

Deloitte.

Deloitte Africa
Agribusiness Unit (DAAU)
Grow and prosper





Deloitte is a leading international consulting and auditing firm with outstanding risk and assurance, financial reliability and due diligence capabilities

Complementing our international status, Deloitte has the largest professional services footprint in Africa with over 5 000 people in more than 28 African countries, and more than 200 cumulative years of experience within the Deloitte Agribusiness team.

Our global experts enable a partnership approach that allows subject matter experts and dedicated senior resources to be placed on each project for every client. Regional and local offices enable Deloitte employees to gain extensive knowledge of local trends and easy access to various experts with international benchmarks across the globe. In addition to our access to international expertise, we are able to provide real-time, on-the-ground advice through our agricultural practitioners, such as farmers, industrialists, manufacturers, marketers, agricultural economists, trainers and various other subject matter experts.

Furthermore, Deloitte is an international top tier consulting firm at the forefront of leading edge technologies, enabling clients to achieve multiple increases in yield, productivity and value. Our team members understand the complexities of doing business in Africa and have extensive experience throughout Sub-Saharan Africa, particularly in the ECOWAS, SADC and COMESA blocks, allowing a thorough understanding of risks and challenges relevant to Africa, such as:

- Theft, labour instability and negative government intervention;
- Land tenure challenges caused by potentially inappropriate land reform policies throughout Africa;
- Lack of practically implementable business and feasibility planning as well as the sourcing of properly structured funding of agricultural and agribusiness opportunities;
- Management and marketing skills shortages which work better through syndications with other producers;
- Exchange rate fluctuations which should be hedged with forward buying to minimise risks;
- Adoption of GMO and other new technologies like transgenic seed;
- Channelling of funds through credible organisations or institutions to attract and efficiently handle investment funding; and
- Lack of professional systems or entities to ensure transparency and good corporate governance.



Deloitte Agribusiness - Preferred partner in multiple industries

Deloitte Agribusiness has established itself as the preferred service provider in a number of industries, through successful completion of large scale projects pertaining to current trends in Africa, such as:

- The irrigation of, value-adding to and exportation of primary agricultural products;
- The production of high-value crops, such as the production of a variety of nuts like macadamias, pecans, walnuts and pistachios;
- Maximisation of Agribusiness opportunities in Africa, including the evaluation of natural and other production resources for the production of the highest value products, the dimensioning of projects employing the latest technologies for production and processing and providing complete marketing information and strategies. Supply of advanced management systems and people by Deloitte is an important component of a successful Agribusiness operation;
- Food and water security for individual countries, taking into account the specific needs and their production potential;
- Supply of advanced techniques and production materials to ensure the attaining of competitive advantages;
- Investment to ensure supply to Asia, with commitments in terms of take-off agreements and financing;
- Exploitation of export markets as a basis for the design and implementation of specific projects;
- Supply of a range of products produced under conditions certified to comply with the prescriptions of organic and other health foods; and
- Value-adding processes such as further processing of primary agricultural products into high-value consumer products like breakfast cereals, snack foods, and meat products like luncheon meats, salami, polony, gammon, delicatessen sausage and smoked meats, also traditionally exclusive South African delicacies, which can all be done at farm level to maximise transport efficiencies.

| Crop production | Animal and fish production | Tourism | Agricultural research and training in the following: |
|--|--|--|---|
| <ul style="list-style-type: none"> Annual field and cash crops - wide range of crops under rain fed or irrigated production Perennial crops, namely fruits (tropical and industrial crops), nuts, tea, coffee, oil palm, coconuts, herbs and spices Fodder crops (lucerne, grass) Plantations (timber, bio-fuels, pulp and fibre) Vegetable oils Conversion of bio-mass into vehicle fuels, animal feeds, electricity and building panels Flori-culture Ornamental plants (flowers, house and garden plants) | <ul style="list-style-type: none"> Livestock - extensive to intensive systems for cattle, goats, sheep, pigs and dairy Poultry - eggs and broilers in intensive and free range conditions (chickens, ducks and geese) Game farming - breeding, conservation, trading and lodges Aquaculture - table fish, herbivores (tilapia) and omnivores (catfish) | <ul style="list-style-type: none"> Eco-tourism on game farms, combined with environmental conservation initiatives Agro-tourism, namely working or leisure holidays Educational tourism for scholars and students | <ul style="list-style-type: none"> Extension services Capacity building Manufacturing, supply and demand management Land reform systems |

Deloitte Agribusiness is also known for serving the following companies:

- 75% of the Fortune 500 food production companies;
- 100% of the Fortune 500 beverage companies;
- Three of the world's five largest brewing companies;
- Three of the world's largest wine and spirits companies; and
- 30% of the Fortune 500 tobacco companies and 65% of the Fortune 1000 tobacco companies

Deloitte's capabilities

In order to assist clients with the multitude of challenges they face when embarking on an agriculture project, Deloitte has compiled a multitude of solution sets to guide clients through their journey.

Solutions are tailored to address each African country's specific challenges and are based on a clear understanding of both the industry and the relevant country's strategic objectives

Emphasis is placed on building relationships with key government officials in each country ensuring that Deloitte provides clients with the best possible guidance and advice.

Our model is based on partnering with Deloitte offices in the various African countries, as displayed by our Africa Footprint on the following page. Deloitte South Africa typically takes on the project management role and provides senior industry professionals, while local Deloitte Africa offices are responsible for ensuring that country specific regulations and requirements are met.

Deloitte Footprint in Africa





In fulfilling our objectives of consistently providing clients with high quality integrated solutions that address their needs, Deloitte Agribusiness offers the following advisory and strategic services:






- Positioning advisory (geographical and competitive);
- Production advisory (high value products such as export fruits and vegetables, and value-adding through leading-edge technologies, such as increasing the shelf life and retail value of fresh products by several weeks);
- Marketing (access and penetration for domestic and export purposes, as well as branding, brand valuation and marketing strategies);
- Operations and logistics (project integration, cold chain and other preservation methods, speed to consumer and supply chain optimisation);
- Finance (corporate finance, planning and monetary control, access to finance, deal structuring and credit strategies);
- Value chain analyses (farm, and farm-to-fork);
- Channel strategies (franchising and direct store distribution);
- Feasibility studies (due diligence on all production factors, including sensitivity and risk analyses);
- Infrastructure (both physical and technical);
- Land reform, community studies, facilitation and capacity development;
- Trade Promotions Management (TPM);
- Corporate and Indirect Taxation Advice;
- Transaction services, and Mergers and Acquisitions;
- Audit and Enterprise Risk Management Services;
- IT Strategies and Architecture;
- CXO Certification; and
- Sarbanes-Oxley Compliance.

Why Deloitte Agribusiness?

As a result of our firms’ stature and credibility, we have been privileged to assist various Ministries of Agriculture and Trade and Industry with the future development of their Agricultural and Agribusiness sectors. Deloitte’s expertise, including our network of specialists, extends from Agribusiness industry development, global and African market access, produce prices and markets solutions, to livestock, aquaculture, poultry, fruit and vegetable enterprises, grain and oil seed industry solutions.

Furthermore, our involvement in major agro-industry organisations reflects our leadership in the Agribusiness space, and has allowed us to secure an impressive client base and successful completion of a number of large-scale projects in Africa.

Deloitte Agribusiness industry associations

| | |
|---|---|
|  | The Food Business Forum |
|  | Grocery Manufacturers Association (GMA) |
|  | Food Marketing Institute |
|  | National Retail Federation (NRF) |
|  | World Retail Congress |

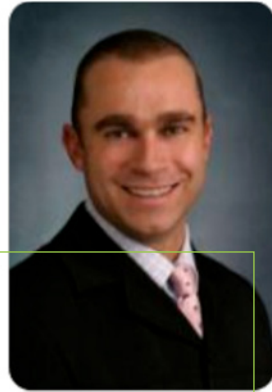
Deloitte Agribusiness client base



Relevant project experience includes:

- World Bank Nigeria Rural Agro-Industrial Development Scheme (RAIDS);
- Nigerian Agricultural and Rural Management Training Institute Design - World Bank;
- Botswana Agricultural Hubs Feasibility Study - ComSec;
- USAID/Niger Rural Financial Sector Assessment;
- Uganda Rural Cooperative Bank Restructuring;
- USAID/Malawi Rural Finance Program;
- CIDA/Ghana Northern Region Rural Integrated Program II;
- Ethiopia Rural Credit Study;
- CIDA/Ethiopia Southern Region Rural Water Supply and Sanitation II Project;
- Ethiopia Beverage Sector Restructuring and Privatization Assistance;
- USAID East and Central Africa AGCI Global Competitiveness Hub (SPS; AGOA Exports to US; Fancy foods trade fair; Food Labeling); and
- Feasibility Study of Diyatalawa Farms: South Africa.

Contacts



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