

Succession Plus has been working with business owners to design and implement strategic exit plans focused on maximising the value of their businesses. This often involves raising capital to fund growth or acquisitions leading up to an exit.

In sourcing and attracting investment from Chinese investors (new migrants, entrepreneurs and business partners) we work with various partners who help facilitate the relationships on both sides and are experienced in managing the process to a successful outcome.

The businesses showcased in this booklet have been working with us for a long time. Each are well prepared to attract investors, business partners and entrepreneurs who have an interest in profitable, well managed and long term sustainable businesses. I invite you to review this overview and contact us for further information.

Succession Plus公司多年来与各企业所有人紧密合作，为他们制定并实施战略退出计划以保证企业利润的最大化。其中通常包括为企业进行融资以推动企业发展，或进行企业收购直至最终退出。

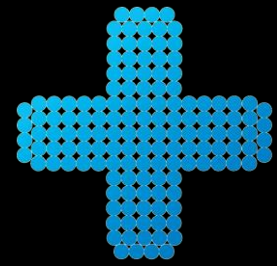
在从中国投资方（新移民、企业家和商业合作伙伴）寻找和吸引投资的过程中，我们与各类合作伙伴携手并进。我们的合作伙伴不仅帮助双方促成友好合作关系，还能凭借在进程管理方面的丰富经验助您收获结果的成果。

本手册中展示的企业都是我们长期的合作伙伴。他们已做好准备，期待和投资商、合作伙伴和企业家共同发展效益出色、管理到位并且长期的、可持续的商业项目。我邀请您阅读本手册，并欢迎您与我们联系以获取更多信息。



Succession Plus公司首席执行官  
CRAIG WEST

March 2015



## JUICE AND BEVERAGE MANUFACTURER

### BUSINESS STAGE:

Mature

### SECTOR:

Fast moving consumer goods

### LOCATION:

Corporate: NSW  
Manufacturing: NSW and QLD

### BRAND REACH

All states of Australia, Hong Kong, Fiji, Indonesia, New Zealand, Papua New Guinea, Philippines, Samoa and South Korea.

### YEAR FOUNDED:

1876

### TURNOVER

2012: AU\$12M

2014: AU\$16M

### SEEKING:

Sale of business

### EXECUTIVE SUMMARY:

This business is one of Australia's oldest, and has been consistently recognised for quality, personal service and distribution throughout its life.

Products include a wide variety of bottled juices, bottled water and concentrated fruit ingredients. Customers include both prominent grocery chains and the route trade sector.

The business also expanded its service line to contract packing in the 1980s, which has become a major source of revenue and an important Research & Development channel. Contract packing customers include SMEs and multinationals alike.

Since 2004 it has also been a multi-site business. Growth opportunities have been identified in:

- new products, some of which are already under development
- moving to a newer, more technologically advanced plant
- expanding export markets and export volumes

### COMPETITIVE ADVANTAGES:

- several household brand names
- strategic geographic production sites, allowing for ability to rapidly scale up
- experienced management team that independently handles the day-to-day business
- flexibility to embrace new ideas and innovate
- significant investment already made in Enterprise Resource Planning software to manage a complex throughputs process

### KEY INVESTMENT HIGHLIGHTS:

Investment funds to be used primarily to acquire new business premises to provide further growth opportunities. Investment can be secured against real property.

### EXIT STRATEGY:

Sale of business

### CORPORATE STRUCTURE:

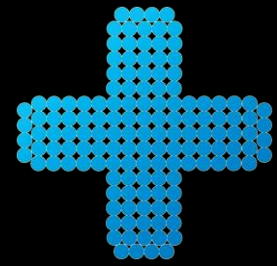
Family owned for over 30 years

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## MULTI-DISCIPLINED ELECTRICAL AND DATA GROUP

### BUSINESS STAGE:

Mature

### SECTOR:

Construction

### LOCATION:

Sydney – NSW - National

### YEAR FOUNDED:

Flagship company - 1994

### TURNOVER

2014: AU\$17M

### EBIT

2014: AU\$2.7M

### SEEKING:

AU\$12M Sale of Business

### EXECUTIVE SUMMARY:

This group of companies provides electrical design, construction and installation services across varying industry sectors. The business units do not directly compete and provide complementary services while providing a “whole of services” picture to clients.

The group has progressed from a single, small electrical services firm that commenced in the 1990s to an industry leading, electrical services, contracting business comprised of four integral companies engaged in significant scale projects, in an attractive market niche.

### COMPETITIVE ADVANTAGES:

The differentiation of the business from its competitors is its ability to offer a comprehensive platform of electrical services which allows clients to save on a range of administrative, technical and other relationship costs as well as the advantages of “one stop shopping”.

The economies of scale enjoyed by the group means it is able to contract for large projects and is perfectly structured to take on major project works. The unique on-line library of forms and quick access to it, is central to improving the group’s competitive position, its staff enablement and lean operating cost structure.

### KEY INVESTMENT HIGHLIGHTS:

The group has used the past five years to build capacity in technology and staffing to undertake large projects but reduce risk by offering services through smaller and lower tier projects as well as services in automation, voice and audio, fibre and data.

### EXIT STRATEGY:

The owners believe that a high level of capacity has been utilised in the business and see strong potential in the maintenance and ancillary services areas of the industry that a potential acquirer could further capitalise on as well as the proven business growth strategies employed by the Group in an attractive market niche and achieving best in class profit margins.

### CORPORATE STRUCTURE:

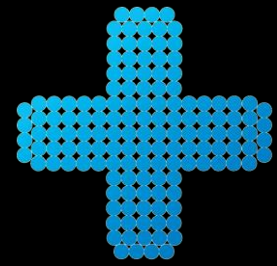
Privately held family business.

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## SLIP AND FALL PREVENTION SOLUTIONS LEADER

### BUSINESS STAGE:

Growth

### SECTOR:

Workplace Health and Safety;  
Slip and fall prevention sector

### LOCATION:

Sydney – with successful product use internationally

### YEAR FOUNDED:

2014

### SEEKING:

A Strategic acquirer with existing distribution channels

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### EXECUTIVE SUMMARY:

The business's flagship product is a slip resistive treatment for all tile and stone pedestrian surfaces with over 22,000+ installations, already recognized as best in its field. It is a treatment product, not the more ubiquitous coating style product. It has superior versatility metrics to its mainly larger competitors giving it a distinct edge in a rapidly increasing, safety conscious world.

### COMPETITIVE ADVANTAGES:

The product outperforms its competitors across a wide scope of criteria including simplicity in application and versatility in surfaces it can treat.

### KEY INVESTMENT HIGHLIGHTS:

Currently sold direct to mainly installers, has high relevancy through Trade Suppliers and Do It Yourself channels, with high profit retention through the chain.

There is a unique and secret formula treatment that solves the #1 safety issue worldwide, slip and fall accidents on hard floor surfaces. The formula has been refined over a decade and cannot be successfully nor easily reverse engineered. For the successful acquirer, this is a speed to market opportunity given there is no widely distributed market leader.

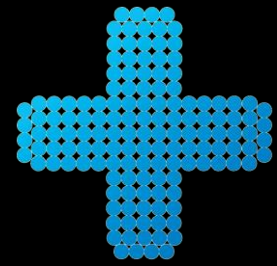
The proprietary formulation has been vigorously protected as a Trade Secret by the owners.

### EXIT STRATEGY:

Sale to a larger company with effective distribution networks in DIY retail and/or trade supply.

### CORPORATE STRUCTURE:

Privately held 2 owners



## SECURITY SYSTEMS COMPANY – INSTALLATION AND MONITORING

### BUSINESS STAGE:

Mature

### SECTOR:

Security system installation and monitoring

### LOCATION:

Sydney, Australia

### YEAR FOUNDED:

2003

### TURNOVER

2014: AU\$2.2M

### EBIT

2014: AU\$0.27M

### SEEKING:

Sale of Business: AU\$2M

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### EXECUTIVE SUMMARY:

The business is an Australian, privately owned company. The company carries an enviable reputation in the Security System Industry through its passion for providing great customer service. The company's leading edge comes from a successful history of operation with long term experts managing and working in the business. The business was founded in 2003 by a leading figure in the Australasian monitoring systems market, who founded its predecessor in New Zealand in 1963. That business was eventually blended into NZ's leading security business.

### COMPETITIVE ADVANTAGES:

The company has a number of competitive advantages which sustain its position in the market place:

- The full range of industry products and services are provided, including the necessary people, processes and skill set to win clients, install security equipment and monitor security, to offer on-site guard and patrol services. Capability to access, diagnose and service alarms and CCTV remotely, complements the business offering.
- Many key clients are in the retail, commercial and industrial space, which collectively, are expected to grow beyond the national average of 2.2% over the next decade.
- Clients are serviced using a network of internal staff, external installers and national contractors working seamlessly around firm head office guidelines and procedures.
- The business has an outstanding reputation for monitoring and response systems with 24 hour service back up.
- "Enthusiasm for Outstanding Service" is the company's catchphrase and the high customer retention matches the founder's belief that "the road to success is paved with happy customers".

### KEY INVESTMENT HIGHLIGHTS:

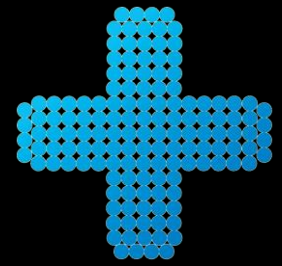
The business has invested strongly in its systems and people. The functional lines that drive the company's management means more time is invested in servicing the client than administration.

### EXIT STRATEGY:

The owners are ready and willing to undertake the complete sale of business

### CORPORATE STRUCTURE:

Private, family owned business.



## FOOD DISTRIBUTION WITH SIGNIFICANT EXPORT OPPORTUNITY

### BUSINESS STAGE:

Expansion

### SECTOR:

Food Distribution & Export

### LOCATION:

Sydney

### YEAR FOUNDED:

2001

### SEEKING:

Sale of business: AU\$5M

### TURNOVER

2014: AU\$14M

### EBIT

2014: AU\$0.48M

### EXECUTIVE SUMMARY:

Established food distribution business with exclusive territories and predominantly corporate customers. The business holds import licences for foods into China and exclusive arrangements with selected fresh products from Australian growers for export.

### COMPETITIVE ADVANTAGES:

Exclusive licences and arrangements to take export fresh food into China. Experienced management team and access to high quality products.

### KEY INVESTMENT HIGHLIGHTS:

Ground floor opportunity to tap into large overseas market whilst consolidating local distribution base.

### EXIT STRATEGY:

Trade sale or IPO or alternative funding sourced through financial institution.

### CORPORATE STRUCTURE:

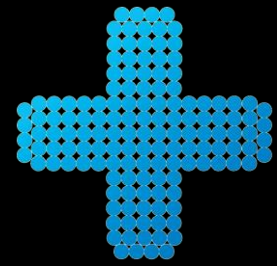
Privately held.

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## DESIGN AND MANUFACTURER – PRESSURE EQUIPMENT

### BUSINESS STAGE:

Mature Growth

### SECTOR:

Manufacture of boilers, tanks, heat exchangers and other pressure vessels

### LOCATION:

Sydney, Australia

### YEAR FOUNDED:

1981

### TURNOVER

2014: AU\$6.9M

2016: AU\$7.5M

### EBIT

2014: AU\$0.45M

2016: AU\$0.56M

### SEEKING:

Sale of business

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### EXECUTIVE SUMMARY:

This privately owned company is an industry leader in the design and manufacture of pressure equipment, including pressure vessels, heat exchangers, skid assemblies and gas pipelines. The company's leading edge comes from over thirty years of operation with high level certification.

### COMPETITIVE ADVANTAGES:

The company has a number of competitive advantages which sustain its position in the market place:

- Products are completed in house by highly trained staff with machinery that keeps design, fabrication manufacture, and welding, machining and testing capabilities under one roof.
- The size and scale of operations and capabilities means substantial contracts can be won and fulfilled.
- Fully equipped to meet the changing energy industry requirements, especially in the bio fuel and coal seam gas industries.
- "Design, build and deliver" is the company's operating catchphrase. Possessing the full raft of abilities in designing, manufacturing and managing projects sets the firm apart from competitors.

### KEY INVESTMENT HIGHLIGHTS:

The business has invested strongly in machinery, infrastructure and personnel that allows it to take on the largest and most demanding pressure vessel construction contracts and complete and deliver them to the highest industry standards.

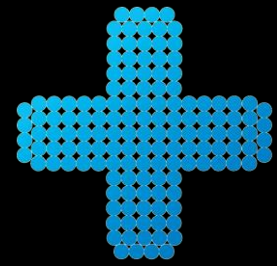
### EXIT STRATEGY:

The owners are ready and willing to undertake the complete sale of the business, to enable them to retire.

### CORPORATE STRUCTURE:

Privately held company.





## NICHE, SCALABLE ALCOHOLIC BEVERAGE BRAND, WITH DISRUPTOR POTENTIAL

### BUSINESS STAGE:

Establishment

### SECTOR:

Beverages

### LOCATION:

Sydney, Australia, with international expansion plans in place

### YEAR FOUNDED:

2014

### FORECAST REVENUE

Year 1: AU\$0.6M

Year 2: AU\$3.7M

Year 3: AU\$7.4M

### FORECAST EBIT

Year 1: AU\$0.4M

Year 2: AU\$0.6M

Year 3: AU\$4.8M

### SEEKING:

Seed capital: AU\$1M

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### EXECUTIVE SUMMARY:

A Jamaican rum company that is targeting Australia as the first release of its products, followed by a robust international expansion plan. Initially, the strategy is to drive distribution across stable Western markets and then move into the rapidly growing Asian markets. The product line will include three standard varieties plus a portfolio of ready-to-drink products (RTD's), which are extremely popular in the 18-24 demographic.

The golden age of Rum is now, we are seeing strong growth due to a new appreciation with quality and unique products within this spirit sector.

### COMPETITIVE ADVANTAGES:

The product delivers a rich experience in both taste and story. Jamaica has hundreds of years of rum distilling in its heritage and the small subtleties of the process bring about a premium single origin product that distinguishes itself from the pack, rich in taste, yet refreshing when mixed or used in a cocktail.

The product experience is that of your tropical paradise where warmth, music and the ocean; all come together to allow the fun rebel in you escape.

Operations and marketing will be managed by a highly experienced team with an extensive understanding and current knowledge of the local and global marketplace.

### KEY INVESTMENT HIGHLIGHTS:

Initial capital support of \$1M to fund primarily inventory, working capital and start-up costs. Organic growth envisioned to sustain any expansion plans in 2017 and thereafter.

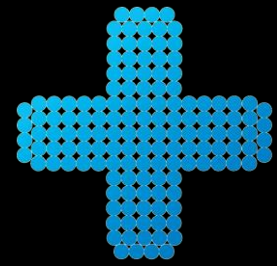
Potential JV for distribution into China.

### EXIT STRATEGY:

Strategic trade sale to a market major.

### CORPORATE STRUCTURE:

Privately held, family owned company.



## FINANCIAL SERVICES GROUP

### BUSINESS STAGE:

Mature

### SECTOR:

Financial Services, Real Estate

### LOCATION:

Headquarter in Sydney, Australia-wide

### YEAR FOUNDED:

2004

### TURNOVER

2015: AU\$9M

2019: AU\$158M

### EBIT

2015: AU\$20M

### SEEKING:

AU\$5M expansion capital

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### EXECUTIVE SUMMARY:

This private business is building a national financial services group, on the foundation of the founder's existing Sydney-based real estate business. This involves creation of a new brand which has already absorbed the existing real estate business, which includes 4 office, and is expanding nationally.

Over the period leading to 2019, this business will include seamless integration of normal day to day operations of any successful real estate business, such as sales and property management; with mortgage broking, wealth and financial intelligence education, conveyancing, buyers service for national and international markets, investment property research and investment property sales.

### COMPETITIVE ADVANTAGES:

The business model has a number of competitive advantages which will sustain and strengthen its position in the market:

- Highly experienced team
- Integrated services model designed to exploit cross-referral opportunities between the varied service offerings
- A degree of transparency and support functions to be offered to businesses in the group, not seen in other financial services groups in Australia
- Employee owned vs traditional franchise

### KEY INVESTMENT HIGHLIGHTS:

Expansion will be carried out in 4 Stages. Stage 1 has commenced through the creation of the Stone brand and associated business systems and marketing material. Stage 2 has also commenced through approval in principal received from Macquarie Bank in the form of a \$10m facility. This is to assist in funding initial acquisitions.

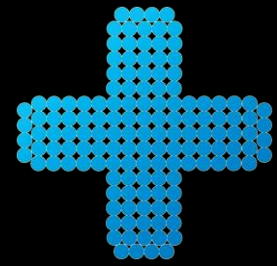
Stage 3, which was completed in March 2015, launched the Stone brand including 5 offices in Sydney NSW and Stage 4, national expansion, is expected to be completed by July 2018.

### EXIT STRATEGY:

Initial Public Offering in 2018 -2019

### CORPORATE STRUCTURE:

Privately held company



## PIONEERING SMSF INVESTMENT PLATFORM

### BUSINESS STAGE:

Establishment

### SECTOR:

Financial Services

### LOCATION:

Corporate: Sydney, NSW  
Cloud Based

### YEAR FOUNDED:

2014

### FORECAST TURNOVER

June 2016: AU\$29.3M  
June 2017: AU\$56M

### FORECAST EBIT

June 2016: AU\$11.2M  
June 2017: AU\$35.8M

### LEADING TECHNOLOGY

A new-era calculator estimates the retirement income of today's investment decisions.

### FUTURE OPPORTUNITIES

Market-sector portfolios are also gaining interest in markets such as Asia. With the recent advent of 'Robo Advice' the platform can also be readily leveraged to new services.

### SEEKING:

AU\$3-5M seed capital

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### EXECUTIVE SUMMARY:

This business will create an investment platform that offers investment options targeted to the Self-Managed Superannuation Fund sector in Australia. Investment options will include direct shares, sector-based bundles, income, growth or balanced portfolios and fixed interest with property to be introduced in 2015. The SMSF sector currently lacks quality, low-cost alternatives in this space. The SMSF sector controls assets worth \$558 billion today with approximately 500,000 funds and 1 million members. This is forecast to grow to 2 million funds and 4 million members in 2024.

This investment platform is visionary in its scope. It seeks to provide SMSF trustees with greatly enhanced control, transparency, investment choice and retirement income forecasts, compared with their portfolios in wrap accounts and other traditional high-cost, cumbersome investment and administration methods. Significantly, the investment process and the calculator are signed off by SMSF actuaries who are well known to the SMSF accounting profession.

### COMPETITIVE ADVANTAGES:

While SMSF trustees are the intended end-user of the cloud-based service, there are significant benefits to SMSF advisers. In fact, evidence of significant support from advisers.

Significant conceptual and planning input has already been obtained from actuaries, mathematicians and industry luminaries.

The security portfolios, post transaction are designed to be synced to SMSF accounting software, thereby updating client's investment and accounting records.

### KEY INVESTMENT HIGHLIGHTS:

Initial capital support of AU\$3-5M to establish and grow the business and product range. This investment would include opening a Hobart office. Subsequent stages to fund additional revenue streams in SMSF advisor education, new geographical markets and future opportunities such as Asia and Robo-Advice.

### EXIT STRATEGY:

An IPO (listing) or trade sale in 2017/18 at an exit value estimated to be significantly greater than initial investment (contingent on ability to raise adequate capital in current and subsequent rounds)

### CORPORATE STRUCTURE:

16 owners, including a majority owner, pre-dilution, and PricewaterhouseCoopers (PwC) has signed a shares Subscription Deed to become a part-owner.



SUCCESSION+