

Task one – overview of companies

Client – Worldwide Brewing

- Largest US manufacturer and supplier of beer, spirits and non-alcoholic beverages in the US
- Current operations generate US\$1bn of EBITDA annually
- Limited domestic growth opportunities, looking to expand overseas
- CEO has identified Asia as a key opportunity as a rising middleclass is rapidly increasing the demand for more premium beverages

Company 1 – HappyHour Co.

- HQ: Singapore | Other locations: Malaysia, China
- Segments: Beer, Spirits, Non-alcoholic beverages
 - #1 player in Singapore and Malaysia
- Operations: Manufacturing facilities (Singapore, Malaysia (outsourced), China, new facilities planned for Cambodia), Distribution, and Direct Sales
- Shareholders: Owned solely by three families (one has passed away forcing a sale process)
- EBITDA US\$300mm (FY June 2020 actuals) up 20% pcp

Company 2 – Spirit Bay

- HQ: Indonesia | Other locations: Singapore, Malaysia, China
- Segments: Beer, Spirits, Non-alcoholic beverages
 - #2 player in Singapore and Malaysia, #1 in Indonesia
- Operations: Manufacturing facilities (Indonesia), Distribution, and Direct Sales
- Shareholders: 60% owned by Global Sponsor, 40% employee owned
- EBITDA US\$400mm (FY June 2020 actuals) up 40% pcp

Company 3 – Hipsters' Ale

- HQ: Malaysia | Other locations: Singapore, Indonesia, Japan, Korea, Cambodia
- Segments: Beer, Spirits
- Operations: Manufacturing facilities (consortium of independent microbreweries in each region), Distribution, and Direct Sales
- Shareholders: 30 independent breweries
- EBITDA US\$200mm (FY June 2020 actuals) up 15% pcp

Company 4 – Brew Co.

- HQ: Malaysia
- Segments: Beer, Spirits
- Operations: Manufacturing facilities only
 - #1 alcohol manufacturer in Malaysia
- Shareholders: listed on the Malaysian stock exchange (mostly institutional shareholders)
- EBITDA US\$800mm (FY June 2020 actuals) down 5% pcp

Company 5 – Bevy's Direct

- HQ: Singapore | Other locations: Malaysia, China, Indonesia, Japan, Korea, Cambodia, Australia, New Zealand
- Segments: Beer, Spirits, Non-alcoholic beverages
- Operations: Wholesale Distribution only
- Shareholders: Owned by one family
- EBITDA US\$250mm (FY June 2020 actuals) up 20% pcp