

CASE STUDY

GREEN'S FOODS

In 2001 CVC invested in Green's Foods Ltd (Greens), a listed food manufacturing and distribution business which had been underperforming for some time. Even though it was listed, the company was still controlled by family interests. CVC, together with Guinness Peat Group (GPG), the other significant shareholder, acquired the family's remaining investment in the company.

The Board guided by GPG and CVC then embarked on a restructuring process designed to restore value to the Greens businesses. The board was restructured, the senior management was replaced and underperforming business divisions were either sold or closed down. The profitable business divisions were properly capitalised and appropriate marketing strategies were implemented. This resulted in the company's pet food division being able to increase its market share from 8% to 17%. GPG and CVC were instrumental in assisting the company with devising and implementing these strategies.

GPG and CVC were also instrumental in conducting a tender process for the petfood division which led to the company being made an extremely attractive offer for the

entire company via a takeover by scheme of arrangement. GPG and CVC were integral in the structuring of the scheme of arrangement including negotiating warranties and business sale agreements for the acquisition by CVC and GPG of the remaining Greens businesses and land assets.

The contribution of CVC to the establishment, implementation and execution of the turnaround strategies was beneficial for all Greens shareholders and CVC was able to book a profit of \$6.5 million on an investment of \$7.7 million.



CVC Limited ABN 34 002 700 361

Level 6, Gold Fields House
1 Alfred Street,
Sydney NSW 2000
W www.cvc.com.au

T +612 9087 8000
F +612 9087 8088
E lmacklin@cvc.com.au

CVC Limited is advised by CVC Managers Pty Ltd
ABN 12 108 360 372 AFSL 277740

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