Winning When Growth is Harder

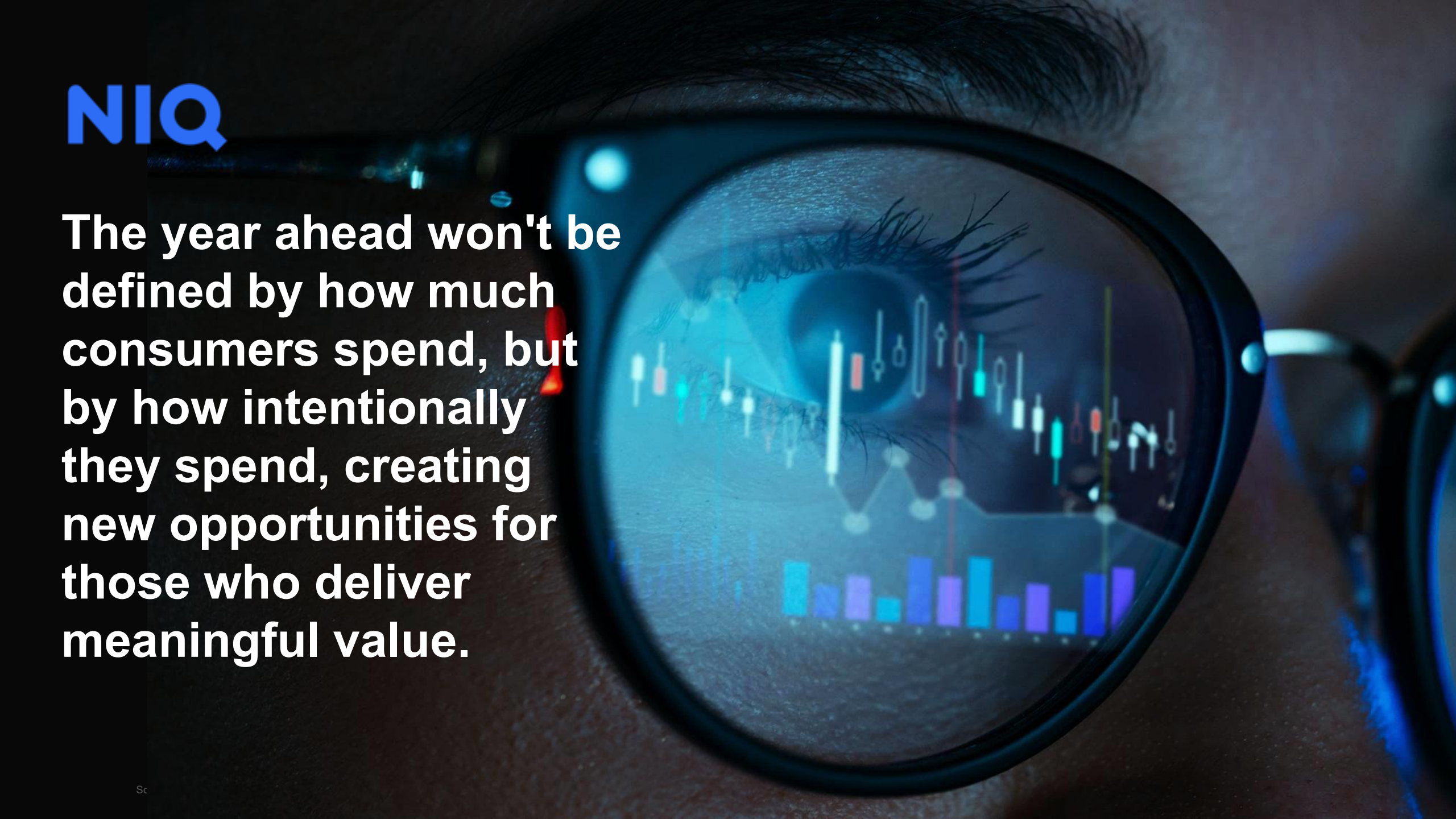
Fueling growth in an era of choice, complexity and change

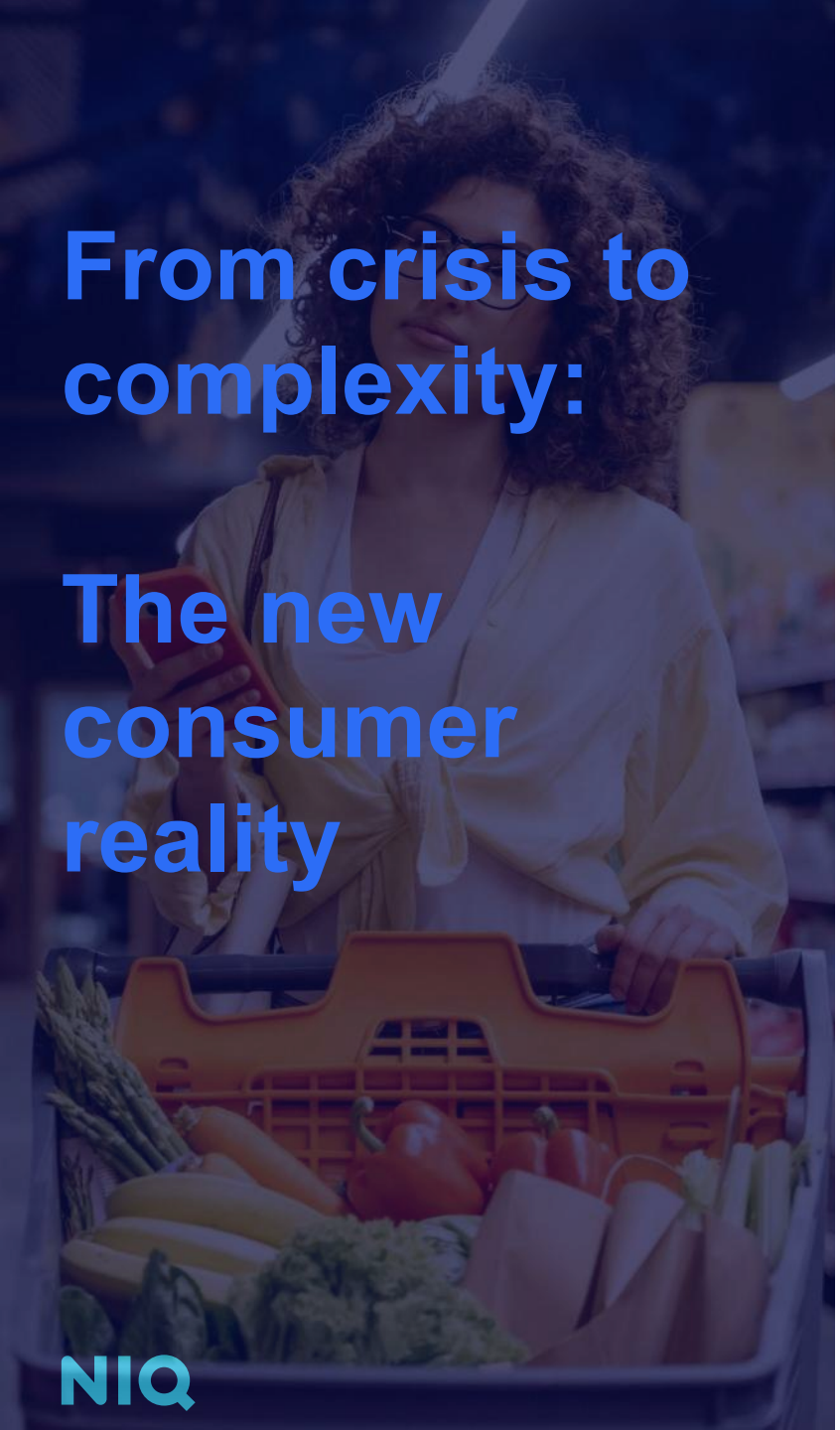
November 2026

Carman Allison



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NIQ
The year ahead won't be defined by how much consumers spend, but by how intentionally they spend, creating new opportunities for those who deliver meaningful value.



From crisis to complexity:

The new consumer reality

Wallet pressure is reshaping grocery spending

- Rising living costs, persistent inflation, economic uncertainty, and slowing population growth are changing how Canadians allocate their FMCG dollars.

Consumers are becoming value-maximizers

- Shoppers are increasingly intentional: trading down, shifting spend to value channels, embracing private label, and carefully evaluating every purchase.

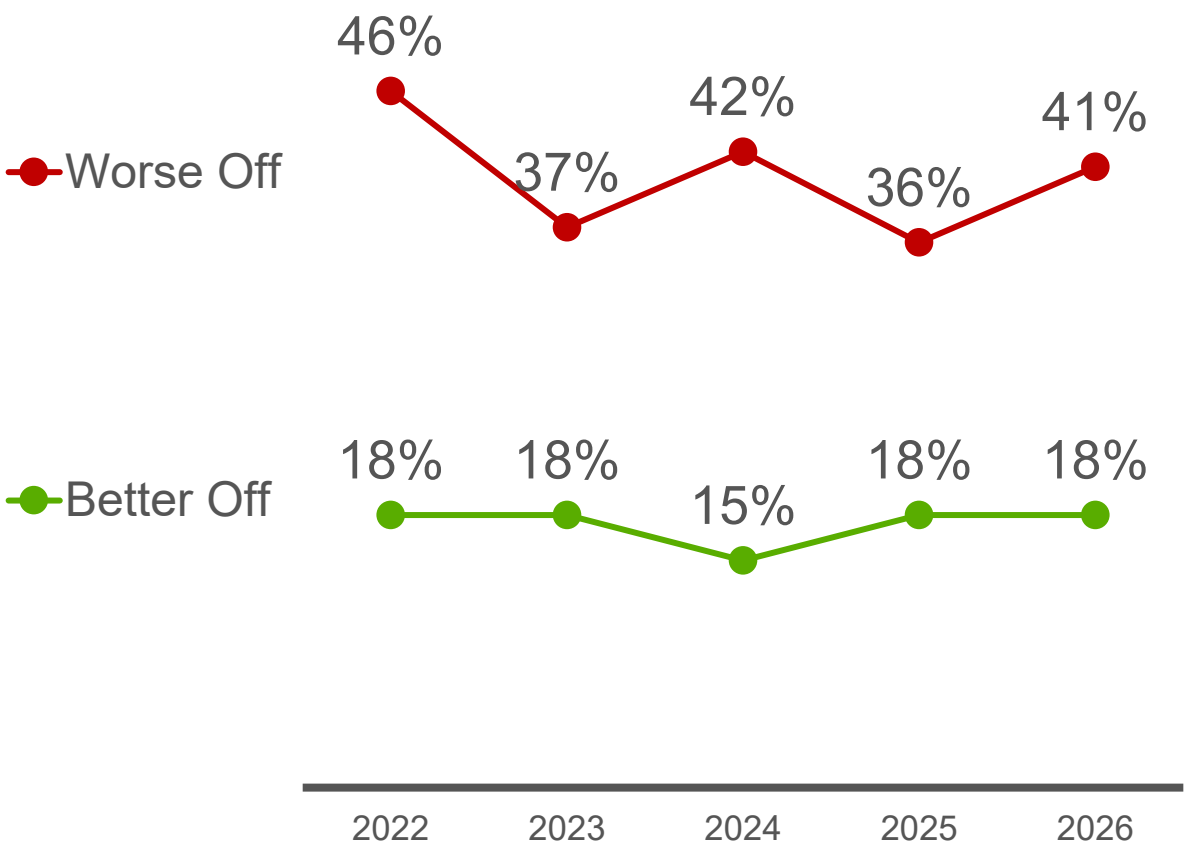
Winning requires relevance, not just price

- 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.

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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

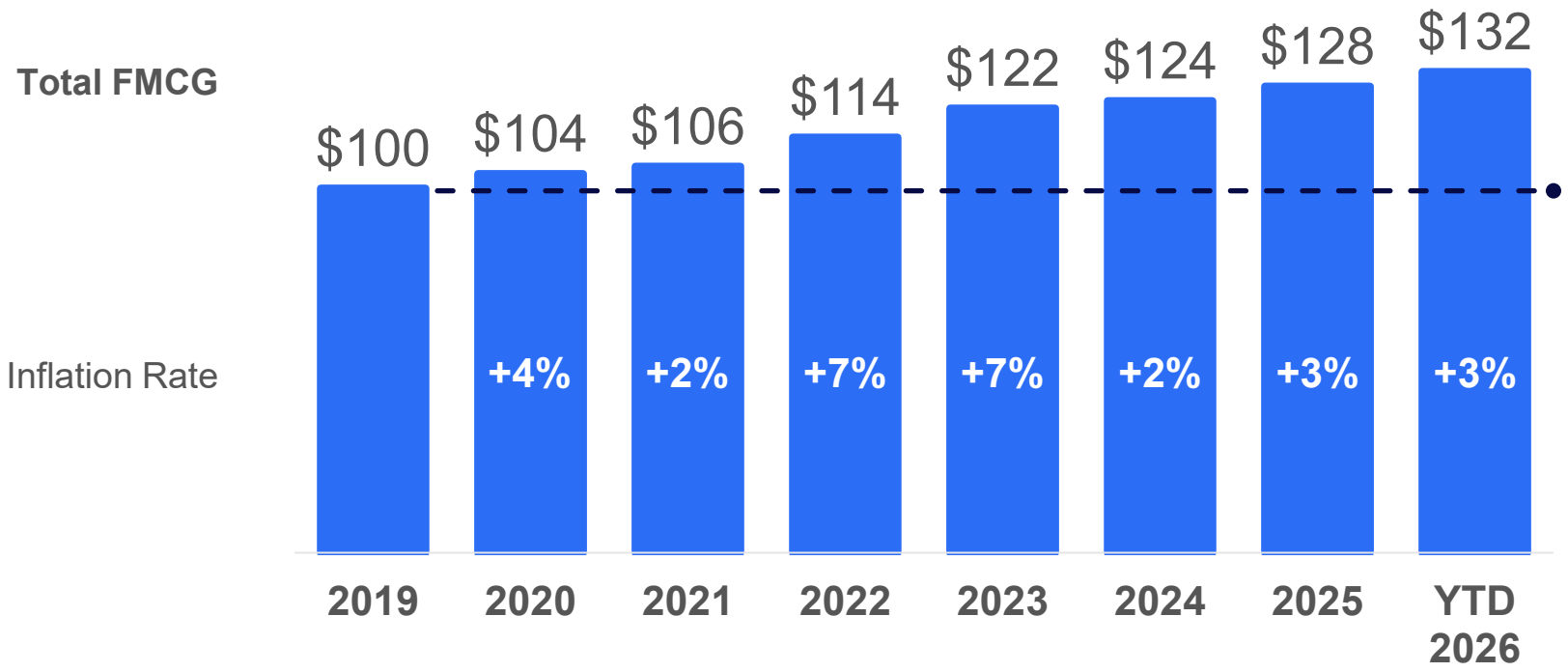
44%	*Rising food costs*
18%	*Housing costs*
16%	*Economic downturn*

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

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Grocery inflation may be moderating, but consumers are still carrying years of cumulative price increases

Canada: $100 in 2019….



Consumers are spending 32% more than pre-pandemic for FMCG products

Canada's overall cost of living (CPI) increased +24% since 2019

Source: NielsenIQ, MarketTrack Canada Total Tracked Sales All Channels Combined, Annual Periods – YTD 39 weeks to September 26, 2026

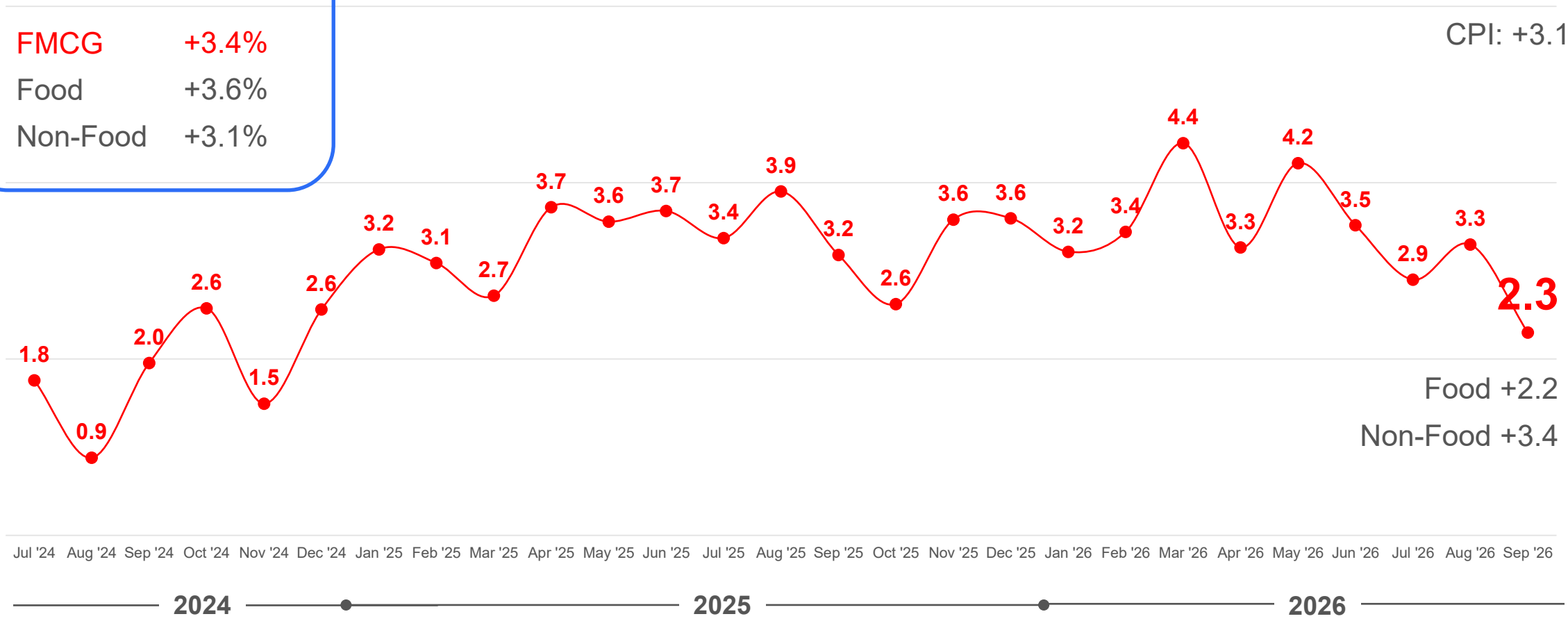
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FMCG inflation in September slows to its lowest rate in almost 2 years

L52 Weeks

FMCG	+3.4%
Food	+3.6%
Non-Food	+3.1%

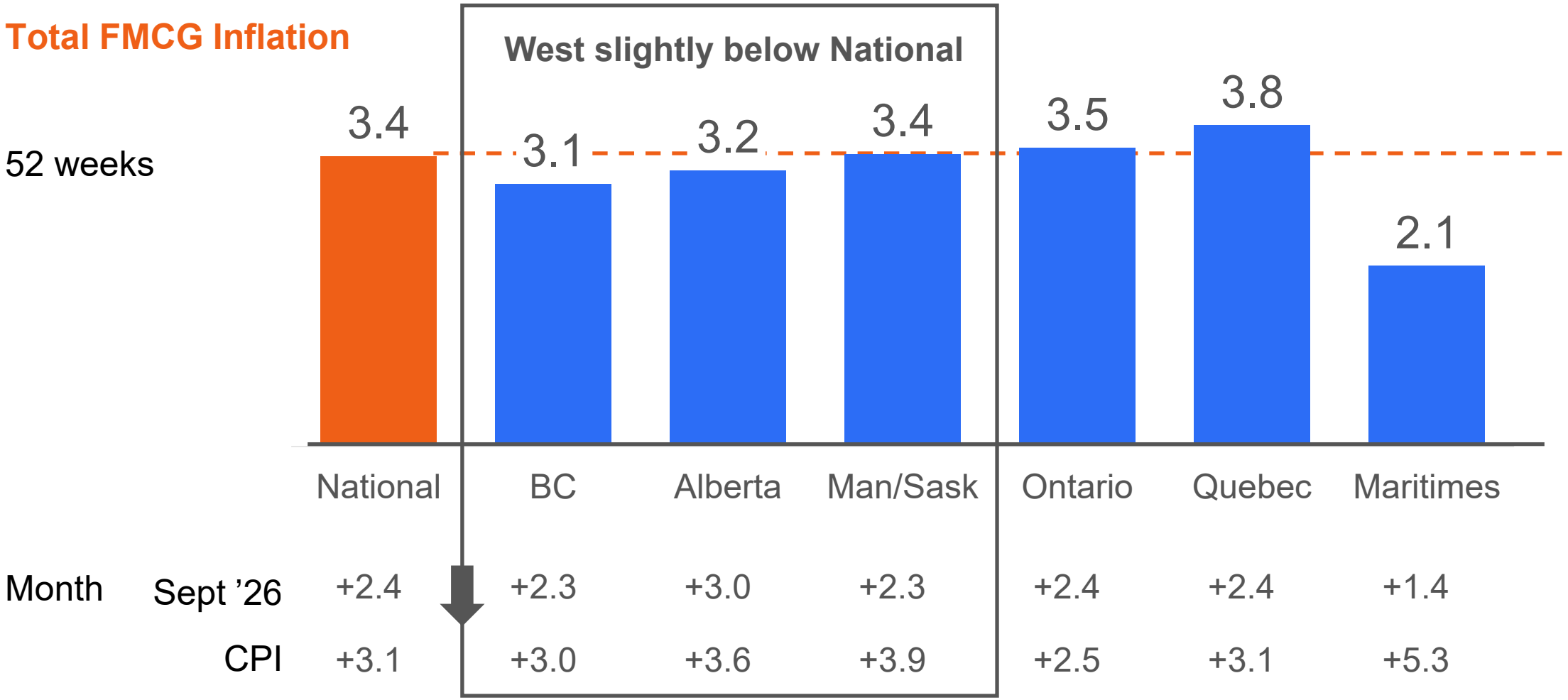
Canada FMCG* Inflation: The 2+ Year trend



Source: NielsenIQ MarketTrack Canada All Channels Combined, Monthly Periods L52 ending September 26, 2026 *Inflation: $ % Chg. less EQ Vol % Chg
*Excludes General Merchandise.

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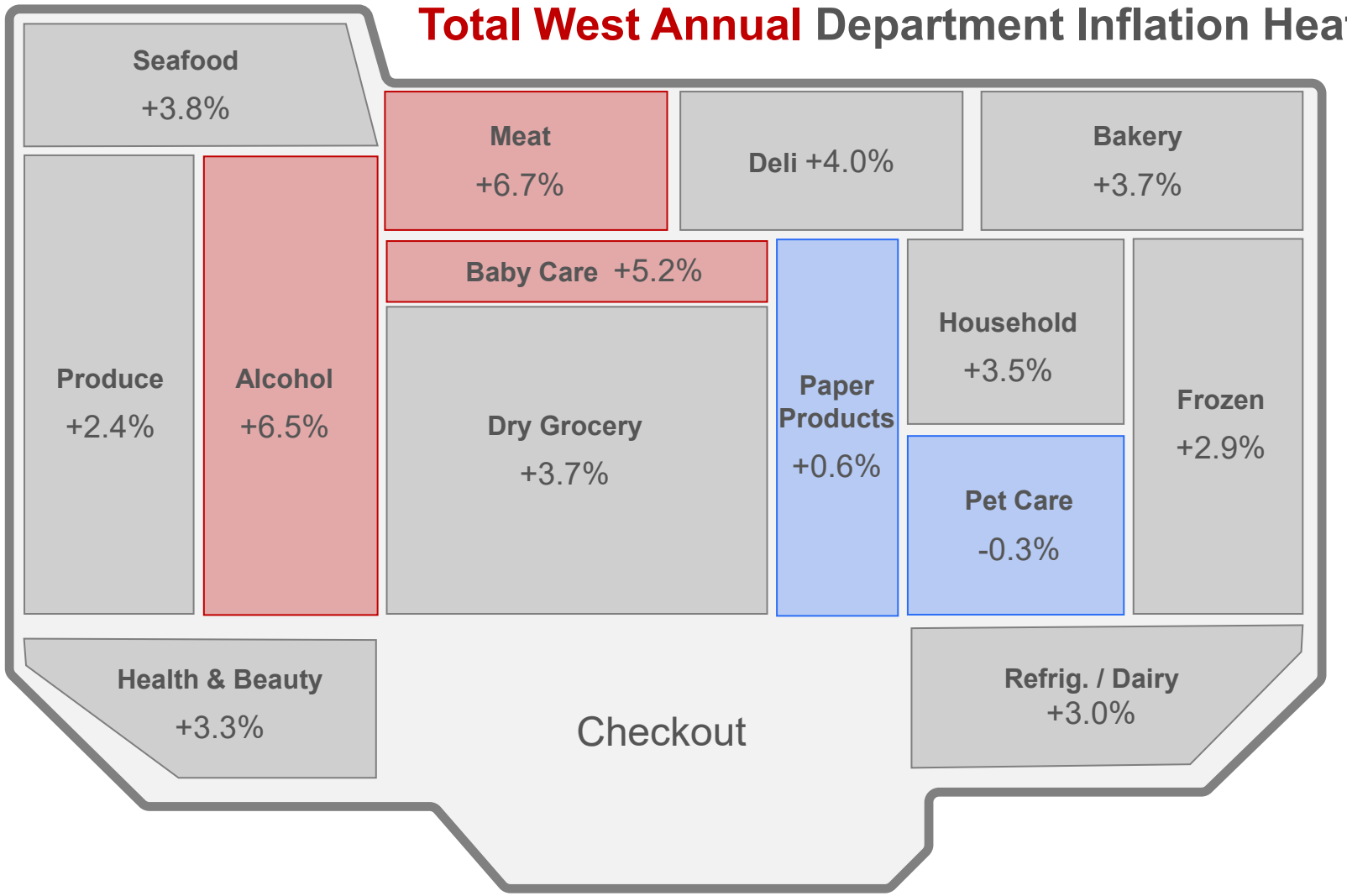
Grocery inflation in western Canada decelerated in September sitting lower than the overall cost of living (CPI)



Source: NielsenIQ, MarketTrack Regional All Channels Combined, 52 weeks to September 21, 2026, Equiv. Vol

The meat department has reported the highest level of price increases

Total West Annual Department Inflation Heat Map



FMCG Inflation*

Total FMCG: +3.2%

> +4% Higher than average

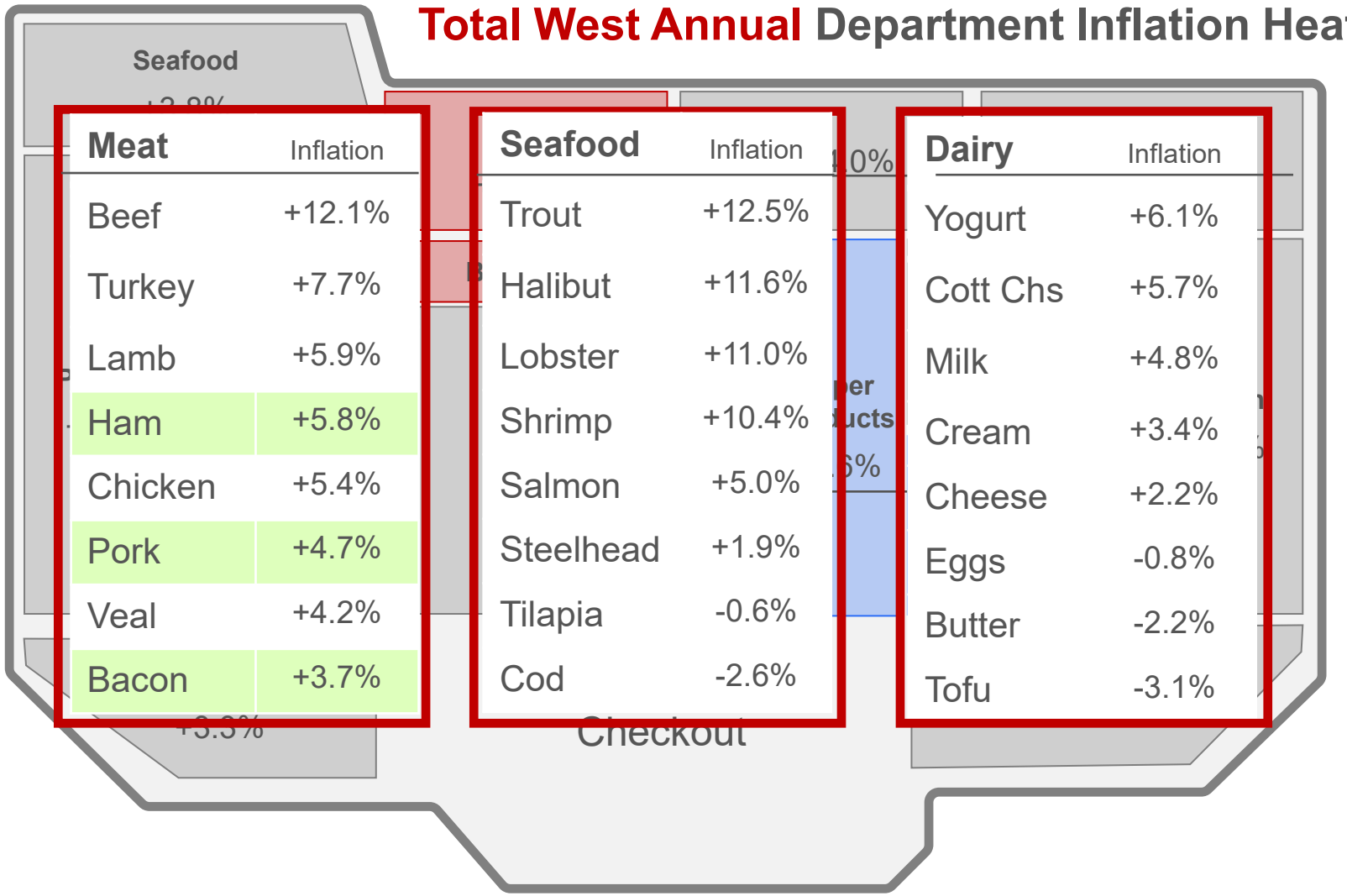
+2-4% Average

<+2% Below Average

Source: NielsenIQ MarketTrack Total West All Channels Combined, 52 weeks ending September 26, 2026 *Excludes General Merchandise - Inflation: $ % Chg. less EQ Vol % Chg.

Pork inflation is relatively mid-pack among various proteins

Total West Annual Department Inflation Heat Map



Meat	Inflation
Beef	+12.1%
Turkey	+7.7%
Lamb	+5.9%
Ham	+5.8%
Chicken	+5.4%
Pork	+4.7%
Veal	+4.2%
Bacon	+3.7%

Seafood	Inflation
Trout	+12.5%
Halibut	+11.6%
Lobster	+11.0%
Shrimp	+10.4%
Salmon	+5.0%
Steelhead	+1.9%
Tilapia	-0.6%
Cod	-2.6%

Dairy	Inflation
Yogurt	+6.1%
Cott Chs	+5.7%
Milk	+4.8%
Cream	+3.4%
Cheese	+2.2%
Eggs	-0.8%
Butter	-2.2%
Tofu	-3.1%

FMCG Inflation*

Total FMCG: +3.2%

> +4% Higher than average

+2-4% Average

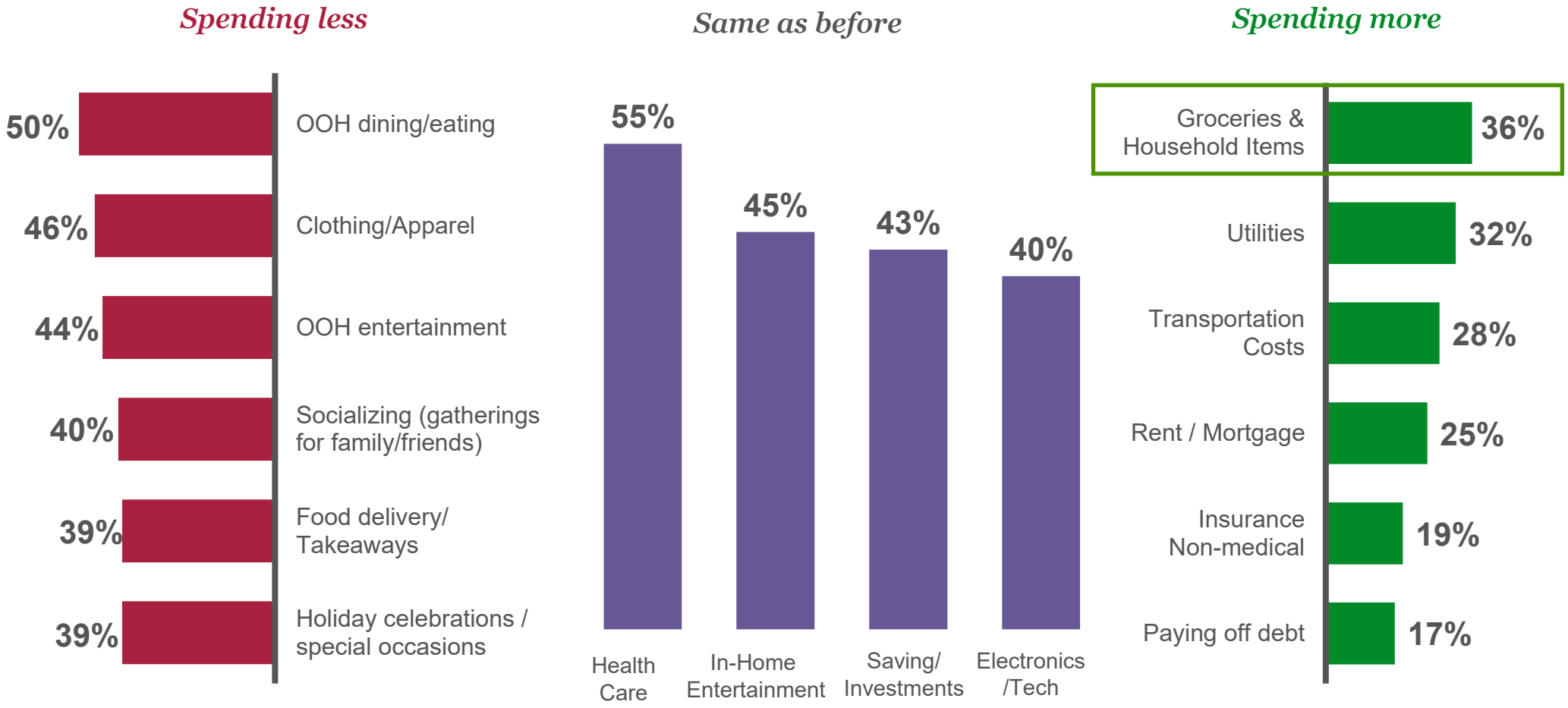
<+2% Below Average

Source: NielsenIQ MarketTrack Total West All Channels Combined, 52 weeks ending September 26, 2026 *Excludes General Merchandise - Inflation: $ % Chg. less EQ Vol % Chg.

Consumers to prioritize core expenses including groceries and household items

Spending intentions for the balance of 2026 and first half of 2027 (next 12 months)





Source: NIQ 2027 Consumer Outlook survey - Canada

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Canadians are spending more, yet consuming less

Pricing has fueled dollar growth, but volume remains the industry's greatest challenge

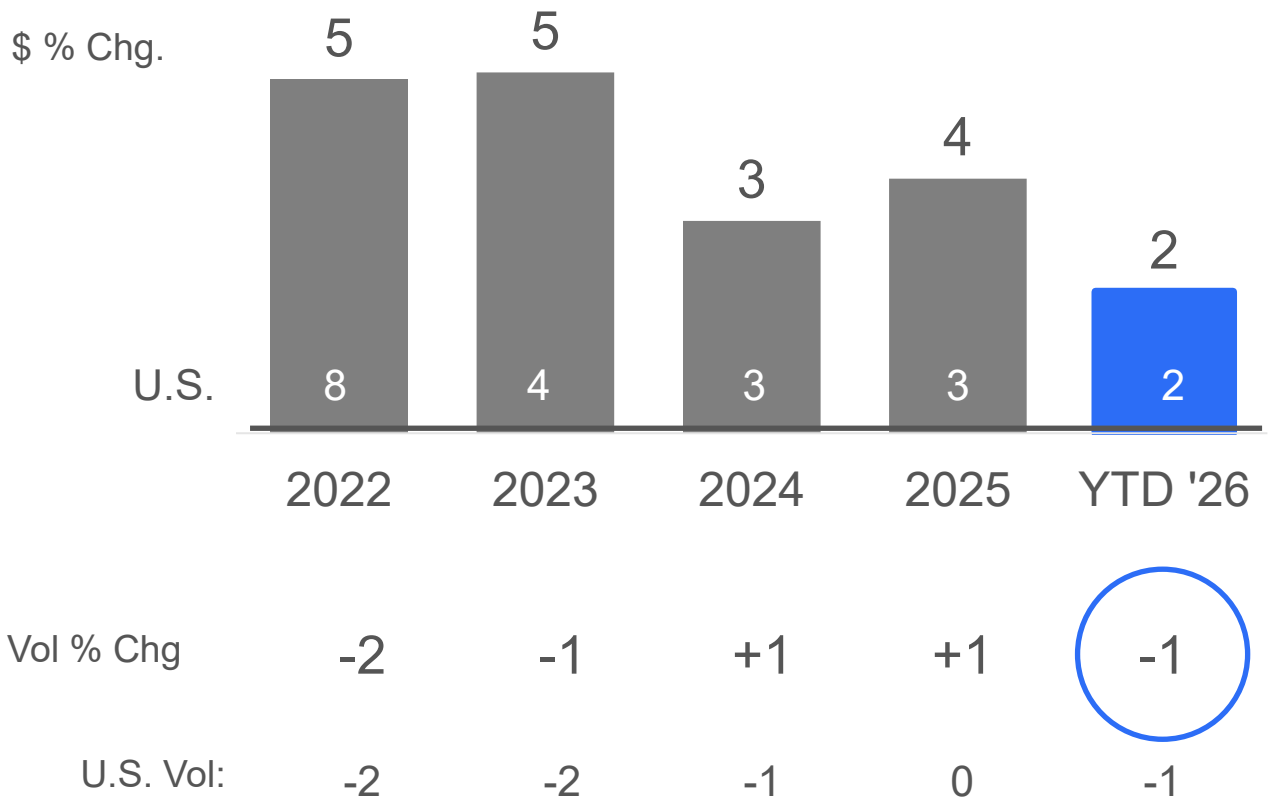
Growth has not disappeared, it has shifted. Success depends on finding where consumers are still expanding their baskets



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Dollar performance continues to be fueled by inflation while volume lags

5 Year Canadian FMCG Performance



Growth Slowing in Ontario and BC

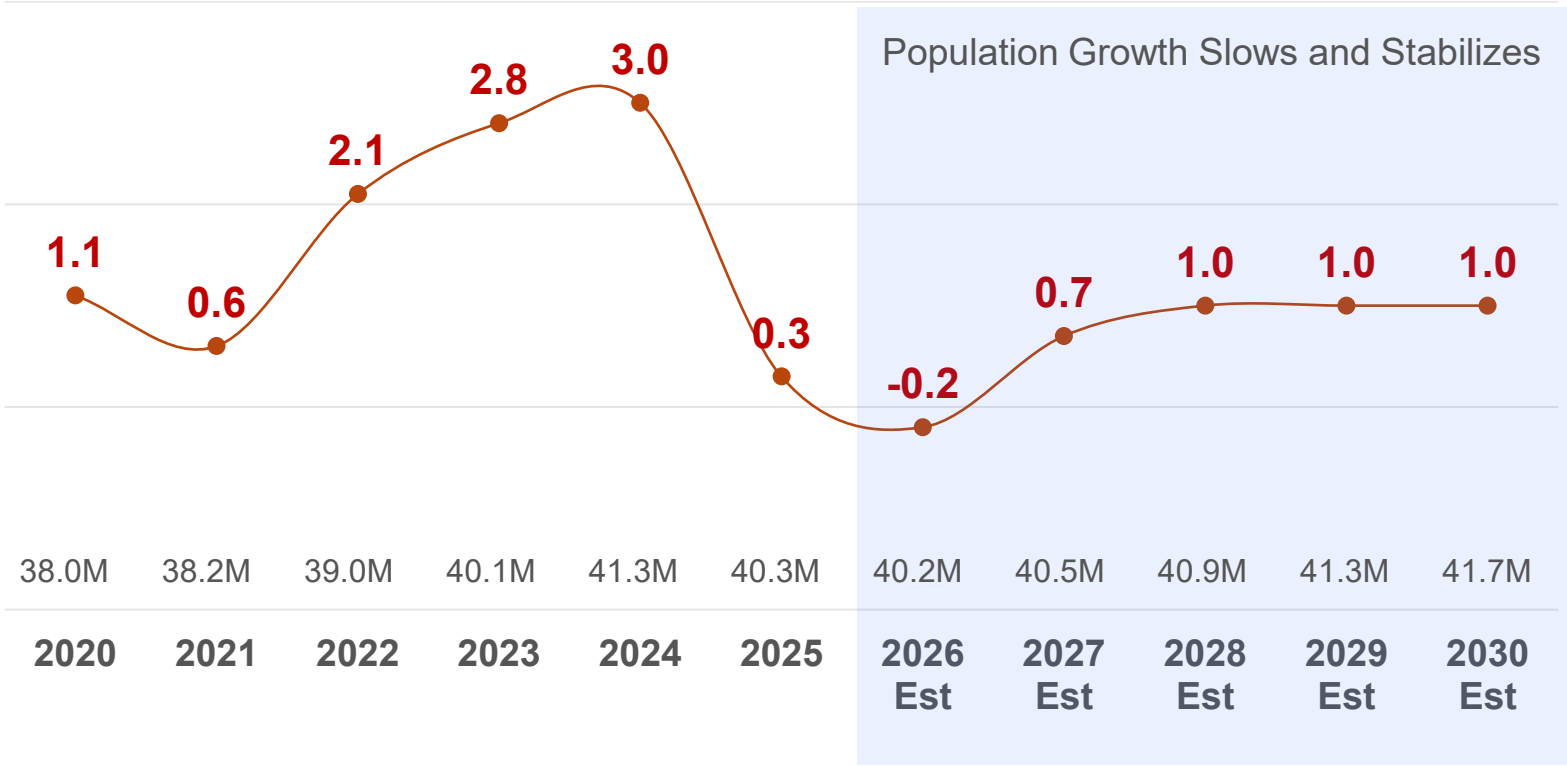
2026 YTD Growth	Dollars	Volume
National	2	-1
Maritimes	2	+1
Quebec	3	0
Ontario	2	-1
Man/Sask.	3	0
Alberta	3	0
B.C.	2	-1

Source: NielsenIQ, MarketTrack Canada Total Tracked Sales All Channels Combined, Annual Periods YTD 39 weeks to September 26, 2026

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

Canada's Population Growth % Chg



	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

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Factors impacting volume trends in FMCG – today and tomorrow

Financial Pressures



48% are reducing nonessential spending

41% plan shopping ahead to control spend & impulse

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

Eating Habits



35% eating leftovers more often

19% are skipping meals

<u>Volume Shifts</u>
Baking +3%
Canning Acc. +4%
Insecticides +6%
Fertilizers +7%

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

Prescriptions: 5.6M in ’24, 7.0M in ’25 and est. 8.8M in ’26 (+25% CAGR)

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

Source: NielsenIQ 2026 Consumer Outlook National All Channels 52 weeks to August 22, 2026

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Consumers are spending with purpose

Consumers are asking, ‘Is it worth it?’

Today’s consumer is prioritizing:

- Stretching Every Dollar
- Maximizing Essentials
- Trading Within Categories
- Paying for Outcomes, Not Products

Consumers have become far more selective about where, when, and how they spend. **Growth belongs to brands and retailers that help shoppers maximize value**, not simply minimize price.

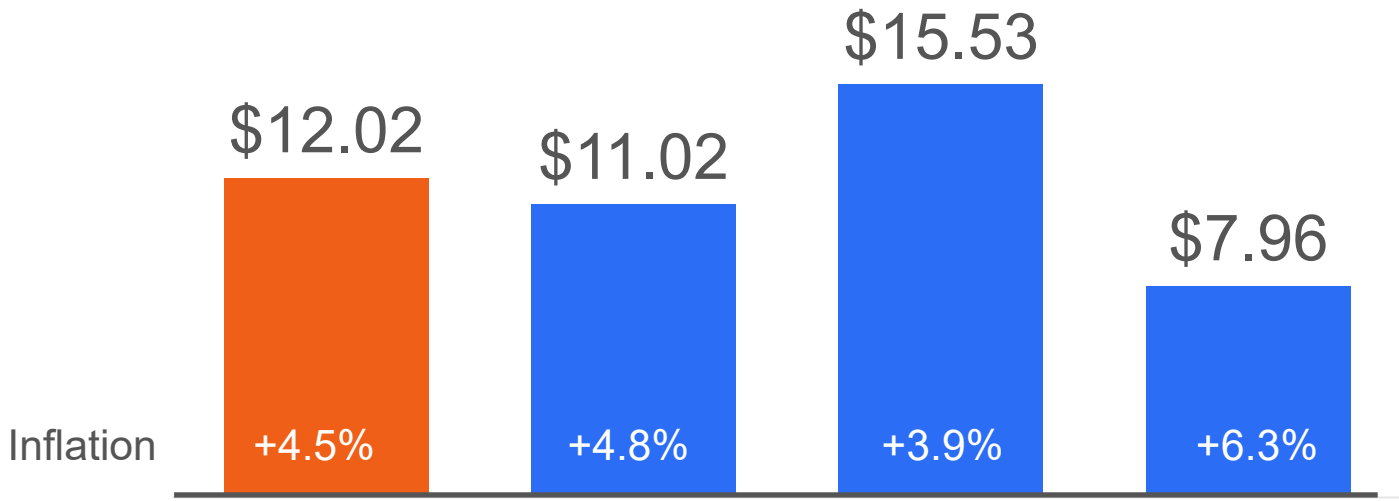
Source: NIQ Future of Shopping in Canada, September 2026, Canadian AI shopping study. Reported motivations.

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Within Pork, consumers are spending more on Fresh Pork, but consumption has contracted across all sub categories

Total Pork
52-week Price Per KG





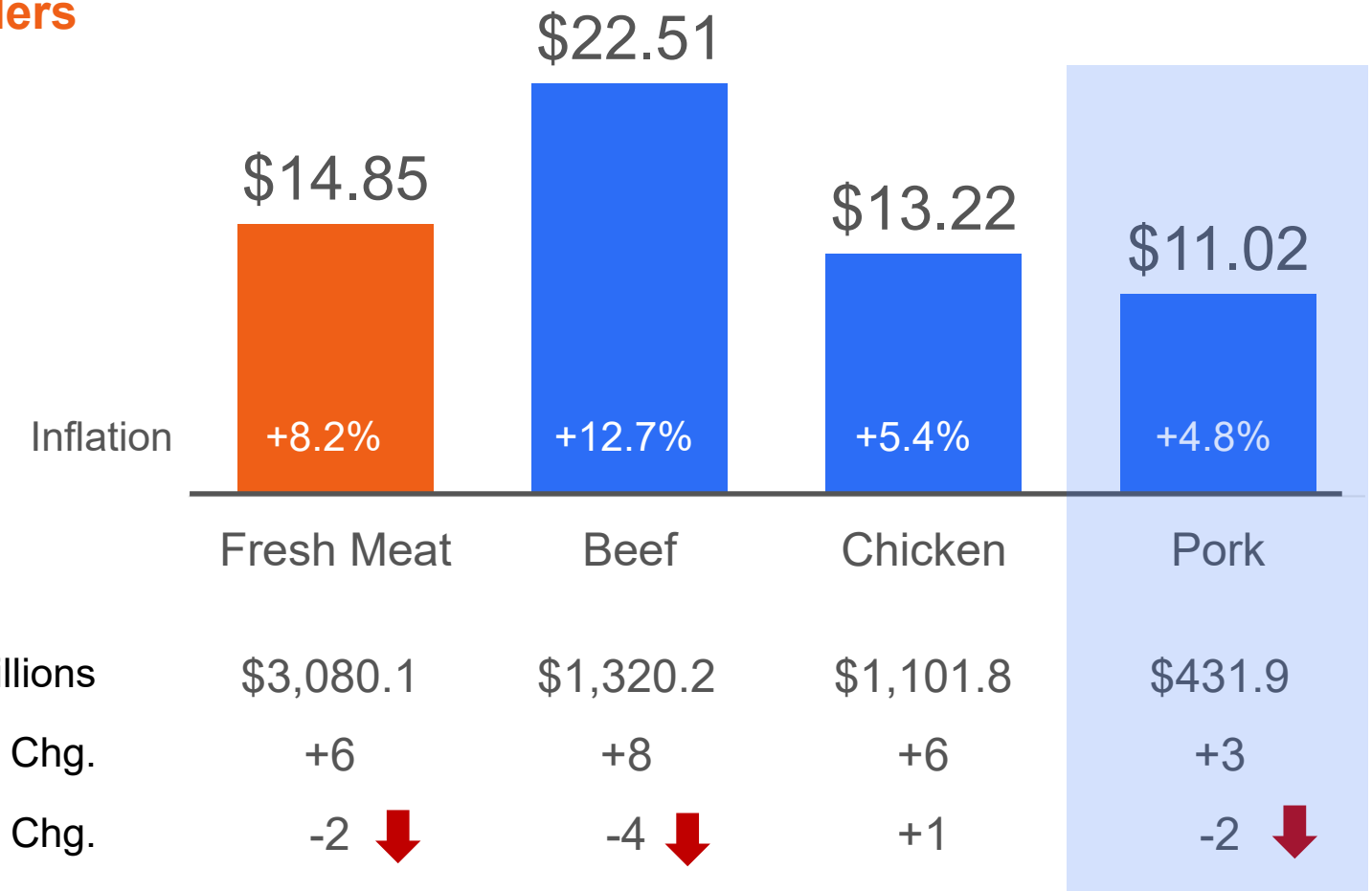
	Total Pork	Fresh Pork	Bacon	Ham
Dollars Millions	$757.7	$431.9	$278.2	$47.1
$ % Chg.	+1	+3	-2	-3
KG % Chg.	-4	-2	-5	-9

Source: NielsenIQ, MarketTrack Total West All Channels Combined, 52 weeks to September 26, 2026, Vol: Kilograms

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

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





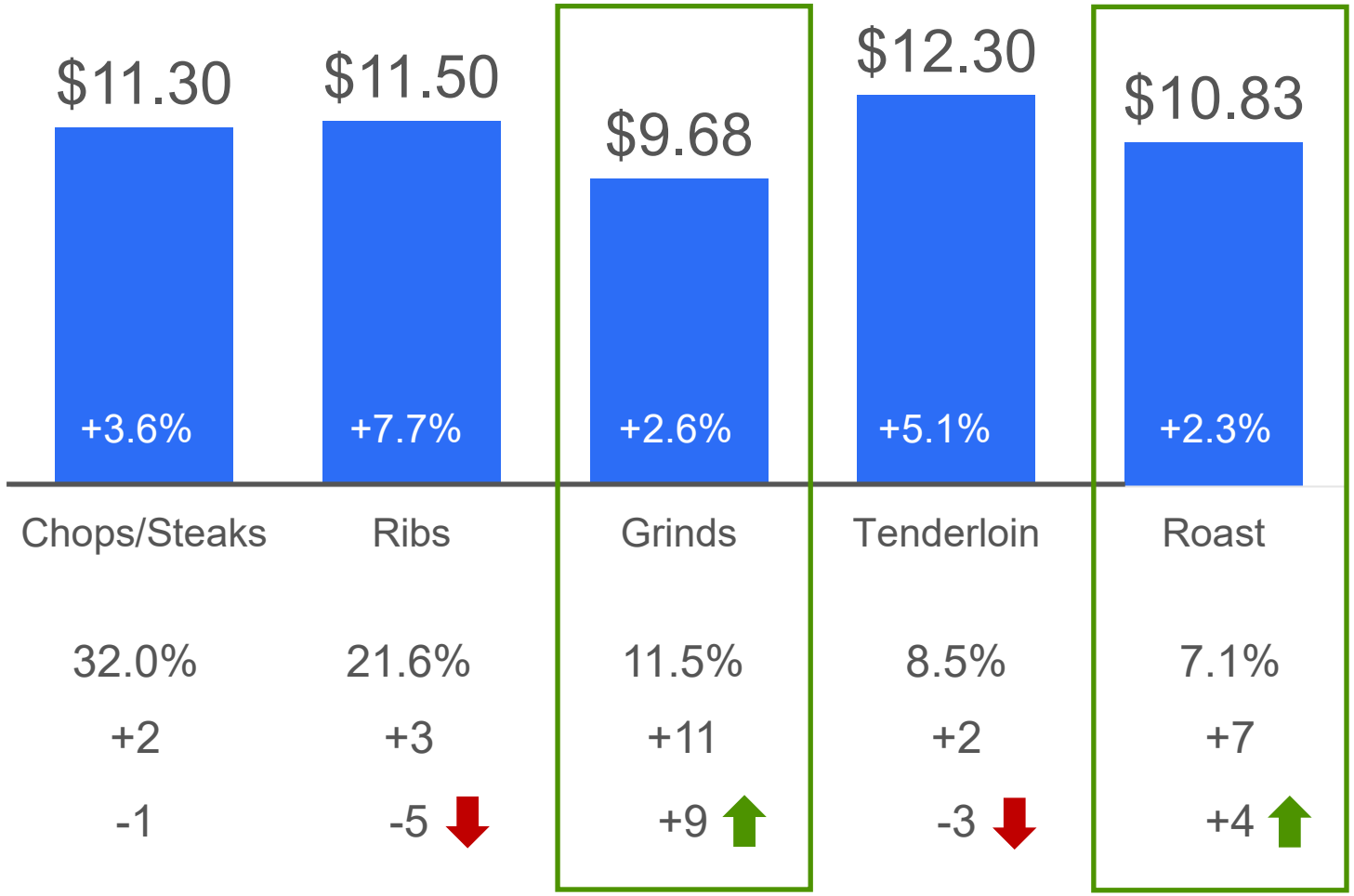
	Fresh Meat	Beef	Chicken	Pork
Dollars Millions	$3,080.1	$1,320.2	$1,101.8	$431.9
$ % Chg.	+6	+8	+6	+3
KG % Chg.	-2 ↓	-4 ↓	+1	-2 ↓

Source: NielsenIQ, MarketTrack Total West All Channels Combined, 52 weeks to September 26, 2026, Vol: Kilograms

Consumers are shifting their fresh pork volume to value segments which reported lower levels of price increases

The Top 5 Fresh Pork Sellers
52-week Price Per KG





	Chops/Steaks	Ribs	Grinds	Tenderloin	Roast
Share of Fresh Pork	32.0%	21.6%	11.5%	8.5%	7.1%
$ % Chg.	+2	+3	+11	+2	+7
KG % Chg.	-1	-5 ↓	+9 ↑	-3 ↓	+4 ↑

Source: NielsenIQ, MarketTrack Total West All Channels Combined, 52 weeks to September 26, 2026, Vol: Kilograms

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

Winning today is continuously adapting to changing consumer needs



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

Top 10 consumer saving strategies for FMCG – Total West



Average of 4.5

Saving Strategies

Per Shopper



Source: NIQ 2026 Shopper Opinions Survey– August 2026 – Total West

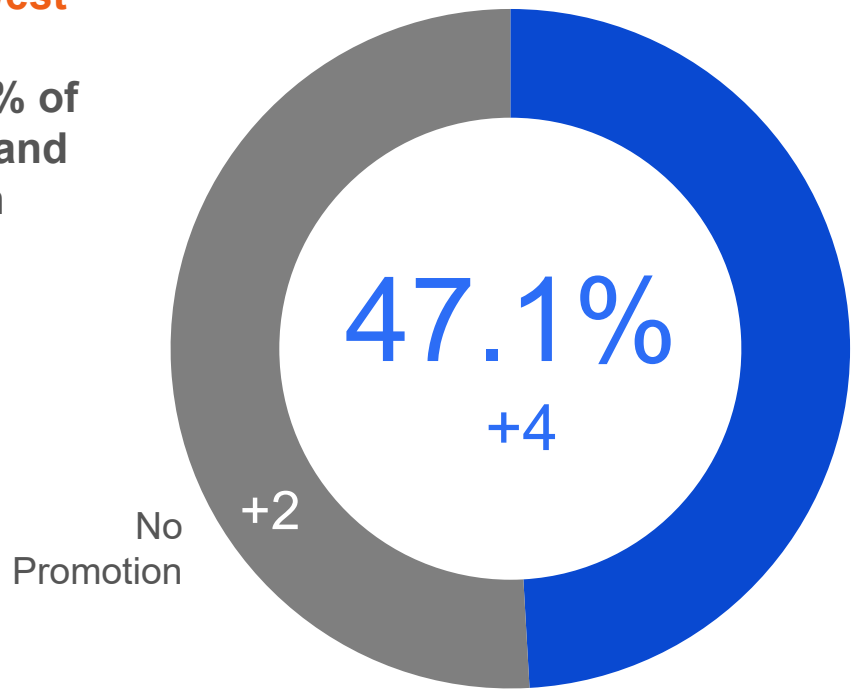
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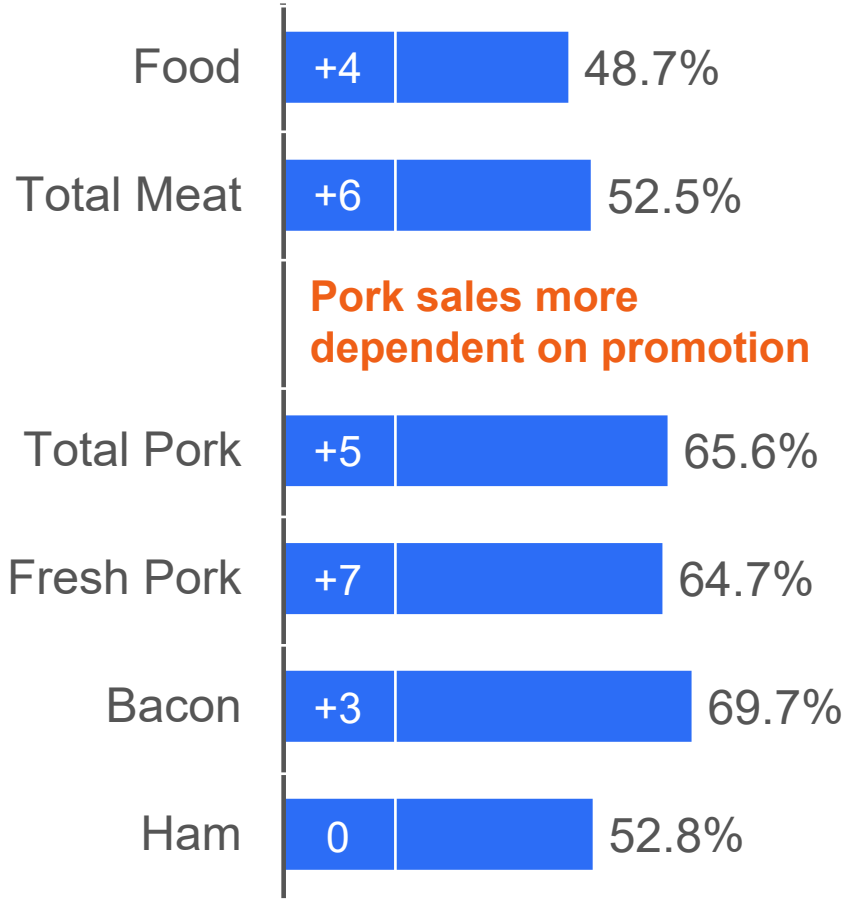
The consumer need for value continues to fuel overall FMCG growth

Buying on **Promotion^**

Total West

Dollar % of FMCG and Growth



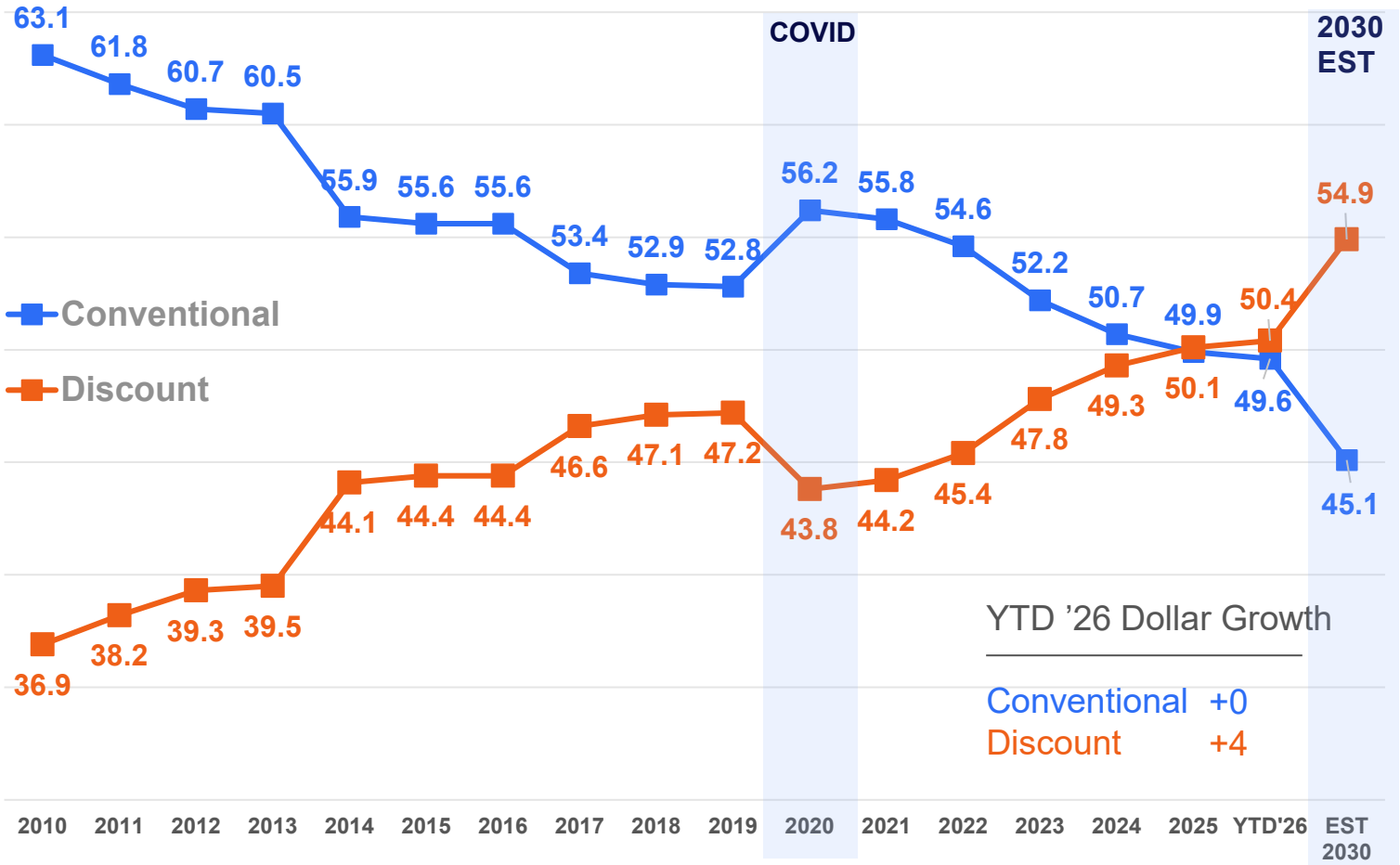


Source: NielsenIQ Total West GDM Total Tracked Sales, 52 weeks ending September 26, 2026,

^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: **61.2%** +1 (Convent -3)

Food: **51.2%** of $ +5 (Convent +1)

Trips^: **+5%** (Convent +2)

Baskets^: **29% higher** ($44 vs. $34)

High Income^: **$100k+ 42%** of $'s
Spend +5% more vs. YA

Total Pork	$ Share	$ % Chg	Vol Share	Vol % Chg
Discount	47.1%	+4	52.4%	+1
Convent.	52.9%	0	47.6%	-3

Source: Syndicated DB GDM2021-2017 - Presidents Report (All Channels GDM - includes Costco) | 2016-2014 - Presidents Report (GDM) | 2013-2008 - Homescan Grocery Comp YTD '26: 39 weeks ending to September 26, 2026 *L52 weeks Shopping Behaviour: ^Omnishopper Total Discount vs. Total Conventional

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Retailers have made their bet on value

Where is retail investing?

(% of 2026-2027 store openings)

- **60%** Discount Grocery & Walmart
- **15%** Dollar Stores
- **15%** Costco
- **10%** Conventional & Premium

Approx 1/3 of new stores openings will be in Western Canada

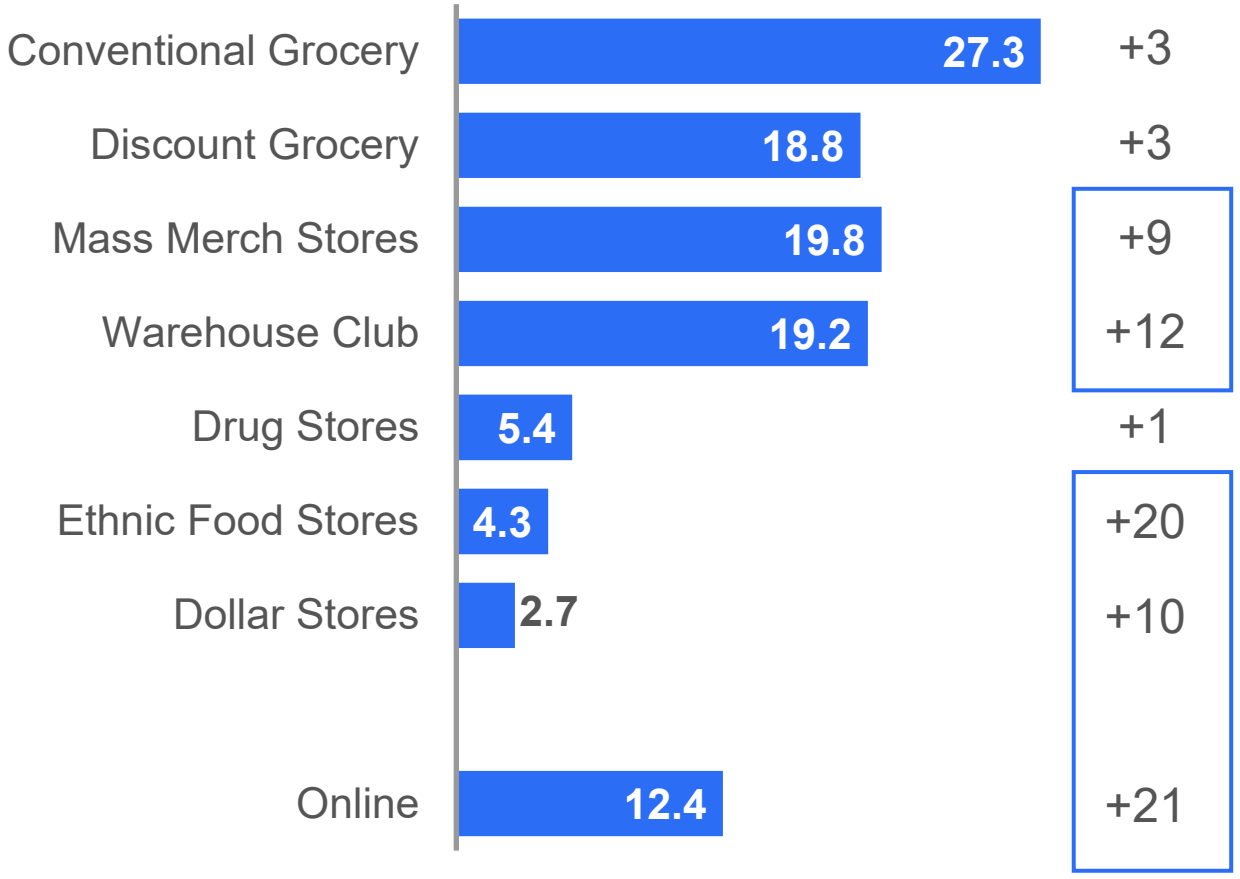
Methodology: Analysis of publicly announced 2026-2027 store expansion plans reported by leading Canadian grocery and retail trade publications and retailer disclosures, with openings grouped by retailer and format to estimate where future retail investment is being concentrated

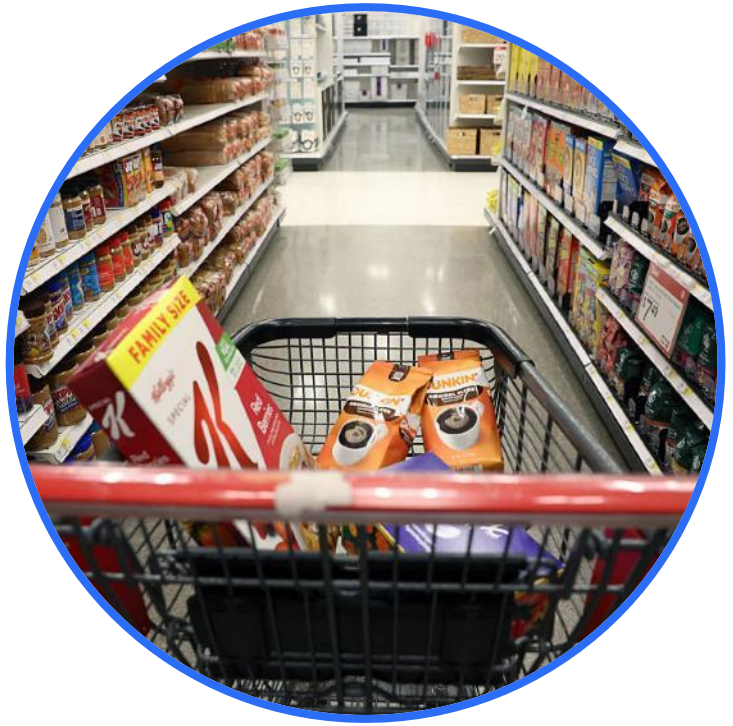


NIQ

Consumer are shifting FMCG wallets to value-based retailer formats

Total FMCG retail channel dollar share of trade and growth – Total West



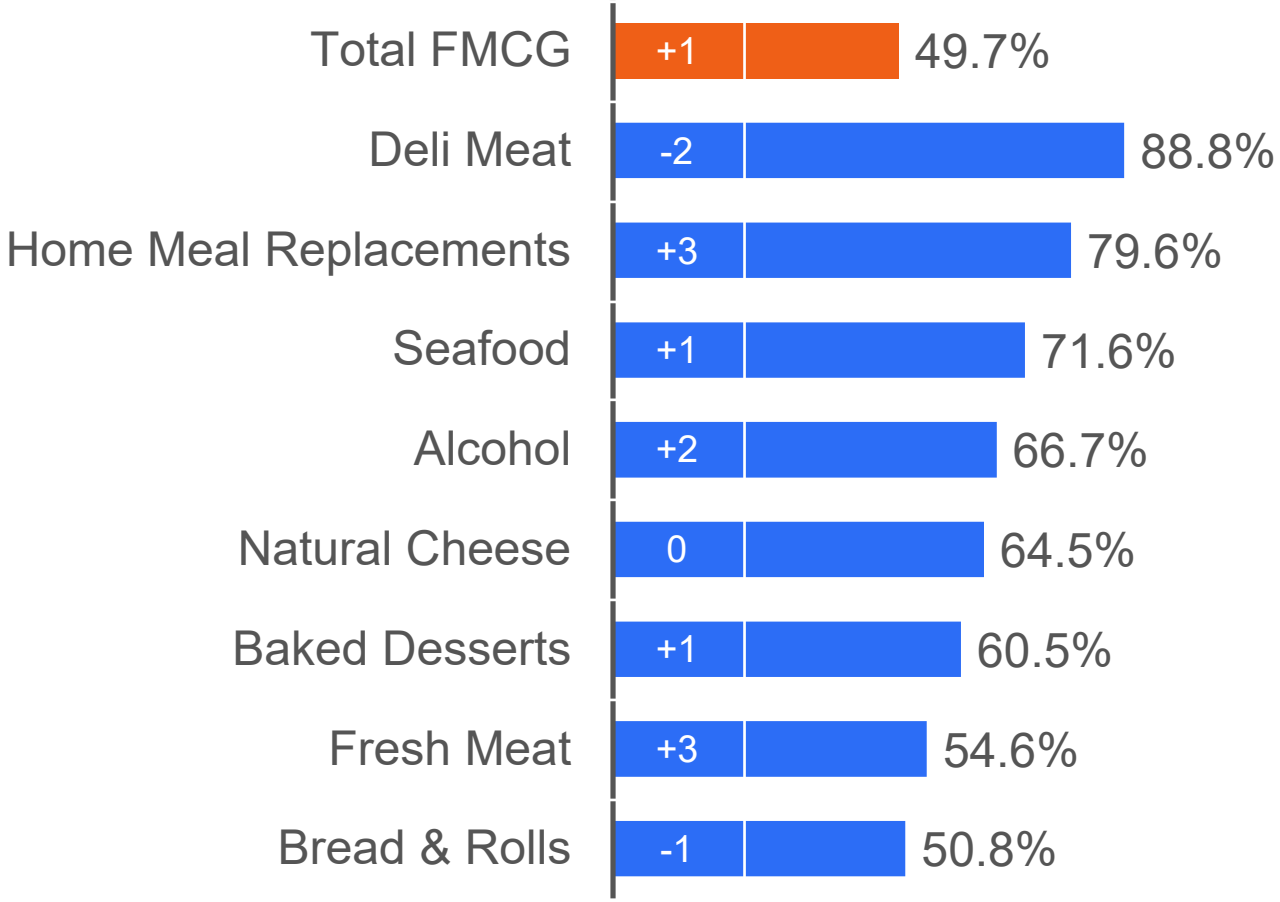


Source: NielsenIQ, Omnishopper, Total West Tracked Sales, 52 weeks ending September 26, 2026, Mass includes Amazon Volume = Units

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Winning isn't about matching discount on price, but owning categories where service and expertise create value.

Conventional Dollar Share & Growth by Department



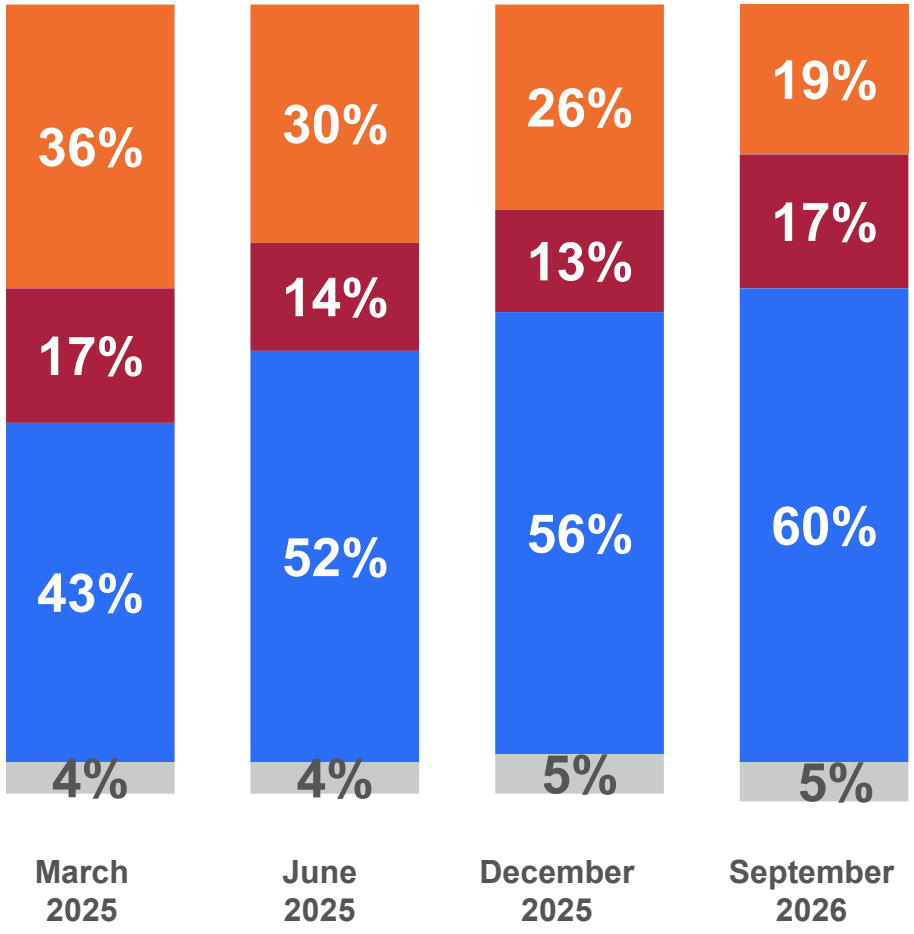


Source: NielsenIQ, MarketTrack Canada Total Tracked Sales Conventional GDM, Annual Periods 52 weeks to September 26, 2026

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Values vs. Value: Canadian shoppers are becoming more pragmatic when deciding which products to purchase

% of Canadian Households.



U.S. Good Avoiders
I will boycott U.S.-made products and **refuse to purchase them**,

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

The Maple Leaf Isn't Enough to Close the Sale

Total West

52 Week	$ % Chg	Vol % Chg	Promo Vol % Chg
Canada	+1	-1	-2 ▼
US	-2	-5	-1

Q3 2026	$ % Chg	Vol % Chg	Promo Vol % Chg
Canada	-2	-3	-4 ▼
US	-4	-2	+3 ▲

Source: Nielsen MarketTrack, Total Tracked Sales Total West All Channels –52 weeks Ending September 26, 2026 – NPI Canadian Origin and Made in the USA

- Source: NIQ Tariff Survey on NIQ Omnishopper Panel in September 2026;

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76%

of Canadians are concerned about future health problems

6 Barriers hindering healthier life choices

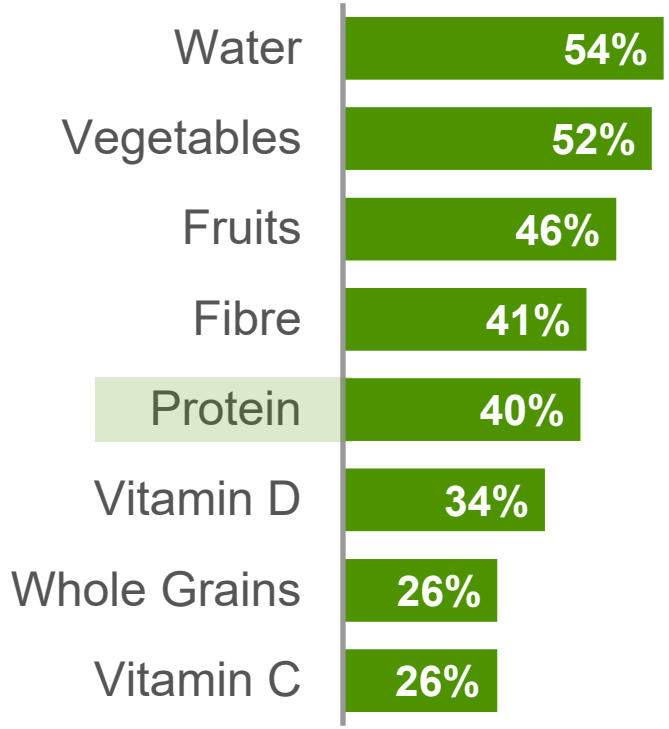
1	**Cost**	**59%**	Say healthier alternatives are too expensive
2	**Motivation**	**28%**	Don’t feel driven to make healthier choices
3	**Time**	**24%**	Don’t have time to make healthier choices
4	**Availability**	**23%**	Have difficulty finding healthier alternatives
5	**Trust**	**19%**	Don’t trust that 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

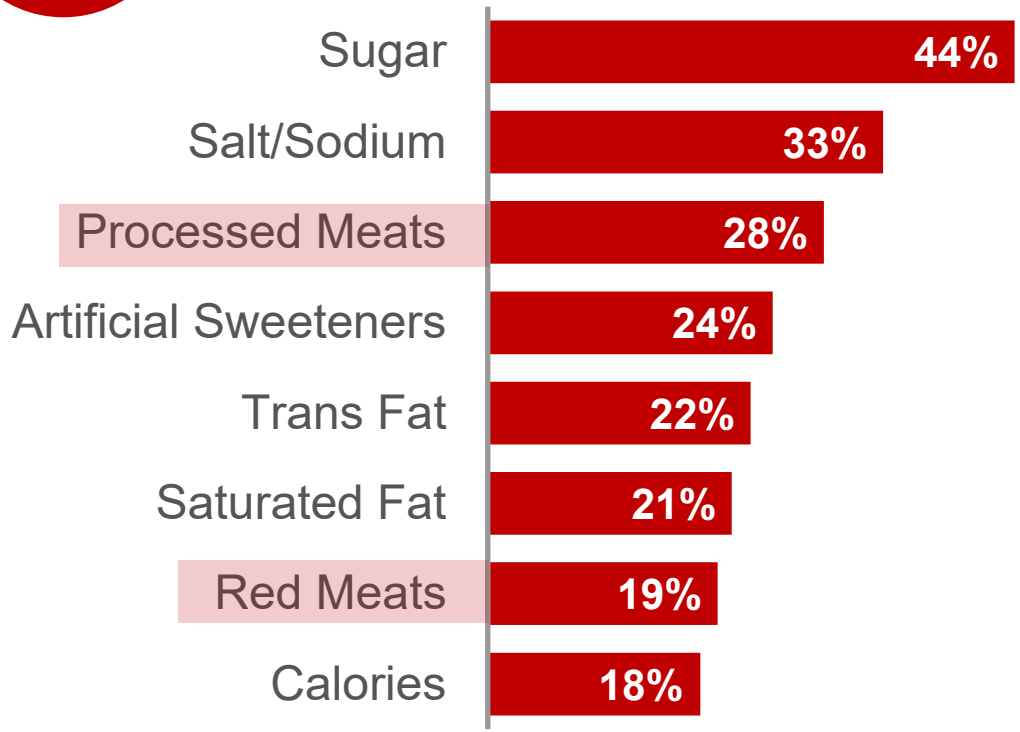
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What Canadians are changing in their diets

Adding more to their diets



Removing from their diets



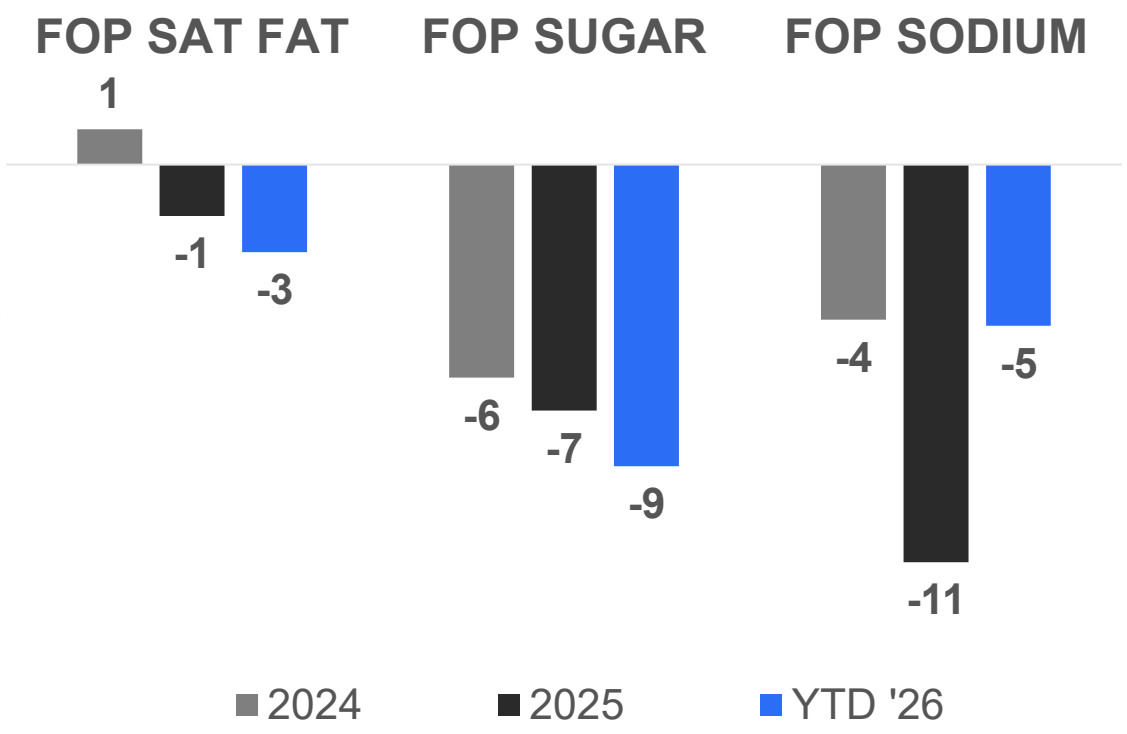
Source: NIQ's 2025 Health & Wellness Report – Total Canada

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

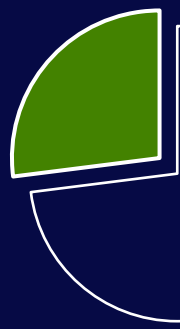
Front of Pack Nutrition Symbol (FOP)

Food and Beverage Vol. % Chg.



77%

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



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 *August 22, 2026*

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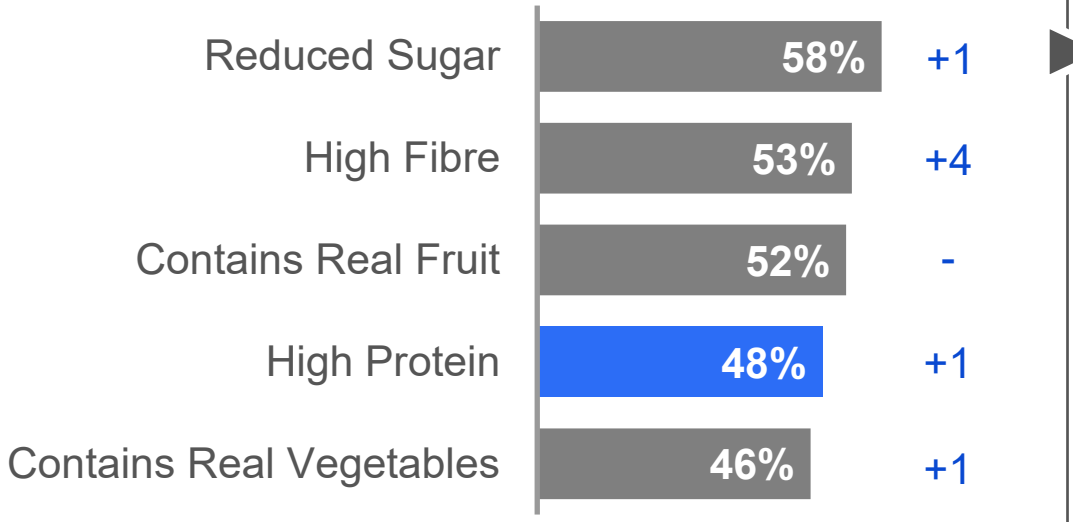
The protein movement meets the needs of Canadians

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 STATED	+14
CONTAINS PEA PROTEIN QUALIFIED	+10
SOURCE OF PROTEIN STATED	+5

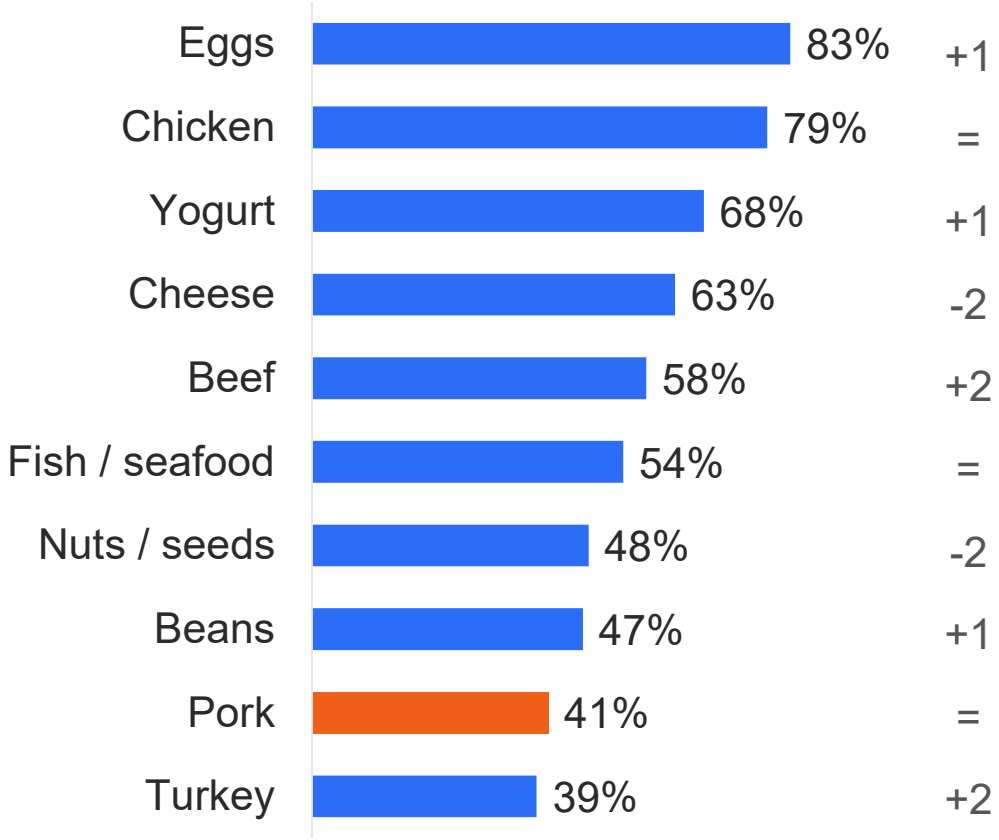
Protein Based Categories	Vol % Chg.
COTTAGE CHEESE	+18
ENERGY & NUTRITION PRODUCTS	+9
EGGS	+5
YOGURT - REFRIGERATED	+4
CANNED TUNA	+4

Source: NielsenIQ 2025 Health & Wellness Study NIQ NPI: Total Canada All Channels 52 weeks to September 26, 2026

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Pork lags chicken and beef as a primary source when increasing protein intake

Sources of increased protein intake (%)





Source: 2025 Total Health Syndicated Survey on NIQ Homescan Panel
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Growth is no longer about presence, it’s about relevance

Value First



Living Well



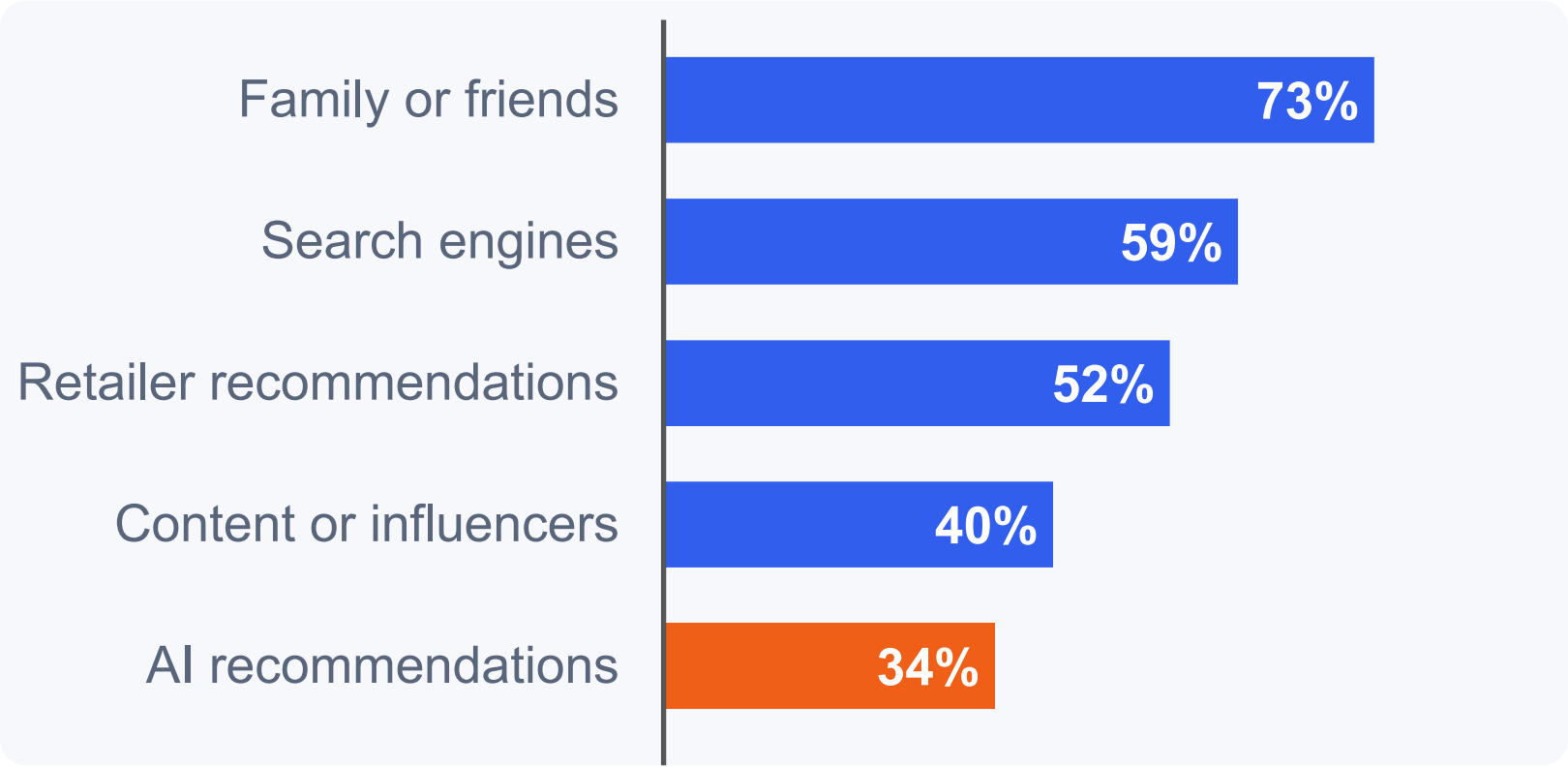
AI Influence



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AI is entering the shopping conversation

Sources influencing Canadian purchase discovery



34%

report AI purchase influence (Global 55%)

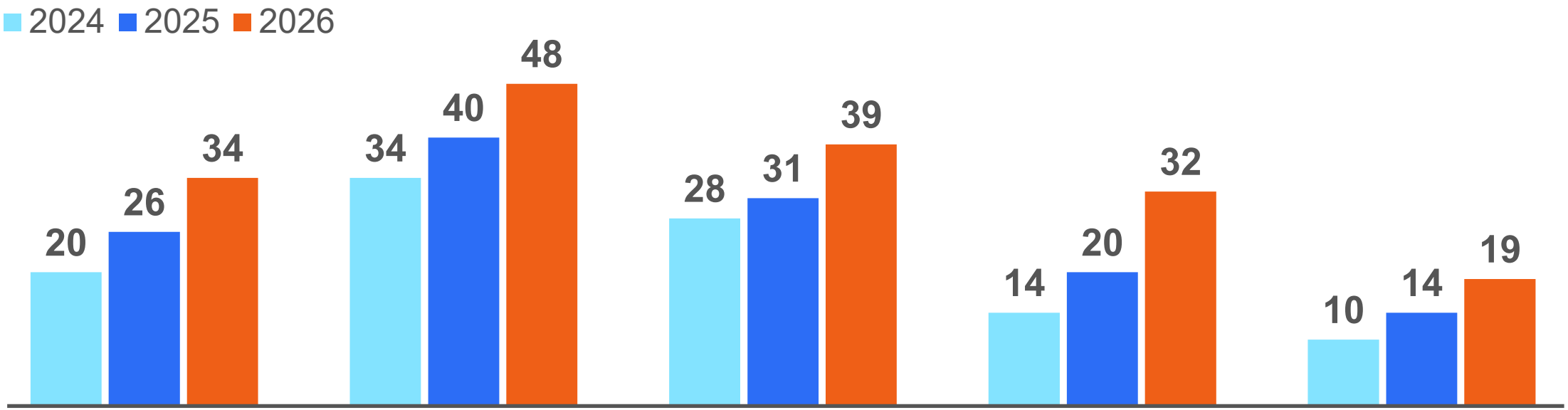
Discovery is changing before the shopper reaches the shelf.

Source: NIQ 2026 Consumer Outlook, Canada. Purchase influence reported sometimes, often or always.

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AI usage in Canada continues to rise across all demographics

34% of Canadians used AI apps or tools in the past 30 days, **+14 pts** from 2024



	Total	Gen Z	Millennials	Gen X	Boomers
2 yr Pt Chg	+14	+14	+11	+18	+9

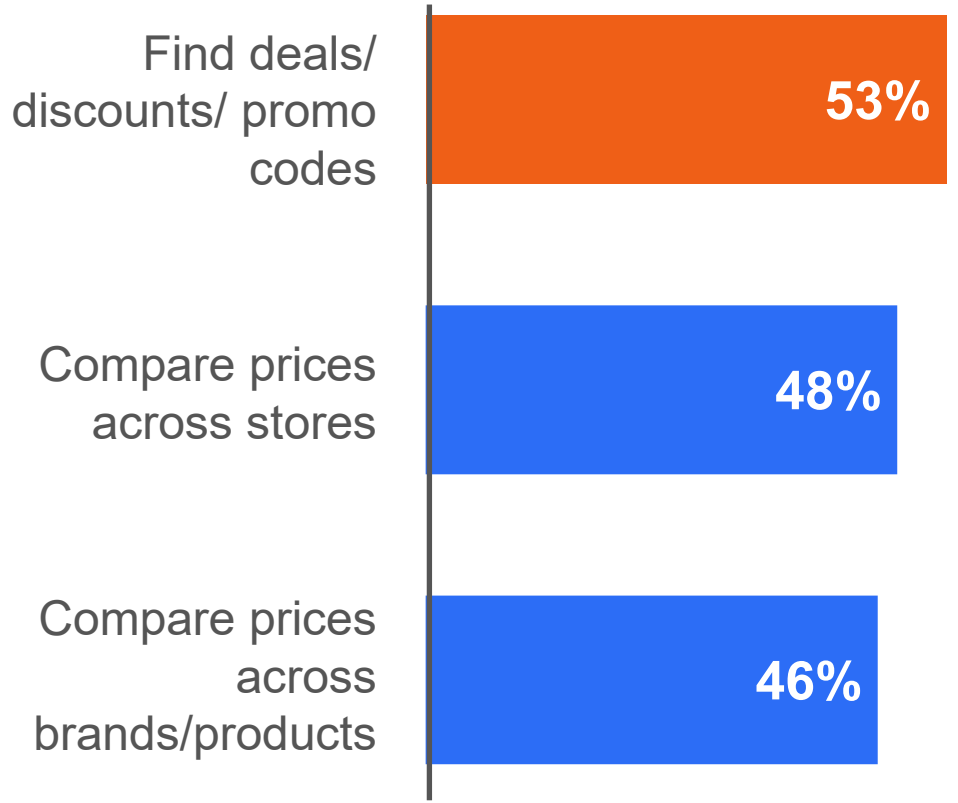
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The first 2 questions when using AI are: “Can I save money and how?”

Top 3 motivations for using AI



Top 3 tasks when using AI



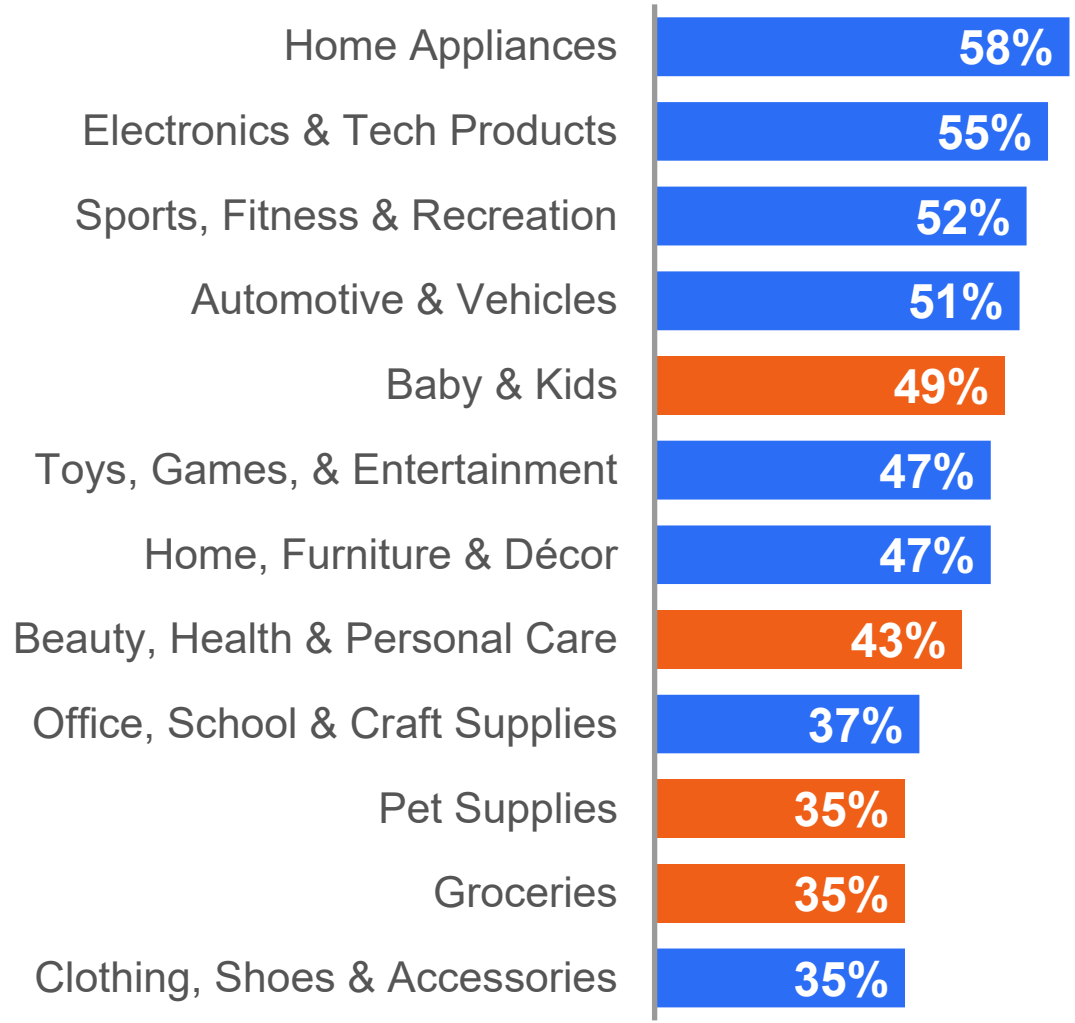
Source: NIQ Future of Shopping in Canada, September 2026, Canadian AI shopping study. Reported motivations.

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AI tools are most often used to shop for Home Appliances, and Electronics products, while adoption is relatively less for Groceries



Canadians using AI to shop for…



Source: NIQ Future of Shopping in Canada, September 2026, Canadian AI shopping study. Reported motivations.

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Visibility becomes part of your availability.

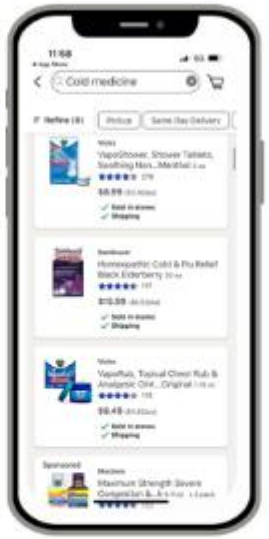
The new path to consideration and purchase



Physical Shelf
50+ SKUs



Digital Shelf
5+ SKUs



Mobile Shelf
4+ SKUs

Will you make the shortlist?



AI Controlled Shelf
1-2 SKUs

Number of visible SKUs

Digital Maturity

AI will reduce product choices from 50 to 2

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What does ChatGPT think of Pork?

Is Pork a good source of protein?

Yes! **Pork is an excellent source of protein**, and some cuts are among the leanest meats you can eat.

How much protein does pork provide?

Approximate amounts per 100 g (cooked):

Cut of pork	Protein
Pork tenderloin	27–29 g
Pork loin chop	27–29 g
Pork roast	26–28 g
Ground pork	25–27 g
Pork shoulder	24–26 g
Bacon	35–37 g

What are the health benefits of eating pork?

Health benefits of pork

- **High-quality protein:** Contains all nine essential amino acids.
- **Muscle maintenance:** Helps build and maintain muscle.
- **Vitamin B12:** Supports nerve function and red blood cell production.
- **Thiamine (B1):** Pork is particularly rich in this vitamin.
- **Zinc and selenium:** Support immune function.

Which pork is healthiest?



1. Pork tenderloin

Best overall choice

Very lean, high in protein and relatively low in calories.

Do you recommend eating pork when using GPL-1?

Yes. **I would recommend lean pork as a good protein choice when taking GLP-1 medications** such as Ozempic, Wegovy or Mounjaro.

In fact, getting enough protein is particularly important when using GLP-1 medications because significant weight loss can include loss of muscle mass, not just body fat.

Why pork can be a good choice

1. **High protein:** Pork tenderloin provides approximately 27–29 g of protein per 100 g cooked.
2. **Relatively low in calories:** Lean cuts provide substantial protein without excessive calories.
3. **Helps preserve muscle:** Adequate protein, combined with resistance exercise, helps reduce muscle loss during weight reduction.
4. **Nutrient-rich:** Provides vitamin B12, zinc, selenium, thiamine.

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Decisions are being delegated

Consumers are adopting AI

Today's consumer is looking for:

- Guided Choices
- Instant Confidence
- Personalized Outcomes
- Frictionless Discovery

The path to purchase is shifting from consumer-led discovery to AI-assisted decision-making. Brands and retailers must evolve from simply being found to being recommended.

Source: NIQ Future of Shopping in Canada, September 2026, Canadian AI shopping study. Reported motivations.

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

The question now isn't whether consumers will spend, but **who earns their attention, trust, and wallet.**



Winning When Growth is Harder

Consumers are looking for three things:

- ☑ Better Value
- ☑ More Protein
- ☑ Simple Meal Solutions

Pork checks every box!

"In a world where consumers are forced to make tougher choices, pork has the opportunity to become the easiest choice."

The challenge is not whether pork fits consumer needs.

The challenge is making sure consumers recognize it.

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Thank You!

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

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