

THE INVESTOR'S GUIDE TO THE NEW ZEALAND BEVERAGES INDUSTRY 2017

Part of the New Zealand Food & Beverage Information Project
FINAL REPORT; v1.02; June 2017

CORIOLIS
research · consulting · strategy



 **MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HIKINA WHAKATUTUKI

 **NEW ZEALAND
TRADE & ENTERPRISE**

Ministry for Primary Industries
Manatū Ahu Matua 



STEERING & GUIDANCE

This project would not have been possible without the strong guidance of our Steering Committee. In particular, we would like to thank Andrew McCallum of MBIE for his tireless energy in keeping this project on track, while at the same time pushing us forward.

Draft versions of parts of this document were distributed to key firms for comment, addition or correction. This was done in the form of emails and phone calls. We thank those who helped us in this process for their time and effort. We also thank those who provided their photos.

We are grateful for all of the input we have received, but the report is ours and any errors are our own.

Finally, we acknowledge the support of the Ministry of Business, Innovation and Employment (MBIE), New Zealand Trade and Enterprise (NZTE) and the Ministry of Primary Industries (MPI). It is their funding that has made this report possible.

CONSTRAINTS & INHERENT LIMITATIONS

This work was commissioned by the Ministry of Business, Innovation and Employment (MBIE) and prepared by Coriolis. This work is based on secondary market research, analysis of information available or provided to Coriolis by our client, and a range of interviews with industry participants and industry experts. Coriolis have not independently verified this information and make no representation or warranty, express or implied, that such information is accurate or complete.

The report is dated June 2017 and Coriolis accepts no liability for, and has not undertaken work in respect of, any event subsequent to that date, which may affect the report.

Key global trade data analysed in all sections of the F&B Information project are calculated and displayed in US\$. This is done for a range of reasons:

- It is the currency most used in international trade
- It allows for cross country comparisons (e.g. vs. Denmark)
- It removes the impact of NZD exchange rate variability
- It is more comprehensible to non-NZ audiences (e.g. foreign investors)
- It is the currency in which the United Nations collects and tabulates global trade data

Anyone should feel free to call the authors if any of the material cannot be understood or accessed. We always welcome opportunities to discuss our research with our readers and users.

Projected market information, analyses and conclusions contained herein are based (unless sourced otherwise) on the information described above and on Coriolis' judgment, and should not be construed as definitive forecasts or guarantees of future performance or results. Neither Coriolis nor its officers, directors, shareholders, employees or agents accept any responsibility or liability with respect to this document.

Coriolis wishes to draw your attention to the following limitations of the Coriolis report "New Zealand Beverages Industry 2017" (the Coriolis Report) including any accompanying presentation, appendices and commentary (the Coriolis Commentary):

a. Coriolis has not been asked to independently verify or audit the information or material provided to it by, or on behalf of the Client, or any of the parties involved in the project;

b. the information contained in the Coriolis Report and any Coriolis Commentary has been compiled from information and material supplied by third party sources and publicly available information which may (in part) be inaccurate or incomplete;

c. Coriolis makes no representation, warranty or guarantee, whether express or implied, as to the quality, accuracy, reliability, currency or completeness of the information provided in the Coriolis Report and any Coriolis Commentary, or that reasonable care has been taken in compiling or preparing them;

d. the analysis contained in the Coriolis Report and any Coriolis Commentary are subject to the key assumptions, further qualifications and limitations included in the Coriolis Report and Coriolis Commentary, and are subject to significant uncertainties and contingencies, some of which, if not all, are outside the control of Coriolis; and

e. any Coriolis Commentary accompanying the Coriolis Report is an integral part of interpreting the Coriolis Report. Consideration of the Coriolis Report will be incomplete if it is reviewed in the absence of the Coriolis Commentary and Coriolis conclusions may be misinterpreted if the Coriolis Report is reviewed in absence of the Coriolis Commentary.

Coriolis is not responsible or liable in any way for any loss or damage incurred by any person or entity relying on the information in, and the Recipient unconditionally and irrevocably releases Coriolis from liability for loss or damage of any kind whatsoever arising from, the Coriolis Report or Coriolis Commentary including without limitation judgments, opinions, hypothesis, views, forecasts or any other outputs therein and any interpretation, opinion or conclusion that the Recipient may form as a result of examining the Coriolis Report or Coriolis Commentary.

The Coriolis Report and any Coriolis Commentary may not be relied upon by the Recipient, and any use of, or reliance on that material is entirely at their own risk. Coriolis shall have no liability for any loss or damage arising out of any such use.

Unless otherwise noted, all photos used in this discussion document were provided by the New Zealand Story resource (www.nzstory.govt.nz), purchased by Coriolis from a range of stock photography providers (as documented where required), or are low resolution, complete product/brand for illustrative purposes used under fair dealing/fair use for both "research and study" and "review and criticism". Our usage of them complies with New Zealand law or their various license agreements.

Cover image: Shutterstock (XiXinXing)

Where appropriate, this document is Copyright © 2017 Coriolis and MBIE. However, please feel welcome to use, refer to and cite this research.



TABLE OF CONTENTS

INTRO

Context & Conclusions

Pages 3-10

- + Purpose
- + Situation summary
- + Drivers of success
- + Investment opportunities
- + SWOT
- + Supply chain

01

Market Overview

Pages 11-24

- + Global situation
- + Consumption
- + Import demand
- + Export supply
- + Key markets
- + Market growth

02

Production

Pages 25-39

- + Wine
- + Beer
- + Juice
- + Alcoholic Spirits
- + Water
- + Production
- + Regional activity
- + Key inputs
- + Growth upside

03

Categories

Pages 40-49

- + Overview
- + Category Segmentation
- + Exports by product

04

Growth & Innovation

Pages 50-64

- + Horizons for growth
- + Emerging export stars
- + Mega-trends driving change
- + Innovation & new products

05

Firms Performance

Pages 65+

- + Enterprises
- + Employment
- + Turnover
- + Ownership
- + Foreign investors
- + Acquisitions
- + Investment
- + Rebranding
- + Leadership
- + Firm Profiles

PURPOSE Why did the New Zealand government undertake this project?

What is the purpose of the project?

The project presents a comprehensive, business-focused overview of the total New Zealand food and beverage industry.

The project pulls together the available information on the food and beverage industry into one place, in a form which is familiar and useful to business. The reports contain analysis and interpretation of trends and opportunities to materially assist with business strategy and government policy.

The information will be of vital use to businesses, investors, government, and research institutions as the industry expands and diversifies. This industry view will be very useful to government, enabling better dialogue and the opportunity to address issues collectively.

What benefit will this bring to businesses?

- As support for raising capital
- As a base of market intelligence to enable business to be much more targeted in their own market research
- Reviewing and informing offshore market development (including export and investment) strategies
- Assisting in identifying areas of innovation and R&D for the future
- Identifying strategic partners and collaborators
- Enabling a company to benchmark performance with that of its competitors
- Monitoring industry activity
- Gaining a better understanding of their own industry sector
- Identifying internal capability needs or external inputs

How will government use the reports?

While the government collects large amounts of industry data, little of this has an investor or industry-driven perspective.

This information will provide much greater insight into the industry, which is useful for a range of policy developments, from regulatory frameworks to investment in science and skills and facilitating access to international markets.

In particular, a single source of factual information will enable government agencies to better coordinate their efforts across the system and be more responsive to addressing industry issues.

All project resources are available online at: www.foodandbeverage.govt.nz

SITUATION SUMMARY: WINE The New Zealand wine industry has shown rapid growth driven by Marlborough Sauvignon Blanc; some diversification into new varieties and new regions is occurring

NEW ZEALAND WINE

The New Zealand wine industry has achieved spectacular growth over the last 40 years, going from NZ\$51 in exports in 1960 to NZ\$1.6b in 2016. Today New Zealand competes successfully with major wine producers, both old world (e.g. France, Germany) and new (e.g. Australia). New Zealand has achieved an overall premium price position in-market on par with France (which has been producing wine for ~2,000 years).

International success to date has been built almost exclusively on Marlborough Sauvignon Blanc which has become a “must-have” wine for major wine players. However good Marlborough wine area is now almost all used. This may be a good thing as Marlborough now has almost as much area in grapes as Burgundy.

Emergent secondary regions are 20 years behind Marlborough in terms of development. Hawkes Bay, Waipara and Central Otago stand out as the next best prospects. However, other than Hawkes Bay/Gimblett Gravels Syrah and Central Otago Pinot Noir most regions have yet to find “their” wine and the experience of Europe suggest this could take some time.

Wine production is a fast growing industry for New Zealand, with a number of firms, ranging from very large to very small. Many large wineries are now

foreign owned and on-going acquisitions are occurring. As a result foreign ownership now plays a big part in the wine industry, and these global firms with their global sales resources and reach, provide a path-to-market for introducing global consumers to New Zealand wines.

That being said, there is a substantial group of successful medium sized New Zealand owned wineries that, in many ways, are the key force driving industry quality and innovation forward (e.g. light wine development).

COMPETITORS

New Zealand wine competes directly with that from other premium temperate climate countries, particularly France, Germany, cooler parts of the US (e.g. Oregon) and Chile.

CONSUMERS/MARKETS

Global oversupply has been ongoing, pushing down prices. These falling prices have impacted New Zealand wines.

At the same time wine consumption is declining in many EU markets (France, Italy, Spain) for social, lifestyle and economic reasons. These twin forces,

falling consumption and falling prices, have in turn triggered a decrease in global wine area and production, particularly in the three largest wine producers (France, Italy & Spain). On-going changes to EU subsidy systems have accelerated the process.

New Zealand’s success to date in wine has been primarily in the Anglo-Saxon four (USA, Canada, UK & AU). Luckily these markets have had stable-to-increasing consumption. However, it would be in the interest of New Zealand producers to develop new markets to reduce this concentrated reliance on these markets.

China is a rapidly emerging growth market for global wine and is now the fourth largest wine importing country in the world by value. China is now New Zealand’s sixth wine export destination and growing.

Available in-market data suggests - at a high level - that the growth of New Zealand wine is at the expense of French wines (i.e. the two are close substitutes for consumers).

SITUATION SUMMARY: OTHER BEVERAGES Outside wine, the New Zealand beverage sector is primarily focused on production for domestic consumption; however, exports are growing strongly for many products

SPIRITS

Prior to 2000 there is a wide range of small spirit ventures, producing small scale niche spirits for the domestic market. At the same time Independent Liquor launched RTD² spirit beverages primarily for domestic consumption and export to Australia.

Everything changed with the launch, rapid growth and financial success of 42 Below which created global awareness of New Zealand as a super-premium spirits provider. In the wake of 42 Below a large number of new firms have entered the industry with a wide range of products and brands.

Independent Liquor, recently purchased by Asahi, is the largest player in spirits. Independent initially developed its business around flavoured RTD drinks, however it is diversifying into other alcoholic beverages. The two main brewers also produce and pack spirits, as well as distribute imported products and brands.

There are a range of other smaller firms in spirits achieving strong growth and the sector is well positioned for further growth (see related project 2012 Spirits Opportunity report).

BEER

Globally, mainstream beer brewing has been dominated by large companies mainly leveraging

scale, point-of-purchase control and distribution economics. New Zealand's three mainstream brewers focused on domestic consumption are: DB Breweries (Heineken), Lion (Kirin) and Independent (Asahi).

This situation is changing rapidly with the emergence of a burgeoning craft brewing scene. New Zealand now has a range of smaller/micro breweries, rising with the growth of craft beer. Leaders in this space include Moa Brewing, McCashin's, Harrington's and many other smaller, innovative firms.

New Zealand is currently a minor beer exporter¹, and imports more beer than it exports. However, beer exports have surged in the last few years. The country is known for its specialty hops and both uses these domestically and exports them.

SOFT-DRINKS/FLAVOURED BEVERAGES

Non-alcoholic beverages are relatively consolidated across two international companies that primarily manufacture for domestic consumption:

- Coca-Cola Amatil, Australian-listed Asia-Pacific licensee of Coca-Cola;
- Frucor, former Apple & Pear Marketing Board juice business, now a division of Suntory (Japan); maker of V energy drink and the Pepsi licensee in New Zealand.

Smaller innovators emerging outside core soft-drinks. Organic-producer Phoenix (Charlie's/TBDC) owned by Asahi.

A large range of premium adult beverages are gaining traction across multiple channels.

JUICE

New Zealand exports apple and kiwifruit juice, primarily as a secondary product of the fresh fruit industry. However New Zealand imports +20% more juice than it exports and domestic fruit production cost structures suggest a premium/niche strategy.

WATER

New Zealand has excellent theoretical potential to produce and export premium bottled water. A number of brands and companies have moved into this premium space (e.g. One, Antipodes and Palaeo). However, to date, little of this potential has been realised.

1. RTD = ready-to-drink; 2. Mexico, for example, exports 80x as much beer as New Zealand; NZ currently exports about as much beer as the Dominican Republic

DRIVERS OF SUCCESS

New Zealand's success in beverages has three key drivers



IDEAL CLIMATE & SOILS

Low production cost

- Temperate climate similar to Italy or France
- Temperature extremes moderated by surrounding ocean
- Isolated location protected by natural barriers



EFFICIENT PEOPLE & SYSTEMS

Trusted by consumers

- Innovative New World wine producer that burst onto the global wine scene in the 1980's
- Industry highly focused on export success
- Large pool of skilled people
- Strong systems and support networks
- Well-organised, cohesive industry



LOCATION & MARKETS

High share in key products

- Excellent proximity to East & South-East Asian markets
- CER agreement with Australia
- NZ was the first developed country to sign a free trade deal with China (2008)

INVESTMENT OPPORTUNITIES Beverages are a major opportunity for investors; wine has shown rapid growth; opportunities exist in second tier wine regions, cider, premium spirits and other beverages

WINE

New Zealand Sauvignon Blanc wine is now a “must-have” component of the portfolio for major global wine companies. Three of the top five US wine companies and three of the largest European alcoholic beverage companies are active in New Zealand. In addition, three of the top five Australian wine companies are in New Zealand.

There are some opportunities for further investment in Marlborough. However, geographical constraints place limitations on further growth in Marlborough.

Large wine firms are either foreign owned by global majors or committed NZ family owners (i.e. Deleat and Villa Maria both have committed owners). Opportunities exist for new investment in next tier down of firms (e.g. Giesen, Allan Scott, etc.). However these firms are looking for smart investment which gives them access to a global salesforce and a route to market.

Investors with transferrable skills or those looking to unlock hidden value should investigate emergent secondary regions (i.e. “the next Marlborough”).

SPIRITS

New Zealand has clear potential in premium alcoholic beverages, building, in part, on New Zealand

positioning in premium wine. Peer group countries (e.g. UK, Sweden) suggest strong future growth possible. However, there are limited entry vehicles. At this point in the life cycle, opportunities exist for start-ups into the space. Greenfields entry by global player with a strong transferrable skill set also suits.

CIDER

New Zealand is a major apple producer and exporter. Recently the cider industry in New Zealand has experienced strong growth, both for domestic consumption and export. Exports have shown strong growth over the past decade, primarily to Australia. While there are a large number of producers, most export volume is produced by the two main brewers (Heineken/DB & Kirin/Lion).

BEER

New Zealand produces hops and barley and has ~150+ years of beer brewing experience. After a long period of flat exports, beer exports have recently started growing. However to date limited demand for New Zealand beer has been developed in markets beyond Australia. Microbreweries are small and growing, but most currently have a domestic focus. However, Moa Breweries has listed on the NZX and is making an export push.

Future export success by New Zealand beer will

require a unique or more differentiated product (as was the case with wine).

SOFT DRINKS

In soft drinks, while both Frucor/V and TBDC/Charlie's/Phoenix are attractive, but both are now Japanese owned. A range of smaller firms exist.

WATER

There are potential opportunities in exporting bottled water. However, at this late point in the global life-cycle, meaningful success will require global best practice marketing (cf. Lynda Rae Resnick/Fiji Water). Best fit would be for investor with transferrable capability.

SWOT ANALYSIS The New Zealand beverage industry is well positioned for further growth, but pressures will continue

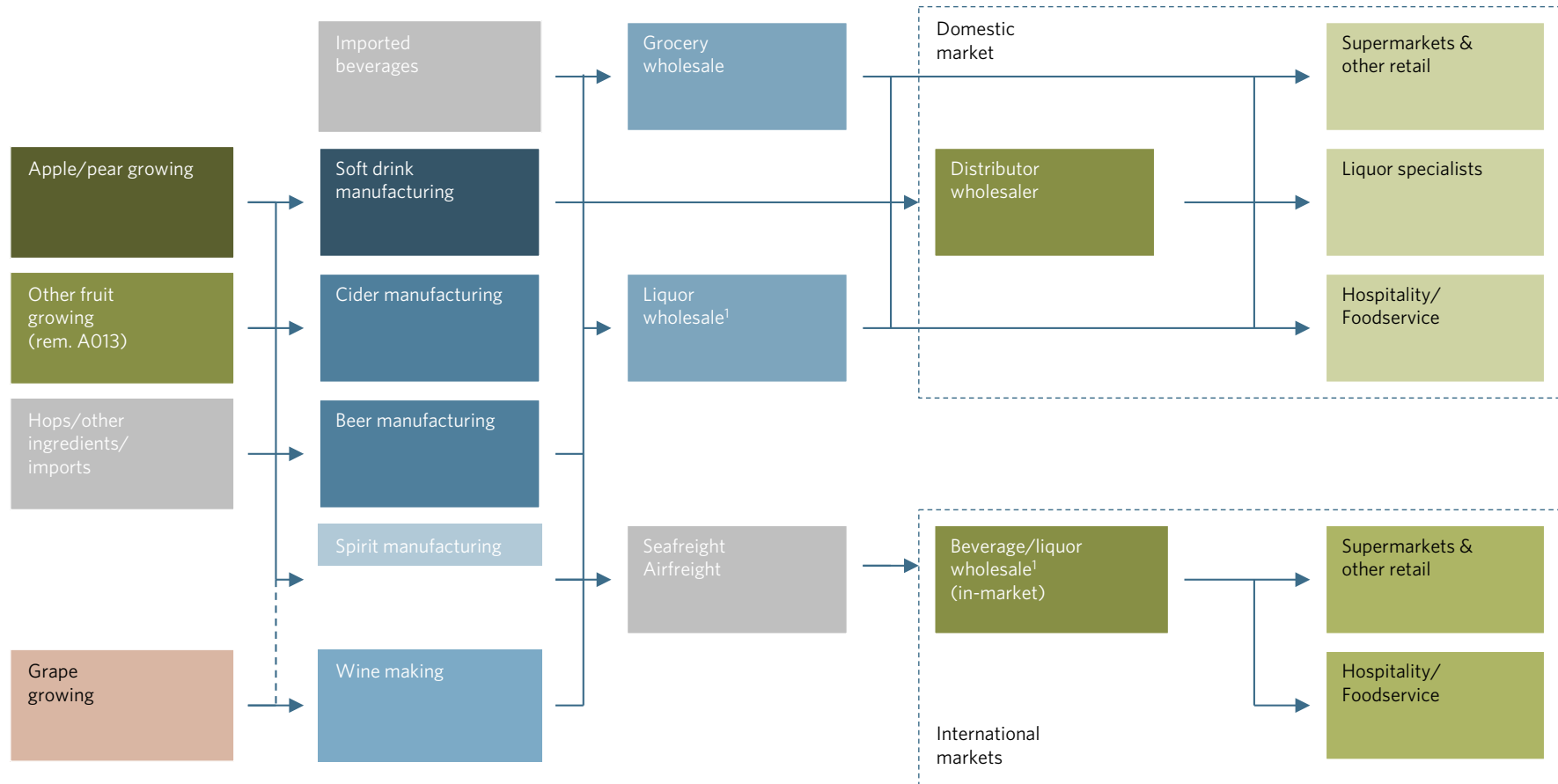
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Islands in the middle of the South Pacific that have the area of Italy, but with only the population of Singapore; therefore relatively unspoilt - Strong and growing success in premium/super-premium wine - Achieves a strong price premium for wine in key markets (similar to France) - New Zealand Sauvignon Blanc now a “must have” for global wine companies - Growth in market share in key markets (e.g. USA) - Innovative and quality-focused producers (e.g. Chia+Kawa) - Closer shipping distances to Asia compared to European competitors - Demonstrated capabilities in beverage production - On-going growth and success of Frucor/V, and Charlies/Phoenix in non-alcoholic drinks category - Emergent success in spirits (e.g. Stolen) 	<ul style="list-style-type: none"> - Large number of small producers with limited economies of scale - High debt levels of many small and medium sized producers - Highly dependant on four countries (AU, UK, USA and Canada) - Increasing exports of bulk wine - Lack strong super-premium heritage brands as demanded by brand and status conscious Asian consumers - No deep cultural unique “spirits” associated with New Zealand - Long shipping distance to traditional western markets - Unlike traditional sectors, no major (\$1b+) New Zealand owned champion growing and driving New Zealand brand position in beer, wine or other beverages - Limited culture of super-premium branding or positioning (e.g. relative to France) - Not a major producer of many base ingredients of typical beverages (e.g. oranges)
OPPORTUNITIES	ISSUES/THREATS/RISKS
<ul style="list-style-type: none"> - Continued income growth in Asian markets - Rapidly growing demand for premium alcoholic beverages in Asia - Low share in Europe (two thirds of global wine consumption) outside British Isles - Joint in-market activity spreading cost of marketing - Strong and growing demand in Asia for premium fortified wines/wine based spirits (e.g. cognac) - Reduction of global “wine ocean” supporting higher prices - Leverage success of New Zealand wine industry; build on awareness of New Zealand in wider premium beverages segments - Wide range of New Zealand unique plants available as flavouring (e.g. 42 Below Manuka honey) 	<ul style="list-style-type: none"> - Ongoing consolidation of the industry - Difficult finding good distributors to gain access into key markets - Continued growth of bulk wine trade reducing the value of wine - Continued growth of retail brands/store brands in wine - Limited opportunity shipping “water” around the world if it isn’t a premium product - Changing consumer sentiment or government policy - Failure to achieve large scale export traction outside wine - Hollowing out of management skills in New Zealand industry due to foreign ownership (relative to Denmark or Holland for example)

SUPPLY CHAIN

The New Zealand beverage industry has a relatively straight forward supply chain that delivers to consumers worldwide

SIMPLIFIED MODEL OF NEW ZEALAND BEVERAGE SUPPLY CHAIN

Model; 2017



1. There may be one or more layers of wholesaling, depending on product or market; some wholesale functions may be captive inside retailers or foodservice operators; Source: Coriolis

Global Market Overview

+ Consumption

+ Global trade

+ Import demand

+ Export supply

+ Key markets

+ Market growth

01

New Zealand has a strong position in the growing global beverages trade

PRODUCTION

- Beverages are a huge global market spread across a wide range of products
- In terms of final litres consumed, the key products are tap water, tea, packaged water, beer and carbonated soft drinks

GLOBAL TRADE

- Global cross-border beverage trade volumes are growing (5.6% CAGR) with moderate price gains across the cycle leading to export value growth

DEMAND: PRODUCT CATEGORIES

- Total global cross-border beverage trade is spread across a wide range of products, though bottled wine (\$22.7b), beer (\$12.7b), Whiskeys (\$10.9b) and wider soft drinks (\$17.5) stand out for size
- "Other flavoured beverages," gin, "other alcoholic spirits," soft drinks, beer and mineral water stand out for global growth over the past five years
- Imports vary in their average beverage price paid per litre, with sparkling wine, spirits and bottled wine standing out for achieving high average prices

DEMAND: IMPORT MARKETS

- Total global cross-border demand for beverages was US\$116b in 2015; Europe (including inter-EU) is the single largest market, followed by E/SE Asia (\$20.5b) and the US (\$20.3b)
- China, various other E/SE Asian countries and the USA stand out for beverage import market growth
- Markets vary in average beverage import price, with Japan, China, much of E/SE Asia and the USA standing out as high value markets

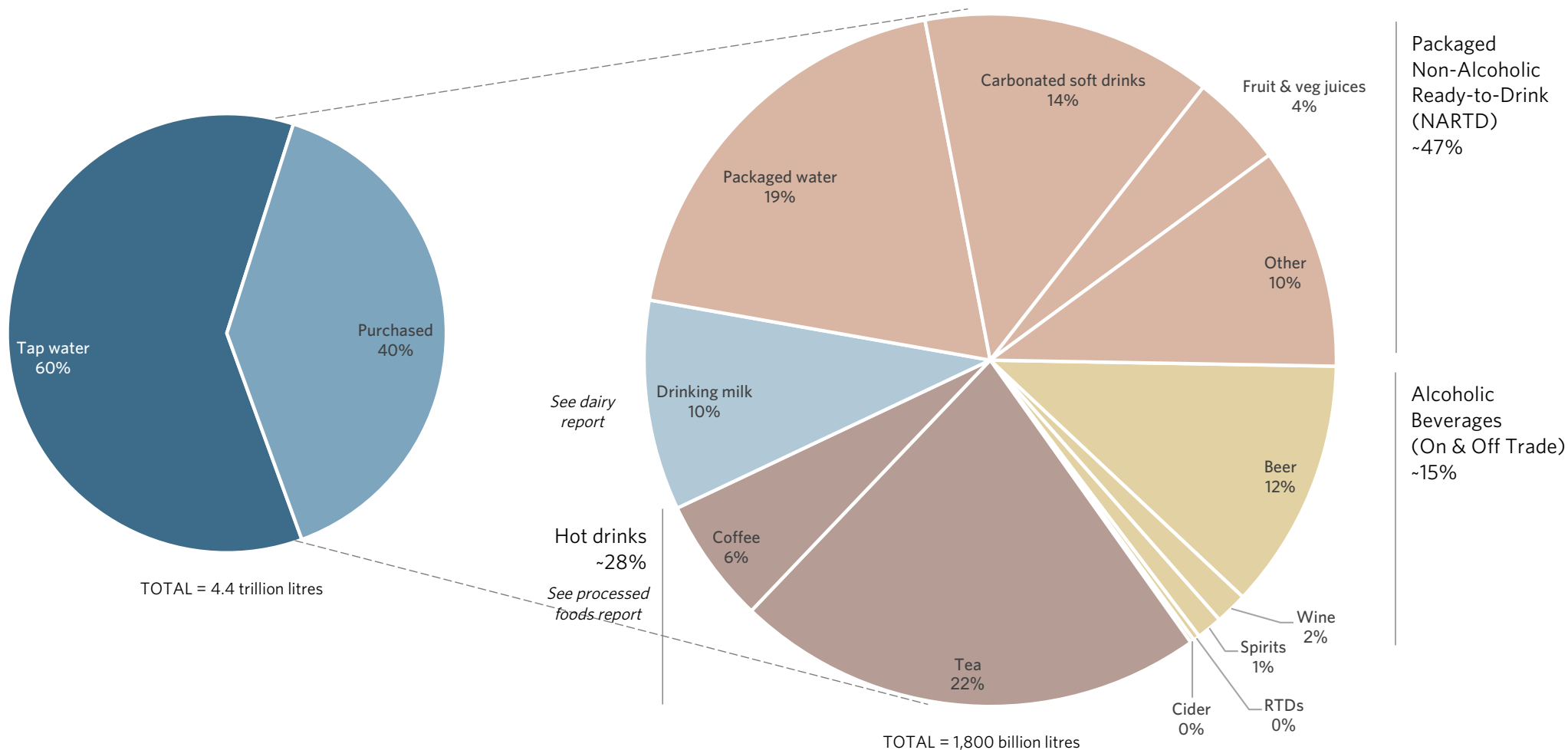
SUPPLY: EXPORTERS

- On the supply side, Europe (including inter-EU) dominates the global beverage trade followed by the US; overall New Zealand is a strong second-tier supplier
- New Zealand in "on a roll" in beverages and has gained global export share in the past decade; the country appears to be closing in on Ireland and Australia
- New Zealand achieved a solid growth performance in beverage exports over the past five years, beating Europe and Australia in rate of growth
- The average export price received for beverages varies among countries, with New Zealand outperforming almost all competitors, including France

Beverages are a huge global market spread across a wide range of products; however, in terms of final litres consumed, the key products are tap water, tea, packaged water, beer and carbonated soft drinks

TOTAL HUMAN FLUID CONSUMPTION
Litres; t; 2016

GLOBAL PURCHASED BEVERAGE CONSUMPTION BY FINAL VOLUME
Litres; b; 2016



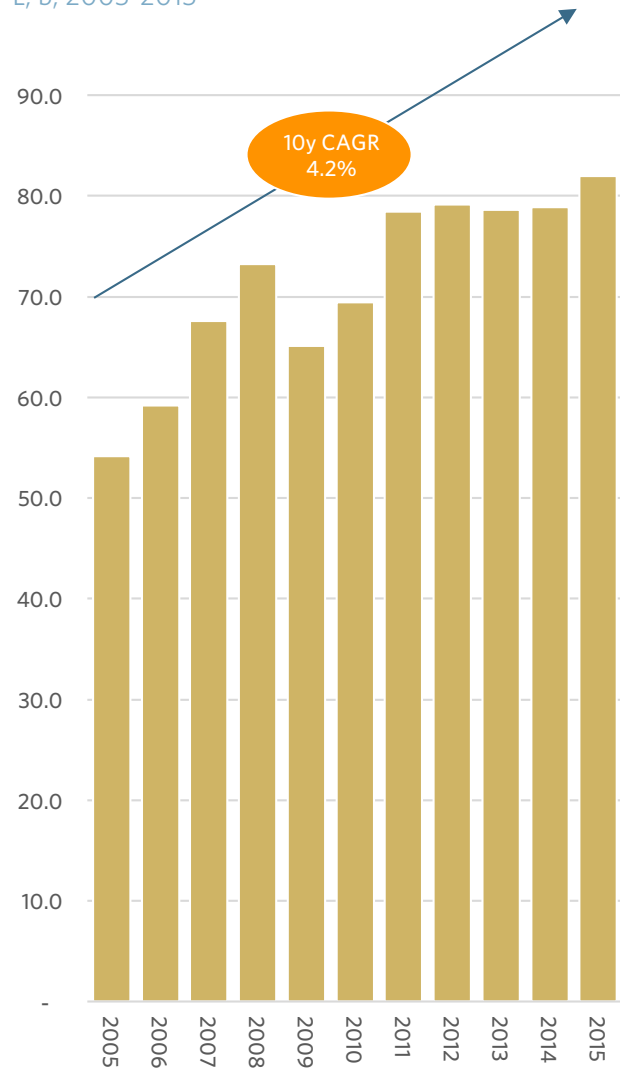
Note: Both tea and coffee will use tap water; drinking milk includes dairy-based drinks; tea includes mate and herbal blends

Source: UN FAO Aquastat database; UN "Water for People, Water for Life"; OIV; Can Markets; Drinks Business; Kirin Beer University Report; Euromonitor; Statista; Coriolis estimates & analysis

Global cross-border beverage trade volumes are growing (5.6% CAGR) with moderate price gains across the cycle leading to export value growth

GLOBAL EXPORT VOLUME

L; b; 2005-2015



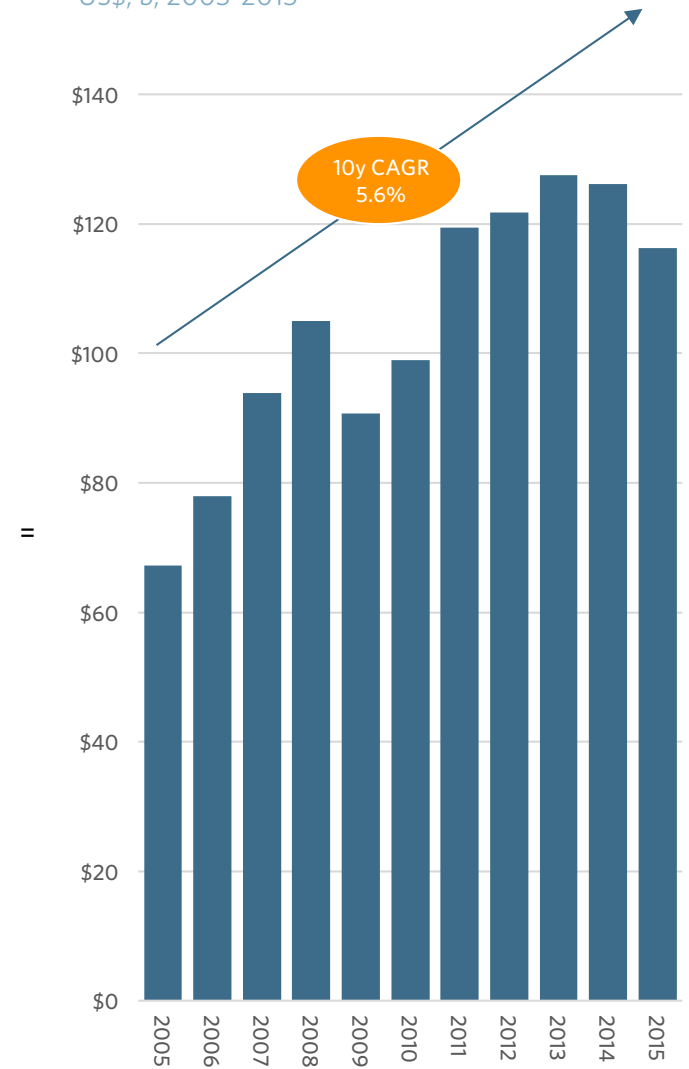
AVERAGE GLOBAL EXPORT PRICE

US\$/l; actual; 2005-2015



GLOBAL EXPORT VALUE

US\$; b; 2005-2015

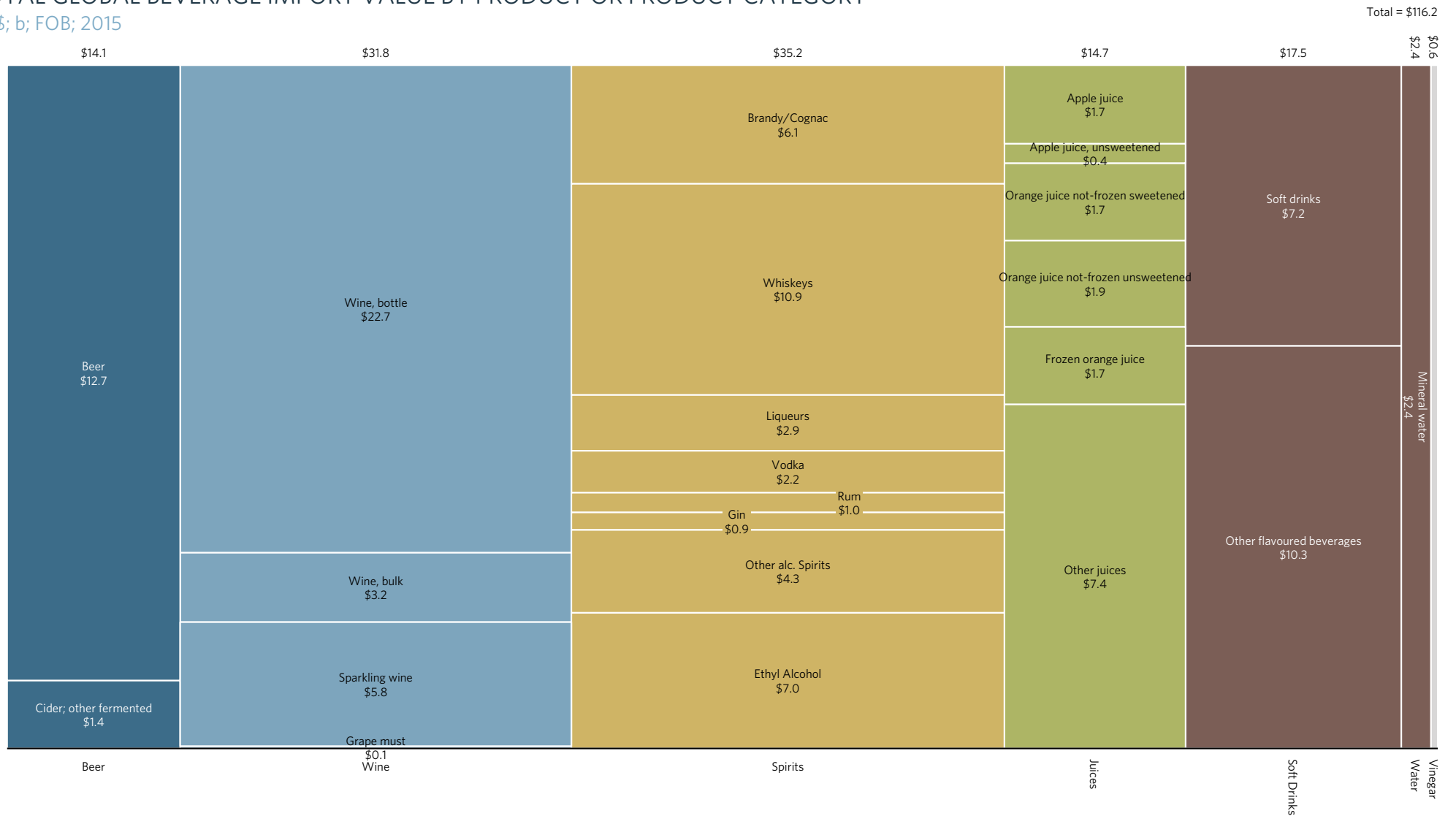


Note: data excludes "other [bulk] water" as reported sender FOB; Source: UN FAO database; Coriolis classification and analysis

Total global cross-border beverage trade is spread across a wide range of products, though bottled wine (\$22.7b), beer (\$12.7b), Whiskeys (\$10.9b) and wider soft drinks (\$17.5) stand out for size

TOTAL GLOBAL BEVERAGE IMPORT VALUE BY PRODUCT OR PRODUCT CATEGORY

US\$; b; FOB; 2015

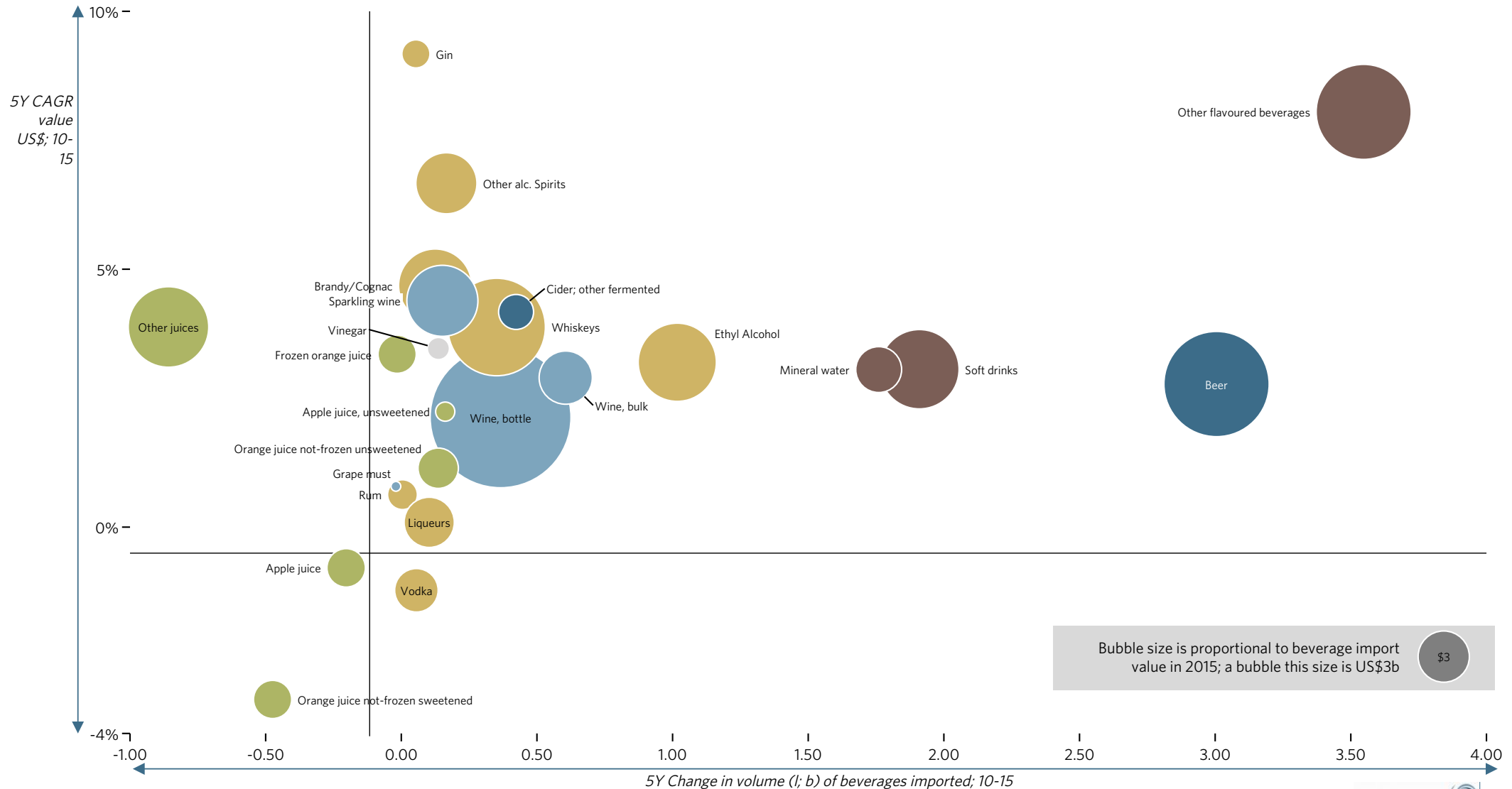


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

"Other flavoured beverages," gin, "other alcoholic spirits," soft drinks, beer and mineral water stand out for global import growth over the past five years

5Y IMPORT GROWTH MATRIX: 5Y VOLUME VS. 5Y CAGR VALUE VS. VALUE 2015 BY PRODUCT

L; b; % of US\$; US\$b; FOB; 2010 vs. 2015

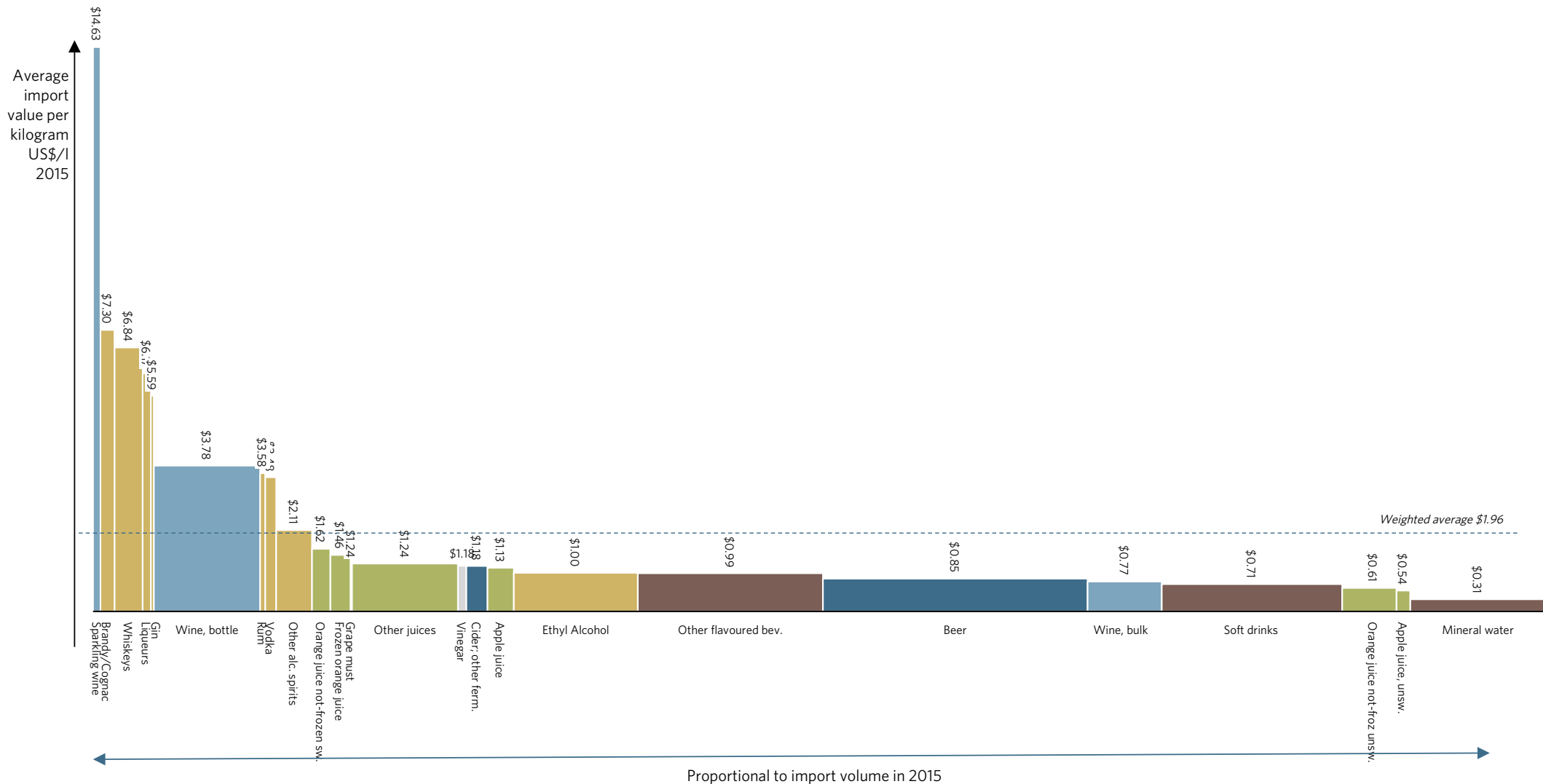


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

Imports vary in their average beverage price paid per litre, with sparkling wine, spirits and bottled wine standing out for achieving high average prices

TOTAL GLOBAL BEVERAGE IMPORT VOLUME VS. AVERAGE PRICE BY PRODUCT/PRODUCT CATEGORY

L; m; US\$/l; actual; 2015

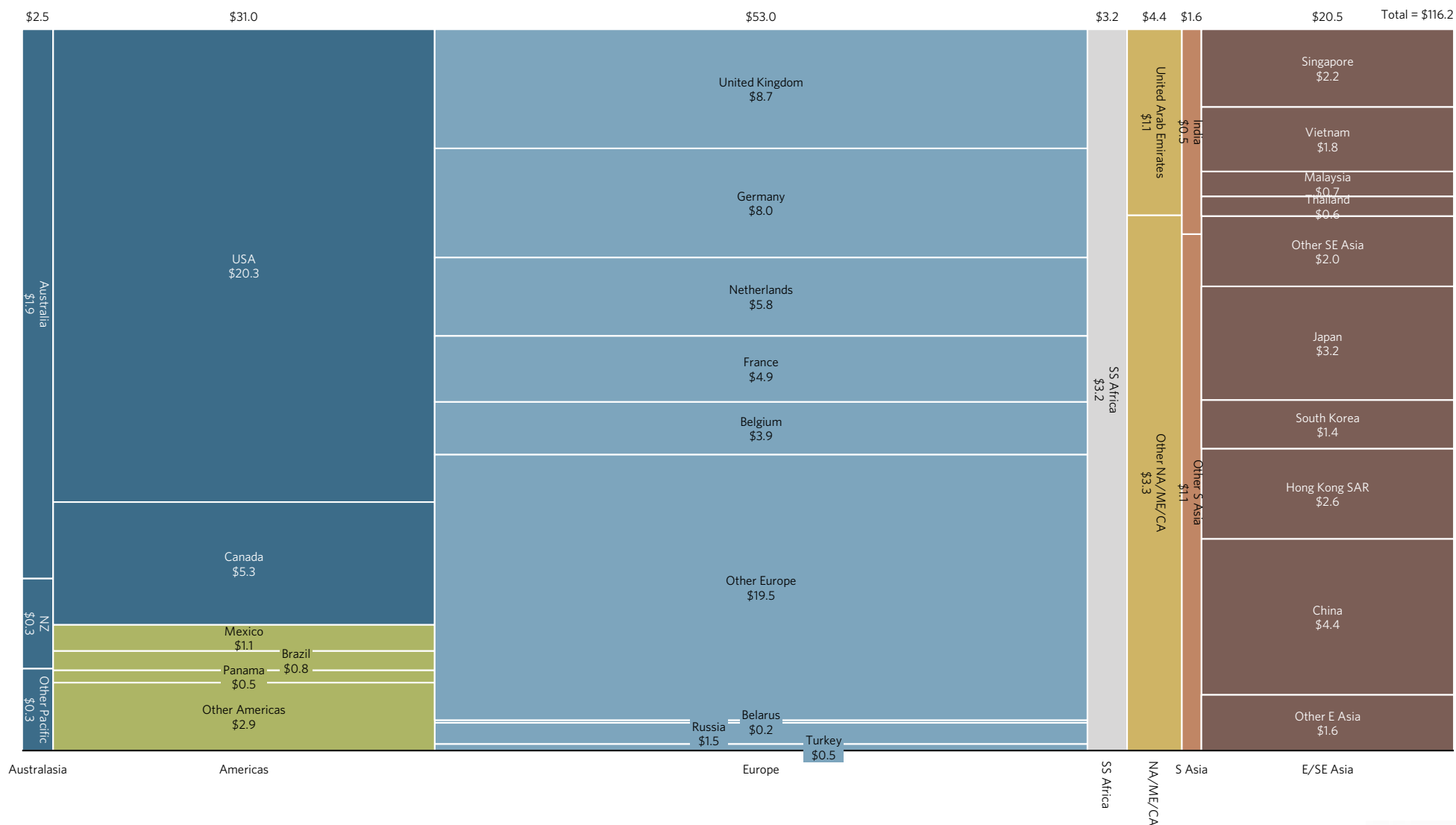


Note: therefore area under chart is proportional to import value (volume x \$/l); Source: UN Comtrade data; Coriolis analysis and classifications

Total global cross-border demand for beverages was US\$116b in 2015; Europe (including inter-EU) is the single largest market, followed by E/SE Asia (\$20.5b) and the USA (\$20.3b)

GLOBAL BEVERAGE IMPORT VALUE BY RECEIVING COUNTRY/REGION

US\$; b; FOB; 2015

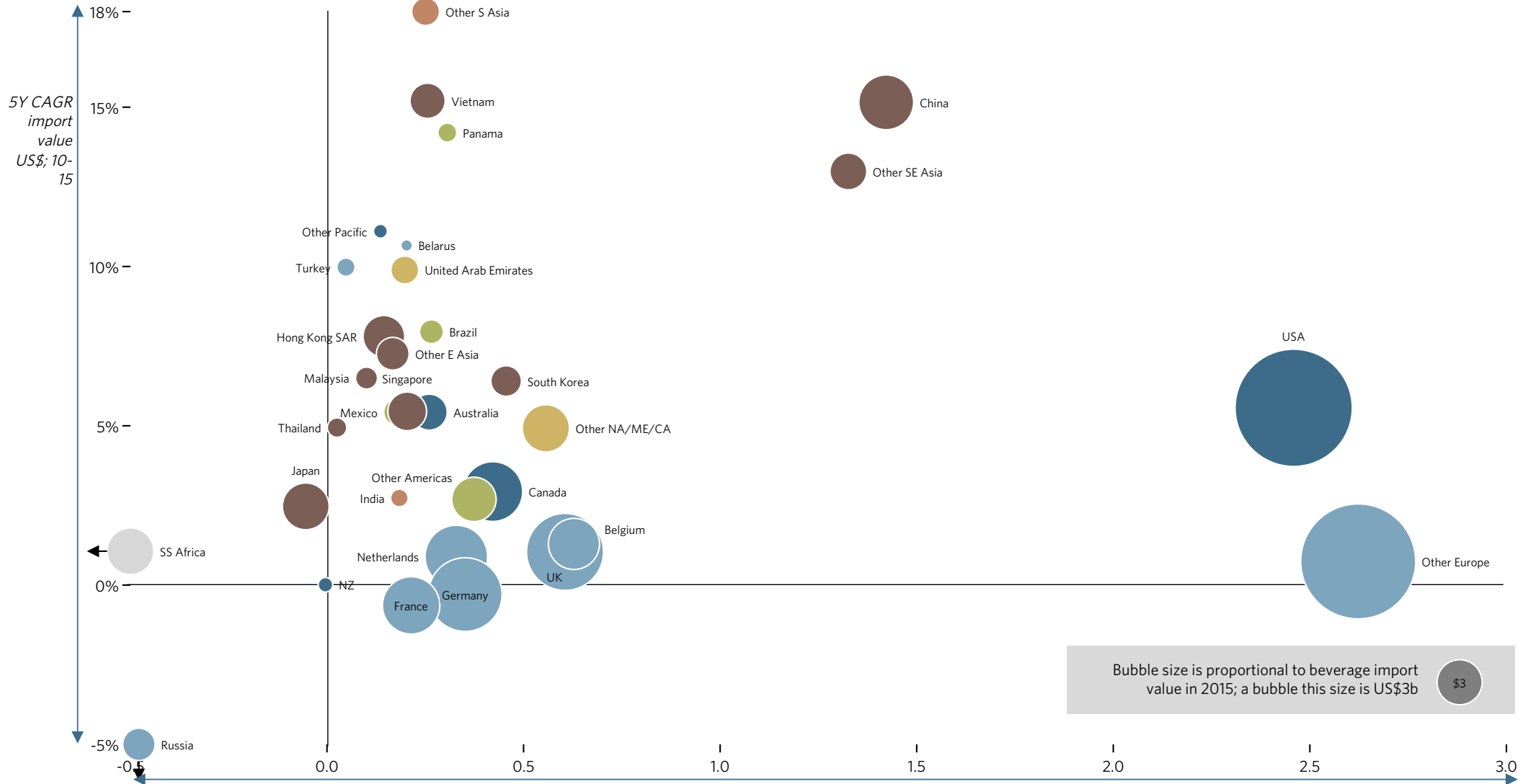


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

China, various other E/SE Asian countries and the United States stand out for beverage import market growth

5Y IMPORT GROWTH MATRIX: 5Y VOLUME VS. 5Y CAGR VALUE VS. VALUE 2015 BY RECEIVING COUNTRY/REGION

L; b; % of US\$; US\$b; FOB; 2010 vs. 2015



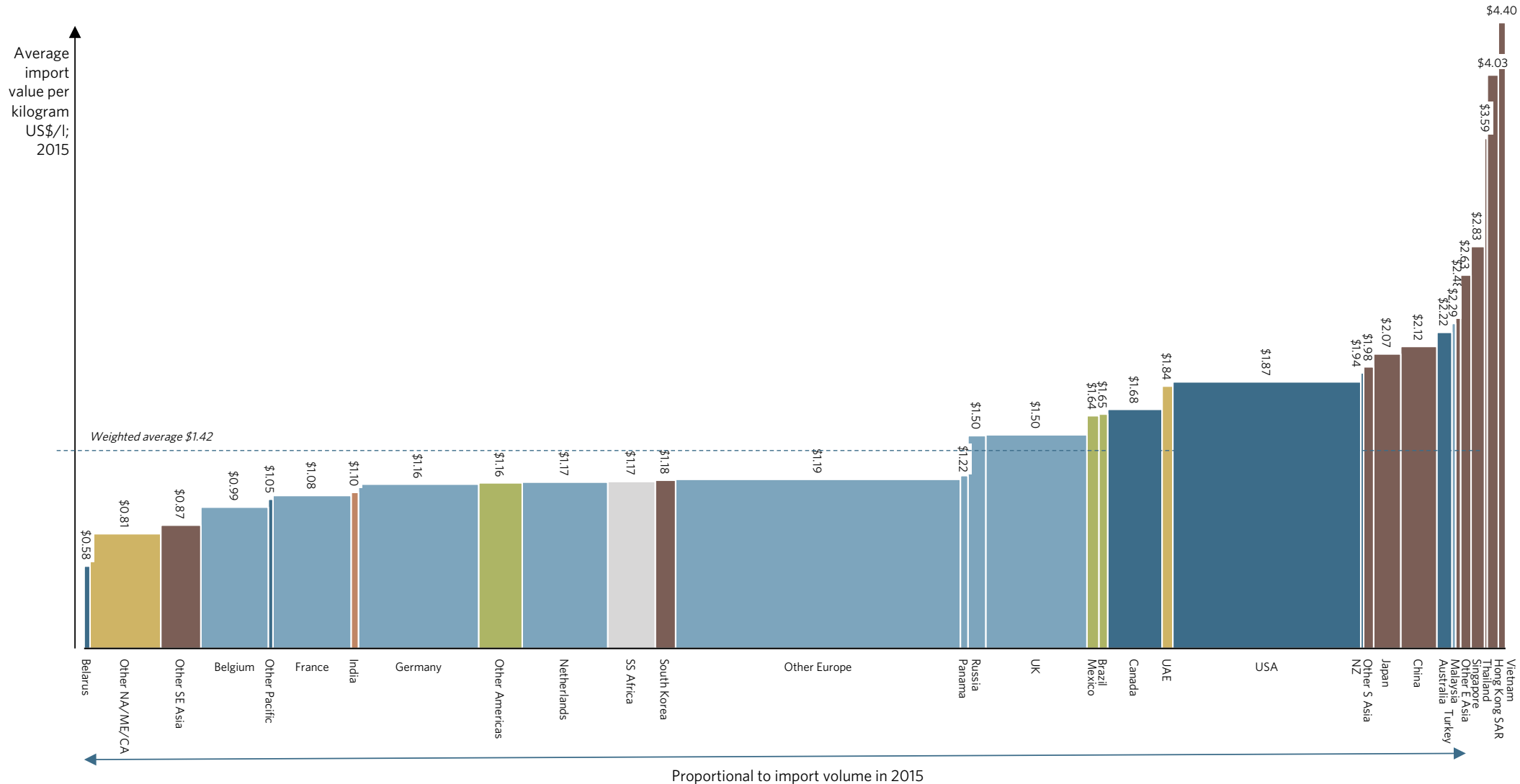
Bubble size is proportional to beverage import value in 2015; a bubble this size is US\$3b

Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

Markets vary in average beverage import price paid, with Japan, China, much of E/SE Asia and the USA standing out as high value markets

GLOBAL BEVERAGE IMPORT VOLUME VS. AVERAGE IMPORT PRICE BY KEY MARKET

L; b; US\$/l; actual; 2015

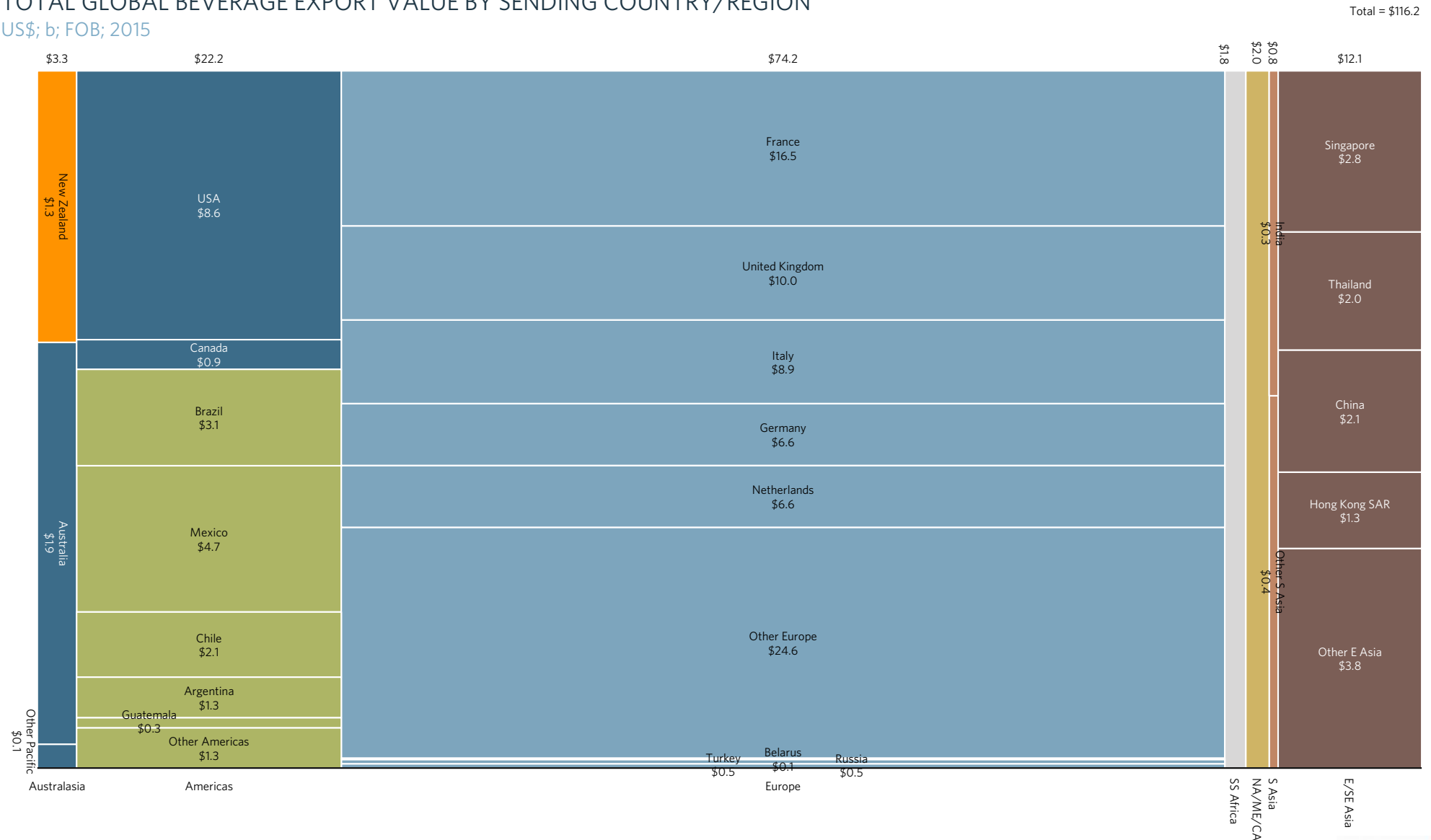


Note: therefore area under chart is proportional to import value (volume x \$/l); Source: UN Comtrade data; Coriolis analysis and classifications

On the supply side, Europe (including inter-EU) dominates the global beverage trade followed by the United States; overall New Zealand is a strong second-tier supplier

TOTAL GLOBAL BEVERAGE EXPORT VALUE BY SENDING COUNTRY/REGION

US\$; b; FOB; 2015

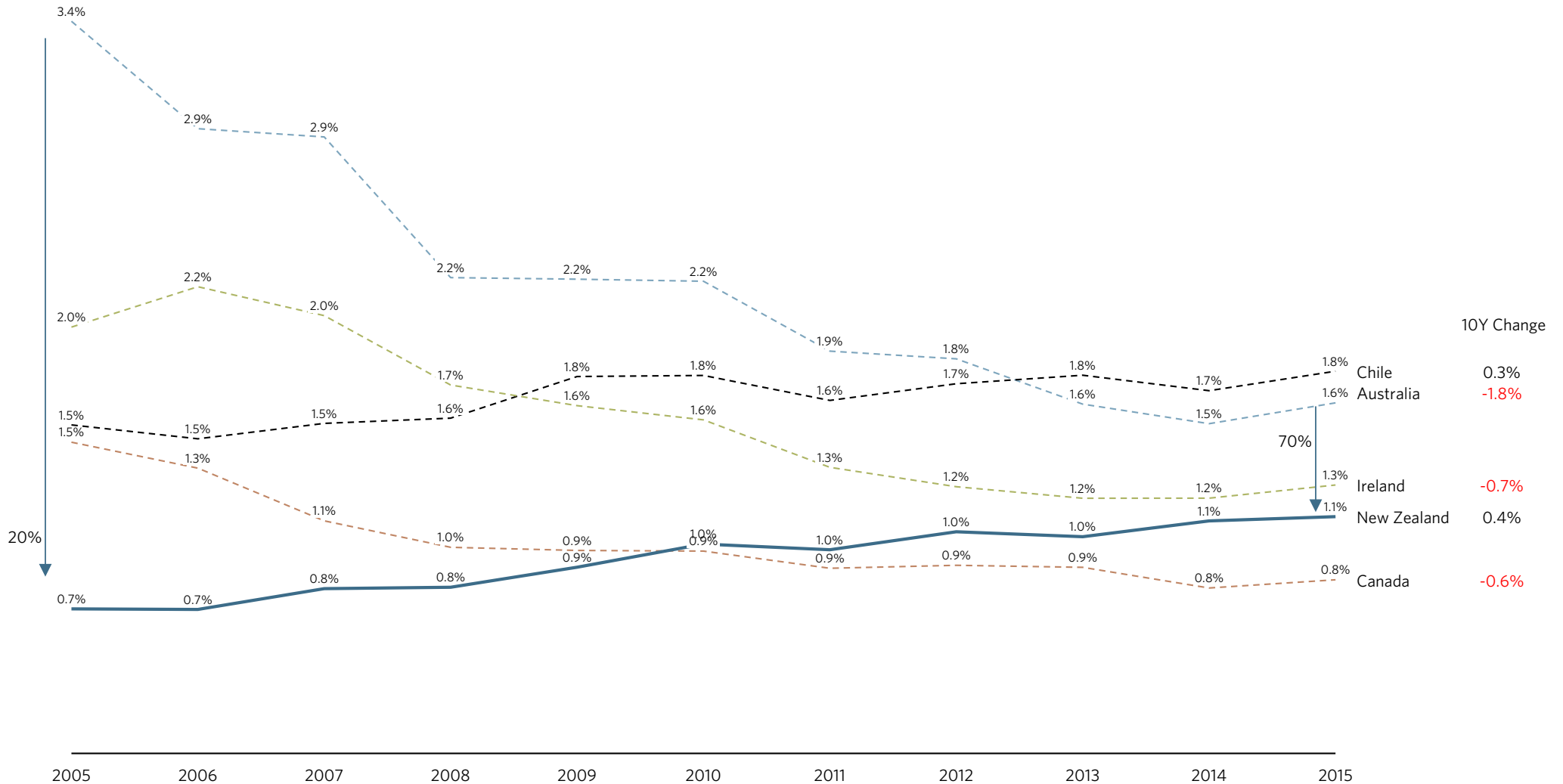


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

New Zealand is “on a roll” in beverages and has gained global export share in the past decade; the country appears to be closing in on Ireland and Australia

BEVERAGE EXPORT MARKET SHARE: NEW ZEALAND VS. SELECT PEERS

% of total global trade value; US\$; 2005-2015

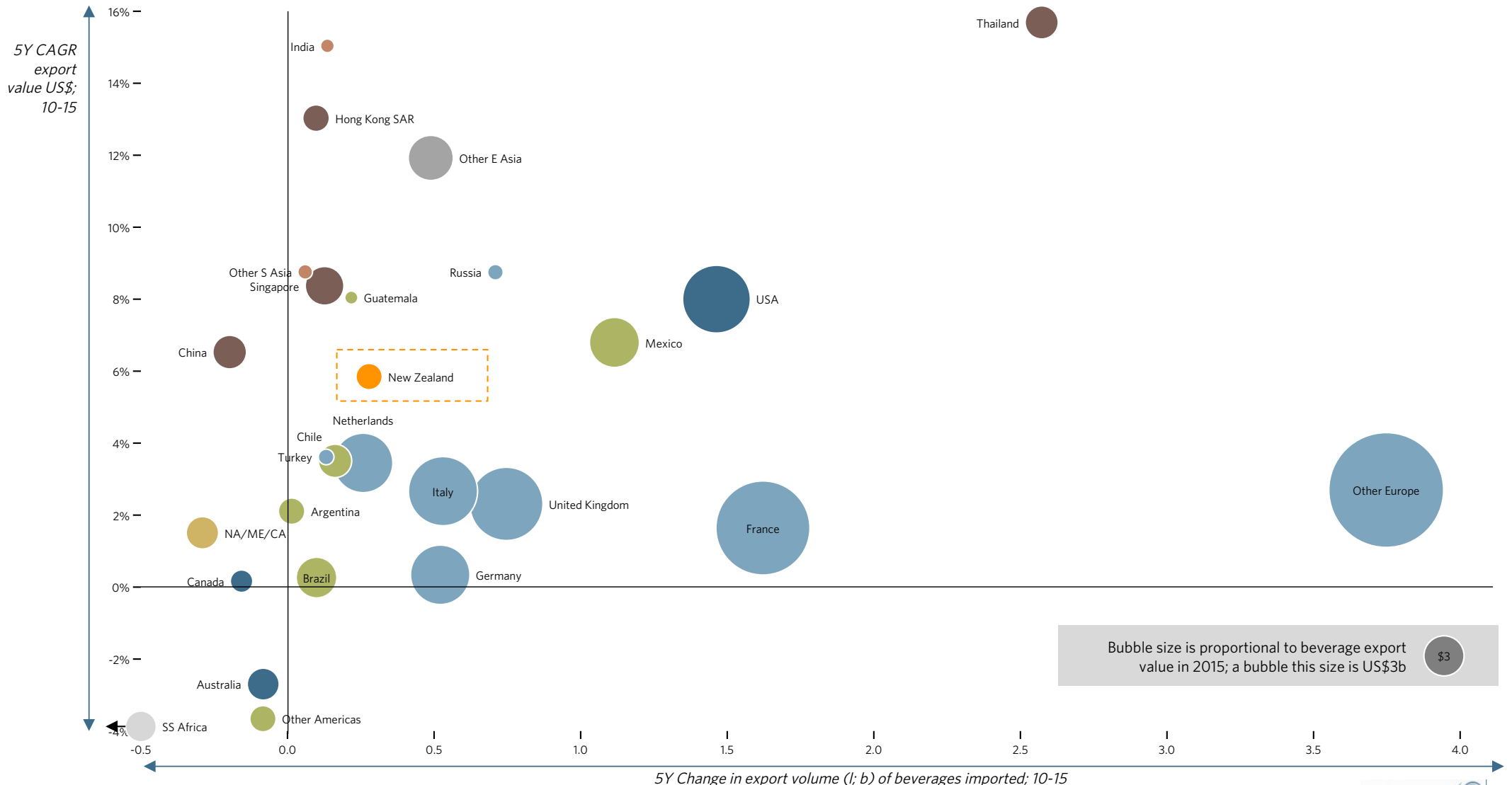


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

New Zealand achieved a solid growth performance in beverage exports over the past five years, beating both Europe and Australia in rate of growth

5Y EXPORT GROWTH MATRIX: 5Y VOLUME VS. 5Y CAGR VALUE VS. VALUE 2015 BY EXPORTING COUNTRY/REGION

L; b; % of US\$; US\$b; FOB; 2010 vs. 2015

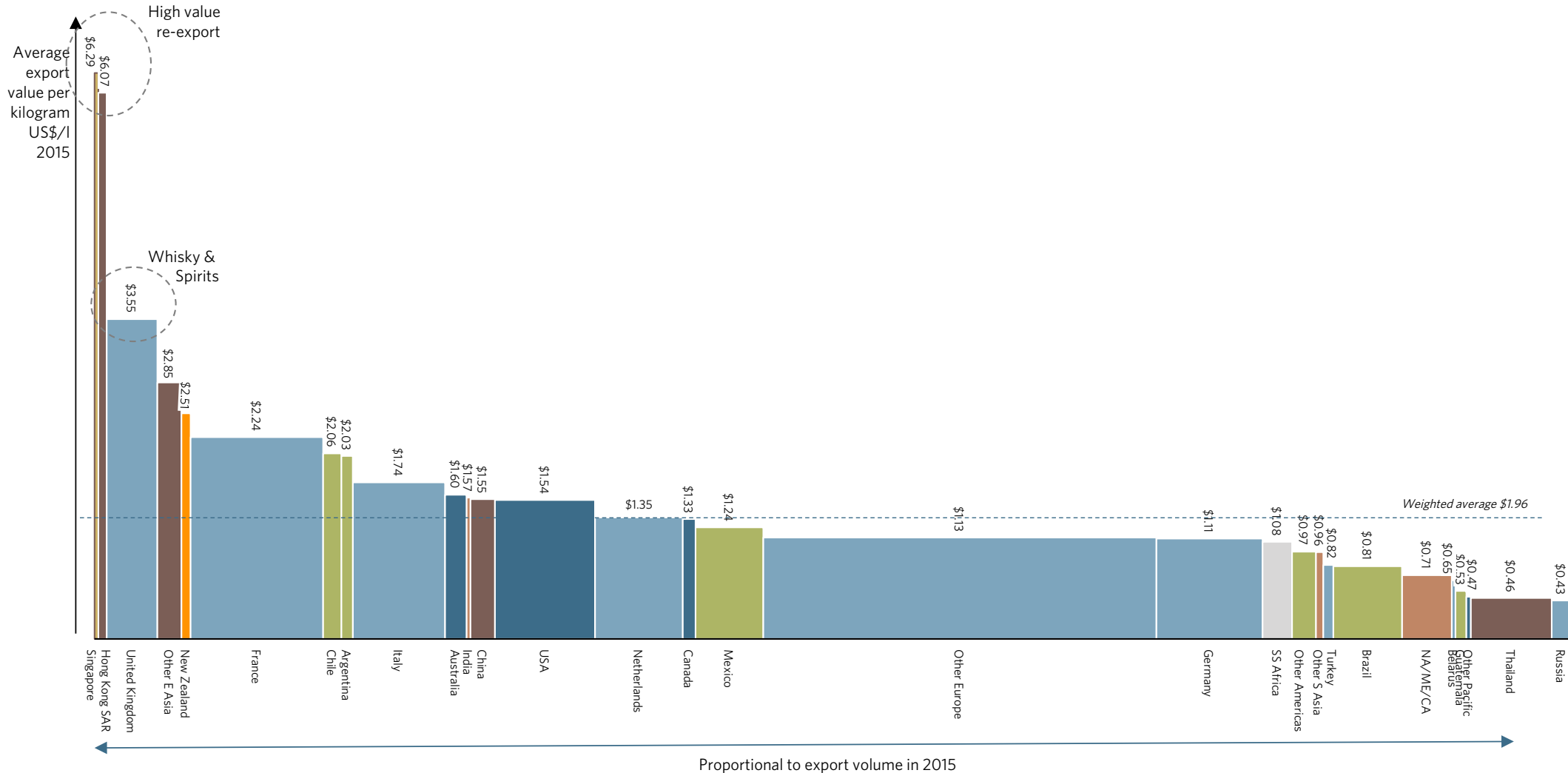


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

The average export price received for beverages varies among countries, with New Zealand outperforming almost all competitors, including France

TOTAL GLOBAL BEVERAGE EXPORT VOLUME VS. AVERAGE EXPORT PRICE BY KEY MARKET

L; m; US\$/l; actual; 2015



Note: therefore area under chart is proportional to import value (volume x \$/l); Source: UN Comtrade data; Coriolis analysis and classifications

New Zealand Production

+ Wine

+ Beer

+ Juice

+ Alcoholic Spirits

+ Water

+ Production

+ Regional activity

+ Key inputs

+ Growth upside

02

New Zealand can continue to to grow beverage production for the foreseeable future

WINE PRODUCTION

New Zealand is a rapidly emerging New World wine region with significant capacity for future growth and no major production challenges

- Wine is New Zealand’s largest beverage export
- New Zealand grape area and wine production has grown dramatically over the past twenty years in response to growing global demand for New Zealand wine
- Absolute area growth is coming from Sauvignon Blanc; of other varietals, Pinot Gris and Pinot Noir are achieving traction
- New Zealand has wineries spread across the country; however, about two-thirds of grape area is in Marlborough
- As the largest, most mature region, Marlborough leads in terms of both (1) tonnes per winery and (2) tonnes per hectare
- While Marlborough is clearly the leading region, a number of the smaller regions are growing, particularly recognised red producers Hawke’s Bay (Syrah), Canterbury/Waipara (Pinot Noir), and Central Otago (Pinot Noir)
- Peer group performance suggests New Zealand has significant potential capacity to increase wine area over the mid-to-long run

OTHER BEVERAGE PRODUCTION

New Zealand can and does produce a range of other beverages beyond wine, again with few limitations on potential production volumes

- New Zealand produces significant volumes of both key beer ingredients (hops and barley); beer production trending down in recent years reflecting the market movement to “less but better quality”
- New Zealand is a major global producer and exporter of apples and kiwifruit, as well as developing and pioneering a wide range of new varieties and species
- New Zealand has significant quantities of raw materials available to produce alcoholic spirits
- New Zealand has an abundant supply of quality natural water and thousands of springs; natural springs are located primarily in two zones (Taupo Volcanic Zone and the Southern Alps Zone)
- Due to its unique history, New Zealand has a range of unique or signature ingredients and flavours suitable for use in beverages

New Zealand is a rapidly emerging New World wine region with significant capacity for future growth with no major impediments or capacity constraints

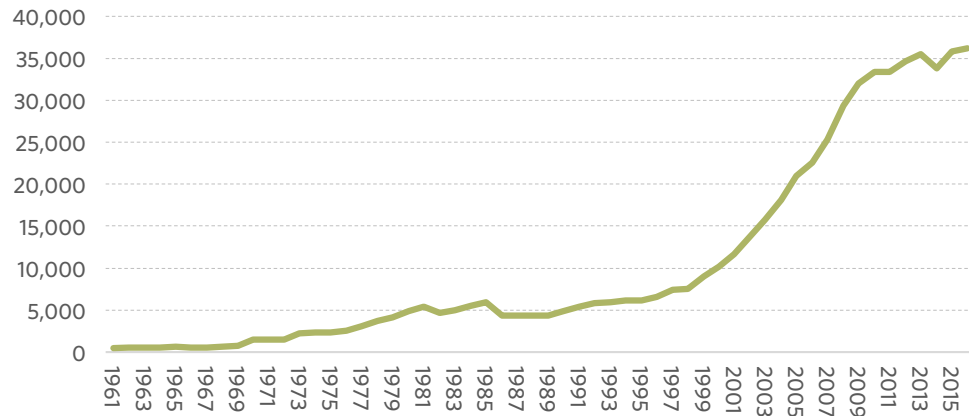


WINE PRODUCTION

New Zealand grape area and wine production has grown dramatically over the past twenty years in response to growing global demand for New Zealand wine

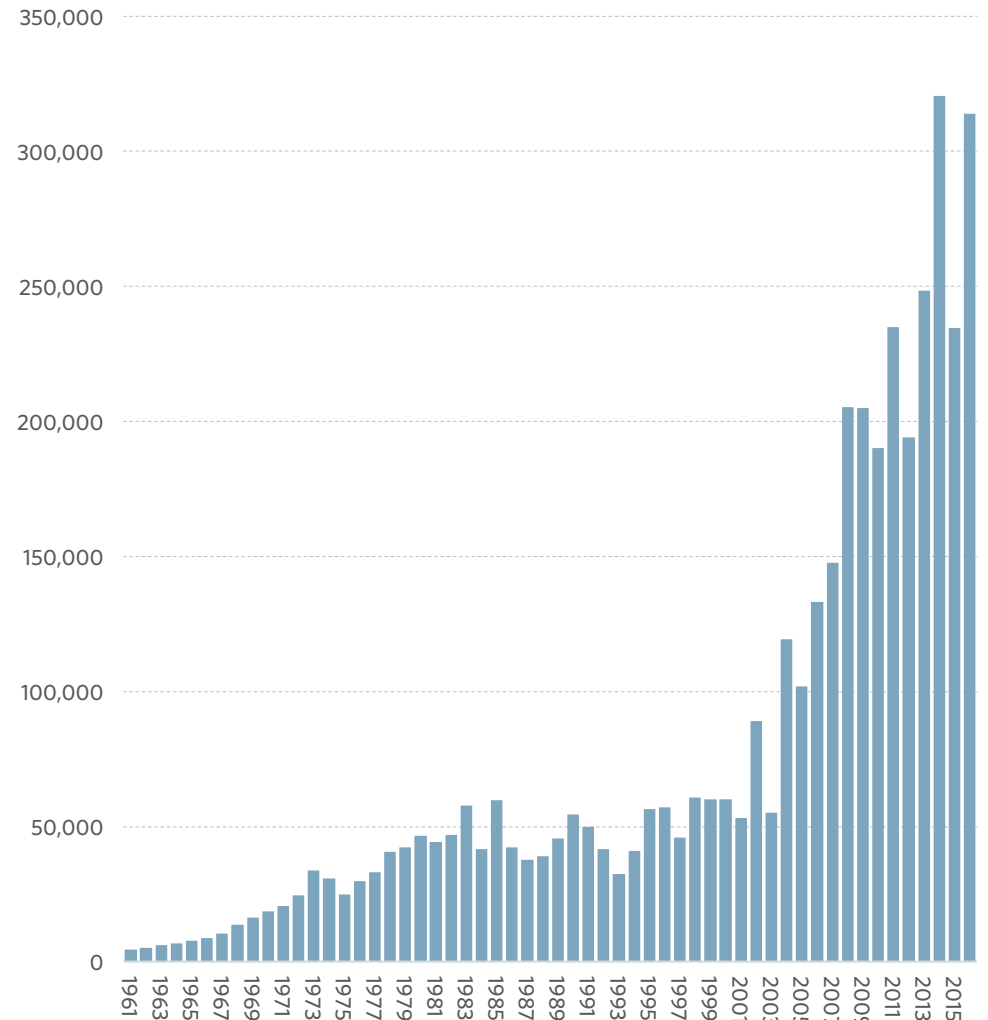
NEW ZEALAND GRAPE AREA

Hectares; 1977-2016



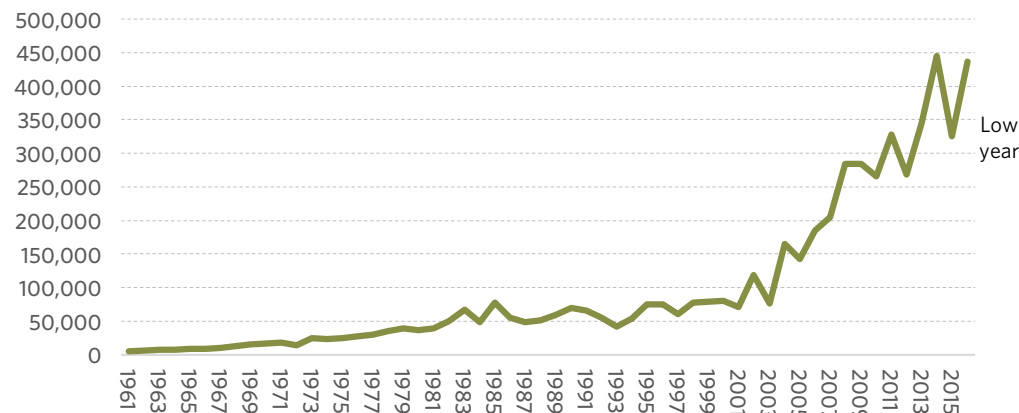
NEW ZEALAND WINE PRODUCTION

L; m; 1977-2016



NEW ZEALAND GRAPE PRODUCTION

Tonnes crushed; 1977-2016

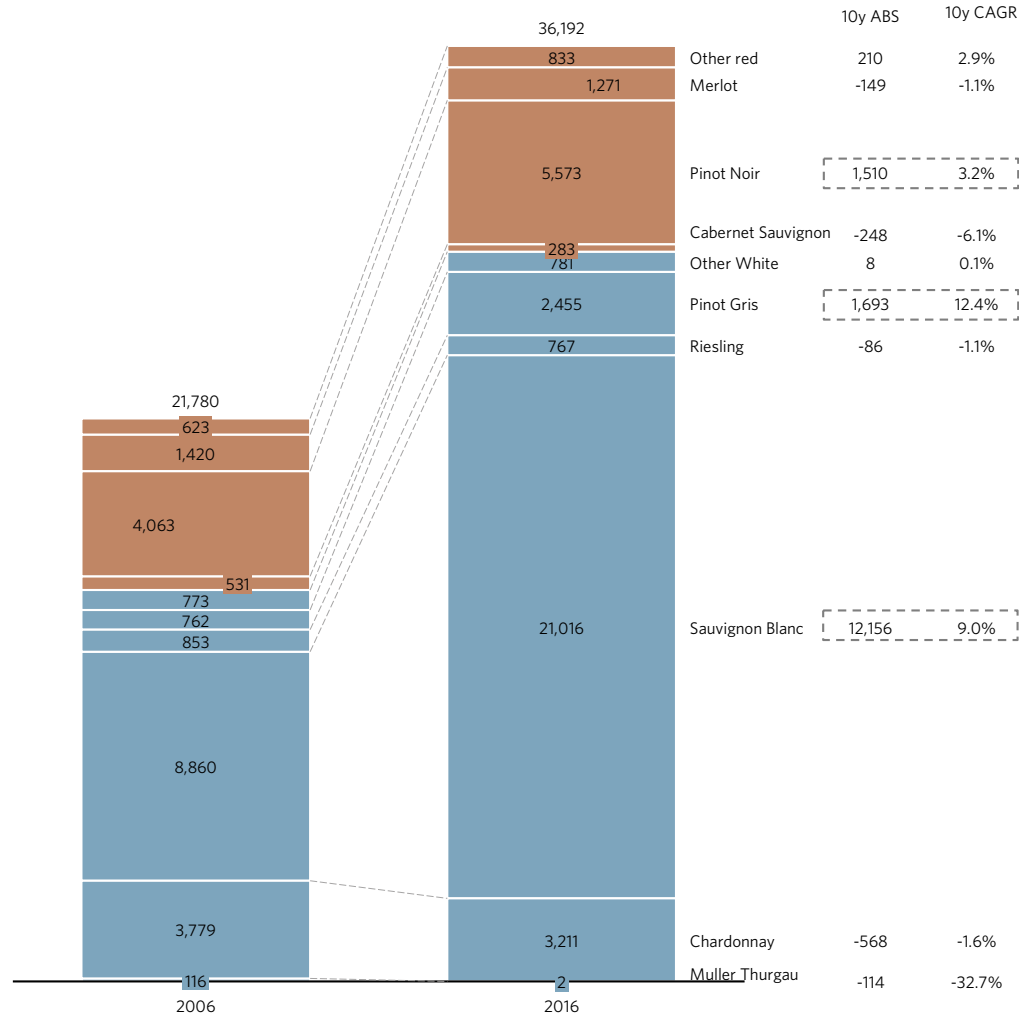


Absolute area growth is coming from Sauvignon Blanc; of other varietals, Pinot Gris and Pinot Noir are achieving traction

WINE AREA BY VARIETY

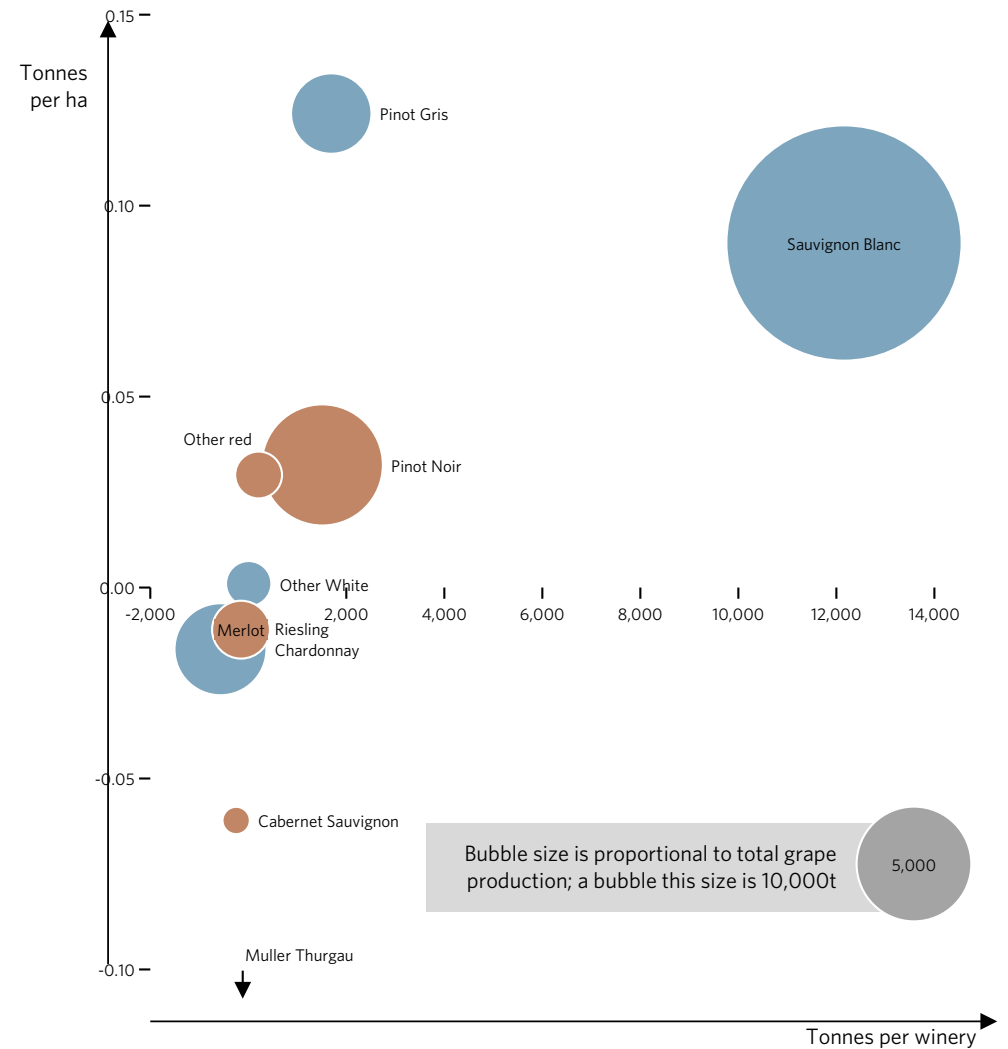
Ha; 2006/2016

Excludes unknown



GROWTH MATRIX: WINE AREA BY VARIETY

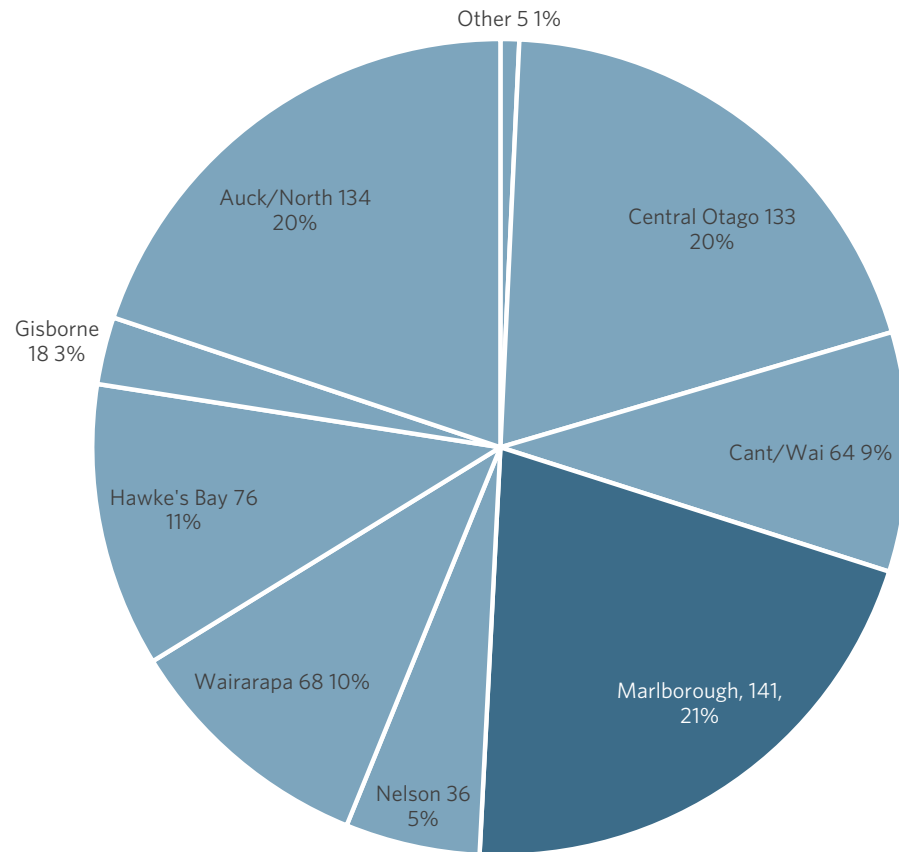
Ha; 2006/2016



New Zealand has wineries spread across the country; however, about two-thirds of grape area is in Marlborough

NUMBER OF WINERIES BY REGION OF NEW ZEALAND

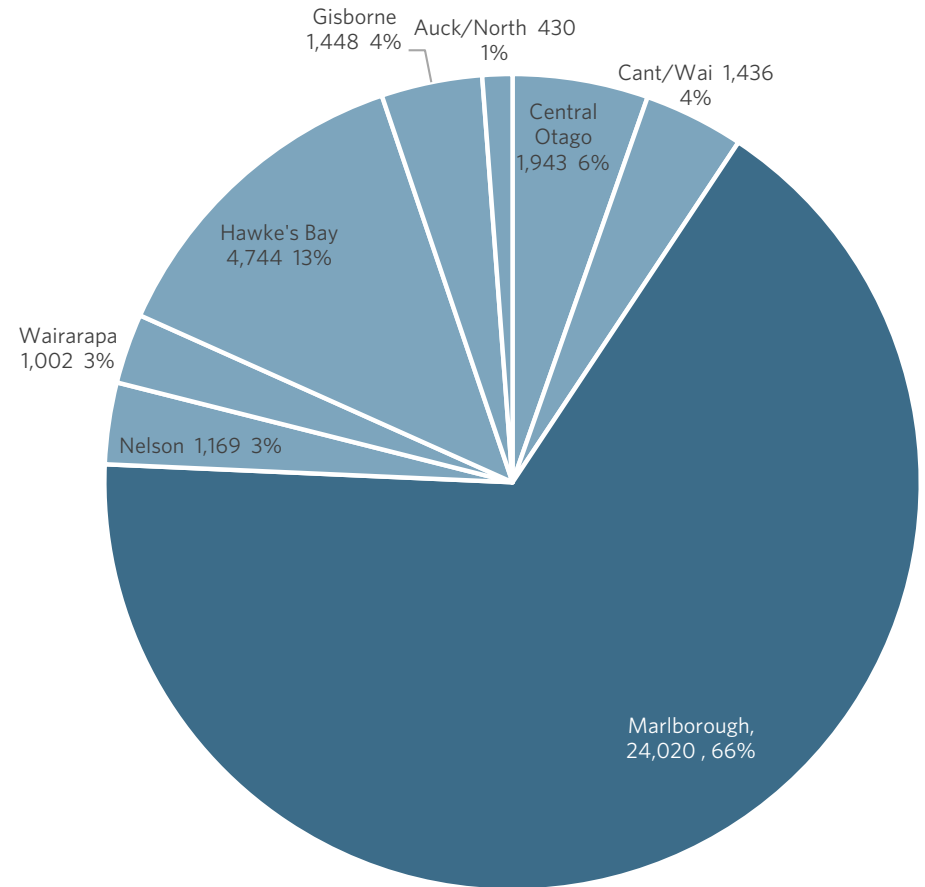
Units; 2016



TOTAL = 675 wineries

HECTARES OF GRAPES BY REGION OF NEW ZEALAND

Hectares; 2016

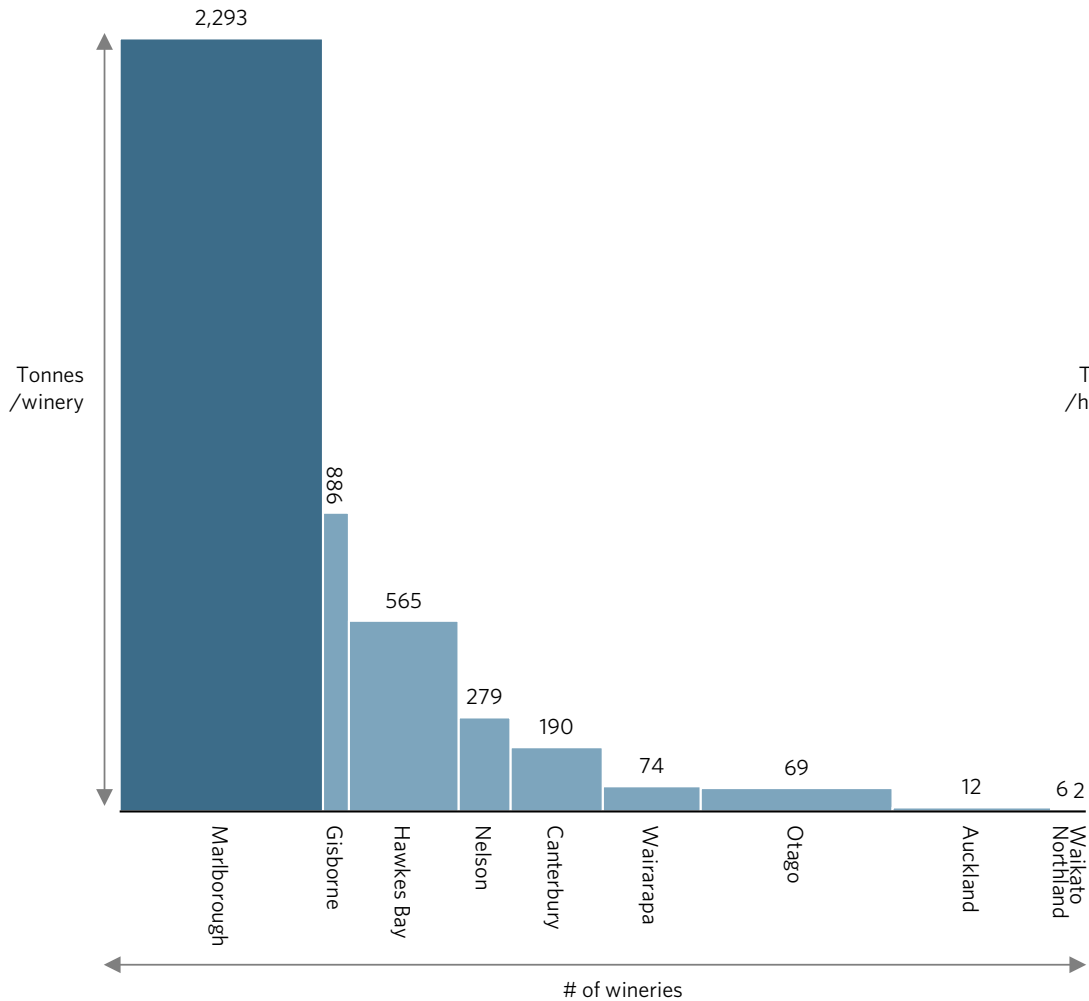


TOTAL = 36,192 hectares

As the largest, most mature region, Marlborough leads in terms of both (1) tonnes per winery and (2) tonnes per hectare

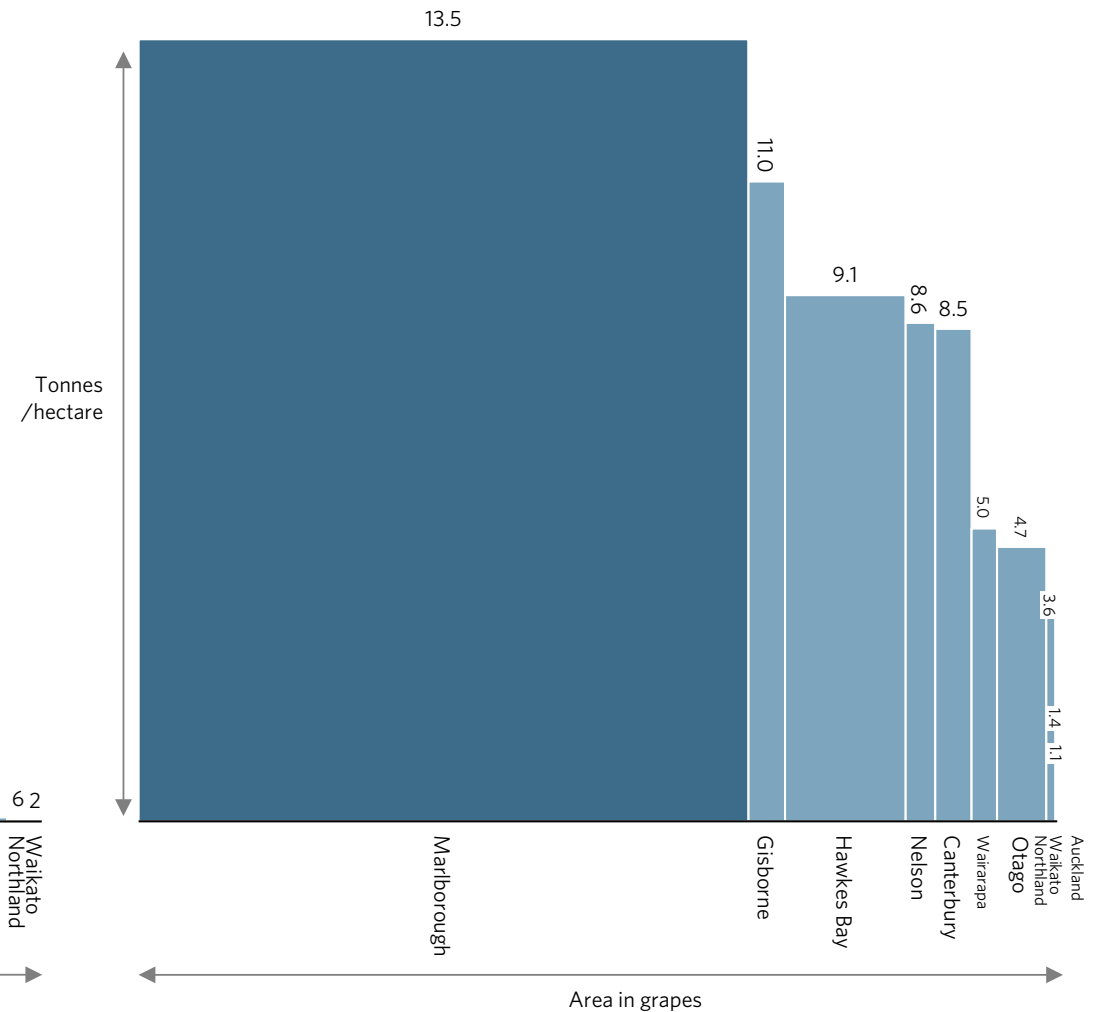
NZ: NUMBER OF WINERIES VS. TONNES PER WINERY

Units; t/unit; 2016



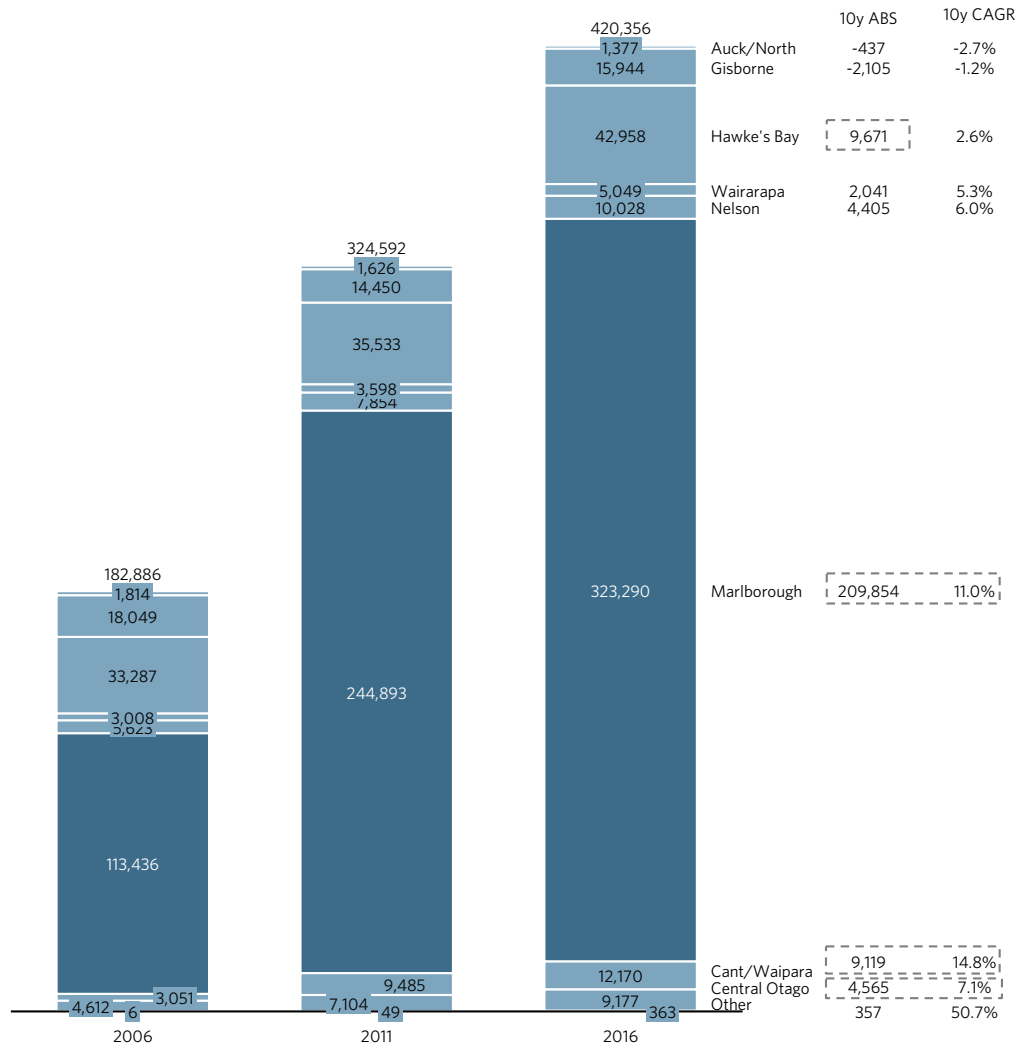
NZ: REGIONAL AREA VS. TONNES PER HECTARE

Hectares; tonnes/hectare; 2016

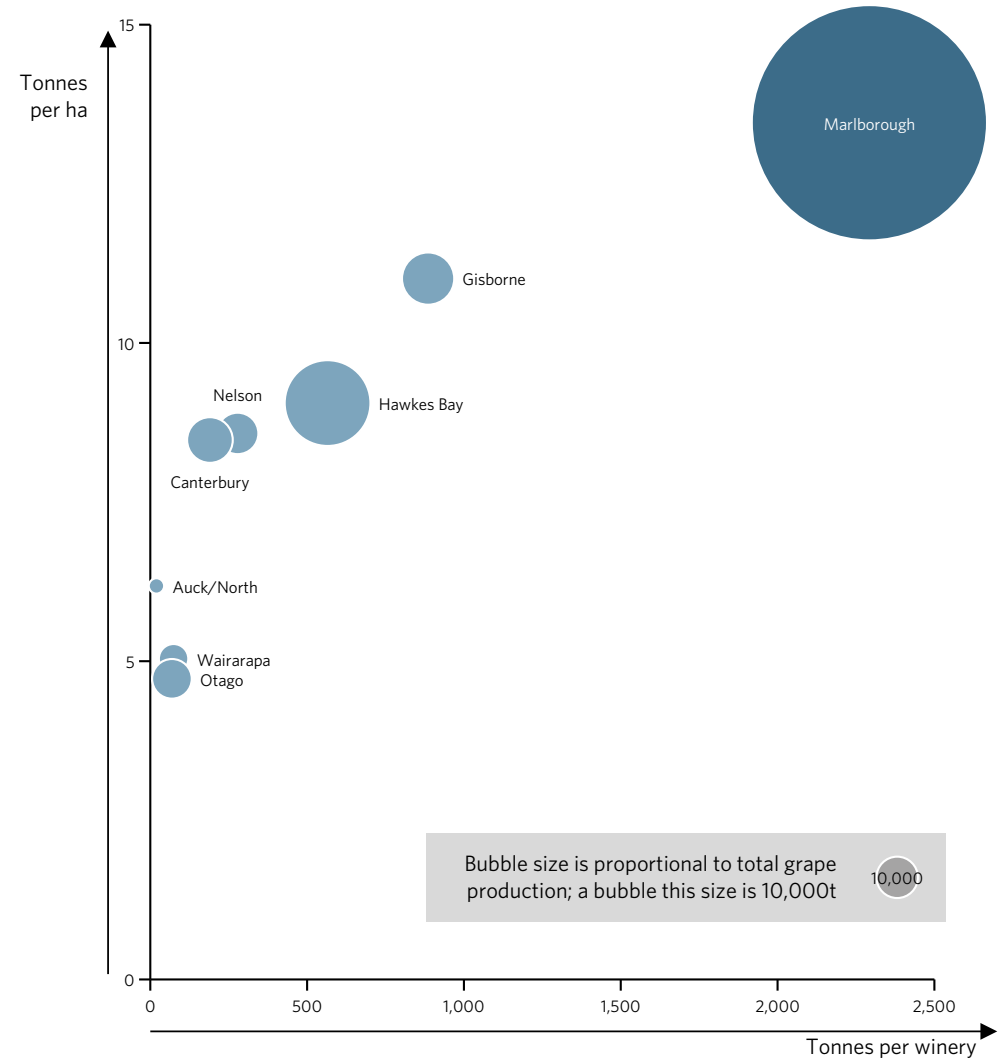


While Marlborough is clearly the leading region, a number of the smaller regions are growing, particularly those recognised red producers Hawke's Bay (Syrah), Canterbury/Waipara (Pinot Noir), and Central Otago (Pinot Noir)

GRAPES CRUSHED IN VINTAGE BY REGION
T; 2006/2011/2016



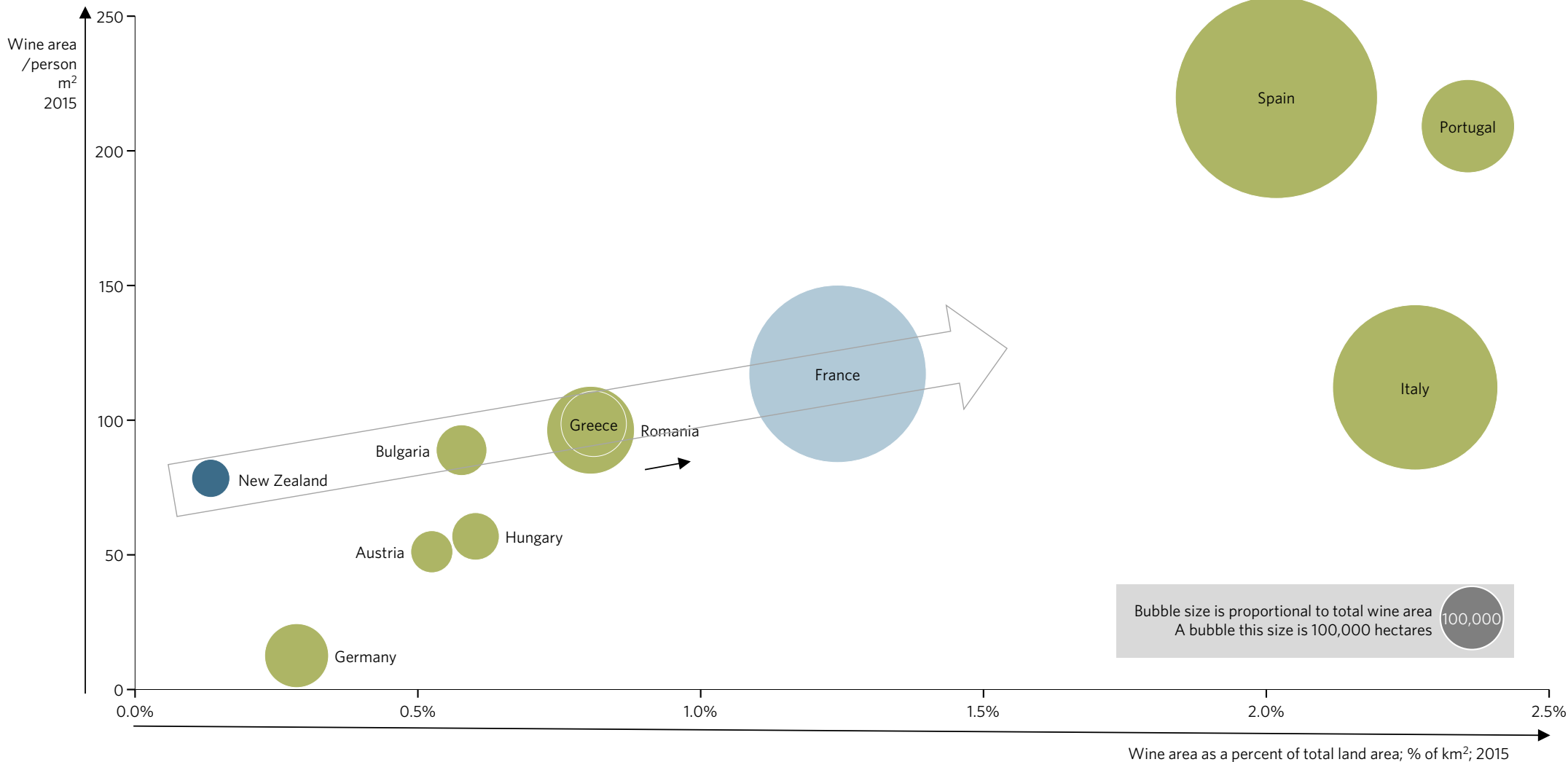
PRODUCTION MATRIX: T/WINERY VS. T/HA VS. TOTAL
T; 2015/16



Peer group performance suggests New Zealand has significant potential capacity to increase wine area over the mid-to-long run

GROWTH MATRIX OF WINE AREA: % TOTAL AREA VS. M²/PERSON VS. TOTAL WINE AREA

% of hectares; hectares/person; hectares; 2015 or 2016



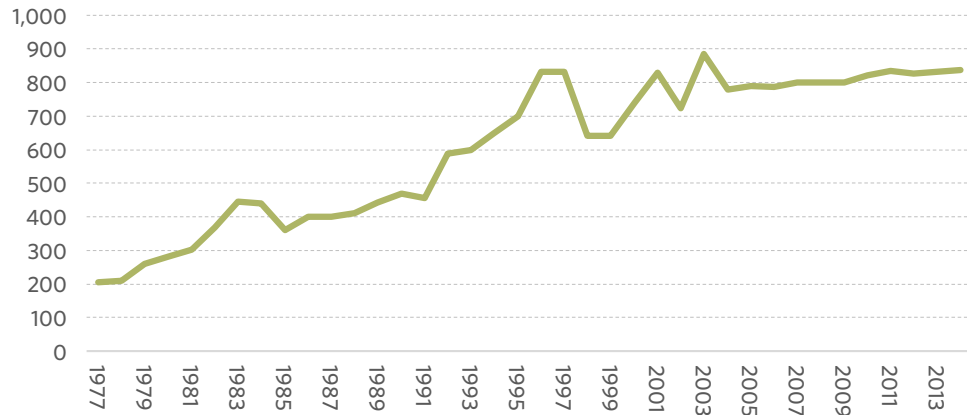
New Zealand can and does produce a wide range of other beverages beyond wine with few limitations on potential production volumes



BEER PRODUCTION New Zealand produces significant volumes of both key beer ingredients (hops and barley); beer production trending down in recent years reflecting the market movement to “less but better quality”

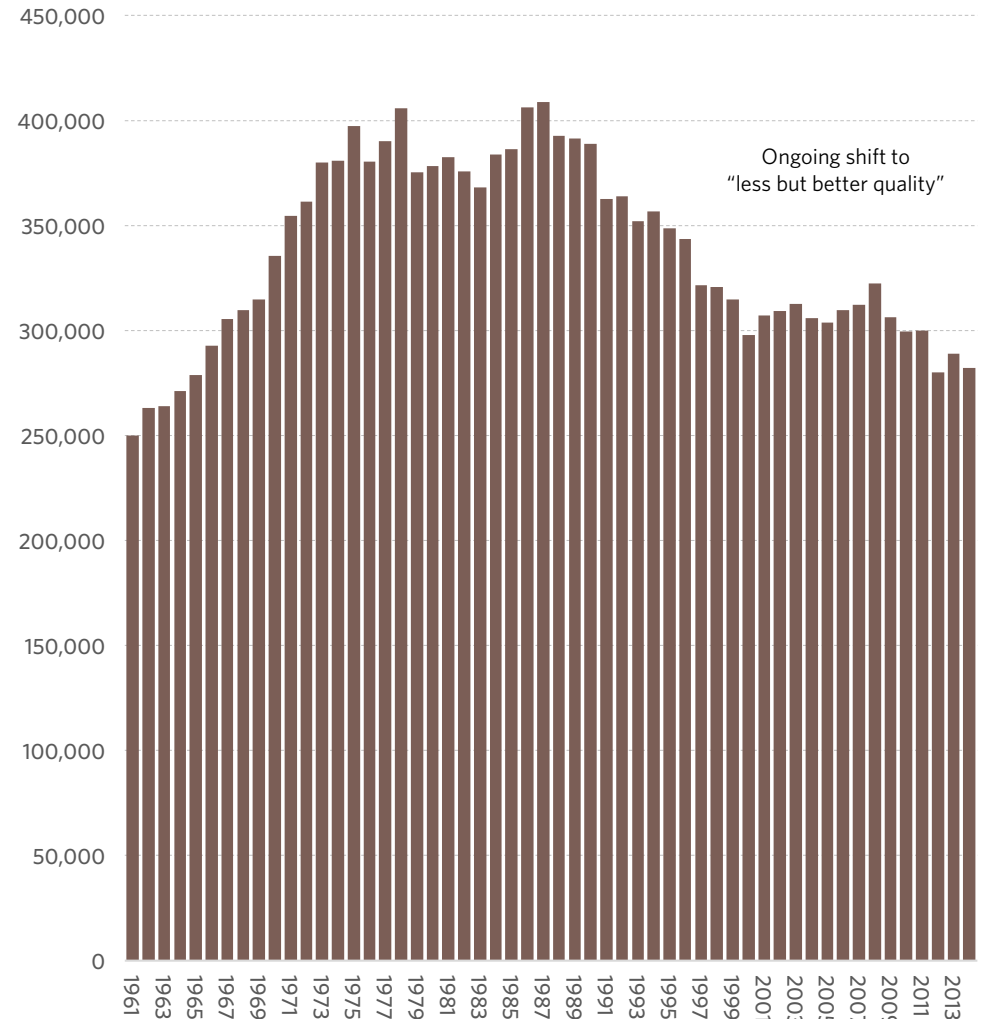
NEW ZEALAND HOP PRODUCTION

Tonnes; 1977-2014



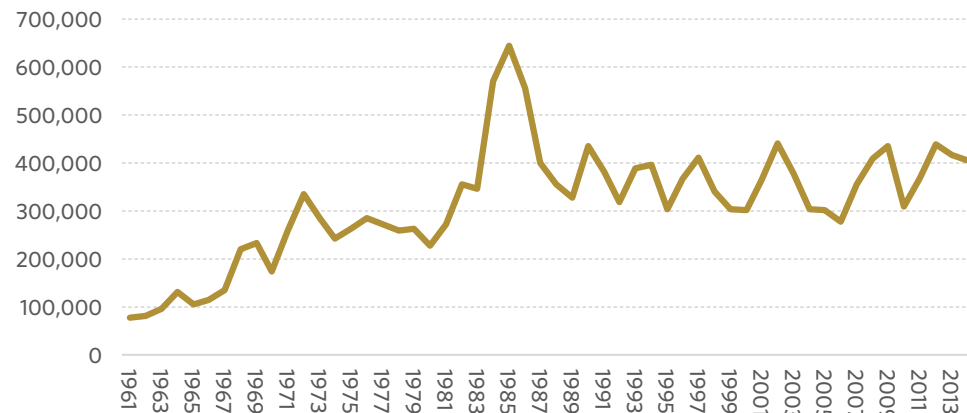
NEW ZEALAND BEER PRODUCTION

Tonnes; 1961-2014



NEW ZEALAND BARLEY PRODUCTION

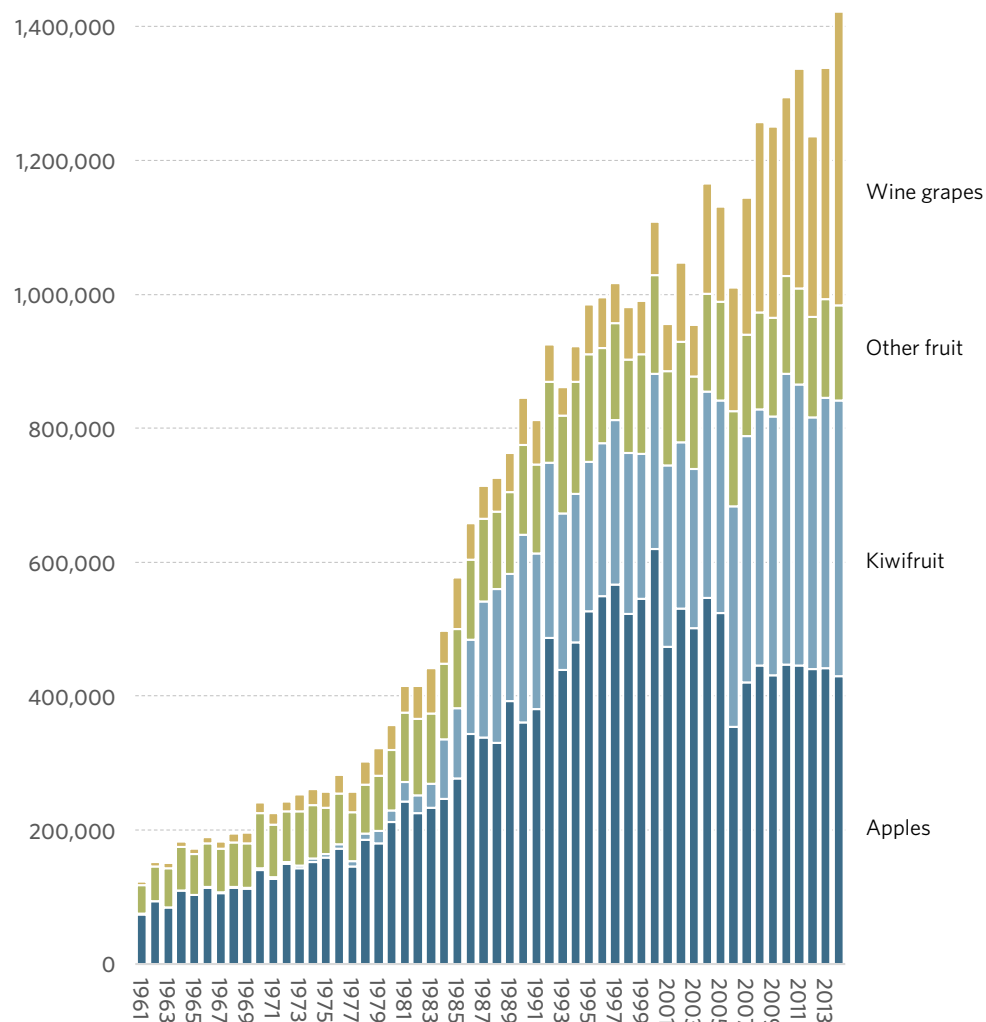
Tonnes; 1961-2015



FRUIT FOR JUICE & CIDER

New Zealand is a major global producer and exporter of apples and kiwifruit, as well as developing and pioneering a range of new varieties and species

NEW ZEALAND FRUIT PRODUCTION
Tonnes; 1961-2014



EXAMPLES OF FRUIT DEVELOPED OR PIONEERED IN NZ
Select examples; 2017

APPLES	KIWIFRUIT	OTHER FRUIT
Granny Smith*	Hayward	Feijoa
Splendour	(dominant global)	Tamarillo
Gala	Bruno	Passionfruit
Royal Gala	Alison	Kiwiberries
Braeburn	EnzaGreen	Kiwano
Jazz	EnzaGold	Blueberries
Envy	Zespri Gold	(various cultivars)
Pacific Rose	Zespri Sungold	Blackcurrants
Pacific Beauty	Zespri SweetGreen	(various cultivars)
Pacific Queen	KiwiKiss	
Smitten		
Maxie		
Sweetie		

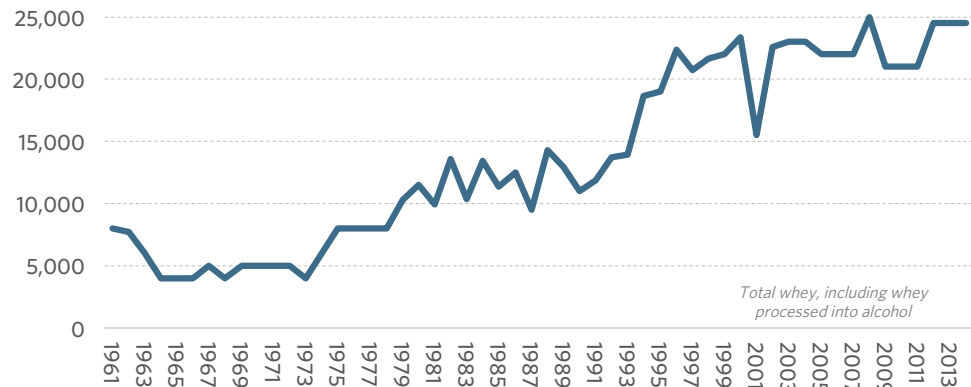
* Appeared in Australia but was developed/improved in New Zealand; Source: MAF/MPI; UN FAO FAOSTAT database; Coriolis analysis

ALCOHOLIC SPIRITS INPUTS

New Zealand has significant quantities of raw materials available to produce alcoholic spirits

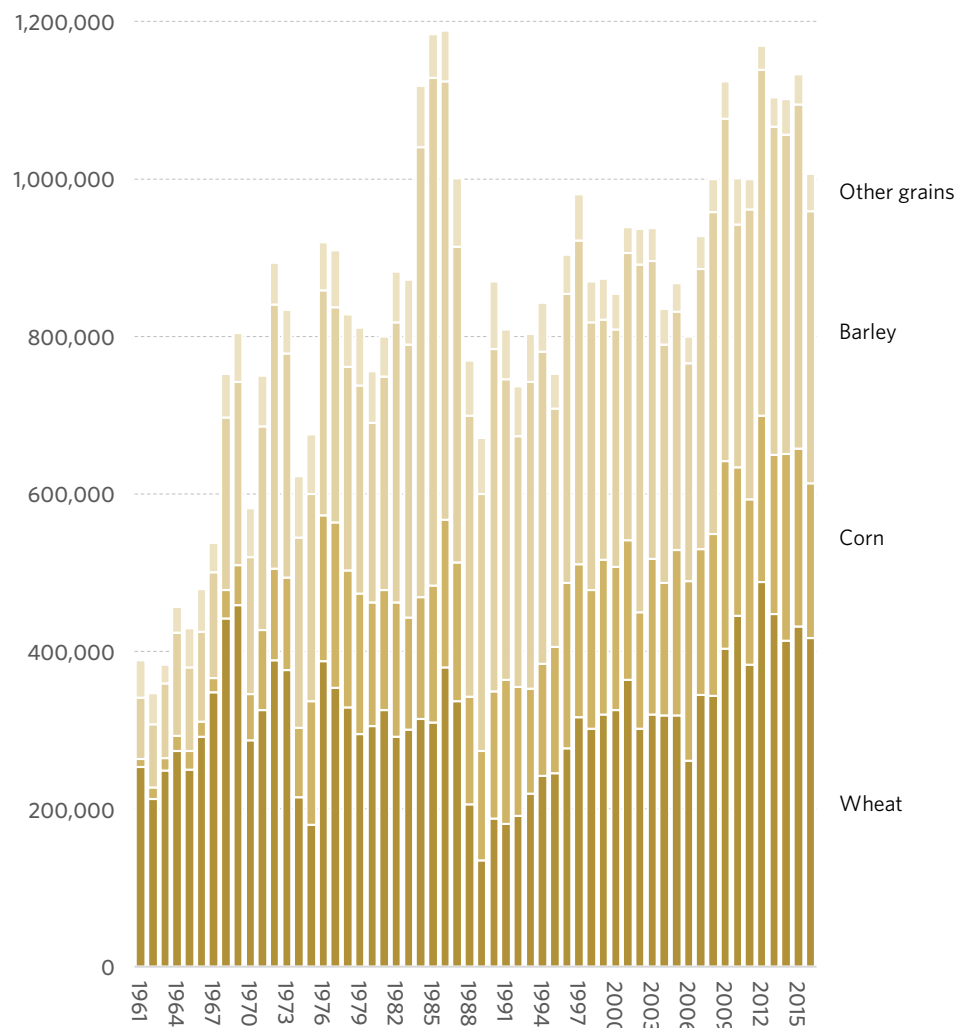
NEW ZEALAND WHEY PRODUCTION

Tonnes; 1977-2014



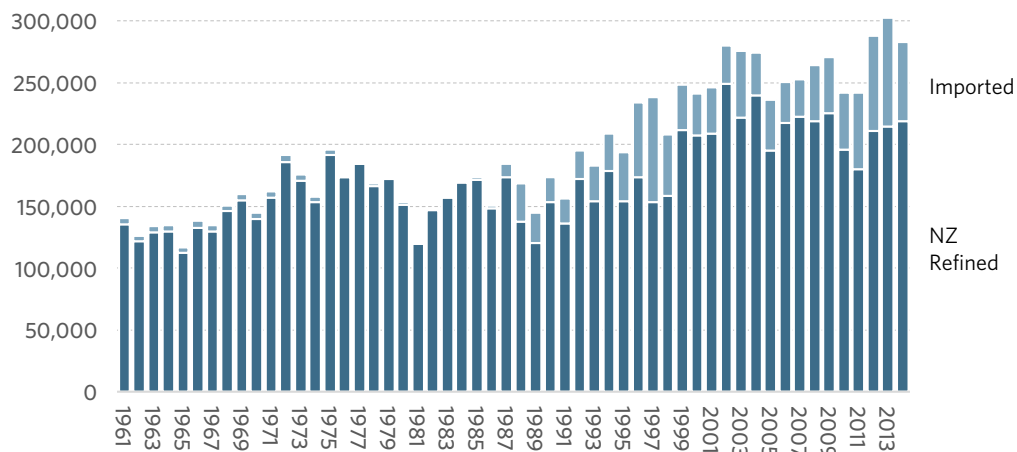
NEW ZEALAND GRAIN PRODUCTION

Tonnes; 1961-2016



NEW ZEALAND SUGAR REFINING PRODUCTION & IMPORTS

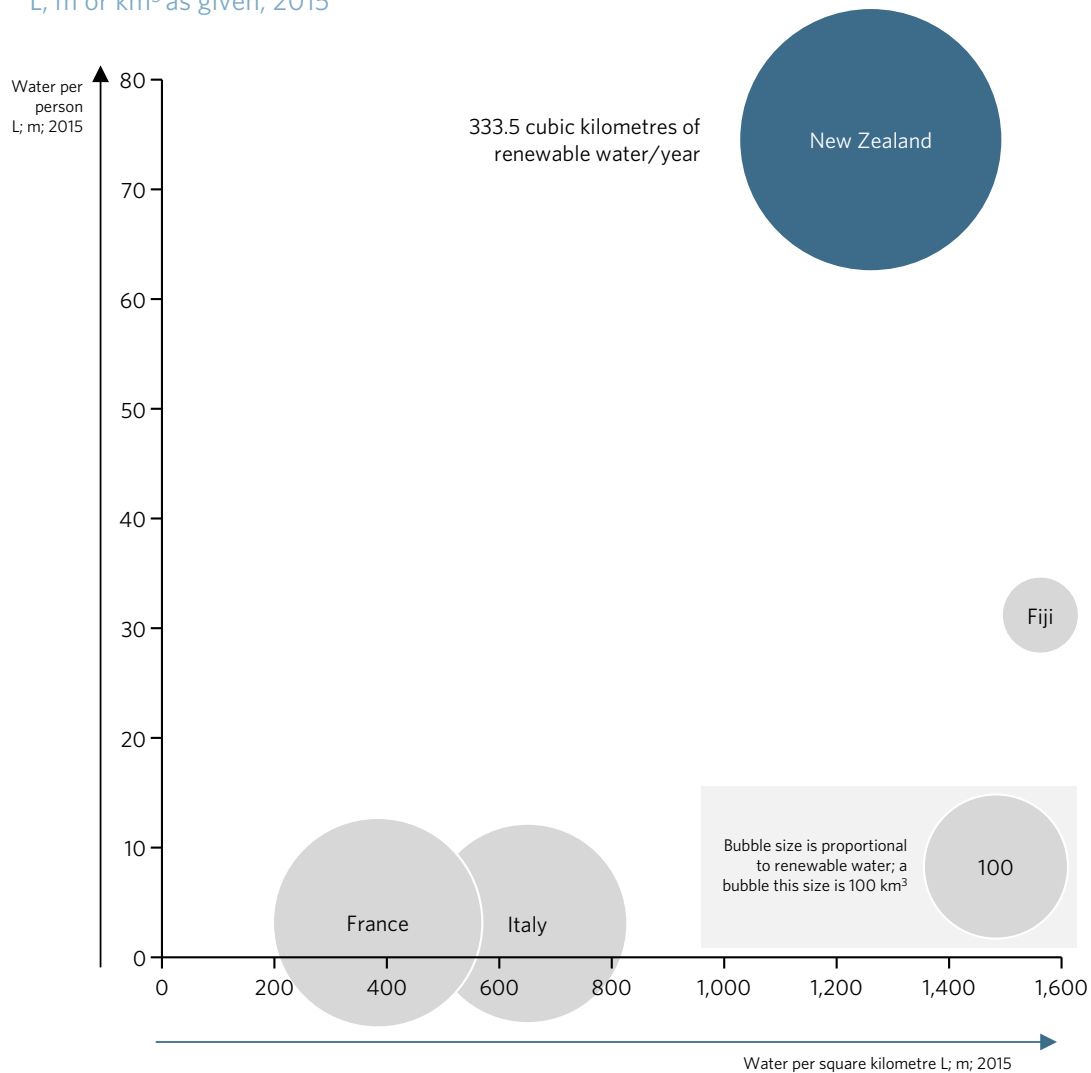
Tonnes; 1961-2014



WATER New Zealand has an abundant supply of quality natural water and thousands of springs; natural springs are located primarily in two zones (Taupo Volcanic Zone and the Southern Alps Zone)

AVAILABLE WATER: NEW ZEALAND VS. SELECT PEERS

L; m or km³ as given; 2015



LOCATIONS OF SPRINGS IN NEW ZEALAND

Presence; known sites; 2017



UNIQUE FLAVOURS Due to its unique history, New Zealand has a range of unique or signature ingredients and flavours suitable for use in beverages

Manuka
Honey



Feijoa



Gold
Kiwifruit



Kawakawa
(Unique native
plant)



Kiwifruit



Titoki



New Zealand Category Performance

- + Overview
- + Category Segmentation
- + Exports by product

03

New Zealand has a strong position in wine and is emerging across a wide range of other beverages

OVERVIEW

- New Zealand has a strong beverages platform and produces all six major categories of beverages; New Zealand has real strength in wine and is growing and emerging in other categories
- Wine currently accounts for 83% of New Zealand beverage exports, followed by soft drinks (7%) and a range of other minor beverages
- Average export price varies by category, with wine standing out for high prices; wine is maintaining, but not growing pricing, across greater volumes; most other products shifting to quality
- New Zealand is growing its share of the global wine trade, but only maintaining share across most other beverages; cider appears to have stalled after solid growth (needs to transition beyond Australia)

BY CATEGORY

- New Zealand has rapidly growing wine exports on the back of Marlborough Sauvignon Blanc, which is now a “must have” varietal across most major markets; Pinot Noir also achieving growing recognition
- New Zealand has had growing volumes of beer and cider exports, driven by increased interest in authentic, craft & premium; cider, in particular, appears well positioned for growth beyond Australia
- New Zealand has a fast evolving alcoholic spirits industry that is seeking its “signature” spirit in a large and growing global market
- New Zealand non-alcoholic beverages growing well, driven by juices and other flavoured beverages; Australia still the largest market, but E/SE Asia emerging (particularly Japan and China)

New Zealand has a strong beverages platform and produces all six major categories of beverages; New Zealand has real strength in wine and is growing and emerging in other categories

HIGH-LEVEL CATEGORIES



WINE

#1 Global Sauvignon Blanc

- New Zealand Sauvignon Blanc "owns" the category and is now a "must have"
- Refreshing/summer afternoon positioning to females (vs. reds)
- Emerging in Pinot Noir and other reds
- Strong growth for 30+ years
- Strong and growing market share across Anglo markets
- Growing rapidly in Asia
- Attracting global brand leaders (e.g. LVMH Moët Hennessy Louis Vuitton)



BEER/CIDER

Focused on Australia

- Well regarded globally for the quality of its hops
- Benefiting from global shift to craft/specialty
- Leveraging long-term NZ strength in hops and apples
- Growth coming from global multinationals (e.g. Kirin, Heineken, Asahi) and local innovators
- Cider, in particular, stands out as having clear leverage and good long term growth prospects



SPIRITS

Focused on Australia

- Sector in early stages of growth curve
- Emerging sector driven by strong marketing and unique products
- Rapid innovation underway
- Still seeking "unique" position beyond "me-too" spirits



JUICES

Regionally strong in specific products

- Building on New Zealand's strength in export fruit, particularly in apples and kiwifruit
- Pioneer of a range of new fruits and fruit varieties
- No real leverage to date of existing strong fruit brands (e.g. Zespri, Jazz, Pacific Rose)



SOFT DRINKS

Focused on Australia

- Early pioneer in energy drinks ("V")
- Growing strongly in a "post-CSD" environment [Carbonated Soft Drinks]
- Good fit with "Brand NZ" and existing strengths in select fruits
- Strong traction in "natural" positioned carbonated juices



WATER

Emerging rapidly

- Huge hypothetical potential for growth
- Strong fundamentals
- Wide range of pioneers
- Second generation firms with strong products presentation and marketing (e.g. Antipodes) doing well
- Premium new comers Palaeo and OnePure

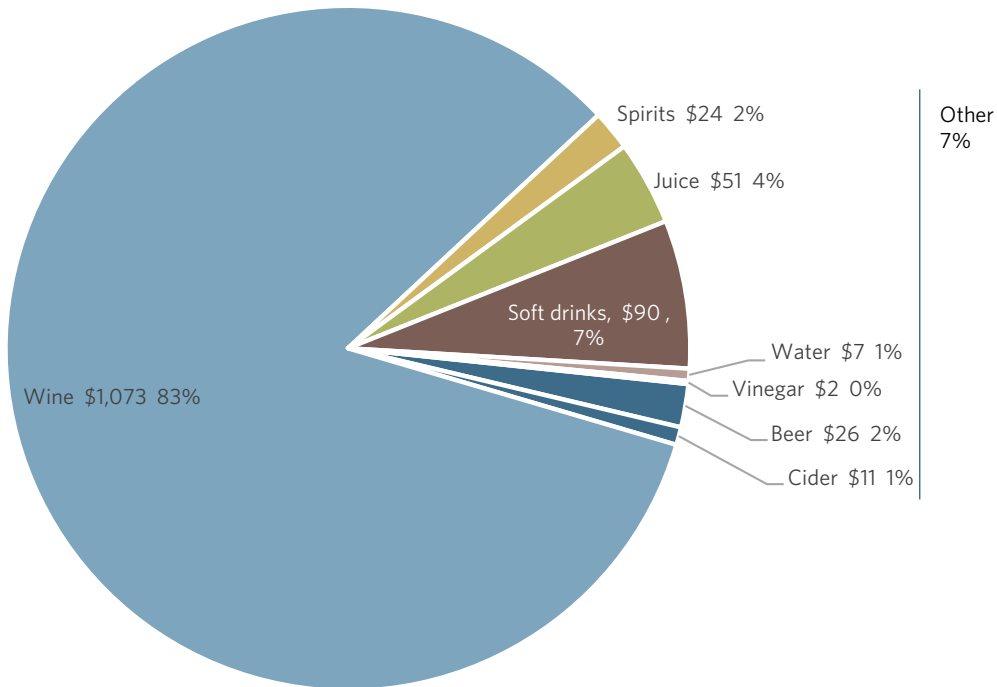
EXAMPLE PRODUCTS UNDER THESE CATEGORIES

- | | | | | | |
|------------------|--------|------------------|--------------------------|-----------------------------|---------------------------|
| - Wine, bottles | - Beer | - Whisky/Whiskey | - Apple juice | - Soft drinks | - Bottled water |
| - Sparkling wine | | - Vodka | - Kiwifruit/other juices | - Other flavoured beverages | - Other water (e.g. bulk) |
| - Bulk wine | | - Gin | | | |

Wine currently accounts for 83% of New Zealand beverage exports, followed by soft drinks (7%) and a range of other beverages

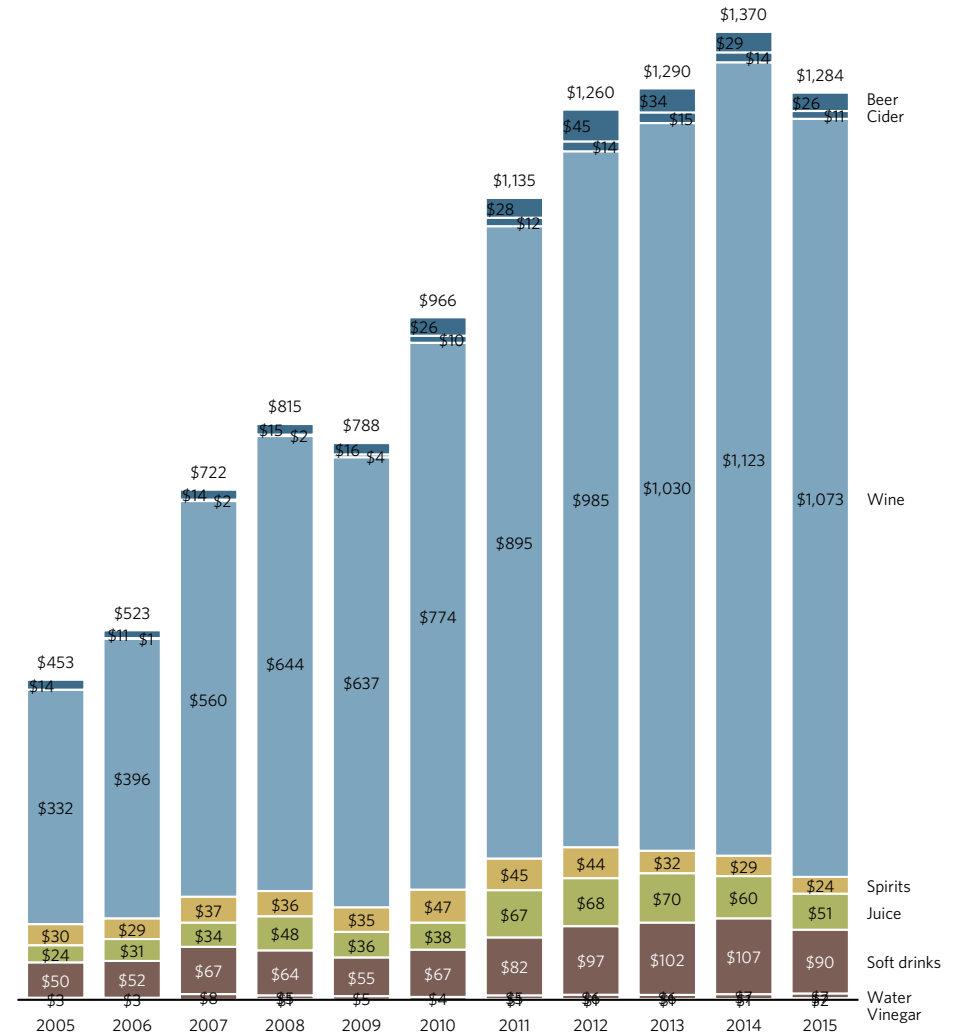
NEW ZEALAND EXPORT VALUE BY BEVERAGE SEGMENT

US\$; b; 2015



NEW ZEALAND EXPORT VALUE BY BEVERAGE SEGMENT

US\$; b; 2005-2015

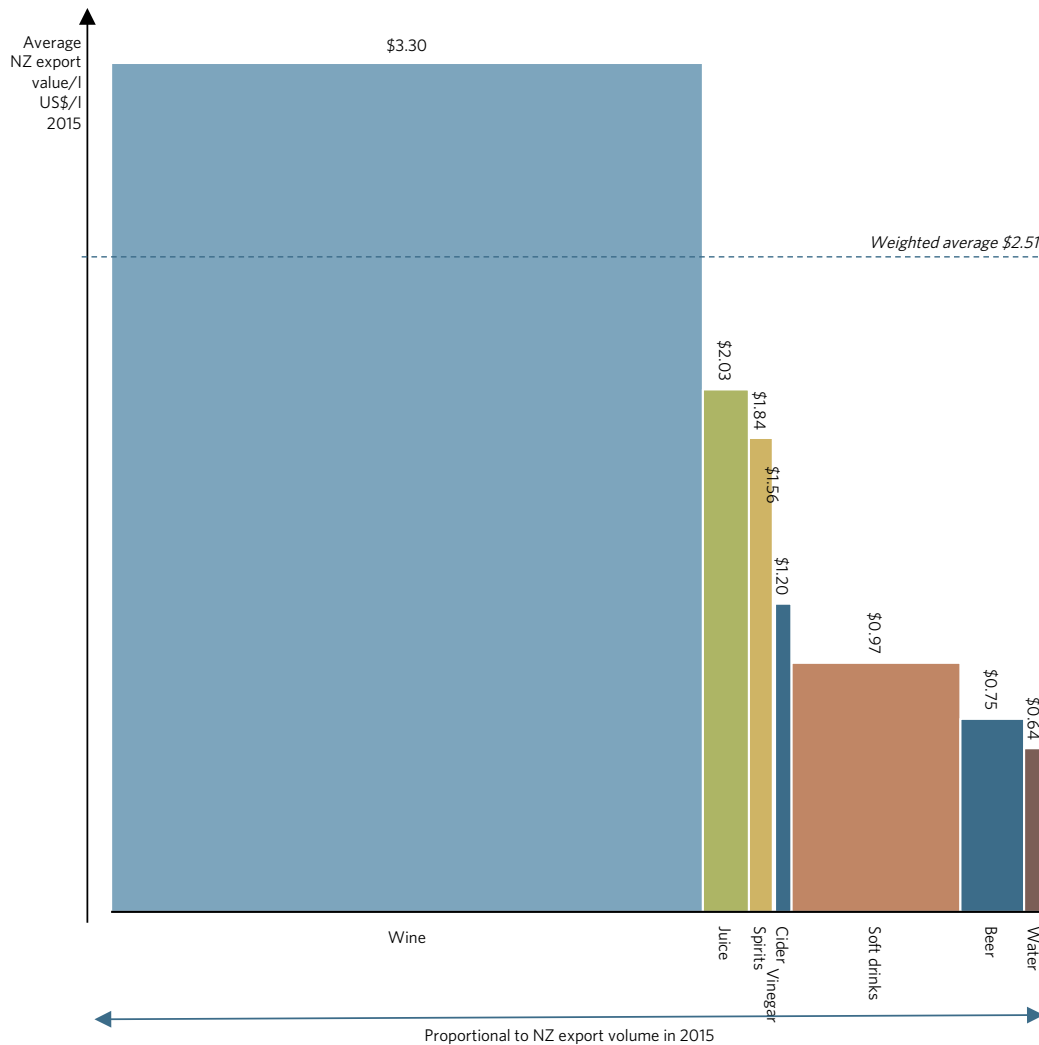


Source: UN Comtrade database (from NZ Customs data); Coriolis classifications and analysis

Average export price varies by category, with wine standing out for high prices; wine is maintaining, but not growing pricing, across greater volumes; most other products shifting to quality

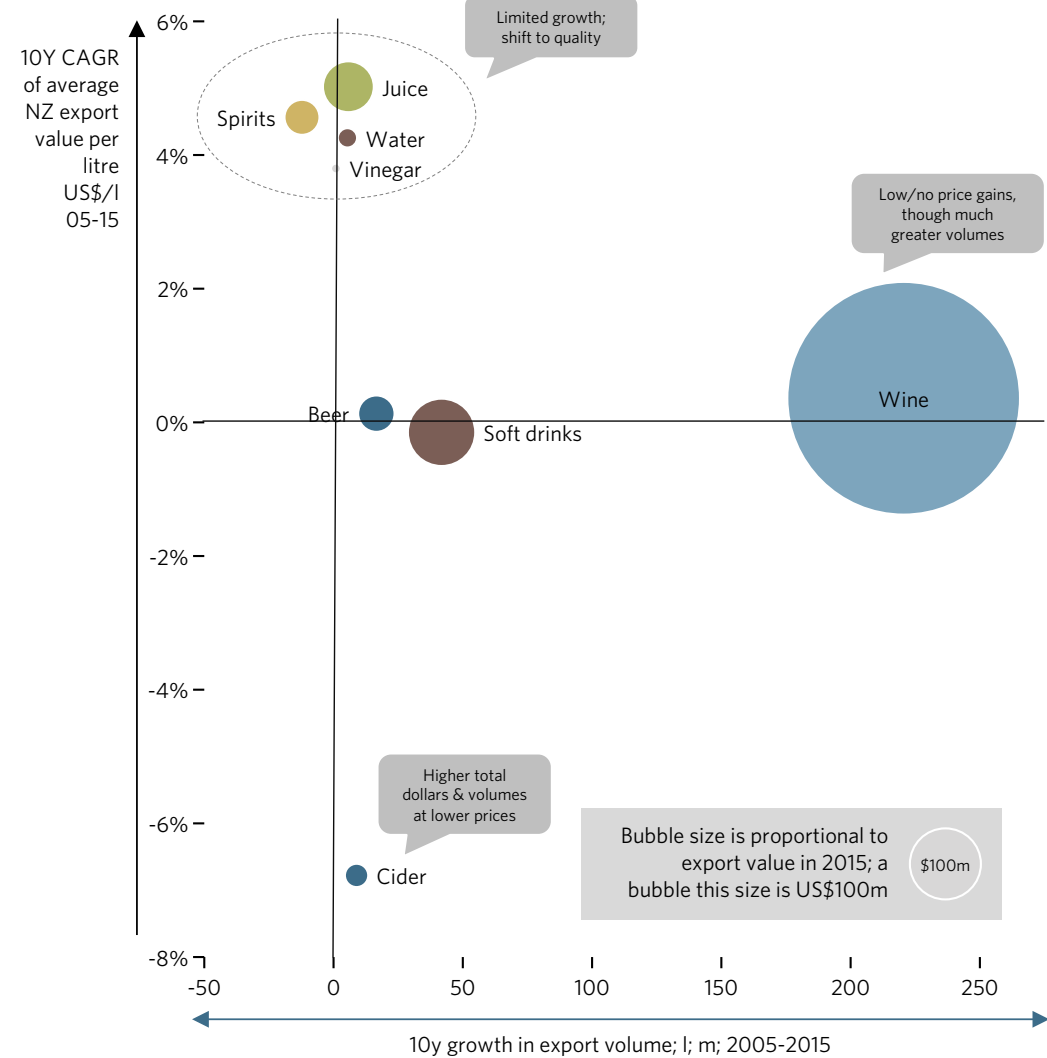
NEW ZEALAND EXPORT VOLUME VS. AVG \$/L: BY SEGMENT

L; millions; US\$/l; actual; 2015



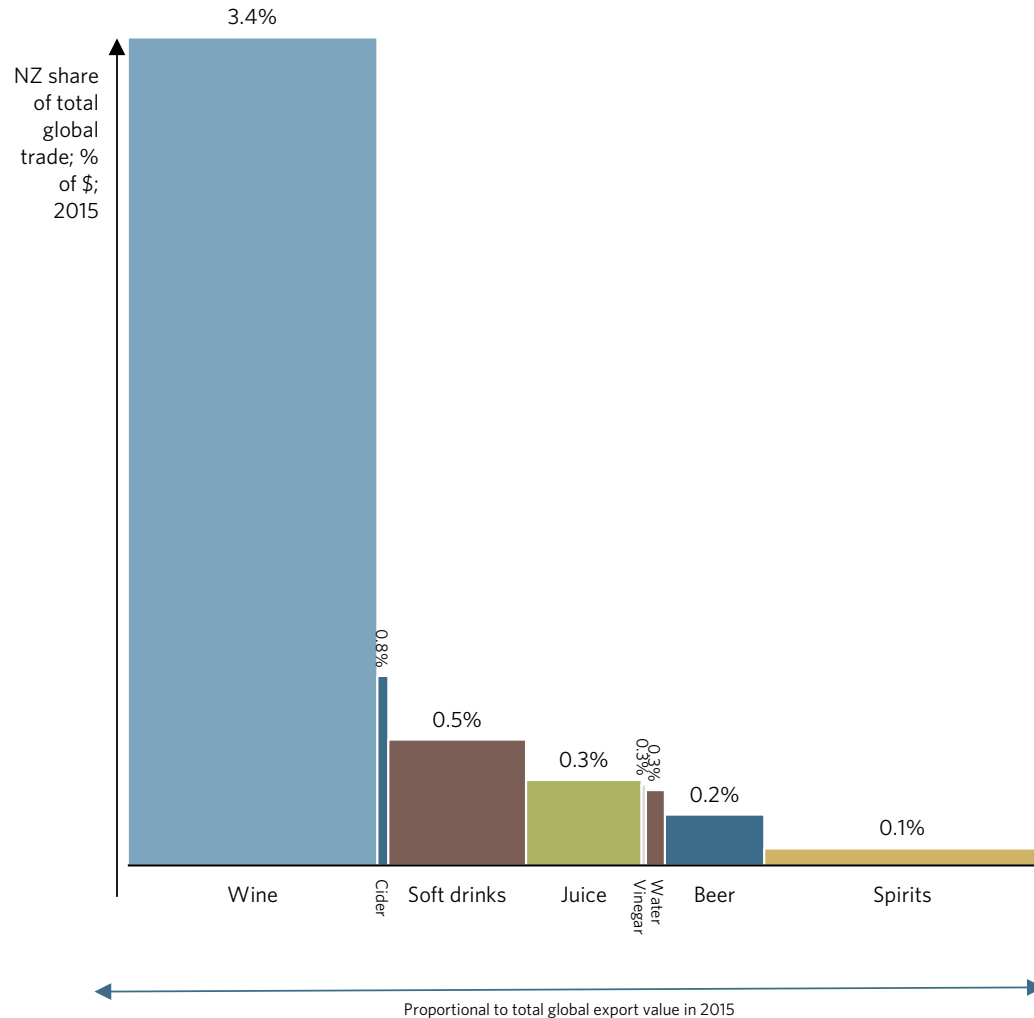
GROWTH MATRIX: 10Y NUMBER VS. 10Y CAGR \$/L VS. \$/2015

L; US\$/l; US\$; 2005-2015

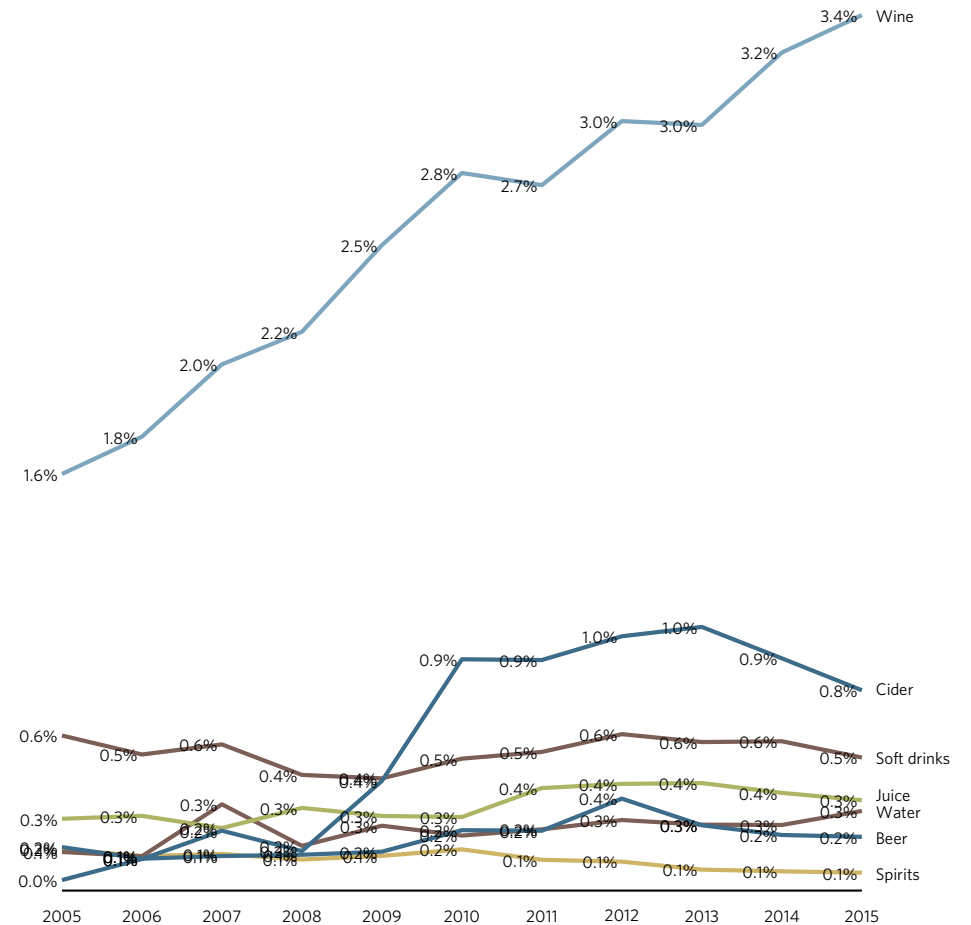


New Zealand is growing its share of the global wine trade, but only maintaining share across most other beverages; cider appears to have stalled after solid growth (needs to transition beyond Australia)

NEW ZEALAND SHARE OF WORLD EXPORT VALUE BY CATEGORY
US\$; % of US\$; 2015



NEW ZEALAND SHARE OF WORLD EXPORT VALUE BY CATEGORY
% of US\$; 2005-2015

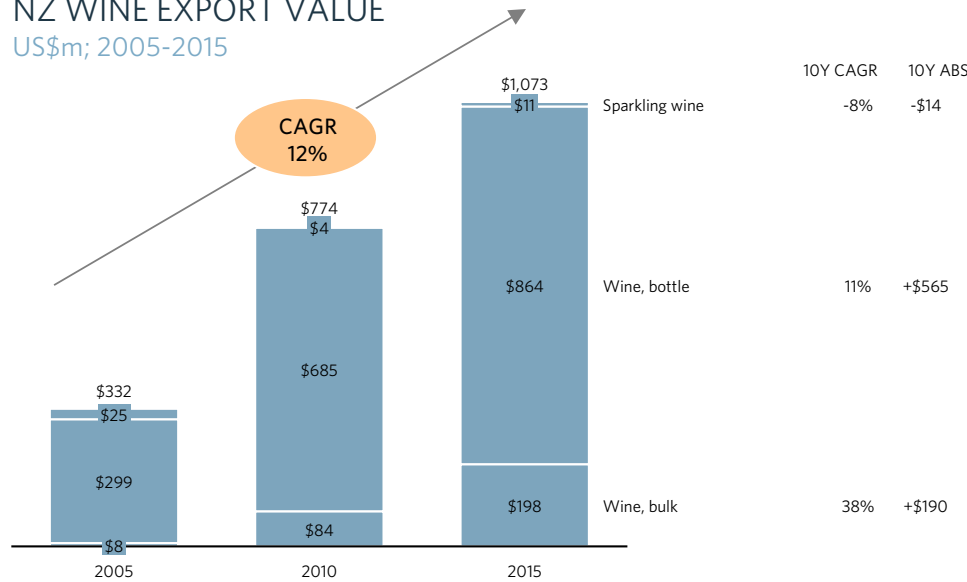


Source: UN Comtrade database (from NZ Customs data); Coriolis classifications and analysis

WINE New Zealand has rapidly grown wine exports on the back of Marlborough Sauvignon Blanc, which is now a “must have” varietal across most major markets; Pinot Noir also achieving growing recognition

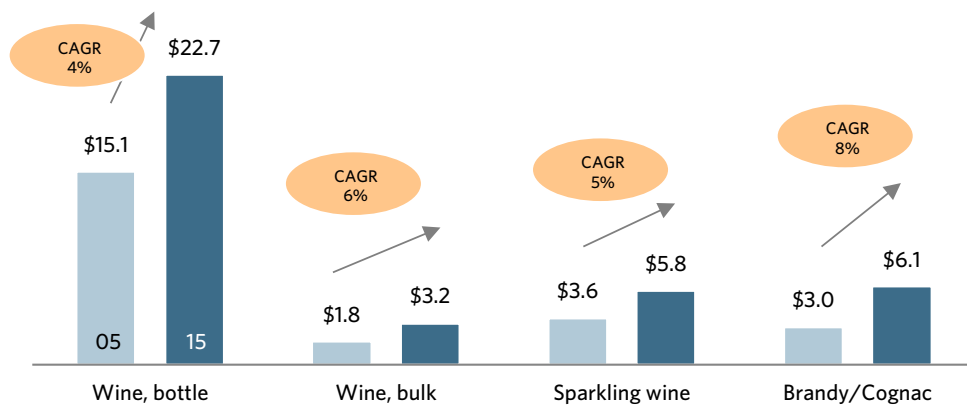
NZ WINE EXPORT VALUE

US\$m; 2005-2015



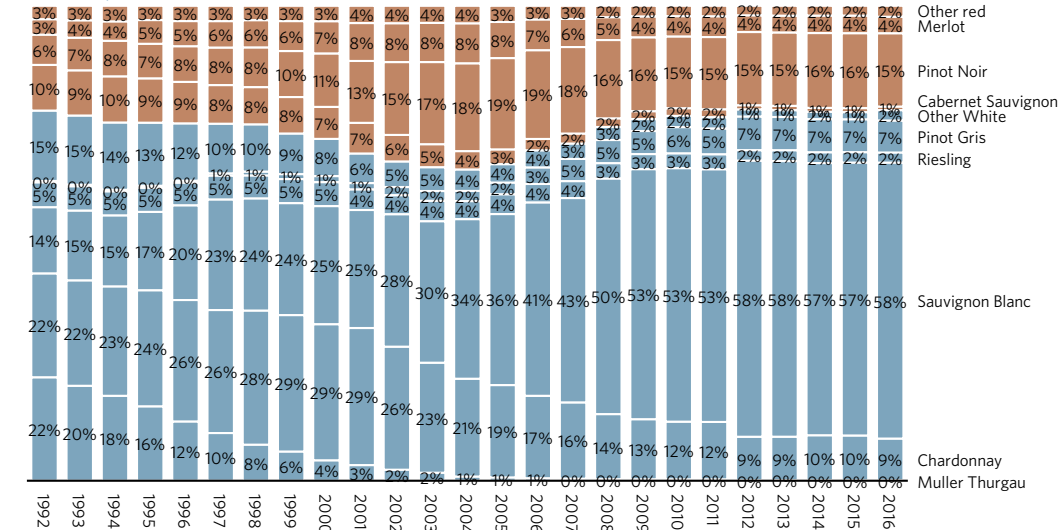
AGGREGATE GLOBAL EXPORT GROWTH

US\$b; 2005-2015



SHARE OF NZ WINE GRAPE AREA BY VARIETAL

% of ha; 1992-2016



EXAMPLE PRODUCTS: SAINT CLAIR

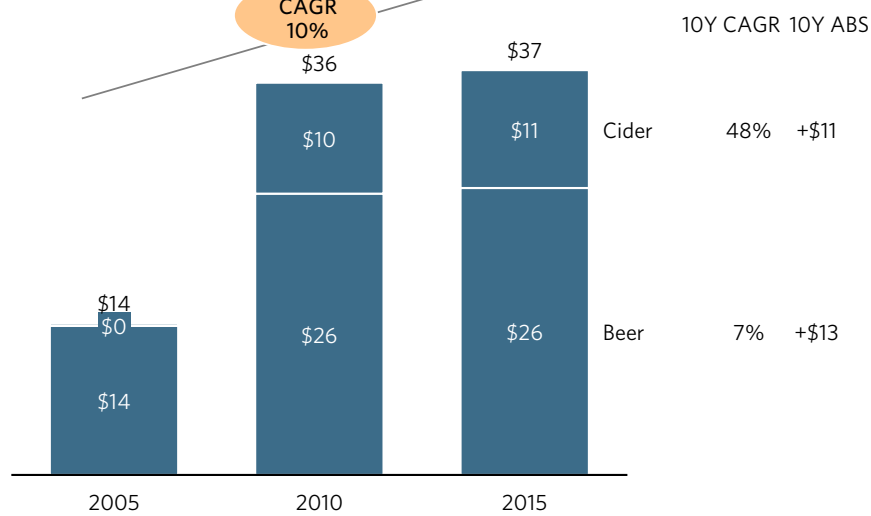
2017



BEER/CIDER New Zealand has had growing volumes of beer and cider exports, driven by increased interest in authentic, craft & premium; cider, in particular, appears well positioned for growth beyond Australia

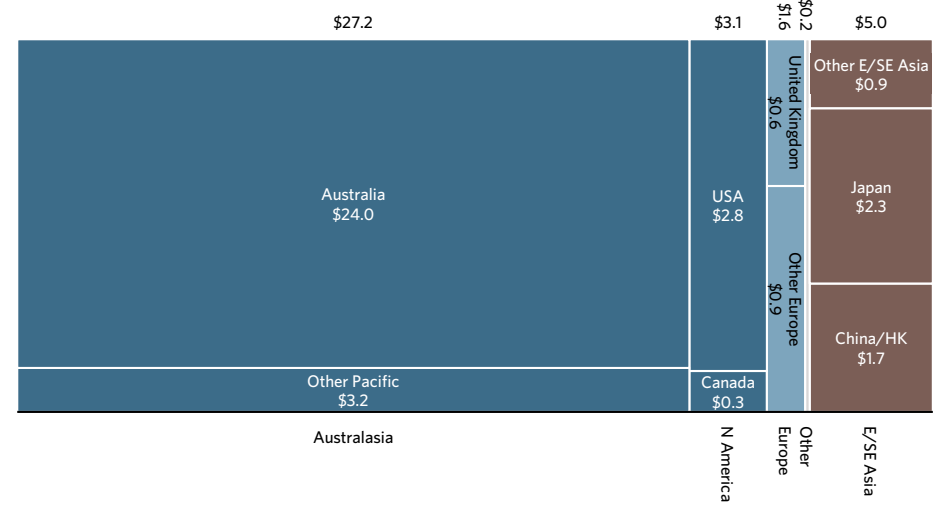
NZ BEER/CIDER EXPORT VALUE

US\$m; 2005-2015



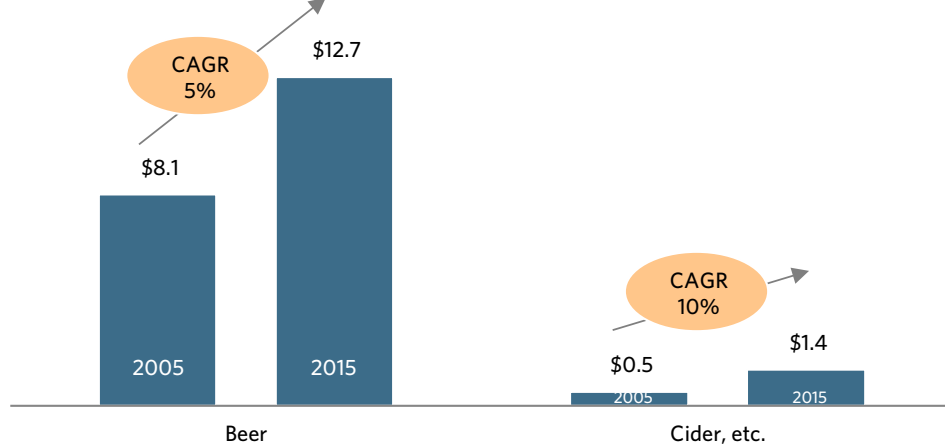
NZ BEER & CIDER EXPORT VALUE BY DESTINATION REGION

US\$m; 2015



AGGREGATE GLOBAL EXPORT GROWTH

US\$m; 2005-2015



EXAMPLE PRODUCTS: MONTEITH'S

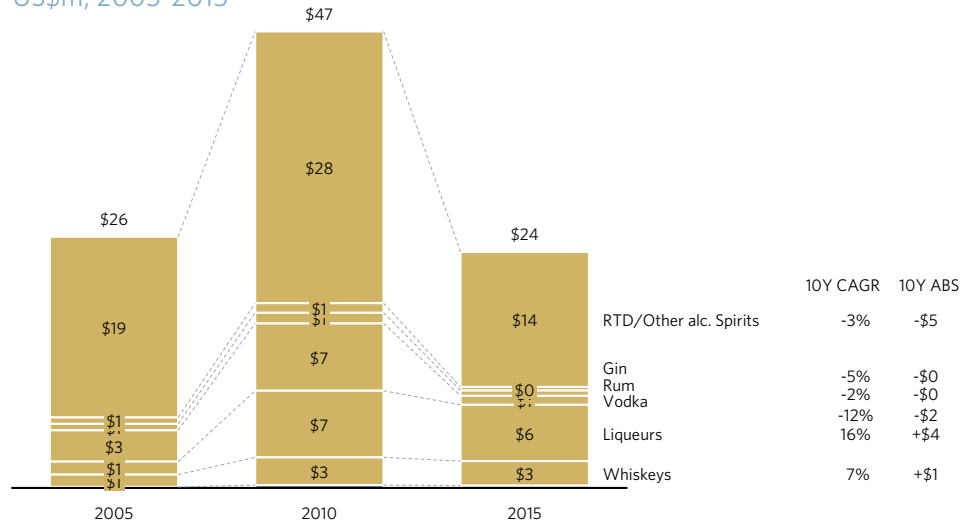
2017



SPIRITS New Zealand has a rapidly evolving alcoholic spirits industry that is seeking its “signature” spirit in a large and growing global market

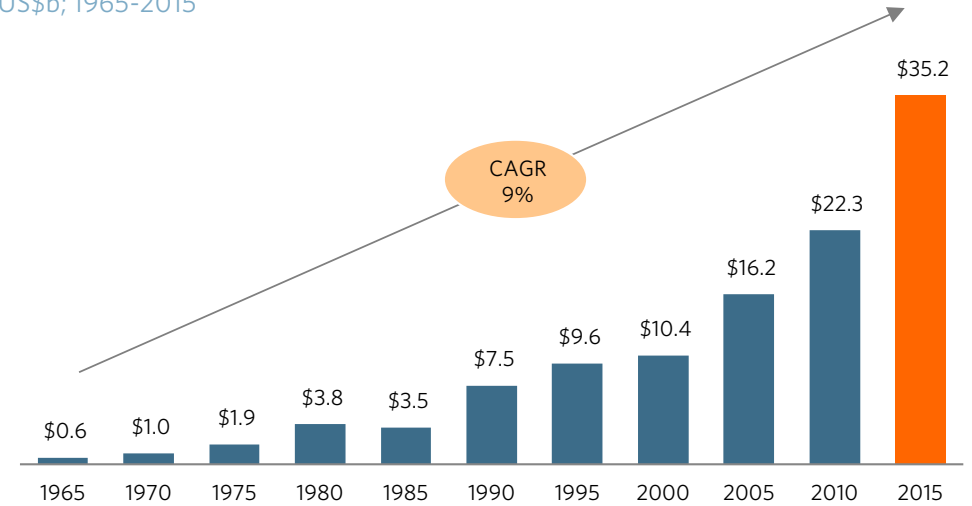
NZ SELECT ALCOHOLIC SPIRITS EXPORT VALUE

US\$m; 2005-2015



GLOBAL ALCOHOLIC SPIRITS EXPORT VALUE

US\$b; 1965-2015



NZ INDUSTRY STRATEGIC DIRECTION

Model; 2017



EXAMPLE PRODUCTS: SIMPLY PURE NZ

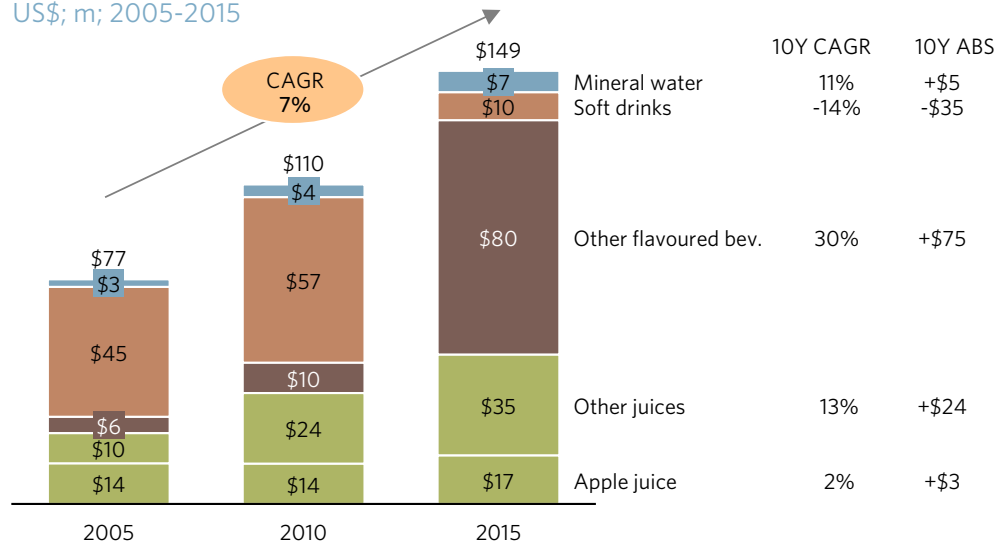
2017



NARTD* New Zealand non-alcoholic beverages growing well, driven by juices and other flavoured beverages; Australia still the largest market, but E/SE Asia emerging (particularly Japan and China)

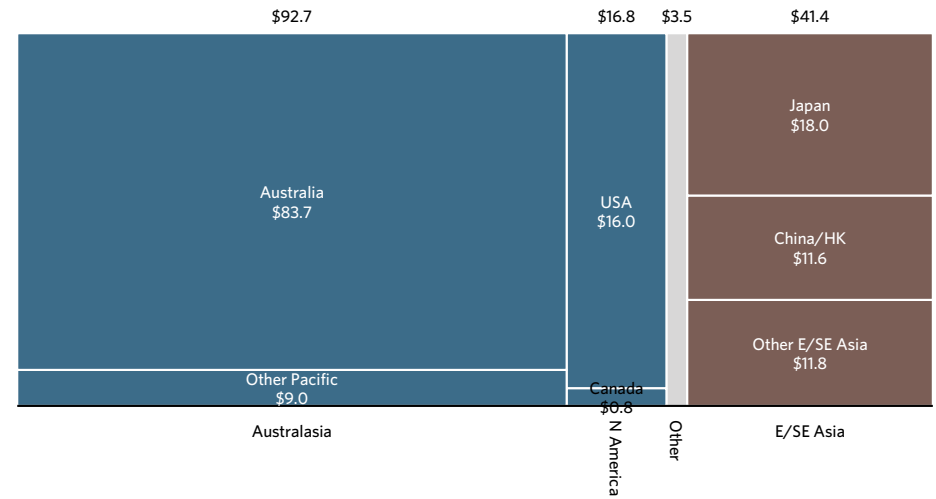
NZ NARTD EXPORT VALUE BY TYPE

US\$, m; 2005-2015



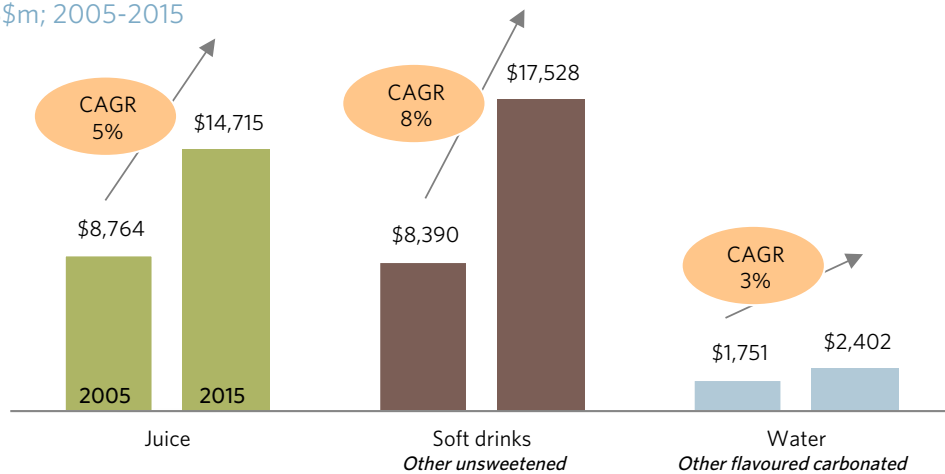
NZ NARTD EXPORT VALUE BY DESTINATION

US\$, m; 2015



AGGREGATE GLOBAL EXPORT GROWTH

US\$m; 2005-2015



EXAMPLE PRODUCTS: KARMA COLA Co.

2015



* NARTD = Non-alcoholic ready-to-drink (industry term)

Source: UN Comtrade database; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis classifications and analysis

New Zealand Growth & Innovation

- + Horizons for growth
- + Emerging export stars
- + Mega-trends driving change
- + Innovation & new products

04

New Zealand firms continue to develop a range of innovative new beverage products

THREE HORIZONS OF GROWTH

- Beyond its mature core export products (Horizon 1), New Zealand has both a strong range of emerging export stars (Horizon 2) and continues to innovate and produce new, viable export options (Horizon 3)

HORIZON 2: EMERGING EXPORT STARS

- In Horizon 2, New Zealand is building a range of emerging export products
- Two beverage products emerge as “growth stars” - cider and other flavoured beverages - from an evaluation of ten years of product-level trade growth
- Cider exports are growing and the product leverages New Zealand’s strengths in apples and other fruit; performance of peers suggest stronger growth is possible in this rapidly developing category
- “Other flavoured beverages” [OFB] exports are growing and while currently highly reliant on the Australian market are also beginning to achieve strong growth into East and South-East Asia

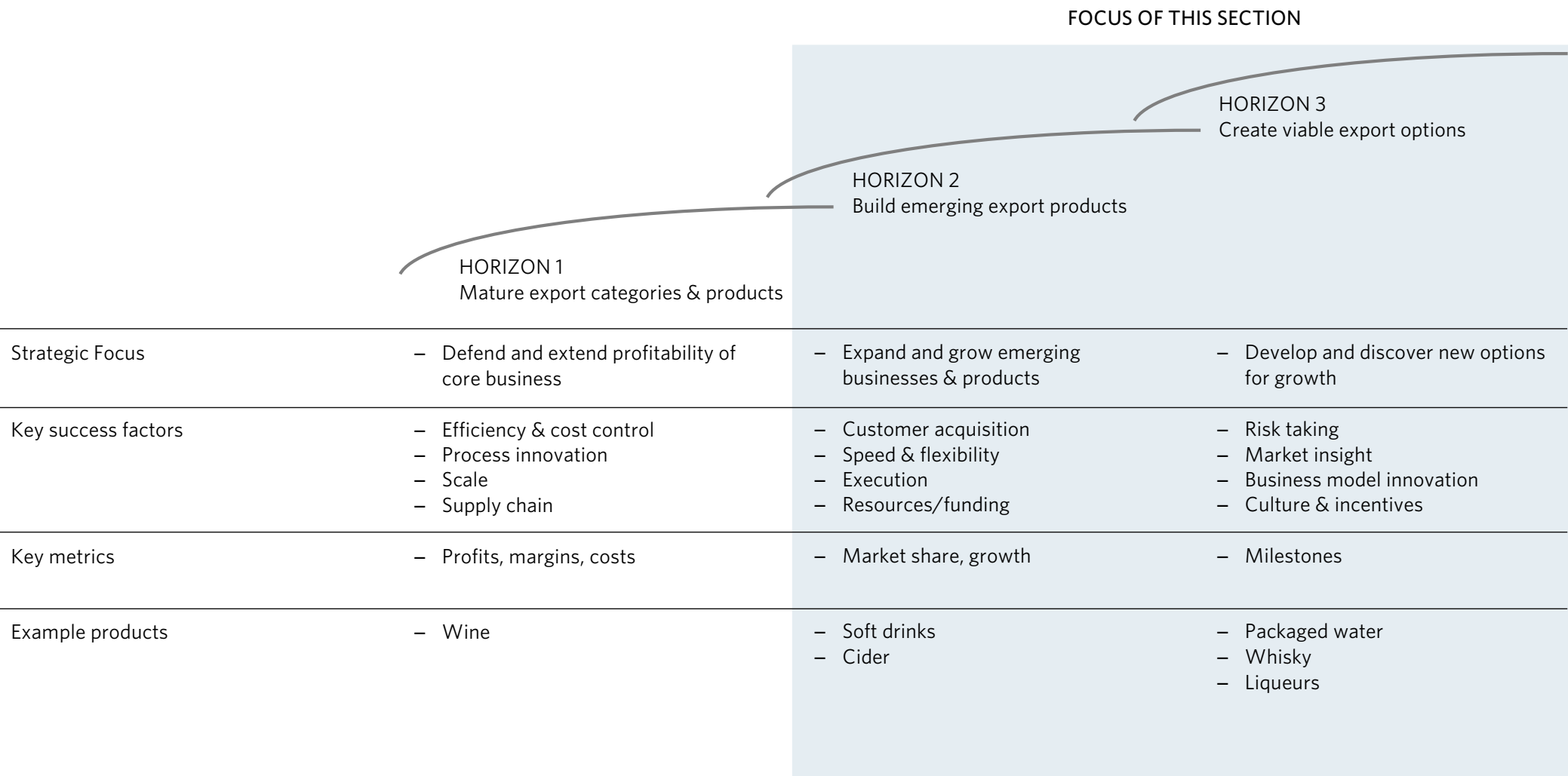
HORIZON 3: NEW, VIABLE OPTIONS

- In Horizon 3, New Zealand is creating and nurturing a wide range of viable options for future export success
- Four broad global consumer mega-trends are driving growth and new product development in the food & beverage industry
- New Zealand beverage products succeeding on-shelf in export markets are aligned with these trends
- These trends drive new product development, through (1) packaging, (2) product, (3) category and (4) channel innovation; success, however, often comes down to implementation and execution
- New Zealand beverage firms are delivering on **packaging**-driven innovation
- New Zealand beverage firms are delivering on **product**-driven innovation
- New Zealand beverage firms are delivering on **category** and **channel** innovation

Beyond its mature core (Horizon 1) export products, New Zealand has both a strong range of emerging export stars (Horizon 2) and continues to innovate and produce new, viable export options (Horizon 3)

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND BEVERAGE INDUSTRY

Model; 2017



In Horizon 2, New Zealand is building a range of emerging export products

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND BEVERAGE INDUSTRY

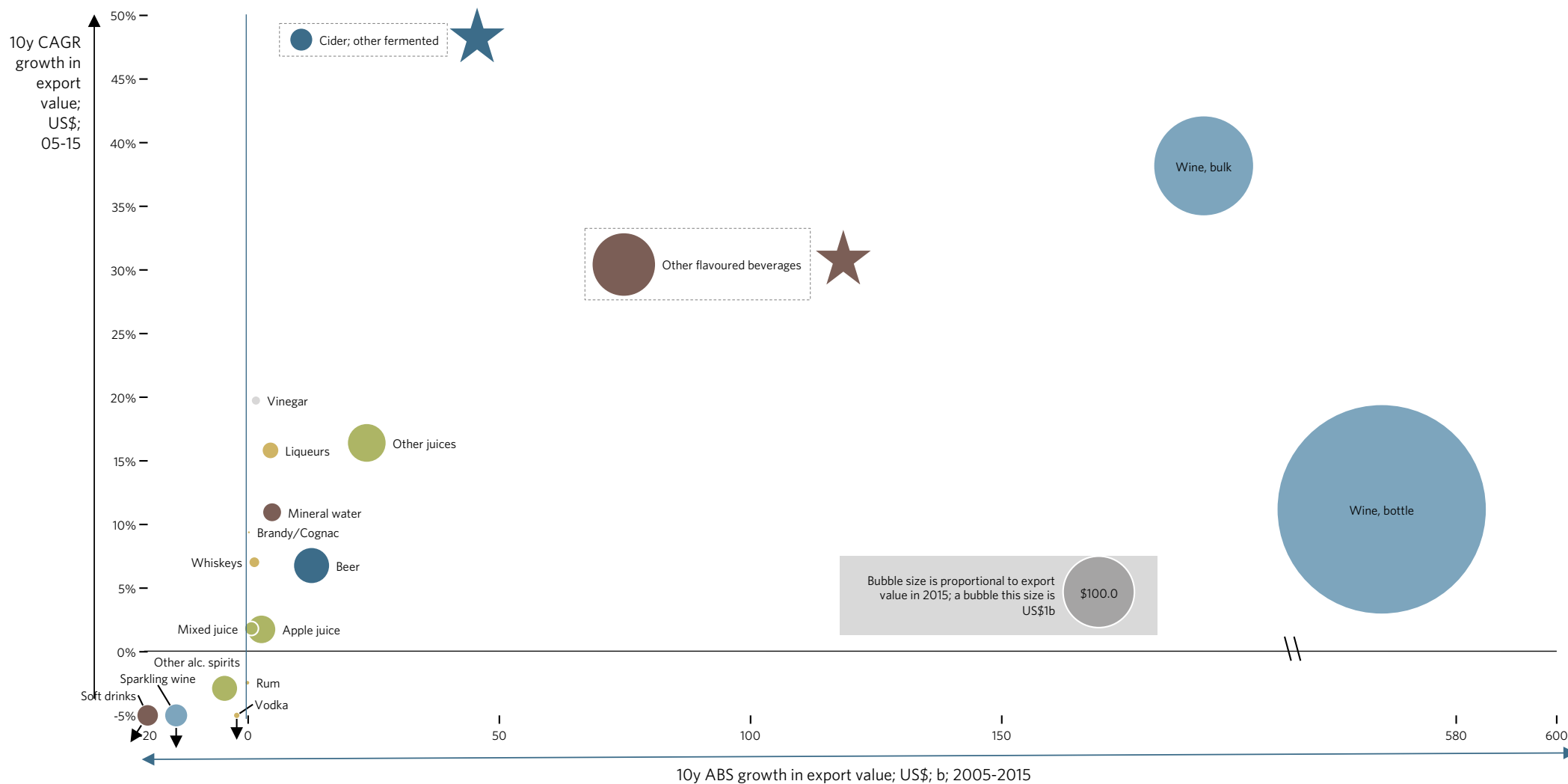
Model; 2017



Strategic Focus	<ul style="list-style-type: none"> – Defend and extend profitability of core business 	<ul style="list-style-type: none"> – Expand and grow emerging businesses & products 	<ul style="list-style-type: none"> – Develop and discover new options for growth
Key success factors	<ul style="list-style-type: none"> – Efficiency & cost control – Process innovation – Scale – Supply chain 	<ul style="list-style-type: none"> – Customer acquisition – Speed & flexibility – Execution – Resources/funding 	<ul style="list-style-type: none"> – Risk taking – Market insight – Business model innovation – Culture & incentives
Key metrics	<ul style="list-style-type: none"> – Profits, margins, costs 	<ul style="list-style-type: none"> – Market share, growth 	<ul style="list-style-type: none"> – Milestones
Example products	<ul style="list-style-type: none"> – Wine 	<ul style="list-style-type: none"> – Soft drinks – Cider 	<ul style="list-style-type: none"> – Packaged water – Whisky – Liqueurs

Two beverage products emerge as “growth stars” – cider and other flavoured beverages – from an evaluation of ten years of product-level trade growth

NZ BEVERAGE EXPORT GROWTH STAR MATRIX: 10Y VALUE GROWTH VS. 10Y CAGR \$ VS. VALUE IN 2015
 US\$; CAGR on US\$; 2005-2015

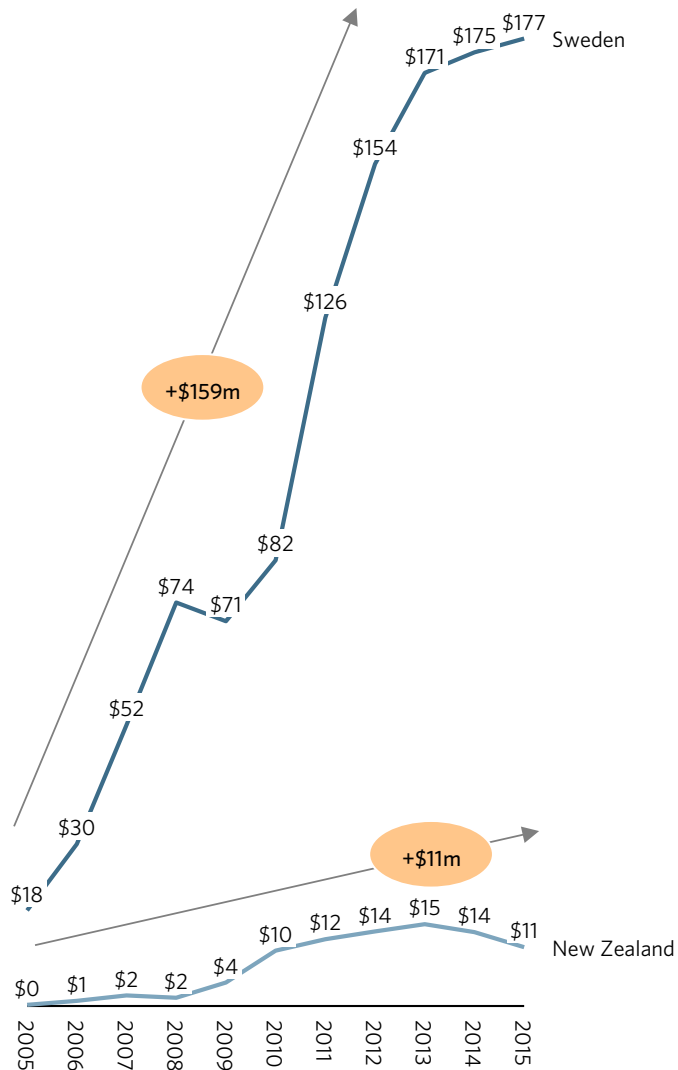


Note: Data on this page is product level trade codes, not segment level aggregates as presented earlier (e.g. sweetened soft drinks and other flavoured beverages sum to soft drinks category)

Source: UN Comtrade database (from NZ Customs data); Coriolis classifications and analysis

Cider exports are growing and the product leverages New Zealand's strengths in apples and other fruit; performance of peers suggest stronger growth is possible in this rapidly developing category

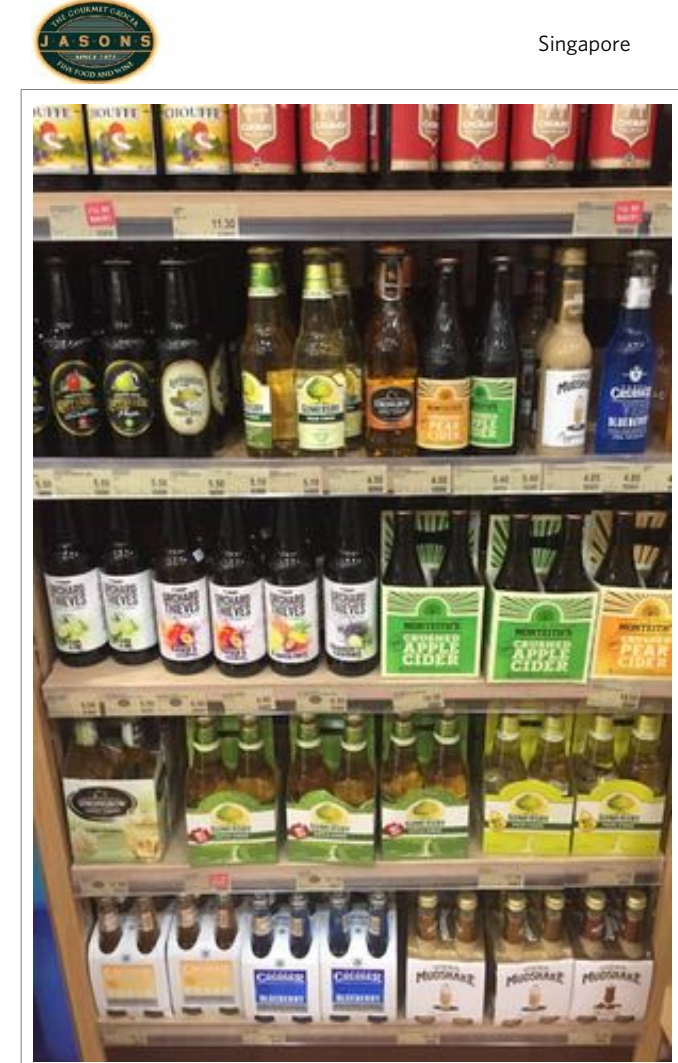
CIDER EXPORT VALUE: NZ VS. SWEDEN
US\$, m; 2005-2015



EXAMPLE: NZ PRODUCTS ON-SHELF
Select; Feb 2017

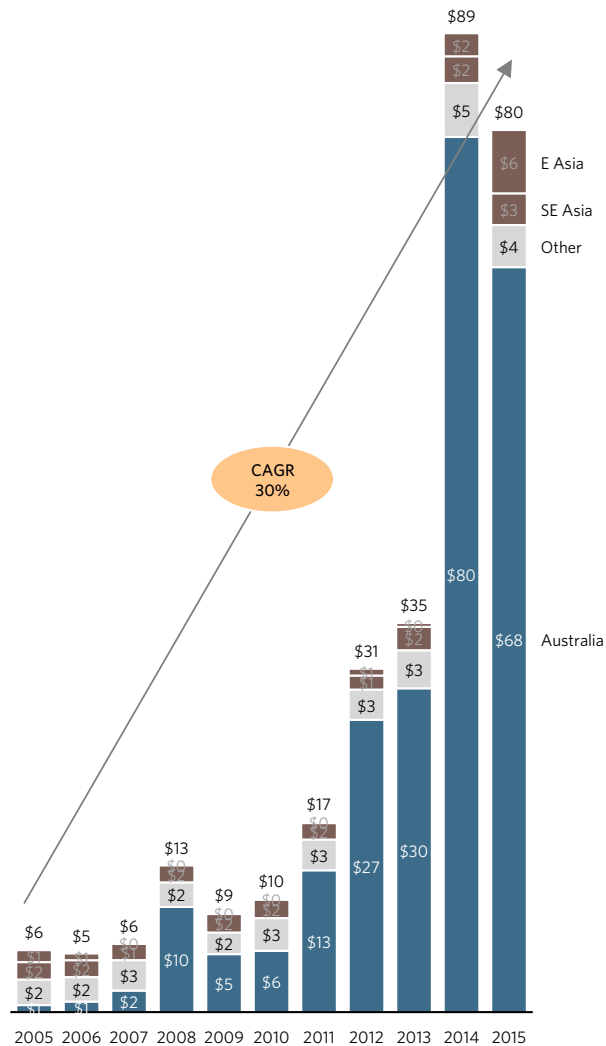


EXAMPLE: IN-STORE DISPLAY
Select; Feb 2017

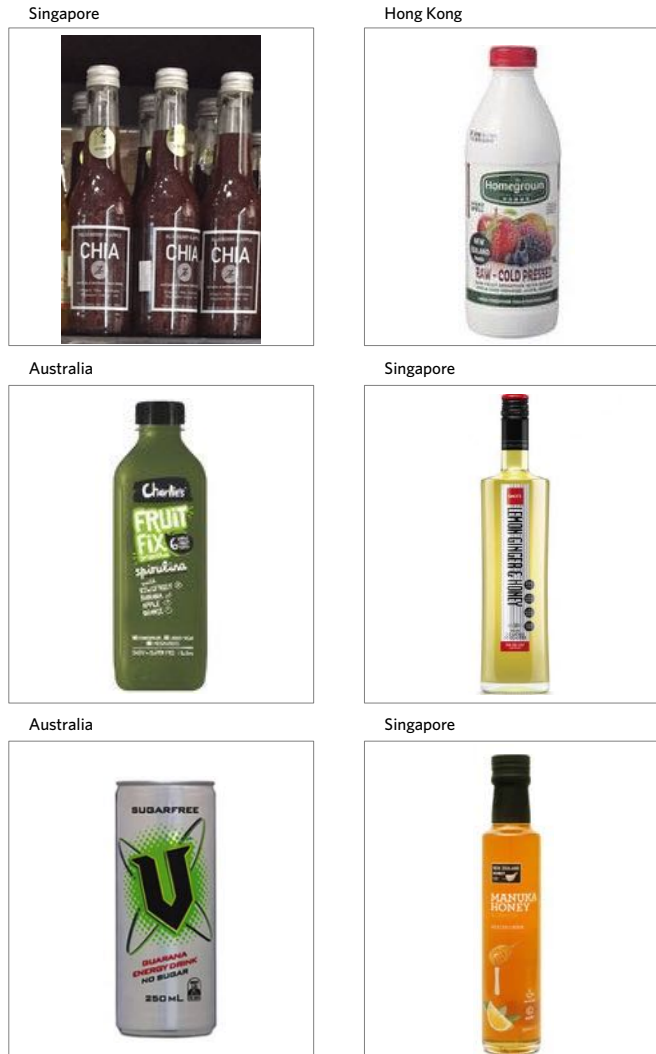


“Other flavoured beverages” [OFB] exports are growing and while currently highly reliant on the Australian market are also beginning to achieve strong growth into East and South-East Asia

“OFB” EXPORT VALUE BY MARKET
US\$, m; 2005-2015



EXAMPLE: NZ PRODUCTS ON-SHELF
Select; Feb 2017



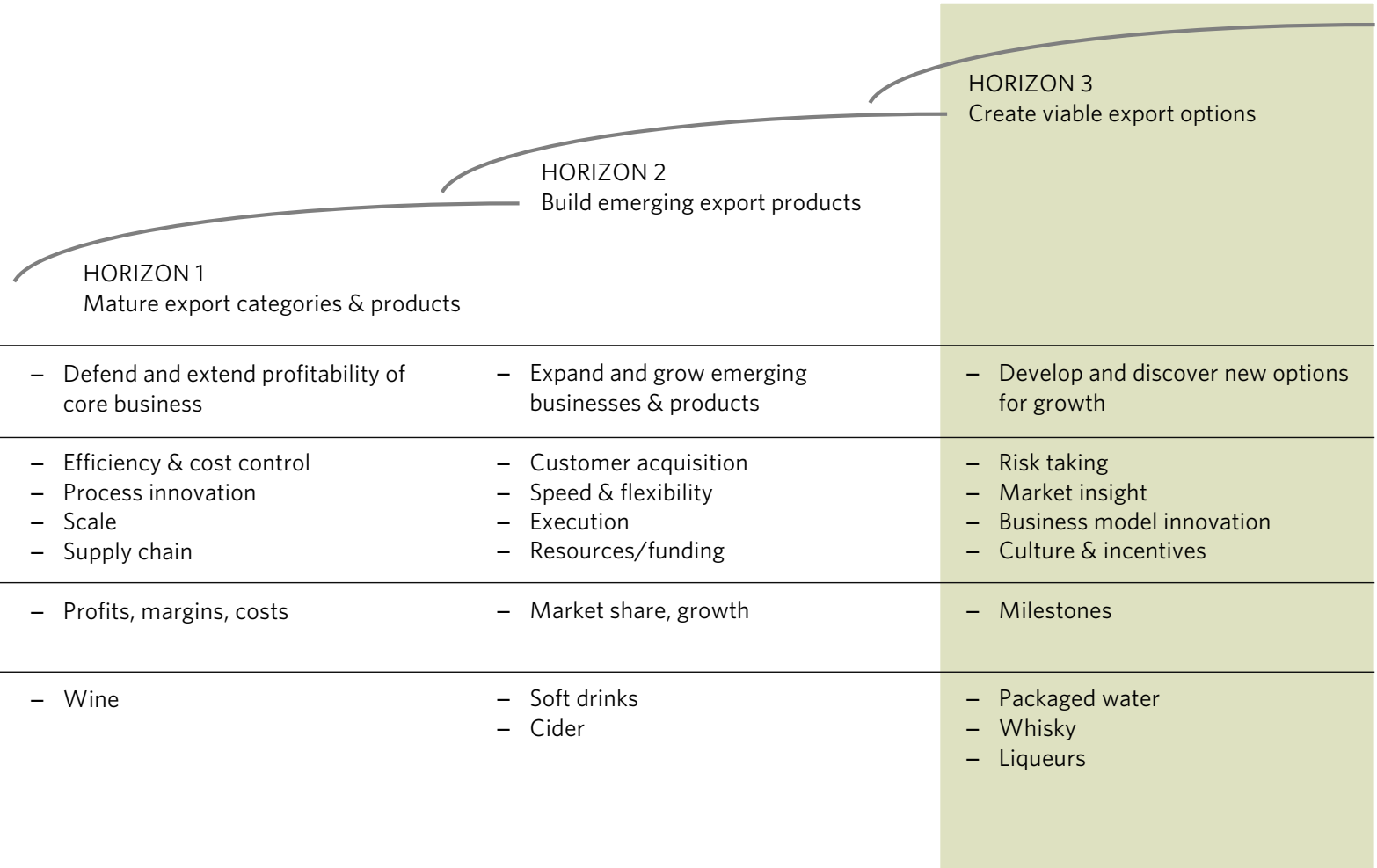
EXAMPLE: IN-STORE DISPLAY SINGAPORE
Jasons Gourmet Grocer; Feb 2017



In Horizon 3, New Zealand is creating and nurturing a wide range of viable options for future export success

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND BEVERAGE INDUSTRY

Model; 2017



Four broad global consumer mega-trends are driving growth and new product development in the food & beverage industry

FOUR CONSUMER FOOD & BEVERAGE MEGA-TRENDS



HEALTH & WELLNESS

I am concerned about my health and am trying to live a healthy lifestyle

- Mid-high income countries experiencing an aging population
- Spread of Western lifestyle and Western diseases of affluence (e.g. diabetes)
- Ongoing waves of media hype around fad diets and new "superfoods" flavourings
- Food and drinks presented and viewed as both the problem and the solution
- May be addressing specific conditions (e.g. weight management)
- May target a specific family member (e.g. grandparent, children)
- May reflect wider "healthy living" worldview



AUTHENTIC & RESPONSIBLE

I am mindful of where my food comes from and how it is produced

- Dramatic global shift to city living; 1800=3%, 1900=14%, 2015=50%; developed nations 75%+; 400 cities 1m+
- Loss of attachment to the land and food production
- Ongoing "rights revolution" now spreading to animals (e.g. non dairy milk demand)
- Ongoing waves of food scares around contamination, additives
- May target specific foods perceived as high risk, unethical or visible (e.g. fairtrade coffee)
- May target a specific family member (e.g. child)



EASY & CONVENIENT

I am trying to achieve work-life balance and need quick-and-easy meal solutions

- Dramatic increase in female participation on the workforce globally
- Consumers working longer hours to maintain relative income
- Work hours no longer just "9 to 5"; food needs at all times (e.g. night shift)
- May represent a need for an immediate solution (e.g. thirst)
- May represent an easy solution to a future challenge (e.g. single serve juice boxes for children's lunches)



SENSORY & INDULGENT

I like to indulge in rich and sumptuous living beyond the bare necessities

- Growing income polarisation into "haves and have-nots"
- Strongly emerging trend to premium (and discount) at the expense of the mid-market
- Emerging middle class across developing world driving consumption growth
- Incredible power of food and beverages in many social settings
- May range from "everyday luxury" to an occasional "treat"
- May be used to demonstrate social status, taste or style (e.g. top shelf spirit brands)

New Zealand beverage products succeeding on-shelf in export markets are aligned with these trends

Dan Murphy's  LOWEST LIQUOR PRICE GUARANTEED **Australia**



H&W	25g of carbs
H&W	5% alcohol
A&R	Sun ripened Nelson apples
A&R	100% New Zealand apples
E&C	Single-serve bottle
E&C	Shelf-stable
E&C	Ready-to-drink 500ml size
S&I	Crafted in a Traditional French Style
S&I	"Brewer's Series" release

Dan Murphy's  LOWEST LIQUOR PRICE GUARANTEED **Australia**



H&W	Sugarfree
H&W	Contains B vitamins
A&R	Contains guarana
E&C	Single-serve can
E&C	Shelf-stable
E&C	Ready-to-drink 250ml size
S&I	A massive hit of energy

These trends drive new product development, through (1) packaging, (2) product, (3) category and (4) channel innovation; success, however, often comes down to implementation and execution

CONSUMER FACING INNOVATION IN THE FOOD & BEVERAGE INDUSTRY FROM TREND TO EXECUTION







Simplified model; 2017



New Zealand beverage firms are delivering on packaging-driven innovation

SELECT EXAMPLES OF PACKAGING INNOVATION: NEW ZEALAND BEVERAGE FIRMS 2017

2017

COMMENTARY	Traditional	Innovative	INSIGHTS
<ul style="list-style-type: none"> - Traditionally water sold in plastic PET containers or bulk containers, expansion of premium waters in glass bottles - Unique bottle shapes allow companies and brands to stand out on the shelf and to position themselves as premium - Move from water as a commodity to water as a brand with status potential – packaging and messaging vital for this shift 			<ul style="list-style-type: none"> - Unique bottles for water use - Glass wine bottles - Screwcap wine cap - Positions water as a premium product suitable for fine-dining and the dinner table
<ul style="list-style-type: none"> - As technology such as foil packaging aseptic pouches becomes more available, beverage companies offering range of freezeable juices (e.g. Charlie's orange juice) - Low barriers to entry – multiple brands on shelf and ongoing innovation in packaging and branding 			<p data-bbox="1830 768 1948 793">INSIGHTS</p> <ul style="list-style-type: none"> - Misty Cove first New Zealand winery to produce canned wine - The Embezzler and Charlatan are an edgy stylish pinot noir and sauvignon blanc - Appealing to younger audience
			<p data-bbox="1830 1130 1948 1156">INSIGHTS</p> <ul style="list-style-type: none"> - Blue River Fresh Sheep milk in copper vacuum insulated bottle (500ml) - Keeps cool for up to 48 hours or hot for 12 hrs - Reusable and refillable at their store

SELECT EXAMPLES OF PRODUCT INNOVATION: NEW ZEALAND BEVERAGE FIRMS

2017

COMMENTARY

- Small brands are driving ongoing innovation with a constant stream of new beverages on-shelf and in cafes
- Products following trends in:
 - Healthy tonics (e.g. Ti Tonic)
 - Unique NZ (e.g. Aotea Native Tonics)
 - Functional ingredients (e.g. Chia, Hopt)
 - Gut health (e.g. Organic Mechanic OM Kombucha)
 - Low sugar options (e.g. V 100% sugar-free)
 - Lifestyle choices (e.g. Villa Maria "Light" wine)
 - Premium (e.g. Garage Project gift wrapped "Touched Wood" beer)
- Brands driving innovation and showing ongoing shift into multiple channels and positions
 - EXAMPLE: Phoenix Organics - Juices, Waters, Good Energy organic energy drinks, lemon concentrates, sparkling grape, new range of mixers for cocktails (soda water, lemonade, ginger ale, tonic, cola), recent shift into 750ml bottles



INSIGHTS

- Scientifically developed Ti Tonic
- Uses New Zealand sourced grape seed and skin as antioxidant; white tea high in polyphenols; stevia and erythritol sweeteners
- Targeting the health conscious consumer



INSIGHTS

- CHIA blended drinks with super-juices, high in nutrients and omega 3
- Hydrated chia seeds make up between 75-90% of the ingredients in the various flavours
- Targeting health conscious consumer
- 100% natural, gluten free, vegan, GE Free, No preservatives, No added sugar, 100% NZ owned and made



INSIGHTS

- Villa Maria is a leading NZ wine company launch light wine
- Lighter in Alcohol (10%) and calories
- Launches range in Mar 2015 driven by customers demand for healthy lifestyle choices
- Part of 'Lifestyle Wines' research programme worth \$16m over 7 years (PGP*)

New Zealand beverage firms are delivering on category and channel innovation

SELECT EXAMPLES OF CATEGORY & CHANNEL INNOVATION: NEW ZEALAND BEVERAGE FIRMS 2017

McCashin's Palaeo glacial water

- McCashin's Brewery based in the South Island is the brewer of the iconic Stoke range of beers
- McCashin's extended its non-alcoholic product range in March 2016 launching Palaeo water (still and sparkling)
- The water, sourced from a 350m deep bore on their site, is carbonated as being between 14,000 and 26,000 years old
- "Crystal clear and amongst the purest in the world, our Palaeo water comes from one of the oldest aquifers on earth"
- Palaeo water is distributed in NZ and throughout Asia
- www.stokebeer.co.nz



Garage Project canned beers and cellar door

- Garage Project a Wellington based craft brewery established in 2011 has successfully repositioned the can
- Garage Project range of cans unique approach to branding includes artists designing labels for their beers; the aim, for the beers to stand out
- The cans are lighter to ship than glass bottles and recyclable
- Launched a new "wild" brewery in Wellington central
- Garage Project opened a cellar door at their brewery in Aro Valley and a Taproom with 18 beers on tap



Giesen's Cider and Wine

- Giesen Wines known for their premium NZ wines launch Hard Apple Cider and Wine
- The spritzer-style blend of hard apple cider and white wine all from NZ fruit
- This is a product extension for Giesen who are a traditional wine company



Frucor's V-Pure branch into natural products offer

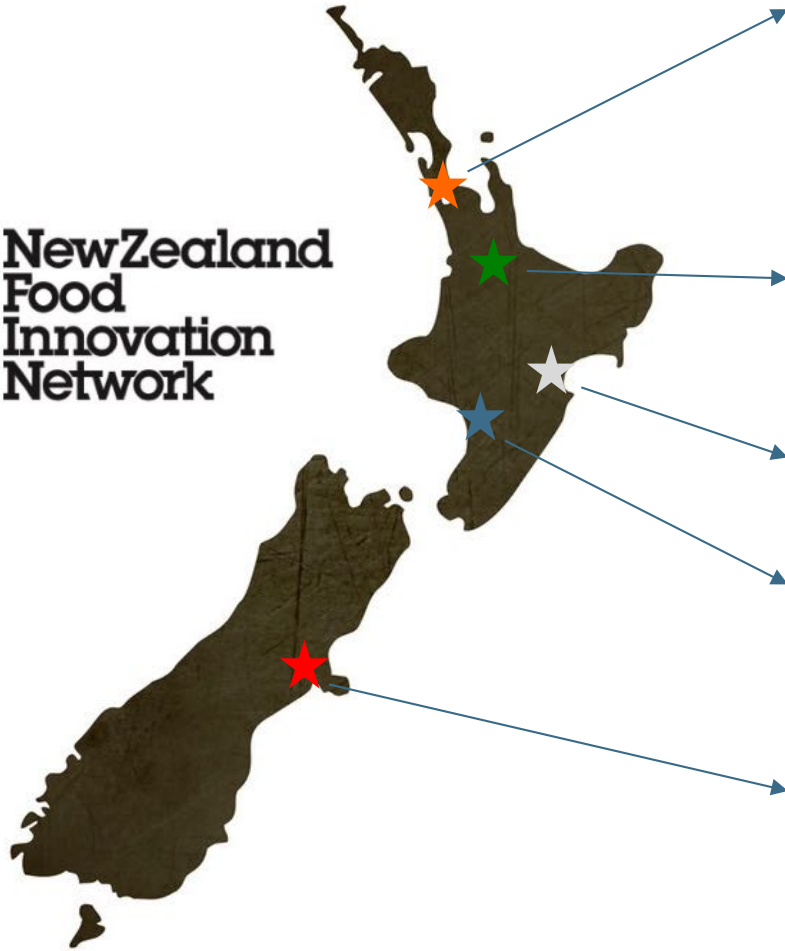
- Frucor's "V" energy drink is a 20 year success story, the leader domestically and exporting internationally
- Over the last 10 years V has launched: Berry, Lemon, Double Hit, Energy Blue, Graphite, Iced Coffee, 0% Sugar, Zero, Reactor, Iced Chocolate, Spiked Punch and various limited edition flavours
- V Pure was launched recognising the need for energy but recognising the shift to natural ingredients
- V Pure uses only six natural ingredients



New Zealand beverage firms are supported with access to advice, research facilities and pilot plants across five locations

NZFIN

**New Zealand
Food
Innovation
Network**



LOCATION	FOCUS	CAPABILITIES
THE FOODBOWL	Processed/FMCG foods Space/equipment for hire Export registrations ~1000 kg/shift	<ul style="list-style-type: none"> - Extrusion & Milling/Blending - Liquids/Beverage - High pressure processing - Freeze drying - General processing - Multiple packaging styles - Product development kitchen
FOODWAIKATO	Dairy & Infant Formula ~500 kg/hour Vegetable	<ul style="list-style-type: none"> - Spray dryer - Evaporator - Other dairy equipment - Packing - Powder (vegetable)
HAWKES BAY	All Food and Beverage	Specialist expertise <ul style="list-style-type: none"> - business development - direct to other facilities
THE FOODPILOT	Dairy Fruit & vegetables All Food and Beverage	<ul style="list-style-type: none"> - Same equipment as Manukau (1/5th scale) - Same equipment as Waikato (1/20th scale) - Post harvest technologies - Meat and small goods pilot plant - Located at Massey University
FOODSOUTH	Processed/FMCG Foods Space/equipment for hire Export registrations 20-200L batch size	<ul style="list-style-type: none"> - Mixing /Blending/Emulsifying - Extrusion - Freezing/Cooking/Baking - General Processing - Product Development Kitchen - Technical and Business development expertise

New Zealand Beverage Firms

+ Enterprises

+ Employment

+ Turnover

+ Ownership

+ Foreign investors

+ Acquisitions

+ Investment

+ Rebranding

+ Leadership

05

New Zealand has a strong and growing beverage industry that continues to attract investment

OVERVIEW

- The number of beverage processing firms in New Zealand has grown over the past decade, driven by wine and beer
- New Zealand has a large and robust beverage products industry with a range of participants of varying sizes

KEY METRICS

- Employment in beverage processing in New Zealand is growing, though slowly, as firms seek productivity gains
- Beverage processing is spread across the country, though Auckland and Marlborough stand out for absolute size
- Employment growth rates vary by region
- The wine industry is the major employer in the beverages section, accounting for half of all employees
- However, at a firm level two of the three largest employers are primarily soft drink manufacturers

FINANCIAL PERFORMANCE

- New Zealand's beverage industry is led by predominantly beer and soft drink focused firms, with a strong second tier of dedicated wine producers
- The majority of the large beverage firms have foreign investment; the smaller wineries are predominantly privately owned

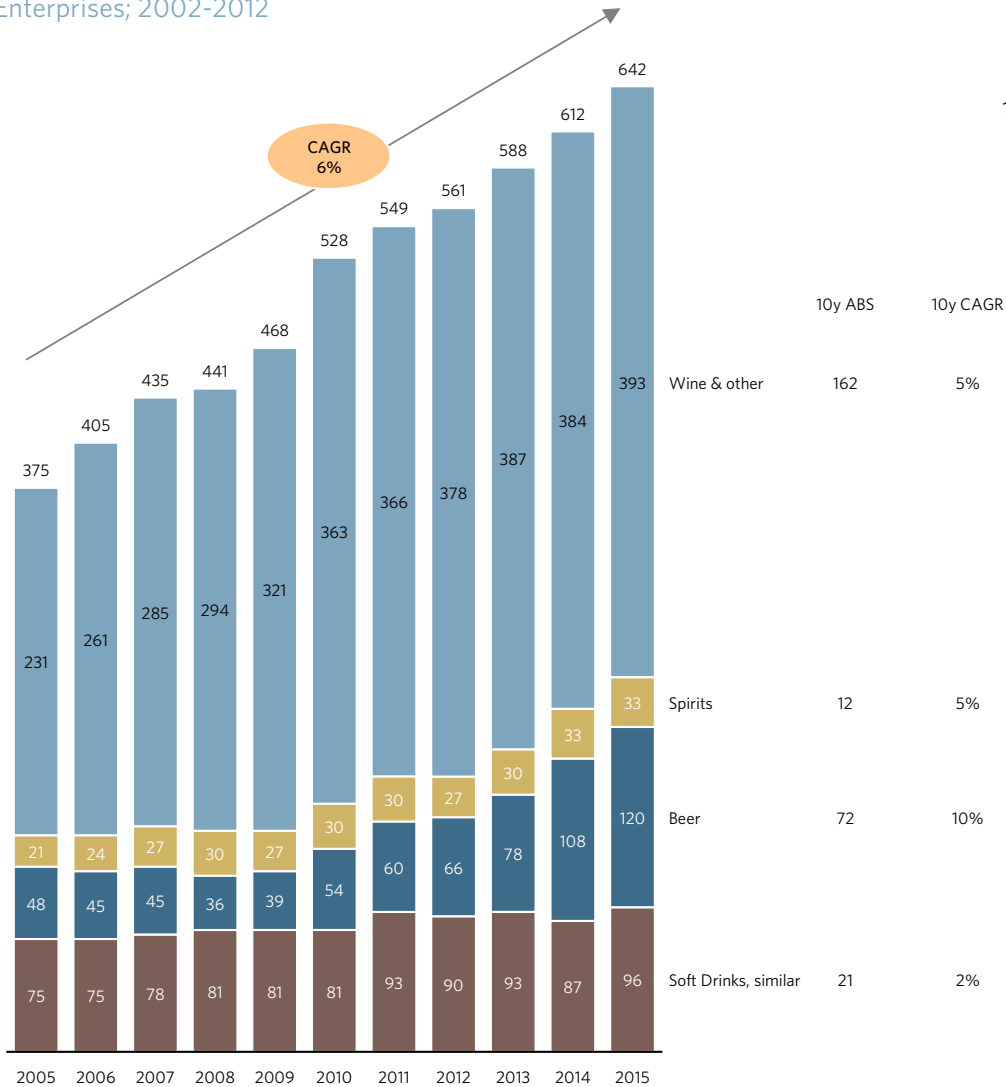
INVESTMENT

- The New Zealand beverage industry has attracted international investment from a wide range of sources
- Global firms investment in New Zealand firms is historical; however, new firms continue to invest in the sector
- More than \$400m of acquisitions occurred over the last 18 months; global companies investing in innovative local craft and wineries looking to grow volumes
- Companies are investing in both land and plant to support strong growth in premium wines and craft beer
- Beverage firms are also investing in new and improved marketing
- New leadership continues to enter the industry or be promoted from within

The number of beverage processing firms in New Zealand has grown over the past decade, driven by wine and beer

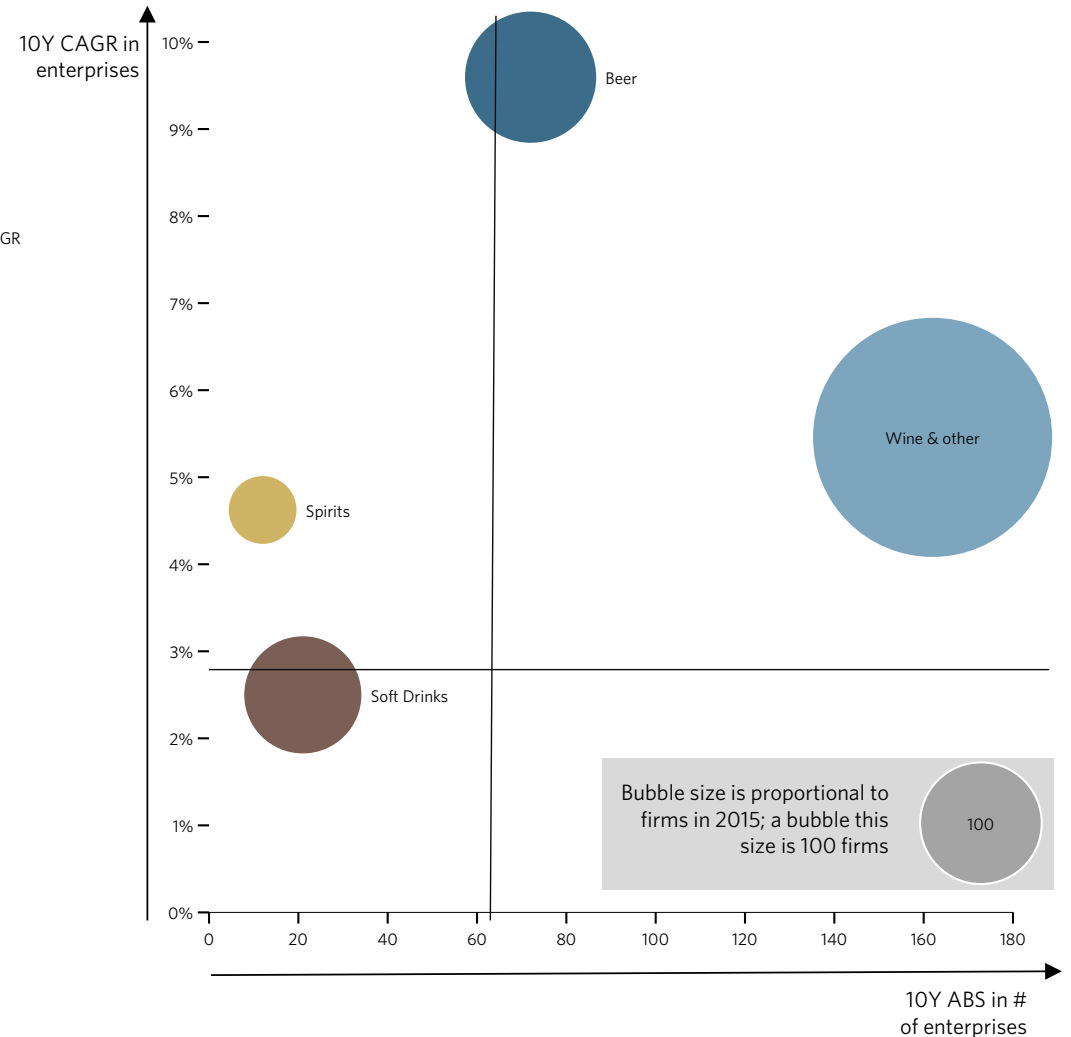
NUMBER OF BEVERAGE PROCESSING ENTERPRISES

Enterprises; 2002-2012



10Y CHANGE IN BEVERAGE PROCESSING FIRMS BY TYPE

ABS; CAGR; 2005-2015



New Zealand has a large and robust beverage products industry with a range of participants of varying sizes

LARGE BEER, CIDER & SPIRITS



LARGER WINE



LARGE SOFT DRINKS & WATER



MEDIUM/SMALL BEER & CIDER



MEDIUM/SMALLER WINE



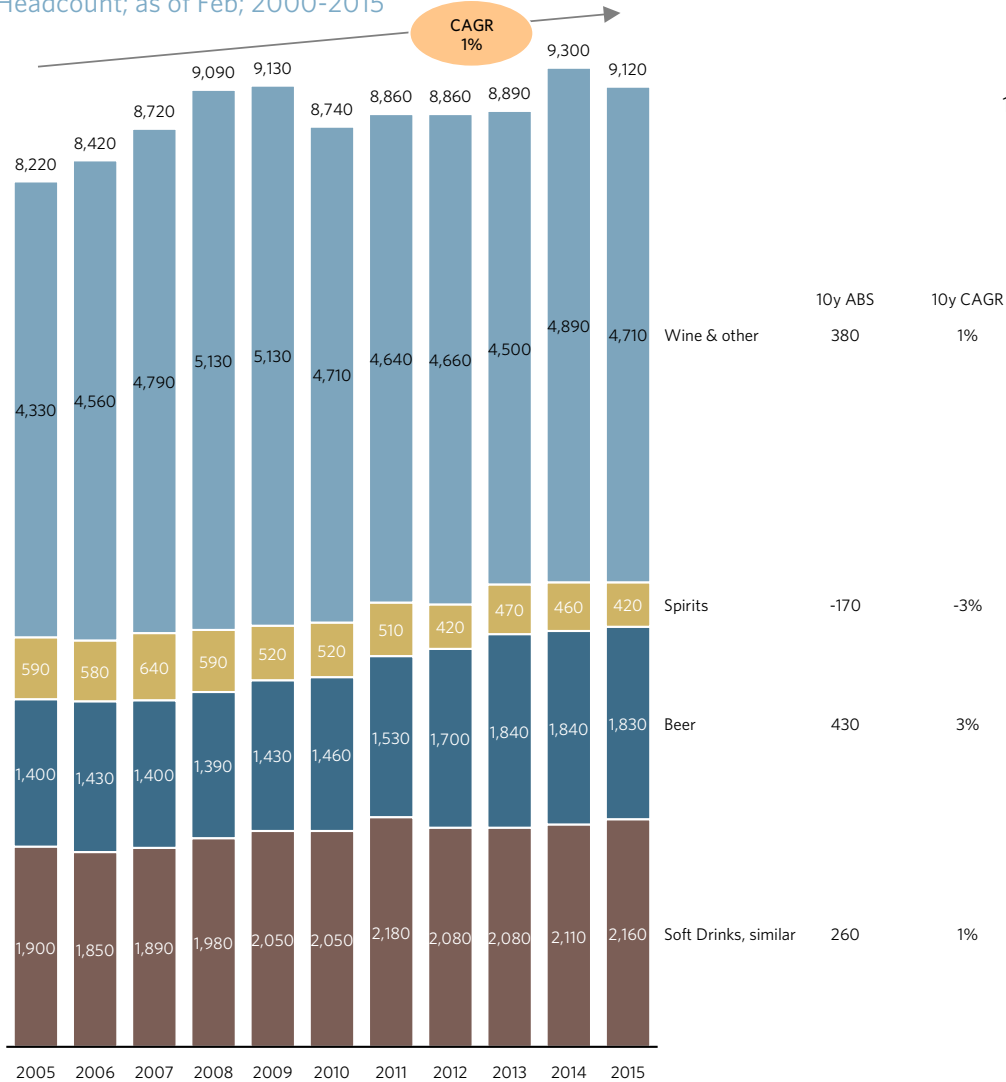
MEDIUM/SMALLER SOFT DRINKS & WATER



Employment in beverage processing in New Zealand is growing, though slowly, as firms seek productivity gains

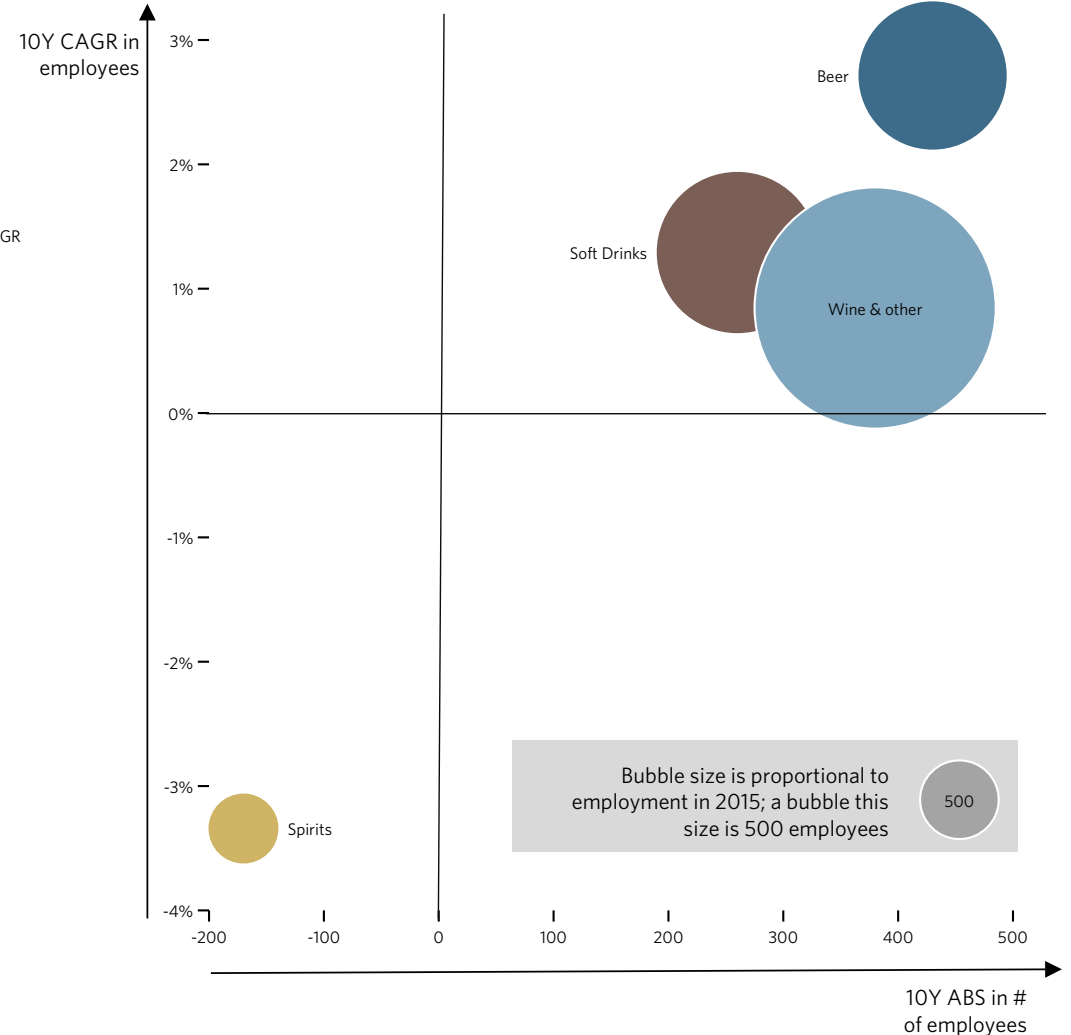
TOTAL EMPLOYMENT BY BEVERAGE MNFG. ENTERPRISES¹

Headcount; as of Feb; 2000-2015



GROWTH IN AVERAGE EMPLOYEES/MANUFACTURER

Head/unit; 2005-2015

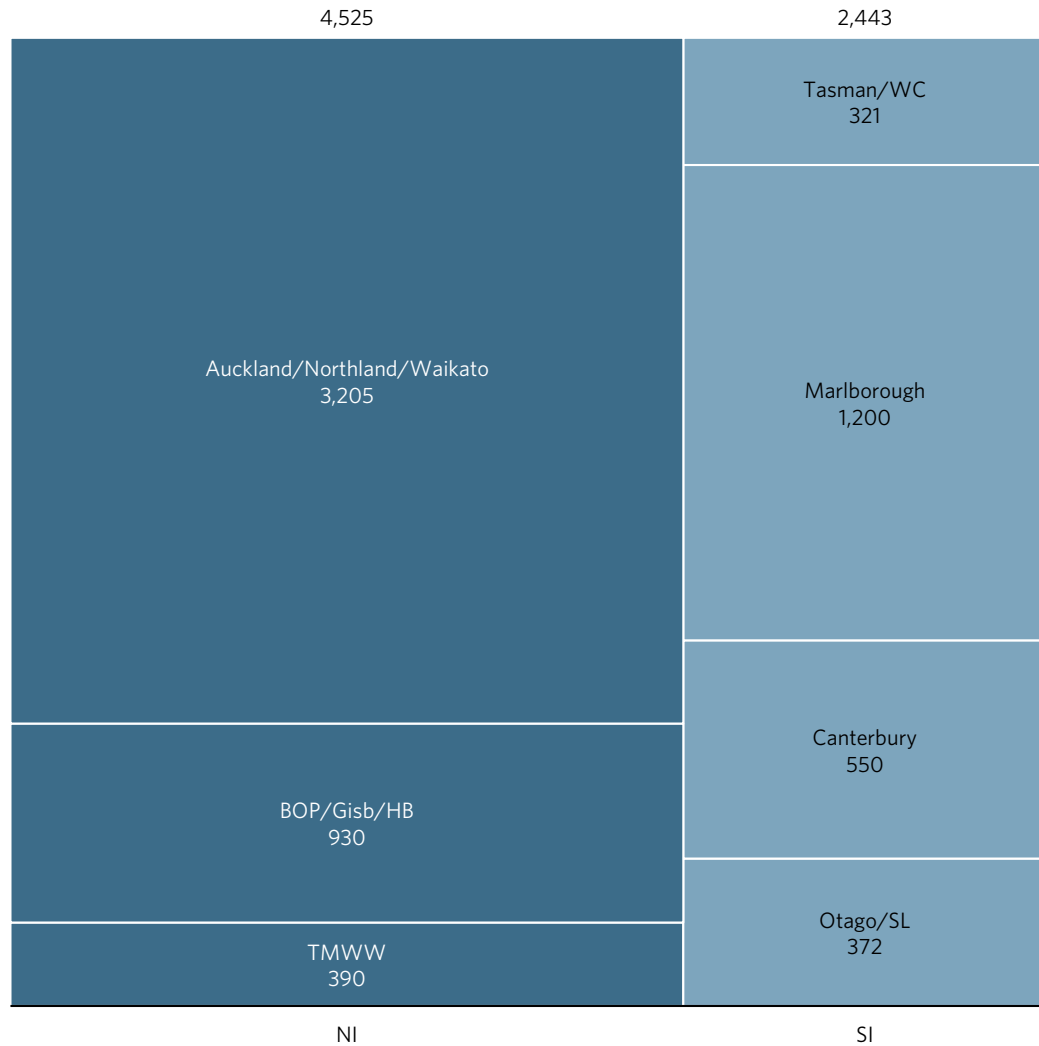


Note: 2015 data latest available as of February 2017; 1. Defined as C121100 -121400 Beverage Manufacturing; Source: Statistics NZ business demographics database; Coriolis analysis

Beverage processing is spread across the country, though Auckland and Marlborough stand out for absolute size; growth rates vary by region

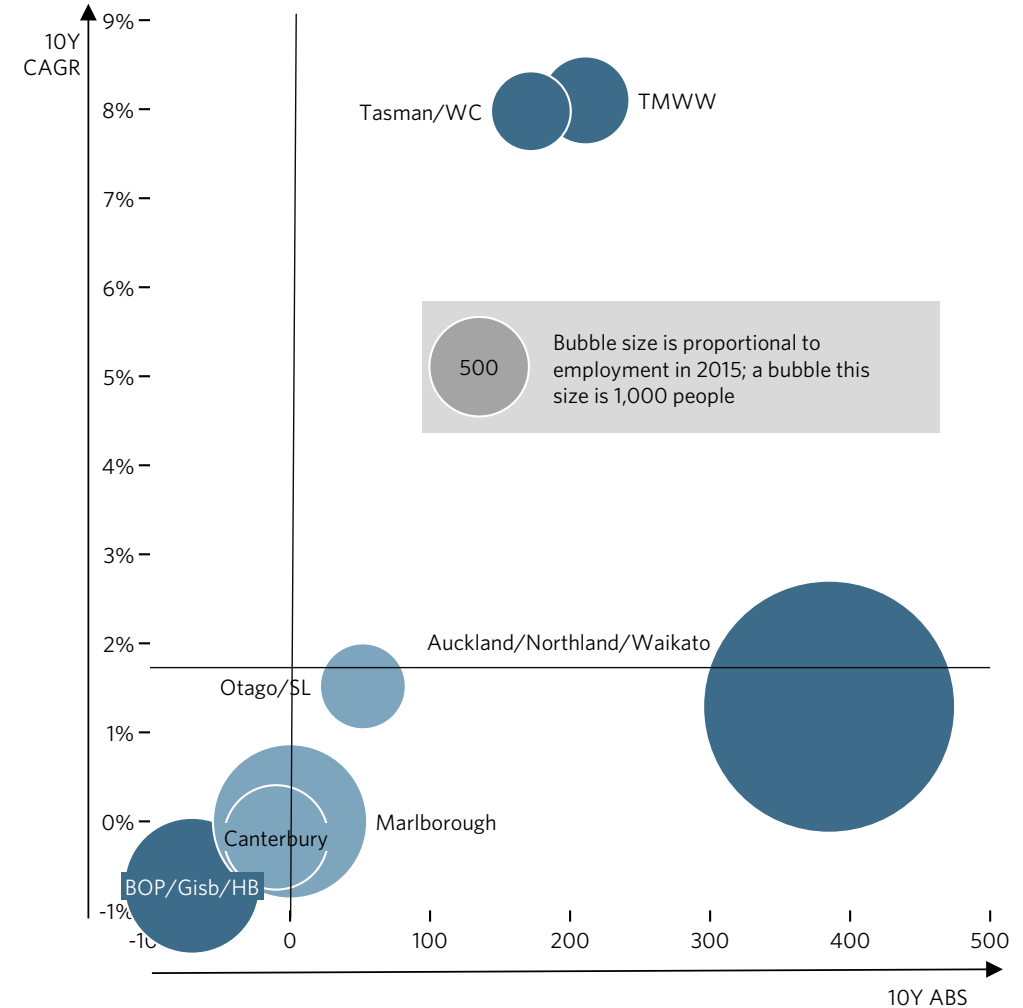
BEVERAGE PROCESSING EMPLOYMENT BY REGION

Headcount; as of Feb; 2016



10Y CHANGE IN BEVERAGE PROCESSING EMPLOYMENT BY REGION

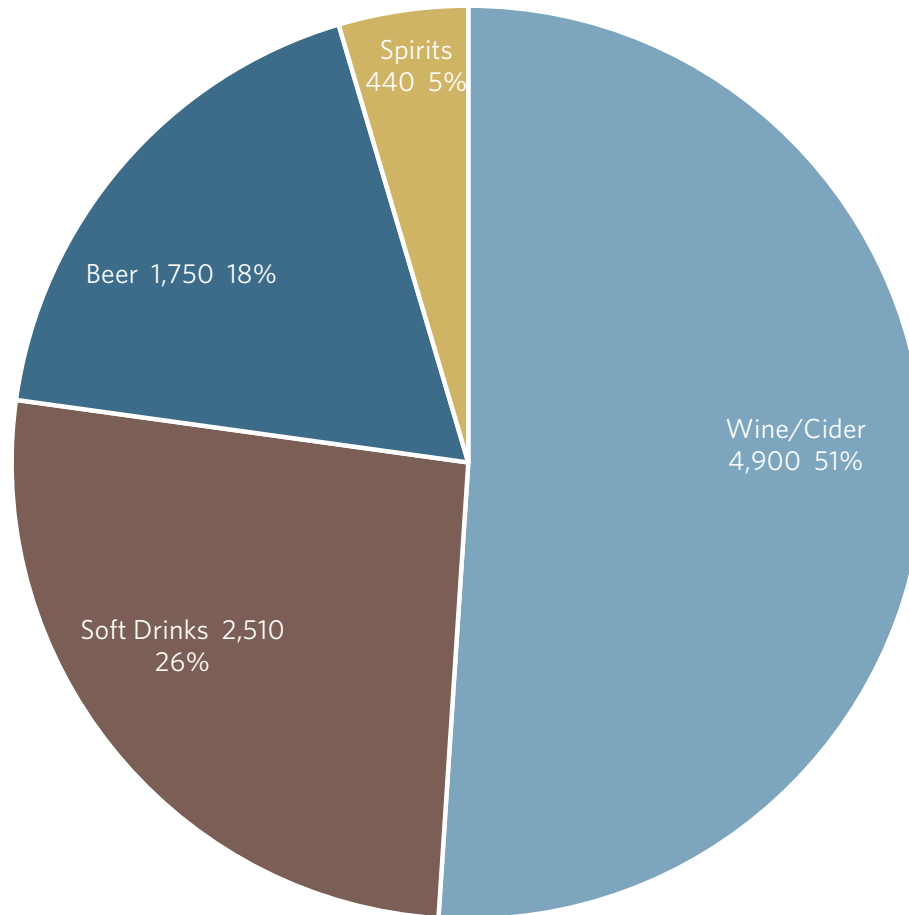
ABS; CAGR; 2016 total; Headcount; as of Feb; 2006 vs. 2016



The wine industry is the major employer in the beverages section, accounting for half of all employees

NUMBER OF PEOPLE EMPLOYED: NZ BEVERAGE MANUFACTURING BY INDUSTRY

People; 2016



TOTAL = 9,600*

COMMENTS/NOTES

- Beverage manufacturing does not include 100% pure juice or flavoured milk beverages; employee allocation is based on firms predominant activity

* Beverage manufacturing does not include 100% pure juice or flavoured milk beverages; employee allocation based on firms predominant activity. Source: SNZ business demographics (detailed industry for enterprise units); various firm websites; published articles; Coriolis analysis

However, at a firm level two of the three largest employers are primarily soft drink manufacturers

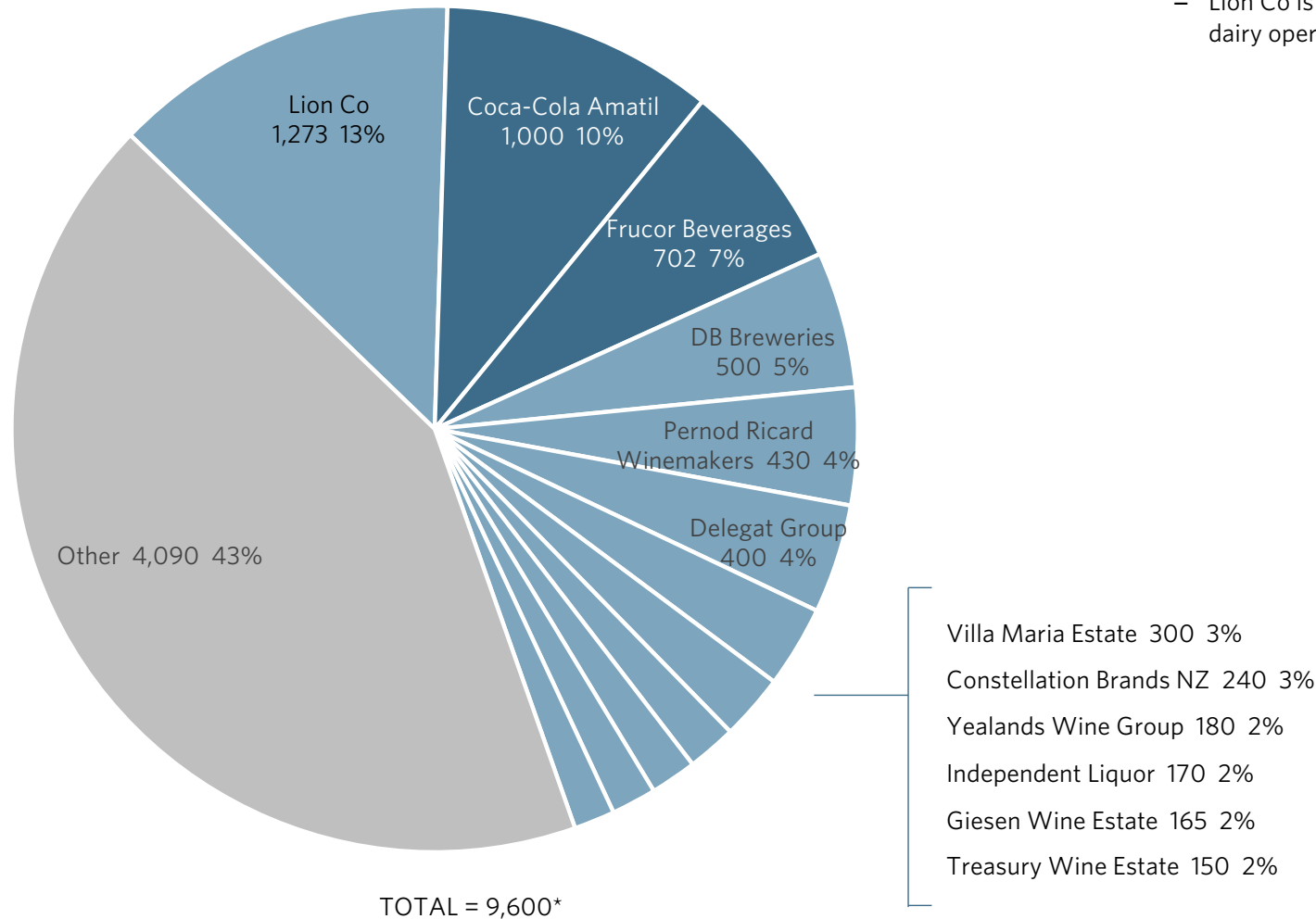
NUMBER OF PEOPLE EMPLOYED: NZ BEVERAGE MANUFACTURING BY KEY FIRM

People; 2016

COMMENTS/NOTES

INCLUDES CORIOLIS ESTIMATES

– Lion Co is total New Zealand employees (includes dairy operations)



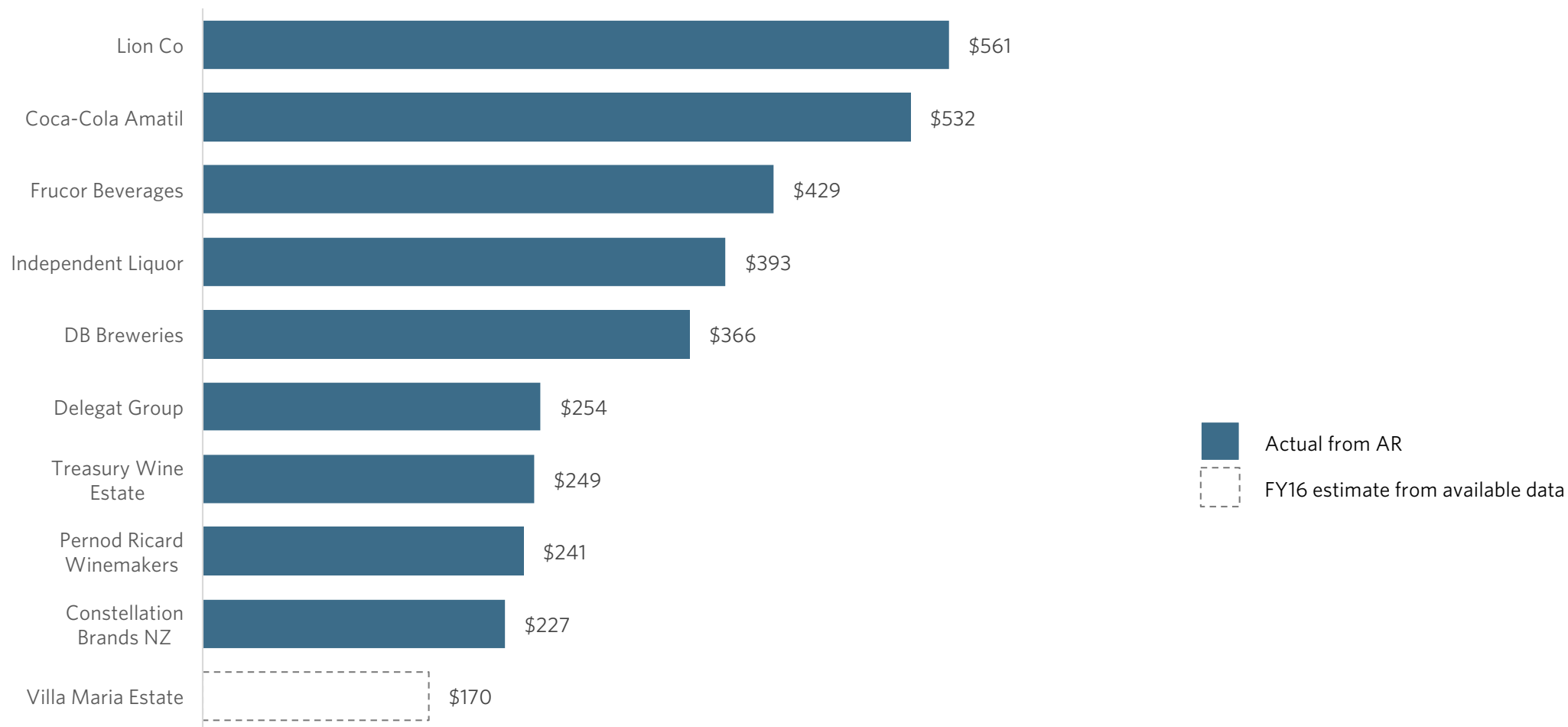
* Beverage manufacturing does not include 100% pure juice or flavoured milk beverages; employee allocation based on firms predominant activity. Source: SNZ business demographics (detailed industry for enterprise units); various firm websites; published articles; Coriolis analysis

New Zealand's beverage industry is led by predominantly beer and soft drink focused firms, with a strong second tier of dedicated wine producers

ANNUAL TURNOVER BY TOP 10 FIRMS: NEW ZEALAND BEVERAGE INDUSTRY

NZ\$; m; FY2016

INCLUDES CORIOLIS ESTIMATES



The majority of the large beverage firms have foreign investment; the smaller wineries are predominantly privately owned

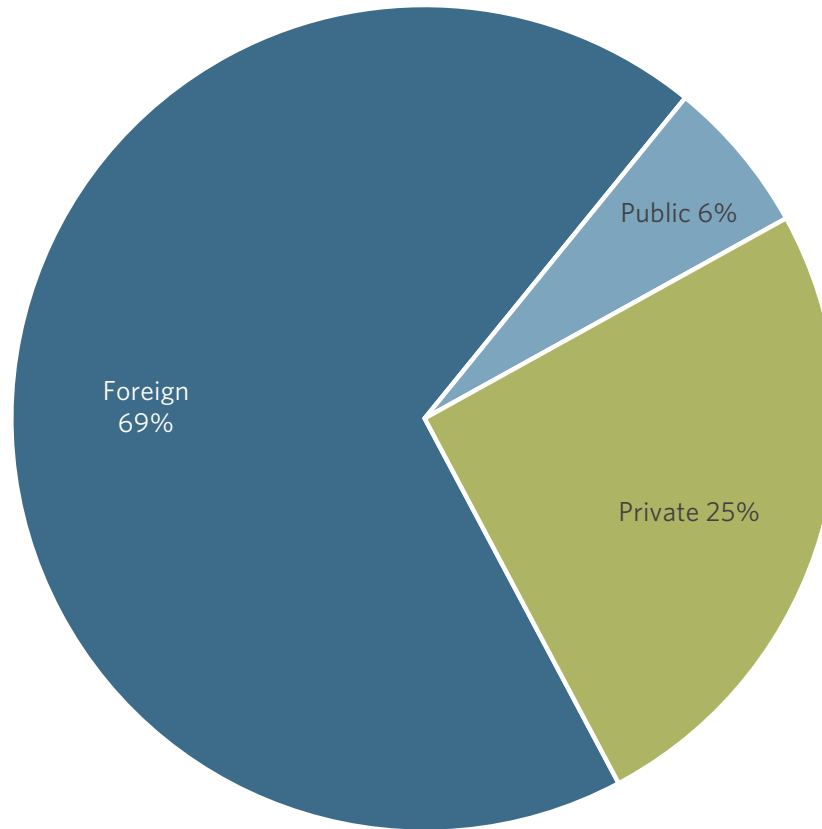
ESTIMATED PROPORTIONAL SHARE OF TOTAL INDUSTRY TURNOVER BY OWNERSHIP

% of turnover/sales; 2016

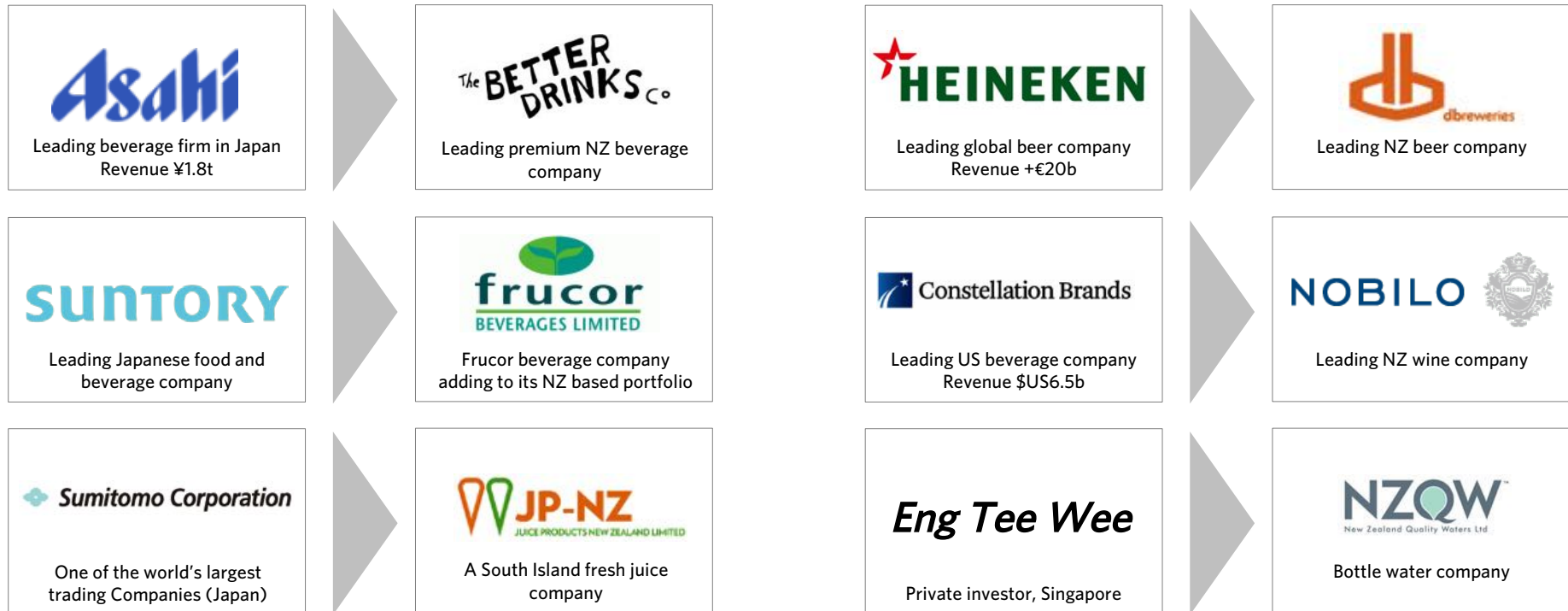
INCLUDES ESTIMATES
PRO-RATA TO OWNERSHIP

Fully

Partially



The New Zealand beverage industry has attracted international investment from a wide range of sources



Global firms investment in New Zealand firms is historical; however, new firms continue to invest in the sector

2011 and earlier



Pernod Ricard Winemakers



Giffith
(Private, USA)

2012-2014

















2015+

Ordover Trust
(USA)

Eng Tee Wee
(Singapore)







More than \$400m of acquisitions occurred over the last 18 months; global companies investing in innovative local craft and wineries looking to grow volumes

		\$25m*	- Lion acquires craft brewer Panhead Custom Ales – launched 2013 in Upper Hutt; following on from acquisition of Emerson’s brewery in 2013; July 2016
		\$10m**	- DB Breweries acquires Kapiti based boutique brewing company Tuatara from Rangitira Investment Implied total value of \$10m; Jan 2017
		\$250-300m	- Indevin acquires vineyards associated with Winegrowers Ara a total of 1,500 ha in Waihopai Valley; estimated value of \$280m; Feb 2016
			- Giesen acquires Ara wine brand from Winegrowers Ara; production shifts to Giesen’s, bottling at Wineworks; additional volume ensures additional growth and presence in premium markets (e.g. USA, UK); June 2106
		\$89m	- Peter Yealand sold 80% of company to the NZ-based utility company; July 2017
		N/A	- Saint Clair acquires 50ha of vineyards, distribution network and brand (wine made at Marlborough Vintners); May 2016
		\$21m	- US based VC Liquid Asset Brands and Spirits Investment Partners acquire Stolen Spirits, established in 2010; looking to expand in USA; Oct 2015

* “it was \$10million purchase price plus \$15million max potential earn out over 4 years” ** Industry estimate; Source: Coriolis

Companies are investing in both land and plant to support strong growth in premium wines and craft beer

EXTENDING WINE CAPACITY

	+\$100m	- New winery under construction in Hawkes Bay; 13,000 m ² building to support new farm vineyards
	\$29m	- Acquires 838ha farm in Hawkes Bay to meet strong growth in global demand for super premium wines (Oyster Bay) adding 550,000 9L cases a year to portfolio when producing; adjacent to existing vineyard
THE BOTTLING COMPANY	N/A	- Establishment of a new contract bottling company in Riverlands Industrial Estate, Marlborough; able to process 6,000 bottles/hr
	\$4.35m	- Investment in 266ha land adjacent to existing vineyard in Awatere Valley
	N/A	- Expansion of wine production facility at Riverlands Industrial Estate
	\$1.2m	- Investment in plant and infrastructure, new wine presses to increase production quality and volume
	\$30m	- Expansion of Te Awa Estate winery Hawkes Bay

INCREASING SCALE

	\$25m	- Investment by Lion in Emerson's new brewery, tap-room and restaurant - increasing volume to 8mL/yr
	N/A	- New brewery with bStudio in Hawkes Bay to increase volumes
	N/A	- Built a 10,000m ² Keri Juice plant commissioned Sep '16

Beverage firms are also investing in new and improved marketing

Rebranding



New Packaging



Advertising & Promotion

OUR ALL NATURAL FRUIT SYRUPS HAVE NO ARTIFICIAL COLOURS, FLAVOURS, PRESERVATIVES OR SWEETENERS, AND ARE AT LEAST 25% LOWER IN SUGAR THAN THE AVERAGE OF THE TOP 10 SELLING CORDIALS IN NZ



New leadership continues to enter the industry or be promoted from within



Yang Shen
Estate Director
Cloudy Bay Vineyards

Kevin Bowler
CEO - NZ
Frucor Beverages







Simon Towns
Managing Director
Constellation Brands NZ

Adrian Garforth MW
CEO
Yealands Wine Group

Angus McPherson
MD - AU & NZ
Treasury Wine Estate

New Zealand Beverages Firm Profiles







05

<p>ACCOLADE WINES NZ</p>  <p>CHAMP PRIVATE EQUITY</p> <p>Jack Glover General Manager</p>	<p>ALLAN SCOTT WINES & ESTATES</p>   <p>Allan Scott Director</p>	<p>AMISFIELD</p>  <p>AMISFIELD</p>  <p>Craig Erasmus Chief Executive Officer</p>	<p>BABICH WINES LTD</p>  <p>Joe Babich Managing Director</p>
<p>DESCRIPTION: Wine producer and marketer; Waipara Hills, Dusky Sounds, Mud House, Nobilo, Drylands, Ta_Ku, Monkey Bay, Haymaker brands; parent company headquartered in Australia, 5th largest wine company in world</p>	<p>DESCRIPTION: Winery and restaurant; Allan Scott, Moa Ridge, Scott Base brands; Marlborough and Central Otago vineyards</p>	<p>DESCRIPTION: Cellar door and restaurant based in Queenstown; estate vineyard in Central Otago; Amisfield, Lake Hayes brands</p>	<p>DESCRIPTION: Family owned wine producer; vineyards in Auckland, Hawke's Bay and Marlborough</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: AU; PE (CHAMP (AU) 80%, Constellation Brands (USA) 20%) via Accolade Wines AU</p>	<p>OWNERSHIP: NZ; Private (Scott)</p>	<p>OWNERSHIP: NZ; Private (Darby/Kayne)</p>	<p>OWNERSHIP: NZ; Private (Babich Family)</p>
<p>COMPANY NUMBER: 4661159</p>	<p>COMPANY NUMBER: 608289</p>	<p>COMPANY NUMBER: 3312291</p>	<p>COMPANY NUMBER: 57990</p>
<p>ADDRESS: 22 Liverpool Street, Riverlands Estate, Blenheim</p>	<p>ADDRESS: Jacksons Road, Blenheim</p>	<p>ADDRESS: 10 Lake Hayes Road, Queenstown</p>	<p>ADDRESS: 15 Babich Road, Henderson Valley, Auckland</p>
<p>PHONE: +64 3 520 6011</p>	<p>PHONE: +64 3 572 9054</p>	<p>PHONE: +64 3 442 0556</p>	<p>PHONE: +64 9 833 7859</p>
<p>WEBSITE: www.accolade-wines.com; www.mudhouse.co.nz</p>	<p>WEBSITE: www.allanscott.com</p>	<p>WEBSITE: www.amisfield.co.nz</p>	<p>WEBSITE: www.babichwines.co.nz</p>
<p>YEAR FORMED: 2013</p>	<p>YEAR FORMED: 1990</p>	<p>YEAR FORMED: 1999</p>	<p>YEAR FORMED: 1916</p>
<p>STAFF EMPLOYED: 90</p>	<p>STAFF EMPLOYED: 28</p>	<p>STAFF EMPLOYED: 70</p>	<p>STAFF EMPLOYED: 65</p>
<p>REVENUE: \$41m (FY16)</p>	<p>REVENUE: \$15-20m*</p>	<p>REVENUE: \$10-15m (FY16)</p>	<p>REVENUE: \$30-40m*</p>
<p>COMPANY HIGHLIGHTS: Parent company acquired Lion Australia's premium wine business, Fine Wine Partners, 6 Australian brands, 4 wineries, in Feb '17; \$1b+ ASX IPO listing considered but ultimately postponed in early '17</p>	<p>COMPANY HIGHLIGHTS: Tasting room opened in Cromwell in '15; Allan Scott released autobiography in '16</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: First vintage in new Babich Marlborough winery in '14, 4,000 t processed; acquired 79ha Echelon Vineyard in Waihopai Valley in '14; extensive global PR campaign to celebrate 100 years in '16</p>








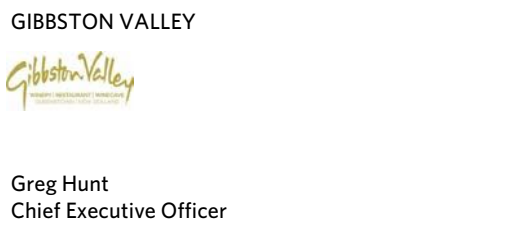
* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>BEVPAC NEW ZEALAND/ TSL PLASTICS</p>  <p>Graham Lundie Managing Director</p>	<p>CLOUDY BAY VINEYARDS</p>  <p>Yang Shen Estate Director</p> 	<p>COCA-COLA AMATIL NZ</p>  <p>Chris Litchfield Managing Director</p> 	<p>CONSTELLATION BRANDS NZ/ NOBILO HOLDINGS</p>  <p>Simon Towns Managing Director</p>
<p>DESCRIPTION: Carbonated beverage manufacturers and contract packers; Jolly brand, house brands; P.E.T bottle manufacturer company</p>	<p>DESCRIPTION: Wine maker based in Marlborough; Cloudy Bay, Pelorus, Te Koko, Te Wahi; sister company Cape Mentelle in Western Australia</p>	<p>DESCRIPTION: Manufacturer and distributor of soft drinks, juice and water, with some brands under license from Coca-Cola USA; 4 production facilities located in Auckland, Putaruru, Christchurch</p>	<p>DESCRIPTION: Grower and maker of wines; Nobile, Kim Crawford, Selaks, Monkey Bay, Drylands, VNO, The People's Wine, Crafters Union, Wild Grace Wines</p>
<p>KEY PRODUCTS: Contract beverage filling</p>	<p>KEY PRODUCTS: Wine, cellar door, tourist experiences</p>	<p>KEY PRODUCTS: Soft drinks, juices, water, flavoured dairy, alcoholic spirits, beer, cider, energy drinks, coffee</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Lundie, Simth, Mazur, Borich)</p>	<p>OWNERSHIP: France; Public (Euronext:MC); (Groupe Arnault 46%, Diageo 34%)</p>	<p>OWNERSHIP: AU; Public (Coca-Cola Amatil Limited (ASX:CCL))</p>	<p>OWNERSHIP: USA; Public (Constellation Brands Inc (NYSE:STZ))</p>
<p>COMPANY NUMBER: 803057/286873</p>	<p>COMPANY NUMBER: 271895</p>	<p>COMPANY NUMBER: 440039</p>	<p>COMPANY NUMBER: 1477933</p>
<p>ADDRESS: 76 Lady Ruby Drive, East Tamaki, Auckland</p>	<p>ADDRESS: 230 Jacksons Road, Blenheim, Marlborough</p>	<p>ADDRESS: The Oasis, Mt Wellington, Auckland</p>	<p>ADDRESS: 45 Station Road, Huapai-Kumeu, Auckland</p>
<p>PHONE: +64 9 914 7180</p>	<p>PHONE: +64 3 520 9147</p>	<p>PHONE: +64 9 570 3000</p>	<p>PHONE: +64 9 412 6666</p>
<p>WEBSITE: www.tslplastics.nz</p>	<p>WEBSITE: www.cloudybay.co.nz; www.lvmh.com</p>	<p>WEBSITE: www.ccamatil.co.nz; www.ccamatil.com</p>	<p>WEBSITE: www.constellationnz.com; www.cbrands.com</p>
<p>YEAR FORMED: 1996/1986</p>	<p>YEAR FORMED: 1985</p>	<p>YEAR FORMED: 1907</p>	<p>YEAR FORMED: 2004</p>
<p>STAFF EMPLOYED: 50</p>	<p>STAFF EMPLOYED: 50</p>	<p>STAFF EMPLOYED: ~1,000</p>	<p>STAFF EMPLOYED: 240</p>
<p>REVENUE: \$15-20m</p>	<p>REVENUE: \$52m (FY15)</p>	<p>REVENUE: \$532m (FY15)</p>	<p>REVENUE: \$227m (FY16)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: New Estate Director moved from Domain Chandon in China '16 to focus on high quality Sauvignon Blanc, Chardonnay, Pinot Noir and Pelorus Methode; raising the profile of Central Otago Pinot Noir to meet market demand.</p>	<p>COMPANY HIGHLIGHTS: Coca Cola Amatil and Beam Suntory distribution partnership in NZ in '15; AON Hewitt Best Employer '16; Rainbow Tick Accreditation '16; Monster Energy Drinks partnership '16; 10,000m² Keri Juice plant commissioned Sep '16, can produce 800,000 bottles a day</p>	<p>COMPANY HIGHLIGHTS: New CEO May '16, from Constellation Brands in San Francisco; Nov '16 acquires 21ha in Central Otago for pinot noir production; opportunities to grow NZ brands in Australia; plans to double Drylands, Marlborough capacity over '17-'18 to fill US demand</p>








* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis






<p>COOPERS CREEK VINEYARD</p>  <p>Andrew Hendry Managing Director</p>	<p>Craggy Range Vineyards</p>  <p>Michael Wilding Chief Executive Officer</p>	<p>DB Breweries Ltd</p>   <p>Andy Routley Managing Director</p>	<p>Delegat Group</p>   <p>Jim Delegat Executive Chairman</p>
<p>DESCRIPTION: Winery, vineyard and cellar door; around 130,000 cases of wine sold a year in over 20 countries</p>	<p>DESCRIPTION: Wine makers across five vineyards; sales and distribution subsidiary in Australia; 2 wineries, Gimblett Gravels Winery and Giants Winery; cellar door, restaurant and accommodation; member of Family of Twelve</p>	<p>DESCRIPTION: Manufacturer of beer and cider; Heineken, Tiger, Monteith's, DB Export, Tui, Black Dog, Old Mout, Orchard Thieves, etc.; market leader in cider with 45% share; 60% owned subs. JV in Barworks Group, 23 gastro pubs & events; 100% owned Drinkworks, AU sales & distribution</p>	<p>DESCRIPTION: Wine maker; Oyster Bay, Delegat, Barossa Valley Estate; 20 vineyards; sales teams in UK, Ireland, USA, Canada, Australia, Japan, Singapore, China, New Zealand</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Beer, cider, RTDs</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Hendry, Smith 81%, others)</p>	<p>OWNERSHIP: AU; Private (Tandom Pty (Peabody) 50%); HK; Private (Chamois Ltd 50%)</p>	<p>OWNERSHIP: Netherlands; Public (Heineken N.V (AMS:HEIO)) via Heineken Asia Pacific (Singapore)</p>	<p>OWNERSHIP: NZ; Public (NZX:DGL) (Delegat 66%)</p>
<p>COMPANY NUMBER: 93470</p>	<p>COMPANY NUMBER: 912925</p>	<p>COMPANY NUMBER: 71013</p>	<p>COMPANY NUMBER: 523716</p>
<p>ADDRESS: 601 State Highway 16, Huapai, Auckland</p>	<p>ADDRESS: 253 Waimarama Road, Havelock North</p>	<p>ADDRESS: 1 Bairds Road, Otahuhu, Auckland</p>	<p>ADDRESS: Level 1, 10 Viaduct Harbour Avenue, Auckland</p>
<p>PHONE: +64 9 412 8560</p>	<p>PHONE: +64 6 873 7126</p>	<p>PHONE: +64 9 259 3000</p>	<p>PHONE: +64 9 359 7300</p>
<p>WEBSITE: www.cooperscreek.co.nz</p>	<p>WEBSITE: www.craggyrange.com</p>	<p>WEBSITE: www.db.co.nz; www.dbsustainability.co.nz</p>	<p>WEBSITE: www.delegats.com</p>
<p>YEAR FORMED: 1980</p>	<p>YEAR FORMED: 1997</p>	<p>YEAR FORMED: 1929/1966</p>	<p>YEAR FORMED: 1947/1991</p>
<p>STAFF EMPLOYED: 25 (+5 seasonal)</p>	<p>STAFF EMPLOYED: 130</p>	<p>STAFF EMPLOYED: 500</p>	<p>STAFF EMPLOYED: +400</p>
<p>REVENUE: \$12-15m*</p>	<p>REVENUE: \$29m (FY16)</p>	<p>REVENUE: \$366m (FY16)</p>	<p>REVENUE: \$254m (FY16)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: New World Winery of the Year in '14 by Wine Enthusiast</p>	<p>COMPANY HIGHLIGHTS: Parent Asia Pacific now fully controlled by Heineken '13; Redwood Cider amalgamated into business in '14; acquired boutique brewery Tuatara Brewing Company in Jan '17</p>	<p>COMPANY HIGHLIGHTS: \$107m in capital expenditure '14/'15; record global case sales of 2.4m, EBITDA of \$96.5m in '16; inaugural vintage for new state of the art Hawke's Bay winery in '16; most gold and 90+ ratings in company history in '16</p>

* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis







 <p>ENVICTUS NZ</p>  <p>Neil McGarva Chief Executive Officer Envictus Dairies NZ</p>	 <p>FOLEY FAMILY WINES NZ</p>  <p>Mark Turnbull Chief Executive Officer</p>	 <p>FRUCOR BEVERAGES</p>  <p>Kevin Bowler Chief Executive Officer NZ</p>	 <p>GIBBSTON VALLEY</p>  <p>Greg Hunt Chief Executive Officer</p>
<p>DESCRIPTION: 72% partner in JV Envictus Dairies NZ, manufacturer of UHT aseptic PET liquids: dairy, juice, alternative dairy and water products; factory in Whakatu; exports to China, Taiwan, Japan, AU; Naturalac Nutrition “Horleys” sports nutrition subsidiary; milk drying outsourced; contract packs</p>	<p>DESCRIPTION: USA wine company; Vavasour, Grove Mill, Te Kairanga, Goldwater, Dashwood, Clifford Bay, Sanctuary, The Pass, Boatshed Bay, Babbling Brook, Walking Birds, Martinborough Vineyard brands; 4 wineries; Lighthouse Gin brand</p>	<p>DESCRIPTION: Manufacturer of soft drinks, juices and other beverages; brands include V Energy, Just Juice, Sparkling OH!, Fresh Up, McCoy, OVI, Citrus Tree, Mizone, Simply Squeezed, etc.; 20m cases of drink products/year from South Auckland plant; bottles and distributes Pepsico products in NZ</p>	<p>DESCRIPTION: Winery, restaurant, wine tours; based in Queenstown</p>
<p>KEY PRODUCTS: UHT milk, flavoured milk, pet milk, fruit juice, sports nutrition beverages, weight loss water, coconut milk, almond milk</p>	<p>KEY PRODUCTS: Wine, gin</p>	<p>KEY PRODUCTS: Energy drinks, juice, sports drinks, water, carbonated soft drinks</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: Malaysia; Public (Envictus International Holdings)</p>	<p>OWNERSHIP: NZ; Public (NZX:FFW) (Foley (USA; Private) 66%, NZ Central Securities 17%, others)</p>	<p>OWNERSHIP: Japan; Private; (Suntory Holdings Ltd (Kotobuki Realty 90%, Torii, others))</p>	<p>OWNERSHIP: USA; Private (Griffith, Pike)</p>
<p>COMPANY NUMBER: 1863590</p>	<p>COMPANY NUMBER: 307139</p>	<p>COMPANY NUMBER: 913026</p>	<p>COMPANY NUMBER: 449621</p>
<p>ADDRESS: 44 Johnston Way, Whakatu, Hastings</p>	<p>ADDRESS: 13 Waihopai Valley Road, Blenheim</p>	<p>ADDRESS: 86 Plunket Avenue, Manukau City, Auckland</p>	<p>ADDRESS: 1820 State Highway 6, Gibbston, Queenstown</p>
<p>PHONE: +64 6 650 3000</p>	<p>PHONE: +64 3 572 8200</p>	<p>PHONE: +64 9 250 0100</p>	<p>PHONE: +64 3 442 6910</p>
<p>WEBSITE: www.envictus-intl.com; www.horleys.com</p>	<p>WEBSITE: www.nzwineco.co.nz; www.ffw.co.nz; www.lighthousegin.co.nz</p>	<p>WEBSITE: www.frucor.com</p>	<p>WEBSITE: www.gibbstonvalley.com</p>
<p>YEAR FORMED: 2006</p>	<p>YEAR FORMED: 1986</p>	<p>YEAR FORMED: 1962</p>	<p>YEAR FORMED: 1990</p>
<p>STAFF EMPLOYED: 33 FTE</p>	<p>STAFF EMPLOYED: 65</p>	<p>STAFF EMPLOYED: 684</p>	<p>STAFF EMPLOYED: 55</p>
<p>REVENUE: \$19m (FY16)</p>	<p>REVENUE: \$35m (FY16)</p>	<p>REVENUE: \$429m (FY15)</p>	<p>REVENUE: \$5-10m*</p>
<p>COMPANY HIGHLIGHTS: Name change in '14 after Etika's global sale of dairy business; looked to sell Envictus Dairies in Feb '16 for \$20m but agreement lapsed; launched RTD sports nutrition beverage, protein drinks, developed non-dairy nut milks and developing drinking yoghurt and real coffee products in '17</p>	<p>COMPANY HIGHLIGHTS: Acquired Lighthouse Gin in '14; invested in new warehouse at Grove Mill, \$2.2m in '15; emphasis on selling branded product rather than bulk wine in '16; earthquake damage of over \$1m in Nov '16 to Grove Mill Winery</p>	<p>COMPANY HIGHLIGHTS: Jun '16 launch “V Pure” using 6 natural ingredients</p>	<p>COMPANY HIGHLIGHTS: Original Home Block vineyard certified organic in '14</p>






* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>GIESEN WINE ESTATE</p>  <p>Theo, Alex and Marcel Giesen Directors (Marcel right)</p> 	<p>HARRINGTON'S BREWERIES</p>  <p>Carl Harrington Managing Director</p> 	<p>HUNTER'S WINES (NZ) LTD</p>  <p>Jane Hunter Managing Director</p> 	<p>INDEPENDENT LIQUOR</p>  <p>James Collins Country Manager - NZ</p>
<p>DESCRIPTION: Marlborough centric wine company with grapes throughout NZ; Cellar door in Marlborough; 93% of wine exported; #1 market Australia; Kaiser Brothers Brewery operating out of Head Office in Canterbury</p>	<p>DESCRIPTION: Beer and cider manufacturer; contract brewing and bottling</p>	<p>DESCRIPTION: Winery and restaurant; Hunters and Spring Creek brands; output of around 100,000 cases of wine; export approximately 85% of production</p>	<p>DESCRIPTION: Distiller of spirits (Woodstock, Cruiser, Cody's, Boundary Road, Long White, Canterbury Cream, others); brewer of beer (Calsberg, Asahi, NZ Pure, Haagen, Wild Buck, Founders); cider (Somersby, Wild Side, Honesty Box)</p>
<p>KEY PRODUCTS: Wine, cider, beer</p>	<p>KEY PRODUCTS: Beer, cider</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Beer, RTDs, cider, spirits</p>
<p>OWNERSHIP: NZ; Private (Giesen)</p>	<p>OWNERSHIP: NZ; Private (Harrington)</p>	<p>OWNERSHIP: NZ; Private (Hunter)</p>	<p>OWNERSHIP: Japan; Public (Asahi Group Holdings (TYO:2502))</p>
<p>COMPANY NUMBER: 1004906</p>	<p>COMPANY NUMBER: 138071</p>	<p>COMPANY NUMBER: 140641</p>	<p>COMPANY NUMBER: 354989</p>
<p>ADDRESS: 46B Halwyn Drive, Hei Hei, Christchurch</p>	<p>ADDRESS: 6 Tenahaun Place, Wigram, Christchurch</p>	<p>ADDRESS: 603 Rapaura Road, Blenheim</p>	<p>ADDRESS: 35 Hunua Road, Papakura, Auckland</p>
<p>PHONE: +64 3 344 6270</p>	<p>PHONE: +64 3 929 0107</p>	<p>PHONE: +64 3 572 8489</p>	<p>PHONE: +64 9 298 3000</p>
<p>WEBSITE: www.giesen.co.nz</p>	<p>WEBSITE: www.harringtons.nz</p>	<p>WEBSITE: www.hunters.co.nz</p>	<p>WEBSITE: www.independentliquor.co.nz; www.asahigroup-holdings.com</p>
<p>YEAR FORMED: 1981</p>	<p>YEAR FORMED: 1991</p>	<p>YEAR FORMED: 1979</p>	<p>YEAR FORMED: 1987</p>
<p>STAFF EMPLOYED: 105 (+60 seasonal)</p>	<p>STAFF EMPLOYED: 21</p>	<p>STAFF EMPLOYED: 25</p>	<p>STAFF EMPLOYED: 170</p>
<p>REVENUE: \$70-80m</p>	<p>REVENUE: \$10-20m (FY16)</p>	<p>REVENUE: \$7-10m (FY16)</p>	<p>REVENUE: \$393m (FY15)</p>
<p>COMPANY HIGHLIGHTS: Added Barossa Valley's Peter Lehmann Wines, owned by Casella Family Brands into distribution business in '15 along with Mirabeau Rose from Provence; awarded champion pinot noir at the 2016 IWSC in the UK and outstanding medal, plus three champion titles at the Air NZ Wine Awards; Jun '16 purchased Ara brand, UK presence; brewery operational in '16</p>	<p>COMPANY HIGHLIGHTS: Acquired Matson's Brewery in '14; moved operations from Ferry Road into new purpose built premises at Wigram in '16; invested \$2m Italian bottling line in '16; exited hospitality and retail side of business in '16; current focus on H&S and lean manufacturing programmes</p>	<p>COMPANY HIGHLIGHTS: New winemaking team in '16</p>	<p>COMPANY HIGHLIGHTS: "The Mill" chain sold to Foodstuffs in Oct '15 for \$12m</p>




<p>INDEVIN GROUP LTD</p>  <p>Duncan McFarlane Group Chief Executive Officer</p>	<p>INVIVO WINES NEW ZEALAND</p>  <p>Rob Cameron Managing Director</p>	<p>JUICE PRODUCTS NZ LTD</p>  <p>Noboru Saeki Chief Executive Officer</p>	<p>JUST WATER INTERNATIONAL</p>   <p>Tony Falkenstein Chief Executive Officer</p>
<p>DESCRIPTION: Integrated wine supply co., owning and operating vineyards and wineries in Marlborough, Gisborne and Hawkes Bay. Largest New Zealand owner of vineyards and vineyard land. Have a large contract grower portfolio. Acquired parts of Lindauer assets from Pernod in 2010.</p>	<p>DESCRIPTION: Wine makers; vineyards in Marlborough and Central Otago; produce Graham Norton wines</p>	<p>DESCRIPTION: Manufacturer of fruit and vegetable juices, concentrates, purees, blends; facility in Timaru; export to Asia, USA, AU; processes 70,000t, 70% of NZ carrot crop</p>	<p>DESCRIPTION: Water coolers and water distribution to offices and homes; 3 bottling plants</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine, low alcohol and calorie wine, spritzers</p>	<p>KEY PRODUCTS: Carrot and fruit juice concentrate, fruit and vegetable purees, fruit and vegetable pulp</p>	<p>KEY PRODUCTS: Water coolers, drinking water, filters</p>
<p>OWNERSHIP: NZ; Private (Wallace 88%, others)</p>	<p>OWNERSHIP: NZ; Private (Lightbourne, Cameron, Dark, others)</p>	<p>OWNERSHIP: Japan: Public (Sumitomo Corporation (TYO: 8053))</p>	<p>OWNERSHIP: NZ; Public (NZX:JWI) (The Harvard Group 68%, others)</p>
<p>COMPANY NUMBER: 3164447</p>	<p>COMPANY NUMBER: 1861924</p>	<p>COMPANY NUMBER: 1207153</p>	<p>COMPANY NUMBER: 368825</p>
<p>ADDRESS: 17-19 Winefair Close, Blenheim</p>	<p>ADDRESS: 55 Te Kauwhata Road, Te Kauwhata</p>	<p>ADDRESS: 55 Sheffield Street, Washdyke, Timaru</p>	<p>ADDRESS: 103 Hugo Johnston Drive, Penrose, Auckland</p>
<p>PHONE: +64 3 520 6810</p>	<p>PHONE: +64 9 630 6360</p>	<p>PHONE: +64 3 687 4170</p>	<p>PHONE: +64 9 630 1300</p>
<p>WEBSITE: www.indevin.com</p>	<p>WEBSITE: www.invivowines.com</p>	<p>WEBSITE: www.jp-nz.com; www.sumitomocorp.co.jp</p>	<p>WEBSITE: www.justwater.co.nz; www.jwi.co.nz</p>
<p>YEAR FORMED: 2003</p>	<p>YEAR FORMED: 2006</p>	<p>YEAR FORMED: 1993</p>	<p>YEAR FORMED: 1989</p>
<p>STAFF EMPLOYED: 220FTE+180 seasonal</p>	<p>STAFF EMPLOYED: 15-20</p>	<p>STAFF EMPLOYED: 26 perm. 30 seasonal</p>	<p>STAFF EMPLOYED: 84 FTE 40 casual</p>
<p>REVENUE: \$100m+</p>	<p>REVENUE: \$5-10m*</p>	<p>REVENUE: \$27m (FY16)</p>	<p>REVENUE: \$16m (FY16)</p>
<p>COMPANY HIGHLIGHTS: Acquired Todd Corporation vineyard holdings in Marlborough '16, 600ha of vines, 900ha of bare land suitable for further plantings, the brand Ara was sold to Giesen Wines</p>	<p>COMPANY HIGHLIGHTS: Launched Graham Norton's '16 Sauvignon Blanc and Shiraz, blending session in Ireland to create the wines; '15 vintage sold out in 2,000 stores in Ireland, UK, AU, NZ; acquired 1902 winery in Te Kauwhata in '16</p>	<p>COMPANY HIGHLIGHTS: Acquired by Sumitomo Corp in '14; invested \$1.5m on new aseptic production and puree extraction lines in '15; expanding laboratory facilities in '17</p>	<p>COMPANY HIGHLIGHTS: Sold Australian business, Just Water Australia to Waterlogic in '15; acquired bottling plant for \$3.3m in '16</p>

* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>KARMA COLA</p>  <p>Chris Morrison Co-Founder</p> 	<p>LION</p>  <p>Rory Glass Managing Director - BSW NZ</p> 	<p>MCCASHIN'S BREWERY</p>  <p>Dean McCashin Acting General Manager</p>	<p>MILLS REEF WINERY</p>  <p>Nick Aleksich General Manager</p>
<p>DESCRIPTION: Manufacturer of Fairtrade organic craft sodas; sale proceeds go back to Sierra Leone cola growers; supply into hospitality and cafes; Karma Cola Pty Ltd (AU); Karma Cola UK (UK/EU); exports to Singapore, Macau, Hong Kong, Japan and Taiwan</p>	<p>DESCRIPTION: Lion is New Zealand's largest alcoholic beverage company; also manufactures other beverages and dairy products</p>	<p>DESCRIPTION: Beverages manufacturer based in Nelson; craft beer brewery, cider and non-alcoholic beverages; contract brewing and bottling; tours, restaurant and beer garden; contract brews for Moa Breweries; branch office in Taiwan, 4 staff; McCashin's Distilling Co; oak barrel operations</p>	<p>DESCRIPTION: Wine makers; winery and restaurant on 20 acres outside of Tauranga; five vineyards in Hawke's Bay</p>
<p>KEY PRODUCTS: Cola, lemonade, sparkling fruit flavoured waters; Karma Cola, Lemmy, Gingerella, All Good & Sparkling brands</p>	<p>KEY PRODUCTS: Beer, wine, spirits, RTDs, cider, non alcoholic beverages, dairy</p>	<p>KEY PRODUCTS: Beer, cider, water; Stoke, Rochdale, Palaeo brands</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Morrison, Coley, Stewart, others)</p>	<p>OWNERSHIP: Japan; Public (Kirin (TYO: 2503))</p>	<p>OWNERSHIP: NZ; Private (McCashin)</p>	<p>OWNERSHIP: NZ; Private (Preston)</p>
<p>COMPANY NUMBER: 4458783</p>	<p>COMPANY NUMBER: 33986/ 1035696</p>	<p>COMPANY NUMBER: 2223762</p>	<p>COMPANY NUMBER: 17535</p>
<p>ADDRESS: 72 Williamson Avenue, Auckland</p>	<p>ADDRESS: 27 Napier Street, Freemans Bay, Auckland</p>	<p>ADDRESS: 660 Main Road, Stoke, Nelson</p>	<p>ADDRESS: 143 Moffat Road, Bethlehem, Tauranga</p>
<p>PHONE: +64 9 360 9691</p>	<p>PHONE: +64 9 347 2000</p>	<p>PHONE: +64 3 547 5357</p>	<p>PHONE: +64 7 576 8800</p>
<p>WEBSITE: www.allgoodorganics.co.nz; www.karmacola.co.nz</p>	<p>WEBSITE: www.lionco.com; www.kirinholdings.co.jp</p>	<p>WEBSITE: www.mccashins.co.nz; www.rochdalecider.co.nz; www.stokebeer.co.nz</p>	<p>WEBSITE: www.millsreef.co.nz</p>
<p>YEAR FORMED: 2008</p>	<p>YEAR FORMED: 1860/1968/1977</p>	<p>YEAR FORMED: 2009</p>	<p>YEAR FORMED: 1989</p>
<p>STAFF EMPLOYED: 20</p>	<p>STAFF EMPLOYED: 1,273</p>	<p>STAFF EMPLOYED: 30</p>	<p>STAFF EMPLOYED: 40 perm. 10 seasonal</p>
<p>REVENUE: \$5-10m ('16)</p>	<p>REVENUE: \$561m Lion - BSW NZ (FY16) \$29m Lion - Dairy and Drinks (FY16)</p>	<p>REVENUE: \$10-15m (FY16)</p>	<p>REVENUE: \$12-15m (FY16)</p>
<p>COMPANY HIGHLIGHTS: Global soft drink company selling fairtrade and organic carbonated beverages in New Zealand, Australia the UK & EU. Products manufactured in NZ & UK. Raised over US\$100k for Karma Cola Foundation supporting cola nut growers in Sierra Leone.</p>	<p>COMPANY HIGHLIGHTS: Acquired Morton Estate (\$6.8m) Jan '15; acquired Upper Hutt brewery Panhead Custom Ales Jul '16; Emerson's moving to new \$25m brewery, tap-room and restaurant to increase production to 8m litres/year in '17; increased focus on mid, low and non-alcoholic options</p>	<p>COMPANY HIGHLIGHTS: McCashin's Brewery Kitchen and Bar opened in '15; launched premium brand Palaeo Water, 14,000-30,000 year old water source, in '16; acquired Liquid Alchemy distilling business in Nov '16, incorporated into McCashin's Distilling Company, produces range of spirits incl. whiskey at brewery; acquired Nelson Cooperage, purchasing, reconditioning, selling oak barrels</p>	<p>COMPANY HIGHLIGHTS:</p>

<p>MISSION ESTATE WINERY</p>  <p>Peter Holley Chief Executive Officer</p> 	<p>MOA BREWING COMPANY</p>  <p>Geoff Ross Chief Executive Officer</p>	<p>MOUNT RILEY WINES</p>  <p>John Buchanan Managing Director</p>	<p>NEW ZEALAND QUALITY WATERS</p>  <p>Bruce Sherman General Manager</p>
<p>DESCRIPTION: Wine makers; New Zealand's first winery; entertainment, restaurant, accommodation, tourism, cellar door; vineyards in Hawke's Bay and Marlborough</p>	<p>DESCRIPTION: NZ's only listed craft beer brewer; based in Blenheim; exports to AU, Asia, Canada, USA; brewing in Blenheim and contract brewing at McCashins; planning stages for new brewery</p>	<p>DESCRIPTION: Winery based in Blenheim; Mount Riley, Feather, Savee, Seventeen Valley brands; seven vineyards in Marlborough; export to Australia, Asia, Canada, UK; airlines and cruise lines</p>	<p>DESCRIPTION: Producers and exporters of premium spring water based beverages; water source is Blue Spring in Putaruru plus artesian water; bottling plant at source: contract bottling service; offices in Australia, Thailand, Hong Kong</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Craft beer, cider</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Still, lightly flavoured spring water beverages; NZO Volcanic Spring Water, WAIZ brands</p>
<p>OWNERSHIP: NZ; Private (Marist Holdings)</p>	<p>OWNERSHIP: NZ; Public (NZX: MOA); (Pioneer Capital (PE) 25%, The Business Bakery 23%, Alan Scott Wines 7%, others)</p>	<p>OWNERSHIP: NZ; Private (Buchanan, Murphy)</p>	<p>OWNERSHIP: Hong Kong; Private (NZO International 51%); Singapore; Private (Wee 49%)</p>
<p>COMPANY NUMBER: 960152</p>	<p>COMPANY NUMBER: 1528394</p>	<p>COMPANY NUMBER: 869998</p>	<p>COMPANY NUMBER: 1886777</p>
<p>ADDRESS: 198 Church Road, Greenmeadows, Napier</p>	<p>ADDRESS: 258 Jacksons Road, Blenheim</p>	<p>ADDRESS: 10 Malthouse Road, Riverlands, Marlborough</p>	<p>ADDRESS: 83 Domain Road, Putaruru</p>
<p>PHONE: +64 6 845 9350</p>	<p>PHONE: +64 3 572 5146</p>	<p>PHONE: +64 3 577 9900</p>	<p>PHONE: +64 7 883 8499</p>
<p>WEBSITE: www.missionestate.co.nz</p>	<p>WEBSITE: www.moabeer.com</p>	<p>WEBSITE: www.mountriley.co.nz</p>	<p>WEBSITE: www.nzqw.co.nz</p>
<p>YEAR FORMED: 1851</p>	<p>YEAR FORMED: 2003</p>	<p>YEAR FORMED: 1997</p>	<p>YEAR FORMED: 2006</p>
<p>STAFF EMPLOYED: 80 (inc. restaurant)</p>	<p>STAFF EMPLOYED: 19</p>	<p>STAFF EMPLOYED: 20</p>	<p>STAFF EMPLOYED: 21</p>
<p>REVENUE: \$10-15m (FY16)</p>	<p>REVENUE: \$8m (FY16)</p>	<p>REVENUE: \$15-20m*</p>	<p>REVENUE: \$6-8m (FY16)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: 43% growth in volume sold in '16, 2.5m litres; distribution agreement with ParrotDog Brewing for Moa to distribute in NZ; institutional placement share offer in '16 for PIE Funds Management to acquire 6.6% interest, \$4m in total new equity</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: Brand refresh and new packaging in '16; planned expansion of exports to Australia and Singapore; website updated in '17; currently undergoing significant plant re-organisation with expected complete Jun '17</p>






* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>PEGASUS BAY LIMITED</p>  <p>Paul Donaldson General Manager</p>	<p>PERNOD RICARD WINEMAKERS-NZ</p>  <p>Jo-Anna Partridge Operations Director</p> 	<p>SACRED HILL VINEYARDS</p>  <p>David Mason Managing Director</p>	<p>SAINT CLAIR ESTATES WINES</p>  <p>Neal Ibbotson Managing Director</p> 
<p>DESCRIPTION: Winery and restaurant in Waipara Valley, Canterbury; Pegasus Bay, Main Divide brands</p>	<p>DESCRIPTION: Grower and maker of wines; Church Road, Deutz, Brancott Estate, Stoneleigh; Brancott Estate is #1 wine brand in NZ; NZ operations divided into NZ sales & marketing of global portfolio of wine & spirits, and winemaking operation; overarching Management Committee based in AU</p>	<p>DESCRIPTION: Five wine brands: Sacred Hill, Gunn Estate, Ti Point, Wild South, White Cliff; 50% interest in Gimblett Gravels Vineyard Ltd</p>	<p>DESCRIPTION: Wine maker based in Marlborough; 6 vineyards throughout Marlborough; Saint Clair Reserve, Pioneer Block, Premium, Vicars Choice brands; restaurant and cellar door; exports to ~70 world markets</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine, sparkling wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Donaldson)</p>	<p>OWNERSHIP: France; Public (Pernod Ricard SA (Euronext:RI)) via Millstream Finance Ltd</p>	<p>OWNERSHIP: NZ; Private (Mason family 65%); HK; Private (Jebesen Beverage Co 30%)</p>	<p>OWNERSHIP: NZ; Private (Ibbotson)</p>
<p>COMPANY NUMBER: 977770</p>	<p>COMPANY NUMBER: 86020</p>	<p>COMPANY NUMBER: 961615</p>	<p>COMPANY NUMBER: 1017340</p>
<p>ADDRESS: Stockgrove Road, Waipara, Amberley</p>	<p>ADDRESS: 4 Graham Street, Auckland</p>	<p>ADDRESS: 1472 Omahu Road, RD5, Hastings</p>	<p>ADDRESS: 30-32 Liverpool Street, Riverlands Estate, Blenheim</p>
<p>PHONE: +64 3 314 6869</p>	<p>PHONE: +64 9 336 8300</p>	<p>PHONE: +64 6 879 8760</p>	<p>PHONE: +64 3 578 8695</p>
<p>WEBSITE: www.pegasusbay.com</p>	<p>WEBSITE: www.pernod-ricard-winemakers.com</p>	<p>WEBSITE: www.sacredhill.com; www.jebesen.com; www.quenchcollective.co.nz</p>	<p>WEBSITE: www.saintclair.co.nz</p>
<p>YEAR FORMED: 1985</p>	<p>YEAR FORMED: 1961</p>	<p>YEAR FORMED: 1986</p>	<p>YEAR FORMED: 1994</p>
<p>STAFF EMPLOYED: 70</p>	<p>STAFF EMPLOYED: 430</p>	<p>STAFF EMPLOYED: 35</p>	<p>STAFF EMPLOYED: 60</p>
<p>REVENUE: \$12-15m*</p>	<p>REVENUE: \$241m (FY16) (Pernod Ricard Winemakers NZ)</p>	<p>REVENUE: \$43m (FY16)</p>	<p>REVENUE: \$45-\$55m (FY14)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: 2.2m cases of Brancott Estate sold worldwide in '16; # 1 NZ Sauvignon Blanc in the UK by volume</p>	<p>COMPANY HIGHLIGHTS: Focus on exporting to USA in '16; rebranded Sacred Hill Wine Company, set up in '12 to manage domestic sales and distribution of portfolio of wine, beer and cider, to Quench Collective in '16; launched two new Marlborough wines in '16, high demand in US</p>	<p>COMPANY HIGHLIGHTS: NZ Producer of the Year in '16 highlighting a run of success in international wine shows in recent years; purchased Lake Chalice vineyard and brand in '16; 5 gold awards at the Royal Easter Show Wine Awards in '17</p>




* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>SEIFRIED ESTATE</p>  <p>Hermann Seifried Director</p>	<p>SILENI ESTATES LIMITED</p>   <p>Nigel Avery Chief Executive Officer</p>	<p>SOLJANS ESTATE WINERY</p>   <p>Tony Soljan Managing Director</p>	<p>THE BETTER DRINK CO LTD</p>  <p>George Gordon General Manager</p>
<p>DESCRIPTION: Winery and restaurant; Aotea, Old Coach Road, Rabbit Island, Seifried, Winemakers Collection brands; 250ha across 9 vineyards; exports 65% to over 20 countries</p>	<p>DESCRIPTION: Wine producer and exporter; based in Hawkes Bay with vineyards in Marlborough; 800ha, 250ha of contract grape growers; produces 760,000 cases, one of the fastest growing wineries in NZ; in top 10 by production volume; exports to over 80 markets</p>	<p>DESCRIPTION: Winery, café and functions; based in Auckland; exports to Canada, China, Japan, Pacific, Poland, USA, Malaysia, Taiwan</p>	<p>DESCRIPTION: Manufacturer, marketer and distributor of beverages; Charlies, Phoenix, Juicy Lucy, Ti Tonics, Real Iced Tea, Stash Tea brands; production sites in NZ and AU; distribution rights for Sunkist products in NZ, Pacific Islands; exports to over 12 countries</p>
<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Juice, iced tea, soft drinks, tea</p>
<p>OWNERSHIP: NZ; Private (Seifried)</p>	<p>OWNERSHIP: NZ; Private (Avery, Porter, Puvera Pty (AU) 6%, Edmonds)</p>	<p>OWNERSHIP: NZ; Private (Soljan)</p>	<p>OWNERSHIP: Japan; Private (Asahi Group) via Asahi Holdings (AU)</p>
<p>COMPANY NUMBER: 918475</p>	<p>COMPANY NUMBER: 882582</p>	<p>COMPANY NUMBER: 658205</p>	<p>COMPANY NUMBER: 969423</p>
<p>ADDRESS: 184 Redwood Road, Appleby, Nelson</p>	<p>ADDRESS: 2016 Maraekakaho Road, Hastings</p>	<p>ADDRESS: 366 State Highway 16, Kumeu, Auckland</p>	<p>ADDRESS: Suite 101, 1 Cleveland Road, Parnell, Auckland</p>
<p>PHONE: +64 3 544 5599</p>	<p>PHONE: +64 6 879 8768</p>	<p>PHONE: +64 9 412 5858</p>	<p>PHONE: +64 9 837 6740</p>
<p>WEBSITE: www.seifried.co.nz</p>	<p>WEBSITE: www.sileni.co.nz</p>	<p>WEBSITE: www.soljans.co.nz</p>	<p>WEBSITE: www.betterdrinks.co.nz; www.asahi.com.au; www.phoenixorganics.co.nz</p>
<p>YEAR FORMED: 1973</p>	<p>YEAR FORMED: 1997</p>	<p>YEAR FORMED: 1937</p>	<p>YEAR FORMED: 1999</p>
<p>STAFF EMPLOYED: 50 perm. 20 seasonal</p>	<p>STAFF EMPLOYED: 40</p>	<p>STAFF EMPLOYED: 50</p>	<p>STAFF EMPLOYED: 100</p>
<p>REVENUE: \$20-30m*</p>	<p>REVENUE: \$50-60m (FY16)</p>	<p>REVENUE: \$10m (FY16)</p>	<p>REVENUE: \$31m (FY15)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: "Alliance" with Ti Tonics giving exclusive distribution rights announced in '15; CEO left in May '16</p>

* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>THE HOMEGROWN JUICE COMPANY</p>  <p>Stephen Brownlie Director</p>	<p>THE WINE PORTFOLIO</p>  <p>John Coney Owner</p>	<p>TREASURY WINE ESTATES (MATUA) LTD</p>  <p>Angus McPherson Managing Director – AU & NZ</p>	<p>VILLA MARIA ESTATE LTD</p>   <p>Sir George Fistonich Founder & Owner</p>
<p>DESCRIPTION: Manufacturer of raw cold pasteurised (HPP) juices; largest plantings of orange orchards in NZ, located in Gisborne and Hawkes Bay; retail and food service; Homegrown and Grove brands</p>	<p>DESCRIPTION: Winery operations; 5 vineyards in Hawkes Bay and 1 in Marlborough; 13 brands, Cathedral Cove, Mill Road, Nikau Point, Southern Cross, Penny Lane, Mimi, Southern Dawn, Leveret Estate, Falconhead, Coniglio, IQ, The Regent, Mansfield & Mars; exports to China, UK, AU</p>	<p>DESCRIPTION: Wine maker and grower; Matua, Secret Stone, Angel Cove, Squealing Pig brands; 8 vineyards, 339ha planted; 1 winery; 85% of grapes sourced through grower contracts</p>	<p>DESCRIPTION: Wine maker and grower; Villa Maria, Vidal Estate, Thornbury, Esk Valley, Te Awa Single Estate, Left Field, Kidnapper Cliffs; exports to over 60 countries; Vineyard Plants Nursery</p>
<p>KEY PRODUCTS: Orange, apple, grapefruit, lemon, lime, apple and kale juices, fruit and vegetable blend juices, berry, fruit, feijoa and apple smoothies</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Brownlie)</p>	<p>OWNERSHIP: Canada; Private (Coney)</p>	<p>OWNERSHIP: AU; Public (ASX:TWE); (JP Morgan Nominees AU 28%, HSBC Custody Nominees 27%)</p>	<p>OWNERSHIP: NZ; Private (Fistonich)</p>
<p>COMPANY NUMBER: 4387684</p>	<p>COMPANY NUMBER: 668538</p>	<p>COMPANY NUMBER: 266340</p>	<p>COMPANY NUMBER: 291073</p>
<p>ADDRESS: 407 Williams Street, Mahora, Hastings</p>	<p>ADDRESS: 2389 State Highway 2, Katikati</p>	<p>ADDRESS: 130 St Georges Road, Parnell, Auckland</p>	<p>ADDRESS: 118 Montgomerie Road, Mangere, Auckland</p>
<p>PHONE: +64 6 878 8140</p>	<p>PHONE: +64 7 552 0795</p>	<p>PHONE: +64 9 354 5250</p>	<p>PHONE: +64 9 255 0660</p>
<p>WEBSITE: www.homegrownjuice.co.nz</p>	<p>WEBSITE: www.wineportfolio.co.nz</p>	<p>WEBSITE: www.tweglobal.com; www.matua.co.nz</p>	<p>WEBSITE: www.villamaria.co.nz; www.vidal.co.nz www.teawacollection.com; www.eskvalley.co.nz</p>
<p>YEAR FORMED: 2013</p>	<p>YEAR FORMED: 1995</p>	<p>YEAR FORMED: 1969/1985</p>	<p>YEAR FORMED: 1961</p>
<p>STAFF EMPLOYED: N/A</p>	<p>STAFF EMPLOYED: 50 perm. 30 seasonal</p>	<p>STAFF EMPLOYED: 150</p>	<p>STAFF EMPLOYED: 300</p>
<p>REVENUE: \$20-30m*</p>	<p>REVENUE: \$30-40m ('16)</p>	<p>REVENUE: \$249m (FY16)</p>	<p>REVENUE: \$160-180m*</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: Sold Morton Estate brand and Marlborough vineyard to Lion for \$6,775m in '15; developed two new brands, Leveret and Falconhead in '14</p>	<p>COMPANY HIGHLIGHTS: Closed Auckland winery and moved all production to expanded Marlborough facility, loss of 50 jobs in Mar '16; closed Matua packaging plant and cellar door in Waimauku; sold Matua Auckland Winery to Sutton Group Holdings in July '16, \$4.3m</p>	<p>COMPANY HIGHLIGHTS: Acquired 41ha of neighbour Pask Winery in Gimblett Gravels in '14; Villa Maria's Sauvignon Blanc on North America Starbucks' evening menu since April '15; launched icon wine, Cabernet Sauvignon, RRP \$150 in '16; launch of lighter rose, winner of NZ Food Awards, Beverages category in '16; part of MPI PGP programme; NZ Winery of Year '16; highly awarded</p>

* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

<p>WAIWERA WATER LIMITED</p>  <p>Avi Jayapuram General Manager</p>	<p>WINEWORKS LIMITED</p>  <p>Tim Nowell-Usticke Managing Director</p>	<p>YEALANDS WINE GROUP</p>  <p>Adrian Garforth MW Chief Executive Officer</p>
<p>DESCRIPTION: Bottled water producer and distributor; exports to over 10 countries; co-owned Waiwera Organic Winery spirit maker, Waiwera Thermal Resort; exports to United Arab Emirates, USA</p>	<p>DESCRIPTION: Wine bottling, warehousing, transport, distribution service provider; 9 bottling lines at sites in Marlborough, Hawke's Bay, Auckland; 60,000 cases/day capacity; 60m bottles in warehouses; bottles 40% of NZ's wine</p>	<p>DESCRIPTION: Vineyard and wine maker; vineyard holdings in Marlborough and Hawke's Bay; Yealand Family Wines, Crossroads, The Crossing, Babydoll, Southbank Estate, Silver Fern Wines, Flaxbourne, Clearwater Cove brands</p>
<p>KEY PRODUCTS: Bottled still and sparkling water; glass and PET</p>	<p>KEY PRODUCTS: Bulk wine transport, laboratory services, bottling, packaging, warehousing and distribution, certification, freight</p>	<p>KEY PRODUCTS: Wine</p>
<p>OWNERSHIP: NZ; Private (Khimich 80%); USA; (Ordover Trust 20%)</p>	<p>OWNERSHIP: NZ; Private (Nowell-Usticke 60%, Vintage Investments 40%)</p>	<p>OWNERSHIP: NZ; Private (Marlborough Lines Ltd 85%, Yealand 15%)</p>
<p>COMPANY NUMBER: 3401174</p>	<p>COMPANY NUMBER: 3324832</p>	<p>COMPANY NUMBER: 5737427</p>
<p>ADDRESS: 21 Waiwera Road, Waiwera, Auckland</p>	<p>ADDRESS: 26 Liverpool Street, Riverlands, Blenheim</p>	<p>ADDRESS: 139 Quay Street, Princes Wharf, Auckland</p>
<p>PHONE: +64 9 448 2483</p>	<p>PHONE: +64 3 577 8166</p>	<p>PHONE: +64 9 920 2880</p>
<p>WEBSITE: www.waiwera.com; www.waiwera.me</p>	<p>WEBSITE: www.wineworks.co.nz</p>	<p>WEBSITE: www.yealandswinegroup.co.nz</p>
<p>YEAR FORMED: 1875</p>	<p>YEAR FORMED: 1995</p>	<p>YEAR FORMED: 2006</p>
<p>STAFF EMPLOYED: 23</p>	<p>STAFF EMPLOYED: 368</p>	<p>STAFF EMPLOYED: 180</p>
<p>REVENUE: \$5-10m*</p>	<p>REVENUE: N/A</p>	<p>REVENUE: \$100m (FY14)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: Opened multi-million dollar facility in Onehunga, Auckland in '16</p>	<p>COMPANY HIGHLIGHTS: Peter Yealand sold 80% of business to Marlborough Lines Company July '15 for \$89m; acquired 261ha Straight Views farm for \$4.35m in '16, plans to convert to 70ha vineyard with first grapes by '20; Hawke's Bay Crossroads vineyard and winery put on market in '16; new CEO in '17</p>

* Estimate; Source: various companies annual financial statements (NZ Companies Office or company website); various press releases and news articles; Coriolis analysis

Appendices

- + Industry bodies
- + Trade codes
- + Glossary of terms

06

INDUSTRY ORGANISATIONS

New Zealand has a broad range of organisations which support the alcoholic and non-alcoholic beverage industries



- Represents the manufacturers and suppliers behind New Zealand's food, beverage and grocery brands
- www.fgc.org.nz



- Represent 850 growers and 700 wineries
- Funded through: a levy on the sale of grapes collected by the Grape Growers Council under the Commodity Levies Act 1991
- Levy on the sale of wine collected by the Wine Institute under the Wine Act 2003
- www.nzwine.com



- Represent leading producers, distributors, brand owners, importers and exporters of premium spirits and liqueurs (98% of industry)
- www.spiritsnz.org.nz



- Represent producers and marketers of beverages, juices, water and non-alcoholic beverages
- www.nzbc.nz



- Represents brewing industry in New Zealand
- Over 163 brewers
- Funded via members fees
- www.brewersguild.org.nz



- Representing the major brewing producers in Australia and New Zealand
- Four major brewers in NZ and AU; Carlton, Coopers, DB, Lion (95% market)
- www.brewers.org.au

TRADE CODES

GLOBAL HARMONISED SYSTEM (HS) TRADE CODES DEFINED AS BEVERAGES

HS2002

HS Code	Short Description	Longer official description
200911	Frozen orange juice	Frozen orange juice, unfermented, not containing spirit
200912	Orange juice not-frozen unsweet	Orange juice, not frozen, of a Brix value not >20, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200919	Orange juice not-frozen sweet	Unfrozen orange juice, unfermented, not containing added spirit
200921	Grapefruit juice	Grapefruit juice, of a Brix value not >20, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200929	Grapefruit juice	Grapefruit juice (excl. of 2009.21), unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200931	Other citrus	Juice of any single citrus fruit other than orange/grapefruit, of a Brix value not >20, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetener
200939	Other citrus	Juice of any single citrus fruit other than orange/grapefruit (excl. of 2009.31), unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetener
200941	Pineapple juice	Pineapple juice, of a Brix value not >20, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200949	Pineapple juice	Pineapple juice (excl. of 2009.41), unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200950	Tomato juice	Tomato juice, unfermented, not containing added spirit
200961	Grape juice	Grape juice, incl. grape must, of a Brix value not >30, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200969	Grape juice	Grape juice, incl. grape must (excl. of 2009.61), unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200971	Apple juice, unsweetened	Apple juice, of a Brix value not >20, unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200979	Apple juice	Apple juice (excl. of 2009.71), unfermented & not cont. added spirit, whether or not cont. added sugar/oth. sweetening matter
200980	Kiwifruit juice; other fruit juices	Juice of other single fruit, unfermented, not containing added spirit
200990	Mixed juice	Mixtures of juices, unfermented, not containing added spirit
220110	Mineral water	Mineral waters and aerated waters, unsweetened
220190	Other water, unsweetened	Other unsweetened waters; ice and snow
220210	Soft drinks	Waters (incl. mineral and aerated), with added sugar
220290	Other flavoured beverages	Other non-alcoholic beverages, nes
220300	Beer	Beer made from malt
220410	Sparkling wine	Champagne and sparkling wine
220421	Wine, bottle	Wine (not sparkling); grape must with by alcohol holding 2L or less
220429	Wine, bulk	Wine (not sparkling); grape must with alcohol holding <10L
220430	Grape must	Other grape must, nes
220510	Vermouth	Vermouth and other wine of fresh grapes, flavours
220590	Vermouth	Vermouth and other wine of fresh grapes, flavours
220600	Cider; other fermented	Other fermented beverages (for example, cider)
220710	Ethyl alcohol 80%	Undenatured ethyl alcohol, of alcoholic strength of 80%
220720	Ethyl alcohol any strength	Ethyl alcohol and other denatured spirits of any strength
220820	Distilled grape wine	Spirits from distilled grape wine or marc
220830	Whiskeys	Whiskeys
220840	Rum	Rum and tafia
220850	Gin	Gin and Geneva
220860	Vodka	Vodka
220870	Liqueurs	Liqueurs and cordials
220890	Other spirits	Other spirituous beverages, nes
220900	Vinegar	Vinegar and substitutes for vinegar

GLOSSARY OF TERMS

A\$/AUD	Australian dollar	n/a	Not available/not applicable
ABS	Absolute change	NA/ME/CA	North Africa / Middle East / Central Asia
ANZSIC	AU/NZ Standard Industry Classification	N. America	North America (USA, Canada)
AU	Australia	Nec/nes	Not elsewhere classified/not elsewhere specified
Australasia	Australia and New Zealand	N/C	Not calculable
b	Billion	N.H	Northern Hemisphere
CAGR	Compound Annual Growth Rate	NZ	New Zealand
CN	China	NZ\$/NZD	New Zealand dollar
C/S America	Central & South America (Latin America)	R&D	Research and Development
CRI	Crown Research Institute	S Asia	South Asia (Indian Subcontinent)
CY	Calendar year (ending Dec 21)	SE Asia	South East Asia
E Asia	East Asia	S.H	Southern Hemisphere
EBITDA	Earnings before interest, tax, depreciation and amortization	SS Africa	Sub-Saharan Africa
FAO	Food and Agriculture Organisation of the United Nations	T/O	Turnover
FOB	Free on Board	UHT	Ultra-high temperature
FY	Financial year (of firm in question)	US/USA	United States of America
GBP	British pounds	US\$/USD	United States dollar
HK	Hong Kong	UK	United Kingdom
IQF	Individually quick frozen	YE	Year ending
JV	Joint venture	YTD	Year to date
m	Million		

AUSTRALIA

Coriolis Australia Pty Ltd
PO Box 5831
St Georges Terrace
Perth, WA 6831
Australia
+61 8 9468 4691

NEW ZEALAND

Coriolis (New Zealand) Limited
PO Box 90-509
Victoria Street West
Auckland, 1142
New Zealand
+64 9 623 1848

www.coriolisresearch.com

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.

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 work is 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.

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, competition and channel point-of-view. Following this we assist in market entry planning & 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.

