

Self-Care: The Future of Healthcare



Today's Presenter



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Agenda

Health in the hands of the consumer

- Consumer role in health increasingly shifting
- Understanding *how* and *why* provides insight for opportunities

Exploring the shift through the lens of the GLP-1 consumer and opportunity

Health is in the hands
of the consumer

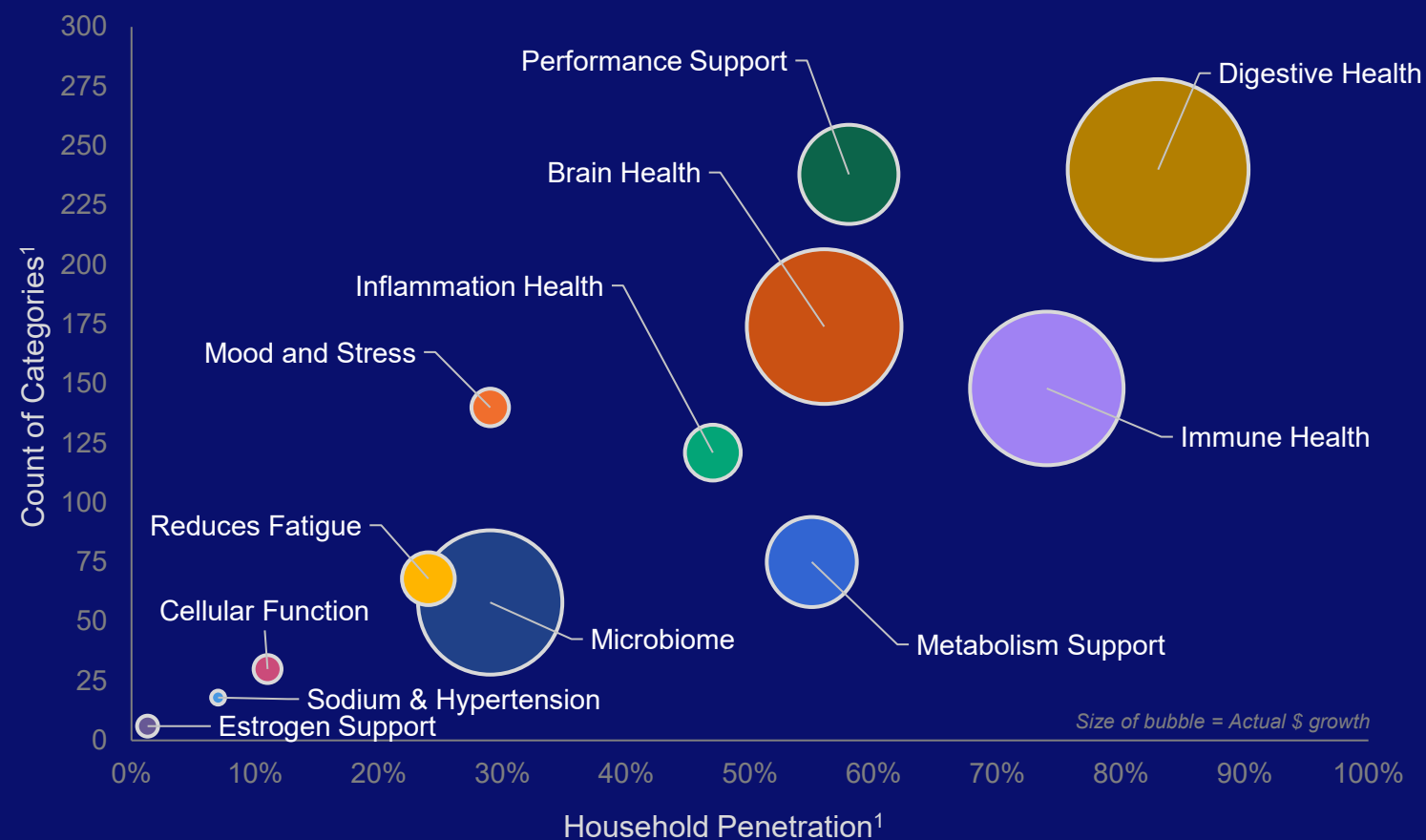
Consumer Hierarchy of Needs on Wellness



70% of global consumers believe they are proactive in managing their health and 57% now prioritize “aging well” more than they did five years ago.

Consumers indicating their top health priorities across the store

Sizing the growing Health & Need States



Functional Beverages²

- Microbiome (Soft Drinks)
- Digestive health (Soft Drinks)
- Immune system health (Soft Drinks, Sp. Water, Energy beverages)
- Metabolism support (Energy beverages, Sports Drinks)
- Sleep support (Soft Drinks)
- Inflammation health (Kombucha)

Vitamins, Minerals, Supplements²

- | | |
|-------------------------|----------------------|
| Hydration supplement* | Obesity support |
| Headache & migraine | Immune system health |
| Performance supplement* | Cholesterol support |
| Electrolyte supplement* | Reduces fatigue |

*Supplements sub category

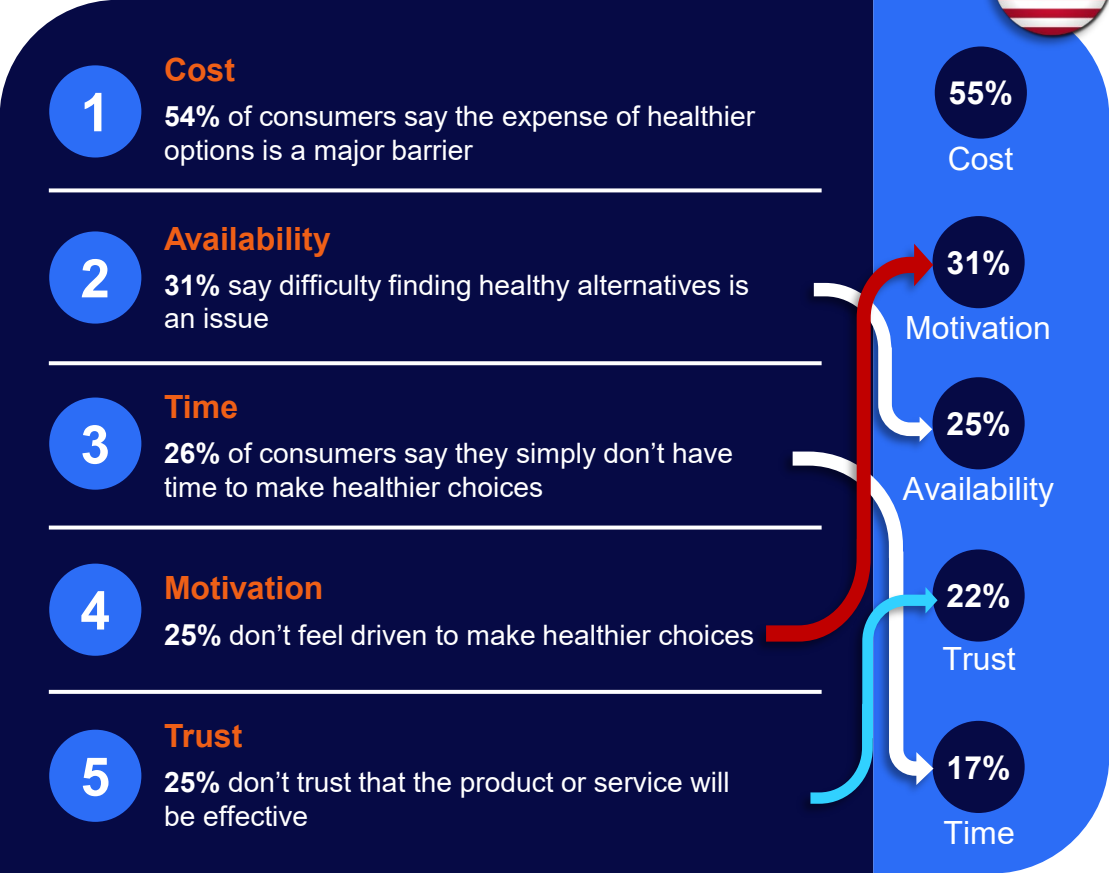
1 – Source: Count of Categories and Sales growth = NIQ RMS, 52 weeks ending November 30, 2024; Household Penetration – NIQ Homescan; Total US, Total Store - Health & Need States NPI claims, 52 weeks ending November 23, 2024
2 – Source: NIQ, Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC; Pet Care, Health & Need States NPI claims within VMS, Beverages; 4 year \$ CAGR; 52 weeks ending November 30, 2024

Cost is top barrier of health

Top barriers hindering healthier life choices

Global

US



News Release

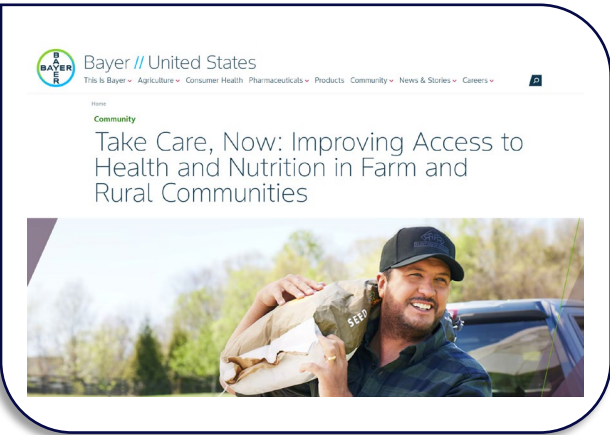
Annual Family Premiums for Employer Coverage Rise 6% in 2025, Nearing \$27,000, with Workers Paying \$6,850 Toward Premiums Out of Their Paychecks

More of the Largest Firms Cover GLP-1s for Weight Loss, and Use Is Higher Than Expected; Some May Be Limiting Coverage

Published: Oct 22, 2025

45% struggle to pay the costs of health care

MRI | SIMMONS



64% of US: Rising insurance costs are causing me financial stress

MRI | SIMMONS

39% I have decreased my medical insurance coverage because of cost

MRI | SIMMONS

HEALTH | HEALTHCARE

Big Changes Are Coming for 2026 Medicare Plans. What You Need to Know.

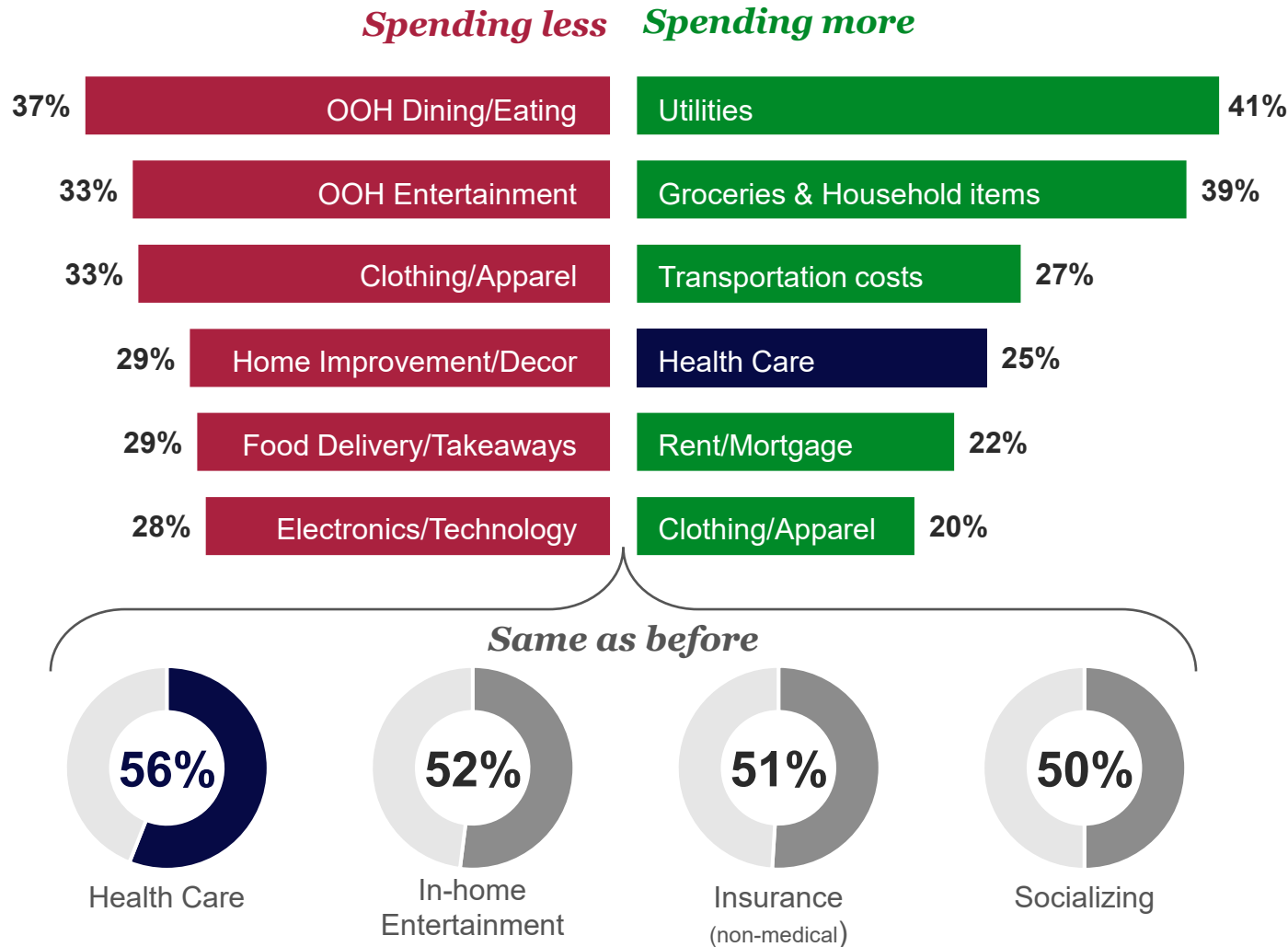
Skinnyer benefits, higher premiums and fewer options mean more than a million seniors should shop for new coverage during open enrollment

40% often go without medical care because it costs too much.

MRI | SIMMONS

2026 wallet intentions reinforce the idea of a cautious mindset

Health care costs are anticipated to be same or more of overall budget

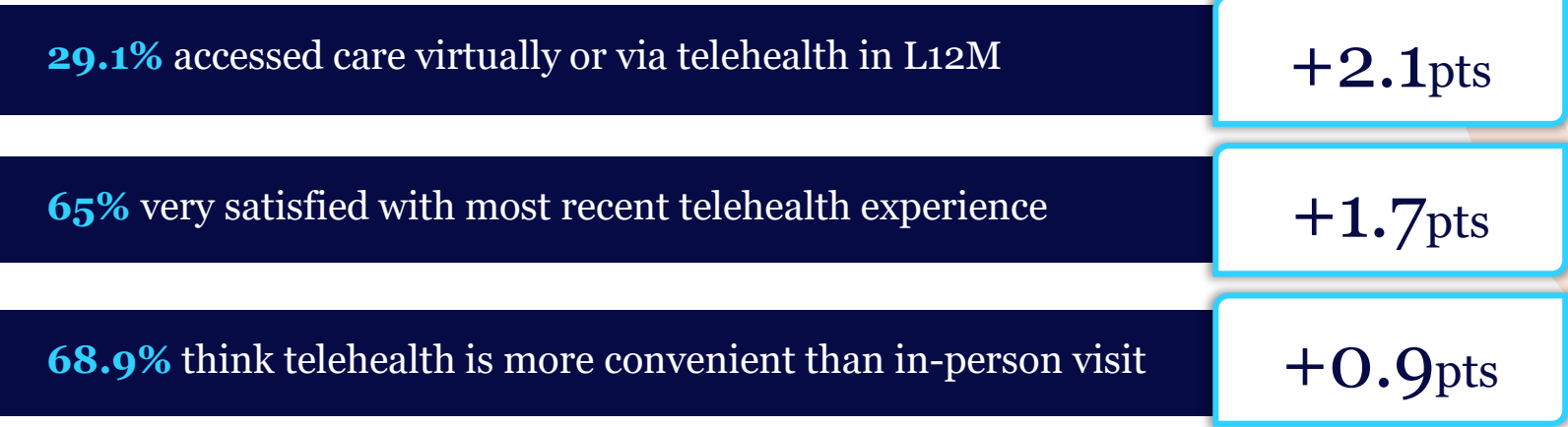
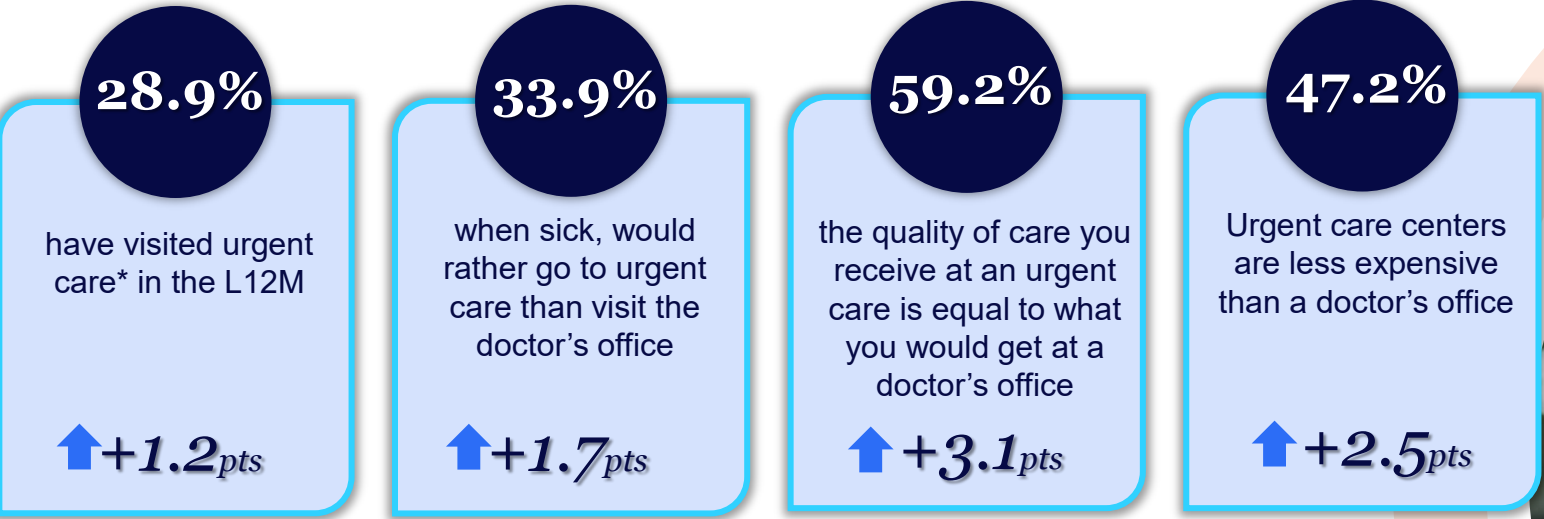


38%

of consumers agree:
“I take *proactive measures to look after my health* to prevent issues in the future”

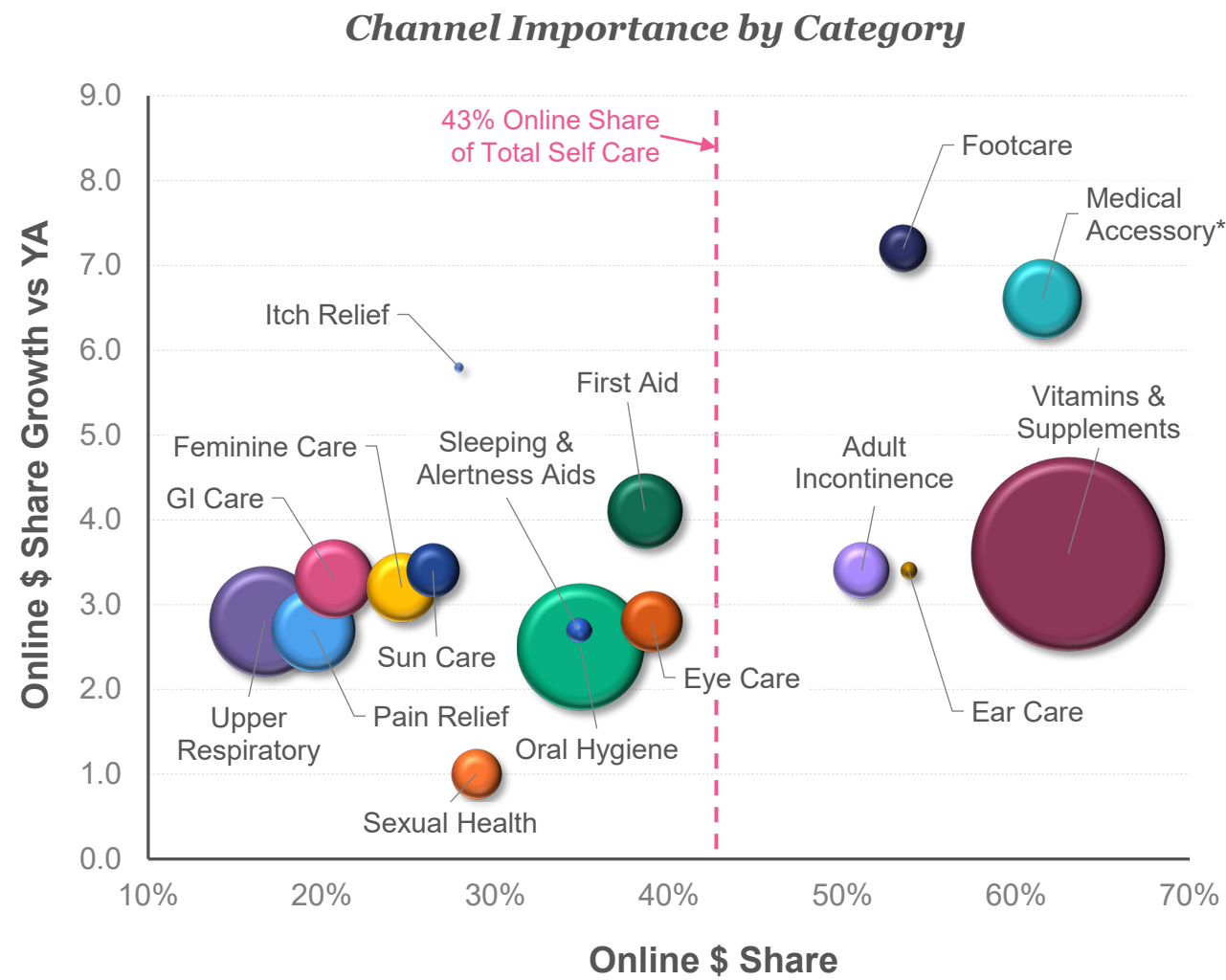
Source: NIQ Consumer Outlook 2026 (US View)

Redefining the healthcare experience



**does not include Retail Health Clinics: 30.1% of the US has visited in L12M*

Most self care categories still sold primarily in store but shifts online occurring



* Medical Accessory excluding *Test Kit** Self Care = Adult Incontinence, Ear Care, Eye Care, Feminine Care, First Aid, Foot Care, GI Care, Itch Relief, Medical Accessory, Oral Hygiene, Pain Relief, Sexual Health, Sleeping & Alertness Aids, Sun Care, Upper Respiratory, Vitamins & Supplements; Source: NIQ, Omnisales+; Total US; Total Health & Beauty Care Department; \$ % share of volume; 52 weeks ending September 27, 2025

Walmart to Offer Discounted GLP-1 Drugs, Following Costco, Sam's Club, and CVS

Costco to sell Ozempic and Wegovy at a large discount for people without insurance

Walmart Health: Is the Retail Giant Becoming Healthcare Gateway?

How Walmart is building trust and innovation in wellness

Amazon Pharmacy introduces in-office kiosks to help patients get medications immediately after appointments



LabCorp is growing +6.8% in sales over the last six months



Target added 2K items to wellness assortment

A collection of Ulla products, including a bottle of "Lemme Purr" and a box of "Micronized Creatine".

Ulla

Feminine Care
Supplements
Aromatherapy
Personal Care

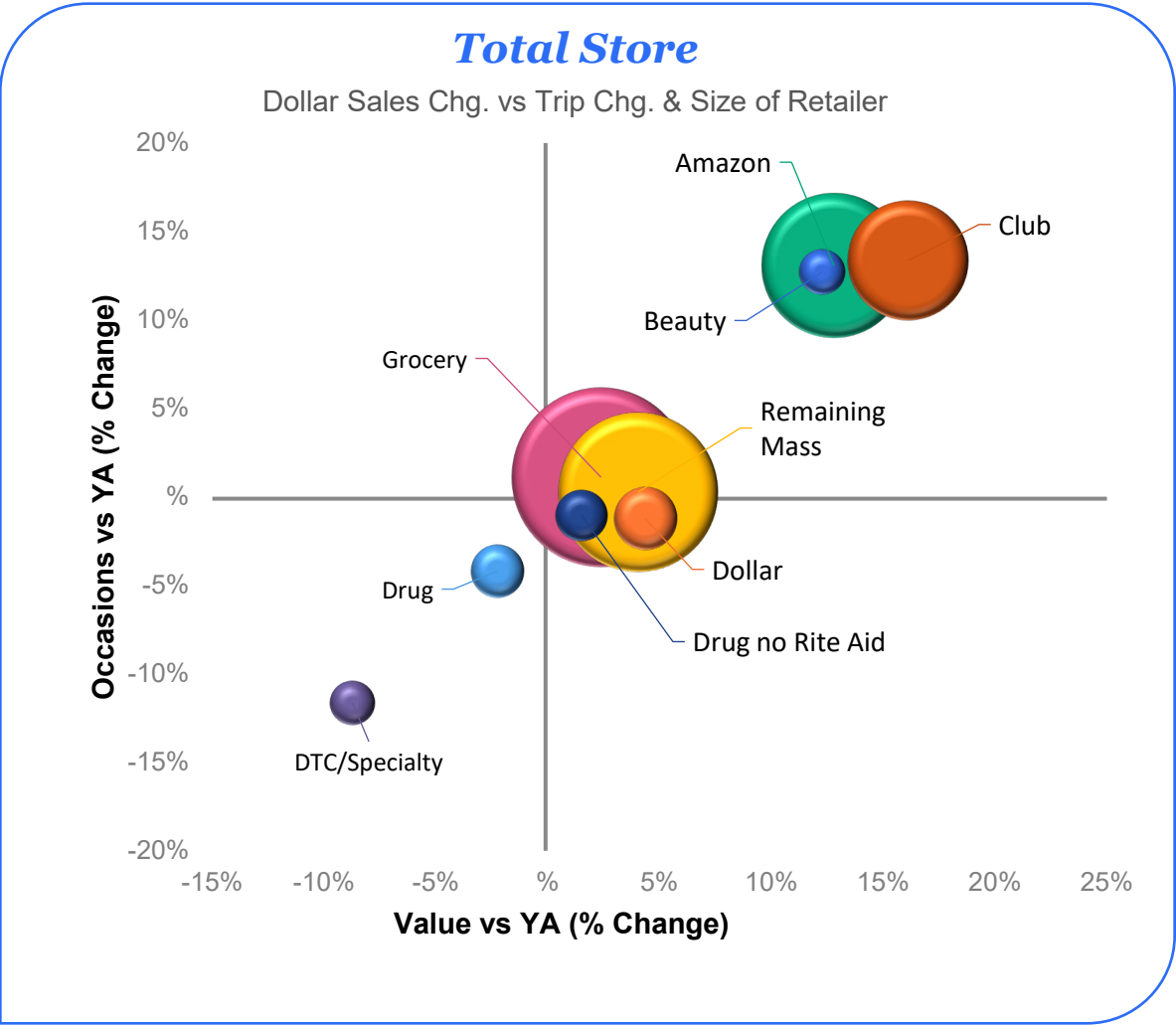
A collection of Sephora products, including a box of "Nutrafol" and a facial mask.

Sephora

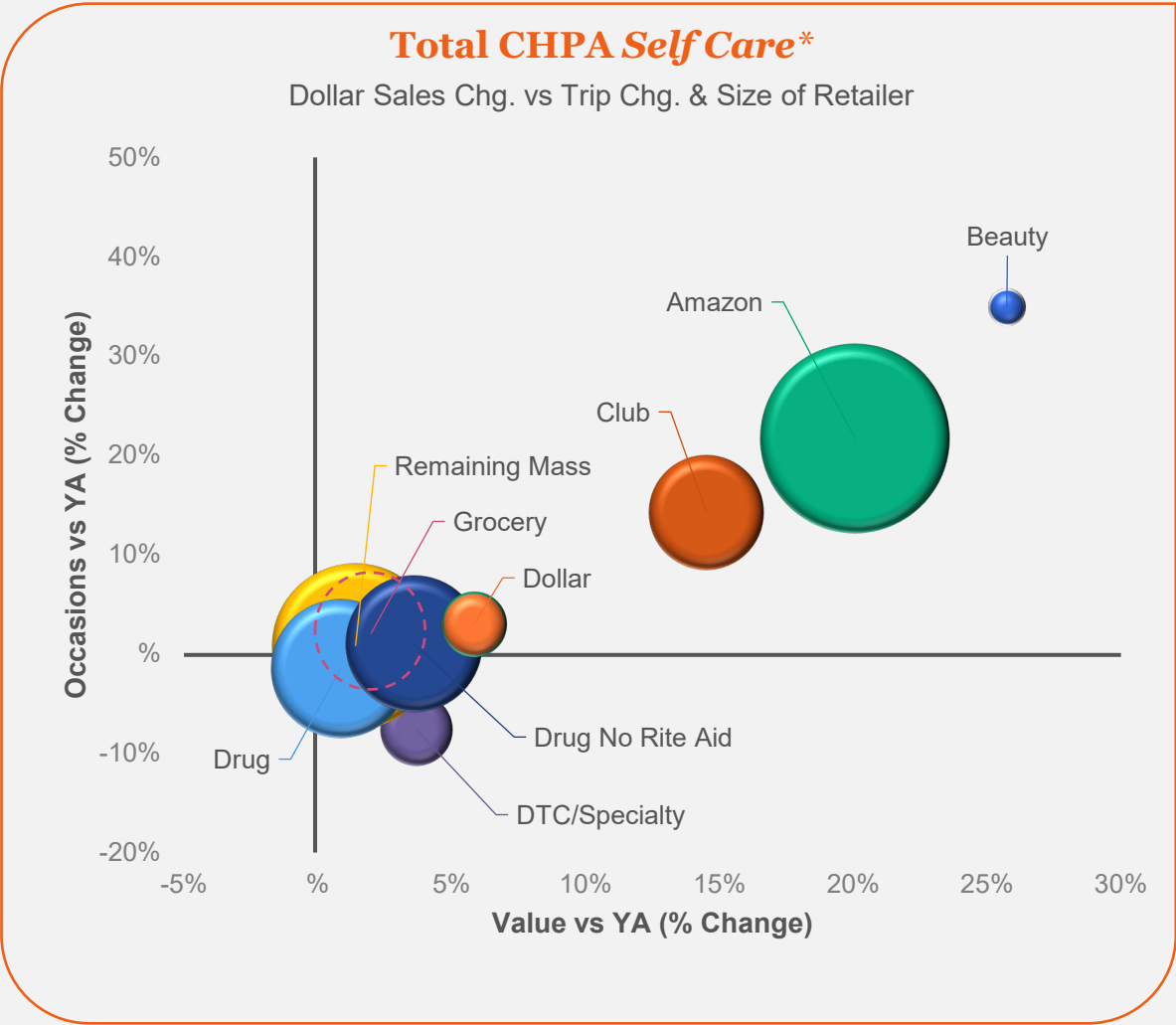
Supplements
Skincare
Devices
Feminine Care

Quest Diagnostics is growing +7.2% in sales over the last six months

Club, Amazon and Beauty lead in overall Total Store growth



Amazon is now the largest Health & Beauty retailer, including in self care



Source: NIQ Expanded Omnishopper; Total US All Outlets by Channel; Total Store vs Self Care; Dollar vs Occasions/Trips % change vs year ago; 52 weeks ending September 7, 2025 | *Self Care = Adult Incontinence, Ear Care, Eye Care, Feminine Care, First Aid, Foot Care, GI Care, Itch Relief, Medical Accessory, Oral Hygiene, Pain Relief, Sexual Health, Sleeping & Alertness Aids, Sun Care, Upper Respiratory, Vitamins & Supplements

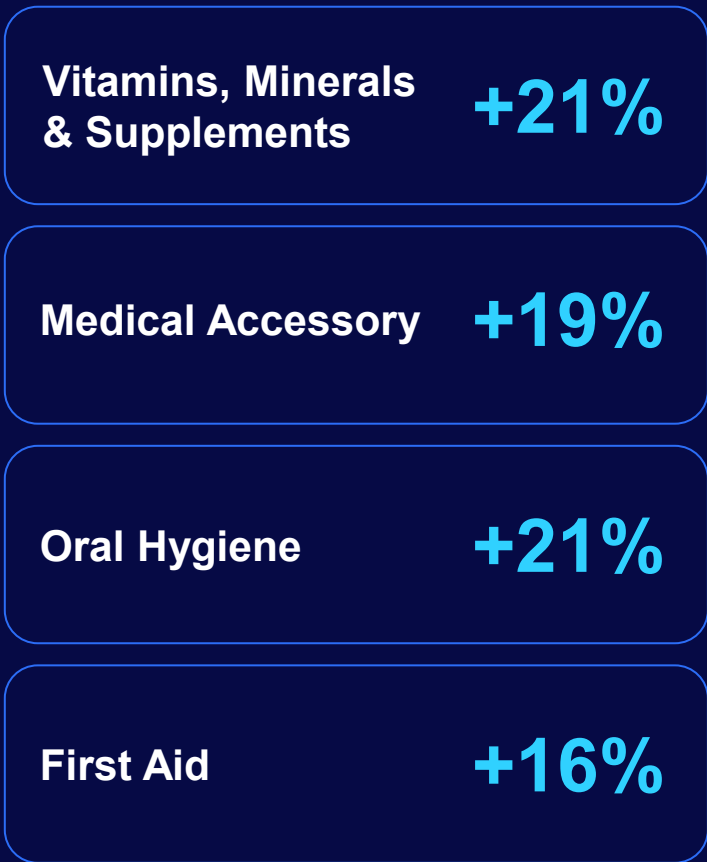
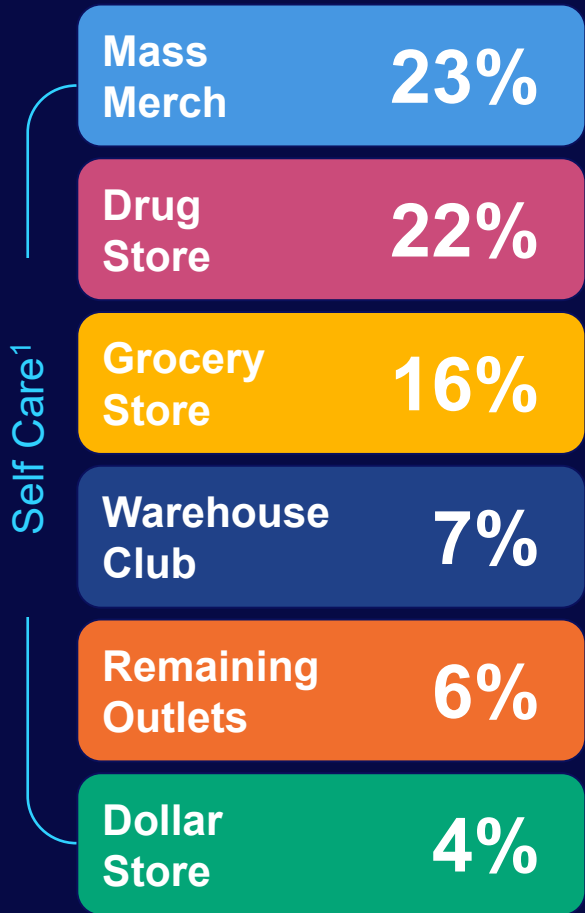
Amazon is having varied impact across channels, categories and consumer behavior

Share of Amazon's net shifting gains²

Amazon's growth in Self Care²

\$ % Chg. vs YA on Amazon.com

The Amazon experience³



Categories ranked by share of Amazon.com's \$ growth

90%
of CPG searches on Amazon are **unbranded**

68%
of Personal Care is sold via **Amazon 3P** led by Ear care, First aid, Medical accessories, and Vitamins & Supplements³

1/3
of Amazon Personal Care sales are **subscribe and save**, led by VMS

Self-Care = Adult Incontinence, Ear Care, Eye Care, Feminine Care, First Aid, Foot Care, GI Care, Itch Relief, Medical Accessory, Oral Hygiene, Pain Relief, Sexual Health, Sleeping & Alertness Aids, Sun Care, Upper Respiratory, Vitamins & Supplements

²Source: NielsenIQ Expanded Omnishopper (Full View Measurement)— Shifting analysis; Total US, Total Outlets; Net shifting gains for Amazon.com; Latest 52 weeks ending September 6, 2025

³Source: Amazon Sales & Share; Total Amazon 3P sales, Total US; Personal Care* \$ sales; 52 weeks ending 1/2025

Amazon Prime Day: Four Days to Win Health

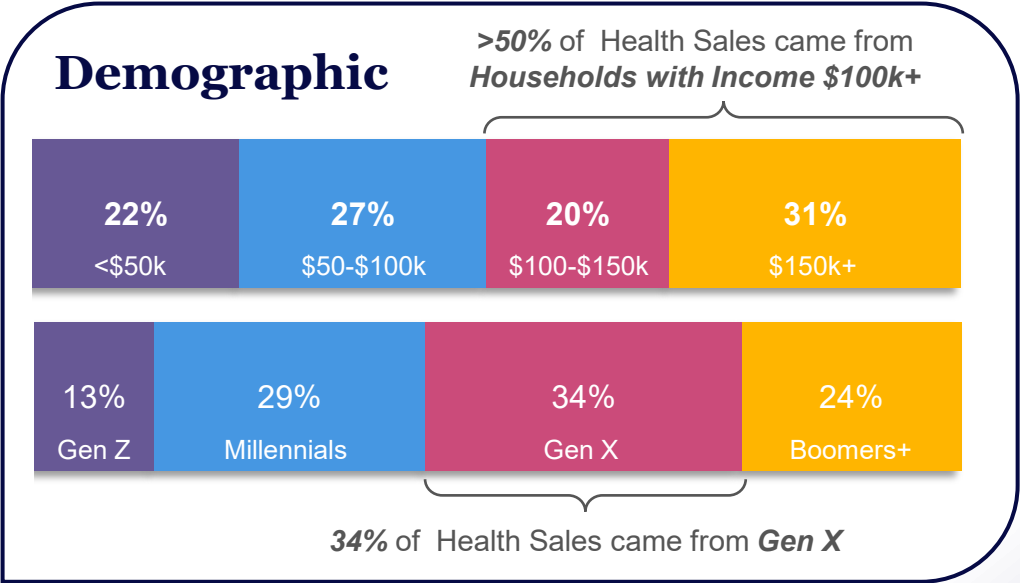
Prime Day July 2025: Health was the #5 department versus #6 YA

Top categories in Health sales on Amazon Prime Day

- Vitamins and Supplements
- Oral Hygiene
- Sun Care
- Protein Powder

\$29.33
Avg. Health Order Value

1.3
Avg. # of Items per Health Order



Source: NielsenIQ Digital Purchases Health = Health & Personal Care, Sun Care, Sexual Wellness, Medical Equipment & Supplies, Sports Nutrition, Vitamins & Supplements

55% purchase directly via social media or live stream platforms

**TikTok Shop²**

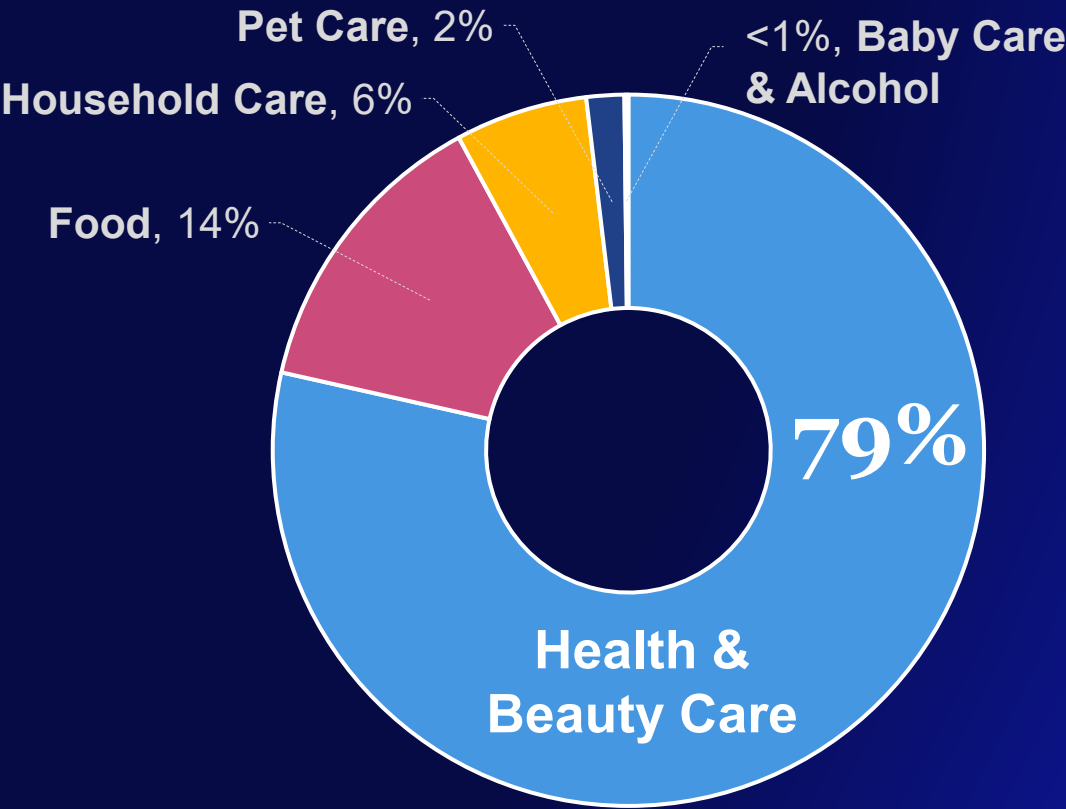
\$120 TikTok Shop H&B shoppers are spending an average of \$120 per year, up +68% vs YA

#6 TikTok Shop is the Health and Beauty ecommerce retailer

Top TikTok categories³

- Vitamins and supplements
- Cosmetics & Nail
- Facial Skin Care
- Fragrance
- Hair Care
- Oral Hygiene
- Candy, Gum, and Mints

TikTok Shop Category \$ Share



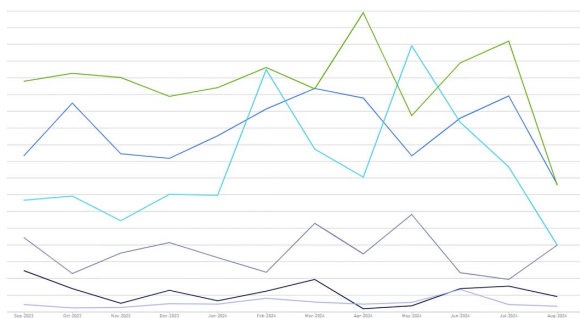
There are just as many 65+ purchasers on TikTok as there are 18–24-year-olds

NIQ Midyear Consumer Outlook; TikTok Shop, data ending 12 months ending November 2025

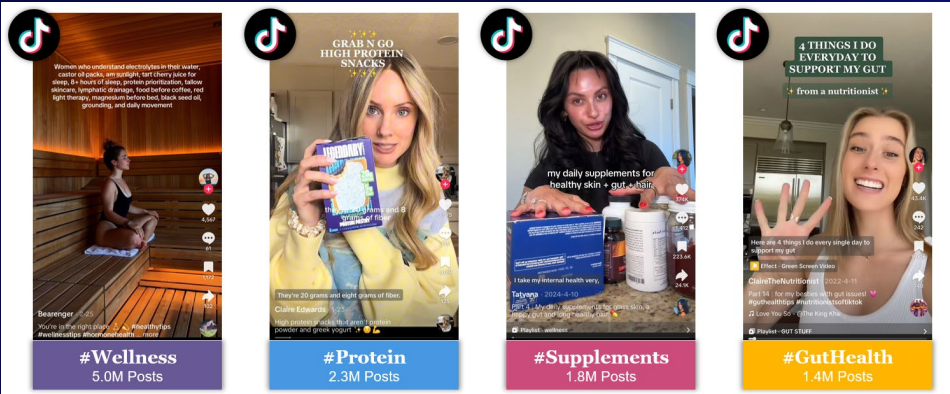
Creating new channels to influence consumers but often threatening brand loyalty

68% of purchases on social selling platforms are made on impulse

Sales fluctuation of top sports nutrition brands on TikTok

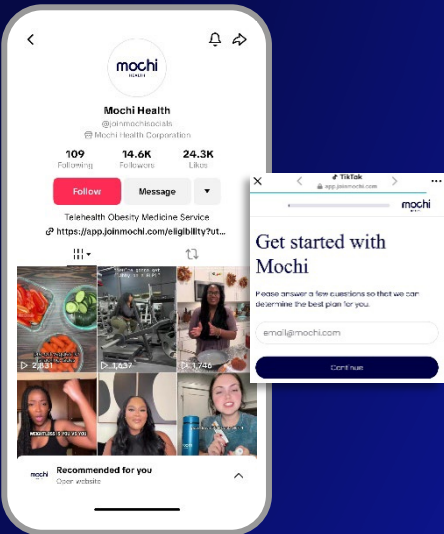
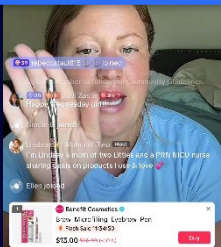


One in five global consumers say influencers/ads on social media have a “significant influence” on which H&W products they buy.



Livestream Shopping

- 1 Click shop button
- 2 Click Buy Now
- 3 Fill in info
- 4 Place order

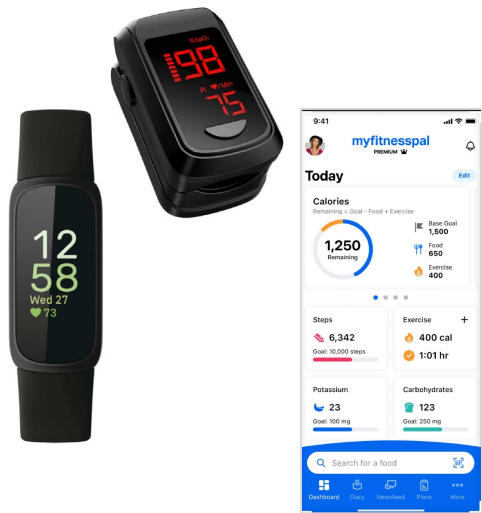


Health-related technology shaping the future

The emerging wave of P4 Healthcare: *predictive, preventative, personalized, participatory*

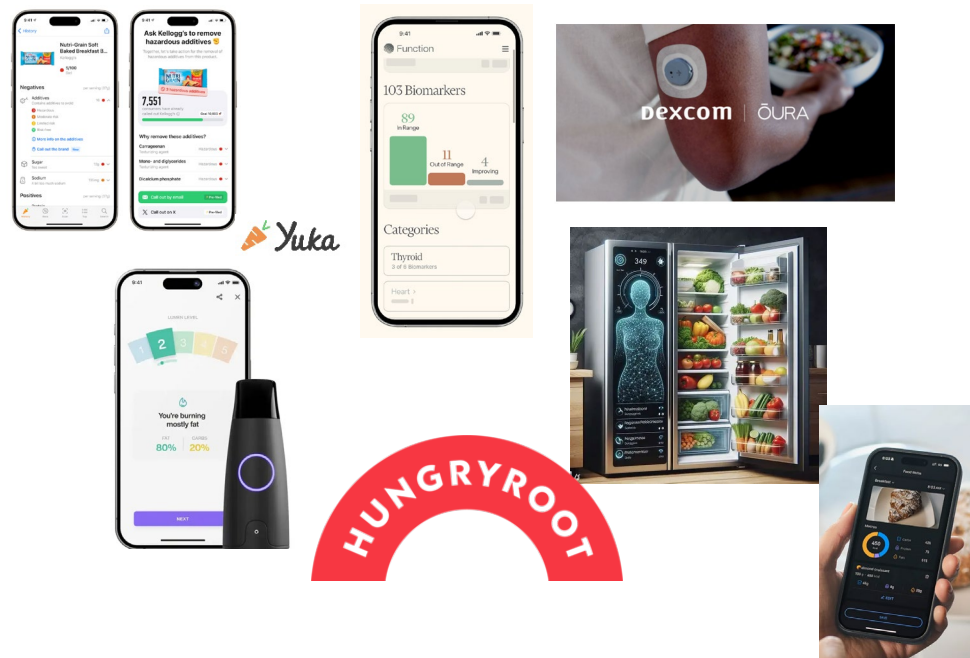
SIMPLISTIC SPECIFIC

Technology was rooted in foundational fundamentals and health tracking, where each product worked in isolation



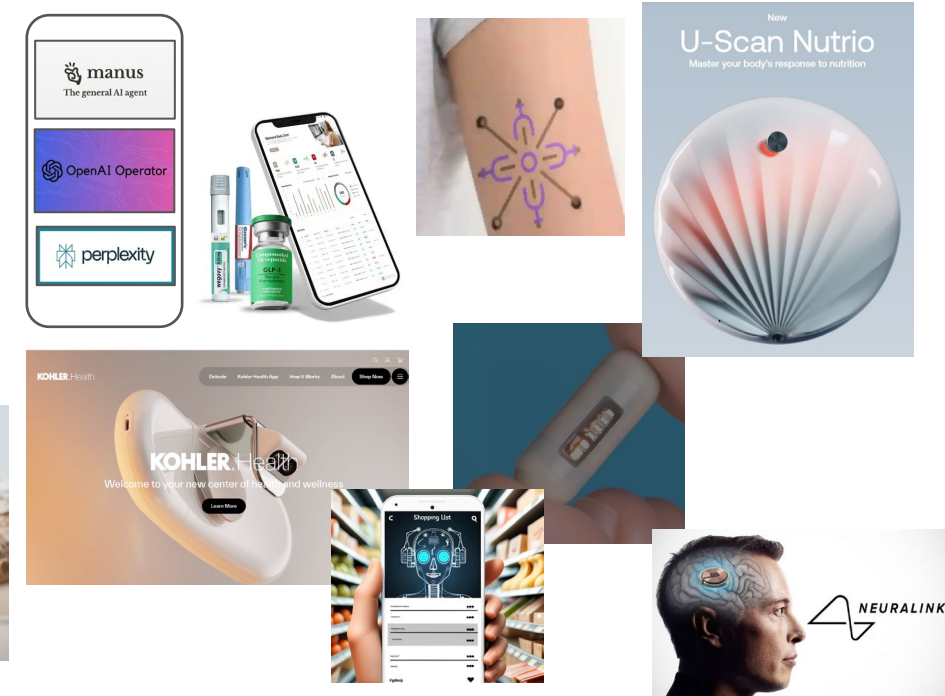
COMPANIONS

Technology is interacting with each other across categories, products and demonstrating behavioral changes



ECO-SYSTEMS

Technology will empower holistic health curation and outcomes



Tech shifting from tracking behavior to *directing behavior*

Proactive and Empowered consumer, it's in our hands

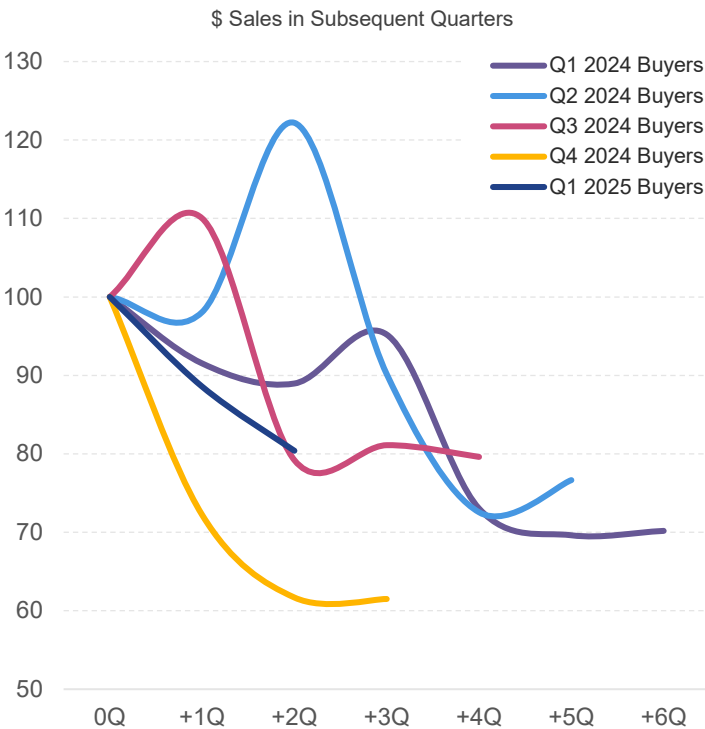
74% of consumers would prefer a tech product with extra health and wellness features over one without.

63% say “health-focused technology products are effective in helping my health and wellness”

57% would share select personal health information in return for smarter, more personalized recommendations to help achieve health goals.

New wearable buyers cut alcohol, result of personalized feedback on sleep and recovery?

Buyers who purchase Oura Ring, Whoop, Lumen, Tile, FitBit, or Garmin BevAI



Top Selling Tech Wearables Brands on Amazon Prime Day 2025

By Sales

Apple
 OURA

GARMIN
 Galaxy

fitbit
 AMAZFIT

Top motivations for buying health tech **healthier cooking, overall well-being**, tracking **physical activity**, and improving **sleep quality**.

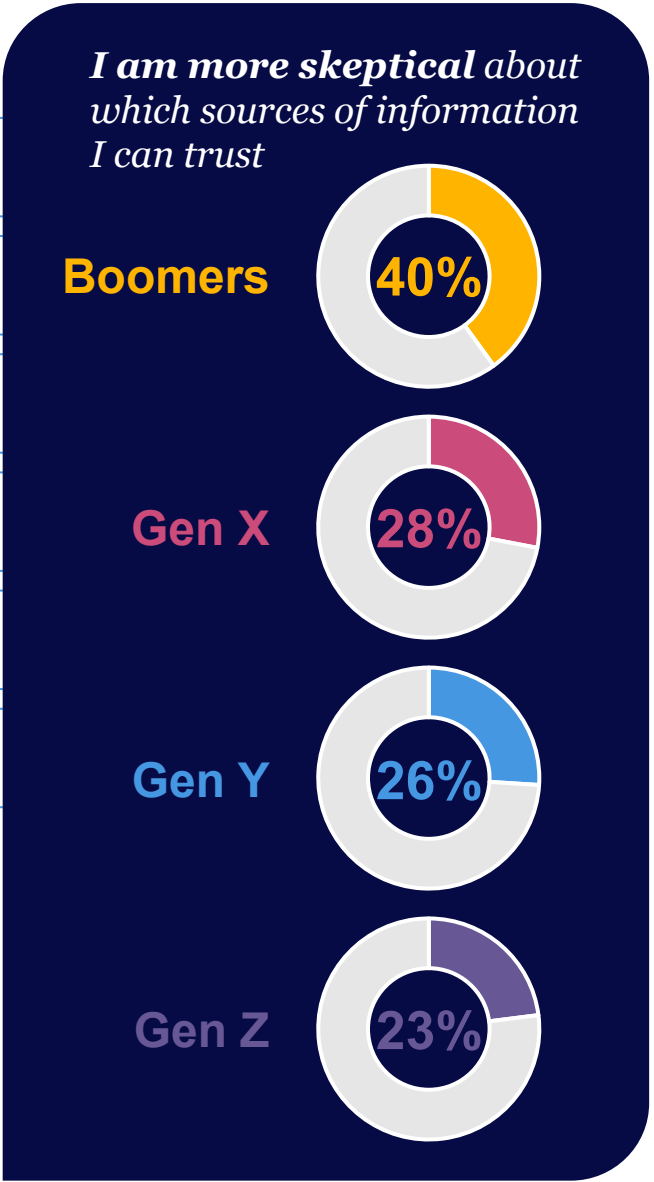
Source: NielsenIQ Global Wellness Study; Apple App Store, NielsenIQ Digital Purchases, October 2025 top Health and Fitness and Medical apps

Trust: What matters most to consumers overall?

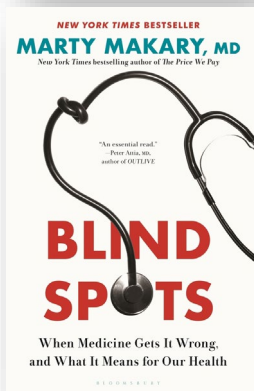
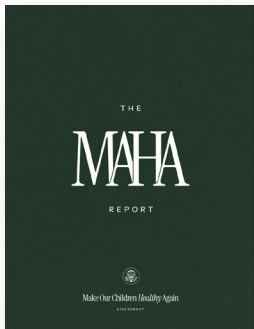
Self-Research	64%	research treatment options independently before consulting their doctor
Challenging Doctors	61%	are willing to challenge their doctor's recommendations regarding their health
Doctor Recommendations	57%	worry that doctors recommend treatments based on financial incentives, and this concern is also growing
Alternative medical care	56%	are incorporating more alternative medical care into their lives over traditional care
Homeopathic medicine	45%	trust homeopathic medicine
Alternative medicine	44%	prefer alternative medicines over traditional ones, and 60% believe herbal supplements are effective

MRI Simmons study

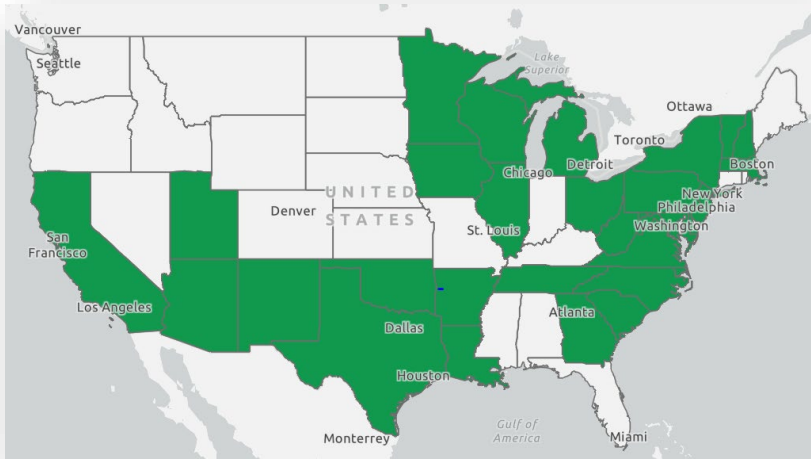
One in four consumers don't believe the health products and services they purchase will be effective—and say this is a major barrier to them making healthier choices.



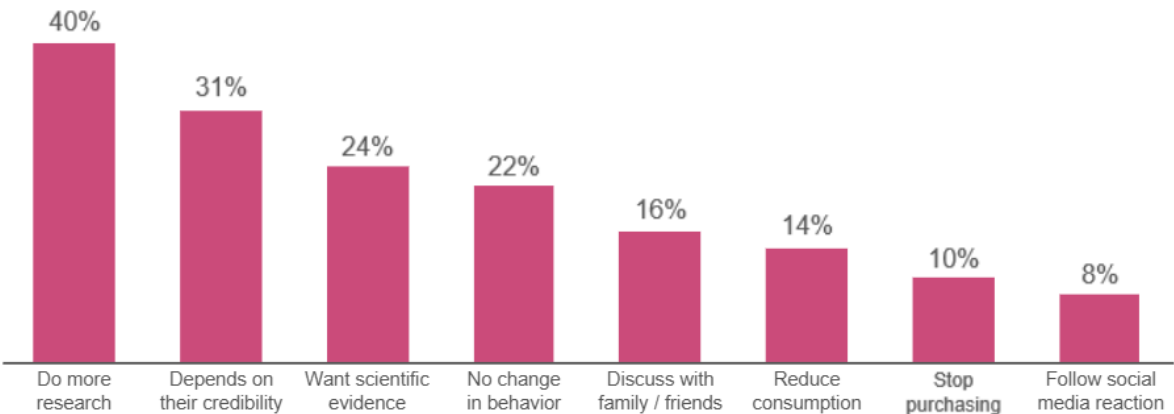
Source: MRI Simmons, Spectra., NIQ Consumer Outlook 2024. Source: NIQ's 2025 Global Health & Wellness Report



Active state-level ingredient bills¹



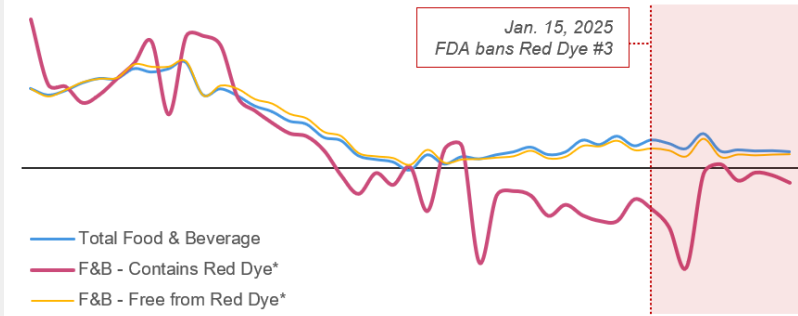
TYPICAL RESPONSE WHEN A GOVERNMENT OFFICIAL
RAISES HEALTH CONCERNS ABOUT A PRODUCT OR INGREDIENT¹



Globally, **82%** say labels on health and wellness products need to be more transparent and easier to understand

Free From Artificial Colors down in most categories but growing 5% in sexual health and 9% in pain relief versus year ago
Contains Artificial Colors up 5% overall but declining in upper respiratory, GI care and oral hygiene

Red Dye #3 Trended | \$ % Change vs. Year Ago¹



¹Source MRI Simmons, NIQ, Retail Measurement Services – NIQ Product Insight; Total US xAOC+Conv; Total Food & Beverage vs PI Contains vs Free from Red Dye 3 Qualified; \$ % Change vs year ago; 4-week trended through week ending September 6, 2025 ²Source: NIQ Retail Measurement Services, NIQ Product Insight, powered by Label Insight; Total US xAOC+Conv vs Total US Convenience; Total Food & Beverage; Number of UPCs selling impacted; 52 weeks ending March 22, 2025 1NIQ, BASES Quick Question Artificial Ingredient Survey, October 2025, n=1,025, NielsenIQ Product Insights, data ending 9/6/2025, NielsenIQ Global Wellness Report, 2025

Wellness is everywhere

Rising healthcare costs

Rx to OTC switches

Technology-enabled
healthcare

Growth of telehealth

Aging population

Convergence of food and
supplementation

“Dr. TikTok”

*Consumer acceptance of at
home testing*

Shift to healthspan

*Destigmatization of
formerly taboo health topics*

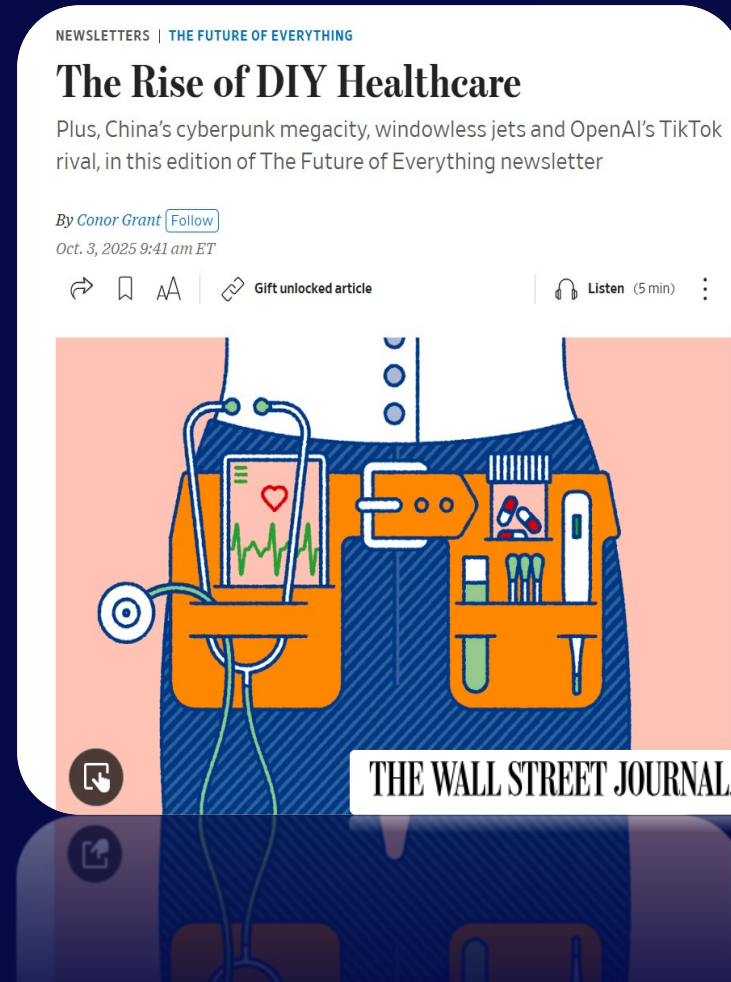
Increase of care givers

Ease of ordering own
lab tests

Wait times for appointments

Self-diagnosis

*Increasing prevalence of
chronic diseases*



*“The evidence shows that the more a patient gets involved in their own care, the better the outcomes.
In the future, primary-care doctors could act more as expert consultants rather than paternalistic bosses to patients.”* Dr. Tom Delbanco

Alternative group more likely to consult friends, seek alternative care



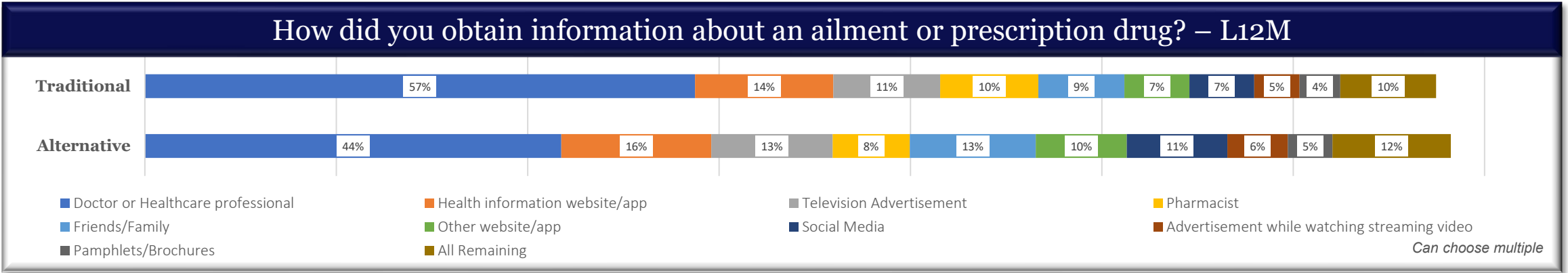
TRADITIONAL



ALTERNATIVE

MORE LIKELY	<i>"I go to the doctor regularly for check-ups."</i>	LESS LIKELY
LESS LIKELY	<i>"I only go to the doctor when I am sick."</i>	MORE LIKELY
LESS LIKELY	<i>"I consult with my pharmacist for health advice."</i>	MORE LIKELY
LESS LIKELY	<i>"I take advice on health issues from my friends."</i>	MORE LIKELY
LESS LIKELY	<i>"I research treatment options on my own before asking my doctor about them."</i>	MORE LIKELY
LESS LIKELY	<i>"I prefer alternative medicine to traditional medical practices."</i>	MORE LIKELY

While Traditional and Alternative consumers differ on media preferences, both groups are motivated by testimonials, experiential, and value



Typically read online reviews submitted by others	79%	83%
Social media influencers impact the brands I buy	16%	30%
Prefer shopping at specialty stores because the employees are knowledgeable about products	46%	50%
I usually read the information on product labels	68%	76%
I smell personal care and household products in the store before I buy them.	59%	68%



Value Driven

\$

Over 75% of both groups agree “*price is more important than brand name.*”

🏪

Over 65% of both groups prefer to shop at stores that offer loyalty rewards.”

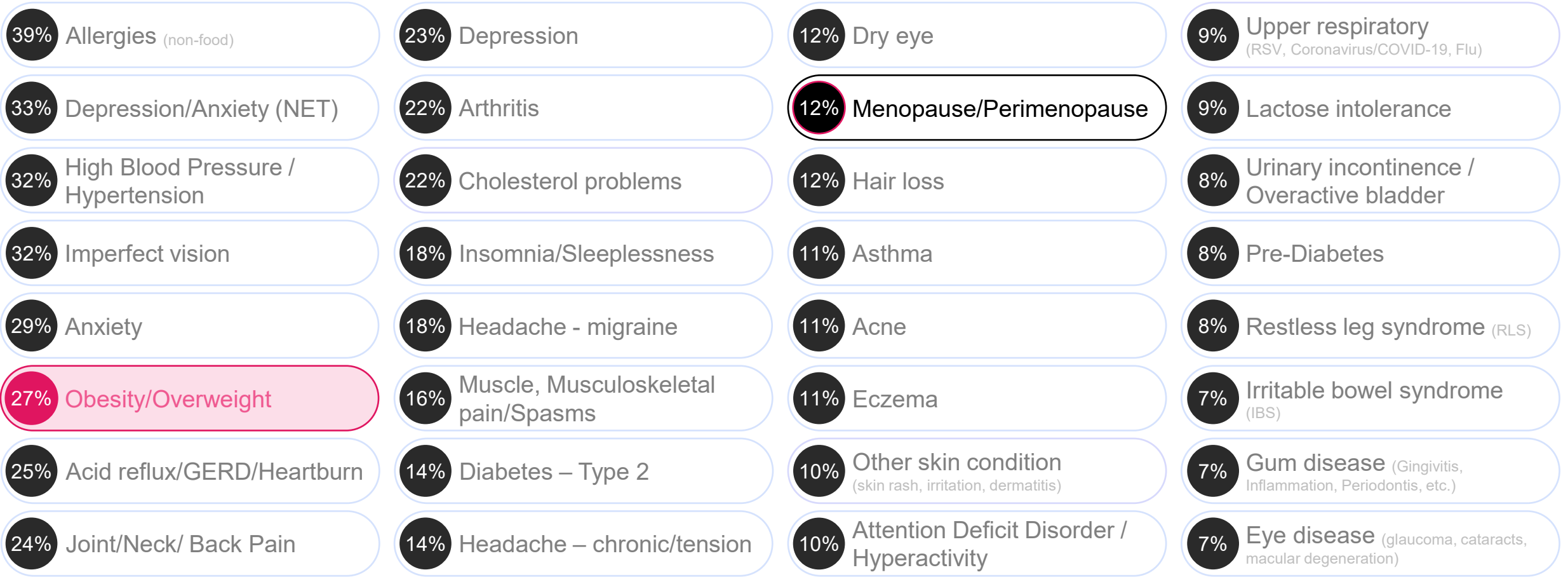
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Over 60% of both groups hold off buying things until they go on sale.

Exploring the changing health care path through the lens of **GLP-1** and menopause

Increasingly important to understand how health conditions impact household purchasing

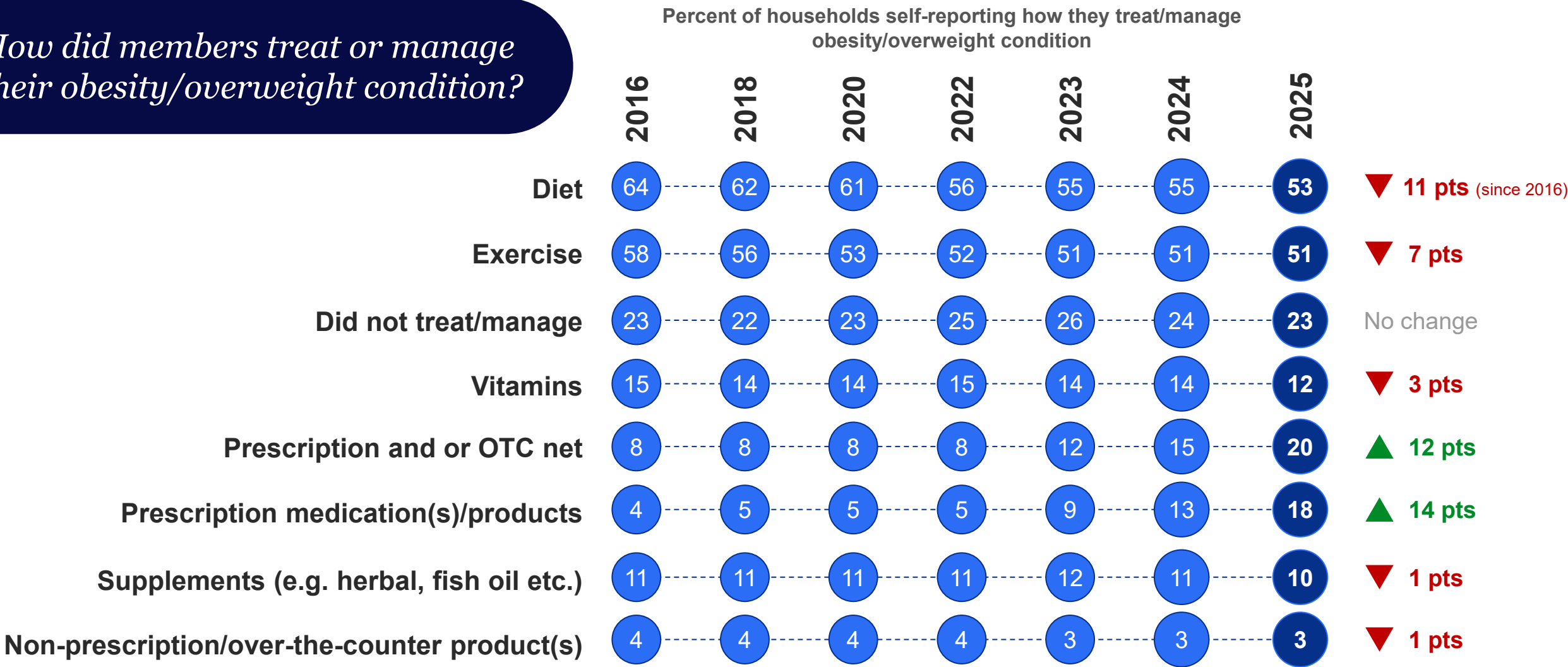
Percent of household in NIQ Consumer Panel reporting conditions in 2025



Source: NIQ Annual Shopper Health Study, 2025, Q. Below is a list of health-related conditions / ailments. Please read the list carefully and then select the condition(s) that anyone in your household, including yourself, has experienced during the past 6 months. Please select all that apply

When it comes to weight management, consumer behavior has shifted over time

How did members treat or manage their obesity/overweight condition?



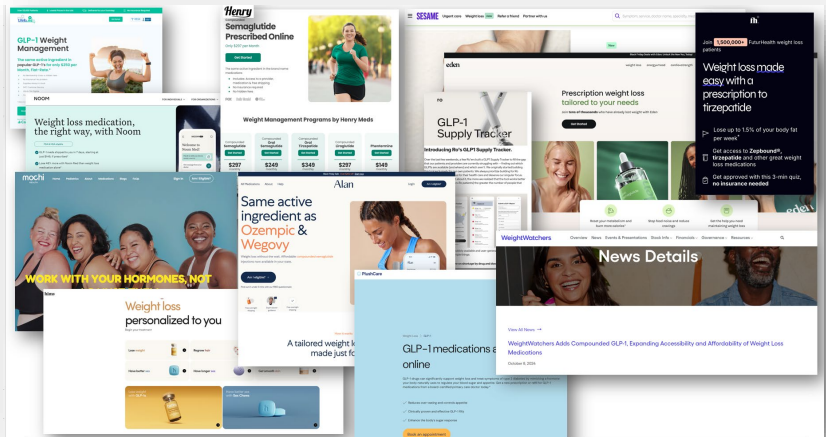
Source: NIQ Health Shopper Survey, 2016 to 2025; Q. What influenced the decision for you/your household member to treat or manage the [ailment] in the ways mentioned? Select all that apply.

The GLP-1 drugs have rapidly shifted the dynamic around weight management

Current players

Name	Dosage and form	Approved use	Other benefits
Ozempic Semaglutide	Injection 1 weekly	Type 2 diabetes	Heart, kidneys, weight loss; Indicated for reduction of CV in T2D
Wegovy Semaglutide	Injection 1 weekly	Weight loss	
Rybelsus Semaglutide	Oral tablet 1 daily	Type 2 diabetes	Weight loss
Victoza Liraglutide	Injection 1 daily	Type 2 diabetes	Heart, kidneys, weight loss; Indicated for reduction of CV in T2D
Saxenda Liraglutide	Injection 1 daily	Weight loss	
Mounjaro Tirzepatide	Injection 1 weekly	Type 2 diabetes	Weight loss
Zepbound Tirzepatide	Injection 1 weekly	Weight loss	Indicated to treat moderate-severe sleep apnea
Trulicity Dulaglutide	Injection 1 weekly	Type 2 diabetes	Heart, kidneys, weight loss
Byetta Exenatide	Injection 1 weekly	Type 2 diabetes	Weight loss
Bydureon Exenatide ext. release	Injection 1 weekly	Type 2 diabetes	Weight loss

+ Compounding pharmacies



Until late last year, most GLP-1 versions were on the **FDA shortage list**, driving a market for **compounded formulations**

NIQ Fall 2024 research

- Ozempic
- Mounjaro
- Trulicity
- Wegovy
- **Generic/Compound**
- **Zepbound**

NIQ Summer 2025 research

- Ozempic
- Mounjaro
- **Generic/Compound** ▲
- **Zepbound** ▲
- **Trulicity and Wegovy** ▼

Ranked by share of GLP-1 users

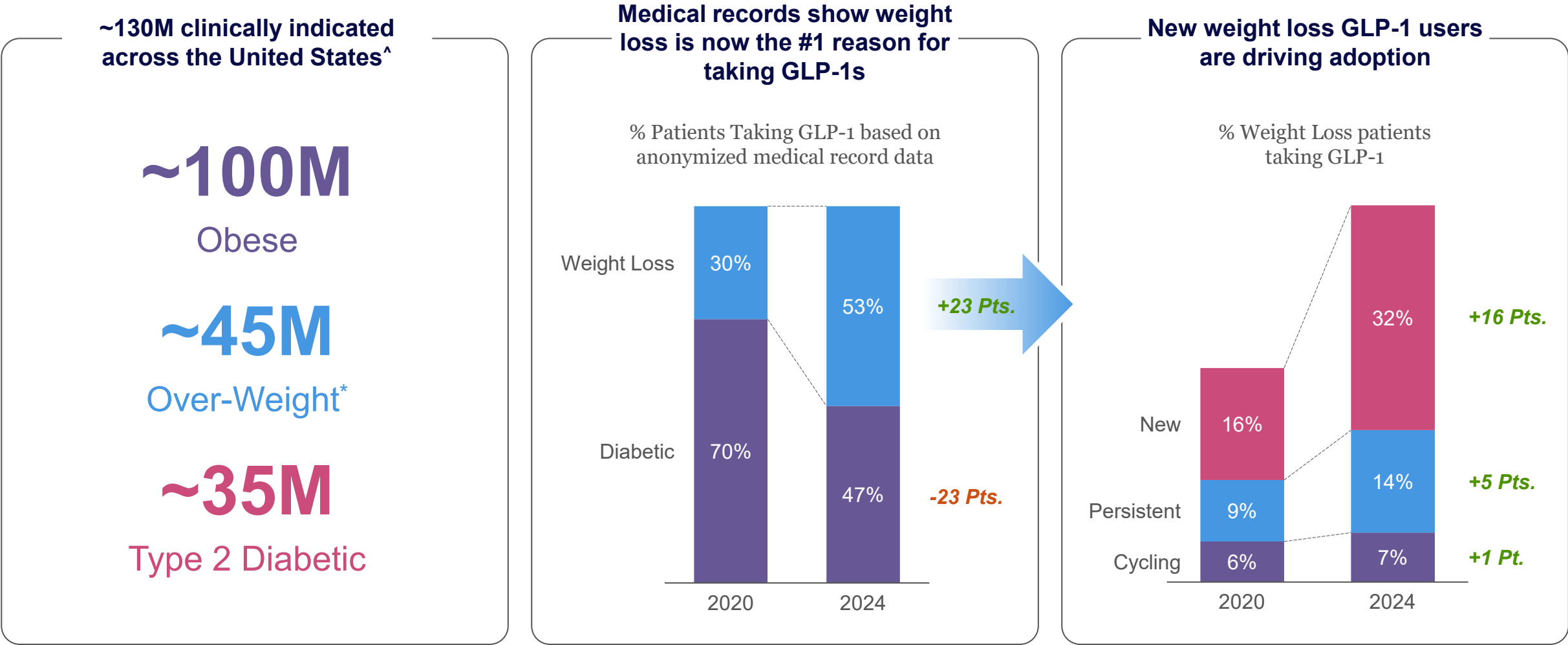
What's coming

- **New delivery mechanisms**
(e.g., oral, 1 per month)
- **Approved conditions beyond weight loss** (CV, CNS)
- **Reduced side effects**

Source: NielsenIQ, Homescan GLP-1 Panel Survey (February 2025)

GLP-1s are changing lives and creating the next frontier

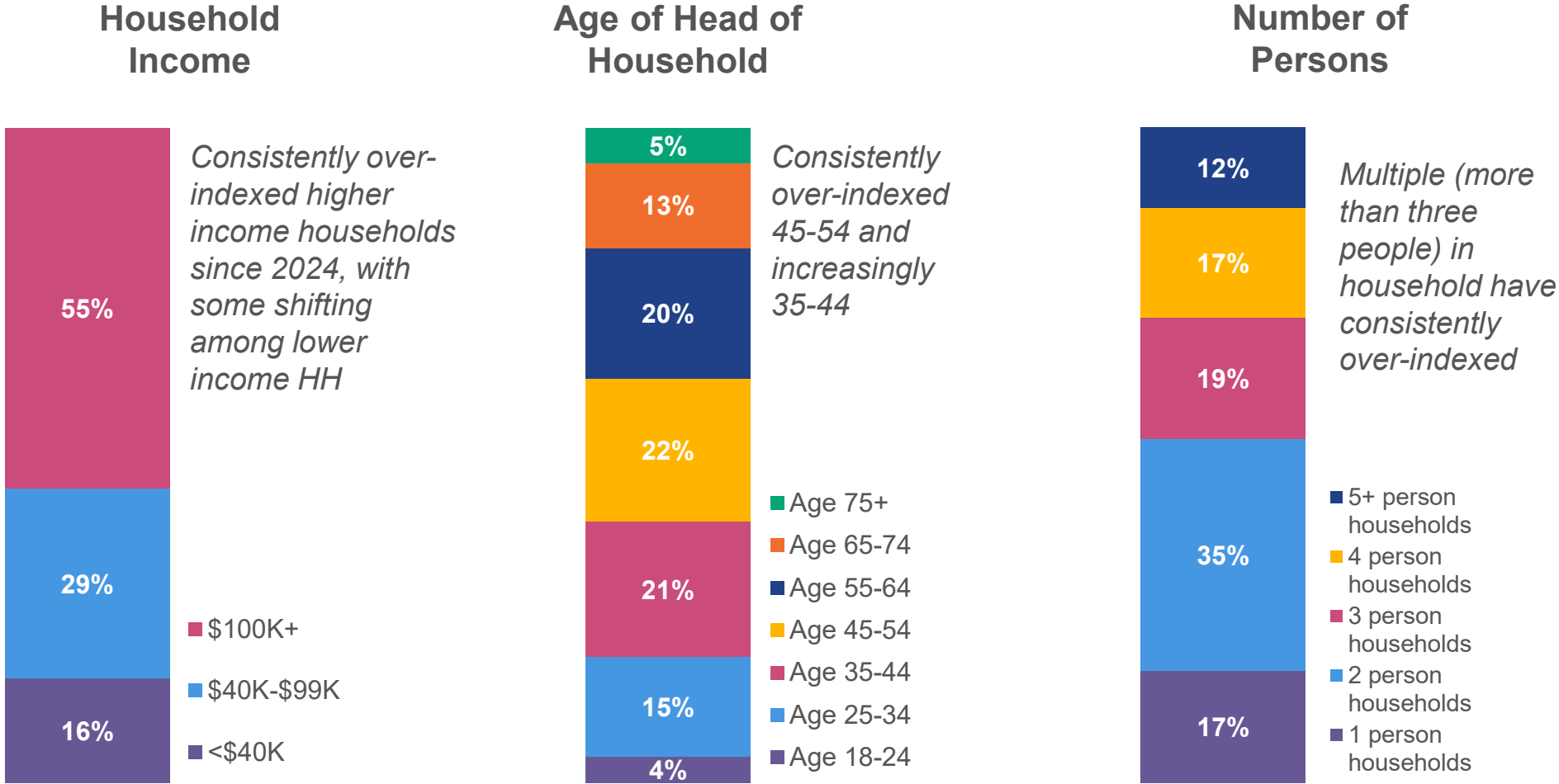
Consumer Focus: GLP-1 Users



Left Source: Centers for Disease Control; Middle & Right Source: Management Science Associates, Inc.
Notes: *Over-weight with one or more comorbidities; ^Defined as over-weight/obese/diabetic
Right Chart: Sums may not equal totals in middle chart due to rounding

The GLP-1 weight-loss shopper has changed over time

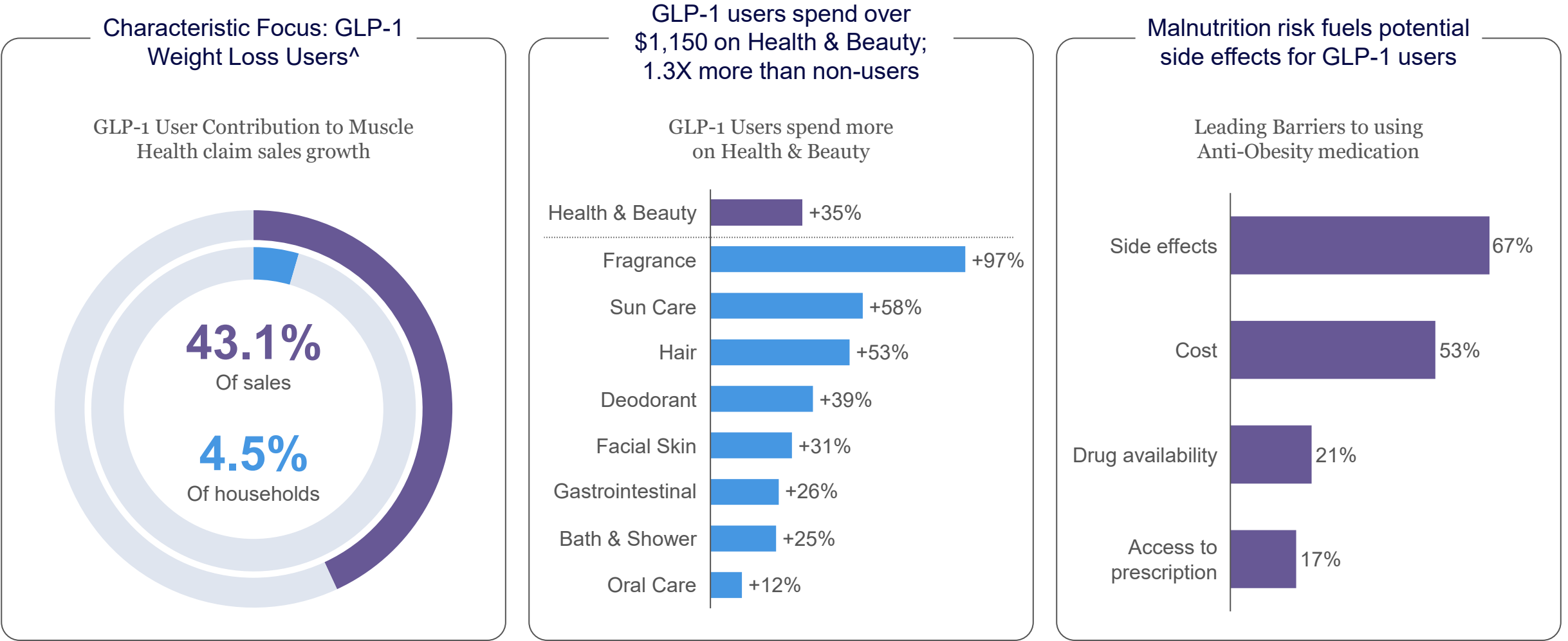
Current GLP-1 Weight Loss Consumer



Homescan GLP-1 Survey: GLP-1 for Diabetes/WL: June/July 2025: Spectra Oct 2025 (compared against March 2024, August 2024, January 2025 and June 2025)

GLP-1 users are redefining demand, driving outsized growth in the claims that matter most

Characteristic Focus: GLP-1 Weight Loss Users^



Left Source: NIQ, Homescan Panel On Demand, Powered By Label Insights, Total Panel, Total Outlet, P1 = 3/5/2023-3/2/2024, P2 = 3/3/2024-3/1/2025; Middle Source: Management Science Associates, Inc. & NIQ, Homescan Panel On Demand, Powered By Label Insights; Right Source: NIQ, Global Health & Wellness Survey, May 2025 Release, n=1,000
^Note: GLP-1 users are defined as only those using GLP-1 medications for weight loss, excludes those taking GLP-1s for Type 2 Diabetes only.

Pathways

- 1. As prevention: without or before GLP-1s
- 2. Onboarding/companion products
- 3. Off-boarding/step-down/after GLP-1

SEP 18, 2024

Vital Pursuit Hits Shelves Nationwide as First-to-Market Nestlé Brand Designed for GLP-1 Users

Introducing a line of delicious, high protein meals with essential nutrients; Vital Pursuit lands at national retailers to provide dietary support for GLP-1 users and consumers focused on weight management



Marketing News & Strategy

SMOOTHIE KING CREATES GLP-1 MENU FOR WEIGHT LOSS DRUG USERS

Chain says it is the first quick-service restaurant to offer a dedicated menu for GLP-1 users

on October 29, 2024.

Providing nutrition you need to support your GLP-1 journey

Our mission is to bring health through food to as many people as possible. We're by your side on your GLP-1 weight loss journey with nutrient-rich, delicious food and beverages from our Danone portfolio.



on matters on your GLP-1 journey

and food intake. When eating less, choosing nutrient-dense foods can help maintain protein levels from the opposite!



Protein
Getting enough protein is vital to minimizing muscle loss on GLP-1s.

Learn More



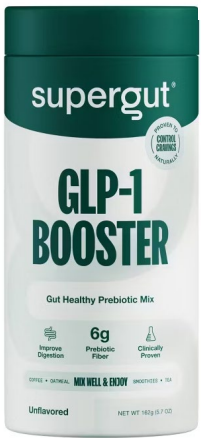
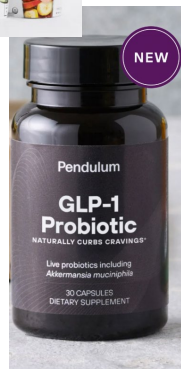
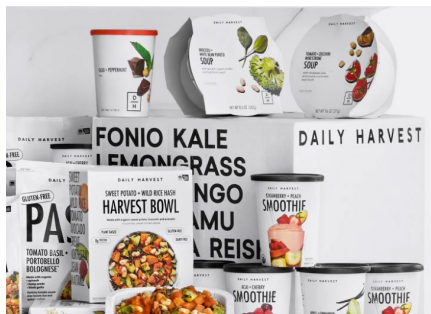
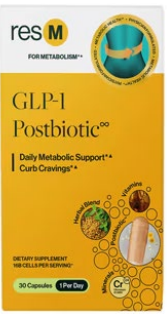
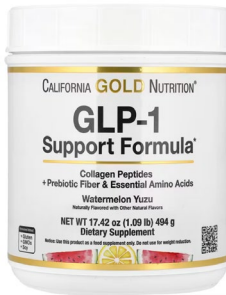
Fiber
Fiber intake is important because GLP-1s slow down digestion.

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Limiting Added Sugar
Added sugar provides calories, but often not much nutrition.

Learn More



Takeaways...

The science behind GLP-1s are increasingly well-understood

- GLP-1s have been on the market for 20 years—meaning their mechanism of action is well understood
- Research is still emerging, revealing new benefits on a surprising breadth of body systems (e.g., CV, CNS) and real-world evidence continues to grow as GLP-1 is used in a larger population
- Yet, the longer-term impact to health (e.g., nutrient deficiency) is only beginning to be understood

The future regulatory environment is unknown:

- Growing number of options (monthlies, orals) and generics with assumptions that access and reimbursement restrictions may ease
- May change the types of consumers that use GLP-1s and the way they are used (e.g., intermittent, short-term)

Now is the time to prepare for a potential shift:

- Broader usage, increased demand around products and services and consumer segmentation

The opportunity to meet consumer needs

Convenient: Protein – Hydration – Fiber/Gut health – Macro/Micronutrients

**GLP-1s are not
a weight-loss
fad:**

*their growth will
change the way
consumers eat,
prioritize health
and self care*

Self-Care: The Future of Healthcare Takeaway

The opportunities for self-care categories to meet consumer health care needs has never been better.