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THE COMPETITION TRIBUNAL

IN THE MATTER OF the *Competition Act*, R.S.C. 1985, c. C-34;

AND IN THE MATTER OF certain conduct of Google Canada Corporation and Google LLC relating to the supply of online advertising technology services in Canada;

AND IN THE MATTER OF an Application by the Commissioner of Competition for one or more orders pursuant to section 79 of the *Competition Act*.

BETWEEN:

COMMISSIONER OF COMPETITION

Applicant

and

GOOGLE CANADA CORPORATION AND GOOGLE LLC

Respondents

REVISED SUPPLEMENTARY MOTION RECORD

VOL 11 of 11

August 22, 2025

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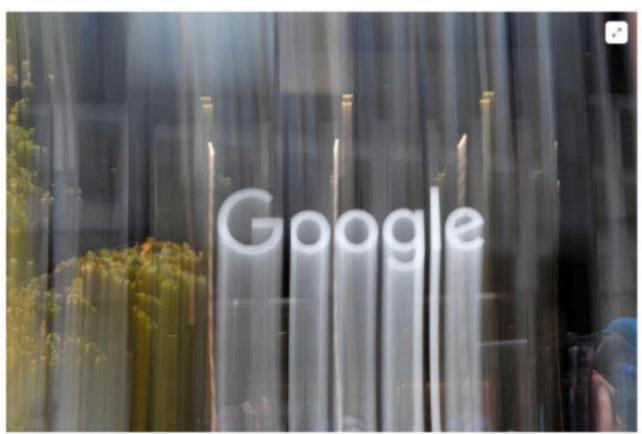


Russia fines Google \$34 million for breaching competition rules

By Reuters

July 26, 2022 9:30 AM EDT - Updated July 26, 2022





[IV2] The Coogle name is displayed outside the company's office in London, Britain November 1, 2018. REUTERS/Toby Melville/File Photo Purchase Licension Blobs

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LONDON, July 26 (Reuters) - Russia's competition watchdog fined Alphabet's Google (GOOGL.O) 2 billion roubles (\$34.2 million) on Tuesday for abusing its dominant position in the video hosting market, the regulator said in a statement.

The decision is the latest multi-million dollar fine as part of Moscow's increasingly assertive campaign against foreign tech companies.

The Federal Antimonopoly Service (FAS) said the company had "abused its dominant position in the YouTube video hosting services market", without providing additional details.

"We will study the text of the official decision to define our next steps," Google said in a statement to Reuters.

Google must pay the fine within two months of it entering into force, the FAS said.

Russia has slapped Google's Russian subsidiary with numerous fines in recent months. Last week a court ordered it to pay 21.1 billion roubles (\$358.7 million) over what prosecutors said were repeated refusals to remove content Russia deems illegal, such as "fake news" about Russia's invasion of Ukraine.

Since Moscow launched what it calls its "special military operation" in Ukraine, it has also accelerated attacks on Western tech companies at home in a push to exert more control over the online space, including through supporting domestic players to oust their Western rivals.

Gazprom Media - a media conglomerate linked to state-controlled gas giant Gazprom (GAZP,MM) - has been heavily promoting RuTube, its Russian alternative to YouTube, which has seen a sharp uptick in traffic since February.

YouTube, which has blocked Russian state-funded media globally, is under heavy pressure from Russia's communications regulator and politicians.

Google stopped selling online advertising in Russia in early March but has kept some free services available. Its Russian subsidiary officially filed for bankruptcy after authorities seized its bank account, making it impossible to pay staff and vendors.

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Equinix enters into multiple advanced nuclear deals to power data centers

Business · August 14, 2025 · 8:07 AM EDT · 24 mins ago

Major data center developer and operator Equinix has entered into several advanced nuclear electricity deals, including power purchase agreements for fission energy and pre-ordering microreactors for its operations, the company said on Thursday.

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Exhibit 27 to the Cross-Examination of Laura Pearce

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Google fined \$162 mln by India antitrust watchdog for abuse of Android platform

By Aditya Kalra and Munsif Vengattil

October 20, 2022 5:21 PM EDT · Updated October 20, 2022









A man walks past the sign of "Google for India", the company's annual technology event in New Delhi, India, September 19, 2019. REUTERS/Sankalp Phartiyal/File Photo Purchase Licensing Rights [2]

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NEW DELHI, Oct 20 (Reuters) - India's competition regulator on Thursday ordered Alphabet Inc's (GOOGL.O) Google to change its approach to its Android platform and fined the U.S. tech company 13.38 billion Indian rupees (\$161.95 million) for anticompetitive practices.

The Competition Commission of India (CCI) said Google leveraged its dominant position in markets such as online search and app store for Android,

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to protect the position of its apps like Chrome and YouTube in mobile Web browsers and online video hosting.

CCI also restricted Google from certain revenue sharing agreements with smartphone makers, noting that such practices helped Google to secure exclusivity for its search services "to the total exclusion of competitors."

Google declined to comment on the order.

up here.

"Markets should be allowed to compete on merits and the onus is on the dominant players (in the present case, Google) that its conduct does not impinge this competition on merits," CCI said in a statement.

The U.S. company is facing a series of antitrust cases and the tightening of existing tech-sector regulations in India.

The competition watchdog is separately looking in to Google's business conduct in the smart TV market and its in-app payments system.

The Android-related probe, <u>started</u> in 2019, was <u>sparked</u> by a complaint from two junior Indian antitrust research associates and a law school student. The Indian case is similar to one faced by Google in Europe, where regulators imposed a \$5 billion fine on the company for forcing manufacturers to pre-install its apps on Android devices.

Google was ordered by India on Thursday not to restrict smartphone users from uninstalling its pre-installed apps like Google Maps and Gmail.

CCI also asked Google to allow users to pick their search engine of choice for all relevant services while setting up a phone for the first time.

Google's Android operating system powers 97% of India's 600 million smartphones, according to Counterpoint Research.

(\$1 = 82.6180 Indian rupees)

Reporting by Munsif Vengattil and Aditya Kalra in New Delhi Additional Reporting by Nallur Sethuraman in Bengaluru Editing by Devika Syamnath, Peter Graff and Matthew Lewis

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Aditya Kalra

Thomson Reuters

Aditya Kalra is the Company News Editor for Reuters in India, overseeing business coverage and reporting stories on some of the world's biggest companies. He joined Reuters in 2008 and has in recent years written stories on challenges and strategies of a wide array of companies -- from Amazon, Google and Walmart to Xiaomi, Starbucks and Reliance. He also extensively works on deeply-reported and investigative business stories.









Munsif Vengattil

Thomson Reuters

Based in Bengaluru, Munsif Vengattil leads Reuters' technology news coverage in India. He tracks themes at the intersection of tech, business, and labor. A reporter for nine years, Munsif has written extensively on India's electronics manufacturing aspirations and its tech policy space, AI and election interference, satellite internet, streaming wars, and

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data breaches. His stories also focus on investigating corporate strategies and revealing India-specific initiatives and challenges of the biggest of tech firms - from Apple, Facebook, and Google, to Foxconn, Samsung, and Nvidia.







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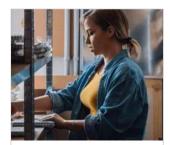
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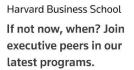
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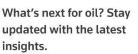


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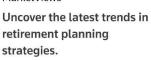


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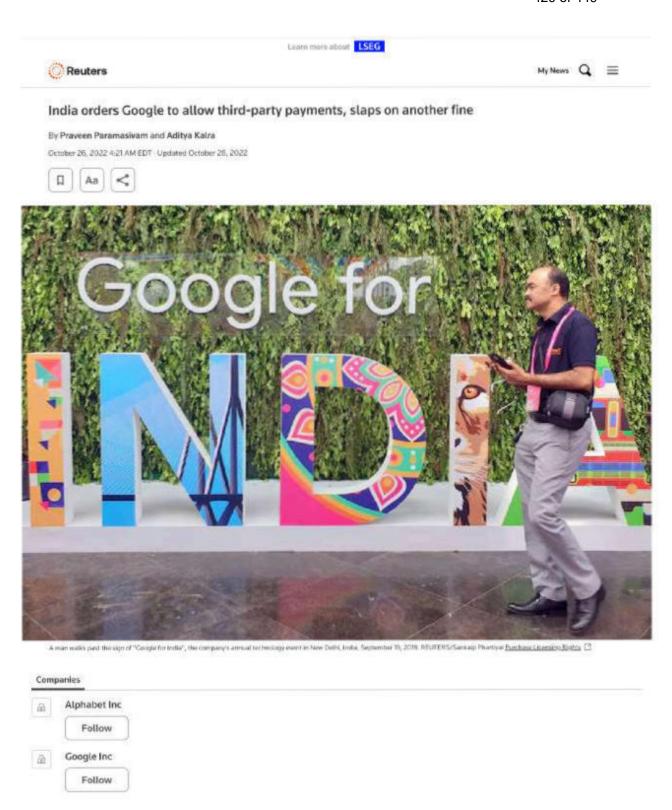
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estrict app developers from using third-party billing or payment processing se NEW DELHI, Oct 25 (Reuters) - Alphabet Inc's Google should not re

in India, the country's antitrust body said on Tuesday, as it fined the U.S. giant \$113 million for anti-competitive practices.

The Competition Commission of India (CCI) said Google (GOOGL.O) [2] used its "dominant position" to force app developers to use its in-app payment system, noting the sale of in-app digital goods is a key means for developers to monetize their work.

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The CCI's move is the latest setback for Google in one of its priority markets, where it was fined another \$162 million by the watchdog on Thursday for anticompetitive practices related to its Android operating system, and was asked to change its approach to its Android platform.

A Google spokesperson said, "By keeping costs low, our model has powered India's digital transformation and expanded access for hundreds of millions of Indians".

"We remain committed to our users and developers and are reviewing the decision to evaluate the next steps."

The U.S. giant can appeal the orders in an Indian tribunal.

Google also was asked to adopt 8 remedies or operations adjustments within three months, including not restricting "app developers from using any third-party billing/ payment processing services, either for in-app purchases or for purchasing apps," the 199-page CCI order said.

Google should ensure complete transparency in communicating with app developers and details about service fees charged, the CCI added.

The order would come as a major relief for Indian startups and smaller companies that have long objected to Google's policy of imposing use of its own payments system on app developers.

The investigation into Google's payment ecosystem was started in 2020, after an antitrust case was filed against Google. The watchdog kept the identity of the complainant confidential on his request.

Naval Chopra, an antitrust partner at India's Shardul Amarchand law firm which represented that complainant, told Reuters on Tuesday that CCI's order will help ensure healthy competition and reduce costs for app developers.

"The CCI order directing Google to allow alternate payment processing systems will remove the artificial barrier that Google had erected," Chopra said, declining to disclose the name of the complainant for whom he had filed the case.

The search engine giant is also facing a separate probe into its business conduct in the Indian smart TV market.

It had called CCI's Thursday move "a major setback for Indian consumers and businesses", adding it will review the order and decide on its next steps.

Google has faced criticism globally, including in South Korea, for mandating software developers using its app store to use a proprietary in-app payment system that charge commissions of up to 30% on purchases made within an app. Of late, Google has begun to allow alternative payment systems in more countries.

Google's Android operating system powers 97% of India's 600 million smartphones, according to Counterpoint Research.

Reporting by Aditya Kalra, Chris Thomas, Praveen Paramasivam and Munsif Vengattil in Bengaluru, Editing by Louise Heavens, Bernadette Baum and Kim Coghill

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Aditya Kalra

Thomson Reuters

Aditya Kalra is the Company News Editor for Reuters in India, overseeing business coverage and reporting stories on some of the world's biggest companies. He joined Reuters in 2008 and has in recent years written stories on challenges and

extensively works on deeply-reported and investigative business stories.







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The cyberattack at UnitedHealth Group's tech unit last year impacted 192.7 million people, the U.S. health department's website showed on Thursday.

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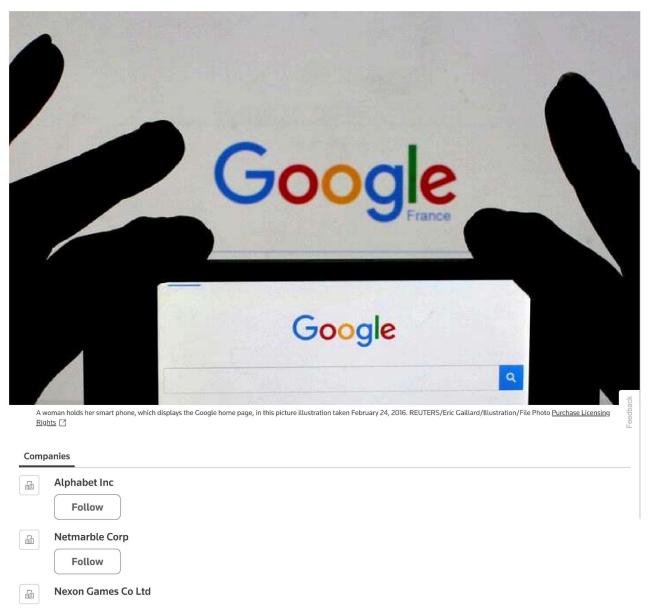
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South Korea fines Google \$32 mln for blocking games on competing platform

By Hyunsu Yim and Heekyong Yang

April 11, 2023 4:03 PM EDT · Updated April 11, 2023





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SEOUL, April 11 (Reuters) - South Korea's antitrust regulator has fined Alphabet Inc's (GOOGL.O) (COOGL.O) (COOGL.O)

The Korea Fair Trade Commission (KFTC) said on Tuesday that Google bolstered its market dominance, and hurt local app market One Store's revenue and value as a platform, by requiring video game makers to exclusively release their titles on Google Play in exchange for providing inapp exposure between June 2016 and April 2018.

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Google said it will review the final decision by the KFTC to evaluate the next course of action.

"Google makes substantial investments in the success of developers, and we respectfully disagree with the KFTC's conclusions", a spokesperson said.

The KFTC said the move against the U.S. technology giant is part of efforts by the government to ensure fair markets.

Game makers affected by Google's action include Netmarble (251270.KS) (2, Nexon (225570.KQ) (2, and NCSOFT (036570.KS) (2, as well as other smaller companies, the antitrust regulator added.

In 2021, Google was fined more than 200 billion won by the KFTC for blocking customised versions of its Android operating system.

(\$1 = 1,320.4200 won)

Reporting by Hyunsu Yim and Heekyong Yang; Editing by Kenneth Maxwell and Christian Schmollinger

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Hyunsu Yim

Thomson Reuters

Seoul-based reporter covering the Koreas with a focus on South Korean politics, North Korea's missile tests and the K-pop industry. Before joining Reuters, he worked at The Korea Herald.







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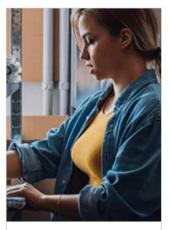
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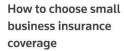
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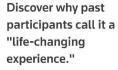
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Business · August 14, 2025 · 8:07 AM EDT · 26 mins ago

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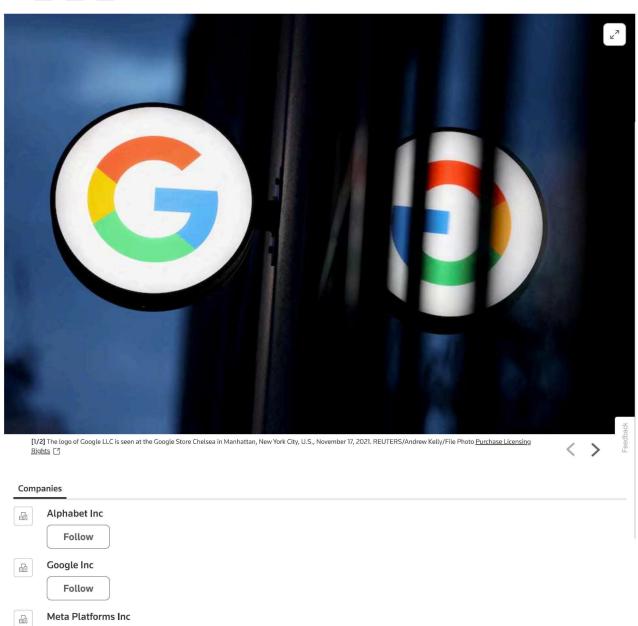
Russian court fines Google an additional \$47 million

By Reuters

Reuters

June 27, 2023 9:14 AM EDT · Updated June 27, 2023





June 27 (Reuters) - A Russian court has fined Alphabet's (GOOGL.O) Coogle 4 billion roubles (\$47 million) for failing to pay an earlier fine over alleged abuse of its dominant position in the video hosting market, the country's anti-monopoly watchdog said on Tuesday.

The decision is the latest multi-million dollar fine in Moscow's increasingly assertive campaign against foreign tech companies.

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Google was fined 2 billion roubles in February 2022. The Federal Antimonopoly Service (FAS) at the time said Google's YouTube had a "non-transparent, biased and unpredictable" approach to "suspending and blocking users' accounts and content", the TASS news agency reported.

Google ultimately appealed that decision. The U.S. company did not immediately respond to an emailed request for comment on Tuesday.

The FAS said the previous fine it imposed on Google had been doubled due to non-payment.

"The company must additionally pay more than 4 billion roubles to the Russian Federation's budget," the FAS concluded.

YouTube, which has blocked Russian state-funded media globally, is under heavy pressure from Russian state bodies and politicians, but Moscow has stopped short of blocking it, a step taken against the likes of Twitter and Meta's (META.O) [2] Facebook and Instagram.

Google stopped selling online advertising in Russia in March 2022 after Russia's invasion of Ukraine but has kept some free services available. Its Russian subsidiary officially filed for bankruptcy after authorities seized its bank account, making it impossible to pay staff and vendors.

Google must pay the fine within 60 days, TASS reported.

(\$1 = 85.0250 roubles)

Reporting by Reuters; Writing by Alexander Marrow; Editing by Kevin Liffey and Susan Fenton

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French competition watchdog hits Google with 250 million euro fine

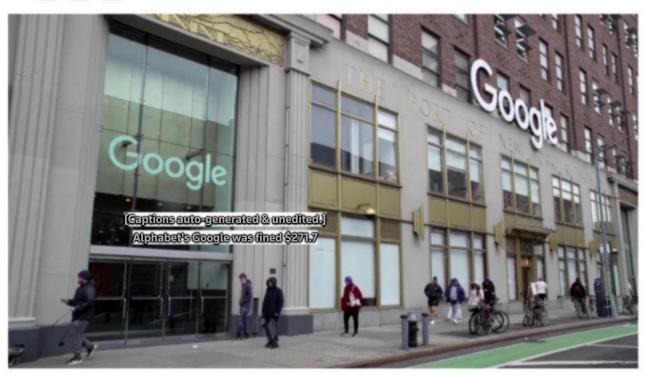
By Reuters

March 20, 2024 11:43 AM EDT · Updated March 20, 2024









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PARIS, March 20 (Reuters) - France's competition watchdog on Wednesday said it fined Alphabet's Google (GOOGL.O) 250 million euros (\$271.73 million) for breaches linked to EU intellectual property rules in its relationship with media <u>publishers</u>, citing concerns about the company's AI service.

The watchdog said Google's Al-powered chatbot Bard - since rebranded under the name <u>Gemini</u> - was trained on content from publishers and news agencies, without notifying them.

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Google has pledged not to contest the facts as part of settlement proceedings, the watchdog said, adding the company also proposed a series of remedy measures to certain shortcomings.

Google said it accepted the settlement "because it is time to move on", adding "we want to focus on the larger goal of sustainable approaches to connecting people with quality content and on working constructively with French publishers."

The company said the fine was disproportionate, and said the watchdog had not sufficiently taken into account its efforts "in an environment where it's very hard to set a course because we can't predict which way the wind will blow next."

The fine is linked to a copyright dispute in France over online content in a case triggered by complaints from some of the country's biggest news organisations, including Agence France Presse (AFP).

The dispute appeared to be resolved in 2022 when the U.S. tech giant dropped its appeal against an initial 500 million euro fine issued at the end of a major investigation carried out by the Autorite de la Concurrence.

A woman stands in front of a Google logo during the inauguration of a new hub in France dedicated to the artificial intelligence (AI) sector, at the Google France headquarters in Paris,...

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But in Wednesday's statement, the watchdog said Google violated the terms of four out of seven commitments agreed in the settlement, including conducting negotiations with publishers in good faith and providing transparent information.

The watchdog in particular cited Google's AI chatbot Bard, launched in 2023, which it said was trained on data from unspecified media outlets and news agencies without the company informing them or the regulator.

"Subsequently, Google linked the use of the content concerned by its artificial intelligence service to the display of protected content", the watchdog said, adding that in doing so Google hindered the ability of publishers and press agencies to negotiate fair prices.

The fine comes as many publishers, writers and newsrooms seek to limit the scraping - or automatic collection of data - by Al services of their online content without their consent of fair compensation.

The New York Times in 2023 sued Google rivals Microsoft (MSFT.Q) and OpenAI, the creator of the popular artificial-intelligence platform ChatGPT, accusing them of using millions of the newspaper's articles without permission to help train chatbots.

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(\$1 = 0.9200 euros)

Reporting by Tassilo Hummel; Editing by Sudip Kar-Gupta and Louise Heavens

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Fintech Klarna's second-quarter revenue up 20% year-on-year

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Swedish fintech Klarna, which in April paused plans for an initial public offering in the United States, said on Thursday its second-quarter revenue grew 20% from a year ago on a like-for-like basis while adjusted profits increased slightly.

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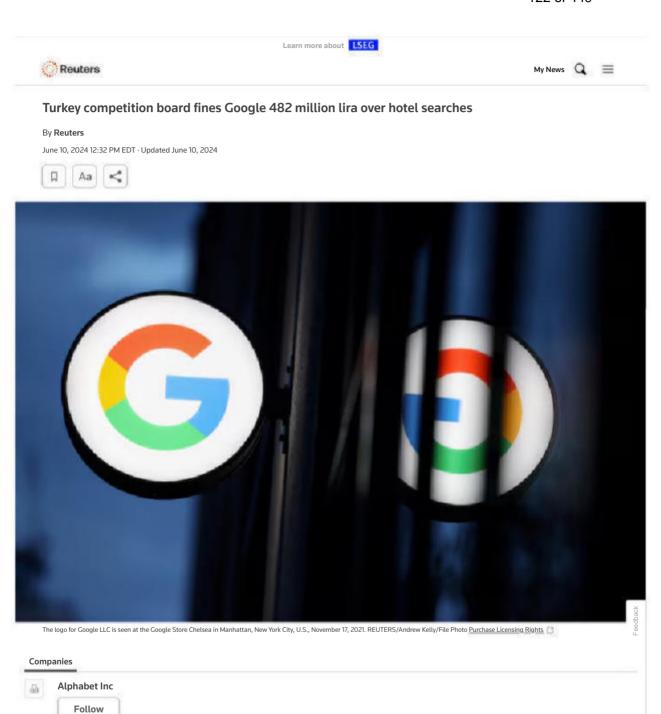
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Exhibit 32 to the Cross-Examination of Laura Pearce

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ANKARA, June 10 (Reuters) - The Turkish competition authority said on Monday that it imposed a fine of around 482 million lira (\$14.85 million) on Google (GOOGL.O) [3] over its failure to fulfill obligations related to hotel searches.

The authority said the fine was imposed over Google's failure to address the competition board's concerns over fair competition with other local search engines.

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Reporting by Ebru Tuncay and Huseyin Hayatsever; Editing by Daren Butler

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Fintech Klarna's second-quarter revenue up 20% year-on-year

Technology \cdot August 14, 2025 \cdot 8:51 AM EDT \cdot 10 mins ago

Swedish fintech Klarna, which in April paused plans for an initial public offering in the United States, said on Thursday its second-quarter revenue grew 20% from a year ago on a like-for-like basis while adjusted profits increased slightly.

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Russian court fines Google \$78 million for ignoring previous penalties

By Reuters

January 14, 2025 3:03 PM EST - Updated January 14, 2025





The logo of Google LLC is shown at an entrance to one of their buildings in San Diego, California, U.S., October 9, 2024, REUTERS/Mike Blake/File Photo <u>Purchase Ucersing Rights</u> (*)

Companies



MOSCOW, Jan 14 (Reuters) - A Russian court fined Alphabet's (GOOGL_Q) E5 Google 8 billion roubles (\$77.9 million) on Tuesday for not complying with previous penalty orders, the Moscow courts press service said on Telegram.

Russia has for several years ordered foreign technology platforms to remove content it deems illegal, issuing small but persistent fines when it sees failures to comply. Tuesday's fine marked a significant increase on fines of around 4 million roubles that are usually levied.

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Google did not immediately respond to an emailed request for comment.

The Chertanovo District Court in Moscow said Tuesday's fine had been issued for Google's failure to comply with an administrative punishment. It did not specify which administrative offence the fine was in relation to.

YouTube has drawn particular ire for hosting content Moscow objects to. The video platform used to attract around 50 million daily users in Russia, but those numbers have dropped to around 12 million, according to Google data.

Critics accuse the Russian authorities of deliberately disrupting YouTube's download speeds to prevent Russians from viewing content there that is opposed to President Vladimir Putin and his government.

Russia denies that, saying the issues are caused by Google's failure to upgrade equipment - a charge disputed by the company and technology experts.

Putin in December accused Google of being a tool used by the U.S. government to score political points.

(This story has been corrected to add the word 'court' in the headline and to fix a typo in paragraph 4)

Reporting by Reuters; Writing by Anastasia Teterevleva/Alexander Marrow; Editing by Mark Trevelyan

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Hack at UnitedHealth's tech unit impacted 192.7 million people, US health dept website shows

Business \cdot August 14, 2025 \cdot 2:31 PM EDT \cdot 12 mins ago

The cyberattack at UnitedHealth Group's tech unit last year impacted 192.7 million people, the U.S. health department's website showed on Thursday.

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8/13/25, 3:49 PM

Turkey's competition board imposes \$8.9 million fine to Google | Reuters 129 of 449



Turkey's competition board imposes \$8.9 million fine to Google

July 10, 2025 7:56 AM EDT \cdot Updated July 10, 2025







The new Google logo is seen in this illustration taken May 13, 2025. REUTERS/Dado Ruvic/Illustration/File Photo Purchase Licensing Rights

Companies



Alphabet Inc

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ISTANBUL, July 10 (Reuters) - The Turkish Competition Authority said on Thursday it had decided to impose an administrative fine of around 355 million lira (\$8.87 million) on Google for failing to comply with regulatory obligations.

In a statement, the antitrust body said Google was found to have implemented certain designs that violated regulations during the compliance process of a previous investigation, leading to the fine.

https://www.reuters.com/sustainability/boards-policy-regulation/turkeys-competition-board-imposes-89-million-fine-google-2025-07-10/

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Air Canada cancels flights from Thursday as cabin crew strike looms

Sustainable Finance & Reporting \cdot August 13, 2025 \cdot 3:27 PM EDT \cdot 21 mins ago

Air Canada is cancelling flights from Thursday, as the country's largest carrier winds down service ahead of a looming Saturday strike by its more than 10,000 flight attendants.

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Exhibit 35 to the Cross-Examination of Laura Pearce



Creating Brand Influence

The role brands play in our lives and the world at large is becoming more important. From improving our personal well-being to transforming the communities and societies we live in, many brands today are driven to make a dent in the universe.

Some, of course, have a bigger impact than others. These visionary brands go well beyond selling a product or service. They are founded on a sense of purpose—or 'why'—that establishes stronger emotional connections with people. In addition, new technologies have opened up ways to listen to what consumers want. Brands that use the troves of data to their benefit have more relevance than ever before. Their influence in our lives, and in our world, cannot be overstated.

Which brands are these and what does it take to build this kind of influence? We conducted a comprehensive program of research to measure and rank the Most Influential Brands in Canada and around the globe. With a wealth of data to draw upon, we have much to share about what brands have influence, and where, why, and how they are trending.

There are important lessons to learn for all brands – both big and small.

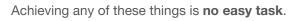
Defining Influence

What is influence? And how do we define and measure it?

Being influential means having an impact on people's lives. We place a tremendous degree of trust in these brands, and give them the power to guide how we shop, interact, and behave.

Influential brands have aspirational qualities, too. They offer a gateway to a better, more interesting life by giving people the tools to make smart choices. Indeed, this explains why a number of technology brands appear in the Top Ten.

The Most Influential Brands are important and relevant in the world. Consumers identify with these brands and have an emotional relationship with them. They couldn't imagine their lives without them.







The **Power** of **Influence**

This is the fifth year that Ipsos has assessed the Most Influential Brands in Canada. But beyond our own measures, metrics, and surveys, there are a number of other factors very much related to brand influence. Influential brands invest, and this investment pays dividends. A number of the Most Influential Brands have healthy media spend levels.

Influential brands also show positive trends in share price. When comparing the growth of the DOW/ NASDAQ over the past several years with the stock of our Top Ten Most Influential Brands, it is clear that influential brands have more value and that this is consistently the case.

Driving **Influence**

Influence is a difficult thing to achieve. People are busy and they turn to many, many brands in their lives—sometimes unaware of which ones they are using. But then there are those that stand out. **What drives that success?**

The answer is not as simple as you may think. Influence is complex, and there are several factors that come into play. For our study, we have identified five key dimensions that contribute to influence.



Dimensions of **Influence**

Trustworthy

Trust is the cornerstone of any great relationship. And the most influential brands have this in spades. People use them, rely on them, and believe in them. When they really trust a brand, they'll listen to what it has to say and will tell others about it.

Engagement

A brand is a relationship and the more vested people are in that relationship, the more influence it will have in their lives. In today's world, that means connecting and interacting with the brand in more ways than just at the point-of-sale. Influential brands are talked about, loved and people want to know more about them.

Leading Edge

Influential brands zig when all the others zag. They are iconic, edgy, unconventional, innovative, and unique. Being the trendsetters that they are, they set an example, shape behaviour, and change the landscape. Other brands aspire to follow them because of this.

Corporate Citizenship

People expect brands to make a difference in the community. Some of the brands that rank as most influential are committed to doing the right thing. They are environmentally and socially responsible, an active member of the community, and even inspire a sense of national pride.

Presence

To be influential, you have to be seen, heard, and known. That means being out there and/or inspiring an army of advocates to do the job for you. This is where your biggest, boldest, and paid marketing efforts get to work—promotion, placement, and people. You have to be seen in order to create influence.





The Top Ten Countdown

For the **fifth year**, we canvassed the country to ask more than **6,000 Canadians** to assess **100+ brands**.

In 2015, there was some modest shuffling in the upper echelon and one new entry in the Top Ten. Indeed, this proves that influence does not come quickly. It often takes time to build the degree of influence that these brands wield.

What follows is our Top Ten countdown along with their overall influence index score and the primary influence drivers associated with each brand. We also include some of our own high-level thoughts about why these brands performed so well in this year's study.

10. Samsung

SAMSUNG

Year after year, rising in influence

Samsung's performance in our study has been impressive: the South Korean tech giant climbed 37 places since it began in 2011. It continues to focus on creating authentic connections with consumers, which is important for any technology company today. Its ascent could also be a function of increased advertising and its focus on innovating across a range of categories, including smartphones, wearables, and appliances.



9. Amazon



Continues to **deliver** a different retail experience

This is Amazon's first year in the Top Ten. Low prices, wide selections, one-click ordering, and a great delivery experience are just a few of the ways Amazon simplifies lives and instills trust. Among the company's newest innovations are grocery delivery, the Dash Button, a category expansion into clothing and shoes, and the soon-to-happen drone delivery. What will the future hold for this innovator?





8. Tim Hortons

Tim Hortons

Walmart 💢

Warming the hearts of **Canadians**

With over 4,000 locations and a hefty ad budget, Tim Hortons is omnipresent. We would certainly be hard-pressed to find a Canadian who doesn't know what a Timbit or double-double is! With the Burger King merger now complete, the company's footprint will continue to expand in the U.S.







7. Walmart

High on presence, low on price

The retail chain has invested a lot of resources in its fresh food and e-commerce offering, is on the leading edge of wage reform, and has started an entire overhaul of the in-store experience. Presence is also a big driver for Walmart, one that's expected to increase with their recent decision to open a number of new supercenters in Canada.







Trustworthy:

6. Visa

Trust pays off for this brand

When you're a key player in the financial services market, you know that trust is going to make or break your company. Visa is laser-focused on delivering efficient, reliable measures for credit card security that consumers feel confident in. The newly launched Visa Checkout, for instance, keeps account information secure so consumers can pay faster by avoiding lengthy forms.



223

Influence Index:





Presence:



5. YouTube

Dancing to their own tune

YouTube may have only reached its 10th birthday, but its influence is vast. With over a billion users, it is the world's largest online video site. YouTube has staying power as a key cultural, societal, and political force for its ability to provide access to videos on virtually any topic. The brand scores particularly well for online interaction.







Leading Edge:

36



4. Facebook

There's a lot to 'like' here

Facebook has changed the way people communicate, and the way brands advertise. With an innovative prowess that outmatches many others, it's continually rolling out solutions that make the lives of its audience easier. Last year, it announced a decision to launch 'buy' buttons that allow the shopping experience to occur entirely within its network.

Influence Index:



Leading Edge:



Engagement:



3. Microsoft

Excelling in the realm of truth

Microsoft delivers tools that enable Canadians to feel empowered. It invests an astounding amount in R&D, and as a result, continues to stay at the forefront of the tech industry. The brand is leading the charge on cloud computing services; in fact, it announced two new data centers this past summer.

Influence Index:



Trustworthy:



Leading Edge:

Microsoft





2. Apple

Apple is perceived as being leading edge

more so than any other brand. The tech giant continually builds its following with sleek, user-friendly products that deliver on

their promise of helping to improve people's lives. The arrival of one of Apple's newest products, the Apple Watch, could be the next to do just that by further blurring the lines between technology and lifestyle.

A brand that knows the ABC's of innovating

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Influence Index: Leading Edge:

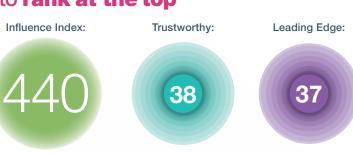


Google

1. Google

The search engine knows how to rank at the top

Need to know when a holiday falls? Who invented the Internet? Search medical symptoms? Google it! By redefining the way society thinks with access to near limitless and always-relevant information, Google has cemented its place as the Most Influential Brand for the fourth year. Beyond Internet search, the brand has been exploring areas like wearable technology, smart contact lenses, and driverless cars.





MOST INFLUENTIAL BRANDS IN GANADA 2015

Generations

Values are formed early in life, and they tend to stick with generations as they age. Because of this, it's useful for marketers to understand how different age groups are influenced by brands so they can deliver products that cater to their tastes.

For **Millennials**, **Generation X**, and **Boomers**, Google continues to reign as the most influential brand in their lives. However, there are some interesting differences for other brands.

Social, technology, and digital brands tend to influence **Millennials** more than their elders. Being a generation that grew up in a high-tech and hyper-connected world, they rank three social platforms in the Top Ten. Millennials also love to watch video content on an array of devices, which explains why YouTube and Netflix significantly impact them. They want convenient online shopping, and appreciate brands such as Visa and PayPal that offer simple, safe transactions, and retailers like Amazon that let them make purchases swiftly.





Generation X has made a smooth transition into the digital age, allowing social and online retailers to play a big role in their daily lives. The generation is known for juggling responsibilities at work and home, and they value brands that simplify their lives. That's why they turn to retailers, like Walmart and Amazon, which help them cross off every item on their checklist in one place. It is also not surprising that YouTube appears in the Top Ten for this cohort. The platform answers their most pressing questions with insightful how-to videos.

For **Boomers**, we see an interesting mix of innovative newcomers and traditional legacy brands. Brands that are part of our culture and heritage like the CBC, Canadian Tire, and Tim Hortons fare better with this generation. Compared to their more fiscally responsible and debt-averse younger counterparts, Visa tends to influence them slightly more. And fitting the Boomer mold of being hesitant to embrace digital, they are less influenced by online retailers and entertainers, such as YouTube, Amazon, and Netflix.





Defining the generations

Generation	Born between
Millennials	1982-1998
Generation X	1965-1981
Boomers	1946-1964

YouTube Microsoft Visa **PayPal**

Amazon

Instagram

Apple

Google

Netflix

Facebook



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Amazon





Regions

Provinces across the country have differing preferences in the brands that influence them.

While Tim Hortons ranks in the Top Ten in Ontario and the Atlantic, the brand hasn't exerted as much influence for Canadians in the West, where it ranks #19. Indeed, this signals that it could benefit by ramping up its physical and digital presence in the West.

Cord-cutting and traditional TV trends tend to vary by region. That may explain why Netflix is more popular in the West and Ontario, and why the CBC has more influence in Quebec and the Atlantic.

When it comes to payment solutions, MasterCard ranks in the Top Ten in the West, but not in any other region. PayPal only appears in the Top Ten in Quebec.

Putting it all together

Since we started our annual quest for the Most Influential Brands in Canada, there has been much learned about the brands that have the biggest impact in our lives.

One theme we see is that a brand's ability to generate influence is somewhat tied to the nature of the category it lives in. This is why leading technology, digital, and social media brands dominate the list. It would be difficult, or perhaps impossible, to imagine our lives without them.

While each and every brand must discover their own unique formula to success, those that deliver on the five key pillars (trust, engagement, leading edge, corporate citizenship, and presence) will be well on their way to achieving influence.

Methodology

The Top 10 Most Influential Brands study was conducted in November, 2015. For this survey, a sample of 6,006 Canadians from Ipsos' Canadian online panel was interviewed online. Weighting was then employed to balance demographics to ensure that the sample's composition reflects that of the adult population according to Census data and to provide results intended to approximate the sample universe. The precision of Ipsos online polls is measured using a credibility interval. In this case, the poll is accurate to within +/- 1.4 percentage points had all Canadian adults been polled. All sample surveys and polls may be subject to other sources of error, including, but not limited to coverage error, and measurement error.





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Steve Levy is a frequent public speaker at both conferences and client events, and talks on a number of topical issues including: the Future of Marketing, the changing digital landscape, and the move from the big screen to the small screen.

As COO of Ipsos, Steve Levy directs the company's Marketing and Loyalty research business which involves a number of specific responsibilities including managing a staff of almost 200 marketers and researchers, local product development, innovation, and R&D. He also oversees the publication and release of white papers and publications in the marketing and loyalty space, as well as a number of significant research programs.

ABOUT IPSOS

Ipsos is Canada's market intelligence leader, the country's leading provider of public opinion research, and research partner for loyalty and forecasting and modelling insights. With operations in eight cities, Ipsos employs more than 500 research professionals and support staff in Canada. The company has the biggest network of telephone call centres in the country, as well as the largest pre-recruited household and online panels. Ipsos marketing research and public affairs practices offer the premier suite of research vehicles in Canada, all of which provide clients with actionable and relevant information. Staffed with seasoned research consultants with extensive industry-specific backgrounds, Ipsos offers syndicated information or custom solutions across key sectors of the Canadian economy, including consumer packaged goods, financial services, automotive, retail, and technology & telecommunications. Ipsos is a leading global survey-based market research group.

To learn more, visit www.ipsos.ca.



GAME CHANGERS



PUBLIC 3057

Exhibit 36 to the Cross-Examination of Laura Pearce

PUBLIC 3058

194 of 449





Results from Ipsos' 2016 Study Steve Levy, Chief Operating Officer, Canada, Ipsos

Creating Brand Influence

Which banks do you trust? Where do you get your news? Which organizations are truly shifting paradigms? Brands play a huge role in our lives and around the globe—and that influence is growing, accelerated by the rise of social networking. From streamlining our daily routines to improving our wellbeing, brands are transforming the communities and societies we live in. A number are using their economic clout to solve social ills and better the planet.

Some, of course, have a bigger impact than others. These visionary brands go well beyond selling a product or service. They are founded on a sense of purpose that establishes stronger emotional connections with people. For the brands that choose to listen, new technologies have enabled ways to capture consumer feedback. Brands that use this data to their benefit are more relevant than ever before—and their influence cannot be overstated.

Our comprehensive study measures and ranks today's most influential brands in Canada and around the world. We look at why they are leading, which generations they are influencing most, how they impact us and what makes them influential—essential insights that apply to any business, large or small.

Defining **Influence**

Being influential means having an impact on people's lives.

We place a tremendous degree of trust in these brands, allowing them to guide how we shop, interact and behave. Influential brands have aspirational qualities, too. They offer a gateway to a better, more interesting life by giving people the tools to make smart choices. This explains why a number of technology brands rank so highly.

The most influential brands are important and relevant in the world. Consumers identify with these brands and have an emotional reaction to them—and really, couldn't imagine their lives without them. But becoming an influential brand is **no easy task**.



The Power of Influence

This is the sixth year Ipsos has assessed Canada's most influential brands. But beyond our own measures, there are other related factors. Influential brands invest, and this investment pays off—they consistently outperform the rest of the stock market reflecting their perceived value.

Driving **Influence**

Being influential takes work. People are busy and interact with many brands in their lives, often not noticing the brand names themselves. But then there are those that stand out. **Why?**

It's complex. We have identified five key factors that build influence.



Dimensions of Influence

TRUSTWORTHY

Trust is the cornerstone of any healthy relationship. And the most influential brands instill trust in spades. When people really trust a brand, they'll listen to what it has to say—and spread the word.

ENGAGEMENT

A brand is a relationship, and the more vested people are, the more influence it will have in their lives. Today, that means interacting with the brand in more ways than just at the point-of-sale. People talk about influential brands, love them and want to know more about them.

LEADING EDGE

Leaders zig when all the others zag. They're iconic, edgy, unconventional, innovative and original. They set an example, model behaviour and shape the landscape. That's why others want to be just like them.

CORPORATE CITIZENSHIP

People expect brands to make a difference in the community, especially now. Some top performers are committed to doing the right thing. They're environmentally and socially responsible, active members of the community and even inspire a sense of national pride.

PRESENCE

To make an impact, you have to be seen, heard and known. That means being out there or inspiring an army of ambassadors to do the job for you. This is where the biggest, boldest and paid marketing efforts come in—promotion, placement and people.



The Top Ten Countdown

To assess **100+ leading brands** for the **sixth year** in a row, we canvassed the country, gathering input from **6,000+ Canadians** who reflect the Canadian population at large.

Although the Top 10 have remained relatively stable over the past six years, technology-focused companies are rising to the top as social media drives brand influence, demonstrating influence takes time to build. Facebook has slowly moved up the rankings to second place this year and e-tail giant Amazon is now fifth.

Our Top 10 countdown follows, along with the overall index score and primary influence drivers associated with each brand. We also include our analysis about why these brands performed so well this past year.

10. CBC



A trusted source for online consumers

CBC makes its return to the Top 10 after a three-year hiatus. The influence of Canada's largest broadcaster is driven by Trust and Corporate Citizenship. Its decision to broadcast the final concert of the iconic Canadian Band The Tragically Hip was widely praised by Canadians, and allowed millions of people in Canada and around the world to pay tribute together. Our national public broadcaster continues to improve the viewer experience, maintaining its status as a reliable source of local, regional, and national news. CBC bolstered its online content with audio/video streaming and on-demand podcasts—essential for today's mobile audiences.

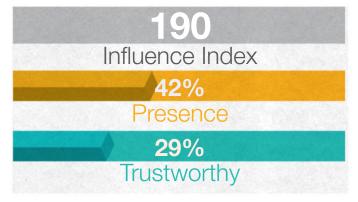


9. Tim Hortons

Tim Hortons

Making the world **better** one coffee at a time

Canadians adore iconic Tim Hortons, a consistent Top 10 performer with 4,000+ restaurants in several countries and, at the same time, a genuine neighborhood brand that inspires pride. A huge proportion of coffees to-go sold in Canada are from "Timmy's," likely with Timbits, too. The widely known fast-food chain with popular cash prize marketing campaigns is influential in no small part due to its Presence and good Corporate Citizenship—spearheading popular charitable initiatives supporting kids and sports in the U.S. and Canada.



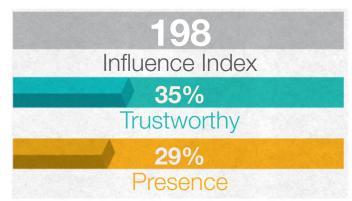


8. Visa



Ubiquitous and security-focused

Nearly everyone knows Visa in Canada—and in the rest of the world as well. With 2.5 billion credit cards in global circulation, there is a lot of good faith and trust associated with the Visa brand. The company puts huge effort into efficient, secure transactions with advanced fraud monitoring and detection systems, and continues to enhance customer experience through innovation, such as the new Visa-powered wearable payment ring introduced at the Rio Olympics.

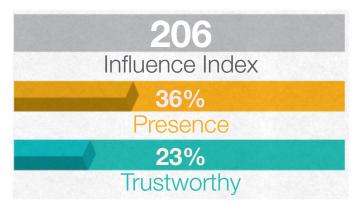


7. Walmart



On a expansion roll, adding convenience

Walmart is a consistent top 10 brand. Not only has the world's largest retailer with a low-price, high-value reputation expanded its Canadian footprint in 2016 to 400+ Canadian stores, including 300 Supercentres, it now offers timesaving online grocery pickup at many locations. Walmart's high-profile Children's Miracle Network has raised \$100 million+ in 20 years, further boosting its profile.



6. YouTube



Riding the mobile tsunami

Mobile reigns and YouTube rules the kingdom. Some 1 billion highly engaged unique users visit the planet's largest online video site each month, uploading 300+ hours of footage *per minute*, or watching for 40-minute sessions or longer—the majority via a mobile device. Driven partly by the explosive and continuing growth of mobile, and partly by improved live streaming and a vast array of subject matter. Whether it's the U.S. presidential debate or goofy cat tricks, it's on YouTube.

221
Influence Index
36%
Leading Edge
34%
Engagement

5. Amazon



Cutting-edge, reliable and customer service-oriented

Amazon has been moving up the ranks over the years. It is a Leading Edge, Engaging and increasingly Trustworthy brand. These are the attributes that have allowed the e-commerce giant's new Amazon Prime video service launched in December 2016 and same-day premium delivery for Vancouver and Toronto customers to enjoy early success. Even last year's Amazon distribution centre unveiling in Brampton, Ontario proved a high-profile event.

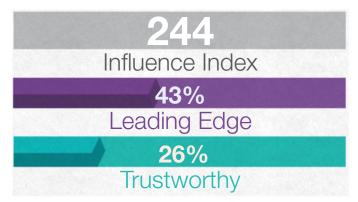
223
Influence Index
37%
Leading Edge
31%
Trustworthy

4. Apple



Exploring new horizons, pushing tech boundaries

Despite fierce competition and flat sales in the tech market, the multinational tech trendsetter maintains its reputation as a maverick, bucking the status quo by making wireless headphones—AirPods—the new norm in 2016. The pioneer established user-friendly, mobile Apple Pay with five major Canadian banks and is now into stylish wearable technology with the new Apple Watch 2.



3. Microsoft



Growing in Canada, taking on social networking

A trusted powerhouse computing brand for years, Microsoft continues to be a Leading Edge trailblazer committed to R&D. The global technology corporation is also breaking into the business social networking market with its strategic acquisition of LinkedIn. In 2016, Microsoft began amping up its Canadian presence, debuting a state-of-the-art tech incubator in Vancouver and two new Canadian data centres catering to domestic enterprises.

264
Influence Index
40%
Leading Edge
37%
Trustworthy

2. Facebook



Revamping offerings, researching the Next Big Thing

The social network of choice with 1 billion+ Messenger users a month, Facebook has steadily climbed the ranks. The company has catered to customer preferences by expanding its offering: enhancing the "Like" reaction buttons for users responding to posts by adding options such as "Love," Haha," "Wow," "Sad" and "Angry." Facebook also launched a livestreaming service in 2016 so users can broadcast live video streams in their news feeds. And, the company continues to research emerging technologies, in particular virtual reality and Artificial Intelligence.

297
Influence Index
47%
Leading Edge
32%
Engagement

1. Google



From search to household hardware

Google once again ranks No. 1 for the fifth consecutive year. Who doesn't "Google" something once, if not dozens of times, every day? The world's most popular Internet search site is beefing up its hardware division, using its household name to branch out into captivating new products along the lines of the Google Home voice-activated digital assistant, Google Wifi, Daydream View virtual reality headset, not to mention the smartphone market.

Influence Index 40% Leading Edge 35% Trustworthy



Generations

We form our core values early in life, and different generations tend to retain these values as they age. That's why it is useful to understand how brands impact different age groups—so marketers can deliver products and services catering to generational tastes.

Despite varying attitudes and inclinations, Google is still tops in influence for **Millennials, Generation X** and **Boomers,** only scoring second with **Generation Z**. Outside of Google's generation-spanning dominance, though, there are marked differences when it comes to many other brands.

Information seekers who depend on websites, Google and social media, **Generation Z** is coming of age in a time of political and economic turbulence. They tend to be more conservative than Millennials and are driven by a desire to leave the world a better place. YouTube is their brand of choice, followed by tech big names, plus Netflix, Twitter, Instagram and Snapchat—their grandparents' quintessentially Canadian brands don't hold much cachet for them. In pursuit of quality, Gen Z researches carefully and bargain hunts on- or offline before buying. They care more about what they think versus others' opinions and support brands that reflect their own values—especially earthy-friendly, ethical and socially conscious brands.





Similar to Gen Z, the digital age defines **Millennials:** advanced technology, the Internet, mobile devices, social media and the instant gratification that comes with that, including video watching, shopping online, and easy e-pay via Pay Pal and Visa. It's all one click away—info, entertainment, shopping and social networks—and these are the brands they love (Google, Facebook, Netflix, YouTube, Instagram). They are also the first to delay adulthood, putting off moving out, career, marriage and childbearing longer than any generation before.

The first to embrace the Internet and original online brands of their youth, **Generation X** is comfortable melding the offline and online worlds, including emerging technologies and brands. Most have embraced all things digital, including online banking, buying, media and YouTube how-to videos. Fans of the early tech pioneers (Apple and Microsoft), Gen Xers are also value-conscious (Walmart, President's Choice), prefer Amazon-style "one-stop-shopping" and buy on credit, seeking a mix of reliability and convenience to simplify their busy lives.

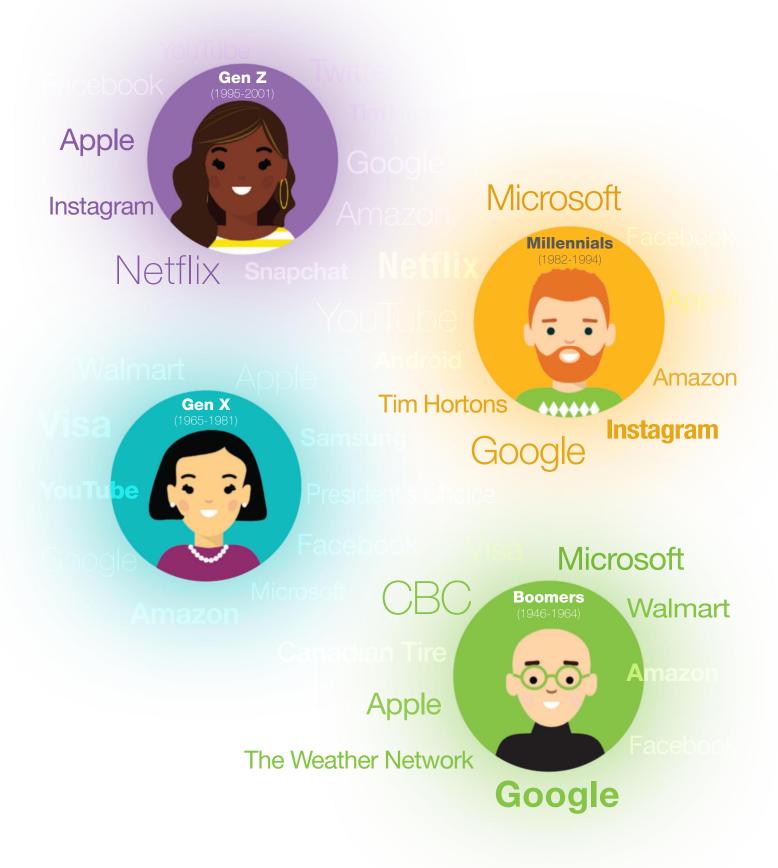




Like most people, **Boomers** gravitate toward technologies and brands they grew up with. Many have adopted new technology, such as Google search, but this generation prefers traditional cable TV, getting the forecast on The Weather Network and shopping at brick-and-mortar stores such as Walmart. Boomers are far more likely to listen to CBC than watch YouTube. They are also less swayed by digital brands than the younger set and more loyal to their standbys—Visa, Tim Hortons and Canadian Tire.



Defining the generations



Putting it all together

Since we began our annual analysis of the **Most Influential Brands in Canada**, we have learned a lot about the brands that have the biggest impact on our lives. One common thread is that influence is somewhat tied to the nature of the brand category, explaining why leading technology, digital and social media brands dominate the list. It is difficult, perhaps impossible, to imagine our lives without them. While every brand must discover its own formula for success, those that deliver on the five key pillars (trustworthy, engagement, leading edge, corporate citizenship and presence) will be well on their way to exerting influence.

Methodology

Our Ipsos online panel conducted "The Most Influential Brands in Canada 2016" survey from Oct. 24 to Nov. 15, 2016, interviewing 6,030 Canadians. We then used weighting to balance demographics to ensure the sample composition reflected Canada's adult population according to Census data and results approximated the sample universe. Ipsos uses a credibility interval to measure online polling precision, accurate within +/- 1.4 percentage points had we polled all Canadian adults. All sample surveys and polls may be subject to other sources of error, including, but not limited to, coverage error and measurement error.





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To learn more, visit www.ipsos.ca.







PUBLIC 3070

Exhibit 37 to the Cross-Examination of Laura Pearce



Results from Ipsos' 2017 Study Steve Levy, Chief Operating Officer, Canada, Ipsos



What is Influence?

Visionary brands don't just sell a product or service. They promote a strong sense of purpose and shape our world while connecting emotionally with people. They have aspirational qualities as well and are always relevant. What is influence? Having a real impact on people's lives by earning their trust, respect and loyalty. Leading brands influence how we dress, communicate, travel, shop, spend our free time, celebrate and socialize. They can also help us lead more fulfilling, interesting lives by giving us tools to make informed choices, which is why, once again, the major technology brands rank so highly across all generations.

The 5 Drivers of Influence

Influence doesn't happen by accident. Top companies invest in their brands and use their elevated position to model good corporate citizenship. After seven years of assessing Canada's most influential brands, Ipsos has identified five key drivers of influence. They are: **trustworthiness**, **engagement**, **leading edge**, good **corporate citizenship** and a strong **presence**.

Our comprehensive study measures and ranks the most influential brands in Canada and around the globe today. We look at which generations brands are influencing most and why—essential insights for any business, whatever size or industry.



Leading Local Brands Around the Globe

We evaluate top brands in 17 countries around the world—those that set trends, spark buzz, wield their influence for good, inspire trust and instill loyalty. Here's what we can learn from them.



Patanjali, India

Patanjali Ayurved has taken its national market by force by putting a distinctively Indian, wholesome flair on consumer products. With 2016-17 revenue of \$1.6 billion USD, the company manufactures 800+ low-priced food and personal care products (toothpaste, soap, cosmetics, shampoo, noodles, cornflakes) sold at nearly 5,000 retail outlets. What makes the offering different than those of major competitors such as Colgate and Unilever is that Patanjali makes all products itself and uses natural components based on traditional Indian herbal medicine. The approach has been so successful, now the multinationals are emulating Patanjali. Another factor is the celebrity starpower of co-founder, TV yoga guru and Hindu holy man Baba Ramdev, India Today's No. 5 most powerful person of 2017.



Mobike, China

Mobike has recently debuted as one of China's most influential brands. Launched in 2015, the concept is similar to Toronto/Montreal's bike sharing platform Bixi, except this is the world's first cashless and station-free concept, with a fleet of eight million bikes and 200 million registered users in 160 cities across China. Worth \$3 billion USD, the company has expanded internationally (Manchester, Berlin and Washington D.C.). Some eight million tap the service daily. Mobike set out to solve the short-distance connection problem in big cities for treks too long to walk, but too short to drive. Users find GPS-equipped bikes, unlocked by scanning a barcode into a mobile app, and reserve them 15 minutes in advance, paying only for time used. The company has a scoring system where users get rated on things like proper parking, following traffic rules and safe riding, letting the bikeshare community encourage responsible and healthy behavior. The user's score even impacts the cost of bike rentals.



D1, Colombia

Colombia and its 50 million residents have been struggling under tough economic conditions. In fact, 2016 marked the highest inflation index in the last seven years. Tiendas D1 is a deep discount grocer, a model developed in Germany (Aldi) and France, now gaining momentum in Colombia. A large chain with 500 strategically small neighbourhood stores merchandised practically, the highly efficient company reduces costs at every stage of its operations. D1 modifies negotiation parameters with providers, innovates with logistics and distribution, keeps staff numbers minimal and takes a zero-dollar advertising approach to offer the country's lowest prices. Customers bring their own bags and stores sell a limited product range, including many single brand, single line products.



A news standby since 1922, the British Broadcasting Corporation (BBC) started as radio only, then expanded to TV in 1936. It is the world's oldest and largest national broadcasting organization by employees (3,500; 2,000 are journalists) with £\$5 billion revenue (2013–14), most from "BBC World." An annual TV licensing tax paid by all households and businesses tuning in supplies BBC's revenue. BBC's channels have no commercial advertising interruptions and it provides 120 hours of quality radio and TV daily, with 50 foreign news bureaus and 250 correspondents spanning the globe. The organization is making its largest investment in a generation in children's services in order to stay relevant with today's audiences. Canada's iconic broadcaster CBC would do well to take note as it targets a new generation of consumers.



Generations

Brand influence can differ dramatically by generation. It's because we form our guiding principles and values early on, and tend to keep those throughout our lifetime. Successful marketers understand which brands resonate with different age groups and why, and customize their offerings to cater to audience tastes. Generally speaking, the older generations favour bricks-and-mortar and the traditionals, such as Canada Post, Canadian Tire and Visa, while the younger segment is swayed by online and social networking brands; namely, Netflix, Twitter and augmented reality pioneer SnapChat.

Interestingly, ubiquitous Google spans the generations, ranking No.1 across all age groups. The story is similar with Apple and Facebook, all top 10 contenders for any age. Partial to the brands they know well and less enamored by digital newcomers, **Boomers** (1947–1965) are still big fans of the CBC. However, the broadcaster ranks only 36th with **Gen Z** (1996–2003)—socially responsible, bargain-driven info seekers and heavy website users. CBC will have to make significant adjustments to appeal to younger audiences in the years ahead.

Air Miles is most popular with Boomers, followed by **Gen X** (1966–1982), though off the radar for younger people. A Boomer standby is Canadian Tire. And while it currently ranks low with **Millennials** (1983–1995), the retailer's influence has grown year-over-year with this segment as the brand adjusts its offerings to attract younger customers.

Social media and tech-savvy, instant gratification-minded, and flexible, Millennials lived at home longer than any generation before them, and introduced the "Netflix and chill" lifestyle. They and Gen Xers can't live without Netflix. Gen X and Boomers are the biggest fans of Amazon, a top 10 for all generations. Instagram is big with Gen Z and Millennials. It's the same for WhatsApp and Nintendo—popular with Gen Z and Millennials, but at the bottom of the list for Gen X and Boomers. Spotify, Adidas and Snapchat are musts for Gen Z—though off-the-radar for older consumers.



Fast Movers—The Ones to Watch

These brands are not in the top 10 (yet), but have jumped the ranks quickly. Why?

Instagram

Trendsetting Instagram has been rising steadily over the past five years, from #74 in 2013 all the way up to #20 in 2017. Particularly popular with Gen Z and Millennials, Instagram attracts users that are extremely engaged. Requiring less commitment than Facebook, for example, Instagram is visually driven and tends to be less political, with a focus on lifestyle, food, travel and entertainment. People share their selfie photos, videos and stories with friends and followers around the world in just a few clicks. Bolstering its cachet, Instagram has become *the* place where celebrities post their musings and updates. Selena Gomez, for one, first revealed she'd had a kidney transplant last year via Instagram; Christiano Ronaldo showed off his newborn fourth child; and Beyoncé marked the one-month birthday of her twins with an Instagram post.

TripAdvisor

TripAdvisor is the largest travel site in the world, gaining users because it's highly engaging and a one-stop site where people can book travel, plus find info, read rankings and tap into a massive database other consumers' reviews of hotels, restaurants, attractions and travel-related services for free. Content is mainly user-generated. Another pro is that users can see pricing across many booking sites to find the best deal. TripAdvisor has been ascending the rankings annually since 2012, from #80 to #32 this year, now with 450 million monthly visitors and 600 million+ reviews.

Uber

Uber is becoming so popular, it's now a verb like "Google." Founded in 2009, the convenient ridesharing app pairs customers looking for a lift with nearby drivers, both reviewed. Customers track their car via GPS and all payments go through the app. The peer-to-peer service has extended to food delivery as well. In 83 countries and 674+ cities worldwide, Uber rides numbered two billion in 2016; the international market is valued at \$1.3 billion. Still relatively unknown in Canada in 2015 when it debuted at #106, it's quickly ascending the ranks and sits at #75 in 2017.



Influence: Hard To Create, Easy To Lose

Consumers can be fickle. Any successful company will tell you that building influence takes time. It's hard to create, but easy to lose. Today's fast-paced global marketplace is one of disruption and reinvention, paradigm-shifting innovation and a "fail fast" attitude. Over the years, we've observed some brands losing influence forever, while others falter and bounce back.

Challenged Brands: Fighting For Brand Influence

Tim Hortons

Tim Hortons is coffee and doughnuts served with a dose of Canadian pride—a beloved institution named after Toronto Maple Leafs player/founder Tim Horton with some 3,600 locations Canada-wide. But the Timbits maker had a flat 2017. A combination of issues relating to Franchisees and reaction to the to the province's minimum wage hikes led to both public protests and negative press. For the first time since the inception of the Most Influential Brand program Timmies has since moved from its position in the top 10 to #16.

Subway

A February 2017 CBC Marketplace story cast sandwich maker Subway, once a top contender, in a bad light. The investigation's DNA testing found that unlike at other restaurants, chicken served at many of the fast food chain locations contained only 50% chicken versus the usual 85–90%. Media around the world repeated the story. While the chain maintained its sandwiches have 100% white meat and called the report "absolutely false and misleading," the circumstance has clearly been a challenge for the brand. Once a Top 30 brand in Canada, Subway currently sits at #69.

Comeback Kids: Winning Back Brand Influence

Air Miles

2016 proved demanding for Air Miles. Cardholders reacted when the rewards program announced it was introducing five-year expiry for points. There were also member complaints about site outages, blocked access to earned rewards and travel date blackouts. Air Miles responded by removing the expiration policy, but unfortunately, consumers who had made other plans to use their points while still valid complained. Admirably, Air Miles continued to adapt. The company removed the tiered loyalty program system to level the playing field for offers, though gold and onyx members still enjoy merchandise discounts. Air Miles also added a pay option to receive merchandise quicker, expanded to 24-7 social media customer service and issued a sincere apology note. Though the brand dropped rank in 2016 (#25), it has regained some lost ground (#22 in 2017), and maintained strong scores for engagement, leading edge and, this past year, trustworthiness.

Samsung

The tech giant grappled with high-profile technology glitches in 2016. One of the brand's signature products, the Galaxy Note 7 smartphone, was subject to a full recall due to safety concerns. Samsung took immediate action to respond to the issue—Apologies were made, additional quality and safety measures were implemented, and recalled phones were replaced quickly. Samsung went as far as to set up kiosks at Canadian airports to make the recall and replacement process as convenient as possible for customers. They followed these measures up with the launch of the Galaxy Note 8 smartphone, to rave reviews. After seeing their influence decline in 2016, Samsung is once again amongst Canada's top 10 most influential brands of 2017.

2017 was a challenging year for Tim Hortons and Subway, but the stories from Air Miles and Samsung should provide them with optimism that a comeback can be made in 2018.

2017's Top Brands

BRANDS TEN THROUGH SIX

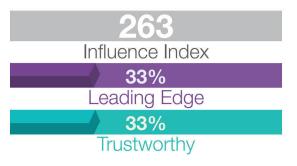
Samsung (#10) takes the Comeback Kid award. Facing a PR debacle, they took measured, immediate action, and returned to influence—replacing CBC's position in the top 10. What's more, the company earned record profits in 2017, driven by a memory chip market boom. Netflix (#9) continues its upward climb, with a 60% stock rise last year, driven by international performance. The Internet entertainment service passed 100 million paid subscribers in 190+ countries (including over 5 million subscribers in Canada). Visa (#8) is still known by virtually every Canadian, thanks to its emphasis on secure and efficient transactions (Verified by Visa) and advanced fraud monitoring, with 3.2 billion cards in global circulation and 65,000+ transactions per second. A top 10 staple, the world's largest retailer Walmart (#7) continues to attract customers by delivering on its low-price, high-value proposition and for its charitable community work. The company is making good on its aggressive expansion plans into the world of e-commerce, while investing in its existing stores and adding timesaving convenience options such as home delivery service in Toronto and Vancouver. YouTube (#6), remains as influential as ever—vastly more popular than any television network. The site has one billion users—nearly one-third of people on the Internet—and those people watch one billion hours of video every single day.

BRANDS FIVE THROUGH ONE

Microsoft (#5)



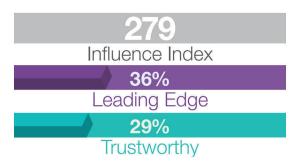
A top 5 brand for seven years running, **Microsoft** remains the behemoth computing brand of choice to the world and has bolstered its Canadian presence, too. Its rigorous R&D ensures consumer trust and a leading-edge image, with recent forays into business social networking (LinkedIn). The charitable efforts of founder Bill and wife Melinda Gates only enhance its appeal.



Amazon (#4)



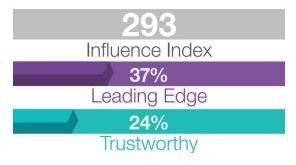
Amazon crushed 2017, capturing 44% of U.S. e-commerce sales with consumer electronics leading the charge. Indeed, it is the brand that seems to be everywhere, gaining influence almost daily. Same-day delivery service Amazon Prime has been received with open arms, with memberships on the rise. Numerous North American cities, including Toronto, eagerly await Amazon's decision on where to place its second company headquarters.



Apple (#3)



Maverick **Apple** is the largest company in the world by market cap, with the iPhone reaping 70% of its revenue. The trendsetter invested \$11 billion on R&D in 2017, up \$1 billion over the prior year, and observers speculate the multinational now wants to dominate Augmented Reality. The next generation iPhone may well allow us to overlay location-specific information onto the world around us. CEO Tim Cook predicts AR is the future with "the ability to amplify human performance instead of isolating humans."



Facebook (#2)



Facebook came under fire during the U.S. presidential election, but CEO Mark Zuckerberg was quick to react, underscoring that his leading social network with 2.2 billion monthly active users is still a force for good. The leading-edge company continues to innovate and adjust its offering based on its hyperengaged users, with an eye to AI and virtual reality as the next big thing.

315 Influence Index 37% Leading Edge 28% Engagement

Google (#1)



"Googling" is an everyday verb in households everywhere and Google's iron grip on the top spot is yet to weaken. The planet's most popular Internet search site has parlayed successfully from the virtual realm into hardware. After much anticipation, the Google Home smart speaker launched in Canada during the summer of 2017) and is also investing in virtual reality. Plans are to hire thousands more employees this year, and expand office and data centres to accommodate growth. At #1 since 2012, Google's ruling throne seems near insurmountable.



The Takeaway

Analyzing the "Most Influential Brands in Canada" every year gives us a unique perspective on brands, the power they exert and their impact on our world. Over time, we're able to spot trends as they're emerging. We've observed meteoric rises and falls, evidence of the high velocity at which today's business world operates. We've also seen the continued dominance of technology, digital and social media brands, most of which, though didn't exist even a decade ago, are integral to our work, play and personal lives every single day. Leading brands march to their own drums; indeed, their edgy, unconventional nature is what makes them stand out in a crowded, competitive marketplace. But those that can strike the right balance between the five factors—trustworthy, engagement, leading edge, corporate citizenship and presence—are likely the next big players of tomorrow.

Methodology

Ipsos conducted "The Most Influential Brands in Canada 2017" survey from January 10-22, 2018, interviewing 6,000 Canadians. We then used weighting to balance demographics to ensure the sample composition reflected Canada's adult population according to Census data and results approximated the sample universe. Ipsos uses a credibility interval to measure online polling precision, accurate within \pm 1.3 percentage points had we polled all Canadian adults. All sample surveys and polls may be subject to other sources of error, including, but not limited to, coverage error and measurement error.



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Steve Levy is a frequent public speaker at conferences and client events, and talks on an array of topical issues, including the fact that there is NO big picture, the changing digital landscape, and the transition from the big screen to the small screen.

As Ipsos COO, Steve leads a staff of almost 200 marketers and researchers that work on thousands of research assignments each year for clients across the key segments of the Canadian economy. He is involved in local product development, innovation and R&D and oversees publishing and promotion of several white papers, studies and reports.

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, Simplicity, Speed and Substance applies to everything we do.

Through specialization, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

By nurturing a culture of collaboration and curiosity, we attract the highest caliber of people who have the ability and desire to influence and shape the future.

To learn more, visit www.ipsos.ca.





PUBLIC 3081

Exhibit 38 to the Cross-Examination of Laura Pearce

3082

PUBLIC



Results from Ipsos' 2018 Study Steve Levy, Chief Operating Officer, Canada, Ipsos



Most Influential Brands in Canada 2018

Pssssst, do you know what I am?

Every company wants me, strives for me, covets me.

I am impacting how you dress, communicate, travel, shop, celebrate and socialize.

I am aspirational and always relevant.

I am emotionally connected to people and look to shape the world.

I am giving you the tools to make informed choices to help you lead a more fulfilling and interesting life.

What am I?

I am influence

When companies land lightning in a bottle and create influence, it is no accident. Top companies invest in their brands to achieve this. And when they do this successfully, their brand health benefits as well as their bottom line.

Ipsos is unveiling its 2018 Most Influential Brands in Canada list. With eight years of experience formulating this important list, Ipsos has identified **five key drivers** of influence. They are:

- Trustworthiness
- Engagement
- Leading Edge
- Corporate Citizenship
- Presence



Great Local Brands Around the World

Denmark-LEGO

Almost every child has had the opportunity to build something with the colourful interlocking plastic bricks. The construction toys help foster creativity and perhaps even inspire future designers, engineers and architects. The LEGO Group is a privately held company based in Billund, Denmark. Its motto is *det bedste er ikke for godt*, which means "only the best is the best."

Lego's popularity can be seen its use in books, films and artwork. It has also been incorporated as a teaching tool and successfully used in classrooms. In 2017, the largest LEGO set commercially produced was created. It was of the Star Wars Millennium Falcon, consisting of 7,541 pieces.

United Kingdom – British Broadcasting Corporation BBC

The BBC is the world's oldest and largest national broadcasting organization, first formed in October 1922 as a radio broadcast, before the invention of the television. With over 35,000 employees, the organization is funded by an annual television 'license fee' or 'television tax', paid by all households/companies receiving live television. This allows it to run commercial-free broadcasts. Its BBC News division is the largest news broadcasting organization in the world, with 50 foreign news bureaus around the globe. It produces 120 hours of daily radio and TV content. Looking ahead, the BBC announced its plan for the biggest investment in children's services in a generation. To remain relevant with the next generation, it has committed to spending an additional £34 million over and above the existing budget, over a three year period.

Germany—ALDI

Originally founded in Essen, Germany, it started when brothers Karl and Theo Albrecht took over their parent's general store in 1946. Since then it has grown into global discount supermarket chain with over 10,000 stores in 20 countries. Its secret to success seems to be in its simplicity. ALDI simplifies consumer selection by offering its own brand and limiting competing brands. This serves to make the shopping process easier and more cost effective. The budget-conscious company also keeps its budget down by not advertising in Germany, apart from a weekly print ad. For the first time in 2018, ALDI became the most influential supermarket brand in the UK, surpassing established British brands such as Tesco and Sainsbury's.

India – PayTM

PayTM is a digital payments company based in India. Founded by Vijay Shekhar Sharma in 2010, with an initial investment of \$2 million dollars, it is now valued at \$10 billion dollars. Currently, PayTM is India's largest mobile payment service platform. It operates in 10 Indian languages and offers mobile recharges, utility bill payments, travel, movies and event bookings, in-store payments at grocery stores, restaurants, parking venues, pharmacies and education institutions. PayTM looked to grow its business with merchants in 2018. It began allowing merchants to accept PayTM, UPI and Card payments directly into their bank accounts at 0% charge. The new app 'PayTM for Business' was launched allowing merchants to track their payments and daily interactions instantly. PayTM saw instant rewards for these innovations, with its merchant base growing to seven million by March 2018.



Mind The Generation Gap

Some brands possess such influence that they are able to bridge the generation gap. It is certainly no easy feat, as generations have strong characteristics that come to distinguish them.

Gen Z, for instance, refers largely to anyone born after the 2000's. They are under 24-years-old and are device-dependent, because they have never known a world without smartphones. Because of this accessibility, social media plays a huge role in their lives. It's no surprise then, that brands like Instagram, SnapChat, and Twitter rank amongst their Most Influential Brands (MIB). Uber, Spotify and Nintendo also rank highly with this generation, which speaks to their lifestyle and interests.

But before Gen Z came Millennials. Born between 1983 and 1995, they are tech-savvy and multi-taskers, so it's no surprise to find brands like Spotify, Nintendo, Instagram, SnapChat and Twitter on their Most Influential Brand list as well. This generation has also embraced Uber, for financial and lifestyle reasons.

Gen X is sandwiched in between two dominant demographics—Boomers and Millennials. Because of this, they straddle between both worlds. Like Gen Z and Millennials, they are comfortable with social media, with Instagram and Twitter ranking strongly on their MIB list. But Gen X also shares traits with the older demographic, Boomers. They both turn to traditional media sources for news such as the CBC, and have yet to embrace Uber to the same extent as the younger generations.

Finally, let's take a look at Boomers, who were born between 1947 and 1965. They have seen the world change immensely, from rotary phones to smartphones, television screens to tablets, and from mom and pop shops to online shopping. Due to how technology has shaped our lives in the last 25 years, it's no surprise to see companies like Google, Microsoft and Apple in the top 3 for this generation. However, they do not embrace all aspects of change to the same degree as other generations, most notably in the area of social media. While Facebook is popular with all generations, Twitter, Snapchat and Instagram don't prove to be nearly as popular with Boomers.

We have looked at differences between the groups, but it is important to note some brands are able to find that illustrious quality, 'common ground' amongst the generations. MasterCard, Canada Post, Canadian Tire, and Air Miles are a few that have been able to successfully bridge the generation gap. Brands that make the Top 10 list have also found a way to bridge the gap across all generations.



Can You Hear Them? They Are Coming... They Are Fast Movers

These two did not make the Top 10 Most Influential Brands in Canada 2018, but they climbed up the rankings very fast in the last year and are worth checking in on.

McDonald's

MIB 2017 rank—#29

MIB 2018 rank—#16— 13 spots

Although the fast-food chain has successfully been serving up burgers and fries in Canada for over 50 years, it is quick to evolve and adapt to keep up with the changing market and consumer needs. Some of the new things recently introduced which are making a big business impact are: an all-day breakfast menu, kiosk ordering, McDonald's app mobile ordering, partnerships with delivery services—Skip The Dishes and Uber Eats, and McCafé chains focused on coffee-house food and drink. Because of its willingness to adapt quickly to new consumer trends and habits, look for the fast-food giant to hold onto its ranking in 2019, or even move up a few spots.

Uber

MIB 2017 rank—#75

MIB 2018 rank—#45— **4**30 spots

Uber enjoys immense popularity in many countries around the world, including Canada. The ride-hailing service is available in Toronto, Montreal, Ottawa, Calgary and Edmonton. However, it still does not operate in Vancouver, Winnipeg, Halifax and Saskatoon, meaning that there is still a lot of room for the Uber brand to grow in this country.

Uber has gotten into the food delivery service with Uber Eats. Customers can track their food orders using an app on their mobile phones, in the same way they track Uber drivers.

The ride-sharing service also teamed up with MADD and Tweed to launch the '101 things to do instead of driving while high' campaign before the October 2018 legalization of marijuana in Canada.

And new services could be coming to a Canadian city near you in 2019. Uber Canada has plans to add services for bikes, e-scooters and liquor. These additions, along with the possible expansion into several Canadian cities currently not in service, could definitely grow business and influence for Uber. Look for them to move up on 2019's list.



Top 10 Brands of 2018

#10 Tim Hortons returns to the Top 10 after slipping to #16 in 2017 amidst a number of controversies. The fast-food restaurant effectively launched several campaigns throughout the year, reminding Canadians they are not just focused on coffee and donuts, they are also focused on being good corporate citizens. The new *True Stories* campaign featured the real stories of Tim Hortons customers on their website. Of course, with two billion cups of coffee poured and sold in 2018, they are very much about coffee, but also relish being part of Canadian culture.

To say Walmart Canada is a retail giant in our country is an understatement. Its over 400 stores employ more than 85,000 Canadians, who then serve 1.2 million customers, daily. Despite their retail dominance, Walmart fell two spots to #9 this year. Could this be because of its battle with Amazon for the online shopping consumer? That competition is undoubtedly fierce and will play out further over time. Because it's known for its low prices, selection, and value, the retailer remains a popular shop for Canadians.

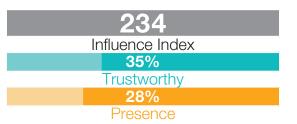
With over 6.5 million subscribers in Canada, **Netflix** enjoys immense popularity in our country. This popularity is rewarded with a bump up of one spot, to #8 in 2018. Its billions of dollars in investment in original content serves well to separate it from other subscription services. In Canada, original TV series include Alias Grace, Anne With An E, and Degrassi: Next Class. So far it is holding off the competition, but for how long is yet to be seen, with Google, Apple and Disney all rumoured to be entering this domain. Until then, Netflix gets to kick back with some popcorn and enjoy its immense success in this market.

#7 After two consecutive years at #8, **Visa** moved up one place to take the seventh spot for 2018. Trust and Presence are two features Visa capitalizes on. Customers expect that transactions will be done safely and securely, and that Visa will be widely accepted as a payment method around the world. With over three billion Visa cards in global circulation, including Visa cards in the hands of 63% of Canadians, its popularity does not seem to be waning. And indeed their slogan is holding true, as it seems Visa is *Everywhere You Want To Be.*









#6 YouTube remains steady in the #6 spot for the third year in a row. The numbers speak for themselves when measuring the site's success. 27 million Canadians use YouTube on a monthly basis and 400 hours of new video are uploaded worldwide every single minute. And its popularity has bled over into mainstream media. In Canada, CBC, CTV and Global News have over 1.4 million subscribers combined on their YouTube channels.

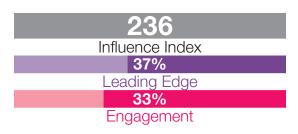
The fifth spot goes to **Microsoft**, for the second year in a row. In late 2018, it briefly surpassed Apple and Amazon to become the world's most valuable company, for the first time in 15 years. Microsoft's rise is fueled by continued traction with cloud computing and its ability to avoid the disappointing earnings results and increased regulatory scrutiny that have plagued many of its big tech rivals recently.

#4 No company has suffered more controversy in the past year than **Facebook.** It drops two places to come in at #4 in 2018. The company's data security issues involving Cambridge Analytica clearly impacted stock prices and public trust. Despite the difficulties experienced in 2018, the number of users of Facebook and Facebook owned apps continues to be staggering. There are over 24 million users in Canada. Facebookowned Instagram also boasts over 15 million users in Canada. Facebook is a good example of a brand that has resilience.

Technology titan, **Apple**, maintains its 3rd place ranking for the second year in a row.

Apple hit two major milestones in 2018: First, Apple became the first company ever to reach the \$1 trillion mark in stock value. Second, Apple shipped its two billionth iOS device in the fall of 2018. Throughout the year, the company also rolled out upgraded versions of its iPhone X, iPad Pro and Apple Watch 4.

But going beyond products, Apple has hired two top television executives to spearhead their efforts in entering the television market. It has made a 1-billion-dollar investment to recruit projects from entertainment stars Oprah Winfrey, Steven Spielberg, Reese Witherspoon and M. Night Shyamalan. However, to date, it is still unknown as to how and when Apple will launch this content. But you can be sure when it does hit the market, it will make a huge impact on the entertainment industry.









#2 Amazon has seen its position in Canada's Most Influential Brands list increase for the fifth consecutive year. It first entered the Top 10 in 2015 at #9, and this year it nabs the #2 spot on the list. In September 2018, it became the second company ever to reach the \$1 trillion mark in stock. Amazon disclosed that Cyber Monday and Black Friday were the company's biggest shopping days in its history. It said customers ordered more than 180 million items during the five-day period between Black Friday and Cyber Monday, adding that the latter was its biggest single shopping day ever.

Amazon's annual hardware event took place in September. The company engaged in a rapid-fire unveiling of 12 new devices. They included upgrades to the Echo line of smart speakers, Amazon smart plugs, and the Amazonbasics Microwave.

Amazon's Prime service continues to strengthen the company's position not only as a premier online marketplace, but also as a major competitor in the areas of video and music streaming.

When your company name has been transformed into a verb, you know you are influential. Such is the case of the ever present and powerful—**Google.**

For the 7th consecutive year, Google takes the top spot as Canada's Most Influential Brand. It is #1 across genders, generations and regions in Canada. The tech giant generates most of its revenue from online advertising, but they are making waves with their new hardware, software and Al offerings.

Google Assistant has made its way into people's homes thanks to their Google Home line of products. This device can help customers answer questions, maintain their schedules, enjoy audio and video entertainment, and control their home devices.

Google also made buzz in the world of Al with the introduction of Google Duplex, an enhancement to the Google Assistant. It can interact with real people and complete tasks, such as making dinner reservations.





The Takeaway

What is the common thread between Google, Amazon, Apple, Facebook, Microsoft, YouTube, Visa, Netflix, Walmart Canada and Tim Hortons? On the surface, it would be easy to say these 10 are very popular and successful brands. But, if you dig a bit deeper, you would uncover a secret to their current success.

The commonality with these 10 brands can be found in their deep understanding of the 'on-demand' culture we are currently living in. More than ever, Canadians are moving towards brands that can provide them with trustworthy assistance. When shopping for products and services, the Canadian consumer wants and expects the experience to be fast, accurate, and reliable. Brands that can assist Canadians the most effectively in this manner earn them trust and the continued business of Canadians.

There is another notable bond these 10 brands share.

They are 2018's Most Influential Brands in Canada.

Methodology

Ipsos conducted *The Most Influential Brands in Canada 2018* survey in October 2018, interviewing a total of 6,700 Canadians.

We then used weighting to balance demographics to ensure the sample composition reflected Canada's adult population according to Census data and results approximated the sample universe. Ipsos uses a credibility interval to measure online polling precision, accurate within ±1.3 percentage points had we polled all Canadian adults. All sample surveys and polls may be subject to other sources of error, including, but not limited to, coverage error and measurement error.



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PUBLIC 3092

Exhibit 39 to the Cross-Examination of Laura Pearce

PUBLIC 3093



Results from Ipsos' 2019 Study
Steve Levy, Chief Operating Officer, Ipsos Canada



EXHIBIT39

Most Influential Brands in Canada 2019

What do Sandra Oh, Tiger Woods, Greta Thunberg, Pope Francis and Mark Zuckerberg have in common? What is the bond between a Canadian actress, a champion golfer, a teen activist, a religious leader and a CEO? They could be called revolutionary, remarkable, and at times, controversial. But one thing they can be called, without question, is **INFLUENTIAL**.

Influence allows you to earn someone's trust, engage with them and help shape their opinions.

If influence is a sought-after quality by individuals, it can be deemed a necessary entity for brands in today's competitive and crowded marketplace. Businesses have long recognized the importance of influence towards consumers and their eventual profitability; however, recognizing influence and building influence are two very different things.

As it has done for the last nine years, Ipsos studied which brands are influencing Canadians and then peeked behind the curtain to find out just where their influence is coming from. In doing so, Ipsos uncovered five key characteristics influential brands had in common: **Trustworthiness, Engagement, Leading Edge, Corporate Citizenship** and **Presence.**

Brands that scored highly in several of the five categories found themselves listed on the **Most Influential Brands** in **Canada for 2019.** And the over one hundred brands named represent a wide variety of industries, from social media platforms, financial services, retail box stores, tech giants to fast food. This wide net proves influence is open to all brands, and all brands are open to more influence.



Great Local Brands Around the World

A brand achieving success is worth exploring, regardless of its location. Fortunately, Ipsos' research is not confined to Canadian borders and includes numerous countries around the world. This global reach provides the unparalleled opportunity to learn from brands that are performing exceptionally well within their own local markets. In the study of influence, let's learn what makes these brands 'Best in Class.'

China-Didi

Didi has been on the rise in China since it was founded in 2012 and became a Top 10 Most Influential Brand in China for the first time in 2019. Didi is to China what Uber is to Canada—its country's leading ride-sharing brand. As with many companies in China, the statistics for Didi are staggering. Didi is present in more than 400 markets across the country and possesses a user base of over 550 million customers. The latter figure is even more astonishing when you consider it is roughly double the number of global ride-sharing users for all other companies around the world. Didi firmly established itself as the dominant ride-sharing brand in China when it bought out Uber's Chinese business in 2016. It then aggressively expanded its operations to other markets around the world, including Mexico and Brazil in 2019. The ride-sharing giant has also looked to diversify its portfolio by offering food delivery, bike-sharing, bus and chauffeur services. Not resting on its current success, Didi is planning ahead by teaming with auto manufacturers such as Toyota to develop automobiles which are optimal for ride-sharing services, such as electric vehicles and self-driving cars.

Brazil-NuBank

NuBank lives up to its name, having debuted in 2013. From the launch of its first credit card in 2014, it has grown rapidly and, as of 2019, counted 20 million customers in Brazil. NuBank has also grown its services to now include credit cards, savings accounts, and personal loans. It also recently expanded operations into Mexico and will be launching services in Argentina in the coming year. NuBank stands out from other financial service competitors because its business is managed entirely online through its mobile app and website, making its money through service fees and interest; like other Fintech companies, this allows NuBank to save on costs of operating physical banking branches. These savings are then passed on to customers in the form of lower banking fees which makes NuBank an attractive option, especially to the 55 million Brazilians who, prior to NuBanks' launch, did not interact with a bank. NuBank therefore creatively and successfully tapped into an untapped market and also realizes there is more potential business to be had with over 1.5 billion people globally not currently conducting any business with a bank.

United Kingdom—British Broadcasting Corporation BBC

The BBC is the world's oldest and largest national broadcasting organization, first formed in October 1922 as a radio broadcast, before the invention of the television. With over 35,000 employees, the organization is funded by an annual television 'license fee' or 'television tax,' paid by all households/companies receiving live television. This allows it to run commercial-free broadcasts. Its BBC News division is the largest news broadcasting organization in the world, with 50 foreign news bureaus around the globe. The BBC continues to stay relevant by creating programming that is inclusive and includes under-represented groups such as Britons with disabilities. It also invests in technologies that improve the scope of their news reporting. Of all media and news brands included in this study around the world, the BBC has the highest rank within its own country, by a wide margin.



Hong Kong-Mass Transit Railway-MTR

When you have over seven million people living in a city, efficient and convenient transportation is essential. Hong Kong's MTR is one of the most profitable metro systems in the world. Established in 1975, it is now comprised of heavy rail, light rail and a feeder bus service which carries 5.9 million passengers on an average weekday. MTR boasts a higher annual ridership than New York City and four times the ridership of Toronto's TTC. It is one of the only mass-transit systems in the world that is fully funded by fare payments, and for many years maintained a 99.9% on-time rate for train journeys. The Octopus Card, its fare payment card, not only gains users access, but it is also an accepted payment method at many popular merchants across Hong Kong. Despite its successes, 2019 did present some unexpected challenges for MTR. The ongoing riots and protests in Hong Kong resulted in damaged trains and train stations. It also created service disruptions for its commuters. Even with these hurdles, MTR was still a Top 10 Most Influential Brand in Hong Kong in 2019. Imagine how well MTR would have performed were it not for those obstacles!



Path to Influence

Our multi-generational world is making history. It is the first time we have had six living generations—four of which are in the workforce. Not only is a Baby Boomer, Generation X, Millennial and Generation Z sharing an office place, they are also sharing the marketplace. This has made marketing a complicated endeavor for many businesses. Can you speak to four generations who possess different characteristics, values and goals, all at once? The path to influence for brands seems to be paved by that very ability. This journey towards Top 10 MIB status is one that takes time as brands look to grow their appeal across multiple generations. We have identified three stages which brands walk along during their path to influence.

Trailblazer

The path to the Top 10 ranks is paved by trailblazers. These brands have shown us new ways in which to attain influence, especially by speaking to one generation and seeing that popularity spread to others. A prime example worth exploring is Netflix. The streaming giant's ascension up the MIB rankings is based on its early appeal with Gen Z and Millennials. These younger generations covet a great selection of content and the ability to view shows on their schedule, not on broadcasting schedules. Netflix successfully targeted this audience when it came to market. But over time, wooed by selections and convenience, new fans emerged in the form of Gen X. Although there is still room to grow with Baby Boomers, Netflix demonstrates the power of the ripple effect.

Netflix MIB ranking 2012-#72 2019-#7

On the Right Path

In order to move up the competitive MIB list, brands will need to follow the formula set out by our trailblazers—that is to engage with multiple generations. Some brands have found a formula that is working for them. For instance, Spotify has shown an upward trajectory on the MIB list. The digital music service still needs to make inroads with Baby Boomers, but its popularity with Gen Z has spread to Millennials and Gen X, enough to make it the #42 MIB in 2019. That marks an impressive jump of 69 ranking spots in just three years for Spotify. Although Spotify started by speaking to one generation, they have successfully grown their reach to other generations. And as they have exponentially grown their reach, so have they grown in influence.

Spotify MIB ranking 2016—#111 2019—#42



The Journey is Only Beginning

Like every great journey, you must start somewhere. Such is the case for brands that have secured their relationship with one generation and now seek to grow their connection with others. SnapChat epitomizes this pursuit. Having captured the social media interest of today's youth by ranking #7 for Gen Zers, now it needs to find ways to broaden its appeal with Millennials, Gen X and Boomers. Only after some type of ripple effect will we see SnapChat rise from #49 to Top 10 status.

SnapChat—#49 • Gen Z—#7 • Millennials—#25 • Gen X—#95 • Boomers—#105

Reinvention Can Help

One speed bump along the path to influence is redefining your brand. When you are an established brand, it can be hard to change your image and appeal to generations who never considered you as an option before. An effective way to traverse this speedbump is to reinvent your brand. Such is the case for cosmetics giant, L'Oréal. Despite a long legacy, leadership recognized it needed to appeal to younger generations. Their solution was a three-tier approach: a push towards sustainability with a reduction of water consumption and eco-friendly bottles; offering digital connections such as a virtual nail salon app; offering products with greater variety of skin tones and being ranked as one of the most gender-balanced companies worldwide by Equileap. L'Oréal, in just one year of taking these steps, seems to have made inroads with Gen Z: it moved from a #90 ranking to #48 in this year's MIB. Time will tell if this three-pronged approach will grow the appeal of the 110-year-old company with the other generations and create the ripple effect needed to be a Top 10 MIB brand.

Generational Harmony

If a brand can connect with tweens and seniors, and everyone in between, that brand has tapped into the formula for influence. You need not look farther than the Top 10 MIB list for proof. Nine out of the 10 brands boasted a maximum 10-point difference between generations when measuring influence. Because these brands are connecting with all consumers, it is easy to cement its top status. The only brand to waver from this and still nab a Top 10 spot was Netflix (#39 with Boomers, but still gaining).

There are other brands that are resonating with almost equal pull across generations in the Top 100 MIB. PayPal, Tim Hortons, LG, Chapters Indigo and RBC all fall under the 10-point margin between Gen Z, Millennials, Gen X and Baby Boomers. Interestingly, one brand registered a remarkable four-point margin, the lowest noted in this year's MIB. Kijiji, the online classified service, holds the #24 spot with a ranking #28 for both Gen Z and Boomers. This broad appeal likely stems from younger generations looking to buy things as they move away from their parents and older generations and empty nesters looking to downsize. Kijiji has the enviable position of having a business which naturally lends itself to being useful for all generations. For brands who are not in such a position, the pressure is on to be inventive, innovative and imaginative. They must create a want and need for their brand with a generation, or generations, that currently does not exist. Because where there is generational harmony, there is influence.

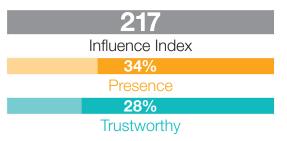


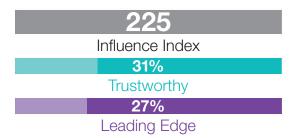
Top 10 Brands of 2019

Visa The financial services giant is a regular on the Top 10 MIB list; however, it did drop three spots from last year. Like all industries, financial brands are under pressure to meet the changing needs of Canadians. Since Canadians no longer shop and bank like they used to, Visa has had to expand its services. Canadian users are assured service almost everywhere they travel with over 46 million merchant locations around the world. Visa also recently unveiled a new service from its Visa Direct line with TD Bank, which allows Canadians to easily conduct cross-border money transfers between Canadian and U.S. accounts. With security and data privacy issues a concern. Visa has looked to protect the over 100 billion global transactions it does per year. Almost all of these transactions are processed through VisaNet, its own global network, at one of its four heavily secured data centers. They are protected against natural disasters, crime and terrorism. Each center can operate independently of the others. At number 10, Visa ranks as the most influential financial services brand in Canada.

Walmart has held its ninth place spot from last year. The retailer has expanded to over 400 stores since opening its doors in Canada 25 years ago. Not content to rely on its in-store consumer, Walmart has aggressively targeted the online shopper as it battles Amazon for e-commerce dollars. Currently, approximately 750,000 customers visit Walmart Canada's website each day. To handle its growing business, the retailer recently opened a new 450,000 square-foot distribution center in Mississauga to handle online orders exclusively. Walmart also looked to incentivize shoppers by offering free one-day shipping on more than 220,000 items, with a minimum purchase of \$35. In another attempt to challenge Amazon, Walmart now allows shoppers to order their groceries using Google's smart home assistant. With both its brick and mortar stores and its growing online business, Canadian consumers of all ages are feeling Walmart's presence and influence.







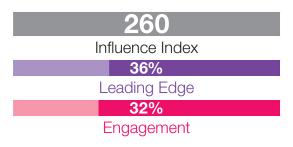
#O Samsung took a big leap this year moving up five places in this year's MIB list. The South Korean company is especially popular with Millennials and Gen Xers in Canada, ranking as their seventh most influential brand. Samsung has sought to create appliances that speak to these consumers. Whether it is their Frame TV, which stylishly displays stunning art work when not in use, or its third consecutive win as Appliance Manufacturer of the Year by ENERGY STAR Canada for its commitment to energy-efficient product innovation, or its SmartThings line for Smart Homes, Samsung speaks to the multiple needs of Millennials and Gen Xers. Of course, Samsung's appeal to consumers goes beyond appliances. In Canada, it holds over 30% of the smartphone market share, only trailing Apple. The duo dominate the smartphone space in Canada. Because of its early entry into the 5G sector, it predicted 4 million sales of 5G-capable smartphones globally by the end of 2019. Also, in 2019, it launched Samsung POS (Point of Sale) exclusively in Canada. It was hailed as a mobile payment solution for small businesses, allowing them to accept debit and credit payments up to \$100 CDN by tapping contactless cards onto Samsung NFC-enabled devices without requiring additional hardware. Samsung's innovation and extensive range of products has allowed them to enjoy broad appeal with all generations of Canadians.

230
Influence Index
34%
Leading Edge
27%
Engagement

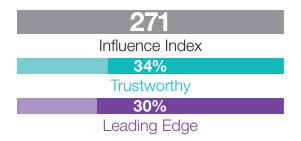
7 Netflix has made the option of staying in on a cold day a popular one. And with many cold days in Canada, it's no wonder the online streaming service boasts over 14 million users in our country. Netflix moved up one spot in this year's MIB list, thanks to its incredible popularity with Millennials (their second most influential brand) and Gen Z (their sixth most influential brand). These two generations have made no secret about how they like to consume. They like options, quality content and the ability to watch when they want and how they want. With those wants, it's no surprise that Netflix meets their needs. In 2019, Canadians were streaming popular Netflix Original TV Shows: The Crown, Black Mirror and Stranger Things. Netflix has gone beyond tv shows and in 2019 made more movies than any other film studio. Of its 60 releases, "The Irishman" and "Marriage Story" are nominated for a Best Picture Oscar. In a relatively short time, Netflix has become the biggest movie studio in Hollywood basing its success on making movies other Hollywood studios have bypassed, like adult dramas and Rom-Coms. There is no surprise twist in the story of Netflix's continued influence in Canada.

#C YouTube The popular video-sharing platform holds the sixth spot for the fourth year in a row. YouTube's influence is seen across all demographics, ranking second for Gen Z and sixth for Gen X and Boomers on the MIB list. Since it debuted in 2005, YouTube has gone beyond videos of pet tricks and family fun. It has expanded to tutorials, blogging and even original series, like the popular sports trick shots channel, "Dude Perfect." The power of YouTube can be truly seen in the rise to stardom for Canadian singer Justin Bieber. The Stratford teen was discovered in 2007 by a talent manager who noticed his music videos were attracting millions of views on his YouTube channel. Fast forward over a decade and the award-winning pop star has the leading channel from Canada with over 19 billion views of videos uploaded to Justin Bieber VEVO. The meteoric rise of Justin Bieber can be rivalled by that of YouTube itself, with one billion hours of content viewed per day and 2 billion monthly active users around the world. Whether Canadians are logging on to view, share, be entertained or to learn, the key is all ages are coming to YouTube.

Apple It is hard to escape seeing the influence that Apple has on our lives. Their products are everywhere and according to the MIB Generation's summary, the tech giant is influential to Gen Z, Millennials, Gen X and Boomers, almost equally. Despite its cross-generational appeal, Apple dropped two spots in this year's MIB list. Apple continues to be the leading smartphone of choice in Canada with a comfortable lead over its nearest competitor, Samsung. In an effort to stay ahead of its global competition, Apple invested over \$16 billion on research and development. In 2019 it released AirPods, a new iPhone 11 featuring an updated camera, and Apple TV. To take on the 5G sector, Apple purchased Intel's smartphone modem division for \$1 billion. Time will tell if this aggressive move in the smartphone market and the growth of Apple TV will see an increase of influence in Canada this time next year. In the meantime, Apple's reward for having a diverse portfolio of products and services with something for everyone has resulted in influence.







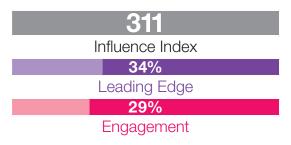
311
Influence Index
33%
Leading Edge
28%
Trustworthy

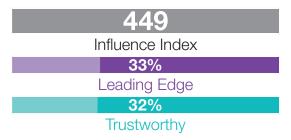
Microsoft After two years in fifth place, Microsoft moved up (yes, up) one place to land at number four on the 2019 MIB list. Coming off its best year in a decade (based on stock price performance), it became the third U.S. public company to be valued at over \$1 trillion, following in the remarkable footsteps of Apple and Amazon. In 2019, we saw businesses across Canada still using the Windows 7 operating system upgrade to the new Windows 10 version—the world's most popular PC operating system with estimates of its current usage at 900 million devices. The tech-giant continues to focus on its cloud products as it looks to be the top provider of cloud computing services behind Amazon's AWS. At 14%, Microsoft Azure holds the second largest share of the cloud computing market and is now available in 140 countries. In 2019, the Government of Canada announced it was working with Microsoft to relocate its highly sensitive data to the cloud. This new contract allows government employees to access a wide range of Microsoft Azure services while being assured of a high level of security and privacy. On the product front, look for a few notable products to be released in 2020: a dual-screen tablet, the Surface Neo, and a smaller foldable device that can also be used as a phone, the Surface Duo. Microsoft is skillfully growing its products and services, and in doing so, growing its influence with Canadian consumers.

Amazon For the first time, we see a tie for second place in the 2019 MIB list between Amazon and Facebook. As Canada's largest online retailer, Amazon maintains its secondplace ranking from 2018. Despite its mammoth selection of items for sale and owning Whole Foods, Amazon continues to show us it's much more than a retailer. It is also in the industries of cloud computing, artificial intelligence and digital distribution. From products we buy and media we stream, to turning our home into a "smart home," Amazon's reach is growing. Because of its pervasive reach, Amazon appeals to all demographics, from Gen Z to Boomers. Amazon's mammoth e-comm revenue remains the source of its reach and it continues to look for ways to improve its services. It recently introduced one-day shipping on more than 10 million products and continued with Amazon Prime Day, which offers product deals to Prime subscribers. At the end of the day, Canadians are ordering, downloading, streaming and buying with Amazon. And, Amazon, for its part, is influencing us.

Facebook The social media giant jumped from fourth \angle place in 2018 to share second spot with Amazon in 2019. With approximately 23.8 million users in Canada (53% of those being women), Facebook wields a lot of influence. Facebook's business is built on engagement by bringing people together with friends and family and connecting businesses. Some of its services include Messenger, Marketplace, Instagram, WhatsApp and it recently launched Facebook Dating in the U.S. It is most influential with Gen Xers, ranking number two for that demographic. For all of its likes and flash, Facebook has shown an incredible ability to be resilient. Over the last few years, the tech company has withstood a myriad of controversies, from fake accounts, data security breaches, privacy issues, a Federal Trade Commission investigation, fines and falling stock prices. Most companies would be relieved to withstand such controversy, let alone be ranked the second most influential brand in Canada. But one thing we have learned is that Facebook is not "most companies."

#4 Google tops the Most Influential Brand list this year, making it eight consecutive years of dominance. Dominating is nothing new for Google, seeing as it generated 88% of the desktop search traffic in Canada in 2019. Its array of online services and products merge together seamlessly: Google Home, Google Assistant, Google Maps, Google Earth, Google Docs, Google News, Google Translate and owning YouTube. Google also has the ability to uncover what Canadians are thinking about, by revealing the top trending moments of the year and decade-both of which were the Toronto Raptors' 2019 NBA championship win. In addition, the tech-giant recently unveiled a cloud gaming service named Stadia. And, it announced the biggest renewable energy deal in corporate history—a \$2 billion wind and solar investment. Google taps into our needs and wants, often before we even know we are missing something. Then they introduce that service/product and we wonder how we ever lived without it. This ingenuity is behind the phenomenon in which we see why Gen Z, Millennials, Gen X and Baby Boomers all rank it as their most influential brand. So, what does influence look like? Google it to find out.





The Takeaway

Brands are under more pressure to be many things to many people. They are expected to provide a multitude of products and services to consumers who span teenage years to senior citizenship. This seems to be an unattainable goal; however, not impossible. Some brands are accomplishing this feat and find themselves on the 2019 Most Influential Brands list. Although they range from food, retail, media, financial and tech industries, they do have commonalities. It is in these commonalities Ipsos identified five keys to brand influence: Trustworthiness, Engagement, Leading Edge, Corporate Citizenship and Presence. These keys, alone, are not enough. In order to be on the path to influence, brands must engage with all generations, simultaneously. Brands can no longer afford to focus on one demographic whilst ignoring the rest. Simply put, brands who matter to Gen Z, Millennials, Gen X AND Baby Boomers are influential to Canadians.



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Steve Levy is a frequent public speaker at conferences and client events, and talks on an array of topical issues, including the fact that there is NO big picture, the changing digital landscape, and the transition from the big screen to the small screen.

In his role at Ipsos, he leads the teams that work most closely with our clients and the thousands of research assignments that the organization engages in for clients across the key segments of the Canadian economy. He is also involved in the publishing/promotion of several white papers, studies, reports and events. Steve continues to be passionate about the work that he does.

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, Simplicity, Speed and Substance applies to everything we do.

Through specialization, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

By nurturing a culture of collaboration and curiosity, we attract the highest caliber of people who have the ability and desire to influence and shape the future.

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SAMSUNG 9





2019 TOP 3 MOST INFLUENTIAL BRANDS BY GENERATION



GEN Z Google YouTube



MILLENNIALS Google NETFLIX amazon



GEN X Google facebook amazon









di.

DID YOU KNOW

This is a global study that was conducted in 16 countries around the world in 2019.

Findings were released on February 4th at an event sponsored by The Globe and Mail, Publicis and the ACA.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports will be available starting in February 2020.

Subscription Price: \$12K for early bird pricing until January 15, 2020.

After Early Bird Pricing, Subscription Pricing cost is \$13,500 for 8 brands, +\$1,000 for each brand beyond 8.

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Exhibit 40 to the Cross-Examination of Laura Pearce





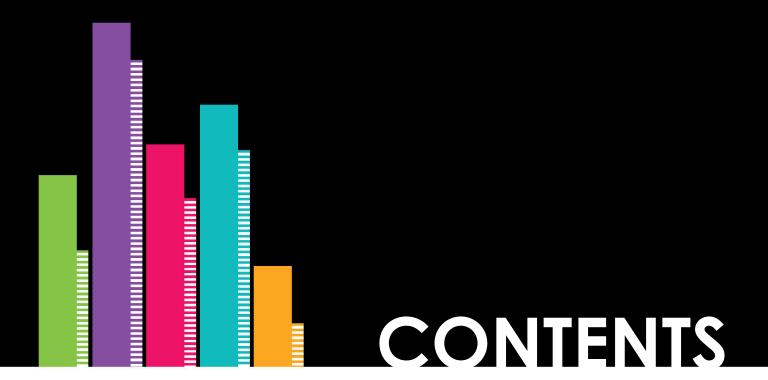
Results from Ipsos' 2020 Study Steve Levy, Ipsos Canada

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GAME CHANGERS



EXHIBIT



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Influence is one of most prized powers a brand can have. We know that brands are much more than products or services. Sure, they are mirrors and drivers of consumer behaviour and culture. They inspire habits, like ordering a "double-double" at Tim Horton's. They often become verbs, like "Netflix and chill" when we want to relax and stream a TV show. These are some of the expressions of a brand's influence. Influential brands can hold sway in subtle ways, sometimes without our awareness. Or they can cause seismic shifts throughout a business category.

In 2020, while the digital evolution continued to shape the influence of brands, the COVID-19 pandemic intensified that progression. The outbreak crystalized brands' strengths and shortcomings, enhancing or minimizing their influence with Canadian consumers. In some ways COVID-19's impact has reshaped or rescaled a new competitive landscape for the near- and future-term across industries and markets.

For a decade, Ipsos has studied how brands influence Canadians and discovered their sources and impact on influence. Over the first 9 years, Ipsos focused on the 5 chief dimensions that drive a brand's influence: Trustworthiness, Engagement, being Leading Edge, Corporate Citizenship and Presence.

This year, a sixth dimension emerged: COVID-19, as its influence has been both inescapable and profound. Together, these six drivers provide marketers with the underlying levers required to increase the influence of their brands.

The more than 100 brands evaluated by consumers comprise a myriad of industries including social media platforms, financial services, retailers and tech giants. Within this massive brand ecosystem, the interplay of influence on and from brands is ever-changing.

Ipsos Influence Index



As high as **404**

As low as

21

GREAT LOCAL BRANDS AROUND THE WORLD

With globalization and the ongoing shift to digital media, a brand's influence has the potential to become borderless. Ipsos' breadth and depth around the world affords us a powerful vantage point to understand local brands and allowing us to share the impact that they are having as well as the potential that they may have beyond their locale.



BRAZIL: OBOTICÁRIO

What began as a small prescription drugstore in southern Brazil is today the second-largest cosmetics company in the nation. It climbed one spot to the 8th most influential brand in Latin America's largest country. In doing so, O Boticário overtook Natura, its largest local competitor in terms of influence ranking. That's no small feat considering how COVID-19 has depressed demand for beauty products. Among the things that contributed to the beauty brand's success in 2020, is the fact that the company launched its first line of certified organic products. O Boticário produces all its cosmetics and most of its packaging in Brazil, a strategy that resonates with the country's national pride. We see this reflected in the brand's corporate citizenship

dimension. We also see it in the way the brand engages consumers through racial equality initiatives: 43% of Brazilian respondents we surveyed say O Boticário "promotes racial equality" compared to only 16% for the average across all brands in Brazil. The brand's recent investments in digital have also proved timely. In 2019, the company acquired e-commerce platform Beleza na Web. It also tapped into WhatsApp's omnichat digital platform that integrates home delivery to engage consumers in a new and highly relevant way. At this point in time, 25% of online sales come through the e-commerce platform. While the beauty sector has struggled, O Boticário sales normalized in August 2020.

GREAT LOCAL BRANDS AROUND THE WORLD



You could say that Netto is to the Danes' what No Frills is to some Canadians. As the largest discount supermarket chain operating in Denmark, it has 1,157 stores throughout its home country, Germany and Poland. When Netto's first store opened in Copenhagen in 1981, it epitomized the nofrills approach with product stacked in boxes on pallets. As the business expanded, the services and store design upgraded. For Netto, 2020 was also pivotal. First it partnered with Too Good To Go, the leading app for fighting food waste. Then, in June 2020, Netto branches began offering bags of leftover products, which could save as much as 840 tons of food annually. It also launched the Netto+ shopping app in October. In addition to discounts and personalized offers, the app has an "intelligent shopping list" that you can share with others to add to. It also keeps your receipts and will process refunds when you send a photo of a disappointing item. No wonder trust drives nearly half its influence. Now the company is opening a first-ofits-kind store made from sustainable and recyclable materials.



It makes sense that for this public sector savings bank, Corporate Citizenship is its largest driver of influence, closely followed by trust. Sparkasse has 377 banks throughout Germany. Along with their network of partners they are the largest financial service provider in Europe, with a combined business volume of 2.98 billion euros. Part of the power of a public bank is its social commitment to financial equality. Sparkasse has 1.7 million accounts for the socially disadvantaged, including 250,000 for refugees. If someone isn't able to get a traditional bank account, they can get a citizen account and better integrate with society. This is where Sparkasse shined in 2020 as the coronavirus raged across the world. It held 1.4 million consultations with consumers affected by the pandemic. As of April, there were 270,000 deferrals on interest and principal payments for Sparkasse customers. The bank also saw a jump in contactless payments, to the tune of 206 million contact-free transactions in March 2020 (up 11% vs February). Now it's offering its own rival app to Google Pay.

3114

GAINERS IN COVID

TWO BRANDS
THAT RESPONDED
DEFTLY WERE



AND



It goes without saying, but 2020 was a year unlike any other. Collectively, we faced a global pandemic with challenging and sometimes dire circumstances for all. The way we interacted with each other and brands, changed, and some industries faltered while others flourished. Despite this, there were some brands that responded exceptionally, appear to have received public recognition and consequently, gained influence as a result.

The shift to a work-where-you-live lifestyle led to an increased demand for some sectors. delivery services. online retailers. namelv. workplace solutions, sanitization products, home entertainment and grocery retailers. Restaurants moved to exclusively delivery-only establishments, flour and toilet paper became sparse commodities, hangouts became virtual and many of us watched "Tiger King" on Netflix. COVID-19 was undoubtedly impactful to our lives, and indeed, it shaped Canadians' concept of influence. Newly added brands like Lysol (#23), Zoom (#24) and Purell (#28) all ranked within the top 30 - not an easy feat by any means.

Increased demand doesn't necessarily translate to an increase in influence. How brands responded to COVID-19 in conjunction with increased demand did have an impact on their influence.

GAINERS IN COVID



From our Consumer Check-In Mystery Shop study, we know that Loblaws leads in "Consumers feeling safe," 5 points above the Grocery category at 96% and 8 points above the cross-category average. What did Loblaws do to achieve this result? They were one of the first grocery retailers to put practices in place that others followed: installed one-way lane traffic and social distancing markers in stores, elevated staff compensation, reduced delivery fees, launched next-day meal delivery kits, gave priority access to seniors and frontline workers, and communicated to Canadians in a meaningful way.

We included four attributes that directly relate to COVID-19, and Loblaws significantly outperformed the retail sector on all four of them. Sincere communication and taking actions to help consumers resonated the most.

Loblaws 2019: ***53** MIB RANKING 2020: ***46** •7



In the telecom sector, TELUS rocketed ahead of its competitors. With more Canadians at home, staying connected virtually became a much higher priority for many. TELUS took definitive action to support Canadians – delivering 14,000 free mobile phones to vulnerable Canadians including seniors, providing two months of free wireless service to frontline workers, launching a phone-based virtual healthcare service, waiving internet fees for low-income families, and committing \$150 million to COVID-19 relief.

Compared to the average brand, TELUS overperformed on all COVID-19 metrics. Almost one in five Canadians believe they communicated sincerely - almost double the average.

TELUSMIB RANKING

2019: **#71**2020: **#43** • 28

TOP 10 BRANDS OF 2020



A Canadian brand jumped two spots to enter the Top 10 Most Influential Brands this year. Impressive for a brand that has only been around since 2018. Seventy

percent of PC Optimum's influence is driven by the Trustworthy and Engagement dimensions. Interestingly, these dimensions drive PC Optimum's influence more so than the other brands in the top 10. Much of that influence comes from its efforts to care for and engage users. Consumers love the ease in redeeming points they have earned, including for healthy behaviours, like getting a flu shot. More of PC Optimum's influence comes from performance on the COVID-19 dimension relative to others in the top 10. Taking its health rewards further into the future, the program has launched a PC Health App to offer myriad benefits, like live, virtual care with a variety of healthcare providers. Users can earn loyalty points for completing health goals and challenges and buying health- and wellness-related items from vitamins to health monitors to weighted blankets. It also offers links to resources for preventive care and managing chronic health conditions, including diabetes, heart disease and high blood pressure. By taking care of us, PC Optimum is taking care of its brand.

INFLUENCE 209

TRUSTWORTHY: 42%

ENGAGEMENT: 28%

TOP 10 BRANDS OF 2020



The retail behemoth held steady in its No. 9 position in the ranking, a testament to its strength among retailers. Unlike many brick-and-mortar-based store

chains, it is one of the few to weather the coronavirus outbreak unscathed. Walmart's influence continues to be driven by Presence followed by Trust. The retailer with 408 big box stores throughout Canada has posted strong sales growth through the pandemic, particularly in ecommerce. Walmart's agility in responding to the crush in demand for online shopping and delivery revealed the power of its digital and supply chain capabilities. By embracing technology, the company is working to be as mobile as its customers. In July, Walmart Canada announced a \$3.5 billion investment over the next five years to fuel growth and to make the online and instore shopping experience simpler, faster and more convenient for Walmart's customers. One effort includes a mobile-first strategy to enable store associates to use their own mobile devices to complete on-the-job tasks. Other efforts include the Stores of the Future, improvements in omnichannel capabilities and distribution centers by converting square footage to serve as fulfilment space for online delivery and pickup for faster, more efficient service.

INFLUENCE 221

PRESENCE: 34%

TRUSTWORTHY: 28%

TOP 10 BRANDS OF 2020



In a year where the pandemic forced many office workers to work from home, Microsoft added to its winning streak as companies relied on cloud

services and remote meetings on Teams to do business. Teams, which Microsoft launched with a free version in 2018, surpassed 115 million daily active users in November 2020. Most of that growth (95 million users) happened in one year. Users nearly doubled between the start of the pandemic and April 2020. Who could overlook those ubiquitous Teams adverts in the early months of the pandemic as competition from Zoom and other software brands boomed, too? It is worth mentioning that Office 365 is used by more than one million companies globally. Being so entrenched in the corporate world helps protect the brand from rivals. Other launches included monolithic Xbox Series X game console that is getting raves for its power to support next generation games, and its Surface Duo is showing potential for more powerful two-screen, foldable devices. Still, the brand that Bill Gates built fell four spots in our ranking from 2019. While the brand continues to be driven by Trust and being Leading Edge, other dimensions like Engagement and Presence also contribute strongly.

INFLUENCE 1NDEX 228

TRUSTWORTHY: 28%

LEADING EDGE: 27%

TOP 10 BRANDS OF 2020

VISA

Cash has been losing popularity as a payment method for several years. But virus safety measures and online shopping drove more shoppers to reach

for their digital wallets this year. What is more, with bills and coins already established as being germ-laden, reaching for plastic that only you touch is prudent these days. At least four in ten Canadians who own a smart phone used their digital wallet to make a purchase in the past six months. If you can pay with a tap of your phone or smart watch, even better. Transaction growth accelerated with Visa processing about 1,700 transactions a second and 150 million per day. It's about to get even faster. The company is rolling out its Click to Pay with Visa to speed shoppers through the guest checkout without having to manually key-in personal account numbers and passwords each time they make a purchase. That means fewer abandoned shopping carts and lost sales, which makes both retailers and shoppers happy. All of these factors fed into Visa's influence, which is driven by Trust and Presence, catapulting the payments brand up three spots in our ranking.

INFLUENCE NDEX 232

TRUSTWORTHY: 33%

PRESENCE: 29%

TOP 10 BRANDS OF 2020



NETFLIX

The OG of OTT streaming services has solidly held its category throne despite growing competition from rivals like DisneyPlus, Prime and Hulu. With about

2 million new subscribers in Canada in 2020, total subscribers are up to 16.5 million here and 193 million worldwide. They hunkered down at home through the coronavirus pandemic, for some "Netflastinating,", or procrastinating on work with Netflix shows. At least part of the credit should go to the streamer's ongoing investment in original content; like the true-crime docuseries "Tiger King," or the chess drama "The Queen's Gambit" as well as smartly curated comfort fare like baking shows and Hallmark Christmas movies. Netflix's influence stems from its mix of Leading Edge, Trustworthy, and Engagement dimensions. In the decade since Netflix launched in Canada, cord-cutters have grown, making predictions that more Canadians will have Netflix subscriptions than cable TV packages by 2024 a bet for some. Company shares grew 83% from the start of 2020 to July before closing out the calendar year at \$540.73 (US). Still being the only real global streaming platform, the company has a chance to leverage that power for new programming in the coming years. In February it will exclusively stream "Little Big Women," the highest grossing box office film of 2020 in Taiwan. And if the buzz around "Bridgerton" getting eight more seasons is true, it could be a strong replacement for "The Crown," when it ends its run after its upcoming 5th season.

INFLUENCE 235

LEADING EDGE: 28%

TRUSTWORTHY: 23%

TOP 10 BRANDS OF 2020



More people use Facebook in Canada and around the world than any other social network. With more than 2.7 billion monthly active users as of the

second quarter of 2020, the social platform is ubiquitous, especially among Millennials. That number grows to 3.14 billion if you add its WhatsApp, Instagram and Messenger apps. In Canada, about 25.2 million of us use the social network. While 30% of Facebook's influence stems from being Leading Edge, it also results from its Presence and Engagement. While everyone has been isolating during the pandemic, more of us used Facebook's Groups feature to stay in touch, share videos and gather. Facebook launched its Oculus Quest 2 all-in-one virtual reality system that won near-universal praise. Plus, Facebook made Portal easier to launch Netflix and other streaming services and apps with its new remote featuring a one-touch button for Netflix. It also took steps to curb online misinformation. As the U.S. elections heated up in June 2020, Facebook began marking content with information labels that broke its policies, including all voting-related posts and ads.

INFLUENCE 239

LEADING EDGE: 30%

ENGAGEMENT: 26%

TOP 10 BRANDS OF 2020



Apple moved up a spot from 2019. Despite the COVID-19 pandemic shuttering stores everywhere, Apple was prolific in its new product launches,

including the 5G iPhone 12, AppleTV, updated iPad Air, next generation MacBooks, new AirPods and the Apple Watch Series 6, to name just a few. When stores did reopen, people masked up and got in line and waited for hours to get in. But the company also ramped up its online service. When Apple announced plans to make its own chips rather than buy from Intel, people were naturally skeptical. But glowing reviews have upended the doubters. Known for its sleek design and premium pricing. Apple also launched a more affordable iPhone. That was all after the company passed 1.5 billion active Apple devices worldwide early in 2020. Active iPhones close to one billion. Nearly one-third (31%) of its influence driven by its Leading Edge nature with a large part of the balance being driven by Trust - that is because it launched privacy changes to make it harder for companies to target users with ads. Developers will need permission from iOS 14 users to gather data and track them across mobile apps and websites on an iPhone and iPad. That could give Apple products and smart home compatibles an edge with privacy-conscious consumers.

INFLUENCE 1NDEX 269

LEADING EDGE: 31%

TRUSTWORTHY: 22%

TOP 10 BRANDS OF 2020

YouTube

If you want to learn how to fix your dishwasher or wash your dog, you can probably find a video about it on YouTube. It is already the second most-visited

site monthly in the world behind Google Search. Canadians watch more than a billion videos each day, especially from Justin Bieber, Vanoss Gaming and The Weekend. Nine-year-old toy reviewer and science kid Ryan Kaji is the top grossing YouTuber of 2020 and he has 27.5 million subscribers to his Ryan's World channel. His video on how tsunamis are formed has more than 27 million views. In November, Korean education brand Pinkfong's "Baby Shark Dance," earworm became the most-viewed YouTube video of all time, surpassing Luis Fonsi's music video "Despacito." That was after it became the walk-up song for the Washington National's baseball player Garardo Parra. YouTube's influence is driven by being Leading Edge and, as one might expect Engaging. This year the brand jumped by three spots to #3 in our rankings.

INFLUENCE 272

LEADING EDGE: 28%

ENGAGEMENT: 26%

TOP 10 BRANDS OF 2020



When Amazon launched in 1994 as an online bookseller, could anyone, even Jeff Bezos, have imagined it would become the most powerful online

retailer in the world? Even that's a bit of a misnomer, if you ignore how it's reshaped entertainment, membership programs, and even couriers. To be sure, Amazon sells almost everything from Echo Dot smart speakers to Hanes Ecosmart fleece sweatshirts to Eco styling gel. Books are only a third of sales now. Amazon has revolutionized retail and forever changed the consumer landscape, which is why the Leading Edge dimension is its primary driver of influence. Trust follows largely related to its reliable delivery. Amazon left 320 million smiley-faced boxes and envelopes on Canadians' doorsteps in 2019, more than double the number in 2012. It has also changed how we shop in general and during holidays. The company revolutionized our idea of shopping holidays, shifting Black Friday to Prime Day, inspiring other retailers to follow suit. It also disrupted the concept of a membership warehouse with its Prime memberships that include consumer products. Plus, members get streaming video and music, and delivery deals increasingly brought by its own fleet instead of other couriers. There are now about two million Prime members in Canada and 100 million Prime subscribers globally. This has created demand for two new fulfillment centers and 2,500 jobs in Hamilton and Ajax, Ontario, as well as the opening of the first center located in Quebec. Talk about delivering a lot of smiles.

INFLUENCE 320

LEADING EDGE: 34%

TRUSTWORTHY: 27%

TOP 10 BRANDS OF 2020



For nine of the last ten years, Google has been Canada's Most Influential Brand. It is rare these days that any brand can stay on top that long. But when you

own 92% of market share in search, that is quite a moat to protect the fortress. Google's parent company became the third technology company to cross the \$1 trillion market capitalization mark early in 2020, joining Apple and Microsoft. But what else set Google apart in 2020? For starters, it launched Google Workspace to house all of its productivity apps in one location. With COVID-19, the company gave free access to its Google Meet video conferencing to G Suite customers. It also created a repository of open data on COVID-19. Google was also committed to helping small businesses in 2020. Google Canada committed one million dollars to expand its Digital Main Street's ShopHERE program nationally. The program helps small businesses transition their business online, provides training on how to manage it as well as offering marketing support. With this commitment, Google Canada pledged to help get 50,000 Canadian small businesses online in 2020. Perhaps the most powerful thing Google did in 2020 was to join forces with key rival Apple to create Bluetooth-based contact tracing apps for both Apple and Android phones. Not surprisingly, the two dimensions that drive Google's influence are Leading Edge and Trust.

INFLUENCE 404

LEADING EDGE: 28%

TRUSTWORTHY: 27%

THE TAKEAWAY

If there's a lesson from 2020 for brands, it's that brands that listened to their customers and found ways to respond through digital and service innovation were rewarded with loyalty and increased influence. The coming year will continue with the challenges that we faced in 2020. Brands must stay alert for opportunities and risks as they navigate the

pandemic. And they must not lose sight of the five core keys to brand influence along the way: Trustworthiness, Engagement, Leading Edge, Corporate Citizenship and Presence. By staying focused on the customer while adjusting with the turns and tides, brands can master the path to influence.



ABOUT

ABOUT THE AUTHOR



Steve Levy Ipsos Canada

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Early Life

Born, educated and worked in the U.K. for the first half of his existence.

Career

Sales, Marketing and for a long time, Marketing and Public Opinion research.

Giving Back

Board member – Canadian Marketing Association, Judge for the Young Lions and board member -Earth Rangers Foundation.

Today

Ipsos (many roles). Author of (among other things) the Most Influential Brand study – Globally. The Digital Marketing Pulse (14 years), Developing the Long Middle story. Frequent public speaker.

Personal

Hair – it is an ALL or none issue. Eyewear is a big deal. Avid golfer and tennis player. BIG on hot weather. Loves a great hamburger and fries. Father of two daughters + best lifetime partner.

Honour

Canadian Marketing Association lifetime achievement award 2020:

https://youtu.be/Mvjt0yRCqXM

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, Simplicity, Speed and Substance applies to everything we do.

Through specialization, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

By nurturing a culture of collaboration and curiosity, we attract the highest caliber of people who have the ability and desire to influence and shape the future.

To learn more, visit www.ipsos.ca.



While 2020 will surely go down as a pryyear, it continues to be the case that Canada's Most Influential Brands march to their own drums: their edgy, unconventional nature is what makes them stand out in a crowded. competitive marketplace. They Influence how we dress, communicate, travel, shop, spend our free time, celebrate, socialize, and in 2020 "stay safe". Morever, the Most Influential Brands don't just sell a product or service. They promote a strong sense of purpose and shape our world while connecting emotionally with people. Only those that strike the right balance between trustworthiness, engagement, being leading edge, corporate citizenship and having presence will truly make an impact with consumers and indeed on the world.

Steve Levy | Ipsos Canada

2020 marks the 10th consecutive year of the study and results were unveiled on the afternoon of February 2nd at the Ipsos Most Influential Brands event.

Each year Ipsos studies over 100 brands that spend the most on advertising in Canada on an annual basis and ranks their influence.

In 2020 the study was conducted simultaneously in 14 markets:

Brazil Canada



Colombia

Ecuador



Egypt



Mexico

Saudi Arabia



Taiwan



2020 TOP 10 MOST INFLUENTIAL BRANDS IN CANADA [Overall]



Chile







































2020 TOP 3 MOST INFLUENTIAL BRANDS BY GENERATION



GEN Z Google YouTube



MILLENNIALS Google amazon **NETFLIX**



GEN X Google amazon



BOOMERS Google amazon optimum 🕶



DID YOU KNOW

SUBSCRIPTION FORM

This is a global study that was conducted in 14 markets around the world in 2020.

Findings were released on February 2nd at an online event hosted by Ipsos and our partners The Globe and Mail, Publicis and the ACA.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports are available now.

SUBSCRIPTION PRICE: \$17,500 for 8 brands

+\$1,000 for each brand beyond 8

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Title:	
Company: Mailing Address:	
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Email:	
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Exhibit 41 to the Cross-Examination of Laura Pearce



in Canada

2021



Results from Ipsos' 2021 Study

Steve Levy, Ipsos Canada

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GAME CHANGERS





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odern brands have been tested from all If they aren't being usurped by tech startups, they're confronted with a ceaseless pandemic. As we saw in 2020, the most digitally innovative companies have had the advantage. That remains true whether they're selling groceries, fast food, financial services or streaming media. So, it's fitting that as losos enters its second decade of tracking brand influence, technology brands dominate our Most Influential **Brands in Canada**. In 2021, the world's biggest tech companies continued to grow. Apple, Alphabet, Amazon, Facebook (Meta), Microsoft and Tesla added a combined \$2.9 trillion to their collective market caps as of Dec. 23, according to data from Factset.

As we've done since 2010, Ipsos asked consumers to assess more than 100 brands on five dimensions of brand

Leading Edge, Corporate and Presence. We added a sixth dimension, COVID-19, in 2020 and have retained it in 2021. Despite the ongoing pandemic, COVID was a key contributor for just one brand in our Top Ten. That could mean that brands have adapted or that consumers have. Or perhaps everyone is simply ready to move on.

As we unveil the 10 **Most Influential Brands** of 2021, you'll recognize these names from earlier rankings, but with some flux in where brands landed on the list. We also profile three Gainers that showed impressive growth in their influence over the past year. How these brands responded to the fluid market conditions and anticipated their next steps reveal insights about influence that can benefit all brands. Let's dig in.



As high as

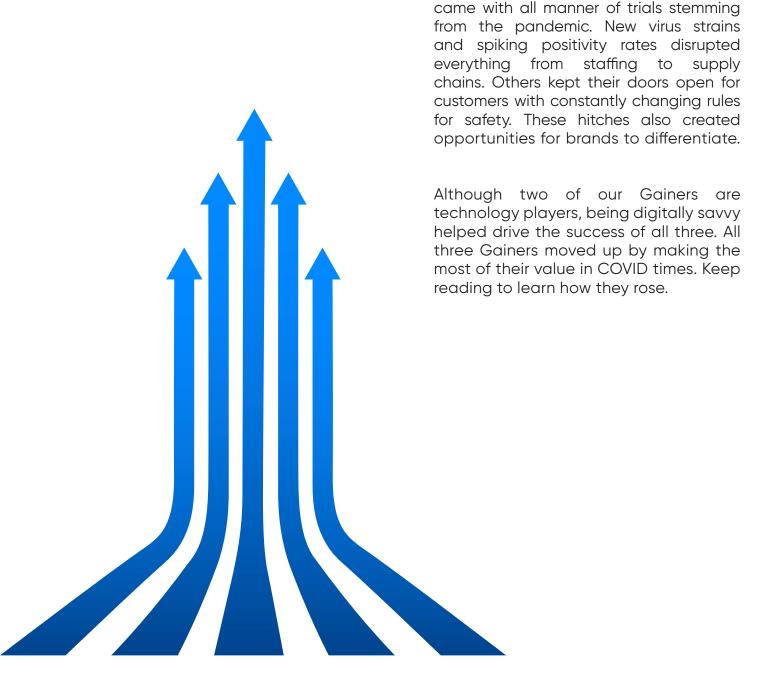
420

As low as

12

GAINERS IN COVID

While COVID-19 didn't factor much into the influence for this year's top brands, it certainly confirmed the resilience and adaptability of our Gainers. That



3135

GAINERS IN COVID



TikTok was one of the fastest climbers in our ranking over the last three years. The social video-sharing app ranks #44, up from #126 in 2019 when it made its debut on our list. China's ByteDance first launched TikTok in 2016 and took it international in 2017. Most videos hosted on the site run between 15 seconds and three minutes and are entertainment-focused. Video genres range from pranks and stunts to dances and tricks. Popular Canadian TikTokers like Kris HC, who posts comedy skits, and Celinaspookyboo, known for her sleepwalking videos, have helped triple Canadian users to 11 million, according to Comscore. The average Canadian user spends six hours per month on the site. The app is most popular with Millennials and Gen Zers, especially females. Four in ten TikTok users are between 16-24 years old. The dimensions that contribute most to its influence are Leading Edge (41%) and Engagement (32%). In 2021, TikTok was not only the most downloaded app of the year, it also was the highest-grossing worldwide, with more than \$2 billion in 2021 revenue. It's not all fun and games, though, and that may be a secret power of this app. New Democratic Party leader, Jaameet Sinah, has attracted more than 600,000 followers to his TikTok account. He has used it to promote the party in the last two Canadian Federal elections.

TikTok MIB RANKING ***44** | 2021 ***72** | 2020



This decade-old online ordering and food delivery app is another fast riser. In 2019, Skip made its debut in our analysis at #80. It jumped to #70 in 2020 and broke the Top 50 in 2021. As COVID-19 helped accelerate demand for digital food delivery by threefold according to the Foodservice Monitor (Ipsos Canada), 3.5 million Canadians used the service in 2021. Influential with Gen Zers and Millennials from the get-go, Skip has won over Gen Xers in the past year, boosting its reach. Leading Edge (44%) and Engagement (38%), dimensions contribute most its influence, thanks partly to its wacky TV spots featuring "honourary Canadian" Jon Hamm and comedian Patrick Groulx. It also set partnerships with two important Canadian organizations as the official food delivery app of the National Hockey League and the Canadian Olympic Committee. During mid-2021, Skip launched a pilot to add home delivery for 1,500-plus grocery and household items. Called Skip Express Lane, the service promises to deliver items in 25 minutes or less. Clearly, it worked. In December, Skip announced the service would roll out across Canada. As a result, the company will launch 38 new fulfillment centers coast-to-coast by mid-2022 and create 1,000 jobs nationwide.

SkipTheDishes
MIB RANKING

#46 | 2021 **#70** | 2020

GAINERS IN COVID



Loblaws made our list of Gainers last year and is the only brand to make a repeat appearance this year. Canada's largest grocery chain soared on our ranking from #53 in 2019 to #31 in 2021. Loblaws gets nearly half (46%) of its influence from the perception that it is a Trustworthy brand. Some of its influence (21%) in 2021 also comes from its response to COVID-19. Loblaws also boosted online sales, curbside pickup, and food delivery. While it eked out a 2% gain in third-quarter 2021, it was over a robust prior-year. These efforts also paid off for investors as shares increased by 65% in 2021. Loblaws has grown in influence with all generations over this time, especially with Boomers and males. One factor could be Loblaws reviving the print version of its PC Insiders periodical after a decade-long hiatus. It first returned as a digital-only magazine last summer. Loblaw ran its "biggest program ever" for the magazine's print relaunch. That included a nostalgic campaign set to the Backstreet Boys' 1997 hit, "Everybody" and even featured a holographic chef in stores.

LoblawsMIB RANKING

***31** | 2021 ***46** | 2020

TOP 10 BRANDS OF 2021



Walmart dropped a spot in our rankings. Surprisingly, Walmart was the sole brand in our Top Ten where COVID-19 factored into its index

score (6%). The leading factors contributing to its influence were Presence (38%), thanks to its 400-plus store footprint, and Trustworthy (26%). The company doubled down on that trust by kicking off its planned \$3.5 billion, five-year plan to modernize stores and improve its customer experience in Canada. That started with a record \$500 million investment in 2021 to upgrade supercenters, improve picking space for online orders and launch its first automated market fulfillment centers. Walmart Canada is also benefiting from its growing Marketplace Grocery. As of September 2021, it had 175 third-party sellers, and the number of new sellers coming on more than doubled in the first half of 2021. The company launched its biggest Canadian campaign in 2021 called "Why We Walmart" including a TV spot during the Super Bowl. The campaign featured Canadians in their own words sharing how the retailer helps people live their lives better.

INFLUENCE 211

PRESENCE: 38%

TRUSTWORTHY: 26%

TOP 10 BRANDS OF 2021



7 optimum

Loblaw's popular loyalty program rose a spot on our ranking in its second year in the Top 10. Like last year, 70% of PC Optimum's influence is

contributed by the Trustworthy and Engagement dimensions. No wonder. The company's range of supermarket and drug stores and e-commerce ensured it was there for customers during the pandemic. Among these efforts, 20 Shoppers Drug Mart locations in provincial "hot spots" offered <u>24-hour COVID vaccinations</u> in the Greater Toronto area. Customers rewarded the brand for its personalized app and flyer promotions with strong online sales on track to beat last year's performance, the company said. For example, it offered free weekly items from peanuts to tissues to PC Optimum members at Loblaws stores. The PC Express online grocery pickup and delivery program drove Q1 2021 online sales to a 133% gain compared to the same period a year before. Loblaw also expanded its partnership with Imperial Esso, adding 2,000 locations where Canadians can earn and redeem Optimum points. The deal replaces the Esso Extra program, which will be retired.

INFLUENCE NDEX 219

TRUSTWORTHY: 41%

ENGAGEMENT: 29%

TOP 10 BRANDS OF 2021

VISA

Visa rose one spot in our rankings from a year ago. That coincides with Canadians' growing preference for plastic and virtual wallets over cash. Within that

trend, Visa card ownership and transactions continued to grow in 2021 as 68% of Canadians hold a Visa card, according to the Ipsos Digital Wallet and Payment Trends syndicated research. Half (49%) of Canadians consider Visa to be their primary card and these cardholders pay 78% of their personal expenses using their primary card. Accordingly, the Trust and Presence dimensions contribute to more than half (55%) of Visa's influence. Canadians say if they had to choose a new card, 39% would opt for Visa. Among Canadians, Visa is most influential among the Boomer cohort (#4). Its influence drops from there and has to make up the most ground with Gen Z where it's ranked #22. This will be important as Canadians are leading the cashless trend, continuing to shop online, use more e-commerce, digital and contactless payments for small- and medium-sized businesses. More broadly, through its partnership with IFundWomen, Visa extended its global grant program to provide ten women entrepreneurs in Canada with funding through grants, resources and mentorship to grow and expand their businesses.

INFLUENCE 1NDEX 220

TRUSTWORTHY: 32%

PRESENCE: 25%

TOP 10 BRANDS OF 2021



NETFLIX

The subscription streaming service dropped a spot in the ranking from 2020. This is perhaps not so surprising given that people began to emerge

from COVID lockdowns. Its Leading Edge and Trustworthy dimensions contributed to more than half of its influence. That's because viewers have come to trust the brand to continually deliver innovative content like "The Crown," "Tiger King," "The Queen's Gambit" and "Bridgerton." To wit: Korean survival drama Squid Game made its debut in September 2021 and became the streamer's most-watched show or film ever in just four weeks. Collectively, viewers spent 1.65 billion hours watching the show during that time. The show also delivered for Netflix, which paid a mere \$21.4 million for it. "Squid Game" now has an estimated value of \$891 million (and counting). Netflix even rolled out a website called top10.netflix.com that tracks its most viewed films and series by the number of hours users spend watching them. Until recently, the company limited sharing its viewership data. This gives Netflix another chance to hype its shows and create FOMO, all the while giving a dig to rival services like Amazon Prime Video and Disney+ that don't regularly release viewership data.

INFLUENCE NDEX 251

LEADING EDGE: 28%

TRUSTWORTHY: 24%

TOP 10 BRANDS OF 2021



The second-most valuable company in the world, Microsoft's market cap <u>surged 51% in 2021 to \$2.5</u> <u>trillion</u>. MSFT shares have rallied each year for a

decade, its longest-ever, posting double-digit returns for nine straight years. Now, Microsoft (just behind Apple) is close to reaching the \$3 trillion club. These feats helped Microsoft rise two spots on our ranking from 8th last year. Its reliable returns and innovation have fueled its Trustworthy and Leading Edge influence dimensions. Remote work helped Microsoft Teams nearly double daily active users to 145 million over the 12 months ending April 2021. The company took advantage of the demand for its internet-based Office productivity suite of software by hiking prices for premium versions and longer contracts. More than 300 million monthly active users open Office 365 tools to write reports, create presentations, calculate data and share their work. The accelerated shifts to digital work and the metaverse are also feeding Microsoft's ambition to move from mobile and cloud computing to ubiquitous computing and ambient intelligence, as Chairman-CEO Satya Nadella announced at the company's annual lanite developer conference.

INFLUENCE 257

TRUSTWORTHY: 27%

LEADING EDGE: 26%

TOP 10 BRANDS OF 2021



The Mark Zuckerberg-built company has embarked on its own race to stake its claim in the metaverse. In October, the company rebranded

as "Meta Platforms" as part of that vision, keeping Facebook as a social network brand aside Messenger, Instagram, WhatsApp and Oculus for virtual reality. The latter will factor heavily in Meta's virtual worlds where digital avatars can work, travel and play using its VR headsets. Whatever you call it, the company held on to its place in our Top Five this year, with the Leading Edge and Presence factors contributing most to its influence. Reflecting its evolving role as a news and information distributor, Meta continued to build on its partnership with news organizations. Throughout 2021, Meta partnered with 18 Canadian news organizations to launch its News Innovation Test to support news innovation and sustainability.



LEADING EDGE: 28%

PRESENCE: 26%

TOP 10 BRANDS OF 2021



Apple also stayed put in the Top Ten, with Leading Edge and Trustworthy again contributing the most to its influence. Not that it was easy to pull off in the

year that saw a supply chain mess, the Great Resignation and record spikes in COVID cases. While Apple has long been criticized for hoarding parts and repair information, in 2021 it reversed those restrictions. Now, users will be able to order genuine Apple parts to make basic iPhone repairs at home. Score one for the shareholders, activists and regulators.



LEADING EDGE: 30%

TRUSTWORTHY: 24%

TOP 10 BRANDS OF 2021



YouTube

The Google-owned video-sharing brand remained as the Top Three brand. Leading Edge and Engagement dimensions contributed equally

at 27% each. Here's why: YouTube is the second-most visited monthly site in Canada behind Google. It drew 29.2 million unique visitors in November 2021, according to Comscore. That's more than one million additional unique visitors than November 2020. Canadians spent 40.7 billion minutes streaming and downloading on YouTube in 2021, up from 34 billion the year before. Pandemicweary Canadians flocked to the site to watch creators like MrBeast, who spent 50 hours in a glass coffin. The March 27, 2021 post has drawn more than 159 million views to-date, beating the 2021 Super Bowl halftime show with 43 million views. Escapism was the main draw for Canadians in 2021, shifting from fitness and do-it-yourself videos in 2020. Importantly, YouTube didn't let TikTok's meteoric rise with young people continue unchallenged. It joined Facebook and Instagram's Reels short video competitors in July 2021 with YouTube Shorts.

INFLUENCE 1NDEX 288

LEADING EDGE: 27%

ENGAGEMENT: 27%

TOP 10 BRANDS OF 2021



Amazon remains grounded at second in our ranking. But Amazon founder Jeff Bezos is making moves to lift off in several ways as the company

expands from retailer to broader digital services. In July, he took a 10-minute flight into space on his Blue Origin New Shepard reusable rocket – at a cost of \$5.5 billion USD. A few weeks before the flight, Bezos stepped aside as Amazon CEO and elevated Andy Jassy. He's known for co-creating and leading Amazon Web Services (AWS) since 2003. In October, Jassy asked for investors to be patient for the company's \$80 billion logistics investment and hiring spree to pay off. Amazon in September started hiring 15,000 workers across Canada at a higher wage rate but it cut the monthly bonus program. Earlier in the year, worker shortages and a thwarted unionization effort prompted the company to launch a new value: "Strive to be Earth's best employer" - to its list of 14 core principles. In November 2021, AWS announced it will open an infrastructure region in West Canada in late 2023/ early 2024, thereby joining the existing Central Canada region. The new region will empower developers, startups, enterprises, governments, educators and non-profits to run applications and serve users from data centers located in Canada. The moves will create more than 5,000 jobs, injecting more than CA\$21 billion to the local economies by 2037. It makes sense that the Leading Edge (32%) and Trustworthy (28%) dimensions contribute most of Amazon's influence.

INFLUENCE 316

LEADING EDGE: 32%

TRUSTWORTHY: 28%

TOP 10 BRANDS OF 2021



Google is once again Canada's Most Influential Brand for the tenth straight year. It's also the most influential brand across generations, ranking first

from Gen Z to Boomer consumers. The Trustworthy (29%) and Leading Edge (26%) dimensions contribute most to Google's influence. As part of the company's expansion in Canada, Google will triple its national workforce. Google also announced plans to boost Canadian news organizations through agreements with Canadian publishers for Google News Showcase. The new product and licensing program will provide customizable space for news content in Google News and Discover. It also added investments to its Google News Initiative in three areas: training, supporting business sustainability and promoting innovation.

INFLUENCE INDEX 420

TRUSTWORTHY: 29%

LEADING EDGE: 26%

THE TAKEAWAY

You can sum up the biggest insight for brands from this year's ranking in one word: vision. The most resilient brands have weathered incredible uncertainty by looking forward and spotting the risks and opportunities to differentiate. Anyone who made bets on the pandemic ending in 2021 found themselves on unstable footing. No one can be certain what 2022 will bring. Consequently, brands that map out and prepare for multiple futures will be those that win in the years ahead. That requires understanding customers now and how they may act as technology and business conditions change across the six dimensions that contribute to brand influence.



Influential brands differentiate by:

- Ensuring that products, solutions, services, and advertising intersect in meaningful and relevant ways with consumers in moments that matter. These are most likely to have impact and influence when brands connect with consumers at the right time.
- Communicating trust. Trust hinges less on whether brands are trusted (although this is clearly important) but whether brands are seen to be earning the trust of Canadians. This is a meaningful distinction. Brands can do this by sharing their trust milestones with consumers in addition to earning that trust through action.
- Innovating from the consumer perspective.
 Innovation matters, but innovation must be anchored on helping Canadians make the most of your relationship with them. In other words: your brand needs to solve problems and make it easier for consumers to turn to your brand for their needs.
- Offering a true exchange of value. When brands can create a circumstance where there is a truly curated experience or one that is more relevant or enjoyable, they are more likely to have influence.
- Influential brands have been able to read the room and figure out what is important and meaningful to Canadians and make themselves relevant at times when circumstances are more likely to change.

ABOUT

ABOUT THE AUTHOR



Steve Levy Ipsos Canada

Early Life

Born, educated and worked in the U.K. for the first half of his existence.

Career

Sales (Xerox U.K.), Brand Management (Mars U.K.), Research ACNielsen – Asia, NPD Canada) ... before a sale to Ipsos in 2002.

Giving Back

Board member – Canadian Marketing Association, Judge for the Young Lions and board member -Earth Rangers Foundation.

Today

Ipsos (many roles). Author of (among other things) the Most Influential Brand study – Globally. The Digital Marketing Pulse (15 years), Developing the Long Middle story. Frequent public speaker.

Personal

Hair – it is an ALL or none issue. Eyewear is a big deal. Avid golfer and tennis player. BIG on hot weather. Loves a great hamburger and fries. Father of two daughters + has the best lifetime partner.

Honour

Canadian Marketing Association lifetime achievement award 2020: https://youtu.be/Mvjt0yRCqXM

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, Simplicity, Speed and Substance applies to everything we do.

Through specialization, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

By nurturing a culture of collaboration and curiosity, we attract the highest caliber of people who have the ability and desire to influence and shape the future.

To learn more, visit: www.ipsos.ca



The

INFLUENTIAL BRANDS in Canada 2021

The pandemic started in 2020 but most certainly continued through 2021 with its ups and downs. Canada's Most Influential Brands have needed to adapt, be resilient and provide assistance in new and different ways. Their edgy, unconventional and in some cases supportive nature is what makes them stand out in a crowded, competitive marketplace. They influence how we dress, communicate, shop, spend our free time, celebrate, socialize and since 2020 "stay safe". Moreover, the Most Influential Brands don't just sell a project service. They promote a strong sense of purpose and shape our world while connecting emotionally with people. Only those that strike the right balance trustworthiness, engagement, being leading edge, corporate citizenship, having presence and playing an important role during covid will truly make an impact.



Steve Levy | Ipsos Canada



11th

results were unveiled on the morning of February 9th at the Ipsos Most Influential Brands event.

100+

Each year Ipsos studies **over 100 brands** that spend the most on advertising in Canada on an annual basis and ranks their influence.

2021 marks the 11th consecutive year of the study and

2021 TOP 10 MOST INFLUENTIAL BRANDS IN CANADA [Overall]

1 GOOGLE

2 AMAZON

YOUTUBE

4 APPLE

5 FACEBOOK

6 MICROSOFT

7 NETFLIX

8 VISA

PC OPTIMUM

10 WALMART

2021 **TOP 3** MOST INFLUENTIAL BRANDS BY GENERATION



GEN Z
GOOGLE
APPLE
YOUTUBE



GOOGLE YOUTUBE

AMAZON

MILLENNIALS



GEN X
GOOGLE
AMAZON
YOUTUBE





DID YOU KNOW

This is an annual study that has been conducted since 2010.

Findings were released on February 9th at a virtual event hosted by Ipsos and our partners ACA, CMDC, Publicis and The Globe and Mail.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports are available now.

SUBSCRIPTION PRICE: \$19,000 for 8 brands

+\$1,000 for each brand beyond 8

SUBSCRIPTION FORM

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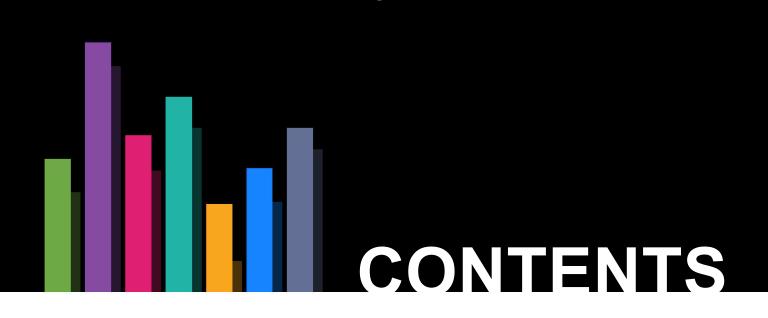


Results from Ipsos' 2022 Study

Steve Levy, Ipsos Canada

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INTRODUCTION

Some call it the attention economy. Others call it the information society. But what everyone can agree upon is that our world is saturated with messages.

Once, these might have come from movie stars or politicians. Today, they're just as likely to come from micro-celebrities or influencers. No matter how things change, brands will continue to influence our lives in subtle (and not-so-subtle) ways.

Whether we follow the latest product trends or practice good old-fashioned brand loyalty, our favorite brands shape everything from the ways we spend our money to the ways we spend our time. In a crowded consumer landscape, what sets a brand apart from the pack?

The short answer is influence. The long answer can be found in the report that Ipsos provides to Most Influential Brands research subscribers.

For more than a decade, Ipsos has conducted the annual Most Influential Brands study: a sweeping, data-driven and story-rich analysis of the most impactful brands in Canada, from wellknown industry players to game-changers and startups.

Each year's report evaluates more than 100 brands, from e-commerce to financial services to retailers, and considers how they perform in distinct categories to influence Canadians of all ages.

Ipsos' rigorous survey of 6,700 Canadians found that no matter the industry or audience, a few key dimensions contribute to influence: Trustworthiness, Engagement, being Leading Edge, Corporate Citizenship and Presence. This year we uncovered two new dimensions — Empathy and Utility — which encompass integrity, affordability, and other factors that played a crucial role in connecting with consumers through a tumultuous 2022.

Influence goes well beyond name recognition. Influential brands don't just land in the popular consciousness — they outperform their competitors, weather harsh setbacks, and cut through the noise to connect with Canadians. In short, influential brands set the agenda. So read on as we share takeaways, dissect trends and describe what you need to know for what comes next.

NEW DIMENSIONS

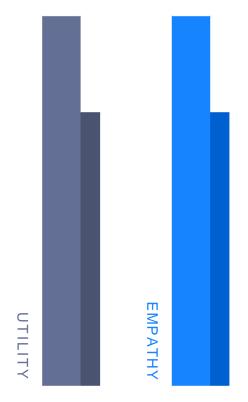
As the saying goes, "There are decades where nothing happens; and there are weeks where decades happen." After two years of frothy valuations and strong stock market returns, 2022 brought a wave of interconnected challenges: extreme inflation, extreme weather, war in Europe, and persistent outbreaks of COVID-19. This so-called polycrisis (or, more pessimistically, permacrisis) has clearly impacted our country, our spending patterns, and our understandings of influence.

For a decade, Ipsos saw five primary dimensions that contributed to the influence of all brands: Trustworthiness, Engagement, being Leading Edge, Corporate Citizenship and Presence. But in 2022, we noticed a clear shift in what contributes to brand influence. Two new dimensions surfaced: Utility and Empathy.

Utility is best described as the value that a brand provides: whether it cares about your health and safety, helps you save money, offers good value or offers meaningfully personalized products and services. Amidst fears of a recession, brands needed to offer Utility to maintain their influence.

Empathy is more holistic, but perhaps even more crucial. In tough times, an Empathetic brand takes action to help consumers, communicates sincerely and clearly, and promotes positive conversation.

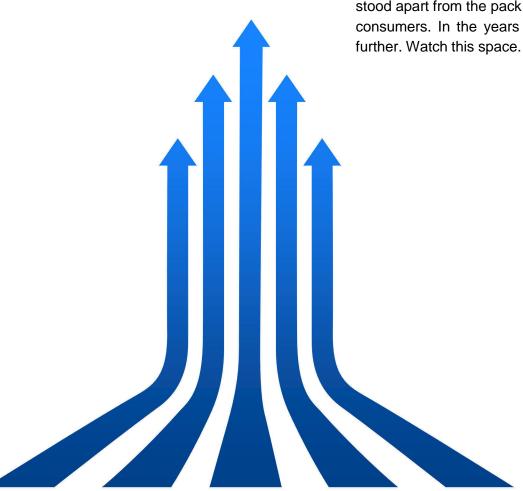
As you'll see in this year's report, Utility and Empathy can take various forms. With consumers facing an uncertain future, these dimensions will play a decisive role in how brands are perceived, and how far their influence will extend.



GAINERS

2022's uncertain socioeconomic climate affected all of us differently. Brands were no exception. From big tech to heavy industry, many Canadian businesses felt the sting of a contracting economy and rising interest rates. This year's Gainers, however, made the most of challenging circumstances.

There is no one-size-fits-all path to influence. This year's Gainers take several different forms: Spotify is an expansive audio library and TikTok is a revolutionary entertainment network, while Winners has thrived as a brick-and-mortar retailer. But in tough times, these brands stood apart from the pack by offering a better proposition to consumers. In the years to come, they could climb even further. Watch this space.



GAINERS



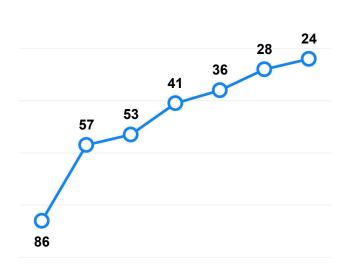
Spotify was one of the first movers in streaming audio, but it has continued to make impressive gains over the last six years, bringing it to #24 in this year's rankings. As of January 2022, it commands the largest global market share of streaming audio services, at 31% — more than twice the market share of its closest competitor, Apple Music (15%).

With more than 80 million songs, Spotify offers one of the broadest catalogs in the audio streaming business. The platform also has expanded its offerings. In 2022, it paid about \$119 million for audiobook distributor Findaway, marking its entry into the audiobook category currently dominated by Amazon's Audible, and announced that it would acquire two podcast technology companies, **Podsights** Chartable. With hit original programming from superstars like Kim Kardashian, Meghan Markle and Jordan Peele, Spotify's podcasts are expected to exceed \$2 billion in advertising revenue in 2022.

There is still a generational divide when it comes to Spotify/listening habits. Gen X and Boomers rank Spotify at #70 and #78, respectively, while Millennials rank Spotify at #13 overall, and Gen Z ranks Spotify at #8.

Taken as a whole, however, Canadians love Spotify: Almost 14 million of them used it for audio streaming each month in 2022. And as Ipsos' 2022 Digital Pulse report released in early December 2022 found, marketers are increasingly tapping into audio as an advertising medium and leveraging its potential for targeted content and branded experiences.

SPOTIFY TRENDING MIB RANK



2016 2017 2018 2019 2020 2021 2022

GAINERS



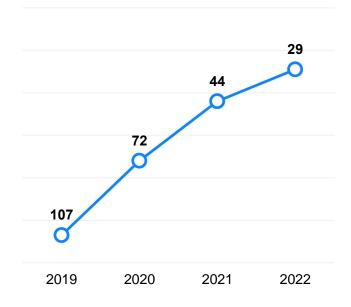
When TikTok was first added to this study in 2019, it was not a particularly influential brand — but the platform has had a meteoric rise over the last three years, and now sits at #29.

This is particularly impressive given how TikTok's influence varies by generation. For both Millennials and Gen X, it's reached the Top 40. When it comes to young Canadians, the app is wildly popular and enormously influential: Among Gen Z, it's the seventh most influential brand. When it comes to Boomers, the app comes in at #116. At this juncture, Tik Tok is a brand that lacks generational harmony.

However, TikTok's greatest challenge may not be generational, but legislative. In <u>both Canada</u> and the U.S., there are increasing concerns that TikTok is being used to spy on citizens, politicians, and journalists. In the U.S., the app has already been <u>banned from the smartphones</u> <u>of government officials</u>, with a wider ban considered on several occasions.

Nonetheless, the app has a strong valuation (\$50 billion, as of late 2022), and boasts over 1 billion monthly active users (and counting). As TikTok explodes in popularity, big brands and independent business alike are continuing to use it for viral promotion.

TIKTOK TRENDING MIB RANK



GAINERS

WINNERS

Winners has seen a steady increase in rank over the last 5 years, with a #32 ranking in this year's report. This steady growth in Influence has much to do with the brand's <u>distinctive business model</u>. While competing retailers have made an aggressive pivot towards online sales, Winners has, against conventional wisdom, continued to be a strictly brick-and-mortar operation. The only products for sale at winners.ca are gift cards.

As a result, Winners can leverage a wide range of opportunities — including department store cancellations, manufacturer overstocks, or closeout deals with other vendors — to sell brand-name merchandise in-person at considerable markdowns. Winners' stores are also designed to be flexible: There are no walls between departments, so they can easily expand and contract merchandise categories to respond to the newest fashion trends.

This lean, no-frills style helps them pass savings to the customer — and Canadians have taken note. All generations rate Winners with some consistency - only 15 spots separating the highest ranking (from Gen Z) and the lowest ranking (from Boomers).



INFLUENCERS

Are Canadians under the influence of influencers?

This year was a turning point for influencers, with the term rapidly shifting from a buzzword to a viable promotional strategy for Canada's top brands. This year's study found that 29% of Canadians say they regularly follow social media influencers — a 6% increase from 2021.

Influencer marketing is baked into the architecture of newer, high-tech brands like YouTube and Instagram. But from packaged goods to quick-service restaurants, brands in more traditional industries have also begun to see the upside of incorporating an influencer component to their marketing.

Tim Hortons, is a prime example tapping into pan-Canadian identity with "Timbiebs," a high-profile collaboration with Justin Bieber. After this promotion, Tim Hortons didn't just see a 10% spike in sales, but experienced "unprecedented social engagement and increased appeal with younger guests." Let's not forget that Justin Bieber has 276 million Instagram followers and counting — and his fans are famously loyal. Tim Hortons relaunched the partnership in June 2022.

Of course, celebrity-sponsored content is hardly a new phenomenon — and at some level, even lower-profile "micro-influencer" content is a new form of ages-old aspirational lifestyle marketing.

But perhaps the most powerful uses of influencer marketing are precisely the ones that offer something new — whether that means exhibiting a brand's humanity or offering behind-the-scenes perspectives. Take boutique influencer Neelam Ahooja, a former accountant who now works as a full-time content creator and tastemaker, with 168,000 Instagram followers. Most of her feed is dedicated to one haute couture brand, The Row. Through her test-drives and try-ons, she aims show why designer pieces, with their textural beauty and fine craftsmanship, are worth the high price tag.

As you read through this year's Most Influential Brands, you'll see that influencer marketing has become a consistent aspect of top brands' marketing strategies. Influencers are important for Netflix, which runs nearly a dozen quippy Twitter accounts and for Amazon which branched out into social shopping in 2022 with Amazon Inspire: a new, TikTok-esque video feed that presents Amazon products in a lifestyle context.

Influencer marketing isn't just a chance to piggyback on follower counts, but a chance to build trust with consumers. Word of mouth is everything in an age where word gets around faster than ever.

GENERATIONS

In the 1960s, "My Generation" was the anthem for the era. Nowadays, the question might be: which generation?

With the advent of social media, mass culture has splintered into a multitude of different cultural channels, and just as many different ideas about what youth, or old age, should look like. Boomers are retiring later. Millennials are marrying and having children later. And for Gen Z, even the idea of a "mainstream" might sound quaint. A generation is not fate.

But age and influence remain closely linked, both in qualitative and quantitative terms. Remember that our values are imprinted early in life, that they vary by generation, and that they are generally resistant to change. These values guide many of our decisions – including brand choice.

Some of these affinities are common sense. TikTok is a crucial part of "Zoomer" culture but holds little appeal for non-digital natives. Microsoft is a household name for those who came of age with Windows 98 but holds less cachet with iPhone-era "screenagers." Canadian Tire might have less influence on those Gen Z Canadians who have yet to earn their drivers' license, let alone own a property.

Other shifts require a closer look. Home Depot has gained ground with younger Canadians — could this be the result of <u>viral moments on TikTok</u>, or is the recessionary climate encouraging people to repair things instead of replacing them?

Each year's Most Influential Brands study offers a closer look at how influence varies by generational cohort — which can generate further insights on how influence will shift in the years to come.

Most brands rank highly with some generations and have room for improvement with others. But in a year where many challenges transcended generational cohorts, the Most Influential Brands took every opportunity to connect with Canadians of all ages. Brands that are truly influential have managed to create and sustain a "generational harmony" — they don't necessarily mean the same thing to every generation, but they do mean something across the generations.



TOP 10 BRANDS

#10 facebook

Facebook's reputation for innovation has kept it in the Top 10 for the last decade — but 2022 saw the social media platform fall from 5th to 10th place, its lowest ranking to date.

For a brief window in 2021, Facebook's parent company, Meta, was valued at over \$1 trillion. But after Meta's 2021 Q4 report described a decline in profits (and in new monthly users), a record-setting \$230 billion of value was wiped from Meta's market capitalization.

The platform still faces some headwinds, including <u>new changes to ad tracking</u> and <u>skepticism towards its costly bet on the Metaverse</u>. But it remains highly visible as a Leading-Edge brand, and over-indexes in terms of Engagement, with numbers that are the envy of other social media platforms. Facebook still boasts <u>nearly 3 billion monthly active users</u> and <u>added 31 million users in Q1 of 2022</u>.

While stories about younger users abandoning Facebook get clicks, the brand remains <u>extremely popular among Gen Z</u>, and both Facebook Messenger and WhatsApp are part of daily life in Canada and beyond. In its Q4 report, Meta reported that about a <u>quarter of the global population</u> had used its site in December 2022.

211 INFLUENCE INDEX

Leading Edge: 39%

Engagement: 38%

TOP 10 BRANDS



Every day, millions of debit and credit transactions around the world are securely processed through Visa. The financial services provider is a central player in the global economy, and a fixture of Canada's brand landscape — but in this year's list, it fell one spot to #9.

Despite concerns about rising interest rates (and rising credit card debt), Visa card ownership and transactions remained steady in 2022. As millions in value were wiped from crypto markets and the stock market, the financial services provider was boosted by its image as "a trusted leader in digital payments."

Clearly, this emphasis on Trustworthiness has paid off: 68% of Canadians hold a Visa card, and half (48%) of Canadians consider Visa to be their primary card.

Visa's <u>heavy investment in sports sponsorships</u> has also bolstered its Presence in Canada. Visa will be the exclusive payment technology partner (and the only card accepted) at both the Olympic and Paralympic Games through 2032 and is a primary sponsor of the FIFA World Cup, including <u>last year's tournament in Qatar</u> and this year's women's World Cup.

216 INFLUENCE INDEX

Trustworthy: 35%

Presence: 20%

TOP 10 BRANDS



With a powerful combination of utility, convenience, and value, PC Optimum climbed to #8 in this year's ranking.

Older Canadians are most favorably disposed to the brand: amongst Boomers, PC Optimum ranks second. The brand has developed fresh and engaging campaigns to expand its influence on younger consumers. In late December, PC Optimum took a page from Spotify's playbook and sent members an end-of-year review, which summarized their points usage over the previous year (and encouraged members to share their points stories on social media). The brand has also expanded its reach by holding Points Days — a promotional event offering special discounts and exclusive offers across all participating locations — twice in 2022.

At a time when both younger and older consumers were tightening their budgets, Canadians of all ages relied on PC Optimum, earning a total of 1.1 trillion PC Optimum points in 2022 — the equivalent of \$1.1 billion dollars' worth of groceries and other goods. As a result, both Trustworthiness and Utility contributed to the brand's influence.

After all, inflation is a cross-generational issue — so it should come as no surprise that the brand made it into the top 10 for three out of four generations.

223 INFLUENCE INDEX

Utility: 30%

Trustworthy: 25%

TOP 10 BRANDS



Like most other tech companies, Microsoft lost value in 2022. But the software giant remains the third-most valuable company in the world (with a staggering \$1.77 trillion valuation), and a critical part of Canada's brand landscape.

Even as the pandemic tech boom waned in 2022, Canadians continued to <u>rely on Microsoft's online tools for remote work</u>: Office 365 and Teams have <u>nearly doubled</u> in popularity since April 2020, and Microsoft Cloud services <u>surpassed \$100 billion</u> in annualized revenue for the first time in 2022.

While Microsoft is best-known for its prosumer productivity software, it's long been involved in the video game market, from PC gaming to its Xbox console. In 2022, Microsoft made a big splash in this space by acquiring Activision Blizzard, Inc., which brought several triple-AAA game franchises with broad followings under Microsoft's roof.

All the while, Microsoft has <u>continued investing in Canada and its</u> <u>workforce</u>. The company relocated its expanded <u>national headquarters</u> <u>in downtown Toronto</u> last May and completed the relocation and expansion of its research and development lab in Montreal, the relocation of its Vancouver sales office, and the modernization of its Ottawa, Calgary and Montreal sales offices over the course of 2022. A <u>recent economic impact study from EY</u> found that Microsoft accounts for nearly 300,000 Canadian jobs and contributes more than \$37 billion to Canada's GDP. As such, both Trustworthiness and a Leading Edge image contribute to Microsoft's influence in Canada.

226 INFLUENCE INDEX

Trustworthy: 38%

Leading Edge: 34%

TOP 10 BRANDS



Walmart's long-time slogan — "Save Money, Live Better" — may have struck a chord with Canadians who struggled to make ends meet in 2022. Unsurprisingly, Utility was a key contributor to the brand's influence in 2022, but Canadians also believe that Trustworthiness and Presence contribute to its influence. Walmart moved from #10 up to #6 in this year's ranking.

The brand maintains a strong online presence in Canada: Walmart.ca is visited by more than 1.5 million Canadians daily, who can choose from millions of items sold by Walmart and third-party sellers to meet their needs.

Walmart also operates 400 stores and 12 distribution centres in Canada. In 2022, it built on this strong foundation with the announcement that it would spend \$1 billion on major infrastructure projects. These investments will allow the retailer to expand its selection and streamline the process for online order pick-ups — a key area of focus, since the COVID-19 pandemic pushed many of Walmart's customers online.

Despite the emphasis that Walmart puts on affordability and customer convenience, the strongest signals for the brand's future lie with its lateral moves into marketing. In 2022, Walmart leveraged a new B2B and AdTech initiative, <u>Walmart Connect</u>, to build stronger relationships between its customers and sponsored products. The program has been a win-win, benefiting Walmart's partners, which saw heightened sales, and Walmart, which boosted its revenue.

In October 2022, the brand also launched <u>Walmart Creator</u> — a "one-stop portal that makes it easy for creators to monetize shoppable products from the retailer." This year's survey saw Walmart performing more strongly with Gen X and Boomers than with Millennials and Gen Z, but initiatives like these could help it close the generational gap.

228 INFLUENCE INDEX

Utility: 32%

Trustworthy: 23%

TOP 10 BRANDS



Despite many challenges, Netflix's influence kept climbing in 2022, bringing the media platform to fifth place.

While Netflix wasn't the first video streaming service, it has long been the most distinctive and the most popular. As of November 2022, the streaming platform's global subscriber count hit 223 million — a remarkable rise from its humble beginning as a mail-order DVD rental service (which it continues to operate very profitably).

The video streaming market has become increasingly crowded, with rivals like Hulu, Apple TV and many, many more pouring millions into original content. As a result, the pressure was on for Netflix in 2022 — and the company faced a tough start, with quarterly subscriber losses recorded in the first and second quarters. These challenges led to layoffs and inspired a new "basic" subscription tier, which includes advertising, after claiming for many years that this was not going to happen. But the company exceeded expectations in the third quarter of 2022, with an increase of over 2 million subscribers, more than twice the number it had predicted. The jury is still out on the ad revenue model for Netflix.

While its competition may have star talent and deep pockets, Netflix continues to create some of the most buzzworthy shows, with a stellar batting average when it comes to viral hits. Just consider Kate Bush's "Running Up That Hill," featured in the fourth season of Netflix's "Stranger Things." Nearly four decades after its release, the song hit No. 1 on the music charts in countries around the world — and reached #2 in Canada. Spotify revealed that streams for the song increased by almost 10,000% in the U.S.

A 37-year-old song having this kind of success due to its inclusion in a Netflix show perfectly illustrates Netflix's outsized cultural influence, both in terms of being Leading Edge and Engaging

233 INFLUENCE INDEX

Leading Edge: 29%

Engagement: 24%

TOP 10 BRANDS



In the 18 years since its first video was uploaded, YouTube has revolutionized how we think about online culture. A truly global platform, YouTube hosts a staggering depth and breadth of content, from high-budget advertorial influencer content to homespun vlogs and passion projects. Despite (or perhaps because) it only exists online; YouTube has become home to a vast range of communities and fandoms.

Many users identify more with YouTube content creators than they do with mainstream TV or film celebrities. The platform is particularly influential on young Canadians: for Gen X, YouTube's influence ranks at #4, while it ranks at #3 for both Gen Z and Millennials.

It remains to be seen whether YouTube will continue to be the platform of choice for online communities — many young Canadians have moved to Twitch, a livestreaming platform owned by Amazon. But YouTube has also branched out into traditional media: In December 2022, the NFL announced that its "Sunday Ticket" subscription package would go to YouTube TV, marking the league's second media rights deal with a streaming service.

The platform rolled out a <u>number of technical improvements in 2022</u>, from aesthetic upgrades to a pinch-to-zoom feature. But the biggest surprise has been the success of its subscription services: YouTube TV <u>passed 5 million subscribers in 2022</u> — beating out Hulu — while YouTube Music and YouTube Premium hit a combined <u>80 million subscribers</u>.

However, when it comes to YouTube's core audience — the young creators that put it on the map — the brand faces some challenges, with <u>TikTok overtaking it in popularity among Gen Z.</u> As YouTube approaches its twentieth birthday, primary contributors to its influence continue to be Engagement and its Leading Edge nature.

281 INFLUENCE INDEX

Leading Edge: 29%

Engagement: 29%

TOP 10 BRANDS



For a brief moment last year, Apple became the first company ever to hit \$3 trillion in market value. Though the iconic tech manufacturer lost considerable value in the following months (as did many of its competitors), it held onto its position as the world's most valuable company, with an estimated \$2.07 trillion value at year's end.

For much of the last two decades, Apple's influence was defined by a limited number of finely tuned products. 2022 brought updates to nearly all of its product lines, with new MacBook's, iPhones, Apple Watches, and Apple TVs hitting shelves. But Apple is increasingly setting its sights beyond hardware, which could expand its influence in new directions.

Part of that picture is Apple TV+, which continues to receive critical acclaim for its original content (the platform won 52 Emmy Award nominations in 2022). Apple TV+ has also doubled down on sports: in March 2022, it was announced that it would air Friday Night Baseball, while just a month later, it revealed that it had secured a 10-year exclusive agreement for the rights to every Major League Soccer match.

On the other end of Apple's content strategy, Apple Music platform hit a symbolic milestone last October, when its catalog <u>passed the 100 million song mark</u>— more than triple the 30 million songs that the platform launched with in 2015, and a considerable lead on Spotify's 80 million songs.

Apple has also demonstrated that influence isn't just about products or content. The brand <u>made waves in 2022</u> with a new privacy policy that made ad tracking an opt-in feature. Accordingly, Canadians see Trustworthiness and being Leading Edge as the primary contributors to its influence in 2022.

286 INFLUENCE INDEX

Leading Edge: 39%

Trustworthy: 25%

TOP 10 BRANDS



Amazon hit dizzying heights (and nerve-wracking lows) over the last two years. The brand's "smiling" cardboard boxes and bubble-wrap mailers became icons of pandemic-era consumption, boosting Amazon to a \$1.8 trillion peak in 2021 — before a difficult 2022 halved the company's market value. Still, the megabrand was worth \$900 billion at the end of the year, making it the fifth most valuable company in the world.

Like many other influential brands, Amazon doubled down on programming and content in 2022. Last March, it <u>announced</u> that it had completed its acquisition of the iconic film studio MGM. Along with YouTube and Apple TV+, Amazon also bet big on live sports programming. Prime Video will spend about \$1 billion per year to <u>exclusively stream Thursday Night Football</u> through 2033, and in 2023, will also host the <u>first-ever NFL Black Friday game</u> — which it presumably hopes will become a new holiday tradition.

Amazon's resilience and continued influence has much to do with its balancing act between utility and innovation. In 2022, Jeff Bezos reported that Amazon Prime had more than 200 million global subscribers.

A sizeable (and growing) part of the internet runs on Amazon Web Services (AWS). But where other brands might settle with these successes, Amazon has continued to field-test programs at the cutting edge, from its <u>cashier-less Amazon Fresh shops</u> to <u>experiments with drone delivery</u>.

Some of these initiatives may seem far-fetched, but others are already here. In April 2022, Amazon Canada <u>celebrated the opening</u> of its newest robotic fulfillment centre in Hamilton, Ontario. As a result, the primary contributors to Amazon's influence are its Leading Edge and Trustworthy nature, bringing it to second place (for the third year in a row).

343 INFLUENCE INDEX

Leading Edge: 26%

Trustworthy: 25%

TOP 10 BRANDS



The "I'm Feeling Lucky" button may no longer appear on Google's titular search engine — but the tech monolith had its fair share of good luck in 2022. Google continues to be one of the most valuable brands in the world, and the most influential brand in Canada. (After all, not every brand is so influential that it manages to coin its own verb — as Google managed with "Googling.")

A dazzling array of products, tools, and research projects sit under Google and its parent company, Alphabet. There's the expansive web-based ecosystem, the Chrome browser and the Android mobile operating system, and even products like the Pixel Watch and Chromebooks — to say nothing of its highly lucrative advertising business (or its ownership of 2022's #4 Most Influential Brand, YouTube).

In 2022, Google continued to expand its presence in Canada, with one office opening in Montreal and an expansion planned for downtown Toronto. Google Canada also emphasized its charitable efforts in 2022.

The company took a number of measures to support small business and announced that it would invest up to \$2.7 million in grants aimed at upskilling Indigenous communities across the country. The move is expected to not only help address the ongoing skills shortage in the technology sector, but also boost diversity and inclusion efforts for underrepresented groups.

With Trustworthiness and being Leading Edge as the primary contributors to its influence, Google landed the top spot again in 2022. Yet its future is by no means certain: By the end of 2022, Google was facing increasing anti-trust scrutiny from the U.S. government, and in the eyes of many Canadians, had been beaten to the A.I. punch by OpenAI's wildly popular ChatGPT-3. Time will tell if Google can hold on to the top spot in 2023 – stay tuned.

411 INFLUENCE INDEX

Trustworthy: 34%

Leading Edge: 33%

TAKEAWAYS

2022 was hardly the worst of times — but for a large percentage of the over 100 brands and 19 categories that we analyzed it was a bumpy ride. However, even a market shakeout couldn't keep influential brands from outperforming the competition.

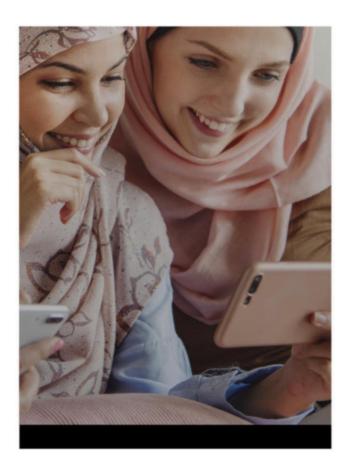
If brands weren't already living in the age of continual adaptation, they certainly are now. Many extended their influence by expanding into fields with large fanbases, like live sports or podcasts. Nearly half of the brands in our Top 10 built out their audio streaming offerings, while spending on TV programming continued its sky-high trajectory. In 2022, once again, content was king.

Influencer marketing became a key tool — not just for reaching younger audiences, but for listening and holding two-way conversations. brand accountability was more consequential than ever. Meanwhile, digital experiences became more pervasive, more immersive, and more personal — even as privacy concerns meant that brands had less identifiable data to work with.

As the market cap for the tech sector fell, it became clear that innovation for innovation's sake was no longer sufficient: Canadians wanted innovations to be anchored in assistance, helpfulness and solving problems. But no matter the sector, brands needed to create an exchange of value that was meaningful.

In a year of diminished consumer spending and interlocking crises, successful brands needed to do more with less — while connecting with Boomers, Gen X, Millennials and Gen Z alike.

Even as economic anxieties ran high, the influence equation boiled down to the fundamentals in 2022: Engagement, Trustworthiness, Leading Edge, Corporate Citizenship, Presence, Empathy and Utility. The world may be changing, but the playbook for influence remains (mostly) the same.



ABOUT

ABOUT THE AUTHOR



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Early Life

Born, educated and worked in the U.K. for the first half of his existence.

Career

Sales (Xerox U.K.), Brand Management (Mars U.K.), Research (ACNielsen – Asia, NPD Canada), before a sale to Ipsos in 2002.

Giving Back

Board member – Canadian Marketing Association, Judge for the Young Lions and board member – Earth Rangers Foundation.

Today

Ipsos (many roles). Author of (among other things) the Most Influential Brand study – Globally. The Digital Marketing Pulse (15 years), Developing the Long Middle story. Frequent public speaker.

Personal

Hair – it is an all or none issue. Eyewear is a big deal. Avid golfer and tennis player. BIG on hot weather.

Loves a great hamburger and fries. Father of two daughters + has the best lifetime partner.

Honour

Canadian Marketing Association lifetime achievement award 2020: https://youtu.be/Mvjt0yRCqXM

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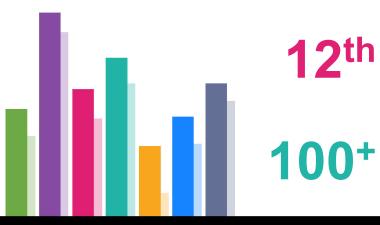
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With a world emerging from the of the and facing a war in Europe, climate catastrophes, continued supply chain issues and of course economic uncertainty not seen in decades, 2022 has certainly been a turbulent year. Canada's Most Influential Brands have needed to adapt, be resilient, show empathy and provide assistance in new and different ways. Their edgy, unconventional and in some cases supportive nature is what makes them stand out in a crowded, competitive marketplace. They influence how we communicate, shop, spend our free time, celebrate, socialize and inform ourselves in so many ways. Moreover, the Most Influential Brands don't just sell a product or service. They promote a strong sense of purpose and shape our world while connecting emotionally with people. Only those that strike the right balance of trustworthiness, engagement, being leading edge, corporate citizenship, having presence and empathy, while providing some utility, will truly make an impact.

Steve Levy, Ipsos Canada



2022 marks the **12**th **consecutive year** of the study and results were unveiled on the morning of February 8th at the Ipsos Most Influential Brands event.

Each year Ipsos studies **over 100 brands** that spend the most on advertising in Canada on an annual basis and ranks their influence.

2022 TOP 10 MOST INFLUENTIAL BRANDS IN CANADA

- 1 GOOGLE
- 2 AMAZON
- 3 APPLE
- 4 YOUTUBE
- 5 NETFLIX

- 6 WALMART
- 7 MICROSOFT
- 8 PC OPTIMUM
- 9 VISA
- 10 FACEBOOK

2022 TOP 3 MOST INFLUENTIAL BRANDS BY GENERATION



GEN Z
GOOGLE
APPLE
YOUTUBE



MILLENNIALS

GOOGLE AMAZON

YOUTUBE



GEN X

GOOGLE

AMAZON

APPLE



BOOMERS

GOOGLE

PC OPTIMUM

AMAZON



THE **MOST INFLUENTIAL BRANDS** IN CANADA 2022



DID YOU KNOW

This is an annual study that has been conducted since 2010.

Findings were released on February 8th at an event hosted by Ipsos and our partners The Globe and Mail, Publicis and CMA.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports will be available starting at the end of February.

SUBSCRIPTION PRICE: \$19,500 for 8 brands

+\$1,000 for each brand beyond 8

SUBSCRIPTION FORM

Name:	
Title:	
Company:	
Mailing Address:	
Country:	Postal Code:
Phone:	Email:
Billing is 100% upon approva	al. HST is applicable to all study costs.
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Approving Signature:	Date:

Exhibit 43 to the Cross-Examination of Laura Pearce

MOST INFLUENTIA RRANNS

in Canada



Results from Ipsos' 2023 Study

Steve Levy, Ipsos Canada

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INTRODUCTION

We're three years into the 2020s, and things aren't slowing down.

Conflict, inflation, natural and manmade disasters: whether you were doomscrolling or checking in on your RRSP, 2023 was a nail-biter.

All the same, as COVID-19 faded into the rear-view mirror and economic markers outperformed the gloomiest predictions, Canada didn't just get a silver lining — it got 1,000-watt glimpses of a bright future. Sustainable tech met sustainable business practices. Small businesses met large language models. And much, much more.

When you think of that future, you're thinking about influential brands. In an unpredictable age, they're not just ahead of the curve, but creating the next curve — and in so doing, they're the ones setting the agenda of today.

But what do we mean by influence?

Influence isn't just affluence: it can't be boiled down to cash flow or market share. Scale isn't the deciding factor: financial services and petroleum brands may be Canada's largest employers, but that doesn't mean the Potash Corporation of Saskatchewan is a household name. And trendiness alone doesn't cut it, either: in an age of fast news cycles and even faster hype cycles, real influence runs deeper.

Think Taylor Swift. In a sense, her influence is self-evident: whether you were scrolling on social media or sitting in the nosebleeds at the Eras Tour, she was all but inescapable in 2023.

But influence isn't just about commercial success or Grammys — it's about innovation and impact. When she lost the rights to her albums, she fought for artists' rights by re-recording them. When her tickets were scalped to the point of inaccessibility, she pushed for reforms with Ticketmaster. And all the while, she's worked in a broad array of styles, genres, and media to chase her own creative vision.

What Swift and our Most Influential Brands have in common is that they're nor just selling products: they're building ecosystems.

In an age of hyper-personalized newsfeeds and political polarization, influential brands are common ground. In uncertain times, they're a source of certainty for employees, customers, and citizens. Today's Canadians are presented with a near-infinite variety of choices. But influential brands are the choices they don't think twice about. That is the power of influence.

Ipsos' 13th annual survey of 6,700 Canadians delves into the forces that shape influence — Trustworthiness, Engagement, Leading Edge, Corporate Citizenship, Presence, Empathy and Utility — which keep brands in the public eye and top of mind across Canada.

In this Point of View, we summarize and analyze the forces that drive influence, the brands climbing the ranks, and, of course, the brands that made the cut as Most Influential. It's an exclusive look at innovation, trust and impact, from Vancouver to Nova Scotia. It's the story of our times. It's 2023's Most Influential Brands.

DIMENSIONS

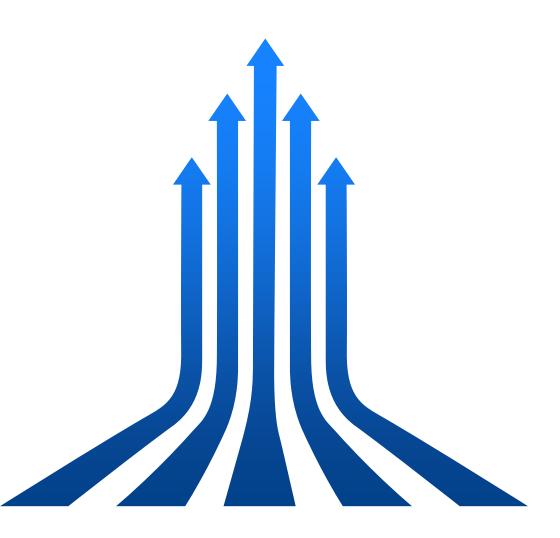
For the past 13 years, Ipsos has used a simple but powerful framework to track the brand characteristics that contribute to influence: Trustworthiness. **Engagement** Corporate Citizenship, Presence, and (being) Leading Edge. In the wake of 2021 and 2022, two new dimensions, **Utility** and **Empathy**, joined the ranks.

Whether taken separately or as a whole, these dimensions serve as holistic contributors to the influence that a brand wields, the image it maintains, and its resilience in the face of economic and social challenges. In 2023, as the Canadian public navigated uncertain times and brands faced considerable headwinds, each of these seven dimensions played a critical role in who brands influenced and how they influenced.



GAINERS

FAANG weren't the only brands gaining influence in 2023. This year's gaining brands operate in different industries with different business strategies — but what they had in common was a strong boost in influence over the course of 2023. Read on to learn more.



3182

GAINERS



A telecommunications network is supposed to connect people – but Rogers made more connections in 2023 than it has for some years.

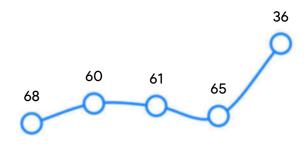
Between our 2022 and 2023 reports, the telecommunications network climbed 29 places to rank 36th. That climb speaks to the impact and influence of Rogers' investment in strategic partnerships and infrastructure, all while going above and beyond to expand coverage and modernize the customer experience.

In April, Rogers partnered with Lynk Global to provide satellite-to-phone coverage across the country, ensuring that Canadians can access a wireless connection wherever and whenever they be. Later, Rogers brought high-speed 5G connectivity to the Toronto Transit Commission (TTC), fixing a pain point for millions of commuters.

The biggest shakeup, however, was the finalization of Rogers' acquisition of Shaw Cable. By connecting Shaw with Canada's largest 5G network, Rogers says it will make internet access more affordable for millions of Canadians and help to close an ongoing digital divide.

What makes this newsworthy, however, goes beyond Canadians' telecomms bills. Rogers estimates that the acquisition will "add over \$7 billion in GDP to the Western Canadian economy over the next five years through network investments" and create 3,000 jobs "to support network, services, and technology investments."

ROGERS TRENDING MIB RANK



2019 2020 2021 2022 2023

GAINERS

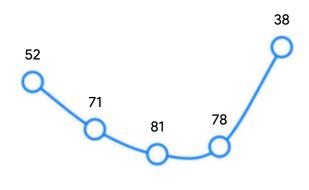


After years of deflated demand, travel roared back in 2022 and 2023. Even in the face of higher inflation and interest rates, Canadians are travelling — and millions of them are choosing Air Canada, which climbed all the way from 78th place in 2022 to 38th place in 2023.

In May 2023, Air Canada said it was aiming to increase its capacity by 23% over the course of the year. The airliner went on to hit its ambitious targets, netting \$1.25 billion CAD in profits in Q3 (compared with a half-billion-dollar loss the period 2022.) over same in Consequently, it's been able to invest in further expansions, from new lounges and new routes to charitable initiatives like the Air Canada Fan Flight.

By booking a flight with Air Canada, passengers aren't just getting from point A to point B — they're travelling with inflight entertainment and amenities that rank among the best in the business. The cumulative effect of these efforts is a level of influence that keeps climbing.

AIR CANADA TRENDING MIB RANK



2018 2020 2021 2022 2023

3184

GAINERS



For many Canadians, McDonald's is synonymous with scale and efficiency. But even by those lofty standards, 2023 was an impressive year for the fast-food giant, boosting it from 25th place in 2022 to 16th place in 2023 – its highest spot in 13 years.

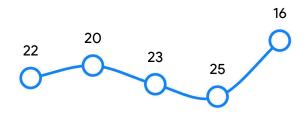
McDonald's made aggressive global following an expansions last vear, ambitious to "[build] 50K plan restaurants across the world by [the] end of 2027" - which would be the fastest period of growth in the brand's history. But it certainly wasn't spread thin, and least of all in Canada, which the company has embraced as a top target market. As Jill McDonald, the brand's president of international operated markets, recently told investors: "Looking at the shift in some of the population that's going on, we definitely see significant opportunities for growth in Canada."

That said, growth is only part of the picture. McDonald's launched exclusive partnerships and limited-run promotional campaigns galore in 2023 – up to and including a McDonalds x Crocs collaboration.

But one of the year's biggest hits was the <u>"As Featured In" campaign</u>, which highlighted the Golden Arches' appearances on the silver screen. That campaign didn't just recontextualize the brand's own history, but fed emotional connections in an age of nostalgia. (McDonald's *is* in the business of comfort food, after all).

Even after Billions Served, it would appear that there's still room to move a few more McDoubles.

MCDONALDS TRENDING MIB RANK



2019 2020 2021 2022 2023

TOP 10 BRANDS



In times like these, consumers' attention spans and disposable income are finite resources. That means that influence isn't just a competitive advantage — it's foundational to doing business. And no one understood that better in 2023 than our Most Influential Brands.

In this POV, we'll look at the social, cultural, and economic heavyweights that used influence to shape everything from consumer behavior to public policy over the last twelve months. They represent various sectors, from high-tech innovation to low-cost retail. But in 2023, they were the most influential.

TOP 10 BRANDS



In the pantheon of apocryphal start-up origin stories, Netflix's would fall on the humble side. Co-founder Reed Hasting has said he was inspired to build his company <u>after getting</u> <u>slapped with \$40 in late fees over a DVD of *Apollo 13.*</u>

But two and a half decades later, the Netflix model has transformed the media landscape almost beyond recognition. Content is king, streaming is everywhere, and Netflix is at the top of the heap, pairing in-house hits with excellent curation and licensing to build a library that engages viewers around the world. (39% of Canadians agree that it as "forever changed the consumer landscape," 36% say it "is an original," and 35% consider it "a trendsetter").

Of course, 2023 wasn't a breeze for Netflix. After more than a decade of nonstop spending on triple-AAA blockbusters, it faced a SAG-AFTRA strike, strong competition in the "streaming wars," and other economic headwinds. This made for a more modest 2023 — including layoffs, show cancellations, changes to the subscription model, and a crackdown on password sharing that drew criticism from users.

But the backlash over password sharing quickly blew over, leaving Netflix in stronger shape. And by tightening the pursestrings, Netflix gained opportunities to invest in new opportunities: in promotions (like the immersive Formula 1: Drive To Survive pop-up accompanying the Montreal Grand Prix), alternative programming (a burgeoning gaming section), and fan-favorite content (Suits has been such a smash hit on Netflix that a reboot for NBC Universal is allegedly in the works).

Sometimes, moving forward means letting go of the past. In 2023, Netflix <u>finally said goodbye to its iconic red mailer envelopes</u>. But with a strong foundation for future growth, Netflix demonstrated in 2023 that it's still showtime.

214 INFLUENCE INDEX

Leading Edge: 33%

Engagement: 26%

TOP 10 BRANDS



What's crucial for a financial services provider is trust — and Visa, our #9 Most Influential Brand, hits it out of the park, with Canadians agreeing that strong **Trustworthiness** (43%) contributes to its influence.

As a key partner to global firms, small businesses, individuals, and everyone in between, Visa oversees millions of secure debit and credit transactions each day. Even in an uncertain economic climate, the financial services leader pressed ahead and invested in Canada throughout 2023, signaling a commitment to strengthening its services and consolidating its customer base.

Some of that was sponsorship: as befits a trusted brand with a global presence, Visa distinguished itself with support for the most global game — soccer — as an "Exclusive Payment Services Partner" at the FIFA Women's World Cup and sponsor of 33 women footballers (plus dozens of Olympic and Paralympic athletes), through the Team Visa program.

The real story in 2023 however, was Visa's nimble adaptation to an evolving consumer payments landscape. In April, it partnered with PayPal to launch Visa+ — what the brand describes as a "service that aims to help individuals move money quickly and securely between different person-toperson (P2P) digital payment apps." In practice, it enables users to transfer money quickly and securely between different platforms and marketplaces — even without a Visa card.

With new payment methods like Buy Now, Pay Later and cryptocurrency growing in popularity— to say nothing of all the apps and platforms that facilitate that shift — Visa's decision to act as a mediator is a wise one. Contrary to the old saying: moving fast doesn't need to mean breaking things.

219 INFLUENCE INDEX

Trustworthy: 43%

TOP 10 BRANDS



If there's a legacy heavyweight on this list, it's Microsoft. But in 2023, this global technology conglomerate acted like a challenger.

When it came to field-redefining opportunities like generative AI, Microsoft acted quickly and with confidence. In the early days of 2023, it rolled out its own AI-powered search engine. Even if Microsoft's latest attempt to sell the "Bing" name didn't stick — the service was rechristened as "Copilot" later in the year — the program's proven highly effective at improving search results and providing more personalized recommendations.

Where other brands have dipped a toe in the water, Microsoft has been willing to bet big on this technology across its business, from the practical (a partnership with Canadian Tire to advance retail innovation in Canada) to the structural (the launch of Microsoft Fabric, an end-to-end, unified analytics platform). Al is now so central to the brand's strategy that Copilot hasn't just been integrated into Microsoft 365 — it's earned its own key on new Windows keyboards.

Of course, Microsoft wasn't exclusively focused on Al in 2023: it continued to offer immensely profitable and popular enterprise solutions, and completed the \$68 billion acquisition of storied game studio Activision Blizzard in October.

Microsoft also expanded its footprint in Quebec with \$500M USD in spending on infrastructure and upskilling initiatives. (Microsoft estimates this investment has supported over 57,000 jobs and will add more than \$6.4 billion annually to Quebec's GDP).

In 2023, Microsoft's **Leading Edge** status (33%) and **Trustworthiness** (38%) contributed to its influence. The brand proved that it doesn't intend to rest on its laurels – and that's all the better for shareholders and users alike.

221 INFLUENCE INDEX

Trustworthy: 38%

Leading Edge: 33%

TOP 10 BRANDS





It was the stuff of instant legend: "If you raise the [price of the] effing hot dog, I will kill you. Figure it out."

Costco veteran Craig Jelinek tells this story about co-founder and then-CEO Jim Sinegal, who insisted that the membership-based retailer not raise the price of its food offerings. Now, after 11 years at the helm of the company, Jelinek plans to step down. He'll leave behind a \$254 billion business that still passes discounts directly to the consumer.

Costco expanded throughout Canada in 2023, including a new warehouse in Northwest Toronto and a 164,162 squarefoot store in North Etobicoke (which Costco says created 135 new full-time jobs and 100 seasonal jobs). The company plans to open even more new locations in the year to come.

With both bargains and opportunities to buy in bulk, it's unsurprising that <u>Costco performed well</u> at a time when Canadians were highly focused on pocketbook issues. (If you needed a sign of consumer confidence right now: you can now buy <u>24-carat gold bars at Costco Canada</u>, and the company says they sell out within hours).

But what *is* surprising is the strength of the loyalty that people feel for Costco, in Canada and beyond. The brand's wholesale model connects with people, to the point where <u>Kirkland Signature merch</u> is <u>unironically</u> (or <u>only somewhat ironically</u>) trendy. Accordingly, Canadians say Costco's **Trustworthiness** (32%) and **Utility** (27%) contribute to its influence.

Needless to say, that influence has helped Costco move a lot of stock – hot dog and soda combos included.

229 INFLUENCE INDEX

Trustworthy: 32%

Utility: 27%

TOP 10 BRANDS



For years now, Walmart has served the role of a 21st-century Main Street for millions of Canadians. And in 2023, the retailer acted the part, drawing upon one of Canada's largest workforces and a remarkably sophisticated supply chain to meet consumer needs. (Walmart Canada says it spent nearly \$1 billion on "modernizing stores and enhancing the customer experience" in 2023 alone.)

That led the big box superstore to sixth place, with Canadians agreeing that both **Utility** (34%) and **Trustworthiness** (28%) contributed to its influence in 2023.

One major initiative in 2023 was the <u>Walmart Health Hub</u>: a new program which brings a range of clinical needs (vision, urgent care, and pharmacy) into an affordable, accessible, and personal one-stop shop for health and wellness.

Walmart also continued its relentless focus on iterating and improving the shopper experience in 2023.

That ranged from <u>flexible payment options like Buy Now, Pay Later</u>, to next-gen retail environments. (In a reimagined electronics department at the flagship "Square One Walmart" in Mississauga, Walmart experimented with open displays that allow for hands-on interactions, real-time monitoring of product availability in real-time, and immediate on-site delivery).

The end result of these initiatives that shopping at Walmart in Canada is increasingly streamlined and straightforward. Whether you needed to get your blood pressure checked, or needed to lower it: in 2023, Walmart had you covered.

232 INFLUENCE INDEX

Utility: 34%

Trustworthy: 28%

TOP 10 BRANDS



A lot can change in two decades. Facebook, for one, has gone from a Harvard dorm room to the global stage, launching conversations about free speech, democracy, misinformation, and privacy on the Information superhighway.

In 2023, Facebook (and parent group Meta) worked to untangle these thorny issues. Part of that was a renewed sense of focus: even with the <u>launch of a new text-based platform</u>, <u>Threads</u>, Facebook stayed on target in 2023 by <u>stepping back from the metaverse</u> and renewing its focus on other innovation channels and business fundamentals.

In the second half of 2023, Meta began to roll out a range of Al capabilities, including <u>Messenger chatbots</u> and <u>marketing tools powered by generative Al</u>. But the brand stood by its commitment to "<u>building generative Al features responsibility</u>" when it banned "<u>political campaigns and advertisers in other regulated industries</u>" from using its Al tools. Then, in December, Meta introduced end-to-end encryption <u>to all personal chats across Messenger and Facebook</u>, ensuring that users' private messages would stay that way.

Of course, it's not all so simple. In June, Parliament passed Bill C-18, an act "respecting online communications platforms that make news content available to persons online"—or in other words, mandating financial compensation for the news outlets that produce the content appearing on social media platforms. In response, Meta has chosen to block access to Canadian news content on Facebook and Instagram in Canada. This story is likely not over yet.

Still, Facebook's strong **Engagement** (42%) and position on the technological **Leading Edge** (35%) helped the brand climb an impressive five spots in this year's Most Influential Brands ranking. Along with Meta's other immensely popular platforms, Instagram and WhatsApp, Facebook continues to exert a strong influence on the ways we live our lives.

240 INFLUENCE INDEX

Engagement: 42%

Leading Edge: 35%

TOP 10 BRANDS



At Apple, thinking different has paid dividends.

In 2023, the Cupertino tech juggernaut <u>climbed back above</u> the \$3 trillion market capitalization mark, recouping 2022's losses and securing a <u>reputation as the world's most valuable brand</u>. But what really sets Apple apart is not its valuation or its bottom line, but its influence — the sum of singular design language, world-class culture, and a dogged devotion to perfecting new products.

In recent years, that approach has led Apple to make a name for itself in new fields. Apple TV quickly racked up accolades on the back of top-tier exclusives (including pricey partnerships with <u>Messi</u> and the <u>MLS</u>), while Apple Wallet and have influenced how people around Canada shop and spend.

Still, Apple's north star has always been the refinement of its own technology, through methodical but deliberate improvements on existing product lines. (There's a lot of cutting-edge technology on this list, but Apple may be the only brand that can command a rapt audience millions for keynote addresses which might revolve around the addition of USB-C or a higher-resolution touchscreen).

In 2023, Apple announced what may be its boldest new product in decades: the hotly anticipated <u>Vision Pro</u>, a \$4700 CAD "spatial computing" headset that began shipping in January 2024.

It remains to be seen whether the Vision Pro will make good on the promise of a "killer app" for VR. But with Canadians agreeing that Apple's **Leading Edge** status (41%) contributes to its influence, it's clear that this brand will have a loyal following no matter its next step. 259 INFLUENCE INDEX

Leading Edge: 41%

Trustworthy: 28%

TOP 10 BRANDS



At risk of stating the obvious: there are a lot of things to watch online.

But where our #10 Most Influential Brand, Netflix, is in the midst of a bitter "streaming war" with rival platforms (also on this list), YouTube remains the first and last word when it comes to social video sharing, with Canadians agreeing that **Engagement** (29%), **Trustworthiness** (24%), **Leading Edge** (29%), and Utility (10%) contribute to its influence.

And social is the operative word here: whether in-browser or on the app, YouTube provides a wide range of services to a broad audience. Gen Z (and increasingly, Gen Alpha) use YouTube to listen to music and podcasts, vlog, socialize, and (of course) tune in to a staggeringly deep well of content. There's a surplus of branded and sponsored content, but also mega-celebrities native to the platform.

In 2023, YouTube expanded and professionalized its programming even further. That included education — even <u>Harvard has leveraged the platform</u> to provide physicians with the opportunity to claim Continuing Medical Education (CME) credits by watching videos —and legacy cultural programming (in July, CBC Podcasts officially landed on YouTube).

Of course, just because YouTube has its own lane doesn't mean it's not coming to beat traditional broadcasters and streaming platforms at their game, too. At the 74th annual Technology & Engineering Emmy® Awards in April, YouTube TV won its first Technical Emmy® Award for Al-ML Curation of Sports Highlights.

Leading Edge: 29%

Engagement: 29%

Trustworthy: 24%

TOP 10 BRANDS



Amazon, once "Earth's Biggest Bookstore" – and today, Earth's biggest *just about everything* store – had an influential 2023, thanks to massive reach and best-in-class operational capabilities.

While the online superstore is a major player throughout in North America, it's become a juggernaut in Canada. Amazon says that since 2010, it's <u>invested \$40 billion in its Canadian operations</u>, creating "45,000 jobs with competitive pay and benefits" across the country. And by Q3 2023, the company had "<u>delivered more than 205 million units to Canada'a Prime members the same or next day</u>" — a sevenfold increase from 2019 — which warranted <u>hiring more than 6,000 new Canadian employees</u> and investing \$70M CAD in additional pay.

Amazon has continued to invest in <u>sustainability</u>, streaming content (including <u>more than 25 Amazon-produced series and films shot in Canada</u>), and <u>faster-than-ever</u> Amazon Prime deliveries – leading Canadians to agree that **Trustworthiness** (25%), **Utility** (24%), and **Leading Edge** status (28%) contributed to its influence in 2023.

And as a result of that influence, Amazon is only poised for further growth.

332 INFLUENCE INDEX

Leading Edge: 28%

Trustworthy: 25%

Utility: 24%

3195

TOP 10 BRANDS



With Engagement (20%), Trustworthiness (35%), and Leading Edge (33%) contributing to its influence, Google is our Most Influential Brand for the 12th consecutive year.

The ranking stands to reason — now more than ever, it's conceivable to spend an entire workday within Google's own ecosystem. Imagine: you use a Google Pixel, running Android OS, to open Google Chrome and check Gmail ... maybe you even procrastinate on the Google-owned #3 Most Influential Brand, YouTube.

In short, Google is dominant across a range of markets and verticals — and the company's influential 2023 followed from that status. To name one show of leadership: Google responded to Bill C-18 by paying \$100M to support Canadian news companies and publishers.

In 2023, <u>Google launched its latest Al</u> <u>model, Gemini</u>, with a groundbreaking set of capabilities: the LLM can <u>recognize and</u> <u>synthesize information across videos</u>, images, text and voice.

As with the other influential leaders on this list, Google's commitment to accelerating the AI product cycle wasn't limited to consumer use cases. In October, Google announced that it was using AI to predict (and warn users about) floods, wildfires, and extreme heat.

Google also <u>announced that it had</u> <u>partnered with McDonald's</u>, and would use the "latest cloud technology" and "generative Al solutions" to bring a better experience to customers, restaurant teams, and employees.

When Google was founded 25 years ago (and even when it opened in Canada, 22 years ago), its namesake search engine was only beginning to catalogue the internet. today, it's clear that by indexing the internet, Google *remade* the internet – from SEO, to attention economies, to advertising spending, to endless scroll.

As myriad AI options give Canadians new ways to access and navigate the internet, time will tell whether Google will fall behind – or reshape the internet all over again.

Trustworthy: 35%

Leading Edge: 33%

Engagement: 20%

3196

TAKEAWAYS

In 2023, big dreams collided with business fundamentals. Investors cut back, and Canadians pinched pennies. Not even the popular lexicon was left unscathed: you might have heard "ZIRP," a slang term for the "zero [percent] interest rate phenomena" left behind in the boom years.

All the while, the world kept changing. Hype cycles accelerated while innovation cycles shortened, meaning that influential brands needed to adapt and evolve faster than ever. But 2023's Most Influential Brands weathered the storm through a combination of defensive plays (fiscal discipline, shrewd cutbacks) and big bets.

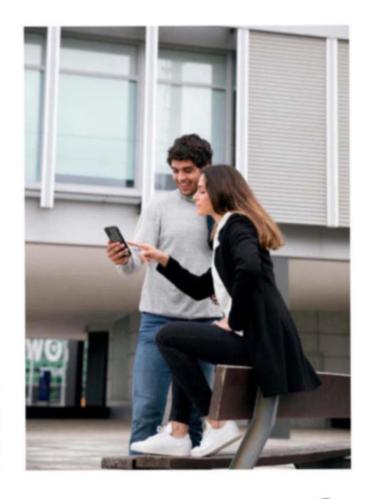
A modest success or an untapped niche wasn't enough in 2023. Over the course of the year, just about every brand on this list expanded aggressively in Canada, from new features to new superstores. And in 2023, just about every influential brand shored up its position by building mutually beneficial partnerships with other high performers, extending their reach and consolidating their influence.

But influence in 2023 wasn't just about scaling or spending – it was about impact.

Amidst political polarization and generational divides, 2023's Most Influential Brands acted as unifiers, building harmony through broad appeal and thoughtful engagement. In uncertain times, they brought certainty to their employees, their customers, and to citizens.

And with brands under increasing scrutiny from consumer activists and everyday Canadians alike, accountability went beyond basic business operations in 2023: influential brands integrated corporate and social responsibility into how they handled social, political, and economic matters.

In 2023, the big winners won big. And as they look to the future, investment in influence — Trustworthiness, Engagement, Corporate Citizenship, Presence, being Leading Edge, Utility and Empathy — will be non-negotiable.



ABOUT

ABOUT THE AUTHOR



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Early Life

Born, educated and worked in the U.K. for the first half of his existence.

Career

Sales (Xerox U.K.), Brand Management (Mars U.K.), Research (ACNielsen – Asia, NPD Canada), before a sale to Ipsos in 2002.

Giving Back

Board member – Canadian Marketing Association, Judge for the Young Lions and board member – Earth Rangers Foundation.

Today

Ipsos (many roles). Author of (among other things) the Most Influential Brand study – Globally. The Digital Marketing Pulse (15 years), Developing the Long Middle story. Frequent public speaker.

Personal

Hair – it is an **all** or none issue. Eyewear is a big deal. Avid golfer and tennis player. BIG on hot weather.

Loves a great hamburger and fries. Father of two daughters + has the best lifetime partner.

Honour

Canadian Marketing Association lifetime achievement award 2020: https://youtu.be/Mvjt0yRCqXM

ABOUT IPSOS

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, Simplicity, Speed and Substance applies to everything we do.

Through specialization, we offer our clients a unique depth of knowledge and expertise. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

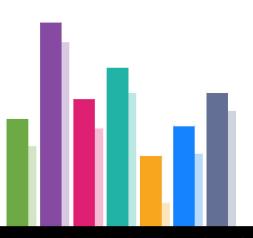
By nurturing a culture of collaboration and curiosity, we attract the highest caliber of people who have the ability and desire to influence and shape the future.

To learn more, visit: www.ipsos.ca



With a world emerging f39912f449 and facing a war in Europe, climate catastrophes, continued supply chain issues and of course economic uncertainty not seen in decades, 2023 has certainly been a turbulent year. Canada's Most Influential Brands have needed to adapt, be resilient, show empathy and provide assistance in new and different ways. Their edgy, unconventional and in some cases supportive nature is what makes them stand out in a crowded, competitive marketplace. They influence how we communicate, shop, spend our free time, celebrate, socialize and inform ourselves in so many ways. Moreover, the Most Influential Brands don't just sell a product or service. They promote a strong sense of purpose and shape our world while connecting emotionally with people. Only those that strike the right balance of trustworthiness, engagement, being leading edge, corporate citizenship, having presence and empathy, while providing some utility, will truly make an impact.

Steve Levy, Ipsos Canada



13th

100+

2023 marks the 13th consecutive year of the study and the results will be unveiled in February 2024 at the Ipsos Most Influential Brands event.

Each year Ipsos studies **over 100 brands** that spend the most on advertising in Canada on an annual basis and ranks their influence.

2023 TOP 10 MOST INFLUENTIAL BRANDS IN CANADA

- 1 GOOGLE
- 2 AMAZON
- 3 YOUTUBE
- 4 APPLE
- 5 FACEBOOK

- **6** WALMART
- 7 COSTCO
- 8 MICROSOFT
- 9 VISA
- 10 NETFLIX

2023 TOP 3 MOST INFLUENTIAL BRANDS BY GENERATION



GEN Z
GOOGLE
YOUTUBE
INSTAGRAM



MILLENNIALS

GOOGLE

AMAZON

APPLE



GEN X

GOOGLE

AMAZON

YOUTUBE



BOOMERS

GOOGLE

AMAZON

MICROSOFT



THE **MOST INFLUENTIAL BRANDS** IN CANADA 2023



DID YOU KNOW

This is an annual study that has been conducted since 2010.

Findings will be released in February 2024 at an event hosted by Ipsos and our partners The Globe and Mail,
Publicis and CMA.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports will be available starting at the end of February.

SUBSCRIPTION PRICE: \$20,000 for 8 brands

+\$1,000 for each brand beyond 8

SUBSCRIPTION FORM

Name:		
Title:		
Company:		
Mailing Address:		
Country:	Postal Code:	
Phone:	Email:	
Billing is 100% upon approve	al. HST is applicable to all study costs.	
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Exhibit 44 to the Cross-Examination of Laura Pearce

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The

ENTIAL NO.

in Canada

2024



Results from Ipsos' 2024 Study

Steve Levy, Ipsos Canada

EXHIBIT

44





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INTRODUCTION

In 2024, influence wasn't about being identifiable — it was about being indispensable.

The last 12 months brought us socioeconomic shakeups, cultural breakthroughs, a cost-of-living crisis, and an Al arms race that could fundamentally transform what it means to be human (let alone Canadian.)

But when Canada is in flux, influential brands are in their element. Our 2024 Most Influential Brands in Canada have the power to inspire trends, break with tradition, and make a difference.

From Victoria to St John's, they make consumers open their hearts, minds, and yes, wallets. Whether they're a supermarket or a search engine, the brands that are truly influential are those that have woven themselves into the fabric of everyday life. They understand Canadians' preferences and perspectives; from the ways they spend their money to the ways they spend their time. And this enables them to deliver real value while living up to Canadians' values.

How do they do it? This year's MIB report breaks down how Canada's Most Influential Brands leveraged dimensions kev Trustworthiness, Engagement, being Leading Edge, Corporate Citizenship, Presence, Empathy, and Utility - to their positions in secure α competitive marketplace and connect with an increasingly diverse and sophisticated consumer base. As we look to the future, it's clear that the race for influence is far from over - and the next big leap could come from unexpected quarters of the Canadian marketplace.

So read on for a journey through the boardrooms, server farms, and innovation labs that will determine the future of the Canadian marketplace.

DIMENSIONS

For the past 14 years, Ipsos has used a simple but powerful framework to track the brand characteristics that contribute influence: to Trustworthiness. **Engagement** Corporate Citizenship, Presence, and (being) Leading Edge. In the wake of 2021 and 2022, two new dimensions, Utility and Empathy, joined the ranks.

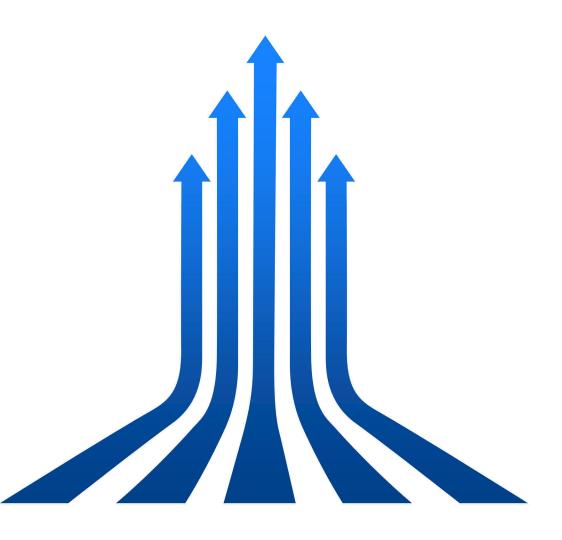
Whether taken separately or as a whole, these dimensions serve as holistic contributors to the influence that a brand wields, the image it maintains, and its resilience in the face of economic and social challenges. In 2024, as the Canadian public navigated uncertain times and brands faced considerable headwinds, each of these seven dimensions played a critical role in who brands influenced and how they influenced.



3205

MOVERS AND SHAKERS

This year's Movers and Shakers demonstrated how a keen understanding of the Canadian marketplace can propel new challengers and familiar faces alike to new heights.



MOVERS AND SHAKERS

Wealthsimple

Wealthsimple's tenth year in business was a memorable one: the online investment app capped off its first decade by climbing a whopping 51 spots from #120 to #69 on our Most Influential Brands list

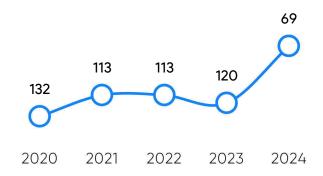
This meteoric rise speaks Wealthsimple's ability demystify to investing the while for masses simultaneously catering to the sophisticated needs of the digital-native investor. Where other platforms zigged zagaed with splashy promos, and Wealthsimple added features while maintaining a user-friendly platform for managing assets and investments – an approach that cemented its position as a trustworthy financial services provider.

First and foremost, Wealthsimple went above and beyond to provide real value to Canadians in 2024 – from <u>a partnership with Pine to improve the mortgage experience</u>, to a <u>lifestyle client rewards program</u> that included highprofile partners like DragonPass, Uber, and The Globe and Mail.

But these features were supported by Wealthsimple's focus on understanding Canadian consumers and helping them get ahead – was a narrative they told creatively and empathetically with the "Sluggish" marketing campaign. Wealthsimple also furthered its focus on communication by investing in Wealthsimple Media: editorially an independent publication which reports on financial news and consumer confidence. And to reinforce this reputation for understanding what their clients are feeling, Wealthsimple hosted a number of client events across Canada in 2024 to better understand what's important to them.

As traditional banks move to update their digital offerings, Wealthsimple's gain in influence suggests that empathy and understanding, when paired with real value, can make a world of difference.

WEALTHSIMPLE TRENDING MIB RANK



MOVERS AND SHAKERS

TELUS

With a blend of infrastructure investments and customer-centric initiatives, TELUS surged ahead 40 spots to #29 in our 2024 ranking — proving that in the world of telecommunications, communication and commitment make the difference.

TELUS' gains can be primarily attributed to its aggressive expansion of 5G networks across Canada. Indeed, TELUS' commitment to laying down fiber optics fast — including the <u>delivery of TELUS</u> <u>PureFibre Internet in Ontario and Quebec</u>—contributed to its reputation as a trustworthy brand.

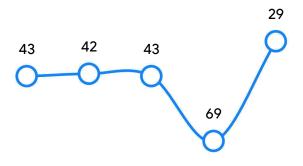
What matters to telecoms customers most at the end of the day, after all, is good service. And TELUS went to great pains to deliver on that in 2024 — even outside of Canada — by teaming with Amazon Web Services and Samsung to enhance travelers' connectivity while traveling abroad.

But TELUS also worked harder to communicate these investments to Canadians, while strengthening its brand equity through socially engaged philanthropy. For example: TELUS launched a global rebrand for TELUS Digital in 2024, before investing \$1 million

into Canadian small businesses with the highly visible #StandwithOwners campaigns.

Taken together, these strategic moves contributed to TELUS' considerable gain in influence — and demonstrated that even in a market where choices are limited, brands can differentiate themselves through innovation and effective messaging.

TELUS TRENDING MIB RANK



2020 2021 2022 2023 2024

MOVERS AND SHAKERS



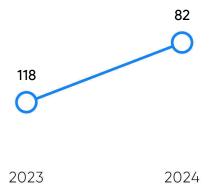
In a year when health and financial security were among Canadians' top concerns, perhaps it should not be a surprise that Sun Life would wield outsized influence. But even so, the financial services and insurance company saw impressive gains in 2024 climbing up 36 spots in one year to #82.

Recent years have seen the staid world of wealth management embrace appfirst experiences and Al tools, but Sun Life has been at the forefront of the digital transformation. And it's bolstered that strong positioning through charitable initiatives and marketing campaigns that communicated Sun Life's values to young Canadians.

In February, it redoubled its commitment to the Canadian public through a partnership with Outside Looking In, where the two organizations helped to build pathways for indigenous youth to careers in tech. Then, in November, Sun Life doubled down on diabetes prevention with \$1.53M in new partnerships.

From the outside, at least, life insurance has never been the most action-packed industry. But where competitors have receded into a beige backdrop of numbers and fine print, Sun Life has found new ways to extend its impact and communicate its trustworthiness and relevance to its next generation of clients.

SUNLIFE TRENDING MIB RANK



MOVERS AND SHAKERS



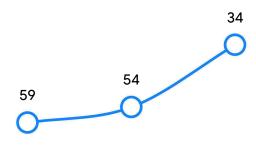
In an age where attention spans are measured in milliseconds, Pinterest has emerged as an unlikely Canadian darling, climbing up twenty spots in the past year to #34 with the precision of a master curator.

Pinterest's gain in influence can be attributed to its successful repositioning as a "visual discovery engine," rather than just another social network. In a year when Canadians sought inspiration for everything from sourdough starters to home office designs, Pinterest became the go-to platform for ideas and aspirations. And with time, Pinterest has grown more adept at utilizing its unique niche, expanding its partnerships with Shopify and CIBC while working with Amazon Ads to ensure that "every pin [is] shoppable."

In a digital ecosystem often criticized for fostering negative behaviors, Pinterest's rise suggests that there's still room for platforms that prioritize creativity, positivity, and genuine utility. And by bridging the gap between inspiration and purchase, Pinterest has utility in spades.

As Canadians continue to seek out digital spaces that inspire rather than inflame, Pinterest's upward trajectory in our rankings may well continue.

PINTEREST TRENDING MIB RANK



2022 2023 2024

3210

TOP 10 BRANDS



In 2024, influence was about more than share prices, share of voice, or even market share. Canada's Top 10 Most Influential Brands climbed the ranks or held onto their positions by shaping the very fabric of Canadian society, from how we communicate and consume media, to how we manage our finances and approach sustainability. Read on to learn how.

TOP 10 BRANDS

#10 **SAMSUNG**

Samsung's ascent into the Most Influential Brands list makes it clear: the South Korean conglomerate's relentless innovation and colossal scale have made it not only a major player in the global tech market, but a household name in Canada.

Between batteries, flatscreens, headphones, and home devices, the Samsung product portfolio can only be described as sprawling. But when it comes to influence, Samsung has an impressive degree of focus. Any conversation about that would begin with Samsung's flagship Galaxy phone series — not least because in 2024, Samsung's marketing strategy was every bit as ingenious as the designs themselves.

Over the course of the 2024 Paris Olympics and Paralympics, Samsung leveraged the unique storytelling potential of its own devices. First, it installed more than 200 Galaxy S24 Ultra smartphones on the 85 athlete boats taking part in the opening ceremony, enabling them to livestream the event and capturing the experience from athletes' POVs. Then there were the Victory Selfies: medalists were given the opportunity to capture their wins and emotions using the Galaxy Z Flip6 Olympic Edition given to them at the podium.

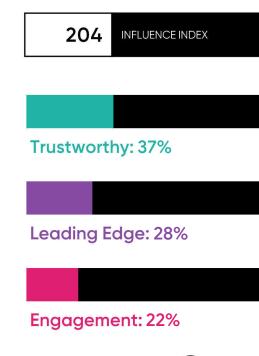
But Samsung didn't even stop at the athletes: As a partner for the games' wireless communications and computing needs, over 15,000 Galaxy devices were used by staff/volunteers at the game, "from "managing ticketing systems and stadium entry to facilitating event broadcasts." (Of course, Samsung didn't mind complementing these

strategies with a more conventional approach: 25 new athletes were sponsored by Team Samsung Galaxy in Paris 2024).

Beneath the ambitious campaigns, Samsung was also rolling out innovative new products – most notably, the Galaxy Ring, a discreet health-tracking wearable device powered by Samsung's Galaxy Al.

But despite its image as a Leading-Edge brand, Samsung's dedication to the user wasn't just about new products. As the conversation about "the right to repair" grew louder in 2024, Samsung partnered with Canada Post to enhance their customer repair services "by adding more choice, convenience, and flexibility with increased service drop-off locations."

Altogether, Samsung saw a significant increase in trust and brand relevancy in 2024, particularly among younger Canadians, — which contributed strongly to its influence.



TOP 10 BRANDS



In a year defined by economic volatility and shifting consumer behavior, Visa's empathetic messaging and forward-thinking investments in improvements to the customer experience reinforced its position as the standard-bearer in financial services.

Trustworthiness, needless to say, is essential to success in this sector – and Visa has it in spades. The brand's robust security measures and fraud prevention technologies have instilled confidence in Canadian consumers, particularly as digital transactions continue to dominate.

Visa also invested in fraud prevention and cardholder education, ensuring a safer and more secure experience for all parties involved. And throughout 2024, Visa worked harder to bring convenience and value to customers and clients, from longtime cardholders to those traditionally underserved by Canadian banks.

But in 2024, Visa also redoubled its efforts to bring value to Canadian consumers. Visa Infinite Privilege cardholders in Canada gained access to prime-time reservations at select Michelin-starred restaurants and popular local favorites in major Canadian cities like Toronto, Montreal, Vancouver, and Calgary through a new partnership between Visa and OpenTable. The partnership, which aims to provide premium benefits to Visa cardholders while also supporting restaurants by bringing new customers to Canadian small businesses, is expected to expand to over 500 restaurants in 34 cities by 2025.

All of Visa's initiatives in 2024 were supported by marketing that emphasized empathy. The "Power of Small Steps" campaign — bolstered by cameos from Pharrell Williams and other top-tier celebs — countered the myth of "overnight success" by looking at the hard work that stars put in before their big break. In doing so, it told a deeply relatable story about the small steps that can take us closer to our goals.

Influence, too, is built on years of commitment and consistency. In 2024, Visa reaped the benefits of this hard work.

206 INFLUENCE INDEX

Trustworthy: 45%

Leading Edge: 17%

Presence: 17%

TOP 10 BRANDS



Microsoft's name, a portmanteau of "microcomputer" and "software," may not have been among the most creative. But nearly five decades on, Microsoft is still one of the most dominant and creative businesses in the world. Luckily, Bill Gates had a knack for running a software empire, not just naming it — and Satya Nadella does, too.

With a successful pivot towards Al-driven innovation and cloud services, Microsoft has solidified its position as a leader in enterprise solutions while making steady inroads in consumer markets, thanks to a dizzyingly broad product ecosystem and a steadfast focus on innovation.

The company's Azure cloud platform has seen exponential growth, powering digital transformation for businesses across Canada. Microsoft's commitment to data sovereignty, demonstrated by its continued investments in Canadian data centers, has contributed to its Trustworthiness among enterprises and government entities.

Microsoft's investments in cutting-edge research and acquisitions have also kept the company at the forefront of Al integration. Copilot, now deeply embedded in Windows and Office applications, has become an indispensable tool for millions of individual users. (At this point, it even gets its own key on Windows 11 PCs).

The integration of these features into Microsoft 365 is revolutionizing productivity for Canadian businesses and individuals alike. Nearly 70% of Fortune 500 now use Microsoft 365 Copilot, Microsoft has claimed. And the

case studies are plentiful: Canadian Tire, for instance, says its use of Microsoft Azure Al <u>has saved their corporate employes up to an hour a day</u> – time they could then rededicate to growing their business.

But in 2024, Microsoft also worked to communicate these innovations through an empathetic lens. A Microsoft Super Bowl ad kicked off a global Copilot ad campaign which, above all, emphasized the human-to-human connection it facilitated. Meanwhile, the "Microsoft Al Tour" gave people around the world – including 3000 Canadians in Toronto – an opportunity to witness the power and potential of Al firsthand to connect and learn about Al.

And then, of course, there was the Microsoft Excel World Championships, a tongue-in-cheek esports competition, which saw Michael Jarman, a Toronto financial modelling specialist, become undisputed champion of spreadsheets.

Will Microsoft maintain its influence in 2025? Either way, bring on the pivot tables.

217 INFLUENCE INDEX

Leading Edge: 38%

Trustworthy: 35%

Engagement: 22%

TOP 10 BRANDS



As the streaming wars reached a détente in 2024, Netflix held onto its status as a cultural powerhouse. With a staggering 300 million users globally in 2024 — including 70 million monthly users on its adsupported plan — but as in years before, Netflix's reach extends far beyond raw viewership metrics, shaping conversations and curating content that resonates deeply with Canadian audiences.

Netflix's influence in 2024 was characterized by its ability to blend global content with locally resonant experiences. In June, the platform partnered with the Toronto Symphony Orchestra to celebrate the iconic scores of legendary Studio Ghibli composer Joe Hisaishi. Then, with a December 2024 event to promote a new season of the show, "The Diplomat," Netflix put Canadian politicians in the spotlight with a Q&A on international diplomacy and a behind-the-scenes look of Ottawa's corridors of power.

And however you land on the "golden age of TV" and sequel-itis, it's evident that Netflix's release of the <u>new season of Squid Game was another smash hit</u>. The South Korean thriller's latest installment became a cultural juggernaut, dominating water cooler conversations and social media chatter across Canada, further cementing Netflix's role as a unifying force in an increasingly fragmented media landscape.

Sports fans, too, were treated to an unexpected spectacle when Netflix secured the rights to stream the <u>highly anticipated Paul vs.</u> Tyson boxing match, marking the platform's bold entry into live sports broadcasting. Even with a few livestreaming hiccups, the move significantly expanded Netflix's influence beyond scripted content – a pivot supported by Netflix's decision to host the NFL's Christmas Day games, which signaled a strong intention to challenge traditional sports broadcasting networks and position Netflix as a potential one-stop shop for all forms of entertainment.

As Netflix continues to evolve, its influence extends far beyond ondemand television. It's shaping cultural discourse, influencing industry practices, and redefining what a streaming service can mean to Canadians. 230 INFLUENCE INDEX

Leading Edge: 32%

Engagement: 24%

Trustworthy: 23%

TOP 10 BRANDS



It's a simple slogan – but in 2024, "Save money. Live better" was a message that connected with the Canadian consumer. Indeed, Walmart is a bellwether in uncertain economic times, and in 2024, the retail giant's influence on Canadian consumers was undeniable.

Over the course of the year, Walmart Canada celebrated its 30th anniversary with a range of new promotions and deals that delivered everyday low prices to Canadians. Meanwhile, it unveiled its next-generation <u>flagship supercenter in Mississauga</u>, and eyed further expansions in Calaary and Toronto.

But Walmart's expansion wasn't limited to bricks and mortar. In 2024, the brand continued to build upon its vast network of superstores with an increasingly influential online store, finding a pitch-perfect balance between its physical footprint and its online presence.

This included highly successful new features like "Switch to Save," which enabled Canadians to save as much as 33% on groceries and other Walmart-brand goods. Walmart Canada also expanded its partnerships with Canadian brands on its Marketplace ecommerce platform. Like the retail giant's partnership with DoorDash Canada, this extended Walmart's reach into Canadians' homes, broadening the brand's reputation for convenience and everyday low prices beyond bricks and mortar. All the while, new partnerships with Disney+, Expedia, Spotify, Journie Rewards, and Fig Financial positioned Walmart as not just a retailer, but as a gateway to a broader range of consumer experiences in entertainment and lifestyle services.

Walmart isn't one to rest on its laurels behind the scenes, either. The retail giant's commitment to technological advancement took a significant leap forward with the introduction of <u>robots in two Ontario warehouses</u>, following the success of similar implementations in Calgary.

As Walmart continues to innovate across multiple fronts, from sustainability and technology to partnerships and services, its influence on Canadian consumers and the broader retail landscape only grows stronger.

234 INFLUENCE INDEX

Utility: 33%

Trustworthy: 26%

Presence: 17%

TOP 10 BRANDS



Two decades on, Facebook remains among the most influential brands in the Canadian marketplace. That attests to Meta's knack for innovating and reinventing itself in the face of changing user behaviors and regulatory shifts — and to the shrewd acquisitions that Zuckerberg and co. have made along the way.

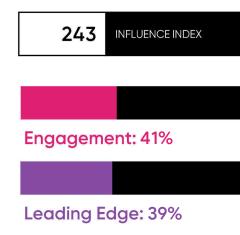
Despite the rise of newer and shinier platforms, the social media giant remains the digital town square for millions of Canadians. Between Instagram, WhatsApp, Threads, and Facebook itself, Meta's ability to connect communities remains its strongest asset.

But in 2024, Facebook's influence was amplified by a full-bore pivot towards Al-powered personalization and content curation. The platform's algorithms, already adept at predicting user interests, have transformed it from a mere social network into a hyperpersonalized information and entertainment hub. The gradual rollout of Al chatbots and assistants tailored to user needs have helped Meta retain an innovative image among consumers. Meanwhile, the company's opensource approach to the development of its LLaMA family of large language models - a rarity in an otherwise tightly guarded sector has earned it clout with industry insiders and researchers.

But this heavy focus on Al didn't mean Meta was calling it quits on its namesake metaverse. The company's investments in virtual and augmented reality, while still in their infancy, have positioned Facebook at the **Leading Edge** of the next digital frontier.

The Meta Quest headset has found a following among VR early adopters, but Meta's collaboration with Ray-Ban on a line of smart glasses has proved to be the real killer app for tech-savvy (and style-conscious) Canadians. In 2024, they rolled out new styles, video calling through WhatsApp and Messenger, and a "Vision" feature for hands-free, real-time information. And the biggest news on the VR front came in September, when Meta introduced Orion, a new prototype for next-generation augmented reality glasses.

Privacy concerns and misinformation, long-standing thorns in Facebook's side, persisted in 2024. But in a year when digital fatigue reached new heights, Facebook's ability to maintain its influence speaks volumes about its deep-rooted presence in Canadian digital life. Whether it can hold on to that position remains to be seen.



TOP 10 BRANDS

250



Apple products may be designed in Cupertino, but they're coveted by millions of Canadians.

In 2024, the tech titan maintained a **Leading-Edge** image, bolstered by the success of its M4 chips and rapid advancements in Al and AR technology. While the Vision Pro — the company's much-anticipated "spatial computing" headset — wasn't <u>quite a smash hit</u>, it signaled Apple's continued commitment to boundary-pushing innovation, and its intention to continue influencing how Canadians interact with digital content and productivity tools.

Meanwhile, Apple's commitment to artificial intelligence took center stage with the rollout of "Apple Intelligence" across its product ecosystem. This suite of Al-powered tools is transforming how Canadians interact with their devices, from revamped predictive text and message summaries, to emoji-generation tools that unlock users' creativity. But these new features were supported by Apple's emphasis on-device processing and user privacy in its messaging, which has resonated strongly with privacy-conscious Canadians.

In 2024, Apple released a number of new and revamped products, from the iPad Pro M4 to the iPhone 16. But for some time now, Apple's influence has gone beyond its sleek devices. Apple TV maintained its reputation for high-quality content among discerning audiences, while in the realm of music streaming, the battle between Apple Music and Spotify intensified, particularly after a Spotify Wrapped some saw as underwhelming.

For decades now, Apple has brought anodized-aluminum-alloy visions of the future to Canadians. Now, Apple's influence on Canadian consumers will determine its own future.

Leading Edge: 39%

Trustworthy: 26%

INFLUENCE INDEX

Engagement: 18%

TOP 10 BRANDS



From funny animal videos to crowdsourced video essays, YouTube remains perhaps the greatest realization of the promise of the early internet. But what's kept the Google-owned platform as one of Canada's most influential brands is its ability to change with the times.

From the rollout of livestreaming capabilities to the launch of YouTube Shorts, the YouTube platform has historically adapted quickly to shifts in viewership behavior — and moreover, used its influence to anticipate and direct users towards new uses. In 2024, that included "Playables," a new in-app gaming feature, available to users in the U.S., U.K., Canada, and Australia. The feature offers over 75 lightweight mobile games directly within the YouTube app, which YouTube hopes will increase user engagement and expand its offerings beyond video content. This move aligns with the popularity of gaming content on YouTube, which has generated billions of hours of watch time.

In 2024, YouTube also doubled down on its ongoing efforts to remove harmful content and establish credibility with a <u>new YouTube Health initiative to verify licensed doctors, nurses, and mental health professionals from across Canada, ensuring users have access to <u>safe and credible health information.</u> With Canadians increasingly relying on online platforms like YouTube for health information, it was a well-timed measure, and built upon existing partnerships with organizations like <u>The Ottawa Hospital</u> and <u>CAMH</u>.</u>

With the floodgates open to algorithmically generated content, YouTube may face new challenges around moderation and copyrighted content. It's taken a proactive approach both to supporting artists and to rolling out experimental Al tools. But the platform's support for human creativity — whether peddled by niche microinfluencers or bonafide celebrities like Mr. Beast — is what has made it more influential than ever.

286 INFLUENCE INDEX

Leading Edge: 30%

Engagement: 30%

Trustworthy: 23%

TOP 10 BRANDS



Don't take our word for it: take a walk down your street, look by the recycling bins, and you're likely to see a teetering stack of Amazon boxes.

Amazon, now in its thirtieth year, is all but ubiquitous in Canada, having reshaped Canadian's consumption patterns and discretionary spending in the image of its lightning-fast logistical network. In 2024, the e-commerce giant maintained its position as the second most influential brand in Canada, thanks to continuous innovation across multiple sectors.

Amazon's **Utility** remains unparalleled, driven by the convenience and efficiency of its e-commerce platform and the growing adoption of Amazon Prime services. The company's same-day delivery options, now available in more Canadian cities and powered by <u>over 46,000 employees nationwide</u>, have further integrated Amazon into the daily lives of consumers. Case in point: this year's Prime Day was Amazon's largest to date.

But in 2024, Amazon also doubled down on its investments in media and entertainment. That included the success found by <u>Prime Monday Night Hockey</u> — a uniquely Canadian slate of programming, well-positioning at the intersection of customer interests and advertising opportunities —and Amazon Prime Video's Canadian content productions. Together, they've cemented the company's cultural influence across the country.

2024 also saw the <u>launch of Rufus</u>, Amazon's prim-sounding Al shopping assistant, which the retailer hopes will "[ensure] users receive informative answers that simplify and enrich their shopping journey." These technologies have not only improved the shopping experience but have also enhanced Amazon Web Services (AWS), which continues to dominate the cloud computing market in Canada.

By working backwards from consumer needs to innovate products and experiences that they can't live without, Amazon has earned Canada's trust. That trust will play a critical role in whatever comes next for the brand.

368 INFLUENCE INDEX

Leading Edge: 24%

Trustworthy: 24%

Utility: 23%

TOP 10 BRANDS



No need to Google it: for the 13th consecutive year, Google is Canada's Most Influential Brand.

In 2024, the information superhighway's first superpower continued to influence nearly every aspect of digital life for Canadians, from search and productivity to artificial intelligence and cloud computing.

And Google was influential not just online, but on the ground. The company's cloud division has become a keystone of Canada's digital infrastructure, while its corporate presence in Canada has translated to a considerable economic impact. In September, Google estimated that it had helped to provide "over \$60 billion of economic activity for Canadian businesses, nonprofits, publishers, creators and developers."

In January, the company celebrated 20 years in Montreal, and shortly afterwards, invested in cybersecurity training in Quebec. A commitment to addressing pressing societal issues, with initiatives in digital literacy, cybersecurity education, and support for Canadian businesses in their digital transformation journeys, all contributed to its strong influence.

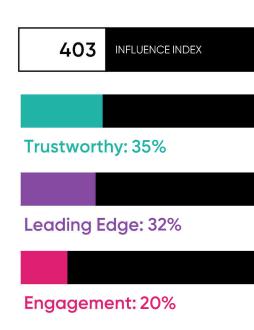
All the while, Canadians continue to rely on Google's suite of products for purchases, productivity, procrastination, and everything in between.

But the biggest shift? In 2024, Al wasn't on the horizon: it had arrived.

Google's **Leading-Edge** status has been reinforced by its groundbreaking advancements in AI and machine learning. The company's AI models, including the latest iterations of its Gemini AI, have pushed the boundaries of what's possible in natural language processing and multimodal AI capabilities. These technologies have been swiftly and seamlessly integrated into Google's core products, enhancing user experiences across search, Gmail, Google Workspace, and Android devices.

As people around the world find new uses for Al and machine learning, Google has an opportunity to connect with Canadians in new ways. But the proliferation of Al-driven alternatives is also the first serious challenge to Google's search monopoly in years.

Time will tell what comes next. But in 2025, the question isn't just how Google will impact Canadians' online existence. It's how these innovations will influence every aspect of Canadians' lives.



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TAKEAWAYS

What should you take away from MIB #14

With 2024 receding in the rear-view mirror, what can we learn from Canada's Most Influential Brands?

For some time, we have seen an increased pace of innovation and investment in artificial intelligence. But in 2024, Al wasn't around the corner, it was here.

2024 saw widespread adoption of Alpowered tools, from chatbots and agents to search engines and image generators. Not a single influential brand on our list has failed to use these technologies to improve their customer experience and extend their influence on Canadians.

With these AI innovations practically omnipresent, an AI-powered future seems all but inevitable. But AI comes with a hefty technological and financial price tag, and it remains to be seen as to whether brands can effectively commercialize and monetize these tools.

Over the last half-decade, we have paid close attention to the increasingly interlinked nature of influence. But in 2024, brands doubled down on building mutually beneficial partnerships, from sponsorships to collabs and co-branded products. It's more than a noteworthy trend. File under frenemies.

Canadians certainly demanded value from brands in 2024. But this time around, value didn't just mean finding a bargain.

In an age inundated with social, cultural, and economic stressors, a customer's expectation of a brand is increasingly multifaceted. From brand experiences that fill Canadians' emotional needs, to products that help Canadians live healthier lives, value wasn't just about the price tag in 2024: it was about the entire scope of brand influence.

Al was just one of many global forces, from geopolitical conflict to economic instability, that affected Canada in 2024. And in times like these, Canadian consumers begin to look inwards - that is, to Canadian brands. Global megabrands may still lead our Top 10 list, but we are starting to see heightened levels of trust confidence Canada-based and in brands. We may be seeing some level of expectation in Canada that Canadian brands need to look after their own. Will they? This will clearly be an issue for MIB#15

No takeaway is complete without the simple reminder that all brands must be familiar with the context within which they operate. To do otherwise is folly.

And as brands look ahead to 2025, these attributes – Trustworthiness, Engagement, Corporate Citizenship, Presence, being Leading Edge, Utility and Empathy – are what will enable them to make a difference and a profit.

ABOUT

ABOUT THE AUTHOR



Steve Levy
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@levysteveipsos

Early Life

Born, educated and worked in the U.K. for the first half of his existence.

Career

Sales (Xerox U.K.), Brand Management (Mars U.K.), Research (ACNielsen – Asia, NPD Canada), before a sale to Ipsos in 2002.

Giving Back

Board member – Canadian Marketing Association, Judge for the Young Lions and board member – Earth Rangers Foundation.

Today

Ipsos (many roles). Author of (among other things) the Most Influential Brand study – Globally. The Digital Marketing Pulse (15 years), Developing the Long Middle story. Frequent public speaker.

Personal

Hair – it is an **all** or none issue. Eyewear is a big deal. Avid golfer and tennis player. BIG on hot weather.

Loves a great hamburger and fries. Father of two daughters + has the best lifetime partner.

Honour

Canadian Marketing Association lifetime achievement award 2020: https://youtu.be/Mvjt0yRCqXM

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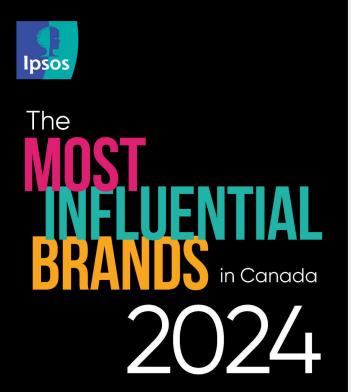
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Pur 214 Cluence wasn't about being identifiable – it was about being indispensable.

The last 12 months brought us socioeconomic shakeups, cultural breakthroughs, a cost-of-living crisis, and an Al arms race that could fundamentally transform what it means to be human (let alone Canadian.)

But when Canada is in flux, influential brands are in their element.

Our 2024 Most Influential Brands in Canada have the power to inspire trends, break with tradition, and make a difference. From Victoria to St John's, they make consumers open their hearts, minds, and yes, wallets.

For these brands, influence is more than their share price, their share of voice, or even their market share.

Whether they're a supermarket or a search engine, the brands that are truly influential are those that have woven themselves into the fabric of

everyday bja. The yyngerstood canadians' preferences and perspectives, from the ways they spend their money to the ways they spend their time. And this enables them to deliver real value while living up to Canadians' values.

How do they do it?

This year's MIB report breaks down how Canada's Most Influential Brands leveraged seven key dimensions — Trustworthiness, Engagement, being Leading Edge, Corporate Citizenship, Presence, Empathy, and Utility — to secure their positions in a competitive marketplace and connect with an increasingly diverse and sophisticated consumer base.

As we look to the future, it's clear that the race for influence is far from over – and the next big leap could come from unexpected quarters of the Canadian marketplace.

Steve Levy, Ipsos Canada





2024 marks the **14th consecutive year** of the study and the results will be unveiled in February 2024 at the Ipsos Most Influential Brands event.

Each year Ipsos studies **over 100 brands** that spend the most on advertising in Canada on an annual basis and ranks their influence.

2024 TOP 10 MOST INFLUENTIAL BRANDS IN CANADA

1 GOOGLE

2 AMAZON

3 YOUTUBE

4 APPLE

5 FACEBOOK

6 WALMART

7 NETFLIX

8 MICROSOFT

9 VISA

10 SAMSUNG

2024 TOP 3 MOST INFLUENTIAL BRANDS BY GENERATION





MILLENNIALS

GOOGLE AMAZON YOUTUBE



GEN X

GOOGLE

AMAZON

APPLE





THE **MOST INFLUENTIAL BRANDS** IN CANADA 2024



DID YOU KNOW

This is an annual study that has been conducted since 2010.

Findings will be released in February 2025 at an event hosted by Ipsos and our partners The Globe and Mail, Publicis and CMA.

Subscriptions to the study are available to understand your brand vis-à-vis the competitive category set.

Customized Reports review the drivers of influence for your brand, as well as performance on all measures included in the study. Additional analytics are available at an incremental cost.

Subscriptions include a management presentation customized to include your brand and your competitors.

Customized reports will be available starting at the end of February.

SUBSCRIPTION PRICE: \$22,000 for 8 brands

+\$1,000 for each brand beyond 8

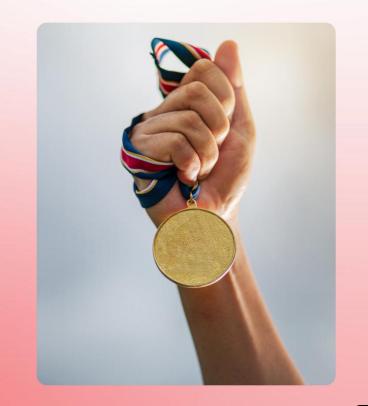
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Exhibit 45 to the Cross-Examination of Laura Pearce

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Leger Syndicated Reputation Study Top Ten Rankings 2015-2025

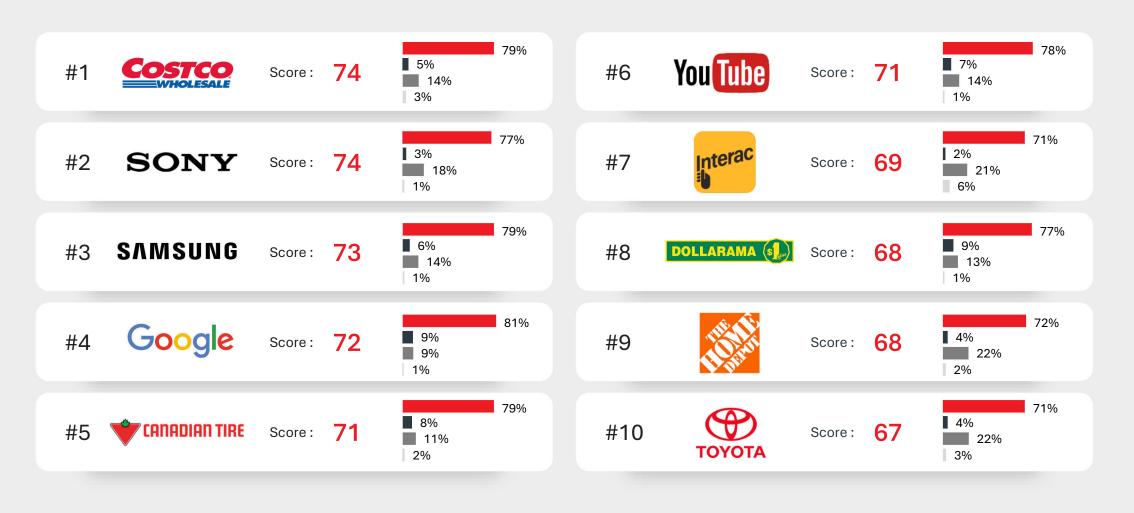






Good opinion

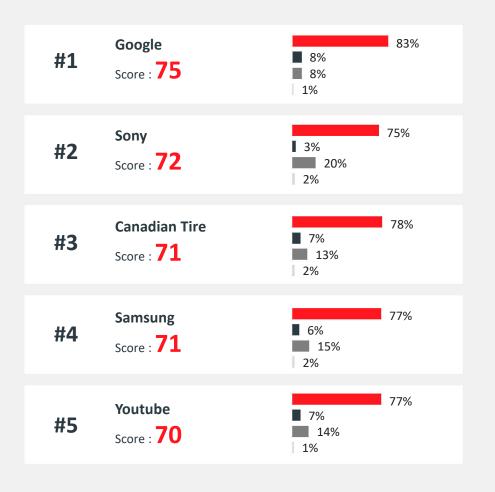
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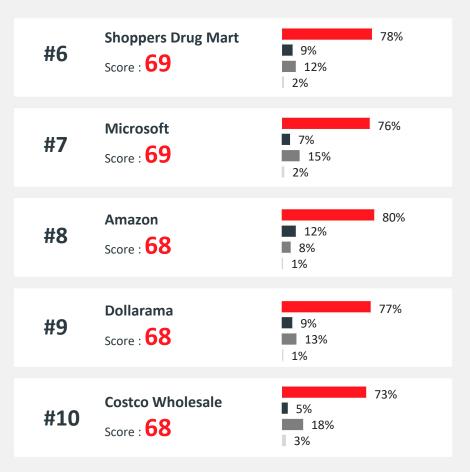


Does not know enough

Does not know at all

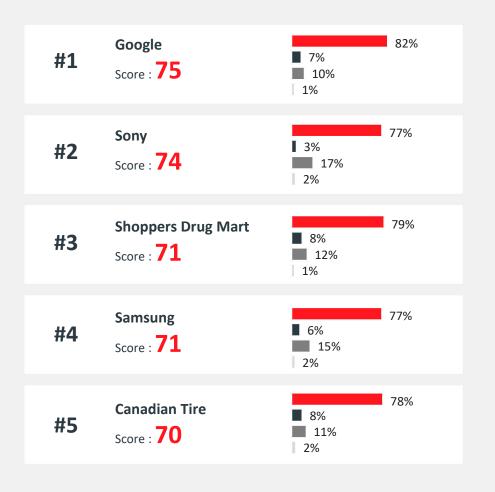


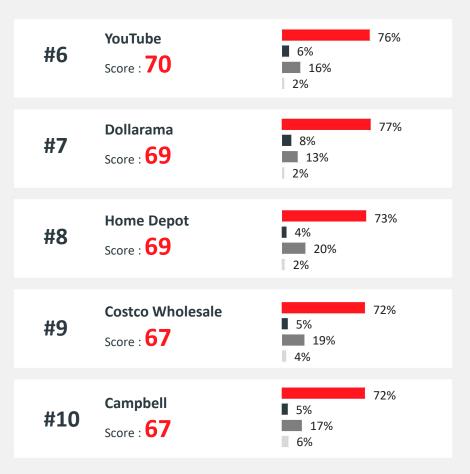






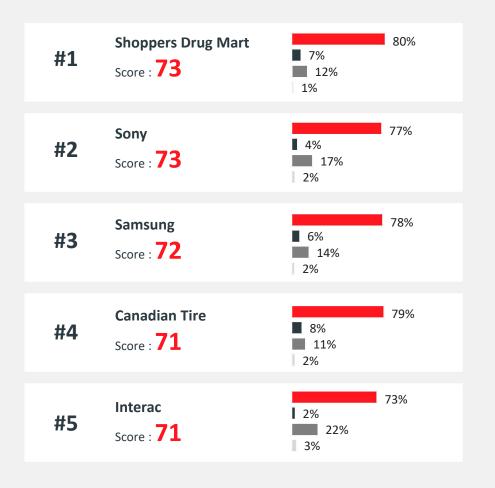


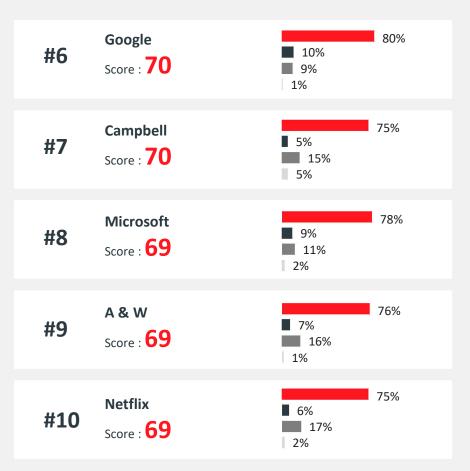






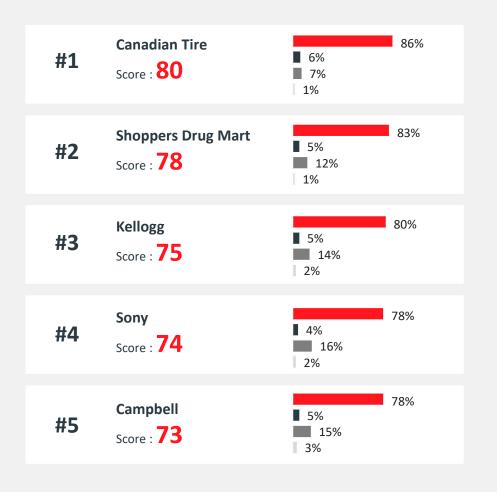


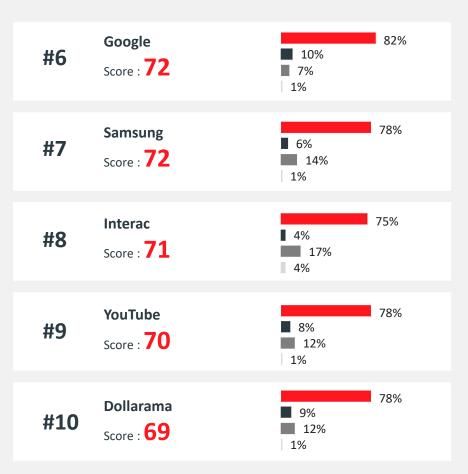




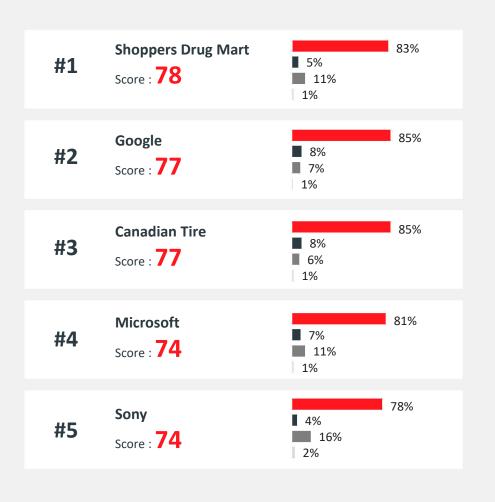


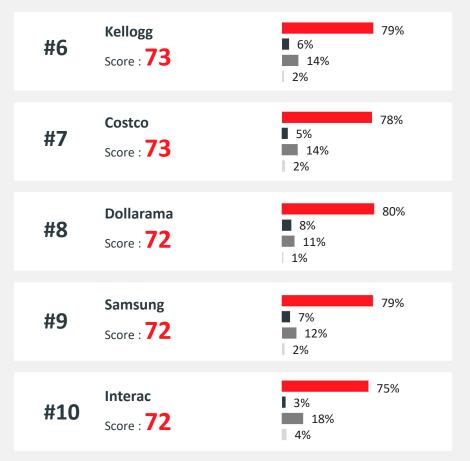


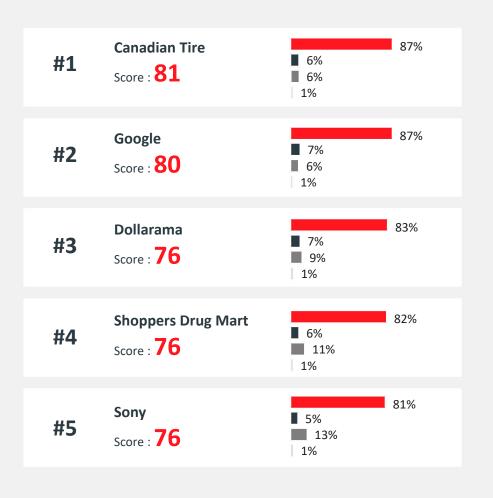


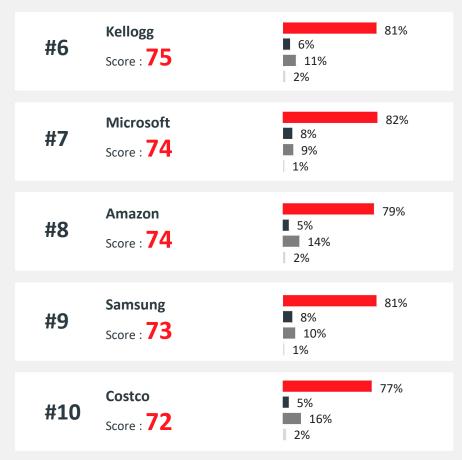


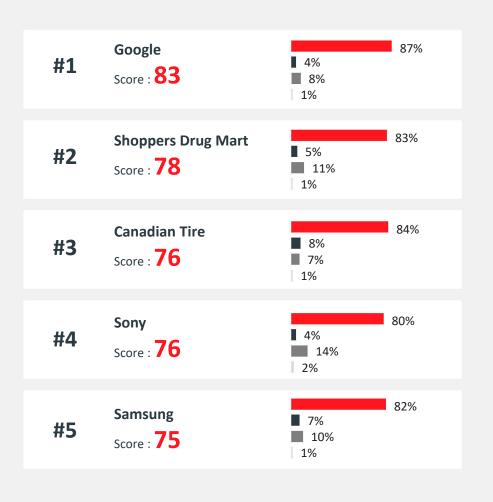


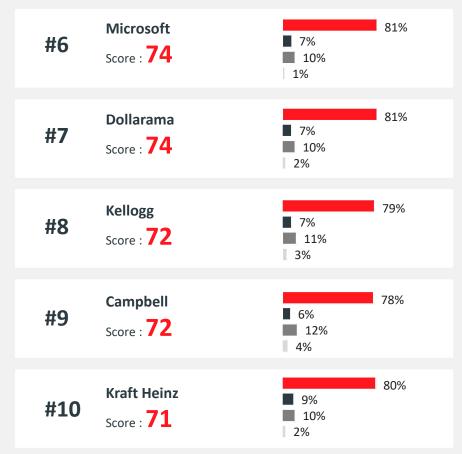


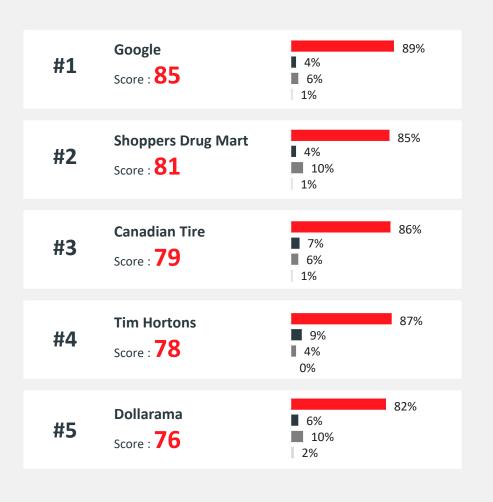


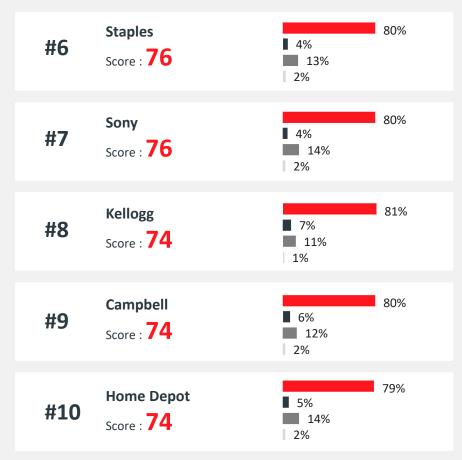


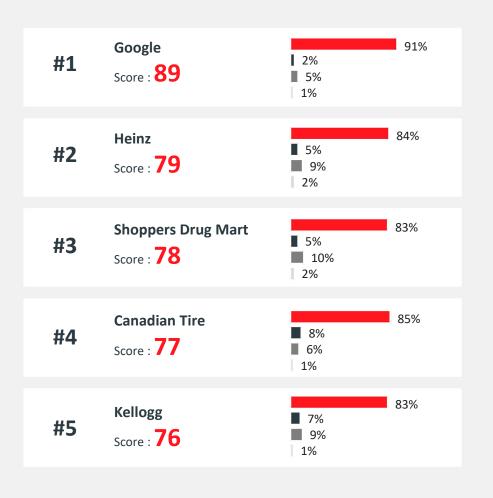


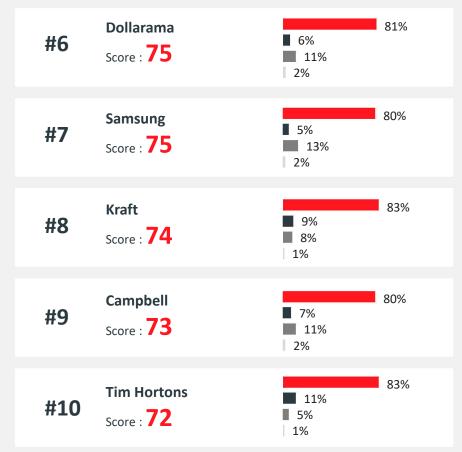


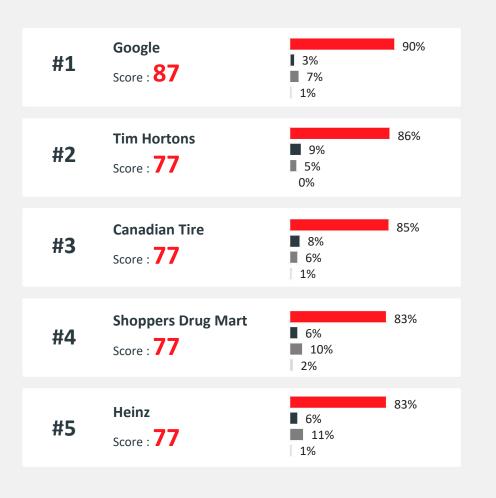












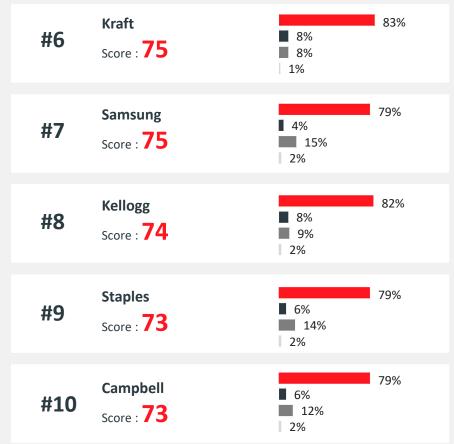


Exhibit 46 to the Cross-Examination of Laura Pearce

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<u>Google's Ranking in Canada's Most Admired Companies - Leger</u> <u>Study (2015-2025)</u>

Year	<u>Leger Rank</u>
2015	1
2016	1
2017	1
2018	1
2019	2
2020	2
2021	6
2022	6
2023	1
2024	1
2025	4

Exhibit 47 to the Cross-Examination of Laura Pearce





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PUBLIC

2025 Edition

n. – 1325-75 Middle English *reputacioun* < Latin *reputātiōn*-(stem of *reputātiō*) computation, consideration.

1. [The only study that provides a complete sector analysis of reputation for 326 companies in Canada.]









Editorial

In a landscape where consumer trust can be won or lost in an instant, a sturdy and resilient corporate reputation has never been more crucial. Reputation is a dynamic and evolving asset that companies must actively manage.

Whether navigating pricing controversies, consumer expectations, or technological shifts, businesses that proactively address concerns and adapt to public sentiment will be best positioned for long-term success. The insights from this year's study, and everything that has transpired in 2025 so far, underscore the need for organizations to remain agile, transparent, and attuned to the expectations of an ever-evolving marketplace.

January 20, 2025, not only marked the end of data collection for our *Reputation 2025* study but also the inauguration of Donald J. Trump for a second term as President of the United States. Due to the uncertainty since Trump took office, we went back into field, to capture the most up to date perceptions, and any major fluctuations.

Throughout 2024, Canadians' thoughts were dominated by perceptions of an economy in poor shape, and specifically considered housing affordability, healthcare, inflation, immigration, and taxes to be their primary issues. They continued to worry about their savings, the value of their investments, being able to pay their bills, and more. Frustration with the government and perceived lack of follow through on these issues contributed to Canadians looking to corporations who align with their values to help fill that gap.

2024 was a breakthrough performance for Costco. While they have appeared in the top 10 several times since 2019, they are in first place for the first time ever.

This is likely influenced by their fair pricing, prioritization of customer satisfaction, and social responsibility. But as you will see later, even Costco's reputation is not immune to fluctuations in today's market. Behind Costco, Sony, Samsung, Google, and Canadian Tire found themselves in the top 5 of 2025. Rounding out the remaining top 10 are YouTube, Interac, Dollarama, Home Depot, and Toyota. While the top 10 doesn't include any newbies, it has been several years since Toyota made an appearance on this list.

Notable Gains

- Air Canada (+8 points) and Sunwing (+6 points) benefited from improved services and regained stability in customer experience.
- **Huawei's** +8 point reputation rebound in Canada may be driven by fading public memory of past controversies, a quieter media presence, and renewed perceptions of innovation following its tech breakthroughs in China.
- Ford (+7 points), Subaru (+6 points), and Mazda, Toyota, and Volkswagen (+5 points) all saw notable reputation gains in Canada thanks to their EV momentum, strong alignment with Canadian driving needs, improved vehicle availability, and consumer trust in their quality and reliability during uncertain times.

Notable Declines

- Canada Post (-45 points) recorded the largest drop. Undoubtedly, the strike from November to December 2024, combined with other negative media attention such as its current financial state, service issues and struggles with its sluggish digital transformation, significantly eroded public impression.
- **Boeing** (-26 points) remains deeply affected by lingering concerns over aircraft safety, news of its corporate challenges involving senior leadership and operations.





Editorial - Continued

And then, Trump took office...and we started tracking

In the hours, days, and weeks that followed Donald Trump's inauguration, a wave of executive orders, hardline speeches, and new tariff barriers ignited trade tensions with Canada, plunging bilateral relations into a climate of economic and diplomatic instability. And Leger has been studying this closely with our weekly Trump Tariff tracker. One thing is increasingly clear: people are choosing Canadian over American where they can; over two-thirds have decreased their purchases of American products (71% in store and 67% online) and are less likely to travel to the United States this year (71%).

Over half of Canadians (54%) said their opinion of American companies had worsened since the Trump administration introduced the new tariff measures. This isn't just a momentary fluctuation in brand image — it's a real shift in public sentiment, driven by a polarized political context.

So what does this mean for corporate reputation?

In response to this new economic and political reality, we returned to the field between March 21 and 24, 2025, to re-measure the reputation of about 50 companies — nearly half of them American. This second reading — compared to the initial *Reputation 2025* results — reveals the direct and tangible impact of this context on public opinion in Canada.

General Anti-American Sentiment in shows, frappuccinos and Big Macs

• **Netflix**: Netflix's score dropped 27 points, with their price increases coming at the wrong time, as Canadians are already less inclined to support American companies and are feeling the economic pressure. As many as one-in-five have already cancelled subscription streaming services, such as Netflix, Disney+, and Prime.

- McDonalds & Starbucks: In addition to reputations in this industry suffering overall, in line with the movement to keep dollars in Canada, McDonalds & Starbucks both suffered 22-point drops in their reputation scores.
- Costco: Even Costco lost its footing slightly (-11), with possible contributing factors being a class action lawsuit filed in 2025 alleging Costco Canada charged higher prices online compared to in-store, and the fact that Canadians are trying to buy more local and keep their dollars within Canadian-owned businesses.

Affiliations with Trump: Friends of Trump are no friends of Canadian consumers

• Tesla, Meta, Amazon, Google: Companies closely affiliated with Trump and the Trump administration have suffered drastic drops, with Tesla dropping 42 points. Meta (-28), Amazon (-29), and Google's (-16) contributions to Trump's inauguration fund, and the scaling back, or discontinuation of, DEI initiatives ahead of Trump's inauguration, likely played a significant role.

•Coca Cola: Coca Cola, a brand seen as a symbol of American culture, suffered a 24-point drop. Coca-Cola's reputation among Canadians was likely not helped with the coverage of their CEO hand-delivering a personalized diet coke bottle to Trump before his inauguration.





Editorial - Continued

Supporting Canadian: What's in a name? Canadian pride.

•Canada Post: Despite challenges faced with the labour strike, and the resulting impact on its reputation, Canadians have changed their tune, and Canada Post's reputation score increased by 24 points since January alone.
•Canadian Tire: While not as impressive as other Canadian companies, Canadian Tire saw its score rise 4 points since January. Reputation 2025 reminds us that beyond economic performance, the long-term success of brands depends on their ability to build and maintain an authentic, strong relationship with their audiences. Trust remains, more than ever, an essential strategic asset.

As geopolitical and economic pressures grow, Canadians are putting **Canada first** — prioritizing homegrown values, products, and companies. But that doesn't mean **American brands will disappear**. There will always be room for U.S. brands to succeed in the Canadian market — **however**, **in the current political environment they will likely need to work harder at showing their appreciation for the Canadian Consumer**. That starts with **transparency**, a deep **understanding** of the Canadian market and consumer, and a clear **appreciation** of the value of Canadian consumer patronage.

Lisa Covens

& Covers

Senior Vice-President

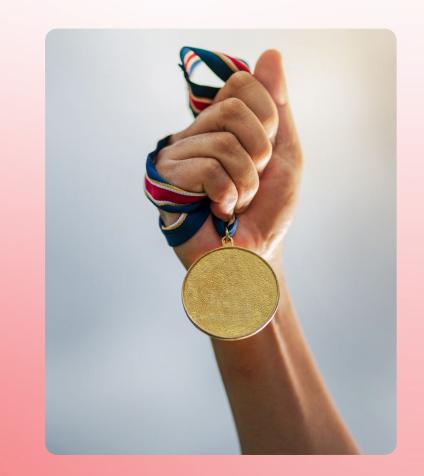
Andrew Francisco

Andrew Enns
Executive Vice-President



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2025 Ranking – Canadians' 10 Most Admired Companies

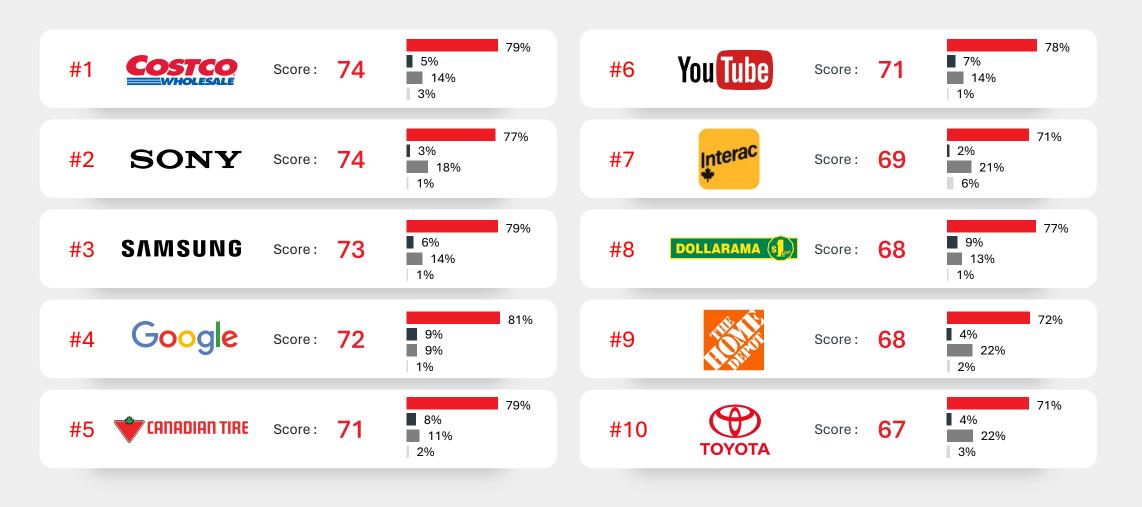






Good opinion

Bad opinion



Does not know enough

2025 Ranking – Champions by Sector in Canada







Champion by sector in Canada – 2025 edition

Canada ranking	Company	Sector	Canada ranking	Company	Sector
1	Costco	Mass Merchandisers/Department Stores	52	National Hockey League (NHL)	Professional Sport League
2	Sony	Electronic/Technology	53	Sobeys	Groceries/Convenience
4	Google	Web/Social Media	57	Jamieson	Pharmaceutical
7	Interac	Bank/Credit	61	CBC/Radio-Canada	Media
8	Dollarama	Discount stores	69	Esso	Energy
9	Home Depot	Home improvement	80	Johnson & Johnson	Large companies
10	Toyota	Automobile	92	Telus	Telecom
13	Shoppers Drug Mart	Drugstores	96	RE/MAX	Real Estate
16	Kraft Heinz	Food industry	102	VIA Rail	Transport
26	FedEx	Shipping	112	Molson Coors	Breweries
30	A&W	Restaurants	116	Cascades	Pulp-Wood
31	Cineplex	Entertainment	148	Deloitte	Accounting and Management firms
33	CAA	Insurance/Finance	153	Airbus	Industrial Companies
36	Chapters Indigo	Bookstore-music-craft	225	Aurora Cannabis	Cannabis producers
39	Marriott	Hospitality	273	LoyaltyOne	Loyalty

2025 Ranking – Canada





2025 Canadian Ranking

#	Score	#	Score	#	Score
1 → Costco	74	21 Honda	62	41 Hilton	53
2 → Sony	74	22 Netflix	61	42 General Mills	52
3 Samsung	73	23 Kellogg	61	43 RONA	52
4 → Google	72	24 Best Buy	61	44 Home Hardware	52
5 Canadian Tire	71	25 McCain Foods	61	45 Ocean Spray	52
6 YouTube	71	26 → FedEx	61	46 Danone	52
7 → Interac	69	27 Maple Leaf Foods	60	47 HomeSense	52
8 → Dollarama	68	28 Winners	60	48 Walmart	51
9 → Home Depot	68	29 Mark's	60	49 Subway	51
0 → Toyota	67	30 → A&W	59	50 Sheraton	51
1 Staples	66	31 → Cineplex	58	51 Tim Hortons	50
2 Microsoft	65	32 Purolator	58	52 → National Hockey League (NHL)	50
3 → Shoppers Drug Mart	65	33 → CAA	58	53 → Sobeys	49
4 IKEA	65	34 Apple	57	54 Nestlé	48
5 Amazon	64	35 Panasonic	57	55 Wendy's	48
6 → Kraft Heinz	64	36 → Chapters Indigo	56	56 Dell	48
7 Visa	63	37 UPS	55	57 → Jamieson	48
8 Campbell	63	38 Cirque du Soleil	55	58 Coca-Cola	47
9 LG	63	39 → Marriott	55	59 Giant Tiger	47
0 Mastercard	62	40 Michael's	54	60 PepsiCo	46

[→] First company in their sector





2025 Canadian Ranking

#	Score	#	Score	#	Score
1 → CBC/Radio-Canada	46	81 Mazda	40	101 Nissan	35
2 Paypal	44	82 Nespresso	40	102 → VIA Rail	35
3 Just For Laughs	44	83 Davids Tea	40	103 Major League Baseball (MLB)	35
4 IBM	44	84 Shell	39	104 Westin	35
5 Dare Foods	44	85 RBC Royal Bank	39	105 Bank of Montreal (BMO)	34
6 Kijiji	43	86 Delta	39	106 Reitmans Canada Ltd	34
7 Subaru	43	87 CIBC	38	107 Instagram	33
8 Saputo	43	88 L'Oréal	38	108 eBay	33
9 → Esso	42	89 Boston Pizza	37	Toronto International File	n 33
The Hudson Bay Company (Hbc)	42	90 Pfizer	37	Festival (TIFF) 110 Burger King	32
1 Keurig	42	91 Canadian Football (CFL)	League 37	111 LinkedIn	32
2 Sun Life	42	92 → Telus	36	112 → Molson Coors	32
3 Hewlett-Packard	42	93 Scotia Bank	36	113 WestJet	31
4 Marshalls	42	94 Circle K	36	114 Hyundai Auto	31
5 McDonald's	41	95 Procter & Gamble	(P&G) 36	115 National Basketball Association (NBA)	30
6 Petro-Canada	41	96 → RE/MAX	36	116 → Cascades	30
7 Manulife	41	97 Canada Life / Grea	t-West 36	117 Ford	29
8 Blue Cross	41	98 RONA+	36	118 General Motors (GM)	29
9 Bayer	41	99 TD Bank	35	119 Sephora	29
0 → Johnson & Johnson	40	100 Volkswagen	35	120 DHL	29

[→] First company in their sector





#		Score	#		Score	#		Score
121	Enterprise	29		Air Transat	23	 161	Lee Valley	19
122	Professional Women's Hockey League (PWHL)	29	142	National Bank of Canada	23	162	DeSerres	19
123	Sleeman Breweries	29	143	Olymel	23	163	Bombardier	18
124	Biscuits Leclerc	29	144	Eventbrite	23	164	Toronto Star	18
125	Moderna	28	145	MEC	23	165	belairdirect	18
126	Labatt	28	146	Century 21	22	166	Intelcom	18
127	Canadian National (CN)	28	147	Hertz	22	167	Canpar	18
128	Lowe's	28	148 →	Deloitte	22	168	Grand & Toy	18
129	Starbucks	26	149	Moosehead	22	169	Allstate	17
130	Intact Insurance	26	150	Weston	21	170	Ubisoft	17
131	President's Choice Financial	26	151	Desjardins Insurance (Life Health Retirement)	21	171	ALDO Group	17
132	SC Johnson	26	152	Tangerine	21	172	Merck	17
133	Unilever	26	153 →	Airbus	21	173	Pratt & Whitney	17
134	Royal LePage	26	154	Porter	21	174	Abbott	17
135	Canadian Pacific	25	155	Kia	20	175	Canada Post	16
136	Facebook	24	156	Major League Soccer (MLS)	20	176	Suncor Energy	16
137	Air Canada	24	157	Kruger	20	177	Domtar	16
138	Second Cup	24	158	Blackberry	19	178	KPMG	16
139	The Co-operators	24	159	Enbridge	19	179	Bristol-Myers Squibb	16
140	Agropur	24	160	Wealthsimple	19	180	GlaxoSmithKline	16

[→] First company in their sector





#		Score	#		Score	#		Score
81	Okanagan Cider	16	201	Novartis	13		Economical Insurance	9
82	Grant Thornton	16	202	Sandoz	13	222	Teva	9
83	Imperial	15	203	Adrien Gagnon	13	223	Laurentian Bank of Canada	8
84	Wawanesa Insurance	15	204	Canadian Natural Resources Limited (CNRL)	12	224	Moneris	8
85	Siemens	15	205	Resolute Forest Products	10	225 →	Aurora Cannabis	8
86	Green Shield Canada	15		(AbitibiBowater)	12	226	Canopy Growth	8
87	PricewaterhouseCoopers	15	206	Janssen	12	227	Transcontinental	8
88	(PwC) Steam Whistle	15	207	Baxter	12	228	Sonnet	8
			208	Novo-Nordisk	12	229	Alcoa	8
89	Roche	15	209	Rogers	11	230	Allergan	8
90	Exceldor	15	210	Shaw Communications	11		Sanofi Group in Canada	
91	Chrysler	14	211	HSBC Bank Canada	11	231	(pharma, Pasteur, Genzyme and Merial)	8
92	Capital One Canada	14	212	Rio Tinto Alcan	11	232	Ricardo Media	8
93	Amex Canada	14	213	Beneva	11	233	Pharmascience	8
94	Ernst & Young	14	214	Eli Lilly	11	234	CAE	8
95	Industrial Alliance, auto and home insurance	14	215	Apotex	11	235	Bell	7
96	Fortis	14	216	Bausch Health	10	236	Ace Hardware	7
97	Group Germain Hotels	14	217	Lassonde	10	237	Neo Financial	7
98	AstraZeneca	13	218	Bell Media	9	238	Equitable Life of Canada	7
99	Sutton Group	13	219	Questrade	9	239	Tembec	7
200	Lester's	13	220	CGI group	9	240	TC Energy	7

[→] First company in their sector





#		Score	#		Score	#		Score
241	Bimbo	7	261	GroupHEALTH	5	281	Merz	4
242	Three Times a Day	7	262	Medavie	5	282	Gilead Sciences	4
243	Equitable Bank	7	263	Boston Consulting Group (BCG)	5	283	JAMP Pharma	4
244	Alcon	7	264	SCA	5	284	Advanz Pharma	4
245	Power Corporation of Canada	6	265	Pomerleau	5	285	UCB	4
246	Syncrude	6	266	Boehringer Ingelheim	5	286	Organon	4
247	Koho	6	267	Galderma	5	287	Shire	4
248	Pattison Outdoor	6	268	Celgene	5	288	Postmedia	3
249	Farm Credit Canada (FCC)	6	269	Polestar	4	289	Rivian	3
250	GLS Canada	6	270	McKinsey	4	290	The Flowr Corporation	3
251	Lactalis	6	271	Barrick Gold	4	291	Lucid Motors	3
252	Biogen	6	272	Nova Bus	4	292	Cronos Group Inc	3
253	LEO Pharma	6	273	→ LoyaltyOne	4	293	The Green Organic Dutchman Holdings	3
254	AbbVie	6	274	HEXO Corp	4	294	Namaste Technologies Inc	3
255	Sunwing	5	275	CannTrust Holdings Inc	4	295	Mera Cannabis Corp.	3
256	Irving Oil	5	276	Vivo Cannabis Inc	4	296	Newstrike Brands	3
257	Cenovus Energy	5	277	The Supreme Cannabis Company Inc	4	297	Indochino	3
258	Accenture	5	278	OrganiGram Holdings Inc	4	298	Humania Assurance	3
259	Alstom	5	279	Turo	4	299	ivari	3
260	Tilray	5	280	TMX Group	4	300	Sollio Cooperative Group	3

[→] First company in their sector





#		Score	#
301	Paladin Labs	3	321
302	Aimia	3	322
303	Astellas Pharma	3	323
304	Amgen	3	324
305	Takeda	3	325
306	CSL Behring	3	326
307	Kinder Morgan	2	
308	Aphria	2	
309	Emera	2	
310	Decibel Cannabis Company Inc.	2	
311	BrightDrop	2	
312	Emma	2	
313	AtkinsRéalis	2	
314	Lundbeck	2	
315	Auxly Cannabis Group Inc	1	
316	VMedia	1	
317	Statoil	1	
318	Purdue Pharma	0	
319	Meta	-1	
320	Boeing	-2	

	Score
Snapchat	-2
Tesla	-6
Huawei	-10
Ticketmaster	-11
TikTok	-19
X	-19
	Tesla Huawei Ticketmaster TikTok

[→] First company in their sector

Methodology





Methodology

A positive reputation is critical to your success because it pulls in customers, top talent, and investors. A negative reputation can erode your brand's value.



French- and English-speaking Canadians, aged 18 or over.

Companies surveyed

In total, 326 companies from 30 business sectors were assessed to adequately represent the players in the various business sectors surveyed.

Sample

Each company was evaluated by approximately 2,100 respondents. To limit the duration of the questionnaire, the total number of companies grouped by sector was split into 16 blocks of about 20 companies. In total, Leger conducted 38,616 interviews as part of this study.

Data collection

The study was conducted online. Respondents were randomly selected from Leger's Internet panel, a panel representative of Canada's population which includes more than 400,000 members across the country. The survey was accessible through a hyperlink and a unique access code inserted into an email that was sent to the panellists targeted for the study.

Collection period

Data collection was conducted from November 14th, 2024 to January 20th, 2025.

Weighting and representativeness

To ensure that the sample is representative of the entire adult population of Canada, raw data was weighted according to the actual distribution of the population based on gender, age, regions, level of education, the presence of children in the household and mother tongue.

The results are weighted using data from Statistics Canada's latest available census.



Margin of error

As a comparison, a probability sample of this size (n=2,100) would have a margin of error of +/- 2,1% with a confidence interval of 95% (19 times out of 20).



REPUTATION RESULTS 2025

Canada

If you have any questions, please do not hesitate to contact our team.



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Exhibit 49 to the Cross-Examination of Laura Pearce

8/15/25, 1:08 PM

Corporate Reputation Takes a Hit in 2025 - Leger





Corporate Reputation Takes a Hit in 2025

June 10, 2025

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Reputation Study 2025

Political instability, trade tensions, strikes... In 2025, corporate reputations are more fragile than ever, and several major players have lost their feathers in the eyes of the public.

According to Leger's Reputation study, the reputation of nearly one in three companies has been damaged in the past year.

In Canada, consumers are more demanding, more critical and quicker to punish. However, several factors may explain these changes in behaviour.

The data presented as part of the 28th edition of the Reputation study provide an overview. Why this erosion? What factors explain these variations? And, above all, what do companies need to remember to maintain public trust and gain goodwill?

Let's look at the situation.



Contact us →

Inflation, Geopolitical Turmoil and Strikes Damage the Reputation of Several Companies

In an age where everything is played out in real time on social platforms, public trust is no longer earned by slogans. It's built and lost quicker than ever.

In light of the study's findings, we can see a gradual erosion of the bond of trust between the Canadian public and businesses.

A multitude of factors, which go far beyond the quality of the products or services offered by companies, seem to be at the root of this transformation.

Rather, it's a symptom of the stormy, tense geopolitical climate that has taken hold worldwide in recent months.

External factors directly influencing perception of companies:

- Inflation persists
- · Public service strikes
- Worsening housing crisis
- Donald Trump returns to the US presidency (January 2025)
- · Confidence in institutions in free fall

2025: A Year of Historic Decline

In 2025, brand reputation is more vulnerable than ever. The Reputation study recorded the lowest overall score in its 28-year history, a 3-point drop from its previous edition.

"Nearly one company in three has seen its reputation decline this year. This is no coincidence. We're no longer just talking about a drop in performance, but a climate in which public opinion is becoming much more volatile, even distrustful", stated Éric Chalifoux, Senior Advisory Director at Leger.

Such a huge drop could be attributed to the poor performance of major players, such as Canada Post, which has gone through a drop of 45 points compared to last year. Of course, the strike in the fall of 2024 and all its consequences had a significant impact on its performance.

Other companies that saw notable declines include:

- Boeing (-26 pts): Renewed safety concerns surrounding the 737 Max model, coupled with recent leadership changes.
- **TikTok (-9 pts):** The app was banned in the U.S., with potential for future bans, fueling uncertainty and damaging the brand's reputation.
- Tim Hortons (-8 pts): Ongoing criticism of product quality and consistency, along with growing public dissatisfaction with the brand's overall direction.
- Lowe's (-7 pts): The brand underwent a transition in 2024, which may have negatively influenced customer perception.

The Trump Effect: American Brands See Their Reputation Scores Take a Nosedive

The return of Donald Trump to the presidency of the United States also marked a turning point. His isolationist statements and policies, including the imposition of new tariffs, quickly strained relations with Canada.

This geopolitical shift prompted Leger to conduct a new survey in late March 2025 to reassess the reputation of some 50 major companies, including several American ones.

Unsurprisingly, the trade war sparked by these excessive new tariff barriers significantly impacted Canadians' trust in American companies. In fact, 32% of surveyed Canadians identified tariffs imposed by Donald Trump and broader U.S. aggression as the number one issue currently facing the country.

Tesla, Amazon, and Netflix's Popularity Drops In Canada

Multinational giants like **Tesla**, **Amazon**, and **Netflix** have seen the steepest drops in popularity among Canadians.

American Brands in Free Fall include:

- Tesla (-42 points)
- Amazon (-33 points)
- Netflix (-27 points)

American companies are therefore particularly hit hard, while local businesses seem to benefit from this rift between the two trading partners.

"Trust cannot be decreed. It has to be earned and can be lost very quickly," maintains Sébastien Dallaire, Executive Vice-President of Leger's Eastern Canada office. This year, we're seeing it: Canadian consumers are observing more, judging more harshly, and no longer hesitating to reconsider their attachment to certain brands."

This situation has rekindled the desire to support local brands as a gesture of solidarity. This kind of measure, which first appeared during the COVID-19 pandemic, seems to be bearing fruit once again.

Public Opinion Volatility on the Rise

The results of this 28th edition of the Reputation survey are unequivocal: the volatility of public opinion is on the rise. Consumer confidence has become a highly strategic but also highly fragile asset.

Faced with a more polarized society and more critical consumers, companies must:

- Focus on transparency and consistency;
- Demonstrate their commitment to society, with authenticity;
- Equip themselves with reliable measurement tools to take the pulse of their reputation in real time.

And above all, bear in mind that reputation is built over the long term but can just as easily be tarnished in a matter of days.

Want to Know Your Company's Reputation From Every Angle?

Leger's Reputation 2025 study gives you access to a complete sector analysis, competitive comparisons and a detailed reading of your reputation levers.

Ask for your personalized diagnosis to help guide your next business decisions.

Contact us →

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Tab F - Exhibits Objected to During Cross-Examination

Exhibit A-9 to the Cross- Examination of Rupert Younger





While there's no single, universally agreed-upon "worst" antitrust violator, Google has been heavily scrutinized and found to have violated antitrust laws in the US, specifically regarding its search engine dominance. A judge ruled that Google maintained a monopoly through anticompetitive agreements with

Here's a breakdown of why Google is considered a top contender for antitrust violations: @

Monopolization of Search:

device makers like Apple. @

Al Overview

A US judge ruled that Google holds a monopoly in the search engine market and has used its dominance to stifle competition.

Anticompetitive Agreements:

The court found that Google paid companies like Apple billions of dollars to be the default search engine on their devices, preventing other search engines from gaining market share.

Suppression of Competition:

These deals with device makers allegedly allowed Google to maintain its dominant position and limit consumer choice, while potentially increasing costs for advertisers and reducing innovation, according to Ivey Business School.

Scope of the Problem:

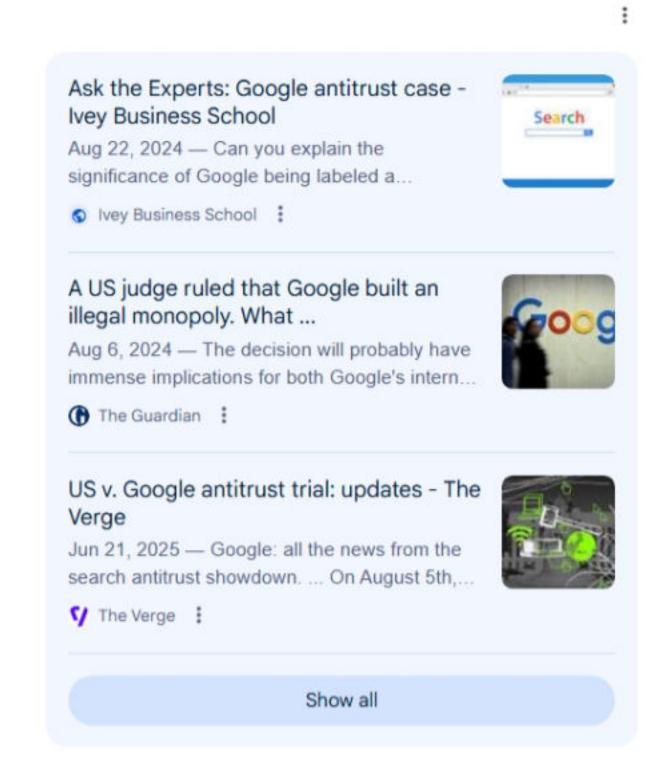
This ruling, while specific to search, could have broader implications for how regulators address monopolies in the tech industry.

While other companies like Microsoft in the past and, more recently, Apple and Meta (Facebook) have also faced antitrust scrutiny, Google's recent legal battles and the scope of the judge's ruling make it a significant example of antitrust violations in the current landscape of big tech, according to The Verge.

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Sep 10, 2021 — "Today the court has affirmed what we've known all along: the App Store is not in violation of antitrust law," the company said in a statement.

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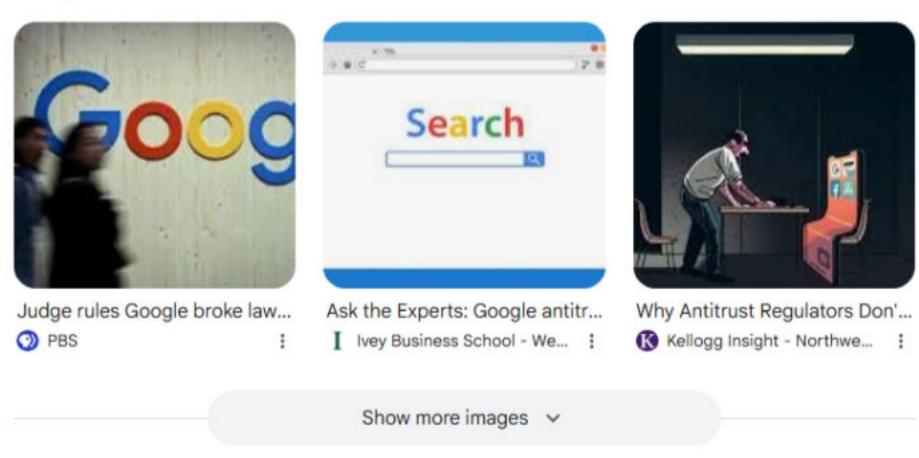
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If you like, you can repeat the search with the omitted results included.