

# ACQUISITION CANDIDATES FOR A SUGAR COMPANY

Prepared by:

CPL Business Consultants

The Manor House, Howbery Park, Wallingford, Oxfordshire, OX10 8BA

Tel: +44 1491 822 844, [info@cplconsult.com](mailto:info@cplconsult.com), [www.cplconsult.com](http://www.cplconsult.com)

April 2003

STRATEGIES TO GROW YOUR BUSINESS

## TABLE OF CONTENTS OF THE REPORT

<b>OBJECTIVE AND BACKGROUND .....</b>	<b>1</b>
<b>METHOD.....</b>	<b>1</b>
FIRST STAGE .....	1
SECOND STAGE .....	1
THIRD STAGE .....	2
MARKETS AND TRENDS.....	2
<b>PRINCIPAL FINDINGS AND CONCLUSIONS.....</b>	<b>3</b>
<b>RECOMMENDATIONS AND FUTURE ACTIONS .....</b>	<b>12</b>

## HYDROCOLLOIDS/TEXTURISERS

<b>THE HYDROCOLLOID/TEXTURISER BUSINESS .....</b>	<b>14</b>
RECOMMENDATIONS AND CPL ANALYSIS: ENTERING THE HYDROCOLLOID/ TEXTURISER BUSINESS .....	14
MARKET SIZE AND TRENDS .....	29
HYDROCOLLOID/TEXTURISER CHARACTERISTICS AND APPLICATIONS.....	32
HYDROCOLLOID/TEXTURISER SUPPLIERS AND STRUCTURE OF THE BUSINESS .....	54
<b>DETAILED PROFILES OF 27 COMPANIES.....</b>	<b>64</b>
APPENDIX - SPECIFIC HYDROCOLLOIDS.....	292

## FUNCTIONAL AND HEALTHY INGREDIENTS

<b>FUNCTIONAL INGREDIENTS MARKET.....</b>	<b>316</b>
OVERVIEW 316	
<i>Functional Foods and Ingredients .....</i>	<i>316</i>
<i>Consumer Perception of Functional Food/Ingredients.....</i>	<i>319</i>
<i>Functional Ingredients Market Structure.....</i>	<i>320</i>
<i>Over The Counter (OTC) / Dietary Supplements (VMS).....</i>	<i>320</i>
<i>Functional Ingredients and their Nutritional Effect.....</i>	<i>322</i>
<b>COMPANIES INVESTIGATED AND THE NON PARAMETRIC ANALYSIS .....</b>	<b>324</b>
OVERVIEW 324	
<b>19 COMPANY PROFILES .....</b>	<b>338</b>
<i>Company Structure .....</i>	<i>385</i>
<i>Financials .....</i>	<i>386</i>
<i>Activities and Products .....</i>	<i>386</i>
<i>Internal Divisions.....</i>	<i>386</i>
<i>Fit with Client .....</i>	<i>386</i>
<i>Additional Information.....</i>	<i>386</i>

## DAIRY INGREDIENTS

<b>THE DAIRY INGREDIENTS MARKET AND TYPES OF DAIRY INGREDIENTS .....</b>	<b>392</b>
THE DAIRY INGREDIENTS MARKET .....	392
TYPES OF DAIRY INGREDIENT.....	396
<i>Dried Milk Powders</i> .....	396
<i>Caseins and Caseinates</i> .....	397
<i>Dry Whey</i> .....	397
<i>Whey Protein Concentrates</i> .....	398
<i>Whey Protein Isolates</i> .....	400
<i>WPI Constituents</i> .....	401
<i>Lactose</i> .....	402
<b>STRATEGIES ADOPTED BY DAIRY COMPANIES .....</b>	<b>406</b>
MAJOR STRATEGIC OBJECTIVES .....	406
OUTLINE OF THE STRATEGIES FOLLOWED BY SELECTED MAJOR DAIRY PLAYERS .....	406
CONCLUSIONS.....	408
<b>ANALYSIS OF DAIRY INGREDIENTS COMPANIES .....</b>	<b>410</b>
SUMMARY OF ANALYSIS AND RECOMMENDATIONS .....	410
<i>Companies that Should be Contacted as Soon as Possible</i> .....	410
<i>Companies that Should be Discussed and Considered</i> .....	411
<i>Companies that Should be Watched</i> .....	411
NON-PARAMETRIC ANALYSIS.....	416
12 DETAILED COMPANY PROFILES .....	1
<i>Investment Banks and Venture Capital Companies Contacted</i> .....	97
9 BANKS AND VCS WITH INTERESTS IN ALL INDUSTRIES .....	97
42 BANKS AND VCS WITH SPECIFIC INTERESTS IN THE FOOD SECTOR: .....	100

## HYDROCOLLOID/TEXTURISER TABLES

TABLE 1. RECOMMEND ACTION WITH COMPANIES ANALYSED.....	14
TABLE 2. WORLDWIDE FOOD MARKET FOR HYDROCOLLOIDS 2002.....	29
TABLE 3. HYDROCOLLOID PRICES IN €/KG AND VOLUME IN METRIC TONNES - 1993 .....	30
TABLE 4. HYDROCOLLOIDS/TEXTURISERS CHARACTERISTICS AND APPLICATIONS .....	33
TABLE 5. PHYSIOLOGICAL EFFECTS OF HYDROCOLLOIDS.....	51
TABLE 6. HYDROCOLLOIDS/TEXTURISERS MANUFACTURED (M), PROCESSED (P) OR TRADED (T) BY HYDROCOLLOID COMPANIES.....	60
TABLE 7. FIBRE PRODUCT USES IN BEVERAGES .....	124

## FUNCTIONAL AND HEALTHY INGREDIENT TABLES

TABLE 1	FACTORS FOR THE NON PARAMETRIC ANALYSIS OF HYDROCOLLOID / TEXTURISER INGREDIENTS COMPANIES .....	17
TABLE 2	NON PARAMETRIC ANALYSIS OF HYDROCOLLOID / TEXTURISER INGREDIENTS COMPANIES .....	18
TABLE 3	COMPANIES IN THE HYDROCOLLOIDS SECTOR.....	19
TABLE 4	US FUNCTIONAL SALES.....	317
TABLE 5	US FUNCTIONAL INGREDIENTS MARKET .....	319
TABLE 6	WHAT DO DIFFERENT COUNTRIES CONSIDER TO BE A FUNCTIONAL FOOD?.....	319
TABLE 7	FUNCTIONAL INGREDIENTS AND THEIR NUTRITIONAL EFFECT .....	323
TABLE 8	WHAT TO DO NEXT WITH THE SHORT LISTED COMPANIES .....	325
TABLE 9	COMPANIES IN THE FUNCTIONAL INGREDIENTS SECTOR .....	326
TABLE 10	FACTORS FOR THE NON PARAMETRIC ANALYSIS OF FUNCTIONAL INGREDIENTS COMPANIES....	336
TABLE 11	NON PARAMETRIC ANALYSIS OF FUNCTIONAL INGREDIENTS COMPANIES .....	337

TABLE 12	SELECTED FINANCIAL DATA FOR COMPANY 1.....	345
TABLE 13	KEY FINANCIALS FOR COMPANY 2.....	377

## **DAIRY INGREDIENT TABLES**

TABLE 1.	ESTIMATE OF GLOBAL MARKET SIZE FOR MAJOR DAIRY INGREDIENTS, 2000.....	392
TABLE 2.	PRODUCTION OF DRIED MILK POWDER IN THE EU, 1998 - 2003.....	393
TABLE 4.	EU SMP BALANCE SHEET (REVISED JANUARY 2003).....	393
TABLE 5.	EUROPEAN WHEY POWDER BALANCE SHEET.....	394
TABLE 6.	EUROPEAN LACTOSE BALANCE SHEET.....	395
TABLE 7.	FUNCTIONAL PROPERTIES AND COMMON APPLICATIONS OF DRY WHEY.....	398
TABLE 8.	TYPICAL COMPOSITIONS OF WHEY PROTEIN CONCENTRATES.....	399
TABLE 9.	FUNCTIONAL PROPERTIES OF WHEY PROTEIN CONCENTRATES.....	399
TABLE 10.	TYPICAL COMPOSITION OF WPI COMPARED TO 80% WPC.....	400
TABLE 11.	COMPARATIVE ANALYSIS OF WHEY PROTEIN ISOLATES (WPI) PRODUCED BY MICROFILTRATION / ULTRAFILTRATION (MF/UF) AND BY ION EXCHANGE (IE).....	401
TABLE 12.	BIOLOGICAL ACTIVITY OF WHEY PROTEINS.....	403
TABLE 13.	THE TOP TWENTY GLOBAL DAIRY COMPANIES BY TURNOVER IN 2000 (US\$B).....	406
TABLE 16.	COMPANIES NOT INCLUDED IN THE NON-PARAMETRIC ANALYSIS.....	418