



Mining, Metals & Minerals 50 2023

**The annual report on the most valuable and strongest
Mining, Metals & Minerals brands**

March 2023

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About Brand Finance.

Brand Finance is the world's leading brand valuation consultancy.

We bridge the gap between marketing and finance

Brand Finance was set up in 1996 with the aim of 'bridging the gap between marketing and finance'. For more than 25 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

We quantify the financial value of brands

We put thousands of the world's biggest brands to the test every year. Ranking brands across all sectors and countries, we publish over 100 reports annually.

We offer a unique combination of expertise

Our teams have experience across a wide range of disciplines from marketing and market research, to brand strategy and visual identity, to tax and accounting.

We pride ourselves on technical credibility

Brand Finance is a chartered accountancy firm regulated by the Institute of Chartered Accountants in England and Wales, and the first brand valuation consultancy to join the International Valuation Standards Council.

Our experts helped craft the internationally recognised standards on Brand Valuation – ISO 10668 and Brand Evaluation – ISO 20671. Our methodology has been certified by global independent auditors – Austrian Standards – as compliant with both, and received the official approval of the Marketing Accountability Standards Board.



Get in Touch.

For business enquiries, please contact:

Richard Haigh

Managing Director

rd.haigh@brandfinance.com

For media enquiries, please contact:

Michael Josem

Associate Communications Director

m.josem@brandfinance.com

For all other enquiries:

enquiries@brandfinance.com

+44 207 389 9400

www.brandfinance.com



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Each report includes expert recommendations for growing brand value to drive performance and offers a cost-effective way to gaining a better understanding of your position against peers.

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Royalty Rates



Cost of
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Customer
Research Findings



Competitor
Benchmarking

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- + Track brand value, strength, and rating across publications and over time
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Brand Finance Group.



Brand Finance
Institute

Brand Finance Institute

Brand Finance Institute is the educational division of Brand Finance, whose purpose is to create and foster a professional environment for knowledge-sharing and networking among practitioners and experts in the market. BFI organises events, in-company training, and corporate educational initiatives around the world. In the quest for marketing excellence and with the purpose to equip the brand valuation and strategy practitioners with the necessary skills and tools, we have developed a wide range of programmes and certifications in collaboration with the most coveted business schools, universities and thought leaders in the field.

Brand Dialogue



Brand Dialogue

Brand Dialogue is a public relations agency developing communications strategies to create dialogue that drives brand value. Brand Dialogue has over 25 years of experience in delivering campaigns driven by research, measurement, and strategic thinking for a variety of clients, with a strong background in geographic branding, including supporting nation brands and brands with a geographical indication (GI). Brand Dialogue manages communications activities across Brand Finance Group's companies and network.

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VI360

VI360 is a brand identity management consultancy working for clients of all sizes on brand compliance, brand transition, and brand identity management. VI360 provide straightforward and practical brand management that results in tangible benefits for your business.

Brand Finance®



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Foreword.



David Haigh
Chairman & CEO,
Brand Finance

Brand valuation helps companies understand the value of their brand and how it contributes to the overall value of the company. This important understanding can inform decision-making related to marketing and branding efforts, as well as provide a benchmark for future performance. It can also be used to help attract investors and secure financing, as a strong brand can be a valuable asset.

Additionally, brand valuation can be useful in the event of a merger or acquisition, as it can help determine the value of the brand being acquired. Overall, brand valuation helps organisations understand the worth of their brand and how it fits into their overall business strategy.

A strong brand can lead to improved business returns in several ways. First, a strong brand can help a company differentiate itself from its competitors and establish a unique identity in the market, which can lead to increased customer loyalty and retention. This, in turn, can lead to higher sales and revenue. A strong brand can also help a company command a higher price for its products or services, as consumers are willing to pay more for a brand they perceive as high-quality and trustworthy. In addition, a strong brand can help a company attract top talent, as employees may be more attracted to work for a well-known and reputable brand. Finally, a strong brand can provide a company with a competitive advantage and help it weather economic downturns or industry disruptions.

This year, Brand Finance has invested more in researching and understanding customer perception of brands across the world than ever before, with original research taking place in dozens of jurisdictions globally. The report you are reading is based on this extensive original research, with the findings representing a catalyst for further conversations.

If you want to help build a stronger brand, or if you want to better understand the value of your brand, please contact the Brand Finance team and I anytime. I look forward to the conversation and helping to build a more profitable future for your brand.


Glencore and BHP lead positive outlook of mining industry ushering post-pandemic transition to ESG-centricity alongside strategic consolidation.

- + Switzerland's **Glencore** is world's most valuable Mining, Metals & Minerals brand valued at US\$6 billion
- + New entrant **Jiangxi Copper** breaks into world's Top 5 most valuable Mining, Metals & Minerals brands at 4th position
- + **CITIC** Pacific Mining (up 145%) is fastest growing Mining, Metals & Minerals brand in the world
- + New entrant **Agnico Eagle** is strongest Mining, Metals & Minerals brand

Ranking Analysis.



Ranking Analysis.



GLENCORE
GLENCORE

Switzerland's Glencore is world's most valuable Mining, Metals & Minerals brand valued at US\$6 billion

Glencore (brand value up 50% to US\$6 billion) is now the world's most valuable Mining, Metals & Minerals brand from its runner-up position in 2022, having swapped places with **BHP** (brand value down 10% to US\$5.2 billion). In terms of brand strength, Glencore also improved its rating from A+ to AA along with a brand strength index boost of 7.6 points – resulting in a leap of 16 ranks to be placed as the world's 11th strongest mining brand. Major contributors to the mining brand's performance included a stronger revenue forecast riding on a record 2022 fiscal performance as well as a diversified and adept business model. Glencore noted that developments in global energy markets drove its marketing and industrial businesses which lifted Group Adjusted earnings before interest, taxes, depreciation and amortisation (EBITDA) to US\$34.1 billion, up US\$12.8 billion over the same period in 2021.














The mining industry continues to play an increasingly integral role in the global economy owing to repercussions of the pandemic and geopolitical uncertainties. Mining brands therefore have a bright long-term outlook by capturing this business value through future proofing themselves to optimise engagement with stakeholders on key topics such as sustainability and talent attraction.

Savio D'Souza

Valuation Director at Brand Finance

Top 10 Most Valuable Mining, Metals & Minerals Brands

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1  GLENCORE USD6.0 bn +23%	2  BHP USD5.2 bn -29%	3  posco USD4.7 bn +4%	4 New   江铜集团 JIANGXI COPPER USD4.5 bn -	5   CITIC PACIFIC MINING USD4.3 bn +145%
6   ArcelorMittal USD3.4 bn -16%	7  RioTinto USD3.3 bn -2%	8   BAOWU 中国宝武 USD3.0 bn +9%	9   NIPPON STEEL USD2.8 bn -15%	10   中国神华 CHINA SHENHUA USD2.7 bn +14%

New entrant Jiangxi Copper breaks into world's Top 5 most valuable Mining, Metals & Minerals brands at 4th position

Jiangxi Copper (new entrant, brand value US\$4.5 billion) made its debut in the rankings as the world's 4th most valuable Mining, Metals & Minerals brand with a corresponding brand strength rating of AA- as the strongest and most valuable mining brand in China. With strong revenue forecasts in line with an impressive yearly earnings per share (EPS) compounded growth of 33% since 2019, the mining brand – China's largest copper producer – is well-poised to leverage a growing global copper industry fueled by electric vehicle demand, transition to renewable energy systems, and the metal's replacement of aluminum in computer and appliance parts. This positive business outlook, along with its commitment to environmental, social and governance (ESG) targets and initiatives, has translated into much optimism and positive reputational perceptions which are reflected in Jiangxi Copper's brand performance this year. On the ESG front, the mining brand intends to peak emissions by 2029 and be carbon neutral by 2060. It has embarked on initiatives such as substituting fuels to reduce emissions and using more efficient ways for the treatment of gases after collection.



CITIC Pacific Mining (up 145%) is fastest growing Mining, Metals & Minerals brand in the world

CITIC Pacific Mining (brand value up 145% to US\$4.3 billion) is the fastest growing Mining, Metals & Minerals brand in this year's rankings, well ahead of **HINDALCO** (brand value up 107% to US\$885.5 million), the second fastest growing mining brand.

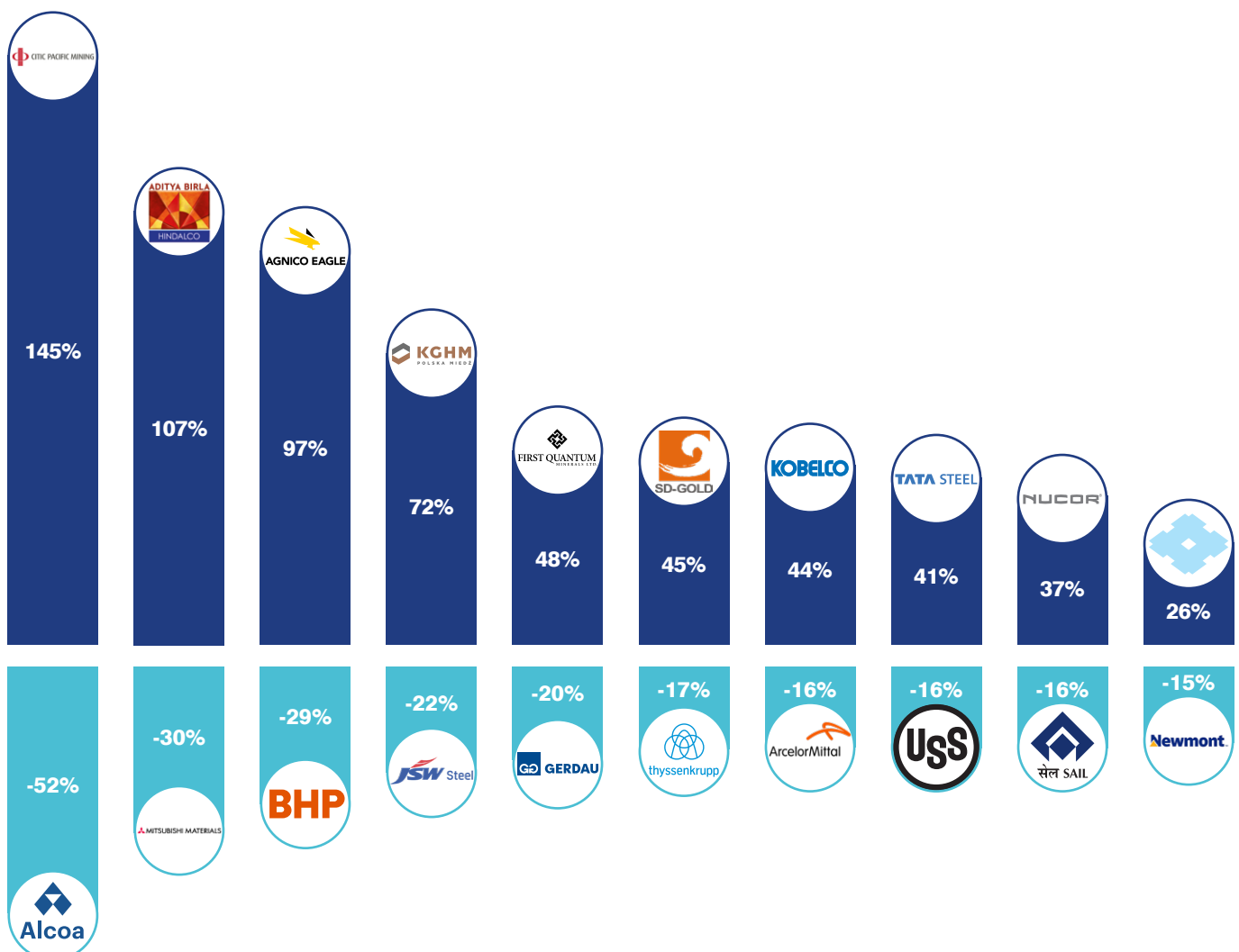
As such, CITIC Pacific Mining jumped seven ranks to make it into the world's Top 5 most valuable mining brands at 5th place. A subsidiary of the Hong Kong-listed **CITIC Limited** owned by Chinese state-owned enterprise **CITIC Group**, the Australian-headquartered

CITIC Pacific Mining's brand performance was fueled by massive spikes in 2022 revenue forecast and 2021 revenue.

These were in turn driven by several strategic business initiatives including: regulatory approval of a 1 billion yuan (US\$ 145 million) loan to affiliate company **CITIC Securities** – China's largest brokerage – for the purposes of offering securities asset management and overseas securities investment services, a taking over of stakes in five of property developer **Kaissa Group's** projects in Shenzhen by CITIC Group worth over 60 billion yuan (US\$8.9 billion) in July 2022 and **CITIC Limited's** acquisition of Australian-headquartered **Balmoral Iron** in November 2021.











Brand Value Change 2022-2023 (%)

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Top 10 Strongest Mining, Metals & Minerals Brands

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1 <small>New</small>  AGNICO EAGLE 77.0 <small>+6.6</small> AA+	2 <small>↑ 7</small>  BARRICK 75.5 <small>+1.3</small> AA+	3 <small>↑ 13</small>  thyssenkrupp 75.4 <small>+4.2</small> AA+	4 <small>↑ 6</small>  FREEPORT McMoRAN COPPER & GOLD 74.9 <small>+0.4</small> AA+	5 <small>↓ 2</small>  Alcoa 74.7 <small>-3.2</small> AA+
6 <small>↓ 1</small>  RioTinto 72.2 <small>-6.1</small> AA	7 <small>↓ 5</small>  AngloAmerican 71.6 <small>-3.2</small> AA	8 <small>↓ 3</small>  Newmont 71.5 <small>-5.8</small> AA	9 <small>↑ 12</small>  FIRST QUANTUM MINERALS LTD. 70.7 <small>-1.0</small> AA	10 <small>↓ 8</small>  Teck 70.3 <small>-3.3</small> AA



New entrant Agnico Eagle is strongest Mining, Metals & Minerals brand

Agnico Eagle (new entrant, brand value US\$547.2 million) emerged as the strongest Mining, Metals & Minerals brand in this year's rankings with a corresponding brand strength rating of AA+. With a robust 7% growth in gold production guidance through 2025, the Canadian mining brand made substantial progress on existing development projects and realised synergies with the acquisition of assets belonging to other mining brands. This resulted in the successful expansion of mineral reserves and resources by 9% and 12% respectively. Despite higher costs of such exploration and amortisation, Agnico Eagle continued to see an increase in net income driven by higher sales volumes – contributing to stronger brand performance. With more strategic consolidations in the pipeline, in particular the Abitibi Gold Belt, the mining brand is on track to continue boosting its competitive advantage to increase production at lowered cost and environmental footprint. Additionally, Agnico Eagle attained the best global safety performance in its history in 2022 while also receiving multiple awards recognising its contributions to the local community.

China Mining, Metals & Minerals Brands.

China boasts a large variety of mineral resources including coal, iron, copper, gold, lead, zinc, tin, nickel and other rare earth minerals. With the Chinese mining industry being one of the world's largest and most diversified, it accounts for over 7% of the country's gross domestic product (GDP). China is also the third largest producer of iron ore globally, accounting for over 70% of global imports. However, within China's mining industry, coal is the most significant sector, being the world's largest producer and consumer. This bodes well for **China Shenhua** (brand value up 14% to US\$2.7 billion) which runs one of China's intelligent demonstration coal mines and utilises gob-side entry retaining (GER) technology to lower costs to increase resource recycling, increase workplace safety and reduce costs.

Recently, China's mining industry saw a significant increase in mergers and acquisitions, with an emphasis on projects surrounding battery metals, such as lithium and cobalt, to meet the demand for raw materials fueled by decarbonisation. For instance, **BAOWU** (brand value up 9% to US\$2.9 billion) has focused on international collaboration and expansion to secure international bases and facilities, helping to increase production capacity and reduce bottlenecks and production costs.

There is increasing emphasis on improving safety, reducing pollution and promoting sustainable development – evident from a 30% to 50% forecasted growth of China's green mining industry. In alignment with environmental goals, the Chinese government has imposed several guidelines and regulations to boost efficiency within the mining industry. On this note, **Jiangxi Copper** (new entrant, brand value US\$ 4.5 billion) has been at the forefront of China's green

mining thrust with its initiatives to substitute fuels and more efficiently treat gases after collection – with a view towards peaking emissions by 2029 and being carbon neutral by 2060. Technological and digital innovation has also been a feature of the mining industry, with **Zijin Mining**'s (new entrant, brand value US\$1.9 billion) investment towards construction of a 5G wireless platinum mine.

Several challenges plague China's mining industry, however. These include waning ore grades, lack of water and increasing costs. Additionally, the exploitation of labour and environmental harm caused by certain mining activities have also been brought to light. While China's mining industry contributes significantly to the nation's economic development, it must continually navigate and overcome these challenges in order to achieve sustainable growth.

Our collective data on Chinese mining brands supports the optimistic outlook on the Chinese mining industry, with two new entrants making a strong foray into this year's most valuable Mining, Metals & Minerals brand rankings (**Jiangxi Copper** at 4th place and **Zijin Mining** at 14th place) coupled with positive brand value growth and brand strength ranking improvements for existing brands (**BAOWU** and **China Shenhua**) in the rankings. A key theme permeating our findings – which is also true for all other mining brands in the rankings – is that corporate social responsibility (CSR) perceptions are highly correlated with Reputation scores. As sustainability continues to grow as a focal topic among consumers, we posit that sustainably and ethically perceived mining brands will strategically benefit downstream brands – and those that procure raw materials – that are aligned with these mining brands.

Top 4 Most Valuable Chinese Mining, Metals & Minerals Brands © Brand Finance Plc 2023

1



USD4.5 bn

2



USD2.9 bn

3



USD2.7 bn











4













USD1.9 bn

Top Mining, Metals & Minerals Sustainability Perceptions Score and Value for 2023.

Top 10 Highest Mining, Metals & Minerals Sustainability Perception Score (SPS)

1		2		3		4		5	
									
5.3		5.1		5.0		4.9		4.9	

6		7		8		9		10	
									
4.9		4.8		4.7		4.6		4.6	

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As part of its analysis, Brand Finance assesses the role that specific brand attributes play in driving overall brand value. One such attribute growing rapidly in significance is sustainability. Brand Finance assesses how sustainable specific brands are perceived to be, represented by a Sustainability Perceptions Score. The value that is linked to this score, the Sustainability Perceptions Value, is then calculated for each brand.

Mitsubishi Materials has the highest Sustainability Perceptions Score with 5.32 out of 10

Japanese mining brand, **Mitsubishi Materials**, has the highest Sustainability Perceptions Score of any brand ranked in the report – 5.32 out of 10. The brand has focused on promoting environmental, social and governance (ESG) and social values at the core of its business strategy going forward. To achieve this, it set up a Sustainable Development Department within its Management Strategy Division to plan and promote strategic initiatives for risks and opportunities related to global warming.

This, Mitsubishi Materials hopes, will allow it to contribute to building a more recycling-oriented and decarbonised society within the regions it operates. The changes that Mitsubishi Materials made towards

operating more sustainably have likely contributed to its sector-leading Sustainability Perceptions Score amongst stakeholders, which it must continue to protect and build upon to further enhance this attribute in the future.



Posco has the highest Sustainability Perceptions Value at US\$189 million





















South Korea's **Posco** has the highest Sustainability Perceptions Value among all mining brands in the rankings at US\$189 million. As the world's 3rd most valuable Mining, Metals & Minerals brand, Posco has considerable scope for impact due to the scale of its operations. However, it is important to note that Posco's position at the top of the Sustainability Perceptions Value table is not an assessment of its overall sustainability performance. Instead, it highlights the value that Posco has tied up in the sustainability perceptions of stakeholders.

Posco also has the second highest Sustainability Perceptions Score in the table. With a score of 5.14 out of 10, it is marginally behind leader Mitsubishi Materials. Posco's results reflect its contributions towards a low-carbon circular economy, underscored by the mining brand's commitment to achieve carbon neutrality throughout all stages of its steelmaking processes by 2050. In the short-to-medium term, this will involve the construction of electric furnaces and expansion of its use of renewable energy. In the long term, Posco is working to complete the development

of **HyREX**, an independent hydrogen-based steelmaking technology. These initiatives, alongside effective communication of them, have helped build Posco's Sustainability Perceptions Value. There lies much potential for growth of this value as the mining brand continues to innovate in a more sustainably focused steel industry.



Top 10 Highest Mining, Metals & Minerals Sustainability Perception Values (SPV)

1		2		3		4		5	
									
USD189 m		USD168 m		USD158 m		USD139 m		USD127 m	
6		7		8		9		10	
									
USD119 m		USD116 m		USD107 m		USD106 m		USD103 m	

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Brand Value Ranking (USDm).

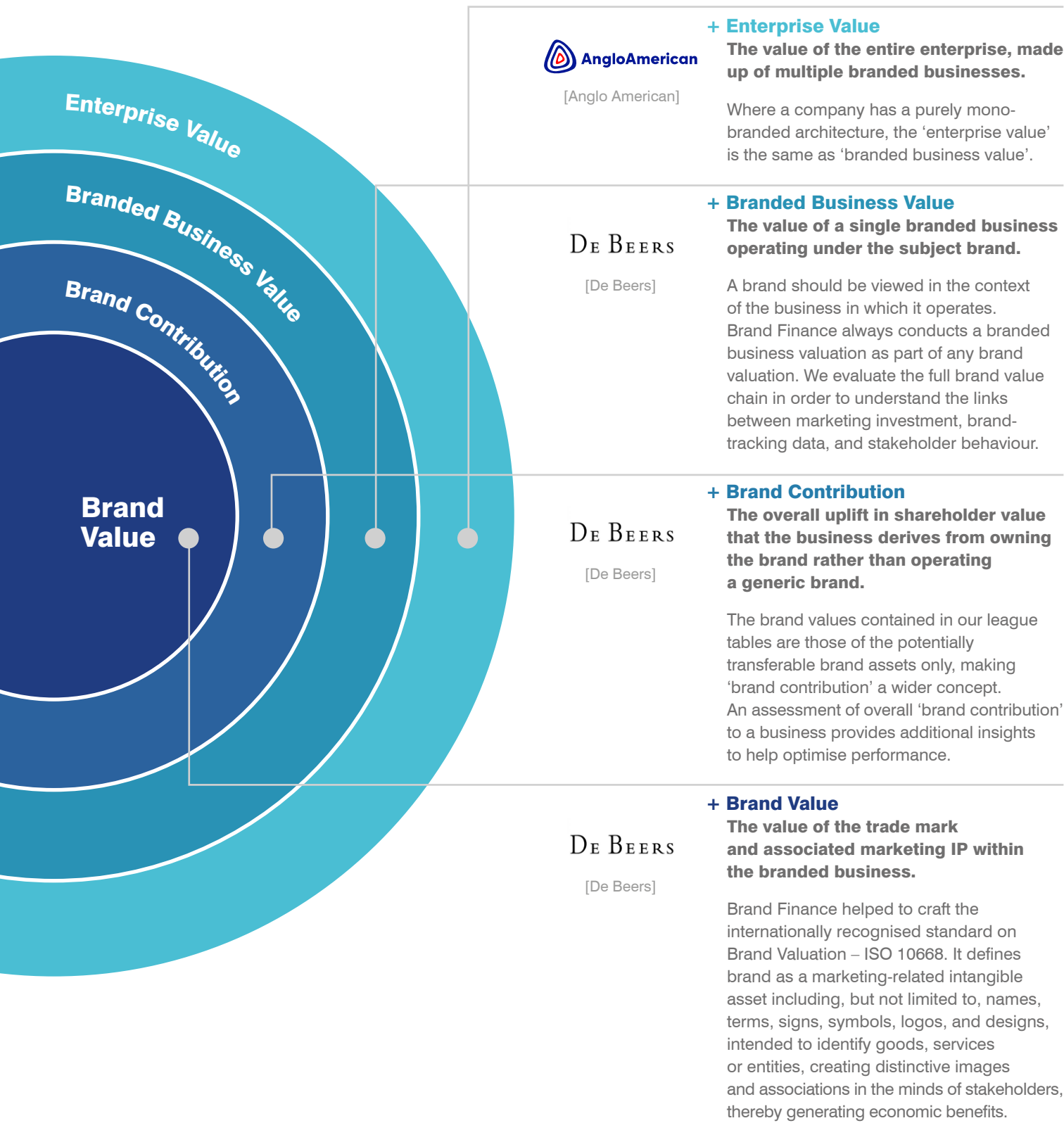
Top 50 most valuable Mining, Metals & Minerals brands 1-50

2023 Rank	2022 Rank		Brand	Country	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	2	↑	Glencore	Switzerland	\$5,970	+23.2%	\$4,844	AA	A+
2	1	↓	BHP	Australia	\$5,208	-29.4%	\$7,380	AA	AA
3	3	←	Posco	United Kingdom	\$4,667	+4.3%	\$4,475	AA-	AA
4	-	New	Jiangxi Copper	China	\$4,522	-	-	AA-	-
5	12	↑	CITIC Pacific Mining	Australia	\$4,343	+145.4%	\$1,770	A	A
6	4	↓	ArcelorMittal	Luxembourg	\$3,387	-16.1%	\$4,035	AA-	AA+
7	5	↓	Rio Tinto	Australia	\$3,282	-1.6%	\$3,335	AA	AA+
8	7	↓	BAOWU	China	\$2,947	+8.8%	\$2,709	A+	A
9	6	↓	Nippon Steel	United States	\$2,835	-14.9%	\$3,333	AA-	AA-
10	9	↓	China Shenhua	China	\$2,726	+13.9%	\$2,394	A+	A+
11	13	↑	Tata Steel	India	🔒	🔒	🔒	🔒	🔒
12	8	↓	Vale	Brazil	🔒	🔒	🔒	🔒	🔒
13	11	↓	Anglo American	United Kingdom	🔒	🔒	🔒	🔒	🔒
14	-	New	Zijin Mining	China	🔒	🔒	🔒	🔒	🔒
15	10	↓	ThyssenKrupp	Germany	🔒	🔒	🔒	🔒	🔒
16	15	↓	Freeport-McMoRan	United States	🔒	🔒	🔒	🔒	🔒
17	14	↓	JFE	Japan	🔒	🔒	🔒	🔒	🔒
18	18	←	Nucor	United States	🔒	🔒	🔒	🔒	🔒
19	17	↓	GrupoMexico	Mexico	🔒	🔒	🔒	🔒	🔒
20	16	↓	Newmont	United States	🔒	🔒	🔒	🔒	🔒
21	21	←	Barrick Gold	Canada	🔒	🔒	🔒	🔒	🔒
22	26	↑	Kobelco	Japan	🔒	🔒	🔒	🔒	🔒
23	19	↓	Nornickel	Russia	🔒	🔒	🔒	🔒	🔒
24	45	↑	HINDALCO	India	🔒	🔒	🔒	🔒	🔒
25	22	↓	Vedanta	India	🔒	🔒	🔒	🔒	🔒
26	28	↑	SMM	Japan	🔒	🔒	🔒	🔒	🔒
27	24	↓	Teck	Canada	🔒	🔒	🔒	🔒	🔒
28	25	↓	Fortescue	Australia	🔒	🔒	🔒	🔒	🔒
29	29	←	Hydro	Norway	🔒	🔒	🔒	🔒	🔒
30	31	↑	Voestalpine	Austria	🔒	🔒	🔒	🔒	🔒
31	43	↑	First Quantum	Canada	🔒	🔒	🔒	🔒	🔒
32	37	↑	Ma'aden	Saudi Arabia	🔒	🔒	🔒	🔒	🔒
33	23	↓	JSW Steel	India	🔒	🔒	🔒	🔒	🔒
34	30	↓	Hyundai Steel	South Korea	🔒	🔒	🔒	🔒	🔒
35	39	↑	SCC	United Kingdom	🔒	🔒	🔒	🔒	🔒
36	36	←	Coal India	India	🔒	🔒	🔒	🔒	🔒
37	49	↑	SD-Gold	United Kingdom	🔒	🔒	🔒	🔒	🔒
38	-	New	Agnico Eagle	Canada	🔒	🔒	🔒	🔒	🔒
39	42	↑	Salzgitter	United Kingdom	🔒	🔒	🔒	🔒	🔒
40	-	New	KGHM	Poland	🔒	🔒	🔒	🔒	🔒
41	27	↓	Mitsubishi Materials	Japan	🔒	🔒	🔒	🔒	🔒
42	-	New	JX Nippon	Japan	🔒	🔒	🔒	🔒	🔒
43	41	↓	Ternium	Luxembourg	🔒	🔒	🔒	🔒	🔒
44	20	↓	Alcoa	United States	🔒	🔒	🔒	🔒	🔒
45	35	↓	SAIL	United Kingdom	🔒	🔒	🔒	🔒	🔒
46	38	↓	Sibanye Stillwater	South Africa	🔒	🔒	🔒	🔒	🔒
47	34	↓	Gerdau	Brazil	🔒	🔒	🔒	🔒	🔒
48	44	↓	Outokumpu	Finland	🔒	🔒	🔒	🔒	🔒
49	47	↓	Boliden	Sweden	🔒	🔒	🔒	🔒	🔒
50	40	↓	US Steel	United States	🔒	🔒	🔒	🔒	🔒



Methodology.

Definitions.



Brand Valuation Methodology.

Definition of Brand

Brand is defined as a bundle of trademarks and associated IP which can be used to take advantage of the perceptions of all stakeholders to provide a variety of economic benefits to the entity.

Brand Value

Brand value refers to the present value of earnings specifically related to brand reputation. Organisations own and control these earnings by owning trademark rights.

All brand valuation methodologies are essentially trying to identify this, although the approach and assumptions differ. As a result published brand values can be different.

These differences are similar to the way equity analysts provide business valuations that are different to one another. The only way you find out the “real” value is by looking at what people really pay.

As a result, Brand Finance always incorporates a review of what users of brands actually pay for the use of brands in the form of brand royalty agreements, which are found in more or less every sector in the world.

This is sometimes known as the “Royalty Relief” methodology and is by far the most widely used approach for brand valuations since it is grounded in reality.

It is the basis for a public rankings but we always augment it with a real understanding of people’s perceptions and their effects on demand – from our database of market research on over 3000 brands in over 30 markets.

Disclaimer

Brand Finance has produced this study with an independent and unbiased analysis. The values derived and opinions produced in this study are based only on publicly available information and certain assumptions that Brand Finance used where such data was deficient or unclear. Brand Finance accepts no responsibility and will not be liable in the event that the publicly available information relied upon is subsequently found to be inaccurate. The opinions and financial analysis expressed in the report are not to be construed as providing investment or business advice. Brand Finance does not intend the report to be relied upon for any reason and excludes all liability to any body, government or organisation.

1



Brand Impact

We review what brands already pay in royalty agreements. This is augmented by an analysis of how brands impact profitability in the sector versus generic brands.

This results in a range of possible royalties that could be charged in the sector for brands (for example a range of 0% to 2% of revenue)

2

Brand Strength

We adjust the rate higher or lower for brands by analysing Brand Strength. We analyse brand strength by looking at three core pillars: “Inputs” which are activities supporting the future strength of the brand; “Equity” which are real current perceptions sourced from our market research and other data partners; “Output” which are brand-related performance measures such as market share.



Each brand is assigned a Brand Strength Index (BSI) score out of 100, which feeds into the brand value calculation. Based on the score, each brand is assigned a corresponding Brand Rating up to AAA+ in a format similar to a credit rating.

3



Brand Impact × Brand Strength

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

Forecast Brand Value Calculation

4

We determine brand-specific revenues as a proportion of parent company revenues attributable to the brand in question and forecast those revenues by analysing historic revenues, equity analyst forecasts, and economic growth rates.



We then apply the royalty rate to the forecast revenues to derive brand revenues and apply the relevant valuation assumptions to arrive at a discounted, post-tax present value which equals the brand value.

Brand Strength.

Brand Strength

Analytical rigour and transparency are at the heart of our approach to brand measurement at Brand Finance. Therefore, in order to adequately understand the strength of brands we conduct a structured, quantitative review of data that reflect the 'Brand Value Chain' of brand-building activities, leading to brand awareness, perceptions and onwards to brand-influenced customer behaviour.

To manage the 'Brand Value Chain' process effectively we create and use the "Brand Strength Index" (BSI). This index is essentially a modified Balanced Scorecard split between the three core pillars of the 'Brand Value Chain': **Brand Inputs**, **Brand Equity** and **Brand Performance**.



1 Attribute Selection and Weighting

Although we follow a general structure incorporating the three pillars (Brand Inputs, Brand Equity and Brand Performance), the attributes included are different depending on the sector. A brand strength index for a luxury apparel brand will differ in structure from an index designed for a telecommunications brand. An index for luxury apparel brand may emphasize the exclusiveness, word of mouth recommendation, and price premium, whereas an index for a telecommunications company may emphasize customer service and ARPU as important metrics.

These attributes are weighted according to their perceived importance in driving the following pillar: Brand Investment measures in driving Brand Equity; Brand Equity measures for Brand-Related Business Performance measures; and finally the relevance of Brand-Related Business Performance measures for driving business value.

Data Collection

Brand's ability to influence purchase depends primarily on people's perceptions. Therefore, the majority of the Brand Strength Index is derived from Brand Finance's proprietary Global Brand Equity Research Monitor research, a quantitative study of a sample of over 100,000 people from the general public on their perceptions of over 4,000 brands in over 25 sectors and 37 countries.

However, at Brand Finance we also believe that there are other measures that can be used to fill gaps that survey research may not capture. These include total investment levels – for example in marketing, R&D, innovation expenditure, that can be a better guide to future performance than surveys. They also include online measures – such as ratings by review sites and social media engagement that can give a more granular understanding of marketing effectiveness. Finally they also include real behaviour – for example net additions, customer churn and market share, to overcome the tendency for surveys to incorporate intended behaviour rather than real.

Over a period of 3 to 4 months each year, we collect all this data across all the brands in our study in order to accurately measure their comparative strength.



3 Benchmarking and Final Scoring

In order to convert raw data in to scores out of 10 that are comparable between attributes within the scorecard, we then have to benchmark each attribute. We do this by reviewing the distribution of the underlying data and creating a floor and ceiling based on that distribution.

Each brand is assigned a Brand Strength Index (BSI) score out of 100, which feeds into the brand value calculation. Based on the score, each brand is assigned a corresponding rating up to AAA+ in a format similar to a credit rating.













Analysing the three brand strength measures helps inform managers of a brand's potential for future success.















Global Brand Equity Monitor.

Original market research in 38 countries and across 31 sectors with over 150,000 consumers rating over 5,000 brands.

Tier 1

-  Apparel
-  Automobiles
-  Luxury Automobiles
-  Banks
-  Cosmetics & Personal Care
-  Food
-  Insurance
-  Oil & Gas
-  Restaurants
-  Retail & E-Commerce
-  Telecoms
-  Utilities

Tier 2

-  Airlines
-  Luxury Apparel
-  Appliances
-  Beers
-  Luxury Cosmetics
-  General Retail
-  Healthcare Services
-  Hotels
-  Household Products
-  Logistics
-  Media
-  Pharma
-  Real Estate
-  Soft Drinks
-  Spirits & Wine
-  Technology
-  Tyres



Brand KPIs and Diagnostics

1. Brand Funnel



Awareness

Have heard of your brand

Familiarity

Know something about your brand

Consideration

Would consider buying/using your brand

2. Brand Usage

3. Quality

4. Reputation

5. Loyalty

6. Closeness

7. Recommendation (NPS)

8. Word of Mouth

9. Brand Imagery

10. Advertising Awareness

11. Brand Momentum

Highlights from the Global Brand Equity Monitor.

Brand Finance's proprietary market research provides a robust assessment of brand health on key equity measures, allowing comparison both within and across product and service categories. Benchmarking against brands outside your sector is especially helpful in assessing the real strength of brand – not just the 'best of a bad bunch' in a category where brands are generally weaker.

What makes a brand great?

Amazon is undoubtedly one of the world's strongest brands, one of just a handful achieving the highest AAA+ rating. It has an extremely strong brand funnel, with near-universal familiarity, and consideration, and while its reputation score is not best-in-class, it is stronger than many of its critics might think.

Every strong brand has its own winning formula, and our research highlights Amazon's particular advantages. Top of that list is the outstanding value which shoppers believe Amazon delivers. Amazon ranks on this measure in big markets such as Brazil, USA, UK, and is #1 among retailers in many more. Value has always been a big driver of consumer behaviour, but Amazon also delivers a slick shopping experience ("excellent website/apps"), and this powerful combination is irresistible for many consumers, even those who question Amazon's values and broader corporate reputation.




Does brand purpose deliver?

Argument rages among CMOs and marketing gurus over this issue. The jury is out – our data suggests that being seen to "care about the wider community" does correlate somewhat with higher Consideration levels, and is an asset particularly for local favourites such as **Jio** (India) or **Bunnings** (Australia). But brands like **McDonald's** and **Nike** (as well as Amazon) are liked and desired despite somewhat moderate reputations on sustainability and values.

Who's the coolest cat?

In categories like apparel, tech and automotive, sustainability can make you cool, but it's not the only way. **Porsche** wins relatively few plaudits for sustainability, but its übercoolness is very apparent.

Selected Rankings for Amazon – All Non-Luxury Brands

	Great value for money	Excellent website/apps
	5	5
	1	1
	8	1
	6	1

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43% Care about the wider community (Rank #1)

88% Consideration Conversion



8% Care about the wider community (Rank #86)

92% Consideration Conversion

Similarly in the apparel category (especially footwear), the correlation between coolness and sustainability is not especially high.

Meanwhile in France, the epitome of chic, the 2nd-highest highest scorer among non-luxury brands is... **Burger King**.

Get your brand talked-about

Cool brands get talked about, and word-of-mouth (WOM) is another key asset some brands possess. It has proven impact on brand growth, hence WOM’s inclusion in our Brand Strength Index model.

In an absolute sense, big brands get talked about a lot more than small ones – their sheer mass presence and relevance ensures that. But deeper analysis reveals a number of challenger brands who look set to profit from above-expectation WOM levels and positive consumer sentiment. Keep an eye on **Tim Horton’s** in Spain, **Peros Garment Factory** (Canada), **SAIC** in, yes, the USA and **iinet** in Singapore.



Top-ranked brands for being “Cool” (Among Category Users)

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	1 st	2 nd	3 rd
	 PORSCHE	Jeep	
	 Levi's®	BURGER KING	
	 CONVERSE		 PORSCHE
	 HARLEY-DAVIDSON	 PORSCHE	 UNDER ARMOUR

Our Services.



Consulting Services.

Make branding decisions using hard data

Brand Research

What gets measured

Brand evaluations are essential for understanding the strength of your brand against your competitors. Brand Strength is a key indicator of future brand value growth whether identifying the drivers of value or avoiding the areas of weakness, measuring your brand is the only way to manage it effectively.

- + Brand Audits
- + Primary Research
- + Syndicated Studies
- + Brand Scorecards
- + Brand Drivers & Conjoint Analysis
- + Soft Power

- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?



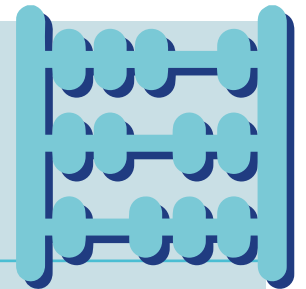
Brand Valuation

Make your brand's business case

Brand valuations are used for a variety of purposes, including tax, finance, and marketing. Being the interpreter between the language of marketers and finance teams they provide structure for both to work together to maximise returns.

- + Brand Impact Analysis
- + Tax & Transfer Pricing
- + Litigation Support
- + M&A Due Diligence
- + Fair Value Exercises
- + Investor Reporting

- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?



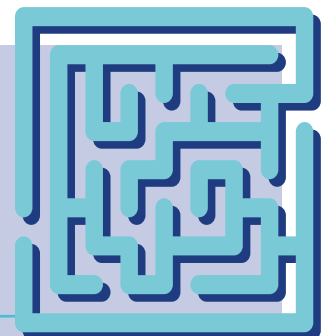
Brand Strategy

Make branding decisions with your eyes wide open

Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + Brand Positioning
- + Brand Architecture
- + Franchising & Licensing
- + Brand Transition
- + Marketing Mix Modelling
- + Sponsorship Strategy

- + Which brand positioning do customers value most?
- + What are our best brand extension opportunities in other categories and markets?
- + Am I licensing my brand effectively?
- + Have I fully optimised my brand portfolio?
- + Am I carrying dead weight?
- + Should I transfer my brand immediately?
- + Is a Masterbrand strategy the right choice for my business?



Brand Evaluation Services.



How are brands perceived in my category?

Brand Finance tracks brand fame and perceptions across 30 markets in 10 consumer categories. Clear, insightful signals of brand performance, with data mining options for those who want to dig deeper – all at an accessible price.

What if I need more depth or coverage of a more specialised sector?

Our bespoke brand scorecards help with market planning and can be designed to track multiple brands over time, against competitors, between market segments and against budgets. Our 30-country database of brand KPIs enables us to benchmark performance appropriately.

Do I have the right brand architecture or strategy in place?

Research is conducted in addition to strategic analysis to provide a robust understanding of the current positioning. The effectiveness of alternative architectures is tested through drivers analysis, to determine which option(s) will stimulate the most favourable customer behaviour and financial results.

How can I improve return on marketing investment?

Using sophisticated analytics, we have a proven track record of developing comprehensive brand scorecard and brand investment frameworks to improve return on marketing investment.

What about the social dimension? Does my brand get talked about?

Social interactions have a proven commercial impact on brands. We measure actual brand conversation and advocacy, both real-world word of mouth and online buzz and sentiment, by combining traditional survey measures with best-in-class social listening.

Brand Dialogue®



With strategic planning and creative thinking, we develop communications plans to create dialogue with stakeholders that drives brand value.

Our approach is integrated, employing tailored solutions for our clients across PR and marketing activations, to deliver strategic campaigns, helping us to establish and sustain strong client relationships. We also have a specific focus on geographic branding, including supporting nation brands and brands with a geographical indication (GI).

Brand Dialogue Limited is a member of the Brand Finance Plc Group



Research, Strategy & Measurement

- Brand & Communications Strategy
- Campaign Planning
- Market Research & Insights
- Media Analysis



Public Relations & Communications

- Media Relations
- Press Trips & Events
- Strategic Partnerships & Influencer Outreach
- Social Media Management



Marketing & Events

- Promotional Events
- Conference Management
- Native Advertising
- Retail Marketing



Content Creation

- Bespoke Publications, Blogs & Newsletters
- Press Releases
- Marketing Collateral Design
- Social Media Content



Strategic Communications

- Crisis Communications
- Brand Positioning & Reputation
- Geographic Branding
- Corporate Social Responsibility (CSR)



Brand Finance Network.

For further information on our services and valuation experience, please contact your local representative:

Market	Contact	Email
Africa	Jeremy Sampson	j.sampson@brandfinance.com
Asia Pacific	Alex Haigh	a.haigh@brandfinance.com
Australia	Mark Crowe	m.crowe@brandfinance.com
Brazil	Eduardo Chaves	e.chaves@brandfinance.com
Canada	Alexandre St-Amour	a.amour@brandfinance.com
China	Scott Chen	s.chen@brandfinance.com
East Africa	Walter Serem	w.serem@brandfinance.com
France	Bertrand Chovet	b.chovet@brandfinance.com
Germany/Austria/Switzerland	Ulf-Brun Drechsel	u.drechsel@brandfinance.com
India	Ajimon Francis	a.francis@brandfinance.com
Indonesia	Sutan Banuara	s.banuara@brandfinance.com
Ireland	Declan Ahern	d.ahern@brandfinance.com
Italy	Massimo Pizzo	m.pizzo@brandfinance.com
Mexico	Laurence Newell	l.newell@brandfinance.com
Middle East	Andrew Campbell	a.campbell@brandfinance.com
Nigeria	Tunde Odumeru	t.odumeru@brandfinance.com
Poland	Konrad Jagodzinski	k.jagodzinski@brandfinance.com
Portugal	Pilar Alonso Ulloa	p.alonso@brandfinance.com
Romania	Mihai Bogdan	m.bogdan@brandfinance.com
South America	Pilar Alonso Ulloa	p.alonso@brandfinance.com
Spain	Pilar Alonso Ulloa	p.alonso@brandfinance.com
Sri Lanka	Aliakber Alihussain	a.hussain@brandfinance.com
Sweden	Anna Brolin	a.brolin@brandfinance.com
Turkey	Muhterem Ilgüner	m.ilguner@brandfinance.com
United Kingdom	Annie Brown	a.brown@brandfinance.com
USA	Laurence Newell	l.newell@brandfinance.com
Vietnam	Alex Haigh	a.haigh@brandfinance.com



Contact us.

The World's Leading Brand Valuation Consultancy

T: +44 (0)20 7389 9400

E: enquiries@brandfinance.com

www.brandfinance.com