

|| INDUSTRY REPORT C1112-GL

Global Fruit & Vegetable Processing

Salad days: High disposable incomes have enabled consumers to make healthier food choices, bolstering revenue

Federico Irigoyen | September 2025

Contents

Recent Developments.....	3	COMPETITIVE LANDSCAPE.....	26
ABOUT THIS INDUSTRY.....	6	Market Share Concentration.....	26
Industry Definition.....	6	Key Success Factors.....	27
Major Players.....	6	Cost Structure Benchmarks.....	28
Main Activities.....	6	Basis of Competition.....	31
Supply Chain.....	7	Barriers to Entry.....	32
INDUSTRY AT A GLANCE.....	8	MAJOR COMPANIES.....	34
Executive Summary.....	11	Major Players.....	34
INDUSTRY PERFORMANCE.....	12	OPERATING CONDITIONS.....	37
Key External Drivers.....	12	Capital Intensity.....	37
Current Performance.....	13	Technology & Systems.....	37
INDUSTRY OUTLOOK.....	15	Revenue Volatility.....	38
Outlook.....	15	Regulation & Policy.....	38
Industry Life Cycle.....	16	Industry Assistance.....	39
PRODUCTS & MARKETS.....	18	KEY STATISTICS.....	40
Supply Chain.....	18	Industry Data.....	40
Products & Services.....	19	Annual Change.....	40
Demand Determinants.....	20	Key Ratios.....	40
Major Markets.....	20	ADDITIONAL RESOURCES.....	41
International Trade.....	21	Additional Resources.....	41
Business Locations.....	24	Industry Jargon.....	41

Recent Developments

Companies

No company has amassed more than 5.0% of the market. The massive global production makes it difficult for one company to accumulate a considerable market share.

Companies

The Campbell Soup Company and Kraft Heinz are the most prominent processors. While these companies operate globally, they still can't amass a substantial share of the market.

Competitive Forces

Price competition prevents significant market domination. Since processed products are known for being economical, price is a considerable basis of competition for global fruit and vegetable processors.

Competitive Forces

Familiar brands attract consumers and acquire critical shelf space. Industry frontrunners Campbell Soup Company and Kraft Heinz have a loyal customer base and a diverse product portfolio, giving the companies an edge in supermarkets and grocery stores.

External Environment

US tariffs apply to most countries, with certain free trade agreements providing exceptions. Asian and Australian tariffs focus on agricultural sector support and free trade policies.

External Environment

The rise of organic has prompted several new regulations surrounding labeling and ingredients. For example, the USDA requires food processors to label canned goods according to the number of organic ingredients used and to display all product modifications.

Financial Benchmarks

Profit in fruit and vegetable processing varies widely. Companies with efficient operations and robust supply chains achieve better profitability, reducing costs and improving margins, despite rising costs.

Financial Benchmarks

Wage costs continue to climb. While more prominent manufacturers have invested heavily in their facilities to automate much of their production, rising wage costs in emerging markets have pushed up wages.

Geographic Breakdown

Populous regions provide a steady market for processors. The number of supermarkets and grocery stores tends to be higher in more populated areas, giving nearby processors more shelf space.

Geographic Breakdown

Manufacturers concentrate heavily in Europe. Europe's high per capita processed fruit and vegetable consumption encourages processors to establish in the region.

Performance

Higher prices and production spurred growth. Increased input costs, which forced manufacturers to hike prices, combined with rising consumption and production in developing countries, fueled revenue growth.

Performance

Consumer demand for organic products has surged. This shift is driven by increased awareness of health benefits and environmental advantages, leading companies to expand organic product lines and improve supply chain management to maintain quality standards.

Products and Markets

A 34% tariff on Chinese imports will disrupt supplies of apple juice, garlic and processed vegetables,

forcing processors to seek costlier alternatives. China supplies most global garlic and US apple juice, risking production delays and higher ingredient costs.

Products and Markets

Exemptions for Mexico and Canada may shield avocado and tomato processing but expose companies to global price volatility. Reliance on Mexican avocados (80% of US supply) remains critical, but climate shifts and trade uncertainties could strain year-round operations.

Products and Markets

Health consciousness tempers juice sales. Processors respond by producing more natural fruit and vegetable juices to cater to the increasing demand for healthier beverage options.

Products and Markets

Retailers are increasingly bypassing wholesalers. The trend of wholesaler bypass has crept into emerging markets as these countries have shifted to Western-style food retailing.

This section last updated January 01, 0001

About IBISWorld

IBISWorld specializes in industry research with coverage on thousands of global industries. Our comprehensive data and in-depth analysis help businesses of all types gain quick and actionable insights on industries around the world. Busy professionals can spend less time researching and preparing for meetings, and more time focused on making strategic business decisions that benefit you, your company and your clients. We offer research on industries in the US, Canada, Australia, New Zealand, Germany, the UK, Ireland, China and Mexico, as well as industries that are truly global in nature.

About This Industry

Industry Definition Operators in the Global Fruit and Vegetable Processing industry process fresh fruit and vegetables into canned, bottled, preserved, frozen, dried (except sun-dried) or otherwise processed or preserved food products for human consumption. The industry also blends salt, sugar, preservatives and other ingredients with fruits and vegetables to make consumer food products. This industry does not include producers of wine (IBISWorld report C1123-GL) or vegetable cooking oils.

Major Players

- Kraft Heinz Company
- Campbell Soup Company
- Fresh Del Monte Produce Inc.
- Other Companies

Main Activities

The primary activities of this industry are:

- Canned fruit and vegetables
- Canned dry bean production
- Canned tomato-based sauce production
- Pickle, chutney or relish production
- Fruit pulp, puree, spread and jam production
- Dried soup mix and bouillon production
- Dehydrated or evaporated fruit production (except sun-dried)
- Baby food, canned or bottled, production (except milk based)
- Frozen fruit and vegetable production
- Fruit and vegetable salad production

The major products and services in this industry are:

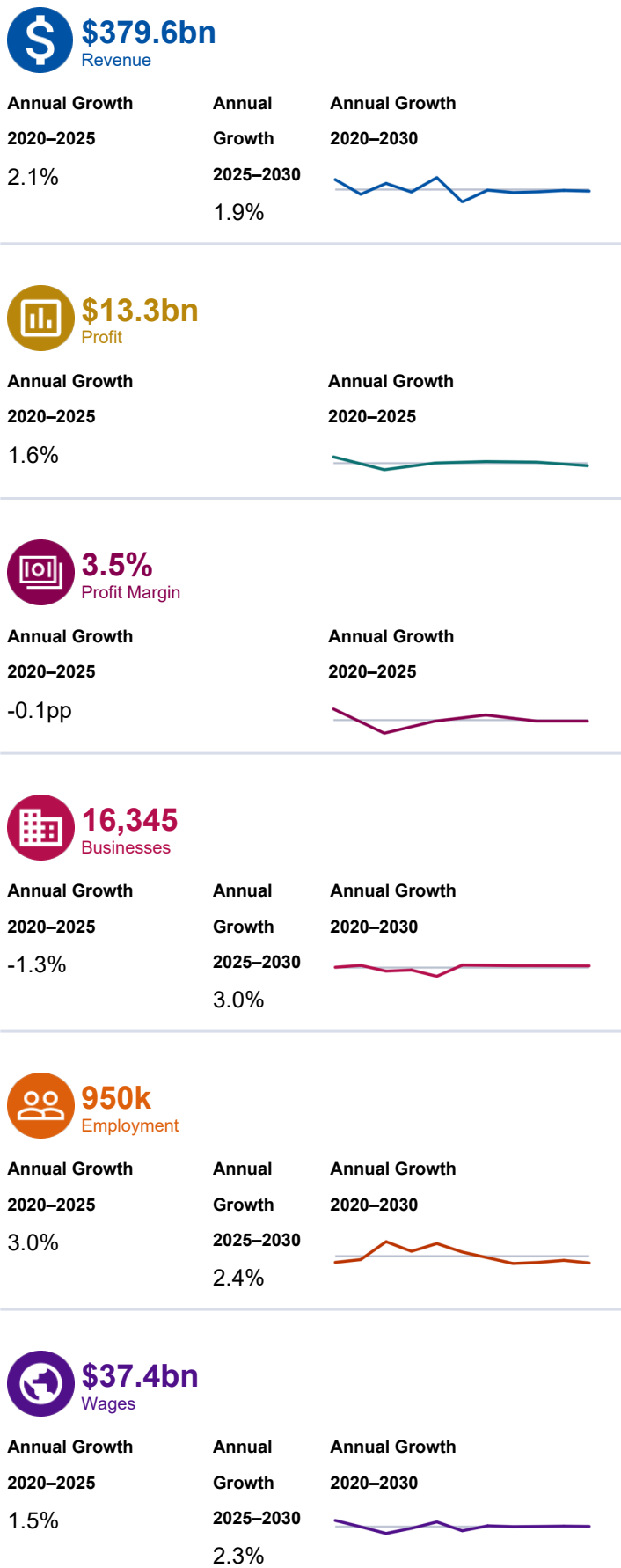
- Frozen fruits and vegetables
- Canned vegetables
- Canned fruits
- Other

Supply Chain



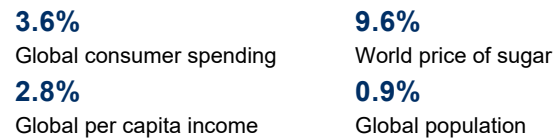
Industry at a Glance

Key Statistics



Key External Drivers

% = 2020–25 Annual Growth



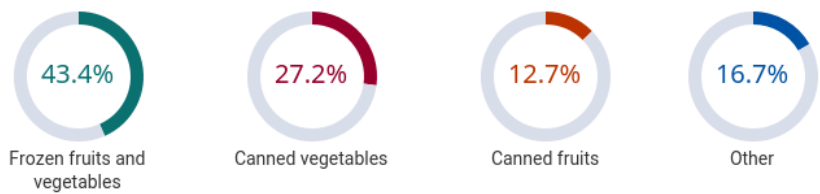
Industry Structure



Key Trends

- Higher prices and production spurred growth. Increased input costs, which forced manufacturers to hike prices, combined with rising consumption and production in developing countries, fueled revenue growth.
- Consumer demand for organic products has surged. This shift is driven by increased awareness of health benefits and environmental advantages, leading companies to expand organic product lines and improve supply chain management to maintain quality standards.
- Plant-based eating will expand processed produce demand
- Climate volatility will reshape sourcing and production strategies
- Technological advancements are enhancing efficiency
- Global fruit and vegetable processors have steadily grown as a result of favorable consumer trends across the world. The growth in global disposable income has driven demand toward healthier and more convenient processed foods in developed countries such as the United States and the United Kingdom, where consumer trends have been slightly shifting. However, unlike the case for developed countries, this income growth has fomented demand for processed foods in developing countries like China. The industrialization of the industry in these countries has also improved distribution and production capacity to benefit the global industry. Overall, the industry has been growing at a CAGR of 2.9% over the past five years and is expected to total \$370.2 billion in 2024, when revenue will climb to 3.5%. The industry's performance in developed markets such as Europe and North America has the most significant influence on the industry's global performance. As a result, specific consumer shifts toward

Products & Services Segmentation



Global Fruit & Vegetable Processing
: IBISWorld

Major Players

SWOT

S

STRENGTHS

- Low Volatility
- Low Customer Class Concentration
- Low Product/Service Concentration
- High Revenue per Employee

W

WEAKNESSES

- Low Profit vs. Sector Average
- High Capital Requirements

O

OPPORTUNITIES

- High Revenue Growth (2020-2025)
- High Revenue Growth (2025-2030)
- High Performance Drivers
- Global per capita income

T

THREATS

- Low Outlier Growth
- World price of sugar

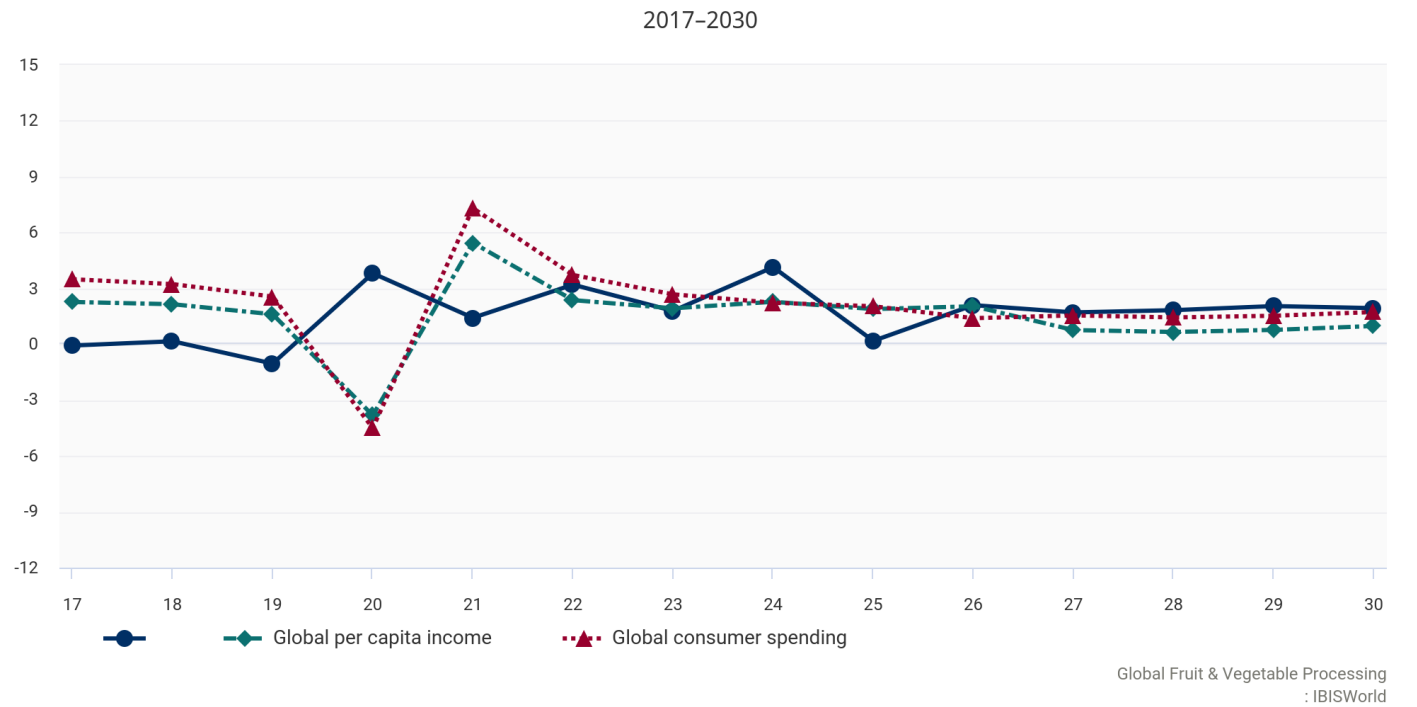
Executive Summary **Salad days: High disposable incomes have enabled consumers to make healthier food choices, bolstering revenue**

Global fruit and vegetable processors have steadily grown as a result of favorable consumer trends across the world. The growth in global disposable income has driven demand toward healthier and more convenient processed foods in developed countries such as the United States and the United Kingdom, where consumer trends have been slightly shifting. However, unlike the case for developed countries, this income growth has fomented demand for processed foods in developing countries like China. The industrialization of the industry in these countries has also improved distribution and production capacity to benefit the global industry. Overall, the industry has been growing at a CAGR of 2.9% over the past five years and is expected to total \$370.2 billion in 2024, when revenue will climb to 3.5%.

The industry's performance in developed markets such as Europe and North America has the most significant influence on the industry's global performance. As a result, specific consumer shifts toward different processed foods have positively influenced demand for processed fruits and vegetables. However, unfavorable weather conditions have created volatility in input prices, primarily in Europe, negatively affecting industry profit. Still, the improved production capacity of the industry in developing countries, in combination with growing disposable income, has driven skyrocketing growth in Asia and Latin America, which has maintained the industry's growth. Demand for the industry's products has flourished in many emerging economies since they have become more affordable, and consumers have more room to spend on them as their incomes mount.

The industry is expected to strengthen throughout 2029 as industry performance in developing countries increasingly drives revenue growth. Demand for processed fruits and vegetables will continue growing in emerging economies, with China leading the pack as global disposable income swells. This is expected to be supported by stable demand growth in developed countries such as the United States, where producers are anticipated to adapt to new consumer preferences and alter their products to improve revenue growth. Overall, the industry is forecast to climb at a CAGR of 2.0% over the five years through 2029 to total \$409.7 billion.

Industry Performance



Key External Drivers

Global per capita income

As global per capita income rises, consumers can afford higher-quality foods, including expensive processed vegetable and fruit products, like imported preserved vegetables. Many fruits and vegetables are discretionary, so higher incomes boost consumer spending on these items. Consequently, increasing global per capita income elevates demand for fruits and vegetables, presenting a significant opportunity for the industry.

Global consumer spending

When consumer spending increases, demand for discretionary items, such as processed fruit and vegetables, also rises. This surge in demand stimulates the production of diverse product lines, enhancing variety and selection for customers. Therefore, manufacturers innovate and introduce new flavors, packaging and convenient options, catering to the evolving preferences of discerning consumers and driving market growth.

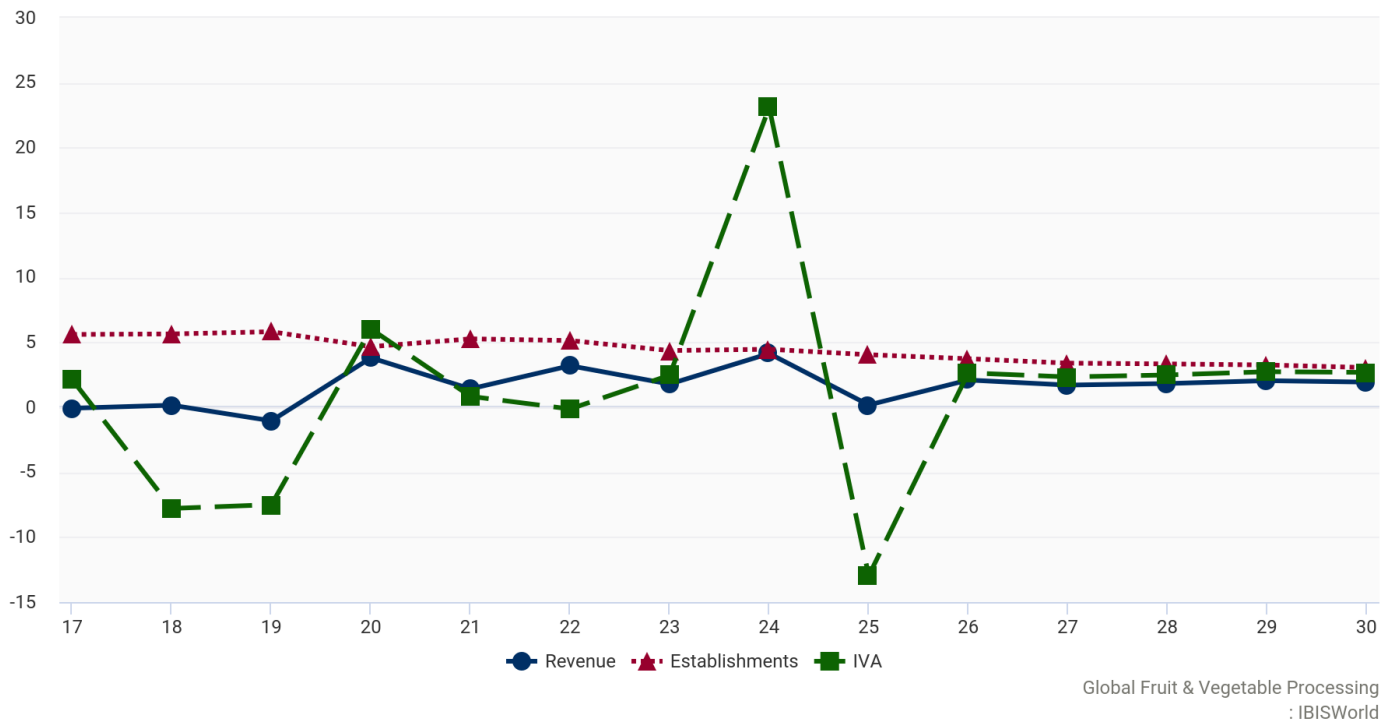
Global population

Processed fruit and vegetable products are staple food products across much of the world. They are becoming increasingly popular with the increase of the global urban population, which has less access to fresh fruits and vegetables than rural populations. As a result, demand for industry products tends to increase in line with the growth in the world population.

World price of sugar

Sugar is a primary input for manufacturing many processed fruit and vegetable products. The world price of sugar can significantly impact profit margins for businesses that must keep input costs down. Increases in the world price of sugar pose a potential threat to the industry. Higher sugar costs can raise production expenses, forcing companies to consider price adjustments or cost-cutting measures.

Industry Performance 2017–2030



Current Performance

Health-conscious consumers are driving demand for natural products

- Over the past five years, demand for minimally processed and additive-free fruits and vegetables has risen substantially. Consumers worldwide are placing greater emphasis on natural ingredients, avoiding artificial preservatives, excess sodium and added sugars. This shift has put pressure on food processors to reformulate products and present natural components as a central feature of their value proposition.
- The influence of health and wellness trends on global food markets has become highly visible. Shoppers are no longer satisfied with convenience alone; they increasingly expect products that align with specific dietary preferences and lifestyle objectives. Demand now extends to items positioned as vegan, gluten-free and organic, creating new standards that manufacturers must meet to remain competitive.
- The response has been a broadening of product portfolios across multiple categories. Cold-pressed juices, smoothie blends, flash-frozen vegetables and dehydrated fruit snacks are marketed as convenient but guilt-free alternatives to traditional packaged foods. These developments have shifted the competitive landscape, rewarding brands that successfully innovate around health positioning while requiring established companies to invest in reformulation and new product development.
- Businesses are addressing these expectations by overhauling recipes, adopting advanced preservation technologies that retain nutrients without artificial additives and increasing transparency in labeling. Clear communication of nutritional benefits on packaging has become a key differentiator. At the same time, partnerships with health and wellness influencers serve as an important marketing tool, enabling companies to build stronger engagement with consumers who prioritize nutrition and ingredient integrity.

Supply chain disruptions have reshaped sourcing strategies

- Over the past five years, the fruit and vegetable processing sector has faced repeated supply chain disruptions. The COVID-19 pandemic, extreme climate events and geopolitical tensions have disrupted both production and transport. These shocks led to shortages, price volatility and shipping delays, directly challenging manufacturers' ability to maintain consistent supply in global markets.
- Sourcing reliability is especially critical for processors dependent on perishable raw materials. Breakdowns in supply chains increase costs, heighten the risk of spoilage and erode consumer confidence. For many companies, unstable inputs translate directly into pressure on profitability and brand reputation.
- The effects have included rising input costs, unpredictable availability of raw materials and inflationary pricing that has often been passed to shoppers. Limited logistics capacity in key trading corridors extended delivery timelines and, in some cases, reduced product availability on supermarket shelves across multiple regions.
- Companies are responding by diversifying supplier bases and placing greater emphasis on regional and local sourcing networks. Investment in logistics improvements and stronger inventory management has become a priority. At the same time, the use of data analytics and predictive tools is growing, helping processors anticipate disruptions, adjust production planning and protect supply continuity more effectively.

Sustainability is becoming a market expectation

- Growing environmental awareness has driven fruit and vegetable processors to adopt more sustainable practices across the supply chain, from raw material sourcing and production methods to packaging

Historical Performance Data								
Year	Revenue (\$m)	Enterprises (Units)	Establishments (Units)	Employment (Units)	Wages (\$m)	IVA (\$m)	Imports (\$m)	Exports (\$m)
2016	332,116	15,916	43,811	738,918	32,551	50,828	75,745	75,745
2017	331,897	16,301	46,270	761,409	33,092	51,907	77,720	77,720
2018	332,438	16,438	48,882	777,961	33,614	47,864	64,717	64,717
2019	328,996	17,253	51,727	799,597	33,172	44,277	52,577	52,577
2020	341,544	17,476	54,142	818,343	34,710	46,946	47,156	47,156
2021	346,409	18,064	56,997	838,737	35,435	47,341	49,170	49,170
2022	357,495	17,543	59,928	867,793	35,216	47,278	53,112	53,112
2023	363,906	17,244	62,545	893,272	35,733	48,446	50,605	50,605
2024	378,977	15,776	65,338	923,263	37,184	59,638	53,074	52,420
2025	379,646	16,345	67,985	950,000	37,351	51,905	52,668	52,886

Industry Outlook

Outlook

Plant-based eating will expand processed produce demand

- Over the next five years, the rising popularity of plant-based diets is expected to accelerate global demand for processed fruits and vegetables. Health considerations, environmental sustainability and ethical approaches to food production are all fueling this shift. For processors, the trend creates opportunities to supply a wider range of produce-based ingredients, ready-to-eat meals and functional beverages tailored to evolving consumer needs.
- Plant-based eating is no longer confined to niche markets. Retailers and restaurants worldwide are expanding vegan and flexitarian offerings, bringing these diets into the mainstream. As a result, fruit and vegetable processors are becoming increasingly vital players in the food supply chain, serving as core suppliers of essential ingredients for a broad spectrum of plant-forward products.
- This transition is generating heightened demand for nutrient-dense vegetable proteins, fruit-based snacks that deliver functional health benefits and plant-derived ready meals. Large food service providers and consumer packaged goods companies are turning to processors that can deliver innovation alongside scalability, ensuring a steady supply to meet fast-changing consumer preferences across diverse international markets.
- Companies can respond by scaling investments in research and development focused on plant-forward innovation and expanding production capacity designed for minimally processed produce. Demonstrating leadership in sustainable eating will also strengthen their position. Partnerships with global brands to co-create new plant-based offerings represent another pathway for processors to establish long-term relevance in this competitive and rapidly expanding category.

Climate volatility will reshape sourcing and production strategies

- Over the next five years, climate change and volatile weather patterns are poised to profoundly impact fruit and vegetable supply chains. Increased global temperatures, droughts, flooding and changing growing seasons are expected to disrupt harvest cycles, lower yields and alter established agricultural regions. These pressures will compel processors to overhaul sourcing models to maintain supply continuity.
- The fruit and vegetable processing industry relies on steady access to perishable raw materials. Supply disruptions can quickly elevate costs, erode profit and lead to inconsistent product availability. These challenges ripple outward, impacting everything from supermarket shelves to export and foodservice supply chains that depend on reliability and volume.
- As climate-related shocks become more frequent, processors will face recurring input shortages and increased price volatility. Procurement will become more complex and expensive, prompting many companies to diversify supply bases beyond traditional regions. Some businesses will explore controlled-environment agriculture—like vertical farming and greenhouse operations—to reduce dependency on unpredictable weather and safeguard the supply of key produce.
- To address these risks, processors are securing long-term partnerships with growers, investing in climate-resilient crop varieties, and implementing predictive analytics for climate risk management. Controlled-environment farming is expected to supplement traditional sourcing, offering greater supply stability and enabling processors to better manage and diversify risk in a changing climate landscape.

Technological advancements are enhancing efficiency

- Over the next five years, advances in automation, robotics and AI-powered tools will fundamentally reshape how fruit and vegetable processors operate. Companies are moving toward these technologies to streamline sorting, boost food safety and cut costs, simultaneously addressing labor shortages that challenge the agricultural and food sectors worldwide.
- In an increasingly competitive global market, processors must prioritize reliability and efficiency to maintain profitability. Integrating AI-driven quality control, predictive maintenance and advanced preservation technologies allows companies to enhance product consistency and safety, gaining a clear advantage over rivals and reinforcing trust among partners and consumers.
- The coming years will see widespread deployment of automated sorting systems, AI-enabled demand forecasting for optimized logistics and packaging innovations designed to extend shelf life and minimize food waste. Early adopters will likely report improved profit, heightened responsiveness to market changes and closer relationships with key customers, including retailers and distributors.
- To capitalize on these shifts, businesses are investing in digital infrastructure, robotics and machine learning applications that optimize operations from harvest through delivery. Collaborating with retailers and logistics providers to share real-time data empowers processors to anticipate demand fluctuations and streamline supply chains, solidifying a stronger competitive position in the marketplace.

Expanding global markets increasing competition

- Over the next five years, sustainability is forecast to shift from a marketing tactic to a basic operational

requirement in fruit and vegetable processing. Regulators, retailers and increasingly environmentally conscious consumers will demand concrete advances in reducing waste, emissions and packaging footprints. As a result, processors will need to integrate circular economy practices into both daily operations and strategic planning.

- Governments worldwide are enacting stricter rules on emissions, packaging waste and energy usage. Consumers are rewarding companies that show a tangible commitment to environmental stewardship through purchase choices. Companies unable to verify sustainability progress risk exclusion from critical procurement contracts, limited access to retail shelves and weakened opportunities for brand partnerships.
- The transition will prompt major investments by processors in upcycling byproducts into new food products or functional ingredients, along with the adoption of compostable and recyclable packaging and expanded reliance on renewable energy. Companies that do not meet these emerging expectations face potential barriers to market entry and decreasing consumer confidence in their brands.
- To remain viable, businesses are embedding sustainability throughout their supply chains, earning certifications like carbon-neutral or zero-waste and actively reporting progress for increased transparency. Collaboration with growers, packaging innovators and renewable energy providers will support the achievement of these benchmarks and reinforce competitive standing in a marketplace where sustainability drives differentiation and success.

Performance Outlook Data

Year	Revenue (\$m)	Enterprises (Units)	Establishments (Units)	Employment (Units)	Wages (\$m)	IVA (\$m)	Imports (\$m)	Exports (\$m)
2025	379,646	16,345	67,985	950,000	37,351	51,905	52,668	52,886
2026	387,619	16,895	70,525	974,572	38,281	53,280	52,796	54,742
2027	394,234	17,409	72,923	996,769	39,109	54,525	53,227	56,046
2028	401,442	17,933	75,358	1,020,060	39,983	55,885	53,714	57,458
2029	409,672	18,459	77,817	1,045,053	40,931	57,416	54,313	59,043
2030	417,605	18,982	80,196	1,069,207	41,846	58,961	55,192	60,328

Industry Life Cycle The life cycle stage of this industry is  **Mature**

Contribution to GDP

- Increasing health awareness in developing nations is anticipated to lead to a steady decline in the consumption of sugary processed fruit and vegetable products. As consumers become more conscious of nutrition and wellness, manufacturers are expected to see growing demand for healthier alternatives, including products with reduced sugar and natural ingredients.

Market Saturation

- The entry of numerous new companies into the Canned Fruit and Vegetable Processing industry indicates that the market has not yet reached full saturation. In developed nations, there is already broad market acceptance, supporting established brands and a competitive environment. Meanwhile, market acceptance continues to grow in developing countries, offering opportunities for expansion and increased consumption.

Innovation

- Fruit and vegetable processors find it challenging to drive significant product innovation outside of incorporating more organic and minimally processed ingredients. While advancements in processing are limited, shifting toward more sustainable packaging solutions is expected to appeal to consumers in developed nations, who increasingly prioritize environmental responsibility in their purchasing decisions.

Consolidation

- Because fruit and vegetable processing companies face considerable limitations in product innovation, consolidation through mergers and acquisitions provides valuable strategies for expansion and market growth. By joining forces, businesses can enhance operational efficiency, gain access to new distribution channels and climb their overall competitiveness, addressing the challenges of a dynamic marketplace.

Technology & Systems

- Many leading manufacturers in the fruit and vegetable processing industry have made substantial investments in facility automation to lower wage expenses and improve efficiency. These producers also increasingly leverage advanced technology to streamline their supply chains and optimize inventory management, resulting in faster operations and reduced costs throughout the production process.

Products & Markets

Supply Chain

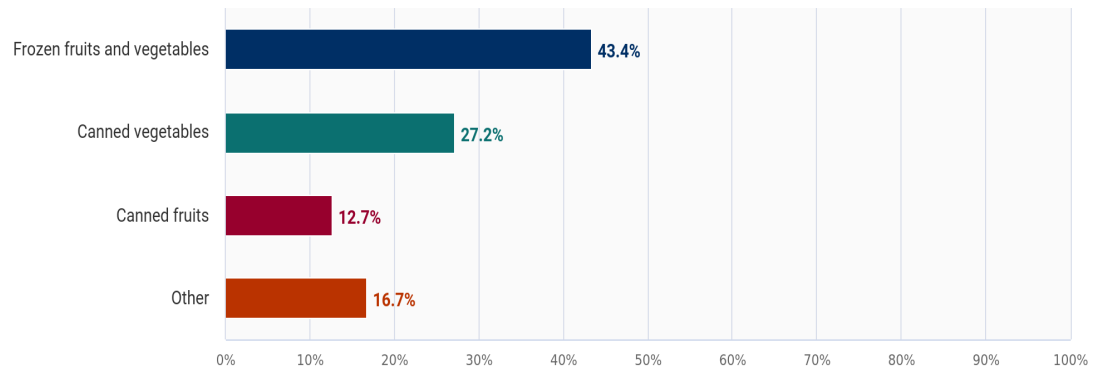
Key Buying Industries

1st Tier
Global Convenience Store Chains
Global Hotels & Resorts
Global Wholesale Trade
2nd Tier
Global Consumers

Key Selling Industries

1st Tier
Other Global Agriculture
Global Fertilizers & Agricultural Chemicals Manufacturing
Global Wholesale Trade
Global Water Utilities
2nd Tier
Global Basic Inorganic Chemicals Manufacturing
Global Alumina and Aluminum Production and Processing
Global Basic Organic Chemicals Manufacturing
Global Construction and Agricultural Machinery Manufacturing

Products & Services



2025 INDUSTRY REVENUE

\$379.6bn

Global Fruit & Vegetable Processing
: IBISWorld

Growing middle class driving frozen fruits and vegetables growth

- In the frozen fruits and vegetables market, frozen potatoes remain the most prominent and fastest-growing product type, buoyed by worldwide popularity. Other key offerings in this segment include frozen peas, carrots, beans and stir-fry vegetable mixes—all of which continue to see increased consumer demand.
- Across OECD countries, heightened health awareness is prompting more consumers to purchase frozen fruits and vegetables. These products are valued for quality, convenience and extended shelf life, fitting well with nutritional and lifestyle preferences in developed economies.
- In developing regions, a growing middle class is contributing to rising ownership rates of home appliances, especially freezers. Access to reliable freezer storage is essential for storing frozen produce, which in turn enables more frequent consumption of frozen fruits and vegetables among these consumers.
- This combined trend of health-minded choices in developed markets and greater durable goods ownership in emerging economies is accelerating growth and diversification throughout the frozen fruits and vegetables sector. Manufacturers are responding with tailored product mixes and expanded distribution to capture demand in both established and new consumer markets.

Pricey canned fruits keeps revenue at bay

- Canned vegetables, pickled and brined fruits and vegetables, pickles, relishes and sauerkraut rank as the industry's second-most produced product categories. These segments also encompass tomato-based sauces such as ketchup, salsa and tomato paste, which are widely consumed.
- While canned fruits represent a major product line for processors, they are estimated to account for the smallest share of revenue in the sector. Despite their prominence, revenue from canned fruits remains subdued compared to other processed produce categories.
- The relatively high price of canned fruits compared to canned vegetables is a key factor behind the lower revenue share. Because canned fruits are considerably more expensive, consumers favor purchasing greater quantities of canned vegetables, which offer more affordable options.
- These pricing dynamics steer consumer buying patterns and lead companies to focus production and marketing efforts on more popular, cost-accessible canned vegetables and sauces. The result is stronger sales in these segments, while canned fruits retain a more limited market presence.

Low-cost of production fuels dried fruit production

- In addition to primary product groups, the industry also produces jams, jellies, dried fruits and vegetables, fruit preserves and other assorted items. These segments add breadth to global fruit and vegetable processing portfolios.
- Dried fruits and vegetables, such as dates, figs and raisins, are manufactured at relatively low costs, making them affordable and widely available across diverse markets. The simplicity and efficiency of their production processes contribute to their universal appeal.
- Thanks to sustained low prices, dried produce has remained accessible to much of the world's population for generations. Widespread consumption underscores the important role these products play in meeting both nutritional and budgetary needs.
- The economic advantages of producing dried fruits and vegetables continue to fuel high global output and distribution, ensuring their stable presence in grocery aisles and in dietary patterns around the world.

Growing demand for jams and dehydrated fruits and vegetables

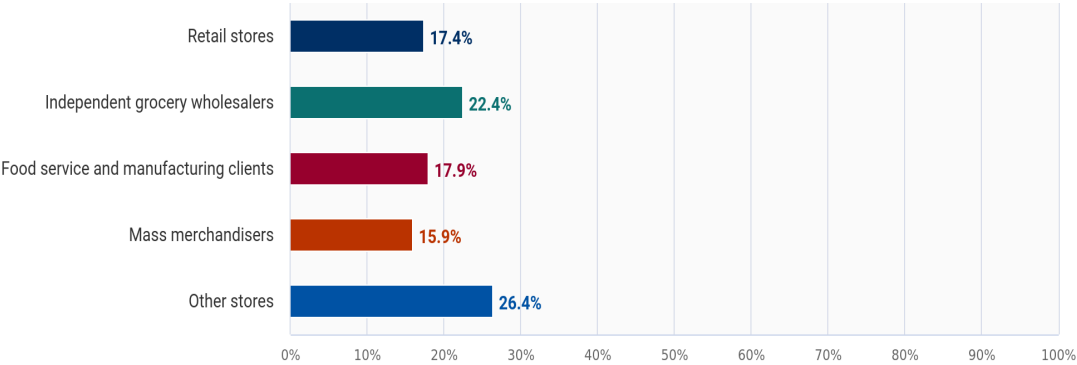
- Jams and dehydrated fruits and vegetables are created by cooking with sugar or reducing moisture content, practices that prolong shelf life and enhance flavor. These methods have made such products attractive options for long-term storage and convenient use.
- Growing consumer preference for healthy, natural snacks is fueling increased production of dehydrated fruits and vegetables. These items are seen as nutritious alternatives to traditional snacks, aligning with lifestyle changes focused on wellness.
- As busy routines become the norm, consumers increasingly favor ready-to-eat, long-lasting products like jams and dehydrated produce. The convenience and extended shelf life of these goods support ongoing growth within the fruit and vegetable processing sector.
- Dehydration and preservation techniques enable the year-round availability of fruits and vegetables typically limited by seasonality. This capability increases demand for such products and helps maintain steady industry expansion.

Demand
Determinants

As global per capita income rises, consumers can afford higher-quality foods, including expensive processed vegetable and fruit products, like imported preserved vegetables.

Many fruits and vegetables are discretionary, so higher incomes boost consumer spending on these items. Consequently, increasing global per capita income elevates demand for fruits and vegetables, presenting a significant opportunity for the industry.

Major Markets



2025 INDUSTRY REVENUE

\$379.6bn

Global Fruit & Vegetable Processing
: IBISWorld

Developed nations prefer purchasing fruit and vegetable products at retail stores

- In advanced nations, most processed fruit and vegetable items are marketed through supermarkets and dedicated produce shops. These channels represent almost one-third of total retail distribution, highlighting the importance of direct-to-shelf sales
- Small and medium-sized businesses frequently face obstacles in securing prime retail shelf locations. Consequently, these firms often promote their products via smaller retail outlets or alternative venues that might provide lower visibility than large grocery chains
- In developing countries, large multi-product retailers known as mass merchandisers meet a smaller share of local demand for processed fruits and vegetables. In this context, independent grocery stores and local markets take on a larger role in satisfying consumer demands
- The dominance of retail sales in major grocery stores in developed countries affects how processors manage distribution, branding and collaborations. At the same time, increased dependence on diverse sales channels in emerging countries influences marketing and product positioning tactics for international and local producers

Food services clients provide growth opportunities

- Fruits and vegetables are provided to a diverse array of food service sectors, such as restaurants, hotels, bars, casinos, motels and catering companies. These channels serve as key purchasers of processed goods, bolstering sector income and promoting product development.
- In addition to food service outlets, processed fruit and vegetable items are acquired by other food manufacturers—like those producing frozen food, bakery items, and pet food—who utilize these products as crucial components in their production processes.

- Increasing global disposable income per person, particularly among urban dwellers, is resulting in more frequent trips to food service locations and greater expenditure per visit. This rising trend positively impacts demand for processed fruits and vegetables throughout the food industry sectors.
- These varied sales prospects are encouraging producers to customize products and distribution approaches to meet the needs of both food service and food manufacturing customers, aiding in the acquisition of new revenue sources and fostering continued industry expansion.

Independent grocery wholesalers are popular among developing nations

- Independent grocery wholesalers provide a very economical method of distributing fruits and vegetables to retailers below them. This channel aids in managing logistics costs and increasing market access, which is particularly crucial in price-sensitive developing countries.
- In numerous developing nations, rising urban populations and increasing consumer incomes have resulted in more individuals purchasing their main food requirements at supermarkets. This change has aided growth in the independent grocery wholesaling sector as retailers look for dependable sources of produce.
- Increased health awareness and the impact of stay-at-home mandates during the coronavirus outbreak have led more individuals to prepare meals at home, causing a rise in grocery buying from supermarkets. These changing trends increase demand for fruits and vegetables supplied independently.
- The interaction of urban growth, evolving lifestyles and financial pressures places independent grocery wholesalers as vital entities in the supply chain, allowing retailers to efficiently satisfy increasing consumer demand in rapidly changing, high-growth markets

Mass merchandisers provide an affordable option for consumers

- Mass merchandisers blend the size and cost efficiencies of wholesalers with wide-ranging retail selections, striving to act as comprehensive solutions for consumers' varied needs. Their extensive product listings draw in a diverse clientele looking to optimize ease and value.
- Retailers in this sector regularly vie for pricing and availability, creating challenges for smaller retail shops to align with their benefits. Their efficient operations and volume buying capability result in reduced prices and easier shopping for customers.
- Businesses such as Walmart Inc. keep expanding into previously neglected regions, resulting in a greater portion of consumer demand being fulfilled through mass merchandising. This market growth offers cheaper shopping choices while transforming local retail environments.
- The rise of mass retailers heightens competition, challenges local shops and guarantees improved pricing and convenience for an expanding group of shoppers who value low costs in their purchasing choices

Convenience and discount stores are dwarfed by other markets

- Fruits and vegetables that are processed and preserved can be found in several retail channels beyond supermarkets, such as convenience stores, warehouse clubs and grocery warehouses. These sites offer shoppers extra access points, especially for rapid transactions and wholesale purchases.
- Discount retailers serve as a crucial distribution avenue for processed fruits and vegetables in Western Europe, significantly impacting Scandinavia. Their presence markedly enhances product availability and boosts sales in these markets.
- Although convenience and discount outlets enhance the accessibility of processed fruits and vegetables, these avenues are typically eclipsed by major retail sectors like mass merchandisers and supermarkets, which lead in total sales and market share.
- The ongoing importance of convenience and discount stores in specific areas encourages manufacturers to adjust their distribution strategies, enhancing product placement in locations where these shops are essential for consumer access and retail expansion

International Trade Exports in this industry are  **Medium** and Increasing

Imports in this industry are  **Medium** and Increasing

Rising imports driven by year-round consumer demand

- Modern shoppers increasingly expect a diverse selection of frozen vegetables, canned fruits and juices at all times, regardless of climate or regional harvest periods. For countries with limited or unpredictable growing seasons—such as Northern Europe and much of North America—the ability to import processed produce has become essential to sustaining retail inventory and meeting constant consumer demand.
- Whereas seasonal shortages once dictated grocery availability and forced consumers to adjust diets, advances in international trade have eliminated these barriers. Imports of processed fruits and vegetables now supply dependable and consistent options, empowering retailers to maintain full shelves even during

off-peak agricultural months. This change has fundamentally altered how consumers engage with food products and informed retailer strategy.

- Developed economies often rely on imported foods that cannot be grown locally in sufficient quantities or quality, such as mangoes and pineapples processed abroad and shipped to Western markets. This reflects the growing importance consumers place on variety, convenience and consistent quality—factors driving robust import volumes and expanding global trade links between producing and consuming regions.
- International sourcing networks and long-term supply contracts let processors and distributors secure continuous access to essential products. Investments in cold chain logistics, including temperature-controlled transport and storage, preserve freshness and safety across lengthy shipping routes. By leveraging these measures, businesses maintain competitive pricing, high product standards and strong market performance in the face of rising global demand.

Imports rise as developing markets face supply constraints

- Many developing markets experience rapid population growth and urbanization, but struggle with restricted resources such as arable land, fresh water and modern agricultural infrastructure. As local farming cannot keep pace with climbing demand, countries increasingly turn to imports—especially of shelf-stable processed produce—to replenish consumer supply and support the evolving dietary needs of city dwellers.
- In regions where agricultural output remains constrained, processed imports aren't just a preference—they are integral to meeting daily nutritional requirements and supporting household budgets. By providing affordable, long-lasting food options, imports play a key role in reducing seasonal shortages, minimizing food waste and helping stabilize local supply chains during periods of volatility or resource scarcity.
- Governments and retailers use these imports to supplement domestic shortfalls and ensure consistent access to essential foods for rapidly expanding urban populations. This reduces reliance on fragile agricultural cycles, buffers against climate instability and supports public health objectives as processed produce offers safe, reliable nutrition.
- Companies seeking growth in developing markets are forming partnerships to customize product offerings and align with regional preferences. Some invest directly in processing facilities closer to target regions, blending centralized imports with localized production for improved resilience. This multi-layered approach helps processors expand market share while meeting regulatory standards and fostering long-term supply chain stability.

Exports are dominated by a mere few countries

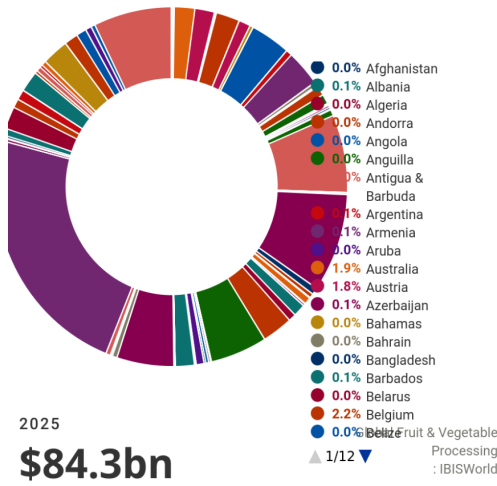
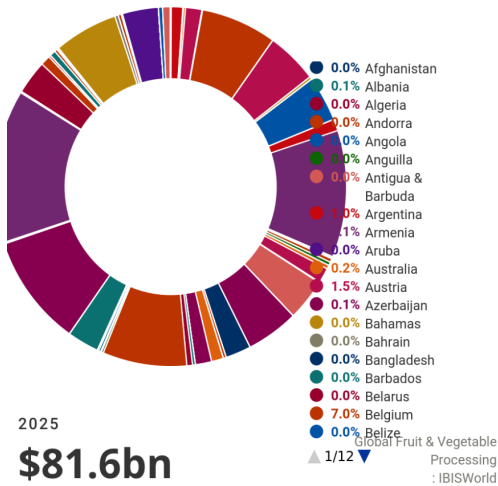
- The EU accounts for more than three-quarters of worldwide production, reflecting both the sheer volume of output and sophisticated infrastructure that supports intra-European trade and exports to destinations across Asia and North America. Major EU countries such as Germany, Spain, France and the Netherlands possess extensive processing and logistics capability, creating a powerful export base that defines global market trends.
- Germany and Spain are consistently ranked as leading exporters from Europe, while the United States and China are notable competitors outside the continent. China excels in volume, while the US focuses equally on diversification and innovation in product types. Collectively, these countries shape the competitive landscape and control access to major consumer markets.
- With 18 out of 28 EU countries sharing the euro, trade among member states is highly integrated and often considered similar to domestic shipments. As a result, many analysts and industry organizations subtract intra-EU transactions when calculating export data, aiming to provide a more accurate picture of exchanges that actually reach markets outside the EU or impact global pricing and competition.
- Leading European economies impact everything from global price stability to the adoption of food safety and quality standards in exporting and importing countries. This concentration benefits producers able to access scale, technology and global distribution—while making it more challenging for less-industrialized nations to compete or establish meaningful shares in the processed produce trade.

Global exports surge as processed produce meets worldwide demand

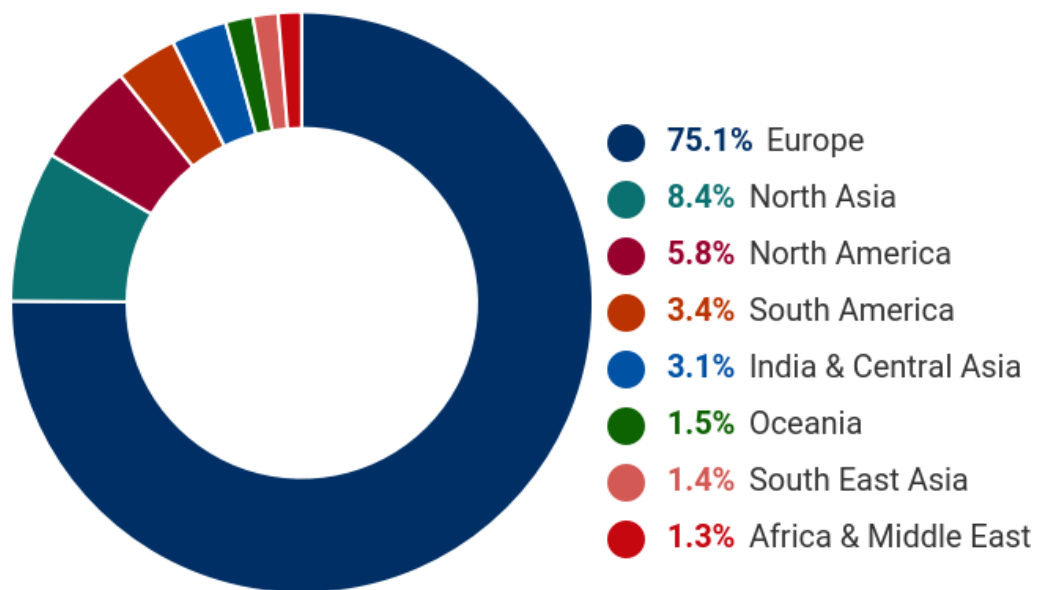
- Unlike fresh produce, which is limited by perishability and delivery distance, processed products—such as canned fruits, juices, and frozen vegetables—offer extended shelf life and improved food safety. These attributes make processed produce appealing to retailers and distributors, who increasingly rely on the efficient, secure movement of goods across borders to serve diverse and expanding consumer markets.
- The surge of middle-class populations in developing nations drives demand for packaged and ready-to-eat fruit and vegetable options, reflecting both convenience and lifestyle evolution. In developed markets, imports play a crucial role in bridging seasonal gaps in supply and maintaining product availability year-round. Together, these trends have intensified international trade flows and supported consistent growth in global exports.
- Expanding market demand for frozen vegetables, canned fruits and both single-serve and multi-serve

juices has fueled supply chain expansion and industrial investment across exporting regions. Moreover, rising interest in plant-based and health-conscious consumption trends boosts processed produce sales, making exports an increasingly vital component of global food systems and retailer offerings.

- Companies are scaling up manufacturing to accommodate global demand, embedding rigorous food safety protocols to satisfy importer requirements and developing new products tailored to distinct market tastes. Strategic partnerships with cold chain logistics providers enable better preservation during transit, while customized packaging solutions address varying regional preferences and regulatory needs, enhancing competitiveness and facilitating sustainable export growth.



Business Locations



Global Fruit & Vegetable Processing
: IBISWorld

Europe houses some of the world's largest manufacturers

- Europe produces the largest share of processed fruits and vegetables globally, supported by a dense network of medium and large companies. France's Bonduelle Group is a notable example, recognized for its innovation and reach throughout the continent. High processing volumes in Europe support both domestic needs and exports, reinforcing the region's central role in worldwide supply chains.
- Industry concentration is highest in leading economies such as Germany, Italy, France, Spain and the UK. These countries provide advanced infrastructure, skilled labor and efficient distribution networks, so the bulk of production and processing activity is located there. Together, they account for more than two-thirds of the total value of processed fruit and vegetable output in the EU.
- Europe's dominance is slowly waning as Asian countries ramp up production and expand market share. Stagnant consumer demand, evolving regulatory policies, and the weakening impact of EU subsidies have reduced European processors' competitive advantages. As a result, companies are increasingly investing in sustainability, efficiency and international expansion to protect their positions.
- The changing market requires manufacturers to adapt strategies, especially as Europe's share of global production decreases. European processors are responding to competitive pressures from Asia and other regions by leveraging new technologies and focusing on specialty, value-added products. This is essential to maintaining relevance and profitability in a rapidly shifting global marketplace.

The United States dominates in North America

- The United States leads North America's processed fruit and vegetable sector, with over half of all fresh produce undergoing some form of processing. This dominance results from advanced infrastructure, high consumer demand for convenience foods and a broad base of technologically sophisticated processing facilities located throughout the country.
- The far west, including states like California and Washington, serves as the core region for fruit and vegetable processing, benefiting from prime agricultural conditions and extensive industry clusters. The Great Lakes region follows closely, strengthening the country's leadership in both domestic and export markets for processed produce.


- North America is also home to the headquarters of several of the world's biggest names in processed and preserved fruit and vegetable manufacturing. The Kraft Heinz Company and Campbell Soup Company, both based in the United States and McCain Foods Limited in Canada exemplify the scale, innovation and market reach typical of leading North American brands.
- The region's prominence in global processing is anchored by broad agricultural resources, integrated supply chains and an ability to serve both mass-market and specialty niches. Strategic investment in technology and capacity reserves North America's leadership role amid changing industry demands and evolving international competition.

Production in North Asia and South America is climbing

- North Asia is experiencing the fastest growth in fruit and vegetable processing, driven largely by China's dominant role in global production. According to the Food and Agriculture Organization, China alone produces about half of the world's fresh fruits and vegetables and this scale is now fueling an expanding processed sector supported by domestic demand and export opportunities.
- South America ranks as the world's fourth-largest manufacturer of processed fruits and vegetables, with its impressive output fueled by abundant agricultural resources and a sizable consumer market. Countries like Brazil, Argentina and Chile contribute to the region's rapid industrial expansion and play a key role in serving both local and international markets.
- Rising disposable incomes in North Asia and South America are boosting growth in processing industries. Greater consumer spending has led to increased demand for convenient, value-added foods, prompting investments by regional businesses in technology, modernization and capacity expansion to meet evolving tastes and market requirements.
- The combination of large-scale production, vibrant consumer bases and economic advancement ensures that North Asia and South America remain pivotal to global fruit and vegetable processing trends. Their continued progress is shaping international supply chains and transforming competitive dynamics within the industry.

Competitive Landscape

Market Share Concentration

Concentration in this industry is  **Low**

Most manufacturers are small scale

- While larger companies in higher-income countries typically dominate the market, numerous small-scale manufacturers operate within local markets and focus on producing high-quality products. These small-scale manufacturers often emphasize craftsmanship and personalized service, offering an alternative to the mass-produced items of giant corporations.
- In lower-income countries, many small-scale manufacturers cater to local markets. These companies often adapt to local needs and conditions, providing tailored solutions that more extensive, international companies might overlook. Their presence can boost local economies by creating jobs and fostering community development.

Massive production volumes and the nature of products keep concentration low

- Massive global manufacturers like Campbell Soup Company and Kraft Heinz struggle to gain a considerable market share because of high global production volumes and intense competition from numerous other brands.
- The extensive variety of products in the fruit and vegetable processing industry disperses consumer preferences across numerous brands, making it difficult for companies to capture significant market share. As a result, most companies face challenges in achieving dominance, since strong brand competition limits overall market consolidation and growth.

Key Success Factors

IBISWorld identifies over 200 Key Success Factors for a business. The most important for this industry are:

Operate in a location that is close to key markets:

Locating operations near key markets lowers transportation expenses, guarantees fresher products and boosts supply chain efficiency. This proximity enables rapid response to consumer demands and increases overall industry competitiveness.

Operate in a location that is close to key suppliers:

Operating near key suppliers minimizes transportation costs, ensures a steady supply of fresh produce and reduces the risk of supply chain disruptions. This proximity enhances operational efficiency and product quality.

Access to high quality inputs:

Consumers are sensitive to the quality and taste of fruits and vegetables they purchase. Therefore, purchasing agricultural inputs from healthy yields is crucial to ensure maximized end product quality, increasing demand for a company's products.

Economies of scale:

Companies that produce a high volume of output benefit from lower operating costs due to economies of scale. This grants these companies a competitive advantage by enabling them to sell their products at lower prices.

Ability to pass on cost increases:

The industry's most successful companies must establish well-known brands. By doing so, they are more likely to pass on cost increases when input prices rise due to brand loyalty.

Supply contracts in place for key inputs:

The prices of fruit and vegetable inputs are incredibly volatile due to factors such as adverse weather conditions and insect infestations. Long-term fixed-price supply contracts with farmers and distributors are crucial to negate this.

Attractive product presentation:

Given the relative homogeneity of fruits and vegetables within each industry product segment, successful advertising and product presentation can positively distinguish a company's product from others, strengthening company sales.

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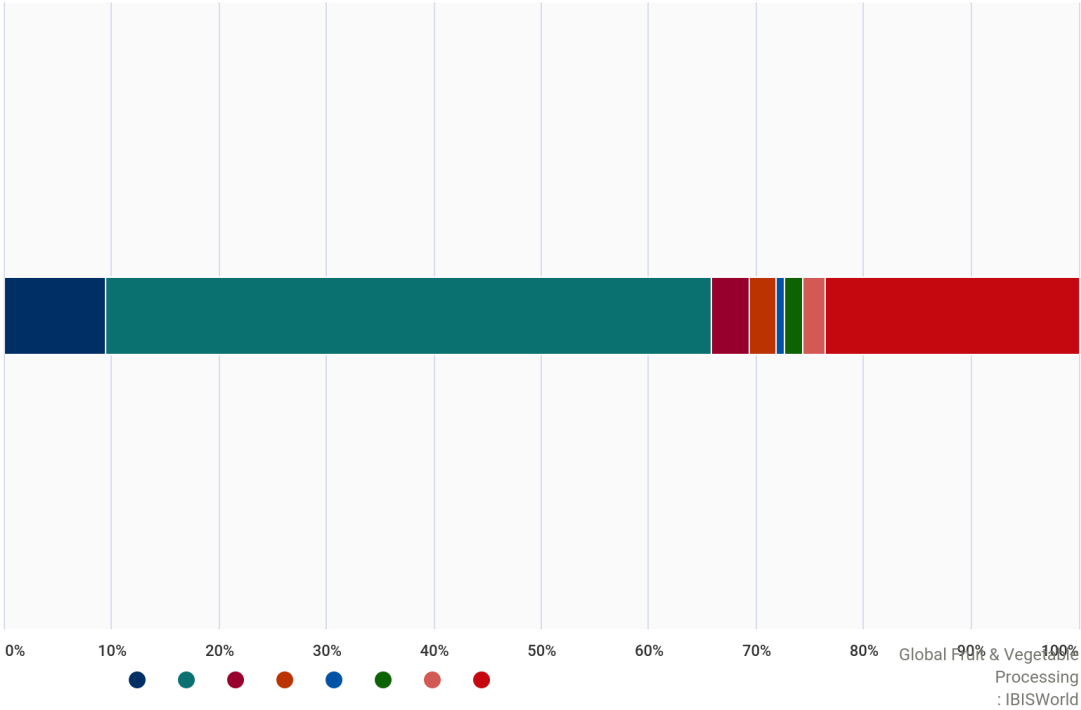
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Cost Structure
Benchmarks

2025

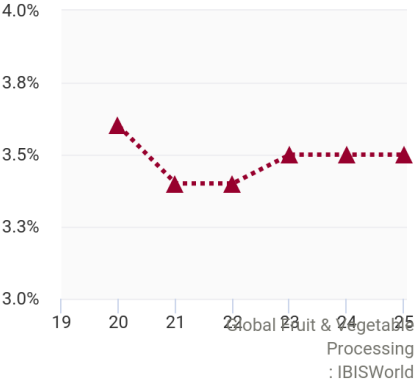


Profit

Profit margins face pressure from rising costs and competition

- Global fruit and vegetable processing profit remain thin because of high input costs and fierce competition. Operating expenses often rise seasonally, putting pressure on pricing and profitability for processors.
- Even modest changes in the costs of raw produce or energy directly impact overall profitability, as most industry companies work with slim profit and are vulnerable to supply or trade disruptions.
- Consumer demand for premium, organic and fresher products brings higher production costs, which can shrink profit despite driving strong sales. Cost flexibility is often limited in these product categories.
- Companies respond by increasing automation, consolidating facilities and shifting to value-added products to justify higher prices, improve efficiency and counter margin pressure in a crowded marketplace.

2020-2025

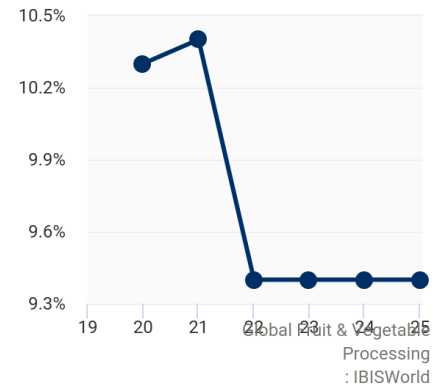


Wages

Wages reflect rising labor needs and regional differences

- Labor expenses are a major cost driver in fruit and vegetable processing, as the sector requires both manual handling and machine operations. Seasonal production cycles often increase the need for flexible labor arrangements, adding complexity.
- Regional wage gaps are substantial; companies in developed nations face higher labor costs than those operating in lower-cost regions. Such disparities influence decisions on outsourcing processing and establishing plants abroad to control expenses.
- Worker shortages, especially after COVID-19 restrictions on immigration and employee mobility, have severely affected some areas. Production delays and increased operational costs have resulted from difficulty securing adequate seasonal labor.
- Many processors invest in automation—robotic sorting and automated packaging—to reduce reliance on manual staff. This shift improves product consistency, lowers wage sensitivity, and helps companies adapt to rising labor costs across global markets.

2020-2025

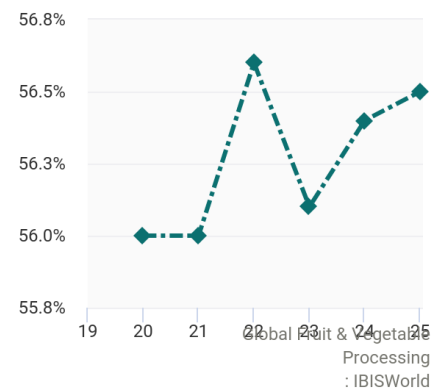


Purchases

Purchases dominate costs due to reliance on raw produce

- The largest share of expenses in fruit and vegetable processing comes from purchasing raw produce, with costs strongly affected by climate events, crop yield variation and swings in global commodity prices.
- Because the availability and pricing of raw inputs dictate output and profits, extreme weather or supply chain disruptions can drive dramatic cost spikes, deeply impacting processors' operational margins.
- Poor harvest years intensify these effects, forcing companies to pay premiums for scarce supplies or import extra produce at higher costs, squeezing profit and threatening financial stability.
- Processors address these risks by sourcing from diverse suppliers, securing long-term contracts and vertically integrating with farms. Such strategies help control costs, ensure supply continuity and reduce exposure to commodity volatility.

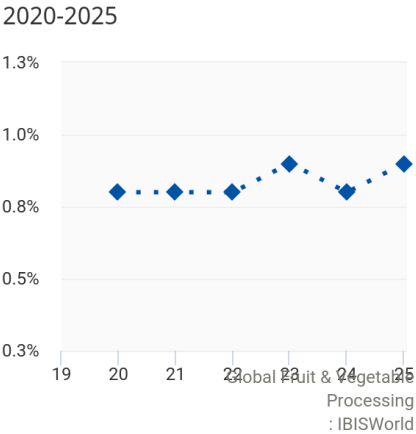
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Marketing

Marketing costs rise as consumers demand transparency

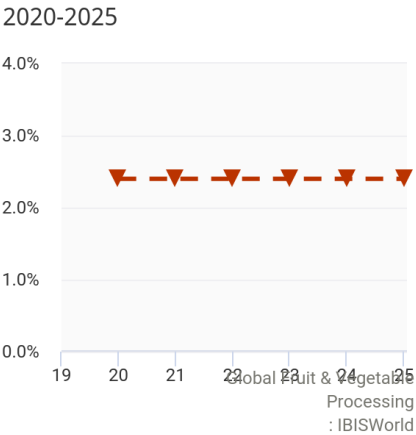
- Marketing expenses are increasing as consumers seek greater transparency about sourcing, processing and sustainability. Companies invest heavily in storytelling, clear labelling and brand messaging to differentiate processed fruits and vegetables from fresh alternatives.
- Strong marketing is essential to building trust and justifying premium pricing, as processed products face image challenges compared to their fresh counterparts. Transparent communication about ingredient origin and production methods is now a competitive necessity.
- Growth in certifications such as organic, non-GMO and fair-trade illustrates the impact of transparency demands. Beyond compliance, brands must run effective campaigns to highlight these credentials and influence purchasing decisions.
- Businesses are investing in digital marketing, social media engagement and eco-friendly packaging to reinforce health and sustainability messaging. These tools connect brands with consumers while adapting to evolving market expectations for openness and authenticity.



Depreciation

Depreciation grows as automation and technology investments rise

- Depreciation expenses are rising in fruit and vegetable processing as more companies acquire advanced machinery, automated systems and sophisticated cold storage facilities. These technology upgrades boost efficiency while increasing long-term capital costs.
- Upfront investments in automation and modern processing equipment lead to higher depreciation, which impacts short-term financial results despite promising long-term operating savings for businesses.
- Markets enforcing strict food safety and quality rules see especially rapid growth in depreciation, as processors must purchase costly, specialized machinery that tends to lose value quickly, adding strain to financial statements.
- To manage depreciation, many processors stagger capital investments over several years or pursue government subsidies and tax incentives for modernization. These measures help balance books and maintain financial flexibility amid rising technological requirements.

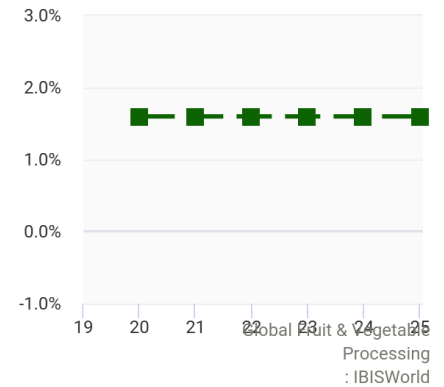


Rent

Rent expenses reflect global footprint and facility scale

- Rent expenses in fruit and vegetable processing vary significantly depending on facility size, location and proximity to farms or major ports. Prime logistic sites typically command higher rental rates, larger footprints and premium access to essential supply chains.
- Strategic location is crucial: facilities near agricultural hubs cut transport costs for raw produce, while those close to ports support efficient exports. However, these logistical benefits often come with steeper rent, impacting overall operating costs.
- Rising real estate costs in urban and port areas have intensified the challenge of balancing cost efficiency with supply chain advantages. High rents can erode profit and force companies to reconsider their operating footprints.
- Many companies manage expenses by opening main facilities in less expensive secondary markets while maintaining satellite hubs in high-cost, strategically valuable regions. This dual model optimizes logistics while mitigating the impact of variable rent expenses globally.

2020-2025

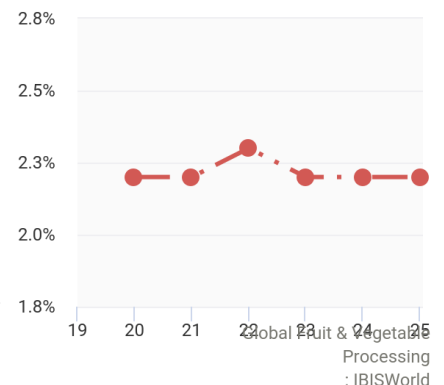


Utilities

Utilities weigh heavily with energy-intensive processing needs

- Utilities represent one of the largest costs for fruit and vegetable processors because of intensive requirements for refrigeration, freezing, canning and high water usage. These processes demand significant amounts of energy, making utility costs a major operational concern.
- Fluctuating global energy prices make utility expenses unpredictable and difficult to manage. Any rise in electricity or fuel rates can rapidly increase production expenditures and strain profit throughout the supply chain.
- Energy price volatility in recent years has forced companies to choose between passing costs onto consumers or absorbing increases, often resulting in weaker profit. Increased social and regulatory focus on sustainability amplifies pressure to reduce energy use and emissions.
- To mitigate risks and control costs, businesses are investing in renewable energy, upgrading equipment for better efficiency and managing production schedules to avoid peak utility charges. Partnerships with government bodies often help secure financial incentives for green energy transitions.

2020-2025



Basis of Competition

Competition in this industry is ⊖ Medium and the trend is Increasing

- Price competition prevents significant market domination.

Since processed products are known for being economical, price is a considerable basis of competition for global fruit and vegetable processors.

Familiar brands attract consumers and acquire critical shelf space. Industry frontrunners Campbell Soup Company and Kraft Heinz have a loyal customer base and a diverse product portfolio, giving the companies an edge in supermarkets and grocery stores.

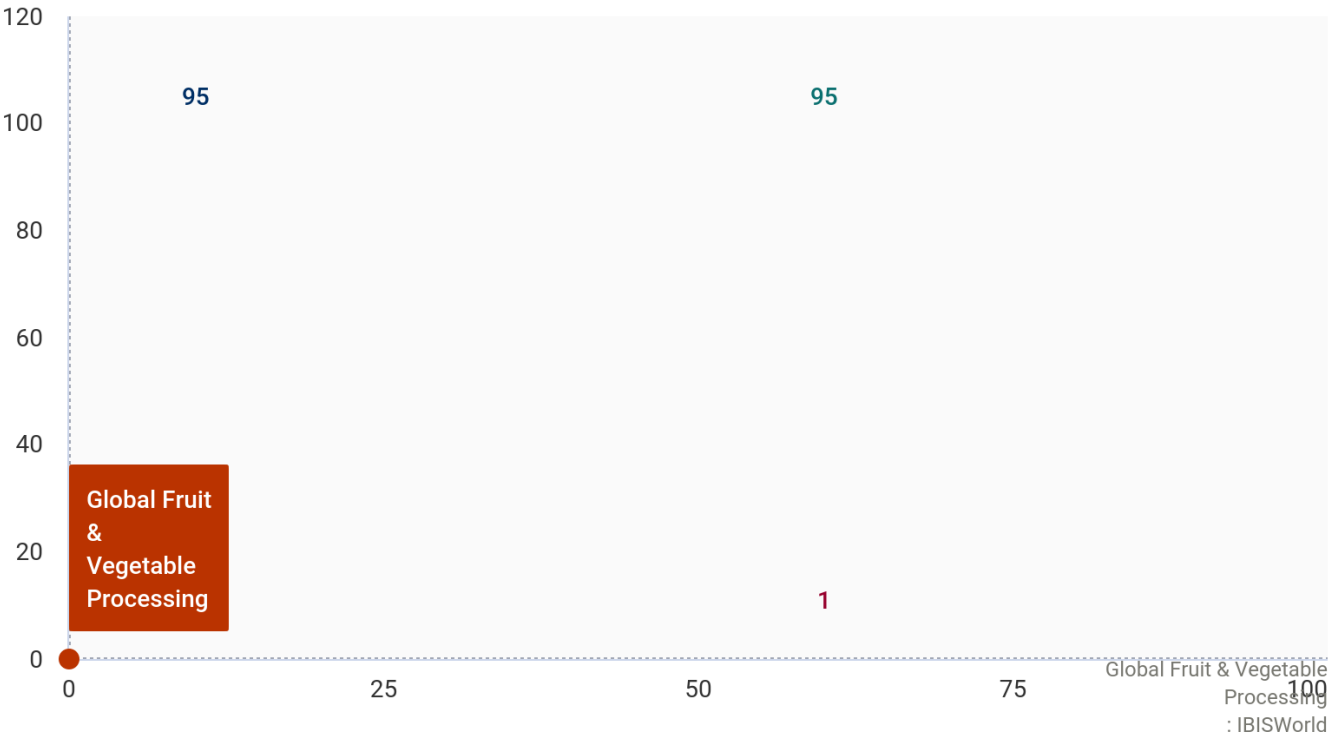
Barriers to Entry

Barriers to Entry in this industry are ⊖ **Medium** and the trend is **Steady**

Barriers to Entry Checklist	
Competition	Medium ⊖
Concentration	Low ✔
Life Cycle Stage	Mature ✔
Technology Change	Low ✔
Regulation & Policy	Medium ⊖
Industry Assistance	Medium ⊖

Legal	<ul style="list-style-type: none">Navigating regulatory compliance presents a major hurdle for companies entering the global fruit and vegetable processing industry. Strict food safety standards, environmental regulations and labeling requirements demand significant legal knowledge, technical expertise and financial resources. These challenges often increase entry costs and raise operating risks, discouraging many potential new entrants.
Start-up Costs	<ul style="list-style-type: none">The substantial initial investment needed for specialized machinery, modern processing facilities and efficient supply chain infrastructure creates a major barrier to entry in the fruit and vegetable processing industry. These high start-up costs significantly hinder new businesses, making it challenging to compete with larger, well-established companies that already benefit from economies of scale.
Differentiation	<ul style="list-style-type: none">Achieving market differentiation is particularly difficult in a saturated fruit and vegetable processing industry. Well-established brands benefit from strong customer loyalty, recognizable product lines and solid reputations built over time. This creates a high barrier for new entrants, who often struggle to gain visibility, attract consumers and build lasting brand recognition.
Labor Expenses	<ul style="list-style-type: none">Smaller, financially strapped operators are more dependent on labor to perform processing tasks, while larger companies can rely more on equipment and machinery.
Capital Expenses	

2025



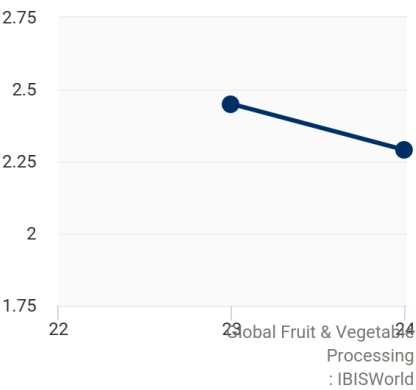
Major Companies

Major Players

Kraft Heinz Company

Market Share: 2.3%

Kraft Heinz Company



The company is committed to protecting the environment

The company has recognized and addressed issues related to climate change in an effort to protect the environment. For example, the company continuously works toward its net zero pledge. Kraft Heinz has been working toward developing solutions to tackle plastic pollution. In that regard, the company aims to lower its use of virgin plastic globally 20% by 2030 compared with use in 2021.

Kraft Heinz vows to improve the nutritional value of its products

By 2025, the company aims to enhance its products' health and nutrition profile by lowering the saturated fat, caloric, sodium and sugar content. Kraft Heinz also strives to improve ingredient use and transparency in the coming years and incorporating more simple ingredients.

ESG efforts are crucial for the company's image

Kraft Heinz is committed to ESG issues. The company plans to focus on areas with the greatest impact on society. The company includes three key pillars; healthy living and community support, environmental stewardship and responsible sourcing.

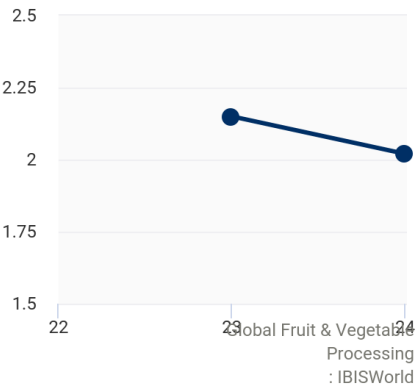
Kraft Heinz Company - financial performance *										
Year	Revenue (\$m)	Profit (\$m)	Profit Margin (%)	Company Employees (Units)	Industry-Specific Revenue (\$m)	Industry-Specific Profit (\$m)	Market Share (%)	Industry-Specific Profit Margin (%)	Flexi (Units)	Industry Revenue (\$m)
2023					8,489.9	0.0	2.44625	0.0		347,057.3
2024					8,489.9	0.0	2.29319	0.0		370,222.2

Source: IBISWorld
Note: * Estimates

Campbell Soup Company

Market Share: 2.0%

Campbell Soup Company



Notable brand names accelerate growth

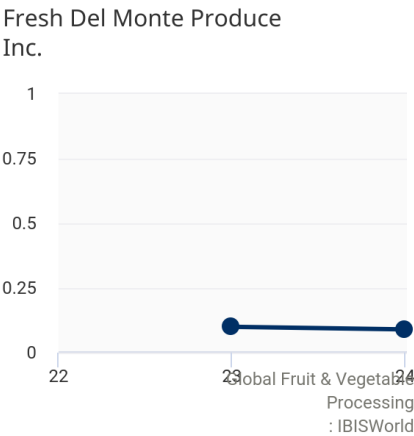
The company operates within the industry through several brand names, which include Campbell's, Prego, Pace, Stockpot, V8 and V8 Splash, Erasco, Heisse Tasse, Lesieur and Royco. These popular brand names attract a loyal customer base, which enables consistent demand for those products.

Campbell Soup Company - financial performance *										
Year	Revenue (\$m)	Profit (\$m)	Profit Margin (%)	Company Employees (Units)	Industry-Specific Revenue (\$m)	Industry-Specific Profit (\$m)	Market Share (%)	Industry-Specific Profit Margin (%)	Flexi (Units)	Industry Revenue (\$m)
2023					7,471.1	0.0	2.1527	0.0		347,057.3
2024					7,471.1	0.0	2.018	0.0		370,222.2

Source: IBISWorld
Note: * Estimates

Fresh Del Monte Produce Inc.

Market Share: 0.1%



Vertical integration is crucial to the company's success

The company's vertical integration enables products to be sourced from company-owned operations, through joint venture arrangements and through supply contracts with independent producers.

Fresh Del Monte Produce Inc. - financial performance *										
Year	Revenue (\$m)	Profit (\$m)	Profit Margin (%)	Company Employees (Units)	Industry-Specific Revenue (\$m)	Industry-Specific Profit (\$m)	Market Share (%)	Industry-Specific Profit Margin (%)	Flexi (Units)	Industry Revenue (\$m)
2023					339.6	0.0	0.09785	0.0		347,057.3
2024					339.6	0.0	0.09173	0.0		370,222.2

Source: IBISWorld
Note: * Estimates

Other Companies

Market Share: 95.6%



Vertical integration is crucial to the company's success

The company's vertical integration enables products to be sourced from company-owned operations, through joint venture arrangements and through supply contracts with independent producers.

Other Companies - financial performance *										
Year	Revenue (\$m)	Profit (\$m)	Profit Margin (%)	Company Employees (Units)	Industry-Specific Revenue (\$m)	Industry-Specific Profit (\$m)	Market Share (%)	Industry-Specific Profit Margin (%)	Flexi (Units)	Industry Revenue (\$m)
Source: IBISWorld										
Note: * Estimates										

Operating Conditions

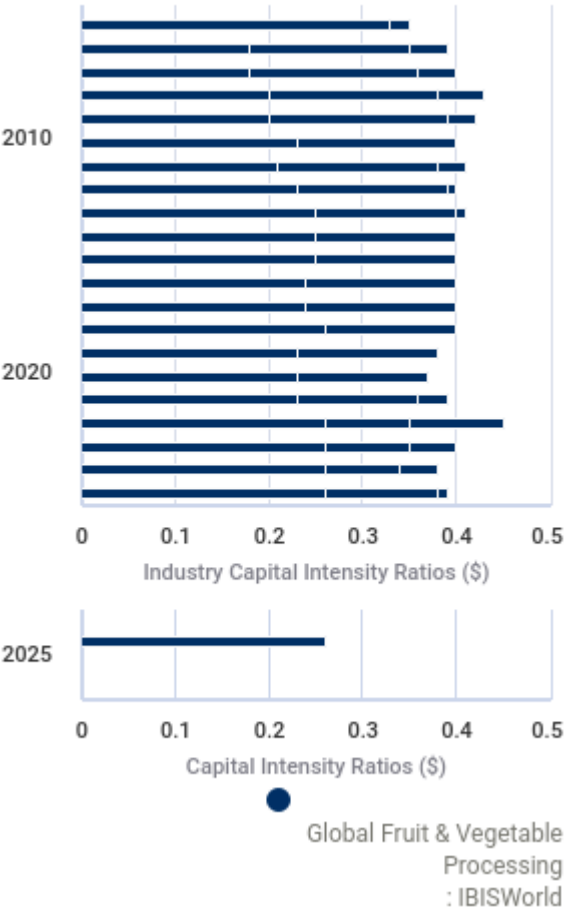
Capital Intensity The level of capital intensity is ⊖ **Medium**

Labor Expenses

- Smaller, financially strapped operators are more dependent on labor to perform processing tasks, while larger companies can rely more on equipment and machinery.

Capital Expenses

Capital Intensity Ratios



Technology & Systems

Potential Disruptive Innovation: Factors Driving Threat of Change

The level of technology change is ☑ **Low**

Fruit and vegetable processors offset stigmas by going organic

- The growing awareness of health has increased the market for organic products.

Processors are responding by creating organic product lines to meet the expanding demand from health-conscious consumers.

Also, the belief that processed foods are less nutritious than fresh has temporarily decreased demand for processed fruit and vegetable products, leading many new processors to target organic consumers with innovative offerings.

Catering to more health-conscious consumers

- Candy and chocolate manufacturers have increasingly produced nutrient-enhanced products to cater to more health-conscious consumers.
- Mars recently announced plans to acquire Tru Fru, a company that produces dried, chocolate-covered fruits and has enjoyed massive growth in recent years for its healthier products.

Revenue Volatility **The level of volatility is ⊖ Low**

Canned produce loses out to fresh produce

- Canned fruit and vegetable processors have struggled with consistent declines as favorable economic conditions discourage the purchase of budget-friendly canned produce while rising health consciousness drives consumer preferences for fresh produce.
- Consumers often perceive canned produce to be less healthy than fresh since it is processed, which has fueled the narrative that canned produce contains less nutrients. These claims have been debunked by health experts, but remain an impediment to the industry's expansion.

Inconsistent harvests spur volatility in commodity prices

- Canned fruit and vegetable processors are subject to upstream volatility in the prices of fruits and vegetables. Inconsistent harvests can squeeze supplies and drive up prices or lead to excess products and tumbling prices.
- Fluctuations in energy and oil prices, unpredictable weather conditions and changing downstream demand can all impact these core industry drivers. These external factors often cause shifts in operating costs, production volumes and market dynamics, leading to increased uncertainty and volatility for fruit and vegetable processors.

Regulation & Policy **The level of regulation is ⊖ Medium and the trend is Increasing**

European safety regulations

- One of the key bodies for food safety is the European Food Safety Authority (EFSA), established in 2002 after the outbreak of several food crises during the prior decade. The EFSA upholds consumer protection and the integrity of the EU food supply through objective scientific advice and risk assessment for EU legislation, EU authorities and member states. The EFSA covers food and feed safety, nutrition, animal welfare and health, plant protection and health.

Oceania regulations

- The Australia New Zealand Joint Food Standards Code sets strict labeling requirements, mandating the disclosure of ingredient percentages and nutritional information on processed foods. While these rules aim to promote transparency and help consumers make informed choices, critics argue they impose significant compliance costs on manufacturers. Consumer groups, however, push for even more detailed labeling to improve clarity. Opponents counter that educating the public about nutrition should remain the responsibility of health departments. The legislation also enforces accurate Country of Origin labeling, brought to public attention when Golden Circle Limited was found to have misleading labels in 1998.

United States regulations

- In the United States, environmental regulations are primarily managed by the Environmental Protection Agency (EPA) alongside state governments, while the U.S. Department of Agriculture (USDA) oversees health-related matters that influence agricultural and food industries. The Food and Drug Administration (FDA) plays a central role in regulating food safety, directly impacting fruit and vegetable processors. Key legislation includes the Food Safety Modernization Act, designed to reduce foodborne illnesses and apply consistent standards to both imported and domestic foods and the Nutrition Labeling and Education Act, which requires clear nutrition labeling. Compliance is monitored through the FDA's Food Ingredient Safety Program.

Environmental regulations in the United States

- Various federal environmental regulations and statutes, such as the Federal Water Pollution Control Act or the Clean Water Act (CWA), Clean Air Act (CAA), Pollution Prevention Act (PPA) and Resource Conservation and Recovery Act (RCRA), have changed the way processing facilities handle their products and dispose of their waste. The CWA's increasingly stringent regulations for discharging wastewater are becoming important regulatory drivers for the industry. RCRA regulations typically apply only to solid waste disposal issues.

Industry Assistance The level of industry assistance is  **Medium** and the trend is Increasing

Producer associations

- The Food and Agriculture Organization (FAO), the International Fresh Produce Association (IFPA), the International Federation for Produce Standards (IFPS) and the Global Alliance for Improved Nutrition (GAIN) are all responsible for assisting fruit and vegetable processors. Whether the aid leads international efforts to defeat hunger, improve supply chain efficiencies of fresh produce or advocate for industry-wide legislation, these organizations benefit from the industry's expansion.

Key Statistics

Industry Data

Year	Revenue (\$m)	Enterprises (Units)	Establishments (Units)	Employment (Units)	Wages (\$m)	IVA (\$m)	Imports (\$m)	Exports (\$m)
2016	332,116	15,916	43,811	738,918	32,551	50,828	75,745	75,745
2017	331,897	16,301	46,270	761,409	33,092	51,907	77,720	77,720
2018	332,438	16,438	48,882	777,961	33,614	47,864	64,717	64,717
2019	328,996	17,253	51,727	799,597	33,172	44,277	52,577	52,577
2020	341,544	17,476	54,142	818,343	34,710	46,946	47,156	47,156
2021	346,409	18,064	56,997	838,737	35,435	47,341	49,170	49,170
2022	357,495	17,543	59,928	867,793	35,216	47,278	53,112	53,112
2023	363,906	17,244	62,545	893,272	35,733	48,446	50,605	50,605
2024	378,977	15,776	65,338	923,263	37,184	59,638	53,074	52,420
2025	379,646	16,345	67,985	950,000	37,351	51,905	52,668	52,886
2026	387,619	16,895	70,525	974,572	38,281	53,280	52,796	54,742
2027	394,234	17,409	72,923	996,769	39,109	54,525	53,227	56,046
2028	401,442	17,933	75,358	1,020,060	39,983	55,885	53,714	57,458
2029	409,672	18,459	77,817	1,045,053	40,931	57,416	54,313	59,043

Annual Change

Year	Revenue (%)	Enterprises (%)	Establishments (%)	Employment (%)	Wages (%)	IVA (%)	Imports (%)	Exports (%)
2016	-1.96	4.81	6.93	2.51	1.66	0.12	0.06	0.06
2017	-0.07	2.42	5.61	3.04	1.66	2.12	2.61	2.61
2018	0.16	0.84	5.65	2.17	1.58	-7.79	-16.7	-16.7
2019	-1.04	4.96	5.82	2.78	-1.32	-7.50	-18.8	-18.8
2020	3.81	1.29	4.67	2.34	4.64	6.03	-10.3	-10.3
2021	1.42	3.36	5.27	2.49	2.09	0.84	4.27	4.27
2022	3.20	-2.88	5.14	3.46	-0.62	-0.13	8.02	8.02
2023	1.79	-1.70	4.37	2.94	1.47	2.47	-4.72	-4.72
2024	4.14	-8.51	4.47	3.36	4.06	23.1	4.88	3.59
2025	0.18	3.61	4.05	2.90	0.45	-13.0	-0.77	0.89
2026	2.10	3.36	3.74	2.59	2.49	2.65	0.24	3.51
2027	1.71	3.04	3.40	2.28	2.16	2.34	0.82	2.38
2028	1.83	3.01	3.34	2.34	2.24	2.49	0.92	2.52
2029	2.05	2.93	3.26	2.45	2.37	2.74	1.11	2.76

Key Ratios

Year	Revenue per Employee (\$)	Revenue per Enterprise (\$m)	Employees per Establishment (Units)	Employees per Enterprise (Units)	Average Wage (\$)	Wages/Revenue (%)	Establishments per Enterprise (Units)	IVA/Revenue (%)	Imports/Domestic Demand (%)	Exports/Revenue (%)
2016	15.3	22.8	22.8	449,463	9.80	16.9	44,053	20.9	46.4	2.75
2017	15.6	23.4	23.4	435,898	9.97	16.5	43,461	20.4	46.7	2.84
2018	14.4	19.5	19.5	427,320	10.1	15.9	43,208	20.2	47.3	2.97
2019	13.5	16.0	16.0	411,452	10.1	15.5	41,486	19.1	46.3	3.00
2020	13.7	13.8	13.8	417,361	10.2	15.1	42,415	19.5	46.8	3.10
2021	13.7	14.2	14.2	413,012	10.2	14.7	42,248	19.2	46.4	3.16
2022	13.2	14.9	14.9	411,958	9.85	14.5	40,581	20.4	49.5	3.42
2023	13.3	13.9	13.9	407,386	9.82	14.3	40,002	21.1	51.8	3.63
2024	15.7	14.0	13.8	410,475	9.81	14.1	40,274	24.0	58.5	4.14
2025	13.7	13.9	13.9	399,627	9.84	14.0	39,317	23.2	58.1	4.16
2026	13.7	13.7	14.1	397,732	9.88	13.8	39,280	22.9	57.7	4.17
2027	13.8	13.6	14.2	395,512	9.92	13.7	39,236	22.6	57.3	4.19
2028	13.9	13.5	14.3	393,547	9.96	13.5	39,197	22.4	56.9	4.20
2029	14.0	13.4	14.4	392,011	9.99	13.4	39,166	22.2	56.6	4.22

Figures are inflation adjusted to 2025

Additional Resources

Additional Resources	UN Comtrade Database http://comtrade.un.org
	Food and Agriculture Organization of the United Nations http://www.fao.org
	European Commission Eurostat http://www.ec.europa.eu/eurostat

Industry Jargon

SUBSISTENCE AGRICULTURE A form of farming in which people produce food and fibers for their own consumption rather than on a commercial basis.
VALUE ADDED Total value added comprises the labor cost, and any other processing and packaging functions adding value to the fruit of vegetable product.
COMMON AGRICULTURAL POLICY (CAP) The European Union's controversial system of agricultural subsidies. It has undergone numerous alterations since its implementation in 1962.



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