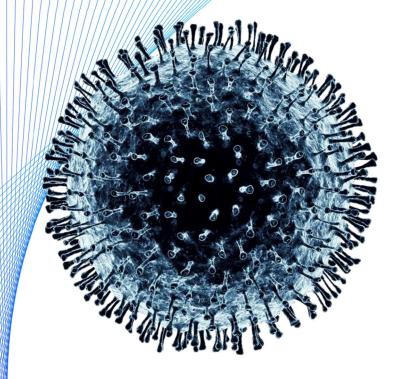


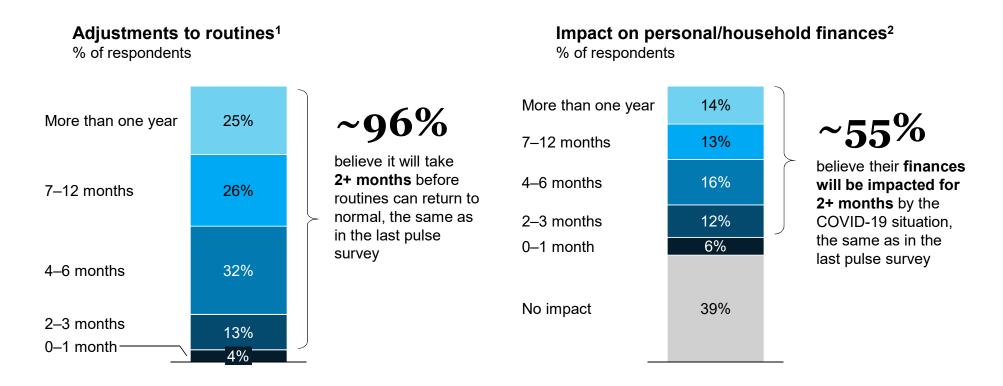
Coronavirus COVID-19 **Consumer insights from Germany**

Results from consumer survey June 18-21, 2020



CONFIDENTIAL AND PROPRIETARY Any use of this material without specific permission of McKinsey & Company is strictly prohibited Decline in spending

Most Germans expect routines to be impacted for over 2 month, with just over half expecting a similar timescale for financial impact



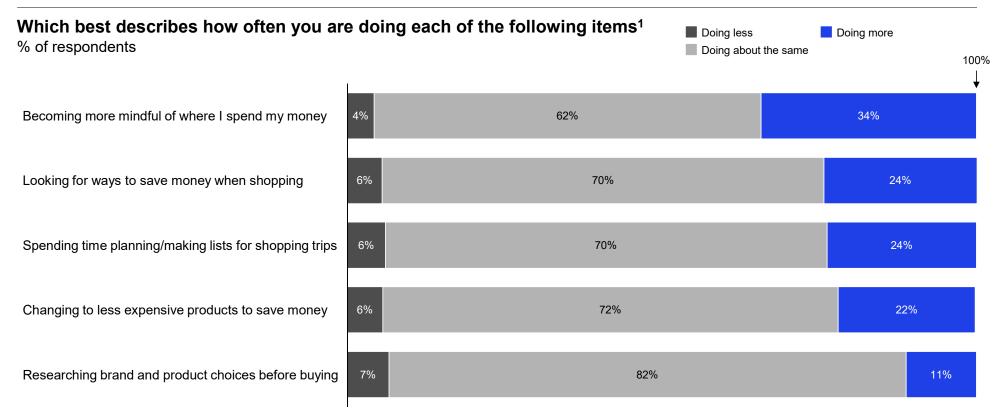
¹Q: How long do you believe you need to adjust your routines, given the current COVID-19 situation, before things return back to normal in Germany (e.g., government lifts restrictions on events/travel)? Figures may not sum to 100% because of rounding.

²Q: How long do you believe your personal/household finances will be impacted by the COVID-19 situation? Figures may not sum to 100% because of rounding.

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011; 5/21–5/24/2020, n = 1,008, sampled and weighted to match Germany's general population 18+ years McKinsey & Company 2

Decline in spending

Germans are becoming more mindful of how they spend their money and adopting habits like making lists and researching



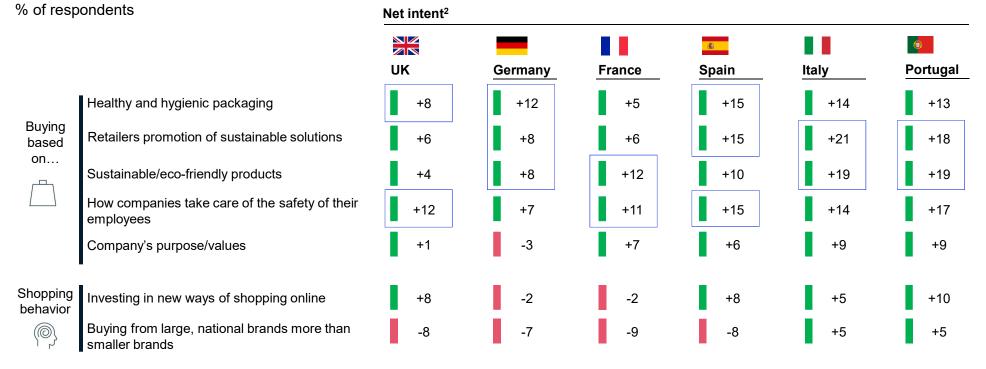
1Q: Which best describes how often you are doing each of the following items? Possible answers: "Doing less since coronavirus started"; "Doing about the same since coronavirus started"; "Doing more since coronavirus started."

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

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Consumers in Southern Europe (Italy, Spain, Portugal) are doing more buying based on sustainability, purpose and values

Which best describes how often you are doing each of the following items¹



¹Q: Which best describes how often you are doing each of the following items? Possible answers: "Doing less since coronavirus started"; "Doing about the same since coronavirus started"; "Doing more since coronavirus started." ²Net intent is calculated by subtracting the % of respondents stating they expect to decrease time spent from the % of respondents stating they expect to increase time spent.

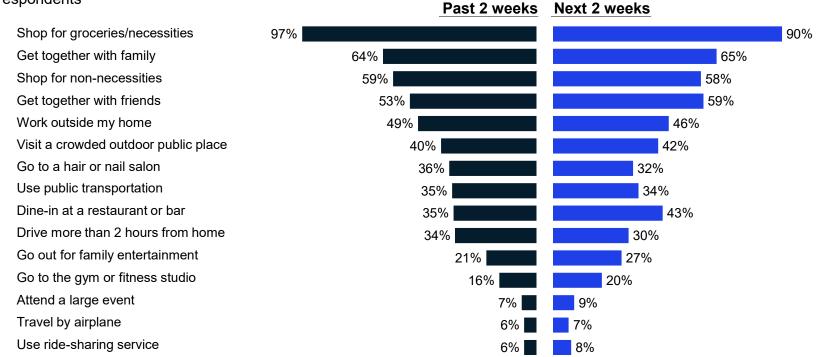
Source: McKinsey & Company COVID-19 Europe Consumer Pulse Survey 6/18–6/21/2020, n = 5,645, across Italy, France, Germany, Spain, UK, Portugal, sampled and weighted to match European general McKinsey & Company 4 population 18+ years



Germans are planning small increases in social activities such as dining in and going out for family entertainment

Consumers' engagement with activities outside home¹



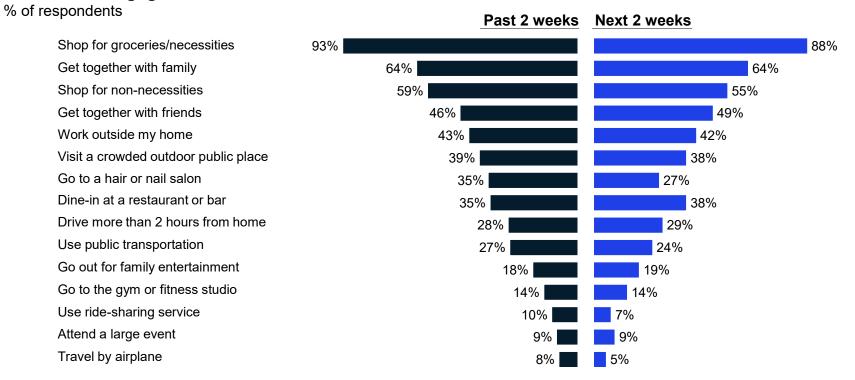


¹ Q: *Did you leave your house for the following activities over the past two weeks*? Chart represents the percentage of respondents who indicated that they left home at least once during the past week to do this activity. Q: *For which of the following activities do you intend to leave your home to do in the next two weeks*? Chart represents % of respondents who intend to leave their home to do this activity during the next two weeks. ² Q: How worried would you be if you were to do the following activities in the next two weeks? Possible answers: "not worried at all"; "not very worried"; "somewhat worried"; "very worried"; "extremely worried." ³ Net worry is calculated by subtracting the % of respondents stating they "not worried at all" and "somewhat worried" from "very worried" and "extremely worried."

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18-6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

Despite continued uncertainty and caution, Europeans have started to engage in activities outside, e.g., meeting family and friends

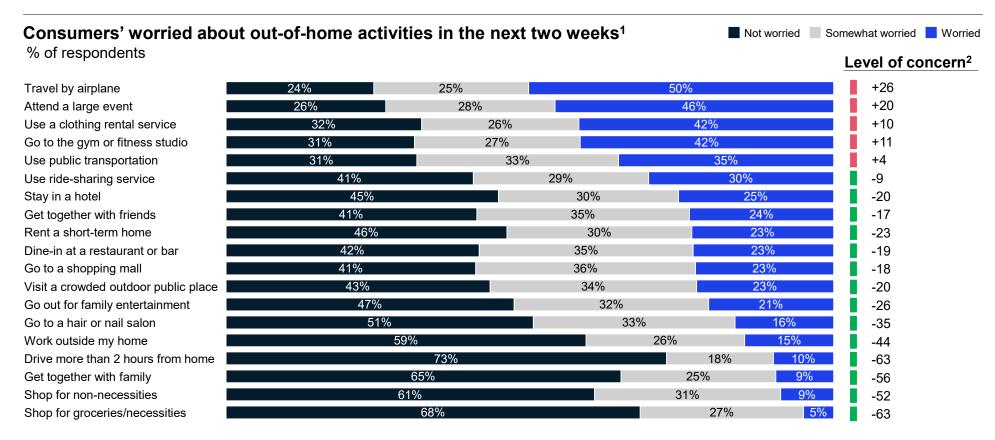
Consumers' engagement with activities outside home¹



¹Q: Did you leave your house for the following activities over the past two weeks? Chart represents the percentage of respondents who indicated that they left home at least once during the past week to do this activity. Q: For which of the following activities do you intend to leave your home to do in the next two weeks? Chart represents % of respondents who intend to leave their home to do this activity during the next two weeks.

Source: McKinsey & Company COVID-19 Europe Consumer Pulse Survey 6/18–6/21/2020, n = 5,645, across Italy, France, Germany, Spain, UK, Portugal, sampled and weighted to match European general McKinsey & Company 6 population 18+ years

Germans have the highest level of concern in using travel and attending large events



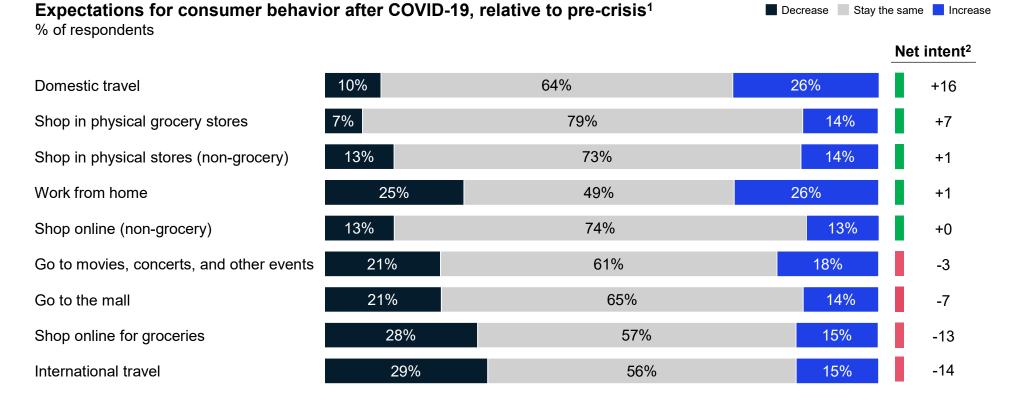
¹ Q: How worried would you be if you were to do the following activities in the next two weeks? Possible answers: "not worried at all"; "not very worried"; "somewhat worried"; "very worried"; "extremely worried." ³ Level of concern is calculated by subtracting the % of respondents stating they "not worried at all" and "not very worried" from "very worried" and "extremely worried."

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

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Homebody economy

Looking beyond COVID-19, consumers expect to replace some international travel with domestic travel



¹Q: Once the coronavirus (COVID-19) situation has subsided, which of the following do you think you will do more or less compared to before the coronavirus (COVID-19) situation started? Possible answers: "will reduce this"; "will do the same as before coronavirus"; "will increase this."

²Net intent is calculated by subtracting the % of respondents stating they expect to decrease time spent from the % of respondents stating they expect to increase time spent.

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18-6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

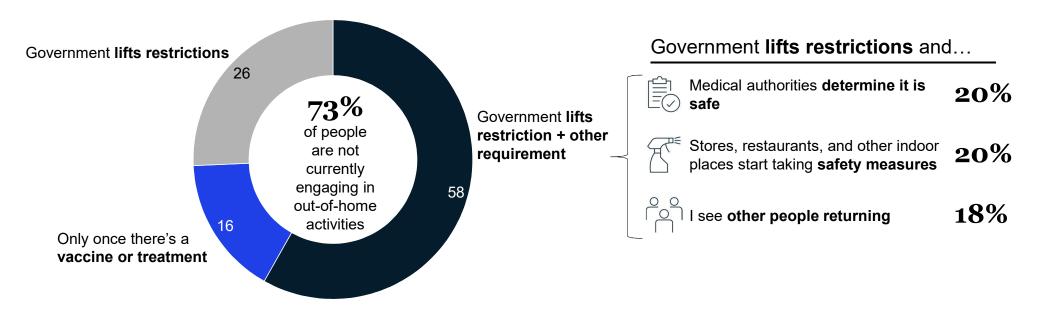
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Health and hygiene

Of consumers who have not yet engaged with out-of-home activities 74% are waiting for milestones beyond the lifting of restrictions

Milestones for the German population not yet engaging with out-of-home activities¹

% of respondents awaiting each milestone before engaging



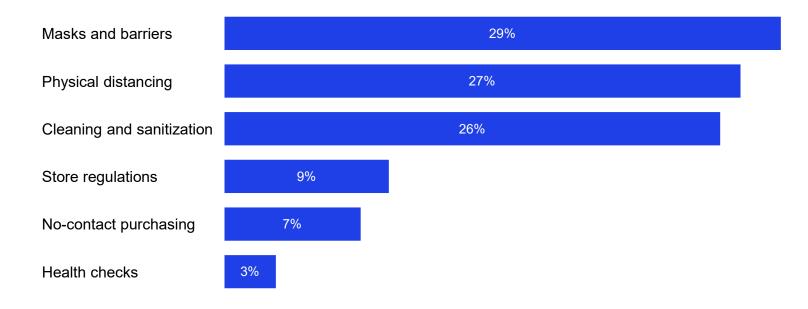
¹ Q: Which best describes when you will regularly return to stores, restaurants, and other out-of-home activities? Chart rebased to exclude those already participating in these activities and those who do not deem any of these items important. Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years McKinsey & Company

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Masks or barriers are most important to consumers as they decide where to shop in-store

Top priorities when deciding where to shop in-store¹

% of respondents for whom this criterion is the most important²



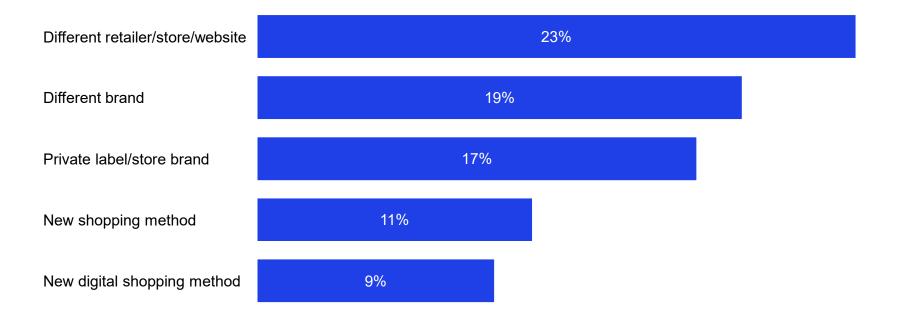
1Q: Once restrictions lift, which of the following factors will be most important to you as you decide which of these places to visit in person? Respondents were asked to select the most important.

² The following categories are included in each bucket: Cleaning and sanitization—increased cleaning, improved air filtration, availability of sanitizing supplies throughout the store; Health checks—customer wellness check (e.g., temperature) on entry; more wellness check (e.g., temperature) o

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

Many consumers have discovered new shopping behaviors, including new stores and brands

Have you used any of the following since COVID-19 started¹ % of respondents

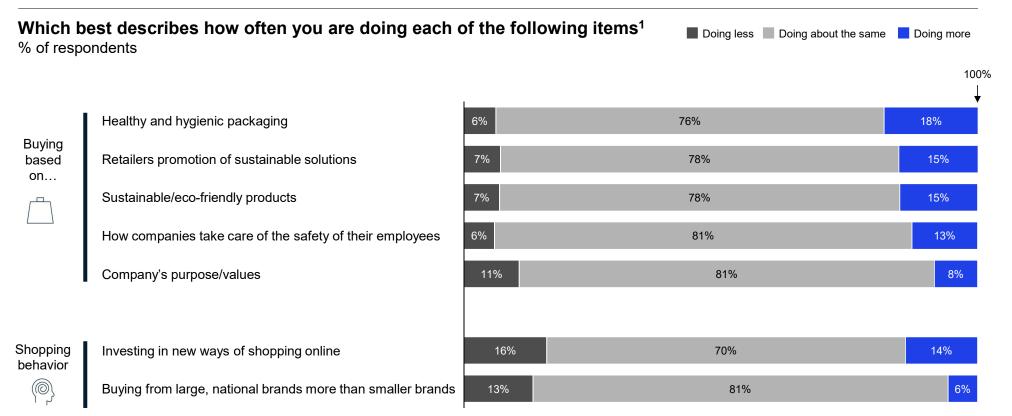


¹Q: Since the coronavirus (COVID-19) situation started (i.e., in the past ~3 months), which of the following have you done?

Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18-6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

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Germans have started focusing more on healthy and hygienic packaging and sustainable solutions and products



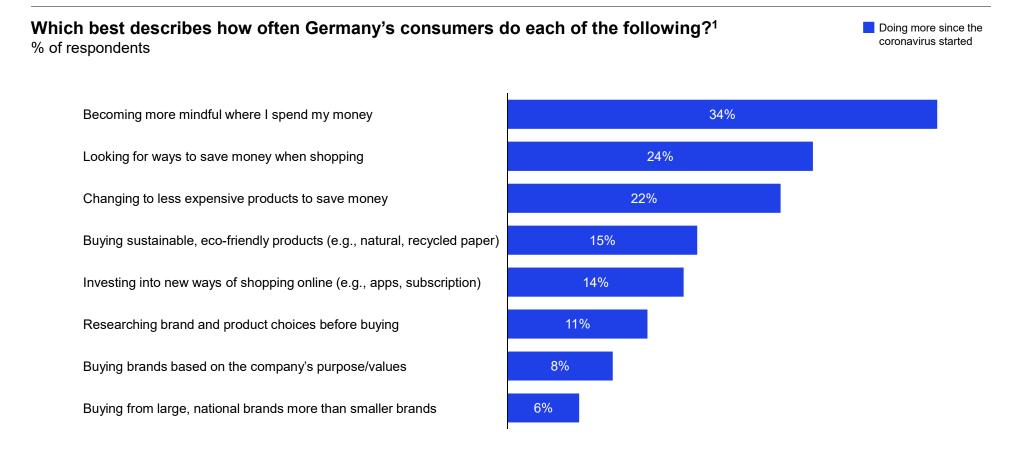
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Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18-6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years

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Deliberate consumption

German consumers are getting more price-sensitive as the effects of COVID-19 progress



 ¹ Q: Which best describes how often you do each of the following items? Please select from 3 answers: 1) Doing less since the coronavirus started, 2) Doing about the same since coronavirus started, 3) Doing more since the coronavirus started.

 Source: McKinsey & Company COVID-19 Germany Consumer Pulse Survey 6/18–6/21/2020, n = 1,011, sampled and weighted to match Germany's general population 18+ years
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