

# Northern dairy industry

## 2011 situation & outlook

Steve Spencer  
Freshlogic

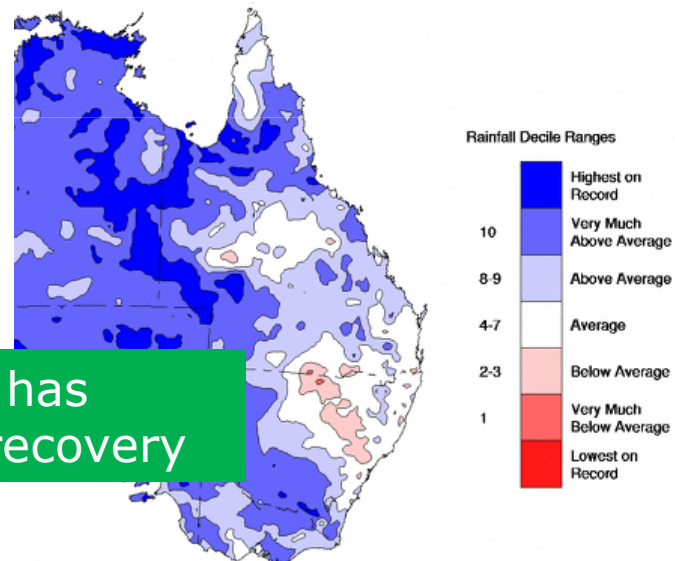
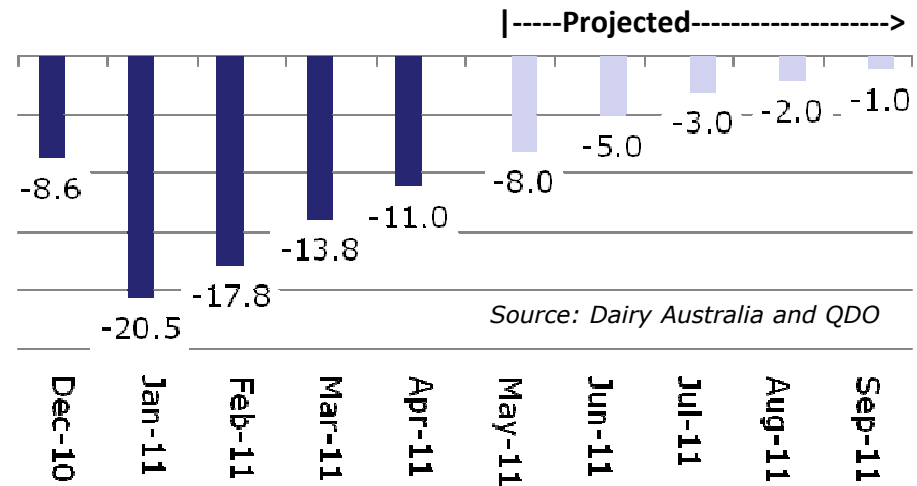
# Headlines in the outlook

- Supply:demand balance has tightened
  - Weaker margins for producers has curbed output
  - Losses due to severe impact of floods
- Local fresh milk demand is sluggish but better
- Intense retailer competition has reduced fresh milk returns & dislocated stability
  - Switching private label suppliers
  - Deep discounting of private label
- Farm sentiment is damaged
- Weather remains a key variable

# Flood impacts

- Immediate effects disrupted production & collections
- A range of on-going impacts
  - Damaged farm infrastructure and assets
  - Lost of livestock
  - Slow recovery in feed production - gaps in fodder supplies
  - A decline in milk quality and milking volumes - cow condition and herd health
- Ongoing wet conditions

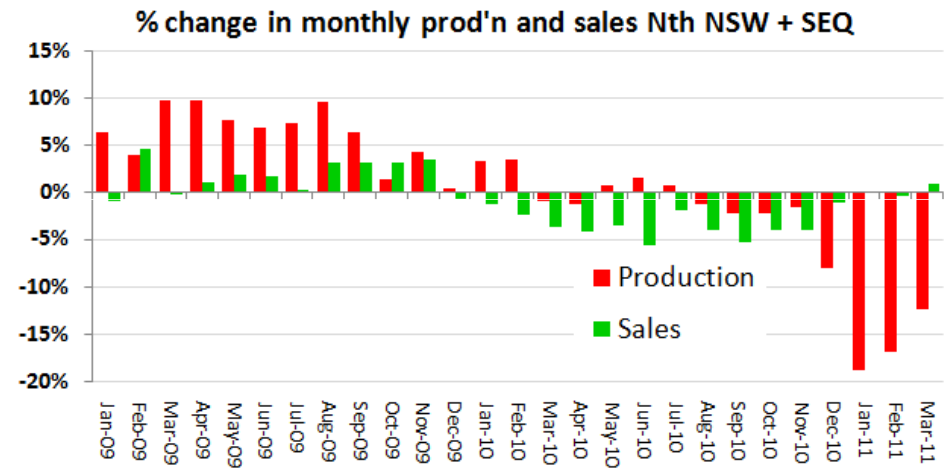
% change in monthly production due to flood impacts



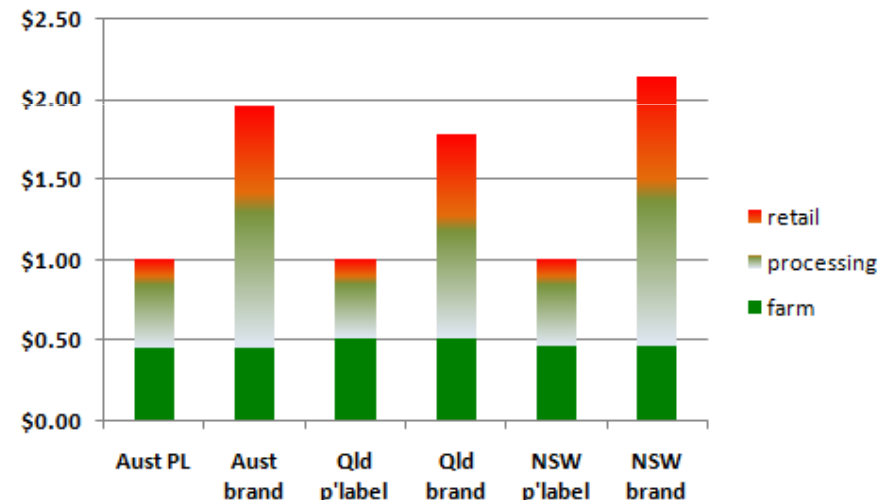
Rainfall since floods has slowed operational recovery

# Regional market has weakened

- Retail market remains weak
  - Consumer still cautious
  - Promotions pushed hard
- Low-inflation environment
- Total regional milk sales recovering
  - Brands taking share back
  - UHT losing share
- Regional prices remain lower than southern states



**Comparative margins in fresh white milk products (on average)**



# Milk discounting

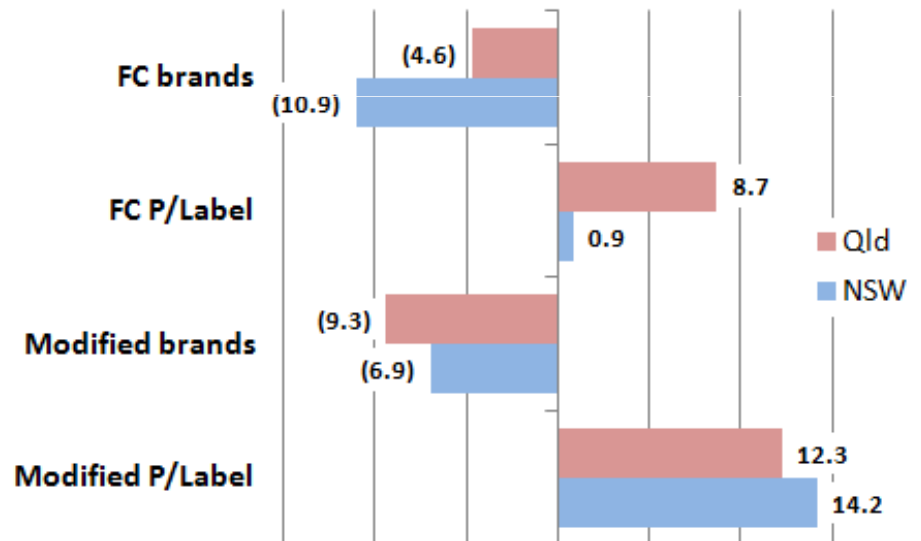
- Risks

- Higher % of sales of lower-priced products
  - shift in sales within the grocery store
  - from convenience and food service outlets to grocery stores
- Weakens overall wholesale returns to processors
- A flow-on to farmers in reduced farmgate prices.
- Weakens brands in fresh white milk – threatens viability of marketing and product innovation.

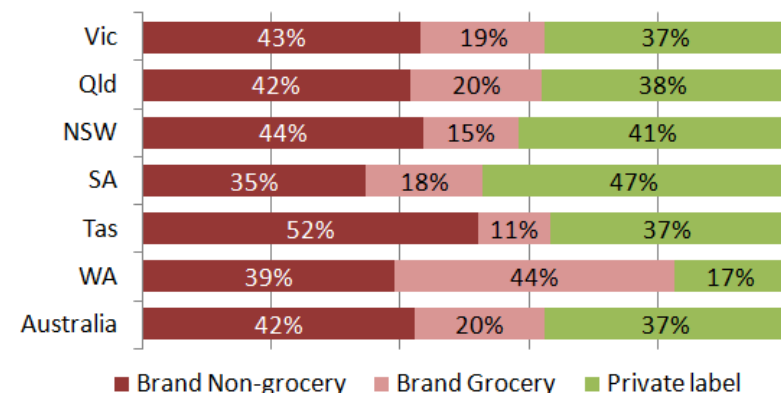
- Impact to date?

- Change in milk pricing model?

Estimated annualised effect in milk sales (mill litres)



Share of channel sales (last 12 months)



# Milk discounting

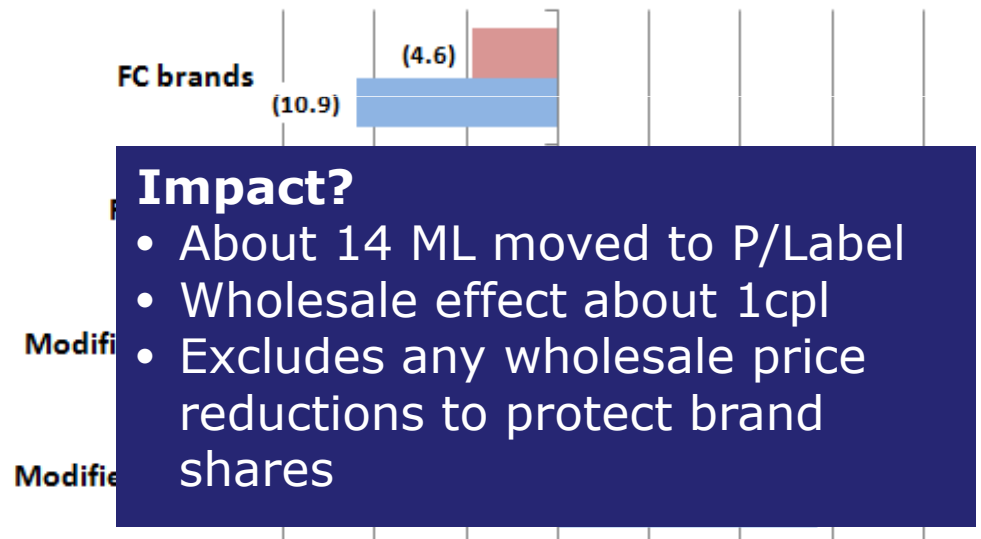
- Risks

- Higher % of sales of lower-priced products
  - shift in sales within the grocery store
  - from convenience and food service outlets to grocery stores
- Weakens overall wholesale returns to processors
- A flow-on to farmers in reduced farmgate prices.
- Weakens brands in fresh white milk – threatens viability of marketing and product innovation.

- Impact to date?

- Change in milk pricing model?

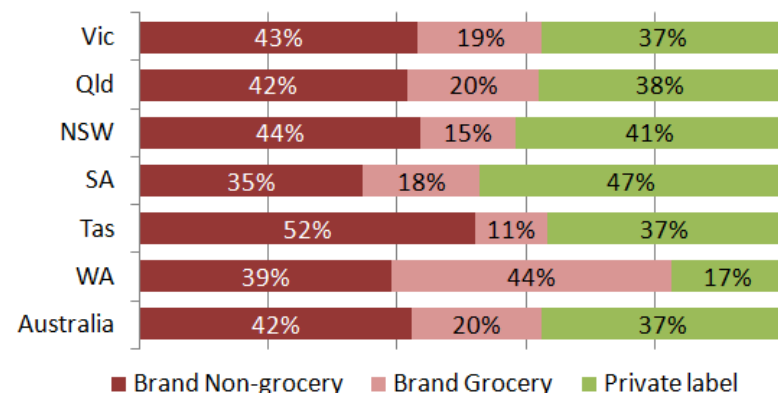
Estimated annualised effect in milk sales (mill litres)



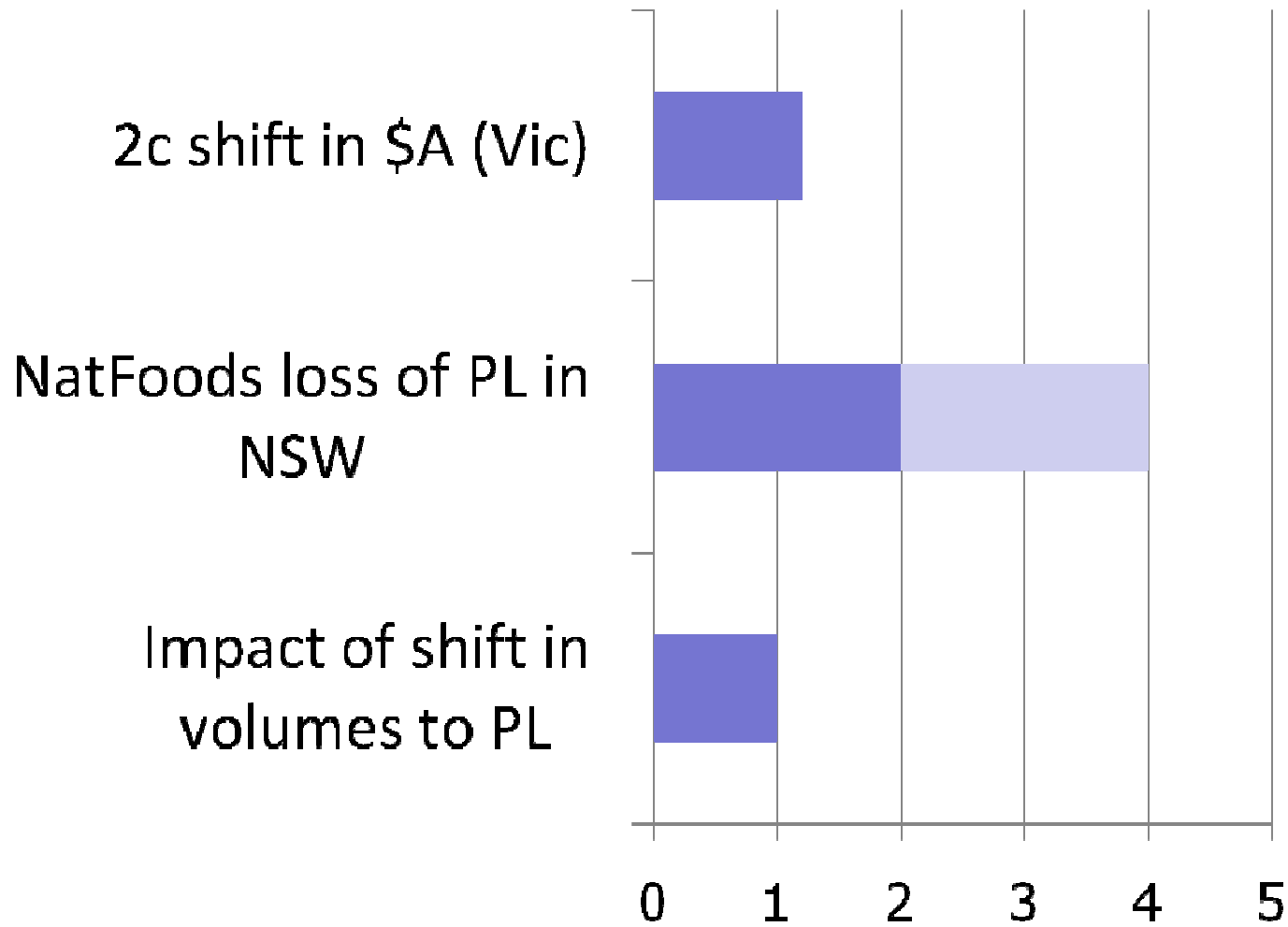
## Impact?

- About 14 ML moved to P/Label
- Wholesale effect about 1cpl
- Excludes any wholesale price reductions to protect brand shares

Share of channel sales (last 12 months)

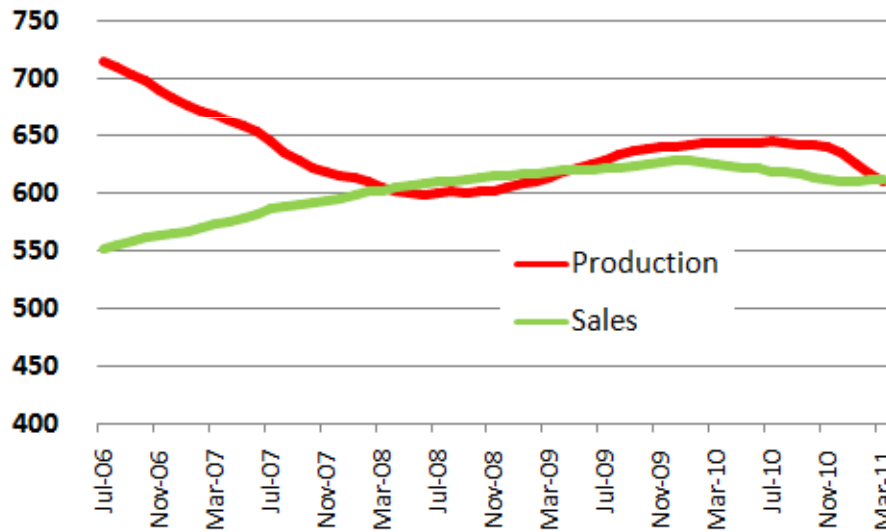


# Milk discounting



# Demand v supply

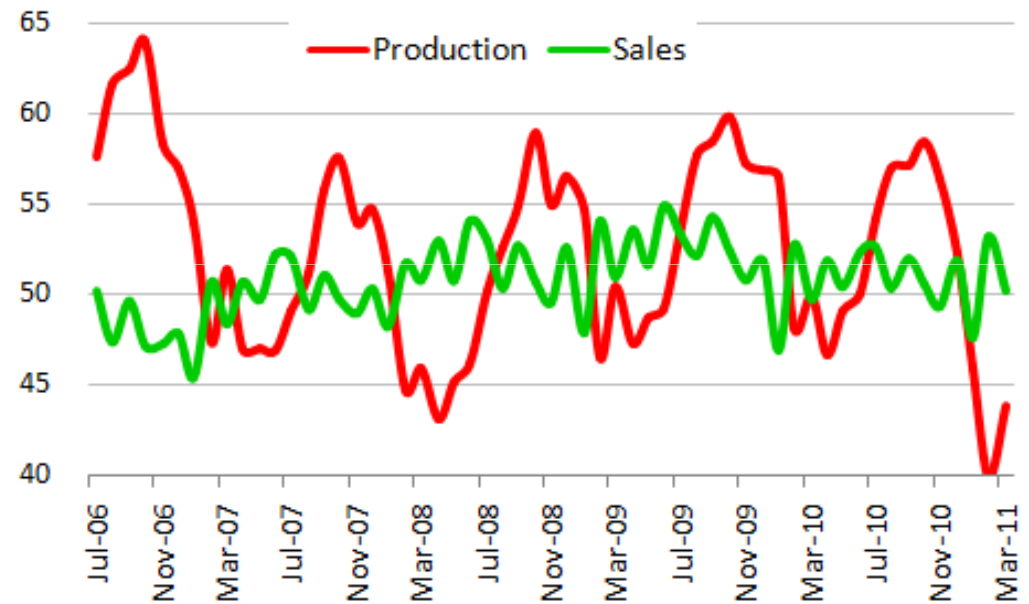
Northern region milk sales and farm milk supply (moving annual total)



## Real picture?

- Fresh sales only
- Buffer for daily milk flow management

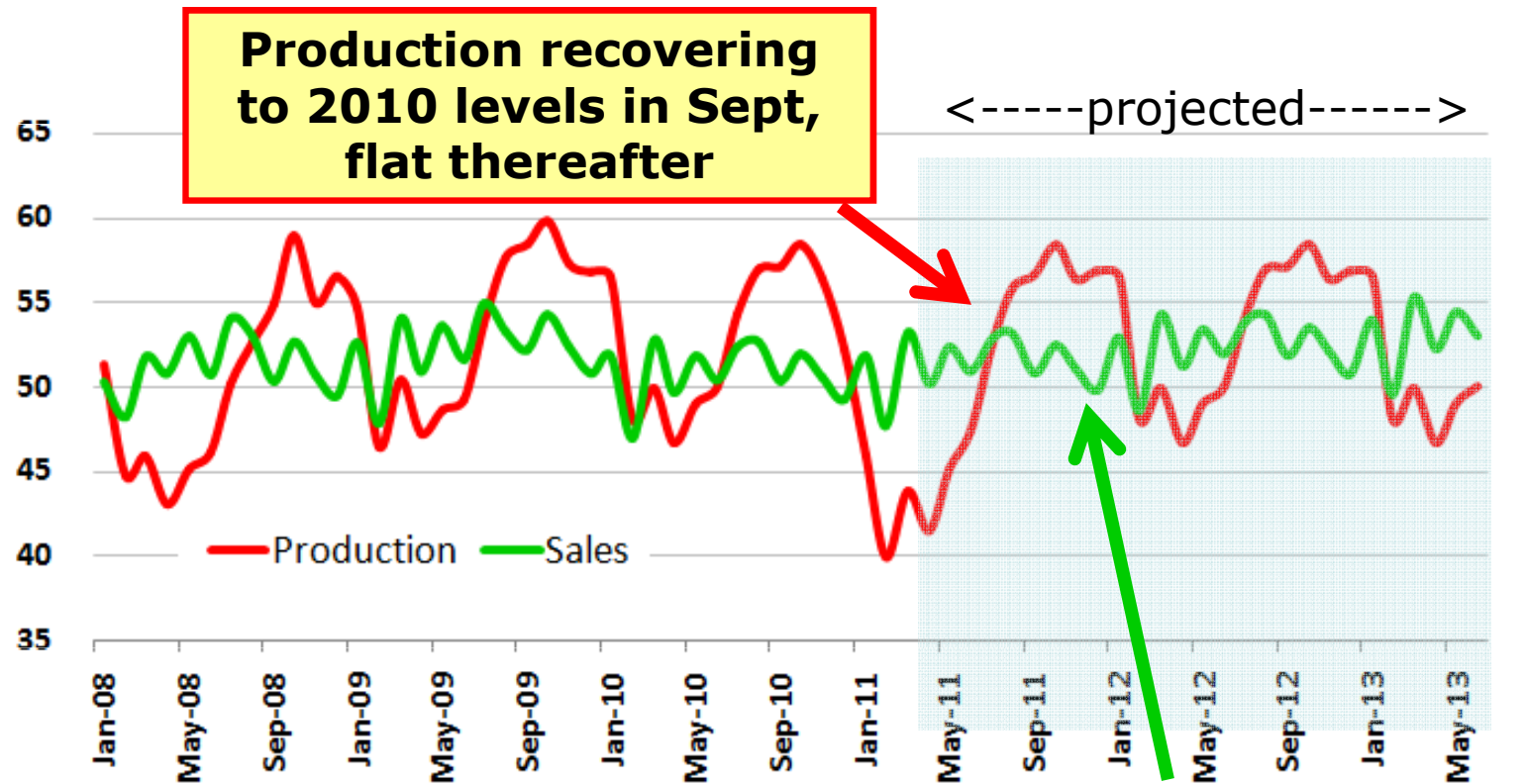
Northern region milk sales and farm milk supply (monthly totals)





# Projected regional demand v supply

Projected monthly Qld & Northern NSW milk sales and farm milk supply



**Sales growing 1% in 2011, 2% thereafter**

Note: Fresh milk sales +2.3% last quarter

# Farmgate market

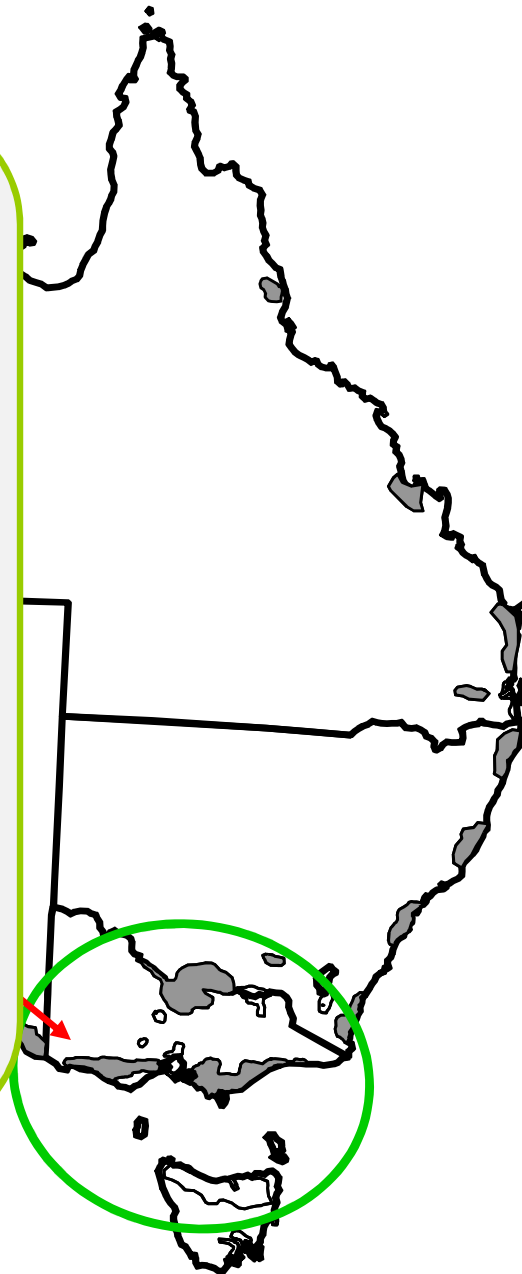
## Southern regions

### Farm gate prices

- 2010/11: \$5.40 – 5.50/kgMS (40-41cpl)
- 2011/12: close to 2010/11 levels, range lowered
- Higher payments (by 3-4 cpl) for suppliers to fresh processor prices

### Key dynamics

- Milk supply to increase by 2-4% in 2011/12
- Volumes dependent on regional climates in Western Victoria and Gippsland; increased cow numbers; and feed input costs
- Slow supply growth and market demand will ensure sustained farmgate competition



# Farmgate market

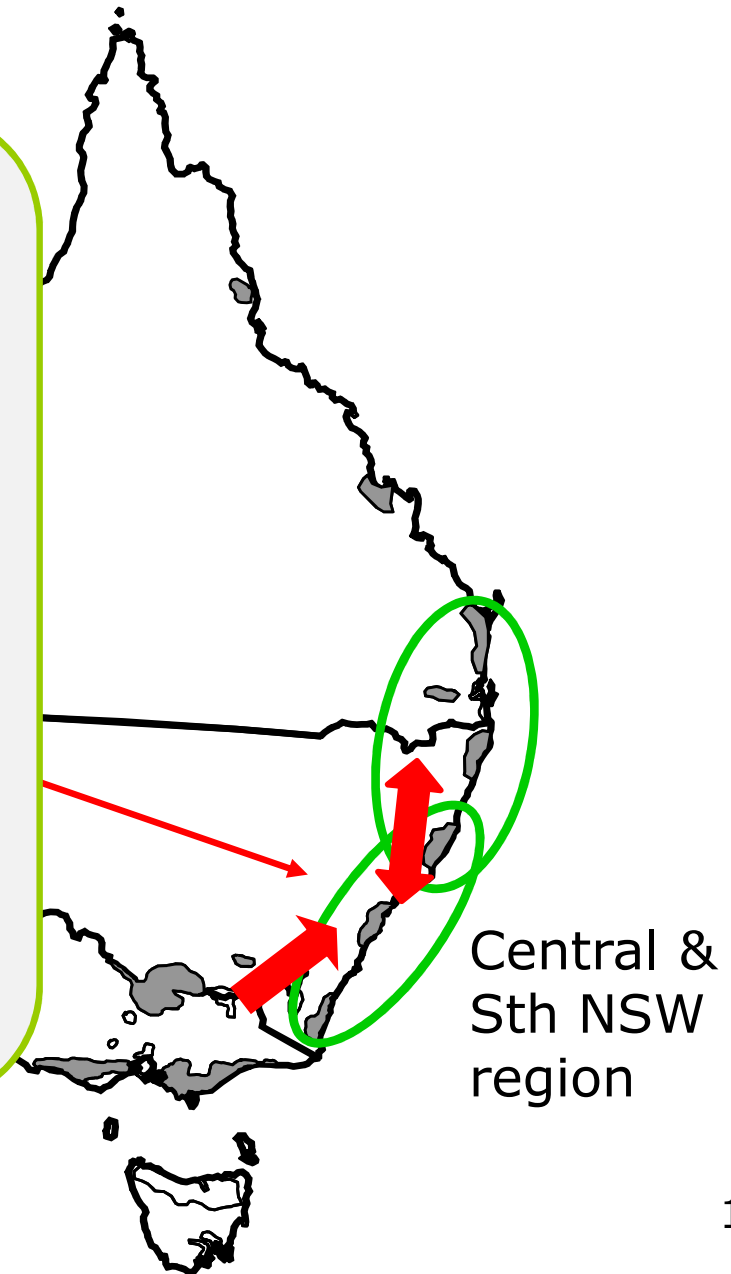
## Central NSW

### Farm gate prices

- 2010/11: 45-53cpl, for majority of producers
- 2011/12: 45-51cpl - variation due to different exposure to changes in liquid milk market access (affecting % of Tier 2 prices)

### Key dynamics

- Milk supply is likely to decline in response to new milk supply agreement structure
- Increasing influence of over-supply at times of the year affecting milk value/returns
- Firm southern milk prices will underpin Tier 2 milk prices



# Farmgate market

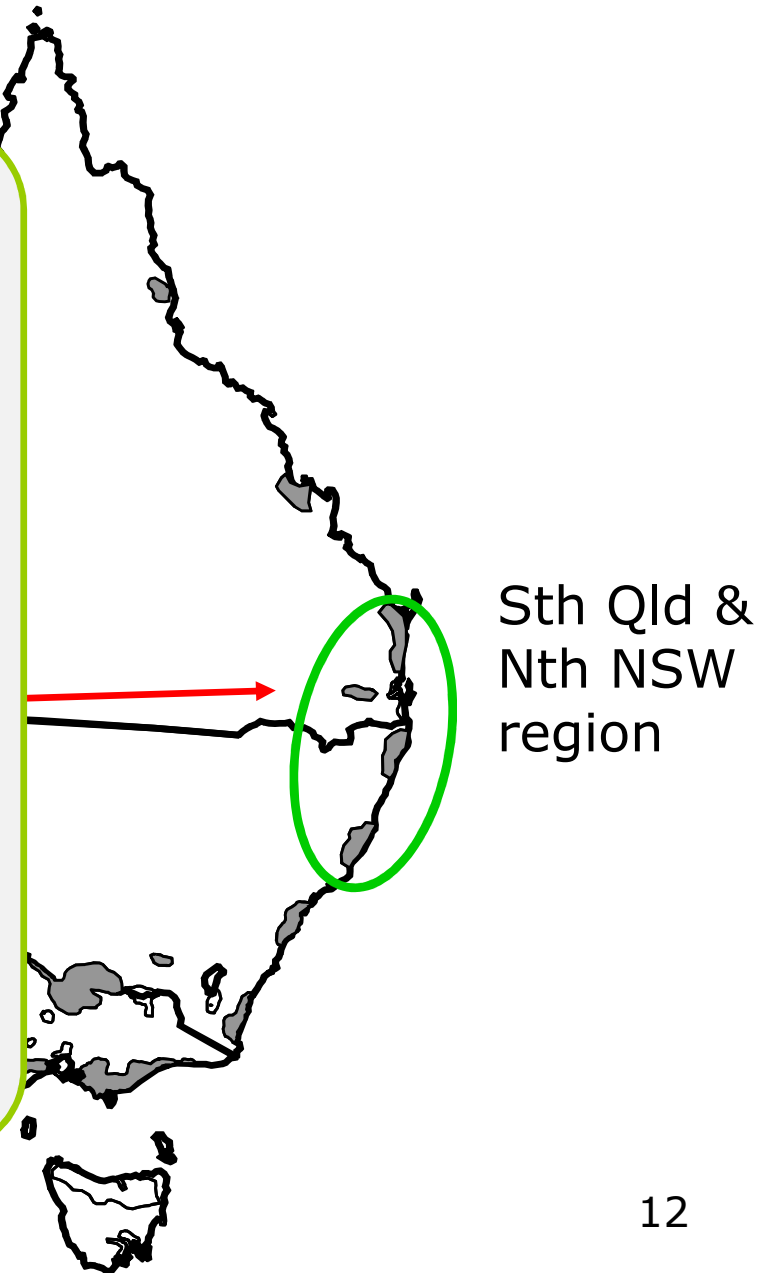
## South Queensland and North NSW

### Farm gate prices

- 2010/11: 47-60cpl
- 2011/12: reduction for suppliers exposed to changing processor liquid milk market and losses of market share of processors branded milk sales.
- Most supplying Parmalat are locked into agreements until 2012/13

### Key dynamics

- Region had an excess of supply to local milk market.
- This changes due to the effects of flood.
- Improvement in milk supply for 2011/12 subject to the recovery rate from the effects of natural disasters and perceived scope for production margins.



# Farmgate market

## Far North Queensland

### Farm gate prices

- 2010/11: 45-48 cpl
- 2011/12: reduced NatFoods AFD reduces average prices, dependent upon production response

### Key dynamics

- Region is over-supplying local processing needs
- Milk supply expected to shrink in 2011/12
- Large geographic market

Far North  
Qld  
region

# Supply management

- Various approaches - 2-tier pricing now commonplace
- Tier 1 reflects balance between
  - production costs and
  - capacity to pay on fresh white milk margins
- Tier 2 reflects alternate returns (including haulage south)
- Reflect processor exposure to supply:demand balance

Buyer	Approach
NatFoods	<ul style="list-style-type: none"> <li>• 2-tier pricing</li> <li>• Tier 1 contract volumes</li> <li>• Tier 2 benchmarked off southern prices</li> </ul>
Parmalat PDA	<ul style="list-style-type: none"> <li>• 3-tiered pricing</li> <li>• Volumes shift based on actual sales (brand v PL)</li> <li>• Farmers manage their own exposure (buy/sell PDA access)</li> </ul>
Parmalat POPS	<ul style="list-style-type: none"> <li>• Pricing based on milk solids</li> </ul>
Norco	<ul style="list-style-type: none"> <li>• Contract volumes for supply "baseload"</li> <li>• Seasonal manufacturing price over peak periods</li> </ul>

# Issues with milk supply arrangements

## Market drivers

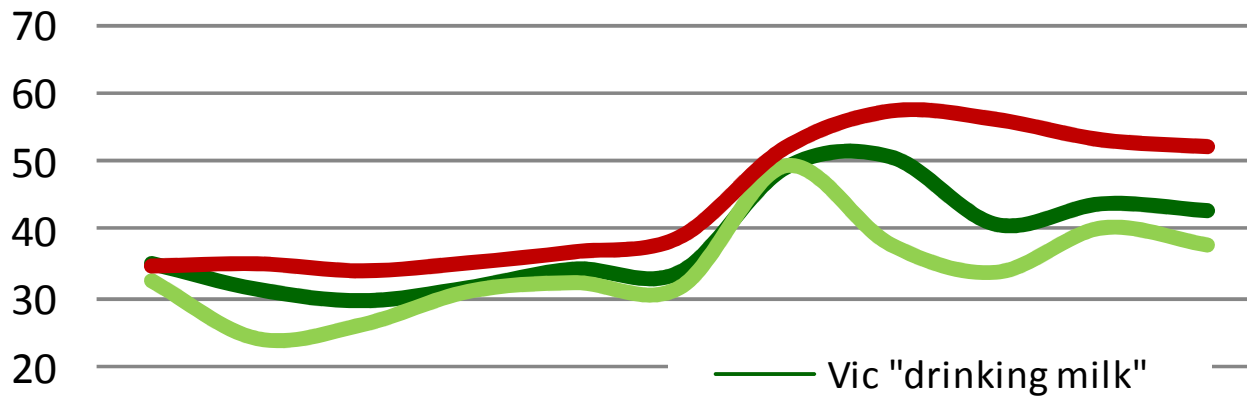
- Fresh milk product demand
- Supply chain returns
  - Much lower than in south
  - Higher input costs
- Changes in contract access means certain volumes of milk are unprofitable
  - Tier 2 pricing is the signal
- Alternate supply/ingredient options

## Farm requirements

- High-cost, year-round production systems
- Sustainable cashflow requirements of producers
- Certainty for farm planning timeframes?

# Farmgate prices

Qld v southern milk prices

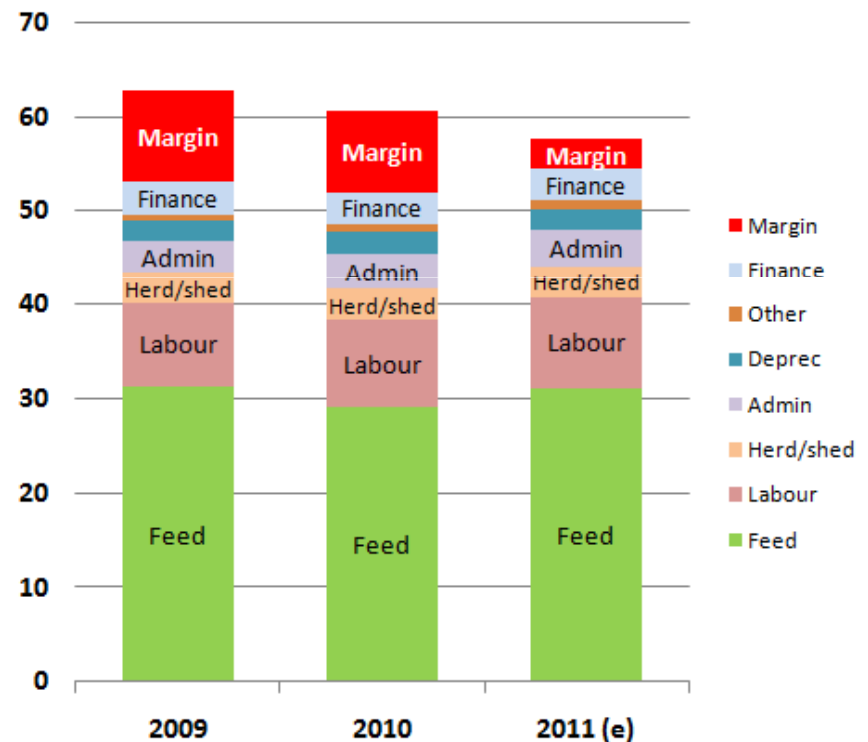
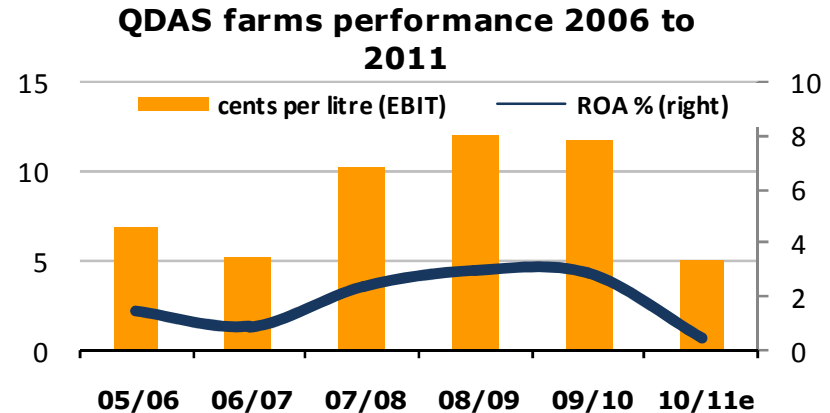


		2010/11 prices - cents per litre at average milk components			
		Sth Qld	Nth NSW	Cent NSW	Nth Vic
2001/02	Farmgate	47-60	47-52	45-50	42-44
2002/03	Freight	3-4	5-6	10	17-20
	Landed cost	50-64	52-58	54-59	59-64



# Dairy farm profits & cashflow

- Strong improvement in profitability & cashflow 2008 to 2010
- 2010/11 was much leaner
  - Milk prices a little lower
  - Feed costs higher – potentially understates costs of flood adjustment



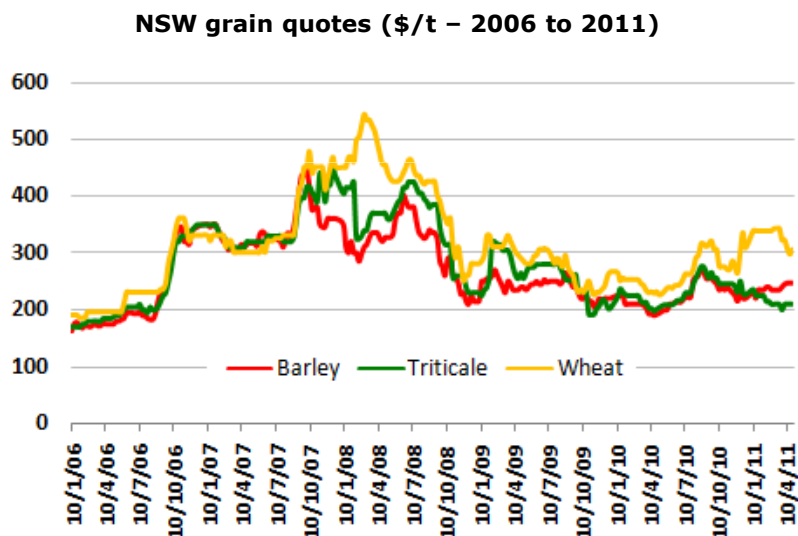
# Feed market outlook

## Short-term

- Grains market relatively stable
  - Oversupplied local markets
  - High \$A affecting export benchmarks
  - Weaker beef feedlot demand
- Fertiliser prices building

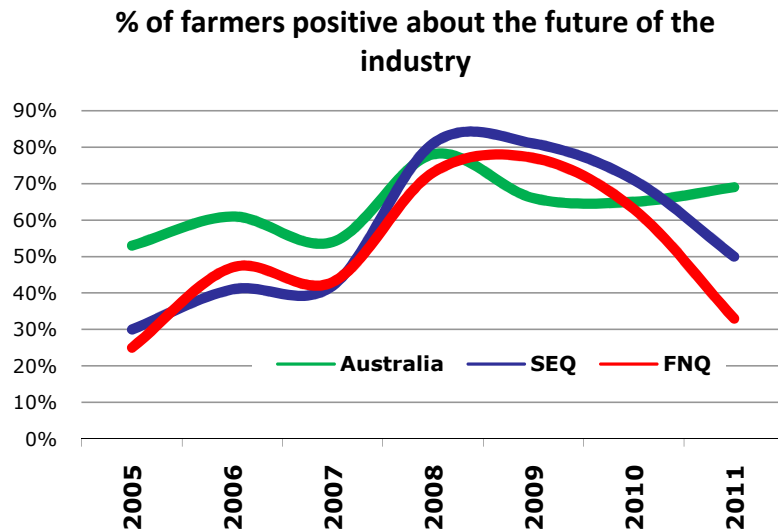
## Medium term

- Volatility increasing
  - More frequent global shocks
  - Skinny inventories
- Supply & demand to tighten
  - Sustained food/feed demand
  - Protein demand in developing world
  - US/EU commitments to biofuels demand will grow
  - China's priorities on food security

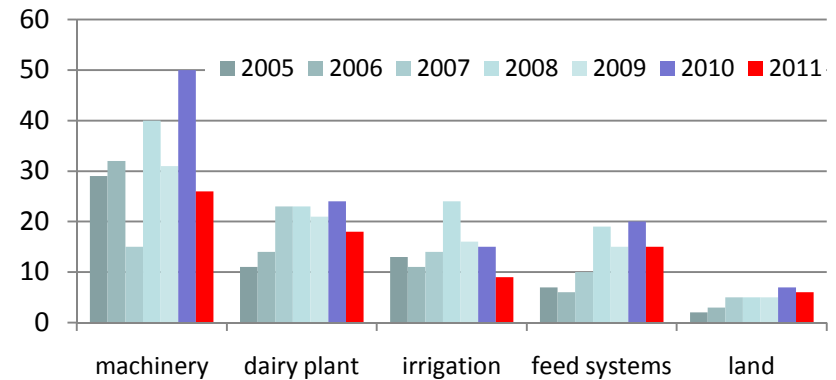


# Investment

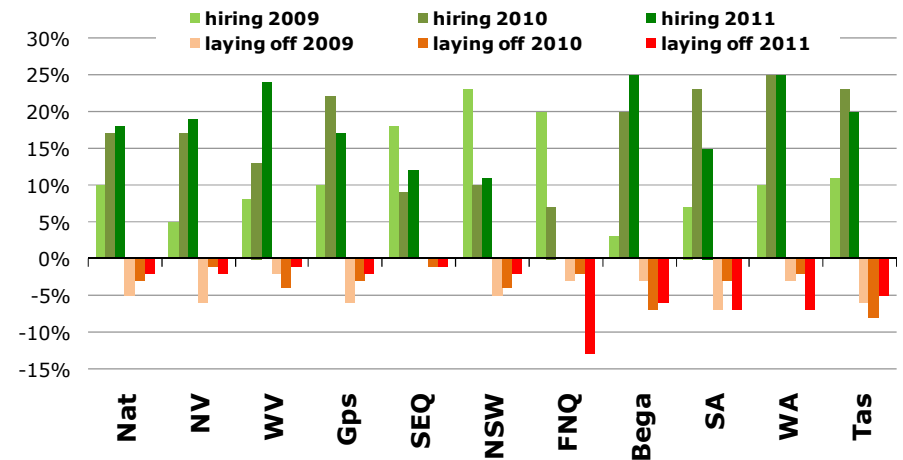
- Confidence is well down
- Reduction in farm investment
- Limited infrastructure expansion
  - Maintaining output on existing farms
- Small lift in labour hiring



**Actual investments made - % of farms**



**Planned changes in labour 2009 to 2011 (% farms)**



# Stability of the regional outlook?

## Positives

- Increasing regional population driving higher demand in future
- Low feed costs
- Clear market signals

## Uncertainty?

- Weakened regional sentiment
- Weather remains a major influence on feed access & cost
- Water access/security
  - Regional & MDB plans
- Future impact of emissions policies?

## Negatives

- Pressure on farm margins
  - Lower milk prices
  - Rising cost base (labour, energy)
- Dislocation thru shifting short-term P/label contract periods
- Sustainability
  - Farm size, intensity, skills
- Low % of planning and succession planning
- Low application of risk management
  - Storage, fwd coverage