

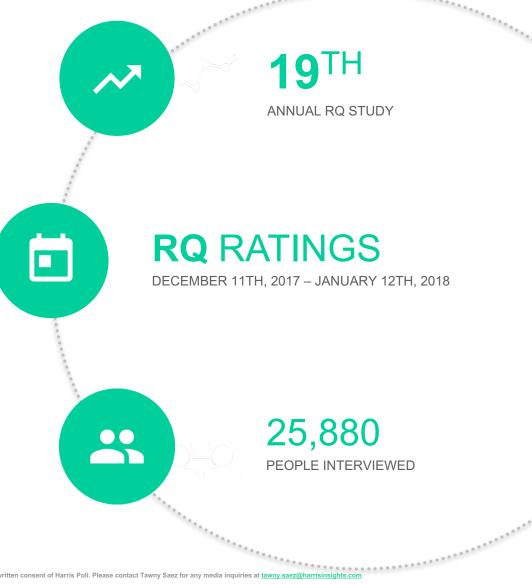
THE 2018 HARRIS POLL RQ[®] SUMMARY REPORT

MARCH 2018

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The Harris Poll Reputation Quotient (RQ[®]) Delivers a Robust Measurement of Corporate Reputation of America's Most Visible Companies

- The 2018 Harris Poll Reputation Quotient (RQ) measures the reputations of the 100 most visible companies in the U.S. as perceived by the general public.
- The Harris Poll RQ has been running annually since 1999 and has proven to be an invaluable tool for managing corporate reputations and identifying new market risks and opportunities.



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An Active Measurement of Visibility and Integrity

A two step process to measure saliency

A measure of real world societal impact...

While other models measure reputation in a vacuum, RQ is technically designed to understand how a company is perceived in modern culture. Each year our study starts fresh in surveying the public's top of mind awareness of companies who either excelled or faltered in society. This measure takes the top most visible companies (for good or bad reasons) and evaluates them across six dimensions of corporate reputation attributes to arrive at a corporate reputation ranking (if a company is not on our list, it does not necessarily suggest that they have either good or bad reputation, but rather they didn't reach a critical level of visibility to be measured).

... That Translates Reputation Into True Business Value

More than ever before, the American public has more insight and engagement with the companies they do business with. This exposure can have polarizing effects that can compel business leaders to take public stands on issues important to their stakeholders. A company's reputation is foundational. With a solid reputation, a company is more likely to attract top talent, be seen as an attractive investment, and be seen as a responsible member of the community. Alternatively, companies with a challenging reputation must work harder to achieve their business goals as stakeholders are more resistant to their growth.

Built on a Proven Framework of Six Dimensions of Corporate Reputation

We measure 20 attributes across 6 key areas that matter for business today

SOCIAL RESPONSIBILITY

- Supports good causes
- Environmental responsibility
- Community responsibility

ТҮ

- High quality products and services
- Innovative
- Good value for the money

PRODUCTS & SERVICES

• Stands behind products and services



- Feel good about
- Trust
- Admire and respects

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VISION & LEADERSHIP

- Market opportunities
- Excellent leadership
- Clear vision for the future

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FINANCIAL PERFORMANCE

- Outperforms competitors
- Record of profitability
- Low risk investment
- Growth prospects



WORKPLACE ENVIRONMENT

- Rewards employees fairly
- Good place to work
- Has good employees

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reputations according to the General Public. All respondents are asked to name companies that stand out as having the best and worst reputations overall. Two open-end questions are used:

The Annual RQ study begins with a Nomination Phase which is

used to identify the companies with the most "visible"

- Of all the companies that you're familiar with or that you • might have heard about, which TWO - in your opinion stand out as having the BEST reputations overall?
- Of all the companies that you're familiar with or that you • might have heard about, which TWO - in your opinion stand out as having the WORST reputations overall?
- Nominations from all interviews are tallied with subsidiaries and brand names collapsed within the parent company. Online nominations are summed to create a total number of nominations for each company. The final list of the 100 most visible companies in the U.S. is measured in the RQ Ratings Section. The Nominations Phase of the study was conducted among 4,244 U.S, adults across two intervals, from Oct 9th -11th, 2017 and Oct 26th – 30th, 2017.

Ratings Phase

The RQ Ratings phase survey is conducted online in English and takes place among the general public, adults 18+. Respondents are randomly assigned to rate two of the companies with which they are "very" or "somewhat" familiar. After the first company rating is completed, the respondent is given the option to rate the second company. Each interview lasts approximately 20 minutes. This year's rating interviews took place online between December 11th and January 12th, 2018 among 25,800 U.S. adults to obtain an average of approximately 300 ratings per company. An RQ score is developed for each company, calculated by: [(Sum of ratings of each of the 20 attributes)/(the total number of attributes answered x 7)] x 100. The maximum RQ score is 100. RQ performance ranges are as follows: 80 & above: Excellent | 75-79: Very Good | 70-74: Good | 65-69: Fair | 55-64: Poor | 50-54: Very Poor | Below 50: Critical

Nominations Phase

The Harris Poll Reputation Quotient (RQ[®]) Research Methodology

A Strong Corporate Reputation Gives Companies License To Operate

An effective reputation management program provides a common lens for the organization to operate, allowing it to focus on what matters most to its key stakeholders, based on their own agenda.



Build stronger relationships with key stakeholders



Link to product/technology brand equity for a view of **brand architecture synergies and risks**



Develop and **execute more effective communications** & programs



Understand and **navigate reputational red flags** that could impede success



Prioritize issues and investments, ensuring resources are maximized



Establish **a framework for measuring on-going progress** for the future

2018 RQ Results

The Annual RQ 2018 – USA Ratings and Rankings

	RANK 1-25	RQ
1	Amazon.com	83.22
2	Wegmans	82.75
3	Tesla Motors	81.96
4	Chick-fil-A	81.68
5	The Walt Disney Company	81.53
6	HEB Grocery*	81.14
7	UPS	81.12
8	Publix Super Markets	80.81
9	Patagonia*	80.44
10	Aldi	80.43
11	Microsoft	80.42
12	Nike	80.24
13	The Kraft Heinz Company	80.15
14	Kellogg Company	80.00
15	L.L.Bean	79.83
16	The Boeing Company	79.80
17	Costco	79.78
18	The Kroger Company	79.67
19	Honda Motor Company	79.60
20	Procter & Gamble Co.	79.32
21	Netflix	79.30
22	Lowe's	79.27
23	Whole Foods Market	79.04
24	Berkshire Hathaway	78.97
25	LG Corporation	78.92

	RANK 26-50	RQ
26	The Home Depot	78.78
27	The Coca-Cola Company	78.77
28	Google	78.60
29	Apple	78.56
30	General Mills	78.13
31	Sony	78.06
32	IBM	78.04
33	Nestle	77.90
34	USAA	77.78
35	Samsung	77.56
36	Dell	77.25
37	Unilever	76.80
38	Kohl's	76.65
39	Hewlett-Packard Company	76.53
40	Johnson & Johnson	76.49
41	Walgreens	76.12
42	Toyota Motor Corporation	76.10
43	Southwest Airlines	75.84
44	Hobby Lobby	75.45
45	PepsiCo	75.39
46	Best Buy	75.19
47	CVS (CVS Health)	75.16
48	eBay	75.00
49	Target	74.36
50	American Express	74.27

	RANK 51-75	RQ
51	Facebook	74.07
52	General Electric	74.04
53	Yum! Brands	74.02
54	Starbucks Corporation	73.94
55	Nordstrom	73.54
56	Hyundai Motor Company	72.69
57	Ford Motor Company	72.66
58	Macy's	72.51
59	McDonald's	72.39
60	T-Mobile	71.74
61	Dollar Tree	71.50
62	Tyson Foods	71.26
63	JPMorgan Chase & Co.	70.82
64	General Motors	70.73
65	Verizon Communications	70.32
66	Royal Dutch Shell	70.10
67	Dollar General	69.73
68	Citigroup	69.62
69	Walmart	68.52
70	AT&T	68.31
71	Burger King	68.26
72	JCPenney	68.07
73	Volkswagen Group	67.91
74	21st Century Fox	67.80
75	Chipotle	67.69

	RANK 76-100	RQ
76	Uber*	67.64
77	Sprint Corporation	67.30
78	Comcast	67.12
79	Fiat Chrysler Automobiles	66.73
80	ExxonMobil	66.54
81	Time Warner	66.48
82	Cox Enterprises	66.31
83	American Airlines	66.28
84	AIG	65.50
85	Bank Of America	64.94
86	Charter Communications	64.94
87	Koch Industries	64.62
88	Sears Holdings Corporation	64.09
89	Dish Network	63.03
90	United Airlines	62.33
91	Halliburton	61.96
92	Goldman Sachs	61.44
93	Experian*	60.66
94	BP	60.05
95	Monsanto	59.71
96	The Trump Organization*	57.94
97	Wells Fargo & Company	57.78
98	Equifax*	55.56
99	Weinstein Company*	52.48
100	Takata	45.17

Guide to RQ Scores: 80 & Above: Excellent | 75-79: Very Good | 70-74: Good | 65-69: Fair | 55-64: Poor | 50-54: Very Poor | Below 50: Critical

*New to Most Visible List in 2018

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Top Companies by Corporate Reputation Dimension

PRODUCTS & SERVICES		
1. Amaz	zon.com	85.5
2. Tesla	a Motors	84.5
3. Wegr	mans	83.8
4. LG C	orporation	83.3
5. L.L.B	ean	83.2
6. Chick	≺-fil-A	83.1
7. Patag	gonia	82.7
8. The E	Boeing Company	82.7
9. The k	Kraft Heinz Company	82.6
10. Micro	osoft	82.5

	VISION & LEADERSHIP	
1.	Tesla Motors	85.1
2.	Amazon.com	84.6
3.	Berkshire Hathaway	83.7
4.	The Walt Disney Company	83.4
5.	Wegmans	82.4
6.	Microsoft	82.3
7.	HEB Grocery	82.2
8.	The Coca-Cola Company	82.1
9.	Chick-fil-A	81.6
10.	Publix Super Markets	81.5

	EMOTIONAL APPEAL
1.	Amazon.com
2.	Chick-fil-A
3.	UPS
4.	Wegmans
5.	Aldi
6.	Publix Super Markets
7.	Costco
8.	Nike
9.	HEB Grocery
10.	The Home Depot
	•

83.5

83.0

82.6

82.6 82.3

82.3 81.9

81.8

81.5

81.5

 Only Wegman's and Chick-fil-A crack the top 10 on each of the six RQ dimensions.

 Notably, whereas 28 companies score an "excellent" rating (80+) for *Products & Services*, only 10 have an excellent rating for Social Responsibility.

WORKPLACE ENVIRONMENT	
1. Wegmans	83.3
2. Chick-fil-A	82.7
3. Tesla Motors	82.5
4. UPS	82.4
5. Publix Super Markets	82.0
6. Aldi	81.9
7. The Boeing Company	81.4
8. HEB Grocery	81.3
9. Microsoft	81.2
10. Amazon.com	81.0

FI	NANCIAL PERFORM	ANCE
1.	Amazon.com	85.4
2.	The Walt Disney Company	83.9
3.	Berkshire Hathaway	83.1
4.	Wegmans	82.7
5.	The Coca-Cola Company	81.7
6.	Kellogg Company	81.1
7.	Chick-fil-A	81.1
8.	UPS	81.1
9.	Nike	81.1
10.	Microsoft	81.0

S	OCIAL RESPONS	IBILITY
1.	Tesla Motors	83.3
2.	Wegmans	82.3
3.	Whole Foods Market	82.2
4.	Chick-fil-A	81.8
5.	HEB Grocery	81.6
6.	Aldi	81.6
7.	Publix Super Markets	80.6
8.	Lowe's	80.4
9.	Patagonia	80.3
10.	UPS	80.0

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2018 ANNUAL RQ®

Scale is Fail: Size Is No Guarantee of Reputation

The largest companies didn't deploy their assets for social good and as a result, their reputation floundered

Today the American public has more visibility into the business practices and values of leading companies. Gone are the days where companies can depend on their size for success. In this new world, consumers desire brands that act small, share their values and take a stand on societal issues. Companies with strong reputations are more likely to attract top talent, investors, and stakeholders all of which benefit the bottom line.

Today (2018)

1	Amazon.com
2	Wegmans
3	Tesla Motors
4	Chick-fil-A
5	Walt Disney Co
6	HEB Grocery*
7	UPS
8	Publix Super Markets
9	Patagonia*
10	Aldi

5 years ago (2013)

10

1	Amazon.com
2	Apple
3	The Walt Disney Company
4	Google
5	Johnson & Johnson
6	The Coca-Cola Company
7	3M Company
8	General Mills
9	UPS
10	Whole Foods Market

10 years ago (2008)

1	Google
2	Johnson & Johnson
3	General Mills
4	The Kraft Heinz Company
5	Berkshire Hathaway
6	3M Company
7	The Coca-Cola Company
8	Honda Motor Company
9	Logitech
10	Microsoft

15 years ago (2003)

1	Johnson & Johnson					
2	The Kraft Heinz Company					
3	The Coca-Cola Company					
4	UPS					
5	General Mills					
6	The Home Depot					
7	Dell					
8	3M Company					
9	Sony					
10	FedEx Corporation					

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Cracks Emerging For Historical Reputation Giants

Despite being as woven into our lives as ever, Apple (#5 in 2017, #29 in 2018) Google (#8 in 2017, #28 in 2018) both drop out of the Top 10 and fall by over twenty positions in the rankings.

Although the emotional appeal of both Apple and Google remain strong and their RQ scores are still very good, emerging
deficiencies on Vision & Leadership, Workplace Environment, Financial Performance and Products and Services have started
taking a toll on their reputations.

J&J falls from #4 to #40, only 2nd time not in top 10 in 18 years!

• Iconic US company, still held in high regard with a very good RQ score, but no longer seen as visionary.

Change in RQ Score from 2017 to 2018										
	RQ Score	Emotional Appeal	Products & Services	Vision & Leadership	Workplace Environment	Social Responsibility	Financial Performance			
Apple	-3.5	-1.6	-4.0	-4.8	-4.6	-2.6	-4.8			
Google	-3.4	-0.9	-4.1	-4.5	-4.6	-3.8	-4.8			
Johnson & Johnson	-6.1	-3.4	-6.8	-8.9	-7.5	-5.9	-7.3			

Contact Us





John Gerzema CEO of The Harris Poll

John.Gerzema@Harrisinsights.com

PRACTICE LEAD

Wendy Salomon

VP, Reputation Consultant The Harris Poll Wendy.Salomon@Harrisinsights.com



Renee Martin

Vice President, Finn Partners

Renee.Martin@finnpartners.com



MEDIA CONTACT

Tawny Saez Head of PR The Harris Poll

Tawny.Saez@Harrisinsights.com

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