

Grow with Ethiopia!

Exciting Opportunities in Food & Beverage Processing

By Dr. Yifru Tafesse

September 09, 2020





Country Context

Catalyzing Investment in Agriculture

Food & Beverage Processing Industry

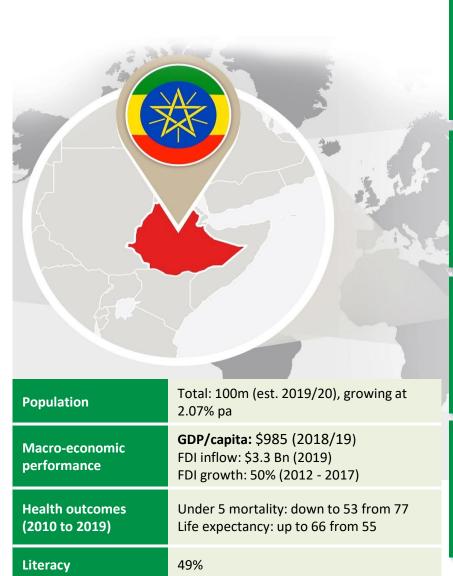
Juice

Edible Oil

Red Meat

Poultry

Ethiopia, building on its rapid economic growth in recent years, has introduced a Home-Grown Economic reform program and a robust 10 year plan which are expected to contribute towards developing a modern and competitive economy



Rapid and sustainable economic growth

- One of the fastest growing economies in the world
 - 9.5% average GDP growth over 10yrs
 - Shared growth: 15 %age points decline in poverty headcount ratio, life expectancy improvement, etc..

Young and productive population

- · Second most populous country in Africa
 - 100 million population, growing at 2.3 million annually
- Young and productive age group accounts for 60% of the population

Favorable destination for FDI

- One of the top destinations for FDI
 - Since 2012 FDI inflows to Ethiopia have been growing by 50% P/Y on average
 - Ethiopia is the largest recipient of FDI in the East Africa & the 5th largest recipient of FDI in Africa

Clear vision for development

- Vision 2030: become a middle income country
- Homegrown economic reform with further liberalization & support to create a dynamic private sector
- Wide-ranging incentives for priority sectors

The GoE has embarked on major reform agendas to improve the ease of doing business and catalyze private sector investment

VISION: Placing Ethiopia among the TOP 100 Doing Business (DB) ranking Countries in 2021

..... with an economic reform agenda for job creation and sustainable growth

Improving the ease of doing business advances:

- Entrepreneurship and new startups
- Formalization of businesses
- Competitiveness/productivity of local
- Investment attraction and retention
- More and better jobs creation
- Transparency and accountability in pu delivery
- Efficient tax administration/domestic mobilization

Short-term reforms: reform achievements

BUSINESS

- Company name publication requirement removed
- Lease/rental agreement requirement removed
 OSS at MOTI (covering tax and authentication) created
- Legal base for the application of software replacing cash register machine created



- Electronic single window system piloted
 Deferred payment; pre-arrival & advance ruling implemented
- Number of documents required for import & export reduced by 4 (12-10 for export; 11-9 for import)
- Risk level for both import & export improved (more yellow & green) reducing the need for physical inspection
- E-certificate of origin implemented

Macroeconomic

reforms

Structural

reforms

Sectoral

reforms

2 GETTING CREDIT

- Directive to include MFIs and credit registry system adopt
 - Credit information system co
 - to over 5% of adult populatio

 Movable properties security



- E-filling & e-payment on gradularge tax payers (2,800 e-fillin payers)
- Dedicated medium tax payers branch opened in A/A
- Risk-base VAT refund system introduced

Our reform agenda aims to overcome the aforementioned challenges through comprehensive and well-synchronized set of measures



failures

Address sector-specific institutional and market

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FEDERAL NEGARIT GAZETTE

OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

Moving from short to medium-term



- Medium and long-term reform action points slight revised based on results
 and learnings so far
- As we move into medium-term action items, there is high need to focus on:
 - Full/effective implementation of short-term reforms
 - Deeper and high-impact reforms that significantly reduce time & cost

(process streamlining/reengineering, use of ICT solutions etc)

- All reforms must be implemented by 31 December, 2019
- Communicating reforms to all users and soliciting feedback is vital to socialize reforms and take corrective actions, as needed.
- Indicator on public procurement may be included in DB score by 2020

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Jobs,

inclusive

growth, and

poverty

reduction

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WHEREAS it has become necessary to create an economic framework that fast-tracks the global competitiveness of the National economy, increases export performance, generates more and better employment opportunities, and facilitates sustainable and entwined linkage among various economic sectors:

Country Context

Catalyzing Investment in Agriculture

Food & Beverage Processing Industry

Juice

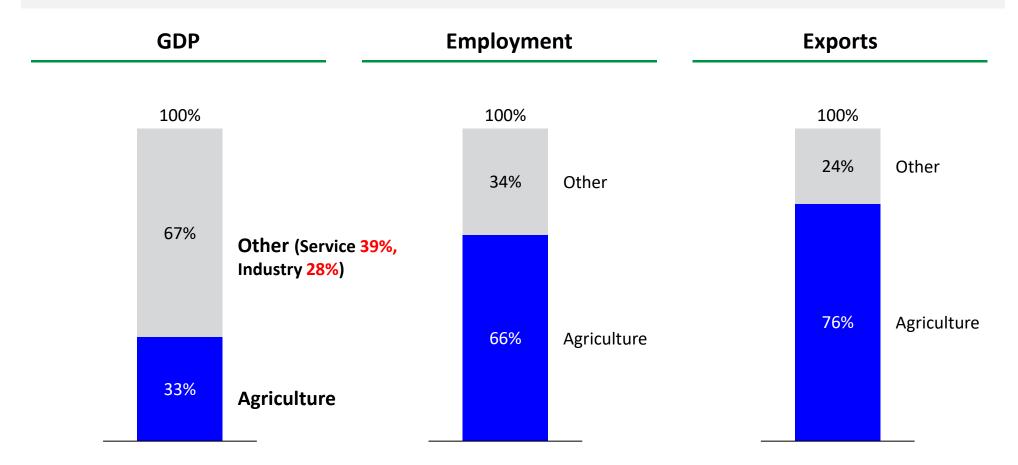
Edible Oil

Red Meat

Poultry

The government of Ethiopia sees the untapped and lucrative agro-industry sector as one of the major engines to bring about structural transformation

The GoE has identified <u>agro-processing</u> as one of the priority manufacturing sectors for investment



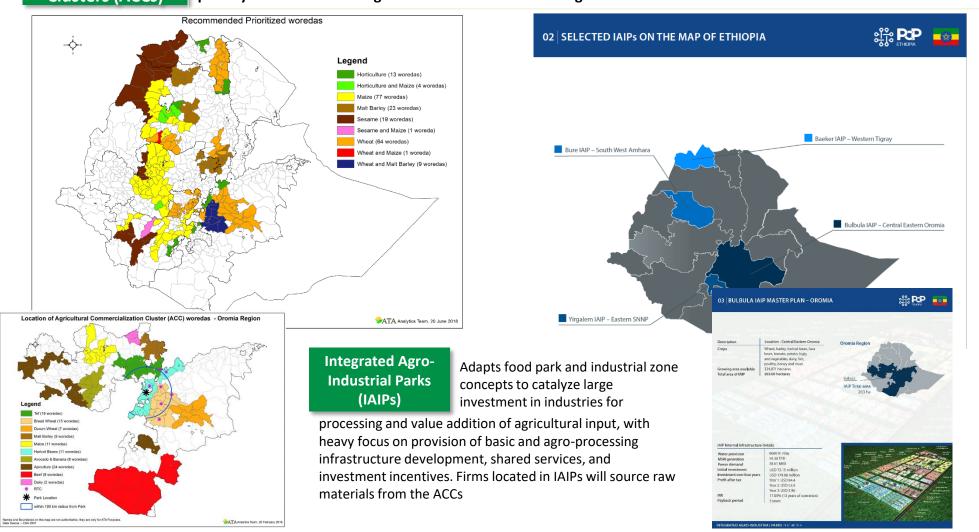
Agro-processing capabilities represent an important bridge between current national advantages in agriculture and potential future advantages in light manufacturing ...

Trading & Auxiliary Inputs Raw Produce Processing Marketing Cereals, staples and industrial **Current national** crops (coffee, oilseeds) Basic transport and Grain milling, dairy advantages in Packaging and labeling logistics services; processing, fruits and Fruits and vegetables, agriculture in (e.g., cardboard boxes, storage/warehouse vegetables, nuts, pulses glass bottles, and jars) **Ethiopia** services (cold/dry) tomato paste, edible oil processing Animal husbandry, incl. cattle, poultry, shoats Near-term Cartons, crates, lids, Advanced Pasta and biscuits, UHT diversification tins, plastic wrappers, milk, high quality transportation and opportunities sealable bags (polyfeedlot/abattoir, logistics; marketing bags), tetra pack, edible oils, fresh-cut and branding paper labels, etc. standardization & packaged F&V for grading; finance export Long-term Collection and Agri-mechanization, Logistical and other diversification packaging equip. transport-related other industrial opportunities manufacturing processing, and cold equipment manufacturing storage equipment

... Recognizing this link, several Ethiopian government actors have embarked on efforts to support growth in the sector, with flagship initiatives such as the ACCs/IAIPs

Agricultural
Commercialization
Clusters (ACCs)

Rapid, sustained and inclusive development of priority agricultural commodity value chains in a geographicallyfocused approach that provides a strategic and commercially viable platform for the implementation of multiple, priority interventions for agricultural transformation-led growth and rural transformation



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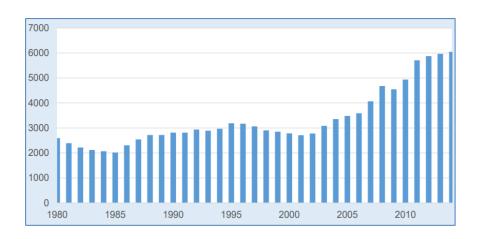
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The global processed food and beverage market has been growing in the last two decades with USA, Germany & Netherlands leading the market

The world's food manufacturing industry has been growing rapidly over the past years

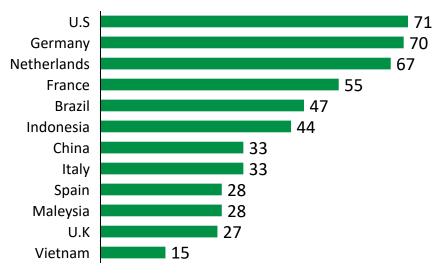
Total shipment value of world's major 73 countries' food industry (BN USD)



- Processed foods accounted ~ 80% of global food sales, estimated at 4 trillion USD, in 2002
- The average annual growth rate of the exports of the world's food manufacturing industry from 2001 to 2011 was 9.6%

Major processed F&B exporters include U.S, Germany and Netherland

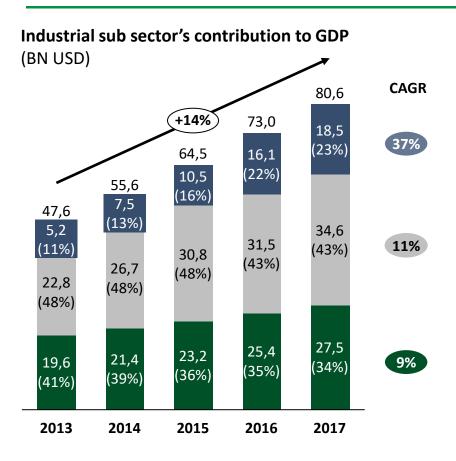
Total shipment value of world's major food & beverage product exporters in 2014 (BN USD)



- U.S processed food exports are mainly ready-meals, dairy products, non alcoholic and alcoholic beverages, and snacks
- Germany, Italy and Spain export highly-processed food (such as ready meals, including frozen food)

Ethiopia's industrial sector is growing faster than other sectors, and within the sector the food and beverage processing industry has been growing at 60% CAGR

Industry accounts for 23% of GDP; with the fastest growth rate at 37%



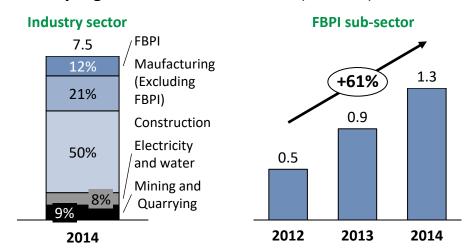
Agriculture

Industry

Services

Inside industry, FBPI had a 13% share in 2015, growing with 60% from 2013 onwards

Industry segment breakdown in 2014 (BN USD)



Growth in FBPI is largely dominated by the beverage industry:

- Beer, mineral water and lemonade have the largest volume in the processing of food and beverage
- The food industry dominated by grain milling and bakery industries

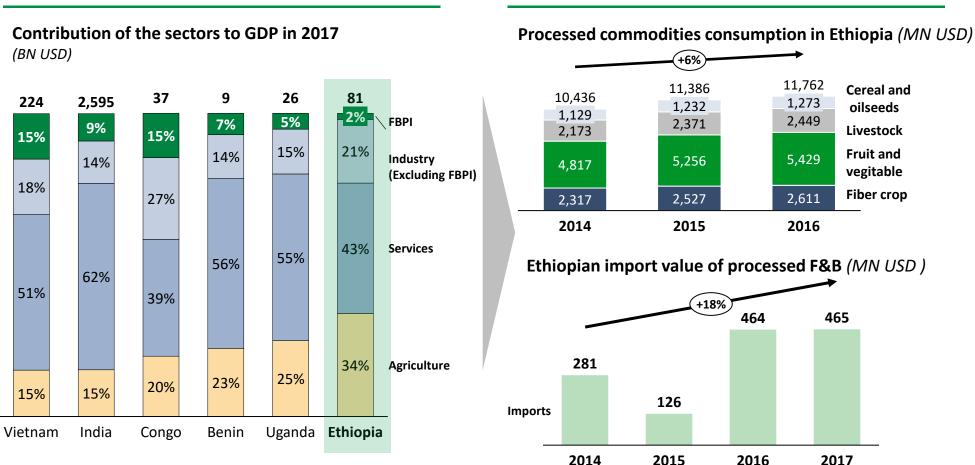
FBPI growth to be augmented from agro-processing IPs:

- 17 agro-processing integrated parks are planned to be constructed with 4 already under construction
- Out of the 7 industrial parks established since 2014, 2 will encompass agro-processing

Despite its growth, FBPI's share in Ethiopia's GDP is low; this compounded with a growing domestic demand has resulted in high value of imports



...While demand for processed food is increasing at 6%, resulting in high imports



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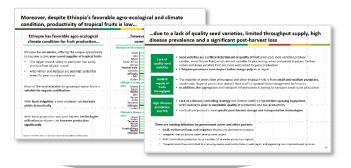
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Fruit juice (I/III)



Despite its significant potential, there is limited domestic juice processing in Ethiopia; which, coupled with rising demand, is leading to a steep (140%) increase of juice imports (17.23 MN in 2017 from USD 9.6 MN in 2015)



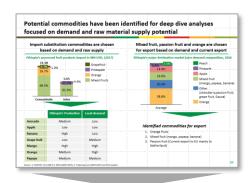
Major bottleneck areas have been mapped across the Julice value chain

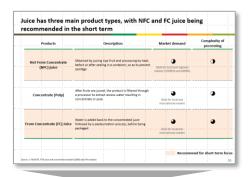
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Key bottlenecks are raw fruit availability (limited supply), high cost and low quality input, and fragmented supply chain

Additionally, processors are incurring very high processing cost due to the high cost of packaging and transportation

To allow for targeted investment and specialization, potential commodities and product types are selected



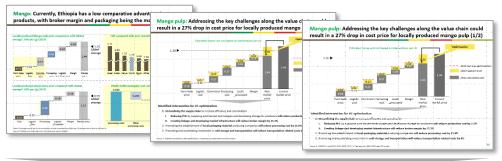


Mixed fruit, Orange and grape fruit are chosen for import substitution and mixed fruit, passion fruit and orange are chosen for export generation Juice has three main product types, with NFC and FC juice being recommended in the short term

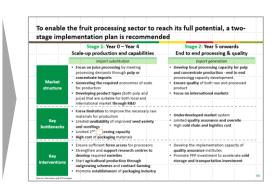
Fruit juice (II/III)



Currently, Ethiopia does not have price competitiveness in juice and concentrate production; it can become highly competitive if supply chain, packaging and transportation challenges are addressed, reducing costs by 34%



- Streamlining the supply chain can significantly reduce costs (PHL and broker margin) by 17.4% and ensure stable supply
- Promoting the establishment of packaging material producing companies can reduce packaging costs by at least 15.9%
- Finally, encouraging the acceleration of investment in cold storage and transportation could reduce costs by an additional 8%
- 4 To allow for the fruit processing industry to reach its full potential a 2 phase approach is recommended
 - **Phase 1 -** Promoting the expansion of processing capacity and increasing fruit production (yield and volume); while in parallel, allowing import of pulp or concentrate to satisfy the growing input requirement of processors
 - Phase 2 During this phase, end-to-end processing of juice will be achieved, discontinuing pulp and concentrate imports; and reaching international markets by ensuring quality of both raw and processed products



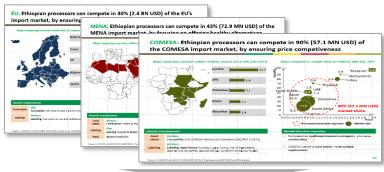
Fruit juice (III/III)



5 COMESA, MENA, EU, and China have been identified as destination markets along requirements and specific market segments

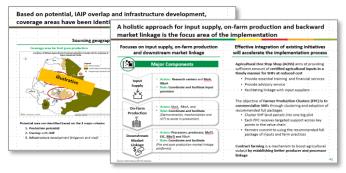


Four major destination markets (COMESA, MENA, EU and China) are identified as major destination markets

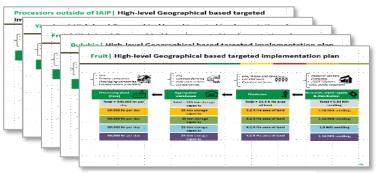


Within each market, focus is given to market segments that have less stringent quality requirements and are price sensitive

6 To pilot the potential of the designed interventions, a geography-focused implementation plan has been prepared



Potential sourcing areas (Upper awash, wolayita, Arba Minch, Didessa and Assossa) have been identified and integrated initiatives focusing on input supply, farm production and market linkage have been developed



High level implementation plan including targets and intervention sequencing for 3 IAIP (Bulbula, Bure and Yirgalem) and private processors outside of IAIP has been developed

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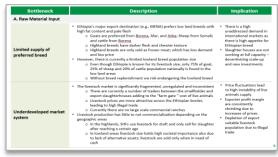
Red Meat (I/III)



Ethiopia has the second largest livestock population in Africa and ranks in the top ten globally; yet has relatively low exports of red meat

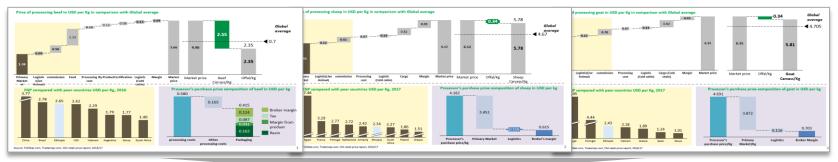


The current production of meat per livestock is low compared to other livestock producing countries - Ethiopia's red meat export growth has been inconsistent over the past 5 years



Limited supply of low land breed, which major export destinations prefer, has made Ethiopia fall short of meeting the international demand

2 Currently Ethiopia's red meat price is not competitive in the international market due to high cost of production; 19-30 % higher than the global average depending on the specific red meat product

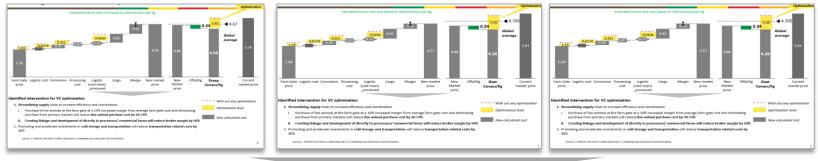


- Red meat prices are high due to primary market prices, inconsistent supply of livestock, limited availability of sufficient livestock that fulfills export standards, prevalence of livestock disease and limited development of the feed industry
- Additionally, traders/middlemen at different stages of the value chain are significantly augmenting prices

Red Meat (II/III)

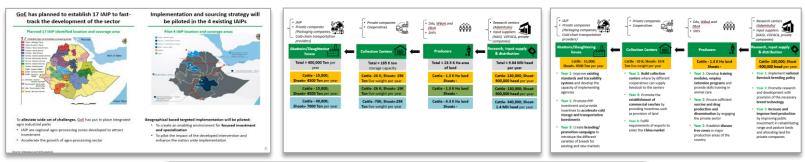


3 Addressing issues in livestock development with commercial ranching approach can lead to Ethiopia becoming highly competitive in international markets



Promoting the establishment of commercial ranches can optimize the major costs - ensure sufficient and consistent supply, streamline sourcing of primary input, increase productivity, reduce involvement of middle men, shorten fattening period and ensure proper animal management

4 A targeted geographic based implementation is recommended to pilot a holistic approach to scale-up red meat production

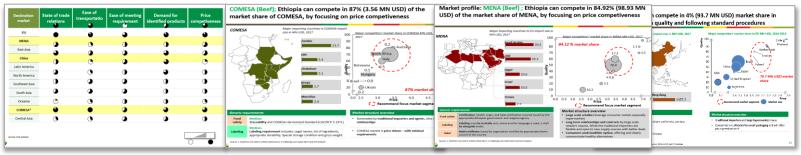


- Establishing commercial ranches in areas with high livestock population, along with establishment of disease free zones and provision of cold chain transportation
- Integrated initiatives focusing on input supply, SHF production and market linkage to be implemented in the geography

Red Meat (III/III)

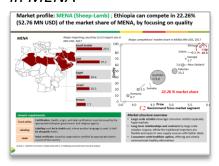


5 Three major destination markets have been identified together with their requirements and recommended market segment; MENA, COMESA and China

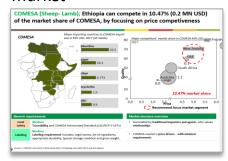


- Currently around 97% of Ethiopia's red meat export is to MENA market
- Ethiopia is the largest exporter of goat meat to MENA market- covering 53% of total market and fetching a higher price- 5.8 USD per KG
- 6 Market phasing is recommended for identified destination markets based on their requirements

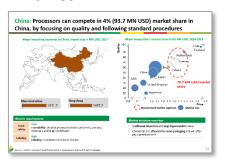
Phase 1: Market expansion in MENA



Phase 2: Entry to COMESA market



Phase 3: Entry to China market



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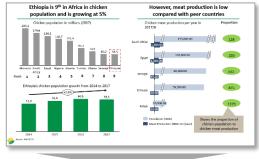
Red Meat

Poultry

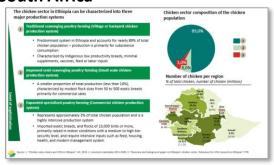
Poultry (I/III)



Ethiopia's chicken population is 9th in Africa, however chicken meat production is very low with a proportion of chicken population to chicken meat production of 875 vs 125 in South Africa

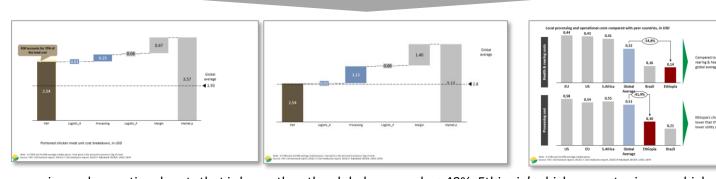


Despite its high chicken population number which is growing at a 5% rate annually, the current meat production is very low compared with peer countries



>95% of Ethiopia's poultry industry is dominated by traditional scavenging poultry farmers/producers

2 As it stands, Ethiopia's chicken meat price is not competitive in the global market, >46% higher than the global market price; this is despite Ethiopia having low processing and operational costs

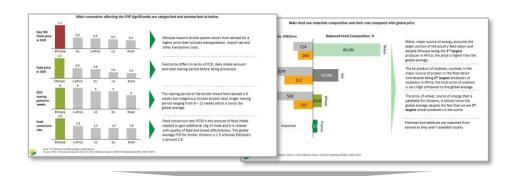


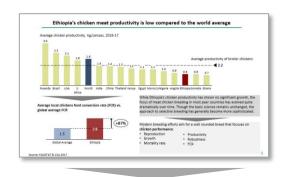
Despite having processing and operational costs that is lower than the global average by >48%, Ethiopia's chicken meat prices are higher than
peer countries mainly due to challenges revolving around chicken production

Poultry (II/III)



3 Chicken meat prices are high due to challenges around feed, Day Old Chick (DOC) and low conversion rate of indigenous breed

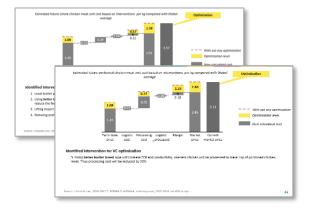




Feed comprises 70% of the poultry industry and the current price of feed is double of the global average; 0.6USD - Raw material that are used as inputs for feed processing and DOC prices are >50% higher prices than the global average

Indigenous breeds (95% of chicken population), have low feed conversion rate (2.8 vs 1.5 global average) and longer rearing periods (10 weeks vs 6weeks of broiler breeds)

 $oldsymbol{4}$ Optimizing the major cost drivers will enable Ethiopia's chicken meat price to be competitive in the global market

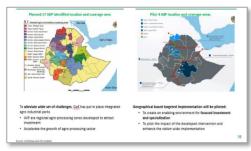


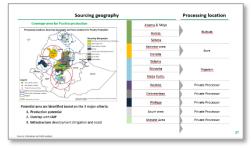
- 1. Local broiler pure breed multiplication center will reduce the **DOC** price by **55%**
- Using better broiler breed type coupled with boosting soybean & neug production and lifting imposed taxes on the by-products will reduce the feed cost by 34%
- 3. Implementing import tariff initiative on premixes and additives will reduce the feed cost by **3**%
- 4. Adjusting the profit **margin** to the globally recommended margin (5% 7%) **will** reduce the market price by 16%

Poultry (III/III)



- To reach the optimized price level (in order to compete globally) and to balance the current mismatch between feed demand and supply, the development of the feed processing industry is a precursor to developing poultry processing as experiences from countries like China, Brazil and Thailand show
- Geographical based targeted implementation will be piloted in Bulbula, Bure, Yirgalem IAIPs, and private processing in Wolkite, Debrebirhan, Wollega, Axum and Mekelle areas





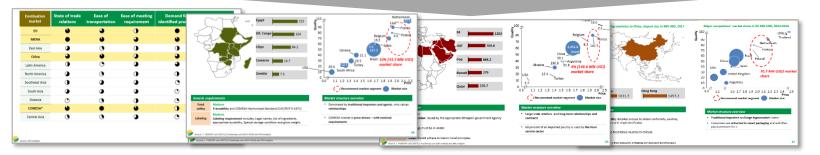
Optimized chicken meat prices will enable us penetrate market destinations at close vicinity; MENA, COMESA and China

Phase 1: Import substitution

In the first phase substituting chicken meat imports (that are coming mainly from Brazil) is recommended

Phase 2: Export generation

With price optimization, Ethiopia's chicken meat will be competitive in three major markets (MENA, COMESA and China). Based on meeting quality & standard requirements. it is recommended to initially focus on MENA then COMESA and gradually into China upon quality improvement



Executive summary - Auxiliary Industry

Various business opportunities exist throughout the Ethiopian value chain as there are limited service providers



Farm



Primary market



Store



Processors/ exporters



Dry port/Cargo

Farmers



Transport using porterage or pack animals; average carrying capacity of 30-50 Kg

Trader , wholesaler, cooperative

Transport using pickups, small trucks and even pack animals; average 30-50 qtl capacity of small trucks **Traders/Processors**



Transport using pickups, small trucks; average capacity of small trucks is 30-50 qtl **Exporters**



Transport using trucks and truck trailers; average capacity of 160 qtl dry cargo vehicle size

- Damage and quality deterioration of products
- High product loss rate especially for perishable produce
- Expensive service due to low load capacity rates

Inadequate number and old freight vehicles

Business opportunity

Challenges

Large scale cold and ambient transportation services

Freight transportation companies

Third Party logistics (3PL) service providers

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Highly attractive policy incentives are availed by the GoE that make investing in the food and beverage processing industry attractive

Major Incentives Include:

Fiscal Incentives

- Income tax holiday.
 - Agro-processing investors are eligible for income tax exemption for at least 3 years and exporting at least 50% of products are exempt from income tax for 5 years; Investors in prioritized regions are eligible for an additional year income tax exemption
 - Exemption of income tax up to 10yrs for enterprises locating inside an IP, and 15% for IP developers
- **Import duty exemption**. Investors can import duty-free capital goods and materials to establish new enterprises or expand
- Fiscal Export Incentives. With the exception of a few products (e.g. semi-processed hides and skins), no
 export tax is levied on Ethiopian export products.

Non-fiscal Incentives

- Loss Carry Forward. Enterprises that suffer losses during the income tax exemption period can carry it forward
- Non-Fiscal Export Incentives. Exporters are allowed to retain 30% of their foreign exchange earnings and retain the remaining 70% of the account balances for up to 28 days
- Remittance of Capital. A foreign investor has the right to make remittances out of Ethiopia in convertible foreign currency
- Guarantee against expropriation

Other Incentives

- Land availability. Subsidized land leasing to private entrepreneurs and allocation of sufficient land for feed production
- Expedited visa procedure -expedited procedure of securing entry, work permit and certificate of residency
- Multiple entry visas for shareholders and general managers
- Facilitation of market linkages

Ethiopia has built [and continues to build] sustainable infrastructure that provides investors with unique market access advantages

GoE Vision

As part of the effort to be a light manufacturing hub in Africa by 2025, develop key infrastructure and create a favorable environment for doing business in the country.

Main infrastructures



Availability of Power



Rail Infrastructure
/ Access to Sea
Outlet



Development of Industry Parks



Air freight and Transportation

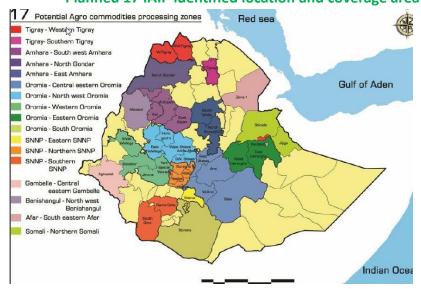
Descriptions

- The country's electricity cost is one of the lowest in the world. Ethiopia has a current capacity to generate 4,500 MW of electricity
- The completion of the Grand Ethiopian Renaissance Dam (GERD) in the coming few years, with its capacity of 6,450MW, will meaningfully change the current production capacity tpo10500+ MW
- Ethiopia has been investing its resources on infrastructure such as the Addis
 Ababa-Djibouti railway. The Addis Ababa-Djibouti rail line, which is 756km long,
 cuts the journey time for goods from Ethiopia to the Djibouti port from days by
 road to 10 hours or less. Several other railway lines that connect all major
 corridors of Ethiopia are under construction
- Extensive development of industry parks in Ethiopia has changed the investment environment of the country. The model has been for the Ethiopian government to construct well-serviced industrial parks which house the prospect of Leather, Pharmaceutical and Textile manufacturing factories as well as Agro-processing companies
- Africa's world-class and Star-Alliance member Ethiopian Airlines connects the country to more than 120 international and 60 African destinations, and provides 54 dedicated cargo routes. It also flies to over 22 domestic passenger destinations

17 IAIP are planned by the government but Geographical based targeted implementation will be piloted based on the 4 IAIP

GoE has planned to establish 17 IAIP to fasttrack the development of the sector

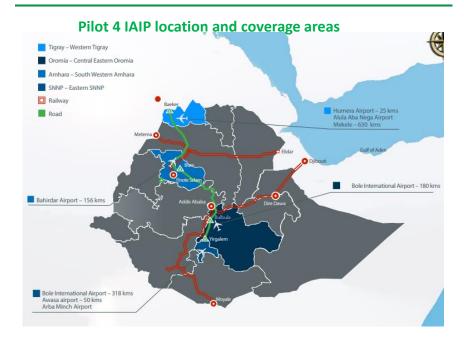




To alleviate wide set of challenges, GoE has put in place integrated agro industrial parks

- IAIP are regional agro-processing zones developed to attract investment
- · Accelerate the growth of agro-processing sector

Implementation and sourcing strategy will be piloted in the 4 existing IAIPs



Geographical based targeted implementation will be piloted:

- To create an enabling environment for **focused investment** and specialization
- To pilot the impact of the developed intervention and enhance the nation wide implementation

Source: Interviews and ATA analysis

Back-Up: IAIPs profile

Yergalem IAIP			Bulbula IAIP	
Location	SNNP	Location	Oromia	
Commodity	Cereals, coffee, fruits and vegetables, dairy, meat and other animal products	Commodity	Wheat, barley, haricot bean, fava bean, tomato, potato, fruits and vegetables, dairy,	
IAIP Status	85%		fish, poultry, honey and meat	
RTC status	Dila= 63.3%, honey, milk, egg, fruit and vegetable storage= 65-80%, Live animal	IAIP Status	55%	
	holding= 80-87%	RTC status	Shashemene = 63%	
Interested investors	8 projects / fruit, vegetable, coffee and honey/ signed an agreement, 3 have started construction. Other 20 projects have registered	Interested investors	10 investors have registered /Papaya and black seed oil	
Bure IAIP			Baeker IAIP	
Location	Amhara	Location	Tigray	
Commodity	Sorghum, sesame, fruits and vegetables, dairy, meat and other animal products	Commodity	Sorghum, sesame, fruits and vegetables, honey, dairy, meat and other animal products	
IAIP Status	43%	IAIP Status	30%	
RTC status	Mota = 55%	RTC status	Maykadra = 30%	
Interested investors	2 investors registered (Edible oil & feed)	Interested investors	Non registered but 105 project asked to be registered/red meat and edible oil, 4 unions asked to be registered for RTC	



Innovations to help our country grow