

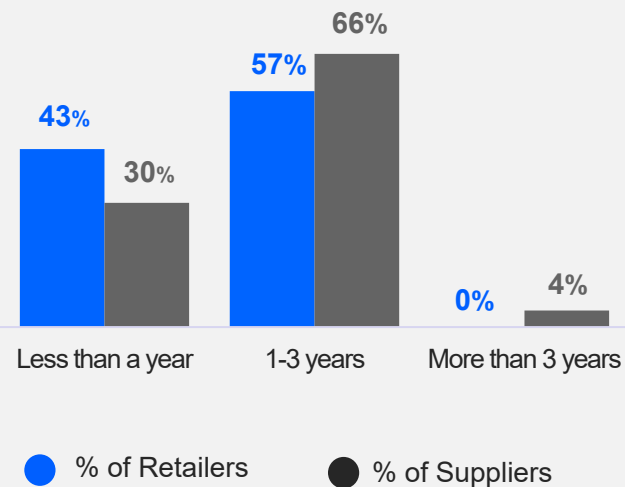
The Impact of COVID-19 on Suppliers and Retailers in Spain

In late March 2020, Advantage Spain & Portugal surveyed 290 Senior Leaders at Retailer and Supplier companies. The intent of this study was to measure the impact of COVID-19 on mass consumption and partnership needs based on their feedback.

How long will it take for mass consumption to return to 2019 levels?

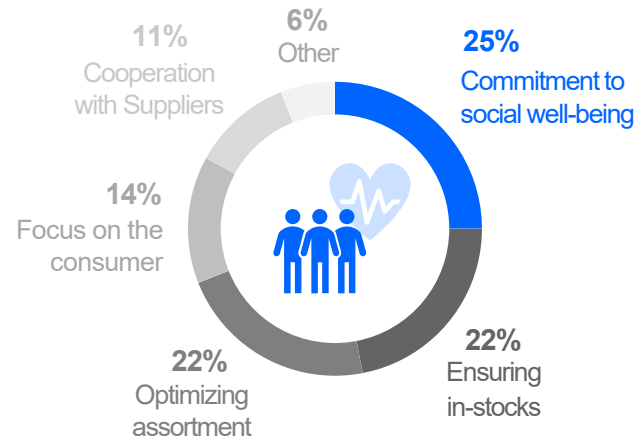


Retailers are more optimistic than Suppliers when it comes to anticipated recovery time. Neither sector believes that it will take longer than three years to recover.

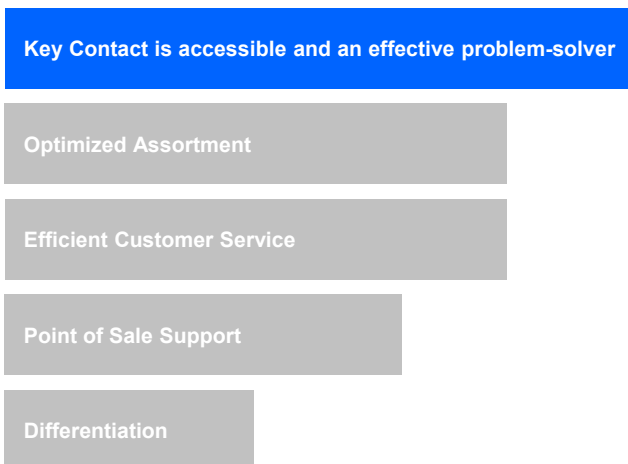


During the Crisis:

What Suppliers Value Most from Retailers



What Retailers Value Most from Suppliers



Once the Crisis is Over:

According to Suppliers...
Retailers' priority should be to:

- ✓ Create and promote a stronger climate of cooperation and trust with Suppliers

Suppliers anticipate much more **growth in e-commerce** as a result of this crisis than Retailers.

According to Retailers...
Suppliers' priorities should be to:

- ✓ Focus clearly on logistical efficiency
- ✓ Provide support at point of sale

Retailers anticipate that there will be greater **shifts in consumer consumption habits** and **more pressure on pricing and promotions** than Suppliers.