



RESEARCHFDI
INVESTMENT ATTRACTION

Value-Added Agriculture Value Proposition Project

Prepared for: BRAED Board of Directors

October 22, 2020

Address

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GLOBAL PRESENCE

Our team of consultants span the globe providing coverage in all time zones and 24/7 customer support. In addition, to full-service lead generation programs being offered in all time zones including North and South America, Europe, and the Middle East and Asia.



| Phase 1

**“Identifying regional strengths
for investment attraction”**



PHASE 1

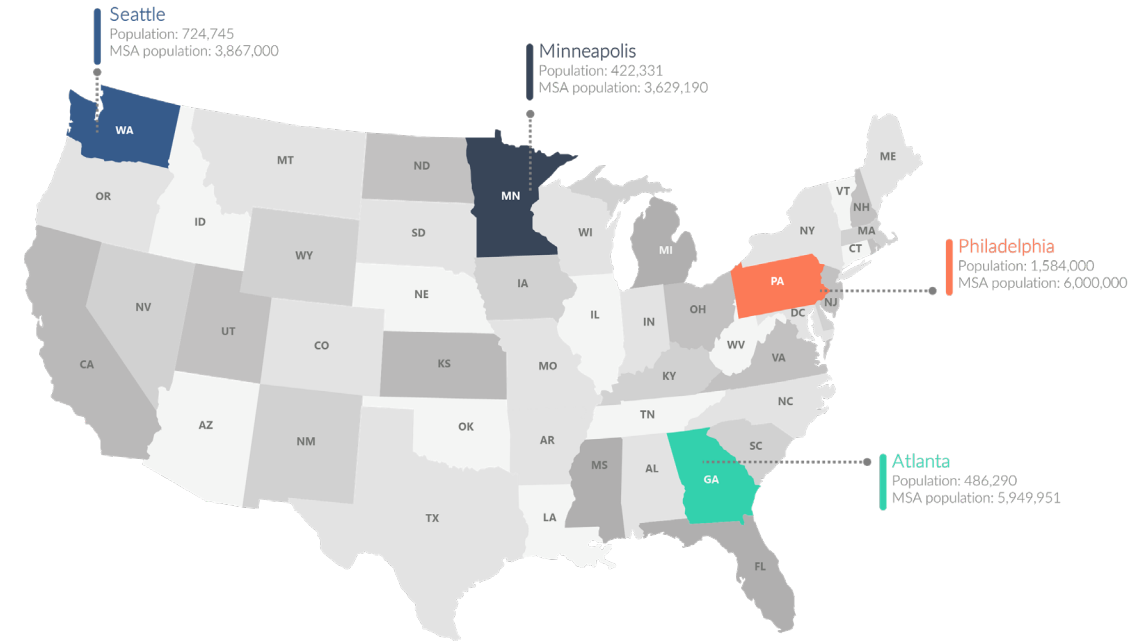
a) Benchmarking

b) Researching BRAED regional facts relevant to investment attraction drivers

- i. Primary & Secondary research
- ii. Community Interviews

c) Spotlighting core fact from previous segments

- i. Primary Benefits
- ii. Value Added Benefits
- iii. Internal system of values & beliefs



Seattle

Seattle recorded XX FDI projects of which XX have been in the biotechnology sector.



Atlanta

Atlanta attracted XX FDI projects, primarily in the IT services and medical devices sectors.



Philadelphia

Philadelphia attracted XX FDI projects, XX% have been in the IT services sector.



QUESTIONNAIRE SAMPLE

QUESTION 1: Preferred Investment Opportunity

Which of the following three value-added agriculture value propositions do you identify as your preferred investment opportunity(s)?

- Plant-based Protein Opportunities
 - Protein isolate and concentrate production from pulses.
 - Protein extraction from cold-pressed canola meal to produce “golden tofu”, dairy substitutes etc.
- Milling and fractionation of peas, faba beans and other pulses
 - Production of protein concentrates and isolates for use in livestock and aquaculture feeds
 - Pulse flour production for inclusion at higher utilization rates in pastas and breads to increase fibre and protein
 - Faba bean fractionation.
- Canola related opportunities
 - Compensate for the loss of canola seed markets in China
 - Biodiesel
 - Canola varieties with higher protein yield but with no less oil yield
 - Digestible fibre products from Canola

QUESTION 2: Differentiation

- What differentiates your community from others in the BRAED region?
- What is your community’s core competency?

QUESTION 3: Land and facility availability

- What land is available (by square footage and/or by number of sites) in your community for greenfield investment? Are they investment ready (e.g. with utility hookups)?
- What sites are available (by square footage and/or by number of sites) in your community for brownfield investment (e.g. previously used processing or other industrial facilities)? Are they investment ready?

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QUESTION 4: Utility rates

- Are your average utility rates for electricity, water and industrial gas distinct from the BRAED region or Alberta at large? If so, and these rates offer your community an advantage over the standard for the BRAED region or Alberta at large, please provide average rates for each

QUESTION 5: Logistics cluster

- Do you have any asset-based logistics companies present in your community offering trucking (including tanker trucks) and rail services? If so, how many of these companies are present?

QUESTION 6: Domicile and investing companies

- Are there any existing domicile or investing companies present in your community in agriculture and food production (be it primary production, value-added

| Phase 2

“Choosing the regional strengths that matter most for their value proposition”

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PHASE 2 – REGIONAL STRENGTHS

a) Comparative Analysis Agri/Food Value Propositions

- i. Structural features
- ii. Content

b) Analysis of decision-making factors for companies

- i. Interview local companies
- ii. Secondary Data analysis

a) Highlighting core drivers from previous segments

Appendix C: Alphabet Inc. Key Financials

	For the Fiscal Period Ending ¹								
	Actual					Expected [†]			
	12 months Dec-31-2014	12 months Dec-31-2015	12 months Dec-31-2016	12 months Dec-31-2017	12 months Dec-31-2018	12 months Dec-31-2019	12 months Dec-31-2020	12 months Dec-31-2021	
Total Revenue	\$66,001	\$74,989	\$90,272	\$110,855	\$136,819	\$163,521	\$190,186	\$222,325	
Growth Over Prior Year	19%	14%	20%	23%	23%	20%	16%	17%	
Gross Profit	\$40,688	\$46,825	\$55,134	\$65,272	\$77,270	-	-	-	
Margin %									
EBITDA									
Margin %									
EBIT									
Margin %									
Earnings from Co									
Margin %									
Net Income									
Margin %									
Diluted EPS Excl									
Growth Over P									

Appendix D: Alphabet Competitors

Organization Name	Country	Number of Employees	BioRxiv	ChemRxiv	DrugRxiv	FoodRxiv	HealthRxiv	PharmRxiv	PreprintRxiv	ScienceRxiv	SpaceRxiv	Video
Abbott	United States	10001+										
AbbVie	United States	10001+										
Agilent Technologies	United States	10001+										
Alkermes	The Netherlands	10001+										
Astellas Pharma	Japan	10001+										
AstraZeneca	United States	10001+										
Baxter International	United States	10001+										
Bayer CropScience	Germany	10001+										
Bristol-Myers Squibb	United States	10001+										
Daiichi Sankyo	United States	10001+										
Dentsply Sirona	United States	10001+										
DSM	The Netherlands	10001+										
Ecolab	United States	10001+										
Eli Lilly	United States	10001+										
Eurofins Scientific	Luxembourg	10001+										
Ferrowell	United States	10001+										
GlaxoSmithKline	United States	10001+										
Grifols	Spain	10001+										
Harvard Stem Cell Institute	United States	10001+										
ICON plc	Ireland	10001+										
Johnson & Johnson	United States	10001+										

| Phase 3

“Value Proposition Design”

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