



Mining, Metals & Minerals 50 2022

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

June 2022

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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 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 5,000 of the world's biggest brands to the test every year. Ranking brands across all sectors and countries, we publish nearly 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.



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Request your own Brand Value Report

A Brand Value Report provides a complete breakdown of the assumptions, data sources, and calculations used to arrive at your brand's value.

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.

Visit brandirectory.com/request-a-valuation
or email enquiries@brandfinance.com



Insight



Strategy



Benchmarking



Education



Communication



Understanding

Benefits



Brand Valuation
Summary



Brand
Strength Tracking



Royalty Rates



Cost of
Capital Analysis



Customer
Research Findings



Competitor
Benchmarking

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Brandirectory is the world's largest database of current and historical brand values, providing easy access to all Brand Finance rankings, reports, whitepapers, and consumer research published since 2007.

- + Browse thousands of published brand values
- + Track brand value, strength, and rating across publications and over time
- + Use interactive charts to compare brand values across countries, sectors, and global rankings
- + Purchase and instantly unlock premium data, complete brand rankings, and research

Visit brandirectory.com to find out more.

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.

vi360

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®



Global Brand Equity Monitor

- Original market research on over **5,000 brands**
- **36 countries** and over **29 sectors** covered
- More than **100,000 respondents** surveyed annually
- We are now **in our 6th consecutive year** conducting the study

Visit branddirectory.com/consumer-research
or email enquiries@brandfinance.com



enquiries@branddirectory.com

Foreword.



David Haigh
Chairman & CEO,
Brand Finance

What is the purpose of a strong brand: to attract customers, to build loyalty, to motivate staff? All true, but for a commercial brand at least, the first answer must always be 'to make money'.

Huge investments are made in the design, launch, and ongoing promotion of brands. Given their potential financial value, this makes sense. Unfortunately, most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets. Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place, it frequently lacks financial rigour and is heavily reliant on qualitative measures, poorly understood by non-marketers.

As a result, marketing teams struggle to communicate the value of their work and boards then underestimate the significance of their brands to the business. Sceptical finance teams, unconvinced by what they perceive as marketing mumbo jumbo, may fail to agree necessary investments. What marketing spend there is, can end up poorly directed as marketers are left to operate with insufficient financial guidance or accountability. The end result can be a slow but steady downward spiral of poor communication, wasted resources, and a negative impact on the bottom line.

Brand Finance bridges the gap between marketing and finance. Our teams have experience across a wide range of disciplines from market research and visual identity, to tax and accounting. We understand the importance of design, advertising, and marketing, but we also believe that the ultimate and overriding purpose of brands is to make money. That is why we connect brands to the bottom line.

By valuing brands, we provide a mutually intelligible language for marketing and finance teams. Marketers then have the ability to communicate the significance of what they do, and boards can use the information to chart a course that maximises profits. Without knowing the precise, financial value of an asset, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is? How do you decide which brands to discontinue, whether to rebrand and how to arrange your brand architecture? Brand Finance has conducted thousands of brand and branded business valuations to help answer these questions.

Brand Finance's research revealed the compelling link between strong brands and stock market performance. It was found that investing in highly-branded companies would lead to a return almost double that of the average for the S&P 500 as a whole.

Acknowledging and managing a company's intangible assets taps into the hidden value that lies within it. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business.

The team and I look forward to continuing the conversation with you.

Executive Summary.



BHP and Posco lead mining industry surge as commodity prices drives fast growth in brand values

- + Australia's **BHP** retains title as world's most valuable Mining, Metals & Minerals mining brand valued at US\$7.4 billion
- + **Rio Tinto** is world's strongest Mining, Metals & Minerals mining brand with AA+ rating
- + Posco jumps three positions to become 3rd most valuable Mining, Metals & Minerals mining brand
- + **Gerdau** is up 82% to be fastest growing Mining, Metals & Minerals mining brand in the world, just ahead of Teck (up 72%)
- + **Ma'aden** (up 69%) is third fastest growing Mining, Metals & Minerals brand and most valuable Mining, Metals & Minerals brand in the MENA region

Brand Value & Brand Strength Analysis.



Australia's BHP retains title as world's most valuable Mining, Metals & Minerals brand valued at US\$7.4 billion

BHP (brand value up 48% to US\$7.4 billion) remains the world's most valuable Mining, Metals & Minerals brand. The 'big Australian' is benefiting from a combination of surging commodity prices around the world and the opening of the new South Flank mine in Western Australia. Together with the adjacent pre-existing mines, it will form the largest operating iron ore hub in the world, producing approximately as much iron ore as South Africa, Canada and the United States combined.

Rio Tinto is world's strongest mining brand with AA+ rating

In addition to calculating brand value, Brand Finance also determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and business performance. Compliant with ISO 20671, Brand Finance's assessment of stakeholder equity incorporates original











Mining is one of the few sectors that has prospered during the COVID-19 pandemic; the sector is in the best financial and operational health it has seen for some time. The sector's core objective of extraction remains as important as ever, however other factors are becoming increasingly important such as ESG. Addressing ESG has the potential to give brands a credible path to build long term brand strength and business value.

Savio D'Souza

Valuation Director at Brand Finance

Top 10 Most Valuable Mining, Metals & Materials Brands

© Brand Finance Plc 2022

| | | | | |
|---|---|---|--|---|
| 1  BHP \$7.4bn +48% | 2  GLENCORE \$4.8bn +9% | 3  posco \$4.5bn +53% | 4  ArcelorMittal \$4.0bn +8% | 5  RioTinto \$3.3bn +10% |
| 6  NIPPON STEEL \$3.3bn +6% | 7  BAOWU \$2.7bn +19% | 8  VALE \$2.6bn +15% | 9  中国神华 CHINA SHENHUA \$2.4bn +15% | 10  thyssenkrupp \$2.3bn +33% |



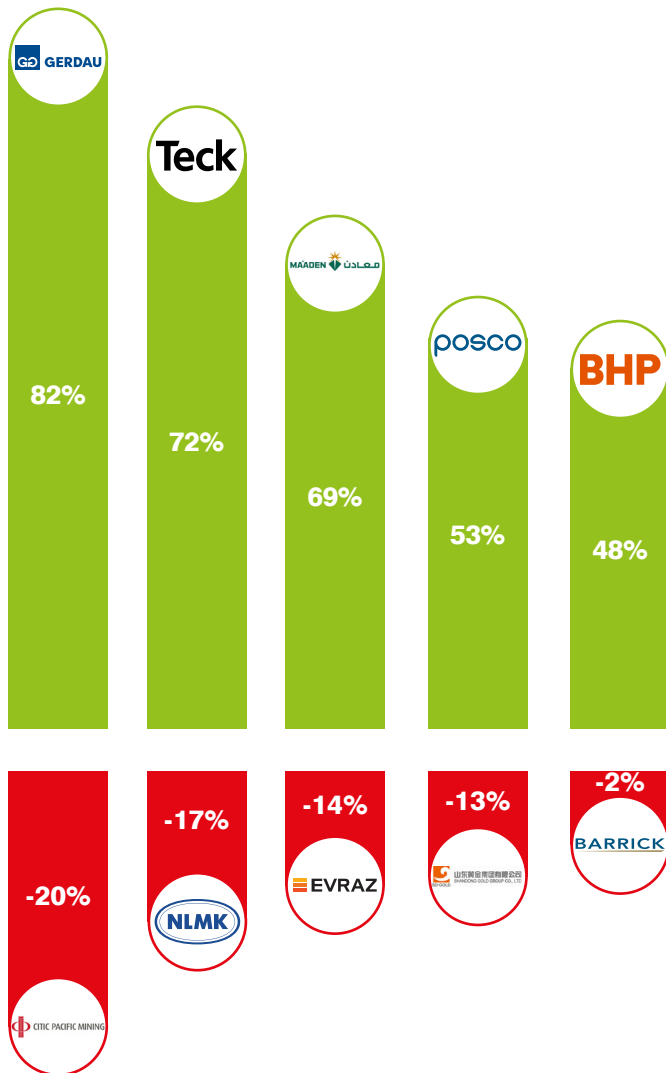
market research data from over 100,000 respondents in more than 35 countries and across nearly 30 sectors.

Rio Tinto (brand value up 10% to US\$3.3 billion) has become the world's strongest brand in the Mining, Metals & Minerals ranking with a Brand Strength Index (BSI) score of 78.3 out of 100 and a corresponding brand rating of AA+. While **Rio Tinto** is an Australian brand, its primary business is focused on selling ore to China, and has recently appointed former Canadian ambassador to China, Dominic Barton as Chairman of the **Rio Tinto** board. This represents an understanding by the business that the brand's reputation amongst Chinese decision-makers is incredibly important to the business and is reflected in the high brand strength that **Rio Tinto** has achieved amongst broader geo-political instability between China and Australia.

Posco jumps three positions to become 3rd most valuable mining brand

Posco (brand value up 53% to US\$4.5 billion) is one of this year's big winners in the mining rankings, jumping three positions, from sixth to third as it grew its brand value significantly faster than most competitors. The

Brand Value Change 2021-2022 (%)



©Brand Finance Plc 2022



South Korean miner's brand value growth was driven by a combination of effective recovery from COVID-19, and its leadership in the construction of a new lithium facility projected to benefit from increased demand for EV's globally.


Research amongst informed public indicates an increase in **Posco's** reputation this year. As a result, it's brand strength index increased by 14 points from 59.0 to 73.0, the biggest gain in the industry, and improving its ranking from 19th to 10th strongest brand and earning a brand rating upgrade from A to AA.

Gerdau is up 82% to be fastest growing mining brand in the world, just ahead of Teck (up 72%) and Ma'aden (up 69%)

Gerdau (brand value up 82% to US\$534 million) is the fastest growing brand in these rankings. While the higher commodity prices have been a major driver of this brand value increase, it coincides with **Gerdau's** long-term vision to diversify it's business portfolio with products and services to its core steel business.

Top 10 Strongest Mining, Metals & Materials Brands

© Brand Finance Plc 2022

| | | | | |
|---|---|---|---|--|
| 1  3   78.3  +0.4 AA+ | 2  5   77.8  +4.9 AA+ | 3  1   77.3  -2.7 AA+ | 4  9   76.4  +9.2 AA+ | 5  6   74.8  +1.9 AA+ |
| 6  15   74.5  +11.9 AA | 7  2   74.1  -4.3 AA | 8 NEW   73.6  +9.2 AA | 9  16   73.3  +10.8 AA | 10  19   73.0  +14.0 AA |



Teck (brand value up 72% to US\$751 million) is the second fastest growing mining brand this year. **Teck** is rebalancing its portfolio of high-quality assets to low-carbon metals and is positioning itself to be leader in ESG and operational excellence. This positioning is reflected in its sector leading ESG ratings and having the highest reputation amongst Canadian mining companies in Brand Finance's annual informed public research.

Ma'aden (brand value up 69% to US\$503 million) is the 3rd fastest growing mining brand in the world. As Saudi Arabia's national mining champion, **Ma'aden** is the most valuable mining brand in the Middle East, driven by a record year in 2021 which saw their sales increase 44% year on year, consolidating their position as the most valuable mining & metals brand in both Saudi Arabia and the wider MENA region. It has a very reputation in its home country and is on the path to build Familiarity and Reputation in key international markets as it implements its ambitious growth strategy. The company is the third pillar of Saudi industry, alongside oil and petrochemicals, and its growth has seen it named among the top 20 largest global mining companies by market capitalization

Brand Value by Country

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| Country | Brand Value (USDbn) | %of total | Number of Brands |
|---------------|---------------------|-----------|------------------|
| Australia | 13.2 | 19.6% | 4 |
| Japan | 6.9 | 10.2% | 5 |
| China | 5.5 | 8.2% | 3 |
| United States | 5.0 | 7.5% | 5 |
| South Korea | 5.0 | 7.5% | 2 |
| Switzerland | 4.8 | 7.2% | 1 |
| Other | 26.8 | 39.8% | 30 |
| Total | 67.2 | 100.0% | 50 |



Middle East Mining, Metals & Minerals Brands.

Saudi Arabia has a state-backed vision to diversify from the oil and gas sector into other industries and is the only gulf country to have access to its own substantial mineral reserves. As Saudi Arabia's national mining champion, **Ma'aden** is the most valuable mining brand in the Middle East at \$503m, a 69% improvement from the year before driven by a record year in 2021 which saw their sales increase 44% year on year, consolidating their position as the most valuable mining & metals brand in both Saudi Arabia and the wider MENA region. The company is the third pillar of Saudi industry, alongside oil and petrochemicals, and its growth has seen it named among the top 20 largest global mining companies by market capitalization.

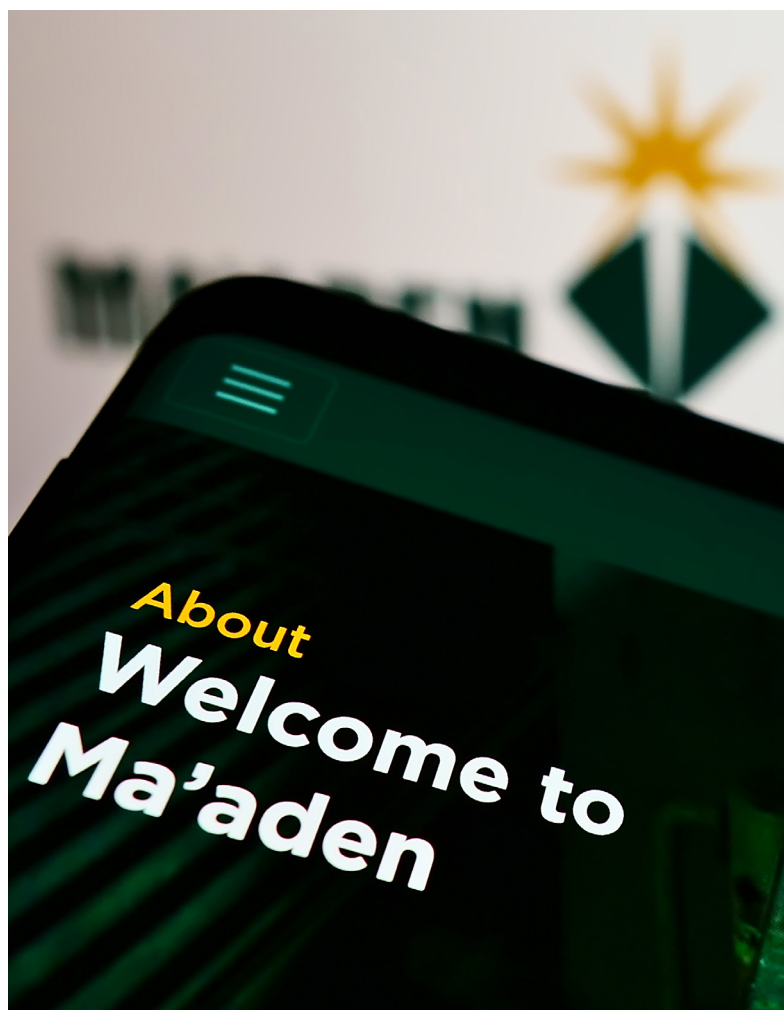
Emirates global aluminum (EGA) comes in 2nd at \$258m and is the number 1 'premium aluminum' producer in the world and contributes 4% of world aluminum production. EGA also plans to build a 150,000 tonnes per year aluminium recycling facility

and market recycled aluminium under the product name EternAL. With sustainability being a hot topic in the mining industry, this has led to EGA having the strongest BSI of 65.4. Alba is the world's largest aluminium smelter ex-China with a production of more than 1.561 million metric tonnes per annum, and comes in 3rd at \$191m.

Another by-product of the region's significant natural gas reserves is steel, and **Emirates Steel** (\$108m) and **Qatar Steel** (\$92m) are both featured in the top 150 most valuable brands. Furthermore, steel production in this region emits far less CO2 than the global average as it is generally produced using natural gas rather than coal-fire, and this could provide the Middle East with the opportunity to reposition itself as a competitive global exporter of green steel while attracting greater investment from global steel producers in the future.

Top 5 Most Valuable Mining, Metals & Minerals Brands in the Middle East

| | | |
|---|--|---|
|  | 1 |  |
| | 2022: \$503m 2021: \$298m | +69% |
|  | 2 |  |
| | 2022: \$258m 2021: - | NEW |
|  | 3 |  |
| | 2022: \$191m 2021: - | NEW |
|  | 4 |  |
| | 2022: \$108m 2021: - | NEW |
|  | 5 |  |
| | 2022: \$92m 2021: - | NEW |



Brand Value Ranking (in USD millions)

Top 50 most valuable Mining, Metals & Minerals brands

| 2022 Rank | 2021 Rank | | Brand | Country | 2022 Brand Value | Brand Value Change | 2021 Brand Value | 2022 Brand Rating | 2021 Brand Rating |
|-----------|-----------|-----|----------------------|----------------|------------------|--------------------|------------------|-------------------|-------------------|
| 1 | 1 | ← | BHP | Australia | \$7,380 | +48.1% | \$4,982 | AA | AA+ |
| 2 | 2 | ← | Glencore | Switzerland | \$4,844 | +9.3% | \$4,432 | A+ | A |
| 3 | 6 | ↑ | Posco | South Korea | \$4,475 | +52.6% | \$2,933 | AA | A |
| 4 | 3 | ↓ | ArcelorMittal | Luxembourg | \$4,035 | +8.1% | \$3,732 | AA+ | AA- |
| 5 | 5 | ← | Rio Tinto | Australia | \$3,335 | +9.7% | \$3,039 | AA+ | AA+ |
| 6 | 4 | ↓ | Nippon Steel | Japan | \$3,333 | +5.9% | \$3,146 | AA- | A+ |
| 7 | 7 | ← | BAOWU | China | \$2,709 | +18.5% | \$2,286 | A | A |
| 8 | 8 | ← | Vale | Brazil | \$2,556 | +14.7% | \$2,228 | AA | AA- |
| 9 | 10 | ↑ | China Shenhua | China | \$2,394 | +15.4% | \$2,074 | A+ | A+ |
| 10 | 11 | ↑ | ThyssenKrupp | Germany | \$2,300 | +32.5% | \$1,736 | AA | AA- |
| 11 | 12 | ↑ | Anglo American | United Kingdom | | | | | |
| 12 | 9 | ↓ | CITIC Pacific Mining | Australia | | | | | |
| 13 | 15 | ↑ | Tata Steel | India | | | | | |
| 14 | 13 | ↓ | JFE | Japan | | | | | |
| 15 | 16 | ↑ | Freeport-McMoRan | United States | | | | | |
| 16 | 14 | ↓ | Newmont | United States | | | | | |
| 17 | 20 | ↑ | GrupoMexico | Mexico | | | | | |
| 18 | 19 | ↑ | Nucor | United States | | | | | |
| 19 | 18 | ↓ | Nornickel | Russia | | | | | |
| 20 | 22 | ↑ | Alcoa | United States | | | | | |
| 21 | 17 | ↓ | Barrick Gold | Canada | | | | | |
| 22 | 23 | ↑ | Vedanta | India | | | | | |
| 23 | 21 | ↓ | JSW Steel | India | | | | | |
| 24 | New | New | Teck | Canada | | | | | |
| 25 | New | New | Fortescue | Australia | | | | | |
| 26 | 25 | ↓ | Kobelco | Japan | | | | | |
| 27 | 24 | ↓ | Mitsubishi Materials | Japan | | | | | |
| 28 | - | - | SMM | Japan | | | | | |
| 29 | - | - | Hydro | Norway | | | | | |
| 30 | - | - | Hyundai Steel | South Korea | | | | | |
| 31 | - | - | Voestalpine | Austria | | | | | |
| 32 | - | - | Novagold Resources | Canada | | | | | |
| 33 | - | - | Rusal | Russia | | | | | |
| 34 | - | - | Gerdau | Brazil | | | | | |
| 35 | - | - | SAIL | India | | | | | |
| 36 | - | - | Coal India | India | | | | | |
| 37 | - | - | Ma'aden | Saudi Arabia | | | | | |
| 38 | - | - | Sibanye Stillwater | South Africa | | | | | |
| 39 | - | - | SCC | PERU | | | | | |
| 40 | - | - | US Steel | United States | | | | | |
| 41 | - | - | Ternium | Mexico | | | | | |
| 42 | - | - | Salzgitter | Germany | | | | | |
| 43 | - | - | First Quantum | Canada | | | | | |
| 44 | - | - | Outokumpu | Finland | | | | | |
| 45 | - | - | HINDALCO | India | | | | | |
| 46 | - | - | NLMK | Russia | | | | | |
| 47 | - | - | Boliden | Sweden | | | | | |
| 48 | - | - | Evrast | Russia | | | | | |
| 49 | - | - | SD-Gold | China | | | | | |
| 50 | - | - | Antofagasta | United Kingdom | | | | | |

Brand Spotlight.





Rank

Brand Value

37 NEW

\$0.5bn +68.7%

Rank

Brand Strength

23 NEW

64.6 +4.5

Interview with Turki Abdullah AlToaimi.



Turki Abdullah AlToaimi

Senior Director,
Corporate Communication ,
Ma'aden

Ma'aden has grown at an incredible pace over the last decade, which has led to a 69% increase in brand value, making it the 3rd fastest growing brand in the Mining, Metals & Minerals sector globally. What do you attribute this growth to?

Ma'aden is one of the fastest growing mining companies in the world. Since our IPO in 2008, we have transformed from a small gold-producing company to a global mining powerhouse. Right now, we are one of the world's top mining companies by market capitalisation.

This incredible growth is thanks to a ramp up of portfolio mines and industrial sites across our operations in Saudi Arabia. In fact, in late 2021, Ma'aden was ranked as one of the top 5 best performing mining companies globally based on Q2/Q3 2021 financial results by Mining.com.

ESG is a growing focus area in the global mining industry. How has Ma'aden incorporated ESG into its business strategy?

Sustainability is a critical factor in the delivery of Ma'aden's strategy. As the Saudi national mining champion, it is our responsibility to ensure we manage our operations in a sustainable manner, where ESG is a major pillar towards our growth

We have announced an ambitious target to achieve net zero emissions by 2050, as part of our long-term growth strategy. We have set specific strategic goals to reduce CO2 emissions, reduce water, improve energy consumption and increase waste utilization and recycling.

Additionally, we have set a goal to increase the number of Saudi national employees in our workforce and simultaneously our community engagement. Our currently baseline is strong - Ma'aden has made a significant contribution to the Saudi Arabian non-oil GDP and created thousands of direct jobs in the last 10 years. Of those, majority are filled by Saudi nationals.

What do you see as key areas of brand growth looking ahead to the remainder of 2022?

Our business is mine to market, we supply industries ranging from FMCG to agriculture to aviation. Mining has emerged as the third pillar of Saudi industry and a key pillar of Vision 2030's economic diversification plan, building our recognition and value across Saudi Arabia and the wider Middle East region.

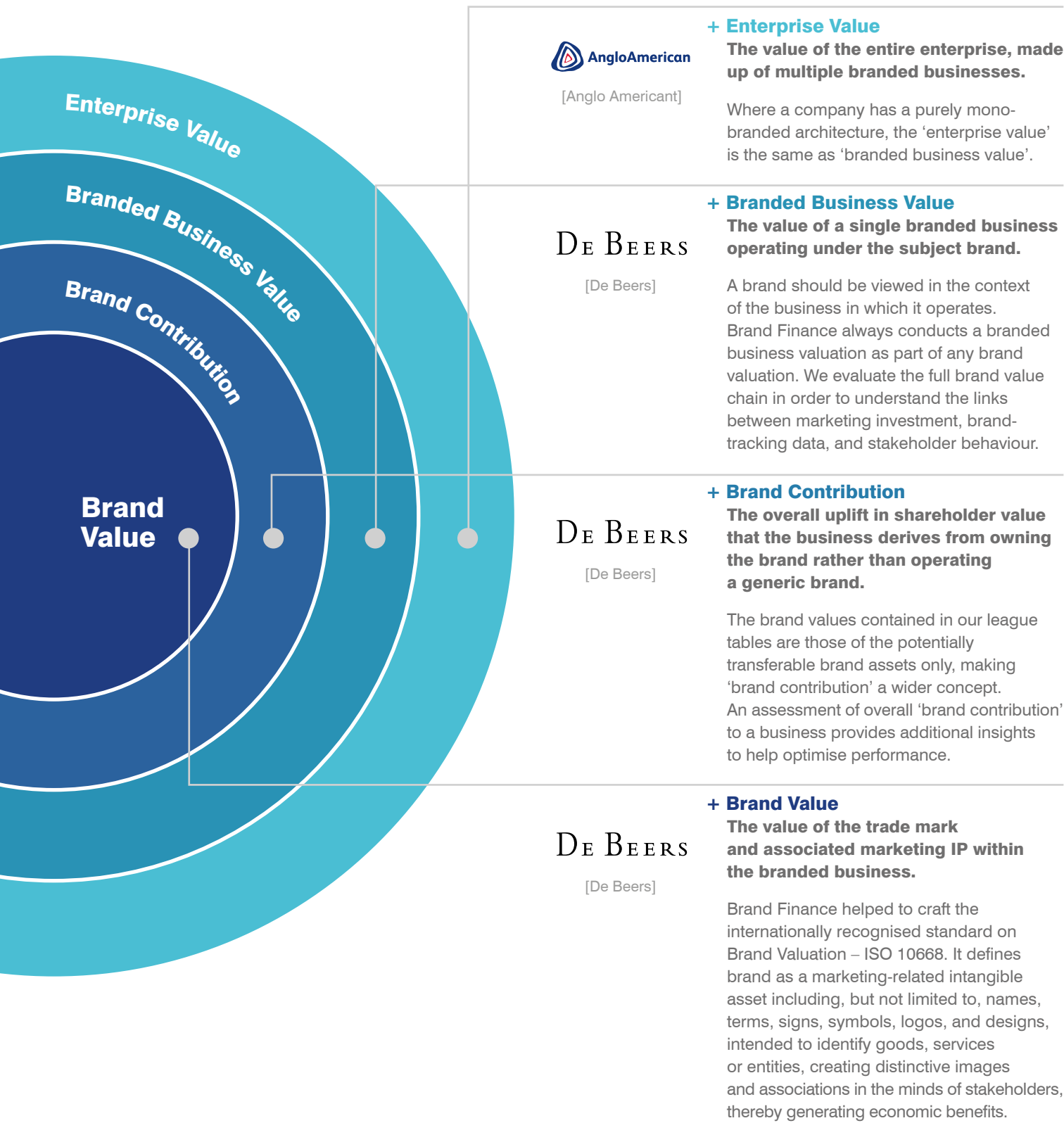
Global shifts towards electric vehicles, renewable energy and specialized fertilizers have created opportunities for Ma'aden and increased demand for our products.

Capitalizing on these shifts, we have set ambitious goals to continue our growth trajectory, by leveraging the incredible natural mineral deposits in Saudi Arabia, increasing production rates in our existing value chains, increasing exploration, and adding new strategic minerals to our portfolio. We look forward to increasing our brand value as we work towards our vision of becoming a sustainable mining champion with a global presence.



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.

2

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.

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 36 countries and across more than 29 sectors with approximately 100,000 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

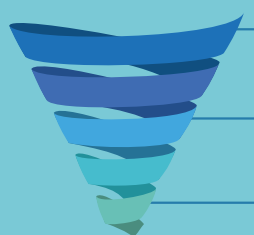
Tier 2

- 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) © Brand Finance Plc 2022

| | 1 st | 2 nd | 3 rd |
|---|---|---|---|
|  |  PORSCHE |  |  |
|  |  |  |  |
|  |  CONVERSE |  |  PORSCHE |
|  |  |  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?



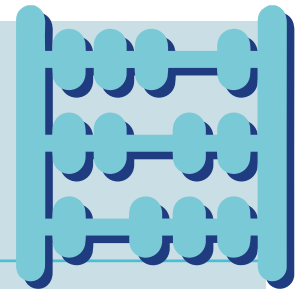
Brand Valuation

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

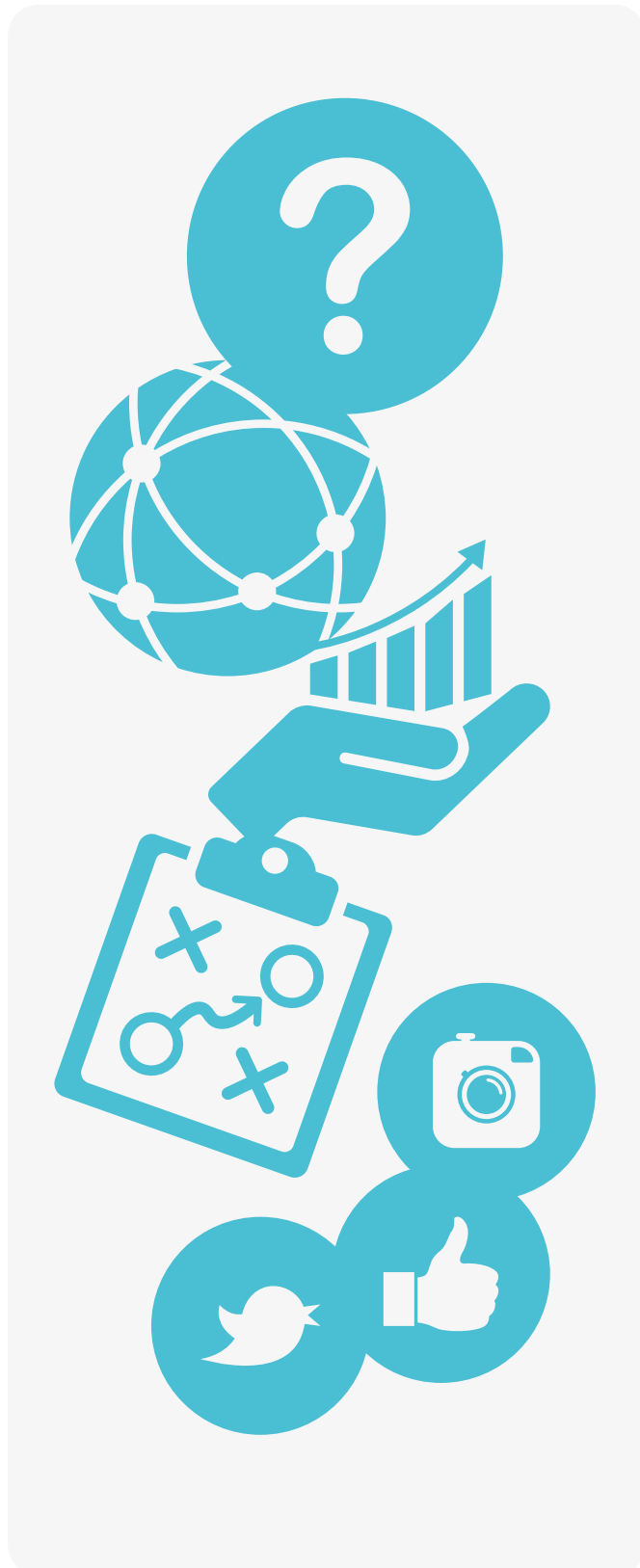
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + 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.

Communications Services.

How we can help communicate your brand's performance in brand value rankings



Brand Accolade – Create a digital endorsement stamp for use in your brand's marketing materials, communications, annual reports, sales documents, recruitment purposes, social media channels and website.



Brand Finance®
Awards

TOP 50
MINING BRANDS



Brand Finance®
Awards

MOST VALUABLE
METALS BRANDS



Brand Finance®
Awards

STRONGEST
MINERALS BRANDS



Video Endorsement – Recorded video of Brand Finance CEO or Director speaking about the performance of your brand, for use in both internal and external digital communications for your brand.



Bespoke Events – Organise a report launch, award ceremony or celebratory event, coordinate event opportunities and spearhead communications to ensure a good return on investment.



Digital Infographics – Design infographics visualising your brand's performance for use across your brand's social media platforms or on other digital materials.



Trophies & Certificates – Provide a trophy and/or a hand written certificate personally signed by the Brand Finance Chairman to recognise your brand's performance of that year.



Brand Spotlight – Publish contributed brand article or an interview with your brand leader, in the relevant Brand Finance sector report, offered to the Brand Finance network and press.



Media Support – Offer editorial support in reviewing or copywriting your press release, pitching your content to top journalists across the world, and monitoring media coverage.

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[®] Institute

Brand Finance Institute

Learn how to build, protect and measure brand value

The Brand Finance Institute is the educational division of Brand Finance, offering expert training on brand evaluation, management and strategy.

Our in-house training and workshops, online learning offer and webinars will help you answer key strategic questions about your brand for different levels of seniority and development needs:

- How can I grow brand value?
- How can I build a business case to show the return on my marketing investment?
- How can I set up my marketing budget using brand research and analytics?

For more information, contact enquiries@brandfinance.com or visit brandfinanceinstitute.com

Brand Finance Institute is a member of the Brand Finance plc group of companies



Brand Finance Network.

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

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