



# Malaysia

# 100

# 2021

The annual report on the most valuable and strongest Malaysian brands  
August 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.



# Get in Touch.

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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 [brandirectory.com/request-a-valuation](https://brandirectory.com/request-a-valuation) or email [enquiries@brandfinance.com](mailto: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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Benefits

# Brandirectory.com



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](http://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 **2,500 brands**
- 29 countries** and **23 sectors** covered
- More than **50,000 respondents** surveyed annually
- We are now **in our 5<sup>th</sup> consecutive year** conducting the study

Visit [brandirectory.com/consumer-research](http://brandirectory.com/consumer-research) or email [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com)



# Foreword.



**David Haigh**  
CEO, Brand Finance

25 years ago, on 1<sup>st</sup> April 1996, I launched Brand Finance to 'Bridge the Gap Between Marketing and Finance'. I thought that the gap between the silos would progressively disappear as finance people learned the importance of marketing for driving growth and marketing people learned the need for financial accountability.

Progress has been made but the gap is still there and we are now working hard through our publications, rankings, forums and the Brand Finance Institute training programmes to narrow the gap.

Over the last 25 years we have lived through four major recessions: 2001, when the dotcom bubble burst; 2009, when the Great Financial Crash washed over us; 2013, when the Euro caused a meltdown in Europe and in 2020, when the Covid Pandemic brought the world to a halt.

Brand Finance has been through many ups and downs but we have survived because we have always tried to lead our growing niche market. We claim to be the World's Leading Brand Valuation Consultancy. Over the last 25 years we have innovated continuously in our market place and we have transparently shared our innovations, knowledge and techniques to help grow the market, most obviously via ISO global standards on Brand Valuation and Brand Evaluation.

Throughout the last 25 years we have always invested heavily in training and professionalising our staff, in research to bring greater insight to our work and in high profile marketing and communications. We practice what we preach to clients.

There has never been greater recognition of brands as assets and the need to manage them for value. We are poised for significant growth as CEOs and Boards wake up to the need to manage brands better.

I started Brand Finance in the spare bedroom in Teddington. We now operate from the Brand Exchange building in the heart of the City of London and in 25 cities worldwide.

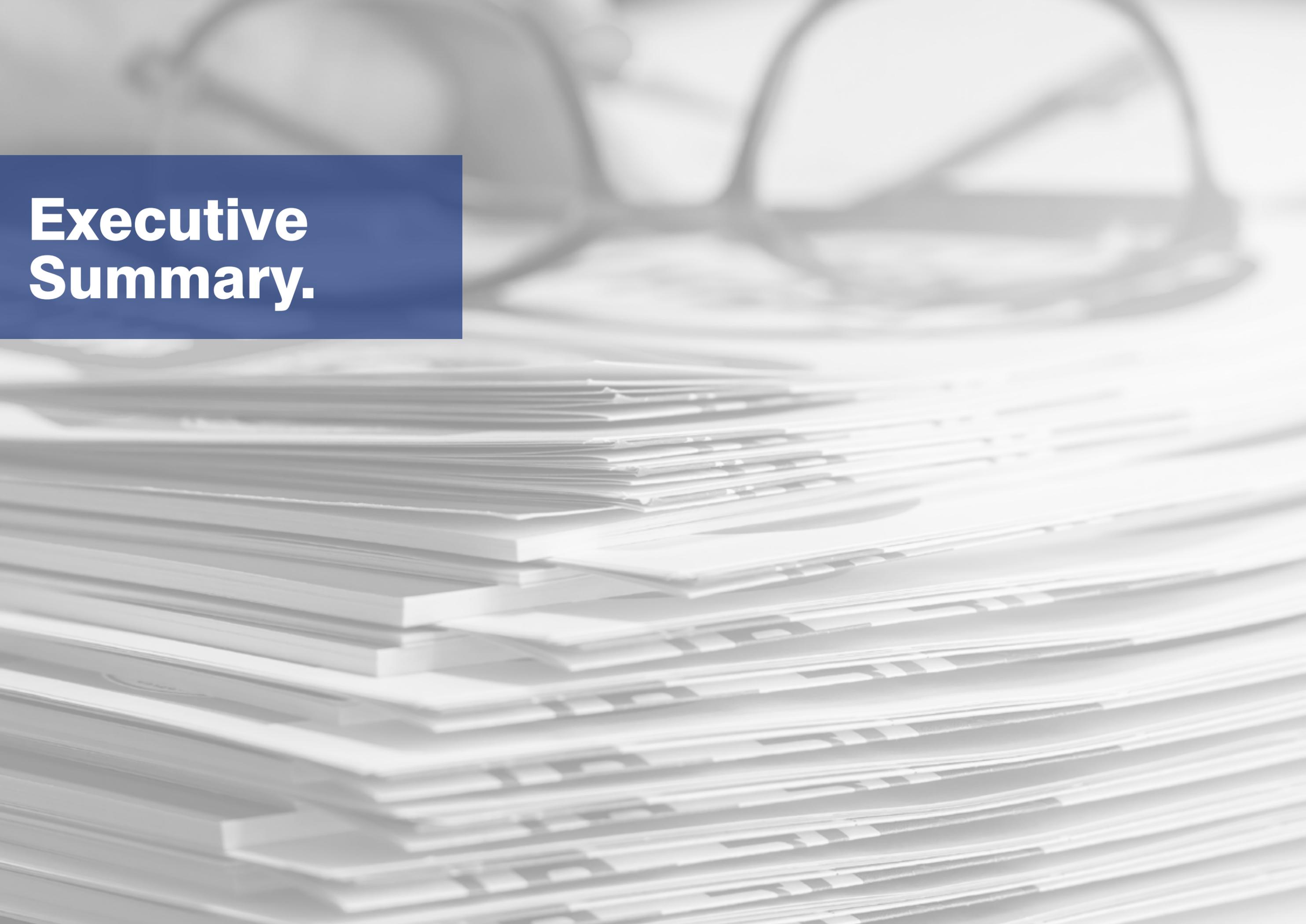
Over the last 25 years, many famous brands have disappeared or declined. Many new brands have emerged. Sectors have risen and fallen. Oil and gas brands are in decline while data- and technology-driven brands are booming. America and Europe are losing out to China and Asia.

But while there may be volatility, brands have never been more important for Nations, Companies, Products and Services. With a nudge from Brand Finance even Football teams and the Monarchy now recognise that they have valuable brands.

I hope the next 25 years will be as interesting and fun as the last. I would like to thank all the clients, staff and partners who have helped Brand Finance over the last 25 years.

# PETRONAS is once again Malaysia's Most Valuable Brand while Digi reclaims strongest Brand title.

- + As a result of COVID-19 crisis, total value of Malaysia's top 100 most valuable brands in 2021 has dropped by 12% from previous year to US\$49.3 billion
- + **PETRONAS** continues to dominate as most valuable Malaysian brand for 11<sup>th</sup> consecutive year, brand value US\$12.0 billion
- + **Digi** reclaims title of Malaysia's strongest brand from **PETRONAS** after a year, brand strength score 87.3 out of 100
- + Top 10 most valuable Malaysian brands account for 63% of total brand value in Brand Finance Malaysia 100 2021 ranking, while bottom 50 brands contribute only 7% of total brand value
- + All top 10 brands managed to retain their positions compared to last year and there are no new entrants in this year's top 100 ranking



# **Executive Summary.**

# Executive Summary.



Every year, leading brand valuation and strategy consultancy Brand Finance puts thousands of the world's top brands to the test, evaluating which are the most valuable and strongest. Brand Finance Asia Pacific has just released their annual Malaysia 100 2021 report, showcasing the top 100 most valuable and strongest Malaysian brands.

**PETRONAS, Maybank** and **Genting** continue to dominate as the nation's top 3 brands once again this year, with a combined brand value of nearly US\$19 billion, while the remaining 7 brands in the top 10 also maintained their positions in the ranking with a combined brand value of US\$12 billion.

PETRONAS maintains the top spot for the 11<sup>th</sup> consecutive year, with a brand value of US\$12.0 billion – still the only brand to break the US\$10 billion mark in Malaysia. Maybank retains 2<sup>nd</sup> position (brand value US\$3.7 billion) followed by Genting (brand value US\$3.1 billion) in 3<sup>rd</sup>.

The brand value gap between first and second remains wide open at over US\$8 billion, showcasing just how dominant the oil and gas giant is, even though PETRONAS saw a brand value decrease of 21% this year.

In addition to measuring overall 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. Alongside revenue forecasts,

**Brand strength – the most accurate measure of brand competitiveness in the market – has remained stagnant for most Malaysian brands outside of the successful top 10. While they may be doing well locally, many have been losing out to some of the key competitors in the region. Malaysian brands need to better monitor and boldly invest in their brand strength to build up competitiveness outside of their home market.**

**Samir Dixit**  
Managing Director of Brand Finance Asia Pacific

## Brand Value Change 2020-2021 (%)

	-39.9%	39.1%	
	-34.6%	19.0%	
	-31.9%	18.7%	
	-31.1%	12.9%	
	-30.0%	11.5%	
	-28.3%	11.1%	
	-26.7%	10.8%	
	-25.0%	10.7%	
	-24.8%	10.0%	
	-24.7%	7.6%	

## Top 10 Most Valuable Brands

	<b>1</b> ← 1		2021: \$12,049m 2020: \$15,215m	<b>-20.8%</b>
	<b>2</b> ← 2		2021: \$3,661m 2020: \$3,979m	<b>-8.0%</b>
	<b>3</b> ← 3		2021: \$3,130m 2020: \$3,482m	<b>-10.1%</b>
	<b>4</b> ← 4		2021: \$2,623m 2020: \$2,742m	<b>-4.3%</b>
	<b>5</b> ← 5		2021: \$2,103m 2020: \$2,475m	<b>-15.0%</b>
	<b>6</b> ← 6		2021: \$1,753m 2020: \$1,844m	<b>-4.9%</b>
	<b>7</b> ← 7		2021: \$1,734m 2020: \$1,813m	<b>-4.4%</b>
	<b>8</b> ← 8		2021: \$1,552m 2020: \$1,593m	<b>-2.6%</b>
	<b>9</b> ← 9		2021: \$1,222m 2020: \$1,575m	<b>-22.4%</b>
	<b>10</b> ← 10		2021: \$1,012m 2020: \$1,065m	<b>-5.0%</b>

**Top 10 Strongest Brands**

	<b>1</b> ↑ 2	
2021: <b>87.3</b> AAA	2020: <b>86.1</b> AAA	<b>+1.2</b>
	<b>2</b> ↓ 1	
2021: <b>87.0</b> AAA	2020: <b>86.3</b> AAA	<b>+0.7</b>
	<b>3</b> ← 3	
2021: <b>86.8</b> AAA	2020: <b>86.0</b> AAA	<b>+0.8</b>
	<b>4</b> ↑ 5	
2021: <b>86.3</b> AAA	2020: <b>84.4</b> AAA-	<b>+1.9</b>
	<b>5</b> ↑ 6	
2021: <b>85.1</b> AAA	2020: <b>84.0</b> AAA-	<b>+1.1</b>
	<b>6</b> ↑ 7	
2021: <b>84.9</b> AAA	2020: <b>82.5</b> AAA-	<b>+2.4</b>
	<b>7</b> ↓ 4	
2021: <b>83.6</b> AAA-	2020: <b>85.1</b> AAA	<b>-1.5</b>
	<b>8</b> ↑ 13	
2021: <b>80.4</b> AAA-	2020: <b>76.0</b> AA+	<b>+4.4</b>
	<b>9</b> ↑ 10	
2021: <b>80.2</b> AAA-	2020: <b>79.1</b> AA+	<b>+1.1</b>
	<b>10</b> ↑ 11	
2021: <b>77.2</b> AA+	2020: <b>79.0</b> AA+	<b>-1.8</b>

brand strength is a crucial driver of brand value. According to these criteria, **Digi** has reclaimed the title of Malaysia's strongest brand from PETRONAS, with a Brand Strength Index (BSI) score of 87.3 out of 100 and a corresponding AAA brand strength rating. PETRONAS's BSI score is 87.0 and Maybank follows just marginally behind with a BSI score of 86.8.

The top 10 account for 63% of the total brand value in the Brand Finance Malaysia 100 2021 ranking, while the bottom 50 brands contribute only 7% of the total brand value, highlighting the significant effort required from brands outside the top 10 should they wish to contest the status quo across the nation.

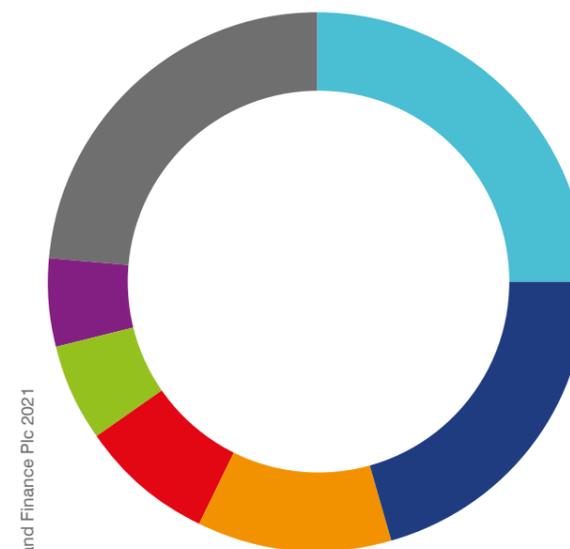
The brand with the highest intangible value continues to be Padini with a brand value to enterprise value ratio of 61%, followed by Bonia at 43%, highlighting the role of brands in business success, especially in the retail sector.

**The Brand Finance Malaysia 100 2021 ranking continues to be very top-heavy yet again this year. We would like to see a more diverse mix at the top and more significant brand value increases at the bottom. To do so, brands must focus on building brand strength, rather than being sales and offers driven. Such tactics might help in the short term, but can ultimately undermine the long-term value of brands. Boards must treat brands as strategic assets, instead of seeing them as legal trademarks only.**

**Samir Dixit**  
Managing Director of Brand Finance Asia Pacific



**Brand Value by Sector**



Sector	Brand Value (USD bn)	% of total	Number of Brands
Oil & Gas	12.4	26.9%	4
Banking	10.1	21.9%	12
Telecoms	5.7	12.4%	9
Leisure & Tourism	4.0	8.7%	4
Utilities	3.0	6.4%	4
Automobiles	2.6	5.6%	5
Other	11.5	25.0%	62
<b>Total</b>	<b>49.3</b>	<b>100.0%</b>	<b>100</b>

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# 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

	<b>1=</b> <b>Cosmetics</b>	<b>7.6</b> <sub>/10</sub>
	<b>1=</b> <b>Food</b>	<b>7.6</b> <sub>/10</sub>
	<b>3</b> <b>Appliances</b>	<b>7.5</b> <sub>/10</sub>
	<b>4=</b> <b>Hotels</b>	<b>7.4</b> <sub>/10</sub>
	<b>4=</b> <b>Retail</b>	<b>7.4</b> <sub>/10</sub>
	<b>6=</b> <b>Apparel</b>	<b>7.3</b> <sub>/10</sub>
	<b>6=</b> <b>Beers</b>	<b>7.3</b> <sub>/10</sub>
	<b>8=</b> <b>Supermarkets</b>	<b>7.2</b> <sub>/10</sub>
	<b>8=</b> <b>Pharma</b>	<b>7.2</b> <sub>/10</sub>
	<b>8=</b> <b>Oil &amp; Gas</b>	<b>7.2</b> <sub>/10</sub>

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

## 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 trading 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 Finance Malaysia 100 (USD m).

## Top 100 most valuable Malaysian brands 1-50

2021 Rank	2020 Rank	Brand	Sector	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating	
1	1	←	Petronas	Oil & Gas	\$12,049	-20.8%	\$15,215	AAA	AAA
2	2	←	Maybank	Banking	\$3,661	-8.0%	\$3,979	AAA	AAA
3	3	←	Genting	Leisure & Tourism	\$3,130	-10.1%	\$3,482	AA+	AA
4	4	←	Tenaga Nasional	Utilities	\$2,623	-4.3%	\$2,742	AAA	AAA-
5	5	←	Sime Darby	Automobiles	\$2,103	-15.0%	\$2,475	AA-	A+
6	6	←	Public Bank	Banking	\$1,753	-4.9%	\$1,844	AAA	AAA-
7	7	←	CIMB	Banking	\$1,734	-4.4%	\$1,813	AA+	AA+
8	8	←	Maxis	Telecoms	\$1,552	-2.6%	\$1,593	AAA-	AAA
9	9	←	AirAsia	Airlines	\$1,222	-22.4%	\$1,575	AA+	AAA-
10	10	←	DiGi	Telecoms	\$1,012	-5.0%	\$1,065	AAA	AAA
11	11		TM	Telecoms					
12	13	↑	Celcom	Telecoms					
13	12	↓	YTL	Engineering & Construction					
14	14	←	RHB Bank	Banking					
15	15	←	Axiata	Telecoms					
16	19	↑	Hong Leong Financial	Banking					
17	18	↑	Astro Malaysia	Media					
18	16	↓	Berjaya	Leisure & Tourism					
19	17	↓	IOI (Conglomerate)	Food					
20	20	←	Sunway	Real Estate					
21	21	←	Misc	Logistics					
22	23	↑	AmBank	Banking					
23	25	↑	Bank Islam	Banking					
24	24	←	KLK	Food					
25	27	↑	Hap Seng	Food					
26	26	←	Felda Global Ventures	Food					
27	37	↑	Top Glove	Chemicals					
28	22	↓	Berjaya Land	Hotels					
29	28	↓	Gamuda	Engineering & Construction					
30	30	←	U Mobile	Telecoms					
31	29	↓	IJM	Engineering & Construction					
32	34	↑	Dutch Lady Milk	Food					
33	31	↓	Setia	Real Estate					
34	35	↑	Batu Kawan	Chemicals					
35	36	↑	Sapura Energy	Oil & Gas					
36	38	↑	Parkway Pantai	Healthcare					
37	33	↓	Malaysia Airports	Engineering & Construction					
38	32	↓	Padini	Retail					
39	41	↑	Boustead	Commercial Services					
40	40	←	Malakoff	Utilities					
41	44	↑	Proton	Automobiles					
42	43	↑	Magnum	Leisure & Tourism					
43	45	↑	Scientex	Chemicals					
44	48	↑	Takaful Malaysia	Insurance					
45	46	↑	Kossan	Chemicals					
46	42	↓	Malaysia Airlines	Airlines					
47	51	↑	Affin Bank	Banking					
48	52	↑	Time dotCom	Telecoms					
49	55	↑	Alliance Bank	Banking					
50	49	↓	KPJ Healthcare	Healthcare					

## Top 100 most valuable Malaysian brands 51-100

2021 Rank	2020 Rank	Brand	Sector	2021 Brand Value	Brand Value Change	2020 Brand Value	2021 Brand Rating	2020 Brand Rating
51	50	↓	Eco World	Real Estate				
52	47	↓	Umw	Automobiles				
53	39	↓	Parkson	Retail				
54	53	↓	UEM	Conglomerates				
55	54	↓	QL Resources	Food				
56	58	↑	MBSB	Banking				
57	64	↑	V.S. Industry	Tech				
58	57	↓	DRB-Hicom	Automobiles				
59	59	←	Pos Malaysia	Logistics				
60	56	↓	Gas Malaysia	Utilities				
61	65	↑	Press Metal	Mining, Iron & Steel				
62	62	←	OSK	Banking				
63	66	↑	Bank Muamalat	Banking				
64	60	↓	Westports	Commercial Services				
65	61	↓	Tropicana	Real Estate				
66	63	↓	Mah Sing	Real Estate				
67	68	↑	Matrix Concepts	Real Estate				
68	67	↓	FFM Group	Food				
69	74	↑	Serba Dinamik	Engineering & Construction				
70	71	↑	Yes	Telecoms				
71	75	↑	Malayan Flour Mills	Food				
72	70	↓	Lpi Capital	Insurance				
73	73	←	Ta Enterprise	Real Estate				
74	69	↓	UOA Development	Real Estate				
75	76	↑	Dialog	Oil & Gas				
76	72	↓	Cahaya Mata Sarawak	Engineering & Construction				
77	77	←	Golden Screen Cinemas	Leisure & Tourism				
78	78	←	Bursa Malaysia	Stock Exchanges				
79	79	←	IHH	Healthcare				
80	85	↑	Takaful Ikhlas	Insurance				
81	83	↑	Unifi	Telecoms				
82	90	↑	Wah Seong	Engineering & Construction				
83	80	↓	Kulim Malaysia	Retail				
84	84	←	Malaysian Reinsurance	Insurance				
85	89	↑	United Plantations	Food				
86	92	↑	Guan Chong	Food				
87	86	↓	Bumi Armada	Oil & Gas				
88	81	↓	Bonia	Retail				
89	87	↓	Jaya Tiasa	Engineering & Construction				
90	82	↓	Eastern & Oriental	Real Estate				
91	91	←	Tan Chong Motor	Automobiles				
92	88	↓	Star Publications (Malaysia)	Media				
93	94	↑	Tune Ins Holding	Insurance				
94	98	↑	Mmc	Utilities				
95	96	↑	Cagamas	Commercial Services				
96	93	↓	Msm Malaysia	Food				
97	95	↓	Southern Steel	Engineering & Construction				
98	97	↓	Hiap Teck Venture	Commercial Services				
99	99	←	PPB Group	Food				
100	100	←	Mulpha	Real Estate				

# Brand Spotlight.



# PETRONAS.



Started as Malaysia's National Oil Company (NOC) in 1974, PETRONAS was always envisioned to be an International Oil Company (IOC), both culturally and operationally. PETRONAS was the first Malaysian company to cross the brand value mark of US\$15 billion and become the strongest Oil & Gas company globally in 2020.

With a significant footprint of both upstream and downstream business, PETRONAS leads the retail fuel and energy solutions network within Malaysia and around the world, with a production capacity of more than 2,400 thousand barrels of oil equivalent (boe) per day.

Brand and business transformation, and the constant challenge to the status quo has been at the heart of PETRONAS' strategy in their quest to become one of the top global Oil and Gas players.

With a unified brand strategy put into place a few years ago, PETRONAS has since consolidated their brand strength and positioning globally. With the CEO as the brand guardian, PETRONAS benefits from a strong brand marketing strategy that is supported by the top management, and the consolidation and investment in the brand and global sponsorship platforms, such as F1, has resulted in growing their global awareness. As a result, PETRONAS continues to explore new growth avenues across the world with committed partners across its business worldwide.



Rank	Brand Value
<b>1</b>	2021: <b>\$12,049m</b>
Rank	Brand Strength
<b>2</b>	2021: <b>87.0</b>

# Interview with Tengku Muhammad Taufik.



**Tengku Muhammad Taufik**  
President & Group Chief Executive Officer

**How do you continuously drive the brand competitiveness in the O&G sector? Looking forward, what dimensions and strengths of the PETRONAS brand will enable long term sustainable growth? How has the response to this tough year (COVID-19, oil price volatility) helped differentiate the PETRONAS brand and business?**

At its core, PETRONAS' very existence is already a differentiated one. We are more than just a company, we are an institution that carries out a trustee role in maximising the value of Malaysia's hydrocarbon resources for the benefit of the nation and its people. Since our incorporation in 1974, PETRONAS has grown its presence across 50 countries and returned north of RM1 trillion to the Malaysian Government in the form of dividends, taxes and oil royalties from an initial seed fund of RM10 million. As a global energy player, PETRONAS has demonstrated its ability to balance its responsibility as a National Oil Company while fulfilling its obligation as a fully commercial entity- as we go forward, this balance will need to be managed even more carefully.

Taking into account the acceleration of energy transition, heightened by stakeholder expectations and its vast opportunities, PETRONAS introduced its new Statement of Purpose – 'a progressive energy and solutions partner enriching lives for a sustainable future' – to signal its expansion beyond oil and gas into the broader energy space as part of its dynamic growth and aspiration to develop solutions for the greater good.

The foundation of our strength as a company lies in its people who are PETRONAS' greatest asset. The women and men from across the world who make up the 48,000-strong workforce of PETRONAS embody the same passion and pioneering spirit for progress. Time and again, it is their tenacity to remain resolute in pursuing the company's purpose that has seen us overcome repeated and varied adversities.

Since the onset of the COVID-19 outbreak, PETRONAS has taken immediate measures focused on our people's health and safety as our utmost priority. With strict compliance to safety guidelines and protocol, we continued to work with over 4,000 Oil and Gas Services & Equipment (OGSE) vendors, connecting and collaborating with contractors and partners to ensure energy continues to flow safely and reliably for our customers around the globe.

Amidst the unfolding crisis, PETRONAS is resolute in ensuring that we continue to contribute to the well-being of the communities where we operate. To date, our contributions have aided first responders and healthcare providers with the required equipment and supplies to support local efforts in managing the COVID-19 cases. PETRONAS Group's total contribution towards the COVID-19 efforts and initiatives stands close to USD10 million (approximately RM44 million).

**What role does technology play in PETRONAS brand building and your reputation among key stakeholders?**

Technology and innovation have been- and will remain- integral elements of the PETRONAS DNA that enable us to discover, extract and monetise oil and gas resources with increasing efficiency, while also expanding the horizons of what we can achieve or offer.

Driven by our Statement of Purpose as a progressive energy and solutions partner enriching lives for a sustainable future, PETRONAS is committed to tap the potential of the technologies at our disposal to enhance the safety of our operations, optimise cost to maximise our core business value, meet our sustainability commitments and pursue the next generation of carbon neutral energy sources and petrochemical feedstock.

With the strength and expertise as an integrated energy company, PETRONAS is well-positioned to provide end-to-end digital and technology solutions for our customers globally. At the heart of our efforts, we fully recognise and embrace technology as a key enabler for PETRONAS to achieve its Net Zero Carbon Emissions by 2050 aspiration and fulfil its purpose to be part of the solution for a cleaner and more sustainable future.

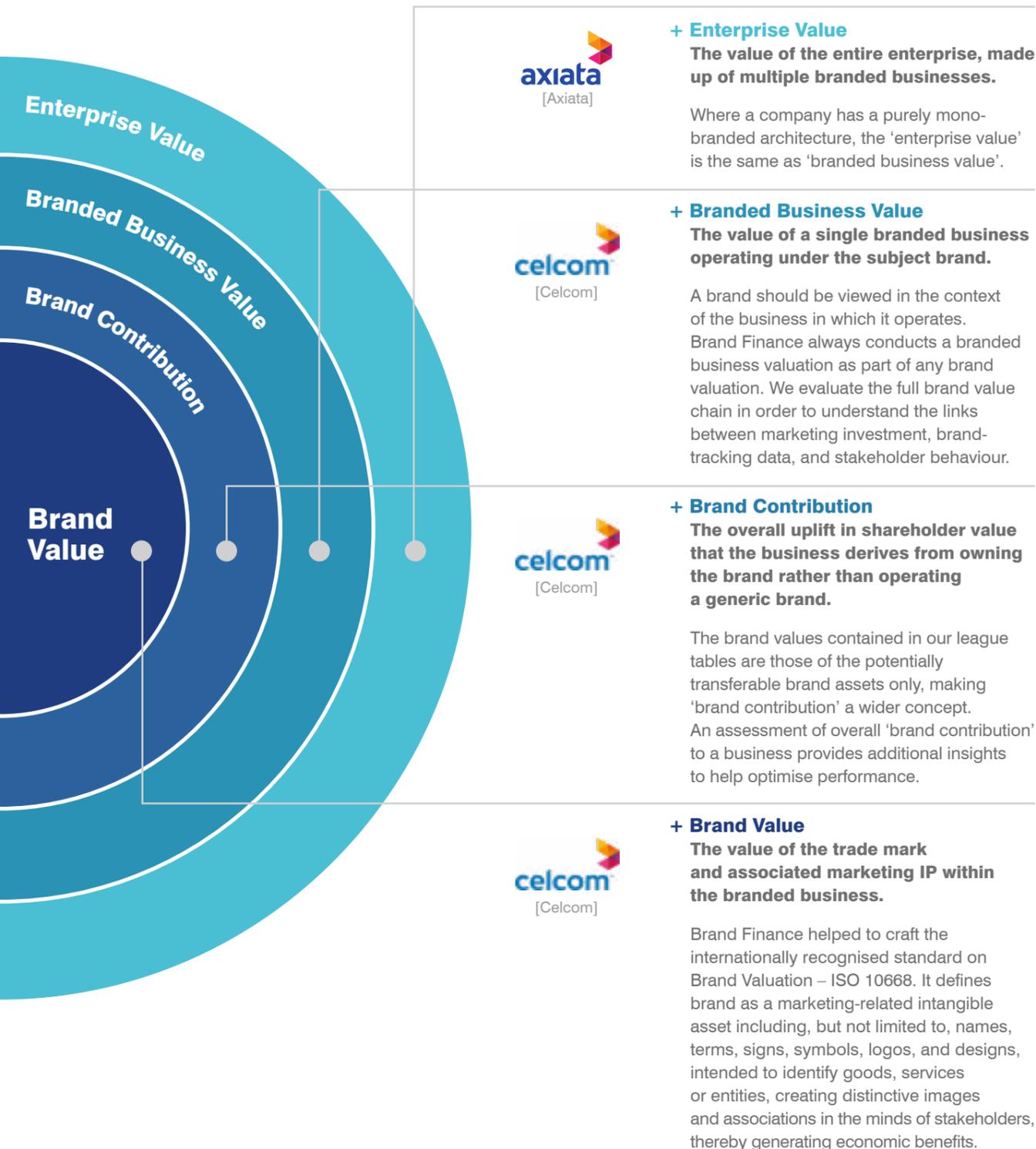


**MOST VALUABLE BRAND IN MALAYSIA**

# 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.

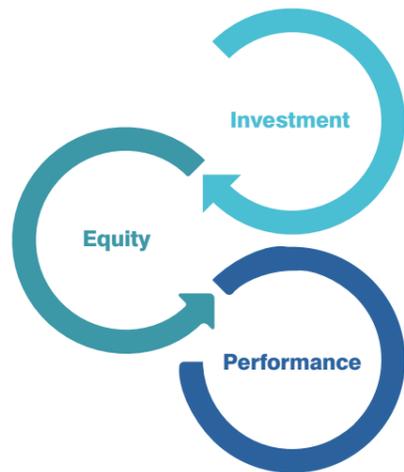
## Brand Strength

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.



### Marketing Investment

- A brand that has high Marketing Investment but low Stakeholder Equity may be on a path to growth. This high investment is likely to lead to future performance in Stakeholder Equity which would in turn lead to better Business Performance in the future.
- However, high Marketing Investment over an extended period with little improvement in Stakeholder Equity would imply that the brand is unable to shape customers' preference.

### Stakeholder Equity

- The same is true for Stakeholder Equity. If a company has high Stakeholder Equity, it is likely that Business Performance will improve in the future.
- However, if the brand's poor Business Performance persists, it would suggest that the brand is inefficient compared to its competitors in transferring stakeholder sentiment to a volume or price premium.

### Business Performance

- Finally, if a brand has a strong Business Performance but scores poorly on Stakeholder Equity, it would imply that, in the future, the brand's ability to drive value will diminish.
- However, if it is able to sustain these higher outputs, it shows that the brand is particularly efficient at creating value from sentiment compared to its competitors.

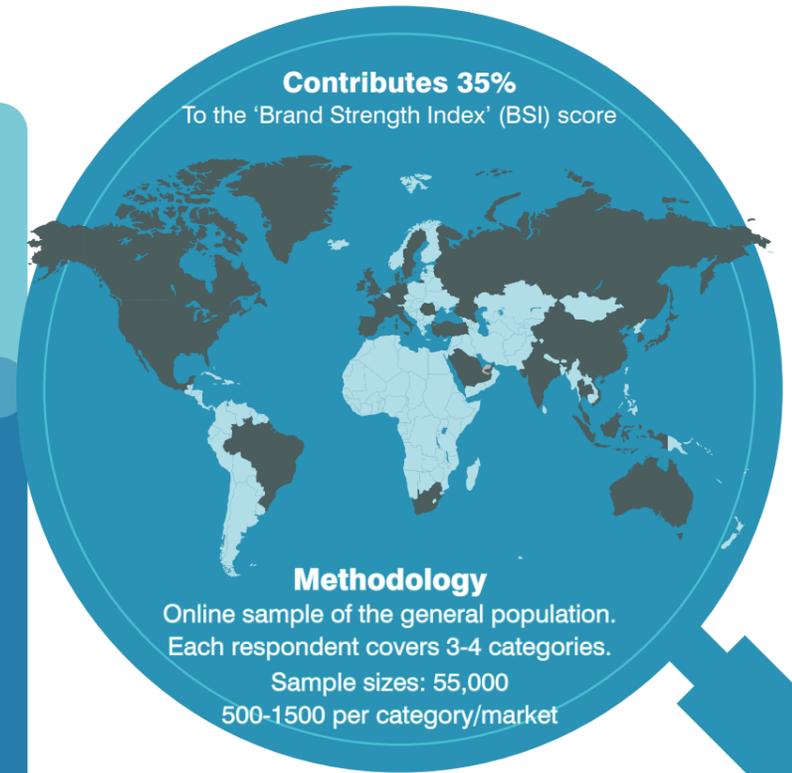
# Brand Equity Research Database.

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

### 1. Brand Funnel



### 2. Brand Usage\*

### 3. Quality\*

### 4. Reputation

### 5. Closeness\*

### 6. Recommendation (NPS)\*

### 7. Word of mouth

### 8. Brand Imagery\*

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

\*Tier 1 categories only

**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



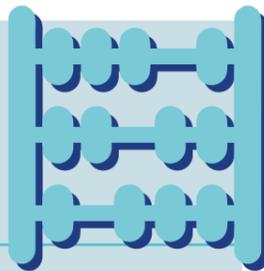
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

### 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



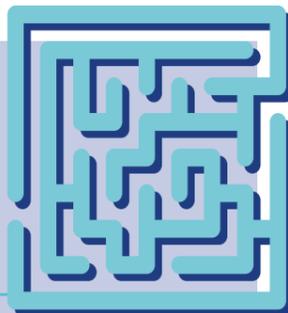
- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?

### 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?

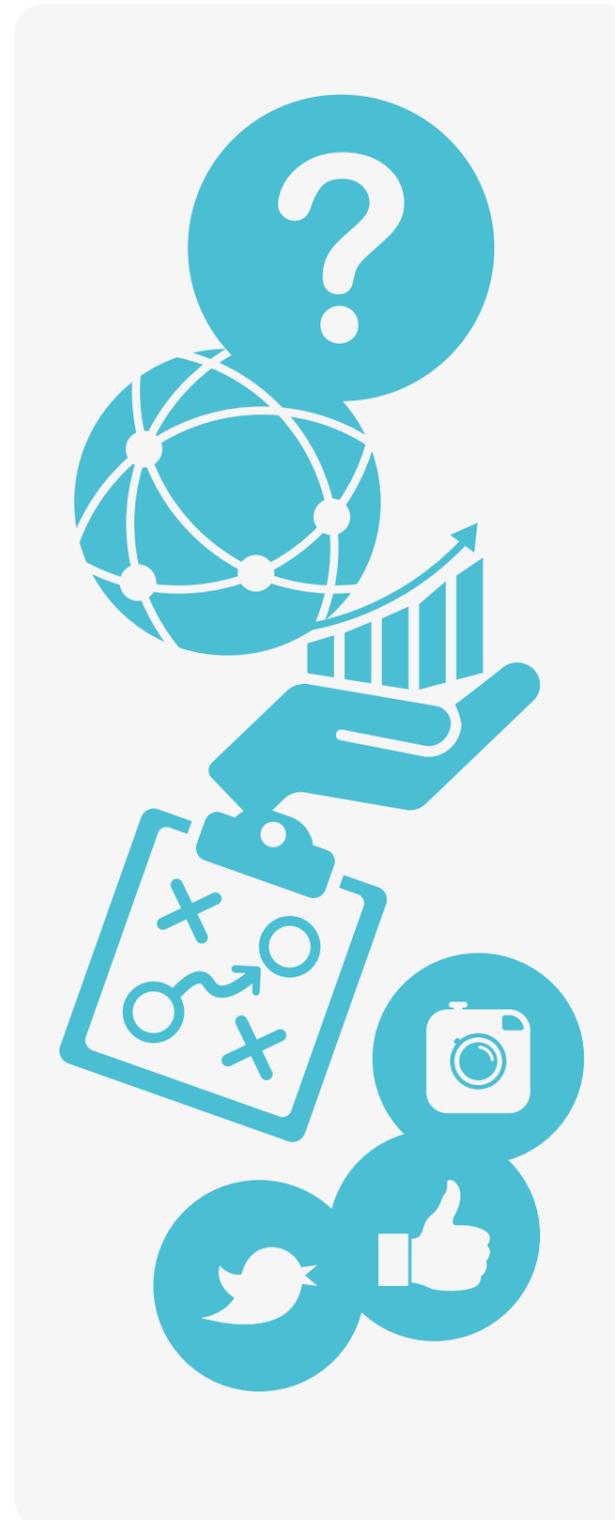
Research is conducted in addition to strategic analysis to provide a robust understanding of the current positioning. The effectiveness of alternative architectures is tested through drivers analysis, to determine which option(s) will stimulate the most favourable customer behaviour and financial results.

## 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 100 MALAYSIAN BRAND**



**MOST VALUABLE MALAYSIAN BRAND**



**STRONGEST MALAYSIAN 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](mailto:enquiries@brand-dialogue.com) or visit [www.brand-dialogue.com](http://www.brand-dialogue.com)



**Brand Finance<sup>®</sup>**  
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](mailto:enquiries@brandfinance.com)

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



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