



# SPIER CONSULTING

REGULATORY STRATEGIES & SOLUTIONS

FILE N  
DOC:  
MARS

**Dr Richard Chadwick  
General Manager  
Adjudication  
ACCC  
GPO Box 3131  
CANBERRA CITY ACT 2601**

**27 January 2010**

Dear Sir,

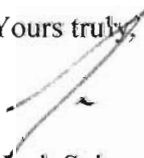
**Application for authorisation**

I attach an application for authorisation for collective bargaining with multiple targets, on behalf of a liquor buying group, Liquor Stax Australia P/L and its members,

The filing fee of \$7500 is attached.

We have adopted the authorisation approach due to the fact that membership of Liquor Stax is constantly changing.

Yours truly,

  
Hank Spier

AUST. COMPETITION &  
CONSUMER COMMISSION  
CANBERRA  
30 JUN 2010

## Form B

Commonwealth of Australia

*Trade Practices Act 1974 — subsection 88 (1)*

### AGREEMENTS AFFECTING COMPETITION: APPLICATION FOR AUTHORISATION

To the **Australian Competition and Consumer Commission:**

Application is hereby made under subsection 88 (1) of the *Trade Practices Act 1974* for an authorisation under that subsection:

- to make a contract or arrangement, or arrive at an understanding, a provision of which would have the purpose, or would have or might have the effect, of substantially lessening competition within the meaning of section 45 of that Act.
- to give effect to a provision of a contract, arrangement or understanding which provision has the purpose, or has or may have the effect, of substantially lessening competition within the meaning of section 45 of that Act.

*(Strike out whichever is not applicable)*

PLEASE FOLLOW DIRECTIONS ON BACK OF THIS FORM

#### 1. Applicant

- A91237 (a) Name of Applicant:  
*(Refer to direction 2)*

**LIQUOR STAX AUSTRALIA P/L.**

- (b) Short description of business carried on by applicant:  
*(Refer to direction 3)*

**Buying Group comprising of liquor merchants , restaurants and hotels  
primarily in NSW.....With some in Victoria, Tasmania and  
Queensland.....**

- (c) Address in Australia for service of documents on the applicant:

**cc/-Spier Consulting P/L, 4 Waller Crescent CAMPBELL ACT  
2612.....**

**2. Contract, arrangement or understanding**

- (a) Description of the contract, arrangement or understanding, whether proposed or actual, for which authorisation is sought:  
(Refer to direction 4)

.....  
**Collective negotiations on behalf of liquor merchants and hotels with suppliers of goods and services to those liquor merchants and hotels, including liquor suppliers, wine producers, beer producers and various other suppliers of goods and services to Liquor Stax members.**

**The list of the names and categories of current suppliers is at Attachment C.**

- .....  
.....  
.....  
(b) Description of those provisions of the contract, arrangement or understanding that are, or would or might, substantially lessen competition:  
(Refer to direction 4)

**An agreement amongst liquor merchants/hotels/competitors to collectively deal with various suppliers through nominated representatives**

.....  
**For a nominated buying to represent groups of liquor merchants and hotels.....**  
.....

- (c) Description of the goods or services to which the contract, arrangement or understanding (whether proposed or actual) relate:

- (d)

**The supply by liquor merchants and hotels of goods and services to the public and to other liquor merchants and hotels.**

**The acquisition by liquor merchants and hotels of liquor products and other products used by the merchants and hotels.**

**The retail supply of packaged liquor products and related products**

**The wholesale supply of goods and services namely,**

- Wine, beer and spirits
- Energy.
- Advertising.
- Poker machines
- Cigarettes
- Soft Drinks
- Insurance
- Confectionary
- Communication services.

.....  
 .....  
 .....

- (d) The term for which authorisation of the contract, arrangement or understanding (whether proposed or actual) is being sought and grounds supporting this period of authorisation:

.....  
 5years.....  
 .....  
 .....  
 ....

### 3. Parties to the proposed arrangement

- (a) Names, addresses and descriptions of business carried on by other parties or proposed parties to the contract or proposed contract, arrangement or understanding:

See list- Attachment

A.....  
 .....  
 .....

- (b) Names, addresses and descriptions of business carried on by parties and other persons on whose behalf this application is made:  
(Refer to direction 5)

**Liquor Stax Australia P/L**

**365 Port Hacking Road, Caringbah NSW 2229**

**4. Public benefit claims**

- (a) Arguments in support of authorisation:  
(Refer to direction 6)

See submission...

**Attachment**

**B**.....  
.....  
.....  
.....

- (b) Facts and evidence relied upon in support of these claims:

.....  
.....  
.....  
.....  
.....

**5. Market definition**

Provide a description of the market(s) in which the goods or services described at 2 (c) are supplied or acquired and other affected markets including: significant suppliers and acquirers; substitutes available for the relevant goods or services; any restriction on the supply or acquisition of the relevant goods or services (for example geographic or legal restrictions):  
(Refer to direction 7)

**The supply by liquor merchants and hotels of goods and services to the public and to other liquor merchants and hotels.**

**The acquisition by liquor merchants and hotels of liquor products and other products used by the merchants and hotels.**

**The retail supply of goods and services.**

**The wholesale supply of goods and services namely,**

- **Wine, beer and spirits**

- Energy.
- Advertising.
- Poker machines
- Cigarettes
- Soft Drinks
- Insurance
- Confectionary
- Communication services.

.....

**6. Public detriments**

- (a) Detriments to the public resulting or likely to result from the authorisation, in particular the likely effect of the contract, arrangement or understanding, on the prices of the goods or services described at 2 (c) and the prices of goods or services in other affected markets:  
(Refer to direction 8)

.....

See submission.....Attachment

**B**.....

.....

- (b) Facts and evidence relevant to these detriments:

.....

.....

.....

.....

**7. Contract, arrangements or understandings in similar terms**

This application for authorisation may also be expressed to be made in relation to other contracts, arrangements or understandings or proposed contracts, arrangements or understandings, that are or will be in similar terms to the abovementioned contract, arrangement or understanding.

- (a) Is this application to be so expressed?

..No.....

.....

(b) If so, the following information is to be furnished:

- (i) description of any variations between the contract, arrangement or understanding for which authorisation is sought and those contracts, arrangements or understandings that are stated to be in similar terms:  
(Refer to direction 9)

.....  
.....  
.....  
.....

- (ii) Where the parties to the similar term contract(s) are known — names, addresses and descriptions of business carried on by those other parties:

.....  
.....  
.....  
.....  
.....

- (iii) Where the parties to the similar term contract(s) are not known — description of the class of business carried on by those possible parties:

.....  
.....  
.....  
.....

## 8. Joint Ventures

- (a) Does this application deal with a matter relating to a joint venture (See section 4J of the *Trade Practices Act 1974*)?

..No.....  
.....

- (b) If so, are any other applications being made simultaneously with this application in relation to that joint venture?

.....  
.....  
.....  
.....

- (c) If so, by whom or on whose behalf are those other applications being made?

.....  
.....  
.....  
.....

**9. Further information**

- (a) Name and address of person authorised by the applicant to provide additional information in relation to this application:

**HANK SPIER**

**02 62812030**

**0419 239 755**

spierconsulting@netspeed.com.au

**4 Waller Cres Campbell ACT**

**2612**.....  
.....  
.....

Dated..... **26 June 2010**.....

Signed on behalf of the applicant

.....  
(Signature)

**Hank Spier**.....

**Spier Consulting P/L**.....  
(Full Name)

**.Principal**.....  
(Position in Organisation)

## **ATTACHMENT A**



### **SUBMISSION IN RELATION TO APPLICATION BY LIQUOR STAX FOR COLLECTIVE BARGAINING BY LIQUOR RETAILERS.**

#### **The Principle.**

*“A single negotiation process through collective bargaining may offer a more efficient and informed bargaining process, relative to a situation where multiple negotiation processes are necessary” ACCC AMA Collective Bargaining decision, December 2008.*

#### **The Application**

This application seeks authorisation for Liquor Stax members to collectively bargain with suppliers and for Liquor Stax to bargain with those suppliers on behalf of its members.

The applicant also seeks an interim authorisation in relation to that conduct sought to be authorised as there are on going negotiations with suppliers.

#### **The Applicant**

The Applicant is Liquor Stax Australia P/L.

Liquor Stax was established 20 years ago, with about 6 members. It has grown to about 200 members and is still growing. Membership is primarily in NSW.

Liquor Stax is used by liquor retailers to undertake bulk buying, distribution and more recently product development.

Liquor Stax does not handle the products, it simply arranges the buying terms.

Some of the Liquor Stax members are shareholders and share in rebates and discounts and dividends. However the bulk of members are non share holder members and only share in rebates and discounts.

It competes with other buying groups for members and in particular, Local Liquor and Liquor Stop.

### **Purpose of the Application**

The purpose of seeking authorisation for collective negotiation is to give the Liquor Stax members more input and cost effectiveness into the competitive process between buyers and suppliers.

The retail market is dominated by the supermarket majors and hence competition is fierce, small retailers need to band together in buying groups and hence collective bargaining in order to be competitive in the market. Even so they can never meet the power of the supermarket majors but they can seek to bridge the gap.

The system sought to be authorized will foster both economies and scale and economies of aggregated power in the market.

Under the non collective bargaining arrangements the targets of any collective bargaining sought to be authorised present individual liquor retailers with standard form contracts that are weighted in favour of the target. These are proffered on a '*take it or leave it*' basis. Authorisation, for collective negotiation, if granted, will result in fairer terms and conditions for the liquor retailers. It also gives them the opportunity to develop their own brands to compete with the supermarket majors and other buying groups.

The targets of the proposed and effectively ongoing collective bargaining conduct are listed in Attachment C. There are currently 60 proposed targets but there may be more, or less, over time. The suppliers vary in size but in all cases it is more efficient to deal with them on a collective basis.

The suppliers cover the following sectors.

- Wine , beer and spirits suppliers- direct suppliers
- Wine, beer and spirit suppliers – wholesalers.
- Energy.
- Advertising.
- Poker machines
- Cigarettes
- Soft Drinks
- Insurance
- Confectionary
- Communication services.

### **Conduct for which Authorisation is sought**

The Application seeks authorisation for, collective negotiation. Collective boycott is not contemplated.

The Commission has in the past indicated that the anti-competitive effect of collective negotiation arrangements can be limited in circumstances where:

- the current levels of competition are low;
- the collective negotiation process is voluntary;
- restrictions are placed on the number of suppliers participating in the negotiation process; and
- restrictions are placed on the composition of the bargaining groups.

The collective negotiation process for which Liquor Stax is seeking authorisation is voluntary. Members may elect to opt-out and negotiate individual contracts with the suppliers. Also membership of Liquor Stax itself is voluntary and members move in and out of membership.

### **The targets.**

As indicated earlier, there are about 60. Some are very large operators in the liquor industry, some dominate other industries.

Some such as Metcash, Diageo, Fosters, Independent Distillers, Coca Cola, Tooheys- are major suppliers.

Liquor Stax members would buy mainly from Metcash but the collective bargaining process with others, big and small, allows the members to force competition between Metcash and others.

In all cases collective negotiation has occurred before and is welcomed by the target.

In all cases the public benefits flow.

In all cases the collective bargaining will be voluntary and suppliers can opt to deal direct with Liquor Stax members.

### **Supply of goods and services**

Liquor Stax is seeking authorisation to conduct collective negotiation in relation to the following terms:

- Price of product.

- Terms of supply.
- Settlement discounts;
- Product development.
- Joint advertising and marketing.
- Distribution

### **Anti-competitive detriment**

The counterfactual (the future without authorisation) provides the benchmark against which the anti-competitive detriment and public benefits are assessed.

It is our contention that there is no anti competitive detriment. The conduct if anything is pro competitive. Without buying groups and the consequent collective bargaining process the market would be far less competitive no development of groups who can challenge the dominant players in the industry.

Further it gives suppliers real alternatives to those dominant players.

The individual Liquor Stax members do not generally compete against each other, as they are generally geographically separated from each other. The main competitor are the supermarket majors and members of other buying groups.

On the supplier side Liquor Stax members face large monopoly or oligopoly suppliers and hence collective action is vital.

Further the conduct of Liquor Stax negotiating save individual members substantial transaction costs, even if the buying price was not influenced by the collective negotiation.

The counterfactual is individual negotiation..

Under that scenario, the retailers are faced with either oligopoly, that is, a market characterised by a small number of buyers for its services each of whom has substantial buying power or a monopoly as each supplier has product that each newsagents must have.

Liquor Stax submits that it faces a market structure where suppliers, have substantial power and are able to dictate unfavourable terms and conditions.

If collective negotiation results in a decrease in costs to Liquor Stax members, this would be passed on to consumers due to the structure and dynamics of the market.

However to date collective bargaining has led to benefits to the members. What is has done is to make outcomes more transparent, more cost effective and some changes agreed.

As there is little scope for a lessening of competition in the market, the public benefit that is incumbent upon the applicants to identify need only be very minimal in order to outweigh that anti-competitive detriment.

The potential for anti-competitive detriment is further reduced by the following factors: members can opt out of the negotiations or leave the at any time.

### **Public benefits**

The Commission has in the past accepted that an increase in countervailing as a result of the authorisation of collective negotiation results in public benefits.

In the 2004 Newsagents Associations authorisation the ACCC said

*“The Commission concludes that, on the information currently before it, collective negotiations with newspaper and magazine publishers and distributors gives rise to a small level of public benefit in addressing the current bargaining imbalance between newsagents and major publishers/distributors. The Commission considers that collective bargaining arrangements may provide newsagents with greater bargaining power, allowing them more effective input into contractual terms and conditions.”*

In this instance the applicants claims the following public benefits,

- The promotion of equitable dealings.
- Transaction cost savings- there must be some savings where associations can represent many small businesses.
- Protection from legal challenge- authorisation will often cover conduct that has been occurring for some time. However it was always at risk and targets can use that as a bargaining tactic.
- Collective discussions – these must be better than hostility.
- Buying Groups and hence collective action adds to the competition in the retail market, in a market characterized by increased concentration and potentially less competition if no new groupings emerge.

The above cannot easily be quantified in a purist economic sense but public benefits go further than just bean counting. They must include the unquantifiable.

The Commission also recognised that the community generally has an interest in benefits to arising from increased effective input into contracts.

However it is not only an issue of countervailing power but the simple reduction in transaction costs and better information and negotiation skills inherent in a buying group of small businesses. Small businesses who otherwise would be at a disadvantage vis a vis suppliers. This is not just a big versus small issue but also an issue of more effective use of resources and the pooling of resources. Small businesses are outsourcing some roles to the buying group.

## **Conclusion**

Current levels of competition existing between Liquor Stax members are low. Most competition occurs between other buying groups, supermarkets, and licensed convenience stores. Accordingly, the public detriment arising from collective negotiation by is likely to be limited.

Even at the supplier level the collective negotiation does not lead to any detriment.

As regards public benefit -

- The conduct is pro competitive
- The conduct leads to efficiencies
- The conduct is cost effective
- Cost savings will be passed on.

# LIQUOR STAX OUTLET LISTING - (PRINCIPAL - BY STATE)

OUTLET	ADDRESS	Attachment B
<b>NEW SOUTH WALES</b>		
Erina Heights Cellars	375 The Entrance Road Erina Heights NSW 2260	Erina Heights NSW 2260
Glenhaven Cellars	Sh 5, 78 Glenhaven Road, Glenhaven NSW 2155	Glenhaven NSW 2155
Annangrove Road Cellars	Shop 6-7 169 Annangrove Road Annangrove NSW 2156	Annangrove NSW 2156
Georges Hall Liquor Stax	Shop 6 2A Haig Avenue Georges Hall NSW 2198	Georges Hall NSW 2198
Queens Hotel	167 Enmore Road Enmore NSW 2042	Enmore NSW 2042
Moorebank Hotel	Cnr Stockton & Dredge Avenue Moorebank NSW 2170	Moorebank NSW 2170
Bligh Park Tavern	Cnr Ham & Stewart Streets Bligh Park NSW 2756	Bligh Park NSW 2756
Green Valley Hotel	5 Woodward Crescent Miller NSW 2168	Miller NSW 2168
Macarthur Tavern	ShopC02-C03 Macarthur Square Campbelltown NSW 2560	Campbelltown NSW 2560
Picton Hotel	132 Argyle Street Picton NSW 2571	Picton NSW 2571
Toongabbie Hotel	15 Aurelia Street Toongabbie NSW 2146	Toongabbie NSW 2146
Ground Zero Liverpool		Liverpool NSW 2170
Fine Wine Fine Food Northmead	Shop 6 Northmead Plaza Cnr Windsor Rd & Campbell St Northmead NSW 2152	Northmead NSW 2152
Fine Wine Fine Food Wahroonga(fox)	Shop 1, 176 Fox Valley Rd Wahroonga NSW 2076	Wahroonga NSW 2076
Wenty North Liquor	26 Emma Crescent Wentworthville NSW 2145	Wentworthville NSW 2145
Family Hotel	163 Russell Street Bathurst NSW 2795	Bathurst NSW 2795
Tuscany The Wine Resort	Cnr Mislooe Lane & Hermitage Road Pokolbin NSW 2320	Pokolbin NSW 2320
Kent Street Cellars	1/168 Kent Street Sydney NSW 2000	Sydney NSW 2000
ABC Cellars	205 Darlinghurst Road Darlinghurst NSW 2010	Darlinghurst NSW 2010
Willoughby Cellars	515 Wolloughby Road Willoughby NSW 2068	Willoughby NSW 2068
Dudley's Liquor Killarney Vale	116 - 118 Wyong Road Killarney Vale NSW 2261	Killarney Vale NSW 2261
Morriset Cellars	Cnr Bridge & Yambo Sts Morisset NSW 2264	Morisset NSW 2264
Strathfield Hotel	27 - 29 Everton Road Strathfield NSW 2135	Strathfield NSW 2135
Albion Hotel	135 George Street Parramatta NSW 2150	Parramatta NSW 2150
Alfred Hotel	51 Missenden Road Camperdown NSW 2050	Camperdown NSW 2050
ARIA Restaurant	1 Macquarie Street Sydney NSW 2000	Sydney NSW 2000
Chelsea Hotel	10-14 Railway Street Chatswood NSW 2067	Chatswood NSW 2067
Clock Hotel	470 Crown Street Surry Hills NSW 2010	Surry Hills NSW 2010
Courthouse Hotel	202 Australia Street, Newtown NSW 2042	Newtown NSW 2042
Edinburgh Castle	294 Pitt Street Sydney NSW 2000	Sydney NSW 2000
Golden Sheaf Hotel	427-431 New South Head Road Double Bay NSW 2028	Double Bay NSW 2028
Green Park Hotel	360 Victoria Street Darlinghurst NSW 2010	Darlinghurst NSW 2010
Hotel Chambers	Lower Ground Floor 53 Martin Place Sydney NSW 2000	Martin Place Sydney NSW 2000
Kings Cross Hotel	244-248 William Street Potts Point NSW 2010	Potts Point NSW 2010
Opera Bar	Lower Concourse Level Sydney Opera House Sydney NSW 2000	Opera House Sydney NSW 2000
Opera Point Events	Lower Concourse Level Sydney Opera House Sydney NSW 2000	Opera House Sydney NSW 2000
Quay Bar	Customs House, Circular Quay, Sydney NSW 2000	Circular Quay, Sydney NSW 2000
Regent Hotel	416 Anzac Parade Kingsford NSW 2032	Kingsford NSW 2032
Robin Hood Hotel	203 Bronte Road Waverley NSW 2024	Waverley NSW 2024
Royal Sovereign Hotel	Cnr Darlinghurst Rd & Liverpool Street Darlinghurst NSW 2010	Darlinghurst NSW 2010
Sackville Hotel	599 Darling Street Rozelle NSW 2039	Rozelle NSW 2039
Paddington Inn	338 Oxford Street Paddington NSW 2021	Paddington NSW 2021
Burraneer Bay Cellars	147 Woollooware Road Cronulla NSW 2230	Cronulla NSW 2230
Cronulla South Cellars	30-32 Ewos Parade Cronulla NSW 2230	Cronulla NSW 2230
Kirrawee Cellars	152 Oak Road Kirrawee NSW 2232	Kirrawee NSW 2232
Kurnell Liquor	Shop 2 1-3 Bridget Street Kurnell NSW 2231	Kurnell NSW 2231
Mortdale Cellars	68 - 70 Morts Road Mortdale NSW 2223	Mortdale NSW 2223
Wills Road Cellars	51 Wills Road Woollooware NSW 2230	Woollooware NSW 2230
Jannali Inn	36-42 Railway Crescent Jannali NSW 2226	Jannali NSW 2226
Bank Hotel	324 King Street Newtown NSW 2042	Newtown NSW 2042
Southern Cellars	3 Carwar Avenue Carss Park NSW 2221	Carss Park NSW 2221
Corkscrew Cellars Bellevue Hill	100a Bellevue Road Bellevue Hill NSW 2023	Bellevue Hill NSW 2023
Corkscrew Cellars Rose Bay	Shop 7 93 O'Sullivan Road Rose Bay NSW 2029	Rose Bay NSW 2029
Corkscrew Cellars Darlinghurst	108 Oxford Street Darlinghurst NSW 2010	Darlinghurst NSW 2010
Town Hall Hotel	366 Darling Street Balmain NSW 2041	Balmain NSW 2041
Winemakers Choice	Unit E 75-77 St Hilliers Road Auburn NSW 2144	Auburn NSW 2144
Bangor Tavern	Cnr Menai & Yala Roads Bangor NSW 2234	Bangor NSW 2234
Heathcote Hotel	Cnr Veno Street & Princes Highway Heathcote NSW 2233	Heathcote NSW 2233
Royal Hotel Carlton	314 Railway Pde Carlton NSW 2218	Carlton NSW 2218
Intersection Tavern	221 Rocky Point Road Ramsgate NSW 2217	Ramsgate NSW 2217
Bomaderry Hotel	71 Meroo Street Bomaderry NSW 2541	Bomaderry NSW 2541
Carousel Inn	Cnr Woodstock Ave & Duke St Mt Druitt NSW 2770	Mt Druitt NSW 2770
Molly Morgan Motor Inn	New England Highway East Maitland NSW 2323	East Maitland NSW 2323
Riverstone Sportsmans Hotel	Garfield Road and West Parade Riverstone NSW 2765	Riverstone NSW 2765
Riverwood Inn Hotel	26 Josephine Street Riverwood NSW 2210	Riverwood NSW 2210
Vineyard Hotel	Cnr Windsor & Boundary Roads Vineyard NSW 2765	Vineyard NSW 2765
Argyle Inn	75 - 79 Argyle Street Camden NSW 2570	Camden NSW 2570
Harbourside Cellars	Shop 11, 1-7 Caledonia Street Harrington Waters NSW 2427	Harrington Waters NSW 2427
Armidale West Liquor Stax	Girraween Shopping Centre Queen Elizabeth Drive Armidale NSW 2350	Armidale NSW 2350
Sydney Cellars	227 Broadway Road Broadway NSW 2007	Broadway NSW 2007
Bateau Bay Cellars	566 The Entrance Road Bateau Bay NSW 2261	Bateau Bay NSW 2261
Arthouse Hotel	275 Pitt Street Sydney NSW 2000	Sydney NSW 2000
Alberts Tavern	100 Mount Street North Sydney NSW 2060	North Sydney NSW 2060

OUTLET	ADDRESS	
Victoria Cross Hotel	60 Miller Street North Sydney NSW 2060	North Sydney NSW 2060
Green Point Bottle Shop	Green Point Shopping Centre Cnr Avoca Drive & Bayside Drive Green Point NSW 2251	Green Point NSW 2251
Lambton Fridge	86 Elders Street Lambton NSW 2299	Lambton NSW 2299
Thirroul Village Cellars	281 Lawrence Hargrave Drive Thirroul NSW 2515	Thirroul NSW 2515
Wyongah Liquor Store	142 Tuggerawong Road Wyongah NSW 2259	Wyongah NSW 2259
C & L Liquor	Shop 4/94 Northcott Road Lalor Park NSW 2147	Lalor Park NSW 2147
Mr Liquor Brighton	Shop 3 354 Bay Street Brighton-Le-Sands NSW 2216	Brighton-Le-Sands NSW 2216
Mr Liquor Circular Quay	Shop E7 Circular Quay Railway Sydney NSW 2000	Circular Quay Railway Sydney NSW 2000
Mr Liquor Clemton Park	189 - 197 William Street Clemton Park NSW 2206	Clemton Park NSW 2206
Mr Liquor Cronulla	17 The Kingsway Cronulla NSW 2230	Cronulla NSW 2230
Mr Liquor Drummoyne	180 Lyons Road Drummoyne NSW 2047	Drummoyne NSW 2047
Mr Liquor Eastpoint Cellars	2/285 New South Head Road Edgecliff NSW 2027	Edgecliff NSW 2027
Mr Liquor Eastwood	6 Progress Ave Eastwood NSW 2122	Eastwood NSW 2122
Mr Liquor Kings Cross	57 Darlinghurst Road Kings Cross NSW 2011	Kings Cross NSW 2011
Mr Liquor Mascot	952 Botany Road (Cnr High Street) Mascot NSW 2020	Mascot NSW 2020
Mr Liquor Parramatta	Westfield Parramatta, L5, Sh5038, 175 Church St Parramatta NSW 2150	Parramatta NSW 2150
Mr Liquor Potts Point	204-212 Victoria Street Potts Point NSW 2011	Potts Point NSW 2011
Mr Liquor Ramsgate	213 Ramsgate Road Ramsgate NSW 2217	Ramsgate NSW 2217
Mr Liquor Rockdale	14 King Street Rockdale NSW 2216	Rockdale NSW 2216
Jim's Cellars Crows Nest	95 Willoughby Road, Crows Nest NSW 2065	Crows Nest NSW
Jim's Cellars Waitara	65 Edgeworth David Ave, Waitara NSW 2077	Waitara NSW 2077
Jim's Cellars Woollahra	Ocean Street Woollahra NSW	
Fennell Bay Cellars	270 Main Road Fennell Bay NSW 2283	Fennell Bay NSW 2283
Liquor on Oxford	97-99 Oxford Street Darlinghurst NSW 2010	Darlinghurst NSW 2010
Allawah Hotel	470 Railway Parade Allawah NSW 2218	Allawah NSW 2218
Great Southern Hotel	717 George Street Sydney NSW 2000	Sydney NSW 2000
Charlie Chans	631 - 635 George Street Sydney NSW 2000	Sydney NSW 2000
The Mill Hotel	189 Beaconsfield Road Milperra NSW 2214	Milperra NSW 2214
Macquarie Hotel (Legend)	269 Macquarie Street Liverpool NSW 2170	Liverpool NSW 2170
Beverly Hills Hotel	427 King Georges Road Beverly Hills NSW 2209	Beverly Hills NSW 2209
Canley Heights Hotel	274 Canley Vale Road Canley Heights NSW 2216	Canley Heights NSW 2166
Croydon Park Hotel	212 Georges River Road Croydon Park NSW 2133	Croydon Park NSW 2133
Kogarah Tavern	Sh 1, Kogarah Town Centre, 1 Railway Pde Kogarah NSW 2217	Kogarah NSW 2217
Royal Oak Hotel	28 Bay Street Double Bay NSW 2028	Double Bay NSW 2028
Wentworthville Hotel	56 Station Street Wentworthville NSW 2145	Wentworthville NSW 2145
Greenwood Hotel	Greenwood Plaza Blue Street North Sydney NSW 2060	North Sydney NSW 2060
Pontoon Bar	Promenade Nth Cockle Bay Wharf Darling Pk 201 Sussex St Sydney NSW 2000	Sydney NSW 2000
Norfolk Hotel	305 Cleveland Street Surry Hills NSW 2010	Surry Hills NSW 2010
Bar Broadway	2 Broadway Broadway NSW 2007	Broadway NSW 2007
Berry Bottle Shop	112A Queen Street Berry NSW 2535	Berry NSW 2535
Liquor Stax Colyton	Shop 1 Hewitt & Jensen Streets Colyton NSW 2760	Colyton NSW 2760
East Ballina Boozatorium	East Ballina Shopping Centre Links Ave East Ballina NSW 2478	East Ballina NSW 2478
BYO Cellars ANNA BAY	136 Gan Gan Road Anna Bay NSW 2316	Anna Bay NSW 2316
BYO Cellars BUDGEWOI	Cnr Tenth & Alawai Avenue Budgewoi NSW 2262	Budgewoi NSW 2262
BYO Cellars COFFS HARBOUR	S1, Jetty Village, Orlando Street Coffs Harbour NSW 2450	Coffs Harbour NSW 2450
BYO Cellars FORSTER	3 Beach Street Forster NSW 2428	Forster NSW 2428
BYO Cellars TAMWORTH	S 6-7 Northgate Shopping Ctr Tamworth NSW 2340	Tamworth NSW 2340
BYO Cellars GRAFTON	Grafton Mall S 6,7,8 Cnr King & Pound Street Grafton NSW 2460	Grafton NSW 2460
BYO Cellars HAWKS NEST	33 Booner Street Hawks Nest NSW 2324	Hawks Nest NSW 2324
BYO Cellars KANWAL	Kanwal Shopping Ctr, Wallarah Rd Kanwal NSW 2259	Kanwal NSW 2259
BYO Cellars LAKE HAVEN	Lakehaven Shopping Ctr, 5/9 Bannister Dr Lakehaven NSW 2263	Lakehaven NSW 2263
BYO Cellars LISMORE	2/62 Wyrallah Rd Lismore NSW 2480	Lismore NSW 2480
BYO Cellars MEDOWIE	S 8/37 Ferodale Rd Medowie NSW 2318	Medowie NSW 2318
BYO Cellars SOUTH GRAFTON	Cnr Bent & Charles Street South Grafton NSW 2460	South Grafton NSW 2460
BYO Cellars STOCKTON	61a Mitchell Street Stockton NSW 2295	Stockton NSW 2295
BYO Cellars TANILBA BAY	71 President Wilson Walk Tanilba Bay NSW 2319	Tanilba Bay NSW 2319
BYO Cellars TUNCURRY	104 Manning Street Tuncurry NSW 2428	Tuncurry NSW 2428
BYO Cellars WYONG	30 Pacific Hwy Wyong NSW 2259	Wyong NSW 2259
Epping Cellars	48 Langston Place Epping NSW 2121	Epping NSW 2121
Ryde Cellars	2 Blenheim Rd North Ryde NSW 2213	North Ryde NSW 2213
Faulconbridge Cellars	456 Great Western Highway Faulconbridge NSW 2776	Faulconbridge NSW 2776
Springwood Cellars	119 Macquarie Road Springwood NSW 2777	Springwood NSW 2777
Winmalee Cellars	281 Hawkesbury Road Winmalee NSW 2777	Winmalee NSW 2777
Blueys Beach Cellars	197 Bommerang Drive Blueys Beach NSW 2428	Blueys Beach NSW 2428
Panania Hotel	63 Anderson Avenue Panania NSW 2213	Panania NSW 2213
Potts Point Liquor & Deli	91-93 Macleay Street Potts Point NSW 2011	Potts Point NSW 2011
Taren Point Hotel	107 Parraweena Road Taren Point NSW 2229	Taren Point NSW 2229
Rocksia Hotel	299 Princes Highway, Arncliffe NSW 2205	Arncliffe NSW 2205
Bowral Hotel	412 Bong Bong Street Bowral NSW 2576	Bowral NSW 2576
Empire Hotel	103a Parramatta Road Annandale NSW 2038	Annandale NSW 2038
Lone Pine Tavern	15 Rooty Hill Road Rooty Hill NSW 2766	Rooty Hill NSW 2766
Terrey Hills Tavern	2 Aumuna Road Terrey Hills NSW 2084	Terrey Hills NSW 2084
Grapevine Cellars	31-33nBuwood Road Belfield NSW 2191	Belfield NSW 2191
Bull N Bush Hotel	378 Windsor Road Baulkham Hills NSW 2153	Baulkham Hills NSW 2153
Pagewood Hotel	2 Maroubra Road Maroubra NSW 2035	Maroubra NSW 2035
Royal Hotel Orange	232 Lords Place Orange NSW 2800	Orange NSW 2800

OUTLET	ADDRESS	
Sportsmans Hotel	81 Kildara Road Blacktown NSW 2148	Blacktown NSW 2148
Thomas Blamey Tavern	Main Street Lake Albert Wagga Wagga NSW 2650	Wagga Wagga NSW 2650
Time & Tide Hotel	30 Campbell Avenue Dee Why NSW 2099	Dee Why NSW 2099
Liquor Stax Bonnyrigg	483 Elizabeth Drive Bonnyrigg NSW 2177	Bonnyrigg NSW 2177
Pendle Inn	223 Wentworth Avenue Pendle Hill NSW 2145	Pendle Inn NSW 2145
Mona Vale Hotel	2 Park Street Mona Vale NSW 2103	Mona Vale NSW 2103
Northies Hotel	Cnr Kingsway & Elouera Road Cronulla NSW 2230	Cronulla NSW 2230
Exchange Hotel	94 Beattie Street Balmain NSW 2041	Balmain NSW 2041
Greengate Hotel	655a Pacific Highway Killara NSW 2071	Killara NSW 2071
Balmain Village Cellars	263 Darling Street Balmain NSW 2041	Balmain NSW 2041
Concord Village Cellars	97-99 Majors Bay Road Concord NSW 2137	Concord NSW 2137
Colonial Hotel	156 Victoria Road Werrington NSW 2747	Werrington NSW 2747
Coolibah Hotel	15 - 25 Sherwood Road Merrylands NSW 2160	Merrylands NSW 2160
Three Swallows Hotel	Cnr Hume Hwy & Rookwood Road Bankstown NSW 2200	Bankstown NSW 2200
Berkeley Vale Cellars	258 Lake Edge Avenue Berkeley Vale NSW 2261	Berkeley Vale NSW 2261
Brooklyn Liquor Store	Lots 1 & 2 Dangar Road Brooklyn NSW 2083	Brooklyn NSW 2083
Bellingen Cellars	97 Hyde Street Bellingen NSW 2454	Bellingen NSW 2454
Toowoomba Bay Cellars	153 - 155 Bay Road Toowoomba NSW 2261	Toowoomba Bay NSW 2261
Crown Hotel	4 The River Road Revesby NSW 2212	Revesby NSW 2212
Easy Liquor Normanhurst	34 Denman Parade Normanhurst NSW 2076	Normanhurst NSW 2076
Bellevue Hotel	15-23 Manning Street Tuncurry NSW 2438	Tuncurry NSW 2438
Blackbutt Hotel	80 Orchardtown Road New Lambton NSW 2305	New Lambton NSW 2305
West Pymble Cellars	S 15, Phillip Mall, Kendall Street West Pymble NSW 2073	West Pymble NSW 2073
Old Bar Cellars	49 Old Bar Road Old Bar NSW 2430	Old Bar NSW 2430
Balmoral Cellars	7 The Esplanade Balmoral NSW 2088	Balmoral NSW 2088
Narara Cellars	16 Deane Street Narara NSW 2250	Narara NSW 2250
Scarborough Hotel	383 Lawrence Hargrave Drive Scarborough NSW 2515	Scarborough NSW 2515
Banksia Hotel	288 Princes Highway Banksia NSW 2216	Banksia NSW 2216
Belmore Hotel	383 Burwood Road Belmore NSW 2192	Belmore NSW 2192
Billabong Hotel	Merryland Road Merryland NSW 2160	Merryland NSW 2160
Blue Cattle Dog Hotel	Lot 7 Mamre Road St Clair NSW 2759	St Clair NSW 2759
Corner Pub	214 Macquarie Street Liverpool NSW 2170	Liverpool NSW 2170
Ettalong Hotel	384 Oceanview Road Ettalong Beach NSW 2257	Ettalong Beach NSW 2257
Figtree Hotel	47 Princes Highway Figtree NSW 2525	Figtree NSW 2525
Greenfield Tavern	Cnr Mimosa & Greenfield Roads Greenfield Park NSW 2176	Greenfield Park NSW 2176
Gymea Bay Hotel	41-55 Gymea Bay Road GYMEA NSW 2227	GYMEA NSW 2227
Henson Park Hotel	91 Illawarra Road Marrickville NSW 2204	Marrickville NSW 2204
Liverpool Hotel	76 Moore Street Liverpool NSW 2170	Liverpool NSW 2170
Lockie's Hotel	1 Ingleburn Road Leppington NSW 2170	Leppington NSW 2170
Mill Hill Hotel	Cnr Oxford & Denison Streets Bondi Junction NSW 2022	Bondi Junction NSW 2022
Narellan Hotel	279 Camden Valley Way Narellan NSW 2567	Narellan NSW 2567
Penshurst Hotel	29 Penshurst Street PENSHURST NSW 2222	PENSHURST NSW 2222
Rose Bay Hotel	807 New South Head Road Rose Bay NSW 2029	Rose Bay NSW 2029
Welcome Inn Hotel	9 Oaks Road Thirlmere NSW 2572	Thirlmere NSW 2572
Summer Hill Hotel	1 Lackey Street Summer Hill NSW 2130	Summer Hill NSW 2130
<b>TASMANIA</b>		
Kings Meadows Hotel	117 Hobart Road Launceston TAS 7250	Launceston TAS 7250
TRC	131 Patterson Street Launceston TAS 7250	Launceston TAS 7250
Mowbray Liquor Stax	Mowbray Market Place 262 Invermay Road, Mowbray TAS 7248	Mowbray TAS 7250
Riverside Liquor Stax	Riverside Shopping Centre Shop 2,310 West Tamer Road, Riverside TAS 7250	Riverside TAS 7250
<b>QUEENSLAND</b>		
ARIA Restaurant	1 Eagle Street, Eagle Pier Brisbane QLD 4000	Brisbane QLD 4000
Young Australian Hotel	158 Auckland Street Gladstone QLD 4680	Gladstone QLD 4680
Clinton Liquor Store(DBS-YAH)	Gardenlovers Centre Chapman Drive Gladstone QLD 4680	Gladstone QLD 4680
Sunvalley Liquor Store(DBS-YAH)	Sunvalley Plaza Sunvalley Road Gladstone QLD 4680	Gladstone QLD 4680
Rocky Glen Hotel-Motel	Cnr Dawson Highway & Far Street Gladstone QLD 4680	Gladstone QLD 4680
The Barkly Hotel	The Barkly Highway Mount Isa QLD 4825	Mount Isa QLD 4825
The Overlander	119 Marion Street Mt Isa QLD 4825	Mount Isa QLD 4825
Step Inn Hotel (1)	186 Brunswick Street Fortitude Valley QLD 4006	Fortitude Valley QLD 4006
Mr Liquor Wishart (2)	Shop 21 Civic Fair Shopping Centre Newnham Road Wishart QLD 4122	Wishart QLD 4122
Mr Liquor Valley Metro (3)	Shop 36 230 Brunswick Street Fortitude Valley QLD 4006	Fortitude Valley QLD 4006
<b>VICTORIA</b>		
Birralee Tavern	97-99 Melrose Drive Wodonga VIC 3690	Wodonga VIC 3690
Albury Astor Hotel	Cnr Hume Hwy & Guinea Street ALBURY NSW 2640	ALBURY NSW 2640
Melrose Liquor Stax	Shop 1 Birralee Centro Melrose Drive Wodonga VIC 3690	Wodonga VIC 3690
Amello Bar Restaurant	Shop 1b 10-18 Jacka Boulevard St Kilda Vic 3182	St Kilda Vic 3182
<b>COUNT = 212</b>		

## **Supplier Listing - Collective Bargaining Targets**

AINSWORTH  
ARA WINES  
ARISTOCRAT  
ASM LIQUOR  
AUSTRALIAN VINTAGE LTD  
BACARDI LION  
BEELGARA  
BRITISH AMERICAN TOBACCO  
BROWN BROTHERS  
BROWN FOREMAN  
CASELLA WINE  
CGU WORKERS COMPENSATION  
CHEVIOT BRIDGE  
COCA COLA  
COMBINED WINES  
CONSTELLATION  
COPAK PACKAGED BEVERAGES  
CUMULUS WINES  
DE BORTOLI  
DIAGEO  
ENERGY AUSTRALIA  
FAIRFAX  
FERBREW  
FESQ & CO - ZILZIE WINE ONLY  
FINE WINE PARTNERS  
FOSTERS  
GARAGE WINES  
GRANT BURGE  
HALLORAN MANTON  
INDEPENDENT DISTILLERS  
INTEGRAL ENERGY  
KOLLARIS GROUP  
LITTORE FAMILY WINES  
MCWILLIAMS WINE  
METCASH (ALM - AUSTRALIAN LIQUOR MARKETERS PTY LTD)  
MOET & HENNESSY  
NEGOCIANTS  
NEWS LIMITED  
NRMA  
OATLEY WINES  
PACIFIC BEVERGES  
PERNO RICARD  
PERNOD RICARD  
PHILLIP MORRIS  
POOLES ROCK WINES  
PREMIUM BEVERAGES  
RED BULL  
SAM SMITH & SON  
SMITHS  
SUNTORY  
TAYLORS WINES  
THE WINE LIST  
TOOHEYS  
TYRRELLS  
WATERSHED WINES  
ZILZIE

Attachment C

## Supplier Listing - Collective Bargaining Targets

	Company	Supply	Address
1	AINSWORTH GAME TECHNOLOGY	POKER MACHINES	10 HOLKER ST, NEWINGTON, NSW, 2127, AUSTRALIA
2	ARA WINES	WINE	21 ADAMS STREET, FRENCHS FOREST NSW 2086
3	ARISTOCRAT	POKER MACHINES	BUILDING A, PINNACLE OFFICE PARK, 85 EPPING ROAD, NORTH RYDE NSW 2113
4	ASM LIQUOR	SPIRITS	UNIT 5, 128 JOHNSTON ST, ANNANDALE, SYDNEY, NSW 2038, AUSTRALIA
5	AUSTRALIAN VINTAGE LTD	WINE	PO BOX 787 ROSEBERY NSW 1445
6	BACARDI LION	SPIRITS & RTD'S	UNIT 19, NEWINGTON TECHNOLOGY PARK 8 AVENUE OF AMERICA NEWINGTON NSW 2127
7	BEELGARA ESTATE	WINE	SUITE 2/448 PACIFIC HIGHWAY SYDNEY NSW 2064 AUSTRALIA
8	BRITISH AMERICAN TOBACCO	CIGARETTES	VIRGINIA PARK, WESTFIELD DRIVE, EASTGARDEN, NSW 2036 AUSTRALIA
9	BROWN BROTHERS	WINE	SUITE 1 47A PENROSE STREET LANE COVE NSW 2066
10	BROWN FOREMAN	SPIRITS & RTD'S	LEVEL 3, QUAD 2, 8 PARKVIEW DRIVE, SYDNEY OLYMPIC PARK NSW 2127
11	CASELLA WINE	WINE	UNITS 506 - 510, 5TH FLOOR 460 PACIFIC HIGHWAY, ST. LEONARDS, SYDNEY, NSW, 2065, AUSTRALIA
12	GRUPPO CAMPARI	SPIRITS	LEVEL 10, TOWER B, 207 PACIFIC HIGHWAY, 2065 ST LEONARDS NSW.
13	CGU WORKERS COMPENSATION	INSURANCE	GPO BOX 9960 SYDNEY NSW 2001
14	CHEVIOT BRIDGE LTD	WINE	PO BOX 6232, SILVERWATER BC, NSW, 1811
15	COCA COLA AMATIL	SOFT DRINKS, SPIRITS, RTD'S, BEER	LOCKED BAG 18 WENTWORTHVILLE NSW 2145
16	COMBINED WINES	WINES	P O BOX 123, RIVERWOOD NSW 2210
17	CONSTELLATION WINES	WINES	PO BOX 96 BOTANY NSW 2019
18	COPAK PACKAGED BEVERAGES	SPIRITS, RTD'S WINES	81 CALARCO DRIVE DERRIMUT VIC 3030
19	CUMULUS WINES	WINES	SUITE 6, LEVEL 3, BUILDING A, 20 RODBOROUGH RD, FRENCHS FOREST NSW 2086
20	DE BORTOLI	WINES	PO BOX 159 PENDLE HILL NSW 2145
21	DIAGEO	SPIRITS, RTD'S	LOCKED BAG 1 BONDI JUNCTION NSW 2022
22	ENERGY AUSTRALIA	ELECTRICITY	LOCKED BAG W100 SYDNEY NSW 1291
23	FAIRFAX MEDIA	ADVERTISING - PAPERS	LEVEL 19, 201 SUSSEX STREET, SYDNEY NSW 2000
24	FERBREW	SPIRITS	PO BOX 8219, ORANGE EAST, NSW, 2800, AUSTRALIA
25	FESQ & CO	WINE	PO BOX 149, ROSEBERY, NSW, 1445
26	FINE WINE PARTNERS	WINE	40 LORD ST BOTANY NSW 2019
27	FOSTERS GROUP	WINE, BEER, SPIRITS, CIDER	GPO BOX 4050 SYDNEY NSW 2001
28	GARAGE WINES	WINE	PO BOX 148, WOODCROFT, SA 5162
29	GRANT BURGE	WINE	PO BOX 421, TANUNDA, SOUTH AUSTRALIA 5352 AUSTRALIA
30	HALLORAN MANTON	SPIRITS	LEVEL 3 37 BLIGH STREET SYDNEY NSW 2000
31	INDEPENDENT DISTILLERS	RTD'S, SPIRITS, BEER	PO BOX 6364 WETHERILL PARK DC NSW 1851
32	INTEGRAL ENERGY	ELECTRICITY	51 HUNTINGWOOD DR, HUNTINGWOOD NSW 2148
33	KOLLARIS GROUP	SPIRITS	9 DURGADIN DRIVE, ALBION PARK RAIL, NSW 2527
34	LITTORE FAMILY WINES	WINES	265 BALLAN ROAD, MOORABOOL, GEELONG, VICTORIA, AUSTRALIA
35	MCWILLIAMS WINE	WINES	PO BOX 80 GREENACRE NSW 2109
36	MEICASH (ALM - AUSTRALIAN LIQUOR MARKETERS PTY LTD)	WHOLESALE	LOCKED BAG 165, SILVERWATER, NSW, 2128
37	MOET & HENNESSY	WINE	LOCKED BAG 1004 ROSEBERY NSW 1445
38	NEGOCIANTS	WINE	PO BOX 6043 ALEXANDRIA NSW 2015
39	NEWS LIMITED	ADVERTISING - PAPERS	GPO BOX 4245 SYDNEY NSW 2001
40	NRMA	INSURANCE	49 KIORA ROAD, MIRANDA
41	OYSTER BAY	WINE	PO BOX 977 MASCOT NSW 1460
42	OATLEY WINES	WINES	LEVEL 3 100 PACIFIC HIGHWAY ST LEONARDS NSW 2065
43	PACIFIC BEVERGES	BEER	PO BOX 817 WENTWORTHVILLE NSW 2145
44	PERNOD RICARD	RTD'S, SPIRITS, WINE	LEVEL 2 16 BYFIELD STREET NORTH RYDE NSW 2113
45	PHILIP MORRIS INTERNATIONAL	CIGARETTES	9/3 BIRNIE AVE, LIDCOMBE NSW 2141
46	POOLES ROCK WINES	WINES	LEVEL 4, BUILDING B, 35 SAUNDERS STREET, PYRMONT NSW 2009
47	PREMIUM BEVERAGES	BEER	PO BOX 580 HABERFIELD NSW 2045
48	RED BULL	RED BULL	838 ELIZABETH ST WATERLOO NSW 1440
49	SAM SMITH & SON	WINE	PO BOX 6043 ALEXANDRIA NSW 2015
50	SMITH'S SNACKFOOD COMPANY	CONFECTIONERY (CHIPS)	TOWER A, LEVEL 8 799 PACIFIC HIGHWAY CHATSWOOD NSW 2067
51	ARNOTTS SNACKFOODS	CONFECTIONERY (CHIPS)	PO BOX 8308 BAULKHAM HILLS NSW 2153
52	SUNTORY	WINE, RTD'S, SPIRITS, CIDER	34 ROSEBERY AVE, ROSEBERY, NSW, 2108
53	TAYLORS WINES	WINES	3 CHARLES ST, PETERSHAM SYDNEY NSW 2049
54	TELSTRA	TELEPHONE	GPO BOX 9901 MELBOURNE VIC 3001
55	THE WINE LIST	WINES	235 GLEN OSMOND ROAD, FREWVILLE, SOUTH AUSTRALIA 5063
56	LION NATHAN	BEER, CIDER	29 NYRANG STREET, LIDCOMBE NSW 2141
57	TYRRELLS WINES	WINES	UNIT 14 277 LANE COVE ROAD LANE COVE NSW 2113
58	VOK BEVERAGES	SPIRITS	UNIT C7, 3 BURBANK PLACE NORWEST BUSINESS PARK BAULKHAM HILLS NSW 2153
59	WATERSHED WINES	WINES	PO BOX 893 MARGARET RIVER WA 6285
60	ZILZIE WINES	WINES	P.O. BOX 243 RED CLIFFS VICTORIA 3496 AUSTRALIA