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Finally, branding is catching up on the oil, gas, minerals, and aggregate sectors - not out of choice but for competitiveness, growth, and creating new verticals

Jayanta Bhattacharya

Former Professor, Department of Mining Engineering and Former Founding Professor, The School of Environmental Science and Engineering, Indian Institute of Technology, Kharagpur—721302, West Bengal, India; jayantaism@gmail.com



Branding has become a powerful lever for traditional extractive industries, such as oil, gas, mining, and metals, to enter and legitimize new business verticals. A strong brand not only signals intent and credibility but also enables companies to access new customer segments, attract investors, and shift public perception.

A prime example is BP, which undertook a major rebranding in the early 2000s by adopting the tagline "Beyond Petroleum." While initially criticized as greenwashing, the campaign laid the foundation for BP's future diversification, such as BP Pulse, a distinct sub-brand focused on EV charging infrastructure. This allowed BP to enter the clean mobility space while retaining its corporate legacy.



Figure. BP pulse.

Similarly, Shell created new verticals like Shell Recharge (for EV charging) and Shell Energy (retail electricity), using sub-brands to expand into the consumer energy and renewables market. These moves leveraged Shell's legacy reputation while visually and narratively signalling a forward-looking transformation.

In the mining sector, Rio Tinto launched START Responsible Aluminium, a branded blockchain-based

traceability platform that acts like a "nutrition label" for aluminium. This initiative targets manufacturers who need transparent sourcing for ESG compliance—especially in sectors like automotive and packaging. By

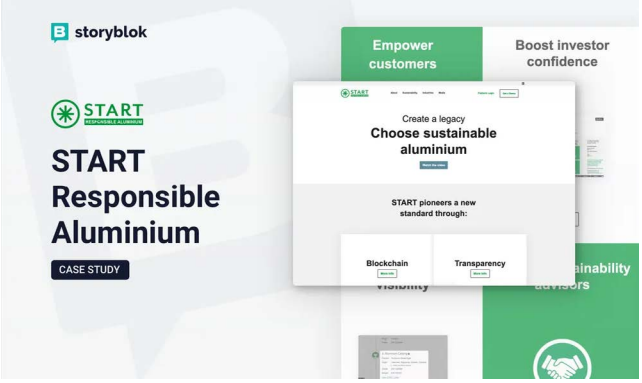


Figure. Rio Tinto launched START Responsible Aluminium.

branding a digital product around its raw material, Rio Tinto positioned itself not only as a miner, but also as a premium ESG-compliant materials supplier.

BHP followed a similar path, introducing campaigns like "Think Big" to rebrand itself as a purpose-driven employer and innovation leader. It also spun off its potash business with a fresh narrative around future-facing agriculture and food security, appealing to new investors.

Another standout is Vale, which restructured its metals business into a new unit called Vale Base Metals to unlock shareholder value and attract capital for its growing role in EV and battery supply chains. This deliberate branding segmentation helped it shift from being seen as a legacy iron ore company to a key player in clean-tech metals.



Figure. Anglo American utilising latest digital twin technology at Quellaveco.

Similarly, Umicore in Belgium transformed its identity from a traditional refiner into a global leader in battery recycling and sustainable materials, branding itself around "materials for a better life." This repositioning helped it enter high-growth markets like EV battery recycling, where consumer-facing sustainability narratives matter.

Lastly, Anglo American used branding to position itself as a tech innovator through its "Digital Mine" initiative and high-profile projects like the Quellaveco Smart Mine in Peru. By branding its operational transformation efforts, it attracted global attention, improved its investment narrative, and opened doors to future licensing or tech partnerships.

These examples show how branding—when tied to new verticals—can do much more than improve image. It becomes a vehicle for market access, differentiation, and strategic growth, particularly when extractive companies are transitioning toward sustainability, innovation, or downstream integration.

Role of Branding

Branding enhancement also brings in new stock and real investors. Branding enhancement plays a critical role in attracting new stock market investors and long-term capital, especially as oil, gas, ore, mineral, and metal companies diversify or shift toward sustainability and innovation. In sectors traditionally viewed as "dirty" or purely commodity-driven, a refreshed brand acts as a signal of transformation, vision, and investability.

For example, Vale's creation of Vale Base Metals wasn't just an internal reorganization — it was a strategic branding move to appeal to climate-conscious institutional investors and unlock the value of its critical minerals portfolio (nickel, copper, cobalt). By clearly branding the division around the energy transition and ESG principles, Vale attracted investment interest from sovereign funds and green-transition asset managers who might have avoided its iron ore or coal operations.

Similarly, Umicore's transformation from a traditional smelting company into a clean-tech brand (focused on EV battery materials and recycling) elevated it in the eyes of ESG and impact investors. By aligning its brand with the circular economy and high-tech supply chains, Umicore accessed premium valuations and long-term capital — becoming a darling of European sustainability funds.

Rio Tinto's START Responsible Aluminium branding not only gave its product a marketing edge but also helped

it differentiate in the eyes of automotive and electronics investors who prioritize supply chain transparency. This sort of branded initiative can lead to inclusion in ESG indexes or new sustainability-themed ETFs, which draw in more passive capital.

In oil and gas, BP and Shell, through their branding of green initiatives (like BP Pulse or Shell Energy), have managed to attract diversified investors interested in transitional energy portfolios. Even if their core fossil businesses continue, these branded verticals offer a narrative of future readiness — which is crucial for fund managers balancing ESG mandates with returns.

Furthermore, institutional investors increasingly look at branding as part of a company's intangible value — signalling innovation, employee alignment, regulatory foresight, and reputational risk management. When a mining or energy company enhances its brand to reflect sustainability, tech leadership, or societal contribution, it broadens its appeal beyond traditional commodity investors to include pension funds, ESG ETFs, sovereign wealth funds, and family offices.

In short, branding isn't just about storytelling — it's a financial strategy. It influences valuation multiples, improves perceived long-term viability, and helps extractive companies compete for capital in a world moving toward sustainability, transparency, and stakeholder capitalism.