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Ag Outlook

Globalization of Agriculture:

The Pandol Experience

Jim Pandol
February 22, 2002

What we did . . . Why

- Market for California growers.
- Build volume and revenue.

What we did . . . Why

- Market for Chilean exporters.
- Build volume and revenue.
- “Off season” supply for efficiency and market leverage.

What we did . . . Why

- Market for Mexican growers.
- Build volume and revenue.
- Complete year around supply.

What we did . . . Why

- Own Exporter in Chile.
- Increased control over supplies for security and consistency.

What we did . . . Why

- Own vineyards in Chile and Mexico.
- Increased control over supplies for security and consistency.

PRO's and CON's

GROWERS

- Efficiency via volume
- Market leverage
- Less investment

- Grower financing losses
- Variable quality
- Less control
- Less reliability

PRO's and CON's

OWN FOREIGN PRODUCTION

- Increased control
- better quality
- food safety - control

- 'Far Away' factor
- control not maintained
- poor quality
- losses in money and reputation

PRO's and CON's

OTHER FACTORS

- be a consolidation 'Keeper'
- different rules
- 'Home Towned'
- Unfair trade practices

Conclusion :

- Long, hard, and expensive journey
- Strong competitive position
- Experienced for the future

U.S. Trade Negotiators keeping U.S. agriculture competitive:

- Open markets
- ‘Level the playing field’
- Foreign ownership protection
- Patent protection - especially genetics
- Antidumping law reform

FRUIT AND VEGETABLES
PANDOL BROTHERS
DELANO • CALIFORNIA • U.S.A.

Thank you