

---

**To:** Anna  
**From:** Ingrid  
**Subject:** M&A Potential Five Target Companies

---

Hello Anna,

As we discussed before, here comes the detailed description of each five companies, considering their relevance and importance to WorldWide Brewing. Both of them have interesting characteristics that can suit Carlos at this moment, financially and strategically.

I took important notes from the conversation by phone earlier. We talked about some potential companies and here is the summary.

Company	Description	Relevance	Recommendation
<b>HappyHour Co.</b>	HappyHour Co. is the largest player in Singapore and Malaysia, in the segments of beer, spirits and non-alcoholic beverages. Its operations include manufacturing facilities, distribution and direct sales and it has demonstrated strong growth in EBITDA in FY2020 which was up 20% pcp and amounted to US\$300mm.	It has similar operations to WorldWide Brewing across the same segments and is the leading player in Singapore and Malaysia, suggesting the potential for strategic benefits and synergies. It has solid financial results and an ownership structure that is owned by 3 families, rendering a potential acquisition relatively simple and feasible. HappyHour Co. would be appropriate to share.	<b>Recommend.</b>
<b>Spirit Bay</b>	They are an Indonesian company, operating in beers, spirits and non-alcoholic beverages in Singapore, Malaysia and China. They are the #1 player in Indonesia, and #2 in Singapore and Malaysia. Operations are integrated too. Their manufacturing facilities are located in Indonesia.	Spirit Bay reported US\$400mm in EBITDA, which is up 40% from the previous period but they are 60% owned by a Global Sponsor, and have been undergoing aggressive cost cutting measures to improve their earnings. In fact, its action is taking them to grow and expand their business what can mean a great potential business.	<b>Recommended.</b>
<b>Hipsters' Ale</b>	Malaysian beer and spirits company operating in Singapore, Indonesia, Japan, Korea and Cambodia. Hipsters' Ale also manufacture, distribute, and sell their products directly.	The company is owned by 30 independent breweries. In fact, the manufacturing facilities are led by a consortium of independent microbreweries in each respective region. Its size is US\$200mm EBITDA in FY2020, up 15% on the previous period. Hipster's would be appropriate to share.	<b>Recommended.</b>

---

<b>Brew Co.</b>	Malaysian beer and spirits company. They only operate manufacturing facilities, but are the #1 alcohol manufacturing player in Malaysia.	Shareholders are mostly institutional. They are listed on the Bursa Malaysia, the stock exchange in Malaysia. They've earned US\$800mm in EBITDA for FY2020, which is actually 5% down from last year. In front of the last three companies this one is below our expectations and would not be appropriate to share.	<b>Not Recommended.</b>
<b>Bevy's Direct</b>	based in Singapore. They operate in beer, spirits and non-alcoholic beverages across Malaysia, China, Indonesia, Japan, Korea, Cambodia, Australia and New Zealand.	The owner is a wholefoods retailer, and they recorded US\$250mm in FY2020 EBITDA, up 20% from the year prior. This one has a great potential and its sustainable and natural philosophy can win the market. This would be shared.	<b>Recommended.</b>

I value your feedback, so let me know what you think,

Ingrid

---

---

---