

Consumer Surplus Factor (CSF) study

Kraft Heinz - Spoonables

17 January 2025



CSF Introduction

What is Consumer Surplus Factor (CSF)?

- ◆ CSF is a strategic factor to help brands identify opportunities to further leverage brand equity for pricing and market share growth.
- ◆ It captures the surplus perceived by a consumer on account of a brand's equity advantage in a competitive context.
- ◆ Helps determine pricing power, competitive risks to brand and its market share potential.
- ◆ CSF also depends on the type of category, macro-economic factors, substitutes, maturity, consumer trends, discretionary nature

Successfully implemented at



DIAGEO

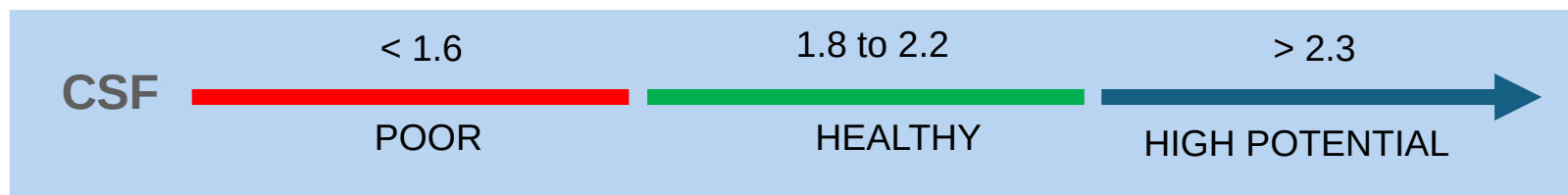
KraftHeinz



BRITVIC
plc

L'ORÉAL

Coca-Cola



Based on analysis of real consumer behaviour data (Sales)



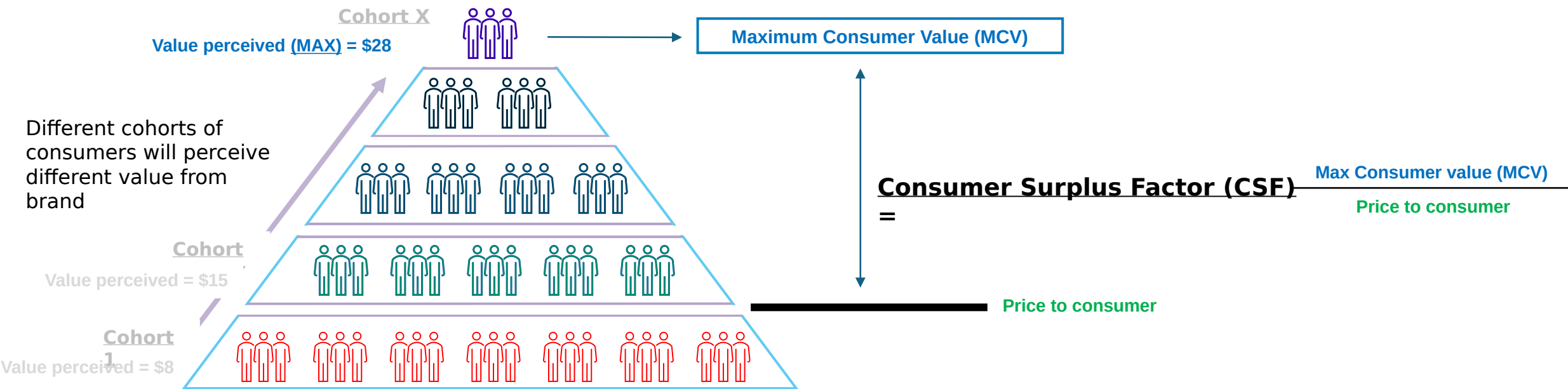
Developed through research collaboration with academics from Columbia University



Derived from multi-brand econometric analysis to arrive at consumer loyalty


CSF is a measure of value left on the table

How much is a consumer willing to pay Vs. How much are we charging today?

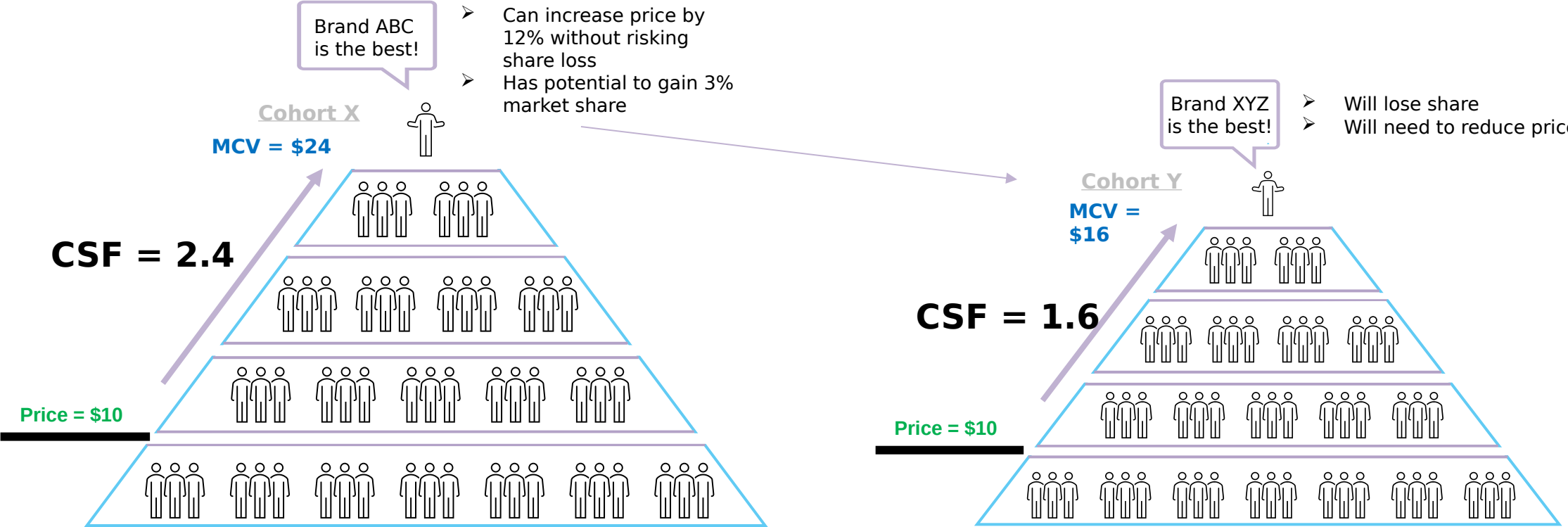


“ MCV is a measure of \$ value of emotional and functional attributes, perceived by consumer ”

“  People whose perceived value from brand is less than price charged will not be consumers ”

“  People whose perceived value from brand is more than price charged will be consumers ”

Brands with higher CSF can lead price increase and/or target higher market share

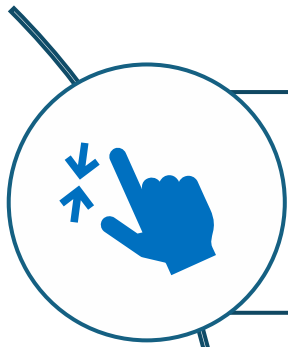


“ Strategic price recommendation from this analysis triangulates perceived value, competitive advantage and market share potential ”

“ Brands with higher surplus i.e. ratio of max perceived value to price will be in a position to gain market share ”

“ Brands with higher surplus can also increase price without risk of losing market share ”

Objective of a Consumer Surplus Factor (CSF) study



Determine **relative competitive advantage** and market share headroom at relevant granularity vs competition



Develop a **strategic price index** vs critical competitors by brand, segment or channel



Have a long-term planning tool that enables **scenario planning** basis price modulation

Scope of the study

Channel

1. Food- 66%
2. Walmart- 31%
3. Target- 3%

Variant

1. Mayo- 80%*
2. Whipped Dressing- 14%
3. Aioli- 6%

Brand

Brand	Food MS %	Walmart MS%	Target MS%
Dukes	9.9%	7.6%	2.8%
Hellmanns Best Foods	46.2%	37.4%	54.4%
Kraft	9.6%	14.0%	10.6%
Mccormick Aioli	2.0%	5.4%	-
Miracle Whip	11.6%	14.4%	6.7%
Private Label	10.2%	13.0%	8.1%
Restofcategory	10.5%	8.1%	17.4%

PPG

1. Jar 80z- 1.5%
2. Jar 150z- 9.5%
3. Jar 300z- 51%
4. Jar 480z- 6%
5. Squeezy 120z- 8%
6. Squeezy 18 To 220z- 16%
7. Others- 8%

*Mayo includes unflavoured + olive flavoured + avocado flavoured
Percentages are value MS% for 2024 YTD (Jan-Nov)

Executive Summary

Executive Summary: Key Learnings and Recommendations

Overall CSFs are healthy - implying satisfied consumers with low switching tendency

FOOD Channel

- Kraft Mayo has significant interaction with Dukes, **but Duke's is offering a higher CSF**
- This implies that consumers trading down from Hellmanns and up from PL are more likely to switch to Dukes. **So, Kraft needs a price cut** to arrest value erosion (Primarily in Jars) and stay at **100 SPI to Dukes**.
- **Kraft Aioli has a relatively stronger MCV and CSF** - can command ~10% premium in like-to-like packs.
- **It should hold the current price** to and consider **expanding to the cheaper Jar packs**.
- Miracle whip also has a CSF disadvantage vs competition and needs to cut price (in Jars) and stay at 110 SPI to Dukes to protect share.

WALMART Channel

- While overall prices and MCVs are lesser than Food; **the drop in Kraft's MCVs are worse than competition** - will need cuts across Jars and Squeezy to protect share and stay at **a 95 SPI to Dukes**.

TARGET Channel

- Here, the **higher CSF of premium brands** is the main threat; will need to **maintain an index of 95 to Dukes**

Executive Summary: Kraft Mayo should be indexed to Dukes - 100 SPI in Food, 95 in WM, Target; Miracle whip at 110 SPI to Dukes across channels

FOOD Channel		Current						Do-nothing	Recommendation			Impact	
Brand	Variant	Val. Share	Vol. Share	Price	Price Index to DUKES	MCV Index to DUKES	Value Market Share Potential I (MSP)	Vol. Share in Do-nothing sceario	Price Moveme nt Reco.	Price Reco.	New Index to DUKES	Price diff %	Change in Vol. Share (Vs do-nothing)
Kraft	Mayo	8.9%	9.4%	3.28	110	101	-0.32%	9.1%	Cut	3.02	101	-7.9%	0.9%
	Aioli	0.7%	0.4%	6.04	203	198	0.00%	0.4%	Maintain	6.04	203	0.0%	0.0%
Miracle Whip WD		11.6%	11.0%	3.64	122	110	-0.57%	10.5%	Cut	3.30	111	-9.4%	1.4%
Portfolio Impact			20.8%				-0.89%	20.0%					2.3%

WALMART Channel

Kraft	Mayo	13.0%	13.6%	2.90	104	93	-0.53%	13.0%	Cut	2.67	96	-7.8%	1.2%
	Aioli	1.0%	0.5%	5.53	199	203	0.04%	0.6%	Maintain	5.53	199	-0.1%	-0.1%
Miracle Whip WD		14.4%	13.0%	3.36	121	106	-0.78%	12.3%	Cut	2.97	107	-11.5%	1.9%
Portfolio Impact			27.1%				-1.27%	25.9%					3.0%

TARGET Channel

Kraft	Mayo	6.7%	8.7%	3.13	98	95	-0.27%	8.4%	Cut	2.94	93	-6.1%	0.7%
	Aioli	3.9%	2.7%	5.76	180	196	0.15%	2.9%	Maintain	5.76	180	0.0%	0.0%

Food

Variant x Brand -Food Channel - Market Context (Dec'23 to Nov'24 vs P12M)

Summary of change in market share and price across brands

Brand	Val. MS %	MS% Change	Avg Price	Price% Change
Dukes	9.9%	1.2%	2.98	0.2%
Hellmanns	46.2%	0.0%	3.70	3.9%
Kraft	9.6%	-1.2%	3.39	2.7%
Mccormick Aioli	2.0%	0.2%	4.59	2.6%
Miracle Whip	11.6%	-0.9%	3.64	0.7%
Private Label	10.2%	0.2%	2.32	0.3%
Restofcategory	10.5%	0.6%	4.47	2.4%

Sales through Food :
66%

Change in Category :

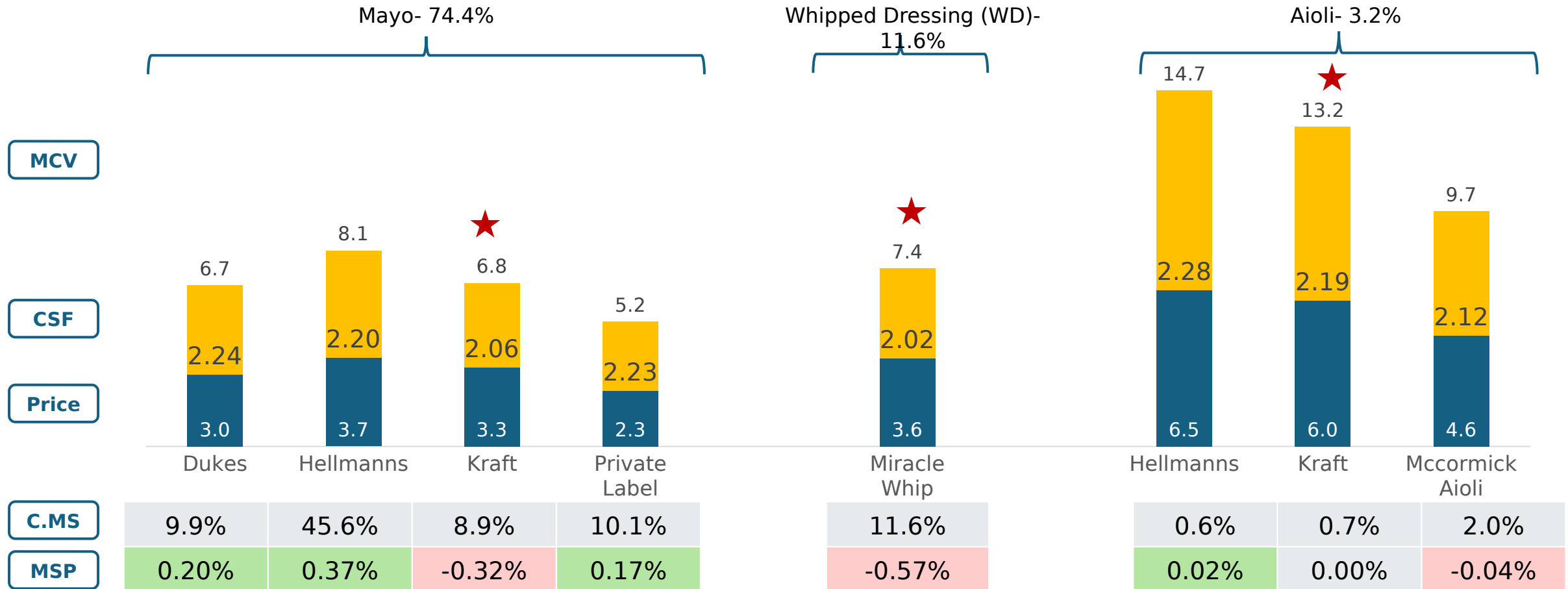
- Value = **+3.9%**
- Volume = **+1.7%**
- Price = **+2.2%**

Brand Variant	Val. MS%	MS% Change	Avg Price	Price% Change
Mayo	81.7%	0.5%	3.35	2.2%
Dukes	9.9%	1.3%	2.98	0.3%
Hellmanns	45.6%	-0.2%	3.68	3.7%
Kraft	8.9%	-1.3%	3.28	1.6%
Private Label	10.1%	0.2%	2.31	0.2%
Restofcategory	7.3%	0.7%	4.43	1.4%
Whipped Dressing	13.1%	-1.0%	3.56	1.0%
Miracle Whip	11.6%	-0.9%	3.64	0.7%
Restofcategory	1.4%	-0.1%	3.02	3.1%
Aioli	5.2%	0.4%	5.75	3.8%
Dukes	0.1%	0.0%	3.14	-5.5%
Hellmanns	0.6%	0.2%	6.47	5.0%
Kraft	0.7%	0.1%	6.04	6.4%
Mccormick Aioli	2.0%	0.2%	4.59	2.6%
Private Label	0.1%	0.0%	4.85	23.1%
Restofcategory	1.7%	0.0%	7.94	5.0%

- Food channel has grown in value, volume and price
- Except Kraft and Miracle Whip, all the brands have either grown or are stable
- At a variant level, Whipped Dressing has lost volume and value share to both Mayo and Aioli
- While Mayo is growing, Kraft is losing maximum share here
- Kraft is stable in Aioli

Food: Although KHC brands' CSFs are healthy at ~2, competition CSFs are higher at ~2.2

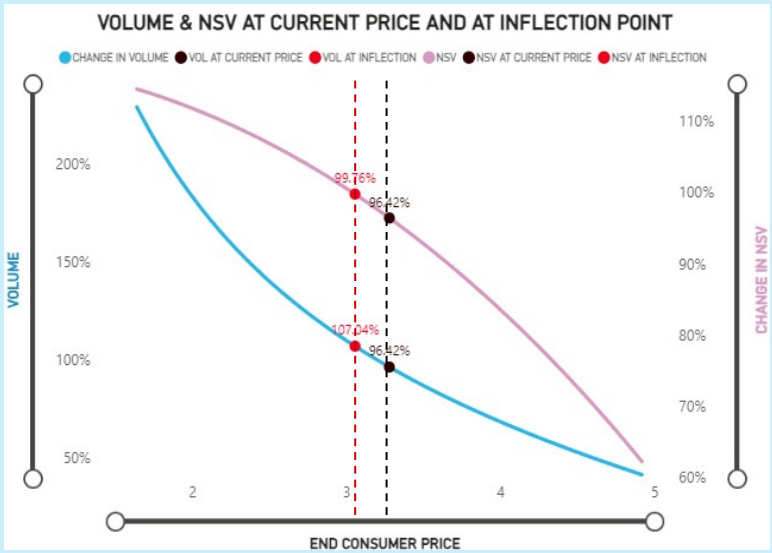
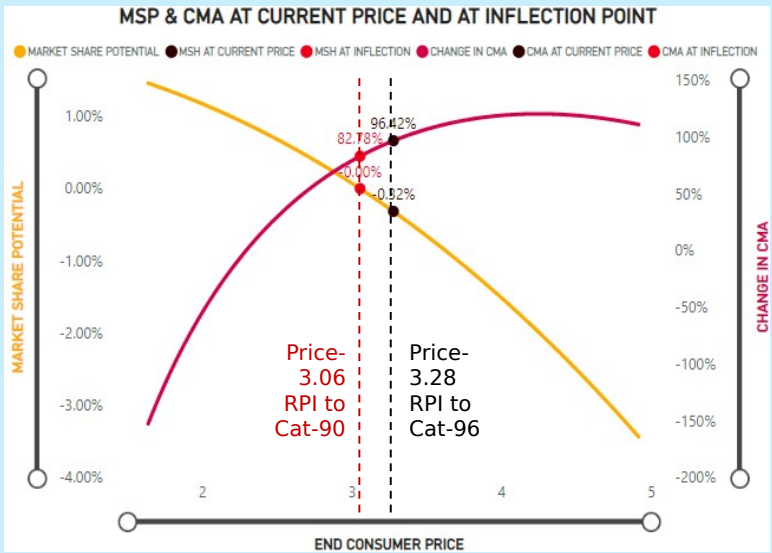
In mayo, Kraft faces challenge Dukes in the mid-tier price segment



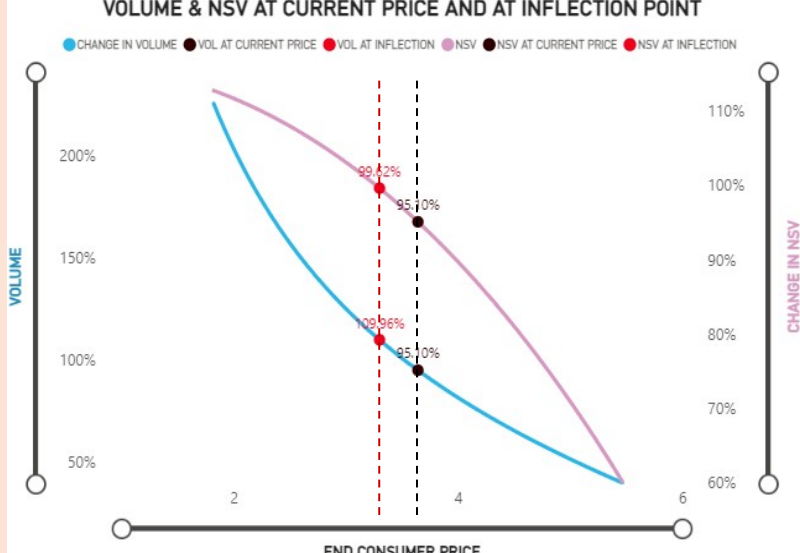
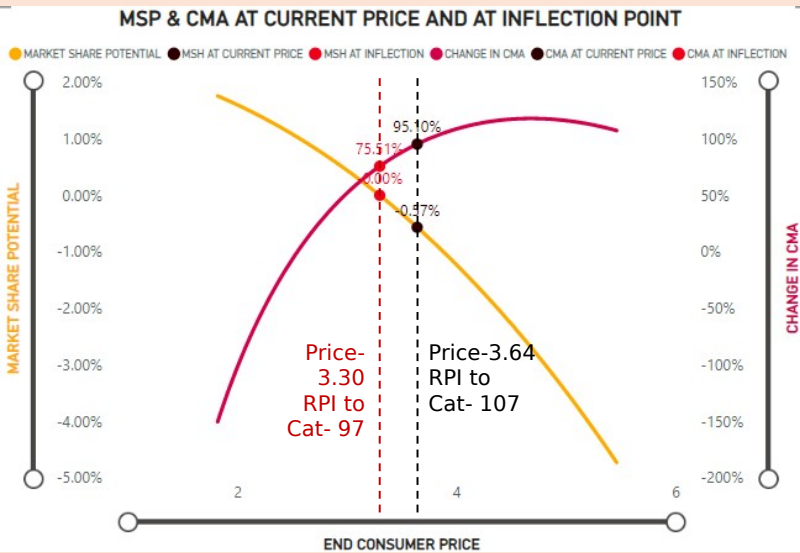
- Dukes has better CSF and comparable MCV at a price lower than in Kraft in Mayo. Kraft has risk of losing consumers to Dukes (if consumers are downgrading) and to Hellmanns (if consumers are upgrading)
- Miracle Whip has a CSF disadvantage as well and hence need to cut price in order to protect MS%
- Kraft is stronger in aioli and can maintain its current price

Food: Cut price in mayo & whipped dressing. Aioli can maintain its price

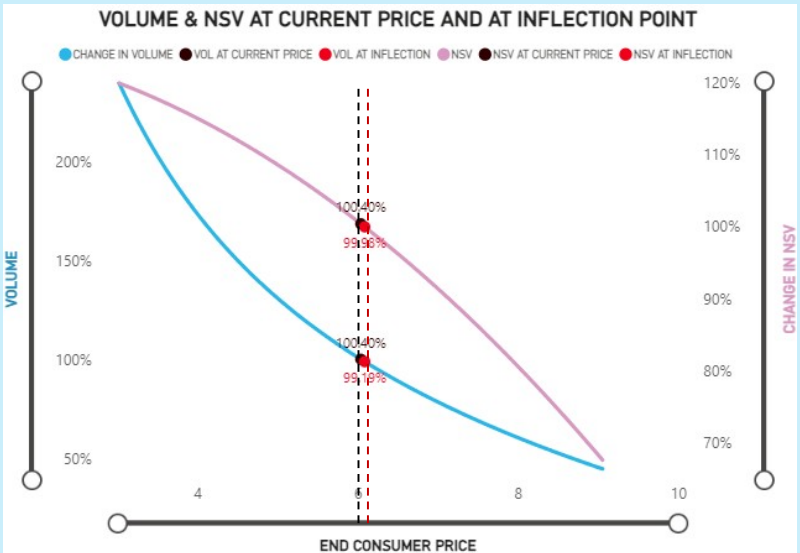
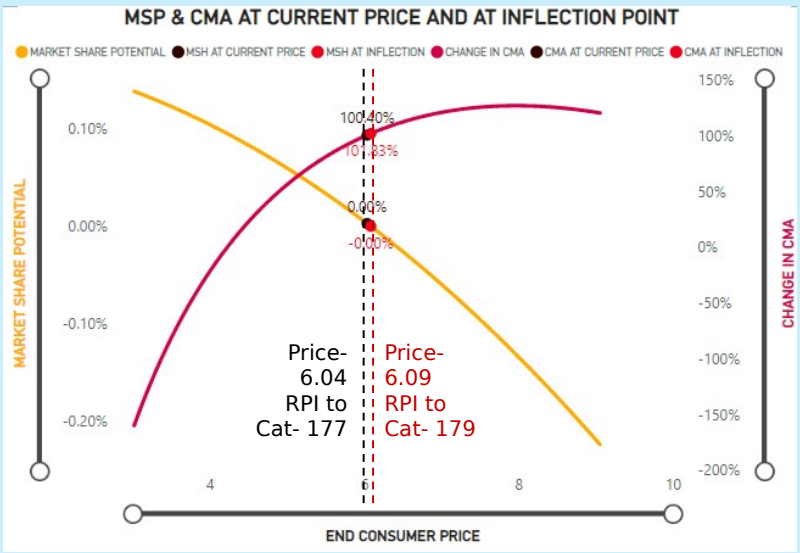
Mayo



Whipped Dressing



Aioli



PPG Level - Food Channel - Market Context

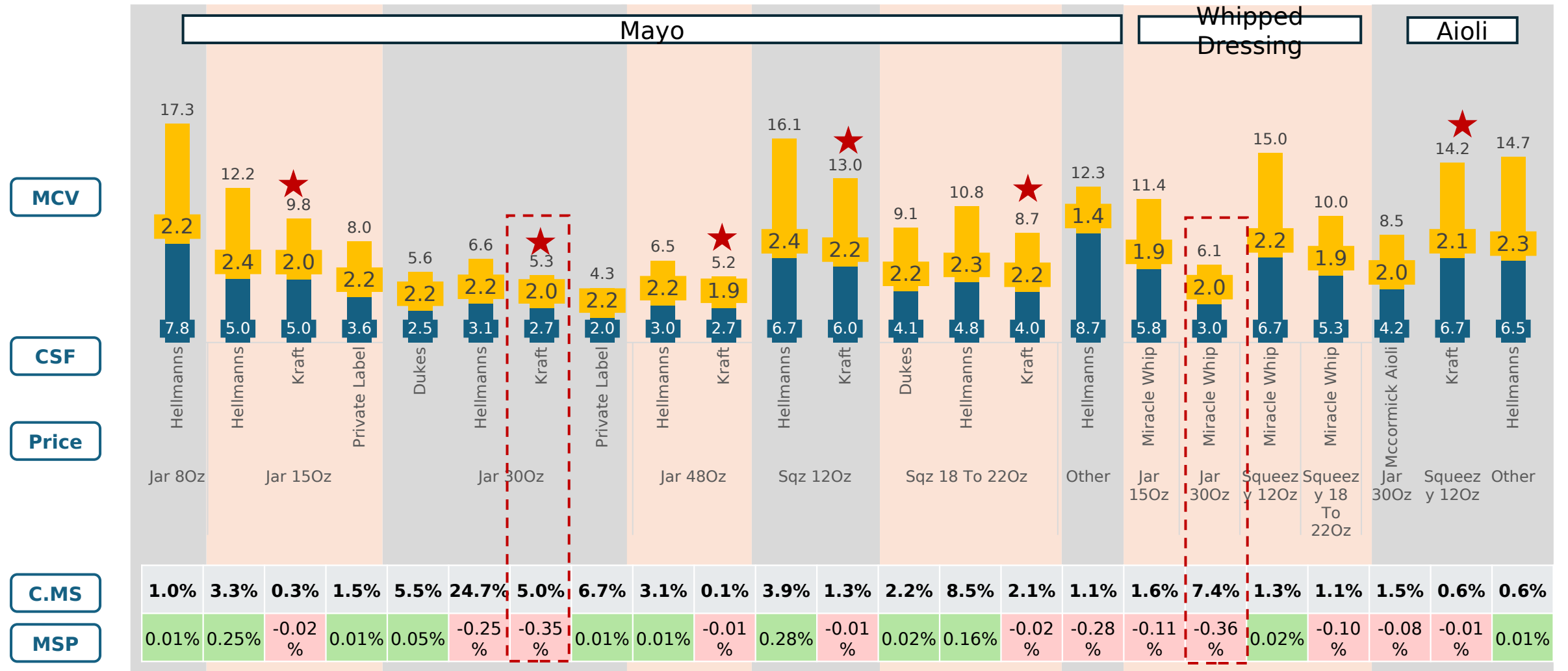
Summary of change in market share and price across brands

Variant	Brand	PPG	Val. MS%	MS% Change	Avg Price	Price% Change
Mayo	Hellmanns	Jar 15Oz	3.3%	0.0%	5.03	0.2%
Mayo	Kraft	Jar 15Oz	0.3%	0.0%	5.01	3.0%
Mayo	Private Label	Jar 15Oz	1.5%	0.1%	3.62	-2.5%
Mayo	Dukes	Jar 30Oz	5.5%	0.7%	2.51	2.2%
Mayo	Hellmanns	Jar 30Oz	24.7%	-0.4%	3.06	3.2%
Mayo	Kraft	Jar 30Oz	5.0%	-0.6%	2.7	2.2%
Mayo	Private Label	Jar 30Oz	6.7%	0.1%	1.97	-1.1%
Mayo	Hellmanns	Jar 48Oz	3.1%	0.1%	2.95	0.4%
Mayo	Kraft	Jar 48Oz	0.1%	0.0%	2.74	8.9%
Mayo	Hellmanns	Jar 8Oz	1.0%	0.0%	7.83	6.3%
Mayo	Hellmanns	Other	1.1%	0.0%	8.67	0.7%
Mayo	Kraft	Other	0.1%	0.0%	2.24	12.7%
Mayo	Restofcategory	Other	4.5%	0.9%	5.8	-0.4%
Mayo	Hellmanns	Squeezy 12Oz	3.9%	0.2%	6.67	5.5%
Mayo	Kraft	Squeezy 12Oz	1.3%	-0.2%	6.01	1.1%
Mayo	Dukes	Squeezy 18 To 22Oz	2.2%	0.3%	4.08	-2.2%
Mayo	Hellmanns	Squeezy 18 To 22Oz	8.5%	0.0%	4.8	5.8%
Mayo	Kraft	Squeezy 18 To 22Oz	2.1%	-0.4%	4.01	0.0%
Mayo	Private Label	Squeezy 18 To 22Oz	0.9%	-0.1%	3.2	6.3%
Whipped Dressing	Miracle Whip	Jar 15Oz	1.6%	0.0%	5.83	-0.7%
Whipped Dressing	Miracle Whip	Jar 30Oz	7.4%	-0.5%	3.03	0.8%
Whipped Dressing	Miracle Whip	Jar 48Oz	0.2%	-0.1%	3.23	2.7%
Whipped Dressing	Miracle Whip	Squeezy 12Oz	1.3%	-0.1%	6.74	1.3%
Whipped Dressing	Miracle Whip	Squeezy 18 To 22Oz	1.1%	-0.1%	5.33	-1.6%
Aioli	Mccormick Aioli	Jar 30Oz	1.5%	0.2%	4.2	2.4%

- 70% of the total PPGs value is in jars
- Within Jars, 30 Oz has the largest val. share at 53%
- Squeezy bottles have 23% share in food and are relatively expensive than jars
- Within Squeezy bottles, 18-22 Oz has a share of 16% and is declining across variants, possibly due to price increase in the range of 4.5%-8%
- Almost all PPGs in Whipped Dressing are declining

Please note: All non-KHC PPGs contributing < 1% to the overall channel have been excluded from representation on the slides. For KHC brands, all PPG contributing more than 0.5% to the respective brands have been shown.

Food: Mayo & WD 30 Oz Jar face maximum risk and needs to cut price



- Kraft's 30 Oz variant is facing the maximum risk of loss of share. Dukes in the same price range has a better CSF and a slightly better MCV. Similar competition from Hellman's as well. This PPG requires price cut to protect loss of share
- Kraft should consider expanding presence of Aioli in 30oz Jars - at a

Food: Mayo & WD cut in Jars; consider expanding Aioli to 30oz Jars

Channel	Variant	PPG	Brand	Current RPI Cat.	MCV RPI Cat.	Delta %	Vol. contr. to KHC	
Food	Kraft	Mayo	Jar 15Oz	147	132	-9.8%	1.1%	
Food	Kraft	Mayo	Jar 30Oz	79	72	-9.5%	30.5%	Cut
Food	Kraft	Mayo	Squeezy 12Oz	176	175	-0.7%	3.7%	
Food	Kraft	Mayo	Squeezy 18 To 22Oz	118	117	-0.4%	8.8%	Expand
Food	Kraft	Aioli	Jar 30Oz		78	Suggested		
Food	Kraft	Aioli	Squeezy 12Oz	196	191	-2.2%	1.6%	Cut
Food	Miracle Whip	Whipped Dressing	Jar 15Oz	171	153	-10.6%	4.5%	Cut
Food	Miracle Whip	Whipped Dressing	Jar 30Oz	89	83	-7.0%	40.8%	Cut
Food	Miracle Whip	Whipped Dressing	Squeezy 12Oz	198	202	-2.2%	3.1%	
Food	Miracle Whip	Whipped Dressing	Squeezy 18 To 22Oz	156	135	-13.5%	3.4%	

Category is defined as Mayo + Aioli only

Walmart

Variant x Brand -Walmart Channel - Market Context (Dec'23 to Nov'24 vs P12M)

Summary of change in market share and price across brands

Brand	MS %	MS% Change	Avg Price	Price% Change
Dukes	7.6%	0.6%	2.78	3.5%
Hellmanns	37.4%	0.8%	3.46	6.2%
Kraft	14.0%	-1.3%	2.99	2.3%
Mccormick Aioli	5.4%	0.3%	4.08	3.0%
Miracle Whip	14.4%	-1.4%	3.36	-1.4%
Private Label	13.0%	0.9%	1.95	2.9%
Restofcategory	8.1%	0.0%	3.26	7.1%

Sales through Walmart : **31%**

Change in Category :

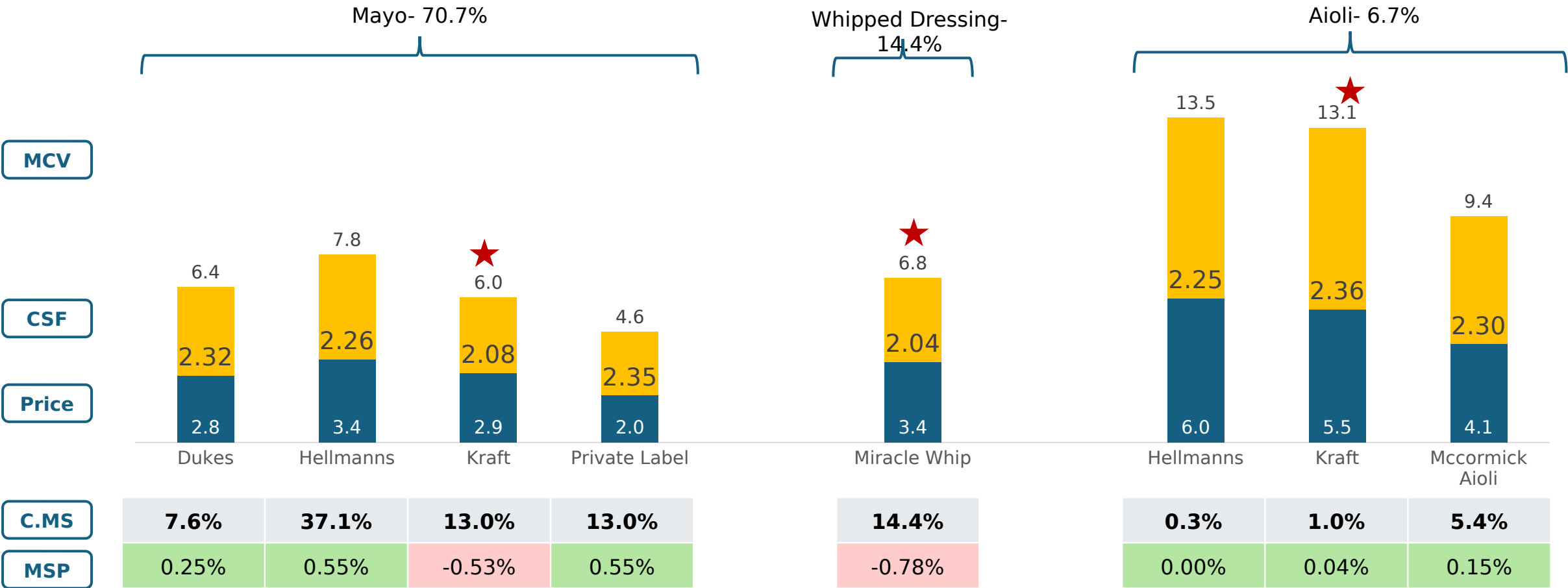
- Value = **+6.8%**
- Volume = **+3.5%**
- Price = **+3.1%**

Brand Variant	Val. MS%	MS% Change	Avg Price	Price% Change
Mayo	76.4%	1.2%	2.90	3.9%
Dukes	7.6%	0.7%	2.78	3.9%
Hellmanns	37.1%	0.7%	3.45	6.1%
Kraft	13.0%	-1.3%	2.90	1.8%
Private Label	13.0%	0.9%	1.95	2.9%
Restofcategory	5.7%	0.3%	3.33	7.4%
Whipped Dressing	15.9%	-1.4%	3.22	-0.2%
Miracle Whip	14.4%	-1.4%	3.36	-1.4%
Restofcategory	1.5%	0.0%	2.32	10.8%
Aioli	7.7%	0.2%	4.51	3.2%
Hellmanns	0.3%	0.1%	6.00	9.0%
Kraft	1.0%	0.0%	5.53	5.4%
Private Label	5.4%	0.3%	4.08	3.0%
Restofcategory	1.0%	-0.2%	6.84	9.9%

- Unlike in other channels, here Mayo is gaining share, aioli is stable and whipped dressing continues to lose share
- Although Mayo is growing, Kraft has lost max. share in both val. & vol. while in aioli, it has gained maximum share

Walmart: Kraft is stronger in Aioli while facing risk in mayo & whipped dressing

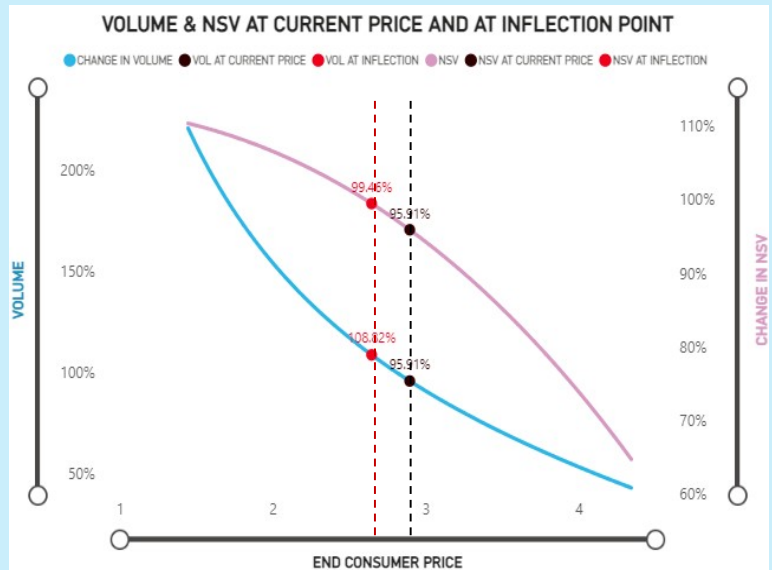
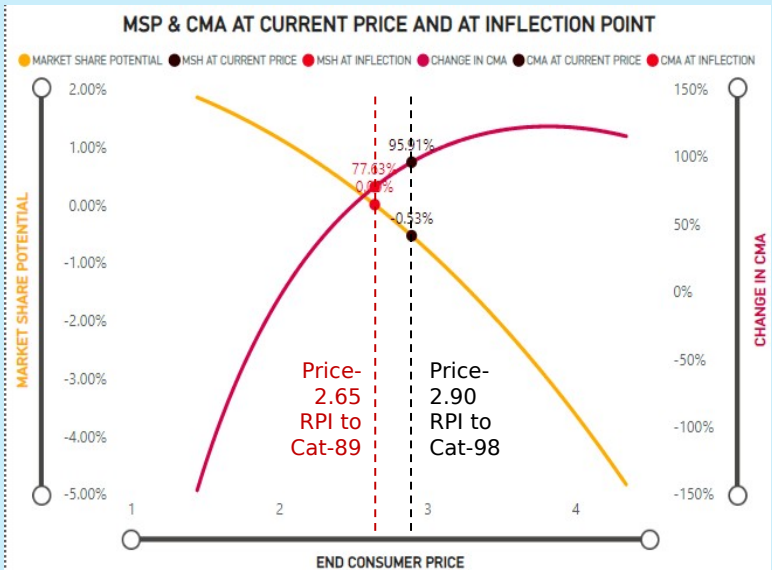
While competition MCVs are ~5% lower in Walmart vs Food, Kraft's are ~15% lower



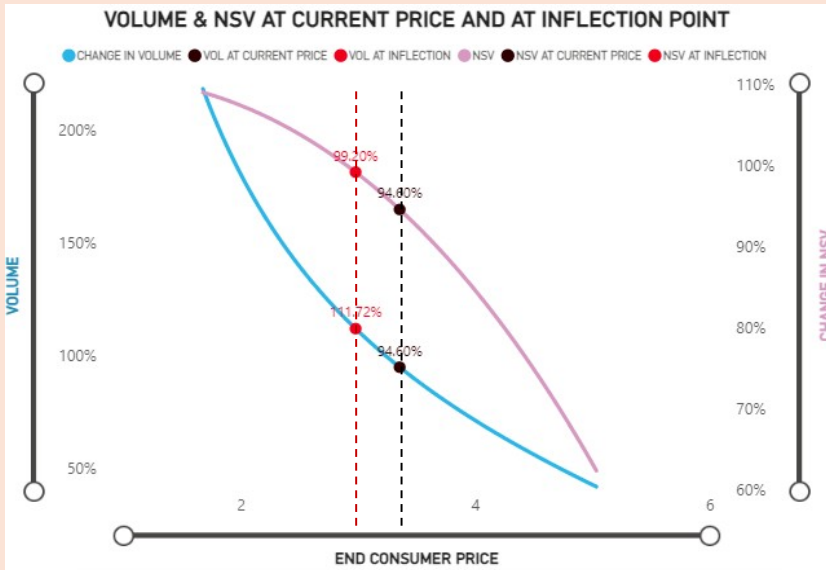
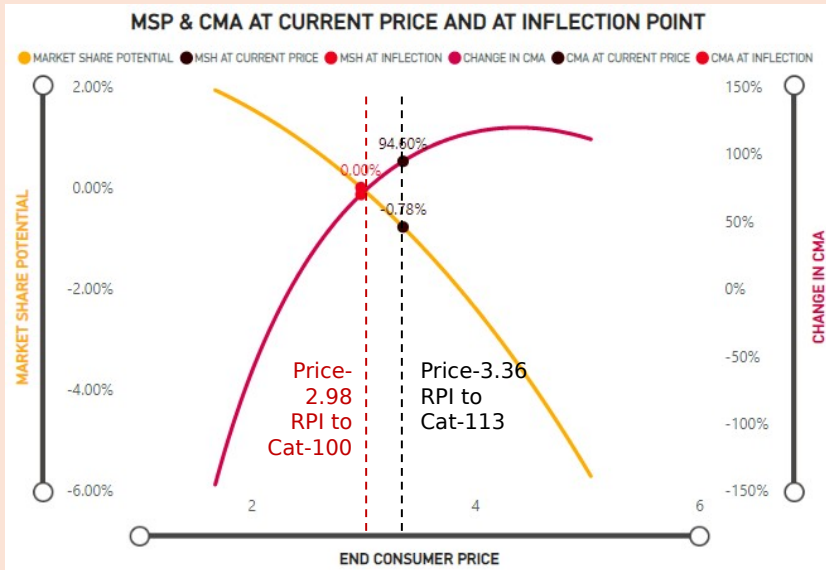
- Dukes has better CSF and MCV at a price lower or same price as Kraft in Mayo. Kraft has risk of losing consumers to Dukes (if consumers are downgrading) and to Hellmanns (if consumers are upgrading)
- Miracle Whip is overpriced and hence need to cut price in order to protect MS%
- Kraft is strong in aioli and can maintain its current price

Walmart: Cut price in mayo & whipped dressing. Aioli can maintain its price

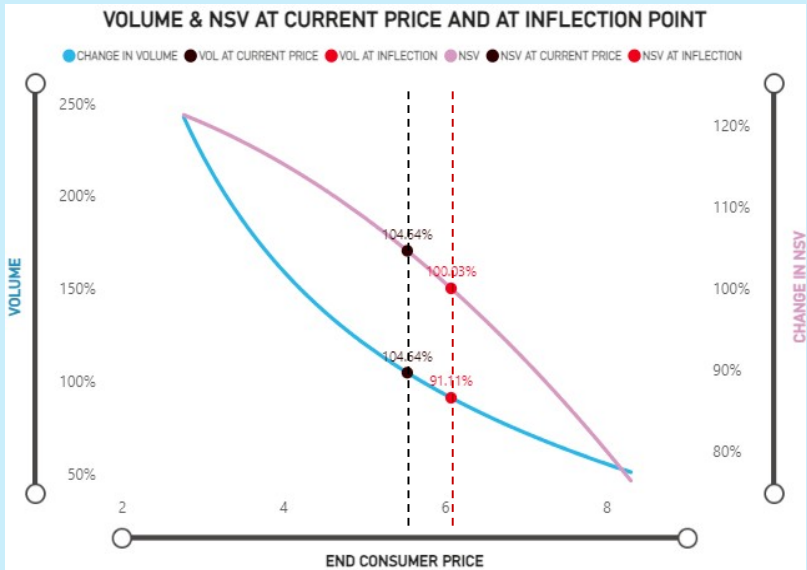
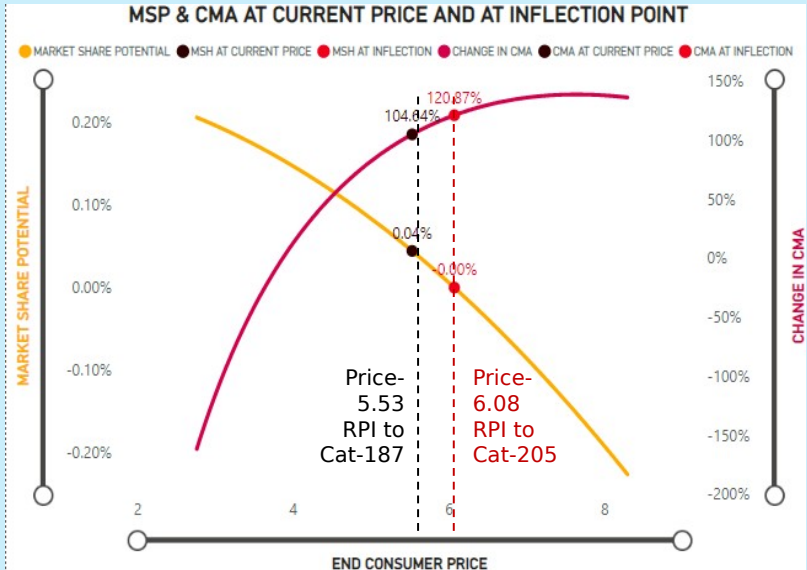
Mayo



Whipped Dressing



Aioli



PPG Level - Walmart Channel - Market Context

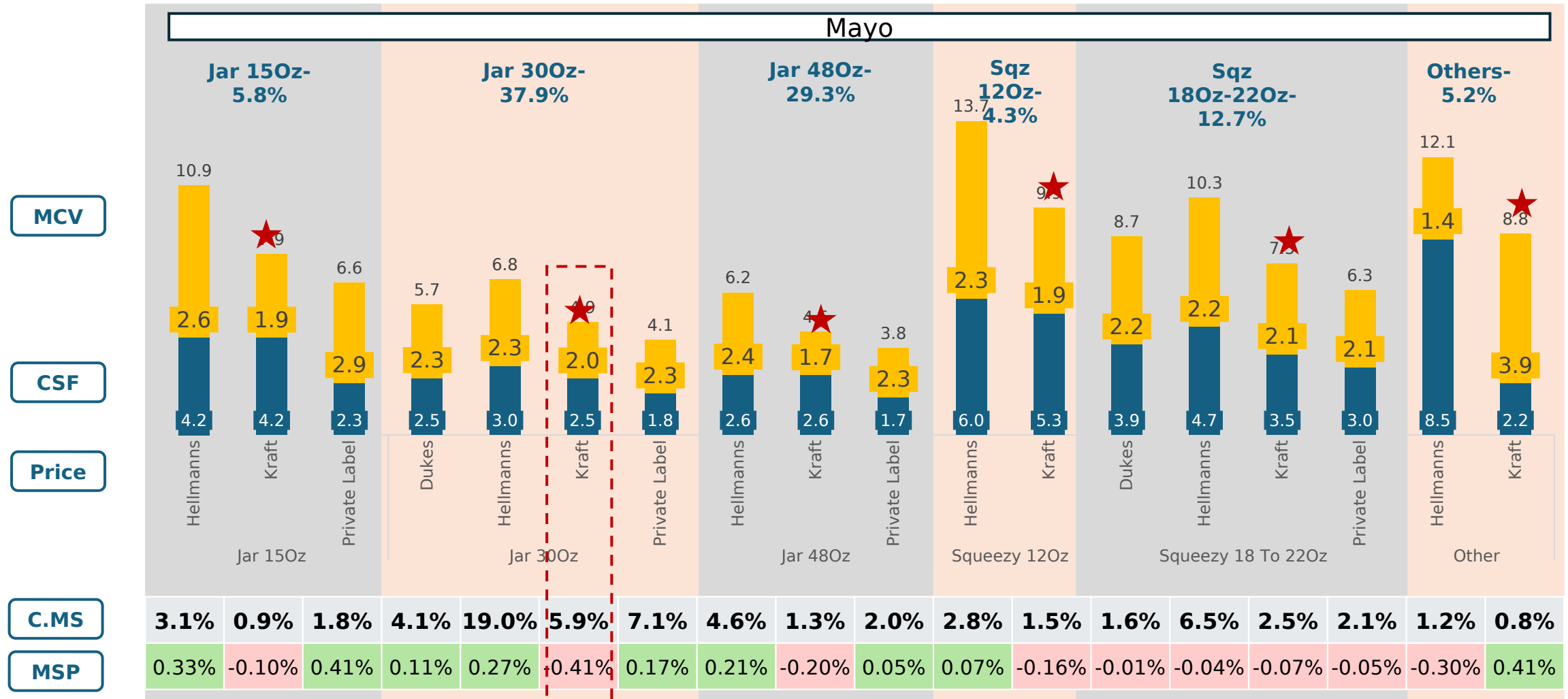
Summary of change in market share and price across brands

Variant	Brand	PPG	Val. MS%	MS% Change	Avg Price	Price% Change
Aioli	Kraft	Squeezy 12Oz	0.9%	0.0%	6.23	6.2%
Aioli	Mccormick Aioli	Jar 30Oz	4.5%	0.4%	3.95	3.5%
Mayo	Hellmanns	Jar 15Oz	3.1%	0.4%	4.24	0.1%
Mayo	Kraft	Jar 15Oz	0.9%	0.0%	4.24	2.8%
Mayo	Private Label	Jar 15Oz	1.8%	0.2%	2.26	-5.3%
Mayo	Dukes	Jar 30Oz	4.1%	0.5%	2.47	3.6%
Mayo	Hellmanns	Jar 30Oz	19.0%	0.3%	3.00	5.9%
Mayo	Kraft	Jar 30Oz	5.9%	-0.7%	2.46	-2.7%
Mayo	Private Label	Jar 30Oz	7.1%	0.4%	1.81	2.2%
Mayo	Hellmanns	Jar 48Oz	4.6%	-0.2%	2.63	3.1%
Mayo	Kraft	Jar 48Oz	1.3%	0.0%	2.6	6.2%
Mayo	Private Label	Jar 48Oz	2.0%	0.5%	1.65	6.3%
Mayo	Hellmanns	Other	1.2%	0.3%	8.54	7.6%
Mayo	Hellmanns	Squeezy 12Oz	2.8%	-0.5%	5.96	7.2%
Mayo	Kraft	Squeezy 12Oz	1.5%	-0.1%	5.3	2.4%
Mayo	Dukes	Squeezy 18 To 22Oz	1.6%	0.1%	3.94	5.4%
Mayo	Hellmanns	Squeezy 18 To 22Oz	6.5%	0.3%	4.71	7.4%
Mayo	Kraft	Squeezy 18 To 22Oz	2.5%	-0.5%	3.52	2.3%
Mayo	Private Label	Squeezy 18 To 22Oz	2.1%	-0.2%	2.96	16.7%
Whipped Dressing	Miracle Whip	Jar 15Oz	1.9%	-0.2%	5.04	-2.0%
Whipped Dressing	Miracle Whip	Jar 30Oz	7.8%	-0.6%	2.83	-1.9%
Whipped Dressing	Miracle Whip	Jar 48Oz	1.2%	-0.2%	2.84	1.8%
Whipped Dressing	Miracle Whip	Squeezy 12Oz	1.5%	-0.2%	6.3	-2.0%
Whipped Dressing	Miracle Whip	Squeezy 18 To 22Oz	1.8%	-0.2%	4.46	-2.0%

- 70% of the total PPGs are jars
- Within Jars, 30 Oz has the largest val. share at 50%
- Squeezy bottles have 23% share in food and are relatively expensive than jars
- Within Squeezy bottles, 18-22 Oz has a share of 16% and is declining across variants, possibly due to price increase in the range of 10%-13%
- Almost all PPGs in Whipped Dressing are declining

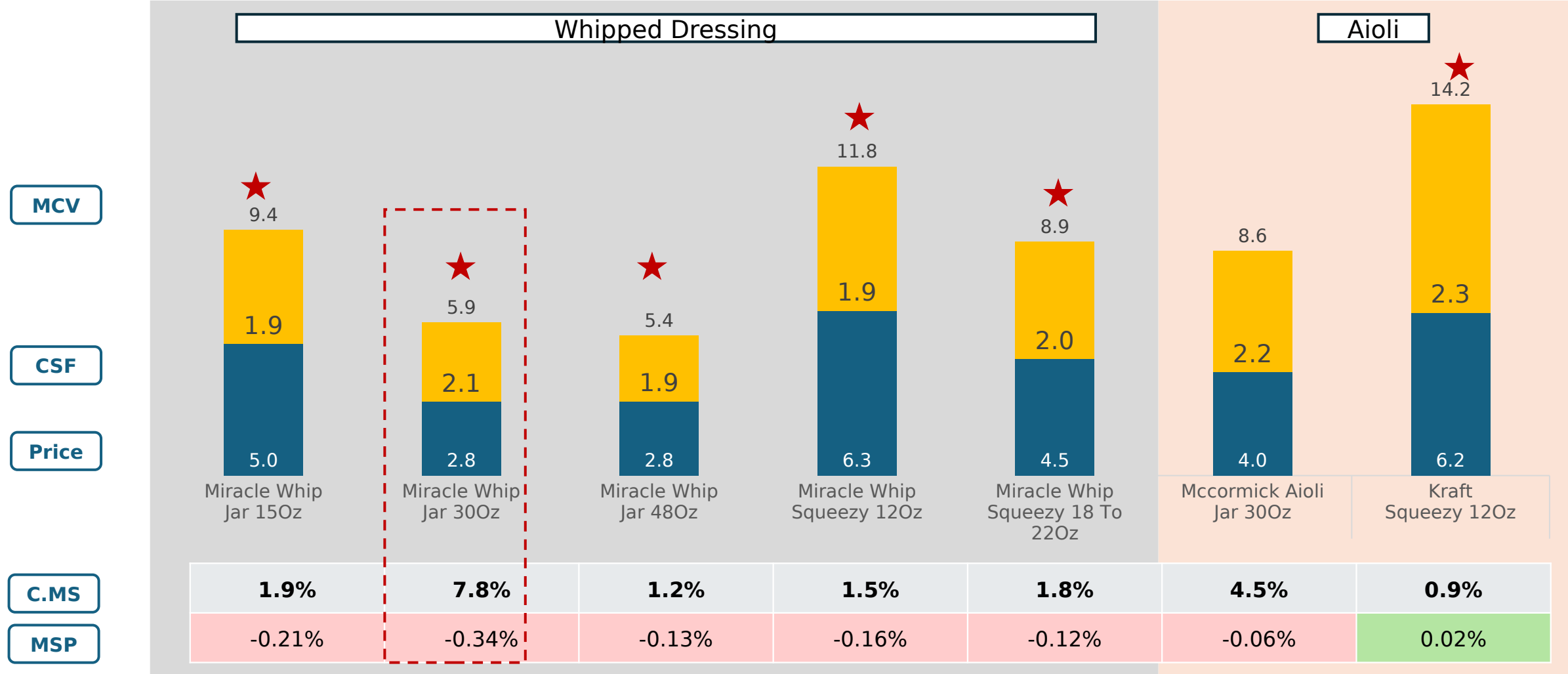
Please note: All non-KHC PPGs contributing < 1% to the overall channel have been excluded from representation on the slides. For KHC brands, all PPG contributing more than 0.5% to the respective brands have been shown.

Walmart- Mayo: Both 30oz Jar and 12oz Squeezy have poor MCVs



- Kraft's 30 Oz variant is facing the maximum risk of loss of share. Dukes in the same price range has a better CSF and MCV. Similar competition from Hellman's as well. This PPG requires price cut to protect loss of share

Walmart- Miracle whip is overpriced across packs while Aioli has a strong CSF



- Need to cut price across Miracle Whip PPGs, more in 30 Oz.
- Aioli can maintain price

Walmart: Mayo & WD cut in 300z Jars; consider expanding Aioli to 30oz Jars

Channel	Variant	PPG	Brand	Current RPI Cat.	MCV RPI Cat.	Delta %	Vol. contr. to KHC	
Walmart	Kraft	Mayo	Jar 150z	143	120	-15.8%	2.3%	Cut
Walmart	Kraft	Mayo	Jar 300z	83	75	-9.5%	26.9%	
Walmart	Kraft	Mayo	Jar 480z	88	69	-21.7%	5.8%	
Walmart	Kraft	Mayo	Squeezy 120z	178	151	-15.3%	3.2%	Expand
Walmart	Kraft	Mayo	Squeezy 18 To 220z	119	114	-3.6%	8.1%	Cut
Walmart	Kraft	Aioli	Jar 300z		107	Suggested		
Walmart	Kraft Miracle	Aioli	Squeezy 120z	210	217	3.3%	1.5%	
Walmart	Whip Miracle	Whipped Dressing	Jar 150z	170	144	-15.2%	4.3%	
Walmart	Whip Miracle	Whipped Dressing	Jar 300z	95	90	-5.7%	30.7%	
Walmart	Whip Miracle	Whipped Dressing	Jar 480z	96	82	-14.2%	4.9%	Cut
Walmart	Whip Miracle	Whipped Dressing	Squeezy 120z Squeezy 18 To	212	181	-14.7%	2.6%	

Category is defined as Mayo + Aioli only

Target

Variant x Brand -Target Channel - Market Context (Dec'23 to Nov'24 vs P12M)

Summary of change in market share and price across brands

Brand	Val. MS %	MS% Change	Avg Price	Price% Change
Dukes	2.8%	-0.2%	3.21	6.5%
Hellmanns	54.4%	-1.5%	4.16	9.3%
Kraft	10.6%	0.3%	3.76	8.4%
Miracle Whip	6.7%	-0.6%	3.75	-1.1%
Private Label	8.1%	-0.7%	2.22	-9.9%
Restofcategory	17.4%	2.7%	6.68	5.6%
Brand Variant	Val. MS%	MS% Change	Avg Price	Price% Change
Mayo	84.2%	-0.8%	3.89	6.8%
Dukes	2.8%	-0.2%	3.21	6.5%
Hellmanns	52.6%	-2.2%	4.11	8.7%
Kraft	6.7%	-0.9%	3.13	1.5%
Private Label	8.0%	-0.1%	2.19	-4.8%
Restofcategory	14.1%	2.6%	6.46	4.6%
Whipped Dressing	6.7%	-0.6%	3.75	-1.1%
Miracle Whip	6.7%	-0.6%	3.75	-1.1%
Aioli	9.1%	1.3%	6.55	5.4%
Hellmanns	1.8%	0.7%	6.36	10.3%
Kraft	3.9%	1.2%	5.76	9.2%
Private Label	0.1%	-0.7%	9.64	9.7%
Restofcategory	3.3%	0.1%	7.80	13.0%

Sales through Target:
3%

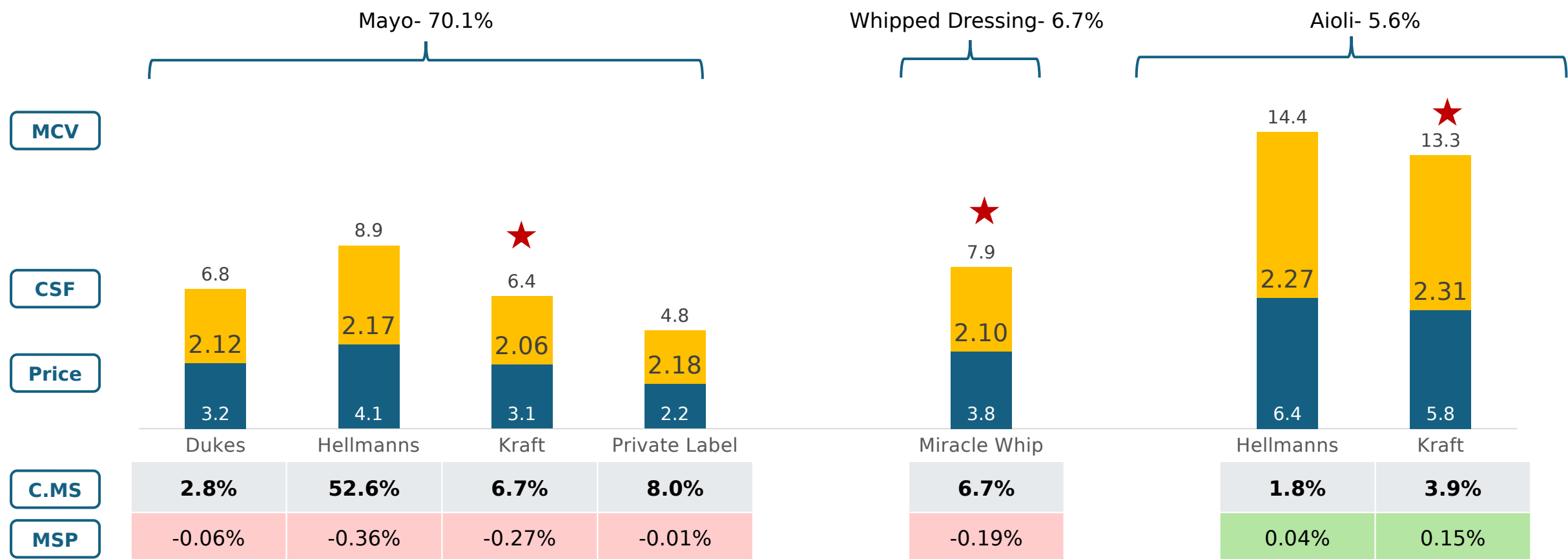
Change in Category :

- Value = **+5.6%**
- Volume = **-1.1%**
- Price = **+6.7%**

- Both Mayo & Whipped Dressing are losing share to Aioli in value and volume
- Almost all brands have lost share in Mayo
- In Aioli, Kraft has gained the maximum share

Kraft is strong in Aioli in both CSF & MCV. In mayo, it faces risk from Dukes

The best CSF is offered by Premium brands sitting in 'Rest of Category'

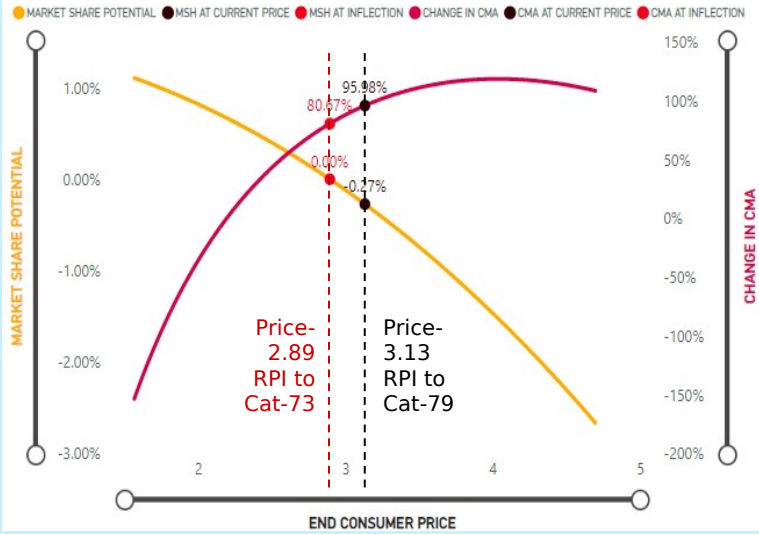


- Kraft has a lower MCV than Dukes but a comparable CSF. There is a risk of loss of share and Kraft should decrease price in Mayo
- Whipped Dressing is losing here as well but has lesser threat of further decline than in Food due to better CSF. However, it needs price cut
- Kraft is aioli has a strong position both in terms of CSF and MCV. It should continue to hold price to gain from losses in other variants

Target: Cut price in mayo & whipped dressing. Aioli can maintain its price

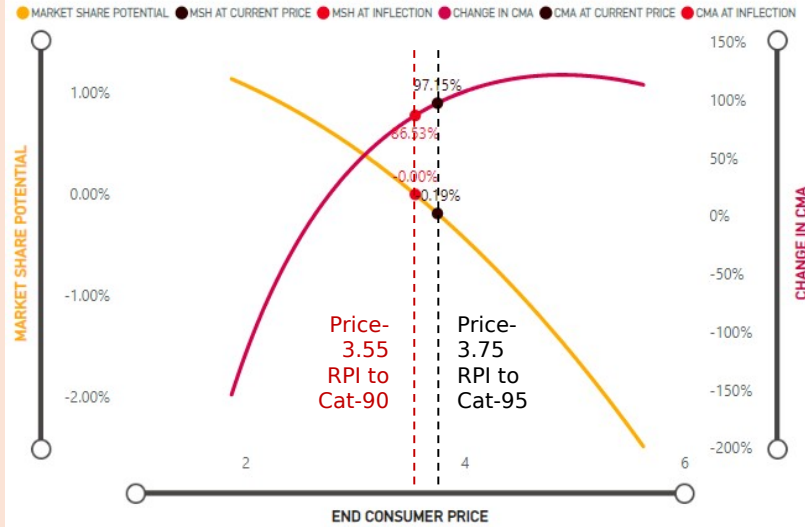
Mayo

MSP & CMA AT CURRENT PRICE AND AT INFLECTION POINT



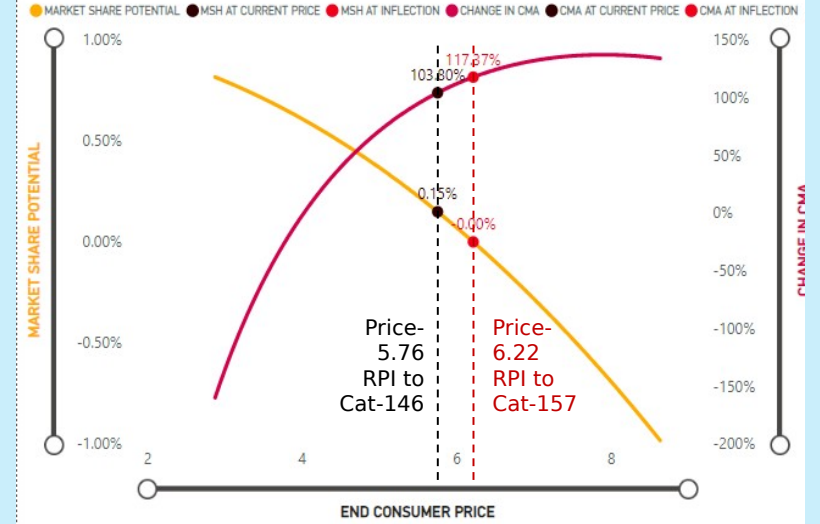
Whipped Dressing

MSP & CMA AT CURRENT PRICE AND AT INFLECTION POINT

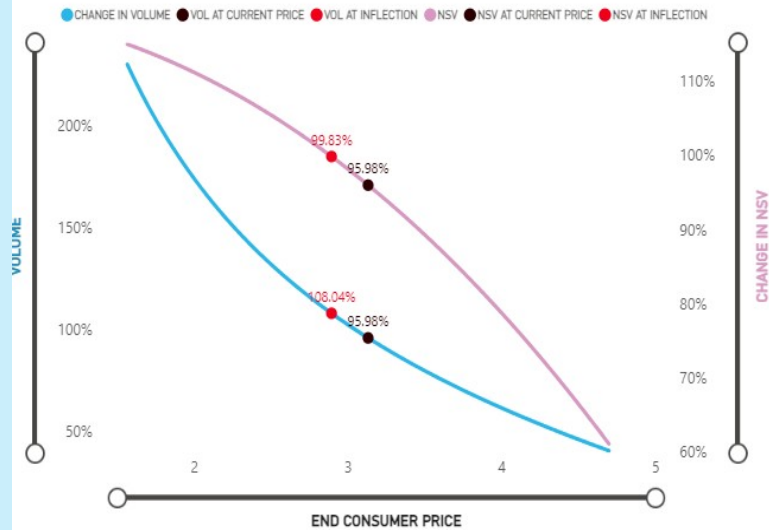


Aioli

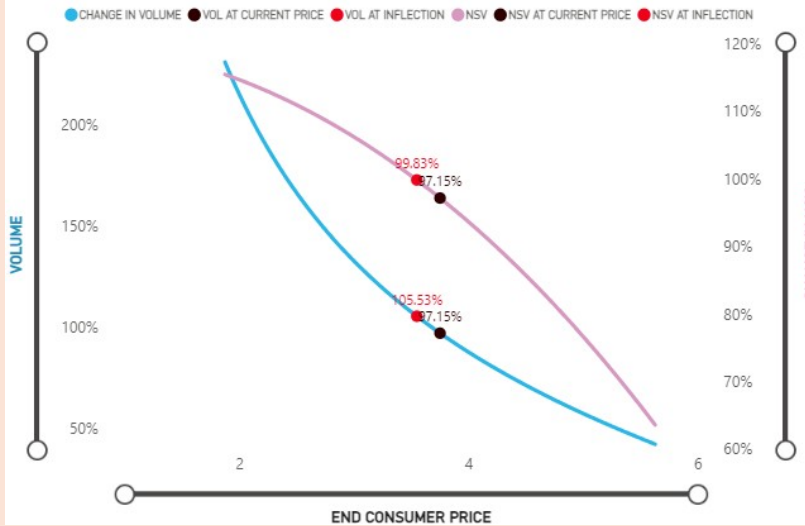
MSP & CMA AT CURRENT PRICE AND AT INFLECTION POINT



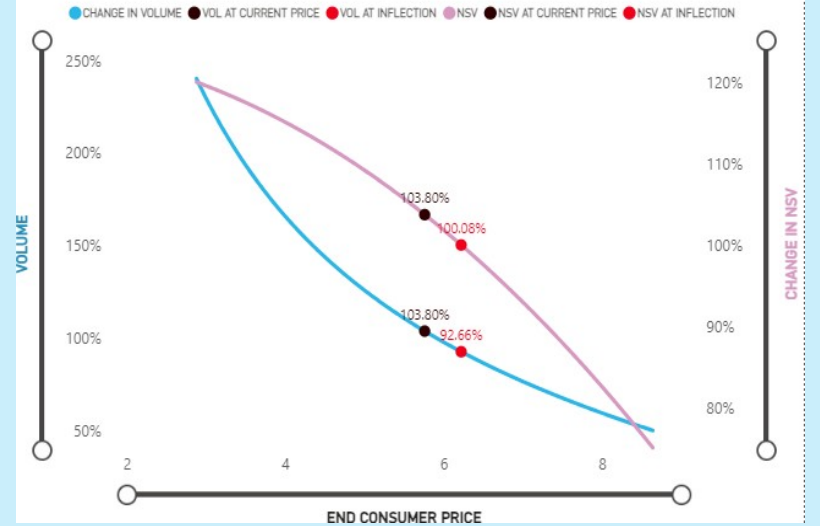
VOLUME & NSV AT CURRENT PRICE AND AT INFLECTION POINT



VOLUME & NSV AT CURRENT PRICE AND AT INFLECTION POINT



VOLUME & NSV AT CURRENT PRICE AND AT INFLECTION POINT



PPG Level - Target Channel - Market Context

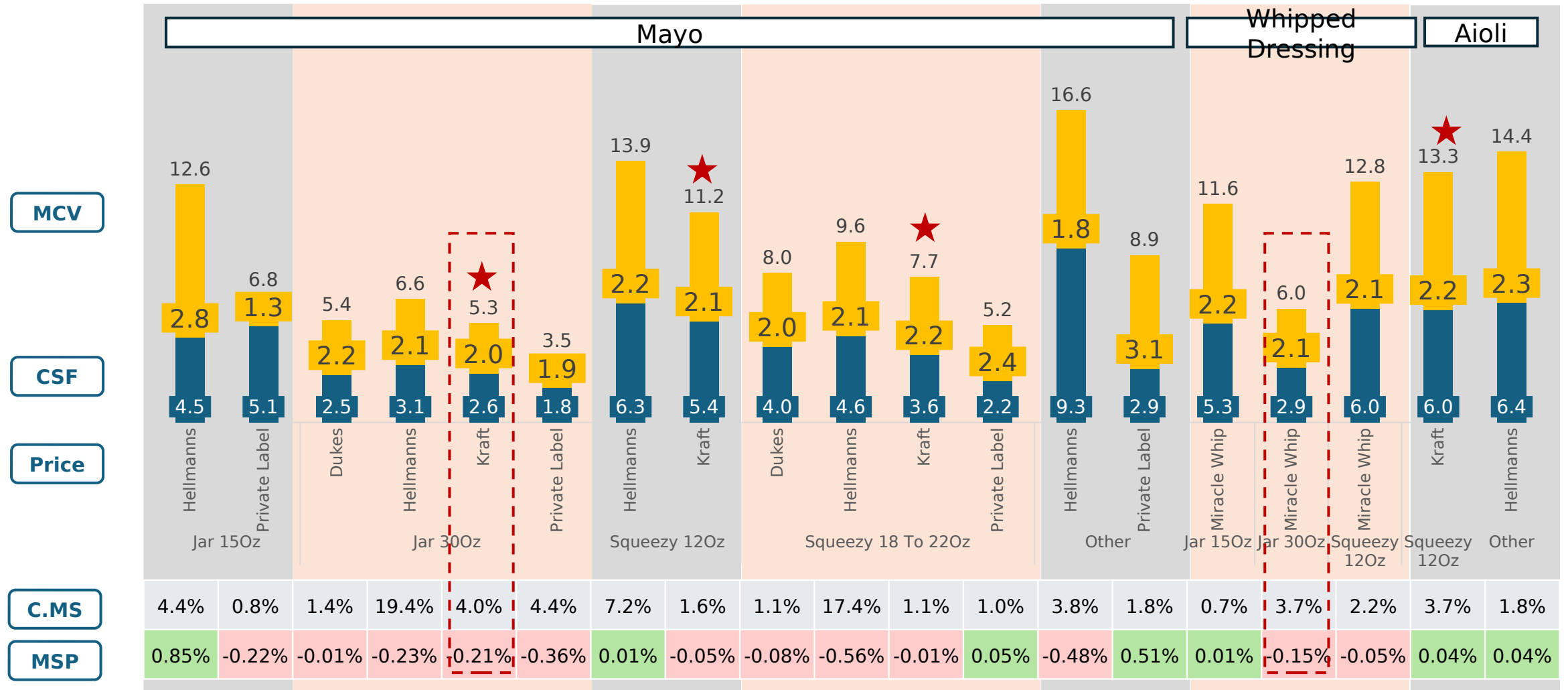
Summary of change in market share and price across brands

Variant	Brand	PPG	Val. MS%	MS% Change	Avg Price	Price% Change
Mayo	Hellmanns	Jar 15Oz	4.4%	0.3%	4.51	3.2%
Mayo	Private Label	Jar 15Oz	0.8%	0.1%	5.11	0.2%
Mayo	Dukes	Jar 30Oz	1.4%	-0.1%	2.52	3.4%
Mayo	Hellmanns	Jar 30Oz	19.4%	-1.9%	3.06	7.3%
Mayo	Kraft	Jar 30Oz	4.0%	-0.4%	2.62	3.1%
Mayo	Private Label	Jar 30Oz	4.4%	0.4%	1.83	-2.1%
Mayo	Hellmanns	Squeezy 12Oz	7.2%	0.6%	6.34	5.3%
Mayo	Kraft	Squeezy 12Oz	1.6%	-0.4%	5.38	-3.4%
Mayo	Dukes	Squeezy 18 To 22Oz	1.1%	-0.3%	4.04	7.2%
Mayo	Hellmanns	Squeezy 18 To 22Oz	17.4%	-0.3%	4.61	7.1%
Mayo	Kraft	Squeezy 18 To 22Oz	1.1%	0.0%	3.58	7.2%
Mayo	Private Label	Squeezy 18 To 22Oz	1.0%	-2.3%	2.19	-24.8%
Mayo	Hellmanns	Other	3.8%	-0.6%	9.25	9.9%
Mayo	Private Label	Other	1.8%	1.8%	2.85	-
Whipped Dressing	Miracle Whip	Jar 15Oz	0.7%	0.3%	5.25	-0.1%
Whipped Dressing	Miracle Whip	Jar 30Oz	3.7%	-0.5%	2.93	-2.6%
Whipped Dressing	Miracle Whip	Squeezy 12Oz	2.2%	0.1%	6.05	-10.4%
Aioli	Kraft	Squeezy 12Oz	3.7%	1.4%	5.99	3.0%
Aioli	Restofcategory	Squeezy 18 To 22Oz	2.6%	0.0%	7.42	13.2%
Aioli	Hellmanns	Other	1.8%	0.7%	6.36	9.3%

- Jars have only 43% value share in Target whereas, Squeezy bottles have 38% share
- Within jars, 30 Oz continue to have bigger share while in squeezy, 18-22 Oz continue to have a larger share
- Here too, 18-22 Oz squeezy is declining across variants

Please note: All PPGs contributing < 0.5% to the overall channel have been excluded from representation.

Target: Mayo & WD 30 Oz jar has risk due to lower CSF



- 30 Oz jar needs slight price reduction to protect loss of share

Target: Mayo & WD cut in 300z Jars; consider expanding Aioli to 30oz Jars

Channel	Variant	PPG	Brand	Current RPI Cat.	MCV RPI Cat.	Delta %	Vol. Share	
Target	Kraft	Mayo	Jar 300z	66	61	-7.2%	33.5%	Cut
Target	Kraft	Mayo	Squeezy 120z	136	130	-4.6%	6.3%	
Target	Kraft	Mayo	Squeezy 18 To 220z	91	90	-0.9%	6.8%	
Target	Kraft	Aioli	Jar 300z		73	Suggested		Expand
Target	Kraft	Aioli	Squeezy 120z	152	155	2.0%	13.6%	
Target	Whip	Whipped Dressing Jar 150z		133	135	1.5%	3.0%	Cut
Target	Miracle	Whipped Dressing Jar 300z		74	70	-5.4%	27.8%	
Target	Whip	Whipped Dressing Squeezy 120z		153	148	-3.0%	7.9%	

Category is defined as Mayo + Aioli only

Thank You
