TARGET MARKET OPPORTUNITIES IN ASIA FOR PRAWNS

Part of Asia Market Success, April 2016

GOVERNMENT OF WESTERN AUSTRALIA
Department of Agriculture and Food
ROYALTIES FOR REGIONS
CORIOLIS

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FINAL v100; April 2016

SCREENING OVERVIEW

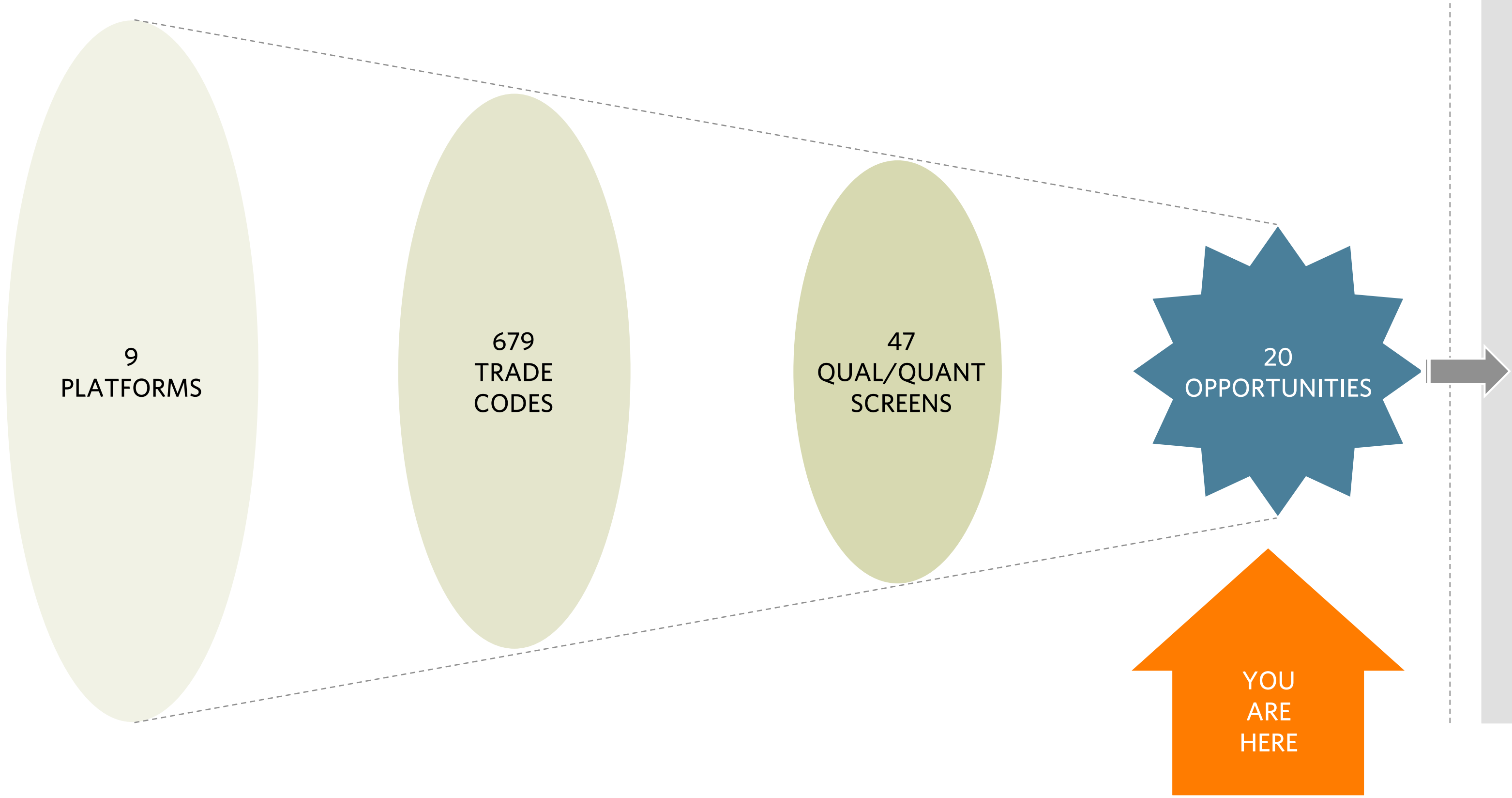
In Phase One of the Target Market Opportunities in Asia for WA Premium Products Report (TMO Report), extensive import/export trade data was fed through a multi-stage screening process to "hone-in" on potential opportunities for Western Australia; stakeholder interviews also fed into this process

STRUCTURE OF MULTI-STAGE SCREENING PROCESS USED IN THIS PROJECT

Model; 2016

WA INDUSTRY-GOOD RESEARCH

STAGE I	STAGE II	STAGE III	STAGE IV
PLATFORM	PRODUCT	FIT WITH WA	POSITIONING TARGET MARKET



INDIVIDUAL FIRM ROLE & RESPONSIBILITY

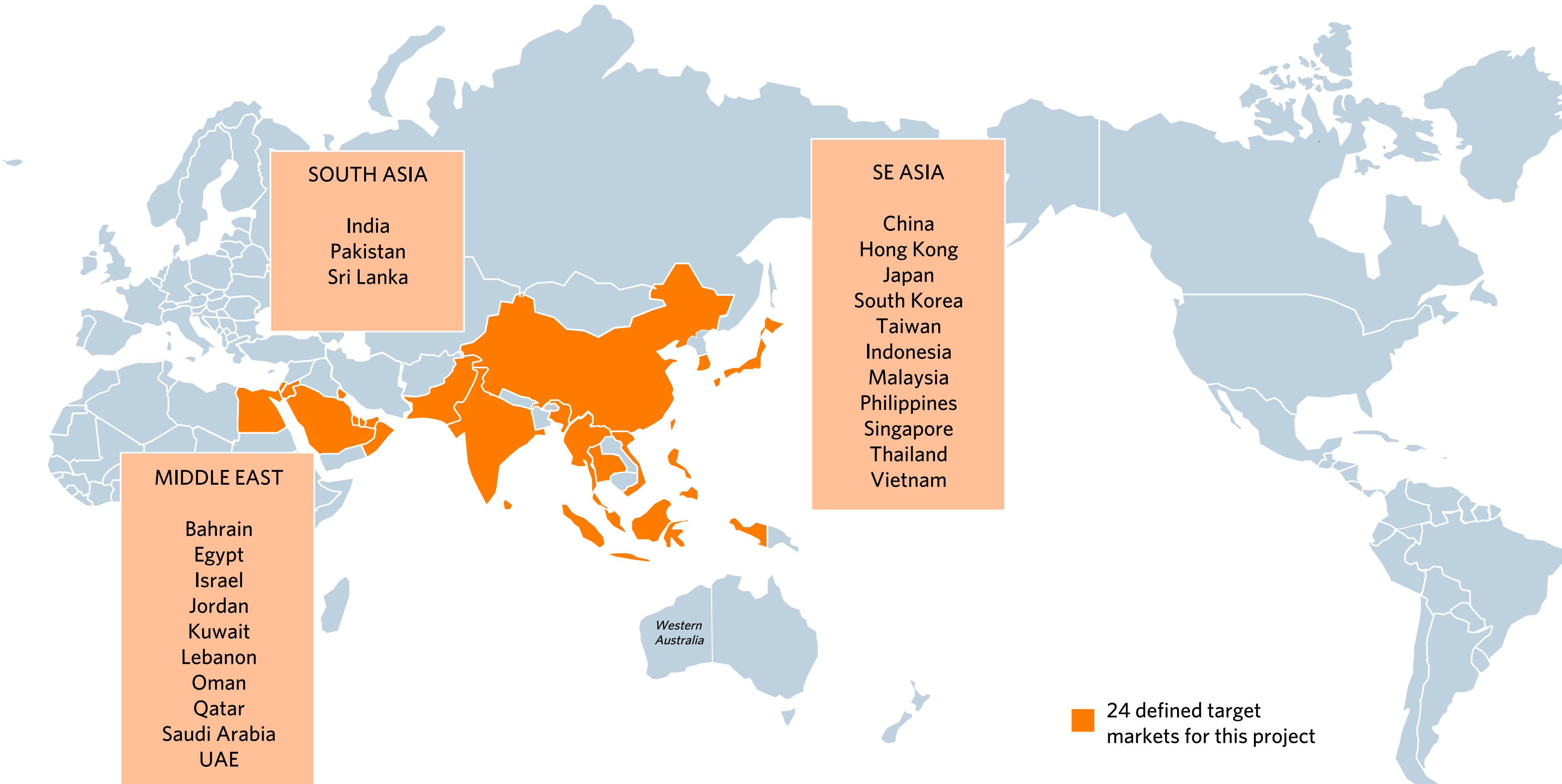
Project does not attempt to address firm-level operational or executional activities:

- R&D
- Product development
- Sourcing & supply chain
- Production & operations
- Marketing & branding
- Sales & sales structure
- Capital structure
- Negotiation
- Distributor appointment

This project is focused on "market demand" from the following twenty-four Asian/Middle Eastern markets

24 COUNTRIES DEFINED AS HIGH POTENTIAL TARGET MARKETS FOR WESTERN AUSTRALIA

Target markets; 2015



Note: Complete list for analysis purposes, some countries excluded from list if no/limited trade data available (e.g. Iran)

WHAT IS THE PRODUCT?

Prawns emerged in Phase I as one of twenty "high growth, high potential" opportunities for Western Australia; prawns are a broad family of crustacean eaten across the world

PRODUCT OVERVIEW

Example; 2016

PRODUCT PROFILE	
HS Codes	030613, 030623
Product	All prawns/shrimp, including live, chilled, dry and frozen; both in shell and shelled; uncooked or cooked; product is generally marketed based on size, colour and uniformity of grading
Out-of-scope	Significantly transformed; flavoured; battered; in ready-meals; in other processed foods; soups; etc.
Origin	Evidence of wild capture in prehistoric sites; significant protein source in many coastal regions; prawn aquaculture emerged at scale in the late 1970's
Example ingredients	Whole prawns
Forms/usage	- Boiled - Roasted or barbecued (part or whole) - Fried; stir fried; similar - Ingredient or flavouring in a wide range of processed foods (e.g instant noodles) - Wide range of other uses
Drivers of consumer/ market success	- Part of the cuisine styles of a wide range of cultures, particularly in Asia - Perceived as healthy: omega-3, calcium, iodine and protein - Suitable for processing into a wide range of value-added products - However: a common food allergens, not kosher, generally considered halal

Source: photo credit (Dollar Photo); Coriolis analysis

DOCUMENT STRUCTURE

While there are a wide range of sea life called "shrimp" or "prawns," only two broad scientific classes of decapods are commercially relevant (Dendrobranchiata and Caridea) collectively called "Natantia"

"Natantia"

Dendrobranchiata

~540 species; Penaeus is key family

~87% of wild capture
~99% of aquaculture

- Important in both wild capture fishing and aquaculture
- WA Brown tiger prawn (*P. esculentus)*
- A number of key species are widely used in aquaculture
  - Giant tiger prawn *(Penaeus monodon)*
  - Whiteleg prawn *(Penaeus vannamei)*
  - Chinese prawn *(Penaeus chinensis)*
  - Kuruma prawn *(Penaeus japonicus)*

Caridea

~3,440 species

~13% of wild capture

- Of known species, only a few are commercially important
- Large scale commercial wild catch fisheries
  - Pink shrimp *(Pandalus borealis)*
  - Brown shrimp *(Crangon crangon)*
  - Snapping shrimp *(Alpheus sp.)*
- Not used in commercial aquaculture

Other "shrimp" and "prawns"

Wide range of other species

Minor amounts of wild capture

- Common words "shrimp" and "prawns" have no clear definition or meaning
- Wide range of other species of sea life can be and are labelled as such
- Minor amounts of wild catch; none commercially farmed in aquaculture

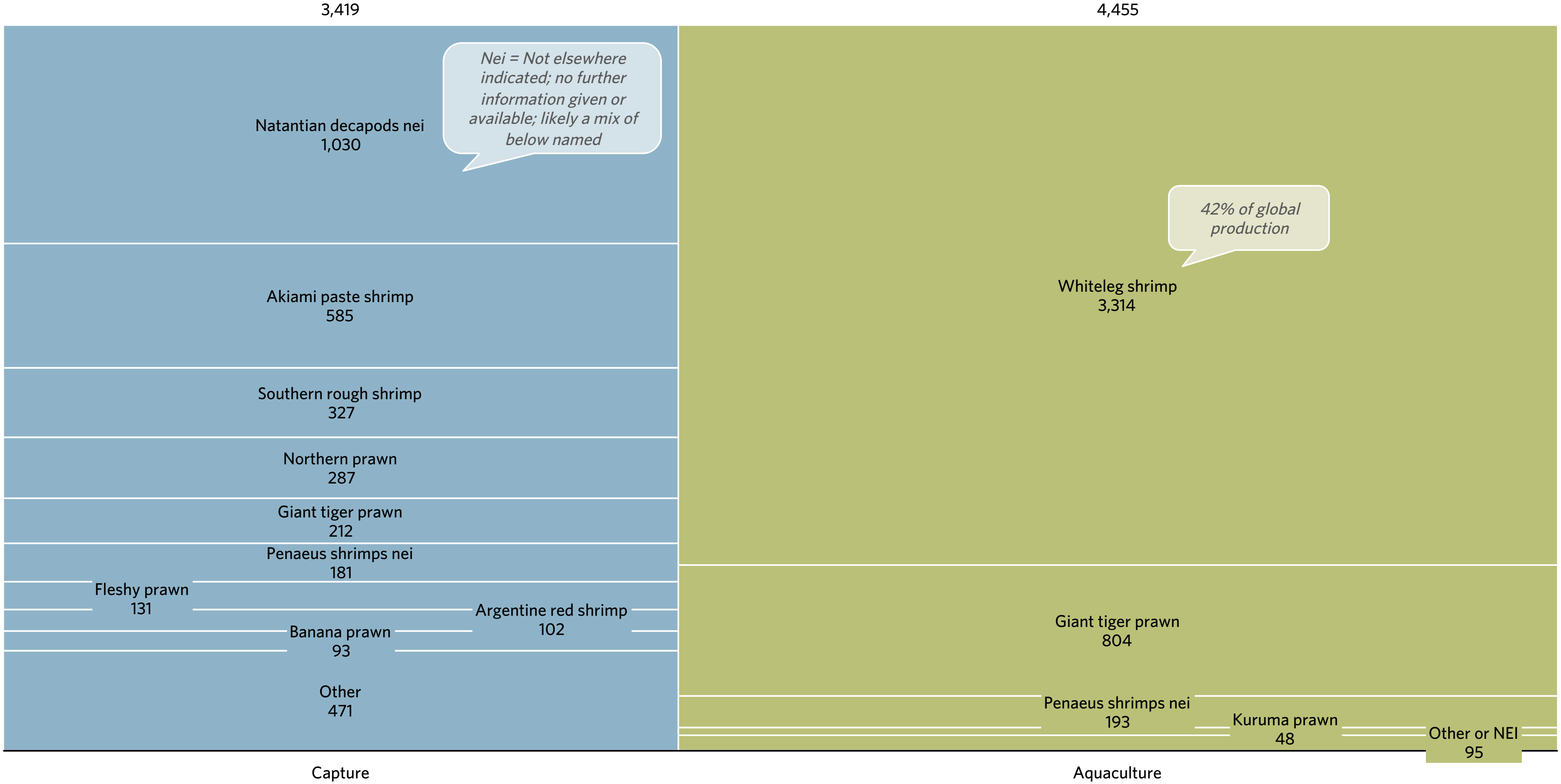
Source: Coriolis from various sources; photo credit (all images from Dollar Photo or are public domain)

The bulk of global prawn production – whether wild capture or aquaculture – comes from a handful of key species

TOTAL = 7,874

GLOBAL SHRIMP/PRAWN PRODUCTION BY SPECIES BY PRODUCTION TYPE

Tonnes; 000; 2013



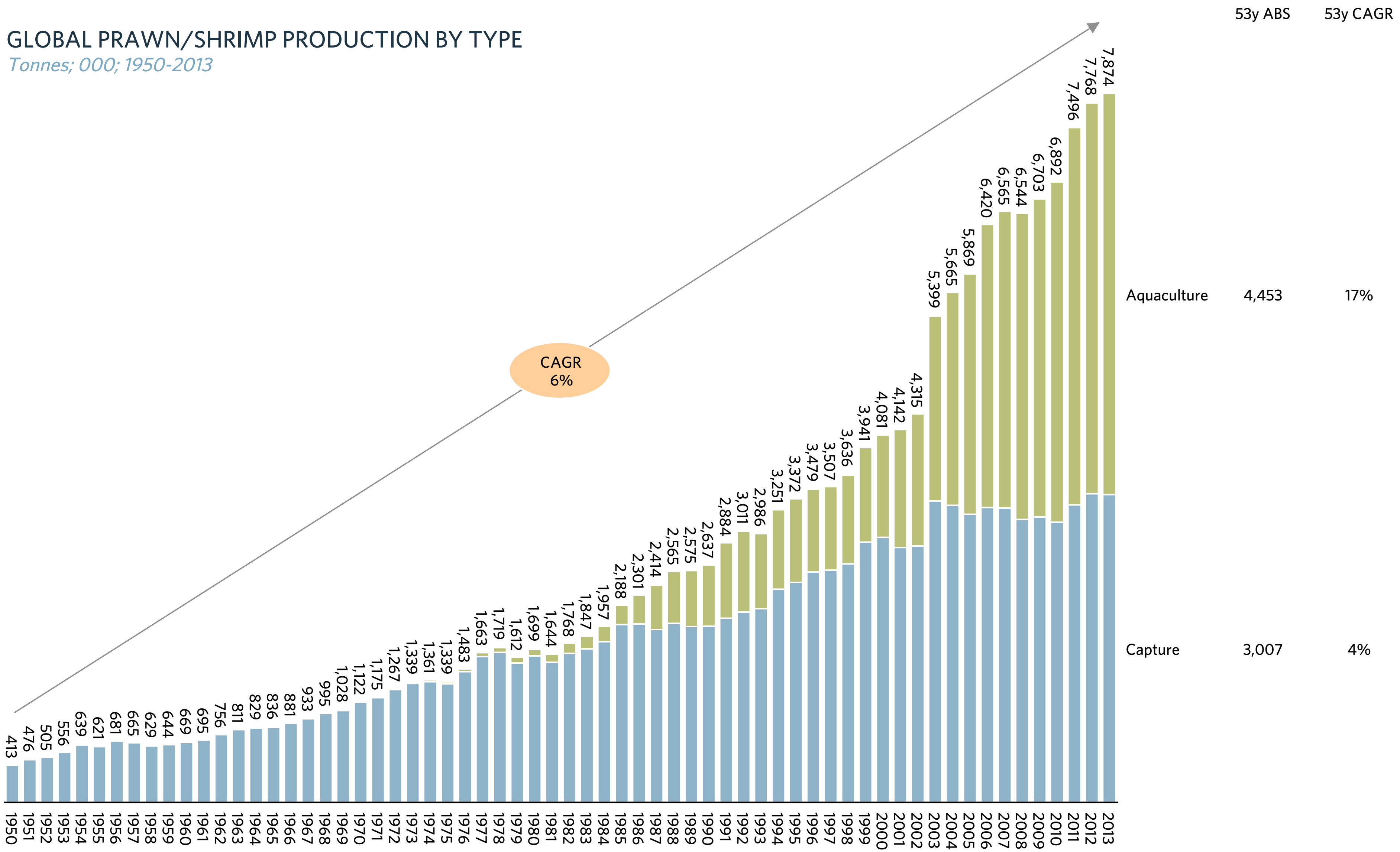
NEI: not elsewhere indicated (no further detail); Penaeus includes Metapenaeus; Source: UN FishStat database; Coriolis classifications and analysis

CORIOLIS

Overall global production is rising, though growing aquaculture is making up for slowing wild capture

GLOBAL PRAWN/SHRIMP PRODUCTION BY TYPE

Tonnes; 000; 1950-2013

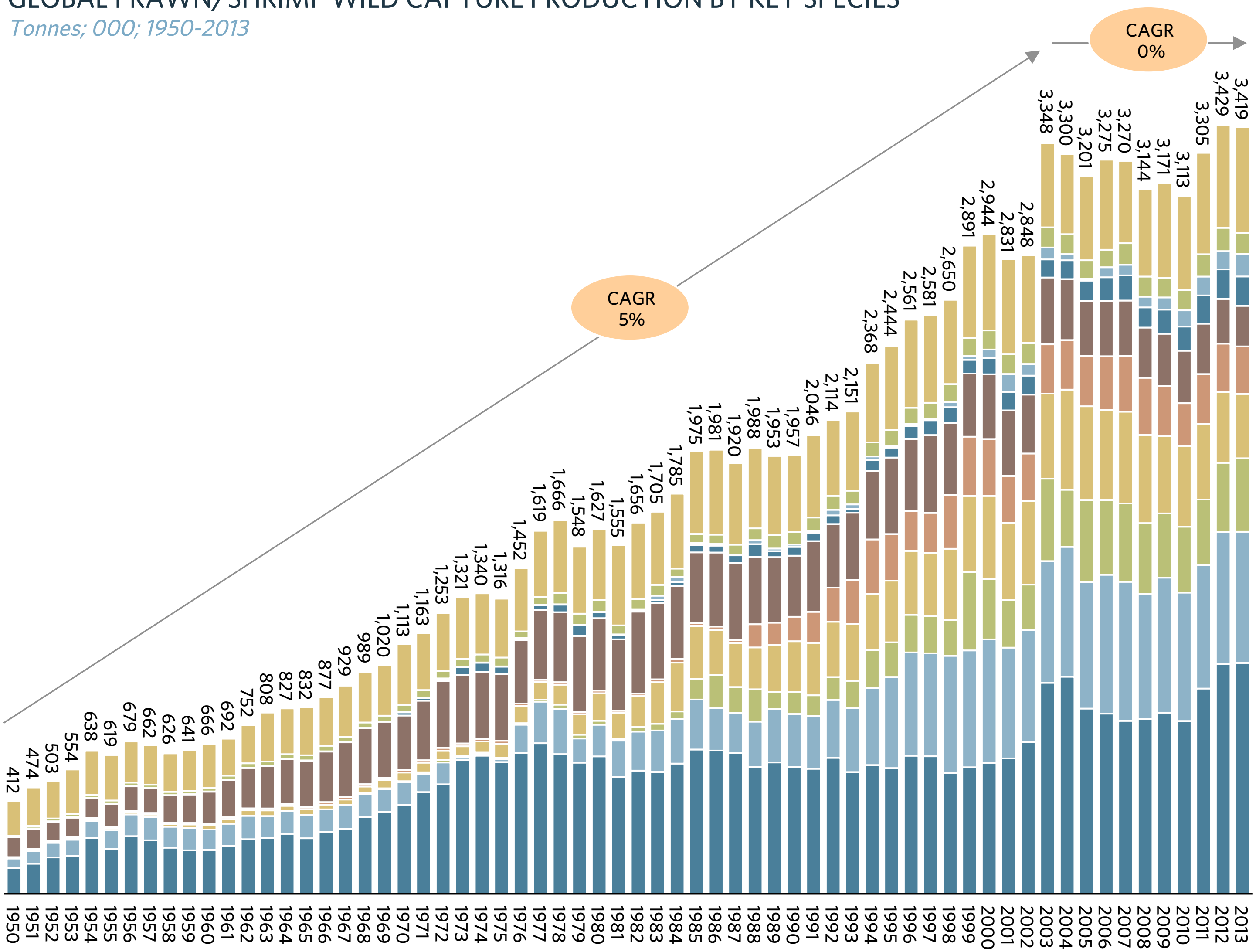


Source: UN FishStat database; Coriolis classifications and analysis

Global wild capture appears to have stalled in the early 2000's

GLOBAL PRAWN/SHRIMP WILD CAPTURE PRODUCTION BY KEY SPECIES

Tonnes; 000; 1950-2013



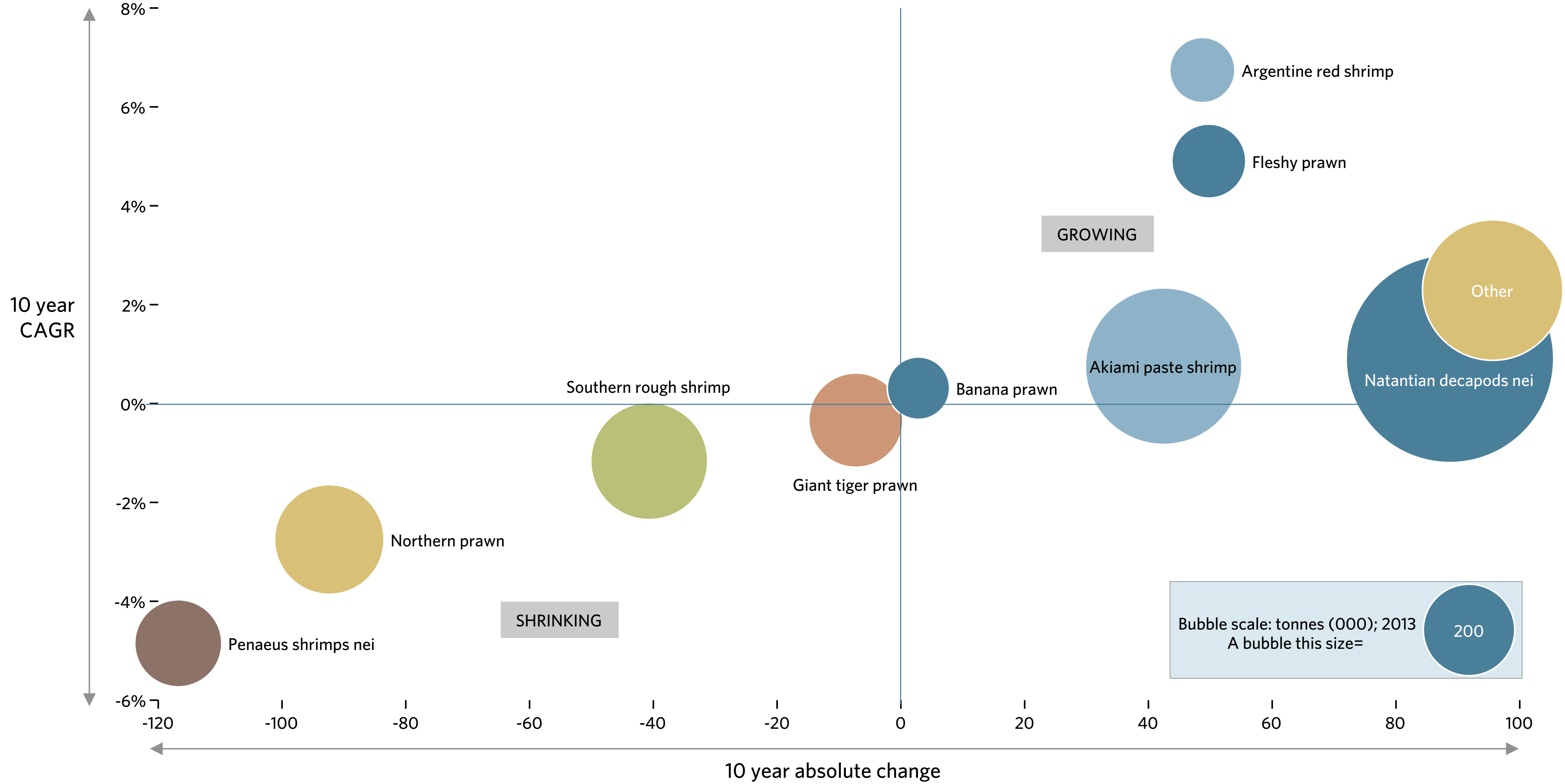
	63y ABS	63y CAGR
Other	317	2%
Banana prawn	89	6%
Argentine red shrimp	101	9%
Fleshy prawn	131	N/C
Penaeus shrimps nei	91	1%
Giant tiger prawn	211	10%
Northern prawn	283	8%
Southern rough shrimp	327	N/C
Akiami paste shrimp	543	5%
Natantian decapods nei	914	4%

Source: UN FishStat database; Coriolis classifications and analysis

Looking at the drivers of wild capture growth of prawns over the past decade, highlights that the "stall" is not universal, with some species continuing to grow, while others decline

10 YEAR WILD CAPTURE VOLUME GROWTH MATRIX: ABSOLUTE CHANGE VS. RATE OF CHANGE VS. CURRENT VOLUME

Tonnes; 000; 2003 vs. 2013

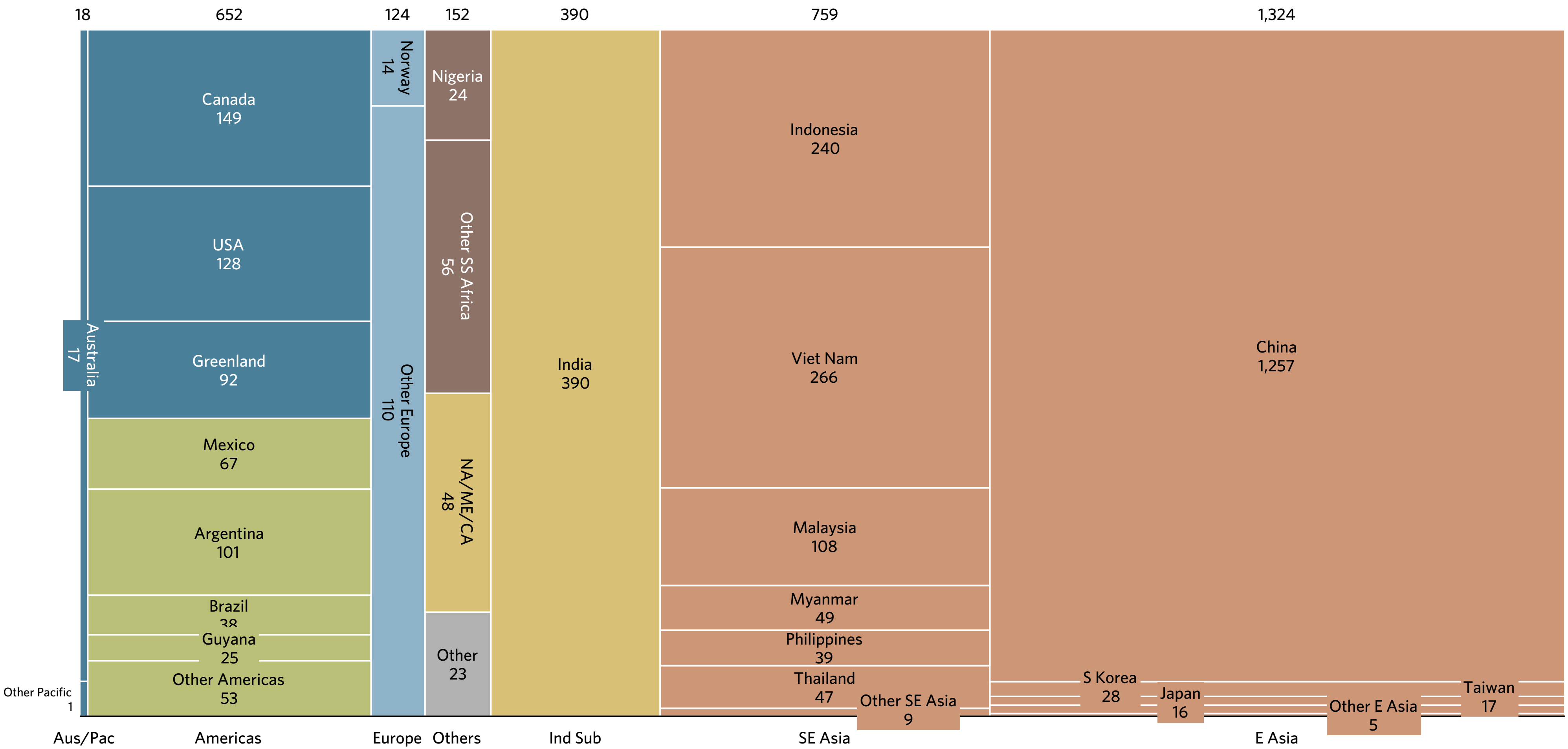


Source: UN FishStat database; Coriolis classifications and analysis

Wild capture prawn production occurs worldwide; however, China, India, Indonesia, and Vietnam stand out

DISTRIBUTION OF GLOBAL PRAWN WILD CAPTURE PRODUCTION BY COUNTRY/REGION

Tonnes; 000; 2013

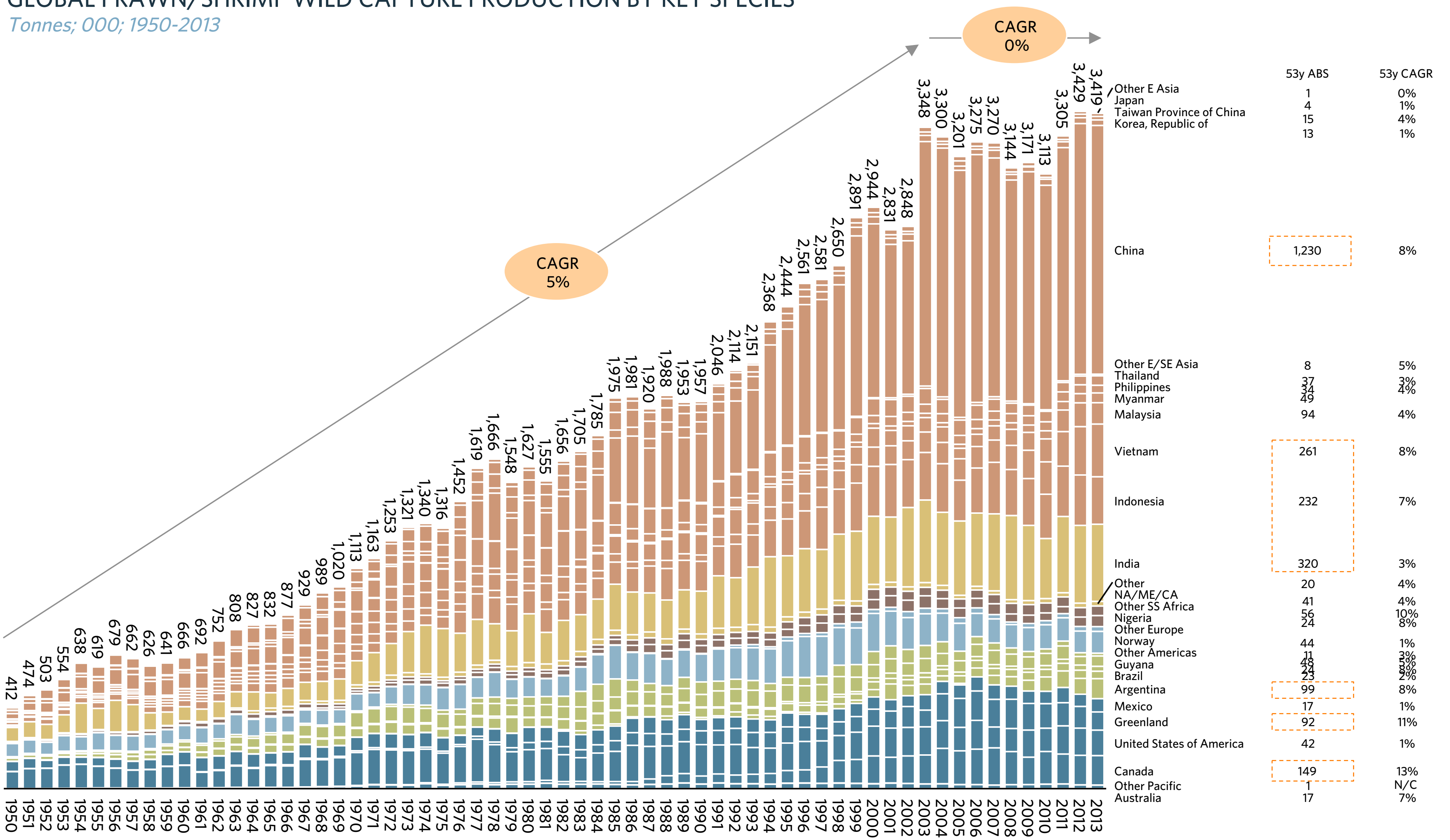


Source: UN FAO AgStat database; Coriolis classification and analysis

Growth in global wild capture is primarily coming from China, SE Asia, India and, to a lesser extent, the Americas

GLOBAL PRAWN/SHRIMP WILD CAPTURE PRODUCTION BY KEY SPECIES

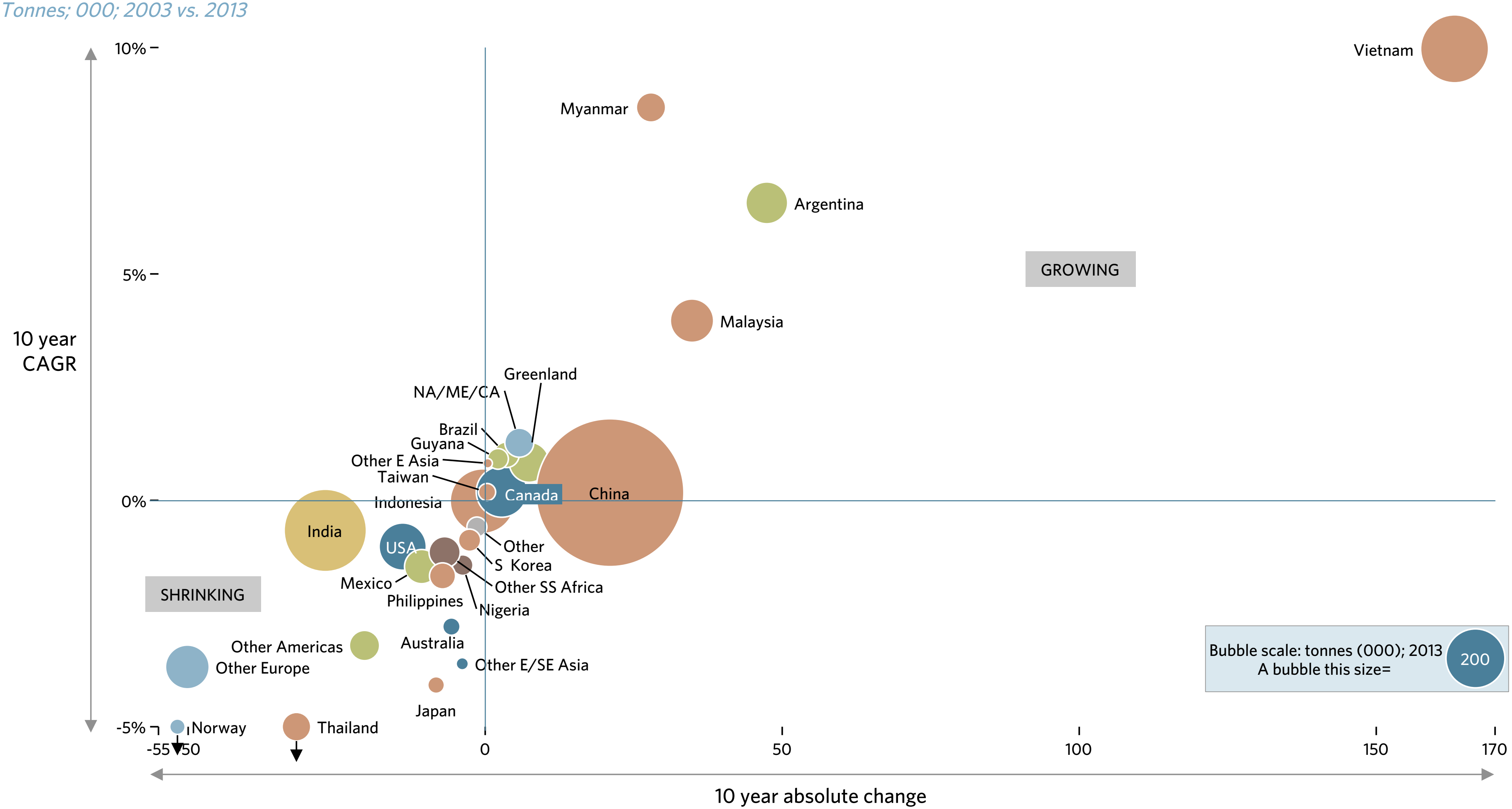
Tonnes; 000; 1950-2013



Looking at the drivers of wild capture prawn production growth, highlights that most countries/regions are flat or shrinking; growth is concentrated in a handful of countries: Vietnam, Myanmar, Argentina & Malaysia

10 YEAR WILD CAPTURE VOLUME GROWTH MATRIX: ABSOLUTE CHANGE VS. RATE OF CHANGE VS. CURRENT VOLUME

Tonnes; 000; 2003 vs. 2013

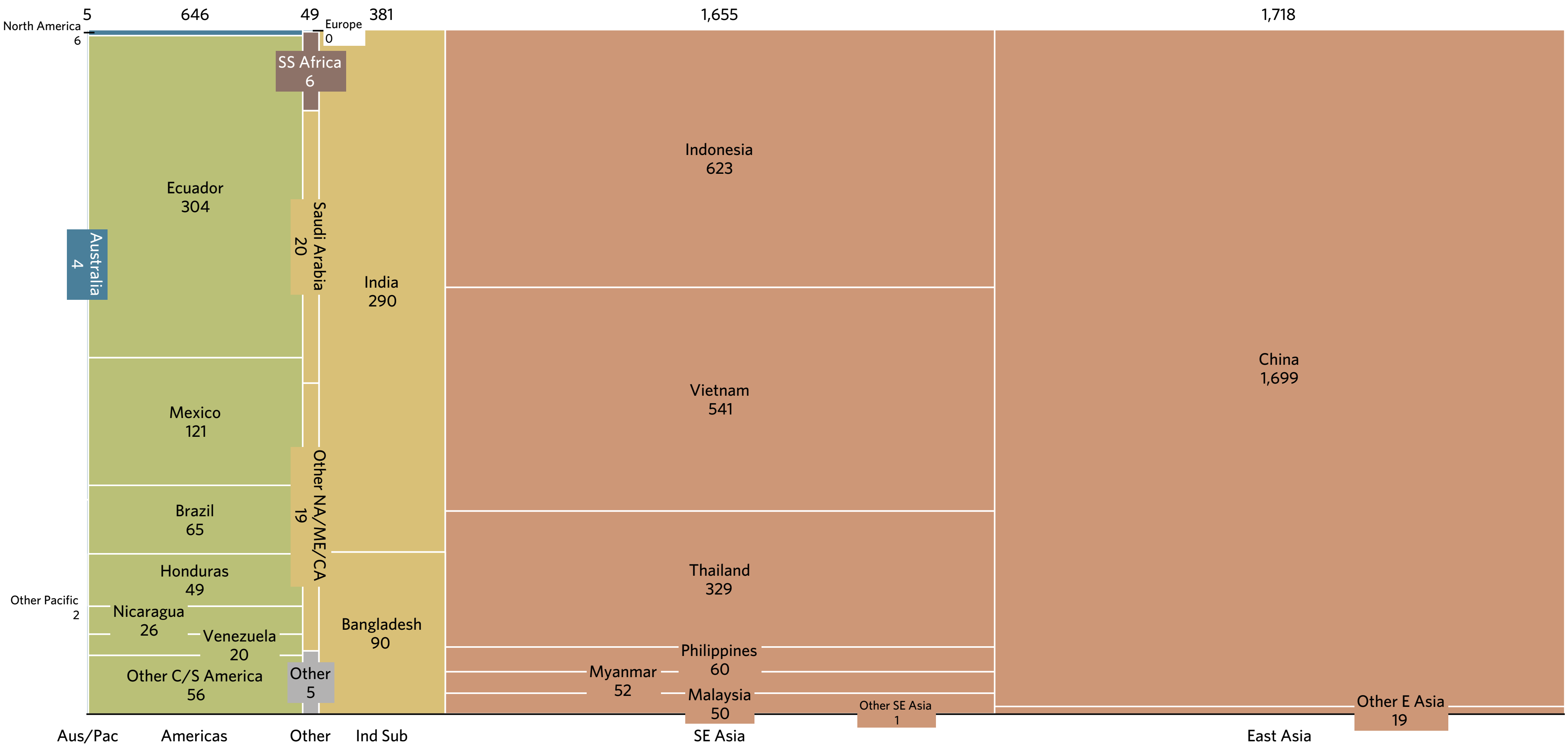


Source: UN FishStat database; Coriolis classifications and analysis

Prawn aquaculture is concentrated in Asia and in countries near the equator

DISTRIBUTION OF GLOBAL PRAWN AQUACULTURE PRODUCTION BY COUNTRY/REGION

Tonnes; 000; 2013

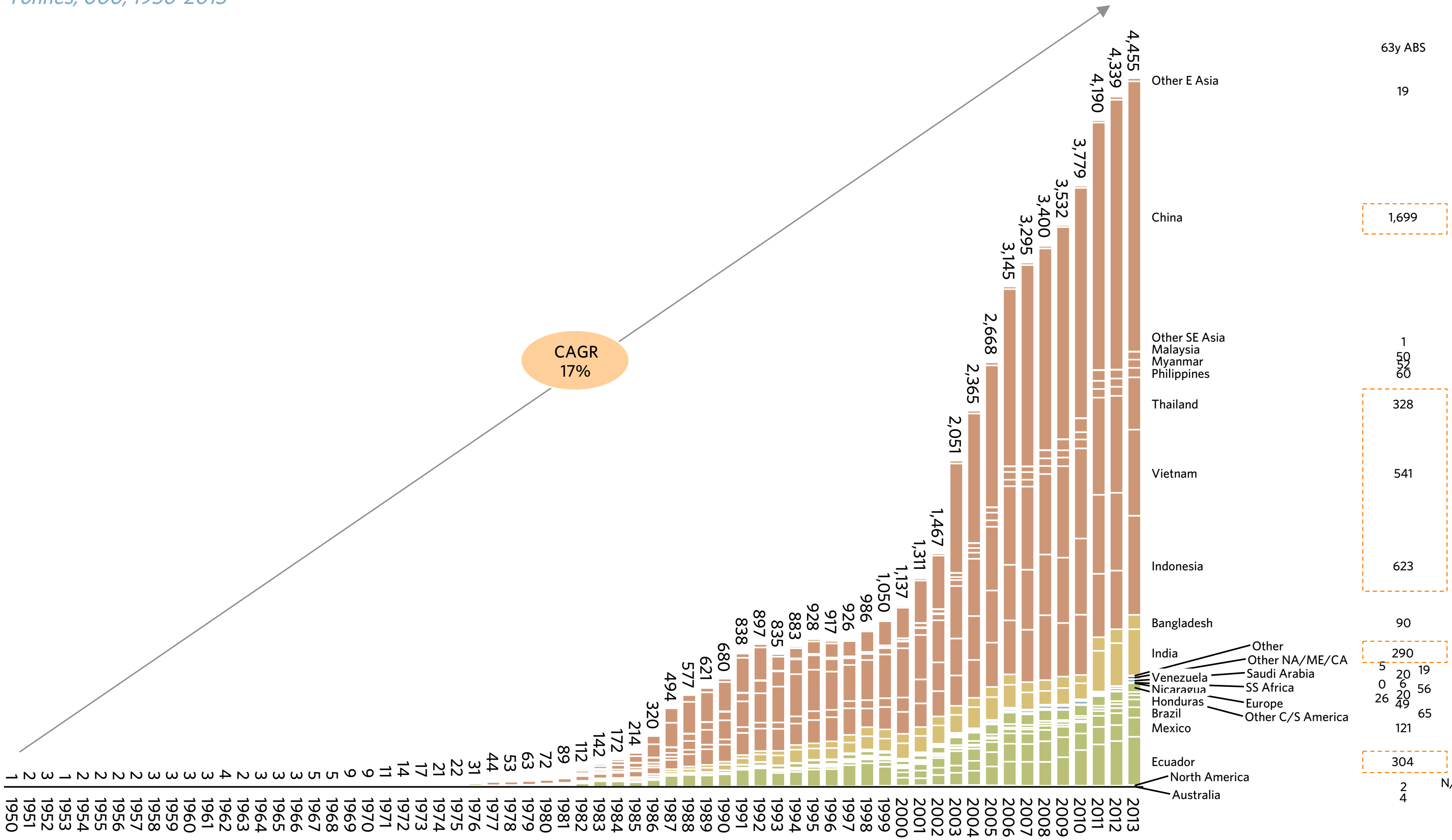


Source: UN FAO AgStat database; Coriolis classification and analysis

Growth in global prawn aquaculture is primarily coming from China, SE Asia, India and Ecuador

GLOBAL PRAWN/SHRIMP AQUACULTURE PRODUCTION BY KEY SPECIES

Tonnes; 000; 1950-2013

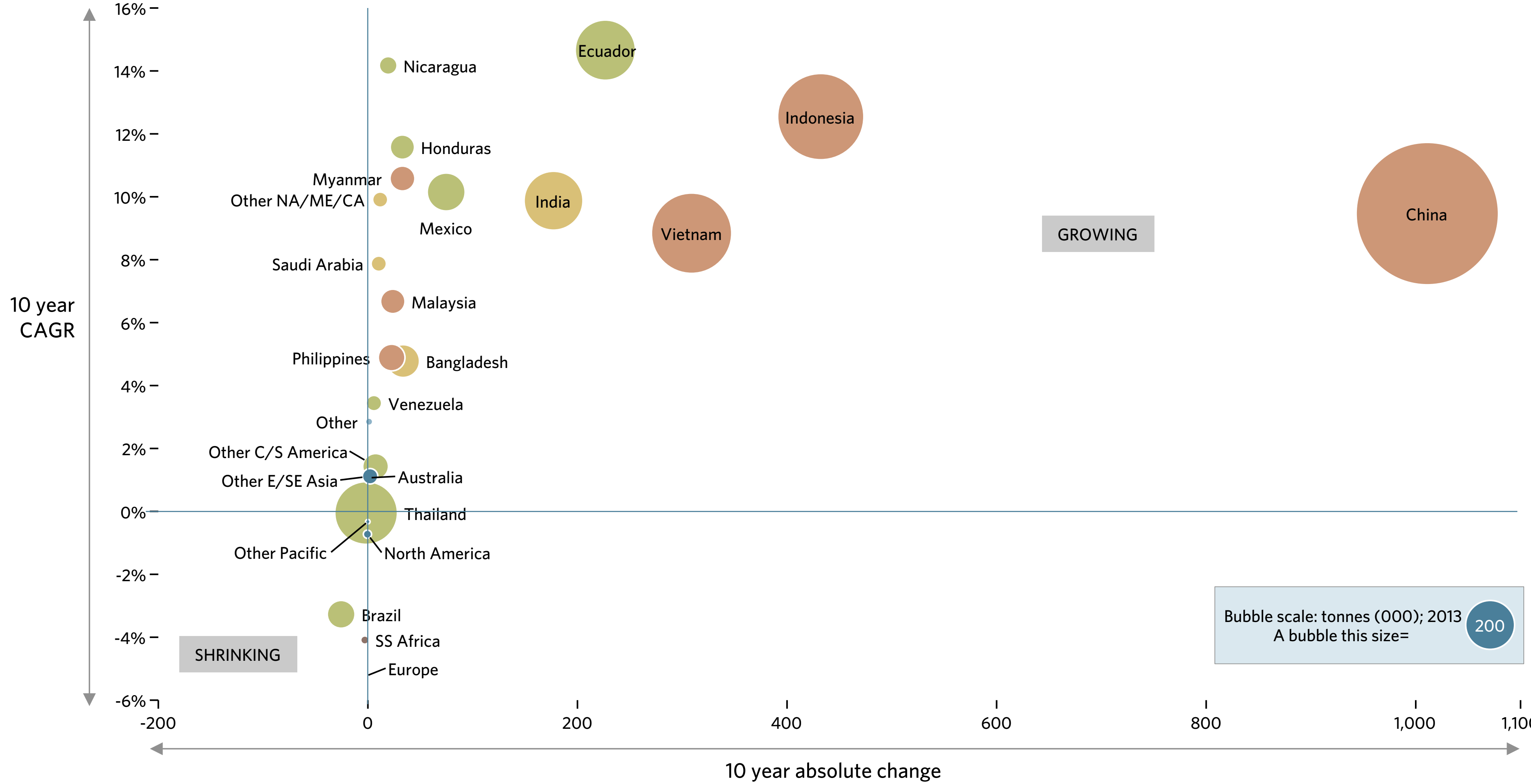


Source: UN FishStat database; Coriolis classifications and analysis

Looking at the drivers of prawn aquaculture increases over the past decade highlights that most growth is coming from a handful of countries, particularly China, Indonesia, Vietnam, Ecuador and India

10 YEAR AQUACULTURE VOLUME GROWTH MATRIX: ABSOLUTE CHANGE VS. RATE OF CHANGE VS. CURRENT VOLUME

Tonnes; 000; 2003 vs. 2013



Source: UN FishStat database; Coriolis classifications and analysis

DOCUMENT STRUCTURE

What is the global situation?

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?

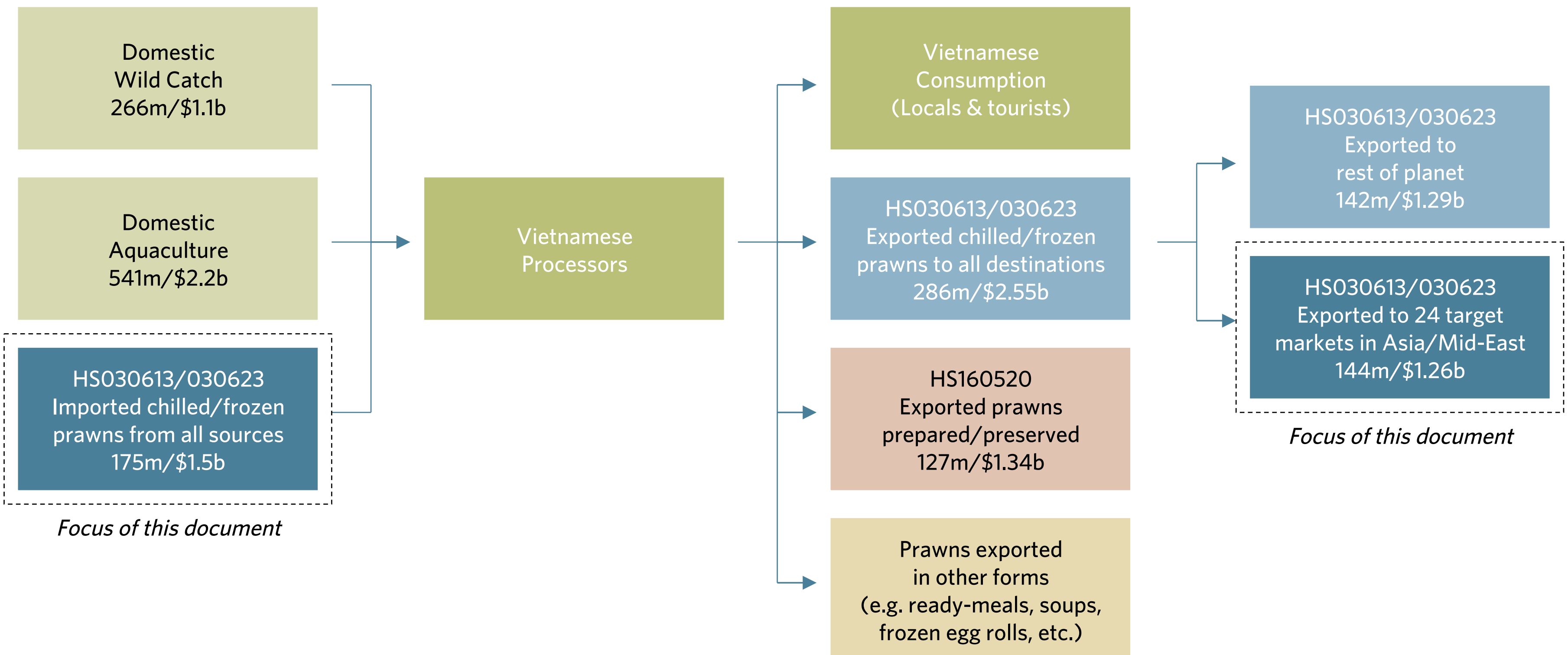
METHODOLOGICAL NOTE

When reviewing the trade data presented in this section, it is important to realise that our client brief only covers part of the total "universe"; please review it with this in mind

EXAMPLE: SIMPLIFIED STRUCTURE OF PRODUCT FLOWS IN AND OUT OF VIETNAMESE PRAWN INDUSTRY

Kgs; m; US$; b; 2013/14 (as available)

EXAMPLE
ISSUE IS COMMON ACROSS ALL MAJOR PROCESSORS

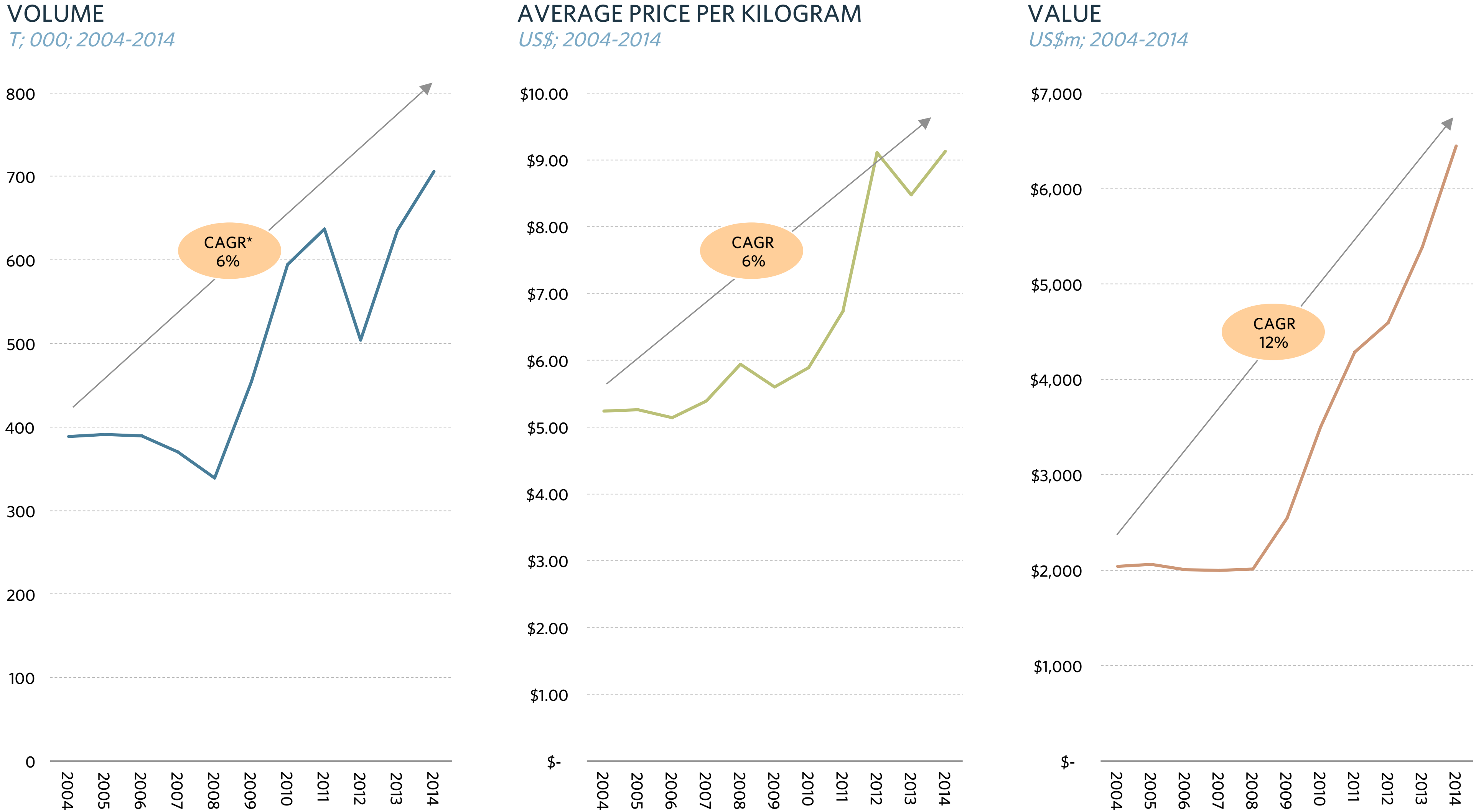


Western Australia can grow prawn exports to Asia, though this will require focus and effort

- Total Asian/Middle Eastern chilled/frozen prawn import value is rising, driven by a combination of growing volumes and growing prices
- Within the prawns trade, frozen prawns are rising more than "not-frozen" (live or chilled)
- Asian/Middle East prawn import supply is currently dominated by India, Vietnam, China and other Asian sources, followed by Ecuador
    - Five countries – India, Ecuador, China, Vietnam & Indonesia – have been capturing most value growth over the past decade
    - Over the past five years, Ecuador, India, & Argentina stand out for rate of growth, followed by Vietnam and China
    - Average FOB price to target Asian markets vary by supplier, with reasonable price variation
- Turning to demand, prawns go to a wide range of markets; however, Japan is currently the key Asian/Middle East market, followed by Vietnam, which has a significant processing sector
    - Over the past ten years, Vietnam and East Asia have driven import value growth into Asia/the Middle East
    - Vietnam has been driving import growth over the past five years
    - Average prawn import prices varies by country, with Hong Kong, Malaysia and Japan standing out as larger markets paying premium prices
    - Imported prawn consumption and aggregate prawn imports appear correlated with income per capita, particularly across East Asia; this suggests China has long-term growth potential
- Market share varies by country; Australia has some strength in parts of SE Asia and has extensive opportunities elsewhere
- Australia has some strength – in Indonesia, Thailand, Vietnam, Hong Kong and Malaysia – on which to build
- Data supports new high value, premium prawn opportunities being initially launched in (1) Hong Kong, (2) Japan and (3) Singapore
- As a "Straw Man" for discussion, we identify an export market roll-out plan

Total Asian/Middle Eastern chilled/frozen prawn import value is rising, driven by a combination of growing volumes and growing prices

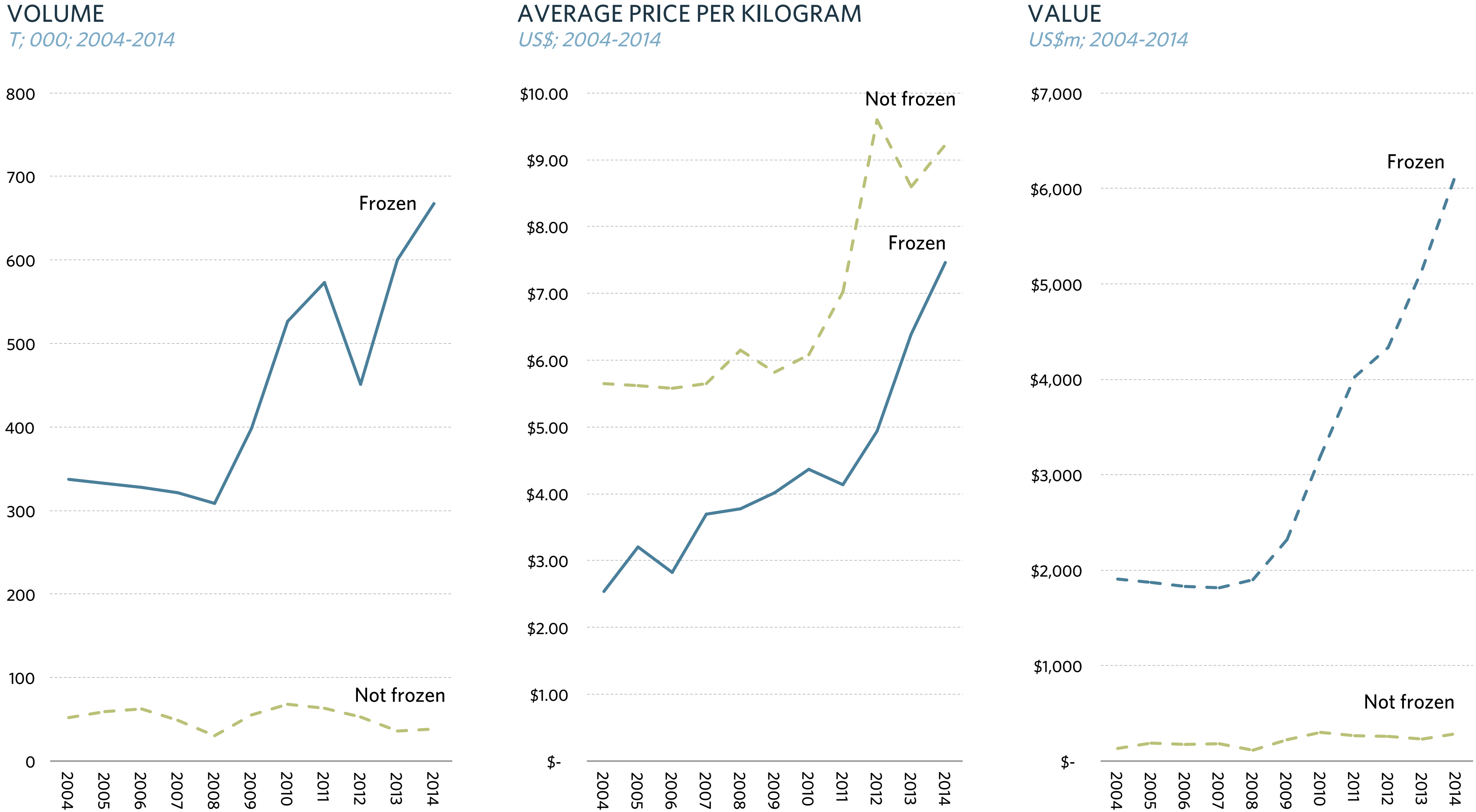
TOTAL IMPORTS TO ASIA/MIDDLE EAST TARGET REGION (24 COUNTRIES)



* Compound Annual Growth Rate; Source: UN Comtrade database; Coriolis analysis and classifications

Within the prawns trade, frozen prawns are rising more than "not-frozen" (live or chilled)

TOTAL IMPORTS TO ASIA/MIDDLE EAST TARGET REGION (24 COUNTRIES)



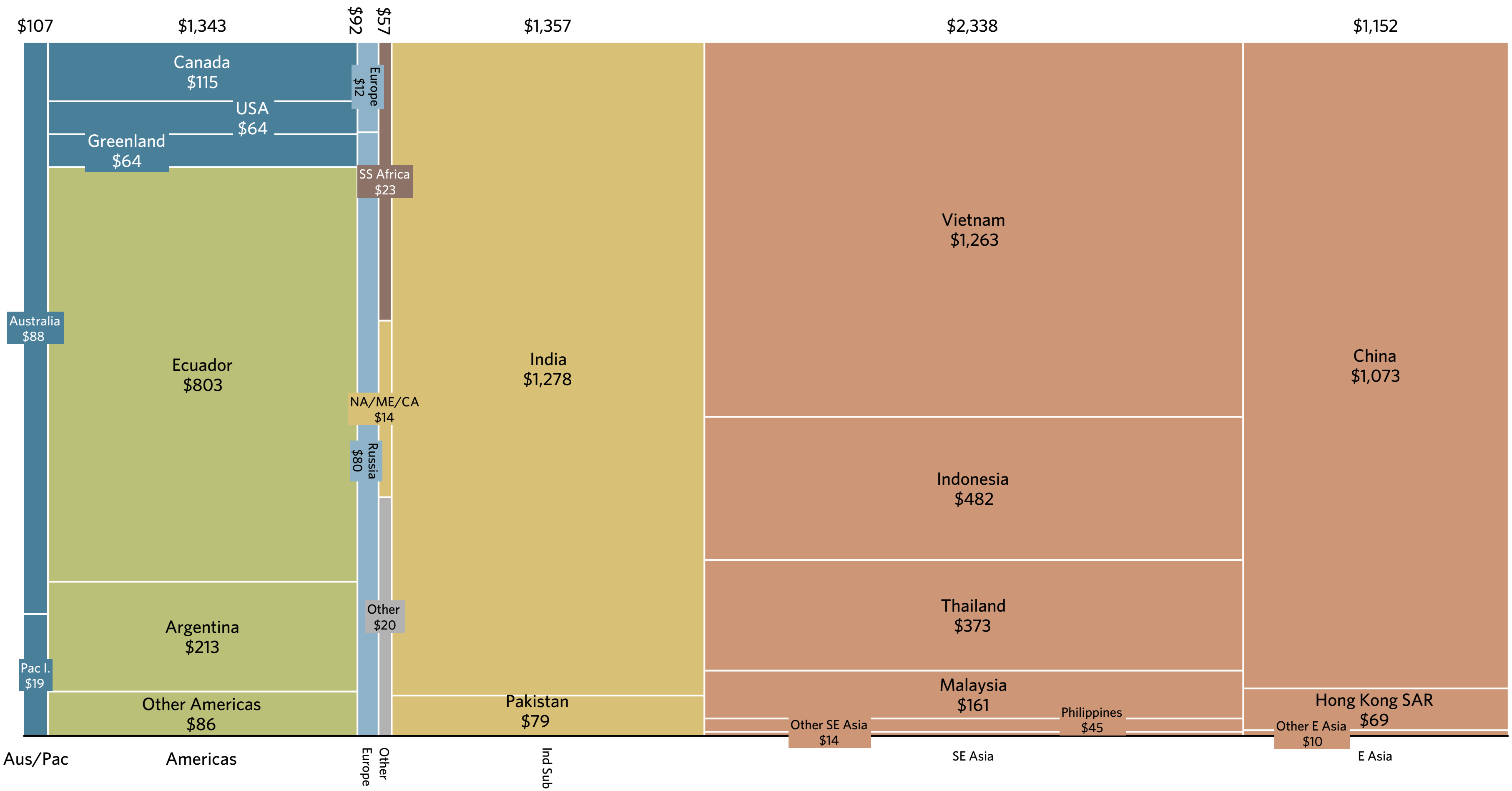
* Compound Annual Growth Rate; Source: UN Comtrade database; Coriolis analysis and classifications

Asian/Middle East prawn import supply is currently dominated by India, Vietnam, China and other Asian sources, followed by Ecuador

EXPORT VALUE BY SUPPLIER TO TARGET REGION (24 COUNTRIES)

US$m; FOB; 2014

TOTAL = US$6,445m

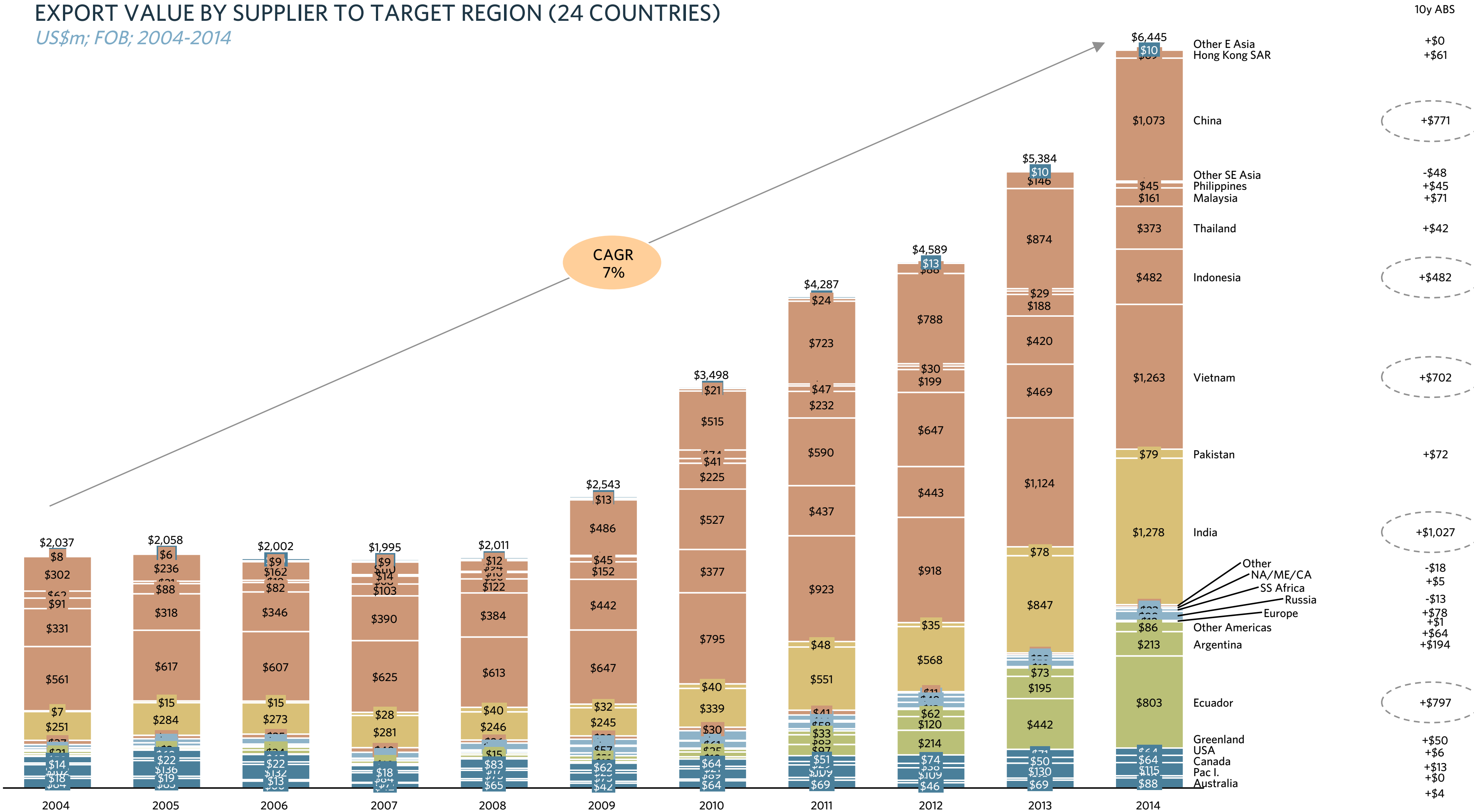


NA/ME/CA = North Africa/Middle East/Central Asia; Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Five countries – India, Ecuador, China, Vietnam & Indonesia – have been capturing most value growth over the past decade

EXPORT VALUE BY SUPPLIER TO TARGET REGION (24 COUNTRIES)

US$m; FOB; 2004-2014

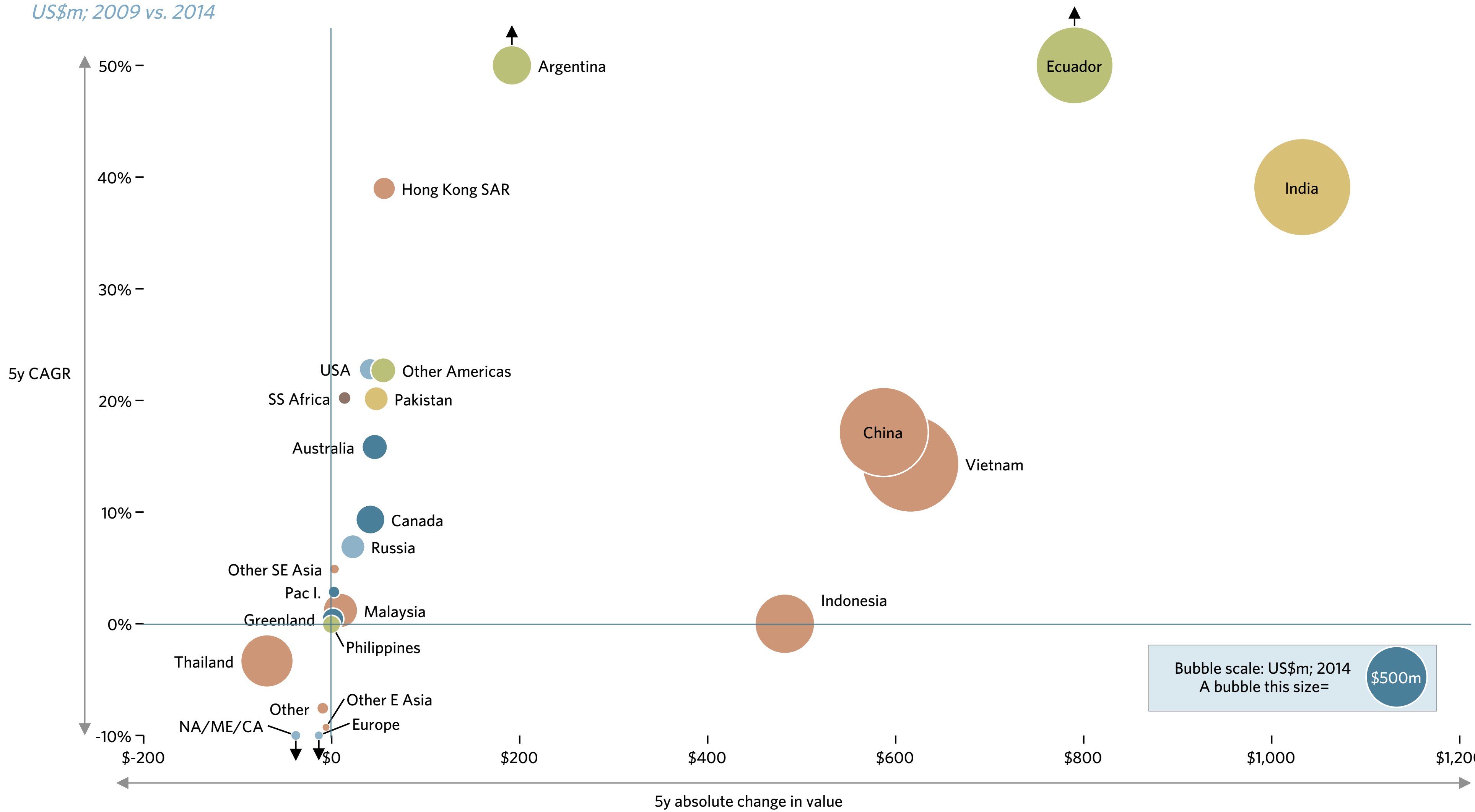


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Over the past five years, Ecuador, India, & Argentina stand out for rate of growth, followed by Vietnam and China

FIVE YEAR EXPORT GROWTH MATRIX: CHANGE IN VALUE VS. RATE OF GROWTH VS. ABSOLUTE VALUE

US$m; 2009 vs. 2014

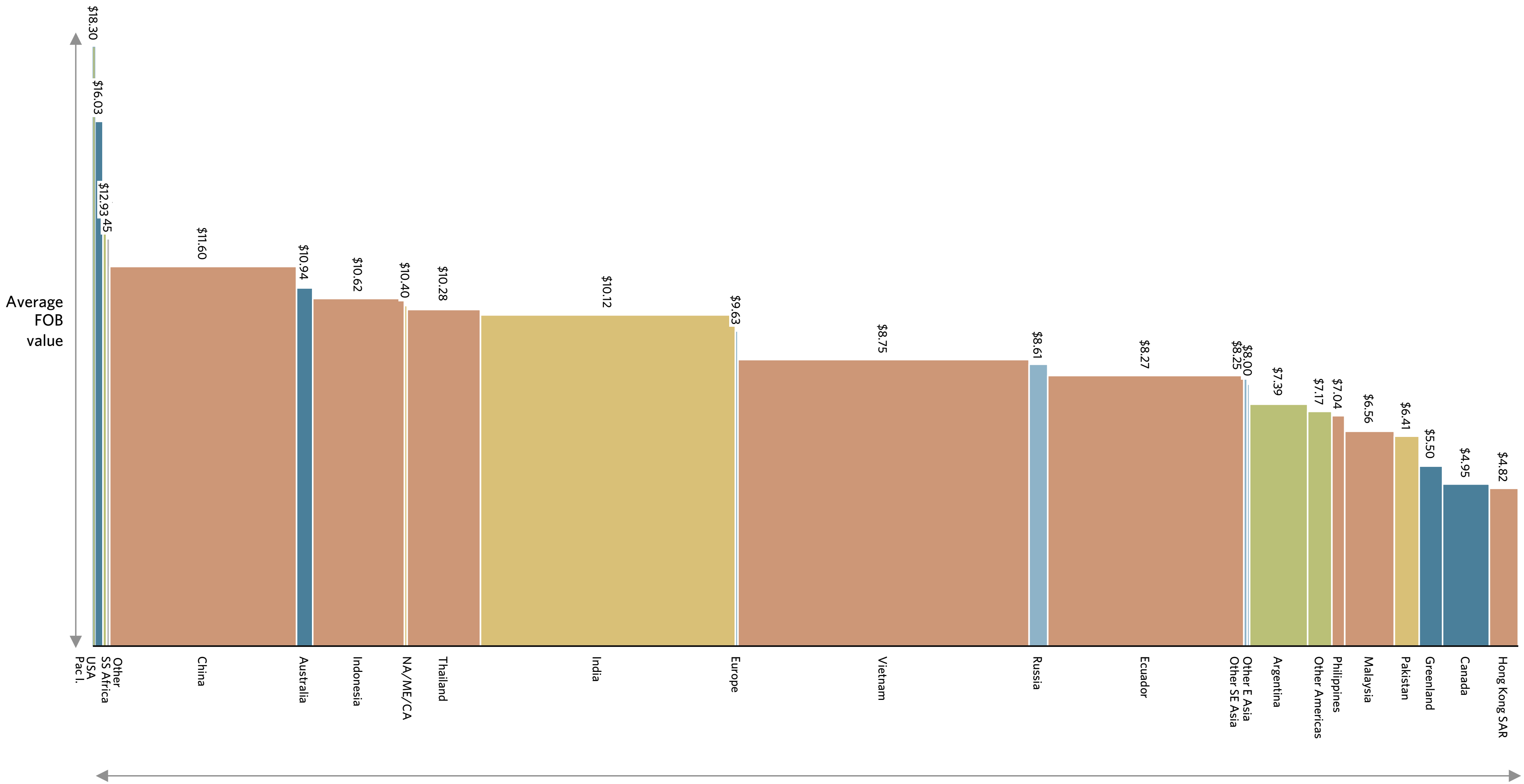


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Average FOB price to target Asian markets varies by supplier, with reasonable price variation

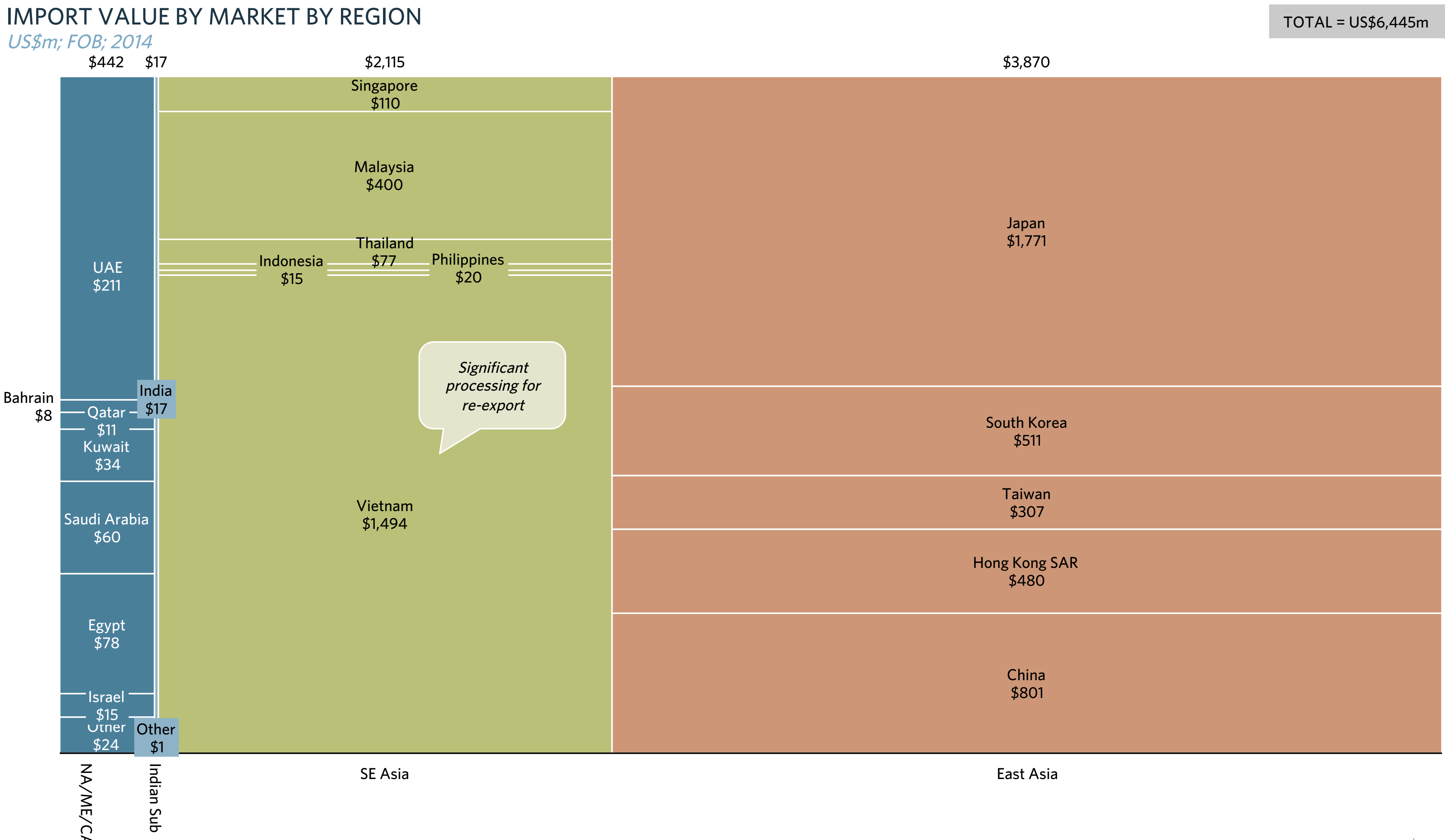
AVERAGE EXPORT VALUE COST CURVE BY SUPPLIER

US$/kg; t; FOB; 2014



Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Turning to demand, prawns go to a wide range of markets; however, Japan is currently the key Asian/Middle East market, followed by Vietnam, which has a significant processing sector

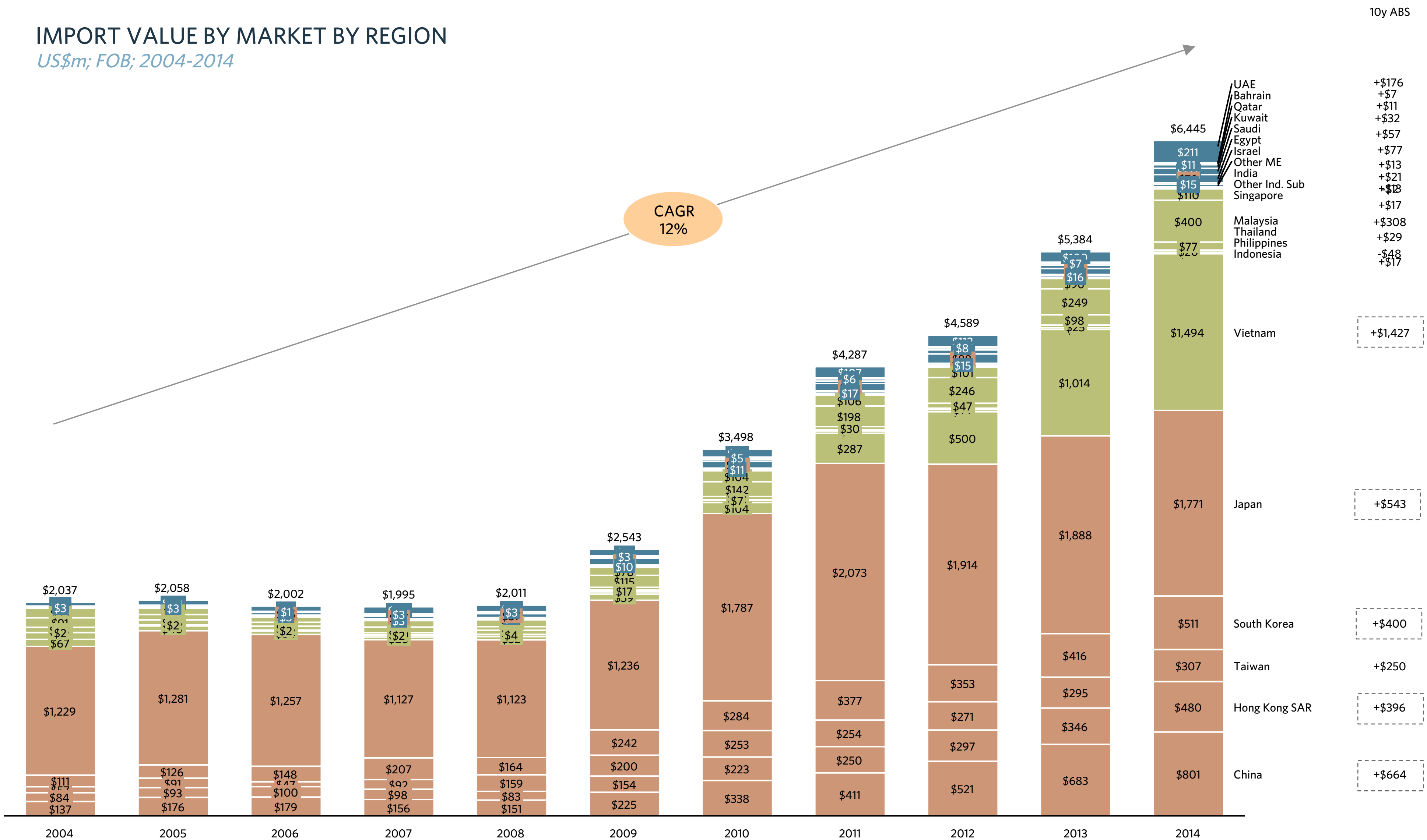


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Over the past ten years, Vietnam and East Asia have driven import value growth into Asia & the Middle East

IMPORT VALUE BY MARKET BY REGION

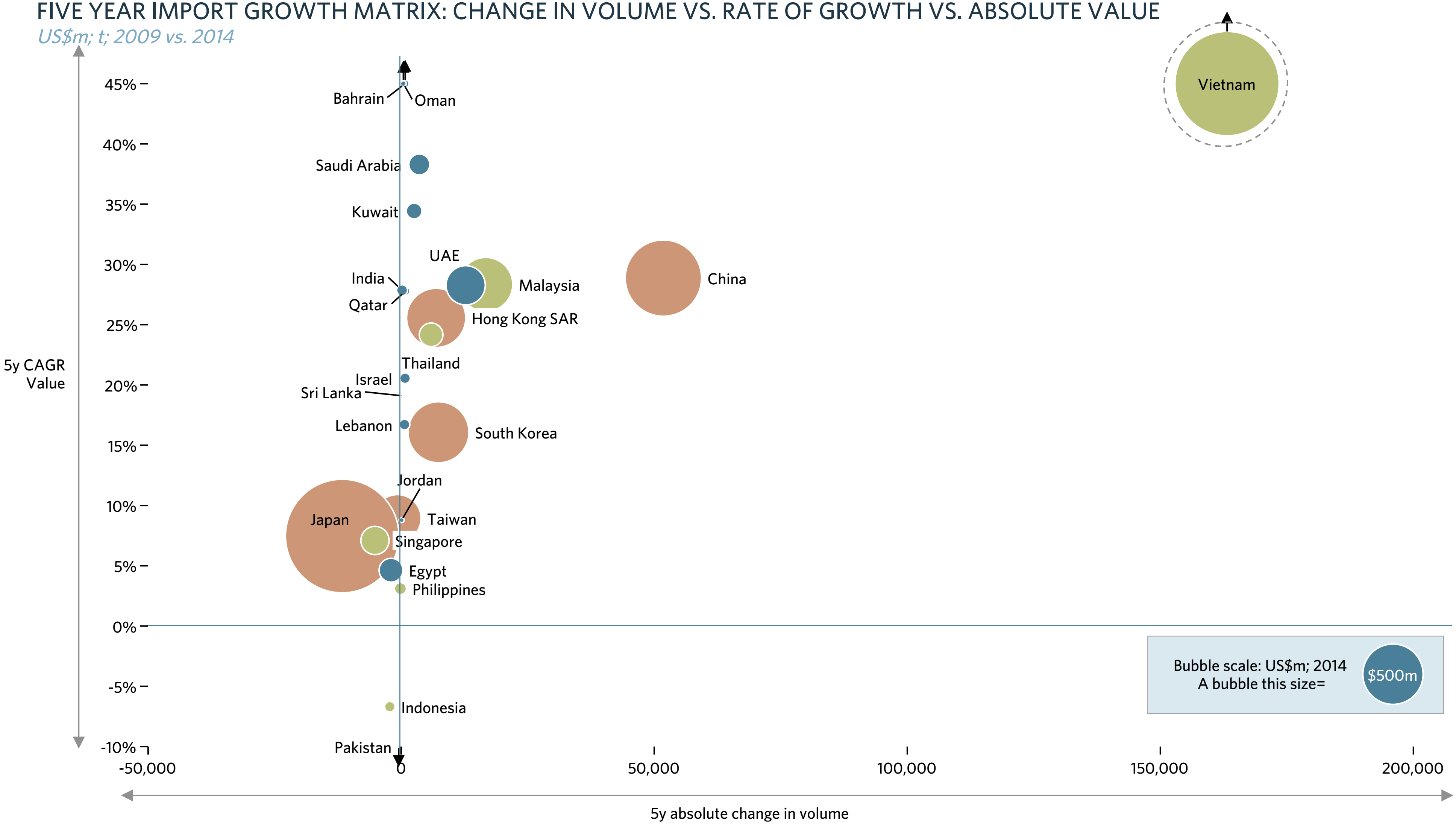
US$m; FOB; 2004-2014



Vietnam has been driving import growth over the past five years

FIVE YEAR IMPORT GROWTH MATRIX: CHANGE IN VOLUME VS. RATE OF GROWTH VS. ABSOLUTE VALUE

US$m; t; 2009 vs. 2014

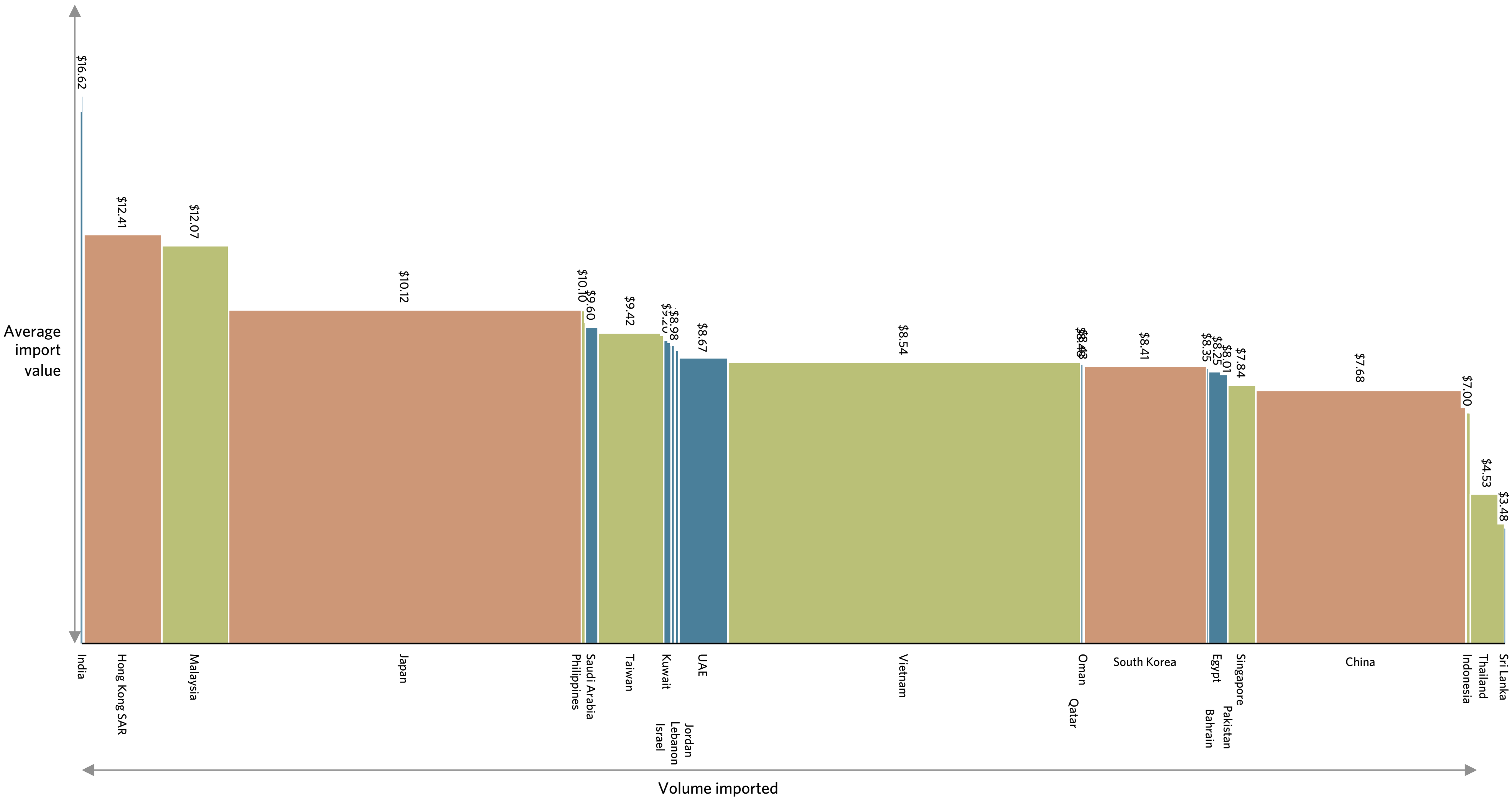


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Average prawn import prices varies by country, with Hong Kong, Malaysia and Japan standing out as larger markets paying premium prices

AVERAGE IMPORT VALUE COST CURVE BY MARKET/REGION

US$/kg; t; FOB; 2014

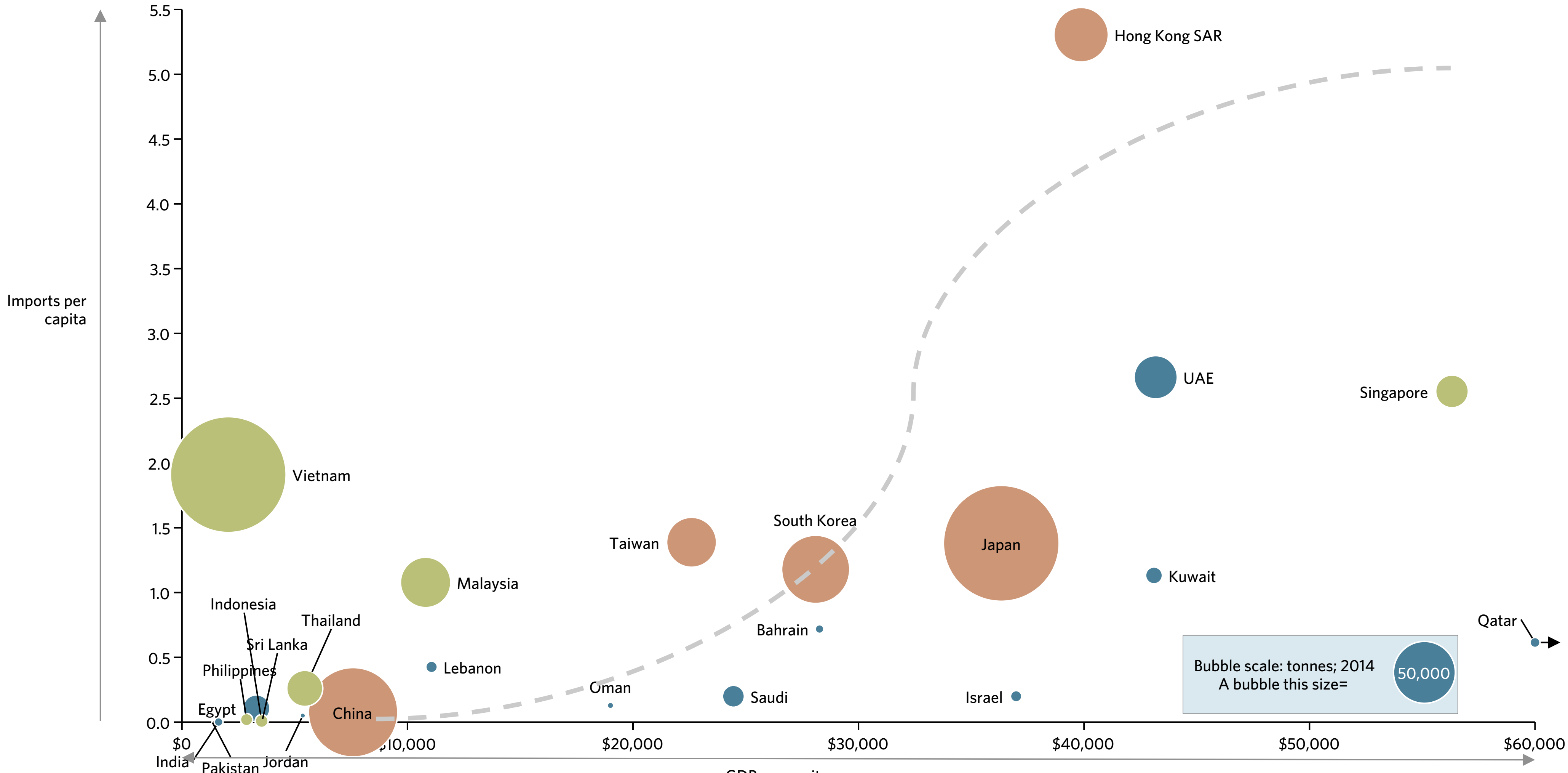


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Imported prawn consumption and aggregate prawn imports appear correlated with income per capita, particularly across East Asia; this suggests China has long-term growth potential

MARKET SIZE DRIVERS: GDP PER CAPITA VS. IMPORTS PER CAPITA VS. MARKET SIZE

Kg; US$; t; 2014



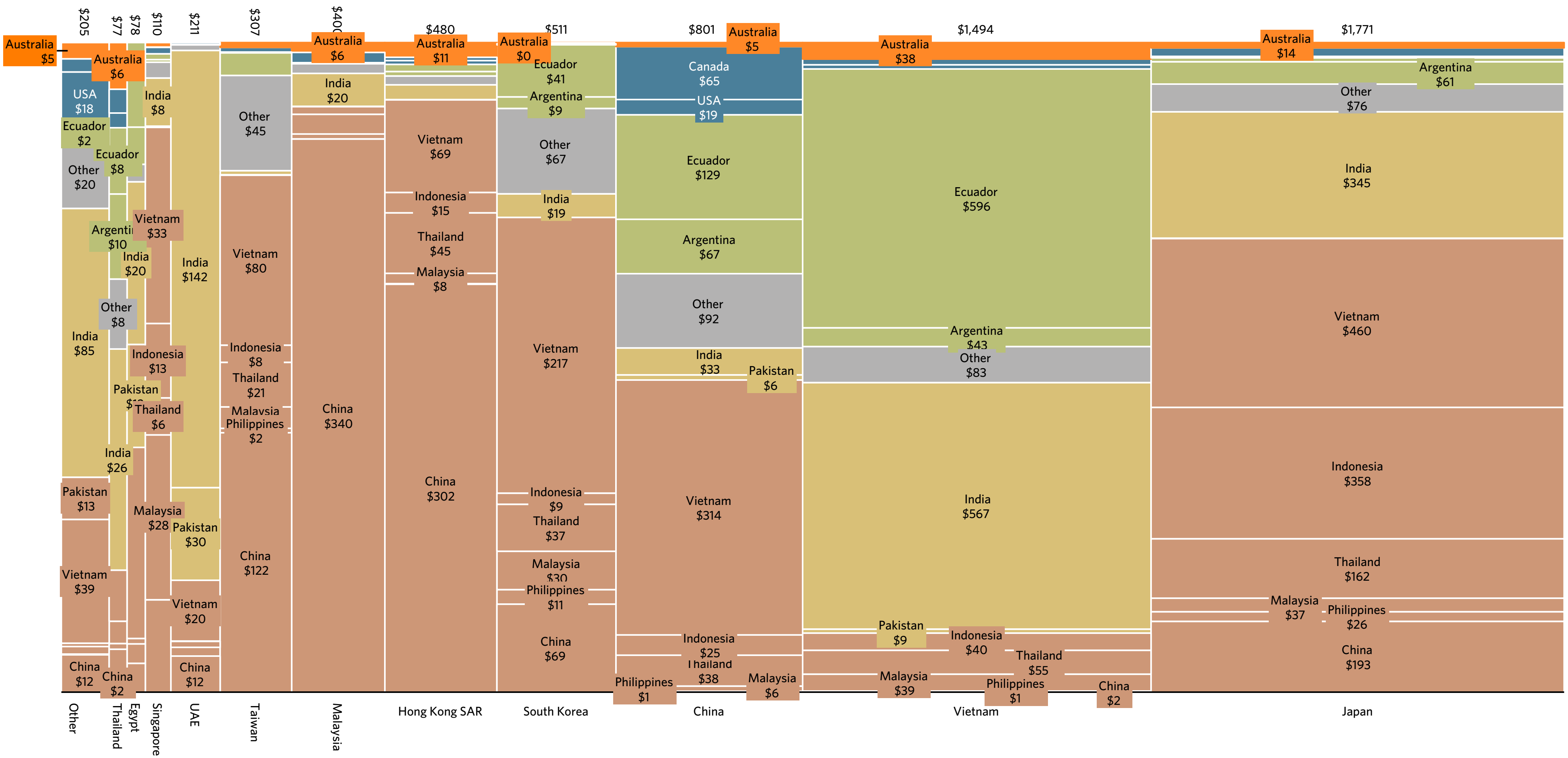
Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Wikipedia (GDP/capita); Coriolis analysis and classifications

Market share varies by country; Australia has some strength in parts of SE Asia and has extensive opportunities elsewhere

IMPORT VALUE MARKET SHARE BY MARKET BY KEY SUPPLIER

% of value in US$m; FOB; 2014

TOTAL = US$6,445m

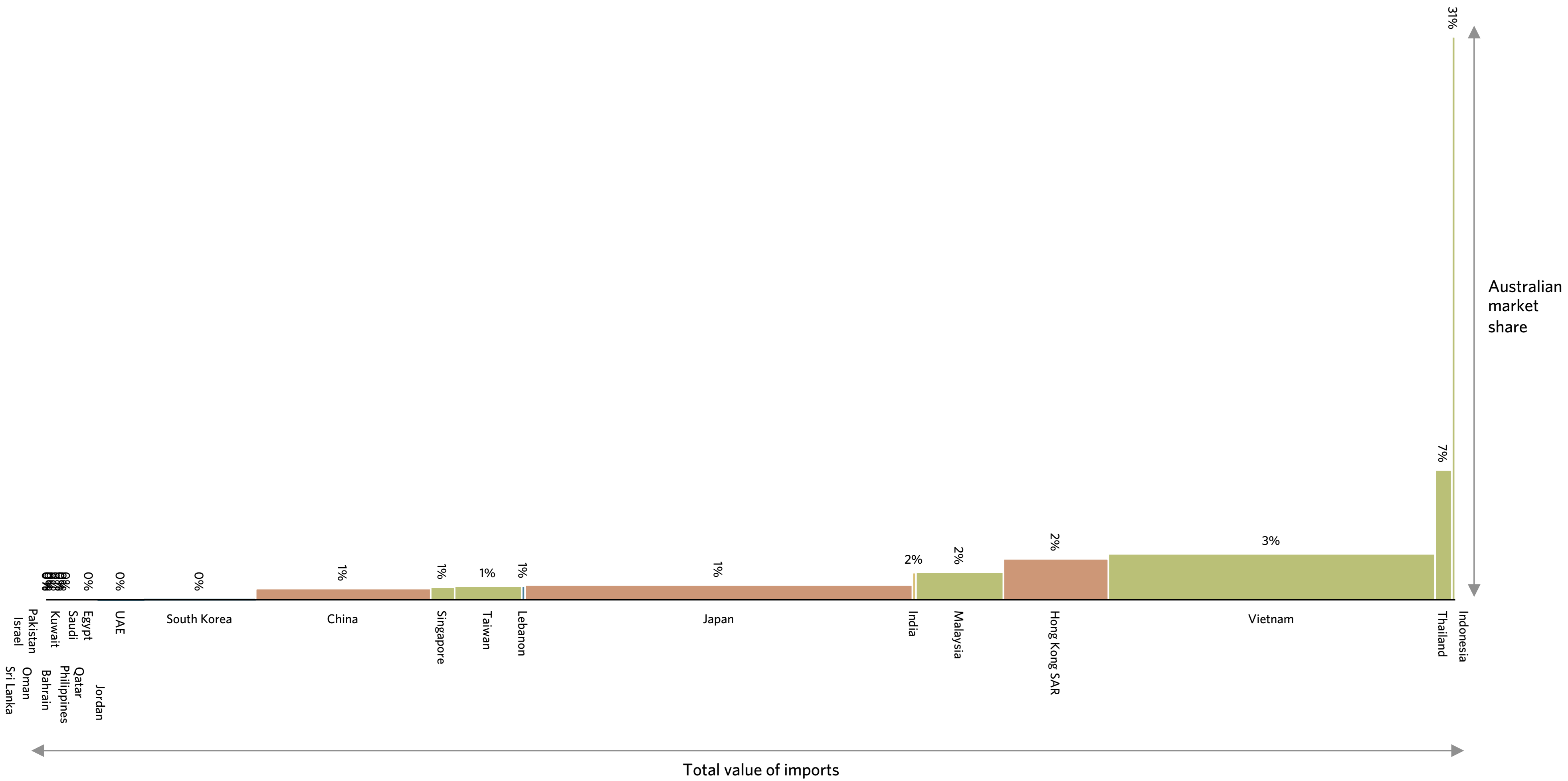


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Australia has some strength – in Indonesia, Thailand, Vietnam, Hong Kong and Malaysia – on which to build

AUSTRALIAN IMPORT VALUE MARKET VS. MARKET VALUE

US$m; FOB; 2014

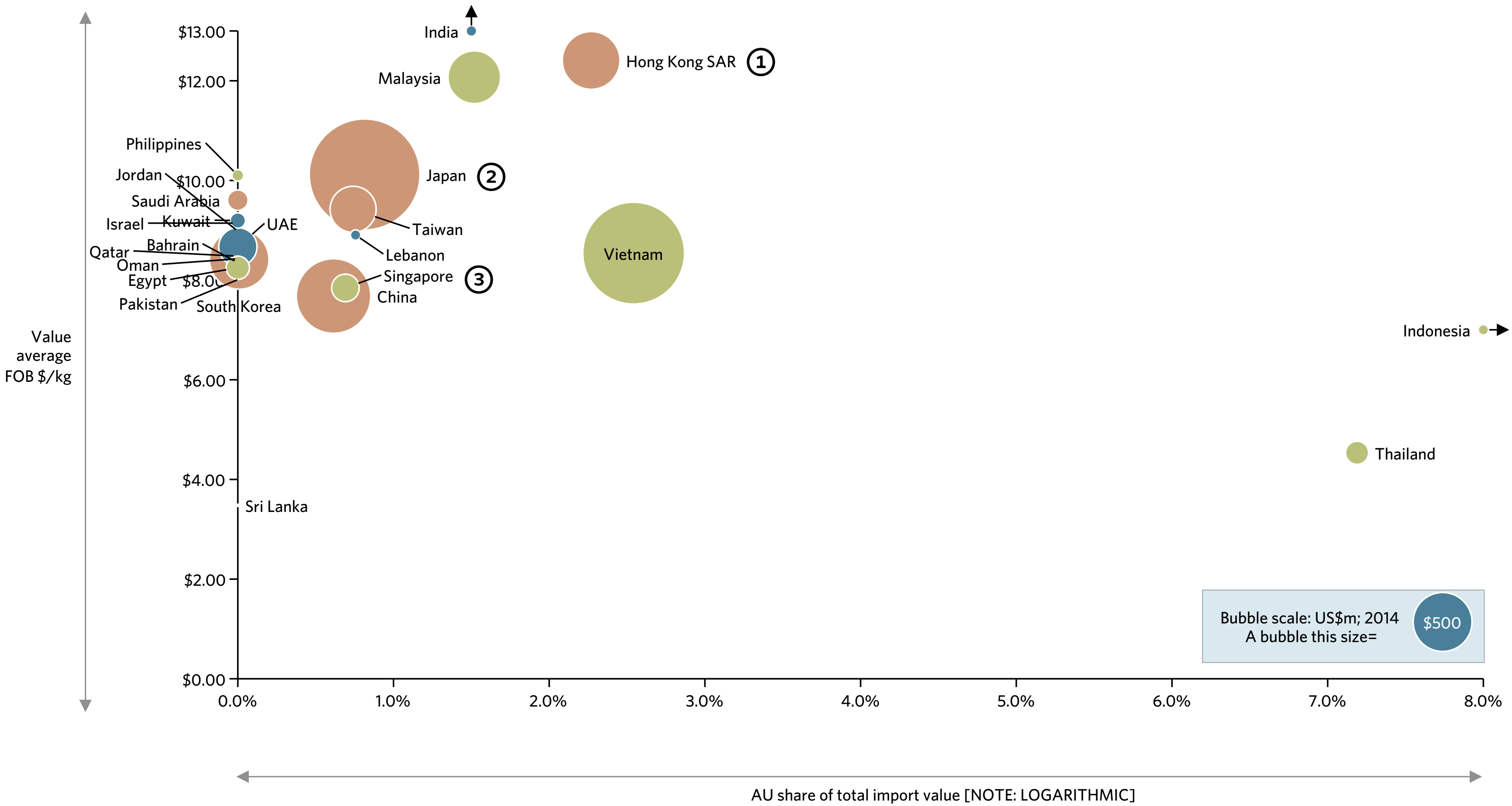


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Data supports new high value, premium prawn opportunities being initially launched in (1) Hong Kong, (2) Japan and (3) Singapore

WHERE TO FOCUS FOR NEW HIGH VALUE, PREMIUM PRODUCTS: AU SHARE VS. AVERAGE VALUE VS. MARKET SIZE

% of value; US$; US$m; 2014



Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

As a “Straw Man” for discussion, we identify an export market roll-out plan

THOUGHT STARTER
“STRAW MAN” MODEL
FOR DISCUSSION

PRELIMINARY “STRAW MAN” DEVELOPMENT & ROLLOUT PLAN FOR CHILLED PRAWN OPPORTUNITY

Model; 2016

0 Product development and testing

1 Export launch in Hong Kong

- High income, sophisticated market and consumers
- AU already has a strong market position on which WA can build

2 Export launch in Japan

3 Export launch in Singapore

DOCUMENT STRUCTURE

What is the global situation?

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?

Western Australia is well positioned to continue to grow prawn exports to Asia

IS THE MARKET DEVELOPED & COMPETITIVE?

- The flow of prawns, from the sea through to the consumer in Asia, is convoluted and complex; this is driven by labour-intensive further processing and the fragmented nature of seafood distribution

WHAT IS WA CAPABLE OF DELIVERING?

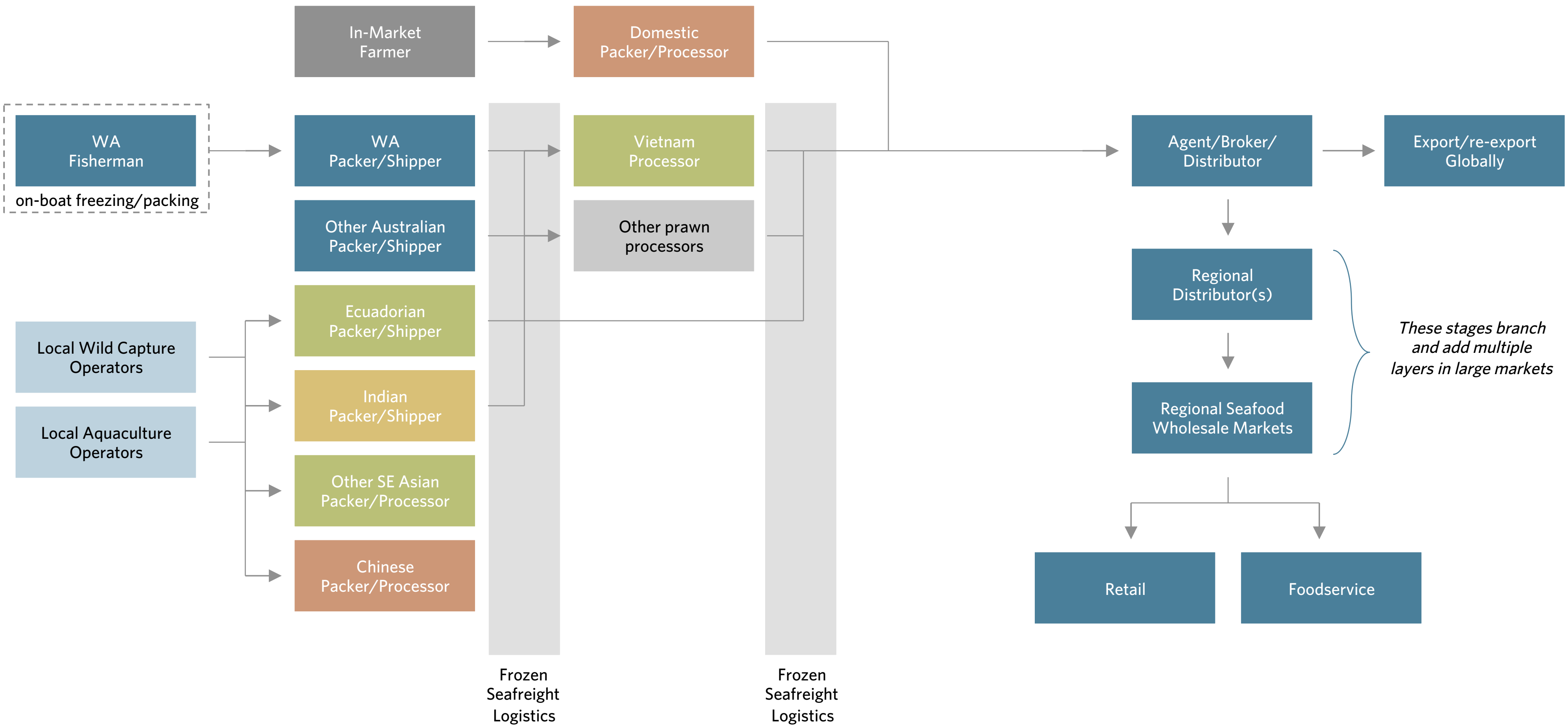
- Western Australian prawn packer/shippers need to continue to move forward and improve through improved product development and presentation
- Western Australian prawns are a premium product for which a wide rage of potential positions or claims exist to develop a more differentiated offer for Asia
- As a "Straw Man" for discussion, we identify an opportunity to reposition Western Australian prawns as the premium prawn of Asia by developing and marketing select characteristics

HOW IS THE MARKET STRUCTURED?

The flow of prawns, from the sea through to the consumer in Asia, is convoluted and complex; this is driven by labour-intensive further processing and the fragmented nature of seafood distribution

SIMPLIFIED MODEL OF SUPPLY CHAIN: PRAWNS

Model; 2016



Source: Coriolis

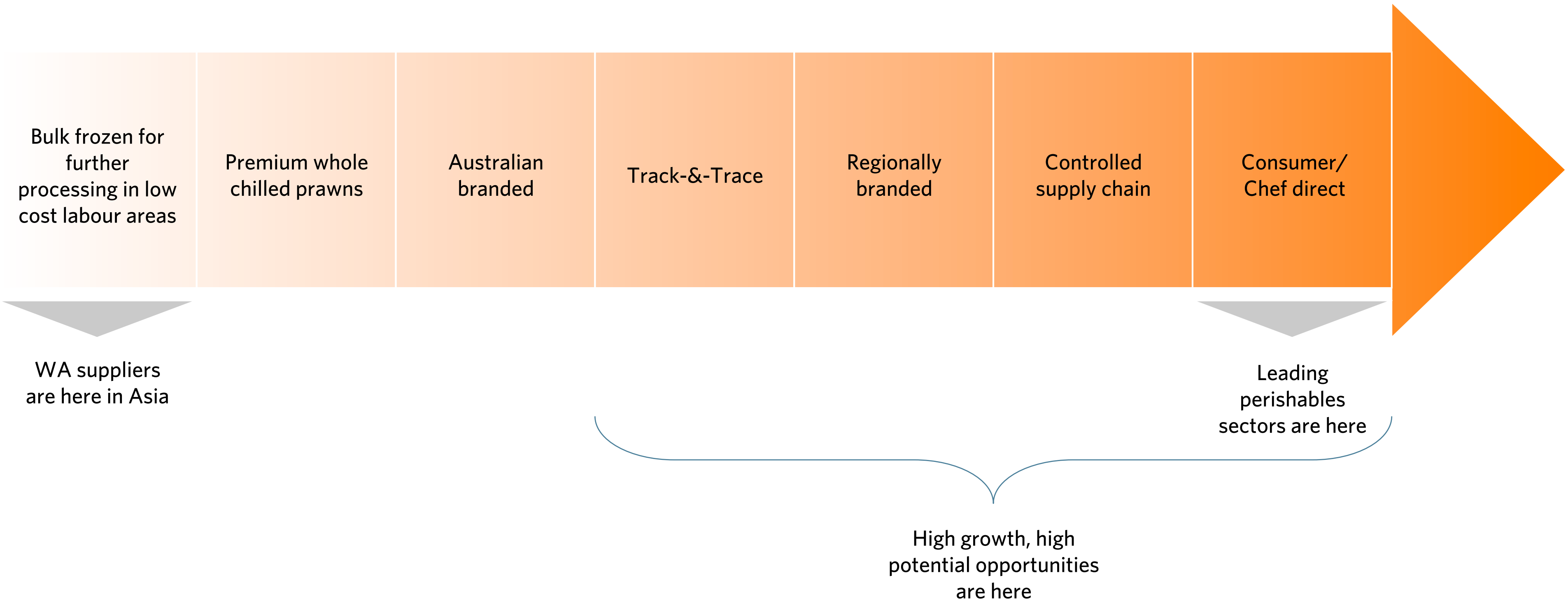
WHAT IS WA CAPABLE OF DELIVERING? STRATEGIC DIRECTION

Western Australian prawn packer/shippers need to continue to move forward and improve through improved product development and presentation

PRELIMINARY
FOR DISCUSSION

SUGGESTED STRATEGIC DIRECTION: WESTERN AUSTRALIAN PRAWNS

Model; 2016



WHAT IS WA CAPABLE OF DELIVERING? CLAIMS

Western Australian prawns are a premium product for which a wide rage of potential positions or claims exist to develop a more differentiated offer for Asia

PRELIMINARY
FOR DISCUSSION

IDENTIFIED POTENTIAL PREMIUM POSITIONS

Model; 2016

High in protein	Identified source region	"Jumbo"/Larger grades	Uniform appearance
Low in fat	Identified catch location	Premium	Chef-ready or heat-&-eat
Rich in omega-3	Unique/premium species	Ensured quality	Peeled
Antibiotic free	Track & trace	Never frozen	Cooked
No added hormones	Wild caught	Flavoured	
Clean waters	Fisherman's story	w/dip or dressing	
	Sustainable	"Cold water"	
	Respects the environment		
	MSC certified		

Source: Coriolis; photo credit (Dollar Photo)

WHAT IS WA CAPABLE OF DELIVERING? GLOBAL PEERS

Products from other processors in other markets demonstrate what is possible in terms of developing a premium Western Australian prawn offer

EXAMPLES OF PREMIUM PRODUCTS FROM OTHER MARKETS

Select; 2016

Succulent & sweet	Large	Raw	Seaside favourite
Certified sustainable	Food you feel good about	Shell on	Cold water
MSC	Family pack	Jumbo	Shell on
Caught in the pristine icy waters of the Gulf of St. Lawrence	Cooked	Taste the Difference	Peel & eat
Large	No chemicals ever	King Prawns	Traditional pub favourite
Peeled	Peeled & deveined	Responsibly sourced	
	Great shrimp taste & texture	Taste tested by customers	

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

WHAT IS A POTENTIAL WA OFFER?

As a "Straw Man" for discussion, we identify an opportunity to reposition Western Australian prawns as the premium prawn of Asia by developing and marketing select characteristics

PRELIMINARY FOR DISCUSSION

HYPOTHETICAL EXAMPLE OF POTENTIAL PREMIUM PRODUCT FROM WA

Model; 2016

Plain prawn

High in protein

Rich in omega-3

From Western Australia

Fisherman's story

Track-&-Trace code

Ensured quality

Organic

Sustainable / MSC Certified

Chef-ready

Source: Coriolis; photo credit (Dollar Photo and Southern Forests Food Council Inc.)

DOCUMENT STRUCTURE

What is the global situation?

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

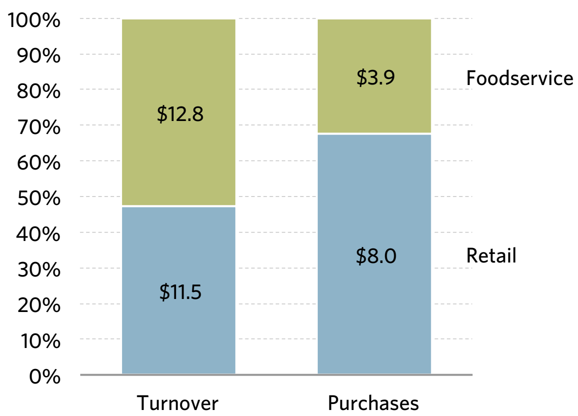
Who are the key firms in Western Australia capable of delivering?

FOCUS MARKET – 1 – HONG KONG

Hong Kong has a robust and well-developed food retailing and foodservice sector

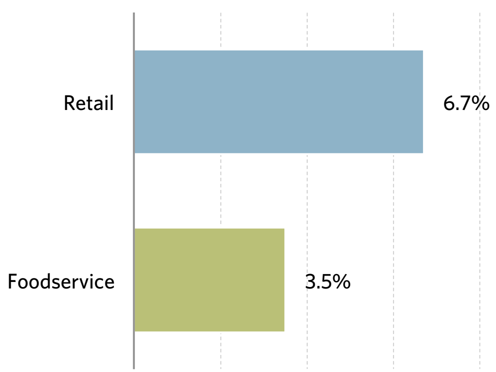
TURNOVER & PURCHASES

US$b; 2014



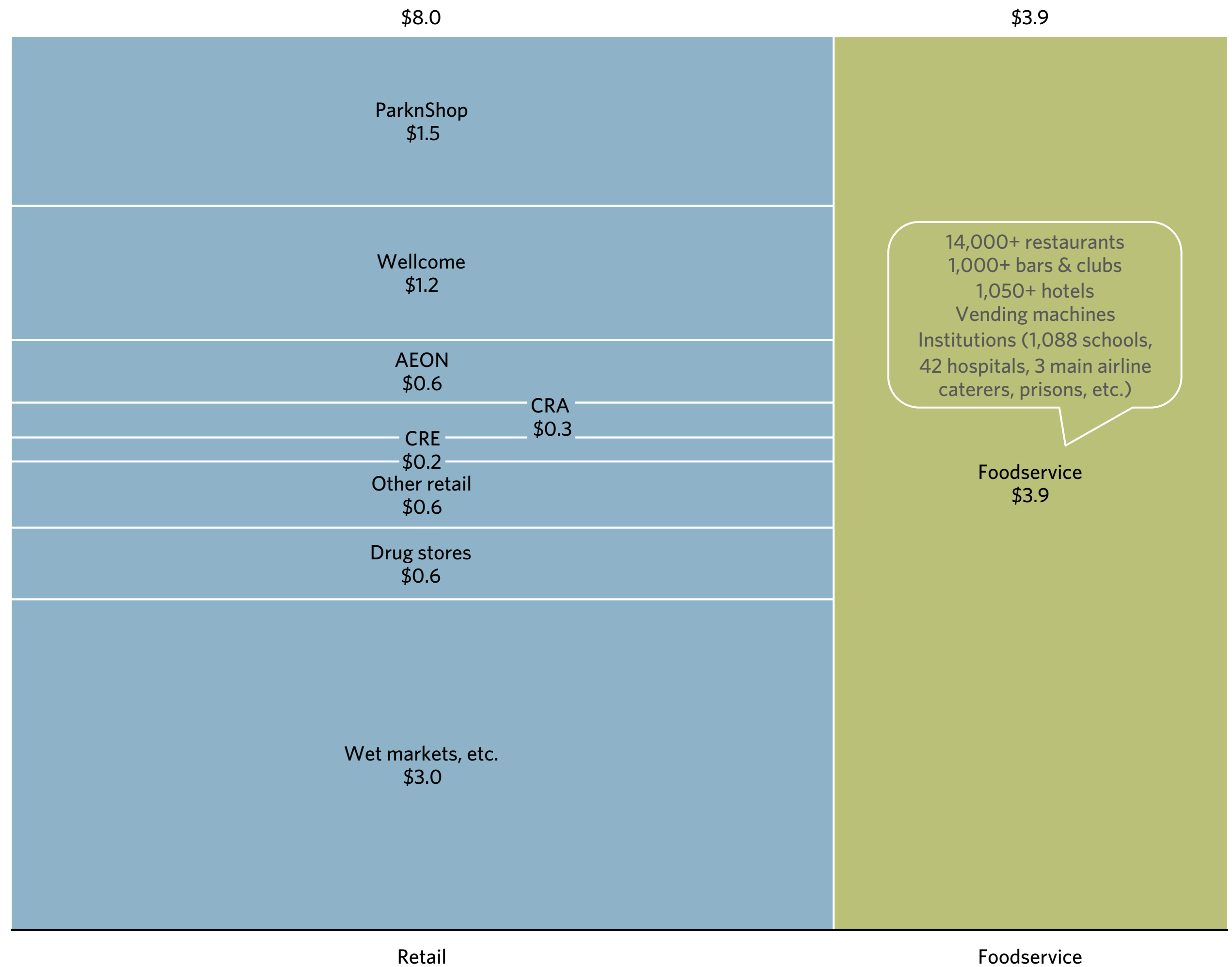
TURNOVER GROWTH RATE

% Y-O-Y; HK$; 2013v2014



ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US$b; 2014



Source: Coriolis from a wide range of sources

FOCUS MARKET – 1 – HONG KONG
Seven potential in-market partners are identified for Western Australian firms in Hong Kong

POTENTIAL IN-MARKET PARTNERS – HONG KONG
2015 or as available

Firm	Wellcome	Park'N Shop	CR Vanguard	Dah Chong Hong	759 Stores	AEON Stores	Convenience Retail Asia
Ownership	Dairy Farm International/Jardine Matheson	A.S. Watson/ Hutchison Whampoa	CRE/China Resources (SOE; China)	Dah Chong Hong/ CITIC Pacific/CITIC (SOE; China)	Private; Hong Kong (Lam Wai Chun)	AEON (Japan)	Fung Group
Website	www.wellcome.com.hk	www.parknshop.com	www.crvanguard.com.hk www.crc.com.cn	www.dch.com.hk	www.759store.com	www.aeonstores.com.hk www.aeon.info	www.circlek.hk/en www.cr-asia.com
Annual sales (in HK)	$2.2b+	$2.8b	~$0.8b (food/FMCG)	N/A	N/A	$0.8b	$0.4b
Food store formats	Supermarkets 318 Convenience 921 Health & Beauty 369 Restaurants 676	Supermarkets 260+ Convenience	Supermarkets Convenience	Supermarkets	Grocery 247+	Dept. stores (w/food) 8 Supermarkets 5	Convenience 600+ Bakery
# of stores	Wellcome 280+ Marketplace 31 7-Eleven 900+ Olivers the Delicatessen ThreeSixty	ParknShop 175 PnS Superstore 50+ PnS Taste 10 PnS Fusion 14	CR Vanguard 100+ VanGo 79	DCH Food Mart 80+ DCH Food Mart Deluxe	759 Stores 247+	AEON 13	Circle K Saint Honore Cake
Store fascia							

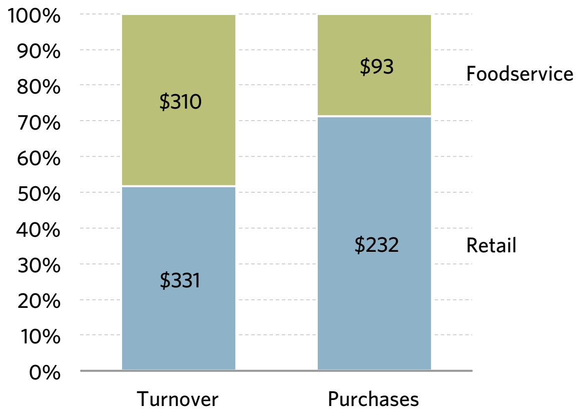
Source: Coriolis from a wide range of sources

FOCUS MARKET – 2 – JAPAN

Japan has a robust and well-developed food retailing and foodservice sector

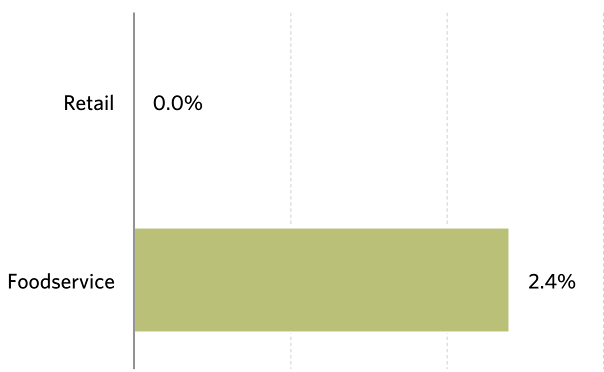
TURNOVER & PURCHASES

US$b; 2014



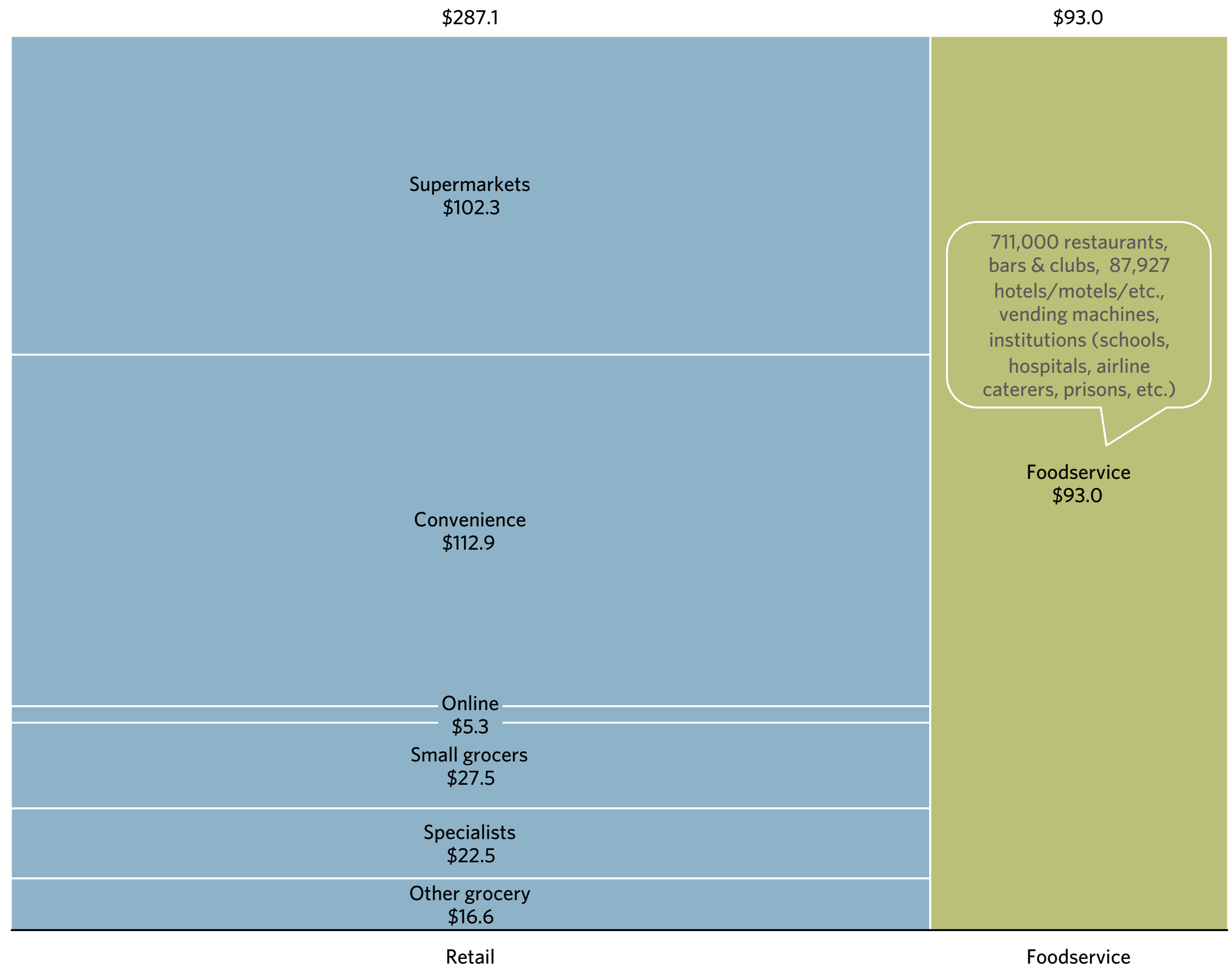
TURNOVER GROWTH RATE

% Y-O-Y; JPY; 2013v2014



ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US$b; 2014



Source: Coriolis from a wide range of sources

FOCUS MARKET – 2 – JAPAN

Eight potential in-market partners are identified for Western Australian firms in Japan

POTENTIAL IN-MARKET PARTNERS – JAPAN

2015 or as available

Firm	AEON Retail	Seven & I Holdings	Uny Group Holdings	Izumi Co. Ltd.	Life	Arcs	Lawson	Family Mart
Ownership	Japan; listed	Japan; listed	Japan; listed	Japan; listed	Japan; listed	Japan	Japan; listed	Japan; listed
Website	www.aeon.info www.maxvalu.co.jp www.daiei.co.jp www.ministop.co.jp	www.7andi.com www.sej.co.jp www.itoyokado.co.jp	www.unygroup-hds.com www.uny.co.jp www.circleksunkus.jp	www.izumi.co.jp	www.lifecorp.jp	www.arcs-g.co.jp	www.lawson.jp	www.family.co.jp
Annual sales Total/Food	US$61.2b US$16.8b	US$49.1b US$17.5b	US$9.0b US$6.7b	US$4.7b US$2.1b	US$4.7b US$3.8b	US$4b US$4b	US$17.4b	US$14b
Food store formats	Hypermarket Supermarket Department stores Convenience (3.4% share) Pharmacy/HBC	Convenience 17,900 (41% share) Supermarkets 185 Department stores	Supermarket Convenience (9.6% share) HBC Foodservice	Supermarkets Hypermarkets Malls		Supermarket	Convenience 12,254 (20.5% share)	Convenience 9,975 (19% share)
# of stores	1,882	18,262	226	102	239	290	12,254	9,975 (JP) 16,970 (Global)
Store fascia	AEON daiei MaxValu MINI STOP maruetsu	7-ELEVEn イトーヨーカドー ヨークベニマル SEIBU 西武 SOGO	APiTA PIAGO ピアゴ Circle K sunkus	you me	ライフ	RALSE フクハラ JOIS	LAWSON	FamilyMart

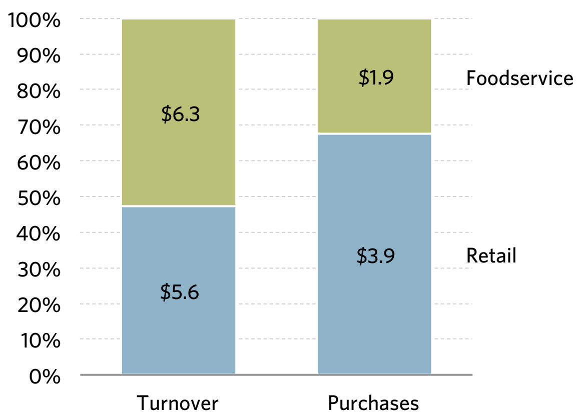
Source: Coriolis from a wide range of sources

FOCUS MARKET – 3 – SINGAPORE

Singapore has a robust and well-developed food retailing and foodservice sector

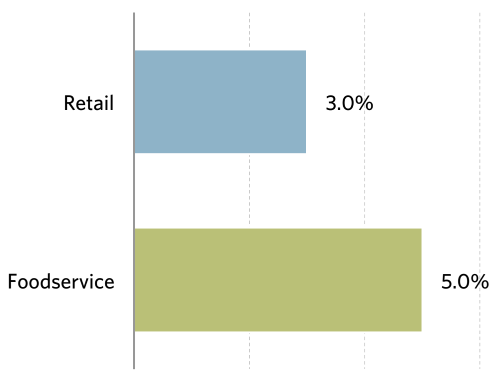
TURNOVER & PURCHASES

US$b; 2014



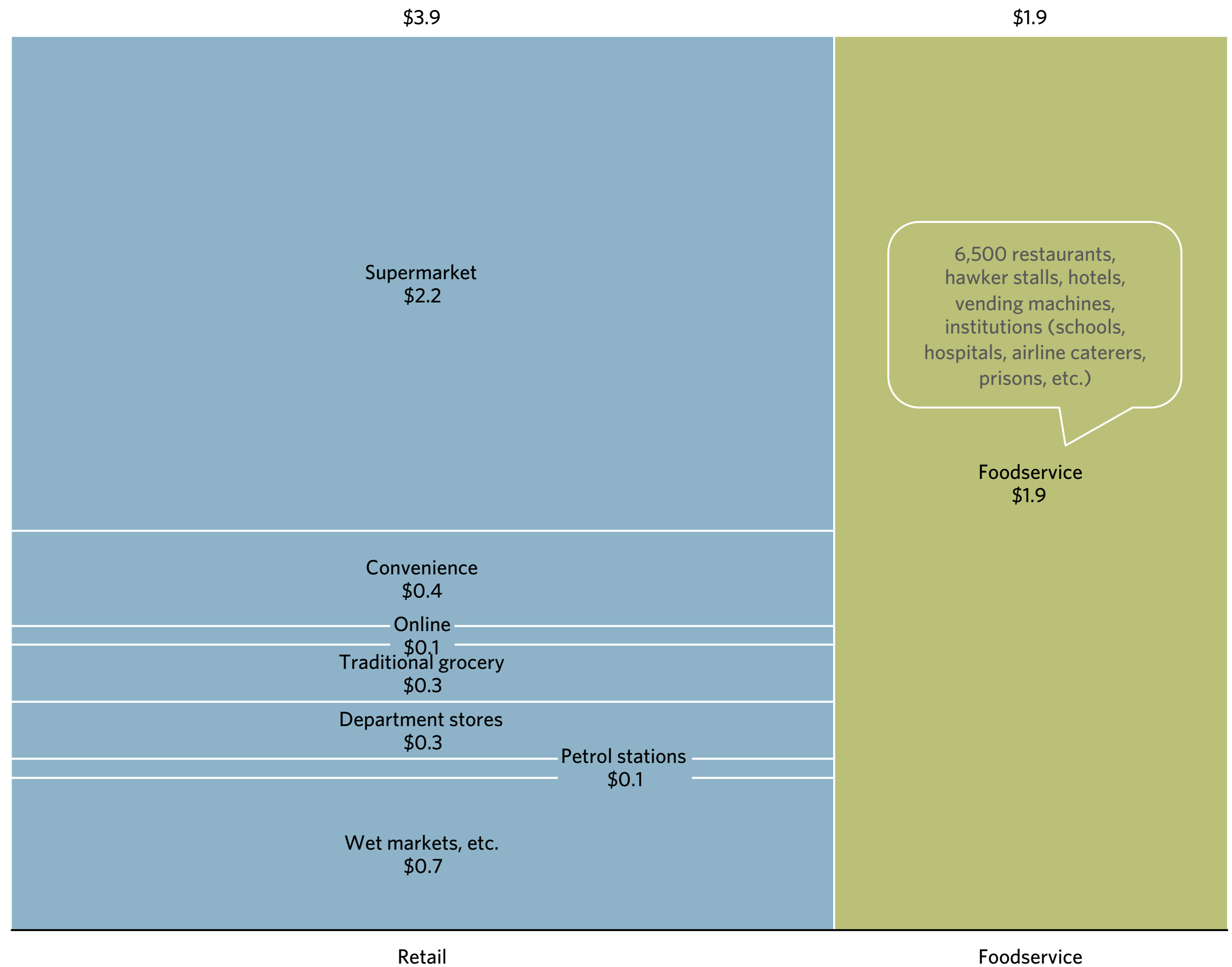
TURNOVER GROWTH RATE

% Y-O-Y; HK$; 2013v2014



ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US$b; 2014



Source: Coriolis from a wide range of sources

FOCUS MARKET – 3 – SINGAPORE

Four potential in-market partners are identified for Western Australian firms in Singapore

POTENTIAL IN-MARKET PARTNERS – SINGAPORE

2015 or as available

	ntuc National Trades Union Congress	Dairy Farm	SHENGSIONG ... all for you!	百美超级市场 PRIME SUPERMARKET
Firm	NTUC Fairprice	Cold Storage	Sheng Siong	Prime Supermarkets
Ownership	National Trade Union Council (Singapore)	Dairy Farm International (Hong Kong)	Listed; Singapore	Private; Singapore
Website	www.fairprice.com.sg www.ntuc.org.sg	www.coldstorage.com.sg www.dairyfarmgroup.com	www.shengsiong.com.sg www.allforyou.sg	www.primesupermarket.com
Annual sales	US$1.83b	US$1.55b	US$0.55b	US$0.2b
Store formats	Supermarket Hypermarket Convenience (Cheers; 139) Online	Supermarket (Cold Storage, Marketplace) Hypermarket Convenience (7-Eleven; 502) Online	Supermarkets Online	Supermarkets
# of stores	285	848	38	19
Store fascia	FairPrice FairPrice finest FairPrice Xtra	Cold Storage The fresh food people MARKET PLACE Jasons Giant 7-ELEVEn	SHENGSIONG ... all for you!	百美超级市场 PRIME SUPERMARKET

Source: Coriolis from a wide range of sources

DOCUMENT STRUCTURE

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Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?

IDENTIFIED WA COMPANIES

AUSTRAL FISHERIES	CORREIA FISHING CO.	MARETERRAM
ADDRESS: 50 Oxford Cl, West Leederville, WA 6017	**ADDRESS:** 2 Mews Road, Fremantle ,WA 6160	**ADDRESS:** Unit 4, 24 Mews Road, South Fremantle, WA 6160
PHONE: 08 9217 0100	**PHONE:** 08 9335 6674	**PHONE:** 08 9335 1311
WEBSITE: www.australfisheries.com.au	**WEBSITE:** www.correiafishingco.com.au	**WEBSITE:** www.mareterram.com.au

MG KAILIS GROUP	RICCIARDI SEAFOODS & COLDSTORES	SEAFARMS GROUP
ADDRESS: 50 Mews Road, Fremantle, WA 6160	**ADDRESS:** 3 Darkan Avenue, North Coogee, WA 6163	**ADDRESS:** Level 11, 225 St George's Tce, Perth, WA
PHONE: 08 9239 9239	**PHONE:** 08 9430 4677	**PHONE:** 08 9321 4111
WEBSITE: www.mgkailisseafood.com.au www.kailis.com.au	**WEBSITE:** www.ricciardiseafoods.com.au	**WEBSITE:** www.seafarmsgroup.com.au

WA SEAFOOD EXPORTERS
ADDRESS: 9/12 Hutton St, Osborne Park, WA 6017
PHONE: 08 9444 6999
WEBSITE: www.waseafoods.com.au

Coriolis from a wide range of sources

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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. We regularly conduct international market evaluations and benchmarking.

WHAT WE DO

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

HOW WE DO IT

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

WHO WE WORK WITH

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

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

FIRM STRATEGY & OPERATIONS

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

MARKET ENTRY

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

VALUE CREATION

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

TARGET IDENTIFICATION

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

DUE DILIGENCE

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

EXPERT WITNESS

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