PERCEPTIONS & OPPORTUNITY: PACKAGING AND PACKAGING MACHINERY IN THE USA

A custom report compiled by Euromonitor International
for the Italian Trade Agency & UCIMA

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By EUROMONITOR INTERNATIONAL

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There are two major objectives to this report

1

Perception of packaging machines in the US

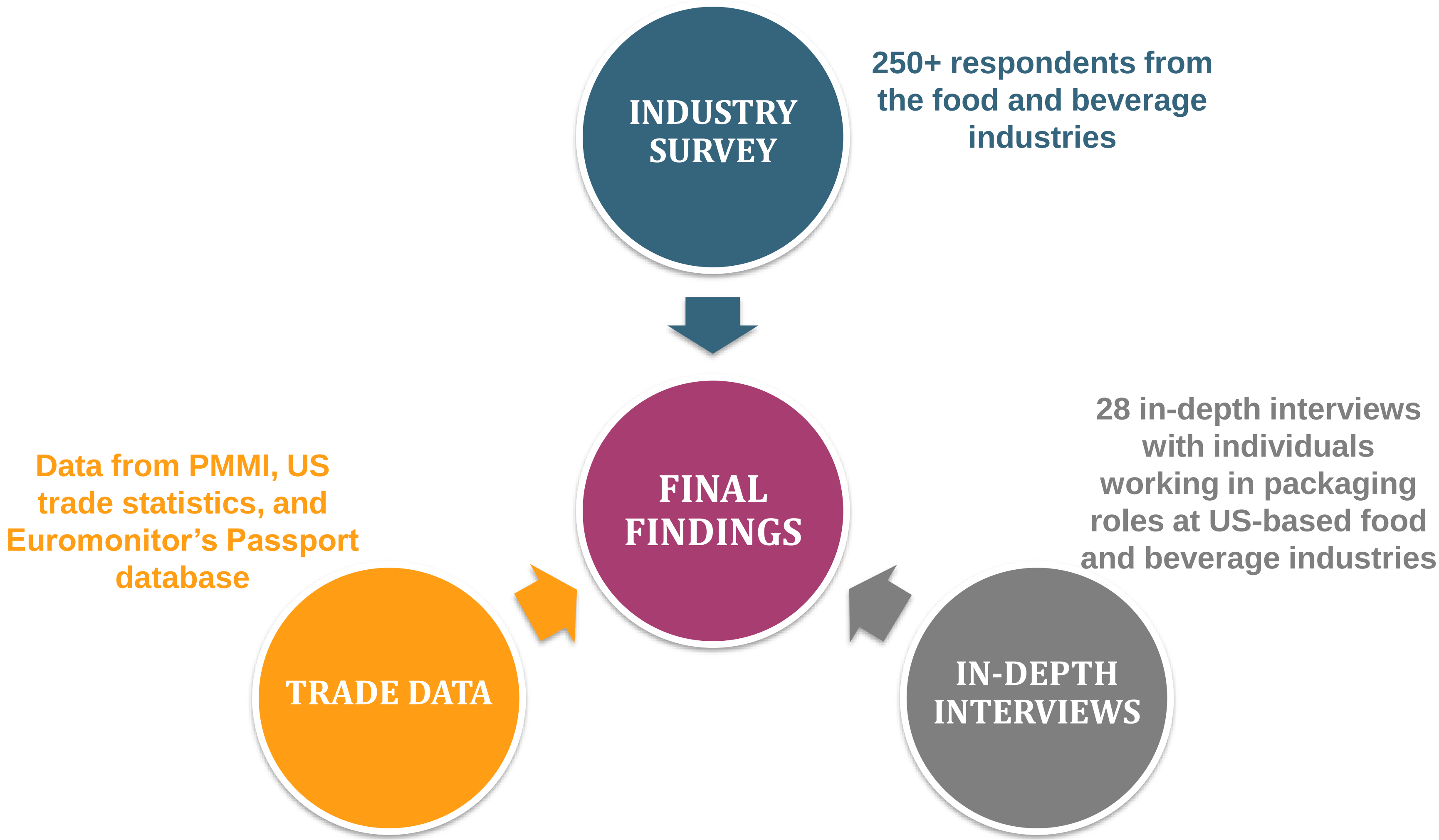
The first objective of this project was to identify the perception of certain types of packaging machines based on country of origin, company size, while also identifying the primary purchasing decisions for US food and beverage manufacturers.

2

Identify opportunity for Italian packaging machinery manufacturers

Secondly, this report dives into the opportunity available in the US market for Italian packaging machinery manufacturers by looking at imports into the US, key consumer pack type trends, and future purchasing decisions for US food and beverage manufacturers.

To research this study, Euromonitor leveraged three key sources of data and information



The focus was not only on large multinational companies, but also on smaller, regional food/beverage players and contract packagers

Survey respondents by company size (annual sales)*

$100+ million	33%
$50 – 100 million	14%
$20 – 50 million	31%
<$20 million	20%

Survey respondents by number of machines operated**

20+ machines	33%
10 – 20 machines	14%
4 – 10 machines	31%
0 – 3 machines	20%

** 26% were "no response"* *** 2% were "no response"*

Source: Survey conducted by Euromonitor & Italian Trade Agency

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For both trade interviews and survey, Euromonitor collected responses from food/beverage companies both large and small

Example of respondent companies

- WRIGLEY
- Saputo
- Nestlé
- Land O Lakes
- Hormel Foods
- BUNGE
- Dean Foods
- Coca-Cola
- FritoLay
- Tyson
- McCain
- Grupo BIMBO
- BACARDI LIMITED
- Cargill
- Pinnacle Foods Group LLC
- Pepperidge Farm
- PEPSICO

As part of the research process, Euromonitor conducted in-depth trade interviews with the following companies

#	Company	Sector	Type
1	Bay Valley Foods, LLC	Food	Manufacturer/ packager
2	Bijol & Spices Inc.	Food	Manufacturer
3	Diamond Crystal Brands	Food	Contract packager
4	Bush Brothers	Food	Manufacturer
5	American Dehydrated	Food	Manufacturer
6	Boyer Candy	Food	Manufacturer
7	Neese Sausage	Food	Manufacturer
8	M Buono Beef	Food	Manufacturer
9	Dairy State	Food	Manufacturer/ packager
10	Bunge Milling	Beverage	Manufacturer/ packager
11	Violet Packing	Food	Manufacturer/ packager
12	Danish Maid Butter	Food	Manufacturer
13	Earth Source Organics	Food	Manufacturer/ packager
14	Vega Foods	Food	Manufacturer

#	Company	Sector	Type
15	Paca Foods	Food	Manufacturer/ packager
16	Hospitality Mints	Food	Manufacturer
17	Dahlgren & Co	Food	Manufacturer/ packager
18	Hartford City Foam	Food	Manufacturer/ packager
19	Bacardi Global	Beverage	Manufacturer
20	Yergat Packing	Food	Manufacturer
21	CTL Foods	Food	Manufacturer/ packager
22	C&S Wholesale Meats	Food	Manufacturer
23	Chip Steak & Provisions	Food	Manufacturer
24	Hagerty Foods	Food	Manufacturer
25	McCain Foods	Food	Manufacturer
26	Frito-Lay	Food	Manufacturer
27	Whitlock Packaging	Beverage	Contract packager
28	Nor-Cal Beverage	Beverage	Contract packager

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Throughout the course of the research study, there were four major themes identified

Cost is the primary purchasing factor for packaging machines, while country of origin is largely unimportant

Italian packaging machines have a positive perception with US food and beverage manufacturers

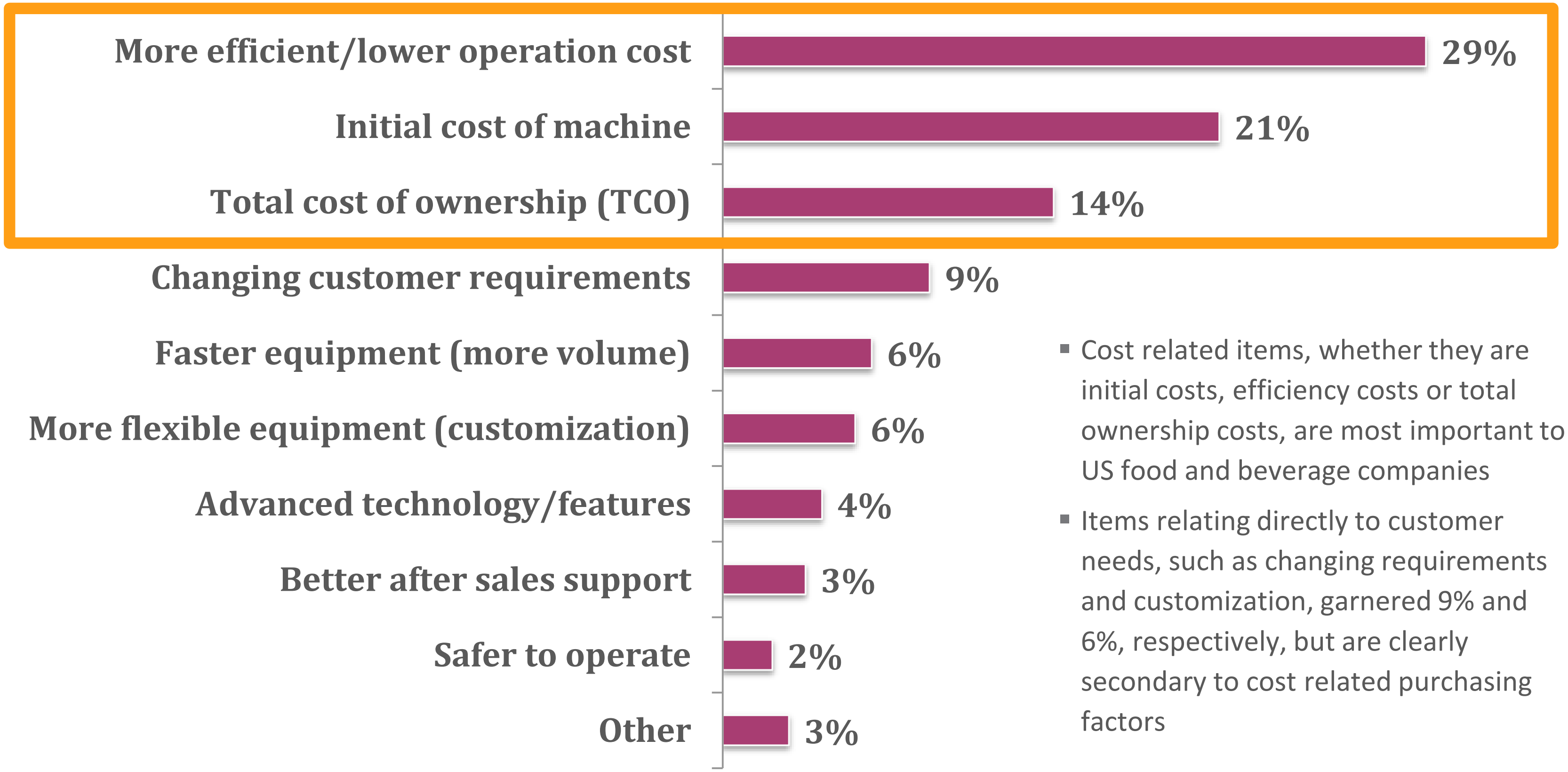
Food and beverage are the largest growing consumer product industries in the US and will drive packaging growth

67% **A majority of food and beverage manufacturers in the US are looking to purchase new machinery in the next 2 years**

Source: Euromonitor analysis

Cost-related factors are top-of-mind when food and beverage manufacturers are considering to purchase new packaging machines

"What is the primary factor that would drive your company to consider purchasing a new packaging machine?"



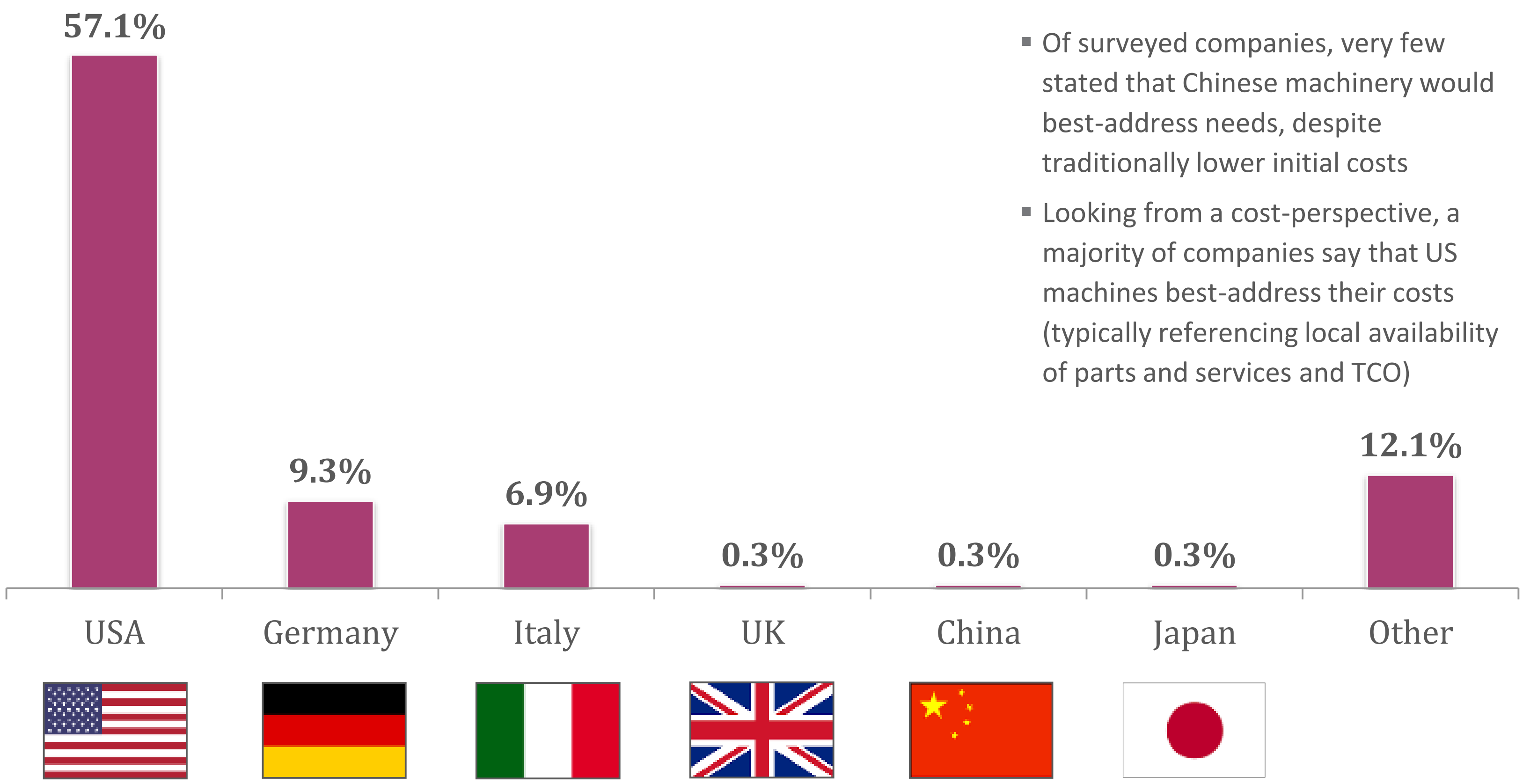
- Cost related items, whether they are initial costs, efficiency costs or total ownership costs, are most important to US food and beverage companies
- Items relating directly to customer needs, such as changing requirements and customization, garnered 9% and 6%, respectively, but are clearly secondary to cost related purchasing factors

** 3% were "no response"*

Source: Survey conducted by Euromonitor & Italian Trade Agency

Despite the focus on costs, the general perception is that machinery from traditionally "low cost" countries would not meet needs

"Based upon your primary purchasing factor, a machine from which country of origin would best-address your needs?"



- Of surveyed companies, very few stated that Chinese machinery would best-address needs, despite traditionally lower initial costs
- Looking from a cost-perspective, a majority of companies say that US machines best-address their costs (typically referencing local availability of parts and services and TCO)

** 13% were "no response"*

Source: Survey conducted by Euromonitor & Italian Trade Agency

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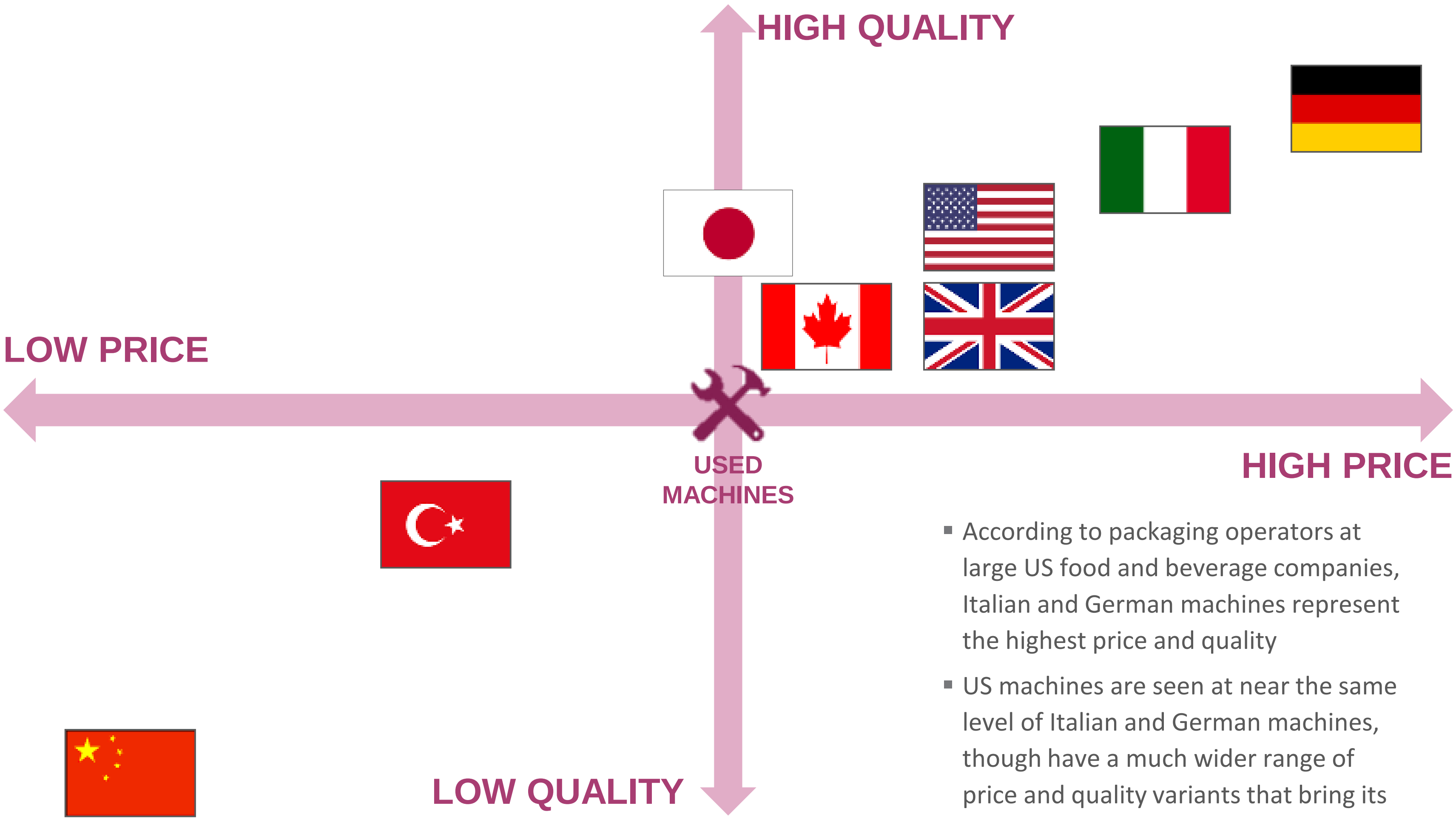
After analysis throughout the course of the research, it was found that Italian machines sit along with German machines in price and quality



- According to packaging operators at large US food and beverage companies, Italian and German machines represent the highest price and quality
- US machines are seen at near the same level of Italian and German machines, though have a much wider range of price and quality variants that bring its perception down in comparison with European machines

Source: Euromonitor analysis

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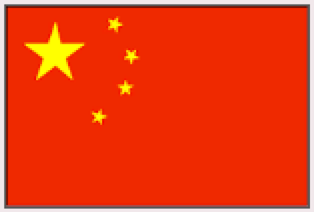
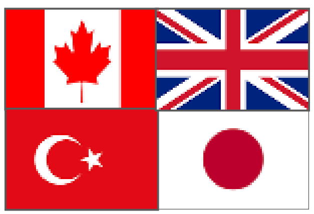
Italian machines are regarded as "well-built" and "reliable", but often referenced along with Germany machinery

Country	Perception	Strengths	Weaknesses
	• Neutral/unaware as a stand-alone • Place near German machines	• Well-built • Reliable • Easy to work with • Address customization needs	• Brand awareness (often talked about along with Germans) • Availability of local parts & services
	• Expensive • Most technologically advanced	• Well-built • Reliable • Durable	• Rigid and technical to work with • Not flexible to meet changing needs • Availability of local parts & services
	• Work as-expected • Good quality engineering • Wide variety of machines available	• Local availability of parts & service • Stress ability to help in times of urgency • Understand what you are getting	• Not all are machines are of good quality • Some manufacturers highlight form over function

Source: Euromonitor analysis

Chinese machines have a very low product perception, while used machines are seen as relatively high-quality

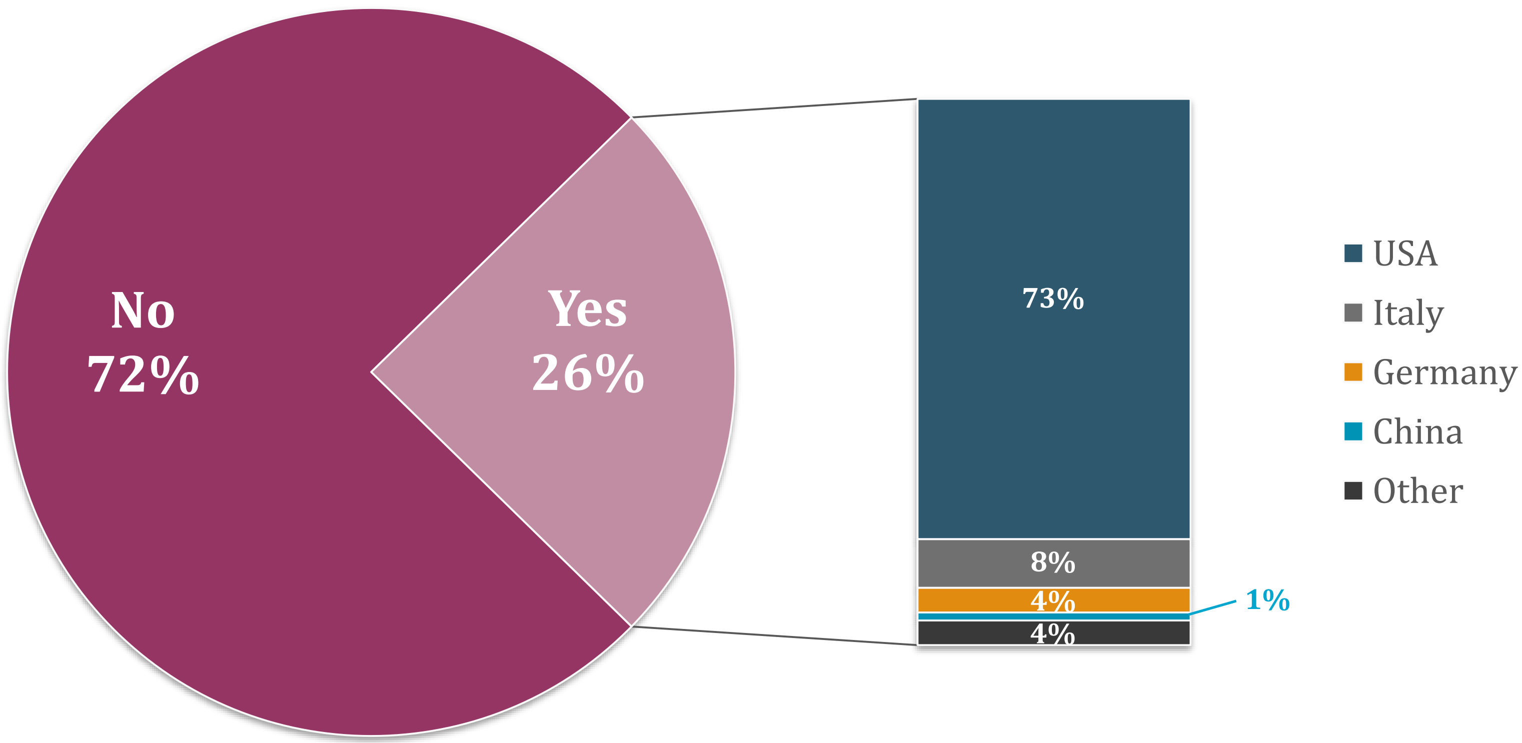
Country	Perception	Strengths	Weaknesses
	• Low quality products • “It’s like throw away stuff”	• Inexpensive • Technology is catching up quickly, but still very far behind	• Not durable, test well but do not deliver • Negatively impacted by bad publicity of other Chinese industries
	• “Good” machines that meet customer needs	• Capable production and assembly • Amicable and listen to needs for customization	• Do not carry as much brand recognition as other countries above
 USED MACHINES	• Good quality machines that are brand new, have the kinks worked out	• Loads of selection of machine types • Very capable of customization	• Command high prices because of machine selection, customization services and little competition

Source: Euromonitor analysis

Based upon survey results, country of origin is overwhelmingly **not a purchasing influencer**; though when it is, US machines are the winners

"Was the country of origin an influencer in your decision to purchase packaging machinery?"

"For all those who responded YES, packaging machinery from which country would best-address requirements?"



2% were "no response"

9% were "no response"

Source: Survey conducted by Euromonitor & Italian Trade Agency

Brand recognition is strong amongst German and US brands of packaging machines, while Italian brands are not top-of-mind

What is the brand of packaging machine(s) that you currently own?

Company	Country	Survey references
Multivac	**Germany**	17
Barry Wehmiller (BW)	**USA**	12
Bosch	**Germany**	10
KHS	**Germany**	7
SealedAir (Cryovac)	**USA**	7
Triangle	**USA**	5
Douglas	**USA**	5
Evergreen	**USA**	5
UBE	**USA**	5
SACMI	**Italy**	4
Federal Fillers	**USA**	4
ITALPACK	**Italy**	4
American Packaging	**USA**	4

- In surveys and interviews conducted with individuals at food and beverage companies, most did not immediately know the brand name of their packaging machines, but could oftentimes say well-known packaging machine brands instead of their

- Because of this, while the table on the right represents the relative “installed base” in the US, it also represents “brand recognition”

- Brands from Germany and the US are overwhelmingly the most “top-of-mind” to US food and beverage manufacturers, while Italy’s brand recognition trails

Source: Survey conducted by Euromonitor & Italian Trade Agency

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Consumption trends of packaging machinery in the US mirror the growing consumer-facing packaging trends

Packaging machinery trade data, US$ mns

	Data point	2013	2014	Growth
	Domestic production	7,855	8,183	4.2% ▲
+	Imports	1,854	1,922	3.6% ▲
–	Exports	683	694	1.6% ●
=	Total consumption	9,027	9,410	4.2% ▲

▲ GREATER THAN 3% GROWTH ● LESS THAN 3% GROWTH

- Total consumption of US packaging machinery has increased since 2013, as more US food and beverage manufacturers are looking to improve their capital infrastructure and purchase packaging machinery
- While domestic production has seen higher 2013-2014 growth of 4.2%, imports represent a significant portion of the total consumption (about 20% of total consumption) – this growth represents opportunity for Italian packaging machinery manufacturers
  - Of the $1.9bn imports in 2014, Italian machinery was about $384mn (or 20% of total imports)

Source: PMMI 2015 State of the Industry

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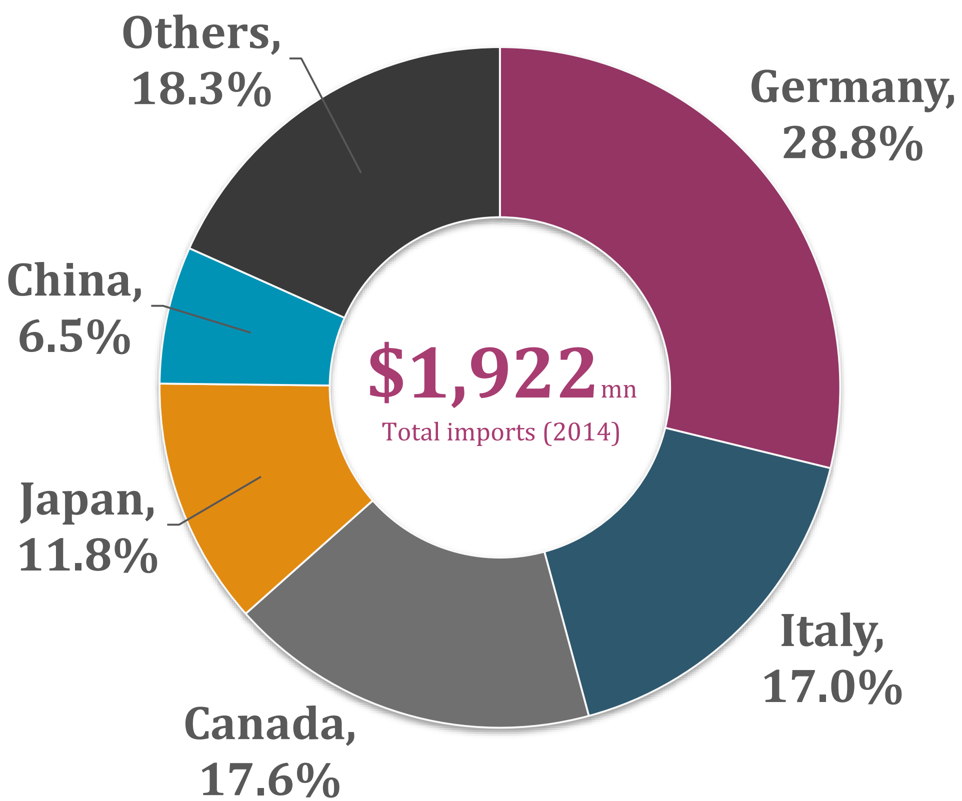
Of total imports of packaging machinery into the US, products from Italy represent just under 20%, trailing German imports

Imports of packaging machinery into the US in 2014, US$ mns



Country	% Share	Value
Germany	28.8%	553.8
Italy	17.0%	326.3
Canada	17.6%	338.9
Japan	11.8%	225.9
China	6.5%	125.4
Others	18.3%	351.6
Total	100%	1,922

Source: US trade data, approximate data based upon available information

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US food manufacturers are expected to see the largest production growth over the next 5 years, adding nearly $185mn to the market by 2020

Domestic US production (turnover), MSP, US$ bn

Industry	2015 Value	2020 Value	CAGR	Absolute Value Growth
Food	801	986	4.2%	+185 ▲
Beverages	112	133	3.4%	+21 ▲
Tobacco	49	54	1.7%	+4 ●
Household/ Personal Care	86	104	3.8%	+18 ▲
Pharma-ceuticals	184	214	3.1%	+30 ▲

▲ GREATER THAN 3% GROWTH ● LESS THAN 3% GROWTH

- Of all consumer product industries in the US, domestic production in the food industry is expected to sky-rocket over the next 5 years as food manufacturers add nearly $185bn (MSP prices)
- The tobacco industry is feeling the effects of increasing legislation against cigarette products and growing health awareness in the US, which dampens the domestic production outlook on the industry

Source: Euromonitor Passport

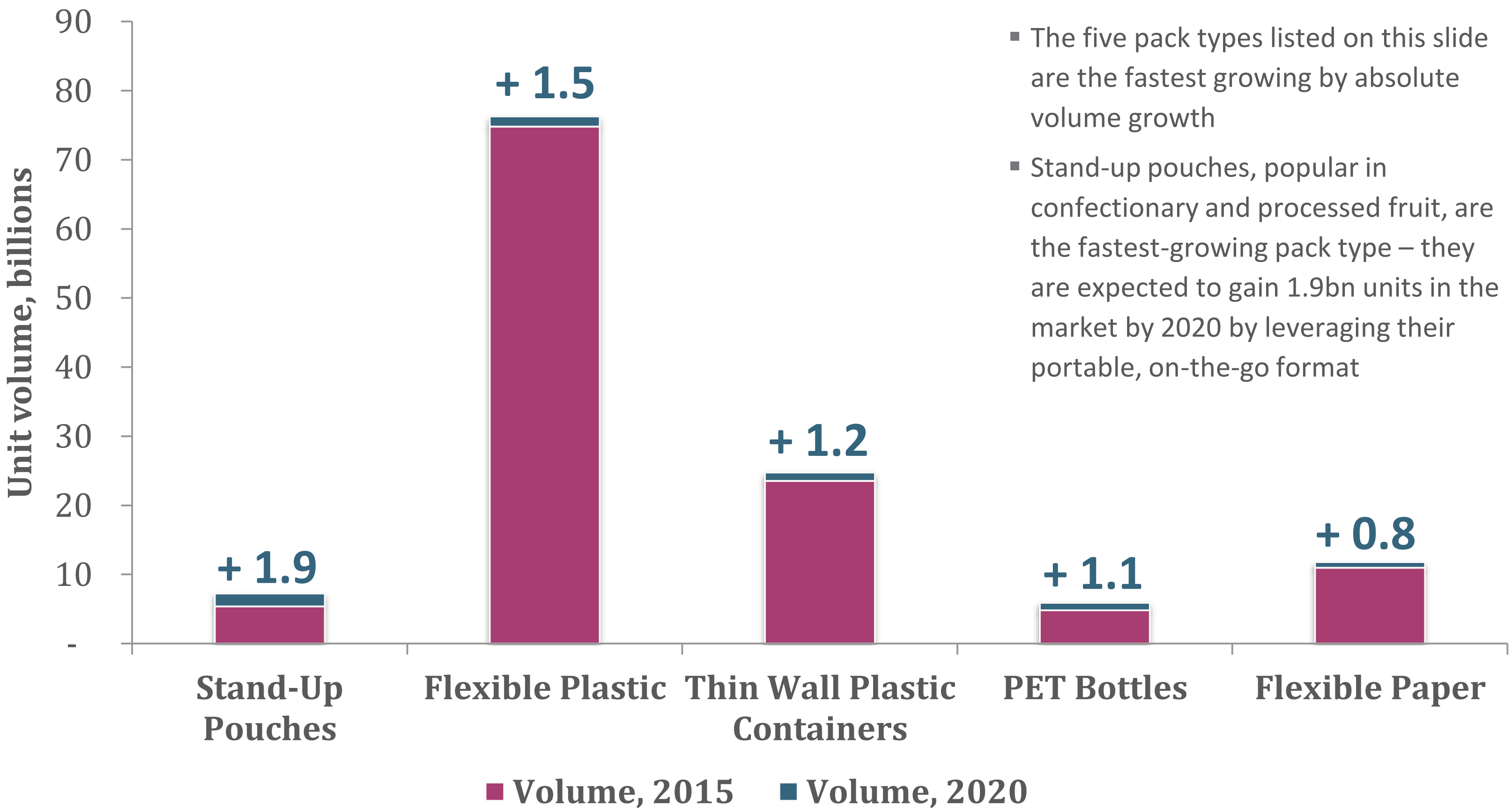
Several food and beverage packaging trends permeate the growth and potential opportunity to play in the space

Trend	Notes
On-the-go consumption	Increasingly busy lifestyles have lead to the need for pack types that are convenient to bring on the road (stand up pouches and products marketed as "to go" are primary drivers)
Smaller pack sizes	Smaller pack sizes will continue to flourish for two major reasons, 1) on-the-go consumption, and 2) new FDA regulations on the serving size reporting requirements on the nutritional facts section will lead to food/beverage manufacturers reducing the size (and thus calorie content) of products
Healthy products driving innovation	Innovative, healthy products will be the categories that drive packaging innovation – for instance, MOM Group's GogoSqueez applesauce product changed the entire packaged fruits/vegetables category since its introduction in 2008 to the US; furthermore, dairy products, particularly those in stand-up pouches, are also latching onto this trend and position themselves as a product for health-conscious consumers

Source: Euromonitor analysis

Flexible plastic is dominant in absolute volume sales in food packaging, but stand-up pouches will see fastest growth

Volume sales of food packaging, top five growing pack types



- The five pack types listed on this slide are the fastest growing by absolute volume growth
- Stand-up pouches, popular in confectionary and processed fruit, are the fastest-growing pack type – they are expected to gain 1.9bn units in the market by 2020 by leveraging their portable, on-the-go format

Source: Euromonitor Passport

While confectionary drives strong growth in stand-up pouches, dairy products will drive packaging growth across more pack types

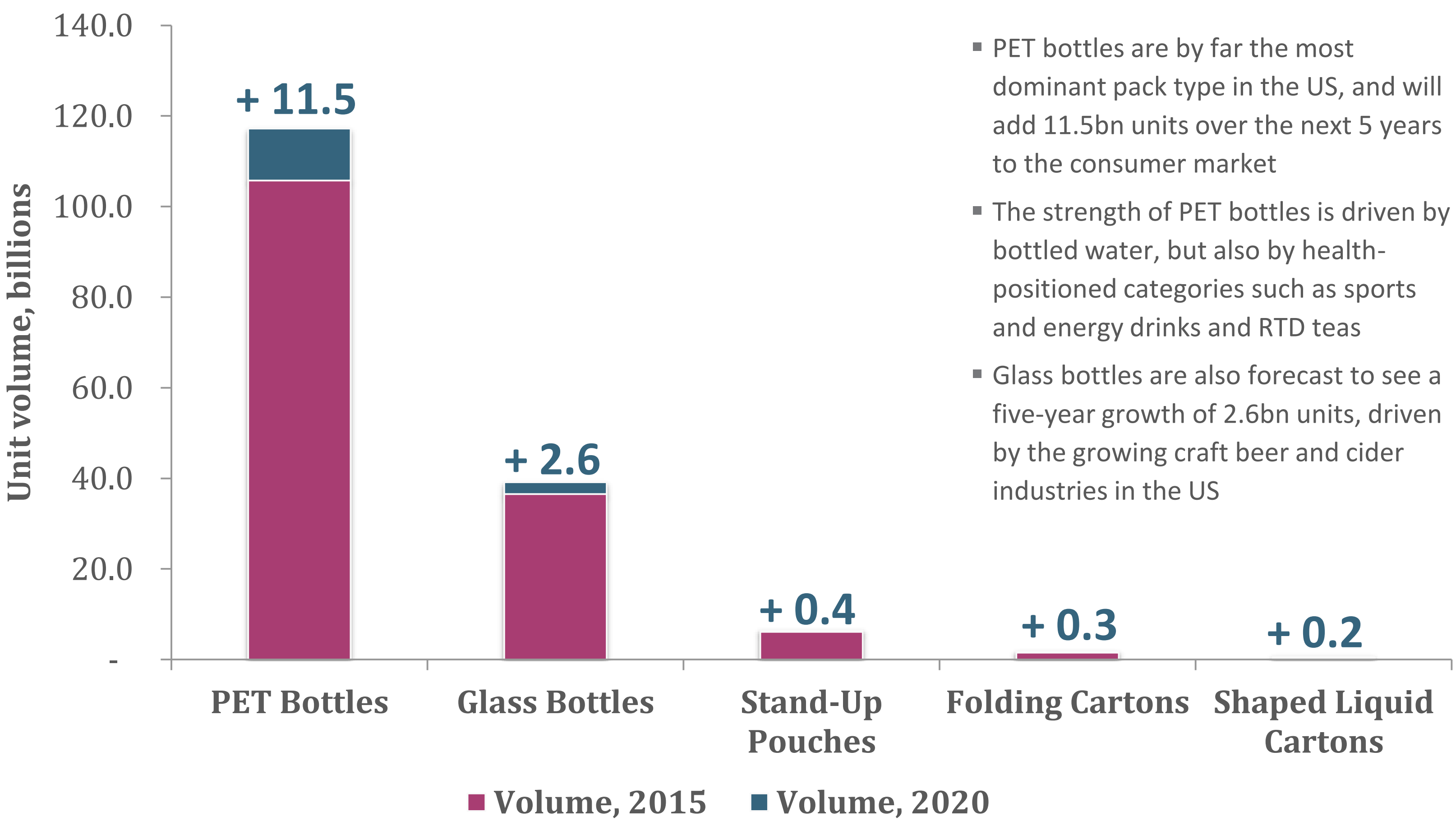
Top food packaging growth categories within top growing pack types

Pack type	Abs. Vol. Growth (bns of units)	Key growth categories		
Stand-Up Pouches	+ 1.9	CONFECTIONARY	PROCESSED FRUIT/VEG	READY MEALS
Flexible Plastic	+ 1.5	SWEET & SAVORY SNACKS	BISCUITS & BARS	DAIRY
Thin Wall Plastic Containers	+ 1.2	DAIRY	PROCESSED MEAT/ SEAFOOD	RICE, PASTA, NOODLES
PET Bottles	+ 1.1	DAIRY		
Flexible Paper	+ 0.8	BAKED GOODS	CONFECTIONARY	

Source: Euromonitor Passport

PET bottles will remain the primary pack type both by current size and absolute value growth, though glass bottles are seeing a resurgence

Volume sales of beverage packaging, top five growing pack types



- PET bottles are by far the most dominant pack type in the US, and will add 11.5bn units over the next 5 years to the consumer market
- The strength of PET bottles is driven by bottled water, but also by health-positioned categories such as sports and energy drinks and RTD teas
- Glass bottles are also forecast to see a five-year growth of 2.6bn units, driven by the growing craft beer and cider industries in the US

Source: Euromonitor Passport

Bottled water is the primary product driving strong growth within beverage packaging, especially within PET bottles

Top beverage packaging growth categories within top growing pack types

Pack type	Abs. Vol. Growth (bns of units)	Key growth categories		
PET Bottles	+ 11.5	BOTTLED WATER	SPORTS ENEGRY DRINKS	RTD TEA
Glass Bottles	+ 2.6	BEER	CIDER/ PERRY	RTD COFFEE
Stand-Up Pouches	+ 0.4	JUICE	SPORTS ENEGRY DRINKS	
Folding Cartons	+ 0.3	RTD TEA	RTD COFFEE	
Shaped Liquid Cartons	+ 0.2	WINE		

Source: Euromonitor Passport

Metal beverage cans, reminiscent of unhealthy carbonates, are the primary detractor from food and beverage packaging growth in the US

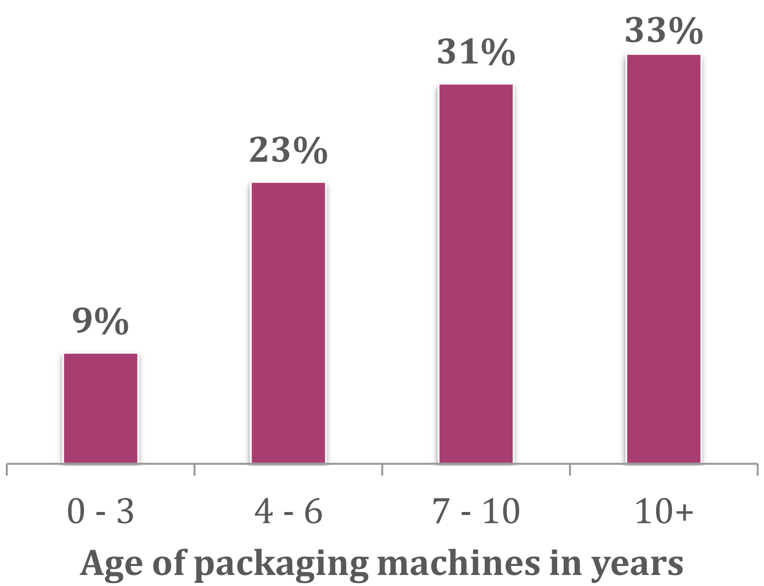
Top food & beverage packaging declining pack types and categories

Pack type	Abs. Vol. Declines (bns of units)	Key detractor categories		
Metal beverage cans	- 2.8	CARBONATES	BEER	JUICE
Flexible aluminum/ paper	- 0.6	CONFECT-IONARY		
Metal food cans	- 0.6	SOUP	PROCESSED FRUIT/VEG	PROCESSED MEAT/ SEAFOOD
Plastic trays	- 0.3	READY MEALS		
Brick liquid cartons	- 0.3	JUICE		

Source: Euromonitor Passport

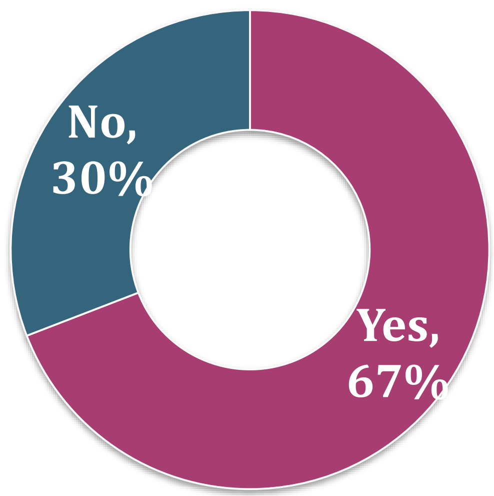
US food and beverage manufacturers generally have machines 7 years+, and a majority are looking to make new purchases in next 2 years

"What is the average age of the packaging machines your company currently uses?"



- A majority of survey respondents noted that their packaging machines were 7+ years old, which is representative of the general lack of new machinery purchases over since the 2008 US economic downturn

"Is your company planning on investing in any packaging machinery in the next 2 years?"



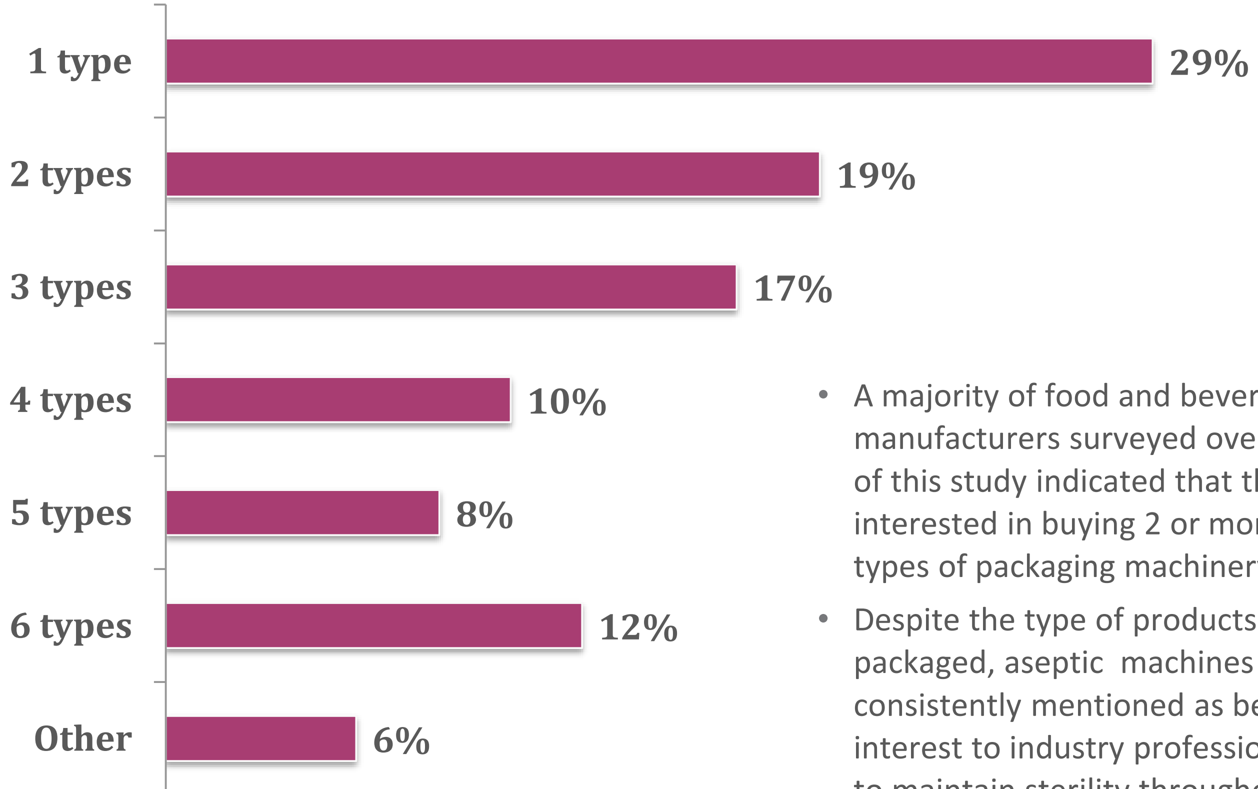
- Now that the US economy is improving, consumers have higher incomes and are purchasing more packaged goods, food and beverage companies have experienced increased sales as well, leading to a majority searching to improve their capital infrastructure

3% were "no response" *4% were "no response"*

Source: Survey conducted by Euromonitor & Italian Trade Agency

A majority of food and beverage manufacturers look to purchase more than one type of packaging machine for their operations

"How many different machine types is your company interested in purchasing?"

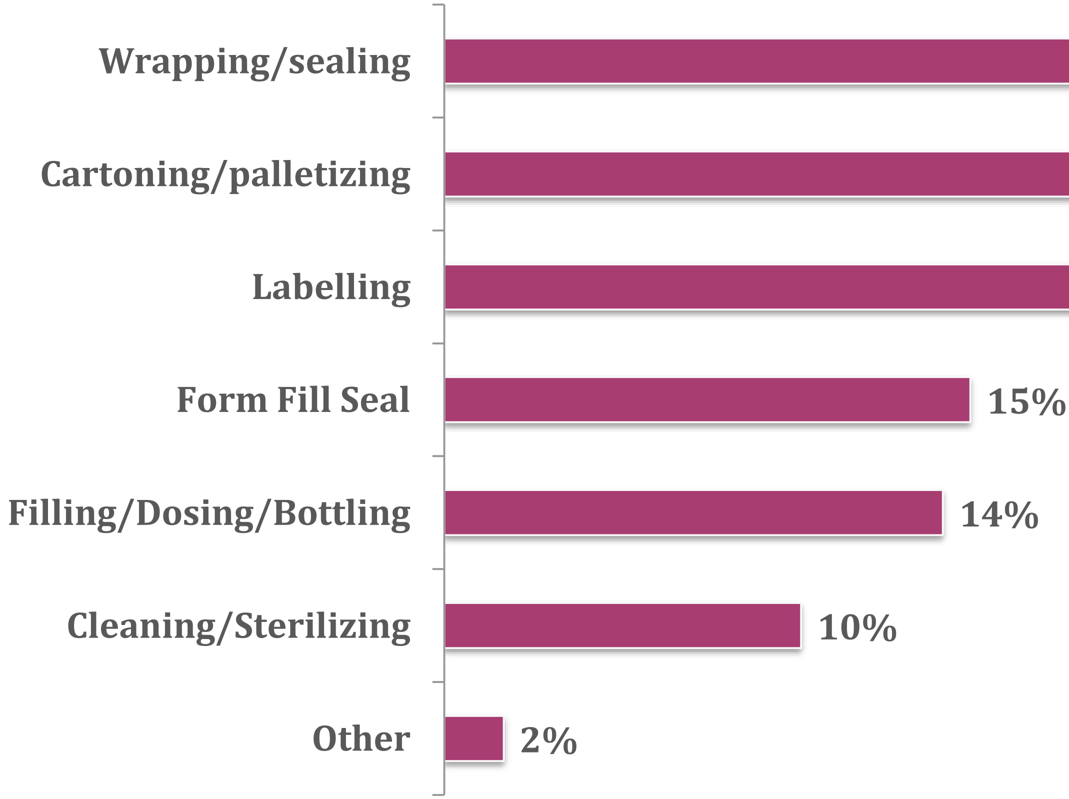


- A majority of food and beverage manufacturers surveyed over the course of this study indicated that they were interested in buying 2 or more different types of packaging machinery
- Despite the type of products being packaged, aseptic machines were consistently mentioned as being of most interest to industry professionals in order to maintain sterility throughout the process

Source: Survey conducted by Euromonitor & Italian Trade Agency

There is no general consensus on the type of machines that food and beverage manufacturers need, as all types will be in demand

"When your company plans to invest in packaging machinery, what type of machine will you look for?"



- There was no general consensus in the particular types of machines that food and beverage companies in the US are demanding
- Overall, it was found that companies are looking for all types pf packaging machines for their production process that can make operations more efficient and cost-effective, no matter if it is a filling machine on the front end of production or a coding machine on the back end

Source: Survey conducted by Euromonitor & Italian Trade Agency

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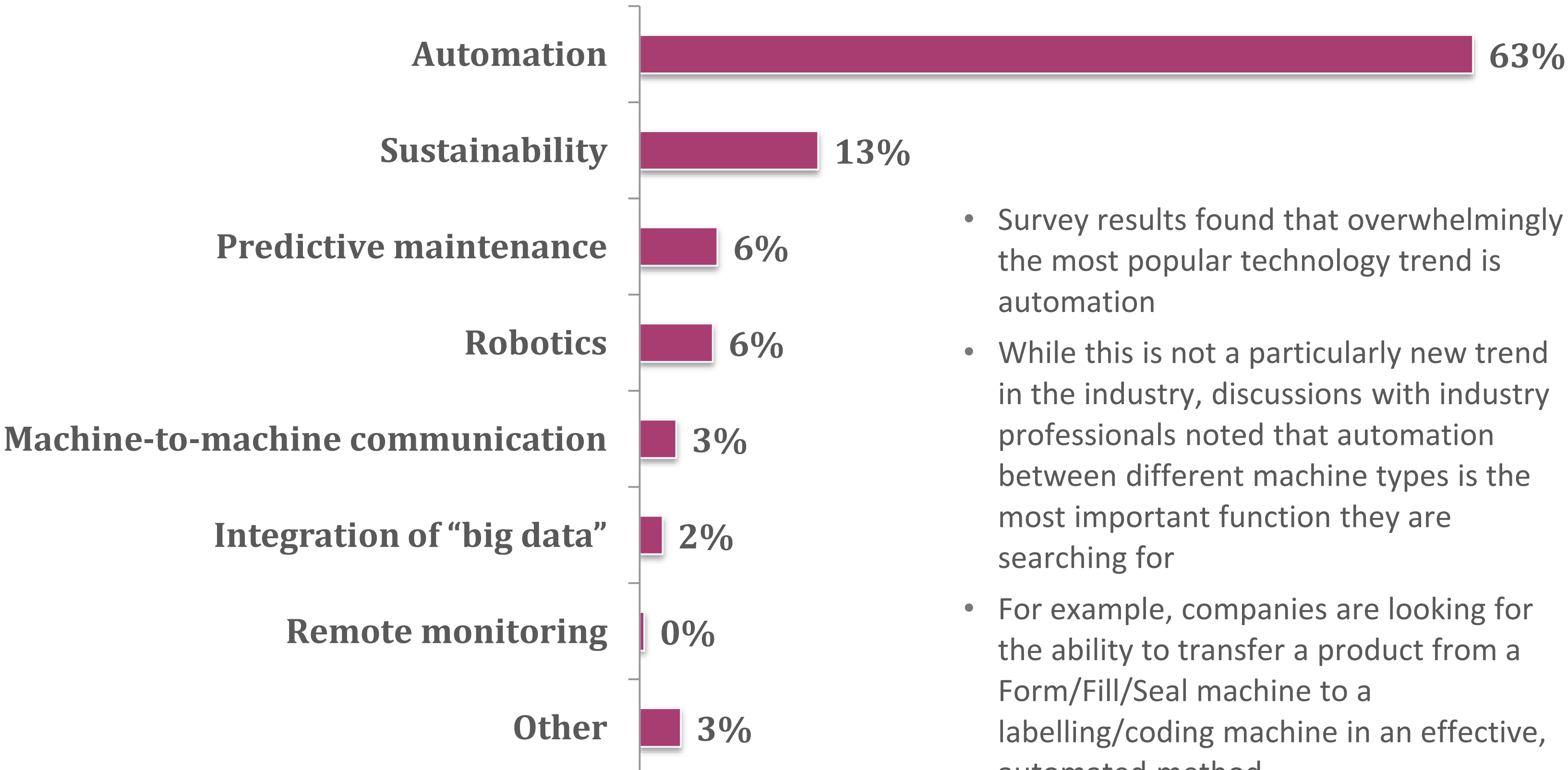
Automation is overwhelmingly the most appealing technology trend, but coupling that with customization requirements is key

Which of the following technology trends is most appealing to your company as you look for new packaging machinery to purchase?"



- Survey results found that overwhelmingly the most popular technology trend is automation
- While this is not a particularly new trend in the industry, discussions with industry professionals noted that automation between different machine types is the most important function they are searching for
- For example, companies are looking for the ability to transfer a product from a Form/Fill/Seal machine to a labelling/coding machine in an effective, automated method

Source: Survey conducted by Euromonitor & Italian Trade Agency

For Italian packaging machinery, there is growing opportunity to continue to carve out share of the US food and beverage market

STRENGTHS

- Durable
- Reliable
- Addresses customization needs

WEAKNESSES

- Brand recognition / differentiation
- Local availability of parts & services

OPPORTUNITIES

- Growing domestic food/beverage industries
- 67% of food/beverage manufacturers looking to purchase in next 2 years
- Strengthening US dollar

THREATS

- Improving technology of cheap Chinese machinery
- Used/secondhand market
- Local dominance of US machines

Source: Euromonitor analysis

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Project objectives

This report had two primary objectives:

1. **Identify the perception of packaging machines in the US**
   - The report first dives into analysis on what are the primary purchasing factors for US food and beverage companies looking to purchase packaging machinery, the perception of machines from different countries of origin, and strengths and weaknesses of machines from different countries
   - This section also describes if country of origin really is a primary purchasing decision or not, and what the general machine brand awareness

2. **Identify the opportunity for Italian packaging machinery manufacturers to expand operations in the US**
   - Through this lens, the report identifies trends in the imports, exports and consumption of packaging machinery in the US, growing packaging industries, growing end-consumer pack types and general consumer trends affecting the US packaging industry
   - Along with this, the report explains the average age of packaging machinery owned by food and beverage manufacturers, how many food and beverage manufacturers are planning on purchasing new equipment over the next 2 years, and what types of machines these customers are looking for
   - Overall, these findings are combined to address the opportunity for Italian packaging machinery in the US to expand its operations/imports into the US market

Report methodology

To complete this report, Euromonitor leveraged three sources:

1. **Industry survey**
   - Results from an industry survey of **250+ respondents from food and beverage industries** across the US was included in this study. The survey focused on topics such as perception of machines based on country of origin, primary purchasing factors for packaging machinery, machine type preferences, and general preference for technology trends in the future (see next slide for a sample of companies that completed the industry survey)

2. **Trade interviews with industry professionals**
   - Along with a survey, qualitative analysis and explanation was attained in in-depth trade interviews with 28 packaging professionals from companies across the US. Key topics of discussion in these interviews included perception of machines from certain countries, machine type preferences, and thoughts on the demand for certain types of machine traits in the future (such as customized solutions, aseptic machines, etc.) (see next slide for a list of companies that completed an in-depth interview)

3. **Data sources**
   - Euromonitor leveraged several different data sources throughout this presentation, including data presented in PMMI's 2015 State of the Industry report (for imports, exports and consumption) and Euromonitor Passport data (for end-consumer pack type growth and trends)

Sample questions asked in both survey and in-depth trade interviews

Sample survey questions

- What is the average age of the packaging machines currently used?
- Was the country of origin an influencer in your decision to purchase a packaging machine
- Is your company planning on investing in any packaging/packing machinery in the next 2 years
- What is the PRIMARY factor that would drive your company to consider purchasing new packaging machinery
- In your opinion based upon your company's PRIMARY factor from above, packaging machinery from which country of origin would best-address your requirements
- Which of the following technological trends is MOST appealing your company as you look for new packaging machinery to purchase

Sample trade interview questions

- What country does your packaging machinery come from? Why did you decide to purchase the product from that particular company/country?
- What is your perception of packaging machinery made in the following countries? In your opinion, what are their strengths and what are their weaknesses? What are some of the key brands you know of from each country?.
- What type of packaging machinery technology is of most interest to your company, and why?
- Do you think there is a growing market for "customization" packaging machines, where machines are designed for a specific company's needs? Which brands/companies do you think are strongest in this?
- As a purchaser of packaging machinery, what are the key elements that would persuade you to buy a more expensive US or European packaging machine over a cheaper brand made in a country like China?

Note: the above is a limited sample of questions asked in the research process

For both trade interviews and survey, Euromonitor collected responses from food/beverage companies both large and small

Example of respondent companies

WRIGLEY
Saputo
Nestlé
Land O Lakes
Hormel Foods
Bunge
Dean Foods
Coca-Cola
Frito Lay
Tyson
McCain
Grupo Bimbo
Bacardi Limited
Cargill
Pinnacle Foods Group LLC
Pepperidge Farm
PepsiCo

As part of the research process, Euromonitor conducted in-depth trade interviews with the following companies

#	Company	Headquarters	Sector	Products packaged	Type	Size	Approx. sales	Other notes (if applicable)
1	Bay Valley Foods, LLC	New Hampton, IA	Food	Bulk dairy and creamers	Manufacturer/ packager	Medium	$10mn	Acquired by Dean Foods, several plants conduct consumer and bulk packaging
2	Bijol & Spices Inc.	Miami, FL	Food	Packager/ exporter - spices, seasonings & seeds	Manufacturer	Small	$5mn	1 plant
3	Diamond Crystal Brands	Duluth, GA	Food	Portion Control Packaging - Bulk Relishes & Pickled Products	Contract packager	Medium	$10mn	3 plants with more than 50 machines
4	Bush Brothers	W. Palm Beach, FL	Food	P/L Bulk Processor, Exporter - Meat & Dairy	Manufacturer	Medium	$15mn	1 plant - 2 machines for packaging
5	American Dehydrated	Springfield, MO	Food	Specialty Dehydrated foods processor	Manufacturer	Large	$50mn	3000 boxes a day, 1 factory, 5 or 6 product lines
6	Boyer Candy	Altoona, PA	Food	P/L bulk Packager - Chocolate	Manufacturer	Medium	$10mn	1 location with 48 employees
7	Neese Sausage	Greensboro, NC	Food	processor, packer - country sausage, liver pudding, etc	Manufacturer	Medium	$10mn	2 lines dedicated to liver and sausage
8	M Buono Beef	Philadelphia, PA	Food	Frozen Portion Controlled Beef & Pork	Manufacturer	Small	$5mn	1 cryovac line
9	Dairy State	Milwaukee, WI	Food	P/L - Animal Crackers	Manufacturer/ packager	Small	$5mn	1 location, several packaging lines

As part of the research process, Euromonitor conducted in-depth trade interviews with the following companies (cont.)

#	Company	Headquarters	Sector	Products packaged	Type	Size	Approx. sales	Other notes (if applicable)
11	Violet Packing	Williamstown, NJ	Food	Peppers, tomatoes and sauces, incl., spaghetti and pizza	Manufacturer/ packager	Medium	$20mn	3 production lines packaging at 70% utilization
12	Danish Maid Butter	Chicago, IL	Food	P/L Bulk & Packaging - Dairy & Butter	Manufacturer	Medium	$10mn	1 cup machine, 1 filler for butter oil, 1 line that makes butter lambs and butter turkeys
13	Earth Source Organics	Vista, CA	Food	Contract Packager - Chocolate	Manufacturer/ packager	Small	$5mn	
14	Vega Foods	Cranston, RI	Food	P/L Bulk - Gourmet peppers, olives, packed salads in oil and garlic	Manufacturer	Small	$2mn	1 location, 1 automated packaging line and several manual packaging lines
15	Paca Foods	Tampa, FL	Food	P/L Processor, packer - spices, blends, doughs, seasonings	Manufacturer/ packager	Small	$5mn	
16	Hospitality Mints	Boone, NC	Food	Processor exporter candy & confectionery	Manufacturer	Small	$1mn	1 location - 18 lines for confectionary
17	Dahlgren & Co	Crookston, MN	Food	Manufacturer Exporter of Sunflower Seeds	Manufacturer/ packager	Medium	$20mn	
18	Hartford City Foam	Hartford City, IN	Food	P/L Bulk - tomatoes	Manufacturer/ packager	Medium	$25mn	
19	Bacardi Global	Jacksonville, FL	Beverage	Rum & Spirits (Dewars)	Manufacturer	Large	$100mn+	27 plants globally all running high speed bottling lines (20 of 27 run the same equipment)

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As part of the research process, Euromonitor conducted in-depth trade interviews with the following companies (cont.)

#	Company	Headquarters	Sector	Products packaged	Type	Size	Approx. sales	Other notes (if applicable)
20	Yergat Packing	Fresno, CA	Food	P/L Processor exporter grape leaves	Manufacturer	Small	$5mn	1 location, 2 lines - Jar line, Bucket line
21	CTL Foods	Colfax, WI	Food	P/L - Powders, syrups, slush and base	Manufacturer/ packager	Small	$2mn	1 location - powder mixing and packaging lines
22	C&S Wholesale Meats	Atlanta, GA	Food	Bulk Portion & Cut Meats	Manufacturer	Medium	$20mn	1 location, 1 cryovac line
23	Chip Steak & Provisions	Mankato, MN	Food	Wholesale Packaged Frozen Meats	Manufacturer	Medium	$10mn	1 location, 1 line
24	Hagerty Foods	Orange, CA	Food	P/L Processor packager - condiments, relishes, dressing	Manufacturer	Small	$1mn	1 location, 1 line
25	McCain Foods	Bristol, CAN	Food	Frozen French Fries	Manufacturer	Large	$100mn+	27 globally - multiple lines for different products depending on what they pack
26	Frito-Lay	Frisco, TX	Food	Lays, Doritos, Cheetos, Tostitos, Ruffles, Fritos, Sun Chips, Smartfood, Stacy's	Manufacturer	Large	$100mn+	29 plant locations across USA
27	Whitlock Packaging	Tulsa, OK	Beverage	Beverage Co-Packing and bottling	Contract packager	Medium	$20mn	3 facilities - 1-1.5 million sq ft.
28	Nor-Cal Beverage	W. Sacramento, CA	Beverage	Contract Packer of beverages	Contract packager	Medium	$15mn	2 facilities - 12 lines @ 600-800 ppm

The ***Italian Trade Agency - ICE*** is the Italian Government Agency promoting the internationalization of Italian companies abroad, in line with the strategies of the Ministry for Economic Development. ITA works with Italian and foreign companies along with local authorities and businesses via its worldwide network linked to Italian embassies and consulates.

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UCIMA (Italian Packaging Machinery Manufacturers' Association) is the national trade association that represents and supports the Italian packing and packaging machinery manufacturers. It has more than 100 member companies from all over the country, including the industry leaders. The highest concentration of members lies in the Emilia Romagna, Lombardy, Veneto and Piedmont regions.

UCIMA member companies cover the entire range of packaging machinery production, from the food, confectionary and tobacco industries through to pharmaceuticals, chemicals, petrochemicals, cosmetics and end-of-line technologies.

It maintains links with a variety of institutions and plays a major role in fostering the growth of the sector as a whole. Being part of a national and international network helps the association pursue initiatives and develop strategies for the sector.

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