

Lego Becomes Denmark's Most Valuable Brand Following 'Best Year Ever'

- **Lego becomes Denmark's most valuable brand – value tops US\$4.5 billion**
- **Pandora, ISS and Vestas are strong performers, up 33%, 44% and 32%**

Every year, leading brand valuation and strategy consultancy [Brand Finance](#) puts thousands of the world's top brands to the test. They are evaluated to determine which are the most powerful and the most valuable by country, by industry and against all other brands worldwide. Denmark's most valuable brands can be found in the [Brand Finance Denmark 50](#).

For the first time, Lego has become Denmark's most valuable brand. Brand value rose by 16% to US\$4.5 billion (31 billion DKK) in what Chief Executive Jorgen Vig Knudstorp described as the company's 'best year ever.' Lego Group's revenue grew by 25% in 2015 as the company's products reached an estimated 100 million children. Parents are increasingly putting greater emphasis on toys, like Lego, that inspire learning. It has also benefitted from global blockbuster films like Star Wars: The Force Awakens, though the franchise's new owner Disney has received a more significant boost to its brand, which helped it to take Lego's place as the world's most powerful brand.

Maersk, in second place, experienced a difficult second half of 2015 as its brand value went rose just 2% to US\$3.8 billion (26 billion DKK). The transport and logistics company was severely impacted by a widening supply-demand gap across most of its businesses, which led to significant oil price and freight rate reductions. With the oil price expected to remain relatively low for a longer period, Maersk's brand value is unlikely to rise significantly over the course of this year.

Pandora Jewellery has seen an outstanding 33% growth in its brand value in 2016, seeing its brand value rise from US\$1.5 billion to US\$2 billion (14 billion DKK). Pandora's release of the rose gold line has played a significant part in this success, with revenues increasing 36% in the fourth quarter of 2015. The notional royalty rate applied to the brand has also improved significantly. This reflects the increase in the strength of the brand brought about by improving scores for all key consumer metrics (familiarity, consideration, preference, satisfaction and recommendation) this year.

Wind energy brand, Vestas, enjoyed great growth in brand value of the top 50, seeing an increase of 32% to US\$939 million (6.5 billion DKK). Vestas is recognised as the industry's market leader and its wind turbines generate more than 145 million MWh, enough electricity to supply over 80 million Europeans' residential needs. Its brand value surge has been driven by soaring revenue expectations, both year on year and over the medium term (subsequent 5 years) as well as favourable tax rate changes across its many markets.

ISS has put in another strong performance. Sometimes referred to as 'the biggest company you've never heard of', the global leading facility services provider brand is nonetheless clearly

resonating with the relevant audiences, increasing its brand value by 44% to US\$1.9 billion (12.7 billion DKK).

Denmark's 50 Most Valuable Brands (USD millions)

Rank 2016	Rank 2015	Brand	Industry Group	Brand Value 2016 (USDm)	Brand Rating 2016	Brand Value change (%)	Brand Value 2015 (USDm)	Brand Rating 2015
1	2	Lego	Toys	4,520	AAA+	16%	3,890	AAA+
2	3	Maersk	Logistics	3,782	AA-	2%	3,696	AA-
3	1	Arla	Food	3,742	A	-7%	4,008	AA-
4	4	Danske Bank	Banks	2,844	AA	-1%	2,861	AA
5	6	Pandora	Retail	2,048	AA+	33%	1,542	AA-
6	8	ISS	Commercial	1,853	A	44%	1,283	A
7	7	Novo Nordisk	Pharma	1,527	AA	2%	1,503	AAA-
8	5	TDC	Telecoms	1,492	AA	-12%	1,705	AA-
9	New	Prince	Tobacco	1,457	A-	N/A	N/A	N/A
10	10	Carlsberg	Beverages	1,128	AA-	6%	1,063	AA-
11	11	Tulip	Food	965	A+	-8%	1,045	A
12	9	Coop Danmark	Retail	954	A	-25%	1,278	A
13	16	Vestas	Technology	939	AA-	32%	711	AA-
14	12	Dansk Supermarked	Retail	916	A-	-4%	958	A-
15	14	DSV	Logistics	865	AA-	15%	752	A+
16	17	Danish Crown	Food	667	A+	-1%	676	A
17	20	Lurpak	Food	657	AA	9%	600	AA-
18	15	Coloplast	Healthcare	649	AA	-12%	741	AA
19	13	ECCO	Apparel	637	A	-23%	832	AA-
20	19	Danepak	Food	630	A	1%	625	A
21	23	Den Grønne Slagter	Food	516	A	9%	472	A-
22	22	Jyske Bank	Banks	488	AA-	-2%	495	AA-
23	26	Rockwool International	Engineering & Construction	460	AA-	10%	418	AA-
24	28	Tuborg	Beverages	435	AA-	16%	376	AA-
25	21	Trygvesta	Insurance	434	A	-25%	580	A+
26	24	Fakta	Retail	403	A-	-11%	453	A-
27	18	Nykredit	Banks	403	A+	-38%	644	A+
28	25	GN	Telco Equipment	333	AA-	-22%	424	A+
29	29	Novozymes	Pharma	277	A+	-26%	376	AA-
30	27	Topdanmark A/S	Insurance	262	A-	-34%	399	A+
31	44	PER Aarsleff	Engineering & Construction	261	A	69%	155	A
32	33	Sydbank	Banks	236	A	9%	217	A+
33	31	VELUX	Engineering & Construction	236	A	-8%	257	A+

Brand Finance®

34	32	Elgiganten	Retail	216	A-	-3%	224	A-
35	37	DFDS Seaways	Logistics	214	A-	1%	211	A+
36	34	Rema 1000 Danmark	Retail	209	A-	-2%	214	A-
37	New	Falck Danmark	Commercial	204	A-	N/A	N/A	N/A
38	40	Royal Greenland Seafood	Food	177	A	5%	168	A-
39	43	Spar Nord Bank	Banks	153	A-	-3%	158	A
40	39	Alm Brand	Insurance	152	A-	-15%	180	A
41	49	Steff Houlberg	Food	144	A+	6%	136	A-
42	New	BioMar	Food	140	A+	N/A	N/A	N/A
43	38	Yousee	Telecoms	136	A+	-35%	211	A+
44	48	Top-Toy	Retail	130	A	-6%	138	A
45	42	Christian Hansen	Food	130	AA-	-18%	159	AA-
46	41	Bang & Olufsen	Technology	127	A+	-20%	159	AA-
47	New	NKT	Conglomerate	109	A	N/A	N/A	N/A
48	New	Ess-Food	Food	106	A-	N/A	N/A	N/A
49	New	NNIT A/S	Commercial	104	A	N/A	N/A	N/A
50	New	H Lundbeck A/S	Pharma	100	A-	N/A	N/A	N/A

Denmark's 50 Most Valuable Brands (DKK millions)

Rank 2016	Rank 2015	Brand	Industry Group	Brand Value 2016 (DKK m)	Brand Rating 2016	Brand Value change (%)	Brand Value 2015 (DKK m)	Brand Rating 2015
1	2	Lego	Toys	31,026	AAA+	30%	23,855	AAA+
2	3	Maersk	Logistics	25,959	AA-	15%	22,668	AA-
3	1	Arla	Food	25,683	A	4%	24,578	AA-
4	4	Danske Bank	Banks	19,519	AA	11%	17,548	AA
5	6	Pandora	Retail	14,058	AA+	49%	9,455	AA-
6	8	ISS	Commercial	12,717	A	62%	7,869	A
7	7	Novo Nordisk	Pharma	10,478	AA	14%	9,219	AAA-
8	5	TDC	Telecoms	10,238	AA	-2%	10,455	AA-
9	New	Prince	Tobacco	9,997	A-	N/A	N/A	N/A
10	10	Carlsberg	Beverages	7,743	AA-	19%	6,522	AA-
11	11	Tulip	Food	6,621	A+	3%	6,410	A
12	9	Coop Danmark	Retail	6,549	A	-16%	7,840	A
13	16	Vestas	Technology	6,448	AA-	48%	4,360	AA-
14	12	Dansk Supermarked	Retail	6,285	A-	7%	5,873	A-
15	14	DSV	Logistics	5,937	AA-	29%	4,611	A+
16	17	Danish Crown	Food	4,577	A+	10%	4,144	A
17	20	Lurpak	Food	4,507	AA	22%	3,680	AA-
18	15	Coloplast	Healthcare	4,455	AA	-2%	4,543	AA
19	13	ECCO	Apparel	4,370	A	-14%	5,103	AA-

Brand Finance®

20	19	Danepak	Food	4,326	A	13%	3,836	A
21	23	Den Grønne Slagter	Food	3,540	A	22%	2,897	A-
22	22	Jyske Bank	Banks	3,346	AA-	10%	3,038	AA-
23	26	Rockwool International	Engineering & Construction	3,156	AA-	23%	2,566	AA-
24	28	Tuborg	Beverages	2,982	AA-	29%	2,305	AA-
25	21	Trygvesta	Insurance	2,977	A	-16%	3,557	A+
26	24	Fakta	Retail	2,765	A-	-1%	2,780	A-
27	18	Nykredit	Banks	2,763	A+	-30%	3,952	A+
28	25	GN	Telco Equipment	2,283	AA-	-12%	2,603	A+
29	29	Novozymes	Pharma	1,902	A+	-18%	2,305	AA-
30	27	Topdanmark A/S	Insurance	1,798	A-	-27%	2,449	A+
31	44	PER Aarsleff	Engineering & Construction	1,791	A	89%	949	A
32	33	Sydbank	Banks	1,623	A	22%	1,328	A+
33	31	VELUX	Engineering & Construction	1,621	A	3%	1,579	A+
34	32	Elgiganten	Retail	1,484	A-	8%	1,373	A-
35	37	DFDS Seaways	Logistics	1,466	A-	13%	1,292	A+
36	34	Rema 1000 Danmark	Retail	1,435	A-	9%	1,315	A-
37	New	Falck Danmark	Commercial	1,399	A-	N/A	N/A	N/A
38	40	Royal Greenland Seafood	Food	1,213	A	18%	1,032	A-
39	43	Spar Nord Bank	Banks	1,050	A-	9%	966	A
40	39	Alm Brand	Insurance	1,045	A-	-5%	1,102	A
41	49	Steff Houlberg	Food	987	A+	18%	835	A-
42	New	BioMar	Food	959	A+	N/A	N/A	N/A
43	38	Yousee	Telecoms	936	A+	-27%	1,291	A+
44	48	Top-Toy	Retail	894	A	6%	846	A
45	42	Christian Hansen	Food	893	AA-	-8%	976	AA-
46	41	Bang & Olufsen	Technology	875	A+	-10%	977	AA-
47	New	NKT	Conglomerate	750	A	N/A	N/A	N/A
48	New	Ess-Food	Food	726	A-	N/A	N/A	N/A
49	New	NNIT A/S	Commercial	714	A	N/A	N/A	N/A
50	New	H Lundbeck A/S	Pharma	687	A-	N/A	N/A	N/A

50 Most Valuable Nordic Brands (USD millions)

Rank 2016	Rank 2015	Brand	Industry Group	Domicile	Brand Value 2016 (USDm)	Brand Rating 2016	Brand Value change (%)	Brand Value 2015 (USDm)	Brand Rating 2015
1	1	IKEA	Retail	Sweden	17,009	AA	-8%	18,540	AA-
2	2	H&M	Apparel	Sweden	15,510	AA+	5%	14,715	AA
3	3	Ericsson	Technology	Sweden	9,445	AA+	3%	9,157	AA+
4	6	Statoil	Oil & Gas	Norway	6,554	AA	-11%	7,331	AA
5	4	Telenor	Telecoms	Norway	6,238	AA+	-11%	7,047	AA
6	5	Nordea	Banks	Sweden	5,571	AA	-17%	6,692	AA+
7	7	TeliaSonera	Telecoms	Sweden	5,469	AA+	6%	5,151	AA

Brand Finance®

8	11	Lego	Toys	Denmark	4,520	AAA+	16%	3,890	AAA+
9	9	Volvo	AutoMobiles	Sweden	3,997	AA+	-4%	4,154	AA
10	8	Maersk	Logistics	Denmark	3,782	AA-	2%	3,696	AA-
11	10	Arla	Food	Denmark	3,742	A	-7%	4,008	AA-
12	12	DNB	Banks	Norway	3,386	AA+	3%	3,284	AA+
13	13	Svenska Handelsbanken	Banks	Sweden	3,211	AA+	0%	3,211	AAA-
14	19	Nokia	Technology	Finland	3,039	AA	37%	2,212	AA-
15	14	Danske Bank	Banks	Denmark	2,844	AA	-1%	2,861	AA
16	15	SEB	Banks	Sweden	2,768	AA+	2%	2,720	AAA-
17	18	Swedbank	Banks	Sweden	2,440	AA	8%	2,251	AA
18	16	Skanska	Engineering & Construction	Sweden	2,341	AA-	-9%	2,561	AA
19	24	Pandora	Retail	Denmark	2,048	AA+	33%	1,542	AA-
20	New	Scania	AutoMobiles	Germany	1,931	AA	-16%	2,302	AA
21	28	ISS	Commercial	Denmark	1,853	A	44%	1,283	A
22	30	Securitas	Commercial	Sweden	1,737	A+	28%	1,361	A+
23	New	Vattenfall	Utilities	Sweden	1,665	A	-4%	1,731	A
24	20	Sandvik	Engineering & Construction	Sweden	1,586	AA	-26%	2,139	AA-
25	21	Atlas Copco	Engineering & Construction	Sweden	1,532	AA+	-22%	1,960	AA
26	25	Novo Nordisk	Pharma	Denmark	1,527	AA	2%	1,503	AAA-
27	22	TDC	Telecoms	Denmark	1,492	AA	-12%	1,705	AA-
28	New	Spotify	Internet & Software	Sweden	1,468	AA	-21%	1,864	AA
29	New	Prince	Tobacco	Denmark	1,457	A-	N/A	N/A	N/A
30	26	Kone	Engineering & Construction	Finland	1,299	AA-	-13%	1,501	A+
31	New	SKF	Other	Sweden	1,289	AA-	N/A	N/A	N/A
32	31	SCA	Other	Sweden	1,238	AA+	18%	1,046	AA
33	38	Tele2	Telecoms	Sweden	1,203	AA	27%	944	AA-
34	34	If	Insurance	Finland	1,129	AA-	14%	994	AA-
35	23	Carlsberg	Beverages	Denmark	1,128	AA-	6%	1,063	AA-
36	35	Electrolux	Technology	Sweden	1,127	AA-	-19%	1,392	AA-
37	New	ICA	Retail	Sweden	1,074	A	19%	905	A+
38	27	NCC	Engineering & Construction	Sweden	1,038	A	-20%	1,298	A+
39	32	Tulip	Food	Denmark	965	A+	-8%	1,045	A
40	47	Kesko	Retail	Finland	963	A	-31%	1,389	AA-
41	29	Coop Danmark	Retail	Denmark	954	A	-25%	1,278	A
42	New	Vestas	Technology	Denmark	939	AA-	32%	711	AA-
43	33	Austevoll Seafood	Food	Norway	925	A+	-11%	1,042	A+
44	New	Dansk Supermarked	Retail	Denmark	916	A-	-4%	958	A-
45	48	DSV	Logistics	Denmark	865	AA-	15%	752	A+
46	New	Gefinge	Technology	Sweden	817	AA-	-11%	919	AA-
47	39	Valio	Food	Finland	809	A	-8%	878	A-
48	43	Elisa	Telecoms	Finland	794	AA+	-1%	802	AA
49	44	Peab	Engineering & Construction	Sweden	782	A	-2%	796	A+

ENDS

Media Contacts

Alexander Todoran, Managing Director, Brand Finance Nordic
T: +46 (0)705566185 a.todoran@brandfinance.com

Joslyn Pannu, Communications Manager
T: +44 (0)2073899400 M: +44 (0)7885666236 j.pannu@brandfinance.com

Robert Haigh, Communications Director
T: +44 (0)2073899400 M: +44 (0)7762211167 r.haigh@brandfinance.com

Note to Editors

2016 brand values are calculated in USD with a valuation date of 1/1/16.

About Brand Finance

[Brand Finance](#) is the world's leading brand valuation and strategy consultancy, with offices in over 15 countries. We provide clarity to marketers, brand owners and investors by quantifying the financial value of brands. Drawing on expertise in strategy, branding, market research, visual identity, finance, tax and intellectual property, Brand Finance helps clients make the right decisions to maximise brand and business value and bridges the gap between marketing and finance.

Methodology

Definition of Brand

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

However, a brand makes a contribution to a company beyond that which can be sold to a third party. 'Brand Contribution' refers to the total economic benefit that a business derives from its brand, from volume and price premiums over generic products to cost savings over less well-branded competitors.

Brand Strength

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

Approach

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

The steps in this process are as follows:

1 Calculate brand strength on a scale of 0 to 100 based on a number of attributes such as emotional connection, financial performance and sustainability, among others. This score is known as the Brand Strength Index.

Brand Finance[®]

2 Determine the royalty rate range for the respective brand sectors. This is done by reviewing comparable licensing agreements sourced from Brand Finance's extensive database of license agreements and other online databases.

3 Calculate royalty rate. The brand strength score is applied to the royalty rate range to arrive at a royalty rate. For example, if the royalty rate range in a brand's sector is 0-5% and a brand has a brand strength score of 80 out of 100, then an appropriate royalty rate for the use of this brand in the given sector will be 4%.

4 Determine brand specific revenues estimating a proportion of parent company revenues attributable to a specific brand.

5 Determine forecast brand specific revenues using a function of historic revenues, equity analyst forecasts and economic growth rates.

6 Apply the royalty rate to the forecast revenues to derive brand revenues.

7 Brand revenues are discounted post tax to a net present value which equals the brand value.