COVID-19
The Changing Shape of the CPG Demand Curve

VITAMINS / MINERALS / HERBAL SUPPLEMENTS
PROPEL SELF-CARE
EXECUTIVE SUMMARY

The COVID-19 pandemic has created a flourishing demand for self-care products as consumers take their healthcare into their own hands. Vitamins, minerals and supplements (VMS) have and will continue to play a key role in fulfilling the consumer desire for a healthy, vibrant lifestyle as they await their COVID-19 vaccine. While today just about 13% of U.S. residents have received a vaccine, VMS prove to be a trusted and necessary part of their rituals. More than eight in 10 consumers, according to IRI’s proprietary research, routinely rely on the broad-based vitamin category to bolster their immune systems.

Today, VMS sales have eclipsed $9 billion in IRI’s tracked brick & mortar outlets and adds another nearly $10 billion through e-commerce sales. Momentum is building in supplements and single letter vitamins as we see outsized growth in elderberry, zinc and vitamin C, with the momentum expected to continue in the coming year.

VMS Purchasing

• Vitamin usage is nearly ubiquitous, with five in six Americans claiming to include them in their daily regimen. Usage skews toward older and more educated households.
• More than one in three households purchased the vitamin category last April, hitting historic highs. Recent purchasing shows tracking back toward that level as winter buying propels the category.
• A strong faction (17%) of consumers is expecting to spend more this year. While millennial and Gen Z have been slow to adopt a vitamin regimen, both generations, as well as previously resistant lower-income households, appear committed to increase their spending in the category.

VMS Outlook

• American diets continue to evolve and recent IRI research finds that more than a third of U.S. consumers believe that “food is better medicine than medicine.”
• Innovation touts key health and sustainable attributes. Companies like Uncle Matt’s Organic and Nuba exemplify small, burgeoning companies that are innovating to meet consumers’ desires.
## Self-Care Trends from the Past Recession Look Familiar in 2020

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Self-Care</strong></td>
<td></td>
</tr>
<tr>
<td>Greater Commitment to Self-Care</td>
<td>Commitment to Self-Care / COVID-19 Prevention</td>
</tr>
<tr>
<td>• 20M Americans gain health coverage from Affordable Care Act</td>
<td>• Immune-boosting</td>
</tr>
<tr>
<td>• Many supermarkets support shoppers with registered dietitians</td>
<td>• New personal safety protocols</td>
</tr>
<tr>
<td>• Supermarket pharmacies expand basic medical services</td>
<td></td>
</tr>
<tr>
<td><strong>At-Home DIY</strong></td>
<td></td>
</tr>
<tr>
<td>More DIY at Home vs. Seeking Professional Services</td>
<td></td>
</tr>
<tr>
<td>• To curb visits to medical professionals</td>
<td>• Started with stay-at-home directives; continue as people try to limit exposure</td>
</tr>
<tr>
<td>• To save money on pricey services (e.g., nail care, skin care)</td>
<td>• Increased at-home options (from meal kits to subscription services)</td>
</tr>
<tr>
<td><strong>Food Dollar and At-Home Consumption</strong></td>
<td></td>
</tr>
<tr>
<td><em>More</em> of the Food Dollar Shifts to At-Home Consumption</td>
<td><em>Most</em> of the Food Dollar Shifts to At-Home Consumption</td>
</tr>
</tbody>
</table>
Holistic Health and Well-Being

Increased focus on health and immunity is expected to continue long after the pandemic.

27% will focus more on health in the future as a result of this pandemic.

17% will buy more products that support immunity as a result of this pandemic.

Source: IRI Surveys among IRI Consumer Network™ Panel representing Total U.S. Primary Grocery Shoppers – January 8-10, 2021
The Focus on Cleanliness, Economizing and Health Is Expected to Continue Long After the Pandemic

After the Health Crisis is Over, Changes to Habits Long Term as a Result of This Pandemic

- Wash hands more frequently / thoroughly: 49%
- Use hand sanitizer more often: 35%
- Wear mask in public during flu season or when unwell: 33%
- Use disinfecting products at home more often: 31%
- Conserve money / spend less: 30%
- Focus more on my health: 27%
- Wear a mask in public places / near strangers: 24%
- Focus on fitness / working out more often: 20%
- Avoid social gatherings: 17%
- Limit shopping in stores: 17%
- Buy more products that support my immunity: 16%
- Go to fewer sports events, entertainment venues: 12%
- Travel less: 10%
- Plan fewer trips to other countries: 8%
- Buying more products with relaxation claims: 4%
- Buying more products that contain CBD: 3%

Source: IRI Survey Collected January 8-10 2021 among National Consumer Panel representing Total U.S. Primary Grocery Shoppers
More Than a Third of Consumers Started 2021 with Healthy Eating and Exercise Goals

Saving and Sleep Are Also Priorities

- Eat healthier, in general: 35%
- Get more exercise: 35%
- Save more money: 29%
- Get more sleep: 21%
- Get outside more: 18%
- Practice more mindfulness or stress reduction techniques (i.e., meditation, etc.): 16%
- Spend more time with my family: 13%
- Spend less time on devices (online, TV, etc.): 11%
- Start a new hobby or learn something new: 10%
- Start a new diet or eating plan: 7%
- Spend more time with friends: 5%
- Practice other self-care: 4%
- Other changes: 3%
- No changes: 36%

Source: IRI Survey Collected January 8-10 2021 among National Consumer Panel representing Total U.S. Primary Grocery Shoppers
Consumers Are Turning to Vitamins and Supplements

Boosting immunity to defend against a “twindemic” led Instacart to share its perspective on what consumers would purchase.

Because consumers stocked up on “cough / cold” in spring 2020, category sales were expected to decline 19%.

Immunity-Focused Markets
Top markets focused on purchasing VMS:
- Boston, MA
- Miami, FL
- Orlando, FL
- Jacksonville, FL
- Tampa, FL

Cough-Cold Markets
Top markets focused on purchasing Cough / Cold:
- New York City
- St. Louis, MO
- Riverside, CA (LA area)
- Denver, CO
- Phoenix, AZ

Source: Instacart Top Items Forecasted for Winter Purchasing / https://news.instacart.com/instacart-forecasts-the-top-items-expected-to-trend-this-winter-season-4c4fffc7d0475
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Vitamins, Minerals and Supplements Play a Key Role in Supporting Consumers’ Varying Self-Care Initiatives

What are the top benefits you’re actively seeking in health and wellness?

- Overall health: 43%
- Immunity: 30%
- Energy: 27%
- Weight loss: 26%
- Digestive/gut health: 26%
- Cardiovascular/heart health: 24%
- Bone health: 21%
- Sleep: 20%
- Brain function / memory: 17%
- Stress reduction: 16%

Source: IRI Wellness Survey 2020
Slightly More Than Half of Total VMS Sales Come from E-Commerce

The Total Health Aisle is More Reliant on Brick & Mortar Sales, Though E-Commerce is Making Gains

E-Commerce Emergence

Online sales are nearly double 2019 levels for health and up 46% across VMS

<table>
<thead>
<tr>
<th>Total Market</th>
<th>Omnichannel</th>
</tr>
</thead>
<tbody>
<tr>
<td>VMS</td>
<td>$9.1</td>
</tr>
<tr>
<td>Health Aisle</td>
<td>$23.0</td>
</tr>
<tr>
<td>MULO</td>
<td>$10.0</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>$3.2</td>
</tr>
<tr>
<td>Percentage</td>
<td>Activity Description</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>56%</td>
<td>Using vitamins to support immunity</td>
</tr>
<tr>
<td>49%</td>
<td>Washing hands frequently to support immunity</td>
</tr>
<tr>
<td>46%</td>
<td>Getting at least 7-8 hours of sleep each night to support immunity</td>
</tr>
<tr>
<td>41%</td>
<td>Exercising regularly to support immunity</td>
</tr>
<tr>
<td>36%</td>
<td>Minimizing stress wherever possible to support immunity</td>
</tr>
<tr>
<td>28%</td>
<td>Eating more nutrient-dense foods to support immunity</td>
</tr>
<tr>
<td>16%</td>
<td>Buying products to support immunity</td>
</tr>
</tbody>
</table>
In Addition, Consumers Have Turned to F&B for Chronic Illness Support Since They Are at High Risk for Illness and Death from COVID-19

<table>
<thead>
<tr>
<th></th>
<th>March 8 – April 26, 2020</th>
<th>May 10 – Dec. 27, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F&amp;B Products That Provide</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diabetes Support Grew $ Sales</td>
<td>+37%</td>
<td>+14%</td>
</tr>
<tr>
<td>Obesity Support Grew</td>
<td>+48%</td>
<td>+13%</td>
</tr>
<tr>
<td>Hypertension Support $ Growth</td>
<td>+40%</td>
<td>+9%</td>
</tr>
</tbody>
</table>

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Shoppers During COVID-19 Have Demonstrated Increased Interest in Finding Foods That Support Immunity and Mental Health Applications

In 2020, Center Store Products with Immunity Claims Grew 21%* in Dollar Sales and Almost Doubled 2019 Growth During the Peak 8-Week COVID-19 Period

from 2019 levels:

Emergen-C searches increased 280%
Vitamin D searches increased 112%

Source: IRI TSV + Label Insight – *52 Weeks Ending 1/31/21 vs. YAGO; COVID Period 3/8-4/26/20
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Food & Beverage Brands and Retailers Are Missing a Large Opportunity to Take Advantage of Shopper Shifts to Functional Foods and Beverages

Example: Vegan is the second most searched for attribute in the snack category but is unclaimed by brands that qualify 76% of the time.

51% of food products fail to claim their single most searched attribute

87% of food products fail to claim at least one of their top three searched attributes

Holistic Health & Well-Being Needs Amplified During COVID-19 and the Quest is On to Minimize and/or Prevent Disease States

Consumers are purchasing foods that align with a variety of ailments and/or as a preventive measure with top-selling notables / attributes, including:

85% of Shoppers Are Looking for Specific Attributes That Are Important to Them When Choosing a Brand


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COVID-19 Has Propelled Consumer VMS Use: Up Nearly 20%, Far Ahead of the Overall CPG Market

+19.5% of growth realized in the vitamins, minerals and supplements category is driving disproportionate share growth for letter vitamins, liquid vitamins and minerals, amounting to 26% of market, but 44% of share growth

<table>
<thead>
<tr>
<th>Total Vitamins 2020 Share</th>
<th>2020 Contribution to Share Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>19%</td>
<td>32%</td>
</tr>
<tr>
<td>25%</td>
<td>27%</td>
</tr>
<tr>
<td>47%</td>
<td>29%</td>
</tr>
<tr>
<td>Liquid Vitamins and Minerals</td>
<td>+29%</td>
</tr>
<tr>
<td>1 &amp; 2 Letter Vitamins</td>
<td>+37%</td>
</tr>
<tr>
<td>Multi-Vitamins</td>
<td>+21%</td>
</tr>
<tr>
<td>Minerals/Supplements</td>
<td>+11%</td>
</tr>
</tbody>
</table>

Source: IRI Market Advantage
Usage of VMS Is Projected to Increase in 2021

86% BUY VITAMINS REGULARLY

17% Will increase their usage

1% Expect to reduce usage

11% Will buy more products to support their immune system

Source: IRI Survey fielded 1/20-1/22/21, among National Consumer Panel representing Total U.S. Primary Grocery Shoppers

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VMS Household Penetration Peaked During the COVID-19 Spring Buying Spree and Has Increased Since Summer As Consumers Restock for the Winter Months

% HH Buying Trend – All Outlets

Source: IRI National Consumer Network Panel, 2021
Dollar Sales Nearly Hit $1.4B During the Spring COVID-19 Buying Frenzy and Show a Rebound in the Most Recent Period

Dollar Sales Trend – All Outlets

VMS is part of a regimen as seen with the sales growth in the most recent month compared to the same time last year

Source: IRI National Consumer Network Panel, 2021
U.S. Households Spent Over $31 on Each Buying Trip During the Onset of the Pandemic and Regained That Spending Level in Most Recent Period

**Dollars per Buyer / All Outlets**

- **VITAMINS**
  - 4 WE 1-12-2020: $13.55
  - 4 WE 2-9-2020: $20.96
  - 4 WE 3-8-2020: $17.54
  - 4 WE 4-5-2020: $15.55

- **1 & 2 LETTER VITAMINS**
  - 4 WE 1-12-2020: $26.76
  - 4 WE 2-9-2020: $26.83
  - 4 WE 3-8-2020: $23.21
  - 4 WE 4-5-2020: $18.99

- **LIQUID VITAMINS/MINERALS**
  - 4 WE 1-12-2020: $28.75
  - 4 WE 2-9-2020: $31.51
  - 4 WE 3-8-2020: $26.83
  - 4 WE 4-5-2020: $18.99

- **MINERAL SUPPLEMENTS**
  - 4 WE 1-12-2020: $13.55
  - 4 WE 2-9-2020: $20.96
  - 4 WE 3-8-2020: $17.54
  - 4 WE 4-5-2020: $15.55

- **MULTI-VITAMINS**
  - 4 WE 1-12-2020: $28.75
  - 4 WE 2-9-2020: $31.51
  - 4 WE 3-8-2020: $26.83
  - 4 WE 4-5-2020: $18.99

Source: IRI National Consumer Network Panel, 2021

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Unprecedented VMS Demand Drove Over 69 Million Product Trips During Onset of Pandemic, with Trips Topping 58 Million in January 2021

Product Trips / All Outlets

Source: IRI National Consumer Network Panel, 2021
Younger Generations Are Enhancing Their Self-Care By Adding VMS

<table>
<thead>
<tr>
<th>Demographic</th>
<th>% Buying More Immune-Boosting Products, Such As Vitamins and Probiotics, in Case They Help Protect Me from the Coronavirus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Respondents</td>
<td>17%</td>
</tr>
<tr>
<td>Gen Z / Younger Millennial (18 -30)</td>
<td>34%</td>
</tr>
<tr>
<td>Older Millennial (31 -39)</td>
<td>21%</td>
</tr>
<tr>
<td>Gen X (40 -55)</td>
<td>21%</td>
</tr>
<tr>
<td>Younger Boomers (56 - 64)</td>
<td>13%</td>
</tr>
<tr>
<td>Older Boomers (65 -74)</td>
<td>11%</td>
</tr>
<tr>
<td>Retirees and Seniors (75+)</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income Level</th>
<th>% Buying More Immune-Boosting Products, Such As Vitamins and Probiotics, in Case They Help Protect Me from the Coronavirus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Income</td>
<td>20%</td>
</tr>
<tr>
<td>Middle Income</td>
<td>18%</td>
</tr>
<tr>
<td>Upper Income</td>
<td>14%</td>
</tr>
</tbody>
</table>

(Total Respondents – 17%)

Source: IRI Survey fielded 1/20-1/22/21, among National Consumer Panel representing Total U.S. Primary Grocery Shoppers
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With Onset of COVID-19, Consumers Looked to Shore Up Their Immunity, Ease Anxiety

$ % Change vs. YAG

**+25% Multi-Vitamin Growth**
(January 2021 vs. YAG)

**Mushroom Supplements**
Strengthen the immune system

**Oil of Oregano**
Herbal supplement with antioxidant, antiseptic, antibacterial and anti-inflammatory qualities

**Melatonin**
Combats sleep disorders, shifting sleep schedules and jet lag

Source: IRI MultiOutlet POS Data Enhanced by SPINS Product Attribution Quad Week Ending 3/22/20 & 4/19/20 & 5/17/20
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Zinc, Elderberry and Cider Vinegar Sales Are Skyrocketing…

<table>
<thead>
<tr>
<th></th>
<th>2020 Sales ($M/$B)</th>
<th>2020 YoY Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zinc</td>
<td>$65M</td>
<td>234%</td>
</tr>
<tr>
<td>Elderberry</td>
<td>$249M</td>
<td>177%</td>
</tr>
<tr>
<td>Cider Vinegar</td>
<td>$71M</td>
<td>171%</td>
</tr>
<tr>
<td>Gelatin / Collagen</td>
<td>$146M</td>
<td>65%</td>
</tr>
<tr>
<td>Vitamin C</td>
<td>$1.186B</td>
<td>63%</td>
</tr>
<tr>
<td>Melatonin</td>
<td>$874M</td>
<td>44%</td>
</tr>
<tr>
<td>Vitamin D</td>
<td>$572M</td>
<td>42%</td>
</tr>
<tr>
<td>Child Multi</td>
<td>$326M</td>
<td>35%</td>
</tr>
<tr>
<td>Adult Multi</td>
<td>$1.850B</td>
<td>14%</td>
</tr>
</tbody>
</table>

...As More Traditional Letter Vitamins, Melatonin Continue to Show Strong Growth

Source: IRI Market Advantage

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Elderberry Is Promoted to Support Immunity, Aging Well, Mental Health and Energy in Food and Beverage Products

Products such as Nuba Foods’ Hibiscus Tisane and Uncle Matt’s Immune benefited from naturally occurring antioxidants and vitamins in elderberries.

Categories that could easily benefit from the addition of elderberries include jams / jellies, concentrated syrups, sparkling water, juices and teas.

Regimens Are Changing, Especially to Include VMS, as Consumers Place Greater Focus on Health and Wellness

17% anticipate taking vitamins and supplements more often in the coming month

29% have been doing more to proactively care for their physical and emotional health due to COVID-19

48% of millennials and Gen X reported using vitamins more for “self-care” even prior to the pandemic, as a way to increase immunity

37% of consumers say “food is better medicine than medicine”

Beyond VMS Consumption, Consumers Anticipate Greater Self-Care Post-Pandemic

How do you expect to behave differently / retain or change way of living in the long term? (% of respondents)

- Have more hygienic practices: 64%
- Less physical interactions: 57%
- Focus more on health / well-being: 54%
- Visit public places less often: 53%
- Focus more on family / loved ones / friends: 52%
- Shop more online, less in stores: 50%
- Wear mask / gloves in public: 45%
- Have more food / supplies stockpiled: 44%
- Use contactless payment options: 42%
- Shop less overall: 32%
- Less foreign travel: 26%
- Other: 2%

57% of respondents expect to change their behaviors for the long term

Source: Coresight; Coronavirus Insights: U.S. Survey Update, July 13, 2020
The Marketplace is Reacting to New Consumer Health and Safety Priorities in Numerous, Important Ways

Airlines Are Ditching Peanuts for Purell; Delta is Partnering with Lysol for Cabin Sanitization

Clorox announced “Health & Wellness Division,” which was previously “Cleaning”

Hilton Announces “Hilton CleanStay” Cleanliness Initiative

**Health & Wellness Division**
- 30% CLEANING
- 7% PROFESSIONAL PRODUCTS
- 4% VITAMINS, MINERALS and SUPPLEMENTS

**Household Division**
- 12% BAGS, WRAPS, CONTAINERS
- 8% GRILLING
- 7% CAT LITTER
Core Wellness Ingredients Remain Top of Mind

With the onset of COVID-19, consumers sought – and continue to seek – natural solutions and products to support immunity and reduce stress and anxiety.

### IMMUNITY-BOOSTING

- **Key Ingredients**
  - Immune Function
  - Antioxidants
  - Antibacterial

- **Juices (shelf stable)**: +29%
- **Tea (shelf stable)**: +14%
- **Juice & Functional Beverages (refrigerated)**: +12%

### REST & DESTRESS

- **Key Ingredients**
  - Immune Function
  - Antioxidants
  - Antibacterial

- **Sodas & Carbonated Beverages (shelf stable)**: +16%
- **Bottled Water**: +13%
- **Juice & Functional Beverages (refrigerated)**: +12%
- **Candy**: +3%

### ADAPTOGENS

- **Key Ingredients**
  - Fight Fatigue
  - Immunity
  - Mood-Enhancing

- **Coffee & Hot Cocoa (shelf stable)**: +15%
- **Tea (shelf stable)**: +14%
- **Juice & Functional Beverages (refrigerated)**: +12%
Navigating Beyond the Core

Themes that have been resonating with shoppers during the pandemic include mitigating risk of contracting COVID-19, optimizing health and shedding quarantine weight gain.

<table>
<thead>
<tr>
<th>PLANT-BASED</th>
<th>Benefits include reduced risk of cancer, heart disease, stroke and diabetes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant-Based Ground (frozen)</td>
<td>+260%</td>
</tr>
<tr>
<td>Plant-Based Dinner Sausage Links (frozen)</td>
<td>+131%</td>
</tr>
<tr>
<td>Plant-Based Coconut Milk (refrigerated)</td>
<td>+98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LOW GLYCEMIC &amp; UNSWEETENED</th>
<th>Consumers increasingly recognize the benefits of watching sugar intake.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drink Mixes (liquid)</td>
<td>+37%</td>
</tr>
<tr>
<td>Pancakes</td>
<td>+36%</td>
</tr>
<tr>
<td>Nut Butters</td>
<td>+33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MICROBIOME HEALTH</th>
<th>Gut health is associated with immunity to anxiety and even disease.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant-Based Cream Cheese, Sour Cream, Other (refrigerated)</td>
<td>+36%</td>
</tr>
<tr>
<td>Pickled &amp; Marinated Vegetables</td>
<td>+27%</td>
</tr>
<tr>
<td>Plant-Based Yogurt (refrigerated)</td>
<td>+26%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NUTRIENT-DENSE</th>
<th>Consumers look for protein, ancient grains, other nutrient-dense ingredients.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dried Beans</td>
<td>+42%</td>
</tr>
<tr>
<td>Meals &amp; Entrees (meat) Poultry &amp; Seafood (frozen)</td>
<td>+30%</td>
</tr>
<tr>
<td>Bagels &amp; English Muffins</td>
<td>+21%</td>
</tr>
</tbody>
</table>
There Are Many Areas for Functional Benefits – Find Ones That Align with Your Brand and/or New Innovation

• Revisit messaging of current products to include well-being features and benefits like stress, sleep, anxiety and mood support.

• New product innovation should include functional benefits and utilize package messaging or search language to promote claims and/or highlight nutrients and ingredients tied to immunity support and mental health support.

• Collaborate with retailers to syndicate these benefits to their e-commerce product pages.

• Retailers can create planogram sections or faceted search for immunity support and mental health support.
13. America Is Ready for Football
12. Revenue Management Opportunities in a Pandemic
11. Home for the Holidays
10. Powering the Future of Convenience Retail
9. Reignite In-Store Merchandising in Grocery
8. SNAP Benefits
7. U.S. CPG Growth Leaders
6. E-Commerce
5. Boomers
4. A Global Perspective
3. Tracking Transformation
2. Meat and Millennials
1. Anticipate the Future

3. Innovation for a Post-Pandemic World
2. Harness Growth in 2021
1. The Premium Opportunity

5. COVID-19 Vaccine Update: Impact on CPG Industry
4. Anticipated Vaccine Adoption & Impact on the CPG Industry
3. Potential Impact of Reduced Unemployment Benefit Changes on F&B Spending
2. Consumer Stimulus, Unemployment Benefit Spending & Shopping Behavior
1. The Impact of a Second Round of Stimulus on the CPG Demand Curve

7. Defending and Recapturing the Shelf
6. Innovation Lessons from the Great Recession to Apply Today
5. Building Brands During Recessionary Times
4. Recessionary Lessons to Apply to Private Label Today
3. How Big Brands Performed During the Great Recession
2. Maintaining Pricing Discipline During a Recession
1. How the Great Recession Reshaped CPG Demand Curve

5. Anticipating Life After COVID-19
4. Consumers Provide a Pessimistic View of Coming Months
3. Tracking the Dramatic Pivot of U.S. Consumer and Shopper Behavior
2. Then and Now: Consumer CPG Behavior During Economic Downturns
1. COVID-19: Impact on CPG and Retail
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