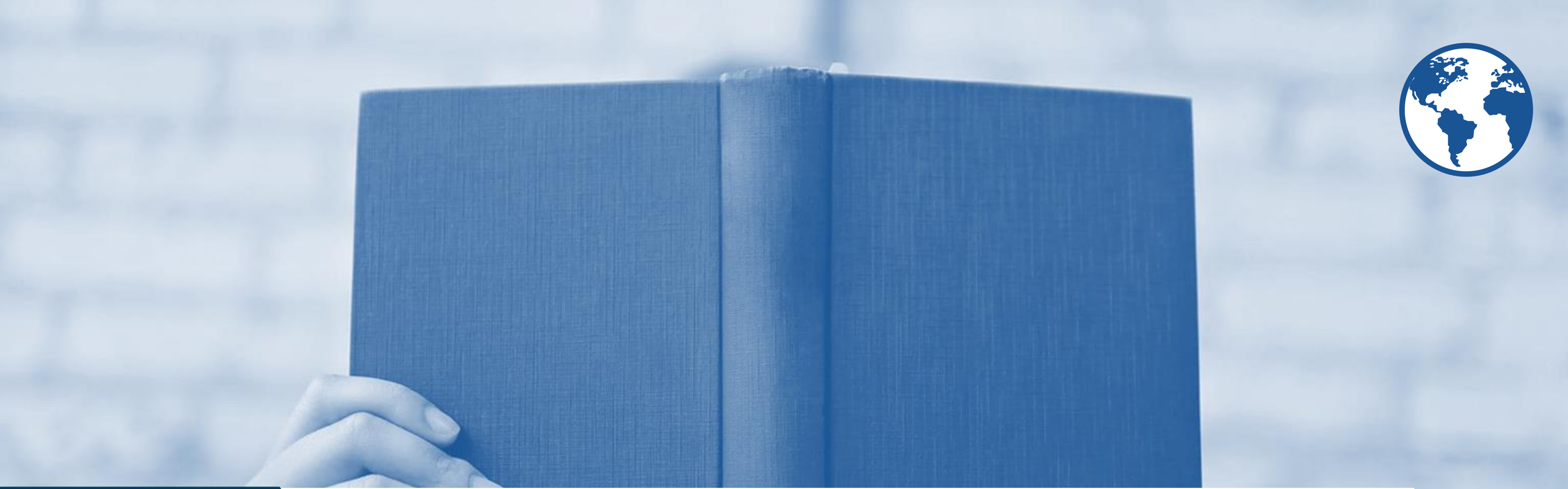


IMI

Wave 6: Global Recovery Update + Playbook V1.0

Key Trends, Sentiment/Expectation, Start of a Playbook

In-field: 04/23 to 05/15 2020 | Released: May 19th , 2020 | Input from 39 Countries

Background: COVID-19 Study Overview Wave 6

Faced with continued uncertainty around the globe, in the past 14 days IMI's NextWave™ has completed over 59,000 interviews with people 13+ years of age from across the world to better understand consumer attitudes and behaviors.

Wave 5 : April 30th, 2020

Wave 6 : May 19, 2020

Wave 7: Late May / Early June 2020

We encourage you to share this information with anyone who it can help make decisions and to reach out to our team if you have suggestions or topic requests for the next update. If you're looking for any previous Waves, everything can be found on our Global Content Portal, here.

If you would like more information, please feel free to contact Don Mayo, Global Managing Partner, IMI International dmayo@consultimi.com or Adam Mitchell, Global Lead Digital Products, amitchell@consultimi.com.

APRIL 2020

MON	TUES	WED	THURS	FRI
20	21	22	Wave 5 Released	24
27	28	29	30	May 1

MAY 2020

4	5	6	7	8
11	12	13	14	15
18	Wave 6 Released	20	21	22
25	26	27	28	29

EARLY JUNE – WAVE 7 COMING

Key Dates Reference

January 20-25	First American and Canadian cases
March 11	US travel ban announced; WHO declares pandemic; sports / events cancelled
March 12-13	Trump declares a national emergency : School closures
March 20	Reported cases of COVID-19 pass 200,000
March 24	G-20 summit rallies against coronavirus
March 25	UN launches a $2bn global humanitarian response plan
April 2	1 Million+ cases, over 50,000 deaths
April 8	Number of confirmed cases rises to over 1.5 million globally.
April 21	Number of confirmed cases rises to over 2.5 million globally.
April 23	Global State of Emergency Continues
Early May	Most countries infection rates have flattened or are on the decline
Week of May 10	North America starts the first phase of very cautious re-opening
May 14	4.5 Million Cases : 1.7 Million Recovered: 300k Deaths: Russia hotspot

Looking at What’s Now and What’s Next…

The full picture – Same facts - two perspectives.

EMBRACING THE OPTIMIST'S PERSPECTIVE

WHAT'S NOW

- Countries re-opening cautiously
- New cases flattening/declining
- Warmer temps in the northern hemisphere may inhibit 2^{nd} wave
- Testing capabilities increased by 3 to 10 times
- Many vaccines being tested with optimism

- Office staff working effectively from home
- Older generations experience the value of digital
- Fewer people 'consumed' with COVID updates (-25%)
- Desire and excitement to return to all types of live events, restaurants, travel, movies

- Front line workers receiving wage increases
- Government subsidies to protect jobs
- Interest rates at an all time low 0%
- Companies and people helping out
Stock market rebounding

People's state Now 'Much better'

- Appreciation for a simpler life = 33%
- Desire to be active = 23%
- Relationships with people at home = 20%
- Desire to reach out to friends = 20%

WHAT'S NEXT

- Potential for greater work-life balance
- Greater appreciation for the simpler things
- Better connection with friends and family
- Greater appreciation for front line workers

- Embrace new ways to do old things
- Increased activity
- Increased appreciation for health & wellness
- Vaccines, Testing, Safety Protocols

READING THE REALIST'S (PESSIMIST'S) PERSPECTIVE

WHAT'S NOW

- Countries re-opening
- 4.5M+ Infected / 300k Deaths
- New Cases flattening/declining
- Warmer temps in the North
- Second wave in the fall?

- Unemployment approaching 20%
- Government subsidies in the Trillions$$
- Interest rates nearing 0% - nowhere to go but up
- Vaccines are being tested but could take 2 years

WHAT'S NEXT

The requirement to:
a) Work from home and
b) Buy from home will fast track the demise of 'marginal' bricks & mortar offices and retail locations, as COVID has driven people of all ages to experience the benefits of the virtual world.

What people currently state Now:

- Mental Health 'Much Worse' = 25%+
- Desire to be active 'Much Worse' = 25%+
- Eating Habits 'Much Worse' = 20%+
- Desire to reach out to friends 'Much Worse' = 18%

Personal debt at an all-time high

- People living paycheck to paycheck
- 3 in 10 state 'Severe' Financial Concern : 6 in 10 'Some'
- 'Actual unemployment' without subsidies could be 30%+
- Many small business will never come back
- Housing bubble accelerates if unemployment soars
- Private sector financial crash among the wealth creators
- Future downward pressure on all prices and margins

Built up demand for live experiences continues to grow across the globe.

Actions: Reality shown after 45 minutes of re-opening.

Nick's bar
@nicksonsec

45 minutes after the bars open in Wisconsin....

♡ 9,578 9:39 PM - May 13, 2020

7,443 people are talking about this

THE CORONAVIRUS CRISIS

Wisconsin Bars Welcome Crowds After Court Strikes Down 'Safer At Home' Bans

May 14, 2020 · 12:13 PM ET

BILL CHAPPELL

Bar owner Michael Mattson toasts with patrons as his Friends and Neighbors bar reopens Wednesday in Appleton, Wis. Bars were able to open their doors after the Wisconsin Supreme Court struck down the state's "Safer at Home" order.

William Glasheen/USA Today via Reuters

Wave 6 - May 19, 2020 Content Sections:

SECTION 1

Trending Consumer Realities: Now 39 Countries

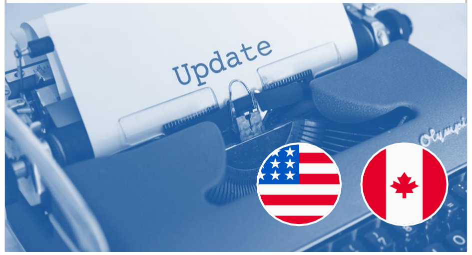
a) Estimated End Date
b) Personal Health
c) Financial Health

SECTION 2

Trending North America:

States and Provinces

a) Estimated End Date
b) Personal Health
c) Financial Health



SECTION 3

Covid-19 Information

'Tired of' vs.' Desire More'

Trended vs. Wave 4

SECTION 4

Unaided – Perceived Best Source of Trusted Information

Trended vs. Wave 3

SECTION 5

Today's Realities

Things that are 'much better' and things that are 'much worse' now

SPOTLIGHT

IMI NextWave™ Global Playbook V 1.0: Actions to Drive success
a) Key Messaging b) Company offers and programs

SECTION 1

Trending Consumer Realities: a) Estimated End Date b)Personal Health c) Financial Health

End Date continues to extend, while personal health and financial concern remain high with modest improvements and stability versus previous wave.

Since February, IMI's NextWave™ has tracked a) expected end date b) personal health concern and c) financial health concern across 31 countries and as of Wave 6 is now measuring across 39 countries. Today's reality shows an expected end date of November 12th, 2020 (extended by 1 month from Wave 5), with 5 countries expecting an end as soon as August 2020 and 6 countries now with delayed expectations to 2021.

Despite this shift in the expected end date, we've seen modest improvements on personal health concern and financial health concern. While both personal health and financial health remain very high, they both seem to have stabilized.

TIMING

Fieldwork for Wave 6 was done between April 23 and May 14th. Study released May 18th, 2020.

Next Global update: End of May 2020

TODAY'S REALITY: May 14th, 2020

Current Estimated End Date	**November 12th, 2020** (Continues to extend with some countries expecting early 2021 for the first time)	
Personal Health	**79%** Improved 6% since March and 2% vs. Wave 5 CONCERNED	**49%** Improved 9% vs. March, but flat vs. Wave 5 SEVERELY CONCERNED
Financial Health	**63%** Improved 10% since March and 2% vs. Wave 5 CONCERNED	**32%** Improved 14 since March and 2% vs. Wave 5 SEVERELY CONCERNED

ESTIMATED END DATE: Global Timeframe

NOW 39 COUNTRIES 'Estimated Month COVID-19 will no longer be a concern'

May 14th Reality

Average global end date is estimated to be November 2020. Results range from August to February 2021. Momentum suggests people are leaning toward the end of 2020.

CHANGE SINCE APRIL 20

30 (+7) | 0 (-7) | 1 (No change)

GLOBAL AVERAGE

November 12th, 2020

North America ZONE 1

USA	December ↓
Canada	January ↓
Mexico	October ↓

South America ZONE 2

Argentina	November ↓
Chile	December ↓
Colombia	January ↓
Peru	December ↓
Brazil	October ↓
NEW Venezuela	November

Africa ZONE 3

Nigeria	August ↓
South Africa	December ↓
Kenya	November ↓
NEW Uganda	February

Nordic + Russia ZONE 4

Sweden	November ↓
Finland	August ↑
Russia	August ↓

Europe + UK ZONE 5

UK	January ↓
Ireland	November ↓

Europe + UK ZONE 5

Italy	October ↓
Germany	January ↓
France	January ↓
Spain	January ↓
Portugal	January ↓
Netherlands	December NEW
Poland	October NEW
Turkey	September NEW

Asia ZONE 6

Japan	December ↓
South Korea	November ↓
India	August ↓
Malaysia	October ↓
Philippines	September ↓
Hong Kong	November ↓
Pakistan	September ↓
Singapore	December ↓
Vietnam	August NEW
Taiwan	November NEW
Indonesia	August NEW

Oceania ZONE 7

Australia	November ↓
New Zealand	November ↓

IMI24™ : N=20,400 May 6th to 14th, 2020. We asked: In how many months do you think it will be until the Coronavirus health issue ends - is no longer of any concern?

↑ = ↓ INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

HEALTH: Global Personal Concern

NOW 39 COUNTRIES '% of people concerned about their 'personal health'

May 14th Reality

There are still **8 out of 10** people concerned for their personal health globally. This is very high but is stabilizing. This level of health concern makes it difficult for people to forecast future behaviors.

North America ZONE 1

USA	73% (-9%)
Canada	74% (-3%)
Mexico	87% (-3%)

South America ZONE 2

	Argentina	82% (-1%)
	Chile	85% (+2%)
	Colombia	89% (-3%)
	Peru	88% (+3%)
	Brazil	79% (+9%)
NEW	Venezuela	87%

Africa ZONE 3

	Nigeria	95% (+6%)
	South Africa	86% (-3%)
	Kenya	92% (+2%)
NEW	Uganda	90%

Nordic + Russia ZONE 4

Sweden	68% (+5%)
Finland	58% (-8%)
Russia	62% (-6%)

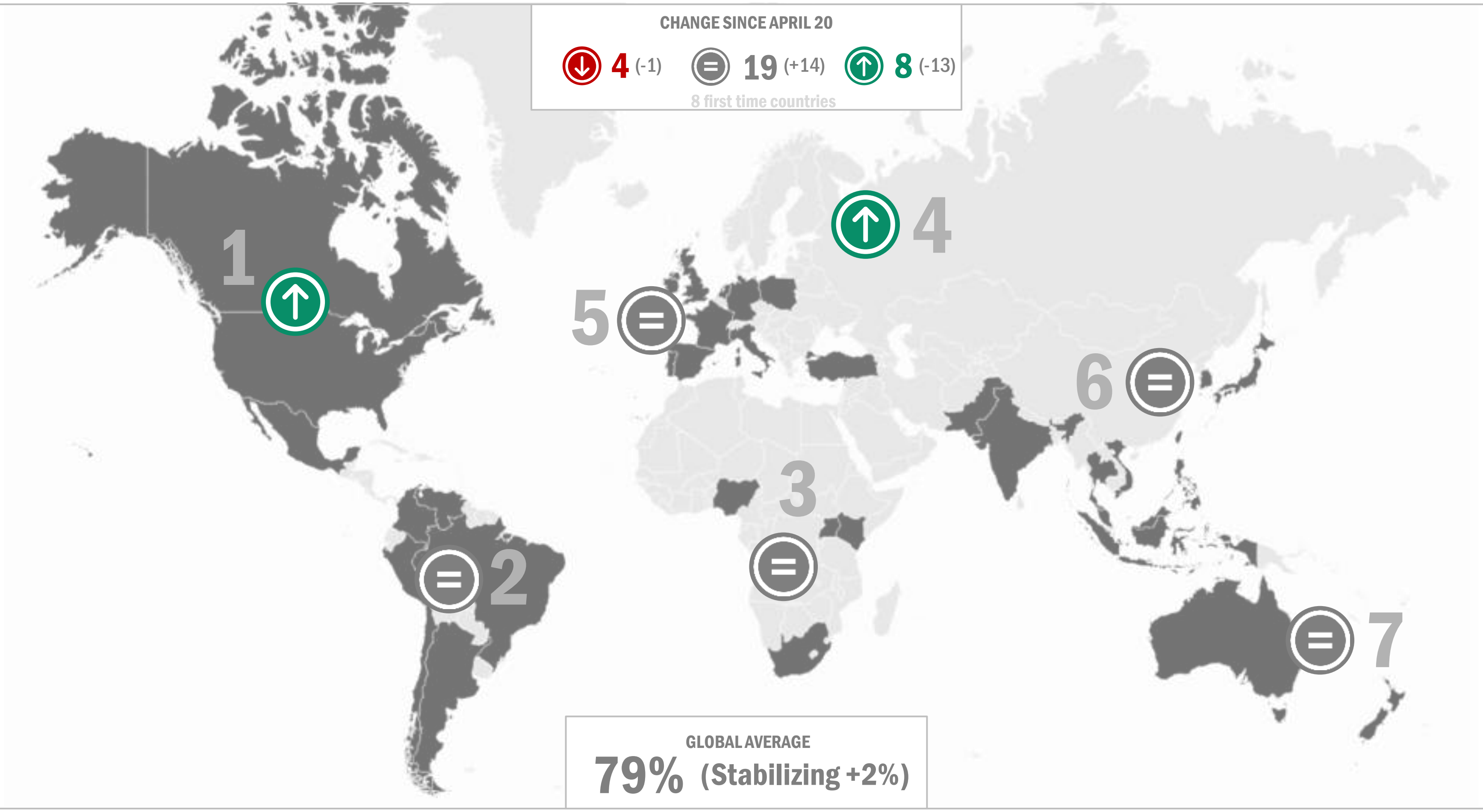
Europe + UK ZONE 5

UK	88% (+5%)
Ireland	89% (+3%)

CHANGE SINCE APRIL 20

4 (-1) 19 (+14) 8 (-13)

8 first time countries



GLOBAL AVERAGE

79% (Stabilizing +2%)

Europe + UK ZONE 5

Italy	80% (0%)	
Germany	92% (0%)	
France	82% (-5%)	
Spain	89% (+2%)	
Portugal	83% (-4%)	
Netherlands	69%	NEW
Poland	56%	NEW
Turkey	71%	NEW

Asia ZONE 6

Japan	95% (-3%)	
South Korea	69% (-10%)	
India	80% (0%)	
Malaysia	81% (-4%)	
Philippines	90% (0%)	
Hong Kong	80% (-1%)	
Pakistan	77% (0%)	
Singapore	82% (-3%)	
Vietnam	87%	NEW
Taiwan	90%	NEW
Indonesia	88%	NEW

Oceania ZONE 7

Australia	73% (-3%)
New Zealand	72% (-3%)

IMI24™ : N=20,400+ April 23rd, to May 14th, 2020. We asked: In how many months do you think it will be until the Coronavirus health issue ends - is no longer of any concern?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

HEALTH: Severe Personal Concern

NOW 39 COUNTRIES % of people who feel 'The most ever, extremely or very concerned' about their personal health

May 14th Reality

1 in 2 people around the globe –over 3 billion people are 'severely concerned about their personal health.'

With this level of 'severe concern' the ability to forecast future behavior beyond fundamentals is limited.

North America ZONE 1

USA	39% (-12%) ↑
Canada	35% (-11%) ↑
Mexico	53% (-5%) ↑

South America ZONE 2

Argentina	45% (-5%) ↑
Chile	68% (+10%) ↓
Colombia	56% (-3%) =
Peru	62% (+4%) ↓
Brazil	64% (+29%) ↓↓
NEW Venezuela	61%

Africa ZONE 3

Nigeria	84% (+5%) ↓
South Africa	55% (-11%) ↑
Kenya	75% (+5%) ↓
NEW Uganda	81%

Nordic + Russia ZONE 4

Sweden	20% (+1%) =
Finland	8% (-11%) ↑
Russia	40% (+4%) ↓

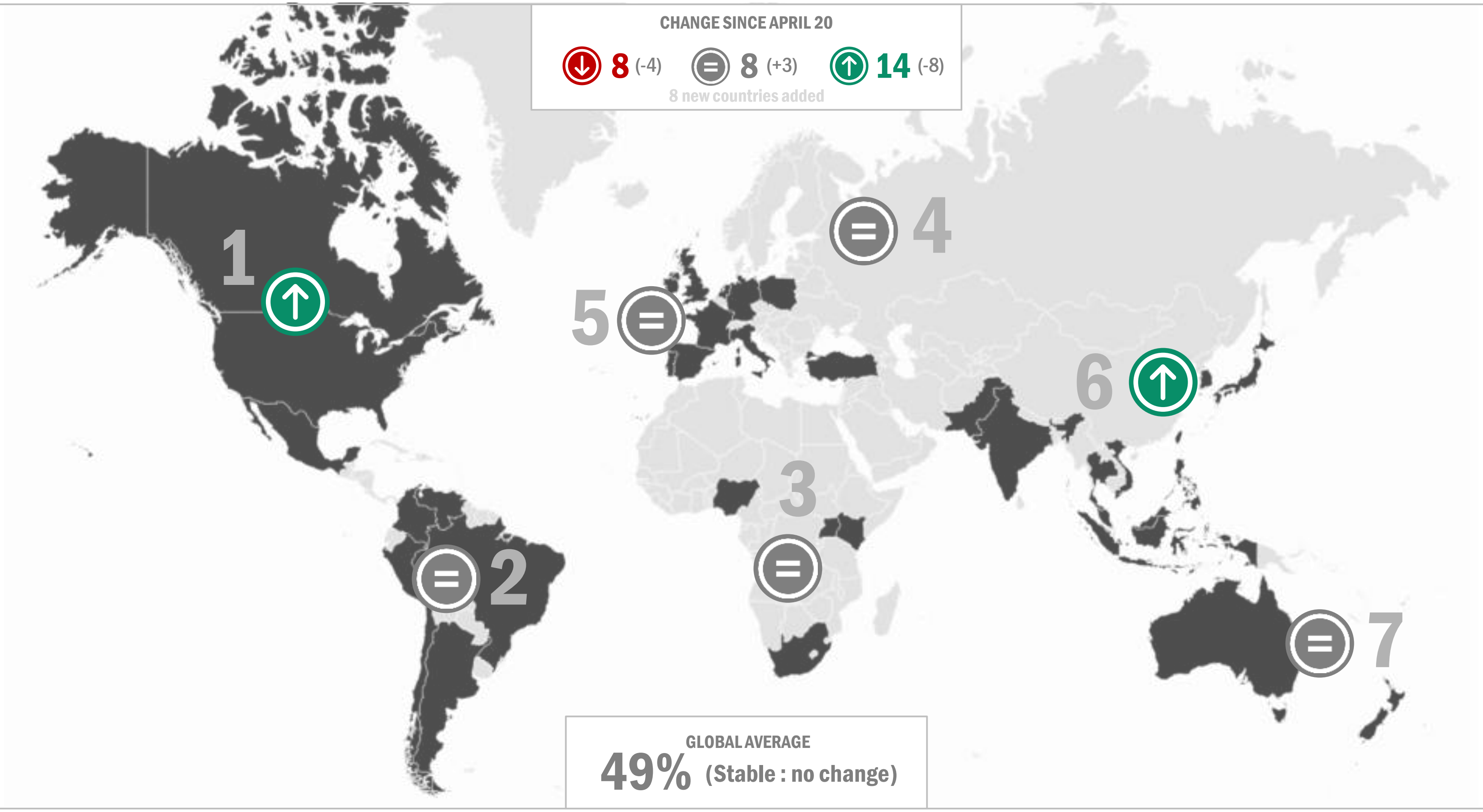
Europe + UK ZONE 5

UK	46% (-16%) ↑
Ireland	40% (-12%) ↑

CHANGE SINCE APRIL 20

↓ 8 (-4) = 8 (+3) ↑ 14 (-8)

8 new countries added



GLOBAL AVERAGE

49% (Stable : no change)

Europe + UK ZONE 5

Italy	40% (-3%) =
Germany	35% (0%) =
France	56% (+4%) ↓
Spain	60% (+2%) =
Portugal	62% (+14%) ↓
Netherlands	29% NEW
Poland	22% NEW
Turkey	45% NEW

Asia ZONE 6

Japan	69% (-17%) ↑
South Korea	50% (-10%) ↑
India	68% (0%) =
Malaysia	68% (-3%) =
Philippines	76% (-1%) =
Hong Kong	50% (-4%) ↑
Pakistan	62% (-4%) ↑
Singapore	51% (-11%) ↑
Vietnam	76% NEW
Taiwan	76% NEW
Indonesia	77% NEW

Oceania ZONE 7

Australia	37% (-1%) =
New Zealand	27% (-4%) ↑

IMI24™ : N=20,400+ April 23rd, to May 14th, 2020. We asked: In how many months do you think it will be until the Coronavirus health issue ends - is no longer of any concern?

↑ = ↓ INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

FINANCIAL: Global Concern Remains Significant

How concerned are you about your Financial Situation?

	USA	CANADA	UK	ITALY	AUSTRALIA
SEVERELY CONCERNED	28%	25%	32%	34%	22%
CONCERNED	68%	61%	68%	64%	62%

IMI24™ : N=2,000 CANADA N=2,000 USA March 27-May 4, 2020. We asked: How concerned are you at this time about your Financial Situation?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

Wave 6 Global Perspective: End date continues to extend, for some into 2021. Concern around personal and financial health remain high, but stable.

Consumer reality

Despite the expected end date continuing to extend across the globe, we're seeing a decrease in personal health concern and some stability across financial concern.

- Consumers ability to accurately forecast future behaviors remains inhibited by universal personal health concern and significant financial concern.
- People around the world are growing more tired of COVID-19 information. Eagerness and frequency of sourcing information has also dropped significantly across the globe.

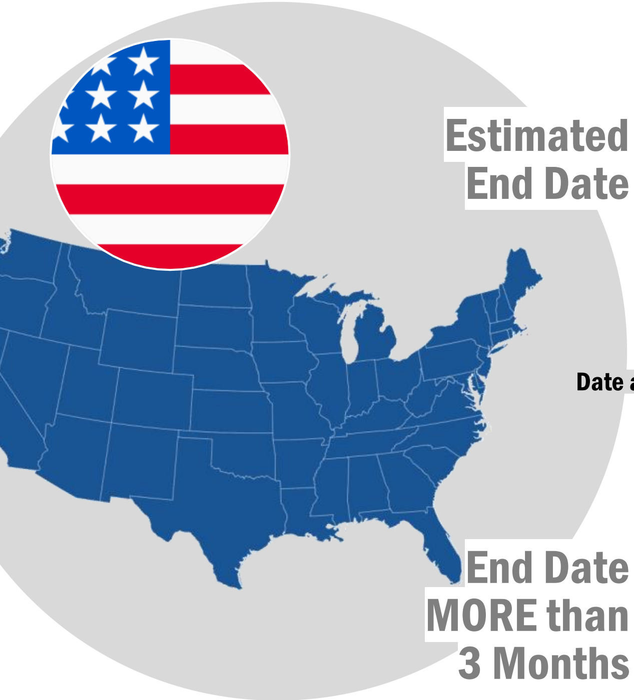
May 14th Reality	USA	CANADA	UK	ITALY	AUSTRALIA
COMPARING April and May 15th, 2020					
Expected End Date	Oct to **Dec**	Oct to **Jan**	Nov to **Jan**	Aug to **Oct**	Nov to **Dec**
Personal Health Concern	82% to **73%**	77% to **74%**	83% to **88%**	80% to **80%**	76% to **73%**
Financial Concern	69% to **64%**	65% to **68%**	70% to **68%**	68% to **64%**	54% to **62%**
DESIRE FOR COVID-19 INFORMATION AND FREQUENCY OF CHECKING					
'Tired of Hearing' Information and data about Covid-19 (vs. Wanting More)	56% to **69%**	66% to **71%**	60% to **58%**	84% to **83%**	85% to **81%**
Search for an Update within an Hour of Waking (March 30th – May 14X)	50% to **29%**	47% to **30%**	63% to **41%**	47% to **30%**	65% to **28%**

SECTION 2

Trending North America: a) Estimated End Date b)Personal Health c) Financial Health

ESTIMATED END DATE: American Timeframe Stabilizing in May

'Estimated Month COVID-19 will no longer be a concern'



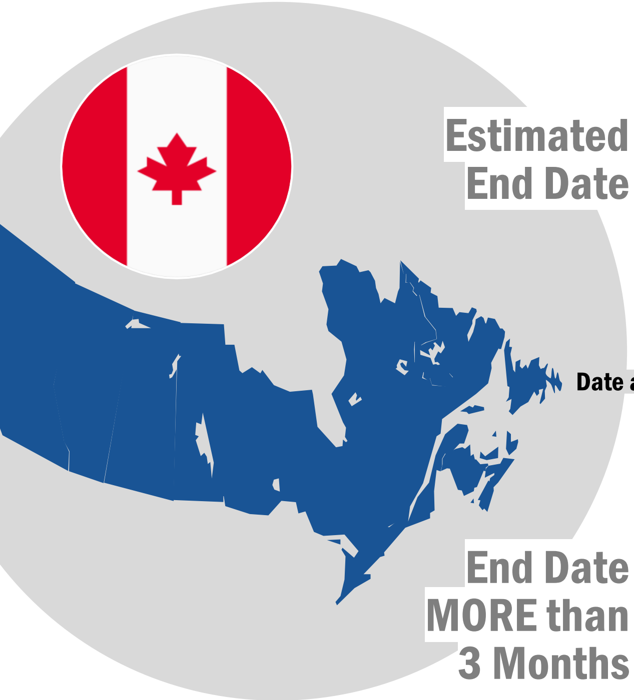
Date asked	March 17	April 3	April 20	May 4	May 14
Estimated End Date	JUL 31	SEP 25	OCT 5	DEC 21	DEC 28
End Date MORE than 3 Months	49%	63%	55%	67%	64%

IMI24™ : N=10,000+ March 10 - May 4, 2020. We asked: In how many months do you think it will be until the Coronavirus health issue ends - is no longer of any concern?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

ESTIMATED END DATE: Canadian Timeframe Continues to Extend

‘Estimated Month COVID-19 will no longer be a concern’



Estimated End Date	JUL 31	SEP 24	OCT 31	DEC 12	JAN 5
Date asked	March 17	April 3	April 20	May 4	May 14
End Date MORE than 3 Months	53%	65%	65%	64%	71%

IMI24™ : N=8,000+ March 10 – May 4, 2020. We asked: In how many months do you think it will be until the Coronavirus health issue ends - is no longer of any concern?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

HEALTH: Evolving American Concern March 23rd through May 10th

How concerned are you at this time about your personal health?

USA

N=2,000

	March 23		April 8		May 10	PERCENT CHANGE Since Peak Apr 8
SEVERELY CONCERNED	56%	=	58%	↑	39%	-19% ↑
NOT CONCERNED AT ALL	20%	=	20%	↑	27%	+7% ↑

While improving marginally, 4 in 10 Americans remain severely concerned about their personal health

May 14th, 2020 STATE SPOTLIGHT

	CALIFORNIA	TEXAS	NEW YORK STATE
Sample	300	300	300
SEVERELY CONCERNED	47% ↑ (-10%)	38% ↑↑ (-19%)	43% ↑↑ (-18%)
NOT CONCERNED AT ALL	18% = (-2%)	27% ↑ (+7%)	19% = (-1%)

Key states show significant improvements with severe concern dropping by 10% to 19%, but level of concern remains high.

IMI24™ : N=2,900 : April 23rd to May 14th, 2020. We asked: How personally concerned are you about your health with Coronavirus?

↑ = ↓ INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

HEALTH: Canadian Personal Concern March 15th through May 10th

Percent of people concerned about their 'personal health'

Date asked	March 15		March 23		March 30		April 20		May 10	PERCENT CHANGE Since Peak Mar 23
SEVERELY CONCERNED	50%	↑	57%	↓	53%	↑	46%	↑	35%	-22% ↑
CONCERNED	84%	↑	86%	↓	65%	↑	77%	↑	74%	-12% ↑

Growing relief of health concern among Canadians

IMI24™ : N=2,000+ April 23rd – May 10th, 2020. We asked: How personally concerned are you about your health with Coronavirus?

↑ = ↓ INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

HEALTH: Canadian Personal Concern

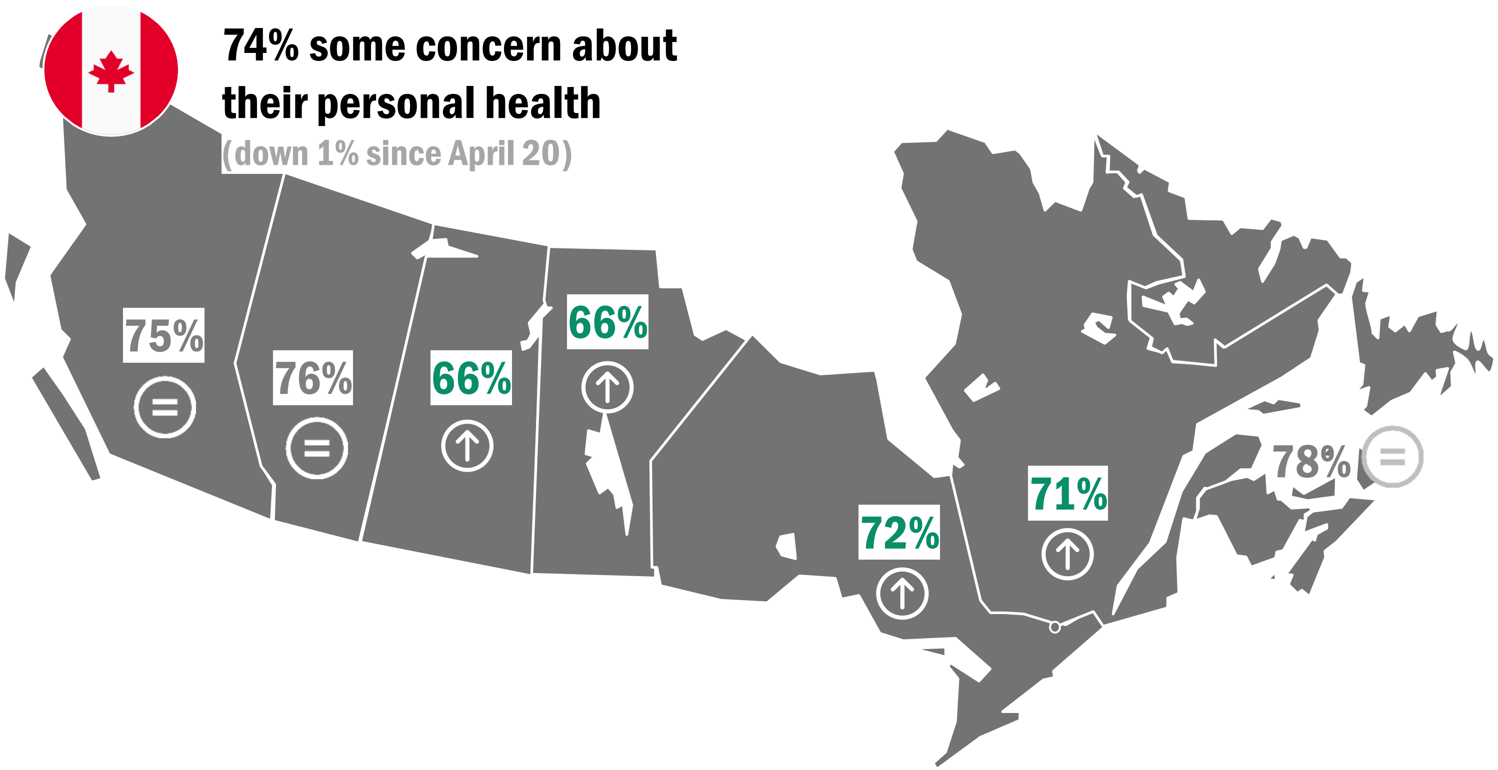
Percent of people concerned about their 'personal health'

May 10th Reality

National stability with positive provincial shifts between April 20 – May 10th.
7 in 10 Canadians are still concerned about their personal health, but severe concern is declining across most of the country.

CHANGE VS. APRIL 20	CONCERNED	SEVERELY CONCERNED
CANADA	74% (-5%) ↑	35% (-11%) ↑
British Columbia	75% (+2%) =	38% (+9%) ↓
Alberta	76% (+2%) =	29% (-10%) ↑
Saskatchewan	66% (-14%) ↑	29% (-10%) ↑
Manitoba	66% (-8%) ↑	25% (-13%) ↑
Ontario	72% (-5%) ↑	33% (-15%) ↑
Quebec	71% (-5%) ↑	41% (+2%) =
Atlantic	78% (-2%) =	44% (-6%) ↑

74% some concern about their personal health
(down 1% since April 20)



IMI24™ : N=500 CANADA per wave, N=2,100 across provinces. April - May 2020.
We asked: How concerned are you about your personal health with Coronavirus?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

FINANCIAL: Evolving North American Concern March 27th through May 15th

How concerned are you at this time about your Financial Situation?

Canada

	March 27	April 20	May 4	May 15	PERCENT CHANGE Since March 27
SEVERELY CONCERNED	57%	35%	25%	30%	-27%
CONCERNED	85%	65%	64%	68%	-17%

Significant relief from March with a slight rise in the past 10 days.

USA

	March 27	April 20	May 4	May 15	PERCENT CHANGE Since March 27
SEVERELY CONCERNED	42%	36%	28%	25%	-17%
CONCERNED	77%	69%	68%	64%	-13%

Marginal relief of concern among Americans, but still 6 in 10 are concerned.

IMI24™ : N=2,000 CANADA N=2,000 USA March 27-May 15, 2020. We asked: How concerned are you at this time about your Financial Situation?

INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

FINANCIAL: Evolving Canadian Concern March 27th through May 15th

How concerned are you at this time about your Financial Situation?

CANADA

N=2,000

	March 27	April 20	May 8	May 15	PERCENT CHANGE Since March 27
SEVERELY CONCERNED	57%	35% ↑	25% ↑	30% ↓	-27% ↑
CONCERNED	85%	65% ↑	61% ↑	68% ↓	-24% ↑

Significant relief of financial concern among Canadians, but still 6 in 10 are concerned.

MAY 4 PROVINCIAL SNAPSHOT

with change versus April 8

	BC	ALBERTA	SASK	MANITOBA	ONTARIO	QUEBEC	ATLANTIC
Sample	200	200	200	200	200	200	200
SEVERELY CONCERNED	38% ↑ (-3%)	24% ↑ (-15%)	22% ↑ (-11%)	22% ↑ (-5%)	30% ↓ (+5%)	24% ↑ (-12%)	29% ↑ (-1%)
CONCERNED	73% ↑ (-3%)	64% ↑ (-3%)	58% ↑ (-6%)	58% ↑ (-5%)	68% ↓ (+9%)	54% ↑ (-6%)	58% ↑ (-9%)

IMI24™ : N=4,800+ April -May 2020. We asked: How concerned are you at this time about your Financial Situation?

↑ = ↓ INDICATES OPTIMISM, STABILITY, OR PESSIMISM COMPARED TO PREVIOUS WAVES.

APR 23 → MAY 10

SECTION 3

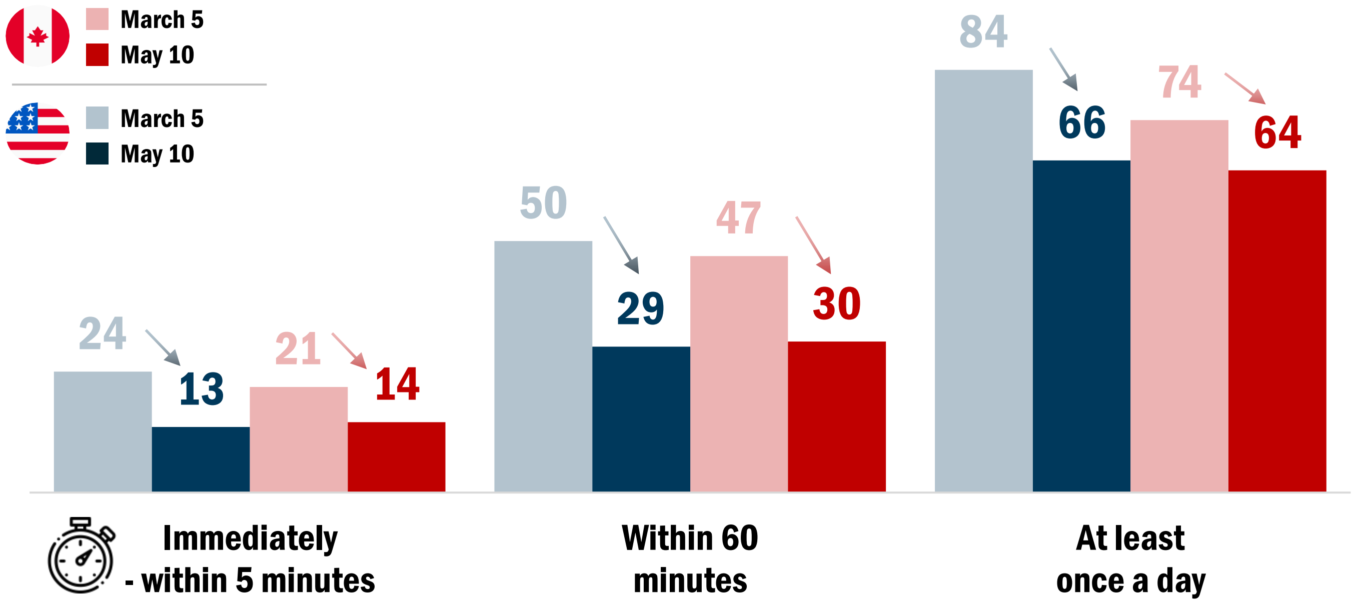
Update: Tired or want More?
How often people consume information

There has been a significant decrease in the need for COVID-19 information.

How long after you wake up in the morning do you search out or watch information about the Coronavirus?

ON PEOPLE'S MINDS

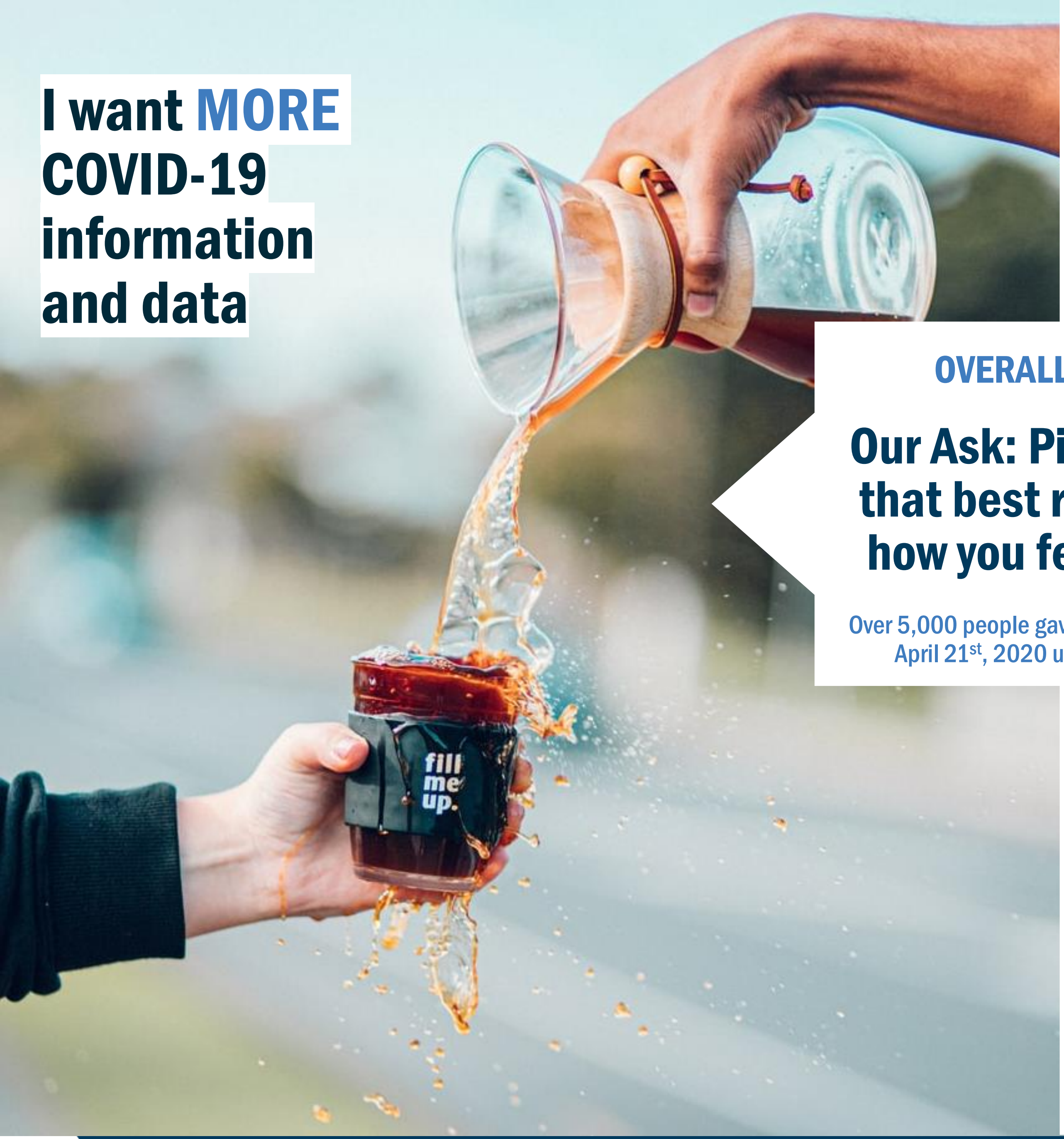
While immediacy has declined significantly, 2 out of 3 North Americans are still searching out COVID-19 related information at least once daily.



The UK shows a similar trend to North America. Australia is flat versus March, but never reached the same heightened interest.

ON PEOPLE'S MINDS

How long after you wake up in the morning do you search out or watch information about the Coronavirus? March 5 – May 10	USA N=300 PER WAVE	CANADA N=300 PER WAVE	UK N=300 PER WAVE	AUSTRALIA N=300 PER WAVE
Immediately or within 5 minutes of waking	13% (-9%)	14% (-7%)	17% (-11%)	12% (flat)
Within the first hour of waking	29% (-21%)	30% (-18%)	41% (-22%)	28% (flat)
At least once a day	66% (-18%)	64% (-10%)	74% (-18%)	53% (-3%)

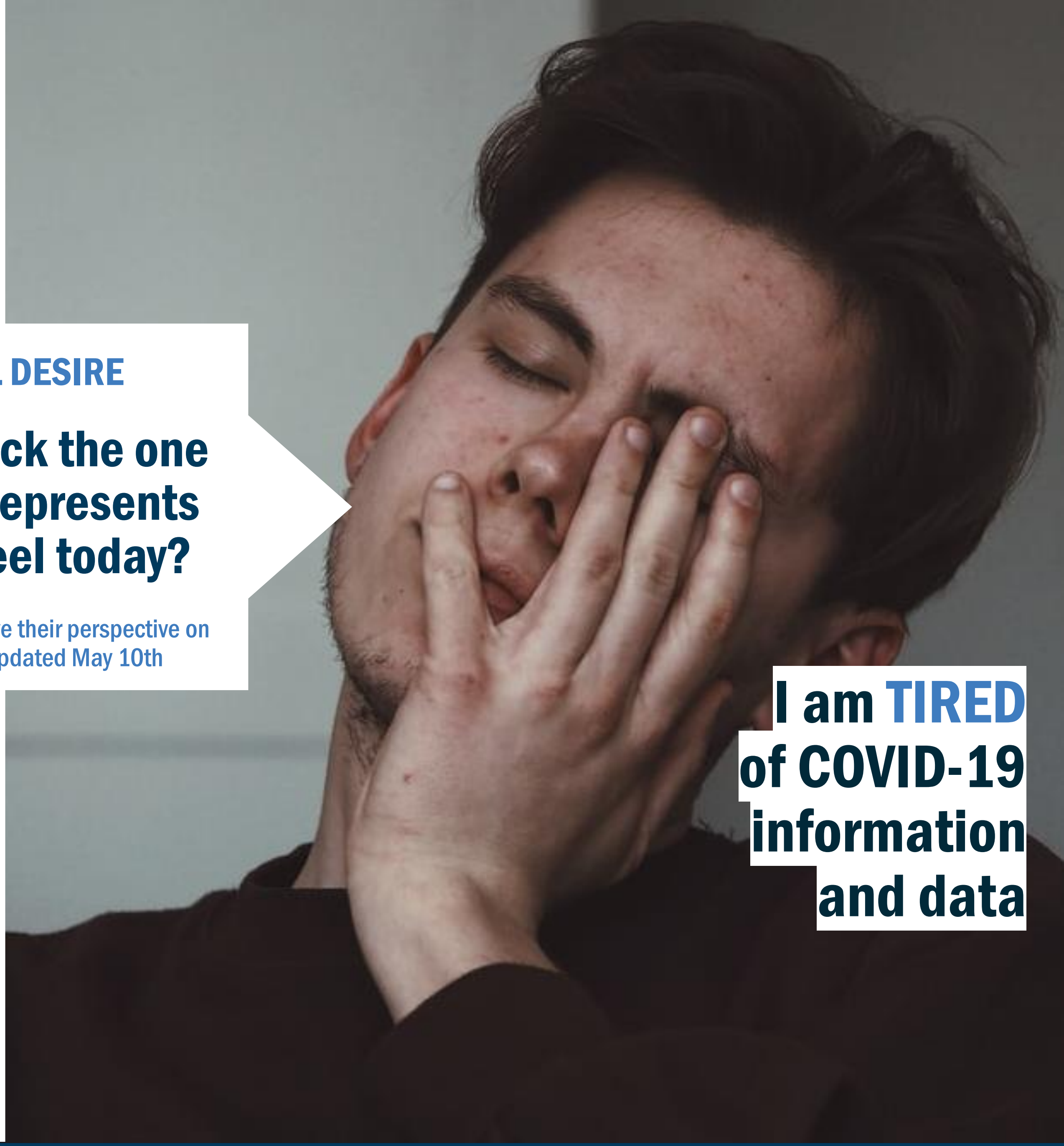


I want **MORE** COVID-19 information and data

OVERALL DESIRE

Our Ask: Pick the one that best represents how you feel today?

Over 5,000 people gave their perspective on April 21st, 2020 updated May 10th



I am **TIRED** of COVID-19 information and data

BRAND ACTION PLAN

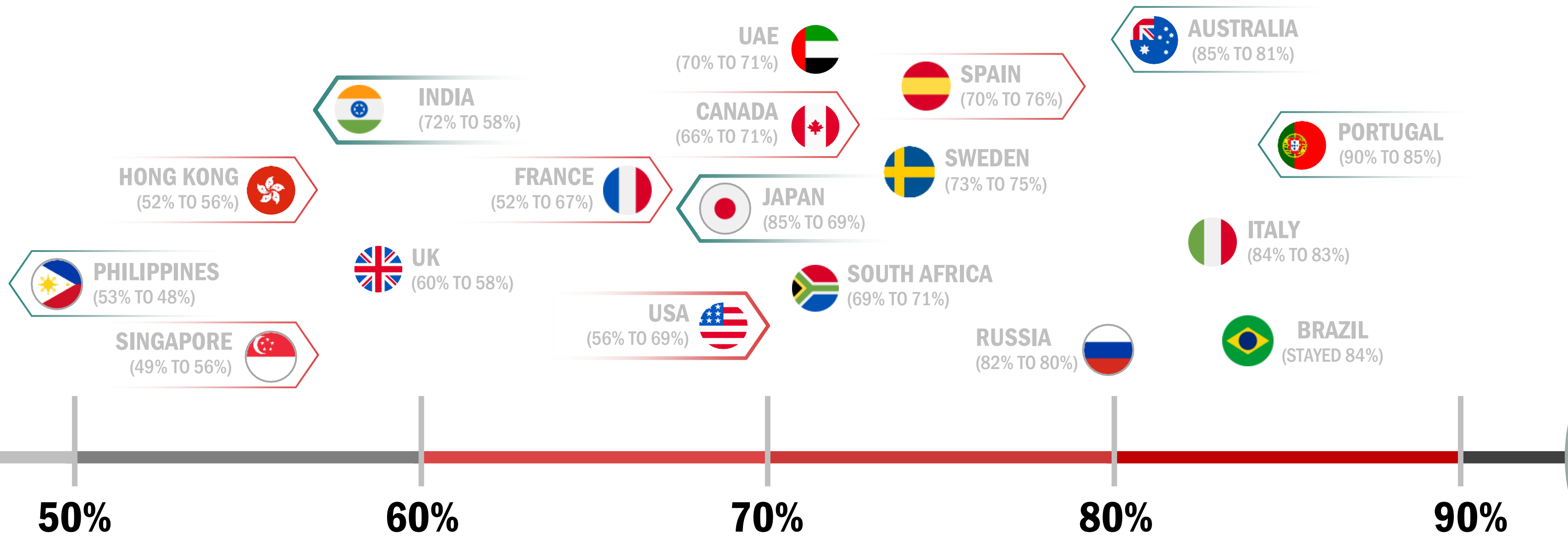
Approximately 2 out of 3 people around the world continue to be 'tired of COVID-19 information and data'. It is IMI's recommendation that brands should exercise caution in delivering any COVID-19 related messaging. If a brand is to do so, there should be a clear tangible benefit to the consumer and think 'what's in it for THEM' not 'YOU.'

Shifts from April 23rd to May 10th, 2020

% Tired of COVID info and data

I want MORE COVID-19 info & data

Green arrow indicates desire to hear more vs. Apr 23



I am TIRED of COVID-19 info & data

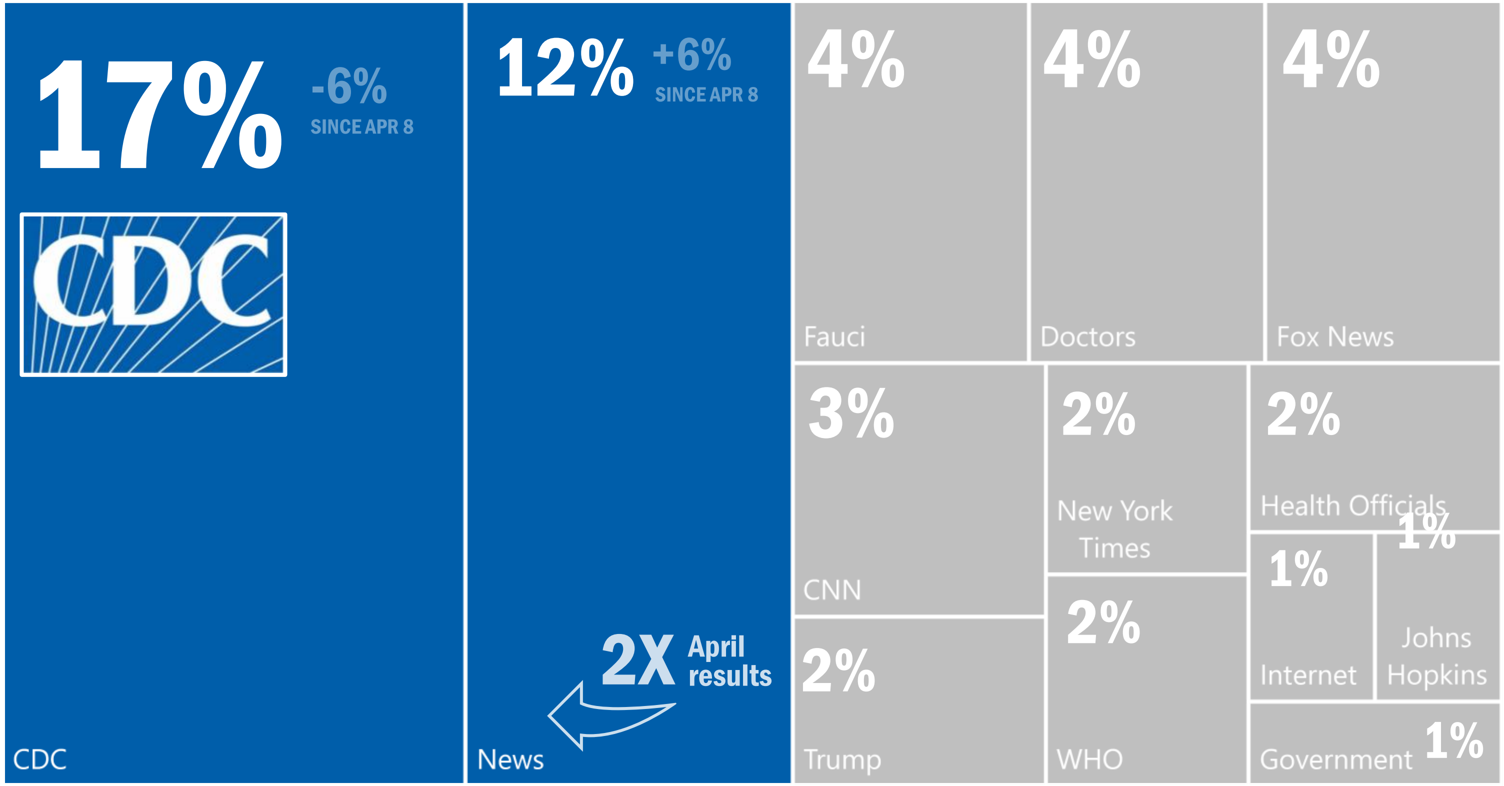
Red arrow shows fatigue rising = less interest versus Apr 23

SECTION 4

UNAIDED – Perceived best source of information about COVID-19?

UNAIDED SOURCES OF INFORMATION

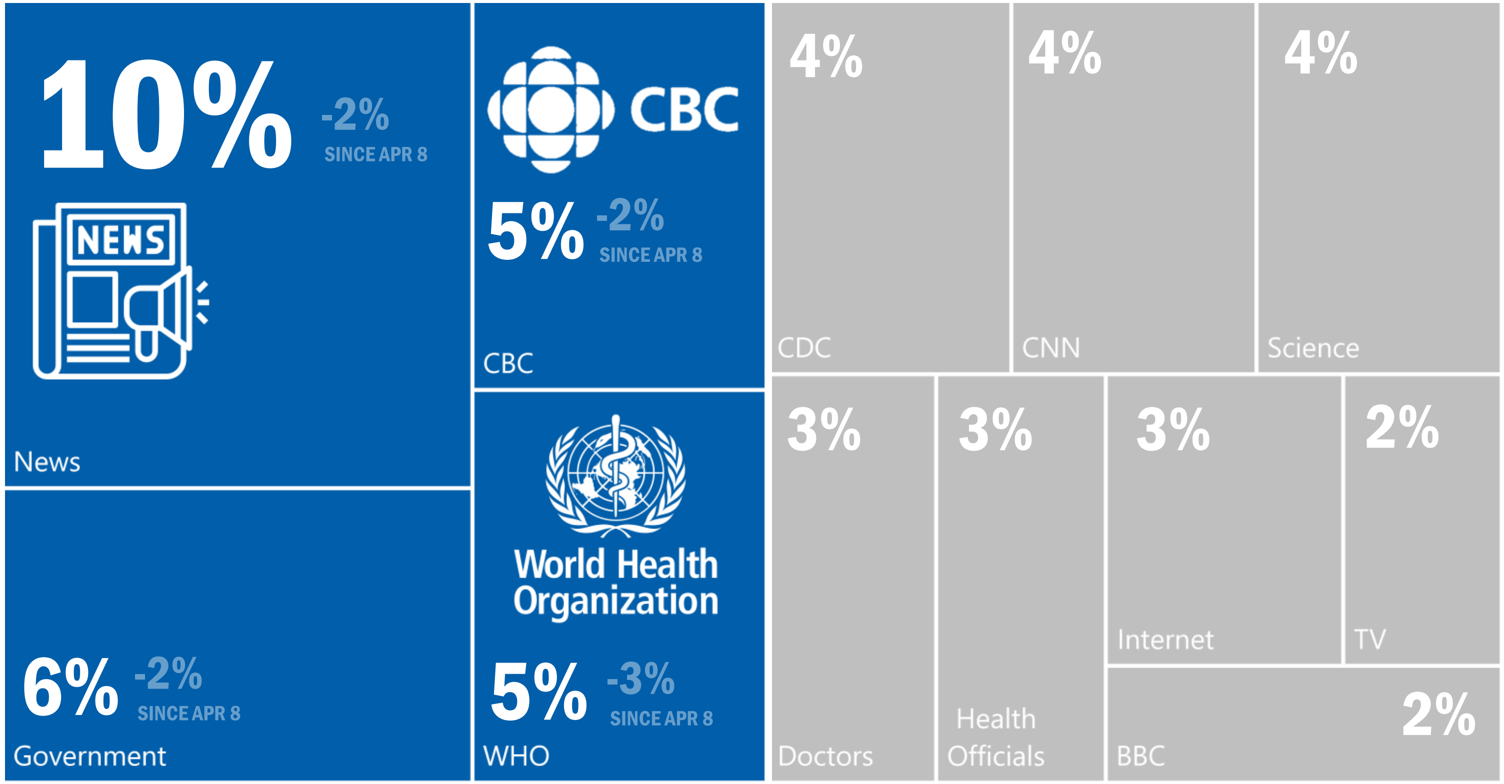
In the USA, comparing to early April, the CDC still ranks #1, while news rises 2X, as the most reliable source of Coronavirus information.



Unaided : What do you believe to be the best - most reliable source of information on Coronavirus? IMI 24™ - May 14 vs April 8, 2020 USA n=500.

UNAIDED SOURCES OF INFORMATION

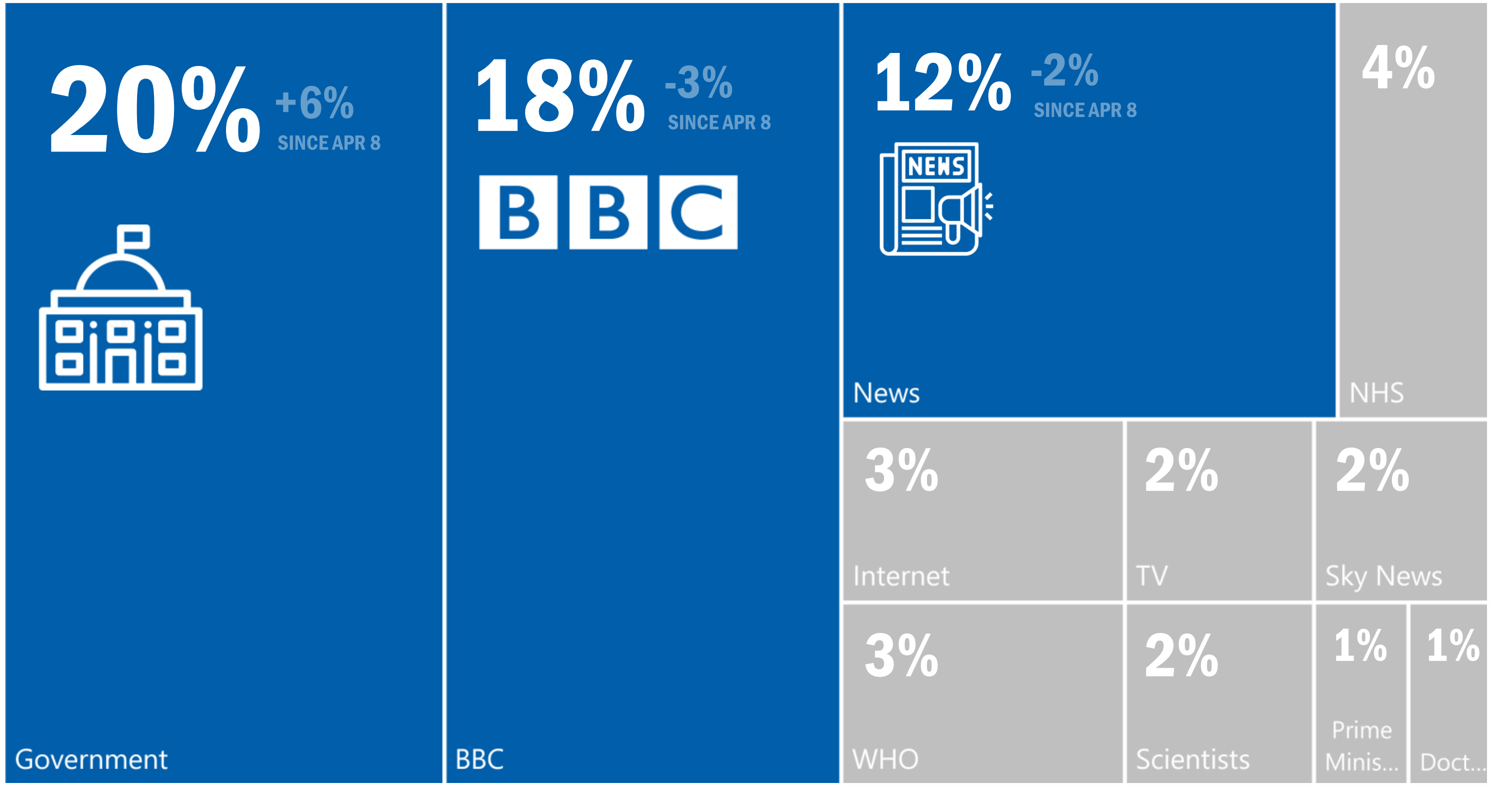
In Canada, the best source remains fragmented with The News, Government, WHO, and CBC making up the same top 4 most reliable sources of information.



Unaided : What do you believe to be the best - most reliable source of information on Coronavirus? IMI 24™ - April 8th vs May 14, 2020 Canada N=500

UNAIDED SOURCES OF INFORMATION

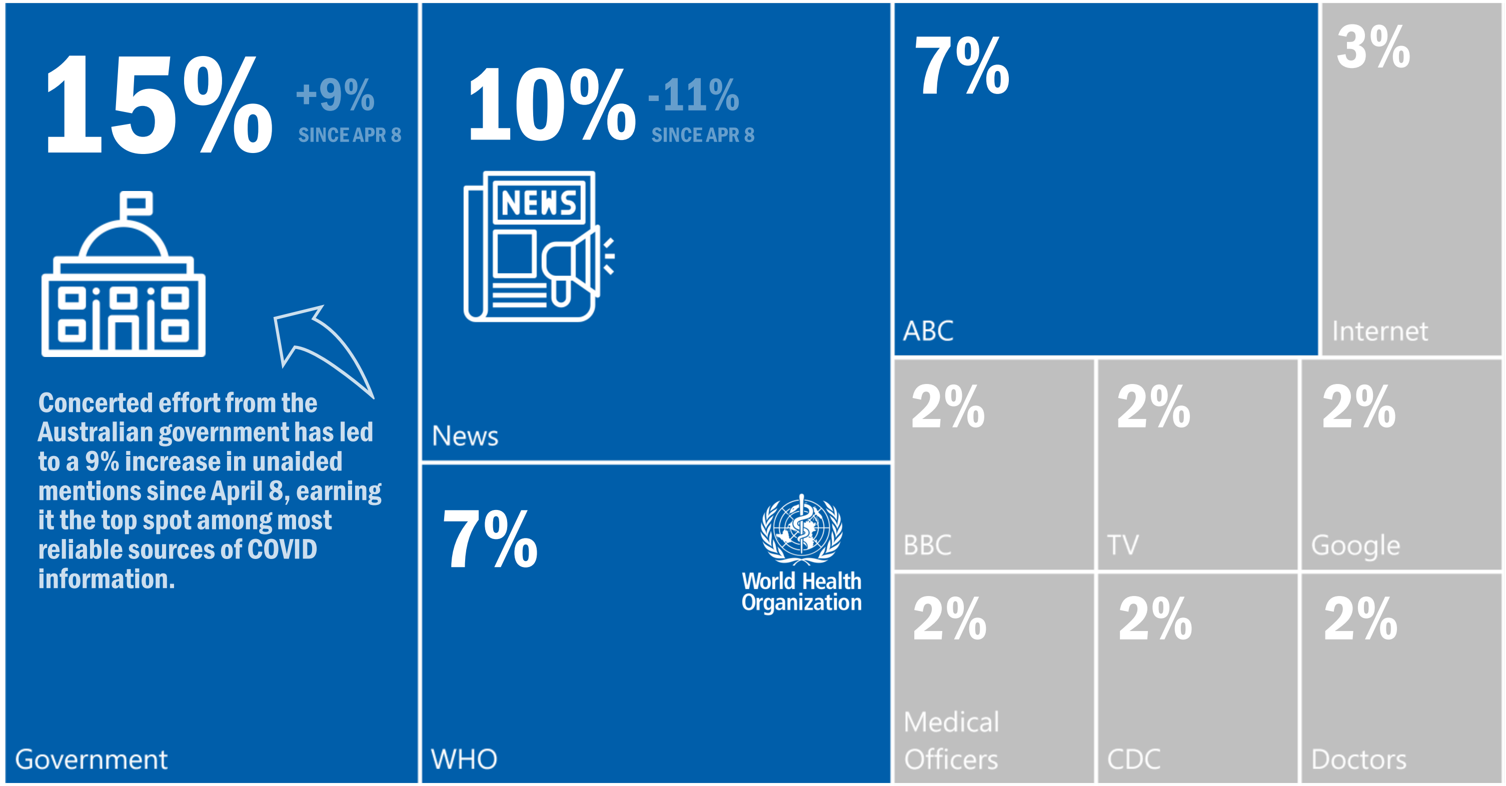
In the UK, the Government has seen positive gains since April becoming the most trusted source of information.



Unaided : What do you believe to be the best - most reliable source of information on Coronavirus? IMI 24™ - April 8th, 2020 vs. vs May 14, 2020 The UK N=500

UNAIDED SOURCES OF INFORMATION

In Australia, the Government has made significant gains since April, becoming the best and most trusted source of information.



Unaided : What do you believe to be the best - most reliable source of information on Coronavirus?

IMI 24™ - April 8th vs May 14, 2020 Australia N=500.

SECTION 5

Today's Realities: Things that are 'much better' and 'much worse' during this time

LOOKING AT BOTH SIDES: TOP 5

Things that have gotten much better and much worse as a result of COVID-19.

TOP 5 MUCH BETTER

	US	CANADA	UK	AUSTRALIA
Your appreciation for a simpler life	33	29	42	27
Your desire to be active	21	27	19	17
Your desire to reach out to friends	19	22	14	21
Your relationship with people in your home	19	20	23	15
Your relationship with your family	18	21	13	19

TOP 5 MUCH WORSE

US	CANADA	UK	AUSTRALIA	
27	24	22	18	**Your Mental Health**
26	23	28	23	Your eating habits
23	26	31	16	Feeling anxious at times
20	19	27	16	Your diet
18	20	21	17	Your desire to be active

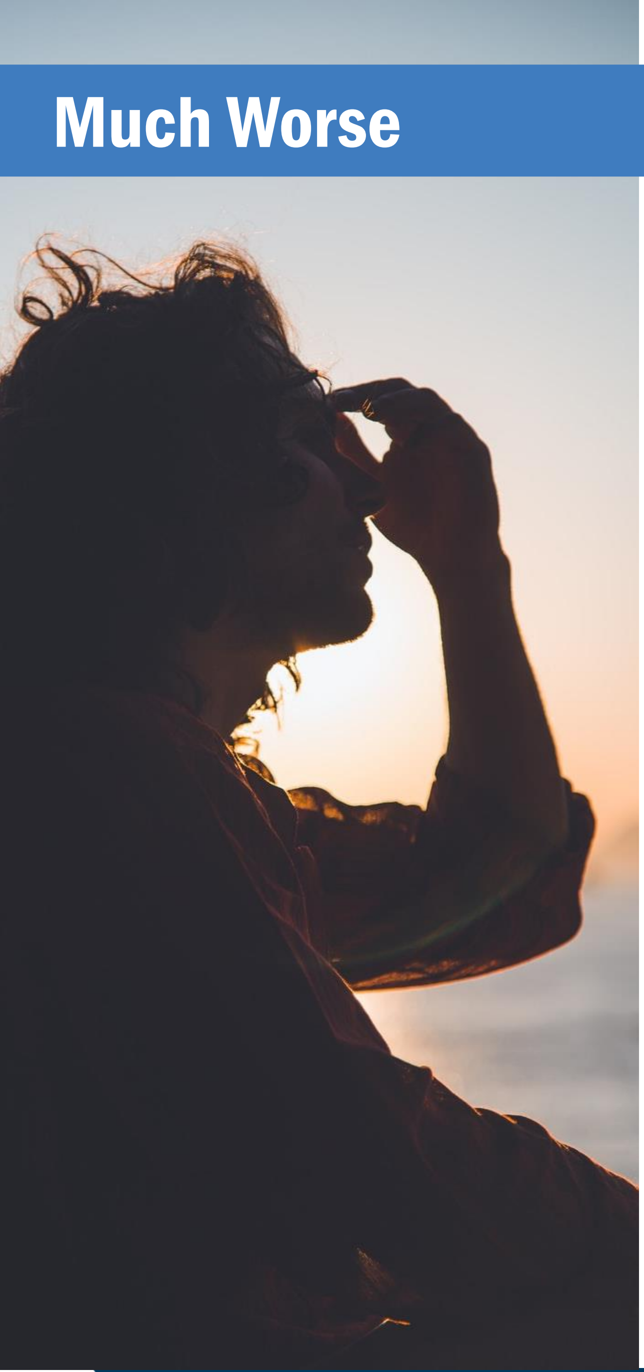
On an aided basis, which of these things have gotten 'much better' or 'much worse' since the start of the Coronavirus.

Much Better

Finding the silver lining: Globally people are finding a heightened appreciation for a simpler life and social connection.

On an aided basis, which of these things have gotten 'much better' since the start of the Coronavirus.

	US	CANADA	UK	AUSTRALIA
Your appreciation for a simpler life	**33**	**29**	**42**	**27**
Your desire to be active	21	27	19	17
Your desire to reach out to friends	19	22	14	21
Your relationship with people in your home	19	20	23	15
Your relationship with your family	18	21	13	19
Your desire to meet your friends	15	21	9	14
Your ability to deal with stress	12	12	11	14
Your desire to go to work/school	12	12	12	11
Your financial situation	12	11	14	12
Your physical health	12	11	13	9
Your relationship with your friends	11	15	11	10
Your eating habits	11	13	19	13
Your diet	9	12	21	15
Your family's financial situation	9	9	9	6
Your level of anxiety	9	12	4	7
Your drinking habits	7	6	10	10
Your mental health	5	10	9	9
Your friends' financial situation	1	5	19	3



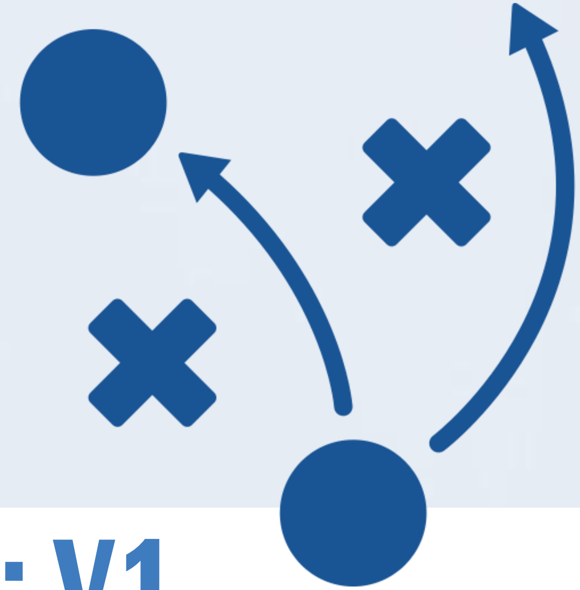
Much Worse

The other side of the coin: Mental health and physical health concerns are prevalent globally, showcasing a need for greater support systems.

On an aided basis, which of these things have gotten 'much worse' since the start of the Coronavirus.

	US	CANADA	UK	AUSTRALIA
Your Mental Health	**27**	**24**	**22**	**18**
Your eating habits	26	23	28	23
Feeling anxious at times	23	26	31	16
Your diet	20	19	27	16
Your desire to be active	18	20	21	17
Your desire to reach out to friends	17	18	18	19
Your family's financial situation	16	16	14	13
Your desire to go to Work/School	15	18	12	12
Your ability to deal with stress	14	17	18	8
Your friends' financial situation	14	13	10	16
Your desire to meet your friends	13	22	23	24
Your physical health	13	15	14	13
Your financial situation	13	19	16	14
Your appreciation for a simpler life	12	15	9	12
Your relationship with your family	8	10	9	7
Your relationship with your friends	7	16	12	12
The amount of beer/alcohol consumed	5	9	14	15
Your relationship with people in your home	4	11	7	10

SPOTLIGHT



The Recovery Playbook: V1
Tactics for a Successful New Normal

IMI RECOVERY PLAYBOOK VERSION 1

PART 1: Building Consumer Confidence

Evaluating a variety of ways to increase confidence and encourage people to return to venues and events.

PART 2: Winning in June 2020

Exploration of tactics designed to make people feel better toward a brand, product or service.

Brands Winning in 2020: Playbook V1 Process

PHASE 1: DISCOVERY

10,000 People

IMI asked 10 thousand people from across the globe what brands, companies and services have done to make them 'feel better' or 'encouraged them to try or purchase?

2020 APRIL

PHASE 2: EXPLORATION

300 Brands Reviewed

IMI reviewed in market actions that brands across the globe imitated to a) encourage people to be comfortable/ safe b) embrace their community, and c) motivate people to feel better toward their brand, product or service.

GLOBALPULSE

2020 MAY

PHASE 3: IMI CERTAINTY™

20,000 People

IMI used its proprietary Certainty™ testing platform to test over 60 different initiatives across 4 markets. Each test was completed to identify opportunities for brands to leverage to go to market in the coming days/months.

.

2020 MAY

IMI NextWave™ Global Recovery Playbook V2 will be available in the coming weeks.

PART 1

Building Consumer Confidence

RECOVERY PLAYBOOK V1: Building Consumer Confidence in Public Places

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=1,000 people Actions to make people comfortable and reduce concern about Coronavirus

TIMING: **NEW NORMAL** | CHANNEL: **PUBLIC PLACE** | WHO: 🇺🇸 🇨🇦 | METRIC: **BUILDING CONFIDENCE**

OPEN

1 Tables sanitized before you sit

KEY ACTION

🇺🇸 🇨🇦	FEMALE	MALE
42%	42%	42%

2 Complimentary hand sanitizer each visit

KEY ACTION

NA	FEMALE	MALE
37%	36%	37%

3 Complimentary hand sanitizer stations

KEY ACTION

NA	FEMALE	MALE
36%	34%	34%

4 Sanitization of all equipment before each use

KEY ACTION

NA	FEMALE	MALE
34%	38%	36%

5 No contact food pick-up

KEY ACTION

NA	FEMALE	MALE
33%	33%	33%

	NORTH AMERICA	FEMALE	MALE
Complimentary cleansing wipes	32%	35%	32%
Sanitization / cleaning every night	30%	41%	23%
Covid-19 Social Distancing signage posted	28%	24%	26%
Sanitization / cleaning every morning	28%	32%	26%
Use ‘call-ahead' service.	28%	20%	28%
Complimentary mask each visit	27%	31%	22%
Ground marked with social distancing marks	26%	30%	23%
Every staff member takes Covid-19 training	23%	22%	26%

	NORTH AMERICA	FEMALE	MALE
Tap credit and debit only	18%	17%	20%
Complimentary gloves each visit	17%	15%	18%
The government tells me I can go	17%	17%	21%
Covid-19 protocol posted online	15%	18%	13%
Use our custom app to order	15%	19%	13%
Cash not accepted or returned	13%	15%	11%
No touch boxed meals available	9%	5%	8%

RECOVERY PLAYBOOK V1: Building Consumer Confidence at Retail

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=1,000 people We Asked: What things does a _____ need to do to ensure you are confident that going there is safe from Coronavirus?

TIMING: **NEW NORMAL** | CHANNEL: **MALLS AND RETAIL** | WHO: 🇺🇸 🇨🇦 | METRIC: **BUILDING CONFIDENCE**

1 Hand sanitizer at the door

CRITICAL ACTION

NA	FEMALE	MALE
64%	65%	63%

2 Curbside pick-up orders to limit interaction

KEY ACTION

NA	FEMALE	MALE
43%	58%	31%

3 Mandatory to wear masks in the store

KEY ACTION

NA	FEMALE	MALE
41%	60%	32%

4 Greeters with masks and cleaning wipes

KEY ACTION

NA	FEMALE	MALE
39%	50%	38%

5 Limit on people allowed in the store at once

KEY ACTION

NA	FEMALE	MALE
39%	44%	50%

	NORTH AMERICA	FEMALE	MALE
Promoting the cleaning measures being taken	37%	**48%**	19%
Protective glass between workers/customers	33%	**50%**	23%
Self Checkouts	33%	39%	38%
Curbside pick up orders to limit interaction	33%	39%	38%
A line up preventing overcrowding	31%	42%	31%
A board outside telling of their prevention	29%	35%	25%
Masks provided to people who do not have	27%	30%	27%
Special times where only seniors are allowed	27%	26%	**38%**
A thermal pre-check of each person entering	25%	31%	19%
I wont shop if what I need is online	25%	30%	24%
Gloves provided to people before entering	16%	26%	13%
An app that tells you the prevention methods	14%	12%	13%

	NORTH AMERICA	FEMALE	MALE
A phone app to show wait times and line time	10%	10%	9%
Commercials on their COVID19 protocols	10%	12%	13%
Increase public health inspections	10%	10%	14%
Reduced Hours	8%	8%	6%
Donate a portion of sales to frontline work	8%	9%	13%
Donate a portion of sales to COVID19 Relief	8%	4%	13%
Schedule shopping hours online	8%	5%	13%
Promoting new products I want	6%	4%	13%
Safety precautions showed in flyers	6%	10%	5%
More cashless payments available	2%	1%	4%
No Cash Allowed	2%	4%	1%

RECOVERY PLAYBOOK V1: Building Consumer Confidence in Restaurants

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=400 people We Asked: What things does a _____ need to do to ensure you are confident that going there is safe from Coronavirus?

TIMING: **NEW NORMAL** | CHANNEL: **SIT DOWN RESTAURANTS** | WHO: | METRIC: **BUILDING CONFIDENCE**

1 Cooks and chefs with gloves and masks

IMPACTS

	FEMALE	MALE
43%	44%	42%

2 Servers with masks

IMPACTS

NORTH AMERICA	FEMALE	MALE
40%	37%	39%

3 Sanitizer at the table

IMPACTS

NORTH AMERICA	FEMALE	MALE
37%	34%	45%

4 Servers with gloves

MODERATE IMPACT

NORTH AMERICA	FEMALE	MALE
29%	34%	24%

5 No physical menus – only a menu board

MODERATE IMPACT

NORTH AMERICA	FEMALE	MALE
25%	20%	28%

6 Packaged cutlery that I personally open

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
24%	23%	23%

RECOVERY PLAYBOOK V1: Building Consumer Confidence F&B at Events

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=2,400 people Actions to make people comfortable and reduce concern about Coronavirus

TIMING: **NEW NORMAL** | CHANNEL: **F&B AT EVENTS** | WHO: | METRIC: **BUILDING CONFIDENCE**

1 Reduced tables to ensure 6 feet apart

MODERATE IMPACT

NORTH AMERICA	FEMALE	MALE
32%	35%	27%

2 Provide wipes to further clean table

MODERATE IMPACT

NORTH AMERICA	FEMALE	MALE
28%	27%	26%

3 Limiting the number of seats at the bar

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
22%	25%	18%

4 No shared tables

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
20%	22%	15%

5 Food never touched after it is cooked

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
18%	15%	17%

6 Mobile menu option

LOW IMPACT

NORTH AMERICA	FEMALE	MALE
9%	7%	10%

RECOVERY PLAYBOOK V1: Building Consumer Confidence at Events

IMI 24™ : N=400 per country: We Asked: What things does a _____ need to do to ensure you are comfortable and feel safe.

TIMING: **NEW NORMAL** | CHANNEL: **AT EVENTS** | WHO: | METRIC: **BUILDING CONFIDENCE**

1 Capacity limit reductions

KEY ACTION

USA	CAN	UK	AUS
39%	37%	39%	33%

2 Sanitizer available throughout the event

KEY ACTION

USA	CAN	UK	AUS
33%	33%	31%	31%

3 Set times for entrance to manage crowds

KEY ACTION

USA	CAN	UK	AUS
21%	21%	33%	24%

4 Temperature check at every entrance

KEY ACTION

USA	CAN	UK	AUS
21%	22%	26%	29%

5 No standing room allowed

KEY ACTION

USA	CAN	UK	AUS
18%	19%	19%	14%

6 Details posted on cleaning and safety

KEY ACTION

USA	CAN	UK	AUS
17%	15%	17%	17%

RECOVERY PLAYBOOK V1: Building Consumer Confidence at Events in N.A.

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=2,400 people Actions to make people comfortable and reduce concern about Coronavirus

TIMING: **NEW NORMAL** | CHANNEL: **AT EVENTS** | WHO: | METRIC: **BUILDING CONFIDENCE**

1 Capacity limit reductions

IMPACTS

NA	FEMALE	MALE
39%	42%	36%

2 Masks provided to people who do not have

IMPACTS

NA	FEMALE	MALE
35%	38%	29%

3 Sanitizer available throughout the event

IMPACTS

NA	FEMALE	MALE
33%	44%	21%

4 Increase the space between seats

MODERATE IMPACT

NA	FEMALE	MALE
31%	33%	30%

5 Limit capacity for the event

MODERATE IMPACT

NA	FEMALE	MALE
30%	36%	23%

	NORTH AMERICA	FEMALE	MALE
Take the temperatures of staff	27%	27%	22%
Daily health checks on employees	26%	26%	27%
Reserved seating only	23%	22%	23%
Set times for entrance to manage crowds	21%	25%	16%
Temperature check of people at every entrance	21%	25%	21%
No standing room allowed	18%	20%	18%

	NORTH AMERICA	FEMALE	MALE
Event themed Masks	17%	20%	14%
Details posted on cleaning and safety	17%	18%	13%
Limit traffic in the corridors and hallways	15%	19%	10%
Ability to bring in your own food	12%	16%	7%
No tickets sold at the door	9%	11%	10%
Onsite doctors	5%	3%	6%

RECOVERY PLAYBOOK V1: Building Consumer Confidence at Concert Venues

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=2,400 people Actions to make people comfortable and reduce concern about Coronavirus

TIMING: **NEW NORMAL** | CHANNEL: **AT CONCERT VENUES** | WHO: 🇺🇸 🇨🇦 | METRIC: **BUILDING CONFIDENCE**

1 Capacity limit reductions

IMPACTS

🇺🇸 🇨🇦	FEMALE	MALE
33%	36%	28%

2 Increase the space in between taken seats

MODERATE IMPACT

NA	FEMALE	MALE
31%	32%	39%

3 Sanitizer everywhere

MODERATE IMPACT

NA	FEMALE	MALE
29%	32%	22%

4 Masks provided to people who do not have

MODERATE IMPACT

NA	FEMALE	MALE
29%	36%	17%

5 Daily health checks on employees

MODERATE IMPACT

NA	FEMALE	MALE
27%	32%	22%

	NORTH AMERICA	FEMALE	MALE
Temperature check of every entrant	25	27	22
Limit hallway traffic	25	28	22
Event themed Masks	24	19	24
Reserved seating only	22	19	19
Details posted on sanitation to keep clean	20	18	22
No standing room	16	23	11
Set times for entrance to manage crowds	16	14	17

	NORTH AMERICA	FEMALE	MALE
Onsite doctors	12	7	19
Frontline worker promotions	12	12	11
Bring in own food	8	10	10
No tickets at door	6	5	7
No giveaways	4	4	6
Mobile Menu Option	2	7	5

RECOVERY PLAYBOOK V1: Building Consumer Confidence Cause at Events

IMI 24™: May 14th, 2020 : North America 13+ years of age : N=2,400 people Actions to make people comfortable and reduce concern about Coronavirus

TIMING: **NEW NORMAL** | CHANNEL: **CAUSE AT EVENTS** | WHO: 🇺🇸 🇨🇦 | METRIC: **BUILDING CONFIDENCE**

1 Donate portion of sales to frontline workers

LOWER IMPACT

🇺🇸 🇨🇦	FEMALE	MALE
20%	24%	16%

2 Frontline workers receive additional pay

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
13%	19%	10%

3 Donate a portion of sales to COVID-19 relief

LOWER IMPACT

NORTH AMERICA	FEMALE	MALE
13%	13%	13%

RECOVERY PLAYBOOK V1: Building Consumer Confidence

TIMING: **NEW NORMAL** | CHANNEL: **ACROSS ALL** | METRIC: **BUILDING CONFIDENCE**

WHAT WE'VE LEARNED

1. Constant visual confirmation of cleanliness will be a baseline for creating and reinforcing confidence for the foreseeable future.

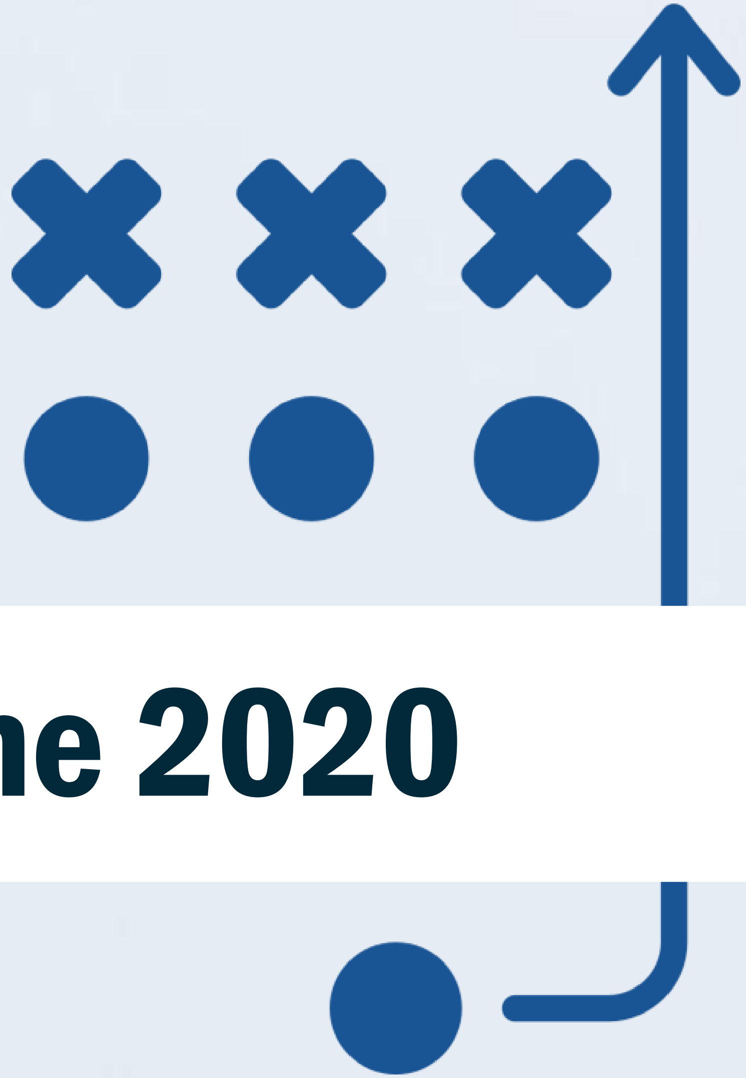
2. Consumers expect companies will go above and beyond – providing cleansing wipes, cleaning nightly and daily, free on-site sanitizer.

3. Communication of extra measures e.g. staff training, digital and physical signage, will all help to build consumer confidence in the new normal.

MALLS AND RETAIL	**Hand sanitizer at the door**
SIT DOWN RESTAURANTS	**Sanitizer at the table**
PUBLIC PLACES	**Tables sanitized before you sit**
AT CONCERT VENUES	**Sanitizer everywhere**
AT EVENTS	**Sanitizer available throughout the event**

PART 2

Winning in June 2020



RECOVERY PLAYBOOK V1: Winning in June 2020 via Donations

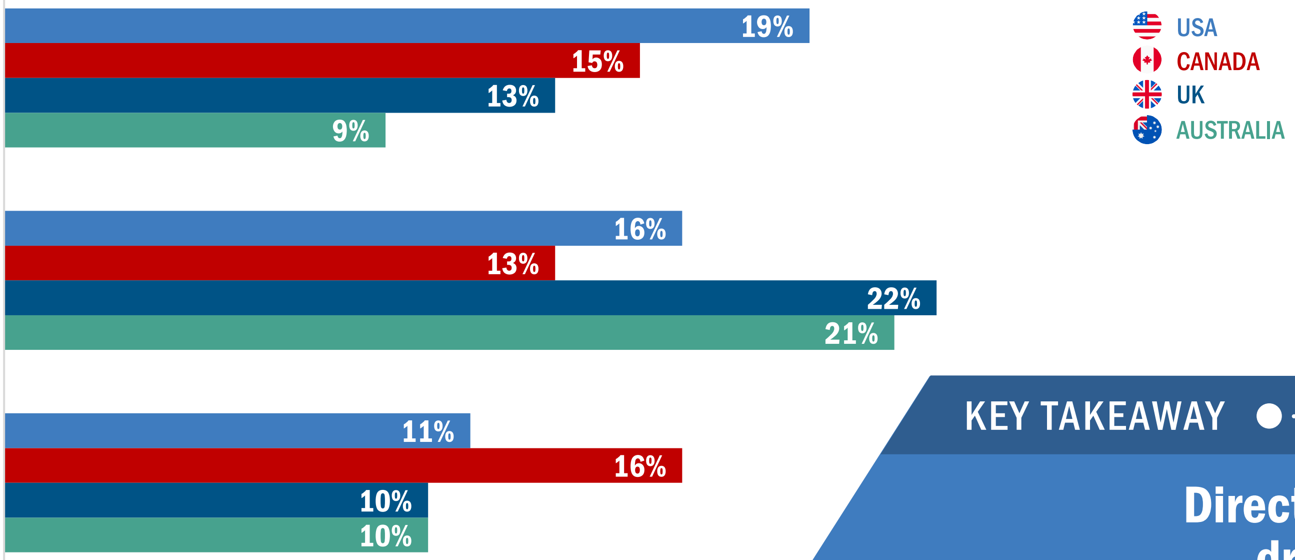
IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **CHARITABLE DONATIONS** | METRIC: **FEEL BETTER TOWARD**

Donating $2,500,000 in Food Donations

Donating $2,500,000 to local hospitals

Donating $2,500,000 to the Red Cross



KEY TAKEAWAY

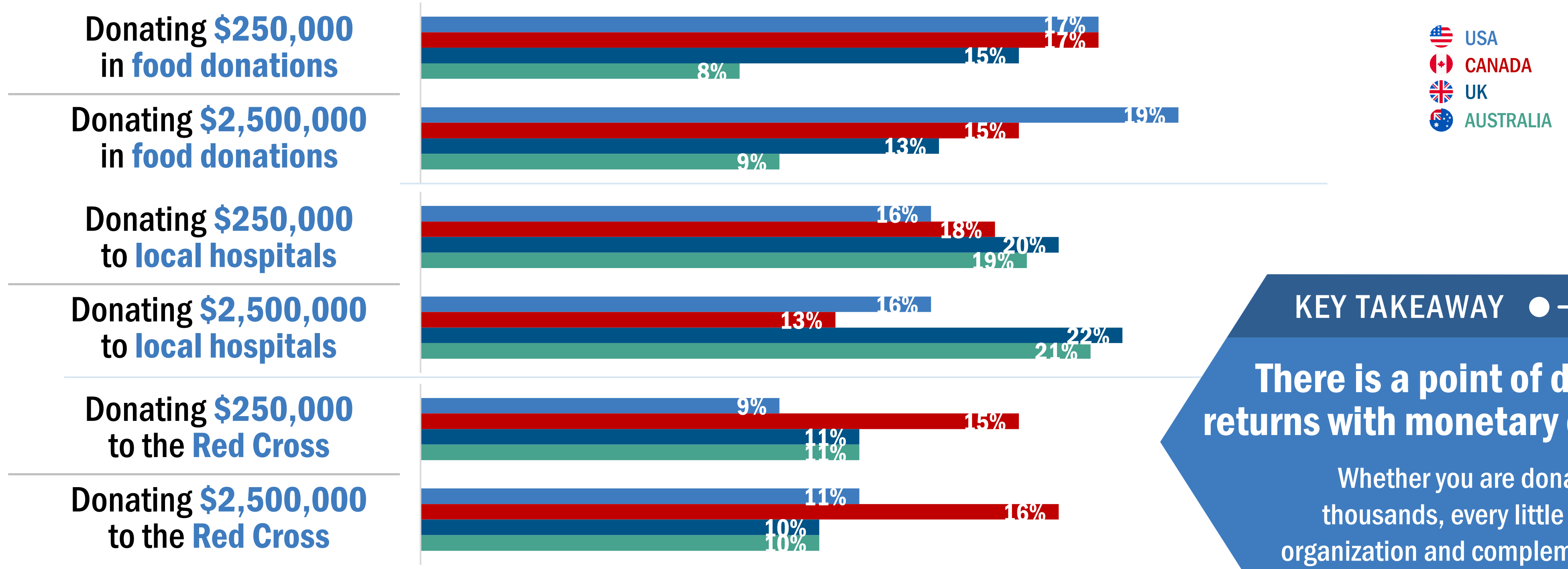
Direct donations drive impact.

All donations drive positive brand sentiment during this health pandemic. Pick something that fits your brand authentically.

RECOVERY PLAYBOOK V1: Winning in June 2020 via Donations

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **CHARITABLE DONATIONS** | METRIC: **FEEL BETTER TOWARD**



KEY TAKEAWAY

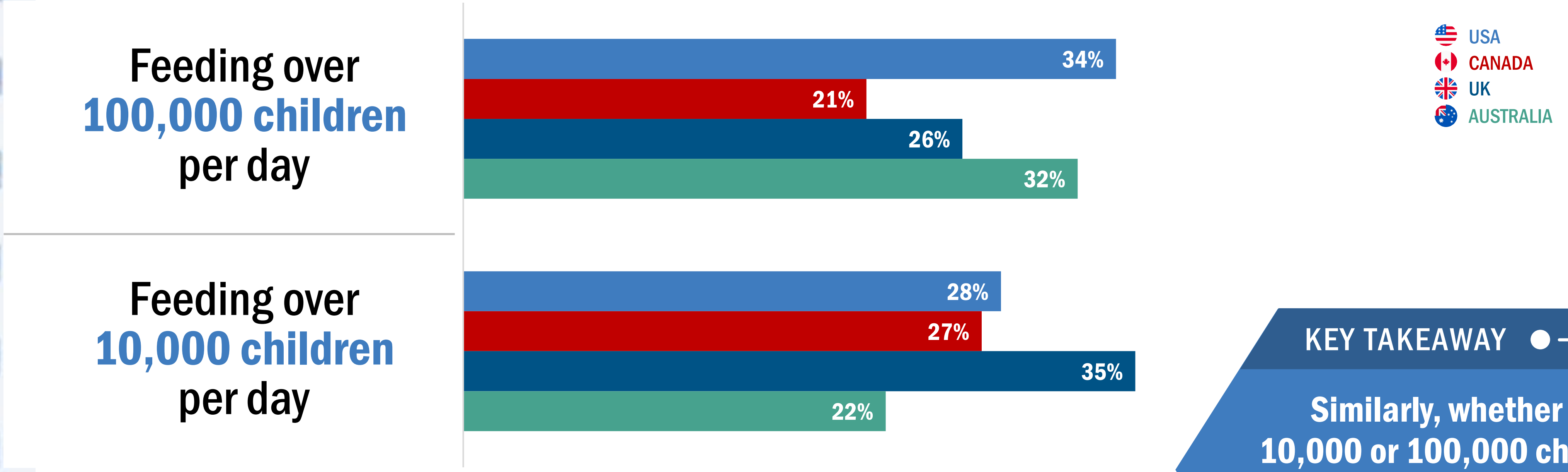
There is a point of diminishing returns with monetary donations.

Whether you are donating millions or thousands, every little bit can help the organization and complement your brand.

RECOVERY PLAYBOOK V1: Winning in June 2020 via Cause

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **FEEDING CHILDREN** | METRIC: **FEEL BETTER TOWARD**



KEY TAKEAWAY

Similarly, whether you support 10,000 or 100,000 children daily, both contributions will lead to people feeling better about your brand.

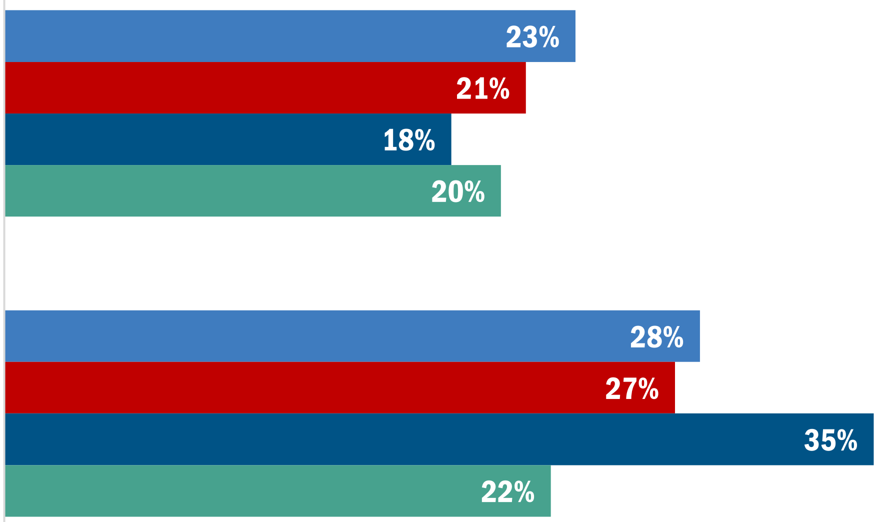
RECOVERY PLAYBOOK V1: Winning in June 2020 via Cause

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **FEEDING PEOPLE** | METRIC: **FEEL BETTER TOWARD**

Feeding over **10,000 people** per day

Feeding over **10,000 children** per day



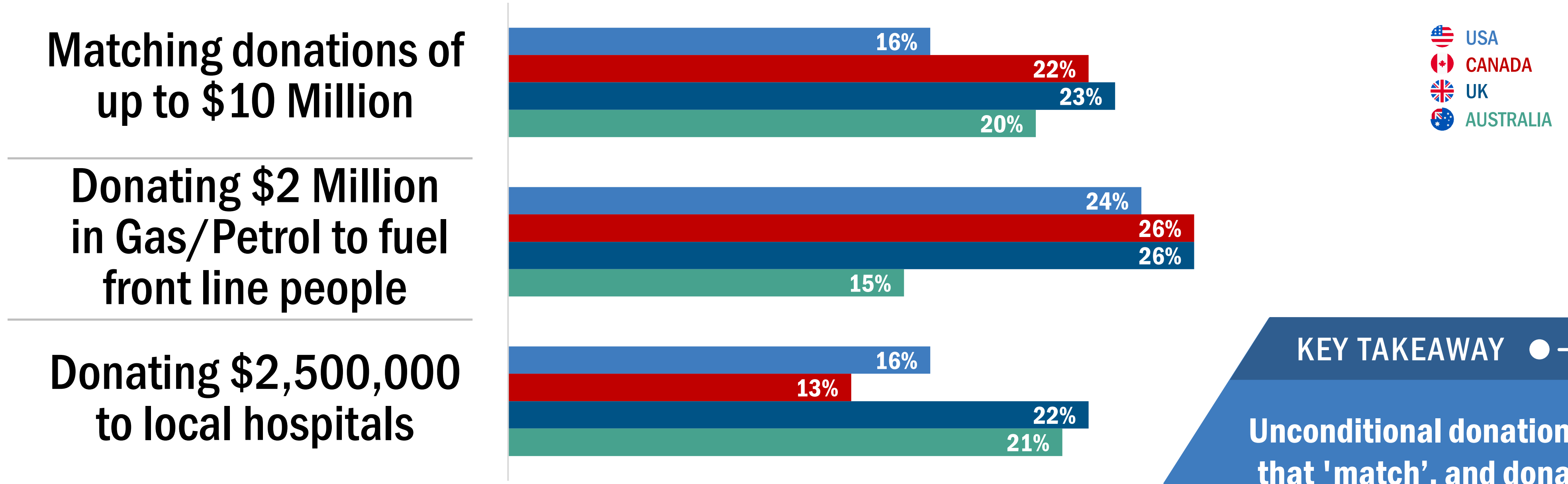
KEY TAKEAWAY

The COVID-19 pandemic has affected everyone, so 'helping people' or 'children' is effective- whether children, families or the older generations.

RECOVERY PLAYBOOK V1: Winning in June 2020 via Donations

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **DONATIONS** | METRIC: **FEEL BETTER TOWARD**



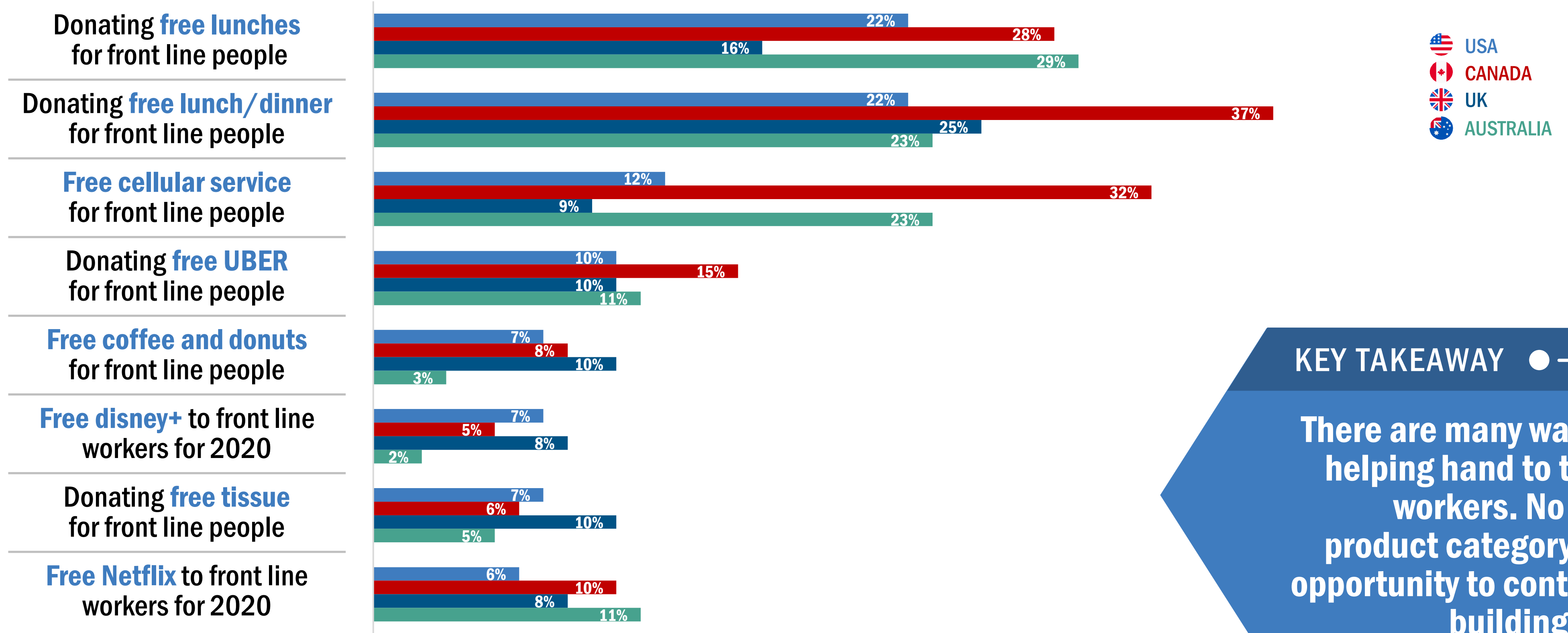
KEY TAKEAWAY

Unconditional donations, donations that 'match', and donations of your products are all helpful and effective at building positive brand sentiment.

RECOVERY PLAYBOOK V1: Winning in June 2020 via Frontline Donations

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **DONATIONS TO FRONTLINE WORKERS** | METRIC: **FEEL BETTER TOWARD**



KEY TAKEAWAY

There are many ways to offer a helping hand to the frontline workers. No matter your product category, there's an opportunity to contribute while building your brand.

RECOVERY PLAYBOOK V1: Winning in June 2020 via Discounts

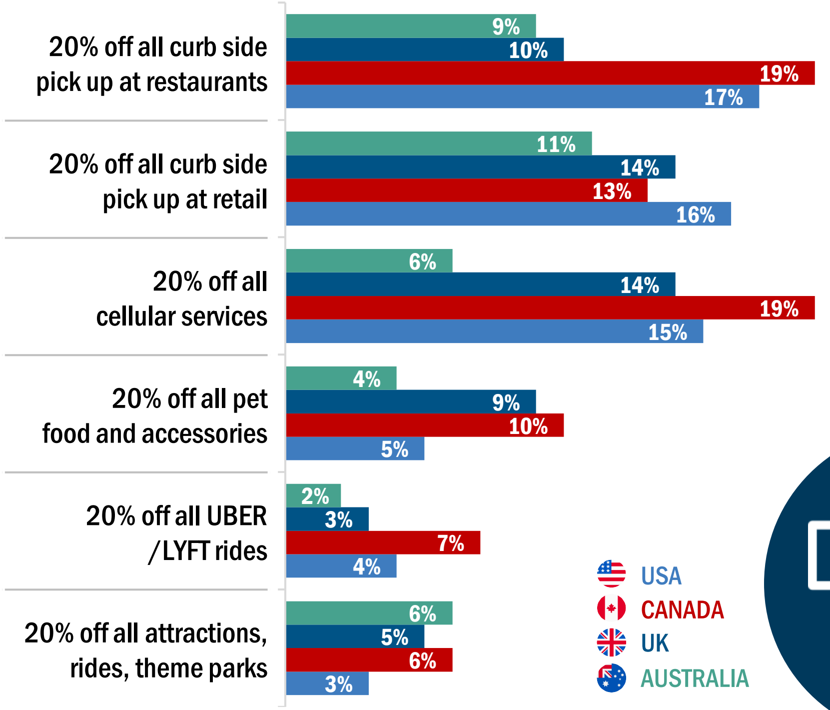
IMI 24™ : N=400 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **DISCOUNTS** | METRIC: **FEEL BETTER TOWARD**

IMPACT OF DISCOUNTING

Offering short term discounts provide little value in brand building and will erode margins. Use discounts sparingly as a short-term tactic and not a strategy for recovery in 2020-21.

Focus on being relevant, compelling and better than competition by offering true value and a great experience. If a brand does not offer a great experience with value and authenticity, it is expected that the consumer will make them pay dearly.



RECOVERY PLAYBOOK V1: Winning in June 2020 via Discounts

IMI 24™ : N=400 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **DISCOUNTS** | METRIC: **FEEL BETTER TOWARD**

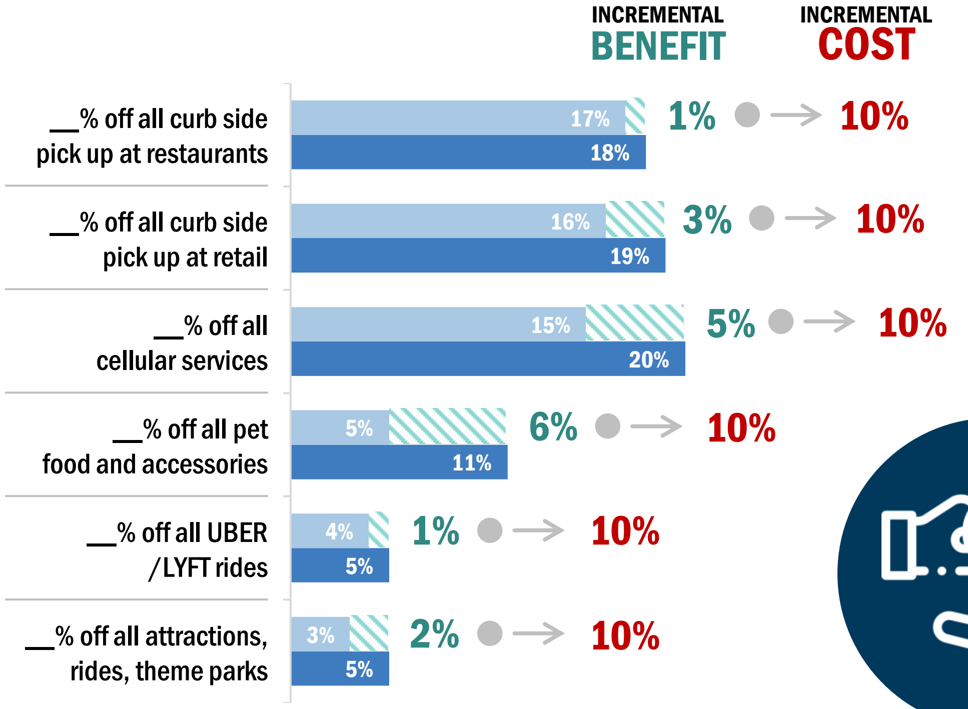
THE IMPACT VS. COST OF INCREMENTAL DISCOUNTING

The incremental benefit to a brand that comes from discounting an additional 10% is marginal and does not outweigh the costs.

Reality: Be very cautious using 'discounting' to drive impact with consumers. In addition, be relentless to ensure an ROI!

COMPARING:

20% OFF vs. 30% OFF



RECOVERY PLAYBOOK V1: Winning in June 2020 Initial Learning

IMI 24™ : N=1,250 per country: We Asked: Which of the following actions would make you feel better toward the company or service for the month of June during this difficult time?

TIMING: **JUNE 2020** | TACTIC: **COVID RELATED EFFORTS** | METRIC: **FEEL BETTER TOWARD**

3 Simple steps to optimize what you are doing

1. There are many options to drive positive consumer sentiment. Select one that is authentic, tangible and core to your brand – be direct, real and compelling.

2. 'Donating more' and 'doing more' is often met with diminishing returns. Consider adding value and executing flawlessly to drive the greatest benefit without overthinking how much and/or how many. Find an authentic way to contribute positively and your brand will benefit.

3. If you or your brand haven't yet executed anything consumer facing it's not too late. From the extensive work we've completed with disaster relief, the same recipe is always set for success. Be decisive and quick to market (less than 10 days), and if you're later to market follow the simple rules of #1 add value to the target #2 be compelling, and #3 be better than current.

Wave 7 + Playbook V 2.0

Early June 2020

IMI NextWave™ will dig deeper into the impact of value offers on:

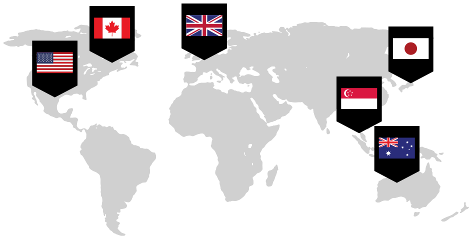
a) consideration
b) preference
c) purchasing

IMI International Since 1971

CORE PURPOSE

INSIGHT
DRIVING
PROFIT

LOCATIONS



150+
Clients

45
Countries

POINT OF DIFFERENTIATION

20,000+ Case Studies

R Y G

THOUGHT LEADERSHIP THROUGH CUSTOM SOLUTIONS

NEXTWAVE

Fuel and inspiration.
- What to do NOW & next
- Fact based guidance for your next step forward; key demos, QSR, hot trends, health and wellness, innovation ,events etc.
- Annual IMI investment in R&D

SPONSORPULSE

24/7/365 insight.
- Insight at your fingertips
- Deeper dive into Sponsorship with SponsorPulse™ and coming soon, understand everything about the people you care most about with GenPulse.
- Much more to come...

PINPOINT

Deep dive with custom solutions.
- Tailored approach to unique questions.
- Specific questions to drive your ROI
- Brand Strategy, Product, Messaging, Segmentation
- Event Activation
- Sponsorship
- Price Optimization etc.

NEXT UPDATE : COVID-19

The next comprehensive COVID-19 update will be delivered in approx. 10 days.