



*Powering the world's
most reputable companies*

Global RepTrak® 100

15 March, 2018

Focus For Today



- Methodology
- Global Big Picture
- Digging Deeper
- Global RepTrak® 100
- Company Spotlight
- Key Implications

Reputation Institute

“*The gold standard in reputation measurement and management.*”

- Founded in 1997 we have been measuring reputation for more than 20 years
- We measures more than 7,000 companies per year, across 55 countries, and 20 different industries
- We help organizations answer the following three key questions:
 - What is my reputation and how does it compare?
 - How can I improve and protect my reputation?
 - What is the business impact of better managing my reputation?



Gauging Reputation: RepTrak®

THINK

REPTRAK® DIMENSIONS
Cognitive Consideration

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

FEEL

REPTRAK® PULSE
Emotional Connection



DO

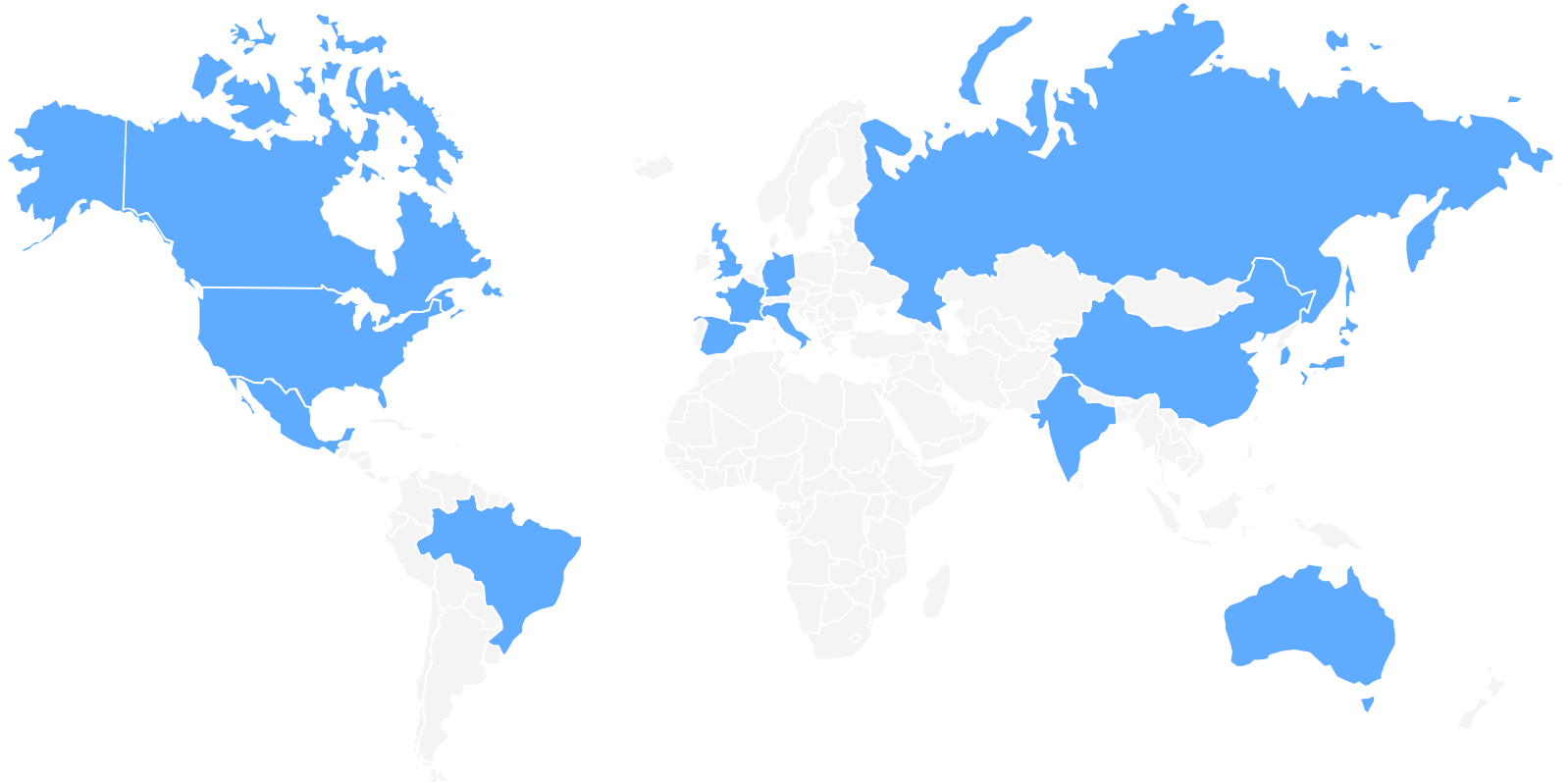
BEHAVIORIAL INTENTIONS
Reputation Outcome

- PURCHASE
- ADVOCATE FOR
- ACCEPT
- DEFEND
- WORK FOR
- INVEST IN

Measuring Key Economies: Global RepTrak®



AUSTRALIA • BRAZIL • CANADA • CHINA • FRANCE • GERMANY •
INDIA • ITALY • JAPAN • MEXICO • RUSSIA • SOUTH KOREA • SPAIN •
THE UNITED KINGDOM • THE UNITED STATES



Global RepTrak® 100

230,000+

Individual ratings

140+

Nominated Companies

Informed
General Public

Somewhat or very familiar with
company evaluated

2 months

January-February 2018

“The largest normative database on corporate reputation in the world.”



Setting the Scene: *Understanding the World of Reputation*

Reputation is Driving the World Economy



There is a new era emerging in which the **intangibles of reputation** underscore political, social, and economic change.

Reputation Impact 2018: Global RepTrak® 100

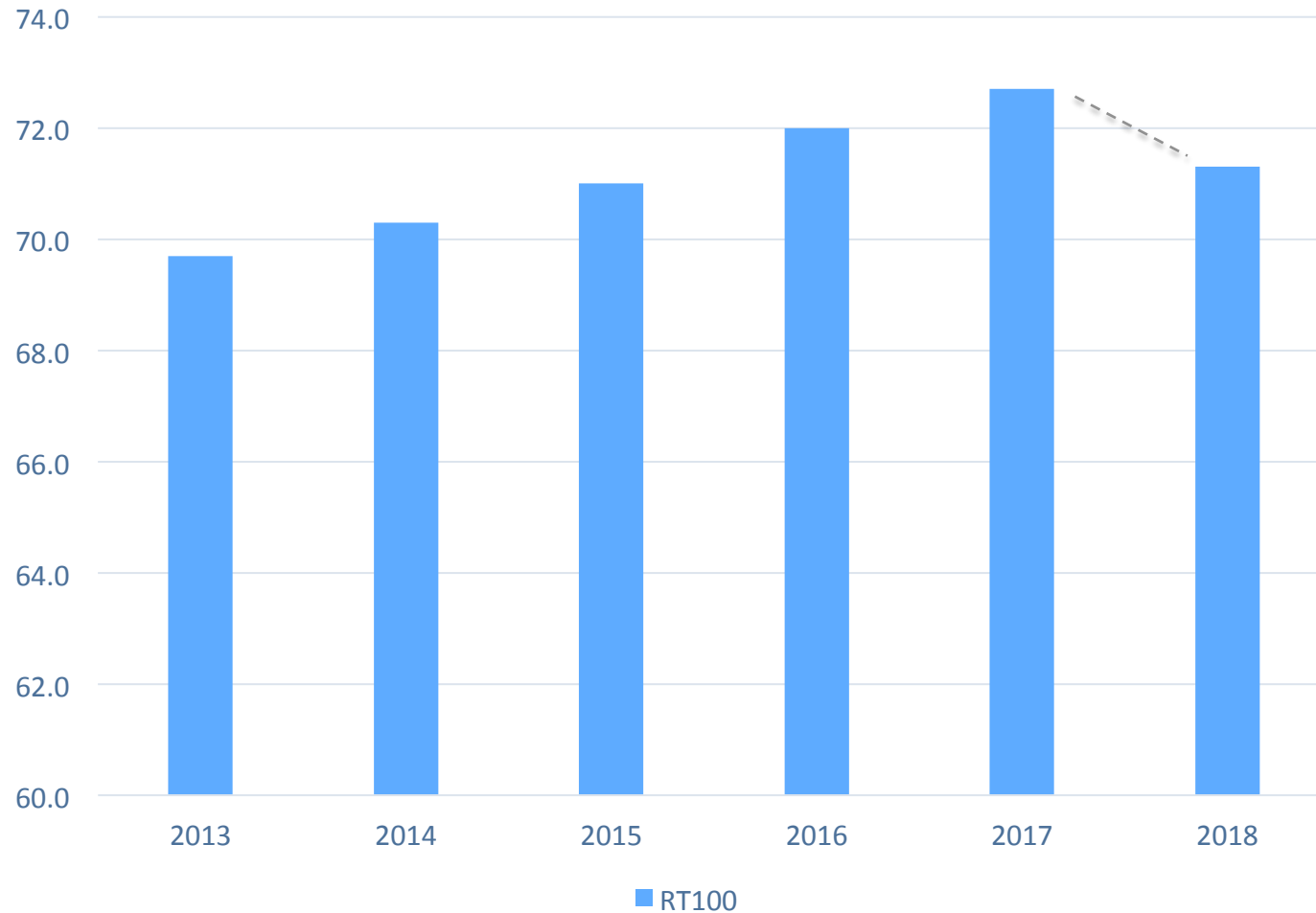
The reputation bubble
has burst vs. 2017

-1.4 pts



Significant difference > 0.7

Trendline in Global RepTrak® 100

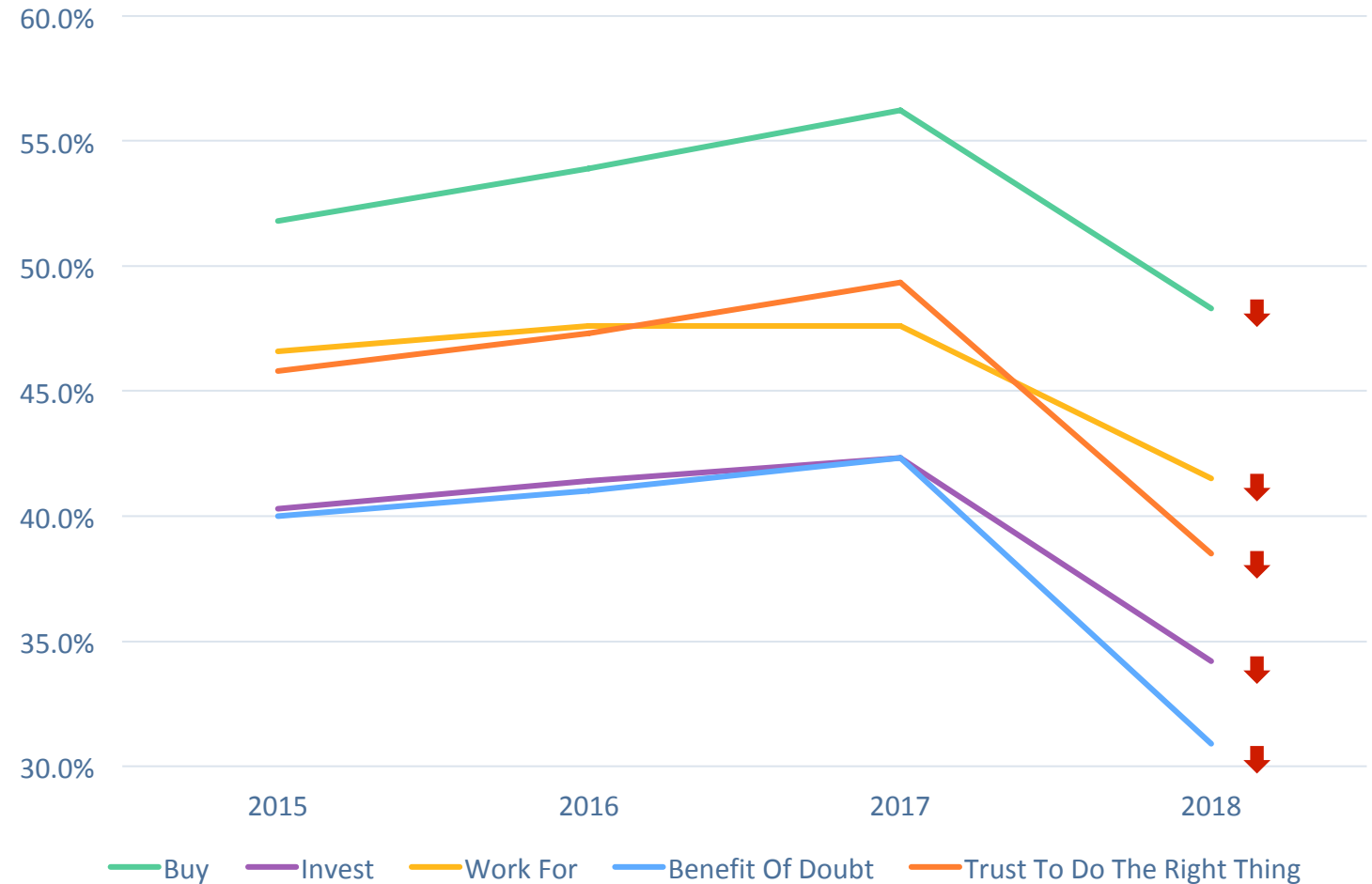


2018 is the first year of significant reputation decline since the end of the Great Recession.

Significant difference > 0.7

It's Harder to Garner Global Support

Bursting of the reputation bubble makes it more difficult for global companies to win.



Indication of More Challenging Times Ahead



More trading volatility likely
and headwinds for market
valuation:

-8.1% pts
Willingness to invest

Harder to Attract the Best Talent

Difficult to become an
Employer of Choice --
especially among
Millennials:

-6.1% pts

Willingness to work for



Loyalty Will Be More of a Rarity

Downward trend in
purchase intent overall:

-7.9% pts

Willingness to purchase



Crisis of Trust in the Court of Public Opinion



The jury is out for most companies, because they're less likely to be trusted:

38.5%

Trust to do the right thing

A Need For Companies to Win Back Trust

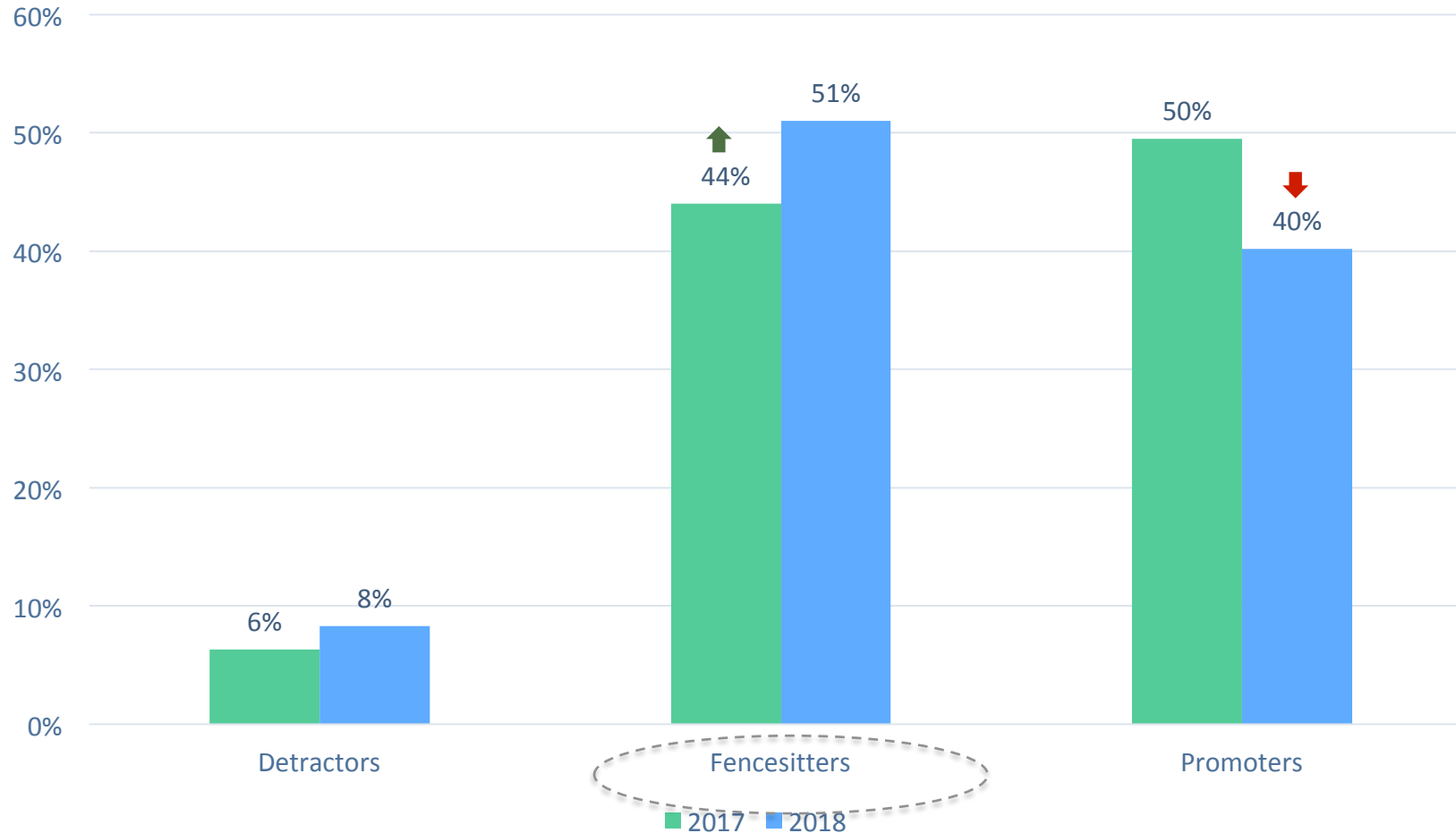
Companies are less likely to be trusted to do the right thing **when no one is looking:**

30.9%

Benefit of the doubt



Emergence of a Reputation Silver Lining



Half of the world is still open to being convinced:

51%

Turning “Fencesitters” Into Promoters

Gaining benefit of doubt among “Fencesitters” can yield significant reputation dividends:

+17.2 pts

Impact of Increasing Benefit of the Doubt



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

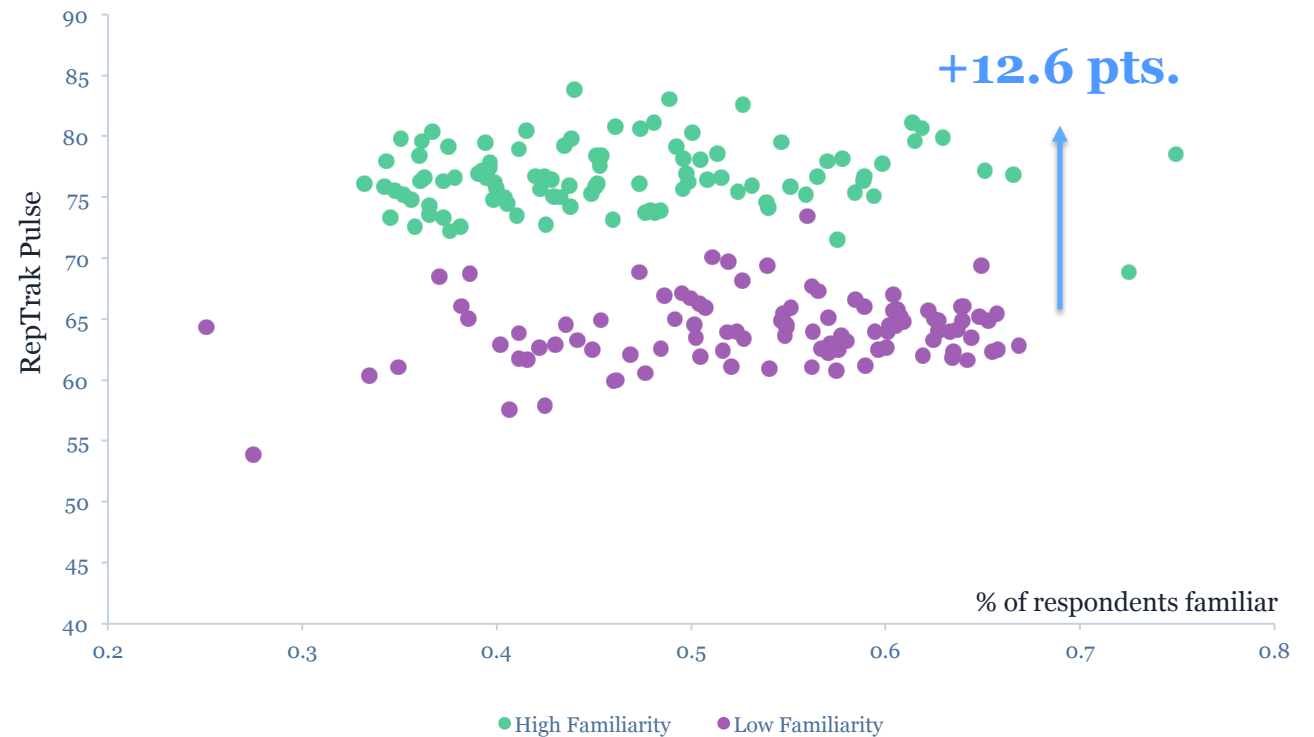
Significant difference > 0.8

A Need to Drive Depth of Understanding

Beyond general familiarity –
companies need to create depth of
understanding of what they stand
for – it can create a reputation lift:

+12.6 pts

Association Between Familiarity and Reputation

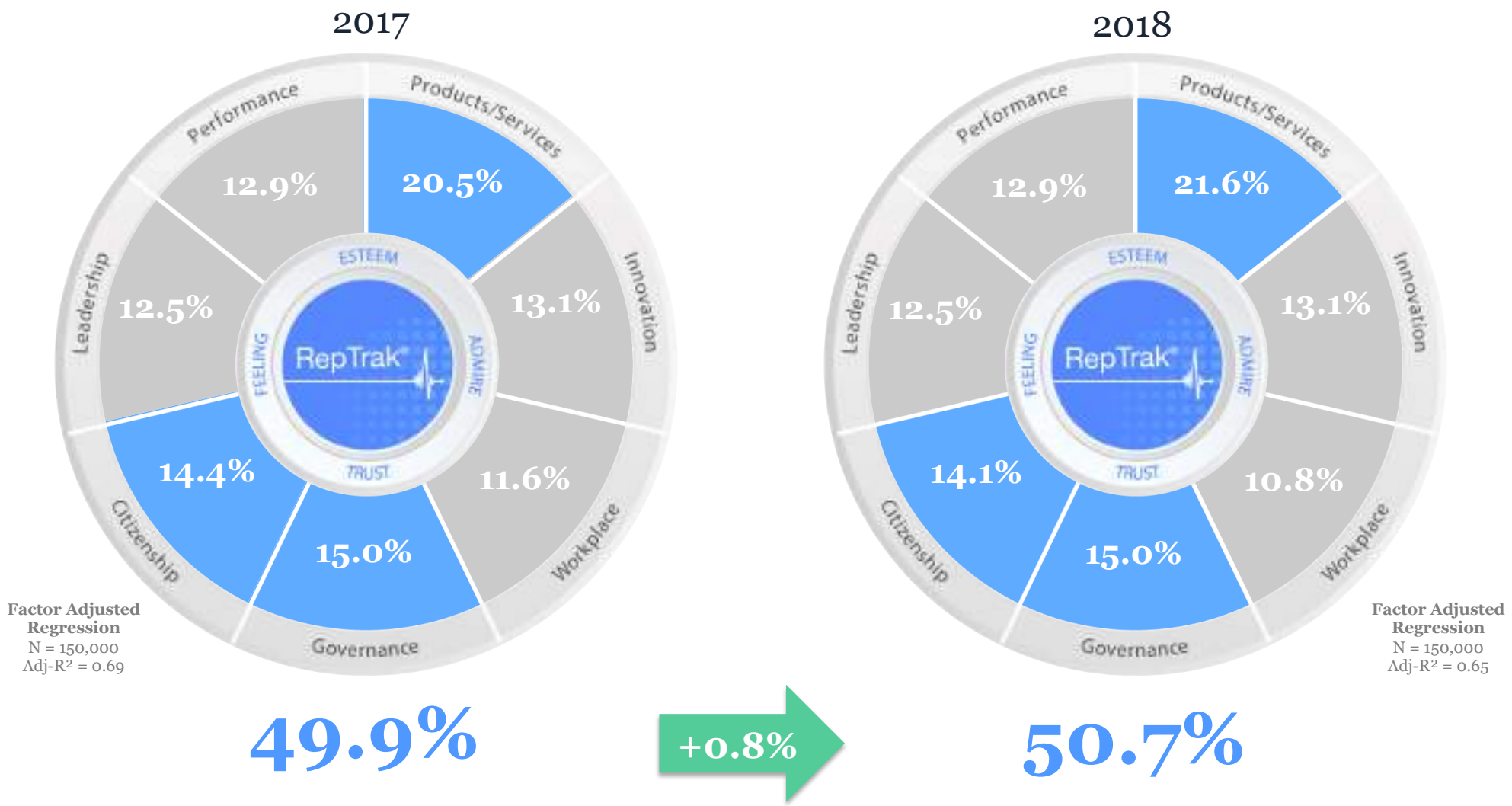


Significant difference > 0.8

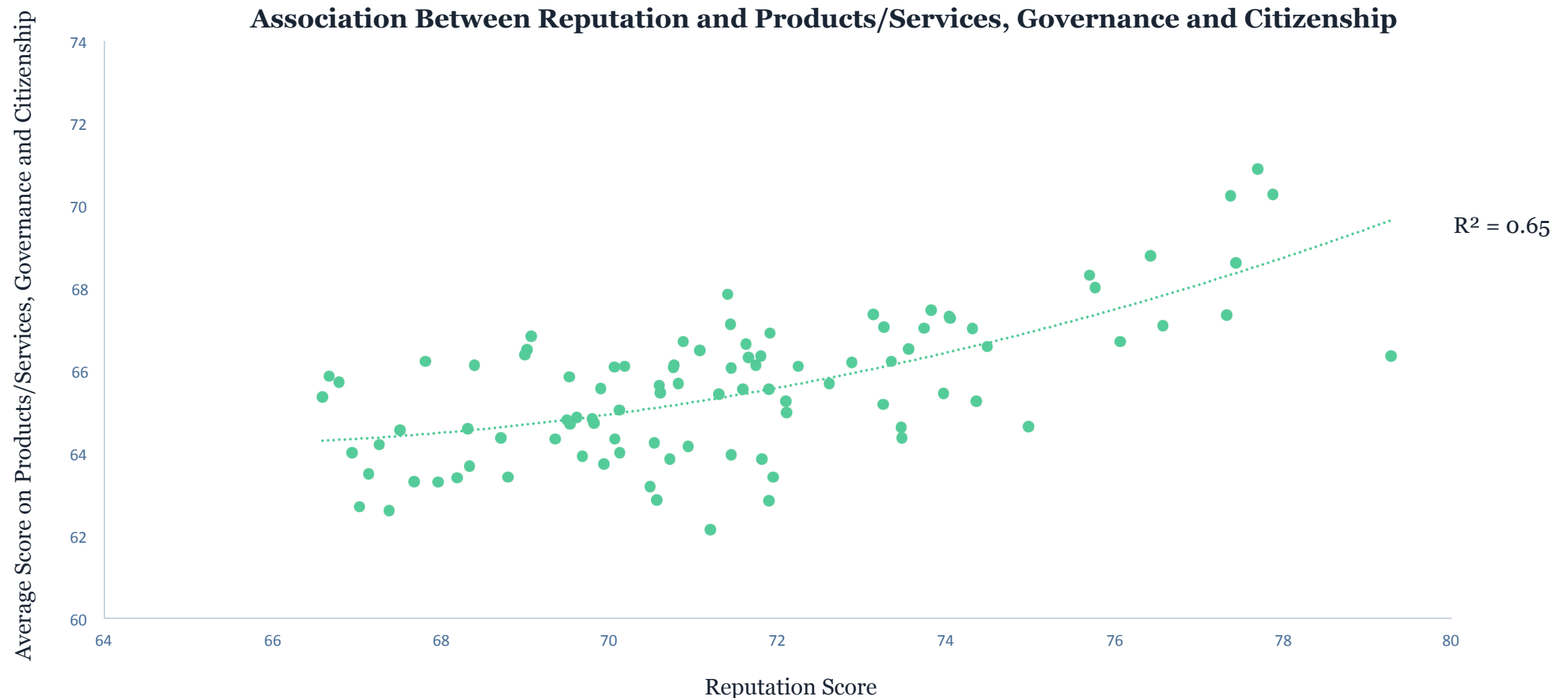
*Digging Deeper:
Globally winning on reputation*

1 Focus on Product and Enterprise

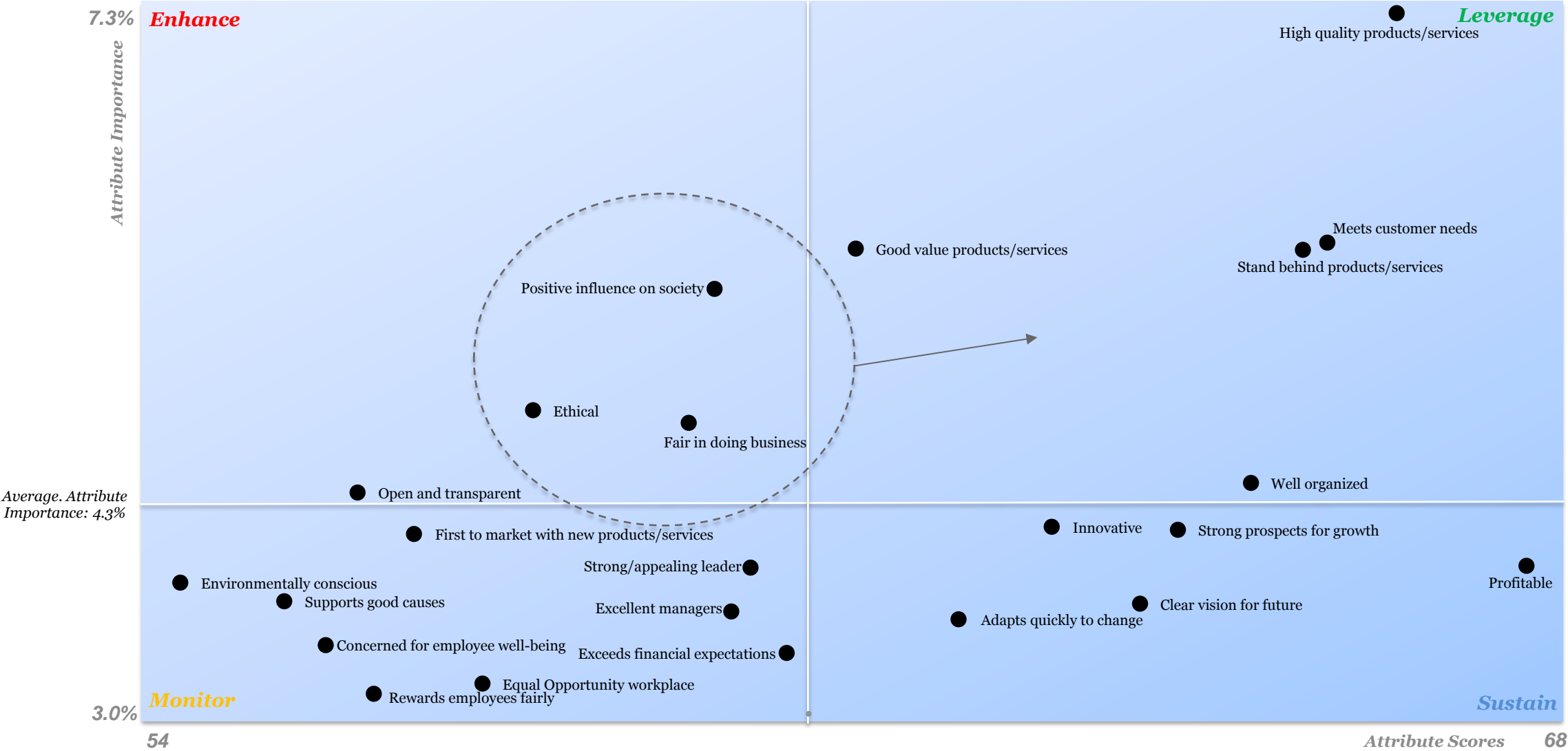
Reputation Dimension Weights & Change from '17



Align Products With Governance and Citizenship



Ethics, Fairness, and Social Influence Are Key

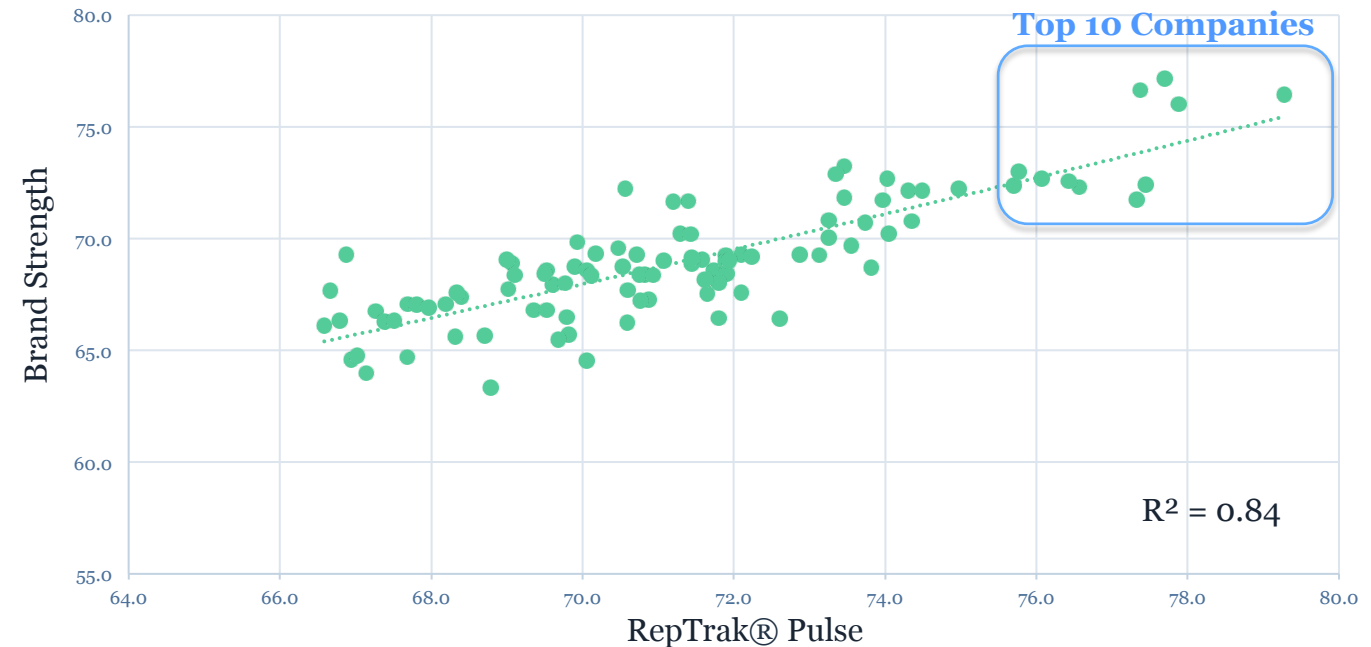


2 Be Purposefully Genuine

High Purpose = Stronger Reputation

- Purpose driven companies with enhanced brand strength have a higher reputation, as evidenced by the top 10 companies.
- Across the top 100 global companies, overall brand strength has decreased by 3 points – during a time when being purposeful is more important than ever.

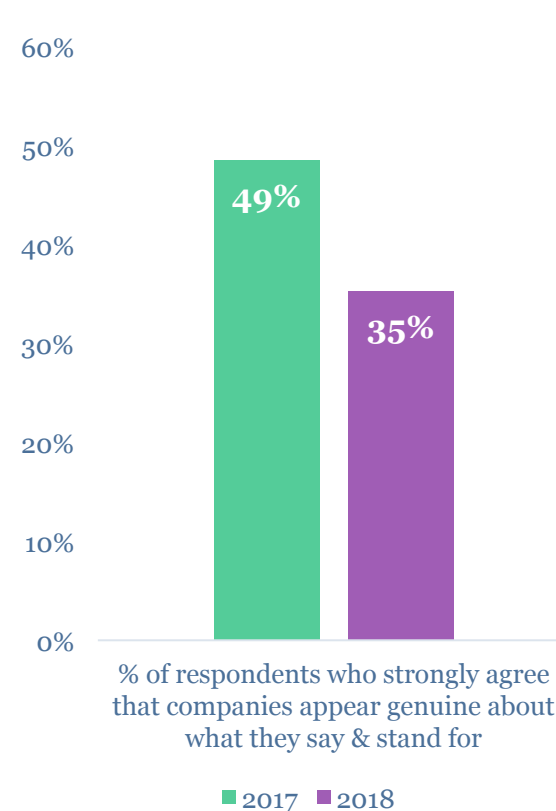
Corporate Brand Correlates with a Stronger Reputation



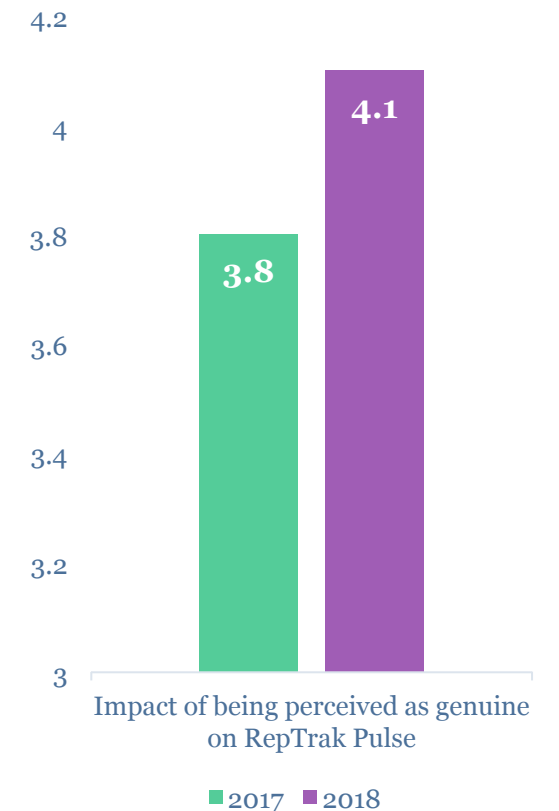
Identifying a “Genuine” Disconnect

- The percent of companies perceived as communicating frequently has **dropped by 13 points** from 2017
- This is especially true on the measure of “appears genuine about what a company says and stands for”, with a **decline of almost 14 points** since 2017
- Being perceived as a “genuine” company is the personality trait that yields the highest pulse impact — and it has become even more important than previous years

Appears Genuine



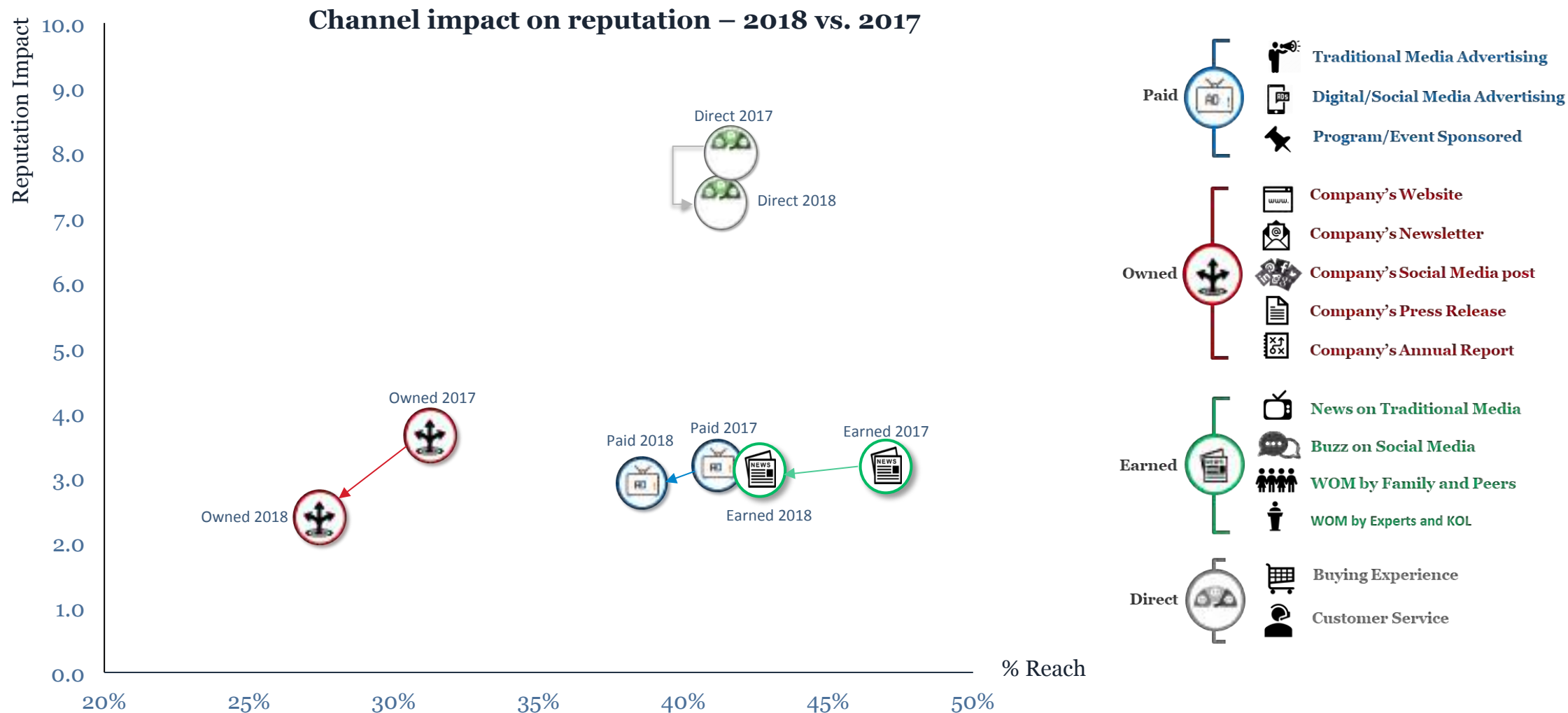
Impact of Genuine Persona



Significant difference > 0.8

3 Overcome Messaging White Noise

Harder for Messaging to Breakthrough



Social Media Can Make a Difference

A relatively small percentage of people can have a major impact:

>2.0 pts

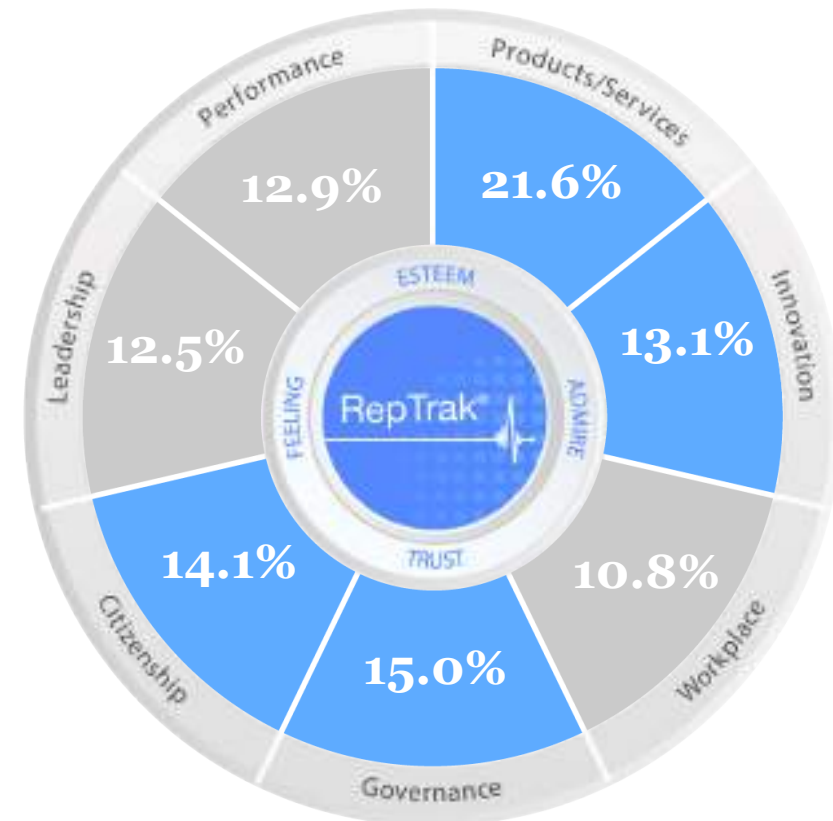
Social Media Touchpoint	2018 % Reach	2018 Reputation Impact
Company's advertisements on social media	18.9%	1.7
From social media postings by Company	11.6%	1.2
Topic experts, websites and blogs	8.8%	0.5
From others posting about Company in social media	10.8%	-

Significant difference > 0.8

What is Driving Social Media Discussion?

- The digital conversation for top 10 companies is **overwhelmingly positive in sentiment** and centers around dimensions that drive reputation
- Analysis is based on **121 million conversations in 2017** across the world in publicly-available digital channels – such as Facebook, Twitter, New York Times, blogs, and online forums
- Discussion themes are derived using tailored search strings and **Latent Dirichlet Allocation** to cluster conversations

The most prevalent reputation dimensions on social media for top 10 companies

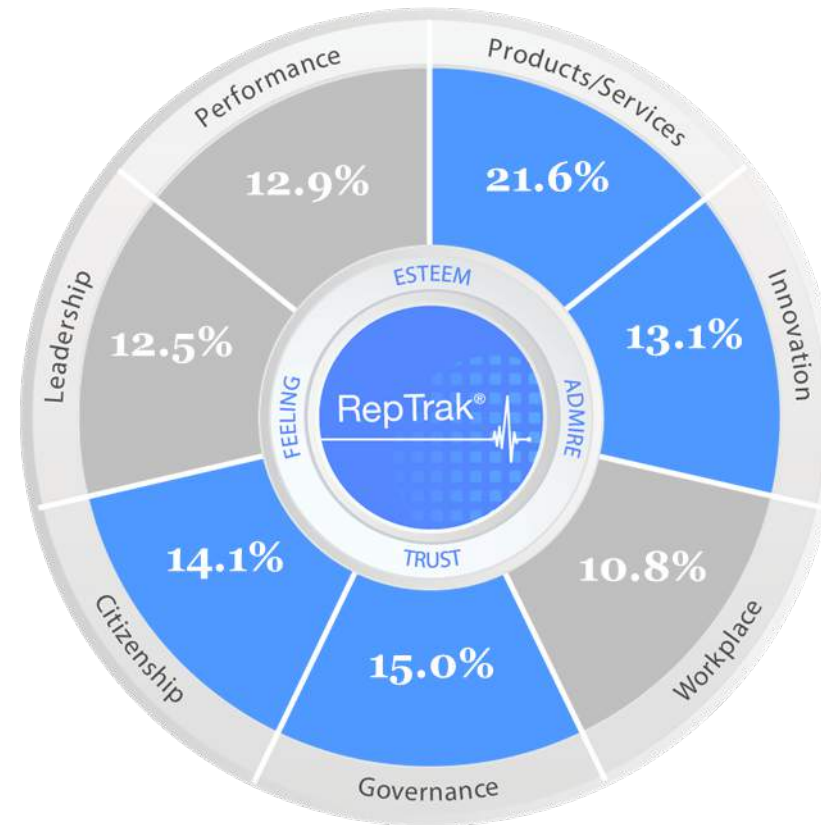


Discussion Links Product-to-Purpose and Social Benefit

Key social narratives by dimension across digital media for top 10 companies

Citizenship: Narrative centered around the organization as an embedded element of modern culture, making modern living better, and more sustainable.

Governance: Genuine transparency and clear purpose facilitate positive narrative and sharing of experiences.



Products and Services: Unwavering focus on high quality and value, coupled with responsive customer service.

Innovation: Shift from novelty and product characteristics to an outcome of “enabling lives”.

4

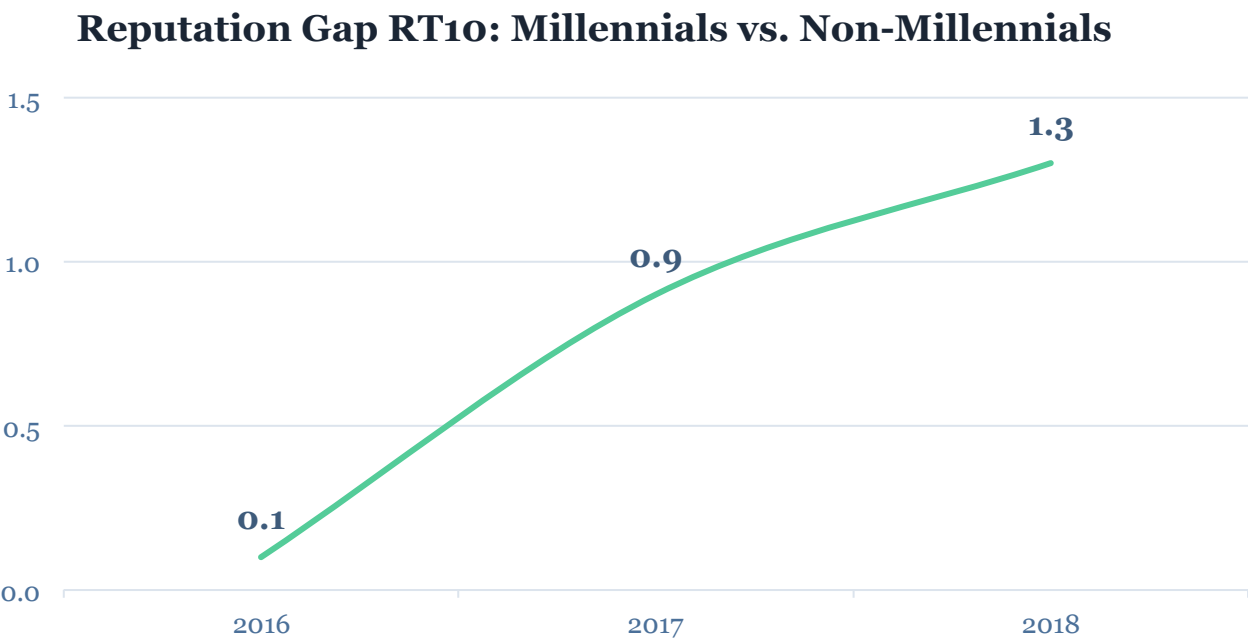
Identify with Millennials

Millennials Drive Reputation Lift

RT10 global companies have a stronger reputation among Millennials and the gap vs. Non-Millennials is growing.

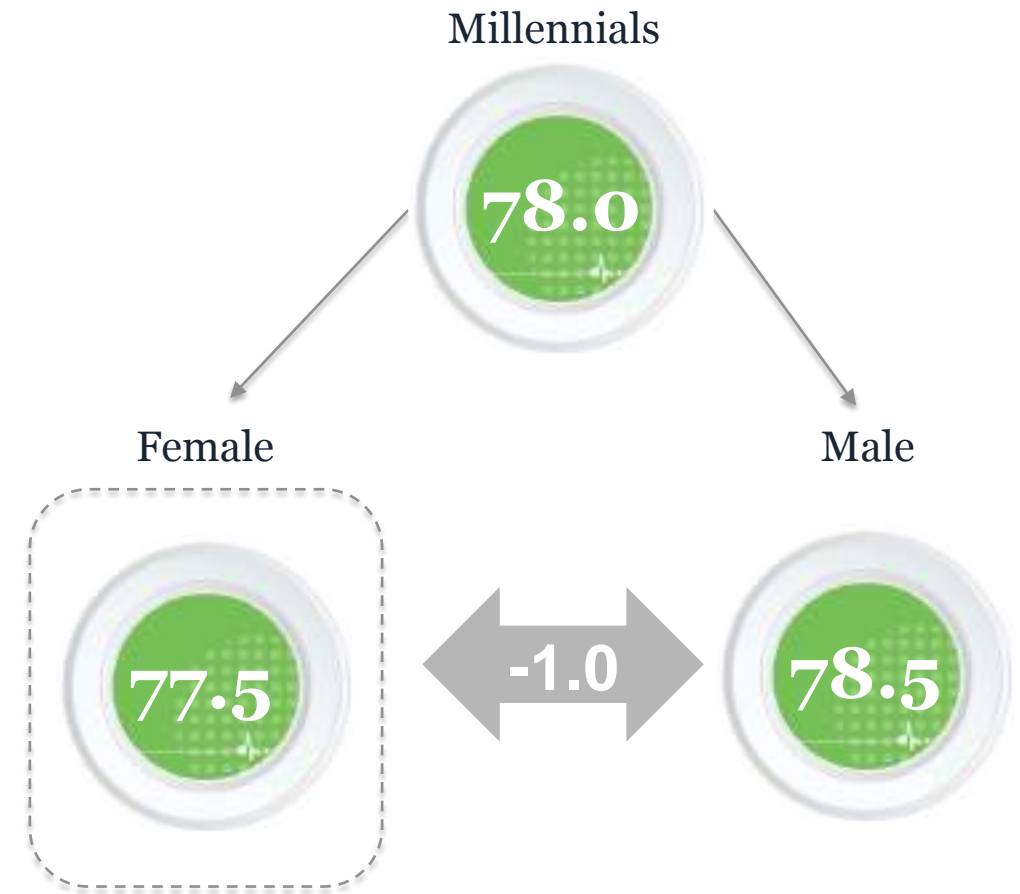


Millennials = 18-34 ; Non-millennials = 35-64 Significant difference > 1.4



Female Millennials: Key Stakeholder

- Millennial women are globally shaping the new cultural narrative through the “Me Too” movement.
- Top 10 companies have a stronger reputation among Millennials – but female Millennials have a **lower emotional connection with companies** as compared to male counterparts.
- Female Millennials score the top 10 companies significantly lower than males across the 3 key drivers of reputation.



Millennials = 18-34 ; Non-millennials = 35-64 Significant difference > 1.4

5 Unleash a New Voice of Leadership

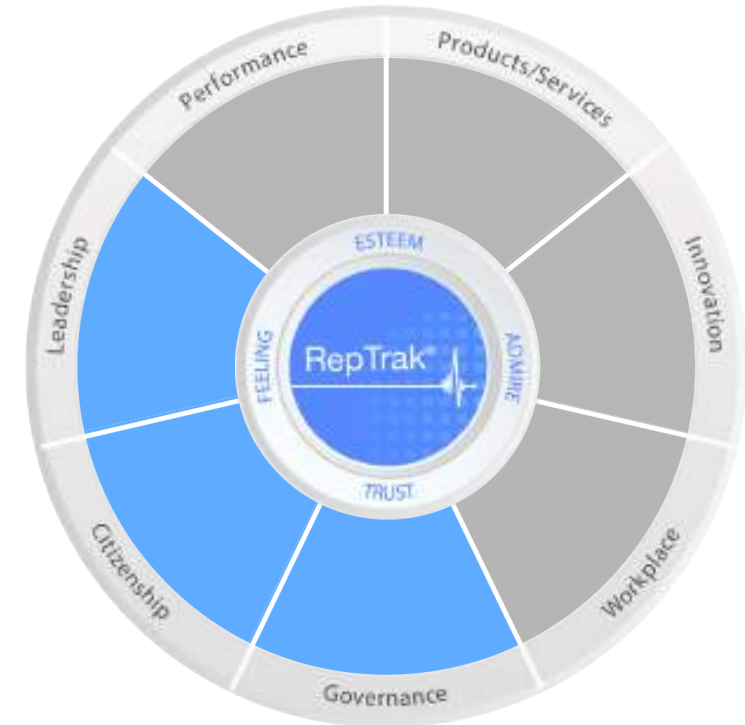
Leadership Voice: “CEO with a Conscience”

- A new kind of leader emerges: a **CEO who thinks beyond profit** and aligns leadership with societal contributions and highly ethical behavior
- 66 out of the RT100 companies have a strong score on leadership -- but few **deliver on ‘governance’ and ‘citizenship’**

“Businesses can no longer avoid becoming political.”

-- Harvard Business Review, April 2017

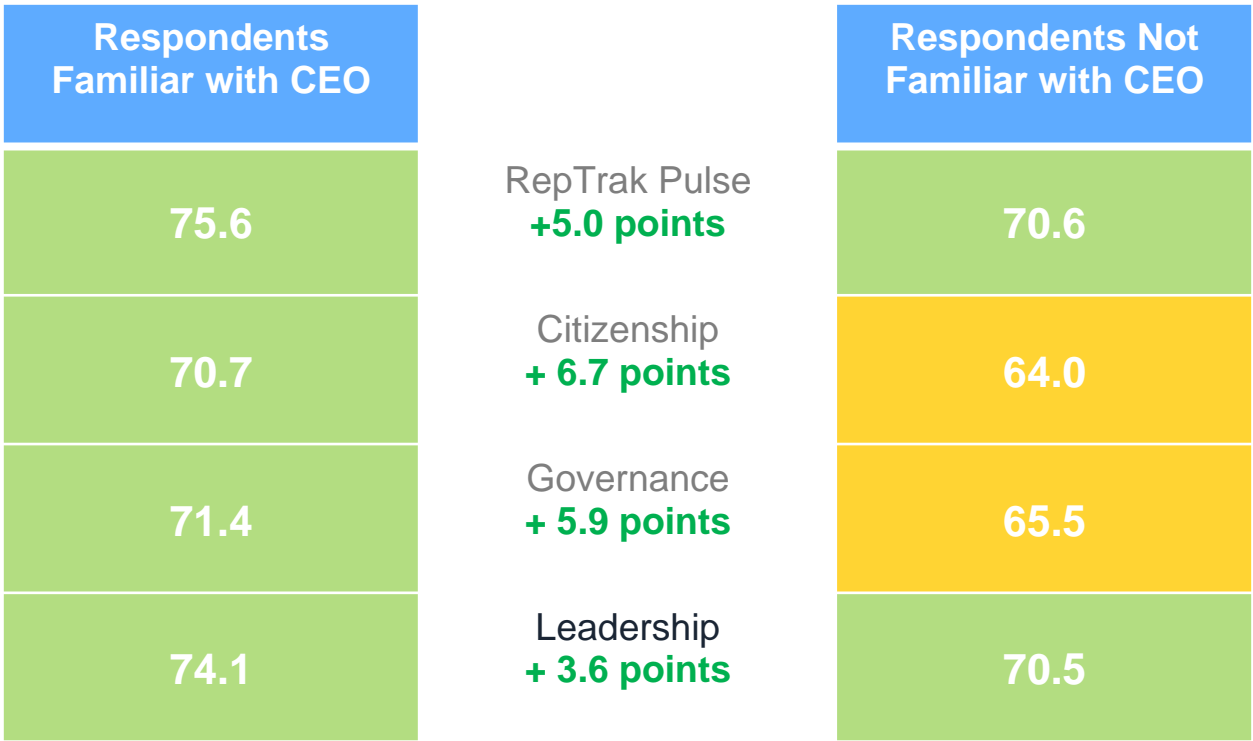
Leadership is increasingly aligned with ethical behavior and societal contribution



New Era of CEO Activism

- Among respondents who are familiar with the Top 100 companies' CEOs, the companies' reputations have a 5.0 point reputation lift
- Good leadership is **linked with societal contribution** and ethical and transparent governing.
- The highest dimension lifts among those familiar with CEOs are in the key dimensions of citizenship and governance.

CEO Reputation Impact Company Reputation




















Significant difference > 1.4

● POOR
 ● WEAK
 ● AVERAGE
 ● STRONG
 ● EXCELLENT

*RepTrak® 100:
How Companies Compare in 2018*

2018 Global RepTrak® Top 10 Companies

Rank	Home	2018	Score
1	Switzerland	 ROLEX	79.3
2	Denmark		77.9
3	United States		77.7 
4	Japan		77.4
5	United States		77.4 
6	Japan		77.3 
7	Germany		76.6 
8	Germany		76.4 
9	Germany		76.1 
10	United States	 Microsoft	75.8 







Top 10

- The top 10 companies remain largely stable
- Rolex is still top but no longer excellent
- Two new companies made the top 10: BMW Group and Microsoft
- Google jumped two places from last year - Walt Disney Company dropped two places
- Intel and Rolls-Royce fell out of the top 10

Significant difference > 0.8

2018 Global RepTrak® 100

1  ROLEX 79.3	2  77.9	3  77.7	4  77.4	5  77.4	6  77.3	7  76.6	8  76.4	9  76.1	10  75.8
11  75.7	12  75.0	13  74.5	14  74.4	15  74.3	16  74.0	17  74.0	18  74.0	19  73.8	20  73.7
21  73.6	22  73.5	23  73.5	24  73.3	25  73.3	26  73.3	27  73.1	28  72.9	29  72.6	30  72.2
31  72.1	32  72.1	33  71.9	34  71.9	35  71.9	36  71.9	37  71.8	38  71.8	39  71.7	40  71.6
41  71.6	42  71.6	43  71.4	44  71.4	45  71.4	46  71.4	47  71.3	48  71.2	49  71.1	50  70.9
51  70.9	52  70.8	53  70.8	54  70.8	55  70.7	56  70.6	57  70.6	58  70.6	59  70.5	60  70.5
61  70.2	62  70.1	63  70.1	64  70.1	65  70.1	66  69.9	67  69.9	68  69.8	69  69.8	70  69.8
71  69.7	72  69.6	73  69.5	74  69.5	75  69.5	76  69.4	77  69.1	78  69.1	79  69.0	80  69.0
81  68.8	82  68.7	83  68.4	84  68.3	85  68.3	86  68.2	87  68.0	88  67.8	89  67.7	90  67.7
91  67.5	92  67.4	93  67.3	94  67.1	95  67.0	96  66.9	97  66.9	98  66.8	99  66.7	100  66.6

2018 Global RepTrak® 100: Featured Company

1 ROLEX 79.3	2 LEGO 77.9	3 Google 77.7	4 Canon 77.4	5 The Walt Disney Company 77.4	6 SONY 77.3	7 adidas 76.6	8 BOSCH 76.4	9 BMW GROUP 76.1	10 Microsoft 75.8
11 MICHELIN 75.7	12 NIKE 75.0	13 Nintendo 74.5	14 LEVI STRAUSS & CO. 74.4	15 intel 74.3	16 GOODYEAR 74.0	17 Rolls-Royce 74.0	18 FERRERO 74.0	19 PHILIPS 73.8	20 BRIDGESTONE 73.7
21 VISA 73.6	22 GIORGIO ARMANI 73.5	23 amazon 73.5	24 NETFLIX 73.3	25 3M 73.3	26 SAMSUNG 73.3	27 TOYOTA 73.1	28 hp 72.9	29 Panasonic 72.6	30 PIRELLI 72.2
31 IBM 72.1	32 Marriott International 72.1	33 Nestlé 71.9	34 DANONE 71.9	35 HUGO BOSS 71.9	36 Barilla 71.9	37 mastercard 71.8	38 LUFTHANSA GROUP 71.8	39 COLGATE-PALMOLIVE 71.7	40 DELL 71.6
41 LG 71.6	42 Kellogg's 71.6	43 Kraft Heinz 71.4	44 L'ORÉAL 71.4	45 CISCO 71.4	46 IKEA 71.4	47 CATERPILLAR 71.3	48 LVMH MOÏT HENNESSY, LOUIS VUITTON 71.2	49 LAVAZZA TORINO, ITALIA, 1895 71.1	50 RALPH LAUREN 70.9
51 SIEMENS 70.9	52 HONDA The Power of Dreams 70.8	53 Whirlpool Corporation 70.8	54 IHG 70.8	55 BOEING 70.7	56 FedEx Corporation 70.6	57 FUJIFILM 70.6	58 Apple 70.6	59 DAIMLER 70.5	60 Emirates 70.5
61 AIRBUS 70.2	62 HEINEKEN 70.1	63 ESTÉE LAUDER COMPANIES 70.1	64 NOKIA 70.1	65 ORACLE 70.1	66 Hilton 69.9	67 HERSHEY'S 69.9	68 Electrolux 69.8	69 BRITISH AIRWAYS 69.8	70 natura 69.8
71 Ford 69.7	72 J&J 69.6	73 xerox 69.5	74 Campbell's 69.5	75 P&G 69.5	76 DHL 69.4	77 novo nordisk 69.1	78 havaianas 69.1	79 EMBRAER 69.0	80 SAP 69.0
81 TOSHIBA 68.8	82 AIRFRANCE_KLM 68.7	83 Kimberly-Clark 68.7	84 MARS incorporated 68.3	85 B&W 68.3	86 BAYER 68.2	87 Unilever 68.0	88 Honeywell 67.8	89 BACARDI LIMITED 67.7	90 NISSAN MOTOR CORPORATION 67.7
91 Roche 67.5	92 ebay 67.4	93 Carlsberg Group 67.4		94 67.0	96 FUJITSU 66.9	97 The Coca-Cola Company 66.9	98 SANOFI 66.8	99 ABInBev 66.7	100 Lilly 66.6

Company Spotlight: MARS

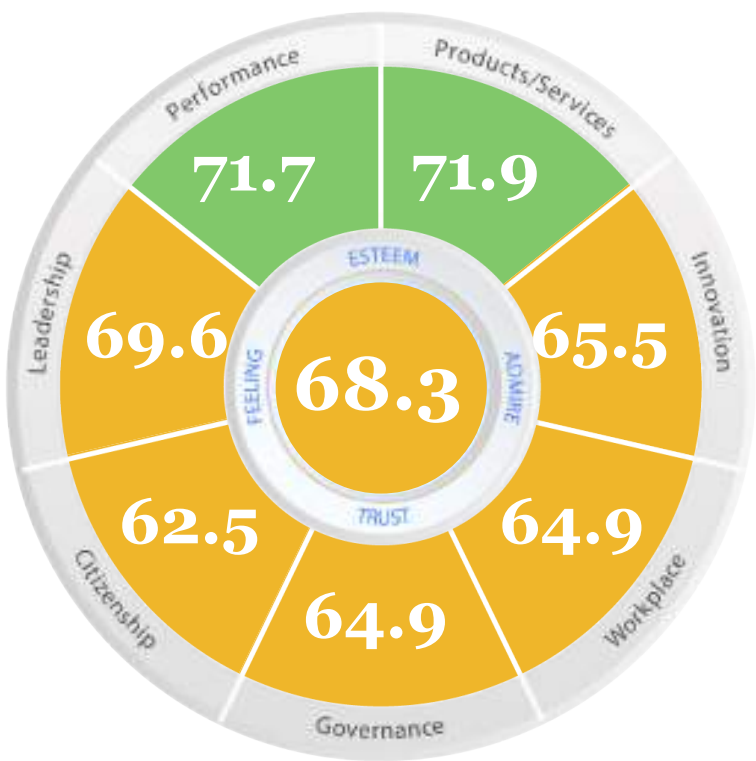
Mars Incorporated **made it into the RT100 for the first time** and ranked 84th overall:

“Reputation is critical to every aspect of our business and is a leading indicator of our positive influence on society.”



Andy Pharoah,
VP Corporate Affairs and Strategic Initiatives,
Mars Incorporated

Global 2018 Dimension Scores for MARS



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Global RepTrak® 100 Trends: Observations



The United States has the largest number of companies in the top 100, with **43%**. Japan contributes 12% of companies and Germany 10%.



For the first time, **Brazil** is represented in the top 100 companies by three companies – with Natura, Havainas, and Embraer.













Among the most prevalent home countries, **71%** of US companies saw a drop in ranking from 2017, followed by **50%** in Germany and **42%** in Japan.



No company scored in the excellent range, and **58%** saw a drops in ranking. There was a **16%** decline of companies in the strong range and a **17%** increase in the average range.

Observations: High Risers and Fast Fallers

Company	Score	Rank	Rank Change
Samsung	73.3	26	+44 
Dell	71.6	40	+28 
LG Corp.	71.6	41	+22 
Nestlé	71.9	33	+21 
Netflix	73.3	24	+16 

Company	Score	Rank	Rank Change
Apple	70.6	58	-38 
Daimler	70.5	59	-32 
J&J	69.6	72	-28 
AB InBev	66.7	99	-27 
Estée Lauder	70.1	63	-26 

Risers and Fallers

- The top two fastest risers are from the tech industry
- The fastest riser and faller are the highest profile competitors in the cell phone business
- The two only South Korean companies in the top 100 have seen some of the biggest gains in rank YOY

Significant difference > 0.8

Global Industry Dynamics

Most Prevalent Industries

Rank	Industry
1	Consumer
2	Food & Beverage
3	Technology



Industry Risers

Industry	Rank Change
Information	+2
Retail	+2



Industry Fallers

Industry	Rank Change
Hospitality	-16
Transportation	-13
Airlines	-12

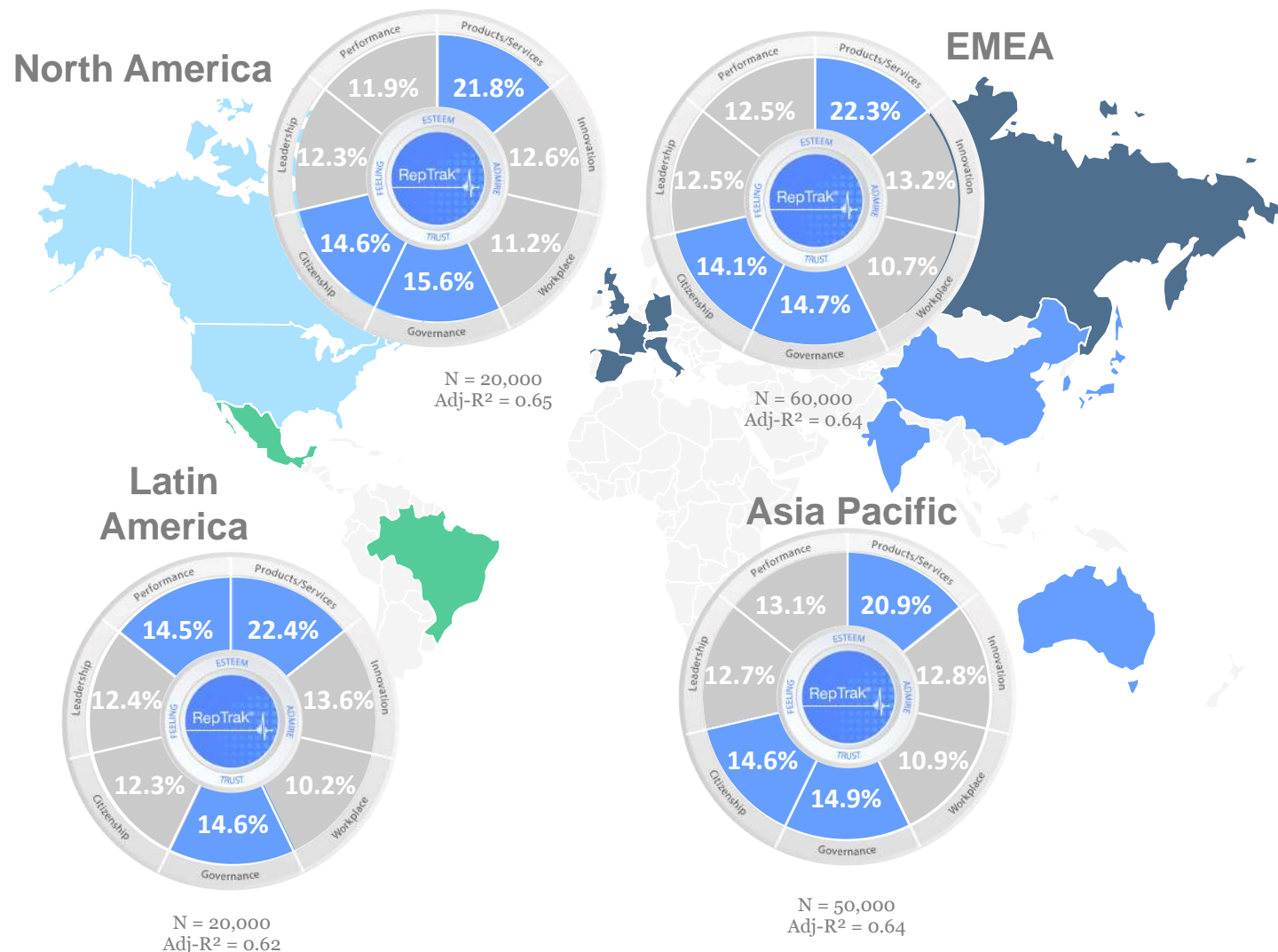
Industry

The consumer industry accounts for

27%

of 2018's top 100 companies

Reputation Dimension Weights by Region



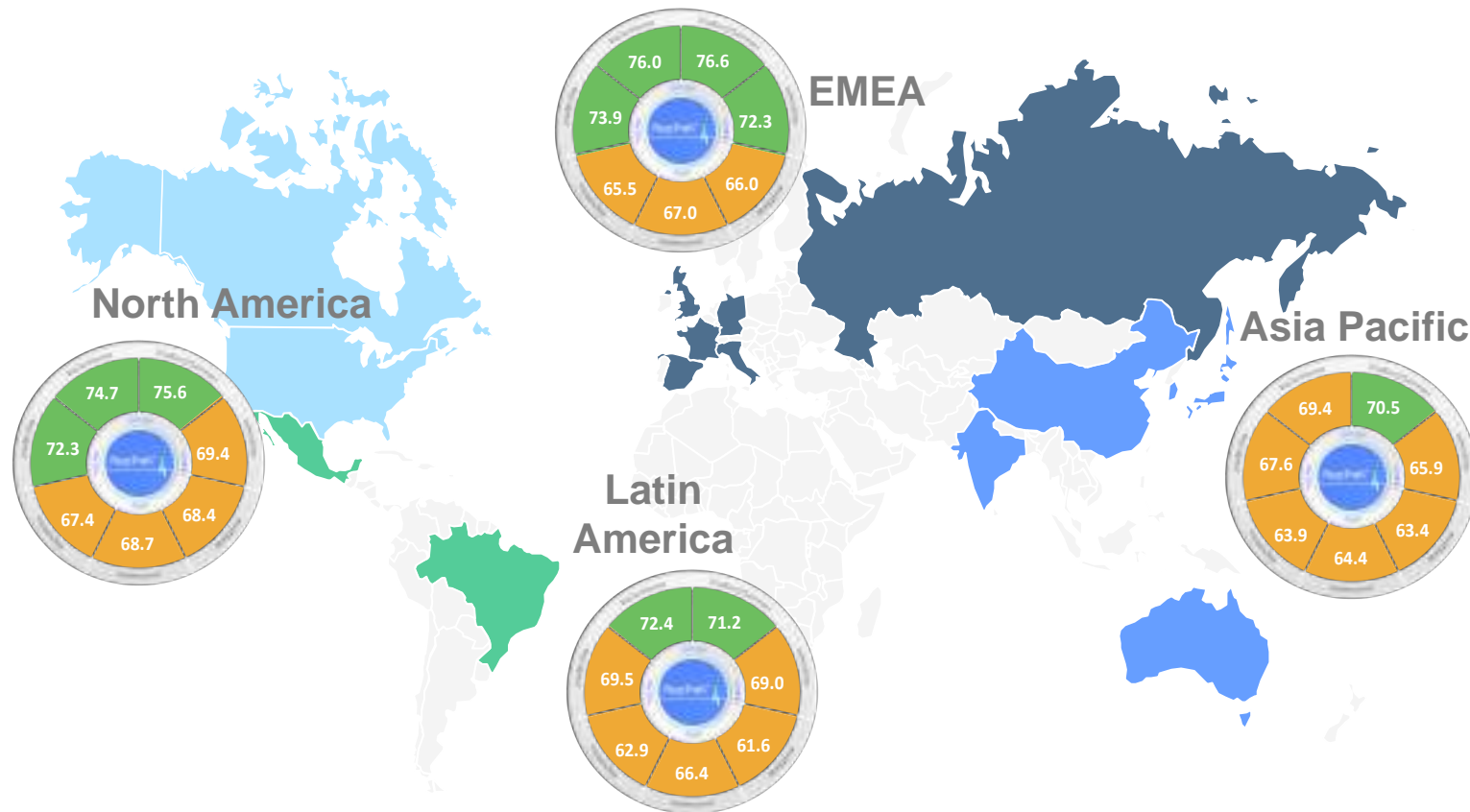
Driver Analysis Breakdown



- No major differences in dimension weights between regions, with the exception of Latin America – where performance trumps citizenship
- Product is the highest weighted dimension for every region and workplace the lowest
- Governance is equally important around the world – citizenship has biggest impact in North America and Asia Pacific region

Regional Dimension Score Breakdown

Average Dimension Score Rating per Region



Regional Differences

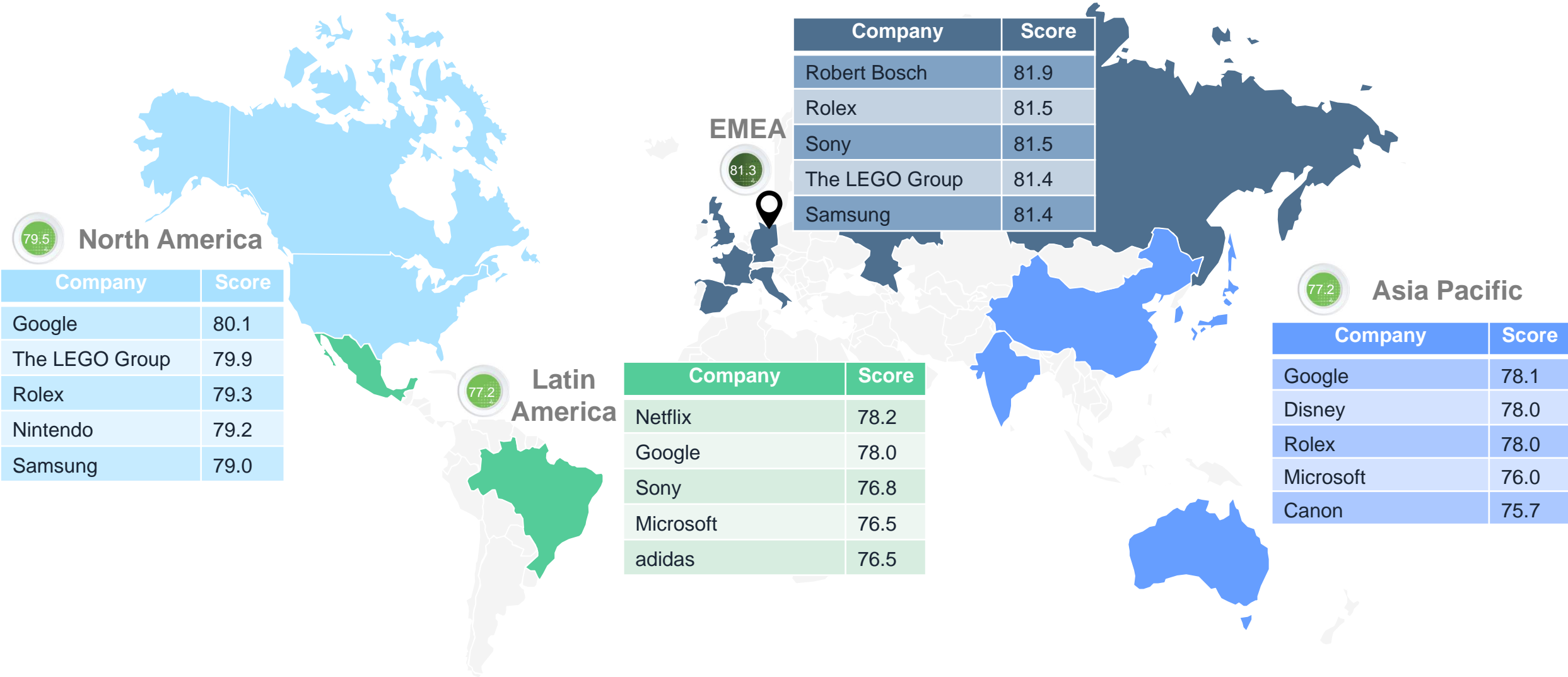


- Asia Pacific region rated companies lowest, with only products & services scoring in the “strong” range
- EMEA rates companies highest, with the majority of dimensions scoring in “strong” range
- For Asia Pacific and Latin America, workplace has the lowest rating
- For EMEA and North America, citizenship has the lowest rating, suggesting a deeper erosion of trust

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

Significant differences: Asia > 1.5, EMEA > 1.2, Latin America > 2.0; North America > 1.8

Top Companies by Region



RepTrak® 100: Company Spotlight

Company Spotlight: The LEGO Group

“Our purpose as a company – to inspire and develop the builders of tomorrow – is what drives us and keeps us on our toes. To be ranked second on the Global RepTrak 100 survey is a great honour. We are humbled and proud that people hold us in such high regard. This doesn’t happen by accident; it is the result of our dedicated colleagues prioritizing children first and delivering play experiences that help them develop those essential skills needed for the future.”

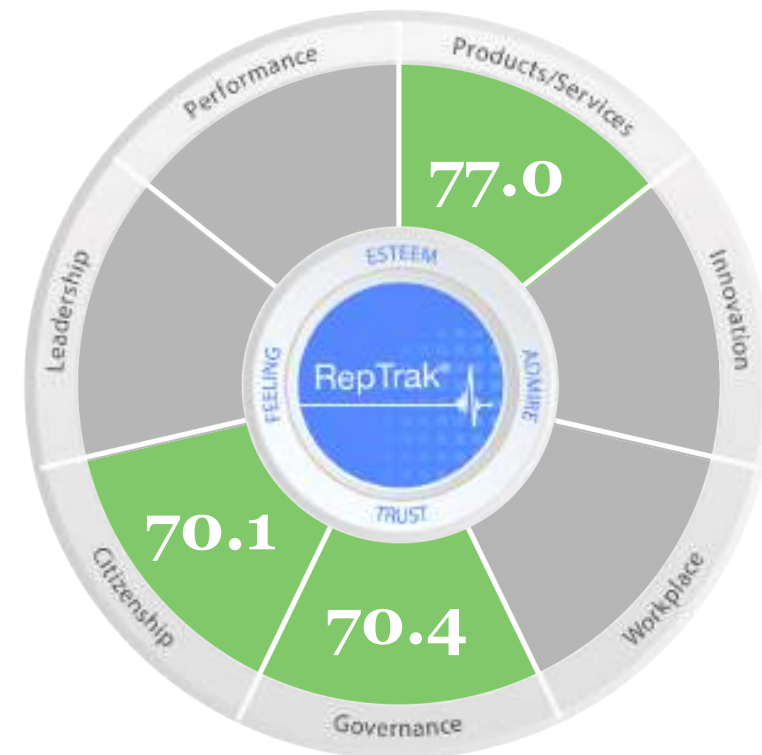
Niels B. Christiansen,
Chief Executive Officer,
The LEGO Group



Company Spotlight: The LEGO Group

- The LEGO Group remains in #2nd place for two years in a row
- The LEGO Group is a leader in transparency and societal contribution.
- The LEGO Group has strong scores in the three key dimensions.
- In fact, The LEGO Group is the only company to have a strong score in ‘governance’ and ‘citizenship.’

Global 2018 Dimension Scores for The LEGO Group



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

The LEGO Group: Product and Purpose Alignment

- The LEGO Group's Planet Promise is focused on leaving a positive impact and earning a trusted position among stakeholders
- In 2018 The LEGO Group starts to materialize its promise by replacing the source material to make plastic from
- The LEGO Group is an example of a company whose products are in complete alignment with its values on societal contribution and business transparency



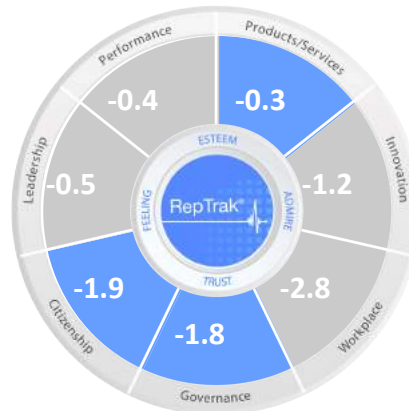
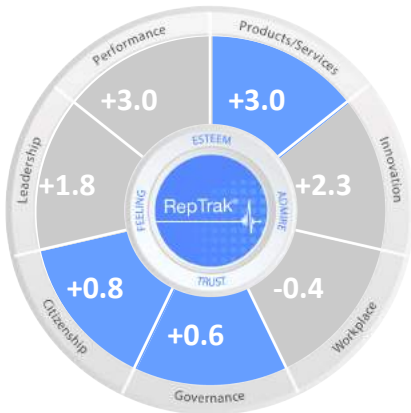
First LEGOs made from plant-based plastic will be released in 2018

Company Spotlight: Samsung

Changes in Dimension Score 2017 vs. 2018

Samsung ↑

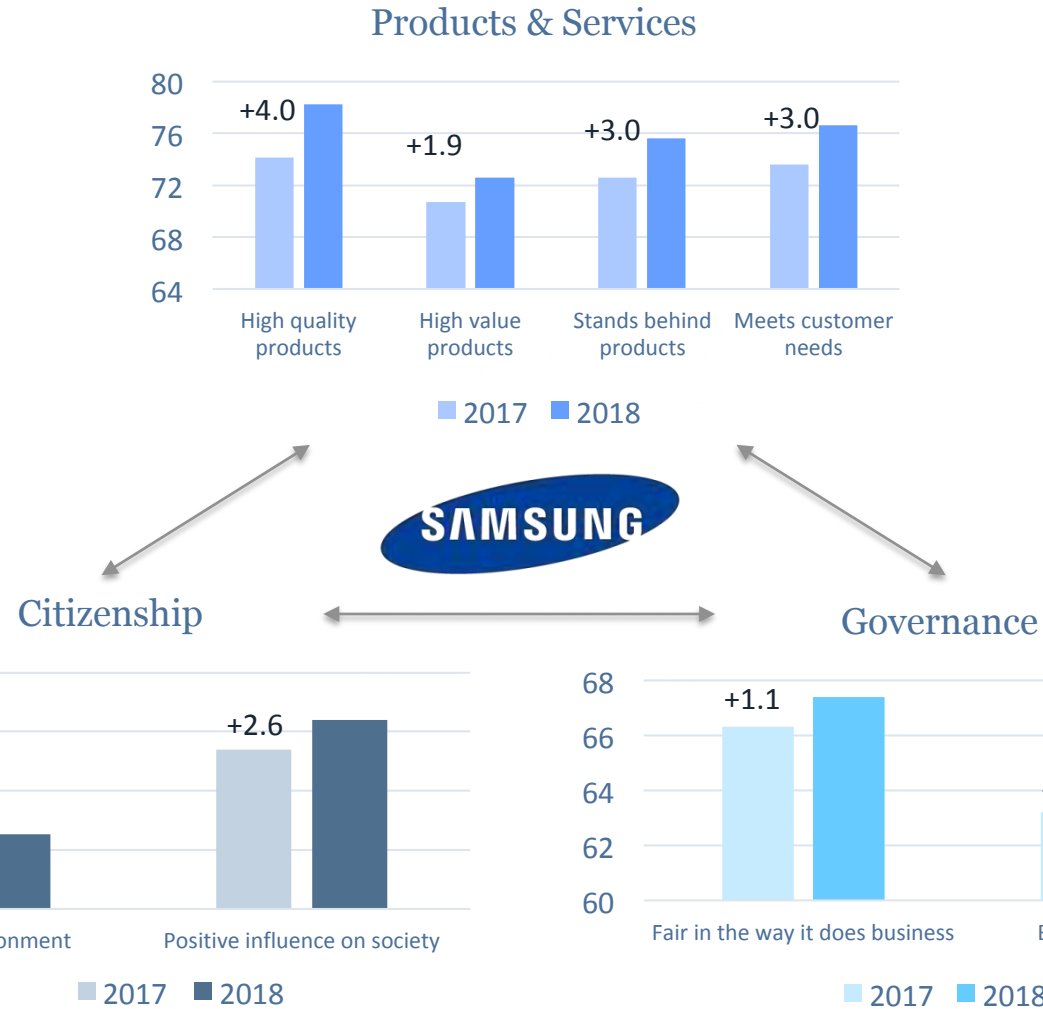
RepTrak® 100 ↓



- While RepTrak 100 companies declined, Samsung bucked the trend and increased reputation – driven by the crucial dimensions of **citizenship and governance**
- The net difference between Samsung's and the rest of RT 100 companies' is 2.7 points for citizenship and 2.4 points for governance.
- Samsung saw the highest increase in its **products & services** with a 3 point gain – highest among all top 100 companies

YoY significant difference >0.7

Samsung: Product, Citizenship, Governance Reaps Gains



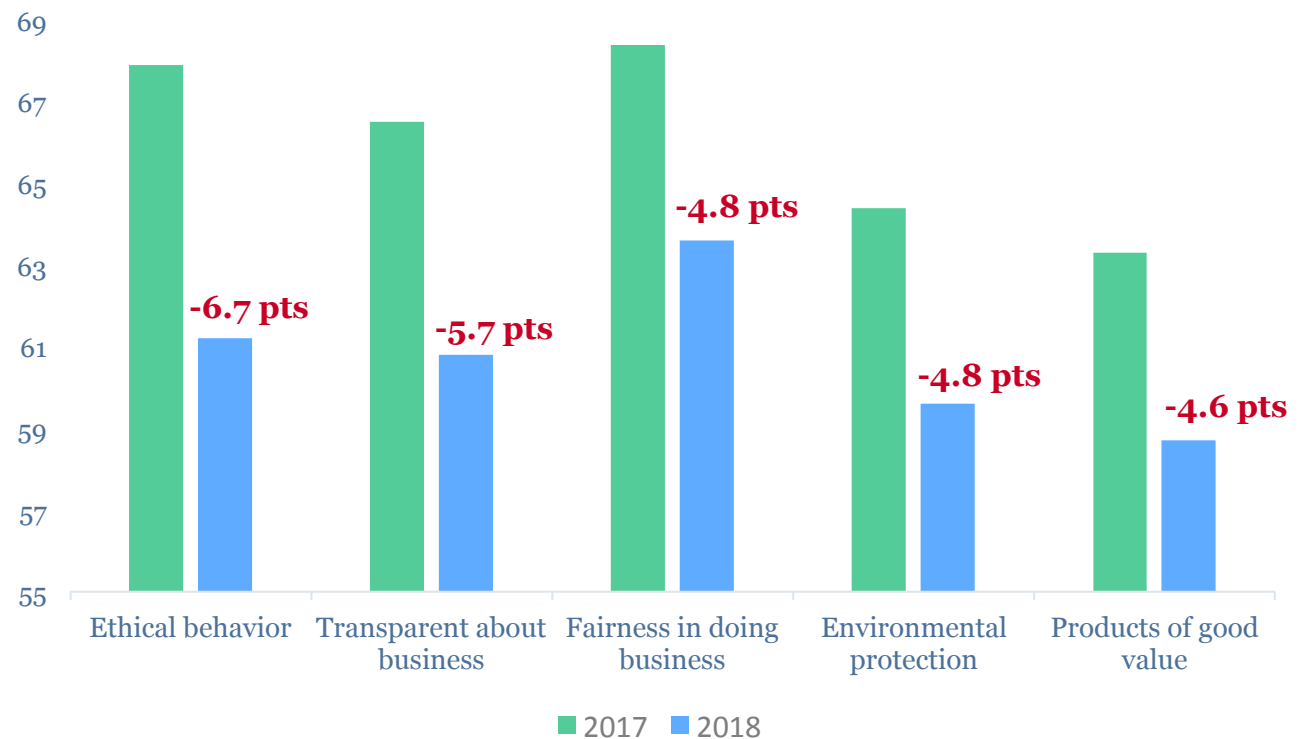
- After Samsung's product crisis in 2017 – when Galaxy Note 7s caught on fire– Samsung issued **public apologies** helping to repair its reputation in 2018
- Winter Olympics narrative exemplified alignment of products with citizenship -- by focusing on **benefits of technology** to overcome personal challenges

YoY significant difference >1.5

Company Spotlight: Apple

- Apple drops 38 spots on the Global 100 list and finds itself **at #58 in 2018**
- Apple's most significant **declines are on the key drivers** of reputation
 - Ethical behavior
 - Transparent about the business
 - Fairness in doing business
 - Environmental protection
 - Products of good value for the money
- The only positive trend for Apple is in 'company profitability' but it works against key drivers of ethics and fairness

Global Attribute Scores for Apple (YoY)



YoY significant difference >1.5

Product, Governance, and Citizenship Declines

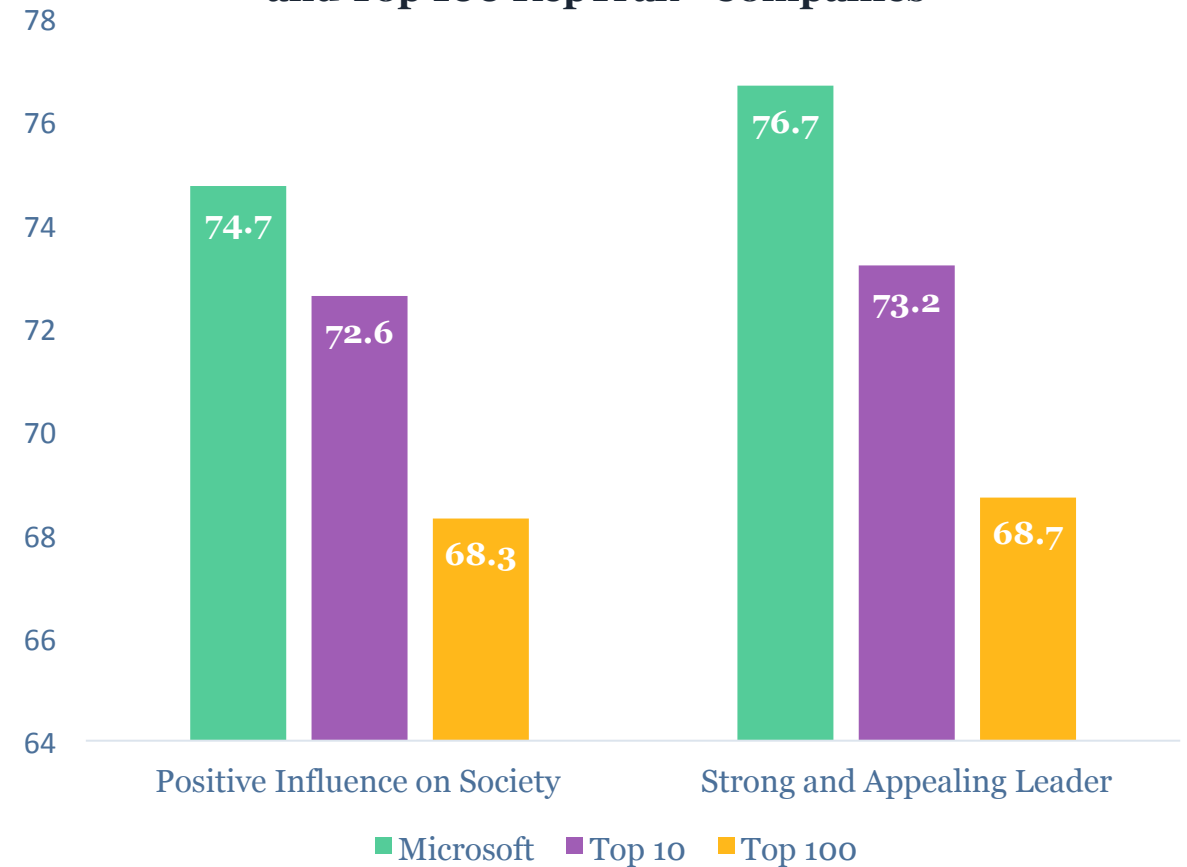
- Following the events of San Bernardino, tax evasion, battery tampering, and iPhone X, Apple's largest declines were in ethical behavior, transparency, social responsibility — as well as its perceived product value.
- This has a negative impact on behavior — around 1 in 5 state that if given a choice, they would avoid using or purchasing Apple products



Company Spotlight: Microsoft

- Microsoft rises one place in the rankings -- and rejoins the Top companies at #10
- Microsoft tops the rankings for having a **positive influence on society and appealing leader**
- On the merits of societal influence and leadership appeal, Microsoft outperforms the Top 10 and Top 100 companies.

Global Attribute Scores for Microsoft, Top 10, and Top 100 RepTrak® Companies



YoY significant difference >1.5

Microsoft: Purpose-driven Leadership

- Microsoft's CEO, Satya Nadella, is an example of a humble, confident, and socially relevant CEO with conviction
- Nadella has stated that companies should be **taking stances on controversial and social issues** such as privacy, security, and immigration
- As an immigrant himself, Nadella has shared his story and stance in response to the DACA repeal announcement



"I think it is important for companies like ours to have a set of principles that governs some of the most important things like privacy and security and — or immigration and take a stance. Ultimately, we also should recognize that we're not the elected officials....But when there isn't that structure in place, it is up to us as companies and leaders to take a principled stance.."

Satya Nadella, Microsoft CEO (Business Insider, 2017)

RepTrak® 100: Key Takeaways and Implications

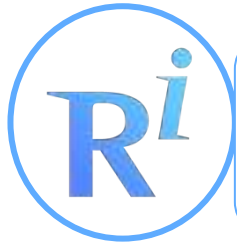
Global RepTrak® 100: Key Implications



The world is at a strategic inflection point and market forces are resulting in declines in reputation and loss of trust – it is globally imperative for companies to **regain benefit of the doubt** and win over Fencesitters.



Linking products and enterprise purpose can yield reputation gains – leveraging product quality, behavioral ethics, acts of fairness and positive societal influence can help **build reputational reassurance**.



Authentic communication can break through the corporate hyperbole – being true to who you are and unleashing a **genuine voice of leadership** can positively enhance the company narrative.



Reputation is a differentiator that can help your company economically win – but to realize success there is a need to proactively **navigate social issues** to build reputational equity and mitigate against risk.

Join the RepTrak® Program

A GLOBAL MEASURE OF REPUTATION



- You can **measure your reputation** in **any country around the world**
- You can measure with **any stakeholder** that you like
- You can measure your reputation through **stakeholders surveys** or **media coverage**
- You will get **integrated lens** to evaluate and manage your reputation
- You can measure your reputation on a **daily, weekly, monthly, quarterly, or annual basis**
- You can get **self service** or **in-depth reputation advice** depending on your needs
- You can get **inspiration from leading companies** as part of the Reputation Leaders Network

Thank You

www.reputationinstitute.com

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@shahngriff

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Appendices:

Other support slides

Reputation Macrotrends Driving Change

Understanding of what is changing the World and moving markets.



Top 10 Reputation Trends

- 10 Millennials Matter
- 9 Tweet Ranting
- 8 Employer of Choice
- 7 Cultural Narrative
- 6 Cyber Attacks
- 5 Fake News
- 4 Higher Purpose
- 3 Everyday Influencer
- 2 Nationalism vs. Globalism
- 1 CEO Activism

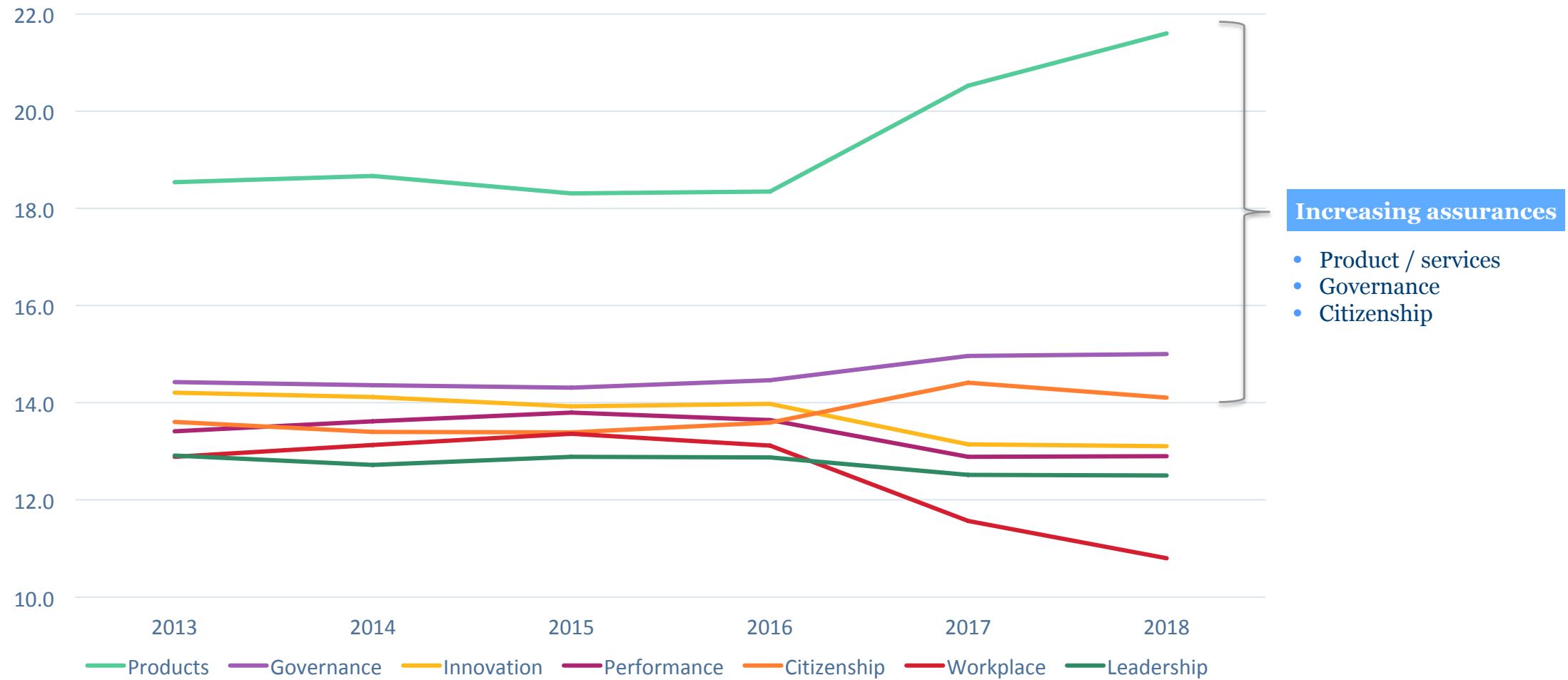
Identify Drivers That Enhance Reputation

Attribute	2018 Weight	2017 Weight	Change vs. 2017
High quality products/services	7.2%	6.9%	0.2%
Stand behind products/services	5.8%	5.5%	0.3%
Good value products/services	5.8%	5.8%	0.2%
Meets customer needs	5.8%	5.5%	0.1%
Positive influence on society	5.5%	5.4%	0.2%
Ethical behavior	4.8%	4.8%	0.0%
Fair in doing business	4.7%	4.7%	0.0%
Well organized	4.4%	4.3%	0.1%
Open and transparent	4.3%	4.3%	0.1%

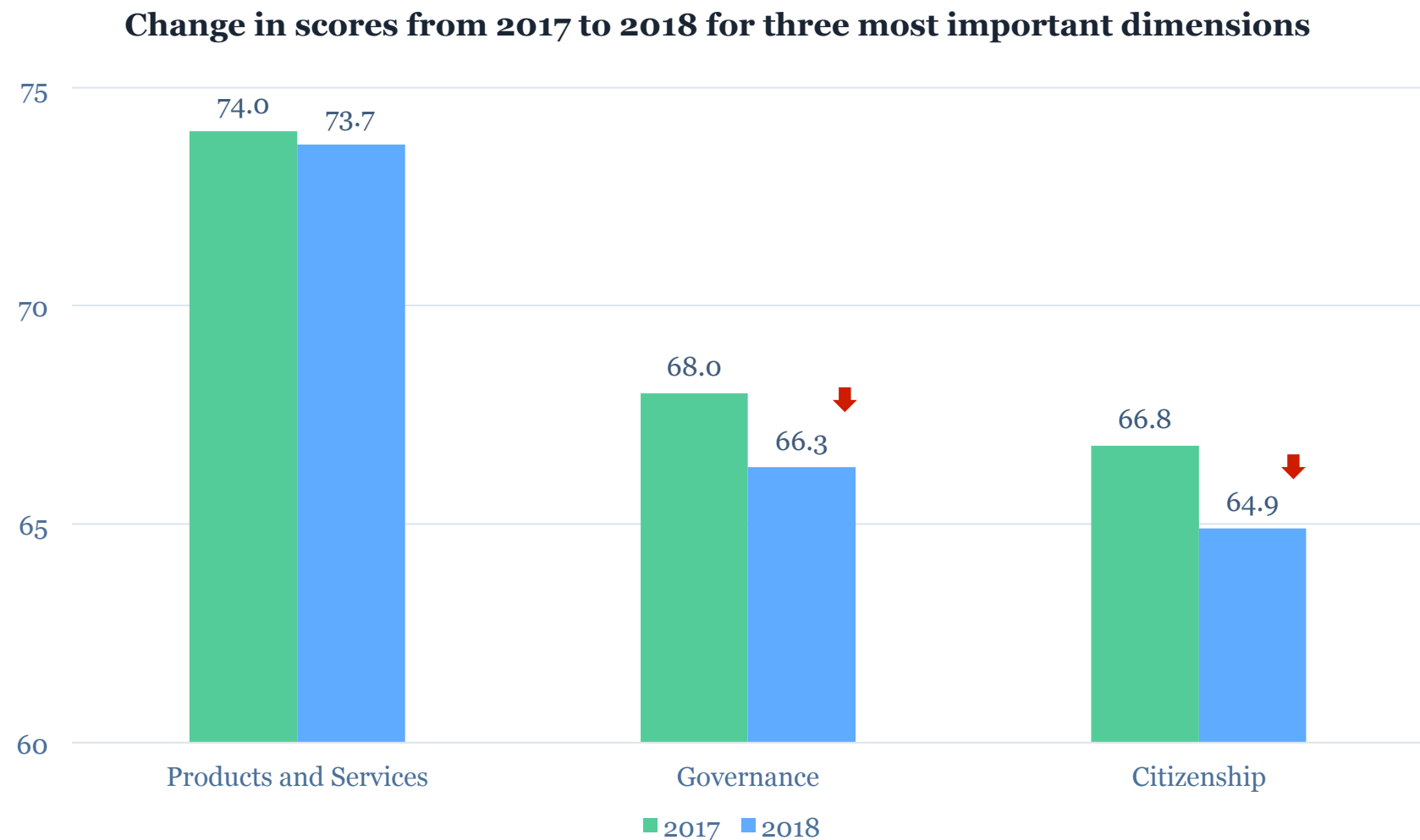
Most influential 2017 drivers become even more so in 2018

Dimension	Attribute	2018 Weight	2017 Weight	Change vs. 2017
Product & Service	Stand behind products/services	5.8%	5.5%	0.3%
Product & Service	High quality products/services	7.2%	6.9%	0.2%
Product & Service	Good value products/services	5.8%	5.8%	0.2%
Citizenship	Positive influence on society	5.5%	5.4%	0.2%
Leadership	Well organized	4.4%	4.3%	0.1%
Governance	Open and transparent	4.3%	4.3%	0.1%
Product & Service	Meets customer needs	5.8%	5.5%	0.1%
Governance	Ethical	4.8%	4.8%	-
Governance	Fair in doing business	4.7%	4.7%	-
Citizenship	Environmentally conscious	3.8%	3.9%	-
Leadership	Excellent managers	3.6%	3.8%	-
Innovation	Adapts quickly to change	3.6%	3.6%	-
Innovation	First to market with new products/services	4.1%	4.2%	-
Performance	Strong prospects for growth	4.1%	4.1%	-
Leadership	Strong/appealing leader	3.9%	3.9%	-
Performance	Profitable	3.9%	3.8%	-
Innovation	Innovative	4.1%	4.1%	-0.1%
Leadership	Clear vision for future	3.7%	3.6%	-0.1%
Citizenship	Supports good causes	3.7%	3.8%	-0.1%
Workplace	Rewards employees fairly	3.1%	3.5%	-0.2%
Workplace	Concerned for employee well-being	3.4%	3.6%	-0.2%
Performance	Exceeds financial expectations	3.4%	3.5%	-0.2%
Workplace	Equal Opportunity workplace	3.2%	3.3%	-0.3%

Opportunity to Align With Changing Sentiment

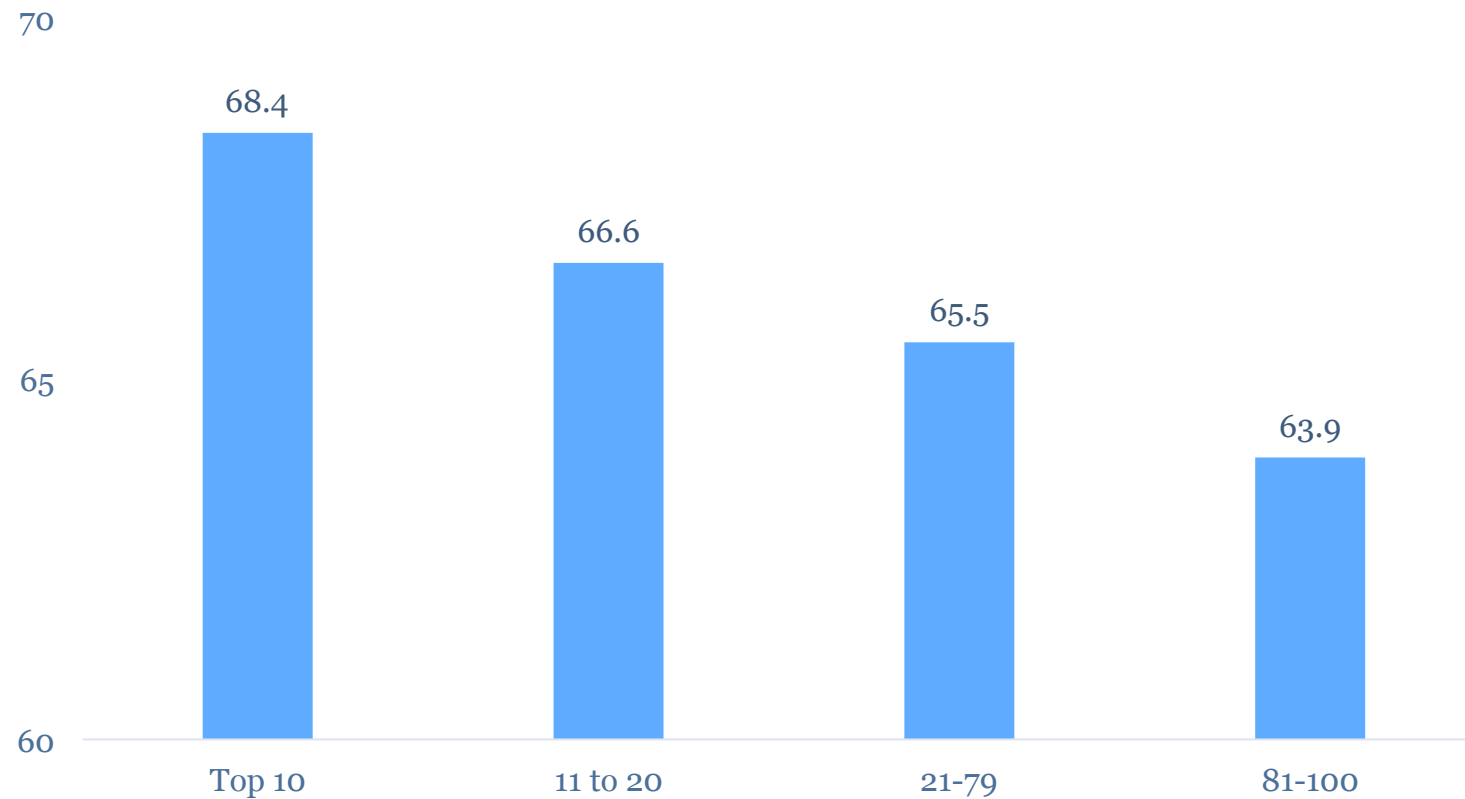


Decline on Governance and Citizenship



Need to Excel on Governance and Citizenship

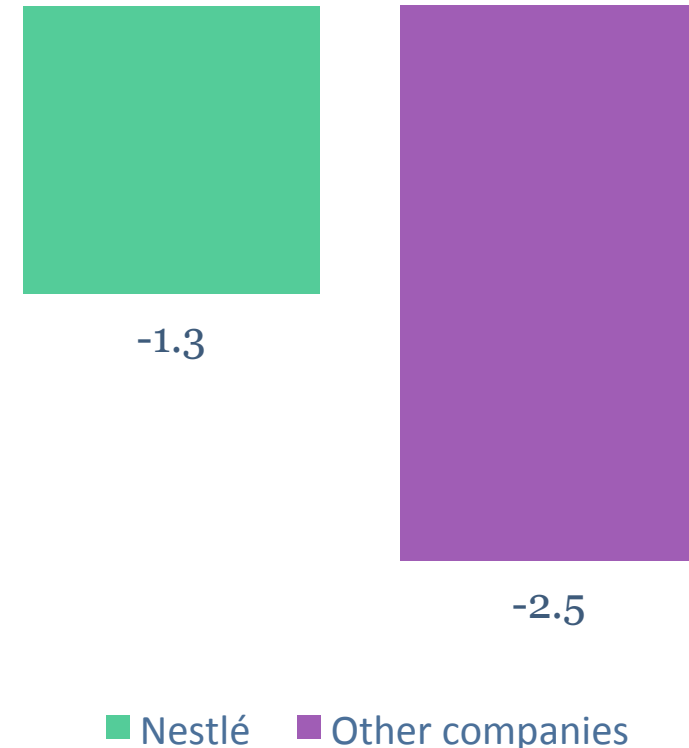
Governance and Citizenship Score 2018 by Ranking Tiers



Company Spotlight: Nestlé

- Nestlé has consistently been in the Global Top 100
- Nestlé has gained 21 spots from 2017 to 2018 – among the top 5 fastest risers overall
- In 2018, Nestlé was among the top 10 companies best able to mitigate the overall trend in YOY decline in Governance and Citizenship performance

Governance and Citizenship Index change 2018 vs. 2017



Nestlé: Focus on Creating Shared Value (CSV)

- Nestlé's stated purpose centered around “enhancing quality of life and contributing to a healthier future”
- Building on its product strength, Nestlé has aligned on 42 specific CSR commitments which are key KPIs reported to stakeholders
- Nestlé has further its CSV agenda with the 2030 United Nations Sustainable Development Goals (SDGs)

Nestlé's Business Principle: Creating Shared Value

