

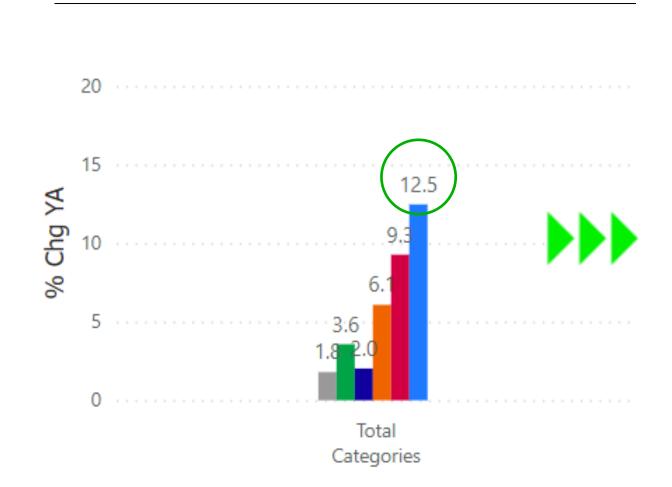
### Methodology

- Analysis: Test whether consumers are paying more for servings now than before; measure trend
- **Approach:** Construct several (8) measures to converge on the true "inflation rate"
- **Facts:** Equivalized price change & base equivalized price change (based on Equivalized volume which levels the playing field, not units, which doesn't account for differences in weight, serving size, etc.)— we will refer to this as "price per serving"
- **Channels:** xAOC and Food for composite we will refer to this a "the composite"
- **Products:** All departments (except General Merchandise & Floral: 2 views (top 5,000 SKUs by department + weighted average sum of aggregated super-categories)
- **Time periods:** 18 quarters (14 year ago quarters)
- Composite change: 2 channels \* 2 facts \* 2 product sets = 8 measures—these will be averaged
- **Explanation:** Can't eliminate "mix" changes but will as best as possible measure changes in prices paid per servings

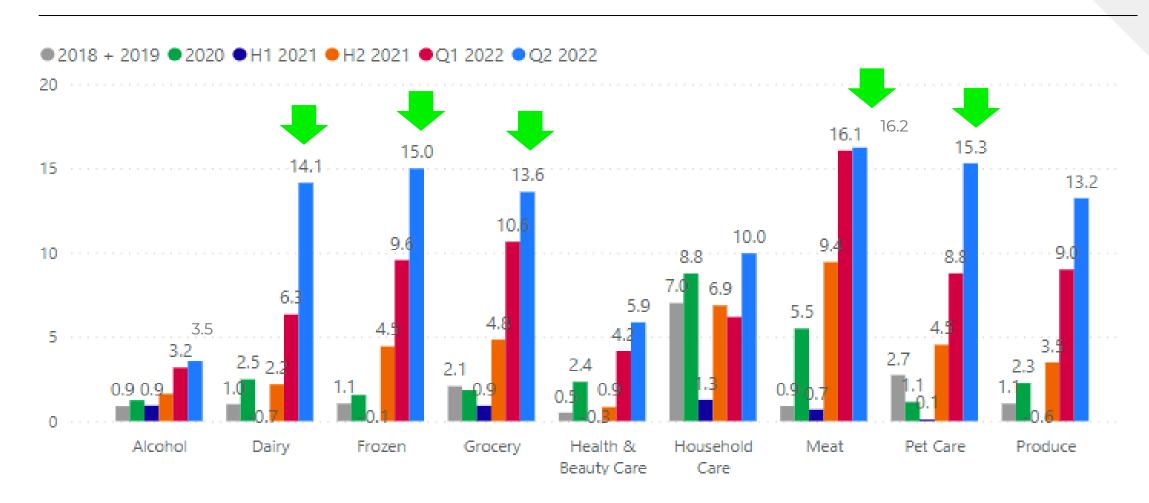
### Q2 inflation rate reaches highest level in recent years, driven by consumables

Implication: Despite the efforts to curb inflation, most departments analyzed reached their highest prices. Food is the most affected sector.

#### **Average Composite\* Price % Chg**



#### Base EQ Price % Chg (Top UPCs per Department) I Total U.S. Food



Inflation rate" based on a composite based on the average of 8 measures:

Markets: Total US xAOC and Total US Food

Products: Total Categories (excludes Floral and General Merchandising) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales in Last 52w ending in Q2´22 weighted by category sales)

 $\underline{\textit{Facts:}}$  Avg EQ Price Change YA and Base EQ Price Chg YA

## Let's examine how inflation is affecting our FMCG world

Amount

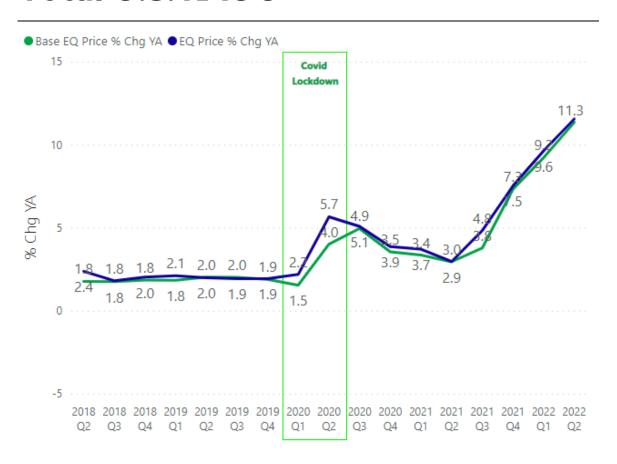
VS9

While a flattening of the composite trend was expected in Q2, the average increased another 3.2 points versus Q1 'of 22. Significant increases were experienced in the Dairy, Frozen, Dry Grocery and Pet Care categories. Fresh Meat experienced some stability from Q1 to Q2, but is still substantially higher than a year ago.

## Promotion dynamics are disproportionately increasing prices

Implication: High consumer demand is masking weak promotion dynamics, but plan to react quickly when consumer tailwinds abate (and weak promotion activity curbs growth). Higher prices in the Drug channel are also driven by increases in everyday price and a change in promotional activities.

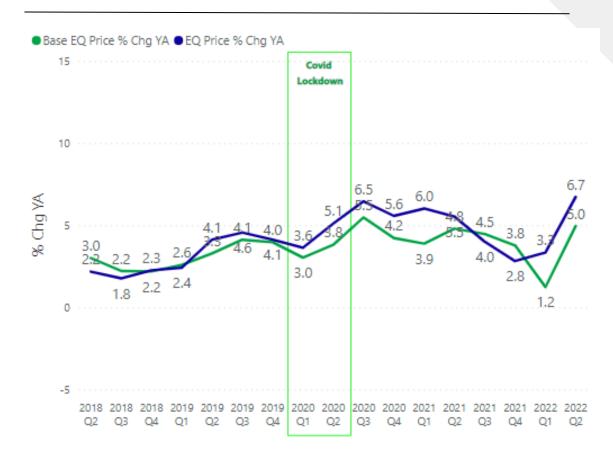
#### **Total U.S. xAOC**



#### **Total U.S. Food**



#### **Total U.S. Drug**



# Promotion is down ~7% in the long-term; food categories are down the most in promotion amount and grocery down in efficiency

Implication: Maintain promotion insights as top-line growth will likely get more challenging in the future, likely leading to more promotion intensity.

#### **xAOC** Base \$ Promotion over Base \$ (% Promo Amount)

#### **Trade Promotion Efficiency Index**

Department	2018	2019	2020	2021	2022	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2
Alcohol	4396	42%	3196	38%	37%	36%	3896	3796	41%	36%	39%
Baby Care	2496	23%	19%	2096	1996	2196	1896	20%	19%	19%	1996
Bakery	2496	25%	2296	2496	2296	2496	24%	23%	25%	22%	23%
Dairy	3096	29%	25%	25%	2396	2796	24%	23%	25%	23%	24%
Deli	2196	21%	20%	1996	1796	21%	1996	1896	19%	1796	1796
Frozen	3496	33%	25%	26%	2396	28%	26%	25%	25%	23%	24%
Grocery	4196	40%	29%	3496	3296	34%	34%	33%	35%	31%	33%
Health & Beauty Care	3396	32%	27%	3096	29%	30%	2896	3096	3196	29%	29%
Household Care	3396	32%	20%	2496	2496	2396	23%	28%	23%	24%	25%
Meat	4296	42%	40%	37%	3896	3796	34%	35%	41%	37%	39%
Pet Care	1796	17%	14%	15%	1396	1596	14%	1496	1596	1396	12%
Produce	4296	42%	35%	3396	3396	3196	36%	34%	31%	3096	35%
Seafood	4496	45%	44%	3496	3596	38%	3496	3196	33%	3.4%	36%
Tobacco	696	796	696	796	796	8%	696	796	7%	896	796
Total Categories	3.5%	35%	28%	30%	28%	30%	29%	29%	30%	28%	29%

	Covid vs	Post-Covid	
	Pre-Covid	vs Covid	
ALCOHOL	97%	90%	
BABY CARE	100%	93%	
BAKERY	84%	83%	
DAIRY	80%	90%	
DELI	75%	94%	
FROZEN	88%	96%	
GROCERY	93%	88%	
HEALTH & BEAUTY CAR	100%	87%	
HOUSEHOLD CARE	92%	91%	
MEAT	78%	100%	
PET CARE	108%	95%	
PRODUCE	89%	105%	
SEAFOOD	85%	89%	
TOBACCO AND TOBACC	95%	84%	
Total	90%	92%	

Trade Promotion Efficiency Index: Comparison of Promo Efficiency across 3 periods (Any Promo \$ Efficiency: Any Promo \$ Incr / Any Promo \$) Pre Covid (2018+2019) | Covid (2020+2021) | Post Covid (2022)

Total US xAOC

Source: Nielsen Total US RMS+CPS

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<sup>% \$</sup> Promotion= Any Promo \$ Base / \$ Base



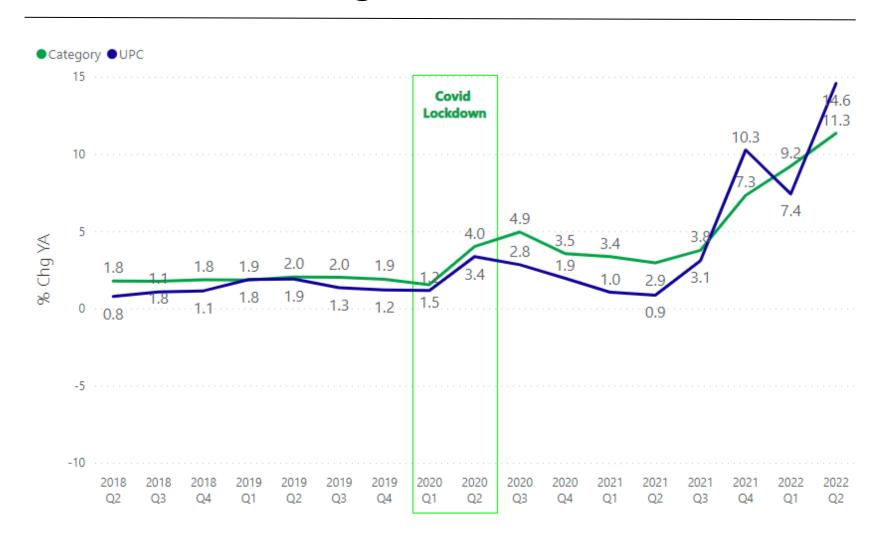
Eventually consumer demand will slow, and retailers will likely react by increasing promotion depth and frequency—provided they can keep out of stocks under control and supply bottlenecks begin to ease.



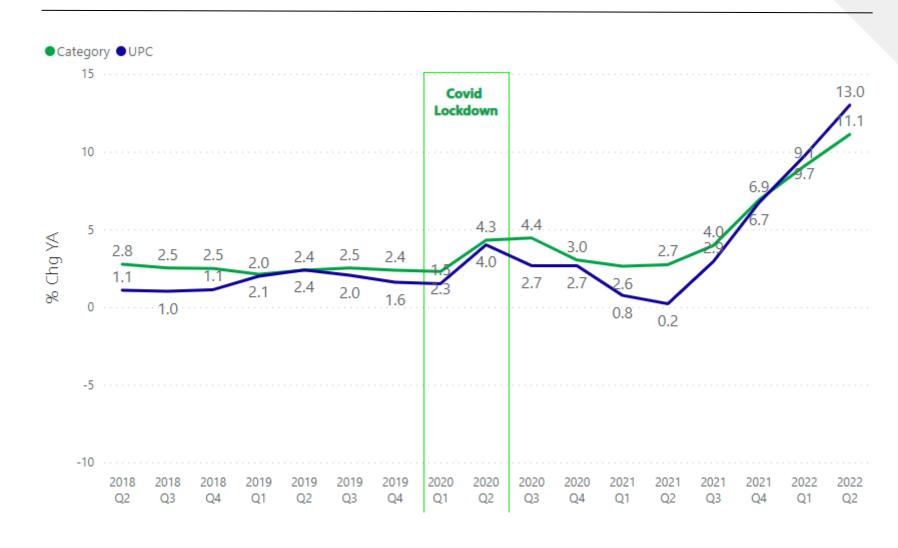
## Q2 baseline EQ price is up substantially—even for top-selling SKUs

**Implication:** The top 5000 SKUs were changing price less probably because these are highly important, traffic driving items at retail, but the trend changed in the last 3 quarters as the manufacturers of these items were likely forced to take price as well.

#### **Base EQ Price % Chg YA I Total US xAOC**



#### Base EQ Price % Chg YA I Total US Food



Total Categories: Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22
Top 5000 UPCs: Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22, weighted by super category sales
Source: Nielsen Total US RMS+CPS

## The top SKUs in each category have been the main traffic drivers for brick-and-mortar stores

Some of the leading CPG retailers tried to offset taking price increases in grocery categories or in top SKUs by shifting pricing actions to mid-tier brands or general merchandise categories.

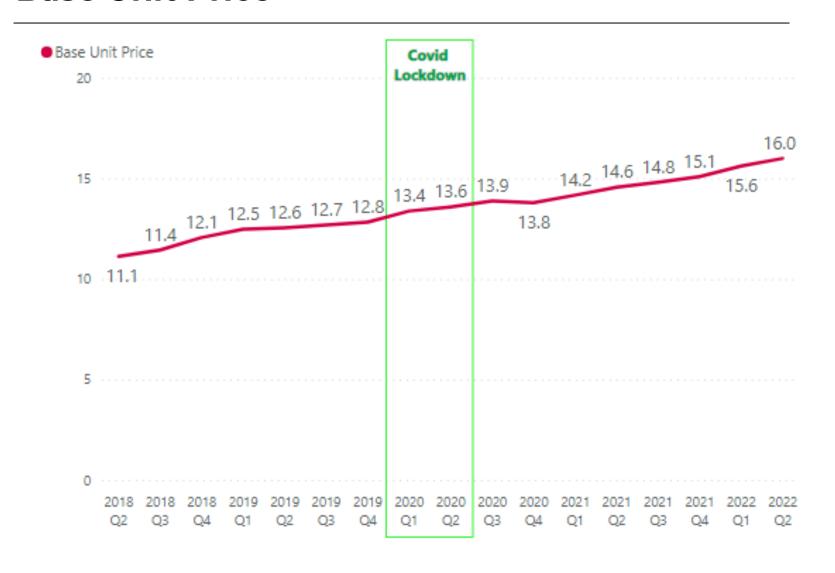
However, the shift to general merchandise categories has caused severe inventory issues due to dramatically reduced demand for these items. This has forced retailers like Walmart and Target to revisit price increases at all levels of their CPG categories.



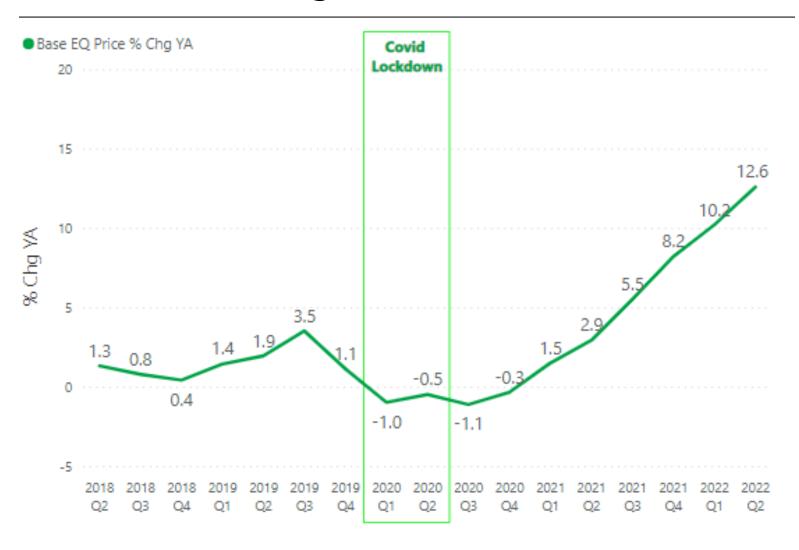
## E-commerce (EPOS) migrating to more expensive products; longer term e-comm products have increases

Implication: Product mix is a key ingredient to winning in e-comm. With high consumer shopping engagement, it's okay to focus on more expensive products and those with special benefits.

#### **Base Unit Price**



#### **Base EQ Price Chg YA**



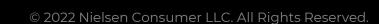
Average Base Unit Price of top 5,000 Skus (Based on sales in the last 52w ending in Q2´22 1 Total US E-PoS Data Top 50 Super Categories (excludes: General Merchandising and Produce) I Coverage: 50 top super categories -.-> 75% of Total Epos channel \$ sales Source Neilsen Connect

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This is likely due to the algorithms of these retailers constantly adjusting to be the lowest cost alternative relative to other retailers.

Eventually, prices will increase across the board in e-comm as a result of profit pressures from increasing wholesale costs.



### Highest price changes for most departments in 2022

Implication: Food departments are more affected by price increases.

#### **Departments I \$ Share**

\$153,162M (8%)

\$168,155M (9%) ---

#### \$34,406M (2%) \$53,800M (3%) Department \$85,501M (4%) Grocery Health & Beauty Care \$94,166M (5%) \$588,289M (31%) Meat Dairy Produce \$135,563M (7%) -Frozen Household Care Deli \$137,620M (7%) -Alcohol Pet Care Baby Care

\$172,503M (9%)

\$218,726M (11%)

#### **Total US xAOC I Base EQ Price Chg YA**



Total US xAOC | MAT ending in Q2´22 Departments not included {Floral and General Merchandise}. Departments data based on top 50 super categories ranked by \$ sales in Last 52w ending in Q2´22 Source: Nielsen Total US RMS+CPS

Bakery

Tobacco

Seafood

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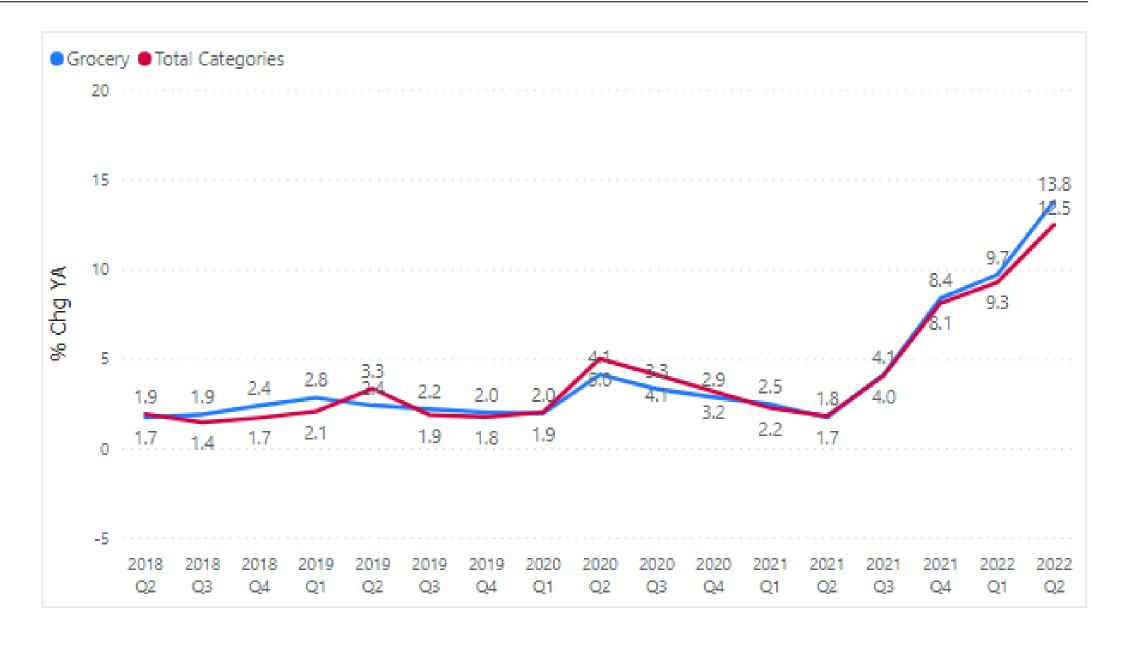
## The Grocery categories have been most affected by price increases

This is likely connected to the razor thin profit margins these items maintain.

Health and Beauty Care (HBC), Alcohol and Tobacco have had more stable pricing, but these are categories that also have better margins that can absorb increases in cost of goods more easily.

## Grocery follows a similar trend to the total basket

#### **Grocery | Average Composite\* Price % Chg YA**



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

Markets: Total US xAOC and Total US Food

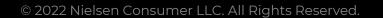
<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

 $\underline{\textit{Facts:}}$  Avg EQ Price Change YA and Base EQ Price Chg YA

This is due to the massive size of the Grocery category relative to other categories in the store

Interestingly, indulgent categories like Chocolate and Confections had healthy increases in prices, but still posted EQ unit growth. This likely is a result of consumers seeking out small, relatively low-cost indulgences to "treat" themselves.

In other categories, prices may be increasing aggressively, but the relatively low cost of those categories to begin with does not seem to be affecting EQ unit growth.

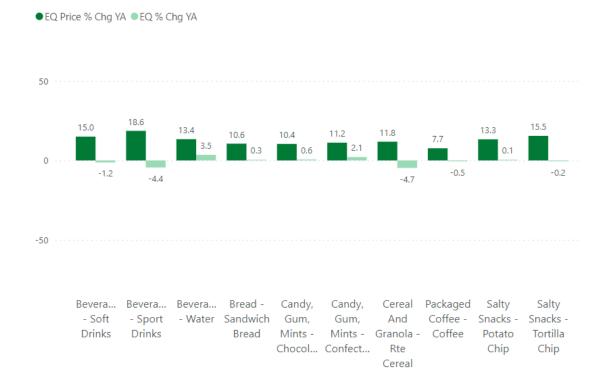


## Prices are up more for indulgent Grocery products and commodities

#### **Grocery I H1 2022 Avg EQ Price Change YA**

Within each department, we examined the 10 largest categories, starting with Grocery, the 10 categories that changed EQ price the most in the last 6 months (2H 2021), and the 10 categories that changed price the least, to look for patterns (a category may appear in more than one chart).

#### Top 10 by Sales \$



#### **Top 10 Highest EQ Price % Chg\***



#### Top 10 Lowest EQ Price % Chg\*

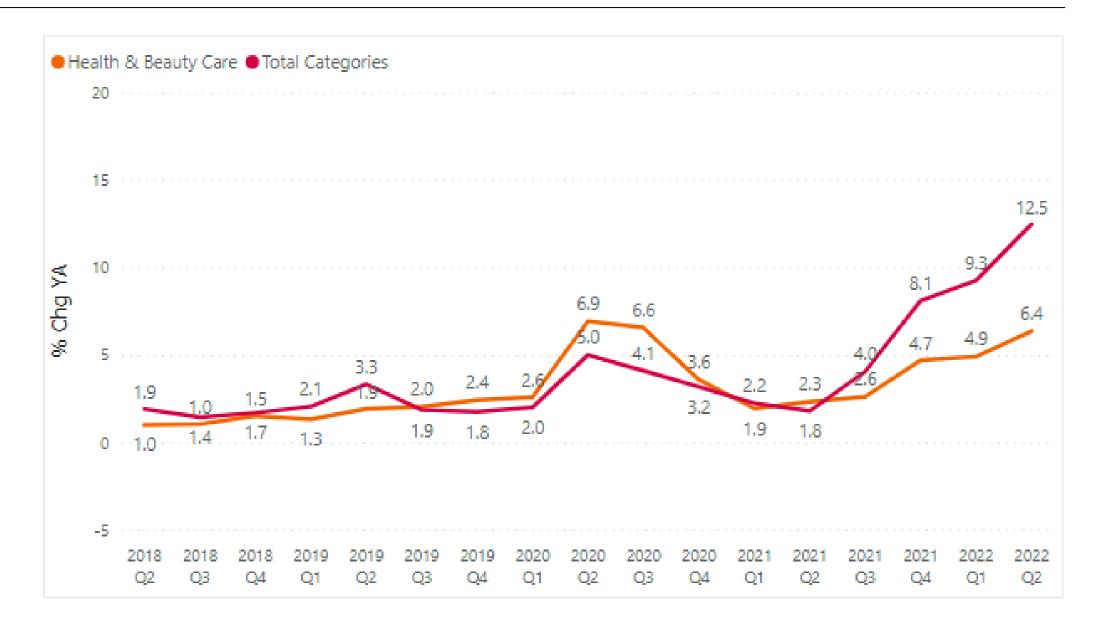




<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

## Health and Beauty Care has modest price changes in the latest quarters vs the total basket

#### **HBC** | Average Composite\* Price % Chg YA



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering: <u>Markets:</u> Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

 $\underline{\textit{Facts:}}$  Avg EQ Price Change YA and Base EQ Price Chg YA

# Health and Beauty Care pricing has been increasing over time

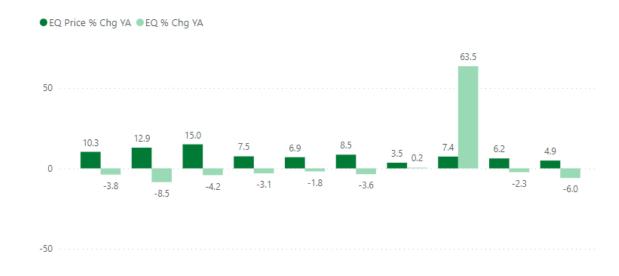
But at very modest levels due to longer purchase cycles and larger margins that can absorb ingredient cost changes.



## Specialized categories have higher price changes in Health & Beauty Care

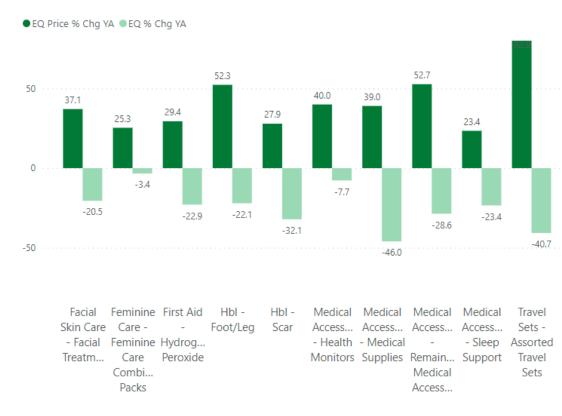
#### **HBC I H1 2022 Avg EQ Price Change YA**

#### Top 10 by Sales \$

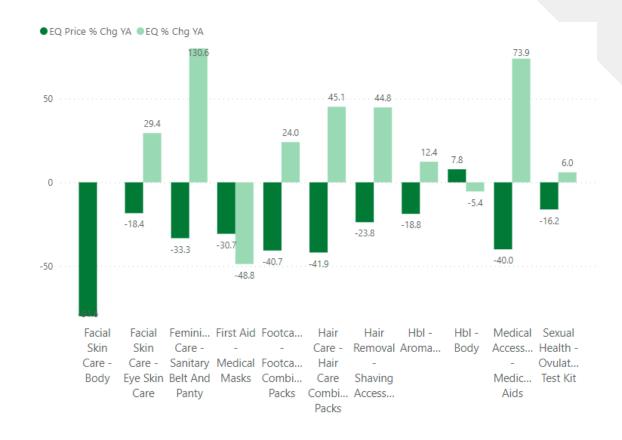




#### **Top 10 Highest EQ Price % Chg\***



#### Top 10 Lowest EQ Price % Chg\*



Source: Nielsen Total US RMS+CPS
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<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

# Meat has the highest increases in the last quarters and a slight decrease in Q2

**Meat | Average Composite\* Price % Chg YA** 



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

Markets: Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

<u>Facts:</u> Avg EQ Price Change YA and Base EQ Price Chg YA

## Meat has posted some of the most aggressive price increases of all categories

Yet it appears to have peaked in Q1 of '22 and declined slightly in Q2.

This may be driven by consumer shifts to lower priced animal proteins like Pork.

Dairy prices continue to increase and are among the most aggressive price adjustments of any grocery category.

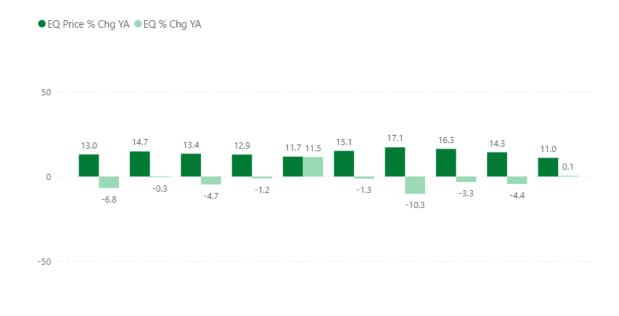
One category that has not had significant price increases are Beverage Alcohol, posting low single digit changes.



## The main Meat categories continue with high price change, except Bacon

Meat I H1 2022 Avg EQ Price Change YA

#### Top 10 by Sales \$

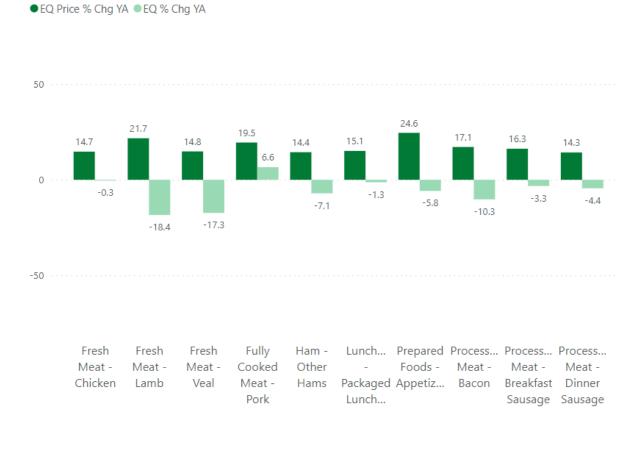


Meat - Me

Chicken Lunchm...

Chicken Pork Turkey Meat - Packaged Bacon Breakfast Dinner Frankfu...

#### Top 10 Highest EQ Price % Chg\*



#### Top 10 Lowest EQ Price % Chg\*



Fresh Fully Lunchm... Process... Process... Process...

Sausage Sausage

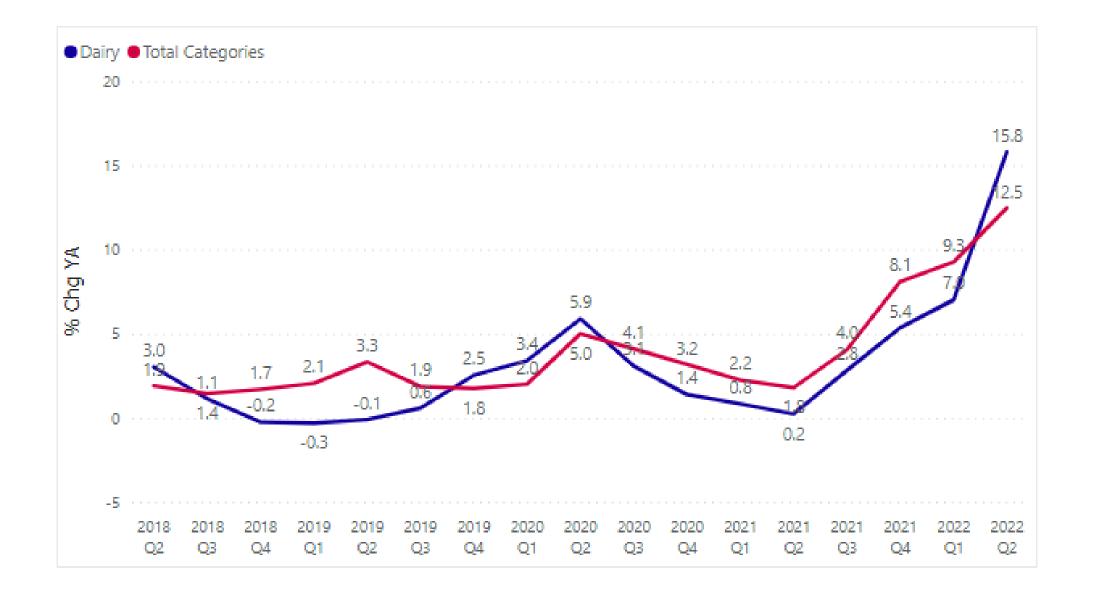
Source: Nielsen Total US RMS+CPS

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<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

## Dairy reaches the highest price change and surpasses the average total basket

**Dairy | Average Composite\* Price % Chg YA** 



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

<u>Markets:</u> Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

<u>Facts:</u> Avg EQ Price Change YA and Base EQ Price Chg YA Source: Nielsen Total US RMS+CPS

## Protein-related categories like Eggs have one of the highest price changes

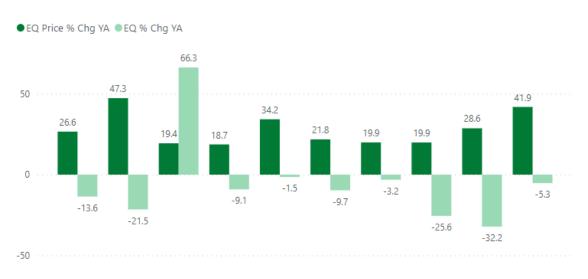
Dairy I H1 2022 Avg EQ Price Change YA

#### Top 10 by Sales \$





#### Top 10 Highest EQ Price % Chg\*





#### Top 10 Lowest EQ Price % Chg\*



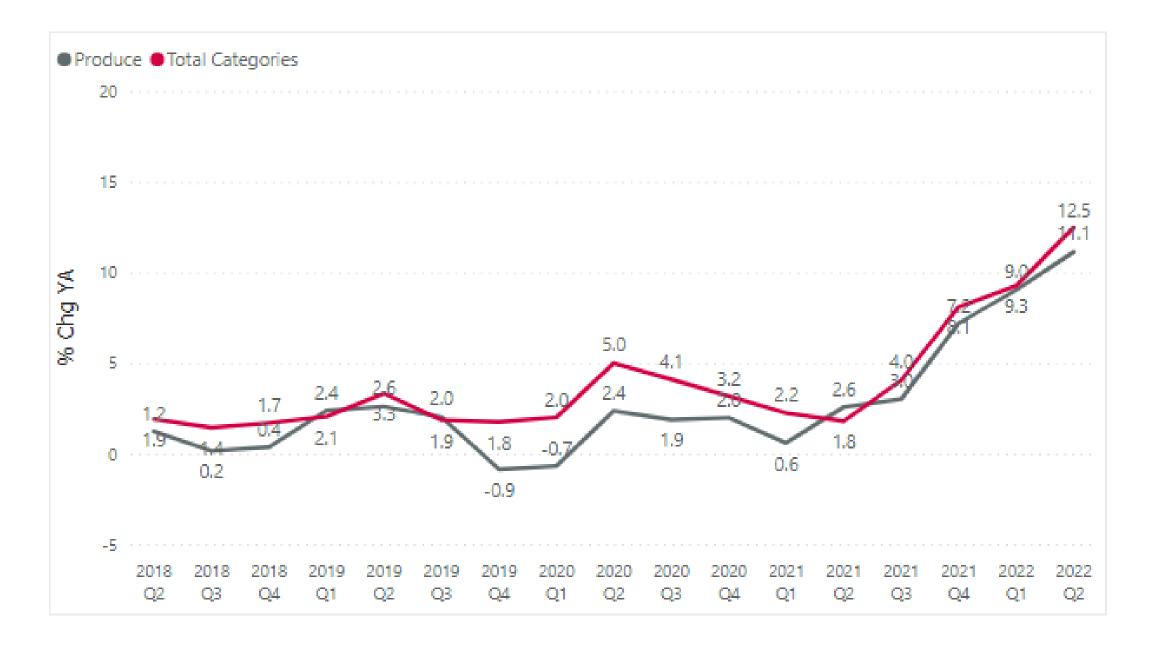
Source: Nielsen Total US RMS+CPS

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<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

## Produce lagged total store price increases until 2021 and 2022

#### **Produce** | Average Composite\* Price % Chg YA



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

Markets: Total US xAOC and Total US Food

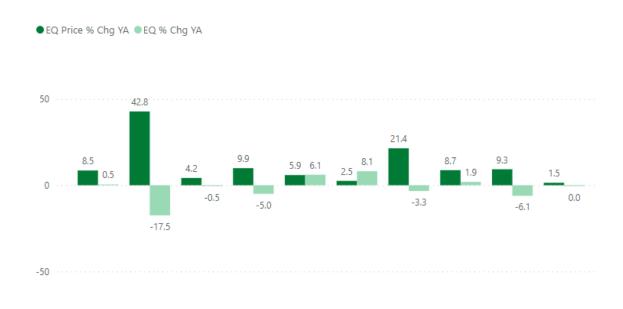
<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

<u>Facts:</u> Avg EQ Price Change YA and Base EQ Price Chg YA

## Avocados is one of the top categories that has higher price changes

#### **Produce I H1 2022 Avg EQ Price Change YA**

#### Top 10 by Sales \$

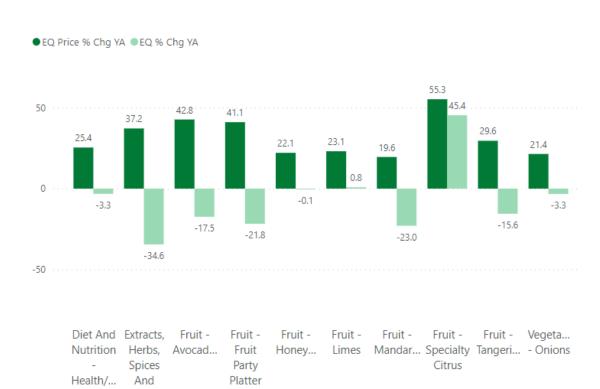




#### Top 10 Highest EQ Price % Chg\*

Bars Seasoni...

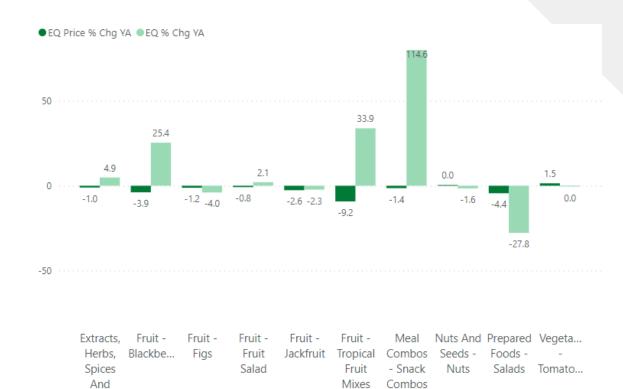
- Hot P...



#### Top 10 Lowest EQ Price % Chg\*

Seasoni...

- Herbs...



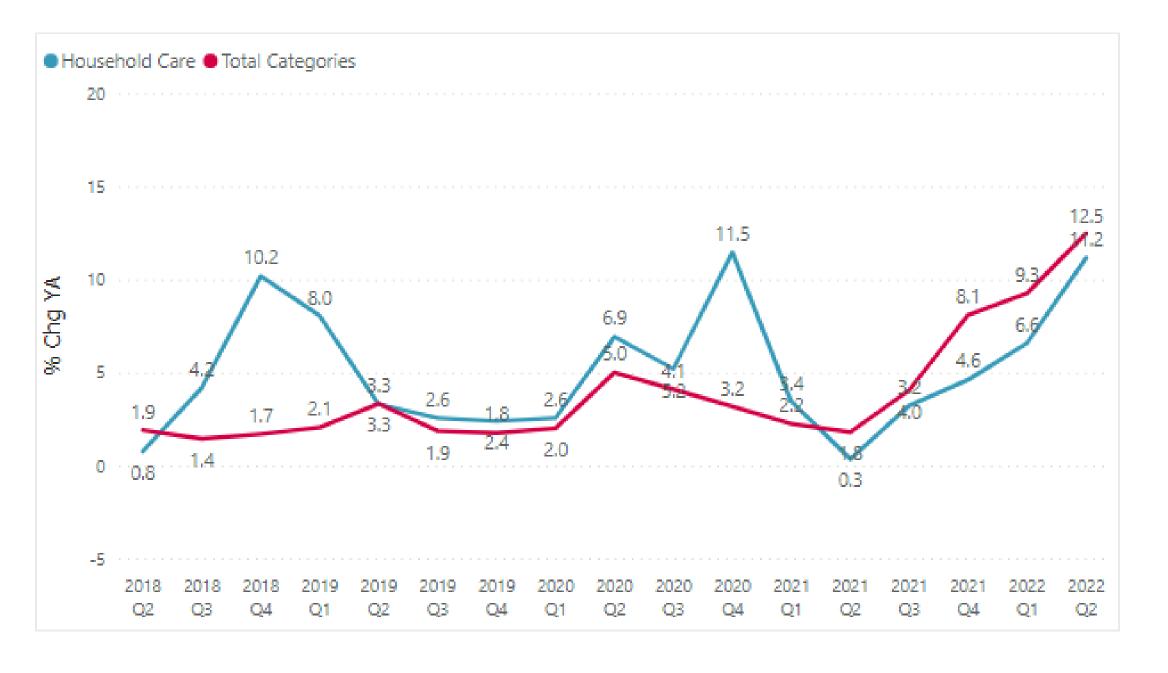
With Dip

26

<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC I Category level data I Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

### Household Care lagged total store price increases since 2021 and 2022

#### **Household Care | Average Composite\* Price % Chg YA**



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

Markets: Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

<u>Facts:</u> Avg EQ Price Change YA and Base EQ Price Chg YA

## Top categories have increases around 10%, except for Disposable Dishware

#### **Household Care I H1 2022 Avg EQ Price Change YA**

#### Top 10 by Sales \$



## Dish Care Food Househ... Househ... Laundry Laundry Paper & Pap

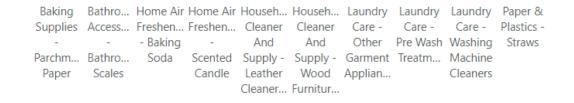
#### **Top 10 Highest EQ Price % Chg\***





#### Top 10 Lowest EQ Price % Chg\*

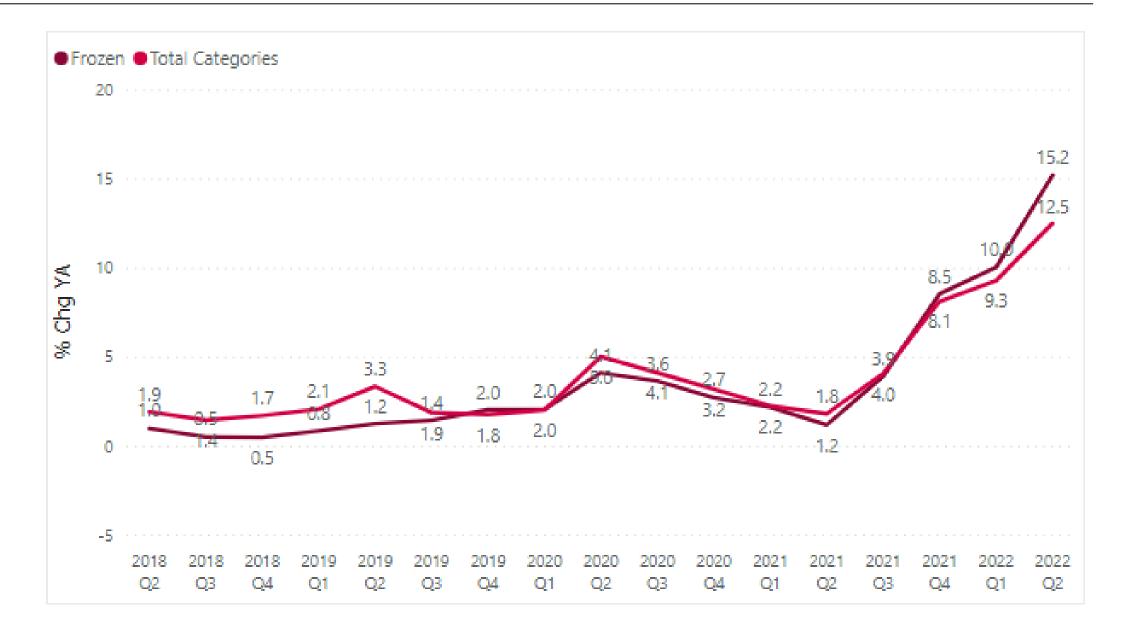




<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

### Frozen follows the price increase trend surpassing the total basket in Q2

#### Frozen | Average Composite\* Price % Chg YA



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

<u>Markets:</u> Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

 $\underline{\textit{Facts:}}$  Avg EQ Price Change YA and Base EQ Price Chg YA

### Protein center-of-plate products' prices are up

#### Frozen I H1 2022 Avg EQ Price Change YA

#### Top 10 by Sales \$



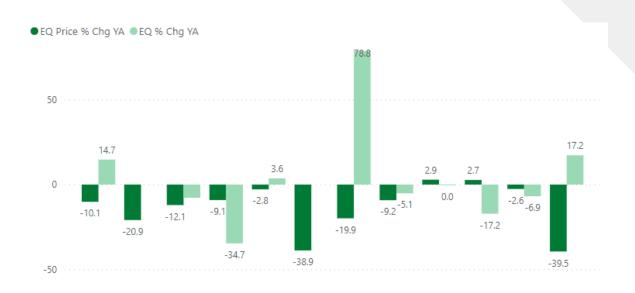
Desserts Desserts Fresh Fully Pizza - Prepar... Prepar..

#### Top 10 Highest EQ Price % Chg\*



Desse... Fresh Fresh Fully Fully Prepa... Proce... Proce... Seafo... Seafo.

#### Top 10 Lowest EQ Price % Chg\*



Prepared Foods - Cauli. Real Kit Ramen Buns - Croissants Remaining R. Regetables - Carots And Foods - Rolls And Buns - Croissants Remaining R. Vegetables - Carots - Specially Frozen. Rolls And Buns - Remaining R. Vegetables - Specially Frozen. Rolls And Buns - Seafood - Other Fin Fish - Vegetables - Specially Frozen. Rolls And Buns - Seafood - Other Fin Fish - Vegetables - Specially Frozen.

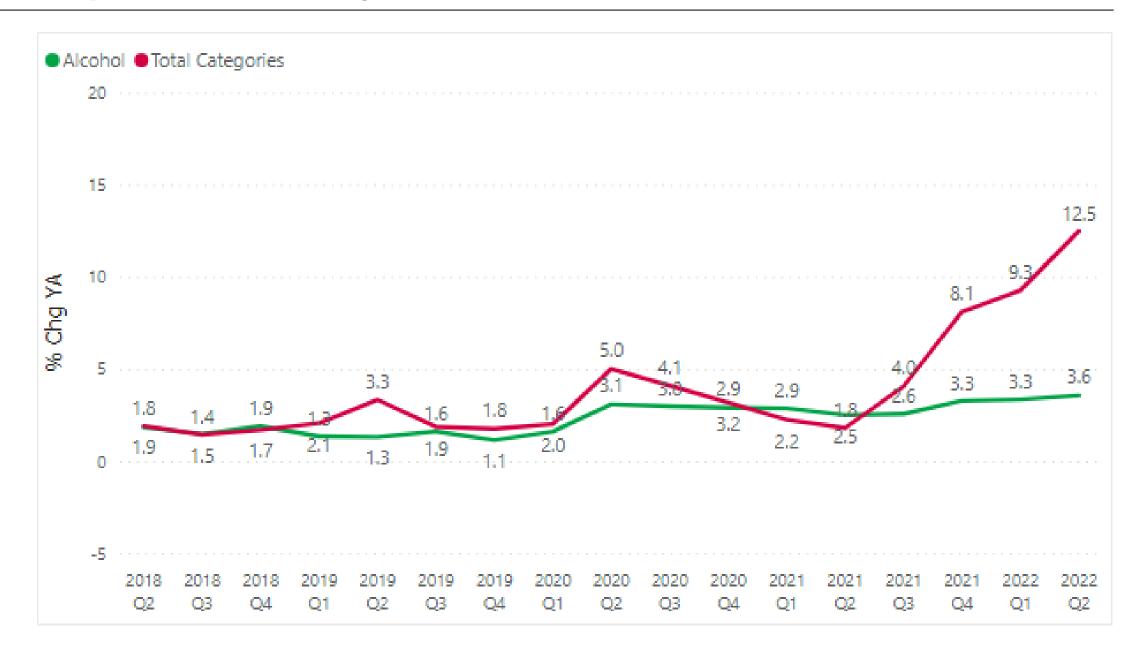
Source: Nielsen Total US RMS+CPS

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<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

## Alcohol is the only department with moderate increases relative to Total Basket

#### **Alcohol** | Average Composite\* Price % Chg YA



<sup>\*</sup> Average EQ Price Chg vs YA per quarter considering:

Markets: Total US xAOC and Total US Food

<u>Products:</u> Total Categories (Includes Top 14 departments ranked by \$ sales in Last 52w ending in Q2´22 ) and Top 5000 UPCs (Includes UPCs Ranked by \$ sales ranked by \$ sales in Last 52w ending in Q2´22 weighted by super category sales) and Total Department

 $\underline{\textit{Facts:}}$  Avg EQ Price Change YA and Base EQ Price Chg YA

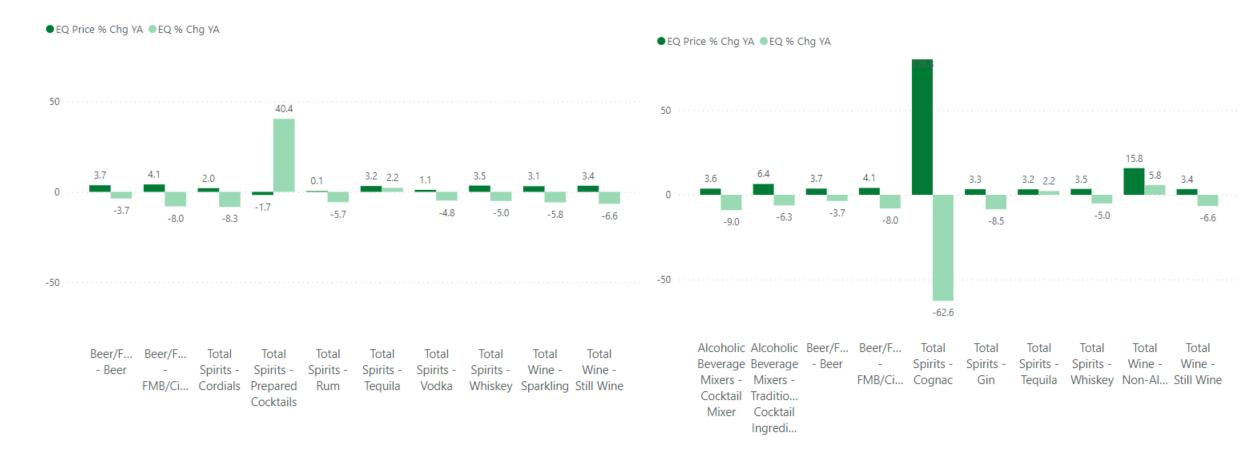
## With lower increases, volumes from top categories suffer decreases

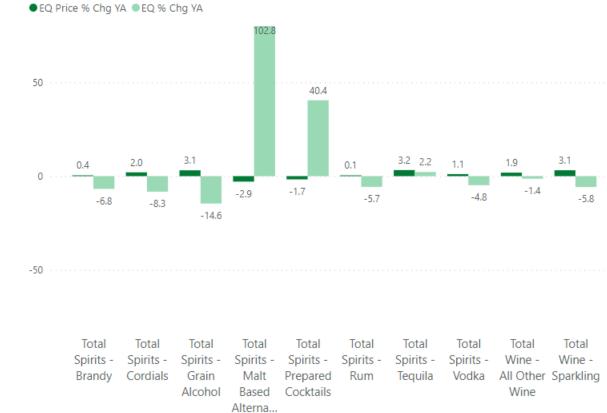
Alcohol I H1 2022 Avg EQ Price Change YA

#### Top 10 by Sales \$

#### Top 10 Highest EQ Price % Chg\*

#### Top 10 Lowest EQ Price % Chg\*





Source: Nielsen Total US RMS+CPS

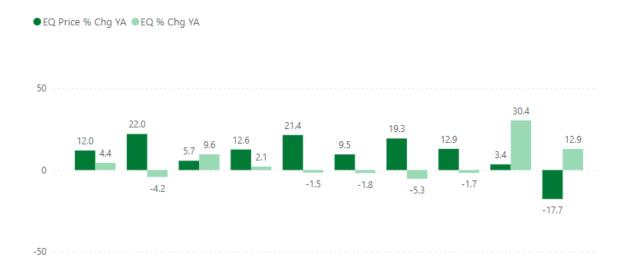
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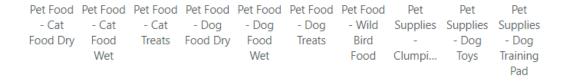
<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

# Of the top segments, Dog and Cat Food continue to have the highest price changes in Q2

Pet Care I H1 2022 Avg EQ Price Change YA

#### Top 10 by Sales \$



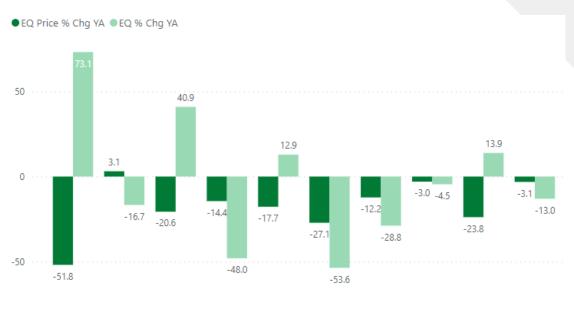


#### **Top 10 Highest EQ Price % Chg\***





#### Top 10 Lowest EQ Price % Chg\*





Analysis using sub-categories

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<sup>\*</sup> Includes only categories with sales above USD \$1.000.000 in the latest 4 quarters Total US xAOC | Category level data | Avg EQ Price Change YA and EQ volume Chg YA Source: Nielsen Total US RMS+CPS

## Adopt strategies for the short, mid, and long term

#### **Short term**

0-6 months

#### Mid term

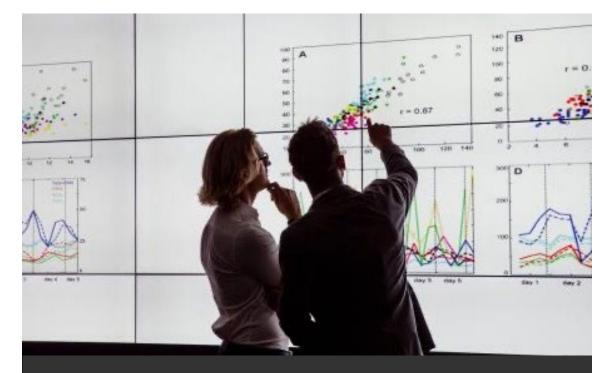
0-24 months

### Long term

0-5 years



- Focus on price elasticities & volume forecasts
- 2. Understand benefit trade offs
- Maintain vigilance in a hypersensitive consumer environment



- Focus on planning & development
- 2. Create price tiers to match polarized consumer
- Evolve package sizes & communicate attributes to hit key price points



- 1. Focus on strategic business change
- 2. Reduce value chain components and implement automation
- Use multiple suppliers & source alternative ingredients to hedge risk

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#### **Move forward**

- Know how much volume is being subsidized under your current promotion structure and adapt accordingly
- 2 Grab market share with good will and transparent communication, to demonstrate you care about consumers' needs
- 3 Understand consumers' expectations and how they will react in an inflationary climate



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