

Transforming Nigeria's Livestock Sector

Feed pilot design and implementation

April 2026

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Overview of the Feed Committee members



Investment Champion – HQCP facility



Investment Champion – Outgrower arrangement

Private sector

Feed Producers



Adegboyega Adedeji

Managing Director,
Livestock Feeds



Adetoyi Olabode

CEO, Value
Ingredients



Peter Akintola

Chief Operating
Officer Nutrition,
Animal Care



Amit Agarwal

Senior Vice
President, Olam
Agri



John Agboola

Marketing
Lead, SeedCo
Group

Processors



Adeleke Ogunlade

Founder, Deep
Launch



Ebube Chukwujekwu

Executive
Director,
Green Giants

Aggregators



Pelumi Aribisala

CEO, CATO
Foods



Oluwafunto Olasemo

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Dr. Roland Oroh

Founder,
Commodities
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Initiative



Uzoma Alika

Operations
lead,
ThriveAgric

Financiers



Akinola Baiyewu

Principal
Manager,
NIRSAL

Development Partners



Ahmad Nuhu

Portfolio
Manager,
Prop-com+



Tunde Amole

Country
Lead,
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Association



Dr. Francis Toromade

DG, FIPAN

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Dr. Alike Peters

Director
Technical, Office
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Sponsor



Nicola Tofomowo

Nigeria
Country
Lead, FCDO

Feed value chain – Executive summary

Dimension	Description	Champion
 Soyabean outgrower arrangements	• During this phase, the Secretariat supported both pilot preparation and early implementation of the soyabean outgrower opportunity championed by Olam Agri • The work focused first on enabling Olam Agri's pilot, including: – Development of per-hectare cost of production estimates covering seeds, fertilizer, crop protection, insurance and other cost elements – Illustrative farmer training materials to support agronomic delivery. The Secretariat also identified and assessed relevant seed and fertilizer suppliers for pilot procurement and potential scale-up • As the work progressed, focus expanded to the partnership model for scale-up, where multiple structures were tested and refined with stakeholders, with shared-risk and offtaker-led models emerging as the most promising pathways for financing farmers at scale • The shared-risk partnership model is now being explored by three stakeholders: Matrix, Olam, NIRSAL with key design elements being finalized by stakeholders • To support implementation, financing were accessed across grants, blended finance and debt, with financing one-pagers developed to guide engagement with identified funders	 Olam Agri
 HQCP commercialisation	• Work on the HQCP commercialisation pilot was done across three main areas: – substitution analysis – offtaker engagement, and – financing • A detailed HQCP substitution and price-sensitivity analysis was done to determine the maize-price conditions under which HQCP becomes commercially attractive to feed millers and processors after nutritional rebalancing. • Deep Launch was also supported with a HQCP fact pack and related engagement materials to address miller concerns on product quality, safety, and suitability • Deep Launch's production cost structure was also reviewed to identify opportunities to improve price competitiveness and adoption appeal for millers • In parallel, the Secretariat supported financing readiness, including the BOI pathway and accelerator applications	

Overview of our Livestock Sector Transformation Effort in Nigeria

 We are here now



Diagnostic – Develop a fact base of ~6 value chains across the country

Committee set-up – Establish Committees with industry leaders across 3 priority value chains (aquaculture, poultry, feed)

Initiative prioritisation – Hold a vote among the Committees to identify 6 priority investment ideas (2 per value chain)

Analytical sprints – Develop investment ideas and pilot designs including conceptual and financial analysis

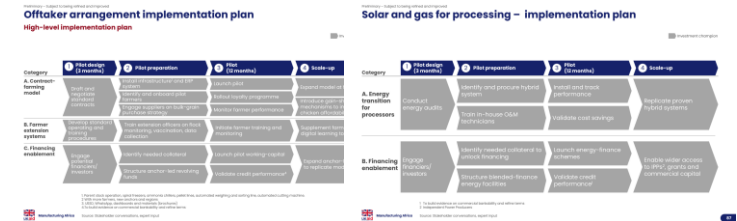
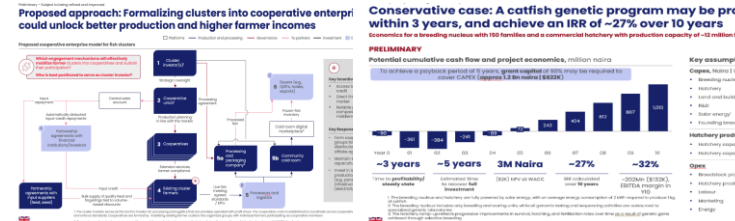
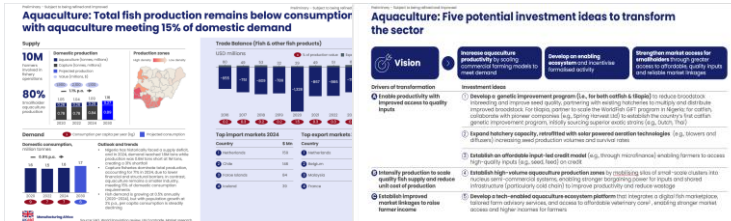
Champion engagement – Identify investment Champions; work with them to validate direction and test the design of the investment ideas

Implementation plans – Develop initiative-specific implementation plans with clear milestones and tracking mechanisms

Pilot launch and ownership transition – Support Champions to move toward pilot launch; build buy-in to drive implementation beyond project support

Financing support – Help Champions identify potential sources of finance (debt and grant capital) as required to launch pilots

Pipeline development – Identify additional investment ideas and potential Champions to take them forward



Progress of the Feed transformation effort in Nigeria

Impact potential from pilot to scale-up:

~\$100M | ~~~₦~~150Bn
total investment opportunity

~\$3m | ~~~₦~~4.5Bn
investment
required for pilots

~\$400k | ~~~₦~~600Mn
currently
invested in pilots

~4,500
farmers with improved incomes

Phase 1A: Diagnostics



Diagnostics highlights

33% feed demand met

33% yield gap for soyabeans

104% volatility in maize price

4% soyabean production
allocated to feed

12.5% farmers with extension
support

Phase 1B: opportunity development



5 investment opportunities identified

2 prioritized and moved into pilot design

1 Soyabean outgrower arrangement Olam Agri

Increase soyabean yields and supply to feed mills by providing farmers with quality inputs and extension

1-1.8 Tons/ha in productivity uplift

6-7% added income to farmers (₦/ton)

2 HQCP commercialisation

Scale alternative feed inputs to reduce maize dependence and improve raw material availability

1-5% reduction in feed costs

900 – 1200 MT/month consistent supply

Phase 2: Pilot prep and early implementation



Soyabean outgrower arrangement



1 Pilot started

~1,500
farmers in land
preparation

~\$400k
committed

Kwara
state

2 Partnership for scaleup defined

~2 other stakeholders
NIRSAL 

~3000
farmers

5
states

HQCP commercialisation



1 Offtaker conversations advanced

- Product fact pack developed
- Cost structure reviewed



2 Two financier engagements commenced



Agenda



Soyabean outgrower arrangement

Programme design

Financing

HQCP commercialisation

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

Dimension	Description
 Pilot program design	• The program design work focused on helping Olam Agri move from an investment case into an executable pilot. – A key component of this was the development of indicative cost of production estimates per hectare, covering inputs and insurance – illustrative farmer training materials were developed to improve adoption of good agronomic practices for farmers, recognizing that raising soyabean yields depends not only on access to quality inputs, but also on consistent farmer understanding of planting, input application, crop management, and post-harvest handling • Partnership models were explored to address the financing constraints that limit larger outgrower schemes • The shared-risk model was explored further as it takes off the financing burden from one stakeholder, distributing the risk so more farmers can be reached. The shared-risk model validated through stakeholder engagement. • Three stakeholders expressed interest in an initial pilot: – Matrix – input supplier / programme anchor / aggregator and potential champion – Olam Agri – offtaker – NIRSAL – credit guarantee provider
 Financing	• Financing fact packs were developed after screening a broad set of funding options across catalytic grants, blended finance, equity and concessional or commercial debt • The options were assessed based on factors such as pilot fit, ticket size, sector alignment, geography, tenor, pricing, and suitability for smallholder-financing in outgrower schemes

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Programme design

Input cost estimates

Partnership model

Illustrative training materials

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Case study on the partnership model

The outgrower pilot inputs were benchmarked against industry standards to define indicative costs per hectare (1/3)

PRELIMINARY

Category	Input	Brands ¹	Price per unit ²	Unit quantity	Applied quantity (per ha) ³	Price range/ha, ₦
 Fertilizer	NPK 15-15-15	Indorama Golden Fertilizer	45,000 - 55,000	50 kg	100-125 kg	90,000 - 137,500
	SSP (Single Superphosphate)	Master Chem Tak Agro	44,000 - 46,000	50 Kg	150 kg	132,000 - 138,000
 Inoculants⁴	Bradyrhizobium inoculant (Nodumax)	IITA	5,000	100 g	500-700 g	25,000 - 35,000
 Crop protection	Pre-land preparation herbicide (Glyphosate)	Round Up	10,000	1 L	4-6 L	40,000 - 60,000
	Pre-emergence herbicide (Pendimethalin)	Force Top	10,000	1 L	2 - 3 L	20,000 - 30,000
	Post-emergence herbicide (Bentazone)	Basagran	15,000	1 L	2- 3 L	30,000 - 45,000
	Pesticides (Cypermethrin + Dimethoate mix)	CYPER-DIFORCE	12,000	1 L	1 - 1.5 L	12,000 - 18,000
	Fungicides	Apron plus	6,000	1 sachet	6 - 9 Sachets	36,000 - 54,000
 Insurance⁵	Insurance premium paid per ha	Pula	5.5%	1 package	1	27,000
Total Cost (NGN per ha)						412,000 - 544,500

1 The Lower priced brand is listed first. For inputs where one brand is more recognized, only such brands are represented

2 The first number in the range is for the lower priced brand, the second is for the higher priced brand

3 Applied quantities are based on IITA recommendations

4 10g of inoculant is to be applied per kg of seed per IITA's recommendation. At 50-70kg seeds/ ha, this amounts to 500-700g inoculant/ha

5 5.5% premium on 75% of sales from harvest insured at NGN 520K per ton and 1.5 ton

The outgrower pilot inputs were benchmarked against industry standards to define indicative costs per hectare (2/3)

PRELIMINARY

Category	Input	Price range/ha, ₦
 Labor	Land preparation: ploughing, harrowing, ridging	235,000
	Chemical application: Spraying of herbicides and insecticides	62,000
	Planting	8,000
	Harvest, threshing, winnowing and bagging	25,000
	Total Cost (NGN per ha)	345,000 – 357,000

The outgrower pilot inputs were benchmarked against industry standards to define indicative costs per hectare (3/3)

PRELIMINARY



Cooperative



Farmer

Category	Input	Applied quantity	Group	Indicative price per unit, ₦
Threshers for harvest¹	Diesel	Small scale (400-800kg/hr)	1 unit	530,000 – 750,000
		Medium to large scale (800-2000kg/hr)	1 unit	850,000 – 1,500,000
	Solar	Small scale (500-100kg/hr)	1 unit	850,000 – 1,200,000
Tarpaulins for Drying	Clean surface to keep grain off soil; supports drying and reduces stones/foreign matter	Varies with quantity of grains	or	2,000
Packaging	50kg PP woven sacks for handling, transport and sale	30-40 sacks		720 – 1,800
Bag closing	Sealers to seal loaded bags at aggregation sites	1		150,000
Pallets	Keeps bags off the floor to reduce damp uptake and pest exposure; improves warehouse hygiene	Varies with quantity of grains		1,450 – 3,500

¹ Small scale: 0-5ha farms, medium scale: 4-100ha farms, large scale:>100ha farms; Threshers can be mechanical – powered with diesel/petrol and electrical – powered by solar or batteries. Renting as opposed to outright purchase for threshers could drive down costs as well. Harvest costs on previous page could also cover the cost of renting the threshers

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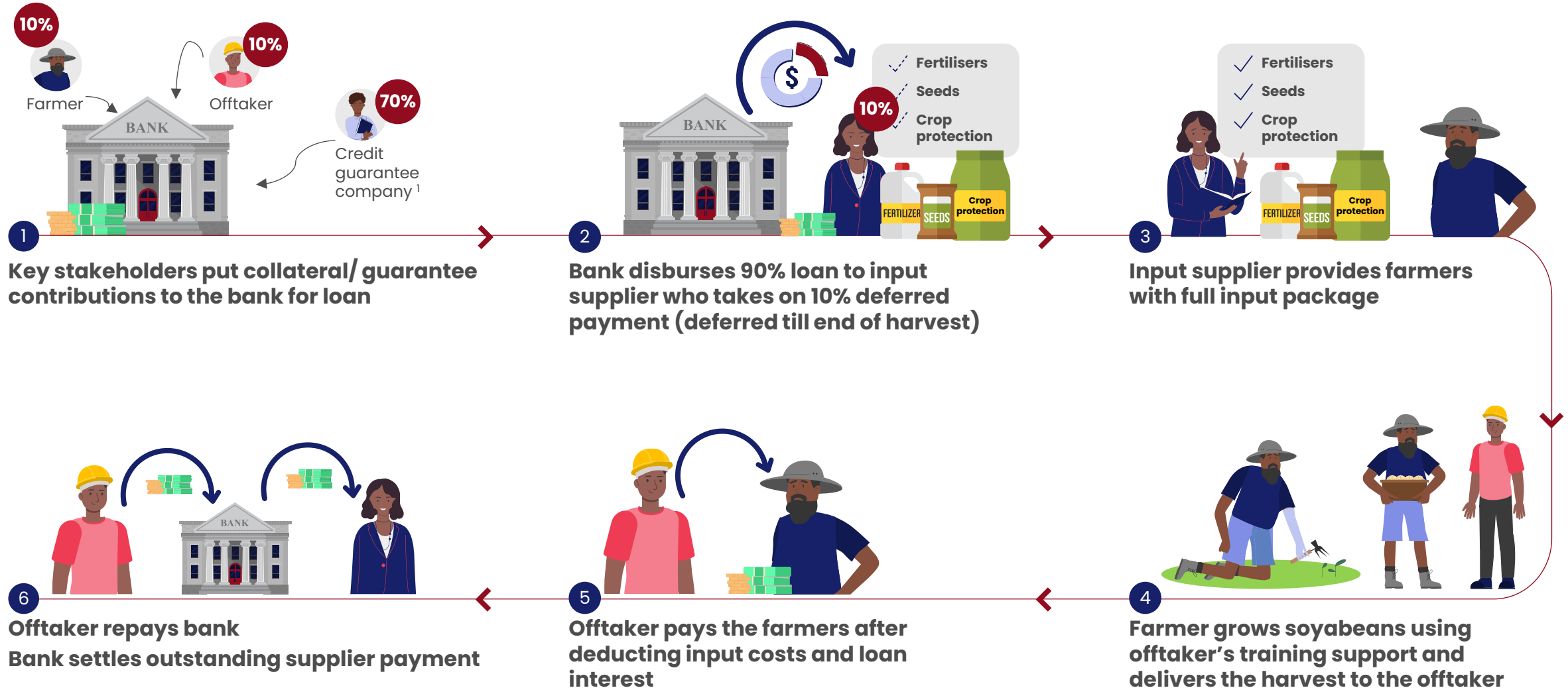
Five partnership models could be explored for input financing in larger outgrower schemes

■ Detailed next

	1. Shared-risk	2. Supplier-led arrangement	3. Offtaker-led arrangement	4. Offtaker direct input loan	5. Supplier direct input loan
 Credit issuer		Bank			Supplier
 Legal borrower		Farmer		Offtaker	Farmer
 Funding flow	Bank channels loan directly to supplier on farmer's behalf	Bank channels loan directly to supplier on farmer's behalf	Bank channels loan directly to offtaker on farmer's behalf	Bank channels loan directly to offtaker Offtaker then distributes purchased input to farmers	Supplier provides inputs on credit directly to farmers
 Risk distribution	Shared: Farmer: Upfront cash deposit for inputs Offtaker: Upfront collateral contribution Supplier: Loan does not fully cover cost of inputs – supplier covers the difference	Borne by the credit issuer and borrower			
 Repayment mechanism	- Offtaker pays the farmer after deducting input costs and loan interest - Offtaker repays bank - Bank settles outstanding supplier payment	- Offtaker pays the farmer after deducting input costs and loan interest - Offtaker repays bank			Farmer repays supplier in cash or produce

In the shared risk model, each stakeholder contributes to a guarantee pool to unlock financing for farmers in larger schemes

x Collateral/Guarantee/Deferred payment ✓ Full delivery ✓ Partial payment



Stakeholder interviews validated contribution levels for the risk-sharing instruments, indicating willingness to explore the model

Validated Contributions for the Risk sharing instruments: XX Collateral and guarantees XX Deferred payment Deep dive ✓ Full ✓ Partial ✗ None

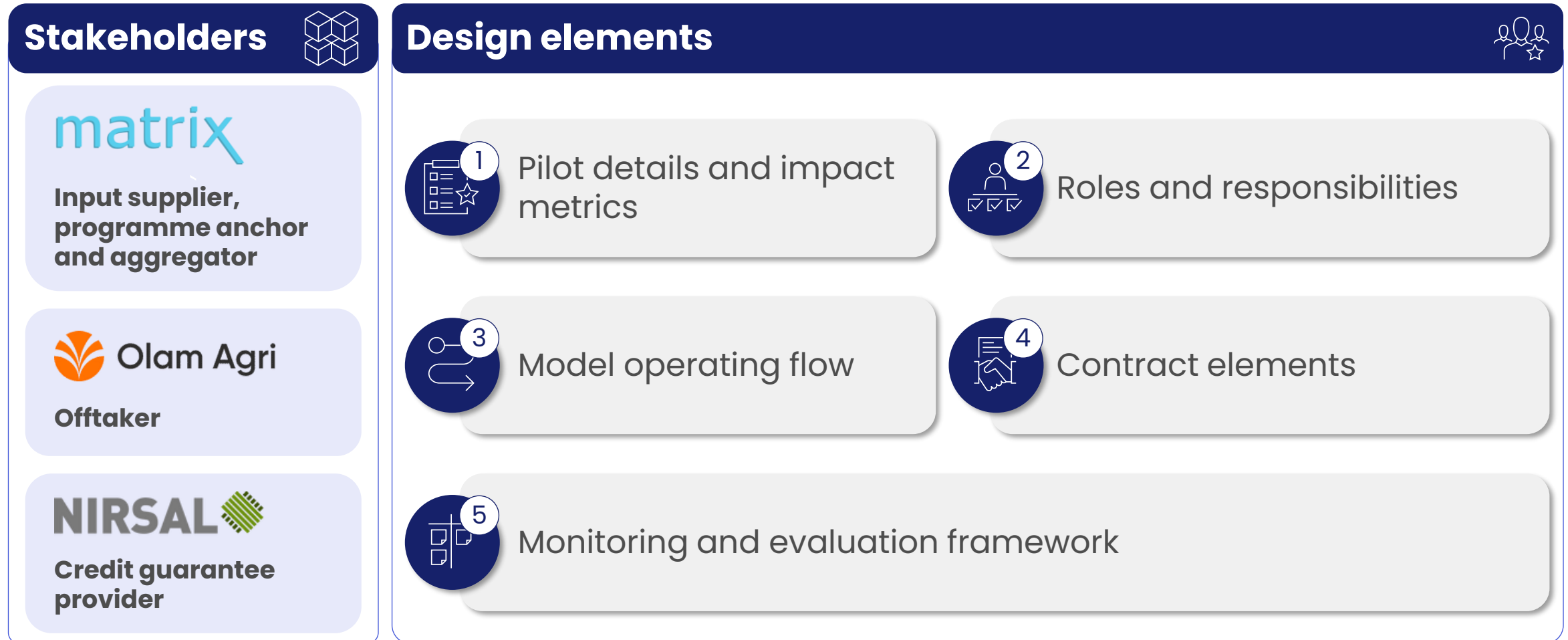
Stakeholder	Engaged parties	Willingness
 Farmer 10–30%	- Through AFEX - Through Thrive Agric	✓
 Offtaker 10%	Olam	✓
 Input supplier 10%	- Matrix fertilizer - Golden fertiliser - Indorama - OCP Africa	✓ ✓ ✗ ✗
 Credit guarantee company 75%	NIRSAL	✓
 Lending banks/programmes –	- NADFUND – Sterling - DBN – Fidelity - United Bank of Africa - FCMB	✓ ✓ ✗ ✗

Interview highlights



-  Farmer cooperatives in coordinated outgrower schemes can provide 10–30% cash deposits for inputs
-  Only 10–20% of all cooperatives are registered, have financial precedence, and a leadership structure
-  Offtakers are willing to provide extension support for farmers which could help improve yields and repayment risk
-  Some suppliers are open to 10% deferred payments until the season end when credit is backed by guarantees
-  Majority of the other suppliers prefer full upfront cash payment
-  Existing engagement with a similar non-obligor offtaker shows openness to designing solutions if risk is minimized
-  NIRSAL wary of non-outgrower-led cooperatives due to slow contributions, weak leadership, and poor repayment
-  A few bank programmes exist that could lend to banks even at 9% interest through special concessional facilities
-  The loan requirements may be stringent and reduce the number of qualifying cooperatives (e.g., gender/age requirement)

Three stakeholders have expressed interest in participating in an initial pilot with key design elements currently under development

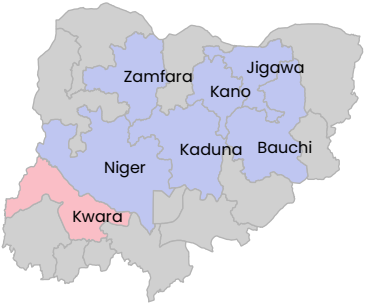


A potential soyabean outgrower partnership pilot could reach at least 3,000 farmers with a financing requirement of ~\$1m

PRELIMINARY- ALL DETAILS ARE INDICATIVE AND SUBJECT TO CHANGE

■ Olam's facility ■ Matrix's operations

Pilot details

Pilot locations		
Number of hectares	~3,000¹	
Financing requirement	~1m\$² ~₦1.5Bn	
Number of harvest seasons	1	

Impact metrics

Output impact Productivity target (per ha) ~1.5 MT ~50% increase on current yields (1 MT)	
Total soyabean output 4,500 MT	
Fertilizers supplied to farmers 1,250 MT ~200% increase vs current usage	
Jobs and income catalyzed Farmers reached ~3,000	
Field extension agents deployed 50³	
Additional income per ha For one farmer ~\$180 ~₦250K Across all farmers ~\$500K ~₦750mn	
At the current yield projections, farmers could get an additional 30–50% uplift in income	

1. The programme can cover at least 3,000 hectares, with potential to scale further subject to stakeholder interest and financing availability
2. Based on aggregator's cost for inputs, aggregation and extension (~₦500k) in the financial model developed for the soyabean investment opportunity
3. Based on a 1:100 extension agent to farmer ratio from the financial model developed for the soyabean investment opportunity

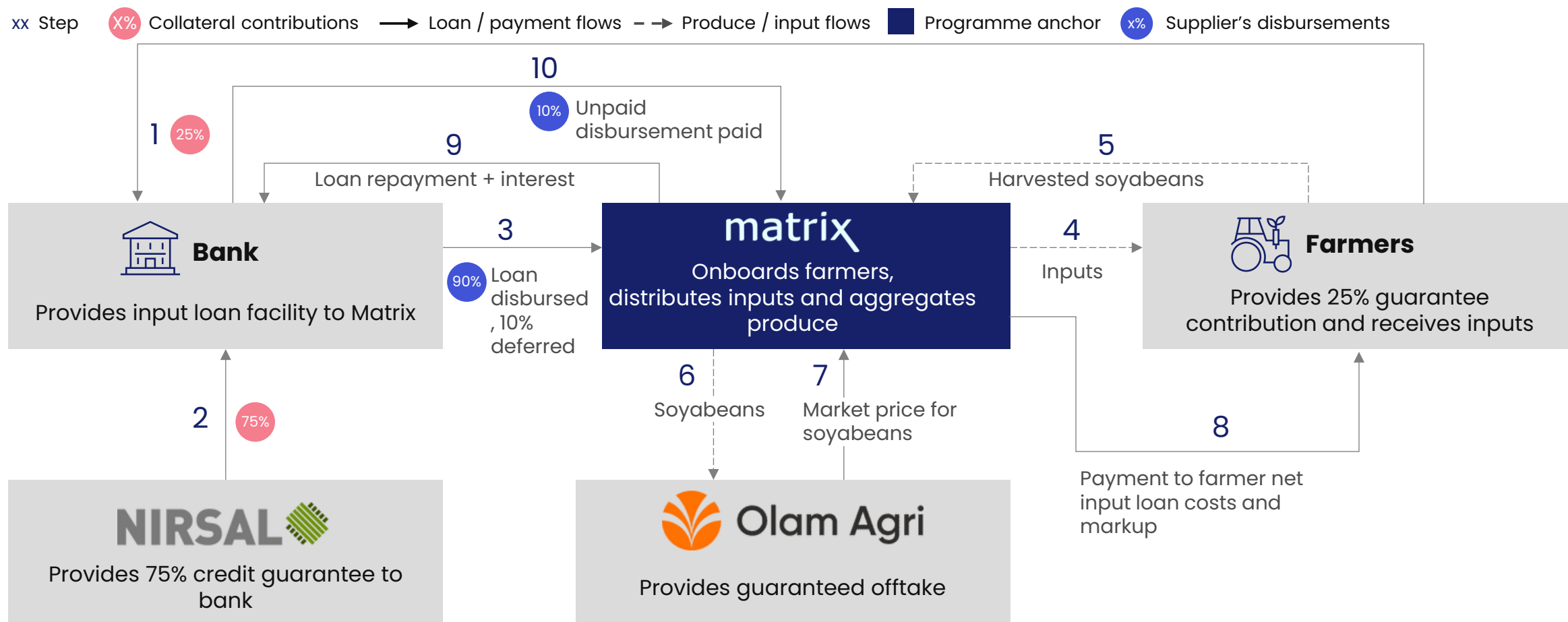
Source: Stakeholder interviews, Soyabean outgrower investment model developed and validated in phase 1

2| Indicative roles for partners have been outlined and will be refined by stakeholders based on preference and experience

PRELIMINARY- ALL DETAILS ARE INDICATIVE AND SUBJECT TO CHANGE Role

Roles	matrix	Olam Agri	NIRSAL	Farmer cooperatives
 Farmer cooperative onboarding¹	Identifies, screens and registers farmers			
 Financing for farmer's production	Gets bank loan to finance farmer's production costs		Recommends banks and provides structuring support	
 Collateral contributions	10% deferred payment		75% credit guarantee	25% cash collateral deposit
 Cost of production estimates	Develops and presents cost estimate which covers inputs, extension and insurance			Negotiates production cost with supplier
 Produce pricing terms and contracts	Negotiates pricing, quality specs and delivery terms with offtaker	Provides indicative base pricing formula	Review bankability of commercial terms where relevant	Negotiates favorable pricing and final margin terms for farmers
 Joint monitoring	Parties share monitoring responsibilities			
 Extension and training services	Provides or coordinates extension delivery through field agents	Provides training support for farmers to augment Matrix's extension service		Ensures farmers adhere to instructions from extension and training officers
 Aggregation and sale to offtaker	Delivers contracted volumes according to agreed schedule			
 Offtake and supplier settlement		Purchases contracted volumes at agreed commercial terms		
 Input loan repayment	Recovers input costs and repay lender from produce sale proceeds			
 Farmer payment net production loan cost plus markup	Ensures farmers are paid agreed amount, with deductions applied transparently			

3| Indicative flow for the soyabean outgrower model



Ground monitoring will be jointly supervised by NIRSAL, Olam Agri and Matrix to control side-selling

1. Market-based pricing should cover the supplier's full cost stack, including input production, financing, aggregation, and a reasonable margin to ensure commercial viability, while any quality or volume premiums would remain subject to agreement between the offtaker and supplier

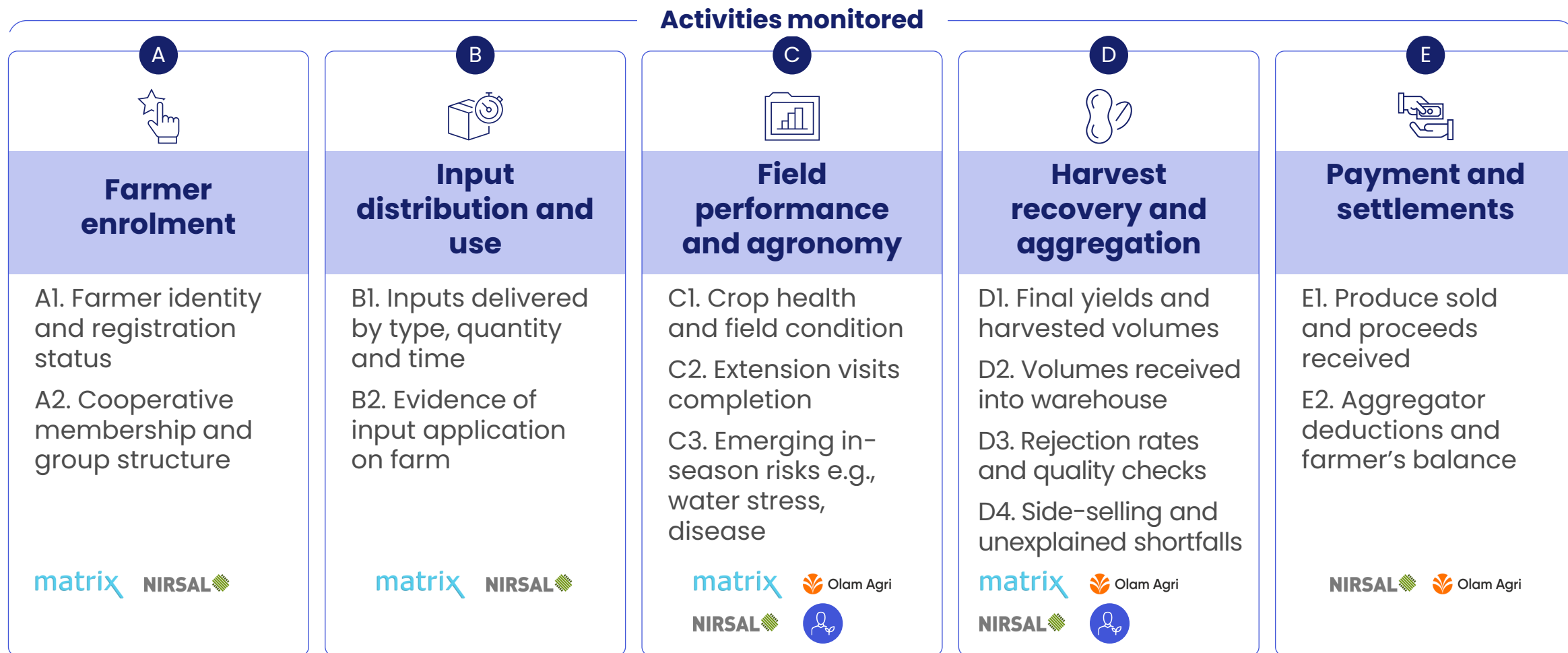
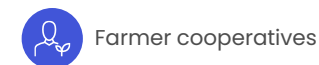
4| Potential contract elements could be explored to ensure commercial clarity, transparency, and efficient implementation

Highlighted parameters reflect key themes from stakeholder interviews and comparable programmes such as the Anchor Borrowers' Programme and AGRA's shared-risk model

Element	Parameters	
 Commercial pricing structure	1 Base pricing	Align on market-based pricing at delivery as well as downside risk protection for the supplier, farmer and the credit guarantee company
	2 Price review triggers	Define prompting events, such as significant market price movements, major input cost changes, exchange rate shocks, etc
	3 Premium structure	Specify whether premiums will be paid on top of the base price, and what they are linked to
 Cost transparency	4 Cost of production and other charges	Indicative cost of production, financing costs, and any other programme fees agreed by stakeholders and benchmarked against prevailing market conditions
	5 Aggregation and logistics costs	Align on estimated costs or fees for aggregation, storage and delivery
	6 Farmer payment and margin splits	Define how net value is shared between the farmer and aggregator after deductions
 Delivery schedule and produce movement	7 Indicative delivery schedule	Define expected timing and phasing of harvest delivery
	8 Volume commitments	Specify minimum delivery expectations by farmer group or by programme
	9 Farm, warehouse and handover locations	Map where produce is farmed, received, checked, and transferred
 Contributions and upfront obligations from all parties	10 Stakeholder contributions	Confirm farmer, Olam's and NIRSAL's percentage collateral contributions
	11 Transaction and facilitation fees	Confirm who pays for the upfront loan processing and other programme fees such as NIRSAL's warehousing supervision costs
 Governance details	12 Roles and responsibilities	Document financing, operational and monitoring roles across stakeholders
	13 Enrolment criteria	Define minimum farmer eligibility requirements for participation in the programme

5| Stakeholders could monitor their areas of expertise and align regularly to ensure transparency and accountability

Key framework elements



5| A potential monitoring framework could include tools, cadence, and escalation protocols to support tracking and alignment

Key framework elements



What tools are you using and do you have recommendations for this group?



Cadence

Monthly or twice-monthly review points for the monitoring committee with representation from all stakeholders

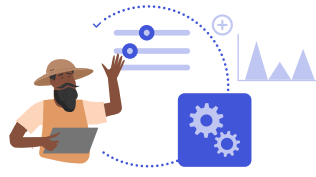


Data and reporting tools

Stakeholders monitor using their own tools, but data is accessible to all parties



Farmer registry and loan books



Extension visit logs



Harvest delivery tracking



Input disbursement records



Aggregation and warehouse receipts



Repayment and settlement records



Escalation protocol

Stakeholders should align on:



What constitutes an issue, based on status against set KPIs



Who raises the trigger



Who reviews



Turnaround time for action



Intervening party (ies)

Case: AGRA's shared risk model in Burkina Faso yielded some positive results but full impact was limited by critical challenges



Background



AGRA piloted a shared risk model for maize in Burkina Faso to:

- De-risk input finance by linking four value-chain actors¹ in a consortium so risk and upside are shared rather than sitting with one actor
- Enable smallholders to access high-quality inputs so they could reliably produce maize and sell to a structured market

How the ecosystem operated

- Offtaker signed contracts with farmer cooperatives to purchase produce at harvest
- Offtaker and cooperatives each deposited ~10% of input value at the bank while input suppliers deferred 10% of input supply value
- During the season, offtakers provided extension support to farmers
- At harvest, offtaker sold the farmer's produce, paid the bank first to settle the loan, and then paid the farmer the balance
- Bank released supplier's outstanding payment and initial deposits from farmer and offtaker

Impact and traction

- 10,137 farmers reached, receiving inputs on credit valued at ~\$1.8m
- ~2–2.5 t/ha to ~4–5 t/ha in yield uplifts using the consortium inputs and practice
- ~15% reduction in production costs for producers through bulk input ordering and lower interest rates

Key challenges faced

- Late input deliveries caused by the bank's delays with loan approvals and payments to the input suppliers
- High side-selling rates driven by price shocks exacerbated by COVID², lack of contracting experience for cooperatives and weak offtaker-cooperative relationships
- Slow repricing negotiations when maize prices moved due to communication gaps between partners
- Cumbersome cooperative engagement as groups lacked clear leadership structure and cascade channels

Key learnings



Contracts should have clear responsibility definitions and price adjustment rules to protect parties when defaults or extreme circumstances affect outcomes



Cooperatives should have effective leadership structures and contracting experience to ease communication cascading and mitigate agreement breaches



Regular partner communication with standing negotiation and troubleshooting mechanisms should exist from day one



Financiers should be familiar with crop-specific risks to improve underwriting terms and disbursement speeds so yield isn't compromised by delayed input

The foundation of the shared risk model is built on a number of success factors and incentives for each stakeholder (1/2)



What other success factors can improve the viability of the model?

Stakeholder	Success factors 	Key incentives 
Processor 	• Contract structure and commercial alignment – Fixed offtake price in contract as well as mid-season review, negotiation process, and adjustment criteria detailed to reduce ambiguity for farmers – Reduced engagement burden for farmers from dealing with fewer input suppliers and financiers • Communication and partner coordination – Embedded advisory and extension support to keep farmers in line with best practices – Regular sharing of lessons and success stories from other farmer groups through meetings on convenient local gathering days (e.g. market days)	• More predictable and higher quality soyabean supply through structured sourcing from contracted cooperatives • Reduction in procurement cost from fragmented logistics associated with spot buying
Farmers 	• Contract structure and commercial alignment – Regular education of the group on contract guidelines including offtaker exclusivity, default provisions and dispute resolutions • Cooperative structure and farmer governance – Self-organized farmer groups led by trusted members, as organically formed groups tend to enforce stronger peer accountability and reduce side-selling risks – Willingness to participate in trainings and follow recommendations from extension officers to achieve target yields • Financing structure alignment – Insurance coverage against weather and disease shocks so payouts can offset part of the loan and reduce volume commitment breaches if yields are poor	• Higher net income from increased yields and reduced unit costs • Progressive benefits over time from consistent performance, including access to larger input packages and better loan terms • Lower complexity and transaction burden through a single, integrated programme

The foundation of the shared risk model is built on a number of success factors and incentives for each stakeholder (2/2)

Stakeholder	Success factors 	Key incentives 
Input supplier 	• Operational excellence and delivery discipline – Prompt input delivery through strong planning and logistics to meet critical planting windows – Phased input supply linked to simple farmer compliance checks (e.g soil tests and correct, first fertilizer application) to reduce waste, diversion, and misuse – Longer tenor relationships through multi-season programmes, which can improve supplier willingness to share risk	• Market expansion and brand loyalty through demonstrated yield gains that build trust and repeat purchases • Guaranteed programme volumes through committed demand that supports production planning and predictable sales • Additional service revenue through training and extension-linked delivery models
Financier 	• Financing structure alignment – Crop-specific risk understanding through products tailored to soyabean's seasonal cycle and delayed cash flows – A multi-season programme that helps banks calibrate risk models and build reliable farmer data • Operational excellence and delivery discipline – Quick loan approvals and disbursement to ensure payment to suppliers for inputs align with critical planting windows	• Opportunity for continued, upscaled support if performance levels are optimal • Lower cost to lend through farmer aggregation that simplifies KYC, monitoring, and repayments • Stronger impact and ESG alignment through improved farmer productivity and inclusion

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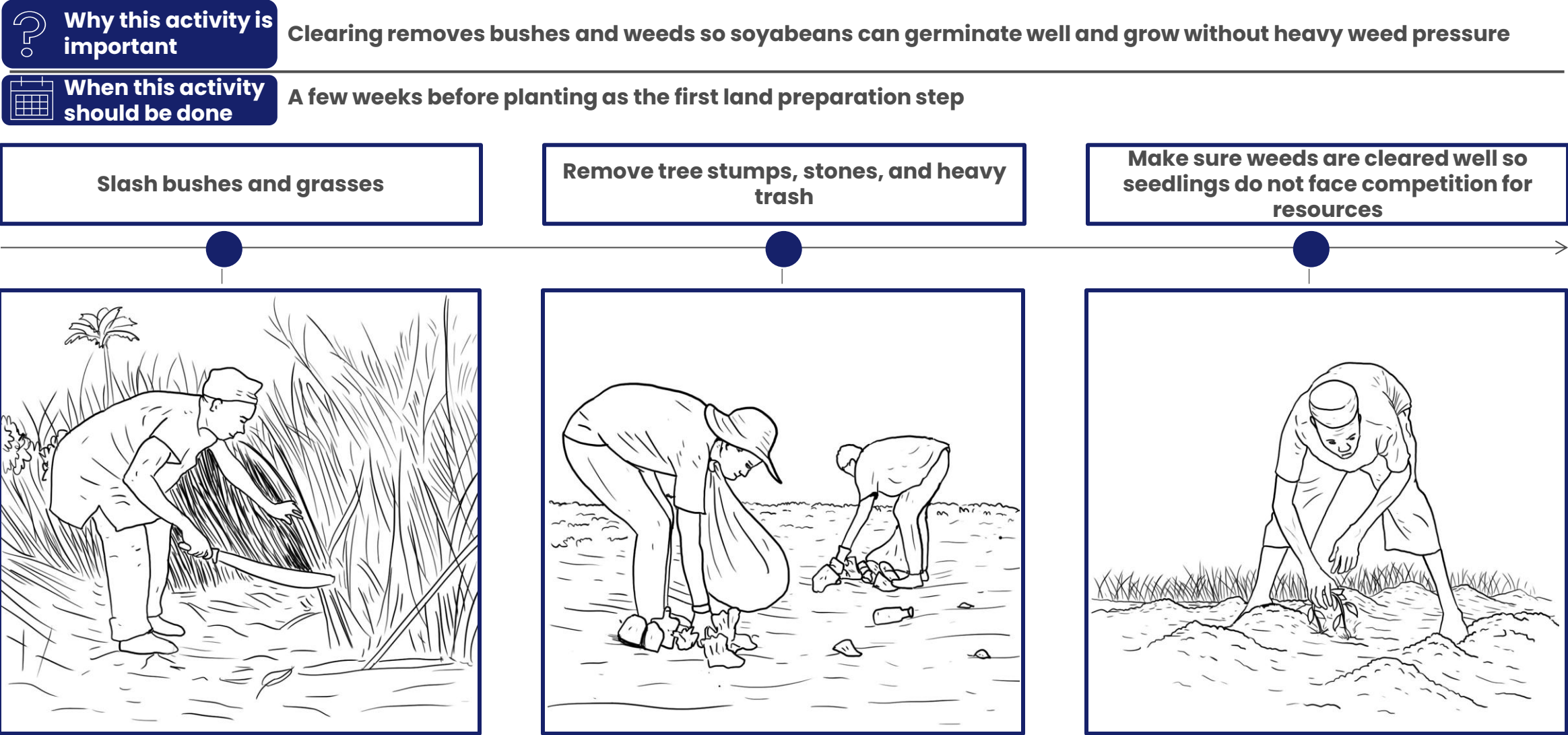
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Case study on the partnership model

Steps involved in the land clearing process

PRELIMINARY



Steps involved in the soil loosening and levelling process

PRELIMINARY



Why this activity is important

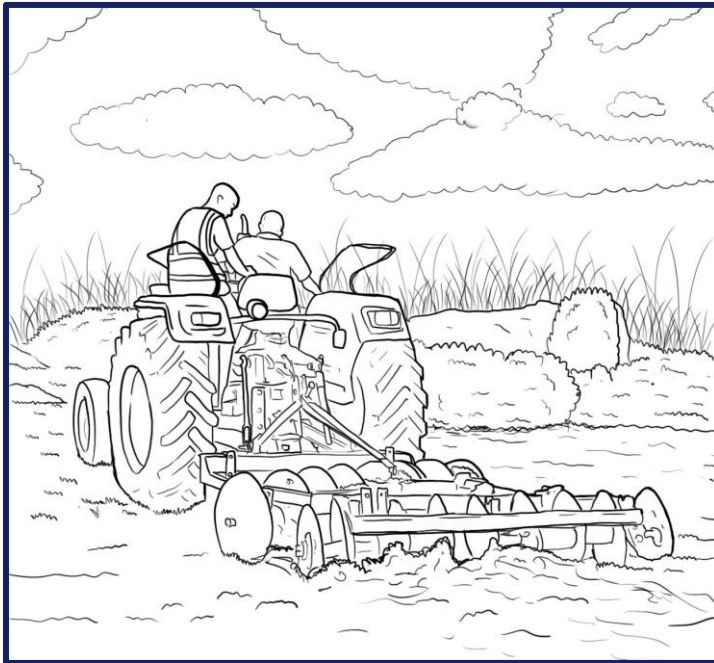
Soil loosening ensures seeds germinate well and roots can grow easily
Leveling the land enables uniform planting depth and spacing



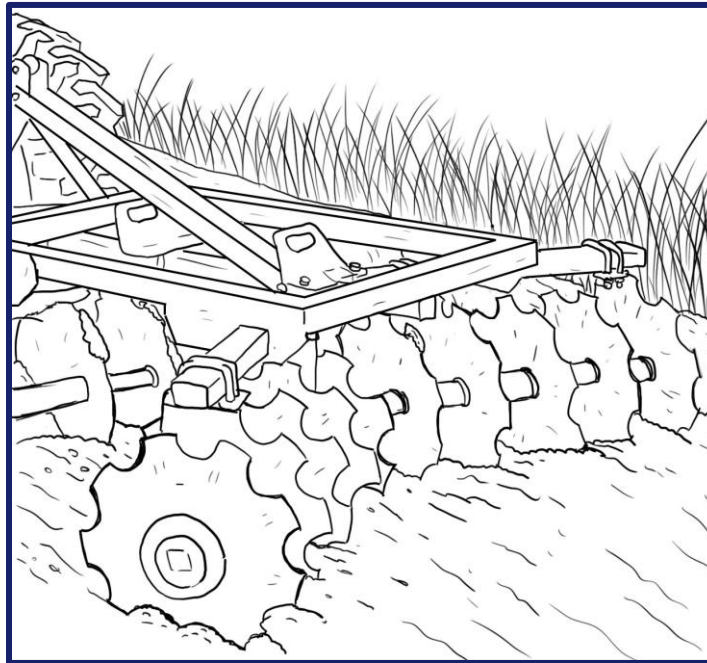
When this activity should be done

After land clearing and before planting soyabeans

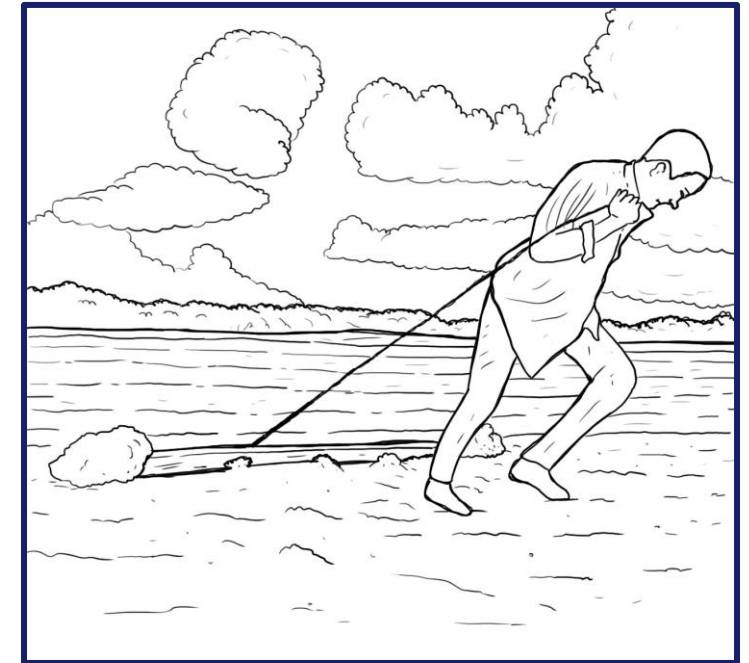
Use a hoe, cutlass, animal power, or tractor to till the soil so it becomes loose



**Break big soil clods into smaller pieces.
Harrow if using tractor or animal**



Level the land to make it even



Steps in the application of land preparation and pre-planting herbicides

● Land preparation herbicide application ● Pre-planting herbicide application PRELIMINARY



Why this activity is important

Weeds compete with soyabean plants for water and nutrients, stunting growth and reducing yield

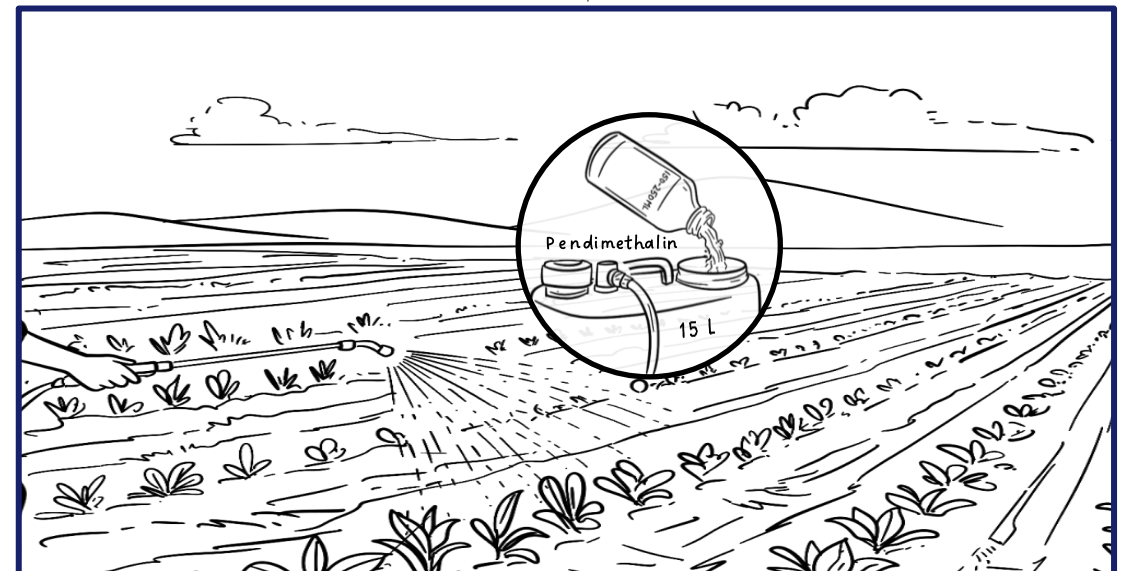


When this activity should be done

Land clearing or pre-planting herbicides should be applied two to three days after land clearing to prevent weed re-emergence before seeding

Mix 350–500ml Glyphosate in one 15l knapsack sprayer, spray and wait a few days before beginning seeding activities

Alternatively, use pre-emergence herbicides by mixing 150–250 ml Pendimethalin in one 15l knapsack sprayer and spray evenly across the field



Steps involved in the seedbed preparation process

PRELIMINARY

Why this activity is important

Seedbed preparation ensures good seed–soil contact for fast, uniform germination while improving moisture retention, root development, and early weed control

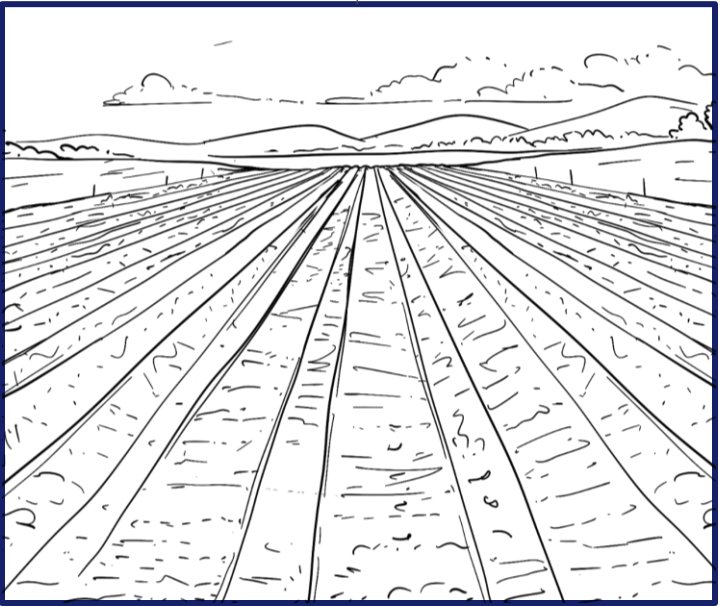
When this activity should be done

After land preparation and before planting soyabeans

If water stays on the field → use ridges



If water drains quickly → flat planting is okay



Check that land is totally free of weeds, soil is loose and there is no standing water after rain



Steps in the seed treatment process – Fungicide application and pre-inoculation

PRELIMINARY



Why this activity is important

Fungicide seed dressing addresses early fungal problems like damping-off or seedling blight



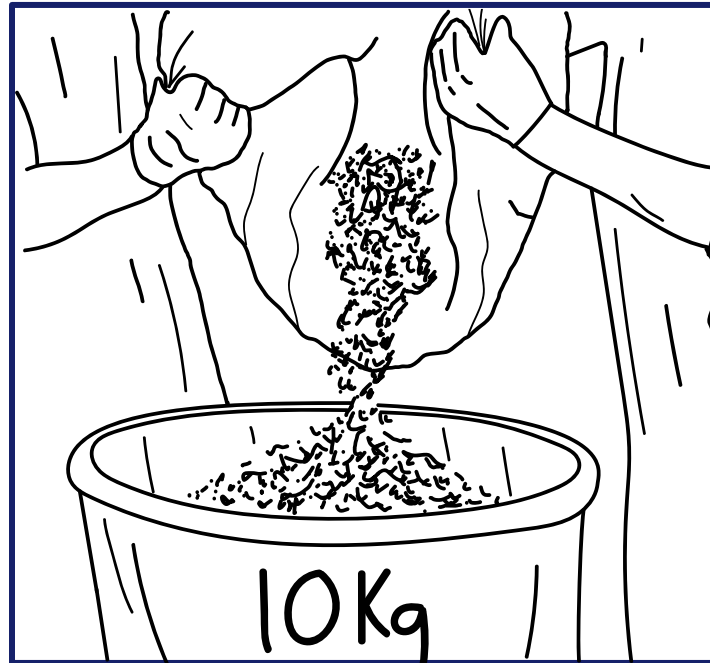
When this activity should be done

A few days before planting

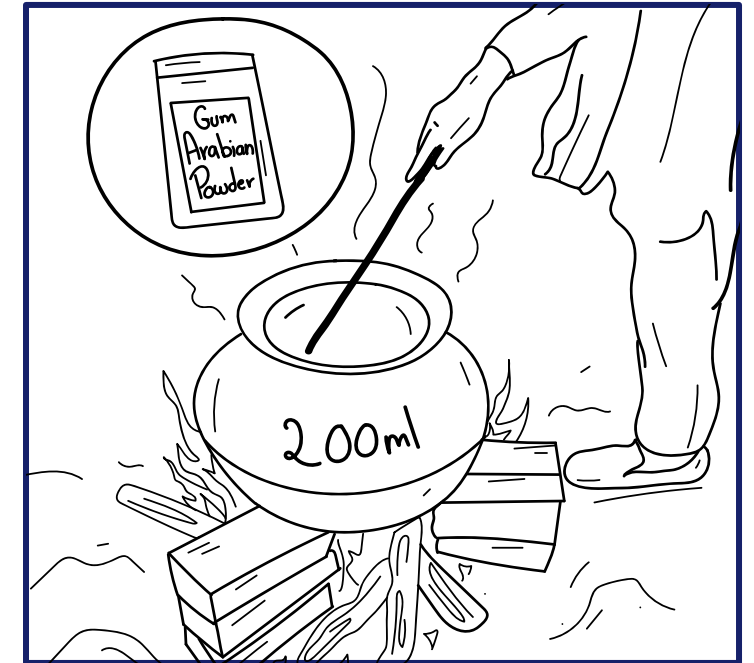
Treat seed with Apron Plus or Thiram fungicide at 1 sachet per 8kg of seed



Pour 10kg of Soyabean seeds into a container



Prepare sticker by dissolving the packet of gum Arabic into 200 ml of warm water



Steps in the seed treatment process – Inoculant application

PRELIMINARY



Why this activity is important

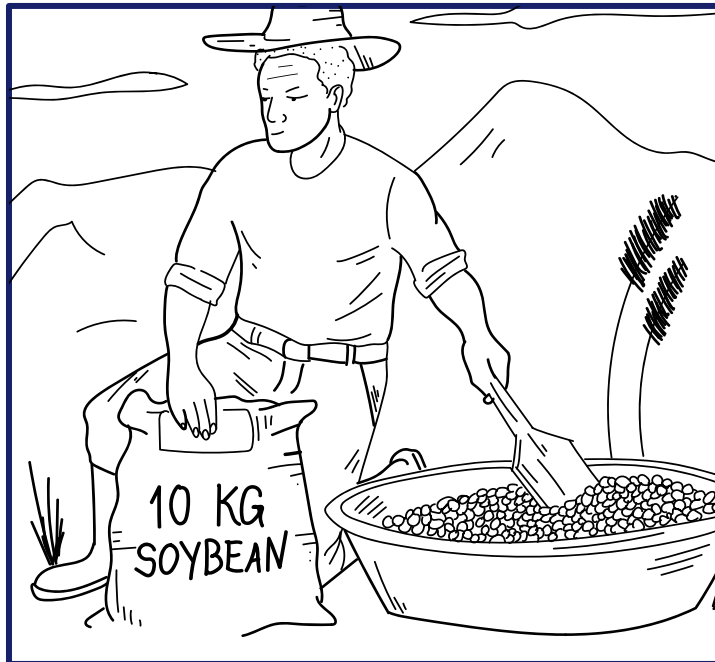
Inoculation adds the right rhizobia so soyabeans can form nodules and fix nitrogen. Many soils do not have enough effective rhizobia



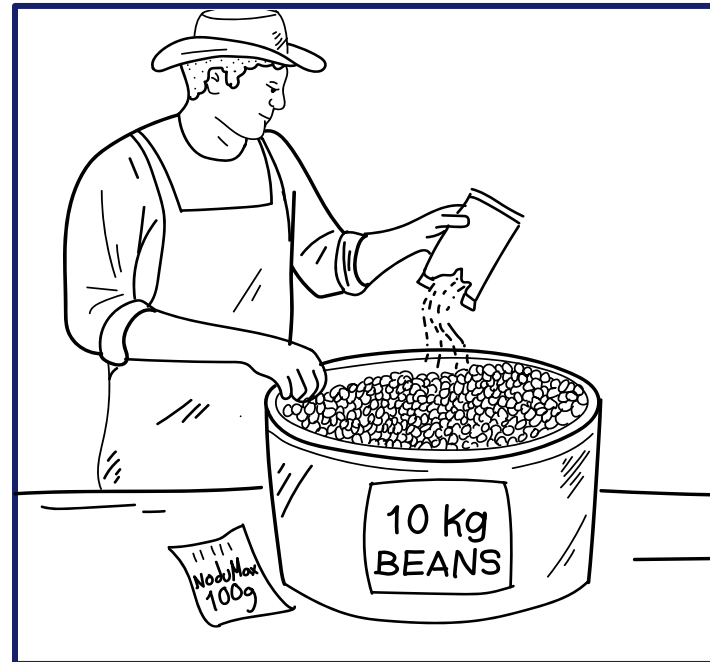
When this activity should be done

On planting day, just before planting

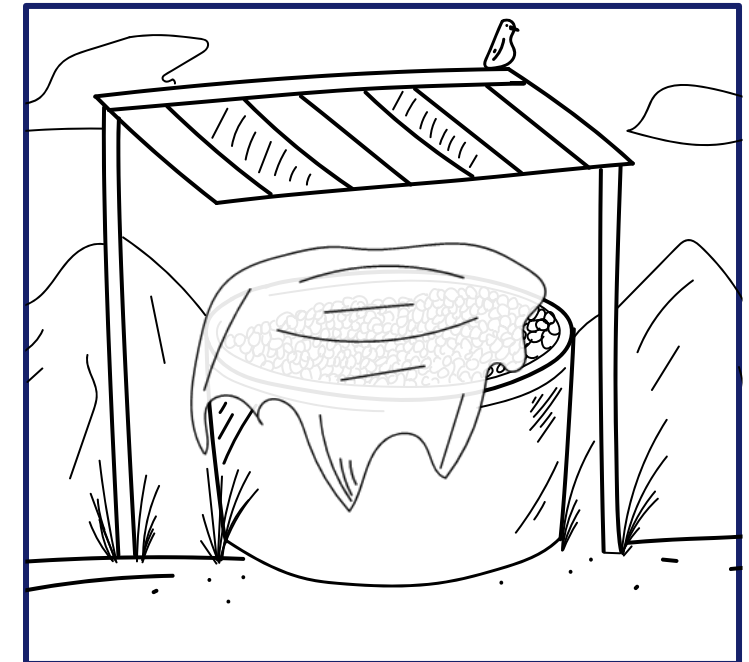
Apply the sticker to 10 kg of soyabeans seeds and mix them until uniformly coated



Add 100g sachet of NoduMax to the seeds and mix until seeds are uniformly covered



Cover the inoculated seeds with a cloth and put it under the shade for the sticker to set¹



Steps in the Planting process

● For late maturing varieties

● For early maturing varieties

PRELIMINARY



Why this activity is important

Correct planting improves plant stand and yield. Planting in rows helps correct plant density and makes weeding and harvesting easier



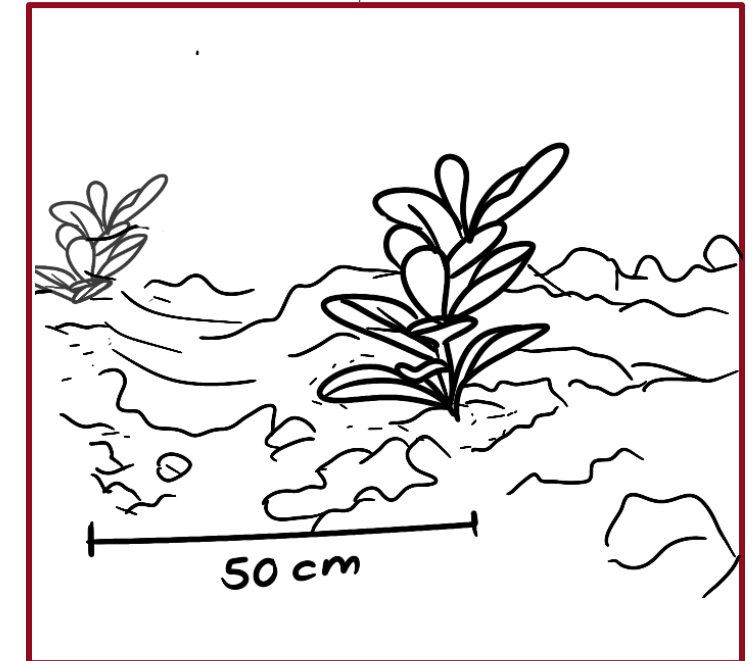
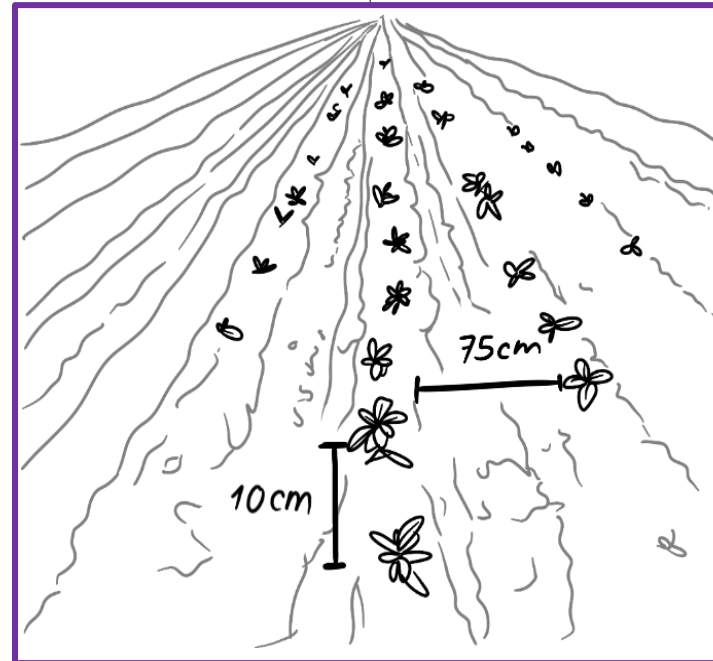
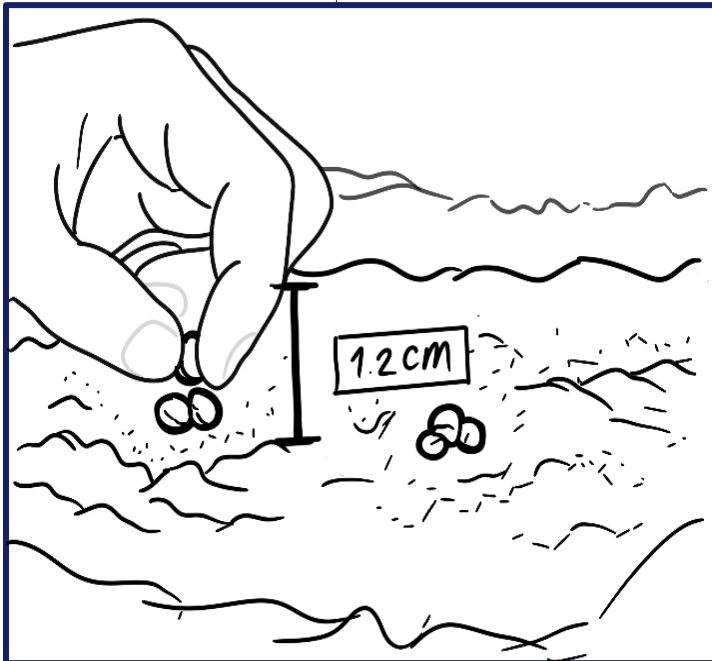
When this activity should be done

Plant when there is enough moisture and within the recommended planting window for your zone/variety

Sow soyabeans by hand, planter, or by drilling. Plant 3 to 4 seeds/hole 1.2cm below soil surface and cover with soil

Plant at a spacing of 75cm between rows and 10cm between stands for late varieties

For the early maturing varieties, a spacing of 50cm between rows and 5-10 cm within rows is recommended



Steps in the fertilizer application process

● For late maturing varieties ● For early maturing varieties PRELIMINARY

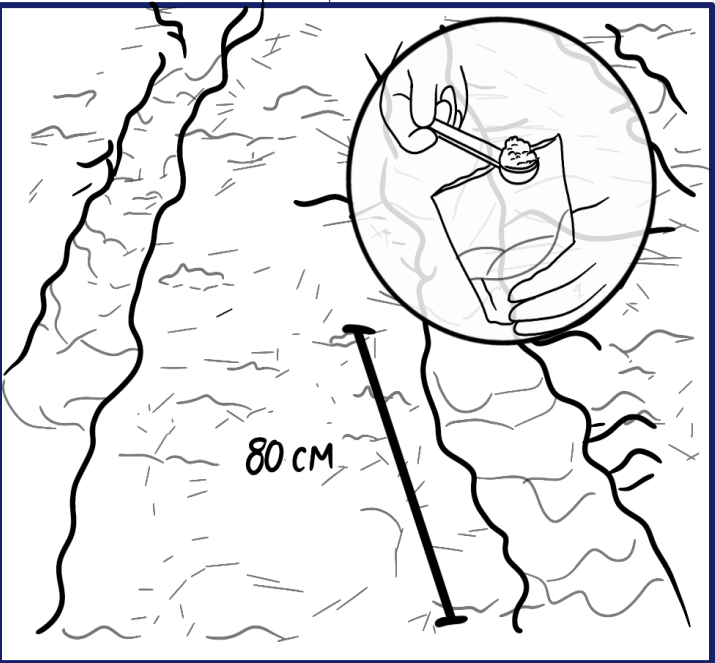
Why this activity is important

Soyabean needs nutrients like phosphorus (P) and sometimes potassium (K) for good yield. Use fertilizers like SSP and NPK which are good sources for these nutrients

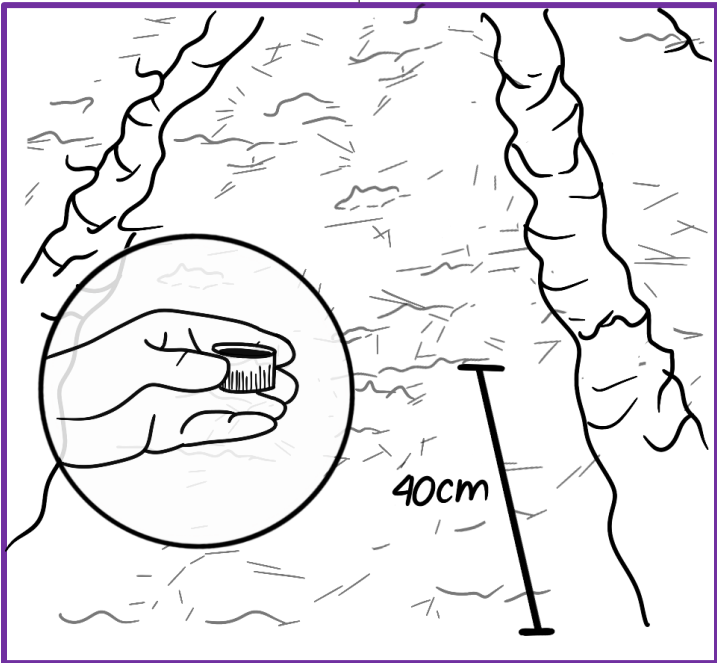
When this activity should be done

Twice during the season: The first, on the same day or a day after planting and the next, three to four weeks after planting

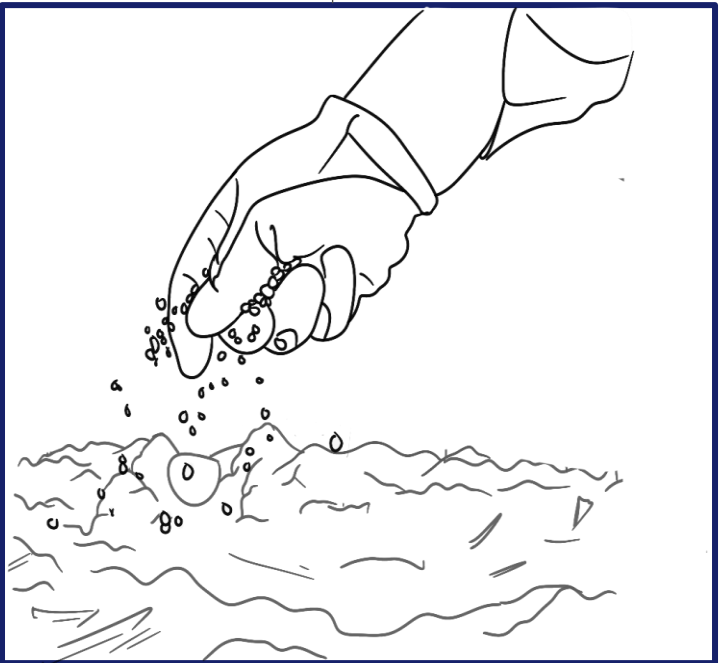
If your soyabeans rows are 50cm apart, apply 1 teaspoon in the furrow every 80cm or 1 soda bottle-cap every 55cm



If your soyabeans rows are 75cm apart, apply 1 teaspoon in the furrow every 60 cm or 1 soda bottle-cap every 40cm



Apply first fertilizer right after or a day after planting seeds



Steps in the weed control process with post-emergence herbicides

PRELIMINARY



Why this activity is important

Applying post emergence herbicides after planting controls weeds which compete with soyabean plants for water and nutrients, increasing risk of stunted growth and low yields



When this activity should be done

Post-emergence weed control herbicides are applied once weeds are visible after planting

If weeds emerge after planting, mix 100 ml Bentazone in one 15l knapsack sprayer and spray across field



Steps in the pest control process

PRELIMINARY



Why this activity is important

Some pests reduce seed quality and yield, especially when they attack pods. Pod-sucking bugs become important from flowering onward



When this activity should be done

Scout throughout season, but pay extra attention from flowering to pod filling. Control is mainly needed when pests are damaging pods

Start checking your soyabeans field regularly for whiteflies at the vegetative stage and pod-sucking bugs from flowering onwards

If pod-sucking bugs are many during flowering/pod stage, spray cypermethrin plus dimethoate 10EC by mixing 100ml in 15l of water and apply as one spray



Steps in the disease control process

PRELIMINARY

Why this activity is important

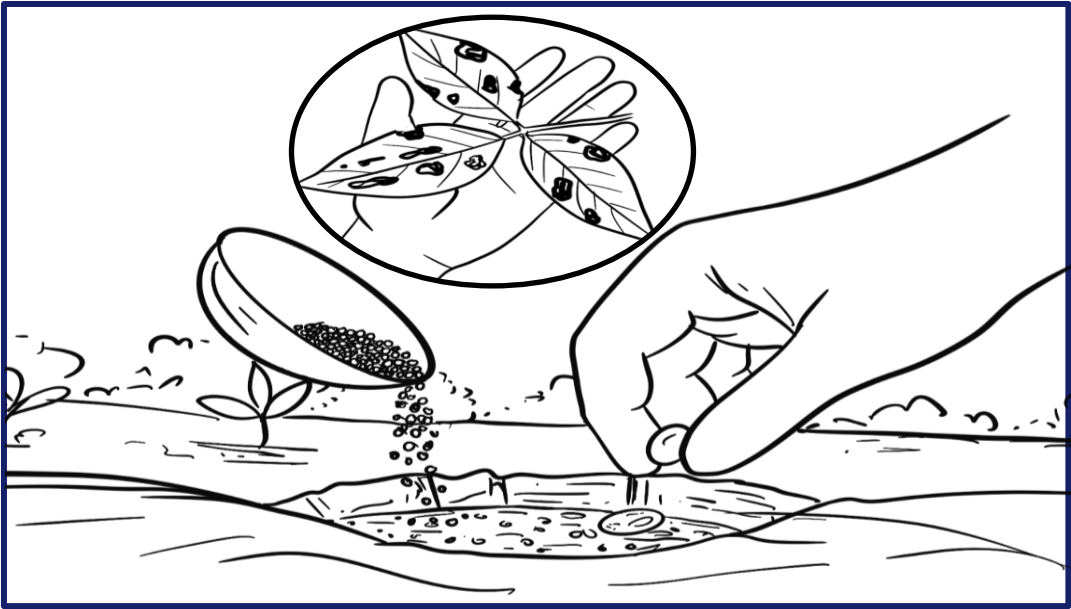
Diseases can cause yield loss. Some problems are worse in very moist or poorly drained soil

When this activity should be done

Disease prevention starts before planting – rotation, good seedbed, resistant varieties and seed treatment. Watch disease symptoms throughout the season, especially in wet periods

If bacterial blight is common, treat seed with appropriate antibiotic before sowing, and spray a copper-based fungicide before symptoms occur

If bacterial pustule is common, plant resistant types and also spray a copper-based fungicide before symptoms occur



Steps in the harvesting process

PRELIMINARY



Why this activity is important

Harvesting at the right time avoids shattering and yield loss. Leaving soyabeans too long makes pods too dry and they can shatter



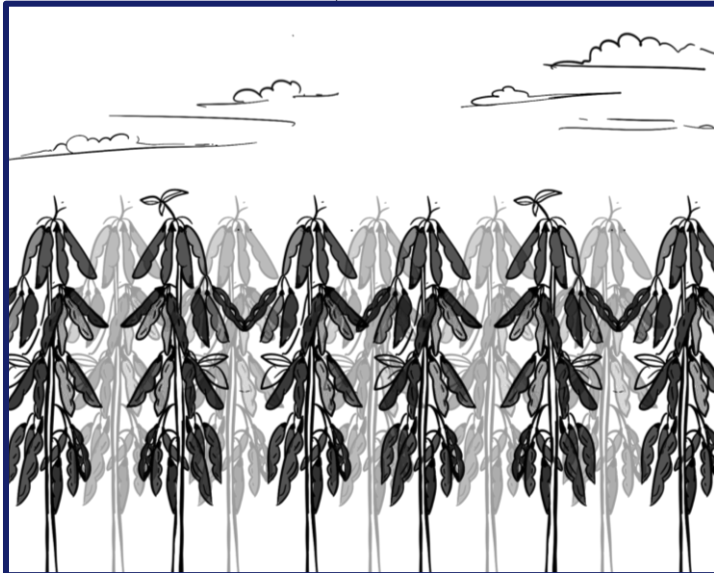
When this activity should be done

Harvest when 9 out of 10 pods are mature (brown/dry). Harvesting early morning helps reduce shattering

Check the pods to know if soyabean is ready, and harvest when most pods have turned from green to straw colour/brown, meaning you harvest when about 9 of 10 pods are brown

If you are not sure by colour, open a few pods and be sure the seeds are hard and dry. Harvest when seeds are dry enough that they are not easily pressed with your fingernail

Harvest early in the morning if pods are very dry, because very dry pods break open easily and you can lose grain



Steps in the post harvest process with manual threshing

PRELIMINARY



Why this activity is important

Threshing separates soyabean grains from their pods and stalks, ensuring high-quality, undamaged seeds for storage or sale



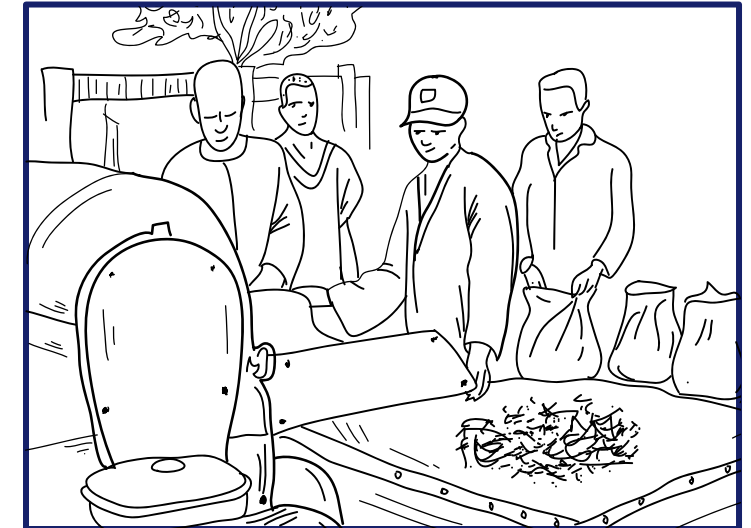
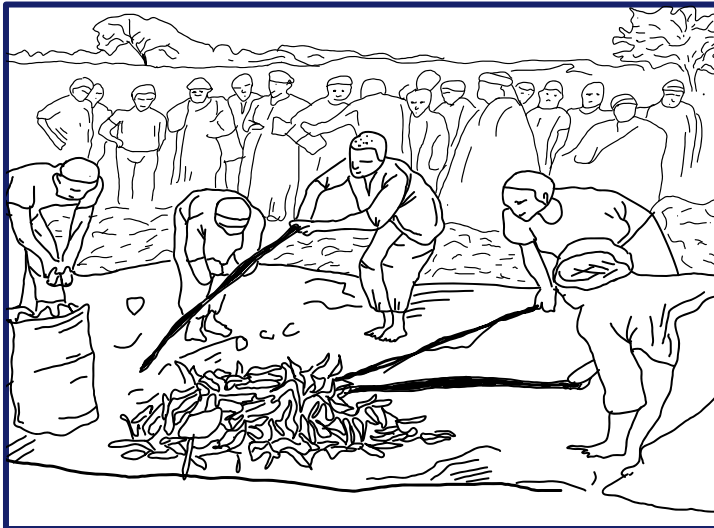
When this activity should be done

Begin post harvest activities when beans have been properly dried

Thresh only when plants are dry, and for small-scale threshing you can put pods in sacks and beat them with a stick or pile the plants on a tarpaulin and beat gently until beans come out

After threshing, winnow to remove chaff and dirt, and remove shrivelled, broken, diseased grains and grains of other varieties to keep quality high

Dry the beans again by spreading them thinly on a clean plastic sheet/tarpaulin and stirring often until they are very dry



Steps in the post harvest process with mechanical threshing

PRELIMINARY



Why this activity is important

Threshing separates soyabean grains from their pods and stalks, ensuring high-quality, undamaged seeds for storage or sale



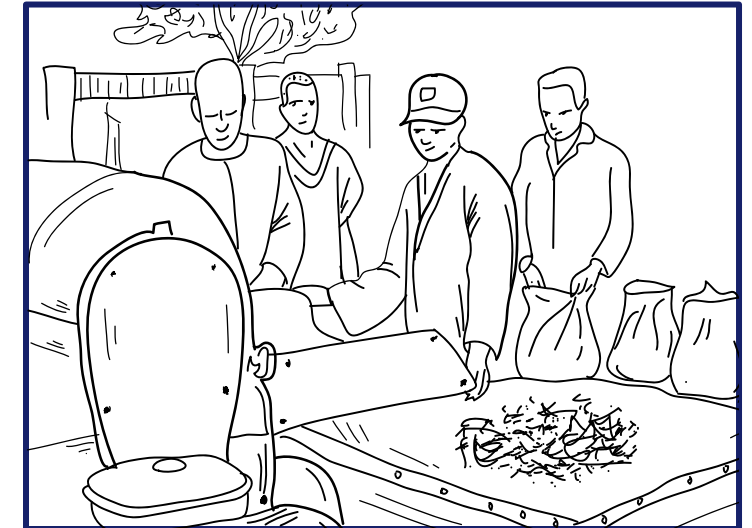
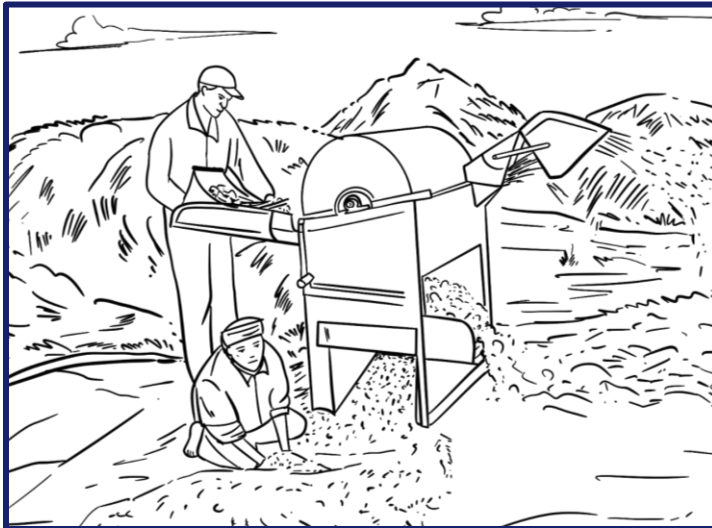
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After threshing, winnow to remove chaff and dirt, and remove shrivelled, broken, diseased grains and grains of other varieties to keep quality high

Dry the beans again by spreading them thinly on a clean plastic sheet/tarpaulin and stirring often until they are very dry



Steps in the storage process

PRELIMINARY

Why this activity is important

Storage keeps beans free of moisture, pests and other contaminants

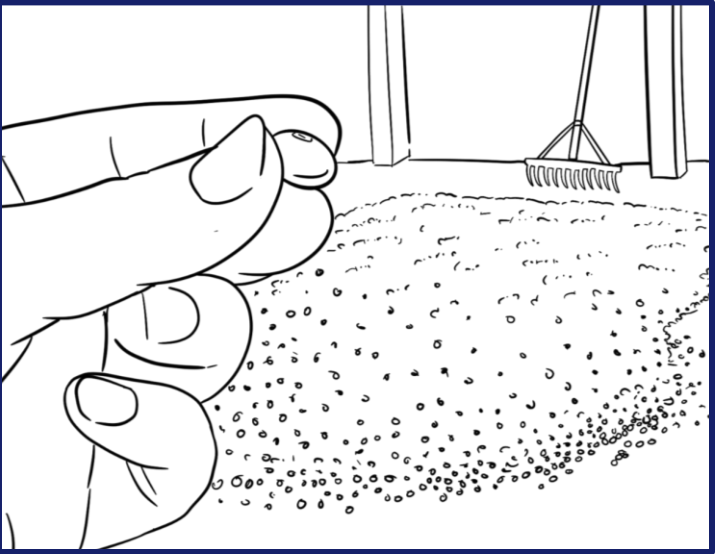
When this activity should be done

Begin storage when beans have been properly dried

Store only when beans are properly dry, and use the simple test that the bean should crack when you bite it or should not dent easily with your fingernail, because soyabean spoils if stored wet

Put dry grain in clean bags or containers, and if you reuse bags, wash them and disinfect them by boiling in water for five minutes, then dry them well before filling

Store bags on wooden pallets (not on the ground), keep the store airy and cool, and avoid high temperatures because heat increases spoilage and reduces seed quality



Agenda



Soyabean outgrower arrangement

Programme design

Financing

HQCP commercialisation

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

Seven potential financiers across three financing options have been identified for the outgrower pilots

 Smallholder farmers specific financing option  Deep dive follows

Financing options	Pros	Cons	Potential financiers
A Catalytic grants and technical assistance (TA) for pilot OPEX 	• Best fit for “public good” elements (genetic improvement, biosecurity systems, farmer adoption evidence of improved catfish) • Non-dilutive, reduces cash burn and lowers total pilot risk	• Slower cycles, heavy compliance and reporting • Often restricted cost categories and may not fully cover routine operations	 
B Blended finance 	• Can fund commercialisation and job creation projects • Milestone-based support	• Competitive • Timing uncertainty and compliance load	 
C Commercial bank working-capital loan 	• Fastest path to liquidity if guarantee coverage and documentation are robust • Scalable in line with cash flow growth and proven performance	• Requires collateral, covenants, and robust cash-cycle discipline • Pricing may remain high without strong de-risking, and renewals depend on portfolio performance	  

A. Potential donors for Olam Agri have been identified based on feasibility and typical ticket size

CATALYTIC GRANTS

Major focus Minor focus High¹ Medium Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Gates Foundation (direct grants)			Multi-year, multi-million	Gates foundation funds smallholder productivity and food systems work , typically via implementation partners. Strategic fund allocation to initiatives such as AGRA and IFDC demonstrates the foundation’s commitment to improving the resilience of food systems in Nigeria	
Global Innovation Fund (GIF) (staged grants/investments)			\$50k–\$230k (Pilot grants); up to \$2.3 m (scale-up)	GIF backs innovations with evidence pathways that improve farmer incomes . GIF’s Africa portfolio includes Babban Gona and One Acre Fund, both built around models similar to the outgrower pilots	
Mastercard Foundation – Fund for Resilience & Prosperity (FRP)			~\$0.5 million–\$2.5 million per award	Mastercard foundation funds agribusiness models that raise smallholder productivity and incomes through bundled services. Babban Gona (Nigeria), an aggregator received funding from the foundation to boost productivity and income for small holder farmers. Timing for the next call is uncertain with the foundation prioritizing current investments in its portfolio	
Heifer International NG			Up to ~1.5 million	Heifer partners with outgrowers in Nigeria with Poultry as one of the core pillars of its "Naija Unlock" signature programme. The pilot could align if it fits with Heifer’s mandate to lower production costs for poultry farmers with increased supply of soyabeans being a key intervention required to lower feed production costs	
AGRA			Up to 1.5 million	AGRA is an Africa-focused organisation that works to strengthen agricultural systems by improving smallholder productivity and market outcomes through better inputs, extension and advisory services. Designated lower priority given the closure of the 2025 request for proposals	
ECOWAS – ARAA			USD 50k–1m	ARAA is a DFI-funded agriculture initiative targeting West African states aims to enhance nutrition, food security, and productivity . The focus on agricultural productivity includes offtaker arrangements and is awaiting a call for projects, with specific attention to Nigeria. Timing for the next challenge remains uncertain	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

A| Potential engagement plan for Olam Agri with the Gates Foundation

Funding Overview

Gates Foundation supports food intervention projects in Nigeria, aiming to enhance sustainability and smallholder farmers' income through its agricultural development program. Olam Agri could consider a partner or sub-grant route. Recent Nigeria-focused agricultural grants range from \$0.1m to \$5.0m, typically averaging ~\$1–4m

Considerations

Proposed financial support

Olam could seek catalytic grants to pilot and scale a high-yield Soyabean outgrower arrangement in Nigeria

Strategic fit

Directly aligned with Gates Foundation's focus on solutions that support small holder farmers with sustainable income by raising yield and access to quality input
This pilot also advances food-system outcomes by reducing feed costs through an increase in Soyabean supply

Examples of the Gates Foundation beneficiaries



Gates supported Babban Gona with a \$4m grant to improve smallholder incomes with outgrower arrangements



Amo Farms obtained \$4–5m funding from a grant in agricultural development for farmer aggregation, productivity improvements, and market access in Nigeria

Engagement plan

- 1 Direct Gates Foundation engagement through contacts or the local office in Abuja, Nigeria to build relationship with programme officers and get details on relevant programs
- 2 Apply to grant challenge in the agricultural development and nutrition sectors, based on availability
- 3 Respond to request for proposal (RFP) in line with the agricultural development and nutrition sectors and African region, basis availability

Preparation for engagement

What to include to increase credibility

- **Lead with impact and system change**, not “fund my working capital”, focusing on impact to the livelihood of farmers and food security
- **Be explicit on measurable milestones** (12-month metrics on productivity and income)
- **Prove execution readiness** (identified farmers, offtaker contracts) and clear scaling plans

Materials

- Concept note (problem, solution, why now, why Olam Agri)
- Detailed budget with milestone-linked tranches
- Implementation plan (workstreams, owners, partners) and risk register
- M&E framework and baseline approach
- Company proof pack: audited or management accounts, governance, operational track record, compliance and safeguarding

A| Potential engagement plan for Olam Agri with the Global Innovation Fund

Funding Overview

Global Innovation Fund supports evidence-driven innovations that address systemic market failures and demonstrate a credible path to scale. GIF's funding typically begins with grant or early-risk capital, progressing only where learning and replication potential are strong. Olam Agri can capitalize on this grant to setup a successful pilot that cascades into further grants or de-risked capital. Typical initial grants range from \$200k–1.5m

Considerations

Proposed financial support

Olam could seek catalytic grants to pilot and scale a high-yield Soyabean outgrower arrangement in Nigeria

Strategic fit

The Olam Agri pilot is pioneering a high-yield soyabean outgrower model by expanding access to quality inputs, introducing innovative extension services, and securing offtake at prices that raise incomes for thousands of participating smallholder farmers

Examples of the GIF beneficiaries



One Acre Fund received ~\$15m grant from GIF to drive productivity and in turn income for small holder farmers in Kenya and Nigeria through farming innovations



The Toothpick project (Kenya, TZ¹ and NG²) received \$0.6m to implement an organic herbicide across various farms for smallholder farmers of subsistence crops

Engagement plan

- 1 Submit a concept aligned to the fund's investment criteria and evidence requirements once a call goes live
- 2 Apply under the "test and transition" category which accepts proposals for testing the scalability of proven models
- 3 Prepare for diligence on economics, implementation capacity, and safeguarding

Preparation for engagement

What to include to increase credibility

- **Focus on impact to smallholder farmers and the improvement to their livelihoods**, positioning pilot as a test for scalability
- **Be explicit on measurable milestones** (12-month outlook to number of farmers impacted, productivity improvement and financial benefit)
- **Prove execution readiness** to obtain funding, prioritizing proof of scalability

Materials

- Concept note (problem, solution, why now, why Olam Agri)
- Detailed budget with milestone-linked tranches
- Implementation plan (workstreams, owners, partners) and risk register
- M&E framework and baseline approach
- Company proof pack: audited or management accounts, governance, operational track record, compliance and safeguarding

Potential blended financing options for Olam Agri have been identified based on pilot investment alignment (1/2)

BLENDING FINANCE

 Major focus
  Minor focus
 High¹  Medium  Low 

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
SEFAA			USD 0.3m–2.4m	SEFAA provides flexible, patient debt and technical assistance to enterprises that empower small holder farmers. For example, SEFAA-backed Idan Agro specializes in fertilizer trading, farming and aggregating commodity crops such as maize, Soyabean, and Rice from smallholder farmers, guaranteeing offtake and access to market	
IDH – Sustainable Trade Initiative (Value Chain Grants & TA)			~500k–~2 million (typical co-funding)	IDH catalyzes private sector investment to bridge the smallholder financing gap. For example, their "Farmfit Fund" model provides the first-loss capital or guarantees needed to de-risk the credit offered to farmers for inputs like fertilizer and seeds	
NADF			Subsidies on farmer inputs	NADF was established to address the constraints of agricultural finance and enhance food systems. In 2025, NADF launched the AgGrow project specifically to provide 50% subsidies on seeds and fertilizers for 50,000 farmers in value chains including soyabeans	
Agri-Business Capital (ABC) Fund (IFAD/EU blended fund)			\$25k–\$1 million (debt or equity; ~8–12% interest)	The ABC Fund is an IFAD and EU supported blended finance facility that provides debt and equity to agri SMEs and farmer organisations' through partner funds, depending on the intermediary and instrument	
Root Capital (Nonprofit Agricultural Lender)			\$200k–\$2 million loans (flexible rates)	Provides affordable, flexible loans to early-stage agricultural enterprises primarily in companies experiencing climate shocks. Since 1999, Root has lent over \$1.5 billion to 740+ agri-businesses. However, Root capital's portfolio indicates Nigerian projects may not be priority for the organisations	
Goodwell investments – Umuntu (Alitheia Capital –NG)			USD 1m–5m	Goodwell Investments deployed capital into agribusiness startups across Africa, with a strategic investments in Nigeria (e.g., Tomato Jos). Prioritized impact-driven initiatives by backing scalable models, primarily after achieving success at the pilot stage. However, Investments are typically equity-based	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture



Potential blended financing options for Olam Agri have been identified based on pilot investment alignment (2/2)

BLENDED FINANCE

 Major focus
  Minor focus
 High¹

 Medium
  Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Acumen – ARAF			~\$0.5–\$1.5 million (patient capital)	ARAF is an Acumen–managed impact fund focused on African agri–businesses adapting to climate change. Acumen has a history of early-stage investments in African agri ventures. Because it is mostly equity, ARAF is generally a better fit for growth capital into a dedicated subsidiary or platform than for directly funding seasonal inputs as working–capital debt	
GAIN – N3F			USD 0.1m–1m	GAIN collaborates with SMEs through multiple funds , including the N3F fund, delivering blended finance tailored to animal protein value chains which feed is a huge part of. It emphasizes enhancing productivity and nutrition by applying deep expertise and targeted technical assistance. Designated lower priority because its focus is on SME and MSMEs	
GAFSP – Private sector window			Deal specific	The GAFSP Private Sector Window uses blended finance solutions and concessional funding to support projects that improve the livelihoods of smallholder farmers in the world's poorest countries. It is designed to de-risk agricultural investments that would otherwise be too risky for commercial lenders. However, its focus is on early-stage agribusiness projects	
Village capital			USD 50k – 500k	Village capital invests in agribusinesses across Africa, prioritizing smallholder farmers and strategies to enhance their income (e.g., backed Crop2Cash in Nigeria). Focuses on high-impact opportunities benefiting smallholder farmers in underserved regions, ensuring alignment with pilot objectives. Investments are typically equity-based	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

B| Potential engagement plan for Olam Agri with SEFAA

Funding Overview

SEFAA is an impact-first fund focused on enhancing the business ecosystem for smallholder farmers in Sub-Saharan Africa. They provide USD-denominated impact debt to enterprises committed to improving the livelihood of small holder farmers through increased productivity and market access. A separate technical assistance facility also supports portfolio companies with building of product certification, market research, ESG, and development of smallholder farmer out-grower networks

Considerations

Proposed financial support

Debt financing to the farmer cooperatives to pilot sustainable, high-yield Soyabean outgrower arrangements in Nigeria

Strategic fit

Strong alignment with SEFAA's impact-oriented mandate to support agri-businesses that deliver measurable income gains for smallholder farmers, enabled through patient capital, embedded technical assistance, and repayment tenures aligned to agricultural cycles

Examples of SEFAA beneficiaries



KKL secured a US\$2.4m working capital to finance cocoa procurement from over 100,000 smallholder farmers through cooperative structures

Engagement plan

- 1 Apply to the fund on their website with a clear business plan, financial strategy including investment amount and repayment strategy, including cooperative profile and details of the outgrower scheme
- 2 Once shortlisted, provide any other required documentation as part of pre-funding due diligence

Preparation for engagement

What to include to increase credibility

- **Lead with positive impact to the livelihood of farmers**, clear repayment plans and governance structure with cooperatives
- **Be explicit on measurable milestones** including repayment timelines
- **Prove execution readiness** (identified farmers, offtaker contracts) and clear scaling plans

Materials

- Cooperative governance, equity structure and membership contracts
- Detailed budget with milestone-linked tranches, based on production cycle
- Implementation plan and clear debt and revenue agreement with each respective cooperatives
- Farmer eligibility and monitoring framework, including sanctions for non-compliance
- Olam Agri proof pack including audited financials and governance structure

A| Potential engagement plan for Olam Agri with the IDH Sustainable Trade Initiative

Funding Overview

IDH's farmfit fund is a blended financing facility designed to derisk financing for small-holder farmers by providing guarantees, subordinated loans or equity to financing and implementation partners. These funds could be used for asset finance, input loans, working capital and capital expenditure. The Fund's social objective is to increase smallholder income in emerging markets

Considerations

Proposed financial support

Blended financing support to pilot sustainable, high-yield Soyabean outgrower arrangements in Nigeria

Strategic fit

Alignment with IDH's market transformation goals by boosting the supply of Soyabeans – a critical feed ingredient, increasing its affordability and reducing the cost of production for poultry, fish and livestock whilst elevating smallholder incomes and creating job opportunities

Examples of the IDH trade initiative beneficiaries



JKCC, a coffee aggregator raised a USD 6.5m subordinated loan from the IDH Farmfit Fund to expand its high-growth coffee marketing operation in Uganda, directly benefiting smallholder farmers

Engagement plan

- 1 Reach out to the fund managers at IDH Investment Management or via the FMO project contact to discuss proposal
- 2 Once model is validated, find a local bank or a commercial impact investor and propose a deal where IDH takes the "First Loss" or "Subordinated" position
- 3 Agree a workplan, budget, and governance structure, then formalize partnership

Preparation for engagement

What to include to increase credibility

- Show a clear pilot mobilisation plan that states when inputs arrive, how extension is delivered, how farmers are tracked, and how offtake will work in practice
- Compliance readiness by outlining partner roles, safeguards, and the minimum reporting needed for a co-funded program
- Show measurable impact by quantifying farmer yield and income outcomes, and by linking Soyabean supply gains to downstream feed affordability

Materials

- Concept note (problem, solution, why now, why Olam Agri)
- Partner map
- Detailed budget with milestone-linked tranches
- monitoring and safeguards plan
- Letter of intent

C| Potential engagement plan for Olam Agri with NIRSAL

Funding Overview

The Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL) de-risks agricultural lending by offering **Credit Risk Guarantees (CRGs)** and interest rebates. It guarantees **a share of principal exposure** for participating banks and rewards borrowers with lower rates for adherence to repayment schedules

Considerations

Proposed financial support

A CRG-supported bank facility that finances input costs and working capital for a high-yield, Soyabeans outgrower pilot

Strategic fit

The arrangement derisks and enables commercial lending to smallholder farmers participating in a scheme designed to increase agricultural productivity and income for farmers

Engagement plan

- 1 Confirm the bank sponsor (e.g., StanbicBTC, Nova Bank, Union Bank, etc) and facility structure that best fits aquaculture production cycles
- 2 Submit a bank credit pack that demonstrates repayment controls, reporting, and operating SOPs
- 3 Align monitoring triggers and early warning mechanisms with the lender

Preparation for engagement

What to include to increase credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

Potential blended financing options for Olam Agri have been identified based on pilot investment alignment

CONCESSIONAL AND COMMERCIAL LOANS

 Major focus
  Minor focus
 High¹
 Medium
  Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Nigeria			
NIRSAL – Credit Risk Guarantee			Up to 75% guarantee (loans up to NGN50 m common)	NIRSAL has committed over ₦100bn in credit guarantees, significantly lowering bank credit risk and enabling banks to extend more financing	
BOA – Bank of Agriculture			9%	BOA offers farmer cooperatives fair interest rates for OPEX and CAPEX, aligned with diverse tenure requirements, for agriculture, interest rate capped at 9%	
BOI – Bank of Industry			9–12% , Up to NGN 2BN depending on business scale	BOI offers subsidised, long-term debt tailored for key Nigerian industries, including specialized funding for projects with competitive interest rates and flexible tenures. For cooperative level loans for CAPEX	
Development Bank of Nigeria (DBN, via PFIs)			8–12% (on-lent)	DBN delivers wholesale SME and agriculture funding to commercial banks, enabling them to expand financing to small businesses and farmers	
AgDevCo (patient capital)			USD 3m–15m (typical)	AgdevCo invests patient capital in pioneering African agribusinesses with the potential to deliver impact at scale. Like Olam Agri, GADC utilises AgDevCo’s revolving working capital to aggregate grains from over 80,000 farmers; and like Olam, DekelOil leverages AgDevCo’s 10-year patient capital to integrate industrial processing with smallholder traceability.	
Agriculture Credit Guarantee Scheme Fund (ACGSF)			Variable based on implementing bank	Businesses can obtain up to 75% of their loans and benefit from a 40% interest rebate linked to repayment performance, with a cap of ₦50m, ensuring robust financing for operational costs and capital projects	
CBN – AGSMEIS			Capped at 5%	Each bank allocates 5% of its lending portfolio to support agribusiness and priority SMEs. The program offers long-tenure loans with substantial amounts, tailored to the applicant’s credit history, and involves rigorous KYC processes alongside collateral requirements	

CBN Interventions paused after the new regime based on the interviews with commercial banks

CBN Interventions paused after the new regime based on the interviews with commercial banks

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

C| Potential engagement plan for Olam Agri with the Bank of Agriculture

Funding Overview

The National Smallholder Farmers Fund is a smallholder finance initiative associated with the Bank of Agriculture and described as targeting large scale mobilisation for farmer lending in partnership with other institutions. Individual loan sizes and terms depend on the on-lending design, so Olam Agri likely acts as the anchor for the loan and guarantees a share of produce at harvest

Considerations

Proposed financial support

A revolving credit line to finance inputs and extension to support farmers participating in a Soyabeans outgrower scheme

Strategic fit

This facility directly unlocks adoption at scale by solving the farmer's binding constraint of **affordable inputs**, while de-risking lending through closed-loop controls tied to verified input use and collections

Best fit pathway

- **Olam Agri act as the anchor for the input financing loan to the smallholder farmers** with a verified means of collection and repayment that aligns with Bank of Agriculture

Engagement plan

- 1 Confirm governance and product design for the fund and who originates loans
- 2 Agree repayment controls using offtake linked deductions and transparent records
- 3 Launch a cohort then scale based on repayment and productivity results

Preparation for engagement

Elements to enhance credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

C| Potential engagement plan for Olam Agri with the Bank of Industry

Funding Overview

Bank of Industry's **Smallholder Farmer Cluster Financing product** is designed to finance agriculture value chain clusters through **intermediaries that act as farm aggregators**. The published terms include **10% per annum** interest, a **maximum tenor of 36 months** with up to **12 months moratorium**, and a **single obligor limit up to NGN 10 billion**, with security that includes a **100% bank guarantee** and **guaranteed off-take agreements covering at least 50% of the facility**

Considerations

Proposed financial support

A BOI facility to finance soyabean input packages and extension support for smallholder outgrowers, with loan servicing tied to produce sales through the offtake channel

Strategic fit

This facility aligns with Bank of Industry's MSME and agriculture value chain mandate because Olam Agri operates as a farm aggregator that can expand access to affordable inputs for smallholders

Best fit pathway

- **Aggregator borrower route** where Olam Agri participates as the intermediary farm aggregator financing clustered farmers across the value chain segments
- **Off take anchored structure** where Olam Agri secures bankable off take agreements for at least half of the facility and aligns collections with sales proceeds through the aggregation channel

Engagement plan

- 1 **Confirm eligibility and structure fit with BOI** by positioning Olam Agri as the farm aggregator intermediary targeted by the product and aligning the facility to the published SFCF terms
- 2 Agree repayment controls using offtake linked deductions and transparent records
- 3 Launch a cohort then scale based on repayment and productivity results

Preparation for engagement

Elements to enhance credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
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Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

Agenda



Soyabean outgrower arrangement

HQCP commercialisation

- Substitution analysis
- Offtaker engagement – Product fact pack
- Financing

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

HQCP commercialisation – Chapter summary



Dimension	Description
 Substitution analysis	• Maize is a key feed ingredient, but its price is highly volatile throughout the year. As supply tightens outside harvest periods, prices can rise sharply, increasing the attractiveness of lower-cost substitutes for feed millers • A substitution analysis was conducted to address a core commercial question for HQCP: under what conditions feed millers would find it economically viable to substitute maize with HQCP, and the implications for the HQCP processor • Although HQCP is typically cheaper than maize, it is not a direct one-to-one substitute, as its lower protein and energy content requires nutritional rebalancing using more expensive inputs such as soybean meal and oils • For broiler feed, substituting maize with HQCP can become commercially attractive only if HQCP is priced sufficiently below maize to offset the cost of rebalancing, with savings beginning to materialize when HQCP is priced at less than ~55% of the maize price • At a maize price of approximately ₦300/kg, this translates to a breakeven HQCP price of about ₦165/kg, while pricing HQCP at around ₦130/kg could deliver an incremental margin uplift of roughly ₦5/kg for feed millers • For the HQCP processor, the value proposition strengthens as maize prices increase, improving the relative economics of HQCP
 Offtaker engagement	• This was focused on helping Deep Launch convert technical viability into actual market demand – The Committee highlighted that HQCP adoption would depend heavily on miller confidence in the product, particularly around quality, impurities, stability, and consistent performance • A product fact pack was developed to provide prospective buyers with a clearer and more credible understanding of HQCP • A detailed cost build-up was developed to clarify the deep launch cost structure and support more competitive pricing of the product
 Financing	• Financing fact packs were developed after screening a broad set of funding options across catalytic grants, blended finance, equity and concessional or commercial debt • The options were assessed based on factors such as pilot fit, ticket size, sector alignment, geography, tenor, pricing, and suitability for scaling Deep Launch's facility to enable production in quantities sufficient for offtakers

Agenda



Soyabean outgrower arrangement

HQCP commercialisation

- **Substitution analysis**

- Offtaker engagement – Product fact pack
- Financing

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

A three-step approach was used to assess the potential cost savings from substituting HQCP in animal feed

	Step 1	Step 2	Step 3
Key activity	Start with a base feed composition which satisfies dietary requirements for protein and energy	Substitute 25% of maize content with HQCP	Balance protein by increasing the mass of soyabean meal in the feed Balance energy by adding an energy-rich source such as oils
Checklist	Calculate the protein¹ and energy content requirement as a reference for comparison with other steps	Compare the resulting protein and energy deficit to the Step 1 reference Deficit is due to HQCP's lower protein and energy content relative to maize	Confirm that the protein and energy contents are on par with the reference from step 1 Keep mass constant by removing wheat or other trace components such as premix and calcium within allowable limits in the feed HQCP has a high fibre content compared to maize which compensates for the fibre lost with the wheat removal

Going through the three steps ensures that protein and energy content is preserved. If preserving neither or one of these is the goal for substitution, step 3 can be ignored

1. The digestible protein which contains the amino acids accessible to the animal after crude protein is metabolized

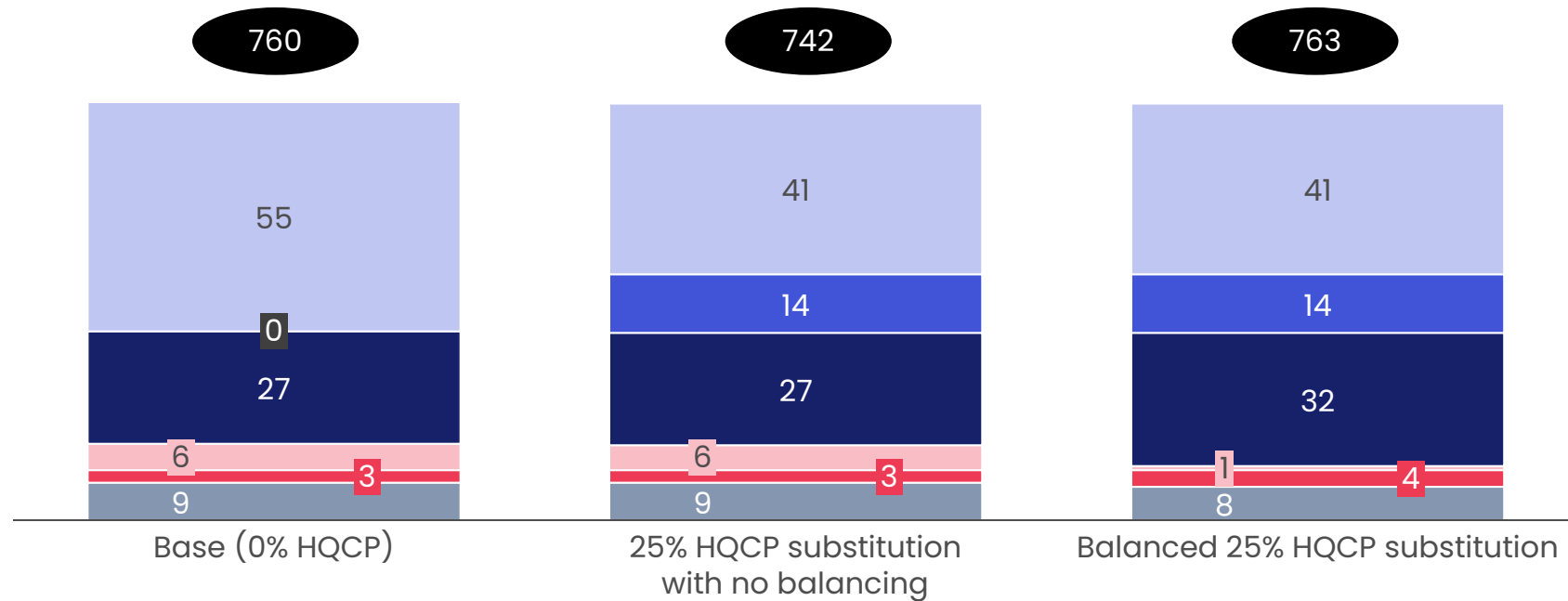
Rebalancing an HQCP-based formulation requires additional ingredients, which impact the overall cost of the feed

xx Feed cost, ₦/kg

Maize (₦300)	Soyabeans (₦650)	Soya oil (₦2,000)
HQCP (₦190)	Wheat (₦300)	Premix and calcium (₦30,000)

Is rebalancing typically done to preserve crude protein or amino acids after HQCP substitution?

Broiler feed composition under different HQCP scenarios, %



Cost difference vs Base

Energy balance

Protein balance

2%

-5%

-7%

-0.5%

<1%

<1%

Cost savings from HQCP substitution¹ depend on the price of soyabeans and oils which are used for rebalancing

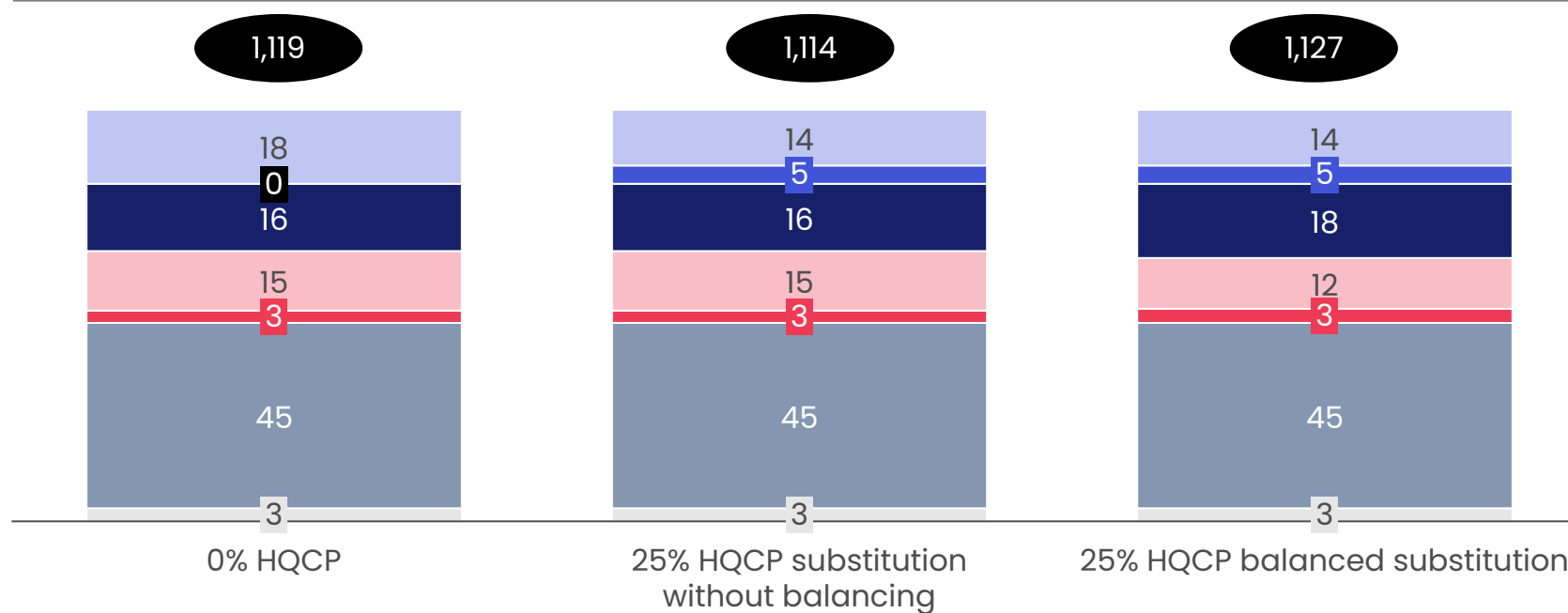
Key takeaways

- Maize is higher in digestible protein (i.e., amino acids) and energy than HQCP. Hence, substitution results in protein and energy deficits
- To rebalance amino acids and energy levels, higher-cost ingredients (e.g., oils and soyabeans) have to be added, potentially making the final formulation cost-neutral or even more expensive

Opportunity for cost savings from substitution is limited for catfish as typical rations contain much smaller proportions of maize

■ Maize (₦300)
 ■ Soybean meal (₦650)
 ■ Palm oil (₦2,100)
 ■ Premix and Calcium (₦3,000)
 ■ HQCP (₦190)
 ■ Wheat Bran (₦300)
 ■ Other proteins (₦2,800)¹
xx Feed cost, ₦/Kg

Catfish feed composition under different HQCP scenarios, %



Cost difference

0.4%

-0.8%

Energy balance

-2%

<1%

Protein balance

-1%

<1%

1. Other proteins include: Fish meal, Groundnut cake

Key takeaways

- **The opportunity for cost savings is lower for catfish compared to broiler** as its lower maize content reduces the room for substantial cost savings from substitution
- **HQCP's high fibre content raises additional concerns about digestibility** as typical rations are optimized for digestibility and elevated protein levels

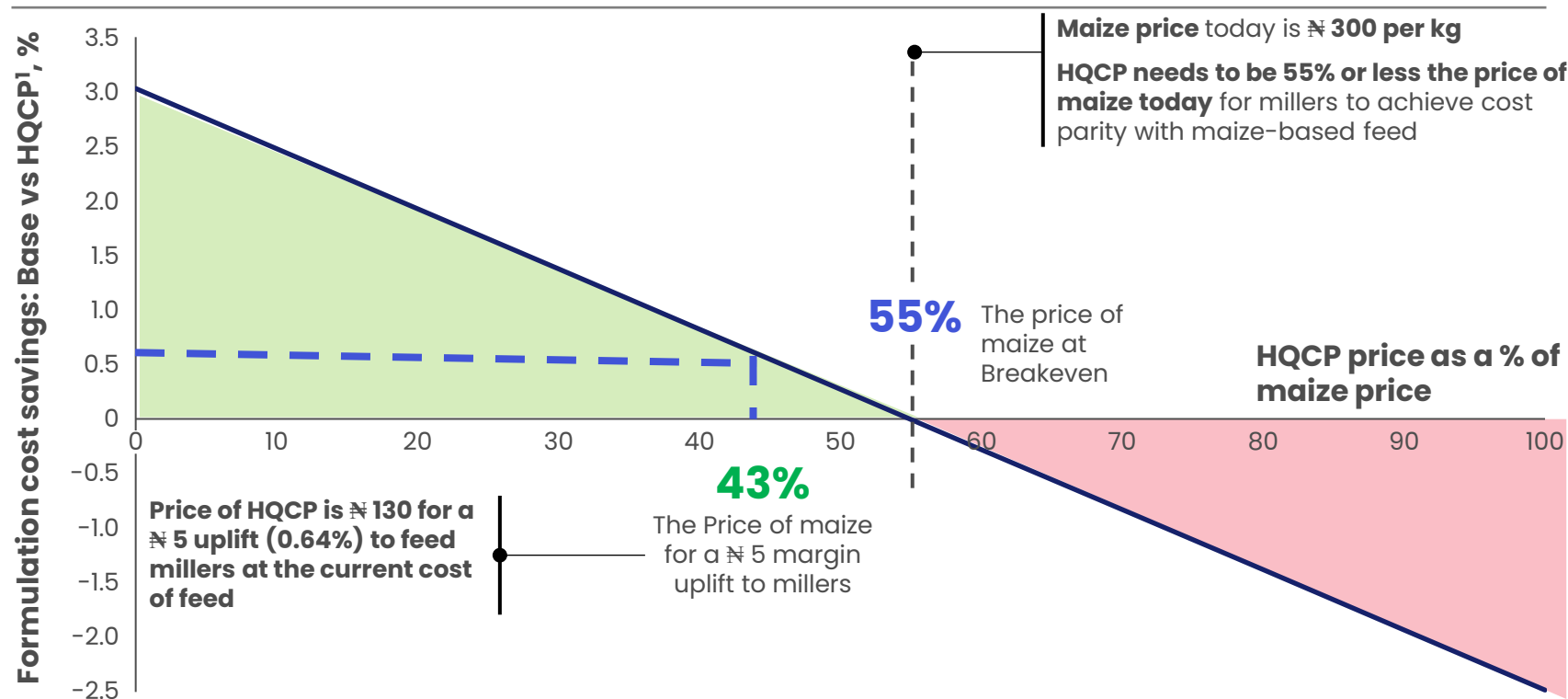
3| Under current conditions, millers could achieve cost savings when HQCP is priced below 55% the price of maize

What minimum cost savings do feed millers expect from substitution?

Margin gain to feed millers

Margin loss to feed millers

Price sensitivity analysis for HQCP substitution¹ in broilers



Key takeaways

- Under current conditions, **55% is the breakeven cost ratio of HQCP to maize**, when HQCP is priced **below 55% of maize cost**, feed millers begin to realise savings
- The **breakeven ratio is dynamic** and shifts with changes in maize prices and other key inputs such as soyabean
- At the **current maize price**, pricing HQCP at **₦130/kg or lower** would enable millers to earn approximately **₦5 additional margin per kg**



The price of soyabeans is **216%** that of maize today. This ratio could be as low as 140% and as high as 270%. Higher prices of soyabeans relative to maize would mean HQCP prices have to be even lower relative to maize

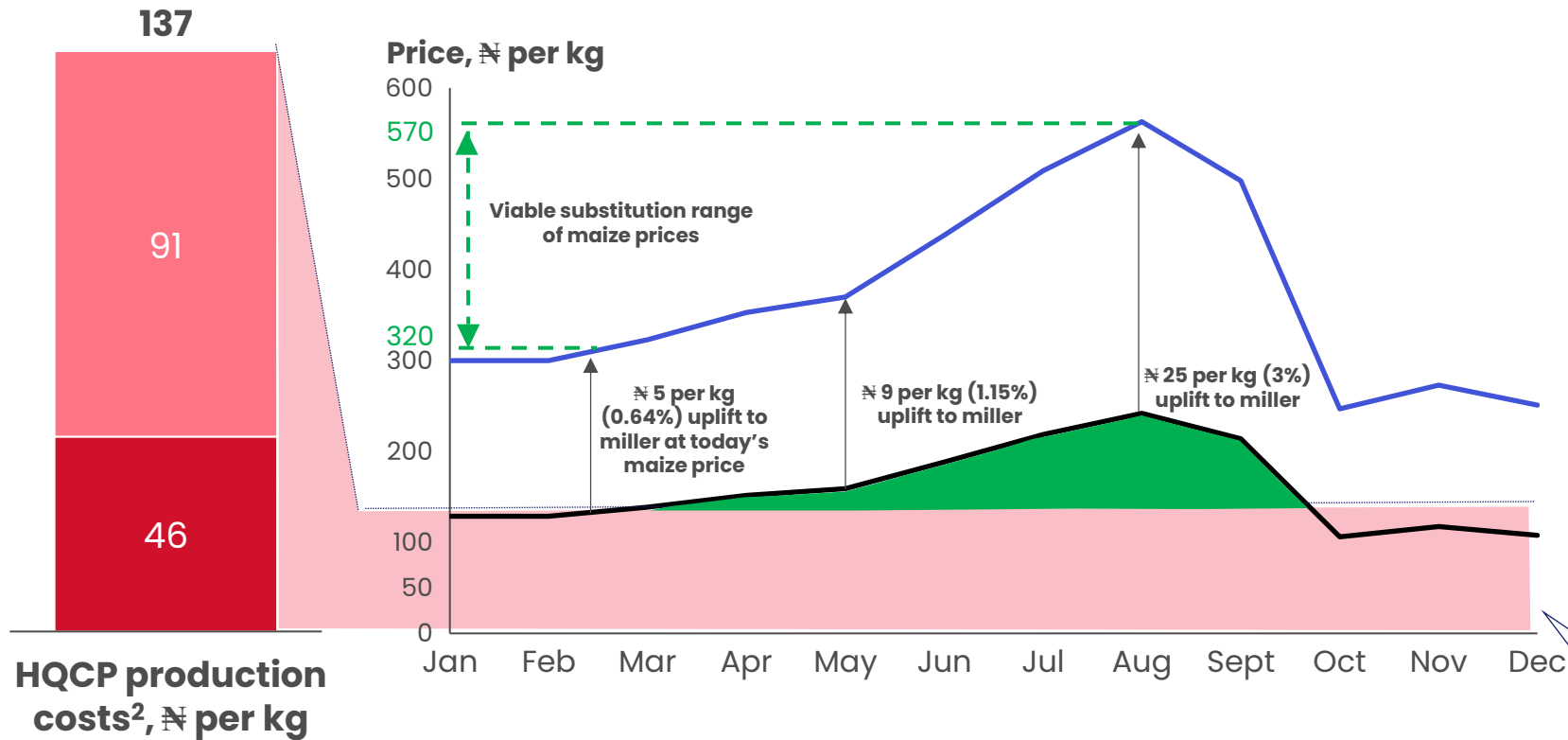
1. This is the difference between the unit cost of the base feed and the balanced feed after the 25% HQCP substitution

3| Substitution becomes viable when maize exceeds ~₦320/kg, with savings increasing as prices rise during the planting season

 What is the minimum price of maize above which millers consider substitution viable?

— Maize price — HQCP at 43% Maize price ■ Cost of sales ■ Operating costs ▲ Margin loss to HQCP processor ▲ Margin gain to HQCP processor

Change in margin for HQCP processors as price¹ of maize changes



- The price profile is constructed by applying the average 2023–2024 monthly-to-January price ratios to a January 2026 price of ₦ 300 per kg;
- Operating costs assumed to be independent of maize price
- Cost of rebalancers like soyabeans assumed to be constant at today's prices and independent of maize price



Key takeaways

- Substitution becomes commercially viable when maize prices exceed ~₦320/kg, as HQCP priced at ~43% of maize is above the HQCP processors' operating costs.** At the current maize price of ~₦300/kg, HQCP would price below processors' production costs, making the price point commercially unsustainable
- Price seasonality suggests substitution could be more viable during the peak lean season (April–September) where prices³ are highest**

The maize price trend is based on 2023 and 2024 patterns, where seasonal pricing effect is evident; 2025 is excluded because prices crashed after the grain import policy increased import volumes and muted seasonality

Agenda



Soyabean outgrower arrangement

HQCP commercialisation

- Substitution analysis

• **Offtaker engagement – Product fact pack**

- Financing

Next steps for the Feed transformation effort

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Case study on the partnership model

High Quality Cassava Peel (HQCP) fact pack

Product overview

HQCP is a viable maize substitute produced from cassava peel using a globally recognized, research-vetted process

Deep Launch's controlled and **certified** production system delivers a **clean, stable feed ingredient** free from contaminants, available in **multiple particle sizes** and grades tailored to your formulation needs



Product specifications

Starch	45% Min
Crude Protein	2% Min
Moisture	12% Max
Energy	2435.5 MJ/kg Min
Aflatoxin	0 ppb
Fibre	8–10% Min
Ash Content	6–9% Max

Product sizes

Coarse	Fine
12 mm	1–2 mm

Product overview

- ✓ Sand-Free
- ✓ No Toxin binders required
- ✓ Mould-free
- ✓ Shelf life: Stable up to 6 months from production date
- ✓ Fully organic with zero additives
- ✓ Sufficient fibre for feed binding
- ✓ Consistent Supply through a network of 225 Cassava Processors

Recommended Use

- ✓ **Coarse** for Ruminants
- ✓ **Fine** for Poultry

Substitution guidance

HQCP can replace up to 25% of maize in poultry formulations and up to 50% in ruminant formulations, with best results achieved when used alongside the recommended enzymes.



ILRI & CGIAR Certified



NAFDAC Registered



SON Standards Compliant

Deep Launch could produce HQCP at ~124 naira per Kg if a minimum offtake commitment of 1200 MT is secured

■ Most recent adjustments

		Cost structure for Deep Launch, NGN/Kg		Description
Category		Previous	Current	
 Raw peels		54	45	Sourced from cassava processors at NGN 45 per kg vs NGN 54 per kg
 Bagging and Tarpaulin		23	23	Selling bags: 220,000 50kg bags @ NGN 645/bag vs 665/bag for 300,000 units Loading bags: 50,000 100kg bags @NGN 600/bag Dewatering bags: 1000,000 25kg bags @NGN 450/bag Tarpaulin: 575 units @87,000 per unit
 Fuel		23	23	Diesel: 10,000 L @ NGN 1100/L Biogas : 22,500 m3 @NGN 400/m ³
 Logistics		24	20	Delivery to offtakers: NGN 18,750 per MT vs NGN 23,000 per MT Peels to Deep Launch : NGN 767 per MT
 SGA		12	12	Staff: NGN 124 mn per annum Maintenance : NGN 7mn per annum
 Rent and Insurance		1	1	Rent: NGN 9mn per annum Insurance : NGN 3mn per annum
Total		101 36 137	88 36 124	

Agenda



Soyabean outgrower arrangement

HQCP commercialisation

- Substitution analysis
- Offtaker engagement – Product fact pack

• **Financing**

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

Eight relevant financiers across three financing options have been identified for Deep Launch

Deep dive follows

Financing options		Pros	Cons	Relevant financiers
A Catalytic grants, technical assistance and challenge funds		Non-dilutive; ideal for piloting nascent business models and great fit for “public good” elements Can lower risk and unlock access to debt in the future	Competitive and reporting-heavy; may not cover routine working capital fully	  
B Blended finance		Can fund commercialisation and job creation projects - Milestone-based support	- Competitive Timing uncertainty and compliance load	
C Commercial bank working-capital loan		Fastest path to liquidity if guarantee coverage and documentation are robust Scalable in line with cash flow growth and proven performance	Requires collateral, covenants, and robust cash-cycle discipline Pricing may remain high without strong de-risking, and renewals depend on portfolio performance	   

A. Potential donors for Deep Launch have been identified based on feasibility and typical ticket size (1/2)

CATALYTIC GRANTS

 Major focus
  Minor focus
 High¹  Medium  Low 

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Gates Foundation (direct grants)			Multi-year, multi-million (varies)	The foundation prioritizes agricultural transformation, waste-to-wealth initiatives , and food security interventions. The foundation funds programs aligned with scaling the production of Cassava products such as the TAAT waste to peels research and the Nigeria Cassava Investment Accelerator among others	
Global Innovation Fund (GIF) (staged grants/investments)			\$50k–\$230k (Pilot grants); up to \$2.3 m (Test and Transition)	GIF supports social innovations worldwide that improve the lives of those living on less than \$5/day . Deep Launch is an ideal pilot candidate to receive up to \$230K to prove the commercial viability of its innovative approach to sourcing peels which guarantees supply and improves income for the female processors and young equipment operators	
Mastercard Foundation – Fund for Resilience & Prosperity (FRP)			~\$0.5 million–\$2.5 million per award	FRP's Agribusiness Challenge Fund targets agribusiness solutions for resilience/prosperity . It explicitly lists grant ranges up to \$2.5 million, and focuses on African agri-SMEs. This could potentially cover Deep Launch's ~\$1million needs via a single award or multiple calls	
Africa Enterprise Challenge Fund (AECF) (grants & repayable grants)			Up to ~1.5 million	The AECF runs competitions targeting agribusiness, renewable energy, resilience, and rural financial services across sub-Saharan Africa. It provides staged grant support by disbursing funds based on the achievement of mutually agreed-upon milestones. However, competitions are often thematic and targeted to specific countries . Deep Launch could apply when the competition targets innovation in Agriculture for Nigeria	
AGRA–YEFFA			\$100k–\$5m (pool-\$350m)	AGRA's Youth Entrepreneurship for the Future of Food and Agriculture (YEFFA) program provides grants and funding to a variety of stakeholders within the African agricultural sector, with a primary focus on young entrepreneurs and women . This could become a major focus for Deep Launch if it has youth representation on its management team	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

Source: [Gates Foundation](#); [C:AVA](#) [FRP](#); [ARAA](#); [AECF](#); [GIF](#); [YEFFA](#)

A. Potential donors for Deep Launch have been identified based on feasibility and typical ticket size (2/2)

CATALYTIC GRANTS

 Major focus
  Minor focus
 High¹

 Medium
  Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Challenge Fund for Youth Employment (CFYE) – Nigeria Window			≥ €200k (matching required 1:1)	A Dutch-funded challenge that funds agribusinesses only if they create verifiable jobs. Nigeria calls require at least €200k co-investment, matched by the program. Deep Launch could leverage it if job creation (especially for youth/women) is central, but funding is contingent on meeting stringent employment targets of at least 500	
Shell Foundation			Multi-year, multi-million	Deep Launch could access support indirectly through Shell Foundation-backed programs and partners. Shell foundation prioritizes solutions that improve small holder outcomes through clean energy solutions. Deep Launch's focus, however, is on using biogas – a cleaner energy source to reduce its operating costs. It funded Anatsor, a Nigerian agritech company which provides clean, on-site processing capabilities for cassava and yam farmers`	
GIZ/BMX developPP ventures			~€100k	Designed to support innovative companies with co-funding and support, best fit where Deep Launch can match and show a clear scale pathway as an SME venture. Startups promoting gender equality are especially encouraged to apply, however, the company must have received matching funds equaling the capital received	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

Source: [develoPPP](#); [Shell Foundation](#); [CFYE](#), [GPP](#)

A| Potential engagement plan for Deep Launch with the Gates Foundation

Funding Overview

The Gates Foundation funds agriculture and food systems work, including livestock productivity and feed value-chain interventions, typically through experienced implementers and partners. Deep Launch is most likely to access funding through a partner with the foundation. Grant sizes vary widely and can be multi-year and multi-million.

Considerations

Proposed financial support

Deep Launch seeks catalytic funding to build and operate a HQCP facility that converts cassava peel waste into a reliable, lower-cost feed ingredient for Nigerian feed mills

Strategic fit

This pilot advances food-system outcomes by reducing feed costs through maize substitution with HQCP, increasing incomes for women active in cassava-processing clusters, and improving affordability of animal protein by lowering the cost of feed

Examples of Gates Foundation beneficiaries



Nutreco received a US\$4.8 million grant from the Bill & Melinda Gates Foundation to fund 21 Hendriz4U feed production facilities across Sub-Saharan Africa

Engagement plan

- 1 Direct Gates Foundation engagement through contacts or a visit to the local office in Abuja, Nigeria to build relationship with program officers
- 2 Identify the most relevant active Gates grantees in feed interventions and food systems working in Africa or Nigeria and map a partner route
- 3 Propose a subgrant or implementing partner structure with clear deliverables and reporting

Preparation for engagement

Elements to enhance credibility

- **Impact pack** highlighting sourcing innovation, cost savings from HQCP substitution, income growth for female processors, and job creation potential
- **A measurable pilot plan** with a clear ramp up schedule for production and income realisation
- **Execution readiness** by documenting its established grounding with ILRI and showing evidence of supply relationship to key feed customers millers

Materials

- Concept note (problem, solution, why now, why Deep Launch)
- Detailed budget
- Implementation plan
- M&E framework and baseline approach
- Company proof pack: audited accounts, governance, operations record

A| Potential engagement plan for Deep Launch with the Global Innovation Fund

Funding Overview

Global Innovation Fund provides staged financing to test and scale evidence based innovations, offering grants at early stages and larger follow on capital for scaling when results are proven. Funding amounts depend on stage and diligence outcomes, therefore Deep Launch could position the HQCP commercialisation pilot as a rigorous evidence generating intervention with a clear path to scale

Considerations

Proposed financial support

Deep Launch could seek \$230K in pilot funding to test the viability and scalability of HQCP production in Nigeria with a facility that converts cassava peel waste into a reliable, lower-cost feed ingredient for feed mills

Strategic fit

Deep Launch is pioneering the industrial scale-up of High Quality Cassava Peels to simultaneously reduce Nigeria's reliance on the more expensive maize for feed and close the living income gap for hundreds of women who supply the peels

Examples of GIF beneficiaries



The Global Innovation Fund (GIF) provided \$2.5 million in subordinated debt to Babban Gona in 2017 as a 'Test and Transition' investment to scale their innovative approach to outgrower models

Engagement plan

- 1 Submit a concept aligned to the fund's investment criteria and evidence requirements when application windows open
- 2 Apply first for pilot funding, emphasizing proof of viability, impact and novelty
- 3 Prepare for diligence on economics, implementation capacity, and safeguarding

Preparation for engagement

What to include to increase credibility

- **Impact pack** highlighting sourcing innovation, cost savings from HQCP substitution, income growth for female processors, and job creation potential
- **A measurable pilot plan** with a clear ramp up schedule for production and income realisation
- **Execution readiness** by documenting its established grounding with ILRI and showing evidence of supply relationship to key feed customers millers

Materials

- Concept note (problem, solution, why now, why Deep Launch)
- Detailed budget with milestone-linked tranches
- Implementation plan
- M&E framework and baseline approach
- Company proof pack: audited accounts, governance, operations record

A| Deep Launch donor outreach plan for Mastercard Foundation

Funding Overview

The Mastercard Foundation prioritizes agriculture-led job creation, MSME formalisation, and youth and women inclusion across African value chains. Funding is typically provided through programmatic grants or challenge funds, often linked to pathways into partner-bank MSME finance. Relevant agribusiness pilots commonly range from \$0.5–2.5m

Considerations

Proposed financial support

Deep Launch could seek catalytic funding to build and operate a HQCP facility that converts cassava peel waste into a reliable, lower-cost feed ingredient for Nigerian feed mills

Strategic fit

This pilot aligns with resilience and livelihoods outcomes by raising incomes for women-run peel clusters, creating ~350 jobs across its operation network, and improving food affordability through lower-cost feed inputs

Best fit pathway or examples

- Direct application to an active agribusiness challenge fund call where Nigeria is eligible
- Engaging implementation partners like KPMG and TRIPELINE for information on access to matching grants similar to the NADF-Mastercard support for Psaltry's Cassava outgrower scheme

Engagement plan

- 1 Track the next Agribusiness Challenge Fund call and validate Deep Launch eligibility, match rules
- 2 Build a jobs and livelihoods narrative with measurable targets tied to women cluster incomes and local employment
- 3 Apply to relevant challenge funds, for instance, previous viable funds include **Africa growth Fund or FRP¹** where SMEs could get between **\$0.5m– 2.5m in grants**

Preparation for engagement

What to include to increase credibility

- **A match plan that is auditable** and aligned to fund rules
- **Impact pack which quantifies cost savings** from HQCP substitution, job creation opportunity and income growth for female processors in the cluster
- **A measurable pilot plan** with a clear ramp up schedule for production and income realisation

Materials

- Concept note (problem, solution, why now, why Deep Launch)
- Detailed budget with milestone-linked tranches
- Implementation plan
- M&E framework and baseline approach
- Company proof pack: audited accounts, governance, operations record and compliance

Potential blended financing options for Deep Launch have been identified based on pilot investment alignment (1/2)

BLENDED FINANCE

 Major focus
  Minor focus
 High¹  Medium  Low 

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Sahel Capital –Sahel Capital Agribusiness Fund II			\$To be disclosed after SCAF II completes raise	SCAF II, a successor to FAFIN is expected to continue investing in opportunities that improve food security, enable import substitution and fix challenges along value chains in Nigeria. FAFIN Beneficiaries include Dayntee Farms, Crest Agro Products, TradePot Inc, amongst others	
Goodwell investments – Umuntu (Alitheia Capital –NG)			USD 1million–5million	Equity investment: Deployed capital into agribusiness startups across Africa, with a strategic investments in Nigeria (e.g., Tomato Jos). Prioritized impact-driven initiatives by backing scalable models, primarily after achieving success at the pilot stage. Typically funds during series B rounds which implies Deep Launch must have raised significant equity prior to application	
Alitheia IDF			\$50million has been invested in 12 companies	IDF is a \$100 million private equity fund that invests growth capital in SMEs in Western and Southern Africa using a gender lens to identify opportunities that increase returns to and improve outcomes for women. Deep Launch's positioning to improve earnings for female cassava processors could resonate with AIF's investment strategy. However, there is a strong leaning towards female representation in the company's corporate governance structure	
Agri-Food SME Catalytic Financing Mechanism (ACFM – AfDB)			\$100,000 – \$1,000,000+	The Facility provides catalytic loans aimed at increasing Agri-SMEs' access to finance and enhancing the commercial viability of projects. It focuses on impact-oriented Agri-SMEs with an emphasis on gender equality and climate resilience across the agri-food value chain in the Bank's Regional Member Countries. Last call was in 2024 and Timing for the next challenge remains uncertain	
Root Capital (Nonprofit Agricultural Lender)			\$200k–\$2 million loans (flexible rates)	Provides affordable, flexible loans to agricultural enterprises in underserved markets. Since 1999, Root has lent over \$1.5 billion to 740+ agri-businesses, with loan sizes ranging \$200k–\$2M. Combines donor guarantees and technical assistance with loans to agricultural SMEs; strong fit for first-time borrowers and processors. Deep Launch is more interested in grant and equity financing at this stage	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

Source: [Goodwill](#); [NADE](#); [NADF-WISE](#); [Root Capital](#); [Alethia IDF](#); [ACFM-AFDB](#)

Potential blended financing options for Deep Launch have been identified based on pilot investment alignment (2/2)

BLENDED FINANCE

 Major focus
  Minor focus
 High¹

 Medium
  Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Africa			
Agri-Business Capital (ABC) Fund (IFAD/EU blended fund)			\$25k–\$1 million (debt or equity; ~8–12% interest)	The ABC Fund is an IFAD and EU supported blended finance facility that provides debt and equity to agri SMEs through partner funds , depending on the intermediary and instrument.. e.g., In 2020 it lent €395,653 to a Ghanaian sweet potato company for working capital and expansion at a 10% interest rate. The fund however has a requirements of being operational for at least 2 years, minimum revenue of €180,000	
GAIN – N3F			USD 0.1m–1m	GAIN collaborates with SMEs through multiple funds , including the N3F fund, delivering blended finance tailored to animal protein value chains which feed is a huge part of. It emphasizes enhancing productivity and nutrition by applying deep expertise and targeted technical assistance	
NADF			5–9% through the BOA's WISE program	NADF has identified the cassava value chain as a priority investment area, organizing programs like Women in Sourcing and Enterprise to provide liquidity for participants in the Valuechain. Deep Launch would have to go through its existing programs such as the Women in Sourcing and Enterprise program or its NCIA accelerator	

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

Source: [ABC Fund](#); [GAIN](#); [NADE-NCIA](#); [Sahel-FAFIN](#)

B| Potential engagement plan for Deep Launch with Sahel Capital Agribusiness Fund (SCAFII)

Funding Overview

SCAF II (Sahel Capital Agribusiness Fund II) is a \$75 million growth equity fund launched as the successor to FAFIN to provide long-term capital to high-potential agribusinesses across West Africa, including Nigeria, Ghana, Côte d'Ivoire, and Senegal. The fund employs a blended finance structure that combines private investment with technical assistance to scale companies working to improve food security, enable import substitution and fix challenges along value chains

Considerations

Proposed financial support

Deep Launch could seek equity funding to build and operate a HQCP facility that converts cassava peel waste into a reliable, lower-cost feed ingredient for Nigerian feed mills

Strategic fit

Deep Launch fits SCAF's focus on strengthening domestic supply chains by turning locally available cassava by-products into an input that can reduce reliance on higher-cost maize. Deep Launch can also use its technical assistance offering to further strengthen its operating model and commercial execution plans

Examples of Sahel Capital beneficiaries



Dayntee Farms Limited, an offtaker for chickens, who works with structured farmer networks and reliable throughput



Crest Agro Products, an integrated cassava starch business with a large processing plant and extensive farmer networks

Engagement plan

- 1 Request a call with Sahel Capital's SCAF team to through contacts on the website or the office in Lekki to understand key requirements
- 2 Provide details on Considerations and an investment pack covering the business opportunity, plans and projected impact
- 3 Prepare for due-diligence on business plans, execution readiness and partnership structure

Preparation for engagement

What to include to increase credibility

- **Impact pack** highlighting sourcing innovation, cost savings from HQCP substitution, income growth for female processors, and job creation potential
- **A measurable pilot plan** with a clear ramp up schedule for production and income realisation
- **Execution readiness** by documenting its established grounding with ILRI and showing evidence of supply relationship to key feed customers millers

Materials

- Concept note (problem, solution, why now, why Deep Launch)
- Detailed budget with milestone-linked tranches
- Implementation plan
- M&E framework and baseline approach
- Company proof pack: audited accounts, governance, operations record

Potential loan financing options for Deep Launch have been identified based on pilot investment alignment (1/2)

CONCESSIONAL AND COMMERCIAL LOANS

 Major focus
  Minor focus
 High¹

 Medium
  Low

Financier	Alignment ²		Average ticket size	Rationale	Priority
	AG ³	Nigeria			
NIRSAL – Credit Risk Guarantee			Up to 75% guarantee (loans up to NGN50 m common)	NIRSAL – a CBN-backed institution, doesn't lend directly but makes banks comfortable lending to agri firms by guaranteeing 75% of the loan principal. As of 2025, NIRSAL had facilitated NGN70 billion+ in agribusiness loans through commercial banks. By de-risking loans, it effectively enables more favourable terms (often around 9–15% interest instead of 25%+)	
FCMB – backed by Proparco/AFD guarantees			Rates are tailored to each business's risk profile	Proparco targets the modernisation of the agri-food sector to reduce food imports and enhance food security. In January 2025, Proparco signed a \$35 million senior credit line with First City Monument Bank (FCMB) in Nigeria. This funding is specifically earmarked for SMEs, with 90% targeted at the agricultural sector	
BOA – Bank of Agriculture			12% for processing; 9% for production	The Bank of Agriculture provides a critical institutional bridge for Deep Launch by offering specialized 12% processing loans and serving as the primary disbursement partner for the WISE Program and NADF Seed Capital Facility, enabling low-cost equipment acquisition and working capital for rural sourcing	
BOI – Bank of Industry			9–12% , Up to 50M and 2B for larger enterprises	BOI supports Nigerian industrial expansion including agro-processing. Deep Launch is equipment-heavy (drying, milling, QA) and can be framed as industrial processing that reduces feed cost, with clear job creation. Loan disbursement depends on scale of business	
Development Bank of Nigeria (DBN, via PFIs)			8–12% (on-lent)	DBN provides MSME finance through intermediaries; also supports with technical assistance to the financial institutions and final recipient. Fidelity Bank's, DBN-LPRES initiative provides loans capped at 16% per annum for up to six years with flexible repayment terms and free advisory business services	
Agriculture Credit Guarantee Scheme Fund (ACGSF)			Variable based on implementing bank CBN Interventions paused after the new regime based on the interviews with commercial banks Capped at 5%		
CBN – AGSMEIS			Businesses can obtain up to 75% of their loans and benefit from a 40% interest rebate linked to repayment performance, with a cap of N50m, ensuring robust financing for operational costs and capital projects Each bank allocates which supports agribusiness and priority SMEs. The program offers long-tenure loans with substantial amounts, tailored to the applicant's credit history, and involves rigorous KYC processes alongside collateral requirements		

1. High: clear, active focus and repeat activity; Medium: adjacent focus or indirect exposure; Low: limited evidence of focus // 3. Alignment reflects evidence of active programmes or repeat transactions in (i) agriculture, (ii) aquaculture, and (iii) Africa // 3. Agriculture

C| Potential engagement plan for Deep Launch with NIRSAL

Funding Overview

NIRSAL offers a Credit Risk Guarantee (CRG) that covers 50–75% of eligible agricultural loans, reducing banks' exposure. However, as banks typically require collateral of 110–120% of the loan value, customers must still provide 60–70% collateral coverage after the guarantee. While the CRG improves access to credit, lending rates remain at the bank's discretion, and borrowers pay NIRSAL a 1% management fee on the loan amount

Considerations

Proposed financial support

Deep Launch could seek a CRG supported facility to commission and operate an 11,000 MT/year HQCP facility that converts cassava peel waste into a reliable, lower-cost feed ingredient for Nigerian feed mills

Strategic fit

The guarantee aligns because it addresses bank risk constraints while Deep Launch's sales driven repayment structure and operating controls reduce default probability and improve lender confidence

Examples of Nirsal's CRG beneficiaries

- A 50% CRG on a ₦1.15bn facility for cocoa exporter ADT Russet Ltd, with Keystone Bank involved, which is structurally similar to how Deep Launch would pursue a single-company facility via a partner bank

Engagement plan

- 1 Confirm the bank sponsor (e.g., StanbicBTC, Nova Bank, Union Bank, etc.) and facility structure that best fits aquaculture production cycles
- 2 Submit a bank credit pack that demonstrates repayment controls, reporting, and operating SOPs
- 3 Align monitoring triggers and early warning mechanisms with the lender

Preparation for engagement

What to include to increase credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

C| Potential engagement plan for Deep Launch with FCMB backed by Proparco

Funding Overview

FCMB is a commercial bank with agribusiness exposure and has been publicly reported as receiving a Proparco senior credit line intended to expand SME lending including agriculture. Facility size and pricing are determined by bank appraisal, so Deep Launch would pursue a working capital structure that is secured by disciplined repayment controls and verified cash flows

Considerations

Proposed financial support

Deep Launch could request for an FCMB working capital facility to fund pilot execution and early scaling ramp for its HPCP facility, with repayment structured against contracted sales and collections into a controlled account

Strategic fit

The facility aligns because it supports real sector SME lending in agriculture while Deep Launch's structured cash flow controls and measurable pilot milestones reduce credit risk and improve bankability

Best fit pathway

- Direct FCMB agribusiness lending route with a structured collections account and cycle aligned repayment
- Blended structure where a guarantee such as NIRSAL CRG is layered to improve approval odds and pricing when appropriate

Engagement plan

- 1 Engage FCMB agribusiness team with a concise bank pack and repayment structure
- 2 Align tenor and monitoring to production and sales cycles
- 3 Agree covenants and reporting cadence and launch with tight monthly monitoring

Preparation for engagement

What to include to increase credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

C| Potential engagement plan for Deep Launch with the Bank of Agriculture

Funding Overview

Bank of Agriculture (BOA) is Nigeria's development finance institution for agriculture, with a mandate to provide credit across agricultural value chains, strengthen cooperatives and extension/capacity services, and expand rural jobs and financial inclusion. BOA's published indicative pricing includes 9% for production, 12% for Processing and 20% for marketing

Considerations

Proposed financial support

Deep Launch could seek a BOA-backed concessional loan facility structured as:

- (1) a term loan for HQCP processing equipment and
- (2) a working-capital line to reliably buy cassava peels from processing clusters, process and supply feed mills

Strategic fit

Deep Launch fits BOA's mandate because it is an agriculture value-chain business that turns cassava peel waste into a useful feed ingredient and creates rural jobs and income in cassava-processing with structured cash flow controls and measurable pilot milestones to reduce credit risk and improve bankability

Best fit pathway

- Deep Launch applies under BOA's processing credit categories, where BOA already publishes indicative terms and documentation requirements for borrowers

Engagement plan

- 1 Meet with BOA's credit team at a branch to agree on the appropriate product, tenor, and security structure for a processing and working-capital facility
- 2 Submit a complete credit pack aligned with BOA's stated borrower requirements, providing evidence of contracted demand and robust cash collection controls
- 3 Finalize security, sign agreed terms, and initiate drawdowns with a simple monthly reporting routine tracking production, sales, and loan repayment

Preparation for engagement

What to include to increase credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

C| Potential engagement plan for Deep Launch with the Bank of Industry

Funding Overview

Bank of Industry's **Agri-processor financing support** is designed to finance processors like Deep Launch seeking concessional loans to scale production. Financing terms include **13% per annum** interest on term loans for capital expenditure, **15% per annum** on working capital loans, and up to **6 months moratorium**. In addition, Deep Launch could also access the climate resilience support to finance the purchase and operation of its biogas facilities

Considerations

Proposed financial support

Deep Launch could seek a concessional loan facility structured as:

- (1) a term loan for HQCP processing equipment and
- (2) a working-capital line to purchase raw materials and operate the facility

Strategic fit

Deep Launch fits BOI's mandate to scale value-addition on agricultural produce in Nigeria. With BOI's support, Deep Launch can gainfully support ~310 women and youths with improved incomes. Deep Launch's plans to utilise biogas as an alternative to diesel also aligns with BOI's mandate to promote adoption of climate-friendly energy solutions

Best fit pathway

- Deep Launch applies under BOI's processing credit categories, where BOI already publishes indicative terms and documentation requirements for borrowers

Engagement plan

- 1 Engage BOI's credit team at a branch or apply online to agree on the appropriate product, tenor, and security for a processing and working-capital facility
- 2 Submit a complete credit pack aligned with BOI's stated borrower requirements, including evidence of contracted demand and effective cash collection controls
- 3 Finalize security, sign terms, and initiate drawdowns with a simple monthly reporting routine tracking production, sales, and loan repayment

Preparation for engagement

Elements to enhance credibility

- **Operational readiness proof** showing that the pilot is ready to run once capital is unlocked
- **A closed loop repayment mechanism** through controlled sales channels and transparent deductions
- **A monitoring plan** that tracks production and cash flows across cycles

Materials

- Business plan and financial model
- Offtake evidence from feed mills showing expected volumes, quality specifications, pricing and payment terms
- Operating SOPs
- Risk register
- Any other required compliance documentation as requested by the bank

Agenda



Soyabean outgrower arrangement

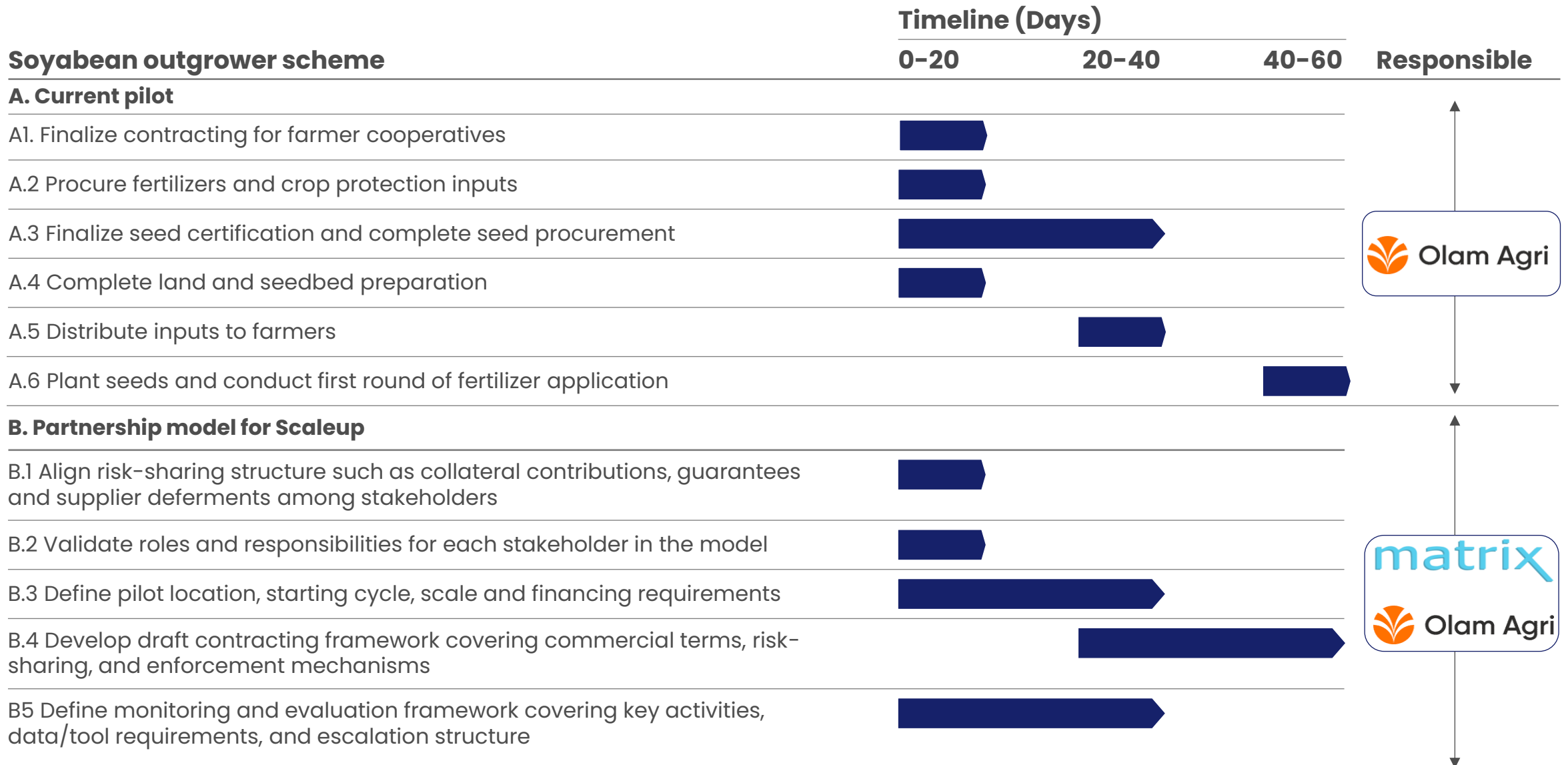
HQCP commercialisation

Next steps for the Feed transformation effort

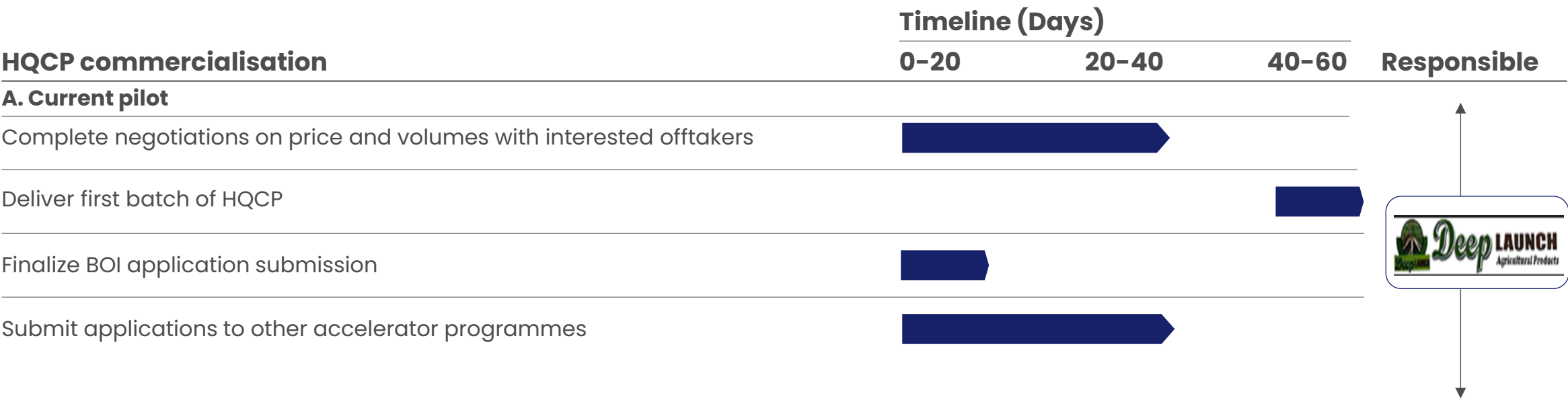
Potential government interventions to catalyse value chain growth

Case study on the partnership model

The next 60 days for the Feed transformation effort (1/2)



The next 60 days for the Feed transformation effort (2/2)



Agenda



Soyabean outgrower arrangement

HQCP commercialisation

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

Potential government interventions will be critical in supporting transformation of the Feed value chain

Interventions highlighted by stakeholders



Ecosystem support for substitutes

Improve transparency in feed formulation and introduce incentives to drive adoption of cheaper, viable substitutes

Strengthen collaboration with development partners to accelerate commercialisation of substitutes



Financing for improved inputs

Increase investment in improved seed varieties to improve yields for key feed crops like soyabeans

Subsidise access to quality seeds and fertilizers to improve farmer productivity and profitability



MSME financing and capacity support

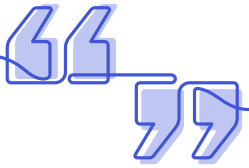
Develop structured MSME support programmes to enable scaling and integration for smaller aggregators and processors



Stakeholder engagement and feedback loops

Leverage leading value chain players to drive awareness and capture farmer feedback for continuous improvement of interventions

What stakeholders are saying



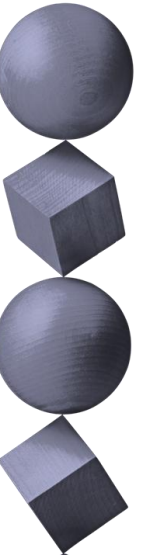
Limited transparency on feed formulation reduces awareness and acceptance of substitutes among poultry and fish farmers

Closer collaboration with development agencies (e.g. GIZ, Sasakawa, ILRI) could help move research on substitutes from pilot to market adoption

MSMEs (especially in grain aggregation and processing) play a critical role in the value chain but these players remain small-scale, limiting efficiency and increasing overall system costs

Soyabean could benefit from similar interventions as maize including promotion of improved seed varieties, targeted awareness campaigns and structured farmer support programmes

Leading value chain players can act as two-way communication channels for farmers to improve awareness and on-ground effectiveness



Agenda



Soyabean outgrower arrangement

HQCP commercialisation

Next steps for the Feed transformation effort

Potential government interventions to catalyse value chain growth

Case study on the partnership model

Case study: A shared-risk model is being explored by value chain players to unlock financing for small holder farmers

Background

- **Collateral constraints and high interest rates (>30%)** limit access to farmer financing
- **Outgrower models require significant upfront working capital** for inputs

Approach

- **Role alignment for the shared risk model:** The offtaker, outgrower (input supplier), bank, credit guarantee company, and farmer take on defined roles¹ to reduce the financing burden on the outgrower²
- **Shared collateral contribution:**
 - Farmers contribute up to ~25% upfront in cash collateral
 - A credit guarantee provider covers the remainder (~75%)
- **Supplier deferment:** Input suppliers defer part of payments to season end
- **Harvest offtake:** Offtaker guarantees purchase of aggregated produce at season end and pays the outgrower
- **Loan recovery & settlement:** Outgrower deducts input costs and interest, repays the bank, and passes residual income to farmers

Key design elements



Clear definition of responsibilities to reduce execution risk and ensure accountability



Contracts which define base pricing logic (i.e. end-of-season purchase price to ensure input cost recovery) and **price review triggers**



Stakeholders monitor activities using their own tools, with shared data access to ensure transparency and alignment



Clear mapping of input flows, financing, produce aggregation, and repayment pathways to align reduce ambiguity



Training and extension support jointly delivered by the input suppliers and offtaker to drive productivity and ensure proper input utilisation

Potential reach & impact

3,000

Farmers to be reached

1.5 MT per ha

~50% increase from current yields (1 MT)

\$180

Additional income per farmer

\$500K

Additional income across all farmer

1250 MT

Fertilizers supplied to farmers; ~200% increase vs current usage

1m\$

Financing mobilised

End