

### Exhibit 3

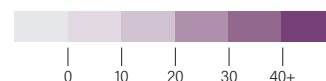
## Consumers actively look for more ways to save money across all surveyed countries.

Net intent<sup>1</sup> of consumers toward grocery shopping in 2023 compared with 2022;<sup>2</sup> %

2023 net intent in %

xx  
xx

Delta net intent to 2022<sup>3</sup>



		Northern and Western Europe								Southern Europe		Central Europe
	European average	Germany	United Kingdom	Netherlands	France	Belgium	Sweden	Switzerland	Denmark	Spain	Italy	Poland
<b>Consumers increasingly prioritize price</b>												
Look for ways to save money when shopping	53% +12	55% +14	55% +14	53% +15	56% +13	51% N/A	58% +22	43% +3	52% N/A	58% +10	49% +7	53% +8
Switch to less expensive foods to save money	39% +22	46% +28	43% +24	43% +18	37% +19	39% N/A	49% +36	34% +18	37% N/A	36% +14	27% +19	38% +18
Actively search for best promotions on food	44% +15	36% +24	34% +13	43% +17	46% +13	42% N/A	53% +25	28% +12	47% N/A	59% +19	43% +5	48% +9
Buy store's own food brands instead of known brands	36% +22	46% +27	42% +28	46% +19	36% +25	43% N/A	37% +27	30% +16	29% N/A	34% +18	26% +18	26% +21
Buy high quality/premium food products	-5% -10	-21% -11	-12% -9	-9% -14	4% -11	-10% N/A	-5% -18	-3% +1	-4% N/A	17% -5	2% -7	-10% -12
<b>Healthy and sustainable products become less of a priority</b>												
Focus on healthy eating and nutrition	31% -2	29% 0	25% -3	32% -5	38% 0	33% N/A	21% -8	37% 7	25% N/A	41% -1	39% -2	22% -9
Pay a higher price to get a healthier product	-4% -8	-12% -13	-17% -12	-13% -10	2% -11	-12% N/A	-10% -16	5% -1	-8% N/A	3% -6	13% 0	7% -6
Buy organic/bio products	-3% N/A	-11% N/A	-14% N/A	-6% N/A	-2% N/A	-10% N/A	-11% N/A	9% N/A	-1% N/A	1% N/A	14% N/A	-3% N/A
Buy environmentally friendly products (eg, zero pollution, made of recyclable materials, minimizing packaging)	17% N/A	25% N/A	10% N/A	12% N/A	22% N/A	11% N/A	5% N/A	27% N/A	13% N/A	18% N/A	25% N/A	16% N/A
<b>Online attitudes are stable</b>												
Buy groceries online <sup>4</sup>	0% +1	-5% +4	7% +3	0% -4	5% +4	-2% N/A	-1% -3	0% +7	-3% N/A	1% +2	0% 0	-3% +3

<sup>1</sup> Share of consumers who want to do more of activity minus share of consumers who want to do less of activity in 2023 vs 2022.

<sup>2</sup> Question: "Think about 2023. Are you planning to do more, less or about the same of the following? I plan to..."

<sup>3</sup> Comparison excludes Belgium and Denmark since they were not surveyed last year.

<sup>4</sup> New calculation methodology was used: net intent is calculated as share of total population who currently shop online (ie, monthly) and will do more of it plus share of total population who currently don't shop online but will do more (ie, start) minus share of total population who currently shop online but will do less.

Source: Consumer Survey 2023, n = 12,777; Belgium, Denmark, France, Germany, Italy, Netherlands, Poland, Spain, Sweden, Switzerland, and United Kingdom, sample to match general population of 18+ years of age