

QUALIFICATIONS

Company Overview

The GIC Group is an international agribusiness company with partner offices in Beijing and Sao Paulo. Established in 1980, GIC offers five core services to its client base of strategic multinational corporations, international financial institutions, and international and nongovernmental organizations: consulting, investment advisory, carbon monetization services, food security, and food safety. Within the framework of value chain analysis, market competitiveness assessment, and strategy development, GIC provides private and public sector clients with market research, analysis, forecasts, and strategic advisory assistance on identifying, seizing, improving, and retaining market opportunities. It offers agent services to suppliers and exporters which entails origination, pricing, sales, trade financing, and delivery services. GIC 's consulting services center on export promotion, providing marketing, financing and agent representation services to suppliers worldwide, including CBI member countries. Food quality figures importantly in all GIC's transactions. In addition, GIC founded and manages the Global Food Safety Forum which is an industry non-profit organization to advance food safety through harmonization of standards, international compliance, certification, and risk minimization operations at the plant level. GIC's notable investment advisory role includes the 2011 completion of a \$10 million loan agreement with the U.S. Overseas Private Investment Corp. (OPIC) to Argentine Olive Ranch (AOR) based in the San Juan province. The loan is the largest amount supplied by OPIC to Argentina since the country's financial crisis in 2001. Our food security work under USAID and White House auspices is to provide investment banking services to owners of innovative agricultural technologies and eligible counterpart partners from the private sector and non governmental organizations in feed the future countries, including 7 African countries. The investment advisory service is provided, in part, to improve competitive value chains, food production, sustainable agriculture, and income for subsistence farmers. GIC's first successful transaction under this activity has been the licensing of a no till technology to a Ghanaian company for manufacturing and sale of the equipment in Ghana as well as other countries in West Africa.

The following is a sample of related agribusiness evaluations and assessments and marketing research projects and contracts GIC has completed for the public sector and multinational companies.

Competitive Agribusiness & Marketing Assessment Projects

Market Potential for Fresh Fruit and Vegetable Exports: USAID. GIC was responsible for a detailed analysis of the potential for exports of Indian fresh fruit and vegetables to Europe and the United States.

Horticultural Marketing & Distribution Project: World Bank and National Dairy Development Board, India.

GIC developed a comprehensive fresh fruit and vegetable marketing system for six metropolitan centers in India.

Agricultural Commercialization and Enterprise Project: USAID, State of Maharashtra, India.

As a primary contractor under USAID's Agricultural Commercialization and Enterprise (ACE) Project in India, GIC developed private sector-led investments, business services, and market structures for post-farm products in India's horticultural sector.

Market Evaluations & Feasibility Studies

Evaluations of Export Promotion Programs in Europe & Asia (WUSATA):

GIC conducted field evaluations of marketing activities in Western Europe, Middle East, and Asia by the Western United States Agricultural Trade Association (WUSATA).

Evaluation of USSEC/ASA-IM Programs: Japan

GIC completed a comprehensive evaluation of soybean promotion programs during period FY 2005-2008 in Japan with recommendations for future strategies and activities, as well as budget allocations.

Evaluation of USB support programs for USAPEEC: Worldwide

GIC evaluated USAPEEC's use of USB funds in principal markets for U.S. poultry (mainly, Russia, China, West Africa, Central American countries), provided an ROI analysis on the effectiveness of USB support programs in developing markets and securing market share for U.S. poultry and egg suppliers, and developed a customized Balanced Scorecard for USB to track and evaluate future partnership efforts with USAPEEC.

Asian Commodity Re-Export/Port Analysis. United Soybean Board.

GIC completed a long-term study of soy product shipments to Asia and recommended how to overcome the inefficiencies in shipping to Asia, focusing specifically on logistical issues involving Asian ports

Evaluation of Korea's Swine Program: U.S. Grains Council.

GIC undertook an evaluation of the effectiveness of the U.S. Grains Council in ensuring pork production efficiency and viability in Korea, industry expansion, greater consumer trust and acceptance, and competitiveness of the industry in order to sustain or increase feed grain demand.

Six Country Export Program Evaluations. Florida Department of Citrus.

GIC evaluated the impact of Florida Department of Citrus' (FDOC) market development programs in Japan, Taiwan, Canada, Germany, France, and the United Kingdom

Evaluation of China's Feed Mill Managerial and Technical Training Programs: U.S. Grains Council.

An evaluation of the effectiveness of the U.S. Grains Council's programs aimed at promoting the growth and expansion of the Chinese feed sector.

India's Soybean Import Policies: American Soybean Association:

GIC assessed India's trade and agricultural policies for soybeans for the American Soybean Association (ASA).

Chief Advisor to Agriculture Office of GAO:

The U.S. General Accounting Office (GAO) asked GIC to head a panel reviewing alternative marketing mechanisms and worked with a panel of experts to develop appropriate new initiatives for legislators and policy makers.

Definitional Mission for Acajutla Port, El Salvador: US Trade and Development Agency.

The Government of El Salvador intended to build a container handling facility at the Port of Acajutla to lower port congestion and increase handling efficiency.

Definitional Mission of Guadalajara Mexican Wholesale Market: USTDA.

GIC advised the US Trade and Development Agency (USTDA) and an organization of Mexican wholesale traders on the establishment of a terminal wholesale market.

Pre-feasibility Study for Guadalajara Agricultural Market: Mexico. USTDA.

Studied a grant request from the Government of Mexico to the USTDA for a detailed feasibility study of the Agricultural Distribution Market.

Market Research for USA Poultry & Egg Export Council in South America: (Chile, Colombia and Peru)

GIC Group prepared a comprehensive market assessment of U.S. poultry and egg product export potential in Latin America. The report identified key macroeconomic and microeconomic factors affecting U.S. poultry trade into the region, established baseline parameters for products and segments with market potential, and presented a detailed contact database of food market players.

Comprehensive Trade Profile Evaluations. USTDA.

GIC evaluated TDA's entire agribusiness program portfolio in the following countries: Costa Rica, Dominican Republic, Ivory Coast, Eritrea, Kenya, Grenada, Philippines, Malaysia, Haiti, Guatemala, Belize, Venezuela, Argentina, El Salvador, Mexico, Peru, Bolivia, and Ecuador.

Export Origination & Marketing Services

Fresh Produce Trade Services:

GIC currently serves as trade agent to various growers on the east and west coasts of the United States. GIC services Turkey Knob Growers (Virginia apples), Apple Wedge Packers & Cider (North Carolina apples), Stanley Orchards (New York apples), Naumes (Oregon pears), Turkhan Foods (California walnuts), and Sunview Marketing International (California table grapes) in their export related activities. In 2011 alone, GIC has facilitated more than \$1.5m worth of transactions for the previously listed suppliers. Notable 2011 export destinations for GIC's fruit and nut growers includes: Costa Rica, Cuba, Ghana, Panama, Cuba, and Venezuela.

Export Trading Company:

GIC partnered with the Virginia Apple Growers Association to establish the first Export Trading Company (ETC) supporting the Virginia apple industry. The ETC was established in 2003, and GIC served as the export consultant and trade agent representative to the ETC members for five years. The ETC focused on underserved international markets, which included Costa Rica, Cuba, Egypt, India, Honduras, Maldives, Nicaragua, Sri Lanka, and the UAE. The ETC proved to be a major success for Virginia apple producers, as exports grew from \$.5 million in 2002 to \$1.2 million in 2007. In addition, the ETC members were able to take advantage of being an early entrant in these emerging markets and acquired substantial market share. For example, in Cuba, Virginia growers now have 95% of the apple market. As the administrator of the ETC, GIC conducted extensive market research on the prospective foreign markets, organized and led trade missions, attended regional trade fairs, developed the market entry strategy and brand positioning, identified and facilitated direct relations with key buyer segments in the target markets, organized and hosted webinars with exporters and buyers, negotiated and managed logistics and trade financing, handled contracts and execution of shipments, and worked to identify additional funding to support the ETC's export activities. GIC currently serves as trade agent for a number of growers located on the east and west coasts of the United States.

Product Development and Export Promotion: USAID, Afghanistan

For a period of three years, GIC identified new product opportunities, developed marketing strategies, and served as trading agent for Afghan suppliers in southern Afghanistan. Management offices were in Peshawar, Pakistan

Export Development & Promotion Services

Virginia Department of Agriculture and Consumer Services (VDACS):

GIC served as the outside consultant to VDACS' international trade office. In that capacity, GIC worked to promote a variety of Virginia agriculture products in key emerging markets in Asia, Mexico/Central and Latin America, and the Middle East. The agriculture products consisted of eggs, apple products, poultry and pork, feed ingredients, seafood and animal genetics. GIC's duties included developing marketing strategies and priorities for the target markets, organizing and hosting export seminars for Virginia producers, attending national and international trade

affairs, leading trade and reverse trade missions, organizing buyer/seller webinars, facilitating negotiations with logistics and ocean freight companies, and managing sales contracts. Notable successes were establishing new export markets for Virginia eggs, which grew by \$1 million in the first year, and opening up the Cuba market, which now imports \$45 million per year of Virginia farm products.

Overcoming Trade & Market Barriers in India. American Soybean Association and United Soybean Board.

GIC worked with ASA and USB to perform a strategic analysis of markets and competition for U.S. soybean products in India.

Trade Mission to International Exposition of Food Processors. ACE Project. USAID. State of Maharashtra, India.

GIC led a delegation of 14 Indian agribusiness leaders to the IEFPP show. GIC provided training on U.S. business practices and acted as facilitator to encourage joint ventures between U.S. and Indian companies.

Select Agro Projects

Privatization Projects: World Bank and International Finance Corporation.

GIC was responsible for agro pilot projects and roll-outs in Kazakhstan in partnership with Deloitte Touche. Service headquarters were located in Almaty. GIC undertook similar projects in Russia for the wholesale food industry and in the Baltic countries for the fishing industry under auspices of the IFC.

Agribusiness Portfolio Evaluation: OPIC.

GIC provided an extensive evaluation of the Overseas Private Investment Corporation's (OPIC) agribusiness portfolio.

Investment Trade Fair, State of Maharashtra, India.

Prepared and hosted investment trade fair for foreign investors. GIC developed 12 new investment opportunities that included term sheets and industry profiles.

Food Safety/ Food Quality

In 2009, GIC established the Global Food Safety Forum (GFSF) for purposes of promoting innovative food safety solutions through industry-lead initiatives in the US and China. GFSF is jointly managed by GIC and its Chinese partner, Bric Global Agricultural Consultants, with offices in Beijing and Washington, DC. The GFSF is supported by the United States Department of Agriculture (USDA) and China Ministries and Trade Associations. GFSF, since its inception in 2010, has completed four works shops, hosted China-US government dialogue events, and successfully hosted a Chinese Delegation visit and tour around the United States.

Food Security Projects

Feed the Future Private Sector Global Food Security. USAID.

GIC serves as Special External Advisor to the US White House and USAID for USAID's Feed the Future (FTF) initiative. GIC's mandate is to provide investment advisory services to both US and African companies as a means to facilitate proprietary agricultural technology investment into Africa. The advisory service is designed to enhance sustainable agriculture and improve food

security in priority African FTF countries (Ghana, Kenya, Ethiopia, Tanzania, Rwanda, and Uganda). Most recently, GIC structured and concluded a transaction between a US company with a patented soil cropping technology and a Ghanaian agribusiness. The transaction provided the Ghanaian partner with the exclusive right to manufacture, market, and distribute the technology throughout Ghana and West Africa.

Project Evaluator: United Nations World Food Program

GIC served and provided financial evaluations and market assessments for large-scale pending projects in Guinea for a total of three years.

Financial Services

Animal Nutrition & Health Acquisition Mandate

GIC, since its inception, has conducted a number of investment advisory services centered on comprehensive competitor analysis, competitive intelligence, and market assessments for clients interested in making strategic acquisitions in the ag sector. Presently, GIC has the exclusive mandate to identify potential animal nutrition and health (AN&H) acquisition targets in the US and European markets. Through this investment advisory work, GIC has advised on a number of possible acquisition targets and provided strategic investment scenarios for each. In addition, GIC conducted broad-based analysis on the AN&H ecosystem, end-market consumer dynamics, and has identified and advised our client on entering new markets offering the most attractive economic returns.

Financial Advisory Services Projects

Date	Client	Project	Service Provided by GIC
Present	USAID	External Investment Adviser for new agricultural technologies in Feed the Future Countries	GIC provides Investment Advisory Services to owners of new technologies and counter-parties in FTF countries. It also assists in raising debt and equity financing for new projects.
Present	Multinational conglomerate	Acquisition mandate: Animal Nutrition and Health service provider in U.S. or Europe.	GIC has the exclusive mandate to identify, evaluate and conduct due diligence on target companies and their proprietary products.
Present	Feed Processor	Investment mandate for new protein and phosphate extraction technologies	GIC has the exclusive mandate to identify, evaluate and conduct due diligence on new processing technologies.
Present	Multinational conglomerate	Investment Mandate: Grain merchandising infrastructure investments—Russia, China	GIC has the exclusive mandate for financial services for the completion of these transactions.
Present	Argentine Olive Ranch Company	Mandate to secure investment capital for large-scale olive and producing project	GIC developed the business plan, prepared the information memorandum, and has secured a \$10 million debt commitment.
2009	Bowman Apple Co.	Seller Mandate	Advised on the sale of processing units

2009	Agrium	Trusteeship services for the divestiture of assets.	GIC served as trustee, managing wholesale and retail outlets for farm suppliers in the US.
2002 - Present	Bayer CropScience	Divestiture of assets for aggregate amount of almost \$2 billion to BASF AG, Arvesta Corp., AmvacChem Corp.	Trusteeship services, including management of the businesses to be divested and monitoring of the divestment process handled by Deutsche Bank AG.
2002 - Present	Private company	Acquisition target selection	Currently conducting intensive reviews of potential M&A candidates.
2001	Private client	Acquisition of Latin America palm industry company	Completed due diligence and financial analysis. Sourced debt and equity financing for the venture.
2000 - Present	Syngenta	Divestiture of assets to Dow AgroSciences and Bayer AG	Trusteeship services for a divestiture of assets sold to Bayer AG and Dow AgroSciences.
2000	Certified Pure Ingredients (Chile)	Debt restructuring and capital sourcing	Prepared financial documentation and debt restructuring plan and sourced capital.
2000	Private client	Dairy farm and milk processing facilities in China	Completed due diligence process, prepared business plan and investment proposal and made presentations to potential investors.

