

# ANDREW MITCHELL

Strategic Leadership at  
Asciano Group

Corporate Development, Strategy &  
The \$12B Value Realization (2014–2016)



ASX50 LOGISTICS INFRASTRUCTURE | \$4B REVENUE CONTEXT | 8,000 EMPLOYEES

# EXECUTIVE SUMMARY: ARCHITECTING VALUE IN LOGISTICS INFRASTRUCTURE



## THE MANDATE

Managed corporate planning and business improvement for an ASX50 giant with \$4B revenue and 8,000 staff. Responsible for bridging operational assets with corporate financial strategy.



## THE GROWTH

Executed a \$350M+ portfolio of strategic growth and divestment initiatives. Highlights include the \$100M 'Project Beaumont' acquisition and double-digit ROCE returns on bolt-on deals.



## THE EXIT

Core deal team member for the landmark A\$12B public-to-private takeover by the Qube/Brookfield consortium (Project Eagle). Defended shareholder value during hostile bidding.

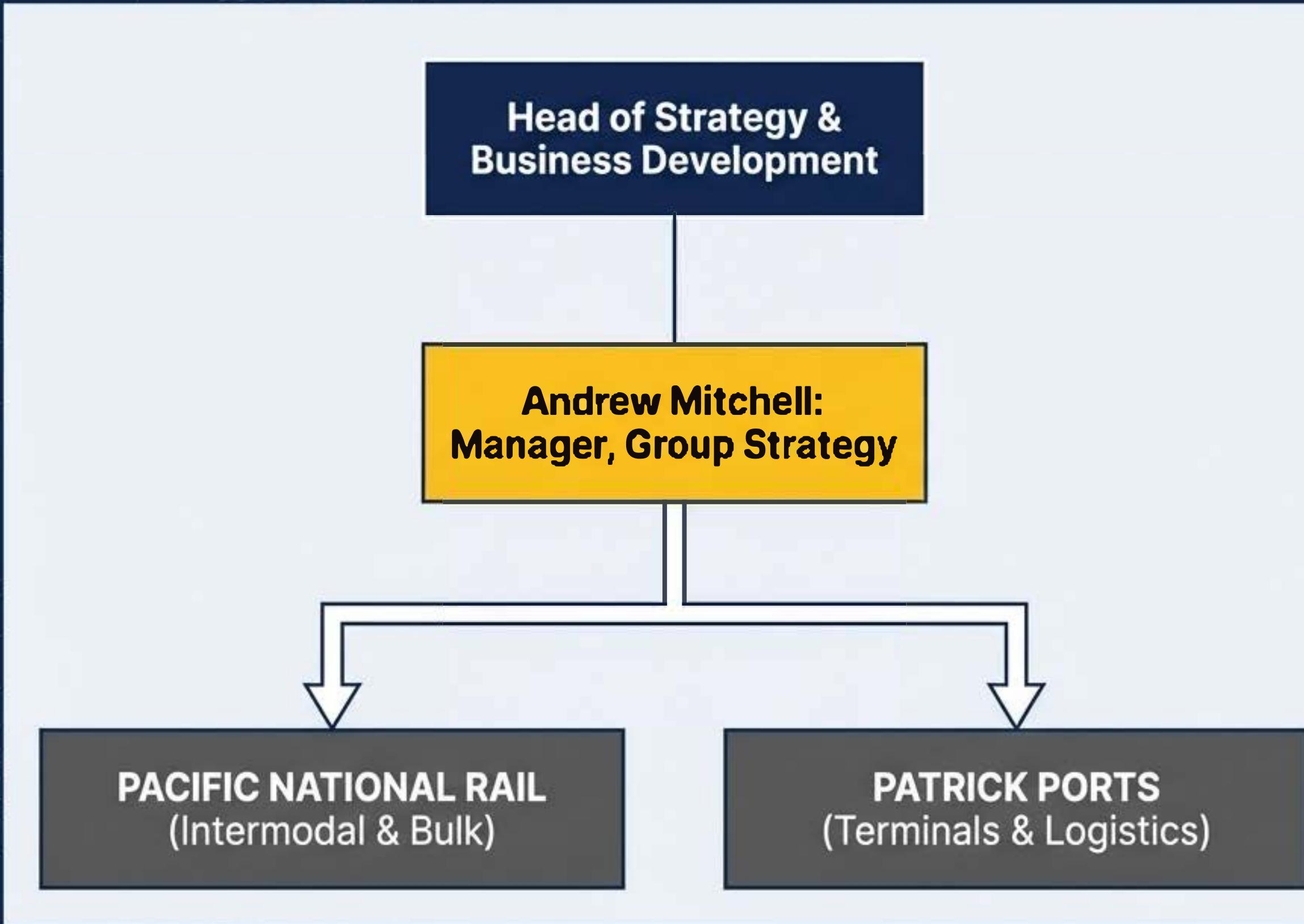
"Played a key role in executing Asciano's growth strategy while defending shareholder value during a landmark public market takeover."

**Strategic Entry  
(2014)**

**Value Creation  
(Growth/Optimization)**

**Value Realization  
(The \$12B Sale)**

# THE CENTRAL NERVOUS SYSTEM: GROUP STRATEGY & DEVELOPMENT



**REPORTING LINE:** Direct report to Head of Strategy.

**SCOPE:** Corporate planning, business improvement, and program management across executive and board levels.

**FUNCTION:** The strategic 'Control Tower' bridging the gap between high-level Group Strategy and operational execution.

**RESPONSIBILITIES:**

- Portfolio reviews & Capital Allocation
- Deep-dive strategic assessments
- Business unit planning
- Rolling 5-year financial forecasts

# PACIFIC NATIONAL RAIL: EXPANDING THE BULK FOOTPRINT



## CASE STUDY: PROJECT BEAUMONT

**ACTION:** Led the identification, due diligence, and negotiation for the acquisition of a bulk materials processing company.

**VALUE:** ~A\$100M Enterprise Value (EV).

**IMPACT:** Doubled the size of the Australian processing business.

**FINANCIAL RESULT:** Supported double-digit Return on Capital Employed (ROCE) metrics.

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## SECONDARY INITIATIVE: GRAIN MARKET REVIEW

Conducted a strategic review of the Australian grain market to identify further consolidation opportunities.

# INTERMODAL LOGISTICS: CREATING A NATIONAL PLATFORM



## CASE STUDY: THE JV FORMATION

- **DEAL:** Supported the execution and formation of a 50/50 Joint Venture (~A\$120M EV) to create a national logistics platform.
- **EXPANSION:** Drove follow-on acquisitions to expand the JV's capability.

## STRATEGIC PLANNING & RESILIENCE

- **ACTION:** Supported the FY17 strategy planning process for the intermodal logistics business unit.
- **INNOVATION:** Revised the 5-year forecasting approach to explicitly include scenario planning considerations, ensuring resilience against market volatility.

# PATRICK PORTS: OPTIMIZING THE GATEWAY

## CASE STUDY: PROJECT RAVEN I

**SCALE:** A\$2B proposed cross-border merger of the Patrick terminals business unit.

**ROLE:** Provided transaction input, financial modeling, and strategic rationale.

**OUTCOME:** Demonstrated capability to manage multi-billion dollar integration scenarios.

## OPERATIONAL IMPROVEMENT: PORT OF GEELONG

Conducted a comprehensive infrastructure pricing and investment review to maximize asset yield.



# GLOBAL HORIZON SCANNING & SECTOR INTELLIGENCE



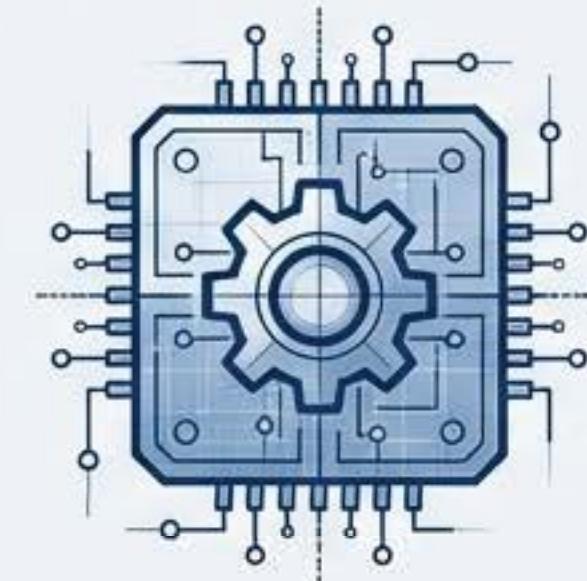
## US MARKET REVIEW

Conducted a deep-dive review of the US port and rail sectors to identify international expansion benchmarks and opportunities.



## FORESTRY STRATEGY

Developed a global forestry and bulk wood product market review, formulating a dedicated forestry strategy for the group.



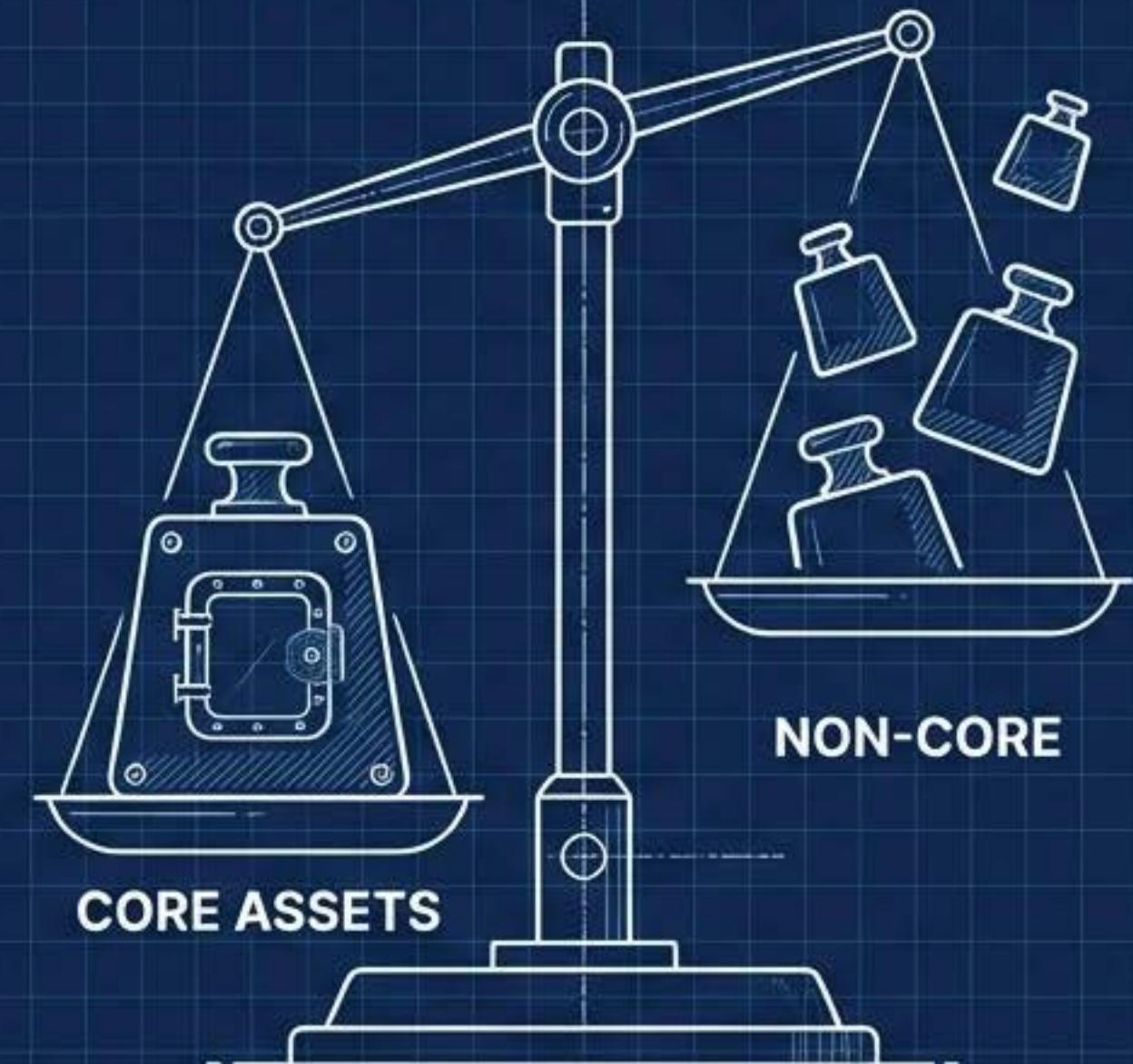
## TECH & AUTOMATION

Reviewed software-exposed businesses to leverage Asciano's fully automated container capability (AutoStrad) and cloud-based logistics management solutions (via 1-Stop JV).

# PORTFOLIO OPTIMIZATION & CAPITAL DISCIPLINE

## DIVESTMENT EXECUTION

- **ACTION:** Executed the carve-out and transfer of a liquids storage and logistics business.
- **VALUE:** A\$5M divestment of non-core assets.
- **RESULT:** Streamlined the portfolio in preparation for broader strategic moves.



## CAPITAL STRUCTURE

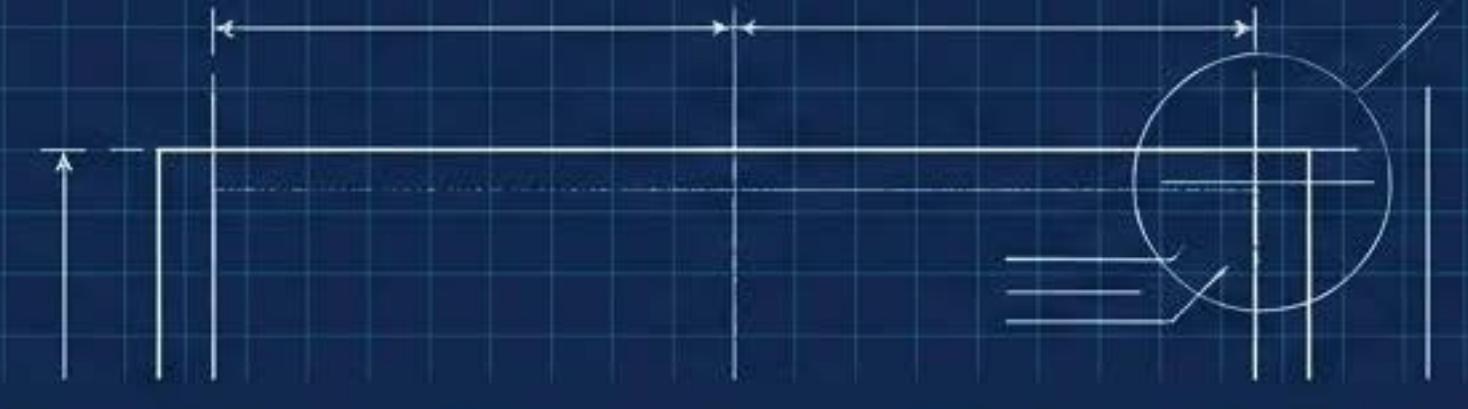
- **ACTIVITY:** Conducted capital structure and investment options reviews for the Board share plan working group.
- **SUPPORT:** Functional support across legal, HR, property, and IT for employee remuneration harmonization.

# PROJECT EAGLE: THE A\$12B TAKEOVER DEFENSE

## THE CONTEXT

Asciano became the target of a complex, **hostile takeover bid** involving international infrastructure pension funds.

The deal required defending **defending shareholder value** against aggressive market moves.



A\$12,000,000,000

PUBLIC-TO-PRIVATE TRANSACTION (2016)

## THE CONSORTIUM



**ROLE:** Core deal team member defending shareholder value.

# MANAGING INFORMATION ASYMMETRY & DILIGENCE

## VDR MANAGEMENT

Managed the Virtual Data Room and coordinated extensive Requests for Information (RFI) from competing bidders.

## RISK MITIGATION

Shaped the focus of multi-stream due diligence to ensure key risk areas were thoroughly addressed.



## FINANCIAL MODELING

Ensured value was recognized by bidders through transparent, rigorous financial operating models.

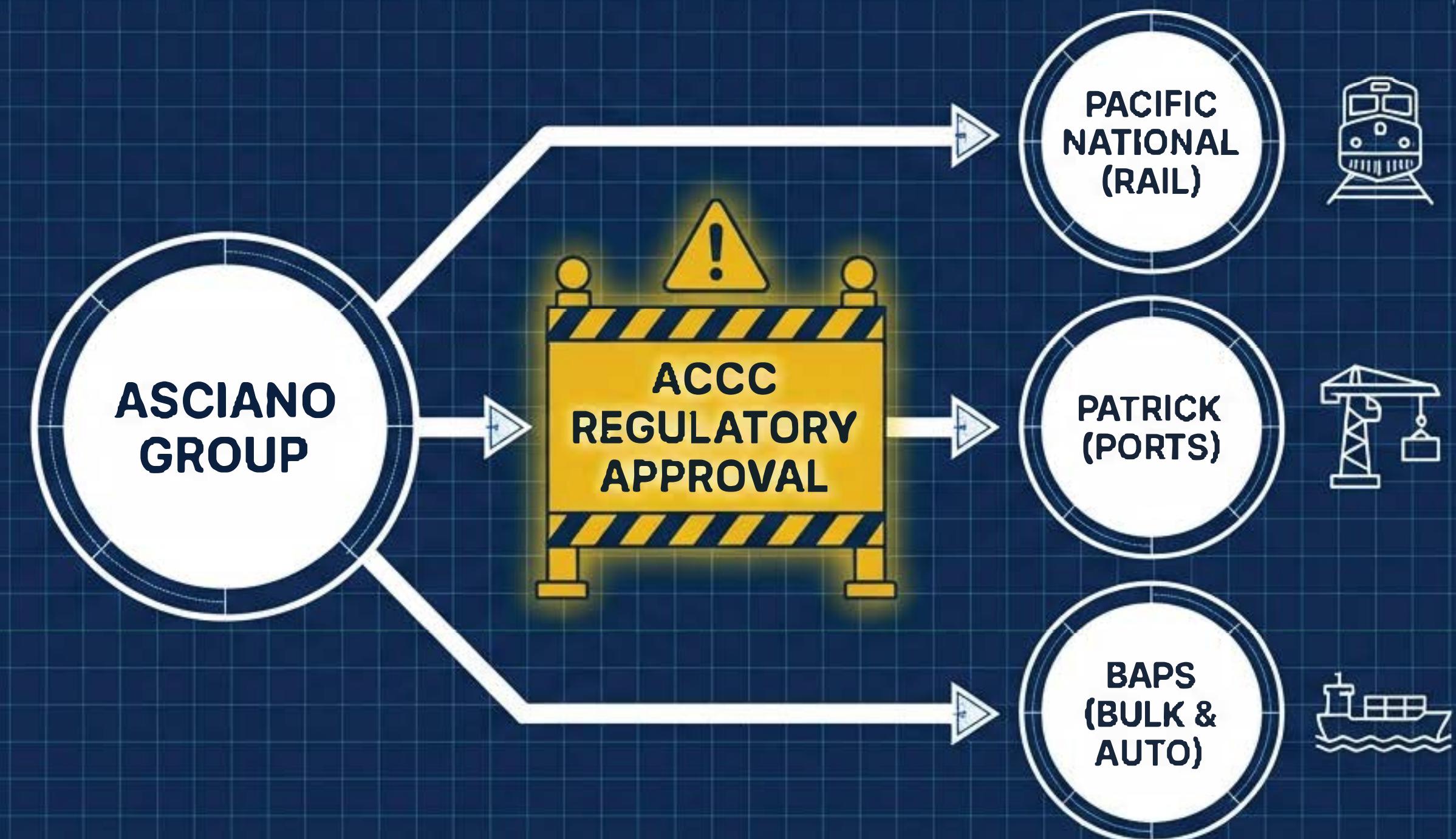
# REGULATORY COMPLEXITY & ASSET SEPARATION

## THE CHALLENGE:

The consortium bid required breaking the company apart to satisfy the ACCC (Australian Competition and Consumer Commission).

## ANDREW'S CONTRIBUTION:

Led the Separation Workstream. Modeled asset separation scenarios that directly informed the final transaction structure. Provided critical analysis to secure regulatory approval for the de-merger.



# VALUE REALIZED: A HISTORIC TRANSACTION



**LEGACY:** Successfully navigated a high-stakes, multi-party negotiation to maximize returns for ASX shareholders. Facilitated the handover to new ownership.

# STRATEGIC COMPETENCIES & LEADERSHIP



## M&A EXECUTION

From bolt-on acquisitions (\$100M) to mega-mergers (\$12B). End-to-end deal cycle management.



## STRATEGIC PLANNING

5-year forecasting, scenario planning, and market deep-dives.



## CAPITAL ALLOCATION

Portfolio rationalization and ROCE-focused investment. Balance sheet optimization.



## STAKEHOLDER MANAGEMENT

Board reporting, regulatory (ACCC) navigation, and consortium negotiation.

# THE ASCIANO LEGACY



**ARCHITECTED** a portfolio of growth totaling A\$350M+.

**DELIVERED** double-digit ROCE on strategic bolt-on acquisitions.

**DEFENDED** shareholder interests during Australia's most complex logistics infrastructure takeover.

**EXECUTED** the strategic separation of Rail and Port assets to unlock \$12B in value.

# **ANDREW MITCHELL**

**MBA (Macquarie), MCom (Otago)**

Manager, Group Strategy & Corporate Development | Asciano Group

Contact: [mitchell.ae000@gmail.com](mailto:mitchell.ae000@gmail.com) | +61 418 386 396