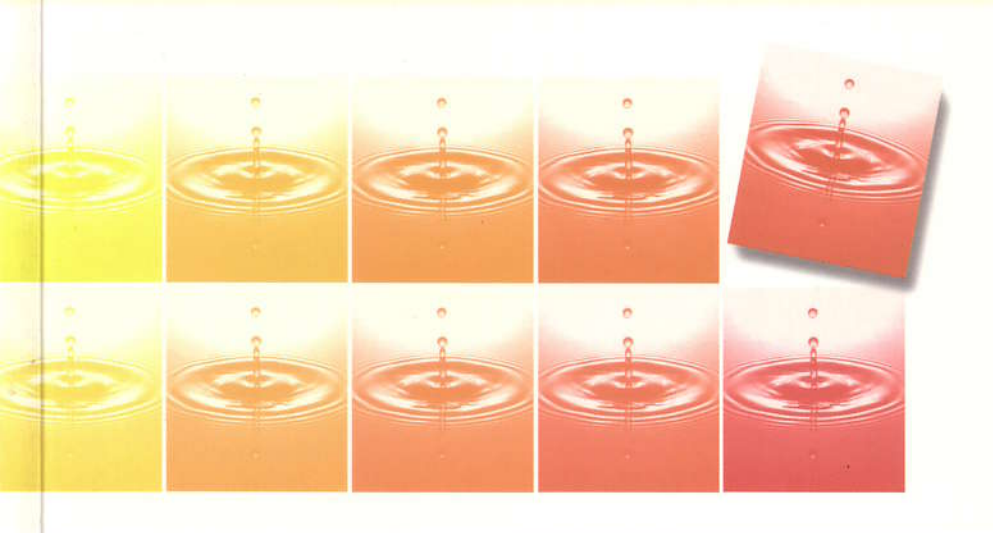




Borthwicks



Delivering flavour solutions worldwide

1995
Annual Report

Market trends in the world of flavours are changing faster than ever before.

Consumers are demanding more convenience and greater choice. As a result, manufacturers are developing ranges of targeted products which meet the needs of niche groups, including *children, the over 65's, males, females, vegetarians and sports enthusiasts*. For example, the growing emphasis on fitness and healthy eating is resulting in significant demand for 'good-for-you' products, including nutraceuticals, sports drinks and pure juices.

Retailers are trying harder to differentiate themselves, aided by an ability to launch competitive own-brand products far more rapidly. And manufacturers are reducing in number but increasing in size through mergers and acquisitions.

The impact of these changes on Borthwicks is that manufacturers are now looking for *preferred suppliers*. We are already and will increasingly become such a supplier by continuously developing our strategies: creating true partnerships with customers, being pro-active as well as reactive, emphasising quality at every stage, and offering immediate response to customer needs.

This approach will enable us to enter the next century with confidence.



Mark Weisenberg
Regional Manager for
Continental Europe

