

# The FutureBrand Index

2021

A unique brand  
perception study  
September 2021



# Looking Beyond The Pandemic

Twelve months ago, and against the backdrop of a global pandemic and other significant disruptions, we unveiled the FutureBrand Index (FBI) 2020 – a first look of how brands were faring, and a glimpse at how customer sentiments and expectations were being reframed.

Today we follow up with the FutureBrand Index 2021, at a time when it is becoming increasingly clear that the experience of 2020 super-charged public worry as our worst fears for our health, wealth, environment and society were escalated and conflated. Amidst the chaos however, lies great opportunity. For the first time, we have real change at the top of our Index. Only Apple has stayed the course.

**What our research reveals is that today's thriving companies are those prioritising innovation to consistently impact individual well-being and drive change for good at scale. There are some familiar names but it's the newcomers to which company managers might wish to pay most attention.**

Alongside a renewed focus on corporate purpose and an elevation of ESG-orientated behaviours, we predict a new era of opportunity for companies that create the platforms and infrastructures on which human life can thrive into the future. From energy to entertainment, consumer staples to corporate finance, those companies that are able to convince customers, employees and investors, today, that their approaches and offerings will be category-defining tomorrow, will enjoy long-term and significant competitive advantage.

Armed with a unique dataset, established over seven years of research, FutureBrand are perfectly placed to not only assess which brands will rise to the challenge ahead, but also advise on how those who are missing the mark can recalibrate to seize the opportunity.

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# Why the 2021 FutureBrand Index Matters

01.



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

Unlike a number of other reports, the FutureBrand Index is not based on consumer research. Instead, it prioritises the calibre of people it surveys, choosing only to speak to informed professionals who are in key positions and have compelling and pivotal opinions. As a result, our data gives us an insight into the minds of those with their fingers already on the pulse; business leaders, decision makers and market watchers. This data helps us identify and track where a company is already strong and what needs to be prioritised moving forward and over time to ensure continued growth and success.

Adding further weight to our insights is the fact that – like last year – our research was conducted at a pivotal moment in the pandemic saga as the global community took stock of just over 12 months of isolations, lockdowns and re-emergence.



Brand

Perception

## WHY THE 2021 FUTUREBRAND INDEX MATTERS

### INFORMED

Professionals:

18,000

### GLOBAL REACH

Countries:

17

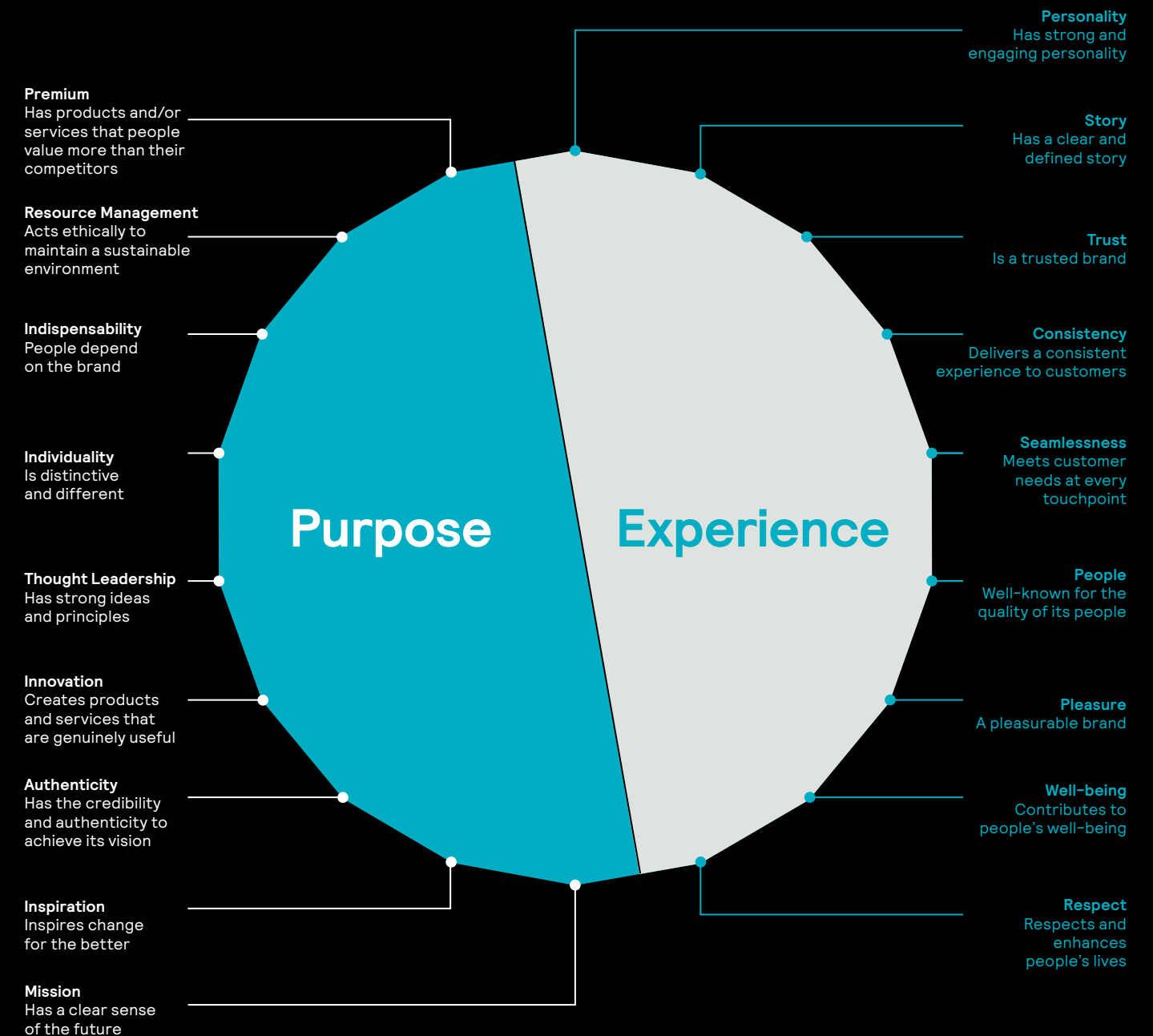
**We work with QRi Consulting, our global research partner and a respected specialist in brand, communication, product strategy and tactics.**

With more than three decades of experience, the depth and breadth of QRi's research is perfectly suited to our work.

In conjunction with QRi Consulting, over the last seven years we have spoken to a global audience of 18,000 informed professionals from 17 countries who were aware of and knew something about at least seven of the top 100 companies of that year.

For a more detailed breakdown of our methodology, please see page 124.

## METHODOLOGY



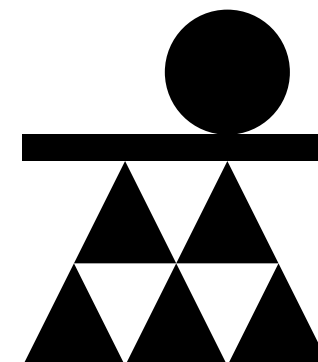


**Linking all of our success stories this year is the concept of Consistency. The ability to grow brand perception across a wide variety of attributes – *and to do so both within and beyond a company’s given sector* – appears to be increasingly critical to success as customers and all other stakeholders look for and expect seamless and transparent execution in order to get back to ‘feeling good’ after the tumultuous year that was 2020.**

This is inherently linked to Well-being and Quality of Life, with customers reappraising and engaging with brands that support the totality of human life, not just the aspects associated with their products or services.

Comparing and contrasting last year’s Index with the 2021 ranking has also revealed much about the impact of the pandemic. It’s now increasingly likely that the anticipated return to pre-pandemic norms will be far more gradual than once thought and that the companies once thought of as being secure at the top cannot rest on their laurels.

Customer-facing companies are also no longer top dogs – we’re experiencing the ascent of B2B as public awareness of how these formally behind-the-scenes giants are now present in our daily lives.





# New For 2021

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02.























## 2.1

## The Top 20

As our Global Top 100 table shows, it's all change at the top – indeed, only Apple has managed to hold onto its spot in the Top Five, as the last 12 months have recast the deck and brought other, perhaps unexpected, companies to the fore.

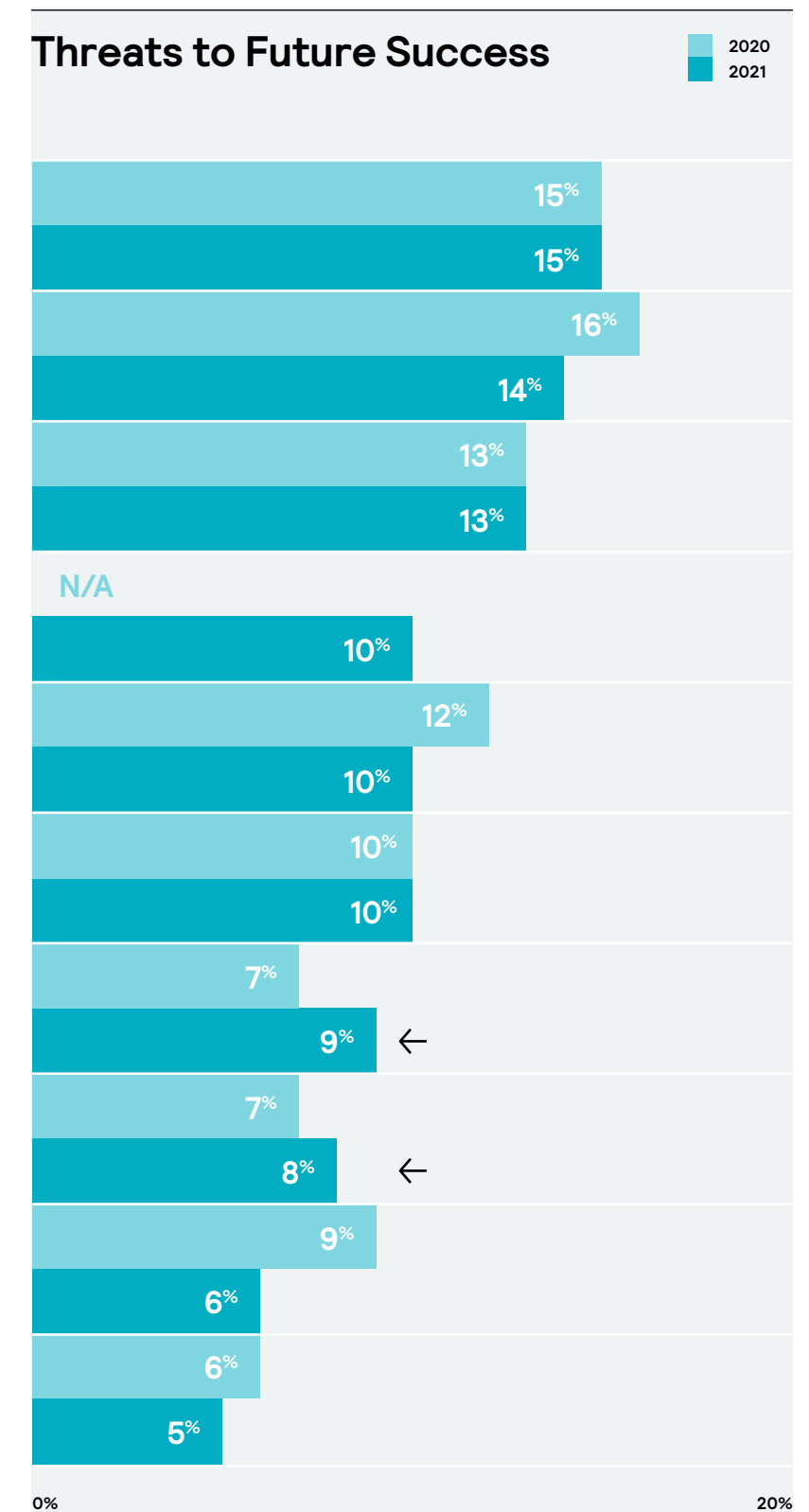
We'll examine some of this in more detail in our sector snapshots later on in the report, but first here's the crucial Top 20.

## THE TOP 20

FBI Global Ranking 2021	2021 vs 2020	Company		FBI Global Ranking 2020	PwC 2021 Position
1	↑7	ASML Holdings		8	31
2	↓1	Apple		1	1
3	↑8	Prosus NV		11	57
4	↑12	Danaher Corp		16	70
5	↑8	NextEra Energy		13	82
6	↑19	TSMC		25	11
7	↓2	Kweichow Moutai		5	16
8	↑7	Ping An Insurance		15	40
9	↓7	Reliance Industries		2	58
10	↓3	Microsoft		7	3
11	↑13	Amazon		24	4
12	↑2	Toyota		14	32
13	↓10	Samsung		3	15
14	↑9	Tesla		23	8
15	↑6	Intel		21	30
16	↑2	Medtronic		18	72
17	↑5	AbbVie		22	55
18	↓6	AIA Group		12	86
19	↑8	Johnson & Johnson		27	14
20	↑45	Tata Consultancy		65	69

# 2.2

**Failing to keep up with technology and innovation are perceived to be the key threats to future success for companies.**





**Personal well-being dominates worries for the future, undoubtedly influenced by the effects of the pandemic over the last year.**










# Positive Impact: Environment and Society

Companies that are seen to enable and have a positive impact on our Environment and Society today and in the future are perceived to;

- Bring people together
- Be inclusive, focussing on diversity and equality
- Be focussed on ecological solutions
- Be greener, showing efforts to reduce carbon footprint
- Care about employees
- Care about and support the local community
- Provide necessary and needed everyday products/services
- Be innovative and visionary
- Contribute to global and local causes
- Have a positive impact on the community
- Improve Quality of Life

## So, who are the winners?

2	↓1	Apple	
11	↑13	Amazon	
36	↑4	Alphabet	
14	↑9	Tesla	
10	↓3	Microsoft	

“Amazon is huge and cares about this planet. They are actively working towards ethnic diversity among their employees. They are working towards less of a carbon footprint by using all-electric delivery.”

NORTH AMERICAN PROFESSIONAL








# Positive Impact: Social Justice and Equity

Companies that are seen to enable and have a positive impact on our Social Justice and Equity today and in the future, are perceived to focus on:

- Diversity, Equality and Inclusion
- Giving back to the community
- Supporting those who are underprivileged
- Looking after its employees
- Being against discrimination and injustice
- Bringing people together
- Being committed to social causes
- Standing up for people's rights
- Running social programmes and initiatives
- Always innovating to improve Quality of Life

## So, who are the winners?

11	↑13	Amazon	
2	↓1	Apple	
36	↑4	Alphabet	
10	↓3	Microsoft	
49	↓12	Facebook	

“Facebook has been supporting lots of features focusing on safety and inequalities happening. And also condemning any racial inequalities happening around the globe.”

NORTH AMERICAN PROFESSIONAL



**Top 5 companies  
committed to  
Diversity, Equity  
and Inclusion,  
providing products  
and services  
doing good for  
all of society:**

- ASML
- Prosus NV
- NextEra Energy
- Danaher Corp
- Kweichow Moutai










**Companies perceived to be moving ahead, have a strong purpose and a clear vision for the future.**

The key drivers for moving ahead in three years' time are:

- Has a clear sense of the future
- Has the credibility and authenticity to achieve its vision
- Inspires change for the better

**Top 5 'Moving ahead in 3 years'**

2	↓1	Apple	
14	↑9	Tesla	
36	↑4	Alphabet	
6	↑19	TSMC	
30	↑15	Pfizer	

**“Tesla have created genuinely innovative products that will fit into the future of automobiles instead of just making automobiles that satisfy current needs.”**

NORTH AMERICAN PROFESSIONAL

# Reasons to want to work for a company

Personal development, making a lasting difference and being valued appear to be uppermost when it comes to choosing where to work:

- Provides inspiration for change
- They employ quality people
- Respects and enhances lives

## Top 5



# Reasons to want to buy products and services from a company

With a myriad of brands selling an incalculable number of products and services, the main reasons behind final purchase decisions are changing:

- Emotional attachment – a trusted company
- Has a credible authentic vision
- Creates genuinely useful innovations

## Top 5















# The Top 100 Brands











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03.











## FUTUREBRAND INDEX 2021

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
1	↑7		8	31	Technology
2	↓1		1	1	Technology
3	↑8		11	57	Technology
4	↑12		16	70	Healthcare
5	↑8		13	82	Utilities
6	↑19		25	11	Technology
7	↓2		5	16	Consumer Staples
8	↑7		15	40	Financials
9	↓7		2	58	Energy
10	↓3		7	3	Technology











## THE TOP 100 BRANDS / 1-20

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
11	↑13		24	4	Consumer Discretionary
12	↑2		14	32	Consumer Discretionary
13	↓10		3	15	Technology
14	↑9		23	8	Consumer Discretionary
15	↑6		21	30	Technology
16	↑2		18	72	Healthcare
17	↑5		22	55	Healthcare
18	↓6		12	86	Financials
19	↑8		27	14	Healthcare
20	↑45		65	69	Technology








## FUTUREBRAND INDEX 2021

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
21	↑9		30	12	Industrials
22	↓18		4	24	Technology
23	↑10		33	38	Consumer Staples
24	—		NEW ENTRY	73	Consumer Staples
25	↑29		54 (2018)	66	Consumer Discretionary
26	↓9		17	21	Consumer Discretionary
27	—		NEW ENTRY	96	Consumer Discretionary
28	↑63		91	2	Energy
29	↑37		66	20	Consumer Discretionary
30	↑15		45	49	Healthcare







## THE TOP 100 BRANDS / 21-40

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
31	↑3		34	85	Consumer Staples
32	—		NEW ENTRY	39	Technology
33	↓27		6	47	Consumer Discretionary
34	↓24		10	36	Consumer Discretionary
35	↑4		39	59	Healthcare
36	↑4		40	5	Technology
37	↑22		59	23	Consumer Staples
38	↓2		36	18	Industrials
39	↑19		58	19	Healthcare
40	↑9		49	45	Healthcare

## FUTUREBRAND INDEX 2021











FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
41	↑7		48	79	Technology
42	↓33		9	28	Industrials
43	↓5		38	26	Consumer Staples
44	↓24	L'ORÉAL®	20	43	Consumer Discretionary
45	↑27		72	95	Telecommunications
46	↓20		26	88	Healthcare
47	↑15		62	87	Basic Materials
48	↑5		53	41	Telecommunications
49	↓12	FACEBOOK	37	6	Technology
50	↑33	BERKSHIRE HATHAWAY INC.	83	10	Financials

## THE TOP 100 BRANDS / 41-60











FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
51	↑19		70	61	Financials
52	↑2		54	51	Financials
53	↓17		36 (2016)	99	Consumer Discretionary
54	↑14		68	44	Financials
55	↑24		79	52	Consumer Staples
56	↓5	SIEMENS	51 (2018)	90	Industrials
57	↑12		69	9	Consumer Discretionary
58	↑17	COMCAST	75	33	Telecommunications
59	↑5	ABInBev	64	100	Consumer Staples
60	↓15	BHP	45 (2018)	67	Basic Materials












## FUTUREBRAND INDEX 2021

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
61	↓5	 NOVARTIS	56	46	Healthcare
62	↑5	 Bristol Myers Squibb™	67	89	Healthcare
63	↓35	 Roche	28	29	Healthcare
64	↑20	 Bank of America	84	22	Financials
65	↓8	 Tencent 腾讯	57	7	Technology
66	↓6	 Adobe	60	37	Technology
67	↓21	 AstraZeneca	46	97	Healthcare
68	↓37	 novo nordisk®	31	71	Healthcare
69	↓34	 ORACLE	35	48	Technology
70	↓19	 THE HOME DEPOT	51	25	Consumer Discretionary







## THE TOP 100 BRANDS / 61-80

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
71	↑2	 Lilly	73	60	Healthcare
72	↑17	 citi®	89	76	Financials
73	↓44	 Shell	29	81	Energy
74	↓9	 Qualcomm	65 (2016)	78	Technology
75	↓34	 Walmart*	41	17	Consumer Discretionary
76	↓32	 McDonald's	44	65	Consumer Discretionary
77	↓1	 ICBC	76	27	Financials
78	↓26	 Charter COMMUNICATIONS	52	94	Telecommunications
79	—	 SoftBank Group	NEW ENTRY	62	Telecommunications
80	↑12	 Chevron	92	50	Energy

## FUTUREBRAND INDEX 2021

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
81	↓61	 <b>BOEING</b>	20 <small>(2018)</small>	80	Industrials
82	=	 <b>RBC Royal Bank</b>	82	98	Financials
83	↓6	 <b>MERCK</b>	77	54	Healthcare
84	↓41	 <b>BROADCOM</b>	43	56	Technology
85	-	 <b>LOWE'S</b>	NEW ENTRY	93	Consumer Discretionary
86	↑1	 <b>UNION PACIFIC</b>	87	84	Industrials
87	↓37	 <b>salesforce</b>	50	53	Technology
88	↓7	<b>Honeywell</b>	81	77	Industrials
89	↓34	 <b>COSTCO WHOLESALE</b>	55	74	Consumer Discretionary
90	↓4	 <b>AT&amp;T</b>	86	42	Telecommunications

## THE TOP 100 BRANDS / 81-100

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position	Sector
91	↑8	 <b>中國銀行 BANK OF CHINA</b>	99	91	Financials
92	↑1	<b>verizon</b>	93	34	Telecommunications
93	↓14	 <b>ups</b>	79 <small>(2016)</small>	83	Industrials
94	↓16	<b>accenture</b>	78	63	Industrials
95	-	 <b>T-Mobile</b>	NEW ENTRY	75	Telecommunications
96	↑2	<b>J.P.Morgan</b>	98	13	Financials
97	=	 <b>WELLS FARGO</b>	97	68	Financials
98	↓2	<b>ExxonMobil</b>	96	35	Energy
99	↓4	 <b>TEXAS INSTRUMENTS</b>	95	64	Technology
100	=	 <b>P&amp;G</b>	100	92	Consumer Staples

# The Top Five





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03.2

## So, what sets the Top Five apart from the rest, and how have they made it to the top after an extraordinary year?

This year's Top Five is dominated by companies either in the technology space or linked to it in some way. Aside from Apple – the sole company to have held onto its Top Five spot from 2020 – each of this year's entrants have experienced a significant jump in standing over the last 12 months.

All of them are credible and compelling examples of delivering customer experiences that bring their higher order purpose to life – and specifically in ways that suggest they are ahead when it comes to innovating the platforms and infrastructures on which human life can be maintained and enhanced in the future.

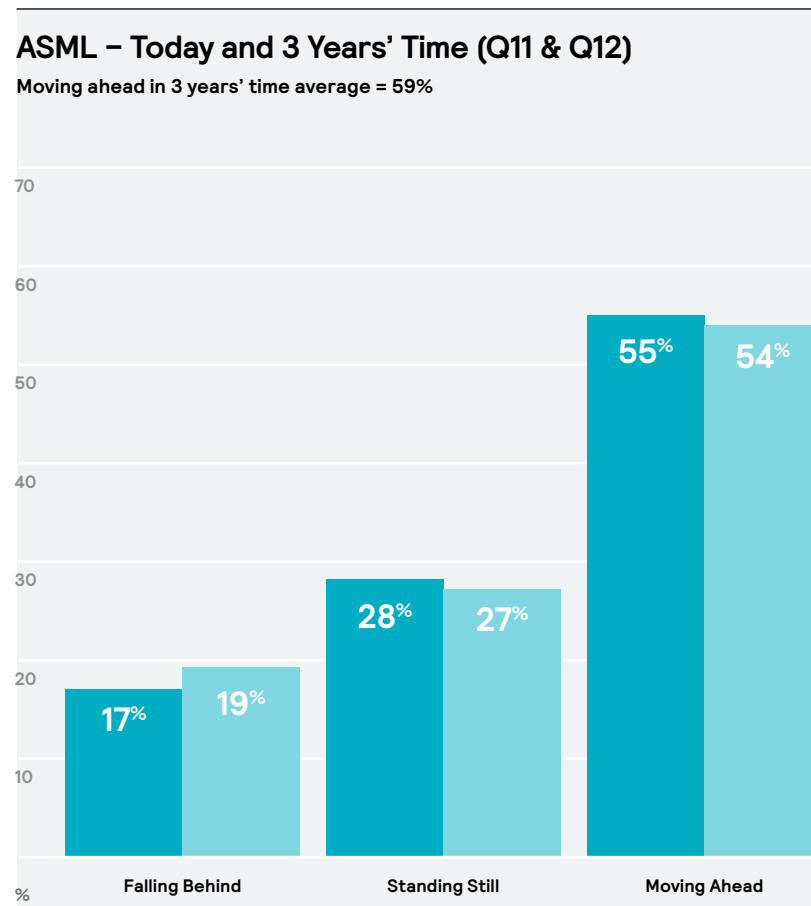
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2	↓1		1	1
3	↑8		11	57
4	↑12		16	70
5	↑8		13	82



## THE TOP 100 BRANDS

“They make chips that have become essential to very many things we take for granted.”

NORTH AMERICAN PROFESSIONAL



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

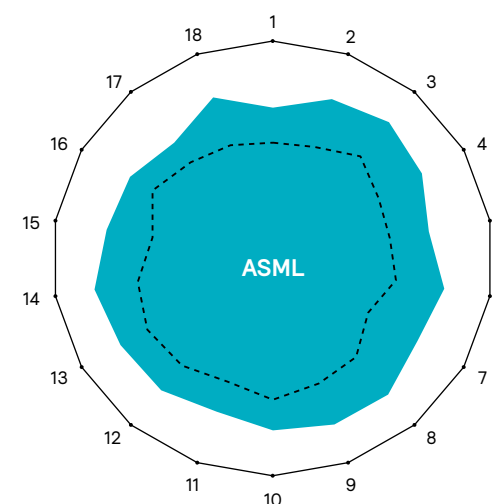
## THE TOP FIVE

1 ↑7

**FutureBrand Dashboard Key**

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

-- 2020  
■ 2021



## ASML Holdings

Last year ASML, the company on which the world’s chipmakers depend, made an impressive entry to the FutureBrand Index, making its debut at number eight. This year, it continued to build on its momentum across all attribute sets, delivering high scores across the board and demonstrating a particularly strong showing across both its Purpose and Experience attribute sets.

Having cornered the market in the global electronics supply chain, as the sole manufacturer of the most advanced equipment critical to modern chipmaking, ASML found itself at the centre of the global chip shortage which has threatened to disrupt life as we know it – impacting everything from cars to consumer technology.

With this in mind, it is reasonable to expect strong perception performance on attributes like Innovation, Indispensability, and the quality of its People – but it also brings Pleasure, contributes to human Well-being and has a great Story too. This cross-attribute performance is the key to meeting the diverse demands and expectations of today’s public and, right now, this company is out in front – even ahead of the mighty Apple.

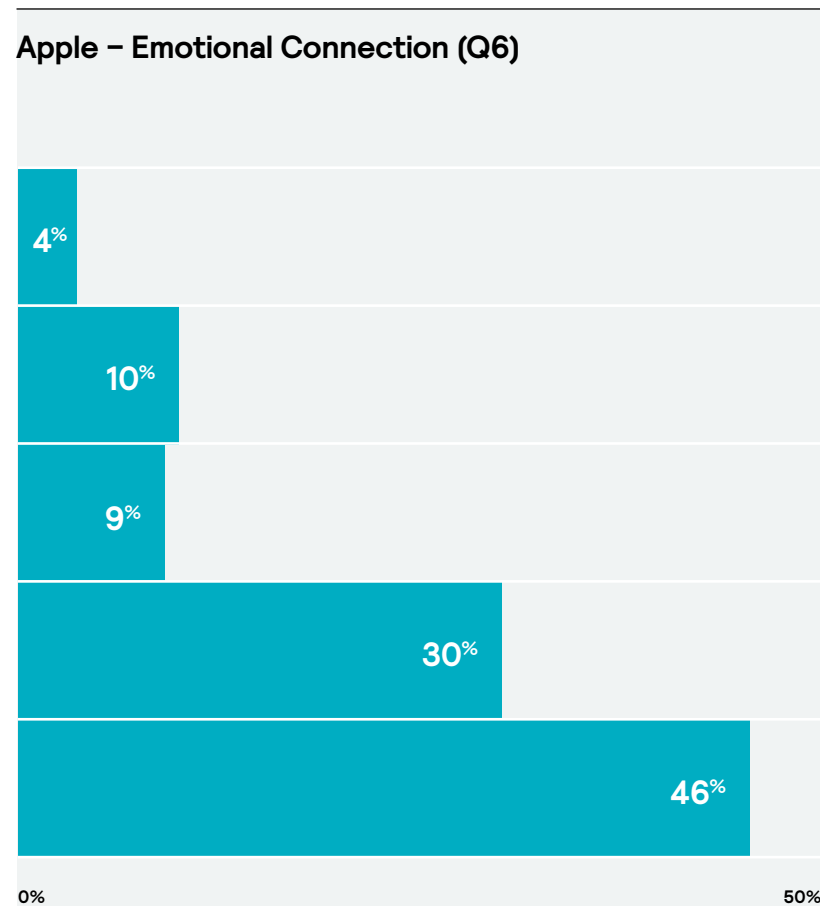
“It is an up-and-coming giant.”

NORTH AMERICAN PROFESSIONAL

## THE TOP 100 BRANDS

“Technology is ever changing, and Apple is a company that is always looking forward and exploring how to improve its products.”

ASIA PACIFIC PROFESSIONAL



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.

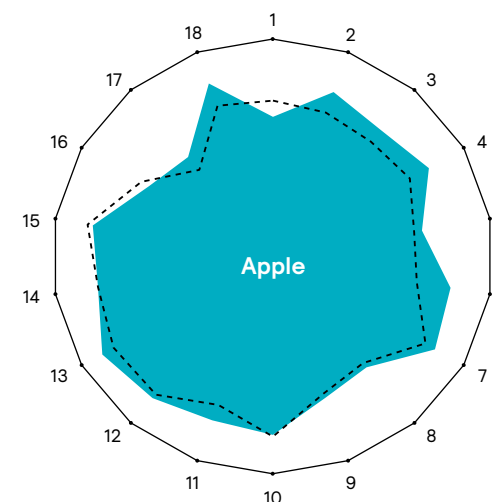
## THE TOP FIVE

2 ↓1

### FutureBrand Dashboard Key

1. Personality
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14. Thought Leadership
15. Individuality
16. Indispensability
17. Resource Management
18. Premium

-- 2020  
■ 2021



## Apple

Last year, Apple wrestled back the crown and took top billing in the FutureBrand Index, having last occupied the number one spot in 2016. However, the tech company's second place position this year is not notable for the fact that it has dropped, but rather for the fact that it is the only brand from 2020 which has managed to hold on to a Top Five spot.

Add to that the fact that Apple has consistently ranked in the top four since the inception of the FutureBrand Index and it's clear that there is much that can be learned from the technology giant. In the last seven years, the majority of the company's attribute scores have increased year-on-year, demonstrating Consistency in evolution – which has been noted by our respondents.

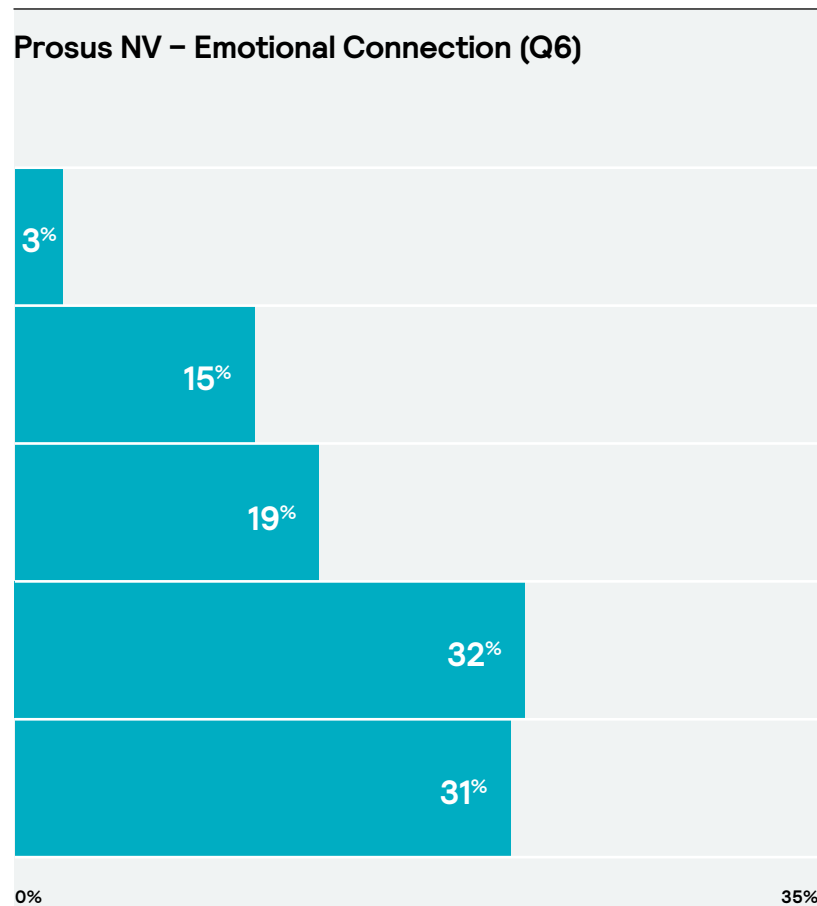
Pleasure is one of its strongest Experience attributes, and passion for the brand continues to ride high at 46% (the same score as in 2020).

“Apple has always been forward thinking.”

NORTH AMERICAN PROFESSIONAL

“Its emphasis and direction with technology, internet and start-up incubation aligns well with the direction business, consumer usage and participation are moving into the future.”

MIDDLE EASTERN (ME)/AFRICAN PROFESSIONAL



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.

3 <sup>↑8</sup>

## Prosus NV

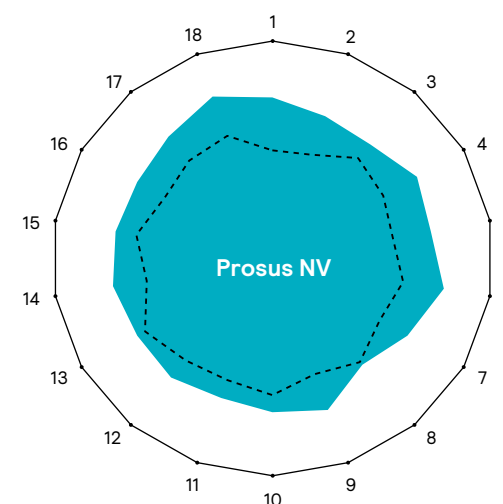
Another new entrant last year, when it came in at 11 in the ranking, Prosus NV has climbed 8 places since 2020 to secure the number three spot. Like ASML, Prosus NV is fundamental to enabling us to live life as we wish; as Europe’s largest consumer internet company and one of the largest technology investors in the world, Prosus NV’s activity is instrumental in ensuring businesses, individuals and governments are able to function.

Helping it secure the number three spot is – like its Top Five peers – a steady increase in all attributes, with a particularly strong showing for delivering an engaging Experience at every touchpoint and delivering sustainable value.

According to our respondents, the technology company is also considered to be redefining the category – further reflected in the fact that admiration for Prosus NV is at a respectable 32% and that 52% of our respondents predicted it would still be moving ahead in three years’ time.

FutureBrand Dashboard Key

1. Personality
  2. Story
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  10. Mission
  11. Inspiration
  12. Authenticity
  13. Innovation
  14. Thought Leadership
  15. Individuality
  16. Indispensability
  17. Resource Management
  18. Premium
- 2020  
■ 2021

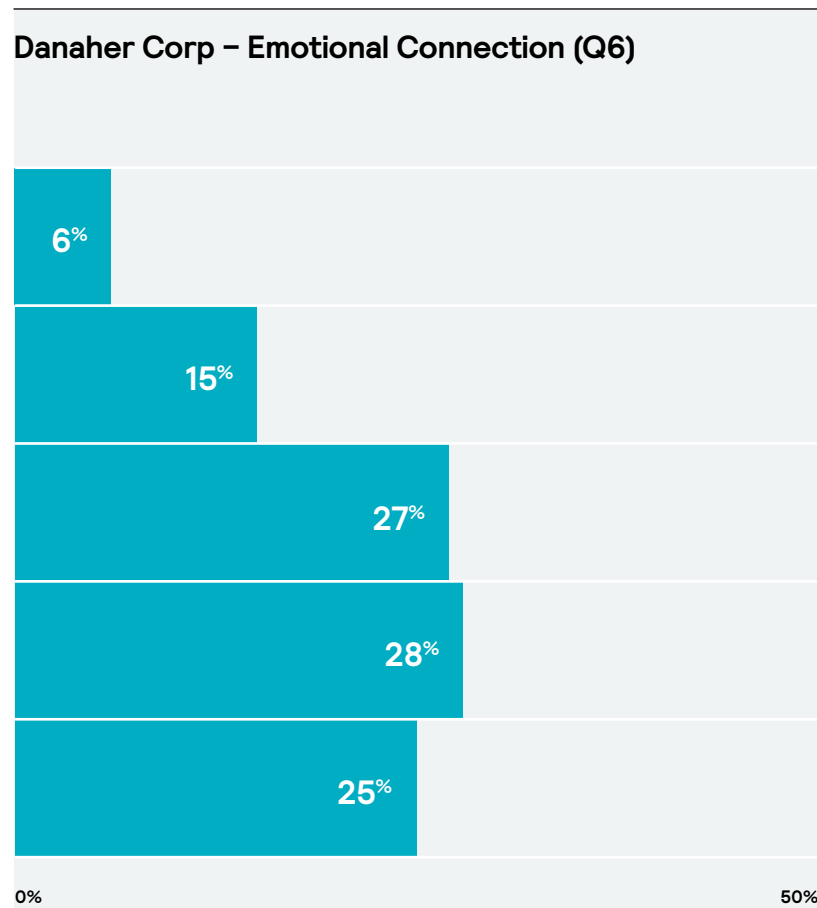


“Their services and products are leaders and productivity is very high.”

ME/AFRICAN PROFESSIONAL

“It is dedicated to the quality of water to give environmental solutions and is at the forefront in many respects.”

LATIN AMERICAN (LATAM) PROFESSIONAL



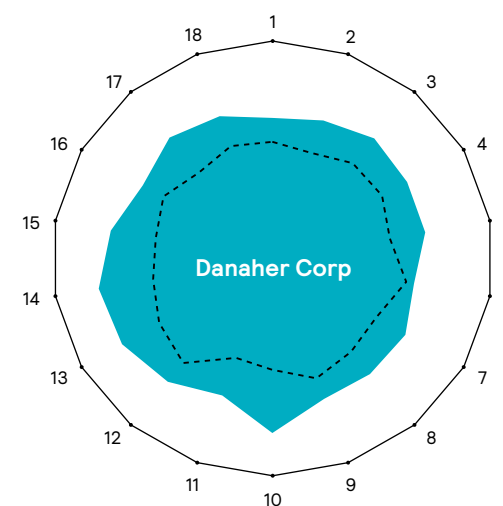
Q6: Thinking about your gut feeling about each of these companies please put each company into one of these boxes – Passionate, Admiration, Close, Indifferent, Distant. For example if you feel passionate about any of them, put them into passionate. You can put them in as many boxes as you like or none.

4 ↑12

FutureBrand Dashboard Key

1. Personality
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9. Respect
10. Mission
11. Inspiration
12. Authenticity
13. Innovation
14. Thought Leadership
15. Individuality
16. Indispensability
17. Resource Management
18. Premium

-- 2020  
■ 2021



## Danaher Corp

Coming in at number four, Danaher is the only healthcare company in 2021's Top Five. Yet another new entrant in 2020 – when it was ranked number 16 – we predicted last year that it was likely to become a future staple of the Index. This Fortune 500 science and technology innovator, whose sales range from diagnostics and life-sciences research equipment to environmental fields – managed to climb 12 places in the last 12 months, demonstrating a fairly well-rounded set of results and an increase in all attribute scores.

What's especially noteworthy is how a healthcare company has grown its associations with Personality, Story and Pleasure almost as much as Mission, Thought Leadership and Authenticity – the latter attributes more naturally connected to the provision of healthcare solutions and services.

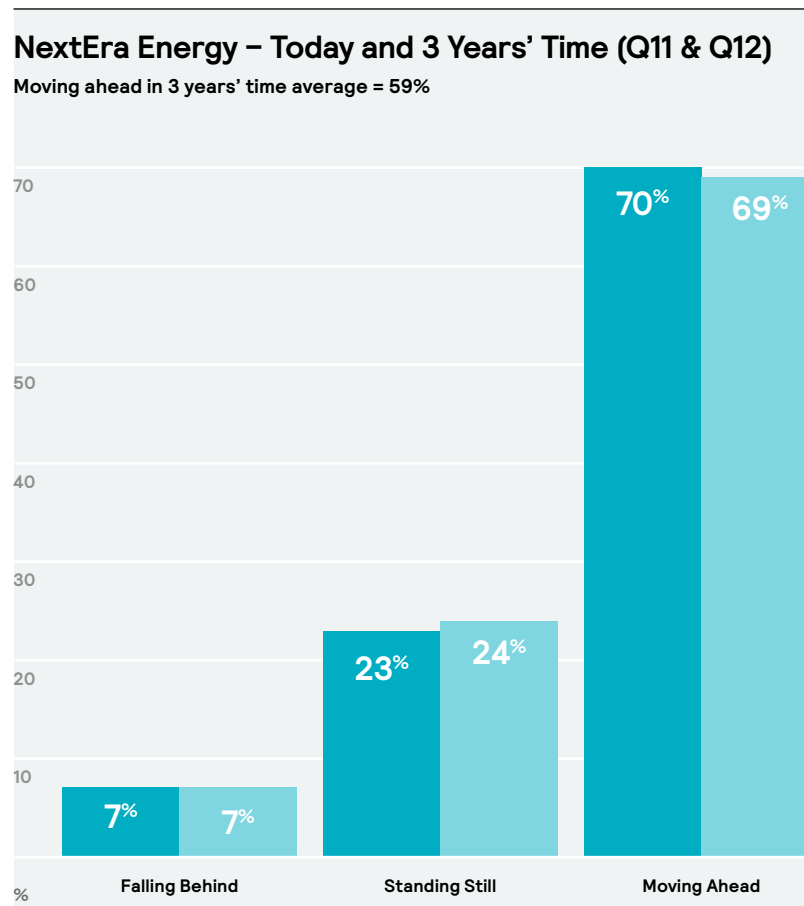
“It has very good brand satisfaction.”

ASIA PACIFIC PROFESSIONAL

## THE TOP 100 BRANDS

“Their target is to revolutionise the energy industry towards sustainable energy.”

NORTH AMERICAN PROFESSIONAL



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

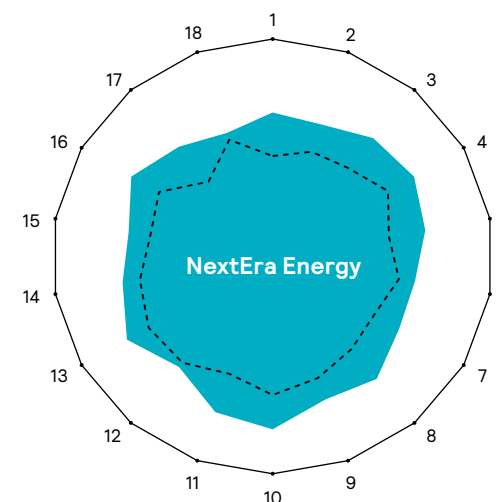
## THE TOP FIVE

5 ↑8

### FutureBrand Dashboard Key

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

-- 2020  
■ 2021



## NextEra Energy

With its focus on renewable energy, especially solar and wind, last year we noted that NextEra Energy was an exciting entrant in the FutureBrand Index 2020 Top 20.

Since then, the energy company has continued to go from strength to strength, increasing all its attribute scores in the last 12 months. The only utilities representative in this year's Top Five, the company scores more strongly on its Experience attributes than Purpose, with Mission coming in as its strongest single attribute.

Reflecting its focus on delivering a sustainable future through alternative energy solutions is the fact that 69% of our respondents felt that the company would still be moving ahead of others in three years' time, 10% higher than our Index average.

“Future-energy sustainability, a leader in solar energy.”

EUROPEAN PROFESSIONAL



# The Top Five Risers

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**03.3**

## THE TOP 100 BRANDS



TOP RISER:  
Saudi Aramco

63<sup>↑</sup>

All but one of this year's Top Five performers were promising new entrants or movers and shakers in 2020.

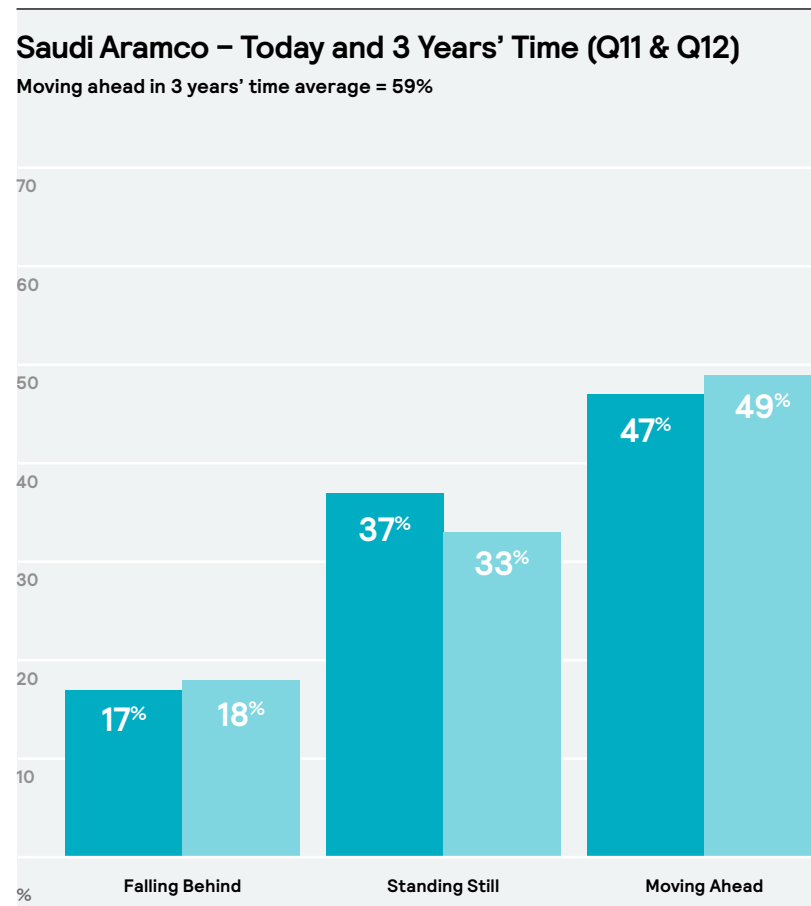
With that in mind, what do 2021's Top Five Risers tell us about what's going on today and where things might go tomorrow?

## THE TOP FIVE RISERS

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
28	↑63	أرامكو السعودية saudi aramco 	91	2
20	↑45	tcs TATA CONSULTANCY SERVICES	65	69
29	↑37	LVMH	66	20
50	↑33	BERKSHIRE HATHAWAY INC.	83	10
45	↑27	中国移动 China Mobile 	72	95

“Consistent and financially stable. One of the leaders in this industry.”

EUROPEAN PROFESSIONAL



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

28 ↑63

## Saudi Aramco

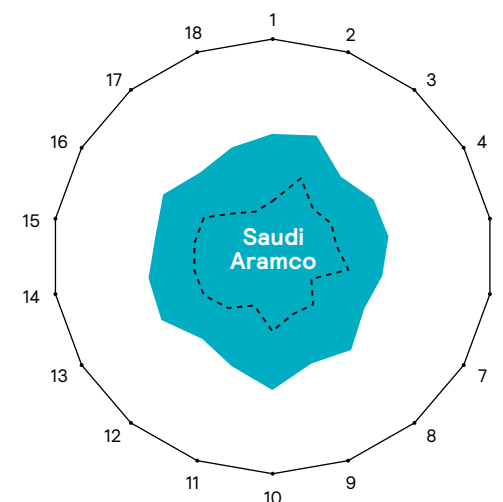
Coming in at a lowly 91st place in the FutureBrand Index 2020 – despite topping PwC’s Top 100 companies by market capitalisation list in the same year – this oil and gas giant is making good on its ambition to shift perceptions around its Mission and Purpose and, in particular, how that relates to Respect and care for human life and Innovation. This shift has enabled Saudi Aramco to climb 63 places to number 28 in this year’s Index.

Indeed, since its partial IPO, perceptions of the oil and gas powerhouse have ‘rounded out’ markedly, with a particularly strong showing on Mission and a recognition of its ability to redefine the energy category. As with ASML, Apple and Prosus NV, it’s the company’s ability to drive brand perceptions not typically associated with its sector that is most impressive and suggest its future potential. Providing a sense of Inspiration and pushing its Mission alongside a renewed Personality and Story are not perhaps what one might have expected to see in just over 12 months since we first benchmarked Saudi Aramco, but indicate that its upward trajectory has only just begun.

**FutureBrand Dashboard Key**

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13. Innovation
14. Thought Leadership
15. Individuality
16. Indispensability
17. Resource Management
18. Premium

-- 2020  
■ 2021

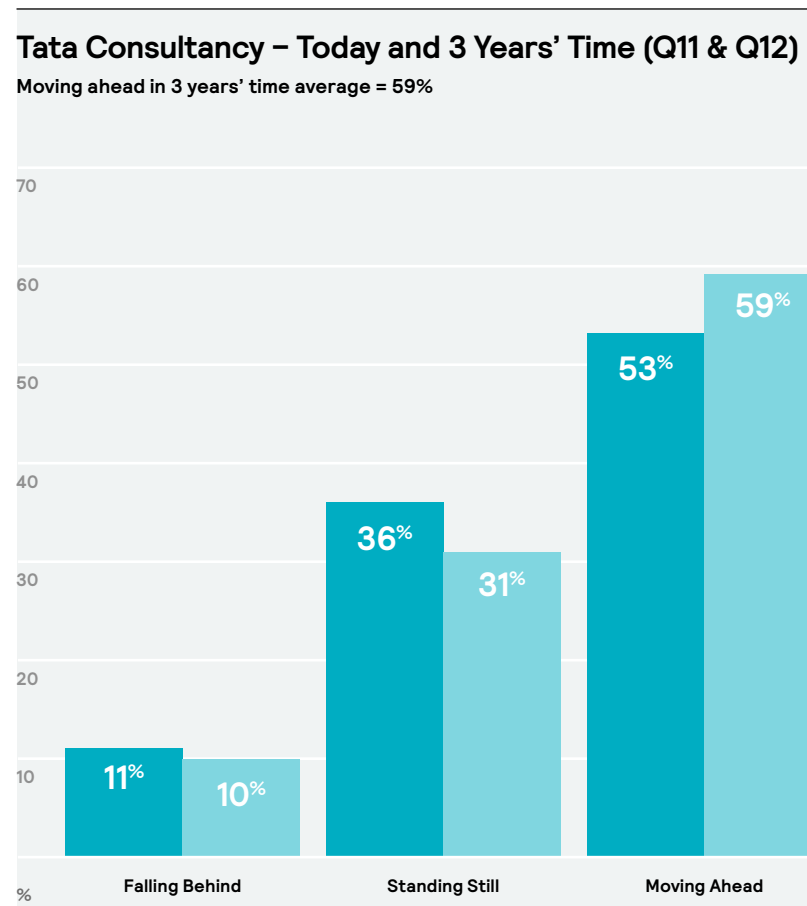


“It has great potential.”

ASIA PACIFIC PROFESSIONAL

“...Very good, reliable company, delivering good consistent growth. It works for the good of society at large. It is an excellent company and has a great potential.”

ASIA PACIFIC PROFESSIONAL



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

20 ↑45

## Tata Consultancy

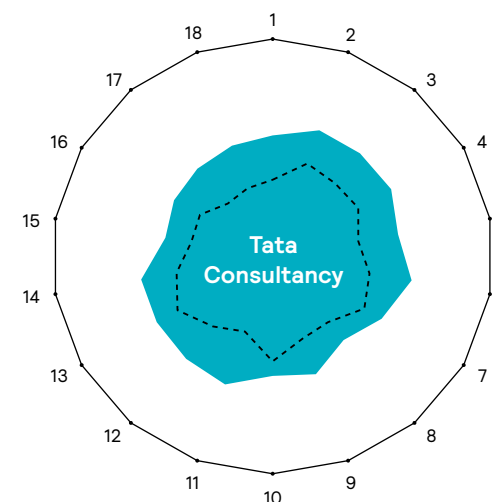
Tata Consultancy’s upward momentum in this year’s rankings has seen it jump 45 places to edge itself into the Top 20, with all its attribute scores across both Purpose and Experience increasing significantly in the last 12 months. As a result, nearly half of our respondents stated that they would like to work for the company and buy its products, coming in at 46% and 44% respectively.

The move upwards for the global IT services and consulting firm sees it begin to catch up with another Indian behemoth, Reliance Industries, which has held onto its impressive 2020 debut spot in the Top 10. Together, these giants are beginning to carve out a new and exciting story about the business prowess and potential of India – a country that will soon overtake China to become the most populous in the world.

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17. Resource Management
18. Premium

-- 2020  
■ 2021

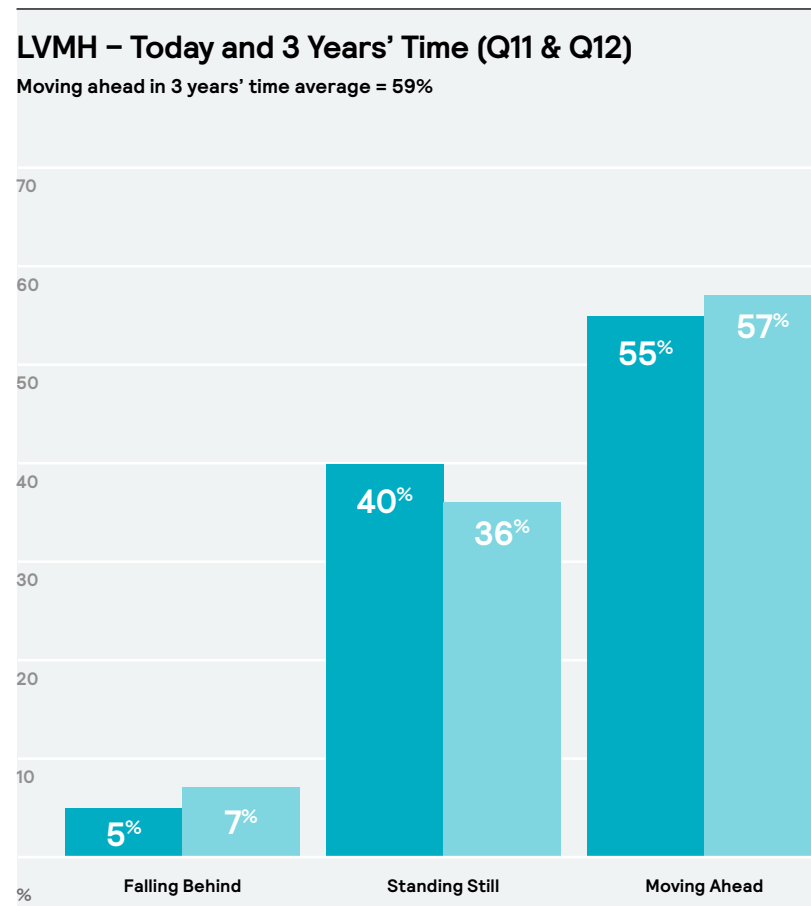


“It carries a legacy and dedication behind every product it releases, I have tremendous faith in its future.”

ME/AFRICAN PROFESSIONAL

“Large brand influence, excellent quality.”

ASIA PACIFIC PROFESSIONAL



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

29 ↑37

LVMH

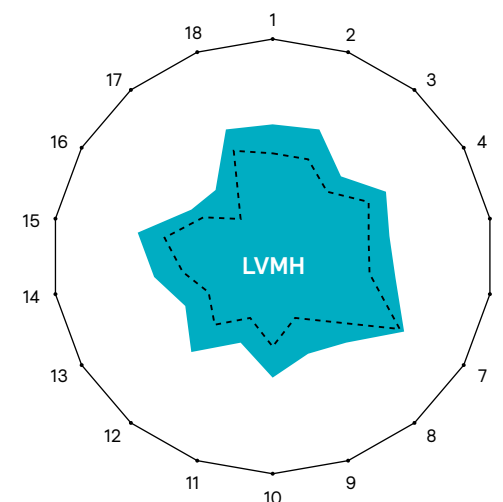
LVMH has had a mixed bag of results since the FutureBrand Index began in 2014, peaking at number 19 in 2016’s ranking, before falling sharply to number 70 in the 2018 Index. In 2020, the company began to climb the rankings once again, coming in at 66. In 2021 LVMH’s ascent has been supercharged by a growing customer focus on luxury and need to seek pleasure wherever it is accessible, in lieu of pre-pandemic freedoms.

Indeed, it should come as no surprise then that the luxury retailer’s strongest attribute overall is Pleasure. Even as global lockdowns began to ease in early 2021, LVMH delivered a forecast-beating first quarter driven by demand in the US and China as customers sought to indulge and celebrate in what one of our respondents referred to as a “high quality life”.

FutureBrand Dashboard Key

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17. Resource Management
18. Premium

-- 2020  
■ 2021



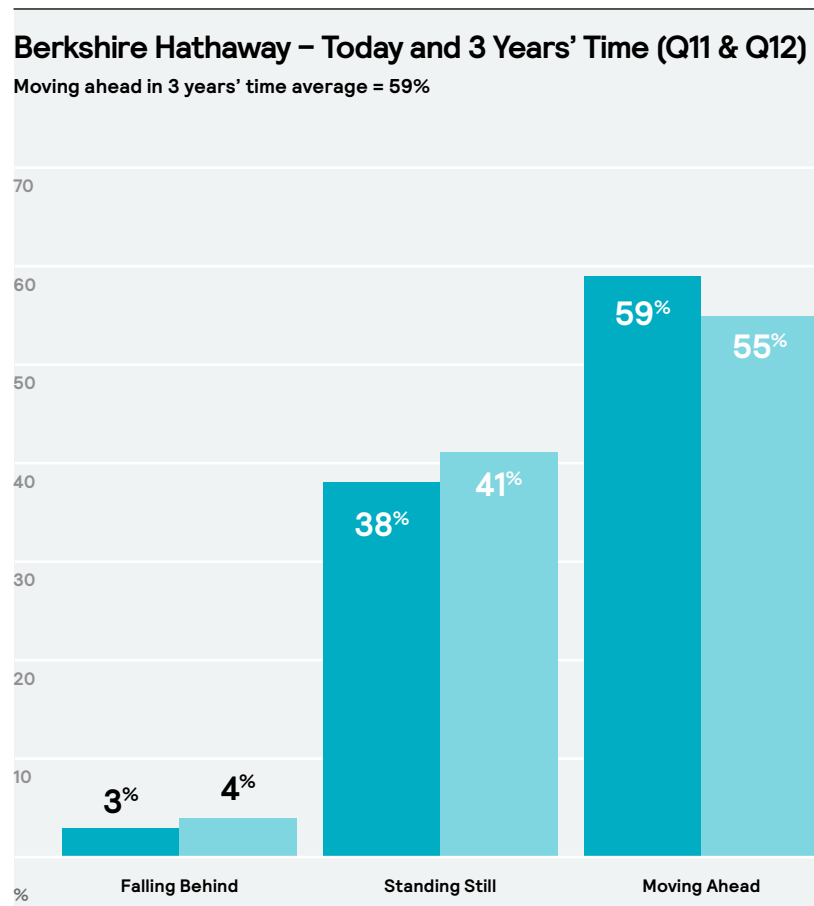
“People’s lives will be more high quality; people cannot do without fashion.”

ASIA PACIFIC PROFESSIONAL



“... Run for years by the guru of Wall Street, Warren Buffet. He is the most knowledgeable person about Wall Street markets and trends. I have every confidence that it is still growing into greatness and is on the upside swing still.”

NORTH AMERICAN PROFESSIONAL



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

50 ↑33

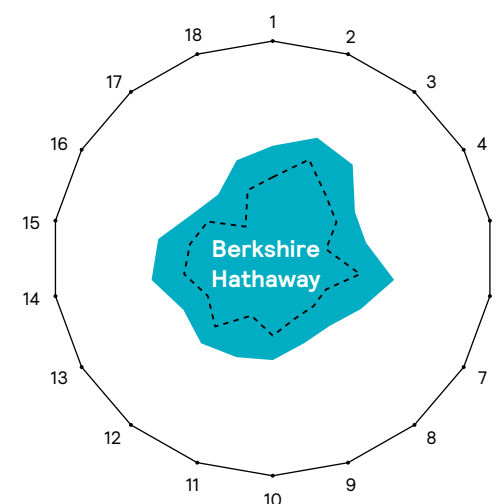
## Berkshire Hathaway

Berkshire Hathaway jumped 33 places this year to occupy the number 50 spot – a commendable effort after it slipped down to a lowly 83rd spot in last year's ranking.

Working in its favour has been a slow but steady growth across all attributes, with a particularly strong showing on Story and Thought Leadership. However, the company will need to continue to focus on Mission in the months and years ahead, as it continues to struggle to bring its score on this attribute up to its 2018 level, when it came in at number 29.

As in previous years, Berkshire Hathaway's chairman and CEO Warren Buffett was seen to be closely associated to the company's future successes (or failures) and therefore a key driver of shifts in perception. Given Buffett named a successor towards the end of our data collection for this year's FutureBrand Index, it will be interesting to observe how this impacts the company's ranking in the months and years ahead.

- FutureBrand Dashboard Key**
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  15. Individuality
  16. Indispensability
  17. Resource Management
  18. Premium
- 2020  
■ 2021

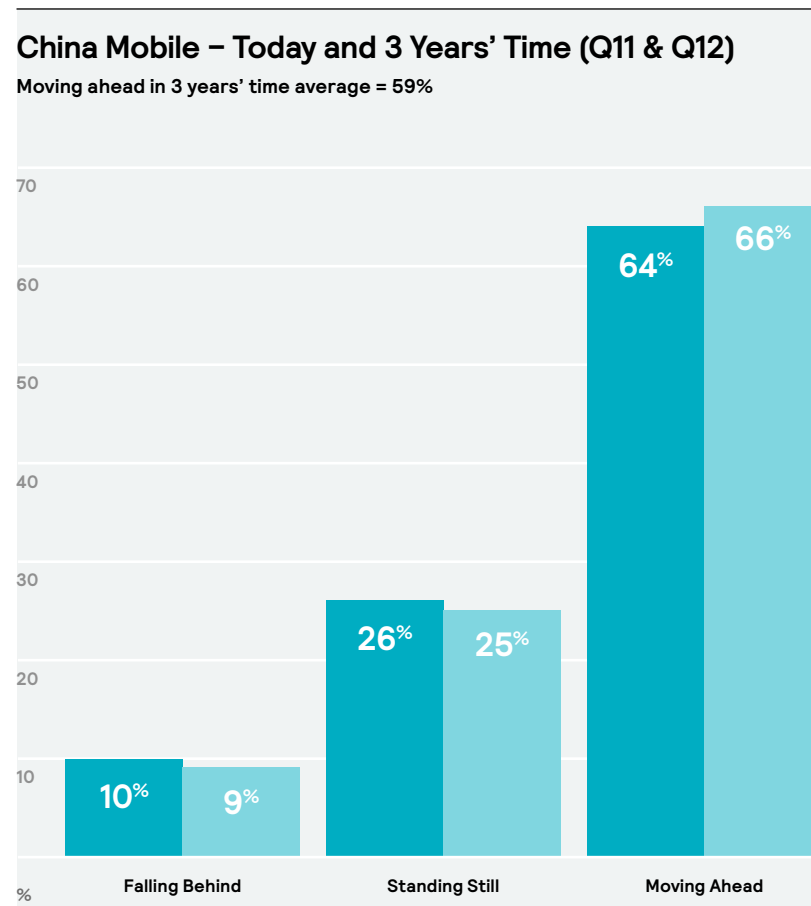


“They have a clear vision, they know what they are in, they know how to achieve it.”

ASIA PACIFIC PROFESSIONAL

“This company is impressive; it is competent, it never cease to amaze, and it offers a very smart variety of services.”

ME/AFRICAN PROFESSIONAL



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

45 ↑27

## China Mobile

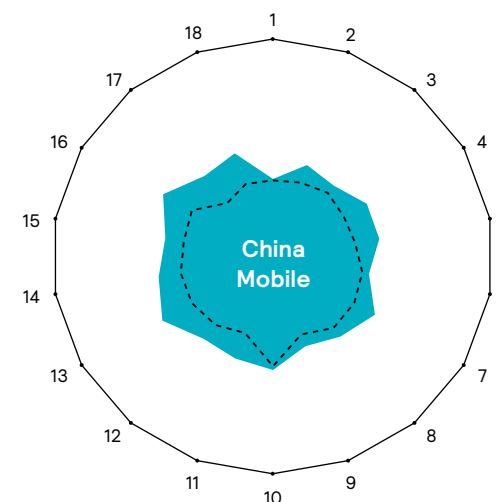
China Mobile is another Chinese success story this year, making a comeback after a significant drop in perception at the height of the pandemic in 2020.

In particular, it has seen a marked improvement on its Purpose attributes and is held back only by its Personality attributes on the Experience side. Our respondents also perceived it as leading the way, with an above average 66% believing that it would be moving forward in three years' time.

**FutureBrand Dashboard Key**

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12. Authenticity
13. Innovation
14. Thought Leadership
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16. Indispensability
17. Resource Management
18. Premium

-- 2020  
■ 2021



“Chinese companies are very innovative and market leaders.”

ME/AFRICAN PROFESSIONAL

# The Top Five Fallers

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03.4



## THE TOP 100 BRANDS

TOP FALLER:  
Royal Dutch Shell

44 ↓






**Just as illuminating is the story told by this year's fallers. Remarkably, three of this year's biggest fallers featured in last year's list of Top Risers:**

- Taking the unwanted top spot in this list is Royal Dutch Shell, which has fallen 44 places since 2020 to come in at 73.
- Healthcare company Novo Nordisk bucked the general upward trend in its sector to slip 37 places from 31 to 68 in the rankings.
- Roche is another healthcare company which has experienced a downward trajectory, dropping 35 places to come in at 62.

Last year, at the outset of the pandemic, all three had taken a spot on a risers list, characterised in the main by solid and stable healthcare or technology companies driven on by the serious and challenging times we faced.

While some of this is likely to be attributable to natural research effects, it's worth taking a closer look at what's going on here.

## THE TOP FIVE FALLERS

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
73	↓44		29	81
84	↓41		43	56
68	↓37		31	71
87	↓37		50	53
63	↓35		28	29

## THE TOP 100 BRANDS

All of our Top Five Fallers have seen their attribute scores decline across both Experience and Purpose. The fact that they also tend to fluctuate, year on year, suggests they are not 'balanced' in the minds of the public.

This further emphasises the point that companies that are best placed to do well are those that have a well-rounded perception set and that can project beyond their immediate sector norms.

From utilities to healthcare to business services, every company needs to be thinking about how it plays to the totality of human well-being to thrive, not just the immediate and expected associations of their given sector or traditional customer.

### FutureBrand Dashboard Key

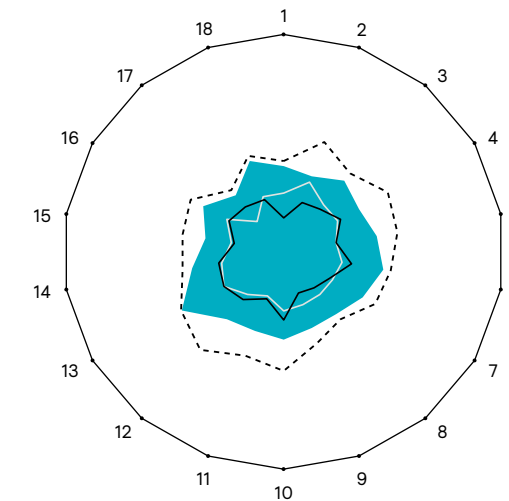
1. Personality
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10. Mission
11. Inspiration
12. Authenticity
13. Innovation
14. Thought Leadership
15. Individuality
16. Indispensability
17. Resource Management
18. Premium

- 2016
- 2018
- - 2020
- 2021

## THE TOP FIVE FALLERS

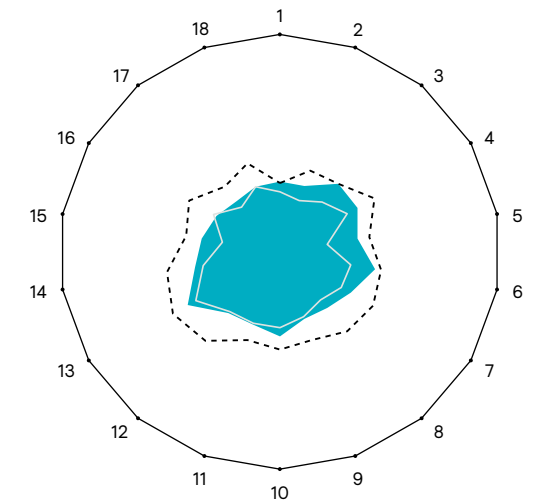
**73** ↓44

Royal Dutch Shell



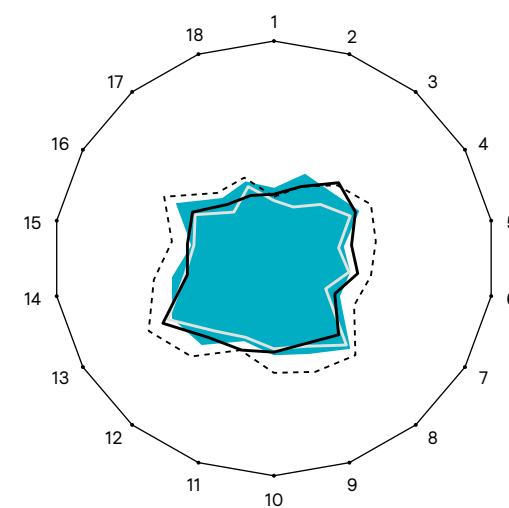
**84** ↓41

Broadcom



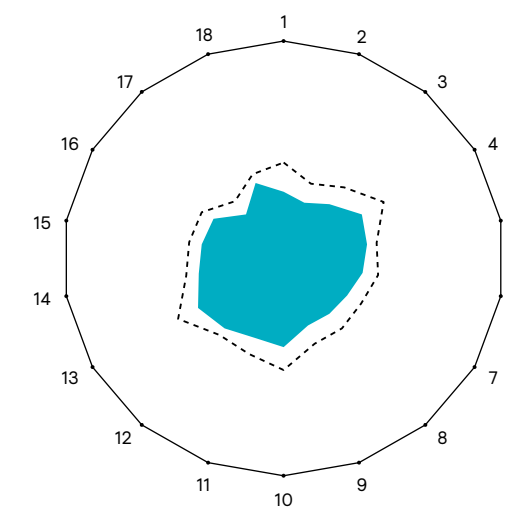
**68** ↓37

Novo Nordisk



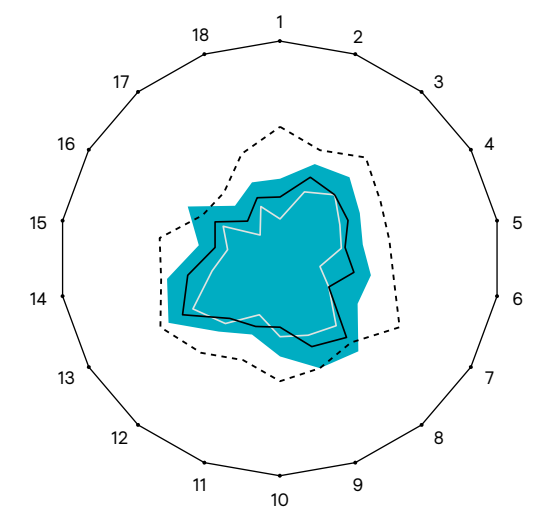
**87** ↓37

Salesforce.com



**63** ↓35

Roche



# Who's In, Who's Out in 2021

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03.5








# There were a total of six new entrants this year.

Chinese and Japanese players are on the rise and, forgive a moment of sentimentality, but it's great to see Sony back in the Top 100.

“Sony is a very strong brand when you think of the future and modernization.”

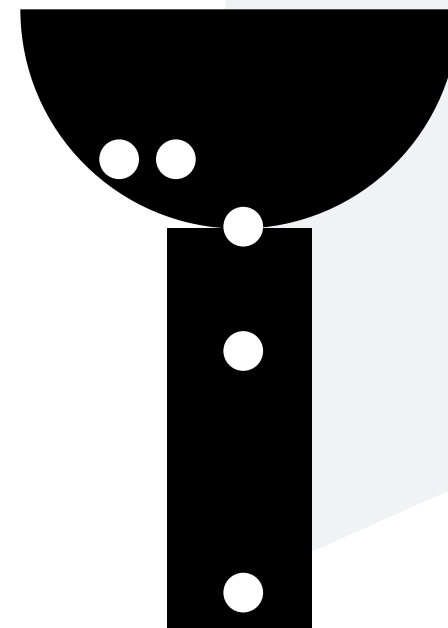
LATAM PROFESSIONAL

FBI Global Ranking 2021	2021 vs 2020	Company	PwC 2021 Position	Sector
24	NEW ENTRY	 五粮液 WULIANGYE	73	Consumer Staples
27	NEW ENTRY	SONY	96	Consumer Discretionary
32	NEW ENTRY	 Meituan	39	Technology
79	NEW ENTRY	 SoftBank Group	62	Telecommunications
85	NEW ENTRY	 LOWE'S	93	Consumer Discretionary
95	NEW ENTRY	 T Mobile	75	Telecommunications

**A number of companies have dropped out of the PwC Top 100 Global Companies 2021 list this year.**

**Dropped out (2021 vs 2020)**

- HSBC
- Petro China
- Sanofi
- NTT Docomo
- Total
- IBM
- American Tower Corp
- Lockheed Martin
- GSK
- Gilead Sciences
- Nippon Telegraph
- China Life Insurance
- BP



# Sector by Sector

- Technology
- Consumer Discretionary
- Consumer Staples
- Healthcare
- Financials

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04.

## 4.1

# Technology

**The technology sector continues to lead the way, with three of this year's Top Five Risers coming from this sector.**

Unlike in previous years however, when it was customer-facing tech brands which ruled the roost, this year's technology success stories are companies which are critical behind-the-scenes enablers of the technology which underpins our everyday lives.

In particular, the widely reported and disruptive shortage of semiconductors which began at the end of 2020 appears to have had a huge impact on the perception of B2B companies which manufacture microchips and semiconductors. In tandem, an urgent need for connectivity at home – whether for work or play – has made information technology services and internet providers like Prosus or Tata Consultancy even more indispensable.

Apple is therefore particularly notable for not only having held onto a spot in the top four since the inception of the FutureBrand Index in 2014, but for also being one of the few customer-facing technology brands left standing in a year which pushed many off their pedestals.



“Technology companies are always looking to improve and create the next big thing.”

NORTH AMERICAN PROFESSIONAL

TECHNOLOGY TOP RISER:  
Tata Consultancy

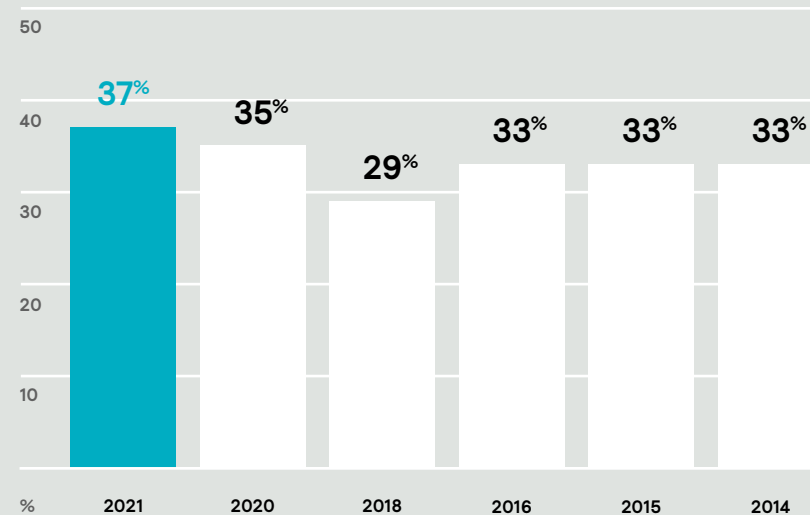
45↑

TECHNOLOGY TOP FALLER:  
Broadcom

41↓

Sector Performance Score by Year

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



Technology Brands

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
1	↑7	ASML	8	31
2	↓1	Apple	1	1
3	↑8	prosus	11	57
6	↑19	ASML	25	11
10	↓3	Microsoft	7	3
13	↓10	SAMSUNG	3	15
15	↑6	intel	21	30
20	↑45	tcs TATA CONSULTANCY SERVICES	65	69
22	↓18	NVIDIA	4	24
32	-	美团 Meituan	NEW ENTRY	39
36	↑4	Alphabet	40	5
41	↑7	SAP	48	79
49	↓12	FACEBOOK	37	6
65	↓8	Tencent 腾讯	57	7
66	↓6	Adobe	60	37
69	↓34	ORACLE	35	48
74	↓9	Qualcomm	65 (2016)	78
84	↓41	BROADCOM	43	56
87	↓37	salesforce	50	53
99	↓4	TEXAS INSTRUMENTS	95	64

6 ↑19

## TSMC

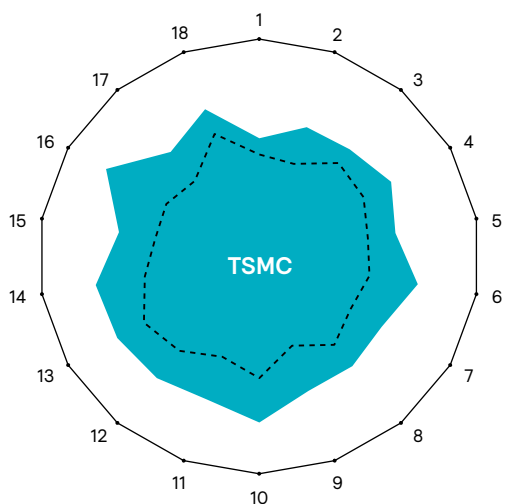
Chip foundry TSMC is another top riser in the technology category, following the lead of the likes of Apple, ASML and Prosus NV in fulfilling a role which is both essential to the totality of human well-being and driving a positive perception over and above sector-specific attributes.

The company's rise up the ranking has been slow but steady, supported by consistently increasing attribute scores year-on-year. No doubt because of its place at the heart of the global chip shortage, as the world's largest contract chip manufacturer, it is particularly also strong on Indispensability. As a result, it's now hovering just outside the Top Five, coming in at number six, 19 places above where it was just 12 months ago. In terms of future potential, it's looking rosy for the technology company, with our informed respondents noting its potential for growth and propensity for Innovation.

**“They are a leading provider of technology of the future.”**

EUROPEAN PROFESSIONAL

- FutureBrand Dashboard Key
1. Personality
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  15. Individuality
  16. Indispensability
  17. Resource Management
  18. Premium
- 2020  
■ 2021



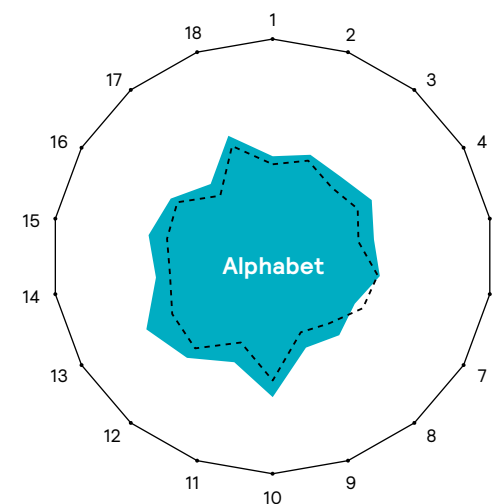
36 ↑4

## Alphabet

Alphabet's reach is vast. As the holding company for flagship brand Google and associated businesses like YouTube, Chrome and Android, its products and services touch a global publication and is firmly embedded into our daily lives. The fact that it is regarded as a steady ship is reflected in the fact that, since it first entered the FutureBrand Index in 2016, it has maintained a fairly consistent position outside the Top 20, but still in the top half of the rankings. This year, it has risen four places to rank at number 36, still five below its peak in 2018 at number 31. Of all its attributes, it scores most strongly on Innovation and Mission, followed closely by Premium.

**“It has very skilled and diverse staff. It is involved in many areas with huge potential for growth, in the short and long term. It is very profitable and global.”**

EUROPEAN PROFESSIONAL



## 4.2

# Consumer Discretionary

**Unsurprisingly, companies associated most strongly with a bricks and mortar offering have suffered over the last 12 months with the likes of Walmart and McDonald's falling sharply down the ranking. (We expect to see this rebound next year and moving forward).**

In contrast, companies providing luxury goods or online shopping have been positively impacted by the pandemic, as consumer priorities (and access) shifted as a result of lockdown orders.

LVMH in particular has benefited from the events of the last 12 months, with its 37-place jump in the FutureBrand 2021 Index securing it the accolade of being not only this category's top riser, but also a member of the coveted Top Five Riser group overall. Online shopping giants Amazon and Alibaba also experienced a boost, rising 13 and 12 places respectively.

“People are spending more personally in a Covid-induced style of living.”

ASIA PACIFIC PROFESSIONAL

CONSUMER DISCRETIONARY TOP RISER:  
LVMH

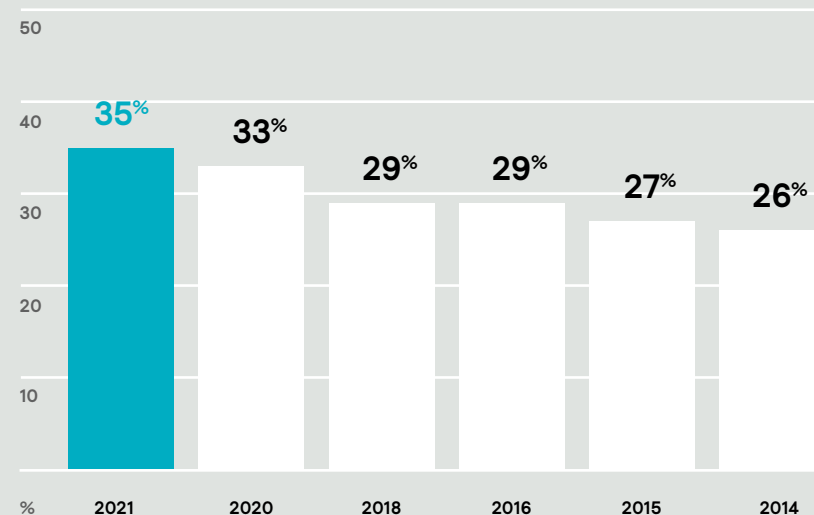
37↑

CONSUMER DISCRETIONARY TOP FALLERS:  
Walmart/Costco

34↓

Sector Performance Score by Year

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



Consumer Discretionary Brands

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
11	↑13	amazon	24	4
12	↑2	TOYOTA	14	32
14	↑9	TESLA	23	8
25	↑29	VW	54 (2018)	66
26	↓9	The Walt Disney Company	17	21
27	-	SONY	NEW ENTRY	96
29	↑37	LVMH	66	20
33	↓27	NIKE	6	47
34	↓24	NETFLIX	10	36
44	↓24	L'ORÉAL	20	43
53	↓17	Starbucks	36 (2016)	99
57	↑12	Alibaba Group	69	9
70	↓19	THE HOME DEPOT	51	25
75	↓34	Walmart*	41	17
76	↓32	McDonald's	44	65
85	-	LOWE'S	NEW ENTRY	93
89	↓34	COSTCO WHOLESALE	55	74



**25** ↑29  
(2018)

## Volkswagen

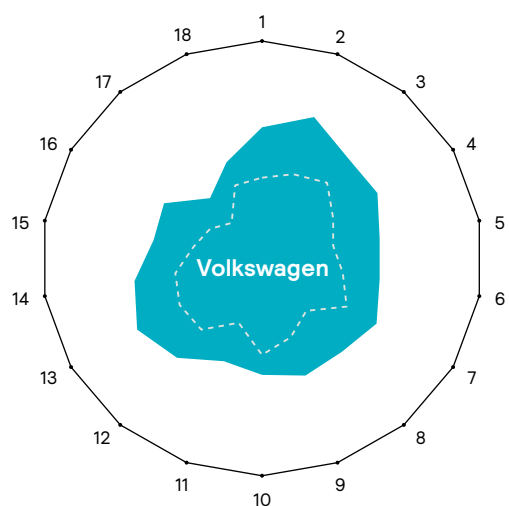
Volkswagen has gone up an impressive 29 places since it last appeared in a FutureBrand Index in 2018. Today, it comes in at number 25 – a respectable placing for a brand which has worked hard to rehabilitate its image in the last decade. Although it has yet to replicate its 2014 placement at 17, a strong focus on Story as its single strongest attribute and an increase overall on the Experience attributes set mean that it is once again a brand to watch in the automotive space.

What stands out from our informed respondents’ anecdotal observations is a sense of evolution and momentum, with a keen focus on consumer needs and expectations.

**“It is a company that is always evolving, always looking for the best technology for its customers.”**

LATAM PROFESSIONAL

- FutureBrand Dashboard Key**
1. Personality
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  15. Individuality
  16. Indispensability
  17. Resource Management
  18. Premium
- 2018  
-- 2020  
■ 2021



**11** ↑13

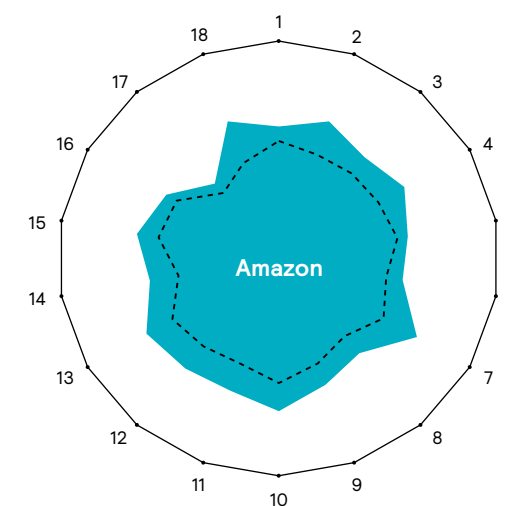
## Amazon

It should come as no surprise that Jeff Bezos’ behemoth continues to go from strength to strength in a year when the majority of the world has experienced a series of stay-at-home orders. An increase in attributes across the board this year saw it rise 13 places to number 11, just shy of a coveted Top Ten spot.

But don’t think its success is just down to function – the company’s strongest attributes in 2021 are Mission and Pleasure. The breadth of its offering, from AWS to logistics and streaming content, mean it is well placed to fulfil a wide variety of public needs and save it from being boxed into one sector vertical. Indeed, a whopping 74% of our respondents felt that it would still be moving ahead in 3 years’ time, nearly 20% above our Index average.

**“This company has innovative solutions to real challenges and is well positioned to continue to grow given the covid pandemic.”**

ME/AFRICA PROFESSIONAL



## 4.3

# Consumer Staples

**With the global population experiencing extended and recurring lockdowns over the last 12 months, resulting in a growth of home consumption, it would seem that Consumer Staples have reaped the benefits.**

As with previous years, Pleasure remains this category's single strongest attribute – which is perhaps why these brands rose in favour at a time when our sources of pleasure were limited to those housed within our immediate four walls.

“Food and fast-moving consumer goods will always be on an upward trend.”

ME/AFRICAN PROFESSIONAL

CONSUMER STAPLES  
TOP RISER:  
PepsiCo

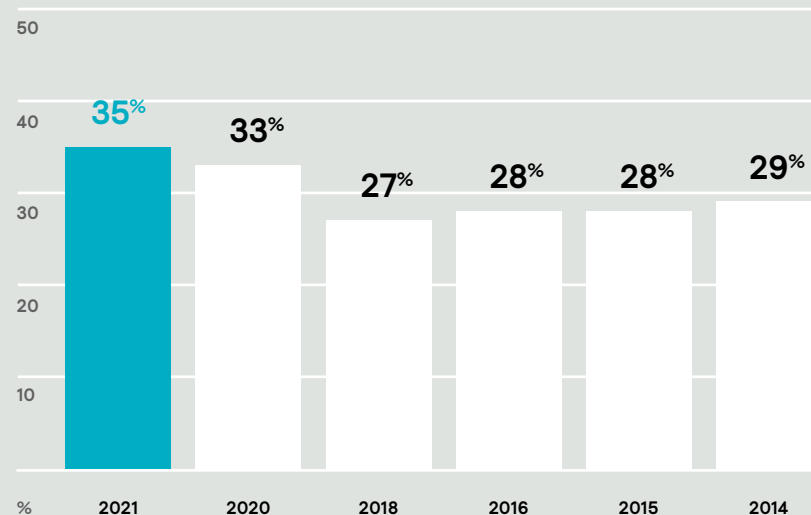
24<sup>↑</sup>

COMPETITOR  
COMPARISON:  
Coca-Cola

10<sup>↑</sup>

Sector Performance Score by Year

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



Consumer Staples Brands

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
7	↓2		5	16
23	↑10	<i>The Coca-Cola Company</i>	33	38
24	—		NEW ENTRY	73
31	↑3		34	85
37	↑22		59	23
43	↓5		38	26
55	↑24		79	52
59	↑5	<b>ABInBev</b>	64	100
100	=		100	92

55 ↑24

## PepsiCo

Like many others in this year's ranking, PepsiCo has benefited significantly from an increasing public focus on Pleasure. Have languished at the bottom of the rankings for a few years, an increase across all of the company's attribute scores has seen it jump up 24 places to come in at number 55, edging it ever closer to being in the top half of the Index.

A focus on sustainability is also likely to have helped the company build on other strong attributes, such as Story and Authenticity.

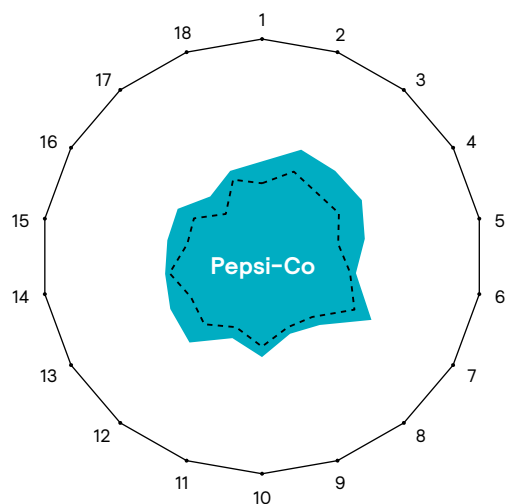
**“Well established company with a history.”**

NORTH AMERICAN PROFESSIONAL

**FutureBrand Dashboard Key**

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

-- 2020  
■ 2021



37 ↑22

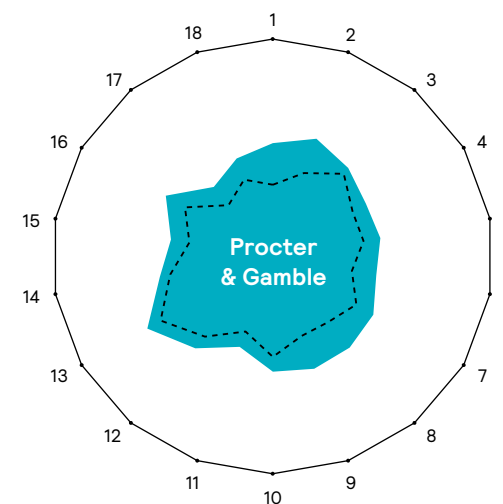
## Procter & Gamble

P&G has significantly risen up our ranking with positive moves across the board and in particular around Innovation and Story, where perhaps its everyday, familiar products and services might previously have struggled to register. Notably, it is particularly strong on the Experience side, suggesting it is perceived as being essential to delivering on Well-being and Pleasure at a time when the global population has been hyper-focused on ensuring their immediate surroundings are clean, safe and supporting their well-being.

Critically, it has demonstrated a consistent performance across a wide range of attributes, not just those which are most readily associated with its sector. Although it has yet to reach the high of its 2014 position, at number 23, its rise up the rankings to number 37 means that it is edging ever closer after a few rocky years.

**“They have a broad portfolio of brands which meet the needs of customers in their every day lives.”**

EUROPEAN PROFESSIONAL





# 4.4

## Healthcare

**As a sector, Healthcare continues to improve overall. The onset of, and adjustment to, the pandemic over the last 12 months has made healthcare brands even more indispensable – and ever more front of mind. Some are coping better in the limelight than others.**

For those companies associated with the COVID-19 vaccine, results have been varied – some experienced a boost, whilst others had to endure negative press and public uncertainty.

The really good news is that, according to our respondents, Healthcare companies generally remain strongly associated with improving quality of life – whether that be linked to combating the pandemic or not.

“Pharmaceutical companies are the go-to companies for growth.”

EUROPEAN PROFESSIONAL

HEALTHCARE TOP RISER:  
UnitedHealth Group

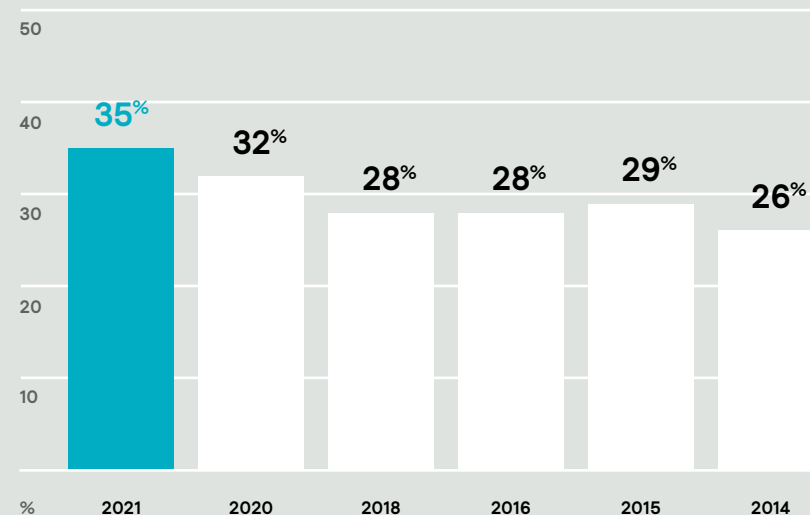
19↑

HEALTHCARE TOP FALLER:  
Novo Nordisk

37↓

Sector Performance Score by Year

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



Healthcare Brands

FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
4	↑12	DANAHER	16	70
16	↑2	Medtronic	18	72
17	↑5	abbvie	22	55
19	↑8	Johnson & Johnson	27	14
30	↑15	Pfizer	45	49
35	↑4	ThermoFisher SCIENTIFIC	39	59
39	↑19	UNITEDHEALTH GROUP	58	19
40	↑9	Abbott	49	45
46	↓20	AMGEN	26	88
61	↓5	NOVARTIS	56	46
62	↑5	Bristol Myers Squibb	67	89
63	↓35	Roche	28	29
67	↓21	AstraZeneca	46	97
68	↓37	novo nordisk	31	71
71	↑2	Lilly	73	60
83	↓6	MERCK	77	54

30 ↑15

## Pfizer

As one of the leading providers of a coronavirus vaccine, Pfizer has benefited strongly from a sharp focus on the Healthcare sector and a global realisation about the core role research and pharmaceutical companies play in ensuring we are able to live and move around the globe seamlessly. In particular, it is likely to have been boosted by significant endorsements by governments around the world.

As you might expect, Pfizer's strongest attributes are Well-being, Innovation, Indispensability and Mission, helping it rise 15 places up the ranking to the number 30 spot.

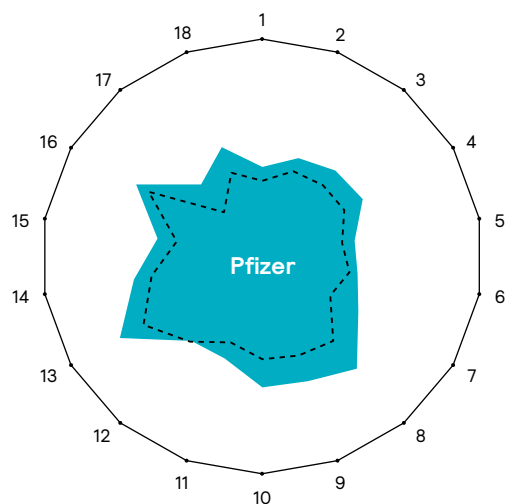
**“Pfizer has become an even bigger brand with the coronavirus vaccine currently being sold. In the coming years we will see the impact of this growth.”**

ME/AFRICAN PROFESSIONAL

FutureBrand Dashboard Key

1. Personality
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9. Respect
10. Mission
11. Inspiration
12. Authenticity
13. Innovation
14. Thought Leadership
15. Individuality
16. Indispensability
17. Resource Management
18. Premium

-- 2020  
■ 2021



39 ↑19

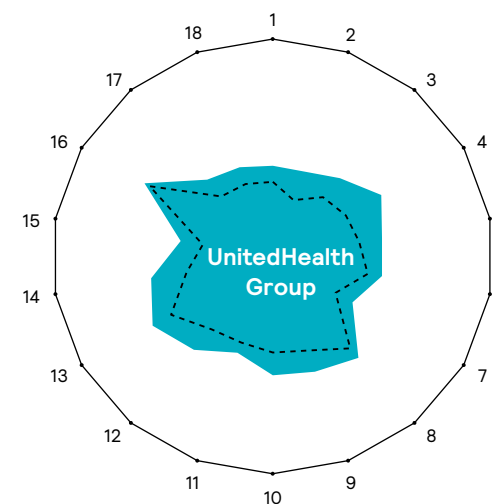
## UnitedHealth Group

Like others in the Healthcare category, UnitedHealth Group scores strongly on Indispensability as the public reappraises and appreciates the integral role healthcare product and insurance providers play in facilitating our daily lives. Indeed, UnitedHealth went from strength to strength in 2021, adding 1 million new members to its privatised medical insurance plan, Medicare Advantage.

As a top riser in the sector, UnitedHealth has benefited from a 19-place rise to take it to the number 39 spot in the ranking.

**“Innovative. Always coming up with something new and exciting.”**

NORTH AMERICAN PROFESSIONAL



## 4.5

# Financial Services

**Having experienced a downturn in fortunes at the start of the pandemic – reflected in the bleak outlook reported in our last FutureBrand Index – it's looking much more positive for Financial Services brands 12 months on.**

Indeed, the sector has scooped its highest performance score since the FutureBrand Index began in 2014, perhaps as a result of the greater need to rely on and trust financial institutions when business has been struggling, incomes reduced and jobs lost.

And, where last year Chinese Financial Services brands saw a noticeable dip in the rankings, this year has seen a significant recoup of standing for the group, bringing them more in line with pre-pandemic perceptions from 2018 when they seemed to be outperforming financial rivals from other countries. Ping An Insurance was a standout in the category, having risen seven places to enter the Top Ten for the first time at number 8. Other notable mentions include the Agricultural Bank of China, China Merchants Bank and China Construction Bank, all closing in on the top half of the ranking.



“Nothing moves without finance.”

NORTH AMERICAN PROFESSIONAL

FINANCIAL SERVICES  
TOP RISER:

Berkshire Hathaway

33<sup>↑</sup>

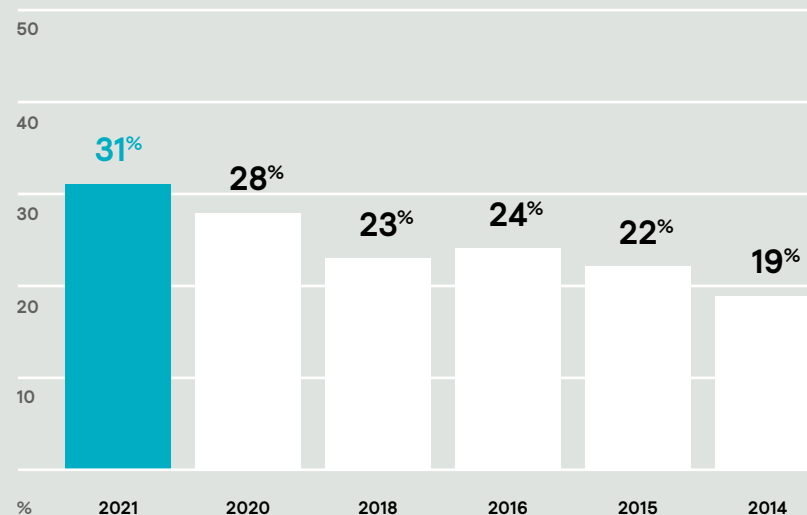
FINANCIAL SERVICES  
TOP FALLER:

AIA Group

6<sup>↓</sup>

Sector Performance Score by Year

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



Financial Services Brands

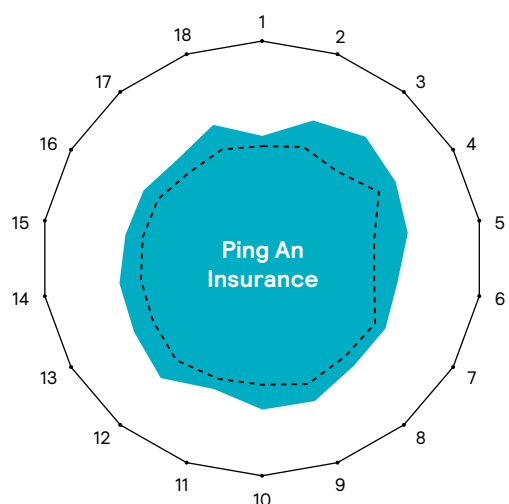
FBI Global Ranking 2021	2021 vs 2020	Company	FBI Global Ranking 2020	PwC 2021 Position
8	↑7	PINGAN Finance - Technology	15	40
18	↓6	AIA	12	86
50	↑33	BERKSHIRE HATHAWAY INC.	83	10
51	↑19	中国农业银行 AGRICULTURAL BANK OF CHINA	70	61
52	↑2	招商银行 CHINA MERCHANTS BANK	54	51
54	↑14	中国建设银行 China Construction Bank	68	44
64	↑20	Bank of America	84	22
72	↑17	citi	89	76
77	↓1	ICBC	76	27
82	=	RBC Royal Bank	82	98
91	↑8	中国银行 BANK OF CHINA	99	91
96	↑2	J.P.Morgan	98	13
97	=	WELLS FARGO	97	68

8 ↑7

## Ping An Insurance

Like many of the other companies in our Top Ten this year, Ping An Insurance touches a number of areas of public life, from insurance and banking to healthcare. After a slight dip in the rankings in 2020 – when many Chinese companies were impacted by a short-term perception shift driven by the pandemic – Ping An rose seven places to number 8 in 2021, just one place short of its Index high in 2018.

- FutureBrand Dashboard Key**
1. Personality
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  13. Innovation
  14. Thought Leadership
  15. Individuality
  16. Indispensability
  17. Resource Management
  18. Premium
- 2020  
■ 2021



**“The good development in the market, with high-tech finance.”**

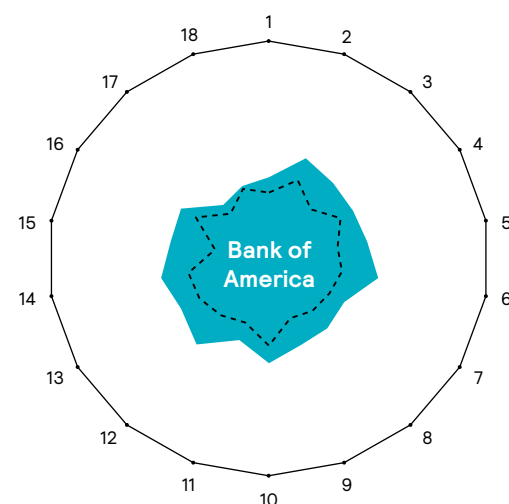
LATAM PROFESSIONAL

64 ↑20

## Bank of America

Much has been made of the battle between the FinTechs and legacy financial institutions for public dominance. However, the rise in perception of both US and Chinese financial institutions over the last 12 months suggests that the battle is not quite won for either yet! With the public increasingly turning to established, legacy institutions for support, the tide may yet turn in favour of big banking again.

For the Bank of America in particular, this has resulted in it claiming its highest ranking since the FutureBrand Index started in 2014, rising 20 places year-on-year to claim the number 64 spot. In addition to increasing its attribute scores across the board, it has seen a particular jump in its Story and People attributes in the Purpose set, alongside Authenticity and Thought Leadership in Experience.



**“It always moves ahead, future potential is seen from afar, it’s trusted.”**


ME/AFRICAN PROFESSIONAL

# Summary


05.

**This year's FutureBrand Index research has revealed a number of key shifts in the way that the most future-proof companies work and how they present themselves to the outside world.**


What unites them all is a an ability to translate corporate purpose into tangible experiences that, crucially, make customers and the wider public feel that they are, quite literally, building the systems, platforms and infrastructures on which human life – in all its variety and breadth – can be maintained and enhanced. This was happening pre-2020, the pandemic and other disruptions simply heightened and conflated public expectation. The onus is on business to respond and this is incredibly exciting.

- 
-  **We are now living in a 'life support' world** – innovative brands who are able to adapt to change and, fundamentally, look beyond the pandemic to future global needs stand out above the rest.


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  -  **Technology** continues to lead the way, with the need for connectivity elevated in light of the physical and emotional distance necessitated by global lockdowns.


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  -  **Healthcare** as a sector has improved its standing in the rankings, as respondents reveal a greater desire to engage with companies who prioritise or contribute to a high Quality of Life.

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  -  **Trust** remains key, and a growing consumer need to lean on trusted institutions in uncertain times.

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  -  **Environment, Social & Governance (ESG)** has outgrown the boardroom and the annual report; the public are looking under the hood and brands that can demonstrate they are having a positive impact on the environmental, on society, on social justice and on equity, will be able to rise to the scrutiny.

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Finally, it cannot be stated enough that to deliver in a post-pandemic world, today's businesses must accept and deliver on a new tier of public expectation that is more diverse and unwilling to compromise than ever before.

The key to future success will be the ability to embrace innovation at scale to make human life more sustainable and more pleasurable too. This means managers will need to really know who their audiences are, what their unmet needs are and, crucially, how you're going to make and deliver new breed products and services better and faster than others.

# Human Well-being





# Notes and Methodology Detail

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06.

**Now in its seventh 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.**

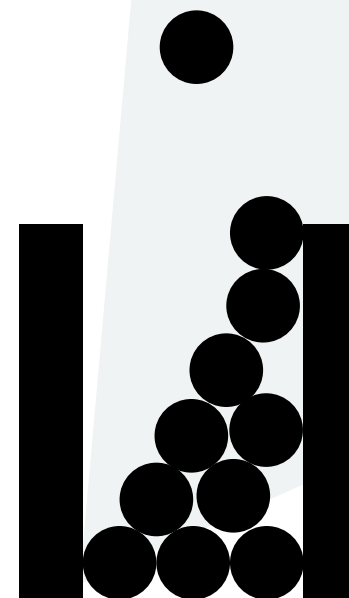
Unlike most other ratings, the Index offers a rigorous assessment of how future-proof the world's 100 most prominent companies are, based on the views of a highly informed and highly professional group of specialists.

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 organizations 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 27 April and 12 May 2021.

Since we began the FutureBrand Index, there have been six separate reports: 2014, 2015, 2016, 2018, 2020 and 2021.



# The FutureBrand Index 2021

## 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.

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## 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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