



IRI Pulse Report Frozen Food

Welcome to the Pulse Q2 2014 edition for frozen food. We hope you find it useful. Please do not hesitate to contact us if you have any questions or comments at EU.Marketing@iriworldwide.com.

Q2 2014

IRIworldwide.eu



IRi

Growth delivered.

About the Report

- This frozen food report is one of 10 super category reports designed to show high-level comparison and analysis for retail markets across major countries in Europe.
- This report contains data gathered from around Europe. This market was split into the following categories: frozen vegetables, frozen potato products, ice cream, frozen desserts, frozen meat, frozen fish, frozen ready meals and frozen dough and bread products.
- The report highlights key metrics such as total sales figures, market trends, category shares, winners and losers for Europe and for individual countries.
- The data has been sourced from IRI retail databases and Eurostat – the statistical branch of administration for the European Commission.
- The countries included in the report are: France, Germany, Italy, the Netherlands, Spain and the United Kingdom.
- The market channels used for each country in this report are as follows:

Country	Channels used
UK	Hypermarkets, supermarkets, drugstores and impulse outlets.
ES	Hypermarkets, supermarkets, hard discounters and drugstores. It includes the Canary Islands.
DE	Hypermarkets, supermarkets, hard discounters and drugstores.
NL	Hypermarkets, supermarkets, hard discounters and drugstores.
IT	Hypermarkets, supermarkets, small self service, hard discounters and drugstores.
FR	Hypermarkets and supermarkets.

- For analytical purposes the data sourced from available retail databases has been consolidated to provide consistent results. However, for some countries it has not been possible to source data pertaining to certain categories. When this has occurred it has been documented in the Notes section found at the end of the report.

On the Radar

This quarter shows a clear improvement of the frozen food situation across Europe, with almost all countries returning to value growth. However, the poor weather we experienced in the latter part of the summer compared to that in 2013 means that this positive trend is likely to be short lived...

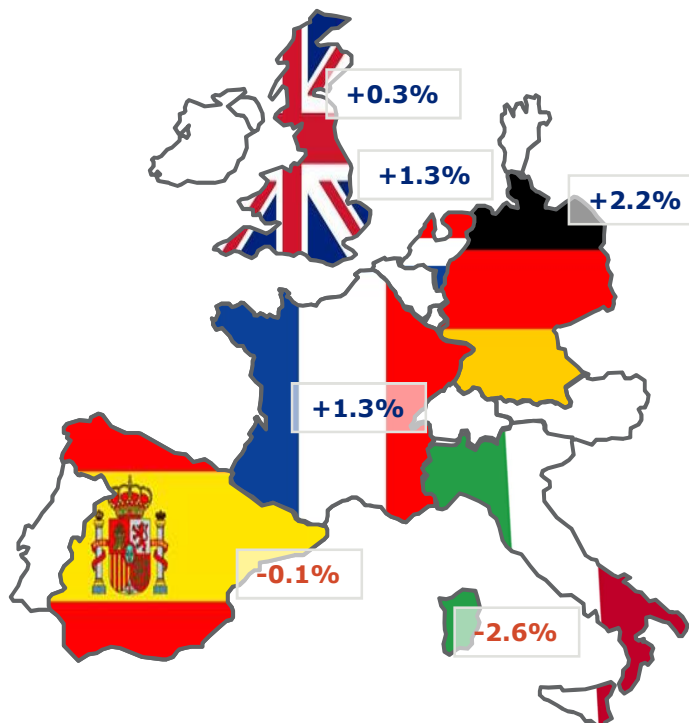
ECONOMIC FIGURES INFLUENCING CONSUMER BEHAVIOR

	POPULATION IN MILLIONS		UNEMPLOYMENT (%)		AVERAGE 12 MONTHS INFLATION RATES		GDP IN MILLIONS (€)	
	Jan. 2012	Jan. 2013	Sep. 2013	Average 2012	Sep. 2013	Average 2012	2012	2013 (Estimate)
France	65.3	65.6	11.1	10.2	+1.2	+2.5	2 032 297	2 059 358
Germany	80.3	80.5	5.2	5.5	+1.8	+2.4	2 644 200	2 694 499
Italy	59.3	59.6	12.5	10.7	+1.8	+3.5	1 565 916	1 568 388
Netherlands	16.7	16.8	7.0	5.3	+3.1	+2.8	600 638	604 459
Spain	46.8	46.7	26.6	25.0	+2.3	+2.3	1 049 525	1 051 076
United Kingdom	63.4	63.8	7.5	7.9	+2.7	+3.7	1 901 001	1 854 920

Source: Eurostat, September 2013

GLOBAL TRENDS

TOTAL FROZEN FOOD VALUE SALES AND % CHANGE VS. PRIOR YEAR

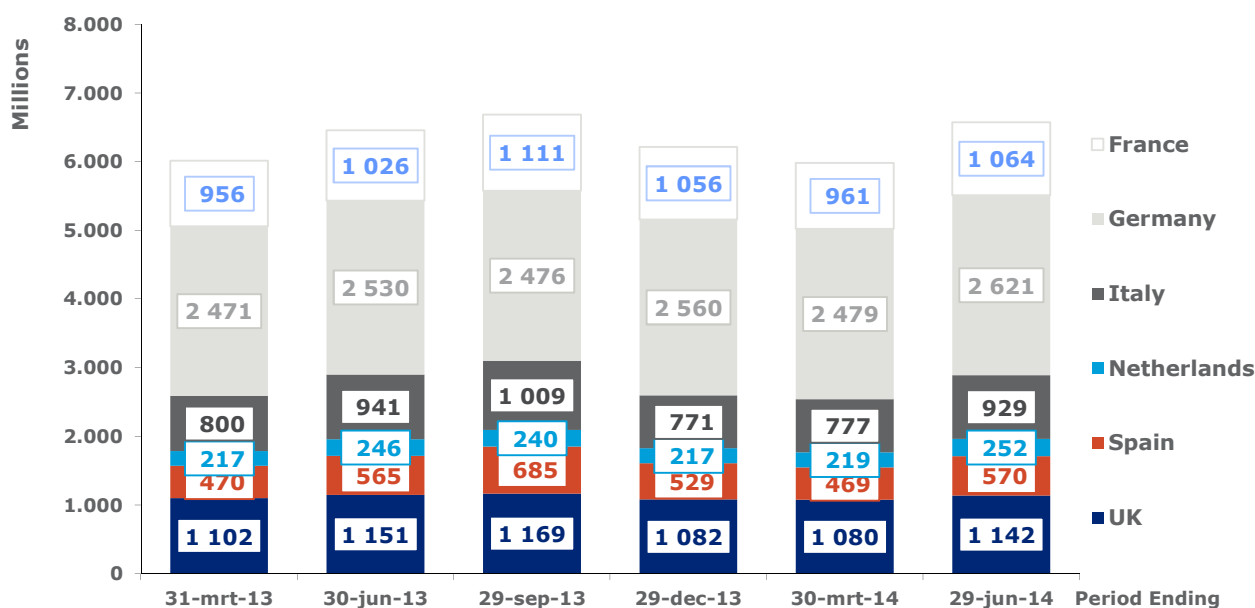


VALUE SALES IN MILLIONS (€)	
Total EU	23 016
DE	8 437
UK	4 292*
FR	3 739
IT	3 371
ES	2 249
NL	928

*based on an exchange rate of €1.150 to the pound

TOTAL EUROPE +0.8

TOTAL FROZEN FOOD VALUE SALES FOR THE LAST SIX QUARTERS

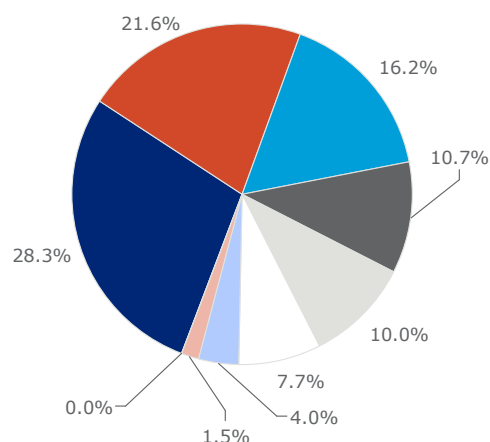


Source: IRI retail databases; Period ending 29 June 2014



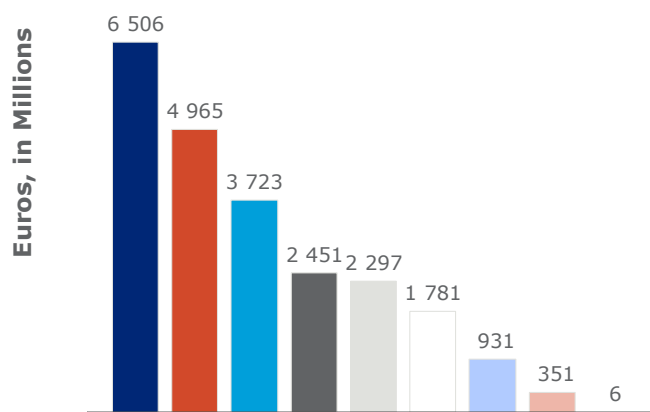
Europe

CATEGORY SHARE OF VALUE IN THE LAST YEAR



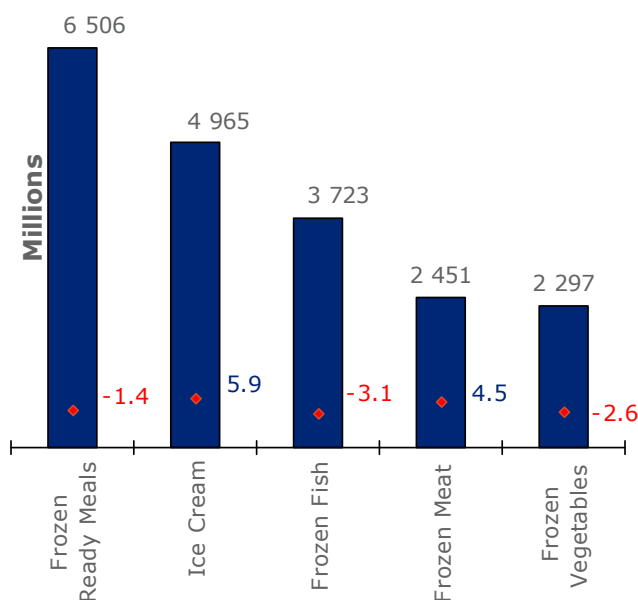
- Frozen Ready Meals
- Ice Cream
- Frozen Fish
- Frozen Meat
- Frozen Vegetables
- Frozen Potato Products
- Frozen Desserts
- Frozen Dough & Bread Products
- All other Frozen Meats

CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



■ Total € Sales ◆ % € vs. YA

KEY TRENDS

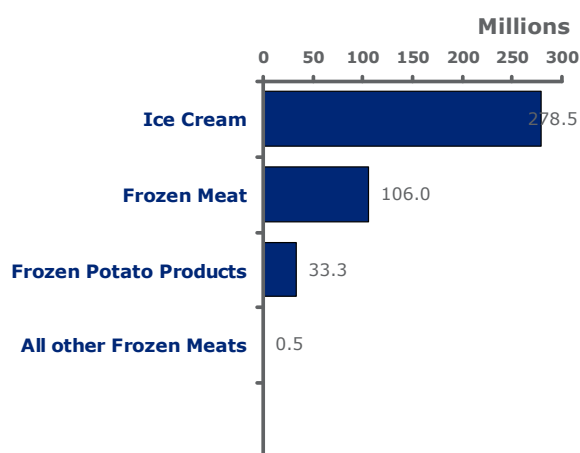
- The decline in frozen food value seen across Europe last Q1 was short lived with sales this quarter returning to positive growth with value up +0.8%.
- Even the countries that have not been fortunate enough to return to positive year on year value growth have seen a slowdown in their value decline; Spain, going from -1.9% in Q1 to -0.1% in Q2 (+1.8 pts), and France, going from -0.4% to +1.3% (+1.7 pts). Italy, Netherlands and Germany have also seen an improving situation. The United Kingdom maintaining consistent growth+0.3%.
- Germany is still leading the way in terms of value growth with a rate at +2.2% This growth fuelled mainly by inflation whilst volumes continue to decline and are down by-1.1% vs. last year.
- Sales in Italy continuing to struggle and out of the main European countries showing the strongest value decline at-2.6%.

Europe includes: France, Germany, Italy, Netherlands, Spain and United Kingdom

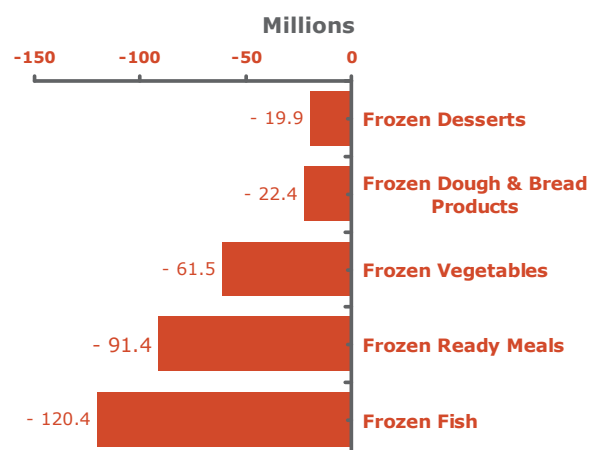
Source: IRI retail databases; Period ending 29 June 2014



TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



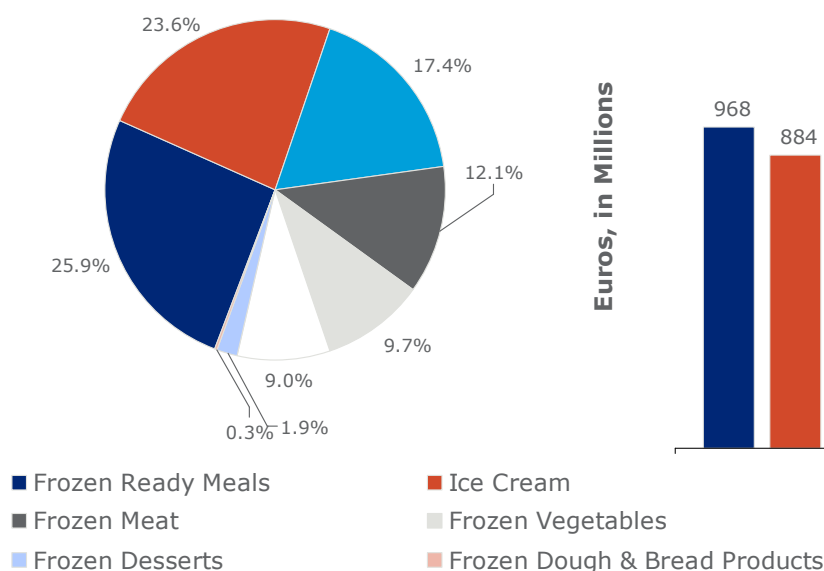
CATEGORY INSIGHTS

- Ice cream** : Outside of Italy, Ice cream is the main driver of frozen food sales across Europe. Whilst the growth is consistent across Europe the factor behind this growth differs. France (+€96.9 millions) for example benefiting from a mild winter and higher than average spring temperatures. In the UK (+€82.5 millions) temperatures have been lower than those seen in 2013 causing manufacturers to compensated for the lower consumer demand with higher levels of promotional support activity conversely within Germany, Private Label are driving ice cream sales (+€86.1 millions).
- Frozen meat** : Germany again outperforming the rest of Europe within frozen meat and responsible for almost 80% of the growth seen across Europe quarter on quarter. Poultry and Private Label are the clear winners in the German market as well as France. This is the only category that has shown positive growth within the Italian market.
- Frozen ready meals**: for the third quarter in a row, frozen ready meals showing a stable rate of decline of around -1.4% with traditional ready meals being negatively impacted by the warmer weather. Pizza however, fairing better across Europe bar Germany, with sales in France and Netherlands continuing to show positive growth. The Pizza sector of the market further benefitting from the 'World Cup' with additional in store support as retailers embraced the World Cup in the hope of boosting sales.
- Frozen Fish** is the only category showing a consistent trend across all six countries. However, the rate is for the first time in months has slowed quarter on quarter (-3.6% in Q1 vs. -3.1% in Q2). The higher levels of promotional support this unable to offset the lower levels of consumer demand.

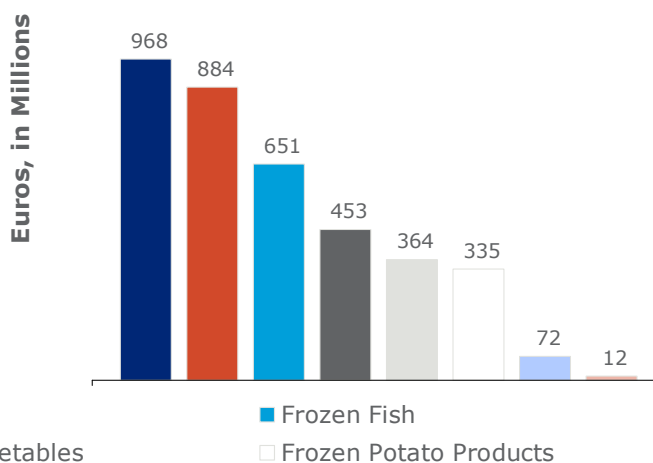
Europe includes: France, Germany, Italy, Netherlands, Spain and United Kingdom

Source: IRI retail databases; Period ending 29 June 2014

CATEGORY SHARE OF VALUE IN THE LAST YEAR

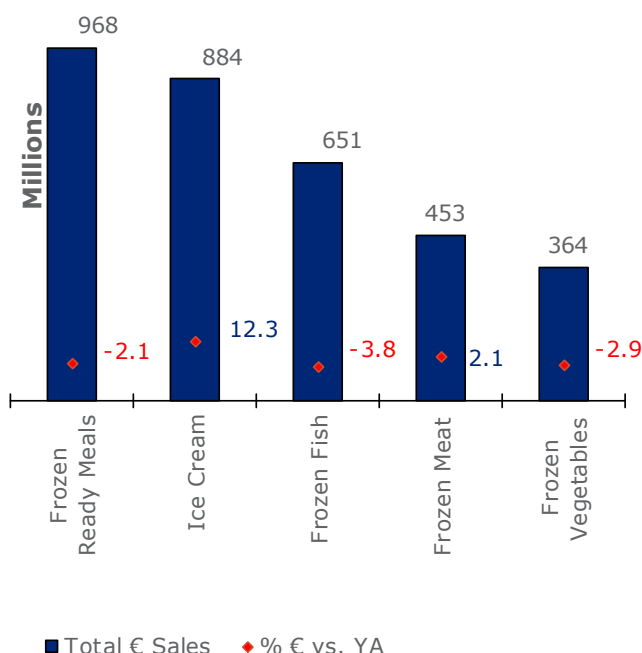


CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



KEY TRENDS

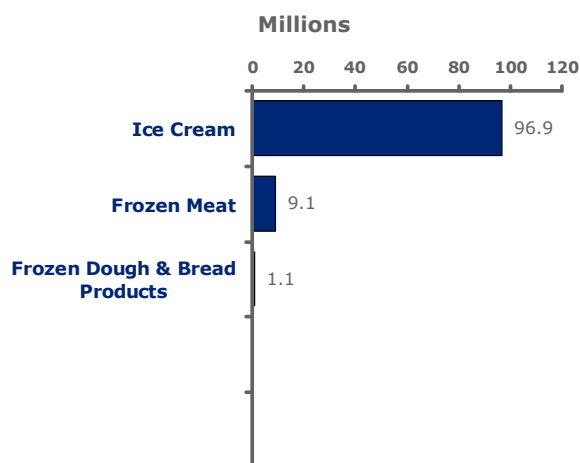
- Encouraging signs of recovery quarter on quarter as the French frozen food market shows a radical reversal in both its volume and value sales trends. Frozen food sales have been under pressure for quite some time and fell in to decline by the time 2013 closed (Q4 2013: -0.2% ; Q1 2014: -0.4%) this quarter we have seen sales stabilise and in the latest quarter return to year on year growth +1.3%.
- This significant turnaround stands out from other fast moving consumer good (FMCG) markets, overtaking groceries and personal care whereas in the past frozen foods used to be the worst performing sector.
- In many European countries value growth has been a factor of inflation in France this is not the case in fact there has been market deflation. This deflation being driven by brands rather than Private Label who have seen price inflation. This having a direct impact on Private Labels strong hold within the market place resulting in a share loss of - 2.4 pts.

Source: IRI retail databases; Period ending 29 June 2014

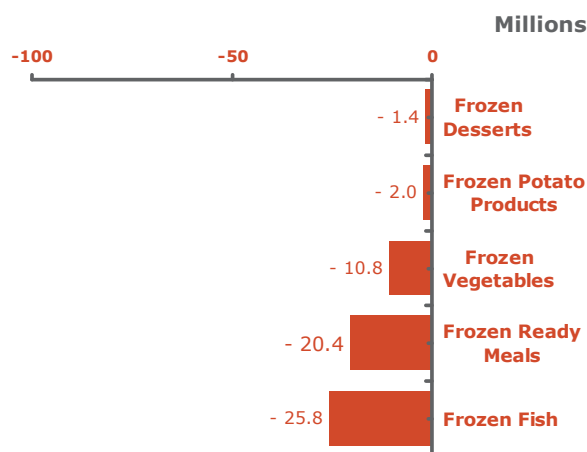


France

TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



CATEGORY INSIGHTS

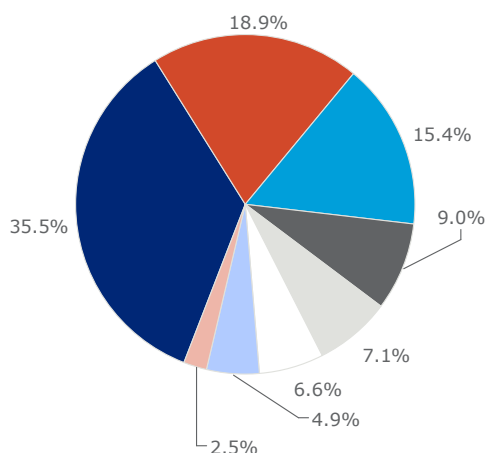
- Frozen Foods;** Ice cream becoming increasingly important to Frozen Food sales and is responsible for more than 90% of the total market growth in the latest quarter vs 48% in Q1. The rest of the frozen food market however paints a much less positive picture with only three categories maintaining value growth.
- Ice cream** has benefited from the good weather during this first part of summer. Nevertheless, this growth is expected to slow or even stall next quarter as the remainder of the season has been much cooler with little in the way of sunshine.
- Frozen meat** is one of the few frozen categories where Private Label is holding up, and is responsible for 88% of the growth seen this quarter. All other sectors showing a decline in sales, which is a real paradox: shoppers choosing Private Label frozen whilst in other markets, consumers are switching to national brands trusting cheaper options less and less.
- Frozen potato** which was used to be in the Top 5 categories in growth terms has now slipped in to decline in the latest quarter attributable to a poor performance of Private Label. McCain however still managing to maintain their value growth.
- Frozen ready meals:** A year on from the horse meat scandal, the category is still recovering, nevertheless some encouraging signs visible with sales down -€20.4 millions vs -€32 million in Q1.

Source: IRI retail databases; Period ending 29 June 2014



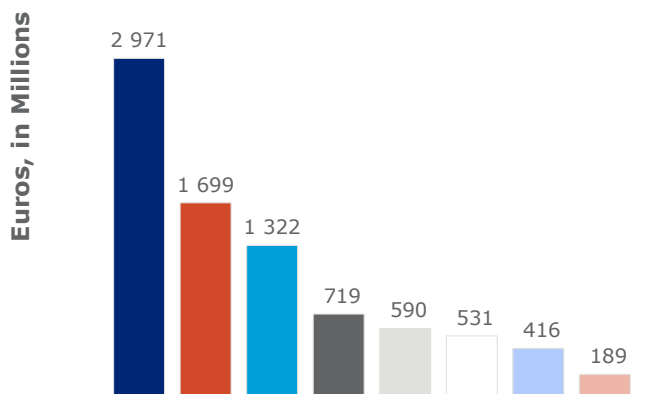
Germany

CATEGORY SHARE OF VALUE IN THE LAST YEAR



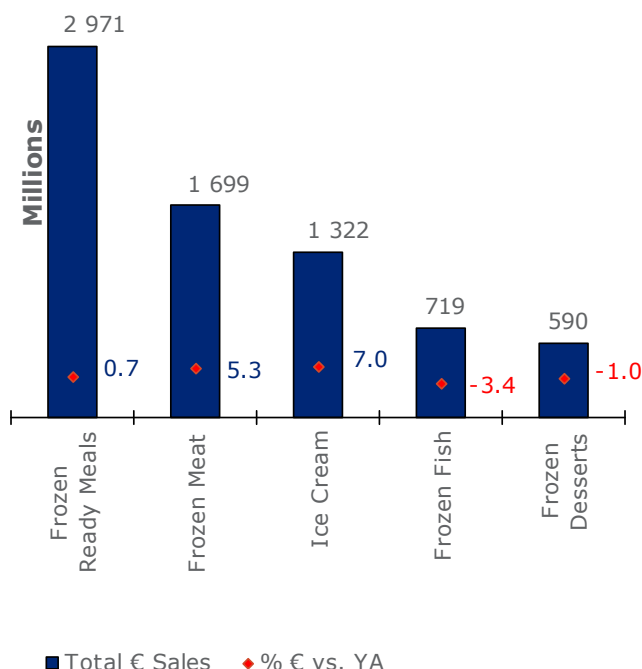
- Frozen Ready Meals
- Frozen Meat
- Frozen Fish
- Frozen Desserts
- Frozen Potato Products
- Frozen Dough & Bread Products

CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



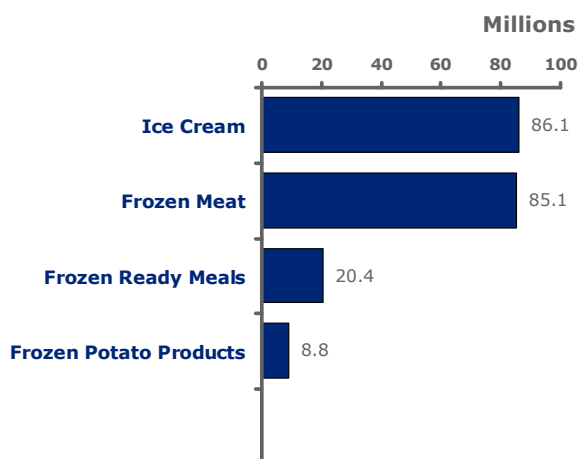
KEY TRENDS

- In Germany, frozen food sales have outperformed the rest of Europe with sales +1.8% vs. the European average growth figure of +0.8%.
- Inflation is a clear driver of value growth with volumes in decline by -1.1%. These trends in both value and volume coming from both everyday base and promotionally led sales.
- Smaller hypermarkets have registered the highest growth rates followed by discounters.
- At a total frozen food market Private Label is the key driver of growth in both value and volume terms whilst sales of branded products are in decline.
- Ice Cream sales have successfully boosted the sale of frozen foods and out of the core frozen food categories is showing the highest growth rate followed by frozen meat.

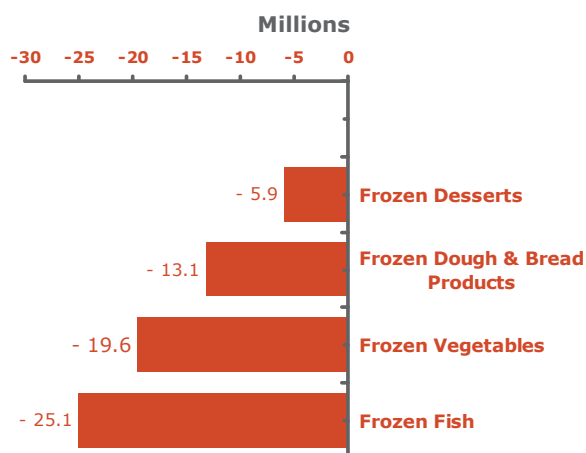
Source: IRI retail databases; Period ending 29 June 2014



TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



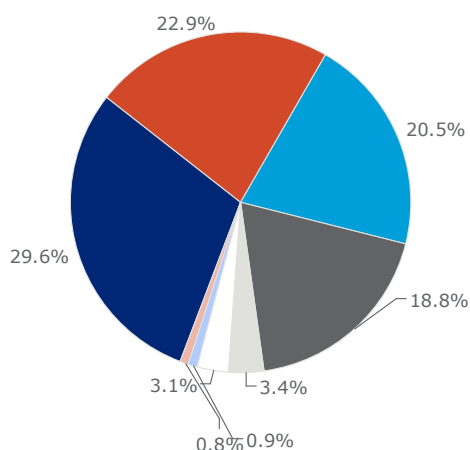
CATEGORY INSIGHTS

- **Poultry** is the key driver of growth within the frozen meat category. Soft Discounters contributing to more than 55% of growth within frozen meat. Private Label is the clear winner within the **frozen meat** category, with Private Label's growth outperforming that of branded, resulting in an increase in market share by +4.0% points, now holding 62% of the market in value terms.
- **Ice cream** registering significant value and volume growth of which 54% of the volume growth is has come from Private label with the highest level of growth within the soft discounters.
- **Frozen Fish** continues to decline in both value and volume terms as demand continues to fall. The increased level of promotionally led sales unable to stem the decline in everyday base sales. The majority of the sales decline (70%) coming from the Hard discounters despite elements of price deflation.
- **Frozen dough and bread products** have seen sales decline by -6.5%, with falling demand eroding everyday base sales. The majority of the decline (69%) coming from the Hard Discounters as a result of their expanding in store bakery offering.
- Among **frozen desserts** sweet foods and fruit showing positive growth but are unable to compensate for the decline seen in cake/pie/pastries driven by significant losses in both promotionally led and everyday base sales.
- Within **frozen ready meals**, traditional ready/partial meals are in marginal decline, whilst sales of pizza/baguette are in positive value growth attributable to Hypermarkets who have been successful in achieving volume growth. The growth in pizza/baguette is driven by branded products whilst sales of Private Label products decline which bucks the general trend seen across frozen foods in Germany.

Source: IRI retail databases; Period ending 29 June 2014

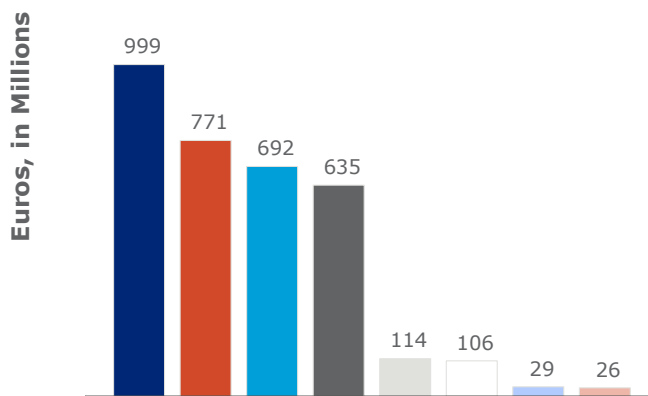


CATEGORY SHARE OF VALUE IN THE LAST YEAR



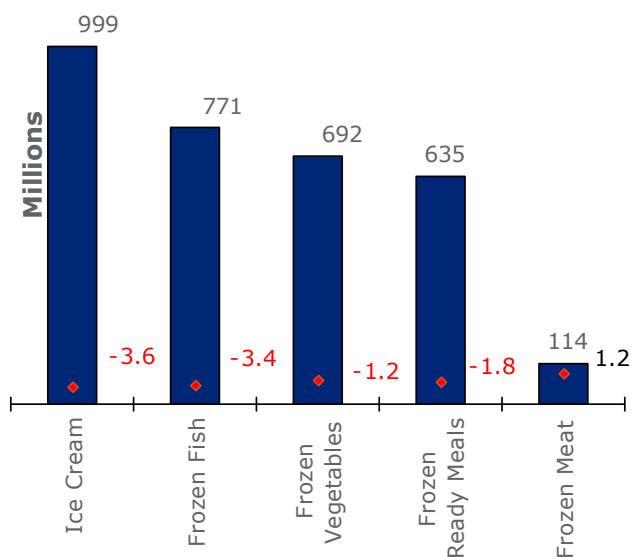
- Ice Cream
- Frozen Fish
- Frozen Ready Meals
- Frozen Meat
- Frozen Desserts
- Frozen Dough & Bread Products

CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



- Total € Sales
- ◆ % € vs. YA

KEY TRENDS

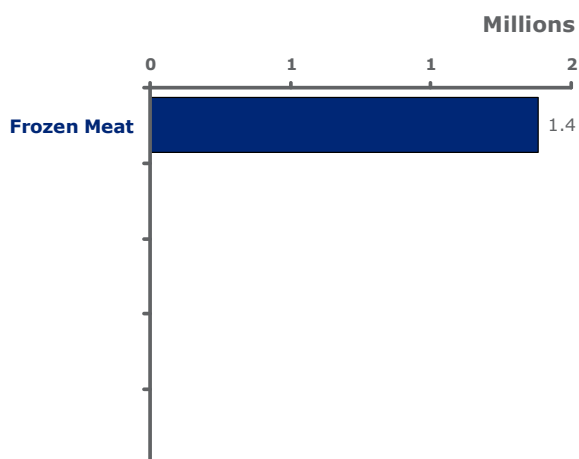
- The Italian economic picture has yet to show signs of recovery from the long term economic downturn with demand for Fast Moving Consumer Goods (FMCG) in general, still down. Frozen Foods however showing some signs of improvement in the latest quarter.
- Last quarter we saw annualised trends showing a volume decline of -2.6% and value down -2.8%. The latest data shows a slowing of this trend with value and volume down -1.5%.
- Whereas in other countries this improvement has been fuelled by a strong performance of the Ice Cream category within Italy this improving picture is also being driven by Frozen Fish/Meals and Meat who have registered growth in the latest quarter.
- This improvement in performance driven by an increase of promotional intensity with 38.4% volume sold on deal (+4.0 pts).

Source: IRI retail databases; Period ending 29 June 2014

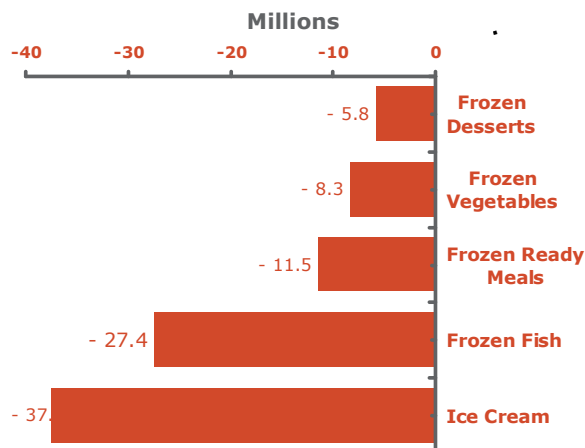


Italy

TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



CATEGORY INSIGHTS

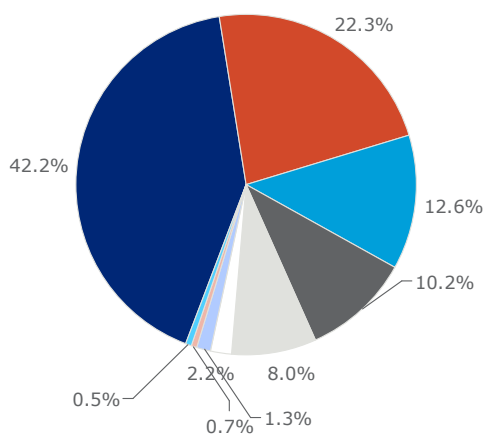
- Ice Cream:** The Italian market bucking the trends seen elsewhere in Europe with value sales down -4.3%. In the first quarter of 2014 the sales were much healthier following a very warm winter. This quarter we are seeing a less positive picture with sales down attributable to the late Easter causing retailers who normally switch their focus from frozen foods to ice cream in early April to make the switch much later resulting in missed sales opportunities through not offering their full range to their shoppers.
- Frozen fish:** This quarter we see the market back in growth (Value +1.5%, Volume +2.8%) after a sustained period of decline. This turnaround attributable to Prepared Coated Fish where the market leader Findus has invested in product innovation (Fish Burger), ADV and promotional support. Private Label is also performing well thanks to higher levels of promotions. Increased promotional activity has enabled Natural fish which in the past has been in strong decline to stem its decline and soften the impact of price inflation.
- Frozen vegetables:** A slightly improved picture this quarter thanks to a strong performance from the Peas sector (+5.7% both in volume/value) attributable to higher promotional intensity with 44% volume on deal (+9% pts.) as well as ADV investment from the market leader Findus. The rest of the market continuing to struggle with the exception of Soups & Cooking Mixes (+0.4% in value) where higher priced convenience led innovation from Findus is helping to compensate for the general market downward trend.
- Frozen Ready meals:** Sales for the first time in number of years now in marginal growth +0.5%. This growth coming from second dishes where we have seen growth of +10% in the latest quarter driven by innovation from the market leader Findus (new range of grated cod recipes) whilst other segments such as pasta based first dishes and side dishes continue to decline. The growth previously seen in pizza's now plateaued with sales relatively static quarter on quarter.

Source: IRI retail databases; Period ending 29 June 2014



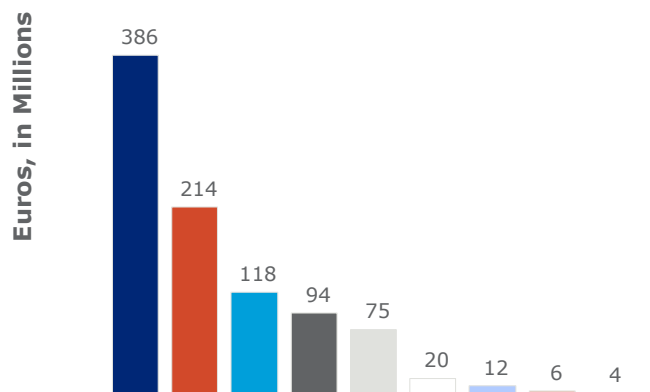
Netherlands

CATEGORY SHARE OF VALUE IN THE LAST YEAR



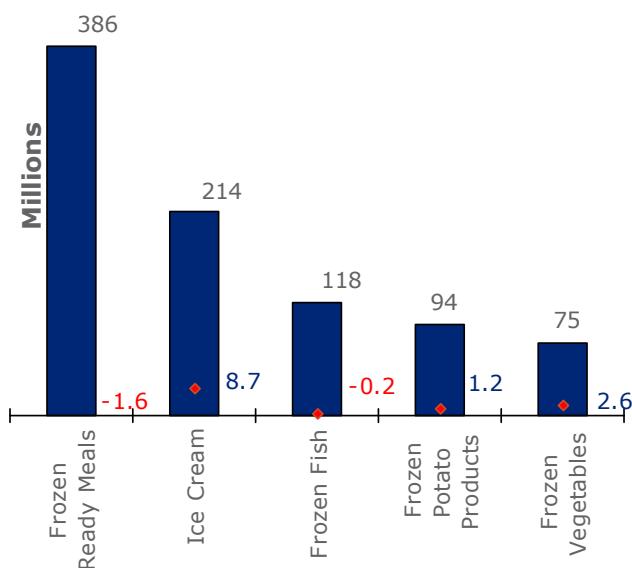
- Frozen Ready Meals
- Ice Cream
- Frozen Fish
- Frozen Potato Products
- Frozen Vegetables
- Frozen Dough & Bread Products
- All other Frozen Meats
- Frozen Poultry
- Frozen Desserts

CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



- Total € Sales
- ◆ % € vs. YA

KEY TRENDS

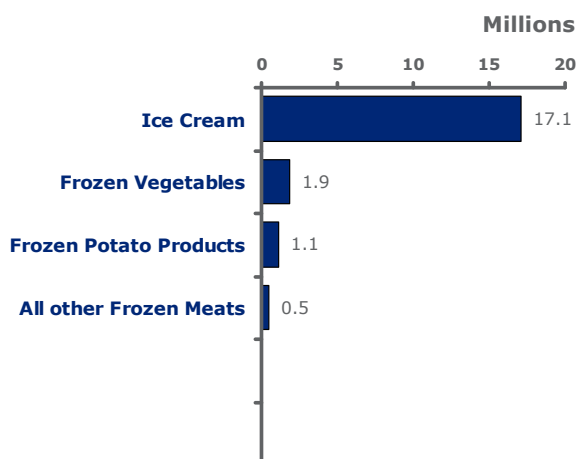
- Annual trends for frozen foods in the Netherlands show marginal value growth at +0.5%. Growth has accelerated this quarter compared to the same period in 2013 driven by the strong performance of ice cream.
- Frozen food fairing better throughout the economic downturn compared to the likes of fresh food (+0.3%), ambient (+0.2%) and non-food (-0.9%).
- In value terms, the largest growth can be attributed to ice cream. Furthermore, growth is also seen in the frozen meat products segment and in frozen vegetables.
- The growth we are seeing quarter on quarter within the frozen food market coming from the service supermarkets whereas sales within the Discounters fell by -3.0% compared to 2013 driven by meat products and a lesser performance in ice cream.

Source: IRI retail databases; Period ending 29 June 2014

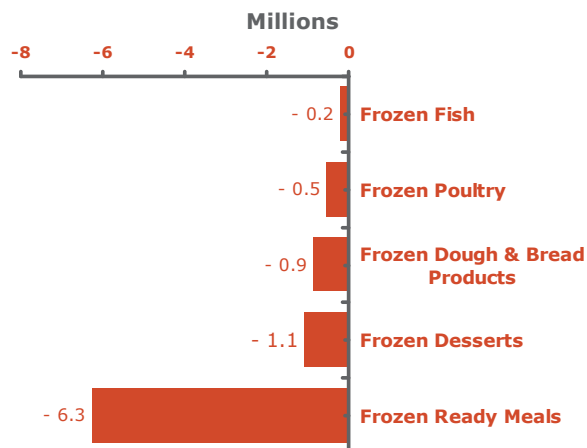


Netherlands

TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



CATEGORY INSIGHTS

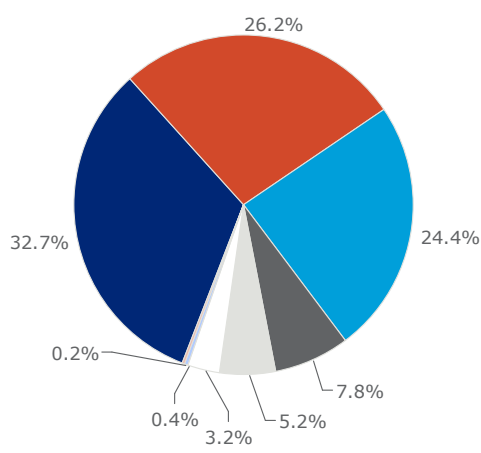
- The top winning categories had a combined growth of €20.6 million versus last year.
- Growth fuelled by the warm spring where we saw more weeks with an average temperature above 20 degrees compared to last year resulting in higher ice cream sales +8.7% in value terms. Single serve ice creams saw the highest level of growth where sales grew by +70% but in absolute sales terms multi packs stealing the show in terms of absolute contribution to growth.
- Besides ice cream, **frozen vegetables** have also performed well attributable to a strong performance of the **frozen fruit** sector where sales have increased by 40% in both units and value within the service supermarkets driven by the higher levels of promotional activity with 20% of volume sold on promotion in the latest quarter.
- **Frozen ready meals** painting a much less positive picture with sales down on an MAT basis by -1.6%. Sales in the latest quarter however have improved with growth coming from frozen meat which compared to a year ago is up +5%. The World Cup festivities helping to boost demand of easy/quick meal solutions such as Pizza.

Source: IRI retail databases; Period ending 29 June 2014



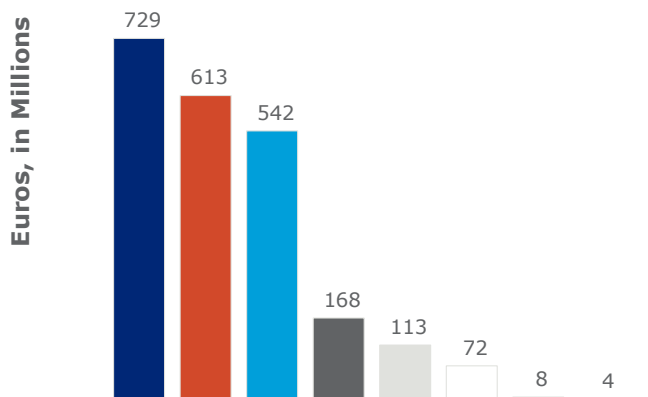
Spain

CATEGORY SHARE OF VALUE IN THE LAST YEAR



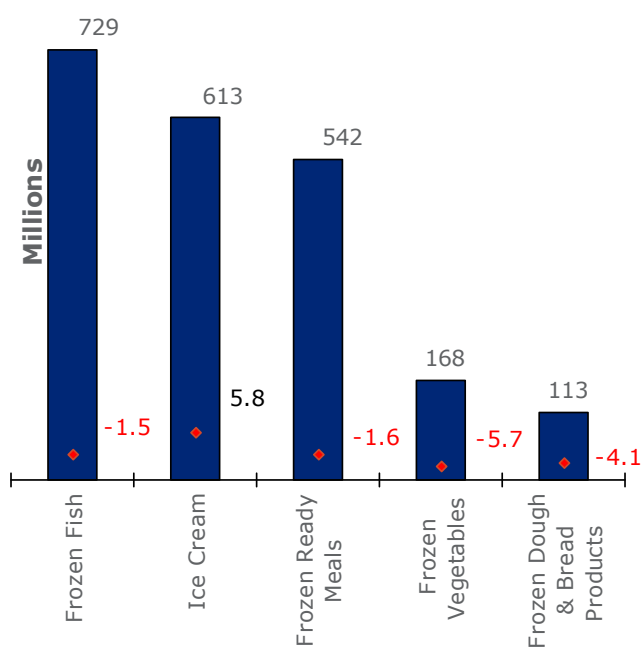
- Frozen Fish
- Ice Cream
- Frozen Vegetables
- Frozen Dough & Bread Products
- Frozen Desserts
- Frozen Potato Products
- Frozen Meat

CATEGORY VALUE SALES IN THE LAST YEAR



TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



■ Total € Sales ◆ % € vs. YA

KEY TRENDS

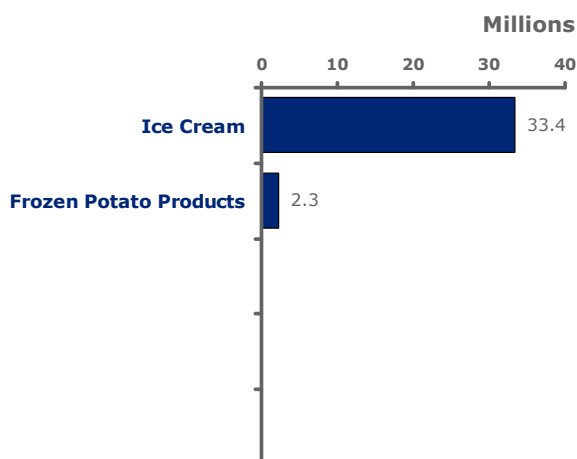
- Quarter on quarter frozen foods are in value decline -0.1% in MAT. Whilst volumes decline faster.
- The main drivers being fish and seafood (-1.7%), pizzas (+1.6%) and ice cream (+6.2%).
- Private Label, declining by -1.1%, still dominating the frozen food market with 57.9 points of market share.
- Over the last few months, the manufacturer Pescanova has been receiving the wrong kind of publicity with corporate issues and financial audits further to books falsification.

Source: IRI retail databases; Period ending 29 June 2014

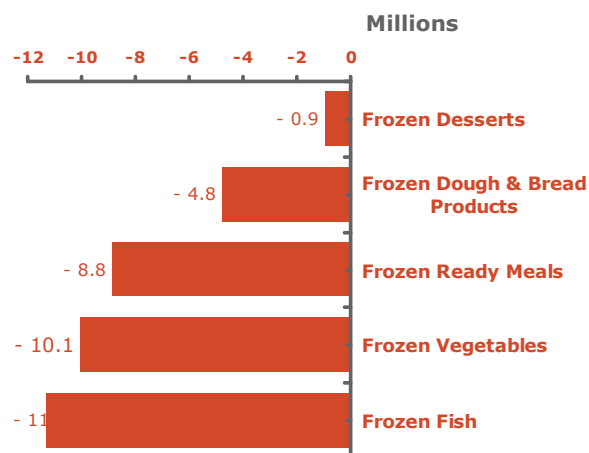


Spain

TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



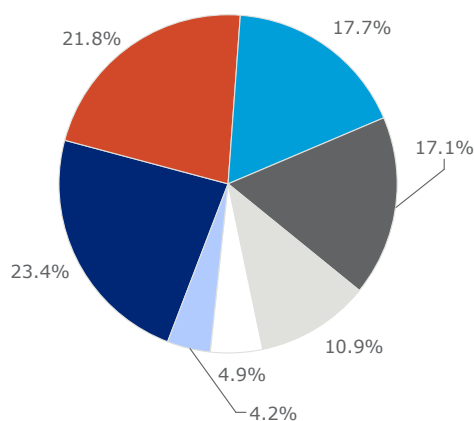
CATEGORY INSIGHTS

- Pescanova reach the top of the manufacturers with 7.3 points of market share, but in decline by -1.6% in value and -4.3% in volume. In second position was Nestle, who remains in value growth by +1.8% and thirdly, Unilever with +2.6%.
- The new Findus Group (Findus and Bonduelle) changed the assortment and the mix of vegetables and ready to eat categories; turning it into the brand leader in many sectors however sales continue to struggle (-15.7% in value and -16.7% in volume).
- The **pizza** category trend has slowed; due to Nestle and Dr. Oetker. Both manufacturers combined hold more than 59.0% of the category (0.0% versus year ago). Nestle is 28.9 points of share and +3.2% in value. Dr. Oetker is 30.2 points of share and +0.2% in value.
- **Ice cream** Unilever, the market leader (16.2 points of value share) shows sales increase by +2.6% but remains unable to compete with private label's dominance in the category, whose dominance increases quarter by quarter (+6.3% value growth) representing now 69.0% in value share, and 85.1% in volume.

Source: IRI retail databases; Period ending 29 June 2014

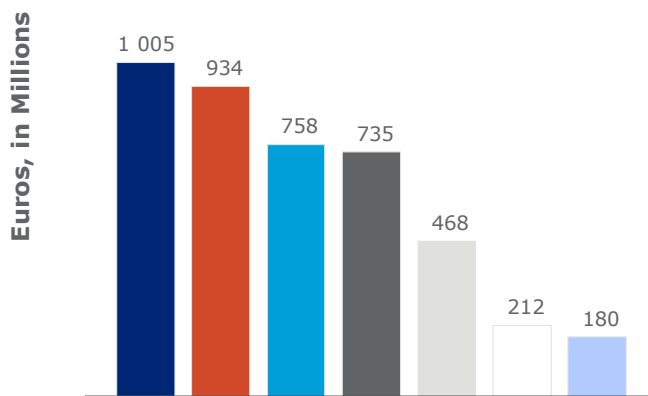
United Kingdom

CATEGORY SHARE OF VALUE IN THE LAST YEAR



■ Frozen Ready Meals ■ Ice Cream
 ■ Frozen Vegetables □ Frozen Desserts
 ■ Frozen Meat

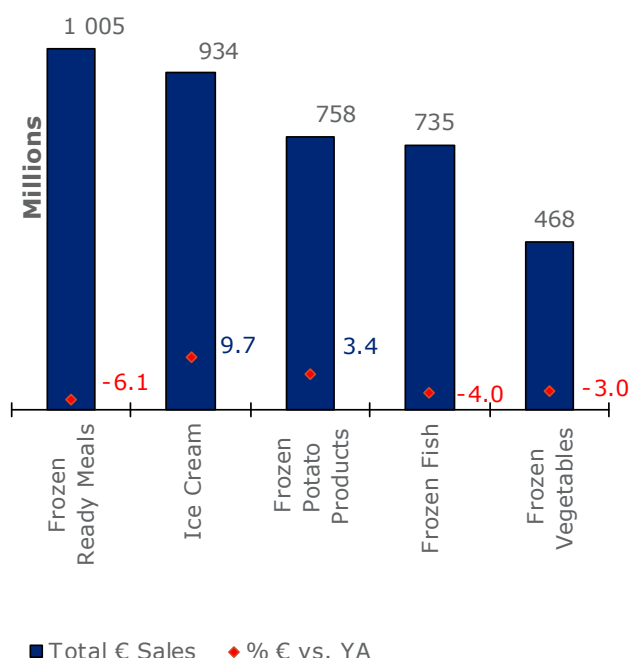
CATEGORY VALUE SALES IN THE LAST YEAR



■ Frozen Potato Products ■ Frozen Fish
 ■ Frozen Meat

TOP 5 CATEGORIES: EVOLUTION

Value sales (€) and % change vs. year ago



■ Total € Sales ◆ % € vs. YA

KEY TRENDS

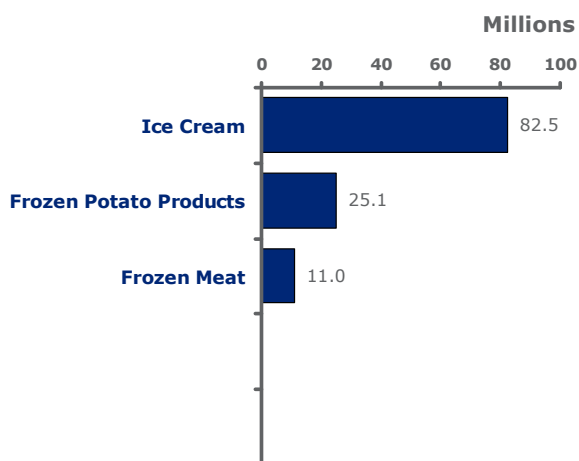
- On an annual basis the Frozen Food market in the UK has contracted in both value and volume terms with the annualisation of past price inflation not longer a driver of year on year value growth.
- Looking at the latest quarter; sales are up +8.7% on the previous quarter attributable to the warmer weather boosting Ice Cream sales by +87.0% (+€154m).
- Manufacturer wise, the clear winner is Walls (Ice Cream) whose sales grew by +132% quarter on quarter adding +£75m to their sales last quarter.
- Whilst sales are buoyant quarter on quarter, the year on year trend is less rosie with sales down on the same quarter last year by -1%. Birds Eye is the key driver of this trend with sales down -10% resulting in a €15m decline year on year. This decline primarily driven by their fish business, however this is to be expected given how much to their total sales fish contributes. Their Red Meat & Ready Meal business is the area which is contributing more to the overall brand decline that we would expect given their size.

Source: IRI retail databases; Period ending 29 June 2014

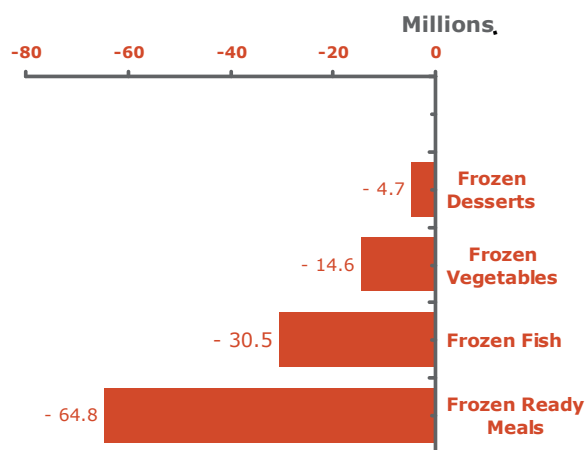


United Kingdom

TOP WINNERS: VALUE SALES CHANGE VS. YR. AGO (€)



TOP LOSERS: VALUE SALES CHANGE VS. YR. AGO (€)



CATEGORY INSIGHTS

- **Ice cream** has performed well quarter on quarter attributable to the seasonal nature of the category. However, temperatures have not been as high as those seen in 2013 with the average weekly temperature in the UK being lower than average for 10 out of the last 12 weeks and lower than temperatures seen in 2013 in 9 out of the 12 weeks. Manufacturers have reacted to this in the attempt to minimize the impact of the cooler temperatures through higher levels of promotional support.
- **Frozen potato** remains a key growth category within frozen food fuelled by price inflation however this is beginning to level off as the increases seen in 2013 annualise. In the latter part of 2013 we saw promotional support return to the category driven by McCain's significant push both above the line and in store this continuing in to 2014 tailing off in the latest quarter resulting in sales falling quarter on quarter by -8%.
- **Ready meals:** On an MAT basis sales of both frozen pizza and traditional ready meals are in decline in both value and volume. Traditional ready meals suffering to a much greater degree with frozen pizza fairing a little better with sales marginally down -1.6% in value terms vs ready meals whose sales are down -8.5%. Frozen Pizza managing to maintain sales thanks to significantly higher levels of promotional support. In the latest quarter Frozen Pizza sales fairing well thanks to the additional trade activity surrounding the world Cup. The general decline of ready meals accelerating further with sales down -14% quarter on quarter not helped by the warmer weather which generally has a negative impact on the sales of the more traditional 'Hot' meals and their components.
- **Vegetables:** Similar to potato we are seeing value growth on an MAT basis plateau and begin to decline as price inflation and NPD annualises. Sales in the latest quarter declining quarter on quarter as consumers adapt their eating habits to the warmer weather.
- **Fish:** Sales of frozen fish on both an MAT and quarter on quarter basis showing no let up in their decline. Fish in general compared to other protein sources becoming increasingly expensive and coupled with the fact that sales of fresh fish are only in marginal growth shows that despite the well publicised health benefits fish offers as a nation we are eating less fish.

Source: IRI retail databases; Period ending 29 June 2014

Final Notes

Notes on Category Definitions for Countries

Due to the diverse products found in individual countries across this market it was necessary to consolidate the available data into the categories in this report. In some cases it wasn't always possible to align products across all 6 countries hence the need to highlight any anomalies in the report. Those exceptions are listed below:

Frozen Dough & Bread Products

- The UK data in this report does not include this category.

Resources

To gain insight into opportunities across specific categories, segments, channels or retailers, contact your IRI client service representative regarding custom analyses leveraging the following resources:

- **InfoScan Census®** is a syndicated retail tracking service that enables manufacturers and retailers to acquire industry insights used to make better business decisions. InfoScan Census utilises the data that IRI collects from grocery, drug, and mass merchandise retailers to provide the most comprehensive and accurate syndicated data offering in the FMCG sector. With access to accurate, granular detail by category, geography, measure, and time period, clients have the tools needed to develop marketing and sales strategies based on product performance, distribution, and promotion responsiveness. All data about frozen food comes from **InfoScan Census®**.
- **IRI Consulting** provides strategic insights and advice leveraging a variety of data sources, predictive analytics, enabling technologies, and business analyses to help FMCG manufacturers and retailers address significant sales and marketing issues effectively.

FOR MORE INFORMATION

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