



End of Year Summit

27th November 2025

Agenda:

- **Introduction to TWC Group**
- **Channel Track/Channel Performance 2025 (new data)**
 - Foodservice performance data
 - Convenience performance data
 - We will cover both channels, because consumers use both channels
- **WHO**
 - Is the customer?
 - Is driving channel growth?
- **Issues we aim to cover in 2026**
 - But please direct us to your most critical issues
- **Destination 2027.**
- **Summary & Close**



TWC colleagues here today



Tom Fender
Development
Director

Tom@TWCGroup.net



Sarah Coleman
Commercial
Director

Sarah@TWCGroup.net



Jayne Webb
Insights
Director

Jayne@TWCGroup.net



Anoosh Patel
Account
Manager

Anoosh@TWCGroup.net



Gavin Taylor
Insight
Executive

Gavin@TWCGroup.net



TWC Group is...

'... a data, digital & research/insight consultancy.'

We harness all three to empower wholesale, foodservice & convenience retail.'

We are proud to work exclusively in wholesale & associated RTM sub channels.



A one stop shop for wholesale and associated routes to market

'WHAT' is happening?



Wholesale shipments reporting for 90 UK wholesalers



Wholesale shipments aggregated reporting



Independent convenience epos market read (for wholesalers & suppliers)

Technology/data based

'WHY' is it happening?



Consulting Division



Qualitative Research B2B or B2C



Quantitative Research B2B or B2C

People based

New for 2026 – a 'what' & 'why' hybrid



ChannelTrack



Channel Track Objective:

Delivering the most robust data and insight solution focused on driving channel growth

Aligns to our vision:

twc

Driving Growth in Wholesale
through Data and Insight



More Shoppers



Buy More



Visit more frequently



Spend more

Why? 2 x £1bn opportunity.

To achieve **1 more** transaction per Independent & Symbol store per day
& **10% of those transactions**
to contain **1 more** item

= **£1bn opportunity (+4%)**

One third of the UK population to
go out on **1 more occasion** per
quarter

= **£1bn opportunity**



WHAT is happening?

Customer card spend data

- 10.2mn customers
- Covering 140k hospitality and 40k retail outlets
- Benchmark independents vs chains

- Independents & symbols market read
- EPOS data for representative sample of 5k stores, extrapolated to represent 32k store universe
- Transaction data / basket analysis

ChannelTrack 

Hospitality & Convenience

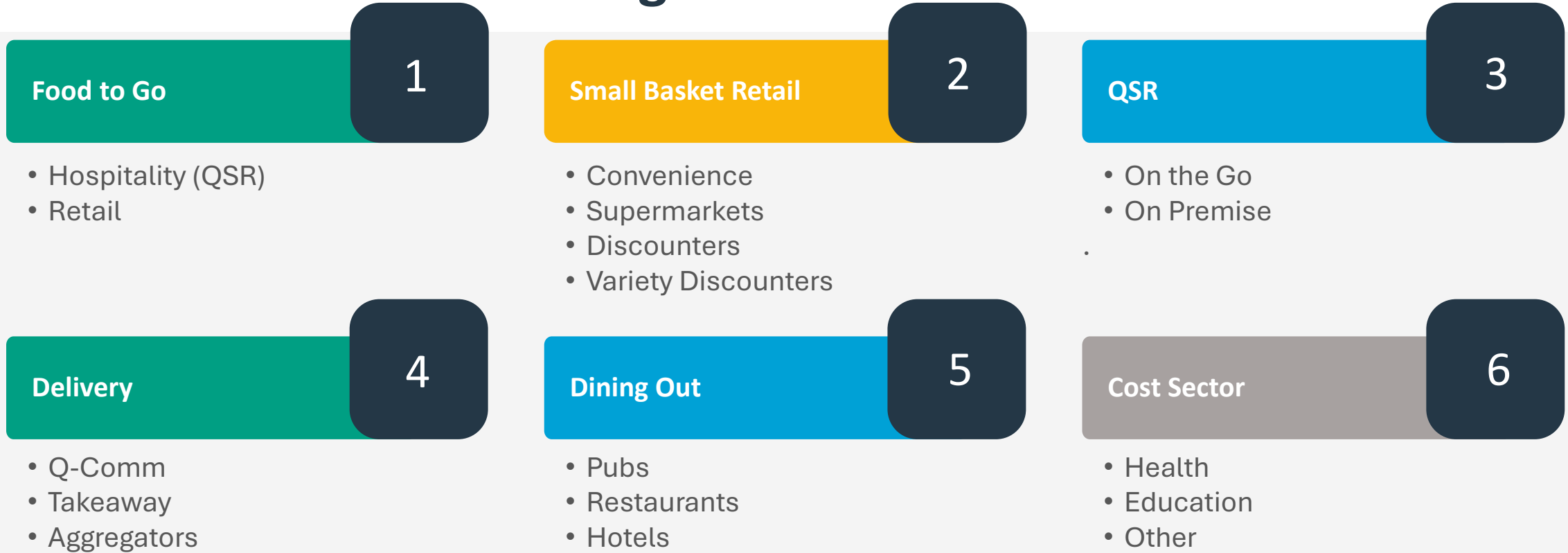
SmartView 
Convenience

WHY is it happening?

Purchase Behaviour Tracker

- 150 interviews a day
- 55k interviews over a year, 70k in year 1
- Nationally representative
- Capture customers purchases & motivations

Breadth of coverage within and across channels



● Cross Channel Missions – C-Track & H-Track
● Retail Channel – C-Track

● Hospitality Channel – H-Track
● Cost Channel – Report

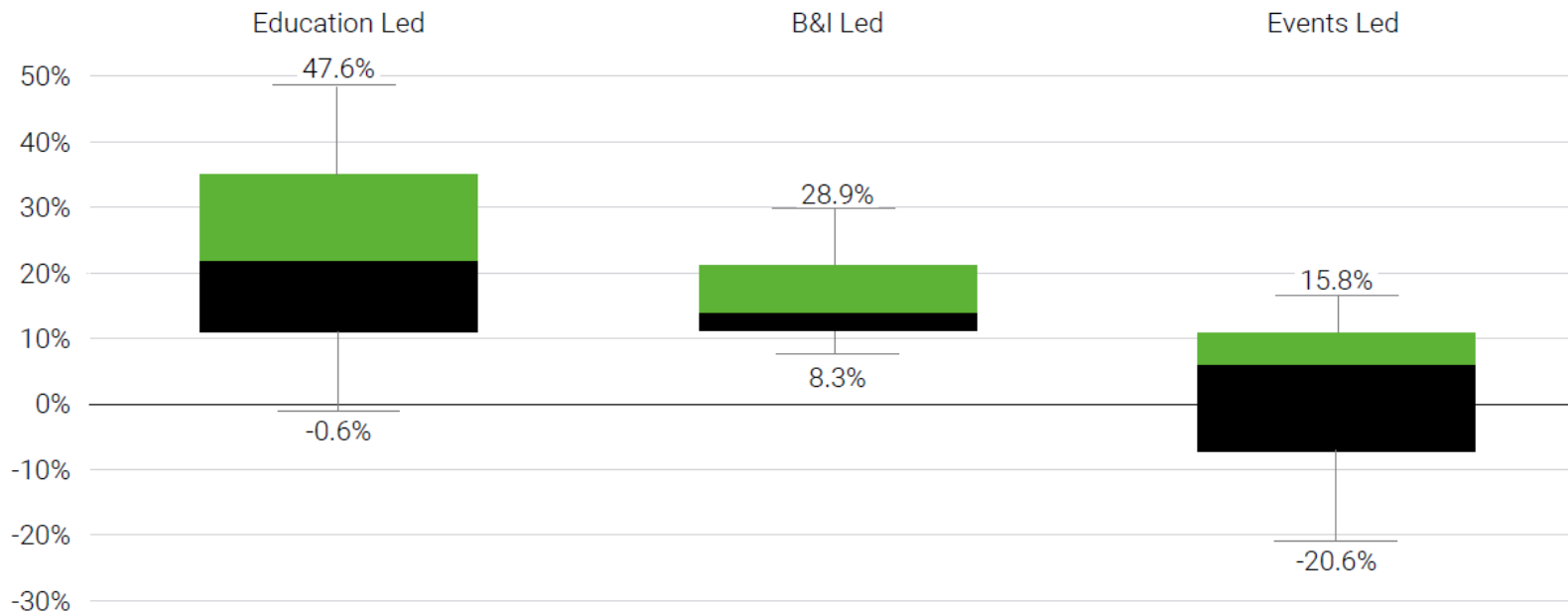


Latest Contract Catering data (source: Alix Partners/EP Events 12/11/25)



Contract Catering

OUR DATA SHOWS THE INDUSTRY HAS REBOUNDED STRONGLY IN 2024 WITH THE VAST MAJORITY OF BUSINESSES GROWING REVENUES – EDUCATION CATERERS HAVE EXPERIENCED THE HIGHEST GROWTH



Source: AlixPartners, statutory accounts
Revenue growth is based on FY24 versus the FY23 accounts for the respective companies. Based on companies with revenue of greater than £10m

AlixPartners

8

Alix Partners analysis:

Global contract catering companies (Sodexo, Compass, Aramark, Elixor) are all:

- Growing revenues
- Growing profit margins
- Education & Business/ Industry big winners



What are the biggest challenges you face when it comes to providing, cooking, or buying food?

1. Budget Constraints

2. Supply Chain issues or inconsistent deliveries

3. Catering for Dietary Requirements

4. Equipment or Kitchen Limitations

5. Food Waste Management

6. Labour Shortages/Staffing

7. Menu Planning Complexity

8. Sustainability or sourcing local

9. Time Constraints in Meal Prep

10. Meeting nutritional Guidelines

11. Limited availability of quality ingredients



More than half of cost sector chefs find catering for Dietary Requirements DIFFICULT

- Gluten Free
- Texture Modified
- Dysphagia Diets
- Diabetic friendly
- Cultural Religious Needs
- Other Allergens

- High Calorie
- Low Calorie
- Lactose free
- Low Sodium
- Liquid Only
- Fortified Meals



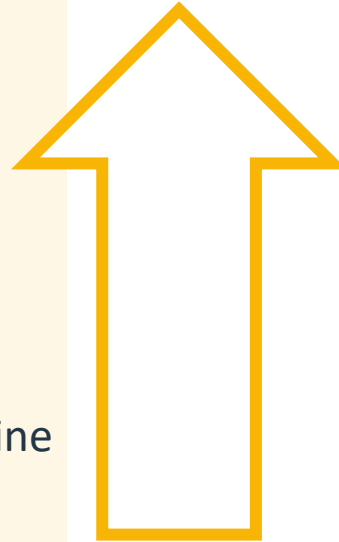
At least 6% of adults in the UK have a diagnosed food allergy - that's 2.4 million adults living with a food allergy in this country. These figures do not take into account children, who generally have twice the rate of food allergy compared with adults*

How is your food offer evolving?

- 3 in 5 chefs say that they regularly use Own Label
- 1 in 2 say that they plan to use it more in the future

DOING MORE...

- Using own label products
- Creating healthier dishes
- Using technology/digital solutions
- Featuring Global/International Cuisine
- Offering Snacking/Size Dishes
- Shopping around (inc to supermarkets)

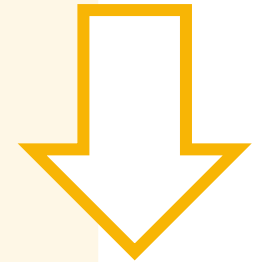


▶ DOING LESS...

- Using Processed Ingredients

▶ SAME...

- Featuring British Cuisine
- Using Natural Ingredients
- Offering Desserts



Hospitality / foodservice data



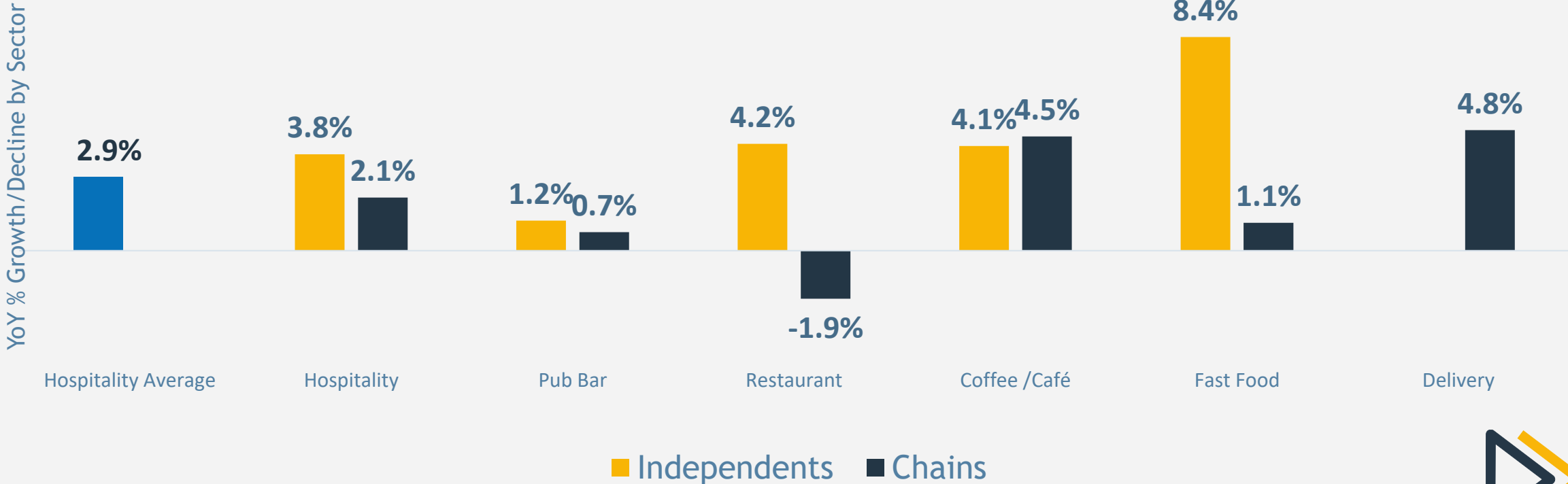
UK HOSPITALITY MARKET PERFORMANCE BY SECTOR.

NOTICE HOW INDEPENDENTS ARE OUT PERFORMING CHAINS IN IN MOST SUB SECTORS

UK Hospitality sales grew +3% year-on-year YTD to 4/11/25, with growth slowing to +2.4% in the latest 4 weeks.

Fastfood & Takeaway, is the best performing sectors across all time periods, with Independents outperforming chains across all sectors

UK Hospitality Performance by Sector (spend)– YTD YoY Growth/Decline



Source: Channel Track in partnership with HDI, Total UK Hospitality Spend £ by Sector, YoY % Growth/Decline YTD 4/11/25



Focus on independents vs chains in foodservice



Transactions



More Shoppers

Share of transactions v share of spend	Independents	Chains
Share of transactions	41.4%	58.6%
Share of spend	44.7%	55.3%

This is channel average data

Channel Track also reports by sub channel (pubs/bars, restaurants, coffee shops, cafes, fast food outlets) as well as by named chain/outlet

Change in transaction numbers Y-on-Y

Channel Average	Independents	Chains
+1.3% average	+3.7%	-0.5%



Spend per Transaction



Spend more

Channel Average	Independents	Chains
£14.87	£15.81	£14.18
+2.9% YoY	+3.8% YoY	+2.1% YoY

This is channel average data

Channel Track also reports by sub channel (pubs/bars, restaurants, coffee shops, cafes, fast food outlets) as well as by named chain/outlet

Average spend per customer (YTD)= £1,079
= £24 / week

INDIES
Average spend per customer (YTD)= £528
=£12 / week

CHAINS
Average spend per customer (YTD) = £636
=£14 / week



Frequency of purchase



Visit more frequently

Channel Average	Independents	Chains
72.6 purchases so far this year in total of which....	33.4	44.9
+2.1%	+4.1%	+0.7%

This is channel average data

Channel Track also reports by sub channel (pubs/bars, restaurants, coffee shops, cafes, fast food outlets) as well as by named chain/outlet

Average weekly visit (YTD)=
1.6

INDIES
Average spend weekly visits (YTD)=
0.7

CHAINS
Average spend weekly visits (YTD)=
1.0



Summary



More Shoppers Transactions Purchase more frequently Spend more

Independents	<input checked="" type="checkbox"/> +4%	<input checked="" type="checkbox"/> +4%	<input checked="" type="checkbox"/> +4%
Chains	<input checked="" type="checkbox"/> -1%	<input type="checkbox"/> +1%	<input checked="" type="checkbox"/> +2%



WHO shops in foodservice:



Foodservice customer by sector



Gender

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
Female	%	%	%	%
Male	%	%	%	%



Age

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
Age 18-34	%	%	%	%
Age 35-54	%	%	%	%
Age 55+	%	%	%	%



Affluence

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
High Income	%	%	%	%
Medium Income	%	%	%	%
Low Income	%	%	%	%



Day of the Week

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
Mon - Wed	%	%	%	%
Thurs - Fri	%	%	%	%
Weekend	%	%	%	%



Transaction Value

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
<£5	%	%	%	%
£5- £10	%	%	%	%
£10 - £20	%	%	%	%
£20+	%	%	%	%



Distance Travelled

	Coffee Shop	Fast Food	Pubs/Bars Unbranded	Casual Dining
0- 1 mile	%	%	%	%
1-10 miles	%	%	%	%
10+ miles	%	%	%	%

Understanding who is driving growth?

Gender		
	INDIES	CHAINS
Female		
Male	+	

Age		
	INDIES	CHAINS
Age 18-34		
Age 35-54	++	
Age 55+	+	

Affluence		
	INDIES	CHAINS
High Income	+	
Medium Income	++	
Low Income		



Who is driving Growth in Independents?
*YOY Growth is being driven by 45+ Males
 Gaining in mix of spend of Mid Affluence*



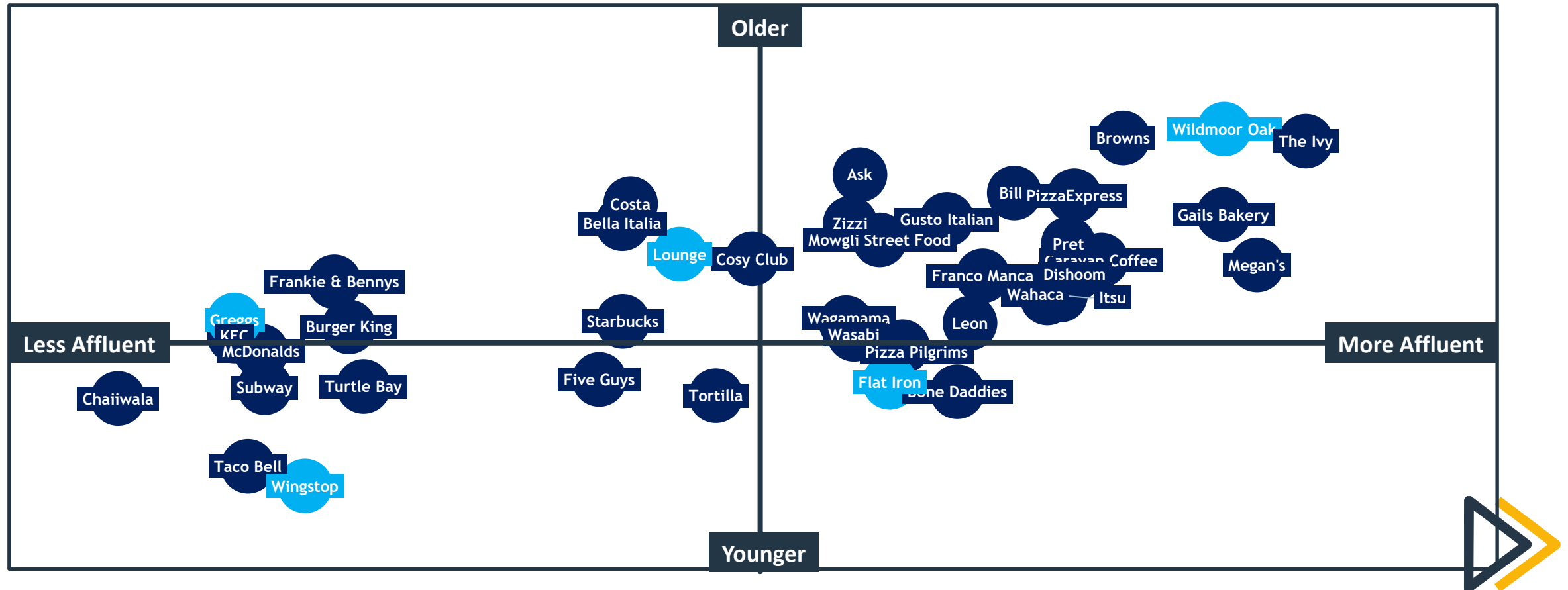
	Pret	Share	Index v Channel
DAY PART	Mon – Thurs		
	Fri		
	Sat		
	Sun		
TRANSACTION VALUE	<£2.50		
	£2.50 - £5.00		
	£5to7.50		
	£7.50to10		
	£10to20		
	£20+		
DISTANCE TRAVELLED	0-1Mile		
	1-3Miles		
	3-5Miles		
	5-10Miles		
	10-20Miles		
	20-50miles		
	Greater than 50		

	Greggs	Share	Index v Channel
DAY PART	Mon – Thurs		
	Fri		
	Sat		
	Sun		
TRANSACTION VALUE	<£2.50		
	£2.50 - £5.00		
	£5to7.50		
	£7.50to10		
	£10to20		
	£20+		
DISTANCE TRAVELLED	0-1Mile		
	1-3Miles		
	3-5Miles		
	5-10Miles		
	10-20Miles		
	20-50miles		
	Greater than 50		



Hospitality 'success stories' demonstrate that there's no single 'type' of consumer — each has unique needs and motivations.

The key to success is tailoring your offer to fit the specific shopper in front of you, rather than relying on a one-size-fits-all approach



Using customer card spend data to understand the local opportunity:



Foodservice outlets 5 miles around one



member

691 trading foodservice outlets
within 5 miles of the wholesaler's HO

- 118 Coffee & Sandwich
- 254 Pubs & Bars
- 164 QR Delivery & Takeaway
- 155 Restaurants

These foodservice outlets have **762,443** unique
customers

26,283,110 customer transactions over 12
Months

Combined Consumer Spend of **£360mn** per year

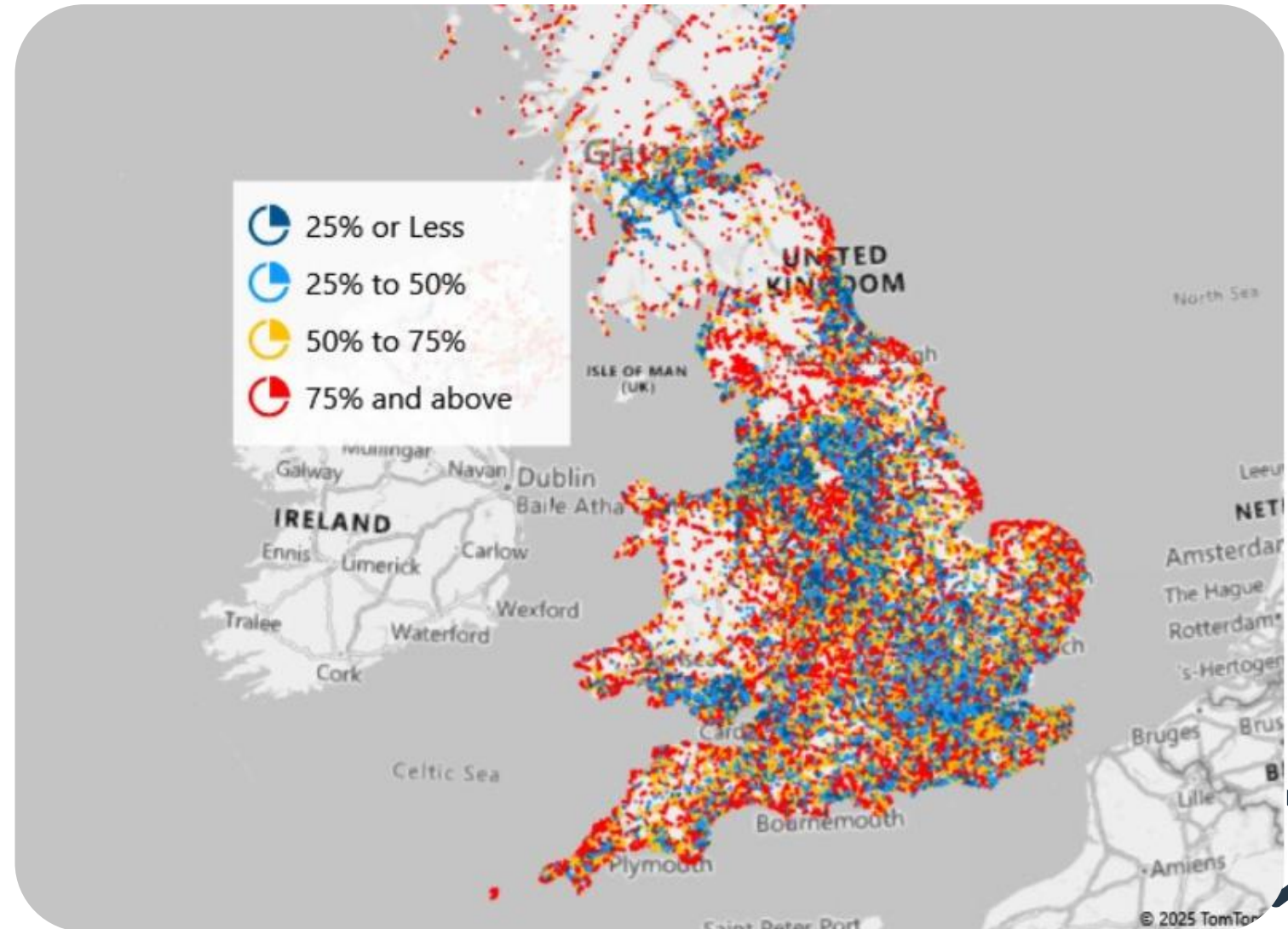
Average transaction value of **£13.86**



UK Hospitality Landscape – A map of local spend behaviour

▶ % of outlet spend from customers over 3 miles away

- Understanding who your customers are
- Not just based on the location of the outlet
- Consumer profiles vary by outlet, by location but also by reach



Channel performance – retail



Channel structure



Store Numbers (total)



49,388



50,486

Store Numbers (total indies)

34,572

35,845

Indies as % of total

70%

71%

Symbol/fascia store #

15,311

17,165

Symbol/fascia store as %

31%

34% (+10%)



Share of transactions (YTD, to 4th November 2025)

Share of transactions	Last year	This year
Supermarkets	50.1%	50.5%
Supermarket c stores	10.4%	10.5%
Other mult convenience	20.9%	21.4%
Indies & symbols	13.7%	12.7%
Other	4.8%	4.9%



Share of transactions vs share of spend

(YTD, to 4th November 2025)

	Share of transactions	Share of spend
Supermarkets	50.5%	67.0%
Supermarket c stores	10.5%	4.9%
Other mult convenience	21.4%	15.0%
Indies & symbols	12.7%	8.1%
Other	4.9%	5.0%



Independent convenience channel performance (SmartView Convenience)

SmartView 
Convenience

Part of the **twc group**



Independent convenience market read

SmartView Convenience

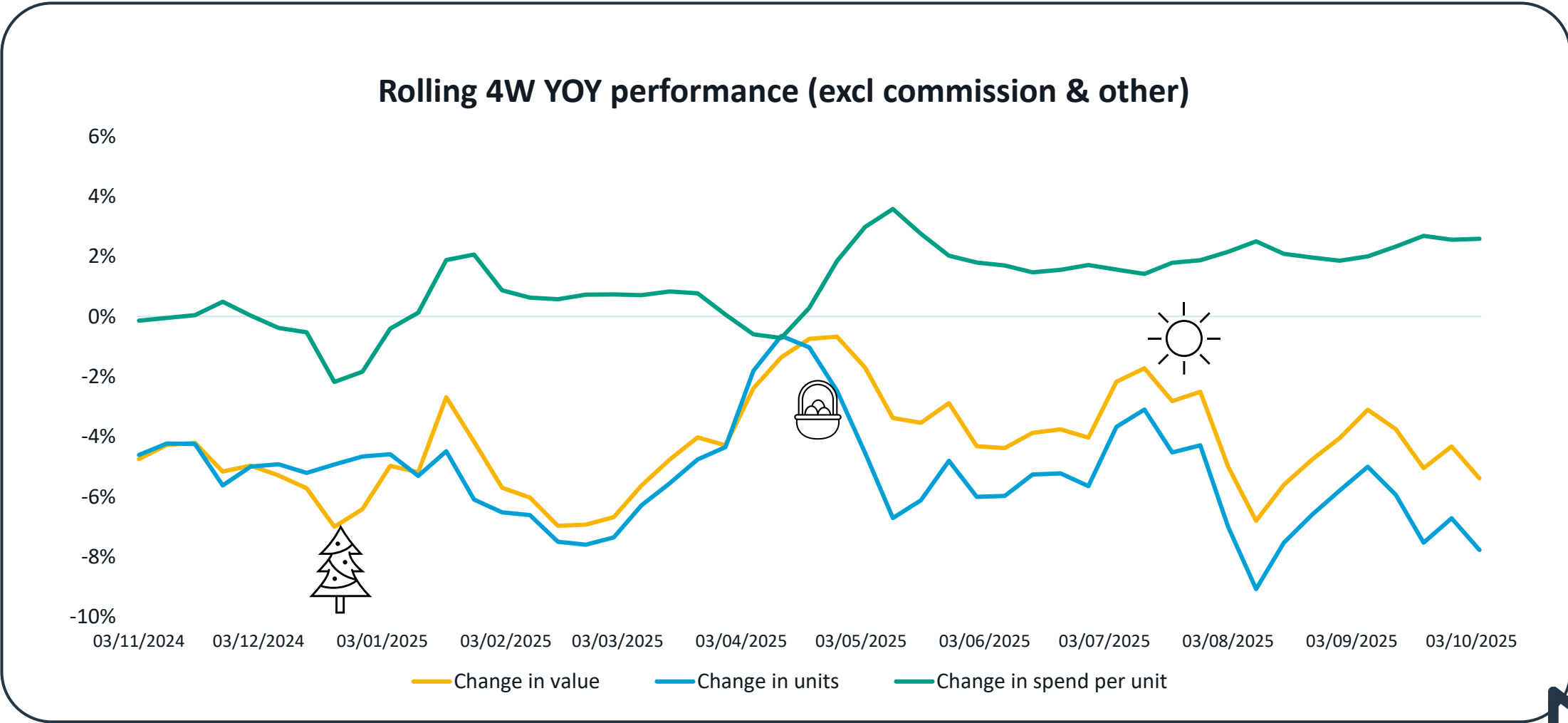


Part of the **twc** group

- EPOS data from a *representative* sample of ca. 5,000 stores
- Extrapolated to universe of approx. 32,000 stores
- The most *reflective* market read for the channel
- Covers all categories sold through the till



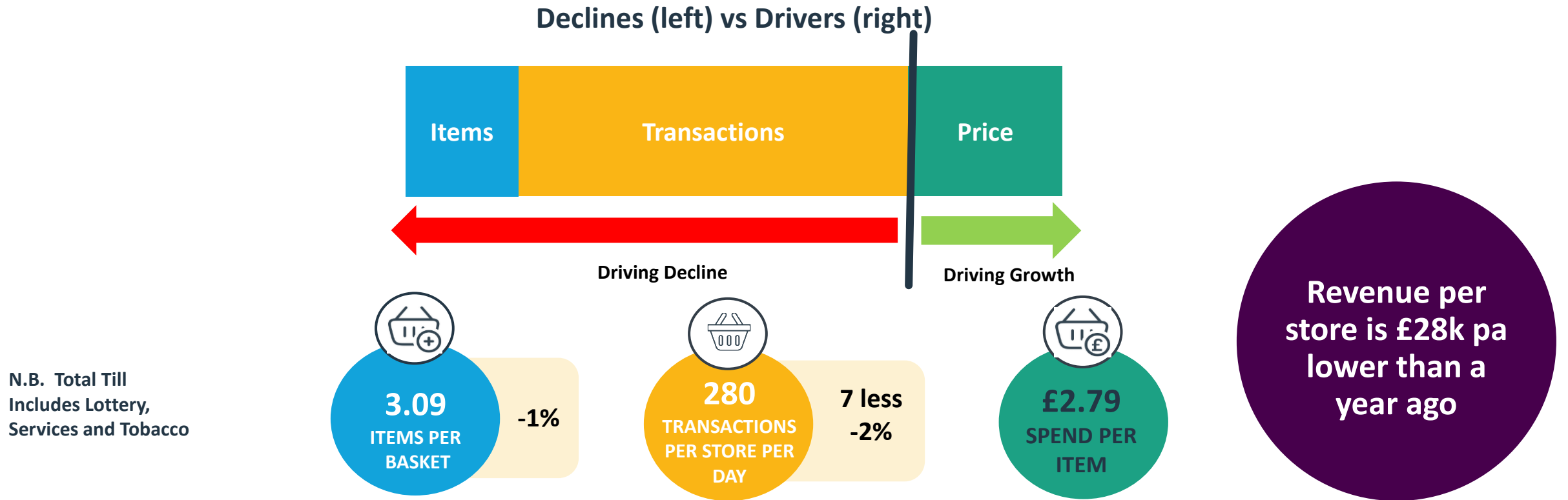
Spend per unit up but volume & value continue to decline



Source: SmartView. Convenience I-TG International Services Ltd in partnership with TWC w/e 05.10.2025 *Excluding Commission & Other



Reduction in footfall and basket size is driving channel declines



Transaction declines are driven by some factors outside of our control....



Economic pressures -
rising costs - cost of
Living



Competitive pressures
from supermarkets/
discounters/ other
symbols



Decreasing sales of
'traditional' core
convenience lines/
footfall drivers'

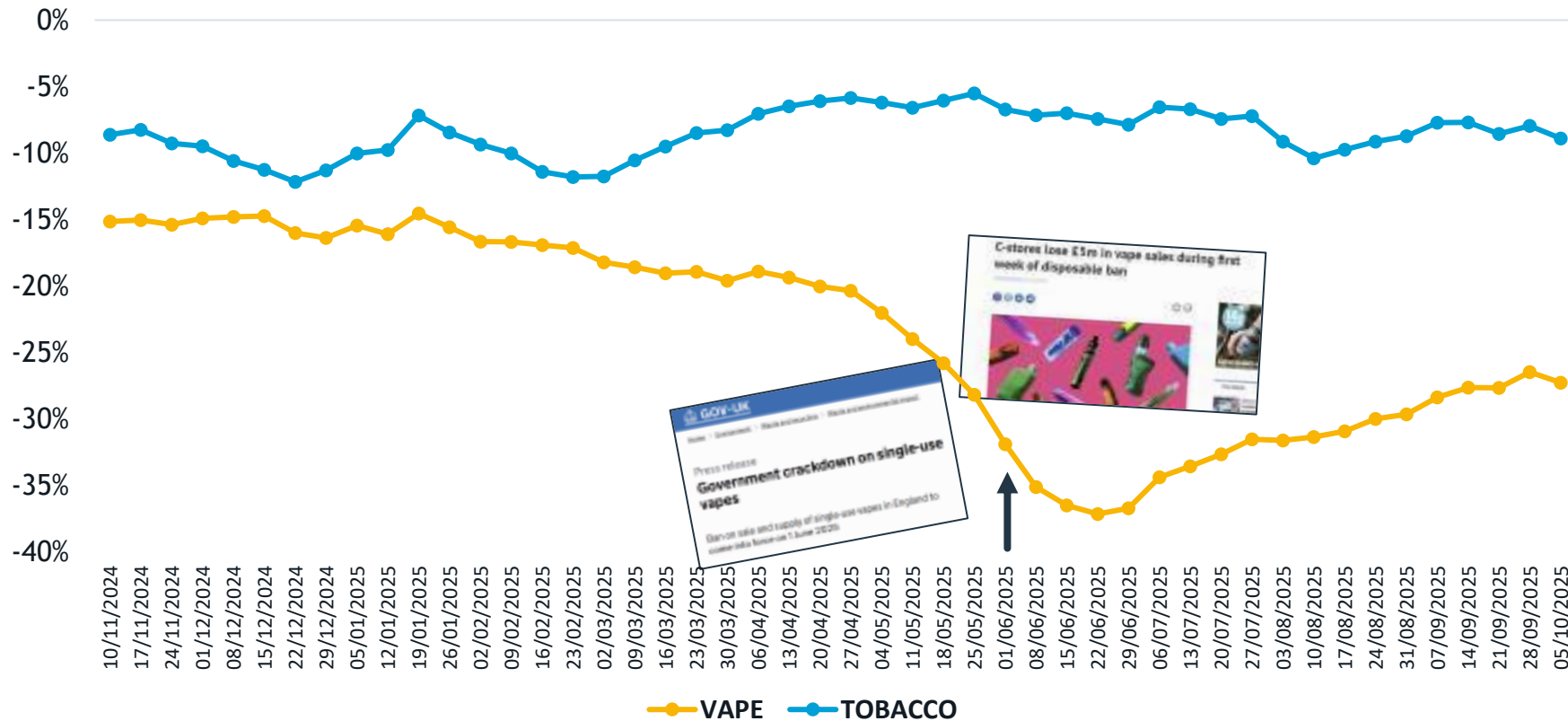
Unit performance:

- Tobacco alternatives **-20%**
- Tobacco **-13%**
- Commission **-26%**
- News/mags **-9%**
- Alcohol **-5%**



Declines in vape have improved since the introduction of the single-use ban

4W rolling YOY change in Sales



Every vape basket lost = £5 lost on additional categories*

Top cross purchase products with vape (historically)

- Sports & energy
- Gum
- Cider
- Vodka
- & many others

Source: SmartView Convenience I-TG International Services Ltd in partnership with TWC w/e 05.10.2025

Reminder: sales mix & missions in c-stores

SALES MIX	SALES MIX AVERAGE CONVENIENCE STORE (ACS)	INDEPENDENT & SYMBOL STORE (SVC)
Tobacco	19%	27%
Alcohol	15%	22%
Soft Drinks	8%	17%
Confectionery	6%	7%
Crisps / Snacks	4%	4%
Frozen	3%	2%
Non Edible Grocery	4%	4%
Chilled	16%	4%
Grocery	8%	4%
Fresh	4%	1%
Food to Go	2%	0.2%

TOP UP SHOP 52% Conv Mults v 30% Indies/Symbols

MEAL FOR TONIGHT 20% Conv Mults v 8% Indies/Symbols

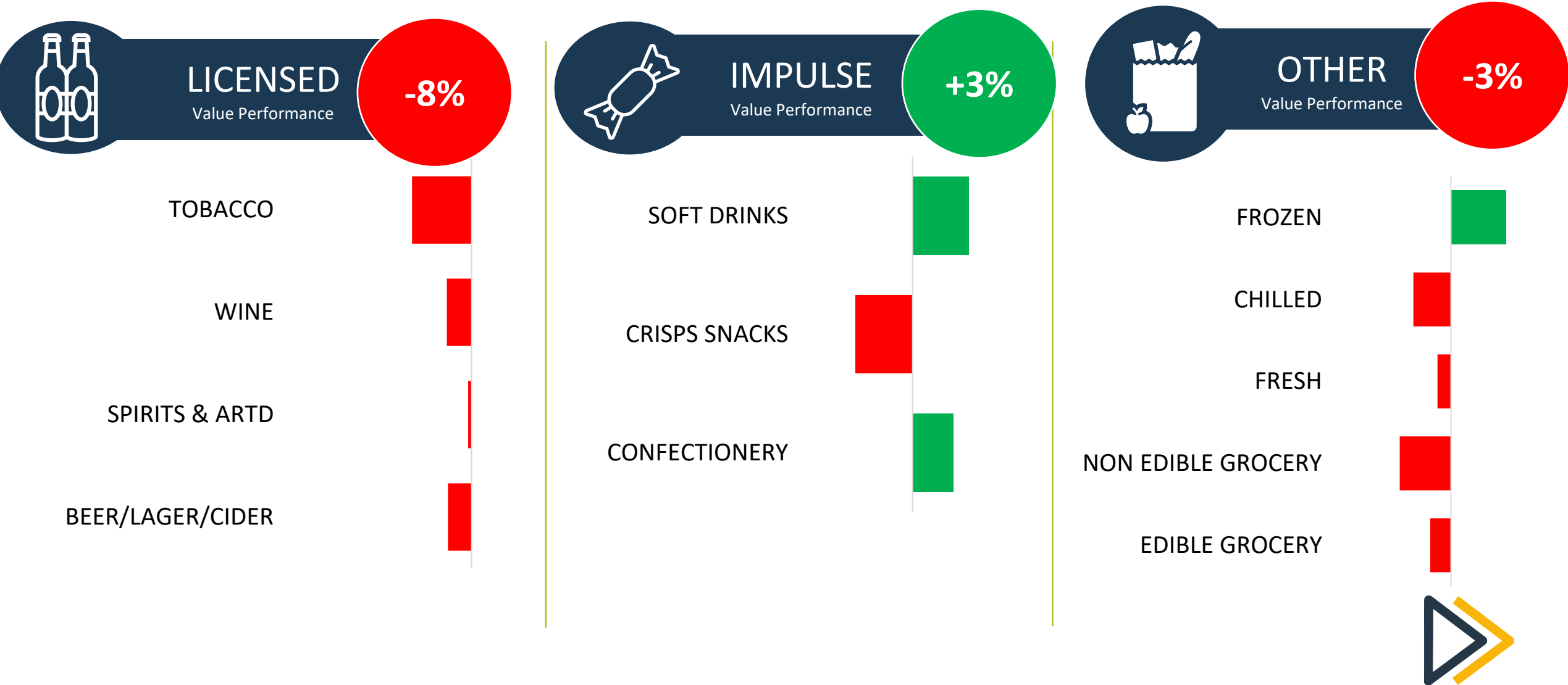
A QUICK SNACK 49% Indies & Fascia v 24% Conv Mults

Are we too reliant on traditional categories? Need to broaden our?

(Range? Appeal? Customer base?)



Soft Drinks, confectionery and frozen are the only categories in value Growth; Spirits/ARTD also in volume growth



Growth hotspots in a declining channel



SPORTS /ENERGY

Value +9.7%
Volume +3.3%
+£112m

ARTD

Value +14%
Volume +12%
+£39m

COLA DRINK NOW

Value +11%
Volume +7%
+£31m

FROZEN DESSERTS

Value +14%
Volume +8%
+£24m

NICOTINE POUCH

Value +56%
Volume +60%
+£26m



30 brands have driven +77m unit sales/£137m value sales in the channel in the last 13 weeks



NPD is fueling growth, but losses in core SKUs are limiting total performance

SKUs which have been introduced in the last 13W but were not available LY

+ £223 MILLION

YoY Contribution to growth (£M)



■ New SKU ■ Delisted SKU ■ Ongoing SKU



Drains

Drivers



Source: SmartView Convenience I-TG International Services Ltd in partnership with TWC 13W w/e 05.10.2025



Convenience sector summary

- **Volume under pressure as prices rise**
- **Tobacco/vape is a major cause of channel drains; alcohol too**
- **Pockets of growth – categories and brands**
- **Importance of NPD**
 - **16% of the UK population will use local independent c stores more if the store launches NPD quickly (source TWC Research 2025)**



£1bn opportunity – is it possible?



Are we [only] competing in a £48bn market?



Top up shopping in supermarkets
£15bn a year (31%>£10, 52%>£20)



£24bn a year



Coffee est.£6bn a year

£105 BILLION MARKET

PHARMACIES: OTC, FTG, H&B £10bn est

OFF LICENCES: £2.5bn-£3bn est

VAPE STORES: £500-£600m est

£1bn sales growth opportunity – is it possible? ... YES!



**78% live within 5 min
walk/drive of an indie
c store**

**Typically penetration of
about 20% a month**

54% 'never use'

**48% 'don't know' what the
c-store sells**



Snacking opportunity...?



What meals did
you eat yesterday?

Breakfast 62%
Lunch 68%
Dinner 87%

Snacked 64%
(more than had
breakfast)



Knowing WHO shops where:



Gen Z leads revival of the corner shop with supper clubs and deliveries

As high street chains struggle to survive, Gen Z shoppers race to the shops for human connection, homemade food and a touch of local flavour



Friday October 10 2025, 4.04pm, The Times

Gen Z
Born 1997-2012
Aged 13-28 in 2025

18-24 year olds only account for 1% of card transactions and 1.7% of spend in convenience stores.

Share of spend:

18-24s	1.7%
25-34	15.3%
35-44	23.4%
45-54	21.2%
55-64	20.3%
65-74	11.6%
75+	6.6%

→
X 4 →



Demographics/pen portraits



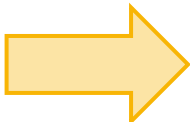
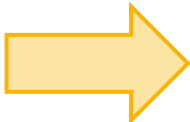
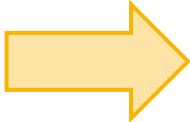
		Share	Index v Channel
AGE	Age18-24	2.3%	+0.6
	Age25-34	17.7%	+2.4
	Age35-44	26.7%	+3.3
	Age45-54	21.7%	+0.5
	Age55-64	17.7%	-2.6
	Age65-74	9.0%	-2.6
	Age75+	4.8%	-1.8
GENDER	Gender Female	43.4%	-4.1
	Gender Male	56.6%	+4.1
AFFLUENCE	Affluence High Income	17.9%	-7.7
	Affluence Medium Income	43.3%	-3.2
	Affluence Low Income	38.8%	+10.9

		Share	Index v Channel
CUSTOMERS	Light Frequency	79.4%	+2.5
	Medium Frequency	11.6%	-0.9
	High Frequency	9.1%	-1.6
SPEND	Light Frequency	28.9%	+4.2
	Medium Frequency	15.6%	+1.0
	High Frequency	55.5%	-5.2

		Share	Index v Channel
DAY PART	Mon – Thurs	54.5%	+0.1
	Fri	17.9%	+0.4
	Sat	16.4%	+0.3
	Sun	11.2%	-0.7
TRANSACTION VALUE	<£2.50	14.9%	+1.1
	£2.50 - £5.00	21.7%	+0.8
	£5to7.50	15.0%	+0.1
	£7.50to10	9.0%	-0.2
	£10to20	22.3%	-0.1
	£20+	17.0%	-1.7
DISTANCE TRAVELLED	0-1Mile	58.8%	+1.8
	1-3Miles	15.4%	-0.3
	3-5Miles	6.2%	-0.1
	5-10Miles	6.5%	-0.3
	10-20Miles	4.3%	-0.1
	20-50miles	3.8%	0.0
	Greater than 50	8.5%	-0.1

Who is driving footfall declines?

		Share	Index v Channel
AGE	Age18-24		Green
	Age25-34		Green
	Age35-44		Green
	Age45-54		Green
	Age55-64		Red
	Age65-74		Red
	Age75+		Red
GENDER	Gender Female		Red
	Gender Male		Green
AFFLUENCE	Affluence High Income		Red
	Affluence Medium Income		Red
	Affluence Low Income		Green



- Indies (with the highest mix of **18-34** spend of the sectors) are see the largest reductions in mix of spend from this group
- All sectors becoming increasingly reliant on spend from high affluence cust, as low affluence groups reduce share across all sectors.
- Within the **Lower affluence** group, spend share is moving to supermarkets

Industry Issues



Coming in 2026...

- Full purchase behaviour detail for :**
- Total channel (convenience or hospitality)
 - ALL sub channels
 - ALL fascias/brands



Penetration tracking



Category penetration



Dietary requirements & GLP-1



Category/cuisine/course



Missions



Actual vs. intended spend



Reasons for outlet choice



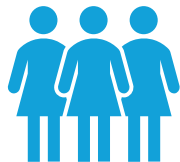
Impulse purchasing



Personal vs work



Missed purchases



How many purchased for



Promotions & loyalty



Reasons for product choice



Purchasing for children



Satisfaction ratings



Brand penetration

Growth lens reports

- Retail barriers and growth drivers
- Retailer understanding
- Operator understanding
- Shopper profiles/pen portraits
- Convenience basket analysis
- Aggregator & Q comm
- Study tour & trends
- Health of the nation – the nation’s dietary needs/wants
- Cost sector deep-dive
- Day in the life of the shopper – where else are they spending
- Events analysis
- NPD
- PMP / pricing audits
- Category deep-dives (licensed, impulse)
- Wholesale – retailer/operator buying behaviour



A BIG DATE FOR YOUR DIARY





DESTINATION 2027

'AN AUDIENCE WITH'

Tuesday 3rd February 2026 | 9:30am - 4:00pm | The Coton Centre, Tamworth



Action!

- ▶ **Sponsor the conference!**
 - ▶ Bespoke packages for £5k
- ▶ **Be a product sponsor**
 - ▶ Donate stock for the day
- ▶ **Donate prizes**
 - ▶ Stock gifts or raffle / silent auction
- ▶ **Join us for the day**
 - ▶ Invite your team





saves lives **builds futures**



THANK YOU

Summary

Tough couple of years ahead

Data and insight key

Thank you to everyone has supported us this year

See you in 2026/Happy Christmas

Enjoy this evening!



ChannelTrack 
Part of the **twc** group

