

All Companies this selection in alphabetic order

VOLUME 4: STRATEGIC COMPANY PORTFOLIOS

2011 COMPANY MARKET SHARES AND RANKINGS

AGROLIMEN TO ZOTT

Any combination of **114 Single Product Markets available**
Report sample here is for the Desserts Market

(Updated continuously)
N° of Country Markets: 7
N° of Product Markets: 3
N° of Market Shares: 323
N° of Holding Companies: 170
N° of Key Subsidiaries: 127
N° of All Companies cited: 297

297 Companies + 323 Co. Market Shares
for this very small sample
(3 products * 7 countries = 21 markets out of 3000+ available)

Company and Product Market		Country Operating Companies and Market Shares (Country Product Market Rankings in brackets)							7-Selected Country Market Shares		Share of Co. Food & Drink Sales *	
		Belgium/ Lux.	France	Germany	Italy	Nether- lands	Spain	United Kingdom	Product Market	All Food & Drink		
No.	Name	Any Country Selection (from 1 to 25) possible, table extends to right										
Agrolimen 9.3	Powdered Desserts							Gallina Blanca 6.7% (3)		1.30%	0.036%	100.0%
Aiadhesa 9.1	Ice Cream							Aiadhesa 3.3% (6)		0.32%	0.190%	100.0%
Andros 9.2	Chilled Dairy Desserts		Novandie 10.0% (3)		Andros 0.5% (12)					2.53%	0.952%	85.3%
Andros 9.1	Ice Cream		Prolainat 2.0% (11)							0.27%	0.164%	14.7%
Antequerana 9.2	Chilled Dairy Desserts											100.0%
Arla Foods 9.2	Chilled Dairy Desserts							Int'l 2.5% (11)		0.23%	0.088%	100.0%
Bain Capital 9.1	Ice Cream							Brake Bros 0.9% (14)		0.14%	0.840%	100.0%
Bakkavör 9.2	Chilled Dairy Desserts							Isleport 0.8% (16)		0.07%	0.028%	100.0%
Barilla 9.1	Ice Cream				Sanson 3.0% (5)					0.76%	0.451%	100.0%
And 314 A to Z Companies later												
Zott 9.2	Chilled Dairy Desserts		Zott 1.5% (11)	Zott 3.7% (9)						1.76%	0.661%	100.0%

The Desserts Market:
9.1 Ice Cream
9.2 Chilled Dairy Desserts
9.3 Powdered Desserts

- Key Country Subsidiaries
- Product and Country Market Shares
- Product and Country Rankings

Contribution to Company Sales Turnover
Estimated % contribution of each product market to company sales turnover (adds up to 100%)

EXHAUSTIVE A-Z COMPANY LISTING
(here the 1st of 20 pages for Desserts in 7 Country Markets from AC Capital to Zott, or 300 companies altogether)
ALL companies for the product markets and countries selected are listed, in alphabetic order, together with their:

STRATEGIC COMPANY PROFILES
Want to know more?
Go to "10,000+ Companies" online and download a specific company profile !

Regional Co. Market Share
Each company's overall market share given for the countries selected,

- as well as for the overall **All Country + Product Market Share** for all the countries and products selected (here 7 countries*3 product markets = 21 markets)

* Definition: Market share data refers to total FINAL human consumption, including retail, catering/foodservice and artisanal (home-produced for direct sale), excluding auto- and industrial consumption, and calculated in value terms at retail and catering buy-in prices including direct taxes, e.g. VAT and Excise Taxes. West European and country total market shares are indicative weighted averages, based on latest Food & Drink Market data available. Country market rankings are cited in brackets. Country market shares under 3% are indicative.

Edition: Market shares updated continuously, with mergers & acquisitions incorporated regularly; latest market values used for weighted averages (see online)

Source: Food for Thought (FFT)

Note: Illustrative Data Only Presented