

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.

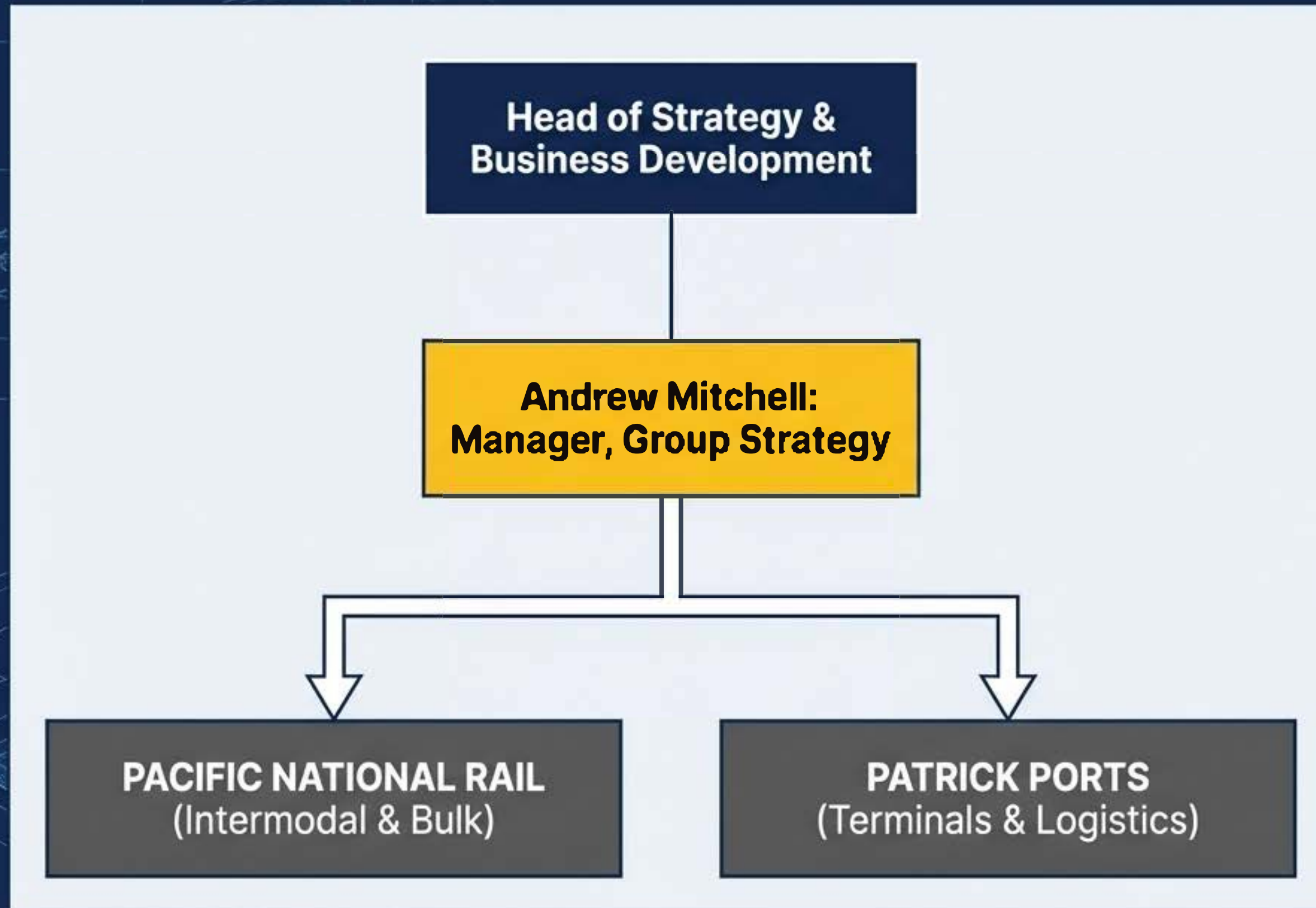
"Played a key role in executing Asciano's growth strategy while defending shareholder value during a landmark public market takeover."

**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.



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.



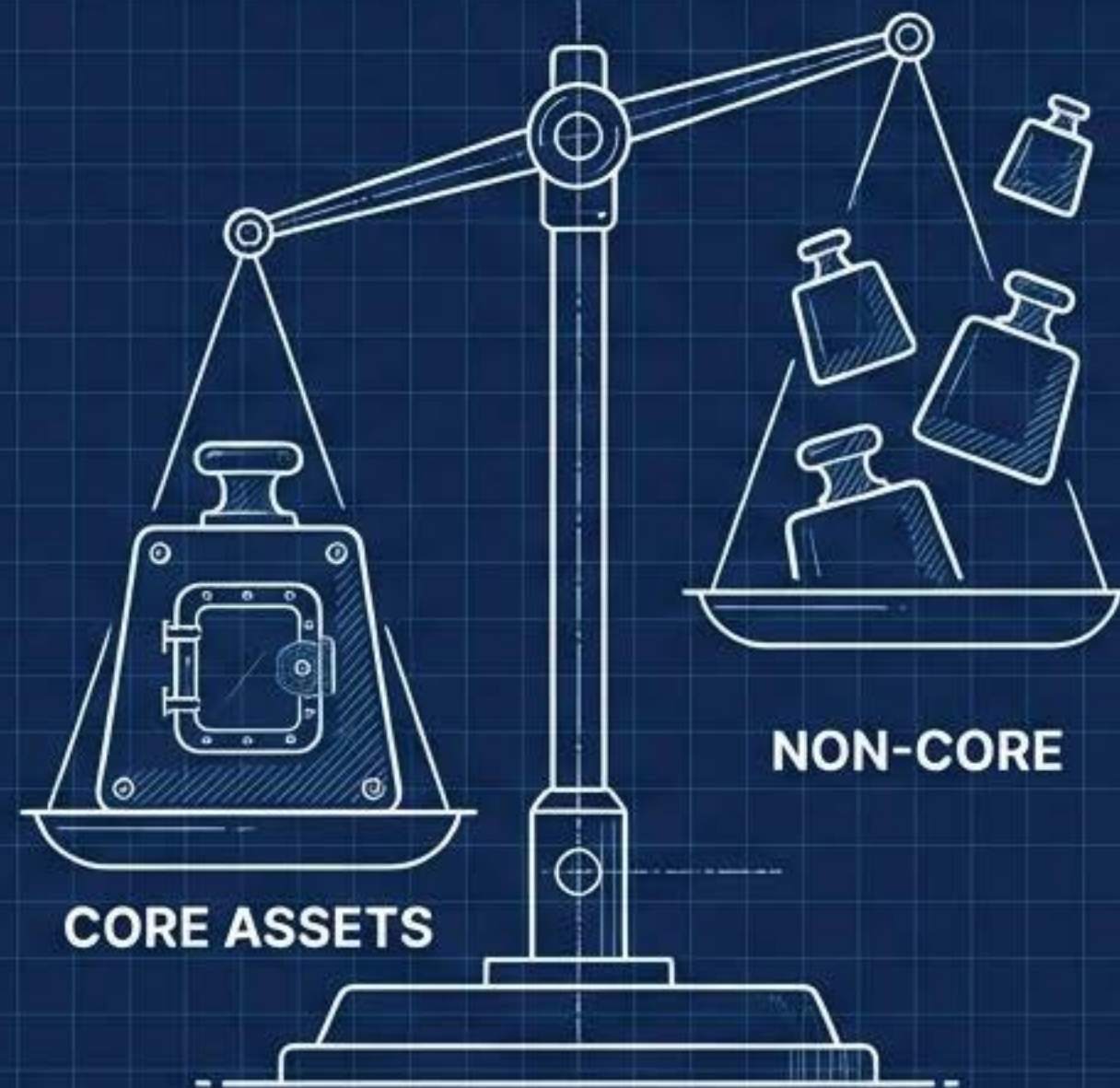
TECH & AUTOMATION

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



BROOKFIELD

GIP Global Infrastructure Partners

CIP

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 operating models.



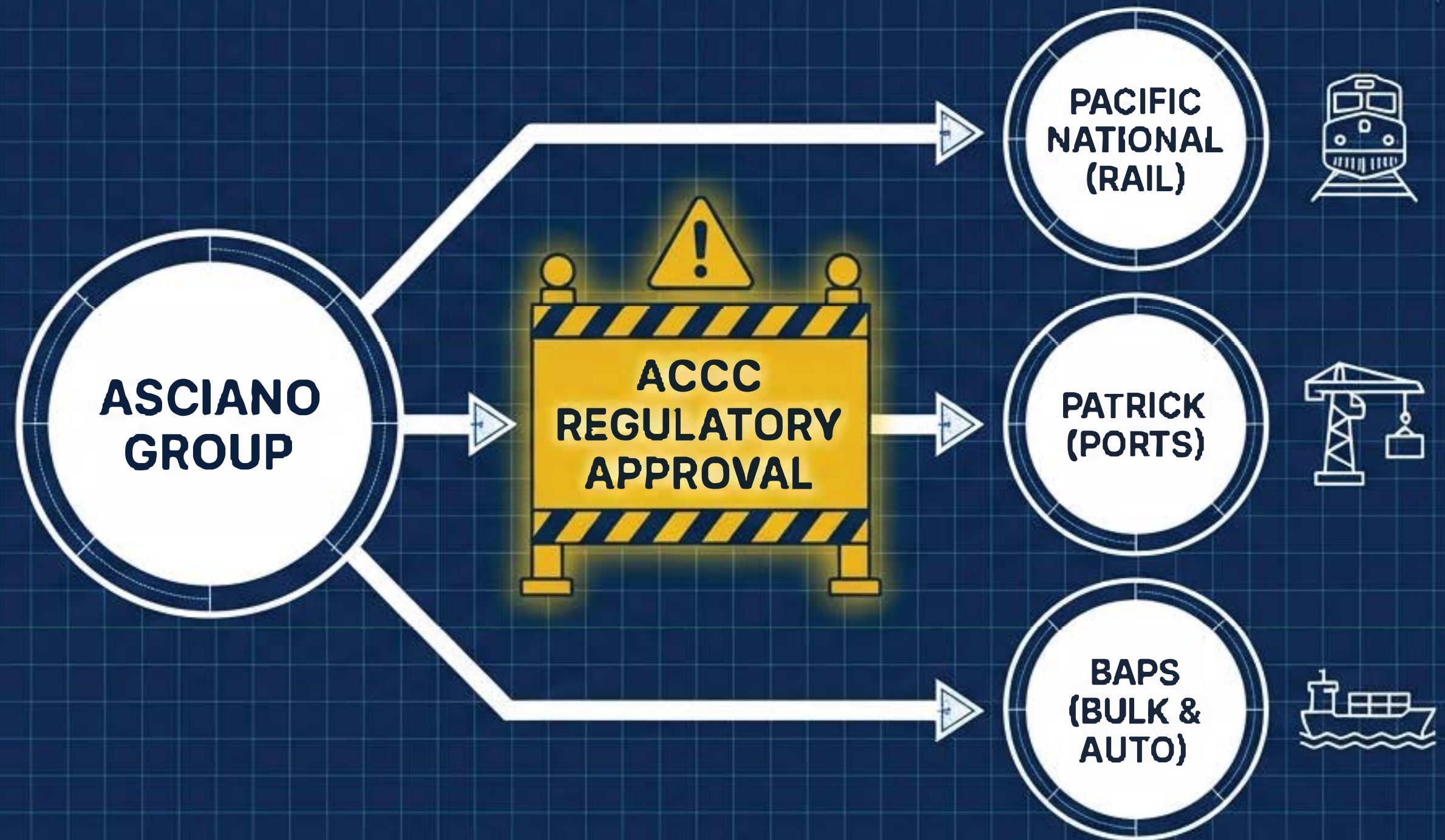
REGULATORY COMPLEXITY & ASSET SEPARATION

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



Has been acquired by a consortium comprising
Qube, Brookfield, and GIP

TRANSACTION VALUE: A\$12,000,000,000

DATE: 2016

ADVISOR: Internal Corporate Development Team

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+.

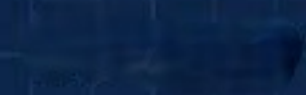
DELIVERED double-digit ROCE on strategic bolt-on acquisitions.

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

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