



Food &
Agribusiness
Network

Sunshine Coast
Noosa
Gympie
Moreton Bay



Annual Report 2017 | 2018

Run by the
Industry.
For the
Industry.



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GLOSSARY

FAN – Food and Agribusiness Network

NFP – Not for Profit

FIAL – Food Innovation Australia Limited



Reports

Chair's Report

In just under three years FAN has accelerated from being a small start-up with a handful of members to now being Australia's fastest growing, industry run, not-for-profit 'cluster group' with over 200 members and scaling fast. This rapid growth is evidence of the value that our members are seeing from connecting and collaborating.

Based on last financial year's outstanding results, the FAN Board continues to be excited about actively contributing to the prosperity of the food and agribusiness industry in our greater region including Gympie, Noosa, Sunshine Coast and Moreton Bay.

The next financial year will see a greater focus on increasing membership value, providing increased accountability for our sponsors and delivering quality programs and membership services such as the GrowCoastal food accelerator program.

Increasingly, other regions within Australia are looking to FAN for leadership and as a case study to share our model for food and agribusiness clustering, which is a great testament to FAN's success and will further increase collaboration opportunities for our members.

I would like to thank FAN's Board of voluntary directors who are highly engaged and have met, over the past year, every 6-8 weeks for a formal board meeting covering Not-For-Profit governance requirements and matters pertaining to FAN's strategic objectives which include:

- | membership representation, satisfaction and value
- | promoting collaboration & knowledge sharing
- | advocacy on behalf of our industry and region
- | sustainable Not-For-Profit organisational model
- | regional awareness, to celebrate our provenance & innovation capabilities

FAN's Board of directors has remained stable this year with one resignation at the end of the fiscal year from David Andrews. I would

like to thank David for his valuable contributions as FAN's Finance Director and for volunteering his time. As per FAN's constitution each year there is a rotation of both elected and appointed directors that brings diversity and renewed energy to FAN's board.

On behalf of the FAN Board, thank you to our Strategy and Events Advisory Panels. The volunteer members on these panels give their time and ideas generously. They have contributed significantly to the delivery of FAN's events and are helping to create strategic pathways that provide a better understanding of members' needs and aid FAN's financial sustainability.

Highlights of 2017-18 Financial Year

- | Increased membership from 163 as at 30 June 2017 to 208 at 30 June 2018
- | Food Innovation Australia Ltd (FIAL) awarded FAN funding of \$900,000 over three years to be matched by industry member's monies
- | Initiated the National Accelerator and Pathway to China Export Programs to help our members access new markets to commence late 2018
- | Established FAN's office at the Big Pineapple
- | Co-delivered second GrowCoastal program with the Innovation Centre

I'd like to pay tribute to Helen Brierty, founder of Spirit House and Mieke Fortune, founder of Fortune Beef, who passed away this year. These inspiring women have made valuable contributions to both FAN and our broader community.

Finally, the FAN board would like to thank members, sponsors, partners, ambassadors and Emma Greenhatch, our purposeful General Manager and her committed and dynamic team. Together, we are achieving great outcomes for our industry, region and members through the power of collaboration and connections. I believe FAN's future is very bright indeed.

Jacqui Wilson-Smith
Chair & Co-Founder

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Reports

General Manager's Report

FAN has entered an exciting new growth phase over the past 12 months, with members driving the creation of new programs and services.

Underpinning much of the work we have done has been getting our structure and team right to allow us to focus on expanding our activities for the benefit of our members. We also set-up office in what is one of Australia's most iconic tourist attractions, the Big Pineapple. The move to this site is significant, with FAN supporting the Big Pineapple Renewal Project and proposal to create a food production and agribusiness hub with shared services and facilities.

FAN exists for the benefit of our members and the food and agribusiness sector in our regions. Everything we do is based around our purpose to "Connect, Collaborate and Grow". It is pleasing to see a growing number of members collaborating to address shared challenges and opportunities. People are looking beyond other businesses being their competition – instead they are working together to create innovative products and solutions and the results, in many instances, have meant national recognition.

Delivering workshops, seminars and networking opportunities has created an environment where our members willingly share their own experiences and new members are seeing the benefit of participating in a network that provides support across many aspects of their business. Our events continue to be well attended and relevant which was evident at 'Meet the Maker' held at Nutworks in March. More than 120 members and stakeholders were in attendance and it was pleasing to see new business opportunities arise for our members from this event.

FAN entered into a new partnership with the Innovation Centre to co-deliver the 2018 GrowCoastal program. This food accelerator provides 12 food and agribusinesses the opportunity to dive deeply into their businesses, with many of them seeing significant outcomes after applying the new knowledge and skills gained throughout the three-month program. Special thanks to FAN Director Jacqui Price, for the passion and dedication she brought to her role as GrowCoastal Program Manager this year.

Over the past year we have been working on creating a National Accelerator Program and Pathway to China Export Program to assist our

members to access new markets. Both these programs are member-led and I am grateful to the many members who provided their time and insights to help develop these. We have also partnered with Sunshine Coast Council and Visit Sunshine Coast to facilitate opportunities for members to participate in leading trade and consumer shows, such as Fine Food Australia and Regional Flavours.

In June 2018, Food Innovation Australia Ltd awarded FAN up to \$900,000 matched funding over the next three years under its Cluster Programme. This funding will allow FAN to expand its programs and services, supporting the future sustainability of our industry-led cluster that is founded on developing collaborative solutions for our members.

FAN is building a connected and collaborative food and agribusiness community that is delivering real outcomes for our members. We can only do this because of the engaged and committed members within our network who share FAN's vision and take the time to develop relationships and build trust with other fellow members.

Thank you to our sponsors, partners, members, ambassadors, advisory panels and board of directors for their unwavering support during the past 12 months and the many volunteer hours they have contributed to support our growth. I would also like to thank FAN's team – Tanya, Jen and Sam, who have made all FAN's achievements over the past year possible. In addition to our new programs, we have many exciting plans for the next 12 months, including an enhanced events program, new member services, a members' capability directory and group purchasing opportunities. We look forward to your continued support as we continue to grow Australia's most successful industry-led food and agribusiness cluster.



Emma Greenhatch
General Manager

About FAN

FAN is proudly Australia's fastest growing, industry-led food and agribusiness cluster. Since its inception in December 2015, FAN has attracted over 200 members from across the Greater Sunshine Coast region (Gympie, Noosa, Sunshine Coast & Moreton Bay) with new members joining on a weekly basis. As a network focused on successful outcomes for industry and supporting businesses, FAN enables this growth through its values of collaboration, sharing, leadership and integrity.

The success of FAN comes from its ability to facilitate opportunities for members to **connect, collaborate and grow**. It achieves this through the delivery of a wide range of activities that include networking events, business skills workshops, formal and informal mentoring, and structured programs and services that are designed to address capability and capacity gaps. Importantly, FAN is creating a culture of collaboration whereby there is a high level of trust that underpins members feeling supported. In turn, this leads to a strong 'give back' ethos and a dynamic and engaged membership.

FAN also seeks collaboration opportunities with key partners and sponsors and has an unwavering focus on ensuring that the activities being delivered are aligned to members' needs.

Membership of FAN is made up of input suppliers, primary producers, food manufacturers, retailers, restaurants and exporters, as well as many supporting services across the region. Through FAN, many of these members have connected to share knowledge, address shared challenges and create innovative products and solutions. Through its marketing channels and connections, FAN

plays an important role promoting members' stories and capabilities in local, national and international markets.

FAN also continues to support members by providing a representative voice to advocate for the development of local food and agribusiness opportunities and has worked closely with local councils and other groups and businesses to maximise both the regions' exposure and pathways for growth.

With FAN's industry-led focus, and demonstrated support from partners, sponsors, government, research and innovation groups, FAN believes it can create a best-practice food and agribusiness cluster that delivers growth opportunities for both its members and the broader economy.

Purpose

To connect and grow the region's food & agribusinesses by creating a culture of collaboration, accelerating innovation and promoting trade locally and globally.

Vision

To be Australia's leading food and agribusiness network and to actively contribute to doubling the regions industry value by 2030.

Values

- | Collaboration
- | Sharing
- | Leadership
- | Integrity

Strategic Objectives



Membership

To have a compelling value proposition that ensures a well-represented member network that connects the value chain from production to consumption.



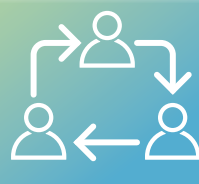
Knowledge Sharing

To be the conduit for communication, collaboration and co-operation, promoting knowledge acquisition and sharing amongst FAN members and the broader industry.



Advocacy

To be recognized as the representative voice for the region, successfully advocating for the development of the food and agribusiness sector.



Organisational Model

To achieve sustainable funding and governance models to ensure the ongoing viability of the organisation, aligning industry, research and government.



Regional Awareness

To put the region on the map as a destination for high quality, innovative and sustainable products, processes and practices in the food and agribusiness sector.

About FAN

Region

The Greater Sunshine Coast region is steeped in a rich history of agricultural enterprise. The region's first industry was timber, which was later replaced by sugar cane, ginger, pineapples and dairy. In fact, for more than a century, it was the sugar cane industry that brought people and prosperity to the area, not the beautiful beaches and lush hinterlands that are synonymous with the region today.

Fast forward to 2018 and the industry is redefining itself with large and small operators taking their place on both the national and world stage. Many small business owners have identified niche markets and forged their own paths and for larger corporations it simply makes sense to base their head office in a region that benefits from supportive local governments, a connected and collaborative business community and good access to local, national and international markets.

These days most of the sugar cane has gone, but the region now produces a wide range of primary agricultural commodities such as fruit and nuts, dairy, meat and livestock products as well as

world-renowned seafood. The region has a reputation for producing high-quality, fresh produce in a clean environment using sustainable farming practices. It is also home to a growing value-add sector, encompassing a wide range of artisan food and beverages. A burgeoning number of microbreweries and farm gate operators are tapping into the growing food tourism market and food events, tours, farmers markets and hospitality provide diverse pathways for producers to supply the local market.

The expansion of the Sunshine Coast Airport will open up new export opportunities, and with demand expected to grow significantly as a result of the Free Trade Agreements with Japan, China and Korea, it is an exciting time to be considering starting or expanding food and agribusiness exports to Asian markets.

Fittingly, the Big Pineapple has become the new home of FAN and planning is well underway to transform this icon into a world-class food and tourism hub. The proposed food hub, where small and medium businesses are co-located and sharing key infrastructure, services and support, will accelerate growth opportunities for the food and agribusiness industry, create jobs and stimulate new direct and indirect investment across the region.

FAN has a focus on representing the Greater Sunshine Coast encompassing the following council regions:



Sunshine Coast



Noosa



Gympie



Moreton Bay

300 days of
Sunshine per year

3.7 million people visit for holidays or
business travel each year

\$700 million Food &
Agribusiness industry



400 food trail listings

Supportive infrastructure & business community

Organisational Structure

Board

FAN is governed by a board responsible for ensuring that FAN operates in adherence to both the Corporations Act (2001) and the FAN Constitution. The board is also responsible for the overall strategic direction of the organisation, as well as providing general oversight of FAN's operations including establishment of and adherence to policies and procedures. The board, together with FAN management, is entrusted with ensuring all monies received (including grants, sponsorships and membership fees) are appropriately managed and that FAN remains solvent.

The FAN Board consists of seven volunteer directors, four of whom are Elected Directors and three being Appointed Directors. An Elected Director must be a FAN Industry Member, elected at the Annual General Meeting by other FAN members. An Appointed Director, appointed by the board, usually has specific skills that will help the board carry out its governance and oversight duties.

FAN Board meetings are scheduled bi-monthly, with additional meetings held if required.

FAN's Directors give generously with their time and expertise to ensure that FAN provides consistently high levels of service and opportunities to its members.

The role of the Board includes:

- | Maintaining accountability to stakeholders and members
- | Monitoring the performance of the General Manager
- | Raising awareness of the organisation both within the region and more broadly
- | Ensuring compliance with statutory, financial and social governance responsibilities
- | Providing strategic direction and developing, assessing and approving strategies, policies, plans and budgets
- | Monitoring risk and ensuring adequate risk management controls and reporting procedures
- | Ensuring FAN acts legally, ethically and responsibly



Jacqui Wilson Smith, Chair and Co-Founder (2015 - 2018)

A strategist, innovator and thought leader with a growing portfolio of directorships. Jacqui brings extensive international experience combined with a community-orientated perspective. Currently the Global Innovation Manager for McCormick and formerly held executive roles with Gourmet Garden, Constellation Wines Europe and Mondelez UK. Jacqui has been instrumental in several globally successful, disruptive innovations including Gourmet Garden's lightly dried herbs. As a non-executive director, Jacqui's mission is to build scalable, sustainable strategies by connecting people, ideas and technologies. In addition to Chair and Co-Founder of FAN, Jacqui is also NED Food Agility, NED Traveller's Choice and member of Qld Manufacturing Ministerial Committee. In 2017, Jacqui was awarded Queensland AgriFuture's Rural Woman of the Year. Jacqui holds a B.Com (UQ), Graduate Director (GAICD), Approved Board Advisor (ABC).



Tony Sowden, Secretary (2015 - 2018)

Tony is a well-known Sunshine Coast lawyer having owned and managed commercial law firms in the region since 1992. Tony's expertise in organisations law, governance, corporate advisory, not-for-profit and agribusiness ensures FAN's commitment to integrity through the provision of a transparent and best practice organisation. Tony was born and bred in North Queensland and understands the importance of regional institutions and their governance. He has held numerous roles including director, company secretary and/or general counsel for many Sunshine Coast public and private corporations and institutions. Tony holds a LLB (UQ) and MAICD.



Mark Peters, Membership Director (2015 - 2018)

Mark has held CEO roles in multinational organisations involved in the process control industry as well as Management Consulting roles preparing strategic, marketing and structure re-organisation plans for a diverse range of small to medium enterprises. Mark is a practicing CPA, has further completed a Diploma in Corporate Management, and graduated from the Australian Institute of Company Directors (GAICD). Mark currently works with the Advanced Manufacturing Growth Centre (AMGC) as State Director responsible for Queensland and the Northern Territory and co-ordinates Federal government project co-funding for manufacturing enterprises transitioning to Industry 4.0 techniques and practices.



Jacqui Price, Events Director (2017 - 2018)

Jacqui is a passionate marketer with extensive experience in marketing, brand strategy, and new product commercialisation. Jacqui has worked with a diverse range of large, well-respected companies covering retail, foodservice, manufacturing, and business to business and now runs her own marketing consultancy, Jacqui Price Marketing. In addition to working with local food clients on marketing projects, Jacqui holds the positions of Program Manager for the GrowCoastal Food Accelerator and Program Facilitator for Sunshine Coast Startup Onramp. Jacqui also supports the iconic local tourist attraction, The Ginger Factory, with marketing initiatives to help grow their international visitation.

Organisational Structure

Board (continued)



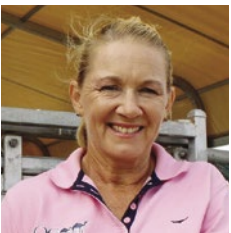
Sean McGowan, Marketing Director (2017 – 2018)

Sean's professional success is built on strategic collaborative partnerships and networking. Almost two decades of experience in restaurant and venue management, boutique wine retail sales, multi-site management, and sales and marketing management have gifted him broad experiences and a keen eye for forecasting business development opportunities. Sean's niche is the wholesale sales and marketing of Speciality Fairtrade Organic Certified Coffee. He currently revels in his role in the management team at Montville Coffee where his expertise includes sourcing and roasting speciality coffee, client acquisition, relationship management, marketing and training. Sean holds a BA of Business in Marketing/Music Industry Management.



David Andrews, Finance Director (2017 – 2018)

David is a strategy consultant with over 15 year's experience working with global professional services firms in Australia, the US and throughout Asia on engagements spanning behavioural economics, management science, entrepreneurship and rapid business expansion. David is now a co-owner of both retail and wholesale food enterprises on the Sunshine Coast and a director of a boutique advisory practice that takes on engagements in behavioural economics, M&A transactions and business growth. David holds a Bachelor of Business from the University of Technology Sydney (UTS) and an Executive MBA from the Australian Graduate School of Management (AGSM) at the University of NSW.



Lauren Brisbane, Sponsorship Director (2017 – 2018)

Lauren is the Director of QCamel on the Sunshine Coast and Chair and founding member of the Australian Camel Industry Association. Lauren advises both Federal and State Governments on the development of the camel industry in Australia as well as NGO's on industry matters. Lauren has worked in the camel industry for the past twelve years and was the only industry member on the Australian Feral Camel Management Project from 2009 – 2014. Lauren was also the Queensland Board Member for Australian Women in Agriculture from 2010 – 2012. Lauren is passionate about the development of the camel industry as an alternate pastoral industry and its development throughout Indigenous Australia.

Team

The FAN Board delegates responsibility for implementing approved strategies and the daily management of FAN to General Manager, Emma Greenhatch. The General Manager is responsible for all aspects of FAN's operations, as well as reporting to the board. A

team of part-time dedicated staff has assisted the General Manager over the past year. As FAN continues to grow, the FAN team will continue to expand, and a number of key roles will be finalised over the remainder of 2018.



Emma Greenhatch, General Manager

Emma has had more than 17 year's experience working in the food and agribusiness industry for the public, private and not-for-profit sectors. Renowned for her strong networks and leadership skills, Emma is a translator of ideas into strategies and actions that deliver positive and sustainable outcomes. Before moving to the Sunshine Coast in 2015, Emma spent the previous nine years working with Victoria's food industry in a range of senior roles with the Victorian Government. She facilitated the establishment of Victoria's first representative group for the organic industry; led seven government departments in the development of a new policy framework for food; and created Australia's largest and most successful inbound trade mission that resulted in \$100 million in new food and beverage exports for Victoria. Emma is grateful for the opportunity to work alongside FAN's members and stakeholders to create a sustainable, industry-led cluster. Emma holds a B.Arts (Asian Studies).



Tanya Arnold, Events Coordinator

Tanya is a hospitality and project management professional with experience working for both the private and public sectors. Tanya commenced her career working in the hotel and tourism industries gaining international experience in London at the world-class Great Eastern Hotel, and closer to home at the Ramada's Pelican Waters Golf Resort & Spa as Assistant Manager. In addition, Tanya has managed professional development programs for Queensland's Department of Education and Training and the Department of Premier and Cabinet. Tanya holds a BA of International Hotel and Tourism Management and has completed an Export & Global Capability Program. Tanya's love of food and interest in nutrition has also resulted in her own business where she is an international award-winning author and public speaker.

Team (continued)



Jen Sharpe, Marketing Coordinator

Jen is an international marketing manager with over 10 years experience working on global events, tourism and lifestyle brands. In 2016 Jen founded her own marketing consulting company to pursue her passion of working in the events, health and wellness sectors. Jen has worked in management and strategy roles heading up a team of 8 staff at Ironman AsiaPacific with a focus on digital and social marketing. As a copywriter and design-focused marketing professional, Jen has worked with global yoga festival Wanderlust, and local events companies including Noosa Surf Film Festival and Beyond Experiences. She has recently expanded her client portfolio into organic food producers on the Sunshine Coast, and holds a BA of Applied Science (Human Movement) and BA of Management (Marketing).



Sam McKerrow, Business Coordinator

With a Degree in Engineering, Graduate Diploma in Applied Finance & Investment and Graduate Certificate in Sustainability, Sam brings a wide variety of skills and experience to FAN. After starting her career as a Geotechnical Engineer in Sydney, Sam moved into the finance sector in an Analyst role with NSW Treasury Corporation (TCorp). Building on this experience, Sam spent five years with Goldman Sachs JBWere initially as a Risk Analyst and then Business Manager for a trading group. In this role Sam implemented a 'Best Practice' initiative to improve business operations and devised a number of management tools for the executive team. Sam's key skills include analysis and problem solving, research and report writing as well as business management. Sam has a keen interest in sustainability and has worked on a number of research projects for various United Nations entities.

Ambassadors

FAN's Ambassadors 'spread the word' about the latest FAN news, as well as highlighting the work of its members through their respective networks. They are important advocates for FAN and have strong connections across the food and agribusiness industry

in the Greater Sunshine Coast region. FAN currently has two Ambassadors and is grateful to Martin and Petra for their ongoing support.



Martin Duncan

Martin is 'Sunshine Coast Foodie' with a passion for social media and events. As an ambassador for FAN he helps to spread the word and drive membership. He is also a chef, former restaurateur and connector of people. Martin delights in hosting chef and producer events, showcasing the Sunshine Coast and Mary Valley regions as well as 'Gympie Gold' regional produce with fun farm-gate tours and long lunch events. In addition to being actively involved with FAN, Martin is president of Country Noosa and works closely with Tourism Noosa, Mary Valley Country Harvest Cooperative and Gympie Gold Regional Produce. Annually, Martin hosts his own Sunshine Coast foodie events and assists with the Ginger Flower & Food Festival, the Noosa Food and Wine Festival and will also be involved with the Sunshine Coast's newest event, the Curated Plate, scheduled for 2019.



Petra Hughes

Petra Hughes is the creative and collative mind behind 'Local Harvest', the Sunshine Coast and Surrounds Regional Food Directory. She is also an award-winning creative designer, photographer, product developer, author, publisher, reviewer, web designer, small business consultant, 'major ideas person' and self-proclaimed dreamer and entrepreneur. Petra has spent the last 15 years scouring markets and developing initiatives to generate more interest in the Sunshine Coast regional food movement with the hope of making a tangible difference to the local food industry. This collecting and collating of 'foodie' information and contacts developed into the Local Harvest food directory. Consequently, Petra's skillset and local knowledge make her an invaluable ambassador for FAN.

Organisational Structure

Advisory Panels

Over the past financial year, two advisory panels have provided support to the FAN Board and management. Both the Strategy Advisory Panel and the Events Advisory Panel are made up of FAN Directors, staff, members and invited non-members, with the aim of ensuring that FAN connects with the different membership groups and maintains an industry-led focus on strategic direction and event delivery. FAN is grateful to these panel members, who volunteer their time and provide their experience and expertise for the benefit of the broader FAN membership.

Strategic Advisory Panel

The purpose of the Strategic Advisory Panel is to contribute to FAN's medium to long-term strategic plan that support's the organisation's ongoing sustainability. With strong industry participation, the panel works with FAN Directors and staff to provide insight into the needs of FAN members. The Strategic Advisory Panel can also be asked by the board to provide feedback and recommendations on a particular issue or opportunity, with key advice on the recently awarded FIAL grant being provided by this panel. Meetings were held in August and December of 2017.

Members 2017 – 2018

- | Madalene Bettega, Food Matters
- | Norman Scott, Maleny Food Co.
- | Tomi Hamalainen, Innovation Centre Sunshine Coast & Jamix

- | Dave Jarrett, Sustainable Soil Solutions & Chemical Free Farmers Association
- | Ned Nolan, Bohemian Bungalow
- | Jono Emblin, Sunshine Coast Organic Meats
- | David Buckland
- | Kerry Fullarton, Cooloola Eco Tours
- | Megan Brabant, McCormick & Co.
- | Wolfgang Schulte, Eco-Farms

Events Advisory Panel

The purpose of the Events Advisory Panel is to contribute to the development and delivery of FAN's program of events and to ensure alignment with FAN's purpose to assist its members to connect, collaborate and grow. The panel members, who regularly attend FAN's events, also provide valuable feedback and observations that assist FAN to adjust the program to meet the evolving needs of its members. The Events Advisory Panel has also identified opportunities for event partnerships leveraging non-FAN events that benefit FAN members. Meetings were held in August 2017 and June 2018.

Members 2017 – 2018

- | Petra Hughes, Local Harvest
- | Martin Duncan, Sunshine Coast Foodie
- | Jennepher Bucher, Maleny Cheese
- | Sally Hookey, Hinterland Feijoas
- | Jess Fleming, Birdwood Nursery



Membership Activities

Membership

Over the past 12 months FAN's membership has increased from 163 to 208 as at 30 June 2018. The continued growth of the membership base not only increases FAN's reach and influence, but also the opportunities it can provide to FAN members in the form of events, workshops, programs and other offerings. By maintaining a keen belief in the benefits of an industry-led model, more local food and agribusinesses are joining FAN to experience the success that can come from collaboration and knowledge sharing.

Membership of FAN provides many opportunities to build and grow businesses, whether through shared connections or access to new knowledge and skills. With networking events, workshops, programs and trade show opportunities, FAN aims to provide something for all business types and sizes across its membership. Over the next year, the FAN team will be working to ensure that all members can actively engage and access the benefits that FAN can provide.

An important part of FAN membership is the opportunity to actively contribute to the growth and future direction of the food and agribusiness industry for the Greater Sunshine Coast region. FAN believes that by acting as a conduit for communication and collaboration, the most successful outcomes for the future can be achieved.

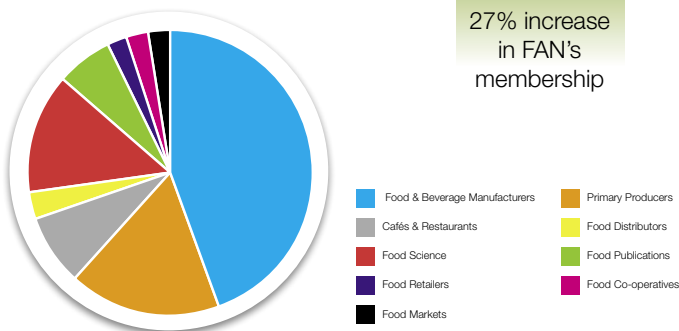
Industry Members

Food & Beverage Manufacturers	63
Primary Producers	31
Café & Restaurants	13
Food Distributors	6
Food Science	18
Food Publications	3
Food Retailers	10
Food Co-operatives	3
Food Markets	0
TOTAL	147

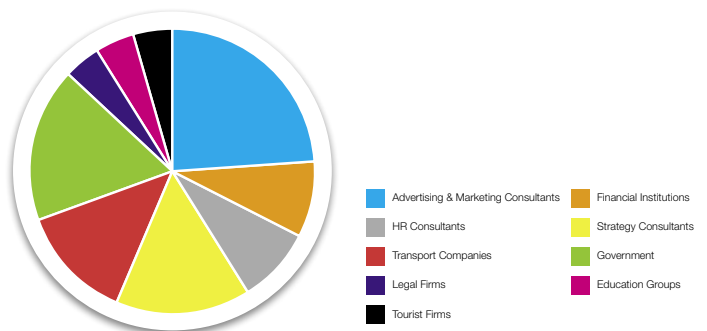
Affiliate Members

Advertising and Marketing Consultants	13
Financial Institutions	10
HR Consultants	5
Strategy Consultants	7
Transport companies	6
Government	6
Legal Firms	0
Education Groups	8
Tourism Firms	6
TOTAL	61

Industry Members



Affiliate Members



Marketing and Communications

FAN continues to develop a sound marketing and communications strategy to ensure all members are kept up-to-date with FAN events, programs and opportunities, as well as relevant industry news. The focus is to deliver a consistent message with considered content that provides members with appropriate knowledge and insights, whether by the monthly FANmail newsletter, social media, targeted EDM's or media releases.

Together, FAN and its membership are achieving many great things and these newsworthy stories are now reaching mainstream media

channels. FAN is being recognised as a strong voice across the region and this is providing further media opportunities. There is significant interest in the many and varied member 'stories', from hearing the real story behind a producer to celebrating awards, achievements and collaborations. FAN is pleased to have been able to facilitate publicity for members and act as a conduit for the mainstream media. Members are also generous in referencing FAN in their stories and successes, and helping FAN to increase its profile across the industry and broader community.

Membership Activities

Events

Each year FAN provides a collection of events that aim to provide valuable opportunities for knowledge sharing, gaining new skills, networking and collaboration. In this ever-evolving space, FAN created new events for 2017-18 to facilitate more opportunities to connect and grow the food and agribusiness industry in the region.

With a focus on industry involvement and using feedback from members, FAN's Events Advisory Panel identified and chose the themes and topics for workshops and networking events held throughout the year. These included, "Building a positive culture in the workplace"; "Media essentials"; "Food styling and photography"; "Scaling-up a food manufacturing business"; "Food business planning"; "Running a successful farm gate" and the "Future of farming".

For the 12-month period to 30 June 2018, FAN delivered 21 events to its members and the wider community including seven workshops and four networking events. A total of 807 people attended these events from across the Greater Sunshine Coast region and beyond. The first networking event for 2018 'Meet the Maker' was a great success with 120 people attending and this will now become an annual fixture on the calendar. A total of six information and briefing sessions were also held, providing members with greater insights into trade shows, exporting to China, legislative changes to food labelling and the redevelopment of the Big Pineapple. Events were strategically hosted across the region including Gympie, Kandanga, Noosa, Maroochydore, Woombye and Montville.

In 2017-18, FAN included the following new events to its program:

Member-to-Member Insights - Acknowledging FAN's value of knowledge sharing, this member-only initiative includes quarterly sessions hosted by FAN members who share their knowledge and expertise with other FAN members. The first of these events was hosted by members Kenilworth Dairies and Brandhouse Communications, who shared their learnings and insights from Kenilworth Dairies' rebrand.

Member Site Tours - Requested by members, Member Site Tours gives the unique opportunity for members to visit other member's farms and facilities. In December 2017, Walker Seafoods led members through a behind the scenes tour of their grading, processing and packing facilities.

FAN is grateful to the members who have provided a venue or shared their time and knowledge, contributing to the success of these events. These include Hinterland Feijoas, Sustainable Soil Solutions, Gympie Regional Council, Baupal Park Farm, Parker Food, Imperial Hotel Eumundi, Harrison Human Resources, TAFE Queensland East Coast, Nutworks, The Big Pineapple and Kandanga Farm Store. A number of national and international guest speakers also spoke at various events and provided inspiration to FAN members. FAN thanks Matt Golinski (Gympie Regions Food and Culinary Tourism Ambassador), Brodee Myers-Cooke (taste.com.au), Sophie Hansen (My Open Kitchen) and Caroline Campbell (Workplace Productivity Solutions).

The professionalism and success of these events can be attributed to the dedication of FAN's Events Advisory Panel, who enthusiastically volunteer their time at events and meetings. FAN would also like to acknowledge Major Partner the Sunshine Coast Council for a \$7,500 grant towards speaker fees and event costs in 2018.

2017-2018 Events

Event Type	Date	Theme	Guest/Main Speaker
Workshop	14/07/17	How to Run a Successful Farmgate	Sally Hookey and Peter Heineger (Hinterland Feijoas), Tony Sowden (FAN Director and commercial & corporate lawyer)
Workshop	27/07/17	Essentials to a Food Business Plan	Bernard Parker (Parker Food)
Workshop	24/08/17	Scaling-up a Food Manufacturing Business	Bernard Parker (Parker Food)
Workshop	5/10/17	Future of Farming	Dave Jarret (Sustainable Soil Solutions), Andrew McLennan (Chemical Free Farmers), Alun Morgan (Acre Insight), Phillip Tickle (The Spatial Hub), Matt Golinski (Gympie Regions Food and Culinary Tourism Ambassador)
Network Event	10/10/17	Building a Positive Culture in the Workplace	Claire Harrison, Harrison Human Resources
Network Event	30/11/17	AGM and FAN 2nd Birthday	
Site Tour	11/12/17	Walker Seafoods	Heidi Walker (Walker Seafoods)
Workshop	19/02/18	Media Essentials	Caroline Campbell (Workplace Productivity Solutions)
Grow Coastal	28/02/18	Celebration Dinner	
Network Event	12/03/18	Meet the Maker	
Site Tour	16/03/18	Noosa Earth	Simon Jones (Noosa Earth)
Member to Member Insights	15/05/18	Kenilworth Dairies Rebrand	Donna Dodson (Kenilworth Dairies), Bronwyn & Alan Wood (Brandhouse Communications)
Network Event	12/06/18	Growing Your Business Through Social Media	Sophie Hansen (My Open Kitchen)
Workshop	13/06/18	Food Styling and Photography	Sophie Hansen (My Open Kitchen)

807

807 people attended FAN-run events

*"All FAN workshops are beneficial. Bernard did a great job. Well presented"
People, Plates and Places*

*"Exceptionally rich content. Great workshop! Absolutely loved it!!! Great story behind it. Very inspiring."
Lucy, Sunshine Butterflies*



Membership Activities

Programs and Services

Testament to the strong and connected food and agribusiness community that FAN has fostered over the past three years, members are increasingly putting forward ideas for collaborative initiatives that address industry challenges and opportunities. Over 2017-18, FAN has been able to expand its programs and services through the support of a number of key partners. In particular, FAN would like to acknowledge Food Innovation Australia Ltd, the Innovation Centre Sunshine Coast and Sunshine Coast Council.

GrowCoastal Program

Following the inaugural GrowCoastal in 2017, FAN was delighted to be given the opportunity to partner with the Innovation Centre Sunshine Coast to deliver the GrowCoastal program for 2018. Twelve innovative food and beverage businesses from across the Greater Sunshine Coast region were provided with the opportunity to take part in this unique food accelerator program. Funded by Advance Queensland, the competitive 16-week program focuses on developing skills that enable businesses to progress rapidly from start-up to scale-up phases, to become investment ready and achieve key milestones in their growth strategies. The program is also a valuable opportunity to establish new connections, build relationships and promote collaboration.

FAN thanks the Innovation Centre's CEO Mark Paddenburg and team; GrowCoastal's Program Manager and FAN Director Jacqui Price; and all partners, sponsors and mentors. The program was a huge success due to the exceptional commitment and dedication by all involved.

In 2019, the program will again be co-delivered by the Innovation Centre and FAN, and participants in the third cohort will be announced in January 2019.

"They have challenged their thinking around their businesses on a weekly basis and consistently worked outside their comfort zones.

They leave the program with a clear understanding of what is required to step change their business."

Jacqui Price, GrowCoastal Program Manager



National Accelerator Program

With funding support from Sunshine Coast Council, FAN undertook a research project that involved consulting with more than 25 small and medium, food and beverage industry members to understand their specific challenges to growth. Key insights from these consultations included knowledge gaps relating to supply chains and pathways to market, and challenges around converting leads.

As a result of these findings, FAN identified the need for tailored support for its members to help them to develop appropriate strategies and skills to expand their markets.

FAN has developed a 12-month pilot program with two tiers of fee-based services that will be delivered by a National Relationship Manager. Whilst the support provided will be specific to the particular needs of each business, where there are opportunities to provide a collaborative solution to a shared challenge or opportunity, this will be explored.

This program will commence in the 2018-19 Financial Year and receive funding under the FIAL grant in the first year. The program's KPI's include growth in sales, new jobs and businesses entering new markets and channels.

Pathway to China Export Program

In a FAN member survey conducted early 2018, 38% of survey respondents said they need assistance with export market entry strategies and 31% said they would like FAN to provide export services for their business. FAN reviewed existing export services provided by other agencies and identified a gap for on-the-ground support that is commercially focused to assist businesses to enter new or expand existing export markets.

Following this finding, a group of FAN members, that have a common goal to increase their exports, proposed investing in a shared resource through FAN to assist them to access new export opportunities, initially in China. Accordingly, FAN will pilot a Pathway to China Export Program that will be delivered by a local Export Ambassador and an in-market partner. The program has been designed to meet the gaps that these businesses face to accelerate export growth, and like the National Accelerator Program, to identify opportunities for collaboration.

This program will commence in the 2018-19 Financial Year and receive funding under the FIAL grant in the first year. The program's KPI's include growth in exports and new jobs.

In 2019 FAN will seek to understand the needs of the broader FAN membership in relation to export and explore expanding the existing service offer.

FAN's intention is that the GrowCoastal, National and Export programs provide a pathway for growth for FAN's industry members, equipping them with the knowledge and skills they need at each step of the way to expand their markets and grow their businesses. Importantly, the participants in these programs will be working closely together to support each other, and their insights and experiences will be shared with the broader membership.

Trade Shows

Over the past 12 months, FAN has facilitated 21 members to exhibit their products at two national trade shows – Fine Food in Sydney in September 2017 and Fantastic Food in Sydney in April 2018. For the majority of these members it was their first time participating in a trade show. FAN is grateful to the Sunshine Coast Council for providing funding support for both these shows.

By facilitating group stands at trade shows, FAN provides members with an important entry point for those that could otherwise not afford to participate. For both these shows, FAN ran information sessions in advance to help businesses to prepare and it was fantastic to see businesses supporting each other by sharing their previous experience, co-shipping and even sharing accommodation. At the shows, members benefited from being on a group stand through referrals from other members, covering each other's counters and

assisting each other to set-up and pack-down. At Fine Food, the Sunshine Coast had the only regional stand out of 1,000 exhibitors, generating considerable interest from trade visitors.

Combined, these shows generated in excess of \$1 million in increased revenue for the participating businesses. This outcome would not have been possible without FAN facilitating the opportunity for its members.

+\$1m

+\$1 million in new revenue from members participating in trade shows

"Exhibiting at Fine Food Australia was a fantastic experience for our business. We made contact with some great potential customers and even received some orders while we were exhibiting. I loved that there were nine totally different Sunshine Coast businesses exhibiting that all supported each other."

Kim Durant, Gourmet Fudge Supplies



Financial Performance

Financial Statement

FAN had a very satisfying commercial outcome for the 2017-18 financial year, with revenue more than doubling to \$218,641. Event revenues increased significantly but were profit neutral when costs are offset. Membership fees and sponsorship collectively increased by \$12,645 showing the continued support from existing and new members and sponsors. Overheads were dominated once again by

wages, which rose from \$82,206 to \$90,403 for FAN's four part-time contractors.

The organisation remains solvent with \$82,374 in cash bank balances at year end and a total equity rising from \$38,894 at the beginning of the year, to \$52,524 at year end. There has been no material post financial year-end transactions that have impacted solvency at the date of this annual report.

Profit & Loss Summary	FY 2017	FY 2018
Revenue	127,805	218,641
Overheads	(120,601)	(205,011)
Surplus before income tax expense	7,204	13,630
Income tax expense	-	-
Surplus for the year	<u>7,204</u>	<u>13,630</u>
Surplus attributable to members of the company	<u>7,204</u>	<u>13,630</u>

Balance Sheet Summary	FY 2017	FY 2018
Assets		
Current Assets		
Cash and cash equivalents	44,960	82,374
Trade and other receivables	<u>3,208</u>	<u>8,609</u>
Total Current Assets	<u>48,168</u>	<u>90,983</u>
Non-Current Assets		
Fixed Assets	<u>1,689</u>	<u>1,406</u>
Total Non-Current Assets	<u>1,689</u>	<u>1,406</u>
Total Assets	<u>49,857</u>	<u>92,389</u>
Liabilities		
Current Liabilities		
Trade and other payables	5,963	39,865
Prepaid Sponsorship	<u>5,000</u>	<u>-</u>
Total Current Liabilities	<u>10,963</u>	<u>39,865</u>
Total Liabilities	<u>10,963</u>	<u>39,865</u>
Net Assets	<u>38,894</u>	<u>52,524</u>
Equity		
Current Year Earnings	<u>7,204</u>	<u>13,630</u>
Retained surplus	<u>31,690</u>	<u>38,894</u>
Total Equity	<u>38,894</u>	<u>52,524</u>

Grants and Funding

Following a submission to Food Innovation Australia Ltd's (FIAL) inaugural Cluster Programme, on 6 June 2018, FIAL announced that FAN's application had been successful. Subject to achieving matched industry funding, FAN will receive \$900,000 over the next three years to support the delivery of a range of new programs and initiatives that will assist members and also the future sustainability of the organisation. FAN was one of only four food clusters nationally to receive the funding.

This level of funding provides FAN with a unique opportunity to accelerate the National Accelerator and Pathway to China Export Programs. The funding of \$300,000 per annum for three years is provided on the basis that FAN contributes equivalent industry funds in what is referred to as a 'matched funding' agreement. The benefit of the grant is that members can invest in these pilot programs at a subsidised rate, while still providing additional revenue to FAN to invest in other initiatives that deliver benefits for the broader membership and contribute to FAN's sustainability.

One of FAN's key objectives is to achieve sustainable funding and governance to ensure the ongoing viability of the organisation, aligning industry, research and government. FAN is grateful to FIAL for the significant opportunity this funding presents to develop a sustainable business model that continues to meet the needs of the food and agribusiness industry, both now and into the future.

In the first 12 months the funding (if matched by industry members) will be allocated to:

- | Appointing a National Relationship Manager who will work alongside members' businesses to help them to expand their local and national markets

- | Piloting an In-store tastings service
- | Appointing an Export Ambassador and in-market partner in China to work alongside members' businesses to help them to grow their exports
- | Exploring the barriers and opportunities to creating value from the regions' food waste streams
- | Engaging a grant service to support members to access grants and develop grant writing skills
- | Investigating group purchasing options for members
- | Expanding funding of FAN's business skills workshops that are targeted to members' needs and aligned with future trends, utilising the skills and experience within the cluster.

There will be a commensurate increase in FAN's workforce to deliver on these commitments and to support the organisation's future growth.

Sunshine Coast Council has been a key partner to FAN since its launch. FAN acknowledges their ongoing support in involving FAN in initiatives and discussions at a regional level and promoting FAN as the key industry group for food and agribusiness in the region. FAN is grateful for the following grants received from Sunshine Coast Council in the 2017-18 Financial Year:

- | \$7,500 Major Economic Development Grant to support FAN's event's program
- | \$7,500 Community Partnership Grant to assist with operational costs
- | \$4,200 Major Economic Development Grant to create an online Capability Directory for members



Financial Performance

Partners and Sponsors

FAN's partners and sponsors are vital to the organisation's ongoing sustainability and FAN is very grateful for their support. When FAN was established, its founders made a conscious decision at the time to keep the membership fees low, recognising that the food and agribusiness industry in the Greater Sunshine Coast region is largely made up of small businesses. They wanted to attract a diverse cross-section of businesses from across the food value chain, to encourage collaboration, knowledge sharing and innovation.

The support of FAN's sponsors and partners over the past three years has meant that FAN has been able to increase its resources to deliver more initiatives that support members to connect, collaborate and grow. This directly benefits FAN's members and also the broader industry, economy and community.

In recognition of the importance of FAN's sponsors and partners, in early 2018 FAN engaged Caroline Campbell from Workplace Productivity Solutions to undertake a review of the current sponsorship model. There was acknowledgement that FAN needed to better align the needs of its members with solutions that sponsors are able to provide. In this way, FAN can support more meaningful relationships with its sponsors and partners, streamline member

offerings and meet FAN's organisational objectives. As a result in 2018-19 FAN will be moving away from the tiered levels previously offered, and instead will provide existing and prospective sponsors with the ability to tailor agreements by choosing those benefits that they see value in.

Caroline is continuing to support FAN in the transition to this new model and FAN is grateful for the experience, passion and commitment she brings to the organisation.

FAN is pleased to report an increase in cash sponsorship from \$47,851 in 2016-17 to \$53,649 in 2017-18.

FAN welcomed the following new Platinum Sponsors and Partners in 2017-18:

- | Food Innovation Australia Ltd
- | Department of Industry, Innovation and Science
- | Social Tap
- | The Big Pineapple Renewal
- | Noosa Farmers Market
- | Noosa Council

FAN is looking forward to working more closely with its sponsors and partners over the next 12 months as the organisation enters an exciting new growth phase.

Platinum Sponsors & Major Partners



Gold Sponsors:



Silver Sponsors:



Bronze Sponsors:





Food & Agribusiness Network

Sunshine Coast
Noosa
Gympie
Moreton Bay

"FAN is about cultivating the diverse businesses within the local region and helping them thrive. It provides networking prospects, business partnerships and the regular offering of development opportunities. A key credit to FAN, is that the network is about building each other up, helping them out and seeing everyone prosper!"

Jade King, Green Valley Fingerlimes

"FAN brings a cross section of food businesses together and sets a legacy for relationships and innovation to grow from."

Sara Bucher, Maleny Cheese

"From the inaugural meeting in December 2015 we have supported FAN as a member. It has been an amazing beginning in the nearly three years to organise, educate and grow time poor professionals and help them believe that they have a product or service worthy of local, national and international recognition."

Christopher White, Hungry Feel Eating House

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