# Winning When Growth is Harder

***Fueling growth in an era of choice, complexity and change***

September 2026

Carman Allison

NIQ

# NIQ Canadian Market Overview – Fast Moving Consumer Goods (FMCG)

**75+** *years serving and measuring the Canadian market*

**50+** *years providing actionable Canadian consumer insights*

*25 Billion Units transacted a year!*

***Complete coverage***
**>90% Market Coverage**
*$146B+ in Core Measured Data*
*$253B+ in Omni Panel*

***Canadian Clients***
**~775 clients,**
*From emerging brands to global corporations (60+ retailers)*

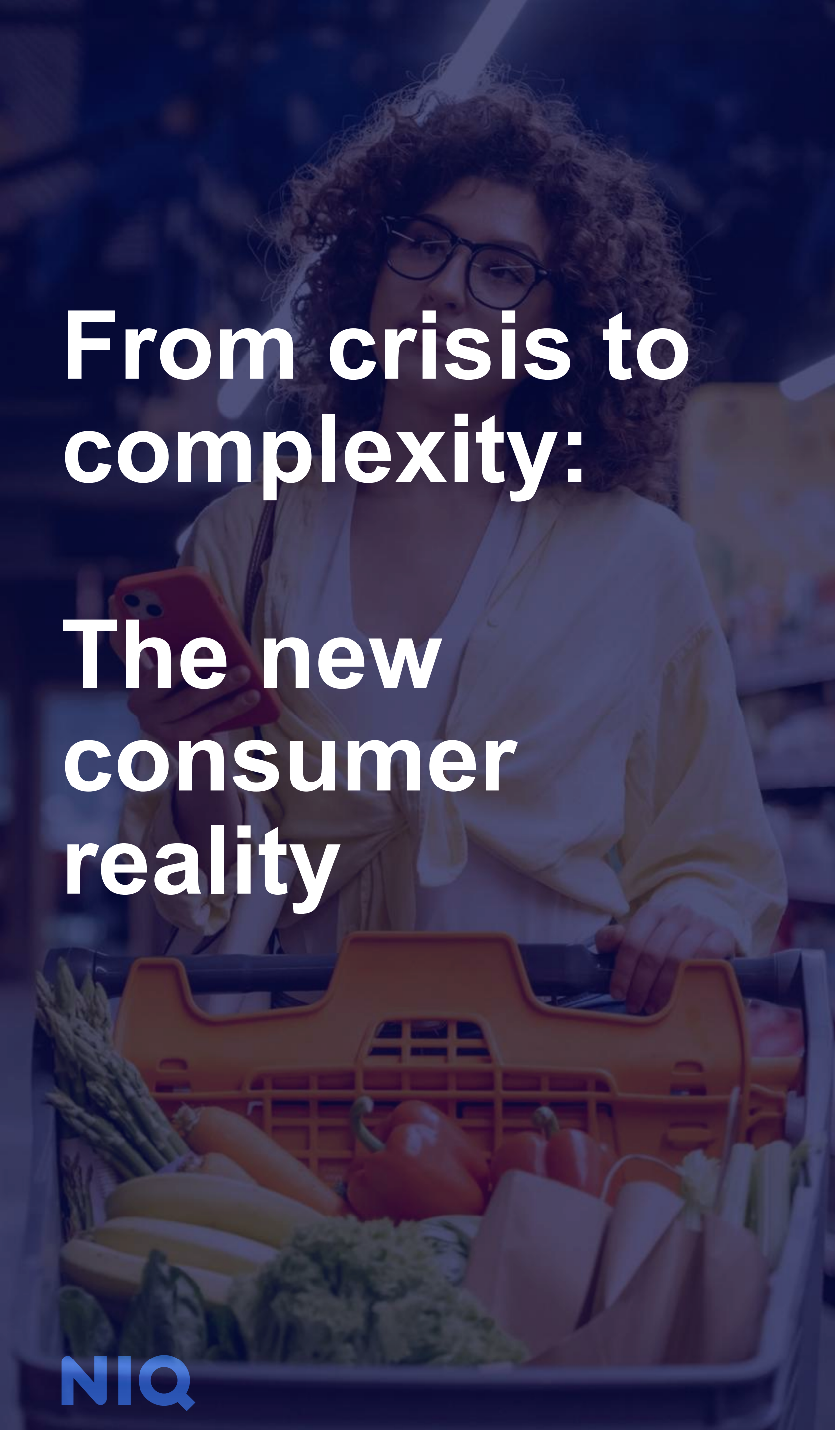
***Stores & Retailers***
**38.5K stores represented,**
*40 Retail organizations*

***Coverage Depth***
**2.5M product attributes**

***Products & Categories***
**700K unique product items**
*Across 638 Categories & growing*

***Canadian Panelists***
**50K+ Panelists,**
*30K+ active at all times*

| Major POS Retailers | Coming Soon | Major Non POS |
|---|---|---|
| Loblaw, Walmart, Pattison, Shoppers Drug Mart, Canadian Tire, Sobeys, Metro, London Drugs, Jean Coutu, Rexall, Staples, Guardian, Familiprix, Giant Tiger | Sephora, Farm Boy, Whole Foods Market, Dollar Tree | Dollarama, Costco Wholesale |



# From crisis to complexity:

# The new consumer reality

## Wallets are under pressure and spending has become intentional

- Rising living costs, economic uncertainty, and uneven confidence have permanently changed how Canadians allocate their dollars.

## Consumers aren’t pulling back, they’re recalibrating

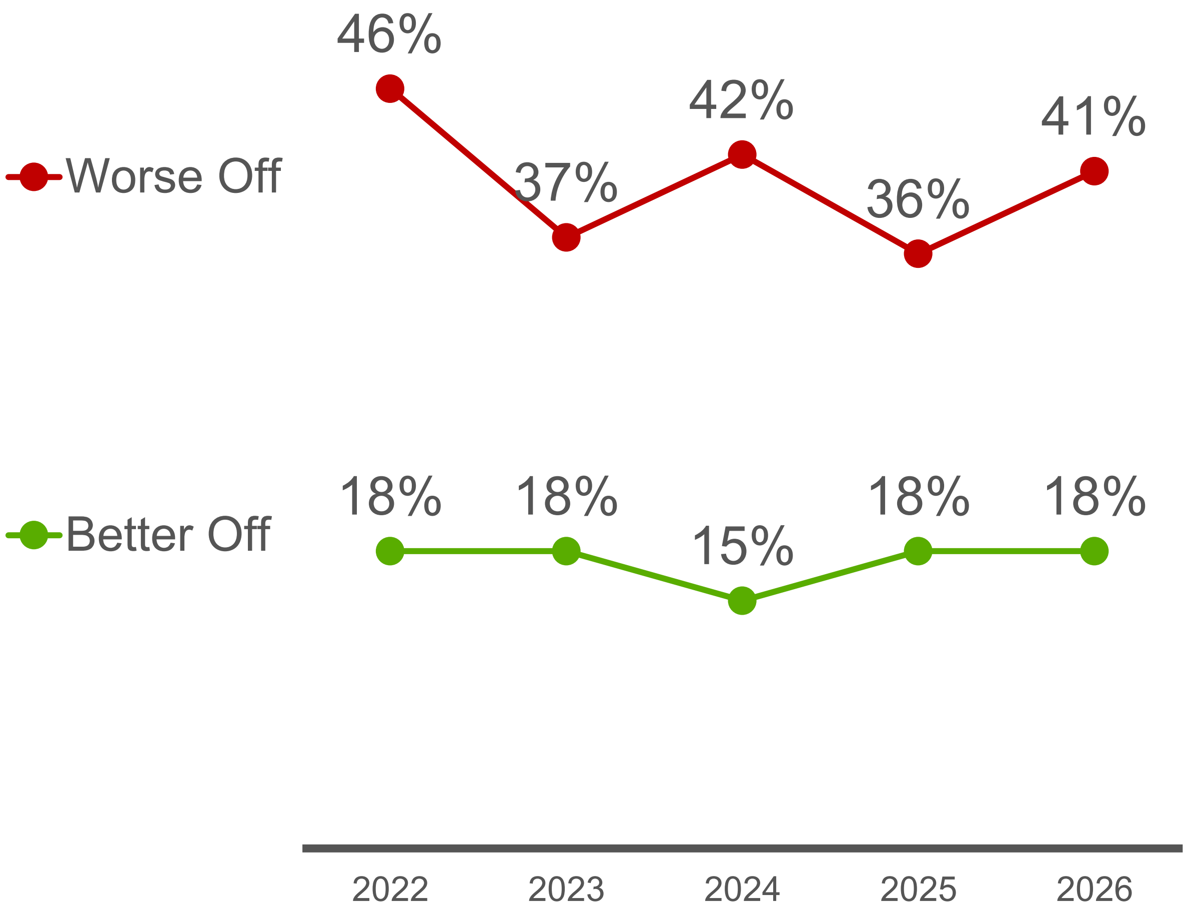
- Today’s shopper is disciplined and resourceful: prioritizing essentials, scrutinizing every purchase, trading down, switching channels, and redefining what “value” truly means.

## This is a pivotal moment for FMCG growth

- Price alone won’t win. Growth will come from earning the trip through relevance, affordability, and innovative solutions that meet consumers where they are right now.

# Consumer sentiment around their personal finances softens

## Canadian consumer financial position sentiment




## *Why Worse Off?*

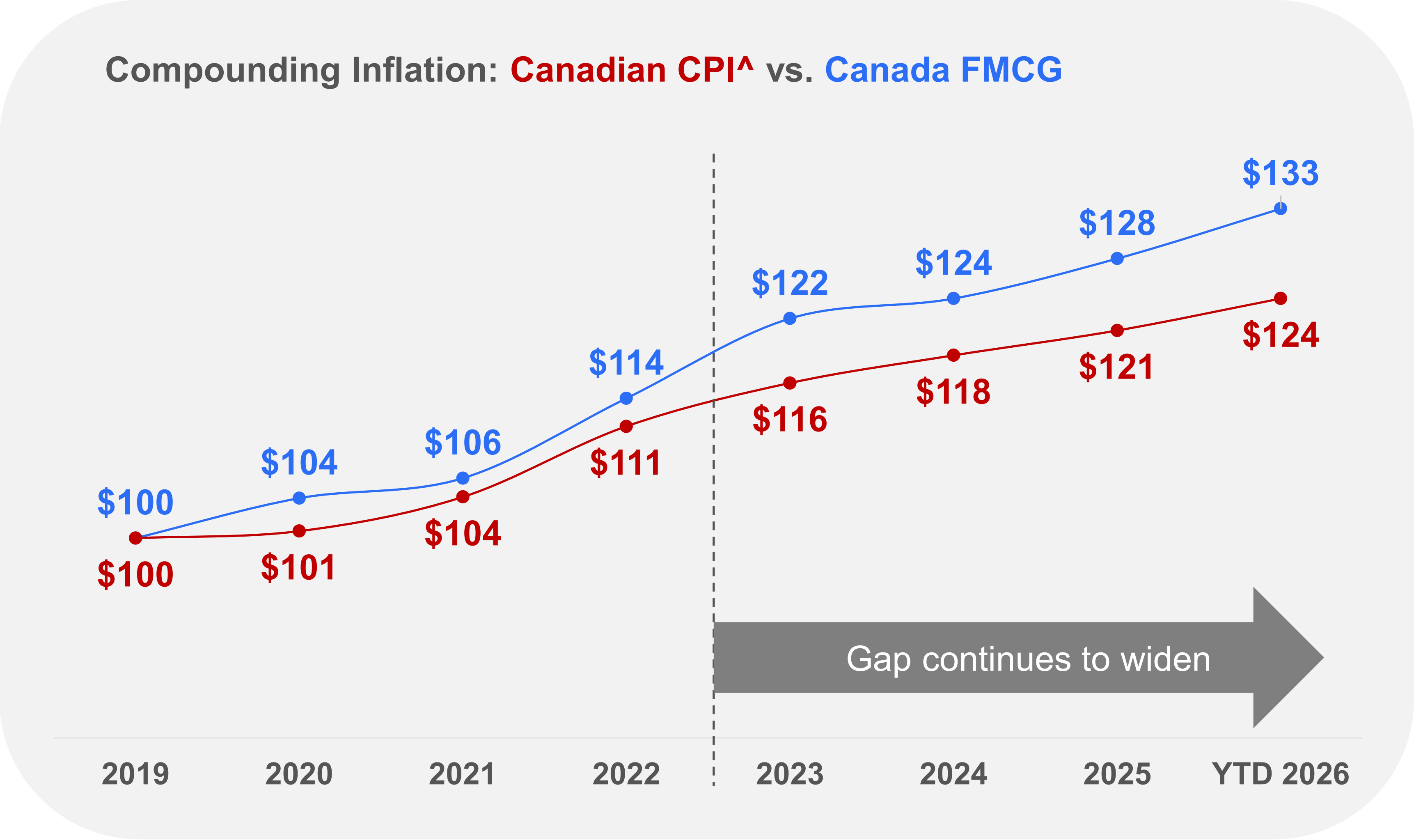
- **81%** — ***Increased costs of living***
- **44%** — ***Economic slowdown***
- **36%** — ***Job insecurity / loss***

## *Top Concerns for 2027*

- **44%** — ***Rising food costs***
- **18%** — ***Housing costs***
- **16%** — ***Economic downturn***

Source: NIQ 2027 Consumer Outlook, vs. previous studies. Q: Compared to a year ago, is your household better off or worse off financially? Mid Year

# FMCG inflation has increased at a faster rate than overall CPI




Consumers are spending +33% more for FMCG products than pre-pandemic

Compare that to overall living costs that increased +24%



Source: NielsenIQ, MarketTrack Canada All Channels Combined, Annual Periods – YTD 30 weeks to July 25, 2026

*Inflation: $ % Chg. less EQ Vol % Chg.

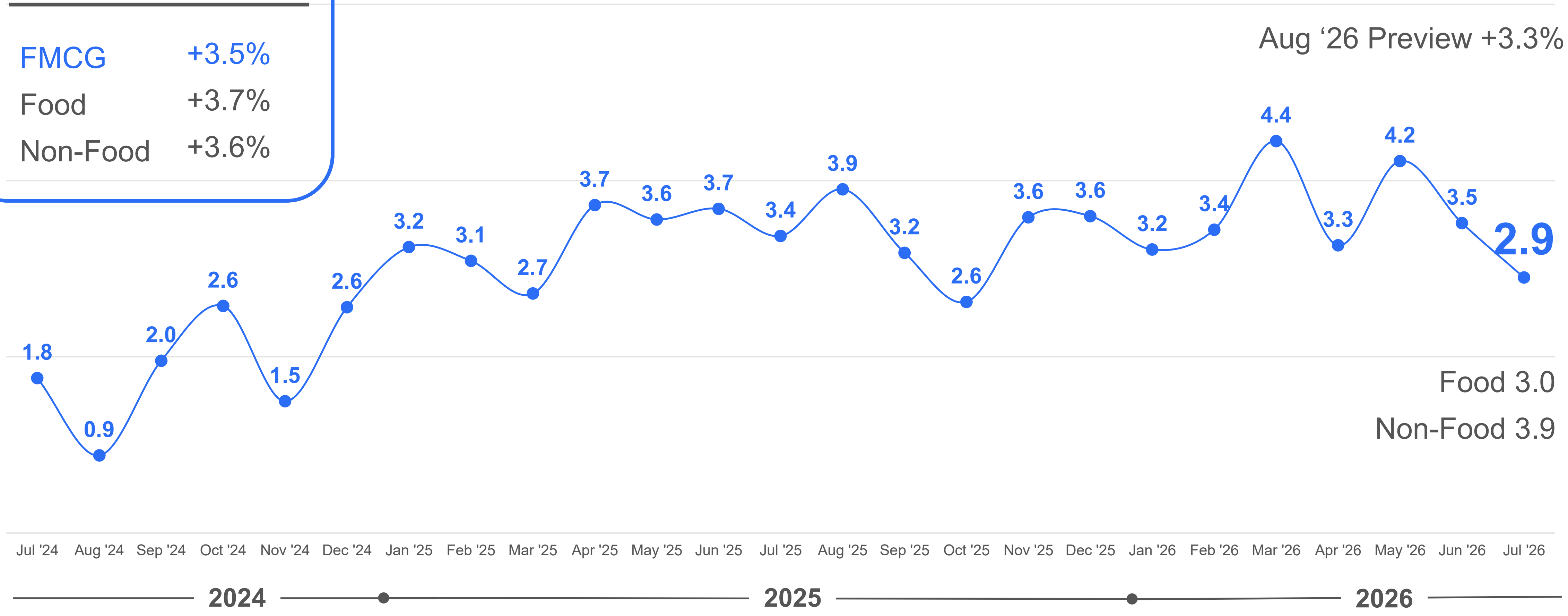
^CPI: Statistics Canada (Monthly Avg)

# FMCG inflation in July decelerates to lowest rate of increase in 9 months

**L52 Weeks**

| | |
|---|---|
| FMCG | +3.5% |
| Food | +3.7% |
| Non-Food | +3.6% |

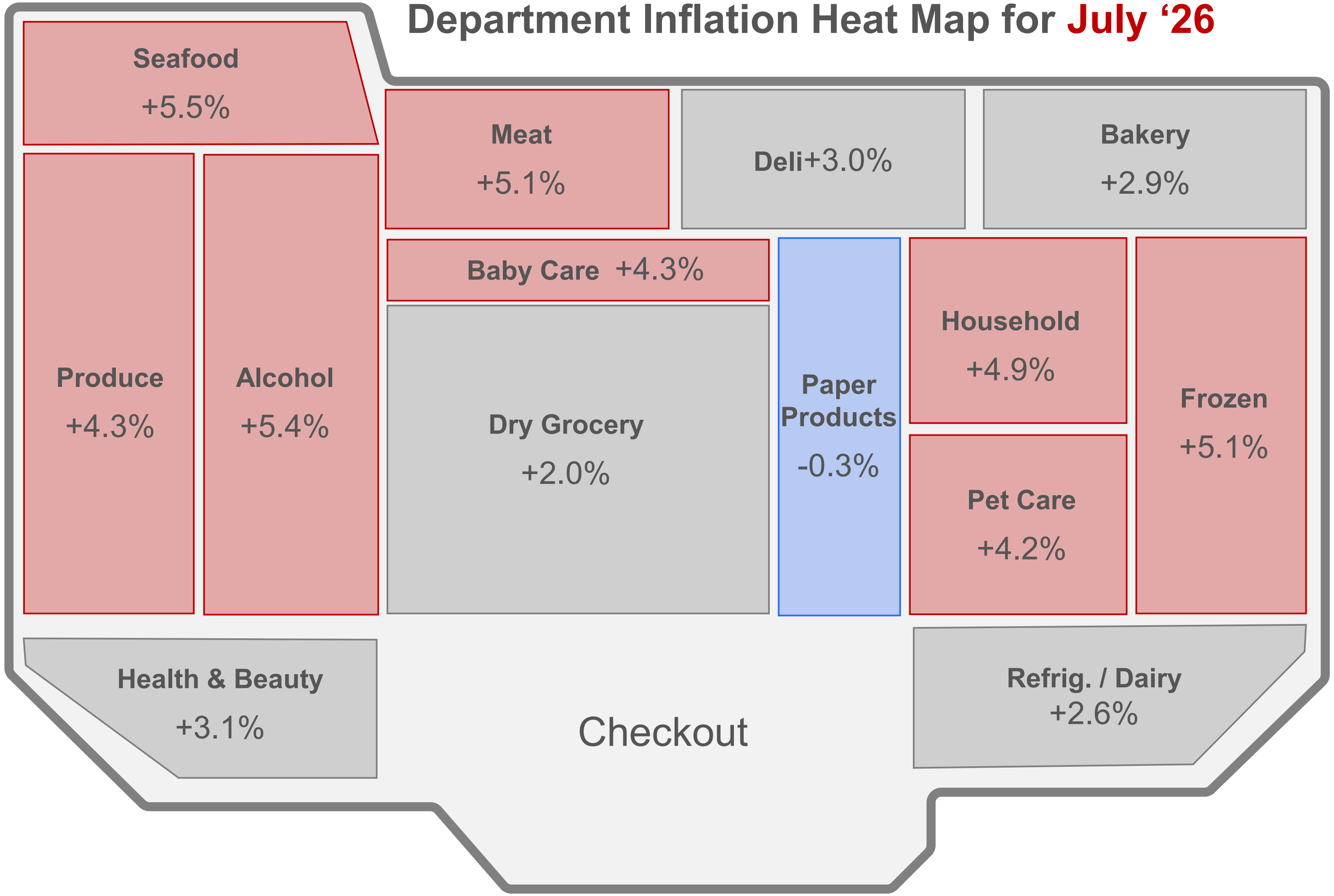
**Canada FMCG* Inflation: The 2 Year trend**




NIQ Source: NielsenIQ MarketTrack Canada All Channels Combined, Monthly Periods / L52 ending July 25, 2026 *Inflation: $ % Chg. less EQ Vol % Chg *Excludes General Merchandise.

# There are several polarizing price increases across the store

## Department Inflation Heat Map for July ‘26




**FMCG Inflation***

**Total FMCG: +2.9%**

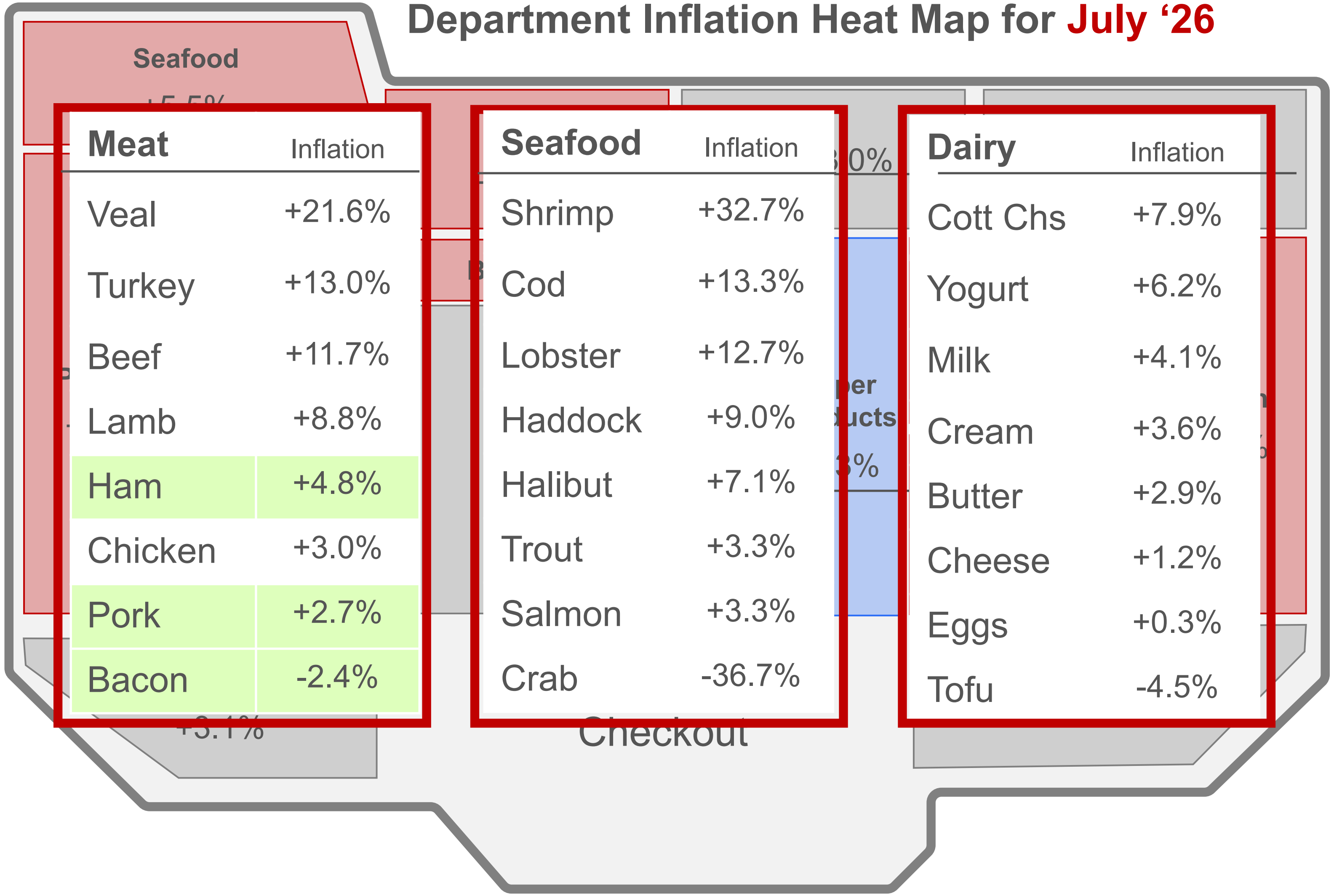
> +4% Higher than average

+2-4% Average

<+2% Below Average

# Pork is reporting some of the lowest rates price increases across proteins

## Department Inflation Heat Map for July ‘26




| Meat | Inflation |
|---|---|
| Veal | +21.6% |
| Turkey | +13.0% |
| Beef | +11.7% |
| Lamb | +8.8% |
| Ham | +4.8% |
| Chicken | +3.0% |
| Pork | +2.7% |
| Bacon | -2.4% |

| Seafood | Inflation |
|---|---|
| Shrimp | +32.7% |
| Cod | +13.3% |
| Lobster | +12.7% |
| Haddock | +9.0% |
| Halibut | +7.1% |
| Trout | +3.3% |
| Salmon | +3.3% |
| Crab | -36.7% |

| Dairy | Inflation |
|---|---|
| Cott Chs | +7.9% |
| Yogurt | +6.2% |
| Milk | +4.1% |
| Cream | +3.6% |
| Butter | +2.9% |
| Cheese | +1.2% |
| Eggs | +0.3% |
| Tofu | -4.5% |

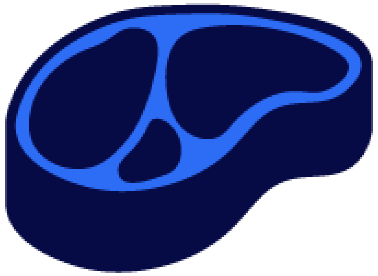
**FMCG Inflation***

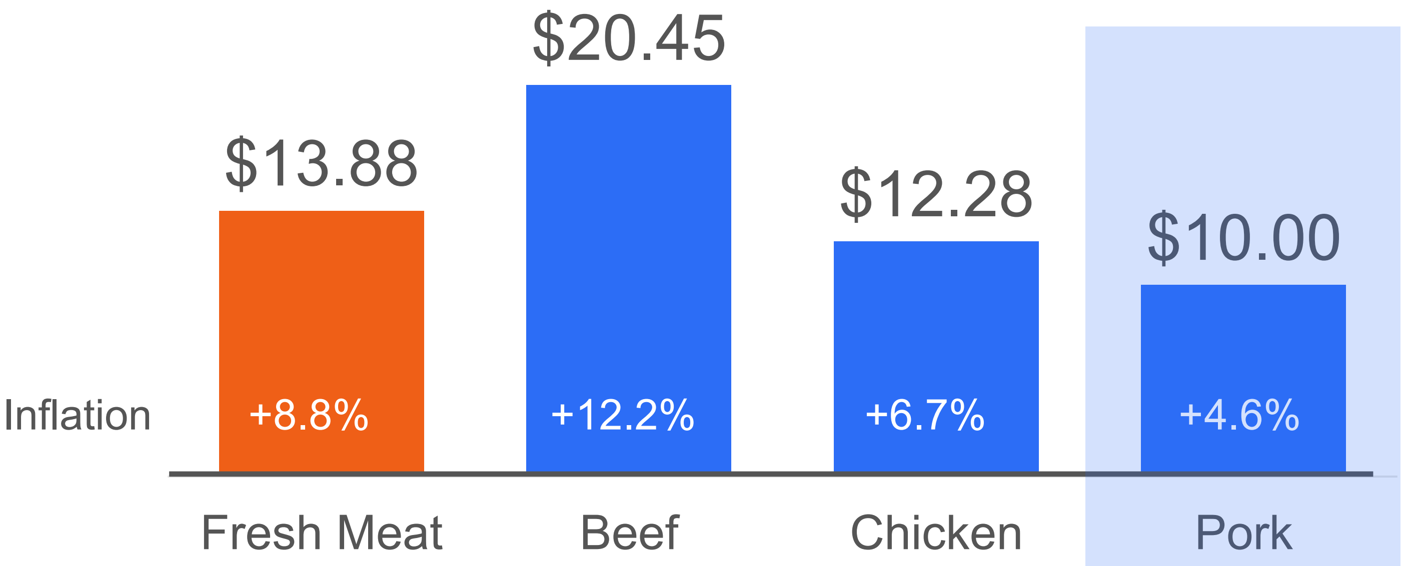
**Total FMCG: +2.9%**

- > +4% Higher than average
- +2-4% Average
- <+2% Below Average

# Trading down and out: As meat prices rise, consumers are buying less volume overall, sourced primarily to beef

## The Top 3 Fresh Meat Sellers
## 52-week Price Per KG





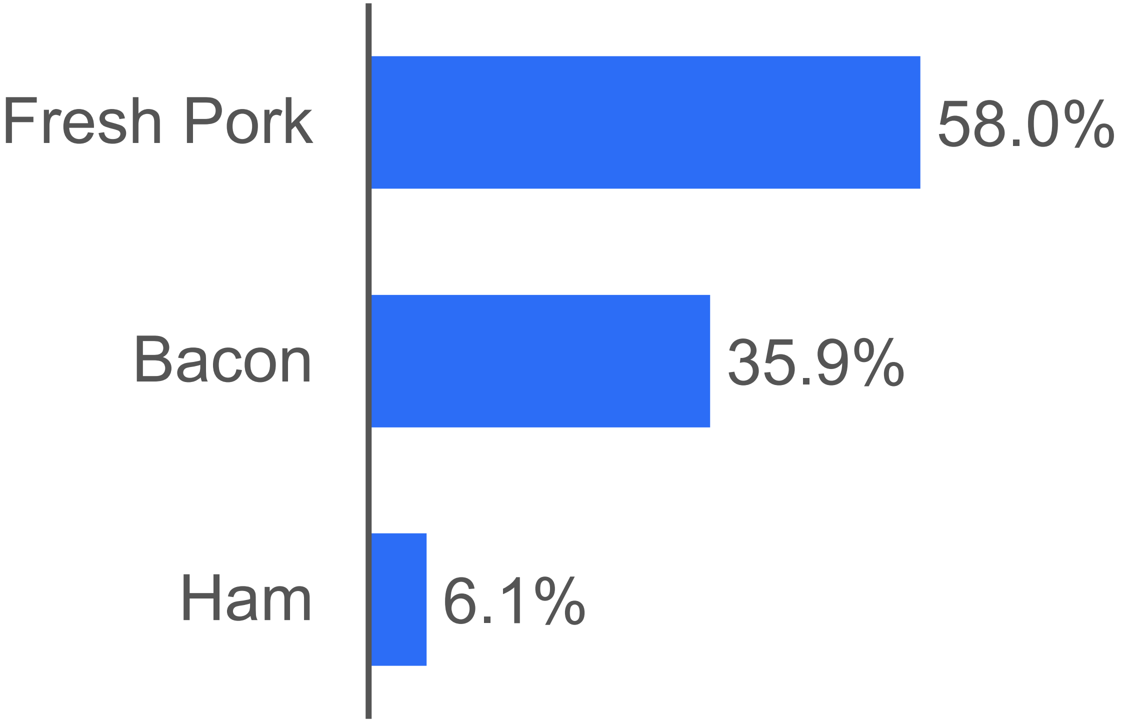

| | Fresh Meat | Beef | Chicken | Pork |
|---|---|---|---|---|
| Dollars Millions | $9,456.4 | $4,108.6 | $3,326.3 | $1,271.8 |
| $ % Chg. | +7 | +9 | +8 | +3 |
| KG % Chg. | -2 ↓ | -4 ↓ | +1 | -1 ↓ |

Source: NielsenIQ, MarketTrack National All Channels Combined, 52 weeks to July 25, 2026, Vol: Kilograms

# Bacon and Ham prices increased at a faster rate, impacting volume growth

## Dollar Share of Total Pork

$2,192.6 MM +2 (-4% KG)

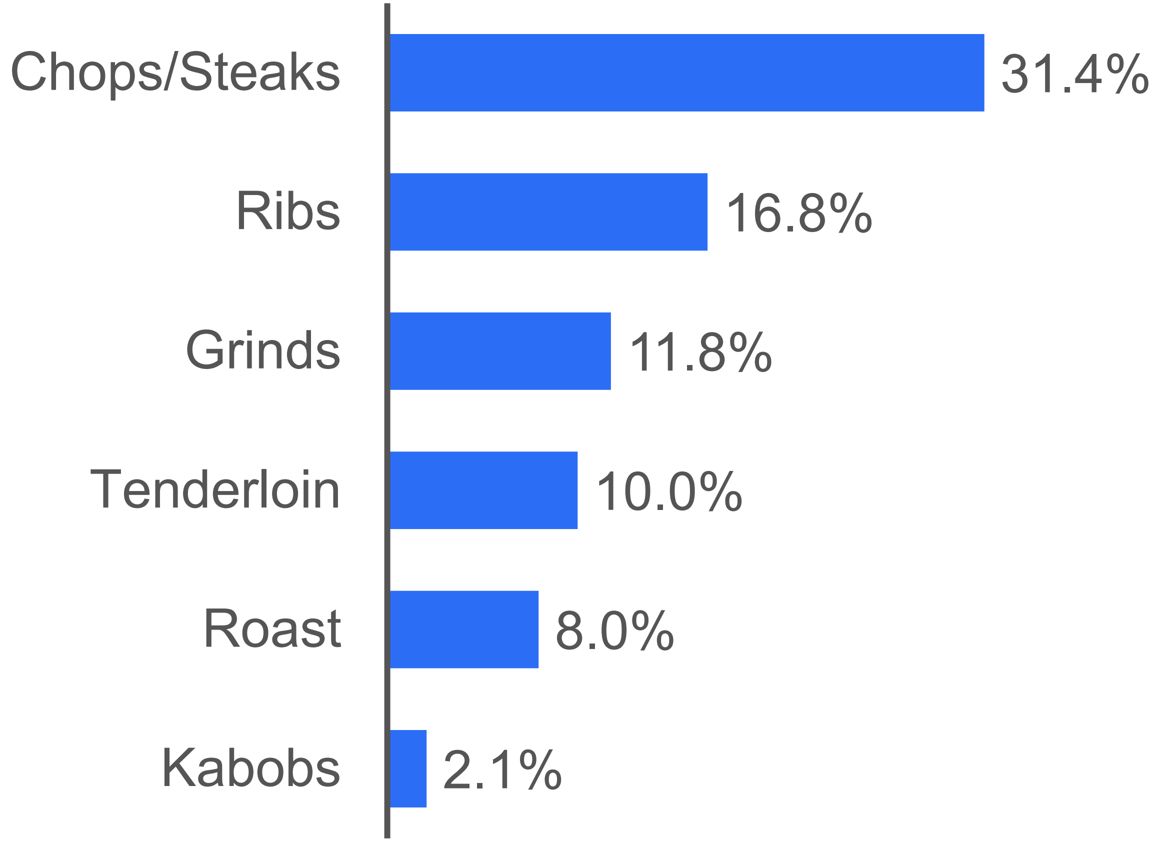



| Dollars MM | $ Chg | KG Chg | Inflation | Price/KG |
|---|---|---|---|---|
| $1,271.8 | +3 | -1 | +4.6% | $10.00 |
| $788.2 | +2 | -7 | +8.4% | $16.05 |
| $132.6 | -4 | -10 | +6.4% | $8.19 |

Source: NielsenIQ, MarketTrack National All Channels Combined, 52 weeks to July 25, 2026, Vol: Kilograms

# Fresh Pork: Chop/Steaks, Tenderloins  and Roasts are reporting volume gains

## Dollar Share of Fresh Pork



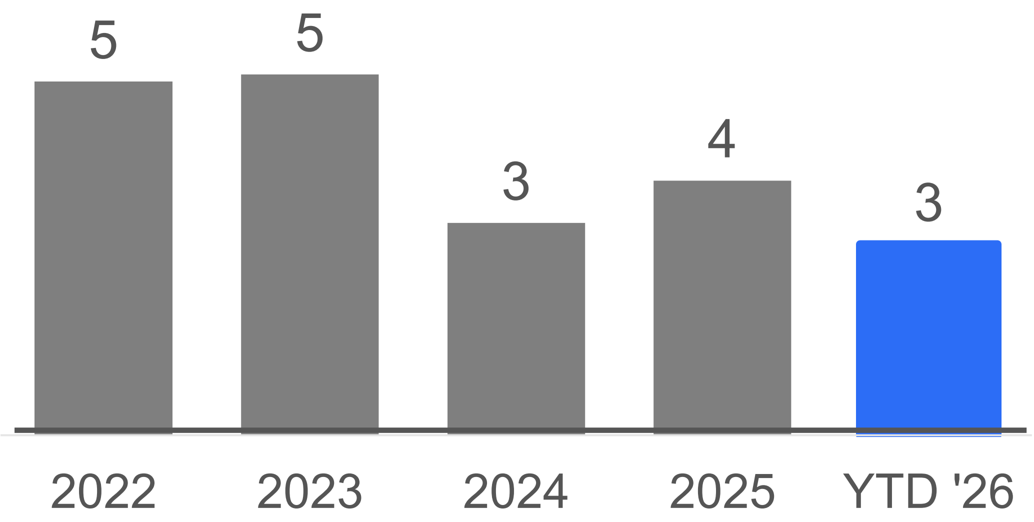

| Dollars MM | $ Chg | KG Chg | Inflation | Price/KG |
|---|---|---|---|---|
| $399.1. | +5 | +2 | +3.4% | $10.16 |
| $214.0 | -2 | -10 | +8.1% | $10.70 |
| $149.5 | +6 | -1 | +7.0% | $9.32 |
| $127.3 | +7 | +6 | +0.7% | $11.01 |
| $101.2 | +11 | +13 | -1.9% | $9.18 |
| $26.2 | 0 | -3 | +2.7% | $17.78 |

Source: NielsenIQ, MarketTrack National All Channels Combined,  52  weeks to July 25, 2026,  Vol: Kilograms

# FMCG dollar performance continues to be fueled by inflation while volume lags

## 5 Year Canadian FMCG Performance

$ % Chg.

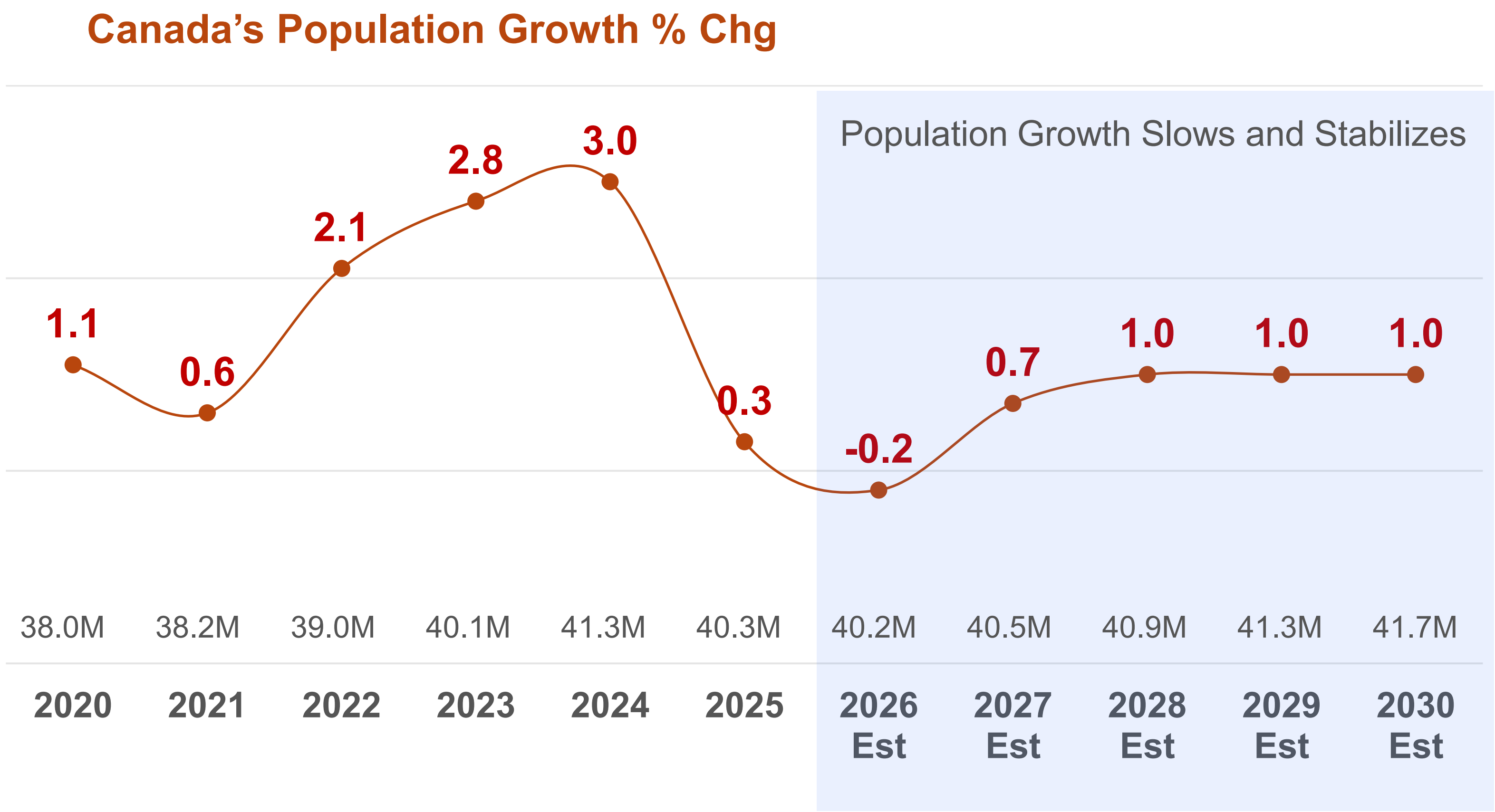



| Vol % Chg | -2 | -1 | +1 | +1 | -1 |
|---|---|---|---|---|---|

## Growth Slowing in Quebec and Ontario

| 2026 YTD Growth | Dollars | Volume | Inflation |
|---|---|---|---|
| National | 3 | -1 | +3.2 |
| Maritimes | 3 | +1 | +2.0 |
| Quebec | 3 | 0 | +3.4 |
| Ontario | 2 | -1 | +3.4 |
| Man/Sask. | 3 | 0 | +3.1 |
| Alberta | 3 | 0 | +3.4 |
| B.C. | 3 | 0 | +2.9 |

# Canada's population growth continues to slow over next 2 years, before stabilizing through to 2030




| | 2026 Pop. (M) | 2030 Pop,(M) | Growth (M) | % Chg |
|---|---|---|---|---|
| Canada | 40.2 | 41.7 | +1.5 | +3.7% |
| Ontario | 16.2 | 17.0 | +0.8 | +4.9% |
| Quebec | 9.1 | 9.4 | +0.3 | +3.3% |
| BC | 5.8 | 6.2 | +0.4 | +6.9% |
| Alberta | 5.2 | 5.9 | +0.7 | +13.5% |
| Manitoba | 1.5 | 1.6 | +0.1 | +6.7% |

- Population increases from roughly **40.2 million** to **41.7 million**.
- Total increase: about **+1.5 million people**.
- Average annual increase: about **375,000 people per year**.
- Growth will be driven primarily by **immigration rather than natural increase**.



Source: Statistics Canada 2025 Estimate: Immigration + Births – Deaths

# Factors impacting volume trends in FMCG – today and tomorrow

## Financial Pressures

49% are only buying what they need

42% only have money for the essentials

41% plan shopping ahead to control spend & impulse

**Rising gas prices: Avg spending $94 more / mo.**

## Eating Habits & DIY

35% eating leftovers more often

19% are skipping meals

<u>Volume Shifts</u>
HMR +3%
Baking +3%
Canning Acc. +7%
Garden Herbicides +29%
Fertilizers +4%

## Food Insecurity

+99% increase in food bank visits since 2019

Food bank usage exceed 25 million visits in 2025

1 in 10 rely on food banks or charity to get by

## GLP-1 Impact

15% of Canadians using GLP-1 medications

1-3 months use: volume -1.5% to -2.5%*

7-11 months use: volume -5.2% to -12.5%*

Annual Loss: -$450-800M+

Source: NielsenIQ 2026 Consumer Outlook / GLP-1 Study / External media *NIQ US GLP-1 2024 Study

When every dollar is intentional, price becomes the expectation, not the differentiator.

Winning brands are those that **continuously adapt** to changing consumer needs

# Growth is no longer about presence, it's about relevance

## Value First

## Generations

## Living Well

# The consumers search for value is putting retailer and brand loyalty at risk

**Top 10 consumer saving strategies for FMCG**


**Average of 4.2**

Saving Strategies

Per Shopper

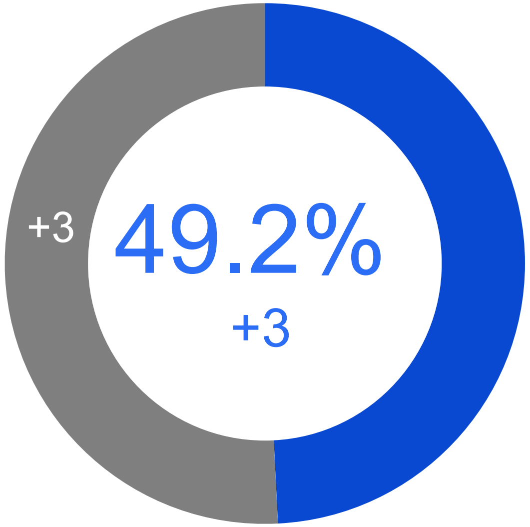


Source: NIQ 2025 Private Label Study – June 2025 - Canada

# Promotions remain a key growth driver of growth

$ % of FMCG
$ % Growth

Buying on Promotion*




Inflation:

| | |
|---|---|
| Promotion | +4.0% |
| Non-Promo | +2.7% |

Value Proposition

**% Dollars Sold On Promotion**

| | | |
|---|---|---|
| Total Pork | 64.5% | +4 |
| Fresh Pork | 63.0% | +4 |
| Bacon | 68.6% | +2 |
| Ham | 57.5% | +10 |

**Total Pork % Promotion Lift**

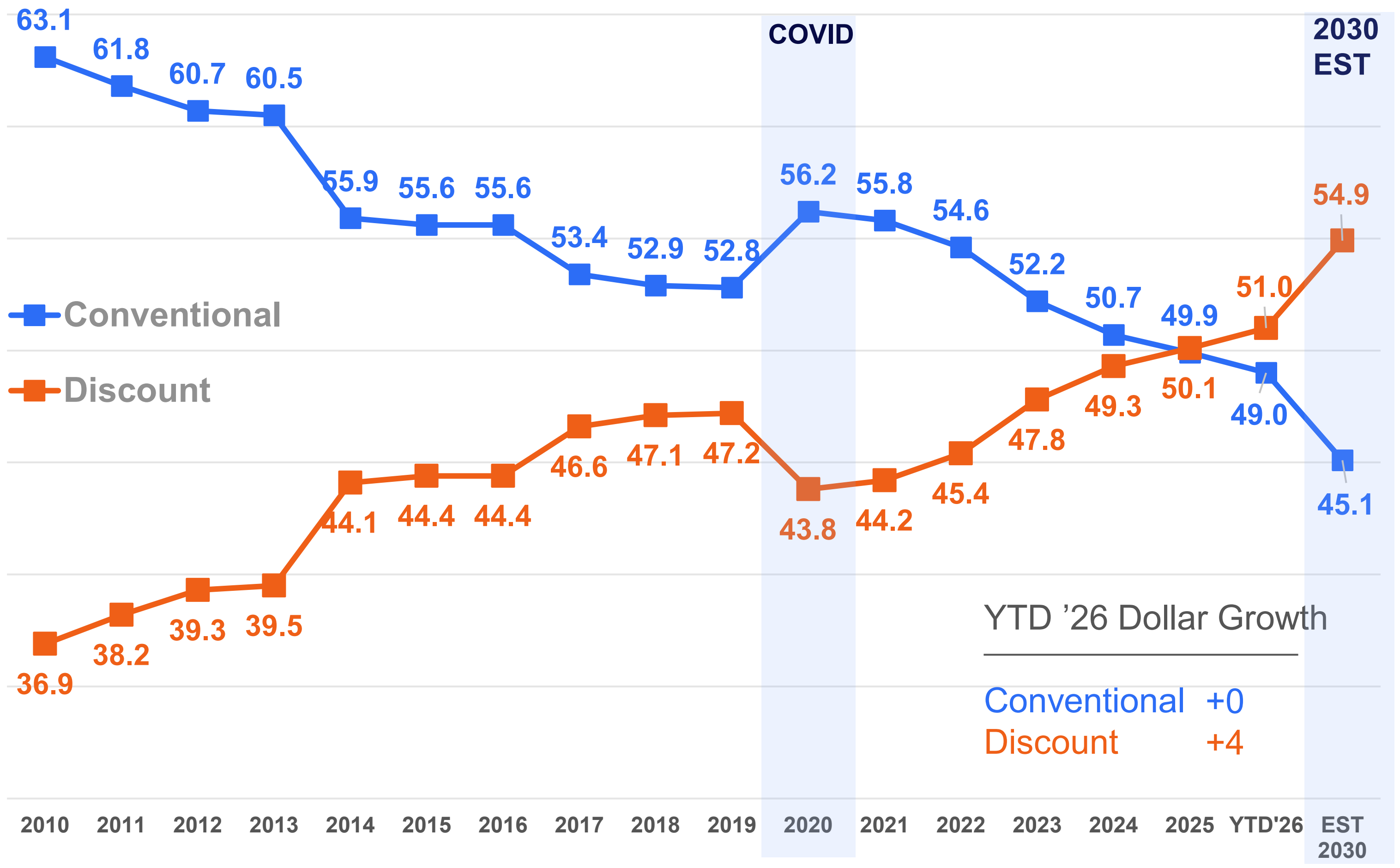
| | | |
|---|---|---|
| Dollars | 143% | -10 pt |
| Volume | 287% | -22 pt |

Source: NielsenIQ Canada All Channels Combined, 52 weeks ending July 25, 2026

*Discount Retailers and Promotion National GDM Only

# Canadians have shifted spend to Discount retailers – with more to come!

Discount vs Conventional | Grocery + Drug + Mass | $ Market Share




## Discounters winning with:

Volume: **60.1%** +2 (Convent +1)

Food: **59.8%** of $ +8 (Convent +3)

Trips^: **+5%** (Convent +1)

Baskets^: **30% higher** ($43 vs. $33)

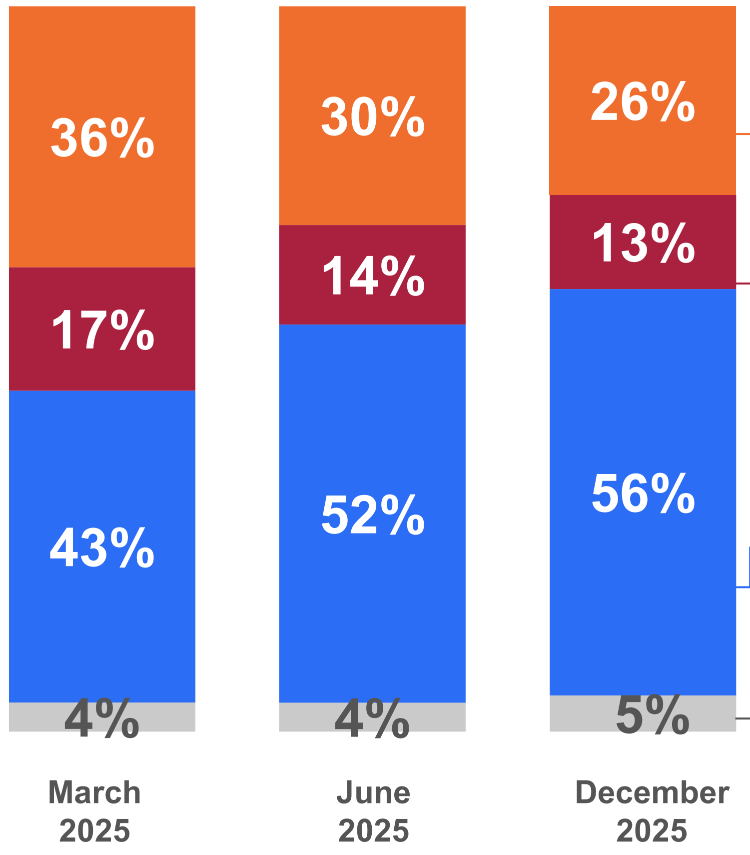
High Income^: **$100k+ 45%** of $'s
Spend +5% more vs. YA

| **Total Pork** | $ Share | $ % Chg | Vol Share | Vol % Chg |
|---|---|---|---|---|
| Discount | 47.6% | +5 | 52.8% | -1 |
| Convent. | 52.4% | 0 | 47.2% | -6 |

Source: Syndicated DB GDM2021-2017 - Presidents Report (All Channels GDM - includes Costco) | 2016-2014 - Presidents Report (GDM) |
2013-2008 - Homescan Grocery Comp YTD '26: 26 weeks ending to June 27, 2026 *L52 weeks Shopping Behaviour: ^Omnishopper Total Discount vs. Total Conventional

# Canadians are becoming more pragmatic supporters of local goods

% of Households.




American Good Avoiders
I will boycott U.S.-made products and **refuse to purchase them**, regardless of availability or price

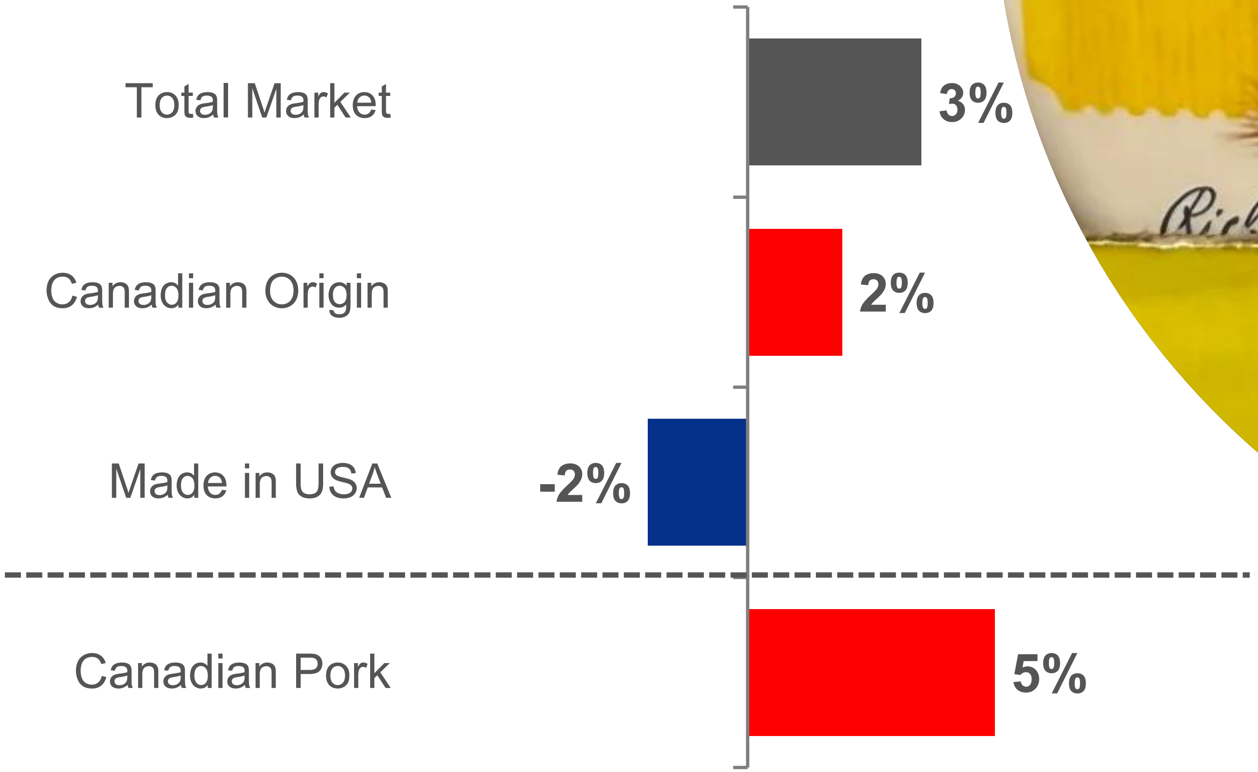
Canadian Loyalists
I will **only buy Canadian-made** alternatives and will go without if a Canadian option isn't available.

Pragmatic Canadian Supporters
I will **prefer Canadian-made** products whenever possible but **will still buy U.S. products** if they remain my best option

Unchanged
I will **continue buying U.S.-made** products as usual, without making any changes

# Made in Canada identified products are doing better than American

## Stated Claims: Dollar Performance





Source: NIQ NPI (Part of NIQ MarketTrack), National GDM 52 weeks ending July 25, 2026 – Stated Claims – NIQ Business Drivers

# Growth is no longer about presence, it’s about relevance

## Value First

## Generations

## Living Well

# Canada's recent population boom has remixed the generations

>3+ million new Canadians since 2022

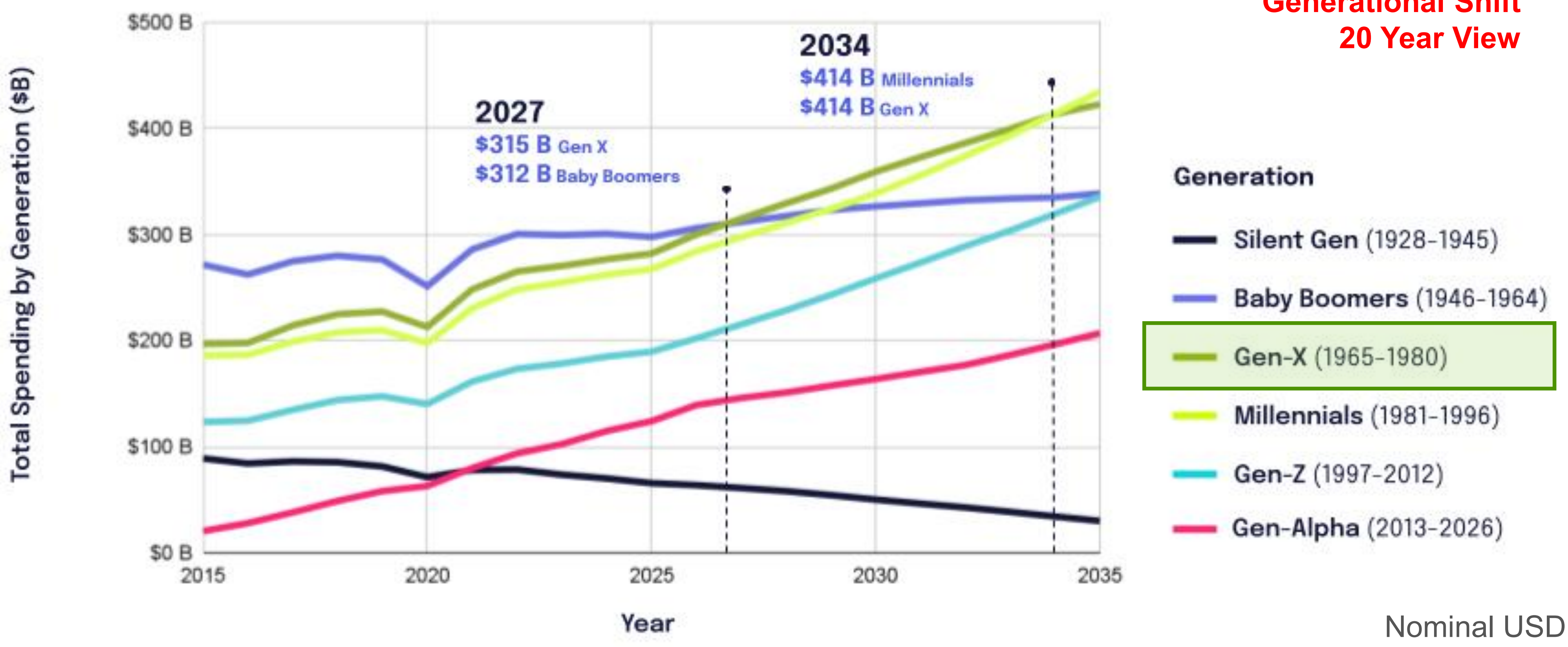
| Generation | Age Range | Est. % of Pop. 2026 | Growth Direction |
|---|---|---|---|
| Gen Alpha | <13 yrs | 10% | ▲ growing slightly |
| Gen Z | 14-29 yrs | 18–19% | ▲ immigration-supported |
| Gen Y (Millennials) | 30-45 yrs | 22–23% | ▲ largest / tied-largest |
| Gen X | 46-60 yrs | 18% | ▼ declining |
| Baby Boomers | 61-80 yrs | 22–23% | ▼ aging into 75+ |
| Greatest/Silent | >80 yrs | 9–10% | ▲ fastest-growing |

Source: Statistic Canada

# Canada is on the cusp of becoming a Gen X economy

## Canada's "Gen-X decade" only spans 7 years, and starts in 2027

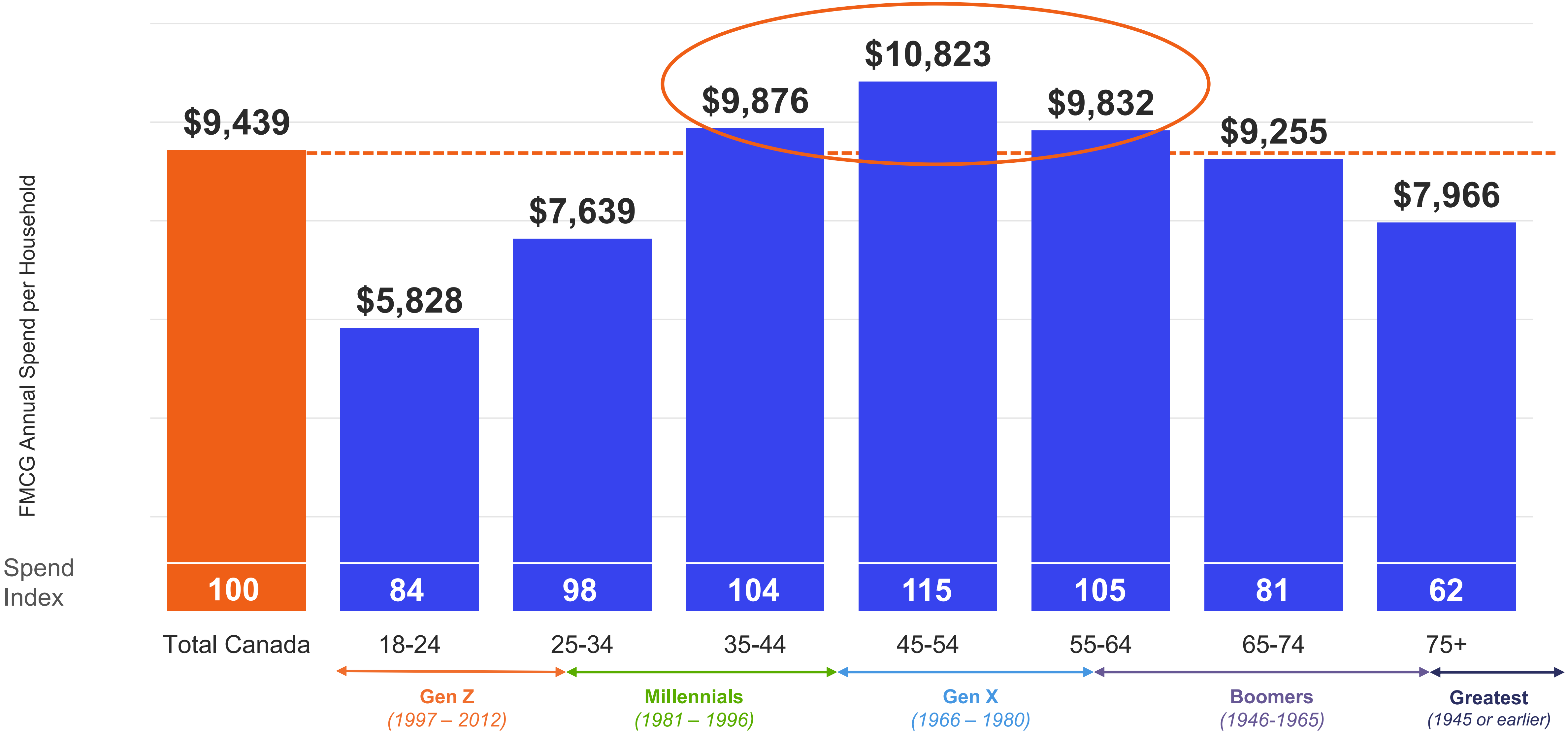
### Canada total spending by generation, 2015-2035




**Canada's Generational Shift 20 Year View**

Nominal USD

# Middle-aged households continue to spend more annually on FMCG




Source: NielsenIQ, Omnishopper FMCG, 52W to May 16, 2026

# Generational FMCG Food Department Spending Shifts

| Category | Gen Z Aging | Gen Y Aging | Gen X Aging | Boomers Aging |
|---|---|---|---|---|
| Dessert | Green | Red | Red | Red |
| Snack | Green | Green | Yellow | Red |
| Refrig/Dairy | Green | Yellow | Yellow | Red |
| Prepared Foods | Green | Green | Yellow | Red |
| Produce | Green | Yellow | Yellow | Yellow |
| Frozen | Green | Green | Yellow | Yellow |
| Condiments & Sauces | Green | Yellow | Yellow | Red |
| Baking Needs | Yellow | Yellow | Yellow | Yellow |
| Cold Beverages | Yellow | Green | Green | Red |
| Meat & Seafood | Yellow | Green | Green | Yellow |
| Bakery | Yellow | Yellow | Yellow | Green |
| Deli | Yellow | Green | Green | Green |
| Confectionery | Red | Green | Green | Red |
| Hot Beverages | Yellow | Yellow | Green | Green |
| Alcohol | Red | Red | Green | Green |

**Green = Age In**

**Yellow = Neutral**

**Red = Age Out**



Source: NielsenIQ, Homescan, Total Canada Tracked Sales, 52 weeks ending March 28, 2026 – Based on Annual -- +/- 5% change in development index

# Growth is no longer about presence, it's about relevance

## Value First

## Generations

## Living Well

NIQ

# 76%

of Canadians are concerned about future health problems

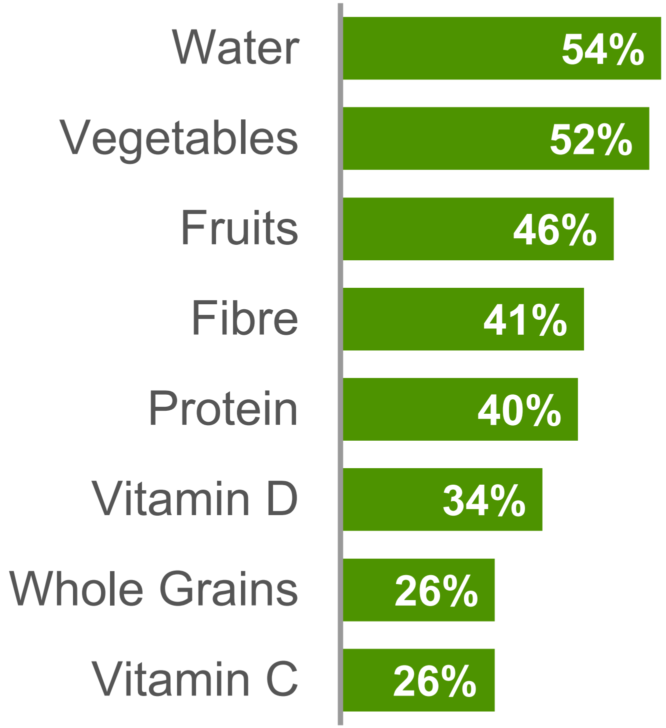
## 6 Barriers hindering healthier life choices

| | | | |
|---|---|---|---|
| 1 | Cost | 59% | Say healthier alternatives are too expensive |
| 2 | Motivation | 28% | Don’t feel driven to make healthier choices |
| 3 | Time | 24% | Don’t have time to make healthier choices |
| 4 | Availability | 23% | Have difficulty finding healthier alternatives |
| 5 | Trust | 19% | Don’t trust that the product will be effective |
| 6 | Guidance | 16% | Product labeling is confusing/too complex |

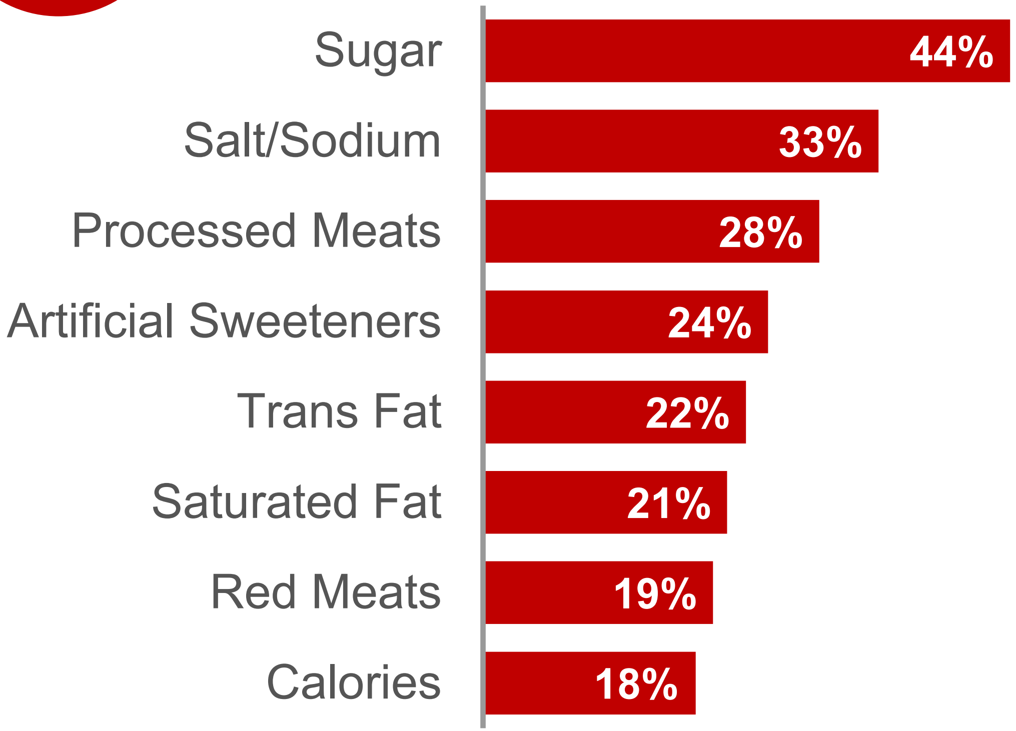
Source: NIQ’s 2025 Global Health & Wellness survey – Canada. 2025 Health & Wellness Report

# What Canadians are changing in their diets

## + Adding more to their diets




## - Removing from their diets

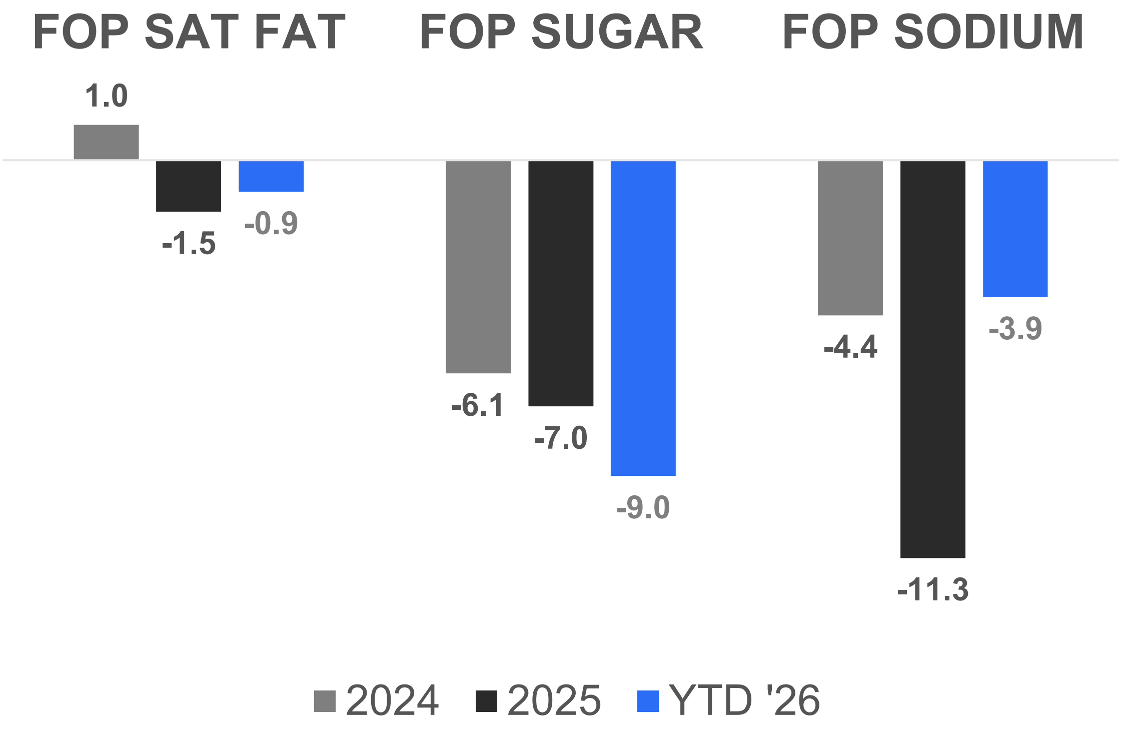



Source: NIQ's 2025 Health & Wellness Report – Total Canada

# Consumption of high sodium, saturated fat and sugar foods continues to decline with FOP

## Front of Pack Nutrition Symbol (FOP)

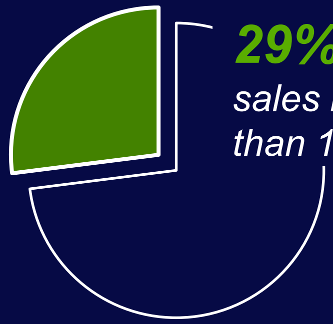
**Food and Beverage** Vol. % Chg.



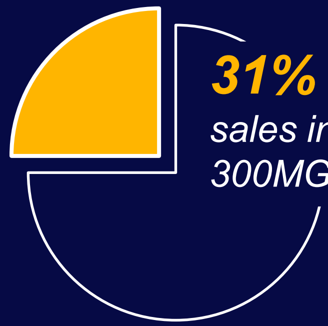

# 77%

Of Canadians are aware of Health Canada's FOP Nutrition Symbol

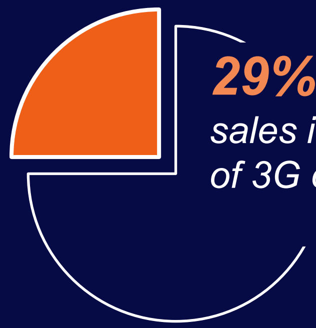
***Total FMCG 2025 vs 2024 +0.7% Tonn % Chg.***



***29%** of food and beverage sales in Canada contain more than 15g of sugar per serving*



***31%** of food and beverage sales in Canada contain more 300MG of sodium by serving*



***29%** of food and beverage sales in Canada contain more of 3G of sat fat by serving**

**Based on products with a nutrition facts label*

*Source : National All Channels, 52 weeks PE March 21th 2026*

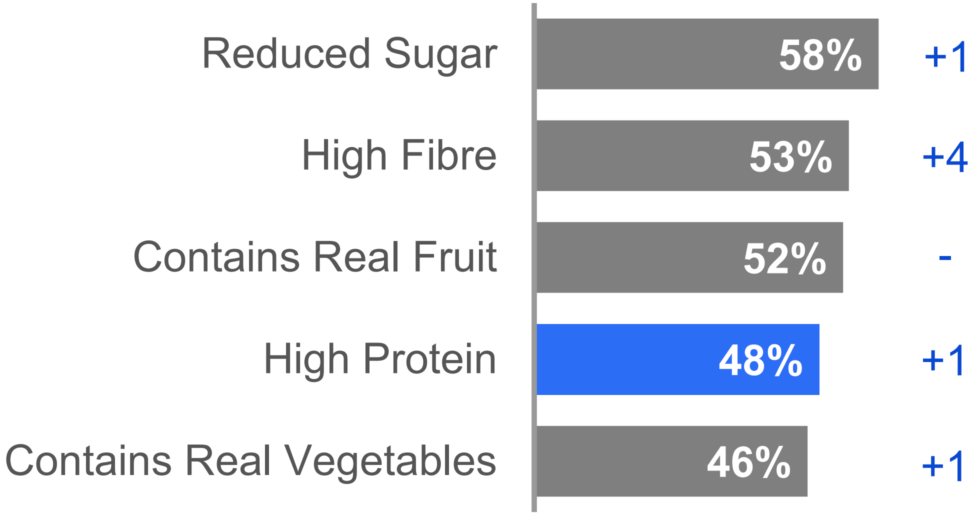
Source: NIQ, RMS – NIQ Product Insight; National GB+DR+MM+C&G, Based on Grocery (Grocery+Deli+Bakery), PE *July 21[4], 2026*

# The protein movement meets the needs of Canadians

**48%**
+1 points vs YA

of Canadians are looking for products with high protein claims

## Desired Health Claims (% Chg.)




| NPI Protein Stated Claim or Qualified | Vol % Chg. |
|---|---|
| MORE PROTEIN QUALIFIED | +23 |
| CONTAINS PEA PROTEIN QUALIFIED | +13 |
| SOURCE OF PROTEIN STATED | +6 |

| Protein Based Categories | Vol % Chg. |
|---|---|
| COTTAGE CHEESE | +20 |
| ENERGY & NUTRITION PRODUCTS | +12 |
| EGGS | +5 |
| YOGURT - REFRIGERATED | +5 |
| CANNED TUNA | +64 |

Source: NielsenIQ 2025 Health & Wellness Study NIQ NPI: Total Canada All Channels 52 weeks to July 25, 2026

**The data is clear;**
**pressure hasn't stopped demand, it's sharpened it.**

The question now isn't whether consumers will spend, but **who they choose to spend with and why.**

# Winning When Growth is Harder

## Redefine Value Beyond Price

1

### Win the Total Trip

Fresh pork delivers **everyday value** in meat. Drive growth by combining affordability with convenience, versatility, and meal inspiration.

+

## Use Assortment as a Generational Growth Lever

2

### Anticipate Life-Stage Needs

Meet evolving shopper needs with **the right mix** of cuts, pack sizes, and price tiers, while capturing growth from heavier meat consumers.

+

## Turn Health into a Value Driver

3

### Make Better Choices Easier to Buy

As protein-seeking shoppers **prioritize nutrition** and value, make fresh pork an easy, affordable choice across health-focused occasions.

# Thank You!

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For more information about NIQ's research solutions, please connect with us.

Carman.Allison@NielsenIQ.com

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