Turning Shopper Signals into Action: A New Playbook for Merchants

C360
Built for the Future

Presenters

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NIQ

WHOLE FOODS MARKET

Agenda

1. Today’s World is Changing at Exponential Rates
2. NIQ Supports Assortment Decisions with Data Driven Insights
3. WFM Specific Use Case

NIQ

The past five years permanently reset consumer expectations

2020-2021
Pandemic
Restrictions, Out of stocks, Forced trial, channel shifting, and brand shifting

2022-2023
Inflation
Continued channel and brand shifting, increase of private label

2024-2025
Volatility
Tariffs, economic downturn, geopolitical tensions, benefit cuts

2026+
Expectations have changed *permanently* – NOT temporarily

It’s a harder world out there for many

73%

of consumers feel worse off vs. last year due to rising cost of living

3.8%

CPI, driven by an almost 18% increase in Energy CPI vs year ago

$37.41

Average hourly wage is rising, but not outpacing food inflation

Source: NIQ 2026 Global Consumer Outlook; BLS CPI April '26; Consumer Confidence Board

Shoppers are being now intentional with how they shop

88%

of US consumers actively changing how they shop to save money

1 in 4

now shopping more often at value/discount stores

75%

decide what to buy BEFORE they enter the store

31%

stock up or buy in bulk when items go on sale

Source: NIQ 2026 Global Consumer Outlook; NIQ BASES Quick Question Survey, Sept '25

Loyalty has been replaced by constant re-evaluation

9%

of Boomers proclaim loyalty

- **46%** changed primary grocery store in past 12-24 months
- **68%** shop 2-3 retailers per week

What wins trips today: Proximity + Price + Convenience + Relevant Assortment. Not history. Not habit.

➡ **The implication: every retailer must earn the trip, every week, through a combination of value signals and frictionless experience.**

Source: NIQ Retail Pulse Dec '25; NIQ 2026 Global Consumer Outlook

Amazon and Online are ready to supplement

Amazon is at
18.7 of CPG $ share;
up 1.4pp YOY

Online grew
10.3%

in store grew
1.1% overall

Source: NIQ Omnishopper US Full View, 52 WE 12/27/25

Additional challenge to balance, given the K-Economy and AI shopping implications

Shopper expectations aren't shifting; they're stacking

GLP-1

Amplifies broader H&W shift toward "food as function", with consumers re-optimizing toward smaller portions and cleaner, purpose-driven nutrition.

High Protein, High Fiber

Protein & fiber mainstream wellness priorities

60% of consumers actively increasing protein intake

GLP-1 users are 44% more likely to increase fiber intake

Private Label

From value to parity

70%+ see PL as a true alternative

49% buying more than ever

37% willing to spend more or the same

Affordability

Spending continues, but it is increasingly selective and uneven. Price has preserved dollars, but it has not protected volume or share..

With so many competing, sometimes overlapping, priorities…

how do you know what to carry to meet your shoppers’ multi-dimensional needs??

How do you accurately and efficiently address all the changing consumer behavior to capture the sale?

Retailers have *6 seconds* to make a sale in-store

Now more than ever, it is critical to have answers to the right questions

Retailer:

Are we shaping and curating correctly the shelf?

- Which SKUs truly drive incrementality, not just presence?
- Which characteristics deserve space; which should be cut?
- Where can private label win or credibility, not just price?

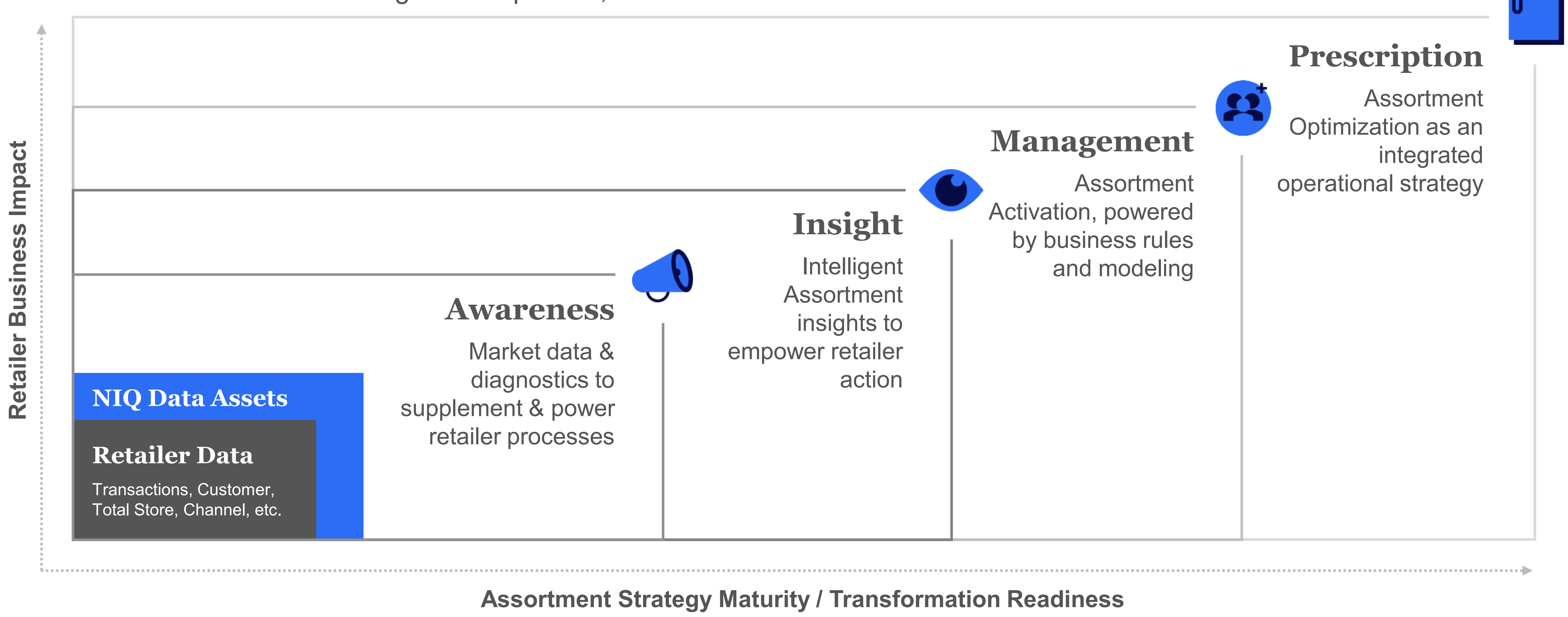
Manufacturers:

Are we earning the right to have shelf space?

- Which benefits claims and attribute ingredients are moving units and fulfilling a unique need?
- Which competitive innovations are scaling; which are burning out?
- Where should we launch first, and where does functionality & health claims really scale?

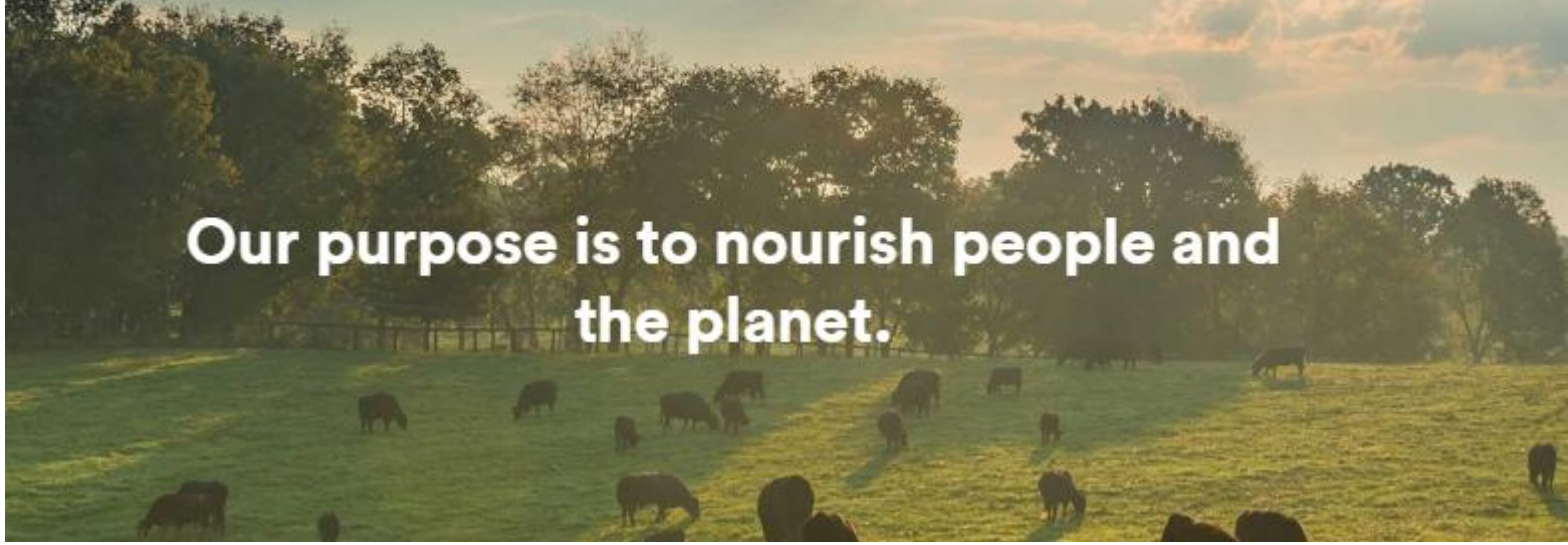
NIQ Assortment Solutions are designed to grow with a retailer

From awareness to leading the competition, NIQ has retailers covered



WHOLE FOODS MARKET

Our Core Values



We Sell the Highest Quality Natural and Organic Foods

We promote team member growth and happiness

We create profits and prosperity

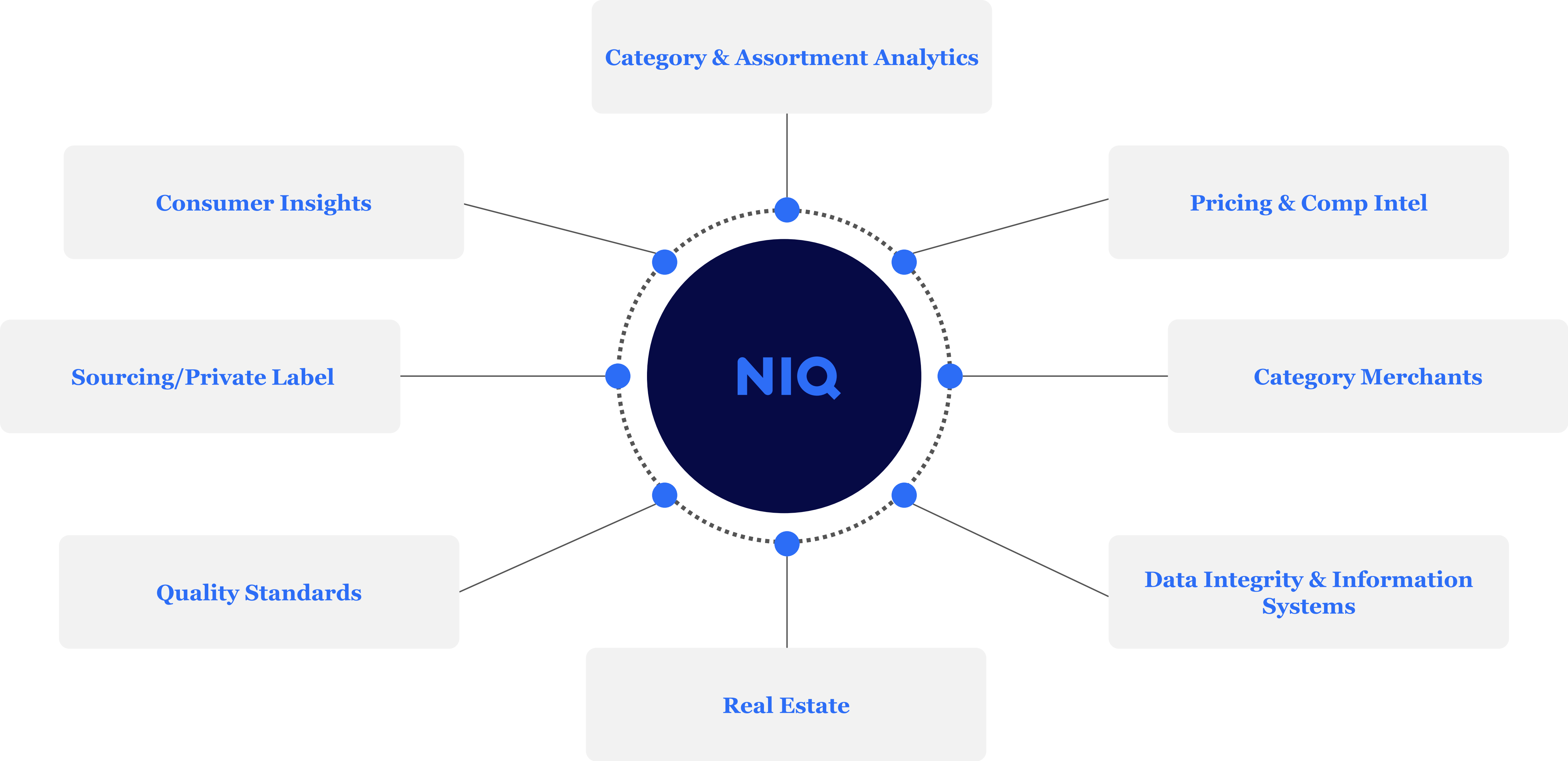
We satisfy and delight our customers

We practice win-win partnerships with our suppliers

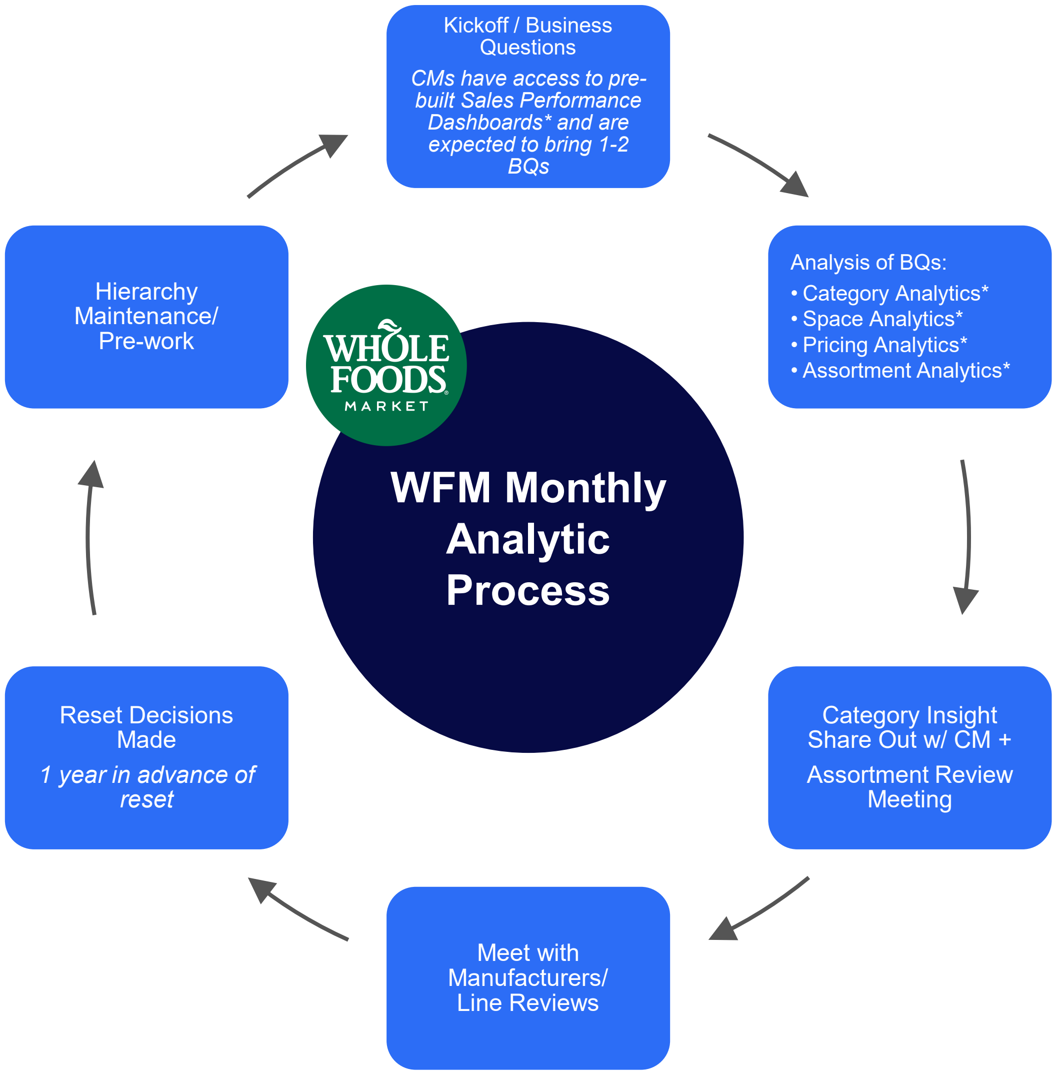
We Care About our Community and the Environment

Whole Foods Market + NielsenIQ Partnership

Supported by NielsenIQ's network of practice area experts



WFM Category Insight Process



Ideally, Manufacturers bring NIQ insights

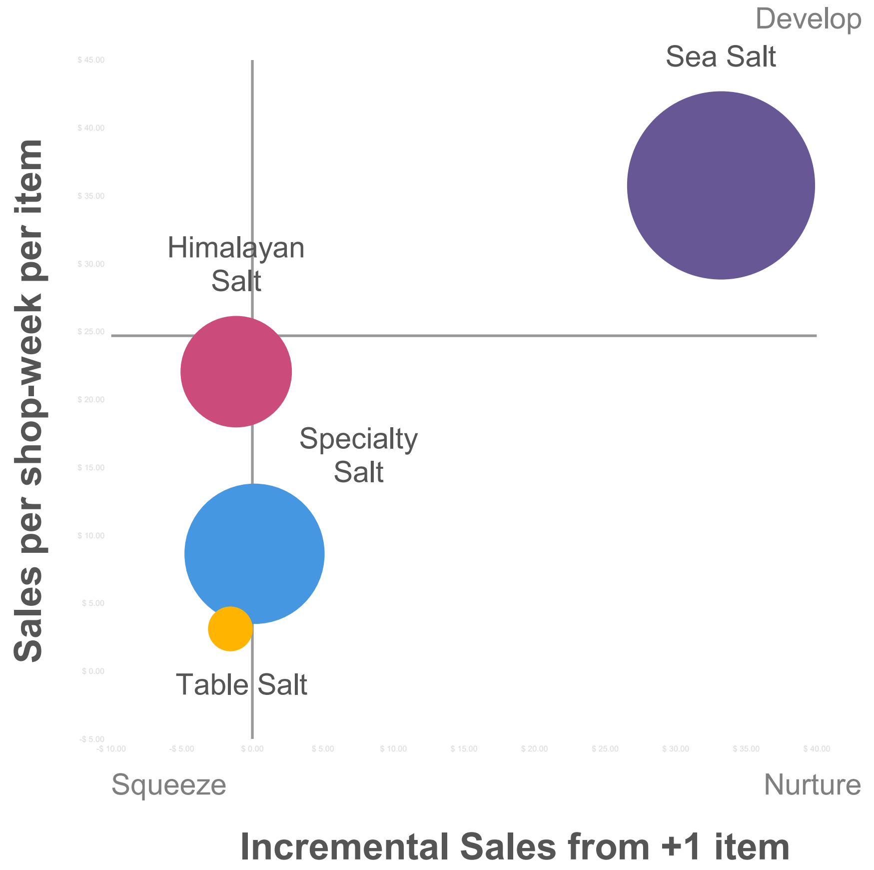
Types of Insight Provided

- What's driving the biggest growth/decline in my current assortment? In the market?
- What subcategories deserve more/less space?
- What attributes are growing based on total market? For WFM? (i.e.: Organic, Regenerative, ABF free, Global Animal Partnership, etc.)
- Where do I have assortment voids vs the market?
- Where do I have more assortment than it warrants?
- Which items should I delist with minimal impact to sales?
- How do shoppers shop my category? What are the most important criteria? Do I have a balanced assortment?
- How does my pricing compare to RM xAOC? Which items are price sensitive? What are Key Value Items that drive consumer perception?

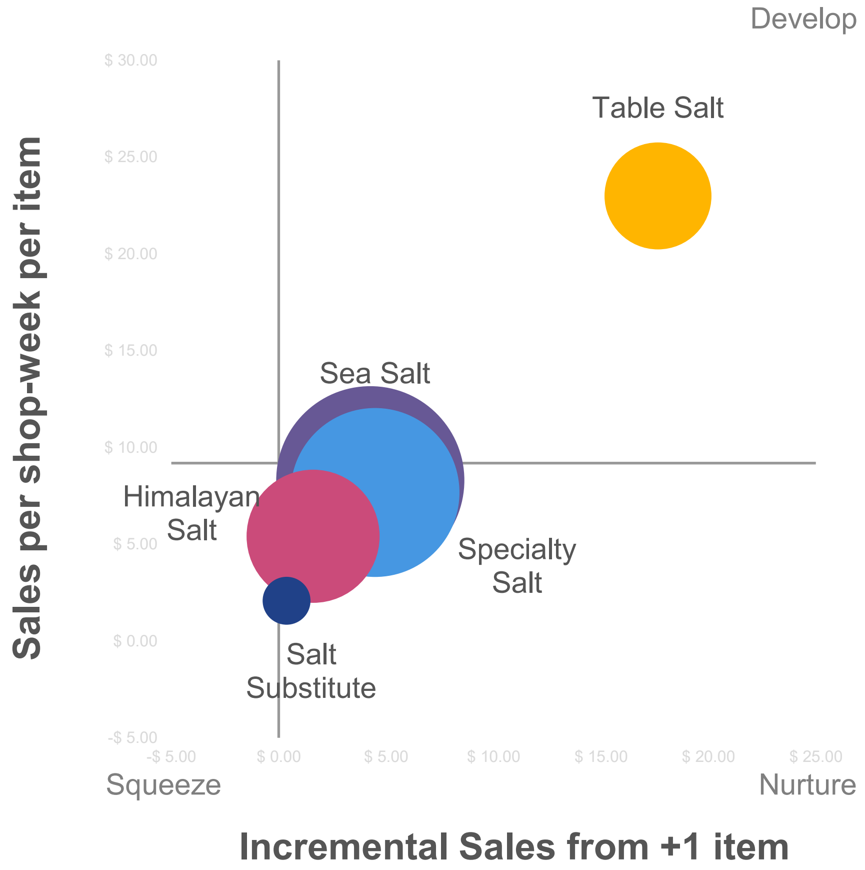
By understanding where growth opportunities are for WFM vs the market, we can make smarter assortment decisions

NIQ Assortment tool provides incremental impact of SALT compared to Remaining Market

Whole Foods



Remaining Market

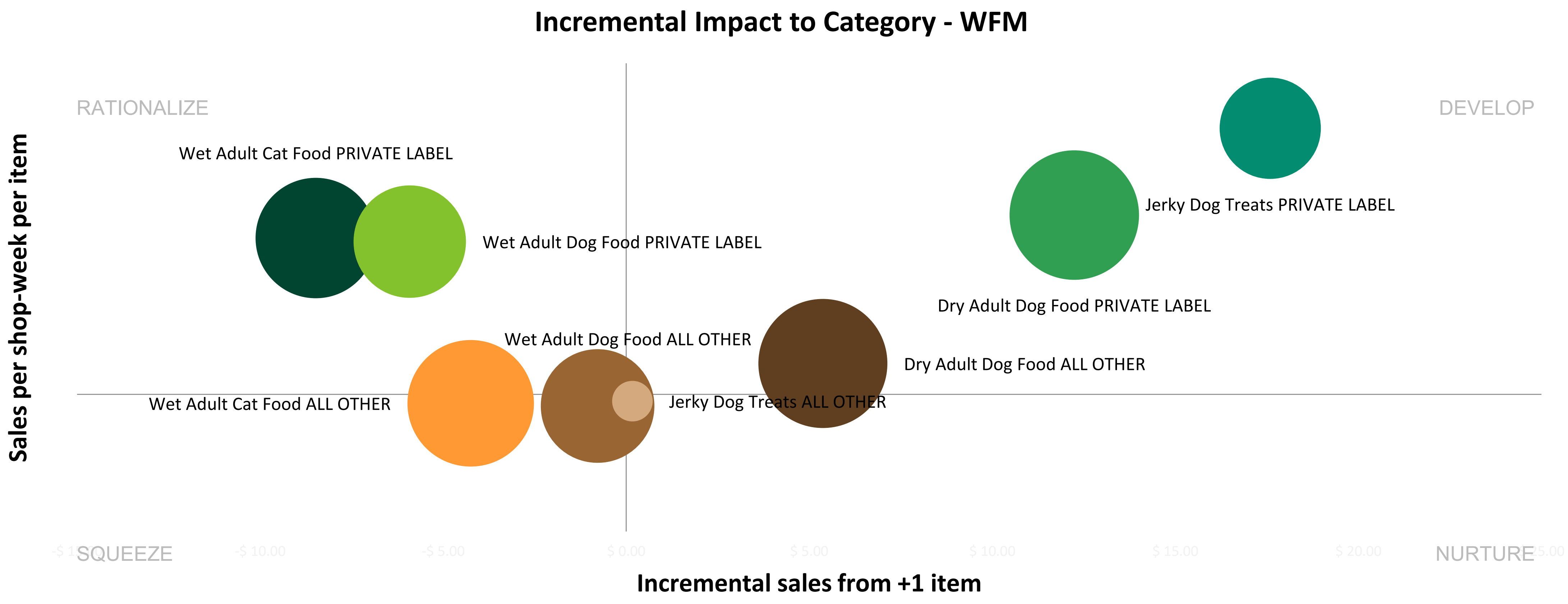


- Develop **Sea Salt** as the class is the top performing for WFM and is leading compared to REM
- REM is leading for **Specialty Salt** compared to WFM in regard to incrementality, driven by Lawry's and Morton brands
- **Salt Substitute** is an additional class in REM not featured in WFM, including Morton, No Salt, and Nusalt Seasoning Salt Substitute products

Nielsen Assortment Optimization, WFM Total TA vs Rem Market, 2025, Seasonings

NielsenIQ Assortment Incrementality: Branded vs Private Label

There are opportunities to rationalize Private Label in favor of Branded in Wet Adult Food, and Wet Adult Cat Food; however, the opportunities are more at a class level rather than a brand as Private Label is rarely uniquely saturated or detrimental, and in classes like Jerky Dog Treats and Dry Adult Dog Food, Private Label is recommended to develop based on incrementality to the category.



Source: NIQ Shelf Architect, L52W ending 01/11/2026

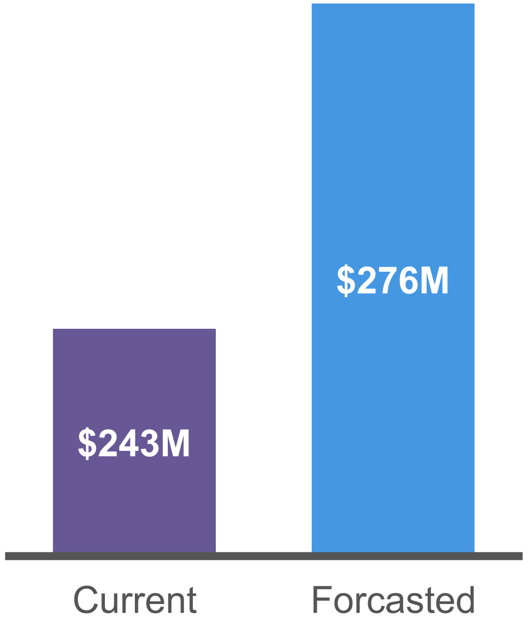
WFM runs scenarios to understand category impact of optimizing the assortment and/or adding or removing certain brands or items

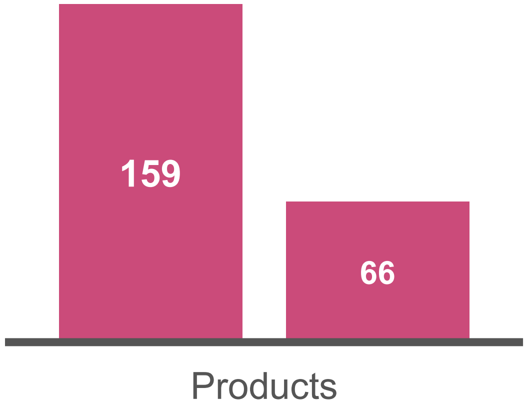
In the optimal scenario, WFM can expect to grow category sales by 13.5%

Category Sales

Added: 18 products
Forecasted: $62M
Dropped: 111 products
Current: $70M

13.5% ▲

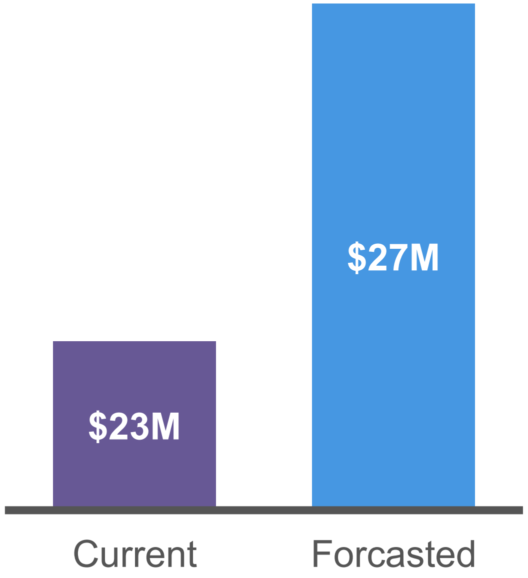


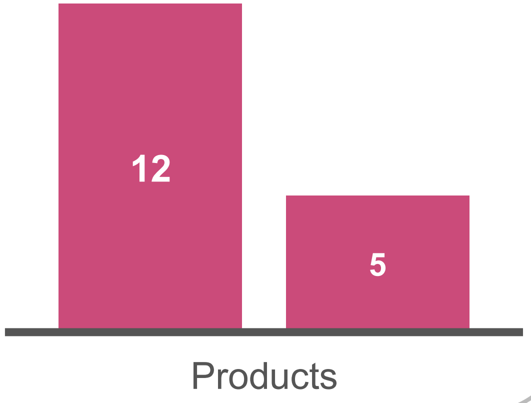


Brand X Sales

Added: 0 products
Forecasted: $0
Dropped: 7 products
Current: $4M

15.9% ▲





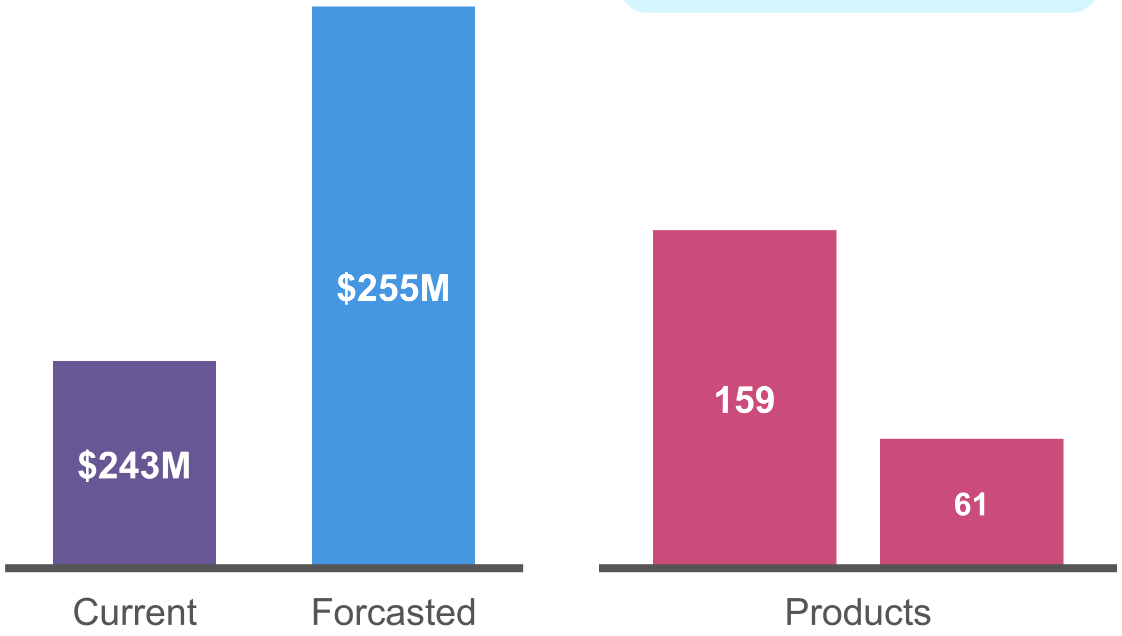
WFM runs scenarios to understand category impact of optimizing the assortment and/or adding or removing certain brands or items

**Further modified Shelf Architect's Optimal Scenario, by dropping seven BRAND items.
If BRAND is discontinued entirely, WFM can expect % growth.**

Category Sales

5.0% ▲

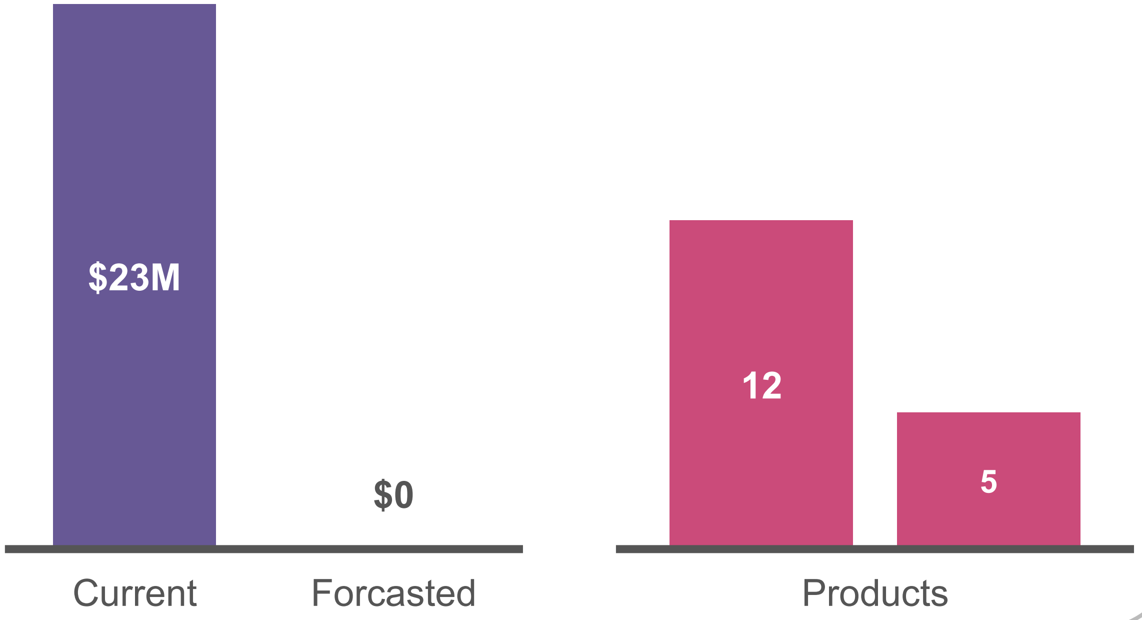
Added: 18 products
Forecasted: $62M
Dropped: 116 products
Current: $89M



Brand X Sales

-100.0% ▼

Added: 0 products
Forecasted: $0
Dropped: 12 products
Current: $23M









Let NIQ take the risk out of assortment decisions…

For additional information, reach out to Wendy.Rigterink@NielsenIQ.com

Q&A

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