

Snack Bars

January 2012



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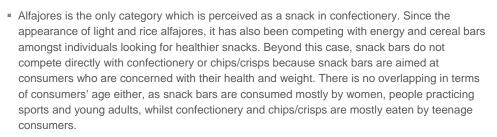
SNACK BARS IN ARGENTINA -CATEGORY ANALYSIS

HEADLINES

- Current value sales of snack bars set to increase by 41% to reach almost ARS1.5 billion in 2011
- Government warns against the risks of excessive snack bar consumption
- Granola/muesli bars expected to record fastest current value growth of 41% to reach ARS1.4 billion in 2011
- Snack bars unit prices showing average growth of 25% in 2011
- Bagley Argentina leads sales with a 42% value share in 2010
- Constant value sales of snack bars expected to increase at a 9% constant value CAGR over the forecast period

TRENDS

- The growing desire to consume healthier and more nutritious products has been one of the pillars of the increase of snack bar sales over recent years. However, through the Instituto Nacional de Tecnología Industrial (National Industrial Technology Institute), the government has warned that eating snack bars which are unsuitable for consumers' needs could be counterproductive. Snack bars give extra energy (calories) in a small ration, without requiring a great digestive effort. In spite of these qualities, it is important to pay attention to other composition factors, such as the percentages of sodium, saturated fats, trans fats, etc. These are nutrients which, if consumed excessively, may proportionally do more harm than good. Although the nutritional value of this product is high, the government warns that it should not be used to replace adequate nutrition, but rather as a complement for a healthy lifestyle.
- Constant value sales of snack bars are expected to increase by 27% in 2011, well below the 35% review period constant value CAGR. However, the comparability of the figures is jeopardised by the huge gap between the official inflation rate used to calculate constant currency growth rates and the observed inflation for the period 2007-2011. The official inflation rate is considered to be an underestimation by all private actors (companies, consultancy firms, universities) operating in the country.
- Using observed inflation rates according to private estimates, constant retail value sales of snack bars are expected to increase by 13% in 2011 compared with a 15% constant value average for the 2006-2011 period. This small difference between growth rates is mainly due to the fact that this category is still in a high-growth path, but with a slight decreasing tendency, as the category reaches maturity.
- Granola/muesli bars are expected to record the fastest current value growth of 41% to reach ARS1.4 billion in 2011. The key for this high growth has been that this category addressed the trend towards functional products to consume on the go.
- Snack bars unit prices have shown an average growth of 25% in 2011. Although wheat prices were stable during 2011 because wheat is state regulated, an increase in salaries and other costs caused the price increase.



 Volume sales of energy and nutrition bars sales are set to increase by 12% in 2011, based on growth in consumption by people who practice sports of great physical strain, such as weightlifting and others.

COMPETITIVE LANDSCAPE

Bagley Argentina led sales with a 42% value share in 2010, followed by La Delicia Felipe Fort, with 28%. The main reason for Bagley's leadership is its distribution network, which takes advantage of Arcor's network reaching kioskos and grocery retailers all around the country. Furthermore, the company has the most extensive portfolio of flavours and products in the snack bars category.



PROSPECTS

Consumers are expected to continue searching for healthy products like snack bars, though with higher awareness of their nutritional and caloric components. In particular, people with medical conditions related to food consumption, such as diabetes, are advised to consume these articles with care, and to get advice from nutritionists about what is most convenient in their cases.

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CATEGORY DATA

Table 1	Sales of Snack Ba	irs by Category:	Volume 2006-2011

tonnes	2006	2007	2008	2009	2010	2011
Breakfast Bars						
Energy and Nutrition Bars						
Fruit Bars						
Granola/Muesli Bars						
Other Snack Bars						
Snack Bars						
Courses Europeniter International from	official statistics	trada appagiatio	a trada praza a		ala	

rrce: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources

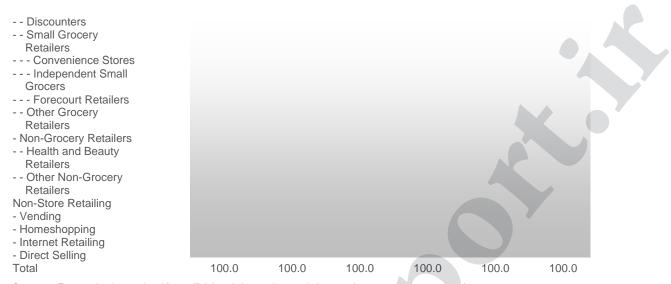


Table 2	Sales of Snac	k Bars by Categor	y: Value 2006	6-2011			
Peso million		2006	2007	2008	2009	2010	2011
Breakfast Bars Energy and Nut Fruit Bars Granola/Muesli Other Snack Ba Snack Bars	Bars						
	nitor International fr ecks, trade interview	om official statistics, to ws, trade sources	rade associatior	is, trade press,	company research,	4	
Table 3	Sales of Snac	k Bars by Categor	y: % Volume	Growth 2006	5-2011	\mathbf{S}'	
% volume grow	th		2	010/11 2	006-11 CAGR	2006/11	Total
Breakfast Bars Energy and Nut Fruit Bars Granola/Muesli Other Snack Ba Snack Bars	Bars			2	N	1	
	nitor International fr ecks, trade interview	om official statistics, to ws, trade sources	rade associatior	is, trade press,	company research,		
Table 4	Sales of Snac	k Bars by Categor	ry: % Value G	rowth 2006-2	2011		
% current value	growth		2	010/11 2	006-11 CAGR	2006/11	Total
Breakfast Bars Energy and Nut Fruit Bars Granola/Muesli Other Snack Ba Snack Bars	Bars						
	nitor International fr ecks, trade interviev	om official statistics, tr ws, trade sources	rade associatior	ns, trade press,	company research,		
Table 5	Snack Bars C	ompany Shares 2	006-2010				
% retail value rs Company	5p		2006	2007	2008	2009	2010
S							









Source: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources

Table 8 Forecast Sales of Snack Bars by Category: Volume 2011-2016

tonnes	2011	2012	2013	2014	2015	2016
Breakfast Bars Energy and Nutrition Bars Fruit Bars Granola/Muesli Bars Other Snack Bars Snack Bars	•	1				
Source: Euromonitor International from t trade sources	rade associations	s, trade press, co	ompany rese	earch, trade interviews,		
Table 9 Forecast Sales of	Snack Bars b	y Category: V	/alue 2011	-2016		
Peso million	2011	2012	2013	2014	2015	2016
Breakfast Bars Energy and Nutrition Bars Fruit Bars Granola/Muesli Bars Other Snack Bars Snack Bars						
Source: Euromonitor International from t trade sources	rade associations	s, trade press, c	ompany rese	earch, trade interviews,	,	
Table 10 Forecast Sales of	Snack Bars b	y Category: %	% Volume (Growth 2011-2016		
% volume growth		2	2015/16	2011-16 CAGR	2011/1	6 Total



Breakfast Bars Energy and Nutrition Bars Fruit Bars Granola/Muesli Bars Other Snack Bars Snack Bars

Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

Table 11 Forecast Sales of Snack Bars by Category: % Value Growth 2011-2016

% constant value growth
2011-16 CAGR
2011/16 TOTAL
Breakfast Bars
Energy and Nutrition Bars
Fruit Bars
Granola/Muesli Bars
Other Snack Bars
Snack Bars
Source: Euromonitor International from trade associations, trade press, company research, trade interviews,
trade sources



SNACK BARS IN ARGENTINA COMPANY PROFILES

ARCOR SAIC IN PACKAGED FOOD (ARGENTINA)

strategic Direction

- ~ Arcor SAIC (Arcor) was the leading packaged food company in Argentina over much of the review period. With an extensive brand portfolio strategy, Arcor has a strong focus on production capacity and a wide distr bution network.
- ~ The company will face a slower growth for the coming years, due to the impact of the international crisis as well as the impact of rising inflation in Argentina. The company will diversify into the beverages market through the recent launch of powdered juices in December 2011.

Key Facts

Summary 1 Arcor SAIC Key Facts	
Full name of company:	Arcor SAIC
Address:	Maipu 1210, piso 2 ₀ - (C1006ACT), Buenos Aires, Argentina
Tel:	+54 (1'l) 4310 9500
Fax:	+54 (11) 43109624
WWW:	www.arcor.com.ar
Activities:	Manufacturer of confectionery, bakery, dairy, snack bars, canned/preserved food, frozen processed food, dried processed food, sauces, dressings and condiments and spreads

Source: EuromonitorInternationalfrom company reports, company research, trade press, trade sources

Summary 2	Arcor	SAIC: Operational In	dicators	
		2008	2009	2010
Net sales		ARS 7,138 million	ARS 8,039 million	ARS 9,650 million
Net profit		ARS 195 million	ARS 338 rnnllon	ARS 434 million

Source: Euromonitor International from company reports, company research, trade press, trade sources

Company Background

~ Arcor is an independent company owned by the Pagani family. The company was founded in 1951 and has offices in 15 countries with its products reaching more than 120 countries. The



company has a 51% stake in Bagley SA, Latin America's leading biscuit manufacturer, with Danone Argentina SA holding the remaining 49%.

- The company is present in almost all packaged food categories and has some brand extensions in other categories, including fruit/vegetable juice. It is the largest boiled sweets manufacturer in the world and, through Bagley SA, the largest biscuit manufacturer in Latin America. It is highly integrated, producing its own milk, sugar cane and packaging.
- The company operates many different product lines with different price positioning, with the bulk of its products being mid-priced offerings. The company has been expanding its named brands into different categories, for example from chocolate confectionery to ice cream. Arcor is also quick to react to competitors' new launches or marketing campaigns by launching similar products, campaigns and packaging in an aggressive manner.
- The company is known for having a very wide distribution network, reaching even the smallest stores in the smallest towns in the country. It is also a large exporter, reaching more than 120 countries with its products.
- In June 2010, Arcor established a strategic, long-term alliance with Coca-Cola Argentina, through which it will develop new products to be made available across Latin America. In the wake of this alliance Arcor launched a new water ice cream called Fanta, as well as Menthoplus Powerade, Menthoplus Sprite and T-Pop's Sprite within sugar confectionery. Arcor is seeking to strengthen and deepen the globalisation of its brands and commercial strategies, through the development of products that have high added value; it is aiming to leverage the strong brand equity of its own and Coca-Cola products to generate increased consumer interest.
- Within chocolate confectionery, Arcor launched in September 2010, Bon o Bon Café, a new presentation of its classic chocolate confectionery, with the same characteristics but with a soft coffee flavour. In gum, Arcor launched Top Line 7 in 2010. This new sugar free gum comes in 7-unit packs of larger size and which last longer than standard Top Line gum. It features new flavours: Xplosive Mint, Dynamite Lemon and Blowing Tangerine. In biscuits Arcor launched in May 2010, Cereal Mix cookies with oats and almonds. Cereal Mix is also the leading brand in snack bars, and with this new product the brand is set to target the same kind of consumers.

Production

- Arcor's wide product portfolio includes chocolate and sugar confectionery, biscuits, canned/preserved food, dried processed food, spreads, gum and snack bars, among other categories, as well as its own cardboard-, paper- and PVC-based packaging products, sugar cane-based products and food flavourings. It manufactures these products locally in 29 facilities.
- The company has a total of 40 manufacturing facilities: 29 in Argentina, five in Brazil, four in Chile, one in Peru and one in Mexico, associated with Grupo Bimbo.
- Arcor invested around US\$300 million dollars in its Latin America operations in 2011, partially funded with debt financing worth US\$200 million dollars. 50% of this investment will be destined for ventures in Argentina, while the rest will be distributed among the plants the company owns in Brazil, Chile, Mexico and Peru. In Argentina, the investment will be directed towards technological upgrades and the enlargement of production capacity, whereas in Brazil, Chile and Mexico the investment will be focused on its confectionery operations.
- Arcor SAIC is to invest US\$103 million dollars in its biscuits plants located in the city of Salto, in Buenos Aires province. This project, started in 2010 and expected to continue until 2015, is



aimed at converting this plant into the largest in Latin America. Once the improvements are complete, the plant will occupy 86,000 sq rn. 320 jobs will be created directly, and production capacity will be increased by 75%. The plant will continue producing assorted biscuits, crackers, wafers, snacks and other new products under the Arcor and Bagley brands. The first production lines are scheduled to commence operating by March 2012.

- ~ The company exported 15% of its production to more than 100 countries in 2009, having commercial offices, in addition to its manufacturing facilities, in Bolivia, Paraguay, Uruguay, Ecuador, Colombia, Venezuela, Mexico, the US, Canada, Spain, South Africa and Thailand.
- ~ The company manufactures private label products for supermarkets/hypermarkets, as well as for third parties, including Sara Lee Corp.

Summary 3	Arcor SAIC:	Production Statistics
Location		Brand
San Pedro, Buer	nos Aires	Arcor
Saito, Buenos A	ires	Bagley
Lujan, Buenos A	vires	Cardboard
Mar del Plata, B	uenos Aires	La Campagnola
Recreo, Catama	rca	nla
Arroyito, Cordob	а	Arcor
Villa del Totoral,	Cordoba	Bagley
Colonia Caroya,	Cordoba	Arcor
Cordoba, Cordol	ba	Arcor
Parana, Entre R	ios	Cardboard
San Rafael, Mer	ndoza	La Campagnola
San Martin, Men	idoza	La Campagnola
Choele Choel, R	Rio Negro	La Campagnola
Arroyo Seco, Sa	inta Fe	La Campagnola
Villa Krause, Sa	n Juan	nla
Villa Mercedes,	San Luis	Dul'ciora, Bagley
San Luis, San L	uis	nla
La Reduccion, T	ucuman	Arcor
Rio Seco, Tucun	nan	Arcor

Arcor SAIC: Production Statistics 2009 mmon 2

EuromonitorInternational from company reports, company research, trade press, trade sources, trade Source: interviews

Competitive Positioning

~ Arcor SAIC was the leading branded player in packaged food in 2010 with a 9% value share. It was second only to the combined share of artisanal products, which accounted for 14% of sales. Arcor bases its leadership on its distribution chain, which allows it to reach every CTN kiosk (confectionery, tobacco, and news specialist).



- ~ Arcor has steadily increased its share since 2004, when it held a 6% value share. Share increases are a result of acquisitions and entering new categories with brand extensions.
- ~ The company's approach has always been one of following other companies' innovations. It quickly responds to new launches implemented by close global competitors by launching similar products, using its wide distribution network and advertising experience to eclipse its competitors' efforts.
- ~ Its strategy is to achieve strong economies of scale by being the leader in all the categories in which it is present. It achieves this through its wide distribution network, facilities and brand names.
- ~ Arcor has a particularly wide product portfolio in packaged food, with products in all key categories except dairy. Arcor has a wide array of brands in each category in which it participates, with brands offered at different price levels.
- ~ Arcor is well positioned for the constantly changing scenarios of the Argentine economy. Its wide brand portfolio allows it to benefit from evolving trends; for example, its less expensive items performed well during the downturn, while consumers are being drawn to its BC line due to its premium health positioning

Rank

~ Its products typically have mid-priced positioning, although it also offers some low-end economy brands.

Summary 4	Arcor SAIC	Competitive F	Position 2010
Product type		Retail Valu	e Share
Packaged food		8.7%	
Impulse and ind	ulgence	16.7%	
Nutrition/staples		0.5%	
Meal solutions		17.9%	
Source: Eurorno	nitor Internationa	I	



PACKAGED FOOD IN ARGENTINA -INDUSTRY OVERVIEW

EXECUTIVE SUMMARY

Rising Demand Drives Growth

Consumption continues to be a key driver of Argentina's economic growth. The economy is seeing strong development in 2011, on the back of a solid performance in production, consumption and exports. The strong rebound in output has boosted the packaged food industry; in general consumers are also exhibiting an enthusiastic appetite for consumption.

Fresh Meat Consumption Declines, Impacting the Argentinian Diet

In 2011, fresh red meat has seen heavy price increases, exceeding the rate of inflation. According to Cámara de la Industria y Comercio de Carnes y Derivados de la República, Argentinians' consumption of fresh meat plunged by 26%, from annual per capita consumption of 70.3kg in 2009 to 52.3kg in 2011. According to the Instituto de Promoción de Carne Vacuna Argentina (Organisation for the Promotion of Red Meat), poultry prices also increased by up to 60% in 2011.Both trends left a gap to be filled by alternative packaged food products such as pasta and frozen processed food.

Inflation Threatens Levels of Consumption of Packaged Food

Double-digit inflation has become a key weakness for the Argentinian economy, eroding company profitability in 2011. Official data shows consumer prices rose 11% in the 12 months through to September 2011, however unofficial forecasts indicate that real inflation is at least twice that rate. Operating costs have become a major issue due to the rise in labour and fixed costs, which are putting a serious strain on the profitability of small and medium-sized food producers. At the same time inflation has started to erode the purchasing power of lower-income groups, limiting their expenditure on packaged food.

Strong Pressure To Discount Driven by Supermarkets/hypermarkets

Sales through supermarkets/hypermarkets continue to drive revenues in the overall packaged food industry in Argentina. However, rising prices force consumers to be more selective and smarter in their purchases. Banks, brand operators and retailers have started to work together to offer various promotions to stimulate demand and build consumer loyalty. Major banks started this trend after the local financial crisis in 2001-2002. Carrefour (Carrefour SA), Wal-Mart (Wal-Mart de Argentina SA), Jumbo (Cencosud SA) and Coto (Coto CICSA), the leading supermarkets/hypermarkets operators, reinforced their strategies after the slowdown in 2009 and because of increasing inflationary pressures.

Slower Growth Projected for 2012

A difficult macroeconomic climate, alongside the deterioration in international financial conditions, has started to affect consumer expectations; lowering consumption growth during Q3 in 2011. The consumer mood has also been dampened by rising inflation. If the unofficial inflation estimates are correct, expectations of high inflation will erode consumer purchasing power, undermining spending potential and reducing potential profits for businesses. Therefore



packaged food consumption is projected to see a slowdown in its growth in constant value terms in 2012.

KEY TRENDS AND DEVELOPMENTS

Economic Expansion Driven by Strong Consumer Spending

Current impact

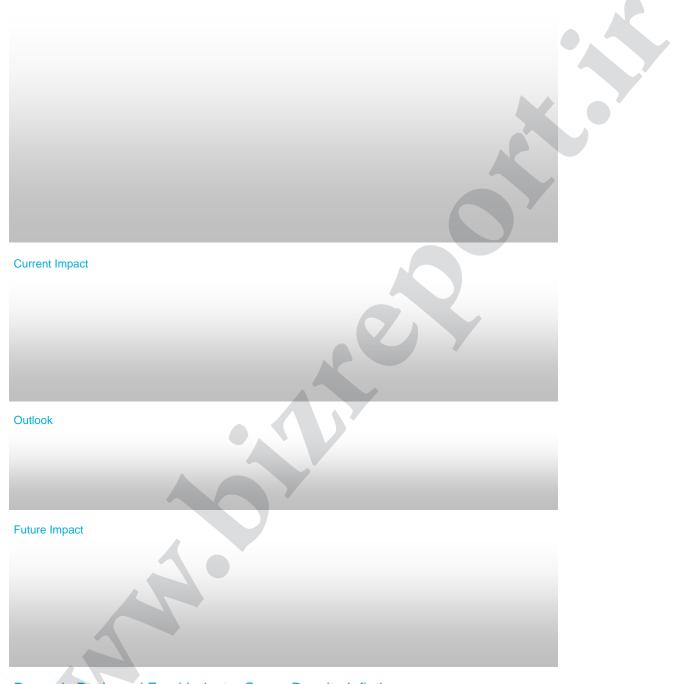
Outlook

Future impact

Argentinian Diet Changes As Fresh Meat Consumption Declines







Dynamic Packaged Food Industry Grows Despite Inflation





Current impact

Outlook

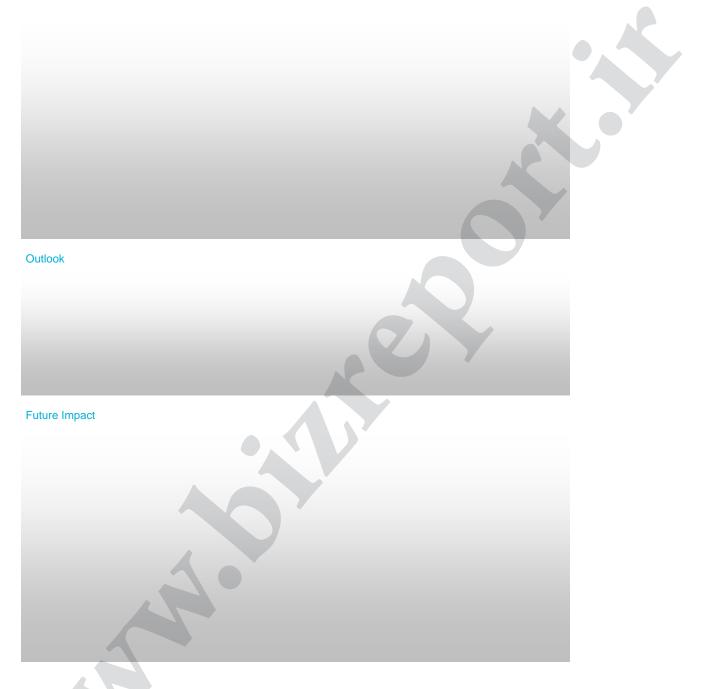
Future impact

Healthier and More Nutritious Products Prosper Across Packaged Food

Current Impact





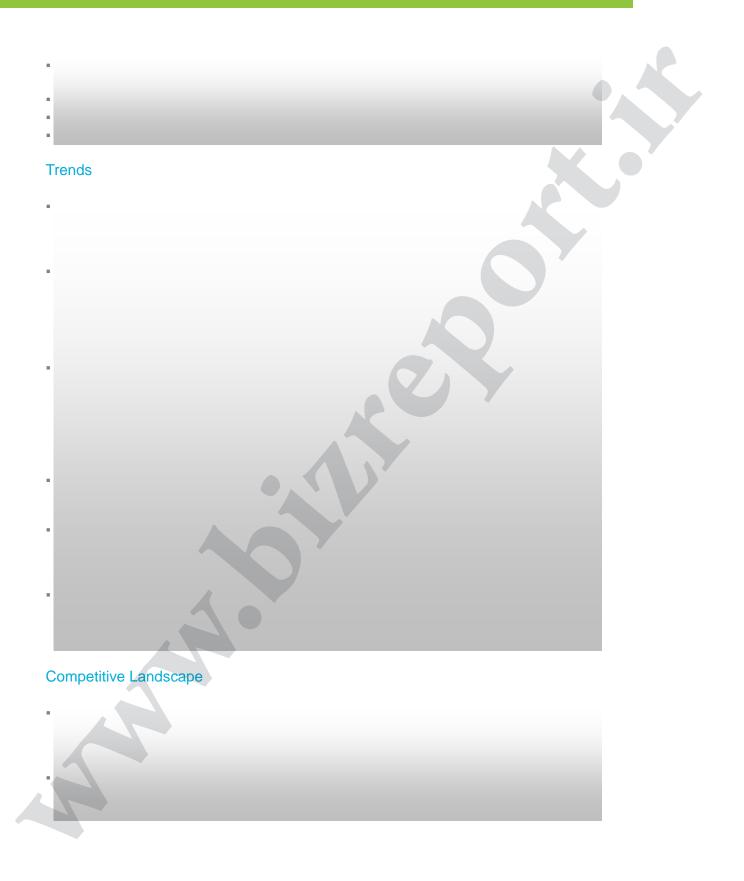


FOODSERVICE - KEY TRENDS AND DEVELOPMENTS

Headlines











Prospects ÷

Category Data

Table 51	Foodservice Sales	s of Packagec	I Food by Cat	egory: Volume	e 2006-2011		
		2006	2007	2008	2009	2010	2011
Baby Food (No calculable) Bakery (tonne: Canned/Presen tonnes) Chilled Process (tonnes) Confectionery Dairy (Not calc Dried Processe tonnes)	s) rved Food (sed Food (tonnes) ulable)						



Frozen Processed Food (tonnes) Ice Cream ('000 litres) Meal Replacement (tonnes) Noodles (tonnes) Oils and Fats (tonnes) Pasta (tonnes) Ready Meals (tonnes) Sauces, Dressings and Condiments (tonnes) Snack Bars (tonnes) Soup (tonnes) Spreads (tonnes) Sweet and Savoury Snacks (tonnes) Impulse and Indulgence Products (Not calculable) Nutrition/Staples (Not calculable) Meal Solutions (tonnes) Packaged Food (Not calculable)



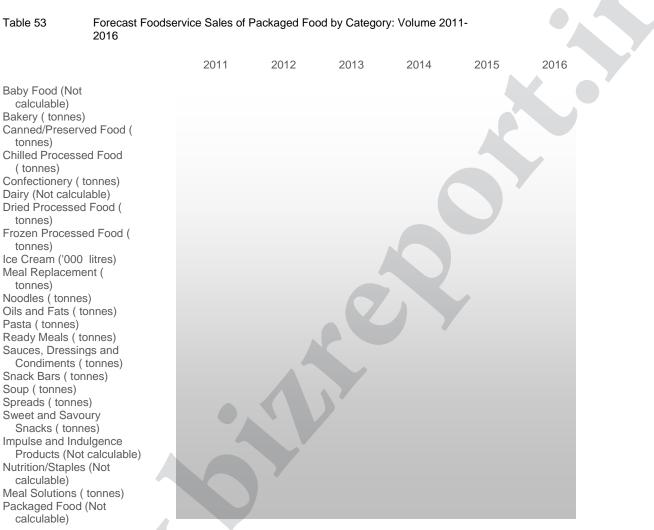
Source: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources

Table 52	Foodservice Sales of Packaged Food by Category: % Volume Growth 2006-
	2011

	2010/11	2006-11 CAGR	2006/11 Total
Baby Food (Not calculable) Bakery (% volume growth) Canned/Preserved Food (% volume growth) Confectionery (% volume growth) Dairy (Not calculable) Dried Processed Food (% volume growth) Frozen Processed Food (% volume growth) Ice Cream (% volume growth) Meal Replacement (% volume growth) Noodles (% volume growth) Pasta (% volume growth) Pasta (% volume growth) Pasta (% volume growth) Sauces, Dressings and Condiments (% volume growth) Snack Bars (% volume growth) Soup (% volume growth) Soup (% volume growth) Syreads (% volume growth) Sweet and Savoury Snacks (% volume growth) Impulse and Indulgence Products (Not calculable) Nutrition/Staples (Not calculable) Meal Solutions (% volume growth) Packaged Food (Not calculable)			
Source: Euromonitor International from official statistics, trade associat	tions trado pros	company recearch	

Source: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources





Euromonitor International from trade associations, trade press, company research, trade interviews, Source: trade sources

Table 54

Forecast Foodservice Sales of Packaged Food by Category: % Volume Growth 2011-2016

	2015/16	2011-16 CAGR	2011/16 Total
Baby Food (Not calculable) Bakery (% volume growth) Canned/Preserved Food (% volume growth) Chilled Processed Food (% volume growth) Confectionery (% volume growth) Dairy (Not calculable) Dried Processed Food (% volume growth) Frozen Processed Food (% volume growth) Ice Cream (% volume growth)			



Meal Replacement (% volume growth) Noodles (% volume growth) Oils and Fats (% volume growth) Pasta (% volume growth) Ready Meals (% volume growth) Sauces, Dressings and Condiments (% volume growth) Snack Bars (% volume growth) Soup (% volume growth) Spreads (% volume growth) Sweet and Savoury Snacks (% volume growth) Impulse and Indulgence Products (Not calculable) Nutrition/Staples (Not calculable) Meal Solutions (% volume growth) Packaged Food (Not calculable)

Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

IMPULSE AND INDULGENCE PRODUCTS – KEY TRENDS AND DEVELOPMENTS

Headlines

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- .

- - .

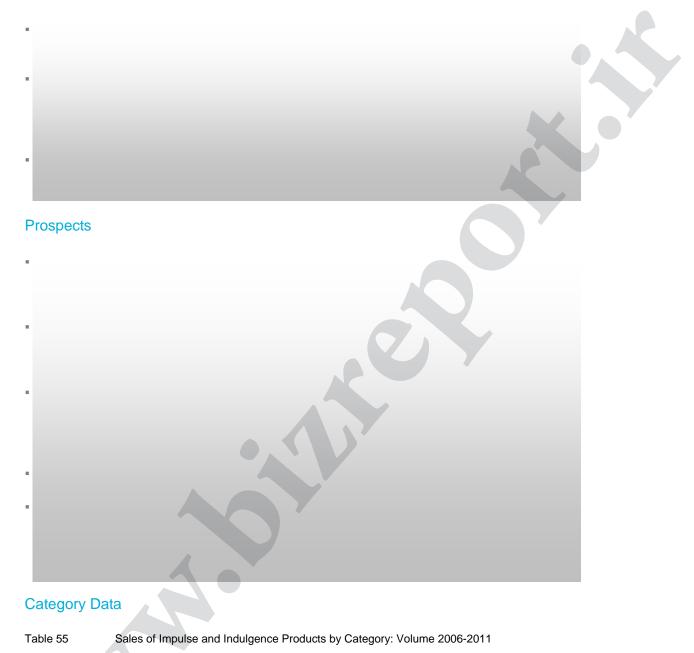
Trends











	2006	2007	2008	2009	2010	2011
Confectionery ('000 tonnes) Pastries ('000 tonnes) Cakes ('000 tonnes) Biscuits ('000 tonnes) Ice Cream (million litres) Sweet and Savoury Snacks ('000 tonnes)						



Impulse and In Products (No	ot calculable)					
	nitor International from necks, trade interviews		trade associations	, trade pres	s, company research,	
Table 56	Sales of Impulse	e and Indulgenc	e Products by	Category	Value 2006-2011	
Peso million		2006	2007	2008	2009	2010 2011
Confectionery Pastries Cakes Biscuits Ice Cream Sweet and Sav Snack Bars	-	2000	2007	2000		
Impulse and In Products	dulgence					
	onitor International from necks, trade interviews Sales of Impulse 2006-2011	trade sources			ss, company research, % Volume Growth	
% volume grow	th					
Confectionery Pastries Cakes Biscuits Ice Cream Sweet and Sav Snack Bars Impulse and In-	oury Snacks dulgence Products		20	10/11	2006-11 CAGR	2006/11 Total
	onitor International from necks, trade interviews		trade associations	, trade pres	s, company research,	
Table 58	Sales of Impulse 2006-2011	and Indulgenc	e Products by	Category	% Value Growth	
% current value	e growth		20	10/11	2006-11 CAGR	2006/11 Total
Confectionery Pastries						
Pastries Cakes Biscuits Ice Cream Sweet and Sav Snack Bars	oury Snacks dulgence Products		- 1			







Table 62	Forecast Sales of 2016	Impulse and I	ndulgence Pr	oducts by Cat	tegory: Value 2	2011-	
Peso million		2011	2012	2013	2014	2015	2016
Confectionery Pastries Cakes Biscuits Ice Cream Sweet and Savo Snack Bars Impulse and Indu Products						~	
Source: Euromon trade sou	itor International from t urces	rade associations	s, trade press, co	ompany research	n, trade interviews	5,	
Table 63	Forecast Sales of Growth 2011-201		ndulgence Pr	oducts by Cat	tegory: % Volu	ime	
% volume growt	n		2	015/16 20	011-16 CAGR	2011/10	6 Total
Confectionery Pastries Cakes Biscuits Ice Cream Sweet and Savo Snack Bars Impulse and Indu	ury Snacks ulgence Products	•					
Source: Euromon trade sou	itor International from t irces	rade associations	s, trade press, co	ompany research	n, trade interviews	5,	
Table 64	Forecast Sales of Growth 2011-201		ndulgence Pr	oducts by Cat	tegory: % Valu	le	
% constant value	e growth		20	011-16 CAGR		2011/16	TOTAL
	ury Snacks ulgence Products itor International from t	rade associations	s, trade press, co	ompany research	n, trade interviews	5,	

trade sources



NUTRITION/STAPLES – KEY TRENDS AND DEVELOPMENTS

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Category Data

Table 65	Sales of Nutrition/	Staples by Cat	egory: Volume	2006-2011			
		2006	2007	2008	2009	2010	2011
Bread ('000 ton	nes)						
Breakfast Cerea tonnes)	als ('000						
Dairy (Not calcu	,						
Meal Replacem Products ('00							
Oils and Fats ('o tonnes)	000						
Baby Food (Not calculable)							
Spreads ('000 t	onnes)						
Pasta ('000 toni							
Noodles ('000 to							
Rice ('000 tonne	,						
Nutrition/Staple calculable)	s (Not						
Source: Euromo	nitor International from o	fficial statistics, tra	de associations	, trade press, cor	npany research,		

store checks, trade interviews, trade sources

Table 66Sales of Nutrition/Staples by Category: Value 2006-2011



Peso million	2000	2007	2000	2000	2010	2011	
	2006	2007	2008	2009	2010	2011	
Bread Breakfast Cereals Dairy Meal Replacement Products Oils and Fats Baby Food Spreads Pasta Noodles Rice Nutrition/Staples					X		
Source: Euromonitor International from store checks, trade interviews.		ade association	ns, trade pre	ss, company research,			
Table 67 Sales of Nutritio	n/Staples by Co	teanry: % Va	lume Grow	wth 2006-2011			
	in Staples by Ca						
		2	2010/11	2006-11 CAGR	2006/1	1 Total	
Bread (% volume growth) Breakfast Cereals (% volume grow Dairy (Not calculable) Meal Replacement Products (% vo growth) Oils and Fats (% volume growth) Baby Food (Not calculable) Spreads (% volume growth) Pasta (% volume growth) Noodles (% volume growth) Rice (% volume growth) Nutrition/Staples (Not calculable)	blume						
Source: Euromonitor International from store checks, trade interviews,		ade association	ns, trade pre	ss, company research,			
Table 68 Sales of Nutritio	n/Staples by Ca	tegory: % Va	lue Growth	2006-2011			
% current value growth		2	2010/11	2006-11 CAGR	2006/1	1 Total	
Bread							

Bread Breakfast Cereals Dairy Meal Replacement Products Oils and Fats Baby Food Spreads Pasta Noodles Rice Nutrition/Staples

Source:

Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources

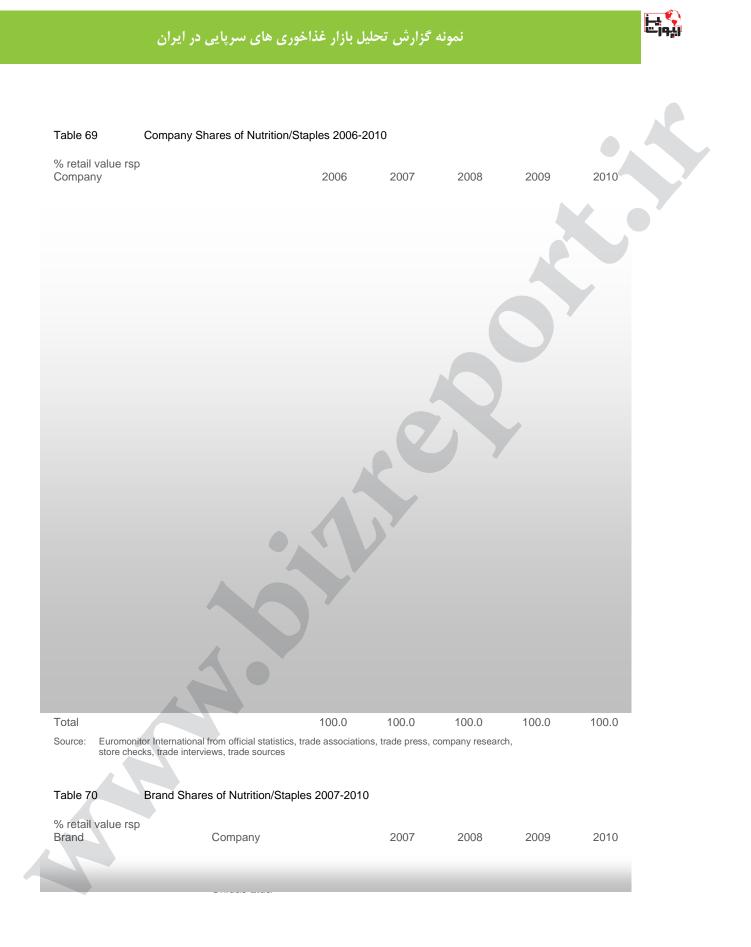




Table 7	′1
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Forecast Sales of Nutrition/Staples by Category: Volume 2011-2016

		2011	2012	2013	2014	2015	2016
Bread ('000 tonnes) Breakfast Cereals ('000 tonnes) Dairy (Not calculable) Meal Replacement Products ('000 tonnes) Oils and Fats ('000 tonnes) Baby Food (Not calculable) Spreads ('000 tonnes) Pasta ('000 tonnes) Noodles ('000 tonnes) Rice ('000 tonnes) Nutrition/Staples (Not	2						
calculable)							



Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

Forecast Sales of Nutrition/Staples by Category: Value 2011-2016 Table 72 Peso million 2011 2012 2013 2014 2015 2016 Bread **Breakfast Cereals** Dairy Meal Replacement Products Oils and Fats Baby Food Spreads Pasta Noodles Rice Nutrition/Staples Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources Forecast Sales of Nutrition/Staples by Category: % Volume Growth 2011-Table 73 2016 2015/16 2011-16 CAGR 2011/16 Total Bread (% volume growth) Breakfast Cereals (% volume growth) Dairy (Not calculable) Meal Replacement Products (% volume growth) Oils and Fats (% volume growth) Baby Food (Not calculable) Spreads (% volume growth) Pasta (% volume growth) Noodles (% volume growth) Rice (% volume growth) Nutrition/Staples (Not calculable) Source: Euromonitor International from trade associations, trade press, company research, trade interviews,

 Table 74
 Forecast Sales of Nutrition/Staples by Category: % Value Growth 2011-2016

trade sources

% constant value growth	2011-16 CAGR	2011/16 TOTAL
Bread Breakfast Cereals Dairy		
Meal Replacement Products Oils and Fats Baby Food		
Spreads Pasta Noodles		



Rice	
Nutrition/Staple	s

Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

MEAL SOLUTIONS - KEY TRENDS AND DEVELOPMENTS

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Trends











Prospects . **Category Data** Table 75 Sales of Meal Solutions by Category: Volume 2006-2011 '000 tonnes

	2006	2007	2008	2009	2010	2011
Ready Meals Canned/Preserved Food Frozen Processed Food Dessert Mixes						



Dinner Mixes						
Chilled Processed Food						
Sauces, Dressings and Condiments						
Soup						
Meal Solutions						
Source: Euromonitor International from store checks, trade interviews	, trade sources			ss, company research,		•
Table 76Sales of Meal S	olutions by Cate	gory: Value 2	2006-2011			
Peso million		0007		0000		
	2006	2007	2008	2009	2010 2011	
Ready Meals						
Canned/Preserved Food						
Frozen Processed Food						
Dessert Mixes Dinner Mixes						
Chilled Processed Food						
Sauces, Dressings and						
Condiments						
Soup Meal Solutions						
Table 77 Sales of Meal S % volume growth	olutions by Cate	gory: % Volu	me Growtl	n 2006-2011		
		2	010/11	2006-11 CAGR	2006/11 Total	
Ready Meals						
Canned/Preserved Food						
Frozen Processed Food Oessert Mixes						
Dinner Mixes						
Chilled Processed Food						
Sauces, Dressings and Condimer	ts					
Soup Meal Solutions						
Source: Euromonitor International from store checks, trade interviews		ade association	ns, trade pre	ss, company research,		
Table 78 Sales of Meal S	olutions by Cate		o Growth (2006-2011		
Table To Sales OF Mear S	orations by Cale	yory. % valu	e Giowili A	2000-2011		
% current value growth						
5		2	010/11	2006-11 CAGR	2006/11 Total	
Deady Meale						
Ready Meals Canned/Preserved Food						
Frozen Processed Food						
Dessert Mixes						
Dinner Mixes Chilled Processed Food						
Chilled Frocessed Food						







Condiments Soup

Meal Solutions Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

Table 82 Forecast Sales of Meal Solutions by Category: Value 2011-2016



Peso million	2011	2012	2013	2014	2015	2016
Ready Meals Canned/Preserved Food Frozen Processed Food Dessert Mixes Dinner Mixes Chilled Processed Food Sauces, Dressings and Condiments Soup Meal Solutions					R	
Source: Euromonitor International from tra trade sources	de associations,	trade press,	company rese	arch, trade interviews,	\mathbf{S}^{\prime}	
Table 83 Forecast Sales of I	Meal Solutions	by Catego	ory: % Volum	ne Growth 2011-201	16	
% volume growth			2015/16	2011-16 CAGR	2011/16	Fotal
Ready Meals Canned/Preserved Food Frozen Processed Food Dessert Mixes Dinner Mixes Chilled Processed Food Sauces, Dressings and Condiments Soup Meal Solutions Source: Euromonitor International from tra trade sources	de associations,	trade press,	company reserved	arch, trade interviews,		
Table 84 Forecast Sales of N	Meal Solutions	by Catego	ory: % Value	Growth 2011-2016	i	
% constant value growth Ready Meals Canned/Preserved Food Frozen Processed Food			2011-16 CA	GR	2011/16 T	OTAL
Dessert Mixes Dinner Mixes Chilled Processed Food Sauces, Dressings and Condiments Soup Meal Solutions						
Source: Euromonitor International from tra trade sources	de associations,	trade press,	company rese	arch, trade interviews,		





Canned/Preserved Food Chilled Processed Food Confectionery



Dairy Dried Processed Food Frozen Processed Food Ice Cream Meal Replacement Noodles Oils and Fats Pasta Ready Meals Sauces, Dressings and Condiments Snack Bars Soup Spreads Sweet and Savoury Snacks Impulse and Indulgence Products Nutrition/Staples Meal Solutions Packaged Food Euromonitor International from official statistics, trade associations, trade press, company research, Source: store checks, trade interviews, trade sources Sum of sectors does not equal total packaged food because of double counting (eg canned soup is Notes: included in soups and canned foods)

Table 87 Sales of Packaged Food by Category: % Volume Growth 2006-2011

	2010/11	2006-11 CAGR	2006/11 Total
Baby Food (Not calculable) Bakery (% volume growth) Canned/Preserved Food (% volume growth) Chilled Processed Food (% volume growth) Dairy (Not calculable) Dried Processed Food (% volume growth) Frozen Processed Food (% volume growth) Ice Cream (% volume growth) Meal Replacement (% volume growth) Noodles (% volume growth) Oils and Fats (% volume growth) Pasta (% volume growth) Ready Meals (% volume growth) Sauces, Dressings and Condiments (% volume growth) Snack Bars (% volume growth) Soup (% volume growth) Sweet and Savoury Snacks (% volume growth) Impulse and Indulgence Products (Not calculable) Nutrition/Staples (Not calculable) Meal Solutions (% volume growth) Packaged Food (Not calculable) Source: Euromonitor International from official statistics, trade asso	ciations. trade pre	ss. company research.	

Notes:

Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources Sum of sectors does not equal total packaged food because of double counting (eg canned soup is included in soups and canned foods)



Sales of Packaged Food by Category: % Value Growth 2006-2011 Table 88

Volume sales cannot be consolidated due to different unit me and ice cream in litres)	easurements (eg	confectionery in tonnes	i	
Table 88 Sales of Packaged Food by Category: % V	Value Growth	2006-2011		
% current value growth	2010/11	2006-11 CAGR	2006/11	Total
Baby Food Bakery Canned/Preserved Food Chilled Processed Food Confectionery Dairy Dried Processed Food Ice Cream Meal Replacement Noodles Oils and Fats Pasta Ready Meals Sauces, Dressings and Condiments Snack Bars Soup Spreads Sweet and Savoury Snacks Impulse and Indulgence Products Nutrition/Staples Meal Solutions Packaged Food Source: Euromonitor International from official statistics, trade association store checks, trade interviews, trade sources Notes: Sum of sectors does not equal total packaged food because included in soups and canned foods)				
Table 89 GBO Shares of Packaged Food 2006-201	0			
% retail value rsp Company 2006	2007	2008	2009	2010



Total 100.0 100.0 100.0 100.0 100.0	
Source: Euromonitor International from official statistics, trade associations, trade press, company research, store checks, trade interviews, trade sources	

Table 90 NBO Shares of Packaged Food 2006-2010

% retail value rsp Company	200	06 2007	2008	2009	2010
	0				
4					
A					



						0	
Total		100.0	100.0	100.0	100.0	100.0	
Source: Euromonitor Inte store checks, tra	rnational from official statistic de interviews, trade sources	cs, trade associations,	, trade press, c	ompany researc	h,		
	Brand Shares of Packa	ged Food 2007-20	010				
% retail value rsp Brand	Company		2007	2008	2009	2010	



Total			100.0	100.0	100.0	100.0
Source: Euromonitor International from o store checks, trade interviews, t		ade associatio	ns, trade press, o	company researc	h,	
Table 92Penetration of Pri	vate Label by C	Category 200	06-2011			
% retail value rsp	2006	2007	2008	2009	2010	2011
Bakery Canned/Preserved Food Chilled Processed Food Dairy Dried Processed Food Frozen Processed Food Ice Cream Impulse and Indulgence Products Meal Solutions Nutrition/Staples Oils and Fats Packaged Food Pasta Ready Meals Sauces, Dressings and Condiments Snack Bars Spreads Sweet and Savoury Snacks						
Source: Euromonitor International from o store checks, trade interviews, t		ade associatio	ns, trade press, d	company researc	n,	
Table 93 Sales of Package	d Food by Dist	ribution Form	nat: % Analysi	s 2006-2011		
% retail value rsp	2006	2007	2008	2009	2010	2011
Store-Based Retailing - Grocery Retailers Supermarkets/						

- Hypermarkets
- - Discounters - Small Grocery

- Retailers
- - Convenience Stores
- - Independent Small Grocers - - - Forecourt Retailers
- - Other Grocery Retailers - Non-Grocery Retailers
- - Health and Beauty
- Retailers - - Other Non-Grocery
- Retailers









Total	100.0	100.0	100.0	100.0	100.0	100.0	
	Р	RM	SDC	SB	SOU	SPR	
Store-Based Retailing							
Grocery Retailers Supermarkets/Hypermarkets							
Discounters							
Small Grocery Retailers							
Convenience Stores							
Independent Small Grocers Forecourt Retailers							
Confectionery specialists							
Other Grocery Retailers Non-Grocery Retailers							
Health and Beauty							
Retailers							
Other Non-Grocery Retailers							
Non-Store Retailing							
Vending							
Homeshopping Internet Retailing							
Direct Selling							
Total	100.0	100.0	100.0	100.0	100.0	100.0	
	SSS						
Store-Based Retailing							
Grocery Retailers Supermarkets/Hypermarkets							
Discounters							
Small Grocery Retailers Convenience Stores							
Independent Small Grocers							
Forecourt Retailers							
Confectionery specialists Other Grocery Retailers							
Non-Grocery Retailers							
Health and Beauty							
Retailers Other Non-Grocery							
Retailers							
Non-Store Retailing							
Vending							
Homeshopping Internet Retailing							
Direct Selling							
Total	100.0						
Source: Euromonitor International fro store checks, trade interview		trade associatio	ns, trade press, o	company researd	ch,		
Key: BF = baby food; B = bakery;	CPF = canned/pres				MB		
confectionery; D = dairy; DPI = meal replacement; NOO =							
dressings and condiments; S snacks							
Ondorid							
Table 95 Forecast Sales	of Packaged Fo	ood by Catego	ory: Volume 20	011-2016			
	2011	2012	2013	2014	2015	2016	
	2011	2012	2010	2017	2010	2010	



Baby Food (Not calculable) Bakery ('000 tonnes) Canned/Preserved Food ('000 tonnes) Chilled Processed Food ('000 tonnes) Confectionery ('000 tonnes) Dairy (Not calculable) Dried Processed Food ('000 tonnes) Frozen Processed Food ('000 tonnes) Ice Cream (million litres) Meal Replacement ('000 tonnes) Noodles ('000 tonnes) Oils and Fats ('000 tonnes) Pasta ('000 tonnes) Ready Meals ('000 tonnes) Sauces, Dressings and Condiments ('000 tonnes) Snack Bars ('000 tonnes) Soup ('000 tonnes) Spreads ('000 tonnes) Sweet and Savoury Snacks ('000 tonnes) Impulse and Indulgence Products (Not calculable) Nutrition/Staples (Not calculable) Meal Solutions ('000 tonnes) Packaged Food (Not calculable)

Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

Table 96

Forecast Sales of Packaged Food by Category: Value 2011-2016

Peso million	2011	2012	2013	2014	2015	2016
Baby Food Bakery Canned/Preserved Food Chilled Processed Food Confectionery Dairy Dried Processed Food Frozen Processed Food Ice Cream Meal Replacement Noodles Oils and Fats						





Pasta Ready Meals Sauces, Dressings and Condiments Snack Bars Soup Spreads Sweet and Savoury Snacks Impulse and Indulgence Products Nutrition/Staples Meal Solutions Packaged Food	
Source: Euromonitor International from trade sources	n trade associations, trade press, company research, trade interviews,
Table 97 Forecast Sales	of Packaged Food by Category: % Volume Growth 2011-2016
Baby Food (Not calculable) Bakery (% volume growth) Canned/Preserved Food (% volum Chilled Processed Food (% volum Confectionery (% volume growth) Dairy (Not calculable) Dried Processed Food (% volume Frozen Processed Food (% volume frozen Processed Food (% volume Ice Cream (% volume growth) Meal Replacement (% volume gro Noodles (% volume growth) Oils and Fats (% volume growth) Pasta (% volume growth) Ready Meals (% volume growth) Sauces, Dressings and Condimen	e growth) ne growth) pwth)

 Pasta (% volume growth)

 Ready Meals (% volume growth)

 Sauces, Dressings and Condiments (% volume growth)

 Snack Bars (% volume growth)

 Soup (% volume growth)

 Spreads (% volume growth)

 Sweet and Savoury Snacks (% volume growth)

 Impulse and Indulgence Products (Not calculable)

 Nutrition/Staples (Not calculable)

 Meal Solutions (% volume growth)

 Packaged Food (Not calculable)

Source: Euromonitor International from trade associations, trade press, company research, trade interviews, trade sources

Table 98

Forecast Sales of Packaged Food by Category: % Value Growth 2011-2016

% constant value growth

2011-16 CAGR

2011/16 TOTAL

Baby Food Bakery Canned/Preserved Food



Chilled Processed Food Confectionery Dairy Dried Processed Food Frozen Processed Food Ice Cream Meal Replacement Noodles Oils and Fats Pasta Ready Meals Sauces, Dressings and Condiments Snack Bars Soup Spreads Sweet and Savoury Snacks Impulse and Indulgence Products Nutrition/Staples Meal Solutions Packaged Food

Source: EuromonitorInternationalfrom trade associations,trade press, companyresearch,trade interviews, trade sources

DEFINITIONS

Explanations of words and/or terminology used in this report are as follows:

- ~ Alfajores: Categorised in Euromonitor data within chocolate confectionery (not biscuits). A type of chocolate-coated sandwich biscuit popular in Argentina consisting of two round sweet biscuits joined together with mousse, dulce de leche or jam and coated with black or white chocolate (many alfajores are sold in "black" and "white" flavours) or simply covered with powdered sugar.
- ~ Dulce de leche: caramel milk, prepared with condensed milk.
- ~ Asados: Considered a traditional dish in Argentina, an asado usually consists of beef alongside various other meats, which are cooked on a grill, called a parrilla, or open fire.
- ~ Greater Buenos Aires: The generic denomination to refer to the megalopolis comprising the autonomous city of Buenos Aires and the conurbation around it, over the province of Buenos Aires -namely the adjacent 24 partidos or municipalities - which nonetheless do not constitute a single administrative unit.

Sources used during research include the following:

Summary 16 Research Sources					
Official Sources	Camara de Fabricantes de Pastas Alimenticias y Afines de la Provincia de Cordoba				
	Food & Agricultural Organization of the United Nations				
	Foreign Agricultural Service				
	SAGPYA				
	Subsecretaria de Agricultura & Ganaderia				
Trade Associations	ADGYA				



Agricultura, Ganaderia Pesca y Alimentos

Camara Argentina de Especias y Afines

Camara Argentina de Fabricantes de Helados Artesanales

Centro de la Industria Lechera

Coordinadora de las Industrias de Productos Alimenticios

Fundacion Instituto de Desarrollo Rural

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