
BRODERSEN & CO. LTD

ACQUISITIONS & DIVESTITURES
STRATEGY · BUSINESS DEVELOPMENT

Drinks Industry Specialists

INTRODUCTION



Brodersen & Co. Ltd was set up in 2003 to provide specialist consulting services in the international drinks industry sector.

Our core areas of expertise are:

- Acquisitions & Divestitures
- Strategy
- Business Development

We help our clients develop and implement strategies for growth, either organically or via acquisition.

Our team of consultants has thorough knowledge of the global drinks industry, hands-on operational experience, and a strong network of contacts throughout the sector.

From our base in the UK, we have carried out assignments across Europe, the Americas and Asia.

OUR SERVICES



Acquisitions & Divestitures

In our M&A advisory practice, we focus on small to mid-size transactions that tend to have a cross-border element.

With backgrounds in blue-chip investment banks and in-house corporate development functions, we have extensive experience running brand divestiture processes as well as carrying out buy-side assignments.

We can help our clients by managing transaction processes end-to-end; alternatively, we can provide specific, stand-alone services such as:

- Screening / identification of acquisition opportunities
- Strategic assessment of potential transactions / targets
- Financial valuation of brands & businesses
- Due diligence
- Transaction management (inc. structuring & negotiations)
- Integration planning

The breadth and depth of our relationships within the sector enable us to operate in an effective and discreet manner.

OUR SERVICES



Strategy

'The only constant is change...'

Strategic planning is the process by which a company defines its objectives, develops and implements strategies to achieve them, and then measures its success.

To be effective this process should be dynamic and cyclical, so that the company and its business can progress in a continuously changing business environment.

Brodersen & Co. can assist with all aspects of this process.

We can help clients to:

- Analyse the market environment
- Analyse the competition
- Analyse themselves
- Define / refine their business objectives
- Develop and implement strategies for growth
- Review resource (investment) allocation
- Define and measure achievement (KPIs)

OUR SERVICES



Business Development

A key challenge for consumer goods companies is to find ways of achieving sustainable, *organic* sales growth, both in mature and developing markets.

We can help with:

- Identification of new market opportunities
- Route-to-market analysis
- Evaluation and set-up of business partnerships / JVs and negotiation of relevant agreements
- Identification & evaluation of distributors
- Identification of new brand principals (for distributors)
- Management of NPD processes (build vs. buy)

OUR APPROACH



We work in close co-operation with our clients, tailoring our support to their specific needs. We actively manage individual projects, assist management as advisors, or can even provide medium-term operational support as “interim managers” in the event of resource constraints.

We manage our projects in a results-driven and pragmatic manner. We continually strive to balance our understanding of the underlying strategic imperatives with a commitment to workable solutions and clear benefits.

Our approach, driven by commercial acumen and a bias to fact and detail, is fundamental to the achievement of our overriding objective:

to create tangible value for our clients

THE TEAM



Jens Brodersen: Company principal. Advises on acquisitions & divestitures, strategy and business development. Twenty years experience in the drinks industry / investment banking. Previously at Diageo, Seagram, Morgan Stanley and CSFB.



Christian Schopper: Specialises in acquisitions and divestitures in Central and Eastern Europe. Based in Vienna, Austria & London. Twenty years' experience in European investment banking, including Merrill Lynch and Morgan Stanley.



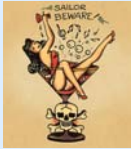
Anthony Parkes: Specialises in acquisitions & divestitures in the Americas. Based in Santiago, Chile. Extensive experience in Latin American investment banking, spent over ten years with CSFB in New York, São Paulo and Buenos Aires.



Geoff O'Grady: Supply & production expert. Degree in oenology. Based near Adelaide, Australia. Wide experience of the Australian wine industry. Managed wine, spirits and RTD projects across Europe, Africa and Australasia.

PROJECTS

Selected Assignments carried out by Brodersen & Co: Acquisitions & Divestitures



Advised Scotch whisky distiller William Grant & Sons on its acquisition of the assets of Sailor Jerry Ltd, including the fast-growing Sailor Jerry rum brand



Advised Wm Grants on its staged acquisition of 51% of Tequilera Milagro, a multiple award-winning premium tequila business



Evaluated investment attractiveness of champagne sector and specifically of champagne house Taittinger on behalf of international private equity firm



Identified and assessed potential acquisition targets among US wine importers on behalf of European wine producer



Evaluated investment opportunity in super-premium vodka brand U'luvka on behalf of private investor



Provided commercial and financial due diligence services to Paramount Restaurants Group (Chez Gérard) during its bid for a UK-based restaurant chain

PROJECTS

Selected Assignments carried out by Brodersen & Co: Strategy and Business Development



Provided advisory and project management services for V&S Absolut Spirits on NPD initiative in India



Provided strategy advice to V&S Absolut Spirits regarding growth opportunities for Absolut Vodka in Turkey



Provided project management services to Constellation Europe on new strategic initiative in UK market



Provided analytical framework and assessed opportunities in Central & Eastern European cognac and brandy markets for Rémy Cointreau



Analysed state of UK rum market and provided opportunity assessment for launch of new brand on behalf of Caribbean distiller



Identified UK importer alternatives for niche liqueur producer Xanté

CONTACT



For further information on the company or the services it can provide, please contact:

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APPENDIX

TEAM BIOGRAPHIES

Jens Brodersen set up Brodersen & Co. Ltd. in 2003 after spending thirteen years in banking and the drinks industry. Jens spent his early career in the investment banking divisions of Credit Suisse First Boston and Morgan Stanley in New York, London and Frankfurt. He subsequently acquired wide-ranging drinks industry experience at two leading firms, Seagram and Diageo, where he held positions in sales & marketing, general management and business development. At Diageo, he led several M&A transactions following its joint purchase of Seagram. Jens holds an MS degree in Industrial Engineering from Stanford University, and an MBA from Insead. A native German, he is also fluent in English, near-fluent in French and has a working knowledge of Spanish.

Christian Schopper has twenty years of experience in European investment banking with Creditanstalt Austria, Morgan Stanley and Merrill Lynch. At Morgan Stanley, Christian co-ordinated the firm's corporate finance coverage of Central & Eastern Europe and Austria, while at Merrill Lynch, his activities focused on Germany, Scandinavia and Emerging Markets. He is a Director of CorpfinCE, which provides Corporate Finance and M&A advisory services to clients across Central Europe. Christian holds doctorates in Law and Economics from the University of Vienna and has an MBA from IMD in Lausanne, Switzerland. He is an Austrian citizen and speaks German and English.

Anthony Parkes has over twenty years of experience in Latin American investment banking. He spent ten years at Credit Suisse First Boston, initially in New York and then in Brazil, Argentina and Chile. Anthony has extensive experience in structuring and executing mergers and acquisitions and capital raising assignments throughout the region. He is a Director of Explorador Capital Advisors, an investment advisory group focused on Latin America. Anthony has an engineering degree from Stanford University and an MBA from Harvard. He has dual Chilean/UK citizenship and is fluent in English, Spanish and Portuguese.

Geoff O'Grady has over twenty years' experience in the global drinks industry. Geoff spent his early career in senior operations roles in the Australian wine industry, notably with Orlando Wyndham. Geoff moved to Europe in 1998, managing fourteen contract plants for Seagram in Europe, Africa and Australasia. He also undertook a number of key NPD projects and cost saving initiatives in global supply. He subsequently worked for Pernod Ricard, where he assisted with the Seagram integration and provided operational due diligence on M&A transactions. Geoff has an Applied Science degree in Oenology and an MBA from the University of South Australia.