

INVESTMENT READY WA AGRIBUSINESS

A Project under the Agriculture Sciences R&D Fund
July 2016

CORIOLIS



FOR



Department of
Primary Industries and
Regional Development

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What strategic multi-national investors are positioned to commit capital to WA agrifood business development opportunities within Asia	101



EXECUTIVE SUMMARY

Western Australia is a region of huge opportunity. Since the arrival of the first European settlers, the region has needed investment to grow and develop the agricultural potential of this vast land. Early visionary pioneers and investors built the ports and roads, farms and factories that now dot the landscape.

Here at the dawn of the Asian Century, Western Australia sits on the doorstep of Asia and on the cusp of incredible opportunities. This vast land has significant further potential for agrifood growth that is, as yet, almost untapped.

As a result of its growth-positive environment, Western Australia has proven incredibly attractive to a wide range of investors.

- The state has a range of ASX-listed firms, and has also attracted investment from a wide range of ASX-listed firms and global multinationals.
- There are leading private equity firms, a range of state-owned enterprises, and several investment funds and sovereign wealth funds, including Westchester and the Qatar Investment Authority, with investments here.
- Western Australia has also attracted a wide range of individual investors, many Australia's richest people and families, including Gina Rinehart, Jack Cowin, Andrew Forrest and the Holmes à Court family.

It is incorrect to say that the Western Australian agrifood industry overall "lacks capital", with an estimated \$60 billion in assets. However, most of that capital is tied up in farm land, of which the government is by far the largest owner. When compared to global leaders in value-added food processing, it is clear it is here that Western Australia is lacking investment.

So more investment is required. This capital is needed to transform Western Australia's raw materials into consumer-packaged goods and to intensify existing production systems. Western Australia needs a wide range of new farms and new factories to spring up; farms and factories targeting the emerging middle classes of Asia. These new investments will supply Asia with the premium, high quality food in demand now and in the future.

Investment is the life blood of capitalism. Investment is the engine of economic growth and development. Investment creates employment and jobs. Investment creates income and wealth. Investment funds government revenues, which in turn funds schools, health care, roads and other public goods.

It is estimated that the state needs at least another ten billion in capital to achieve the government's stated goal of doubling the value of agrifood by 2025+. At current estimated agrifood industry turnover this means an additional ~\$13 billion, mostly through exports. On average, every agrifood export dollar requires a bare minimum of \$0.50 investment behind the border. It is more likely to require at least \$10 billion, if not significantly more.

But where will this investment come from?

To realise this transformation, Western Australia needs a new generation of visionary investors to drive further growth. This opportunity will be unleashed by those with the vision and the resources required for growth.

Western Australia has an incredible diversity of growth opportunities - products, segments and firms - available to investors. Investors who seize the opportunity presented by Western Australia will profit handsomely.

EXECUTIVE SUMMARY

This document is designed to assist Western Australian agrifood firms target and attract the right investment to their opportunities. For some this will mean outright sale to a global multinational. To others, this could mean private investment in an exciting growth platform.

Today, Western Australia has a wide range of firms that are “Investment Ready.” These firms range from large cooperatives to mid-sized family owned firms. Some of these firms need additional investment to fund growth, others need new partners with strong market access, other still are looking to exit to new owners. In all cases, Western Australian agrifood firms need investment to take their firms to the next stage of growth.

This report is designed for “investment ready” agrifood firms in Western Australia. For them it identifies:

1. Investment options available to restructure, diversify and grow businesses,
2. Business models that attract preferred investors for their business, and
3. Investors positioned to commit capital to WA agrifood business development opportunities within Asia.

What do investors want?

At a high level, investors are seeking businesses with four attributes; strong fundamentals, growing demand, strong management and attractive returns. Direct foreign investment can also have the strategic objectives of seeking new markets,

new resources or to increase efficiencies, with resource seeking being the most evidenced in Western Australia.

Investors assess attractiveness through a variation of a three stage screen from macro-economic level to micro-economic to firm specific. Applying a high-level macro-economic lens to the sectors of the Western Australian agrifood industry highlights many positives – and some negatives - that are important to acknowledge and address.

What are the different types of potential investors?

Six broad investment options are available to Western Australian agrifood firms seeking to restructure, diversify and grow their businesses; private/investor consortium, private equity funds, strategic multinationals, investment funds, foreign State-owned enterprises, and domestic listed companies. Each have different characteristics and typical deal size, and each are represented in the Western Australian agrifood industry. They value the key attributes of investment attractiveness differently, and different agrifood sectors appeal to each.

The necessary capital for growing the industry will need to come from across all six types of investors. Delving further into each type (their process, structure, preferred area of investment, and existing prevalence in Australia), will help Western Australian businesses understand what investment structure best matches their business model.

Western Australia needs to present a strong case for being a preferred investment destination – to attract investment capital ahead of other Australian states and other developed countries. A strategic understanding of investment options and global players is the essential first step.

This project was designed by government to assist firms needing additional capital to realise Asian market opportunities

PROBLEM/CHALLENGE	SOLUTION		
<p>(Some) firms need additional capital to realise Asian market opportunities</p>	<p>(Some) firms need advice on:</p>		
<p>These opportunities cannot be developed out of retained earnings</p>	<p>Investment options available to restructure, diversify and grow businesses</p>	<p>Business models that attract preferred investors</p>	<p>Identification of investors positioned to commit capital to WA agrifood business development opportunities within Asia</p>
<p>These opportunities require a “step change” in scale or investment</p>			
<p>Existing shareholders do not have sufficient capital available to invest</p>			
<p>Firms are likely private or family owned</p>			

This project is targeted at a defined subset of Western Australian agrifood firms

POTENTIAL PRIMARY AUDIENCE* WA-based agrifood firms potentially needing additional capital

EXAMPLES OF MID/LARGE WA-BASED PRIVATE/FAMILY-OWNED FIRMS

				
				
				
				
				
				
				<i>Numerous others...</i>

SECONDARY AUDIENCE: WA-BASED COOPERATIVES

			
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TERTIARY AUDIENCE/NOT AS RELEVANT Investor-owned firms with clear access to capital

FIRMS THAT ARE ASX-LISTED





FIRMS WITH PRIVATE EQUITY OWNERSHIP

				
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FIRMS WITH STRATEGIC MULTINATIONAL OWNERSHIP/INVESTMENT

FIRMS OWNED BY FOREIGN STATE-OWNED ENTERPRISES

			
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* These are only examples; many of these firms clearly have access to capital (e.g. rich-list ownership)

DOCUMENT STRUCTURE

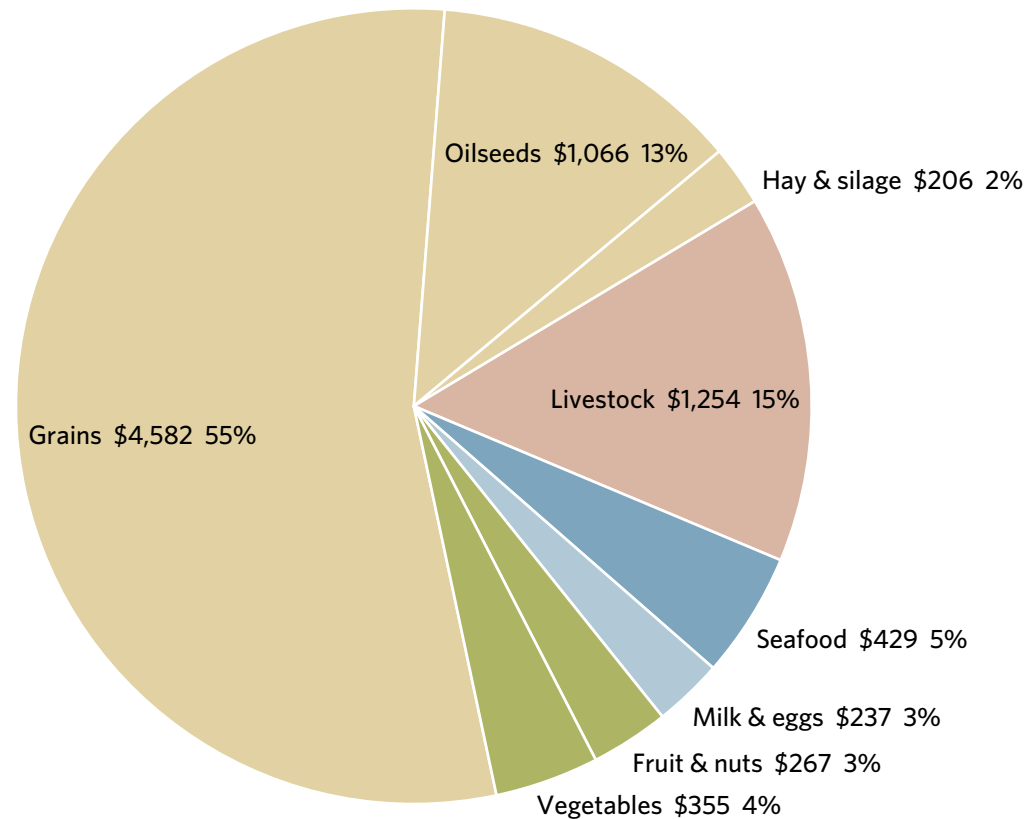
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Western Australia produces a wide range of agrifoods

GROSS POST FARM GATE VALUE OF AGRIFOOD COMMODITIES PRODUCED IN WESTERN AUSTRALIA

A\$m; 2013-14 or as available



TOTAL = \$8,397m

Note: Excludes wool, pearls and non-edible horticulture (e.g. flowers, turf)

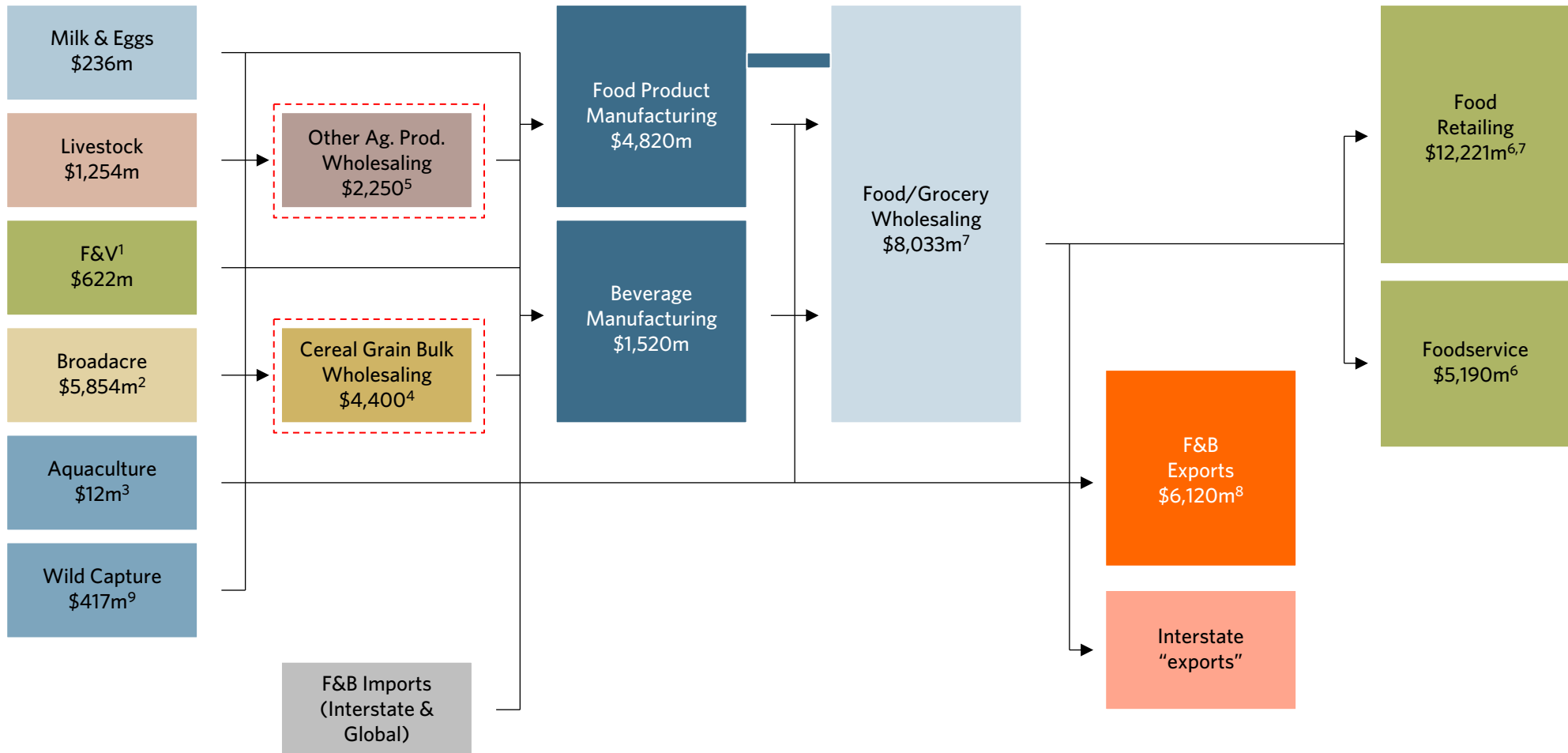
Source: Abares AU Fisheries & Aquaculture stats. 2014; ABS Value Ag Commodities Produced 2013-14 (7503.0); Coriolis analysis

Western Australia has a large, modern, well-developed agrifood industry

TURNOVER/REVENUE ACROSS STAGES OF THE WESTERN AUSTRALIAN AGRIFOOD/FOOD & BEVERAGE INDUSTRY

A\$m; 2014 or as available

INCLUDES
CORIOLIS ESTIMATES



1. excludes flowers/nursery; 2. includes hay; 3. excludes pearls; 4. Coriolis estimate based on CBH=90% (website); 5. Coriolis estimate; excludes wool; and other non-food; 6. 2012-13; 7. will include non-food sales (e.g. shampoo); 8. see Coriolis "Target Market Opportunities in Asia" March 2016 for details; 9. excludes wild capture outside WA waters; Source: Abares AU Fisheries & Aquaculture stats. 2014; ABS Value Ag Commodities Produced 2013-14 (7503.0); ABS Australian Industry 2013-14 (8155.0); DAFF Australian Food Statistics 2012-13; Coriolis analysis

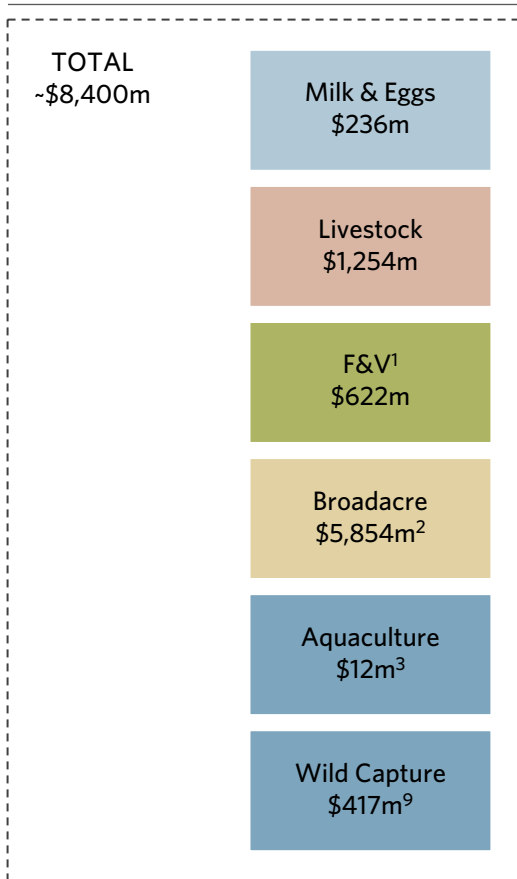
This project focuses on attracting investment to two parts of the agrifood value chain: (1) primary production and (2) processing & bulk handling

TURNOVER/REVENUE ACROSS STAGES OF THE WESTERN AUSTRALIAN AGRIFOOD/FOOD & BEVERAGE INDUSTRY

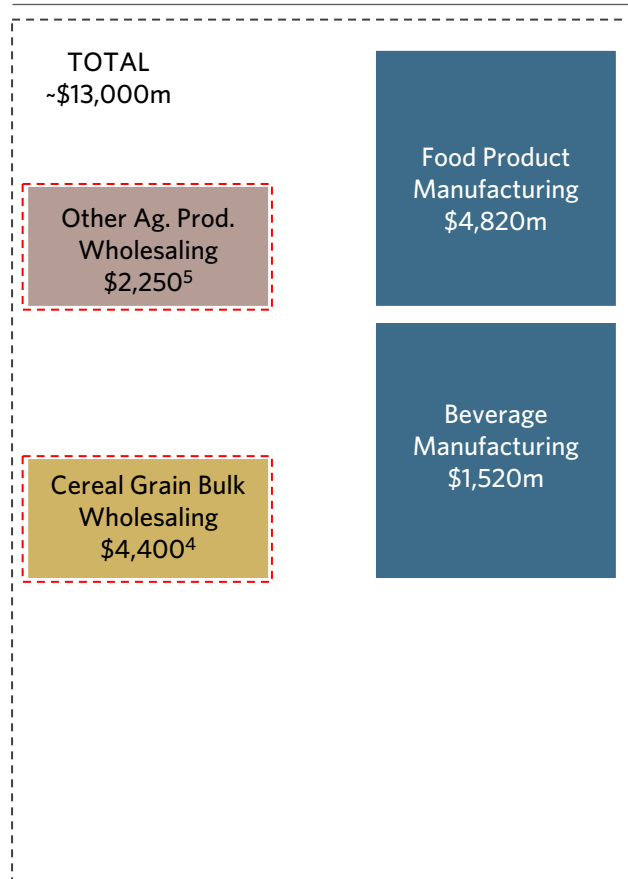
A\$; m; 2014 or as available

INCLUDES
CORIOLIS ESTIMATES

1 PRIMARY PRODUCTION



2 PROCESSING & BULK HANDLING



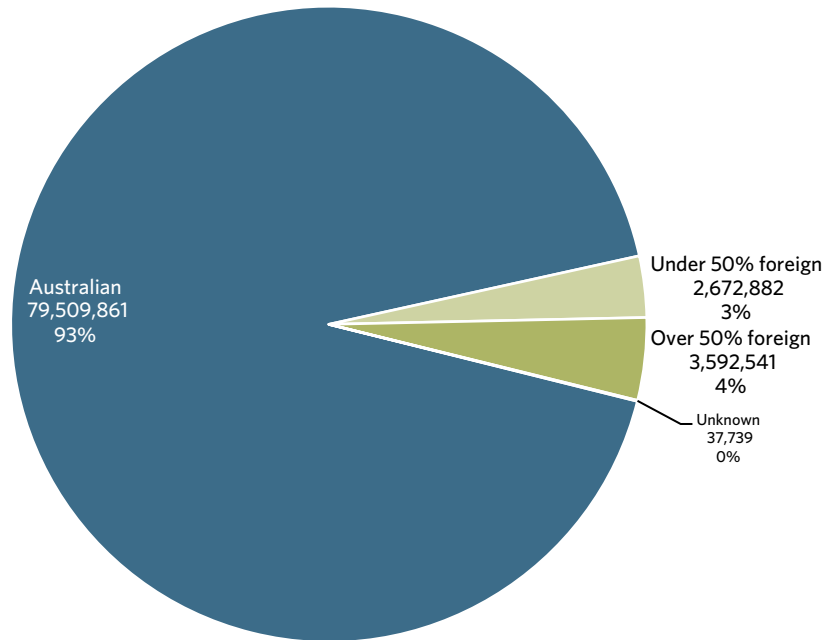
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Ninety-three percent of Western Australian primary production is Australian owned; primary production agricultural sectors vary in their apparent attractiveness to foreign investors

WESTERN AUSTRALIAN AGRICULTURAL LAND BY OWNERSHIP

Hectare; 2013

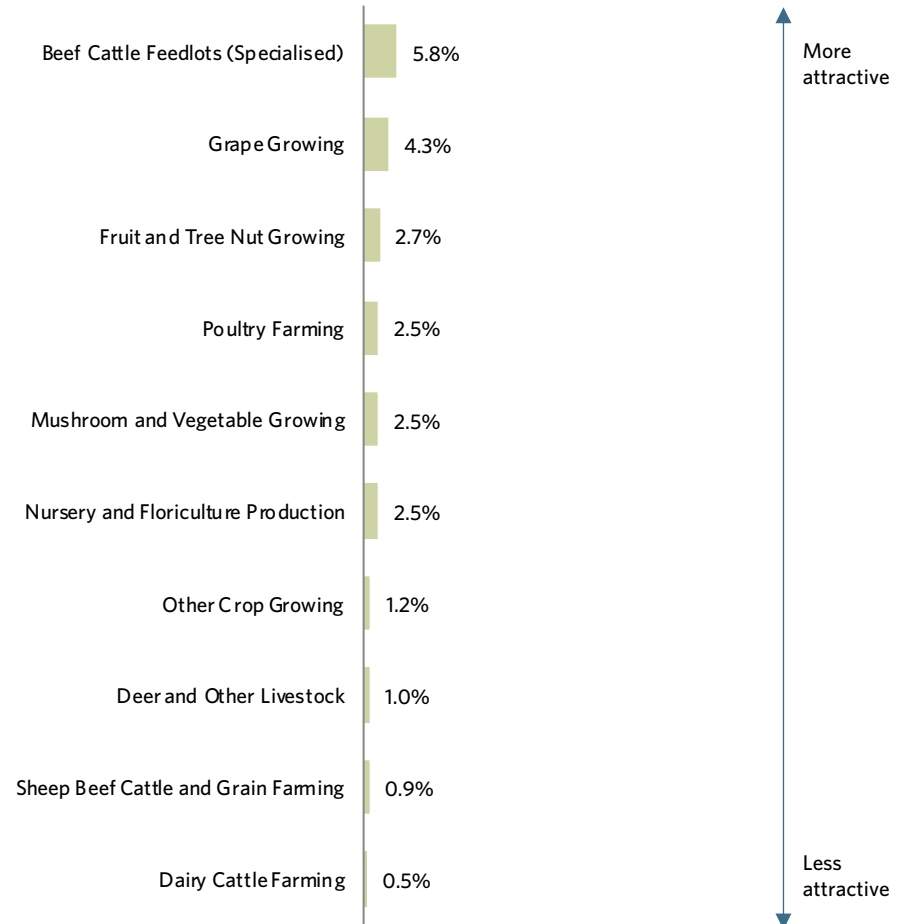
1 PRIMARY PRODUCTION



TOTAL = 85,813,023 hectares
Across 12,416 agricultural businesses

SHARE OF AUSTRALIAN AGRICULTURAL FIRMS WITH SOME AMOUNT OF FOREIGN OWNERSHIP BY SECTOR/ACTIVITY

% of firms with partial or full foreign ownership; 2013



The food processing & bulk handling component of the Western Australian agrifood industry had an estimated turnover of \$13.0b, spread across a wide range of firms










INCLUDES
SIGNIFICANT CORIOLIS
MODELLING & ESTIMATES

ESTIMATED TURNOVER OF WA PROCESSING AND BULK HANDLING SECTORS: TOP 30 & OTHER

A\$; 2015 or as available

2 PROCESSING & BULK HANDLING

TOTAL \$13,000m

	\$3,939	\$3,042	\$1,808	\$4,200
 <p>\$3,939</p>	 <p>\$550</p>	<p>Next 29 \$1,808</p>	<p>Other \$4,200</p>	
	 <p>\$514</p>			
	 <p>\$420</p>			
	 <p>\$360</p>			
	 <p>\$300</p>			
	 <p>\$287</p>			
	 <p>\$211</p>			
	 <p>\$200</p>			
	 <p>\$200</p>			
#1	2-10	11-39	Other	

This will include WA operations of non-WA resident firms (e.g. CCA)

NOTE: Severe data limitations; significant amounts of value-chain overlap in places; will include some double counting; treat as indicative/highly directional
Source: Coriolis from various sources (see elsewhere in document); Coriolis analysis and estimates

The Western Australian agrifood industry has a wide range of different types of investors

WA-based ASX-Listed	WA-based Cooperative	WA-based/Private Equity	Private/Family
		 <p data-bbox="1116 551 1462 579">WA operations/Private Equity</p> 	
WA operations ASX-Listed	Strategic Foreign Multinational	Foreign State Owned Enterprise	Investment funds - local and foreign
			

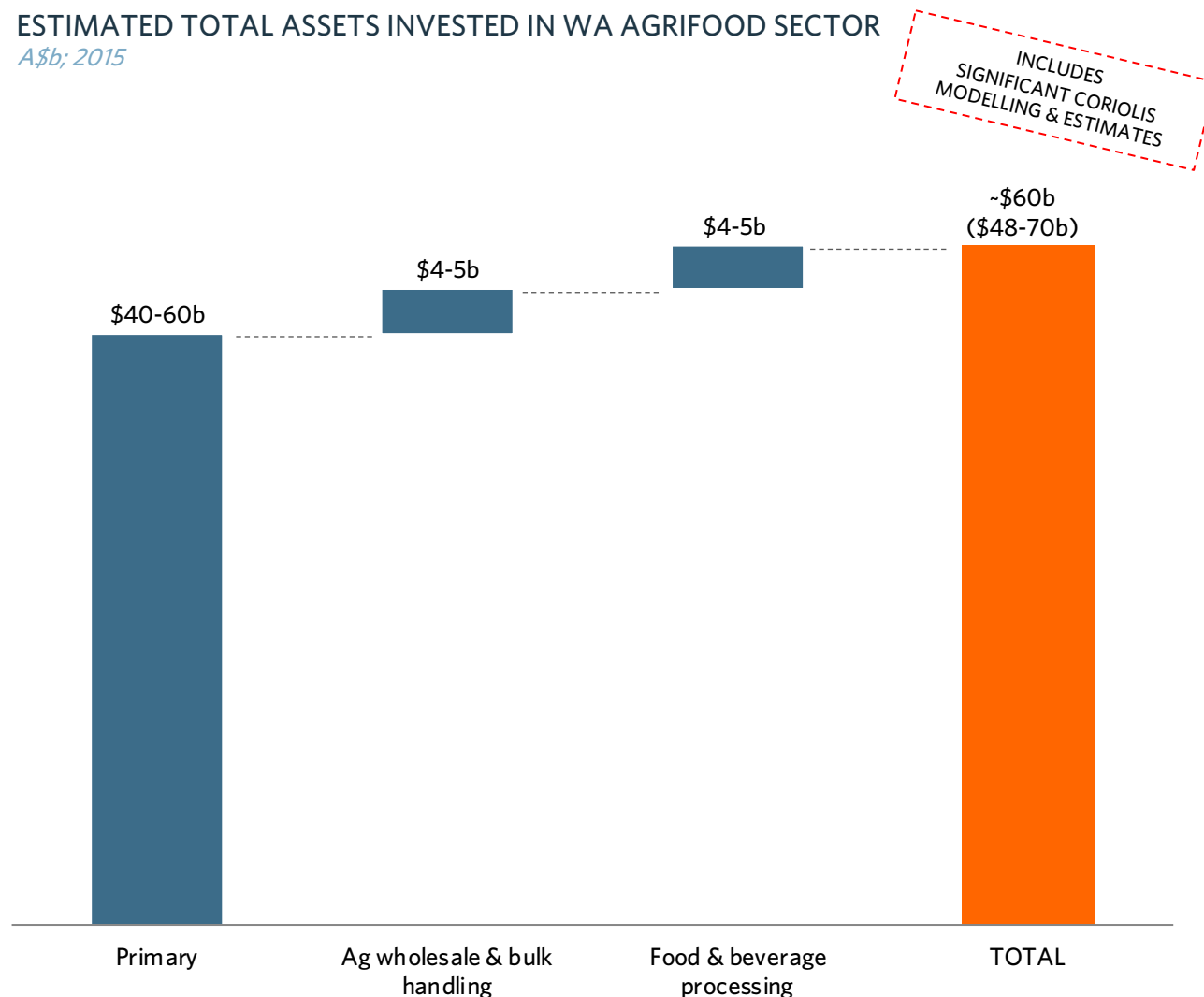
Western Australia has proven highly attractive to a range of global investors

 <p>World's largest luxury goods firm</p>		 <p>One of WA's premium wine brands</p>		 <p>China's third largest dairy company</p>	 <p>Two innovative WA dairy firms</p>
 <p>World's largest snack food firm</p>		 <p>Rolled oats processing plant in WA</p>		 <p>China's largest food processing, manufacturer and trader</p>	 <p>Investments in major WA grain traders</p>
 <p>World's largest dairy company</p>		 <p>WA's largest dairy company</p>		 <p>Diversified Hong Kong based global conglomerate</p>	
 <p>World's largest seafood company</p>		 <p>Part owner of WA's fourth largest seafood co.</p>		 <p>Chinese property & trading conglomerate</p>	 <p>Major agribusiness development in Northern WA</p>
 <p>Second largest brewer in Japan</p>		 <p>WA's largest brewery</p>		 <p>Major Malaysian oil and rubber plantations</p>	 <p>42,780 ha of farmland in WA</p>
 <p>Major global grain processor</p>		 <p>WA's third largest dairy company</p>		 <p>Largest meat processing company in the world</p>	 <p>Part owner of a leading WA processed vegetables firm</p>
 <p>Milling operations in WA</p>		 <p>Construction of \$40m export port terminal and two grain receival sites</p>			 <p>Specialist grain pool manager and exporter</p>
 <p>Global agribusiness and food company</p>		 <p>Major WA Seafood Company</p>			 <p>Qatar Investment Authority</p>
 <p>CN conglomerate w/ strategic and financial investments</p>		 <p>Japan-based global trading company</p>		 <p>Major WA salt producer</p>	 <p>3 pastoral farms</p>

The Western Australian agrifood industry has an estimated ~\$60b in capital invested overall, mostly in farmland

ESTIMATED TOTAL ASSETS INVESTED IN WA AGRIFOOD SECTOR

A\$b; 2015



KEY TAKEAWAYS

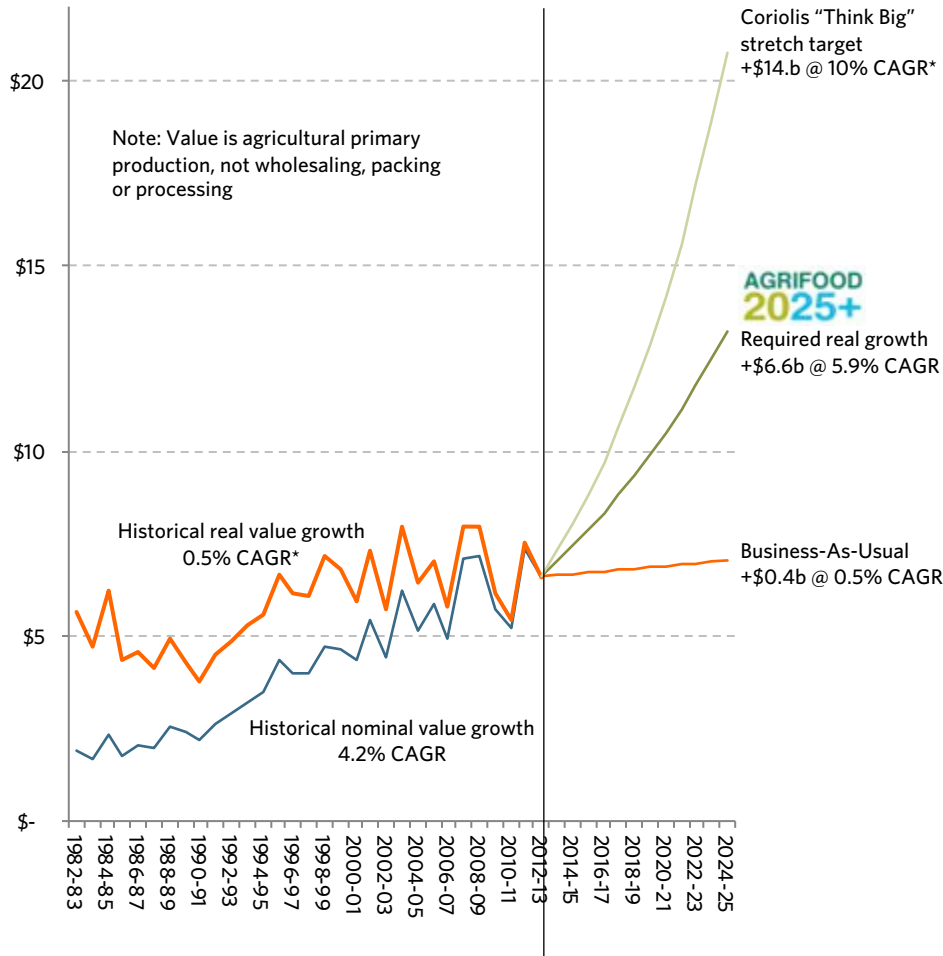
- Overall it would be incorrect to say that the Western Australian agrifood industry “lacks capital”
- However most capital is tied up in farm land
- As a general rule, farmland has a poor return on assets; most farmers are asset rich and cash poor
- Historically most farmers could be considered property speculators, breaking even on farming, but cashing in on sale
- The government is by far the largest owner of agricultural land in the state; it has not historically focused on or sought economic returns
- Intensification of existing land use will also require more capital (e.g. grass to grapes)
- Where WA appears to lack capital is in food & beverage processing
- Other countries with more developed food processing sectors – that add more value to their raw material ingredients – have more food processing assets (e.g. Denmark, Ireland)

Note: Data should be treated as directional; this is a quick high level sketch; correctly developing this analysis would take 10 university students 20 years; primary sector includes wild capture seafood and aquaculture; primary likely dramatically understated (what is the value of 86m+ ha?); regard as balance sheet value rather than sale price; Source: Coriolis

The government has set the goal of doubling the value of agriculture in real terms by 2025; with relatively flat domestic demand, agrifood industry growth will need to come from exports

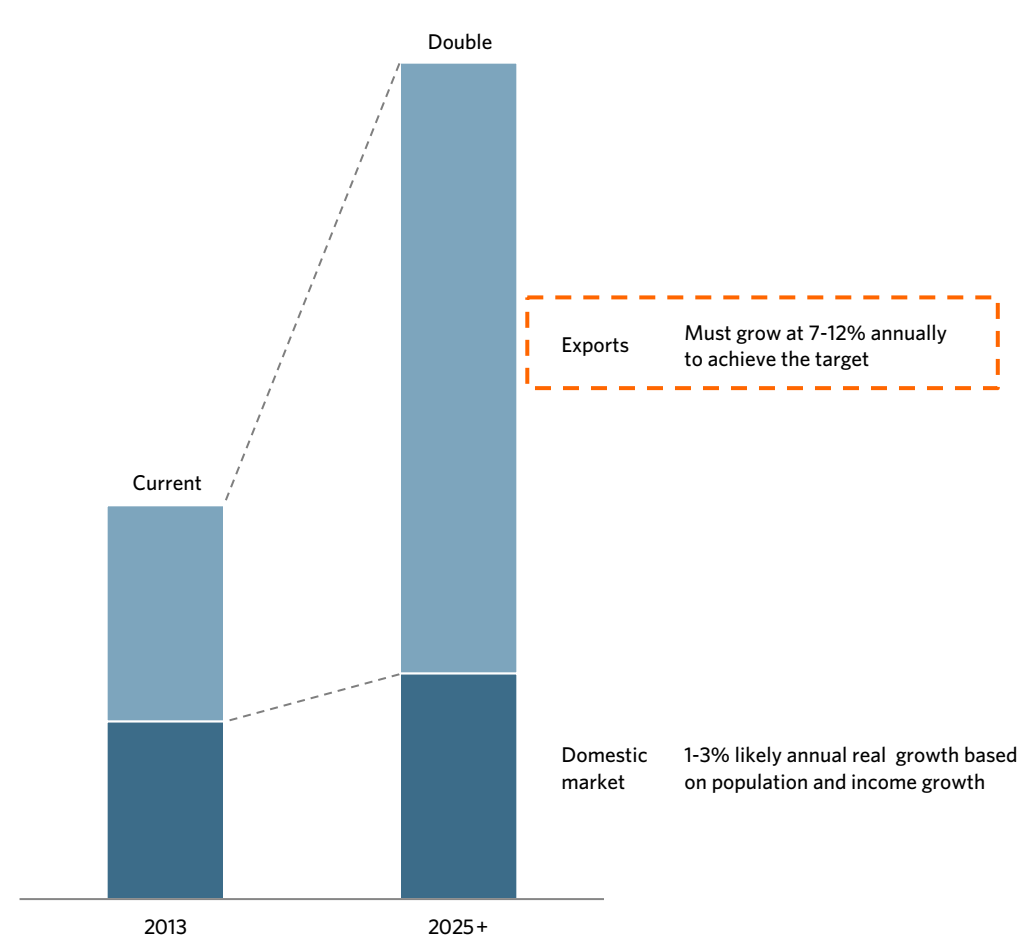
VALUE OF AGRIFOOD PRIMARY PRODUCTION IN WA

A\$b; 82/83-12/13 actual; 12/13-24/25 model



MODEL OF GROWTH REQUIRED TO DOUBLE AGRIFOOD BY 2025+

Model; A\$b; 2013-2025

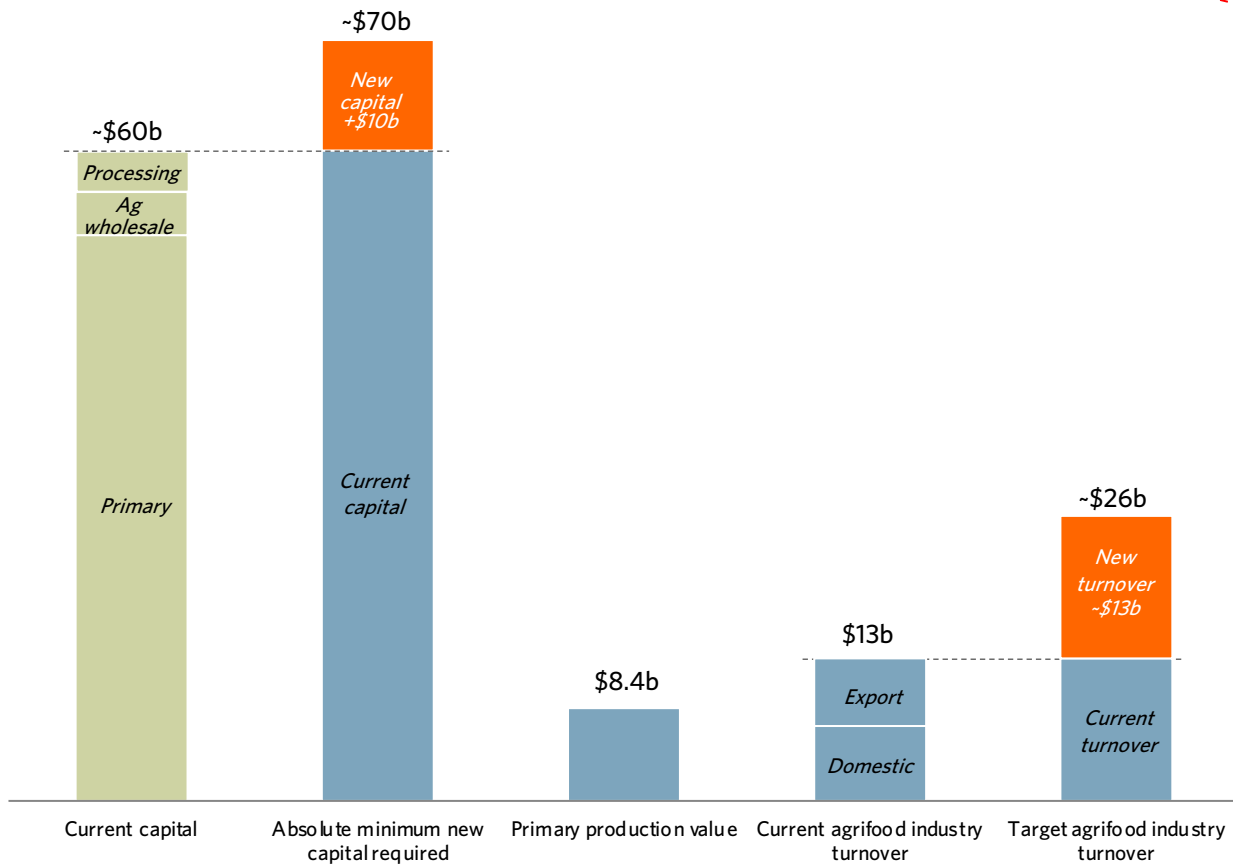


*Compound Annual Growth Rate; ABS 7503.0 Value of Agricultural Commodities Produced (various); ABS 7501.0 Value of Principal Ag Commodities Preliminary (various); ABARE Australian Fisheries Statistics (various years); WA Statistical Yearbook (various years); ABS 6401.0 Consumer Price Index; DAFWA Agrifood 2025+ material (various); Coriolis analysis

Achieving the objective of doubling industry turnover – primarily through exports – will require at least +\$10b in new investment in WA agrifoods inside the border

ESTIMATED TOTAL ASSETS INVESTED IN WA AGRIFOOD SECTOR
A\$b; 2015

INCLUDES
SIGNIFICANT CORIOLIS
MODELLING & ESTIMATES



- ### KEY TAKEAWAYS
- Most of this new capital is needed in:
 - Transforming WA's raw material ingredients into consumer-ready packaged goods
 - Intensification of existing production systems (e.g. greenhouses, feedlots)
 - This is a conservative, low estimate; past Coriolis work suggests that on average every agrifood export dollar requires at least \$0.50 behind the border
 - Actual capital required could be significantly greater
 - A hypothetical, high level "whole-of-industry" investor would suggest freeing up capital from land for reinvestment in processing
 - The fact that 15-20% more capital could double industry turnover is a strong indicator of the low level of value currently added

Note: Data should be treated as directional; this is a quick high level sketch; correctly developing this analysis would take 10 university students 20 years; primary sector includes wild capture seafood and aquaculture; primary likely understated; regard as balance sheet value rather than sale price; Source: Coriolis

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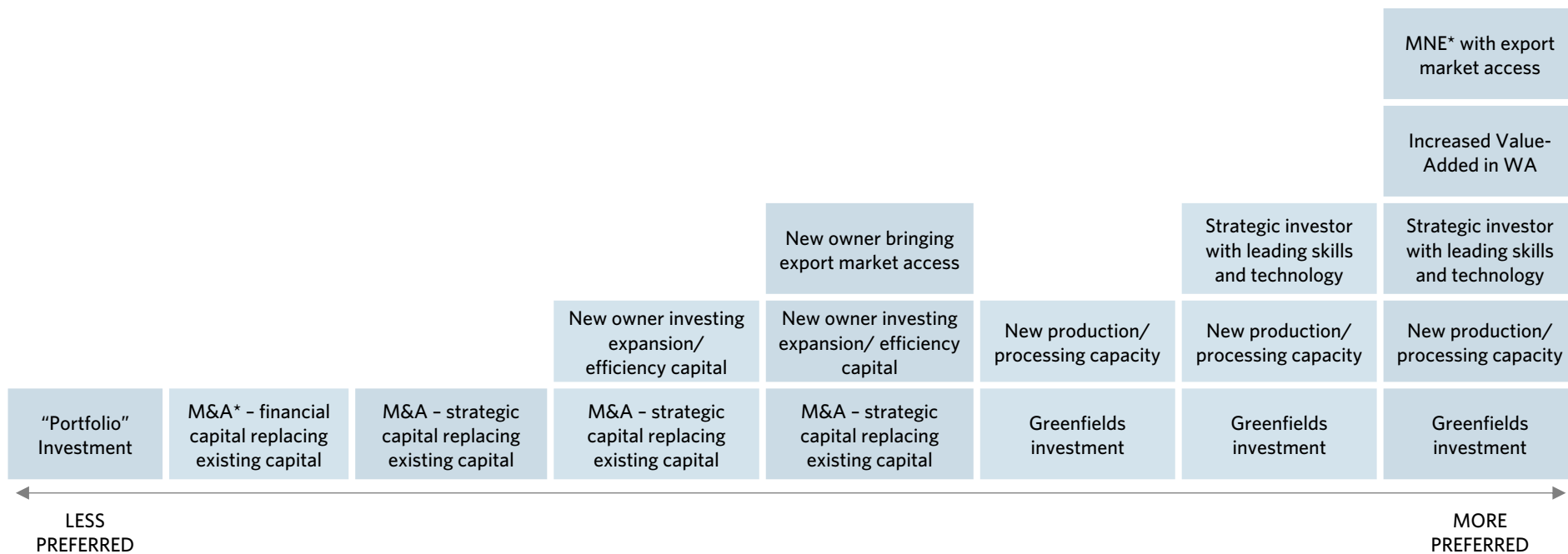
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“Preferred investors” are those that offer more than capital and preferably new capital as opposed to replacement capital

WHAT IS A “PREFERRED INVESTOR” FOR WESTERN AUSTRALIA?

Model; 2016

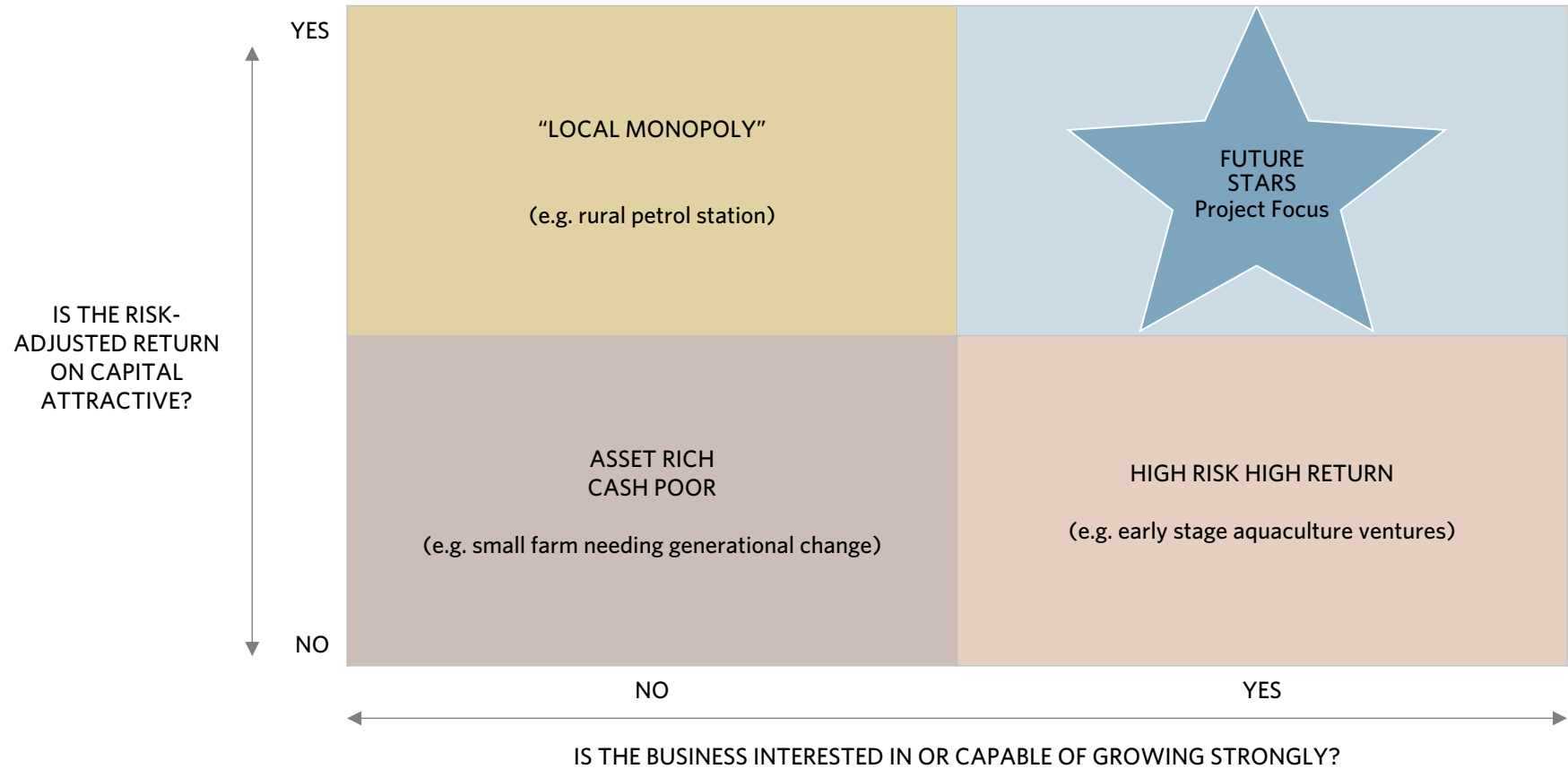


* M&A = Mergers and Acquisitions; MNE = Multinational Enterprise; Source: Coriolis

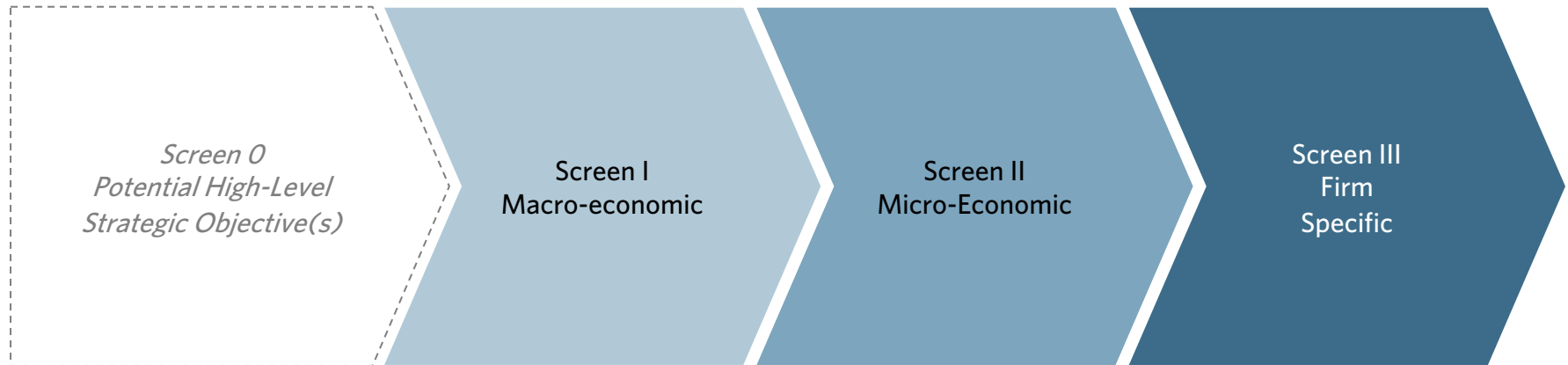
Not all businesses need or are capable of attracting “preferred investment”

SIMPLIFIED MODEL OF FIRM ATTRACTIVENESS TO INVESTORS

2016



Investors apply the following attractiveness criteria, and use a variation of a simple staged screen



At the high level, investors have specific strategic objectives



Some investors – typically larger, foreign firms – seek to achieve one or more strategic objectives by entering a new jurisdiction: being market, resource or efficiency opportunities

THREE KEY STRATEGIC OBJECTIVES OF FOREIGN-DIRECT INVESTMENT

Model; 2016



DETAILS

- Seeking to penetrate local or regional markets
- Market demand is key: market size and per capita income, market or GDP growth rate and consumer preferences
- Structure of domestic market e.g. level of competition
- Can mean access to regional markets – level of export growth rate is key
- Relative costs of production and the availability of resources and human capital

APPLICATION TO WESTERN AUSTRALIA

- ✓ - Western Australia cannot expect to attract large amounts of investment seeking its local market opportunities
- However, its proximity to regional markets with strong growth profiles is expected to be a relevant factor



- Seeking resources in quantity or that are cheaper and higher quality relative to other jurisdictions
- Abundance of natural resources is included in this category
- Requires competitive price for, and abundant pool of, raw materials and skilled and unskilled labour

- ✓✓ - The availability of the relevant natural resources underpinning WA's agrifoods sector is a key factor
- It is likely for most of WA's agrifoods sub-sectors, relatively high quality will be required to balance the lack of a cost advantage
- Skilled and unskilled labour availability is also a key factor



- Seeking to increase business efficiency (e.g. plant utilisation)
- For example, key infrastructure services can impact time and cost to export or import
- Developed and competitive infrastructure (ports, roads, power, and telecommunications) will be determinative
- Tax efficiency of the jurisdiction is also included in this category

- ✓ - Related to the market-seeking objective, easy access to regional markets will require efficient infrastructure to service these markets
- At least comparable tax efficiencies will be required, relative to competing jurisdictions for FDI

While examples of all three types of investment can be identified in Western Australia, it is fair to say the “resource seeking” is the most common motivation

EXAMPLES OF EACH OF THE THREE KEY STRATEGIC OBJECTIVES OF FOREIGN-DIRECT INVESTMENT IN PLAY IN WA

Model; 2016



At a high level, investors are seeking business with four attributes; firms with these attributes will find investment



ATTRACTIVE RETURNS

In excess of other risk adjusted options

Returns in excess of investors target hurdle rates

More technically, ROI in excess of weighted average cost of capital (WACC)

Acceptable risk profile



GROWING DEMAND

Increasing usage and expenditure

Strong evidence of growing consumption

Product aligned with developing consumer trends



STRONG FUNDAMENTALS

Strong macro, micro and firm specific fundamentals

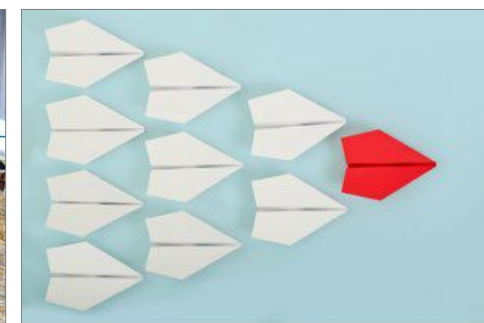
Sustainable business model over long term (no sunset risks)

Strong global macro outlook - supply/demand fundamentals

Favourable and sustainable micro-economic conditions

Strong competitive advantage for firm's products

Solid earnings track record



STRONG MANAGEMENT

Proven track record of success

Experience with similar businesses

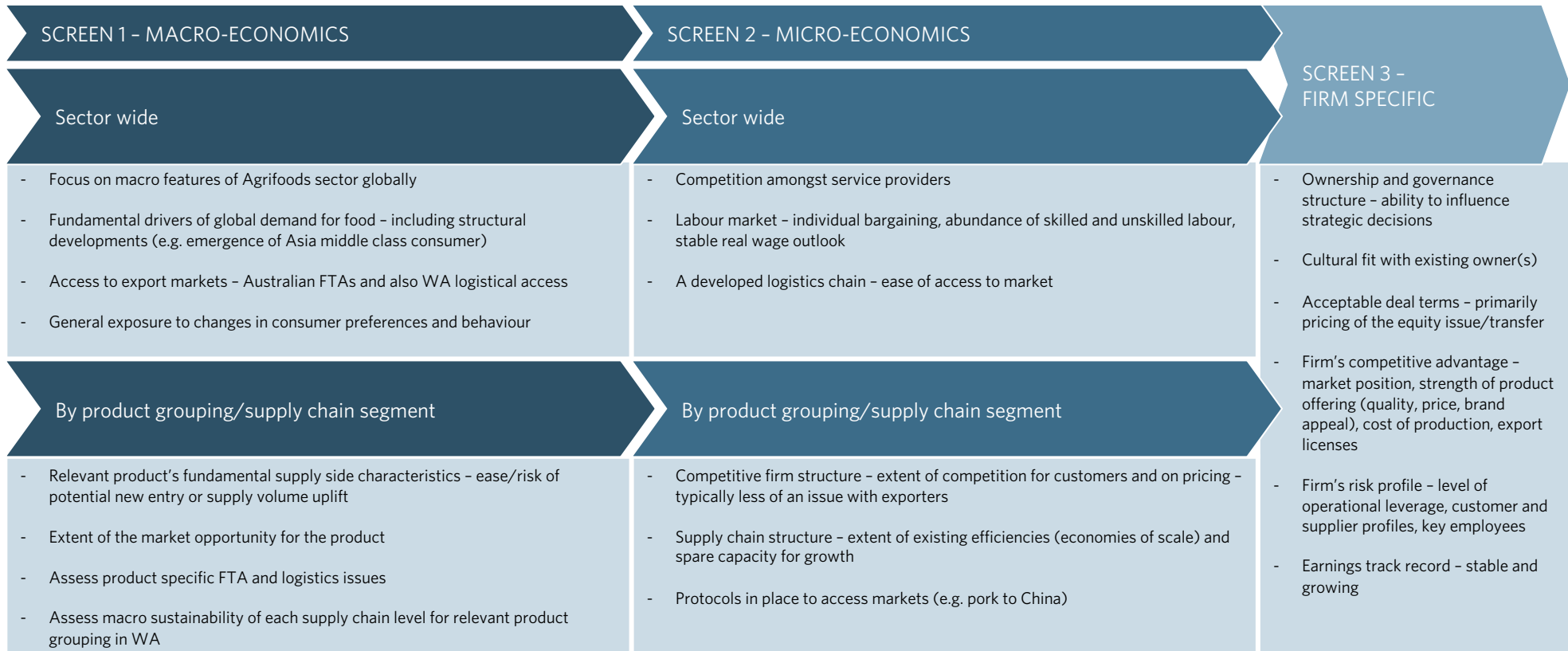
Track record in current roles or similar past positions

Alternatively, some investors will be comfortable bringing in their own management

Investors are attracted to investment opportunities that meet threshold criteria at a macro-economic, micro-economic and firm specific level

HYPOTHETICAL SCREENING PROCESS BY AN INVESTOR ON A POTENTIAL AGRIFOOD INVESTMENT

Model; 2016



START

The screening process can be expected to follow this order, with only those targets passing through all of these screening levels receiving a positive investment decision

FINISH

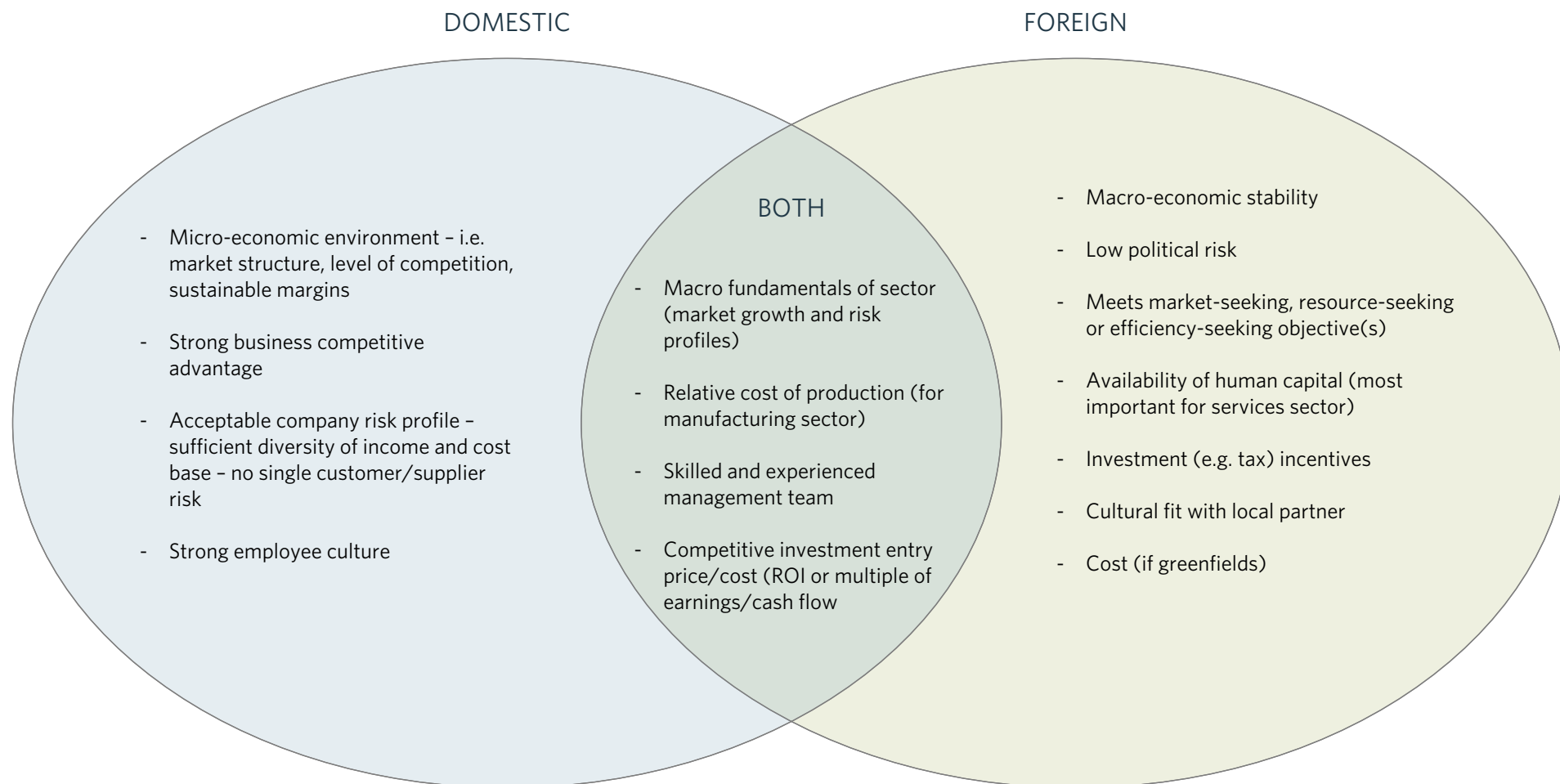
Largely uncontrollable

Controllable to varying degrees

It is important to note that domestic and foreign “direct investors” (as opposed to the “portfolio investor”) have somewhat different criteria in making investment decisions

KEY “INVESTMENT READY” CRITERIA APPLIED BY POTENTIAL DIRECT INVESTORS: DOMESTIC & FOREIGN

Model; 2016



The first screen typically applied is macro-economic criteria



Western Australia's macro-economic characteristics compare well against those of key temperate/Mediterranean climate competitors

COMPARISON OF MACRO-ECONOMIC COMPETITIVE ATTRIBUTES: WA VS. SELECT REPRESENTATIVE PEERS

Relative scoring; 2016

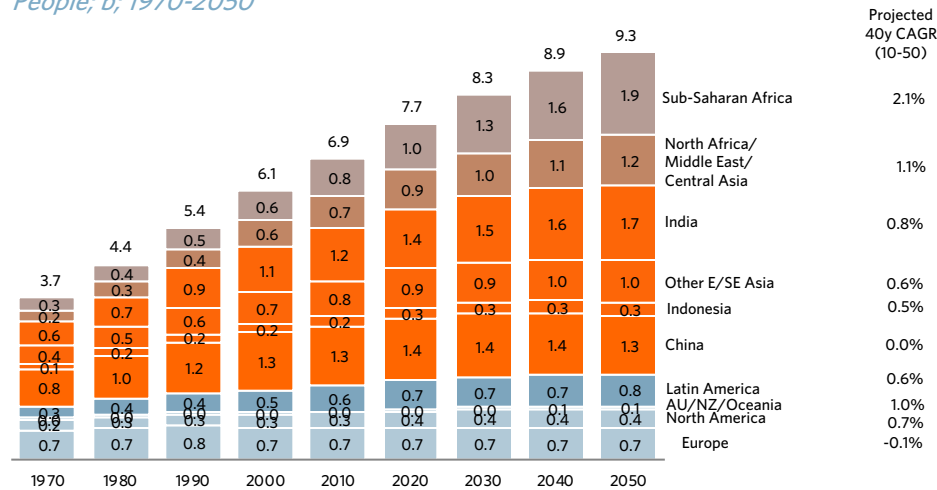
	Brazil	Argentina	USA	Canada	Germany	Spain	Italy	Western Australia
Cuisine Styles/ Food Culture	`	5	`	`	5	0	0	`
Processing Scale	0	0	0	5	0	0	5	`
Low Cost Labour	0	0	5	`	`	5	5	`
Efficient Systems	`	`	0	0	0	5	`	5
Food Technology	`	`	0	0	0	5	5	5
Food Safety	`	`	5	0	0	5	5	0
Strong Biosecurity	`	`	5	5	`	`	`	0
Clean & Green	`	`	`	5	`	`	`	0
Image/ Reputation	`	`	`	0	0	5	0	5
Location relative to Asia	`	`	5	5	`	`	`	0

0	High
5	Medium
`	Low

The global macro-economic outlook for agriculture consumption is a function of population growth and income growth leading to increased consumption per capita in developing countries

PAST & PROJECTED WORLD POPULATION BY SUPER-REGION

People; b; 1970-2050



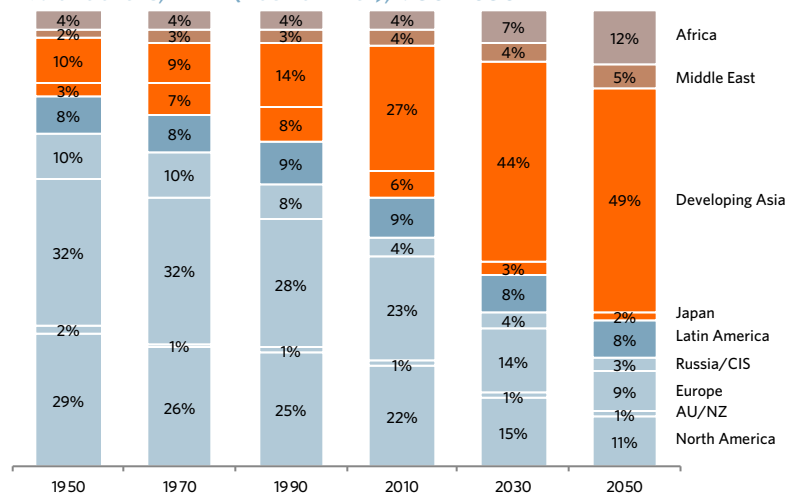
Projected
40y CAGR
(10-50)

KEY TAKEAWAYS

- Global agriculture consumption is projected by the United Nations to grow at only 1.1% per annum from 2007 to 2050, down from 2.2% per annum over the last 40 years
- This reduced growth is a function of the declining rate of population growth globally - the global population is projected to grow by an average 0.75% per annum in the period 2007-2050 - down from 1.7% between 1963-2007
- The key factor driving agriculture consumption above population growth is increasing consumption per capita in developing countries
- Increasing consumption per capita in developing countries is expected as a consequence of increasing per capita incomes (specifically an expanding middle class), leading to:
 - a reducing level of the population that is undernourished (<2500 kcal p.a.); and
 - consumers changing their consumption habits towards more protein
- Developing countries are expected to be the predominant drivers of increased agriculture consumption given they are expected to have the highest population growth and the highest increase in consumption per capita
- **Western Australia** is well positioned to take advantage of this growth in agriculture consumption being on the doorstep of Asia, a large section of the world's developing countries

WORLD GDP AT PURCHASING POWER PARITY (PPP) BY REGION

% of dollars; PPP* (not nominal); 1950-2050

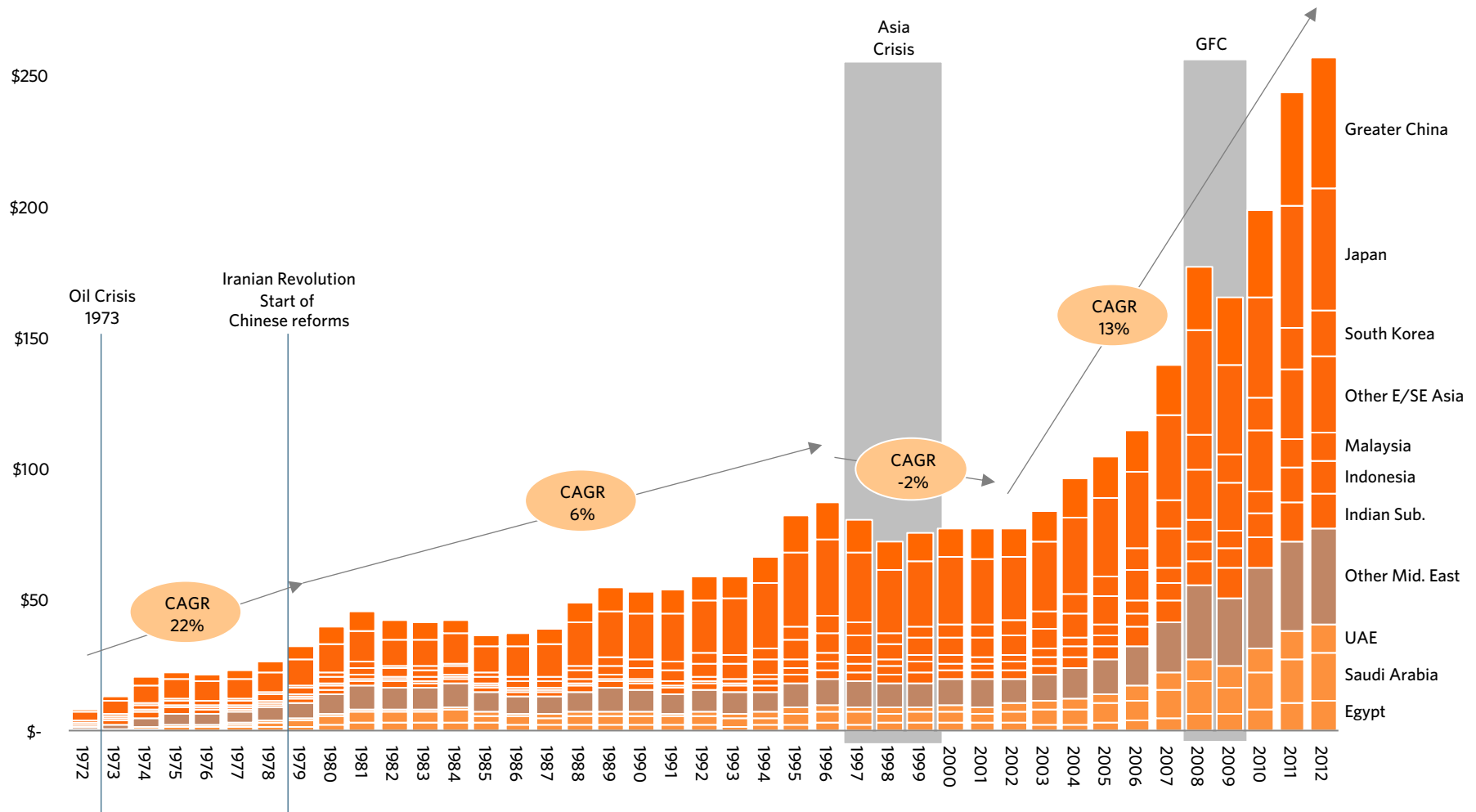


* PPP = Purchasing Power Parity; Source: Citigroup "Global Growth Generators" 21 Feb 2011; United Nations World Population Prospects 2010 revision; Coriolis analysis

Again at a macro-economic level, Asia/Middle East region have a clear long term trend toward large and growing agrifood imports

TOTAL VALUE OF AGRIFOOD IMPORTS BY SELECT ASIAN AND MIDDLE EASTERN MARKETS

US\$b; 1972-2012

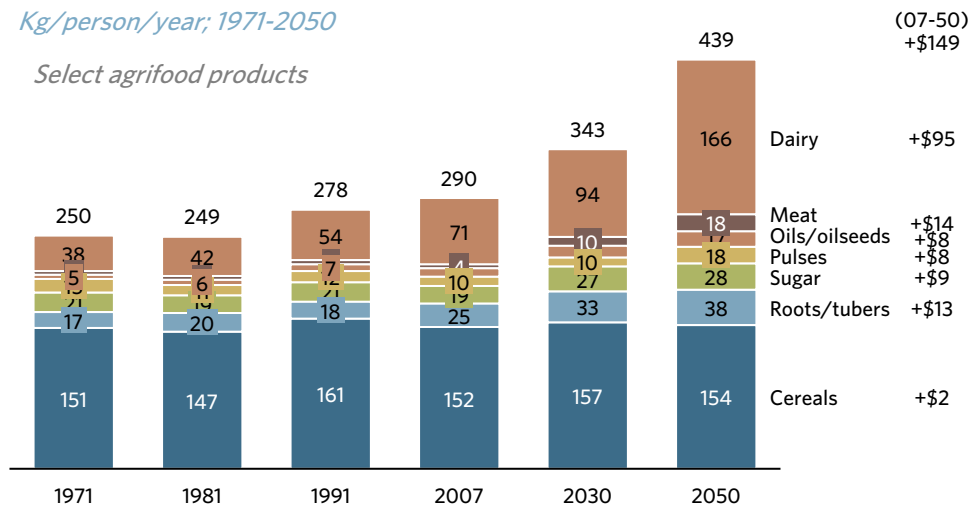


South Asia (the “Indian Subcontinent”) provides a simple case study of macro-economic drivers being used to evaluate a potential investment decision or justification

SOUTH ASIAN ANNUAL PER CAPITA CONSUMPTION VOLUME

Kg/person/year; 1971-2050

Select agrifood products



(07-50)
+\$149

+\$95

+\$14

+\$8

+\$8

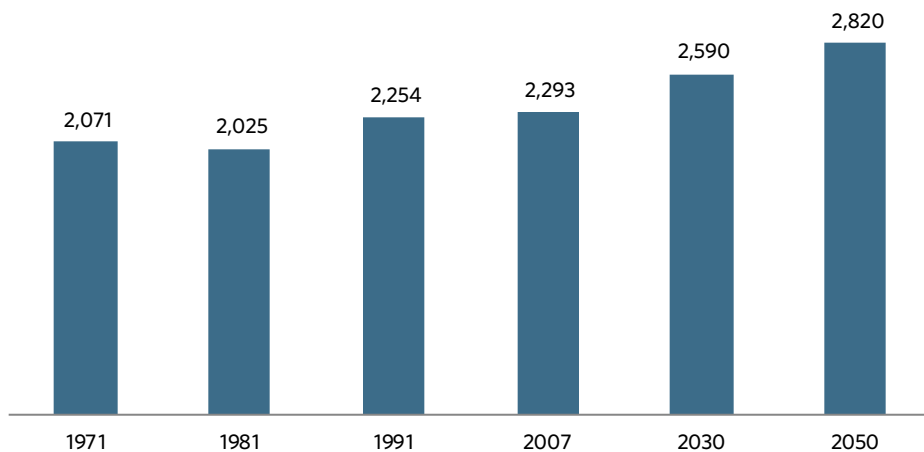
+\$9

+\$13

+\$2

SOUTH ASIAN DAILY CALORIE SUPPLY

Kcal/person/day; 1971-2050



KEY TAKEAWAYS

- South Asia is 30% of the total population of developing countries
- Countries in South Asia are still yet to materially grow food consumption per capita
- For example, India has yet to translate its high economic growth, and increased per capita income, into increased food consumption per capita
- India’s food consumption per capita has remained unchanged for the last 25 years at around 2,300 kcal/person/day
- South Asia has the highest population of undernourished (238 million of the 827 million globally) which should indicate significant potential for growth in food consumption
- UN food consumption projections indicate strong annual growth in protein consumption per capita. For example, meat consumption per capita is expected to grow by ~3.5% per annum on average for next 35 years
- When added together – population growth, income growth and consumption growth – this supports strong regional agrifood growth

Applying a high-level macro-economic lens to the sectors of the Western Australian agrifood industry highlights positives and negatives...

HIGH-LEVEL MACRO-ECONOMIC EVALUATION OF KEY SECTORS OF WESTERN AUSTRALIAN AGRIFOOD SECTOR

Model; 2016

SEGMENT	POSITIVE	NEGATIVE
<p>Farmland</p> <ul style="list-style-type: none"> Arable crops Livestock farms Horticulture 	<ul style="list-style-type: none"> + High quality or “prime” farmland is finite resource + Livestock and dairy producers set to benefit from increased protein consumption by middle classes of developing countries + Increasing efficiency driven by global developments in genetics, fertiliser and automation + Ability to switch between agriculture type 	<ul style="list-style-type: none"> - Supply segment that is most exposed to commodity cycle - Exposure to drought and climate change - Asset base value exposed to market change (farmland prices)
<p>Intensive protein systems/feedlots</p>	<ul style="list-style-type: none"> + Set to benefit from the increased protein consumption by middle classes of developing countries + Increasing efficiency driven by global developments in genetics and automation + Avoids exposure to drought and climate change 	<ul style="list-style-type: none"> - Supply segment that is most exposed to commodity cycle - Exposure to grain commodity price in terms of feed supply - Limited ability to switch between livestock species
<p>Coast & oceans</p> <ul style="list-style-type: none"> Wild capture Aquaculture 	<ul style="list-style-type: none"> + Set to benefit from the increased protein consumption by middle classes of developing countries + Sustainable management and rule-of-law means WA will have fish when other regions overfish and deplete 	<ul style="list-style-type: none"> - Wild capture fishing subject to global sustainability ceilings - Aquaculture has exposure to grain commodity price in terms of feed supply
<p>Bulk builders</p> <ul style="list-style-type: none"> Grain handlers Stock agents 	<ul style="list-style-type: none"> + Growing demand for imported grains into Asia to feed growing population and animals under intensive production 	<ul style="list-style-type: none"> - Exposure to grain commodity price in terms of feed cycle

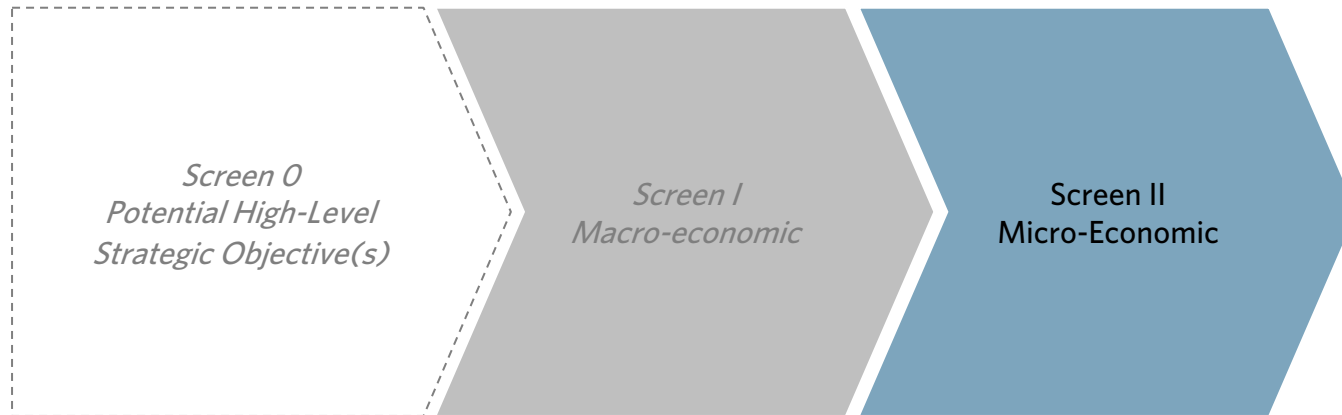
Applying a high-level macro-economic lens to the sectors of the Western Australian agrifood industry highlights positives and negatives... *continued*

HIGH-LEVEL MACRO-ECONOMIC EVALUATION OF KEY SECTORS OF WESTERN AUSTRALIAN AGRIFOOD SECTOR

Model; 2016

SEGMENT	POSITIVE	NEGATIVE
Primary processors Abattoirs Packing Processing plants	<ul style="list-style-type: none"> + Necessary and fundamental segment of WA's agrifoods supply chain + High fixed cost base meaning operational leverage to increase volume as WA agriculture sector grows + Livestock and dairy producers set to benefit from increased protein consumption by middle classes of developing countries 	<ul style="list-style-type: none"> - Asset intensive - Typically commodity services with limited ability to differentiate and increase price - Highly competitive given simple service model - Exposed to sector over capacity
Secondary processing Dairy Meat Seafood Produce Beverages Processed Foods	<ul style="list-style-type: none"> + Growing demand for Western packaged food and beverage products in Asia, particularly China + Strong demand for certain, specific value-added products (e.g. infant formula) with high levels of consumer trust requirement + Growing Asian demand for "farm to plate" branded products which, to establish the source, largely requires WA based secondary processing + WA's skilled labour force provides human capital to perform value-added processing 	<ul style="list-style-type: none"> - Industry can be highly competitive and consolidated - WA generally uncompetitive in agrifood manufacturing - Many foreign SOEs will seek to carry out the value-added processing in their home jurisdiction to retain maximum margin and maximise local employment

The second screen typically applied is micro-economic criteria



A micro-economic screen will look at the particular details of the agrifood product and its markets

DETAILS OF HYPOTHETICAL SCREEN 2 - MICRO-ECONOMIC FACTORS CONSIDERED

Model; 2016

0	High
5	Medium
\	Low

KEY CRITERIA	OVERALL IMPORTANCE	SUB-CRITERIA OR DETAILS
SECTOR WIDE		
Consumer behaviour	5	<ul style="list-style-type: none"> - Strength of brands, marketing & advertising - Brand loyalty - Price elasticity
Supply of key inputs	0	<ul style="list-style-type: none"> - Ability to increase supply with planned growth - Access to world-class genetics or technology
Demand for key outputs	0	<ul style="list-style-type: none"> - Number of markets - Relative size of key customers to total market (e.g. exposure to Woolworths & Coles)
Barriers to entry	0	<ul style="list-style-type: none"> - Legislation, environmental regulations or access - Minimum scale required
Local/regional labour markets	5	<ul style="list-style-type: none"> - Competition for labour - Depth of available pool of labour
BY PRODUCT GROUPING/SUPPLY CHAIN SEGMENT		
Competitive firm structure	0	<ul style="list-style-type: none"> - Extent of competition for customers and on pricing - Ownership and nature of competitors
Supply chain structure	0	<ul style="list-style-type: none"> - Extent of existing efficiencies (economies of scale) - Spare capacity to grow

The third screen typically applied is firm specific criteria



A firm level screen will look at the details of the agrifood firm and its operations

DETAILS OF HYPOTHETICAL SCREEN 3 - KEY FIRM LEVEL FACTORS CONSIDERED

Model; 2016

0	High
5	Medium
`	Low

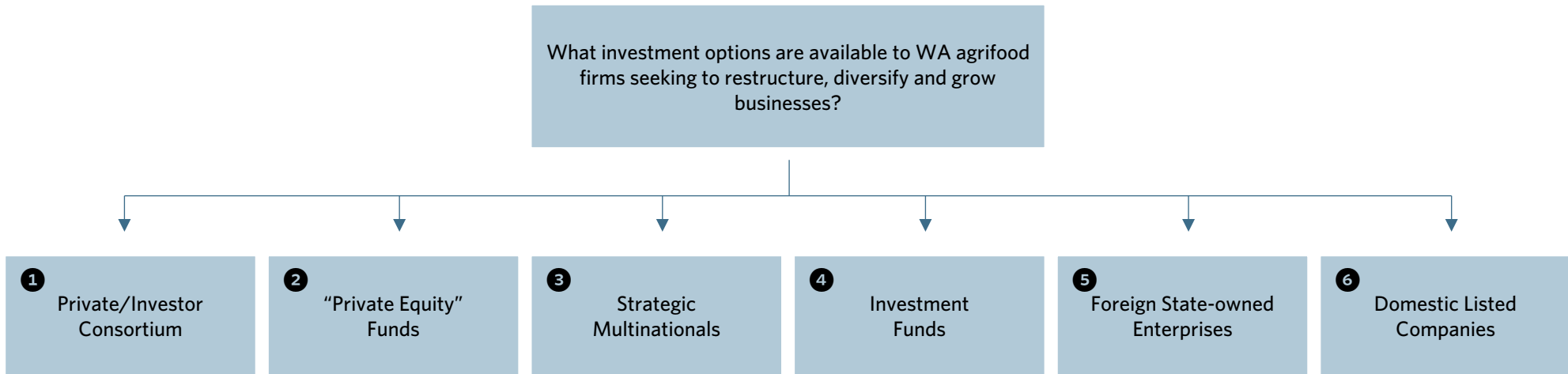
KEY CRITERIA	OVERALL IMPORTANCE	SUB-CRITERIA OR DETAILS
Ownership and governance structure	5	- Ability to influence strategic decisions
Cultural fit with existing owner(s)	0	- Vision, strategic direction, growth objectives - Personalities
Acceptable deal terms	0	- Primarily pricing of the equity issue/transfer
Firm's competitive advantage	5	- Market position - Strength of product offering (quality, price, brand appeal) - Cost of production
Firm's risk profile	5	- Level of operational leverage - Customer and supplier profiles - Key employees
Earnings track record	0	- Stable and growing

DOCUMENT STRUCTURE

Executive summary	3
What is the situation? What is the challenge?	8
What do investors want (high level)?	19
What are the different types of potential investors? What are their investment models? What do they want (detail)?	40
What strategic multi-national investors are positioned to commit capital to WA agrifood business development opportunities within Asia	101



There are six broad options available to WA agrifood firms seeking to restructure, diversify and grow their businesses



Each of these six classes of investor have different characteristics and different typical deal sizes

OVERVIEW OF DIFFERENT DEFINED CLASSES OF INVESTOR

Model; 2016

CLASS	DESCRIPTION	TARGET CRITERIA	TYPICAL INVESTMENT SIZE
1 Private/Investor Consortium	<ul style="list-style-type: none"> - Typically a referral from within family/friends/trusted adviser circle - Either passive (high net worth individual) or active (typically former corporate manager with savings to invest in a business) - Consortium of high net worth individuals will invest either passively (typically large consortium 10+ investors) or actively (typically smaller groups) 	<ul style="list-style-type: none"> - Less sophisticated criteria - Typical focus is on profit track record and macro sector appeal - If active, likely to seek opportunity to join management function 	INDIVIDUAL A\$0.5-2m if passive A\$0.5-5m if active CONSORTIUM A\$2-10m
2 "Private Equity" Funds	<ul style="list-style-type: none"> - Funds of private/institutional investors mandated to invest in unlisted companies - Fund managers act in governance/director role 	<ul style="list-style-type: none"> - Strong cash flow businesses able to service a high debt structure - Simple organic growth profile 	A\$10-100m
3 Strategic Multinationals	<ul style="list-style-type: none"> - Always sector focused - Typically listed companies in home jurisdiction 	<ul style="list-style-type: none"> - Fundamentally focused on creating value for shareholders - Targets require strategic fit with growth objectives 	A\$25m+
4 Investment Funds	<ul style="list-style-type: none"> - Australian or foreign based (including sovereign) institutions - Typically pension-based but can be market investment funds 	<ul style="list-style-type: none"> - Low risk, stable return - Strong fixed asset backing value 	A\$10m+
5 Foreign State-owned Enterprises	<ul style="list-style-type: none"> - Typically sector focused companies - Strategic focus on benefits for the home state - therefore often integration of supply chain back to the home state 	<ul style="list-style-type: none"> - Strategic value to home state - Typically seeking to secure access to a resource 	A\$25m+
6 Domestic Listed Companies	<ul style="list-style-type: none"> - Widely held companies listed on a stock exchange - Investors range from individuals to institutions 	<ul style="list-style-type: none"> - Readily understood and recognisable business model - Dividend yield - Organic growth opportunities 	A\$75m+

Examples of investments by all six types of investor can be identified in Western Australia

EXAMPLES OF INVESTMENTS IN WESTERN AUSTRALIA BY EACH SIX INVESTOR TYPES

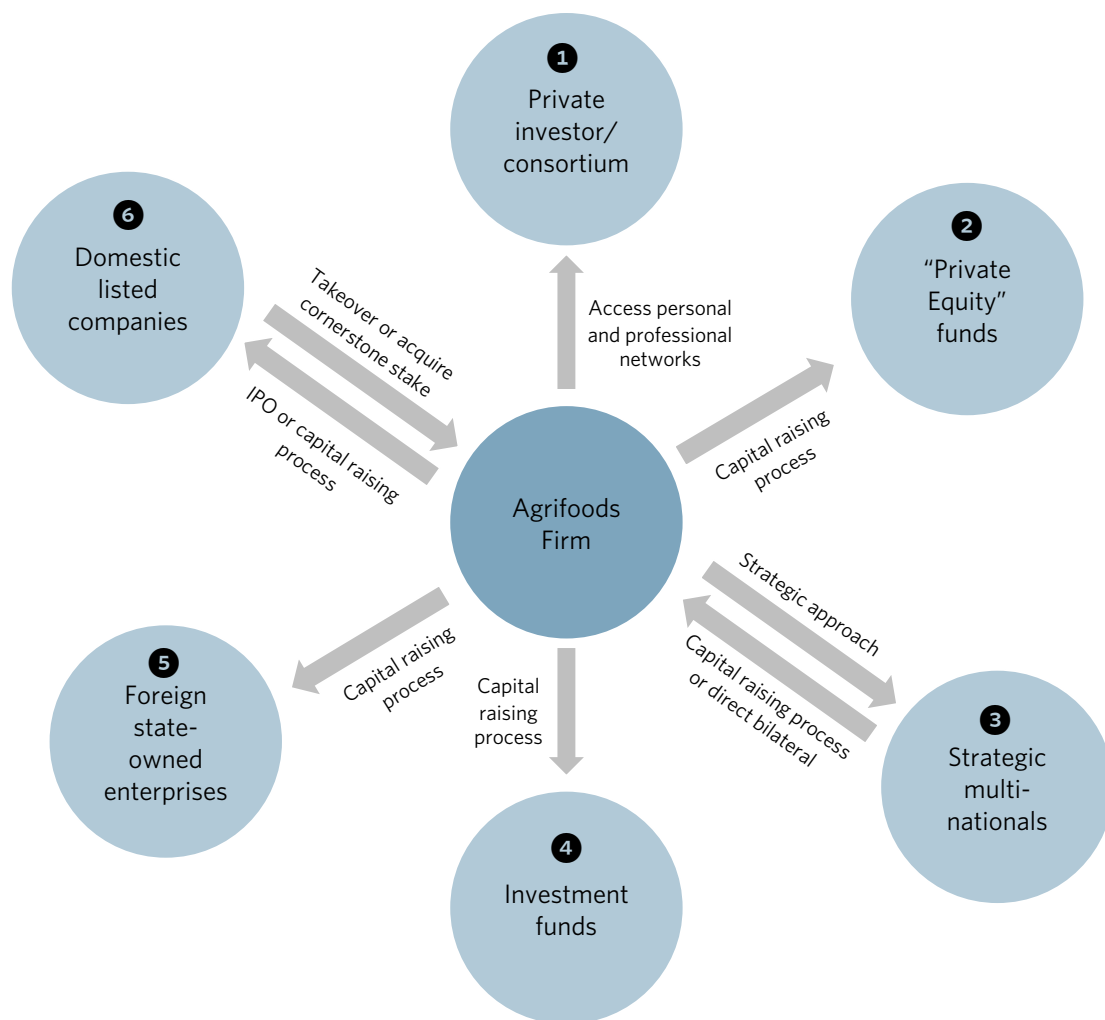
Current; as of March 2016

CLASS	INVESTOR	TARGET
1 Private/Investor Consortium	Gina Rinehart (AU rich list #1)	
2 "Private Equity" Funds		
3 Strategic Multinationals		
4 Investment Funds	 	 <i>3 properties in WA</i>
5 Foreign State-owned Enterprises		 
6 Domestic Listed Companies		 EST 1927 ORIGINAL WESTERN AUSTRALIAN HONEY CO.

The necessary capital for growing Western Australia's agrifoods industry will come from across all six types of agrifoods investor

OPTIONS AND DYNAMICS FOR AGRIFOOD FIRMS SOURCING CAPITAL

Model; 2016



KEY TAKEAWAYS

- Private investors are an obvious and abundant source of capital (whether individual or consortium) – but match-making is difficult and heavily reliant on intermediaries
- Australia's equity capital market is the organised link to private and institutional investors – and is most easily achieved through an existing company. A listing process (Initial Public Offering or "IPO") carries risk and requires significant minimum scale
- PE firms will ordinarily be approached by the firm seeking capital, typically by way of a structured capital raising process, unless an intermediary is proactive in making an approach on behalf of the PE firm
- Passive funds and foreign state-owned corporations will, almost without exception, only invest as part of a structured capital raising process
- Strategic multi-nationals often take their own initiatives consistent with their strategic plan – essentially via the marketplace. Proactive direct approaches (bilateral) also have merit with strategic multi-nationals where the firm seeking capital understands the strategic objective of the multi-national and therefore the fit between them

A firm generally requires certain key attributes to attract investment, with particular attributes required to attract particular investors

SIMPLIFIED MODEL OF KEY ATTRIBUTES TO EACH INVESTOR TYPE

Relative force ranking; 2016

	1. Private/Investor Consortium	2. "Private Equity" Funds	3. Strategic Multinationals	4. Investment Funds	5. Foreign State-Owned Enterprises	6. Domestic Listed Companies
1. Material economic size	A\$15m	A\$75m	A\$75m IPO A\$15m "bolt on" acquisition	A\$25m	A\$50m	A\$50m
2. Strong ROI	Yes strong ROI required	Yes very strong ROI required	Typical threshold ROI 12-15%	No, less focus on ROI	No, less focus on ROI	No, less focus on ROI
3. Acceptable risk profile	Moderate	Moderate	Moderate	Stand alone risk less relevant	Moderate	Low
4. Strong organic growth profile	Yes	Yes	Yes for IPO	Less relevant than strategic fit	Less relevant than strategic fit	Growth but longer term horizon
5. High management capability	Not critical if new investor brings management skill	Yes very important	For IPO yes very important. Not for "bolt on"	Yes local management skill is important	Yes local management skill is important	Yes local management skill is important
6. Solid earnings track record	Yes	Yes	Yes for IPO			Yes
7. Strong governance/ownership model	Yes	Will impose their own model	IPO yes	Yes required under JV structure	Yes required	Yes required
8. Strategic fit - alignment w/ investor business model	Investor may have own views	PE will have an earnings growth strategy	Not relevant to IPO but yes for "bolt on"	Yes very important	Important but only to extent of own sovereign strategy	Not relevant
9. Stable cash flows able to support a leveraged model	Less important	Yes very important	Not relevant	Not relevant	Not relevant	Not relevant
10. Cultural fit	Yes	Yes	Yes	Yes	Yes	Less relevant due to passive nature

The overall attractiveness of different agrifood sectors also varies by the different investor types

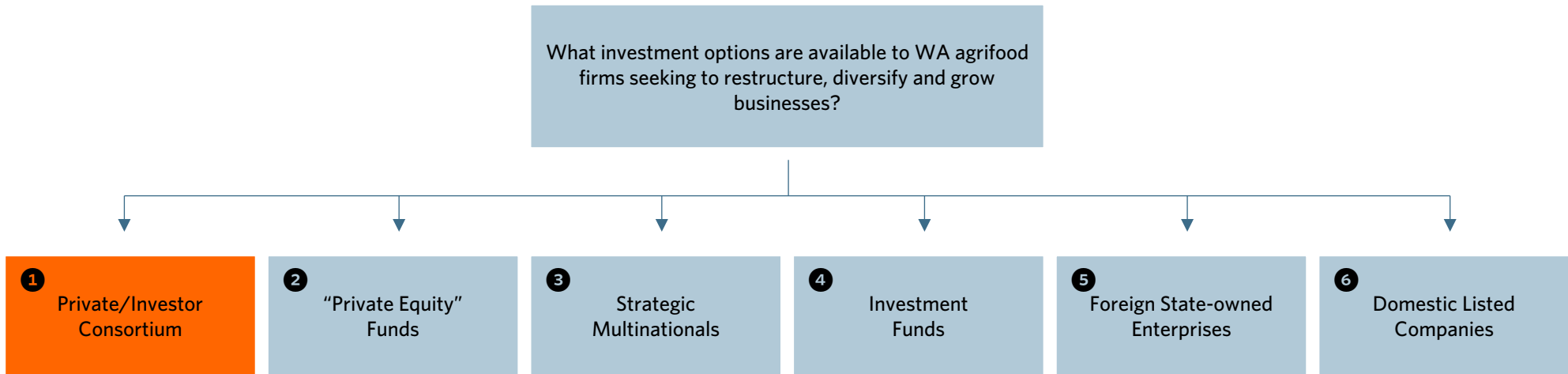
SIMPLIFIED MODEL OF HYPOTHETICAL SECTOR ATTRACTIVENESS BY INVESTOR TYPE

Relative force ranking; 2016

	1. Private/Investor Consortium	2. "Private Equity" Funds	3. Strategic Multinationals	4. Investment Funds	5. Foreign State-Owned Enterprises	6. Domestic Listed Companies
Primary Production - Agriculture	5	`	`	5	5	`
Intensive Protein Production Systems	5	0	5	5	0	5
Wild Capture Seafood	5	`	5	`	`	`
Aquaculture	5	`	`	`	`	5
Bulk Handling/ Bulk Building	`	5	5	5	0	5
Primary Processing	5	0	0	`	0	5
Value-Added Processing	5	0	0	`	5	0

0	High
5	Medium
`	Low

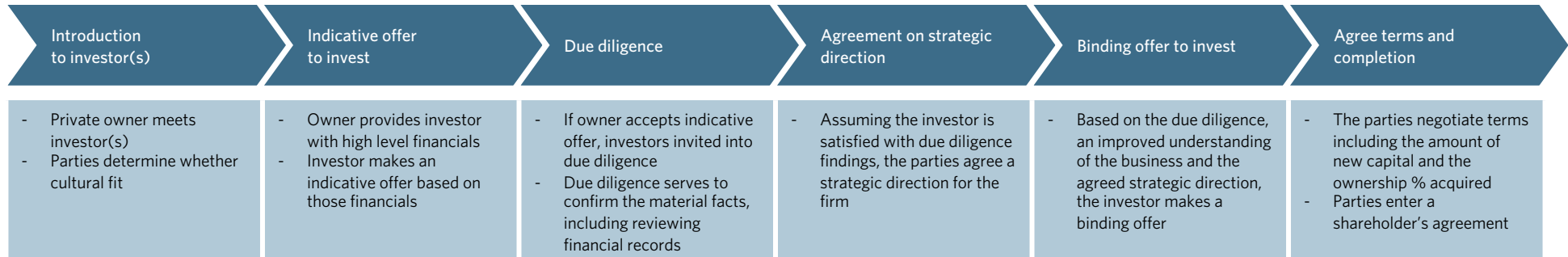
The first option available to WA agrifood firms seeking to restructure, diversify and grow their businesses is a private/investor consortium



Private investors, individually or as part of a consortium, are usually sourced locally through the owner's existing networks

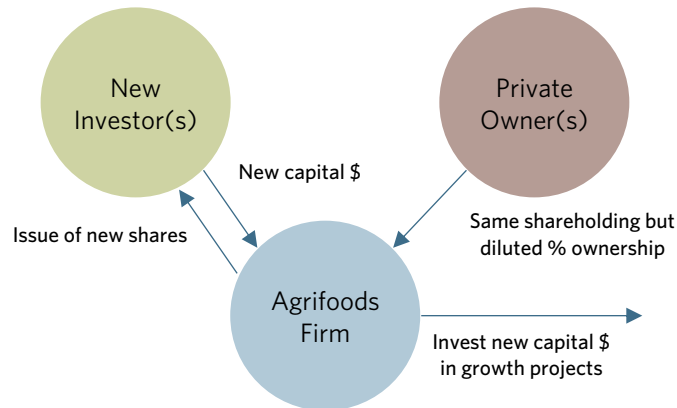
TYPICAL PRIVATE INVESTOR PROCESS

Model; 2016



MODEL FOR PRIVATE INVESTOR STRUCTURE

Model; 2016



TYPICAL DEAL STRUCTURE/OUTCOME

- The new investor(s) subscribe for new shares, and invest the new capital into the firm
- The existing owner(s) continues to hold the same number of shares but their ownership interest (%) is reduced by the diluting effect of the new share issue to the new investor(s)
- The new investor(s) will also appoint one or more directors to the firm's Board such that the Board representation is proportionate with the ownership interest

Gina Rinehart, Australia's second richest person, has made various investments in WA's agriculture sector, partnering with existing players to expand their businesses horizontally and vertically

PRIVATE INVESTOR CASE STUDY: VARIOUS WA AGRICULTURE INVESTMENTS BY GINA RINEHART

2014-2016

INVESTMENT A - WA CATTLE STATIONS AND ABATTOIR (JULY 2014)	STRATEGIC RATIONALE
<ul style="list-style-type: none"> - Acquires 50% share in the Liveringa and Nerrima stations through Hancock Prospecting, partnering the Laitt family owned Milne AgriGroup, to expand prime beef production in WA's north - The new joint-entity, Liveringa Station Beef (LSB), will also take-over the Waroona abattoir south of Perth which was WA's biggest export abattoir before closing down in 1998 when known as the Clover Meats plant (currently not open) - The Milne AgriGroup is one of WA's largest integrated agribusinesses with a diverse businesses activities including Milne Feeds animal nutrition, Mt Barker Free Range Chicken and Plantagenet Free Range Pork - The new business, with all staff and management presently conducted by Liveringa Livestock on Liveringa and Nerrima Stations, will be transferred to LSB at completion - LSB will acquire and hold the substantial beef cattle herd and farming operations - Hancock Prospecting intends to provide capital and commercial knowledge to support the industry as it targets expansion into global markets - Hancock Prospecting chair Gina Rinehart said Australia's north had "<i>vast potential as a food producer and we are well placed to meet the growing needs of our Asian neighbours</i>". "<i>We are already exporting some of the finest produce in the world</i>," Mrs Rinehart said. 	<p>Strategic rationale for Gina Rinehart:</p> <ul style="list-style-type: none"> - Macro-economic fundamentals of Australian agriculture sector - "<i>[Australia has] vast potential as a food producer and we are well placed to meet the growing needs of our Asian neighbours</i>" - Milne AgriGroup has strong reputation as a leading agri firm <p>Strategic rationale for Milne AgriGroup :</p> <ul style="list-style-type: none"> - Passive capital enabling the Laitt family to retain control - An investor able to add strategic value - <i>Mr Laitt said "It's great to have a Western Australian investor with Hancock Prospecting's knowledge of and contacts in our target export markets and ability to support LSB strategy with capital."</i>
INVESTMENT B - BANNISTER DOWNS DAIRY JV	STRATEGIC RATIONALE
<ul style="list-style-type: none"> - Hancock Prospecting subsidiary Hope Dairies WA made an investment in Bannister Downs (owned by the Daubney family) to establish a modern robotic dairy to increase milk production fourfold as well as fund a new A\$20 million milk processing plant - Bannister Downs recently hit production capacity and has a waiting list of about 50 customers in WA alone. "WA is our market and that is the first place we're focussing on," said Mrs Daubney, Bannister Downs Dairy Managing Director - The modern robotic dairy Mrs Daubney has in mind will include a voluntary milking set-up with fully automated processing to enable her team to implement the world's best practice food safety, traceability and preventative health management in their milking herd. "It's about building the most ultimate dairy complex that we can design," she said. - Mrs Daubney is sticking with producing fresh milk, saying infant milk formula is 'definitely not for Bannister Downs', but fresh exports to large markets like China could be on the horizon. "We've got a lot of demand in the local demand. We'd like to believe that we can satisfy that. Once we're at saturation, we'll start venturing overseas." 	<p>Strategic rationale for Gina Rinehart:</p> <ul style="list-style-type: none"> - Macro-economic fundamentals of Australian agriculture sector - as above - Bannister Downs' strong reputation as a quality dairy supplier <p>Strategic rationale for Bannister Downs:</p> <ul style="list-style-type: none"> - The Daubney family sought passive funding and also funding that would be ring-fenced in the expansion project such that there existing farms remained 100% family owned. "Most family farmers don't want to lose control of the farm, their land, home and animals," said Mr Daubney - The Daubney family ensured that the business was separate from other farm assets before they signed a deal with Ms Rinehart

A private investor consortium acquired the Stanbroke Pastoral Company (owner of 27 cattle stations covering over 11 million hectares) from AMP Life in 2003 for ~A\$420m (plus debts)



PRIVATE INVESTOR CASE STUDY: STANBROKE PASTORAL COMPANY

2003-2016

ENTRY	STRATEGIC RATIONALE	OUTCOMES
<ul style="list-style-type: none"> - Consortium of Australian investors formed, called The Nebo Group, comprising the founder of Hungry Jacks, Jack Cowin, the nation's largest potato grower Peter Menegazzo, and five prominent pastoral families led by Peter Hughes - The Nebo Group acquired the Stanbroke Pastoral Company from AMP Life for A\$417.5 million plus assumed debts of the company in 2003 - Rabobank provided significant debt funding, understood to be around 95% of the price - AMP had run a formal 6 month sale process - with listed Australian Agricultural Company ("AA Company") as the expected buyer - AA Company was understood to have offered a higher price but with a more conditional offer - and AMP favoured The Nebo Group's lower but less conditional offer - The largest private land purchase in Australian history (at the time) - The Stanbroke Pastoral Company owned 27 cattle stations in Queensland and the Northern Territory, comprising ~11,600,000 hectares - In 2004, 18 of the 27 cattle stations were sold individually and the Menegazzo family bought out their fellow investors for A\$340m (a significant gain on their original investment) to take full control of Stanbroke Pastoral Company - Peter Hughes acquired 3 stations as part of the break-up of the stations 	<ul style="list-style-type: none"> - To transition Australia's largest corporate owned farmland holdings into private ownership - To take advantage of a rare opportunity to acquire a bundle of iconic stations - To take advantage of AMP Life's position, rumoured to be liquidating assets to meet funding requirements for its troubled UK subsidiary - To achieve an arbitrage profit on the break-up of the company into its individual stations 	<ul style="list-style-type: none"> - The buyers realised subsequent sale values for 18 stations of ~A\$500m, well in excess of the original purchase price for the company - The residual company Stanbroke, owned by the Menegazzo family, runs cattle on a network of eight properties, stretching across 1.6 million hectares of the Gulf, and has a meatworks at Gatton in the Lockyer Valley (QLD) - July 2015: Menagazzo family's Stanbroke Pastoral submitted bid for an entire portfolio of agricultural land owned by BG Group's Queensland Gas Company (67,000 hectares) - July 2015: Stanbroke plans to develop a \$200 million cotton farm near Normanton, in Queensland's Gulf country. The Three Rivers Irrigation Project would see the company draw 150,000 megalitres annually from the Flinders River, to irrigate 15,000 hectares of cotton on Glenore Station, south of Normanton. The proposal also includes construction of a cotton gin. Queensland Minister for State Development, Dr Anthony Lynham, describes it as a "huge development". "It's a very clever project actually with the construction of the gin and the cotton growing," he said. "We imagine it would be exported through the Port of Townsville." In 2013, the CSIRO identified that up to 20,000 hectares of land could be reliably irrigated each year across the Flinders catchment. Stanbroke argues that a large scale project would serve as a catalyst for other, smaller family-run enterprises to also develop irrigated cropping. - Stanbroke's foray into cotton would further diversify the company's extensive agricultural holdings in Queensland
	<p>CHANGES/IMPROVEMENT</p> <ol style="list-style-type: none"> 1. Integrated supply chain established with the acquisition of a meatworks at Gatton, in the Lockyer Valley (QLD) 2. Management restructure (down-sizing) 3. On-farm efficiency improvements 4. Additional properties added to realise synergies 5. Planned diversification into cotton 	

IDENTIFIED POTENTIAL INVESTORS

Australia has a huge range of high net worth individuals who have made or would consider Western Australian agrifood investments, as these examples show

EXAMPLE: AUSTRALIA'S TOP 20 RICHEST PEOPLE

A\$; 2016

NAME	RESIDENCE	WORTH	SOURCE OF WEALTH	COMPANIES
Blair Parry-Okeden	Scone, AU	\$8.8b	Media	Cox Enterprises
Gina Rinehart	Perth, AU	\$8.5b	Mining	Hancock Prospecting; Hope Dairies WA; cattle stations
Harry Triguboff	Sydney, AU	\$6.9b	Property, self made	Meriton
Frank Lowry	Sydney, AU	\$5.0b	Shopping mall, self made	Westfield Corp., Scentre
Anthony Pratt	Melbourne, AU	\$3.6b	Manufacturing	Pratt Industries; Visy
James Packer	Los Angeles, US	\$3.5b	Casinos	Crown Resorts; RatPac Entertainment
John Gandel	Melbourne, AU	\$3.2b	Shopping malls	Chadstone; Vicinity Centres
Lindsay Fox	Melbourne, AU	\$2.8b	Logistics/real estate, self made	LinFox; Armaguard; Luna Park
David Teoh	Sydney, AU	\$1.95b	Telecommunications, self made	TPG Telecom (iiNet)
David Hains	Melbourne, AU	\$1.9b	Finance, self made	Portland House Group
Kerr Neilson	Sydney, AU	\$1.85b	Investment, self made	Platinum Asset Management
Fiona Geminder	Melbourne, AU	\$1.83b	Packaging	Pact Group; Visy
Michael Hintze	London, UK	\$1.8b	Investment, self made	CQS LLP
Mike Cannon-Brookes	Sydney, AU	\$1.78b	Business software, self made	Atlassian
Scott Farquhar	Sydney, AU	\$1.75b	Business software, self made	Atlassian
John, Leslie Alan & Bruce Wilson	Melbourne, AU	\$1.6b	Retailing	Reece
Stanley Perron	Perth, AU	\$1.54b	Property/retail, self made	Perron Group
Jack Cowin	Sydney, AU	\$1.5b	Fast food, self made	Competitive Foods Australia (Hungry Jacks); Consolidated Foods; Domino's Pizza Enterprises
Gerry Harvey	Sydney, AU	\$1.35b	Retail, self made	Harvey Norman; Magic Millions; cattle stations
Heloise Waislitz	Melbourne, AU	\$1.3b	Packaging	Thorney Investments; Thorney Opportunities; Visy

The Private Investor/Consortium model may suit the following WA agrifood firms

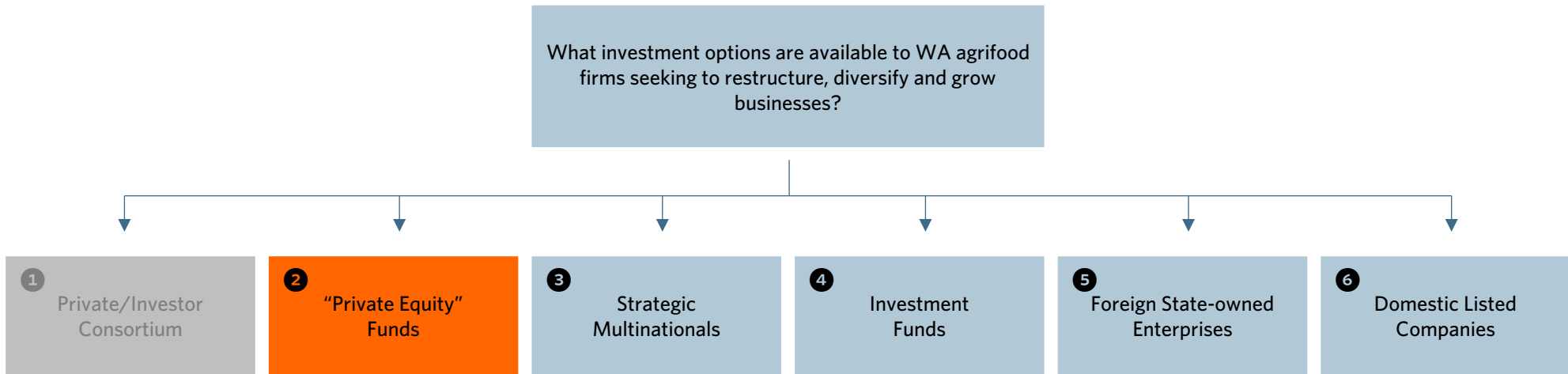
STRONG FIT

The British Sausage Co.
ABC
Mrs Macs
PREMIUM GRAIN HANDLERS
BAHEN & CO.
CHOCOLATE MAKER
mooracitrus
MATSO'S
BROOME BREWERY
WA SEAFOOD EXPORTERS
THG
CW
CANON FOODS
ZUPPA AVOCADOS
Fresh Australian Export

SOME FIT

Newton Orchards of Manjimup
Since 1919
KARRAGULLEN COOL STORAGE

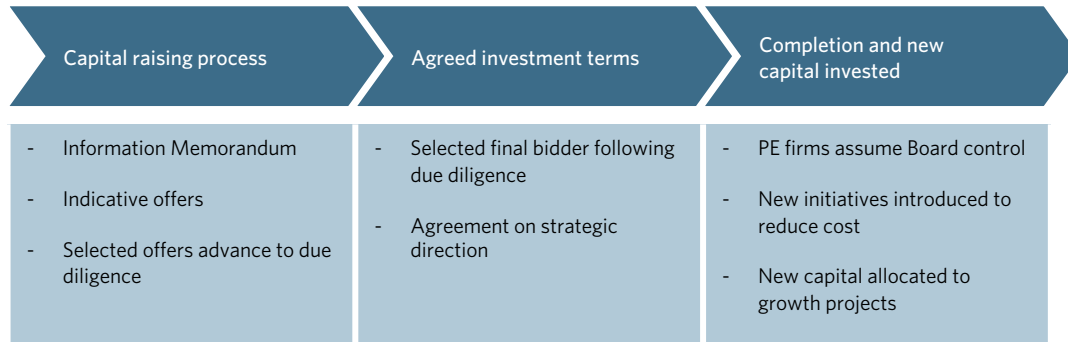
The second option available to WA agrifood firms seeking to restructure, diversify and grow their businesses is private equity finds



Private Equity funds typically follow a standard industry model in terms of their investment process and structure

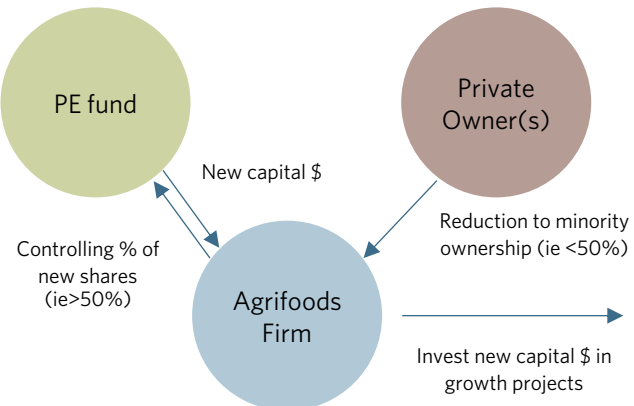
TYPICAL PRIVATE EQUITY INVESTMENT PROCESS

Model; 2016



MODEL FOR PRIVATE EQUITY INVESTMENT STRUCTURE

Model; 2016



WHAT IS PRIVATE EQUITY?

- "Private equity" ("PE") funds use capital raised from retail and institutional investors (eg. passive funds) to invest in private businesses (as opposed to listed companies)
- The investment mandate tends to be broad, without a specific sector, but with certain macro and micro fundamentals required for an investment to be approved
- Typical target companies are those that can sustain high debt leveraging and also have a simple and robust growth plan. Ideally, the target will also have scope for cost cutting by restructuring or rationalisation
- The promoters of the fund also typically manage the fund via a management entity that contracts to the fund to invest in suitable target companies.
- The management entity is remunerated through an annual administration fee (typically 2% of the fund size) and a "carry" on the fund's return (typically 20% subject to a 10% minimum fund return).
- The fund tends to have an investment committee which approves or rejects target companies proposed by the manager - in some cases this committee comprises investor representatives, but in almost all cases, it comprises independent professional directors

Domestic and international private equity funds, while broadly similar, do have real differences between them



- Australian private equity firms typically remain general sector investors, as a necessary function of Australia's agrifoods sector lacking sufficient scale to warrant specialist PE firm focus
- Australian based PE firms are open to investment in agribusinesses and food and beverage but have limited to no interest in agricultural primary production
- The level of investment funds held by Australian PE firms has plateaued over recent years after a decade of very strong growth 1997-2007



- "The Mage" global PE funds such as KKR and TPG are also general sector investors but there are also many global PE funds specialising in the agriculture/food and beverage sectors
- Specialist agrifoods-focused funds tend to be longer term investors and are seeking to leverage the global synergies between each new investment and their existing portfolio
- Accordingly some of these specialist PE firms may have interest in agricultural primary production if it has strategic fit with other market sales and distribution businesses they may own (eg Terra Firma)

Private equity will only be interested in a narrow range of agrifoods investment opportunities

PRIVATE EQUITY INVESTMENT CRITERIA APPLIED TO WA'S AGRIFOODS SUPPLY SEGMENTS

Forced ranking; 2016











0	High
5	Medium
`	Low

SEGMENT	RATING	COMMENTARY/DETAILS
Farmland	`	<ul style="list-style-type: none"> - No interest due to it being a low return, high asset backed investment - Cyclical/commodity nature of farm returns makes it difficult to sustain high leverage
Intensive protein systems - feedlot	`	<ul style="list-style-type: none"> - No interest due to it being a low return, high asset-backed investment - Cyclical/commodity nature of farm returns makes it difficult to sustain high leverage
Intensive protein systems - pork/poultry	5	<ul style="list-style-type: none"> - Pork/poultry/egg systems may be of interest where the target has scale (#1 or #2) - Consolidated markets protected from competition by biosecurity are more attractive (e.g. TPG/Ingham; Affinity/Tegel NZ)
Wild catch seafood	`	<ul style="list-style-type: none"> - Quota fishing unlikely to be of interest given high asset intensity (fishing vessels)
Aquaculture	5	<ul style="list-style-type: none"> - Aquaculture would only be of interest where (1) existing environmental consents exist, (2) there is a proven production species, system and location and (3) expansion has a low capital requirement
Bulk building	`	<ul style="list-style-type: none"> - Cyclical/commodity nature of returns makes it difficult to sustain high leverage
Primary processing	`	<ul style="list-style-type: none"> - Limited/no interest in any stand alone primary processing business because largely a commodity service; an industry consolidation opportunity may be of interest - Same reasoning for packing houses/ cool stores and processing plants
Secondary/value-added processing	0	<ul style="list-style-type: none"> - Value-added processing will be of interest if there is strong cash flow driven by a competitive advantage through brand/customer relationships or IP (unique product) - Simple export businesses with strong organic growth profiles will be attractive to PE - The type of product will be largely driven by the macro outlook for that product (e.g. protein being exported to Asia)
Logistics & Infrastructure	5	<ul style="list-style-type: none"> - Logistics may be of interest if not too capital asset based and scope for consolidation

Australian, domestic private equity funds have three identified investments in the Western Australia agrifood industry

SELECT AUSTRALIAN PRIVATE EQUITY INVESTMENT IN WA AGRIFOODS: CASE STUDIES













2016 or as available

PE FIRM	TARGET	TRANSACTION	IN WA?	RATIONALE
Current				
		From Fonterra	YES (100%)	<ul style="list-style-type: none"> - Strong regional fluid milk brand - Processed 40% of WA milk at time of transaction - Collects 144m litres from 60 dairy farmers in WA
		Jan 2011 Champ acquired 80% of Constellation Wines AU from Constellation Brands for A\$230m; Constellation maintains 20%	YES (Houghton, Brookland)	<ul style="list-style-type: none"> - Global wine firm: North America, Europe, South Africa, Australia - "Strong fundamentals, a sound competitive position, a capacity to grow and an opportunity to re-invigorate its brands"
		Oct 2013 Catalyst acquires Vesco from CHAMP (itself 2003 MBO)	YES (~70-80%)	<ul style="list-style-type: none"> - Manufactures frozen meals and meal components - Merged w/Prepared Foods Australia (PFA)
Historical (select)				
		May 2006 acquires 49% of firm from family (which maintains 51%); exits 2012 via sale to Chevalier Intl. (Hong Kong)	YES	<ul style="list-style-type: none"> - Major Australian fruit & vegetable wholesaler - Revenue ~\$250m at time of acquisition - Share in Mercer Mooney & Primo Moratis Fresh in WA
		Apr 2006 deal combining four firms; exits Aug 2011 for \$400m (valuing firm at \$530 inc. debt) to Bright Foods (China)	YES	<ul style="list-style-type: none"> - Major food/grocery processor, wholesaler & importer - Operations in Australia and New Zealand

Foreign private equity firms typically get involved in Australia either as part of a large global deals or through focused acquisitions

SELECT INTERNATIONAL PRIVATE EQUITY INVESTMENTS IN AUSTRALIAN AGRIFOOD: CASE STUDIES

US\$ or A\$ as given; 2015 or as available

PE FIRM	TARGET	TRANSACTION	IN WA?	RATIONALE
Current				
		March 2013 TPG acquires Inghams from Ingham family for A\$880m	YES (Processing plant)	<ul style="list-style-type: none"> - Market leader in Australia; #2 in New Zealand - Strong economies of scale - Highly profitable due to biosecurity
 BERKSHIRE HATHAWAY		Acquired Heinz in Feb 2013 for US\$23.3b; then acquired Kraft in May 2015 for US\$46b	Sales; processing TBD	<ul style="list-style-type: none"> - Recognised opportunity to cut costs and improve profitability - Created global #5 F&B firm - Significant economies of scale
		Acquired majority share in April 2009; operates 20 cattle stations, 5.8m hectares, 384,000 cattle	YES (2 stations: Argyle Downs; Carlton Hill)	<ul style="list-style-type: none"> - "Australia's second largest beef producer" - Growing demand for beef in China and Asia
Historical (select)				
		Oct 2011 acquires 70% of Primo for ~\$520m (valuing firm at \$740m); exits selling firm to JBS in Nov 2014 for \$1.45b	YES (Primo Moratis Fresh)	<ul style="list-style-type: none"> - Market leader in Australia - Strong economies of scale
		May 2012 acquires Harvey Beef (WA) and Kilcoy Pastoral via acquisition of Harmony Investment Fund; exits selling Kilcoy Dec 2013 to New Hope (China) and Harvey May 2014 to Andrew Forrest/Minderoo	YES	<ul style="list-style-type: none"> - Assets include 80% of Kilcoy Pastoral Co., which employs 750 people and slaughters 750 cattle a day at its meatworks 80 kilometers north of Brisbane, and an abattoir owned by Harvey Beef, about 120 kilometers south of Perth
		Jun 2011 acquires 50% of firm from Costa family; exits Jul 2015 via IPO after failing to sell to PE or strategic buyers	YES	<ul style="list-style-type: none"> - Australia's number one produce grower and marketer - Revenue \$600m at time of acquisition

The partial acquisition of family owned Primo Smallgoods by Affinity Private Equity provides an excellent case study in private equity investment in agrifood



AFFINITY EQUITY
PARTNERS

PRIVATE EQUITY CASE STUDY: ACQUISITION OF STAKE IN FAMILY-OWNED PRIMO SMALLGOODS

2011-2014








ENTRY	STRATEGIC RATIONALE	EXIT/OUTCOMES
<ul style="list-style-type: none"> - Firm has a reported revenue of A\$1.4b (2010) and EBITDA of "around A\$100m" - In 2011 Primo's family owners hired Macquarie Capital to look at an IPO and a sale following death of founder, Hungarian immigrant Andrew Lederer - Macquarie approaches "around ten possible bidders" - In Oct 2011 Affinity Equity Partners acquires 70.1% of Primo Smallgoods for ~A\$520m following a competitive process and "after months of protracted negotiations" 	<ul style="list-style-type: none"> - Number one in category in Australia - Strong brands; limited private label/store brands in category - Strong, stable cashflow able to be leverages with banks - Clear cost saving and growth opportunities 	<ul style="list-style-type: none"> - Firm has a reported revenue of A\$1.6b (+15% vs. 10) and EBITDA of \$150m (+50% vs. 2011) - In Nov 2014 JBS, the largest meat processor in the world and the largest meat processor in Australia acquired Primo for A\$1.45b following a competitive process; deal approved by FIRB in March 2015 - JBS says its Australian meat business anticipates incremental annual revenue of about \$1.6 billion growth and earnings before interest tax depreciation and amortisation (EBITDA) of \$150m as a result of the Primo purchase
<ul style="list-style-type: none"> - Transaction is backed by debt finance (~60%). Some 11 financiers provided the debt on a club basis, and they are Challenger, Commonwealth Bank of Australia, Credit Agricole CIB, GE Capital, HSBC, ING Bank, Macquarie Bank, National Australia Bank, Rabobank, UBS and Westpac Banking Corp. - Purchase price values total company at A\$740m (or 7.4x EBITDA multiple) - Lederer family remain shareholders with 30% share 	<p>CHANGES/IMPROVEMENT</p> <ol style="list-style-type: none"> 1. Plant and operational efficiencies <ul style="list-style-type: none"> - Construction of new \$131m manufacturing facility in Wacol, Queensland; 40,000 sqm on an 8.6 ha greenfield site; reported as largest BMSG factory in AU 2. Acquisition of Premier Beehive (New Zealand #3 bacon, ham & smallgoods firm) 3. Strong push to grow exports across Asia, including China, leading to "significant" export sales growth 	<ul style="list-style-type: none"> - Affinity effectively double the value of the business (\$740m to \$1.45b) in three years (Oct 11 to Nov 14) - Rothschild was the adviser to JBS, while Affinity and the Lederer family negotiated the deal directly - "The acquisition is strongly aligned with the JBS global strategy to expand its presence in the value-added product category with well-known brands" - "We see an enormous opportunity to grow Primo's range of pork-related products in the Asian export market"

IDENTIFIED POTENTIAL INVESTORS

Australia has a wide range of private equity firms who have made or would consider Western Australian agrifood investments, as these examples show

IDENTIFIED AUSTRALIAN PRIVATE EQUITY FUNDS ACTIVE IN AUSTRALIAN AGRIFOOD

2016 or as available








FIRM	YEAR EST.	HEAD OFFICE LOCATION	\$ UNDER MANAGEMENT TOTAL/AU	KEY INVESTMENT AREAS	EXAMPLE AGRIBUSINESS INVESTMENTS	KEY REGIONS	WEBSITE/NOTES
 PACIFIC EQUITY PARTNERS	1998	Sydney, Australia	A\$6b	Food and beverage, retail, entertainment, industrial services, energy, consumer products, financial services	Manuka Health (NZ)	Australia New Zealand	www.pep.com.au Largest PE fund in Australasia; acquired Manuka Health (NZ) in '15 for NZ\$110m
	1987	Sydney, Australia	A\$3b	Media, transport, mining and industrial services, education, retail, food and beverage, agribusiness, health, finance, niche manufacturing	Vesco (WA) Manassen Foods (AU; NZ)	Australia New Zealand Asia North America	www.champequity.com.au Focus on A\$150m-750m enterprise value businesses
 QUADRANT PRIVATE EQUITY	1996	Sydney, Australia	A\$2.6b	Heavy manufacturing, mining, financial services, retail, fashion, IT, construction, pet care, health care, food and beverage	V.I.P Petfoods (AU) Urban Purveyor Group (AU)	Australia	www.quadrantpe.com.au Focus on A\$100m -500m enterprise value; no mining or primary agriculture; acquired V.I.P Petfoods for A\$410m in '15; Urban Purveyor Group, 20 restaurants and businesses, A\$175m
	1997	Sydney, Australia	A\$2b	Agribusiness, automotive, fast food chains, education, finance, logistics, health care, IT, pet care	Brownes (WA)	Australia New Zealand	www.archercapital.com.au Specialises in small and mid-market leveraged buyouts
	1989	Sydney, Australia	A\$500m	Retail, media, mining services, processed food, manufacturing	Accolade Wines (Global) Moraitis (AU)	Australia New Zealand	www.catalystinvest.com.au Focus on established businesses; A\$30m-150m enterprise value; no start-ups or commodities
	2008	Sydney, Australia	A\$450m	Retail, fashion, construction, steel, solar energy, child care	Burger King (NZ) Golden Circle (AU)	Australia New Zealand SE Asia	www.anchoragecapital.com.au Focus on operational turnarounds and special situations; A\$30m-100m enterprise value; owned Dick Smith prior to IPO
	2005	Sydney, Australia	A\$350m	Infrastructure, ambulance manufacturing, logistics, print, food and beverage, education, media, health care	Freshmax (AU; NZ)	Australia New Zealand	www.wolseley.com.au Focus on A\$20m-100m enterprise value

IDENTIFIED POTENTIAL INVESTORS

There are also a wide range of international private equity firms who have made or would consider Western Australian agrifood investments, as these examples show

IDENTIFIED GLOBAL PRIVATE EQUITY FUNDS ACTIVE IN AUSTRALIAN AGRIFOOD

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION	\$ UNDER MANAGEMENT TOTAL/AU	KEY INVESTMENT AREAS	EXAMPLE AGRIBUSINESS INVESTMENTS	KEY REGIONS	WEBSITE/NOTES
 KKR	1976	New York, US	US\$120b	Chemicals, consumer products, dairy, education, energy, financial services, forestry, health care, hotels/leisure, industrial, infrastructure, media, oil & gas, pork production and processing, real estate, retail, technology	Santanol (WA) COFCO Meat (CN) Asia Dairy (CN)	US Brazil Europe Middle East Asia	www.kkr.com Operates in 15 countries; 108 portfolio companies; invested in Santanol, sandalwood company in WA in '13
 TPG	1992	Texas/San Francisco, US	US\$70b	Consumer and retail, financial services, healthcare, industrials, internet and digital media, natural resources and energy, real estate, IT	Ingham (AU; NZ) Chobani (US; AU) Beringers (US)	Americas Asia Europe Africa Australasia	www.tpg.com 16 offices around the world
 3G Capital	2004	New York, US	US\$22b	Food and beverage, fast food chains, retail, logistics	Kraft Heinz ((US) Burger King (US) ABinBev (US)	US South America	www.3g-capital.com
 PAG	2002	Central, HK	US\$15b	Consumer, retail, food and beverage, financial services, telecom, media and technology, healthcare, industrials & transportation, energy and resources	Harvey Beef (WA) Kilroy Pastoral (AU)	Hong Kong Asia Australia	www.pagasia.com One of Asia's largest independent alternative investment management groups
 terra firma	1994	London, UK	US\$12b	Housing, aircraft and train leasing, agriculture, energy, healthcare, cinemas, leisure, hospitality, utilities, waste management	CPC (AU)	UK Europe Australia US	www.terrafirma.com Investments in 53 countries
 AFFINITY EQUITY PARTNERS	2004	Central, HK	US\$8b	Consumer goods and services, food and beverage, healthcare and pharmaceutical, financial services, telecom and media, environmental businesses, agriculture, natural resources	Primo Smallgoods (AU) Tegal Foods (NZ) Oriental Brewery (KR)	Hong Kong Asia Australia	www.affinityequity.com Focus on Asia-Pacific region; no: real estate, biotechnology, tobacco, oil & gas, weaponry investments Prefer investments US\$250-1,000m
 PAINE PARTNERS	2007	California, US	US\$2b	Food, agribusiness, financial services, energy, healthcare, telecommunications, industrials, consumer goods	Icicle Seafoods (US) Costa Group (AU) Sunrise Growers-Frozsun Foods (US)	US Europe Australia	www.painepartners.com Specialises in food and agribusiness

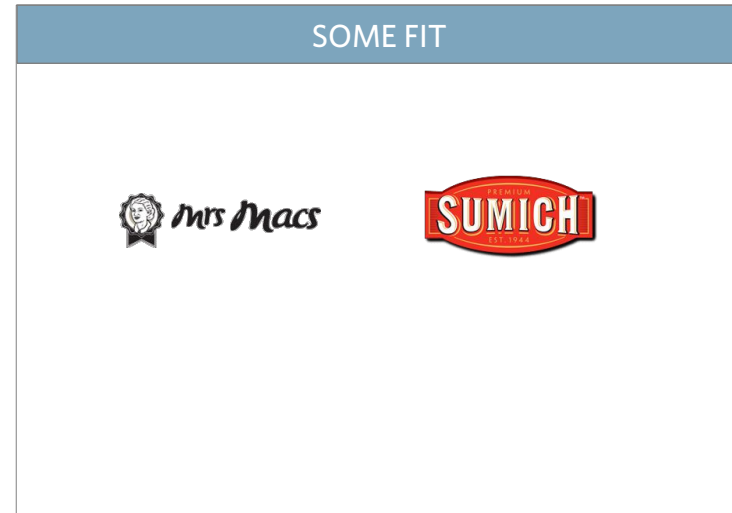
The Private Equity model may suit the following WA agrifood firms

STRONG FIT



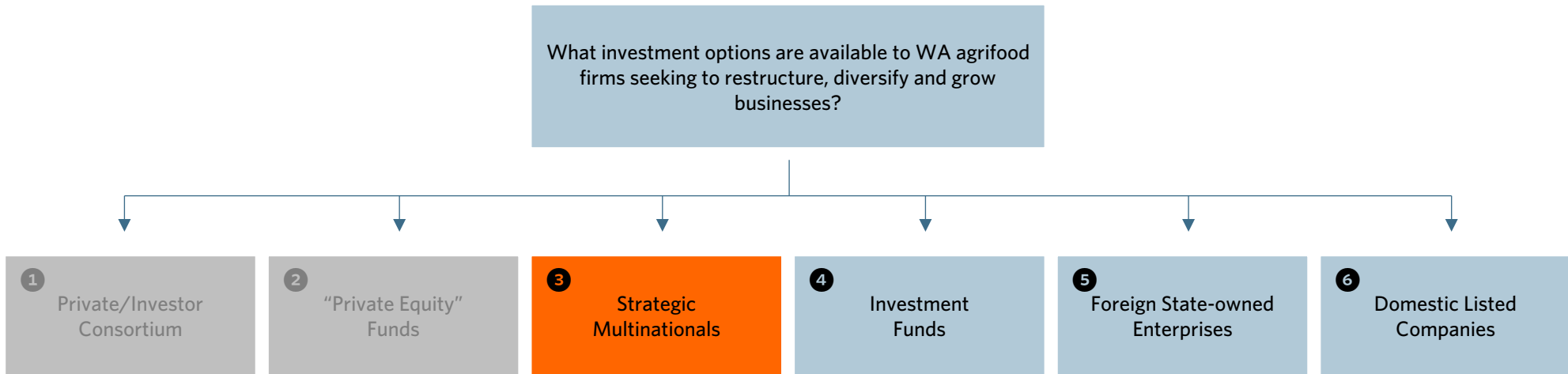
The 'STRONG FIT' category contains five logos: AAA EGG COMPANY PTY LTD (top left), Western Meat Packers Group (top right), MG KAILIS GROUP (middle right), MILNE AgriGroup (bottom left), and ANCHOR SINCE 1854 (bottom right).

SOME FIT



The 'SOME FIT' category contains two logos: Mrs Macs (left) and SUMICH (right).

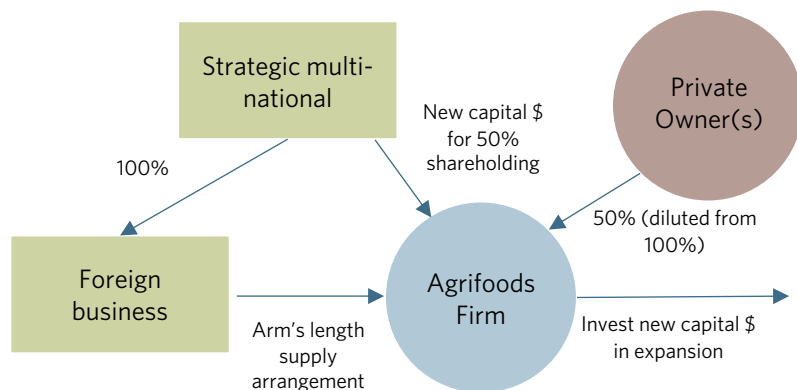
The third option available to WA agrifood firms seeking to restructure, diversify and grow their businesses is strategic multinationals



Strategic multinational companies primarily seek to acquire 100% ownership of target; however, they can be willing to invest as partners, typically through some form of joint venture

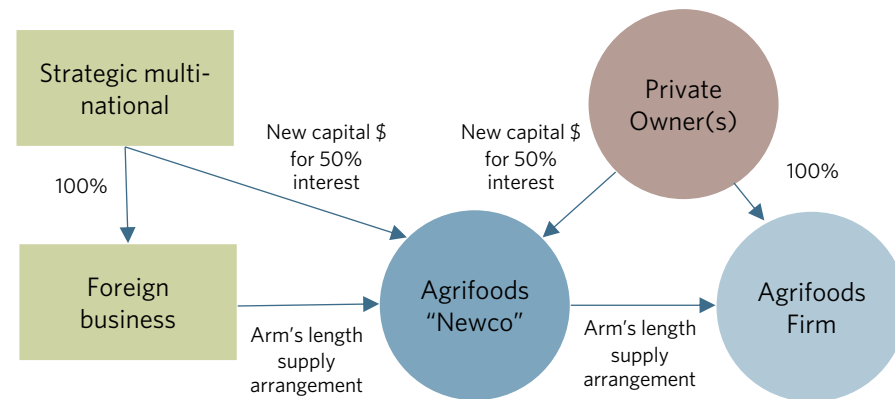
MODEL FOR INVESTMENT STRUCTURE A

Model; 2016



MODEL FOR INVESTMENT STRUCTURE B

Model; 2016



TYPICAL DEAL STRUCTURE/OUTCOME

- Strategic investors can contribute new sales as well as the capital to fund the expansion that enables increased production
- Asian multi-national companies often seek to profit from both sides of a trading relationship - through acquiring an ownership interest in the source supplier
- Asian multinational companies sometimes prefer a local partner as opposed to a 100% acquisition to ensure retention of local knowledge and experience, and to minimise the risk of any xenophobic sentiment

TYPICAL DEAL STRUCTURE/OUTCOME

- Where new capital is needed for an extension of the supply chain, for example further value-added processing, the joint venture could be confined to the new expansion business
- This structure requires the private owner to have some capital available internally to invest in the expansion project

Strategic multinationals will be interested in a range of WA agrifood investment opportunities

STRATEGIC MULTINATIONAL INVESTMENT CRITERIA APPLIED TO WA'S AGRIFOOD SUPPLY SEGMENTS

Forced ranking; 2016

0	High
5	Medium
`	Low








SEGMENT	RATING	COMMENTARY/DETAILS
Farmland	5	<ul style="list-style-type: none"> - Typically no interest – low growth, low return, high fixed asset based - However, some Asian corporate farmers overlap with foreign SOEs and may have interest (e.g. farm acquisitions by Hailiang Group, Yiang Xiang Assets and Orient Agriculture)
Intensive protein systems - feedlot	5	<ul style="list-style-type: none"> - Limited interest per farmland above
Intensive protein systems – pork/poultry	5	<ul style="list-style-type: none"> - Limited interest given the domestic nature of these industries – for pork, driven by the higher feed costs relative to North America’s large pork exporters, and for poultry driven by disease risk
Wild catch seafood	5	<ul style="list-style-type: none"> - Potential interest from global leaders in the segment - Will depend on the strategic and sustainable nature of the relevant quota rights
Aquaculture	5	<ul style="list-style-type: none"> - Potential interest from global leaders in the segment depending on how favourably the consenting regime is regarded - Scope for applying own skills and experience to improve productivity
Bulk building	5	<ul style="list-style-type: none"> - Potential interest from global leaders in the segment - Scope for applying own skills and experience to improve productivity
Primary processing	5	<ul style="list-style-type: none"> - Potential interest from global leaders in the segment if part of a global supply chain (e.g. JBS)
Secondary/value-added processing	0	<ul style="list-style-type: none"> - Strong interest by global leaders in the segment - Both M&A (add value through applying own skills and experience) and greenfields – in each case providing strategic fit with existing global platform
Logistics & Infrastructure	0	<ul style="list-style-type: none"> - Strong interest by global leaders in the segment - Likely M&A – adding value through applying own skills and experience

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of strategic multinational investors; all would seriously evaluate attractive opportunities in Western Australia...

EXAMPLES OF STRATEGIC MULTINATIONAL INVESTORS IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available







Firm	Home country	Global Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Australia Revenue # Employees	In WA?
	Brazil Listed	US\$30.2b (14) 216,000 emp.	Beef, chicken & pork processing	South America United States Australia Worldwide	JBS, Packerland, Pilgrim's Pride, Primo, Moy Park, Swift, Riverina Angus, Great Southern, King Island Beef	JBS Australia A\$3.6b (15) 7,721 emp.	YES (Primo Moratis Fresh)
	USA Private	US\$120b (15) 153,000 emp.	Bulk handling & trading of agricultural commodities; meat processing; feedlots; food ingredient production; energy trading; other	North America Australia Worldwide	Numerous	Cargill AU A\$2.5b Teys Bros. (JV) 4,770 emp.	YES (grain) No (meat)
	Japan Listed	US\$10.7b (15) 28,245 emp.	Beef, pork, chicken, dairy products; aquaculture; feedlots; processing plants	Japan Australia Asia	Nippon Ham, NH Others	NH Foods AU A\$1.0b (15) 1,839 emp.	NO
	UK Listed	GBP12.8b (15) 124,000 emp.	Sugar; yeast; baking ingredients; baked goods; agriculture; retail; grocery products; feed milling; food Ingredients	United Kingdom Australia Global operations	TipTop, Don, KR Castlemaine, Mauri	Food Investments Pty George Weston Foods A\$2.2b (15) 6,500 emp.	YES (Weston Milling)
	Japan Listed	US\$19.4b (15) 39,888 emp.	Beer; alcohol; soft drinks; energy drinks; mineral water; fruit juice; seasonings; dairy products	Japan Australia/NZ Asia South America	Kirin, Kirin Ichiban, San Miguel, XXXX Gold, Toohey's, James Boag, Wither Hills, Yoplait, Dairy Farmers, Coon, Berri, Vitasoy (JV), others	Lion Pty Ltd A\$4.8b (15) 6,356 emp.	YES (Lion Dairy, Little Creatures)
	France Private	€15.6b (14) 60,000 emp.	Dairy products (#1 global dairy producer)	France Europe Australia South America Worldwide	President, Galbani, Pauls, Pure, Vaalia, Ice Break, others	Parmalat Australia Pty A\$1.5b (14) 2,150 emp.	YES (Harvey Fresh)
	Canada Listed	C\$10.8b (15) 11,700 emp.	Produces, markets, and distributes a variety of dairy products, including cheese, fluid milk, extended shelf-life milk and cream products, cultured products and dairy ingredients	Canada United States Australia Exports	Saputo, Armstrong, Baxter, Dairyland, Dragone, DuVillage 1860, Friendship, Frigo, Great Midwest, Neilson, Nutrilait, Ricrem,, Scotsburn4, Stella, Sungold	88% of Warrnambool Cheese & Butter (ASX listed)	NO

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of strategic multinational investors; all would seriously evaluate attractive opportunities in Western Australia... *continued*

EXAMPLES OF STRATEGIC MULTINATIONAL INVESTORS IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available







Firm	Home country	Global Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Australia Revenue # Employees	In WA?
 PEPSICO	USA Listed	US\$63.1b (15) 263,000 emp.	Soft drinks (#2 global); snacks (#1 global); breakfast cereals; other food products	North America Global	Pepsi, Frito-Lay, Doritos, Smith's, Quaker, Tropicana, Mountain Dew, Gatorade, Cheetos, numerous others	Frito-Lay AU Holdings A\$1.1b (14) 1,768 emp.	YES (Smith's, Quaker)
 LVMH	France Listed	€35.7b (15) 120,000 emp.	Wines and Spirits; Fashion and Leather Goods; Perfumes and Cosmetics; Watches and Jewelry, Duty Free Retailing; other retailing	Europe Global	Moët & Chandon, Dom Perignon, Veuve Clicquot, Krug, Mercier, Ruinart, Chateau d'Yquem, Chateau Cheval Blanc, Hennessy, Glenmorangie, Ardbeg	Moët Hennessy Australia 90 emp.	YES (Cape Mentelle)
 MARUHA NICHIRO	Japan Listed	US\$7.6b (15) 12,335 emp.	Fishing, aquaculture, seafood processing, manufacturing of frozen food, canned food, fish sausages, retort food, health food, livestock products and other processed food	Japan Asia Pacific Australia	Maruha Nichiro	Partial owner of Austral Fisheries	YES (Austral Fisheries)
 Kellogg's	USA Listed	US\$13.5b (15) 33,577 emp.	Breakfast cereal; biscuits; frozen waffles; other processed foods	United States Global	Kellogg's Corn Flakes, Crispix, Coco Pops, Froot Loops, All Bran, Frosties, LCMs, Nutri-Grain, etc.	Kellogg Australia Holdings A\$483m (15) 548 emp.	NO
 GENERAL MILLS	USA Listed	US\$17.6b (15) 42,000	Ready-to-eat cereal; convenient meals, including meal kits, ethnic meals, pizza, soup, side dish mixes, frozen breakfast and frozen entrees; snacks, including grain, fruit and savory snacks, nutrition bars and frozen hot snacks; yogurt, ice cream	United States	Wheaties, Fruit Roll-Ups, Kix, Lucky Charms, Totino's, Yoplait (L; US)Betty Crocker, Latina, Nature Valley, Old El Paso, numerous others	General Mills Holdings AU A\$367m (15) 449 emp.	NO
 McCormick	USA Listed	US\$4.3b (15) 10,000	Manufactures, markets and distributes spices, seasoning mixes, condiments, other food products	North America Europe Middle East & Africa Australia/NZ Asia	McCormick, McCormick, Lawry's, Club House, Zatarain's, Thai Kitchen, Simply Asia, Ducros, Schwartz, Kamis, Keen's, Aeroplane, others	McCormick Foods AU 231 emp.	NO

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of strategic multinational investors; all would seriously evaluate attractive opportunities in Western Australia... *continued*

EXAMPLES OF STRATEGIC MULTINATIONAL INVESTORS IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available






Firm	Home country	Global Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Australia Revenue # Employees	In WA?
 Agrium	Canada Listed	US\$16.0b (14) 15,500	Fertiliser, crop products, seeds, farm supplies retailing	Canada USA Australia	Agrium	Agrium SP Holdings 2,500 employees	YES
 GLENCORE	Swiss Listed	US\$221b (14) 181,000	World's largest commodities trading company (metals, minerals, crude oil, oil products, coal, natural gas and agricultural products)	Worldwide	-	Glencore Holdings A\$4.4b Glencore Grain pty	YES
 wilmar	Sing. Listed	US\$38.6b (15) 93,000	Oil palm cultivation, edible oils refining, oilseeds crushing, consumer pack edible oils processing and merchandising, specialty fats, oleochemicals, biodiesel, grains processing and merchandising	Worldwide	-	Wilmar Sugar AU A\$1.8b (14) Plus 50% of Goodman Fielder	YES
 Finasucre	Belgium Listed	€389m (15) 2,842	Sugar refining; lactic acid production; other sugar derived products	Belgium, Netherlands, DR Congo, Australia, China, United States	-	Finasucre Investments AU A\$233m	NO
 MITR PHOL GROUP	Thai Private	US\$1.5b	4 th largest sugar producer globally #1 sugar producer in Asia MDF panels, renewable energy (ethanol)	Thailand China Laos Asia Australia		MP Australia Holdings (MSF Sugar) 470 emp.	NO
 DIAGEO	UK Listed	GBP10.5b (15) 32,410	Beer, wine and spirits manufacture, distribution and marketing	North America, Europe, Africa, Latin America and Caribbean, Asia Pacific	Johnnie Walker, Smirnoff, Captain Morgan, Baileys, Tanqueray, Guinness, Crown Royal, Yeni Raki, JeB, Buchanan's, Bundaberg, Ypioca, Cacique, Windsor, Bell's, Grand Old Parr, Shui Jing Fang, Ciroc, others	Diageo Australia Ltd. A\$532m (15)	NO

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of strategic multinational investors; all would seriously evaluate attractive opportunities in Western Australia... *continued*

EXAMPLES OF STRATEGIC MULTINATIONAL INVESTORS IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available










Firm	Home country	Global Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Australia Revenue # Employees	In WA?
	UK Listed	GBP14.9b (15) 68,810 emp.	Beer, cider, alcoholic spirits, other beverages	Latin America Africa North America Australia Europe Asia	Miller, Grolsch, numerous others globally AU: Carlton Draught, Cascade Draught, Foster's, Melbourne Bitter, Pure Blonde, Victoria Bitter, Matilda Bay, Fat Yak, others	SABMiller Beverage Investments Pty 1,800 emp.	NO
	Japan Listed	US\$16.3b (14) 21,180 emp.	Beer, alcoholic spirits, RTD alcoholic beverages, cider, non-alcoholic beverages, fruit juice, cordials, milk; restaurants; other activities	Japan China, other Asia Australia UK	AU: Pepsi, Mountain Dew, Solo, numerous others	Asahi Holdings AU Schweppes Australia 2,500 emp.	NO (moved production and exited in 2007)
	France Listed	€8.6b (15) 18,421 emp.	Alcoholic spirits and wine	Europe, USA, Canada, Argentina, South America, Australia, New Zealand, China, other Asia Worldwide	Absolut, Chivas Regal, Havana Club, Jacob's Creek, Seagram's, Beefeater, Malibu, Ballantine's, Perrier-Jouet, numerous others	Pernod Ricard Pacific Holding 900 emp.	NO
	USA Listed	US\$29.6b (15) 99,000 emp.	Biscuits (including cookies, crackers and salted snacks); chocolate; gum and candy; beverages (including coffee and powdered beverages); cheese and grocery	North America, Latin America, Asia Pacific, Eastern Europe, Middle East, Africa, Europe	LU, Nabisco, Oreo, Milka, Cadbury, Cadbury Dairy Milk, Trident gum, Jacobs coffee, Tang, numerous others	Mondelez Australia Holding A\$1.7b (14) 3,056 emp.	NO
	USA Private	US\$33b (14) 75,000+ emp.	Confectionery; pet food; other processed foods	US Worldwide	3 Musketeers, Big Red, Bounty, Doublemint, Dove, Galaxy, Eclipse, Extra, Freedent, Hubba Bubba, Juicy Fruit, Life Savers, M&M's, Mars, Milky Way, Orbit, Pedigree, Skittles, Snickers, Starburst, Spearmint, Twix, Uncle Ben's Rice, Whiskas, Winterfresh	Mars Australia Pty A\$1.4b (14) 1,700 emp.	NO

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of strategic multinational investors; all would seriously evaluate attractive opportunities in Western Australia... *continued*

EXAMPLES OF STRATEGIC MULTINATIONAL INVESTORS IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available

Firm	Home country	Global Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Australia Revenue # Employees	In WA?
 Simplot	USA Private	US\$6b 10,000	Frozen french fries, other frozen foods	USA, Canada, Australia, Mexico, China, other	Simplot, John West Foods, Bird's Eye (AU & NZ), I&J, Ally, Edgell, others	Simplot AU Holdings A\$1.3b (15) 2,052 emp.	NO
 McCain	Canada Private	C\$6.5b (09) 19,000	#1 global producer of frozen french fries, frozen foods, other foods	Canada, USA Australia	McCain	McCain Foods AU	NO
 Dr. Oetker	Germany Private	€10.9b 26,406 emp.	Baking powder, cake mixes, yogurts, frozen pizza, pudding, cake decoration, breakfast cereal, other	Germany, other Europe, North America, Australia, NZ, Malaysia, Namibia, India, Brazil, other	Dr. Oetker, Papa Giuseppe's, others	Dr. Oetker AU	NO
 KERRY	Ireland Listed	€5.8b (14) 23,770 emp.	Food ingredients and flavours, processed foods	Ireland, Europe Global	Kerry	Kerry Ingredients AU 670 emp.	TBD
 SUNTORY  	Japan Private	US\$27b (14)	Beer, whisky, alcoholic spirits, soft drinks; sandwich stores; processed foods; natural health products; other foods	Japan Asia Australia/NZ Europe United States Worldwide	Suntory, Jim Beam, Orangina, Schweppes (not AU), Subway (Japan), Frucor: V, Rockstar, H2GO, Mizone, other Cerebos: Bisto, Gravox, Saxa, Asian Home Gourmet, Fountain, Robert Harris, Toby's Estate	Cerebos (Australia) Limited Frucor Beverages AU	NO
 Nestlé	Swiss Listed	US\$89.2b (15) 335,000 emp.	Powered and liquid beverages; water; dairy products; ice creams; infant formula; nutrition; confectionery; pet foods; other foods	Worldwide	Nestle, Nespresso, Nescafé, Kit Kat, Smarties, Nesquik, Maggi, Stouffer's, Vittel, Gerber, Milo, Coffee-mate, Carnation, Uncle Toby's, numerous others	Nestle Australia Ltd. A\$2.1b (14)	TBD
 联想控股 LEGEND HOLDINGS	China Public	Y289.5b (14) 60,379	IT (largest PC maker in the world) Financial Services, Agriculture and Food, (largest VI fruit Co. in CN (Kiwifruit and blueberries)) Alcohol, Real Estate, Chemicals and Energy Materials	Worldwide Australia	Joyvio, Liquor Easy, Bancheng, Confusius Family liquor, Granny Cui, Longguan tea, Cloud Farm (partnership Perfection Fresh and Burch Family)	Kailis Bros A\$435m (15)	YES Kailis Bros

The acquisition of Little Creatures by Japanese brewer Lion provides a case study of a strategic multinational acquiring a Western Australian agrifood business



STRATEGIC MULTINATIONAL CASE STUDY: LION ACQUIRES ASX-LISTED LITTLE CREATURES

2011-2016

ACQUISITION	STRATEGIC RATIONALE	PRICE
<ul style="list-style-type: none"> - Little Creatures founded in 2000 by Howard Cearns (marketing specialist), Nic Trimboli (restaurateur) and Phil Sexton (master brewer); all are ex-Matilda Bay Brewing Co. - Lion was a foundation shareholder in the Little World Beverages business in 2000 with a 20% interest and, at the time of the initial public offering and ASX listing in 2005, had achieved an interest of 35% - In 2008 company opens its second brewery in Healesville, Victoria - Firm (Little World Beverages) is listed on ASX sharemarket November 2005 - Lion is headquartered in Sydney and brews Tooheys, XXXX and James Boag's; Lion itself was taken over by Japanese brewer Kirin in 2009. - In June 2012 the company is acquired for A\$381.6m by Kirin of Japan, via its Australian subsidiary Lion (#1 brewer in AU); 99.97% of firms 1,200 shareholders vote in favour of the deal - Gresham Advisory Partners and Freehills advised Little World Beverages while Greenhill Caliburn and King & Wood Mallesons advised Lion 	<ul style="list-style-type: none"> - "This presents a low risk opportunity for the products and brands to be firmly established nationally and consider new markets internationally through the Lion network." Lion - Declining mainstream beer consumption; strong consumer shift to premium/craft beer (in Australia and across developed markets) - Fills out national portfolio of Lion; increases overall market share; keep business "out of hands" of competitors - Opportunities to increase sales by leveraging Lion's sales and distribution network 	<ul style="list-style-type: none"> - Kirin/Lion paid a multiple of 23.1 times FY11 EBITDA*; in other words a business making ~\$17m sold for \$382m - "This Offer provides a highly attractive outcome to Little World Beverages shareholders. It values Little World Beverages at a total enterprise value of \$381.6 million and represents: <ul style="list-style-type: none"> - a multiple of 23.1 times Little World Beverages' FY11 EBITDA (Little World Beverages' last published annual accounts) and 20.3 times Little World Beverages' EBITDA for the 12 months to 31 December, which compares favourably with precedent transactions and sector trading benchmarks; - a 39.8% premium to \$3.79 per share, Little World Beverages' last ASX closing price on 15 June 2012; - a 45.0% premium to \$3.65 per share, Little World Beverages' one month volume weighted average ASX closing share price ("VWAP") up to and including 15 June 2012; - a 44.9% premium to \$3.66 per share, Little World Beverages' three month ("VWAP") up to and including 15 June 2012; and - a 49.6% premium to \$3.54 per share, Little World Beverages' six month ("VWAP") up to and including 15 June 2012."
	<p>CHANGES/IMPROVEMENTS (TO DATE)</p> <ol style="list-style-type: none"> 1. Another brewery opened in Geelong, Victoria doubling brewing capacity (announced prior to Lion acquisition) to supply East Coast 1. Most key non-restaurant/brewery functions moved to Sydney 2. Developing export strategy 	

* EBITDA Earnings Before Interest, Tax, Depreciation and Amortisation; Source: Coriolis analysis

The Strategic Multinational model may suit the following WA agrifood firms

STRONG FIT

MILNE AgriGroup

MG KAILIS GROUP

CRAIG MOSTYN & GROUP
FOOD & AGRIBUSINESS

D'ORSOGNA
SINCE 1949

PREMIER GRAIN HANDLERS

AAA EGG
COMPANY PTY LTD

SUMICH

BURCH
FAMILY WINES

FOGARTY
Wine Group

SOME FIT

WATERSHED
PREMIUM WINES

LEEUWIN ESTATE

ANCHOR
SINCE 1884

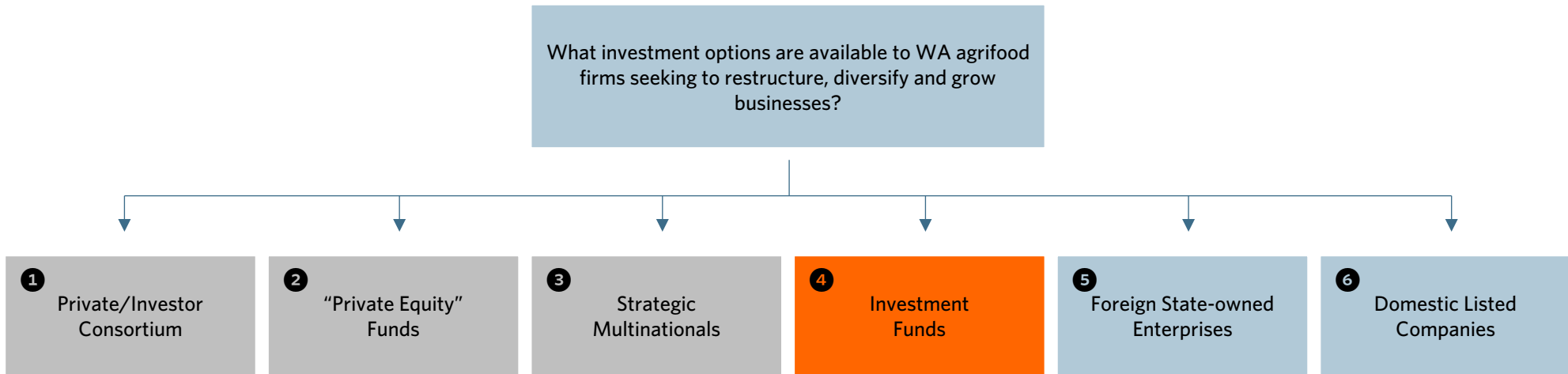
GALATI
GROUP

Australian Organic
Olive Oil Company

AGRIFresh

PRINCI
SMALLEGODDS

The fourth option available to WA agrifood firms seeking to restructure, diversify and grow their businesses is investment funds



Investment funds are interested in stable, long term investments, ideally with exposure to capital asset value growth

INVESTMENT FUND INVESTMENT CRITERIA APPLIED TO WA'S AGRIFOODS SUPPLY SEGMENTS

Forced ranking; 2016

0	High
5	Medium
`	Low

SEGMENT	RATING	COMMENTARY/DETAILS
Farmland	0	<ul style="list-style-type: none"> - Very strong interest driven by the exposure to farmland value growth - Limited management requirement (typically by leasing to farmers) enables passive investment - Limited commodity cycle exposure unless a crop share rental structure
Intensive protein systems - feedlot	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure
Intensive protein systems - pork/poultry	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure
Wild catch seafood	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure and the significant requirement for operational management
Aquaculture	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure
Bulk building	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure and the significant requirement for operational management
Primary processing	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure and the significant requirement for operational management
Secondary/value-added processing	`	<ul style="list-style-type: none"> - Limited given lack of capital asset value exposure and the significant requirement for operational management
Logistics & Infrastructure	5	<ul style="list-style-type: none"> - Interested in portfolio investment stakes (5-20%) in long-life assets such as infrastructure assets - such as ports and airports - stable returns and simple management models

Investment funds typically invest in listed companies and other similarly liquid securities; however, they also invest directly in large scale tangible assets such as farmland and forestry

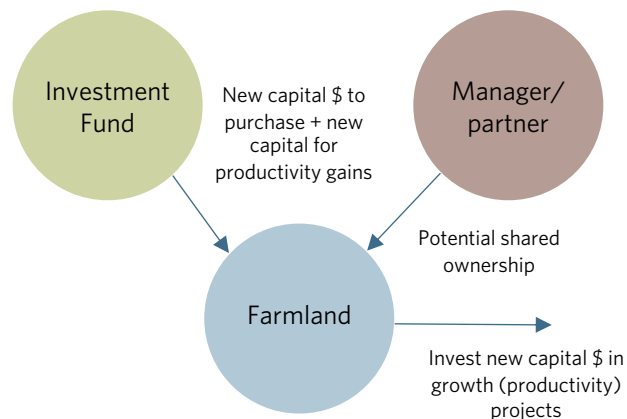
TYPICAL FUND INVESTMENT PROCESS

Model; 2016

- Investment funds typically will acquire assets through a market sale process
- Leveraging their specialist manager in the case of specialist agriculture funds or consultants in the case of general funds
- In some cases, funds will partner with existing owners/managers of sufficiently high reputation and track record for the purposes of expansion/new build assets

A MODEL FOR POTENTIAL PARTNER STRUCTURE

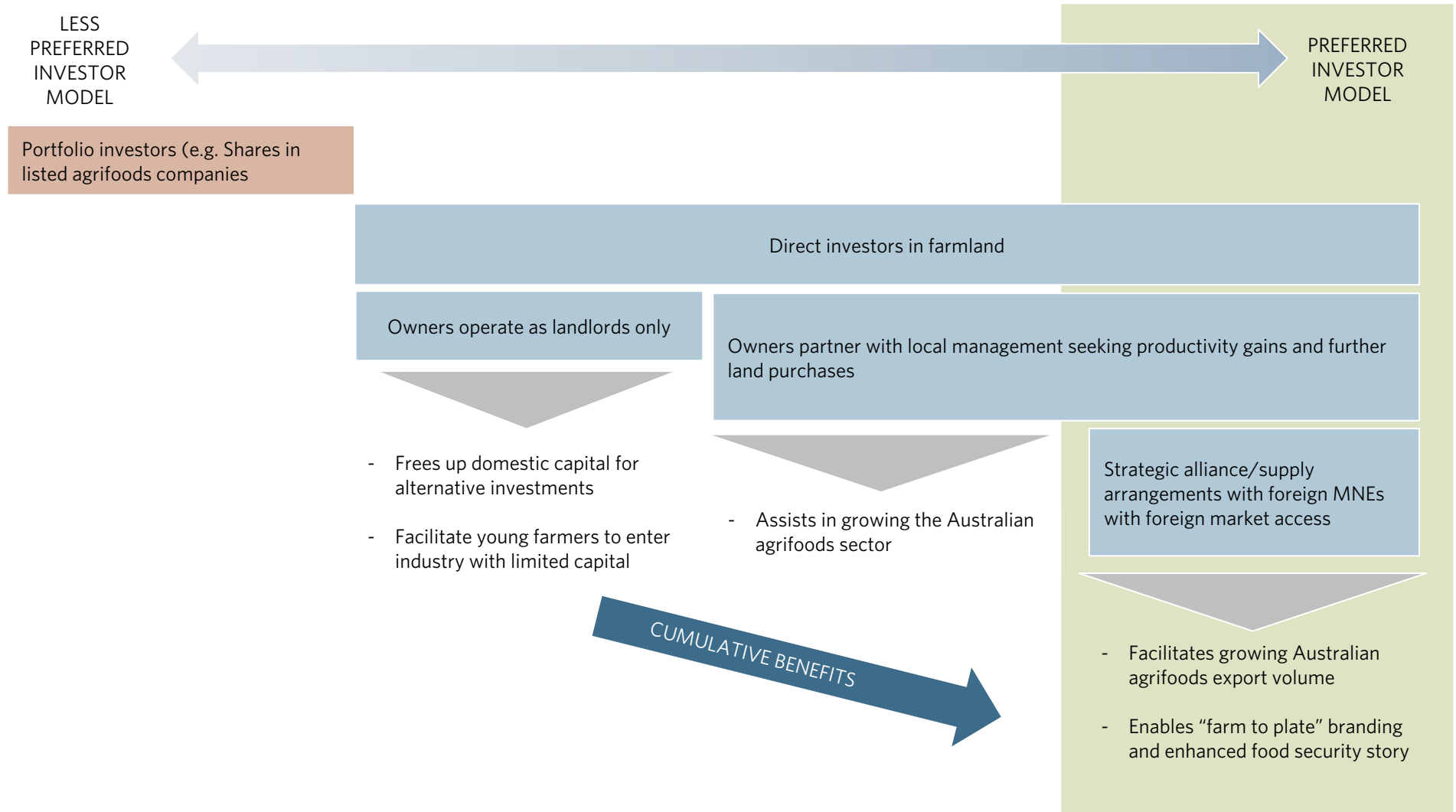
Model; 2016



WHAT ARE INVESTMENT FUNDS?

- Passive funds are essentially large investor pools dedicated to investing on large scale basis in assets or businesses managed by others
- The funds range from superannuation or pension funds to retail funds, with some retail funds listed on the stock exchange
- Some retail funds are specialist agriculture sector investors and have contracted a manager to source opportunities and manage the assets
- They operate their own management (via contract) and governance to ensure the correct allocation of funds based on asset, business and management quality
- Management remuneration comprises an administration fee (0.5-1.5%) and incentive fees based on fund return with "high water" restrictions (ie. when fund values declines, incentives only restart once previous high value regained)
- Together with retail investors investing directly, they are the investors in listed companies and PE firms
- They can also be identified as direct investors in some cases in large scale tangible assets such as farmland, forestry and infrastructure





There is a range of investment models that an investment fund will apply to Australian farmland, some of which are “preferred investment models” for driving growth



Foreign investment funds are significant investors in Australian farmland, in contrast to local funds which are less comfortable with the asset class

EXAMPLES OF INVESTMENT FUNDS WITH IDENTIFIED INVESTMENTS IN AUSTRALIAN AGRIFOOD

A\$ or as given; 2015 or as available

SELECT DOMESTIC FUND EXAMPLES		
FUND	SIZE (A\$M)	INVESTMENTS
	-A\$15 billion -\$150m in Aus agriculture	<ul style="list-style-type: none"> - Only Australian superannuation fund investing in Australian agriculture - Owns 30 farms and 10,000ha of land, worth \$40 million, between Kerang, Swan Hill and the Murray River, as well as \$110m of water rights - Targeting after-tax return of 9% pa
	-A\$400m	Agriculture focus - almond growing, livestock leasing
		Farming properties across Australia, focused on production of grain, wool, meat and horticulture
		Manages the Sustainable Agriculture Fund, with farm aggregations across Australia, focus on cropping, beef and dairy

SELECT INTERNATIONAL EXAMPLES		
FUND	SIZE OF AUSTRALIAN INVESTMENT (A\$M)	OVERVIEW OF FUND AND ITS AUSTRALIAN INVESTMENTS
	\$60m (QLD)	<ul style="list-style-type: none"> - Danish Pension Fund - Pensionskassernes Administration - \$60m Queensland cattle station
	\$115m (VIC)	<ul style="list-style-type: none"> - Canadian based pension fund with -A\$158 billion funds under management - Significant investments in Australia over the past five years, particularly in infrastructure and shopping centres - Recent A\$115 million almond property investment (in NW Victoria) is first in the agribusiness and food sector
	\$120m (WA) \$900m (AU)	<ul style="list-style-type: none"> - Controlling interest held by TIAA (Teachers Insurance and Annuity Association of America); US\$854b assets under management - "Westchester is estimated to have quietly invested about \$120 million on big grain-growing properties in the State since 2008, and up to \$900 million in agricultural land across Australia" - Holdings in WA include farms in Borden, Quairading, the Chapman Valley, Mingenew, Corrigin, Grass Patch and around the Esperance port zone - Model appears to be buy and lease to local farmers
	\$125m+ (QLD)	<ul style="list-style-type: none"> - Canadian based pension fund with -A\$100 billion under management - Invests 2% of its funds globally in timberland (-83%) and agriculture (-17%) - Recently announced partnership with Hewitt Cattle Company (QLD) to invest \$250m in Aus agriculture - first investment made (\$13m) in QLD cattle farms
	\$720m (AU)	<ul style="list-style-type: none"> - Dutch pension fund Stichting Pensioenfond ABP. - Backs Macquarie fund Paraway Pastoral Co.\$720m land and livestock company with 2.7m hectares - "Growth strategy to continue to seek out acquisition opportunities to complement its existing business operations."

The numerous farm properties acquired by Westchester Agricultural Asset Management provides a case study of an investment fund acquiring Western Australian agrifood assets



INVESTMENT FUND CASE STUDY: WESTCHESTER IN WESTERN AUSTRALIA

2011-2015









DETAILS OF FUND	STRATEGIC RATIONALE	ACQUISITIONS IN WESTERN AUSTRALIA
<ul style="list-style-type: none"> - Founded in 1986 - Leading global agricultural asset manager - "Passionately and solely devoted to agriculture" - Over \$8b of assets and commitments under management - More than 350 farmland properties in seven countries - Over 1m acres in possible investments in the pipeline (\$1.6b in value) - Knowledgeable staff on the ground working with local farmers and agricultural managers in most markets around the globe - Played a role in the acquisition, marketing or management of over \$10 billion of assets - Offices in U.S., Australia, Europe and South America - Majority interest acquired by TIAA-CREF (The Teachers Insurance and Annuity Association of America) in September 2010 - Australia Offices: Wagga Wagga, NSW; Brisbane, QLD; Bunbury, WA; East Geelong, VIC; Gunnedah, NSW; Narrabri, NSW; Perth, WA 	<ul style="list-style-type: none"> - "With excellent and stable long-term performance, farmland enjoys a unique position as an investment. It is an asset class that produces competitive returns for its investors, with less volatility than common stocks and corporate bonds. Farmland, including annual & permanent crops, has delivered an annual total return of over 11% over the last 20 years." WG - "The sector's stability stems from the fact that people's need for food is mandatory and non-cyclical. This asset class has an even greater positive outlook due to a growing worldwide demand for food - particularly grains and oilseeds such as corn, soybeans, and wheat - as populations increase. Rising standards of living in developing countries have led to the emergence of middle classes whose consumption of agricultural products produced by the developed world is increasing." WG - "Westchester invests directly in high-quality farmland. Our sole focus is on the agriculture asset class, enabling us to be the best agricultural asset management firm we can be, and that allows you to make the most of your farmland investments." WG - Stated goal of owning farmland in all the major grain exporting countries around the world - "Australia has a relatively small domestic market with a population of only 22 million people and a land area roughly equal to the continental U.S. The country exports about 70% of its agricultural production. This provides another fundamental driver for growth, especially with its proximity to Asia and the world's fastest growing countries of China and India. Agriculture production in Australia is well located and well positioned as these Asian economies become hungry for more and better quality food that Australia can export. Within a 24-hour period Australia can move a cargo ship of grain to Asia!" 	<ul style="list-style-type: none"> - "Westchester is estimated to have quietly invested about \$120 million on big grain-growing properties in the State since 2008, and up to \$900 million in agricultural land across Australia" - Holdings in WA include farms in Borden, Quairading, the Chapman Valley, Mingenew, Corrigin, Grass Patch and around the Esperance port zone - Model appears to be buy and lease to local farmers <p>WGA PROPERTIES Q4 2015</p>

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has attracted a wide range of investment funds; all would seriously evaluate attractive opportunities in Western Australia

IDENTIFIED INVESTMENT FUNDS ACTIVE IN AUSTRALIAN AGRIFOOD

2016 or as available








FIRM	YEAR EST.	HEAD OFFICE LOCATION	DESCRIPTION	\$ UNDER MANAGEMENT TOTAL/ IN AUSTRALIA	KEY INVESTMENT AREAS	KEY REGIONS	NOTES/WEBSITES
 ONTARIO TEACHERS' PENSION PLAN	1989	Toronto, Canada Government of Ontario; Ontario Teachers' Federation	Canadian Pension Fund	C\$154.5b A\$115m	Infrastructure, shopping centres, agriculture, food, lotteries	Canada UK Hong Kong USA Australia	www.otpp.com A\$115m VIC almond property
 INVESTISSEMENTS PSP INVESTMENTS	1999	Ottawa, Canada Crown Corporation	Canadian Pension Fund	\$C112b A\$125m+	Timberland, agriculture, real estate, infrastructure, natural resources, private equity	North America Europe Australasia South America Asia	www.investpsp.ca Investments in 35 countries; A\$13m QLD cattle farm; first of \$250m investment in AU
 pka	1954	Hellerup, Denmark	Danish Pension Fund	€27b A\$60m	Real estate, infrastructure, energy agriculture, timber, private equity	Europe North America Australia	www.pka.dk/om-pka/this-is-pka A\$60m QLD cattle station
 WESTCHESTER	1986	Illinois, US TIAA-CREF majority interest	US Pension Fund; solely agriculture	US\$8b A\$900m	Farmland	USA Australia Europe South America	www.wgimglobal.com A\$120m WA grain farmland; Esperance port zone; 350+ farmland properties in 7 countries
 VicSuper	1994	Melbourne, AU	AU Superannuation Fund	A\$15 billion ~\$150m in Aus agriculture	Property, infrastructure, agriculture, timber	Australia (VIC)	www.vicsuper.com.au 30 farms, 10,000 ha land; \$110m water rights; only AU super invested in sector
 Rural Funds Management	1997	Canberra, AU	AU Real Estate Investment Trust; agriculture focus	A\$380m	Agriculture (almond, livestock leasing, poultry, vineyard)	Australia (NSW, VIC, SA)	www.ruralfunds.com.au 2 listed funds, 5 unlisted
 AgCAP	2007	Melbourne, AU	AU Funds and Assets Management	A\$500m	Agriculture (farmland, cotton, cropping, beef, dairy)	Australia (NSW, VIC, TAS)	www.agcap.com.au Funds management and operations/farm management
 Farmland AUSTRALIA	2014	Rockhampton, AU	AU Unit Trust	TBD	Agriculture (farmland)	Australia	www.farminvestaustralia.com.au Aim to have range of properties to lease (grain, wool, meat, horticulture)

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has proven attractive to Sovereign Wealth Investment Funds; most funds would seriously evaluate attractive opportunities in Western Australia

IDENTIFIED MAJOR SOVEREIGN WEALTH FUNDS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION ORIGIN	\$ UNDER MANAGEMENT TOTAL	KEY INVESTMENT AREAS	EXAMPLE AGRIBUSINESS INVESTMENTS	KEY REGIONS	NOTES/WEBSITES
 NOREGS BANK	1990	Oslo, Norway Oil	US\$854b	Oil & gas, telecommunications, basic material, consumer goods and services, financials, healthcare, industrials, technology, shipbuilding	GrainCorp (AU) Bega Cheese (AU) Australian Agricultural Co (AU) Nestle (CH)	Europe Asia Americas Australasia	www.nbim.no No major shareholdings in consumer goods; <5% ownership; invested in 9,000 companies in 75 countries
 ADIA Abu Dhabi Investment Authority	1976	Abu Dhabi, UAE Oil	US\$773b	Oil & gas, diversified heavy manufacturing, real estate, infrastructure	TBD	Europe North America South America Asia Australasia	www.adia.ae Minority stake in Queensland Motorways (AU); investment in TransGrid (NSW), Port Kembla and Port Botany (NSW); alliance with NZ Superannuation Fund
 中国投资有限责任公司 CHINA INVESTMENT CORPORATION	2007	Beijing, China Non-commodity	US\$747b	Fertiliser, healthcare, shipbuilding, energy, telecommunications, financials, IT, industrials, utilities, consumer goods, agriculture, mining,	Uralkali (RU)	China Hong Kong Canada	www.china-inv.cn Own real estate in Australia, office buildings
 Saudi Arabian Monetary Agency	1952	Riyadh, SA Oil	US\$618b		TBD	Asia Europe North America	www.sama.gov.sa
 Kuwait Investment Authority	1953	Kuwait City, KW Oil	US\$592b	Real estate, infrastructure, equities, finance, utilities, tourism, industry, communications, automotive	TPG (US)	Middle East Europe North America China	www.kia.gov.kw Branch offices in Beijing, London, North Africa; part of consortium that acquired TransGrid (NSW)
 SAFE GOV.CN	1997	Beijing, China Non-commodity	US\$542b	Mining, oil & gas, supermarkets, finance	Tesco	Hong Kong Singapore Europe USA	www.safe.gov.cn
 QIA QATAR INVESTMENT AUTHORITY Building the Future with Global Vision	2005	Doha, Qatar Oil & gas	US\$256b	Finance, automotive, supermarkets, entertainment, oil & gas, sporting clubs, food and agribusiness	A'Saffa Foods (OM) Hassad Australia (AU) Senwan Pakistan (PK)	Qatar Oman Pakistan Australia	www.qia.qa www.hassad.com www.hassad.com.au Hassad Food is agrifood investment subsidiary of QIA; 14 operations in AU in pastoral and cropping; 3 in WA

The Investment Fund model may suit the following WA agrifood firms

STRONG FIT



Banjawarn Station

Louisa Downs Station

De Grey Station

Sunlight Holdings

SAWA Pastoral

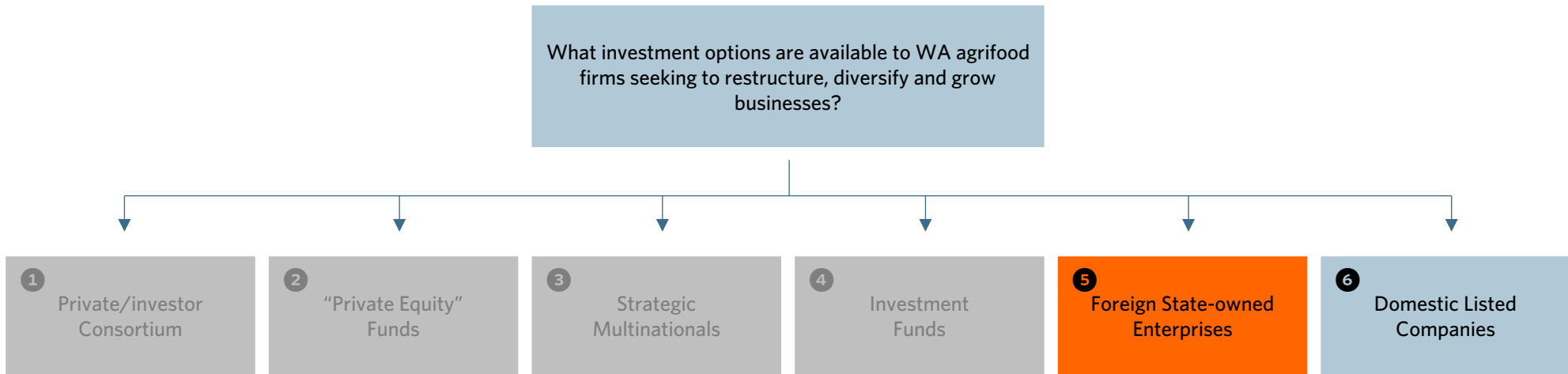
Milly Milly Pastoral Co

SOME FIT

Jumbuck Pastoral Co (based in Adelaide; family owned)

S.Kidman & Co (based in Adelaide; looking to sell; \$325m)

The fifth option available to WA agrifood firms seeking to restructure, diversify and grow their businesses is foreign state-owned enterprises



Foreign state-owned enterprises (SOE's) can take a broad range of investment approaches, so long as the strategic objective of securing supply for consumption in their home state is achieved

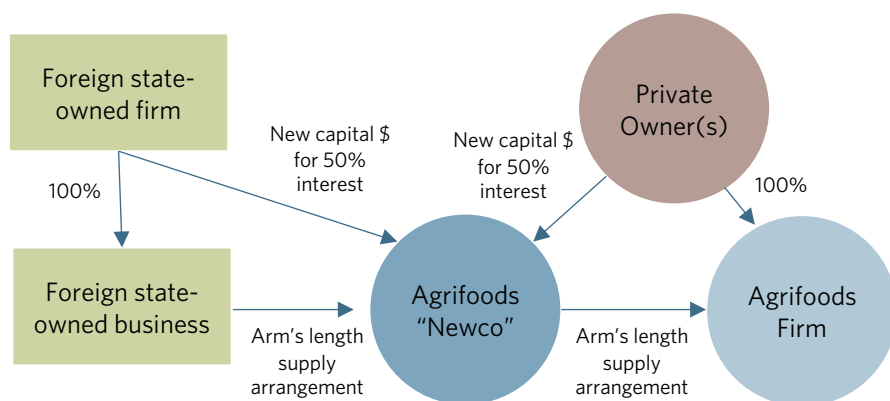
TYPICAL FUND INVESTMENT PROCESS

Model; 2016

- Typically, these entities follow the same process to an investment fund and invest in the underlying tangible assets (as outlined above), except that they use internal management
- Unlike an investment fund, they will sometimes follow a process similar to a strategic multi-national firm, and invest in an agribusiness, to the extent that the foreign state-owned enterprise has a domestic business to contract for the supply into its home market

MODEL FOR POTENTIAL PARTNER INVESTMENT STRUCTURE

Model; 2016



WHAT IS A FOREIGN STATE-OWNED ENTERPRISE?

- Foreign state-owned enterprises are owned and controlled by the government of their country; these are often authoritarian or socialist states
- These entities typically used state funding to further strategic objectives of their respective Government. Typically these objectives are long term and are designed to have inter-generational impact
- In rarer cases, the foreign state-owned enterprise (especially if owned by a democratic state) will simply act like any other multinational company and will be seeking growth and value-creating opportunities
- The management capability is often strong and comparable to private sector multi-national companies
- These enterprises target jurisdictions which are foreign investment friendly and that have specific resources that are scarce in the home state
- Almost without exception, foreign state-owned enterprises do not invest as minority owners

Foreign state-owned enterprises are interested in agrifood investments that deliver strategic food ingredients to their home country

FOREIGN STATE-OWNED ENTERPRISE INVESTMENT CRITERIA APPLIED TO WA'S AGRIFOODS SUPPLY SEGMENTS

Forced ranking; 2016










0	High
5	Medium
`	Low

SEGMENT	RATING	COMMENTARY/DETAILS
Farmland	0	<ul style="list-style-type: none"> - Strong interest in securing the production source - Will likely seek an ownership/management partner but as long as they obtain supply offtake rights
Intensive protein systems – feedlot	0	<ul style="list-style-type: none"> - Strong interest again in securing production supply - Will likely seek an ownership/management partner but as long as they obtain supply offtake rights - Has advantage of reduced land area reducing risk of foreign ownership restriction/adverse market sentiment - WA provenance with enhance food security
Intensive protein systems – pork/poultry	5	<ul style="list-style-type: none"> - Lesser interest compared with cattle feedlot and dairy feedlot due to pork/poultry being largely domestic product – driven by Australia’s high cost of production - Premium product only for Asia – meaning less strategic for foreign SOEs - WA provenance will enhance food security
Wild catch seafood	5	<ul style="list-style-type: none"> - Limited interest unless strategic and long term quota - Typically linked to running a fleet of vessels requiring significant operational involvement which is of less interest
Aquaculture	0	<ul style="list-style-type: none"> - As for land based feedlot farming, interested in securing source of agriculture production - WA provenance with enhanced food security
Bulk building	5	<ul style="list-style-type: none"> - Interested to the extent that it is part of the integrated supply chain or has sustainable long term access to local supply (e.g. grain handling)
Primary processing	5	<ul style="list-style-type: none"> - Only interested to the extent that it is part of the integrated supply chain - Investing in local primary processing can provide opportunity to partner with local farmers under a collective long term supply arrangement
Secondary/value-added processing	5	<ul style="list-style-type: none"> - Limited interest as a standalone investment - Also preference to be adding value in home state
Logistics & Infrastructure	`	<ul style="list-style-type: none"> - No interest in this sector as unrelated to securing food production at source - A prerequisite to investment in WA however, is efficient and competitive logistics and infrastructure

Three identified foreign state-owned enterprises have invested in the Australian agrifoods industry; each with operations in WA

EXAMPLES OF FOREIGN STATE-OWNED ENTERPRISES INVESTING IN AUSTRALIAN AGRIFOOD

US\$ or as given; 2015 or as available

FIRM	HOME COUNTRY	GLOBAL REVENUE #EMPLOYEES	KEY SECTORS	KEY REGION(S)	KEY BRAND(S)	AUSTRALIA REVENUE # EMPLOYEES	OPERATIONS IN WA?
 光明食品(集团)有限公司 BRIGHT FOOD (GROUP) CO., LTD.	China SOE	US\$19b (14)	Dairy; confectionery; processed foods; other foods	China (Bright Foods) UK (Weetabix) Israel (Tnuva Dairy) Australia (Manassen) New Zealand (Silver Fern Farms (Meat), 40% of Synlait Dairy) Italy (Salov/Filippo Olive Oil)	Bright, Weetabix, Filippo Berio, Sagra, AU: Margaret River Dairy, Mundella, Simon Johnson, Sunbeam Foods, Mildura Fruit, Calendar cheese, Manassen, others	Bright Food Group Holdings 1,200 emp.	YES  
 中粮 COFCO	China SOE	US\$63.3b (14) 60,000	Diversified conglomerate (life insurance, hotels, shopping malls, food, etc.); multiple listed subsidiaries; dairy (Mengniu; #1 China dairy); oils & fats; produce; meat; grain trading & bulk handling; sugar; poultry; vegetables; other	China US, UK, Canada, Australia, Japan	Fortune edible oil, Great Wall wine, Mengniu dairy, Lohas fruit and vegetable juice, Le Conte chocolate, Tunhe tomato products, Joycome meat products, other	COFCO (Australia) Pty Tully Sugar NobleAgri (Noble Group Agribusiness operations) PentAG Nidera	YES  
 Qatar Investment Authority QIA  حصاد غذائية HASSAD FOOD	Qatar Sovereign Wealth Fund	US\$256b	Established in 2008, Qatar's premier investor in the food and agri-business sectors; key activities: - Grain & livestock production - Producing/procuring green fodder - Cut flower greenhouse production - Hydroponics solutions	Qatar Oman Pakistan Australia	None	Hassad Australia	YES  Three properties in WA

The acquisition of Noble Agri by Chinese SEO COFCO provides a case-study of the motivations of a Chinese state-owned enterprise; Western Australian agrifood appears to be a target

STATE-OWNED ENTERPRISE CASE STUDY: COFCO

2011-2014



ACQUISITION	STRATEGIC RATIONALE	ACTIVITIES IN WA/AU
<ul style="list-style-type: none"> - Noble Agri engages in agricultural trading and processing businesses, which it originates from surplus producing regions such as South America, South Africa, East Europe, North America and Australia, to supply regions with high demand such as China, Asia and the Middle East. They own and operate logistics and processing assets in strategic locations within key global trade flows. Noble Agri had sales of \$14.9 billion (2014), and delivered 46 million tones of products globally, with 45 asset locations and 9,500 employees in 29 countries. - China's largest grain trader, state-owned Cofco Corp., and mainland private-equity firm Hopu Investment Management Co. buy a majority (51%) stake in Singapore-listed/Hong Kong-based commodities trader Noble Group Ltd.'s agribusiness division for \$1.5 billion in April 2014 - Hopu exits, selling its stake to COFCO - COFCO acquired remaining 49% of Noble Agri for \$750m in Dec 2015 following Moody's/S&G credit rating warning to Noble and share price fall - At completion, COFCO International Limited (CIL) will hold a 100% stake in Noble Agri, which will be renamed COFCO Agri. - "The disposal of the agricultural unit—blamed for the "vast majority" of the \$208 million in losses Noble reported from its associates and joint ventures in the nine months to the end of September—will not only give the company a cash infusion, but also remove liabilities relating to the entity from Noble's books." WSJ, Dec 2015 	<ul style="list-style-type: none"> - "China Inc." desire to build a greater footprint in the global food market - "The purchase highlights China's push to secure more food overseas as it juggles insufficient farming resources at home against a dependence on imports. It's the second such deal for Cofco this year after it agreed to buy a majority stake in Dutch grain trader Nidera BV in February." - "The acquisition will greatly accelerate COFCO's internationalization and global positioning." - Backwards vertical integration through acquisition of key supplier to COFCO - "COFCO Corporation has been actively engaged in resource consolidation to optimize asset allocation and boost its profitability." 	<ul style="list-style-type: none"> - In Australia, COFCO originates, stores and exports wheat, barley and oilseeds and is in the process of building its first export elevator at Port Kembla, New South Wales - Qube and Noble joint venture built a multi-user grain terminal at Port Kembla, NSW with annual capacity of 1.3 million tonnes - "One of CBH's biggest customers" - Procurement activities in WA - "Chinese heavyweight COFCO is weighing up options in WA as part of a global spending spree in the grains industry. Speculation about the site of a new grain terminal in WA has centred on the Kwinana Bulk Terminal and the adjoining James Point site. Geraldton is also considered an option. WA is the biggest grain export State in Australia and a prime target for global traders and State-owned entities wanting to invest in supply chains despite CBH's dominant position." West Australian, Apr 2014

Two of Australia's biggest dairy farming families have formed a dairy consortium backed by Chinese investment to: invest in Australian dairy farms, increase milk supply, and produce value-added dairy products for export to China

FOREIGN SOE INVESTOR CASE STUDY: AUSTRALIAN FRESH MILK HOLDINGS

2015-16








BACKGROUND	STRATEGIC RATIONALE
<ul style="list-style-type: none"> - In early 2014 Moxey Farms initiated a review of its operations with the aim of finding a strategic partner to assist with the next stage of growth - November 2014: Freedom Foods and the Perich Group signed a MOU with China's New Hope Group to investigate establishing new large scale intensive dairy farms in Australia in order to supply Freedom Foods UHT operations - Moxey Farms runs 3,700 milking cows on 2,700 hectares producing 50 million litres of milk annually - the collective milk production from both the Moxey and Perich enterprises will total 75 million litres each year - Leppington Pastoral Company runs a 2,000 head dairy cow free stall facility in Bringelly, NSW. It is the largest shareholder of the Freedom Food Group - Freedom Foods Group Limited is one of Australia's leading manufacturers of UHT food and beverages for branded and private label customers - New Hope Dairy is part of the New Hope Group based in Chengdu. It is one of the largest suppliers of meat, egg and dairy product in China - Last year New Hope established a \$500 million investment fund to develop and acquire dairy farms and processing facilities globally 	<ul style="list-style-type: none"> - The strategic partnership will give each company access to assets and operations across the dairy supply chain - The primary aim is to invest in Australian dairy farms to increase milk supply so that value added dairy products can eventually be exported to China - New Hope Dairy Holdings will be a strategic partner in the consortium providing distribution links through China and money for investment in dairy farms across NSW and Victoria - The Moxey family will take a strategic stake in the consortium but will continue to operate Moxey Farms and retain key customers and staff during the takeover - The acquisition of its operations will give Freedom Foods better access to a long-term supply of high quality milk - Early last year the Moxeys began reviewing their operations with the aim of finding a strategic partner to assist with a new growth stage, which includes establishing other farms similar to "The Angle" elsewhere in eastern Australia - The review included considering taking on equity partners from overseas to help fund the family company's expansion plans. - "We are pleased to partner with AFMH on the development of Moxey Farms and the establishment of additional world class greenfield dairy farming operations in Australia," Mr Moxey said. - The consortium agreement allows AFMH to leverage Sydney-based Freedom Foods' processing capabilities and New Hope Dairy's Asian footprint to readily access export markets in China and South East Asia - Freedom currently produces a range of long-life carton beverage products, breakfast cereals and snack bars and has an ultra-high temperature (UHT) treated export milk operation at its Pactum Dairy site at Shepparton, Victoria a joint venture with nearby family farming business Australian Consolidated Milk
<p>DEAL STRUCTURE</p>	
<ul style="list-style-type: none"> - Sino-Australian milk processing and farming consortium comprising Leppington Pastoral Company, New Hope Dairy Holdings and Freedom Foods Group has completed its acquisition of the \$100m Moxey Farms business - The Moxey family will continue to operate the farming business based at "The Angle" dairy in a joint venture with the Perich family. The Moxey-Perich joint venture, flagged in May, is now officially part of a farm management agreement with the newly formed consortium Australian Fresh Milk Holdings (AFMH) - The Moxey family has also picked up a strategic stake in AFMH as part of the deal - The completion of the acquisition confirms AFMH's strategic operations across every aspect of the dairy value chain including processing activities in Australia and China and distribution networks in China - AFMH is expected to further invest in additional greenfield dairy production sites as part of its plan to become a significant player in the Australian dairy industry 	

IDENTIFIED POTENTIAL INVESTORS

The Australia agrifood industry has proven attractive to international State-Owned Enterprises; most would seriously evaluate attractive opportunities in Western Australia

IDENTIFIED CHINESE STATE-OWNED ENTERPRISES ACTIVE IN AUSTRALIAN AGRIFOOD

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION	GLOBAL REVENUE/EMPL OYEES	KEY INVESTMENT AREAS	KEY REGIONS	WEBSITES NOTES
 SINOCHEM GROUP	1950	Beijing, China (Government of China)	RMB496.8b (14) US\$76.5b 50,000	Energy, agriculture, chemicals, real estate, finance, tendering	Asia Europe Americas Middle East Australia	www.sinochem.com www.sinochem.com.au 300 subsidiaries; has listed subsidiaries; China's biggest agricultural input company
 中粮 COFCO	1949	Beijing, China (Government of China)	US\$63.3b (14) 60,000	Diversified conglomerate (life insurance, hotels, shopping malls, food, (dairy (Mengniu; #1 China dairy), oils & fats, produce, meat, grain trading & bulk handling, sugar, poultry, vegetables, other))	China USA UK Canada Australia Japan	www.cofco.com www.cofcoagri.com www.au.noblegrain.com Present in 140 countries; owns 180 processing factories in China; 51% of Nidera BV in '14
 绿地集团 GREENLAND GROUP	1992	Shanghai, China (Government of China)	RMB402b (14) US\$62b TBD	Real estate, construction, finance, hotel operation, transport, energy	China Asia North America Europe Australia	www.greenlandsc.com www.greenlandcentre.com.au Construction projects in Sydney and Melbourne; chairman announced plans to invest in Australia's agriculture sector including dairy, beef, vineyards and food companies
 光明食品(集团)有限公司 BRIGHT FOOD (GROUP) CO., LTD.	2006	Shanghai, China (Government of China)	US\$19b (14) 1,200 (AU)	Dairy, meat, rice, sugar, vegetables, aquatic products, processed foods, processed meat, honey, beverages, retail, real estate, tourism, logistics	China UK Israel Australia New Zealand Italy	www.brightfood.com www.silverfernfarms.com www.manassen.com.au Acquired 75% of Manassen Foods (AU) '11 (Mundella; Margaret River Dairy Company, WA); acquired 50% Silver Fern Farms (NZ) '15
 中国中纺集团公司 Chinatex Corporation	1951	Beijing, China (Government of China)	US\$7.3b (12) TBD	Grains & oil, edible oil, cotton, wool, textiles, garments	China Asia Australasia Americas	www.chinatex.com 30 subsidiaries; 40 manufacturing plants; essential buyer at AU wool market and sources grain; Chinatex (Aust Wool Co) office in Sydney

The Foreign State-Owned Enterprise model may suit the following WA agrifoods companies

STRONG FIT



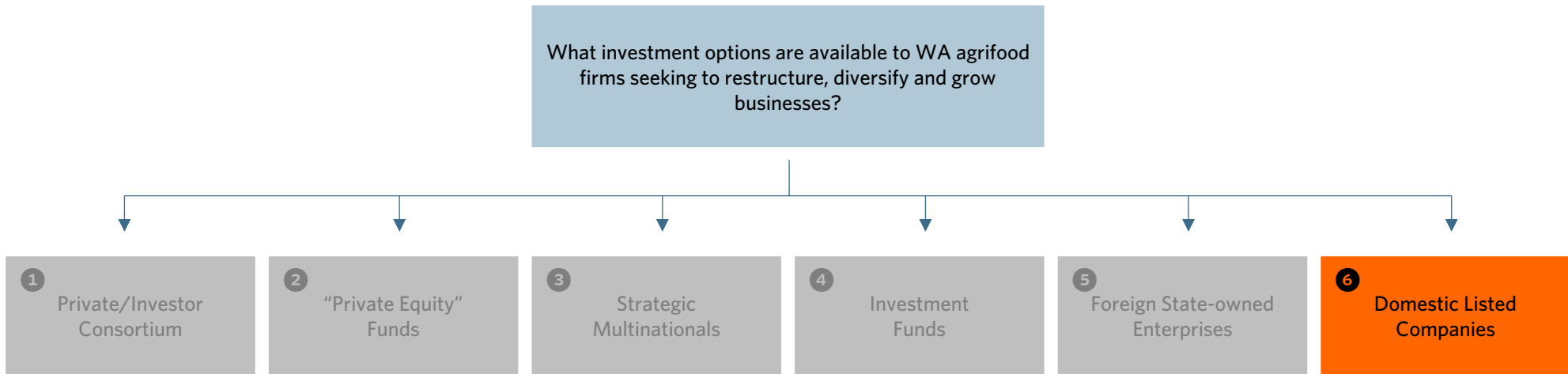
The 'STRONG FIT' category contains three logos. At the top left is the CBH GROUP logo, featuring a stylized green and blue circular pattern of dots. To its right is the WAMCO logo, a circular emblem with a white figure and the text 'WAMCO' and 'WESTERN AUSTRALIA'. Below these is the V&V WALSH logo, which includes a small circular icon with a 'V' and the text 'V&V WALSH' and 'MEAT PROCESSORS & EXPORTERS'.

SOME FIT



The 'SOME FIT' category contains three logos. On the left is the GLOW AGRICULTURE logo, featuring a green sunburst design with the word 'Glow' in red script and 'AGRICULTURE' in blue. In the center is the MG KAILIS GROUP logo, consisting of a blue circle with a white 'K' and the text 'MG KAILIS GROUP'. On the right is the CRAIG MOSTYN GROUP logo, featuring the letters 'CM' in a stylized blue font and the text 'CRAIG MOSTYN GROUP' and 'FOOD & AGRIBUSINESS'.

The sixth option available to WA agrifood firms seeking to restructure, diversify and grow their businesses are domestic share market options



Western Australian firms have three options when considering a sharemarket listing: an IPO process, a “backdoor” listing or a sale to an ASX-listed firm



IPO PROCESS

- Suitable for firms with turnover of \$75m+ with strong consumer awareness, quality brands and export growth
- Scale is required to attract institutional investors and to have some liquidity in the stock's trading
- Most successful if IPO is being used to raise new capital - least successful where IPO is being used for current owner to exit completely from the business
- For smaller firms - other options suit better



BACKDOOR/SHELL

- This involves selling the business to a listed “shell” or “cashed up” company
- Often used where the business lacks sufficient scale to float and attract new investors
- Some negatives attached to this approach by major investors - as often lesser disclosure requirements



SALE TO ASX LISTED

- An existing ASX-listed firm in the same segment or category could acquire the business
- Essentially enables access to public funding for the business in the same way as an IPO or backdoor listing
- If the existing owner takes shares as consideration for the sale it ends up with the same outcome as an IPO
- Will be preferred option if there are strong synergies in merging the business in with the listed company's business - some of this synergy value should be reflected in what the vendor business owner is paid (or number of shares they get)

KEY POINTS ABOUT ASX-LISTED AGRIFOOD FIRMS

- Historically, Australian based investors have had limited opportunity to invest in their own domestic agrifoods sector:
 - A very limited percent the ASX market capitalisation is made up of agribusiness companies
 - Unlisted trusts and pension/superannuation funds have typically found the agriculture sector, particularly farmland, high-risk and illiquid
- Given market investors' desire to match their investment exposure to the economy broadly, added to the strong macro outlook for the agrifoods sector, there is significant scope for more ASX listed agrifoods firms
- The ASX provides the most organised and structured way for Australian agrifoods firms to access domestic based capital - either by IPO, “backdoor” listing or by seeking investment from existing listed companies
- Although several of Australia's listed agrifood companies have been taken over by foreign interests in recent years (e.g. Little Creatures), these foreign owned companies remain active investors in the sector

ASX-listed agrifood firms are more common in the agrifoods sectors that are less capital intensive and without direct exposure to the commodity cycle

AUSTRALIAN AGRIFOODS FIRMS LISTED ON THE ASX BY VALUE-CHAIN STAGE

Revenue ~\$20m+; 2015



1. Would include poultry, pigs, and eggs; not shown is Mareterram, which is the only listed wild capture firm; Source: Coriolis analysis and estimates

Most agribusinesses in the supply chain suit the listed company model with the exception of farm production

0	High
5	Medium
`	Low

IPO CRITERIA APPLIED TO WA'S AGRIFOODS SUPPLY SEGMENTS

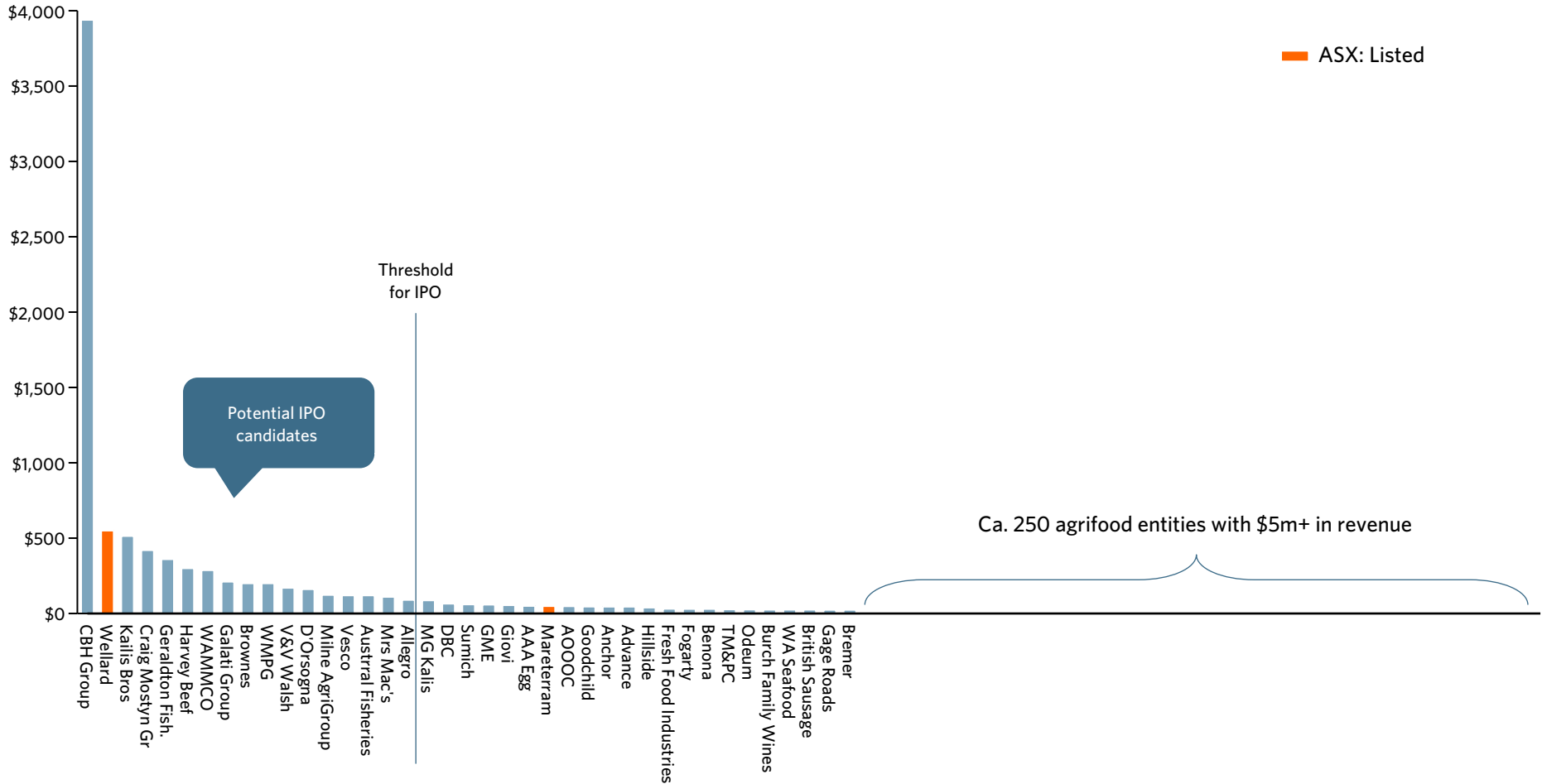
Forced ranking; 2016

SEGMENT	RATING	COMMENTARY/DETAILS
Farmland	`	<ul style="list-style-type: none"> - Not suited to listed company model - low growth, low return, high fixed asset based - Listed trust or fund model suits farmland - gives investors ability to own farmland assets directly and use a manager to operate
Intensive protein systems - feedlot	5	<ul style="list-style-type: none"> - Potential for listed intensive farming enterprise, several global examples - key difference being volume growth more easily achieved and increasing synergies/economies of scale benefits
Intensive protein systems - pork/poultry	5	<ul style="list-style-type: none"> - Intensive, integrated pork/poultry/egg product production systems have potential, particularly when they are market leaders
Wild catch seafood	5	<ul style="list-style-type: none"> - Fits listed company model although lower growth - operational business based around vessel and quota management - focus on operating efficiencies
Aquaculture	5	<ul style="list-style-type: none"> - Analogous with intensive land based farming - ability to increase volumes to meet growing/new market demand opportunities (compared with quota fishing which has sustainability limits)
Bulk building	5	<ul style="list-style-type: none"> - Bulk building wholesaling can suit listed company model if sufficient economies of scale
Primary processing	0	<ul style="list-style-type: none"> - Primary processors will not suit listed company model unless part of a vertical supply chain business - due simply to its commodity service nature, with limited scope for differentiation - Same argument applies to packing houses
Secondary/value-added processing	0	<ul style="list-style-type: none"> - Secondary processing strongly fits the listed company model - ability to create a differentiated product either through unique IP or strong branding, and outperform in terms of sales growth and margin - An export dimension is required for any successfully listed Australian food company - the perceived market power issues faced by suppliers to Australia's supermarket operators has been well publicised - The listed Australian food companies with export businesses are valued more highly by the equity capital markets than those purely domestically focused due to perceived higher growth profiles (refer slide on Capilano case study) and lower margin pressure
Logistics & Infrastructure	5	<ul style="list-style-type: none"> - Logistics does fit the listed company model but due to near commodity service, and correspondingly low margins, the best listed logistics companies tend to be those that are either very large (with significant economic of scale) or with monopoly or near monopoly infrastructure (eg ports)

A number of firms in Western Australian agrifood firms could be potential candidates for an IPO process

ESTIMATED TURNOVER OF TOP WA-BASED AGRIFOOD FIRMS

A\$m; 2015 or as available



Note: list excludes WA operations of non-WA based firms (for data quality/availability reasons)

Source: Coriolis from various sources; Coriolis analysis and estimates

Capilano Honey is a prime example of an Australian agrifoods business successfully raising public funding through the stock exchange, based on strong brand, track record of quality and export growth into Asia

AGRIFOOD COMPANY IPO CASE STUDY: CAPILANO HONEY

2011-2016







OVERVIEW	SHARE PRICE HISTORY (VS ALL ORDS INDEX)																														
<ul style="list-style-type: none"> - Commenced operations in 1953 as a cooperative - Steady expansion interstate and development of export markets - Establishment of a packing plant and distribution centre at St Marys near Sydney in 1968, followed by another in Maryborough, Victoria, in 1974 - In 1997 the factory in Brisbane was redeveloped and the business reduced to a two-plant operation - Transition from unlisted public company to listing on the Bendigo Stock Exchange in 2004 - Capilano listed on the ASX in July 2012 																															
FINANCIAL & OPERATIONAL METRICS																															
<ul style="list-style-type: none"> - Current (2016 FY) sales growth tracking at 15%, exports up 32% and exports to Asia up 53% - 2016F EBIT of -A\$17m+ 																															
<table border="1"> <thead> <tr> <th>A\$m</th> <th>2014FY</th> <th>2015FY</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$86.0</td> <td>\$120.9</td> </tr> <tr> <td>EBITDA</td> <td>\$9.1</td> <td>\$13.2</td> </tr> <tr> <td>EBIT</td> <td>\$7.1</td> <td>\$11.6</td> </tr> <tr> <td>Net debt</td> <td>\$7.6</td> <td>\$4.7</td> </tr> <tr> <td>Current stock price (A\$/share)</td> <td></td> <td>\$19</td> </tr> <tr> <td>Share on issue (M)</td> <td></td> <td>8.597</td> </tr> <tr> <td>Market capitalisation (A\$m)</td> <td></td> <td>163.3</td> </tr> <tr> <td>Implied market value (inc. debt) (A\$m)</td> <td></td> <td>168.0</td> </tr> <tr> <td>Multiple of EBITDA (historical)</td> <td></td> <td>12.7</td> </tr> </tbody> </table>	A\$m	2014FY	2015FY	Sales	\$86.0	\$120.9	EBITDA	\$9.1	\$13.2	EBIT	\$7.1	\$11.6	Net debt	\$7.6	\$4.7	Current stock price (A\$/share)		\$19	Share on issue (M)		8.597	Market capitalisation (A\$m)		163.3	Implied market value (inc. debt) (A\$m)		168.0	Multiple of EBITDA (historical)		12.7	KEY TAKEAWAYS <p>Capilano's stock price performance (+500% in less than 4 years) illustrates three key points:</p> <ol style="list-style-type: none"> 1. The equity market's strong support for quality food brands with Asian export potential 2. The strong price rise after the announced Manuka honey acquisition reflects the well-known Chinese market interest in Manuka honey 3. Each acquisition adding further to the strength of Capilano's vertical supply chain - leading to synergies/economies of scale and reduced supply risk
A\$m	2014FY	2015FY																													
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Multiple of EBITDA (historical)		12.7																													

IDENTIFIED POTENTIAL INVESTORS

Western Australia has a handful of listed agrifood firms; however, the scale of the firms becomes small beyond Wellard

WESTERN AUSTRALIAN ASX-LISTED AGRIFOOD COMPANIES (OVER \$5M)

A\$; 2015 or as available










Firm	ASX Code	Revenue # Employees	Key sectors	Key region(s)	Key brand(s)	Operations in WA?
 Wellard	WLD	\$561m (15)	Live exports, cattle finishing, beef processing, beef breeding, dairy JV, animal feeds	Operations in Australia, Philippines, Indonesia, Sri Lanka, Brazil, other Export globally	Beaufort River	1a Pakenham Street, Fremantle, WA 6160
 Mareterram	MTM (Backdoor)	\$49m (15)	Prawn fishing, sales & marketing of seafood	Australia (WA) Exports	-	Unit 4, 24 Mews Road, South Fremantle, WA 6160
 fresh food industries	FFI	\$31m 93 emp.	Manufacturing of cooking chocolate, confectionery, cake decorations, popcorn snack foods, smallgoods	Australia Exports	Nemar, Golden Popcorn Prepact, Snowflake, Tradition	23 Knock Place, Jandakot, WA 6164
 seafarms	SFG	\$27m (15) 87 emp.	Prawn aquaculture; carbon sink plantations; plans \$1.5b large scale prawn farm in Northern WA	Australia (WA)	Crystal Bay Prawns	Level 11 225 St Georges Terrace Perth, WA 6850
 GAGE ROADS BREWING CO	GRB	\$24m (15)	Brewing, packaging, marketing and selling of craft brewed beer, cider and other beverages	Australia	Sleeping Giant, Single Fin, Narrow Neck, Atomic, Small Batch Lager, Premium Mid Pils,	14 Absolon Street, Palmyra, WA 6157
 refresh group	RGP	\$6m (15)	Production and distribution of bottled water in the home and office delivery sector of the bottled water market	Australia (WA, NSW, VIC, QLD)	Hydr8 Water, Oxyfresh Water, Distilled Water Suppliers, Oz Water Filters, Drink Up, Refresh Pure Water, Fusion H2O, Sunshower Springs	17 Denninup Way Malaga, WA 6090

IDENTIFIED POTENTIAL INVESTORS

Australia has a robust set of listed agrifood firms...

AUSTRALIAN ASX-LISTED AGRIFOOD COMPANIES

A\$; 2016 or as available

FIRM	ASX CODE	REVENUE/EMPLOY EES	KEY SECTORS	KEY REGION(S)	KEY BRAND(S)	OPERATIONS IN WA?
 CCA COCA-COLA AMATIL	CCL	\$5.1b (15) 14,700 emp.	NARTD Beverages (CSD, water, energy drinks, iced tea, flavoured milk), fruit snacks, fruit products, alcohol	Australia, New Zealand Fiji, Samoa, PNG Indonesia	Coca-Cola, Sprite, Fanta, etc. SPC Ardmona, Goulburn Valley, Jim Beam, others	YES (bottling plant)
 GrainCorp	GNC (ADM 19%)	\$4.1b (15) 939 emp.	Wheat, barley & canola grain storage and logistics, marketing, production of malt and oils.	Australia Sells globally	-	YES (details)
 TREASURY WINE ESTATES	TWE	\$2.2b (15) 3,130 emp.	Manufacture of wine Distribution of beer & cider	Australia (9 wineries) NZ (2 wineries) Americas (7 wineries) Europe (1 winery) Sells globally	Penfolds, Beringer, Lindeman's, Wolf Blass and Rosemount	YES (Fifth Leg, Devil's Lair, other)
 Elders	ELD	\$1.5b (15) 1,800 emp.	Rural services and inputs; rural financial and real estate services; real estate franchisor; trading operations, principally in live cattle and wool; feedlotting of cattle, automotive components	Australia New Zealand Other	Elders	YES
 Bega SINCE 1899	BGA	\$1.1b (15) 1,700 emp.	Cheese, butter, powders, nutritionals	Australia Sells globally	Bega Cheese, Tatura Milk	NO
 RIDLEY	RIC	\$910m (15) 685 emp.	Manufactures poultry feeds, pig feeds, aqua feed, dairy feeds and rendering	Australia Exports	Barastoc, Rumevite, Cobber, Primo	NO (TBC)
 M CO	AAC	\$768m (15) 584 emp.	Beef farming, feedlots, meat processing and branded beef	Australia Sells globally	Master Kobe, Takumi Wagyu, Darling Downs, 1824, Brunette Downs	NO (In NT)
 costa fresh is our passion	CGC	\$727m (15) TBD	Produce farming, packaging and marketing; berries, mushrooms, glasshouse grown tomatoes, avocados and citrus	Australia Morocco China	Driscoll's (L), Perino, Perino Gold, Adelaide Mushrooms, Vitor, Costa Mushrooms and Bloom	YES (details)
 WARRNAMBOOL ESTD 1888 CHEESE & BUTTER	WCB (80% Saputo)	\$609m (14) TBD	Cheese, SMP, whey, butter, cream	Australia Exports	Warrnambool, Sungold, Great Ocean, others	NO











Source: Company disclosures; ASX; various other source; Coriolis analysis

IDENTIFIED POTENTIAL INVESTORS

Australia has a robust set of listed agrifood firms... *continued*

AUSTRALIAN ASX-LISTED AGRIFOOD COMPANIES

A\$; 2016 or as available









FIRM	ASX CODE	REVENUE/EMPLOY EES	KEY SECTORS	KEY REGION(S)	KEY BRAND(S)	OPERATIONS IN WA?
 BLACKMORES®	BKL	\$472m (15) 900 emp.	Vitamins, herbal and mineral nutritional supplements	Australia (M) Exports to New Zealand, Taiwan, Singapore, Asia	Blackmores	No (TBC)
 tassal	TGR	\$380m (15) 474 emp.	Salmon hatching, farming, processing, sales and marketing	Tasmania Sells globally	Tassal, Superior Gold, Tasmanian Smokehouse	No
 AV AUSTRALIAN VINTAGE LTD	AVG	\$231m (15) 437 emp.	Wine making, wine marketing and vineyard management	Australia (NSW, SA) Sells in New Zealand, Asia and North America	McGuigan Wines, Tempus Two, Passion Pop, Nepenthe, Miranda	No
 SELECT HARVESTS	SHV	\$224m (15) 564 emp.	Almond orchards, almond processing	Australia (VIC, NSW, SA) Sells globally	Lucky, Sunsol, Soland, Renshaw, Allinga Farms	No (exited Dec 2015 for \$9.5m following \$60m writedown)
 Patties FOODS	PFL	\$245m (15) TBD	Manufacture and marketing of frozen food products, sweet and savoury products	Australia Exports to New Zealand and across Asia Pacific	FOUR'N TWENTY, Patties, Herbert Adams, Nanna's, Creative Gourmet, Chefs Pride	No (TBC)
 The a2 Milk Company™	A2M	\$219m (15) TBD	milk, cream and infant formula sales, and royalty and license fee income	Australia, UK, USA Exports to Asia	A2	No
 HUON TASMANIA	HUO	\$193m (15) 480 emp.	Hatching, farming, processing, sales and marketing of Atlantic salmon and Ocean trout.	Australia Exports	Huon	No (TBC)
 vitaco™	VIT	\$172m (15) 440 emp.	Manufactures, develops and distributes products for the domestic nutrition, health and wellness industry	Australia New Zealand Exports	Aussie Bodies, Musashi, Balance, Bodytrim brands, Healtheries, Abundant Earth	No
 Dongfang Modern	DFM	\$133m (14) TBD	Grower/packer/shipper of citrus products located in Jiangxi, China; products include tangerine, pomelo, camellia fruits and navel orange	China Exports	-	No
 CAPILANO 100% PURE NEW ZEALAND HONEY SINCE 1912	CZZ	\$130m TBD	Packing of honey (Australian, Active Manuka, Premium Floral, Specialty, Organic)	Australia Exports to Asia	Capilano Wescobee	Yes (Wescobee)

IDENTIFIED POTENTIAL INVESTORS

Australia has a robust set of listed agrifood firms... *continued*

AUSTRALIAN ASX-LISTED AGRIFOOD COMPANIES

A\$; 2016 or as available

FIRM	ASX CODE	REVENUE/EMPLOY EES	KEY SECTORS	KEY REGION(S)	KEY BRAND(S)	OPERATIONS IN WA?
 BELLAMY'S ORGANIC	BAL	\$126m (15) TBD	Producer, supplier and marketer of organic baby food and formula	Australia Asia	Bellamy's, Yum Mum	No
 FARM PRIDE	FRM	\$92m (15) 230 emp.	Production, processing, manufacturing and sale of egg and egg products	Australia	Farm Pride, Essential Foods, Fresh from the Farm	AAA Egg Co. major shareholder
 freedom FOODS	FNP	\$91m (15) 208 emp.	Manufacture, distribution and marketing of allergen free cereals, nutritional snacks and ingredients	Australia New Zealand (% of A2)	Freedom Foods	No (TBC)
 Buderim Ginger	BUG	\$71m (15) 394 emp.	Beverages, confectionery, other foods Processing and manufacturing of ginger and macadamia products	Australia, Fiji, Hawaii	Buderim Ginger, MacFarms, MacaBella	No
 WEBSTER Limited	WBA	\$58m (15) 124 emp.	production, processing and marketing of walnuts and brown onions; annual row crops, including cotton, wheat and maize, as well as livestock	Australia (TAS, NSW) Exports	Walnuts Australia Field Fresh Tasmania	No
 CLOVER CORPORATION	CLV	\$30m (15) 36 emp.	Refining and sale of DHA oils & powders	Australia Sells globally	-	No
 CLEAN SEAS sustainable seafood	CSS	\$18m (15) TBD	Hiramasa Yellowtail Kingfish aquaculture, R&D activities to produce juveniles of Southern Bluefish Tuna (SBT)	Australia (SA)	Clean Seas	No
 brandnewvintage	BVN	\$7m (15) 2 emp.	Operating, marketing and selling a portfolio of Australia's wine brands	Australia (SA, VIC)	OnePlanet Sticks	No

The IPO model may suit the following WA agrifood firms

STRONG FIT



SOME FIT



DOCUMENT STRUCTURE

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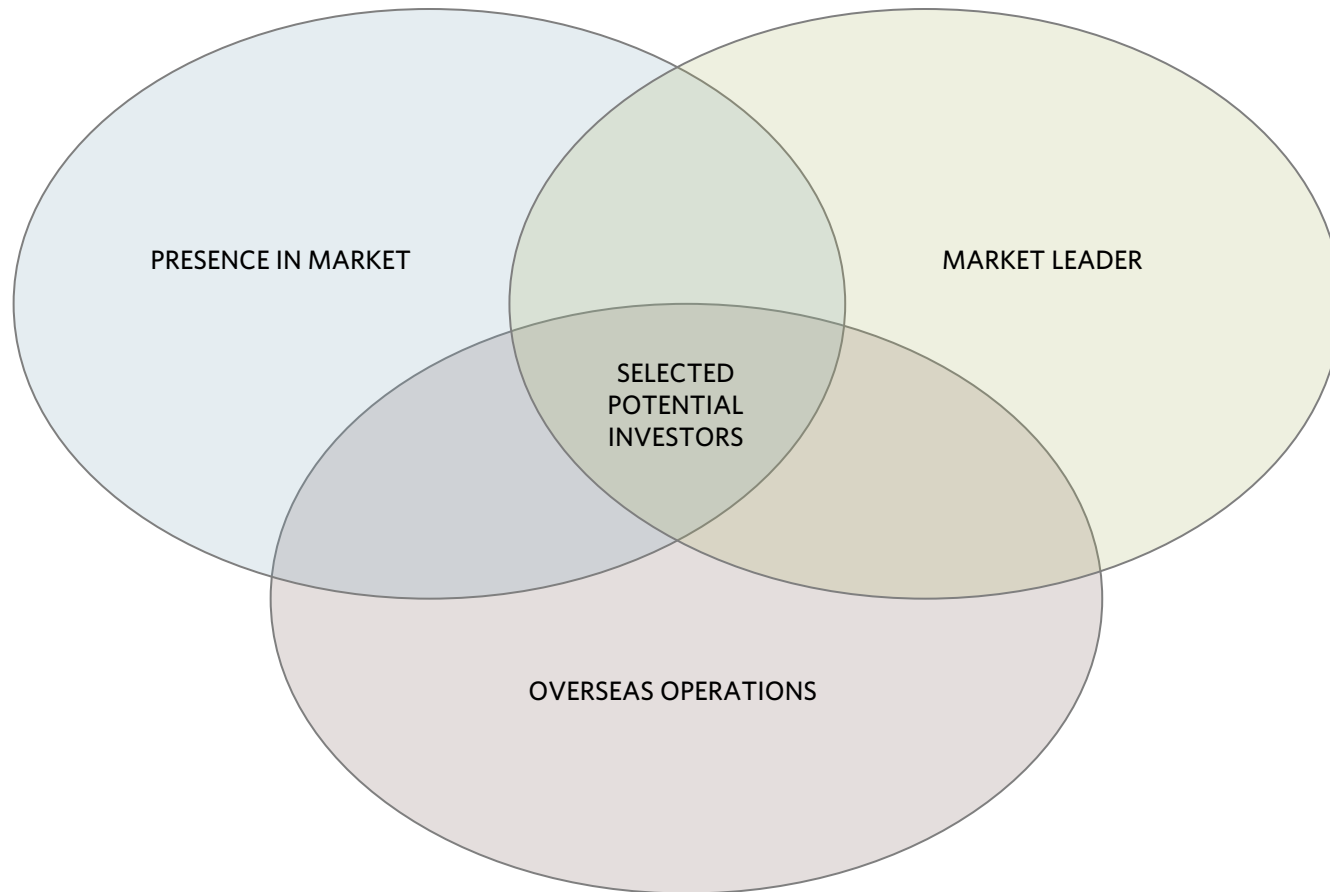


This section of the report identifies strategic multi-national investors positioned to commit capital to the twenty premium high potential, export growth opportunities identified in the “Target Market Opportunities in Asia for Western Australian Premium Products” research



* Excluding grains for animal feed; Photo credit (Dollar Photo)

The profiled firms are: among the global leaders in their field, operate or are based in the target markets, or have shown a keen eye for strategic overseas investment

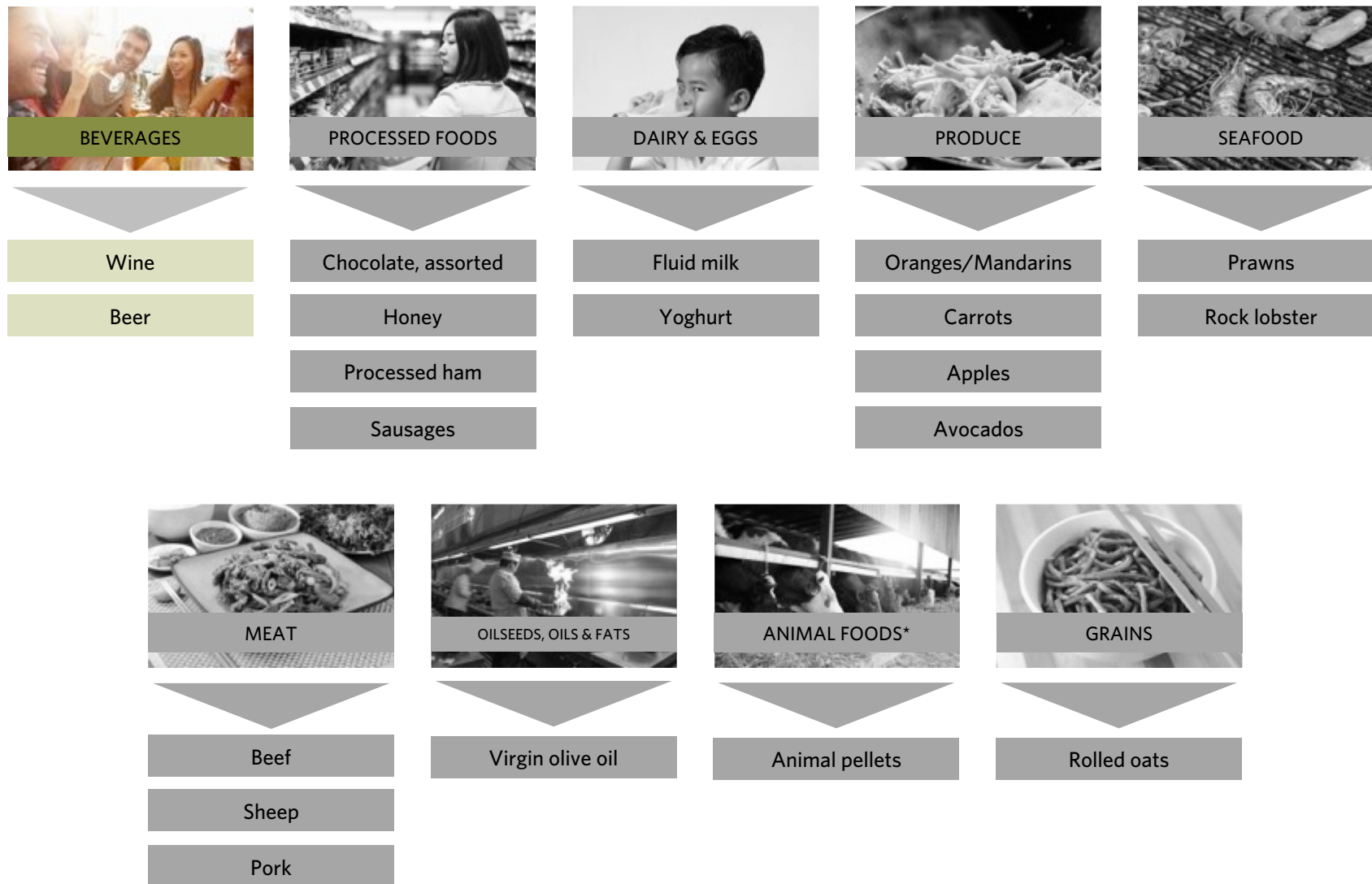


Eighty three potential investors across WA's agribusiness platforms, are identified; twenty of these are profiled in greater detail

IDENTIFIED GLOBAL FIRMS

The following global firms are identified as potential investors for the two beverages opportunities









* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - WINE

A strong group of global wine companies emerged; most with Australian wines already part of their portfolio; LVMH is a highly attractive option

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - WINE

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 E&J Gallo Winery	1933	Modesto, USA Private (Gallo Family)	US\$4.1b (14) 5,000	Wine (Gallo, Carlo Rossi, Andre, Claredon Hills)	Americas EU Australasia	www.gallo.com 60 labels; largest winery in the world; 8 wineries in California, 16,000 acres of vineyards; imports 14 brands from around world
 Constellation Brands	1945	New York, USA Public (NYSE: STZ)	US\$6.67b (15) 8,300	Wine (Robert Mondavi, Clos du Bois, Blackstone, Kim Crawford, Nobilo, Selaks), beer (Corona, Modelo US distribution), spirits	North America Europe New Zealand	www.cbrands.com www.constellationnz.com Sells in 100 countries; 40 facilities; wineries in USA, Canada, NZ, Italy.
 Pernod Ricard	1975	Paris, France Public (EuroNext: RI)	€8,558m (15) 18,421	Spirits (Pernod, Ricard, Chivas, Malibu, Kahlua, Absolut, Beefeater, Seagrams, Jamieson) and wine (Jacobs Creek, Wyndham Estate, Gramps, Poets Corner, Richmond Grove)	Global	www.pernod-ricard.com www.pernod-ricard-australia.com Formerly Premium Wine Brands, Pernod Ricard Pacific in AU; 101 production sites; world leader in premium spirits
 LVMH	1987	Paris, France Public (Euronext: MC) 42% Dior	€ 35.7b (15) €4.6b (Wines and Spirits) 120,000 Group	Wines and spirits, fashion and leather goods, perfumes and cosmetics, watches and jewellery, retailing, other	Global	www.lvmh.com www.estates-and-wines.com www.capementelle.com.au
 TREASURY WINE ESTATES	2011	Melbourne, Australia Public (ASX: TWE)	AU\$1,848m (15) 3,000	Wine (Wynns Coonawarra Estate, Lindemans, Penfolds, Wolf Blass, Seppelts, Rawson's Retreat, Yellowglenn, Beringer, Matua)	Australia New Zealand Europe Americas	www.tweglobal.com www.treasurywineestates.com Sells in over 70 countries, one of world's largest wine companies; demerged from Foster's Group in '11
 THE WINE GROUP	1981	California, USA Private (Management owned)	-US\$1b (12) TBD	Wine (Concannon Vineyard, Cupcake, Franzia, Flipflop, Almaden), vermouth (Lejon, Gambarelli & Davitto, Tribuno)	USA Argentina New Zealand Australia	www.thewinegroup.com www.fisheyewines.com www.insurrectionwines.com Third largest wine producer by volume globally; markets North America, Western Europe, Asia; cask wine focus historically

POTENTIAL INVESTOR - QUANTITATIVE

LVMH is a French multinational conglomerate that creates and sells luxury goods



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	LVMH Moët Hennessy – Louis Vuitton	- Wines & Spirits (24 labels)	- Watches & Jewellery
Address:	22 Avenue Montaigne, 75008 Paris, France	- Moët & Chandon, Krug, Veuve Clicquot, Hennessy, Chateau d'Yquem, Dom Perignon, Glenmorangie, Cape Mentelle, Cloudy Bay	- Tag Heuer, Bvlgari, De Beers Diamond Jewellers
Ownership:	Public: France (Euronext: MC) 42% Dior	- Fashion & Leather Goods	- Selective Retailing
Year founded:	1987 (1593 Oldest wine estate)	- Loius Vuitton, Fendi, Celine, Christian Dior, Givenchy, Marc Jacobs	- DFS, Starboard Cruise Services
Global CEO	Bernard Arnault	- Perfumes & Cosmetics	
Global contact:	+33 1 4413 2222	- Christian Dior, Givenchy, Kenzo, Guerlain	
Website(s):	www.lvmh.com www.estates-and-wines.com www.capementelle.com.au	KEY REGIONS COUNTRIES OF OPERATIONS	
		Europe	France, Scotland, Poland, Spain
		North America	USA
		East Asia	China
		SE Asia	
		C/S America	Argentina, Brazil
		Other	India
		Australasia	Australia, New Zealand

Exports globally, including USA, Japan, Europe, China

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	€35.7b (15) €4,603m (Wines and Spirits)	- 2011 Partners with SOE Ningxia Nongken to plant vineyard, creating Chandon China, focus on sparkling wine; \$28m co-investment	- 2011 Acquires Bvlgari SpA (US\$6.01b), doubling size of Watches & Jewellery division
# of employees:	120,000 (15) Group	- 2013 JV with Chinese apparel company to open QDA, a mid priced clothing brand	- 2013 Releases first Indian produced Chandon sparkling wine; investing in greenfields winery to open in 2014; unable to own own vineyard
Turnover/employee:	€297,500/ employee	- 2014 JV with Marco De Vincenzo, 45% stake in firm	- 2014 Reports as interested in acquiring Treasury Wine Estates
# of plants:	24 wineries		

POTENTIAL INVESTOR – QUALITATIVE

WA's top premium wines match LVMH's ethos of luxury, prestigious brands









GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Development of each “house” in keeping with their identity, heritage and expertise - Strategy is focused on developing brands by building on strong innovation and constant quest for quality in both products and distribution - Estates & Wines has “promising developments at newly established estates (China, India)” 		<ul style="list-style-type: none"> - Cape Mentelle winery in Margaret River, WA - Chandon Australia winery in Yarra Valley, VIC - Cloudy Bay winery, NZ 	<ul style="list-style-type: none"> - Leverage existing investment in WA through Cape Mentelle ownership - WA's wine regions have garnered global recognition for producing premium wines - Increase regional diversity of portfolio
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1987	Founded by merger between Moët Hennessy and Louis Vuitton	<ul style="list-style-type: none"> - Low profile of WA wine industry relative to larger, more recognised wine regions - Small scale of WA wine industry, both overall and relative to competing regions - Sector somewhat overweighted to non-commercial owners and enthusiasts, both in WA and globally 	<ul style="list-style-type: none"> - Invest in expansion of Cape Mentelle winery - Develop unique WA “champagne” or “cognac” product - Further acquisition of luxury brand winery to build Australian portfolio - Develop Asian sales and marketing joint venture with one or more WA winery to create in-market critical mass
1990	Acquires Cape Mentelle winery through Veuve Clicquot Ponsardin		
1992	Opens first Louis Vuitton store in China, inside Peninsula hotel		
1999	Launches Sephora.com, one of very first online shopping sites		
1999	Establishes Watches & Jewellery division		
1999	Opens US head quarters in New York		
2003	Creates Estates & Wines, the Moët Hennessy wine division		
2011	Opens Chateau Cheval Blanc's new ultra modern winery		
2011	Establishes Chandon China winery, focused on sparkling wine		
2013	Opens second Cheval Blanc hotel in Maldives		

IDENTIFIED FIRMS – BEER

Globally, beer brands have consolidated into a few very large companies; Kirin is an attractive option for additional investment into WA

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – BEER

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	2008 / 1366	Leuven, Belgium Public (Euronext: ABI; NYSE: BUD; MEXBOL: ABI; JSE: ANB)	US\$43.6b (15) 155,000	Beer (Budweiser, Corona, Stella Artois, Becks, Leffe, Hoegaarden, Bud Light; 200 brands); soft drinks	Global	www.ab-inbev.com #1 beer brewer ~25% market share; operations in 26 countries; 140 plants; 7 of 10 most valuable beer brands; formed by merger of Interbrew (BE), AmBev (BR), Anheuser-Busch (US)
	2002 / 1895	London, UK Public (LSE:SAB; JSE:SAB)	£14.9b (15) 68,810	Beer (Blue Moon, Carling, Carlton, Cascade, Coors, Crown Lager, Dorada, Dreher, Foster's, Grolsch, Miller, Peroni, Pilsner Urquell; 200 brands); cider; soft drinks	Africa Asia Americas Australasia	www.sabmiller.com www.cub.com.au 150 brands, operates in 80 countries; producer and distributor of Coca-Cola products in S. Hemisphere; proposed takeover bid by ABInBev (\$108b) subject to regulatory approval '16
	1864	Amsterdam, Netherlands Public (EuroNext: HEIA; OTCQX: HEINY)	€20.5b (15) 76,000	Beer (Heineken, Tiger, Amstel, Sol); cider (Strongbow, Bulmers excl. AU)	Europe Asia Americas Australasia	www.theheinekencompany.com www.heineken.com www.db.co.nz 165 breweries in 71 countries; 250 brands
	1907	Tokyo, Japan Public (TYO: 2503) Mitsubishi Keiretus	¥2,197 b (15) US\$19.4b 39,888	Beer (Kirin, Tooheys, XXXX, James Boags, Little Creatures, James Squire, Hahn, Speights via Lion Co., San Miguel); wine; soft drinks; dairy; restaurants; pharmaceuticals	Asia Australasia Brazil	www.kirin.com www.lionco.com www.kirinholdings.co.jp 48% stake in San Miguel; AU biggest brewer, 48% share
	1847	Copenhagen, Denmark Public (OMX:CARL)	DKK91.0b (15) US\$13.5b 47,464	Beer (Carlsberg, Kronenbourg 1664, Tuborg, Grimebergen), cider (Somersby), soft drinks	Europe Asia	www.carlsberg.com www.carlsberggroup.com 140 brands across 140 markets
	1938	Wanchai, Hong Kong Public (SEHK:291)	HK\$34.5b (14) US\$4.4b (CR Snow) 59,000	Beer (Snow; biggest selling brand in world since '13)	China HK	www.crbeer.com.hk www.snowbeer.com.cn CR Snow is JV SABMiller (49%) & CR Beer (51%); over 90 breweries & 23.2% of beer market in China; subsidiary of China Resources Holding (SOE); divested all non-beer assets to CR '15; ex China Resources Enterprise

POTENTIAL INVESTOR - QUANTITATIVE

Kirin is one of the leading food and beverage companies in the Asia-Oceania region



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Kirin Holdings Company	- Beer	- Pharmaceuticals and Biochemicals
Address:	Nakano Central Park South, 4-10-2 Nakano, Nakano-ku, Tokyo 164-0001, Japan	- Kirin, Tooheys, XXXX, James Boags, Little Creatures, James Squire, Hahn, Speights, Steinlager, Macs, Canterbury Draught, Emerson's, Nova Schin, Baden Baden, San Miguel	- Dairy
Ownership:	Public: Japan (TYO: 2503; OTC Pink: KNBWY) Mitsubishi Keiretus	- Wine	- Koiwai Dairy, Pura, Dairy Farmers, Farmers Union, King Island Dairy, South Cape Cheese, Tasmanian Heritage, Big M, Dare Iced coffee, Masters
Year founded:	1907	- Chateau Mercian, Argyle, Banksia, Wither Hills, Corbans, St Hallett	
Global CEO	Yoshinori Isozaki	- Soft drinks & Juice	
Global contact:	+81 3 6837 7001	- Kirin, Tropicana, Berri, Daily Juice, Just Juice, Schin	
Website(s):	www.kirin.com www.lionco.com www.kirinholdings.co.jp	KEY REGIONS COUNTRIES OF OPERATIONS	
		Europe	Germany, UK
		North America	USA
		SE/East Asia	China, Vietnam, Philippines, Myanmar
		C/S America	Brazil
		Australasia	Australia, New Zealand
		Exports globally from their various operations	
KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	
Turnover:	¥2,197 b (15) US\$19.4b	- 1988 Coca-Cola Bottling Company of Northern New England; 100% subsidiary	- 2011 Acquires Schincariol brewery in Brazil (\$3.95b); renamed Brasil Kirin
	¥1,816b US\$16b (15) (Integrated Beverages)	- 1989 JV with Heineken International; Heineken Japan Company Ltd to brew Heineken in Japan	- 2013 Divests 15% stake in Fraser & Neave (SG) to Charoen Sirivadhanabhakdi
# of employees:	39,888 2,098 (Kirin Brewery Co.)	- 2006 Acquired 25% stake in Hangzhou Qiandaohu Beer Co; US\$38m; manufactures Kirin branded products	- 2015 Acquires Fraser & Neave's 55% stake in Myanmar Brewery; Myanmar's state-back largest brewery; \$560m
Turnover/employee:	US\$486,362/employee	- 2009 Lion Co. (AU & NZ); 100% subsidiary	
		- 2009 48% stake in San Miguel Brewery (PH)	
		- 2011 JV China Resources Kirin Beverages; production and distribution of non-alcoholic beverages; 40% Kirin share	
		- 2014 Spring Valley Brewery (JP) brand to be revived as subsidiary company to tap into craft beer market	

POTENTIAL INVESTOR – QUALITATIVE

WA's success in the growth Craft Beer category makes it attractive for further investment



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Sustainable growth for existing businesses through increasing sales and reducing costs; enhancing brand portfolio through international and craft brands - Looking to increase stake in San Miguel ; currently 48% - Reviewing Brazil Kirin ownership - Brazil, Oceania, South East Asia focus 		<ul style="list-style-type: none"> - Lion Co. wholly owned subsidiary; beer, wine, spirits, dairy and non-alcoholic beverages - Production site in Bentley, WA for fluid milk and juice - Coles private label fresh milk contract won in '15 (30m litres) after losing Woolworth's contract in '14 - Lion acquired Little Creatures Brewery in '12; brewery and hospitality venue in Fremantle, WA. 	<ul style="list-style-type: none"> - Already invested in West Australia via Lion Co. ownership of iconic Little Creatures Brewing - Opening Little Creatures flagship venue in Hong Kong - WA's comparative advantage in key beer ingredients (e.g. grains)
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1885	Founds Japan Brewery Company in Yokohama, forerunner of Kirin, German style and ingredients	<ul style="list-style-type: none"> - Limited size of domestic WA market; 2.4 million people - Other regions more clearly associated with beer in minds of Asian consumers e.g. Germany - Large and growing number of craft breweries make the space competitive - Asian preferred taste palate different to current Western craft beer trends 	<ul style="list-style-type: none"> - Facilitate further expansion of Fremantle site - Development and roll-out Little Creatures flagship venues across Asia - Expansion of WA production, targeting exports to Asia - Acquire additional iconic WA beer brands - Expand into other alcoholic beverages e.g. cider, wine, spirits
1907	Establishes Kirin Brewery Co and takes over Japan Brewery Co		
1973	Achieves 60% share of domestic market		
1976	Establishes Koiwai Dairy Products Co. Ltd		
1998	Acquires stake in Lion Nathan in NZ		
2002	Acquires stake in San Miguel Corp. in Philippines		
2006	Acquires stake in Hangzhou Qiandaohu Brewery Co. Ltd. in China		
2007	Makes National Foods (AU) wholly owned subsidiary		
2008	Co-establishes Vina Kirin Acebook Beverages Co in Vietnam with Acebook Co; forerunner to Vietnam Kirin Beverage Co		
2009	Acquires stake in San Miguel Brewery in Philippines		
2009	Makes Lion Nathan subsidiary of Lion Nathan National Foods; forerunner to Lion Co.		
2011	Establishes China Resources Kirin Beverages (Greater China)		
2011	Acquires Schincariol Participacoes e Representacoes S.A brewery in Brazil		

The following global firms were identified as potential investors for the four processed food opportunities









* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - ASSORTED CHOCOLATE

The identified firms range from large conglomerates to specialised premium chocolate producers

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - ASSORTED CHOCOLATE

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1866	Vevrey, Switzerland Public (SIX: NESN; EuroNext: NESTS; OTC Pink: NSRGY; BSE: 500790; NSE: NESTLEIND)	CHF88.8b (15) US\$89.2b 335,000	Dairy products, pet care, beverages (water, coffee, juice), food (prepared, frozen, aids, cereal), nutrition (infant, adult), confectionery	Global	www.nestle.com www.orioncokolada.cz www.cailler.ch/en 447 factories; operates in 197 countries
	1946	Piedmont, Italy Private (Ferrero family)	€8.4b (14) 27,485	Chocolate (Ferrero Rocher), confectionery, spreads (Nutella), baked snacks, beverages	Europe Global	www.ferrero.com www.ferrero.com.au Fourth largest confectionery company in world; sold in 160 countries, 21 plants
	1917	Tokyo, Japan Public (TYO: 2269)	¥1,161,152m (15) US\$10.2b (Group) ¥1,021,806m US\$9b (Food) 16,559 (Group) 10,940 (Food)	Fresh and fermented dairy, processed foods, confectionery, nutritionals, pharmaceuticals	Japan Asia USA Australia	www.meiji.co.jp www.meiji.com.sg www.meiji-seika-pharma.co.jp www.meiji.com/global Fifth largest confectionery company in world; 7 plants; exports to over 50 countries
	1894	Hershey, USA Public (NYSE: HSY)	US\$7.4b (14) 22,000	Chocolate, confectionery, cafes/retail	North America Global	www.thehersheycompany.com www.hersheys.com www.hersheys.com/foodservice Leading chocolate confectionery company in US; 43% of chocolate market share; 80 brands worldwide
	1845	Kilchberg, Switzerland Public (SIX: LISN; SIX:LISP)	CHF3.4b (14) US\$3.4b 10,712	Chocolate, ice cream	Switzerland Europe USA	www.lindt.com www.lindt.com.au www.lindt-spruengli.com Owns Ghiradelli and Russell Stover in US
	1948	Seoul, Korea Lotte Confectionery Public (KSC: A004990) Group Holdings Private (Shin Family)	KRW2,225b (14) US\$1,865m (Lotte Confectionery) 13,175	Confectionery, biscuits, beverages, cider, beer, ice cream, fast food, supermarkets, finance, heavy chemicals, electronics, IT, construction, publishing and entertainment, hotels	South Korea Japan Europe North America Asia	www.lotte.co.kr www.lotteconf.co.kr www.lotte.co.jp www.guylia.com Group consists of 60 business units; largest confectionery manufacturer in South Korea; 3 rd largest in Japan; acquired Guylia '08

POTENTIAL INVESTOR - QUANTITATIVE

Lotte Group is a multinational lifestyle conglomerate based in South Korea and Japan



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Lotte Group	- Lottel Confectionery (Subsidiary); 200 products	- Lotte Group (Parent) is involved in wide range of activities
Address:	23, Yangpyeong-Dong, 4-GA Yeongdeungpo-Gu, Seoul, 150-964, Korea	- Confectionery (gums, chocolate, candies, biscuits)	- Retail, Tourism, Finance, Petrochemistry, Construction, Manufacturing
Ownership:	Private: Korea (Shin Family) Lotte Confectionery (subsidiary) Public: Korea (KSC: A004990)	- Juicy Fresh, Spearmint, Freshmint, Xylitol, Ghana Chocolate, Guylian, Pepero, Almond	
Year founded:	1948	- Ice cream	
Global CEO	Kyuk-ho Shin	- Natuur, Snow, World Cone, Wa, Buon Gelato	
Global contact:	+82 2 6706 1145	- Health supplements	
Website(s):	www.lotte.co.kr www.lotteconf.co.kr www.lotte.co.jp www.guylian.com	- Health 1	
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	Russa, Belgium, Kazakhstan, Poland, UK
		North America	USA
		East Asia	Korea, Japan, China
		SE Asia	Vietnam, Singapore, Thailand, Indonesia, Malaysia, Philippines
		Other	India, Pakistan, UAE (café)
		Australasia	Australia (5 Guylian branded cafes)
Exports globally; Guylian sold in over 120 countries			
KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	KRW2,225b (14) US\$1,865m (Lotte Confectionery)	Lotte Group Food subsidiaries	- 2011 Establishes Lotte Confectionery (S.E.A) in Singapore
# of employees:	13,175	- Lotte Foods	- 2011 Acquires K.S.S.E in Pakistan
Turnover/employee:	US\$141,556/employee	- Lotte Asahi	- 2013 Acquires Rakhat JSC in Kazakhstan 78% ; 3 factories
# of plants:	8 in Korea 21 overseas	- Lotte Merchandising Service centre	- 2014 Builds third factory in India; Choco Pie brand growth (32% of Indian revenue)
		- Lotte Chilsung Beverage	
		- Lotte Chilsung Liquor	
		- Lotteria	

POTENTIAL INVESTOR - QUALITATIVE

Investing in WA's premium chocolate industry would add geographical diversity to Lotte's confectionery portfolio



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Expanding global operations in confectionery, in particular in Asia; gaining market leader position in key categories (confectionery, chewing gum, beverages); aim #1 in Asia by 2018 - China, India and Russia sales growth focus 		<ul style="list-style-type: none"> - Guylian branded cafes in Sydney (3), Newcastle and Melbourne; planning to expand to 30 nationally by 2019 - Aim to lift profile to increase supermarket sales - Lotte Group Engineering and Construction has Australian office on Gold Coast; undertaken several apartment construction projects 	<ul style="list-style-type: none"> - Further geographic diversity - Potential for unique WA story and flavours - Similar time zone to Seoul means ease of doing business - Potential to source, value add and sell WA raw material through global network - Ideal production location for supply into SE Asia
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1948	Establishes in Japan by Korean businessman	<ul style="list-style-type: none"> - Limited global awareness of WA as producer of premium chocolate - Current small scale of WA industry 	<ul style="list-style-type: none"> - Create joint venture with WA producer to distribute product through global network - Build greenfield biscuit and confectionery plant to leverage WA's plentiful grain supply - Acquire one or more WA chocolate producers and scale up
1964	Enters the chocolate market		
1965	Establishes Lotte Confectionery in Korea		
1972	Opens first Lotteria restaurant (fast food restaurants)		
1977	Opens London office to introduce Hongsam to EU		
1978	Opens production facility in Michigan USA		
1990s	Grows facilities in SEA		
2002	Commences JV with Snow Brand to expand frozen desserts		
2008	Acquires Gyulian, Belgian chocolatier		
2008	Acquires Vietnamese snack manufacturer Bibica with 44% share in public company		
2010	Acquires Wedel Confectionery in Poland		
2010	Acquires Coca Cola Products Philippines through Lotte Chilsung Beverages		
2010	Opens first confectionery plant in Russia; Europe Holdings 26%		
2011	Establishes Lotte Confectionery (S.E.A) in Singapore		
2011	Acquires K.S.S.E in Pakistan		
2013	Acquires Rakhat JSC in Kazakhstan 78%; 3 factories		







Source: Company website; company annual report; Factiva; Hoovers; Wikipedia; various published articles and reports; Coriolis analysis

IDENTIFIED FIRMS - HONEY

A range of large honey companies are identified

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - HONEY

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1954	Oxfordshire, United Kingdom Private: Ireland (Valeo Foods)	£90m (14) 380	Honey, organic, flavoured, Manuka, maple syrup, lemon curd	UK	www.rowsehoney.co.uk Supply to Kelloggs; #1 spread brand in UK since '12; sold to Valeo Foods in '14; imports honey from 45 countries
	1974	Te Puke, New Zealand Listed (NZX: CVT)	NZ\$153m (15) 500+ worldwide	Manuka honey; cosmetic, wound care, medical product	New Zealand China (retail stores)	www.comvita.com CEO stepping down March '16; invested \$2m in SeaDragon in '15 in order to secure fish oil supply; announced in '15 that closing SI factory and moved packing to NI; 400 branded retail stores in China; exports to AU, Asia, UK, US
	1953	Queensland, Australia Public (ASX:CZZ)	AU\$121m (15) 139	Honey, organic, Manuka, Jarrah, apple cider vinegar	Australia	www.capilano.com.au www.wescobee.com www.barnesnaturals.com.au www.beevital.com.au One of the world's largest honey packers; market leader in Australia; sells to 32 countries
	1885	Essex, UK Private (Wilkin Family; Employee benefit trust)	£30m (14) 300 - 600	Conserves, jellies, marmalades, honey, mustards, sauces, fresh fruit, puddings, , pastisserie & tea rooms, tourist destination	UK	www.tiptree.com Exports to 60 countries; US strongest export market, also China through HK;
	1920	Gan, France Private (Michaud family)	TBD TBD	Honey (Lune de Miel, Miel l'Apiculteur), agave syrup, maple syrup	France Mexico	www.famillemichaud.com/en Market leader in France (44%); #2 in world by production volume (22,000 t pa); exports to 67 countries
	1921	Iowa, USA Co-op (Sioux Honey Association)	TBD TBD	Honey (Aunt Sue's, SueBee, Clover Maid, Natural Pure, private label), organic, raw, floral varieties, bbq sauce	USA	www.suebee.com World's largest honey marketing co-op; 300 members produce 20-25% of US honey; #1 in US; export to 40 countries; 70m pounds produced '14

POTENTIAL INVESTOR - QUANTITATIVE

Capilano Honey, based in Australia, is one of the world's leading honey suppliers



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Capilano Honey Limited	- Honey	
Address:	399 Archerfield Rd, Richlands, QLD 4077	- Capilano, Wescobee, Barnes, Allowrie, Bee Vital	
Ownership:	Public: AU (ASX:CZZ)	- Apple cider vinegar	
		- Barnes	
FIRM DETAILS		KEY REGIONS	COUNTRIES OF OPERATIONS
Year founded:	1953	Europe	
Global CEO	Ben McKee	North America	
Global contact:	+61 7 3712 8282	East Asia	
Website(s):	www.capilano.com.au www.wescobee.com www.barnesnaturals.com.au www.beevital.com.au	SE Asia	
		C/S America	Mexico, Argentina (sources honey for Allowrie brand)
		Other	
		Australasia	Australia (QLD, VIC, WA)

Exports to Asia (29%), North America (36%) and Middle East (33%); 32 countries

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	AU\$121m (15)	- 2003 Forms joint venture with HoneyMax, Argentinian market leader to ensure honey supply	- 2013 Acquires Wescobee in WA; assets worth \$8.5m, capacity to pack 1,500 t pa
# of employees:	139	- 2016 JV 50% Comvita (NZ) to form new apiary business	- 2015 Acquires KirksBees Honey in NSW; one of AU's biggest producers of active Manuka honey; AUD\$6m for business and land
Turnover/employee:	AU\$870,504/employee		- 2015 Acquires Chandlers Honey; bulk industrial processing plant capacity of 1,000 t pa; relocated to recently recommissioned Maryborough facility
# of plants:	3 processing facilities		- 2015 Invests in new processing system and retail packing line at Brisbane facility

POTENTIAL INVESTOR – QUALITATIVE

Jarrah honey’s potential health benefits offers Capilano Honey an excellent opportunity to move into the health care space









GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - “Consider opportunities for merger and acquisition with other businesses that would deliver profit, growth and synergistic benefits” - “Focus on growing premium domestic and export retail markets” 		<ul style="list-style-type: none"> - JV 50% Comvita (NZ) to form new apiary business ‘16; focused on developing Leptospermum honeys and securing greater volumes of honey - Recommissioned Maryborough (VIC) facility now operating - New processing system and retail packing line at Brisbane (QLD) facility 	<ul style="list-style-type: none"> - Already largest honey processor/packer in WA through Wescobee acquisition - Incredible development potential of Jarrah honey - Strong biosecurity controls and lack of varroa parasitic mites and European Foulbrood
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1953	Establishes as 100% beekeeper co-operative; Capilano Apiaries	<ul style="list-style-type: none"> - Current unvalidated state of science around Jarrah honey - Unclear standards/measurements of activity - Limited, ageing population of beekeepers in WA 	<ul style="list-style-type: none"> - Validate the science around Jarrah honey’s health benefits and testing methods - Develop clear “activity” measure - Reposition marketing/packaging into medical/nutraceutical space - Invent, develop and sell the Jarrah story - Create “Jarrah Experience” tourist attraction near to Margaret River wine trail - Jarrah specific retail outlets in Asia
1970	Becomes unlisted public company		
1974	Changes name to Honey Corporation of Australia		
1980s/1990s	Acquires honey divisions of Farmers Union, Henry Jones, National Foods, Greens Foods including brands Allowrie and Anderson		
1995	Changes name to Capilano Honey Limited		
2003	Formes joint venture with HoneyMax, Argentinian market leader to ensure honey supply		
2003	Acquires 50% of Canadian packer forming Capilano Labonete; acquired outright in 2008 and renamed		
2004	Lists on Bendigo Stock Exchange		
2007	Sells Medihoney brand to Comvita (NZ)		
2010	Winds up Capilano Canada Inc.		
2012	Lists on ASX		
2013	Acquires Wescobee in WA; AU\$4m		
2015	Acquires KirksBees Honey in NSW; one of AU’s biggest producers of active Manuka honey; AUD\$6m for business and land		
2015	Acquires Chandlers Honey in VIC		

IDENTIFIED FIRMS – PROCESSED HAM

The world's largest pork processors generally also have processed meat operations and retail brands

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – PROCESSED HAM

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1935	Arkansas, USA Public (NYSE: TSN)	US\$41.4b (15) 113,000	Beef, pork, poultry, chilled, prepared foods, ham, deli meats, bacon, case ready, private label	Americas China India	www.tysonfoods.com www.tyson.com Sold in 130 countries; 111 production facilities Acquired Hillshire Brands (USA) in '14; beating JBS
	1958	West Kowloon, Hong Kong Public (HKEx:228)	US\$22.2b (14) 120,000	Production, slaughter, processing and distribution of packaged meats and fresh pork	China USA Poland Romania Mexico	www.wh-group.com www.shuanghui.net www.smithfieldfoods.com Largest pork company in the world; #1 in China, USA, key EU markets
	1891	Austin, USA Public (NYSE: HRL) Hormel Foundation 49%	US\$9.26b (15) 20,700	Refrigerated foods 47%(bacon, smallgoods, oven ready meats), turkey 18%, grocery products 17% (chilli's, ready meals, canned meat, spreads), specialty foods 12%	North America Australia China UK Japan Micronesia	www.hormelfoods.com www.hormel.com www.hormelfoods.com.au 40 manufacturing/distribution facilities; building new prepared meals manufacturing facility in China in '15
	1970	Randers, Denmark Corp/Co-op (8,020 members)	DKK59.6b (15) US\$8.87b 25,873	Pork (EU #1), beef, lamb, processed meats, casings	Denmark Germany Nordic countries United Kingdom Poland United States	www.danishcrown.com www.tulipltd.co.uk www.dalehead.co.uk Acquired majority of shares in Dalsjofors, Swedish slaughterhouse in '15
	1928	Nishinomiya, Japan Public (TYO: 2284) Mitsubishi Corp. largest shareholder	¥481.1b (15) US\$2.24b 5,530	Fresh meat (beef, pork, chicken, lamb), processed meats, processed foods, dairy, noodles	Japan China New Zealand Thailand	www.itoham.co.jp www.anzcofoods.com #2 meat processor in Japan; merger with Yonekyu to form new holding company to be listed April '16; will be # 1 ham and sausage in Japan
	1935	London, UK Public (LSE:ABF) Weston Family 54%	£12.8b (15) £3.2b Grocery 124,000	Grocery (baking ingredients, bread, spices, beverages, cereals, oils, processed meat (KR Castlemaine, Don)), sugar, agriculture, ingredients, retail	Europe Americas Africa Asia Australia	www.abf.co.uk www.georgewestonfoods.com.au www.krcastlemaine.com.au www.isdonisgood.com.au Operations in 48 countries

POTENTIAL INVESTOR - QUANTITATIVE

Itoham Foods is poised to be #1 ham and sausage producer in Japan post merger with Yonekyu



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Itoham Foods	- Ham and sausage	- Processed foods
Address:	4-27 Takahata-cho, Nishinomiya, Hyogo 663-8586, Japan	- Grand Alt Bayern, Morning Fresh, Royal Pole, Sawayaka,	- La Pizza, Chicken Nuggets, Ganso Aburiyaki Chicken, Yasai Wo Oishiku, Kyosho no Sai
Ownership:	Public: (TYO: 2284) Mitsubishi Corp largest shareholder	- Fresh meat	
		- Densho, Kobe, Roast Beef, Riverlands, Wakanui, Canterbury, Ocean Beef	
Year founded:	1928	KEY REGIONS	COUNTRIES OF OPERATIONS
Global CEO	Mamoru Horio	Europe	
Global contact:	+81 798 66 1231	North America	USA
Website(s):	www.itoham.co.jp www.anzcofoods.com	East Asia	Japan (10 plants, 1 R& D)
		SE Asia	Thailand
		C/S America	
		Other	
		Australasia	New Zealand, Australia

KEY METRICS	SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	¥481.1b (15) US\$2.24b	- ANZCO Foods Limited (NZ); 65%
# of employees:	5,530	- Itoham America (US)
Turnover/employee:	US\$767,465/employee	- Itoham Betagro Foods Co. (TH); 40%
# of plants:	17 (Japan & NZ)	- 2015 Increases stake in ANZCO Foods to 65%
		- 2015 Merges with Yonekyu Holdings to form Itoham Yonekyu Holdings; to be listed April '16

POTENTIAL INVESTOR – QUALITATIVE

WA offers Itoham Foods an opportunity to expand its Australasian operations beyond NZ









GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Continuous Group Growth through Enhancement of the Pleasures of the Table - Aggressively increase sales into overseas markets such as North America and the EU where ANZCO has a strong footing and the growing Asian markets - Seeking growth in China and other foreign markets; merger with Yonekyu to facilitate this 		<ul style="list-style-type: none"> - Majority stake holder in ANZCO; one of NZ's largest exporters - Sales of NZ\$1.3b; exports to over 80 countries; 8 overseas offices - Beef, lamb, ready to cook products and meals, healthcare - Sold Rockdale Beef (JV with Mitsubishi) to JBS (feedlot, mills, works, and farming business) 	<ul style="list-style-type: none"> - Strong biosecurity means free from major diseases suffered elsewhere - Excellent food safety systems from paddock to plate of the supply chain - Plentiful, competitively priced grain supply - Opportunity to introduce and implement modern scale "mega farm" - Close proximity to main markets for fresh meat products
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1928	Establishes Ito Processed Food Company, Osaka, Japan	<ul style="list-style-type: none"> - Small current absolute scale of industry relative to other exporting countries - Industry only in early stages of 10+ year transition to larger scale farms 	<ul style="list-style-type: none"> - Develop Asian in-market sales and marketing joint venture with WA pork producer - Build state of the art pork and bacon, ham and smallgoods operation leveraging WA grain supply and strong biosecurity - Acquire major WA pork processor
1948	Re-organises as Ito Ham Company		
1959	Expands and establishes Tokyo plant		
1961	Lists on Tokyo and Osaka stock exchanges		
1967	Begins production of dairy products; first non meat product		
1973	Forms first JV with US company; distributor of Armour Food Company in Japan		
1988	Adopts name Itoham Foods and ventures into biotechnology		
1994	Forms JV Indiana Packers Corp (US) with Mitsubishi Corp; fresh pork and bacon to US, Mexico and Japan		
2003	Forms partnership with Jiangsu Yurun Food Industry Group Co. and Mitsui & Co., Ltd. to produce and sell ham and sausages in China.		
2009	Establishes JV in Thailand, Itoham Betagro Foods		
2010	Sells Rockdale Beef (AU) to JBS Australia; A\$37m		
2015	Increases stake in ANZCO Foods (NZ) to 65%		
2015	Merges management with Yonekyu Corp, #7 meat processor		

IDENTIFIED FIRMS – SAUSAGES

The world's largest pork processors look to value add through processing off cuts into sausages

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – SAUSAGES

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1953	São Paulo, Brazil Public (SPSE: JBSS3)	US\$30.2b (14) 216,000	Beef (global #1), chicken (global #1), pork (US#2), lamb (global #1), leather, pet foods	Brazil South America North America Australia China	www.jbssa.com.au www.jbs.com.br www.jbssa.com Largest protein processor in the world; 300 production facilities; operates in 22 countries; sells in 150 countries
	1958	West Kowloon, Hong Kong Public (HKEx:228)	US\$22.2b (14) 120,000	Production, slaughter, processing and distribution of packaged meats and fresh pork	China US Poland Romania Mexico	www.wh-group.com www.shuanghui.net www.smithfieldfoods.com Largest pork company in the world; #1 in China, US, key EU markets
	1949	Osaka, Japan Public (Tokyo: 2282)	¥1,213b (15) US\$10.7b 28,245	Pork, beef, processed meats, dairy, seafood	Japan Asia Americas Australia Turkey	www.nipponham.co.jp www.nh-foods.com.au www.day-lee.com 159 farms; 99 plants; 360 logistics and sales locations, 90 of these overseas; 31 companies in 17 countries; #5 fresh meat company in world
	1927	Toronto, Canada Public (TSX: MFI) McCain Capital Corp., Ontario Teachers Pension Plan Board controlling shareholders	C\$3.29b (15) US\$2.5b 11,500	Processed meats (Bacon, deli, sausages, ham, frozen burgers, hot dogs, cooked meat, canned meat, pizza), fresh meat (pork, chicken, turkey)	Canada	www.mapleleaffoods.com www.mapleleaf.ca www.schneiders.ca Canada's leading consumer packaged meats company; exports to more than 20 markets
	1994	Nanjing, China Public: Hong Kong (HKG:1068)	HK\$19.158b (14) US\$2.47b 19,000	Pork (chilled and frozen), processed meats	China Hong Kong	www.yurun.com www.yurun.com.hk One of leading suppliers in China; 200 types of chilled and frozen, 1,000 processed products
	1945	Wisconsin, US Private (Stayer family)	-US\$800m (14) 1,600	Sausages (#1 in US), patties, meatballs, sauces	US	www.johnsonville.com www.bwfoods.com Sells in 40 countries; Kenosha Beef International(Birchwood Foods) contract packs for Johnsonville

POTENTIAL INVESTOR - QUANTITATIVE

Maple Leaf Foods is Canada's leading consumer packaged meats company



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Maple Leaf Foods	- Packaged meats (pork, poultry, turkey)	- Agribusiness
Address:	6897 Financial Drive, Mississauga, Ontario, L5N 0A8, Canada	- Swift, Larsen, Shopsy's, Mitchell's, Mina, Prime, Schneiders, Parm's, Hygrade, Holiday, Cappola, Greenfield	- Hog production
Ownership:	Public: Canada (TSX: MFI) McCain Capital Corp. majority shareholder		
Year founded:	1927	KEY REGIONS	COUNTRIES OF OPERATIONS
Global CEO	Michael McCain	Europe	Canada
Global contact:	+1 800 268 3708	North America	
Website(s):	www.mapleleaffoods.com www.mapleleaf.ca www.mapleleafprime.ca www.schneiders.ca www.minahalal.com	East Asia	
		SE Asia	
		C/S America	
		Other	
		Australasia	

Exports to 20 global markets; mainly US, Mexico and Japan

KEY METRICS	SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	C\$3.29b (15) US\$2.5b	- 2014 Divests Canada Bread Company to Grupo Bimbo; C\$1.7b
# of employees:	11,500	- 2010 - 2015 Invests C\$1billion
Turnover/employee:	US\$218,761/employee	- Constructs new prepared meats processing plant in Hamilton; 402,000 sq. feet; largest in Canada
# of plants:	4 plants , 2 distribution centres	- Consolidates 17 distribution centres into 2
		- Closes 12 sub-scale facilities
		- Expands 3 manufacturing plants

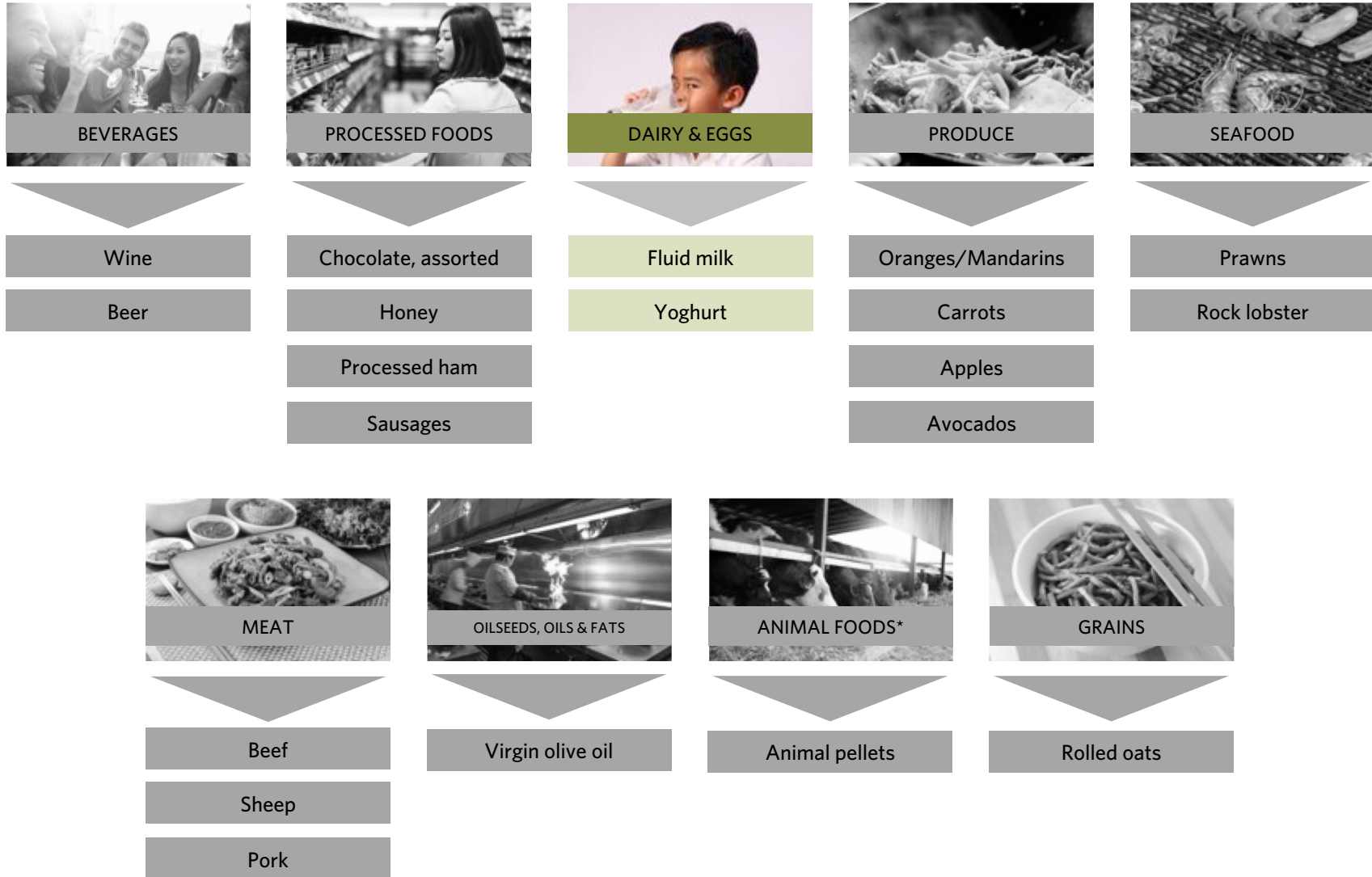
POTENTIAL INVESTOR - QUALITATIVE

WA offers Maple Leaf the opportunity for geographic diversity close to its identified main export markets



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - "Significantly reduce manufacturing costs by investing in scale plants and technology to drive productivity gains" - "We are focusing our market expansion on three new high growth platforms: alternative proteins, snacking and sustainable meat" 		<ul style="list-style-type: none"> - None currently 	<ul style="list-style-type: none"> - Strong biosecurity means free from major diseases suffered elsewhere - Excellent food safety systems from paddock to plate of the supply chain - Plentiful, competitively priced grain supply - Opportunity to introduce and implement modern scale "mega farm" - Close proximity to main markets for fresh sausages
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1927	Forms Canada Packers; abattoir and meat packing co.	<ul style="list-style-type: none"> - Small current absolute scale of industry relative to other exporting countries - Industry only in early stages of 10+ year transition to larger scale farms for meat supply 	<ul style="list-style-type: none"> - Develop Asian in-market sales and marketing joint venture with WA sausage producer - Build state of the art pork and bacon, ham and smallgoods (BHSG) operation leveraging WA grain supply and strong biosecurity - Acquire major WA pork or (BHSG) processor
1961	Form Maple Leaf Mills; flour milling co.		
1988	Acquires Olivieri Fresh Pasta and Sauces		
1991	Creates Maple Leaf Foods through merger of Maple Leaf Mills and Canada Packers		
1992	Acquires Vancouver Fancy Meats		
1992	Acquires Shopsy's processed meat plant in Ontario		
1995	Changes majority shareholders from Hilldown Holdings to current		
1996	Establishes Maple Leaf Bakery UK; manufacturing plant in England		
1996	Acquires Burns Meats in Manitoba		
1999	Begins pork processing at Brandon facility		
2004	Acquires J.M. Schneider; one of largest processed food producers in Canada		
2007	Sells animal nutrition business for \$520m		
2013	Sells Rothsay subsidiary (by-product recycling) to Darling International (US)		
2013	Sells Olivieri to Ebro Foods (SP)		
2014	Sells Canada Bread Company to Grupo Bimbo; now solely producing packaged meats		

The following global firms were identified as potential investors for the two dairy & eggs opportunities








* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - FLUID MILK

The number one dairy products company in the world has invested in Western Australia

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - FLUID MILK

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1933	Laval, France Private: Belgium (Besnier family via BSA International SA)	€15.6b (14) 60,000	Cheese, milk, yoghurt, cream butter, milk powder, spreads	Europe Americas Australia Middle East	www.lactalis-international.com www.lactalis.fr www.parmalat.com www.pauls.com.au Owns more than 211 industrial plants in 37 different countries; #1 dairy group in world
	1866	Vevrey, Switzerland Public (SIX: NESN; EuroNext: NESTS; OTC Pink: NSRGY; BSE: 500790; NSE: NESTLEIND)	CHF88.8b (15) US\$89.2b 335,000	Dairy products, pet care, beverages (water, coffee, juice), food (prepared, frozen, aids, cereal), nutrition (infant, adult), confectionery	Global	www.nestle.com 447 factories; operates in 197 countries; US\$16.9b in sales for milk products and ice cream '14
	1967	Jakarta, Indonesia Public (IDX: INDF) (CAB Holdings 50.07%; public 49.93%) CAB Holdings is subsidiary of First Pacific (SEKH: 142) which is controlled by the Salim family	IDR63.59 trillion (14) US\$4.8b 88,000	Consumer branded products 47% (noodles, dairy, snack foods, food seasoning, nutrition & spacial foods, beverages, packaging), flour/pasta, agribusiness, distribution, cultivation and processed vegetables	Indonesia Singapore Malaysia	www.indofood.com www.indofoodcbp.com www.indomilk.com Acquired 100% of PT Danone Dairy Indonesia and trademarks and industrial designs of Milkat in '14
	1917	Tokyo, Japan Public (TYO: 2269)	¥1,161,152m (15) US\$10.2b (Group) ¥1,021,806m US\$9b (Food) 16,559 (Group) 10,940 (Food)	Fresh and fermented dairy, processed foods, confectionery, nutritionals, pharmaceuticals	Japan Asia USA Australia	www.meiji.co.jp www.meiji.com.sg www.meiji-seika-pharma.co.jp www.meiji.com/global #1 in Japan for fresh milk, yoghurt, ice cream and chocolate; exports to over 50 countries
	1976	Ho Chi Minh City, Vietnam Public (HSX:VNM) Vietnam State Capital Investment Corp. 45%	VND35,704b (14) US\$1.59b 6,244	Milk, yoghurt, milk powder, infant formula, sweetened condensed milk, ice cream, cheese, soya milk, juice, beverages (250 product lines)	Vietnam NZ USA Cambodia Poland	www.vinamilk.com.vn/en Exports to 42 countries; 13 domestic factories; operations in NZ, USA, Cambodia, Poland; export focus on Africa, Middle East, Asia, Australia, Canada

POTENTIAL INVESTOR - QUANTITATIVE

Lactalis Group, based in France, is the largest dairy products company in the world



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Lactalis Group	- Cheese	- Milk
Address:	10 - 20, Rue Adolphe Beck Laval, Mayenne, 53089 France	- Président, Rouy, Lepetit, Bridel, Galbani, Rondele, Munster's Little Friends, Pride, Le Roitelet, Societe, Seriously, Lemnos, Black Diamond, Sirela	- Président, Lactel, Bridel, Celia, Pauls, Parmalat, Dukat, Harvey Fresh
Ownership:	Private: Belgium (Besnier family via BSA International SA)	- Yoghurt	- Baby formula/ powdered milk
Year founded:	1933	- Vaalia, Lactel, Rachel's Organic, Pauls, Fibresse, Astro, Parmalat	- Celia
Global CEO	Emmanuel Besnier	- Butter	- Milk drinks
Global contact:	+33 2 4359 4259	- Président, Bridel, Primrose	- Ice Break, Oak, Breaka, Rush
Website(s):	www.lactalis-international.com www.lactalis.fr www.parmalat.com www.pauls.com.au		- Juice
			- Santal, Harvey Fresh, Frica
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	France, Poland, Italy, Russia, Ukraine, Spain, Ireland, Portugal, Switzerland, Croatia, Czech Republic, United Kingdom
		North America	USA, Canada
		C/S America	Mix or owned and license
		Other	Saudi Arabia, Egypt, South Africa, Mozambique, Swaziland
		Australasia	Australia

President brand is sold in more than 145 countries

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	€15.6b (14)	- 2005 Nestle and Lactalis form JV Lactalis Nestlé Produits Frais covering all chilled dairy in 9 countries in Europe	- 2010 Acquires Lemnos cheese (AU)
# of employees:	60,000	- Harvey Fresh via Parmalat Australia	- 2010 Acquires Puleva; #2 liquid milk producer in Spain
Turnover/employee:	€260,000/employee		- 2010 Acquires Rachel's Dairy Ltd (UK); #2 brand for organic yoghurts
# of plants:	211+		- 2011 Acquires Parmalat; becomes #1 for dairy products
			- 2012 Acquires QBB (SG); specialist in selling ghee
			- 2012 Acquires Skanemejerier in Sweden
			- 2013 Acquires Ljubljanske Mlekarne in Slovenia; 50.3% stake; Slovenia's largest dairy co.
			- 2013 Renames Sorrento and Precious brands in US to Galbani
			- 2014 Acquires Brazilian food company BRF SA via Parmalat; \$805m; making Lactalis #2 dairy company in Brazil
			- 2014 Acquires Tirumala Milk Products; \$275m; #2 largest private dairy co. in India
			- 2014 Acquires Harvey Fresh in WA; US\$109m; via Parmalat Australia
			- 2015 Acquires 80% stake in Turkish dairy Ak Gida; one of largest food co. in Turkey
			- 2016 Acquires 70.3% in Albalact dairy company in Romania; one of top 2 milk suppliers

POTENTIAL INVESTOR – QUALITATIVE

Lactalis Group's existing investment in WA positions it as the ideal firm to drive and benefit from a transformational change in the industry









GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Growth in emerging markets through acquisition 		<ul style="list-style-type: none"> - Invested over \$200m in manufacturing capability in Australia over the last 3 years - 2014 Acquires Harvey Fresh in WA; US\$109m; via Parmalat Australia - Harvey Fresh has revenue of \$200m; 20% of local fresh milk market - Exports 20-30% of processed dairy products to Asia; Parmalat looking to increase - Fresh milk, flavoured milk, cream, custard, lactose free yoghurt, cheese, long life milk - No infrastructure for milk powders 	<ul style="list-style-type: none"> - Already invested in largest dairy processor and exporter in WA - Strong biosecurity means herds in WA free from major diseases suffered elsewhere - Excellent food safety systems from paddock to glass - Close proximity to SE Asia to supply fresh milk
FIRM HISTORY/TIMELINE			
1933	Andre Besnier starts cheese making co.		
1961	Calisto Tanzi opens milk plant in Parma		
1968	Launches President brand of camembert		
1990	Acquires Groupe Bridel (then France #4)		
1992	Acquires Sorrento (cheese; USA)		
1998	Acquires Pauls (AU) via Parmalat		
1999	Changes name to Lactalis; restructures		
2003	Parmalat financial fraud uncovered		
2006	Acquires Galbani (cheese; Italy)		
2007	Acquires Dukat; #1 in Croatia; milk and cheese		
2008	Acquires Baer (cheese; Swiss)		
2010	Acquires Lemnos cheese (AU)		
2010	Acquires Puleva; #2 liquid milk producer in Spain		
2010	Acquires Rachel's Dairy Ltd (UK); #2 brand for organic yoghurts		
2011	Acquires Parmalat; becomes #1 for dairy products		
2012	Acquires QBB (SG); specialist in selling ghee		
2013	Renames Sorrento and Precious brands in US to Galbani		
2014	Acquires Brazilian food company BRF SA		
2014	Acquires Harvey Fresh in WA		
2015	Acquires 80% stake in Turkish dairy Ak Gida		
		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
		<ul style="list-style-type: none"> - Number of key dairy competitiveness metrics for the State are negative - Industry is currently heavily reliant on traditional, rain fed pastoral production 	<ul style="list-style-type: none"> - Potential to scale up existing operations to increase export supply to Asia - Development/construction of liquid (non-powder) infant formula plant in WA, targeting growing ready to drink segment in Asia - Investment in model (demo) large scale (10,000+ cows) farm delivering step change in WA dairy industry

IDENTIFIED FIRMS - YOGHURT

The largest Asian based dairy companies are expanding outside of Asia

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - YOGHURT

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 DANONE	1919	Paris, France Public (Euronext: BN)	€21.1b (14) 100,000	Dairy products, bottled water, infant nutrition, medical nutrition, cereal, biscuits	Russia Brazil USA Sell globally	www.danone.com www.danoneultimate.com.au Sells in 57 countries; fresh dairy sales of €11,129m in '14; 52% of sales; market leader in 37 main countries with 26% market share
	1933	Laval, France Private: Belgium (Besnier family via BSA International SA)	€15.6b (14) 60,000	Cheese, milk, yoghurt, cream butter, milk powder, spreads	Europe Americas Australia Middle East Sell globally	www.lactalis-international.com www.lactalis.fr www.parmalat.com www.pauls.com.au Owns more than 211 industrial plants, in 37 different countries; #1 dairy group in world
	1993	Inner Mongolia Yili Industrial Group Company Inner Mongolia, China Public (SSE: 600887)	CNY54.436b (14) US\$8.3b 21,930	Dairy products (milk, ice cream, milk powder, yoghurt; 1000 products), infant formula, beverages, animal feeds	China NZ Italy Netherlands USA	www.yili.com Caught up in 2008 Chinese milk scandal; #1 in China; Sino-American Food Wisdom Valley project with US
 VƯỜN CAO VIỆT NAM	1976	Ho Chi Minh City, Vietnam Public (HSX:VNM) Vietnam State Capital Investment Corp. 45%	VND35,704b (14) US\$1.59b 6,244	Milk, yoghurt, milk powder, infant formula, sweetened condensed milk, ice cream, cheese, soya milk, juice, beverages (250 product lines)	Vietnam NZ USA Cambodia Poland	www.vinamilk.com.vn/en Exports to 42 countries; 13 domestic factories; operations in NZ, USA, Cambodia, Poland; export focus on Africa, Middle East, Asia, Australia, Canada
	1984	Bangkok, Thailand Private (Thailand)	THB 30 b (15) US\$856m (projected Thailand sales only) 1,300	Drinking and spoonable yoghurt, milk, soy milk	Thailand SE Asia China	www.dutchmill.co.th
 MALAYSIA DAIRY INDUSTRIES PTE LTD	1963	Macpherson, Singapore Private (Thio family)	S\$260+RM600m US\$333m TBD	Dairy products (Marigold), cultured milk drink (Vitagen), juices, soy beverages, tea, jelly, puddings	Singapore Malaysia	www.mdi.com.sg www.marigold.com.sg www.mmsb.com.my Exports 90% of sweetened condensed and evaporated milk to over 50 countries

POTENTIAL INVESTOR - QUANTITATIVE

Vinamilk is the largest dairy company in Vietnam, with interests in New Zealand, USA and Europe



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Vietnam Dairy Products Joint Stock Company	- Liquid milk (fresh, UHT, UHT fortified)	- Ice cream
Address:	10 Tan Trao Street, Tan Phu Ward, District 7, Ho Chi Minh City, Vietnam	- Vinamilk, Twin Cows, ADM+, F:ex, Fino	- Vinamilk, Nhoc Kem
Ownership:	Ho Chi Minh City, Vietnam Public: (HSX:VNM) Vietnam State Capital Investment Corp. 45%	- Yoghurt (drinking, spoonable)	- Processed cheese
Year founded:	1976	- Vinamilk, Susu, ProBeauty	- Vinamilk
Global CEO	Mai Kieu Lien	- Milk powder (infant, mother, child, adult)	- Soya milk
Global contact:	+84 8 5415 5555	- Dielac, Vinamilk	- Gold Soy
Website(s):	www.vinamilk.com.vn/en	- Infant cereal with milk	- Juices
		- RiDielac	- Vfresh
		- Sweetened condensed milk	- Beverages
		- Southern Star, Ong Tho	- Vfresh, ICY, Lincha
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	Poland
		North America	USA
		East Asia	-
		SE Asia	Vietnam, Cambodia
		Other	Middle East
		Australasia	New Zealand

Exports to 29 countries, including Middle East, SE Asia, Africa, Central America; 10% of total revenue exported

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	VND35,704b (14) US\$1.59b	- 19.3% of Miraka Limited dairy (NZ) - Twin Cows brand	- 2010 Acquires 100% of F&N Vietnam Foods and changes name to Dielac Dairy One Member; their 2nd powdered plant
# of employees:	6,244	- 70% of California Driftwood Dairy	- 2013 Builds new baby milk factory in Vietnam; US\$94m
Turnover/employee:	US\$254,644/employee	- 51% of JV Angkor Dairy Products	- 2013 Acquires 70% Driftwood Dairy (USA); \$7m
# of plants:	17 (plus 7 dairy farms)	- 96% of Thong Nhat Thanh Hoa Dairy Cow One Member (breeding); 2013	- 2014 Invests \$23m in Cambodian Co. Angkor Dairy Products to build new manufacturing plant; 19 ml of milk, 64m jars of yoghurt and 80m bottles of condensed milk annually
		- 15% of Asia Saigon Food Ingredients in Vietnam	- 2014 Invests in Susu drinking yoghurt production line in Lam Son plant; VND283.47b; capacity of 224.64m bottle/year
		- 50% JV with Campina "Campina Vietnam" to market diversified nutrition products (builds on partnership established in 2005)	- 2014 Implements construction of two dairy farms in Vietnam; 8,000 and 25,000 cows; completes construction of 2 smaller ones (2,000); in next 5 years will have 9 farms with total herd of 46,000
		- 100% Vinamilk Europe Spostka Z Organizacja Odpowiedzialnoscia	

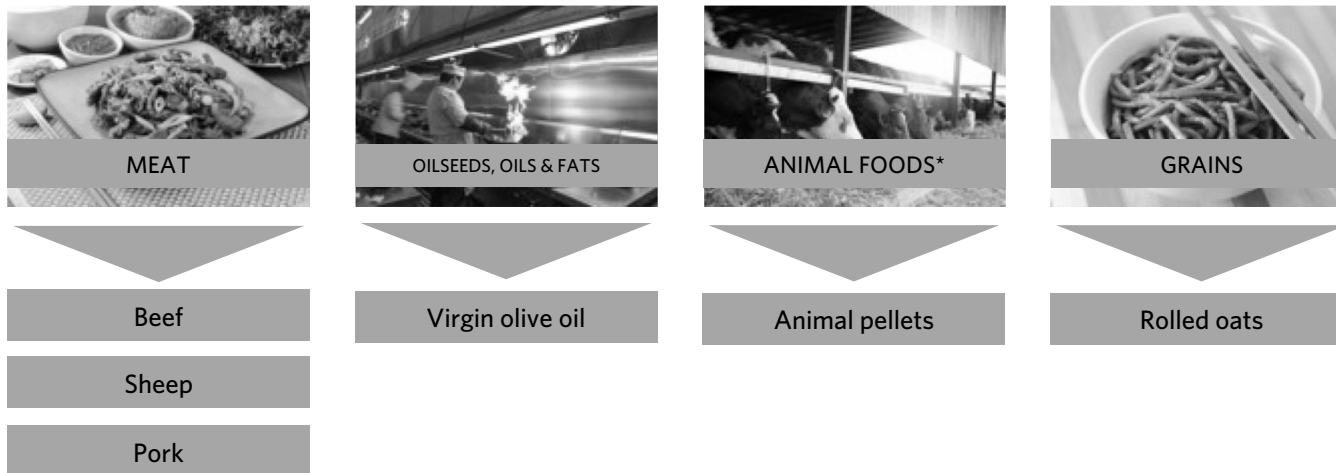
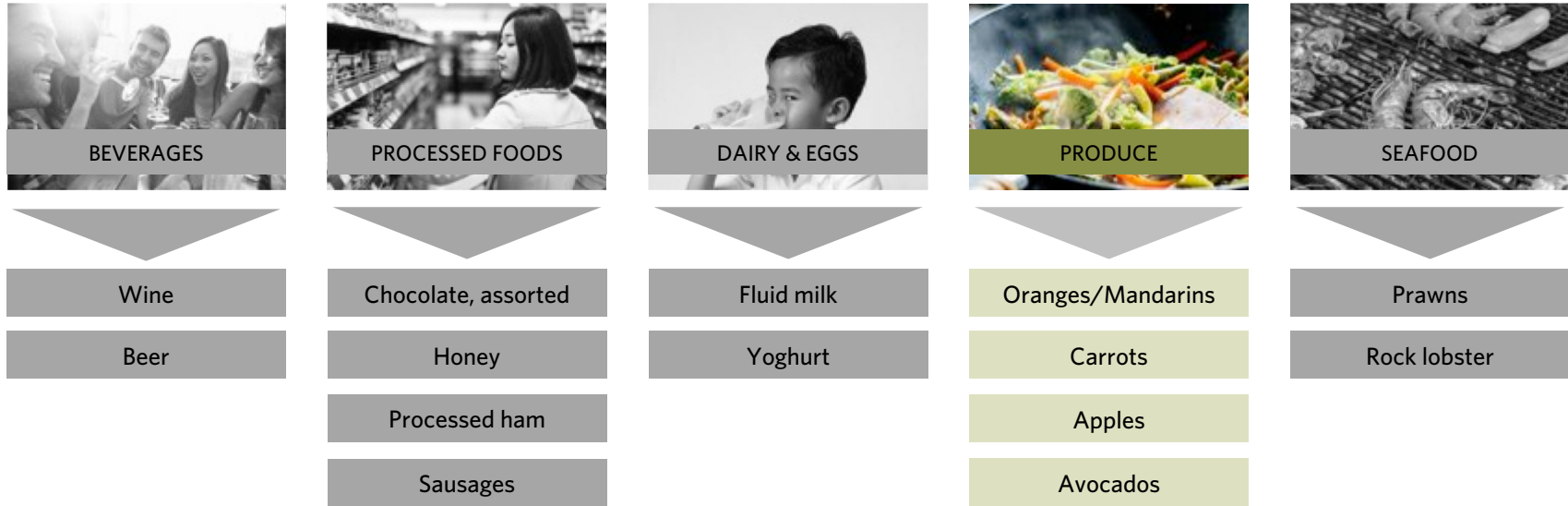
POTENTIAL INVESTOR - QUALITATIVE

WA offers Vinamilk a safe, secure source of fresh dairy products within close proximity



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - To become a world grade brand in food and beverage industry - Move forward to one of the 50 largest dairy companies in the world - Goal to reach US\$3b by 2017 - Looking to significantly expand in USA via Driftwood Dairy's production and distribution network - \$12.5m deal to export baby formula to Middle East, 2016 - Looking to expand into Myanmar and Africa in 2016 		<ul style="list-style-type: none"> - 19.3% ownership in Miraka Limited, Taupo, NZ in 2010 - First investment overseas for Vinamilk - Manufacturing high quality milk powder and UHT fresh milk for export 	<ul style="list-style-type: none"> - Excellent food safety systems from paddock to glass of the supply chain - Close proximity to SE Asia for supply of fresh yoghurt - Strong biosecurity means herds in WA free from major diseases suffered elsewhere
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1976	Establishes Southern Coffee-Dairy Company; 2 factories	<ul style="list-style-type: none"> - Number of key dairy competitiveness metrics for the State are negative - Industry is currently heavily reliant on traditional, rain fed pastoral production 	<ul style="list-style-type: none"> - Greenfields plant producing cultured milk/drinking yoghurt shelf-stable products - Joint venture producing base blends/mixes with major WA dairy processor
1993	Renames as Vietnam Dairy Company; under control of Ministry of Light Industry		
2003	Transforms to Joint Stock Company; Vietnam Dairy Products Joint Stock Co.		
2005	50% JV with Campina "Campina Vietnam" to market diversified nutrition products		
2006	Lists on Ho Chi Minh Stock Exchange		
2009	Builds Nghe An farm for 3,000 cows		
2010	Starts overseas investments; NZ formula plant; US\$10m		
2013	Acquires 70% stake in Driftwood Dairy (US); \$7m		
2013	Announces strategy to significantly increase exports		
2014	Establishes JV Angkor Dairy Products Co in Cambodia; 51%		
2014	Establishes 100% subsidiary in Poland for live animal trade, raw materials and dairy products		

The following global firms were identified as potential investors for the four produce opportunities









* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - ORANGES/MANDARINS

A wide range of citrus companies were identified; both whole fruit and juice production focus

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - ORANGES/MANDARINS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 Louis Dreyfus	1851	Amsterdam, The Netherlands Private (Louis-Dreyfus)	US\$64.7b (14) Louis Dreyfus Commodities 22,000 (peak)	Commodities (coffee, cotton, dairy, fertilizers, finance, freight, juice, metals, oilseeds, rice, sugar), asset management, forestry & renewable energy	Global	www.louisdreyfus.com www.ldcom.com 30,000ha of citrus in Brazil; 14m trees; world's largest processors and marketers of citrus juices; exports to over 70 countries; LDC operates in over 100 countries
 the Wonderful company™	1979	Los Angeles, US Private (Stewart & Lynda Resnick)	US\$4b 7,300	Citrus, pomegranates, almonds, pistachio, bottled water, wine, flower delivery	USA Mexico Fiji	www.wonderful.com www.wonderfulcitrus.com #1 citrus grower in US, #1 tree nut grower in world; exports globally
 CUTRALE	1967	Araraquara, Brazil Private (Cutrale)	US\$1.3b (13) 10,000 (14)	Fresh citrus, orange juice, concentrate, peel feed pellets, essential oils, soy, bananas, pineapples, fruit chips, salads	Global	www.cutrale.com www.cutrale.com.br www.chiquita.com Acquired Chiquita (\$1.3b) with Safra Group in bidding war with Fyffes in '15; controls third of \$5b global orange juice industry; supplies to Coca-Cola
 San Miguel <small>THE GLOBAL CITRUS EXPERTS</small>	1954	Buenos Aires, Argentina Public (BCBA:SAMI)	ARS1,680m (14) US\$115.8m 1,200 (6,500 peak)	Fresh citrus (lemons, tangerines, oranges, grapefruits), juice, concentrates, essential oils, peels	Argentina Uruguay South Africa	www.sanmiguelglobal.com/en One of world's leading fruit and vegetable companies; exports majority to EU, Russia; Asia, Canada, Middle East; operations in South Africa
 ASIAN CITRUS THE CITRUS SPECIALISTS	2000	Sheung Wan, Hong Kong Public (AIM:ACHL; HKSE:73)	RMB962.7m (15) US\$147.7m 1,960	Oranges, grapefruit, banana pineapple and other fruit juice concentrates, mango and other fruit purees, frozen mango, frozen and dried fruit and vegetables	China	www.asian-citrus.com 3 plantations, one yet to reach maturity; 103 km ² ; 4.55m trees; 1 plantation suffering deadly disease (HLB); revenue down by 24%
 Dongfang Modern	2005	Guangzhou, China Public: AU (ASX: DFM) Hongwei Cai 80%	AU\$148m (14) TBD	Mandarins, pomelos, oranges, carmelia seeds products	China	www.dongfangmodernagriculture.com.au #2 harvester of citrus in China; 3% of market; 19 plantations; 8,000ha in Jiangxi province; 200,548t in '14; listed in AU in '15 (to seek \$50m); exports from CN to 20 markets (Asia, Russia, Indian, Middle East)

POTENTIAL INVESTOR - QUANTITATIVE

The Wonderful Company is the largest citrus grower in the United States



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	The Wonderful Company	<ul style="list-style-type: none"> - Citrus (grapefruit, mandarins, lemons & limes, oranges) <ul style="list-style-type: none"> - Wonderful Sweet Scarletts, Texas Grown Red Grapefruit, Wonderful Halos (#1 mandarin in US), Ultimate, Kashu Gold, Gold Buckle, Satin, Blue Goose, Belt - Almonds & Pistachios <ul style="list-style-type: none"> - Wonderful (#1 tree nut brand in USA) - Pomegranates <ul style="list-style-type: none"> - POM Wonderful (#1 pomegranate in USA) 	<ul style="list-style-type: none"> - Beverages (juice, wine, bottled water) <ul style="list-style-type: none"> - POM Wonderful, JUSTIN (#1 Cab Sav in Ca), Landmark, Hop Kiln, FIJI water (#1 premium bottled water in USA) - Flower delivery <ul style="list-style-type: none"> - Teleflora - Crop protection and pest control <ul style="list-style-type: none"> - Suterra
Address:	11444 Olympic Blvd. Los Angeles, CA 90064, USA		
Ownership:	Private: USA (Stewart & Lynda Resnick)		
Year founded:	1979		
Global CEO	Stewart Resnick		
Global contact:	+1 310 966 5700		
Website(s):	www.wonderful.com www.wonderfulcitrus.com www.halosfun.com www.sweetscarletts.com		
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	
		North America	USA (California, Texas), Mexico
		East Asia	
		SE Asia	
		C/S America	
		Other	
		Australasia	Fiji

Exports globally, offices in AU, Belgium, Brazil, Canada, China, Hong Kong, India, Korea, Mexico, Spain, UK

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	US\$4b (Group)	<ul style="list-style-type: none"> - 2013 Partnership with Fowler Packing to sell Halo mandarins; together all production, sales and marketing aspects for 65% of California's mandarin crop - 2014 Partnership with Mulholland Citrus to become exclusive sales agent under Halos brand 	<ul style="list-style-type: none"> - 2013 Announces intention to spend US\$100m over next 5 years in marketing its mandarins, Wonderful Halos - 2013 Acquires Vintage Nurseries, California based producer of grafted grapevine rootstocks - 2015 Acquires Headwaters Farm, one of largest beekeepers in USA in order to ensure pollination of almond orchards in California - 2015 Acquires Mercier California; USA operations of Mercier Group, leaders in grapevine nursery industry - 2016 Acquires Hop Kiln Vineyard in Sonoma via Landmark Vineyard - Invests \$25m in advanced irrigation research and technologies; \$22m on solar installations across 4 facilities; \$41m in fuel cells to generate 35% of required electricity without combustion or air pollution
# of employees:	7,300 1,500 (Wonderful Citrus peak)		
Turnover/employee:	US\$547,945/employee		
# of plants:	9 packing facilities (Wonderful Citrus)		

POTENTIAL INVESTOR - QUALITATIVE

WA offers the innovative Wonderful Citrus an ideal growing location close to major Asian markets

theWonderful company™






GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Looking for agricultural commodities where company lessons in value adding and marketing can be applied 		<ul style="list-style-type: none"> - None currently 	<ul style="list-style-type: none"> - Ideal climate for growing citrus - Modern, stable region with clear transparent rule of law - Easy to transfer dry USA based production system to WA location - Counter seasonal supply - Geographical diversity limits risk
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1979	Acquires Teleflora	<ul style="list-style-type: none"> - WA citrus industry expanding rapidly; creating stresses and growing pains - Industry reliant on non IP controlled, non differentiated cultivars 	<ul style="list-style-type: none"> - IP/marketing licensing agreement with WA producer for IP controlled cultivar and supply agreement for Asia - Build Californian scale greenfields citrus operation creating counter seasonal supply for Asia - Acquire large WA citrus producer and invest in continuing scale up
1981	Acquires Paramount Citrus; founded in 1950		
1989	Forms Paramount Farms		
1999	Completes Delano 1 packing house		
2000	Acquires fresh citrus operations of Dole Food Company; now 20% of Sunkist Co-op		
2002	Launches POM Wonderful		
2005	Re-launches FIJI water		
2006	Markets its citrus varieties under Paramount Citrus brands		
2007	Acquires 6,000 acres of lemon plantings in Mexico		
2008	FIJI outsells Evian to become #1 premium water in US		
2010	Acquires 5,000+ acres of lime plantings in Mexico		
2012	Completes Delano 2 Halos packinghouse		
2012	Acquires Healds Valley and Rio Queen companies; 75% of Texas grapefruit market		
2012	Acquires Grimmway Farms citrus operations; launches Wonderful Halos mandarins		
2013	Ends marketing JV with Sun Pacific since 2004, selling mandarins under California Cuties trademark		
2015	Renames Roll Global to The Wonderful Company		

IDENTIFIED FIRMS - CARROTS

A strong group of global producers and processors emerged

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - CARROTS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1968	California, USA Private (Grimm family)	TBD 7,000	Carrots (fresh, cut, organic, baby), potatoes, juice, food service	USA Sells to 30 countries	www.grimmway.com www.calorganicfarms.com www.trueorganicjuice.com Largest grower, producer and shipper of carrots in world; popularised baby carrots
	1929	Idaho, USA Private (Simplot family)	US\$6b (15) 10,000	Food service (potatoes (frozen french fries), frozen vegetables, avocados, fruits, grains), Retail (processed and frozen foods), agribusiness	USA Australia NZ Canada China Mexico	www.simplot.com www.simplotfoods.com www.simplot.com.au www.simplotcanada.ca www.simplot.com.cn www.simplot.co.kr Sold AU pizza to Oetker '11; brands in AU Edgell, Birds Eye, John West, Lean Cuisine, Chiko; exports to 40 countries
	1957	Florenceville, Canada Private (McCain Family)	C\$7b (15) US\$5.2b 17,000	Frozen potato products, frozen vegetables, frozen meals, frozen pizza	Global	www.mccain.com www.mccainusa.com www.mccain.com.au www.mccain.co.uk 41 sites across 6 continents; sells in more than 160 countries
	1869	New Jersey, USA Public (NYSE: CPB)	US\$8.1b (15) 18,600	Processed foods, frozen foods, soup, beverages, carrots	Global	www.campbellsoupcompany.com www.campbells.com www.bolthouse.com Acquired Bolthouse Farms in '12 for US\$1.55b; second largest carrot producer in USA
	2001	Shandong, China Private (Baoliang Yu)	US\$30m export value -300	Garlic, onion, potatoes, ginger, carrots, apples, pear, citrus, nuts	China	www.trans-high.com China's largest exporter and supplier of carrots; exports products to 50 countries; Middle East, Europe, South America, SE Asia, Africa

POTENTIAL INVESTOR - QUANTITATIVE

Grimmway Farms is the largest grower, processor and shipper of carrots in the world



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Grimmway Farms	- Carrots	- Juice
Address:	6900 Mountain View Road. Bakersfield, CA 93307, USA	- Grimmway, Cal-Organics, Bunny Luv	- TRUE Organic
Ownership:	Private: USA (Grimm family)	- Organic fruit and vegetables	
		- Cal-Organic	
		- Potatoes	
		- Grimmway, King Pak, Avalance	
Year founded:	1968	KEY REGIONS COUNTRIES OF OPERATIONS	
Global CEO	Jeff Huckaby	Europe	
Global contact:	+1 800 301 3101	North America	USA (California, Washington, Oregon, Colorado, Georgia, Florida)
Website(s):	www.grimmway.com www.calorganicfarms.com www.trueorganicjuice.com www.justcrunchem.com	East Asia	
		SE Asia	
		C/S America	
		Other	
		Australasia	

World's largest grower, packer and shipper of carrots

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	US\$1,489.87m (15)[FACTIVA est.]	- 2012 Marketing agreement with NBC's The Biggest Loser; packaging, competitions, Twitter parties, #justcrunchthem	- 2013 Builds new processing and packing plant in Pasco; 60 employees
# of employees:	7,000		
Turnover/employee:	US\$212,839/employee		

POTENTIAL INVESTOR - QUALITATIVE

WA's market share in Asia makes it an attractive investment for Grimmway Farms








GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Market leader in mature USA market (30-40% market share) - Exporting primarily to Canada; other markets small - Continued growth will require global expansion 		<ul style="list-style-type: none"> - None currently 	<ul style="list-style-type: none"> - Second largest supplier of carrots to Asia and Middle East after China - Modern, stable region with clear transparent rule of law - Modern, competitive carrot production sector ready to take next step in terms of growth
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1968	Grimm brothers, Rod & Bob open produce stand	<ul style="list-style-type: none"> - Industry currently focused on minimal value-added bagged whole carrots; yet to transition to value added products - Further industry consolidation required to build packing/processing scale 	<ul style="list-style-type: none"> - Equity investment/shareholding in WA carrot producer bringing new skills/capital for scale up - Acquire one or more WA carrot producer and scale up
1971	Starts growing carrots as rotation crop between corn		
1981	Moves to Bakersfield, CA to allow two annual crops		
1985	Produces baby whole frozen carrots; first to do so		
1991	Expands to citrus production		
1992	Opens baby carrot processing plant in Kern County		
1995	Produces carrots under Bunny Luv label		
1996	Expands processing facility to specialise in food service production		
1996	Opens carrot juice concentrate plant		
2000	Enters potato market; acquires King Pak Farms		
2001	Acquires Cal-Organics; 60 organic fruit and vegetables		
2009	Opens organic greenhouse in Tehachapi, California		
2010	Builds solar array; supplies 50% of pumping plant		
2012	Introduces Simply Delicious Carrot Creations		
2013	Sells citrus operations to Paramount Citrus (now Wonderful Citrus)		
2014	Introduces TRUE super premium organic juice range		
2016	Gains promotion on USDA's Smart Foods Planner site		

IDENTIFIED FIRMS - APPLES

Apples are an important part of the major produce suppliers' portfolios

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - APPLES

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1851	California, USA Private (Murdock)	US\$4.8b (14) 25,000	Bananas, fresh fruit (70%), fresh vegetables, bagged salads, prepared fruit and vegetables	Global	www.dole.com #1 Producer, marketer and distributor; 300 products to 90 countries; sold worldwide packaged foods and Asia fresh produce businesses to Itochu in '12 for \$1.7b; privatised again in '13 when acquired by Murdock
	1989	Fresh Del Monte Produce Florida, USA Public (NYSE: FDP) Abu-Ghazaleh family 35.3%	US\$3.93b (14) 45,000	Fresh and fresh cut fruit and vegetables, prepared fruit and vegetables, juices, beverages, snacks, ice cream, poultry	Americas Africa Europe Middle East Asia	www.freshdelmonte.com Acquired 2,600 acres in Florida to expand tomato operation \$16m in '14; acquired two pineapple plantations in Costa Rica, 1,370 acres \$12.8m in '14; sell in 100 countries; not affiliated with Del Monte Foods, but licensed to use brand
	2006	Dundalk, Ireland Public (ISEQ:T70; LSE: TOT)	€3.45b (15) 4,500+	Apples and pears (8%), grapes, tropical, citrus, salad, stone fruit, vegetables	Europe North America Chile India	www.totalproduce.com www.oppy.com www.topfruit.com Europe's largest fresh produce provider; 100+ facilities; operates in 22 countries; majority shareholder (by 2017) The Oppenheimer Group (the North America partner with Enza for NZ Jazz and Envy varieties)
	1923	Munich, Germany Corp/Co-op (FWB:BYW6) Co-op 60%	€15.2b (14) €563.9m Fruit 16,935	Agriculture 45% (fertilizer, seeds, equipment, fruit distribution (apples, dessert fruit)), building materials, energy	Germany Europe Americas Asia Australasia	www.baywa.com www.turnersandgrowers.com www.enza.co.nz Acquired NZ's T&G in '11; one of the most important global suppliers in the international pome fruit trade (Trading and supply operations in AU)
	2001	Shandong, China Private (Baoliang Yu)	US\$30m export value ~300	Garlic, onion, potatoes, ginger, carrots, apples, pear, citrus, nuts	China	www.trans-high.com China's largest exporter and supplier of apples; exports products to 50 countries; Middle East, Europe, South America, SE Asia, Africa

POTENTIAL INVESTOR - QUANTITATIVE

Total Produce is the largest fresh produce provider in Europe with operations in 22 countries



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Total Produce	- Fresh fruit and vegetables (over 200 lines)	- Flowers
Address:	Charles McCann Building, Rampart Road, Dundalk, County Louth, Ireland	- Top, Oppy, Enza, Tigua, Encor, The Summerfruit Company, Cutrale, Indian River Pride, Ledesma, Nobel, Fyffes, Tres Ases, Actual, Goldland, Cleo, Unifresh, Turbana, Jaffa, Continental fresh, Sunkist, Zespri, USA Apples,	
Ownership:	Public: UK (ISEQ:T70; LSE: TOT)		
Year founded:	2006	KEY REGIONS COUNTRIES OF OPERATIONS	
Global CEO	Rory Byrne	Europe	Ireland, UK, Spain, France, Italy, Netherlands, Germany, Denmark, Sweden, Portugal, Poland, Czech Republic, Slovakia, Austria, Switzerland
Global contact:	+353 42 35451	North America	US, Canada
Website(s):	www.totalproduce.com www.opyy.com www.topfruit.com	East Asia	India
		C/S America	Chile
		Other	Morocco
		Australasia	

Operates out of 100 facilities across 22 countries; to retail, wholesale, food service and processing sectors across EU and North America

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	€3.45b (15)	- Oppy	- 2013 Enters agreement to purchase majority shareholders in The Oppenheimer Group in two stages over 5 years; 35% in '13, 30% in '17.
# of employees:	4,500+	- Eurobanan Canarias 50%	- 2013 Sells share in South African exporter Capespan
Turnover/employee:	€766,667/employee	- Everfresh	- 2014 Increases share in Dutch soft fruit company All Seasons Fruit to 70%; plans to acquire remainder
# of plants:	100	- Hortim International 75%	- 2014 Acquires 45% share in Eco farms Investments Holdings; Californian avocado, citrus and exotics company
		- Lembcke	- 2014 Acquires trading assets of Gaspari Nutrition, a USA sports nutrition company, out of bankruptcy process
		- Peviani SpA 50%	- 2015 Acquires 50% share in Gambles Group, Toronto based fresh produce company
		- Nedalpac B.V 60%	
		- Anaco & Greeve International 50%	
		- Haluco B.V 60%	
		- Allegro Nutrition Inc	
		- Suri Agro Fresh 50%	
		- Uniplumo	
		- Pulse Logistics	
		- Allegro 90%	
		- Indigo Fruit 70%	

POTENTIAL INVESTOR – QUALITATIVE

WA’s expertise in cultivar development makes it an attractive proposal for Total Produce








GLOBAL EXPANSION STRATEGY/DIRECTION	CURRENT AU/NZ ACTIVITIES	WHY WA?																		
<ul style="list-style-type: none"> - Integrate international operating companies to extract costs from supply chain, drive efficiencies and embraced new disciplines across operations - Total Produce is consequently strongly positioned to pursue stated strategy of extending group reach, increasing competitiveness and growing group turnover and profitability - The group will maintain its recent strategy of expanding through investment in other companies 	<ul style="list-style-type: none"> - North American rights to IP controlled JAZZ apple variety through ENZA 	<ul style="list-style-type: none"> - Long history of new variety development e.g. Pink Lady, “Black Apple” (ANABP 1) - Ideal growing conditions close to SE Asia markets - Modern, stable region with clear transparent rule of law - Strong biosecurity means WA is free from many of the diseases that plague other growing regions - Geographic diversity limiting risk 																		
FIRM HISTORY/TIMELINE	WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES																		
<table border="1"> <tr> <td data-bbox="58 704 176 768">1958</td> <td data-bbox="176 704 706 768">Neil McCann takes over family fruit business “McCann Fruit”</td> </tr> <tr> <td data-bbox="58 771 176 835">1968</td> <td data-bbox="176 771 706 835">Forms Fruit Importers of Ireland(FII) with other Irish wholesalers</td> </tr> <tr> <td data-bbox="58 838 176 888">1986</td> <td data-bbox="176 838 706 888">Acquires Fyffes (UK) and assumes name</td> </tr> <tr> <td data-bbox="58 891 176 941">1990-07</td> <td data-bbox="176 891 706 941">Acquires numerous businesses across Europe</td> </tr> <tr> <td data-bbox="58 943 176 1008">2007</td> <td data-bbox="176 943 706 1008">Demergers fresh produce business from Fyffes; renames Total Produce</td> </tr> <tr> <td data-bbox="58 1011 176 1061">2007</td> <td data-bbox="176 1011 706 1061">Lists on stock exchange</td> </tr> <tr> <td data-bbox="58 1063 176 1128">2008</td> <td data-bbox="176 1063 706 1128">Acquires 60% stake in Dutch fresh produce distributors, Haluco and Nedalpac</td> </tr> <tr> <td data-bbox="58 1130 176 1180">2008-12</td> <td data-bbox="176 1130 706 1180">Acquires numerous businesses across Europe</td> </tr> <tr> <td data-bbox="58 1183 176 1249">2013</td> <td data-bbox="176 1183 706 1249">Enters agreement to purchase majority shareholders in The Oppenheimer Group in two stages over 5 years; 35% in '13, 30% in '17</td> </tr> </table>	1958	Neil McCann takes over family fruit business “McCann Fruit”	1968	Forms Fruit Importers of Ireland(FII) with other Irish wholesalers	1986	Acquires Fyffes (UK) and assumes name	1990-07	Acquires numerous businesses across Europe	2007	Demergers fresh produce business from Fyffes; renames Total Produce	2007	Lists on stock exchange	2008	Acquires 60% stake in Dutch fresh produce distributors, Haluco and Nedalpac	2008-12	Acquires numerous businesses across Europe	2013	Enters agreement to purchase majority shareholders in The Oppenheimer Group in two stages over 5 years; 35% in '13, 30% in '17	<ul style="list-style-type: none"> - Industry still overly dependant on older, non IP controlled varieties - Currently a small producer in an absolute sense - Wide range of orchard efficiencies, ranging from excellent to poor - Industry overweighted to sub-scale producers 	<ul style="list-style-type: none"> - Acquire one or more WA apple producers and scale up - Joint venture/equity investment in WA packer/processor - Global IP development licensing deal involving new WA developed cultivars
1958	Neil McCann takes over family fruit business “McCann Fruit”																			
1968	Forms Fruit Importers of Ireland(FII) with other Irish wholesalers																			
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IDENTIFIED FIRMS - AVOCADOS

Many of the largest Northern Hemisphere produce companies supply avocados

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - AVOCADOS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1929	Idaho, USA Private (Simplot family)	US\$6b (15) 10,000	Food service (potatoes (frozen french fries), frozen vegetables, avocados, fruits, grains), Retail (processed and frozen foods), agribusiness	USA Australia NZ Canada China Mexico Exports to 40 countries	www.simplot.com www.simplotfoods.com www.simplot.com.au www.simplotcanada.ca www.simplot.com.cn www.simplot.co.kr Sold AU pizza to Oetker '11; brands in AU Edgell, Birds Eye, John West, Lean Cuisine, Chiko
	1851	California, US APrivate (Murdock)	US\$4.8b (14) 25,000	Bananas, fresh fruit (70%), fresh vegetables , bagged salads, prepared fruit and vegetables	Global	www.dole.com #1 Producer, marketer and distributor; 300 products to 90 countries; sold worldwide packaged foods and Asia fresh produce businesses to Itochu in '12 for \$1.7b; privatised again in '13 when acquired by Murdock
	1989	Fresh Del Monte Produce Florida, USA Public (NYSE:FDP) Abu-Ghazaleh family 35.3%	US\$3.93b (14) 45,000	Fresh & fresh cut fruit and vegetables, prepared fruit and vegetables, juices, beverages, snacks, ice cream, poultry	Americas Africa Europe Middle East Asia	www.freshdelmonte.com Acquired 2,600 acres in Florida to expand tomato operation \$16m in '14; acquired two pineapple plantations in Costa Rica, 1,370 acres \$12.8m in '14; sell in 100 countries
	2006	Dundalk, Ireland Public (ISEQ:T70; LSE: TOT)	€3.45b (15) 4,500+	Apples and pears (8%), grapes, tropical, citrus, salad, stone fruit, vegetables	Europe North America Chile India	www.totalproduce.com www.oppy.com www.topfruit.com Europe's largest fresh produce provider; 100+ facilities; operates in 22 countries
	1924	California, USA Public (NASDAQ: CVGW)	US\$856.8m (15) 1,848	Avocados, tomatos, pineapples, papayas; fresh and processed products	USA Mexico Chile Hawaii	www.calavo.com www.rfgfoods.com Sell to US, Canada, EU, Asia

POTENTIAL INVESTOR - QUANTITATIVE

Calavo Growers is a former co-op that established the modern Californian avocado industry



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Calavo Growers, Inc.	- Avocados	- Calavo Foods (guacamole, avomayo, avocado chocolate mousse, corn chips, salsa)
Address:	1141A Cummings Road, Santa Paula, California 93060, USA	- Calavo, Bueno,	- Calavo, Salsa Lisa
		- Diversified produce (papayas, tomatos, pineapples, coconuts, mangoes)	- Fresh cut fruit and vegetables
		- Calavo Gold	- Garden Highway
Ownership:	Public: USA (NASDAQ: CVGW)		
Year founded:	1924	KEY REGIONS	COUNTRIES OF OPERATIONS
Global CEO	Lee Cole	Europe	
Global contact:	+1 805 525 1245	North America	US, Mexico
Website(s):	www.calavo.com www.rfgfoods.com	East Asia	
		SE Asia	
		C/S America	Chile
		Other	Hawaii
		Australasia	
			Exports to Canada, EU, Asia, Australia, New Zealand
KEY METRICS	SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS	
Turnover:	US\$856.8m (15)	- Renaissance Food Group, LLC	- 2011 Acquires Renaissance Food Group; fresh-cut produce and ready-to-cook meal enhancement company
# of employees:	1,848	- FreshRealm, LLC	- 2013 Creates FreshRealm, fresh food cloud-based technology business
Turnover/employee:	US\$463,636/employee		- 2015 Expands Mexico operations through a second pack house in Jalisco state; 70,000 square feet; pack fresh avocados for export

POTENTIAL INVESTOR - QUALITATIVE

WA is ideally positioned to satisfy counter seasonal demand in Calavo's Asian markets



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Market share building initiatives - Expanding operations in Mexico to meet rising USA and international demand, especially in China, Asia Pacific and Europe 		<ul style="list-style-type: none"> - None currently 	<ul style="list-style-type: none"> - Counter seasonal supply - Proximity to growing SE Asia markets - Proven ability to produce and sell premium avocados - Strong projected growth in production going forward - Modern, stable region with clear transparent rule of law - Geographic diversity limiting risk
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1924	Founds California Avocado Growers Exchange as grower owned co-op	<ul style="list-style-type: none"> - WA avocado industry expanding rapidly; creating stresses and growing pains - Currently a small producer in an absolute sense - Wide range of orchard efficiencies, ranging from excellent to poor - Industry overweighted to sub-scale producers 	<ul style="list-style-type: none"> - SE Asian sales and marketing joint venture to provide year round supply - Take minority stake (~20%) in leading WA avocado packer/shipper
1931	Diversifies into limes and avocado oil		
1949	Begins marketing papaya under Calavo Gold		
1964	Expands markets internationally, beginning with Japan		
1965	Launches first processed consumer product; guacamole		
1997	Opens packinghouse in Uruapan, Mexico; exports to Japan, EU and Canada		
2002	Lists on NASDAQ, becoming public company		
2003	Acquires Maui Fresh International; multi product specialty produce distributor		
2005	Announces equity cross-investments with Limoneira Co., one of industry's largest growers		
2010	Partners with Salsa Lisa; Minnesota based salsa co.		
2011	Acquires Renaissance Food Group; fresh cut prepared produce company		
2012	Finishes expansion of Mexican Fresh Avocado Packing Operations; 200% increase to 2,720 tonnes per week		
2013	Creates FreshRealm, fresh food cloud-based technology business		

The following global firms were identified as potential investors for the two seafood opportunities








* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS – PRAWNS

The largest seafood companies have invested in Australasia

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – PRAWNS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 MARUHA NICHIRO	1943	Tokyo, Japan Public (TYO: 1333)	¥863.8b (15) US\$7.6b 12,335	Wild catch, aquaculture, processed fish, processed foods, frozen foods, meat (beef, pork, chicken), fishmeal, fine chemicals, storage & logistics	Japan Asia North America Europe Australia New Zealand	www.maruha-nichiro.co.jp www.westwardseafoods.com www.ppsf.com www.australfisheries.com.au World's largest seafood company by turnover; over 200 companies in group in 26 countries
 NISSUI	1911/ 1943	Tokyo, Japan Public (TYO: 1332)	¥638.4b (14) US\$5.6b 8,240	Wild catch, processed fish, processed foods, fine chemicals	Japan Asia Americas Europe New Zealand Australia	www.nissui.co.jp www.australianlongline.com.au www.anzco.co.jp www.sealord.com 75 subsidiaries & 33 assoc. companies
 Thai Union	1988	Samut Sakhon, Thailand Public (BAK: TUF)	THB125.2b (15) US\$3.75b 46,500	Wild catch, canned seafood, processed seafood, pet food; tuna 37%, prawn 29%	Thailand Asia Europe United States Pacific Africa	www.thaiuniongroup.com www.chickenofthesea.com www.johnwest.co.uk 27 subsidiary companies; world's largest canned tuna processor; production in 9 countries
 PACIFIC ANDES	1986	Hong Kong/Bermuda Public: Hong Kong (HKG: 1174) N.S. Hong 54.9%	HK\$12,541m (14) US\$1.6b 6,000	Wild catch, prawns, crabs, processed fish, fishmeal	China Peru Asia Russia US Nambia	www.pacificandes.com www.nationalfish.com www.chinafisherygroup.com Partnership with UK experts to set up independent food testing lab in China '03; 70% stake in China Fishery Group since '04 (#1 in Peru after acquiring Copeinca in '13); National Fish and Seafood (US) subsidiary
 HIGH LINER FOODS	1899	Nova Scotia, Canada Public (TSX: HLF)	US\$1,052m (14) 1,540	Wild catch, processed fish	Canada US Mexico	www.highlinerfoods.com Leading North American processor and marketer of value added frozen seafood; acquired Atlantic Trading Company (US), salmon importer into US in '14; acquired American Pride (US), frozen seafood and scallop processing business in '13

POTENTIAL INVESTOR - QUANTITATIVE

Maruha Nichiro is the world's largest seafood company by turnover; sources seafood globally



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Maruha Nichiro Corporation	- Wild catch	- Frozen food
Address:	2-20 3-chome, Toyosu, Koto-ku, Tokyo, Japan	- Westward Seafoods, Austral, Peter Pan	- Akebono, Aquli, Yayoi, Kingfisher
Ownership:	Public: Japan (TYO: 1333)	- Aquaculture	- Fine chemicals
		- Agrobrest, Kingfisher	
Year founded:	1943	- Processed food	
Global CEO	Shigeru Ito	- Akebono, Aquli, Maruha, transOcean, Kingfisher	
Global contact:	+81 3 6833 0826		
Website(s):	www.maruha-nichiro.co.jp	KEY REGIONS COUNTRIES OF OPERATIONS	
		Europe	The Netherlands, Spain
		North America	USA(Alaska)
		East Asia	Japan, China, Korea
		SE Asia	Malyasia, Indonesia, Thailand
		C/S America	Peru,
		Other	Bangladesh, Namibia, Micronesia
		Australasia	New Zealand, Australia

Sells to Japan, North America and Europe; imports from 70 countries

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	¥863.8b (15) US\$7.6b	- Austral Fisheries - Taiyo A&F Co., Ltd. - Daito Gyorui Co., Ltd.	- 2012 Acquires Yayoi Foods Co. from Itochu
# of employees:	12,335 (13)	- Shinko Gyorui Ltd. - Maruha Nichiro Logistics, Inc.	- 2013 Invests via Kingfisher Holdings in JV on cold storage in Thailand; JPK Cold Storage
Turnover/employee:	US\$617,670/employee	- Yayoi Sunfoods Co., Ltd. - AIXIA Corporation - Westward Seafoods Inc. - Peter Pan Seafoods, Inc. - Kingfisher Holdings Ltd. - Seafood Connection B.V.	- 2013 Acquires Dutch seafood importer; Seafood Connection Holding B.V. - 2013 Acquires 50% stake in Austral Fisheries; - 2016 Acquire 4.7% share in Sanford (NZ); NZ\$25m

POTENTIAL INVESTOR - QUALITATIVE

WA's prawn fisheries add geographic diversity and unique species to Maruha Nichiro's portfolio








GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - "Aims to progress into new global businesses and markets, developing strategies for sustainable sourcing and enhancing technological innovation capabilities." 		<ul style="list-style-type: none"> - Austral Fisheries (WA); one of Australia's largest integrated commercial fishing companies - Interests in deep sea fishing (3 longline vessels and 1 dual longline-trawl vessel; sub-Antarctic zone) and wild catch prawns (10 prawn trawlers in Northern Prawn Fishery), wild catch crabs - Seafood solutions division sources/imports and markets seafood in Australia - Kingfisher Products NZ; largest seafood importer and service distributor to retail and food service sectors in NZ; imports and exports; via Thailand for processing - Ceebay Holdings; established in 1992; Maruha Nichiro has 24.9% stake with Amaltal (NZ) 75.1%; quota for several fish species; 94.6% is hoki - JV with Vela NZ; Vela Taiyo Fishery Co 	<ul style="list-style-type: none"> - Already invested in third largest seafood company in WA - Access to well managed, sustainable fisheries - Access to regionally exclusive species (e.g. Patagonian tooth fish) - Modern, stable region with clear transparent rule of law
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1880	Ikujiro Nakabe begins purchasing fish to sell at wholesale fish market in Osaka (Maruha founded)	<ul style="list-style-type: none"> - Sustainability restricts production increases; growth must come from value adding - Relatively unproductive waters compared to other regions 	<ul style="list-style-type: none"> - Further investment in existing operations to increase returns - Acquisitions/industry roll up to drive scale - Greenfields aquaculture development implementing proved, scalable models from world class operations
1907	Establishes Tsutsumi Shokai (Nichiro founded)		
1924	Incorporates as K.K. Hayashikane Shoten		
1945	Loses virtually all overseas assets and operations; renames to Taiyo Fishery Co.		
1951	Starts overseas operations; salmon fishing		
1953	Begins aquaculture operations		
1960	Expands into feeds and livestock production		
1993	Adopts new trademark; renames Maruha Corporation		
1995	Begins JV Zhoushan Industrial Co. in China		
1996	Acquires Taiyo Seafoods Co.		
2007	Merges to form Maruha Nichiro; Maruha Group and Nichiro Corporation		
2012	Acquires Yayoi Foods Co from Itochu		
2013	Recalls 6.4m packs of frozen products due to a poisoning case at Aqli Foods; cost \$34m and President steps down		
2013	Acquires 50% of Austral Fisheries (AU)		
2014	Merges five company entities; renames to Maruha Nichiro Corporation; lists on Tokyo Stock Exchange		
2016	Buys 4.7% stake in Sanford (NZ); NZ\$25m		

IDENTIFIED FIRMS – ROCK LOBSTER

The largest seafood companies could easily diversify into the Rock Lobster sector

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – ROCK LOBSTER

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 MARUHA NICHIRO	1943	Tokyo, Japan Public (TYO: 1333)	¥863.8b (15) US\$7.6b 12,335	Wild catch, aquaculture, processed fish, processed foods, frozen foods, meat (beef, pork, chicken), fishmeal, fine chemicals, storage & logistics	Japan China Thailand Asia North America Europe Australia New Zealand	www.maruha-nichiro.co.jp www.westwardseafoods.com www.ppsf.com www.australfisheries.com.au World's largest seafood company by turnover; over 200 companies in group in 26 countries
 NISSUI	1911/ 1943	Tokyo, Japan Public (TYO: 1332)	¥638.4b (14) US\$5.6b 8,240	Wild catch, processed fish, processed foods , fine chemicals	Japan Asia Americas Europe New Zealand Australia	www.nissui.co.jp www.australianlongline.com.au www.anzco.co.jp www.sealord.com 75 subsidiaries & 33 assoc. companies
 KYOKUYO	1937	Tokyo, Japan Public (TYO: 1301)	¥218.4b (15) US\$1.9b 2,169	Tuna, other wild catch, processed fish, processed foods, aquaculture, logistics	Japan Thailand China	www.kyokuyo.co.jp www.kyokuyoamerica.com www.kaiyofoods.com Acquired Kaiyo Foods '11
 PACIFIC ANDES	1986	Hong Kong/Bermuda Public: Hong Kong (HKG: 1174) N.S. Hong 54.9%	HK\$12,541m (14) US\$1.6b 6,000	Wild catch, prawns, crabs, processed fish, fishmeal	China Peru Asia Russia US Nambia	www.pacificandes.com www.nationalfish.com www.chinafisherygroup.com Partnership with UK experts to set up independent food testing lab in China '03; 70% stake in China Fishery Group since '04 (#1 in Peru after acquiring Copeinca in '13); National Fish and Seafood (US) subsidiary
 Mazzetta Company, LLC®	1987	Illinois, US Private (Mazzetta)	US\$425m TBD	Lobster, finfish, mussels, prawns, crab	US Canada New Zealand Norway	www.mazzetta.com www.hofseth-as.no www.sanford.co.nz Sources 306 items from 33 countries; one of top seafood suppliers in North America; shareholder in Hofseth International (NO) and Sanford (NZ)

POTENTIAL INVESTOR - QUANTITATIVE

Nippon Suisan Kaisha (Nissui) is the second largest seafood company in Japan



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Nippon Suisan Kaisha	- Marine products	- Fine chemicals (functional foods, supplements)
Address:	Nishi-Shimbashi Square, 1-3-1, Nishi-Shimbashi, Minato-ku, Tokyo 105-8676, Japan	- Five Star, Nissui, Australian Longline, Unisea	- Imark, Sports EPA, Nissui
Ownership:	Public: Japan (TYO: 1332)	- Food products (frozen, fish sausage, food service, shelf stable)	
Year founded:	1911	- Nissui, Gortons, Cite Marine, King & Prince, Bluewater, Tai Mei Food, Mrs Friday's, Nordic Seafood	
Global CEO	Norio Hosomi	KEY REGIONS COUNTRIES OF OPERATIONS	
Global contact:	+81 3 6206 7044	Europe	France, Spain, Denmark,
Website(s):	www.nissui.co.jp www.australianlongline.com.au www.anzco.co.jp www.sealord.com	North America	US
		East Asia	Japan, China, Taiwan
		SE Asia	Vietnam, Singapore, Thailand
		C/S America	Chile, Peru, Brazil
		Australasia	New Zealand, Australia

Exports globally with its own and subsidiaries' brands

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	¥638.4b (14) US\$5.6b	- UniSea	- 2016 Invests in new farming facility at subsidiary Salmenes Antarctica in Chile; ¥700m
# of employees:	8,240	- Gorton's	- 2016 Invests in pier construction at subsidiary Unisea in Alaska; ¥2.5b
Turnover/employee:	US\$196,101/employee	- Bluewater Seafoods	- 2016 Invests in new vessel, No 23 Kaiko Maru; ¥1.8b
		- King & Prince Seafood Corp.	
		- Glacier Fish Company	
		- F.W. Bryce	
		- Empresa de Desarrollo Presquero de Chile S.A.	
		- Salmenes Antarctica S.A.	
		- Nordsee Comercial Importadora Y Exportadora	
		- Europacifico Alimentos Del Mar	
		- Nordic Seafood	
		- J.P. Klausen & Co	
		- Cite Marine	
		- Tai Mei Food	
		- NIGICO Co.	
		- TN Fine Chemicals Co.	
		- Australian Longline	
		- Sealord Group	

POTENTIAL INVESTOR – QUALITATIVE

Investment in WA would give Nissui geographic diversity across their Australasian operations



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - “Nissui addresses 4 measures, 1) invest positively for the growth, 2) reinforce the capability for marine resource access, 3) provide health functional and high-value-added products, and 4) expand its business into overseas market (focus on North American and European market, followed by Asian market).” Nissui Business Plan 		<ul style="list-style-type: none"> - 50% ownership in Sealord (NZ) - Operations in New Zealand and Australia; one of the largest fishing operations in Southern Hemisphere; one of the largest quota holders in New Zealand - Sealord’s major interests in Australia are Sealord King Reef, a barramundi farm in Queensland, and Petuna Aquaculture a salmon and ocean trout joint venture in Tasmania 	<ul style="list-style-type: none"> - Access to well managed, sustainable fisheries - Access to regionally exclusive species - Modern, stable region with clear transparent rule of law
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1908	Builds first steel frame trawler in Japan	<ul style="list-style-type: none"> - Sustainability restricts production increases; growth must come from value adding - Relatively unproductive waters compared to other regions 	<ul style="list-style-type: none"> - Acquisitions across Australia and New Zealand to consolidate industry and control supply - Further investment in existing operations to increase returns - Greenfields aquaculture development implementing proved, scalable models from world class operations
1911	Establishes Tamura Steamship Fishery Division; Ichiro Tamura founder		
1919	Reorganises into corporation; Kyodo Gyogyo		
1934	Conducts first whaling expedition in Antarctic Ocean		
1937	Changes name to Nippon Suisan		
1943	Separates and transfers fishery division		
1949	Lists on Tokyo Stock Exchange		
1952	Resumes fishing in North Sea		
1952	Starts full scale production of fish sausage		
1988	Acquires Salmones Antartica, Chilean aquaculture co.		
2001	Acquires 50% of Sealord in NZ		
2001	Acquires Gorton’s and Bluewater brands in US		
2005	Acquires King & Price Seafoods (US)		
2006	Acquires Nordic Seafood (DK); F.W. Bryce (US); Nordsee (BR)		
2007	Acquires shares in Cite Marine (FR)		
2010	Acquires Delmar Co (JP/TH); supplies to McDonalds		
2015	Sells Pesantar, Argentinian operations to Newsan (AR)		

Source: Company website; company annual report; Factiva; Hoovers; Wikipedia; various published articles and reports; Coriolis analysis

The following global firms were identified as potential investors for the three meat opportunities








* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS – BEEF

The global leaders in the beef industry have existing investments in Australia

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – BEEF

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 Cargill	1865	Minneapolis, US Private (Cargill family 90%)	US\$120.4b (15) 153,000	Commodities (cotton, grain, oilseeds, sugar, palm), food ingredients and applications (cocoa, corn, oils, malt, starches, sweeteners, etc.), meat, poultry and eggs, farmer services, animal feed, energy and industrial, financial	Global	www.cargill.com www.cargill.com.au www.teysaust.com.au Operations in 67 countries; 50% JV Teys Australia, grain handling in WA
 Tyson	1935	Arkansas, USA Public (NYSE: TSN)	US\$41.4b (15) 113,000	Beef, pork, poultry, chilled, prepared foods, ham, deli meats, bacon, case ready, private label	Americas China India	www.tysonfoods.com www.tyson.com Sold in 130 countries; 111 production facilities Acquired Hillshire Brands in '14; beating JBS
 JBS	1953	São Paulo, Brazil Public (SPSE: JBSS3)	US\$30.2b (14) 216,000	Beef (global #1), chicken (global #1), pork (US #2), lamb (global #1), leather, pet food	Brazil South America North America Australia China	www.jbssa.com.au www.jbs.com.br www.jbssa.com Largest protein processor in the world; 300 production facilities; operates in 22 countries; sells in 150 countries
 Nipponham	1949	Osaka, Japan Public (Tokyo: 2282)	¥1,213b (15) US\$10.7b 28,245	Pork, beef, processed meats, dairy, seafood	Japan Asia Americas Australia Turkey	www.nipponham.co.jp www.nh-foods.com.au www.day-lee.com 159 farms; 99 plants; 360 logistics and sales locations, 90 of these overseas; 31 companies in 17 countries; #5 fresh meat company in world
 新希望集团 NEW HOPE GROUP	1982	Chendu, China Private (Liu Yonghao) Subsidiary New Hope Liuhe is listed (Shenzhen: 000876)	\$8.8b 80,000	Animal feed, pork, dairy, poultry, eggs, beef, chemicals and resources, finance and investment, real estate and infrastructure	China Vietnam Bangladesh Philippines India Indonesia Australia	www.newhopegroup.com www.newhopeagri.com Almost 500 subsidiaries; one of largest suppliers of meat, eggs and dairy products in China; acquired majority stake in QLD beef processor and exporter Kilcoy Pastoral Co '13; consortium Australian Fresh Milk Holdings with Moxey Farms, Leppington Pastoral Company and Freedom Foods '15

POTENTIAL INVESTOR - QUANTITATIVE

Nipponham Group is the 5th largest fresh meat company in the world



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Nipponham Group	- Fresh meat (57%)	- Dairy products (2%)
Address:	Breeze Tower, 4-9 Umeda 2-chome, Kita-ku, Osaka, Japan	- Whyalleaf, Omugi-Gyu, Andes Kogen-butata, Barley Beef	- ROLF, Luna
Ownership:	Public: Japan (Tokyo: 2282)	- Processed foods (30%)	- Other (3%)
Year founded:	1949	- Schau Essen, Chuka Meisai, Ishigama Kobo, Kamakura Ham Tomioka	- Freeze dried foods, meat extracts, health foods, trading, IT services, Sports teams
Global CEO	Juichi Suezawa	- Marine products (8%)	
Global contact:	+81 6 282 3031	- Hoko, MarineFoods	
Website(s):	www.nipponham.co.jp www.nh-foods.com.au www.day-lee.com	KEY REGIONS COUNTRIES OF OPERATIONS	
		Europe	Turkey (poultry farm, plant)
		North America	US (hog farm, processed food plant), Hawaii , Mexico
		East Asia	Japan (hog, cattle, poultry;125 farms; 28 plants), China, Taiwan
		SE Asia	Vietnam, Thailand (processed food plant)
		C/S America	Chile (pork and marine)
		Australasia	Australia (cattle farm, feedlot, 3 plants)

Operates 31 companies in 17 countries

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	¥1,212,802m (15) US\$10.7b	- NH Foods Australia; feedlot & beef processing plants, leather tannery	- 2015 Purchases shares in Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Sirketi (Turkey) to bolster global business
# of employees:	28,245	- Texas Farm (US); pig farm	
Turnover/employee:	US\$378,375/employee	- Ege-tav Ege Tarım Hayvancılık Yatırım Ticaret Ve Sanayi A S (Turkey); poultry raising and processing	
# of plants:	258	- Redondo's (US); processed meat	
		- Day-Lee Foods (US); processed foods	
		- Marine Foods Corporation (JP); marine	
		- Hoko Co (JP); marine and cheese	
		- Nippon Luna (JP); yoghurt	

POTENTIAL INVESTOR - QUALITATIVE

An investment in beef production in WA would diversify Nipponham's Australian operations



GLOBAL EXPANSION STRATEGY/DIRECTION

- Accelerate to a global company
- The world leader in delivering the "joy of eating"
- Top 5 in domestic food industry; top 3 in overseas fresh meats industry
- "We aim to become a globally diversified enterprise specializing in proteins as we build our international presence" Nipponham

FIRM HISTORY/TIMELINE

1942	Yoshinori Okoso founds Tokushima Meat Processing Plant
1948	Restarts operations after burnt down during war
1951	Reorganises to Tokushima Ham Co; ¥1.5m capitalisation
1960-62	Lists on the Osaka and Tokyo stock exchanges
1963	Merges with Torisei Ham Co; renamed Nippon Meat Packers; moved headquarters to Osaka
1968	Enters farm business with Nippon Broiler Co as joint company
1977	Acquires Day-Lee Meats in LA, US; now Day-Lee Foods
1978	Establishes Nippon Meat Packers Australia in Sydney
1987	Acquires Oakley Abattoir in QLD, AU
1988	Acquires Whyalla Feedlot in AU; vertically integrated
1995	Establishes Texas Farm; entering hog farming business
2005	Establishes Nipponham Group brand
2014	Changes logo and English name to NH Foods

CURRENT AU/NZ ACTIVITIES

- NH Foods Australia
- Whyalla Beef (Feedlot in QLD, Scheelite Farm in Tasmania); Oakey Beef Exports; Whingham Beef Exports; Beef Producers Australia; Thomas Borthwick & Sons
- Exports to 32 countries; 640,000 head slaughtered every year at the three plants
- 10% of AU beef production; 3rd largest player
- 21% sold domestically; 70% retail, 30% foodservice/butchers

WHY WA?

- Round out Australian portfolio with position in WA
- Leverage WA's plentiful and competitively priced grain supply
- Strong biosecurity means free from major diseases suffered elsewhere
- Excellent food safety systems from paddock to plate
- Close proximity to main markets for fresh meat cuts

WA INDUSTRY CHALLENGES/LIMITATIONS

- WA beef industry expanding rapidly; creating stresses and growing pains
- Industry in early stages of transition to more wide spread use of feedlots
- Northern breeds not favoured in premium target markets

POTENTIAL INVESTMENT STRATEGIES






- Develop Asian in-market sales, marketing and supply joint venture with WA meat processor
- Acquire major WA beef processor

IDENTIFIED FIRMS – SHEEP

As the second largest producer of lamb and mutton, Australia is attractive to leading global meat processors

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – SHEEP

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1953	São Paulo, Brazil Public (SPSE: JBSS3)	US\$30.2b (14) 216,000	Beef (global #1), chicken (global #1), pork (US #2), lamb (global #1), leather, pet foods	Brazil South America North America Australia China	www.jbssa.com.au www.jbs.com.br www.jbssa.com Largest protein processor in the world; 300 production facilities; operates in 24 countries; sells in 150 countries
	1928	Nishinomiya, Japan Public (TYO: 2284) Mitsubishi Corp. largest shareholder	¥481.1b (15) US\$2.24b 5,530	Fresh meat (beef, pork, chicken, lamb), processed meats, processed foods, dairy, noodles	Japan China New Zealand Thailand	www.itoham.co.jp www.anzcofoods.com Sold Rockdale (AU) to JBS '10; 10 plants in Japan; #2 meat processor in Japan; merger with Yonekyu to form new holding company to be listed April '16; will be #1 ham and sausage company in Japan
	2006	Shanghai, China SOE (Government of China) Listed subsidiaries (Bright Dairy & Food Co Ltd, Shanghai First Provisions Store Co Ltd, Shanghai Maling Aquarius Co Ltd, and Shanghai Haibo Co Ltd)	US\$19b (14) TBD 1,200 (AU)	Dairy, meat, rice, sugar, vegetables, aquatic products, processed foods, processed meat, honey, beverages, retail, real estate, tourism, logistics	China UK Australia New Zealand Italy Israel	www.brightfood.com www.silverfernfarms.com www.manassen.com.au Acquired 75% of Manassen Foods (AU) '11 (Mundella; Margaret River Dairy Company); acquired 50% Silver Fern Farms (NZ) '15
	1970	Randers, Denmark Corp/Co-op (8,020 members)	DKK59.6b (15) US\$8.87b 25,873	Pork (EU #1), beef, lamb, processed meats, casings	Denmark Germany Nordic countries United Kingdom Poland United States	www.danishcrown.com www.tulipltd.co.uk www.dalehead.co.uk Major buyer/processor of NZ lamb in UK; acquired majority of shares in Dalsjofors, Swedish slaughterhouse in '15
	1982	Harbin, China Private (Xibin Chen)	RMB1.49b US\$288m 3,000	Lamb, venison, beef, processed meats, processed foods, health products, eco-resort, retail stores	China New Zealand Australia	www.dazhuangyuan.com Largest sheep meat importer (30%) and third largest beef importer into China; relationship with Alliance Group (NZ); MOU with V&V Walsh '14; exports to Russia, Saudi Arabia, UAE

POTENTIAL INVESTOR - QUANTITATIVE

JBS is the largest meat processing company in the world, with operations in 24 countries



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	JBS S.A.	- Beef (#1 global)	- Chicken (#1 global)
Address:	Av. Marginal Direita do Tietê, 500 CEP 05118-100 São Paulo, Brazil	- Swift, Bertin, Friboi, 5 Star, AMH, Apen Ridge, Cedar River Farms, King Island Beef, Tasmanian Premium Beef, Beef City Black	- Big Frango, Moy Park, Excelsior, Frangosul, Gold Kist Farms, LeBon, Pena Branca, Pierce Chicken, Pilgrim's, Rezende, Seara
Ownership:	Public: Brazil (SPSE: JBSS3; OTCQX: JBSAY) Barista family owns 43%	- Pork (#2 US)	- Processed meat
Year founded:	1953	- Swift, Confianca, Excelsior, La Herengia, LeBon, Seara, Wilson, Primo	- Seara, Fiesta, Rezende, Tekitos, Texas Burger, Doriana, LeBon, Primo, Hans, Beehive, Rigamonti
Global CEO	Wesley Batista	- Sheep (#1 global)	- Leather (global #1)
Global contact:	+55 11 3144 4000	- Great Southern, Tatiara	- Offal and by-products such as hides, skins, blood and bone, tallow and grease and meat meal)
Website(s):	www.jbs.com.br www.jbssa.com www.jbssa.com.au www.jbsglobal.com	KEY REGIONS COUNTRIES OF OPERATIONS	
		Europe	Italy, Russia, UK
		North America	US, Canada
		East Asia	China
		C/S America	Brazil, Argentina, Mexico, Paraguay, Uruguay, Puerto Rico
		Australasia	Australia, New Zealand

Exports to 150 countries; operations in 24 countries; world's largest exporter of animal protein

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	US\$30.2b (14)	- 2010 JV with Jack Link (USA; with NZ plant) for production plant in Sao Paulo, Brazil	2012 Leases Frangosul poultry plants in Brazil from Groupe Doux
# of employees:	216,000	- 2014 Primo Smallgoods via JBS Australia	2012 Acquires bankrupt Brazilian meat packer Independencia SA; \$139m
Turnover/employee:	US\$139,815/employee		2012 Leases four slaughterhouses from Guapore Carnes
# of plants:	340		2013 Acquires XL Foods beef operations in Canada; two beef packing plants, a feedlot and farmland
			2013 Acquires Seara Brasil; becomes second largest producer of processed meats in Brazil
			2014 Acquires Primo Smallgoods in AU; US\$1.26b
			2014 Acquires Brazil's poultry company Big Frango Group; US\$196.35m
			2014 Acquires Tyson's Mexico and Brazil poultry operations operations; doubling production in Mexico; US\$575m
			2015 Acquires UK based poultry meat supplier Moy Park
			2015 Enters into agreement to purchase Cargill's US pork operations; US\$1.45b

POTENTIAL INVESTOR - QUALITATIVE

Investing in WA operation would give JBS geographic diversity in its AU portfolio, and proximity to SE Asian markets








GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Grow with growing global consumption of animal protein in the developing world - Be the market leader in protein - Geographic and market segment diversification - Build well recognised brands - "Focus on organic growth and not acquisitions" (2015 strategy); Australia, US pork operations and processed foods divisions 		<ul style="list-style-type: none"> - 2014 Acquires Primo Smallgoods in AU; A\$1.45b - JBS Australia operates 10 processing facilities and five feedlots in the Eastern states - Feedlot capacity of 152,000 cattle - Daily processing capacity of more than 8,000 cattle and 21,000 small stock - Exports to over 80 countries; significant domestic market share in beef and lamb 	<ul style="list-style-type: none"> - WA is the third largest sheep exporter globally behind the Eastern Australia and New Zealand - Increasing industry productivity (meat yield) is offsetting decline in number of sheep in WA - Falling domestic consumption is freeing up supply of meat for export - Geographic diversity - Proximity to Asian markets for fresh meat cuts and live trade - Strong biosecurity means WA free from many diseases suffered by other producing regions
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1953	José Batista Sobrinho opens butchers shop	<ul style="list-style-type: none"> - Declining sheep numbers in state - Changing grain growing practices and management reducing number of mixed grain/sheep operations 	<ul style="list-style-type: none"> - Minority equity share in major WA lamb processor - In-market sales and marketing agreement with WA processor to ensure year round supply
1957	Opens slaughterhouse near Brasilia		
1997	Begins exporting fresh beef		
2005	Acquires Swift Armour SA (Argentina)		
2007	Undertakes IPO in Brazil		
2007	Acquired Swift & Co. (USA, AU)		
2008	JBS AU acquires Tasman Group (AU)		
2009	Acquires 64% Pilgrim's Pride (US #2 poultry)		
2009	Acquires Grupo Bertin (#3 Brazil beef)		
2009	Acquires Tatiara Meat (AU) from Vion (NL)		
2010	Acquires Packerland (beef) from Smithfield		
2012	Increases stake in Pilgrim's Pride to 75.3%		
2013	Acquires Seara Brasil; poultry producer		
2013	Acquires XL Foods beef operations in Canada		
2014	Acquires Brazil's poultry company Big Frango Group		
2014	Acquires Primo Smallgoods in AU; US\$1.26b		
2014	Acquires Tyson's Mexico and Brazil operations		
2015	Acquires UK based poultry meat supplier Moy Park		

IDENTIFIED FIRMS – PORK

Global pork industry leaders are looking for geographic diversity in their operations

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT – PORK

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 萬洲國際 WH GROUP	1958	West Kowloon, Hong Kong Public (HKEx:228)	US\$21.2b (15) 120,000	Production, slaughter, processing and distribution of packaged meats and fresh pork	China USA Poland Romania Mexico	www.wh-group.com www.shuanghui.net www.smithfieldfoods.com Largest pork company in the world; #1 in China, USA, key EU markets; processed 48m hogs in 2015
 Nipponham	1949	Osaka, Japan Public (Tokyo: 2282)	¥1,213b (15) US\$10.7b 28,245	Pork, beef, processed meats, dairy, seafood	Japan Asia Americas Australia Turkey	www.nipponham.co.jp www.nh-foods.com.au www.day-lee.com 159 farms; 99 plants; 360 logistics and sales locations, 90 of these overseas; 31 companies in 17 countries; #5 fresh meat company in world; #1 in Japan
 DANISH CROWN	1970	Randers, Denmark Corp/Co-op (8,020 members)	DKK59.6b (15) US\$8.87b 25,873	Pork (EU #1), beef, lamb, processed meats, casings	Denmark Germany Nordic countries United Kingdom Poland United States	www.danishcrown.com www.tulipltd.co.uk www.dalehead.co.uk Owns Dalehead Foods UK (supplies Waitrose); major buyer/processor of NZ lamb in UK; acquired majority of shares in Dalsjofors, Swedish slaughterhouse in '15
 China Yurun Food Group Limited 中國雨潤食品集團有限公司	1994 / 2005	Nanjing, China Public: Hong Kong (HKG:1068)	HK\$19.158b (14) US\$2.47b 19,000	Pork (chilled and frozen), processed meats	China Hong Kong	www.yurun.com www.yurun.com.hk One of leading suppliers in China; 200 chilled and frozen pork products, 1,000 processed products
 ITOHAM	1928	Nishinomiya, Japan Public (TYO: 2284) Mitsubishi Corp. largest shareholder	¥481.1b (15) US\$2.24b 5,530	Fresh meat (beef, pork, chicken, lamb), processed meats, processed foods, dairy, noodles	Japan China New Zealand Thailand	www.itoham.co.jp www.anzcofoods.com Sold Rockdale (AU) to JBS '10; 10 plants in Japan; #2 meat processor in Japan; merger with Yonekyu to form new holding company to be listed April '16; will be # 1 ham and sausage company in Japan

POTENTIAL INVESTOR - QUANTITATIVE

WH Group is the largest pork producer in the world, and the largest meat producer in China



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	WH Group	- Packaged meat products (+200)	- Fresh pork
Address:	Unit 7602B-7604A, Level 76, International Commerce Centre, 1 Austin Road, West Kowloon, Hong Kong	- Smithfield, Eckrish, Farmland, Armour, Cooks, John Morrell, Gwaltney, Nathan's Famous, Kretschmar, Margherita, Curly's, Carando, Healthy Ones, PEK, Krakus, Morliny, Yano, Shineway	- Smithfield
Ownership:	Public: Hong Kong (HKEx:228)		- Hog production
Year founded:	1958	KEY REGIONS	
Global CEO	Wan Long	Europe	Poland, Romania, UK
Global contact:	+85 2 2868 2828	North America	US, Mexico
Website(s):	www.wh-group.com www.shuanghui.net www.smithfieldfoods.com www.smithfield.com www.smithfieldfoods.co.uk	East Asia	Hong Kong, China
		SE Asia	
		C/S America	
		Other	
		Australasia	

Smithfield exports to 40 countries, sends 26% of its exports to China

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	US\$21.2b (15)	- Henan Shuanghui Investment & Development; China's largest meat processing business; majority shareholder	- 2013 Acquires Smithfield (US); consolidates 200 subsidiaries across China, USA, EU
# of employees:	121,000 (14)	- 2013 Smithfield Foods Inc (US), 100%	- 2015 Opens Zhengzhou American-style Packaged Meat Products factory; owned through Shuanghui Development and using Smithfield trademarks
Turnover/employee:	US\$183,471/employee	- JV Granjas Carroll de Mexico (MX)	
		- JV Norson Holdings (MX)	
		- Amimex (PL)	
		- AgriPlus (PL)	
		- Smithfield Foods (UK)	

POTENTIAL INVESTOR – QUALITATIVE

WA's excellent biosecurity and food safety systems offers WH Group the opportunity to secure a premium meat supply, close to market



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - "Global expansion strategy to become bigger and stronger" - "Global resources consolidation strategy to achieve complementarity and synergies" WH Group Annual Report, 2015 		<ul style="list-style-type: none"> - None currently 	<ul style="list-style-type: none"> - Strong biosecurity means free from major diseases suffered elsewhere - Excellent food safety systems from paddock to plate of the supply chain - Plentiful, competitively priced grain supply - Opportunity to introduce and implement modern scale "mega farm" - Close proximity to main markets for fresh meat cuts
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1958	Found Luohu Cold Storage, state owned meat processing plant in Luohe, Henan Province	<ul style="list-style-type: none"> - Small current absolute scale of industry relative to other exporting countries - Industry only in early stages of 10+ year transition to larger scale farms 	<ul style="list-style-type: none"> - Develop Asian in-market sales and marketing joint venture with WA pork producer - Build state of the art pork and bacon, ham and smallgoods operation leveraging WA grain supply and strong biosecurity - Acquire major WA pork processor
1989	Establishes Shuanghui brand		
1994	Establishes as SOE		
1998	Lists Shuanghui Development on Shenzhen stock exchange		
2006	CDH Shine and Goldman Sachs acquires Henan Luohe Shuanghui Industry Group Co., Ltd.		
2008	Smithfield divests beef and turkey businesses to solely focus on pork		
2012	Restructures Shuanghui Group and Rotary Vortex assets to Shuanghui Development		
2013	Acquires Smithfield; consolidates 200 subsidiaries across China, US, EU		
2014	Changes name to WH Group to reflect global reach and aspirations as world-leading brand		
2014	Lists on the Hong Kong stock exchange		
2015	Opens Zhengzhou American-style Packaged Meat Products factory		
2015	Sells entire 37% stake in Campofrio; for \$354m to Alfa; held via Smithfield		

The following global firms were identified as potential investors for the oilseeds, oils & fats opportunity










* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - VIRGIN OLIVE OIL

The global leaders in olive oil are based in Europe; WA offers the chance to diversify their operations

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - VIRGIN OLIVE OIL

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1990	Madrid, Spain Public (OLE:MCE)	€773m (14) 730	Olive oil (Carbonell, Bertolli, Carapelli, Sasso, Koipe, Hojiblanca, Koipesol, Lupi), seed oil, vinegars	Spain Italy	www.deoleo.eu www.carbonell-oliveoil.com www.bertolli.com Owns 3 of world's 4 top olive oil brands; exports globally
	1956	Alges, Portugal Private (De Mello family)	€1.2b (13) 1,250	Olive oil (Olivari, Andorinha, Soleada), vegetable oils (Fula, Vege, Gem), olives (Exoliva), soap (Clarim)	Portugal Spain Morocco USA Tunisia	www.sovenagroup.com Most important market is Brazil; exports globally; acquired East Coast Olive Oil, largest bottler in USA in '05; 8 factories, 4 olive oil mills; agriculture, oilseeds and biodiesel divisions; #2 olive oil company
	1896	Tarrega, Spain Private (Pont family)	€675m (15) 1,047	Oils (Borges, Star, Cara Mia), vinegars, pasta, sauces, olives (Borges, Tramier, ITLV), nuts	Spain Tunisia Morocco Egypt; USA	www.worldwide.borges.es www.borgesinternationalgroup.com Sells in 111 countries; 12 production centres
	1840	Dos Hermanas, Spain Public (Guillen family)	€420m 600	Olive oil (La Espanola, Coosur, Al Amir, Guillen, others), vinegars, sauces, olives	Spain USA China Syria Czech Republic	www.laespandolaaceites.com www.acesur.com www.coosur.com 8 industrial plants; sells in 100 countries; among world's top 5 olive oil companies; 20 brands
	1919	Lucca, Italy Private (Bright Food (SOE:CN); Fontana family)	\$417m TBD	Olive oil (Filippo Berio, Sagra), pestos, olives, vinegars	Italy	www.global.filippoberio.com www.salov.com Top selling brand in USA & UK; marketed in 70 countries
	1938	Rome, Italy Private (Colavita family)	TBD 130	Olive oil (Colavita, Santa Sabina), vinegars, preserves	Italy	www.colavita.it www.colavita.com Exports to 70 countries
	1780	Canena, Spain Private (Vano family)	TBD 75	Premium olive oil	Spain	www.castillodecanena.com Sells in UK and Europe; premium producer

POTENTIAL INVESTOR - QUANTITATIVE

Borges International Group is a leading global supplier of olive oil based in Spain



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Borges International Group	- Olive oil	- Preserved vegetables
Address:	Avda Josep Trepat s/n, Tarrega, 25300 Spain	- Borges, Star, Tramier, Capricho Andaluz	- Cara Mia, Pacific Choice, ITLV
Ownership:	Private: Spain (Pont family)	- Olives	- Microwave popcorn
		- Tramier, Star, Pacific Choice	- Popitas
		- Vinegar	- Pasta, nuts
		- Capricho Andaluz, Star	- Borges, Pizarro
FIRM DETAILS		KEY REGIONS	COUNTRIES OF OPERATIONS
Year founded:	1896	Europe	Spain (Factory, Office, Orchard); France (Office); Russia (Office)
Global CEO	David Prats	North America	USA (Factory, Office, Orchard)
Global contact:	+34 973 50 12 12	East Asia	China (Office)
Website(s):	www.borges.es www.borgesinternationalgroup.com www.starfinefoods.com	S/SE Asia	India (Office)
		C/S America	Brazil (Office)
		Other	Morocco (Factory); Tunisia (Factory, Office); Egypt (Factory)
		Australasia	

Exports to 111 countries, 69% of sales are on the international market

KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	€675.3m (15)	- 2012 Forms 100% subsidiary BMG Foods (Shanghai) Co. Ltd for retail and food service channel access in China	- 2012 Acquires 60% of Capricho Andaluz S.L in Spain; olive oil and vinegar portion pack for food service, mill and packaging capacity
# of employees:	1,058 (15)		
Turnover/employee:	€0.64m/employee		
# of plants:	12 (5 countries)		

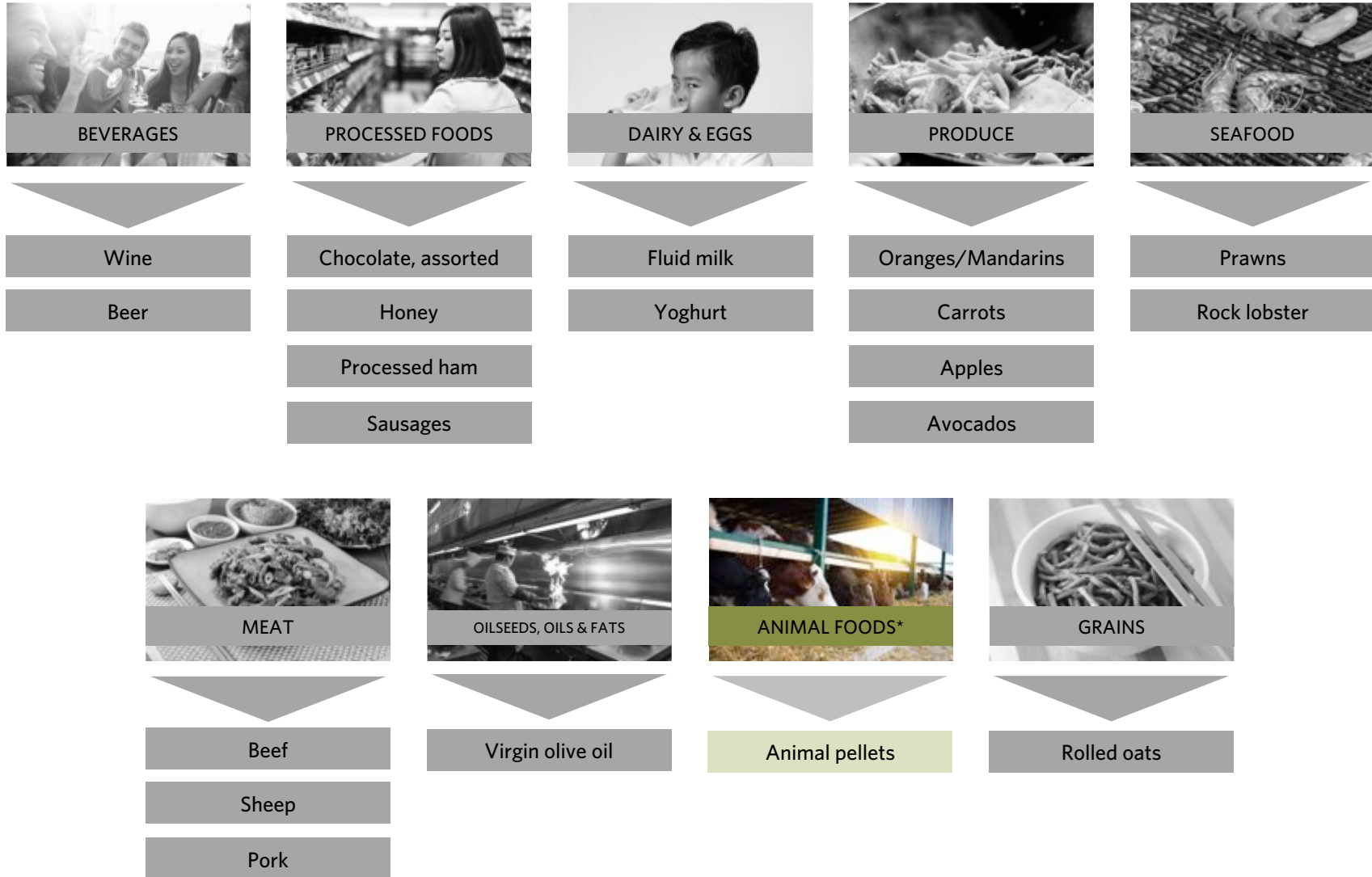
POTENTIAL INVESTOR - QUALITATIVE

Australia's strong market position in China makes WA an attractive proposition for Borges



GLOBAL EXPANSION STRATEGY/DIRECTION	CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - "International vision has been part of our DNA since 1957" - "To be the reference in Mediterranean Life Style & Quality around the world" 	<ul style="list-style-type: none"> - Borges Australia sales office established in 1994; not currently included in Annual Report as an office location 	<ul style="list-style-type: none"> - Australia is third largest olive oil supplier to China - Increase geographic spread to give diversity - Leverage global sales force - Opportunity to implement world class production system
FIRM HISTORY/TIMELINE		
<p>1896 Founded by Antonio Pont i Pont and wife Dolores Creus Casanovas; purchasing and selling olives and almonds from regions of Lleida and Tarragona</p>		
<p>1914 Builds oil mill in Tarrega</p>		
<p>1964 Launches Borges brand in market</p>		
<p>1985 Founds Borges of California Inc.; 360 ha purchased for nut production</p>		
<p>1994 Creates Borges Australia Pty to sell olive oil and other Group products</p>		
<p>1995 Acquires Giurlani USA Inc.; olive oil brands Star, Cara Mia and Pacific Choice</p>		
<p>2004 Acquires Industrial Technologica Laintex Veterinari in Russia; oils, olives, etc. under brand ITLV</p>		
<p>2007 Acquires French table olive company Tramier; Borges now one of largest olive companies in world</p>		
<p>2010 Creature Alferdous brand; packaged in Tunisia for North Afric and Middle East</p>		
<p>2011 Renames from Grupo Borges to Borges Mediterranean Group</p>		
<p>2012 Founds BMG Foods (Shanghai) to develop Asian market; acquires 60% Capricho Ansaluz (ES), strengthening food service channel</p>		
WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES	
<ul style="list-style-type: none"> - Currently a small producer in an absolute sense - Wide range of orchard efficiencies, ranging from excellent to poor - Industry overweighted to sub-scale producers 	<ul style="list-style-type: none"> - Develop Asian in-market sales and marketing joint venture with WA olive oil firm - Leverage world class production system in new large scale olive oil greenfields operation - Acquire one or more WA olive oil producers and scale up 	

The following global firms were identified as potential investors for the animal foods opportunity









* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - ANIMAL PELLETS

The world leaders in animal feed and nutrition have interests across the globe

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - ANIMAL PELLETS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
	1865	Minneapolis, US Private (Cargill family 90%)	US\$120.4b (15) 153,000	Commodities (cotton, grain, oilseeds, sugar, palm), food ingredients and applications (cocoa, corn, oils, malt, starches, sweeteners, etc.), meat, poultry and eggs, farmer services, animal feed, energy and industrial, financial	Global	www.cargill.com www.cargill.com.au www.teysaust.com.au Operations in 67 countries; 50% JV Teys Australia
	1866	Vevrey, Switzerland Public (SIX: NESN; EuroNext: NESTS; OTC Pink: NSRGY; BSE: 500790; NSE: NESTLEIND)	CHF88.8b (15) US\$89.2b 335,000	Dairy products, pet care, beverages (water, coffee, juice), food (prepared, frozen, aids, cereal), nutrition (infant, adult), confectionery	Global	www.nestle.com www.orioncokolada.cz www.cailler.ch/en 447 factories; operates in 197 countries
	1921	Bangkok, Thailand Private (Chearavanont family)	US\$46.5b (13) 300,000	Agribusiness, food, retail, distribution, telecommunications	Thailand Asia Europe UAE	www.cpthailand.com www.cpgroupglobal.com www.cpp.hk Investments in 16 countries; first foreign investor in China; ~200 subsidiaries in China; exports to over 100 countries
	1967	Tainan, Taiwan Public (TWSE: 1216)	TWD425.2b (14) US\$12.96b 113,062	Flour & grains, oil, corn, animal feed, instant noodles, beverages, dairy, frozen, sauces, meat, seasonings, ice cream, milk powder, breads, cakes, animal feeds, retail	Taiwan China SE Asia USA	www.uni-president.com.tw 300 plants in China
	1982	Chendu, China Private (Liu Yonghao) Subsidiary New Hope Liuhe is listed (Shenzhen: 000876)	\$8.8b 80,000	Animal feed, pork, dairy, poultry, eggs, beef, chemicals and resources, finance and investment, real estate and infrastructure	China Vietnam Bangladesh Philippines India Indonesia Australia	www.newhopegroup.com www.newhopeagri.com Over 400 subsidiaries; one of largest suppliers of meat, eggs and dairy products in China; acquired majority stake in QLD beef processor and exporter Kilcoy Pastoral Co '13
	1934	São Paulo, Brazil Public (BM&FBovaespa:BRFG3; NYSE: BRFS)	BRL32.2b (15) US\$8.5b 105,733	Beef, pork, chicken, processed foods, animal feed	Brazil Argentina Europe Middle East	www.brazilfoods.com www.brf-global.com Product of merger of Perdigao and Sadia in '09; 45 factories in Brazil; 13 overseas; present in 120 countries; sold dairy division to Lactalis do Brasil '15

POTENTIAL INVESTOR - QUANTITATIVE

Cargill is the largest privately held company in US; responsible for 25% of all USA grain exports



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Cargill Inc.	- Animal feed & nutrition	- Agricultural commodity trading & processing
Address:	15407 McGinty Road, West Wayzata, Minnesota 55391, USA	- Purina, Sportsman's Choice, Nutrena, ACCO Feeds, Right Now, Loyal	- Cargill, Alvean
Ownership:	Private; USA (Cargill family, 90%)	- Food & beverage ingredients	- Salt
Year founded:	1865	- Liza, Truvia, NatureFresh, Peter's Chocolate, Wilbur Chocolate,	- Diamond Crystal
Global CEO	Gregory R. Page	- Meat, poultry & eggs	- Foodservice
Global contact:	+1 800 227 4455	- Angus Pride, Honeysuckle White, Shady Brook Farms, Sterling Silver, Rumba, Tender Choice, Good Nature, Northridge Farms Beef, Ranchers Registry	- Peter's Chocolate, Gerken's Cacao, CoroWise, Regenasure, Clear Valley, MaizeWise, Sunny Fresh
Website(s):	www.cargill.com www.cargillfoods.com www.cargill.com.au www.teysaust.com.au		- Farmer services, energy, financial & risk management, industrial, transportation & logistics, paper making, personal care, pharmaceutical, winter road maintenance
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	24 countries
		North America	US, Canada, Mexico
		Asia	12 countries
		C/S America	13 countries
		Other	Jordan, UAE; Africa: 11 countries
		Australasia	Australia, New Zealand
KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	US\$120.4b (15)	- Allied Mills (AU); Cargill & GrainCorp grain milling JV	- 2011 Acquires Provimi (global animal nutrition) for €1.5b
# of employees:	153,000	- Teys Australia: Cargill & Teys Bros. meat processing JV	- 2015 Acquires Poliplant Group; Indonesian palm oil producer
Turnover/employee:	US\$786,928/employee	- Alvean; sugar trading JV with Copersucar; 50%	- 2015 Opens new canola oil refinery in Saskatchewan; new crush facility in Alberta
		- Ardent Mills JV flour milling in North America between ConAgra Foods and Horizon Milling which is a Cargill-CHS JV formed in '02	- 2015 Acquires grain handling business in Kenya; soybean processing business in Zambia
			- 2016 Acquires Archer Daniels Midland's European and USA chocolate business

POTENTIAL INVESTOR - QUALITATIVE

Cargill could leverage WA's expertise in bulk handling and diversify its Eastern states focus through an animal feed operation



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - Maintain position as global leader in grain and other agricultural commodities trading - Vertically integrate into downstream users (e.g. grain to beef feedlots) - Drive growth in developing world - Exit non-core businesses (e.g. potash to Mosaic) 		<ul style="list-style-type: none"> - Cargill Australia established in 1967 - Grain exports, grain and oilseed origination, oilseed processing, grain and cotton trading, grain storage and handling as well as joint ventures in beef processing and flour milling - Allied Mills joint venture with GrainCorp producing flour and premixes; operations in WA 	<ul style="list-style-type: none"> - Tap into WA's plentiful supply of raw materials to produce high protein, high energy dense animal feeds - Leverage WA's expertise and capabilities in bulk handling - Strong biosecurity means free from major diseases suffered elsewhere - Excellent food safety systems from paddock to plate - Modern, stable region with clear transparent rule of law
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1865	W.W. Cargill opens grain storage elevator	<ul style="list-style-type: none"> - Low (though growing) domestic WA demand; limits non-export scale - Large size and spread of WA input production requires efficient bulk handling 	<ul style="list-style-type: none"> - Equity/minority share in major WA feed milling company - Acquire existing WA animal feed company - Greenfields construction of large scale feed mill targeting growing demand in SE Asia market
1930s	Opens offices in Canada, Holland & Argentina		
1940s	Diversifies into feed, soybeans & oils		
1950s	Global trader in agricultural commodities		
1950s	Expansion into Europe		
1960s	Expansion into S. America and Asia		
1979	Enters beef via acquisition of MBPXL (Excel)		
1980s	Moves into cocoa, pork & China		
1995	Exits chicken to Tyson; expands pork		
2002	Acquires Cerestar (starches)		
2006	Acquires feed business in India		
2007	Acquires LNB International Feed BV		
2009	Acquires port in China (1st foreign owned)		
2015	Sells US pork assets to JBS for US\$1.45b		
2015	Acquires Poliplant Group; Indonesian palm oil producer		
2016	Acquires Archer Daniels Midland's European and US chocolate business		

The following global firms were identified as potential investors for the grains opportunity



BEVERAGES

Wine

Beer



PROCESSED FOODS

Chocolate, assorted

Honey

Processed ham

Sausages



DAIRY & EGGS

Fluid milk

Yoghurt



PRODUCE

Oranges/Mandarins

Carrots

Apples

Avocados



SEAFOOD

Prawns

Rock lobster



MEAT

Beef

Sheep

Pork



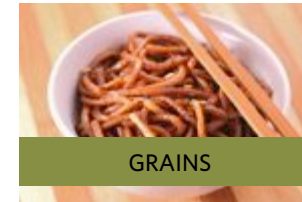
OILSEEDS, OILS & FATS

Virgin olive oil



ANIMAL FOODS*

Animal pellets



GRAINS

Rolled oats







* Excluding grains for animal feed; Photo credit (Dollar Photo)

IDENTIFIED FIRMS - ROLLED OATS

The global leaders in rolled oats production all have existing operations in Australia

IDENTIFIED KEY GLOBAL FIRMS IN CATEGORY/SEGMENT - ROLLED OATS

2016 or as available

FIRM	YEAR EST.	HEAD OFFICE LOCATION OWNERSHIP	GLOBAL SALES # OF EMPLOYEES	KEY PRODUCT(S)	KEY REGIONS	WEBSITES/NOTES
 GLENCORE	1974	Baar, Switzerland Public: UK (LSE: GLEN; SEHK: 0805; JSE: GLN)	US\$221.1b (14) 181,000	Commodities (grain, oilseeds, sugar, cotton), metals and minerals mining and trading, crude oil, coal, steel	Global	www.glencore.com www.glencoregrain.com.au www.viterra.com.au #10 largest company in world
 Cargill	1865	Minneapolis, US Private (Cargill family 90%)	US\$120.4b (15) 153,000	Commodities (cotton, grain, oilseeds, sugar, palm), food ingredients and applications (cocoa, corn, oils, malt, starches, sweeteners, etc.), meat, poultry and eggs, farmer services, animal feed, energy and industrial, financial	Global	www.cargill.com www.cargill.com.au www.teysaust.com.au Operations in 67 countries; 50% JV Teys Australia
 PEPSICO	1898	New York, US Public (NYSE: PEP)	US\$63.1b (15) 263,000	Processed food (rolled oats, bars, dips, cookies), snack foods (chips, corn chips), beverages (soft drinks, juice, iced tea, sports drinks, water)	Global	www.pepsico.com www.quakeroats.com www.pepsico.com.au Acquired Quaker Oats in '01, milling op. in WA; sells products in more than 200 countries; #2 global food and beverage company
 GENERAL MILLS	1866	Minnesota, USA Public (NYSE: GIS)	US\$17.6b (15) 42,000	Baking products, cereals, dough, produce, dairy, processed food	Americas Asia EU South Africa Australasia	www.generalmills.com www.generalmills.com.au Sells more than 100 brands in over 100 countries
 Associated British Foods plc	1935	London, UK Public (LSE:ABF) Weston Family 54%	£12.8b (15) £3.2b Grocery 124,000	Grocery (baking ingredients, bread, spices, beverages, cereals, oils, processed meat (KR Castlemaine, Don)), sugar, agriculture, ingredients, retail	Europe Americas Africa Asia Australia	www.abf.co.uk www.georgewestonfoods.com.au Operations in 48 countries
 Kellogg's	1906	Michigan, US Public (NYSE: K) WK Kellogg Foundation 22%	US\$13.5b (15) 33,577	Cereals, snack foods, frozen foods, beverages	Americas EU Asia South Africa Australia Sell globally	www.kelloggs.com www.kelloggcompany.com www.kelloggs.com.au Largest cereal company in the world; second largest snack company; manufacture in 20 countries and sell in 180

POTENTIAL INVESTOR - QUANTITATIVE

Associated British Foods is one of the leading global producers of sugar, baker's yeast and other baking ingredients



FIRM DETAILS		KEY CATEGORIES (KEY BRANDS)	
Name:	Associated British Foods	- Grocery	- Sugar
Address:	Weston Centre, 10 Grosvenor Street, London, W1K 4QY, United Kingdom	- Twinings, Ovaltine, Silver Spoon, Billington's, Jordans, Dorset, Ryvita, Kingsmill, Westmill, Speedibake, Patak's, Tip Top, Burgen, Abbott's, Don's, KR Castlemaine, Watsonia, Jasol, Mazola, Capullo	- Factories in Europe, China, South Africa
Ownership:	Public: UK (LSE:ABF) Weston Family 54%	- Ingredients	- Retail
Year founded:	1935	- Weston Milling, Mauri, Cereform, ABF, AB Enzymes, ABITEC, Ohly, PGP, SPI Pharma	- Primark
Global CEO	George Weston		- Agriculture
Global contact:	+44 20 7399 6500		- AB Agri, Frontier Agriculture
Website(s):	www.abf.co.uk www.georgewestonfoods.com.au www.jordanscereals.co.uk		
		KEY REGIONS	COUNTRIES OF OPERATIONS
		Europe	UK, Ireland, Spain, Portugal, Germany, Netherlands, Belgium, Austria, France, Turkey, Italy, Finland, Poland
		North America	USA, Mexico, Canada
		East Asia	China
		SE Asia	Malaysia, Vietnam, Thailand
		C/S America	Colombia, Peru, Argentina, Brazil, Uruguay, Ecuador
		Other	South Africa, Zambia, Tanzania, Mozambique, Swaziland, Malawi, India, Sri Lanka, Pakistan
Exports globally, operations in 48 countries			
KEY METRICS		SUBSIDIARIES/JOINT-VENTURES/CO-INVESTMENTS	RECENT INVESTMENTS AND ACQUISITIONS
Turnover:	£12.8b (15) £3.2b Grocery	- Over 370 subsidiaries:	- 2012 Acquires Elephant Atta flour brand from Premier Foods for £34m
# of employees:	124,000	- The Jordans & Ryvita Company	- 2014 Acquires Dorset Cereals; £50m from Wellness Foods
Turnover/employee:	£103,225/employee	- George Weston Foods	- 2015 Opens Primark (fashion retail) store in USA; 7 leases to be opened by end of '16
		- Mauri anz	- 2016 Issues expression of interest in acquiring rest of Illovo Sugar (SA) in which ABF is majority shareholder

POTENTIAL INVESTOR – QUALITATIVE

Leveraging WA's expertise in producing quality oats would provide Associated British Foods with a Asian export supply



GLOBAL EXPANSION STRATEGY/DIRECTION		CURRENT AU/NZ ACTIVITIES	WHY WA?
<ul style="list-style-type: none"> - "We intend to maintain investment in expansion opportunities, most notably for Primark" (retail stores) - "In our markets, we aim to achieve strong and sustainable positions through a combination of organic growth, acquisition of complementary new businesses and achievement of high levels of operating efficiency" Annual Report, 2015 		<ul style="list-style-type: none"> - Ham, bacon and smallgoods under Don and KRC brands - Tip Top Bakeries produce a range of well-known breads and baked goods - Bakeries in WA; brands include Tip Top, Abbott's, Golden, Bazaar, Burgen - Weston Milling (AU); flours, premixes, grains, fats and oils, ingredients - Weston Milling Animal Nutrition 	<ul style="list-style-type: none"> - Largest supplier of rolled oats to Asia and Middle East - Proven export competitiveness - Attractive investment proposition for world leaders in category (e.g. Quakers) - Proven capability to produce high quality oats
FIRM HISTORY/TIMELINE		WA INDUSTRY CHALLENGES/LIMITATIONS	POTENTIAL INVESTMENT STRATEGIES
1935	Incorporates Allied Bakeries Ltd	<ul style="list-style-type: none"> - Small scale of domestic market means all production targeted to exports - Competition for land use - High returns for other grains 	<ul style="list-style-type: none"> - Extend existing WA operations into rolled oats milling, targeting Asian export markets
1939	Acquires Weston Foods		
1960	Renames Associated British Foods		
1991	Acquires British Sugar		
1994	Establishes UK feed business		
1995	Forms first Chinese JV for British Sugar		
2000	Acquires Mazola and Ovaltine		
2002	Merges Ovaltine with Twinnings		
2002	Forms ABF Ingredients		
2003	Acquires Unilever's oils and fats brands in Mexico		
2006	Acquires Patak's		
2007	Acquires Jordans; merges with Ryvita		
2009	Opens 2 yeast extracts plant in China via subsidiaries		
2013	Launches Jordans cereal range in Australia		
2014	Acquires Dorset Cereals		
2014	Merges Weston Milling with AB Mauri's Australia and NZ operations to form Mauri anz		
2015	Open first Primark store in USA		

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Coriolis is the leading Australasian management consulting firm specialising in the wider food value chain. We work on projects in agriculture, food and beverages, consumer packaged goods, retailing & foodservice. In other words, things you put in your mouth and places that sell them.

WHERE WE WORK

We focus on the Asia Pacific region, but look at problems with a global point-of-view. We have strong understanding of, and experience in, markets and systems in Australia, China, Japan, Malaysia, New Zealand, Singapore, South Korea, Thailand, the United Kingdom and the U.S. We regularly conduct international market evaluations and benchmarking.

WHAT WE DO

We help our clients assemble the facts needed to guide their big decisions. We develop practical, fact-based insights grounded in the real world that guide our clients decisions and actions. We make practical recommendations. We work with clients to make change happen. We assume leadership positions to implement change as necessary.

HOW WE DO IT

All of our team have worked across one-or-more parts of the wider food value chain, from farm-to-plate. As a result, our recommendations are grounded in the real world. Our style is practical and down-to-earth. We try to put ourselves in our clients' shoes and focus on actions. We listen hard, but we are suspicious of the consensus. We provide an external, objective perspective. We are happy to link our fees to results.

WHO WE WORK WITH

We only work with a select group of clients we trust. We build long term relationships with our clients and more than 80% of our work comes from existing clients. Our clients trust our experience, advice and integrity.

Coriolis advises clients on growth strategy, mergers and acquisitions, operational improvement and organisational change. Typical assignments for clients include...

FIRM STRATEGY & OPERATIONS

We help clients develop their own strategy for growing sales and profits. We have a strong bias towards growth driven by new products, new channels and new markets.

MARKET ENTRY

We help clients identify which countries are the most attractive - from a consumer, a competition and a channel point-of-view. Following this we assist in developing a plan for market entry and growth.

VALUE CREATION

We help clients create value through revenue growth and cost reduction.

TARGET IDENTIFICATION

We help clients identify high potential acquisition targets by profiling industries, screening companies and devising a plan to approach targets.

DUE DILIGENCE

We help organisations make better decisions by performing consumer and market-focused due diligence and assessing performance improvement opportunities.

EXPERT WITNESS

We provide expert witness support to clients in legal cases and insurance claims. We assist with applications under competition/fair trade laws and regulations.

