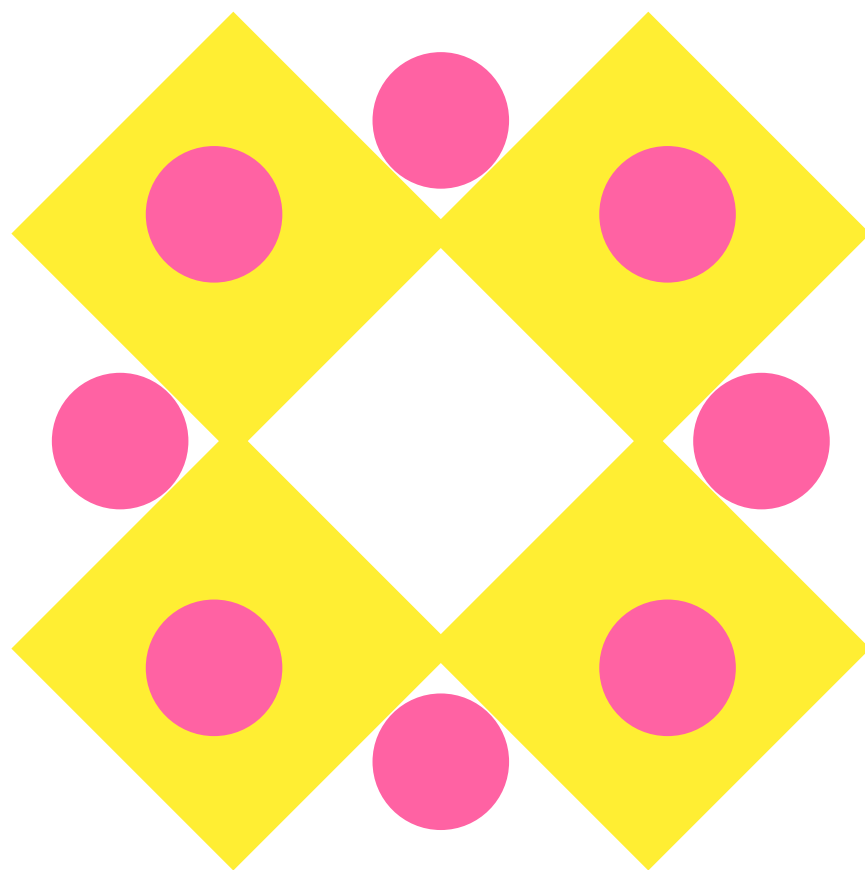
Welcome to Best Global Brands 2026.

Here's to the brands that don't simply grow but find new ways to bloom.



**Brand isn't
back. It's
moved to the**

core.



"Intelligence is the ability to solve problems; wisdom is the ability to know which problems to solve."

Yuval Noah Harari

In a sea of intelligence, wisdom is the helm - and brand is where it lives.

As intelligence becomes ubiquitous, wisdom becomes the differentiator. Competencies used to be a company's core. As AI makes them widely available, philosophy becomes the most critical competitive moat – because that's what's driving everyday decisions increasingly made by machines.

Brand is where philosophy belongs. Not as a purpose or a campaign, but as the organization's constitution: the principles everything answers to. Those principles must live first in the culture, then in four places customers and investors see: identifiers, promise, experiences, ecosystem.

Companies with a strong philosophy are positioned for faster growth, greater longevity and opportunities across new arenas – and markets already tell the difference.

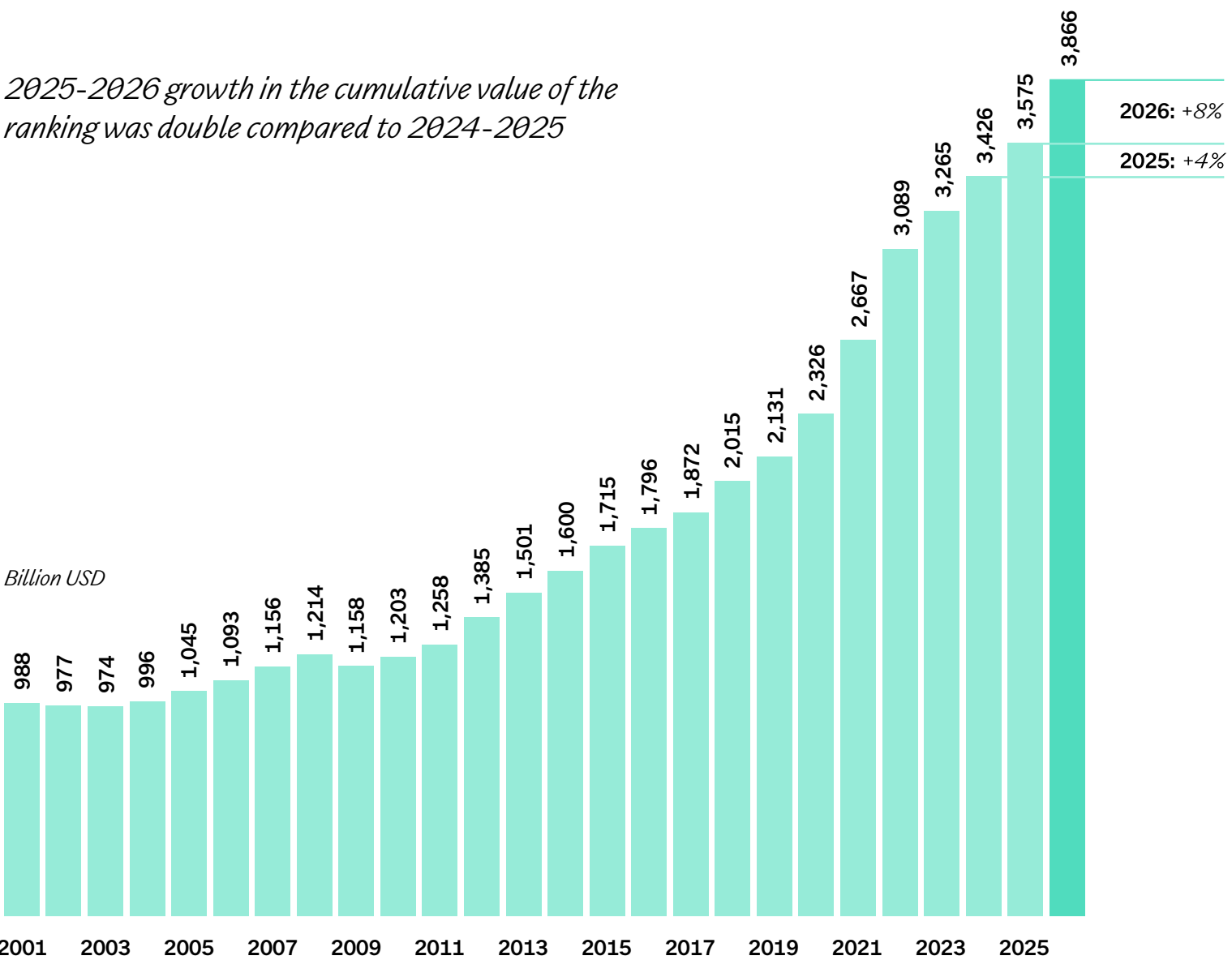
Everyone’s saying brand is back.

The usual reasons: differentiation is harder, attention is scarcer, performance marketing has hit its ceiling and agentic commerce is a new threat.

All true, but all missing the point. With artificial intelligence in abundance, what’s at stake is human wisdom.

And brand is where it survives.

2025-2026 growth in the cumulative value of the ranking was double compared to 2024-2025



What intelligence offers – and what it takes.

AI offers efficiency and optimization.
More with less.

What it takes – if we let it – is the humanity
that optimization lacks: the aspiration to
reach for more and the conscience to know
where to stop.

AI gives us the intelligence of what *can* be
done. Not the wisdom of what *should* be.

*“Many companies are saying we are
going to use AI, so we’re going to
cut 10 percent of staff. I just don’t
think that’s the right way to go
about it. I think you want to have
the same amount of people and be
10 per cent more efficient and take
market share gains.”*

Nicolai Tangen,
Norges Bank Investment Management

Who’s deciding now?

Decisions are still being made – but,
increasingly, by nobody in particular.

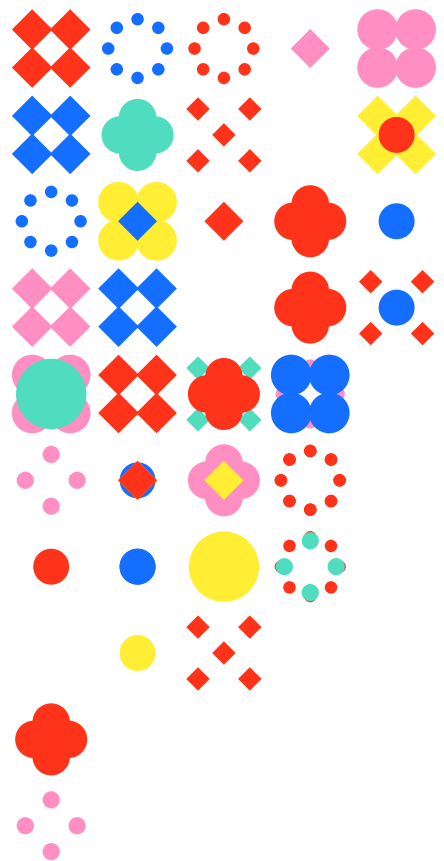
Inside the company, management hands
choices to algorithms.

Outside it, customers hand choices
to agents.

But is this what we were building towards?

Or are we sacrificing the human aspiration
and conscience that made those decisions
reflect what we value?

How can optimization and humanity
coexist?



Wisdom

is the helm

A sea of intelligence can only be navigated by wisdom.

As AI races toward ever greater optimization, we must resist the drift of blind efficiency.

Wisdom is what lets us steer by what should be done, not just what can be – as leaders and as customers.

Setting the principles.

Business leadership has traditionally been associated with decision-making.

However, with business moving at a pace no human hand can steer in real time, the role of leadership becomes less about individual decisions – because, more and more, machines are making those.

Rather, the role of leadership gravitates towards setting the principles behind those decisions, overriding those decisions when they defy those principles and defending those principles even when they cost.

As agents increasingly apply intelligence through decisions, business leaders are expected to exercise wisdom through principles.

Tesla: 50
\$18.3B
-38%

People bought into Tesla’s philosophy: no dealers, cars improved overnight by software updates and a purpose-built charging network. But structures can be copied; a constitution cannot. Tesla’s was never bigger than one person. As its CEO became polarizing, the brand had nothing independent of him to stand on. Deliveries fell 13% in early 2025, the company’s steepest quarterly decline and its mission was rewritten around AI and robots. Leadership should set principles machines and decisions answer to; Tesla let its leader rewrite them.

Philosophy first.

This reflects a broader shift.

Companies used to be built around core competencies. Philosophy followed – if at all.

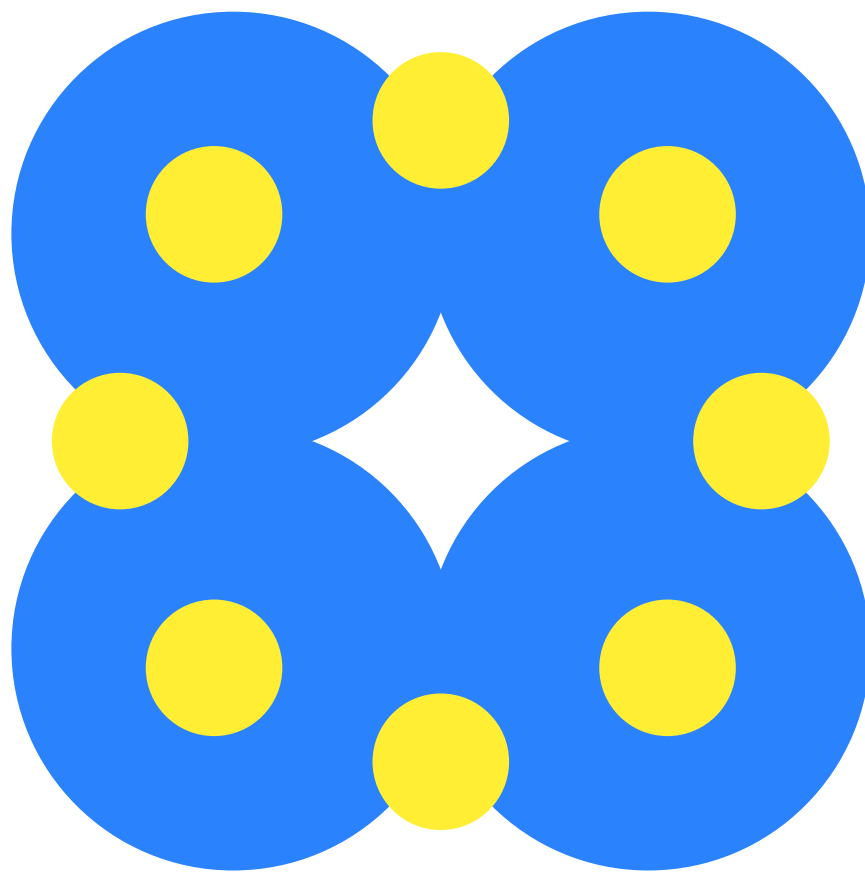
As AI now makes competencies abundant, the real differentiator – and, hence, the competitive moat - becomes the philosophy that steers them.

Nike: 32
\$21.7B
-35%

For decades, Nike’s philosophy was clear: serve the athlete, lead with sport. From 2020, it prioritized direct sales and reorganized around Men’s, Women’s and Kids’ rather than sport. Each move made sense on a spreadsheet within a challenging context, but together they loosened the principles that made Nike, Nike. It didn’t lose its competencies; it lost sight of what they were for. Its turnaround plan says it all: Sport Offense.

“The consistent feedback we’ve heard is pretty simple: let’s see more of Nike being Nike.”

Elliott Hill,
CEO and President, Nike



China's car market has shrunk by around one fifth this year, with German brands losing 30–41% of China sales in one quarter as many are priced out. Toyota, whose conviction was never tied to one technology, has fallen less than the market.

A downturn exposes what a brand's constitution is made of. Europe's carmakers were born of conviction and engineering was how they proved it. Over decades, the philosophy thinned and the competencies remained. Then the electric shift made those competencies easier to match and on software, range and price. Today, Chinese rivals compete on equal terms, for less.

When no one makes a bad car anymore, the price gap is the brand gap, made visible. Europe's carmakers kept getting better, but they stopped being different.

See? The logic flips.

For decades, competencies led and the philosophy followed. Engineering was seen as 'hard,' and philosophy as 'soft'.

AI is reversing that, making competencies cheaper and principles pricier.

Competencies are cheaper, because AI makes them abundant. Conversely, principles are more expensive because of opportunity cost. The more you could do, the more every 'no' costs.

In this new paradigm, philosophy leads and competencies serve it – potentially across different arenas: same philosophy, new competencies.

Apple: 1
\$514.6B
+9%

Fifty years on, Apple's founding belief, albeit never formalized, still fits in a line: technology should not be dystopian. Its competencies have changed, from circuit boards to chips, computers to services, but its constitution has not. It shows in all four dimensions: instantly recognizable identifiers, structures built around the promise, carefully designed experiences and an ecosystem whose rules have become de facto standards. That philosophy has carried Apple into arenas no computer maker was expected to enter: music, phones, health, payments, entertainment. Each new; each unmistakably Apple.

Marking the anniversary, Tim Cook said it was "definitely still his company", meaning Steve Jobs's. That is what a constitution does: it outlives the people who wrote it.

Brand isn't back. It's moved to the core.

And brand is where that philosophy is kept.

Not logos, campaign platforms or guidelines - rather, the deepest principles an organization holds and that its employees, customers and investors recognize, value and reward.

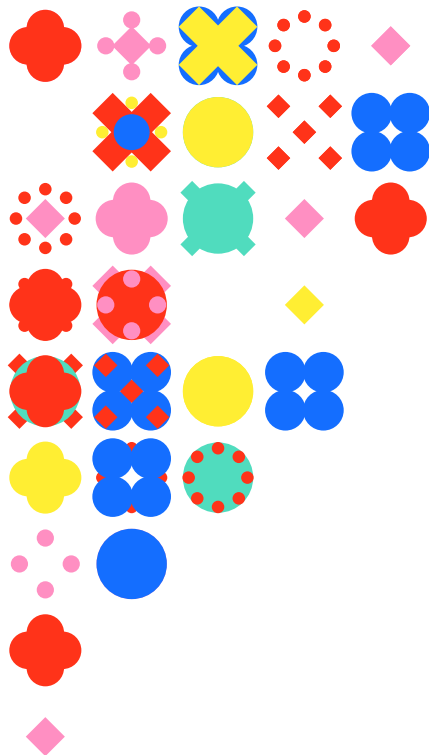
Think about it: nothing can compress an organization's wisdom into something anyone can intuitively distinguish, grasp, recall - and use to hold the organization to account, internally and externally, like a brand.

Brands used to bring strategies to life. Now they're what strategies must answer to.

The most successful companies won't be the ones that brand their businesses, but the ones that business their brands.

With philosophy emerging as the hard currency and the true differentiator, brand is the most powerful representation of those principles - and, hence, the most valuable asset.

But how can its value be created?



*Preference earns the premium.
Discipline protects the margin.*

<i>Ferrari: 51</i>	<i>Hermès: 15</i>
<i>\$17.7B</i>	<i>\$45.2B</i>
<i>+15%</i>	<i>+11%</i>

Desirability creates pricing headroom, but the premium holds only when principles are kept at a cost. Enzo Ferrari's often-told rule was to build one car fewer than demand. Today, its 'Made in Ferrari' ethos still shapes costly choices: cutting back licenses that earned easy revenue and making strategic components in-house. Hermès artisans still hand-make its signature bags, as they have since its harness-making beginnings in 1837. Both protect the promise, not the volume.

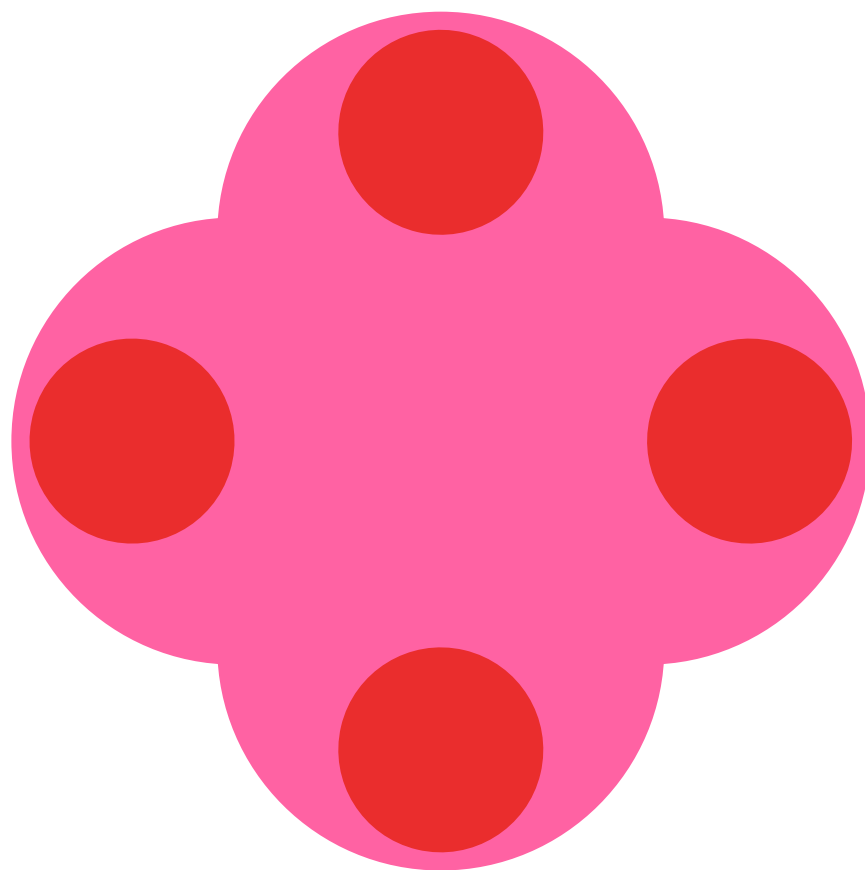
Brand as the constitution.

Think of nations.

They don't run on laws and regulations alone. They are built on constitutions: what those laws answer to, the lines they may not cross and the principles their citizens live by.

Strong brands are becoming that constitution; the unchanging principles that inspire and instruct everything and make an organization what it is.

There is not a choice for every case, but rather the principles behind every choice.



Relevance creates growth options. Conversion turns them into value.

<i>Spotify: 39</i>	<i>Caterpillar: 68</i>
<i>\$20.5B</i>	<i>\$12.3B</i>
<i>+38%</i>	<i>+33%</i>

Uber: 52
\$17.2B
+35%

One philosophy can support coherent expansion: Spotify from music to podcasts and audiobooks, Caterpillar from machinery to boots and workwear, Uber from rides to meals. The constitution decides what travels; the ecosystem lets partners and customers carry it further.

How the constitution lives.

And yet, a constitution isn't the paper it's written on.

It begins as a founding choice and lives by example in four places.

In the flag and symbols that make a nation known.

In the institutions that earn a state its people's trust.

In the way that state treats them.

And in the freedoms it gives them.

So it is with brand.

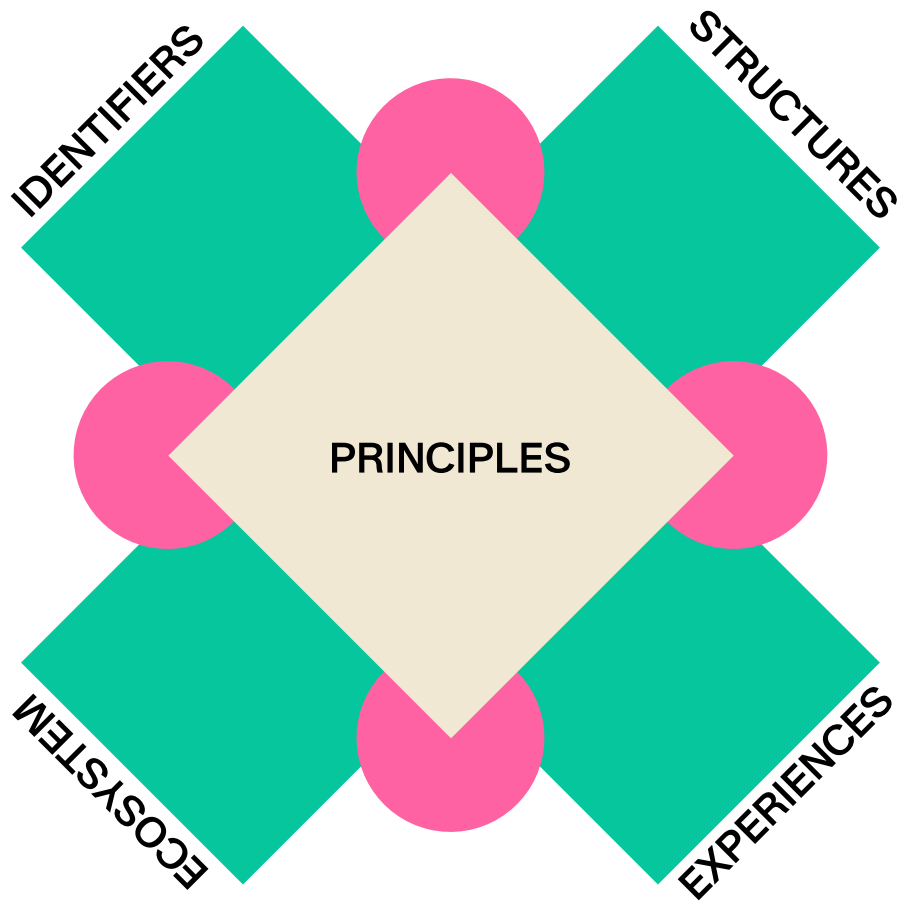
A brand embodies an organization’s principles in four dimensions, where leadership keeps them – or doesn’t:

In the *identifiers* through which it is recognized.

In the *structures* through which it delivers and earns trust.

In the *experiences* through which it treats its customers.

In the *ecosystem* through which it enables them to do more.



Artificial intelligence can now run all four autonomously. But only clear principles and strong leadership can constitute them and direct them towards an organization’s long-term growth.

What this means for brand leaders.

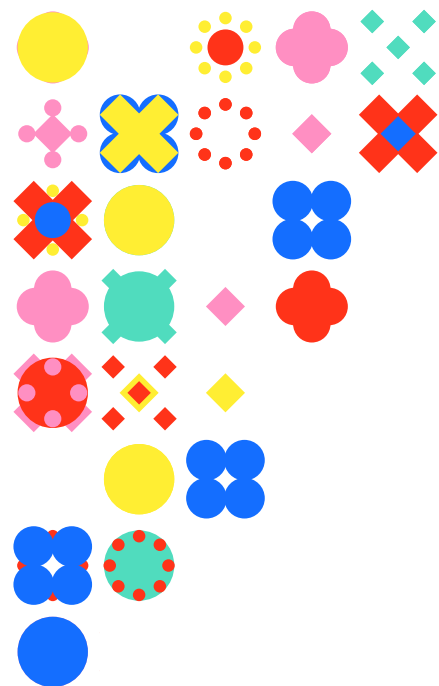
If we accept that philosophy becomes the moat and brand it where it lives, what brands will therefore require less of is management, which will be largely run by artificial intelligence.

What they will require more of, though, is leadership – because what will differentiate them is human wisdom.

In the age of AI, the strongest brands will function as their organization’s constitution.

Not just endowing the organization with principles, but holding everyone within it accountable to them.

That accountability plays out across the same four dimensions.



Identifiers.

The vocabulary, symbols and signals – and, increasingly, the sounds, tone and rituals that make a brand unmistakable. When machines create much of what customers perceive and agents do much of the choosing, leadership decides which few best express the brand’s principles and mandates every system to use them coherently, every time.

Structures.

The portfolio, governance and measurement systems through which a brand delivers on its principles. Agents check claims against reviews, data and track record and vague promises vanish in the comparison: trust is delivery, repeated. Leadership builds the structures around the principles – which offers belong in the portfolio and which don’t, who decides and what gets measured.

Experiences.

How customers are treated – and what they’re treated to. AI will shape and often improve, more and more of those moments, many with no person involved and each adapting to context. Leadership turns the principles into standards: how a customer must be treated and what no algorithm may do, however well it performs.

“Overly transactional and lacking the warmth and human connection that defines our brand.”

Brian Niccol,
CEO Starbucks, on closing its
mobile-only pickup stores

Ecosystem.

The partners, platforms and agents acting in the brand’s name, which increasingly tailor what they do for each customer. Leadership draws the guardrails from those principles: who and what gets to act for the brand, what they must make possible for customers and which lines they may never cross.

*Samsung: 5
\$105.2B
+16%*

Samsung, like many carmakers, is built on engineering and faces Chinese rivals. Yet it leads global smartphone sales, growing even as the market shrinks and rivals struggle with the cost of memory chips; chips Samsung helpfully makes itself.

That’s structures at work, but what happens when the cycle turns? If price and innovation advantages close, what will customers choose Samsung for? AI makes this urgent: Galaxy’s partner-built intelligence risks following others’ principles. The opportunity is to set its own (its privacy display hints at one) and carry them across products, from pocket to kitchen.

It has the structures; it needs a constitution customers can recognize across identifiers, experiences and ecosystem.

What makes it hard is what makes it unique.

It makes intuitive sense.

A brand built on clear principles, kept across how a business shows up, delivers, treats and enables, becomes a system of meaning. Customers develop trust and anchor their choices to it. Results follow.

So why do so few companies manage it?

*Momentum accelerates growth.
Principles give it staying power.*

*NVIDIA: 6
\$74.0B
+71%*

Supply constraints are pushing NVIDIA forward. Scarcity creates powerful momentum, not necessarily preference: customers buy what they can't get elsewhere, not what they've chosen for its principles. The opportunity is to move from push to pull: to give customers a philosophy beyond the founder's personality. As supply eases, a visibly practiced constitution can keep them choosing NVIDIA.

Two reasons.

1.

The first is the fallacy we discussed earlier. For decades, we've called competence hard and snubbed philosophy as soft.

The age of intelligence turns that around. Competence is now the easier part: machines supply it. The harder questions are the philosophical ones – what to stand for and what to refuse.

2.

The second is execution.

Branding a business is a craft. Businessing a brand is a commitment: leadership to set the principles, culture to carry them, governance to hold them.

That's why so few manage it and why those who do are so hard to copy.

*Gucci: 93
\$8.1B
-31%*

Under Alessandro Michele, Gucci's maximalist, romantic, gender-fluid and eccentric philosophy was visible across identifiers, experiences, structures and ecosystem. From partnerships with Dapper Dan and The North Face to a shadow board of under-30 employees advising the executives. Sales more than doubled.

After Michele left, the philosophy went with him. Two creative directors later, Gucci's sales had halved in three years and its owner acknowledged low cultural relevance in key markets.

That is the risk of a designer owning rather than stewarding the philosophy. Hermès changes creative directors without changing what it is; Gucci changes with each one. A constitution lets a house welcome a new voice without becoming a new house.

The data shows the difference and investors notice.

Setting the brand at the core shouldn't be seen as an idealistic aspiration.

It drives performance.

Analysis of Interbrand's Best Global Brands database shows how the way a brand is built and managed translates into measurable economic value.

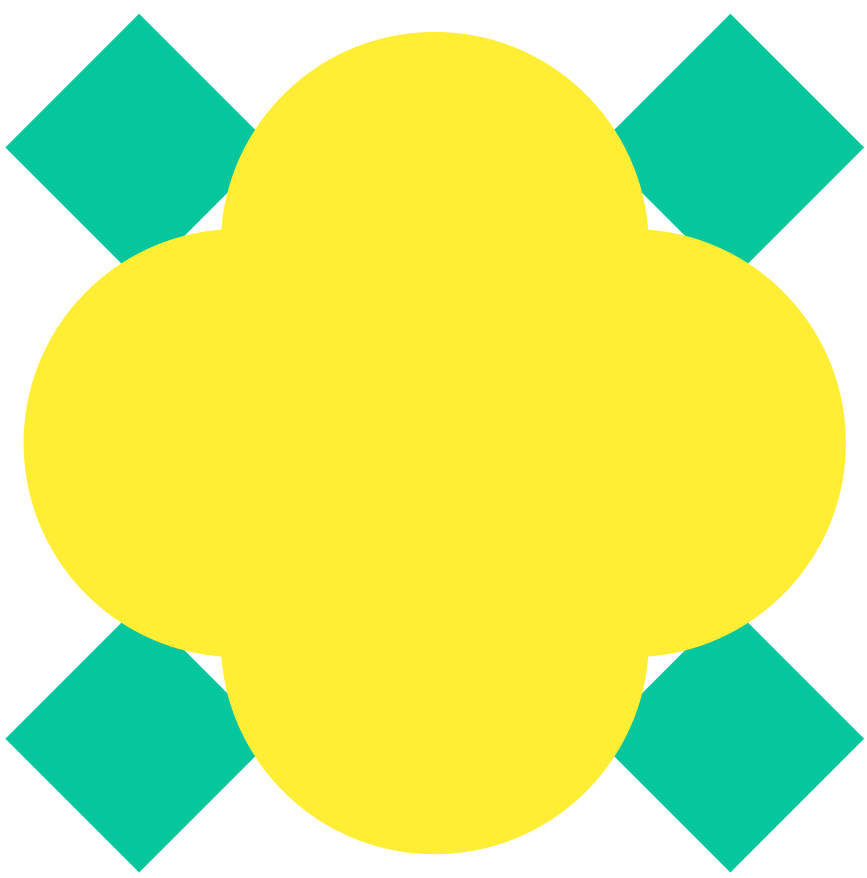
Start from the core. A brand with a philosophy that's understood externally narrows its price/earnings volatility range by up to 26%.

Expressing that philosophy through strong identifiers improves marketing efficiency and speeds up market cycles, allowing up to 13% of duplicated spend to be reallocated.

Embedding those principles into strong structures creates greater consistency across the organization, lowering human resource costs by up to 12%.

Bringing those principles to life through coherent experiences increases return on ad spend (ROAS) by up to a third and reduces operating capital requirements by up to 15%.

Extending those principles through a powerful ecosystem increases sales growth by as much as 40% compared with the growth rate of competitors.



1%

*rise in Interbrand calculated
brand value leads to*

0.8%

*share price increase the
following year.*

Causation

Overall, a 1% increase in brand value, as measured by Interbrand, leads to a 0.8% increase in share price the following year.

Stark proof that setting the brand as the constitutional core of a company is the most capital efficient way to generate total shareholder returns.

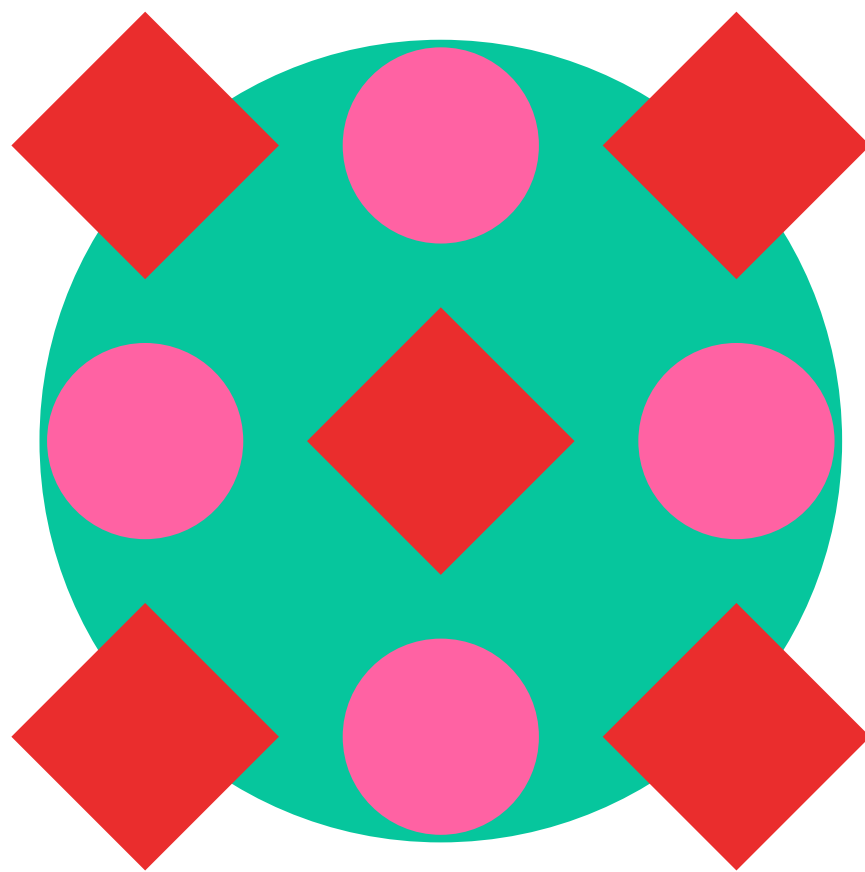
And no, this is not a simple correlation. It's a robust, directional and causal relationship.

The reverse is not true: increases in financial performance show no statistically significant impact on brand value.

*Sephora: 92
\$8.1B
+5%*

Sephora's founding conviction challenged beauty counters: customers should be free to explore, try and decide. Half a century on, that philosophy runs through all four dimensions: black-and-white stripes you'd know in any city, an assortment built for discovery, stores where trying is the point, a stage where new founders find their audience.

This year, LVMH's own perfume and make-up brands were flat, while Sephora kept growing and taking share. Retail can be copied; the freedom Sephora is built to give has not.



"We don't do commercial studies, we don't ask people what they want."

Axel Dumas,
CEO Hermès

Within the business community, some underestimate brands. Some don't see them as an investment priority. Others ignore them altogether.

They shouldn't.

Brands are where we keep what makes us human in the choices we make, big and small.

They encapsulate things like charm and beauty, creativity and humor, hopes and fears – and when they hold them well, they change the fortunes of organizations.

Now that machines are making more of those choices, humanity must be built in – it can't simply be added on.

Across identifiers, structures, experiences and ecosystem, the task is one and the same: turn principles into rules machines can follow and hold the line where they can't.

AI will give every brand intelligence, but only leaders can give it *wisdom*.

And that's the difference between a brand that performs and one that *blooms*.

A playbook

None of this must stay abstract – it’s essential and consequential.

Essential, because this is the time when everyday decisions are being moved to systems.

Consequential, because as our research shows, it liberates the brand’s potential to create business value.

We’re helping clients turn their brand into their company’s constitution, in five stages:

- Diagnosis
- Philosophy
- Culture
- Four dimensions
- Proof

Every business starts from a different place, so our work answers some or all of eight questions.

1 Diagnose

Which principles do we actually live by and where do our decisions contradict them?

2 Write the Constitution

Which principles will we keep, whatever they cost?

3 Align the Culture

Does everyone live by the same principles and who decides when machines do?

4 Define the Identifiers

What makes us unmistakable, wherever we appear?

5 Set the Structures

What is our one promise and what must we build to keep it?

6 Design the Experiences

What should it feel like to be our customer?

7 Build the Ecosystem

What do we let customers do and which partners and technologies do we trust to make it possible?

8 Prove it

How will employees, customers and investors know it's working?

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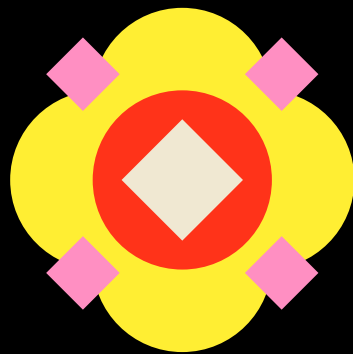
01 Apple	02 Microsoft	03 Google	04 Amazon	05 Samsung	26 Allianz	27 Booking.com	28 BlackRock	29 Hyundai	30 Visa
+9% 514.6 \$B	+14% 443.7 \$B	+23% 389.3 \$B	+10% 351.8 \$B	+16% 105.2 \$B	+9% 30.7 \$B	+13% 26.5 \$B	+9% 25.8 \$B	+2% 25.0 \$B	+5% 24.1 \$B
06 NVIDIA	07 Instagram	08 Coca-Cola	09 Toyota	10 YouTube	31 MasterCard	32 Nike	33 Zara	34 Accenture	35 Sony
+71% 74.0 \$B	+14% 65.5 \$B	+0% 60.3 \$B	-20% 59.5 \$B	+22% 58.9 \$B	+5% 22.2 \$B	-35% 21.7 \$B	+11% 21.6 \$B	+3% 21.5 \$B	-5% 21.2 \$B
11 Cisco	12 McDonald's	13 Oracle	14 Facebook	15 Hermès	36 Qualcomm	37 Salesforce	38 Uniqlo	39 Spotify	40 GE Aerospace
+17% 57.0 \$B	+5% 55.5 \$B	+8% 45.5 \$B	+10% 45.3 \$B	+11% 45.2 \$B	+5% 21.2 \$B	+7% 20.5 \$B	+16% 20.5 \$B	+38% 20.5 \$B	+12% 20.5 \$B
16 Louis Vuitton	17 SAP	18 IBM	19 Adobe	20 Mercedes-Benz	41 AXA	42 Pepsi	43 Dell	44 Airbnb	45 Honda
-7% 45.1 \$B	+8% 44.6 \$B	+11% 43.8 \$B	+2% 41.7 \$B	-19% 40.8 \$B	+10% 20.1 \$B	-1% 20.1 \$B	+22% 19.9 \$B	+9% 19.6 \$B	-22% 19.4 \$B
21 Disney	22 BMW	23 Netflix	24 Chanel	25 J.P. Morgan	46 IKEA	47 Siemens	48 LEGO	49 PayPal	50 Tesla
-2% 40.4 \$B	-18% 38.4 \$B	+22% 34.1 \$B	+8% 32.9 \$B	+7% 31.1 \$B	-13% 19.2 \$B	+8% 19.1 \$B	+14% 18.8 \$B	-6% 18.6 \$B	-38% 18.3 \$B

INTERBRAND BEST GLOBAL BRANDS 2026

51—100

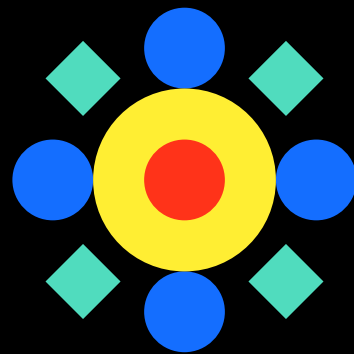
51 Ferrari +15% 17.7 \$B  TOP RISER	52 Uber +35% 17.2 \$B  TOP RISER	53 Goldman Sachs +10% 16.9 \$B	54 Nintendo +8% 16.7 \$B	55 UPS -7% 16.6 \$B			76 Corona +10% 10.7 \$B	77 Colgate +3% 10.7 \$B	78 Intel -8% 10.6 \$B	79 Gillette +3% 10.5 \$B	80 H&M -12% 10.4 \$B
56 adidas -8% 16.1 \$B	57 L'Oréal Paris +4% 15.3 \$B	58 Zurich 15.0 \$B  NEW ENTRANT	59 eBay +10% 15.0 \$B	60 Citi +9% 14.3 \$B			81 Nasdaq +11% 10.2 \$B	82 Philips -8% 9.8 \$B	83 3M +9% 9.8 \$B	84 Nestlé +0% 9.7 \$B	85 Dior -5% 8.9 \$B
61 Monster +23% 14.2 \$B  TOP RISER	62 Schneider Electric +10% 13.9 \$B	63 Pampers +0% 13.8 \$B	64 Budweiser +8% 13.0 \$B	65 Audi -19% 12.4 \$B			86 Shopify +28% 8.9 \$B  TOP RISER	87 Kia +3% 8.8 \$B	88 John Deere -2% 8.6 \$B	89 BYD +5% 8.5 \$B	90 Hitachi 8.1 \$B  NEW ENTRANT
66 Porsche -17% 12.4 \$B	67 HSBC +8% 12.4 \$B	68 Caterpillar +33% 12.3 \$B  TOP RISER	69 Cartier +9% 12.2 \$B	70 Nescafé -6% 12.1 \$B			91 Tiffany & Co. +6% 8.1 \$B	92 Sephora +5% 8.1 \$B	93 Gucci -31% 8.1 \$B	94 Huawei +2% 7.7 \$B	95 GE HealthCare 7.7 \$B  NEW ENTRANT
71 Volkswagen -23% 11.6 \$B	72 Santander +9% 11.3 \$B	73 LinkedIn +6% 11.0 \$B	74 HP -10% 10.8 \$B	75 Xiaomi +13% 10.7 \$B			96 Prada -15% 7.6 \$B	97 Danone -8% 7.5 \$B	98 FedEx -6% 7.3 \$B	99 Hewlett Packard Enterprise 7.3 \$B  NEW ENTRANT	100 Nissan -23% 7.2 \$B

TOP RISERS



06 NVIDIA	39 Spotify	52 Uber	68 Caterpillar	86 Shopify
+71% 74.0 \$B	+38% 20.5 \$B	+35% 17.2 \$B	+33% 12.3 \$B	+28% 8.9 \$B
61 Monster	03 Google	43 Dell	10 YouTube	23 Netflix
+23% 14.2 \$B	+23% 389.3 \$B	+22% 19.9 \$B	+22% 58.9 \$B	+22% 34.1 \$B
11 Cisco	05 Samsung	38 Uniqlo	51 Ferrari	07 Instagram
+17% 57.0 \$B	+16% 105.2 \$B	+16% 20.5 \$B	+15% 17.7 \$B	+14% 65.5 \$B

NEW ENTRANTS



58 Zurich	90 Hitachi	95 GE HealthCare	99 Hewlett Packard Enterprise
NEW 15.0 \$B	NEW 8.1 \$B	NEW 7.7 \$B	NEW 7.3 \$B

BRANDS TO WATCH 2026

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

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

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

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

Aesop	Anthropic	Arc'teryx	Loewe	Nubank
ON	Oura	Revolut	Rimowa	SKIMS

The conditions for

Growth in transformative times demands a clear understanding of what makes a brand worth choosing. As AI makes capabilities more accessible and competition accelerates, enduring advantage increasingly depends on the philosophy that directs innovation and growth. Back in Bloom captures this opportunity: to build competitive resilience and advantage by making brand the vessel holding the organization’s fundamental principles.

Our ten Brands to Watch this year demonstrate different expressions of this ambition. Across finance, technology, luxury and wellbeing, they are creating stronger, more fundamental reasons for customers to choose them - and new opportunities to translate that preference into economic value.

Revolut and Nubank illustrate the scale achievable when brands challenge established customer expectations. Revolut ended 2025 with 68.3 million retail customers and £1.7 billion in annual pre-tax profit - reshaping an industry with strong

renown legacy players. Nubank reached 131 million customers across Brazil, Mexico and Colombia. While neither is global yet, their progress raises an important question for established institutions: how effectively do the experience and ecosystem of finance deliver on their brands’ promise?

Anthropic has placed philosophy at the heart of the AI debate. By September 2025, the company behind Claude reported more than 300,000 business customers. As organizations decide where to place their trust, Anthropic - a public benefit corporation valued at more than \$1.5tn - has turned its principles around AI into a part of the proposition itself.

Elsewhere, distinctiveness is opening new avenues for growth. Loewe has made craftsmanship a structural asset and a platform for cultural experimentation, connecting luxury with art and design. Rimowa has elevated luggage design into a recognizable expression of identity. Aesop’s coherence across products, language and architecture demonstrates how an

growth

entire customer experience can sustain desirability.

ON and Arc’teryx are extending technical credibility into broader cultural relevance. Their opportunity is to reach new audiences while protecting the performance delivery that earned customer trust. SKIMS has translated an understanding of underserved needs into expansion across categories and partnerships with a clear and strong personality. Oura has made health insights accessible through discreet and intimate design, building an ongoing customer relationship around sleep, recovery and wellbeing - as well as a wealth of data.

These achievements reveal the growing Role of Brand in driving choice, loyalty and advocacy. Sustaining that role will require disciplined decisions about where to expand, what to protect and which opportunities to decline. For these ten brands, the conditions for continued growth lie in how consistently their convictions shape the business and what moves they decide to make next.

METHODOLOGY

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

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

1. *Financial Analysis*

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

2. *Role of Brand*

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

3. *Brand Strength*

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



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

1. *Measurement system*
Generate and organize brand performance data consistently year-over-year.
2. *Diagnostic tool*
Pinpoint key challenges around the brand and business.
3. *Business Outcomes*
Quantify the financial significance of the brand to the business.
4. *Prescriptive framework*
Address problems, guide strategy and correct course.

With thanks to our partners:

Market Analysis
Stock Market Analysis



Quantitative Research



Sonic Branding



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OMNICOM

Interbrand is part of OMNICOM.

OMNI ✦

Omni is Omnicom’s connected intelligence platform. It brings together data, identity, technology and world-class talent to help brands make smarter decisions, move faster and drive measurable business growth. Built on an open, interoperable architecture, Omni also unifies proprietary intelligence, advanced AI and agentic workflows across the entire marketing system—from strategy and creative development to activation and measurement. By turning intelligence into action, Omni enables Omnicom’s clients worldwide to reduce complexity, improve performance and unlock new opportunities for growth.

INTERBRAND BEST GLOBAL BRANDS 2026

