

**Food For Thought (FFT)
Strategic Information Services**

**The Savoury Snacks Market in
Scandinavia
(DNK+FIN+NOR+SWE)**

2011 Edition

Disclaimer

Disclaimer and © Copyright: Whilst every possible care has been taken in the compilation, preparation and presentation of the information published in this report, no liability whatsoever can be accepted for the contents or their accuracy. No part of this work may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying, internet or any other information storage or retrieval system, without prior written permission of the publishers.

© 2011 Food For Thought (FFT) S.A.

www.fft.com

sales-service@fft.com

FOREWORD

LEGAL, DISCLAIMER and COPYRIGHT

- Legal:** This report is governed by the "Terms of Service" and "Legal & Disclaimer" sections to be found on FFT's online website at www.fft.com.
- Disclaimer:** Whilst every possible care has been taken in the compilation, preparation and presentation of the information published in this report, no liability whatsoever can be accepted for the contents or their accuracy.
- Copyright ©** No part of this work may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying, internet or any other information storage or retrieval system, without prior written permission of the publishers.

OVERALL DEFINITIONS

- General:** Market data refer to all products sold for final human consumption in retail, foodservice and artisanal markets (own-produced for own sale, e.g. independent bakers), thus excluding industrial and intermediate consumption, and auto-consumption.
- Product:** All product markets are carefully defined so as to be comparable across all countries. Special cases in a few country and product markets are specified.
- Prices:** Retail prices (including VAT, excise and other indirect taxes) and foodservice buy-in prices are applied throughout.

METHODOLOGY

All countries are surveyed in the field regularly, during which extensive company and other interviews are carried out. FFT also systematically gathers all publicly available data (from trade associations, government institutions and publications, the press and other media). The definition above (final human consumption) ensures that there is no double-counting among product markets. In turn, this enables comparisons across all country/product markets on a per capita or unit value or real growth basis, and allows all data to be summed by product, by country, or by category, allowing extensive cross-checking for verisimilitude. Foodservice Markets: The total (retail + foodservice) human consumption market is established first. An estimate of the food-service market share, derived from multiple sources and industry interviews, is then applied to this total. Owing to the extremely fragmented nature of the foodservice market, specific foodservice surveys are not considered feasible or reliable.

FULL COVERAGE

There are NO gaps. Volume, Value and Company Market Share data are provided for ALL country and product markets. FFT provides its own carefully assessed estimates in the absence of any available data source.

DATA COLLECTION PRINCIPLES

- 1 End-Use Definition:** Final Human Consumption (see above). This ensures NO double-counting and that any and all data can be added up.
- 2 Wide Coverage:** All demand & supply - including retail, foodservice and direct supply - provides a fixed frame into which all elements must fit in a logical manner.
- 3 The 100% Rule:** Company market shares must add up to no more than 100%, and wide coverage means that all significant supplier market shares must be fitted in, squeezing many company claims!
- 4 Cross-checking:** To ensure verisimilitude, extensive country comparisons are made of per capita consumption and expenditure, real growth rates, etc., and against 10-year historical trends. Data "outliers" are singled out, and if necessary re-checked in the field.
- 5 Critical Review:** All publicly available data - the trade press, associations, government surveys, etc., are exhaustively collected & collated, and many amended or rejected, applying the above principles.
- 6 Original Sourcing:** Extensive field surveys, company interviews and store checks are carried out every year, and all data is "fitted" to a realistic overall picture of total supply and demand.
- 7 Software:** Complex, internally-developed computer programs provide a unique dynamic interlocking data grid.
- 8 Russian Doll:** Internal consistency and coherence is provided by data adjusting automatically to data changes elsewhere.
- 9 Client Feedback:** Continual improvements are incorporated in each annual edition at clients' suggestions and remarks, thus fine-tuning the database to market realities.
- 10 Strategic View:** Strategic View: Presentation techniques favoring a global vision of food & drink markets are systematically applied.

THE SAVOURY SNACKS MARKET IN SCANDINAVIA (DNK+FIN+NOR+SWE)

TABLE OF CONTENTS

Summary Market Tables	7
2005 Total Expenditure	7
Denmark to Sweden and 4-Country Total	7
2010 Total Expenditure	8
Denmark to Sweden and 4-Country Total	8
2010 Retail Expenditure	9
Denmark to Sweden and 4-Country Total	9
2010 Foodservice Expenditure	10
Denmark to Sweden and 4-Country Total	10
2005-2010 Value Growth Rates	11
Denmark to Sweden and 4-Country Total	11
2005-2010 Per Capita Growth Rates	12
Denmark to Sweden and 4-Country Total	12
2010 Retail Market Share	13
Denmark to Sweden and 4-Country Total	13
2010 Foodservice Market Share	14
Denmark to Sweden and 4-Country Total	14
2010 Total Retail Market Share	15
Denmark to Sweden and 4-Country Total	15
2010 Total Foodservice Market Share	16
Denmark to Sweden and 4-Country Total	16
Demand and Supply by Product	17
5.3 All Savoury Snacks Market Profile	18
Total Market by Volume, All Savoury Snacks	18
Detailed product definition, including local market particularities	
Total Demand by Country and Region, '000 tons, 2005, 2009 and 2010	
Country Market Shares by Volume in Total Market, 2010	
Total Market 5-year growth rates by Country and Region, 2005-2010	
Per capita total market consumption by Country and Region, 2005 and 2010	
Per capita 5-year growth rates by Country and Region, percent, 2005-2010	
Strategic Assessment: Total Market, Growth and Consumption per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Total Market Value, All Savoury Snacks	19
Total Demand by Country and Region, Euro millions, 2005, 2009 and 2010	
Total Demand by Country and Region, local currency millions, 2010	
Country Market Shares by Value in Total Market, 2010	
Total Market Growth Rates by Value by Country and Region, real 5-year %, 2005-2010	
Forecasts: 5-year regional and 25-country real annual % total market growth, 2010-2015	
Per capita total market expenditure by Country and Region, 2010	
Strategic Assessment: Total Market, Growth and Expenditure per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Volume, All Savoury Snacks	20

Total Demand by Country and Region, '000 tons, 2010	20
Foodservice Market Percent Share by Volume in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Volume, 2010	
Retail and Foodservice per capita consumption by Country and Region, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Value, All Savoury Snacks	21
Total Demand by Country and Region, Euro millions, 2010	
Foodservice Market Percent Share by Value in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Value, 2010	
Retail and Foodservice per capita expenditure by Country and Region, Euro, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Company Market Shares, All Savoury Snacks	22
Up to 13 Holding Company Market Shares by Country and Region (updated monthly)	
Note: ALL companies and subsidiaries identified are listed in Company Profiles below	
Top-8 Holding Company "Strategic Presence & Absence" Analysis (updated monthly)	
Companies of national importance identified, including market shares (updated monthly)	
Key Local Subsidiaries identified by Country and by Holding Company (updated monthly)	
Distribution Channel % Shares by Country and Region: Branded, Unbranded, Own (Private) Label and Artisanal (own-produced for own sale, e.g. bakers), 2011	
Denmark to Sweden and 4-Country Total	22
5.31 Nuts Market Profile	24
Total Market by Volume, Nuts	24
Detailed product definition, including local market particularities	
Total Demand by Country and Region, '000 tons, 2005, 2009 and 2010	
Country Market Shares by Volume in Total Market, 2010	
Total Market 5-year growth rates by Country and Region, 2005-2010	
Per capita total market consumption by Country and Region, 2005 and 2010	
Per capita 5-year growth rates by Country and Region, percent, 2005-2010	
Strategic Assessment: Total Market, Growth and Consumption per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Total Market Value, Nuts	25
Total Demand by Country and Region, Euro millions, 2005, 2009 and 2010	
Total Demand by Country and Region, local currency millions, 2010	
Country Market Shares by Value in Total Market, 2010	
Total Market Growth Rates by Value by Country and Region, real 5-year %, 2005-2010	
Forecasts: 5-year regional and 25-country real annual % total market growth, 2010-2015	
Per capita total market expenditure by Country and Region, 2010	
Strategic Assessment: Total Market, Growth and Expenditure per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Volume, Nuts	26
Total Demand by Country and Region, '000 tons, 2010	
Foodservice Market Percent Share by Volume in each Country Market, 2010	

Retail and Foodservice Regional Market Shares by Volume, 2010	26
Retail and Foodservice per capita consumption by Country and Region, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Value, Nuts	27
Total Demand by Country and Region, Euro millions, 2010	
Foodservice Market Percent Share by Value in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Value, 2010	
Retail and Foodservice per capita expenditure by Country and Region, Euro, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Company Market Shares, Nuts	28
Up to 13 Holding Company Market Shares by Country and Region (updated monthly)	
Note: ALL companies and subsidiaries identified are listed in Company Profiles below	
Top-8 Holding Company "Strategic Presence & Absence" Analysis (updated monthly)	
Companies of national importance identified, including market shares (updated monthly)	
Key Local Subsidiaries identified by Country and by Holding Company (updated monthly)	
Distribution Channel % Shares by Country and Region: Branded, Unbranded, Own (Private) Label and Artisanal (own-produced for own sale, e.g. bakers), 2011	
Denmark to Sweden and 4-Country Total	28
5.32 Savoury Biscuits Market Profile	30
Total Market by Volume, Savoury Biscuits	30
Detailed product definition, including local market particularities	
Total Demand by Country and Region, '000 tons, 2005, 2009 and 2010	
Country Market Shares by Volume in Total Market, 2010	
Total Market 5-year growth rates by Country and Region, 2005-2010	
Per capita total market consumption by Country and Region, 2005 and 2010	
Per capita 5-year growth rates by Country and Region, percent, 2005-2010	
Strategic Assessment: Total Market, Growth and Consumption per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Total Market Value, Savoury Biscuits	31
Total Demand by Country and Region, Euro millions, 2005, 2009 and 2010	
Total Demand by Country and Region, local currency millions, 2010	
Country Market Shares by Value in Total Market, 2010	
Total Market Growth Rates by Value by Country and Region, real 5-year %, 2005-2010	
Forecasts: 5-year regional and 25-country real annual % total market growth, 2010-2015	
Per capita total market expenditure by Country and Region, 2010	
Strategic Assessment: Total Market, Growth and Expenditure per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Volume, Savoury Biscuits	32
Total Demand by Country and Region, '000 tons, 2010	
Foodservice Market Percent Share by Volume in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Volume, 2010	
Retail and Foodservice per capita consumption by Country and Region, kgs, 2010	

Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	32
Retail And Foodservice Market by Value, Savoury Biscuits	33
Total Demand by Country and Region, Euro millions, 2010	
Foodservice Market Percent Share by Value in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Value, 2010	
Retail and Foodservice per capita expenditure by Country and Region, Euro, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Company Market Shares, Savoury Biscuits	34
Up to 13 Holding Company Market Shares by Country and Region (updated monthly)	
Note: ALL companies and subsidiaries identified are listed in Company Profiles below	
Top-8 Holding Company "Strategic Presence & Absence" Analysis (updated monthly)	
Companies of national importance identified, including market shares (updated monthly)	
Key Local Subsidiaries identified by Country and by Holding Company (updated monthly)	
Distribution Channel % Shares by Country and Region: Branded, Unbranded, Own (Private) Label and Artisanal (own-produced for own sale, e.g. bakers), 2011	
Denmark to Sweden and 4-Country Total	34
5.33 Extruded Snacks Market Profile	36
Total Market by Volume, Extruded Snacks	36
Detailed product definition, including local market particularities	
Total Demand by Country and Region, '000 tons, 2005, 2009 and 2010	
Country Market Shares by Volume in Total Market, 2010	
Total Market 5-year growth rates by Country and Region, 2005-2010	
Per capita total market consumption by Country and Region, 2005 and 2010	
Per capita 5-year growth rates by Country and Region, percent, 2005-2010	
Strategic Assessment: Total Market, Growth and Consumption per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Total Market Value, Extruded Snacks	37
Total Demand by Country and Region, Euro millions, 2005, 2009 and 2010	
Total Demand by Country and Region, local currency millions, 2010	
Country Market Shares by Value in Total Market, 2010	
Total Market Growth Rates by Value by Country and Region, real 5-year %, 2005-2010	
Forecasts: 5-year regional and 25-country real annual % total market growth, 2010-2015	
Per capita total market expenditure by Country and Region, 2010	
Strategic Assessment: Total Market, Growth and Expenditure per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Volume, Extruded Snacks	38
Total Demand by Country and Region, '000 tons, 2010	
Foodservice Market Percent Share by Volume in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Volume, 2010	
Retail and Foodservice per capita consumption by Country and Region, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and	

Averages by Product	38
Retail And Foodservice Market by Value, Extruded Snacks	39
Total Demand by Country and Region, Euro millions, 2010	
Foodservice Market Percent Share by Value in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Value, 2010	
Retail and Foodservice per capita expenditure by Country and Region, Euro, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Company Market Shares, Extruded Snacks	40
Up to 13 Holding Company Market Shares by Country and Region (updated monthly)	
Note: ALL companies and subsidiaries identified are listed in Company Profiles below	
Top-8 Holding Company "Strategic Presence & Absence" Analysis (updated monthly)	
Companies of national importance identified, including market shares (updated monthly)	
Key Local Subsidiaries identified by Country and by Holding Company (updated monthly)	
Distribution Channel % Shares by Country and Region: Branded, Unbranded, Own (Private) Label and Artisanal (own-produced for own sale, e.g. bakers), 2011	
Denmark to Sweden and 4-Country Total	40
7.2 Potato Crisps Market Profile	42
Total Market by Volume, Potato Crisps	42
Detailed product definition, including local market particularities	
Total Demand by Country and Region, '000 tons, 2005, 2009 and 2010	
Country Market Shares by Volume in Total Market, 2010	
Total Market 5-year growth rates by Country and Region, 2005-2010	
Per capita total market consumption by Country and Region, 2005 and 2010	
Per capita 5-year growth rates by Country and Region, percent, 2005-2010	
Strategic Assessment: Total Market, Growth and Consumption per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Total Market Value, Potato Crisps	43
Total Demand by Country and Region, Euro millions, 2005, 2009 and 2010	
Total Demand by Country and Region, local currency millions, 2010	
Country Market Shares by Value in Total Market, 2010	
Total Market Growth Rates by Value by Country and Region, real 5-year %, 2005-2010	
Forecasts: 5-year regional and 25-country real annual % total market growth, 2010-2015	
Per capita total market expenditure by Country and Region, 2010	
Strategic Assessment: Total Market, Growth and Expenditure per capita	
Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Volume, Potato Crisps	44
Total Demand by Country and Region, '000 tons, 2010	
Foodservice Market Percent Share by Volume in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Volume, 2010	
Retail and Foodservice per capita consumption by Country and Region, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Retail And Foodservice Market by Value, Potato Crisps	45

Total Demand by Country and Region, Euro millions, 2010	45
Foodservice Market Percent Share by Value in each Country Market, 2010	
Retail and Foodservice Regional Market Shares by Value, 2010	
Retail and Foodservice per capita expenditure by Country and Region, Euro, kgs, 2010	
Strategic Foodservice Assessment: Total Market, Country Market Share and Consumption per capita. Rankings by Country Provided, and Regional Totals and Averages by Product	
Company Market Shares, Potato Crisps	46
Up to 13 Holding Company Market Shares by Country and Region (updated monthly)	
Note: ALL companies and subsidiaries identified are listed in Company Profiles below	
Top-8 Holding Company "Strategic Presence & Absence" Analysis (updated monthly)	
Companies of national importance identified, including market shares (updated monthly)	
Key Local Subsidiaries identified by Country and by Holding Company (updated monthly)	
Distribution Channel % Shares by Country and Region: Branded, Unbranded, Own (Private) Label and Artisanal (own-produced for own sale, e.g. bakers), 2011	
Denmark to Sweden and 4-Country Total	46
Company Profiles	47
ALL companies and subsidiaries identified in the markets covered listed	
Holding Company Country and Product Market Shares & Rankings (updated monthly)	
Company Sales Turnover: Estimated % Contributions by Product & Region (updated monthly)	
Note: Applying 2011 Company Market Shares to 2010 Market Value data	
BC Partners to Herkules PEF	48
ICA to NPI	49
Oetker to SSC	50
Major Brands And 'Who Owns Whom'	53
Holding Companies, Key Local Subsidiaries and Major Brands systematically identified by product and country	
Major Brands by Product Market	55
5.31 Nuts	55
5.32 Savoury Biscuits	55
5.33 Extruded Snacks	55
7.2 Potato Crisps	56
Major Brands by Holding Company	57
BC Partners to Scandinavian Snacks Company	57
Scandinavian Snacks Company to Sørlandschips	58