

Transformational Change: Building a Collaborative Future



TECHNOLOGY, SUSTAINABILITY & HUMANITY

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**EUROSTARS TOWER
MADRID, SPAIN**

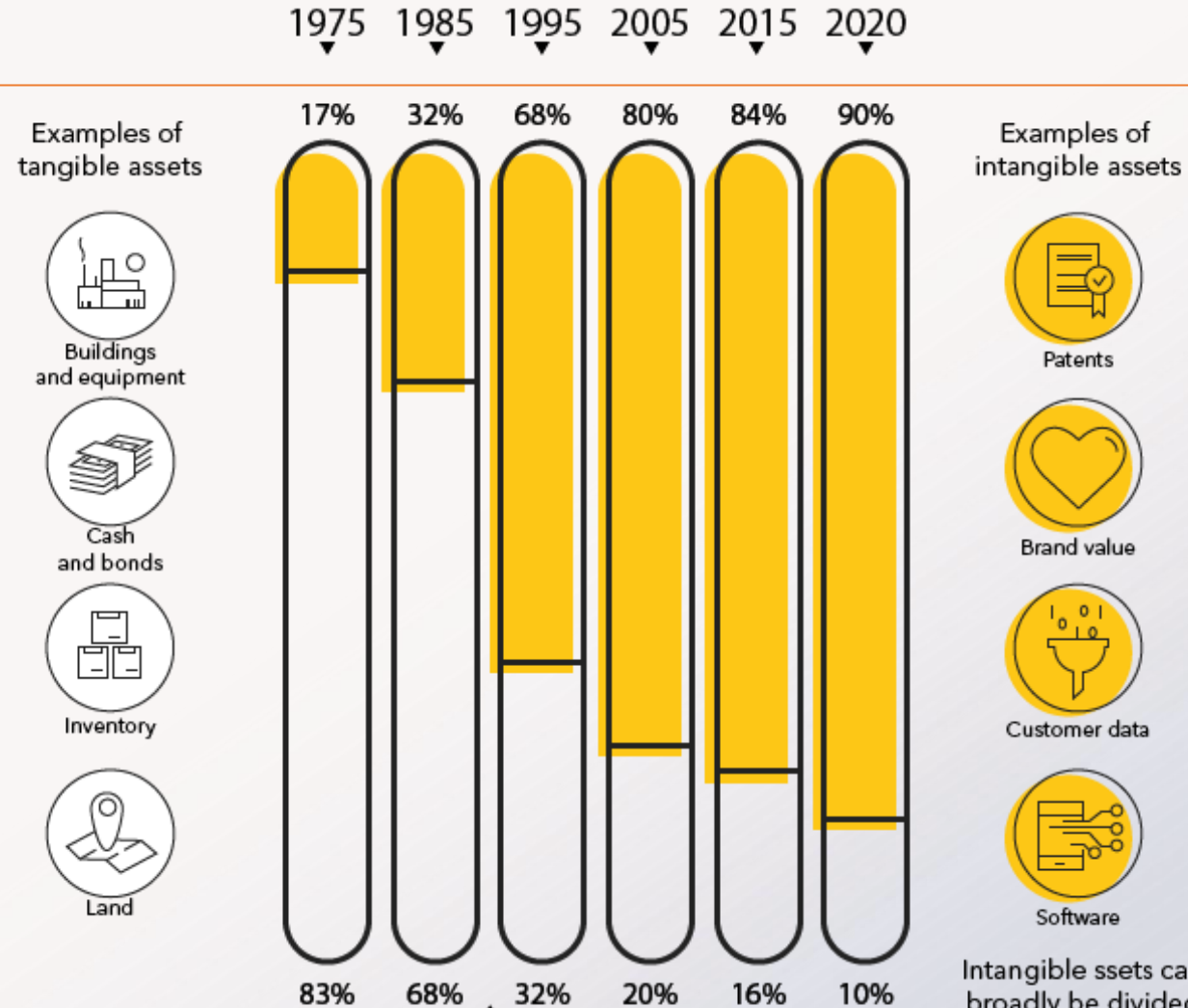
Intangible Assets

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REALISING
VALUE
FROM
INTANGIBLE ASSETS

TANGIBLE vs INTANGIBLE ASSETS

Intangible assets currently account for 90% of the S&P 500's total assets.



The biggest shift occurred between 1985 and 1995.

Intangible assets can broadly be divided into two categories: Intellectual property and goodwill.

Sector	Example company	Core Intangible Asset	Example / Insight
Technology	Apple	Brand, design, software ecosystem (iOS), patents	The hardware is tangible, but the true value is in the ecosystem and experience, the “Apple effect.”
Consumer & Lifestyle	Nike	Brand identity, storytelling, emotional engagement	“Just Do It”: three words worth billions.
Creative & Entertainment	Disney	Intellectual Property (stories, characters, franchises)	The magic isn’t in the parks, it’s in the IP. Mickey Mouse, Marvel, Star Wars... pure intangible power
Deeptech & Science	NVIDIA	Algorithms, know-how, innovation capability	They don’t just make chips, they define AI architecture standards.
Energy & Industry	Siemens	Software, industrial data, R&D expertise	Now positions itself as a digital industry company, not a manufacturer
Consulting & Knowledge	McKinsey & Co.	Talent, methodology, reputation	Their main capital goes home every night.