

## CIATTI MARKET UPDATE

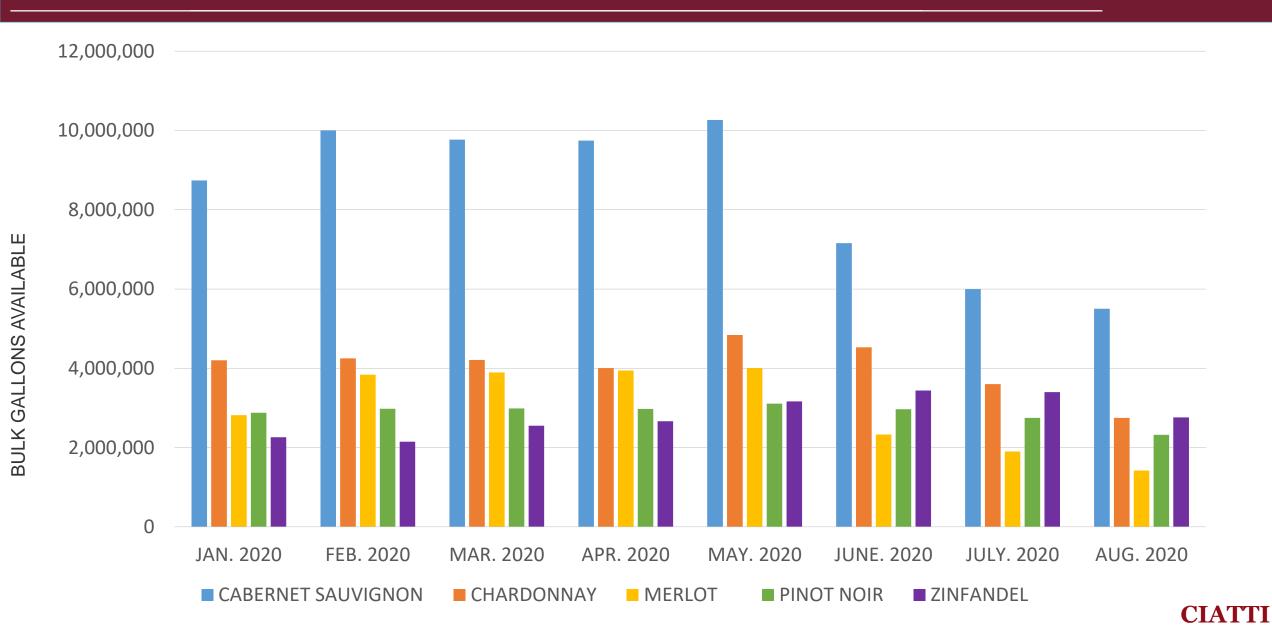
WEDNESDAY, AUGUST 12, 2020 11:00AM – 12:00PM

# CALIFORNIA BULK MARKET

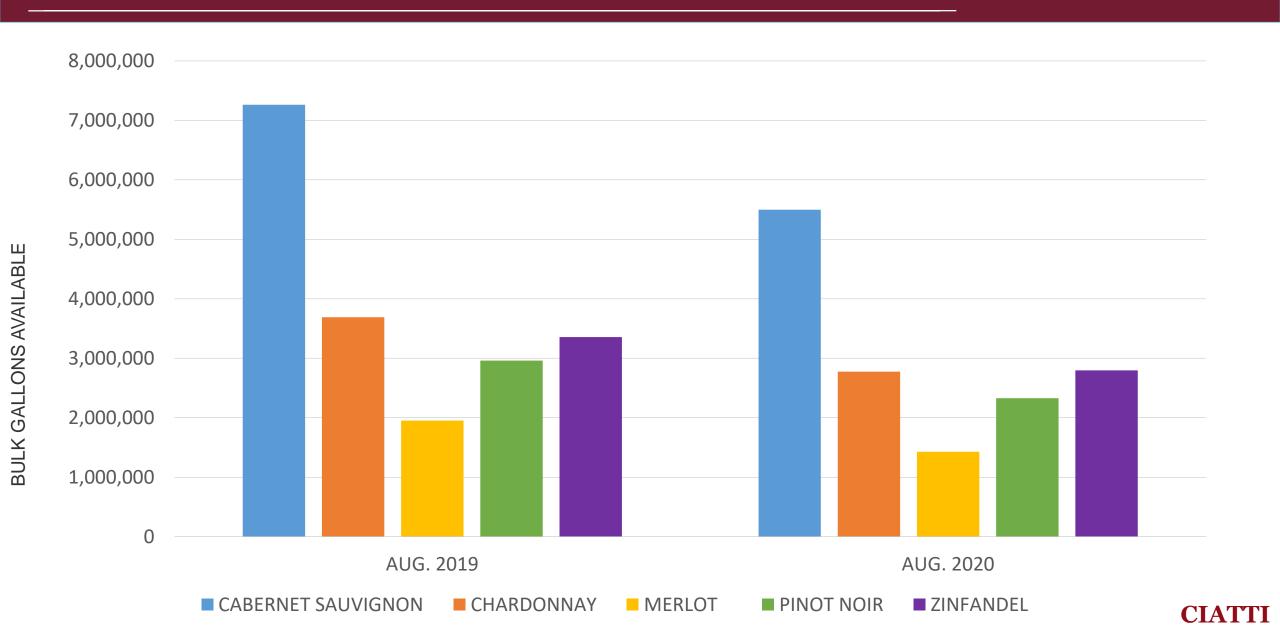
- Bulk market activity has picked up since March
  - Buyers have a specific purpose
  - Large wineries becoming buyers again
- Bulk pricing trends vary
  - Strengthening in value wines
  - Price decrease in some premium wines
- Mainstays are in demand (CS, PN, CH)
  - Strong demand for good quality Cabernet at California pricing
  - Muscat, PG, SB also in demand
- Two different markets
  - ❖ VALUE END/MID PRICED WINES sourced for well positioned off premise brands
    - Strong activity in the bulk and grape market feeding these brands
  - PREMIUM END WINES Sourced for smaller brands rely on tasting room and on premise
    - Limited activity in the bulk and grape market feeding these brands
    - Wineries have revised forecasts



# CALIFORNIA BULK WINE INVENTORY



## **AUGUST 2019 VS AUGUST 2020**



# CALIFORNIA GRAPE MARKET

- More available grapes as wineries have given notice on long-term contracts
- Grape purchase activity has been mixed
  - ❖ INTERIOR/CENTRAL VALLEY: Early selective buying becoming more active
  - COASTAL REGIONS: Limited buying, value buyers looking for opportunities, regular buyers still waiting, some buyers becoming sellers
- Crop size looks average to slightly below, but it is early
- Uncertain future needs has been the biggest issue of buyers
  - Wineries are trying to understand "new normal"
  - Significant amount of grapes still available

## **THOUGHTS**

- COVID market effects are benefiting some and challenging others
- New winery and field guidelines present challenges
- Other observations:
  - Delayed payments cash flow
  - Contract price and payment term renegotiations
  - Financial tightening
- There could be more opportunities as harvest progresses
- ❖ Be willing to be creative with deals and get through in the short term



# **UK MARKET REPORT**

#### UNITED KINGDOM – GENERAL OVERVIEW



- For the last year till 31 Mar 2020:
  - Sales Volume decreased by 1.4%
  - Sales Value increased by 1.1%. A steady Increase in Price/Lr is the main factor in driving this growth.
- For Jan March 2020: Beer, Wine & Spirits grew 4.7% in Volume & 6.5% in Value.
  - Mainly Beer drove volume growth, but Wine (£86m) and Spirits (£58m) drove the value growth.
- Wine's Value growth was 7.5% up against same 3 months period in 2019;.
- IMPORTANT: Only wines priced £5+ per bottle showed both Volume & Value growth the 12 months till
  end March 2020;
- For the 1<sup>st</sup> 3 months this year, that trend shifted to wines £6+ per bottle people are buying up!

#### **UNITED KINGDOM** – GENERAL OVERVIEW



#### **MOST IMPORTANT VARIETALS:**

- Malbec is the fastest growing varietal in value (up 25%), BUT
- Sauvignon Blanc added the most value (£21m) to the Wine category growth over the 3 months.

#### MOST IMPORTANT COUNTRIES OF ORIGIN:

• France (£18m) and New Zealand (£17m) added the most to Wine growth, but Argentina saw the fastest value growth with 20%, mainly with Malbec.

#### **UNITED KINGDOM – ON TRADE**



- The ON-TRADE represents 46% of the UK's annual liquor spend most likely higher than any European country.
- **BREXIT** was thought to be the big unknown factor in all UK industries, but the **Covid-19 closure** of the UK Hospitality Industry for 17 weeks on 20 March 2020 caused:
- Sales Value in the On-Trade to fall by 87%, a £30 Billion loss\*\*\* (from £34.2bn in 2019 to £4.6bn);
- On the positive side, just two weeks after opening again in mid-July, ON-Trade was almost back at 70% of pre-lockdown norms, however,
- Despite the positive signs, a survey by *UK Hospitality* and data analyst *CGA*, found that over 75% of restaurants, pubs and bars might not be able to pay their bills over the next 12 months & a majority could face bankruptcy.

Source: Harper's / Drink's Business Daily News (24 Jul – 5 Aug 2020)

## **UNITED KINGDOM – OFF TRADE** (incl Online)



- OFF-TRADE Alcohol sales through grocers & supermarkets during the On-Trade lockdown were up for the months of March through May and into mid-June 2020 respectively: (All compared to same period 2019)
  - 22% March
  - 27% Apr
  - 50% May
  - 43% In the four weeks to 14 June (overlaps with May).
- ONLINE sales were up 91%, totalling 5.7 million online shoppers!
  - Retailer Majestic Wine reported about their online sales:
    - They gained 150,000 new clients and ONLINE growth of over 300%;
    - A 7% increase in mobile shopping;
    - An 11% increase in the average bottle price (confirmation customers buying up!)

Source: Harper's / Drink's Business Daily News (24 Jul – 5 Aug 2020)

## **UNITED KINGDOM** – **OFF TRADE** (incl Online)



#### STILL IN OFF-TRADE ...

Consumers spent £7.7bn on alcohol in UK supermarkets during the 17-week On-Trade lockdown, which is a £1.9Billion increase compared to the same period in 2019.

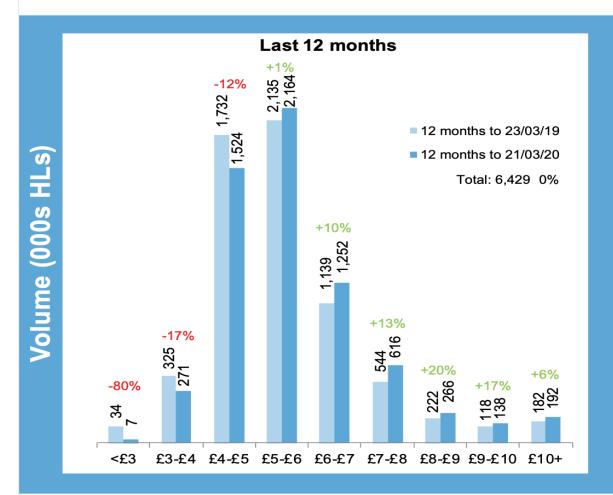
#### HOWEVER

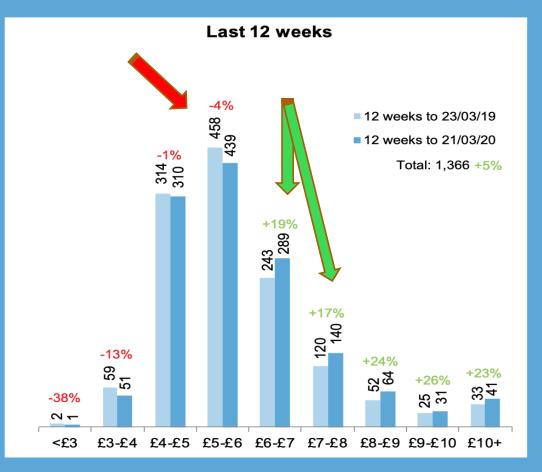
- This £7.7bn spent in OFF-TRADE during lockdown represents 1.3 billion litres, which was still 35% less than the 2 billion litres bought in the combined ON- & OFF TRADE for the same period 2019.
- Against the ON-TRADE loss of £30 Billion, the additional £1.9Billion gained in OFF-Trade was unfortunately not the promising gain generally perceived in the OFF-TRADE figures.

Source: Harper's / Drink's Business Daily News (24 Jul – 5 Aug 2020)

#### UK - WINE VOLUME @ PRICE POINTS - OFF TRADE (750ml bott.)







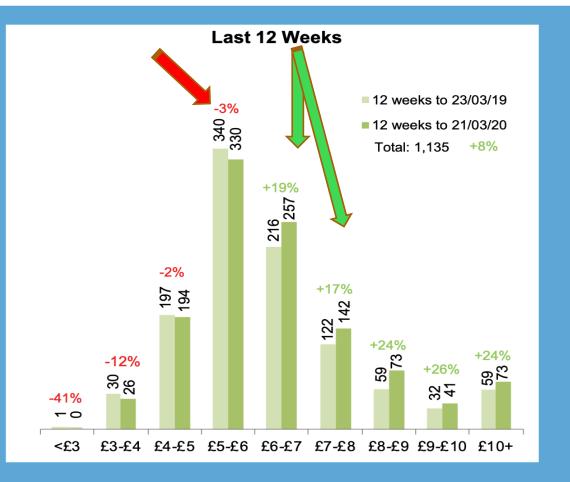
 Wines priced between £8 and £9 again saw the largest increases in volume sales, and there is now a clear divide - growth in wines priced £5+ and large volume losses below the £5 mark over the last 12 months. Over the last 12 weeks, however, that divide has shifted upwards, to the £6 mark.

### **UK - WINE VALUE - OFF TRADE**



A similar trend is seen in terms of value, with value gains for wines priced above the £5 mark. Growth
was particularly strong over the last 12 weeks, as consumers looked to buy extra wine in anticipation of a
lockdown.





#### STILL WINE – Country of Origin



	Country of origin	000s hl	% change (YOY)	£m	% change (YOY)	price/L	% change (YOY)
OZ 1	Australia	1,554	-5	1,192	-2	£5.75	+3
<b>2</b> 2 <b>1</b>	Italy	932	-1	703	+2	£5.66	+3
1 \$\sqrt{03/5020}\$ 2 \$\left( \) 3 \$\left( \) 4 \$\left( \) \$\left(	Chile	783	+9	577	+9	£5.52	0
	USA	739	-3	588	-1	£5.97	+2
<b>9</b> 5	France	689	+2	704	+5	£7.66	+3
e e	Spain	623	-3	484	0	£5.82	+4
months 4	New Zealand	567	+8	550	+9	£7.27	+1
<u>2</u> 8 €	South Africa	544	-9	395	-6	£5.45	+3
Last 12  6  8  9  10  10  10  10  10  10  10  10  10	Argentina	293	+18	249	+20	£6.37	+1
10	Germany	83	-8	55	-8	£4.95	0

 Over the last 12 months, wines from Chile, New Zealand and Argentina enjoyed the strongest growth, whilst there was also modest volume growth for French wines. Australian wines are still the most popular in the off-trade, whilst wines from Germany and South Africa saw the largest value losses.



# NETHERLANDS MARKET REPORT

#### **NETHERLANDS – GENERAL OVERVIEW**



#### DUTCH WINE CULTURE 2018 - 2020:

- With a population of 17 million, the Dutch consumers are:
  - Drinking less;
  - Looking for Better Quality;
  - Mindful about their health and the environment;

#### DUTCH WINE MARKET last 12 – 24 months:

- Volume is declining
- Value is Stable
- Consumers are buying up!

#### **NETHERLANDS – CONSUMPTION TRENDS & COUNTRIES OF ORIGIN**



- CONSUMPTION: Consumers are buying less wine & drinking more gin and beer. Cause: Hotter summers?
- **Top Countries of Origin**: France / South Africa / Chile / Spain / Italy.
- RSA lost volume due to heavy price increases in 2018- & '19 and also due to a recent total alcohol ban, closing off all exports for Apr into May 2020 due to Covid-19 lockdown.

#### Top alcoholic beverages

% who have drunk the following beverages in the past 12 months

		2014	2020	
I	White wine	85%	84%	
7	Red wine	78%	76%	
	Beer	62%	70%	1
Y	Rosé wine	62%	47%	+
100	Prosecco	41%	37%	

#### Top countries of origin

% who have drunk wine from the following places in the past 6 months

		2014	2020	
0	France	59%	55%	
	South Africa	46%	40%	-
<b>(</b>	Chile	33%	36%	
	Spain	31%	33%	
0	Italy	30%	32%	

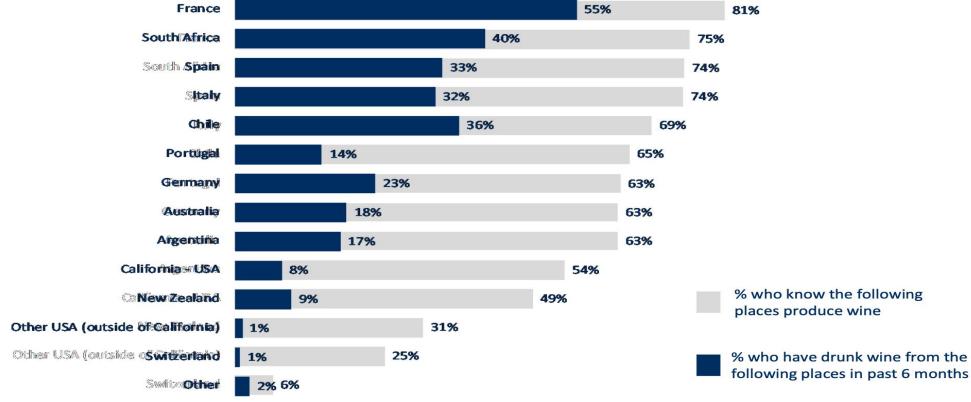
#### **NETHERLANDS -** COUNTRY OF ORIGIN AWARENESS vs. CONSUMPTION



• France, South Africa and Chile are the best at converting consumer awareness of their wines into purchases. First two are favourite holiday destinations, not so Chile.

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OPPORTUNITY: CALIFORNIA?



#### **NETHERLANDS - VARIETAL CONSUMPTION**



- Over 50% of Dutch wine consumers drink Chardonnay, Sauvignon Blanc and Merlot <u>regularly</u>.
- Malbec is up 90% against the 2014 base shows what can be done, albeit from a small base!
- OPPORTUNITY VARIETALS for Countries to turn Awareness into Sales: Merlot / Pinot Noir / Chardonnay / Sauvignon Blanc.

## Top red varietals 🐦

% who have drunk the following varietals or wine types in the past 6 months

	2014	2020
Merlot	52%	55%
Cabernet Sauvignon	48%	46%
Pinot Noir	26%	30%
Shiraz / Syrah	25%	23%
Malbec	10%	19%

## Top white varietals 🐦

% who have drunk the following varietals or wine types in the past 6 months

	2014	2020	
Chardonnay	54%	59%	1
Sauvignon Blanc	46%	55%	•
Pinot Grigio / Pinot Gris	29%	34%	•
Riesling	23%	23%	
Grüner Veltliner	5%	14%	•

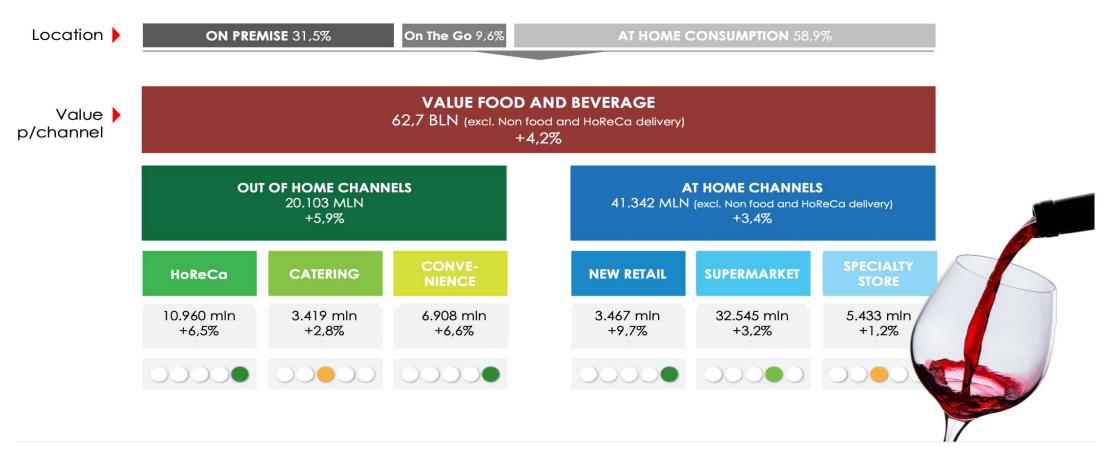
## **NETHERLANDS:** ON- & OFF TRADE (Beverages + Food)



• **ON-TRADE** is approx **32**%

**NB**: Beverages + Food

OFF-TRADE is approx 68%



Source: FSIN – Food Service institute 2018

#### **NETHERLANDS – OFF-TRADE CHANNELS**



- 85% of regular Dutch wine drinkers purchase wine from supermarkets.
- More than 50% of these same consumers buy their wine from just 2 Supermarkets:
  - Albert Heijn and
  - Gall & Gall.

#### Top wine-buying channels

% who have bought wine from the following channels in the past 6 months

	2014	2020	
In a supermarket	86%	85%	
At an off-licence chain	41%	33%	-
At a wine shop	29%	21%	•
Via the internet	9%	12%	•
At a wholesaler	13%	9%	•

### Top wine-buying retailers

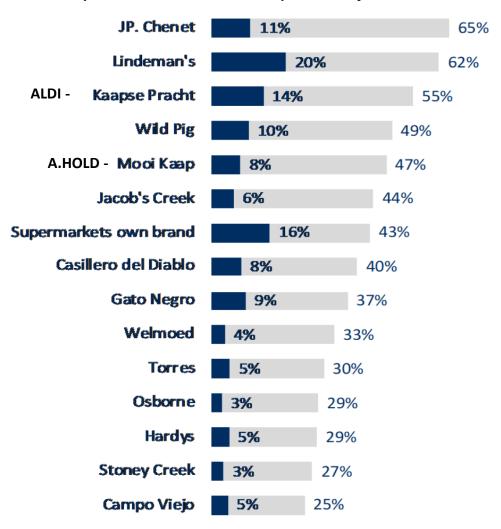
% who mainly use the following retailers to buy wine

		2014	2020	
cn	Albert Heijn	49%	51%	
Galle Gall	Gall & Gall	34%	35%	
ספועות	Jumbo	16%	27%	1
L\$DL	Lidl	22%	23%	
	Aldi	14%	11%	

#### **NETHERLANDS – TOP BRANDS: AWARENESS VS. PURCHASE**



#### Top 15 brands by **awareness** and respective **purchase** level:



#### WHAT DO TRADE EXPERTS SAY?

"Brands depend on the channel. Lindeman's and Concha y Toro are doing well. That is what you see a lot. The big brands are in the shops and they are doing well"

> Wine Consultant, Netherlands

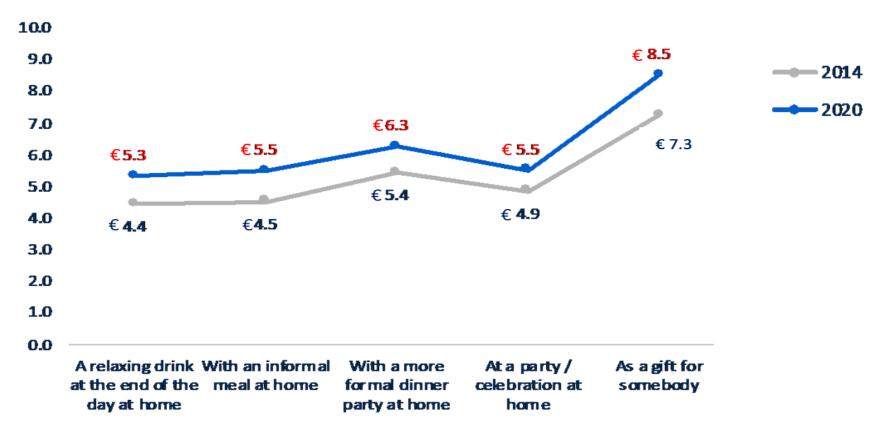
- % who have heard of the following brands
- % who have bought the following brands in the past 3 months

#### **NETHERLANDS – OFF-TRADE:** SPEND ON WINE BY OCCASION



Majority of consumers still spend less than €5 per bottle in **off-trade**, but a growing minority is spending more, - a premiumisation trend is taking hold slowly;

% who typically spend the following amount on a bottle of wine on each occasion Base = Those who drink wine on each occasion

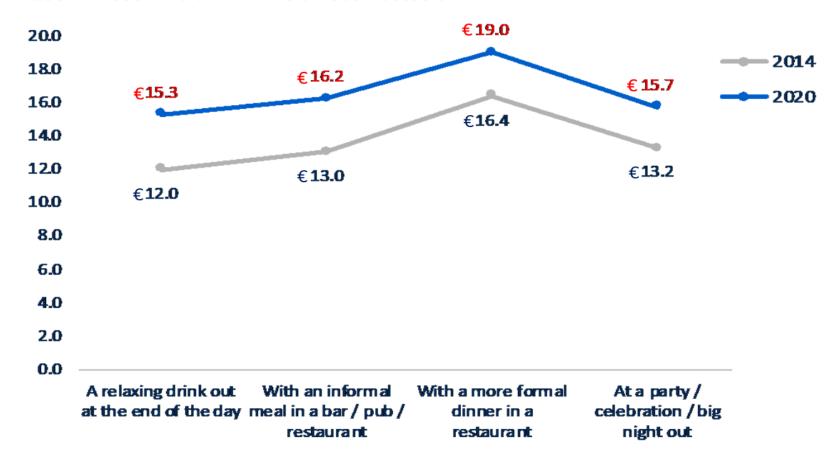


#### **NETHERLANDS – ON-TRADE: SPEND ON WINE BY OCCASION**



As with Off-trade, there is an increased willingness to trade up in the On-trade amongst regular Dutch wine drinkers.

% who typically spend the following amount on a bottle of wine on each occasion Base = Those who drink wine on each occasion





# GERMANY MARKET REPORT

#### **GERMANY – GENERAL OVERVIEW**



- Wine Imports decreased by 4%.
- Population increased by 2 million / 2,5%
- Consumption for both German- & Imported wine decreased by 4.5%

POPULATION & WINE CONSUMPTION BY ORIGIN	2012/2013 in 1.000 hl	2013/2014 in 1.000 hl	2014/2015 in 1.000 hl	2015/2016 in 1.000 hl	2016/2017 in 1.000 hl	2017/2018 in 1.000 hl
Wine imports total	15.982	16.012	15.392	15.232	15.125	15.343
Bevölkerung (in Mio.) / Population (millions)	80,8	80,8	81,2	82,2	82,5	82,8
theoretischer Verbrauch pro Kopf ges. (l)/ Theoret. per capita consumption (l)	25,0	24,4	24,1	24,6	24,4	23,8
inländischer Herkunft/German origin	9,0	8,8	8,6	9,2	9,1	8,9
ausländischer Herkunft/Foreign origin	12,1	11,9	11,9	11,9	11,8	11,6
Schaumwein / Sparkling wine	3,9	3,7	3,6	3,5	3,5	3,3

Source: Deutscher Wein Statistik 2019 / 2020

### **GERMANY** — WINE SALES CHANNELS: ON-TRADE / OFF TRADE



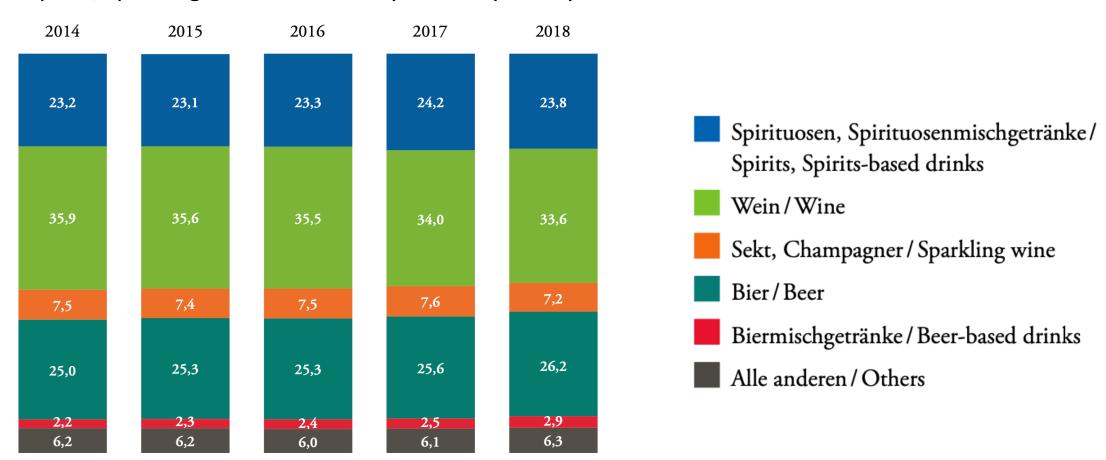
• ON-TRADE represents approx 20% of total wine sales.

- OFF-TRADE represents approx 80% of total wine sales, of which:
  - RETAIL SUPERMARKETS are the most important channel at 78% of Off-Trade.
  - Of these:
    - Discount supermarkets ("Discounters") 50 %;
    - Classic supermarkets 17%;
    - Hypermarkets 11%

## **GERMANY — HOUSEHOLD SPEND** ON ALC BEVERAGES (in %)



- Highest household spend is still on Wine well above 30%, but unfortunately <u>DECREASING</u>;
- Beer is increasing its share of spend influence of warmer weather patterns?
- Spirits, Sparkling Wine & Other stay relatively steady.

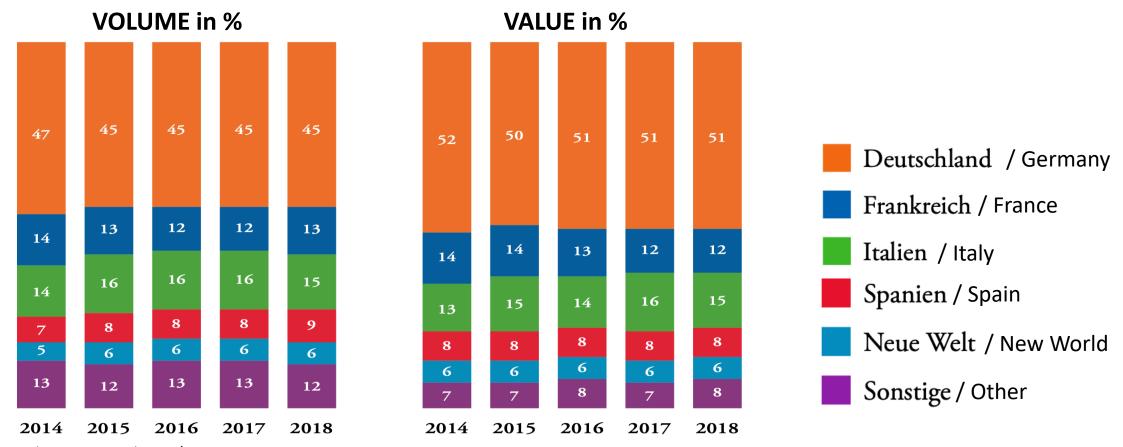


Source: Deutscher Wein Statistik 2019 / 2020

### **GERMANY** — HOUSEHOLD SPEND ON WINE BY COUNTRY OF ORIGIN



- Spend on German wines is by far highest, but GOING DOWN;
- Spend on France DOWN / Spend on Italy UP;
- Spain & New World <u>CONSTANT over 5 yrs</u>; good news for New World importing countries



Source: Deutscher Wein Statistik 2019 / 2020

### **GERMANY** — BULK IMPORTS by VARIETAL/COUNTRY



#### **IMPORTED VARIETALS:**

<ul> <li>WHITE represents</li> </ul>	40%	, of which:
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CHENIN BLANC - 5%
 SAUV BLANC - 7%
 CHARDONNAY - 23%

#### **RED** represents **60**%, of which:

ROSÉS (GENERIC + VARIETALS)	-		6%
GENERIC RED	-		6%
MERLOT	-		10%
CABERNET SAUVIGNON	-		20%
SHIRAZ / RUBY CAB / RED ZIN	_	EACH	5%

#### **IMPORT COUNTRIES:**

- CHILE is 1<sup>st:</sup> at 37% of all imports, almost double most other countries, except AUSTRALIA, 2<sup>nd</sup> at 22% of total.
- <u>NB:</u> These 2 countries dominate with Sauv Blanc / Chardonnay / Merlot / Cab Sauv / Shiraz (highlighted 60%)
- CHILE'S additional advantage There is no import Duty on Chilean wine imported into any EU country;
- CALIFORNIA & SOUTH AFRICA are both at 18% of imports and all other countries are in single digit numbers.
- OPPORTUNITY for USA / ARG / RSA Is market share on Chardonnay / Sauv Blanc / Merlot / Cab Sauv / Shiraz (the dominated 60%).

## IN CONCLUSION: UK / NETHERLANDS / GERMANY



- Wine Consumption (ie Volume) shows a steadily declining trend in all 3 these markets;
- Value is very slowly, but steadily increasing through consumers preferring better quality and buying up, even despite current adverse economic conditions;
- Online is becoming a separate important growing market, which has not matured yet, so potentially still lots of scope;
- As things stand now, there are still opportunities for countries, especially NEW WORLD, to grow their international bulk varietals in some of these market segments;





nielsen

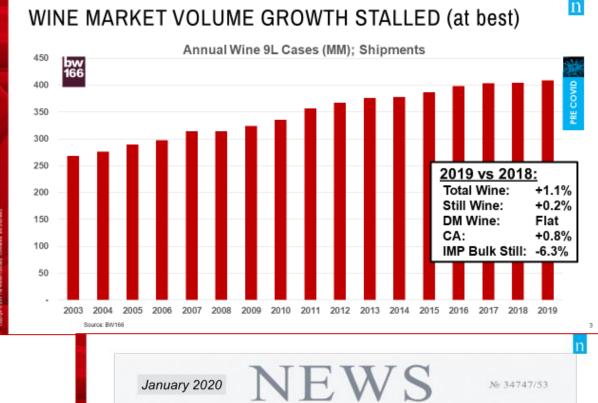
# WINE – Sales & Consumer Update

Ciatti Market Update Webinar August 12, 2020

Danny Brager – Beverage Alcohol Consulting Former Nielsen SVP Beverage Alcohol Practice bragerdanny@gmail.com

## Wine – Where We Were Pre-COVID





January 2020 IEWS

Only fresh news

No 34747/53

Founded 1953

Is the U.S. Wine consumption boom over?

Oversupply of premium wine, slower sales growth

Millennials not embracing wine

Millennials like White Claw better than wine

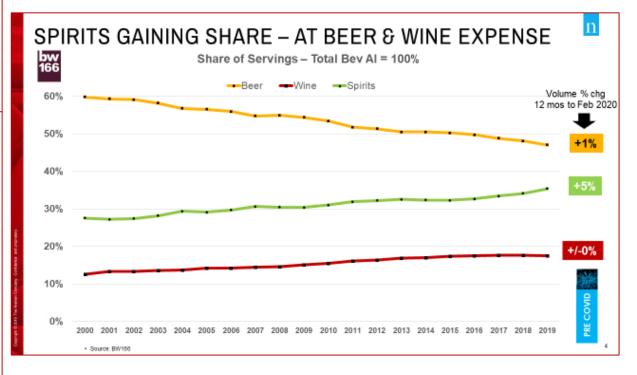
Hard times ahead for U.S. Wine

Wine grape growers felt the squeeze in 2019; 2020 looks no friendlier

- Growth stalled/volumes flat
- Corroborated by a number of industry sources

Losing share





# UNLIKE **ANYTHING** WE'VE EVER SEEN - & HOPE WE NEVER WILL **AGAIN**



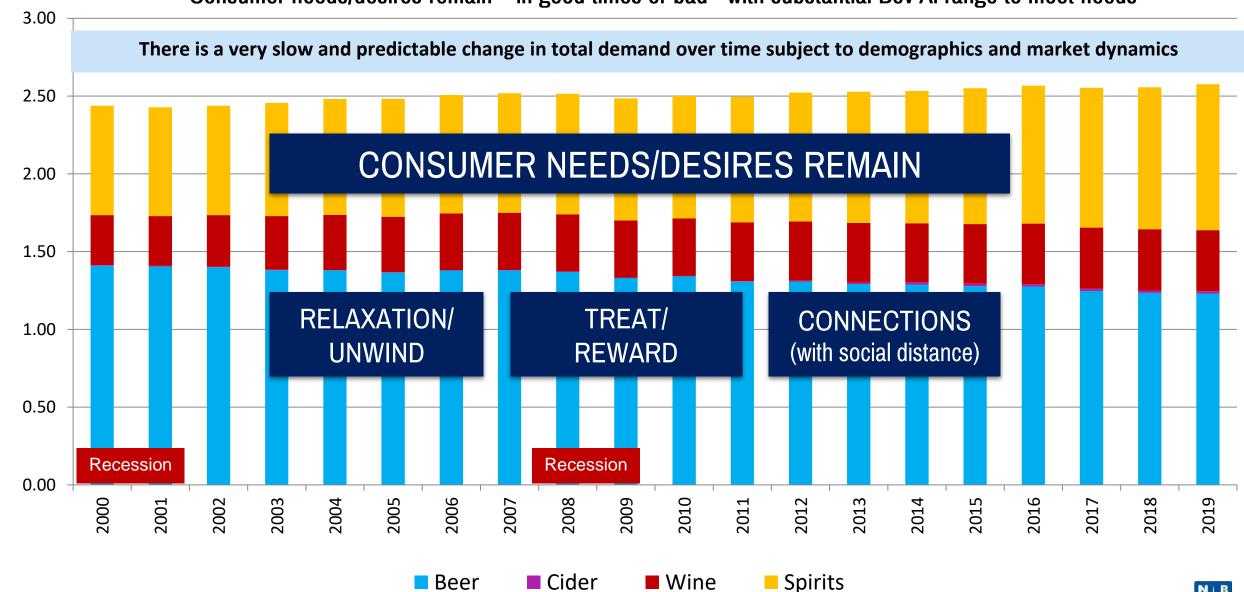
## THE WORLD AS WE KNOW IT NOW

OVERALL	COMMENTS		
Safety – health & hygiene	#1 consideration		
Massive shifting of "WHERE"	<ul> <li>On to Off Premise; a greater 'homebody' economy</li> <li>ON the premises to more delivery/take-out</li> <li>E-commerce/digital explosion</li> </ul>		
<ul><li>Consumers act/react differently</li><li>Economic impacts</li><li>Health related behavior</li></ul>	<ul> <li>Constrained vs Insulated spenders?</li> <li>Younger vs older?</li> <li>Who is <u>the</u> consumer?</li> </ul>		
Premiumization/Trading Up Muddier & more nuanced now	In mainstream channels – YES, but in highly premium channels – NO On Premise trading down? On to Off Premise shifting down in 'spend'		
Industry/Company Impact	EXTREMELY UNEVEN – Big vs small; Off vs On Premise balance; 3-Tier vs DtC balance		
Overall Consumption	<ul> <li>Likely in the flat range overall</li> <li>Beer share losses accelerating</li> <li>Spirits growing best</li> <li>Wine growing – but likely only a little?</li> </ul>		

#### GALLONS OF ETHANOL CONSUMED PER CAPITA

n

Consumer needs/desires remain – in good times or bad - with substantial Bev Al range to meet needs



Source: Compiled by NBWA, 2020



### A FEW KEY THINGS RE: nielsen measurement

- Off Premise; mainstream channels + some Liquor channel geographies/retailers
  - Retail sales to consumers
  - Weekly reporting
  - Some brick & mortar retailers include their e-comm. sales in what we receive
- Averagely, off premise volume would initially have needed to grow in the low +20% range for total category growth to get back to flat; now need to be in high teens
  - To grow share, a segment or brand has to grow above that level
- On Premise; Restaurants & Bars

#### nielsen OFF PREMISE



- Food (Total US); incl. Whole Foods
- **Drug** (Total US)
- Mass Merchandiser (Target, Walmart)
- Dollar (Family Dollar, Dollar General)
- Select Warehouse Club Stores (Sam's, BJ's)
- Military Exchanges (AAFES, Nexcom, MCG, CGX)
- Convenience (Total US)
- Liquor\* (selected geographies/retailers)
  - 7 geographic mkts CO, FL, MA, MD, MN, NJ, NYC
  - 20+ key Liquor chains across the country
  - Wine.com





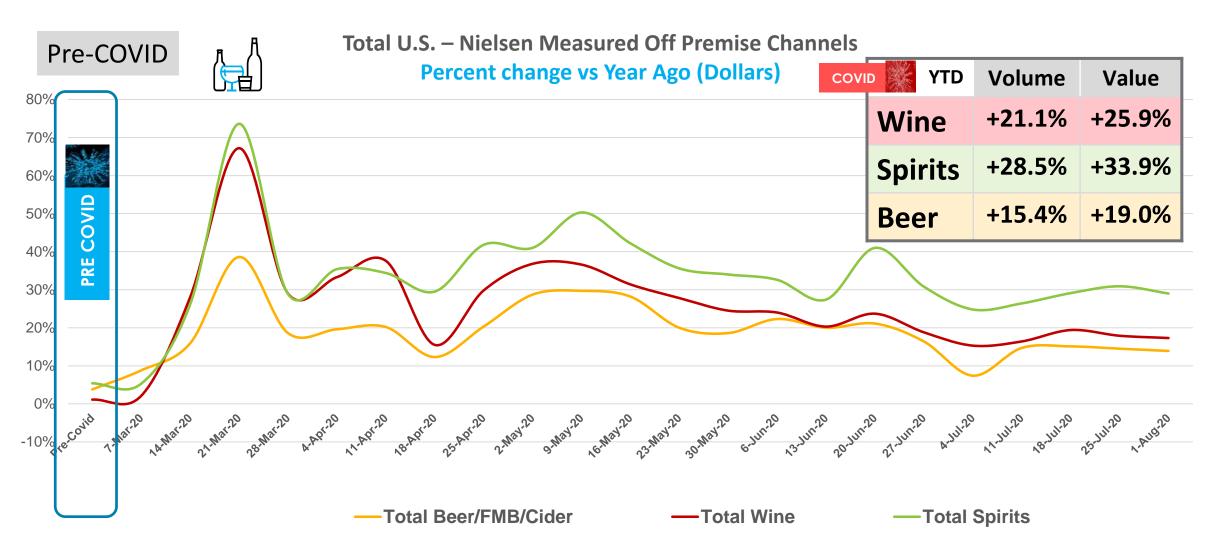
## IMPORTANT TO REVIEW RECENT TIME PERIODS TO DETERMINE IF/HOW CONSUMER BEHAVIOR IS CHANGING AGAIN



TIME PERIODS	WHAT'S INCLUDED
PRE-COVID	52 w/e Feb 29, 2020
COVID YTD	w.e. March 7 thru latest week Aug 1; 22 weeks
Restricted Living	w.e. March 7 thru May 30, 2020
> Re-Opening	w.e. June 6 thru latest week (July 25, or Aug 1)

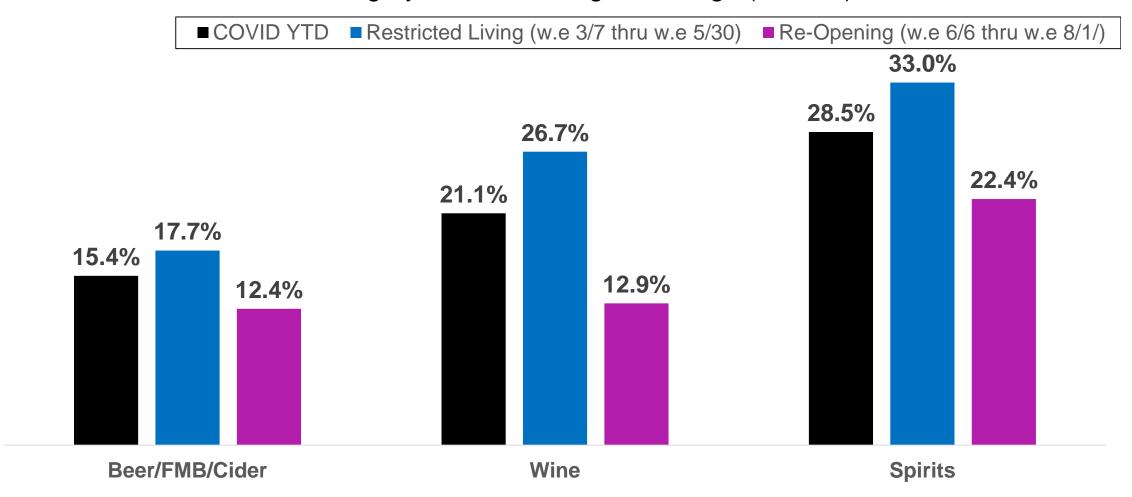


## SPIRITS LEADS OFF PREMISE RETAIL GROWTH & GAINING SHARE; WINE NEXT, BEER TRAILING & LOSING SHARE



## RETAIL OFF PREMISE GROWTH HAS TAPERED POST THE INITIAL LOCKDOWN; SPIRITS GROWTH HELD BEST; WINE LEAST

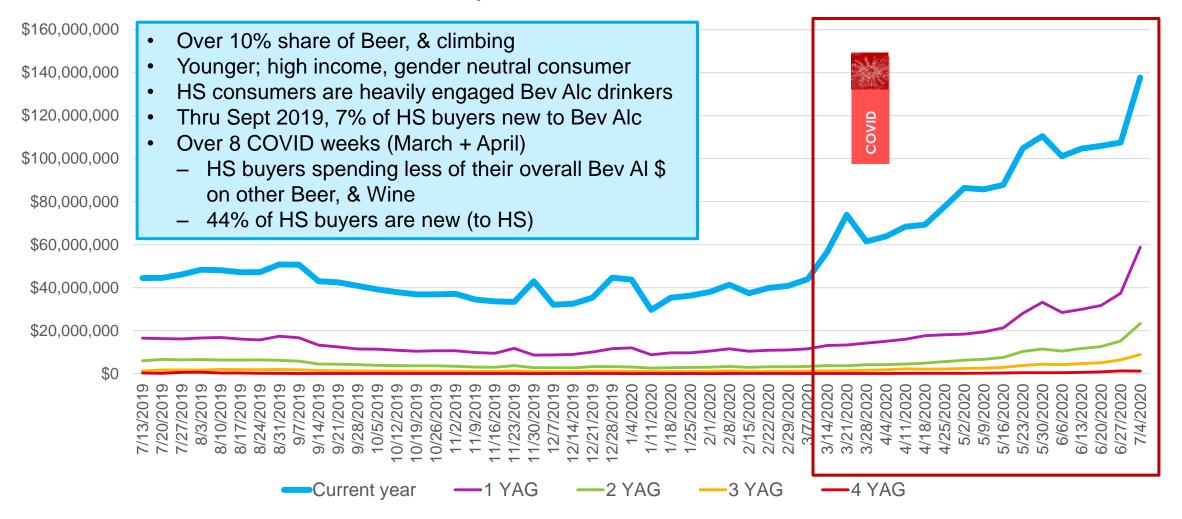
Category Percent Change vs Yr Ago (Volume)



#### HARD SELTZERS NOW OVER \$3B ANNUALLY

Hard Seltzer type Spirits/Wine represent additional \$175MM annually (+91% vs YAG)

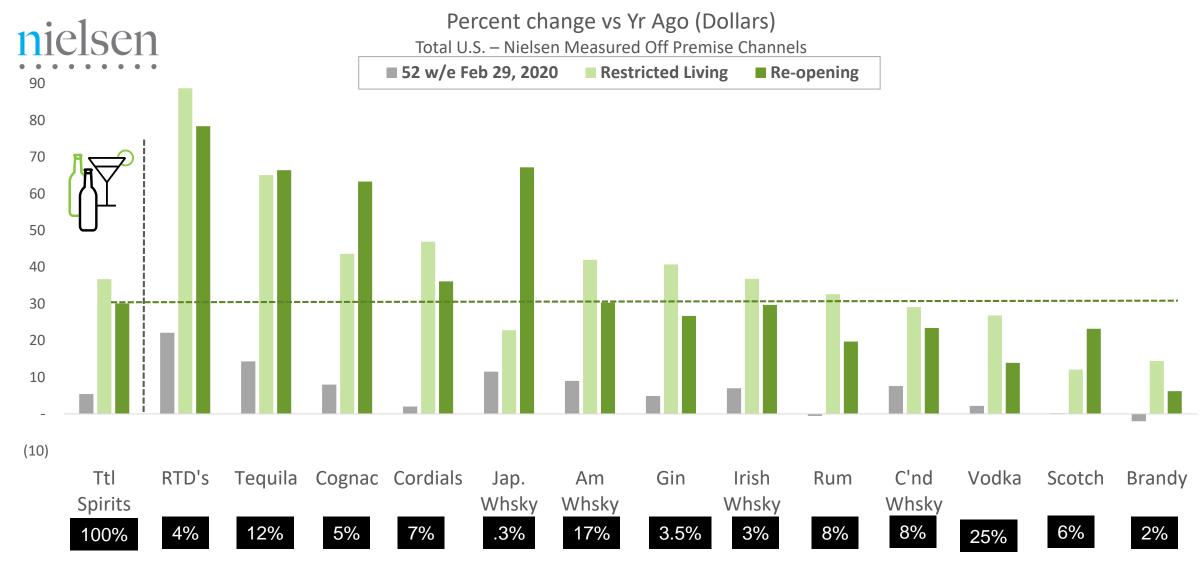
Weekly Hard Seltzer Dollar Sales



Source: Nielsen Measured Off Premise Channels

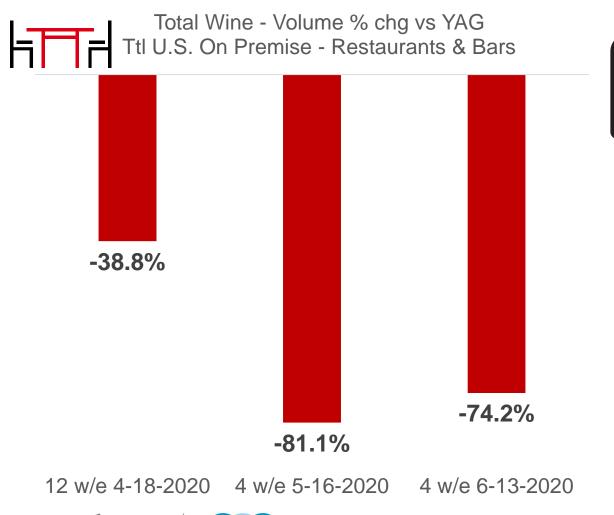
### SPIRITS GROWTH LED BY RTD's, TEQUILAS, COGNAC – both

"convenience" and DIY drinks around the home



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## ON PREMISE WINE VOLUMES REMAIN IN HUGE DISTRESS, WHILE OFF PREMISE GROWTH RATES HAVE SHRUNK

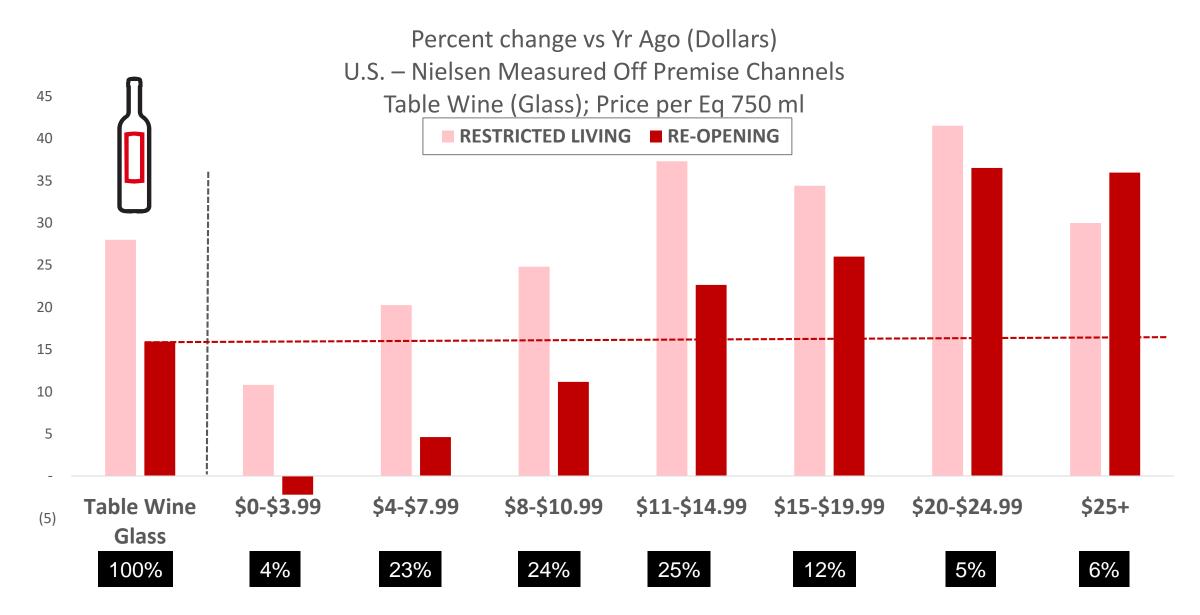


Total Wine – Volume % chg vs YAG Ttl U.S. - Nielsen Measured Off Premise 26.7% 21.1% 12.9% **COVID YTD** Restricted Living Re-Opening



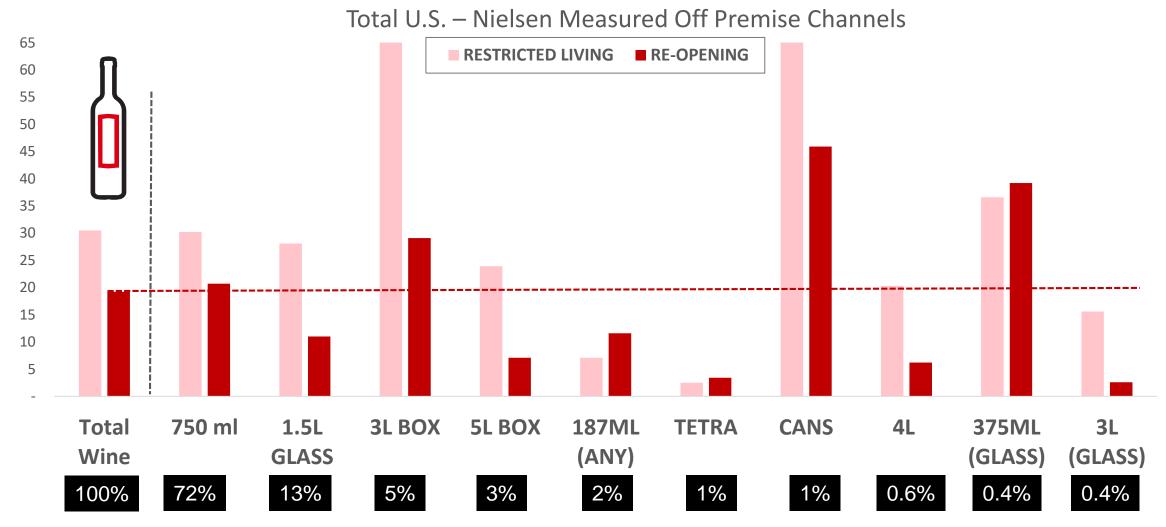


#### CONSUMERS TRADING UP in RETAIL OFF PREMISE

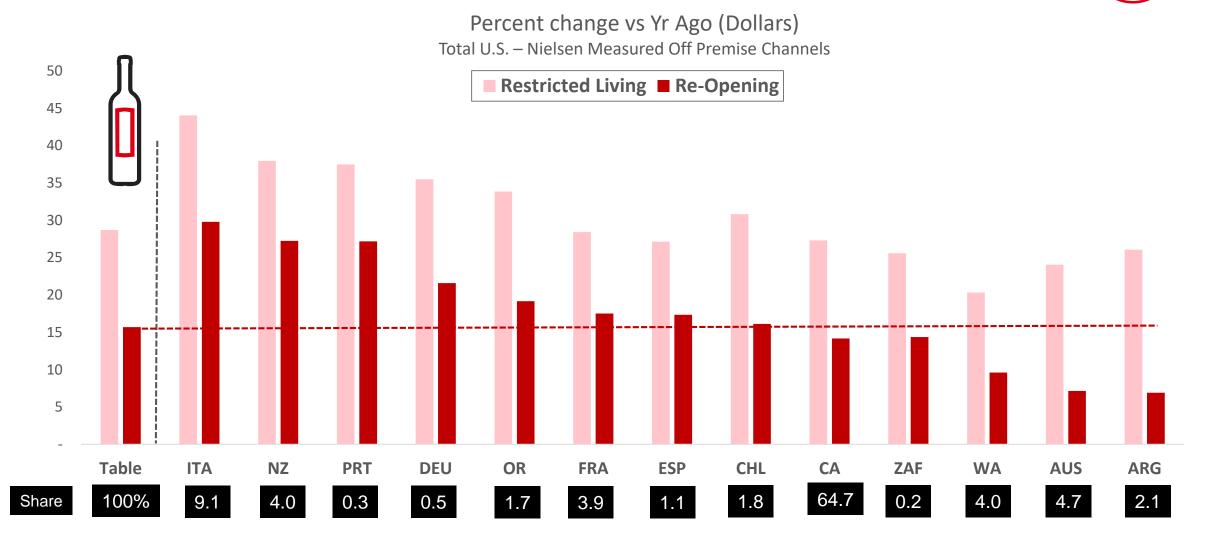


### LARGER FORMAT SIZE GROWTH NOW DECELERATING; CANS & ½ BOTTLE WITH CONSIDERABLE GROWTH ON SMALL BASE

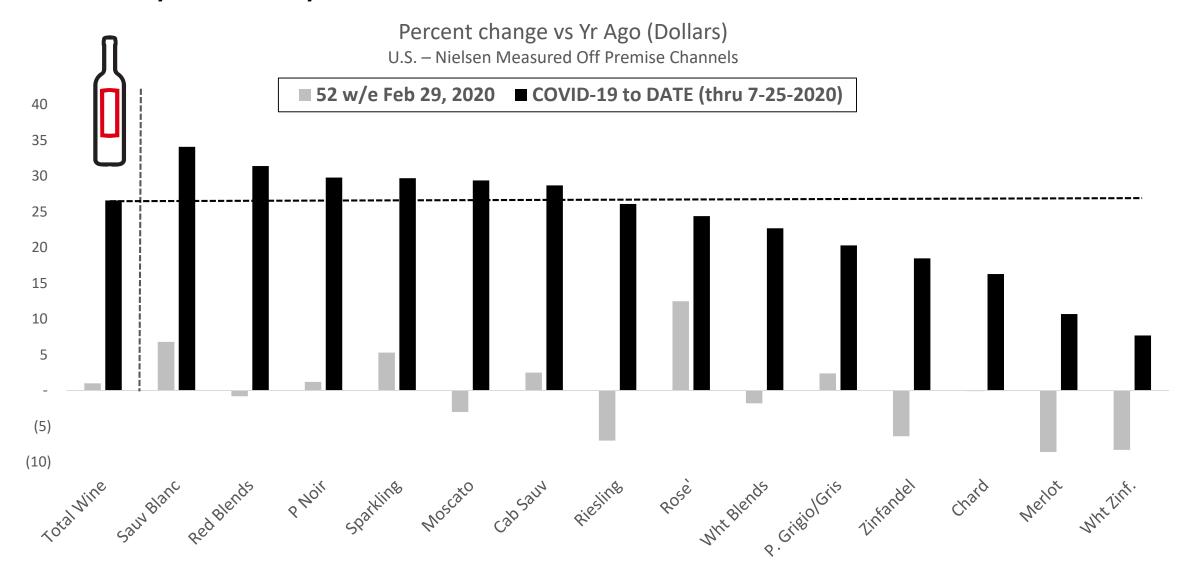
Percent change vs Yr Ago (Dollars)



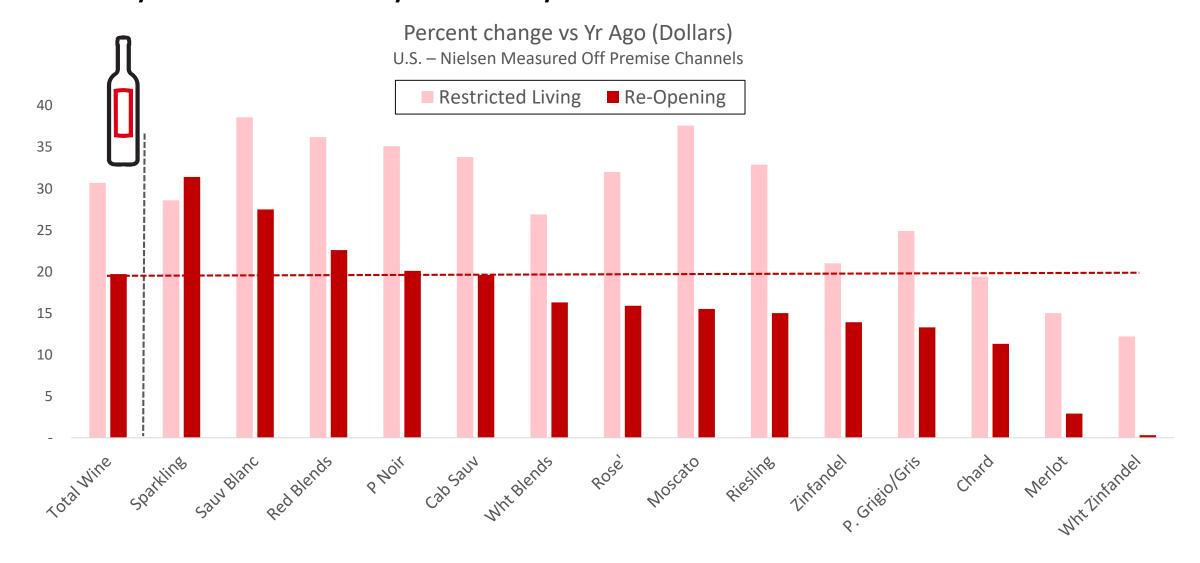
## TABLE ORIGIN % GROWTH LED BY SOME IMPORTS (NZ, PRT, DEU, FR), & OR; BUT CA LEADS ABSOLUTE GAINS BY FAR



## VARIETAL GROWTH COVID YTD LED BY SAUV BLANC, RED BLENDS, P NOIR, SPARKLING – MOSCATO & RIESLING REBOUND



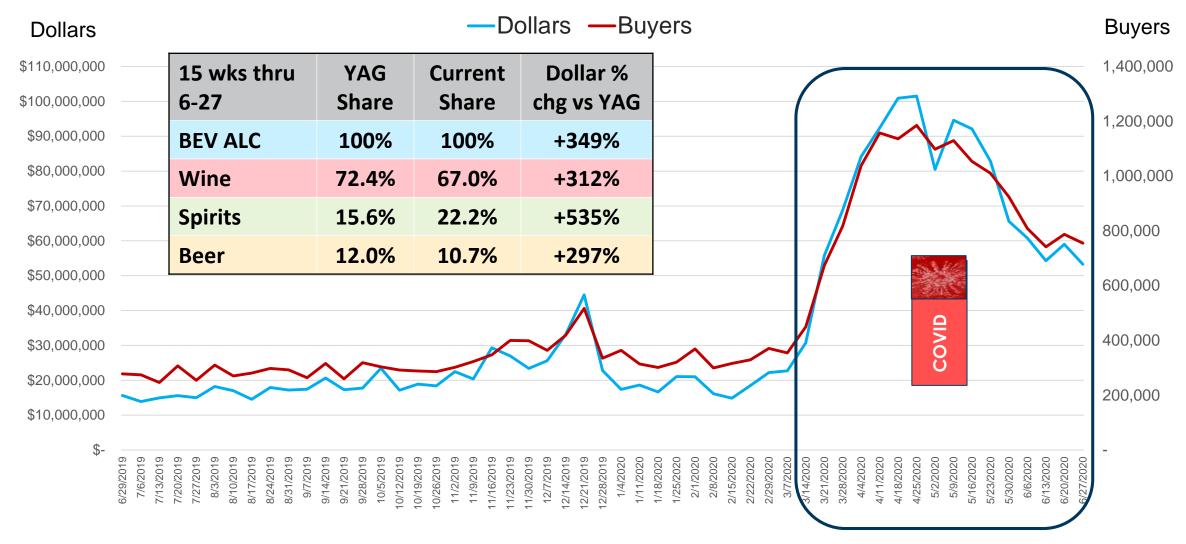
## RECENT VARIETAL GROWTH LED BY SPARKLING, SAUV BLANC, RED BLENDS, P NOIR, CAB SAUV



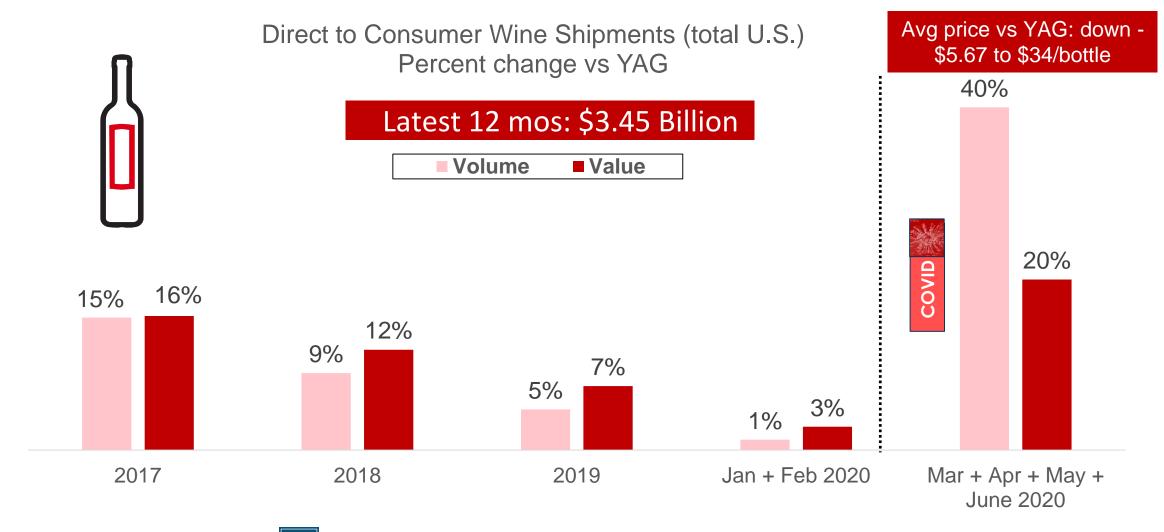
## ALCOHOL E-COMM GAINS (3-TIER & DtC) DRIVEN BY NEW BUYERS; DOMINATED BY WINE, BUT SPIRITS LEAD GROWTH



#### **Alcohol E-Commerce Trend**



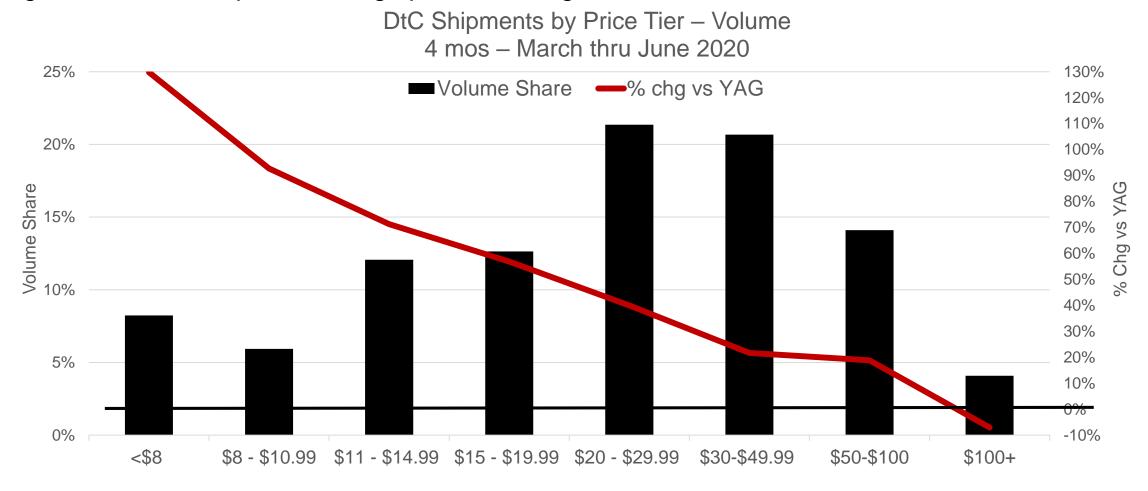
## DtC WINE SHIPMENTS GROWTH REBOUNDS AS TASTING ROOMS SHUTTER, BUT PRICE IMPACTED



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## DtC SHIPMENTS: PRICE TIER GROWTH HIGHEST at LOWER END; SLOWS AS PRICE INCREASES

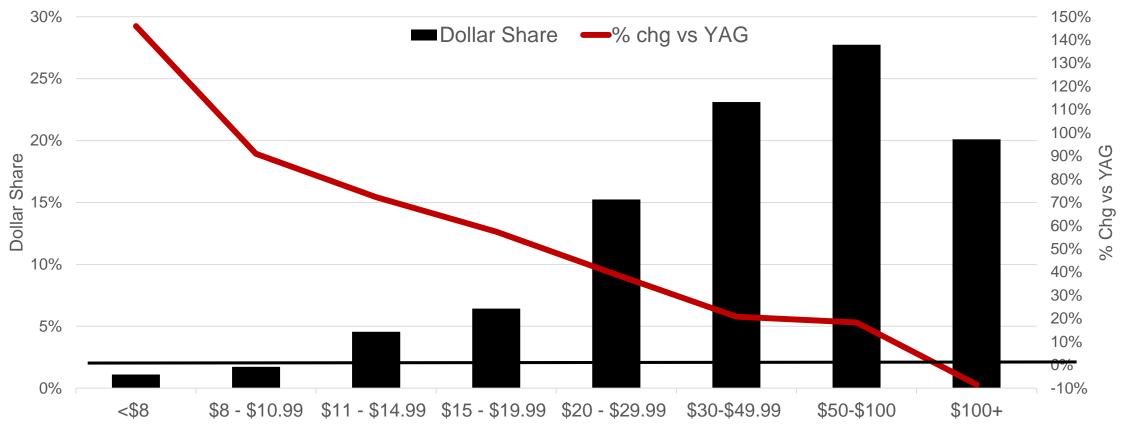
Significant volume spread through price tiers; highest \$20-\$50



## DtC SHIPMENTS: PRICE TIER GROWTH HIGHEST at LOWER END; SLOWS AS PRICE INCREASES

Based on dollars, >\$30 dominates

DtC Shipments by Price Tier – Dollars 4 mos – March thru June 2020



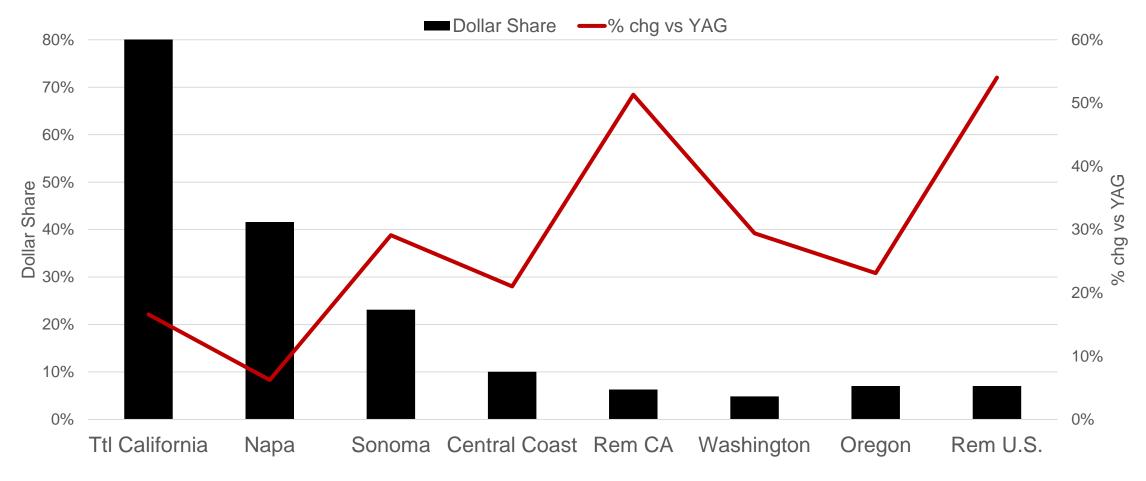




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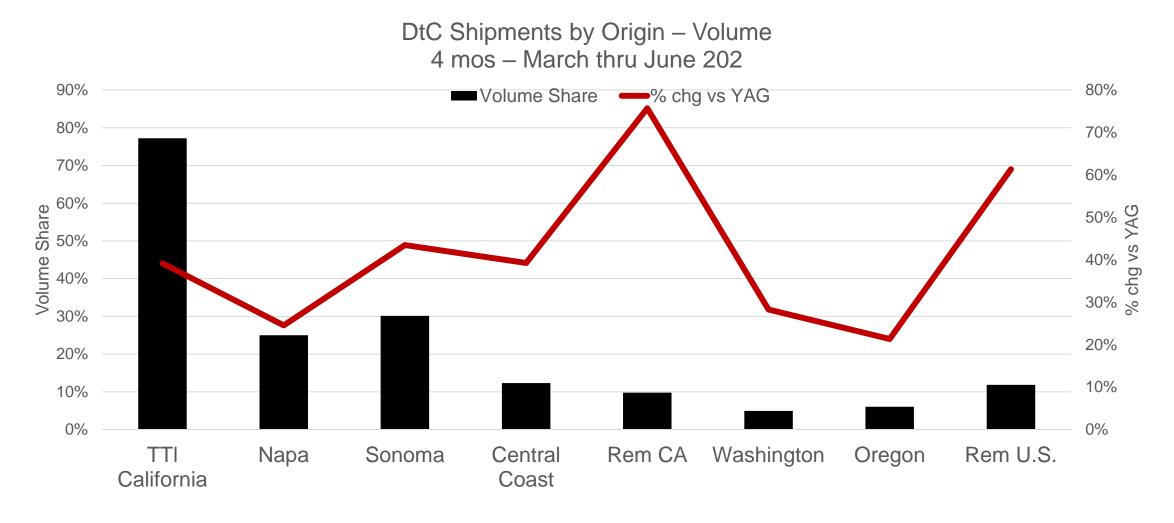
## DtC SHIPMENTS: ORIGIN DOLLAR GROWTH STRONG but NAPA ONLY UP SINGLE DIGITS

DtC Shipments by Origin – Dollars 4 mos – March thru June 2020



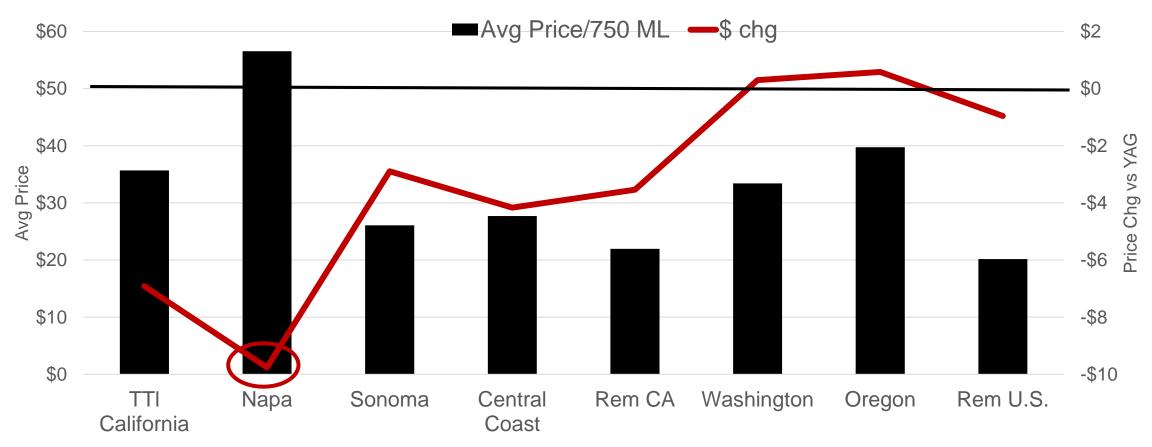
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## DtC SHIPMENTS: ORIGIN VOLUME GROWTH STRONG GENERALLY, INCL NAPA



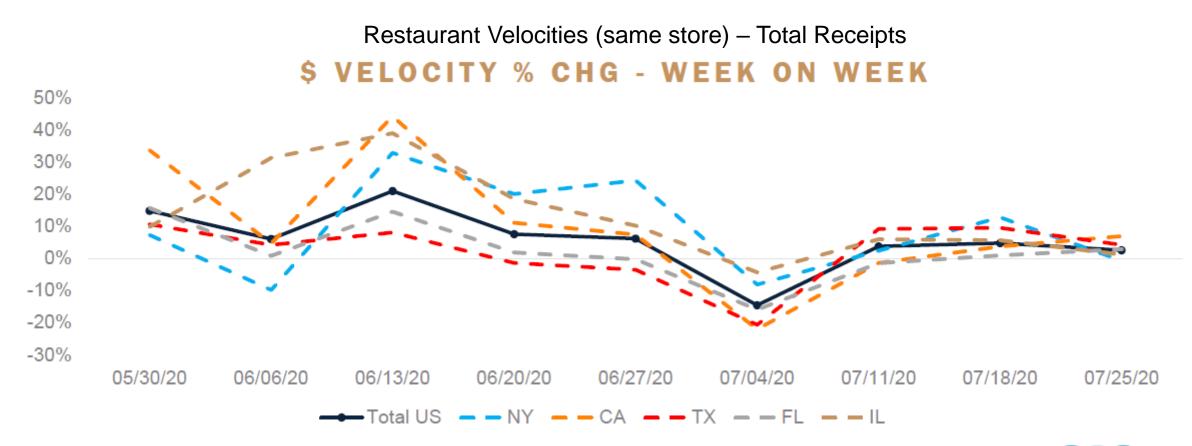
## DtC SHIPMENTS: PRICE FALLING MODERATELY IN CA EXCEPT FOR MORE EXTREME NAPA DROP; PRICE HOLDING BEYOND CA

DtC Shipments by Origin – Avg Price/Price Chg 4 mos – March thru June 202



#### RESTAURANT WEEK TO WEEK VELOCITIES RELATIVELY STABLE

"Same store" On Premise velocities are down close to -30% vs YAG in the week to July 25; since the July 4<sup>th</sup> dip, the major states have shown a relatively stable picture throughout the month vs the larger fluctuations we were seeing prior

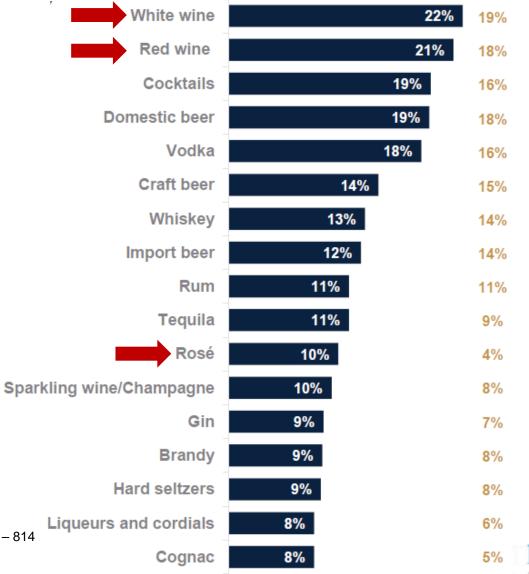




#### What did you drink when in bars and restaurants in past 2 weeks?

Previous 2 weeks









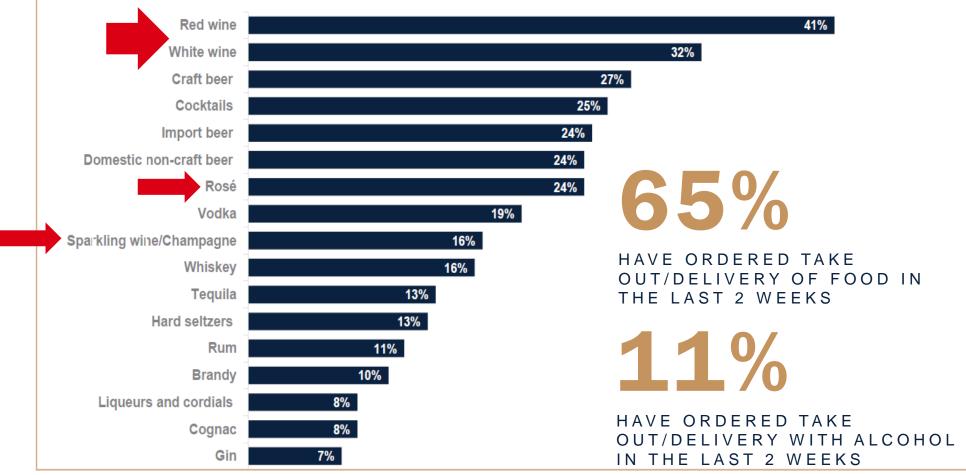


#### DRINKS WITH TAKE OUT/DELIVERY

And among those ordering alcohol

Which of the following have you ordered for take out/delivery in past 2 weeks?

to go





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#### **SOME CLOSING THOUGHTS**

- The true economic fallout could still be ahead of us; "VALUE" end growth could accelerate if the economic burden grows, & consumers adjust their spend
- Consumers 'trading up' today in mainstream off premise, but down in DtC & On Premise
- Retail off premise (brick n mortar) & e-commerce will remain the biggest opportunity for the forseeable future, connected to a significantly larger 'homebody' economy
- On premise very fragile; many locations will close
  - Assortment/menus likely to shrink
  - Pricing may need to adapt
  - More delivery including alcohol to go
- Size importance of key consumer groups to your business
  - Constrained VS Insulated
  - Younger VS Older LDA

minimize downside/maximize upside

- City centers/Suburban/Rural (flight away from high commuter city centers)
- Battle for share within Beverage Alcohol, and Wine; imperative to move inventory

Be granular (geography, timelines) to quickly act on/react to local demand signals

Be flexible and nimble for twists and turns that will lie ahead

