About Coriolis' services

Coriolis is a boutique management consulting firm that focuses on food, consumer packaged goods, retailing and foodservice.

Coriolis advises clients on strategy, operations, organization, and mergers and acquisitions. We develop practical, fact-based insights grounded in the real world that guide our clients’ decisions and actions. Founded in 1999, Coriolis is based in Auckland, New Zealand and works on projects across the Asia Pacific region.

WHAT WE DO
We help our clients assemble the facts needed to guide their big decisions. We make practical recommendations. Where appropriate, we work with them to make change happen.

HOW WE DO IT
Our style is practical and down-to-earth. We try to put ourselves in our clients’ shoes and focus on actions. We listen hard, but we are suspicious of the consensus. We provide an external, objective perspective. We are happy to link our fees to results.

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

Typical assignments for clients include...

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

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

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

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

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

Expert Witness: We provide expert witness support to clients in legal cases and insurance claims. We assist with applications under competition/fair trade laws and regulations.
This research was commissioned by the New Zealand Board of the Pacific Economic Cooperation Council (NZPECC). The research is designed to improve understanding of Global Value Chains (GVCs) which are an important feature of how business organises itself globally.

**How do you define a global value chain?**
For this research, GVC is taken to mean the chain of market interactions along which returns from the final consumer of a product are divided among all participants that have contributed to that final product. Different terms are used. “Supply chain” can be taken to emphasise the physical logistic systems involved in international commerce; “value chain” is more common in business contexts but can be confused with rhetoric about “added value” and reasonable questions about what is “value” and what is “cost”; Asian discussions are increasingly using “international production networks” which has the virtue of not privileging any part of an international production system.

**Why is the research being conducted?**
Improved understanding of GVCs is potentially crucial for New Zealand’s attempts to lift exports’ share of GDP. A better understanding of where and how our exports are used as ‘inputs’ to the production and exports of other countries, whether simply as food or more directly as inputs that form part of other final products, and the options for maximising return to the New Zealand economy, can inform policy to grow New Zealand exports. On top of this a more in-depth understanding and focus on GVCs has the potential to re-frame the trade policy debate - away from: imports are bad, exports are good; to recognition by our trading partners that competitively priced imports are essential for a country to be a successful participant in the modern global economy. NZPECC needs to get a better appreciation of the possible trade policy implications of these trends and developments.

Against this background, NZPECC has commissioned this research, which is designed to focus on commercial realities and implications for companies and government policies.

**What is the structure and scope of the research?**
Specifically the research must address the following four broad questions:

(A) Detailed and comprehensive description and analysis of the value chain in some representative key NZ exports, particularly in the Asia-Pacific. In relation to dairy, the research would focus on: A representative basic commodity powder namely Milk Powder in the Asia Pacific region.

Considering the same product through two different value chains: i.e. as a commodity product that feeds into further manufacturing in another country and the same product that undergoes further manufacturing in New Zealand to the stage where it is delivered and ready to consume in another market. The two commodities to be analysed are:
- UHT milk
- Infant formula

Analysis will include the mapping of respective GVC’s, calculation of representative costs through identification then sourcing of all relevant and material individual components e.g. capital investments, materials sourcing, financing, supply chain and if appropriate brand development costs.

(B) Analysis of factors that motivate the choice of position in respective GVC’s of the representative products identified above and why that is judged to be optimal.

(C1) Drawing on the results of the preceding analysis, and building on existing research, identify the barriers for NZ firms/industries to move to grow their value or capture a bigger share of the total available value; highlight how firms have become engaged in GVCs; and

(C2) Drawing on all the foregoing, and to the extent possible, identify the main implications for future government policy, especially in the areas of services and regulatory reform; how a coordinated ‘think value chain’ approach might be pursued across policy issues under negotiation; and where business could appropriately be involved to help identify policy constraints and provide critical data.

**About NZPECC**
The Pacific Economic Cooperation Council (PECC) is a non-governmental body, serving as a regional forum for cooperation and policy coordination in the Asia Pacific to promote regional economic growth and development. The New Zealand Committee of the Pacific Economic Cooperation Council is a founding and active member of the PECC community. It works to gain strong business and institutional links into the Asia Pacific market and to tie public policy theory and research into practical business outcomes for New Zealand.

PECC was formed in 1980 and now has 26 Member Committees. Each Member Committee brings together leading thinkers, and decision makers from government, academia and business in an informal setting to discuss and formulate ideas on the most significant challenges facing the Asia Pacific.
While this document acts as a stand-alone analysis of the global UHT Milk value chain relevant to New Zealand, it is part of a wider NZPECC project; this part of the research looks at the strategic situation.

A. Strategic situation facing the New Zealand UHT milk industry
- What is the big picture?
- What is the global situation?
- Where are New Zealand firms currently positioned?
- Why are New Zealand firms positioned where they are?
- What barriers do New Zealand firms face in UHT milk specifically?

B. Detailed and comprehensive representative global value chain for UHT milk
- Develop a detailed and representative value chain for New Zealand milk powder from the farm through to retail sale of UHT milk to the consumer
  - Non-New Zealand production
  - New Zealand production
- Mapping, modelling and costing

Client brief section B and parts of C1

Client brief section A

Separate document

Separate document
KEY FINDINGS & CONCLUSIONS - GLOBAL

UHT milk is a large, well developed and competitive global market

For 99.99% of human history milk was a fresh, perishable product removed from cows in calf on a daily basis and consumed on farm or sold in the local catchment. In many parts of the world (e.g. rural India) this is still the case today. Areas without cows had no access to milk.

With the invention and spread of the home refrigerator and the milk carton in the early 20th Century, milk could be distributed further and held for longer. However, the product was still highly perishable.

This changed in 1961 when Dr. Ruben Rausing of Sweden launched the Tetra-Pak, the world’s first laminated aseptic product. Five year old dairy start-up Parmalat - founded by Calisto Tanzi of Parma, Italy - recognised the potential of the Tetra-Pak package and launched the world’s first UHT milk in 1966. On the back of this invention, Parmalat grew rapidly in Italy, Southern Europe, South America and then throughout the dry and tropical centre of the planet. By 1997, 33 years after it was founded, Parmalat consisted of 62 companies, 84 plants, and 14,000 employees in 22 countries and had sales of almost $5b.

Other dairy companies around the world - seeing the success of Parmalat - launched their own UHT milk products. UHT worked well in dry and tropical countries but was less successful in regions with a strong existing fresh milk industry and widespread refrigerators. Generally, given a choice, consumers prefer the taste of fresh not UHT.

Today UHT milk is a well understood dairy product available in every country on earth. Effectively every #1 and #2 dairy firm in every market of any size in the world has the ability to make UHT milk. In addition, Tetra-Pak equipment has spread worldwide and the world is awash in UHT packaging capacity, for dairy and a range of other aseptic liquids. Firms in many countries have large-scale production capacity and low production costs (e.g. UHT milk at Sainsbury in the UK for NZ$1).

UHT milk has low barriers to entry; it can be produced either (1) from fresh milk in a dairy producing region or (2) from reconstituted dry milk anywhere on the planet. As a result, UHT milk has become a low-margin commodity sold worldwide primarily on price. In addition, the price of UHT milk is constrained by and sold at a discount to the price of fresh milk in most markets. There is only a thin sliver for premium/niche (e.g. organic).

Most fluid milk - UHT or otherwise - is consumed in the country of production. Very little (0.1% of volume) crosses borders in a fluid form (outside the EU/NAFTA trade regions).

While it is a tiny sliver of a market, the global trade in UHT milk is robust and competitive. Trade is primarily from milk surplus regions in New Zealand, Australia and Germany, disposing of excess seasonal milk. Key players in the global trade are currently almost exclusively co-operatives that have been making UHT for a long time and have lots of equipment, mostly depreciated.
KEY FINDINGS & CONCLUSIONS – NEW ZEALAND

While New Zealand is a major global supplier to in-market UHT manufacturers, retail-ready UHT exports were relatively quiescent until the melamine crisis in China kicked off new investment

Whole milk powder

New Zealand is the largest exporter of whole milk powder (WMP) in the world, with 54% of all cross-border trade. This WMP goes to countries with cow-unfriendly climates where it is reconstituted into whole milk and made into UHT milk (among other things).

In this trade New Zealand is deeply embedded in every value chain it can access and competes with Australia, Argentina and the EU.

UHT Milk

In 1981 – fifteen years after Parmalat invented the product - the Canterbury Dairy Farmers Co-operative in Christchurch installed the first UHT milk packing line in New Zealand. Ambury Milk in Auckland followed with a line of its own. At the time the industry believed the product would never be a major export.

Products were targeted at the domestic market – particularly small packs for children’s lunches – and for export. There is low domestic demand for UHT milk – as New Zealand consumers have refrigerators and drink fresh milk – leading to low domestic scale in UHT production (100+ lines installs are common in other large markets). This lack of scale means domestic shelf prices for UHT milk are high by global standards. For example UHT milk is currently +60% more expensive in New Zealand than in the UK (including GST).

Since the 80’s, the NZ industry has had slow but steady growth in UHT exports. Both major producers, across all their various owners, have responded to ongoing regular market signals by gradually increasing capacity between 1981 and 2007. Key export markets until recently were largely the Pacific Islands, the Philippines and a range of other small, primarily island, markets around the world.

Following the melamine crisis in the Chinese dairy industry in 2008, China began suddenly to draw in significant amounts of UHT milk from other producing countries around the world. New Zealand UHT milk export to China have grown 22 times since then - from NZ$1m in 2007 to NZ$22m in 2012.

This increased demand from China has triggered investment in new UHT milk capacity in New Zealand.

- Fonterra Brand’s Takanini site has increased capacity from 27m litres in 2005 to 90m litres today
- Fonterra is constructing a new greenfields UHT milk site in Waitoa at a cost of $123m that will double total Fonterra capacity (to 180m?)
- Goodman Fielder’s Meadow Fresh operation is expanding capacity at its UHT plant in Christchurch
- Miraka is building a new 2 line UHT plant as part of a venture with Shanghai Pengxin

Today New Zealand exports NZ$106m worth of UHT milk to 37 countries, with strong growth to China, but limited growth elsewhere. Only two countries take over $10m

<table>
<thead>
<tr>
<th>Country</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Philippines</td>
<td>$40m</td>
</tr>
<tr>
<td>China</td>
<td>$22m</td>
</tr>
<tr>
<td>35 other countries</td>
<td>$44m</td>
</tr>
</tbody>
</table>
STRATEGIC SITUATION

The current strategic situation in the New Zealand UHT industry is driven by both the global situation and NZ firms strategic directions; this sections explores these

GLOBAL SITUATION

The vast majority of milk consumed globally by consumers in a liquid form is fresh not UHT

Milk can be packed from raw milk or from reconstituted powder

Has become a low margin, commodity line sold on price;

Only a thin sliver for premium/niche (e.g. organic)

Firms in many countries have large-scale production capacity and low production costs (e.g. retail price of UHT milk at Sainsbury in the UK of NZ$1)

Low barriers to entry; can be made anywhere with a TetraPak machine and milk powder

Effectively every #1 and #2 dairy firm in every market of any size in the world has the ability to make UHT

Key players in global trade currently all co-operatives that have been making UHT for a long time and have lots of depreciated equipment

Trade is primarily from Australia and Germany, disposing of excess milk (particularly seasonal peaks)

NZ FIRMS SITUATION

New Zealand – along with Australia and the EU – a major supplier of the raw material milk powder used to make UHT in market

NZ Dairy Board/NZ industry has been toying with UHT milk since the early 1980’s; never achieved scale due to low demand in home market (vs. EU players)

Low domestic demand; NZ consumers have refrigerators and drink fresh milk; therefore domestic firms do achieve scale in domestic production; domestic shelf prices high by global standards (UHT milk in NZ +60% vs. UK)

NZ probably has around 10 lines; putting in more; GF/Meadow Fresh has 5-6 lines; Fonterra similar

New Zealand exports a mid-sized amount (NZ$106m), though growing; only two countries take over $10m

<table>
<thead>
<tr>
<th>Country</th>
<th>Value (NZ$m)</th>
</tr>
</thead>
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</tr>
<tr>
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<td>$22m</td>
</tr>
<tr>
<td>35 other countries</td>
<td>$44m</td>
</tr>
</tbody>
</table>

Range of start-ups entering or looking at entering NZ production; success will depend on in-market leverage
WHAT IS IT?
Milk comes in many forms; UHT milk is milk, either fresh or reconstituted from powder, that has been heated at an “ultra-high temperature” to kill bacteria and then placed in a gas impermeable package to give long life.

EXAMPLES: Ingredients in Coles Australia UHT milk
2013

**INGREDIENTS:**
Ultra Heat Treated Full Cream Milk (100%)

**Price:**
A$1.00

**EXAMPLES OF OTHER FORMS OF MILK FOR SALES AT COLES**

- **Regular milk Plastic jug**
  A$2.00/2l

- **Regular milk Barrier carton**
  A$1.25/1kg

- **Dry milk Plastic bag**
  A$6.49/1kg

- **Condensed milk Can**
  A$2.91/395g

- **Flavoured dry Tin**
  A$6.28/450g

- **Flavoured RTD Plastic**
  A$3.00/500ml

Source: Coles online website; Sydney postcode; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
**PRICE CONSTRAINED BY FRESH**

UHT milk pricing is defined and constrained by the price of fresh milk (including soy milk in Asia)

**EXAMPLE: Retail price range of UHT milk vs. regular milk in Hong Kong**  
NZ$; as of Aug 2013

<table>
<thead>
<tr>
<th>UHT</th>
<th>Fresh</th>
</tr>
</thead>
</table>
| First Choice (store brand)  
UHT Milk  
HK$11/litre  
Retail: NZ$2.06 | Anchor (Fonterra)  
UHT Milk  
HK$12.95/litre  
Retail: NZ$2.42 |
| Pak Foods  
Fresh Soy Milk  
HK$12.90/946ml  
Retail: NZ$2.41 | Nestle  
Fresh Milk  
HK$18.50/946ml  
Retail: NZ$3.46 |
| Vita  
Fresh Milk  
HK$15.90/946ml  
Retail: NZ$2.97 |

Source: Wellcome website; Oanda; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
**FACTORS - UHT A COMMODITY**

One litre cartons of UHT milk are a global commodity item; there appears to be little potential to charge a premium; it is currently +60% more expensive at retail in New Zealand than in England.

Retail price of a 1L carton of UHT milk across select countries: lowest price on shelf

*Local currency; NZ$; actual; August 2013*

<table>
<thead>
<tr>
<th>Retailer</th>
<th>Country</th>
<th>Local Currency</th>
<th>Retail Price</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sainsbury</td>
<td>United Kingdom</td>
<td>£0.53</td>
<td>NZ$1.06</td>
<td>(0 rated for VAT)</td>
</tr>
<tr>
<td>Woolworths</td>
<td>Australia</td>
<td>A$0.99</td>
<td>NZ$1.14</td>
<td>(0 rated for GST)</td>
</tr>
<tr>
<td>Puregold</td>
<td>Philippines</td>
<td>P60</td>
<td>NZ$1.57</td>
<td>(VAT 9%)</td>
</tr>
<tr>
<td>NTUC Fairprice</td>
<td>Singapore</td>
<td>S$1.80</td>
<td>NZ$1.67</td>
<td>(GST 7%)</td>
</tr>
<tr>
<td>Countdown</td>
<td>New Zealand</td>
<td>NZ$1.99</td>
<td>NZ$1.69</td>
<td>(15% GST)</td>
</tr>
<tr>
<td>Wellcome</td>
<td>Hong Kong</td>
<td>HK$10.90</td>
<td>NZ$1.81</td>
<td>(No GST/VAT)</td>
</tr>
</tbody>
</table>

Retail price of select 1L carton of UHT milk at NTUC Fairprice in Singapore by select brand

*S$; actual; August 2013*

<table>
<thead>
<tr>
<th>Country</th>
<th>Local Currency</th>
<th>Retail Price</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>S$1.80</td>
<td>S$1.80 (Store brand)</td>
<td></td>
</tr>
<tr>
<td>Malaysia</td>
<td>S$2.00</td>
<td>S$2.00</td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>S$2.05</td>
<td>S$2.05</td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>S$2.10</td>
<td>S$2.10</td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>S$2.10</td>
<td>S$2.10</td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>S$3.25</td>
<td>S$3.25</td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>S$3.35</td>
<td>S$3.35</td>
<td></td>
</tr>
</tbody>
</table>

Source: various retailers online shopping sites; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
Milk purchase form based on average income and climate

Model: 2013

**Temperate or semi-tropical climate**
- Local dairy farms/ lots of cows
- High per capita dairy consumption

**Desert or tropical climate**
- Few or no local dairy farms/ few cows
- Low per capita dairy consumption

**Milk own cows**
- Buy fresh locally

**Milk own cows**
- Buy UHT milk or powdered milk

**Buy perishable fluid milk**
- Low UHT usage (special needs (e.g. holiday))

**Buy reconstituted fluid milk (high consumer) or UHT milk (low consumer)**

**Rich**
- Less price conscious
- (Large) refrigerators
- Good roads/efficient distribution
- Modern consolidated retail

**Poor**
- More price conscious
- No refrigerator
- Bad roads/inefficient distribution
- Fragmented retail (modern and traditional)

**THE UHT ZONE**
UHT milk a significant part of the total milk market

1. Or high cost production by air conditioned cows in the desert; and trade barriers in place; Source: Coriolis
WHO IMPORTS UHT AND WHY?

We propose the following simplified model for when the UHT milk in a country is (1) primarily made in market from reconstituted whole milk powder (WMP) and (2) when it is primarily imported.

Simplified model of world export market for UHT milk based on market size and comparative advantage in dairy

Model; 2013

**Domestic Market Scale**

**Large**
Will need a lot of UHT machines to supply domestic market

Build large UHT plant; pack fresh milk; export excess when world price exceeds next best use
(e.g. Germany)

Build large UHT plant; reconstitute whole milk powder (WMP); imported non-reconstituted as niche premium product
(e.g. Saudi)

**Small**
Will need only a few UHT machines to supply domestic market

Build small UHT plant; pack fresh milk; export excess when world price exceeds next best use
(e.g. New Zealand)

Don’t build own plant; import UHT
(e.g. Seychelles)

Obviously need to overlay other factors such as:
- Market risk/political stability
- Penetration of refrigerators
- GDP/capita; sophistication of consumers
- Politics, particularly involving domestic dairy industry
- Relative tariffs on UHT vs. powder per reconstituted litre

**Comparative advantage in dairy**

High

Long run
stable markets

Low
OPTION 1
The first value chain we need to consider is in-market production using imported whole milk powder

1. Build large UHT plant; reconstitute whole milk powder (WMP); imported non-reconstituted as niche premium product

2. Don’t build own plant; import UHT
**MARKET STRUCTURE**

In any given region, milk is typically a regional duopoly and retailer store brand.

**EXAMPLE: Share of fluid milk items on shelf by firm across four countries**

<table>
<thead>
<tr>
<th>Region</th>
<th>Store Brand</th>
<th>#1 Brand</th>
<th>#2 Brand</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countdown</td>
<td>23%</td>
<td>39%</td>
<td>38%</td>
<td>0%</td>
</tr>
<tr>
<td>Auckland, NZ</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woolworths</td>
<td>21%</td>
<td>42%</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>Sydney, Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roche Bros.</td>
<td>16%</td>
<td>44%</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>St. Louis, MO, USA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superquinn</td>
<td>25%</td>
<td>45%</td>
<td>5%</td>
<td>25%</td>
</tr>
<tr>
<td>Dublin, Ireland</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key drivers of natural duopoly nature of perishable dairy distribution**

**Model; 2013**

<table>
<thead>
<tr>
<th>Channels</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to deliver multiple times a week to all outlets within the region</td>
<td>Need to offer the full range of dairy products to customers</td>
</tr>
<tr>
<td>- Supermarkets - Convenience stores - Petrol stations - Other retailers - Coffee shops &amp; cafés - Restaurants - Other food away - Schools - Other institutional (e.g. prisons) - Vending - Commercial (e.g. airlines)</td>
<td>- Milk (whole, low-fat, flavoured) - Cream - Sour cream/cottage cheese - Yoghurt - Butter - Cheese - Refrigerated desserts - Non-dairy beverages</td>
</tr>
</tbody>
</table>

Source: various retailers online shipping websites; Coriolis definition, classification and analysis
### MARKET DEVELOPMENT

However, the dairy industry in most developing markets is still in the process of developing.

#### Comparison of the typical structure of the dairy industry: developed country vs. developing

**Model**

<table>
<thead>
<tr>
<th>Situation</th>
<th>Developed countries</th>
<th>Developing countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>Perishable</td>
<td>Historically shelf-stable (powder, UHT) transitioning to perishable</td>
</tr>
<tr>
<td><strong>Source of raw materials</strong></td>
<td>Typically produced locally</td>
<td>Typically imported or produced inefficiently locally under government protection (“cows in the desert”)</td>
</tr>
<tr>
<td></td>
<td>Local dairy collection from farmers a natural monopsony</td>
<td></td>
</tr>
<tr>
<td><strong>Trade</strong></td>
<td>High tariffs and trade barriers prevent competition from imports</td>
<td>Often either freely imported or with “manageable” tariffs</td>
</tr>
<tr>
<td><strong>Consumption per capita</strong></td>
<td>High</td>
<td>Historically very low across many countries</td>
</tr>
<tr>
<td><strong>Market growth</strong></td>
<td>Mature, low growth industry</td>
<td>Growing rapidly off a low base</td>
</tr>
<tr>
<td><strong>Channel structure</strong></td>
<td>Sold primarily through consolidated supermarket sector</td>
<td>Sold through fragmented retail channels (though consolidation is occurring rapidly in many markets)</td>
</tr>
<tr>
<td><strong>Capital required</strong></td>
<td>High capital intensity but typically mature plant &amp; equipment</td>
<td>Varies but can be relatively low (powder to UHT); growing capital requirement</td>
</tr>
<tr>
<td></td>
<td>Relatively expensive and capital intensive distribution</td>
<td></td>
</tr>
<tr>
<td><strong>Intellectual property</strong></td>
<td>Limited IP; low defensibility across most products (well understood technology)</td>
<td>IP and required skills easily importable</td>
</tr>
<tr>
<td><strong>Retailer store brands</strong></td>
<td>Power rests with retailers</td>
<td>Power rest in control of distribution</td>
</tr>
<tr>
<td></td>
<td>High store brand share and growing</td>
<td>Low/no presence of store brands; limited growth</td>
</tr>
<tr>
<td><strong>Role of government</strong></td>
<td>High level of government interest, involvement and interference</td>
<td>High level of government interest, involvement and interference</td>
</tr>
<tr>
<td></td>
<td>Regular use of protection to protect regional/national industry</td>
<td>Regular use of protection to induce development of local industry</td>
</tr>
<tr>
<td><strong>Observed outcome</strong></td>
<td>Listed multinationals with wide scope exiting business long term other than defensible segments (yoghurt, infant formula)</td>
<td>Listed multinationals in high IP/defensible categories</td>
</tr>
<tr>
<td></td>
<td>Farmer owned co-operatives taking control of manufacturing</td>
<td>Sprawling local conglomerates have dairy as part of a wider portfolio</td>
</tr>
<tr>
<td></td>
<td>Low innovation/low new product development (NPD)</td>
<td>Need to sell a much wider range of products than dairy</td>
</tr>
<tr>
<td></td>
<td>Falling expenditure on advertising (as a % of sales)</td>
<td>Importance of ability to manage local politics</td>
</tr>
<tr>
<td></td>
<td>Falling return on capital; co-operatives not listed firms</td>
<td>Regular innovation and new product development (often copied)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Growing returns; typically listed with cornerstone shareholder</td>
</tr>
</tbody>
</table>
IN DEVELOPING WORLD DAIRY TYPICALLY PART OF A WIDER PORTFOLIO

In many developing markets sprawling local conglomerates - with a strong in-market presence and weight - are the local market dairy leaders, as this example from the Philippines demonstrates.

EXAMPLE: San Miguel (largest firm in the Philippines) business activities and companies including dairy
FY 2012/13

Source: San Miguel Annual Report; various San Miguel company websites; various published articles; Coriolis analysis

Largest retailer in the Philippines Owned by Sy family

San Miguel Property
- Vega
- Telecom
- Basketball Teams
- San Mig Coffee Mixers
- San Miguel Beermen
- Others

San Miguel Packaging Products
- Glass
- Cans
- Plastic crates
- Other packaging

San Miguel Brewery
- Philippines
- China
- Vietnam
- Thailand
- Indonesia

Ginebra
San Miguel
- Gin
- Brandy
- RTD beverages
- Bottled water
- Juices

San Miguel Corporation

Poultry Production
- 40% Philippines
- Hams, bacon and sausages.

Processed meat products

Flour milling

Animal feeds

National Foods (Australia)
#1 AU domestic dairy
Licenses Yoplait brand
Acquired 2005
Sold 2007 to Kirin

Petrol refining & retailing

Banking & Insurance

San Mig Coffee Mixers
San Miguel Beermen
Others

National airline

Oil & Gas

Roads & Tollways

San Miguel Corporation

San Mig Coffee Mixers
San Miguel Beermen
Others

San Miguel Corporation

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Others
GLOBAL WMP IMPORT VOLUME

While a wide range of countries import whole milk powder – for UHT and a wide range of other uses – the market is primarily dry and tropical countries near the equator; China is the main exception.

Global whole milk powder (HS040221) import volume by receiving country or region

Kg; millions; 2011 or 2012 as available

NOTE: Global import volume and export volume do not match for understood reasons (e.g. mix of 2011 and 2012 data by reporter; timing of shipments, underreporting; different classification; treat as directional;

Source: UN Comtrade database (custom job); Coriolis analysis and classification
MILK POWDER - GLOBAL

Milk is produced in temperate regions with more cows than people and exported as milk powder to tropical or dry areas close to the equator

Milk surplus and deficit worldwide
(2007 or 2008)

Source: IFCN
Global whole milk powder export volume by sending country

Kg; millions; 2011 or 2012 as available

New Zealand is the global market leader in whole milk powder exports - exporting 54% of global cross-border volume.

Global whole milk powder export volume by sending country

<table>
<thead>
<tr>
<th>Country</th>
<th>Export Volume (Kg millions)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand</td>
<td>1,280</td>
<td>54%</td>
</tr>
<tr>
<td>Australia</td>
<td>101</td>
<td>4%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>149</td>
<td>6%</td>
</tr>
<tr>
<td>Denmark</td>
<td>98</td>
<td>4%</td>
</tr>
<tr>
<td>Belgium</td>
<td>76</td>
<td>3%</td>
</tr>
<tr>
<td>Ireland</td>
<td>39</td>
<td>2%</td>
</tr>
<tr>
<td>France</td>
<td>70</td>
<td>3%</td>
</tr>
<tr>
<td>Germany</td>
<td>53</td>
<td>2%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>38</td>
<td>2%</td>
</tr>
<tr>
<td>Other EU</td>
<td>113</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>51</td>
<td>2%</td>
</tr>
<tr>
<td>Uruguay</td>
<td>61</td>
<td>3%</td>
</tr>
<tr>
<td>Chile</td>
<td>15</td>
<td>1%</td>
</tr>
<tr>
<td>Chile</td>
<td>15</td>
<td>1%</td>
</tr>
<tr>
<td>Argentina</td>
<td>205</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>51</td>
<td>2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,350</td>
<td></td>
</tr>
</tbody>
</table>
**NZ EXPORTS BY TYPE**

Whole milk powder is New Zealand’s single largest export, accounting for 18% of total food & beverage exports and about 10% of total country exports in 2010.

**Food & Beverages as a percent of total NZ export value**  
(%; 2010)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value (US$b)</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other products</td>
<td>$4.4</td>
<td>46%</td>
</tr>
<tr>
<td>Whole milk powder</td>
<td>$3.1</td>
<td>18%</td>
</tr>
<tr>
<td>Skim milk powder</td>
<td>$1.0</td>
<td>6%</td>
</tr>
<tr>
<td>Butter</td>
<td>$1.5</td>
<td>9%</td>
</tr>
<tr>
<td>Cheese</td>
<td>$1.0</td>
<td>6%</td>
</tr>
<tr>
<td>Other dairy</td>
<td>$1.1</td>
<td>7%</td>
</tr>
<tr>
<td>Beef</td>
<td>$1.4</td>
<td>8%</td>
</tr>
<tr>
<td>Lamb</td>
<td>$1.9</td>
<td>12%</td>
</tr>
<tr>
<td>Wild seafood</td>
<td>$0.8</td>
<td>5%</td>
</tr>
<tr>
<td>Kiwifruit</td>
<td>$0.7</td>
<td>4%</td>
</tr>
<tr>
<td>Aquaculture</td>
<td>$0.2</td>
<td>1%</td>
</tr>
<tr>
<td>Other foods</td>
<td>$0.3</td>
<td>2%</td>
</tr>
<tr>
<td>Processed foods</td>
<td>$1.5</td>
<td>9%</td>
</tr>
<tr>
<td>Other produce</td>
<td>$0.4</td>
<td>3%</td>
</tr>
<tr>
<td>Apples</td>
<td>$0.2</td>
<td>1%</td>
</tr>
<tr>
<td>Other beverages</td>
<td>$0.2</td>
<td>1%</td>
</tr>
<tr>
<td>Wine</td>
<td>$0.8</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>$16.7</td>
<td>100%</td>
</tr>
</tbody>
</table>

**New Zealand F&B export value by major segment**  
(US$b; 2010)

- **Dairy** $7.8b (47%)
  - Whole milk powder, $3.1 (18%)
  - Skim milk powder, $1.0 (6%)
  - Butter, $1.5 (9%)
  - Cheese, $1.0 (6%)
  - Other dairy, $1.1 (7%)
- **Other foods** $0.3 (2%)
  - Processed foods, $1.5 (9%)
  - Other produce, $0.4 (3%)
  - Apples, $0.2 (1%)
  - Other foods, $0.3 (2%)
- **Other products** $4.4 (26%)
  - Lamb, $1.9 (12%)
  - Wild seafood, $0.8 (5%)
  - Kiwifruit, $0.7 (4%)
  - Aquaculture, $0.2 (1%)
- **Other produce** $0.4 (3%)
- **Other beverages** $0.2 (1%)
- **Wine** $0.8 (5%)

*Source: New Zealand Government Food & Beverage Information Project;*
OPTION 2
The second value chain we need to consider is the global trade in UHT milk

1. Build large UHT plant; reconstitute whole milk powder (WMP); imported non-reconstituted as niche premium product

2. Don’t build own plant; import UHT
GLOBAL MILK PRODUCTION & DISPOSITION

Only a very, very small (0.1%) amount of global milk production crosses borders in a fluid form.

Global milk production volume by species

- **Cow**: 615
- **Water buffalo**: 96
- **Goat**: 17
- **Sheep**: 10
- **Camel**: 2

Global milk production: 739b litres

Consumed in country of production or processed: 729, 99%

Inter-EU/Inter NAFTA bulk fluid: 10, 1%

Other: 1, 0.1%

Note: as an example of inter-EU imagine a German farm on the Dutch border sending its daily milk to the local factory next door in the Netherlands.

Source: UN FAO AgStat database; UN Comtrade database; Coriolis analysis and classifications.
WHO IMPORTS THE MOST PER CAPITA?

On a per capita basis, fluid milk (in UHT form or otherwise) is primarily imported by small islands, desert countries and certain tropical nations.

Fluid milk (HS0401) imports per capita (excluding Europe and NAFTA)
Litres/person; 2011

Source: UN Comtrade database (custom job); Coriolis analysis and classification
CROSS-BORDER FLUID LIQUID MILK TRADE

Only a few countries import any significant total amount of fluid liquid milk (HS0401), primarily Asian islands and oil-rich desert states; beyond the top 10, the market is fragmented into a large number of small markets.

Global milk production by disposition
Litres; billions; 2011

- Consumed in country of production or processed, 729.99%
- Inter-EU/ Inter NAFTA bulk fluid 10.1%
- Other 1.01%
- Global milk production 739b litres

Global fluid liquid milk (HS0401) imports by top 10 countries
Litres; refrigerated, UHT and otherwise; millions; 2011

- Singapore 69
- Hong Kong SAR 63
- Philippines 59
- Kazakhstan 45
- China 41
- Mauritania 40
- Saudi Arabia 36
- Oman 35
- Venezuela 32
- Bahrain 23
- Other 98 countries 423

Total = 866m litres

Given China is the third largest milk producing country in the world (and growing), it is difficult to see this as anything other than a temporary anomaly.

1. Albeit a temporary anomaly that may last twenty years; 2. Excluding inter-EU/NAFTA discussed earlier; Source: UN FAO AgStat database; UN Comtrade database; Coriolis analysis and classifications.
FACTORS - LOTS OF EXISTING PLAYERS

There are already a large number of existing players in UHT milk globally, typically very large dairy players; for example Friesland (co-op), Fonterra (co-op), Parmalat (corp), Lactalis (corp), and many others.

EXAMPLES: Select UHT milk products (2010)

Source: various retailers online shopping sites; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
FACTORS – LIMITED MARKETS/LIMITED TRACTION

New Zealand currently exports UHT milk to a large range of countries (37); the Philippines and China account for almost two thirds; Asia in total takes ~75% and the Pacific Islands and Australia the rest.

**New Zealand UHT Milk (HS0401200901) export value by destination NZ$m; 2012**

- **Australia**: $4, 4%
- **Philippines**: $40, 38%
- **Pacific Islands**: $20, 19%
- **Other E/SE Asia**: $6, 5%
- **Hong Kong SAR**: $3, 3%
- **Malaysia**: $5, 4%
- **Singapore**: $7, 6%
- **China**: $22, 21%
- **Other**: $0, 0%

**New Zealand UHT Milk (HS0401200901) export value by destination NZ$m; 2006-2012**

- **CAGR**: 11%

Source: SNZ data; Coriolis analysis
FACTORS – STRONG MARKETING IN PLACE

Meadow Fresh - the current New Zealand export leader - is pushing a strong New Zealand position.
### INVESTMENT IN NEW & EXPANDED UHT PLANT

UHT milk production began in New Zealand in the 80’s; following a long period of low/no major investment, there has been a surge in new investment in the last 3+ years driven by growing demand from Asia

**Identified investments in UHT milk production plant and capacity in New Zealand**

**1980-2013+**

<table>
<thead>
<tr>
<th>Date</th>
<th>Firm</th>
<th>Plant Location</th>
<th>Investment</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980’s</td>
<td>Canterbury Dairy Farmers Co-operative (now Meadow Fresh)</td>
<td>Christchurch</td>
<td>N/A</td>
<td>- Began producing UHT milk in Tetra in Christchurch</td>
</tr>
<tr>
<td>1981</td>
<td>Ambury Milk (now Fonterra Brands)</td>
<td>Takanini</td>
<td>N/A</td>
<td>- Began producing UHT milk in Tetra at Takanini (originally 1 line doing 5m litres)</td>
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<tr>
<td>2005-2009</td>
<td>Fonterra Brands</td>
<td>Takanini</td>
<td>-</td>
<td>“Increasing demand from Asia and the Pacific saw us more than double our production from 27 million litres in 2005 to 60 million litres last year (2009)” Fonterra 2010</td>
</tr>
<tr>
<td>2010</td>
<td>Fonterra Brands</td>
<td>Takanini</td>
<td>$8m</td>
<td>- $8 million upgrade of its Ultra Heat Treated (UHT) milk processing plant in Takanini, Auckland provides a 30 percent increase in capacity (to 90m Litres)</td>
</tr>
<tr>
<td>2011</td>
<td>Etika (JV with local investors)</td>
<td>Hawkes Bay</td>
<td>-$20m</td>
<td>- UHT Aseptic PET (Polyethylene terephthalate) bottling line for milk and 100% juice products</td>
</tr>
<tr>
<td>2013</td>
<td>Miraka</td>
<td>Mokai, Taupo</td>
<td>$25m</td>
<td>- Building a new 2 line UHT plant alongside existing milk powder plant</td>
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<td>- Will produce “high value” 250ml packs of UHT milk for export and distribution in China by Shanghai Pengxin</td>
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<tr>
<td>2013</td>
<td>Fonterra</td>
<td>Waitoa</td>
<td>$123m</td>
<td>- Greenfields new plant will contain five new UHT lines</td>
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<tr>
<td></td>
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<td></td>
<td>- Increases Fonterra’s UHT capacity “by 100 per cent over the next few years”</td>
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<td></td>
<td>- Will produce a range of products including UHT white milk and UHT cream for the foodservice sector, and double Fonterra’s UHT production capacity.</td>
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<td>- Requirements of the new plant will require a 50% rise in winter milk production in the region</td>
</tr>
<tr>
<td>2013</td>
<td>Goodman Fielder Meadow Fresh</td>
<td>Christchurch</td>
<td>N/A</td>
<td>- Expansion of UHT plant capacity for export to Asia</td>
</tr>
</tbody>
</table>

“Proposals for new UHT plant have come before the board every two or three years over the last 10 to 15 years... It’s only been in the last two years that the market has changed so dramatically that you have got enough margin to be able to drive this kind of investment.” **John Wilson, Chairman, Fonterra, April 2013**

Source: various published articles & press releases
VALUE-CHAIN INTEGRATION MODELS

We propose the following six potential value chain integration strategies for manufacturing UHT milk

EXAMPLE: Simplified model of six potential value chains for UHT production

Model: 2013

1. Produce retail UHT in low cost dairy country; sell FOB

2. Produce retail UHT in low cost dairy country; have in market presence

3. Integrated firm reconstitutes and packs own milk in market

4. In-market packer sources WMP from world market

5. In market dairy processor uses local & imported

6. Produce in market from local milk

Source: Coriolis
VALUE-CHAIN INTEGRATION MODELS

New Zealand firms currently only execute on four of the potential six value chain integration models

EXAMPLE: Simplified model of six potential value chains for UHT production

Model; 2013

1. Produce retail UHT in low cost dairy country; sell FOB
   - Consumer
   - Retailer
   - In-market distributor

2. Produce retail UHT in low cost dairy country; have in market presence
   - Consumer
   - Retailer

3. Integrated firm reconstitutes and packs own milk in market
   - Consumer
   - Retailer
   - In-market sales & marketing

4. In-market packer sources WMP from world market
   - Consumer
   - Retailer

5. In market dairy processor uses local & imported
   - Consumer
   - Retailer
   - In-market sales & marketing

6. Produce in market from local milk
   - Consumer
   - Retailer
   - In-market sales & marketing

Source: Coriolis
None of the six models is clearly superior – there is no one size fits all; all have strengths and weaknesses

<table>
<thead>
<tr>
<th>Value chain integration model</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| Produce retail UHT in low cost dairy country; sell FOB to in-market wholesaler/distributor | - Packed fresh tastes better  
- No double handling  
- Get paid promptly  
- No additional staff/overhead in market  
- Can access a large number of markets quickly | - Shipping water around the world  
- Long lead times; inventory in pipeline  
- Highly competitive for relatively low margins  
- Low defensibility; “here today, gone tomorrow” |
| Produce retail UHT in low cost dairy country; have in market presence | - Packed fresh tastes better  
- No double handling  
- Make higher margins  
- Control in-market branding and marketing  
- Leverage in-market to sell other products | - Shipping water around the world  
- Long lead times; inventory in pipeline  
- Additional staff/overhead in market  
- High overheads relative to competitors (esp. initially) |
| Integrated dairy firm reconstitutes and packs own milk in market | - More profitable; two bites of the cherry  
- Flexible production close to demand  
- Make higher margins; may reduce variability across chain  
- Control in-market branding and marketing | - Need to invest hard cash in capital  
- Risk (country, exchange rate, etc.)  
- Expected to buy from self; competitiveness can change  
- Different skill set to being low cost dairy operator  
- High overheads relative to competitors with broader range |
| In-market packer sources WMP from world market | - Play the market for whole milk powder  
- Flexible production close to demand  
- Can used machine for other beverages (e.g. juice)  
- Can leverage any wider business strengths/portfolio | - No clear “origin” story  
- Exposed to global milk price (no natural hedge)  
- Product reconstituted not packed fresh |
| In market dairy processor uses local & imported | - Balance seasonal swings  
- Balance production  
- Manage/moderate impact of tariffs | - Exposed to global milk price  
- Product partly reconstituted  
- May dilute brand and “origin” story |
| Produce in market from local milk | - Low overall transport time/logistics  
- May potentially get a premium  
- Packed fresh tastes better  
- No double handling  
- No foreign exchange risk | - Exposed to local milk price  
- May be uncompetitive on price |
I. Infant formula global value chain research

II. UHT milk global value chain research

III. Insights for policy makers

A. Strategic situation facing the New Zealand UHT milk industry

- What is the big picture?
- What is the global situation?
- Where are New Zealand firms currently positioned?
- Why are New Zealand firms positioned where they are?
- What barriers do New Zealand firms face in UHT specifically?

B. Detailed and comprehensive representative global value chain for UHT milk

- Develop a detailed and representative value chain for New Zealand milk powder from the farm through to retail sale of UHT to the consumer
  - Non-New Zealand production
  - New Zealand production
- Mapping, modelling and costing
A range of key findings and conclusions come out of this analysis of the global UHT value chain:

1. The value chain for UHT milk starts with the consumer not the primary producer of the milk. The whole value chain moves, responds and adapts based on day-to-day purchase decisions made by millions of global consumers. Obviously these signals become muffled the further one gets from the consumer, but they cannot be ignored. All other things being equal, consumer would like fresh milk. Where this is not possible, for whatever reason, they settle for UHT.

2. Most food & beverage categories are not like wine. In most categories, including UHT milk, the consumer signals to the retailer that what they want is to choose from among a small number of large, well marketed brands manufactured by well known and trusted dairy companies or trusted retailer store brands.

3. The value chain for UHT milk is very simple and relatively short. All firms in the value chain have clearly defined roles and responsibilities. There is a common industry structure and value chain globally - with the same roles occurring everywhere - signalling strong forces creating this structure. The only main regional variable is the source of the milk used (powder or fresh).

4. There is no wide and undefended pool of profitability sitting anywhere along the value chain just waiting to be devoured. At all stages of the chain, firms earn their profits through hard work, innovation, and execution. Shareholder’s return are generally proportional to assets, particularly across an economic cycle.

5. Relative to infant formula (and many other dairy products) making UHT milk in New Zealand for export has a relatively unattractive value chain. The product is primarily water and the domestic market is tiny by global standards. In-market production from powder is straight forward, barriers to entry are low and the competitors in the global trade are farmer-owned dairy co-operative who are notorious soft-sellers. Anyone who disagrees with this assessment should take a hard look at the cost structure of RFM Corp in the Philippines.

6. Stages of the chain beyond the farm gate and basic dairy processing are typically structured - in any given market or segment - as a small number of large firms, rather than a large number of small firms, signalling strong economies of scale.

7. The main barrier to exporting more UHT milk is identifying a way to do so and make a profit, particularly once the Chinese market normalises.

1. This is not to say the retailer does not have an incentive to reduce range but fundamentally in any given category the depth of choice offered is driven by the consumer
Simplified value chain for UHT milk manufacturer

Model: 2013
UHT MILK VALUE CHAIN - MODEL

This analysis of the UHT milk value chain uses a simplified value chain from the consumer in Asia through to the dairy farmer in New Zealand; at key stages as far as possible we use real firm’s financials as models.

In-Market Logistics

Seafreight Logistics

New Zealand Logistics

Money

Ingredients & raw materials

Shelf-ready Products

Source: photo credit (iStock for project; various corporate promo shots); Coriolis analysis
Preliminary analysis of the UHT milk value from retail in Asia through to the farm gate return shows most of the value being added beyond the New Zealand border.

Waterfall chart of value chain from retail shelf price of a carton of UHT milk through to farm gate value to dairy farmer in New Zealand.

NZ$; actual; 2012

Source: Coriolis
RETURN ON ASSETS

Looking at return on assets we find that all members of the value chain earn their returns.

Return on assets by stage of the given UHT milk value chain

Return on assets: 11%; 15%; 13%; 16%; 9%; 7%

Source: Coriolis

Excludes returns on land value which have been very significant over the past decade; suggest factoring in land value returns over the last decade would double this number.
VALUE CHAIN: THE CONSUMER

Our model value chain for UHT milk starts with the consumer; in this case “the Santos family”, a typical middle class family in Manila in the Philippines

John Paul, Angelica, Nicole, Angel, Mariel & Christian Santos
A typical middle class Filipino family

They are a dual income household with two working parents and four children. He works as an line manager and she works in retail.

They make the average middle class Manila household income, which is about P260,000 after tax (NZ$7,500).

They rent a small apartment in a suburb of Manila.

Angelica regularly buys UHT milk as she likes her children to have dairy.

Source: Republic of the Philippines National Statistics Office (most common names and income) photo credit (iStock for project); Coriolis analysis
**AVERAGE HOUSEHOLD EXPENDITURE**

The average middle class Manila household spends about NZ$7,500 per year; 43% goes on food; 75% of food expenditure is on “at home” consumption; 7% of food expenditure is on dairy.

Average annual Manila, Philippines middle class household expenditure by type

<table>
<thead>
<tr>
<th>Category</th>
<th>P Peso</th>
<th>% of P</th>
<th>2006 adjusted to 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food</td>
<td>112,580</td>
<td>43%</td>
<td>Total = P260,000/year (NZ$7,500)</td>
</tr>
<tr>
<td>Food away</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rice &amp; other cereals</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meat</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fish</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruit &amp; veg.</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dairy</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dairy</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Root crops</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beverages</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs &amp; maintenance</td>
<td>1,560</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>House rent</td>
<td>33,280</td>
<td>13%</td>
<td>Total = P112,580/year (NZ$3,250)</td>
</tr>
<tr>
<td>Personal care</td>
<td>9,880</td>
<td>4%</td>
<td>(NZ$62.50/week)</td>
</tr>
<tr>
<td>Education</td>
<td>11,180</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Medical care</td>
<td>7,540</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Recreation</td>
<td>1,040</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Transportation &amp; communication</td>
<td>20,020</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>18,460</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Household operations</td>
<td>5,980</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Clothing, footwear</td>
<td>5,720</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Furniture &amp; equipment</td>
<td>7,540</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Republic of the Philippines National Statistics Office; Coriolis estimates and analysis
WHERE THEY SHOP

Like most people, the Santos family shop at the closest supermarket to their home - in their case a Puregold Extra Supermarket that opened last year near their house.

Source: photo credit (Puregold promotional photo); Coriolis
WHERE THEY SHOP

Puregold is the #2 chain in the Philippines; Angelica shops at the local Puregold for groceries, but still buys most of her perishables (e.g. meat, seafood, fruit & veg) at the local wet market run by the regional council.

Retail food sales in the Philippines by channel type
% of food and beverage sales; 2012

*Source: Coriolis from various published reports and accounts*

**Data here excludes home or small farm domestic production for own consumption (still the primary source of food in rural areas)**
### GROWING “MODERN” TRADE

The “modern” trade in the Philippines is consolidating rapidly into a handful or large chains.

<table>
<thead>
<tr>
<th>Group</th>
<th>Group retail sales</th>
<th># of super/hyper-market stores</th>
<th>Formats</th>
<th>Ownership</th>
<th>Website/notes</th>
</tr>
</thead>
</table>
| **SM INVESTMENTS CORPORATION** | P161.2b | 202 | SM Supermarkets 37  
Save More 82  
SM Hypermarkets 37  
SM Department stores 46  
Shopping malls 52 | Publicly listed  
Philippines Stock Exchange  
(Majority Henry Sy & family) | [http://www.sminvestments.com/](http://www.sminvestments.com/)  
Acquired SHV Makro stores  
Acquired 50% of WalterMart 2013 |
| **WalterMart** | US$300m | 17 | Supermarkets 17 | 50% SM Investment  
| **PUREGOLD** | P57.5b | 156 | Puregold Hypermarkets & supermarkets 131  
Discount stores  
S&R Membership Shopping 6  
Parco department store 19 | Publicly listed  
Philippines Stock Exchange  
Acquired Kareila/S&R (P16.5b); itself originally a JV with Price Smart  
Acquired Gant Group/Parco (2013) |
| **Robinsons Supermarket** | N/A | 72 | Supermarkets  
Department stores  
Home Improvement  
Toys R US  
Electronics | Private  
| **Dairy Farm** | N/A | 58 | RustanSupercenter 29  
Rustans Fresh/Express 22  
Shopwise 7  
Watson’s | Listed; Hong Kong | [http://www.rustansfresh.com](http://www.rustansfresh.com)  
| **Ever** | N/A | 17 | Ever Supermarket 17 | Private | [http://www.ever.ph](http://www.ever.ph) |

Source: Coriolis from a wide range of sources
REGULARLY ADVERTISED

One litre UHT milk is regularly advertised by all the main supermarkets in the Philippines and it is a “known value item” (KVI) targeting the P60 price point

EXAMPLES: 1L UHT milk from various Manila supermarket advertising circulars
August 2013

Source: photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
TWO MAIN DOMESTIC SUPPLIERS

There are three major domestic manufacturers of UHT milk in the Philippines – RFM/Selecta, San Miguel/Magnolia and Freisland/Alaska; Angelica begins the value chain by spending P60 (NZ$1.73) on a carton of Selecta.

Established in 1981 as a 70-30 joint venture between San Miguel and the New Zealand Dairy Board, Fonterra divested its 30% share in 2002.

Friesland (#5 global dairy/#2 coop) acquired 69% of Alaska (#1 perishable dairy firm in the Philippines) in Mar 2012.

Source: photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis
MODEL COST STRUCTURE - SUPERMARKET IN ASIA

Almost three quarters (72%) of the selling price goes to the supplier, 9% goes to pay for the staff, rent, utilities and other costs; a 4% net profit goes to shareholders and 14% goes to government.

RETAILER MODEL: Estimated net selling price through to shareholders return of a carton of UHT milk sold through a supermarket in the Philippines

PhP; actual; 2012

EBITDA P4.33
7%

Source: Dairy Farm International annual report 2012; past Coriolis research; Coriolis estimates and analysis
## MODEL COST STRUCTURE - SUPERMARKET - SOURCES & KEY ASSUMPTIONS

The model cost structure used for the retail component of 1L UHT milk was built using the following sources and assumptions

### RETAILER MODEL: Details of key elements and assumptions in model cost structure

#### 2012/13

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>DETAILS</th>
</tr>
</thead>
</table>
| Key data source(s) used | - Puregold Annual Report 2012 (Puregold is #2 supermarket retailer in The Philippines)  
- Puregold website and advertising  
- Other Philippine retailer’s annual reports, websites and advertising; various published articles  
- Industry interviews; guidance from reviewers |
| Key assumptions | - Modelling a net net price of PhP43.04 as average annual wholesale price paid by the retailer based on a shelf price of PhP60/carton and a retail gross margin of 28% (16% retailer; 12% VAT)  
- VAT of 12% applies to retail shelf price of UHT milk in the Philippines; ignoring VAT from here on in the value chain (assuming it is a wash)  
- The overall retail P&L cost structure and profitability of a retailer selling 18,000-20,000 items can be used to represent pro rata the cost structure of a specific item (1L UHT milk) from sales value (ex. tax) through to shareholder return  
- Sales consist of the net value of goods sold to customers, net of returns, discounts and sales taxes |
| Not modelled | - Promotional and advertising allowances not modelled, as from the point-of-view of the retailers accounting sales are net of these (in other words we are assuming an average annual net net price) |
| Transport from stage prior | - Assuming product is delivered to store by truck  
- Cost paid by retailer is inclusive of delivery  
- Delivery is paid by supplier (see 4% freight & handling in UHT manufacturer P&L) |
MANUFACTURING PLANT

The carton of UHT milk that Angelica purchased was produced by RFM Corporation in their milk and juice plant in Manggahan, Pasig City; the whole industrial park is owned by RFM

“...A milk and juice plant is located in Manggahan, Pasig City, and has a rated capacity of 9.7 million packs per month. The milk and juice Tetra plant currently has four (4) production lines, of which two (2) are owned and two (2) are under financing lease. Lines are running at 15 hours operation per line for 25 days.” RFM Corporation annual report 2012

Also located in the complex is Unilever-RFM Ice Cream Corporation “a joint venture enterprise owned 50%-50% by RFM Corporation and Unilever Philippines Inc. It is engaged in the business of manufacturing, marketing, distributing and selling, importing and exporting of ice cream, ice cream desserts and ice cream novelties, and similar food products.”
RFM Corporation is listed on the Philippines Stock Exchange and makes a wide range of food and beverages, including UHT dairy.

Corporate structure of RFM Corporation of the Philippines

**FY2102**

- **RFM Corporation**
  - Sales P11.0b
  - EBT: P0.9b

- **Milk & Juice**
  - Uses Sunkist brand under license
- **Ice Cream**
  - 50/50 JV with Unilever
- **Tomato based sauces**
- **Flour, flour & rice based products**
  - 50/50 JV with Unilever
- **Processed & canned meats**
  - **SOLD LATE 2012 FOR P850m**
- **Other non-food businesses**
  - RFM Insurance Brokers, Inc. (Insurance)
  - Rizal Lighterage Corporation 83% (River transport)

Source: RFM annual report 2012; Coriolis analysis
MODEL COST STRUCTURE - UHT MILK MANUFACTURER IN ASIA

About half (52%) of the wholesale price of a carton of UHT milk goes to pay for the product, a third (35%) to operating costs and only 2% to shareholders and retained earnings.

MANUFACTURER MODEL: Estimated wholesale price (including local logistics) through to shareholders return of a carton of UHT milk

PhP; actual: 2012

Total = P43.04/carton  
(NZ$1.24)

Financials given here based primarily on the financial data of:

EBITDA  R6.49  13%

Operating costs  PhP17.60  35%

Return on total assets (EBITDA/total assets)  13%

Source: RFM Corporation annual report 2012; past Coriolis research; Coriolis research & estimates
**MODEL COST STRUCTURE - MANUFACTURER - SOURCES & KEY ASSUMPTIONS**

The model cost structure used for the manufacturing component of 1L UHT milk was built using the following sources and assumptions

**MANUFACTURER MODEL: Details of key elements and assumptions in model cost structure**

**2012/13**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Details</th>
</tr>
</thead>
</table>
| **Key data source(s) used**   | - RFM Corporation Annual Report 2012 (RFM is #1 UHT milk manufacturer in the Philippines by volume)  
- RFM and Selecta website and promotional materials  
- Checked against various San Miguel and subsidiary annual reports (San Miguel is the #2 dairy firm in the Philippines)  
- Other Philippine dairy manufacturers annual reports, websites and advertising; various published articles  
- Industry interviews; guidance from reviewers |
| **Key assumptions**            | - The overall retail P&L cost structure and profitability of a food manufacturer with significant dairy operations can be used to represent pro rata the cost structure of a specific item (1L UHT milk) from sales value through to shareholder return  
- Cost of raw materials is ~50% dairy; 40% packaging and 10% all other  
- Sales consist of the net value of goods sold to customers, net of returns, discounts and sales taxes  
- We are assuming all dairy ingredients came from New Zealand; in practice the RFM annual report states “The company imports from the US (wheat,), New Zealand (anhydrous milk fat), India and Australia (skimmed milk powder), Switzerland, Spain and other countries.” (i.e. reality is more complex)  
- Assuming net effect of payment terms (RFM AR: “The payment forms vary for each supplier. It ranges from Letter of Credit, drawn against payment, down payment, and various credit terms offered by supplier”)
| **Not modelled**               | - Complex item level costs                                                                                                                                                                           |
| **Transport from stage prior**| - Assuming dairy ingredients are received by ship into Manila and delivered to the factory  
- Assuming all costs ex-dock paid by manufacturer and included in given cost structure  
- Ingredient dairy price is CIF  
- Cost of insurance and freight for transport from New Zealand dock to the Philippines is assumed to be the difference between NZ FOB ($/kg) and Philippines CIF ($/kg) |
Westland Milk Products factory in Hokitika, New Zealand

For the purposes of this value chain we are assuming that the dairy products used in Angelica’s carton of UHT milk came from Westland Co-operative dairy on the West Coast of the South Island of New Zealand

<table>
<thead>
<tr>
<th>Location:</th>
<th>Hokitika</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New Zealand</td>
</tr>
<tr>
<td>Key operations:</td>
<td>Wet processing</td>
</tr>
<tr>
<td></td>
<td>Evaporation</td>
</tr>
<tr>
<td></td>
<td>Spray drying</td>
</tr>
<tr>
<td></td>
<td>Blending</td>
</tr>
<tr>
<td></td>
<td>Packaging</td>
</tr>
<tr>
<td>Produced:</td>
<td>Milk powder</td>
</tr>
<tr>
<td></td>
<td>Milk proteins (whey, casein, other)</td>
</tr>
<tr>
<td></td>
<td>Butter</td>
</tr>
<tr>
<td></td>
<td>Colostrum, lactoferrin</td>
</tr>
<tr>
<td></td>
<td>Milk fats</td>
</tr>
<tr>
<td></td>
<td>Dairy nutritionals</td>
</tr>
<tr>
<td>Brands:</td>
<td>Westland Milk Products, Westgold, Westpro</td>
</tr>
<tr>
<td></td>
<td>Ingredients, EasiYo</td>
</tr>
<tr>
<td>Employment:</td>
<td>200+ people</td>
</tr>
<tr>
<td>Volume:</td>
<td>515m litres of milk (2012)</td>
</tr>
<tr>
<td>Suppliers:</td>
<td>330+ dairy farmers (Co-operative owners)</td>
</tr>
</tbody>
</table>

Source: Westland website
Almost 60% of the receipts of the dairy processor go to farmers; operational and administrative costs (e.g. advertising, R&D) are minimal as Westland primarily produces commodities.

DAIRY PROCESSOR MODEL: Estimated selling price through to shareholders return on dairy component of a carton of UHT milk

NZ$; actual; 2012

**Cost of sales**
- Dairy farmers: $0.18, 58%
- 75%

**Other costs**
- Wages & salaries: $0.02, 6%
- Administration expense: $0.03, 10%
- Distribution expense: $0.01, 3%
- Other costs: 19%

**EBITDA**
- 6%

**Other costs of sale**
- $0.05, 17%

**FINANCIALS GIVEN HERE BASED PRIMARY ON THE FINANCIAL DATA OF:**

**Return on total assets** (EBITDA/total assets)
- 9%

Source: Westland annual report 2012, Coriolis classification and analysis
## MODEL COST STRUCTURE - DAIRY PROCESSOR - SOURCES & KEY ASSUMPTIONS

The model cost structure used for the dairy processor component of 1L UHT milk was built using the following sources and assumptions

### DAIRY PROCESSOR MODEL: Details of key elements and assumptions in model cost structure

<table>
<thead>
<tr>
<th>Issue</th>
<th>Details</th>
</tr>
</thead>
</table>
| Key data source(s) used                         | - Westland Annual Report 2012 (Westland is #2 New Zealand dairy processor by sales and volume)  
- Westland website and promotional materials  
- Checked against other key New Zealand dairy processor’s annual reports  
- Other New Zealand dairy processor websites and advertising; various published articles  
- Industry interviews; guidance from reviewers |
| Key assumptions                                 | - The overall retail P&L cost structure and profitability of a dairy processor can be used to represent pro rata the cost structure of a specific item (1L UHT milk) from sales value through to shareholder return  
- Cost of raw materials is ~50% dairy; 40% packaging and 10% all other  
- Sales consist of the net value of goods sold to customers, net of returns, discounts and sales taxes  
- We are assuming all dairy ingredients came from New Zealand (we are aware reality is more complex)  
- Assuming no Philippines specific net effect of payment terms/letter of credit, etc. (i.e. no risk premium)  
- Assuming dairy ingredients are sold FOB New Zealand  
- Ingredient dairy price is FOB; in-market manufacturer pays CIF  
- Cost of insurance and freight for transport from New Zealand dock to the Philippines is assumed to be the difference between NZ FOB ($/kg) and Philippines CIF ($/kg) |
| Not modelled                                     | - Complex item level costs                                                                                                                                                                           |
| Transport from stage prior                      | - Assuming all internal New Zealand transport costs paid by dairy processor and included in given cost structure (given distribution expense)                                                           |
A WEST COAST FARMER

The milk that Westland processed was supplied by its 330+ co-operative shareholder farmers

Location: West Coast region
New Zealand

# of dairy cows: 173,651 (132,716 in milk or calf) [June 2012]

# of herds: 374 (464 total cows/herd; 355 cows/herd in milk)

Area farmed: 67,364 effective hectares

Cows/hectare: 2.6

Volume: 587m litres of milk

Milk/ herd: 1.57m litres

Milk/cow: 4,423l/cow in milk
(or 85 families buying 1L of milk per week)

Suppliers: 330+ dairy farmers (Co-operative owners)
MODEL COST STRUCTURE - DAIRY FARMER IN NEW ZEALAND

Slightly more than half (56%) of the farm gate price goes to costs; farm EBITDA margin is 44%, which is split amongst banks, shareholders and the government.

DAIRY FARMER MODEL: Estimated farm gate price through to shareholders return on the dairy component of a carton of UHT milk
NZ$; actual; 2012

Financials given here based primarily on the financial data from:

Return on total assets (EBITDA/total assets) 7%

Source: MPI Dairy Financial Model (uses Canterbury as West Coast not available on MPI website); Coriolis classification and analysis
## MODEL COST STRUCTURE - DAIRY FARMER - SOURCES & KEY ASSUMPTIONS

The model cost structure used for the dairy farmer component of 1L UHT milk was built using the following sources and assumptions.

### DAIRY FARMER MODEL: Details of key elements and assumptions in model cost structure

**2012/13**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Details</th>
</tr>
</thead>
</table>
| Key data source(s) used         | - New Zealand Ministry for Primary Industries (MPI) Farm Monitoring 2012 Canterbury dairy report  
- Checked against other New Zealand dairy regions and national  
- Industry interviews; guidance from reviewers |
| Key assumptions                 | - A model Canterbury dairy farm can be used as a model West Coast dairy farm (as MPI does not produce a West Coast Model); perhaps it is a new supplier to Westland’s Canterbury expansion  
- Dairy farmer is a member shareholder of a co-operative dairy company  
- Assuming dairy collection is paid out of dairy processor P&L  
- The overall retail P&L cost structure and profitability of a dairy farmer can be used to represent pro rata the cost structure of a specific item (1L UHT milk) from sales value through to shareholder return |
| Not modelled                    | - Relative profitability of components of milk, both those that go into UHT milk and those sold elsewhere  
- Complex item level costs |
| Transport from stage prior     | - None                                                                                                                                  |
VALUE CHAIN - ALTERNATIVE SCENARIO - PRODUCTION IN NZ

Moving to the alternative scenario - New Zealand branded production and export - we currently model that the product would cost 30% more on shelf in market

Value chain of a 1L carton of UHT milk from Philippine retail through to farm gate value in New Zealand: base and alternative scenario
NZ$; actual; 2012

Alternative Scenario: Branded product made in New Zealand by listed firm

<table>
<thead>
<tr>
<th>Concept</th>
<th>- Existing major New Zealand dairy firm with UHT capacity produces and exports UHT milk to the Philippines</th>
</tr>
</thead>
</table>
| What changes? | - Location of production  
- Cost structure  
- Overheads and margin expectations |
| What stays the same? | - Product size  
- Product (though shift to fresh pack from reconstituted) |
| Outcomes for New Zealand | - Exports of UHT milk increase  
- Increased value per kg/litre of dairy exports  
- More value added in New Zealand  
- Increased industry employment |
| Arguments for | - Reduce double handling  
- Potential to label “product of New Zealand”  
- Premium product packed fresh not reconstituted from powder |
| Arguments against | - Distance to market (speed to market, etc.)  
- Shipping cardboard and packaging (rather than bulk powder)  
- Tariff and trade barriers into some markets |
| Key assumptions | - Using declared NZ$ FOB/l as at border value  
- Assuming exporter need to achieve or seeks to achieve a +30% price premium on shelf (margin expectations and high startup in-market costs)  
- Not factored for source of ingredients |

Source: Coriolis
APPARENT BRAND PREMIUM

New Zealand retail shelf prices suggest that New Zealand dairy brands expect a +50-60% brand premium; current scenario delivers +30% in Philippines

Retail shelf prices per litre of UHT milk sold in Countdown supermarket in New Zealand
NZ$/litre; August 2013
The goodness of New Zealand in a carton

100% Pure New Zealand Milk

Meadow Fresh New Zealand Fresh Milk is made with 100% fresh milk sourced from certified farms in New Zealand. It contains protein for growing bodies and calcium for building strong bones and teeth. Meadow Fresh, it’s naturally nutritious. It’s naturally New Zealand.