

CR2027: FORWARD TOGETHER

A SHARED COMPASS FOR CHANGE



CR Consumer
Reports®

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The Journey Ahead: An Introduction



MARTA TELLADO
President and CEO,
Consumer Reports

Who are you?

I've had the honor of serving as President and CEO of Consumer Reports since 2014.

For consumers — that is to say, all of us — this is a moment unlike any other in history. The rapid acceleration of new technologies puts us on the brink of disruption in every industry, while our economy, public health, and global stability feel like they are on a knife edge. Threats to our ability to make free and informed decisions seem to be evolving every day.

The world is changing — and we are, too. Over the next three years, we'll be transforming the way we work to meet this moment for consumers.

So what will be different?

We're going to be shifting — and sharpening — our focus.

That starts by seeing the world through the eyes of consumers, and asking where, when, and how CR can make the most meaningful, valuable difference for you.

We're going beyond ratings and reviews to become an indispensable all-around resource — a trusted partner that people of all ages and backgrounds can count on as they face the biggest choices in their lives.

We need to know what you're up against when you venture into the marketplace — your worries, your frustrations, and your hopes. And we're going to build the future of CR around that experience by identifying the greatest threats we all face, no matter our age, income, or background. Today, those include threats to consumers' abilities to make safe and sustainable decisions confidently in a marketplace built to serve their needs. This touches nearly every product and service we use, from the app store to the grocery store.

In asking ourselves where we can make a real difference for people, we decided on three critical arenas — three life moments where the stakes are high, the landscape is muddled, and the potential for CR to deliver the most value to the most people is ripe.

The Journey Ahead: An Introduction

Of course, surrounding each of those moments — along with so many other of our most important decisions — is another critical arena: the digital marketplace. At a time when our privacy, our personal data, and our access to trustworthy information are at risk like never before, this is a critical moment to stand up and speak out. We have to ensure that new technologies and platforms are built with your needs, rights, and interests in mind. Working together with consumers, CR will be rolling out bold new technologies and initiatives — efforts that will help prove a pro-consumer digital marketplace is not only possible, but essential.

These are three of the most important moments a person might encounter in life: creating a home, choosing a car, and preparing for the arrival of a baby. We're going to work together with you to meet those moments with confidence, offering new cutting-edge tools and personalized support that makes you feel informed, powerful, and in control when you need it most. In these life moments, we can create a powerful cycle where growth amplifies our ability to advance our mission. We offer valuable insights and solutions to help consumers make informed decisions. This not only makes us more relevant and influential in the market but also boosts our visibility and, in turn, the value we bring to our members and consumers more broadly.

We're going to be there for you in those moments when the stakes are highest — not simply as a reliable expert, but as a lifelong partner who equips you to wield your voice, your data, and your innate power as a consumer to navigate the economy and shape it for the better. And we'll fight for a marketplace that puts your interests first, pressing industries and regulators to ensure that you have access to choices that reflect your values around safety, energy efficiency, and more. By engaging directly with consumers, companies, and government actors, we'll help create powerful impact, with every lever of influence in the marketplace being pushed to raise the bar.

You can learn more about the specifics of our ambitious approach in the 'What We'll Do' section.

So those are the changes. Will anything be the same?

We may be transforming the why, where, when, and how of the way we work — but we're never changing who we are.

The Journey Ahead: An Introduction

CR has always been an iconic social enterprise, driven by a singular mission: working side by side with consumers to advance truth, transparency, and fairness in the marketplace. We might show up in different ways for consumers in 2027 than we did in 1936, 1976, or even 2016, but that evolution is essential to delivering on our mission.

In a marketplace that is constantly transforming itself, we have to transform just as quickly in order to be there for people, bringing the time-tested values of CR to bear on the landscape of our lives — today and tomorrow. Those bedrock values will always remain at the center of our work.

But in a landscape as crowded as this one, can CR really still stand out? Why should I care about CR when I've got so much information at my fingertips?

There's a sea of information out there — a seemingly endless stream of free, paid, and AI-generated content. But how much of it is tested, and how much of it can be trusted? How much of it is actually just advertising designed to steer, rather than inform, the choices you make?

Was that dishwasher review paid for by the manufacturer? Was it even written by a human? Does that well-meaning YouTube influencer really know which car seat is the safest fit for your vehicle?

What makes CR different isn't just that we've been the gold standard of expert testing for 87 years. It's that we've consistently earned trust by being an independent, not-for-profit force that people know they can rely on when government and markets fail them.

We want to be that force for you, and with you, too.

So yes, the landscape is crowded. But we are confident that CR has something unique, valuable, and relevant to offer every generation of consumers today — a true partnership that delivers confidence, trust, and real solutions.

The Journey Ahead: An Introduction

Empowering people at those key moments is one thing...
But with the world changing so quickly, can consumers ever really feel powerful again?
At a time like this, is it really possible for CR to make a difference?

The world is certainly changing. But by some measures, there's never been a better time to be a consumer. Technology has delivered innovations that enrich our lives in all sorts of ways. Through social media, it's also given consumers a giant megaphone — and a direct line to companies — that has often compelled industry to be more accountable and responsive to our needs than they once were.

That isn't the whole story, of course. Corporate consolidation is also accelerating like never before. New deceptive practices are cropping up in the digital arena that prey on the most vulnerable consumers. Sophisticated fake reviews and well-disguised advertisements are carefully designed to sway us. Mega platforms freely take our data, and use it to drive us toward what they want us to see instead of what we need. And the rise of generative AI is opening the door to an explosion of bias and a flood of unverified claims. That's why, in this era of groundbreaking new technologies, consumer power has never been more vital — and the mission of CR has never been more relevant.

Consumers can't afford to cede the power to shape our future — that's why a centerpiece of CR's work in the years to come will be taking catalytic action to center consumers' needs and interests in the digital marketplace. If we step up to meet this moment, we can insist that safety, fairness, and transparency are built into each new tech revolution that shakes up the way we live our lives. When we've exercised our values and our voices together, we've overcome government inaction and corporate interests to get toxic chemicals out of our food, put seatbelts in every car, and make it possible to live safer, healthier, more prosperous lives.

That's why we're so excited to share more about our transformation. And it's why we're excited to keep delivering on our timeless mission in a brand new way. No matter how complex the marketplace gets, we look forward to doing what we've always done — deploying trusted insights and real consumer voices to put people first in a changing world.

Because at CR, there's nothing artificial about our intelligence.

OUR COMPASS



Our Compass



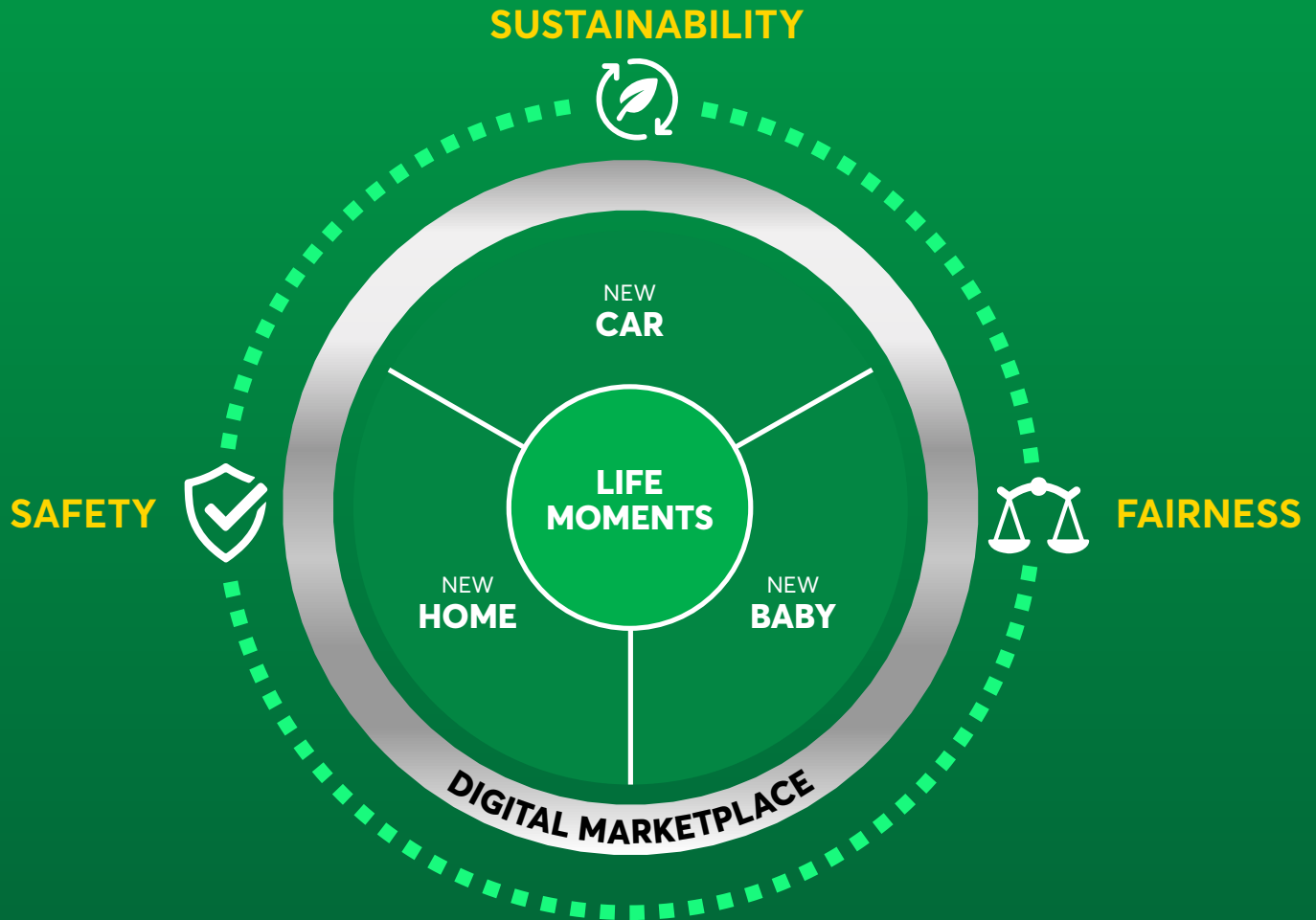
CR's new strategic plan is arriving at a moment of ever-accelerating change. No one knows precisely what the path ahead will look like for our economy, our country, or our world. But we do know that in order to deliver for consumers, our plan must be built on a foundation of innovation and a spirit of agile and responsive learning.

Some actions we'll be taking aren't yet known — and that's by design. Our offerings will evolve... our challenges will be approached... our ambitions will be clarified... and our future will be shaped... all in response to insights we'll generate along the way.

We remain fully committed to the mission and values of CR, the overarching direction of this strategy, and the operational changes that will get us where we need to go — a future signified in the compass on the following page.



EVERYONE CAN MAKE SAFE, SUSTAINABLE DECISIONS CONFIDENTLY IN A MARKETPLACE BUILT TO SERVE THEIR NEEDS



Align our social enterprise around shared goals so CR:

Delivers valuable solutions that help consumers and raise CR's relevance and visibility

Influences corporations and governments to meet a higher bar

Connects a wider circle of consumers to CR and builds greater consumer power

THREE BOLD SHIFTS

TO REALIZE AN ESSENTIAL TRANSFORMATION:

REIGNITE



the power of consumers to make the market better

For years, much of our effort has been to drive change from the top down. We have always married the shaping of legislation and policy to the size and power of our scale. CR has been a leader in this realm, and moving forward we will **REIGNITE CONSUMER POWER** by scaling up the power of consumers' data and voices to influence companies and policymakers in a focused and dynamic way.

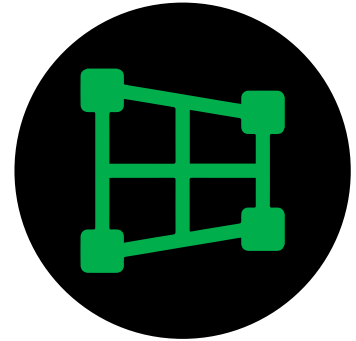
REINVENT



the user experience and diversify our offering to reach more people

We will listen to consumers, and use what we hear to steer our course — becoming indispensable to them as they navigate high stakes choices. We will **REINVENT OUR USER EXPERIENCE** to be more consumer-centric and give people exactly what they need, when and where they need it most. We'll anticipate and address consumer needs, creating tomorrow's solutions today.

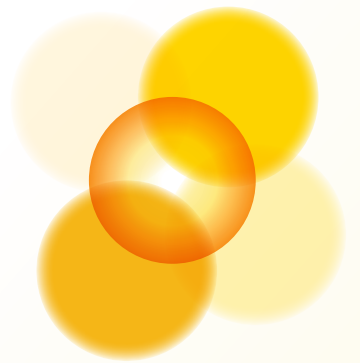
REDESIGN



how we work for faster, more relevant, and efficient results

This transformation will require us to redefine not only how we work, but how we'll thrive in a dynamic world. We must **REDESIGN HOW WE WORK** by embracing change, challenging convention, and investing in our people to drive a new path forward. Data will power our ability to move efficiently and with conviction. We'll punch above our weight, delivering outsized impact united as one team.

WHAT CONSUMERS ARE FACING

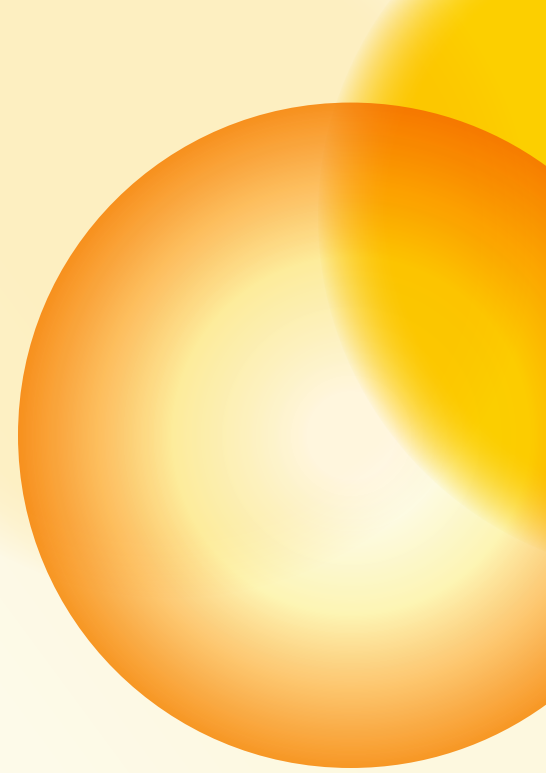


An Evolving Set of Threats

Nearly a century ago, Consumers' Research — the predecessor of Consumer Reports — was created to guard against a rising tide of false advertising. Back then, some of the biggest threats to consumers were household products containing radium and lead, outrageous claims about the health benefits of cigarettes and soda, and literal snake oil salesmen. In 1929, Consumers' Research began testing common goods for the common good, shedding light on their quality, their safety, and the truth of their claims.

Since the birth of Consumer Reports in 1936, we've constantly evolved to meet new threats.

From unregulated claims in the earliest days of radio, to the 'Mad Men' era of advertising, to the birth of a new Wild West — the internet — CR has deployed its "test and protest" model to level the playing field. We've empowered generations of consumers with knowledge, held regulators' feet to the fire, and pressured corporations to prioritize consumers' needs, values, and interests.



Today's Threats

But today's consumers face a thornier marketplace than ever before — one full of pitfalls, false paths, and sophisticated deceptions that can trip up even the savviest navigators. What we see is increasingly under the control of a handful of digital giants, which use hidden algorithms and harvested personal data to determine which information and choices reach our screens... and which do not.

Corporations manufacture fake consumer reviews to steer our decisions.

Powerful search engines are now doubling as advertising platforms, locking us into narrow paths that limit our options.

And the rapid rise of generative AI threatens to exploit each of those vulnerabilities, potentially flooding the marketplace with a firehose of misinformation.


It's getting harder for people to find sources of light they can depend on — true information that is tested, trusted, independent, and unfiltered. But if we want to preserve, progress, and pass on a society that puts people first, shining that light is essential. Our health, our privacy, our prosperity, our equality — all of it depends on our ability to make safe, sustainable decisions, undimmed by deceptive tactics.

That's why CR's mission has never been as vital as it is today.

What's Ahead

Together, we can build a world where the marketplace doesn't manipulate us — and instead, our choices shape the marketplace.

If we can bring dark patterns to light, loosen the grip of the digital giants, and spur our government to create pro-consumer rules and standards, we'll put power back where it belongs: in your hands.



**WE ALL HAVE
THE POWER
TO DEMAND A
BRIGHTER FUTURE —
AND CR HAS
A PLAN TO LIGHT
THE WAY.**

WHAT WE'LL DO



Enterprise Impact Goals

SAFETY



SUSTAINABILITY



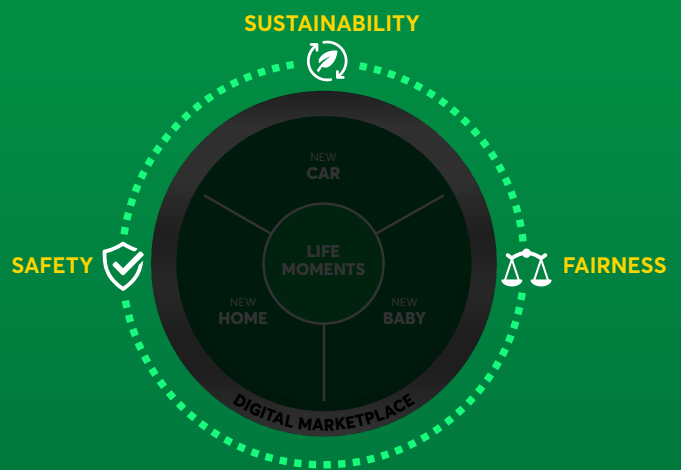
FAIRNESS



THREE CORE GOALS UNDER THREAT IN THE MODERN MARKETPLACE.

To center our work around the interests, rights, concerns, and aspirations of all consumers, CR must focus on the highest-stakes moments in our lives where — and when — these goals hang in the balance. We'll engage with each spoke in the wheel of the marketplace — consumers, industry, and government — to build momentum for higher standards around each of these three core goals.

In the years ahead, we'll be fighting boldly for those goals on two interlocking fronts: the digital marketplace, where so many of our most important choices happen, and the key life moments where safety, sustainability, and fairness are most at stake. The following pages offer a vision of what CR and the consumer experience could look like in 2027 as we embark on our transformation and unleash the talents of our team.



Digital Marketplace

When the internet first rose to mainstream prominence in the 1990s, it looked certain to be a boon for consumer power. After all, here was a place that promised limitless connection and community, boundless information, endless choices, and immeasurable freedom.

Any fact you needed, any opinion you sought, any product you were after — it was all suddenly at your fingertips.

So what went wrong?

That wide open field of information allowed misinformation to take root.

Connection and community became increasingly concentrated within a handful of platforms... platforms funded by advertisers... platforms that in some cases were retailers themselves.

Data harvesting became the norm — before long, those giant platforms could learn about you and your habits, and target you with advertisements specifically customized to sway you. And the difference between an ad and everything else grew less clear.

Digital giants gained unprecedented influence over what we see — using algorithms that often amplified misinformation, allowing it to fester and spread.

In 2010, only about four of every ten product searches began on the top two services, Google and Amazon. Today, it's more than seven in ten — and most searches that begin on these platforms never branch out elsewhere.



Using filters and algorithms, platforms limit the information and options you see based on what they think will serve their interests best. They even sometimes show you higher prices for clothing, airline tickets, and more — just based on what they've learned about you from your personal data.

Digital Marketplace

The digital marketplace shouldn't be a distorted landscape of filtered options, stifling algorithms, hidden influences, unregulated generated AI, and covert ads.

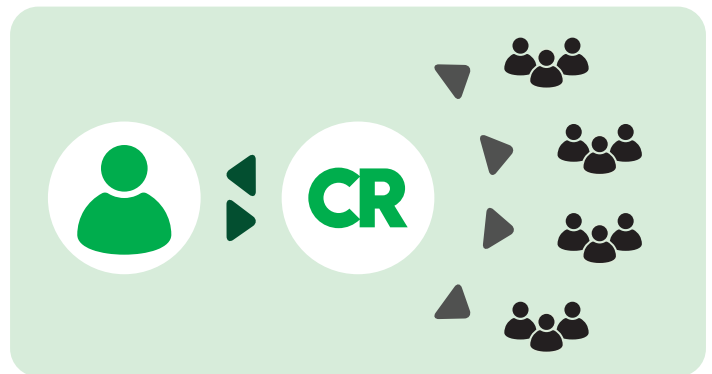
It should be a wellspring of consumer power — of connection, community, facts, and free choice.

Consumers still hold the power to build that future. And at CR, one of our key priorities in the years ahead will be equipping them to do it. We're working directly with consumers and other organizations to help ensure that consumers have power in the digital marketplace. That work will include ramping up our fight to end biased algorithms and empowering consumers to own and control their personal data, and a host of other initiatives to help cement generative AI and other new technologies as forces for good — not evil — in all of our lives.

It's not about muzzling innovation. It's about making sure that every new technology becomes a tool that benefits you — and not the other way around.

As part of that effort, we'll be innovating for consumers — leveraging data, AI, and other technologies in a way that's helpful, relatable, and accessible.

We're looking at our data in new and exciting ways, developing a pro-consumer AI assistant that uses large language models to surface only trustworthy, expert information. Instead of steering you to the products and information companies want you to see, its purpose will be to help you solve problems, and find what you actually want.



Not only will it find the best-performing dishwasher in your budget — and show you exactly how to install and maintain it — it will also save you time and money by acting as an agent for your interests. Have a customer service issue with a company? CR will contact them on your behalf and get it fixed. Paying too much for broadband? CR can negotiate your internet bill — or let you know if another provider has a better deal for you.

Ethical AI tools like these will help level the playing field — clearing away the nefarious ads and misinformation in your path, and giving you the power to make informed choices with ease.

Digital Finance

Digital finance is the new normal, but our hard-won consumer financial protections don't always apply in that realm, and it's getting increasingly difficult for government guardrails to keep pace.

That's why CR has launched a new initiative to evaluate digital finance products in a number of popular payment apps. We started by assessing services like Venmo and Cash App — stress-testing them to get to the bottom of consumers' biggest concerns. Do they really keep your money safe? Do they protect your data? How well do they monitor for fraud?

Having detected hidden risks in a number of these apps, we went directly to the companies and government regulators to walk through what we found and help fix the problems. As a result of our efforts, four leading apps agreed to improve their safety and privacy practices, while another is altering their design, improving safety and transparency for users.

We're working to embed our digital testing insights into easy-to-use consumer shopping tools to help you make informed choices about how you move your money in the digital world, including in areas like crypto and other alternative payment systems and platforms.

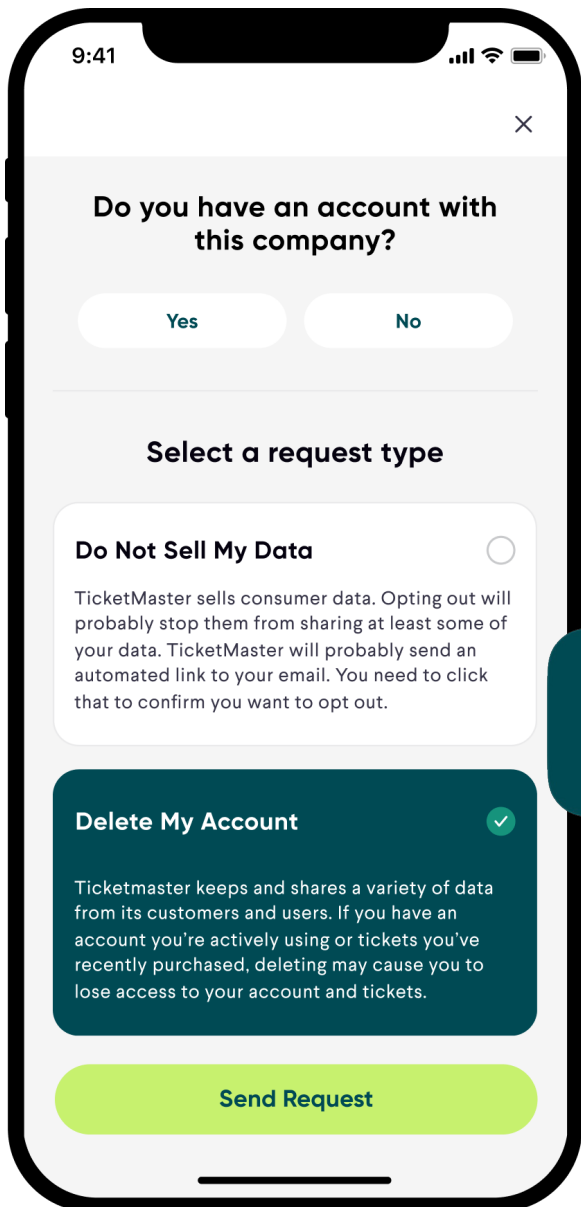
Privacy

	Apple Cash	Cash App	Venmo	Zelle
Data collection				
Minimal data collection				
Data sharing				
Data usage				
Data deletion				

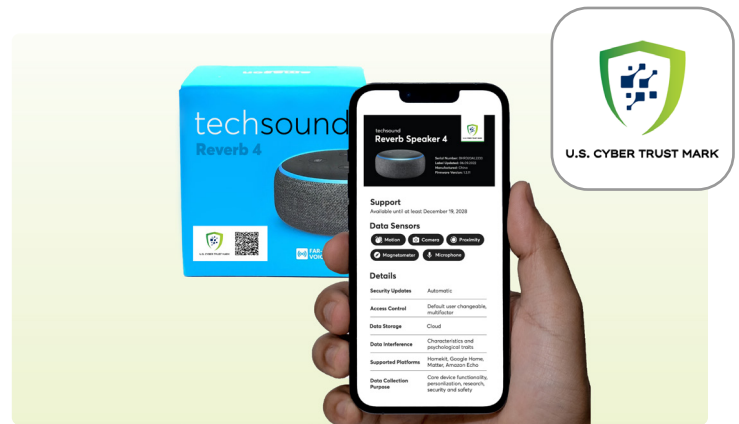
WORSE ————— BETTER

Data Control

We've pushed for — and won — key legislation to help you control your own personal data so that companies can't abuse or profit from it without your genuine consent. And we're pairing the policy with the practical — passing laws to protect your data, and then offering tools like Permission Slip to make it easier for you to exercise your rights, by reclaiming your data from companies and platforms that mine it, with a swipe on your phone.

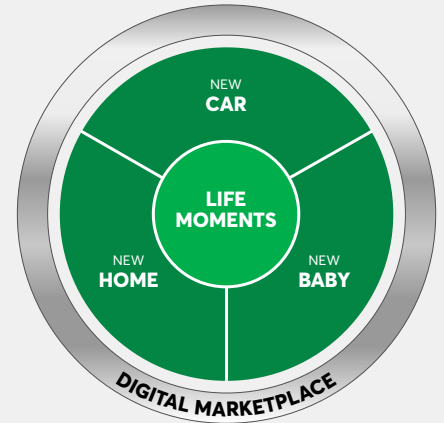


We're also partnering with research universities to experiment with new methods of shielding consumer financial data. And with the strength of CR's research, investigative journalism, consumer campaigns, and ratings, we'll continue to shine a light on harmful practices and hold bad actors accountable as new technologies hit the market.



As innovations continue to arrive at a breakneck pace, we will be there every time, making sure that your safety, your privacy, and your right to be treated fairly are at the center of our digital world.

DIGITAL MARKETPLACE



OBJECTIVE

Take catalytic action to shape the digital marketplace for good, harnessing tech, influencing key actors, and ensuring pro-consumer ground rules.

IMPACT FOR ALL

- The digital marketplace is safer and consumers have power with access to trustworthy information online and more control of their data.

SAFETY



FAIRNESS



What We'll Do

MEET CHRIS & ROBIN



They met in college, and recently got married.

They love their dog.

They love their city.

They're working hard in their careers.

They're happy to pay for streaming services, but they're not used to paying for news or information. After all, they've got social media, Google searches, and online reviews at their fingertips — an endless stream of insights and opinions, all for free.

So... why should people like Chris and Robin care about CR?

Because they're about to experience some big changes in their life.

Here's our vision of what their relationship with CR could look like in 2027.

What We'll Do



HOME



CARS



BABY



OBJECTIVE

Evolve and sharpen our focus, creating peace of mind where it matters most

Become #1 place for consumers on their research to ownership journey, affirming our strength in a rapidly transforming market

Expand CR's trusted brand to provide reliable expertise to people with babies

IMPACT FOR ALL

- Every home is increasingly safe, protecting the health and well-being of consumers
- Efficient, reliable, cost-effective, and long-lasting home products that meet consumer needs

- Safety is standard in all vehicles
- Good, energy-efficient vehicles that meet consumer needs

- Safer options for babies that enable a more livable world for them and future generations



It's one of the biggest moments of our lives — we bought our first home! We know we have a lot of important purchases to make, and it'll be a big job to keep everything in working order, but we're excited to put in the work and make it our own. The only problem? It doesn't come with a manual.

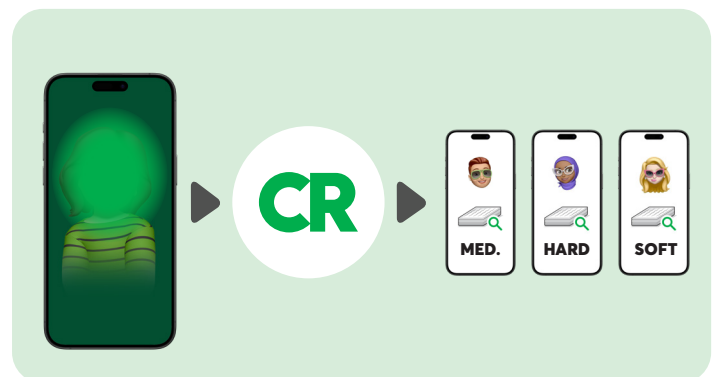
Of course, we need to figure out those big-ticket items — getting the best bang for our buck on a reliable dishwasher, dryer, and so much more. But honestly, we could use a whole lot more help than just being told which washing machine scores 91 points and which scores 93. We want our values to be reflected in the choices we make around our home. Thankfully, the new CR offers exactly that.

Why did we become CR members?

CR doesn't just rate and rank. They listen to what we care about, tailor their recommendations, and then stick with us the whole way through — from researching our options, to making a purchase, to helping us maintain and get the most out of each product we choose for years to come. And thanks to CR's groundbreaking new tools, that sense of partnership is always easy to call upon whenever and wherever we need it. CR isn't just a machine that turns out test results — it's a smart agent that draws on deep expertise, who saves us time and money, making sure that the market is treating us fairly: contacting companies to confirm a warranty, or replace an air conditioning unit on the fritz, or negotiate a lower internet bill so that we don't have to waste hours of our lives listening to hold music.

Only CR embeds our values in the guidance they offer. Because we've shared with CR that we care about the health of our oceans, they let us know which of the leading dishwasher pods contain microplastics that are harmful to fish and transfer into our food — not just which ones clean the best.

Only CR gives us a chance to make the marketplace better for everyone — not just fellow homeowners, but renters as well. We use an app on our phone to monitor our sleep quality, and since we chose to anonymously share our data with CR, they can use it to give other consumers a better sense of which mattresses promote better sleep.



Only CR takes us step by step through some of the most complicated aspects of homeownership. Does installing solar panels, or investing in a solar farm, make sense for our family and our budget? Should we switch from a furnace to a heat pump to save money and maximize our energy efficiency — and if so, which pump? What's the right approach for us when it comes to getting a home warranty or homeowners insurance?

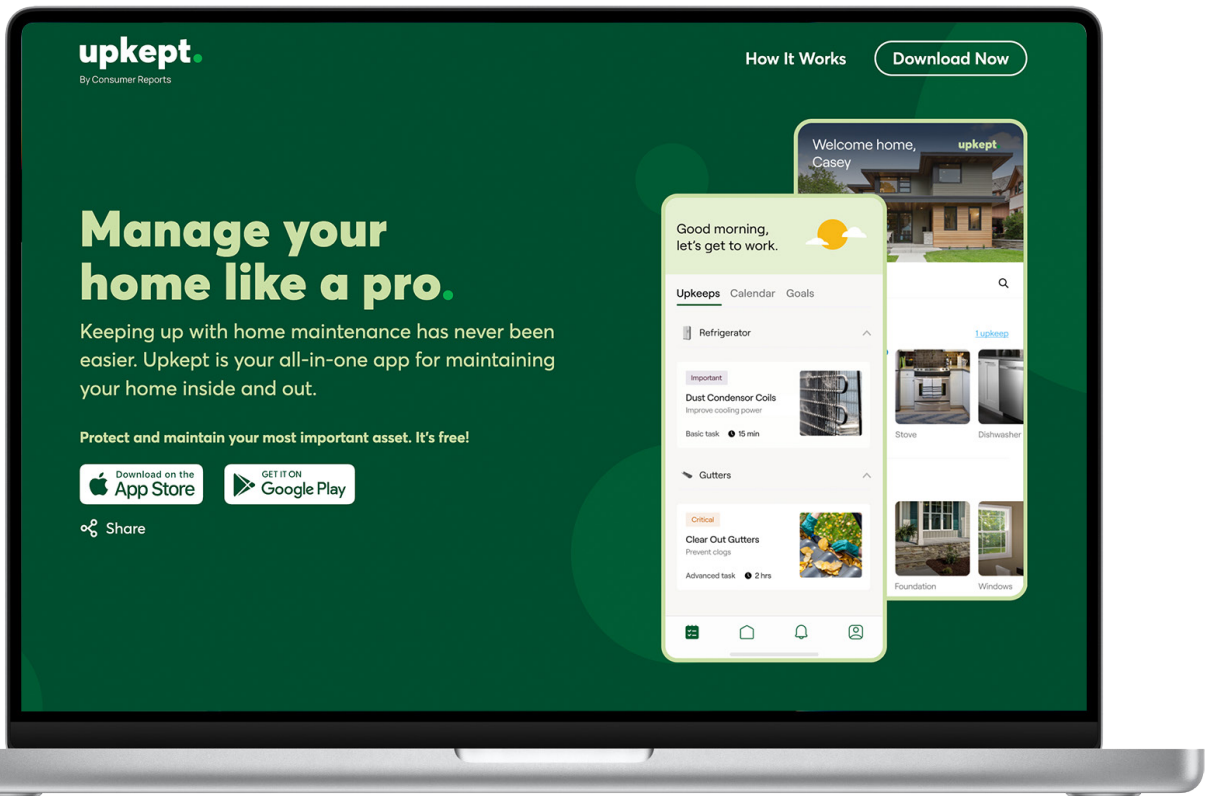


CR has our back when we're facing those kinds of questions. And that partnership isn't just comforting — it's empowering.

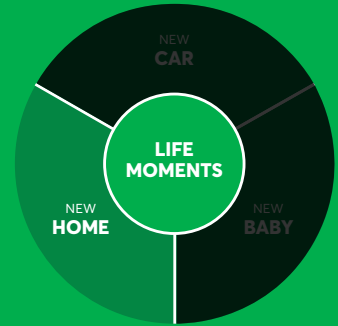
When we need to figure out whether it makes more sense to fix our broken refrigerator or just buy a new one, CR has an interactive tool to help us find the right answer. When we're overwhelmed trying to remember every filter that needs changing, every vent that should be cleaned, and all those other maintenance tasks that tend to slip through the cracks and degrade our most expensive appliances, CR has an app that keeps us on track. And to protect our safety, we count on CR for tested, trusted product expertise that influencers and amateur reviewers just don't have — like which cleaning chemicals are truly safest, which vacuums pick up the particles

we can't even see, and which water filters really work best. CR also takes trust to the next level by reviewing the reviewers — testing the claims that others are making and partnering with influencers to make sure we are being given the best choices possible.

We want the choices we make about our home to reflect our values — staying safe, living sustainably, and having peace of mind — so it's important that those choices are meaningful. With CR, we have an independent, nonprofit partner who is knowledgeable, responsive, and invested alongside us... a partner who not only knows homes and household products inside and out, but knows us and what we care about, too.



HOME



OBJECTIVE

Evolve and sharpen our focus, creating peace of mind where it matters most

IMPACT FOR ALL

- Every home is increasingly safe, protecting the health and well-being of consumers
- Efficient, reliable, cost-effective, and long-lasting home products that meet consumer needs

SAFETY



SUSTAINABILITY



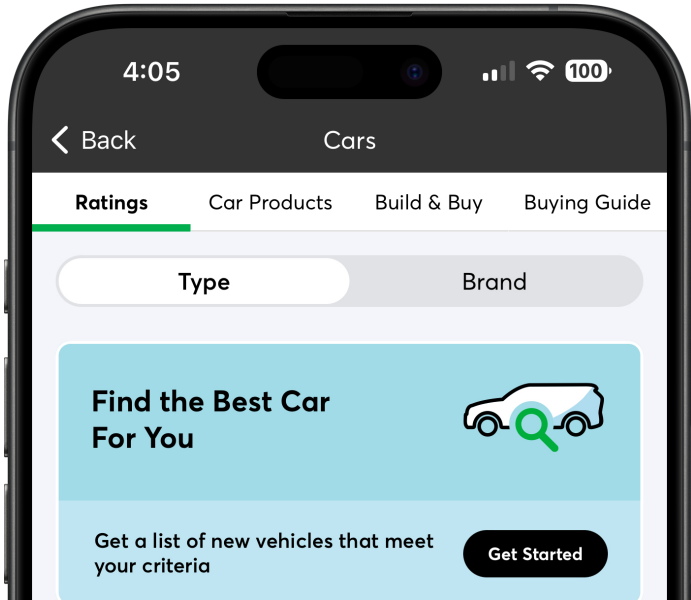
FAIRNESS



CARS



Even before we became members, we knew that helping people choose the right car has always been CR's calling card — their ratings have been a staple of American life for generations. What we didn't know is how much deeper CR goes to give us the best experience possible as car owners.



It starts with helping us find the right car — new or used. But that isn't where it ends. After consulting with CR's world-class auto experts, exploring their clear and easy-to-navigate new ratings system, and figuring out which car suits us best, we entered into an active community of CR members whose tips and experiences help all of us get the most out of our cars.

In fact, our CR membership has paid for itself (and then some) already — through the CR car community, we've learned how to extend the life of our vehicle and save hundreds of dollars on maintenance each year. Using CR's AI-powered digital tools, we were able to easily navigate the tricky

world of auto insurance to make sure we're protected and not leaving money on the table. And being a member means having CR there with us every mile of the way — working with us to negotiate trade-ins, figure out which type of tires will save us the most money, and so much more.

We recently decided to buy an electric vehicle for the first time, and CR put everything we needed right in front of us. First, as CR members, we had access to purchase and maintenance discounts. Next, CR walked us through the most efficient way to locate and set up our at-home charger. Like thousands of others, we shared our experience of finding and using local charging stations with CR — what worked well, and what was frustrating. CR used the data we contributed and transformed it into action, persuading industry and government decision makers to improve the experience and placement of charging stations in our community and across the country. We feel confident knowing that CR is working to ensure consumers have access to good, energy-efficient vehicles that fit their needs

EVs 101

- 
Savings & Tax Incentives
- 
Battery & Range
- 
Charging & Fueling
- 
All Buying Advice

CARS



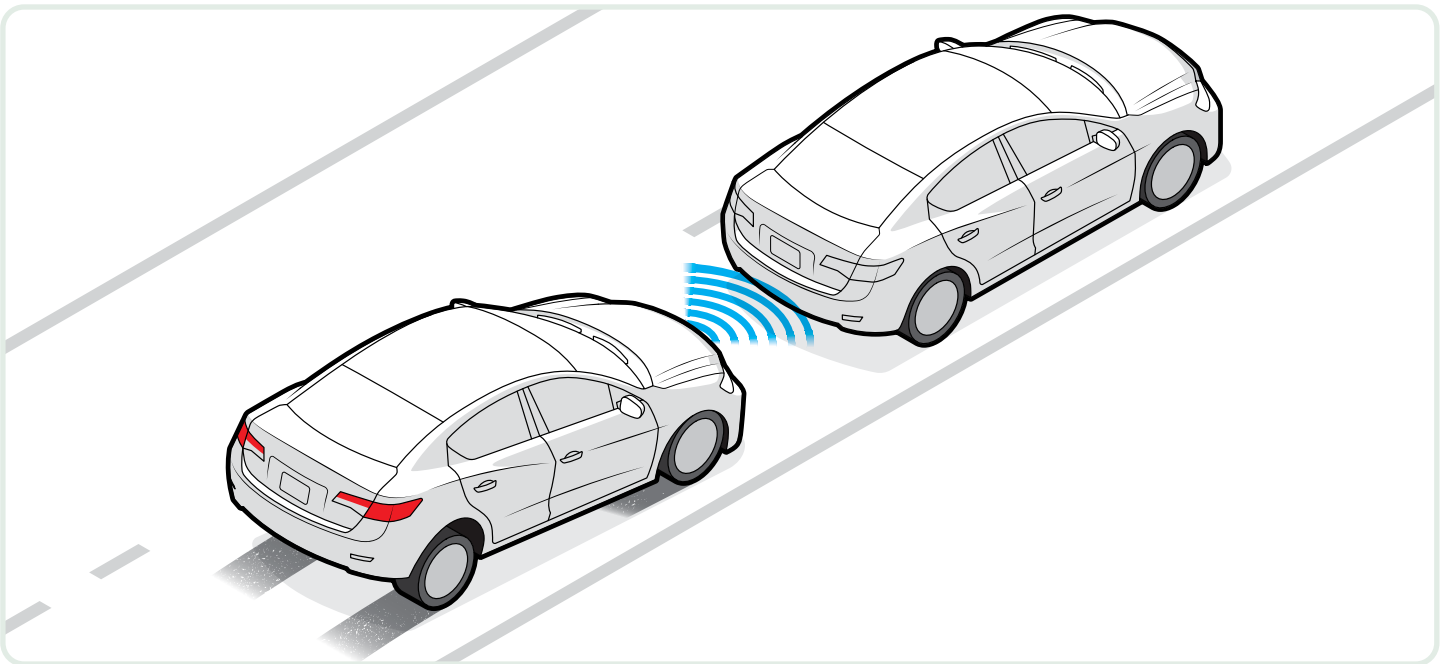
CR raises our voices to deliver safer cars and a better driving experience — not just for us, but for everybody.

Take our friend, Avery, who lives in an apartment downtown. Avery is younger than we are, and isn't thinking about buying a house or having a baby just yet — so CR isn't really on Avery's radar at the moment. But one thing we love about CR is that they're making a difference for Avery, too. Cars are a great example of that.

implemented, and regulated with everybody's safety in mind.

Those are all areas where people like Avery are benefiting from CR alongside people like us — because regardless of whether or not you're a member, CR is fighting on your behalf. And that's true not only for cars, but for everything CR works on.

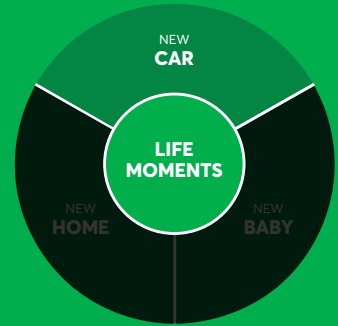
We're thrilled to be CR members because nothing is more important to us than keeping our family safe. But we're proud



CR has won countless fights through the years to make safety standard in all vehicles, and not just a luxury reserved for those who can afford it — think seat belts, air bags, electronic stability control, backup cameras, and so much more. And today, CR is leading the way to ensure that new innovations like autonomous driving technology are being designed,

to be CR members because our membership helps keep everyone safe. We're also part of a larger mission to make everybody's lives safer and fairer through the ripple effect CR creates.

CARS



OBJECTIVE

Become #1 place for consumers on their research to ownership journey, affirming our strength in a rapidly transforming market

IMPACT FOR ALL

- Safety is standard in all vehicles
- Good, energy-efficient vehicles that meet consumer needs

SAFETY



SUSTAINABILITY



FAIRNESS





And we thought our house didn't come with a manual! Nothing could have prepared us for becoming parents for the first time — the worries, the fears, the endless lists of baby gear we had to acquire. Worst of all was the feeling that we were in over our heads... every decision felt so high-stakes, and we just had no clue where to begin, or how to make the right choices.

Thankfully, CR was there for us, offering expert guidance on all of our questions — and, most importantly, helping us feel confident and knowledgeable every step of the way.



For the big-ticket items, we turned to CR's interactive tools to figure out which choices made the most sense for us. Our top concern was safety, of course — and there isn't a review site, enthusiast, or Instagram influencer in the world who can test for safety the way CR can. But even beyond safety, we had priorities specific to our day-to-day lives that we wanted to account for: the best stroller for navigating narrow city streets... a baby monitor that gives us a clear signal even if we're in the back yard... a car seat that can be easily taken out and safely re-installed in grandma and grandpa's car, and back again, without any hassle. With CR, we got expert recommendations that were not only trustworthy, but tailored to us.

As members, we got to connect with CR's baby gear experts, who gave us incredibly helpful insights not only into the best products, but the best tips and hacks as well. They're not just with us in the run-up to buying something — they're with us the whole way through. It's one thing to purchase a reliable car seat. But do you know the safest way to strap your baby in? Do you know how to tell when it's time to upgrade to a larger seat? Do you know how to safely and responsibly dispose of a car seat your baby has outgrown? We sure didn't! But CR did — and they helped us navigate all of it.

BABY



That partnership extends beyond the biggest items to, well... everything. Okay — so you've figured out your car seat, crib, and stroller. Congratulations! But what about high chairs, pumps, changing pads, humidifiers, diaper pails, bottle warmers, nursing bras, baby bathtubs, white noise machines, safety gates, prenatal vitamins, baby-safe bug sprays... and that's just scratching the surface. CR takes that vast, uncharted, chaotic world of preparing for a baby, and makes it easily navigable for new parents like us. Using tools like mobile scanners, we can quickly determine whether everyday products meet our standards and reflect our values. And when we see the 'CR Recommended' trustmark on a product, we know at a glance that we can count on it.



Their experts test and rate more than a thousand baby products across a wide range of categories for safety, performance, sustainability, and more. And that expertise really matters — for example, they lab-tested the true SPF of baby sunscreens, and discovered that some products were dramatically overstating how protective they truly were. CR can determine whether particular dyes used in colorful baby gear contain

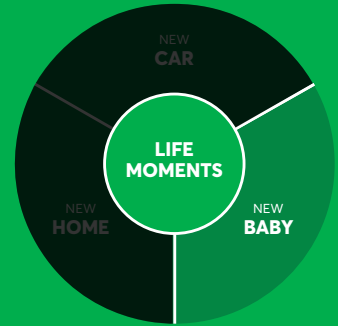
carcinogens — or if a product incorporates a flame retardant that promises greater safety on the surface, but actually leaches toxic chemicals. No matter how vigilant we are as consumers, we just have no way of detecting those kinds of safety threats without true experts like the team at CR.

Just like with cars and other products, CR takes those insights and fights at the state and national level to make baby products safer — earning victories to get dangerous heavy metals out of baby food, pulling harmful products off of store shelves, and raising safety standards on nursery furniture and other key items.

We also love that CR has united a host of trusted parenting resources to produce a one-stop hub built not only on product expertise, but on the voices of parents and advocates. It's more than a network. It's a genuine community — a place where we can connect with other parents facing the same stresses, asking the same questions, and sharing insights and experiences that are then backed up by expert guidance. CR has created a singular force in the baby marketplace that manufacturers and regulators really listen to — and that's shaping the market for the better.

Combine all that with CR's cutting-edge digital tools — including an integrated baby registry site — and CR has helped us feel more confident, powerful, and in control than we ever thought possible in this daunting world of new parenthood.

BABY



OBJECTIVE

Expand CR's trusted brand to provide reliable expertise to people with babies

IMPACT FOR ALL

- Safer options for babies that enable a more livable world for them and future generations

SAFETY



SUSTAINABILITY



FAIRNESS



**HOW
WE'LL
DO IT**



How We'll Do It

The vision for CR, for consumers, and for the marketplace that we've illustrated provides a picture of the future we strive for. We know that circumstance, innovation, or changes in the landscape could alter the details of that picture along the way.

Just as important is the approach we will take to make it real — for us, for current and potential members, and for consumers of every age, income level, and background who will benefit from the ripple effects of our work.

THREE BOLD SHIFTS TO REALIZE OUR STRATEGY

REIGNITE



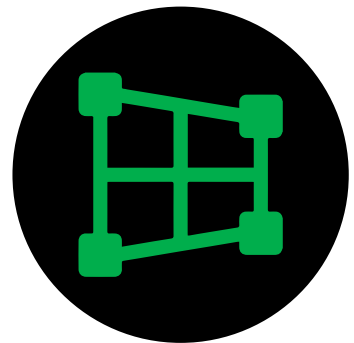
the power of
consumers to make
the market better

REINVENT



the user experience and
diversify our offering to
reach more people

REDESIGN



how we work for
faster, more relevant,
and efficient results

How We'll Do It



REIGNITE the power of consumers to make the market better —

We'll use the voices and experiences of consumers and partners, paired with CR's own data insights, to influence industry and government. Our focus on the digital marketplace and key life moments — home, cars, and baby — will enable us to make real change..

A sharper focus makes us better-equipped to tackle problems holistically: convening consumers around common issues and listening to what they have to say; amplifying their voices and leveraging the data and insights they provide to us to counter corporate consolidation; influencing companies and government actors upstream; and creating a mutually beneficial exchange of data and insights with consumers.

We will build on our great traditions of letting consumers speak through our data in order to help all consumers. We must pioneer new tools and technologies to pool data that's distributed across individual consumers into new insights. **By drawing new data to the table — whether from consumers or external sources — CR will remain at the forefront of testing** and build

on its long history of surveying consumers about their experiences.

We're going to bring all of CR's strengths to bear to make a greater impact for all consumers — and cement our place as an indispensable partner — where and when people need us most.



How We'll Do It



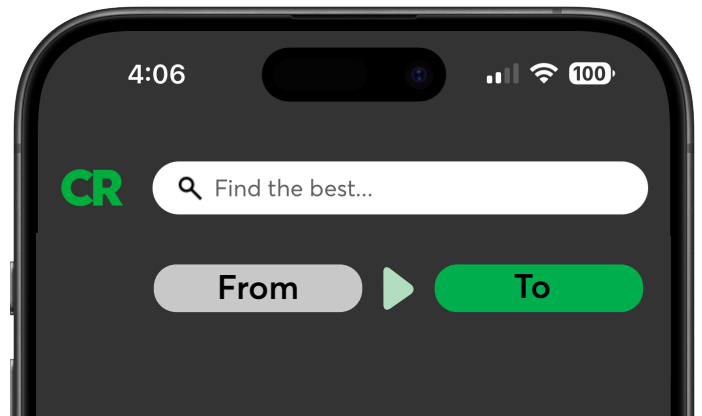
REINVENT the user experience
and diversify our offering to reach
more people —

We'll show up at the right time, at the right place, with the right tools, making it easy for consumers to count on us for the knowledge and confidence they need.

CR's future depends on our ability to meet younger, racially and ethnically diverse audiences where they are as they navigate an increasingly complex world. We also will continue to provide value for our current, loyal members, whether they prefer a print or digital experience.

We can go beyond a 'one-size-fits all' approach. **We have to get personal** — deploying AI and the latest technologies to deliver tailored recommendations and solutions.

We can shed a reputation of being distant, staid experts. **We have to speak with relatable voices in dynamic ways** — finding ways to connect authentically with younger generations.



We can go beyond ratings and reviews. **We have to pair ratings with what comes next** — sticking with consumers through the entire lifecycle of the products and services they use. We have to cover the experience because when a purchase is as high-stakes as a car, consumers need a partner who will be there to help navigate... choosing an insurance plan, figuring out a maintenance schedule, deciding when to change tires, making EV charging simpler, and everything else that comes with it.

How We'll Do It



REINVENT the user experience
and diversify our offering to reach
more people —

We also need reasons for people to engage and come back, for example tools related to everyday purchases or issues like food safety.

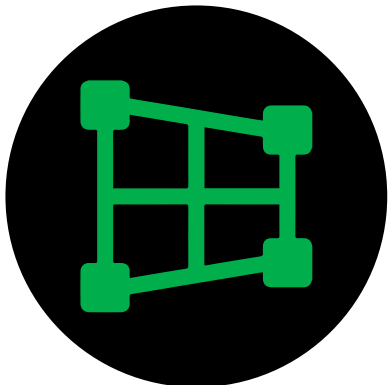
Reaching younger and more racially and ethnically diverse audiences will require raising awareness, including by increasing our social media presence. It will require some dedicated testing and content, effective campaign selection, and leveraging partnerships. And it will require shining a spotlight on our impact work in ways that are resonant and build affinity for CR as an organization that has not only your back, but the backs of other consumers.

We'll build on the success of our time-honored print magazine to offer an inspiring, unified set of benefits that excites current and prospective members. We have to bring every part of CR to every consumer interaction — the complete package of insight, impact, advocacy, and mutual connection that elevates membership from a transactional experience to a true sense of belonging.

We must also invest beyond ratings and reviews — in a stronger set of solutions that are relevant to a much broader set of consumers, and address their pain points along the ownership journey and as they engage with companies. We need to accelerate our transformation, bolstered by strategic acquisitions and major partnerships that drive growth and impact.

Expanding our reach and diversifying our offerings will create a strong foundation for future success in 2027 — and beyond.

How We'll Do It



REDESIGN how we work for faster, more relevant, and efficient results —

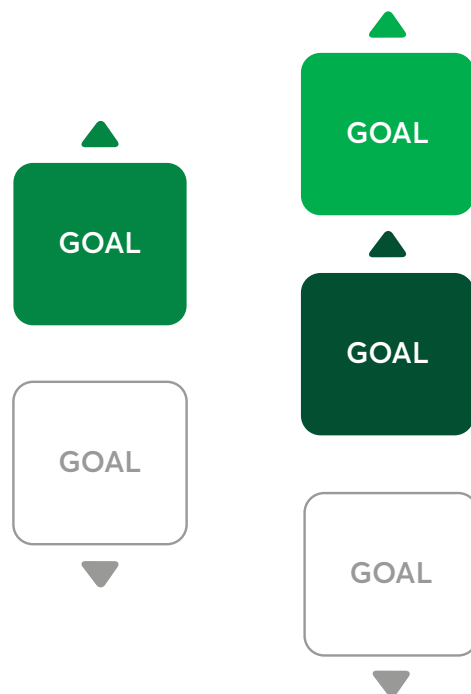
We'll let our shared goals shape our work — and never let structure impede our shared goals.

We're going to become faster, more agile, and better aligned, organizing ourselves around a common set of enterprise goals to deliver a unified experience to consumers. Staff understand the connection of their work to those shared goals and can make aligned decisions with greater autonomy and speed. Harnessing data-science and technology, we'll evolve our testing and content, predict consumer needs and trends with greater rigor and precision, and equip ourselves to experiment and adapt.

We'll better tap the skills and expertise reflected in our diverse, talented team — including across race, ethnicity, gender, sexual orientation, age and physical/neurological abilities — to strengthen delivery for the diverse set of consumers we seek to serve. CR has become an amazing place to work that is inclusive, where values aren't just words but the driving force behind every achievement.

Becoming a more innovative, more focused, more impactful enterprise will require us to achieve a more competitive cost structure. Part of that can be achieved through investments in our people, innovations, and processes that will boost our efficiency. But part of it will come from making a thoughtful choice not to pursue every worthy goal.

In short, we'll do better work faster, and leapfrog to the future rather than merely catching up to the present.



Measuring Our Success

THESE BOLD SHIFTS — REIGNITE, REINVENT, REDESIGN — WILL DRIVE EVERY PART OF OUR TRANSFORMATION.



We will measure our success by how effectively we deliver for consumers, how relevant CR is to their lives, and how impactful we become in the marketplace. **We will ensure safety, sustainability, and fairness through the improved safety of ingredients, features, and technologies, and responsible use of natural resources for sustainable consumption.** We'll know that we're on the right track when we pair those victories with markers of broadening our reach and strengthening our financial resilience. This includes increased brand awareness and use among young, racially and ethnically diverse audiences, as well as increased revenue in spite of print decline, while covering our operating costs.

We must also track progress on the transformation of our culture for all staff, with stronger results — and little-to-no gap by race, disability, or sexual orientation — on such metrics as staff engagement, timely decision-making, innovation, leadership accountability, and ensuring staff have access to training and development to support career growth.

The work ahead represents an essential transformation — not only for CR as a social enterprise, but for all consumers. Left to its own devices, the marketplace isn't likely to become safer, fairer, less frustrating, or less exploitative of our data.

The balance of power between consumers and corporations will not naturally achieve an equilibrium. And the breakneck sprint of technology won't pause to consider your needs. These aims require action to achieve, and no one can do it alone.

CR has a chance — and a duty — to become the catalyst for that action, fit for the times. It is a responsibility that extends beyond our members to reach and uplift every single consumer. It is an opportunity not only to lend power to individual decisions, moments, and lives, but to instill an ethos of consumer power into the marketplace.

We are going to seize this moment, move forward together — with our shared compass in hand — and, with you, build the better world we know is possible.

