



Saudi Arabia 50 2023

The annual report on the most valuable and strongest Saudi Arabian brands
February 2023

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About Brand Finance.

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

We bridge the gap between marketing and finance

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

We quantify the financial value of brands

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

We offer a unique combination of expertise

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

We pride ourselves on technical credibility

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

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



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Customer Research Findings



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Brand Finance Group.



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Institute

Brand Finance Institute

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

Brand Dialogue[®]



Brand Dialogue

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

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VI360

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

Brand Finance®



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- More than **150,000 respondents** surveyed annually
- We are now **in our 7th consecutive year** conducting the study

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Foreword.



David Haigh
Chairman & CEO,
Brand Finance

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

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

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

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

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

Aramco maintains dominance as the most valuable Middle Eastern brand.

- + **stc** is strongest brand in Saudi Arabia, earning AAA rating
- + **Afia** is the fastest growing brand, up 117% to US\$260 million
- + **Mobily** is the fastest growing telecoms brand in the Middle East
- + Saudi Arabian banking brands **Riyad Bank** and **Al-Rajhi Bank** continue to excel
- + **SABIC** continues to pursue status as the world's leading chemicals brand
- + Saudi Arabia's healthcare brands see widespread boost in values
- + Saudia remains one-to-watch as it maintains healthy brand value growth
- + **Ma'aden** and **Saudi Electricity Company** both see healthy growth

Ranking Analysis.



Ranking Analysis.



Aramco maintains dominance as the most valuable Middle Eastern brand

Saudi Arabian Oil & Gas giant, **Aramco** (brand value up 4% to US\$45.2 billion), remains the most valuable Middle Eastern brand, according to a new report from leading brand valuation consultancy, Brand Finance.

Saudi Arabia's national oil company has benefited from a surge in prices and demand for Oil & Gas this year. This came partly as the result of the continued return to normality from the COVID-19 pandemic increasing global demand, while Russia's invasion of Ukraine negatively impacted the global supply of Oil & Gas. These factors have contributed to Aramco's continued success at the top of the ranking.

The brand has looked to expand its operations in the past year, further increasing its global presence and reach. For example, it launched Aramco Trading Americas, based out of Houston, Texas. This is an expansion of its commodities trading operation and aims to increase trading in North and South America, capitalising on new growth. A collaboration

with Chinese Shandong Energy Group is also in the pipeline, exploring potential integrated refining and petrochemical opportunities in China. The scope of this collaboration extends across technologies related to hydrogen, renewables and carbon capture and storage.

Sustainability has been at the forefront of Aramco's communications with stakeholders this year as the brand looks to leverage its claim that it can provide the 'lowest carbon' oil in the industry. In 2022 it released its first sustainability report, pledging to reach net-zero status by 2060 through carbon capture technology, and investment in renewable energy. Aramco's involvement in all phases of the hydrocarbon supply chain will also increasingly become an advantage as emissions-reporting demands from regulators and customers increase. The brand claims it can monitor its emissions to a very high level of accuracy in order to reduce and offset this.

Additionally, Aramco has a strong Brand Strength Index (BSI) score of 75.4 out of 100 and a corresponding AA+ rating. This is likely partly due to the rhetoric around its increasing sustainability efforts in an industry that has continually been criticised for its negative impact on the environment.

Top 10 Most Valuable Saudi Arabian Brands

© Brand Finance Plc 2023

| | | | | |
|---|---|--|---|---|
| <p>1 ← 1 </p> <p>aramco </p> <p>US\$45.2 bn +4%</p> | <p>2 ← 2 </p> <p>stc</p> <p>US\$12.3 bn +17%</p> | <p>3 ↑ 4 </p> <p>مصرف الراجحي alrajhi bank </p> <p>US\$5.7 bn +32%</p> | <p>4 ↓ 3 </p> <p>سابك sabk </p> <p>US\$4.7 bn +1%</p> | <p>5 ← 5 </p> <p>الأهلي SNB </p> <p>US\$4.3 bn +36%</p> |
| <p>6 ← 6 </p> <p>المراعي Almarai </p> <p>US\$3.4 bn +24%</p> | <p>7 ← 7 </p> <p></p> <p>US\$1.8 bn +18%</p> | <p>8 ← 8 </p> <p>بنك الرياض Riyad Bank </p> <p>US\$1.8 bn +42%</p> | <p>9 ← 9 </p> <p>الشركة السعودية للكهرباء Saudi Electricity Company </p> <p>US\$1.4 bn +19%</p> | <p>10 ← 10 </p> <p>SABB ساب </p> <p>US\$1.2 bn +59%</p> |

Saudi Arabia has the highest aggregate brand value of any Middle Eastern Country

Saudi Arabian brands' combined brand values were the highest in the Middle East, amounting to US\$100.9 billion, a 13% year-on-year increase. This was 49% of the Middle East ranking's overall brand value, in which Saudi Arabia accounted for 61 brands included. Aramco's brand value of US\$45.2 billion makes up a significant portion of this value and highlights its importance as a brand to Saudi Arabia.

Afia is the fastest growing brand, up 117% to US\$260 million

Cooking oil producer Afia (brand value up 117% to US\$260 million) is Saudi Arabia's fastest growing brand. The brand has a leading position in its market throughout the Middle East and North Africa and emphasises its proposition as an important part of a heart-healthy diet. This is highlighted by its slogan, "The choice for healthy hearts". The focus on health in its communication campaigns and as a central pillar of its brand identity has been well received amongst consumers in the region. Increased awareness around personal health, living a healthy lifestyle, and chronic diseases such as heart disease, have meant that consumers in the region are more

inclined to purchase brands that communicate their healthier benefits. This has helped the brand post impressive revenue growth and allied with a 5-point Brand Strength Index Score increase to 73/100, and corresponding AA rating has lead to the brand value increase of 117%.



Mobily is the fastest growing telecoms brand in the Middle East

Mobily, the fastest growing telecoms brand in the Middle East, (brand value up 18% to US\$1.8 billion) maintained its status as the 2nd most valuable Saudi Arabian telecoms brand. Mobily provides integrated telecommunications services, leveraging its modern wireless network, which is among the largest by coverage in Saudi Arabia and the Middle East.

It has also developed one of the region’s widest fiber-to-the-home networks and one of the largest data centre systems worldwide. Mobily also collaborated with Nokia in 2022, combining to further improve the 5G network in the region and record the fastest connection in the Middle East and North Africa. Following this successful collaboration Mobily will be capable of adding further speed to its network for customers. This reaffirms the brand’s commitment to providing the best solutions to its stakeholders, enhancing the digital economy within the region.

Saudi Arabian banking brands Riyadh Bank and Al-Rajhi Bank continue to excel

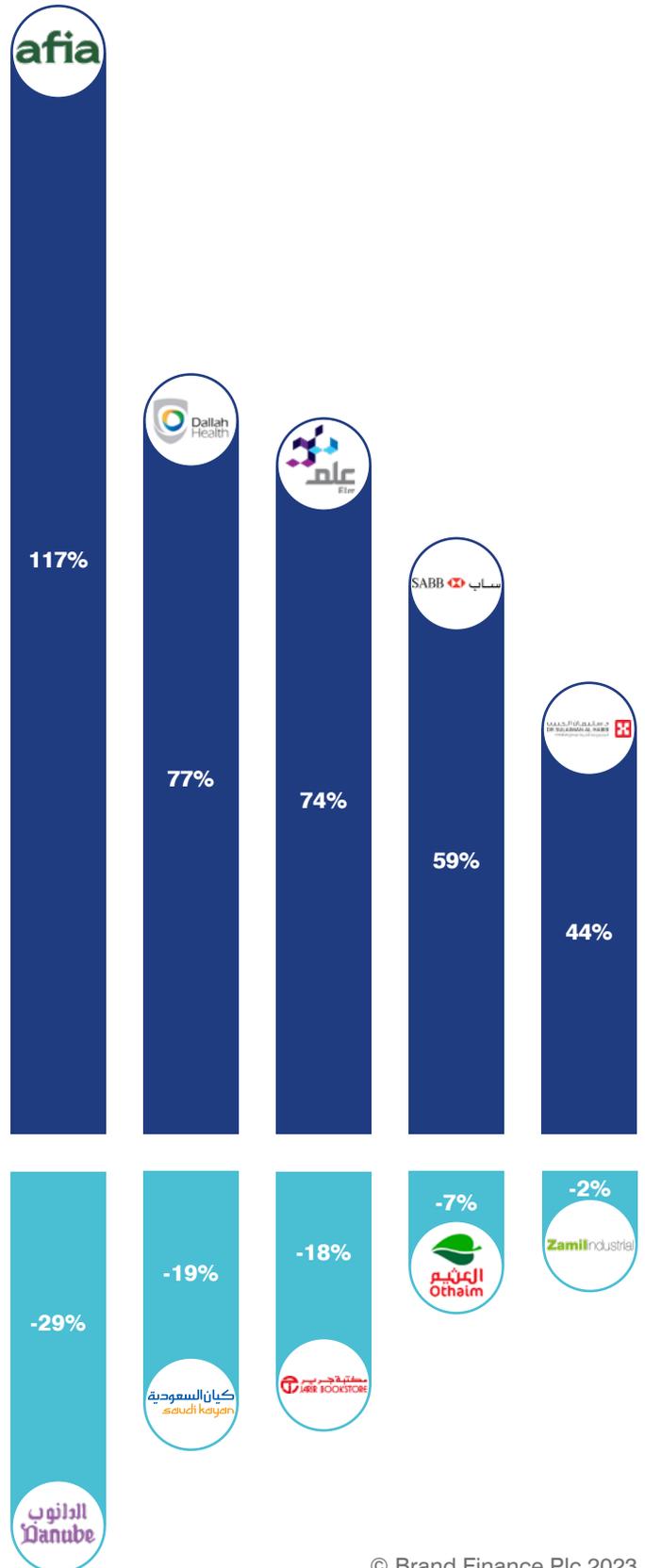
Middle Eastern Banking brands continued to excel with 28% average year-on-year brand value growth. Banks have particularly benefitted from the success of the oil & gas sector in the region in 2022 and 2023, contributing to their impressive brand value growth.

Al-Rajhi Bank (brand value up 32% to US\$5.7 billion) is the most valuable Saudi Arabian banking brand. It is also the strongest bank in the Middle Eastern region with a Brand Strength Index (BSI) score of 85.5 out of 100 and corresponding AAA rating. Al-Rajhi Bank saw record net profits in 2022, attributing its success to its growth strategies based on customer loyalty, investor confidence and the professionalism of its employees.

Reflecting wider industry trends, the bank has also emphasised its online banking offering, to provide the best experience to retail and corporate customers. The success and popularity of this is highlighted by the fact that 94% of all accounts opened in 2022 made use of the bank’s mobile application.

Al-Rajhi also continues to diversify its workforce. 2022 saw a 109% increase in the number of female workers at the bank and its subsidiaries, demonstrating a positive step for Al-Rajhi in this field.

Brand Value Change 2022-2023 (%)



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Riyad Bank saw an impressive brand value increase, up 42% this year to a brand value of US\$1.8 billion, well above the overall average for Saudi banks. Riyad bank undertook a rebranding effort in September 2022 reflecting its commitment to becoming a bank for a new generation that will focus on technology and innovation in line with Saudi Vision 2030. Its new identity reflects its updated vision and mission to be "the most innovative and trustworthy financial solutions partner". This new customer-centric identity signals opportunities for further brand strength growth, which is currently 74 out of 100 with a corresponding AA rating.

SABIC continues to pursue status as the world’s leading chemicals brand

Chemicals Company **SABIC** (brand value up 1% to US\$4.7 billion) saw marginal growth and remains the most valuable chemicals brand in the Middle East. The brand continues to pursue its ambition of becoming the world’s leading chemicals brand and adapt to volatile changes of raw material prices and manufacturing trends that it is operating in. SABIC now has a diverse product offering and looks to further identify opportunities in key end-use applications such as construction, medical devices, packaging, agri-nutrients, electrical and electronics, transportation, and clean

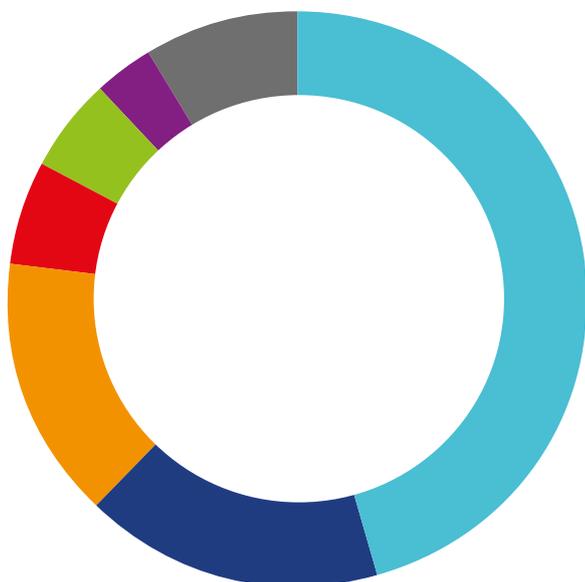
energy. Innovation is central to SABIC’s growth strategy. By constantly improving manufacturing processes and creating new technologies its hopes to gain a vital competitive edge, broadening its customer base, while still improving the quality and sustainability of its products. SABIC is evolving its global brand campaign (launched in 2019) to raise the company’s awareness, understanding, and engagement with global influencers to a more focussed stakeholder set. A recent example of this is **SABIC**’s long-term sponsorship partnership with Formula E in which it becomes innovation partner to drive electrification and sustainability together through the world’s foremost electric motorsport series.

Brand Finance’s experience evaluating similar partnerships in Formula 1 indicates high-profile sponsorships in motorsports can deliver benefits to brand awareness and familiarity, but also key brand attributes such as 'innovation' and 'quality'. However, as with all significant marketing investments, it's important to regularly track and evaluate the impact of such partnerships on brand strength and value to ensure maximum ROI and design the most effective activations.

SABIC has a strong BSI score of 80/100 with a AAA- rating. However, a continuation of their positive interactions with stakeholders has the potential to boost this score and its brand value further in the coming years.

Brand Value by Sector

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| Sector | Brand Value (USD bn) | % of total | Number of Brands |
|--------------|----------------------|---------------|------------------|
| Oil & Gas | 45.8 | 45.7% | 2 |
| Banking | 16.6 | 16.6% | 10 |
| Telecoms | 14.9 | 14.9% | 3 |
| Chemicals | 5.7 | 5.7% | 3 |
| Food | 5.3 | 5.3% | 7 |
| Retail | 3.2 | 3.2% | 7 |
| Other | 8.7 | 8.6% | 18 |
| Total | 100.2 | 100.0% | 50 |

Saudi Arabia's health related brands see widespread boost in values

King Faisal Specialist Hospital and Research Center (KFSH&RC) entered the ranking for the first time with a brand value of US\$1.1 billion. The Riyadh based Academic Medical Centre provides specialized healthcare in an integrated educational and research setting. Its patient-centric offering and world-class facilities have allowed the hospital to build a strong brand perception amongst patients within the Middle East as one of the premier choices for healthcare.

This was clearly demonstrated in Brand Finance's Global Top 250 Hospitals 2023 report in which KFSH&RC was the highest ranked Academic Medical Centre (AMC) in the Middle East and North Africa region, and 20th in the global ranking. It scored highly across the board, in Brand Finance's research metrics. Its patient-centric focus contributed to a high score in patient treatment and combined with its strong regional reputation for integrated educational and research capabilities. However, despite KFSH&RC's leading position and extremely strong reputation in the Gulf region, its global familiarity is lower than most of the other top 20 AMCs worldwide. This highlights an opportunity to further boost Brand Strength by working to translate local reputation on to a global stage.

New entrant in the ranking, healthcare facilities brand **Dallah Health** (brand value up 77% to US\$196.8 million) is the fastest-growing healthcare brand. The brand provides an array of healthcare services including surgical and medical hospital services, pharmaceutical distribution and logistics, and academic medical research. The brand has expanded its operations significantly and has doubled the number of beds since its listing in 2012.

As per Dallah Health's five-year plan, they aim to revamp their facilities to prioritize the patient journey. By utilizing data, they will determine necessary changes and digitize their operations network-wide. The company will invest in digitizing patient experiences and all hospital operations by introducing cutting-edge core solutions and a robust digital infrastructure.

Saudi Arabian pharmaceutical retail brands **Nahdi** (brand value up 21% to US\$649.7 million) and **Al Dawaa** (brand value up 43% to US\$182.1 million) have both seen significant year-on-year growth. This reflected an increased demand for branded pharmaceutical products in line with the expansion and modernisation of the healthcare sector in the region.



There has also been a rise in prevalence of chronic diseases such as diabetes, heart disease, and obesity in the Middle East, which has resulted in an increased awareness about the benefits of personalised medicine among consumers. This has subsequently contributed to a rise in brand value of pharmaceutical retail brands such as Nahdi and Al Dawaa.

Health insurance provider, **Bupa Arabia** (brand value up 17% to US\$775.6 million) is the most valuable insurance company in the Middle East. Bupa Arabia continues to lead the way in the sector through digitalisation. It now offers various online services such as telemedicine and at-home vaccination booking, as well as an app to make it easier for customers to book appointments and select clinics or pharmacies. As the private health sector looks set for continued growth in the Middle East, Bupa Arabia holds a strong position in which to further increase brand value.

Saudia remains one-to-watch as it maintains healthy brand value growth

Saudia's brand value increased 14% year-on-year to US\$651 million, further securing itself as a leading Middle Eastern airline brand. It is the second fastest growing airline brand in the region as it continues to play a vital role to support the kingdom's ambitious travel and tourism targets.

In line with the country's 'Vision 2030' plan, significant investment in the airline and country's aviation infrastructure is likely to see Saudia continue its growth in the coming years. This will include the continued purchase of state-of-the-art aircraft as well as contributing to sustainable tourism through the agreement to purchase up to 100 electric vertical take-off and landing (eVTOL) jets. As the flag carrier for the Kingdom, it also plays a key role in contributing to building Saudi Soft Power and Nation Brand Value.

Ma'aden and Saudi Electricity Company both see healthy growth

Saudi Arabia's **Ma'aden** (brand value up 23% to US\$619 million) continued its growth trend in 2023. It was the fastest growing Middle Eastern brand last year and remains as the most valuable mining brand and the fastest growing mining brand in the Middle East. The brand is a leader in the development of the mining industry in Saudi Arabia, aiming to make the country a global mining giant by tapping into Saudi Arabia's significant mineral potential.

ESG leadership is a key pillar of Ma'aden's strategic plans. It looks to become a role model and contribute to Saudi Arabia's sustainability objectives. It has outlined a number of objectives to achieve this. These include becoming carbon neutral by 2050, in line with Saudi Arabia's ambition to achieve net zero by 2060; Increase the proportion of women and Saudi nationals in its workforce; and work with suppliers who meet its ESG requirements. Ma'aden hopes to consolidate its status as a leader in sustainability, success in which will likely see a future increase in brand strength (68/100 with an AA- rating in 2023).

Saudi Electricity Company (SEC) (brand value up 19% to US\$1.4 billion) is the most valuable utilities companies in the Middle East. As a key pillar in the development of the Saudi economy, SEC has continued to optimise its existing infrastructure while also investing in further improving its efficiency as part of the wider electricity sector reforms in Saudi Arabia.



stc is strongest brand in Saudi Arabia, earning AAA rating

In addition to calculating brand value, Brand Finance also determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and business performance. Compliant with ISO 20671, Brand Finance’s assessment of stakeholder equity incorporates original market research data from over 150,000 respondents in 38 countries and across 31 sectors.

stc is the strongest brand in Saudi Arabia with a Brand Strength Index (BSI) score of 87 out of 100 and a corresponding AAA rating. With a brand value of US\$12.3 billion it is also the most valuable telecoms brand in the Middle East. The brand also climbed 25 places in the Global 500 ranking, the most by any Middle Eastern brand in the study, profiting from the robust future growth given its dominance in its home market.

The brand’s value was positively affected by stc’s technological investments to keep delivering on its ambitious strategy and increased focus on the expansion of the brand in adjacent sectors such as ICT and IT. For example, in early

2022 stc launched Center3. This wholly owned subsidiary will provide services related to big data, data analytics and cloud computing. The stc Group launched Center3 to enhance the digital system, which will contribute to enhancing the Saudi Arabia’s position as a regional digital centre.



Top 10 Strongest Saudi Arabian Brands

© Brand Finance Plc 2023

| | | | | |
|---|--|---|--|---|
| <p>1 ← 1</p>  <p>stc</p> <p>87.0 +1.3 AAA</p> | <p>2 ← 2</p>  <p>مصرف الراجحي alrajhi bank</p>  <p>85.5 +1.1 AAA</p> | <p>3 ↑ 4</p>  <p>المراعي Almarai</p>  <p>82.1 +2.3 AAA-</p> | <p>4 ↓ 3</p>  <p>سابق عندك</p>  <p>80.1 -1.0 AAA-</p> | <p>5 ← 5</p>  <p>الشركة السعودية للكهرباء Saudi Electricity Company</p>  <p>79.5 +1.2 AA+</p> |
| <p>6 ↑ 7</p>  <p>لوسين lusine</p>  <p>79.3 +2.6 AA+</p> | <p>7 ↑ 8</p>  <p>اليوم ALYUUM</p>  <p>78.6 +2.7 AA+</p> | <p>8 ↑ 15</p>  <p>Pando بنده</p>  <p>77.1 +4.9 AA+</p> | <p>9 ← 9</p>  <p></p>  <p>76.5 +1.0 AA+</p> | <p>10 ← 10</p>  <p>Bupa بوبا</p>  <p>75.8 +1.0 AA+</p> |

Brand Value Ranking (USDm).

Top 50 most valuable Saudi Arabian brands 1-50

| 2023 Rank | 2022 Rank | Brand | Sector | 2023 Brand Value | Brand Value Change | 2022 Brand Value | 2023 Brand Rating | 2022 Brand Rating |
|-----------|-----------|---|----------------------------|------------------|--------------------|------------------|-------------------|-------------------|
| 1 | 1 | ← Aramco | Oil & Gas | \$45,227 | +3.6% | \$43,637 | AA+ | AA |
| 2 | 2 | ← stc | Telecoms | \$12,338 | +16.7% | \$10,572 | AAA | AAA |
| 3 | 4 | ↑ Al-Rajhi Bank | Banking | \$5,658 | +32.2% | \$4,279 | AAA | AAA- |
| 4 | 3 | ↓ SABIC | Chemicals | \$4,719 | +1.0% | \$4,670 | AAA- | AAA- |
| 5 | 5 | ← SNB | Banking | \$4,326 | +36.4% | \$3,172 | AA | AA |
| 6 | 6 | ← Almarai | Food | \$3,377 | +23.6% | \$2,733 | AAA- | AAA- |
| 7 | 7 | ← Mobily | Telecoms | \$1,778 | +17.6% | \$1,511 | AA+ | AA+ |
| 8 | 8 | ← Riyadh Bank | Banking | \$1,755 | +42.0% | \$1,236 | AA | AA |
| 9 | 9 | ← Saudi Electricity Company | Utilities | \$1,410 | +18.6% | \$1,189 | AA+ | AA+ |
| 10 | 10 | ← SABB | Banking | \$1,189 | +58.7% | \$750 | AA- | A+ |
| 11 | - | New King Faisal Specialist Hospital and Research Center | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 12 | 12 | ← Alinma Bank | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 13 | 14 | ↑ Petro Rabigh | Chemicals | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 14 | 13 | ↓ Zain SA | Telecoms | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 15 | 16 | ↑ Banque Saudi Fransi | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 16 | 15 | ↓ Bupa Arabia | Insurance | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 17 | 24 | ↑ Dr. Sulaiman Al Habib | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 18 | 19 | ↑ Saudia | Airlines | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 19 | 22 | ↑ Nahdi | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 20 | 20 | ← Bank Albilad | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 21 | 23 | ↑ Ma'aden | Mining, Metals & Minerals | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 22 | 25 | ↑ Tawuniya | Insurance | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 23 | 11 | ↓ Jarir Bookstore | Retail | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 24 | 17 | ↓ Panda | Retail | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 25 | 26 | ↑ Arab National Bank | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 26 | 21 | ↓ Satorp | Oil & Gas | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 27 | 18 | ↓ Othaim Markets | Retail | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 28 | 27 | ↓ Alyoum | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 29 | 31 | ↑ Elm | Tech | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 30 | 28 | ↓ eXtra | Retail | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 31 | - | New SRMG | Media | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 32 | 29 | ↓ Bank AlJazira | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 33 | 32 | ↓ L'Usine | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 34 | 30 | ↓ Saudia (Dairy & Foodstuff) | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 35 | 34 | ↓ Saudi Investment Bank | Banking | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 36 | 33 | ↓ Nadec | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 37 | 36 | ↓ Bahri | Logistics | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 38 | - | New Afia | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 39 | 37 | ↓ Dar Al Arkan | Real Estate | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 40 | 41 | ↑ Mouwasat | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 41 | 38 | ↓ Seera Group | Leisure & Tourism | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 42 | 42 | ← Al Ousra | Food | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 43 | - | New Dallah Health | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 44 | 45 | ↑ ACWA Power | Utilities | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 45 | 48 | ↑ Al Dawaa | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 46 | 35 | ↓ Danube | Retail | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 47 | 50 | ↑ Jahez | Logistics | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 48 | 39 | ↓ Saudi Kayan | Chemicals | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 49 | 43 | ↓ Zamil Industrial | Engineering & Construction | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |
| 50 | 47 | ↓ Saudi German Health | Healthcare | 🔒 | 🔒 | 🔒 | 🔒 | 🔒 |

Brand Spotlights.





stc

Rank

2 ←

Brand Value

US\$12.3 bn
+16.7%

Rank

1 ←

Brand Strength

87.0
+1.3

Interview with Eng. Mohammed Abaalkheil.



**Eng. Mohammad
Abalkhail,**
Vice President,
Corporate Relations,
stc

How significant is the stc Group strategy and what impact has it had on business processes within the ICT sector?

We launched our "DARE" strategy – which stands for digitize stc, accelerate performance, reinvent experience, and expand scale and scope - in 2017, followed by a refresh in 2020. The implementing of this strategy delivered immediate results, for instance, we doubled our brand value alongside accomplishing several other milestones, such as developing our organizational structure, governance, operations, and overall corporate culture, thereby propelling the growth of our business. The ambitious nature of our strategy mirrors our support of the wider ICT sector as well as our strength as a driver of regional digital transformation.

We are confident that we will achieve our strategic goals with the support of our employees and subsidiaries, as well as the Board of Directors. We will continue to unlock opportunities for our employees, consumers, businesses, and wider communities, using inclusive, innovative solutions and services to enable the easy adoption of a digital way of life.

What are the outcomes of your strategy, and how did the group obtain the highest evaluation?

Without a doubt, our "DARE" strategy is already creating significant positive impact on the business and the group's operating model. As evidence of the strategy's success, stc Group was ranked as the fastest-growing brand in the Middle East consecutively over the past five years in the Brand Finance Global 500 ranking, whilst increasing brand value by 16.7% to reach US\$12.3 billion. This achievement is a testament to our focus on providing exceptional customer experience as well as our leading role in the market.

Furthermore, to strengthen the group's position and expand in global markets, TAWAL, one of the group's companies, fully acquired the Pakistani tower company "Awal Telecom". In addition, "solutions by stc" acquired 89.49% of GIZA Systems Company at a value of \$158 million. The group also received a non-binding offer from the Public Investment Fund (PIF) to buy 51% of Telecom Towers Company (TAWAL), which is completely owned by stc, with a total value of SAR 21.94 billion. Through these transactions, we are constantly maintaining stakes in value-added strategic assets and benefiting from the return on these assets in growth, expansion, optimizing capital, enhancing our ability to invest in new areas and maximize the return on equity in a sustainable manner.

How do you see the future of stc Group in the short and long term?

It is crucial for us to keep pace with the sector's rapid growth. To that end, we are continuously developing technologies by introducing new digital solutions, local content, and supporting entrepreneurs; all in the interest of consumers and businesses. We are amping up our efforts to provide advanced solutions to support the digital transformation of Saudi Arabia and the wider region, while contributing towards the achievement of the Kingdom's Vision 2030.

Furthermore, we intend to capitalize on the region's strategic location at the crossroads of east and west through our international growth strategy. All in all, we look forward to progressing upon our journey and connecting the world through technology.



Rank

7 ←

Brand Value

US\$1.8 bn
+17.6%

Rank

9 ←

Brand Strength

76.5
+1.0

Interview with Nora Al Shiha.



Nora Al Shiha,
SVP, Corporate Brand
& Communications,
Mobily

Mobily has grown its brand value by 18% in 2023 retaining its position as the 7th most valuable brand in KSA. Furthermore, Mobily is the fastest-growing telecoms brand in the Middle East for 2023. What have been Mobily's key drivers behind its success?

The greatest asset we have is our people, and their ability to execute on our GAIN strategy. Their ability to drive Mobily to grow core revenues, accelerate digitisation across all areas, with efficient and optimised implementation, and by nurturing a positive experience for all stakeholders. This not only allows Mobily to respond to the needs of the market, but actually be ahead of what the market needs.

Taking a page from Vision 2030, our beloved Kingdom's national transformation blueprint, we build everything with a vision for success and what it takes to scale. That means everything has to be partnership ready, interconnected and integrated, and have a seamless low-friction customer experience. That approach has allowed us to partner easily with industry leaders like VISA and MoneyGram for our Mobily Pay fintech, with Cisco to build the region's largest Internet of Things (IoT) platform, and Equinix on data center co-location. We took that a step further by joining the Africa-1 cable system, interconnected Asia, Africa and Europe. Combined together, Mobily is maintaining growth momentum for its brand, and delivering on the current and anticipated needs of all its customer segments.

Recent years have seen many telco brands expand into categories outside their traditional product offerings. Does Mobily have any exciting plans in the pipeline?

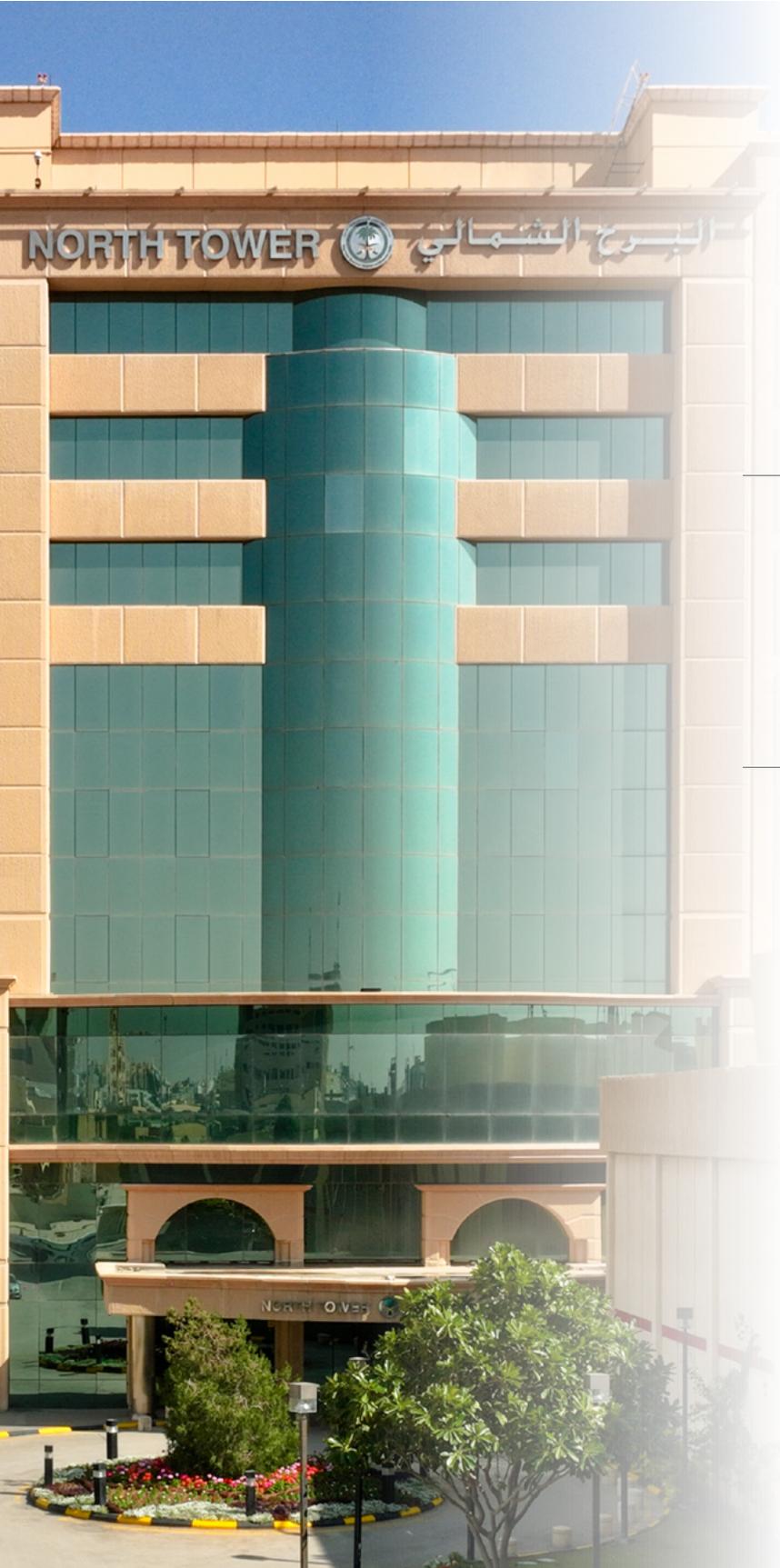
Our partnership-ready approach has served us well in expanding beyond conventional telco business areas. We are expanding into gaming with Mobily Gamers. With Mobily Pay, we already have a fintech, and will continue to add new features and announce them in time. During LEAP 23, we signed over 25 partnerships for cooperation across public sector digitisation, gaming and fintech to maintain and accelerate growth momentum in these areas. But away from that, we are applying a sustainability lens to everything we do with the understanding we need to build up capacity internally, while also acknowledging our responsibility towards increasing awareness in this vital area.

We are piloting a solar and wind turbine powered mobile tower, learning more about renewable energy and how it can be applied in a scalable manner to our operations. To raise awareness for renewables as a key component for sustainability, we partnered with the Diriyah E-Prix in cooperation with Formula E and renewed our sponsorship for 2023 for a second year in a row.

What would you say are Mobily's greatest strengths in ensuring future brand success?

The future is not something that just happens, it is what you make it. Our greatest asset in shaping our future is our people. Their ambition and drive is what keeps us relevant and competitive, and allows us to drive our GAIN strategy — to grow our core revenues, accelerate digitisation across all areas, with efficient and optimised implementation, and by nurturing a positive experience for all stakeholders.

That means continuous enhancement and expansion across all of our product portfolio, whether that be in connectivity, security services, IoT and other digitalisation services and solutions. Similarly, we will continue to expand the capacity of our existing data centres, and cloud services to deliver robust and optimised service.



مستشفى الملك فيصل التخصصي ومركز الأبحاث
King Faisal Specialist Hospital & Research Centre

| Rank | Brand Value |
|---------------|------------------------|
| 11 New | US\$1.1 bn - |

| Rank | Brand Strength |
|---------------|------------------|
| 17 New | 72.7 - |

Interview with **Muhannad A. Kadi.**



Muhannad A. Kadi,
Chief Corporate
Communications
& Marketing Officer,
KFSH&RC

King Faisal Specialist Hospital & Research Centre enters the ranking for the first time as the most valuable healthcare brand in the Middle East; how important is brand & reputation to the organisation and its stakeholders?

Brand is critical in promoting KFSH&RC's existing capabilities and leading-edge expertise to stakeholders locally, regionally and globally. At KFSH&RC, we are focused on enhancing worldwide awareness about our centres of excellence, academic prowess, research credentials, and the medical breakthroughs achieved continuously.

As an upcoming global brand, we aim to make KFSH&RC a source for thought leadership in academic medical centres. And, owing to the longstanding legacy and heritage of the brand locally and regionally, we are confident of achieving our global aspirations bolstered by our talent and determination towards achieving the best healthcare possibilities for all.

What opportunities and responsibilities arise from being a national and regional leader in healthcare?

National and regional leadership comes with the challenge of effectively sustaining it in the future, among several other responsibilities. First and foremost is the responsibility of ensuring optimal customer and staff experience.

We strive daily to deliver seamless service to scale new heights of employee happiness, patient satisfaction and healthcare outcomes by adopting best practices and, more importantly, keeping a close watch on our stakeholders' evolving needs.

The second responsibility concerns our environmental and societal role and impact. We ensure to give back to society through awareness drives regarding the most prevalent healthcare and wellness issues and by participating in ongoing CSR initiatives year-round.

Last but not least is the responsibility to continually raise the bar for the industry in the country we operate. We do this by creating hope every day, delivering innovations in day-to-day operations and staying at the forefront of technological advancements in healthcare.





What are the key areas of focus for brand and business growth in the years up to Saudi Arabia's Vision 2030 goal, and how do you think the brand can help support this journey?

As we commit to one of the most significant chapters in our history, our mandate parallels Saudi Arabia's Health Sector Transformation Programme as part of the Kingdom's Vision 2030.

KFSH&RC's mission is to provide the ultimate healthcare nationally, regionally and globally, with patient welfare at our core, the most talented professionals at our side and the future of medicine in our hands. In alignment with Saudi Vision 2030 and the city of Riyadh's ambition to be among the top 10 economic cities in the world, KFSH&RC aspires to house leading clinicians, educators, and researchers and partner with some of the prime institutions to become one of the top, and comprehensive, healthcare providers worldwide.

Our transformation to officially become a Non-Profit Foundation is part of a broader journey to reinforce our position as a leading centre for healthcare delivery and innovation and a key driver of modernising and bolstering the Kingdom's healthcare sector. Therefore, our transformation is about much more than efficiency and statistics – at its heart, it promises to provide the best possible care to our patients and support our employees. We seek to provide a source of collective pride to all our people and deliver on our promises to all our stakeholders. And this commitment to providing better care and transforming lives has yielded tangible results. But this is just the beginning of an exciting new journey, and much work is left to do.

In this light, the brand can help by responding to every challenge to drive continuous improvement and innovation. And looking ahead, the brand has to ensure that stakeholders know we are delivering better care to more patients, more efficiently and at a lower cost than before.

Saudia.



Rank

18 ↑

Brand Value

US\$0.7 bn
+13.8%

Rank

46 ↓

Brand Strength

59.0
+1.4

Interview with Khaled Tash.



Khaled Tash,
Chief Marketing Officer,
SAUDIA

SAUDIA Airlines continues its impressive growth trend as it is faster than the regional average for airlines. As the sector continues its recovery what are the key areas where the SAUDIA brand has really improved on and what are the key goals for the next 12 months?

The aviation sector is indeed recovering from the Covid-19 pandemic, and we're already seeing that SAUDIA's efforts to focus on, and boost the Kingdom's air connectivity on both logistical and commercial levels are paying, as we restored most of our operations compared to 2019.

We are very ambitious as our objective is to enable the National Tourism Strategy, which is part of Vision 2030. We can do so by becoming a global transit hub, extending the country's connectivity to 250+ destinations, and ranking 5th globally in terms of air transit traffic. Saudi Arabia plans to increase the number of tourism visits to 100 million a year by 2030 and the number of religious visitors to 30 million by 2030 as well. SAUDIA is playing a key role to achieve these targets, having already announced plans to expand both the number of routes it serves, and the size of its fleet.

I am proud to say that we are on track with our growth objectives as SAUDIA is the second fastest growing airline brand in the region. It was valued at USD 651 million in 2023 with an increase of 14 % compared to 2022. Our airline now ranks as the 18th most valuable brand in Brand Finance's Top 50 Saudi Arabia 2023. It has also been placed in 48th position in the Middle East 150 rankings 2023.

Our brand is very strong domestically, and we want to keep growing our brand in our other key markets such as France the UK and India. It is important to note that the majority of our revenues come from international markets; therefore, growth internationally is crucial in order for SAUDIA to meet its tourism objectives.

SAUDIA's growth story is intricately linked to the Saudi economic transformation, growth story and Nation brand. What are the key attributes of the SAUDIA brand that you think will really help to differentiate you versus your regional peers while continuing to contribute to Saudi Soft power perceptions and Nation brand building?

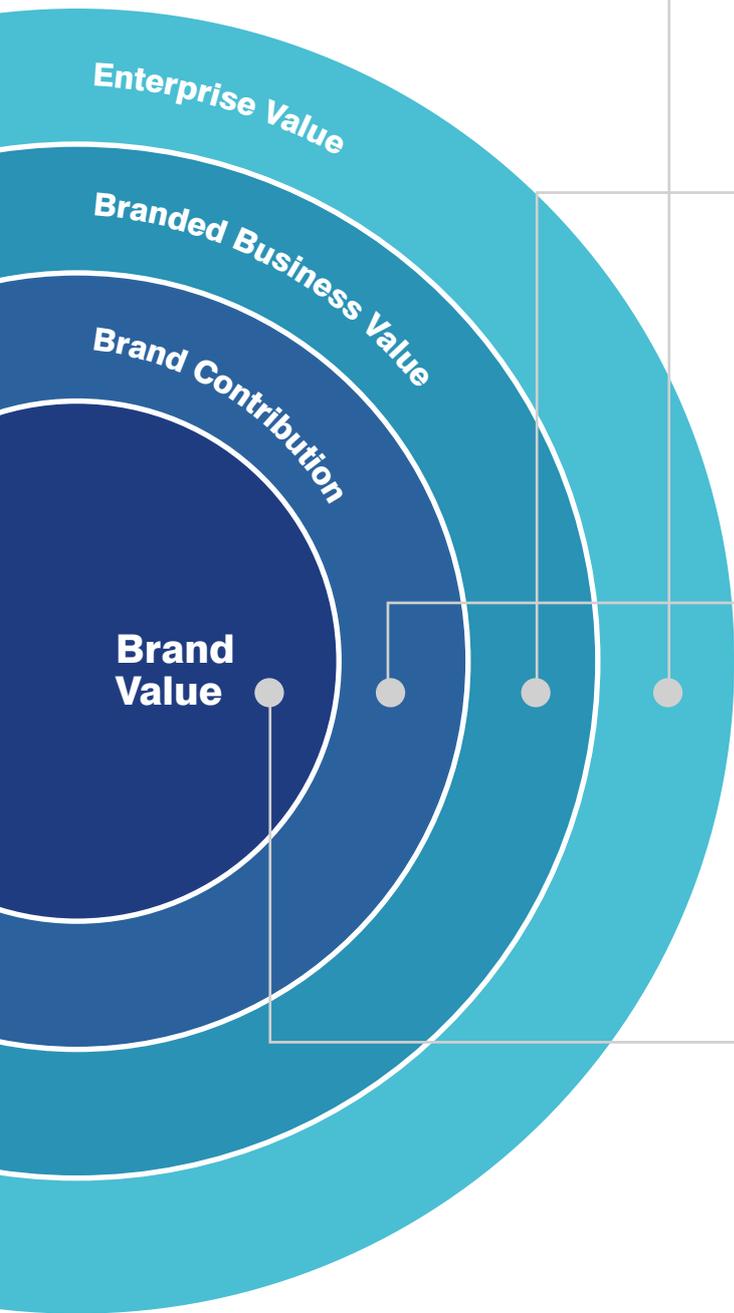
Since its establishment in 1945, SAUDIA has been an integral part of the Saudi economic landscape. To this day, it serves as a major contributor to the country's GDP, while providing employment opportunities to more than 18,000 Saudis and facilitating international business investments. SAUDIA is also responsible for bringing in tourism from all around the world as it operates flights to more than one hundred destinations, and more to come. SAUDIA has also invested heavily in new and existing airports throughout the Kingdom, directly boosting infrastructure investments.

Moreover, our commitment to implementing an effective process geared towards passenger safety and comfort has earned the airline praise from both governments and customers worldwide. This reinforces the airline's reputation as a reliable travel option for millions of holidaymakers and pilgrims each year. The Middle Eastern aviation industry is renowned for its market-leading airlines, and SAUDIA is no exception. One of the oldest and most experienced airlines in the region, it has a rich history and has continued to innovate in line with its peers over the years. Compared to other GCC airlines, SAUDIA boasts a unique combination of loyalty programs, low-cost options, diverse fleet selection and sophisticated in-flight services that make it an attractive choice for travelers within the region. I can very confidently say that our airline offers customers great value for their money – both in terms of price and service – making it one of the most competitive operators in the highly competitive GCC market.



Methodology.

Definitions.



Brand Value



+ Enterprise Value

The value of the entire enterprise, made up of multiple branded businesses.

Where a company has a purely mono-branded architecture, the 'enterprise value' is the same as 'branded business value'.



[7 Days]

+ Branded Business Value

The value of a single branded business operating under the subject brand.

A brand should be viewed in the context of the business in which it operates. Brand Finance always conducts a branded business valuation as part of any brand valuation. We evaluate the full brand value chain in order to understand the links between marketing investment, brand-tracking data, and stakeholder behaviour.



[7 Days]

+ Brand Contribution

The overall uplift in shareholder value that the business derives from owning the brand rather than operating a generic brand.

The brand values contained in our league tables are those of the potentially transferable brand assets only, making 'brand contribution' a wider concept. An assessment of overall 'brand contribution' to a business provides additional insights to help optimise performance.



[7 Days]

+ Brand Value

The value of the trade mark and associated marketing IP within the branded business.

Brand Finance helped to craft the internationally recognised standard on Brand Valuation – ISO 10668. It defines brand 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 Valuation Methodology.

Definition of Brand

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

Brand Value

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

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

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

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

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

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

Disclaimer

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



Brand Strength.

Brand Strength

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

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



1 Attribute Selection and Weighting

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

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

Data Collection

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

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

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



Benchmarking and Final Scoring

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

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

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



Global Brand Equity Monitor.

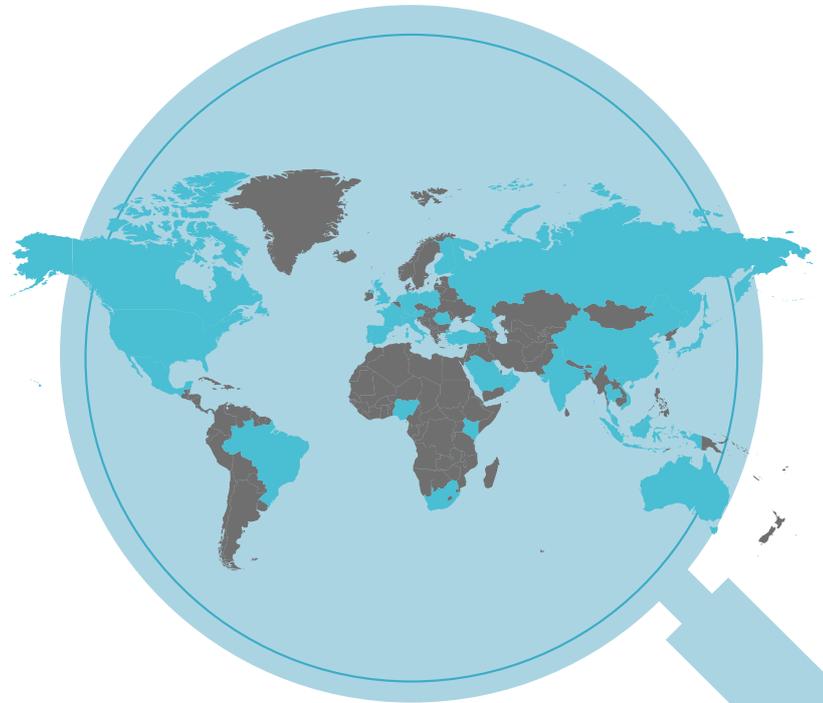
Original market research in 38 countries and across 31 sectors with over 150,000 consumers rating over 5,000 brands.

Tier 1

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

Tier 2

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



Brand KPIs and Diagnostics

1. Brand Funnel



Awareness

Have heard of your brand

Familiarity

Know something about your brand

Consideration

Would consider buying/using your brand

2. Brand Usage

3. Quality

4. Reputation

5. Loyalty

6. Closeness

7. Recommendation (NPS)

8. Word of Mouth

9. Brand Imagery

10. Advertising Awareness

11. Brand Momentum

Highlights from the Global Brand Equity Monitor.

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

What makes a brand great?

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

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

Does brand purpose deliver?

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

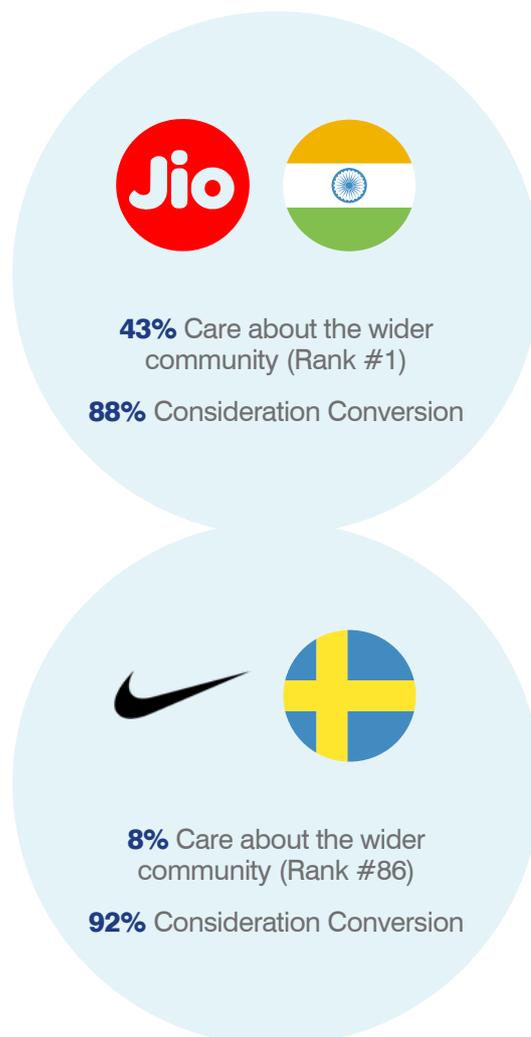
Who's the coolest cat?

In categories like apparel, tech and automotive, sustainability can make you cool, but it's not the only way. **Porsche** wins relatively few plaudits for sustainability, but its übercoolness is very apparent. Similarly in the apparel category (especially footwear), the correlation between coolness and sustainability is not especially high.

Selected Rankings for Amazon – All Non-Luxury Brands

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

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

Get your brand talked-about

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

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



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

© Brand Finance Plc 2023

| | 1 st | 2 nd | 3 rd |
|--|-----------------|-----------------|------------------|
| | PORSCHE | Jeep | |
| | | | |
| | CONVERSE | | PORSCHE |
| | | PORSCHE | UNDER ARMOUR |

Our Services.



Consulting Services.

Make branding decisions using hard data

Brand Research

What gets measured

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

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



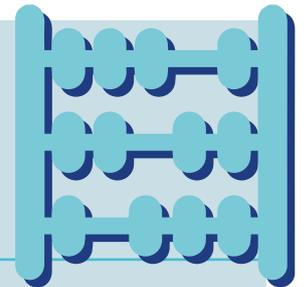
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

Brand Valuation

Make your brand's business case

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

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



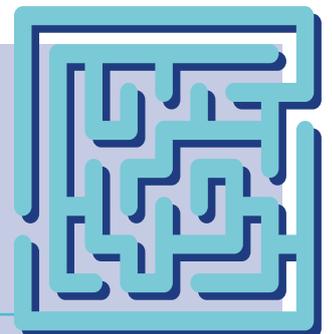
- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?

Brand Strategy

Make branding decisions with your eyes wide open

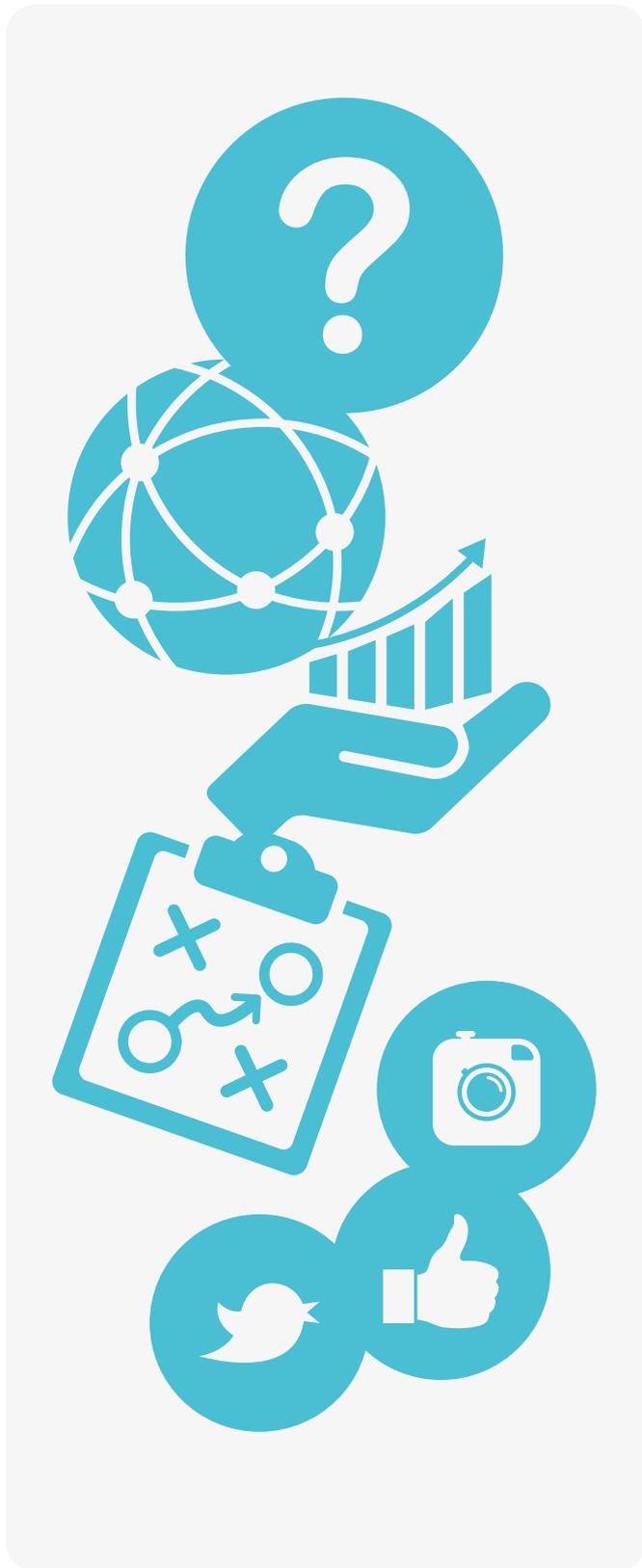
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

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



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

Brand Evaluation Services.



How are brands perceived in my category?

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

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

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

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

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

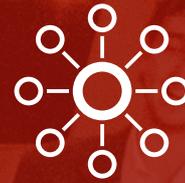
How can I improve return on marketing investment?

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

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

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

Brand Dialogue®



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

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

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



Research, Strategy & Measurement

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



Public Relations & Communications

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



Marketing & Events

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



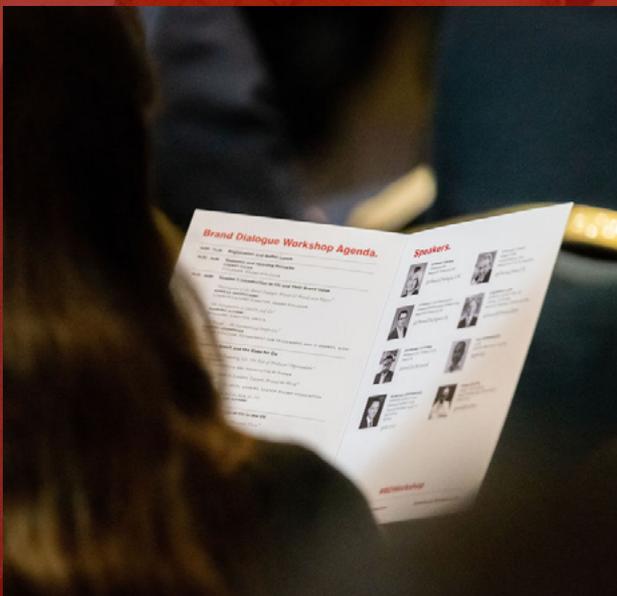
Content Creation

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



Strategic Communications

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



Brand Finance Network.

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

| Market | Contact | Email |
|-----------------------------|---------------------|--------------------------------|
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