

# REAL INDUSTRY EXPERTISE

FROM STRATEGY TO IMPLEMENTATION



# Making Growth and Efficiencies Possible Through Specialist Expertise

Farrelly & Mitchell is a global food and agribusiness consultancy firm. We work with forward-looking organisations, empowering them for growth with our deep sector and market expertise. We work closely with our clients to develop bespoke and transformative strategies that seize on opportunities and future-proof businesses.

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International Food, Beverage and Agribusiness Specialist

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## Food, Beverage and Agribusiness Specialities



Concept  
Generation



Growth  
Plan



Business  
Restoration



Revenue  
Enhancement



Maximising  
Market Value

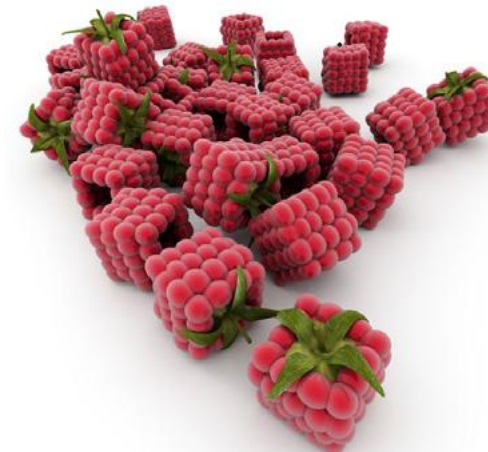
We generate tangible results by building long term client relationships, an entrepreneurial spirit, and an emphasis on delivering practical implementable solutions, while sharing risk.

This unique combination has established us as the food, beverage and agribusiness advisors of choice for leading primary producers, manufacturers, distributors, retailers, government agencies and private equity investors.

We bring a shareholder's perspective to all our work. We understand that your primary objective is to maximise the value of your project or business.

Only when a business is achieving its full growth potential will shareholder value be maximised.

*"As the leading international specialist in food, beverage and agribusiness, we help our clients grow, invest, increase profits and improve efficiencies"*







Inputs



Primary  
Production



Processing &  
Distribution



Retail



Food Service

We are proud of our record of success working across the entire spectrum of the food value chain – from **farm** to **fork** – guiding our clients to a pathway of increased growth and enhanced shareholder value.

*“Whether advising agribusinesses, food manufacturers or retailers, our approach is always organised to answer the key growth questions facing our clients”*

## 03 Our Services

International Food, Beverage and Agribusiness Specialist



Consulting



Implementation



M&A



Project Funding

We have a unique insight and expertise in the food, beverage and agribusiness value chain, which enables us to exploit opportunities for growth and investment to maximum effect.





## *“We are not afraid to eat our own cooking”*

A growth orientated strategy is a prerequisite to maximise the value of your business. However, strategy counts for nothing if implementation fails.

Our solutions are always real world, practical and implementable and provided by people with a track record in their respective field. Unlike many large consulting firms, we relish the opportunity to accompany you from strategy development through to project implementation while focusing on tangible results.

During implementation we will “roll-up our sleeves”, get involved in the details and guide you through the mechanics of change.

Our consultants are industry veterans who have proven themselves in senior operational, finance, marketing and sales roles with some of the world’s leading food, beverage and agribusiness players. We will share risk with you by agreeing a performance based reward structure.

*We are not afraid to eat our own cooking.*





## Consulting

We are one of the few firms in the world that combine consulting experience with real food & beverage experience

All our consultants have been in our client's shoes and so understand their concerns and objectives.



## Implementation

We believe results can only occur if the client is involved in the change process.

We involve our clients in the journey of change and work with senior management to realise change successfully.



## M&A

We have a successful record in acquisitions, mergers, divestitures and alliances. We have closed deals in every major region of the globe.

Whether it's a potential acquisition, disposal, joint venture, business valuation or due diligence, we will work with you to bring the deal process to a successful conclusion.



## Project Funding

We have successfully arranged both private and government supported equity, debt and grant aid funding for start-up and expanding agri-food companies.

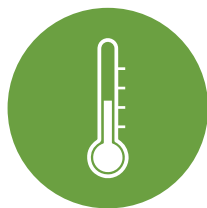
Our work has involved the development and presentation of proposals to funders for many complex international projects in both emerging and developed markets.



Our specialists work hands-on in the following sectors:



Processing & Manufacturing



Frozen



Bakery



Packing & Assembly



Beverages



Snack Foods



Sales & Distribution



Retail



HORECA



Food Ingredients

By 2017, the food sector will be worth nearly \$6 trillion globally, with an average growth rate of over 5% per annum. That figure will be far higher in fast-growing areas such as the Middle East, Africa and Asia.

In the face of increased market rivalry and fast changing consumer preferences many food companies are struggling to capitalise on the undoubted market opportunities. Market complexity is added to by fluctuating raw material prices, government interventions and new technologies.

We have helped many clients improve the quality and efficiency of their food business. We have guided these clients to a pathway to growth from ground level operational issues to complex investment advice.





Our specialist work hands-on in the following sectors:



Bottled  
water



Juices



Carbonated  
soft drinks



Dairy  
products



Hot  
Beverages

By 2017, the beverage sector will be worth nearly \$1.3 trillion worldwide, with an average growth rate of over 4.6% per annum. As with the food sector this figure will be far higher in fast-growing areas such as the Middle East and North Africa.

Similar to many FMCG categories, many beverage players struggle to grow in the face of increased competition. Labelling and product safety issues are now constant themes for the industry.

We have helped many clients to innovate and improve operational efficiencies in the face of increasing competition, regulation and changing consumer dynamics.

We can offer you both technical expertise and deep market knowledge across the following sectors:



Poultry



Dairy



Dates



Sugars & Oils



Arable crops



Livestock



Feed /Rice  
Milling



Fresh Produce



Farmland  
Investment



Aquaculture



Hydroponics



Agri-inputs

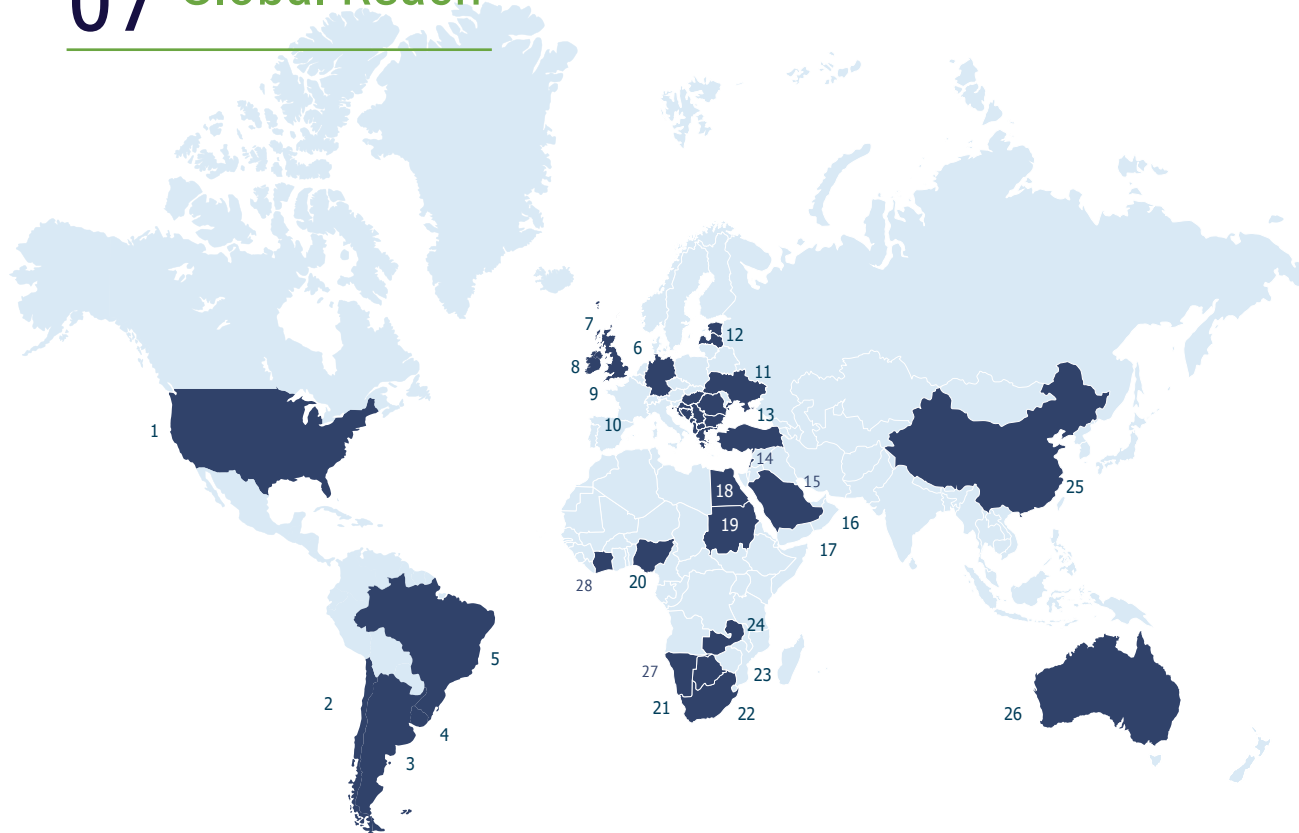
In some parts of the world arable land is limited and weather conditions are extreme. This is causing a shift towards higher-value crops such as fruit and fresh produce, with new technologies, such as smart farming systems, satellite mapping and hydroponics changing the face of corporate farming and agribusiness.

All these changes mean significant opportunities for local and international operators and investors.

*“Agribusiness is facing major challenges driven by a changing global landscape such as weather, population and consumption dynamics”*

## 07 Global Reach

International Food, Beverage and Agribusiness Specialist



- |                   |                   |
|-------------------|-------------------|
| 1: U.S.A          | 15: Qatar         |
| 2: Chile          | 16: UAE           |
| 3: Argentina      | 17: Saudi Arabia  |
| 4: Uruguay        | 18: Egypt         |
| 5: Brazil         | 19: Sudan         |
| 6: Baltics        | 20: Nigeria       |
| 7: United Kingdom | 21: Namibia       |
| 8: Ireland        | 22: South Africa  |
| 9: Germany        | 23: Botswana      |
| 10: Balkans       | 24: Zambia        |
| 11: Ukraine       | 25: China         |
| 12: Romania       | 26: Australia     |
| 13: Turkey        | 27: Angola        |
| 14: Lebanon       | 28: Côte d'Ivoire |

Our expertise covers the five continents including Europe, Africa, China, Australia, the United States and South America.

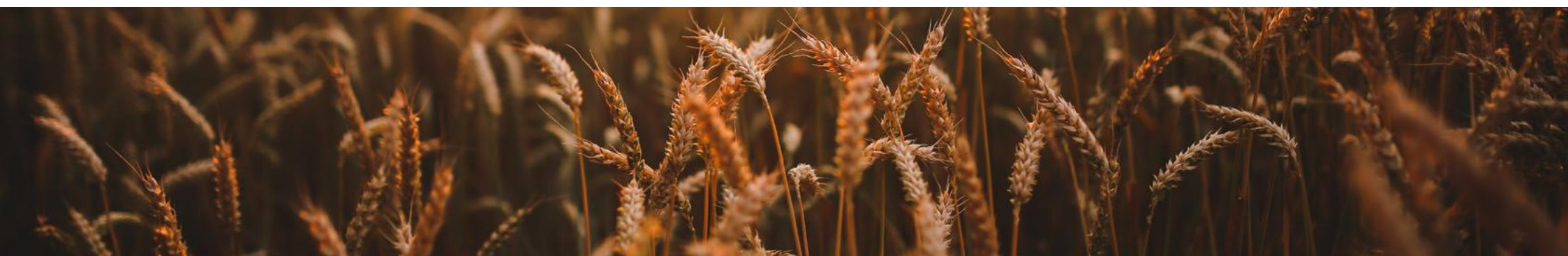
We also have deep sector knowledge and experience in Europe, Middle East and African markets.

Food, beverage and agribusiness is one of the truly global industries. Events in one part of the world can have unforeseen consequences elsewhere. Market innovations and technologies developed in one location can be applied with equal success elsewhere.

By combining global and local perspectives we tailor international best practice to local market conditions to provide forward looking growth orientated solutions.

*“We combine local and global perspectives to tailor international best practice for local market conditions”*





Our clients trust us because they know our consultants can provide the food, beverage and agribusiness knowledge, insight and guidance they require to move forward with confidence.

Time and time again our consultants deliver world class rigorous analysis, deep food, beverage and agribusiness expertise and pragmatic solutions to produce practical and highly implementable solutions.

*“We have guided leading agribusinesses, manufacturers, distributors, retailers, government agencies and investors”*

We are proud to have worked with a large number of outstanding companies and organisations around the world, a sample of which are shown below



Marubeni

aldahra agriculture

المراعي  
Almarai

DUBAI  
SOUTH

Ornua  
THE HOME OF IRISH DAIRY

المزاج  
ALMURAJEM

fajr  
Fajr Capital Advisors

AMERICAN  
QUALITY

Department of  
Agriculture,  
Food and the Marine  
An Páirt  
Talmhaíochta,  
Bia agus Mara

رasmala  
RASMALA

KERRY

THE  
ABRAAJ  
GROUP

Wooden  
Bakery

مصادر غذائية  
HASSAD FOOD

ARASCO  
أراسكو

Bord Bia  
Irish Food Board

Cobb

Teagasc  
Agriculture and Food Development Authority

glanbia

BAHRAIN  
LIVESTOCK

FARRELLY  
& MITCHELL

# A Global Track Record

## in food, beverage and agribusiness

International Food, Beverage and Agribusiness Specialist

<b>Agribusiness</b> Business Valuation Transaction Value \$35m Namibia	<b>Food</b> Project Implementation Project Value \$128m Saudi Arabia	<b>Agribusiness</b> Operational Review Project Value \$22m Ireland	<b>Food &amp; Beverage</b> Due Diligence Project Value \$85m Argentina	<b>Agribusiness</b> M&A Transaction Value \$15m United States
<b>Agribusiness</b> Investment Plan Project Value \$55m Balkans	<b>Agribusiness</b> Market & Needs Analysis Egypt	<b>Agribusiness</b> Due Diligence Brazil	<b>Food &amp; Beverage</b> Strategic Plan & Implementation UAE	<b>Agribusiness</b> Corporate Planning & Funding United Kingdom
<b>Beverage</b> Market & Feasability Study Iraq	<b>Food &amp; Beverage</b> Business Valuation Turkey	<b>Food</b> Corporate Planning Ireland	<b>Food</b> Corporate Strategy United States	<b>Agribusiness</b> Business Plan & Funding Ghana



As part of our advisory services our analysts and consultants produce a range of publications to provide clients with insights and analysis of industry issues and events including our monthly Insights report.

In addition, our in-depth industry reports, published periodically, provide our clients with a comprehensive analysis of pressing issues facing the global food, beverage and agribusiness industry.

You can access our Insights and periodic reports on our website:  
[www.farrellymitchell.com](http://www.farrellymitchell.com)

*“At Farrelly & Mitchell we strive to be a trustworthy and reliable source of information to the global food, beverage and agribusiness industry”*





# 10 Partners & Senior Team

International Food, Beverage and Agribusiness Specialist



Philip Farrelly  
Chairman  
B.Ag Sc.



Malachy Mitchell  
Managing Director  
B.B.S., MMII Grad.,  
MSc. Opt Mgt.,  
Cert. in Agriculture



Paul Fagan  
Partner Consulting  
Services  
B.Ag.Sc., MBA



Frank McManus  
Partner Transaction  
Services  
B.Comm. (Int) M.Acc  
FCA AITI CFA



Frank McManus  
Regional Director  
Europe & US  
B.A., ACA AITI



Najeeb Alhumaid  
Regional Manager  
MEA  
B.Sc. (Industrial  
Engineering)

All our senior team has gained their credentials through working and consulting for leading food and agribusiness companies across the world in finance, strategy, operations, marketing and sales roles.

We are also highly distinguished by the level of hands-on involvement of our senior team members in project delivery.

In addition, we work with over 200 global specialists covering all the various links of the food, beverage and agribusiness value chain.

*“Our senior advisory team has a unique range of industry expertise and capabilities”*



Our unique understanding and knowledge of the European, Middle East, African and wider global food and agribusiness value chain is unrivalled. We have used this experience and deep insight to deliver measurable results.

## Food & Beverage - Our Results

Sector	Location	Project Value	Service Scope	Mandate	Our Results
Food Processing & Distribution	UAE	\$200 million	Strategy development & implementation	Develop a strategic plan for a major economic zone to attract local, regional and global F&B companies	Developed a strategic plan to target specific 'verticals' or sectors in F&B & supported its implementation
Food & Beverage Park	Iraq	\$500 million	Corporate planning, funding & project implementation	Draft a corporate plan for a major F&B park & support debt & equity fund raising & project implementation	Completed corporate plan and presented to public and private institutional funders & investors
Beverage Production	Angola	\$25 million	Market research & repositioning	Market landscape review & analysis & develop a repositioning of current product range	Completed detailed market review & recommended a new position strategy for the companies products
Quick Service Restaurant (QSR)	Saudi Arabia	\$10 million	Business assessment & implementation	Complete an assessment of the company's QSR outlets & implement key recommendations	Completed assessment & implemented a wide number of changes to improve operational efficiencies

Our mandates cover a wide service scope from acquisitions, due diligence, strategy development to project implementation. At all times we adopt and apply a highly practical and commercially focused approach to ensure our work is both implementable and increases shareholder or stakeholder value.

## Agribusiness - Our Results

Sector	Location	Project Value	Service Scope	Mandate	Our Results
Intensive Dairy Farming	United States	\$16.5 million	Due diligence, acquisition management & debt funding	Source & acquire large intensive dairy farm for international investment consortium	Successfully sourced & project managed acquisition of target including debt fund raising
Large Scale Crop Farming	Argentina	\$85 million	Business valuation	Complete a number of market based & DCF, NPV valuations of the target & recommend 'go' / 'no go'	Recommended 'no go' due to over market price being sought by vendor
Agri-Trading Company	Ireland	\$25 million	Strategic business assessment & implementation roadmap	Complete a strategic review of the company's current operations & implementation roadmap	Implemented key findings & recommendations to reposition the company for sustainable growth
Feed Milling Start-up	Saudi Arabia	\$120 million	Feasibility study & project management	Draft a detailed feasibility study for project evaluation & project manage pre-construction phase	Completed detailed study & all initial equipment & site assessment & selection

**FARRELLY  
& MITCHELL**

Food & Agri-Business Specialists



*“We are not afraid to  
eat our own cooking”*

# Our Contact Details

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