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INSPIRING FOOD GIANTS

START-UP INVESTMENTS

CONNECTED TO THE PLATE

Advances in digital technology enable consumers to get closer to their food through greater levels of transparency and involvement

CONSUMER ENGAGEMENT SMART LABEL

BLOCKCHAIN TECHNOLOGY

DISCOVERY: THE ADVENTUROUS CONSUMER

Consumers are on a big and broad journey of discovery, moving out of their comfort zones to explore bolder flavors and multisensory food experiences

STORYTELLING NEW FOOD EXPERIENCES

ETHNIC FLAVORS

THE PLANT KINGDOM

The plant-based market shows no signs of slowing down. Brands are greening up their portfolios to attract even the mainstream consumer

BRANDS 'GREEN-UP'

BOTANICAL FLAVORS

DEVELOPMENT OF HYBRIDS

I FEEL GOOD

Consumers have a rising interest in the role that nutrition can play in supporting emotional and mental wellbeing

FEEL GOOD CLAIMS

8

9

SUPPORTING BRAIN HEALTH

SMALL PLAYER MINDSET

going small in their strategy

POWER OF LOCAL

Start-up companies continue to shake up

the food and beverage industry, successfully competing against major players who in turn are

CBD INFUSED

ALTERNATIVES TO ALL TOP TEN TRENDS 2019

Consumers pay attention to health and sustainability. pushing more innovation in replacement foods and ingredients

ALTERNATIVES BRING CHOICE

SUBSTITUTE INGREDIENTS

ALTERNATIVE PROTEINS

3

A FRESH LOOK AT FIBER

Renewed interest in fiber, going beyond digestive health benefits, is driving fiber applications

GROWTH OF FIBER CLAIMS

NEWLY DISCOVERED BENEFITS

NEW FIBER APPLICATIONS

EATING FOR ME

Technological advances and ever expanding choice in food service and retail are enabling consumers to adopt a more individual approach to eating

INDIVIDUAL DIET NEEDS

ENDLESS CUSTOMIZATION



PERSONALIZED PACKAGING

SNACKING: THE DEFINITIVE OCCASION

Meeting the evolving expectations around snack products is a strong focus for innovation across all food and beverage categories

HEALTHY SNACKING

INNOVA MARKET

INSIGHTS

SNACK FORMAT INNOVATIONS

SNACKIFICATION



2

GREEN APPEAL

Brands increasingly commit in market actions and innovations across both product and packaging to answer consumer expectations around sustainability

FIGHTING FOOD WASTE

COMMITTED TO SUSTAINABILITY

PACKAGING INNOVATIONS

Trend 1. Discovery: the Adventurous Consumer

Globalization sparks the consumer's curiosity to discover new food and drinks

INCREASING BRANDING EFFORTS ON DISCOVERY

BRANDS BRING NEW VARIETIES TO THE MARKET

+35%

Growth of new food & beverage launches tracked with a **discovery** claim.

(Global, 2017 vs. 2016)

Discovery claims include: discover, explore, uncover, unveil, unravel.







"I love to discover new flavors"



2 in 3

US, UK and Chinese consumers

Source: Innova Trends Survey (2018)



Arousing consumer curiosity by including an element of surprise

TEMPERATURE SHOCK



Source: instagram.com/skittles

THIS IS NOT WHAT IT SEEMS



Source: instagram.com/duckseatery

ACTIVATE YOUR SENSES



Source: SIAL Paris 2018

Flavors -

Sizzling' strawberry
Fiery watermelon
Blazin' mango
Lemon spark
Flaming' orange



duckseatery • FollowDucks Eatery

duckseatery Don't let that caramelized skin fool you - this smoked "ham" is 100% (

"Basiron's Black Lemon's dark color, smooth dairy and refreshing taste of lemon and lime will activate your senses to the max!"

Source: veldhuyzenkaas.nl/merk/basiron-black-lemon



Trend 2. The Plant Kingdom

Eating plant-based is becoming mainstream, industry thrives on plants

CONSUMERS MAKE HEALTHIER FOOD CHOICES

"I increased my consumption of fruit & vegetables in order to be healthier" 55% China 48% 43%

% of respondents who changed their diet to try to be healthier by <u>increasing their</u> <u>intake of fruit and vegetables</u> (Innova Consumer Lifestyle and Attitudes Survey, 2018)

PLANT INGREDIENTS SOAR ACROSS CATEGORIES



Brands 'green-up' their portfolio to attract the mainstream consumers who want to add more plantbased options to their diet.







Trends and counter trends drive developments of hybrids



Doble Pata Negra Burger Vacuno: Wagyu And Black Angus Burger

Spain, Jan 2018



Carrefour Le Palet Boeuf Et Vegetal: Beef And Vegetable Burgers With Seeds

France, Mar 2018



Garden Gourmet Burger Deluxe XL

Netherlands, Apr 2018

MEAT EATERS

BALANCED INNOVATION SWEET SPOT

VEGETARIAN/VEGAN

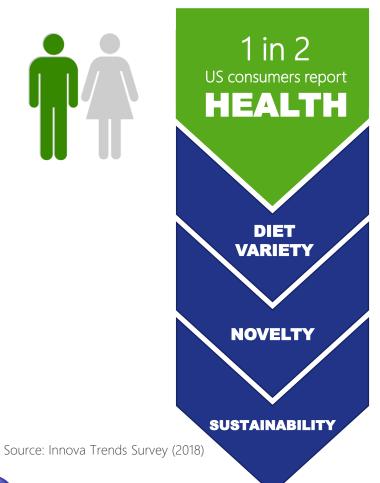


Trend 3. Alternatives to All

Alternative dairy, alternative proteins, alternative sweeteners, etc. – there is now an alternative for everything.

HEALTH REMAINS BIGGEST DRIVER FOR CONSUMERS





...as a reason for buying alternatives to bread, meat or dairy.

A WIDER RANGE OF DAIRY AND MEAT ALTERNATIVES









*CAGR of new food & beverage launches in selected subcategories (Global, 2013-2017)



Beyond health, the plant-based market shows no signs of slowing down

VEGAN TREND CONTINUES TO DRIVE INNOVATION

+46%

...average annual growth of food & beverage launches tracked with a **vegan** claim (Global, 2013-2017)



ALTERNATIVES SPREAD TO MORE CATEGORIES









The quest for alternative proteins hits the food market

PEA PROTEIN

INSECT PROTEIN

WATER LENTILS





What's next? Water lentils?



Likemeat Ham Bratwurst From Pea Protein

Germany, Jul 2018

DESCRIPTION Ham bratwursts from pea protein with vegan casing. Comes in a plastic tray held in a cardboard sleeve.

Jiminis High Energy Bar: Apple, Cinnamon and Caramel with Cricket Flour

Spain, May 2018

DESCRIPTION High energy bar made with cricket flour, apple, cinnamon and caramel, in a plastic packet. **Cricket flour containing over 60% protein**, iron, and B12 vitamin.

Vegan Robs Protein Burritos Water Lentils And Algae Flavored With Veggie Pad Thai

US, Sep 2018

DESCRIPTION **Water lentils** and algae flavored with veggie pad thai. Made with **plant-based** fusion.



Trend 4. Green Appeal

The industry increasingly commits to answering consumer expectations around sustainability

SUSTAINABILITY INITIATIVES ARE A MUST

SUSTAINABILITY DRIVES CORPORATE GOALS

2 in 3

US, UK and Chinese consumers expect companies to invest in sustainability these days

Source: Innova Trends Survey (2018)











Manufacturers commit to sustainable product & packaging development

FIGHTING FOOD WASTE



"Eat beer, crafted with upcycled brewer's malt."



"Made using Aquafaba, the water left over from cooking chickpeas."

ALTERNATIVES TO SINGLE-USE PLASTICS



Edible straws

BIODEGRADABLE

Environmentally and 100% biodegradable

"NO MORE PLASTIC"

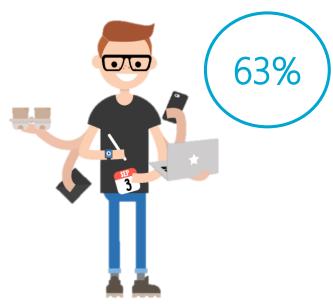
Edible seaweed packaging





Trend 5. Snacking: the Definitive Occasion

Snacking is no longer the optional extra, but the definitive occasion



...of millennials are replacing meals with snacks because they are busy



...of **Gen X** are inclined to cut down on their sweet snack consumption



...of boomers are making changes to their diet to become healthier



Snack attack: innovation focused on snacking occasions











Healthy snacking options show fastest growth for new product development

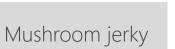
MORE VEGGIE SNACK LAUNCHES

Indexed number of new snack launches tracked by snack subcategory (Global, Index 2014=100) **2018 YTD** of new product launches Indexed # Vegetable Root Rice Fruit Based Based Based Based

GROWTH OF MUSHROOM BASED SNACKS



Shiitake crisps







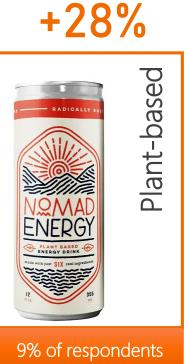
Trend 6. Eating for Me

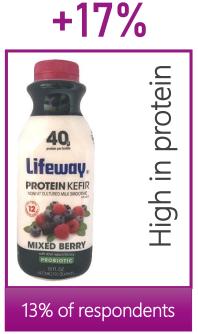
Individual needs and preferences: big impact on new product development

+76%











% of US consumers that followed any of the next diets the past year.*

Growth (in %) of new food & beverage launches tracked with selected dietary claims (Global, 2017 vs. 2016)

*Innova Trends Survey (2018)





E-commerce as an avenue for personalized packaging

BESPOKE PACKAGES USE E-COMMERCE











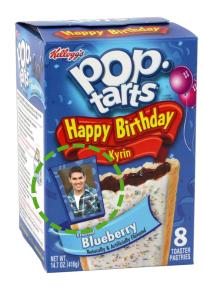


"E-commerce domains enable bespoke packaging personalization, which aids in creating a relationship with consumers and building brand loyalty."



3. SELECT A PACKAGE





PERSONALIZED NUTRITION APPS ENHANCE FOOD E-COMMERCE

Personalize







View Plans

We generate on-demand meal plans based on 3million data points to fit your health needs.



Get Healthy

You get recipes, grocery lists and optional delivery through AmazonFresh right to your door.







Trend 7. A Fresh Look at Fiber

The return of fiber as an essential food ingredient

A GROWING INTEREST FOR FIBER

44%

of US respondents are increasing their consumption of fiber

33%

of UK respondents are increasing their consumption of fiber

Source: Innova Trends Survey (2018)

FILLING THE FIBER GAP: INCREASED LAUNCH ACTIVITY



5百合田食纤维

7.5g





+21%

average annual growth of new launches tracked with a fiber claim

(Global, 2013-2017)





Newly discovered health benefits are driving fiber applications

FIBER INCREASINGLY SEEN IN SPORTS NUTRITION

FIBER AND PROTEIN BENEFITS IN SPORTS BARS

Which of the following are reasons for you to consume fiber?

Digestive health

64% of US consumers

Weight Management

24%

of US consumers

Energy

16%

of US consumers

Source: Innova Trends Survey (2018)

+55%

Average annual growth of new sports nutrition launches tracked with a **fiber** claim*. (Global, CAGR 2013-2017)

*Added fiber and high/source of fiber claims







Trend 8. I Feel Good

Rising interest in the role that nutrition can play not only in physical but also in emotional wellbeing

EMOTIONAL HEALTH KEY FOR HOLISTIC WELLBEING

- Mood: The feeling of satisfaction, happiness, joy and excitement positively influences a person's mood.
- Comfort: A relaxing drink or comforting food calms the nerves and gives a feeling of relaxation.
- A clear mind: Clear thinking, having the ability to concentrate and making and recalling memories are necessities for emotional health.



"My mental health is as important as physical health for my overall wellbeing"

Source: Innova Consumer Lifestyle and Attitudes Survey (2018)

CAN FOOD CHANGE YOUR MOOD?

+36%

Growth of new food & beverage launches tracked with a **feel good** claim. (Global, 2017 vs. 2016)

Feel good claims include: happy and joy





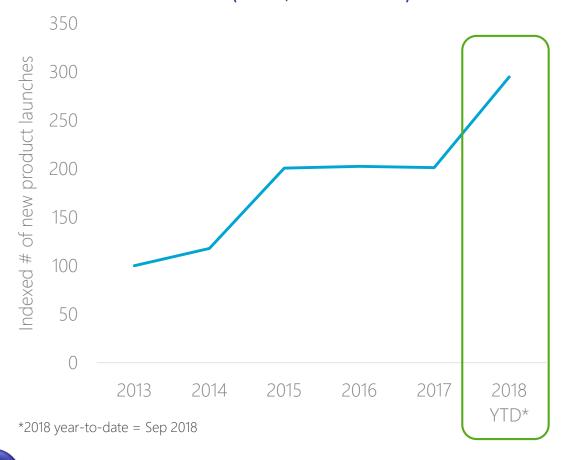




Emotional comfort: guilt-free food & drinks to calm the nerves

FIGHTING THE FEELING OF REGRET

Indexed number of new F&B launches tracked with a "guilt free" claim (Global, Index 2013=100)



PROVIDING A FUNCTIONAL CHILL

1 in 4 US, UK and Chinese consumers say that 'relaxation' is an important aspect when consuming F&B (2018)



Source: Innova Trends Survey (2018)





Trend 9. Small Player Mindset

Start-up companies continue to shake up the food and beverage industry

THE POWER OF LOCAL HOOKS CONSUMERS

2 in 5



...US and UK consumers **prefer small brands** because smaller companies are more dedicated to their products and **have a personal story**.

Source: Innova Trends Survey (2018)



"We want to bring a contemporary, modern-day twist to Indian food. Our products will always be Indian in DNA but can stand up to any global product."

ON A SOCIAL MISSION TO INSPIRE FOOD GIANTS

+20%

Growth of new food & beverage launches tracked with a **social ethical** claim. (Global, 2017 vs. 2016)







of traceable cocoa beans

"With incredibly tasty chocolate, we lead by example to show the world that chocolate can be made differently: in taste, packaging and the way we treat cocoa farmers."



Major players are going small in their strategy

MULTINATIONALS LAUNCH & INTEGRATE START-UPS



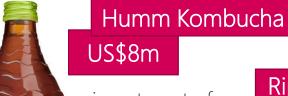
INVESTING IN START-UP INNOVATION



Beyond Meat

US\$72m

...achieved from a diverse cast of backers, including Tyson Foods, Humane Society, General Mills and the actor Leonardo DiCaprio.



...investment of VMG partners in 2017.

num

kombucha

Ripple Foods US\$65m

...raised by Goldman Sachs, among others, in early 2018.

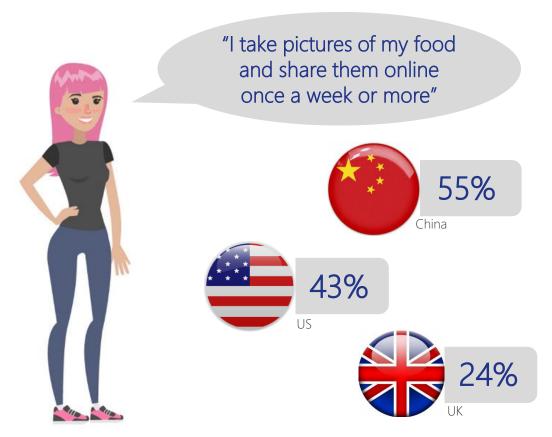




Trend 10. Connected to the Plate

Social media enabling consumer co-creation for new product development

YOUNG CONSUMERS SHARE WHAT THEY EAT ONLINE



% of <u>26-35</u> year olds saying they <u>take pictures of their food and share them</u> online <u>once a week or more (Innova Trends Survey, 2018)</u>

FANS INVOLVED IN FLAVOR INNOVATION

Through **#myoreocreation**, Oreo let fans decide which new flavor would enter the market.

Cherry Cola was the winning flavor.







Blockchain technology enabling greater transparency

PRODUCT TRANSPARANCY MATTERS

8 in 10



Source: Innova Trends Survey (2018)

US consumers are more likely to buy brands that are honest and transparent about how and where products are produced (2018)

DOWNSTREAM: FROM BARLEY TO BOTTLE



BORN CURIOUS?

A radical mix of artisanal brewing methods honed by generations and the powerful spirit of today's digital technology, every aspect of this superb quality craft beer has been carefully recorded and written to the blockchain as a guarantee of transparency and authenticity.

Thirsty for more? Let's go.













THANK YOU!

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