

The logo for the Reputation Institute, featuring the letters 'Ri' in a bold, white, sans-serif font. The letter 'i' has a blue dot above it. The logo is set against a red background that has a wavy bottom edge.

Ri

20  YEARS



2017 US RepTrak[®] 100

The Most Reputable Companies in the US

March, 2017

Today's Agenda



- About Reputation Institute
- Dimensions and Drivers
- Industry Reputation
- US Top 10 Companies
- 2017 US RepTrak® 100
- Winners and Losers
- Q & A



Reputation Institute

About Reputation Institute

About Reputation Institute

The World's Leading Research and Advisory Firm for Reputation

Founded in 1997 by Dr. Charles Fombrun and Dr. Cees van Riel, we help organizations answer the following questions:

- What is my reputation?
- How does it compare?
- How can I improve it?

RepTrak® Framework

On an annual basis, we measure the reputations of thousands of the world's most prestigious companies using our RepTrak® framework – the world's largest and highest quality normative reputation database.

Continuous Reputation Measurement & Guidance

We provide continuous reputation measurement, benchmarking and consulting services to hundreds of the best-known companies globally to help them protect their reputations, analyze risks and drive competitive advantage.

Reputation Management Best Practices

Through our Reputation Leaders Network, we bring executives from 150+ global member companies together to advance the practice of reputation management collectively and for their organizations.



US RepTrak® 100



- Reputation Institute conducts the US RepTrak® 100 annually to measure the corporate reputation of the most highly regarded companies in the US
- It is the largest reputation database among the US General Public, with a total of **97,149 ratings** collected in Q1 2017
 - Around 800 companies were measured as part of this study
 - Firms included in the RepTrak® 100 must meet the familiarity threshold of 40%
- Respondents are qualified to participate at 2 tiers:
 - **Familiarity:** Respondent must be “somewhat” or “very” familiar
 - **RepTrak® Pulse:** 75% completion of pulse rating to be included
- Study components include:
 - RepTrak® Pulse
 - Dimensions of reputation
 - Reputation attributes
 - Supportive behaviors
 - Brand expressiveness
 - Persona characteristics
 - Demographic cuts

Multi-dimensional measure of reputation



Why Measure Reputation?

The success of your company depends on getting people to support you.

Reputation is an emotional bond that ensures:



- Customer and/or consumers **buy** your products
- The general public **recommends** your company
- Policy makers and regulators give you **license to operate**
- The financial community **invests** in you
- The media **reports favorably** on your company
- Employees **deliver** on your corporate strategy

The RepTrak® Model

RepTrak® measures a company's ability to deliver on stakeholder expectations across the 7 key rational dimensions of reputation

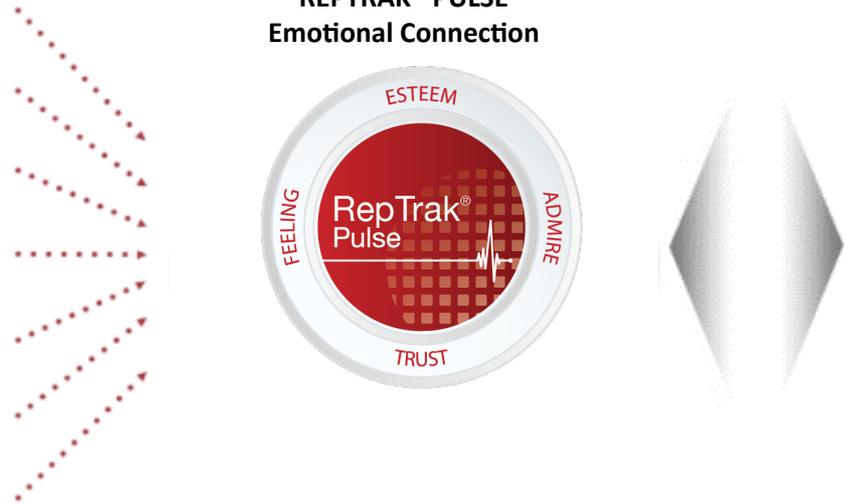
REPTRAK® DIMENSIONS Cognitive Considerations

- PRODUCTS & SERVICES
- INNOVATION
- WORKPLACE
- GOVERNANCE
- CITIZENSHIP
- LEADERSHIP
- PERFORMANCE

THINK

RepTrak® Pulse gauges the emotional bond stakeholders have with your company – it provides a measure of the overall reputation of your company

REPTRAK® PULSE Emotional Connection



FEEL

A company that has a strong reputation and delivers on expectations — will earn support from its stakeholders

SUPPORTIVE BEHAVIORS Reputation Outcomes

- PURCHASE
- RECOMMEND
- CRISIS PROOF
- VERBAL SUPPORT
- INVEST
- WORK

ACT

How Corporate Reputation links to Stakeholder Support

Companies with an excellent reputation garner significantly more support – although interestingly, the level of support for workplace among companies with an excellent reputation decreased vs. 2016.

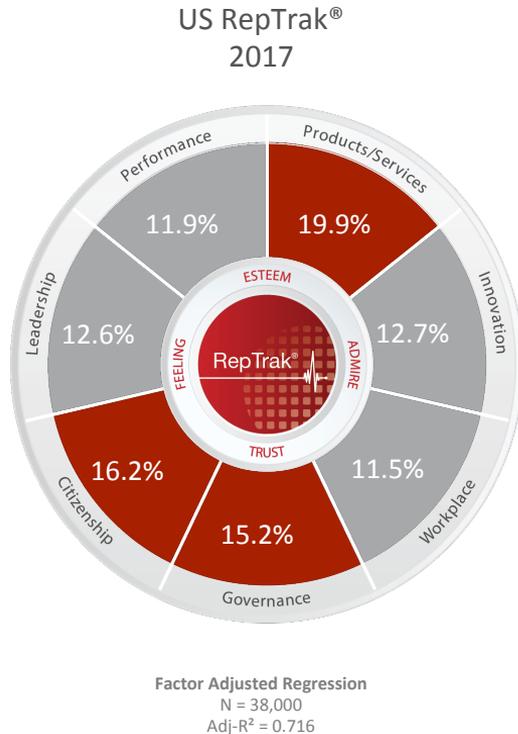




Reputation Institute

Dimensions and Drivers

Key Dimensions: Products and Services, Citizenship, and Governance



1

- **Product/Services:** Offers high quality products and services – it offers excellent products and reliable services

- **Innovation:** Is an innovative company -- it makes or sells innovative products or innovates in the way it does business

- **Workplace:** Is an appealing place to work -- it treats its employees well

3

- **Governance:** Is a responsibly-run company -- it behaves ethically and is open & transparent in its business dealings

2

- **Citizenship:** Is a good corporate citizen -- it supports good causes & protects the environment

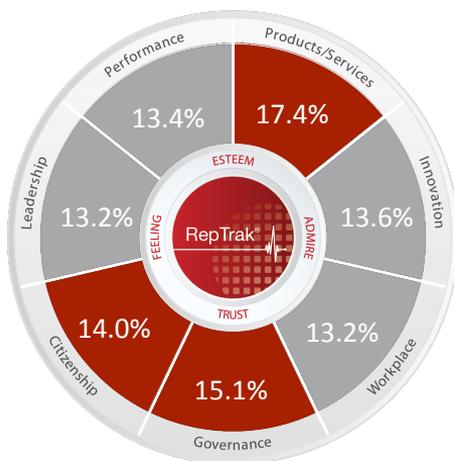
- **Leadership:** Is a company with strong leadership -- it has visible leaders & is managed effectively

- **Performance:** Is a high-performance company -- it delivers good financial results

Products and Services, Governance, and Citizenship grew in importance

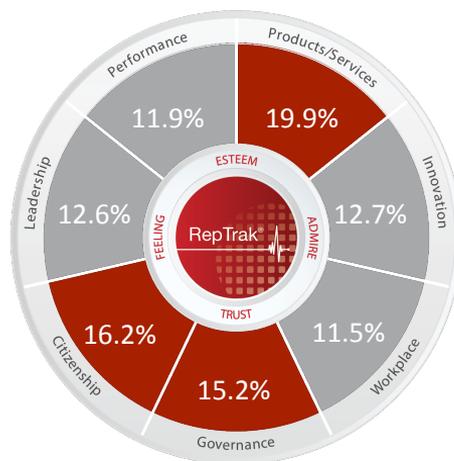


US RepTrak®
2016



Factor Adjusted Regression
N = 40,471
Adj-R² = 0.701

US RepTrak®
2017

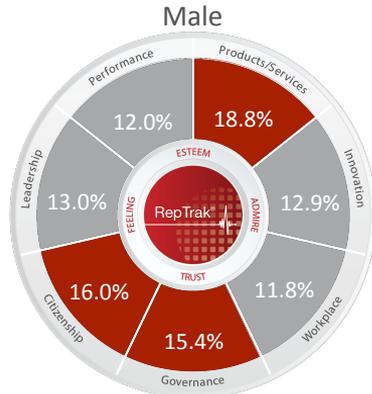


Factor Adjusted Regression
N = 38,000
Adj-R² = 0.716

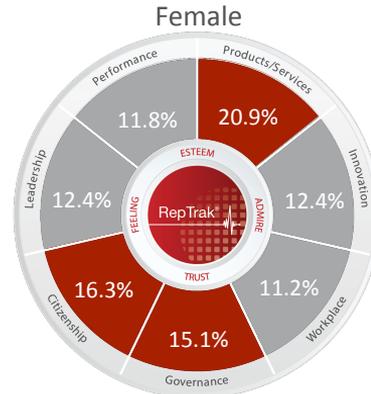
Dimension Weights

- All three of the top drivers increased in importance by over 1 percentage point.
- The top three drivers now account for a weight of importance of 51.3% -- this an overall increase of almost 5 percentage points vs. 2016.

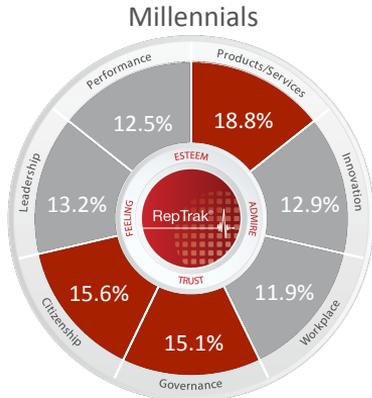
Dimension weights for different segments are consistent



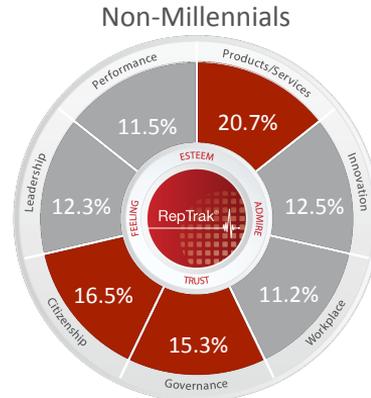
Factor Adjusted Regression
N = 17,992
Adj-R² = 0.731



Factor Adjusted Regression
N = 20,008
Adj-R² = 0.703



Factor Adjusted Regression
N = 14,594
Adj-R² = 0.716

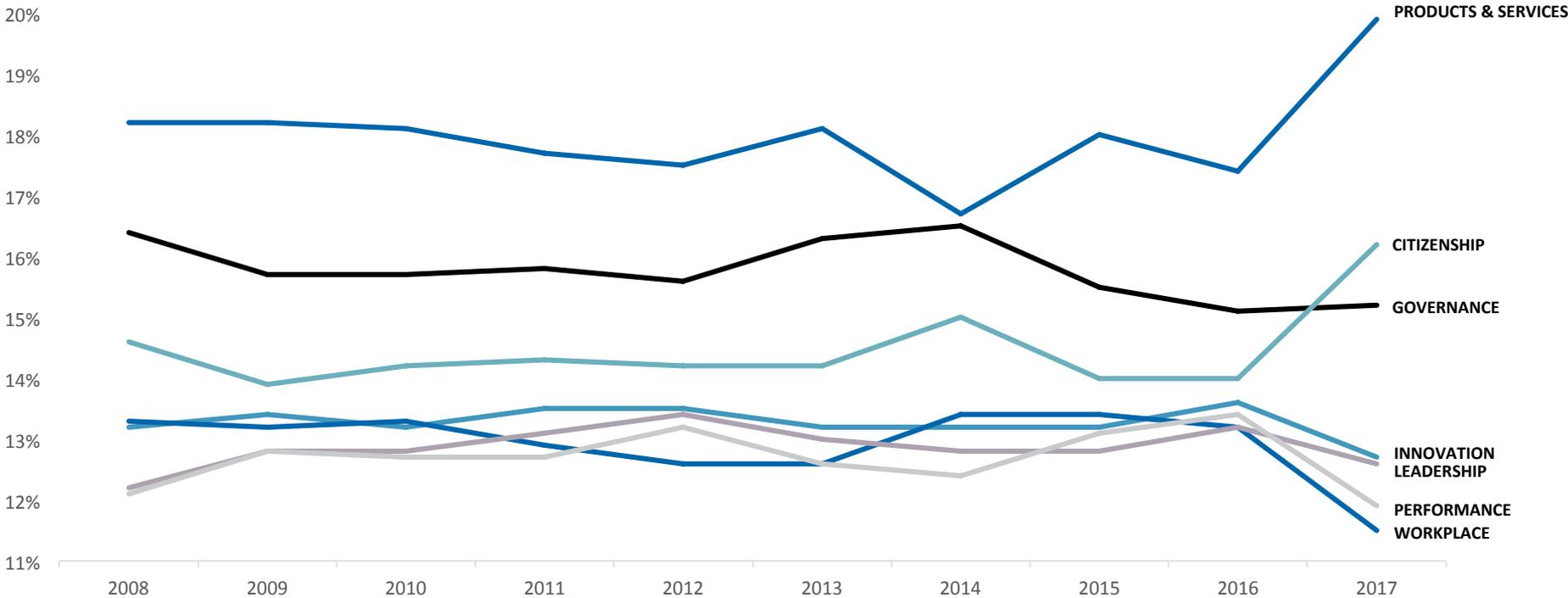


Factor Adjusted Regression
N = 23,406
Adj-R² = 0.716

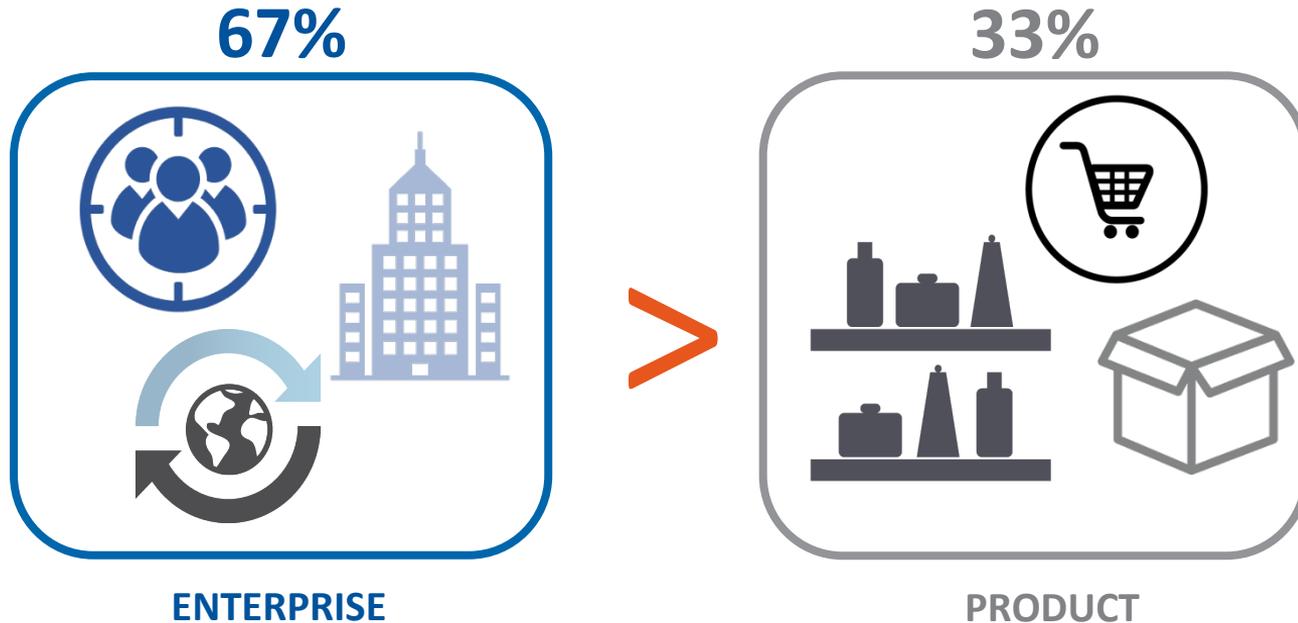
Dimension Weights

- The top three drivers are consistent among genders – and also for Millennials vs. Non-Millennials.
- The driver weights for each segment are aligned with the weights for the US overall.
- Products and Services, Governance, and Citizenship are universally important

Evolution of reputation dimensions: weight of importance divergence in 2017



The company behind the Products matters more than ever before



SUPPORTIVE BEHAVIORS

RECOMMEND COMPANY • SAY SOMETHING POSITIVE • GIVE THE BENEFIT OF DOUBT • TRUST TO DO THE RIGHT THING • BUY PRODUCTS • INVEST • WORK FOR COMPANY • WELCOME TO THE NEIGHBOURHOOD • RECOMMEND PRODUCTS • RECOMMEND AS AN INVESTMENT

Digging deeper: the ten most important reputation drivers

Product assurances, coupled with reassurance of good citizenship and good governance are key reputation enhancing opportunities.





Reputation Institute Industry Reputation

US RepTrak® 2017 ranking by industry: Consumer industry is top



Rank	Industry	Pulse Score
1	Consumer	76.46
2	Food & Beverage	75.51
3	Transport	74.34
4	Automotive	73.96
5	Airlines	73.34
6	Industrial	72.37
7	Retail	72.36
8	Technology	71.84
9	Information	71.80
10	Pharmaceuticals	71.64
11	Hospitality	71.58
12	Services	70.60
13	Financial	68.98
14	Healthcare	67.25
15	Telecommunication	65.34
16	Energy	59.69

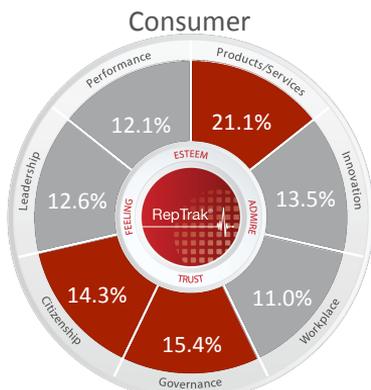


2017 Highlights

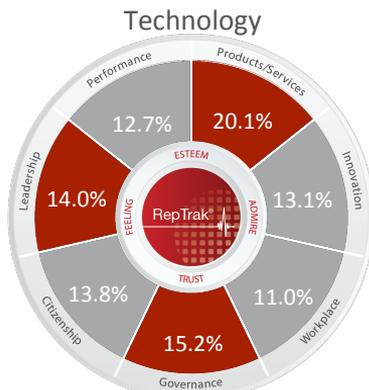
- Reputation Institute has expanded the types of industries measured in 2017.
- Most industries are at least somewhat strong, with consumer companies scoring higher due to relatability.
- The energy industry is weakest, and telecom, healthcare, and financial industry are average – its more challenging for companies in these industries to manage reputation.



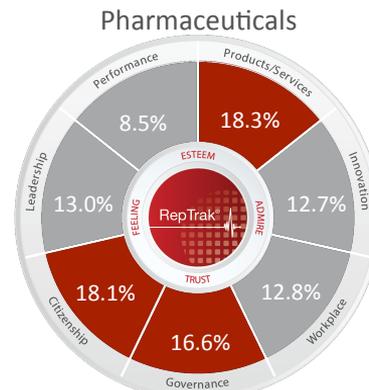
Importance of dimensions by industry: examples



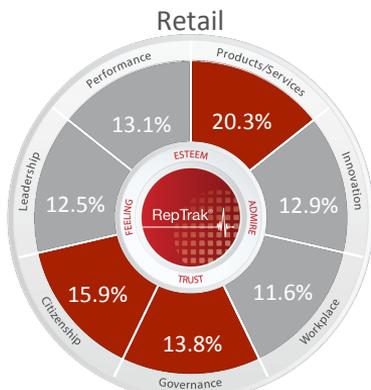
Factor Adjusted Regression
N = 6,000
Adj-R² = 0.656



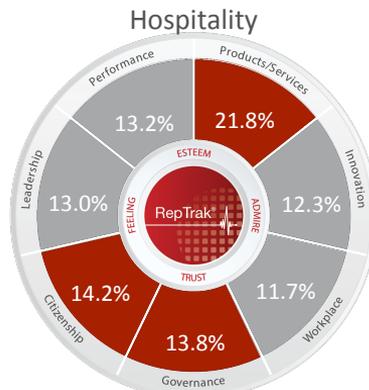
Factor Adjusted Regression
N = 3,100
Adj-R² = 0.700



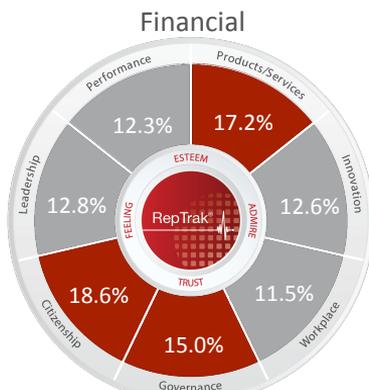
Factor Adjusted Regression
N = 600
Adj-R² = 0.779



Factor Adjusted Regression
N = 7,400
Adj-R² = 0.695



Factor Adjusted Regression
N = 4,800
Adj-R² = 0.705

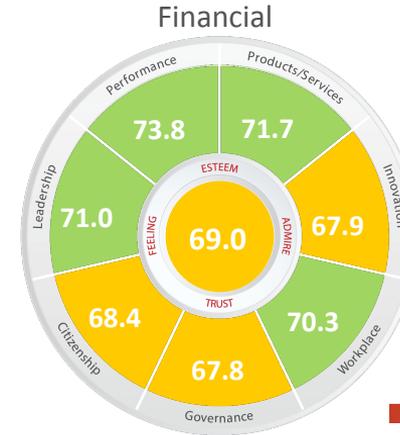
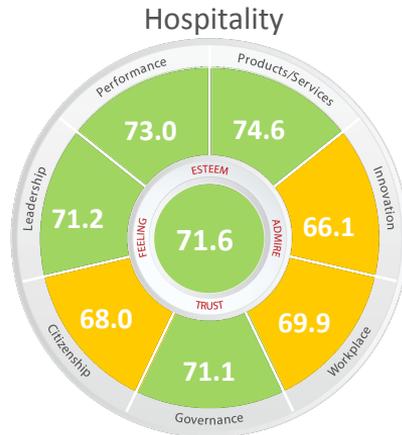
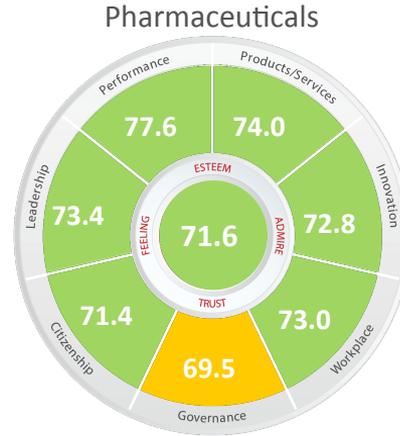
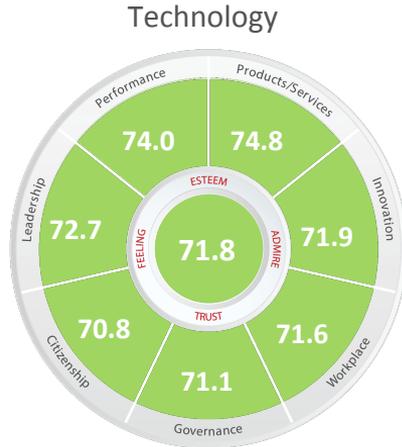
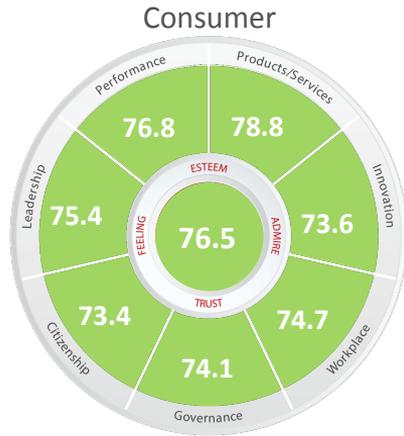


Factor Adjusted Regression
N = 4,900
Adj-R² = 0.761

2017 Highlights

- Products and Services and Governance are key across all industries
- Citizenship is important to all industries, but slightly less important in Technology
- Leadership is uniquely important to the Technology industry

How industry reputation is impacted by different dimensions: examples



2017 Highlights

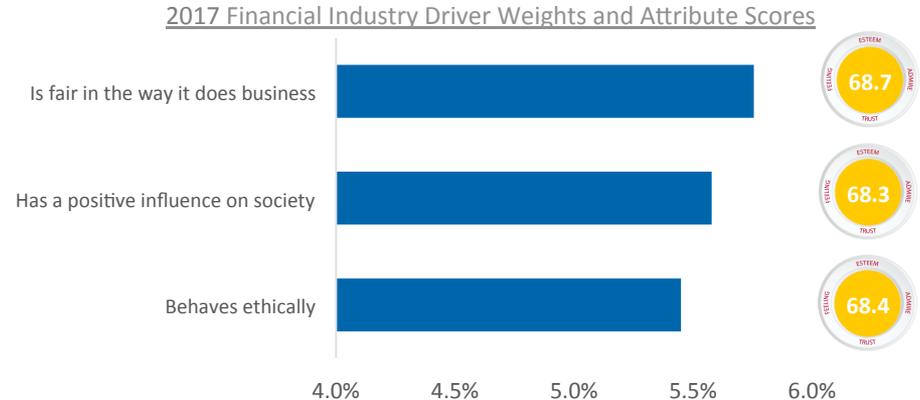
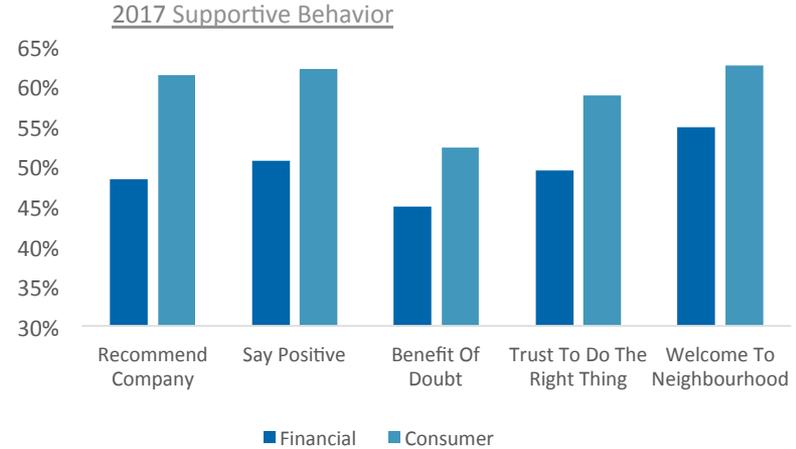
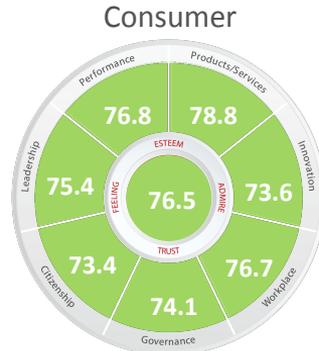
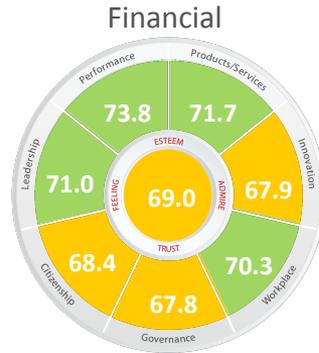
- Consumer and Technology industry is strong on all Dimensions
- Pharmaceuticals and Financial industry is average on Governance
- Retail, Financial, and Hospitality is impacted by lower scores on Innovation and Citizenship
- Hospitality is also average on Workplace



Lower repute for the Financial vs. Consumer industries yields less support

Financial vs. Consumer

- The General Public is more likely to support Consumer companies.
- The lower scores of the Financial Industry on the key dimensions of Citizenship and Governance detracts from support.
- Financial industry can increase reputation by improving Governance attributes – fairness, positive influence on society, and good ethics.

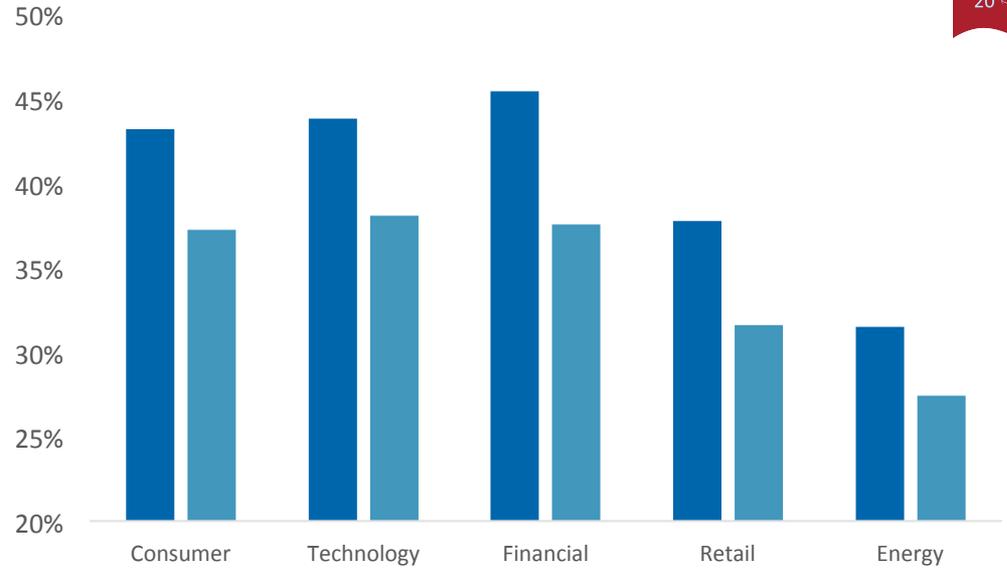


Industries that are open and transparent generate more support: examples

Open and Transparent

- Industries that have a higher reputation generally enjoy stronger associations with transparency-related actions.
- Higher levels of transparency increases likelihood of “saying something positive.”
- But transparency does not as readily yield higher reputation in the Financial Industry.

- Provides sufficient information about its activities
- Welcomes open discussion with outside audiences about its activities



% who would say something positive about Industry

62%

57%

51%

57%

40%

Attribute: Is open and transparent



Acute Governance challenges exist for Energy and Telecom Industries

2017 Governance Attributes and Scores

Telecommunications



Is fair in the way it does business

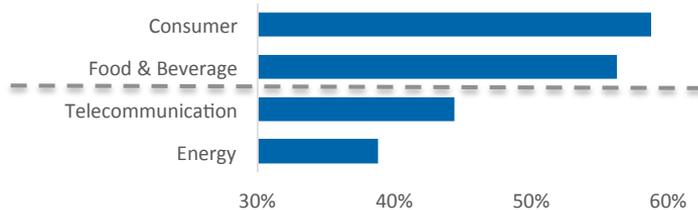
Behaves ethically

Is open and transparent

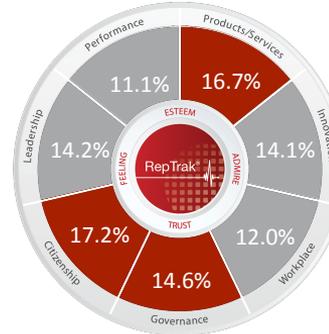
Energy



2017 Supportive Behavior: "Trust to Do the Right Thing"

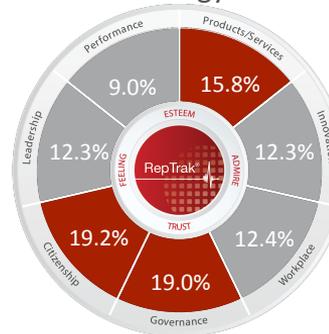


Telecommunications



Factor Adjusted Regression
N = 700
Adj-R² = 0.730

Energy



Factor Adjusted Regression
N = 1,100
Adj-R² = 0.780

Lowest-ranked Industries

- There are major governance issues for Energy and Telecom industries – it’s a highly important dimension.
- These lower-ranked industries are not perceived as meeting customer needs, or appearing genuine.
- Fewer than half of respondents trust Energy and Telecom Industries to do the right thing.



Reputation Institute
US Top 10 Companies

The Top 10 Companies: US RepTrak® 2017

Rank	Company	Pulse Score
1	 ROLEX	84.03
2	 amazon.com	83.71
3	 SONY	83.17
4	 LEGO	82.78
5	 Hallmark	82.45
6	 NETFLIX	82.23
7	 Kimberly-Clark	82.12
8	 HERSHEY THE HERSHEY COMPANY	81.76
9	 FRUIT OF THE LOOM	81.75
10	 BARNES & NOBLE	81.67



Highlights

- All of top 10 have an excellent reputation – Rolex emerges to displace Amazon as #1
- Seven of top 10 companies are US based – six are “nostalgic” and many are content inspired
- 8 out of the top 10 are consumer or retail
- Lego and Hershey bounce-back into the top 10
- Kimberly-Clark appears in the top 10 for the first time



Six key factors that define the Top 10 Companies



- 1
- 2
- 3
- 4
- 5
- 6

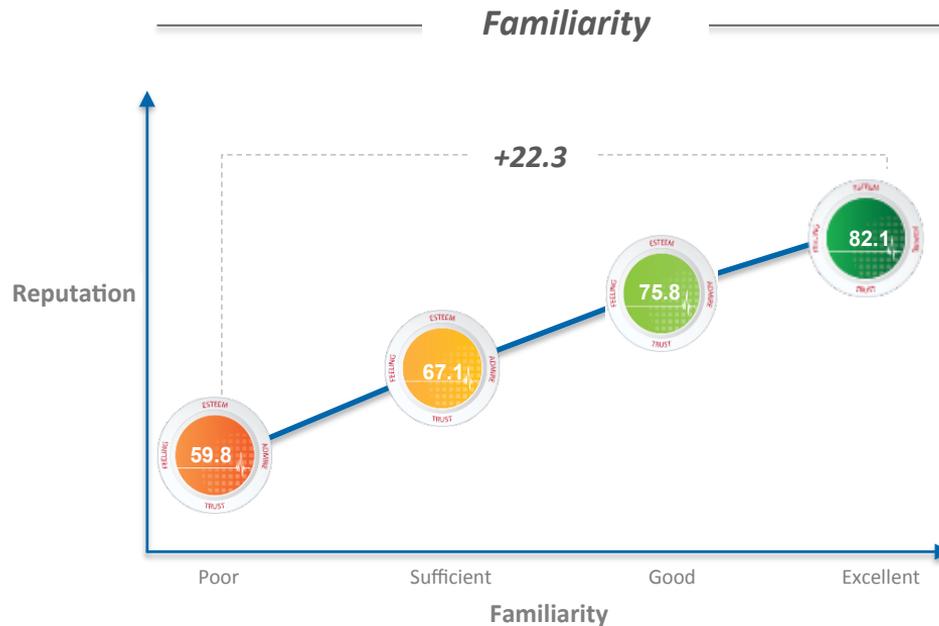
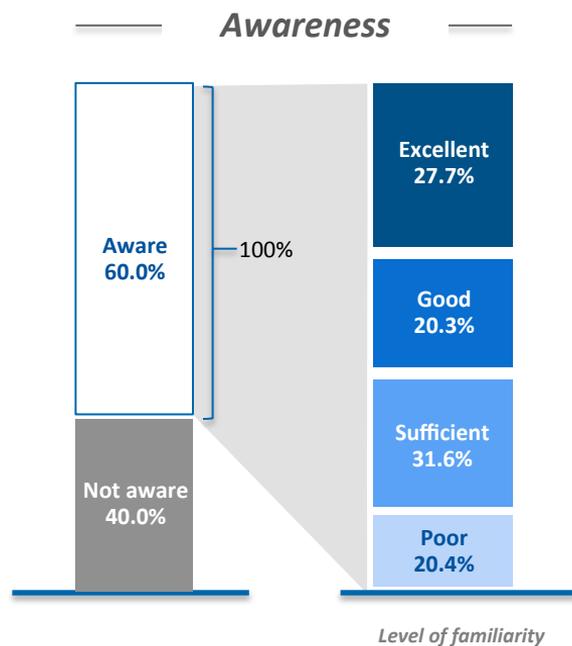
Strength of familiarity
Identify with Millennials
Focus on CSR
Social Media Activity
Corporate Brand Purpose
Inspiring Brand Persona



Top 10 Companies: depth of familiarity yields an excellent reputation

1

To build Reputation it is necessary to reinforce the emotional bond that stakeholders have with the company – through leveraging the power of familiarity



Top 10 Companies: engender more love among Millennials

2

Top 10 companies have a higher reputation among Millennials, and outperform other companies in their ability to garner Millennial support



MILLENNIALS



+2.5

NON-MILLENNIALS



TOP 10 COMPANIES HAVE A BETTER SCORE AMONG MILLENNIALS IN THE KEY ENTERPRISE DIMENSIONS (WORKPLACE, GOVERNANCE, CITIZENSHIP, LEADERSHIP AND PERFORMANCE.)

Top 10 US Companies: reputation is underscored by strong CSR credentials

3

Rank	Company	Pulse Score	CSR Index
1	 ROLEX	84.03	80.53
2	 amazon.com	83.71	79.02
3	SONY	83.17	76.98
4	 LEGO	82.78	78.77
5	 Hallmark	82.45	78.95
6	 NETFLIX	82.23	76.86
7	 Kimberly-Clark	82.12	78.97
8	 HERSHEY THE HERSHEY COMPANY	81.76	75.06
9	 FRUIT OF THE LOOM	81.75	76.73
10	BARNES & NOBLE	81.67	74.53

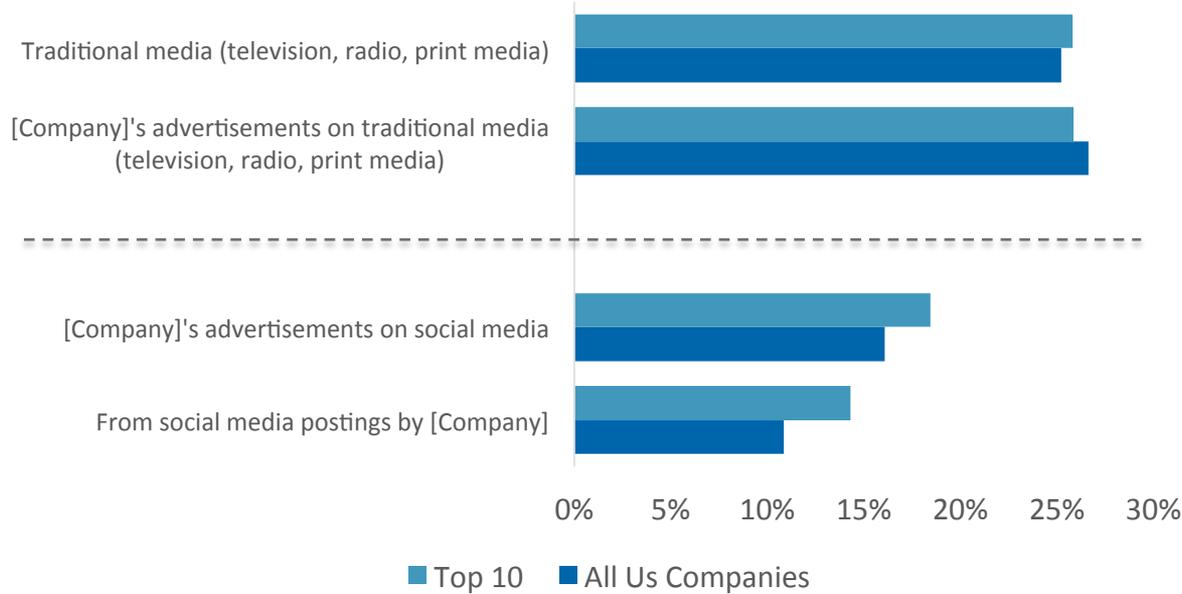
The excellent reputation of the top 10 companies is aligned with a strong commitment to CSR – these companies are associated with making the world a better place to live.



Top 10 Companies: reputation is amplified by Social Media activity



4



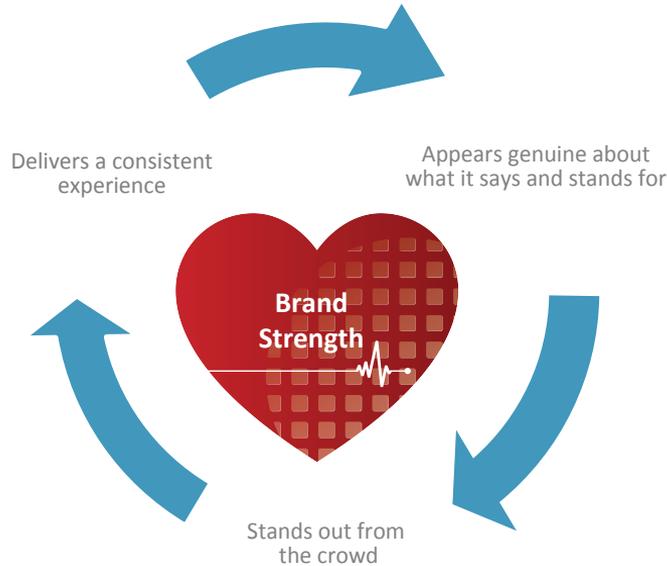
Touchpoints

- The Top 10 companies don't have competitive advantage from paid media activity.
- Companies outside of the Top 10 generate higher advertising recall – but it does not yield reputation gain.
- The Top 10 companies benefit from higher recall of social media activity.

Top 10 Companies: shaped by a deeper sense of Brand Purpose

5

Top 10 companies have an excellent reputation that is amplified by a powerful corporate brand halo, as defined by appearing genuine, unique, and consistent.



**TOP 10
BRAND STRENGTH**

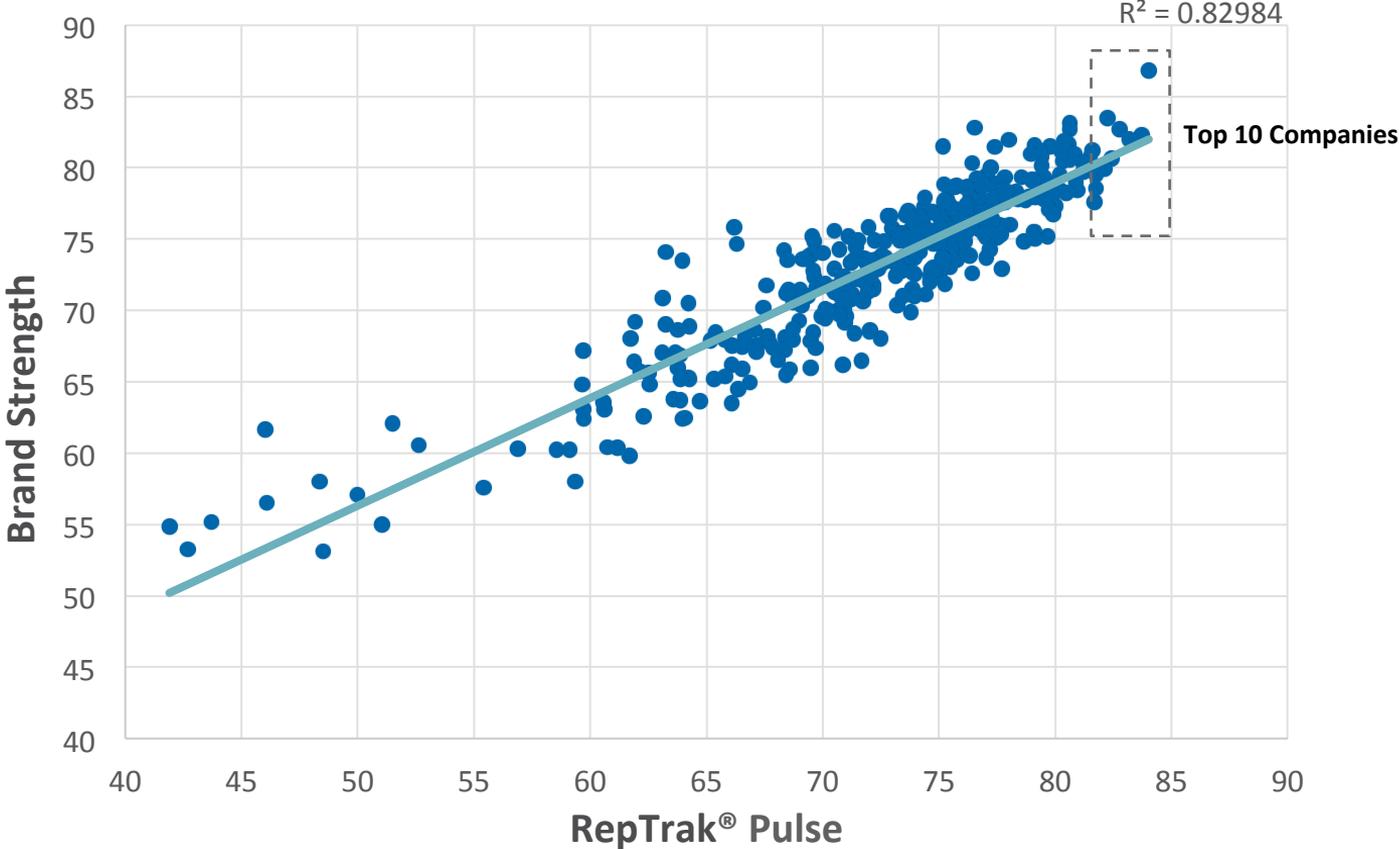
81.3



**ALL US
BRAND STRENGTH**

73.0

How a strong Corporate Brand correlates with a better reputation

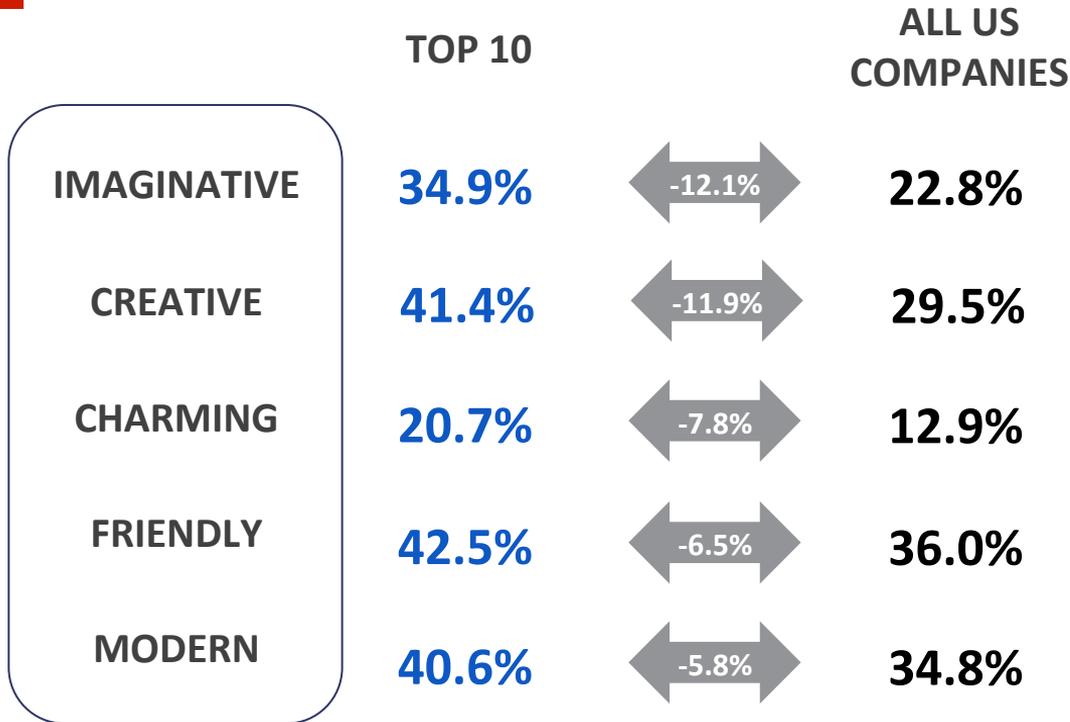


Brand Strength is a construct of three brand expressiveness attributes: stand out from the crowd, delivers a consistent experience and appears genuine about what it says and what it stands for

Top 10 Companies: corporate Brand Persona is more inspiring



6



Brand Persona

- The corporate brand persona traits most associated with the Top 10 companies are “Friendly”, “Creative”, and “Modern.
- Top 10 companies are 10 percentage points more likely to be seen as “Imaginative” and “Creative” compared to all US companies



Reputation Institute

2017 US RepTrak[®] 100

2017 US RepTrak® 100: Most Reputable Companies (1-50)



Rank	Company	2017 RepTrak® Pulse
1	Rolex	84.03
2	Amazon.com	83.71
3	Sony	83.17
4	LEGO Group	82.78
5	Hallmark	82.45
6	Netflix	82.23
7	Kimberly-Clark Corporation	82.12
8	Hershey Company	81.76
9	Fruit of the Loom	81.75
10	Barnes & Noble	81.67
11	Publix Super Markets Inc.	81.60
12	Tupperware	81.24
13	Bosch	81.20
14	Canon	80.95
15	Kellogg's	80.88
16	L.L.Bean	80.83
17	Google	80.63
18	Dole Foods Company	80.61
19	Bass Pro Shops	80.60
20	Bose	80.57
21	Heineken	80.48
22	Michelin	80.45
23	The Walt Disney Company	80.37
24	Colgate-Palmolive	80.36
25	Levi Strauss & Co.	80.23

Rank	Company	2017 RepTrak® Pulse
26	Caterpillar	80.21
27	Chiquita	80.17
28	Home Depot	80.00
29	Goodyear	79.96
30	Williams-Sonoma	79.91
31	Campbell Soup Company	79.90
32	McCormick & Co	79.88
33	Intel	79.78
34	Whirlpool	79.73
35	Hanesbrands	79.68
36	Del Monte Foods	79.68
37	Johnson & Johnson	79.56
38	IBM	79.52
39	Microsoft	79.51
40	Nike, Inc.	79.43
41	Pirelli	79.41
42	Marriott International	79.34
43	PayPal	79.25
44	FedEx	79.16
45	UPS	79.13
46	BMW Group	79.11
47	British Airways	79.11
48	Columbia Sportswear Co.	79.08
49	The Kraft Heinz Company	79.05
50	Kohler	79.00

2017 US RepTrak® 100: Most Reputable Companies (51-100)



Rank	Company	2017 RepTrak® Pulse
51	Under Armour	78.96
52	Nikon	78.87
53	Fujifilm	78.72
54	Kroger	78.65
55	Keurig Green Mountain	78.56
56	Nintendo	78.39
57	J.M. Smucker Company	78.32
58	adidas	78.30
59	Benjamin Moore	78.04
60	Rolls-Royce Aerospace	78.01
61	3M	77.87
62	The Estée Lauder Companies	77.86
63	Samsung Electronics	77.84
64	Panasonic	77.76
65	US Postal Service	77.70
66	Sharp	77.69
67	Ralph Lauren Corporation	77.68
68	Hilton Worldwide	77.58
69	General Mills	77.50
70	Newell Rubbermaid	77.48
71	Procter & Gamble	77.42
72	Apple	77.40
73	Tesla Motors	77.40
74	Barilla	77.34
75	Siemens	77.30

Rank	Company	2017 RepTrak® Pulse
76	Visa	77.29
77	O'Reilly Auto Parts	77.26
78	Giorgio Armani	77.23
79	Sheraton Hotels	77.18
80	Sherwin-Williams	77.07
81	Air Canada	77.07
82	Honda Motor	77.06
83	Kohl's	77.03
84	Philips Electronics	76.95
85	Hyatt Hotels	76.94
86	Cracker Barrel Old Country Store	76.87
87	Deere & Co.	76.85
88	InterContinental Hotels	76.83
89	BIC	76.78
90	Foot Locker	76.78
91	Clorox	76.74
92	Garmin International	76.69
93	Bayer	76.68
94	Bed Bath & Beyond	76.66
95	Boeing	76.61
96	CostCo Wholesale	76.54
97	Harley-Davidson	76.54
98	Tiffany & Co.	76.44
99	Wrigley	76.43
100	Land O'Lakes	76.42

2017 US RepTrak® 100: Featured Company **Kimberly-Clark**

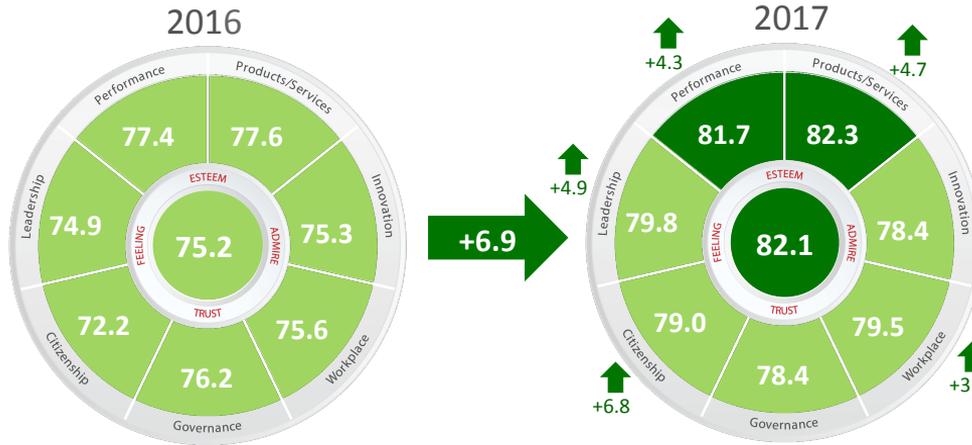


Ranked
#86 in
2016

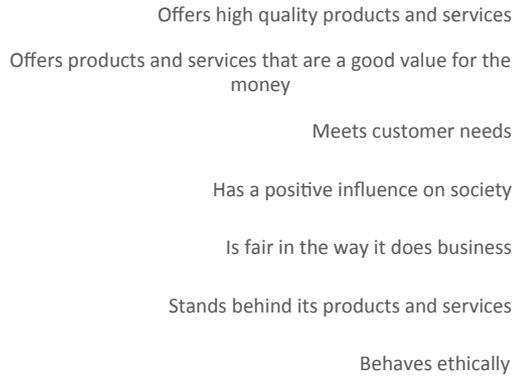
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2	Amazon.com	83.71
3	Sony	83.17
4	LEGO Group	82.78
5	Hallmark	82.45
6	Netflix	82.23
7	Kimberly-Clark Corporation	82.12
8	Hershey Company	81.76
9	Fruit of the Loom	81.75
10	Barnes & Noble	81.67
11	Publix Super Markets Inc.	81.60
12	Tupperware	81.24
13	Bosch	81.20
14	Canon	80.95
15	Kellogg's	80.88
16	L.L.Bean	80.83
17	Google	80.63
18	Dole Foods Company	80.61
19	Bass Pro Shops	80.60
20	Bose	80.57
21	Heineken	80.48
22	Michelin	80.45
23	The Walt Disney Company	80.37
24	Colgate-Palmolive	80.36
25	Levi Strauss & Co.	80.23

Rank	Company	2017 RepTrak® Pulse
26	Caterpillar	80.21
27	Chiquita	80.17
28	Home Depot	80.00
29	Goodyear	79.96
30	Williams-Sonoma	79.91
31	Campbell Soup Company	79.90
32	McCormick & Co	79.88
33	Intel	79.78
34	Whirlpool	79.73
35	Hanesbrands	79.68
36	Del Monte Foods	79.68
37	Johnson & Johnson	79.56
38	IBM	79.52
39	Microsoft	79.51
40	Nike, Inc.	79.43
41	Pirelli	79.41
42	Marriott International	79.34
43	PayPal	79.25
44	FedEx	79.16
45	UPS	79.13
46	BMW Group	79.11
47	British Airways	79.11
48	Columbia Sportswear Co.	79.08
49	The Kraft Heinz Company	79.05
50	Kohler	79.00

Kimberly-Clark enjoyed reputation increases across the board



Attribute driver weights:



2017 Attribute Score



- Gains across all dimensions, notably citizenship and products & services – two key dimensions.
- Strong focus on CSR with key initiatives around sourcing sustainability and product donations.
- Product quality improvement initiatives with increased communication behind end benefits, and resultant improvement in the products & services dimension score.
- Kimberly Clark achieves excellent to nearly excellent scores on the top attribute drivers.

Significant change > 3.0

0% 1% 2% 3% 4% 5% 6% 7%

2017 US RepTrak® 100: Featured Company

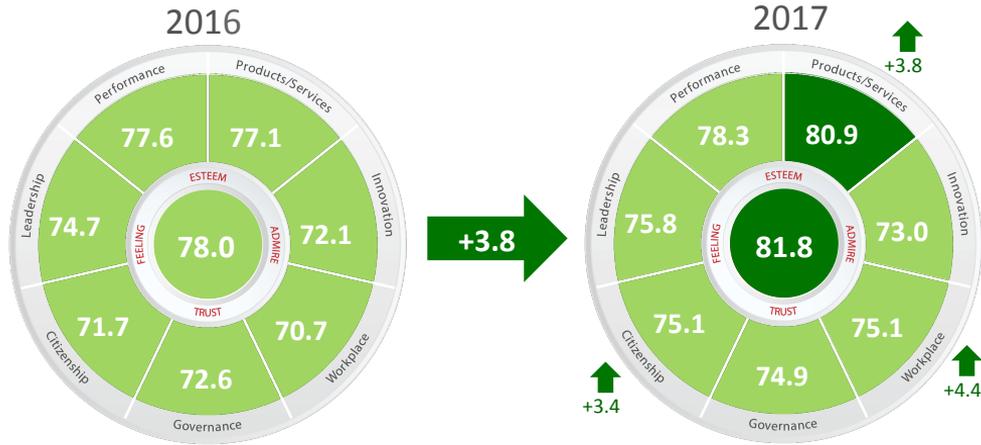


Rank	Company	2017 RepTrak® Pulse
1	Rolex	84.03
2	Amazon.com	83.71
3	Sony	83.17
4	LEGO Group	82.78
5	Hallmark	82.45
6	Netflix	82.23
7	Kimberly-Clark Corporation	82.12
8	Hershey Company	81.76
9	Fruit of the Loom	81.75
10	Barnes & Noble	81.67
11	Publix Super Markets Inc.	81.60
12	Tupperware	81.24
13	Bosch	81.20
14	Canon	80.95
15	Kellogg's	80.88
16	L.L.Bean	80.83
17	Google	80.63
18	Dole Foods Company	80.61
19	Bass Pro Shops	80.60
20	Bose	80.57
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Ranked #33 in 2016

Rank	Company	2017 RepTrak® Pulse
26	Caterpillar	80.21
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Hershey's Brand Strength, Products, and Workplace increase reputation

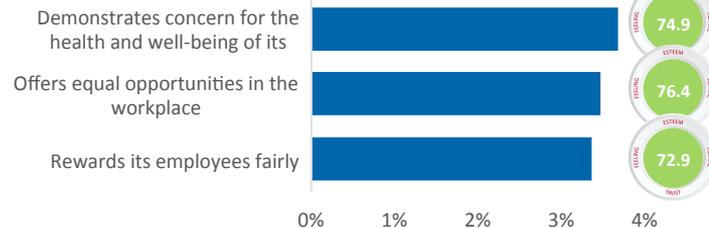


- Hershey's commitment to a corporate brand and nostalgia increased emotional connection.
- A new strategic focus on a "happiness" platform elevated the corporate brand.
- Hershey has been expanding core product offerings to include more nutritional products, by listening to what customers want.
- Number of workplace initiatives with a focus on equality – use of big data positively improved employee engagement and HR hiring practices.

Corporate Brand:

Brand Strength Index	
2016	77.0
2017	79.6

Attribute driver weights:

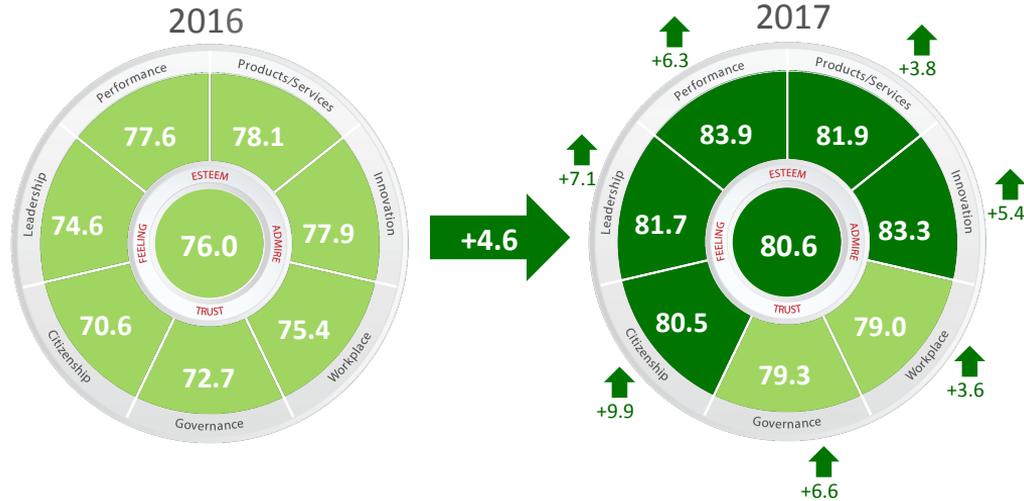




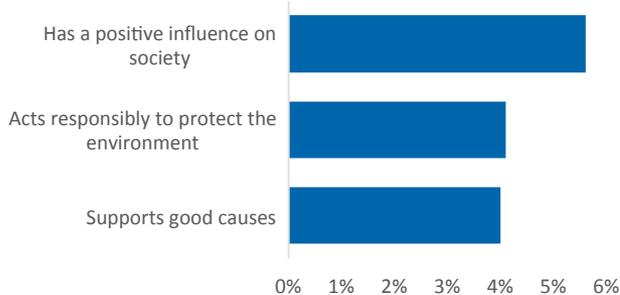
Reputation Institute

2017 Winners and Losers

Google's empowering Leadership and Citizenship efforts have been effective



Attribute driver weights:



2017 Attribute Score

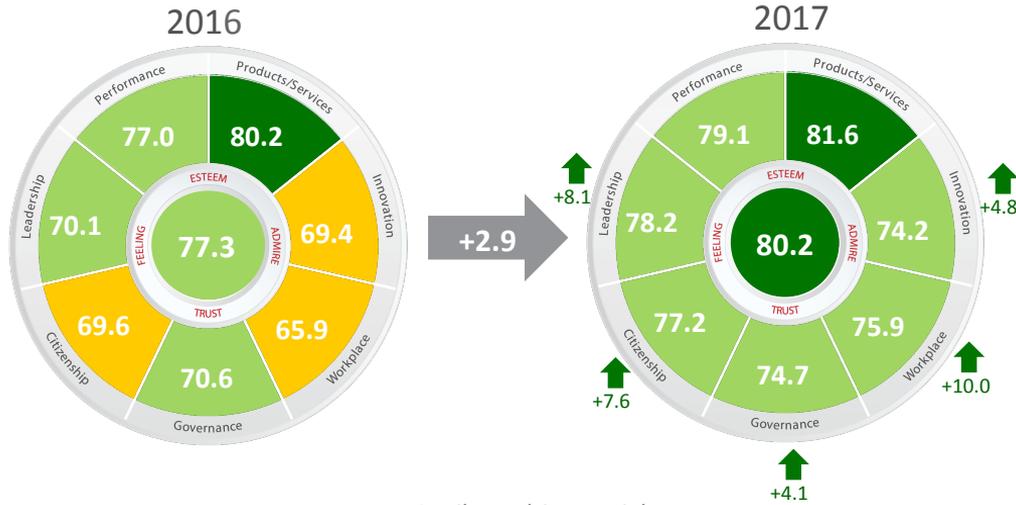


Has a strong and appealing leader

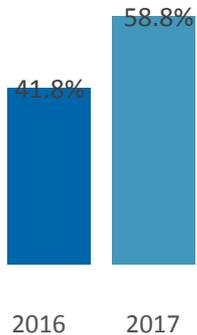


- Google was able to elevate most dimensions to the excellent level in 2017.
- CSR dimensions saw notable increases as Google demonstrated its commitment to sustainability, and donated to charity in lieu of employee bonuses.
- Google is making a conscious effort to develop a diverse workplace.
- Google's CEO Sundar Pichai keeps a much lower profile than other tech CEOs, but he has been able to elevate those around him for the entire company to succeed.

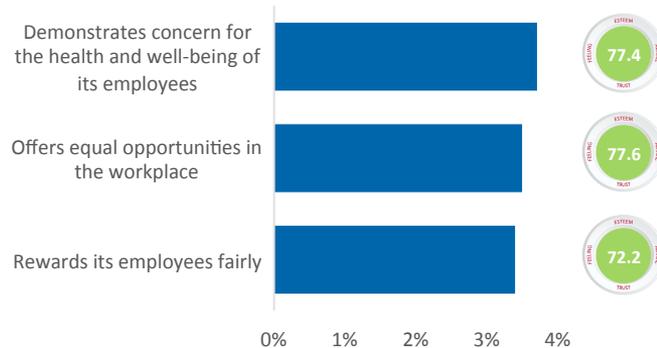
Levi Strauss & Co benefits from impact of Workplace initiatives



Supportive Behavior: “Work For”



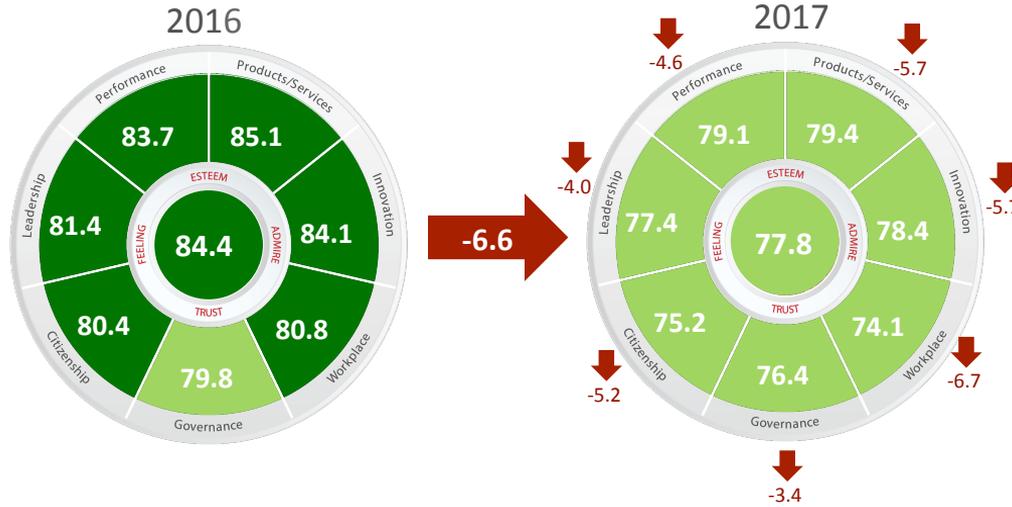
Attribute driver weight:



2017 Attribute Score

- Levi Strauss & Co was able to elevate all dimension scores into at least the strong range.
- A number of workplace initiatives, including increased paid parental leave, contributed to an impressive 10 point increase in the workplace dimension score.
- Levi Strauss & Co’s CEO, Chip Bergh, has further made a commitment to being open and accessible towards employees through town hall meetings and an open-door policy.

Samsung's Brand Strength insulated against precipitous drop during crisis

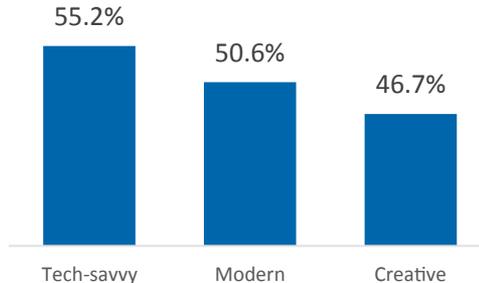


Corporate Brand:

	Brand Strength Index
2016	82.8
2017	79.3

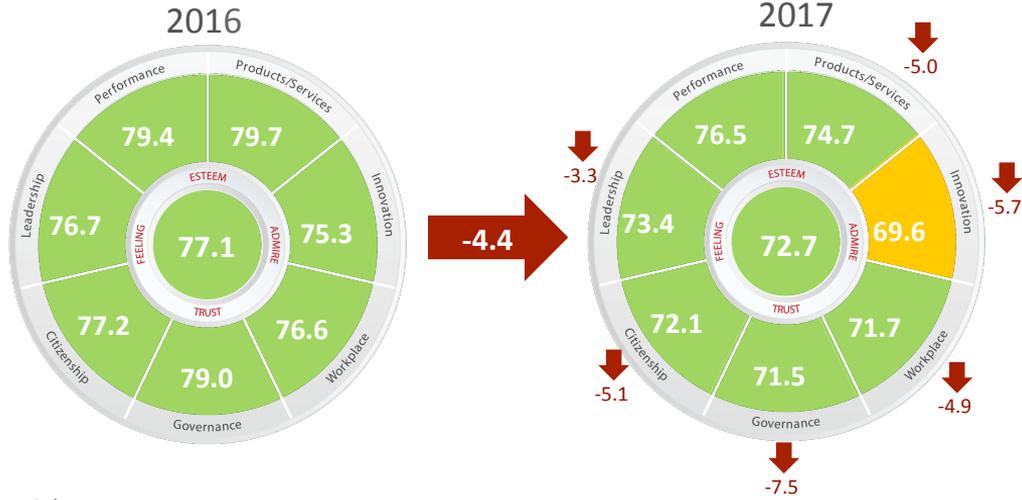


Top 3 Brand Personality Traits:

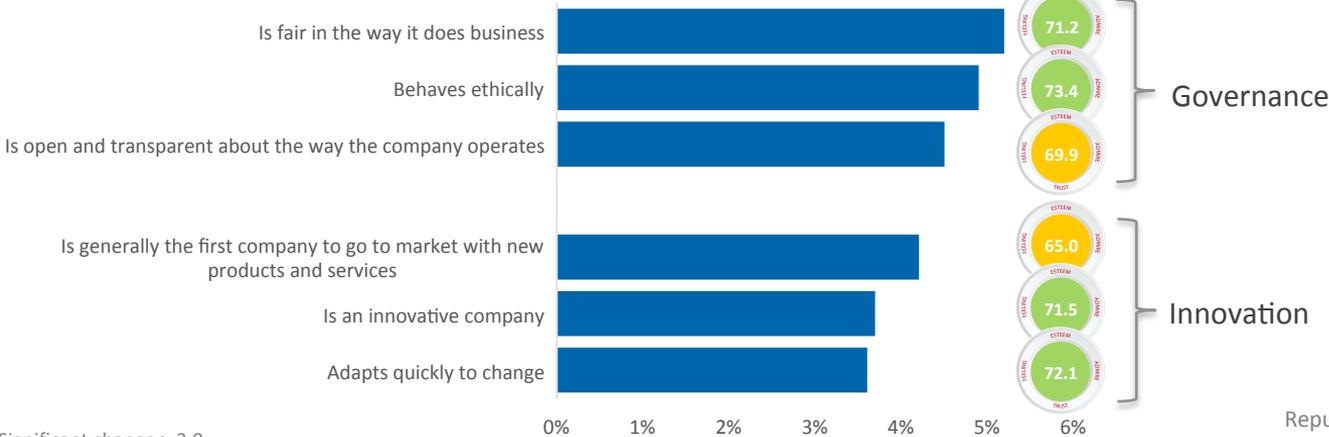


- Samsung earns a strong reputation, but saw its position on the US RT100 drop from #3 to #63.
- After phones started catching on fire, Samsung was forced to recall and discontinue its Galaxy Note 7.
- Samsung highlights how brand strength can provide a buffer to minimize fall in company's reputation following a crisis.
- However, Samsung is still at elevated risk, as brand strength did decrease significantly and all dimension scores declined back to strong range.

American Express has taken a significant step-back in reputation

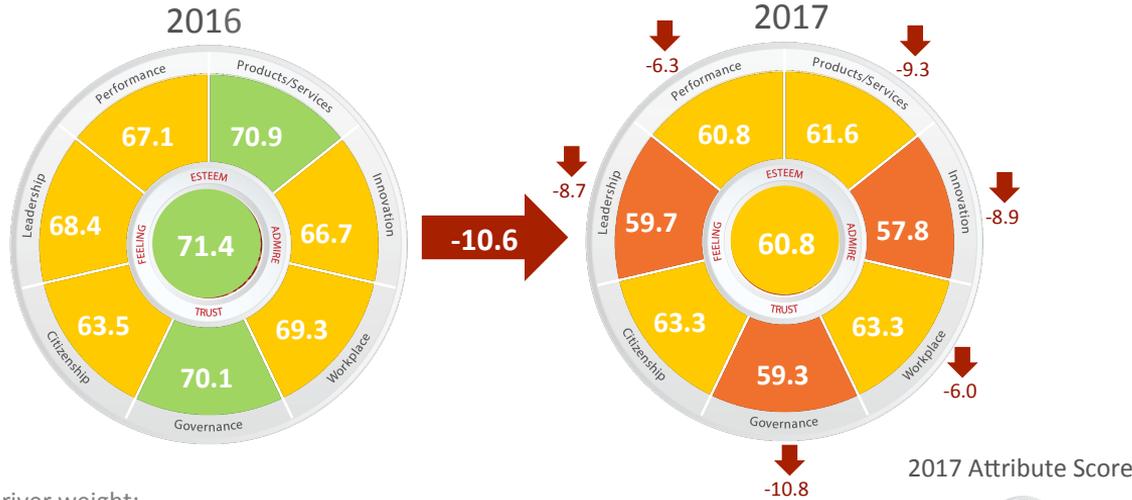


Attribute driver weight:

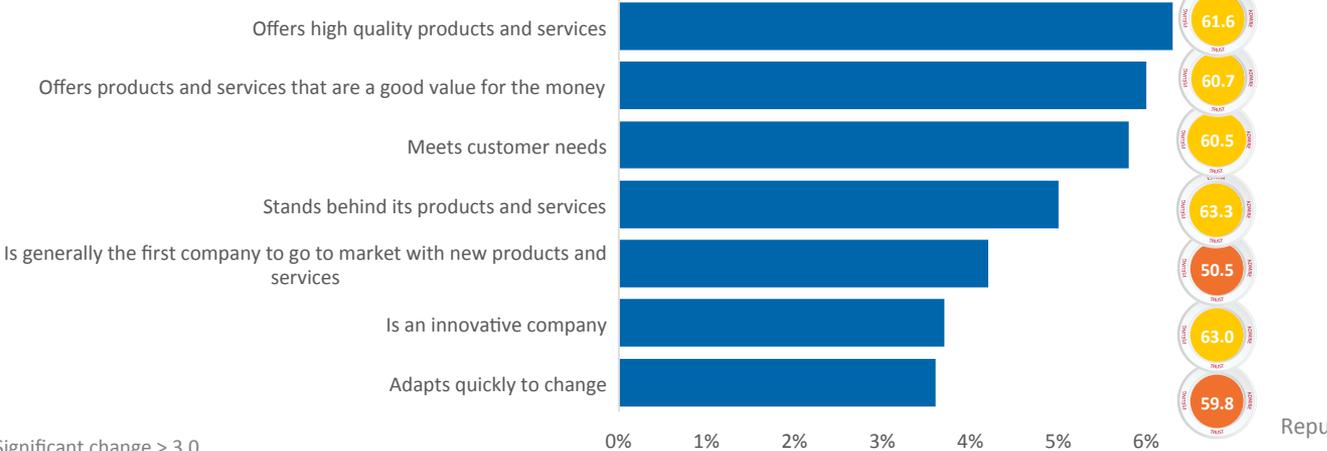


- American Express has been impacted by a number of issues over the past year.
- American Express ended an exclusive contract with Costco and lost credit card co-branding with Jetblue & Fidelity.
- The company has not been as active in launching new products and services.
- Impact of the Amex Small Business Saturday program is waning.
- Concerns about transparency led to significant drop in governance.

Yahoo! experienced drastic declines -- and went into reputation free-fall



Attribute driver weight:



- Yahoo! saw significant declines across nearly every dimension.
- The company had been performing at an average to strong range previously, but now all scores are average or below.
- The delays in closing Verizon's acquisition of Yahoo! has served to undermine confidence.
- Series of data breaches not only brings into question the security of Yahoo! products, but also the competence of leadership and the fundamental governance practices of the company.



Reputation Institute Questions

RepTrak® Allows Companies to Actively Manage Their Reputations by Continuously Measuring Perceptions Globally

RepTrak® Pulse



- ✓ Gold standard for reputation measurement
- ✓ Only reputation measurement system to meet the complex reputation needs of multi-national and large, global companies
- ✓ Robust, proven methodology that is unsurpassed

RepTrak® Integrity

- Deepest normative database of reputation in the world
- 10 years of data
- Measurements in 40+ countries
- 15+ different stakeholder groups
- 7,000 companies
- Hundreds of thousands of ratings annually



Thank You



Reputation Institute Appendices

Attribute drivers for Millennials vs. Non-Millennials are similar



MILLENNIALS

Driver Weight	Reputation Attribute
5.9%	Offers high quality products and services
5.8%	Meets customer needs
5.7%	Offers products and services that are a good value for the money
5.4%	Has a positive influence on society
5.0%	Is fair in the way it does business
4.8%	Behaves ethically
4.4%	Is open and transparent about the way the company operates
4.4%	Stands behind its products and services
4.3%	Has excellent managers
4.2%	Acts responsibly to protect the environment
4.2%	Has a strong and appealing leader
4.2%	Is a well organized company
4.1%	Supports good causes
4.0%	Shows strong prospects for future growth
3.9%	Is an innovative company
3.9%	Is generally the first company to go to market with new products and services
3.8%	Has a clear vision for its future
3.8%	Adapts quickly to change
3.8%	Demonstrates concern for the health and well-being of its employees
3.7%	Rewards its employees fairly
3.6%	Is a profitable company
3.6%	Delivers financial results that are better than expected
3.5%	Offers equal opportunities in the workplace

NON-MILLENNIALS

Driver Weight	Reputation Attribute
6.7%	Offers high quality products and services
6.2%	Offers products and services that are a good value for the money
5.8%	Has a positive influence on society
5.8%	Meets customer needs
5.4%	Stands behind its products and services
5.3%	Is fair in the way it does business
5.0%	Behaves ethically
4.6%	Is open and transparent about the way the company operates
4.3%	Is generally the first company to go to market with new products and services
4.3%	Has a strong and appealing leader
4.1%	Acts responsibly to protect the environment
4.0%	Is a well organized company
3.9%	Supports good causes
3.9%	Shows strong prospects for future growth
3.9%	Has excellent managers
3.7%	Is an innovative company
3.6%	Demonstrates concern for the health and well-being of its employees
3.5%	Delivers financial results that are better than expected
3.4%	Offers equal opportunities in the workplace
3.4%	Has a clear vision for its future
3.3%	Adapts quickly to change
3.1%	Rewards its employees fairly
2.9%	Is a profitable company

Attribute Drivers

- Millennials and Non-Millennials both place high importance on product-related attributes.
- Perceptions of good ethics, fairness, positive influence on society and transparency is also equally important.

Attribute drivers for Males vs. Females are similar

MALES

Driver Weight	Reputation Attribute
6.0%	Offers high quality products and services
5.7%	Offers products and services that are a good value for the money
5.6%	Has a positive influence on society
5.4%	Meets customer needs
5.0%	Is fair in the way it does business
4.9%	Behaves ethically
4.8%	Stands behind its products and services
4.6%	Is open and transparent about the way the company operates
4.3%	Has a strong and appealing leader
4.2%	Acts responsibly to protect the environment
4.2%	Has excellent managers
4.2%	Is a well organized company
4.1%	Is generally the first company to go to market with new products and services
4.1%	Supports good causes
4.0%	Shows strong prospects for future growth
3.8%	Demonstrates concern for the health and well-being of its employees
3.8%	Is an innovative company
3.7%	Has a clear vision for its future
3.6%	Delivers financial results that are better than expected
3.6%	Adapts quickly to change
3.6%	Offers equal opportunities in the workplace
3.5%	Rewards its employees fairly
3.1%	Is a profitable company

FEMALES

Driver Weight	Reputation Attribute
6.6%	Offers high quality products and services
6.2%	Offers products and services that are a good value for the money
6.1%	Meets customer needs
5.7%	Has a positive influence on society
5.3%	Is fair in the way it does business
5.2%	Stands behind its products and services
5.0%	Behaves ethically
4.4%	Is open and transparent about the way the company operates
4.2%	Has a strong and appealing leader
4.1%	Is generally the first company to go to market with new products and services
4.0%	Acts responsibly to protect the environment
4.0%	Is a well organized company
4.0%	Supports good causes
3.9%	Has excellent managers
3.8%	Shows strong prospects for future growth
3.7%	Is an innovative company
3.5%	Demonstrates concern for the health and well-being of its employees
3.5%	Adapts quickly to change
3.5%	Has a clear vision for its future
3.4%	Delivers financial results that are better than expected
3.4%	Offers equal opportunities in the workplace
3.3%	Is a profitable company
3.2%	Rewards its employees fairly

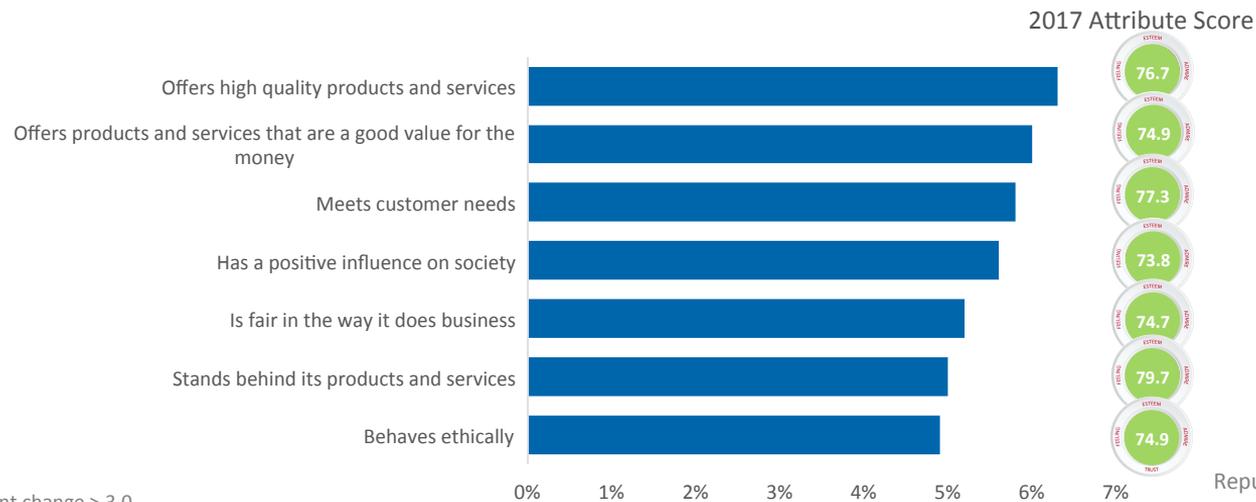
Attribute Drivers

- Product-related attributes are of highest importance to both men and women.
- Positive influence on society, fairness, and ethical behavior are also important to both genders – there are no major differences.

Kohl's also leverages Workplace to increase reputation



- Kohl's was able to significantly raise its workplace dimension score by 4 points over 2016.
- The increase in workplace is impressive, as over the past year the company began restructuring to focus on smaller format stores.
- Kohl's is building a new US warehouse that will create 900 new jobs.
- Kohl's receives strong scores on the most important attributes – including Citizenship and Governance.



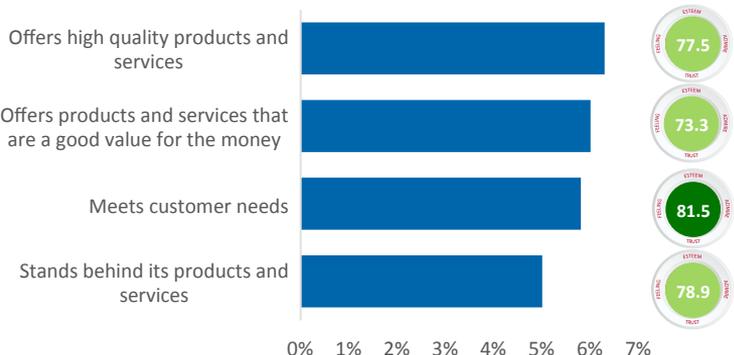
Significant change > 3.0

FedEx's moves to high strong range due to Service delivery and Workplace

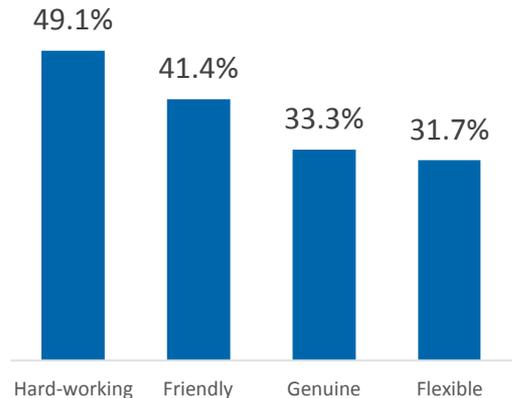


- FedEx's Pulse score now is bordering on Excellent.
- FedEx was able to maintain strong dimension scores across the board and saw significant increases in Products and Workplace.
- Towards the end of 2016, FedEx revealed details about acquisition of TNT and better operating efficiencies than expected.
- Due to magnitude of online shopping during holiday season, FedEx hired seasonal workers

Attribute driver weight:



Top Brand Persona Traits:



2017 Attribute Score



Significant change > 3.0