

# Select Harvests Limited ("SHV")

Half Year ending 31 December 2017 - Results Presentation 27 February 2018













# **Disclaimer & Basis of Preparation**

This presentation is provided for information purposes only and has been prepared using information provided by the company. The information contained in this presentation is not intended to be relied upon as advice to investors and does not take into account the investment objectives, financial situation or needs of any particular investor. Investors should consider their own individual investment and financial circumstances in relation to any investment decision.

Certain statements contained in this presentation may constitute forward-looking statements or statements about future matters that are based upon information known and assumptions made as of the date of this presentation. These statements are subject to risks and uncertainties. Actual results may differ materially from any future results or performance expressed, predicted or implied by the statements contained in this presentation.















# Agenda

# Financial Results & Analysis

**Market Update & Outlook** 

**Business Update & Outlook** 

**Appendices** 















# Select Harvests 2018 Crop & Price Estimate

### 2018 Harvest has commenced in all states

- Harvest commenced in early February (starting in South Australia)
- Commenced on immature trees and nonpareil only
- Good harvest conditions weather conditions have been favourable to date and are forecasted to remain generally good
- Initial indications yield & quality are positive. Processing commenced last week insect damage minimal

### 2018 Crop estimate 15,000 tonnes

- Industry yield forecasted at 15,800 MT reduced by 5%
- First impression is quality and volume could exceed expectations

### 2018 Price estimate A\$7.75/kg (@0.77 AUD/USD exchange rate)

- US shipments up 10% YTD. US uncommitted inventory down 12%.
- Increased pressure on 2018 US crop as a result of recent severe frost events.
- We estimate the final pool price to between A\$7.60 A\$8.20/kg @0.77 AUD/USD exchange rate

### Potential upward price movement driven by recent Californian frost events















# Basis of accounts preparation and sensitivities

In line with Accounting Standard – AASB 141 Agriculture SHV must forecast the profit expected from the 2018 crop. 50% of this forecasted profit is included in the 1H18 accounts and represents 80% of total EBIT. Assumptions and sensitivities are outlines below:

	Assumption	Basis of Assumption	Sensitivity – EBIT Impact
Crop Size	15,000 Metric Tonnes	Industry average yields less 5%	1% movement = \$1.2M
Crop Price	AUD\$7.75/kg	Current pricing based on assumed quality profile	1% movement = \$1.2M
AUD/USD FX Rate	0.77c	Current rates plus hedge protection	1c movement = \$1.5M

### We are currently considering a change to our year end















### **SHV Income Statement**

\$000's	1H FY2017 Reported	1H FY2018 Reported	%	1H FY2017 Normalised	1H FY2018 Normalised	%
Revenues	126,457	112,946	(11%)	122,339	112,946	(8%)
EBITDA	25,058	20,103	(20%)	20,589	21,175	3%
Depreciation	7,169	7,954	11%	7,169	7,954	11%
EBIT						
Almond Division	15,605	11,532	(26%)	11,136	12,604	13%
Food Division	5,054	3,175	(37%)	5,054	3,175	(37%)
Corporate	(2,770)	(2,558)	8%	(2,770)	(2,558)	8%
Total EBIT	17,889	12,149	(32%)	13,420	13,221	(1%)
Interest Expense	(2,221)	(3,167)	(43%)	(2,221)	(3,167)	(43%)
Profit Before Tax	15,668	8,982	(43%)	11,199	10,054	(10%)
Tax expense	(4,043)	(2,694)	33%	(2,702)	(3,016)	(12%)
NPAT Reported	11,625	6,288	(46%)	8,496	7,038	(17%)
EPS	15.9	8.1	(49%)	11.6	9.1	(22%)
Gearing (exc. lease liabilities)	20.5%	4.7%		21.3%	4.7%	
Gearing (inc. lease liabilities)	34.6%	15.3%		35.9%	15.2%	

- Normalised EBIT flat year on year - \$13.2M vs \$13.4M
- Almond Division Normalised EBIT up due to increased tonnage and price partially offset by lower yield % and Parboil contribution
- Food Division Revenue & EBIT down due to Branded cooking and 3<sup>rd</sup> party packing
- Increased depreciation due to additional equipment relating to increased acreage
- Increased interest charges due to higher debt levels prior to capital raising

Interim Dividend declared - 5 cents per share (fully franked) - DRP offer









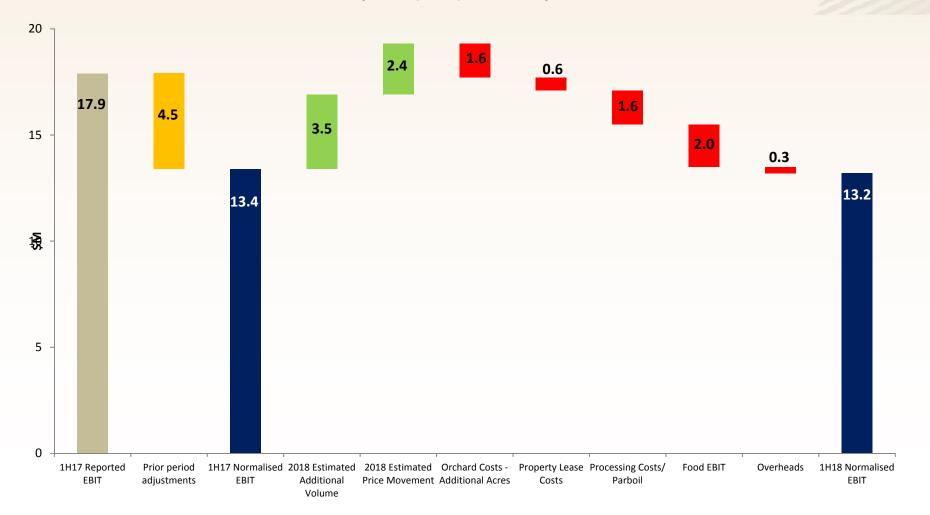






# Movement in SHV Group EBIT (A\$M)

Movement in SHV Group EBIT (A\$M) - 1H17 Reported to 1H18 Normalised

















### **Balance Sheet**

(\$m)	Period Ending 31/12/2016 31/12/2017		
(\$111)	31/12/2010	31/12/2017	
Current Assets excl. Cash	138.0	134.0	
Cash	2.2	0.7	
Non Current Assets	309.3	349.5	
Total Assets	449.5	484.5	
Current Liabilities (excl. Borrowings)	27.0	23.3	
Borrowings (incl. lease liabilities)	100.6	57.0	
Non Current Liabilities (excl. Borrowings)	37.2	34.3	
Total Liabilities	164.8	114.7	
Total Equity	284.7	369.8	
Net Debt <sup>1</sup> (incl. lease liabilities)	98.4	56.4	
Net Debt <sup>1</sup> /Equity	34.6%	15.3%	
NTA/Share (\$/share)	\$3.11	\$3.25	

- Capital Raising (completed Nov 2017):
  - Pay for Jubilee almond orchards + 1,335 ML of high security water
  - Restore Balance Sheet strength
- Funds Raised (\$90m):
  - Institutional Placement \$45m
  - Share Purchase Plan \$45m
  - 21.4m shares @ \$4.20 (7% premium to 5-day prior VWAP)
- Net Debt (inc. lease liabilities) \$56.4m
  - (31 Dec 2016 \$98.4m)
- Gearing (Net Debt to Equity) of 15.3%
  - **1** (31 Dec 2016 34.6%)
- Bank facilities in place with headroom to support planned investments

### **Balance Sheet strength is a focus**















### **Cash Flow**

(\$m)	1H17	1H18
Normalised EBITDA	20.6	21.2
Change in Working Capital	12.8	(0.6)
Taxes paid	(25.3)	(4.7)
Net Interest	(2.3)	(2.9)
Cash flow from operating activities	5.8	13.0
Investing cash flows	(20.6)	(10.0)
Proceeds from asset sales	-	-
Proceeds from Capital Raising	-	86.5
Increase/(Decrease) in Debt	31.4	(88.2)
Dividends Paid	(16.3)	-
Net Increase in Cash and Cash Equivalents	0.3	1.1

- Operating cash flow (pre-tax) \$17.7m (1H17 \$31.1m)
  - Taxes paid of \$4.7m (1H17 \$25.3m)
- Working capital increase of \$0.6m (1H17 decrease \$12.8m)
  - Timing of inventory movements
- Investing cash flows of \$10.0m (1H17 \$20.6m)
  - Irrigation upgrades, plant and equipment \$2.3m (1H17 \$5.0m)
  - Tree development \$6.1m (1H17 \$4.6m)
  - Project H2E and Parboil \$4.6m (1H17 \$8.0m)
  - IT and Office upgrades \$1.0m (1H17 \$3.0m)
  - Grants & Development income \$3.9m

### Cash flow driven by almond crop and sales program















### **1H 2018 Divisional Performance**

### **Almond Division**

	Norma	200	
EBIT (\$m)	1H17	1H18	Variance
Almond Division	11.1	12.6	13%

- Normalised EBIT up 14% (15,000 MT vs 14,100 MT) and price (\$7.75/kg vs \$7.43/kg)
- Demand fundamentals remain strong
- Changes to Hort program, cost control projects are delivering: improved quality, yields, and reduced cost per acre
- 1H18 negatively impacted by Parboil not operating at business case

### **Food Division**

	Norma		
EBIT (\$m)	1H17 1H18		Variance
Food Division	5.1	3.2	(37%)

- Revenue of \$69.3m was down 11.2% (\$78.0 million 1H17)
- Lucky cooking lines heavily impacted by Coles private label entry
- Industrial volumes remain strong (domestic and export)
- Sunsol muesli line continues to show strong growth (domestic and export)
  - Now available in Walmart's, Sam's Club China and JD.COM
- Partnership opportunities to enter the Chinese (and wider Asian) market currently being finalised















## **Major Projects**

### **Project H2E (Biomass electricity cogeneration facility)**

- Now in the Commissioning phase well progressed and on target
- No further delays fully operational in April 2018
- Partly mitigates increasing energy cost pressure in the business
- Will improve long-term economic value of kernel by-product
- Project NPV remains positive

### **Project Parboil (Almond value-adding facility)**

- In Operation yet to meet business case working with manufacturer to production rates increasing daily through replaced componentry & improved production planning
- Provides allergen-free almond products & additional blanching & pasting capacity
- Global state of the art manufacturing facility
- Project NPV remains positive

### **Orchard Plantings**

- 352 ha (870 acres) planted in July 2017
- Plantings displaying excellent tree health

#### **ERP Rollout**

- Processing roll-out completed
- Food division roll-out to commence in July 2018















# Safety, Sustainability & Diversity

### **Safety**

- Agriculture is one of Australia's most dangerous industries
- Select Harvests Zero Harm Safety and Wellbeing Strategy focus is to:
  - Prevent injury before it occurs
  - Improve our safety performance & individual wellbeing

	2016/17 Half Year Results	2016/17 Year End Results	2017/18 Half Year Results	Half Year Result Vs 2016/17 Half Year Results
LTIFR (Lost Time Injury Frequency Rate)	15	15	11	-26.6%
MTIFR (Medically Treated Incident Frequency Rate)	31	20	23	-25.8%
HIFR (Hazard Identified Frequency Rate)	479	583	651	+36%
LTISR (Lost Time Injury Severity Rate)	16	15	8	-50%

SHV is making tangible progress towards achieving its safety, sustainability & diversity goals















# **Agenda**

**Financial Results & Analysis** 

**Market Update & Outlook** 

**Business Update & Outlook** 

**Appendices** 















# **Global Supply and Demand**

#### **DEMAND**

- Ongoing research supporting improved health through consumption
- Increased usage as an ingredient: cereals, confectionary, beverages and snacking
- Movement to Mediterranean diets globally and the movement to Western diets in Asia

#### **SUPPLY**

#### **US 2017 Crop**

- Domestic Shipments Up 6% this season (since August) and 10% in last 3 months
- **Export Shipments -** Up 12% this season and 29% in last 3 months
- Total Shipments Up 10% this season and 23% in last 3 months
- Forward Commitments (i.e. Sold stock not yet shipped) Up 22% as at 31 Jan 2018
- Uncommitted Inventory (i.e. Unsold stock left to sell) Down 12.4% as at 31 Jan 2018

#### **US 2018 Crop**

- Bloom Flash Bloom warm weather synchronised and brought bloom forward made more vulnerable to frost events
  - Blue Diamond Bloom Report (<u>http://www.bdingredients.com/february-9th-2018-blue-diamond-almonds-bloom-report/</u>)
- Frost Significant frost events experienced across US almond growing regions week of 19-23 Feb 2018 outcome uncertain
  - Blue Diamond Frost Report (http://almondinsights.com/current-freeze-conditions-impacting-california-almond-growers

#### **Plantings**

- It is estimated approximately 100,000 acres of new planting will come into production in the US in each of the next 3 years
- New plantings have slowed in twelve months in both Australia and US
- Spain and Portugal looking to expand plantings

### Market will always be driven by US









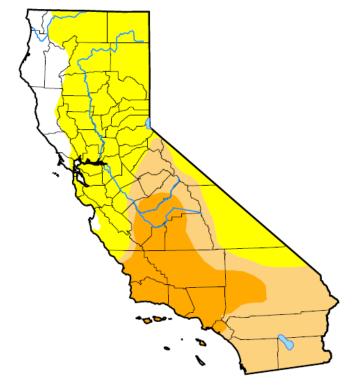






### **US Water Conditions**

# U.S. Drought Monitor California



Source: Californian Government Department of Water Resources

### February 20, 2018

(Released Thursday, Feb. 22, 2018) Valid 7 a.m. EST

Drought Conditions (Percent Area)

	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	8.43	91.57	47.87	19.98	0.00	0.00
Last Week 02-13-2018	18.29	81.71	45.71	19.98	0.00	0.00
3 Months Ago 11-21-2017	73.98	26.02	8.24	0.00	0.00	0.00
Start of Calendar Year 01-02-2018	55.70	44.30	12.69	0.00	0.00	0.00
Start of Water Year 09-26-2017	77.88	22.12	8.24	0.00	0.00	0.00
One Year Ago 02-21-2017	61.66	38.34	16.87	4.19	0.00	0.00

#### Intensity:

D0 Abnormally Dry D3 Extreme Drought
D1 Moderate Drought
D2 Severe Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. See accompanying text summary for forecast statements.

#### Author:

Deborah Bathke National Drought Mitigation Center









http://droughtmonitor.unl.edu/

- Snowpack Well Below Average -Significantly different to last year
  - Snowpack 20% of normal as at 20 Feb 2018 (16 Feb 2017 174%) / 16% of average as at 1 April (last year 134%)
- Water Storage Still Above Average
   But lower than last year
  - Storage at 99% of average (120% last year) and 68% of capacity (82% last year)
- Ground Water- Slight Improvement
  - It will not be solved without legislation
- Government legislation In progress
  - Californian government recognises they need to invest in infrastructure and legislation. It will be slow

### Conditions can change very quickly







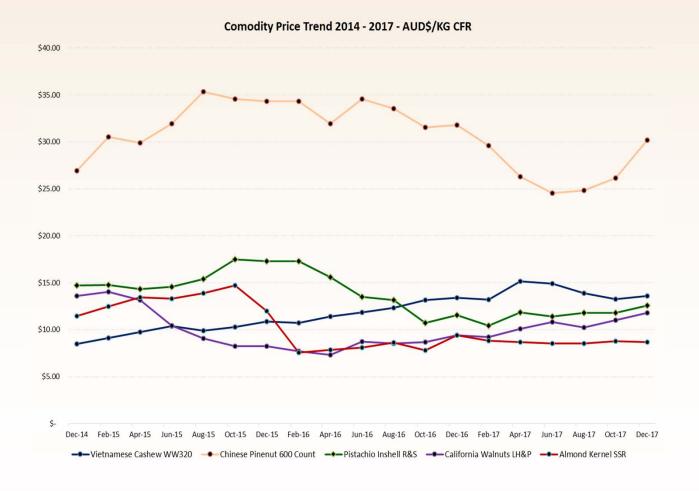








# **Tree Nut Pricing**



Source: Internal company data

Almonds now exceptionally well priced vs other tree nuts – manufacturers shifting to include almonds















# **Agenda**

**Financial Results & Analysis** 

**Market Update & Outlook** 

**Business Update & Outlook** 

**Appendices** 















# **Strategy & Priorities**

#### **HORIZON 1 - PERFECT THE CURRENT MODEL**

**Optimise &** grow almond agri assets

Improve supply chain efficiency

Maximize commodity value through innovation

**Build our** systems & grow our people

#### **VISION**

#### **HORIZON 2 - TRANSITION INTO INTEGRATED MODEL**

**Grow the value** of Brands

**Grow in Select Harvests Food Products Asian** market via partnerships

Pursue value accretive acquisitions in the agrifood sector

Select Harvests to be recognised as one of Australia's most respected agrifood businesses

#### **MISSION**

To deliver sustainable stakeholder returns by being a leader in the supply of better for you plant based foods

#### **HORIZON 3 - EXPAND MODEL GLOBALLY**

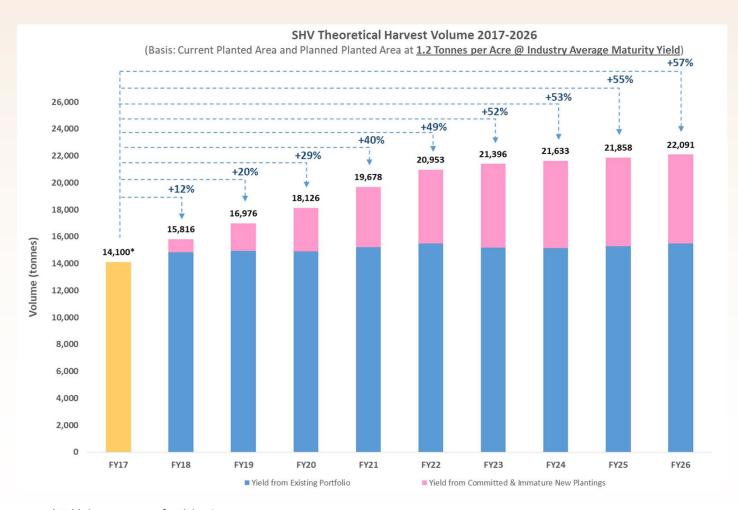
**Explore opportunities** in the global industry

#### **ASPIRATIONS**

- ▲ Zero harm to people & environment
- **EPS Growth minimum 5% CAGR**
- Gender, age and ethnicity balance

18

## **Volume Growth**



<sup>\*</sup>Yields by tree age - refer slide 42

### Investment in almond orchards & processing assets largely complete = increase future earnings















# **2018 Management Focus**

#### **Cost Base**

- Comprehensive review completed on orchard related costs delivering a 9% cost per acre reduction.
- Detailed review of processing costs underway reductions impacting processing of the 2018 crop.
- Actions in place to reduce corporate costs

### Parboil/Processing

Increase productivity

#### H<sub>2</sub>E

Operational with power to the grid by mid April

### **Quality Uplift**

Focus on lifting quality through harvesting practices and processing functions

### **Higher Yields**

 Changes implemented to horticultural and harvesting practices. Designed to improve yield volume, the level (and quality) of pick-up and reduction of product remaining on trees

#### **Food Division**

- Stabilize and grow the Lucky brand and continue to build Sunsol cereal
- Grow branded and industrial export businesses

### Delivery of focus areas will improve half on half performance















# **Key Take Outs**

#### Fundamentals of the business & industry remain strong

Global consumption of plant protein & almonds continues to grow at 6-8% per annum

#### Almond growth strategy is in place

15,000MT in 2018, 18,000 MT in 2020 building to 21,000MT in 2022 & 22,000MT in 2026

#### Orchard health is good

Frost will not affect future years

#### **Almond Pricing**

Outlook positive

### Cost competitive position is now dependent on execution rather than investment

Focus is on reducing operating expenditure, working capital & minimising capex

#### **Export growth is a focus**

- Consumer business growth means investing in new product development and brands
- Industrial business will grow utilizing the capacity and quality of the Parboil value-add facility

#### **Zero Harm**

Number One Priority

SHV is well placed to take advantage of global demand, positioning shareholders to benefit from improved returns

















#### Please direct any queries to:

Paul Thompson Brad Crump Andrew Angus

Managing Director Chief Financial Officer Investor Relations

+61 3 9474 3544 +61 3 9474 3544 +61 402 823 757

Please note that background material/data regarding the global almond industry can be found on the Select Harvests website.

www.selectharvests.com.au

















# **Select Harvests - Financial History**



<sup>&</sup>lt;sup>\*</sup> 2014 figures have been rebased according to early adoption of Accounting Standards, AASB 116, Property, Plant and Equipment, and AASB 141, Agriculture, impacting "bearer plants". 2011-2017 figures represent underlying earnings.

Source: Company Data















# Prior estimates have a material impact in subsequent periods

Almond Division Result (\$m)	1H17	1H18
Reported EBIT	17.9	12.1
- At 1H17 50% of the FY17 crop was recognised at 16,000 MT at a price of \$7.70/kg – the actual position (adjusted in 2H17) was 14,100 MT at a price of \$7.43/kg	(9.6)	
- Higher costs relating to prior period crops recognised in 1H18		1.1
- Adjustment made in 1H17 for decreased selling price relating to FY16 crop	5.1	
Underlying EBIT Comparison	13.4	13.2

Half year estimates can have a material impact, when both USD almond prices and currency impacts combine















## **Select Harvests – Orchard Profile**

Select Harvests Almond orchard portfolio		Planted* (as at 30 June 2017)		Under Development (as at 31 Dec 2017)		Total Planted & Under  Development  (as at 31 Dec 2017)	
, minoria oronara portiono	Acres	Hectares	Acres	Hectares	Acres	Hectares	
Central region							
Company Owned	4,151	1,680			4,151	1,680	
Leased	2,909	1,177	500	202	3,409	1,380	
Total	7,060	2,857	500	202	7,560	3,059	
Northern Region							
Company Owned	1,797	727			1,797	727	
Leased	3,017	1,221			3,017	1,221	
Total	4,814	1,948			4,814	1,948	
Southern Region							
Company Owned	2,722	1,102			2,722	1,102	
Leased	3,904	1,580			3,904	1,580	
Total	6,626	2,681			6,626	2,681	
Total							
Company Owned	8,670	3,509			8,670	3,509	
Leased	9,830	3,978	500	202	10,330	4,180	
Total	18,500	7,487	500	202	19,000	7,689	

<sup>\*</sup>Includes Jubilee Acquisition

### 870 acres were planted in July 2017 - 500 acres will be planted July 2018







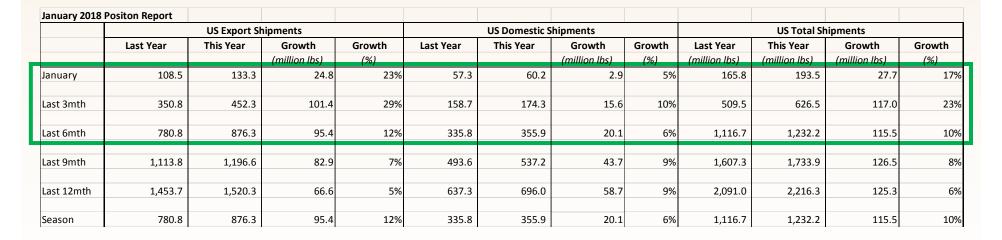








# **US Conditions – Market – Shipments**



Source: Almond Board of California, December Position Report, 11 January 2018

Monthly US Almond Shipment Reports can be found at this link - <a href="http://newsroom.almonds.com/sites/default/files/2018-01/2017.12">http://newsroom.almonds.com/sites/default/files/2018-01/2017.12</a> PosRpt.pdf

# Shipments of the US Crop have been growing in excess of supply –

last 6 months +10%, last 3 months +23%, last month +17%















# **Almond Orchards – Our productive foundation**

# Geographic diversity limits exposure to:

- Weather
- Disease spread
- Insect infestation

# Enables sequential progression of harvest period across regions:

- Better farm equipment utilisation
- Better processing utilisation
- Better labour utilisation



# Secure access to diverse water sources:

- River Water
- Aquifers

Positions the company to maximise harvest volume & reduce variance.

Building world class properties and a globally competitive low cost business.

## Australia's 2nd largest & most geographically diverse almond producer – 18,500 planted acres











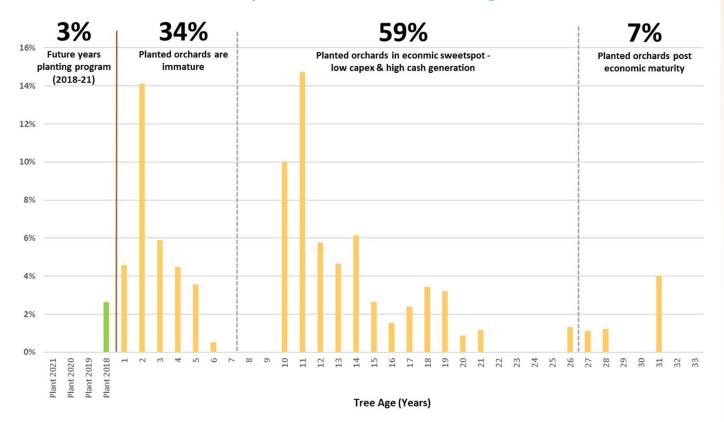




# **Select Harvests - Orchard Age Profile**

### **Age Profile of SHV Almond Orchard Portfolio**

75% of current planted acres are cash generative



Significant growth & improvement occurred in SHV orchard portfolio in recent years - acquisition, replants, greenfields















# **Definitions & Explanations**

- Normalised Earnings Before Interest and Tax ("EBIT") is a non-International Financial Reporting Standards ("IFRS") measure calculated by adding back interest expense and any adjustments relating to prior year crops to Profit Before Income Tax.
- Normalised Net Profit After Tax ("NPAT") is a non-IFRS measure calculated by adding back any adjustments relating to prior year crops to Profit Attributable to Members of Select Harvests Ltd.
- Normalised Earnings Per Share ("EPS") is a non-IFRS measure calculated by adjusting EPS for any adjustments relating to prior year crops.
- Non- IFRS measures used by the company are relevant because they are consistent with measures used internally by management and by some in the investment community to assess the operating performance of the business. The non-IFRS measures have not been subject to audit or review.







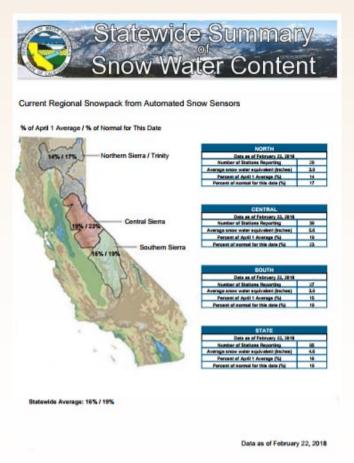


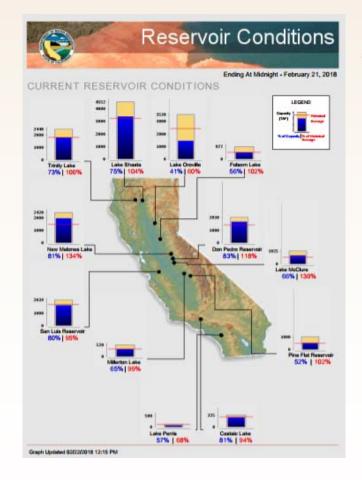






# **US Conditions – Climate – California Snowpack & Reservoirs**





Source: Californian Government Department of Water Resources

### As at 22 February, the snowpack is 19% of average and 16% of 1 April average















# **Useful Almond Industry websites**

#### **Industry Associations**

Californian Almond Board <u>www.almondboard.com</u>

#### **Industry Reports**

• US Crop Forecasts (Subjective, Objective) <a href="http://www.almonds.com/growers/resources/crop-forecasts">http://www.almonds.com/growers/resources/crop-forecasts</a>

• Monthly Almond Position Reports <a href="http://www.almonds.com/newsletters/position-reports?from-section=2881">http://www.almonds.com/newsletters/position-reports?from-section=2881</a>

Almond Almanac
 http://www.almonds.com/sites/default/files/2016 almond almanac.pdf

 UC Davis Almond Development Costings http://coststudies.ucdavis.edu/en/current/

#### **Almond Companies**

Blue Diamond Growers
 www.bluediamond.com

• Blue Diamond Ingredients <u>www.bdingredients.com/category/almond-market-analysis</u>

Almond Insights www.almondinsights.com

Derco Foods
 www.dercofoods.com/en/english-reports/english-almond-reports

RPAC Almonds
 www.rpacalmonds.com/marketnews

Wonderful Pistachios & Almonds
 www.wonderfulpistachiosandalmonds.com/#ourdifference

Hilltop Ranch
 www.hilltopranch.com

Merlo Farming <u>www.merlofarminggroup.com</u>













