

**Empowering the world's most  
ambitious** food & agribusinesses  
to make the right decisions

**FARRELLY  
& MITCHELL**



—  
International Food and Agribusiness  
Management Consultants

Head Office



ABOUT FARRELLY & MITCHELL

**FARRELLY & MITCHELL  
EMPOWERS SOME OF THE  
WORLD'S MOST AMBITIOUS  
COMPANIES AND AGENCIES  
TO MAKE THE RIGHT  
DECISIONS.**

With expert insight, local market intelligence and solid recommendations, we build and implement sustainable strategies that allow our clients to restructure, transform and grow.

WHAT MAKES US DIFFERENT?

## **WE GO ABOVE AND BEYOND TRADITIONAL CONSULTANTS.**

As an international management consultancy, we specialise in the global food and agribusiness industry, with a particular focus on the implementation or execution of our recommendations.

In this way we are committed to working with our clients, not just in the development or planning phase of a project, but importantly in its full implementation.

## **OFFICES IN**

Europe, Africa & Middle East

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## **150+ PROJECTS**

completed in 30 countries worldwide

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## **FARM TO FORK**

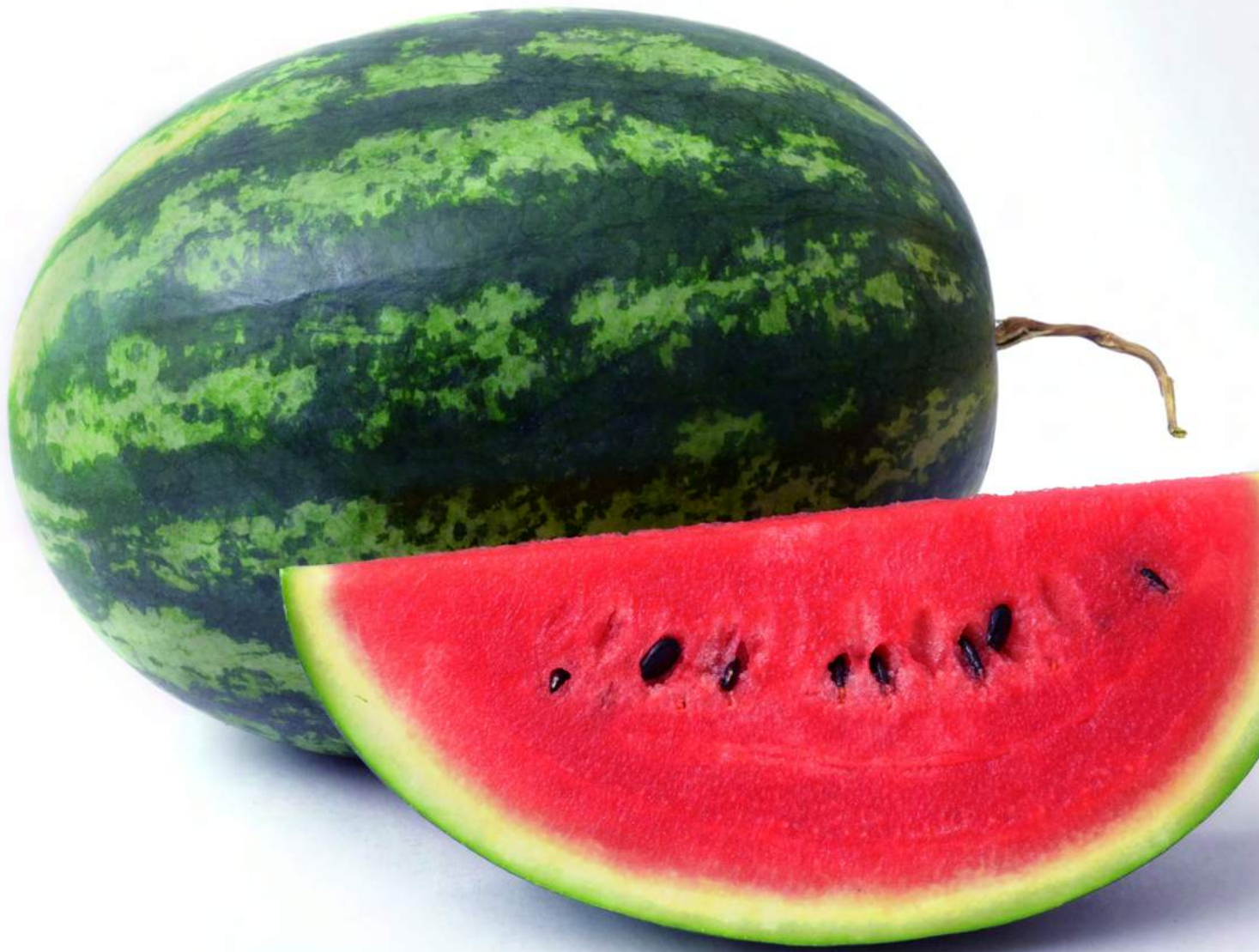
Full value chain coverage

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## **OVER \$3 BILLION**

in consulting & due diligence projects completed

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## FOOD AND AGRIBUSINESS SPECIALISTS

We understand food and agribusiness; we built our experience in this sector, and we employ the best global talent to provide in-depth solutions by addressing real problems sustainably and creating new opportunities for our clients.

In the past decade, we have worked with clients worldwide and generated significant measurable results. We have worked on mandates across every link of

the food and agribusiness value chain from large-scale farming operations to food or beverage manufacturing, distribution, retail and hospitality.

Each member of our team of over 300 experienced consultants has worked in industry at an operational and executive level. We work globally with significant experience in Africa, Europe and the Middle East.

# WE WANT TO EMPOWER YOU TO MAKE THE RIGHT DECISIONS

Farrelly & Mitchell make growth and efficiencies possible through specialist expertise.

We are global food and agribusiness specialists. Since 2004, we have worked with forward-looking organisations, empowering them for growth by developing bespoke, sustainable and transformative strategies that seize on opportunities and future-proof businesses.

Our mission is to be your partner from strategy to execution; offering you expert advice and consulting services built on decades of practical experience across every link of the food and agribusiness value chain.

## OUR EXPERTISE

- » AGRIBUSINESS
- » FOOD & BEVERAGE
- » AGRI-FOOD M&A
- » FOOD SECURITY
- » SUSTAINABILITY & ESG
- » AGTECH & FOODTECH
- » GOVERNMENT & MULTILATERAL AGENCIES



# WE'LL BE YOUR PARTNERS IN CHANGE



Our sector experts have worked at operational and strategic levels all over the European, African, Middle Eastern, and broader international food and agribusiness sectors. We have seen projects through from paddock to plate.

We understand the challenges and opportunities presented by the growth of the food and agribusiness sectors, in Europe and across the globe. We work with primary producers, manufacturers, distributors and retailers to achieve measurable change, improvement or investments.

## HOW WE HELP

- » DUE DILIGENCE COMMERCIAL AND TECHNICAL
- » PROJECT EVALUATION & MANAGEMENT
- » FEASIBILITY AND FINANCIAL MODELLING
- » POLICY / STRATEGY DEVELOPMENT & EXECUTION
- » SUSTAINABILITY DUE DILIGENCE & AUDITING
- » MARKET INTELLIGENCE & INSIGHTS



WHO WE  
SERVE



## AGRIBUSINESS

The agribusiness industry is facing significant challenges driven by a changing global landscape — but with challenges come opportunities to invest. Sensing this, strategic and financial investors like you are keen to capture value from technological innovation and disruption in food and agriculture.

That's where we come in to provide you with in-depth technical, operational, strategic advice or project implementation expertise across the global agribusiness value chain through the following sectors:

POULTRY

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DAIRY

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LIVESTOCK

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ROW & PERMANENT CROPS

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DATES

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NUTS

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FRESH PRODUCE

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GRAIN & RICE MILLING

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AGRI-INPUTS

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SUGAR AND OILS

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AQUACULTURE

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FARMLAND INVESTMENT

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## FOOD AND BEVERAGE

With a proven operational and M&A track-record and in-depth food and beverage sector knowledge, we have helped many clients improve the quality and efficiency of their food business and identify areas for investment in the following sectors:

PROCESSING

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FROZEN FOOD

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BAKERY

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PACKAGING & ASSEMBLY

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BEVERAGES

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SNACK FOODS

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SALES AND DISTRIBUTION

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RETAIL

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FOOD INGREDIENTS

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## AGRI-FOOD M&A

Strategic and financial investors worldwide aim to cash in on technological changes, trends and innovations in food and agriculture. We work with our clients and partners to raise food and agricultural productivity, increase incomes, generates returns and reduce food insecurity.

## FOOD SECURITY

Food security is a critical issue in developing and developed countries. We develop strategies to mitigate the risks. Concerns surrounding climate change, anticipated population explosion, fluctuations in food prices and disruptive incidents such as the Covid-19 pandemic are forcing policy makers to reconsider their food security policies and increase the robustness of food supply chains. We address these, and other challenges such as tackling water scarcity in parts of Africa and the Gulf States region, giving your project opportunity for long term success.





## SUSTAINABILITY & ESG

Environmental and social governance (ESG) risks are increasingly recognised as financial risks. We transform these risks into opportunities today, for growth and prosperity tomorrow. We work with clients to optimise sustainability strategies and practices, planning for both environmental protection and socio-economic development.

## AGTECH & FOODTECH

Agriculture has transformed into a high-tech industry by the impact of climate change, growing population with evolving consumer and societal preferences and advancement of agricultural technology. We support clients through completing technical and commercial feasibility and market entry studies along with vendor and buyer due diligence.

## GOVERNMENT & MULTILATERAL AGENCIES

Increased scrutiny into policy and finances means government agencies need to operate in a more transparent way than ever before, while simultaneously delivering more public services more efficiently. We combine our in-depth local market knowledge with sector expertise to uncover the finer details that will guide your activities.

# FROM STRATEGY TO IMPLEMENTATION

Select Project Experience



## UAE

Organic Food Retail Investment

Commercial due diligence of the organic food retail market in UAE, GCC & internationally



## IRELAND

Farm Business Reviews for Dairy Cooperative

Assessment of physical and financial performance to identify overhead and input cost savings



## KSA

Agriculture Value Creation Road map

Identification of value creation opportunities to reposition the business and grow shareholder value



## TURKEY

Dairy food processor

Performance of commercial and technical due diligence prior to acquisition of major dairy food processing business



## BRAZIL

Agri-Food due diligence

Commercial and technical due diligence of various food and farming companies for funding.



## CHINA

Consumer Market Research

Market guide study assessing market access to China & GCC for honey, pork and poultry from Georgia.



## UK / EUROPEAN UNION

Milk and butter manufacturing

Commercial due diligence to establish market position of milk and butter fat manufacturing enterprise in Northern Europe ahead of potential acquisition



## WEST AFRICA

Climate-Smart Technologies

Training over 7,000 smallholder farmers in advanced climate-smart technologies to improve productivity



## OUR CLIENTS

**Our team is proud to advise and work with some of the leading food and agribusiness corporates, government and multilateral agencies in Europe and globally.**



Project

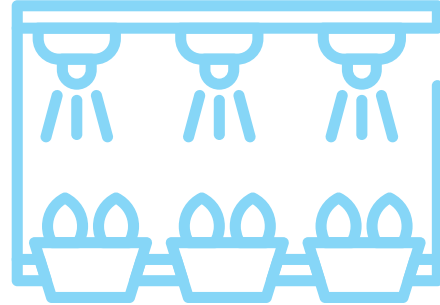
COMMERCIAL DUE DILIGENCE

Location

UNITED KINGDOM

Sector

AGRICULTURAL MACHINERY



The client, who provides growth capital to private businesses for expansion, acquisitions, recapitalisations and shareholder reorganisations, identified a potential investment opportunity in one of the oldest agricultural machinery companies in Europe.

To fulfil the objectives of the Project, we conducted commercial due diligence, following a well-defined and proven process to gather, analyse and interpret the necessary market intelligence and landscape information.

The process included research on market positioning of the agricultural machinery manufacturing space and market landscape, competitor analysis, review and analysis of macro-economic and key industry trends/drivers. It also entailed comprehensive study of potential Brexit impact, CAP payments and a thorough understanding the Target's customer relationships, routes to market & expansion plans.



Project

TECHNICAL & OPERATIONAL DUE DILIGENCE

Location

ARGENTINA

Sector

LARGE-SCALE FARMING



One of the largest agriculture investment companies in the Middle East retained Farrelly & Mitchell as an adviser in assessing suitable agribusinesses for acquisition.

Our expertise was used to identify projects in line with the Client's stated aim of becoming a global food producer by sourcing and investing worldwide in suitable large-scale agribusiness opportunities.

Farrelly & Mitchell, within its international agribusiness network, sourced a 12,306 hectare farm business made up of three separate farms in Argentina. The project's activity included preliminary research and analysis, with full reporting comprising comprehensive data on the prospect, including corporate structure, production and financial analysis, farm location and local land market assessment and ultimate recommendations.

The project also entailed logistics and supply chain review, and production cost analysis. Deliverables completed included projected cash flow analysis, comparative analysis with local farms, and prospects for expansion and value creation.

Project

OPERATIONAL & COMMERCIAL DUE DILIGENCE & BUSINESS VALUATION

Location

NAMIBIA

Sector

GRAPE FARMING



The Client, a large global agribusiness wished to consider the acquisition of a large scale table grape farm in Namibia, a premium operation supplying local and export markets in Europe and Asia.

The Target, extending over 25,000 hectares and located in the highly fertile southern Namibia region also possessed great scope for vineyard, palm and date crop expansion.

Farrelly & Mitchell were engaged to provide operational and commercial due diligence and business valuation on the Target, facilitating informed decision making by the client, as well as providing a 'Go'/ No Go' recommendation.

The work entailed analysis of plant equipment, real estate assets and agronomy. It also involved assessment of supply chain, regulatory environment and diverse financial metrics.

Other aspects included exploration of Target's route to market channels, sales and marketing processes, product development opportunities and business scalability potential.

Project

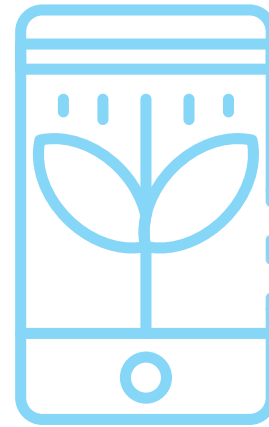
COMMERCIAL DUE DILIGENCE  
& SUPPLY CHAIN ASSESSMENT

Location

UNITED KINGDOM

Sector

RED MEAT PROCESSING



The client considered the acquisition of a meat processing company in the UK. The Target had an annual turnover of Stg £30 million per annum and supplies the UK domestic market, mainly foodservice channel – pubs and restaurants and a small amount of retail with a range of value-added, pork-based products.

Farrelly & Mitchell were retained by the Client to produce a commercial due diligence Red Flag report of the Target. This included market landscape and business model analysis, which comprised a market survey, positioning statement, key trends, competitive, customer and product analysis.

The work also involved an overall assessment of the market in which the target is embedded, through analysing it in the context of the overall meat market and benchmarking its profitability versus its peer group. In addition analysis was undertaken on the sustainability of the Target's profit margin in the medium and long term.

A separate living wage regulation and supply chain assessment was also carried out, as well as operational due diligence scrutinising processing equipment and capacity, materials analysis and manufacturing plans.



## OUR APPROACH

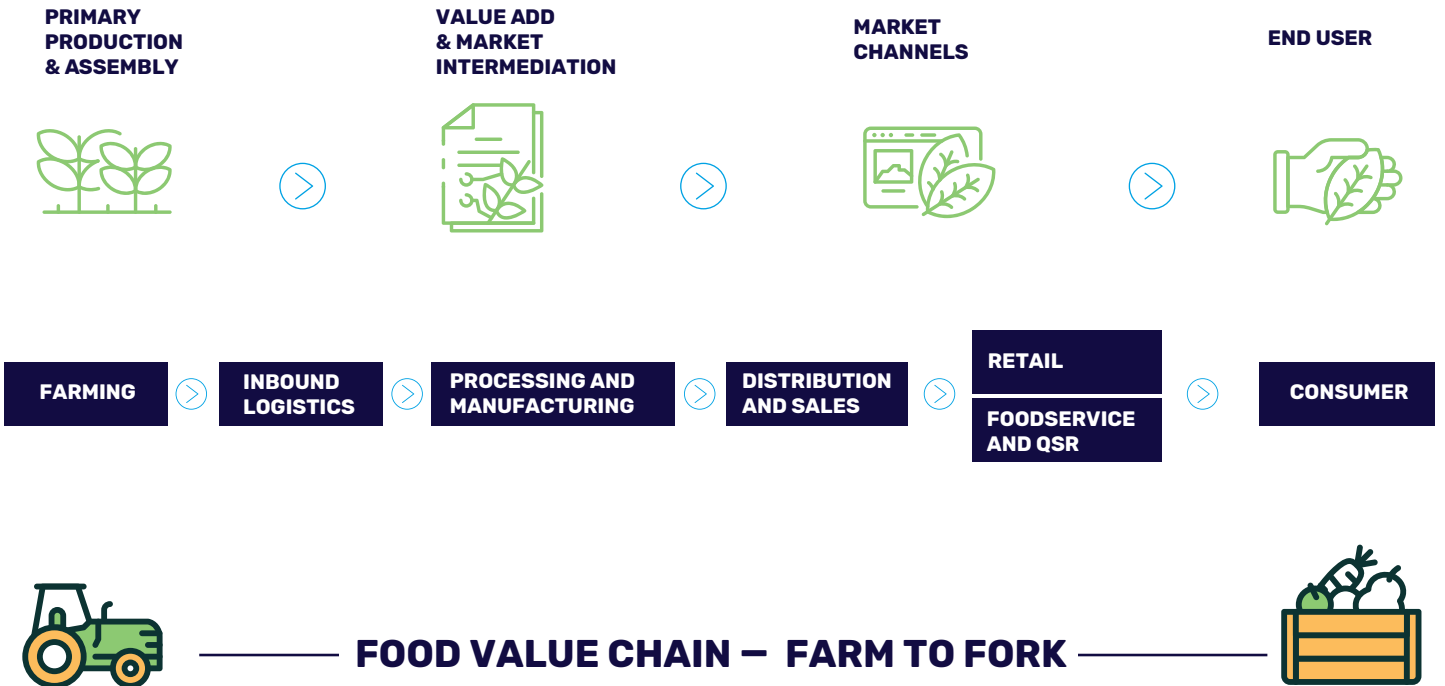
### HELPING YOU EXPAND WITH EXPERT PERSPECTIVES

At Farrelly & Mitchell our efforts are hands-on, with a bias towards practicality, and an emphasis on implementation. With this experience, we also bring fresh, creative thinking. We have solid working knowledge and experience right across the agri-food value chain, and this guides our approach.

### FARM TO FORK EXPERTISE: OFFERING A COMPLETE SOLUTION

Our solutions are informed by the entire supply chain, which allows us to deliver the full picture to you. Our deep sector knowledge, ranging from upstream, primary production to downstream retail and food service, allows us to take a 360-degree view and deliver an integrated solution.

# WE PROVIDE FULL VALUE CHAIN COVERAGE



# HOW WE'LL WORK WITH YOU



# WHAT WE KNOW

As experts in our field, we make sharing what we know a priority. We've built an insights hub where we share our research and perspectives on the global food and agribusiness industry; a place where you can learn and go deeper into industry news and trends.

See our thinking, publications and news at [farrellymitchell.com](http://farrellymitchell.com)

## FOOD & AGRIBUSINESS PUBLICATIONS HUB

Featured publications & news – Examples from our website

### REPORT

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#### HOW TO REDUCE FOOD WASTE AND LOSS

**One of the biggest paradoxes of our time:** A third of food is wasted globally while millions go to bed hungry every night.

### INSIGHTS

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#### KEY TRENDS IN GLOBAL AGRI-FOOD INVESTMENT

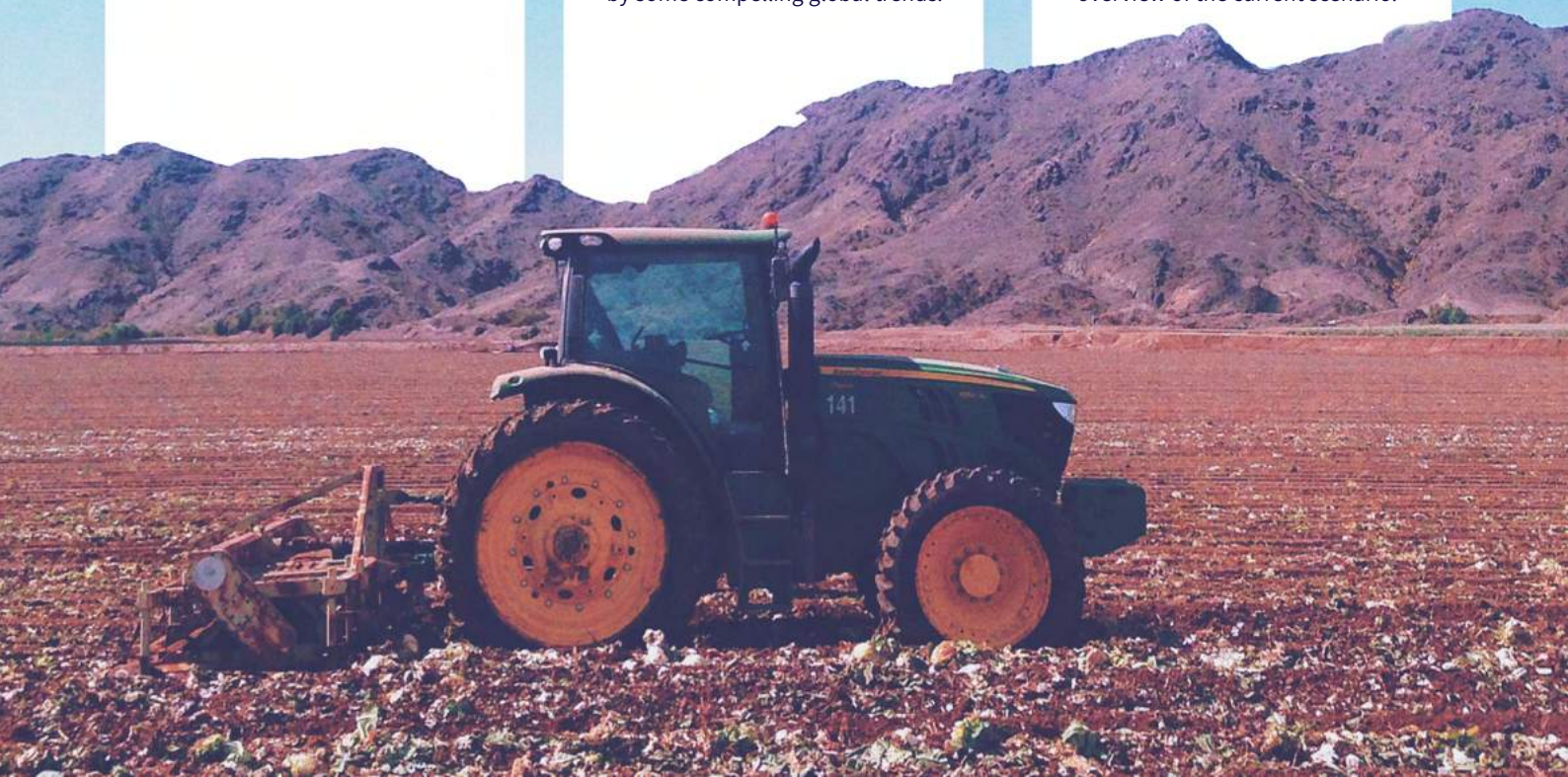
The Agri-food value chain offers a growing number of attractive investment opportunities, driven by some compelling global trends.

### VIDEO

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#### COVID-19 – HOW IT IMPACTS OUR FOOD SUPPLY CHAINS

The coronavirus represents a rare and critical threat to agribusiness and food supplies. This is an overview of the current scenario.



# MEET YOUR EXPERTS IN FOOD, BEVERAGE AND AGRIBUSINESS

Our senior team has gained their credentials through working for leading food and agribusiness companies around the world in finance, operations, technical, marketing and sales roles. We also work with over 300 sector experts across the food and agribusiness value chain.

## OUR LEADERSHIP TEAM



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- Riyadh
- Dubai
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Food & Agri-Business Specialists



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