The Sixth Sense

How to win in APAC FMCG in 2026

Monday 13th October 2025, 11am SGT

NielsenIQ

Today's presenters

Ting Szu Tan

Director, APAC Above Market Consulting & Insights

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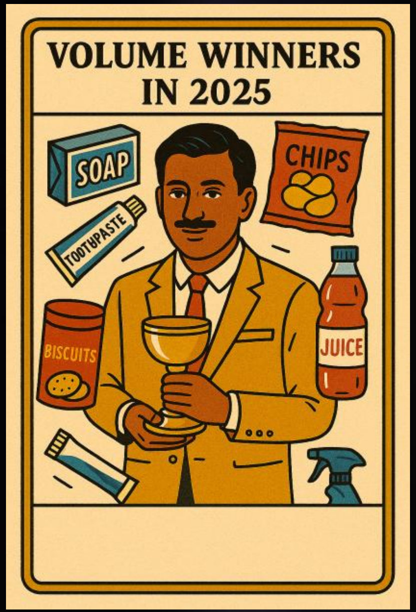
What’s on the cards?

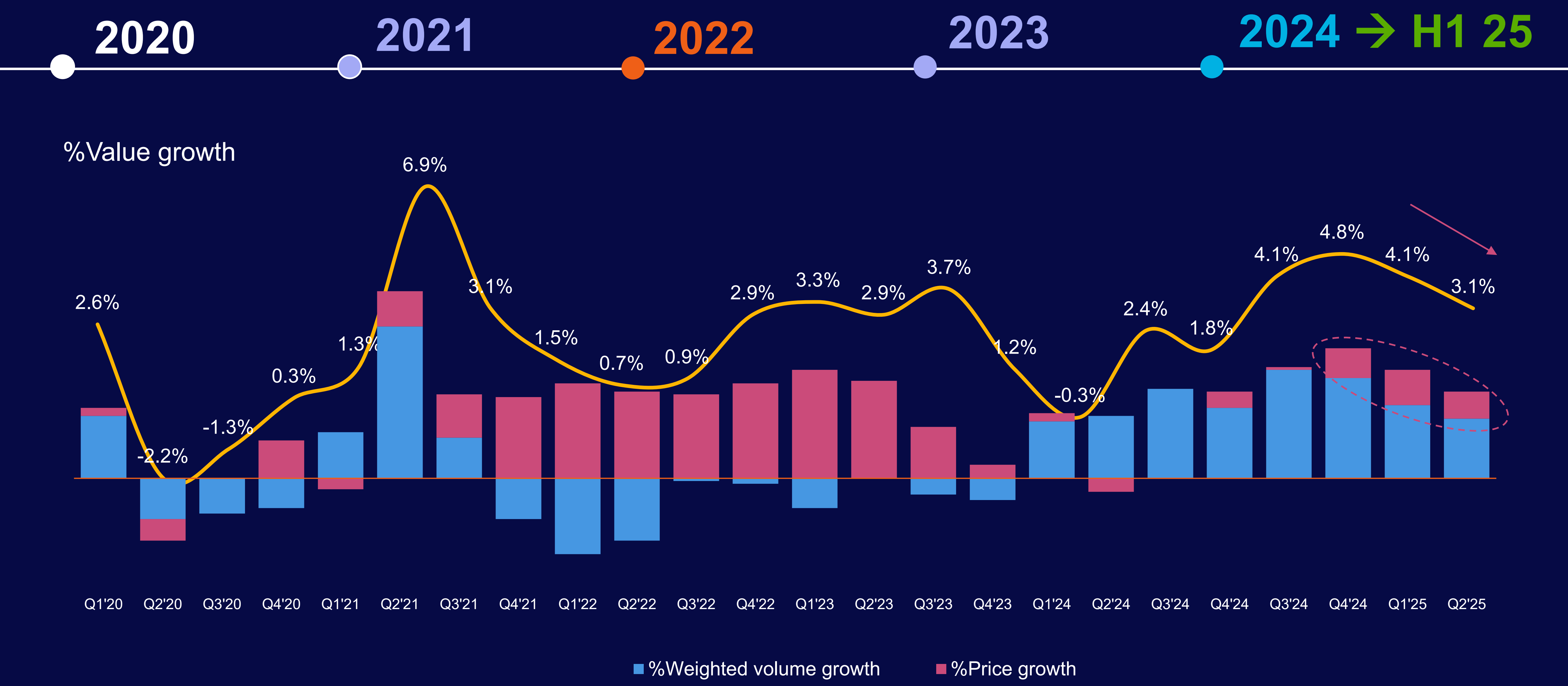


NIQ

The State of FMCG in APAC

Ting Szu Tan
Director, APAC Above Market Consulting & Insights

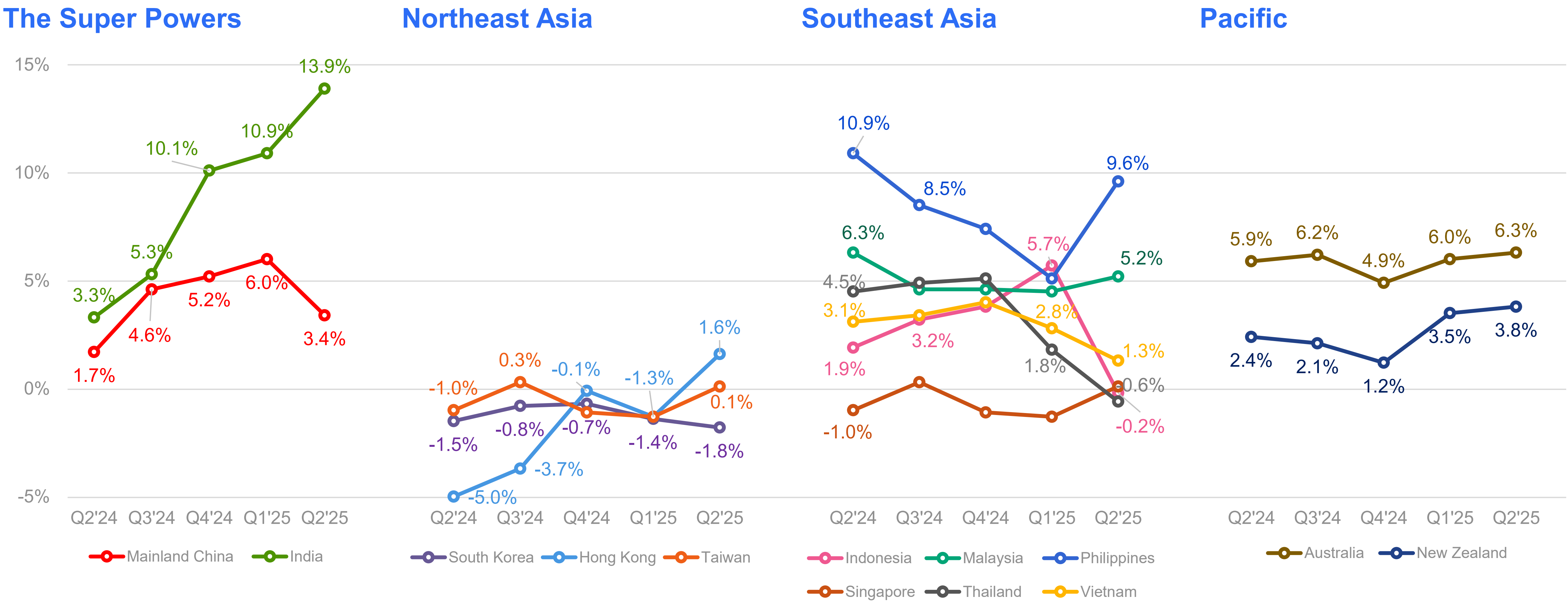
Asia Pacific FMCG Growth



Source: NielsenIQ QBN report series ending Q4'24 – FMCG (63 markets) - Sales Value USD fixed rate

Strategize to leverage the tailwinds and circumvent the headwinds across the region

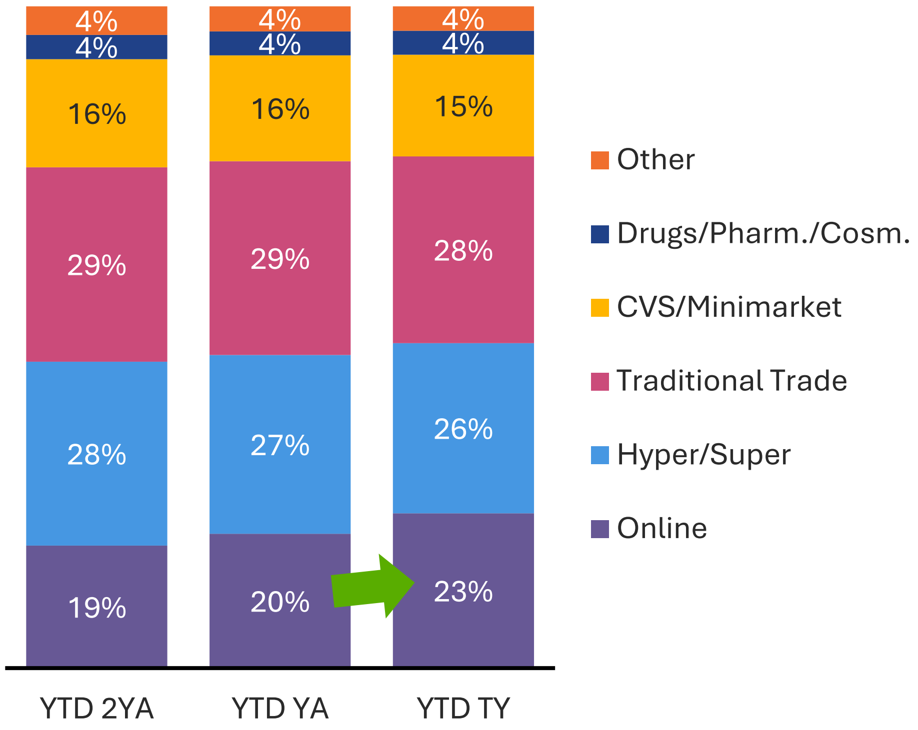
Quarterly Value growth vs. same period last year



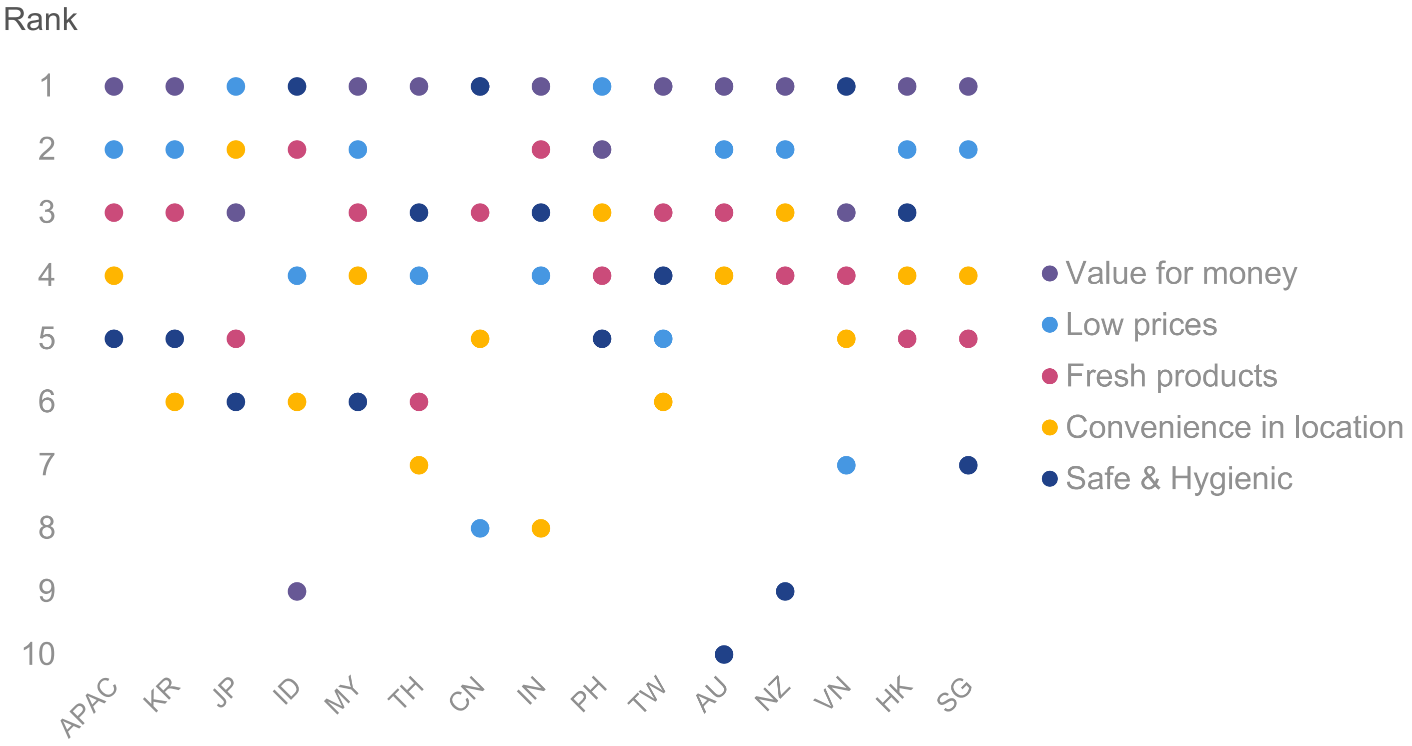
Source: NielsenIQ data to June 2025

Ecommerce is on the rise as shoppers look for more value for money

APAC Channel Importance



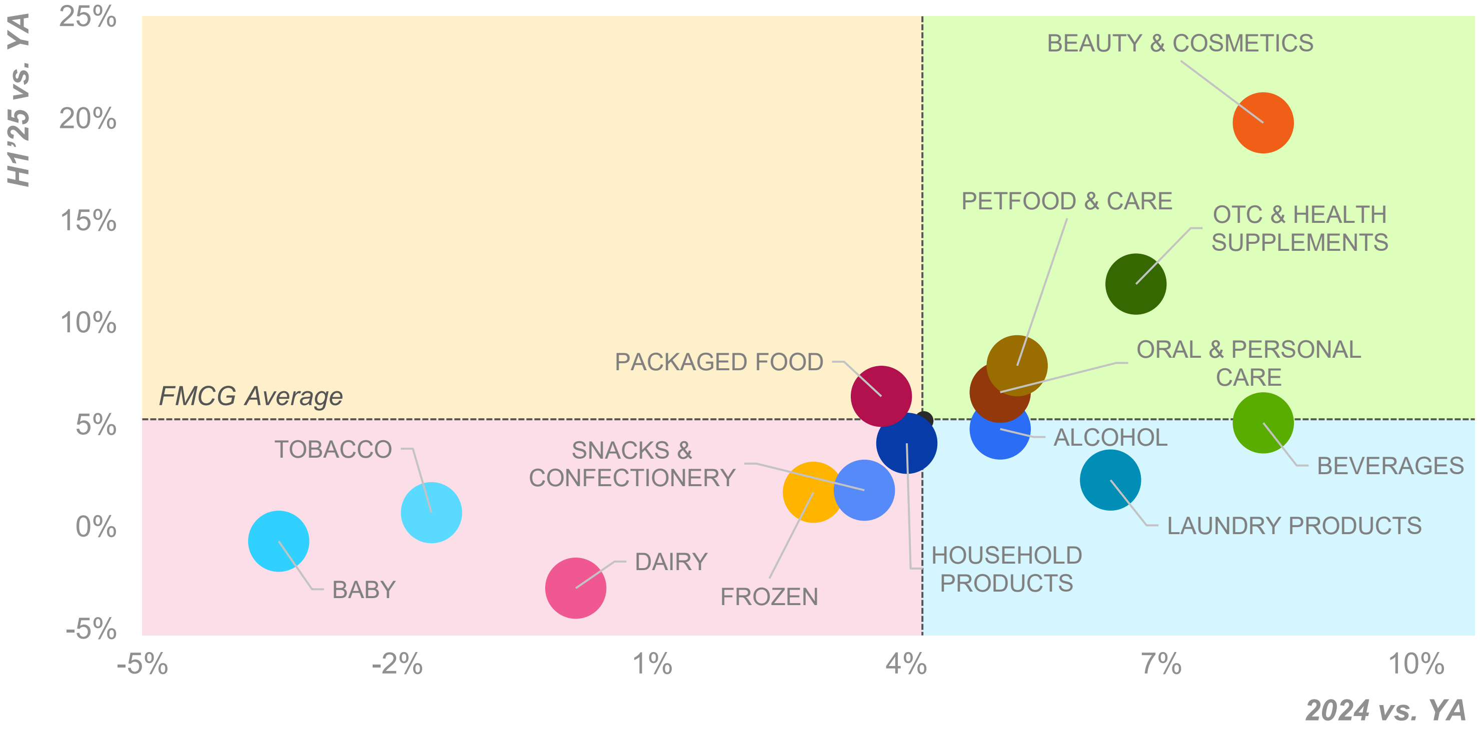
Most important factor on where to shop



Source: NielsenIQ data to June 2025

APAC growth is driven by industries that offer health and wellbeing

Value Growth % vs. YA



Value Growth % vs. YA	2024	H1'25
FMCG	**4.2%**	**5.2%**
BEAUTY & COSMETICS	8.2%	19.8%
OTC & HEALTH SUPPLEMENTS	6.7%	11.9%
PETFOOD & CARE	5.3%	7.9%
ORAL & PERSONAL CARE	5.1%	6.6%
ALCOHOL	5.1%	4.8%
BEVERAGES	8.2%	5.1%
LAUNDRY PRODUCTS	6.4%	2.3%
PACKAGED FOOD	3.7%	6.4%
HOUSEHOLD PRODUCTS	4.0%	4.1%
SNACKS & CONFECTIONERY	3.5%	1.8%
FROZEN	2.9%	1.7%
DAIRY	0.1%	-3.0%
TOBACCO	-1.6%	0.7%
BABY	-3.4%	-0.7%

Source: NielsenIQ data to June 2025

Learn from adjacent categories to identify ways to trade up/down consumers

Share change in MAT sales by INDUSTRY & PRICE TIER (MAT TY vs 2YA)

Group	Category	Value for Money (PI <80)	Mainstream (PI 81-120)	Premium (PI 121-160)	Super Premium (PI > 161)
Trading up	Oral & PC	-0.1%	-0.4%	-0.6%	1.1%
	Baby	-0.5%	-0.9%	0.5%	0.8%
	OTC & Health	-0.5%	-0.7%	0.6%	0.6%
	Frozen	-0.2%	-1.4%	1.1%	0.5%
	Beauty	-0.3%	-0.4%	0.4%	0.4%
	Packaged Food	0.0%	-0.3%	0.2%	0.1%
Polarizing	Beverage	0.0%	0.0%	1.1%	-1.1%
	Pet	-0.8%	0.4%	0.0%	0.5%
	Household	0.8%	-0.7%	-0.6%	0.5%
	Laundry	1.0%	-1.8%	0.6%	0.2%
Mainstream growth	Alcohol	-0.9%	1.4%	-0.2%	-0.4%
	Confectionery	-0.3%	1.3%	-1.4%	0.4%
Trading down	Dairy	2.1%	-1.9%	-0.8%	0.6%
	Tobacco	3.0%	5.0%	-8.0%	0.1%

source: NielsenIQ data to June 2025. Value for money = Price Index (<80), Mainstream (81-120), Premium (121-160), Super Premium (>161)

Opportunities to play across wider price tiers to drive more volume consumption

Share change in MAT sales by COUNTRY & PRICE TIER (MAT TY vs 2YA)

Segment	Country	Value for Money (PI <80)	Mainstream (PI 81-120)	Premium (PI 121-160)	Super Premium (PI > 161)
Trading up	Hong Kong	0.3%	-3.3%	1.0%	2.0%
	Taiwan	-0.4%	-1.9%	0.4%	1.9%
	Singapore	-0.1%	-0.8%	-0.1%	1.0%
	India	-0.1%	-1.0%	0.3%	0.9%
	Thailand	0.0%	-1.1%	0.2%	0.8%
	Australia	0.0%	-0.5%	0.1%	0.5%
Polarizing	APAC	0.4%	0.1%	-0.8%	0.3%
	Malaysia	0.2%	-0.5%	-0.1%	0.3%
	China	0.8%	-1.0%	0.6%	-0.4%
Mainstream growth	Indonesia	2.5%	3.4%	-6.6%	0.7%
	New Zealand	-1.1%	1.5%	-0.3%	0.0%
	South Korea	-0.7%	1.0%	-0.6%	0.3%
	Philippines	0.1%	0.8%	-0.6%	-0.4%
	Vietnam	-0.5%	0.9%	-0.2%	-0.2%
Trading down	Myanmar	1.7%	0.0%	0.0%	-1.7%

source: NielsenIQ data to June 2025. Value for money = Price Index (<80), Mainstream (81-120), Premium (121-160), Super Premium (>161)

Driving demand will be key to drive accelerated growth, whilst price drives stagnant markets

Distribution

Impact on Sales due to the distribution variation; e.g., more stores selling the product / higher product availability

Unit Rate of Sales

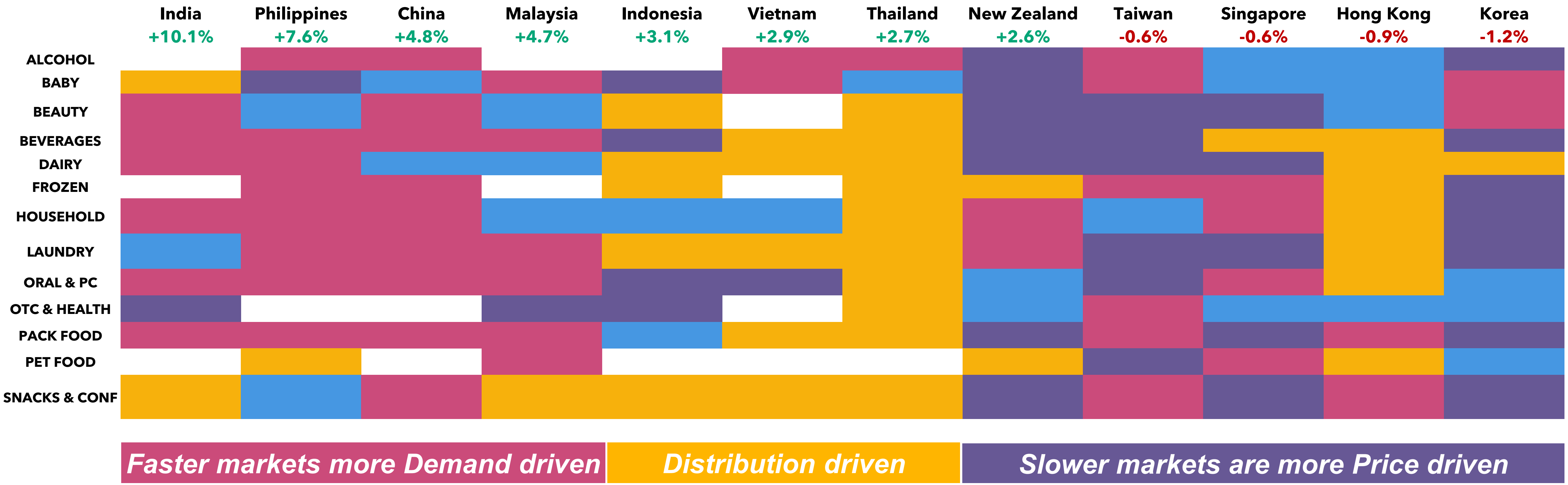
Impact on sales due to stores selling more of the products; e.g., higher demand from consumer in the same store

Volume Price

Impact on sales due to products becoming cheaper or expensive; e.g.; consumer trading up or down

Unit Weight

Impact on sales due to consumers moving to bigger or smaller pack size



Source: NielsenIQ Data to June 2025

2025 Volume Winners

Sagar Pathrikar
Director, APAC Above Market Consulting & Insights

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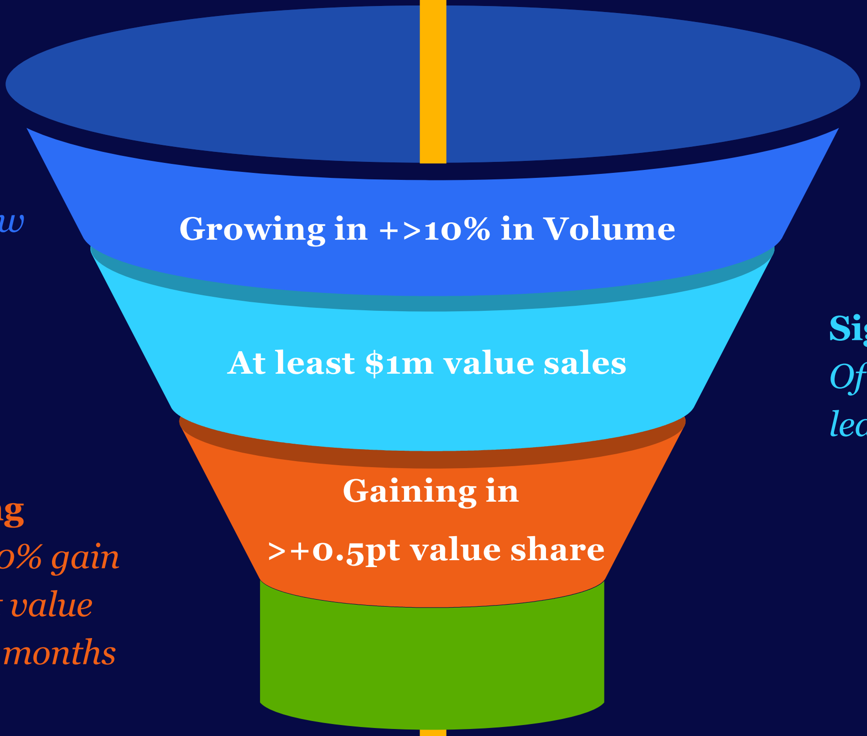
There are 217,288 brands in APAC

Growing
28% of brands (61,434) can grow >10% in volume in H1 2025

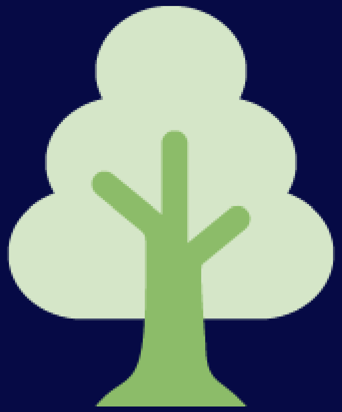


Significant
Of which only 14% (8,855) have at least $1m sales in past 12 months

Outperforming
Of which only 20% gain more than 0.5pt value share in past 12 months

There are 1,921 "volume winners"

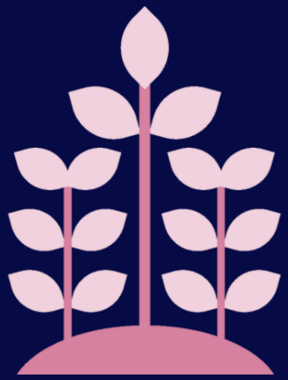
There are 1,921 "volume winners"



Established

>10% value share

482



Evolving

1.1%-9.9% value share

1,326

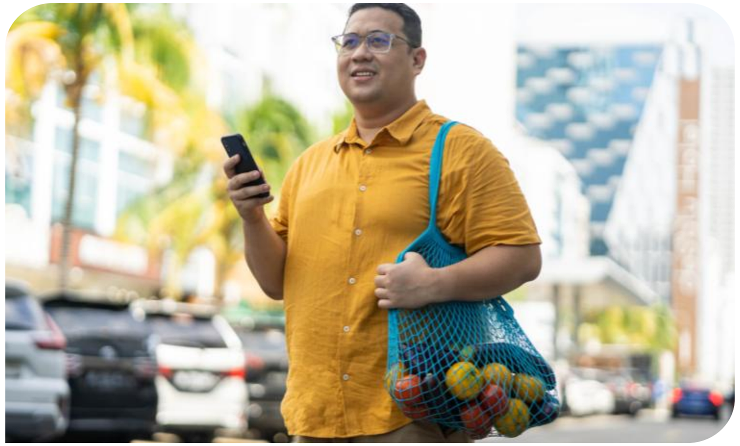
Emerging

<1% value share

113

Sixth trends to drive growth in 2026 in Asia Pacific

Relentlessly drive physical availability



Local goes Regional

Innovative ways to be affordable

Out of home to In to home

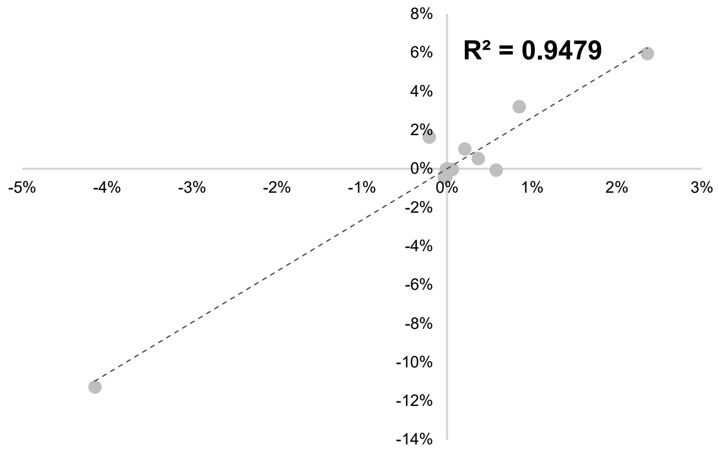
Forecast for the weather

Trust is earned, not given

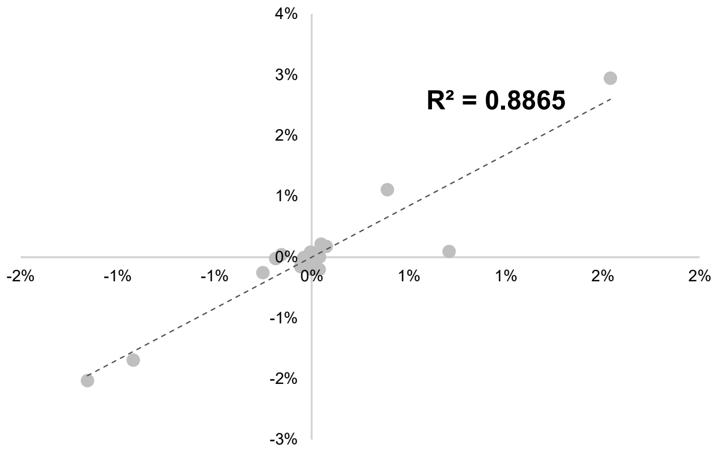
Relentlessly drive Physical Availability

Strong correlation between TDP share gain and Value share gain

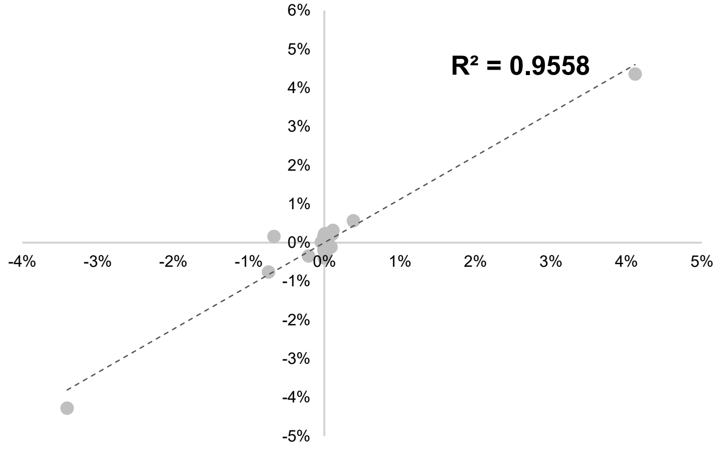
Thailand - Beverage (Sport Drinks)



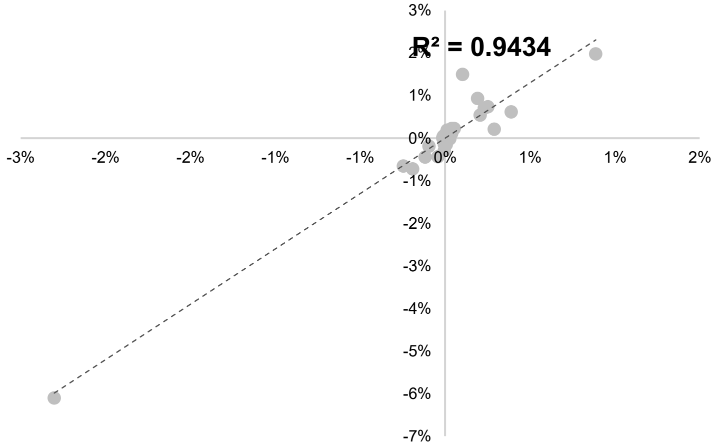
Malaysia - Household (Insecticide)



X axis - Value % share change
Y axis - TDP % share change



Vietnam - Laundry (Fabric Softener)



India - Dairy (Milk Food)

Source: NielsenIQ data to August 2025

Relentlessly drive Physical Availability

Established

TH True Milk, Liquid Milk, Vietnam
Value size USD: $240m
Value share: 13.4% (+2.0pt vs YA)
Volume growth: +10%
ND (excl On): 47 (5% vs YA) = +26k stores

Evolving

Orahex Mouthwash, Philippines
Value size USD: $2.8m
Value share: 3.7% (+1.0pt vs YA)
Volume growth: +49%
ND in MT: 29.8 (+3.2 vs YA) = +782 stores

Emerging

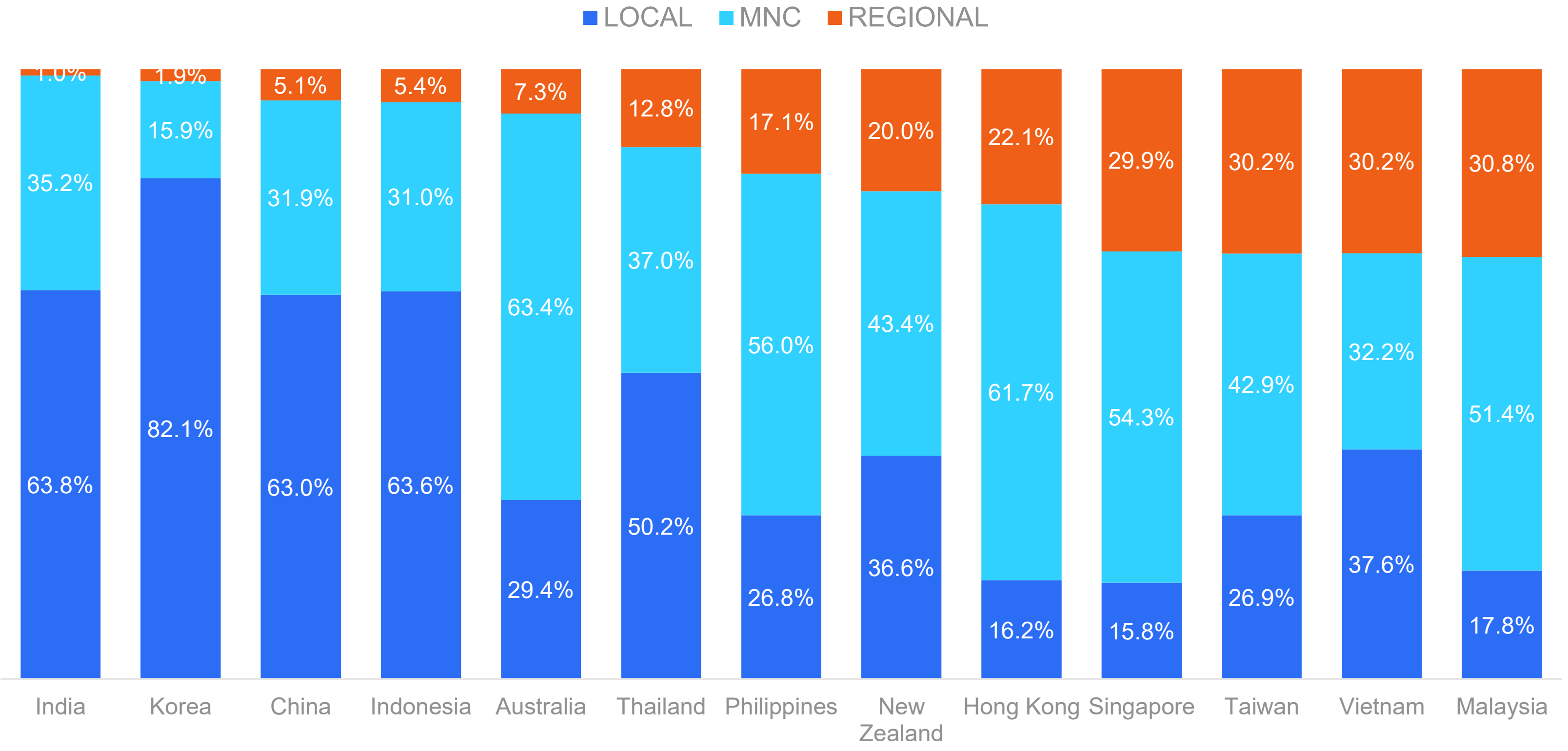
Pulse Digestive candy, India
Value size USD: $1.5m
Value share: 0.5% (+0.5pt vs YA)
Volume growth: NEW
ND: 2.1 (+2.0 vs YA) = +236k stores

Source: NielsenIQ data to June 2025

Local brands going regional

Find the growth beyond your core market(s)

Value Importance by origin – markets ranked by importance of regional players



Importance change MAT TY vs 2YA for regional players

India	Korea	China	Indonesia	Australia	Thailand	Philippines	New Zealand	Hong Kong	Singapore	Taiwan	Vietnam	Malaysia
+0.1pt	*+0.1pt*	*-0.5pt*	*+0.5pt*	*+0.3pt*	*+0.2pt*	*+0.4pt*	*+0.8pt*	*-0.4pt*	*+0.5pt*	*-0.1pt*	*-0.3pt*	*+2.4pt*

Source: NielsenIQ data to June 2025

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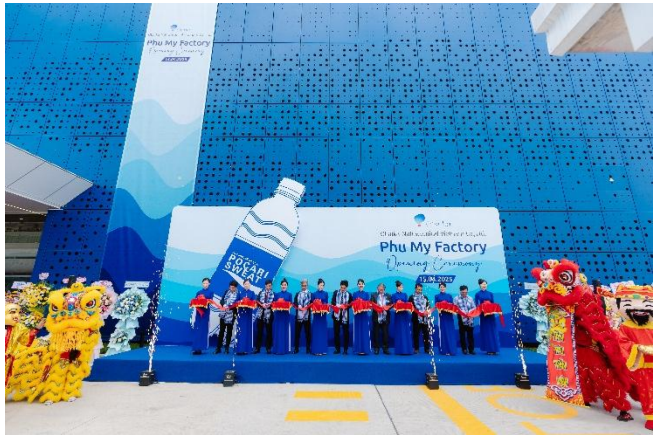
Expand beyond your core market

Established



Pocari Sweat Sports Drink, Vietnam
Value size USD: $19.6m
Value share: 15.7% (+2.8pt vs YA)
Volume growth: +25%

Evolving

Samyang Meal Solutions, New Zealand
Value size USD: $2m
Value share: 2.1% (+0.8pt vs YA)
Volume growth: +41%

Emerging

Skintific Moisturiser, Thailand
Value size USD: $3.6m
Value share: 1.0% (+0.8pt vs YA)
Volume growth: +408%

Source: NielsenIQ data to June 2025

Innovative ways to show affordability

APAC Top strategies to manage expenses

July 2024	July 2025
1. Shop online to get better deals / save on gas / minimize trips to store	1. Shop more often at discount/value/lower-priced stores
2.Switch to a lower priced option	2. Stop buying certain products to focus just on essentials
3. Shop more often at discount/value/lower-priced stores	3. Switch to a lower-priced brand
4. Stop buying certain products to focus just on essentials	4. Evaluate and prioritize attributes that matter most
5. Use digital technologies (e.g. Mobile app) to find better deals	5. Shop online to get better deals / save on gas / minimize trips to store

Source: NielsenIQ Consumer Outlook July 2025
Q5. We recognize that people make different decisions sometimes depending on certain categories. But thinking generally of your shopping for grocery and household items, which of the following strategies have you done to manage expenses?

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Innovate to show affordability and value for money

Established

Lynx Deodorant, Australia
Value size USD: $28.5m
Value share: 13.2% (+1.3pt vs YA)
Volume growth: +22%

Evolving

So Fresh Medicated Oil, Indonesia
Value size USD: $3.9m
Value share: 3.6% (+3.4pt vs YA)
Volume growth: NEW

Emerging

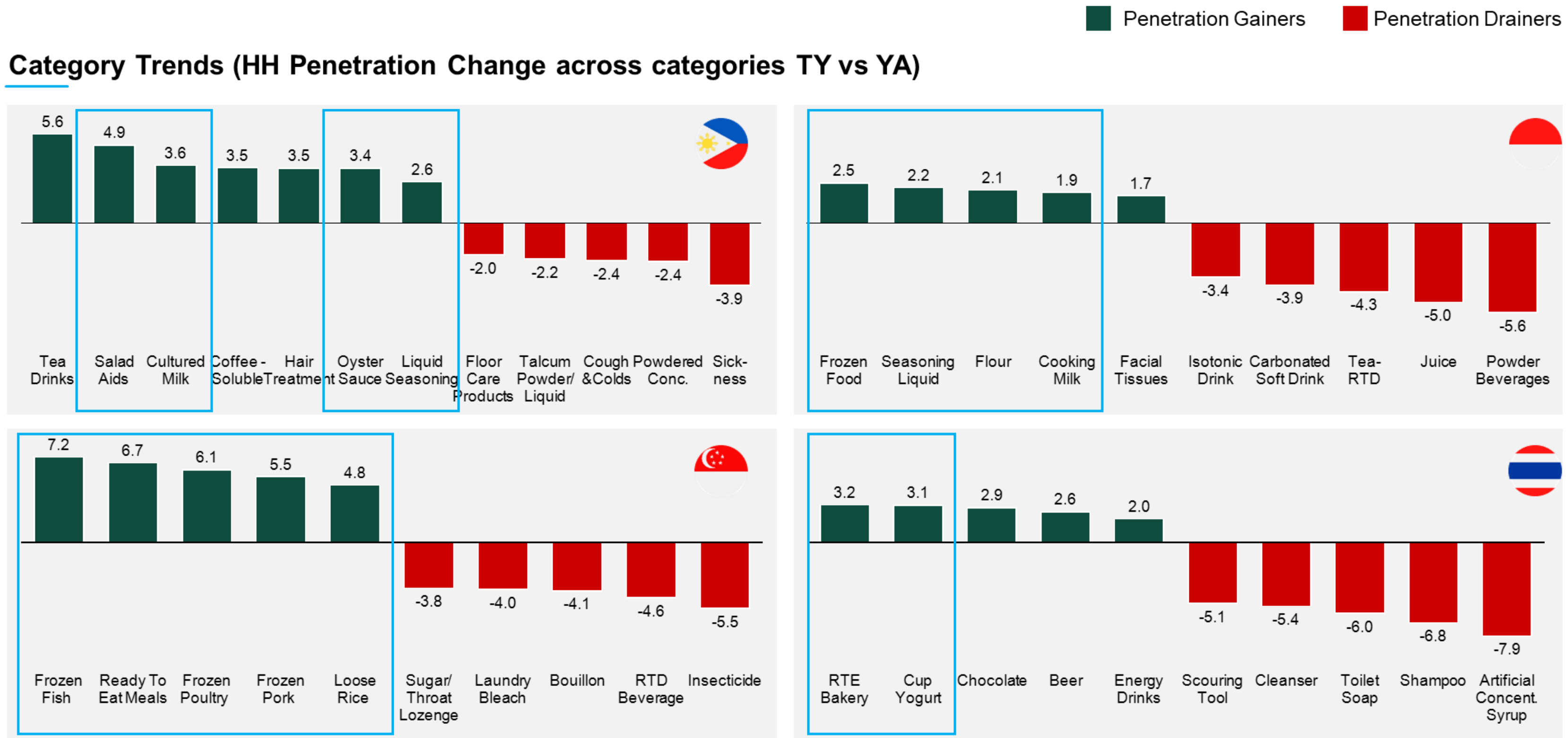
Naturie RTD Tea, Thailand
Value size USD: $3.7m
Value share: 0.7% (+0.7pt vs YA)
Volume growth: +1477%

Source: NielsenIQ data to June 2025

Out of home to into home

Penetration changes shows shifts in where consumption is moving

Category Trends (HH Penetration Change across categories TY vs YA)



Source: NielsenIQ CPS data to June 2025

Bring out of home into home

Established

Glasslock Container, South Korea
Value size USD: $4.8m
Value share: 49.3% (+7.8pt vs YA)
Volume growth: +24%

Evolving

Fried boneless chicken thigh selling at S$9 per pack tastes as good as McSpicy patty

New Multi Frozen food, Singapore
Value size USD: $5.3m
Value share: 2.7% (+0.6pt vs YA)
Volume growth: +126%

Emerging

Zus Coffee mix, Malaysia
Value size USD: $1.3m
Value share: 0.8% (+0.8pt vs YA)
Volume growth: NEW

Source: NielsenIQ data to June 2025

Forecast for the Weather

Air conditioners +8% value growth in APAC

Japan and South Korea record hottest summers in history

Record temperatures come amid scientists' warnings that climate change is causing more frequent extreme weather events.

Most powerful storm on earth this year lashes Philippines. Hong Kong, Taiwan and southern China on alert

Record temperatures scorch parts of India amid heatwave

Authorities issue alerts and prepare for heat-related illnesses as parts of India record temperatures above 46°C.

La Nina, monsoon brew up perfect storm for Southeast Asia

A freak storm in Malaysia might be a foretaste of more extreme weather to come because of climate change, experts warn

Source: NIQ Retail data to June 2025

NIQ

Innovate for both rain and shine

Established

Ars Aerosol Insecticide, Thailand
Value size USD: $13.8m
Value share: 18.9% (+2.7pt vs YA)
Volume growth: +24%

Evolving

Liuliumei Jelly, China
Value size USD: $29.5m
Value share: 5.3% (+0.8pt vs YA)
Volume growth: +31%

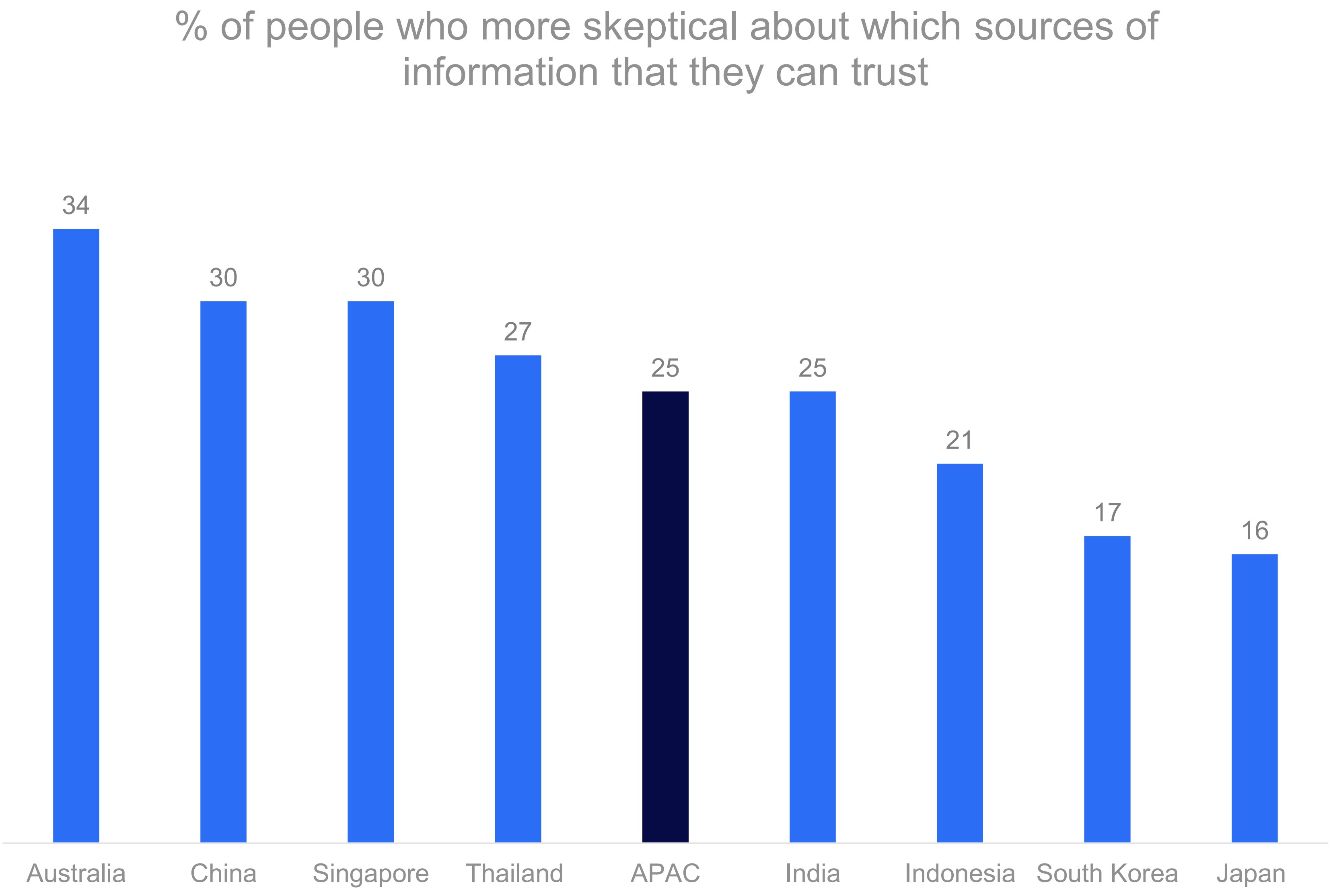
Evolving

Fino Hair conditioner, Malaysia
Value size USD: $1.1m
Value share: 1.8% (+1.7pt vs YA)
Volume growth: NEW

Source: NielsenIQ data to June 2025

Trust is a must

25% of APAC consumers feel that they are now more skeptical about which sources of information they can trust



Source: NielsenIQ Consumer Outlook July 2025

Communicate on why consumers should trust your products

Established

Holistic Way Minerals, Singapore
Value size USD: $1.6m
Value share: 13.0% (+2.9pt vs YA)
Volume growth: +33%

Evolving

Ngoc Chau Toothpaste, Vietnam
Value size USD: $8.2m
Value share: 3.8% (+0.5pt vs YA)
Volume growth: +11%

Evolving

Lala Sweet Ice Cream, South Korea
Value size USD: $25.5m
Value share: 2.5% (+1.0pt vs YA)
Volume growth: +11%

Source: NielsenIQ data to June 2025, Lalasweet, which has low-sugar, unsweetened, and low-calorie foods, ranked No. 1 in ice cream sales .. - MK

The Price for Success

Oleg Svyrydov
NIQ RGM Leader – APAC

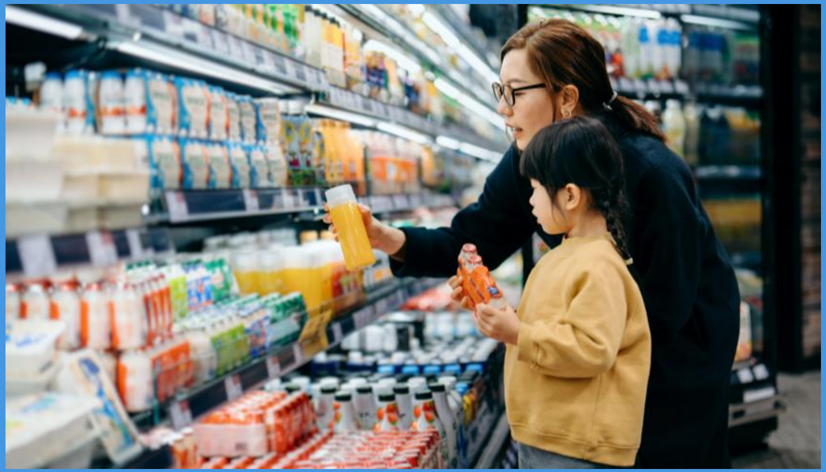
NIQ

WHY PRICE IS IMPORTANT?

Increasing food prices is still the top concern for most of APAC Markets

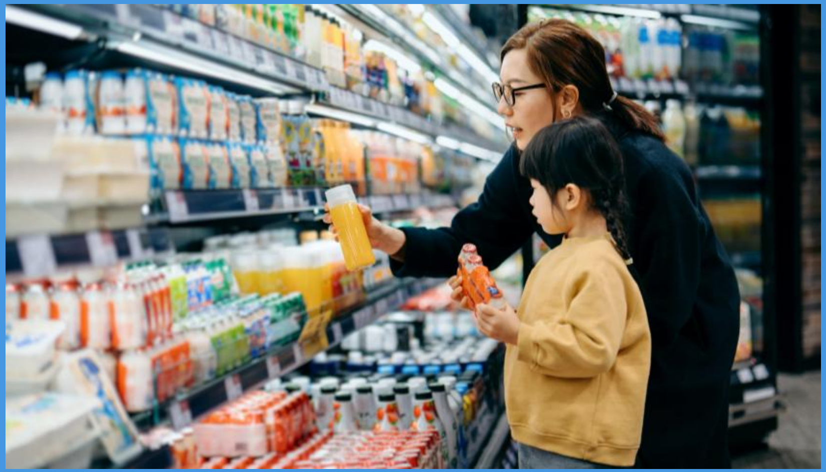
Market	#1	#2	#3
Mainland China	Physical Health	Economy	Job security
Hong Kong	Economy	Food prices	Physical Health
Taiwan	Food prices	Economy	Physical Health
India	Food prices	Environment	Utility
Malaysia	Food prices	Utility	Economy
Philippines	Food prices	Utility	Healthcare
Thailand	Food prices	Economy	Utility
Vietnam	Economy	Food prices	Covid
Indonesia	Food prices	Economy	Physical Health
Singapore	Food prices	Utility	Job security
Japan	Food prices	Utility	Economy
South Korea	Economy	Food Prices	Political
Australia	Food prices	Utility	Housing costs
New Zealand	Food prices	Utility	Economy

Source: NielsenIQ June 2025



Can we still increase the price and retain the Shopper?

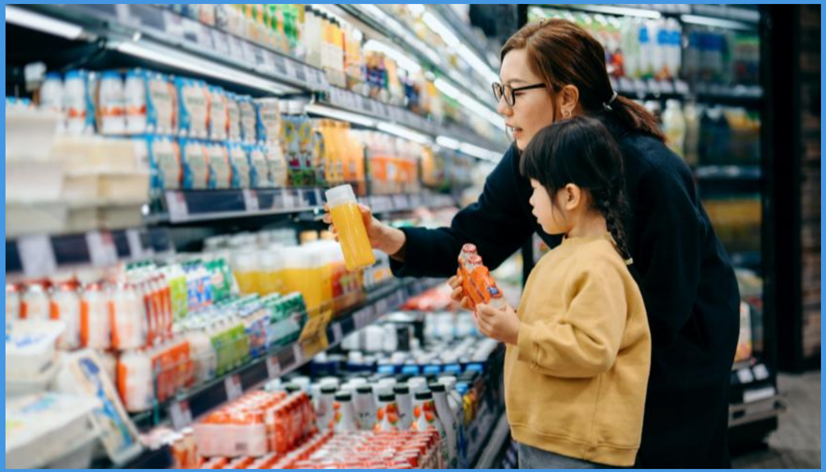
Source: NIQ EveryDay Analytics (EDA) APAC Dashboard 2024 | 60+ FMCG categories| APAC Modern Trade, excl PH, CH, JP



Can we still increase the price and retain the Shopper?

60+ FMCG categories in APAC | Items' Price elasticity

RPE axes -1.75 / PPE axes -2.0



53%

Of Items still hold a potential for further ***price increase*** without significant volume losses

63%

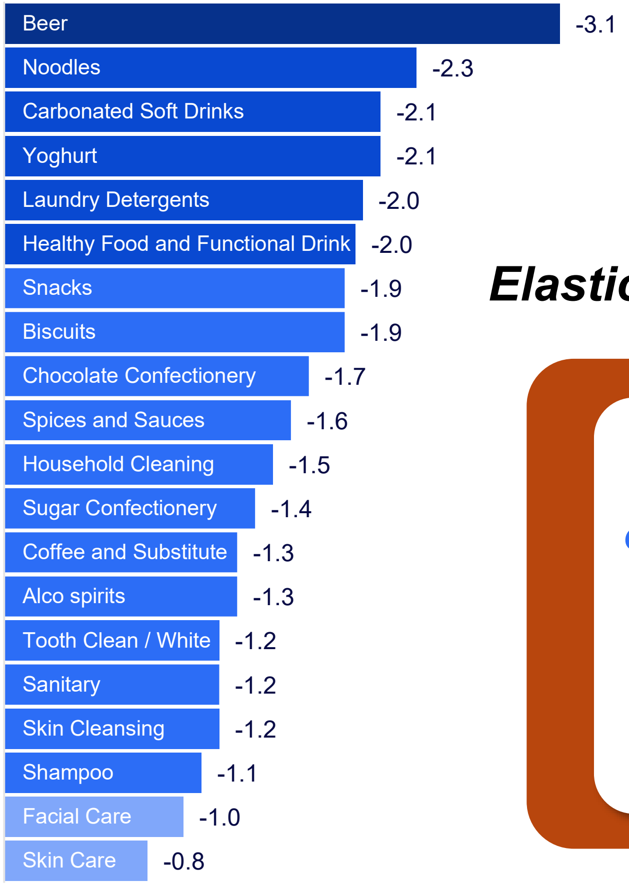
Of Items are highly sensitive to the ***promotions*** – target scope for discount activation and opportunity to mitigate Volume drop

60+ FMCG categories in APAC | Items' Price elasticity

RPE axes -1.75 / PPE axes -2.0

Find out what to expect from your Product when the price goes UP

Shelf Price Elasticity (Total APAC)



Elasticity varies by Category…

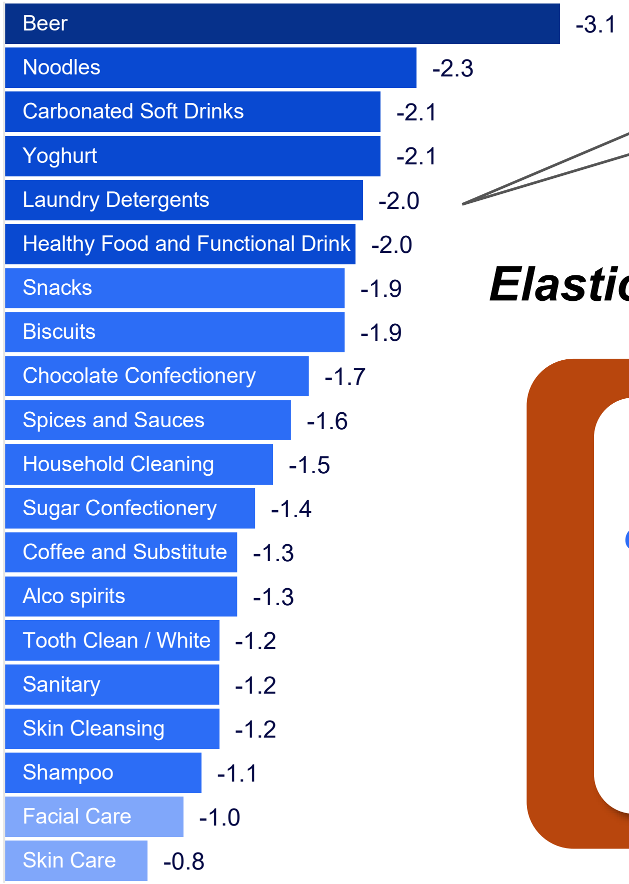
! Elasticity is a % of expected Volume drop if Price go up by 1%

Category Elasticity – Wtd Avg from all items included

Source: NIQ EveryDay Analytics EDA Dashboard 2024| Top 20 APAC categories| APAC MT total regular price elasticity

Find out what to expect from your Product when the price goes UP

Shelf Price Elasticity (Total APAC)

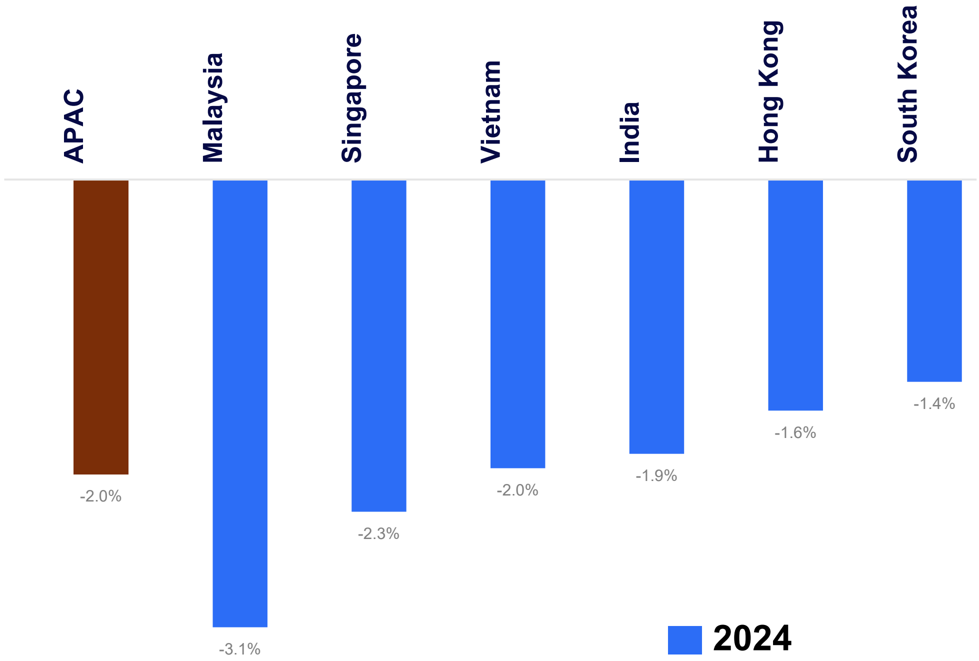


Elasticity varies by Category…

! Elasticity is a % of expected Volume drop if Price go up by 1%

Category Elasticity – Wtd Avg from all items included

Elasticity of Laundry Detergent



Elasticity varies by market…

Source: NIQ EveryDay Analytics EDA Dashboard 2024| Top 20 APAC categories| APAC MT total regular price elasticity

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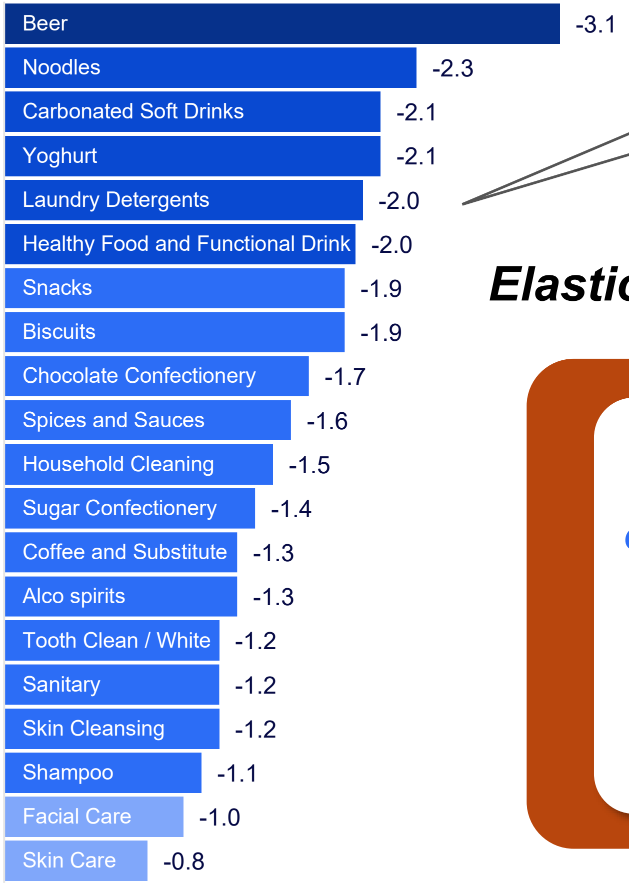
Find out what to expect from your Product when the price goes UP

Shelf Price Elasticity (Total APAC)

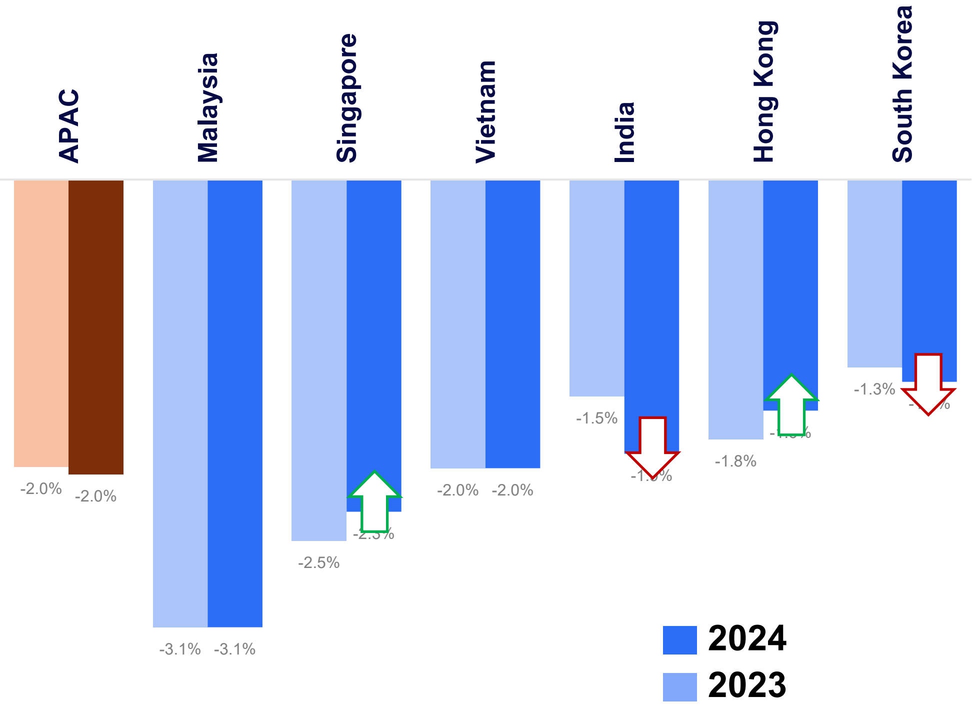


Elasticity varies by Category…

! Elasticity is a % of expected Volume drop if Price go up by 1%

Category Elasticity – Wtd Avg from all items included

Elasticity of Laundry Detergent



Elasticity varies by market…

And changes over time.

Source: NIQ EveryDay Analytics EDA Dashboard 2024| Top 20 APAC categories| APAC MT total regular price elasticity

NIQ

WHY CAN'T WE AVOID PROMOTIONS?

Sensitivity to promotion potentially drives consumption shopping expectations

26%

"I very seldom change stores, but when shopping, I actively search for promotions"

23%

"I regularly buy different brands because of promotions"

19%

I change stores based on which one I think has the best promotions that trip

23%

"I only buy promotions when I already like the brand"

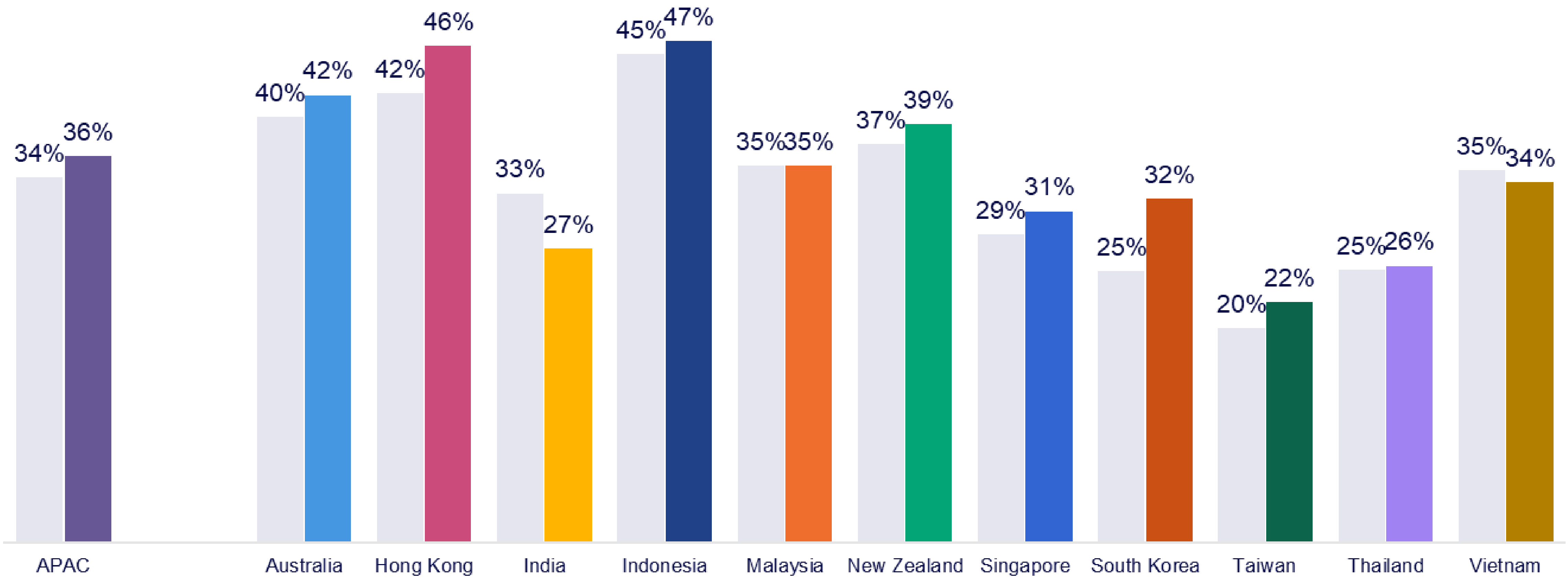
9%

Promotion rarely change my brand choices

More sales were done with promo in APAC during 2024

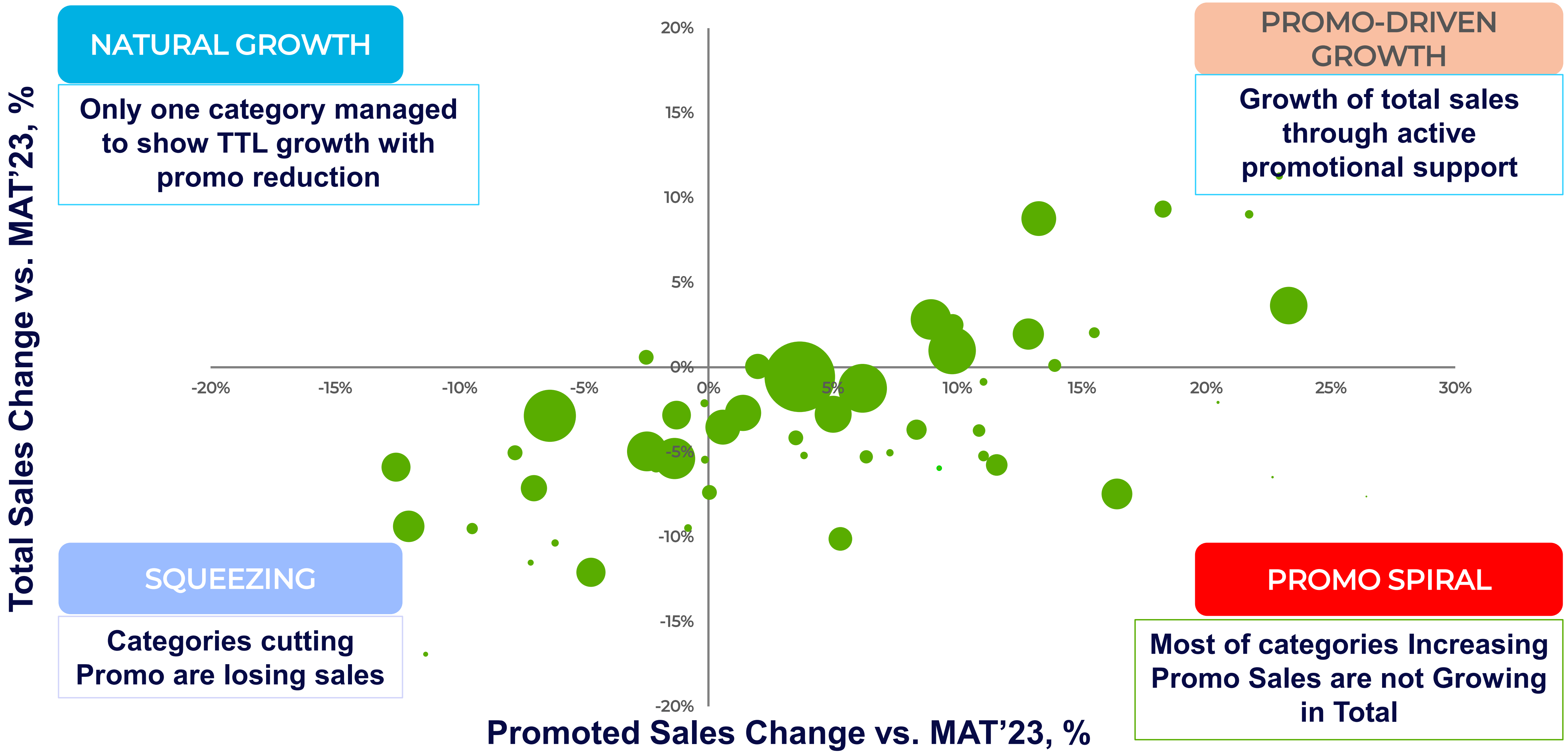
Does the extra effort have a return in incremental sales?

Promo Pressure | %value sales with promo, 2023/2024



Source: NIQ EveryDay Analytics (EDA) Benchmarks| APAC EDA 2024 Dashboard

Promo Spiral Matrix – HK MT 2024



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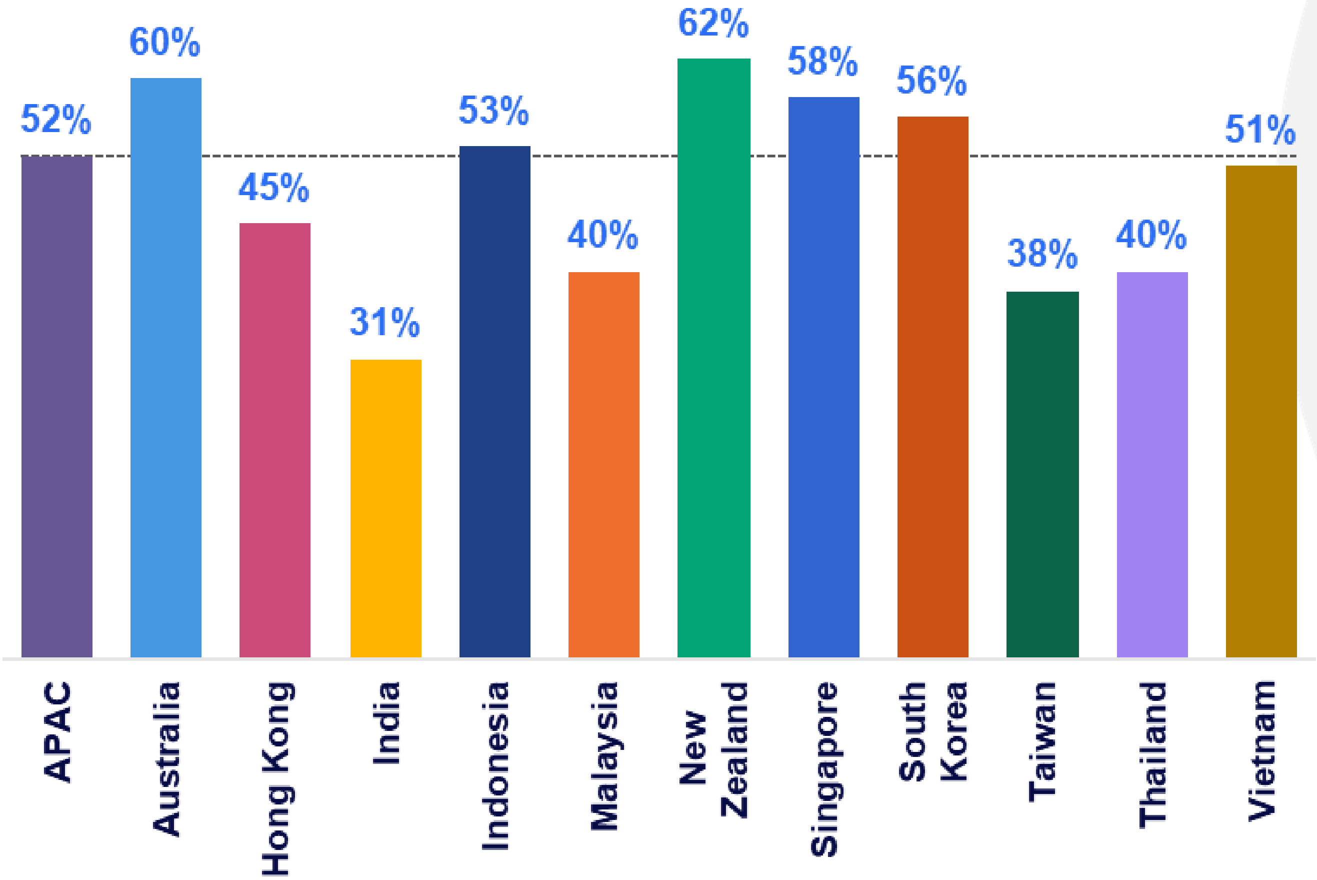
APAC average promo efficiency is 52% - this a close to a break-even benchmark (50%)



Promo Efficiency cannot reach 100% but can get close.
Some Categories and brands are showing PrEff >80%

Promo Efficiency = % of Incremental Value of all Promo Sales

Source| APAC EDA 2024 Dashboard | APAC Modern Trade

So, how to increase Promo Efficiency?

Promo efficiency hints:

1)

- Find out the right Discount / Promo tactics
- Keep reasonable Frequency and duration

Source| APAC EDA 2024 Dashboard | APAC Modern Trade

So, how to increase Promo Efficiency?

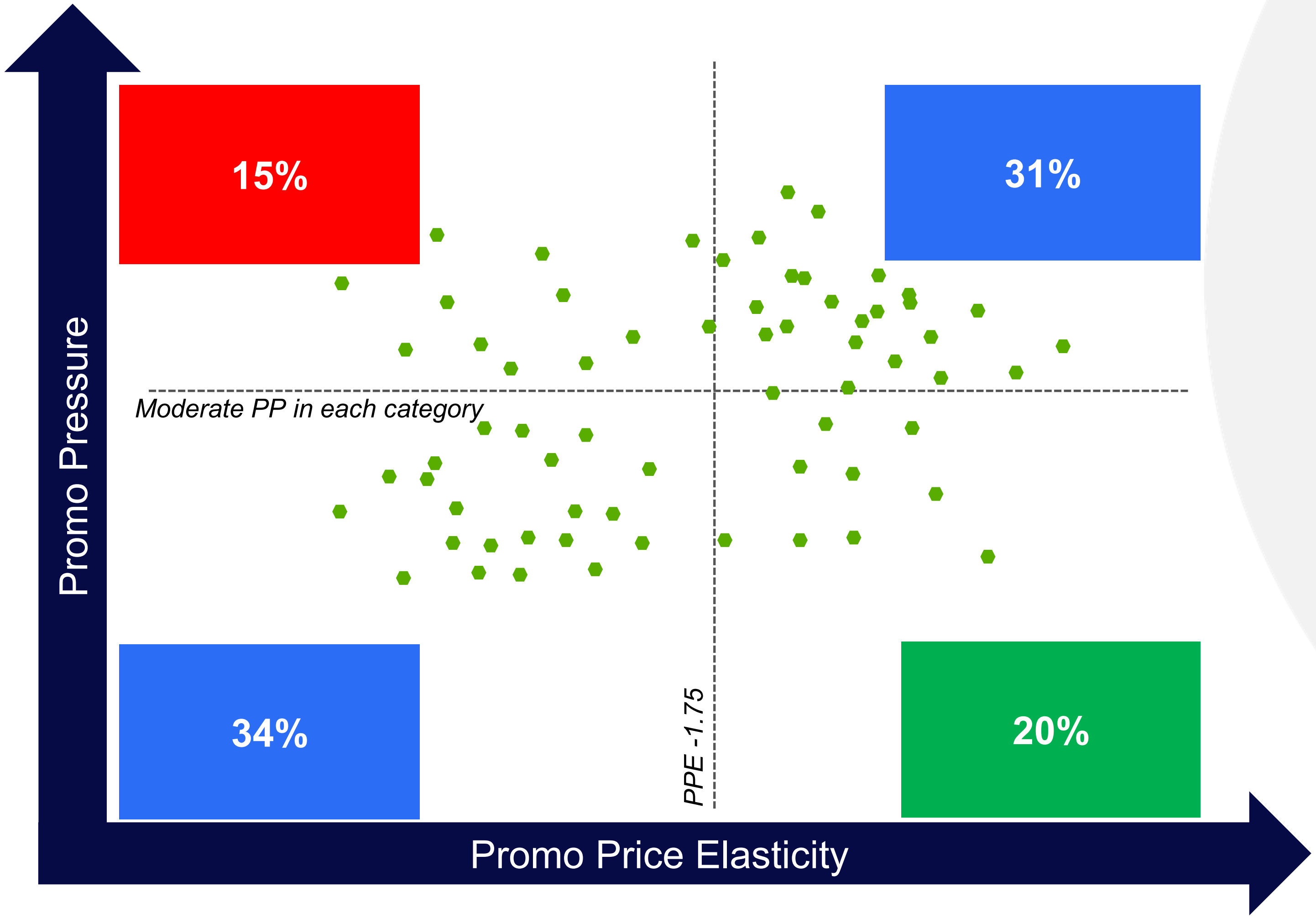
Promo efficiency hints:

1) Choose the right products to promote!
2) Find out the right Discount / Promo tactics
3) Keep reasonable Frequency and duration

*% reflects Value sales generated from Items with respected Elasticity and Promo reliance across 60+ categories in all the Markets in the scope

Source| APAC EDA 2024 Dashboard | APAC Modern Trade

15% of FMCG sales* coming from OVERPROMOTED items, while 20% of items with HIGH sensitivity to Promo are underpromoted



Promo efficiency hints:

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Source| APAC EDA 2024 Dashboard | APAC Modern Trade

How to make your Price work for you, and not against?

Learn you Elasticity and Pricing Power.
Define the products capable bearing PI with minimal loss.

Study your Promo efficiency and tactics.
Make sure you invest in right products.

Build your Strategy based on focused analysis and avoid making impulse reactive decisions

2026 APAC Consumer Outlook

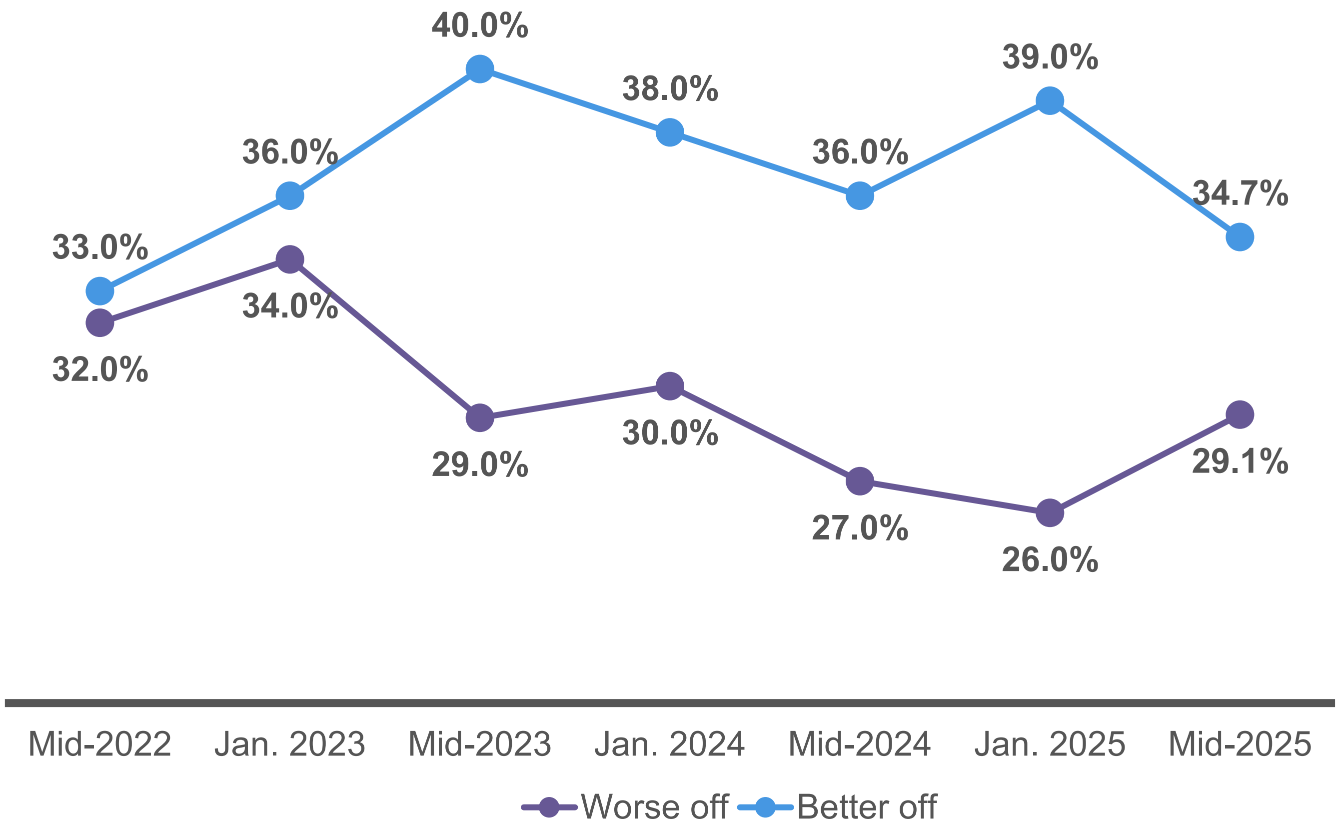
Ting Szu Tan
Director, APAC Above Market Consulting & Insights

NIQ

APAC consumers feel more better off but this has declined over the last 6 months

But perception around cost of living, economy, and jobs improve.

Consumer financial position, sentiment year over year (% respondents)



35% of APAC consumers say they're in a **better financial position** compared with a year ago

VS

29% say they're in a **worse financial position** compared with a year ago

Why?

71% due to ***increased costs of living*** (down from 73% in July 2024)

45% due to ***economic slowdown*** (down from 50% in July 2024)

36% due to ***job insecurity/loss*** (down from 42% in July 2024)

NIQ

Source: NIQ 2025 Mid-Year Consumer Outlook, APAC vs. previous studies. Q: Compared to a year ago, is your household better off or worse off financially? Note: In China, verbiage reflects change in "management of spending."

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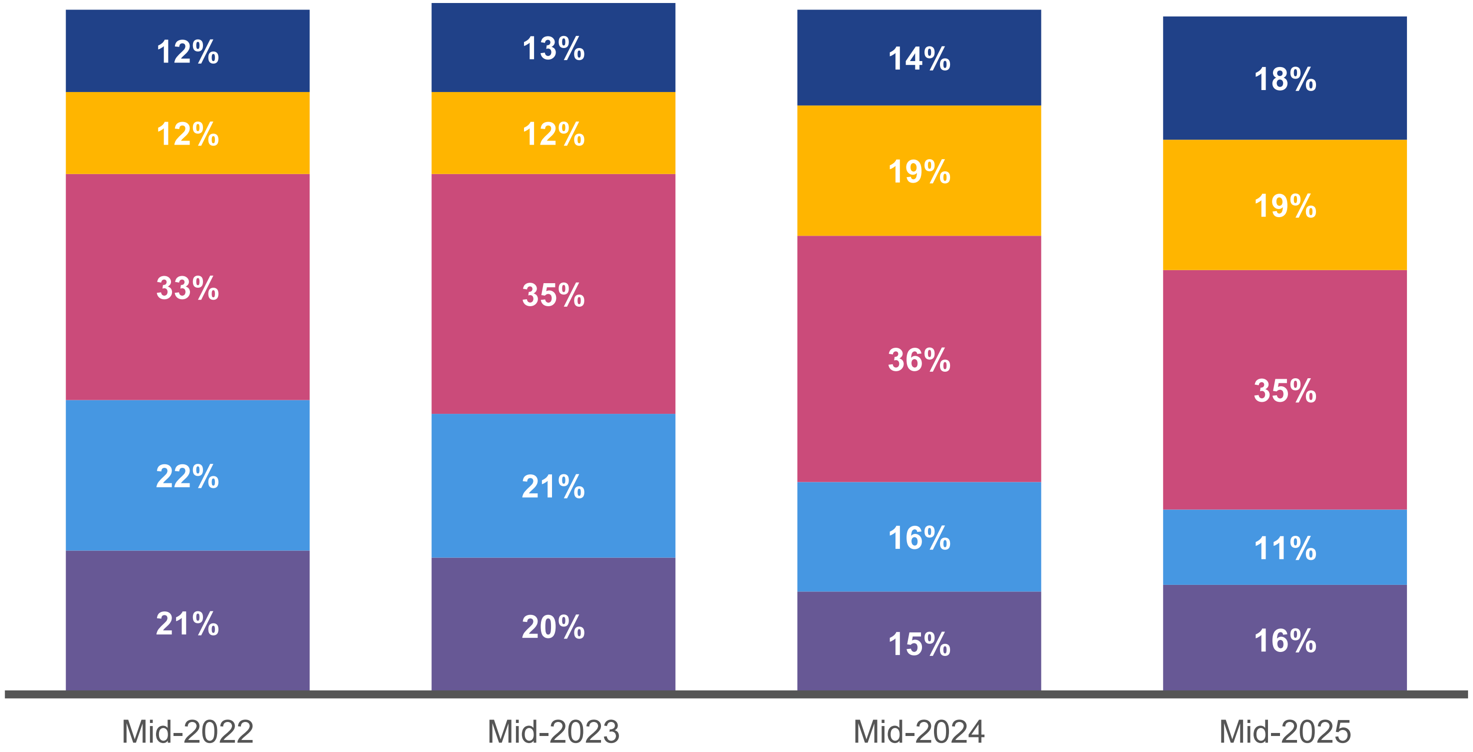
The 2025 economic divide within Asia Pacific

More consumers shift into financially secure stability.



Thrivers:
Saved money and feel more financially secure

Unchanged:
Not impacted and continue to spend the same

Cautious:
Not impacted financially but are cautious with spending

Rebounders:
Experienced income or job loss but now feel they are back on track

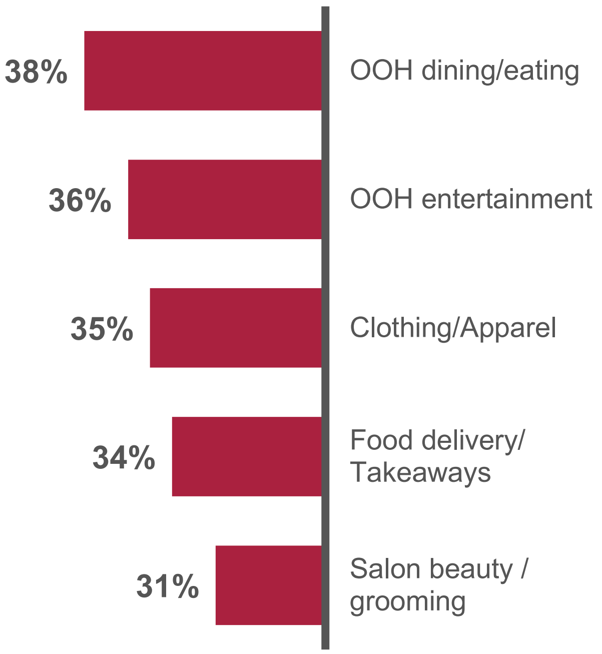
Strugglers:
Have suffered financial insecurity and continue to do so today

Source: NIQ 2025 Consumer Outlook survey vs. 2022, 2023, and 2024 Mid-Year Consumer Outlook studies (excludes China). Q: Which of the following best describes how current events of the last few years have impacted your overall household financial situation?

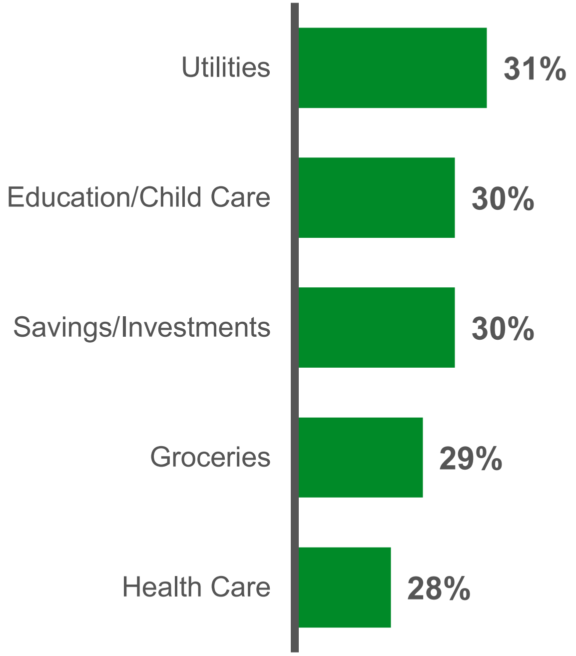
APAC Consumers to prioritize core expenses over Out-of-Home expenses in 2026

Spending intentions for the next 12 months

Spending less



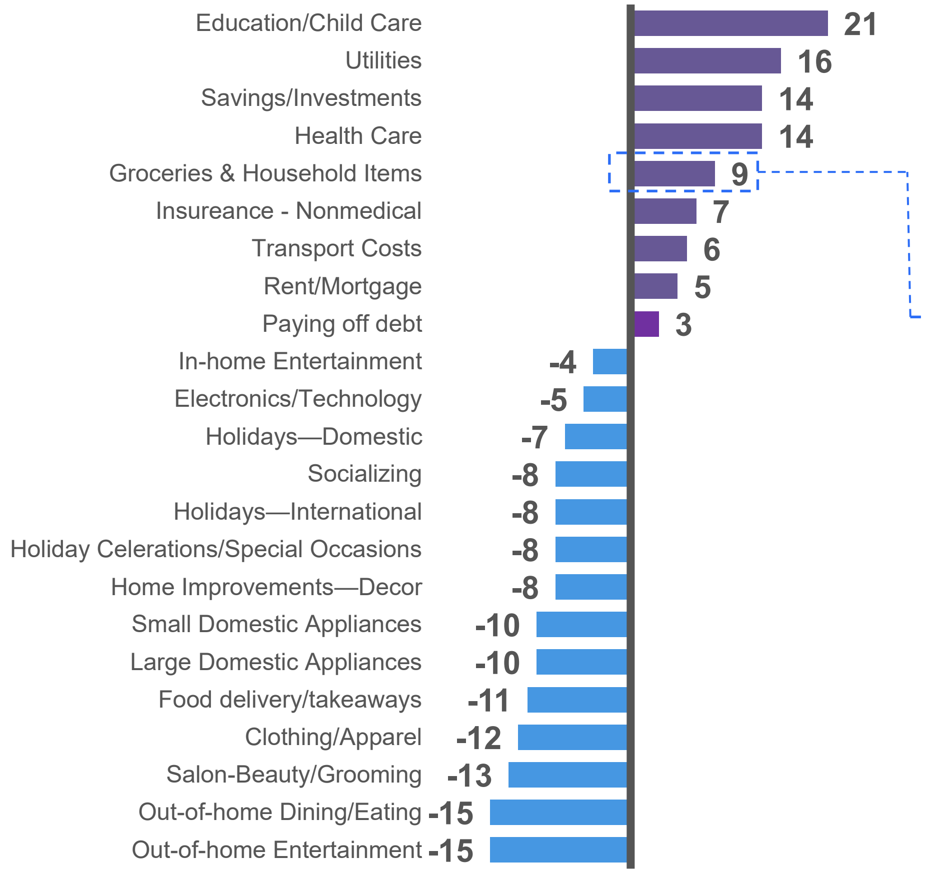
Spending more

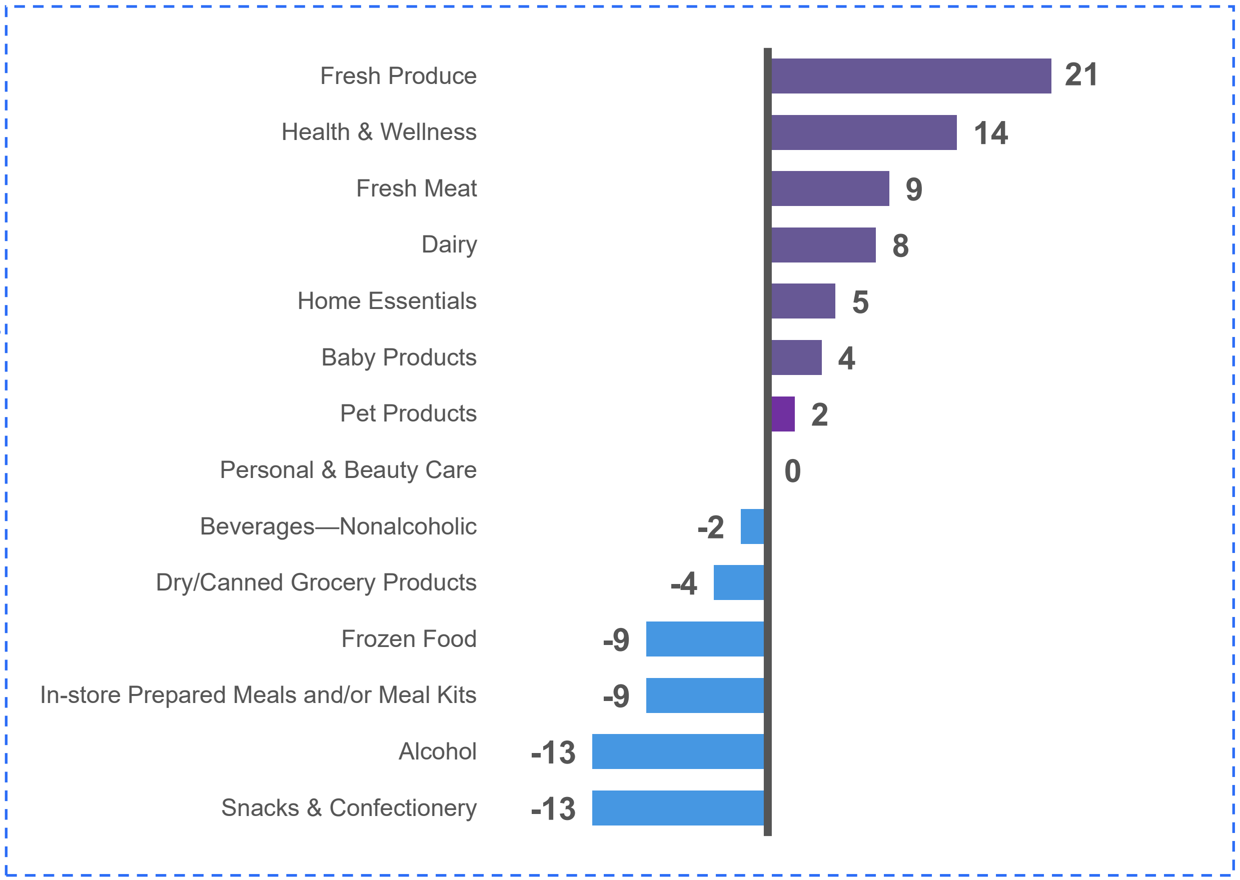


Source: NIQ 2025 Consumer Outlook survey

In 2026, APAC consumers plan to continue prioritizing “non-negotiable” essential expenses

These essentials include Education, Utilities, Savings, Healthcare & Groceries





Catalysts to 2026 change

Emerging factors faced by key verticals across industries.

Trends to Watch

The anti-obesity medication effect is going global

AOMs are creating space for innovation in functional snacking, portion-controlled formats, and metabolic health.

Commodity Volatility is the New Constant

Commodity volatility is here to stay. Explore innovation and pricing scenarios to maximize revenue

Private Label is No Longer a Trade-Down

With innovation, clean ingredients, and localized trust, private label brands are now competing as first-choice options

AI is rewriting discovery and research

AI-powered product discovery is becoming the go-to for consumers, though distrust persists in the AI/agentic shopping space.

NIQ

AI is becoming the new shopping partner for Southeast Asia consumers, transforming the purchasing journey

~79% of APAC shoppers are already using or looking to use AI in their shopping journey

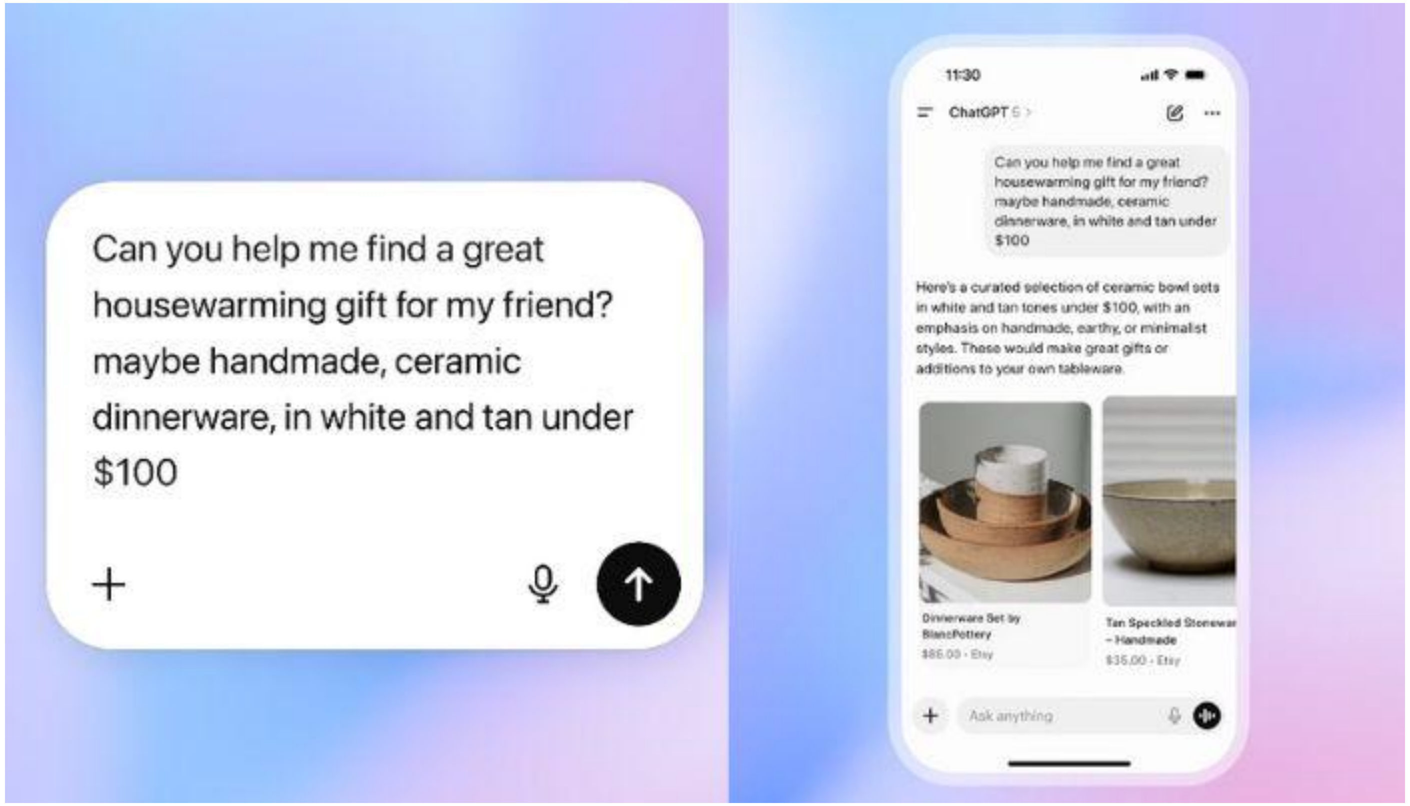
		DISCOVER	DECIDE	BUY	RE-BUY
CONSUMERS	**Where AI adds value for SEA shoppers**[1]	**46%** Tells me about new products	**54%** Helps me compare brands	**45%** Saves me time and can decide for me	**51%** Advises on the best product for my needs
BRANDS	**Traditional**	Brand campaigns, store presence, mass media	Brand reputation, price, in-store promotions	In-store activations, trade incentives, pricing	Loyalty cards, repeat promos, convenience
	AI-enabled	AI-curated feeds, 1:1 marketing, influencers, social commerce	Product reviews and comparisons, chatbot advice, personalized recommendations	Seamless omnichannel, smart pricing, instant checkout	Predictive replenishment, AI-driven offers, subscriptions

Note: (1) Figures denote percentage of respondents who selected each option in response to the question "Which generative AI assistance would help you?"
Source: NielsenIQ

AI will further disrupt the landscape in 2026

OpenAI expands budget-friendly ChatGPT Go to 16 more countries in Asia

Buy it in ChatGPT: OpenAI takes first step to enable chatbot users to go shopping



[OpenAI introduces 'Instant Checkout', allowing direct purchase through ChatGPT - MARKETECH APAC]
[OpenAI expands its cheapest ChatGPT plan to 16 more countries in Asia]
[Buy it in ChatGPT: OpenAI takes first step to enable chatbot users to go shopping | The Straits Times]

To win in 2026….

See – *Be placed, Be visible*

Hear – *Listen to consumers' pulse, future unlocked*

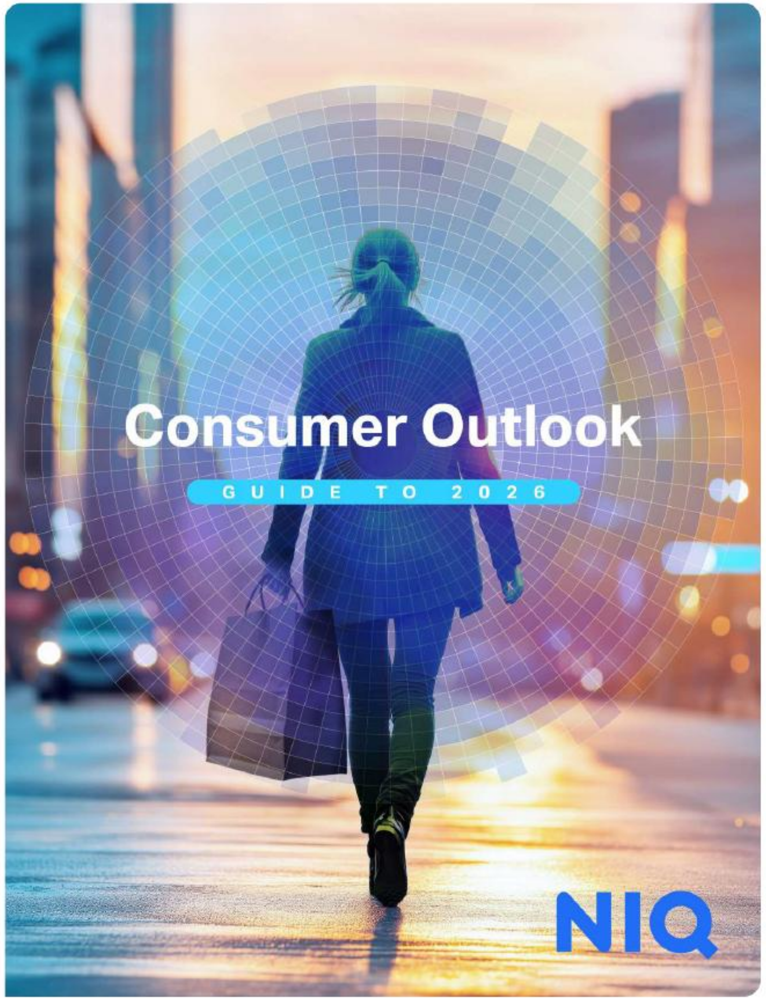
Smell – *Sniff out opportunities. Stir them up and serve them right!*

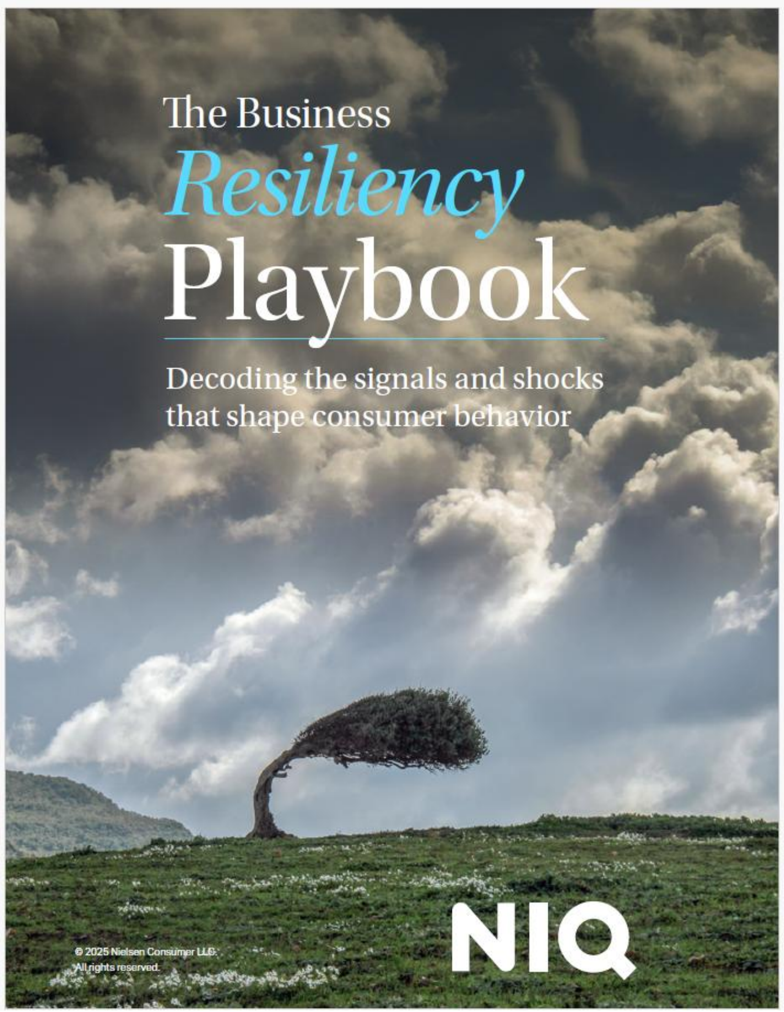
Taste – *Health & Wellness with a wink of yum*

Feel – *Emotional connection is the new currency in a world of ample choices*


What is the sixth sense?

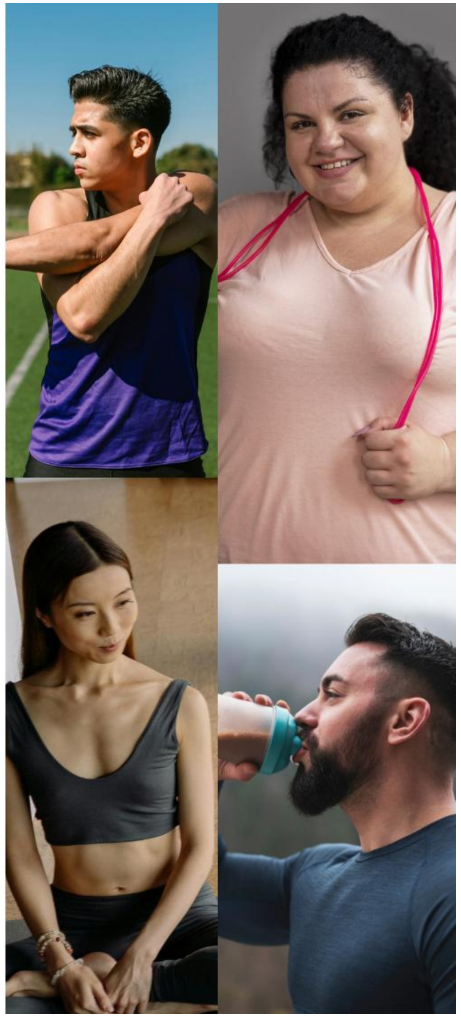
Insights through data is the Sixth sense! Use NIQ insights to help you win in now and in the future





NielsenIQ

Global State of Health & Wellness 2025 Regional Insights Companion: Asia Pacific (APAC)




Thank You!
NielsenIQ