



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

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

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



**NEW ZEALAND
TRADE & ENTERPRISE**

Ministry for Primary Industries
Manatū Ahu Matua



STEERING & GUIDANCE

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

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

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

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

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

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

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PURPOSE Why did the New Zealand government undertake this project?

What is the purpose of the project?

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

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

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

What benefit will this bring to businesses?

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

How will government use the reports?

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

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

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

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

SITUATION SUMMARY: PRODUCE

New Zealand has a strong position in the global kiwifruit and apple trade; opportunities elsewhere

NEW ZEALAND

New Zealand has a climate conducive to horticulture, particularly high quality fruit production. New Zealand, surrounded by the Pacific Ocean, has the light of Spain with the climate of Bordeaux. This climate will also moderate the effects of global warming going forward (relative to large continents).

The country's farmers are highly productive and efficient. The country has no agricultural subsidies and regulation is rational and light-handed ; however additional compliance costs are imposed by markets and retailers around the world.

New Zealand has two significant export species, kiwifruit and apples, that together account for almost three quarters of the export value of fresh produce.

KIWIFRUIT

While the yáng táo is native to China, New Zealand was the first country to commercialise the kiwifruit (and named it after a local bird). This early innovation, and ongoing investment, has created significant competitive advantage for New Zealand in kiwifruit and the country is now the largest global exporter.

Kiwifruit are packed by predominantly grower-owned entities (primarily corporatised former cooperatives).

These are consolidating rapidly, driven by the increased capital cost of a packhouse (equipment, technology, etc.). The top eight packers now account for 80%+ of volume.

Most kiwifruit (except those to Australia or under a collaborative marketing agreement) are exported through Zespri, a grower-owned monopsony¹; this structure is strongly supported by growers, but challenged by competing fruit exporters; Zespri is ~13x larger than its nearest global kiwifruit competitor.

The Psa-V disease outbreak in 2010 had a significant impact on the industry, but strong industry coherence and coordination has led to an effective recovery. The rapid rebound of kiwifruit is due to the fast roll-out of disease resistant strains such as SunGold (45m trays exported in 2016).

APPLES

The apple industry is highly competitive and undergoing rapid consolidation around large grower/packer/shippers; the top eight packhouse operators account for more than two thirds of volume. Packhouses are backwards integrating into production to ensure supply and quality.

The number of smaller family orchards has decreased and area has fallen significantly over the last 10 years.

Despite this production has been maintained due to increased productivity; in other words, inefficient growers are going out of business and good ones are getting stronger.

New Zealand is successfully developing, marketing and exporting new varieties (e.g. Dazzle).

OTHER FRUIT

While New Zealand produces a range of other fruits and nuts, only a few are achieving any significant growth; avocados, cherries and blueberries standing out.

VEGETABLES

"Fresh" vegetable exports are primarily onions, squash and capsicums. New Zealand is a mid-sized producer of vegetables for processing and export. Significantly transformed vegetable products are covered in the related processed foods documents.

1. A monopsony is a monopoly on buying not selling

SITUATION SUMMARY: PRODUCE

New Zealand primarily competes with other Southern Hemisphere producers

COMPETITORS

In fresh, New Zealand competes in the first instance with other temperate countries in the Southern Hemisphere (S.H) seasonal window: Australia, Chile, Argentina, South Africa & Southern Brazil. Secondly, the S.H competes on the edges, with Northern Hemisphere (N.H) temperate production.

Global production of most fruit & vegetables (F&V) is relatively stable; the major exception is China which has dramatically increased its production of most major F&V over the past 20 years. The impact of Chinese production growth has primarily been felt in processed products (e.g. apple juice concentrate) rather than premium fresh F&V. Chinese yields are still low and quality is an issue; this will change over the next 20 years as systems and processes improve.

Very few fresh vegetables cross international borders; most are produced and consumed in their country of origin; cross-border trade is more common in preserved/processed vegetables, particularly from temperate regions to tropical ones. In processed vegetables, New Zealand competes primarily with rich N.H countries (e.g. Netherlands, Canada). Fruit crosses borders more often.

Looking from a global perspective, fresh fruit and vegetable packing is extremely fragmented with a huge number of medium-to-small packers operating. Firms of any scale only exist around key tropical fruits (bananas and pineapples). New Zealand packhouses compete primarily with both co-operative and family-owned packhouses in other countries.

Fruit and vegetable preserving and processing is more consolidated, driven by economies of scale required by processing equipment.

New Zealand has a strong track record of innovation and new product development in fruit. Recent new launches include Zespri's SunGold and the Smitten apple. At the same time, new varieties continue to be developed by competitors and these are also being produced in New Zealand.

CONSUMERS/MARKETS

Broadly speaking, the world can be separated into temperate and tropical production regions. Produce consumption varies strongly by region and, as a general rule, people (and countries) generally cook and consume what they produce. Therefore, for most

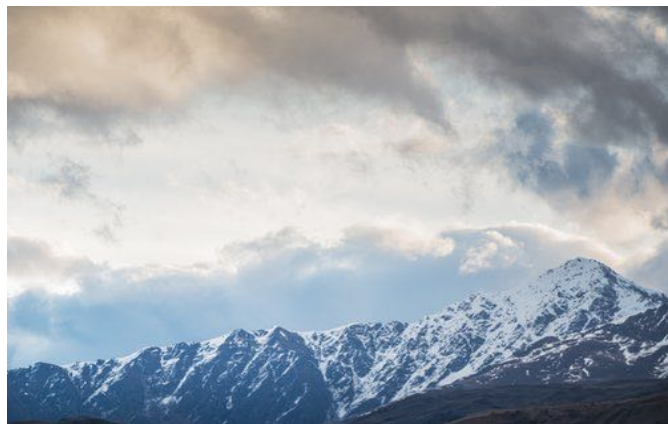
fruits and vegetables, the major producing countries are the major consuming countries and also the major counter-seasonal importers (where relevant).

In this environment, China represents an opportunity, not a threat, for New Zealand in premium counter-seasonal supply for the foreseeable future. China is now one of New Zealand's largest export markets for produce and is growing fast.

South East Asian markets are another rapidly growing opportunity (e.g. Indonesia, Thailand, Philippines, Vietnam) as they are pure importers of temperate fruits and vegetables. Per capita consumption experience from the richer countries of the region (Singapore, Malaysia and Taiwan) suggests significant growth potential exists in the poorer countries as they grow richer.

DRIVERS OF SUCCESS

New Zealand's success in produce has three key drivers



IDEAL CLIMATE & SOILS

Low production cost

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



EFFICIENT PEOPLE & SYSTEMS

Trusted by consumers

- Long history of produce growing
- Industry focused on export for over 100 years
- Large pool of skilled people
- Strong systems and support networks
- Advanced manufacturing and processing
- Well-organised, cohesive industry



LOCATION & MARKETS

High share in key products

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

INVESTMENT OPPORTUNITIES Potential areas for new and/or external investment primarily transforming ingredients rather than producing more ingredients

APPLES The industry has consolidated around two key regions: Hawkes Bay and Nelson; opportunities outside these regions are less clear.

The two largest apples exporters have changed hands in the last few years and are growing scale:

- #1 T&G/ENZA to BayWa (Germany)
- #2 Mr Apple to Direct Capital (PE) then to China Resources Nu Fung

There are opportunities for further consolidation among smaller pack houses, particularly around regional consolidation in Hawkes Bay and elsewhere (e.g. Scales acquiring Longview, New Zealand).

New emerging third generation IP-controlled varieties have high potential for growth, particularly in Asia (e.g. Rockitt apple).

New Zealand has a strong track record of developing successful new varieties of apples; for example the Gala and Braeburn were developed in New Zealand and now account for one in six apple trees planted globally (outside China).

KIWIFRUIT The industry has consolidated around the Bay of Plenty region; other regions experiencing falling area long term suggesting declining competitiveness.

The industry almost totally grower-controlled,

however opportunities exist for outside investment in places. Further packhouse consolidation is highly probable going forward.

The current Zespri¹ structure severely limits ability of new investors (e.g. Dole, Chiquita, T&G) from exporting outside the system (excluding Australia); participation in the New Zealand kiwifruit industry is effectively participation in the Zespri system.

Low/no likelihood of change in structure in short to medium term due to strong grower support and five years of turmoil required for transition to an open system.

Kiwifruit advancing with new IP-controlled variety development in the wake of PSA² particularly the new Zespri Gold variety (SunGold) that is a strong success for New Zealand and doing well in Asia. New Zealand is leading the way with Gold development globally. New Zealand exported 45M trays of Gold in 2016 vs. 90M trays of Green. In 2018 or 2019 NZ will export more Gold than Green. This contrasts with Chile at less than 5% Gold, as a measure of the relative speed of innovation

However, in general, kiwifruit has delivered less innovation than the apple industry. Recent new varieties other than gold variations appear to represent improvements, but are yet to be proven either in production economics or the market. A successful, commercial, export-quality red variety with (1) flavour, (2) shelf life, (3) vine yield and (4)

disease resistance has been discussed for years but has yet to emerge.

EMERGING FRUITS International investors with strong transferrable skills in the avocado sector could help the industry realise its potential. Ongoing growth and reinvestment is apparent in the sector (primarily by Kiwifruit packhouses)

Berries have clear opportunities for growth but long run potential is unclear; investors with transferrable skills should explore.

Olives are a marginal activity due to lack of scale and huge plantings elsewhere due to high EU subsidies (cf. Spain).

Wide range of other fruit and nuts that have yet to demonstrate clear market success.

VEGETABLES Strong opportunities exist for further investment by major global value-added vegetable processors.

New Zealand is strongly competitive with key temperate producer/exporters such as the Netherlands, Canada, the US, France, etc.; EU producers should consider New Zealand as an Asia-Pacific production base.

1. Zespri a monopsony, a monopoly on buying not selling; 2. *Pseudomonas syringae* pv. *actinidiae* (PSA) first identified in NZ in 2010

SWOT ANALYSIS New Zealand is in a strong position in the global produce industry, but the environment is becoming more challenging going forward

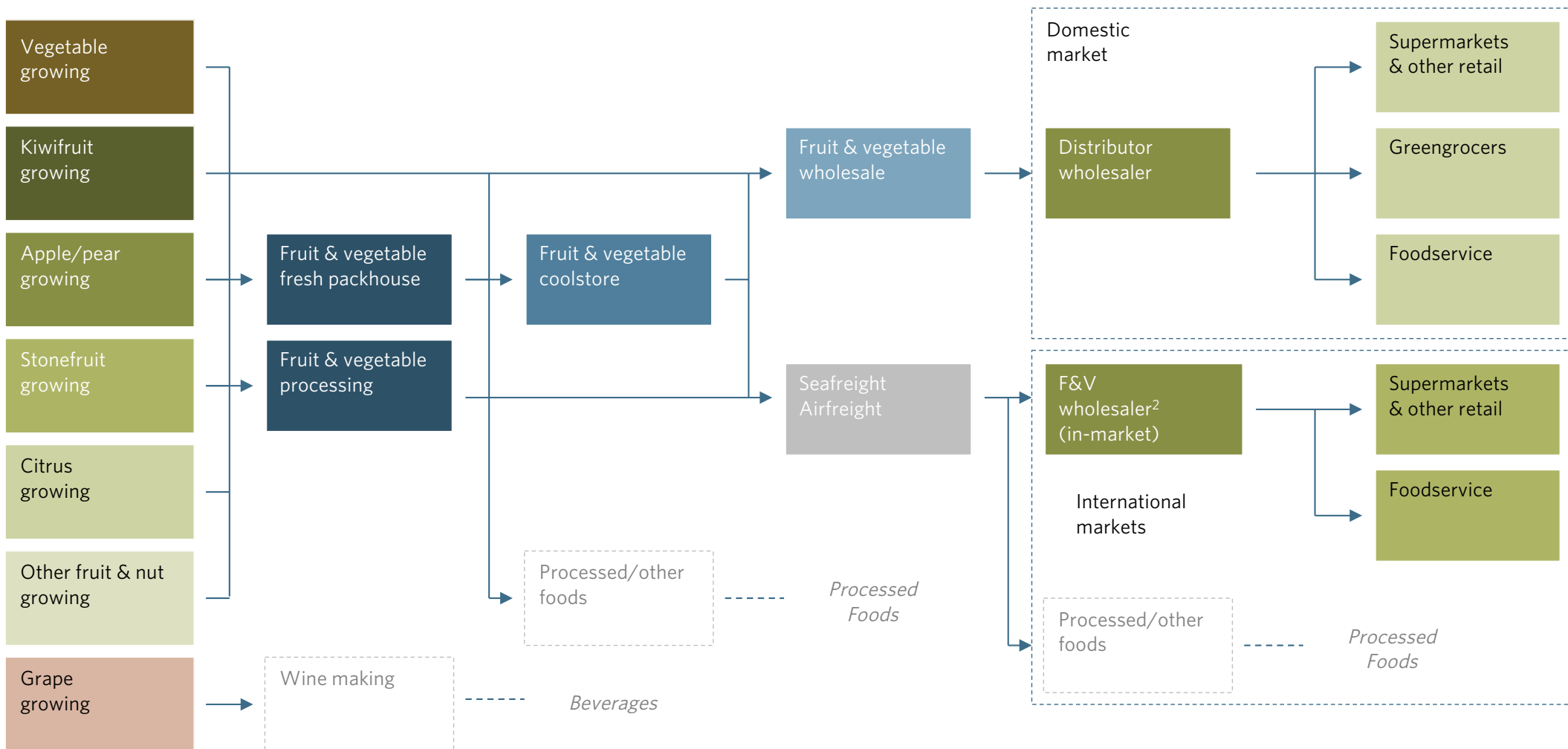
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Track record of success in new fruit development (e.g. SunGold kiwifruit) - Track record of success in breeding of new cultivars (e.g. Braeburn, Zespri Gold) - Counter seasonal to Northern Hemisphere in a narrow climatic window only shared by 4-5 competitors (Chile, Argentina, South Africa, Southern Brazil and Australia) - Proximity to fast growing Asian markets - Strong biosecurity; free from many diseases and pests - High yields per hectare/high levels of export packout in export fruits relative to peers - Unsubsidised industry competing successfully in world markets - Industry rapidly consolidating into fewer, larger operations at scale - Transition to integrated grower/packer/shipper model underway - Supportive, collective industry structure, particularly in kiwifruit 	<ul style="list-style-type: none"> - Low/no ability to supply fruit year-round - Higher cost structure than others in seasonal window (e.g. Chile) - Too much area still in yesterday's varieties (e.g. Braeburn apples, Hayward kiwifruit) which are now widely produced by competitors and not IP-controlled - Many smaller orchards and farms; peer group benchmarking strongly suggests NZ needs fewer, larger farms; - Failing to collectively nurture emerging Horizon 2 products to scale - Poor current funding model for new cultivar development - Poor current commercialisation model for new cultivars emerging from breeding programs - Legal separation of apple and kiwifruit exporting (can also be seen as a strength) - Small scale niche sectors limits availability of key agrichemicals - The size of Italy with the population of Singapore; lack scale outside key export products - Lack of large supply of "guest workers" like some countries; seasonal labour shortages
OPPORTUNITIES	ISSUES/THREATS/RISKS
<ul style="list-style-type: none"> - Further develop "Fresh" fruit, especially high value, high return fruits (e.g. berries) - Continued growth of middle-class in Asia - Aging baby boomers focusing on healthy living & eating for illness prevention - Growth of nutraceuticals and functional foods; fruits as "superfoods" (e.g. blackcurrants) - Australia, particularly as its biosecurity give high returns to those with access - Continued work on FTAs to develop tariff free markets (e.g. ASEAN); especially focussing on the high volume, high impact products and markets - Growing demand for fresh, convenient produce especially into Asian markets - Continued orchard-level technological innovation (e.g. Hi-Cane) and management improvement (e.g. girdling) leading to increased yields, automated pruning - Production of New Zealand developed/IP controlled varieties in counter-seasonal regions 	<ul style="list-style-type: none"> - Growing production of apples, kiwifruit and other horticulture in China - Further disease outbreaks (cf. PSA) - The risk of disease outbreaks must be balanced against the biosecurity retarding or preventing introduction of new genetics and new species - The foreign phyto-sanitary protocols of other countries is the limiting extent and speed to market, particularly Australia - Re-export of foreign produce labelled "Made in New Zealand" endangering NZ reputation - Changing climatic conditions impact production rates - Other global centres of fruit development coming up with better products

SUPPLY CHAIN

New Zealand has a robust produce supply chain that produces fresh produce, plus transformed processed produce, that transports and delivers final products to consumers around the world

SIMPLIFIED MODEL OF NEW ZEALAND PRODUCE SUPPLY CHAIN¹

Model; 2017



1. Statistics do not differentiate between packhouses, coolstores and processors (for example, a fresh apple export packhouse and a factory canning peas); 2. There may be one or more layers of wholesaling, depending on product or market; some wholesale functions maybe captive inside retailers or foodservice operators; Source: Coriolis

Global Market Overview

+ Consumption

+ Production

+ Global trade

+ Import demand

+ Fruit and Nut trade

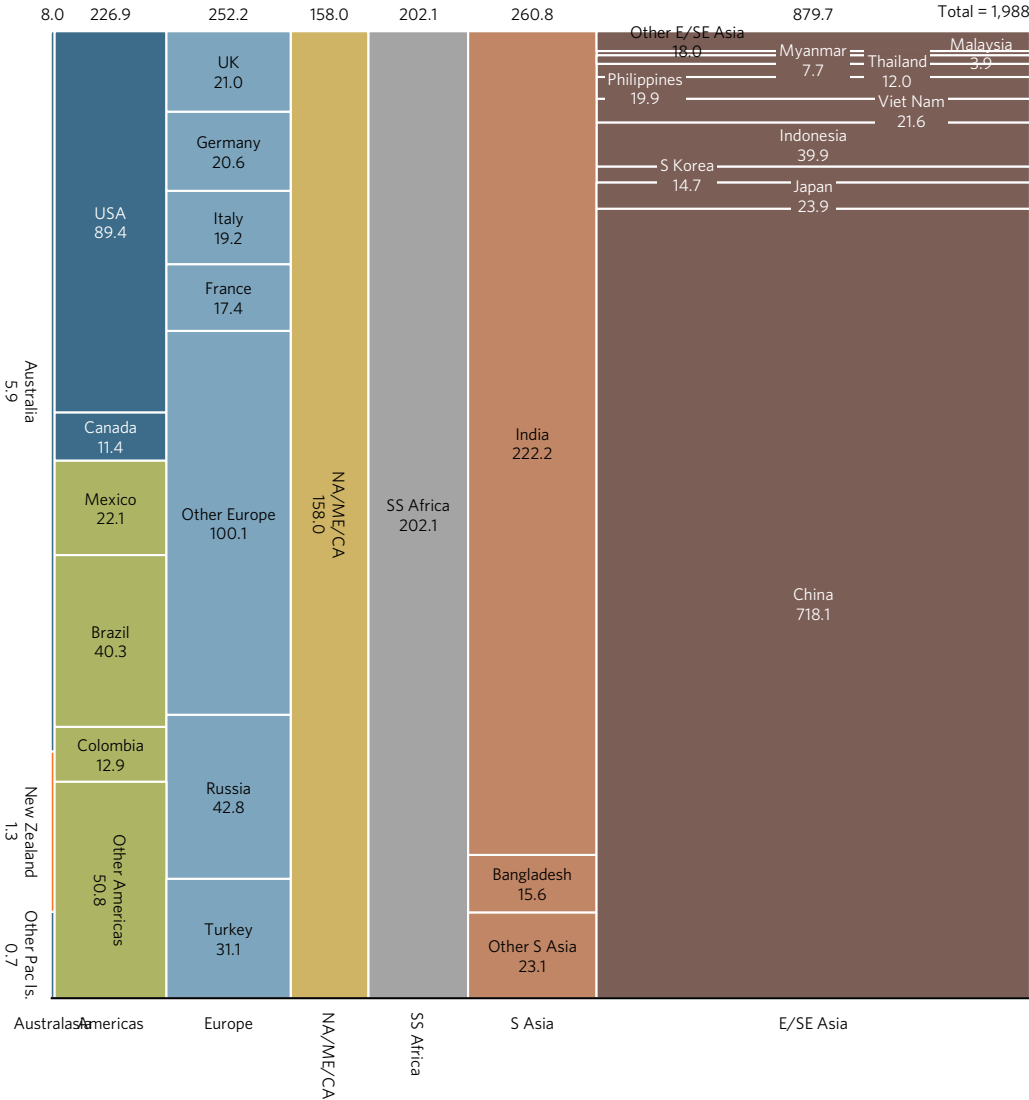
+ Vegetable trade

01

Fruit, vegetable & nut (FVN) consumption is worldwide, however China stands out for absolute volume; global per capita FVN consumption is showing relatively low growth (~1%)

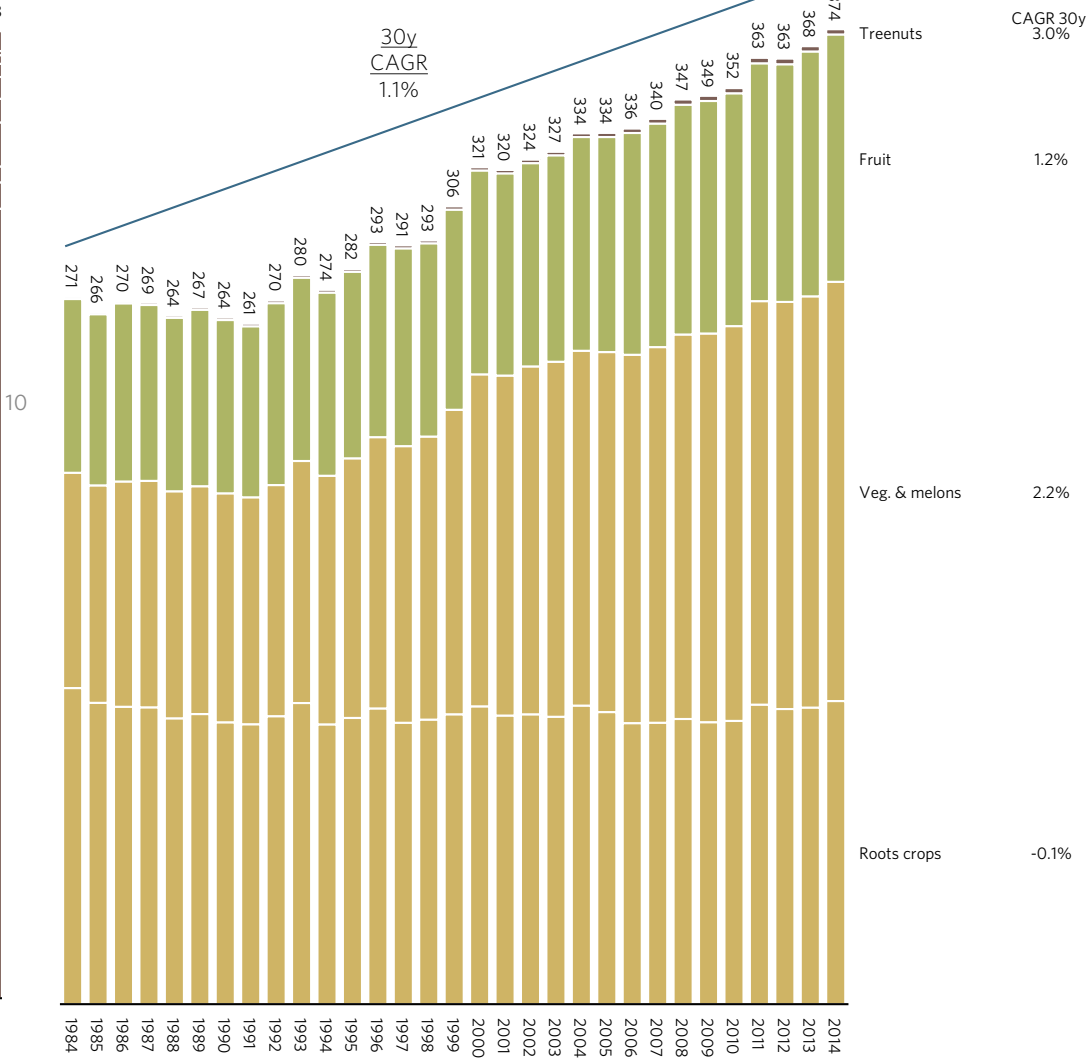
AVAILABLE AGGREGATE FVN FOOD SUPPLY BY REGION

Kilograms; millions; 2013



15Y GLOBAL FVN CONSUMPTION PER CAPITA BY TYPE*

Kilograms/person; 1961-2011

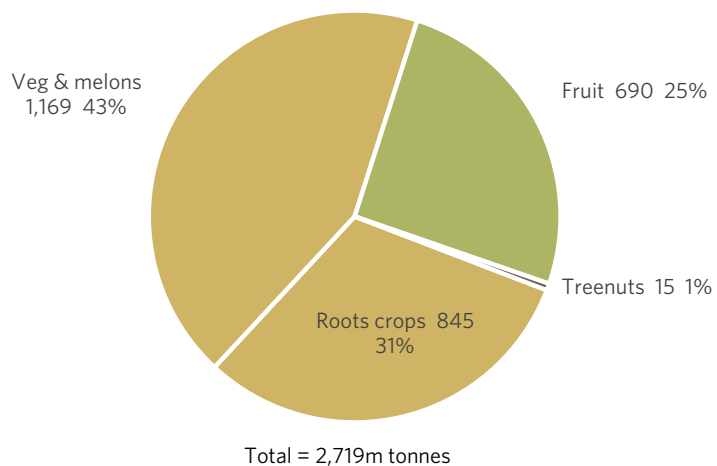


* data is apparent consumption all forms; Source: UN FAO; Coriolis analysis

Global FVN production is 2.7b tons of raw product (43% vegetables, 31% root crops, 25% fruit), growing at 2.2% CAGR; total global production has tripled in the last fifty years

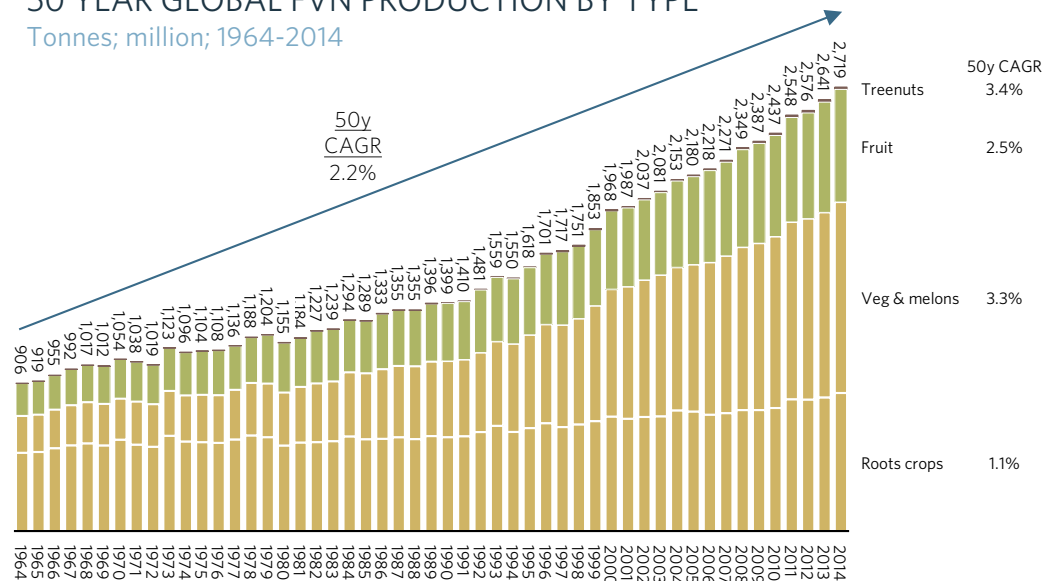
GLOBAL FVN PRODUCTION BY SPECIES

Tonnes; million; 2014



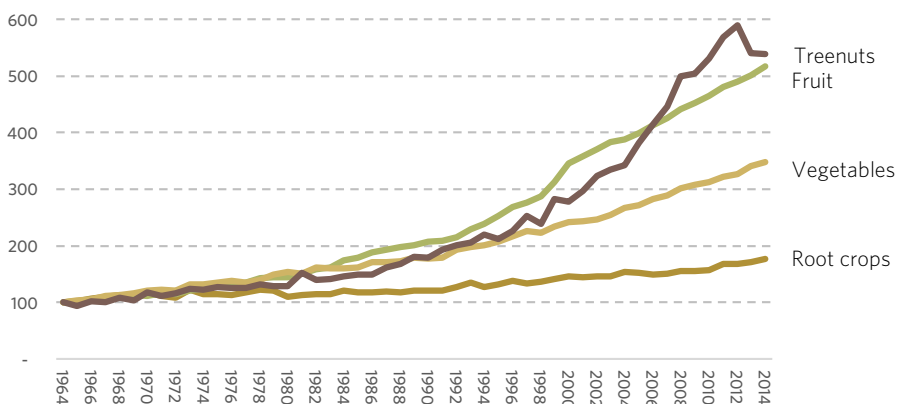
50 YEAR GLOBAL FVN PRODUCTION BY TYPE

Tonnes; million; 1964-2014



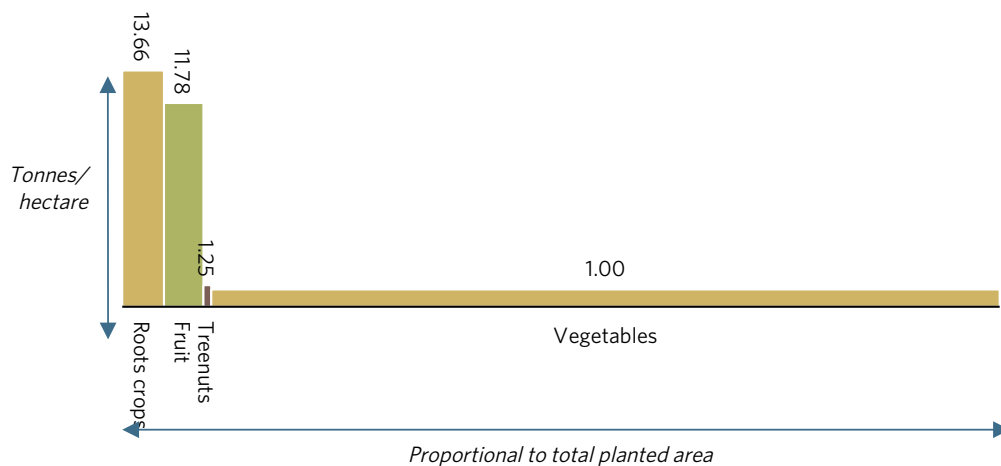
50Y RELATIVE PRODUCTION INDEX GLOBAL FVN BY TYPE

1964=100; index of tonnes; 1964-2014



GLOBAL YIELD BY TYPE

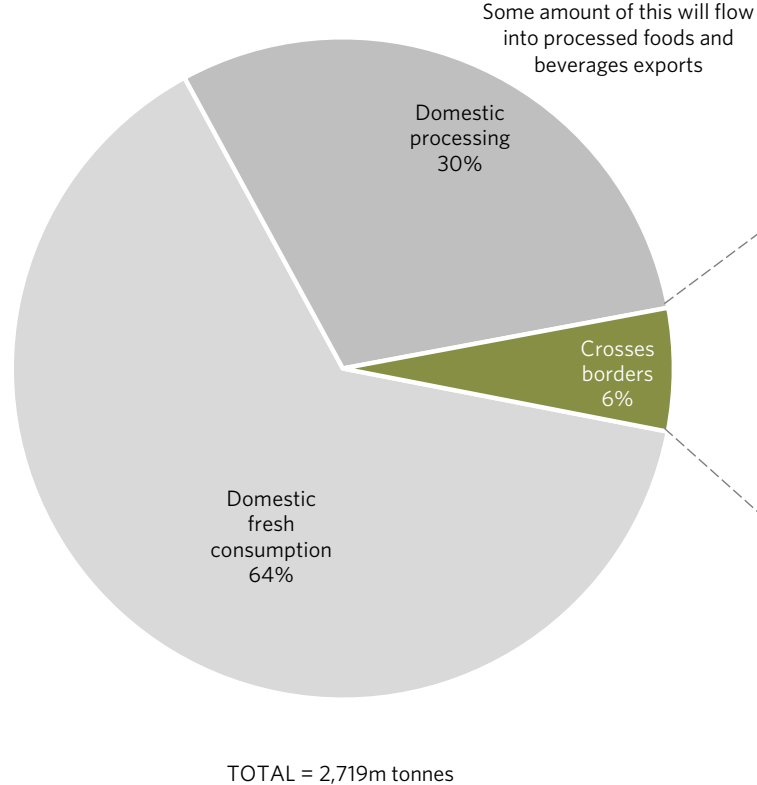
Animals vs. tonnes/head; 2014



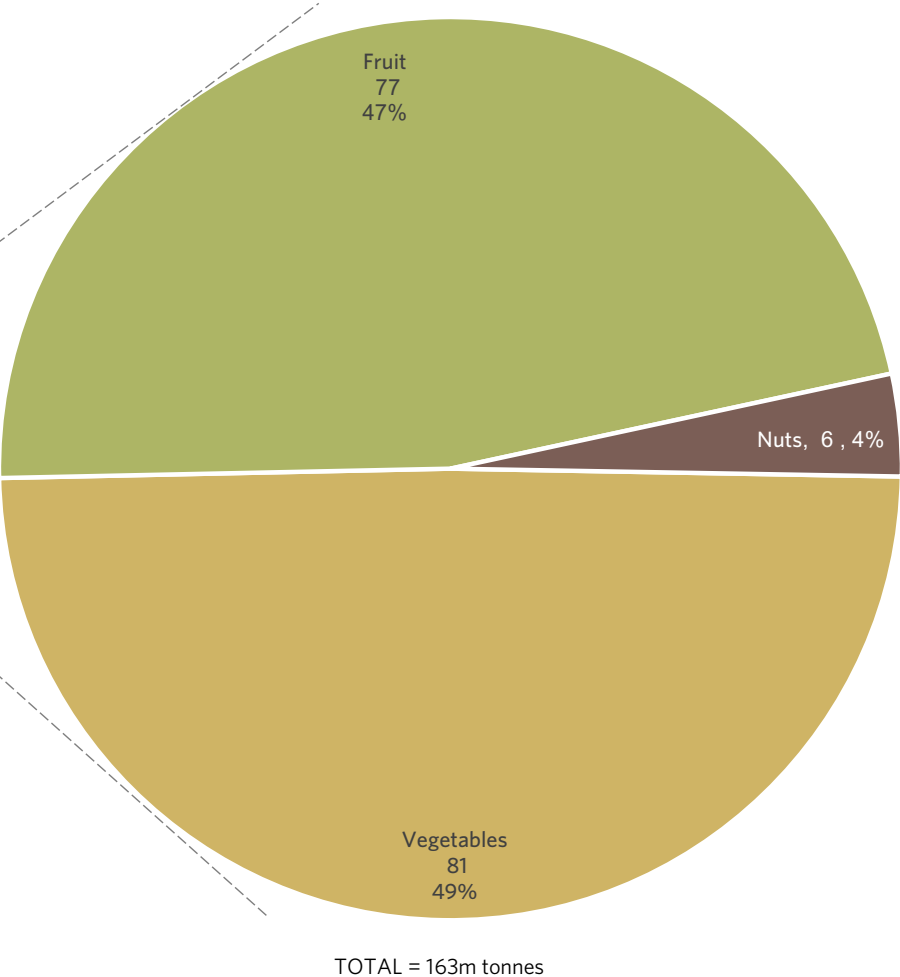
* CAGR = Compound Annual Growth Rate; Note: 2014 is latest data available for all countries globally in FAOSTAT as of April 2017; Source: UN FAO database; Coriolis analysis

Most produce is consumed in the country where it is produced; only 6% crosses borders

GLOBAL FVN PRODUCTION
Tonnes; m; 2014



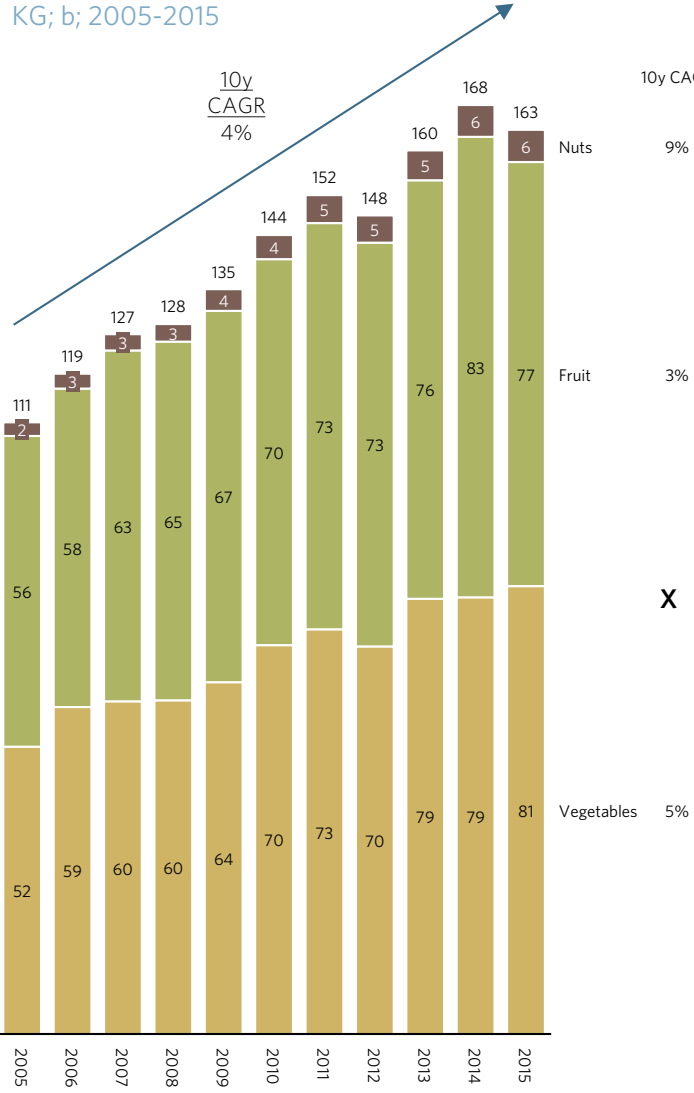
GLOBAL CROSS BORDER FVN TRADE BY TYPE
Tonnes; m; 2014



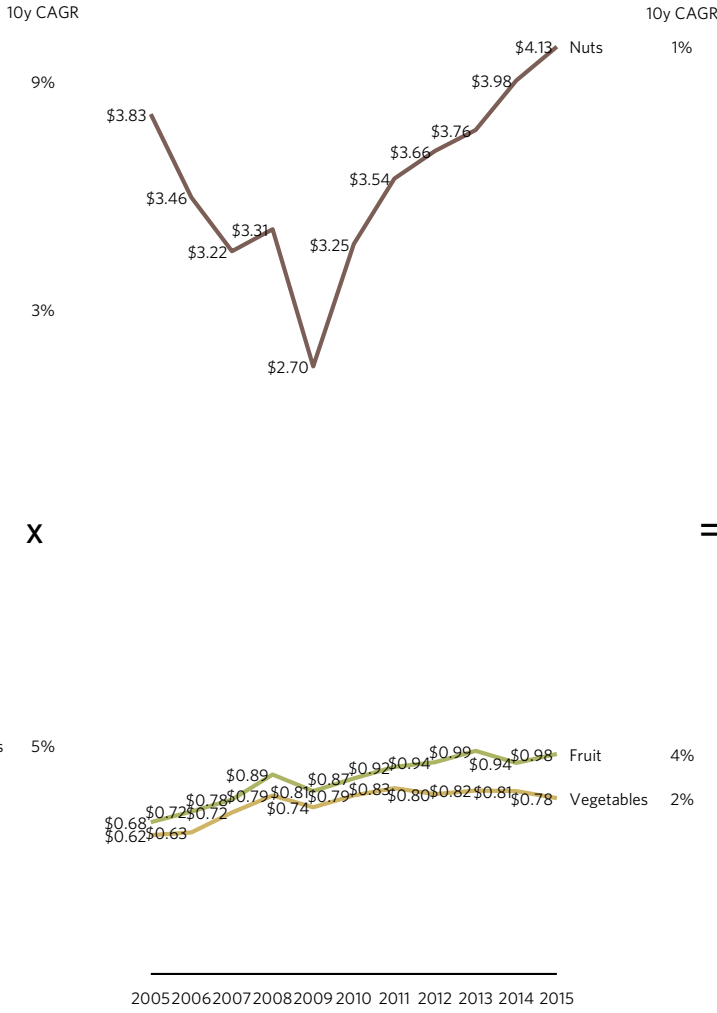
Note: Read as crosses-borders "relatively untransformed or blended"; includes fresh, dry and some frozen; Source: UN FAO FAOSTAT; UN Comtrade; Statista; Coriolis estimates & analysis

Global cross-border produce trade volumes are growing, with some price gains across the cycle, leading to solid export value growth (7% 10y CAGR); nuts leading total value growth

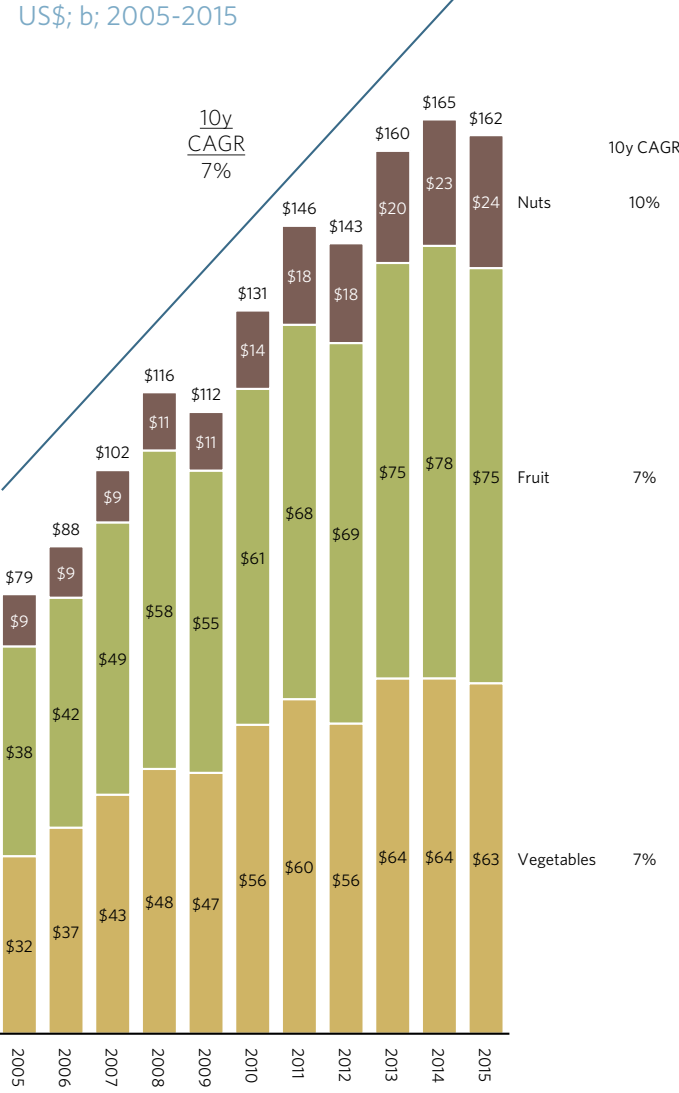
GLOBAL EXPORT VOLUME
KG; b; 2005-2015



GLOBAL AVERAGE EXPORT PRICE
US\$/kg; actual; 2005-2015



GLOBAL EXPORT VALUE
US\$; b; 2005-2015



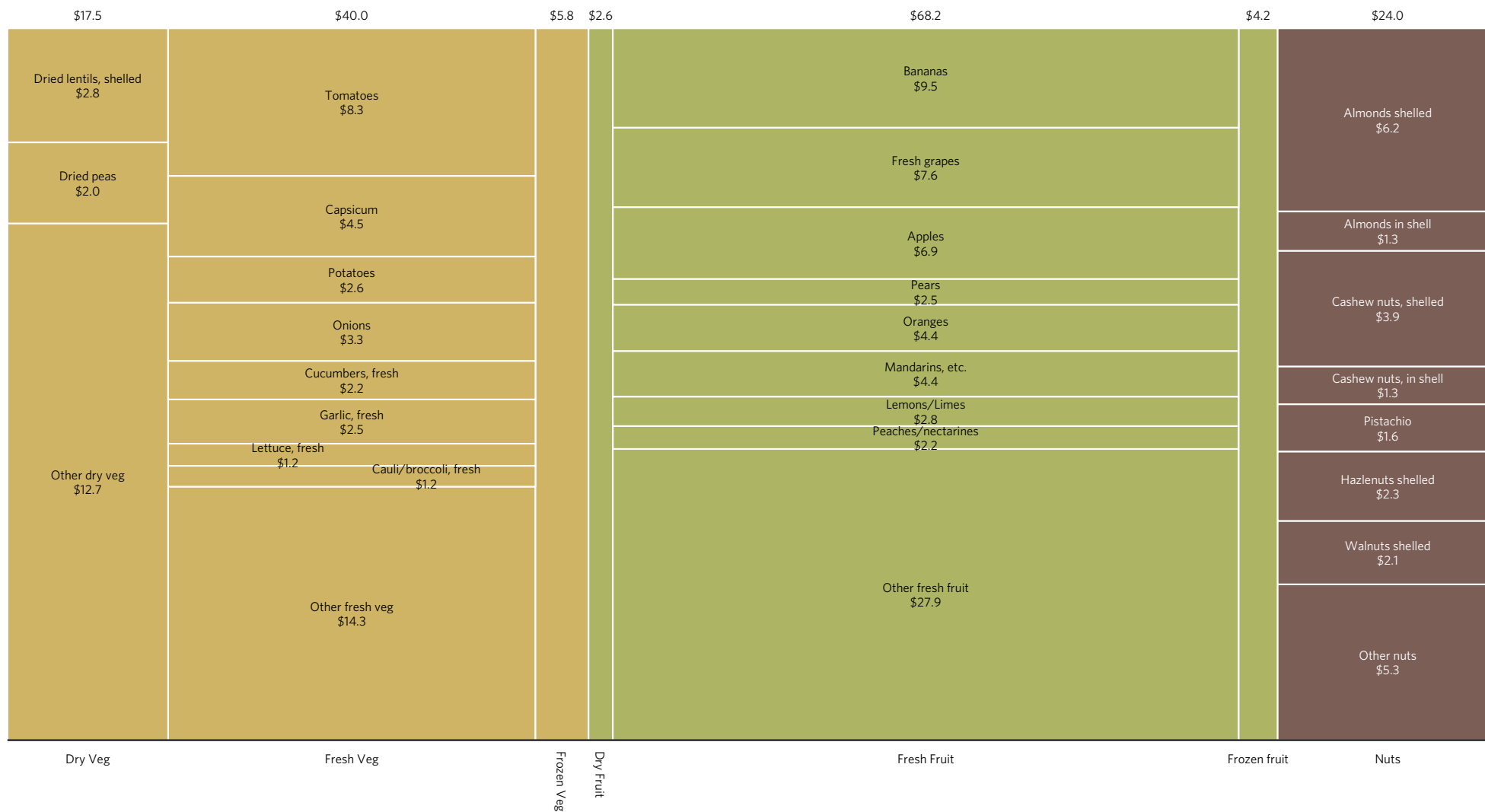
Note: data is as reported sender FOB; Source: UN FAO database; Coriolis classification and analysis

The global cross-border produce trade is spread across a wide range of products

GLOBAL PRODUCE IMPORT VALUE BY PRODUCT

US\$; b; FOB; 2015

Total = \$162.5

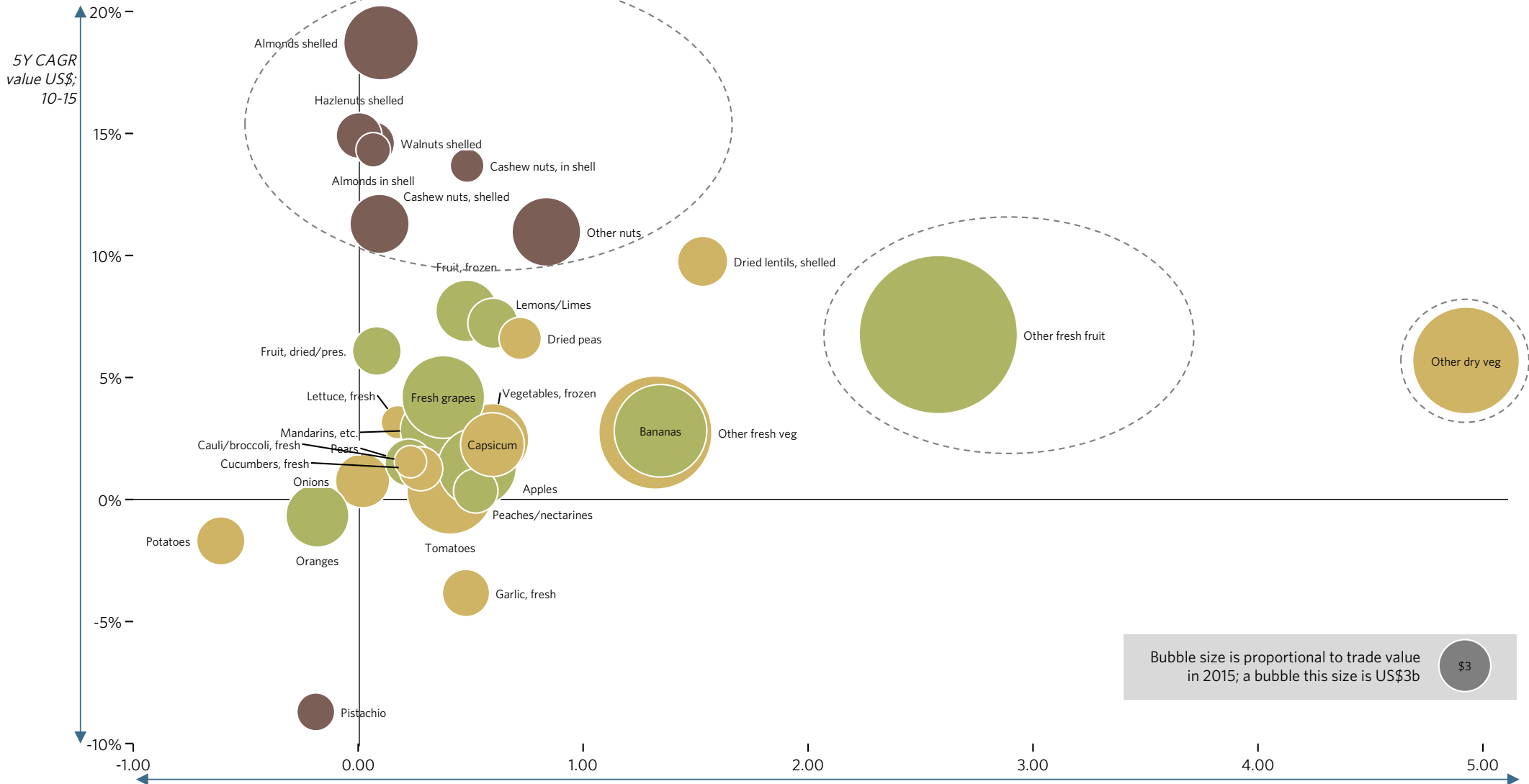


Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

Nuts, non-traditional fruit and “other” dry vegetables stand out for global growth in consumption over the past five years

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

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



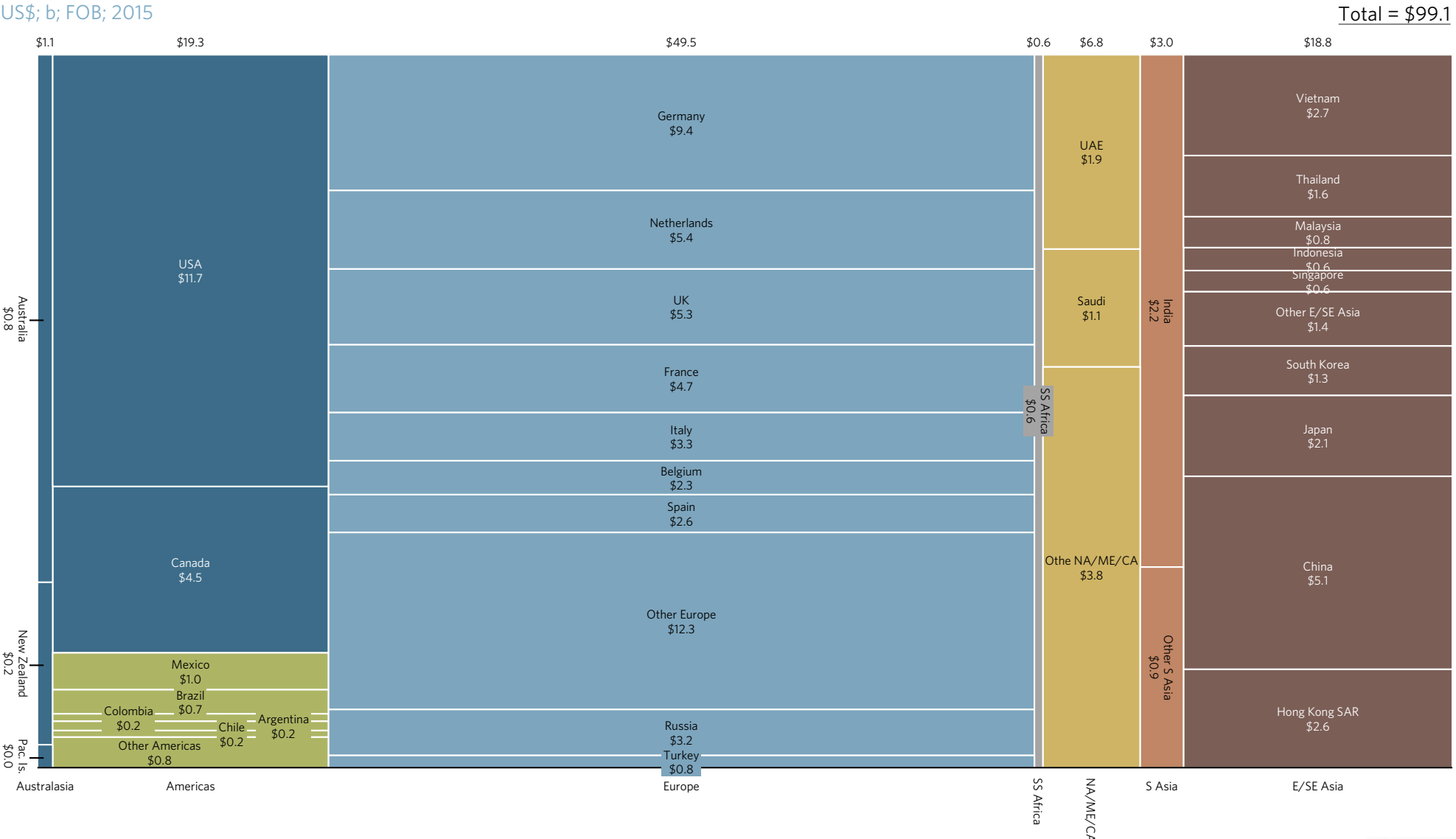
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

FRUIT & NUTS - IMPORTING COUNTRIES

Global cross-border volume of fruit & nuts was US\$99b in 2015

TOTAL GLOBAL IMPORTS BY VALUE BY RECEIVING COUNTRY/REGION: FRUIT & NUTS

US\$; b; FOB; 2015



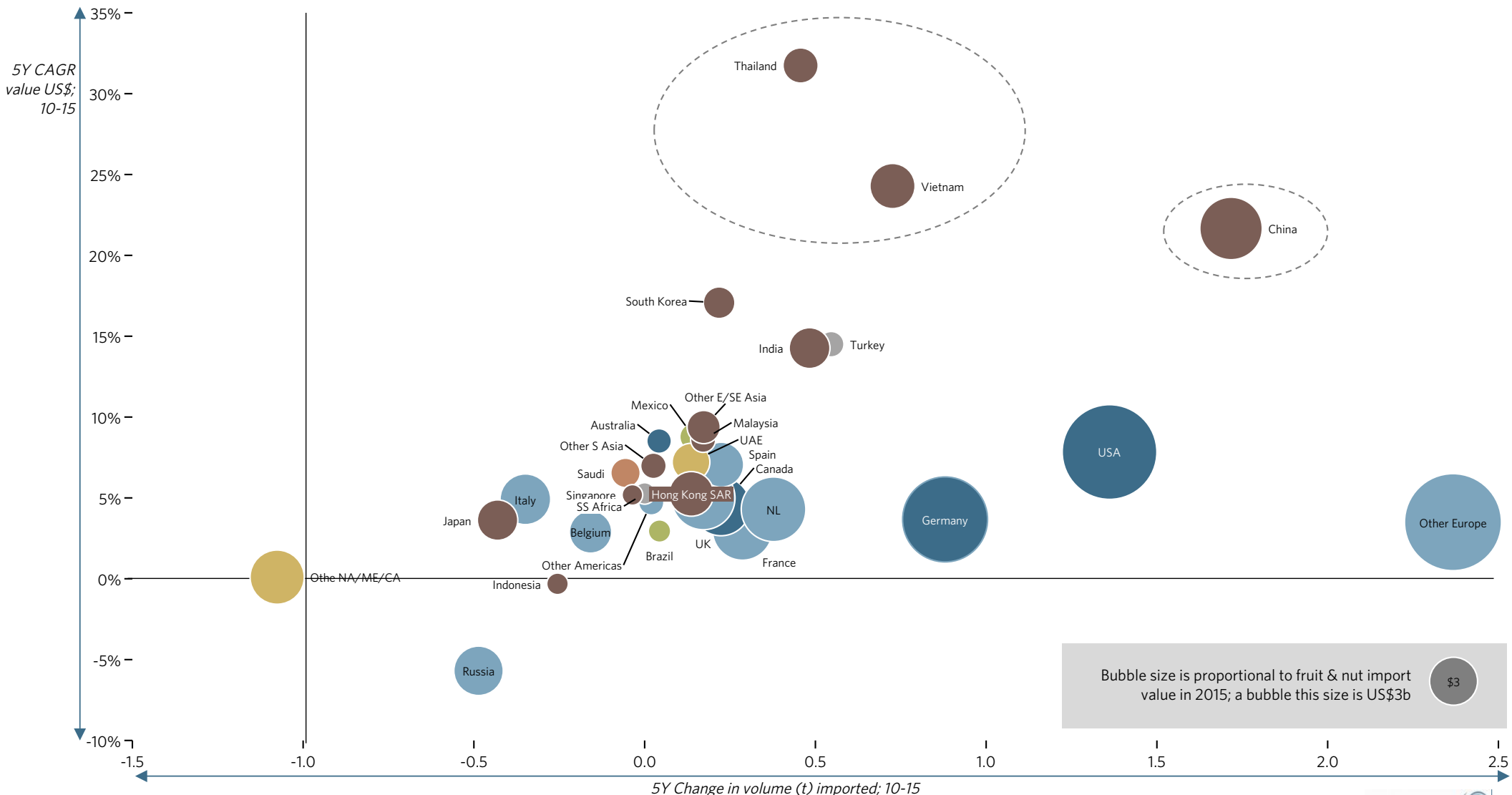
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

FRUIT & NUTS - IMPORTING COUNTRIES

Developing Asia stands out for fruit & nut import market growth

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

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



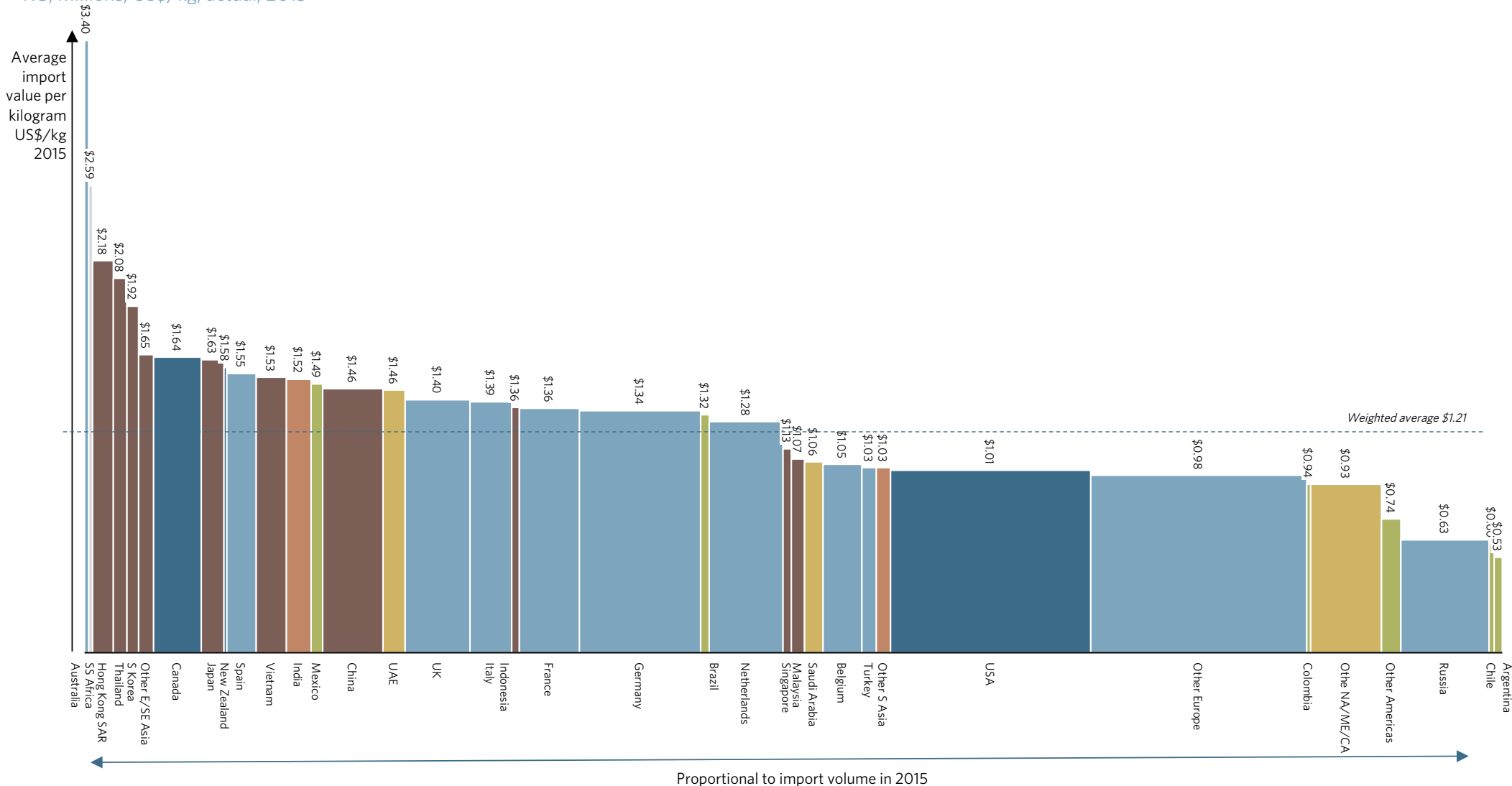
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

FRUIT & NUTS - IMPORTING COUNTRIES

Markets vary in average fruit & nut import price, with parts of high income Asia and Canada standing out as the highest value markets

TOTAL GLOBAL IMPORT VOLUME VS. AVERAGE IMPORT PRICE BY KEY MARKET: FRUIT & NUTS

KG; millions; US\$/kg; actual; 2015



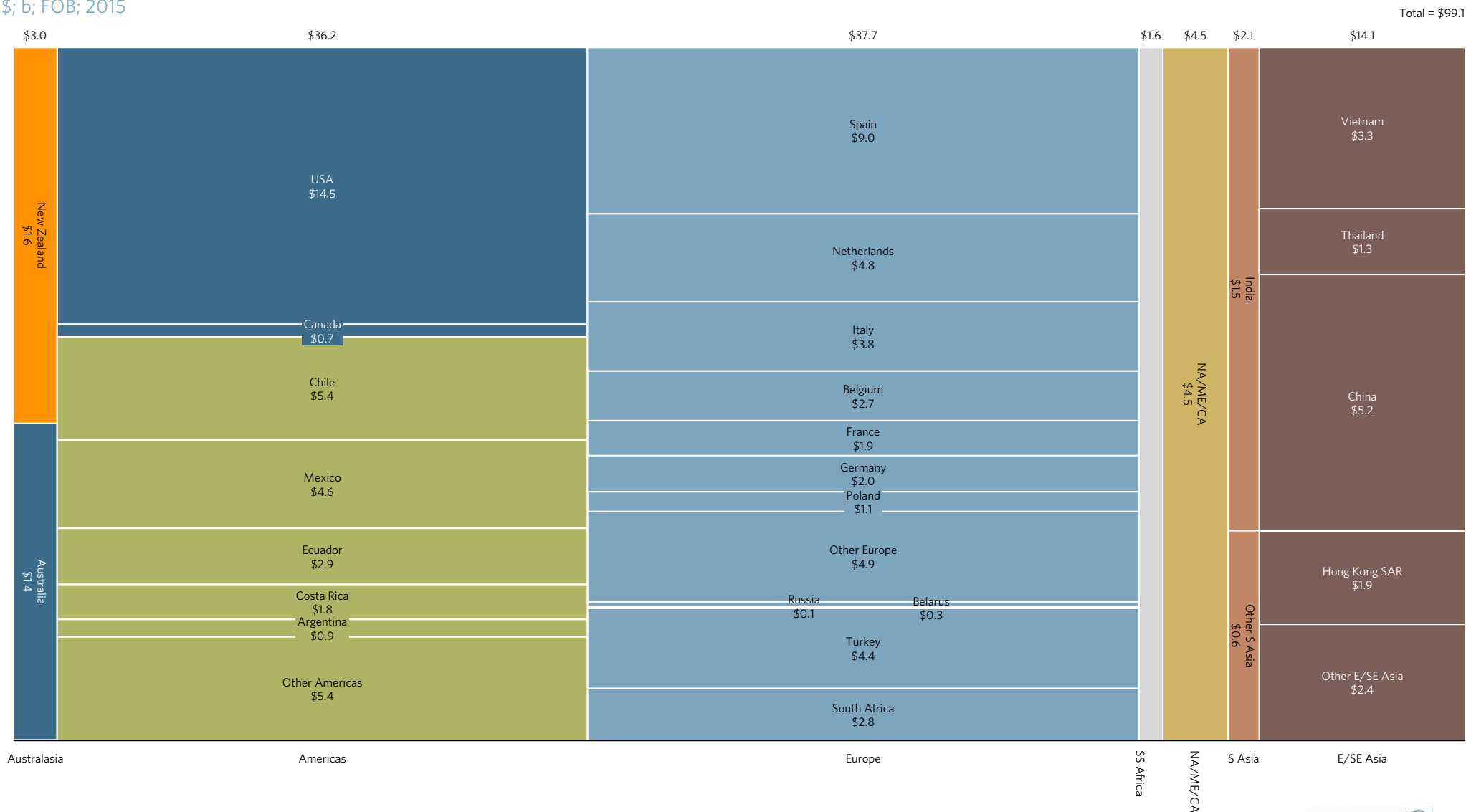
Note: therefore area under chart is proportional to import value (volume x \$/kg); Source: UN Comtrade data; Coriolis analysis and classifications

FRUIT & NUTS - EXPORTING COUNTRIES

The US, Central/South America and Spain are the major fruit/nut exporters; New Zealand is a focused second tier player

GLOBAL EXPORT VALUE BY SENDING COUNTRY/REGION: FRUIT & NUTS

US\$; b; FOB; 2015



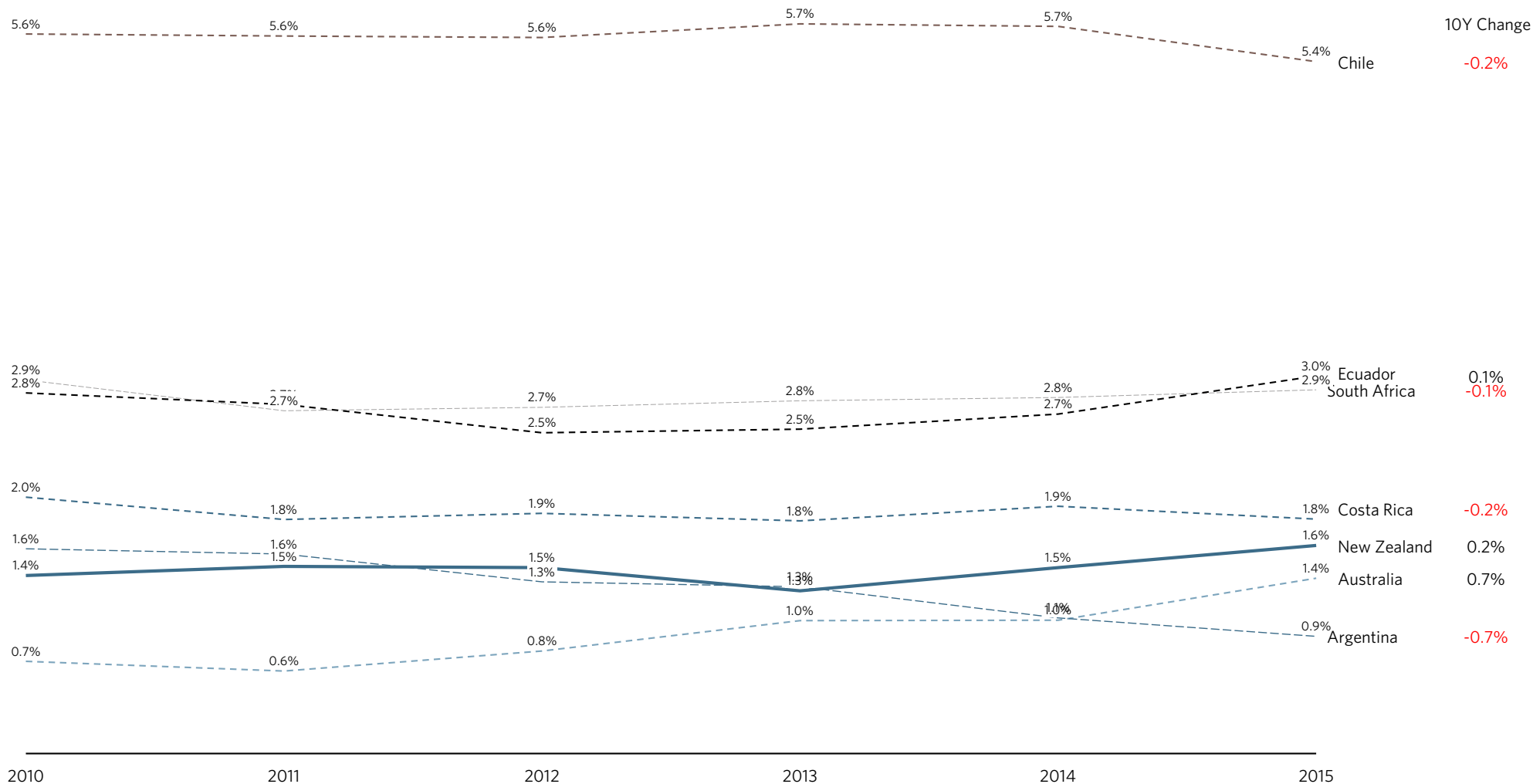
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

FRUIT & NUTS - EXPORTING COUNTRIES

New Zealand is growing its share of the global export fruit & nut trade

EXPORT MARKET SHARE: KEY TEMPERATE SOUTHERN HEMISPHERE: FRUIT & NUTS

% of value; US\$; 2010-2015

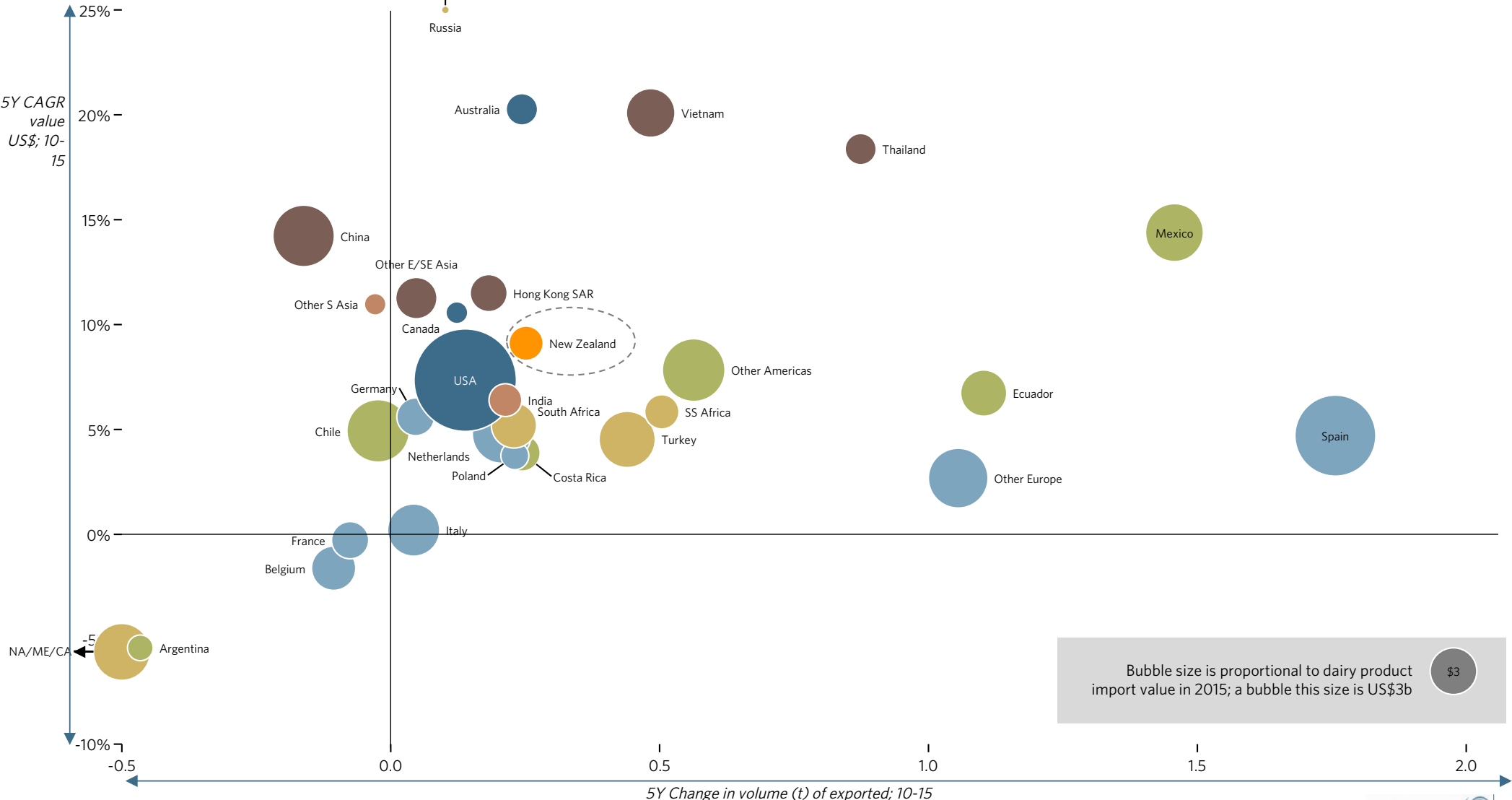


FRUIT & NUTS - EXPORTING COUNTRIES

Key fruit & nut exporters vary in terms of growth; New Zealand is achieving stable growth at or above competitors

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

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



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

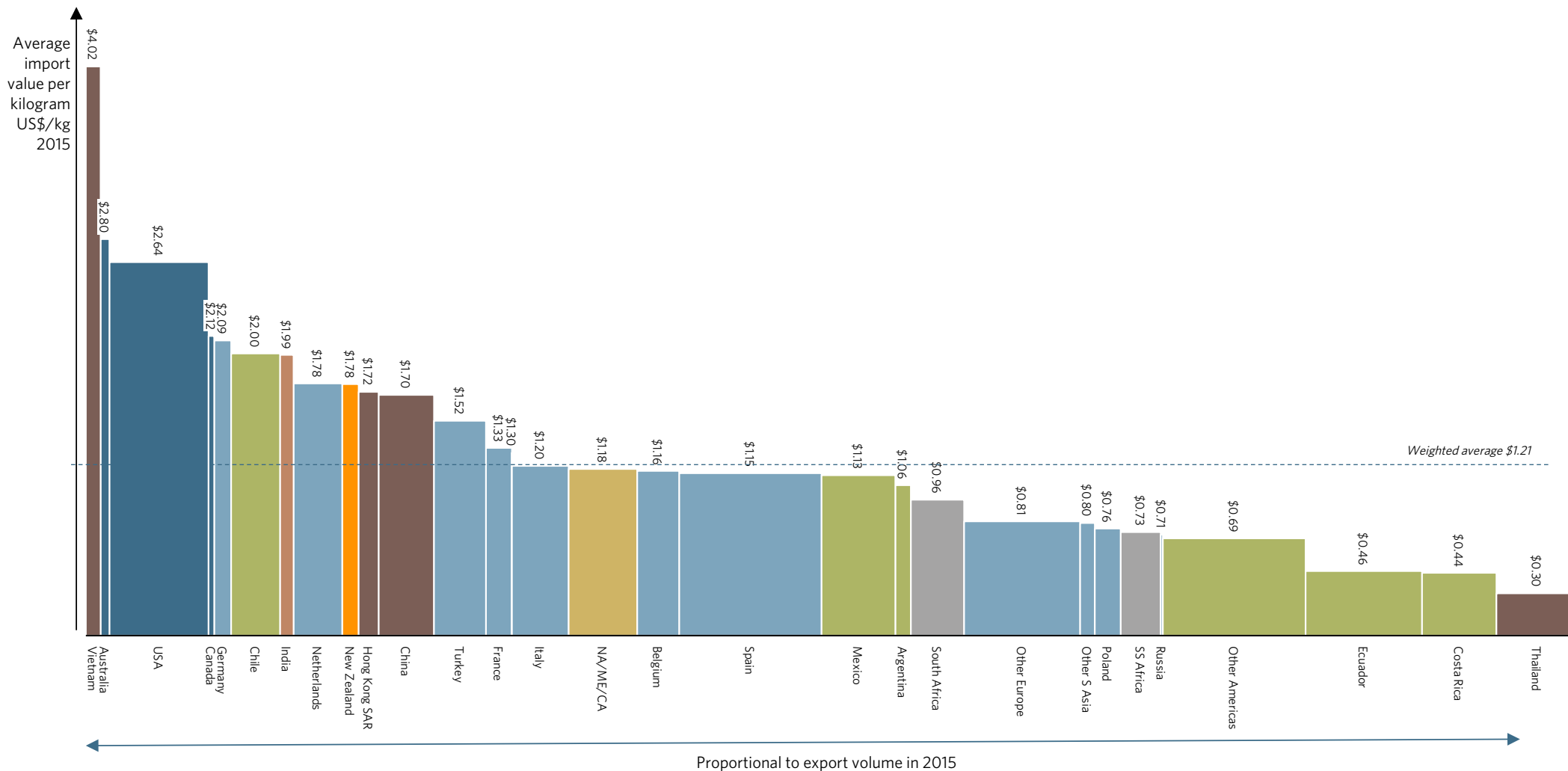
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

FRUIT & NUTS - EXPORTING COUNTRIES

Exporting countries vary in their average realised fruit & nut export price, with New Zealand achieving US\$1.78, a premium to the world price

GLOBAL EXPORT VOLUME VS. AVERAGE IMPORT PRICE BY KEY MARKET: FRUIT & NUTS

KG; millions; US\$/kg; actual; 2015



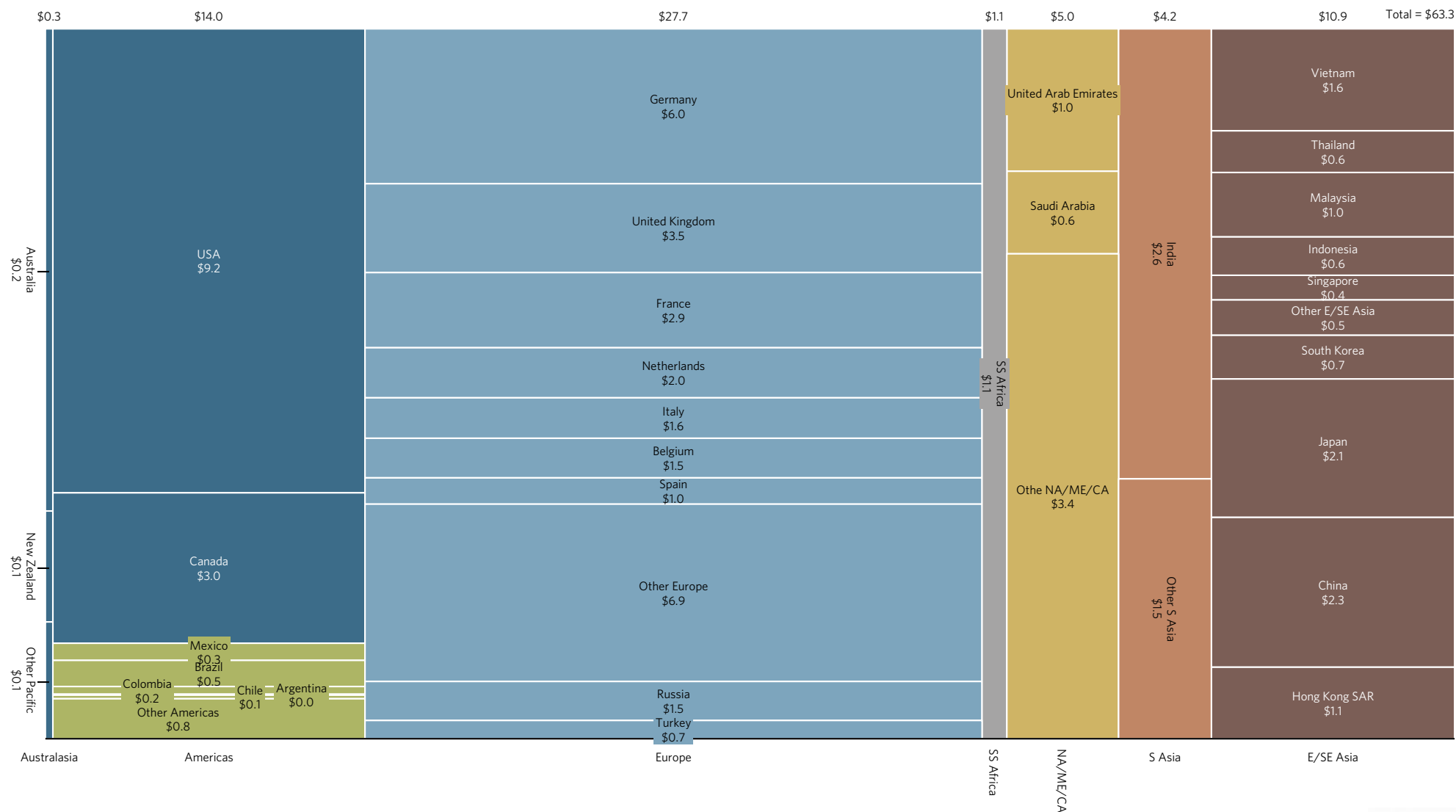
Note: therefore area under chart is proportional to import value (volume x \$/kg); Source: UN Comtrade data; Coriolis analysis and classifications

VEGETABLES/ROOT CROPS - IMPORTING COUNTRIES

Global cross-border volume of vegetables was US\$63b in 2015

GLOBAL IMPORTS BY VALUE BY RECEIVING COUNTRY/REGION: VEGETABLES

US\$; b; FOB; 2015



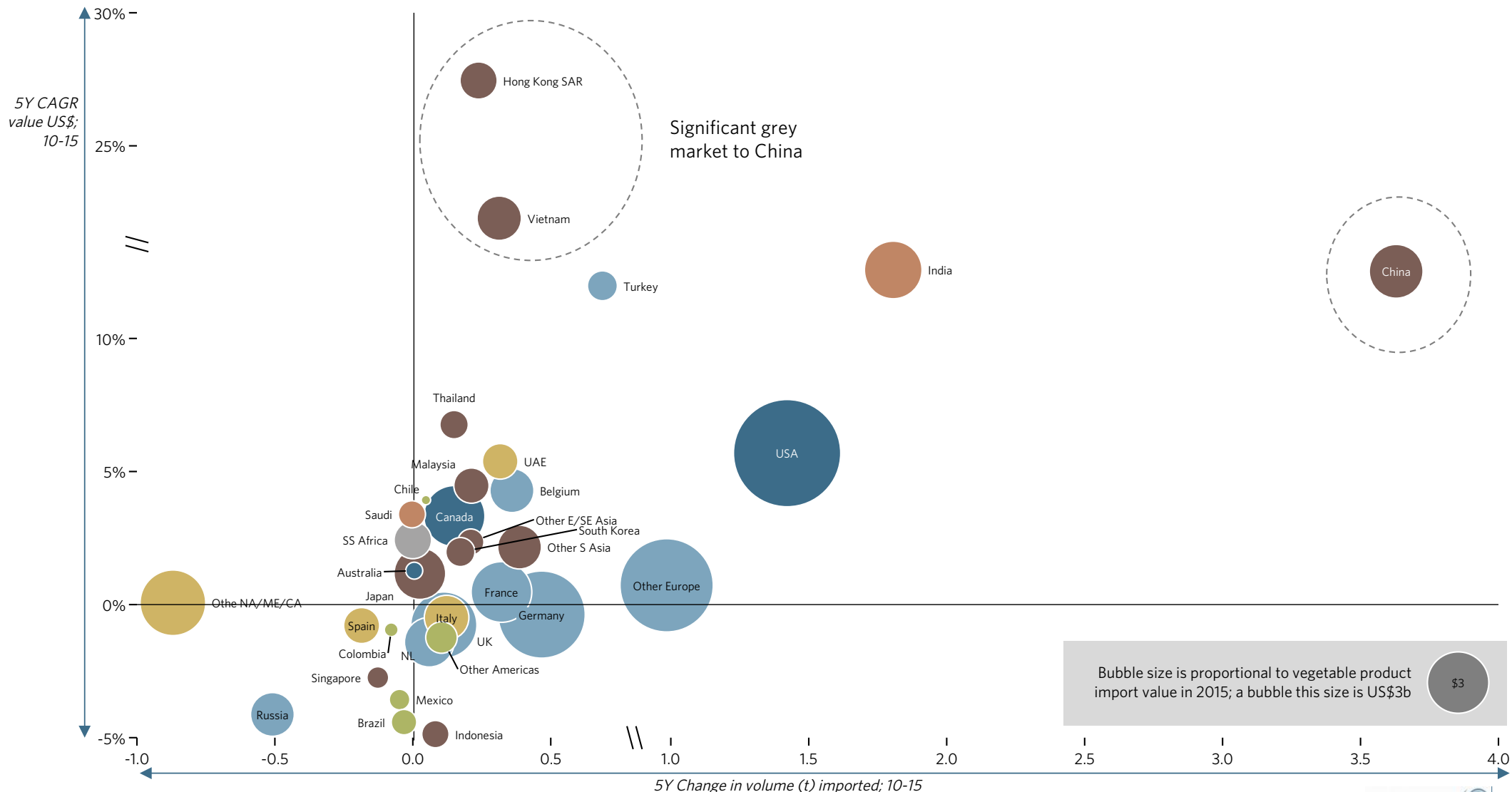
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

VEGETABLES/ROOT CROPS - IMPORTING COUNTRIES

China - including likely grey market channels - stands out for growth in vegetable imports

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

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



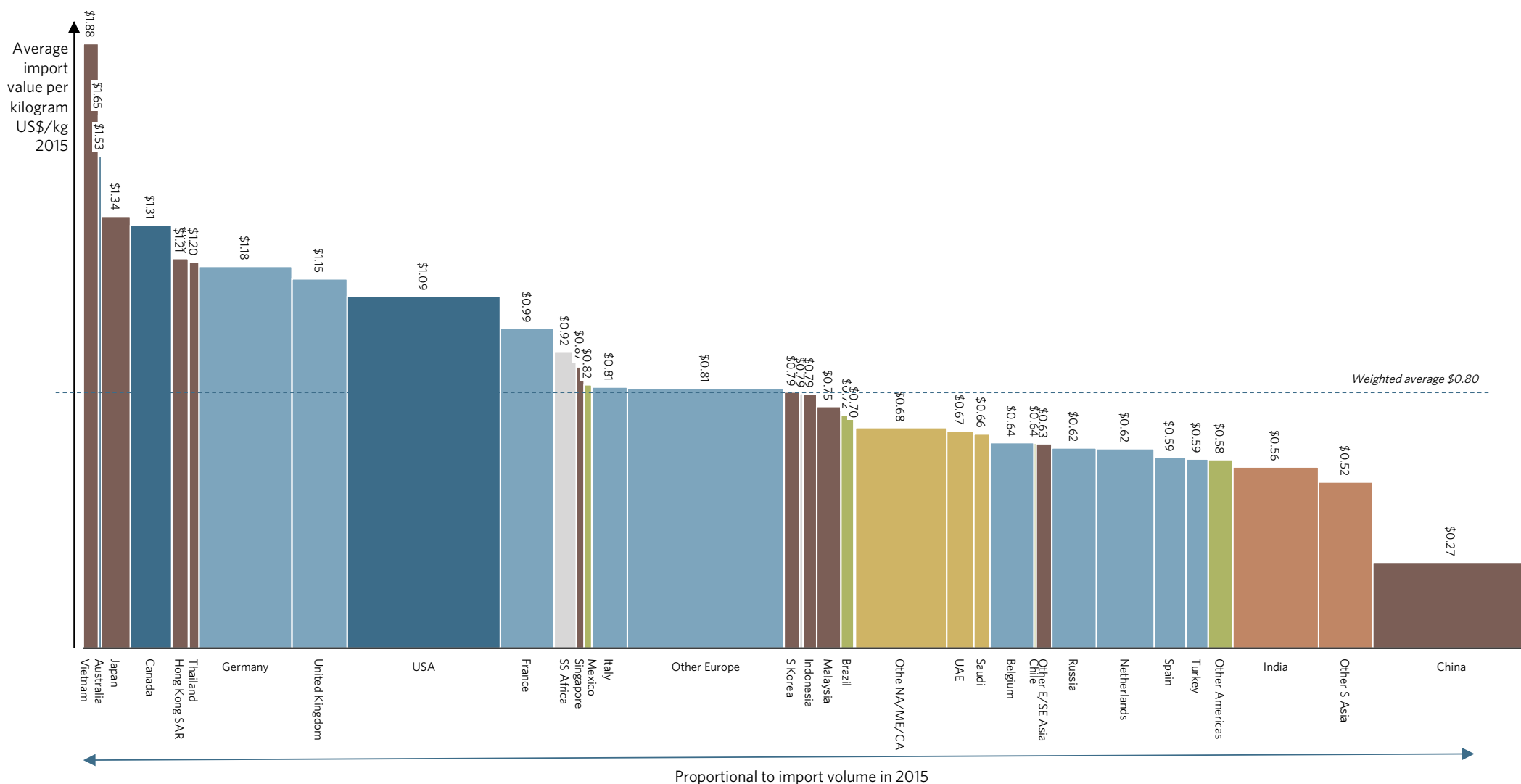
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

VEGETABLES/ROOT CROPS - IMPORTING COUNTRIES

Markets vary in average realised vegetable import price, with the Anglo countries, Japan and likely China grey market (HK and Vietnam) standing out for value

GLOBAL IMPORT VOLUME VS. AVERAGE IMPORT PRICE BY KEY MARKET: VEGETABLES

KG; millions; US\$/kg; actual; 2015



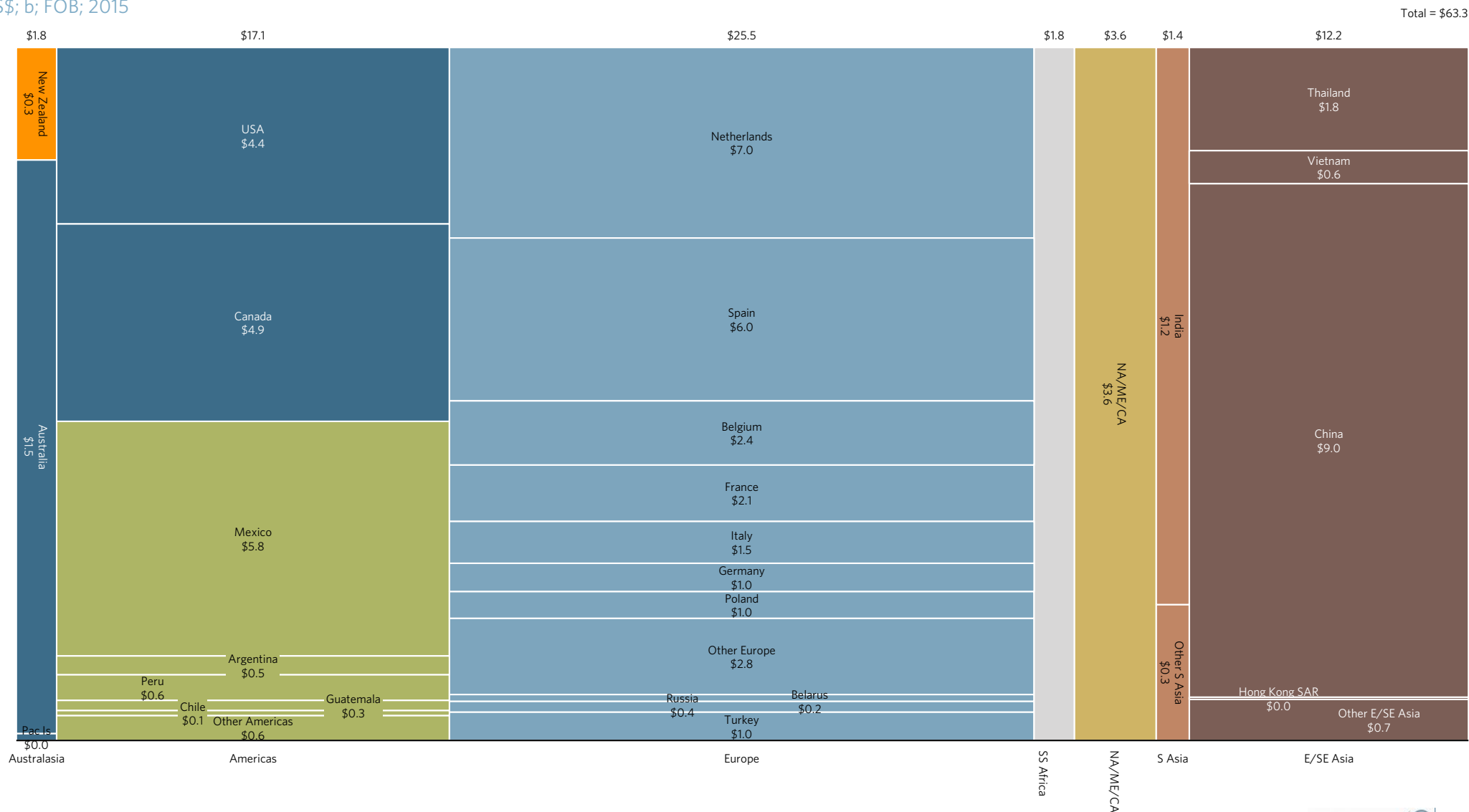
Note: therefore area under chart is proportional to import value (volume x \$/kg); Source: UN Comtrade data; Coriolis analysis and classifications

VEGETABLES/ROOT CROPS - EXPORTING COUNTRIES

New Zealand is not a major fresh vegetable exporter but many vegetables are exported in processed forms
(see related processed foods report for details)

GLOBAL EXPORT VALUE BY SENDING COUNTRY/REGION: VEGETABLES

US\$; b; FOB; 2015



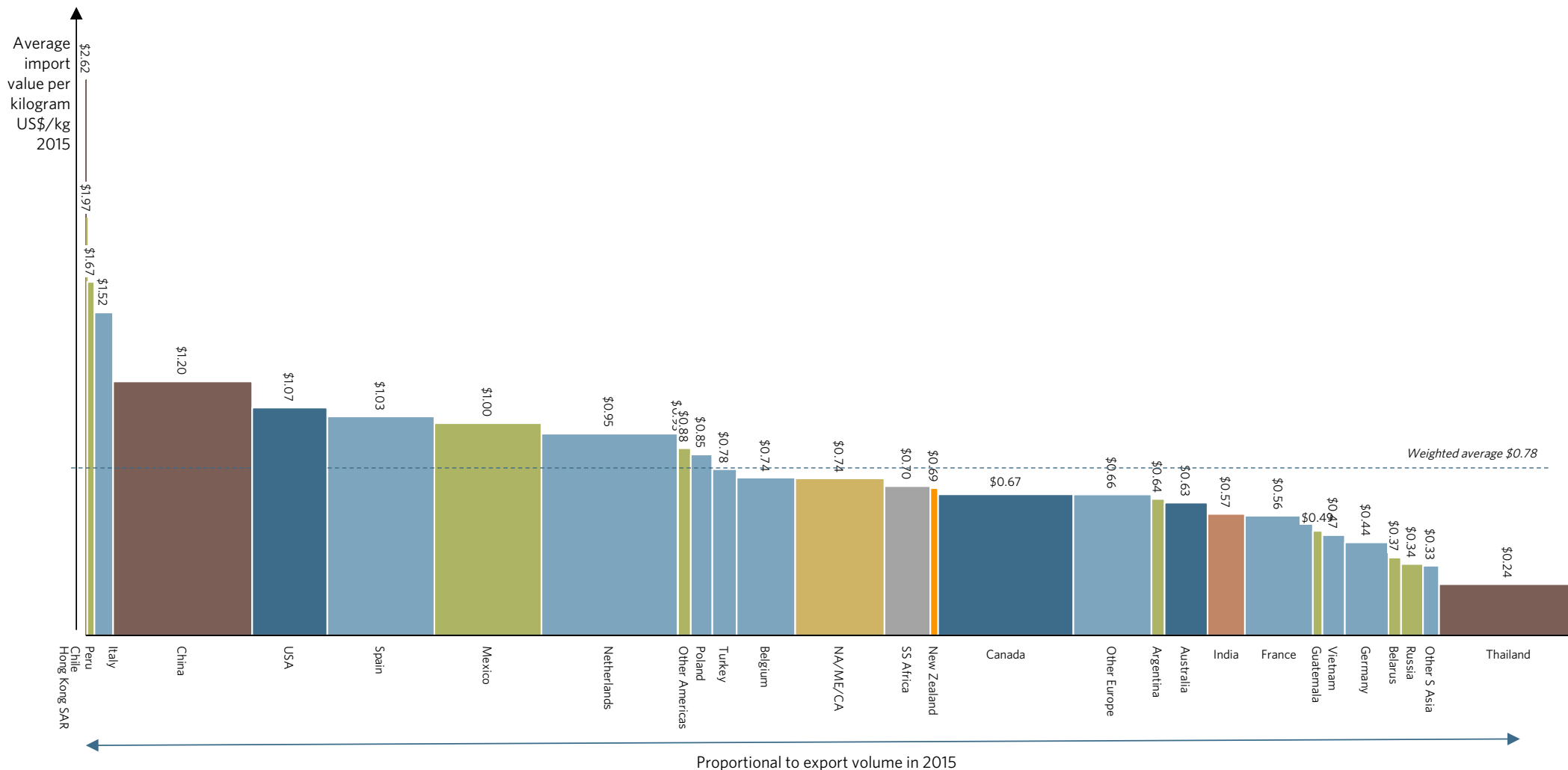
Note: 2015 is latest available globally; data is as reported sender FOB; Source: UN Comtrade database; Coriolis analysis

VEGETABLES/ROOT CROPS - EXPORTING COUNTRIES

Vegetable exporters vary in their average realised export price, with New Zealand achieving US\$0.69, slightly under the average world price, driven by mix (*discussed later*)

GLOBAL EXPORT VOLUME VS. AVERAGE IMPORT PRICE BY KEY MARKET: VEGETABLES

KG; millions; US\$/kg; actual; 2015



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

New Zealand Produce Production

+ Key inputs

+ Productivity

+ Segments

- Yield

- Units

- Employment

- Growth potential

02

New Zealand still has untapped capacity to produce more fruit and vegetables as required by markets

OVERALL

The New Zealand produce industry has stable overall land area while production is still growing

New Zealand produce farmers are driving productivity increases hard, through fewer, larger, more productive units

FRUIT

New Zealand is a major producer and exporter of kiwifruit and apples with a strong set of emerging products

- New Zealand is a major global producer of apples and kiwifruit, as well as developing and pioneering a wide range of new varieties and species
- New Zealand's two key export focused fresh fruit industries are achieving higher yields than key peer countries
- Across the regions, there is a strong shift to fewer, larger fruit farming operations with more employees
- European climatic peer group produce more fruit

VEGETABLES

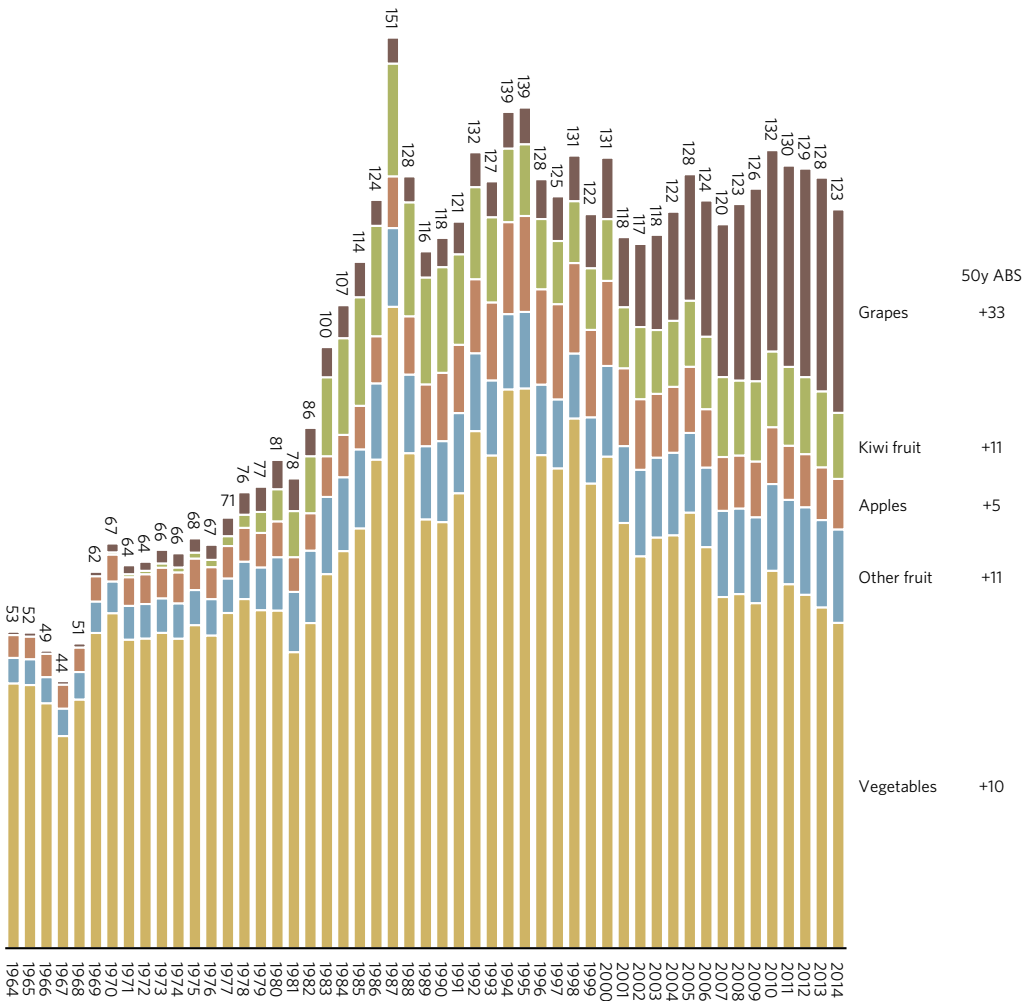
New Zealand currently exports a handful of temperate climate vegetables as "fresh" and more exports are in a processed form

- New Zealand vegetable production has plateaued, with growing yields making up for falling area; the issue is primarily competing land uses (not competitiveness)
- Across the regions, there is a strong shift to fewer, larger vegetable operations with more employees and more scale/throughput

The New Zealand produce industry has stable overall land area while production is still growing

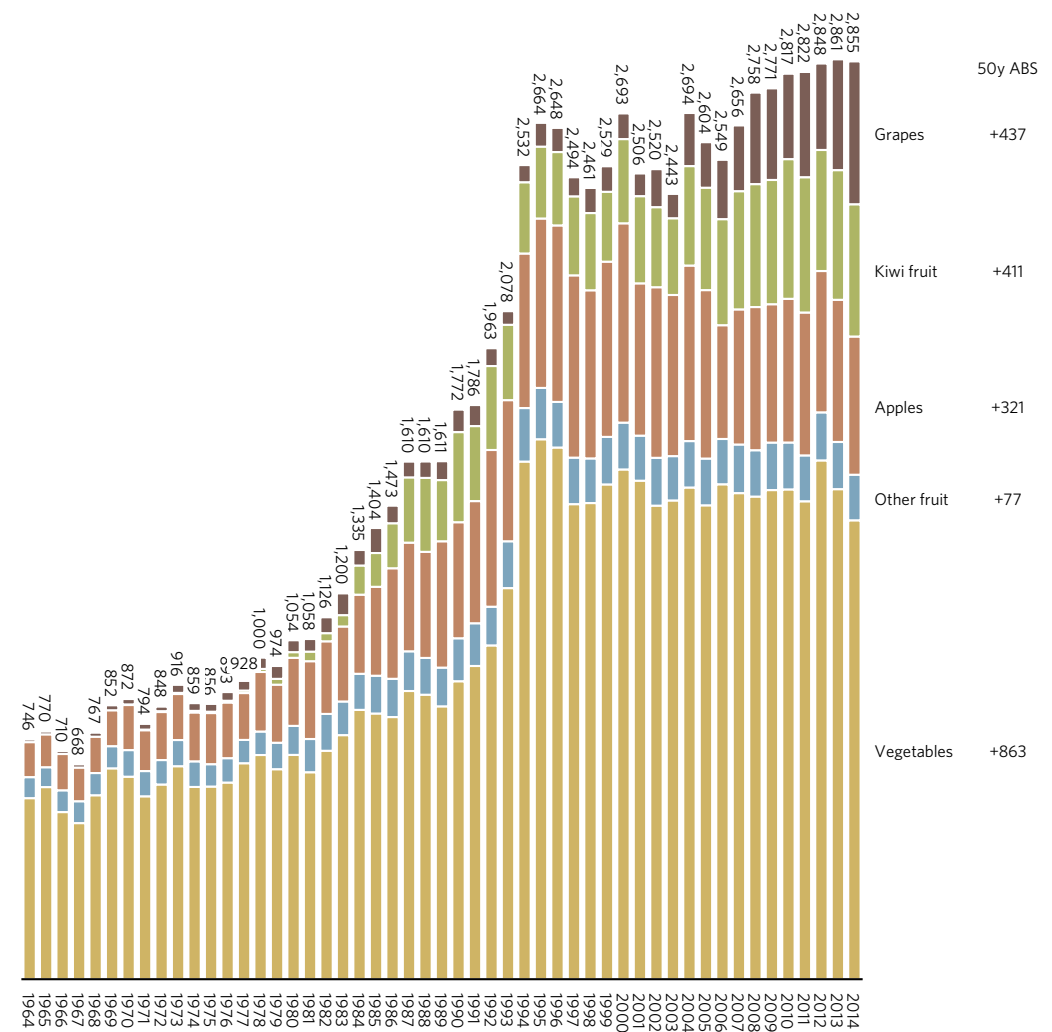
TOTAL EFFECTIVE HECTARES IN FRUIT & VEGETABLES

Ha; 000; 1964-2014



TOTAL PRODUCTION OF FRUIT & VEGETABLES

Tonnes, 000; 1964-2014

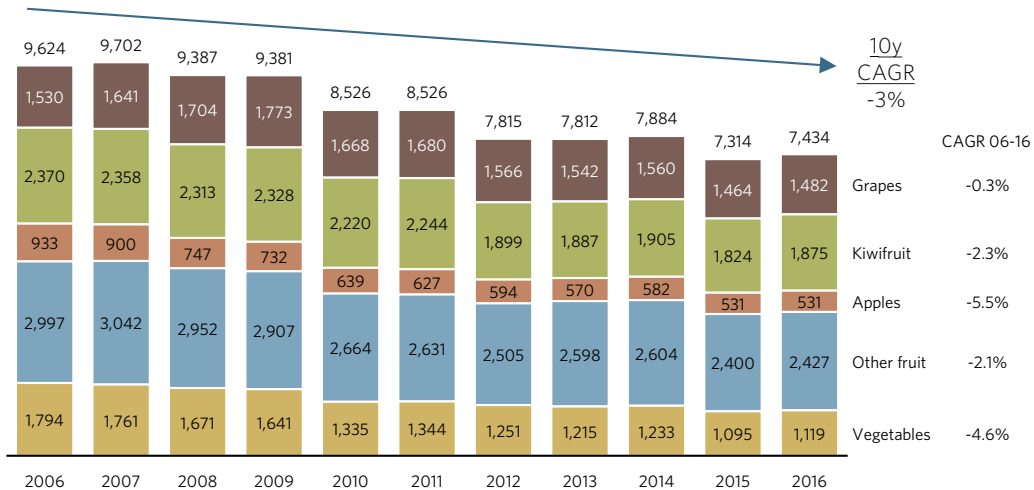


Source: Statistics NZ; UN FAO AgStat database; MAF/MPI; Coriolis estimates and analysis

New Zealand produce farmers are driving productivity increases hard, through fewer, larger, more productive units

NUMBER OF BUSINESS UNITS: FRUIT & VEGETABLE FARMING

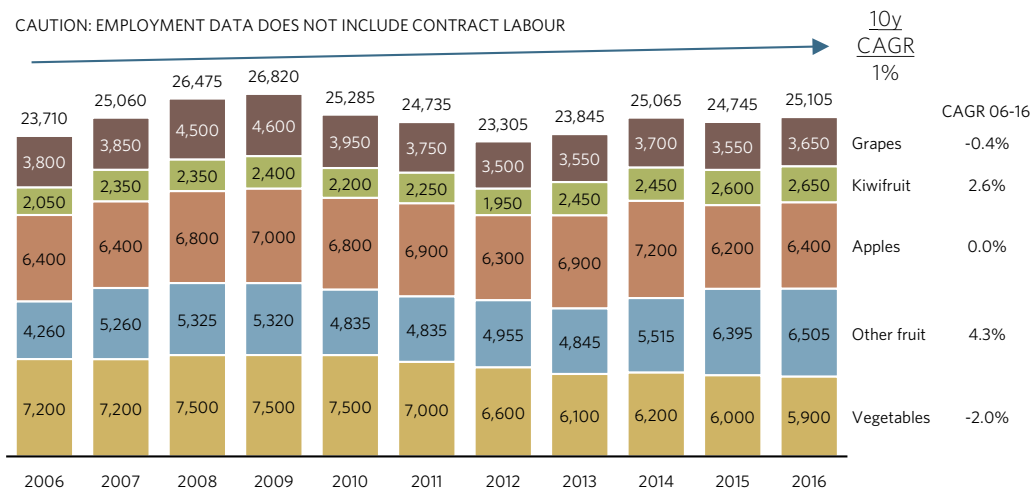
Geographic units; actual; 2006-2016



NUMBER OF EMPLOYEES: FRUIT & VEGETABLE FARMING

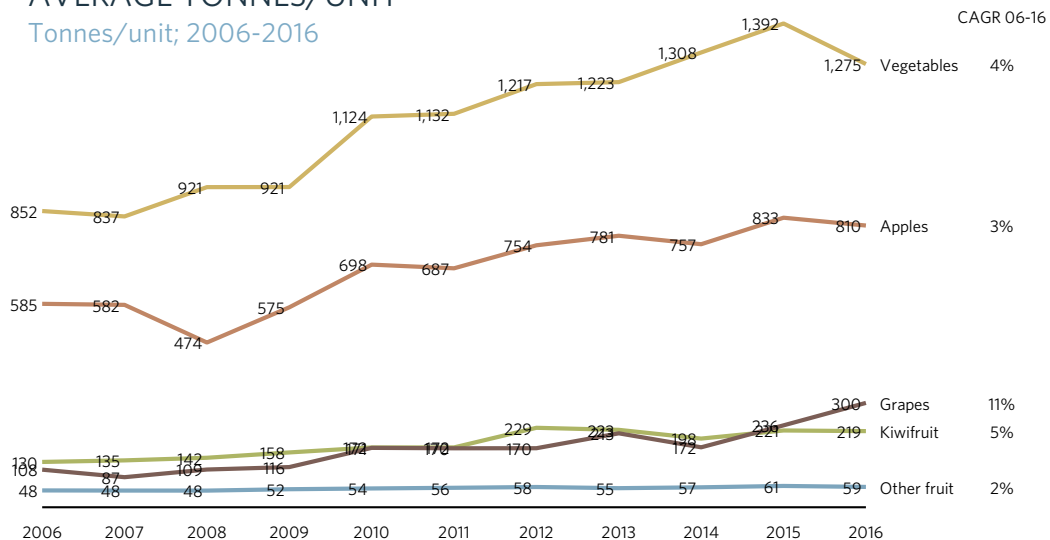
People (different PAYE # in year); 2006-2016

CAUTION: EMPLOYMENT DATA DOES NOT INCLUDE CONTRACT LABOUR



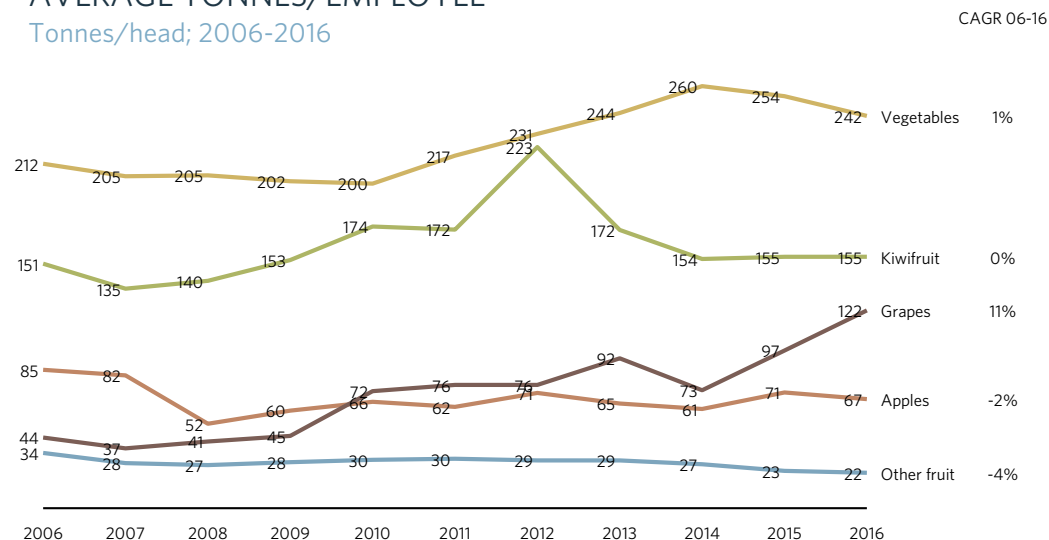
AVERAGE TONNES/UNIT

Tonnes/unit; 2006-2016



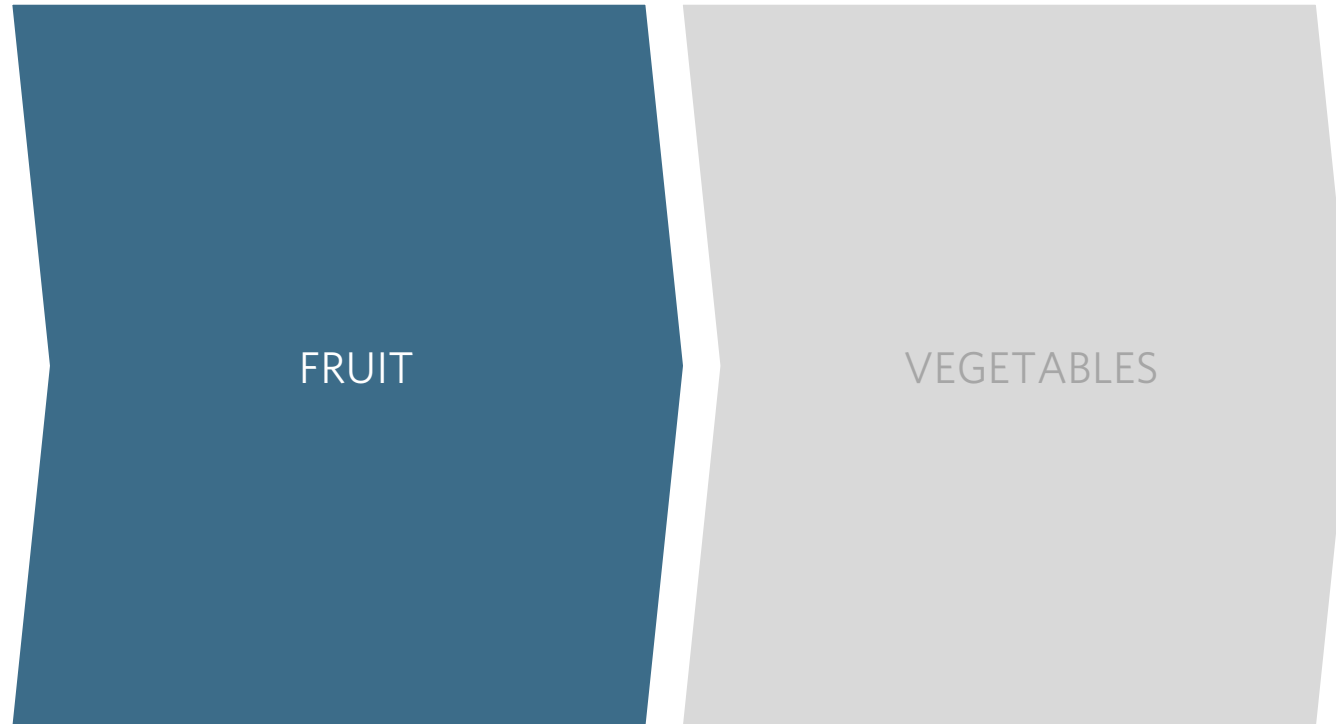
AVERAGE TONNES/EMPLOYEE

Tonnes/head; 2006-2016



Note: tonnes are lagged two years for data reasons (though this is probably fair); Source: Statistics NZ; UN FAO AgStat database; MAF/MPI; Coriolis estimates and analysis

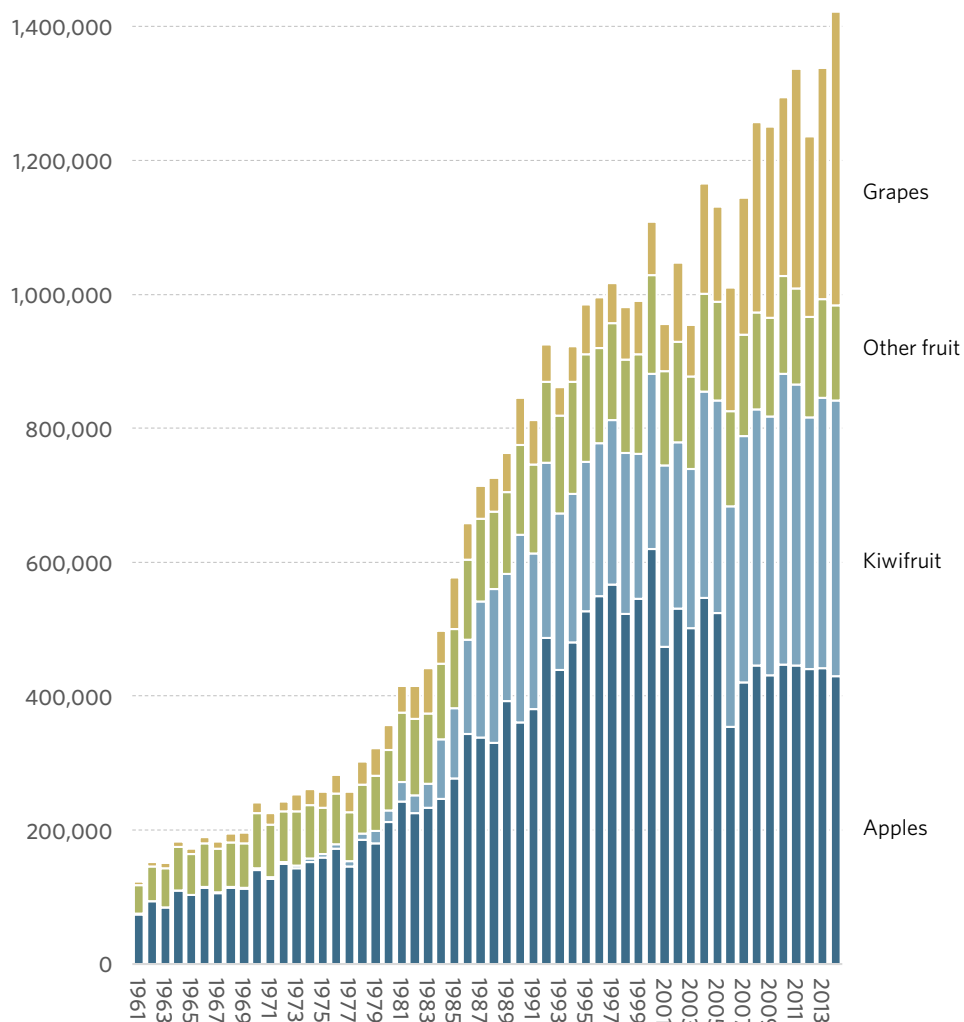
New Zealand is a major producer and exporter of kiwifruit and apples with a strong set of emerging products



TOTAL FRUIT PRODUCTION

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

NEW ZEALAND FRUIT PRODUCTION
Tonnes; 1961-2014



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

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

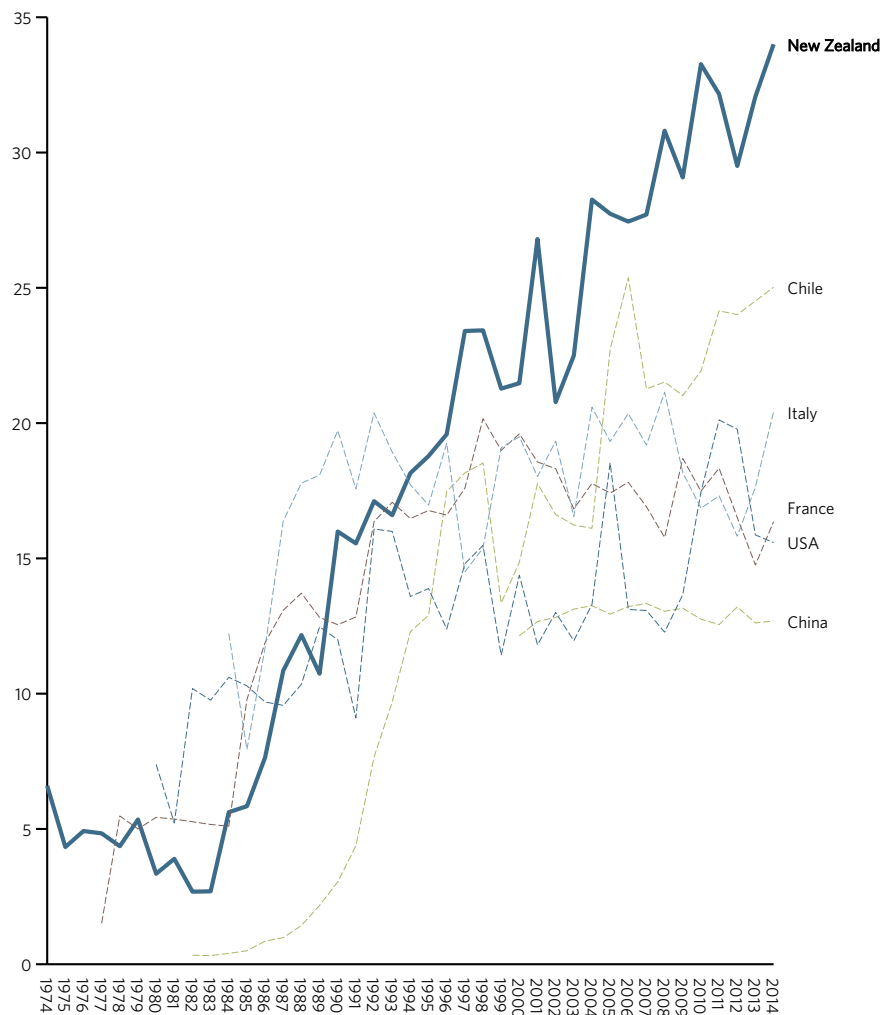
* Appeared in Australia but was developed/improved in New Zealand; Source: MAF/MPI; UN FAO FAOSTAT database; Coriolis analysis

HIGH YIELDS ON KEY FRUIT

New Zealand's two key export focused fresh fruit industries are achieving higher yields than key peer countries

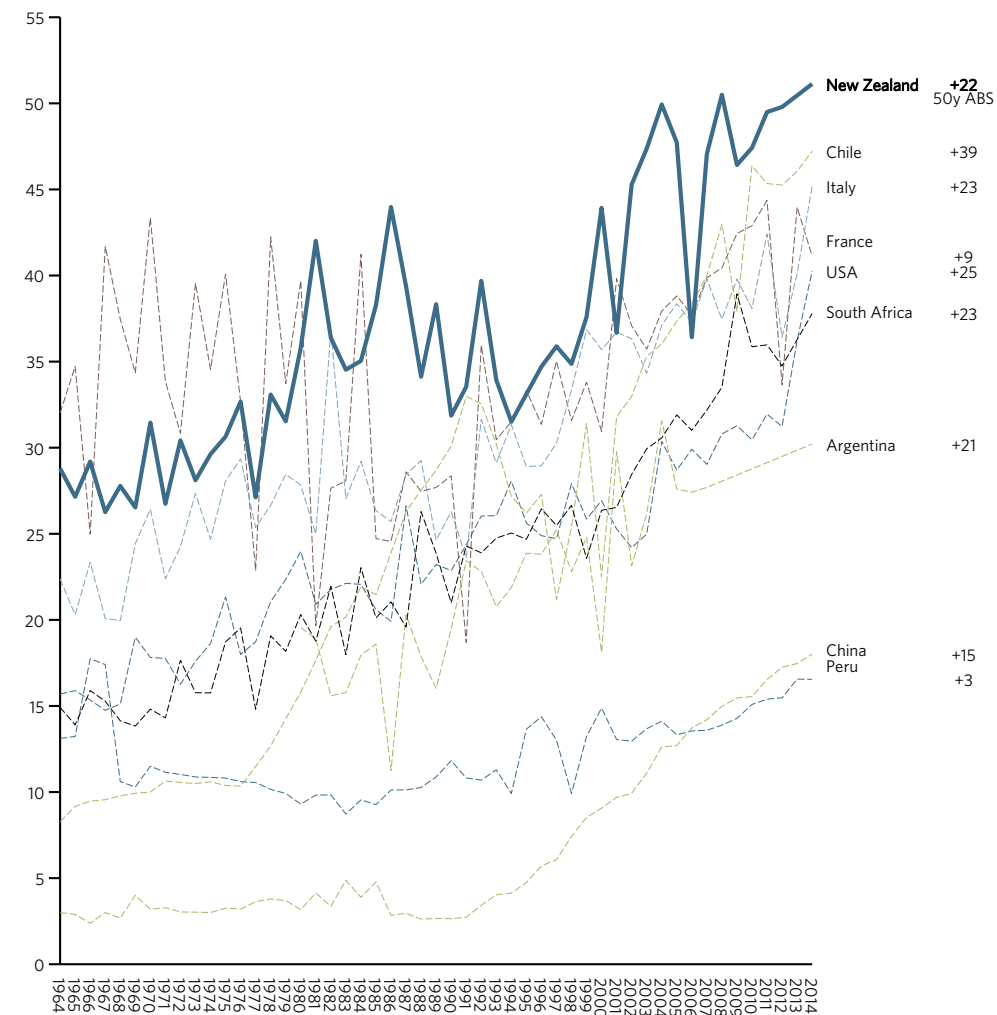
AVERAGE KIWIFRUIT YIELD: SELECT COUNTRIES

Kg/hectare; 1974-2014



AVERAGE APPLE YIELD: SELECT COUNTRIES

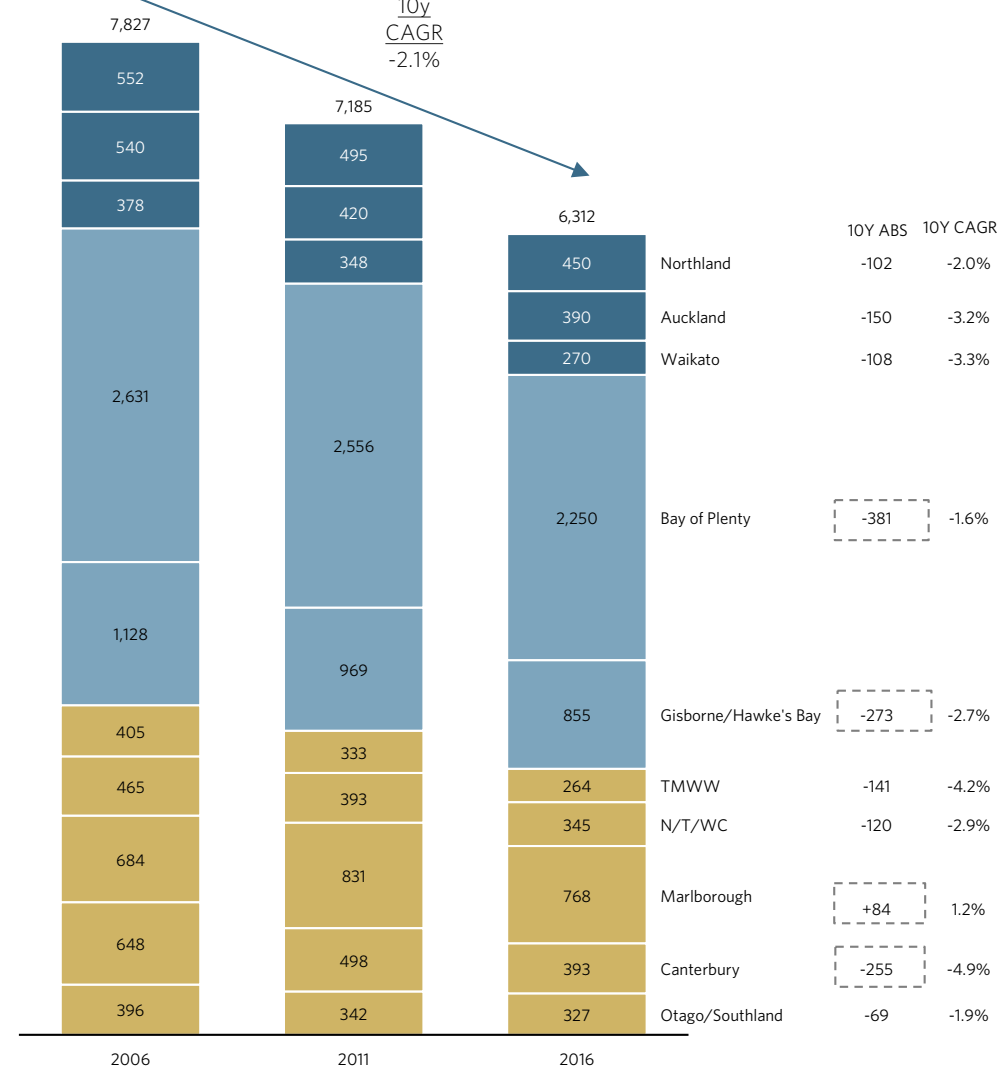
Kg/hectare; 1964-2014



REGIONAL FRUIT Across the regions, there is a strong shift to fewer, larger fruit farming operations with more employees

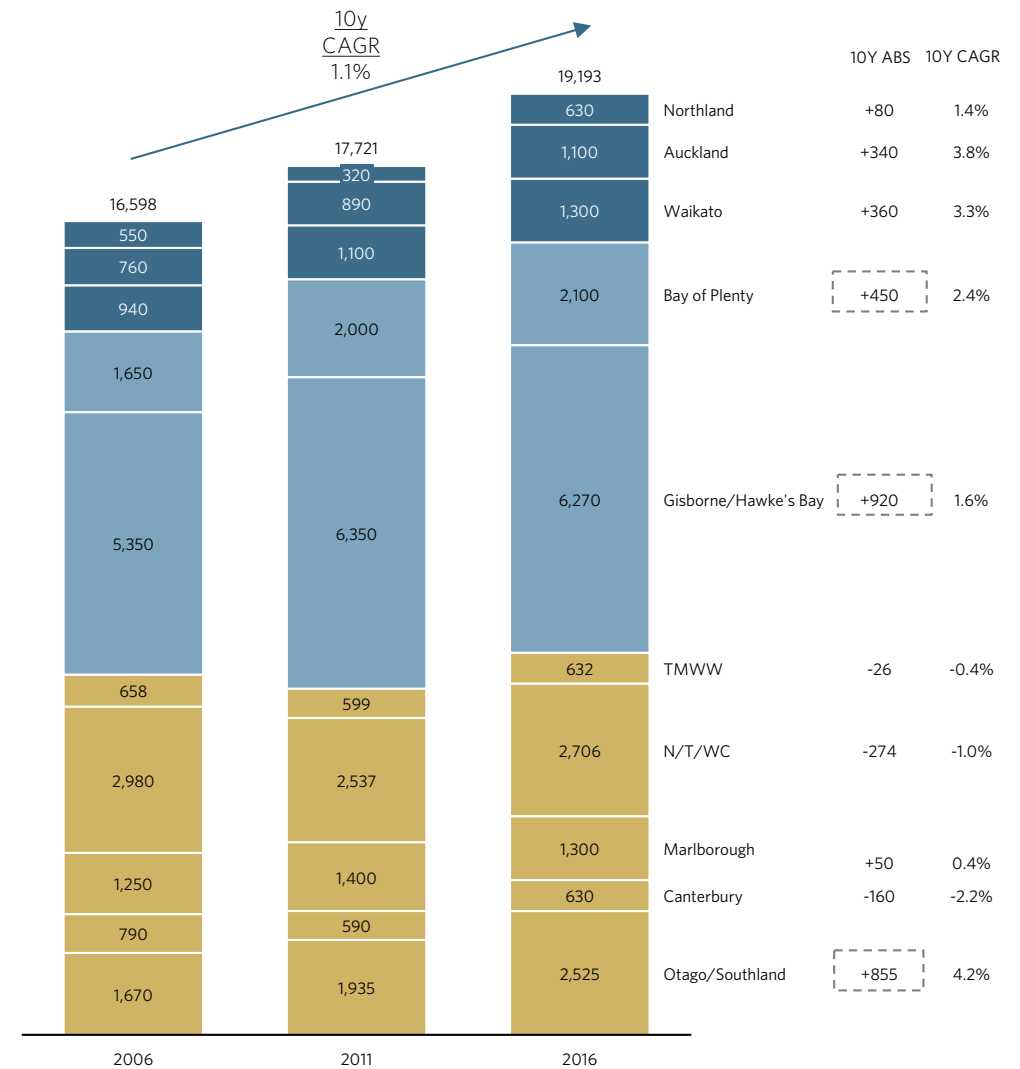
NUMBER OF BUSINESS UNITS BY REGION: FRUIT FARMING

Geographic units; actual; 2006-2016



NUMBER OF EMPLOYEES: FRUIT FARMING

People (different tax # in year); 2006-2016

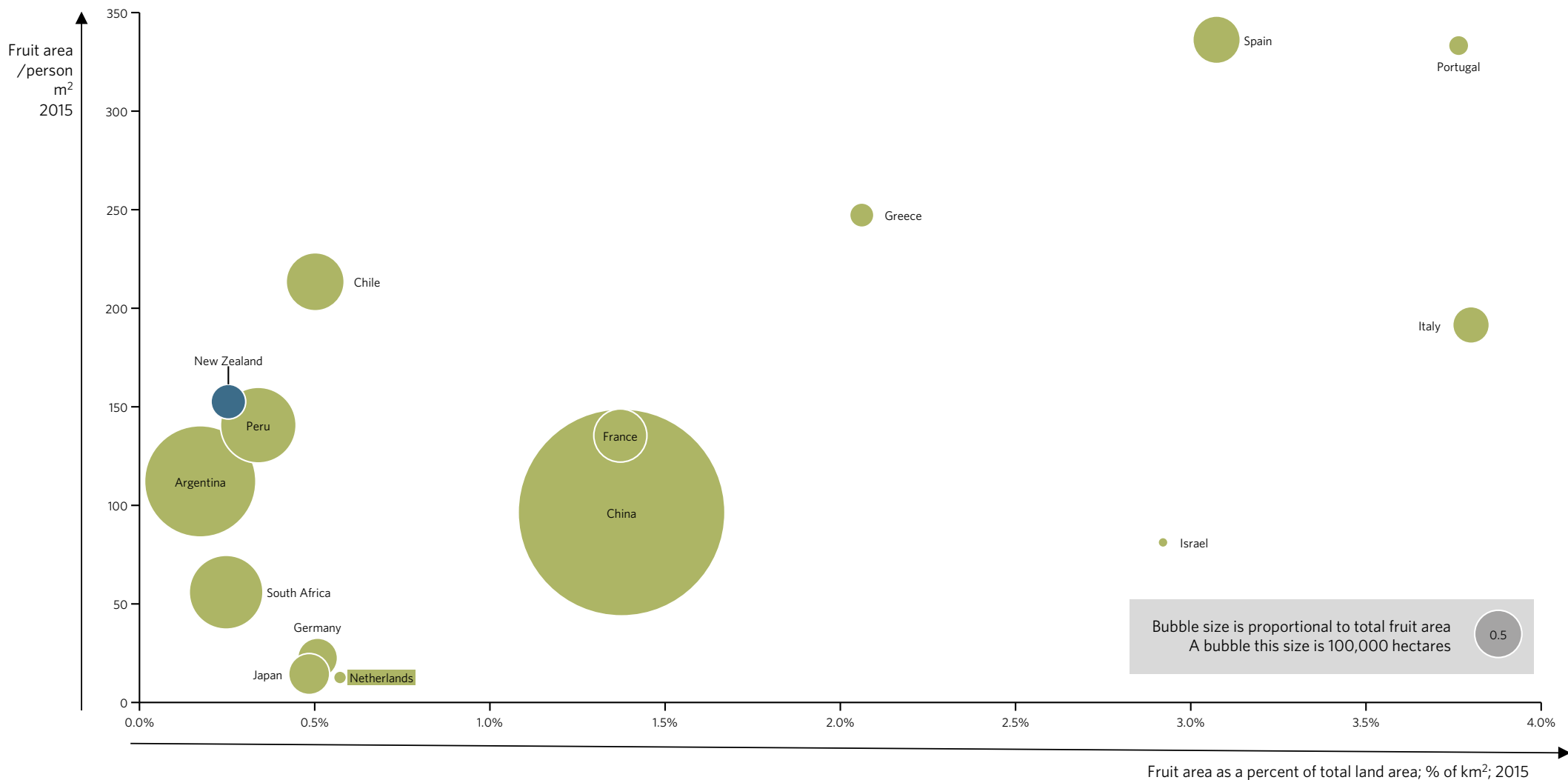


NOTE: TMMW = Taranaki/Manawatu/Wanganui/Wellington; N/T/WC=Nelson/Tasman/West Coast; Source: Statistics NZ; UN FAO AgStat database; Coriolis analysis

GROWTH POTENTIAL European climatic peer group produce more fruit

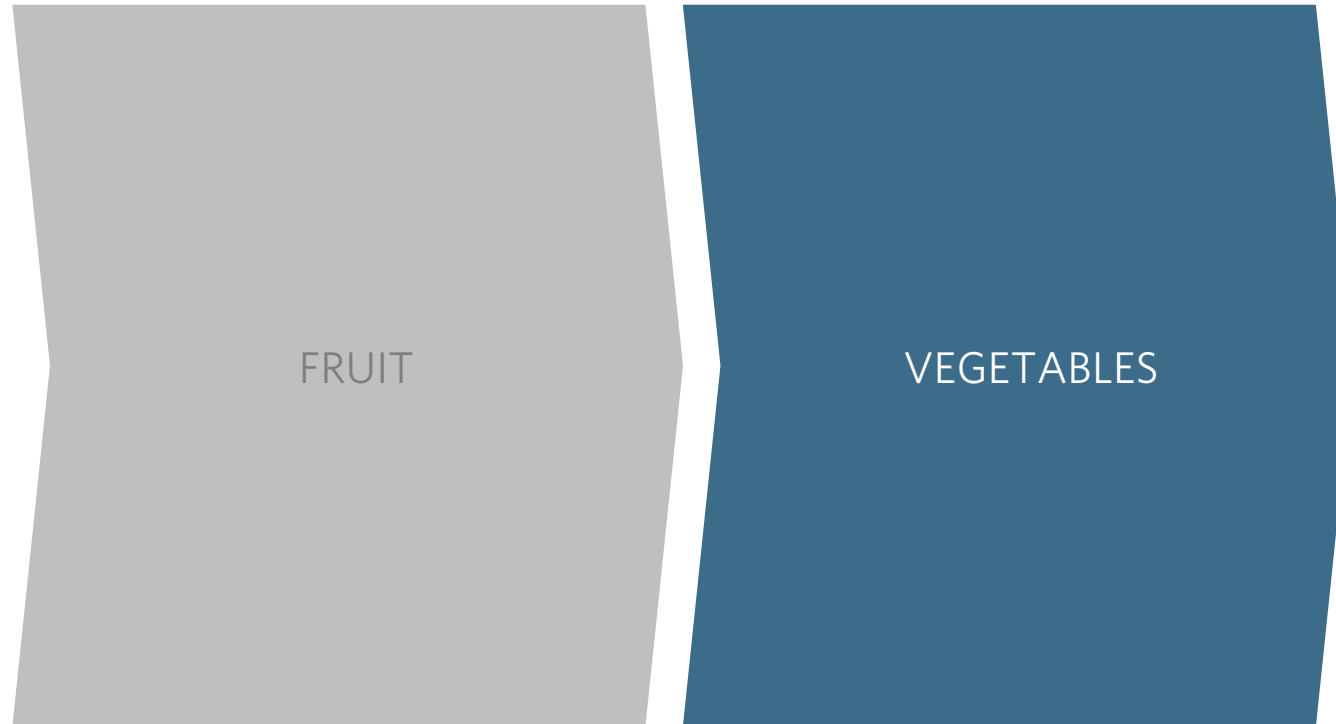
GROWTH MATRIX OF FRUIT AREA: % TOTAL AREA VS. M²/PERSON VS. TOTAL FRUIT AREA

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



Source: UN FAOSTAT; CIA World Fact Book; Coriolis analysis

New Zealand currently exports a handful of temperate climate vegetables as “fresh” and more exports are in a processed form

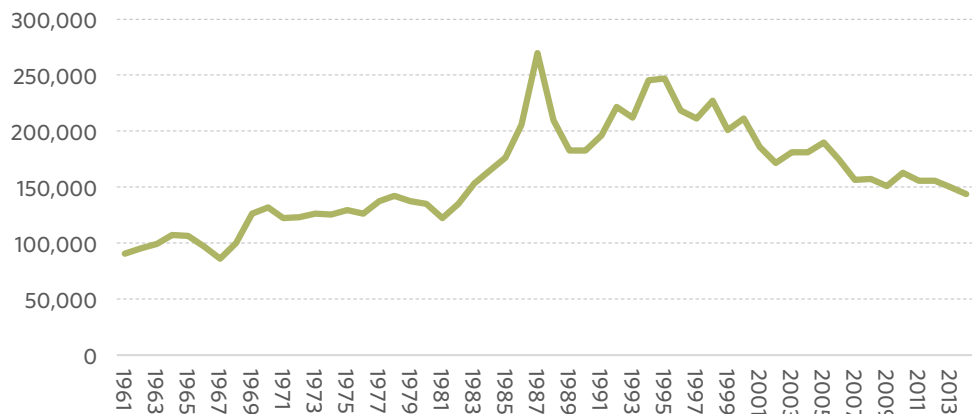


VEGETABLE PRODUCTION

New Zealand vegetable production has plateaued, with growing yields making up for falling area; the issue is primarily competing land uses (not competitiveness)

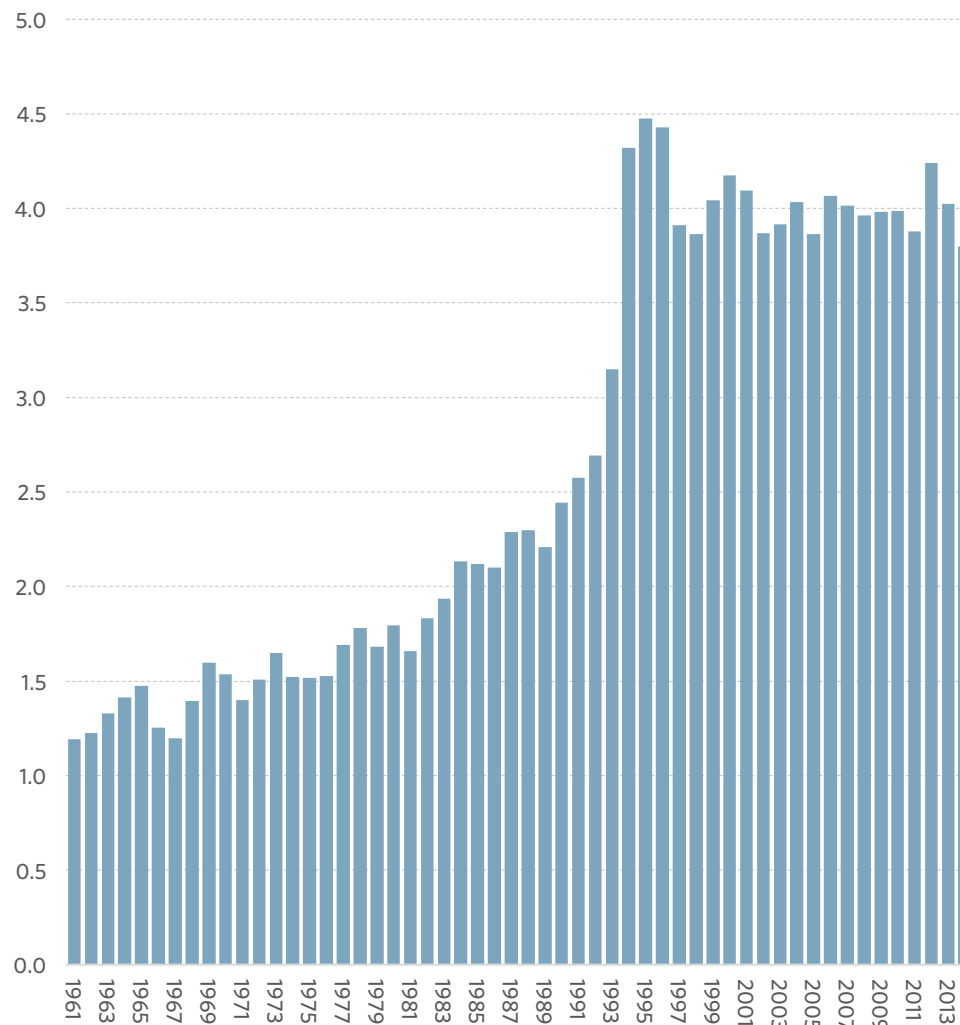
NEW ZEALAND VEGETABLE AREA

Hectares; 1961-2014



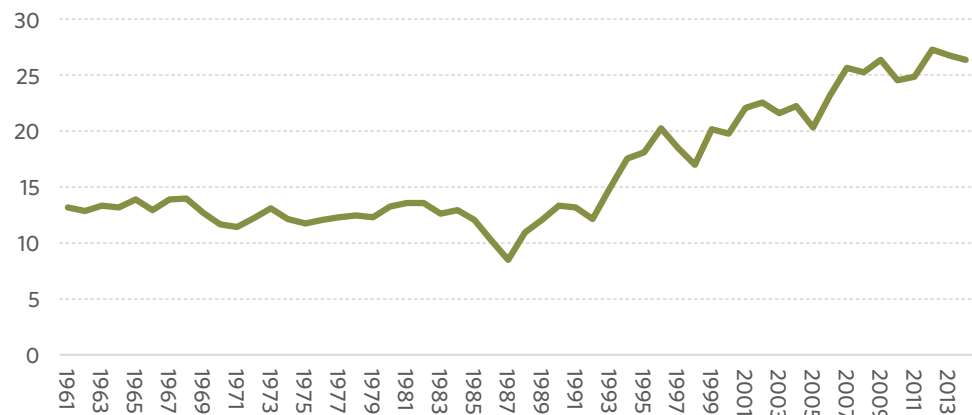
NEW ZEALAND VEGETABLE PRODUCTION

Tonnes; m; 1961-2014



NEW ZEALAND VEGETABLE YIELD

Tonnes/ha; 1961-2014

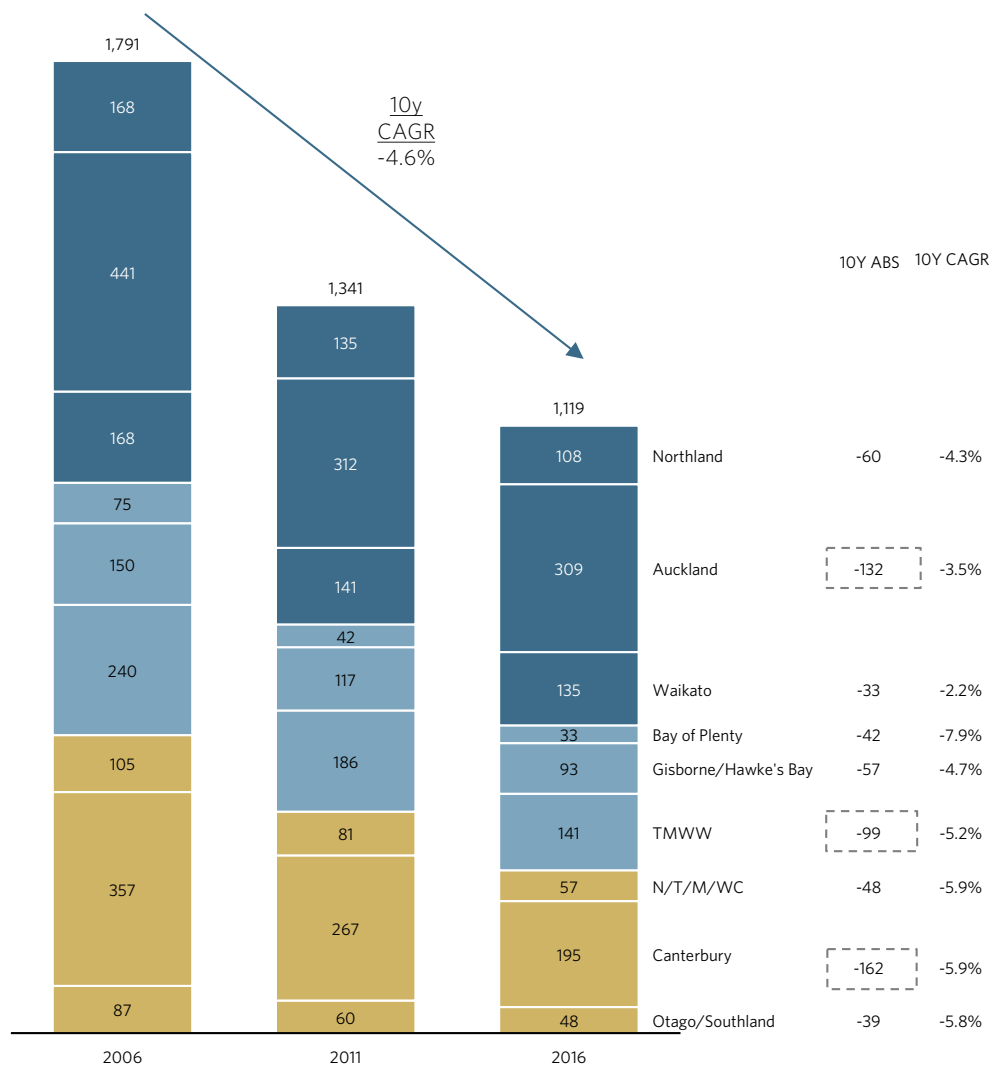


REGIONAL VEGETABLE FARMS

Across the regions, there is a strong shift to fewer, larger vegetable operations with more employees and more scale/throughput

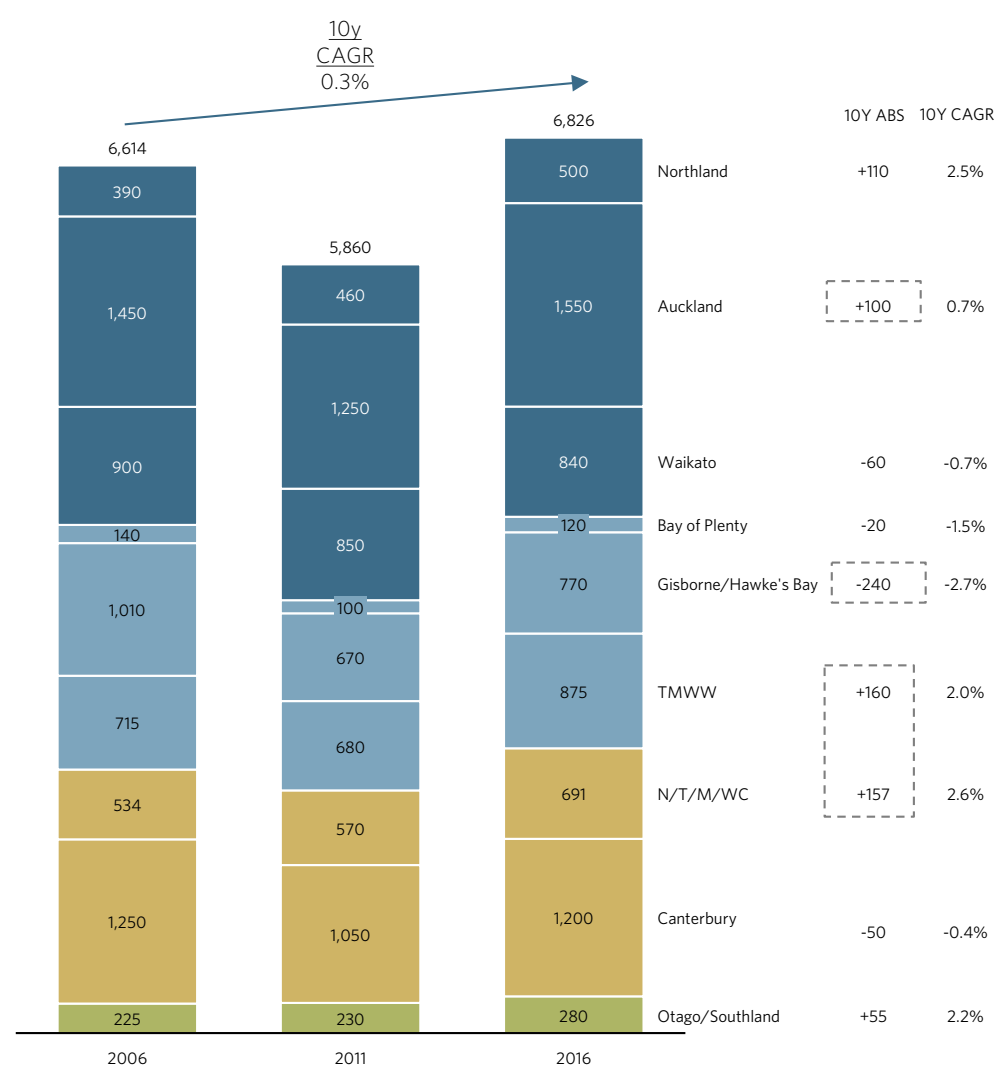
OF BUSINESS UNITS BY REGION: VEGETABLE FARMING

Geographic units; actual; 2006-2016



OF EMPLOYEES: VEGETABLE FARMING

People (different tax # in year); 2006-2016



NOTE: TMMW = Taranaki/Manawatu/Wanganui/Wellington; N/T/WC=Nelson/Tasman/West Coast; Source: Statistics NZ; UN FAO AgStat database; Coriolis analysis

New Zealand Category Performance

- + Category segmentation
- + Average export price by category
- + Exports & export growth by category
- + Export share
- + Category profiles

03

New Zealand has a strong position in kiwifruit and apples, smaller seasonal windows across a range of other products and multiple emerging new opportunities

OVERVIEW

- New Zealand has four broad product categories: kiwifruit, apples, emerging fruit and vegetables
- Kiwifruit (54%) and apples (23%) are the two leading produce exports followed by a range of emerging fruits and vegetables
- Average realised export price varies by category, with emerging fruit (and small amounts of nuts) standing out for high prices; while kiwifruit, apples and emerging fruit are all growing volume and prices
- New Zealand is growing its share of the global kiwifruit trade and apples are now gaining share as new IP controlled varieties come on-line

BY CATEGORY

- New Zealand commercialised the kiwifruit and is the global export leader, achieving a premium and growing export value
- New Zealand has a long history of success at apple innovation; industry currently in transition to new varieties which are succeeding in Asia
- New Zealand avocados, cherries, blueberries and a range of other emerging fruit are achieving success in Australia and Asia
- New Zealand vegetable exports are stable with capacity for further growth

New Zealand has four broad product categories: kiwifruit, apples, emerging fruit and vegetables

HIGH-LEVEL CATEGORIES



KIWIFRUIT

#1 Global Exporter
#3 Global Producer

- Native to China, but developed and commercialised by New Zealand; most global varieties (outside China) developed in NZ
- Industry centered around Bay of Plenty
- Fruit packed in grower controlled packhouses, which are consolidating rapidly
- All NZ kiwifruit exports go through grower-owned Zespri (except to Australia)
- Zespri is ~13x times larger than its nearest competitor globally

APPLES

#3 Southern Hemisphere Exporter

- NZ has a strong record in new variety development; NZ-developed Gala and Braeburn now account for 1/6 trees globally (outside China)
- New emerging third generation IP-controlled varieties have high potential for growth, particularly in Asia
- Industry centered around two key regions: Hawke's Bay and Nelson
- Industry consolidating into large scale integrated grower/packer/shippers

EMERGING FRUIT

Strong Growth
Proven Capabilities

- Wide range of growing new fruit building on NZ proven fruit development capabilities
- Avocados strong into Australia; emerging opportunities into the US and Asia
- Cherries growing into a seasonal window into Asia
- Blueberries growing on the back of "superfruit" status and fresh window
- Kiwiberries growing strongly off a low base; not under Zespri control

VEGETABLES

Seasonal Windows
& Processing

- Premium/specialty positioning similar to Netherlands ("The Holland of Asia-Pacific")
- Strong in fresh onions
- Glasshouse sector growing
- Butternut squash window to Japan
- Select temperate field crops (peas, etc.) to export and processing

EXAMPLE PRODUCTS UNDER THESE CATEGORIES

- Green Hayward kiwifruit
- SunGold kiwifruit

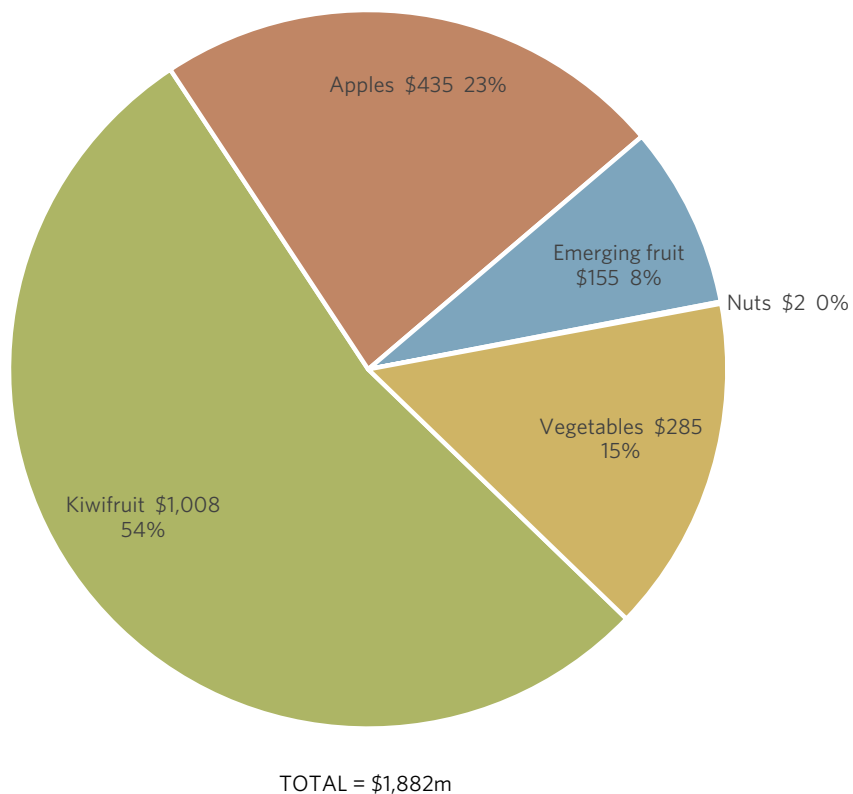
- Pacific Rose
- Braeburn

- Avocados
- Cherries

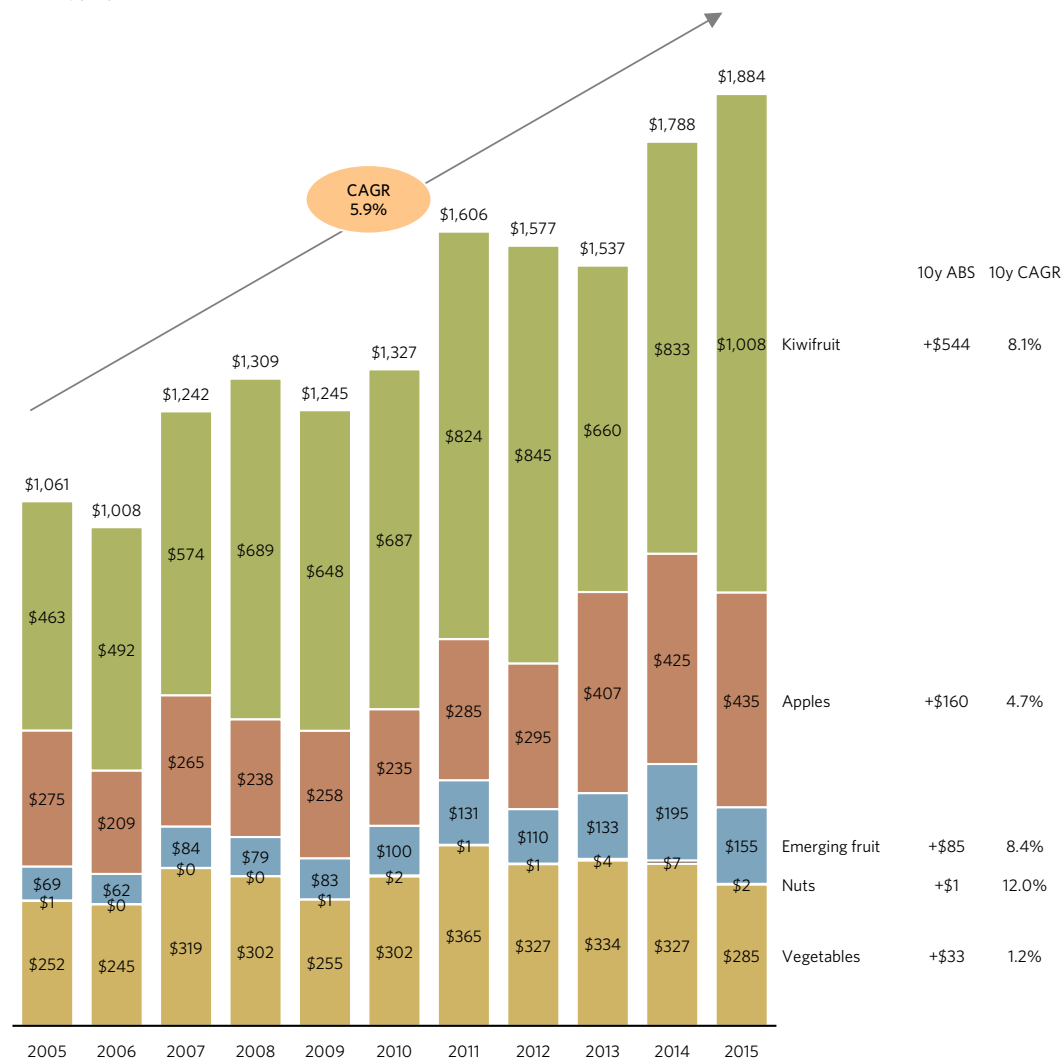
- Onions
- Capsicum

Kiwifruit (54%) and apples (23%) are the two leading produce exports followed by a range of emerging fruits and vegetables

NEW ZEALAND EXPORT VALUE BY PRODUCE SEGMENT
US\$; b; 2015



NEW ZEALAND EXPORT VALUE BY PRODUCE SEGMENT
US\$; b; 2005-2015

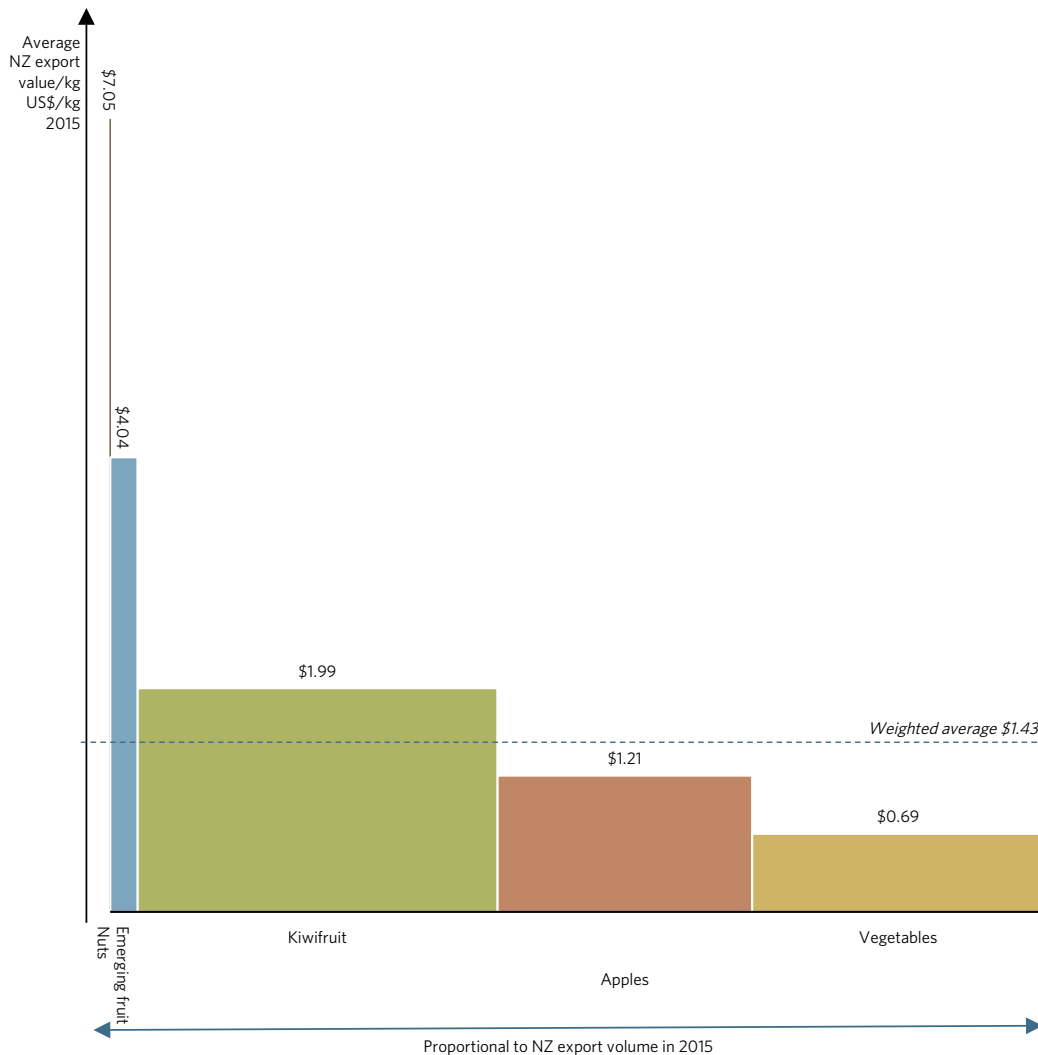


Source: UN Comtrade database (from NZ Customs data); Coriolis classifications and analysis

Average realised export price varies by category, with emerging fruit (and small amounts of nuts) standing out for high prices; while kiwifruit, apples and emerging fruit are all growing volume and prices

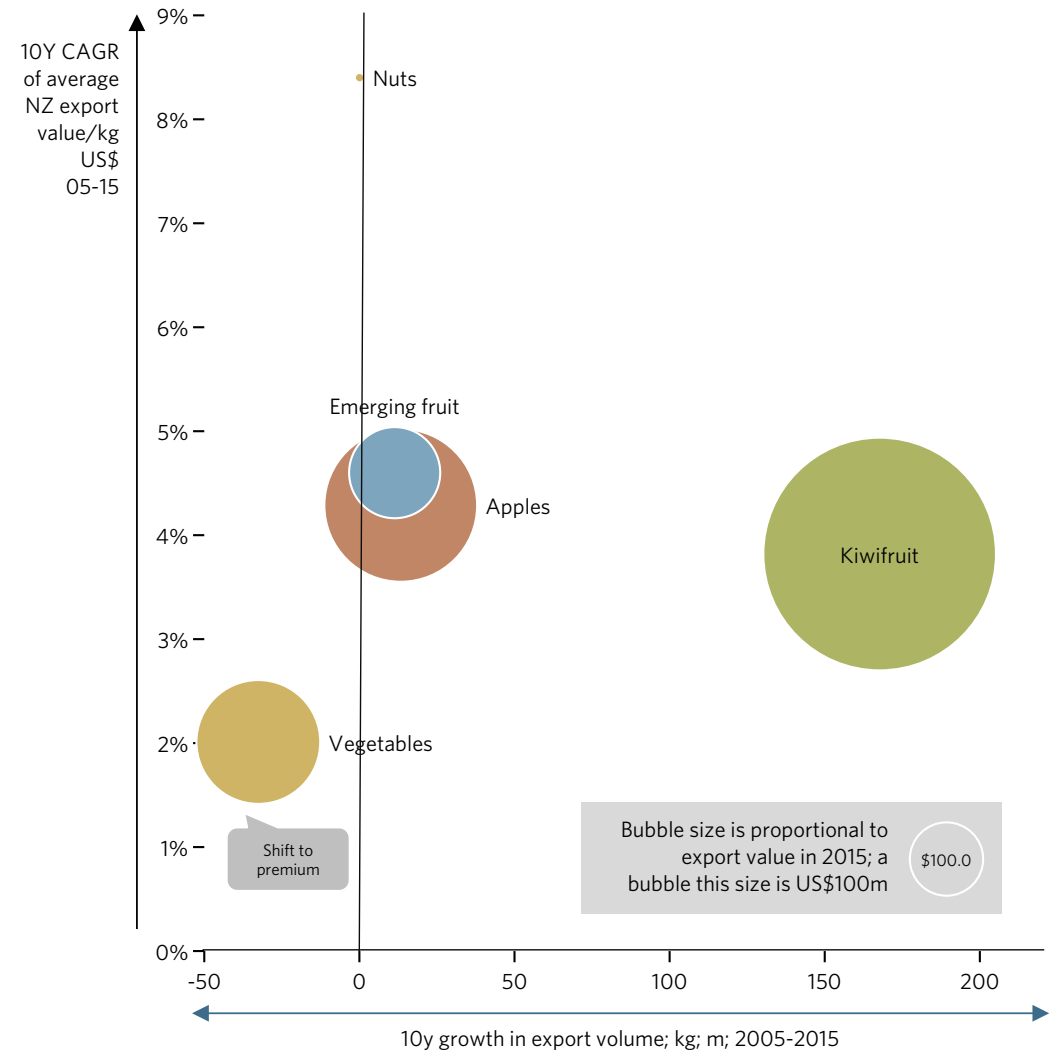
NEW ZEALAND EXPORT VOLUME VS. AVG \$/KG: BY SEGMENT

KG; millions; US\$/kg; actual; 2015



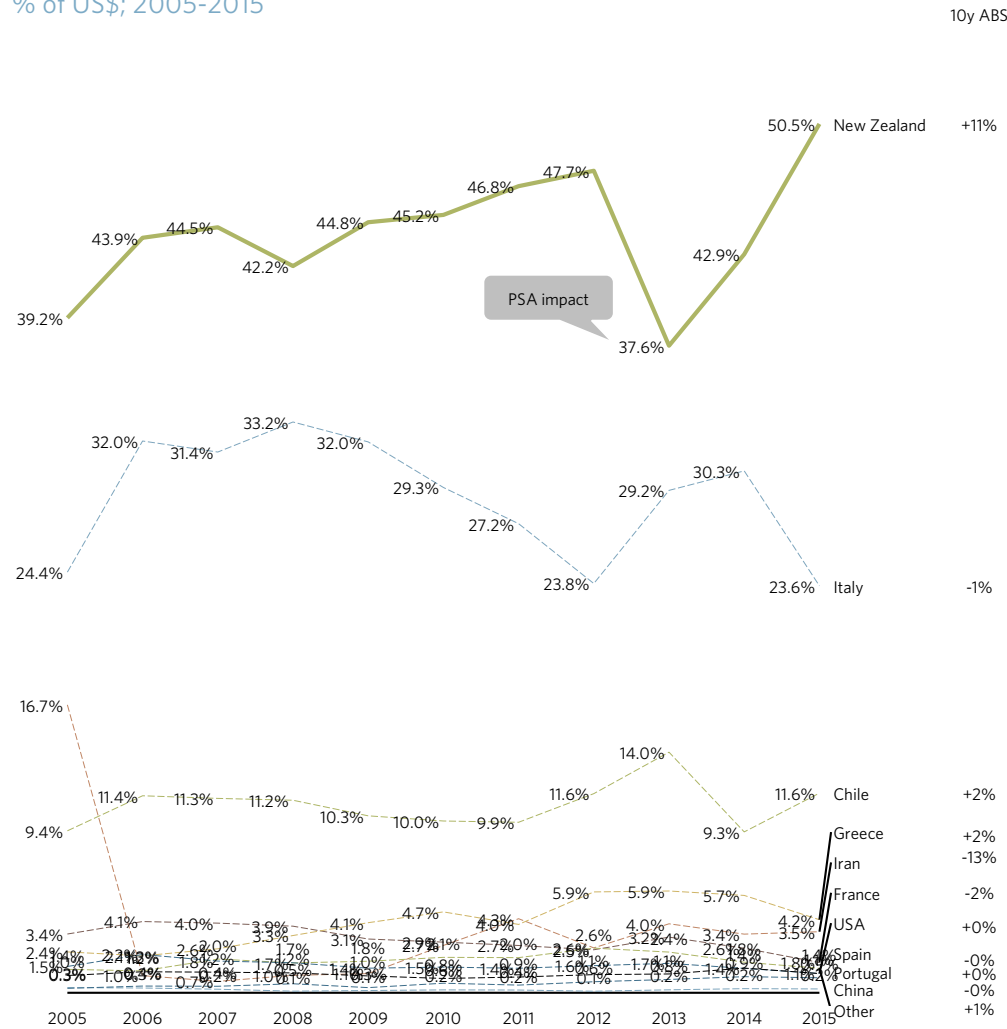
GROWTH MATRIX: 10Y # VS. 10Y CAGR \$/KG VS. \$/2015

KG; US\$/kg; US\$; 2005-2015

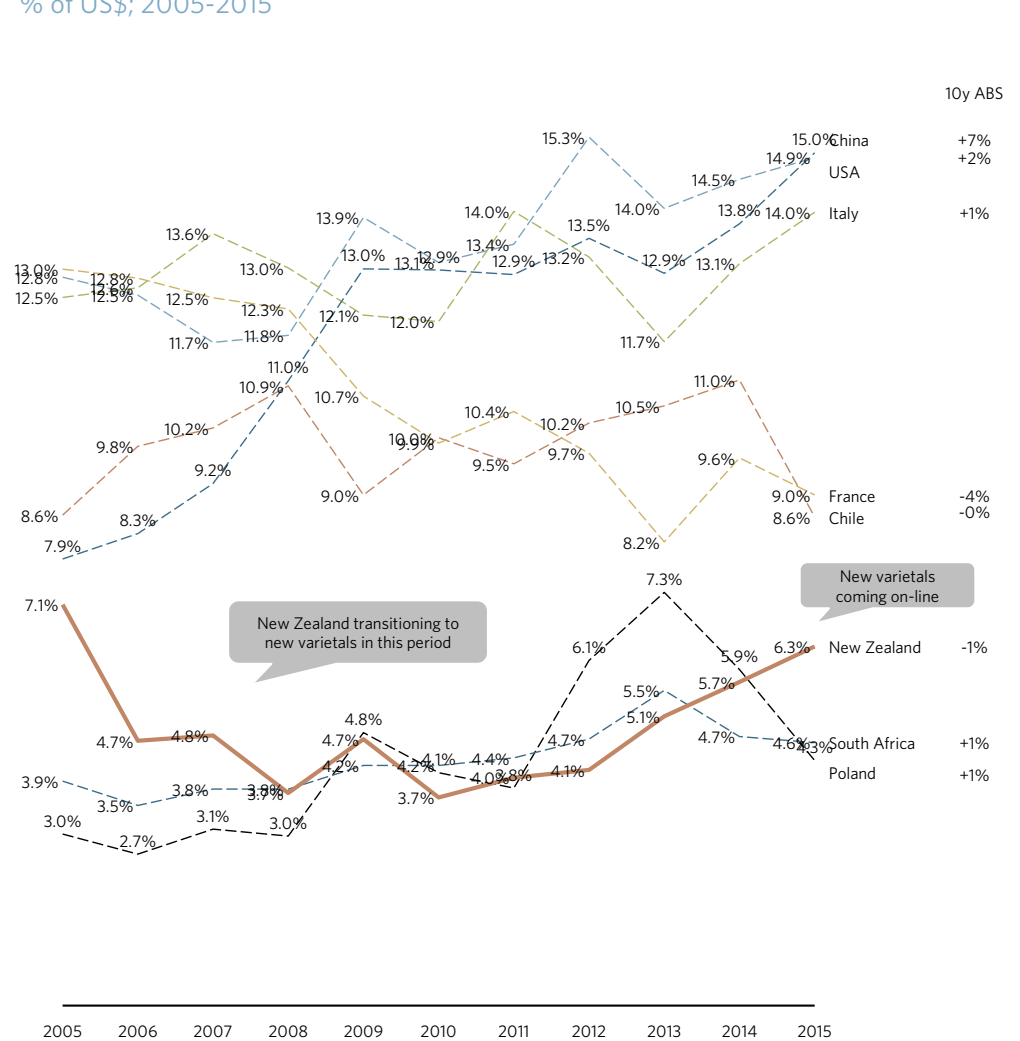


New Zealand is growing its share of the global kiwifruit trade and apples are now gaining share as new IP controlled varieties come on-line

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



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

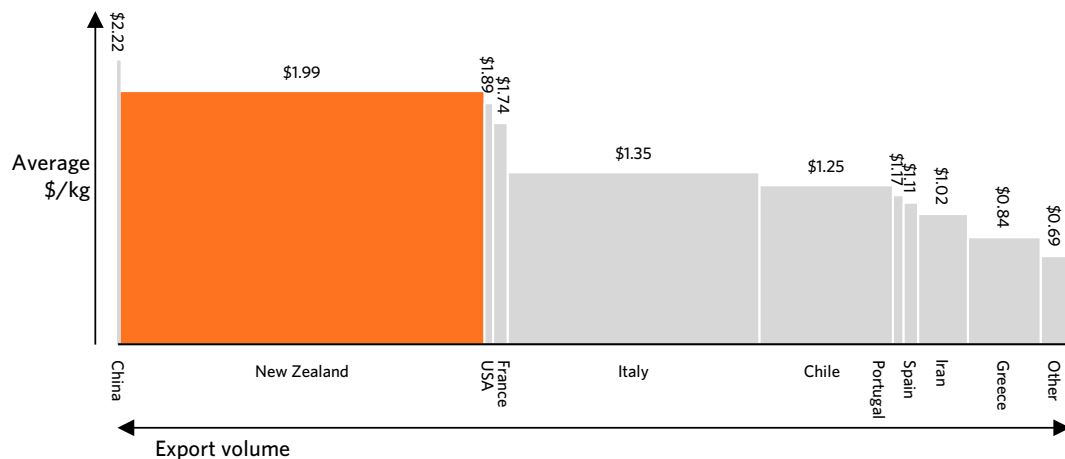


Source: UN Comtrade database (from NZ Customs data); Coriolis classifications and analysis

KIWIFRUIT New Zealand commercialised the kiwifruit and is the global export leader, achieving a premium and growing export value

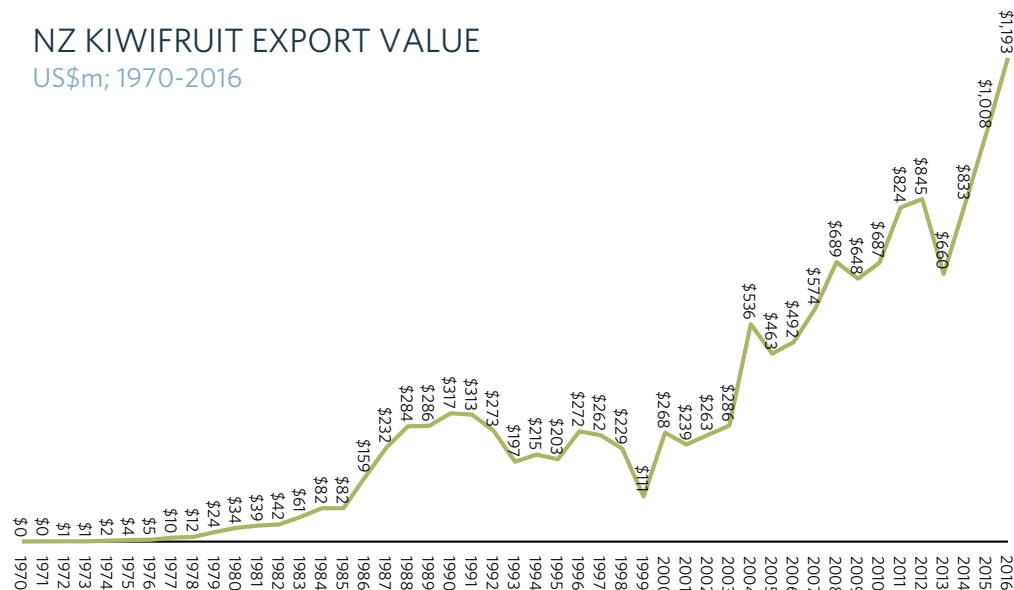
GLOBAL KIWIFRUIT EXPORT COST CHART

Tonnes; US\$/kg; 2015



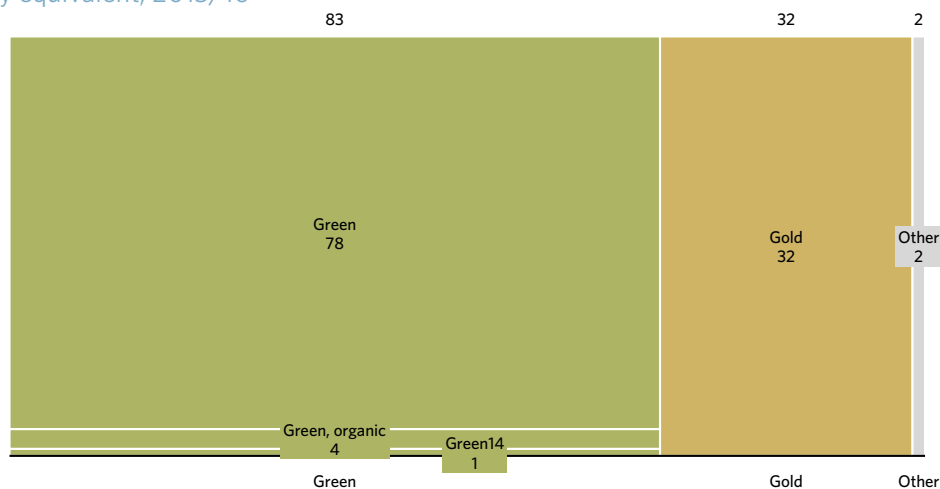
NZ KIWIFRUIT EXPORT VALUE

US\$m; 1970-2016



NEW ZEALAND EXPORT KIWIFRUIT BY VARIETY (EXCL. AU)

Tray equivalent; 2015/16



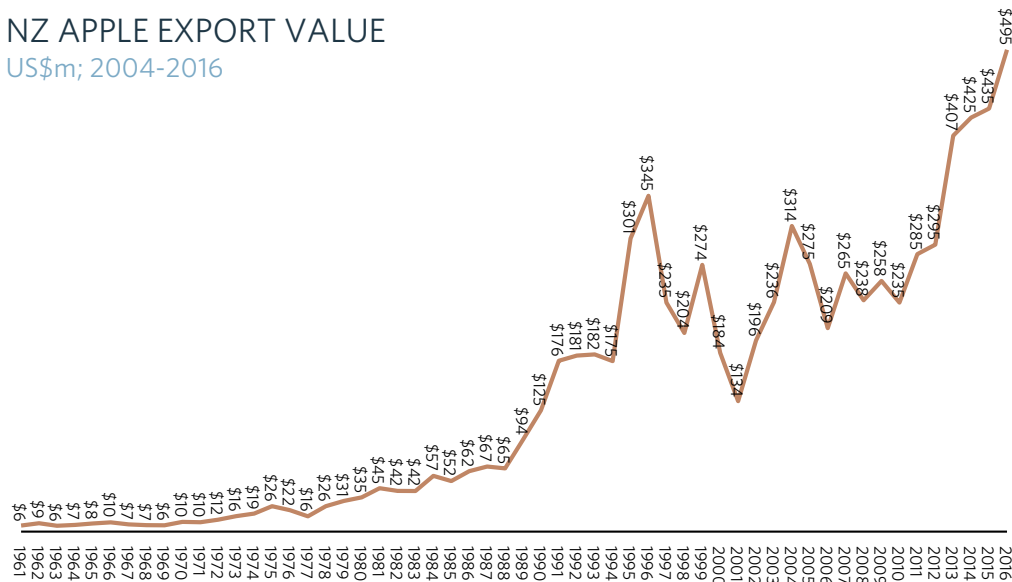
EXAMPLE PRODUCTS: ZESPRI

2017

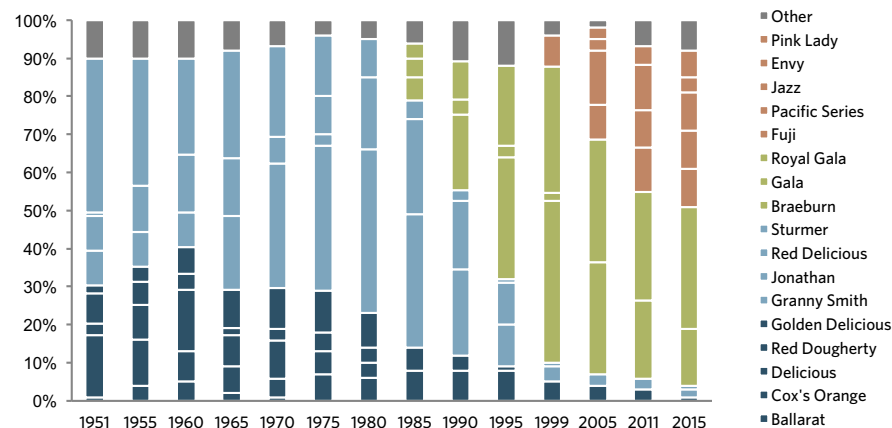


APPLES New Zealand has a long history of success at apple innovation; industry currently in transition to new varieties which are succeeding in Asia

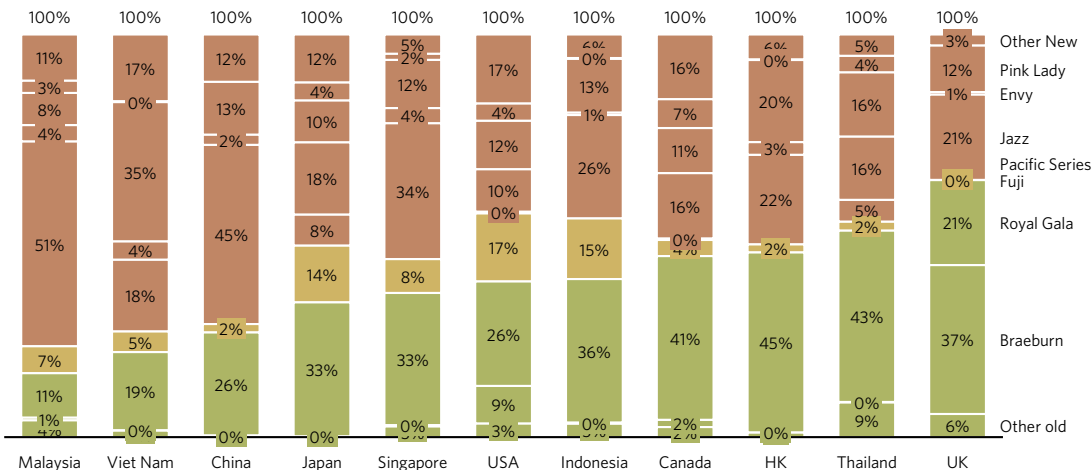
NZ APPLE EXPORT VALUE
US\$m; 2004-2016



65 YEARS OF NZ APPLE EXPORTS BY VARIETY
%; 1951-2015



VARIETY MIX BY SELECT MARKET
% of value; 2016



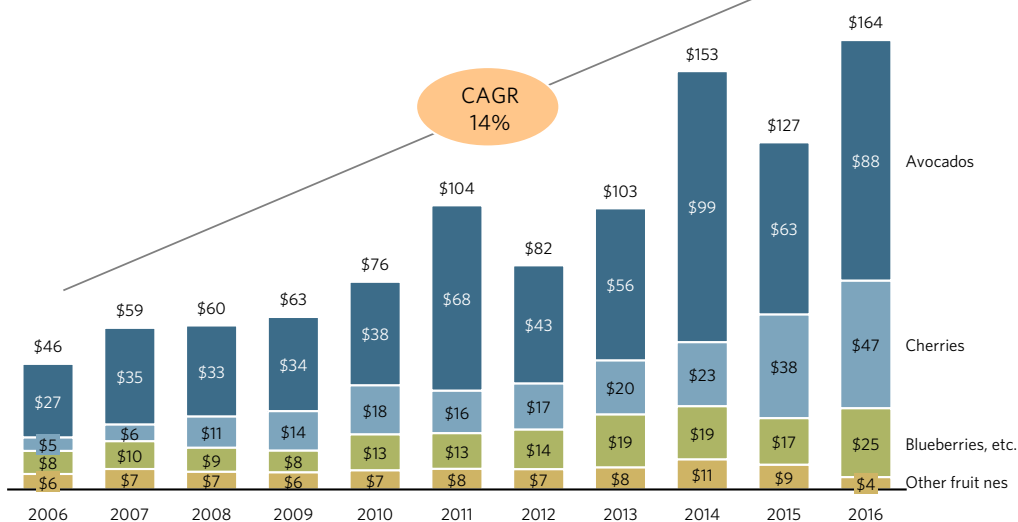
EXAMPLE PRODUCTS: MR APPLE
2017



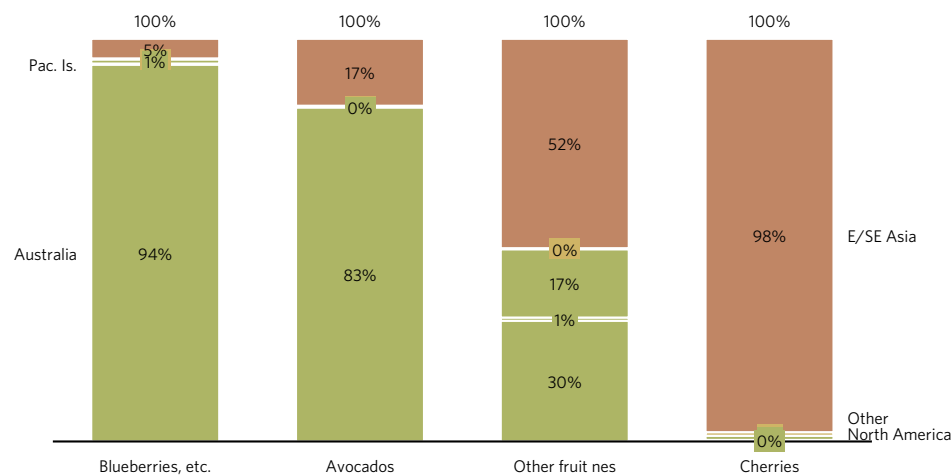
Source: UN Comtrade database; SNZ Infoshare database; Oanda (X-Rates); photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis

EMERGING FRUIT New Zealand avocados, cherries, blueberries and a range of other emerging fruit are achieving success in Australia and Asia

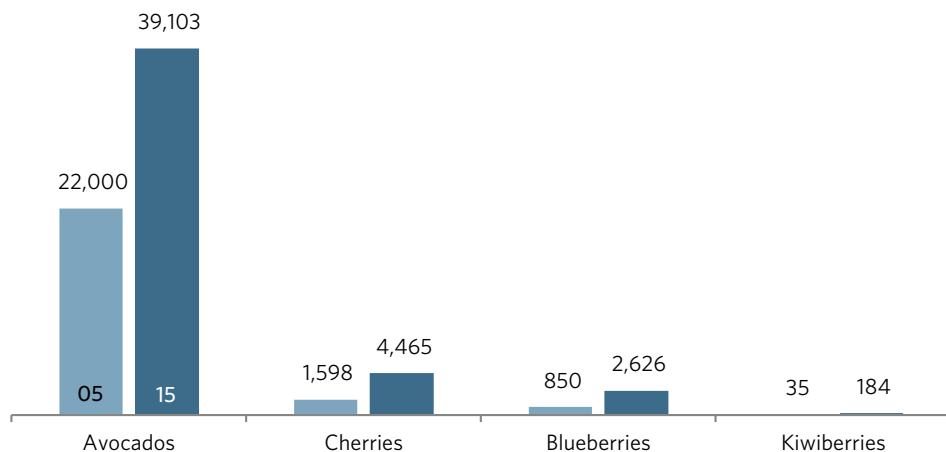
NZ SELECT EMERGING FRUIT/NUTS EXPORT VALUE
US\$m; 2006-2016



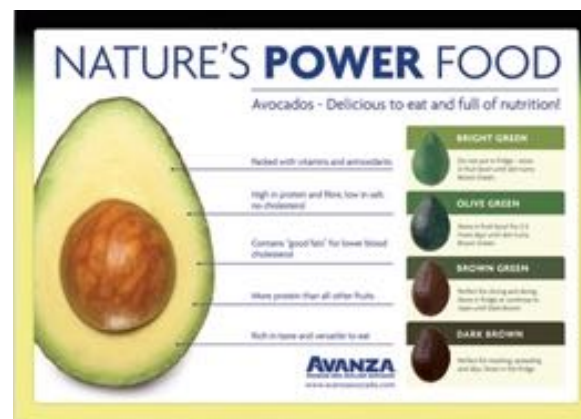
NZ SELECT EMERGING FRUIT/NUTS EXPORT MARKET MIX
% of value; 2016



NZ CROP VOLUME SELECTED EMERGING EXPORT FRUIT
Tonnes; 2005-2015

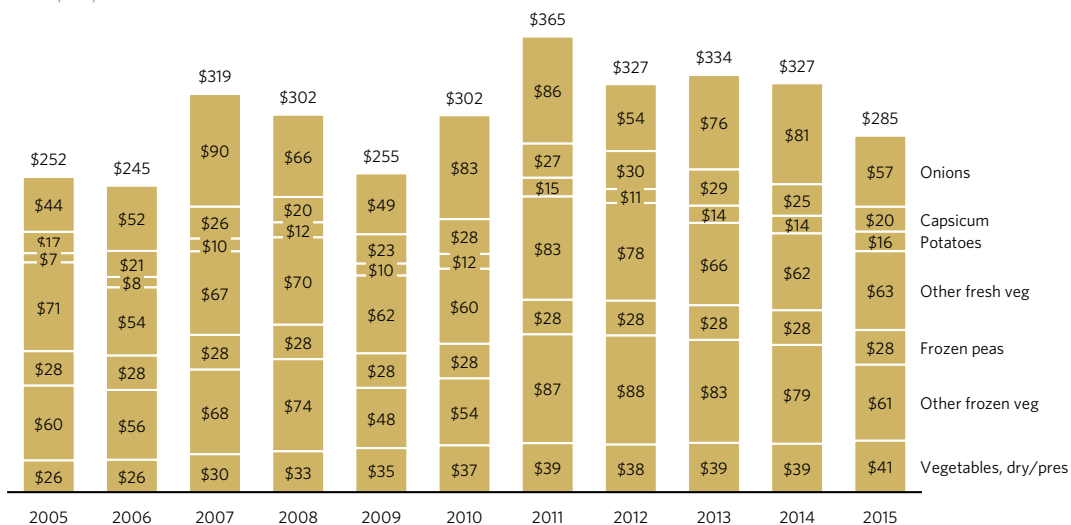


EXAMPLE PRODUCTS: AVANZA AVOCADO
2017



VEGETABLES New Zealand vegetable exports are stable with capacity for further growth

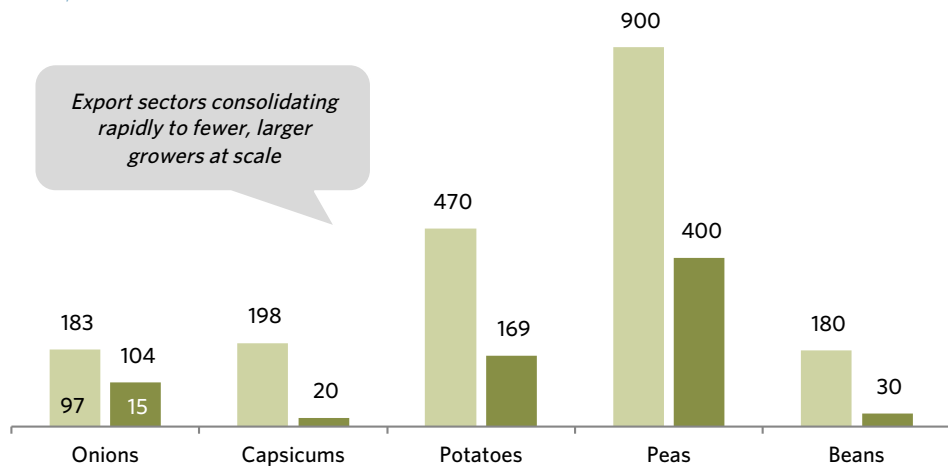
NZ VEGETABLE EXPORT VALUE
US\$m; 2005-2015



NZ VEGETABLES EXPORT VALUE BY DESTINATION
US\$m; 2015



NZ NUMBER OF GROWERS SELECT EXPORT VEGETABLES
Growers; 1997 vs. 2015



EXAMPLE PRODUCTS: TALLEY'S 2017



New Zealand Growth & Innovation

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

04

New Zealand firms continue to develop a wide range of innovative new produce

THREE HORIZONS OF GROWTH

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

HORIZON 2: EMERGING EXPORT STARS

- In Horizon 2, New Zealand is building a range of emerging export products
- Two products emerge as “growth stars” - Cherries and Avocados - from an evaluation of ten years of product-level trade growth
- Cherry exports are growing strongly (10y CAGR 25%), driven by demand from Taiwan, China and other parts of Asia; the product plays to New Zealand strengths in premium temperate climate fruits
- New Zealand avocado exports are growing, though they are currently highly reliant on a few countries

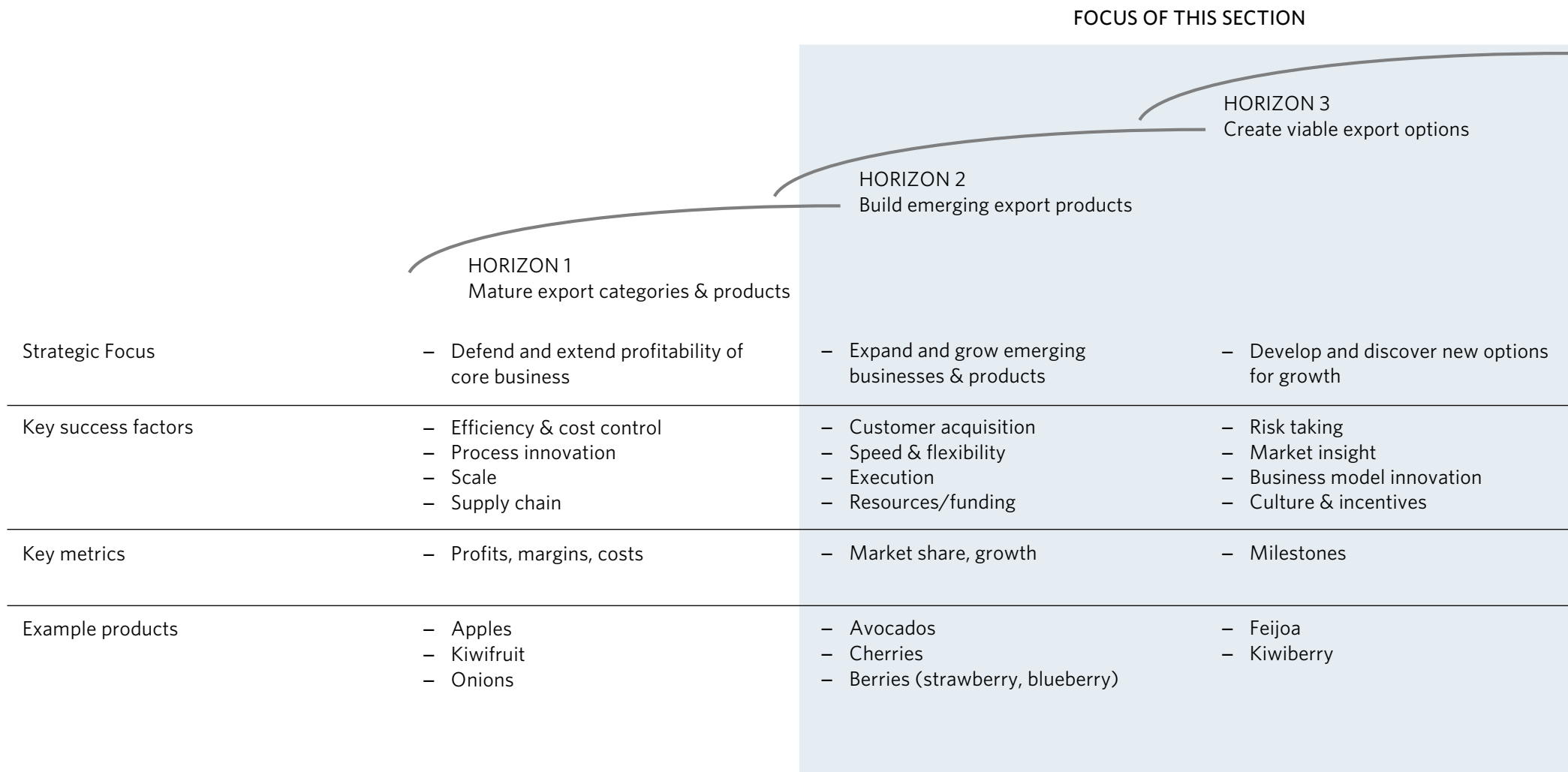
HORIZON 3: NEW, VIABLE OPTIONS

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

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

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND PRODUCE INDUSTRY

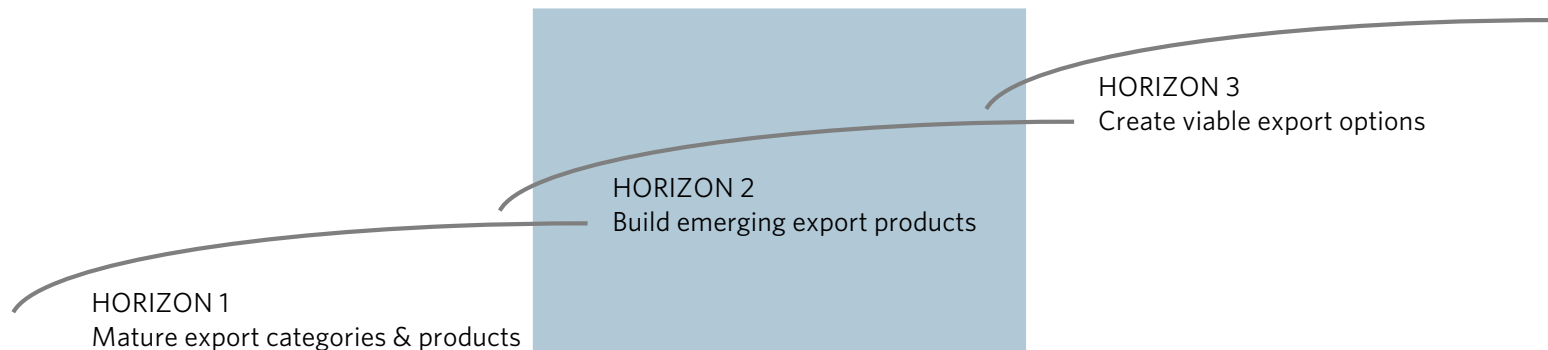
Model; 2017



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

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND PRODUCE INDUSTRY

Model; 2017

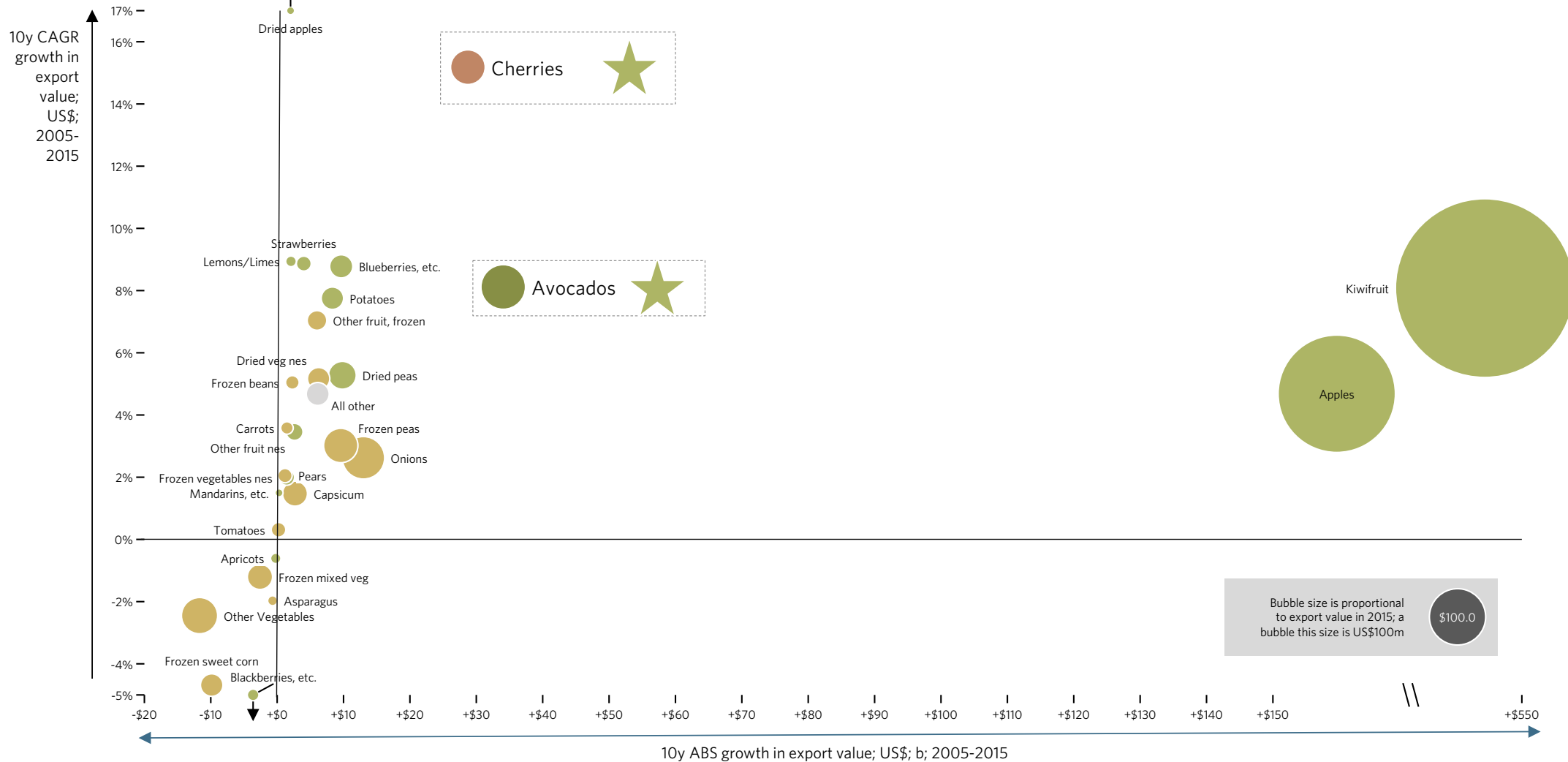


Strategic Focus	<ul style="list-style-type: none"> – Defend and extend profitability of core business 	<ul style="list-style-type: none"> – Expand and grow emerging businesses & products 	<ul style="list-style-type: none"> – Develop and discover new options for growth
Key success factors	<ul style="list-style-type: none"> – Efficiency & cost control – Process innovation – Scale – Supply chain 	<ul style="list-style-type: none"> – Customer acquisition – Speed & flexibility – Execution – Resources/funding 	<ul style="list-style-type: none"> – Risk taking – Market insight – Business model innovation – Culture & incentives
Key metrics	<ul style="list-style-type: none"> – Profits, margins, costs 	<ul style="list-style-type: none"> – Market share, growth 	<ul style="list-style-type: none"> – Milestones
Example products	<ul style="list-style-type: none"> – Apples – Kiwifruit – Onion 	<ul style="list-style-type: none"> – Avocados – Cherries – Berries (strawberry, blueberry) 	<ul style="list-style-type: none"> – Feijoa – Kiwiberry

Two products emerge as “growth stars” – Cherries and Avocados – from an evaluation of ten years of product-level trade growth

NZ PRODUCE EXPORT GROWTH STAR MATRIX: 10Y VALUE GROWTH VS. 10Y CAGR \$ VS. VALUE IN 2015

US\$; CAGR on US\$; 2005-2015

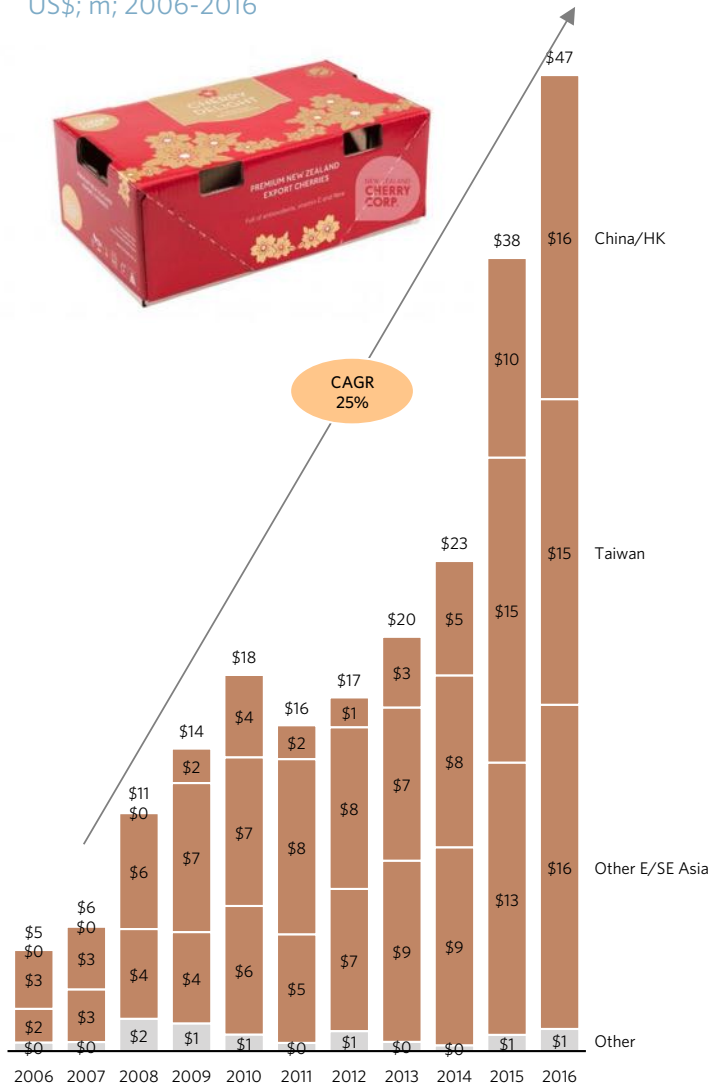


Note: Data on this page is product level trade codes, not segment level aggregates as presented earlier

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

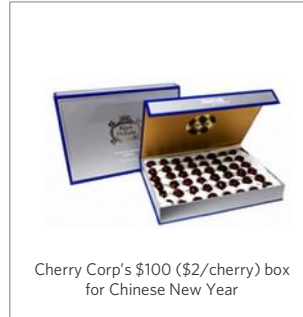
Cherry exports are growing strongly (10y CAGR 25%), driven by demand from Taiwan, China and other parts of Asia; the product plays to New Zealand strengths in premium temperate climate fruits

NZ CHERRY EXPORT VALUE BY MARKET
US\$; m; 2006-2016



EXAMPLE: NZ CHERRY CORP PRODUCTS
Select; 2017

China



Malaysia



China



South Korea



Vietnam



China

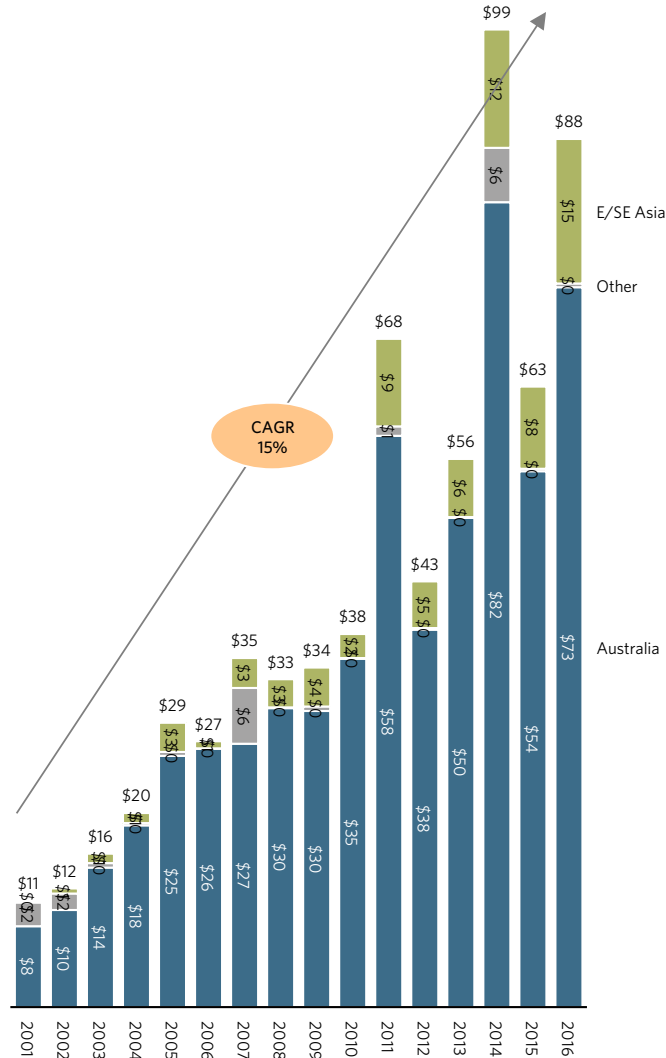


EXAMPLE: IN-STORE DISPLAY IN CHINA
Select; Dec 2016

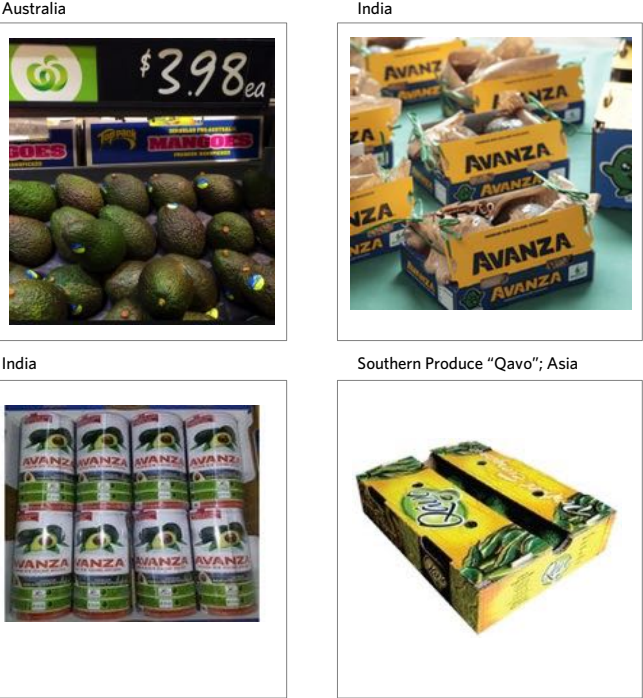


New Zealand avocado exports are growing, though they are currently highly reliant on a few countries

NZ AVOCADO EXPORT VALUE BY MARKET
US\$; m; 2001-2016



EXAMPLE: NZ IN-MARKET AVO DISPLAY
Select; 2017



EXAMPLE: IN-STORE DISPLAY IN AUSTRALIA
Select; April 2017

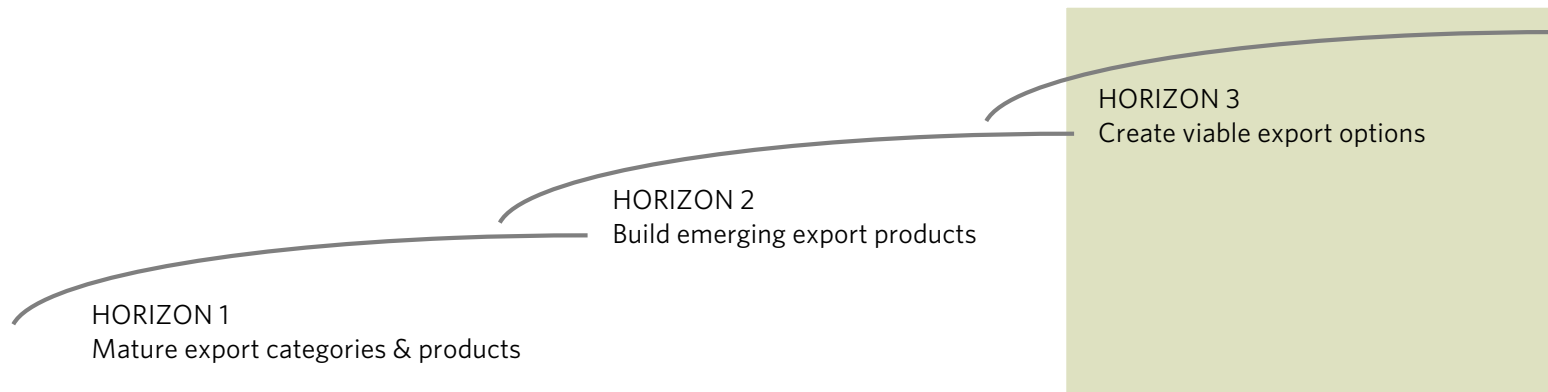


Source: UN Comtrade database (from NZ Customs data); photo credit (Team Coriolis or courtesy Avanza); Coriolis classifications and analysis

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

THREE HORIZONS OF GROWTH FRAMEWORK: NEW ZEALAND PRODUCE INDUSTRY

Model; 2017



Strategic Focus	<ul style="list-style-type: none"> – Defend and extend profitability of core business 	<ul style="list-style-type: none"> – Expand and grow emerging businesses & products 	<ul style="list-style-type: none"> – Develop and discover new options for growth
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Four broad global consumer mega-trends are driving growth and new product development in the food & beverage industry

FOUR CONSUMER FOOD & BEVERAGE MEGA-TRENDS



HEALTH & WELLNESS

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

- Mid-high income countries experiencing an aging population
- Spread of Western lifestyle and Western diseases of affluence (e.g. diabetes)
- Ongoing waves of media hype around fad diets and new "superfoods"
- Food presented and viewed as both the problem and the solution



AUTHENTIC & RESPONSIBLE

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

- Dramatic global shift to city living; 1800=3%, 1900=14%, 2015=50%; developed nations 75%+; 400 cities 1m+
- Loss of attachment to the land and food production
- Ongoing waves of food scares around contamination, additives



EASY & CONVENIENT

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

- Dramatic increase in female participation on the workforce globally
- Consumers working longer hours to maintain relative income
- Work hours no longer just "9 to 5"; food needs at all times (e.g. night shift)



SENSORY & INDULGENT

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

- Growing income polarisation into "haves and have-nots"
- Strongly emerging trend to premium (and discount) at the expense of the mid-market
- Emerging middle class across developing world driving consumption growth
- Incredible power of food and beverages in many social settings

- May be addressing specific conditions (e.g. weight management; cholesterol)
- May target a specific family member (e.g. calcium for growing child)
- May reflect wider "healthy living" worldview

- May target specific foods perceived as high risk, unethical or visible (e.g. contaminated berries)
- May target a specific family member (e.g. child)

- May represent a need for an immediate solution (e.g. thirst, hungry)
- May represent an easy solution to a future challenge (e.g. small sized fruit for children's lunches)
- Instant gratification (e.g. single serve green salad with dressing, single serve fruit salad)

- May range from "everyday luxury" to an occasional "treat"
- May be used to demonstrate social status, taste or style
- Gifting culture in Asia around premium, individually wrapped fruit

New Zealand fruit and vegetable products which are succeeding on-shelf in export markets are aligned with these trends

Auchan 歐尚

Shanghai



Cold Storage
The fresh food people

Singapore



PARKnSHOP

Hong Kong



Australia



H&W	Vitamin C
H&W	High in nutrients
A&R	Trusted brand - Zespri
A&R	New Zealand flag
E&C	Range of pack sizes
E&C	Ready to eat
S&I	Prestige brand

H&W	Rich in vitamins and minerals
A&R	Oceanic range
A&R	NZ Hothouse
A&R	Trusted country
E&C	Mix pack
E&C	Convenient snack
E&C	Ready-to-eat
S&I	Vibrant and colourful

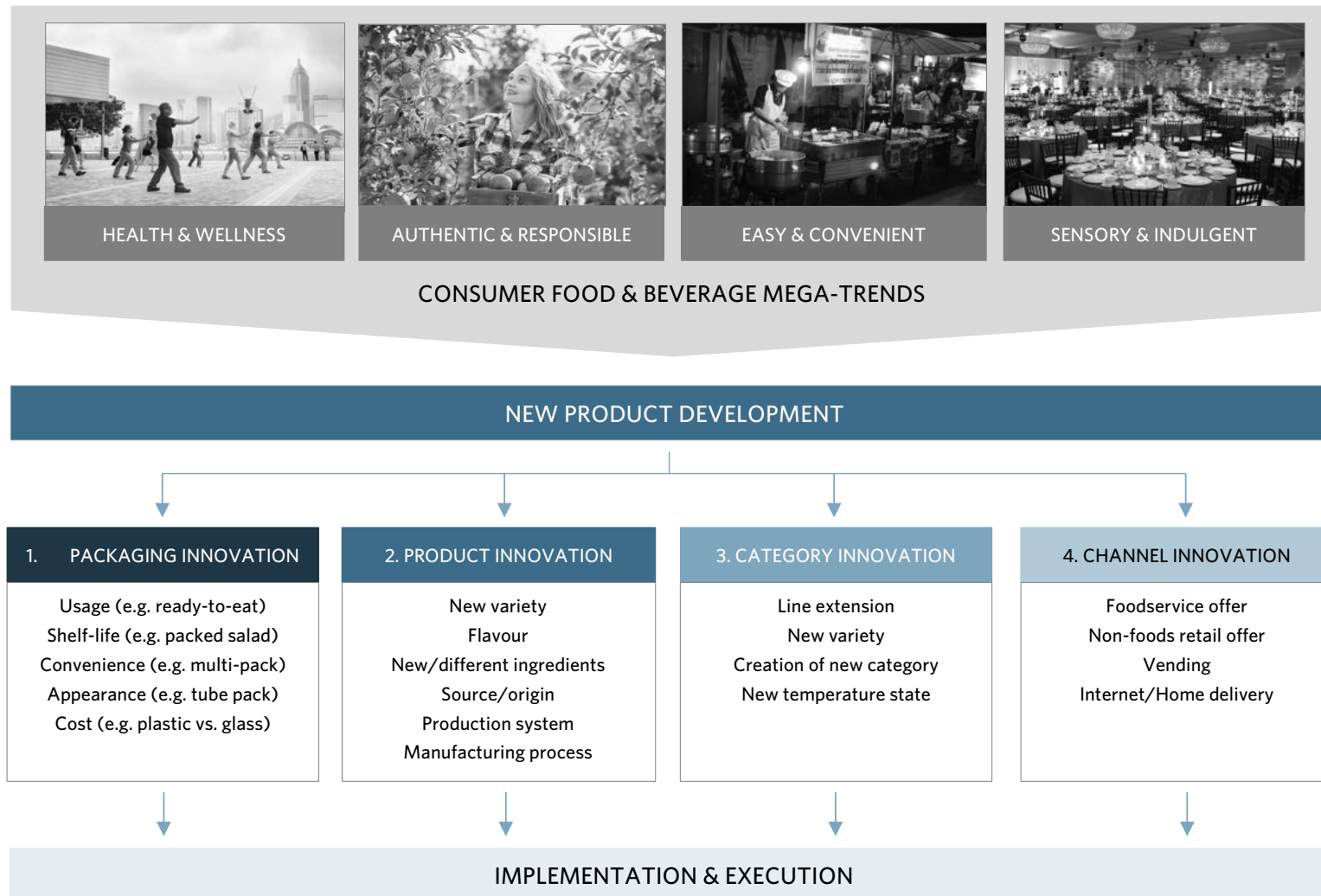
H&W	Contains vitamins
H&W	Healthy snack option
A&R	Developed in NZ
A&R	Trusted source of apples
A&R	Imported from New Zealand
E&C	8 pack
E&C	Ready to eat

H&W	Rich in antioxidants
H&W	High In Vitamin C
H&W	20 vital nutrients
A&R	Trusted brand
A&R	Imported from New Zealand
E&C	Snack size, convenient
E&C	Ready and easy to eat
S&I	New product

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

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

Simplified model; 2017



New Zealand firms are delivering on packaging-driven innovation

SELECT EXAMPLES OF PACKAGING INNOVATION: NEW ZEALAND PRODUCE FIRMS 2017

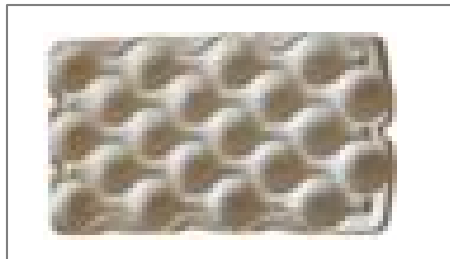
COMMENTARY

- Traditionally New Zealand produced vegetables sent to market and ultimately sold in retail loose-bulk
- New technology around picking, cool storage and packing has allowed the successful export of fruit and vegetables from New Zealand
- Emergence of new packaging forms, materials and technologies (e.g. aseptic pouch) is ongoing globally
- Millions of dollars are spent on developing new processing technologies and packaging to ensure product maintains shelf-life
- Packaging of produce used to enhance the product and develop brand loyalty
- New packaging is often linked with new processing technologies (e.g. high pressure processing (HPP))



INSIGHTS

- Plant and Food Research developed novel, low cost sensors to enhance and monitor postharvest fruit quality
- Used on packaging to detect ripeness of fruit



INSIGHTS

- Envy apples sold in three pack on the shelf in Vietnam
- Presents fruit well, reduces bruising
- Fruit able to be marketed as premium



INSIGHTS

- Rockit first miniature apples in unique tube packaging; healthy snack appeal, convenient (size of golf ball); positioned as premium
- Sold in 7 countries, 77 containers in 2016; recent investment by Private Equity to expand to 12 mth supply



INSIGHTS

- T&G's Beekist brand uses new branding and packaging, with high consumer appeal
- Product has less fruit damage, clearly displayed

New Zealand firms are delivering on product-driven innovation and driving sales of produce as a result

SELECT EXAMPLES OF PRODUCT INNOVATION: NEW ZEALAND PRODUCE FIRMS 2017

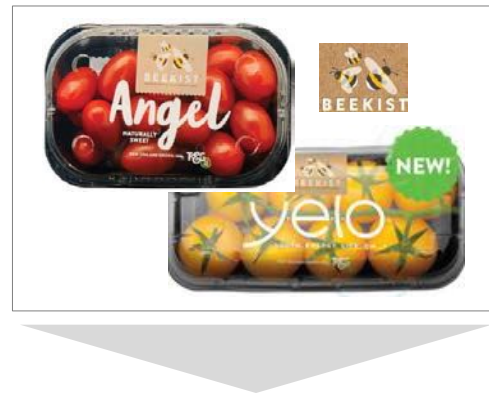
COMMENTARY

- Large brands are innovating in the drive to increase value added product lines
- Innovative products target a gap in the market (e.g. premium varieties, need for convenient snacking)
- Innovation is supported in New Zealand by government supported programs (e.g. NZ Food Innovation Network facilities and research agencies (e.g. Plant and Food Research))
- Innovation often enabled by the development of new varieties of existing product or new fruit/vegetable category
- New products being developed with high consumer appeal (e.g. sweeter, more taste, convenient size)



INSIGHTS

- Zespri developed Zespri SunGold a bacteria resistant cultivar in response to PSA disease in 2010
- SunGold now generates +\$1b in sales
- Recognised for its innovation and research 2016 NZ Innovation Awards Innovator + Sustained Innovation Excellence Award Winner
- <https://www.zespri.com>



INSIGHTS

- Beekist new packaging and product range, new colours, shapes, flavours
- Angel and YELO tomatoes finalists in 2016 NZ Food Awards Dry Award + Primary Sector Product Award
- Appeal to kids as a healthy snack
- Focusing on better tasting tomatoes
- <http://beekist.co.nz>



INSIGHTS

- Freshmax launch their brands of kiwi berry on the market April 2016- "Munch'in"
- Freshmax hold the IP and licensing for kiwi berries developed by Plant and Food Research
- Great snack-size fruit, school lunch friendly
- Sweet flavour, high brix has strong appeal in Asia
- Developed on-the-go packaging - small sealed cup for Singapore importer Tian Sheng
- Unique, high value product 1.5kg tray US\$30

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

T&G's (EnzaFoods) Freshfields brand expanding value added offer

- EnzaFoods is the ingredients and value-added retail division of T&G
- EnzaFoods under the Freshfields brand is expanding its retail products offer, adding value to second grade fruit
- FruitHitz Kiwifruit finalist in the 2016 NZ Food Awards in the Primary Sector Product category
- Range made from pure New Zealand apples, kiwifruit and fruit, no added sugar or preservatives; freeze to use in lunch box



Collaboration in the apple industry

- Bostock and Mr Apple open a new coolstore in Hawkes Bay a 8,600m² facility capable of storing 30,000 bins; Feb 2016; leading scanning technology ensures traceability back to the farm
- "Fruitcraft " a marketing collaboration between Bostock, Mr Apple and Freshmax release "Dazzle" (PremA129), an apple developed by Plant Food Research over 20 years; Prevar Ltd issued the the worldwide rights
- 100,000 trees already growing, forecast 1m cartons exported by 2028; looking to expand internationally in the future; a highly coloured and very sweet apple targeting Asia
- <http://www.dazzleapple.com>

fruitcraft
New Zealand



Mr Apple pushes into ecommerce

- Mr Apple (Scales) one of New Zealand's largest apple exporters launch marketing toolkit, May 2016
- Toolkit helps online e-tailers tell a more indepth Mr Apple story
- Research covered what was important to online fruit purchases, and built this into marketing story (quality, taste, origin, safety) - using video, photos and print as resources
- 46% sales direct into retail programs (online and offline) and 54% into traditional channels (distributors and wholesalers); aiming to grow direct to 75% of business



Seeka expand into further processed product lines

- Seeka is New Zealand's **second** largest kiwifruit packer with ongoing expansion of their value added product lines
- Acquired Kiwi Crushies and Kiwi Crush brands from Vital Foods
- Recent investment in further processing facilities
- Facility allows Seeka to utilise all fruit it handles, not only kiwifruit and avocados but also product from SeekaFresh which imports and ripens tropical fruit

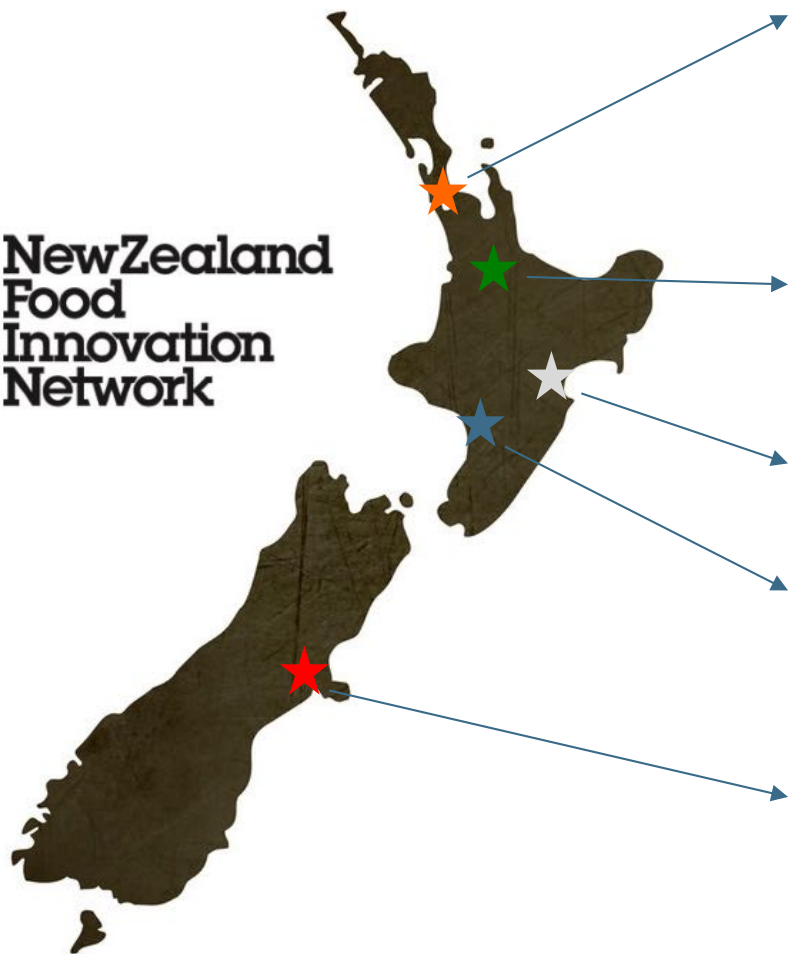
kiwi CRUSHIES **kiwi CRUSH**



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

NZFIN

New Zealand Food Innovation Network



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

New Zealand Produce Firms

+ Enterprises

+ Employment

+ Turnover

+ Ownership

+ Foreign investors

+ Acquisitions

+ Investments

+ Firm Profiles

05

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

OVERVIEW

- New Zealand has a long history in produce which has generated the current industry structure
- The number of enterprises in produce packing & processing remains stable
- New Zealand has a large and robust produce industry with a range of participants of various sizes

KEY METRICS

- Employment in produce processing in New Zealand fluctuates, reflecting relative strength of growing seasons
- Produce processing is spread across the country
- T&G Global is the largest employer in the produce industry, based on permanent employee figures

FINANCIAL PERFORMANCE

- Zespri continues to be the largest produce firm in New Zealand by turnover, though there is now a strong second tier
- The New Zealand produce industry has a range of owner

INVESTMENT

- The New Zealand produce industry has attracted international investment from many sources
- New firms continue to invest in the New Zealand produce industry
- In recent years The New Zealand produce sector has attracted international investment from China primarily to secure supply of kiwifruit and apples
- New Zealand firms are acquiring companies to consolidate the produce sector and diversify their portfolio
- The need for scale, range diversification and counter-seasonal supply drives outward direct investment by a number of produce firms
- Produce companies are making ongoing investments in land, plant and equipment to increase both scale and efficiency
- Kiwifruit companies invested over \$230m in plant and equipment to handle the increasing volumes of fruit and drive packhouse efficiencies
- New Zealand produce firms are also investing in new and improved marketing and promotions

New Zealand has a long history in produce which has generated the current industry structure



PIONEER ERA
(Apples 1819-1947; Kiwifruit 1906-1976)

Creating

- Apples and Pears first introduced to NZ in 1819 by Rev Samuel Marsden, who planted trees in Kerikeri, Bay of Islands. By 1835 the trees were flourishing, but yield was often poor due to diseases. 1899 the first trial shipment of apples and pears to the United Kingdom. The Orchard and Garden Pests Act passed in 1903 and the Diseases Act in 1908 led to increased production
- Kiwifruit as a commercial crop were pioneered in New Zealand across the 20th Century. Key pioneer Hayward Wright developed the variety that now dominates global production
- An extensive range of other new varieties were trialed and developed in New Zealand during this era



MARKETING BOARD
(Apples 1948-2001; Kiwifruit 1977-2000)

Improving

- The apple industry was regulated by government under the Apple and Pear Marketing Act 1948, to create an orderly market and standardise product quality across processors. The Board acquired, exported and marketed New Zealand Pipfruit
- In kiwifruit, an export marketing board was created in 1977; the organisation was restructured as Zespri in 2000
- Formation of Hort Research by government (now Plant & Food Research)
- A number of other marketing boards existed, though most fruit and vegetables experience only limited market control



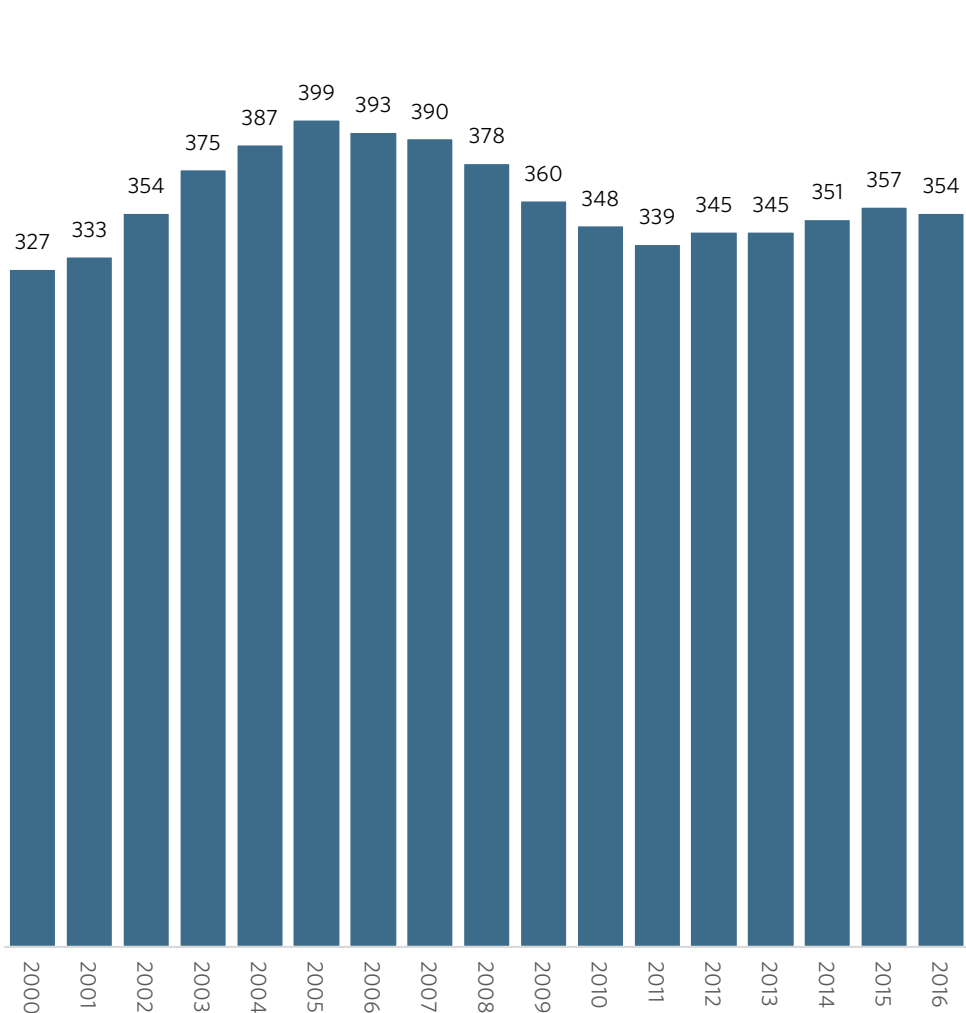
INNOVATION ERA
(Apples 2001+; kiwifruit=Zespri)

Innovating

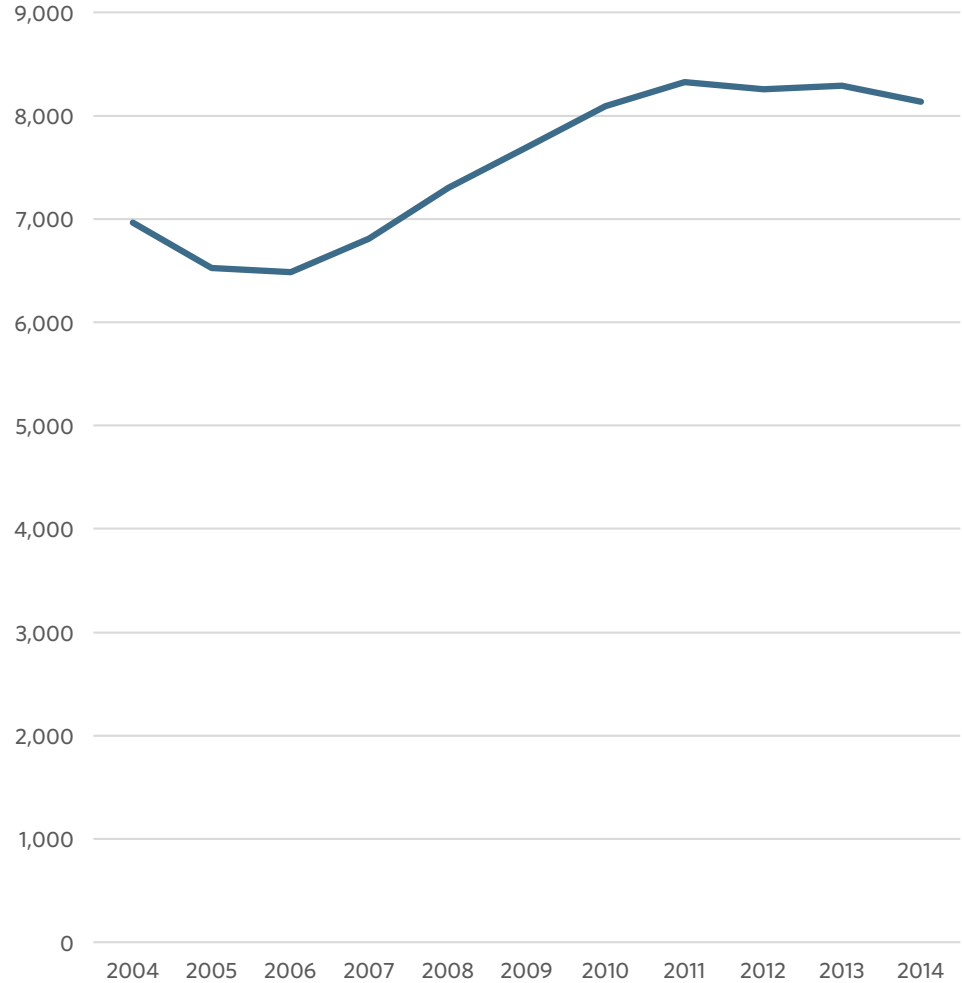
- Since 2001 individual growers have been able to export and market their own fruit
- Ongoing fruit developed and bred at Plant and Food Research (9 new apple cultivars since 1990); commercialised through JV company Prevar
- Global investors begin investing in New Zealand produce production and processing
- Range of innovative new products launched (e.g. Rokit miniature apple)

The number of enterprises in produce packing & processing remains stable

NUMBER OF PRODUCE PACKING/PROCESSING ENTERPRISES¹
Enterprises; 2000-2016



AVERAGE VOLUME PER PACKER/PROCESSOR ENTERPRISE
T/unit; 2004-2014



Note: 2016 data latest available as of April 2017; 1. Defined as C114 Fruit and Vegetable Processing, F360500 Fruit and Vegetable Wholesaling; Source: Statistics NZ business demographics database; Coriolis analysis

New Zealand has a large and robust produce industry with a range of participants of various sizes

DEFINED PRODUCE

LARGE FRUIT



LARGE VEGETABLES



MEDIUM/SMALLER FRUIT



MEDIUM/SMALLER VEGETABLES



DEFINED PROCESSED FOODS/BEVERAGES

PROCESSED VEGETABLE PRODUCTS



JUICE PROCESSORS

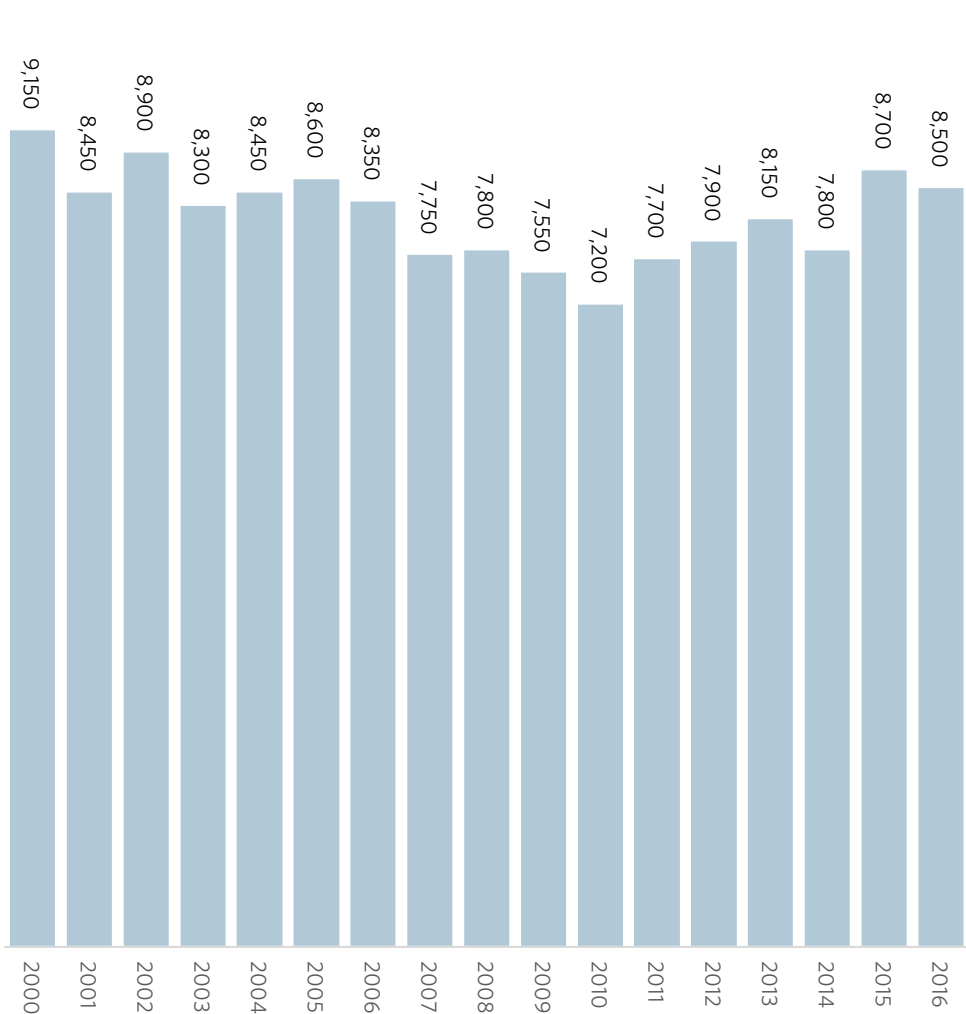


PROCESSED FRUIT PRODUCTS

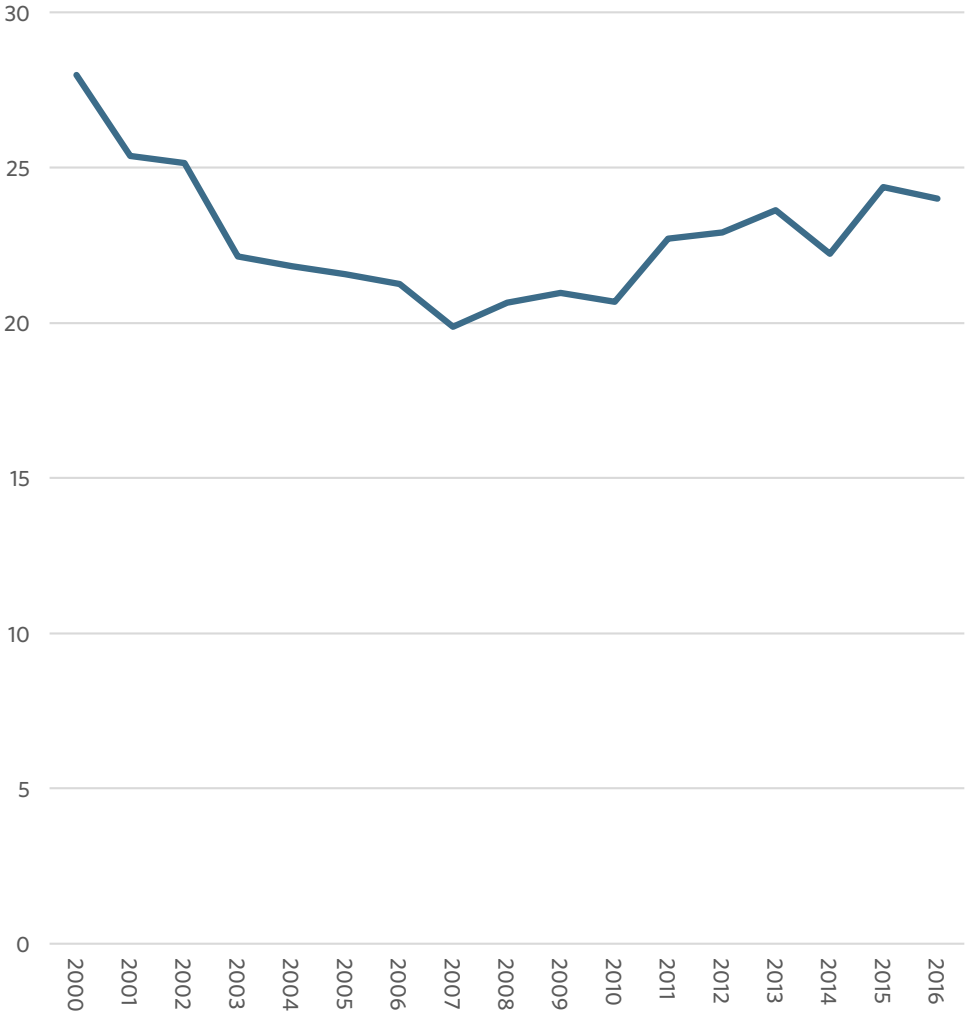


Employment in produce processing in New Zealand fluctuates, reflecting relative strength of growing seasons

TOTAL EMPLOYMENT BY PRODUCE PROCESSING ENTERPRISES¹
Headcount; 2000-2016



AVERAGE EMPLOYEES/PROCESSOR
Head/unit; 2000-2016

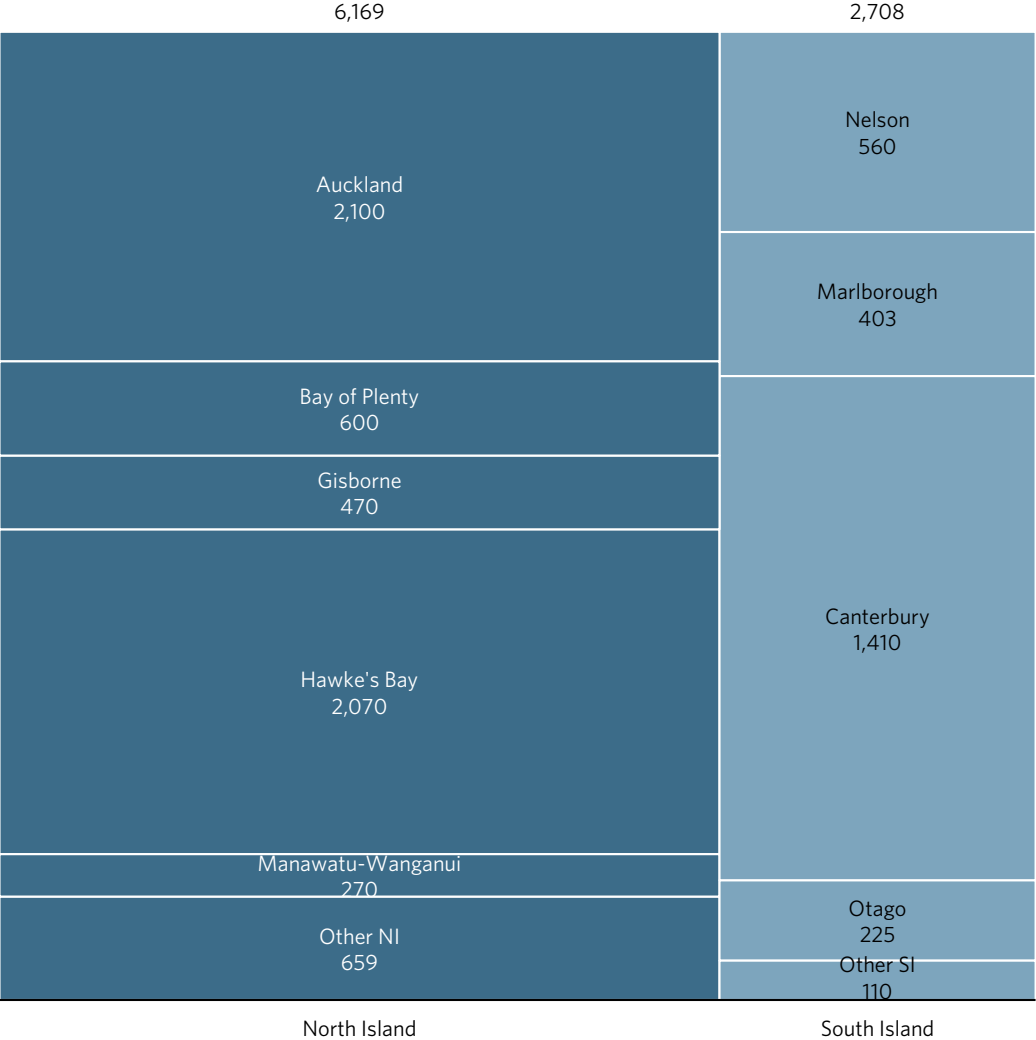


Note: 2016 data latest available as of April 2017; ¹ Defined as C114 Fruit and Vegetable Processing, F360500 Fruit and Vegetable Wholesaling; Source: Statistics NZ business demographics database; Coriolis analysis

Produce processing employment is spread across the country

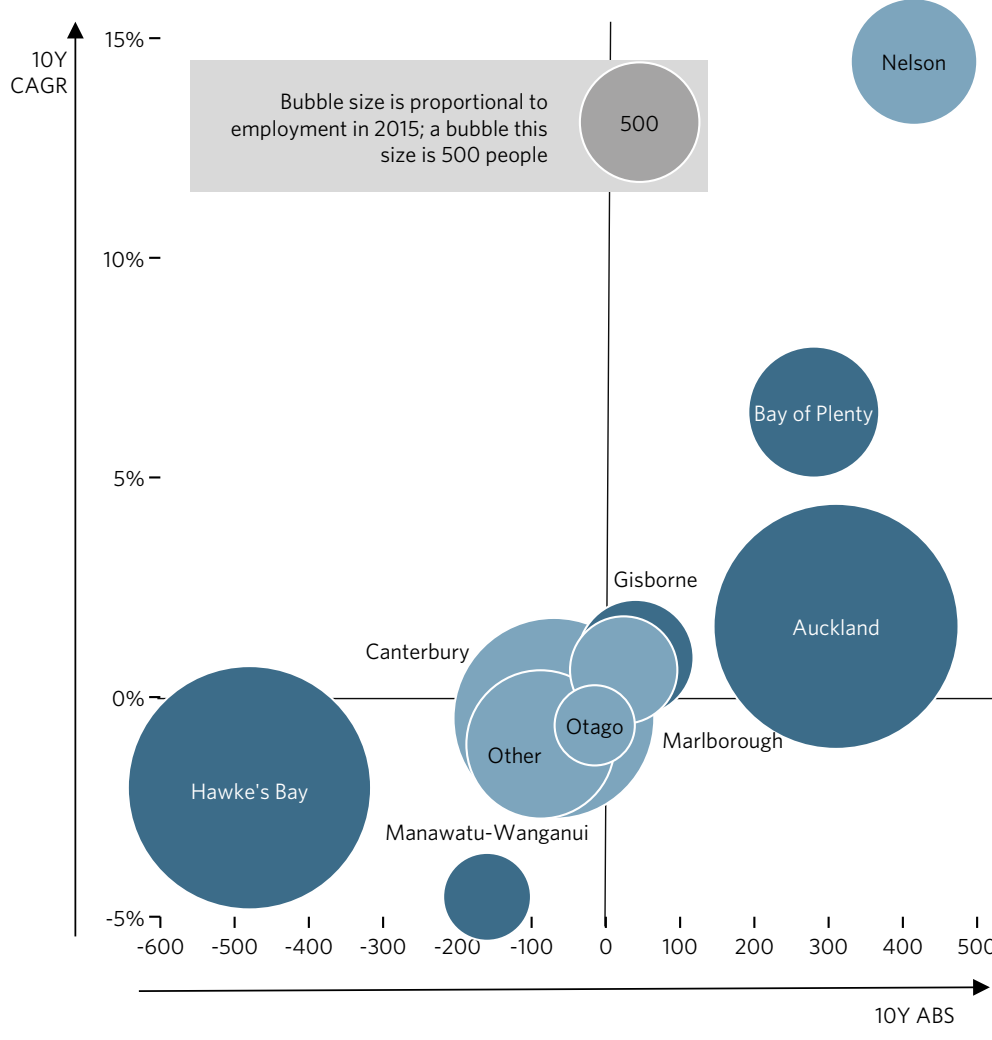
PRODUCE PROCESSING EMPLOYMENT BY REGION

Headcount; 2016



10Y CHANGE IN PRODUCE PROCESSING EMPLOYMENT BY REGION

ABS; CAGR; 2016 total; Headcount; 2006 vs. 2016



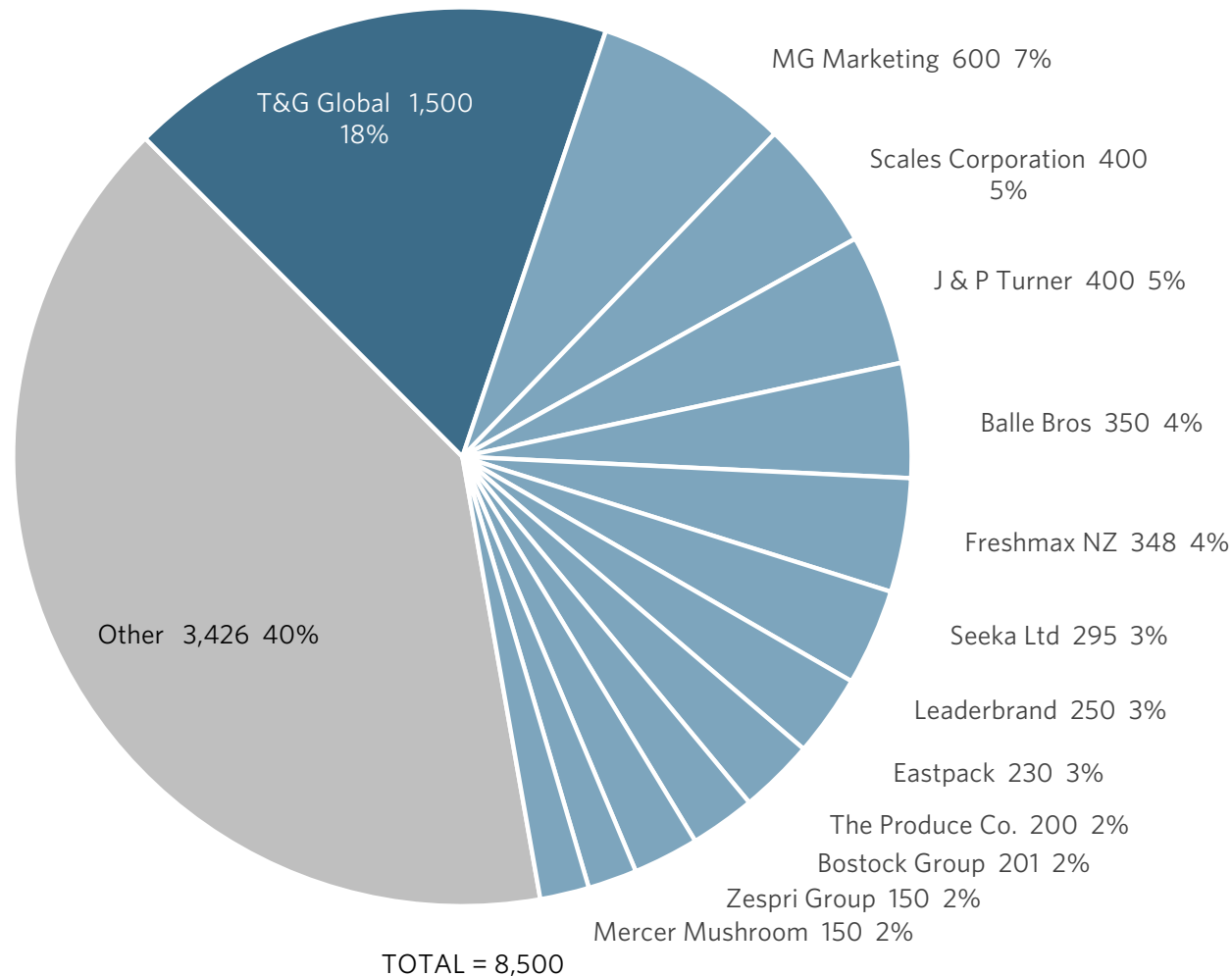
Note: data is geographic units (does not match enterprise units page; 2016 data latest available as of April 2017; 1 Defined as C114 Fruit and Vegetable Processing, F360500 Fruit and Vegetable Wholesaling; Source: Statistics NZ business demographics database; Coriolis analysis

T&G Global is the largest employer in the produce industry, based on permanent employee figures

NUMBER OF PEOPLE EMPLOYED: NZ KEY PROCESSORS AND WHOLESALERS

People; 2016

INCLUDES CORIOLIS ESTIMATES



COMMENTS/NOTES

Data should be treated with caution as:

1. Many firms have large seasonal workforces (not captured in this number where it is possible to exclude); employment jumps significantly seasonally (e.g. Seeka 295 FTE to 3,000 seasonally)
2. Some firms have subsidiaries that are classified as farming

Therefore the total here may over-or-understate their relative importance in sector employment

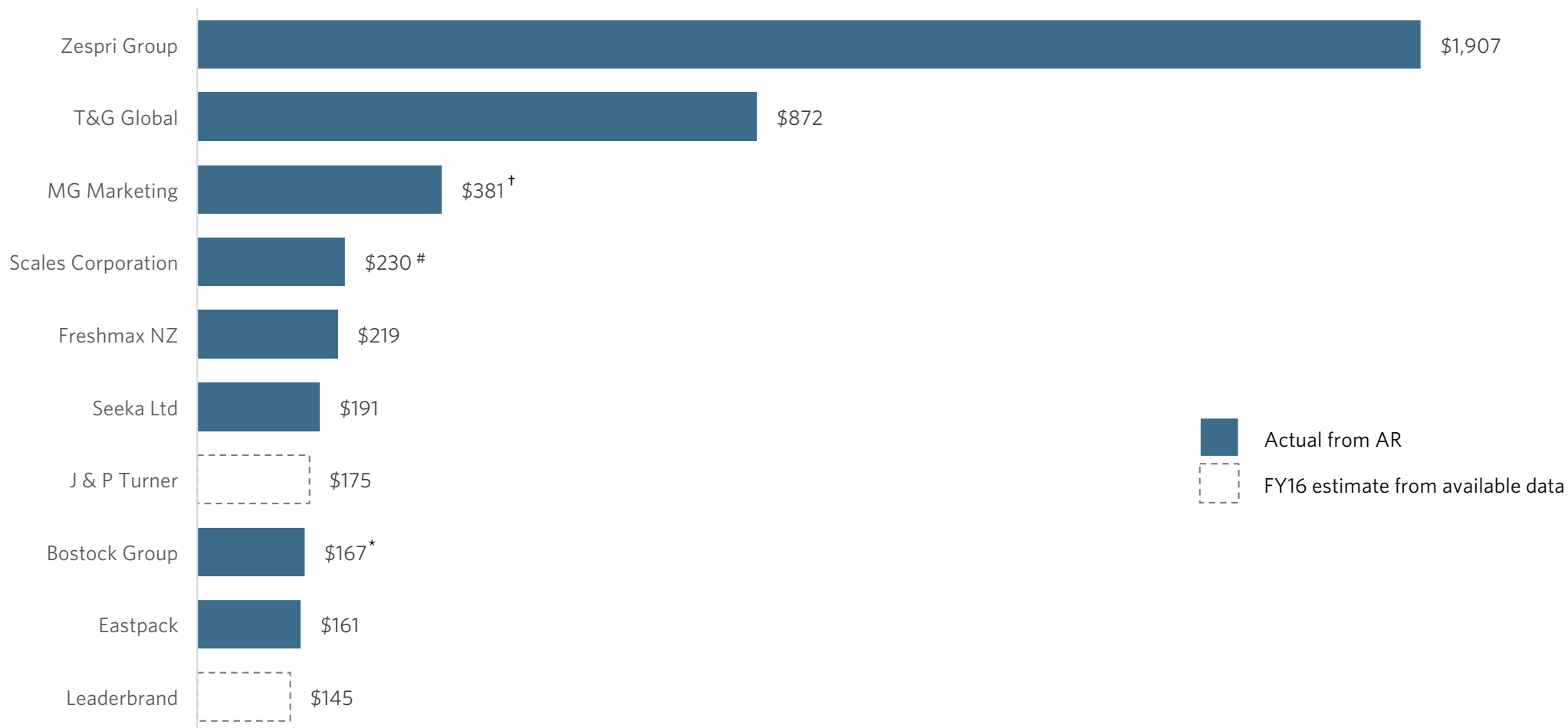
- Total Industry employment is calculated by Statistics New Zealand from PAYE data and should be seen as the number of PAYE individuals attached to a particular firm and may include double counting (i.e. someone who worked at two firms). Employees of labour contractors are classified elsewhere and not included in this total
- Zespri Group is an estimate of New Zealand based employees based on total global figure

Zespri continues to be the largest produce firm in New Zealand by turnover, although there is now a strong second tier

ANNUAL TURNOVER BY TOP 10 FIRMS: NEW ZEALAND PRODUCE INDUSTRY

NZ\$; m; FY2016

INCLUDES CORIOLIS ESTIMATES



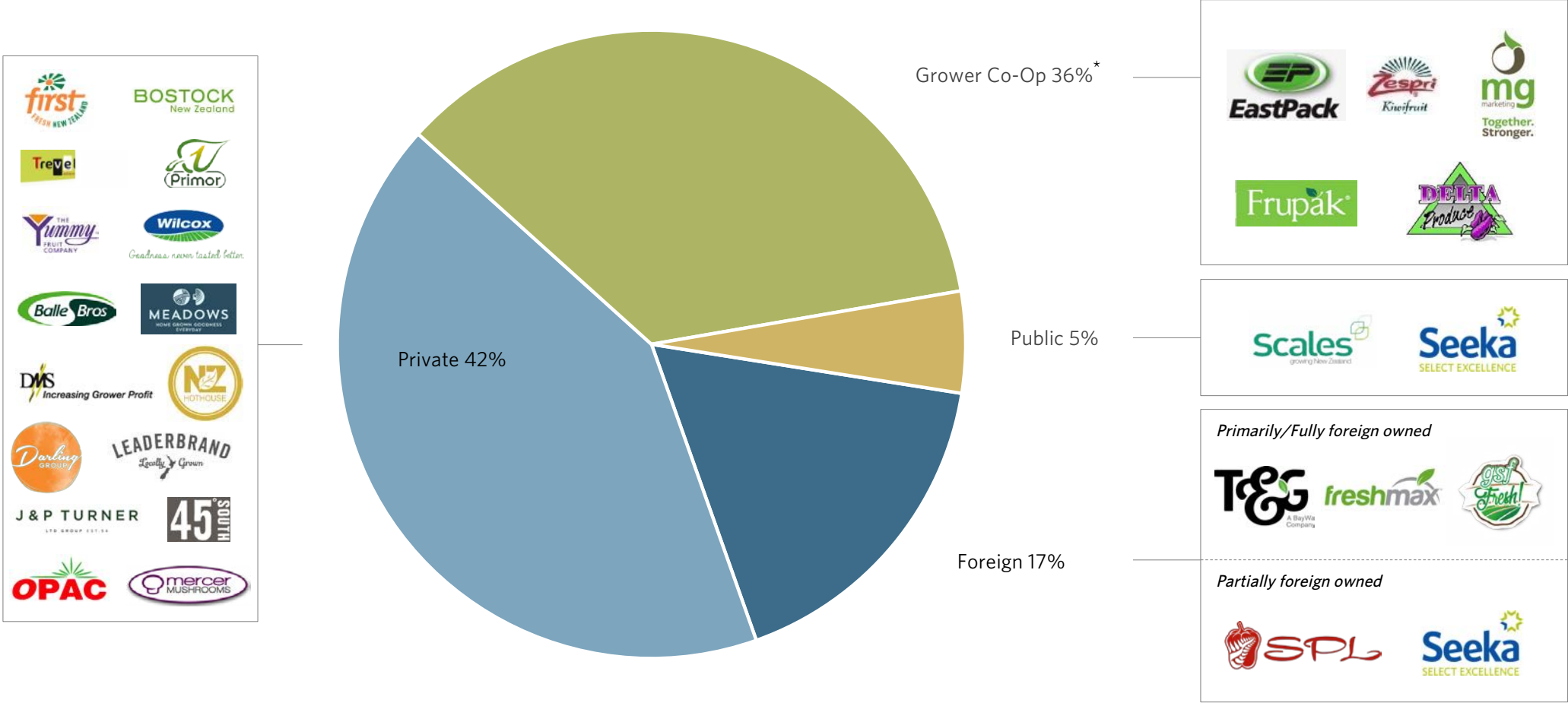
[#] Horticulture operations only; [†] NZ under management revenue; ^{*} Bostock Group includes some non produce operations; Source: various company annual reports; NZCO; Coriolis estimates and analysis

The New Zealand produce industry has a range of owners

ESTIMATED PROPORTIONAL SHARE OF TOTAL INDUSTRY TURNOVER BY OWNERSHIP

% of turnover/sales; 2016

INCLUDES ESTIMATES
PRO-RATA TO OWNERSHIP



* Co-Op or similar grower owned structure (excludes fully corporatised co-operatives); Source: New Zealand Companies Office; various annual reports; Coriolis estimates and analysis

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



Source: Coriolis from a wide range of published articles, annual reports and other sources

New firms continue to invest in the New Zealand produce industry

2011 and earlier



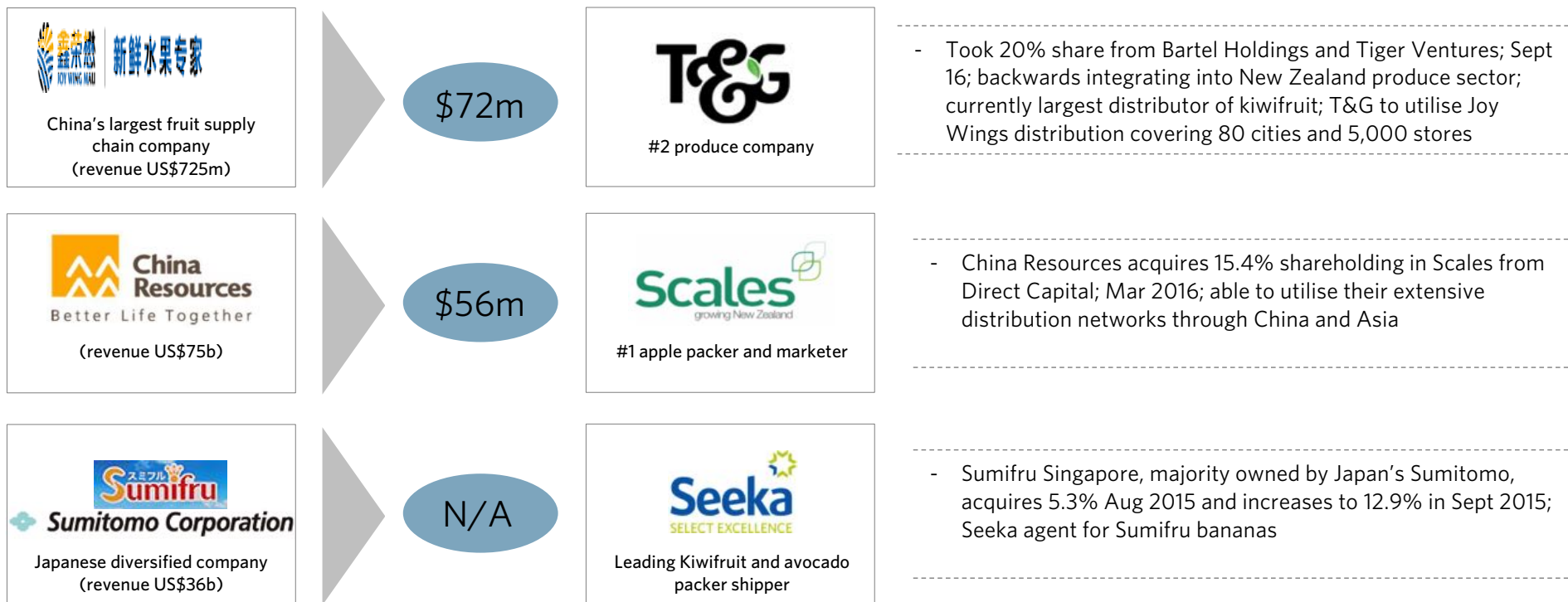
2012-2014



2015+



The New Zealand produce sector has attracted international investment from China primarily to secure supply of kiwifruit and apples



New Zealand firms are acquiring companies to consolidate the produce sector and diversify their portfolio

INCREASE SCALE/
CONSOLIDATE



\$21m

- Acquired 100% Hawkes Bay grower, packer and marketer of apples; Nov 2016; included 22ha of orchard with complementary plantings; increase group wide capacity to Mr Apple



N/A

- Increased share of Fern Ridge Produce from 50% to 73%; Dec 2016; Hawkes Bay based apple marketing business

DIVERSIFY
PRODUCTS AND MARKETS



Bunbartha Fruit Packers (VIC, AU)

\$25m

- Acquired fruit packing business part of AustFruits and established Seeka Australia; included 505ha (95ha kiwifruit); Aug 2015; diversification of fruit and wider seasons (BFP sales A\$15m)



N/A

- Acquired Kiwi Crush and Kiwi Crushies product ranges from Vital Foods Processors (AKld); Aug 2016; looking to expand value added options in new processing centre



N/A

- Darling Group (Just Avocados and Mr Avocado brand) acquires Brisbane based JH Leavy (revenue of A\$50m) wholesale, distribution and logistics firm; increasing scale and opportunities in the Australian market

The need for scale, range diversification and counter-seasonal supply drives outward direct investment by many produce firms

COUNTER SEASONAL SUPPLY	COUNTER SEASONAL SUPPLY	COUNTER SEASONAL & DIVERSIFICATION	SCALE
			
			
<ul style="list-style-type: none"> - Sourcing and growing produce in NZ, Australia, South Africa, Chile, USA - Recent investment in Peruvian grapes 	<ul style="list-style-type: none"> - Further 1,800 SunGold kiwifruit licences in Italy over 3 years - Increasing global revenue (\$184m in FY16) - Investing in kiwifruit production in China 	<ul style="list-style-type: none"> - Seeka acquires Bunbartha Fruit Packers (VIC, AU) for \$25m - Kiwifruit and orchard business make Seeka #1 kiwifruit producer in AU - Adds cherries, pears, plums apricots to portfolio 	<ul style="list-style-type: none"> - Merger of LaManna (MG's Australian division), AU's largest banana wholesaler and large in tropical fruit and - Premier Fruits Group (fruit and vegetables) #2 AU produce wholesaler - LaManna Premier combined revenue of \$500m

Produce companies are making ongoing investments in land, plant and equipment to both increase scale and efficiencies



- Apollo division acquired 13.5ha land in Hawkes Bay to develop apple orchards



- Acquired 340ha of land in Peru in 2015; first harvest from JV with Unifruitti Chile planted grapes Dec 16; total portfolio of table grapes 15,000t



- Invested \$8m in Kaipara Harbour dairy farm to convert into avocado orchard; diversification



- Acquired the T&G Global Hamilton facility, 2016



- \$15.7m Capex over 2016



- Invested in new high tech automated bagging machines etc. in onion packing shed, ensures accuracy and efficiencies



- Invested in state-of-the-art coolstore, capacity to store 30,000 bins apples, 9 staff required to run new facility; advanced scanning system ensures full traceability; 2016



- Invested in new state-of-the-art cherry packing facility

Kiwifruit companies invested over \$230m in plant and equipment to handle the increasing volumes of fruit and drive packhouse efficiencies

	\$50m	- Annual " <u>Innovation</u> " expenditure; 2016
	\$50m	- Increased capacity, new kiwifruit <u>grader</u> and camera grading technology at Te Puke site; 2015-2017
	\$43m	- Ongoing <u>infrastructure</u> investment across Australasia; cool storage expansion (\$17m), new packing machine in Australia
	\$40.2m	- Acquires one of New Zealand's largest kiwifruit farms 60ha
	\$26m	- Capex over 2015-2016, upgrading plant, extending coolstores
	\$12m	- Two new coolstores capable of holding an extra 800,000 trays, a brand-new packhouse, including new \$3m optical fruit handling machine
	-\$10m	- Coolstore expansion at Te Puke and Te Puna

\$230m

New Zealand produce firms are also investing in new and improved marketing

Rebranding

New Packaging


Advertising & Promotion















New Zealand Produce Firm Profiles






05

<p>45 SOUTH MANAGEMENT/ ORCHARD FRESH</p>  <p>Tim Jones Managing Director</p>	<p>A.S. WILCOX & SONS</p>  <p><i>Goodness never tasted better</i></p>  <p>Kevin Wilcox Managing Director</p> 	<p>APATA GROUP LTD</p>  <p>Stuart Weston Managing Director</p> 	<p>BALLE BROS GROUP</p>  <p>Dacey Balle Managing Director</p> 
<p>DESCRIPTION: Manages cherry orchards and packhouse, plus domestic fresh fruit delivery business; 150ha orchard; many varieties of cherries for domestic and export markets; NZ largest cherry exporter producing 30-40% of NZ export cherries</p>	<p>DESCRIPTION: Grower and distributor of potatoes, onions and carrots across 5 main growing areas; includes export division Southern Fresh Produce</p>	<p>DESCRIPTION: Post harvest fruit operator for kiwifruit and avocado; share in Primor</p>	<p>DESCRIPTION: Specialists in growing, packaging and marketing of New Zealand fresh produce for domestic and international markets; 8 farming regions across New Zealand; 120,000t of potato, onions, carrots</p>
<p>KEY PRODUCTS: Cherries, apricots, plums</p>	<p>KEY PRODUCTS: Fresh potatoes, onions, carrots; Perlas, Vivaldi Gold, Red Jackets, Inca Gold, Piccolos, Dig Me, Home Farm, Stop Light brands</p>	<p>KEY PRODUCTS: Kiwifruit, avocado</p>	<p>KEY PRODUCTS: Fresh vegetables; carrots, onions, potatoes, pumpkin, cabbage, cauliflower</p>
<p>OWNERSHIP: NZ; Private (Hinton, Cook, Jones)</p>	<p>OWNERSHIP: NZ; Private (Wilcox)</p>	<p>OWNERSHIP: NZ; Private (257 shareholders)</p>	<p>OWNERSHIP: NZ; Private (Balle)</p>
<p>COMPANY NUMBER: 964255</p>	<p>COMPANY NUMBER: 51206</p>	<p>COMPANY NUMBER: 1107843</p>	<p>COMPANY NUMBER: 408868 /1935329</p>
<p>ADDRESS: Corner Ord Road & State Highway 6, Cromwell</p>	<p>ADDRESS: 58 Union Road, Pukekohe, Auckland</p>	<p>ADDRESS: 9 Turntable Hill Road, Katikati</p>	<p>ADDRESS: 166 Heights Road, RD 1, Pukekohe, Auckland</p>
<p>PHONE: +64 3 445 1402</p>	<p>PHONE: +64 9 237 0740</p>	<p>PHONE: +64 7 552 0911</p>	<p>PHONE: +64 9 237 0880</p>
<p>WEBSITE: www.orchardfresh.co.nz; www.45s.co.nz</p>	<p>WEBSITE: www.wilcoxgoodness.co.nz; www.perlas.co.nz; www.sofresh.co.nz</p>	<p>WEBSITE: www.apata.co.nz</p>	<p>WEBSITE: www.ballebros.co.nz; www.mrchips.co.nz</p>
<p>YEAR FORMED: 1984</p>	<p>YEAR FORMED: 1954</p>	<p>YEAR FORMED: 1983/2013</p>	<p>YEAR FORMED: 1988</p>
<p>STAFF EMPLOYED: 35-400 peak</p>	<p>STAFF EMPLOYED: 200</p>	<p>STAFF EMPLOYED: 130 FT / 1,000 seasonal</p>	<p>STAFF EMPLOYED: 350</p>
<p>REVENUE: \$5-10m*</p>	<p>REVENUE: \$60-70m (FY16)</p>	<p>REVENUE: \$62m (FY16)</p>	<p>REVENUE: \$130-140m ('16)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: Wilcox employee Andrew Hutchinson named Young Horticulturalist of the Year '16</p>	<p>COMPANY HIGHLIGHTS: Record crop of 12.8m trays of kiwifruit in '16; acquired second Te Puke site in '15; invested \$12m in 2 new coolstores and upgrade at Turntable Road site in '15-'16; invested \$13m in NIR and additional camera grading technology at Mends Lane site in '16-'17 to increase processing capacity to cater for forecasted growth.</p>	<p>COMPANY HIGHLIGHTS: Invested \$12m in a specialist storage facility at Waharoa in '15, 30,000t of potatoes capacity. Acquired the process vegetable division from Simplot in 2013. Invested \$14m in a specialist food storage facility in Waharoa in 2014 with 14,000mt of capacity</p>

<p>BOSTOCK GROUP BOSTOCK New Zealand</p>  <p>John Bostock Managing Director</p>	<p>DARLING GROUP</p>   <p>Andrew Darling Managing Director</p>	<p>DELTA PRODUCE COOPERATIVE</p>  <p>Locky Wilson General Manager</p>	<p>DMS GROUP</p>   <p>Paul Jones & Craig Greenlees Co-Founders</p>
<p>DESCRIPTION: Vertically integrated business growing, packing and exporting; largest organic apple producer; parent company also owns ProFruit processors, Rush Munros, Aozora International, Bostock's Free Range Organic Chicken, Bostock Exports; exports to over 20 countries</p>	<p>DESCRIPTION: Growing, packing, marketing and distribution of fresh fruit globally; Global Fresh Australia trading as JH Leavy & Co, Just Avocados; exports to AU, Japan, North America, SE Asia, Taiwan, Just Avocados 3rd largest avocado exporter in NZ; 43% share in NZ fruit marketer Zeafruit</p>	<p>DESCRIPTION: NZ's largest kumara pack house and marketer; Foodstuffs group largest customer; Love! Kumara brand</p>	<p>DESCRIPTION: Leading kiwifruit and avocado orchard management and post harvest operator; contract out picking; two pack houses in Te Puke and Tauranga; 500ha of leased and managed fruit; post harvest subsidiary, DMS Progrowers, 40% owned by growers</p>
<p>KEY PRODUCTS: Squash, onions, apples, grain, kiwifruit, avocado oil, juice concentrate, icecream, chicken, seafood</p>	<p>KEY PRODUCTS: Kiwifruit, avocados, berries, apples, citrus, mangoes, vegetables; Bayfresh, Mr Kiwifruit, Mr Avocado brands</p>	<p>KEY PRODUCTS: Kumara, Smooth As Easi-Peels, Tasty Little Gourmets</p>	<p>KEY PRODUCTS: Kiwifruit, avocados</p>
<p>OWNERSHIP: NZ; Private (Bostock)</p>	<p>OWNERSHIP: NZ; Private (Darling)</p>	<p>OWNERSHIP: NZ; Co-operative (25 growers)</p>	<p>OWNERSHIP: NZ; Private (Jones, Greenlees, Lilly, Christie)</p>
<p>COMPANY NUMBER: 1869848</p>	<p>COMPANY NUMBER: 5798616</p>	<p>COMPANY NUMBER: 1261184</p>	<p>COMPANY NUMBER: 526044</p>
<p>ADDRESS: 3 Kirkwood Road, Hastings, Hawkes Bay</p>	<p>ADDRESS: 54 Woodland Road, Katikati</p>	<p>ADDRESS: 97 Jervois Street, Dargaville</p>	<p>ADDRESS: 195 Devonport Road, Tauranga</p>
<p>PHONE: +64 6 873 9046</p>	<p>PHONE: +64 7 549 3027</p>	<p>PHONE: +64 9 439 0717</p>	<p>PHONE: +64 7 578 9107</p>
<p>WEBSITE: www.bostock.nz</p>	<p>WEBSITE: www.darlinggroup.net.au; www.justavocados.co.nz; www.jhleavy.com.au</p>	<p>WEBSITE: www.deltakumara.co.nz; www.lovekumara.co.nz</p>	<p>WEBSITE: www.dms4kiwi.co.nz</p>
<p>YEAR FORMED: 1980</p>	<p>YEAR FORMED: 2000</p>	<p>YEAR FORMED: 1990</p>	<p>YEAR FORMED: 1989</p>
<p>STAFF EMPLOYED: 201 perm 600 seasonal</p>	<p>STAFF EMPLOYED: 38 perm. 40 seasonal</p>	<p>STAFF EMPLOYED: 50</p>	<p>STAFF EMPLOYED: 70 perm. 600 seasonal</p>
<p>REVENUE: \$167m (FY16)</p>	<p>REVENUE: \$75-80m (FY16)</p>	<p>REVENUE: \$28m (FY16)</p>	<p>REVENUE: \$39m (FY16) DMS Progrowers</p>
<p>COMPANY HIGHLIGHTS: Established Organic Free Range chicken range in '14; consolidated under name Bostock New Zealand (JB Organics, DMP, JM Bostock) in '15; replanting organic varieties for Asian market July '16; opened 8600m² cool store near Flaxmere, 30,000 bin cap, full traceability in '16 with Mr Apple; collaborative launch of "Dazzle" '16; investment in onion pack house technology '16</p>	<p>COMPANY HIGHLIGHTS: Acquired Brisbane based J.H. Leavy & Co, produce wholesaler and distributor, in '16; investment in new facilities for Just Avocados</p>	<p>COMPANY HIGHLIGHTS: Record 17,138 bins packed in '15 season; invested in new wash tank in Jan '16; planned program to expand and upgrade pack house facilities</p>	<p>COMPANY HIGHLIGHTS: Championed G3 variety of kiwifruit in '13 as future post PSA; invested \$9m in coolstore development at Te Puke site in '16; record profit announced for FY16, market share increased to 7.2%; investment of \$12.5m in Te Puna site announced in '16</p>

<p>EASTPACK LTD</p>  <p>Hamish Simson Chief Executive Officer</p> 	<p>FIRST FRESH NEW ZEALAND</p>  <p>Ian Albers Managing Director</p> 	<p>FRESH FOOD EXPORTS/ GALA BERRY</p>  <p>Grant Ashby Director</p>	<p>FRESHMAX NZ LTD</p>  <p>Peter Ellis Group CEO</p> 
<p>DESCRIPTION: New Zealand's largest post harvest operator in kiwifruit industry; packed 40m trays across its seven plants last season</p>	<p>DESCRIPTION: Gisborne based leading marketer of citrus, largest marketer of persimmons in NZ; 100+ local grower suppliers; some common shareholdings with packhouse NZ Fruits; exports 50% of total volume, Asia, Australia, USA; direct supply to NZ supermarkets</p>	<p>DESCRIPTION: Berry grower and packer; packhouses at Omaha and Westgate; one of largest strawberry producers in NZ</p>	<p>DESCRIPTION: Vertically integrated Southern Hemisphere fresh produce business; significant exporter from NZ and major importer into Australia; orchards, operations and facilities throughout NZ, Australia, USA, Canada and South America</p>
<p>KEY PRODUCTS: Kiwifruit, avocados</p>	<p>KEY PRODUCTS: Citrus, persimmons, kiwifruit, other; First Gold, First brands</p>	<p>KEY PRODUCTS: Fresh strawberries, blueberries; Gala Berry brand</p>	<p>KEY PRODUCTS: Fresh fruit and vegetables; material positions in apples, bananas, stone fruit, citrus</p>
<p>OWNERSHIP: NZ; Co-operative (shares held by growers, directors, senior staff)</p>	<p>OWNERSHIP: NZ; Private (Thorpe, Albers, Reedy, Pepper, others)</p>	<p>OWNERSHIP: NZ; Private (Ashby)</p>	<p>OWNERSHIP: AU; PE (Maui Capital (NZ) & Stahl (Singapore) 62%); Private (Mgt 38%); current sale process underway (as of May 17)</p>
<p>COMPANY NUMBER: 199417</p>	<p>COMPANY NUMBER: 694427</p>	<p>COMPANY NUMBER: 5877336</p>	<p>COMPANY NUMBER: 1842723</p>
<p>ADDRESS: 1 Washer Road, Te Puke</p>	<p>ADDRESS: 265 Lytton Road, Elgin, Gisborne</p>	<p>ADDRESS: 256 Omaha Flats Road, Warkworth</p>	<p>ADDRESS: 113A Carbine Road, Mount Wellington, Auckland</p>
<p>PHONE: +64 7 573 0900</p>	<p>PHONE: +64 6 869 2130</p>	<p>PHONE: +64 9 422 7006</p>	<p>PHONE: +64 9 573 8500</p>
<p>WEBSITE: www.eastpack.co.nz</p>	<p>WEBSITE: www.firstfresh.co.nz</p>	<p>WEBSITE: www.galaberry.co.nz</p>	<p>WEBSITE: www.freshmax.co.nz</p>
<p>YEAR FORMED: 1980</p>	<p>YEAR FORMED: 1989</p>	<p>YEAR FORMED: 1991</p>	<p>YEAR FORMED: 1997</p>
<p>STAFF EMPLOYED: 230 perm. 2,800 seasonal</p>	<p>STAFF EMPLOYED: 12 (+200 peak NZ Fruits)</p>	<p>STAFF EMPLOYED: 7 perm. 150 seasonal</p>	<p>STAFF EMPLOYED: 492 (plus 700 seasonals)</p>
<p>REVENUE: \$161m (FY16)</p>	<p>REVENUE: \$30-50m (FY16)</p>	<p>REVENUE: \$25-45m*</p>	<p>REVENUE: Group \$700m (2017)</p>
<p>COMPANY HIGHLIGHTS: EBITDAFR \$34.1m FY16; new packing site, latest compac grading technology in '14; invested over \$20m to upgrade packing and storage facilities in '15; 40m trays of Class 1 fruit packed in '16; new kiwifruit grader and camera grading technology in Te Puke, investing almost \$40m in '17</p>	<p>COMPANY HIGHLIGHTS: Established a loyalty recognition agreement, an incentive based scheme for growers; NZ's largest exporter of lemons, navel oranges, limes and grapefruit</p>	<p>COMPANY HIGHLIGHTS: Acquired by G & L Ashby in '16; now using Gala Berry brand, formerly Omaha Strawberries</p>	<p>COMPANY HIGHLIGHTS: focused on Asian markets; developing a major position in IP and new varieties in pipfruit, cherries, berries, citrus and stonefruit; Avora, new avocado procurement and distribution for '16; launched Dazzle apple collaboratively in '16"; multi-million investment in ripening and warehousing in Brisbane and Melbourne in 2017</p>










<p>FRUITPACKERS (HB) CO-OPERATIVE</p>  <p>Chris Dillon General Manager</p>	<p>GSF GROUP HOLDINGS/ SNAP FRESH FOODS</p>  <p>John Wafer Group Vice President Produce Asia Pacific</p> 	<p>HEARTLAND GROUP</p>  <p>Brendon Osborne General Manager</p>	<p>J & P TURNER LTD GROUP</p>  <p>Peter Turner Managing Director</p>
<p>DESCRIPTION: Packer and processor of fresh fruit; exporting fresh apples; processed fruit products for food service and industrial ingredients; specialises in granny smith apples products; contract processing;</p>	<p>DESCRIPTION: Fresh packed salad and dressings manufacturers for retail and foodservice; two facilities in Auckland being consolidated to one; majority owner of Groenz, sauces and condiment manufacturer for QSR and food service; manufacturing in Wellington</p>	<p>DESCRIPTION: Vertically integrated apple and pear growers, packers and exporters; own Compass Fruit Packhouse in Nelson; Luvya Fruit export company; Kiwifirst domestic brand; export to Canada, UK, Thailand and Malaysia</p>	<p>DESCRIPTION: Fresh produce and flower wholesalers, importers & exporters; Fresh Direct Ltd, J P Exports Ltd, Purefresh Organics, Fresh Direct Floral, Fresh Retail Solutions companies</p>
<p>KEY PRODUCTS: Fresh apples, apple pie mix, cooked and uncooked fruit puree</p>	<p>KEY PRODUCTS: Fresh packed vegetables and salads, dressings; Taylor Farms, Krispkut, Saladds, Sproutman, Fresh Harvest, Farmer Bill's brands</p>	<p>KEY PRODUCTS: Eve, Divine, Smitten, etc.; 14 varieties of apples and pears</p>	<p>KEY PRODUCTS: Fresh flowers, fruit and vegetables</p>
<p>OWNERSHIP: NZ; Co-operative (17 growers)</p>	<p>OWNERSHIP: USA; Private (Golden State Foods 60%, Taylor Farms 40%)</p>	<p>OWNERSHIP: NZ; Private (Hoddy, McCliskie, Easton, Thompson)</p>	<p>OWNERSHIP: NZ; Private (Turner)</p>
<p>COMPANY NUMBER: 163383</p>	<p>COMPANY NUMBER: 2166850</p>	<p>COMPANY NUMBER: 1576484</p>	<p>COMPANY NUMBER: 643531</p>
<p>ADDRESS: 76 Rangitane Road, Whakatu, Hawkes Bay</p>	<p>ADDRESS: 6-8 Golden Arches Place, Papatoetoe, Auckland</p>	<p>ADDRESS: 79 Beach Road, Richmond, Nelson</p>	<p>ADDRESS: 27 Clemow Drive, Mount Wellington, Auckland</p>
<p>PHONE: +64 6 878 8520</p>	<p>PHONE: +64 9 270 1220</p>	<p>PHONE: +64 3 544 6570</p>	<p>PHONE: +64 9 573 4100</p>
<p>WEBSITE: www.frupak.co.nz</p>	<p>WEBSITE: www.goldenstatefoods.com; www.snapfreshfoods.com; www.groenz.co.nz</p>	<p>WEBSITE: www.luvyaapples.co.nz; www.luvyafruit.co.nz</p>	<p>WEBSITE: www.jptuner.co.nz; www.jpexports.co.nz; www.freshdirect.co.nz; www.turnersglobal.com</p>
<p>YEAR FORMED: 1970</p>	<p>YEAR FORMED: 1986</p>	<p>YEAR FORMED: 2002</p>	<p>YEAR FORMED: 1994</p>
<p>STAFF EMPLOYED: 50 perm. 300 seasonal</p>	<p>STAFF EMPLOYED: 85</p>	<p>STAFF EMPLOYED: 90-520 peak</p>	<p>STAFF EMPLOYED: 400+</p>
<p>REVENUE: \$15m (FY15)</p>	<p>REVENUE: \$36m (FY16)</p>	<p>REVENUE: \$35-40m*</p>	<p>REVENUE: \$150-200m</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: GSF acquired Snap Fresh Foods in '14; closed Stoke factory in '16, loss of 30 jobs</p>	<p>COMPANY HIGHLIGHTS: Launched Eve apple juice in Malaysia in '14</p>	<p>COMPANY HIGHLIGHTS: Expanding warehousing and undergoing operational restructuring to gain efficiencies</p>

<p>KIWI SAFFRON NZ LIMITED</p>  <p>Joanne Daley Co-Managing Director</p>	<p>LEADERBRAND</p>   <p>Richard Burke General Manager</p>	<p>LIVING FOODS</p>  <p>Vicky Thompson Managing Director</p>	<p>MEADOW MUSHROOMS LTD</p>   <p>John Barnes Chief Executive Officer</p>
<p>DESCRIPTION: Growers and marketers of saffron; based near Te Anau; food and pharmaceutical grade; 1.5m crocus corms on property, looking to increase to 50m</p>	<p>DESCRIPTION: Vertically integrated produce business; range of salads, produce and fruits for domestic retail, processing and export; squash to Japan; growing on 2,300ha in Gisborne, 700ha in Canterbury, 500ha in Pukekohe; Ashwood Estate wine</p>	<p>DESCRIPTION: Grower, processor and marketer of baby leaf products; specialises in sprouts; retail, food service, private label; farms around Mangere peninsula, Waikato, Nelson; facilities in Nelson and Auckland</p>	<p>DESCRIPTION: Growers and distributors of fresh and canned mushroom products; 9m mushrooms picked/week; leading producer in NZ</p>
<p>KEY PRODUCTS: Organic and conventional saffron, powdered saffron, saffron corms</p>	<p>KEY PRODUCTS: Lettuce, broccoli, squash, sweetcorn, salads, wine grapes, tomatoes, pumpkins, watermelon, wine, processed herbs</p>	<p>KEY PRODUCTS: Baby leaf salad greens, sprouts, watercress; Fresh Express Salad brand</p>	<p>KEY PRODUCTS: White, Swiss Browns and Portabello mushrooms, in pre-packaged, bagged and loose formats; canned mushroom range.</p>
<p>OWNERSHIP: NZ; Private (Daley)</p>	<p>OWNERSHIP: NZ; Private (McPhail)</p>	<p>OWNERSHIP: NZ; Private (Thompson, Goodwin)</p>	<p>OWNERSHIP: NZ; Private (Burdon)</p>
<p>COMPANY NUMBER: 6200439</p>	<p>COMPANY NUMBER: 827392</p>	<p>COMPANY NUMBER: 701308</p>	<p>COMPANY NUMBER: 132576</p>
<p>ADDRESS: 330 Lagoon Creek Road, Te Anau</p>	<p>ADDRESS: 33 Parkinson Street, Gisborne</p>	<p>ADDRESS: 107 Kirkbride Road, Mangere, Auckland</p>	<p>ADDRESS: 50 Wilmers Road, Christchurch</p>
<p>PHONE: +64 27 856 2867</p>	<p>PHONE: +64 6 867 6231</p>	<p>PHONE: +64 9 257 1083</p>	<p>PHONE: +64 3 349 8998</p>
<p>WEBSITE: www.kiwisaffron.com</p>	<p>WEBSITE: www.leaderbrand.co.nz</p>	<p>WEBSITE: www.livingfoods.co.nz</p>	<p>WEBSITE: www.meadowmushrooms.co.nz</p>
<p>YEAR FORMED: 2013</p>	<p>YEAR FORMED: 1975</p>	<p>YEAR FORMED: 1994</p>	<p>YEAR FORMED: 1970</p>
<p>STAFF EMPLOYED: 2</p>	<p>STAFF EMPLOYED: 250 perm., plus 300 seas.</p>	<p>STAFF EMPLOYED: 150</p>	<p>STAFF EMPLOYED: 520</p>
<p>REVENUE: N/A</p>	<p>REVENUE: \$145m (FY14)</p>	<p>REVENUE: \$12-15m*</p>	<p>REVENUE: \$50-60m ('16)</p>
<p>COMPANY HIGHLIGHTS: Acquired Kiwi Saffron in Dec '16</p>	<p>COMPANY HIGHLIGHTS: Introduced new Ready to Serve range of potatoes, corn, beetroot, "Pure'n Ezy"; building new 130m inline salad processing facility in Gisborne in '16; beetroot advertising campaign for 3 months in '16</p>	<p>COMPANY HIGHLIGHTS: Recently opened watercress facility in Mangere; commissioned new farms</p>	<p>COMPANY HIGHLIGHTS: Third stage of total \$120m expansion investment completed '15, \$12m investment increased production by 37,000 kg white mushrooms/w, completion of a new peat storage facility and new administration building; new recyclable packaging for pre-packed range in '16; focus on health benefits and meal occasion, relaunch and branding of canned mushrooms</p>

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

<p>MERCER MUSHROOMS</p>  <p>Dave Hyland Chief Executive Officer</p>	<p>MG MARKETING</p>   <p>Peter Hendry Chief Executive Officer</p>	<p>NEW ZEALAND CHERRY CORP</p>  <p>Henry van der Velden Director</p>	<p>NZ HOTHOUSE GROUP</p>  <p>Simon Watson Managing Director - NZ Hothouse Ltd</p>
<p>DESCRIPTION: Producer, packer and marketer of button mushrooms; based in Bombay Hills; 18-20t of mushrooms per week; currently not in production as facilities expanded in '17</p>	<p>DESCRIPTION: Distributor and wholesaler of fresh fruit and vegetables in NZ & AU; exporters and importers incl. Dole, SunKist; over 700 growers, 415 grower shareholders; includes recently merged LaManna Premier Group in Australia; JV United Flowers Growers</p>	<p>DESCRIPTION: Vertically integrated growers and packers of cherries; 40ha netted orchard and packhouse in Cromwell; exports to 10 Asian countries</p>	<p>DESCRIPTION: Vertically integrated produce operations; 5 businesses; NZ Hothouse, Underglass Bombay, Underglass Karaka, KPH Transport; 20 ha of glasshouse production at two growing facilities; 1 pack house; export to Canada, USA, AU, Asia, Pacific</p>
<p>KEY PRODUCTS: Button mushrooms</p>	<p>KEY PRODUCTS: Fresh fruit and vegetables</p>	<p>KEY PRODUCTS: Cherries; 7 varieties; Red Envy, Cherry Delight, Kiwi Delight export brands, Red Sensation domestic brand</p>	<p>KEY PRODUCTS: Tomatoes, cucumbers, lettuce; Vintage Harvest, Pure Red, Oceanic, Lettuce Buddies, NZ Hothouse brands</p>
<p>OWNERSHIP: NZ; Private (Inger, Avery)</p>	<p>OWNERSHIP: NZ; Co-operative (415 growers)</p>	<p>OWNERSHIP: NZ; Private (van der Velden)</p>	<p>OWNERSHIP: NZ; Private (Wharfe 48%, Houghton, Stephens, Tibby, others)</p>
<p>COMPANY NUMBER: 3293630</p>	<p>COMPANY NUMBER: 345787/1407</p>	<p>COMPANY NUMBER: 1506443</p>	<p>COMPANY NUMBER: 5034040</p>
<p>ADDRESS: 55 Morrison Road, Pukekawa, Tuakau</p>	<p>ADDRESS: 78 Waterloo Road, Hornby, Christchurch</p>	<p>ADDRESS: 19 Ree Crescent, Cromwell</p>	<p>ADDRESS: 328 Karaka Road, Karaka, Auckland</p>
<p>PHONE: +64 9 233 4162</p>	<p>PHONE: +64 3 343 0430</p>	<p>PHONE: +64 3 443 0474</p>	<p>PHONE: +64 9 295 9020</p>
<p>WEBSITE: www.mercermushrooms.co.nz</p>	<p>WEBSITE: www.mgmarketing.co.nz</p>	<p>WEBSITE: www.nzcherrycorp.com; www.bigcherries.co.nz</p>	<p>WEBSITE: www.nzhothouse.co.nz; www.vintageharvest.co.nz</p>
<p>YEAR FORMED: 1997</p>	<p>YEAR FORMED: 1923</p>	<p>YEAR FORMED: 2005</p>	<p>YEAR FORMED: 1984</p>
<p>STAFF EMPLOYED: 150</p>	<p>STAFF EMPLOYED: 600+</p>	<p>STAFF EMPLOYED: 8 perm. 320 seasonal</p>	<p>STAFF EMPLOYED: 350</p>
<p>REVENUE: \$10-20m*</p>	<p>REVENUE: \$589m (FY16) Group under management; \$381m (FY16) NZ under management</p>	<p>REVENUE: \$10-15m ('16)</p>	<p>REVENUE: \$50-100m*</p>
<p>COMPANY HIGHLIGHTS: Invested \$12.5m to build new growing facility and upgraded existing facility in '16; production currently on hold whilst build continues, in production Aug '17; invested in hi-tech punnet and bagging lines</p>	<p>COMPANY HIGHLIGHTS: Merger of LaManna Group and Premier Fruits Group in Australia Jul '16; established MG Direct (North Island) in '16 after success of MG Direct (South Island); recently acquired T&G Global Hamilton facility; difficult year for bananas in Australia in '16; acquired new trademarks from Fresh NZ for a range of summer fruit in '16</p>	<p>COMPANY HIGHLIGHTS: State-of-the-art cherry packhouse with 10-lane Compac grader, including firmtech machine commissioned in '15; launched two new export brands and new logo at Asia Fruit Logistica '16</p>	<p>COMPANY HIGHLIGHTS: Launched new cherry tomato variety under NZ Hothouse brand, Manuka Tom in '17</p>






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

<p>OPAC (OPOTIKI PACKING AND COOLSTORAGE)</p>  <p>Ian Coventry Chief Executive Officer</p>	<p>PRIMOR PRODUCE LTD</p>   <p>John Carroll Managing Director</p>	<p>ROCKIT GLOBAL LTD</p>    <p>Austin Mortimer Chief Executive Officer</p>	<p>SCALES CORPORATION LTD</p>    <p>Andy Borland Managing Director</p>
<p>DESCRIPTION: Kiwifruit orchard management, services and post harvest fruit operator; owned by 45 shareholders, mostly grower suppliers</p>	<p>DESCRIPTION: Marketers, exporters and importers of fresh produce (predominantly fruit); exports to AU, North America, Japan, Asia</p>	<p>DESCRIPTION: Grower of miniature apples; licensed to grow in UK, USA, AU, Belgium, Italy, Germany, France, etc.; sold in 22 countries; 97% exported</p>	<p>DESCRIPTION: Diversified agribusiness portfolio, including horticulture, storage & logistics and food ingredients; Mr Apple is NZ's largest vertically integrated grower, packer and exporter of apples; 1,052ha of orchards; picks 500m apples; 25% share of NZ total apple exports to over 40 countries</p>
<p>KEY PRODUCTS: Kwifruit, avocados</p>	<p>KEY PRODUCTS: Kiwifruit, avocado, apples, blackcurrants, melons, green vegetables</p>	<p>KEY PRODUCTS: Apples, Rockit brand</p>	<p>KEY PRODUCTS: Apples (Mr Apple & Diva), apple and kiwifruit juice concentrate, pet food ingredients, provision of cold, bulk liquid and logistics services</p>
<p>OWNERSHIP: NZ; Private (Quayside Holdings 10%, The Maori Trustee 10%, Emslie 10%, others)</p>	<p>OWNERSHIP: NZ; Private (Apata 33%, Carroll, others)</p>	<p>OWNERSHIP: NZ; PE (Pioneer Capital 41%, Oriens Capital 15%, Punchbowl Investments 12%, others)</p>	<p>OWNERSHIP: NZ; Public (NZX:SCL) (China Resources Nu Fung; (15.4%), others)</p>
<p>COMPANY NUMBER: 374655</p>	<p>COMPANY NUMBER: 396423</p>	<p>COMPANY NUMBER: 6235930</p>	<p>COMPANY NUMBER: 424743</p>
<p>ADDRESS: 93 Waioeka Road, Opotiki</p>	<p>ADDRESS: Level 2, 25 Davis Crescent, Newmarket, Auckland</p>	<p>ADDRESS: 18 Cooper Street, Havelock North</p>	<p>ADDRESS: 52 Cashel Street, Christchurch</p>
<p>PHONE: +64 7 315 8700</p>	<p>PHONE: +64 9 522 2822</p>	<p>PHONE: +64 6 878 5664</p>	<p>PHONE: +64 3 379 7720</p>
<p>WEBSITE: www.opac.co.nz</p>	<p>WEBSITE: www.primor.co.nz</p>	<p>WEBSITE: www.rockitapple.com</p>	<p>WEBSITE: www.scalescorporation.co.nz; www.mrapple.co.nz; www.meateor.co.nz</p>
<p>YEAR FORMED: 1987</p>	<p>YEAR FORMED: 1988</p>	<p>YEAR FORMED: 2017</p>	<p>YEAR FORMED: 1897</p>
<p>STAFF EMPLOYED: 65-600 seasonal</p>	<p>STAFF EMPLOYED: 23</p>	<p>STAFF EMPLOYED: 15</p>	<p>STAFF EMPLOYED: 500 perm. +1,800 seas.</p>
<p>REVENUE: \$37m (FY15)</p>	<p>REVENUE: \$50m (FY14)</p>	<p>REVENUE: \$10-15m*</p>	<p>REVENUE: \$374m (FY16) Horticulture \$230m, Food Ingredients \$58m, Storage & Logistics \$108m</p>
<p>COMPANY HIGHLIGHTS: Te Tumu Paeroa and Bay of Plenty Regional Council took 10.1% stake in '16 to raise capital to increase amount of kiwifruit processed, new packing line and cool storage facility at Opotiki site; Capital raised \$4.85m; 5.6m trays packed in '15 harvest</p>	<p>COMPANY HIGHLIGHTS: AVANZA created in '11 for avocado exports to Asia along with Just Avocados; partnered with Southern Produce to create single brand, AVOCO, for avocado exports to AU in '13-'14; Just Avocado exited collaboration</p>	<p>COMPANY HIGHLIGHTS: Developed by Plant and Food Research, 'PremA96'; finalists in ExportNZ Innovation in Export awards in '15; 77 containers in '16; PE acquired interest of founder Phil Alison in Mar '17, changed name from Havelock North Fruit Company (HNFC) to Rockit Global; ambitious growth plans</p>	<p>COMPANY HIGHLIGHTS: Exports to Asia grew to 23% of sales in '15; invested \$11.3m in growth capital expenditure in '15; acquired Longview Group Holdings, Hawke's Bay apple grower and marketer, \$20.5m in '16; packed 3.5m trays of Mr Apple grown fruit; increased stake in Fern Ridge Produce to 72.9% in '16; Meateor Foods sales \$58m in FY16; launched Dazzle in partnership in '16</p>




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

<p>SEEKA LIMITED</p>   <p>Michael Franks Chief Executive Officer</p>	<p>SOUTHERN PAPRIKA</p>   <p>Hamish Alexander Managing Director</p>	<p>SUJON MARKETING</p>  <p>John Molyneux Chief Executive Officer</p>	<p>SUPERB HERB COMPANY</p>   <p>Ken Rogers Chief Executive Officer</p>
<p>DESCRIPTION: Fully integrated orchard-to-market service for kiwifruit, avocado and kiwiberry growers; imports, ripens and provides retail services for tropical produce, bananas, papaya, pineapples; orchard management services; orchards in AU; manufacturing value added facility</p>	<p>DESCRIPTION: Capsicum growers; New Zealand's largest single site glasshouse; export to Japan, AU, Canada; 23 ha under glass in 3 complexes; 1m capsicum plants; invested \$50m in glasshouse complexes; SPL and Levarht partners in FreshMex, glasshouses in Mexico</p>	<p>DESCRIPTION: Manufacturer of quick frozen berries and powdered berry products; 70% NZ sourced fruit from growers across NZ; exports</p>	<p>DESCRIPTION: Largest grower of fresh culinary herbs in New Zealand; retail and food service; two nurseries in Auckland</p>
<p>KEY PRODUCTS: Kiwifruit, avocados, kiwiberry, apricots, bananas, pears, papaya, plum, cherry, nashi, pineapple, KiwiCrush/ies, avocado oil, pollen</p>	<p>KEY PRODUCTS: Capsicums, SweetPoints</p>	<p>KEY PRODUCTS: Frozen berries, berry powder supplements, smoothie mixes, frozen mango chunks</p>	<p>KEY PRODUCTS: Living and cut herbs; 20 varieties</p>
<p>OWNERSHIP: NZ; Public (NZX:SEK) (Farmland Corporation (Japan) 17%, Sunifru Singapore (Singapore) 12%, Te Awanui Huka Pak 8%)</p>	<p>OWNERSHIP: NZ; Private (Alexander 50%); Netherlands (Beheermaatschappij Legmeerpolder BV 50%)</p>	<p>OWNERSHIP: NZ; Private (Williams, Gibb, others)</p>	<p>OWNERSHIP: NZ; Private (Pike)</p>
<p>COMPANY NUMBER: 342045</p>	<p>COMPANY NUMBER: 953484</p>	<p>COMPANY NUMBER: 2210354</p>	<p>COMPANY NUMBER: 1128895</p>
<p>ADDRESS: 34 Young Road, Te Puke</p>	<p>ADDRESS: 504 Woodcocks Road, Warkworth, Auckland</p>	<p>ADDRESS: 17 Bullen Street, Tahunanui, Nelson</p>	<p>ADDRESS: 374 Henderson Valley Road, Henderson, Auckland</p>
<p>PHONE: +64 7 573 0303</p>	<p>PHONE: +64 9 425 9496</p>	<p>PHONE: +64 3 546 4101</p>	<p>PHONE: +64 9 837 0500</p>
<p>WEBSITE: www.seeka.co.nz</p>	<p>WEBSITE: www.spl.nz; www.levarht.com</p>	<p>WEBSITE: www.sujon.co.nz</p>	<p>WEBSITE: www.superbherb.co.nz</p>
<p>YEAR FORMED: 1987</p>	<p>YEAR FORMED: 1998</p>	<p>YEAR FORMED: 1969</p>	<p>YEAR FORMED: 2001</p>
<p>STAFF EMPLOYED: 295 perm., 3,000 seas.</p>	<p>STAFF EMPLOYED: 100 FT 40 seasonal</p>	<p>STAFF EMPLOYED: 24</p>	<p>STAFF EMPLOYED: 80</p>
<p>REVENUE: \$191m (FY16)</p>	<p>REVENUE: \$27.1m (FY14)</p>	<p>REVENUE: \$10-20m (FY16)</p>	<p>REVENUE: \$10m+</p>
<p>COMPANY HIGHLIGHTS: Packed 32.4m trays of kiwifruit, 720,000 trays of avocados, 60,000 of kiwiberry in '15; acquired Bunbartha Fruit Packers, VIC, \$25m, Aug '15 and established Seeka Australia; acquires Vital Foods Kiwicrush brands; rebranded to Seeka Limited in '16 to reflect evolution into diversified premium produce company; released new GEM avocado variety to growers in '16</p>	<p>COMPANY HIGHLIGHTS: Invested \$8m in Kaipara dairy farm to convert to avocado orchard in Feb '17 Harbour Edge Avocados (SPL 50% owned)</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS:</p>

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

<p>T&G GLOBAL</p>  <p>Alastair Hulbert Chief Executive Officer</p> 	<p>THE FRESH FRUIT COMPANY OF NZ</p>  <p>Glenn Pool General Manager</p>	<p>THE PRODUCE COMPANY</p>  <p>Rob McPhee Managing Director</p>	<p>THE TE MATA MUSHROOM COMPANY</p>  <p>Michael Whittaker Managing Director</p>
<p>DESCRIPTION: Global grower, seller, marketer and distributor of quality fresh produce; 1,100ha farmed; 32 global locations; offices in 12 countries; owns a variety of subsidiaries and brands, ENZA, Delica, Floramax, Kerifresh, and the plant variety rights to Jazz™, Envy™, Pacific Rose™ apples</p>	<p>DESCRIPTION: Vertically integrated fresh fruit and vegetable exporter; 4,000 TEU container equivalent /year; orchards in Nelson and Hawkes Bay; JV Freshco Nelson Ltd with apple growers; JV to export squash to Japan and Korea; sole marketer for Tendertips Asparagus and Leaning Rock Cherries</p>	<p>DESCRIPTION: Manufacturer, wholesaler, distributor, exporter of fresh produce, meat, dairy, seafood, dry goods, condiments, juices into food service, superyachts; on site production kitchen, Loft Foods; own Moo Moo dairy range; Hillside Farms meat brand; Bevco beverage distribution co</p>	<p>DESCRIPTION: NZ's second largest mushroom producer; 20-24t mushrooms per week; tours and farm shop; based in Hawke's Bay; supplies to supermarkets, food service, food processors</p>
<p>KEY PRODUCTS: Pipfruit, grapes, asparagus, citrus, tomatoes, kiwifruit, cherries, berries, fruit juice concentrate, processed fruit and vegetables</p>	<p>KEY PRODUCTS: Apples, squash, asparagus, cherries; Breeze, Sonya, Cheekie proprietary apple varieties</p>	<p>KEY PRODUCTS: Dairy, meat, seafood, produce, dry stores, eggs, frozen foods, sauces, relishes, dips, beverages; over 3,000 products stocked</p>	<p>KEY PRODUCTS: White, portabello, vitamin D mushrooms</p>
<p>OWNERSHIP: Germany; Public (BayWa Aktiengesellschaft (FWB:BYW6) 74%); China; Private (Wo Yang Limited 20%)</p>	<p>OWNERSHIP: NZ; Private (Taylor, Owens, Mangan, Petter, Pool)</p>	<p>OWNERSHIP: NZ; Private (McPhee, Stokes)</p>	<p>OWNERSHIP: NZ; Private (Whittaker)</p>
<p>COMPANY NUMBER: 41406</p>	<p>COMPANY NUMBER: 412966</p>	<p>COMPANY NUMBER: 1288178</p>	<p>COMPANY NUMBER: 4031760</p>
<p>ADDRESS: 1 Clemow Drive, Mt Wellington, Auckland</p>	<p>ADDRESS: 46 Jervois Road, Herne Bay, Auckland</p>	<p>ADDRESS: 25 Hannigan Drive, St Johns, Auckland</p>	<p>ADDRESS: 174 Brookvale Road, Havelock North</p>
<p>PHONE: +64 9 573 8700</p>	<p>PHONE: +64 9 376 9990</p>	<p>PHONE: +64 9 634 8320</p>	<p>PHONE: +64 6 877 7266</p>
<p>WEBSITE: www.tandg.global</p>	<p>WEBSITE: www.freshco.co.nz</p>	<p>WEBSITE: www.produce.co.nz; www.bevco.co.nz; www.loftfoods.co.nz</p>	<p>WEBSITE: www.tematamushrooms.co.nz</p>
<p>YEAR FORMED: 1897</p>	<p>YEAR FORMED: 1988</p>	<p>YEAR FORMED: 1993</p>	<p>YEAR FORMED: 1967</p>
<p>STAFF EMPLOYED: 1,500 perm. +2,500 seas.</p>	<p>STAFF EMPLOYED: 135-400 seasonal</p>	<p>STAFF EMPLOYED: 200</p>	<p>STAFF EMPLOYED: 120</p>
<p>REVENUE: \$872m (FY16)</p>	<p>REVENUE: \$20-50m*</p>	<p>REVENUE: \$55m*</p>	<p>REVENUE: >\$10m ('16)</p>
<p>COMPANY HIGHLIGHTS: MOU signed with Zespri in '16 to develop export market opportunities for kiwifruit in SE Asia; sold Fruit Case Co crate hire business to Pact Group for \$21m in '16; opened offices in Washington state and Bangkok '16; launched 'FirstPick' online ordering in NZ '16; first commercial harvest of grapes in Peru; Golden Wing Mau acquired 20% of T&G Global in '16</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS:</p>

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

<p>THE TENDER TIPS COMPANY</p>  <p>Geoff Lewis Managing Director</p> 	<p>THE YUMMY FRUIT COMPANY</p>  <p>John Paynter Managing Director</p>	<p>THYMEBANK (2013) LTD</p>  <p>Leanne Roberts Co-owner</p> 	<p>TREVELYAN'S PACK AND COOL</p>  <p>James Trevelyan Managing Director</p> 
<p>DESCRIPTION: Grower, packer and marketer of asparagus; supply supermarkets; export to Japan and Australia; growing blocks in Himatangi, Foxton, Levin; most of asparagus supplied through Lewis Farming, one of largest asparagus growers in NZ; 500-600t over 100 day season</p>	<p>DESCRIPTION: Vertically integrated apple and stone fruit marketing company; 700ha of apple and stonefruit orchards in Hawke's Bay; packhouse; partner growers Clyde Orchards in Central Otago for stonefruit under Yummy brand; domestic focus</p>	<p>DESCRIPTION: Producer of hydroponic fresh herb and salad; based on 2.9ha in Marlborough; hydroponic area of 6,000m²; 20,000 lettuces a week; spray free environment; packed on site; supplies wholesalers, retailers, food service nationally</p>	<p>DESCRIPTION: Post harvest fruit operator at 20ha site (5 pack house, 33 coolstores); packed 13m trays of kiwifruit and forecast 750,000 trays of avocados; storage capacity of 7.8m trays; partnership to mill and supply pollen for pollination, No.1 Road Pollen; online store partnership BayFarms NZ</p>
<p>KEY PRODUCTS: Fresh asparagus</p>	<p>KEY PRODUCTS: Apples, nectarines, peaches; 14 varieties of apples, Flatto nectarines and peaches</p>	<p>KEY PRODUCTS: Herbs, salad leaves, edible flowers</p>	<p>KEY PRODUCTS: Kiwifruit, avocados, feijoas, limes</p>
<p>OWNERSHIP: NZ; Private (Lewis)</p>	<p>OWNERSHIP: NZ; Private (Paynter)</p>	<p>OWNERSHIP: NZ; Private (Roberts)</p>	<p>OWNERSHIP: NZ; Private (Trevelyan)</p>
<p>COMPANY NUMBER: 650677</p>	<p>COMPANY NUMBER: 164059</p>	<p>COMPANY NUMBER: 4443282</p>	<p>COMPANY NUMBER: 1105061</p>
<p>ADDRESS: 747 State Highway 1, Poroutawhao, Levin</p>	<p>ADDRESS: 548 St Georges Road South, Hastings</p>	<p>ADDRESS: 31 Hammerichs Road, Blenheim</p>	<p>ADDRESS: 310 No. 1 Road, RD2, Te Puke</p>
<p>PHONE: +64 6 368 3957</p>	<p>PHONE: +64 6 877 8127</p>	<p>PHONE: +64 3 577 9499</p>	<p>PHONE: +64 7 573 0085</p>
<p>WEBSITE: www.tendertips.co.nz</p>	<p>WEBSITE: www.yummyfruit.co.nz</p>	<p>WEBSITE: www.thymebank.co.nz</p>	<p>WEBSITE: www.trevelyan.co.nz</p>
<p>YEAR FORMED: 1980</p>	<p>YEAR FORMED: 1862/1973</p>	<p>YEAR FORMED: Prior to 2005/2013</p>	<p>YEAR FORMED: 1971</p>
<p>STAFF EMPLOYED: 7 perm. 150 seasonal</p>	<p>STAFF EMPLOYED: 100 perm. 300 seasonal</p>	<p>STAFF EMPLOYED: 10</p>	<p>STAFF EMPLOYED: 150 perm. 1,260 seas.</p>
<p>REVENUE: \$5-10m (FY16)</p>	<p>REVENUE: \$27m (11)</p>	<p>REVENUE: N/A</p>	<p>REVENUE: \$50m (FY14)</p>
<p>COMPANY HIGHLIGHTS:</p>	<p>COMPANY HIGHLIGHTS: Introduced new apple variety Sweetango in '13</p>	<p>COMPANY HIGHLIGHTS: Acquired by Roberts family in '13</p>	<p>COMPANY HIGHLIGHTS: Packed 13m trays of kiwifruit in '15, 10% of NZ production; measured itself against Global Reporting Initiative (GRI) sustainability analysis in '15; investment in new orchard prompted by high demand for avocado plants Dec'16</p>

ZESPRI GROUP LIMITED



Lain Jager
Chief Executive Officer

DESCRIPTION: Exporter and marketer of kiwifruit; originally NZ Kiwifruit Marketing Board; corporatised; legal monopsony outside Australia; sells in over 50 countries

KEY PRODUCTS: Kiwifruit marketer

OWNERSHIP: NZ; Corporate (2,150 current and past kiwifruit growers)

COMPANY NUMBER: 1027483

ADDRESS: 400 Maunganui Road,
Mount Maunganui

PHONE: +64 7 572 7600

WEBSITE: www.zespri.com

YEAR FORMED: 1988

STAFF EMPLOYED: 400 globally

REVENUE: \$1,907m (FY16)

COMPANY HIGHLIGHTS: Strong recovery from PSA; "extraordinary" season for kiwifruit in '15; Kiwi SunGold in McDonalds Happy Meals; MOU with Shaanxi Provincial Government to develop kiwifruit industry '15; office in Dubai in '15; MOU with T&G for developing export market opportunities '16; additional 400ha of SunGold licenses to be released each year until '20; \$40m new HO approved '16

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

Appendices

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

06

INDUSTRY ORGANISATIONS

New Zealand has a broad range of produce organisations that support industry



- Represent the entire supply chain from seed producer to consumer on pan-produce issues
- Funding from voluntary membership fees, 5+ A Day logo user fees and sponsorship

- www.unitedfresh.co.nz



- Represent 5,500 growers
- Commodity Levy (FruitFed and VegFed) Order 2007 (\$XXm)
- 22 product groups pay levy

- www.hortnz.co.nz



- Mandatory exporters licencing fees (52 Companies, holding 77 licences)
- NZHEA Amendment Bill 2016
- Product Group under HEA fees (10 groups)

- www.hea.co.nz



- Represent apple, nashi and pear growers
- Commodity Levy Order 2012 (1.25c/kg)

- www.pipfruitnz.co.nz



- Represent 2,600 kiwifruit growers
- Commodity Levy (Kiwifruit) Order
- 9 supply entity group reps, 17 regional reps

- www.nzkgi.org.nz

TRADE CODES

GLOBAL HARMONISED SYSTEM (HS) TRADE CODES DEFINED AS PRODUCE

HS2002

HS Code	Short Description	Longer official description	HS Code	Short Description	Longer official description	HS Code	Short Description	Longer official description
070110	Potatoes, seed	Seed potatoes	071151	Mushrooms, pres.	Mushrooms of the genus Agaricus, provisionally presvd.	080440	Avocados	Avocados, fresh or dried
070190	Potatoes	Other potatoes, fresh or chilled	071159	Mushrooms x Agari, pres	Mushrooms other than Agaricus, provisionally presvd.	080450	Guavas, mangoes, etc.	Guavas, mangoes and mangosteens, fresh or dried
070200	Tomatoes	Tomatoes, fresh or chilled	071190	Mixed vege.	Other vegetables and mixture of vegetables pro	080510	Oranges	Oranges, fresh or dried
070310	Onions	Onions and shallots, fresh or chilled	071220	Dried onions	Dried onions	080520	Mandarins, etc.	Mandarins, clementines, wilkings...etc, fresh or dried
070320	Garlic	Garlic, fresh or chilled	071231	Mushrooms, dry	Mushrooms of the genus Agaricus, dried	080540	Grapefruit	Grapefruit, fresh or dried
070390	Leeks, etc.	Leeks and other alliaceous vegetables, nes	071233	Jelly fungi, dry	Jelly fungi (Tremella spp.), dried,	080550	Lemons/Limes	Lemons (Citrus limon/limonum) & limes (Citrus aurantifolia/latifolia), fresh/dried
070410	Cauliflowers	Cauliflowers and headed broccoli, fresh or chilled	071239	Other mushrooms, dry	Mushrooms (excl. of 0712.31-0712.33) & truffles, dried	080590	Other citrus	Citrus fruit, fresh or dried, nes
070420	Brussels sprouts	Brussels sprouts, fresh or chilled	071290	Dried vegetables nes	Dried vegetables, nes	080610	Grapes, fresh	Fresh grapes
070490	Red cab, kohlrabi	White and red cabbages, kohlrabi, kale...etc, fresh or chilled	071310	Dried peas	Dried peas, shelled	080620	Grapes, dry	Dried grapes
070511	Cabbage	Cabbage lettuce, fresh or chilled	071320	Dried chickpeas, shelled	Dried chickpeas, shelled	080711	Watermelons	Watermelons, fresh
070519	Lettuce	Lettuce, fresh or chilled, (excl. cabbage lettuce)	071331	Dried beans, shelled	Dried beans, shelled	080719	Melons	Melons, fresh
070521	Witloof chicory	Witloof chicory, fresh or chilled	071332	Dried adzuki beans, shell	Dried adzuki beans, shelled	080720	Pawpaw, papaya	Papaws (papayas), fresh
070529	Chicory	Chicory, fresh or chilled, (excl. witloof)	071333	Dried kidney beans	Dried kidney beans, incl. white pea beans, shelled	080810	Apples	Apples, fresh
070610	Carrots, turnips	Carrots and turnips, fresh or chilled	071339	Dried beans, shelled, nes	Dried beans, shelled, nes	080820	Pears	Pears and quinces, fresh
070690	Beetroot, radishes	Beetroot...radishes and other similar edible root	071340	Dried lentils, shelled	Dried lentils, shelled	080910	Apricots	Apricots, fresh
070700	Cucumbers	Cucumbers and gherkins, fresh or chilled	071350	Dry broad beans, shelled	Dried broad beans and horse beans, shelled	080920	Cherries	Cherries, fresh
070810	Peas	Peas, fresh or chilled	071390	Dried legume, shelled, nes	Dried leguminous vegetables, shelled, nes	080930	Peaches, nectarines	Peaches, including nectarines, fresh
070820	Beans	Beans, fresh or chilled	071410	Manioc	Manioc, fresh or dried	080940	Plums	Plums and sloes, fresh
070890	Leguminous veg*	Leguminous vegetables, fresh or chilled, nes	071420	Sweet potatoes	Sweet potatoes, fresh or dried	081010	Strawberries	Strawberries, fresh
070910	Globe artichokes	Globe artichokes, fresh or chilled	071490	Roots and tubers	Roots and tubers, high starch content, fresh or dried	081020	Raspberries, etc.	Raspberries, blackberries, mulberries and logan fresh
070920	Asparagus	Asparagus, fresh or chilled	080111	Coconuts, dessicated	Coconuts, dessicated, shelled	081030	Currants, gooseberries	Black, white or red currants and gooseberries, fresh
070930	Aubergines	Aubergines, fresh or chilled	080119	Coconuts, fresh	Coconuts, fresh, shelled	081040	Blackcurrants; other	Cranberries, milberries...etc, fresh
070940	Celery	Celery, fresh or chilled	080122	Brazil nuts, shelled dried	Brazil nuts, shelled dried	081050	Kiwifruit	Kiwifruit fresh
070951	Mushrooms	Mushrooms, fresh or chilled	080131	Cashew nuts, in shell	Cashew nuts, in shell dried	081090	Other fruit nes	Other fruit, fresh, nes
070959	Mushrooms other	Mushrooms other than of the genus Agaricus, fresh/chilled	080132	Cashew nuts, shelled	Cashew nuts, shelled dried	081110	Strawberries, frozen	Strawberries, frozen
070960	Capsicum	Fruits of genus Capsicum or Pimenta, fresh or chilled	080211	Almonds, in shell	Almonds in shell, fresh or dried	081120	Blackberries, etc.	Raspberries, blackberries...etc, frozen
070970	Spinach	Spinach, fresh or chilled	080212	Almonds, shelled	Almonds without shells, fresh or dried	081190	Other fruit, frozen	Other fruit and nuts, frozen, nes
070990	Other Vegetables	Other vegetables, fresh or chilled, nes	080221	Hazlenuts in shell	Hazlenuts in shell, fresh or dried	081210	Cherries, pres.	Cherries, provisionally preserved, not for immediate cons.
071010	Potatoes, frozen	Potatoes, frozen	080222	Hazlenuts, shelled	Hazlenuts without shells, fresh or dried	081290	Fruit & nuts, pres.	Fruit and nuts, provisionally preserved, not for immed. cons.
071021	Frozen peas	Shelled or unshelled peas, frozen	080231	Walnuts in shell	Walnuts in shell, fresh or dried	081310	Apricots, dry	Dried apricots
071022	Frozen beans	Shelled or unshelled beans, frozen	080232	Walnuts, shelled	Walnuts without shells, fresh or dried	081320	Prunes	Dried prunes
071029	Legume veg, frozen	Leguminous vegetables, shelled or unshelled, frozen	080240	Chestnuts	Chestnuts, fresh or dried	081330	Apples, dry	Dried apples
071030	Spinach, frozen	Spinach, frozen	080250	Pistachio	Pistachio, fresh or dried	081340	Dried fruit nes	Other dried fruit, nes
071040	Frozen sweet corn	Sweet corn, frozen	080290	Other nuts	Other nuts, fresh or dried, nes	081350	Dried fruit mix	Mixtures of dried fruit and nuts, nes
071080	Frozen vegetables nes	Vegetables, frozen, nes	080300	Bananas	Bananas, including plantains, fresh or dried	081400	Peels	Peel of citrus fruit or melons, fresh, frozen
071090	Frozen mixed veg	Mixtures of vegetables, frozen	080410	Dates	Dates, fresh or dried			
071120	Olives	Olives provisionally preserved, not for immediate consumpt.	080420	Figs	Figs, fresh or dried			
071140	Cucumbers, pres.	Cucumbers and gherkins provisionally preserved	080430	Pineapples	Pineapples, fresh or dried			

GLOSSARY OF TERMS

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

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

WHERE WE WORK

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

WHAT WE DO

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

HOW WE DO IT

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

WHO WE WORK WITH

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

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

FIRM STRATEGY & OPERATIONS

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

MARKET ENTRY

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

VALUE CREATION

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

TARGET IDENTIFICATION

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

DUE DILIGENCE

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

EXPERT WITNESS

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

