



Saudi Arabia 50 2021

The annual report on the most valuable and strongest Saudi Arabian brands
March 2021

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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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Brand Finance® 

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 business performance and offers a cost-effective way to gaining a better understanding of your position against competitors.

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


Brand Valuation Summary


Brand Strength Tracking


Royalty Rates


Cost of Capital Analysis


Customer Research Findings


Competitor Benchmarking


Benchmarking


Education


Communication


Understanding


Insight


Strategy

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- + 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

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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.

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.



Global Brand Equity Monitor

- Original market research on **2,500 brands**
- 29 countries** and **23 sectors** covered
- More than **50,000 respondents** surveyed annually
- We are now **in our 5th consecutive year** conducting the study

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



Foreword.



David Haigh
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.

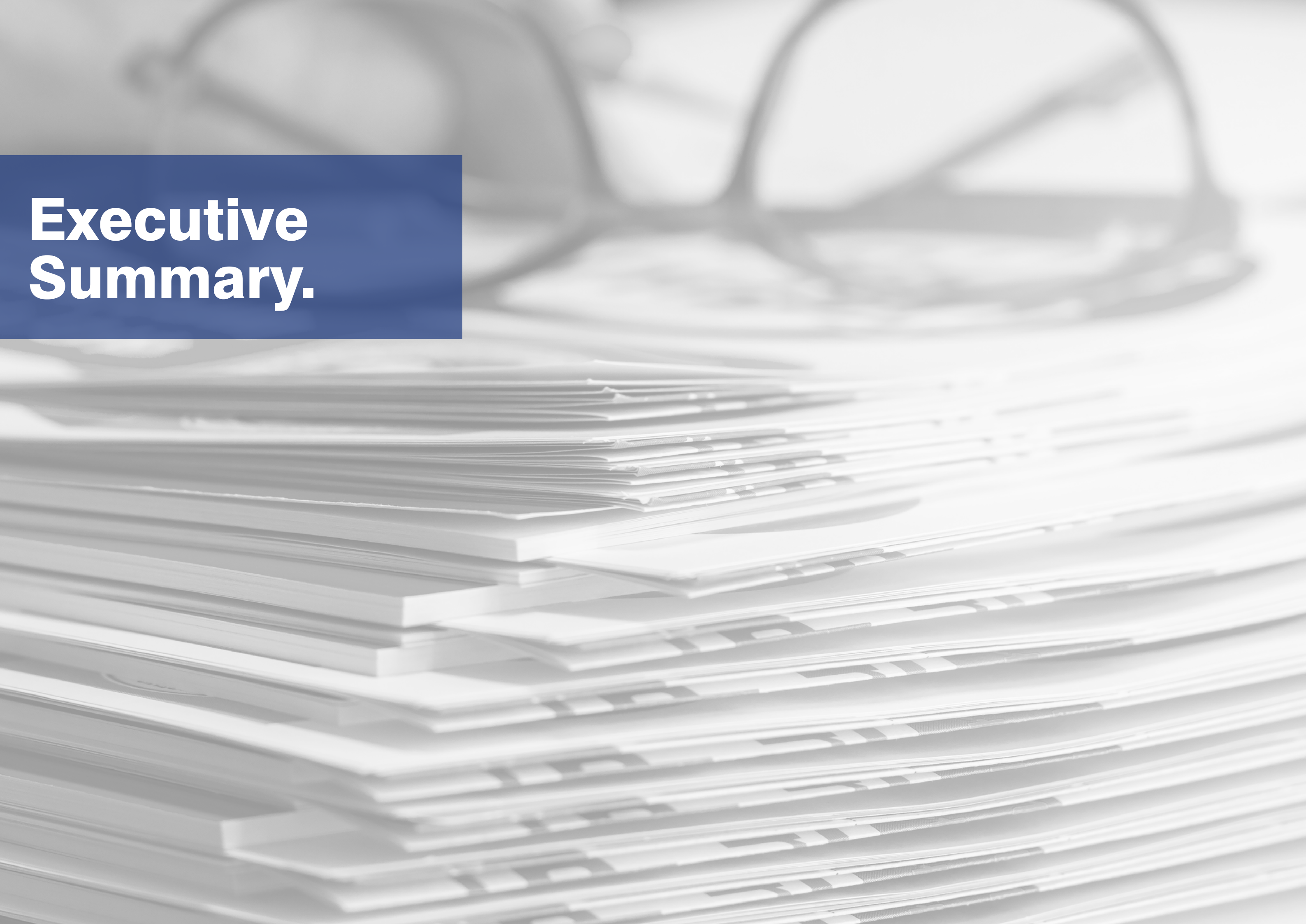
Brand Finance’s research revealed the compelling link between strong brands and stock market performance. It was found that investing in highly-branded companies would lead to a return almost double that of the average for the S&P 500 as a whole.

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.

Saudi Aramco Dominates as KSA’s Most Valuable Brand. stc Named Nation’s Strongest Brand for First Time.

- + **Saudi Aramco** retains title of Saudi Arabia’s most valuable brand, brand value US\$37.5 billion
- + **stc** is KSA’s strongest brand, with a Brand Strength Index (BSI) score of 83.9 out of 100
- + **SABIC** retains 3rd spot, brand value US\$4.0 billion
- + **Mobily** is fastest growing brand in top 10, up 17%
- + **Dr. Sulaiman Al Habib Medical** is KSA’s fastest growing brand following IPO in February 2020



Executive Summary.

Brand Value & Brand Strength Analysis.



Saudi Aramco has claimed the title of Saudi Arabia's most valuable brand for the second consecutive year, with a brand value of US\$37.5 billion.

Last year's Brand Finance Saudi Arabia 50 ranking saw the new arrival of the oil & gas behemoth, following the top oil exporter's recording-breaking IPO. The brand maintains a considerable lead over the rest of the ranking, despite it losing 20% of its brand value this year.

As with other oil & gas brands globally, Aramco has suffered major dents to its profits in the first half of last year as it negotiated reduced demand and lower oil prices, which turned negative in April of last year. As the global economy starts to pick up and return to some level of normality, the brand will be hoping this uptick will be reflected in its profits.

For national oil companies (NOCs), like Aramco, economic contribution to national wealth is paramount to their mandate. To ensure this economic contribution is sustainable, NOCs must increasingly venture into new sources of energy for the world after oil. Aramco has made substantial strides towards building a sustainable future and is focusing on utilising technology and embracing digitisation to reduce CO2 emissions and create next-generation materials.

SABIC continues to consolidate its position near the peak of the chemicals industry, this year becoming the second most valuable chemicals brand in the world. The brand has maintained its investments in its global brand advertising campaign while also strengthening its highly regarded specialised technical sales teams. Both of these have contributed to its strong performance this year in spite of tough economic conditions.

Andrew Campbell
Managing Director, Brand Finance Middle East

Brand Value Change 2020-2021 (%)

	-63.5%	24.1%	
	-38.8%	22.7%	
	-33.3%	19.1%	
	-30.4%	18.4%	
	-28.5%	18.3%	
	-25.4%	17.5%	
	-25.0%	14.0%	
	-24.9%	13.3%	
	-24.1%	10.3%	
	-22.6%	9.8%	

Top 10 Most Valuable Brands

	1 ← 1		2021: \$37,479m 2020: \$46,768m -19.9%
	2 ← 2		2021: \$9,150m 2020: \$8,024m +14.0%
	3 ← 3		2021: \$4,017m 2020: \$4,334m -7.3%
	4 ← 4		2021: \$3,449m 2020: \$3,507m -1.7%
	5 ← 5		2021: \$2,446m 2020: \$2,605m -6.1%
	6 ↑ 7		2021: \$2,203m 2020: \$2,300m -4.2%
	7 ↑ 9		2021: \$1,280m 2020: \$1,090m +17.5%
	8 ← 8		2021: \$992m 2020: \$1,103m -10.0%
	9 ↓ 6		2021: \$902m 2020: \$2,473m -63.5%
	10 ← 10		2021: \$811m 2020: \$947m -14.4%

Top 5 Strongest Brands

	1  4 	2021: 83.9 AAA- 2020: 79.5 AA+	+4.4
	2  1 	2021: 81.6 AAA- 2020: 84.7 AAA	-3.1
	3  3 	2021: 79.5 AAA- 2020: 79.5 AAA-	0.0
	4  6 	2021: 78.3 AA+ 2020: 74.8 AA+	+3.5
	5  5 	2021: 76.1 AA+ 2020: 75.7 AA+	+0.4

recently doubled the capacity of its network, never compromising on customer service – something the brand prides itself on. stc is playing a crucial part in KSA’s Vision 2030 – a strategic framework to diversity the economy away from oil – through establishing a digital hub for the whole region, to accommodate future growth in the IT sector.

stc’s brand has evolved and grown following its successful masterbrand refresh and extension into Kuwait and Bahrain at the beginning of last year. The company continues to execute its DARE strategy successfully and has strengthened its positioning as a company that enables digital life. Its commitment to digital transformation has been shown with stc pay, recognised as the first tech unicorn in Saudi Arabia.

Andrew Campbell
Managing Director, Brand Finance Middle East

Despite relinquishing the top spot for brand strength this year, **Al-Rajhi Bank’s** (BSI 81.6 out of 100) Reputation score in KSA (8.4/10) is far higher than that for any other Saudi bank, but more importantly well above the average for all brands assessed in this market – in a sector where high scores are not easily achieved. Al-Rahji has a clear lead on functional dimensions such as customer service and value, but also connects well emotionally with Saudi customers, with high scores for popularity and closeness.

SABIC retains 3rd spot

SABIC has retained its position as the third most valuable brand in KSA, despite recording a 7% brand value loss to US\$4.0 billion.

SABIC is committed to its vision of becoming the world’s preferred world leader in chemicals by 2030, undertaking several strategic partnerships over the last year and aligning with the chemical arm of Saudi Aramco. The brand has strategically aligned with the UN’s Sustainable Development Goals (SDG) and developed more open and creative collaborations with other companies, NGOs, academia, and governments to better meet the expectations of customers and stakeholders.

Mobily up 17%

Mobily is the fastest growing brand in the top 10 recording a 17% brand value growth and jumping two places in the ranking to 7th position. Mobily (brand value US\$1.3 billion) has strengthened over the last three years by positioning the brand as the everyday hero. It has attained the highest Brand Strength Index score in its history at 75.4 out of 100 (brand strength rating AA+) and is in a strong position to capture the next wave of growth by seizing opportunities in the digital economy.

Dr. Sulaiman Al Habib Medical up 24% following IPO

Following an impressive 24% brand value growth to US\$234 million, **Dr. Sulaiman Al Habib Medical** is the fastest growing brand in the ranking, simultaneously jumping six spots from 38th to 32nd.

Dr. Sulaiman Al Habib Medical is one of the biggest healthcare providers across the nation, currently operating 20 medical facilities across KSA, UAE, and Bahrain, and employing more than 2,000 physicians. The brand undertook the first IPO in the nation since Aramco’s record-breaking IPO in December 2019, in March 2020 as the brand sought to leverage the government’s plans to ramp up the private medical space. This IPO saw founder Dr Sulaiman Al Habib become one of the richest doctors in the world.

Brand Value by Sector



Sector	Brand Value (USD bn)	% of total	Number of Brands
Oil & Gas	38.0	50.7%	2
Banking	11.2	14.9%	12
Telecoms	11.1	14.7%	3
Chemicals	4.8	6.4%	4
Food	3.7	4.9%	8
Retail	2.3	3.1%	7
Other	3.9	5.2%	14
Total	75.0	100.0%	50

Brand Finance Saudi Arabia 50 (USD m).

Top 50 most valuable Saudi Arabian brands

2021 Rank	2020 Rank	Brand	Sector	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating
1	1	← Saudi Aramco	Oil & Gas	\$37,479	-19.9%	\$46,768	AA	AA
2	2	← stc	Telecoms	\$9,150	+14.0%	\$8,024	AAA-	AA+
3	3	← SABIC	Chemicals	\$4,017	-7.3%	\$4,334	AAA-	AAA-
4	4	← Al-Rajhi Bank	Banking	\$3,449	-1.7%	\$3,507	AAA-	AAA
5	5	← NCB	Banking	\$2,446	-6.1%	\$2,605	AA+	AA+
6	7	↑ Almarai	Food	\$2,203	-4.2%	\$2,300	AA+	AA+
7	9	↑ Mobily	Telecoms	\$1,280	+17.5%	\$1,090	AA+	AA
8	8	← Riyadh Bank	Banking	\$992	-10.0%	\$1,103	AA-	AA-
9	6	↓ Saudi Electricity Company	Utilities	\$902	-63.5%	\$2,473	AA	AAA-
10	10	← Samba Financial Group	Banking	\$811	-14.4%	\$947	AA-	AA-
11	11	← SABB	Banking	🔒	🔒	🔒	🔒	🔒
12	18	↑ Zain SA	Telecoms	🔒	🔒	🔒	🔒	🔒
13	19	↑ Bupa Arabia	Insurance	🔒	🔒	🔒	🔒	🔒
14	12	↓ Jarir Bookstore	Retail	🔒	🔒	🔒	🔒	🔒
15	16	↑ Petro Rabigh	Chemicals	🔒	🔒	🔒	🔒	🔒
16	13	↓ Satorp	Oil & Gas	🔒	🔒	🔒	🔒	🔒
17	17	← Arab National Bank	Banking	🔒	🔒	🔒	🔒	🔒
18	15	↓ Banque Saudi Fransi	Banking	🔒	🔒	🔒	🔒	🔒
19	14	↓ Alinma Bank	Banking	🔒	🔒	🔒	🔒	🔒
20	20	← Panda	Retail	🔒	🔒	🔒	🔒	🔒
21	21	← Othaim Markets	Retail	🔒	🔒	🔒	🔒	🔒
22	24	↑ Tawuniya	Insurance	🔒	🔒	🔒	🔒	🔒
23	22	↓ Bank Albilad	Banking	🔒	🔒	🔒	🔒	🔒
24	30	↑ Alyoum	Food	🔒	🔒	🔒	🔒	🔒
25	31	↑ Ma'aden	Mining, Iron & Steel	🔒	🔒	🔒	🔒	🔒
26	27	↑ Saudi Investment Bank	Banking	🔒	🔒	🔒	🔒	🔒
27	28	↑ Bank Al-Jazira	Banking	🔒	🔒	🔒	🔒	🔒
28	26	↓ eXtra	Retail	🔒	🔒	🔒	🔒	🔒
29	23	↓ Nadec	Food	🔒	🔒	🔒	🔒	🔒
30	35	↑ Saudia (Dairy & Foodstuff)	Food	🔒	🔒	🔒	🔒	🔒
31	25	↓ Bahri	Logistics	🔒	🔒	🔒	🔒	🔒
32	38	↑ Dr. Sulaiman Al Habib Medical	Healthcare	🔒	🔒	🔒	🔒	🔒
33	33	← L'Usine	Food	🔒	🔒	🔒	🔒	🔒
34	29	↓ Alawwal Bank	Banking	🔒	🔒	🔒	🔒	🔒
35	34	↓ Al Osra	Food	🔒	🔒	🔒	🔒	🔒
36	42	↑ Arabian Centres	Real Estate	🔒	🔒	🔒	🔒	🔒
37	37	← Seera Group	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
38	-	New Danube	Retail	🔒	🔒	🔒	🔒	🔒
39	32	↓ Dar Al Arkan Real Estate Dev	Real Estate	🔒	🔒	🔒	🔒	🔒
40	41	↑ Herfy	Restaurants	🔒	🔒	🔒	🔒	🔒
41	39	↓ Saudi Kayan	Chemicals	🔒	🔒	🔒	🔒	🔒
42	45	↑ Saco	Retail	🔒	🔒	🔒	🔒	🔒
43	44	↑ Zamil Industrial	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
44	40	↓ Fitness Time	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
45	43	↓ Afia	Food	🔒	🔒	🔒	🔒	🔒
46	36	↓ Jabal Omar	Real Estate	🔒	🔒	🔒	🔒	🔒
47	46	↓ Aldrees	Logistics	🔒	🔒	🔒	🔒	🔒
48	50	↑ Halwani Bros	Food	🔒	🔒	🔒	🔒	🔒
49	-	New BinDawood	Retail	🔒	🔒	🔒	🔒	🔒
50	49	↓ Natpet	Chemicals	🔒	🔒	🔒	🔒	🔒



Sector Reputation Analysis.

Benchmarking against the very best

Brand Finance’s brand evaluations are designed to facilitate broader comparisons with brands across markets, and both within and across industries. This provides a more rounded assessment of brand strength, with benchmarking against the very best.

This perspective is particularly important as brand categories converge, with new technologies enabling disruption and brands seeking tactical entry into neighbouring categories. Brands with a strong reputation also have licensing opportunities in new sectors.

This year’s global sector reputation rankings from our B2C research included a significantly larger number of product categories, with scores for over 2,500 brands.

Reputation on the up











Overall, reputation scores are slightly higher in 2021 across sectors covered both this year and last. In part, this reverses a small dip from 2020, but the impact of COVID-19 cannot be discounted. In a challenging year, consumers have relied upon and tested brands in different ways, and the best brands have stood up well to the challenge, keeping kitchens and wardrobes stocked, connections running, and essential services available.











Supermarkets, restaurants, and apparel shine

In many countries, being able to obtain basic groceries became a challenge for the first time in decades, as shopping was restricted and demand for online delivery slots surged. But by and large, supermarkets have responded well, and consumers have noted this. The average reputation score in the sector increased significantly year-on-year, and brands such as **Aldi**, **Lidl**, and **Migros** have improved already-strong reputations.

A similar dynamic has helped restaurants to a lesser degree, ensuring that brands in this sector maintain a positive reputation overall, despite reduced levels of in-store experiences. Apparel brands have also seemingly benefited from this dynamic, as the shift to online shopping accelerates.

Sectors Ranked by Reputation

	1= Cosmetics	7.6 _{/10}
	1= Food	7.6 _{/10}
	3 Appliances	7.5 _{/10}
	4= Hotels	7.4 _{/10}
	4= Retail	7.4 _{/10}
	6= Apparel	7.3 _{/10}
	6= Beers	7.3 _{/10}
	8= Supermarkets	7.2 _{/10}
	8= Pharma	7.2 _{/10}
	8= Oil & Gas	7.2 _{/10}

	8= Restaurants	7.2 _{/10}
	12= Auto	7.1 _{/10}
	12= Logistics	7.1 _{/10}
	12= Tech	7.1 _{/10}
	15 Real Estate	6.9 _{/10}
	16 Airlines	6.8 _{/10}
	17 Insurance	6.6 _{/10}
	18 Utilities	6.5 _{/10}
	19= Telecoms	6.3 _{/10}
	19= Banking	6.3 _{/10}

FMCG brands have outstanding reputation

Major cosmetics and food brands have the highest reputations, on average, a reminder of the enduring value of a strong brand – some of the top performers are over a century old. The positive reputations of global giants such as **Johnson’s**, **Dove**, **Danone**, and (in some markets) **Nestlé** have been nurtured and refreshed over long periods. Local favourites, such as **Bimbo** (Mexico) and **Amul** (India), show that they can match their global counterparts.

The slight cloud for the food sector is the more ‘average’ reputation that some of the big brands have in a number of developed markets, such as the UK. Here, supermarkets have perhaps squeezed the big food brands somewhat.

Tech admired, but not universally

The overall ranking of the tech sector fell slightly, and while the biggest brands such as **YouTube**, **Google**, and **Apple** continue to enjoy strong reputations, not all consumers are in love with these brands. **Amazon**, for example, ranks high in some markets (#1 in the sector in the USA, #3 in Spain), but polarises in some markets (e.g. Sweden, France). Similarly, the mixed reputation of brands such as **Facebook** shows no sign of significant improvement. Many consumers may support the increasing regulation of tech giants, and it might also be the case that there is room for an upstart challenger with the right innovation, a fresh approach and perhaps a clean slate.

Banks and telecoms struggle to improve their standing

Banking and telecoms brands rank lowest of all in many markets for reputation and trust, and last year saw little improvement, though banks did at least pull level with telecoms. As with other sectors, many brands have arguably served customers well in difficult times (with connectivity even more vital in the case of telecoms), but this has not helped erode distrust appreciably. Frustrated CMOs may feel that their brands continue to be taken for granted – unfortunately for them, ‘business as usual’ means treading water in terms of reputation. Across 2,500 brands, seven of the ten lowest-ranked for reputation are banks, the most prominent being **Deutsche Bank** in its home country.

Brand Spotlights.





Rank	Brand Value	
2	2021: \$9,150m	+14.0%
	2020: \$8,024m	

Rank	Brand Strength	
1	2021: 83.9	+4.5
	2020: 79.5	

Interview with Mohammed Abaalkheil.



Mohammed Abaalkheil
VP of Corporate Relations, stc

What role does technology play in the relationship between stc and your stakeholders, especially in the wake of the COVID-19 pandemic?
We all relied on technology superpowers to overcome physical distancing and go forward with our lives virtually. As a digital champion of the Middle East, stc catered for the exponential increase in demand by fully activating and enhancing all our digital capability and provided uninterrupted access to e-education, e-health, and all e-lifestyle platforms at large through our advanced 5G and high speed fiber networks. We collaborate with the Ministry of Health on several digital solutions starting from sending over 1.5 billion awareness messages in multiple languages, to enable free access to government health platforms including Tawaklna app, Saudi e-health passport, and managing the app customer care center. Through mystc app, customers had full control over their accounts without the need to visit our stores. We have introduced an easy digital signature platform sayen for our B2B customers along with 30 other services to support SMEs in ensuring their business continuity. Through meaningful technological solutions we were able to enrich people’s lives in those difficult times.

How has marketing in this challenging year impacted strategies in the sector; How has stc differentiated itself in these conditions?
Given the Ministry of Education's precautionary decision to launch an e-learning model for the new school year, stc were committed to facilitate access to e-education platforms. The "Education Package," was introduced offering unlimited access to the Ministry of Education's applications and platforms. stc business has launched new services to enable working from home like DaaS or Desktop-as-a-service, a virtual desktop and application solution on stc Cloud that delivers a seamless desktop experience to any device from anywhere. We acted on our purpose to enriching people’s lives and provided much needed joy during our first Eid in lockdown. stc pay digitized the Ediyah, usually a cash gift, to e-Ediyah that you can give your loved ones digitally with customize greetings. We also offered international remittances for expats to transfer money to their families at very low cost. In addition, stc pay enabled many delivery apps and retailers to contribute to the cashless society during the pandemic.

Are there any initiatives you are most proud of that have arisen at stc as a result of the pandemic?
stc provided 40,000 internet SIM cards for free, in cooperation with the Digital Giving Initiative "Atta" to grant disadvantaged groups access to the Internet and educational platforms. Extending all payment deadlines for customers due to the current global circumstances and eliminating temporary service suspension fees for SMEs to mitigate potential economic impacts. stc supported small and medium enterprises to manage the potential negative economic impacts during the global Covid-19 pandemic by promoting their services through the stc digital platforms, taking quick actions in response to the current circumstances. During the pandemic, we announced many internal initiatives such as donating devices to students in need. Our employees participated in Joodeskan to help in need families pay for their house rent and were able to provide 7 families with their homes reflecting our stc values of drive, devotion, and dynamism.

SABIC.



SABIC has overtaken Dow to become the 2nd most valuable chemicals brand in the world. With a brand value of US\$4.0 billion and a brand strength rating of AAA-, SABIC is comfortably in the major league of the chemicals industry.

SABIC manufactures diversified chemicals on a global scale, serving customers via strategically distributed production and innovation hubs worldwide. In 2019, SABIC launched a major global brand campaign to raise the company's awareness, understanding, and engagement with global influencers. SABIC's rise to second rank is a proof point of the campaign's success, and a key milestone in SABIC's strategic journey to become the preferred world leader in chemicals, while simultaneously catalysing local growth in Saudi Arabia.

SABIC strategically aligns its business with the United Nation's Sustainable Development Goals and works towards developing more open and creative collaborations with other companies, NGOs, academia, and governments to better meet the expectations of its customers and other stakeholders. By viewing these global issues as an opportunity – from climate change to energy efficiency - not a threat, through its resourcefulness, SABIC is able to adopt breakthrough processes, products, and application technologies, helping to solve some of the world's greatest challenges.

We are proud to have raised the bar again for our brand. This recognition is important to us as we measure ourselves on the value we generate, both internally and within the communities where we operate. In 2020, our brand needed to connect with our customers and stakeholders in new and meaningful ways due to the unprecedented circumstances. Our employees worldwide have continued to excel as SABIC brand ambassadors, demonstrating the resilience of our business by living our Chemistry that Matters™.

Sami Al-Osaimi
Vice President, Corporate Affairs

SABIC strives to develop solutions that enable it to meet its sustainability goals, such as higher crop yields, cleaner energy, and better healthcare solutions. SABIC last year launched TRUCIRCLE™ solutions, circular solutions to facilitate SABIC's aims to help companies around the world to drive the change needed to become a circular global society.

As SABIC continues to invest in marketing and innovative solutions, we look forward to witnessing the continued growth journey of the SABIC brand. The globe is facing unprecedented challenges with COVID-19 and communication is a critical pillar in this journey of mitigating and defeating this virus. SABIC's goal was to execute a global communications strategy that enabled their employee's well-being, uplifted morale, and ensured business continuity.

SABIC adjusted and refocused their CSR efforts towards addressing Covid-19, investing over US\$ 53 million to date. They also collaborated with global communities and supported their customers with innovative solutions to meet their demands during the pandemic.

We invest time to really understand our audiences and carefully calibrate our brand activation plan to deliver impactful, consistent, and creative engagement. Enhancing existing customer experience and satisfaction are always core priorities, but equally, our brand campaign has helped us engage new audiences beyond our industry. These are important elements in our journey towards becoming the preferred world leader in chemicals.

Richard Crookes
Director, Global Brand & Marketing Communications

Rank	Brand Value	
3	2021: \$4,017m 2020: \$4,334m	-7.3%
Rank	Brand Strength	
3	2021: 79.5 2020: 79.5	0.0

Riyad Bank.



Rank	Brand Value		
8	2021:	\$992m	-10.0%
	2020:	\$1,103m	

Rank	Brand Strength		
19	2021:	67.5	+0.7
	2020:	66.8	

Interview with Tareq A. Al Sadhan.



Tareq A. Al Sadhan
CEO, Riyadh Bank

What role does technology play in the relationship between Riyadh Bank and your stakeholders, especially in the wake of the COVID-19 pandemic?

Riyad Bank embracing technology and digitization has played a tremendous role during the pandemic. Adopting early steps towards technology at Riyadh Bank helped and prevented from falling into the COVID-19 drain; it was one of Riyadh Banks’ survival kits for success. Whilst adhering to government regulations on social distancing, Riyadh Bank launched several positive and productive measures for employees to work from home, taking several steps forward to make technology available at employees’ fingertips. Riyadh Bank even went a step further for clients by introducing touchless and near field communication technology.

How would you contrast the banking industry’s role in the Global Financial Crisis vs. the role it is currently playing during the COVID-19 pandemic?

One key difference between the Global Financial Crisis and the coronavirus crisis is that the Global Financial Crisis resulted from an endogenous shock while the coronavirus crisis was born of an exogenous shock. The banking industry was called upon for the rescue. Saudi’s banking sector has played a crucial role in keeping the economy afloat, with support from the central bank, SAMA, which provided vital assistance. By July 2020, Saudi banks allocated over \$13.6 billion into private sector financing programs, helping the kingdom’s private businesses keep going during tough times. Approximately 26,000 micro-enterprises, 18,000 small enterprises, and 27,000 medium enterprises have benefited from programs initiated by SAMA. With the aim of recovering and maintaining SMEs affected by the pandemic, the Saudi banking system preserved the sustainability of the business of a wide range of SMEs’, and supporting their ability to balance.

Are there any initiatives you are most proud of that have arisen at Riyadh Bank as a result of the pandemic?

One significant impact that the pandemic has had on banks is in moving the sector online. Thanks to the lockdowns, most bank customers were forced to use digital solutions, and many of them will never go back to traditional banking. In March 2020, contactless transactions in Saudi Arabia grew three times as fast as non-contactless transactions in the grocery and pharmacy sectors. Approximately 78% of Saudi customers now consider contactless to be their preferred method of payment.



Rank	Brand Value		
25	2021:	\$298m	+13.3%
	2020:	\$263m	
Rank	Brand Strength		
36	2021:	60.1	+8.3
	2020:	51.8	

Interview with Mosaed Al Ohali.



Mosaed Al Ohali
CEO, Ma'aden

What role does technology play in the relationship between Ma’aden and your stakeholders, especially in the wake of the COVID-19 pandemic? Are there any initiatives you are most proud of that have arisen at Ma’aden as a result of the pandemic?

Ma’aden realizes that technologies are transforming the legacy business models and reshaping the profitability along the value chain. Companies, Ma’aden included, are leveraging technologies to enhance margins, optimize value chain, grow portfolio and integrate operating units.

We recently embarked on a full upgrade project for our enterprise resource planning (ERP) system and we plan to go live with the cloud based upgraded system toward the second half of 2021. We are certainly not rolling out an IT software, but really upgrading and enabling all our key business processes across Ma’aden value chain to be world-class end-to-end business work processes and installing a state of the art Shared Services model covering accounting, procurement, IT, employee services and general services functionalities. This upgrade of our basic ERP platform, will open the door wide for us to integrate further technology solutions that will add significantly to our operational excellence in our exploration, mining, production, supply chain, product development and growth projects.

We are moving to integrate technology in our processing plants and gaining cost and efficiency benefits. These solutions, for example, are facilitating equipment inspection practices whereby, online testing of equipment gives a real-time equipment health-check, allowing for safer and extended operations between planned stoppages. Some of our major technical asses benefit from digital twin technologies to understand and control performance of our assets to achieve targeted output at lowest sustainable cost.

Our exploration operations are increasingly benefiting from steady deployment of technology solutions to reduce cost while achieving more accurate resource modeling. Similarity, heavy mobile equipment in our mining operations are increasing enabled by technology leading to lower cost, higher throughput for the same assets, and better environmental performance.

Technology solutions allow for smarter man-machine interface which help us make decisions faster and smarter at the lowest possible level in the organization.

We expect significant rate of return from our technology investments which shall contribute significantly to our total cost reduction by double digit percentages.

We firmly believe that the future will be for those who have the data and use it intelligently. We therefore continue to implement company-wide digital transformation initiatives to enhance our data acquisition and analytical capabilities.

Technology advantages are not only in the asset performance, but certainly in enhancing our organizational effectiveness. By pushing lower-level jobs to the

machines and robotics, we create a more exciting work environment for our employee with job that have more intellectual content.

How has marketing in this challenging year impacted strategies in the sector; How has Ma’aden differentiated itself in these conditions?

Our operating model is simple yet very powerful. We fully recognize our competitive edge in the power we have to serve our customers. At all times, we keep our eyes focused on our fundamentals of Environment, Health, Safety and Security (EHSS) for everyone working on our premises, the societies we work within and the global theater we do business with. Our world-class EHSS performance is our ticket to do great business where we focus on getting maximum output from our assets at the lowest possible sustainable cost. When it comes to cost, Ma’aden enjoys favorable position in most of the major input items capitalizing on abundant availability in Saudi Arabia of natural gas, sulfur, energy, and world class transportation infrastructure. At the bottom of the cycle, our cash generation is very healthy to keep us going and growing at the same time. At the top of the cycle, we enjoy the elevated levels of profitability and over the whole cycle, we generate returns in excess of shareholders expectations. One more competitive advantage we enjoy is diversity of our portfolio where we have the counter-cycle gold product together with phosphate and aluminum. The story of 2020 is a case in point where during the first 9 months, market was very tough but we kept our cash margins and enjoyed the counter cyclicity of gold to generate sufficient cash to meet all our obligations as well as support nearly \$2 billion of growth capital in two major projects. Toward end of the year, we really capitalized on the market upswing generating SAR 617 million in the 4th quarter.

Looking forwards, what dimensions and strengths of Ma’aden will enable long term sustainable growth?

On the long term, we will focus on continuing to grow and monetize Saudi Arabia vast mineral resources estimated at \$1.3 trillion. Our growth will be focused on supporting global food security via expanding and diversifying our fertilizers product offerings. In the pipeline, we are progressing

a 50% expansion project. We will also expand our gold production heading toward one million ounce per year from current 0.43 million ounce per year. We will continue to enhance our aluminum operations driving more capacity creep while diversifying our product offerings and taking cost out sustainably. All our growth will be based on full utilization of Saudi Arabia existing and expanding infrastructure allowing us to drive healthy and sustainable growth in the remote areas of Saudi Arabia bringing higher quality of life to remote societies where we operate. In the fertilizer business, we made a bold step in 2019 by acquisition of the Meridian Company operating in many of the south and central African counties. Meridian is a well-established solution provider of agricultural solutions and has a comprehensive warehousing and distribution network. Ma’aden will leverage the Meridian platform to build stronger and powerful capacity to serve our customers with the basic fertilizers commodities as well as differentiated and specialized solutions. And finally, Ma’aden will do all of the above successfully, while measuring its success in the value it creates for its comprehensive stakeholders and with special focus on the Ma’aden ESG goals covering diversity, transparency, strong integrity, environmental protection, and many more as reporting in the Ma’aden Materiality Matrix in our 2019 Sustainability Report which was issued in accordance of the GRI.





Global Soft Power Index.

The effect of a country's national image on its home-grown brands and the economy as a whole is now widely acknowledged. In a global marketplace, it is one of the most important assets of any state, encouraging inward investment, adding value to exports, and attracting tourists and skilled migrants.

For over 15 years, Brand Finance has been publishing the annual Nation Brands report – a study into the world's 100 most valuable and strongest nation brands.

Building on this experience, Brand Finance has now produced the Global Soft Power Index – the world's most comprehensive research study on perceptions of 100 nation brands from around the world.

The Global Soft Power Index surveys the opinions of the general public as well as specialist audiences, with responses gathered from over 75,000 people across more than 100 countries. The Global Soft Power Index 2021 report is the second iteration of this study, which Brand Finance hopes to conduct annually.

Global Soft Power Index 2021.

<div><div>1</div><div>↑ 2</div><div>GERMANY</div><div>Score 62.2 +0.3</div></div>	<div><div>2</div><div>↑ 4</div><div>JAPAN</div><div>Score 60.6 +0.4</div></div>	<div><div>3</div><div>← 3</div><div>UNITED KINGDOM</div><div>Score 57.9 -3.9</div></div>	<div><div>4</div><div>↑ 7</div><div>CANADA</div><div>Score 57.2 +2.7</div></div>	<div><div>5</div><div>↑ 8</div><div>SWITZERLAND</div><div>Score 56.3 +1.8</div></div>	<div><div>51</div><div>NEW</div><div>OMAN</div><div>Score 33.6 -</div></div>	<div><div>52</div><div>↓ 49</div><div>COLOMBIA</div><div>Score 33.6 +2.1</div></div>	<div><div>53</div><div>↓ 42</div><div>PHILIPPINES</div><div>Score 33.4 +0.9</div></div>	<div><div>54</div><div>↓ 47</div><div>ESTONIA</div><div>Score 33.4 +1.7</div></div>	<div><div>55</div><div>↓ 44</div><div>CHILE</div><div>Score 33.4 +1.2</div></div>
<div><div>6</div><div>↓ 1</div><div>UNITED STATES</div><div>Score 55.9 -11.2</div></div>	<div><div>7</div><div>↓ 6</div><div>FRANCE</div><div>Score 55.4 -3.1</div></div>	<div><div>8</div><div>↓ 5</div><div>CHINA</div><div>Score 54.3 -4.4</div></div>	<div><div>9</div><div>← 9</div><div>SWEDEN</div><div>Score 52.2 +0.3</div></div>	<div><div>10</div><div>↑ 13</div><div>AUSTRALIA</div><div>Score 52.2 +3.3</div></div>	<div><div>56</div><div>NEW</div><div>URUGUAY</div><div>Score 33.1 -</div></div>	<div><div>57</div><div>↓ 52</div><div>ROMANIA</div><div>Score 32.2 +1.9</div></div>	<div><div>58</div><div>NEW</div><div>CUBA</div><div>Score 32.2 -</div></div>	<div><div>59</div><div>↓ 51</div><div>PERU</div><div>Score 32.1 +1.3</div></div>	<div><div>60</div><div>NEW</div><div>PANAMA</div><div>Score 32.0 -</div></div>
<div><div>11</div><div>↑ 14</div><div>SOUTH KOREA</div><div>Score 51.3 +3.1</div></div>	<div><div>12</div><div>← 12</div><div>NETHERLANDS</div><div>Score 50.5 +1.6</div></div>	<div><div>13</div><div>↓ 10</div><div>RUSSIA</div><div>Score 50.5 -0.5</div></div>	<div><div>14</div><div>↑ 17</div><div>NORWAY</div><div>Score 50.1 +2.7</div></div>	<div><div>15</div><div>← 15</div><div>DENMARK</div><div>Score 49.4 +1.7</div></div>	<div><div>61</div><div>↓ 46</div><div>UKRAINE</div><div>Score 31.9 +0.2</div></div>	<div><div>62</div><div>↓ 48</div><div>IRAN</div><div>Score 31.9 +0.4</div></div>	<div><div>63</div><div>↓ 53</div><div>PAKISTAN</div><div>Score 31.8 +2.1</div></div>	<div><div>64</div><div>NEW</div><div>PARAGUAY</div><div>Score 31.7 -</div></div>	<div><div>65</div><div>NEW</div><div>BAHRAIN</div><div>Score 31.7 -</div></div>
<div><div>16</div><div>↑ 22</div><div>NEW ZEALAND</div><div>Score 49.3 +5.9</div></div>	<div><div>17</div><div>↑ 18</div><div>UNITED ARAB EMIRATES</div><div>Score 48.4 +2.4</div></div>	<div><div>18</div><div>↑ 21</div><div>FINLAND</div><div>Score 48.4 +3.6</div></div>	<div><div>19</div><div>↓ 11</div><div>ITALY</div><div>Score 48.3 -1.0</div></div>	<div><div>20</div><div>← 20</div><div>SINGAPORE</div><div>Score 47.9 +3.1</div></div>	<div><div>66</div><div>NEW</div><div>BULGARIA</div><div>Score 31.6 -</div></div>	<div><div>67</div><div>NEW</div><div>SERBIA</div><div>Score 31.4 -</div></div>	<div><div>68</div><div>NEW</div><div>COSTA RICA</div><div>Score 31.4 -</div></div>	<div><div>69</div><div>NEW</div><div>SLOVAKIA</div><div>Score 31.3 -</div></div>	<div><div>70</div><div>NEW</div><div>SRI LANKA</div><div>Score 31.1 -</div></div>
<div><div>21</div><div>↓ 19</div><div>BELGIUM</div><div>Score 47.7 +2.2</div></div>	<div><div>22</div><div>↓ 16</div><div>SPAIN</div><div>Score 47.5 -0.2</div></div>	<div><div>23</div><div>← 23</div><div>AUSTRIA</div><div>Score 46.7 +3.2</div></div>	<div><div>24</div><div>↑ 26</div><div>SAUDI ARABIA</div><div>Score 44.2 +2.3</div></div>	<div><div>25</div><div>← 25</div><div>ISRAEL</div><div>Score 43.6 +1.1</div></div>	<div><div>71</div><div>NEW</div><div>LEBANON</div><div>Score 31.1 -</div></div>	<div><div>72</div><div>NEW</div><div>AZERBAIJAN</div><div>Score 31.0 -</div></div>	<div><div>73</div><div>NEW</div><div>DOMINICAN REPUBLIC</div><div>Score 30.9 -</div></div>	<div><div>74</div><div>↓ 54</div><div>ALGERIA</div><div>Score 30.3 +1.3</div></div>	<div><div>75</div><div>↓ 58</div><div>KAZAKHSTAN</div><div>Score 30.2 +2.5</div></div>
<div><div>26</div><div>↑ 31</div><div>QATAR</div><div>Score 42.3 +3.8</div></div>	<div><div>27</div><div>↑ 30</div><div>TURKEY</div><div>Score 42.3 +3.0</div></div>	<div><div>28</div><div>← 28</div><div>PORTUGAL</div><div>Score 40.8 +0.3</div></div>	<div><div>29</div><div>↓ 24</div><div>IRELAND</div><div>Score 40.7 -2.3</div></div>	<div><div>30</div><div>NEW</div><div>ICELAND</div><div>Score 39.9 -</div></div>	<div><div>76</div><div>↓ 59</div><div>IRAQ</div><div>Score 30.2 +2.5</div></div>	<div><div>77</div><div>NEW</div><div>JAMAICA</div><div>Score 30.2 -</div></div>	<div><div>78</div><div>↓ 57</div><div>BANGLADESH</div><div>Score 30.0 +1.5</div></div>	<div><div>79</div><div>NEW</div><div>LITHUANIA</div><div>Score 29.8 -</div></div>	<div><div>80</div><div>NEW</div><div>LATVIA</div><div>Score 29.8 -</div></div>
<div><div>31</div><div>↑ 34</div><div>GREECE</div><div>Score 39.8 +3.2</div></div>	<div><div>32</div><div>NEW</div><div>LUXEMBOURG</div><div>Score 39.0 -</div></div>	<div><div>33</div><div>↓ 32</div><div>THAILAND</div><div>Score 38.7 +1.1</div></div>	<div><div>34</div><div>↑ 38</div><div>EGYPT</div><div>Score 38.3 +3.5</div></div>	<div><div>35</div><div>↓ 29</div><div>BRAZIL</div><div>Score 38.1 -1.3</div></div>	<div><div>81</div><div>NEW</div><div>UZBEKISTAN</div><div>Score 29.2 -</div></div>	<div><div>82</div><div>↓ 56</div><div>NIGERIA</div><div>Score 29.2 +0.4</div></div>	<div><div>83</div><div>NEW</div><div>ETHIOPIA</div><div>Score 29.2 -</div></div>	<div><div>84</div><div>NEW</div><div>TUNISIA</div><div>Score 29.0 -</div></div>	<div><div>85</div><div>NEW</div><div>BOLIVIA</div><div>Score 29.0 -</div></div>
<div><div>36</div><div>↓ 27</div><div>INDIA</div><div>Score 37.7 -3.9</div></div>	<div><div>37</div><div>↓ 36</div><div>SOUTH AFRICA</div><div>Score 37.2 +0.7</div></div>	<div><div>38</div><div>↓ 35</div><div>POLAND</div><div>Score 37.0 +0.4</div></div>	<div><div>39</div><div>↓ 33</div><div>MALAYSIA</div><div>Score 36.9 -0.4</div></div>	<div><div>40</div><div>↓ 39</div><div>CZECH REPUBLIC</div><div>Score 36.3 +1.9</div></div>	<div><div>86</div><div>NEW</div><div>CÔTE D'IVOIRE</div><div>Score 28.9 -</div></div>	<div><div>87</div><div>NEW</div><div>ZAMBIA</div><div>Score 28.6 -</div></div>	<div><div>88</div><div>NEW</div><div>CAMEROON</div><div>Score 28.5 -</div></div>	<div><div>89</div><div>NEW</div><div>CAMBODIA</div><div>Score 28.5 -</div></div>	<div><div>90</div><div>↓ 60</div><div>MYANMAR</div><div>Score 28.5 +1.0</div></div>
<div><div>41</div><div>↓ 40</div><div>ARGENTINA</div><div>Score 36.1 +2.1</div></div>	<div><div>42</div><div>NEW</div><div>KUWAIT</div><div>Score 35.8 -</div></div>	<div><div>43</div><div>↑ 45</div><div>HUNGARY</div><div>Score 34.7 +2.8</div></div>	<div><div>44</div><div>↓ 37</div><div>MEXICO</div><div>Score 34.4 -1.3</div></div>	<div><div>45</div><div>↓ 41</div><div>INDONESIA</div><div>Score 34.3 +0.9</div></div>	<div><div>91</div><div>NEW</div><div>ECUADOR</div><div>Score 28.3 -</div></div>	<div><div>92</div><div>↓ 55</div><div>VENEZUELA</div><div>Score 28.2 -0.6</div></div>	<div><div>93</div><div>NEW</div><div>GHANA</div><div>Score 28.1 -</div></div>	<div><div>94</div><div>NEW</div><div>UGANDA</div><div>Score 28.1 -</div></div>	<div><div>95</div><div>NEW</div><div>NEPAL</div><div>Score 28.0 -</div></div>
<div><div>46</div><div>NEW</div><div>SLOVENIA</div><div>Score 34.2 -</div></div>	<div><div>47</div><div>↑ 50</div><div>VIETNAM</div><div>Score 33.8 +2.5</div></div>	<div><div>48</div><div>NEW</div><div>MOROCCO</div><div>Score 33.8 -</div></div>	<div><div>49</div><div>↓ 43</div><div>CROATIA</div><div>Score 33.7 +1.4</div></div>	<div><div>50</div><div>NEW</div><div>JORDAN</div><div>Score 33.7 -</div></div>	<div><div>96</div><div>NEW</div><div>KENYA</div><div>Score 27.7 -</div></div>	<div><div>97</div><div>NEW</div><div>TANZANIA</div><div>Score 27.5 -</div></div>	<div><div>98</div><div>NEW</div><div>SENEGAL</div><div>Score 27.5 -</div></div>	<div><div>99</div><div>NEW</div><div>TURKMENISTAN</div><div>Score 27.4 -</div></div>	<div><div>100</div><div>NEW</div><div>ANGOLA</div><div>Score 26.9 -</div></div>

Saudi Arabia's performance compared to best in class per Global Soft Power Index pillar

● Best in Class ● Saudi Arabia's Results



Saudi Arabia

Rank #24 ↑ #26

Score 44.2/100 +2.3



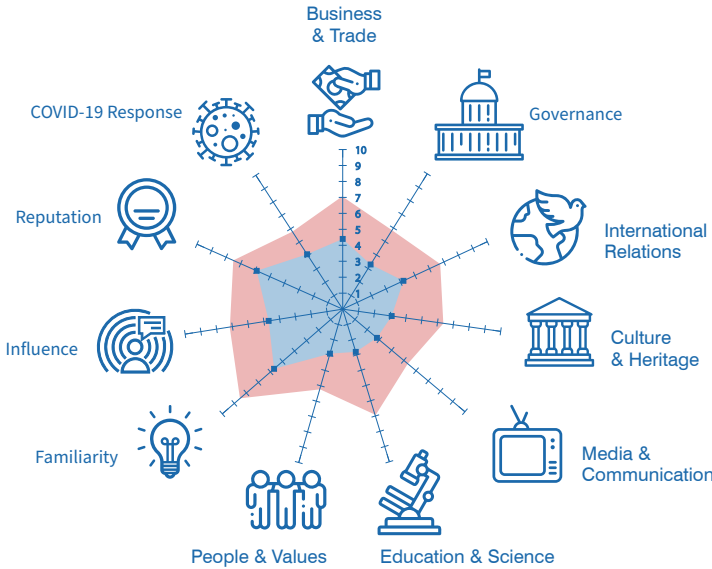
Andrew Campbell
Managing Director,
Brand Finance Middle East

Saudi Arabia is the Middle East's second highest ranked nation, behind the UAE, in the Global Soft Power Index, with an overall Index score of 44.2 out of 100 and has simultaneously inched up the Index from 26th to 24th globally.

The nation celebrates improved scores across the Familiarity (32nd), Governance (27th) and Culture & Heritage (39th) metrics. The nation has recorded an impressive 0.8-point increase in the Governance pillar, with significant improvements in positive perceptions of its leaders, as well as views of being a safe and secure nation. KSA has been taking leaps and bounds to improve perceptions of its general governance, from encouraging and promoting women's sport – with the first women's football league kicking off last year and holding the Saudi Ladies International golf event – to hosting the G20 Summit, albeit virtually due to the pandemic. As the first Arab state to host the G20, KSA assumed responsibility to promote and adhere to the G20 agenda, including

commitment to the UN Sustainable Development Goals.

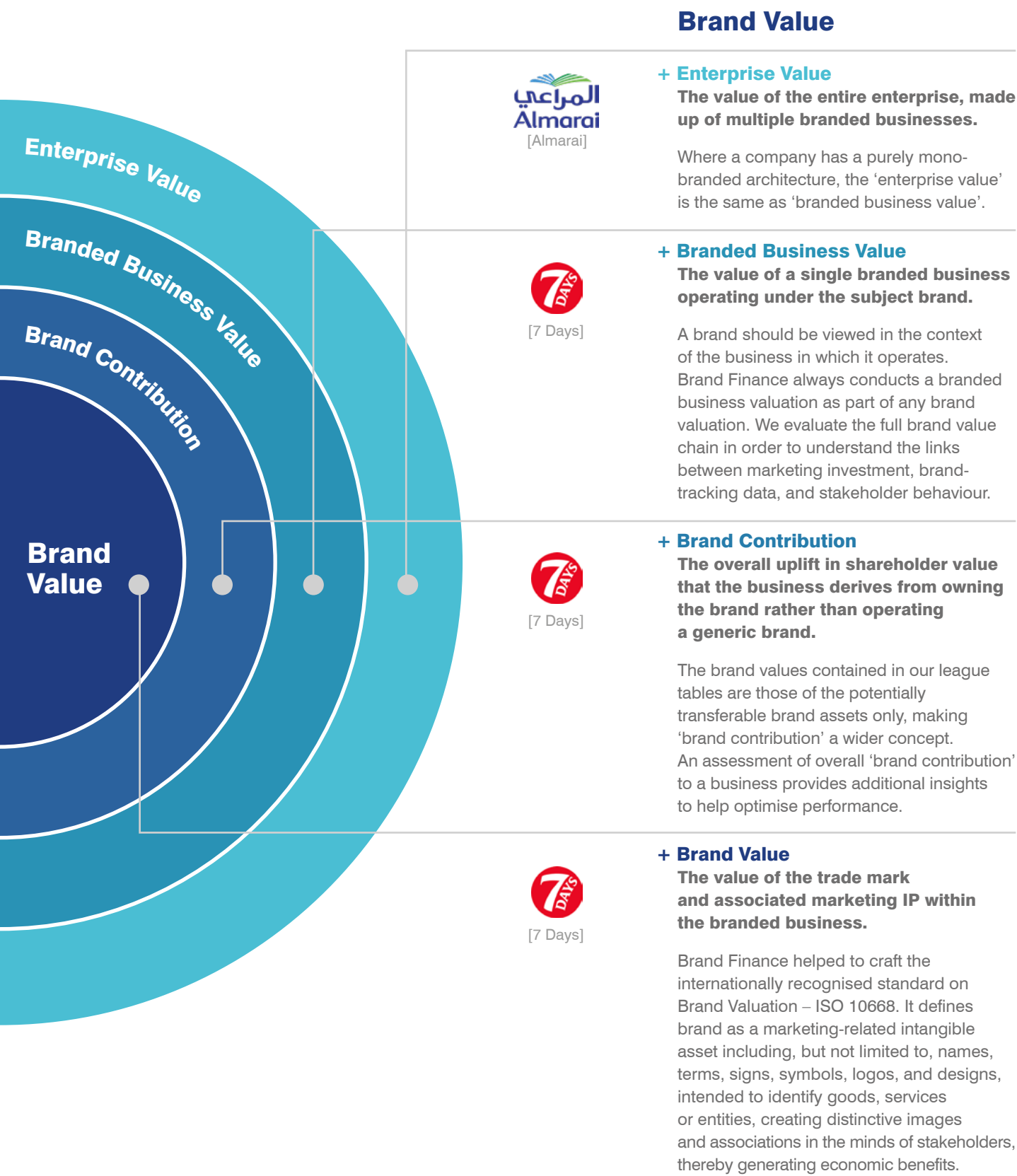
The nation is making headway on its Vision 2030 and this marks a clear step in the nation's journey towards diversifying its economy and showcasing its openness on the global stage, all while building on the nation's top strengths and capabilities. Initiatives such as the Public Investment Fund are helping to drive this transformation. KSA's homegrown brands are also helping to spearhead this transformation across their relevant industries – from stc establishing a digital hub for the whole region, to accommodate future growth in the IT sector, SABIC developing programs to help the creation and development of small and local businesses, to Saudi Aramco sponsoring Future Investment Initiatives. Saudi Arabia is readily showcasing its position globally, and by hosting the G20 Summit last year, the nation will be hoping to build on this foundation to boost its soft power capabilities further in the coming years.





Methodology.

Definitions.



Brand Valuation Methodology.

Definition of Brand

Brand is defined as a marketing-related intangible asset including, but not limited to, names, terms, signs, symbols, logos, and designs, intended to identify goods, services, or entities, creating distinctive images and associations in the minds of stakeholders, thereby generating economic benefits.

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.

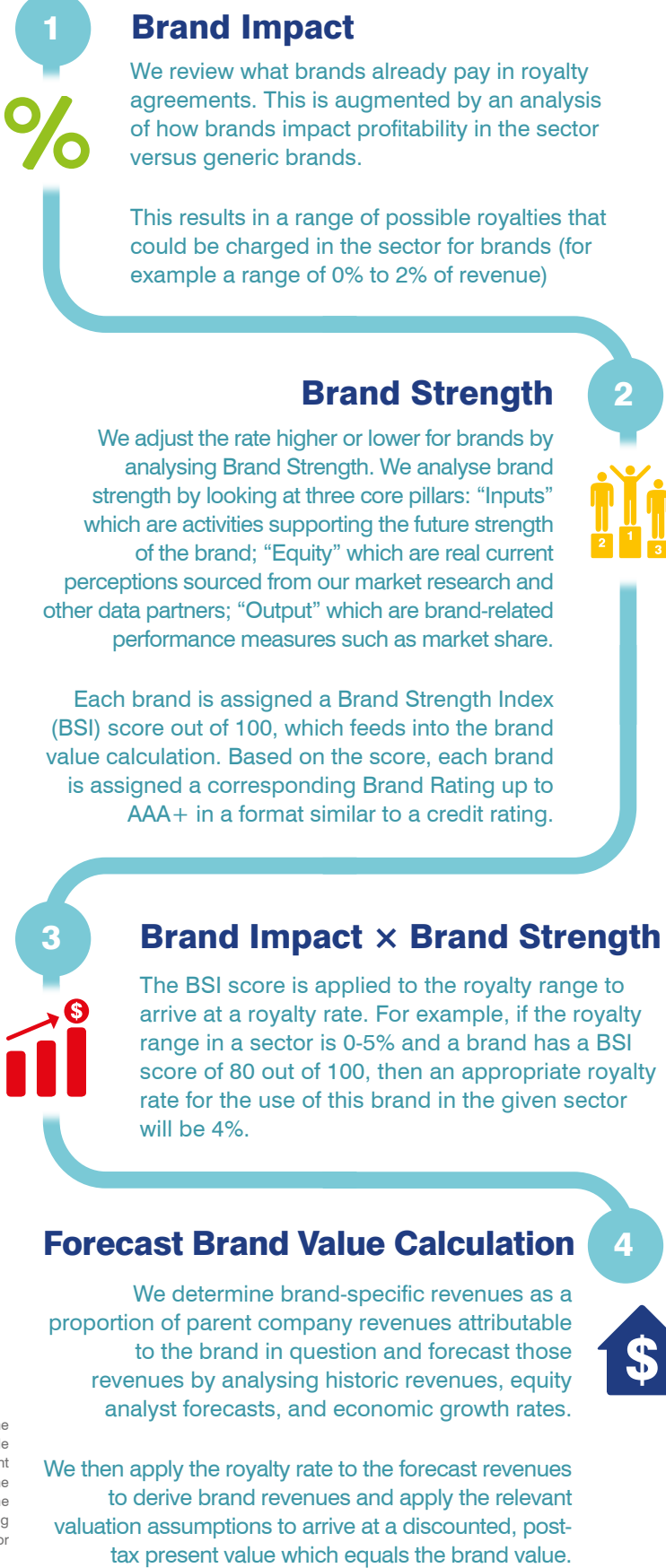
As a result, Brand Finance always incorporates a review of what users of brands actually pay for the use of brands in the form of brand royalty agreements, which are found in more or less every sector in the world.

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.



Brand Strength.

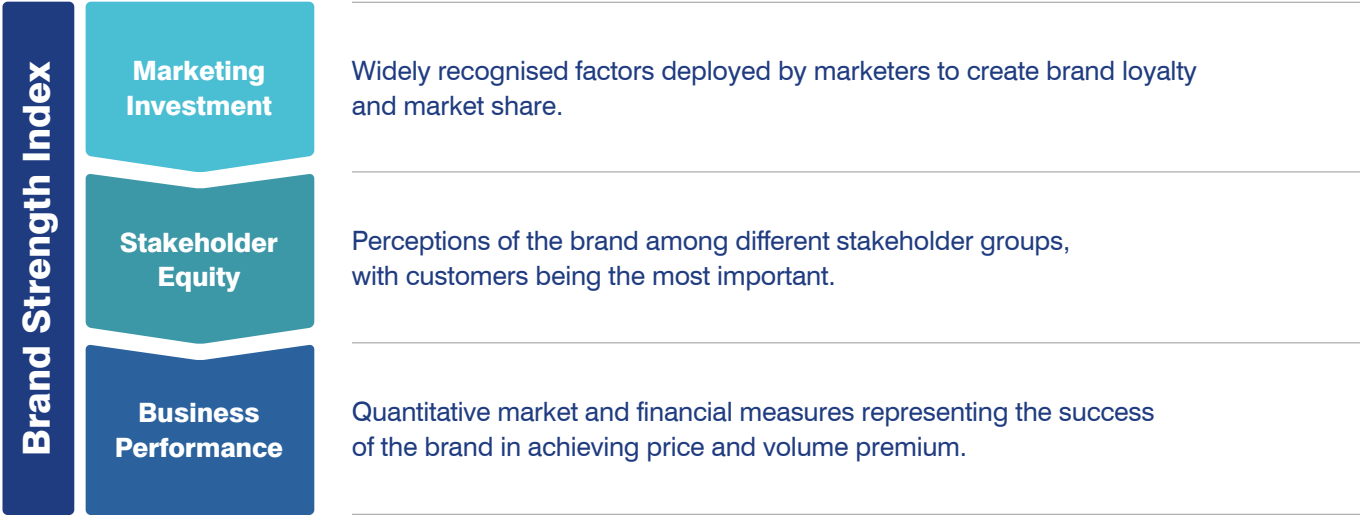
Brand Strength

Brand Strength is the efficacy of a brand’s performance on intangible measures, relative to its competitors.

In order to determine the strength of a brand, we look at Marketing Investment, Stakeholder Equity, and the impact of those on Business Performance.

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.

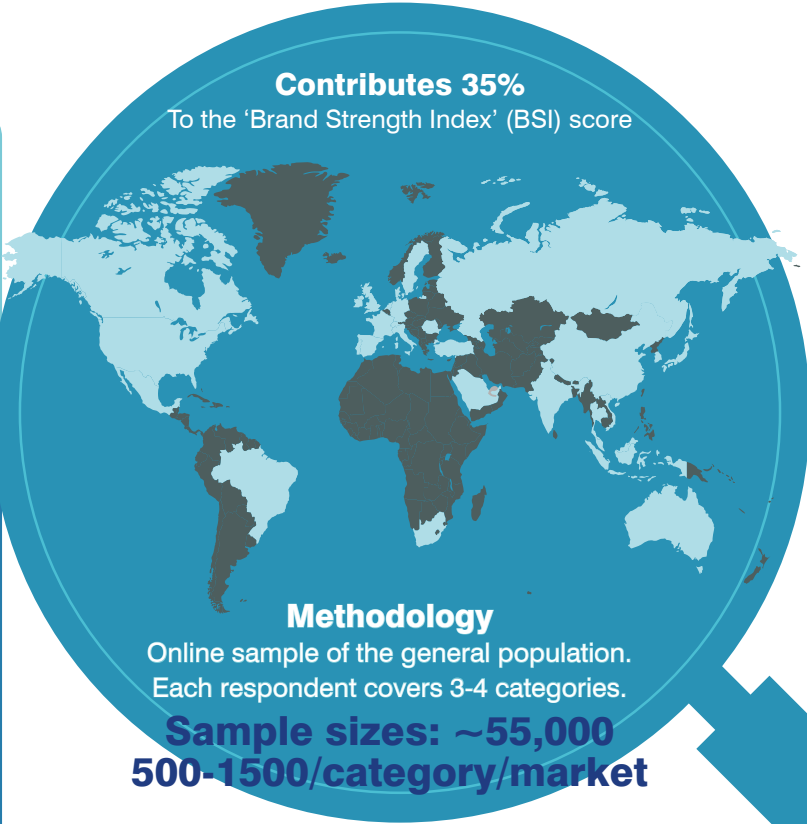


Brand Equity Research Database.

Original market research in 29 countries and across more than 20 sectors

Sector Coverage & Classification 2021
Tier 1 sectors cover all measures, Tier 2 KPIs only

Tier 1	Banking
Tier 1	Insurance
Tier 1	Telecoms
Tier 1	Utilities
T1&T2†	Automotive
Tier 2	Airlines
Tier 2	Apparel
Tier 2	Appliances
Tier 2	Beers
Tier 2	Cosmetics
Tier 2	Food
Tier 2	Hotels
Tier 2	Logistics
Tier 2	Luxury Automobiles
Tier 2	Media
Tier 2	Oil & Gas
Tier 2	Pharma
Tier 2	Real Estate
Tier 2	Restaurants
Tier 2	Retail
Tier 2	Spirits
Tier 2	Supermarkets
Tier 2	Tech



Brand KPIs and Diagnostics



Not all categories are covered in every country
† Brand KPIs and diagnostics differ per sector depending on research tier allocation

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

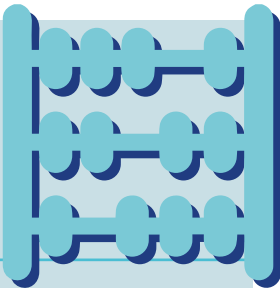


- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

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 marketing materials, communications, annual reports, social media and website. Advertising use subject to terms and conditions.



TOP 50
SAUDI ARABIAN
BRAND



MOST VALUABLE
SAUDI ARABIAN
BRAND



STRONGEST
SAUDI ARABIAN
BRAND



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



Bespoke Events – organise an award ceremony or celebratory event, coordinate event opportunities and spearhead communications to make the most of them.



Digital Infographics – design infographics visualising your brand's performance for use across social media platforms.



Trophies & Certificates – provide a trophy and/or hand-written certificate personally signed by Brand Finance CEO to recognise your brand's performance.



Sponsored Content – publish contributed articles, advertorials, and interviews with your brand leader in the relevant Brand Finance report offered to the press.



Media Support – provide editorial support in reviewing or copywriting your press release, pitching your content to top journalists, 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, marketing and social media, to deliver strategic campaigns and 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 is a member of the Brand Finance plc group of companies



Research, Strategy & Measurement

- Brand & Communications Strategy
- Campaign Planning
- Communications Workshops
- Market Research & Insights
- Coverage Analysis
- Social Media Analytics



Public Relations & Communications

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



Marketing & Events

- Promotional Events
- Conference Management
- Sponsorship Management
- Native Advertising
- Print Advertising
- Shopper Marketing
- Trade Marketing



Content Creation

- Bespoke Publications
- Press Releases
- Blog Posts & Newsletters
- Marketing Collateral Design
- Photography & Videography
- Social Media Content



Strategic Communications

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



For more information, contact enquiries@brand-dialogue.com or visit www.brand-dialogue.com



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

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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