

Strategic Partnership Proposal

Halal-Certified Goat Meat Processing Facility

Export to Saudi Arabia & the Middle East

Transforming Nigeria's livestock sector through world-class infrastructure, international certifications, and strategic partnerships to capture the \$12.2B Middle Eastern halal meat market



Submitted to
Nigerian Agricultural Development Agency (NADA)



Submitted by
Saudi-Dutse Agric Product SPV

Project Location

Dutse, Jigawa State

December 2025

PROPOSAL STRUCTURE

Executive Overview

1 Market Opportunity & Validation

\$12.2B Middle East market, Saudi Arabia's \$233M imports, Nigeria's 88M goat capacity

2 Project Rationale & Supply Capacity

Critical infrastructure gap, Nigeria's \$8B annual losses, Jigawa's strategic advantages

3 Regulatory Framework & Certifications

Saudi import requirements, halal certification pathway, GSO and SFDA compliance

4 Critical Success Factors

Infrastructure, phased capacity, supply chain development, quality assurance framework

5 Financial Projections & Investment

\$34.1M total cost, \$11.3M annual revenue, 16-18% IRR, funding structure

6 Partnership Structure & Governance

SPV composition, Olam-Jigawa-Consultants partnership, board framework

7 Economic & Social Impact

350 direct + 3,200 indirect jobs, 2,000+ farmers impacted, foreign exchange

8 Risk Analysis & Mitigation

Comprehensive risk assessment, market/operational/financial/regulatory frameworks

9 Implementation Timeline

24-month realistic plan, four phases from preparation to commercial operations

10 Support Requested from NADA

₦1.5B co-financing, technical assistance, regulatory facilitation, infrastructure

11 Alignment with National Priorities

Federal and state government alignment, livestock sector transformation

12 Competitive Advantages & Sustainability

First-mover advantage, pre-secured certifications, exit/expansion strategies

PROJECT OVERVIEW

Transforming Nigeria's Livestock Sector



\$12.2B

Middle East Market

Goat and sheep meat market projected to reach \$14B by 2035, with Saudi Arabia importing \$233M in 2024



88M

Nigeria's Goat Herd

Largest goat population in Africa, with Jigawa State holding 6.6M goats and strategic location advantages



\$34.1M

Total Investment

Comprehensive facility addressing critical infrastructure gaps with world-class cold chain and processing

Competitive Advantages



Pre-Secured Certifications

Halal certifications already obtained, drastically reducing time to market and eliminating regulatory barriers



Guaranteed Off-Taker Arrangements

Pre-secured buyers in Saudi Arabia eliminate market risk and ensure revenue from day one of operations



Strategic Jigawa Location

Home to Maigatari, one of West Africa's largest livestock markets, providing unparalleled supply access

350+

Direct Jobs

Management, processing, quality control, logistics

2,000+

Farmers Benefited

Contract farming with guaranteed income

\$11.3M

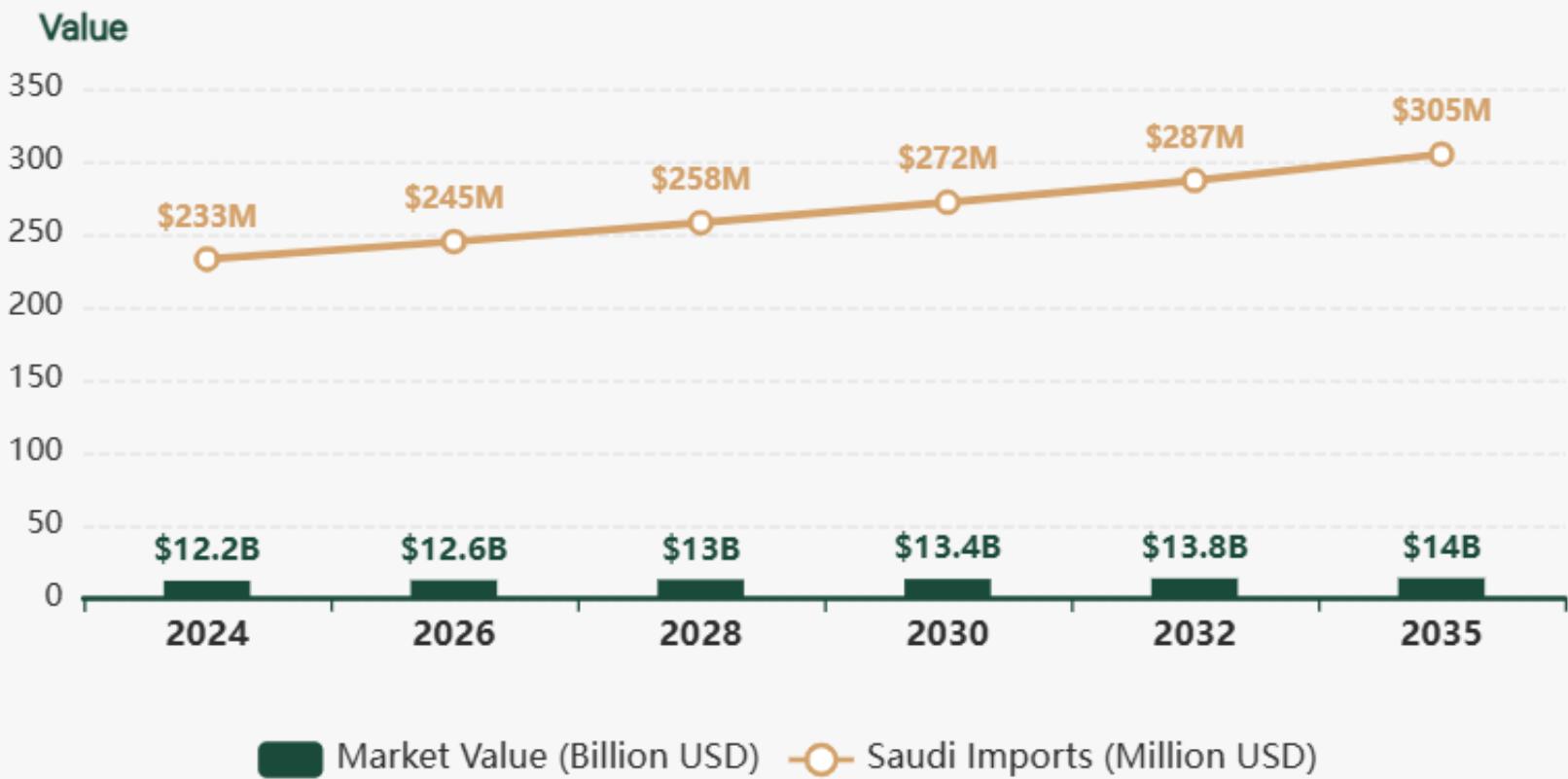
Annual Exports

Foreign exchange generation at full capacity

MARKET ANALYSIS

\$12.2B Middle East Market

Middle East Goat & Sheep Meat Market Growth



Growth Drivers

Rising health consciousness, demand for protein-rich foods, lower cholesterol than beef, fewer calories than red meat

Import Dependency

Saudi Arabia and Middle East rely heavily on imports due to limited domestic production capacity

\$233M

Saudi Arabia 2024 Imports

42,000 tonnes imported, representing 22% of total Middle Eastern imports

214,000

Tonnes Consumed

Saudi consumption growing at 1.6% annually, with goat meat representing 12% of imports

4.3%

CAGR Growth

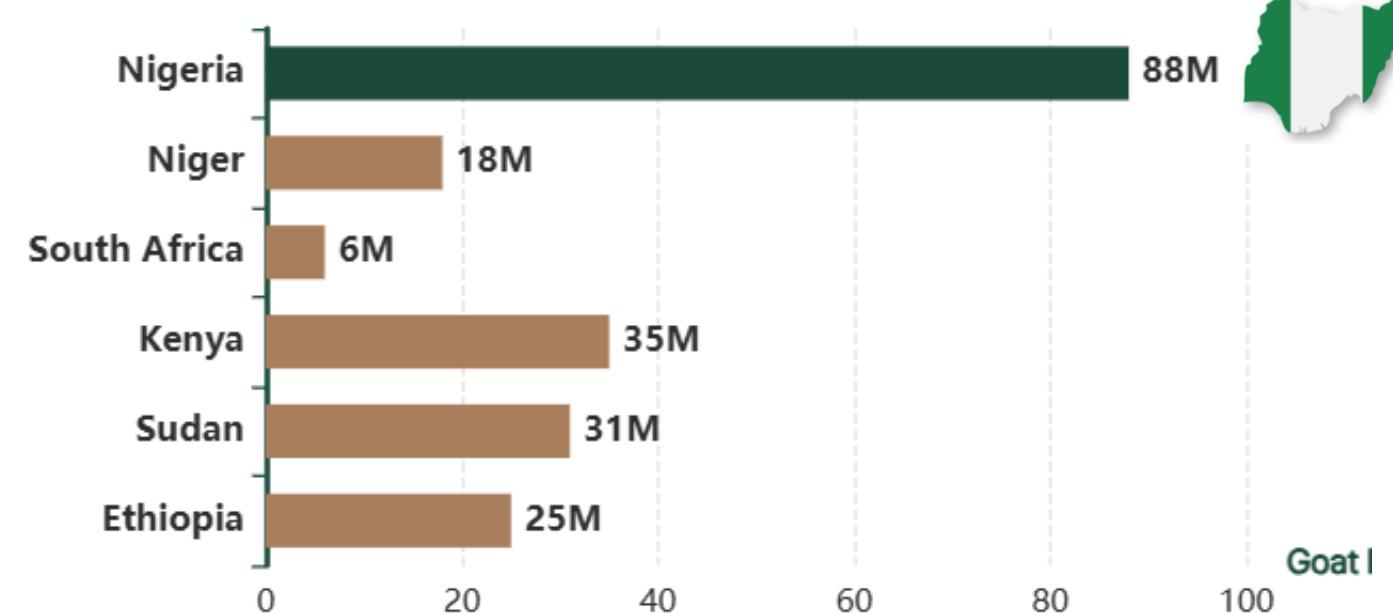
Saudi Arabia goat meat and cheese market growth (2024-2032), driven by health consciousness

Market Gap

Nigeria not currently listed as supplier despite having Africa's largest goat population

Abundant & Underutilized Export potentials - Nigeria

Nigeria Livestock Population vs. African Countries



Largest in Africa

Nigeria's 88 million goats represent the largest population on the continent, yet export potential remains untapped

88M

Goats

5.6M

Sheep

3.1M

Cattle



Jigawa State Advantages

Strategic location with Maigatari, one of West Africa's largest livestock markets

- ✓ 6.6M goats, 5.6M sheep, 3.06M cattle
- ✓ Livestock = 20% of agricultural GDP
- ✓ 300 mobile veterinary doctors deployed

Consumption Patterns

Goat meat is the third most consumed meat in Nigeria after beef and chicken, representing significant cultural and economic importance

Household Participation

Approximately 42% of Nigerian livestock-owning households raise goats, providing broad supply base

Government Commitment

State Ministry of Livestock Development recently established, demonstrating policy commitment

INFRASTRUCTURE DEFICIT

\$8B Annual Loss - Nigeria



Annual Losses

Nigeria loses over N3.5 trillion (\$8 billion) annually due to poor cold chain infrastructure, with 40% of food production wasted



Spoilage Rate

Over 30% of locally produced beef and dairy products spoil before reaching consumers, costing N200 billion (\$480 million) annually



vs. 25,000 Needed

Nigeria has fewer than 1,000 cold chain refrigerated trucks when it needs minimum 25,000 to handle food transportation requirements

⚠ Critical Gap: Export-Grade Facilities

Current State

- ✗ Only 30% of Nigerian meat processing facilities meet export-grade standards
- ✗ Weak regulatory enforcement and outdated abattoir systems
- ✗ No operational commercial-scale cattle or goat meat processing facilities

Our Value Proposition

- ✓ World-class infrastructure meeting international standards
- ✓ Complete cold chain from slaughter to export
- ✓ 2MW dedicated power plant with solar hybrid system

Infrastructure Investment

\$12.8M allocated to cold chain and power infrastructure to address primary constraint

Technology Transfer

International best practices in food processing and cold chain management

Demonstration Effect

Replicable model for agricultural transformation across Nigeria

Saudi Arabia Import Requirements: VALIDATED

Mandatory Certifications

Since November 2020, all meat shipments to Saudi Arabia require both a Halal certificate for the manufacturer and a Halal shipment certificate for each consignment

- 1 GSO certification for production facilities
- 2 Registration on Saudi Halal Centre platform
- 3 Halal slaughter certificate from recognized Islamic authorities
- 4 HACCP-based food safety management system

Labelling Requirements

- ✓ All labelling in Arabic (supplementary languages permitted)
- ✓ Production and expiration dates required
- ✓ Storage temperatures and metric weights

Inspection Protocols

Border Inspection Posts

Documentary checks, identity verification, and physical examination at Saudi border inspection posts

Establishment Inspections

Facilities subject to inspection by Saudi competent authorities, requiring continuous compliance

Project Certification Status

Already Obtained

- ✓ Halal certification
- ✓ Environmental clearance
- ✓ Export licenses

In Progress

- ⌚ GSO certification
- ⌚ Saudi Halal Center
- ⌚ SFDA registration

Critical Advantage: Pre-secured certifications and guaranteed off-taker arrangements eliminate the two greatest risks in agricultural export ventures—regulatory compliance and market access. This positions the project for immediate revenue generation upon commissioning.

Infrastructure Requirements



Independent Power

Dedicated power plant with diesel + solar hybrid backup due to grid unreliability

- ✓ 1.5MW diesel generators (redundant)
- ✓ 500kW solar installation



3,000MT

Cold Storage

Comprehensive cold chain infrastructure to ensure product integrity

- ✓ 1,000 MT blast freezing (-35°C)
- ✓ 2,000 MT cold storage (-18°C to -20°C)

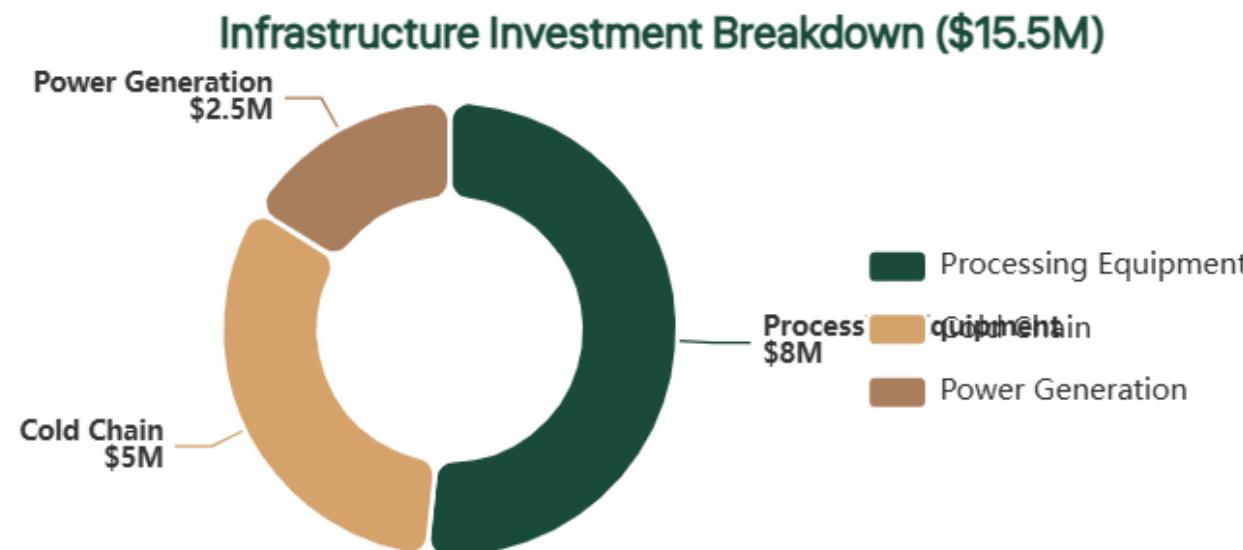


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Refrigerated Trucks

Initial fleet with GPS tracking and temperature logging capabilities

- ✓ Temperature monitoring systems
- ✓ Partnership with logistics providers



Why Redundant Systems Are Essential

Given Nigeria's infrastructure challenges, this project must invest heavily in redundant systems to ensure continuous operations

- ⚡ Grid unreliability requires own power generation (diesel + solar)
- ❄️ Cold chain failures result in total product loss
- 🛡️ Export-grade standards demand 99.9% uptime

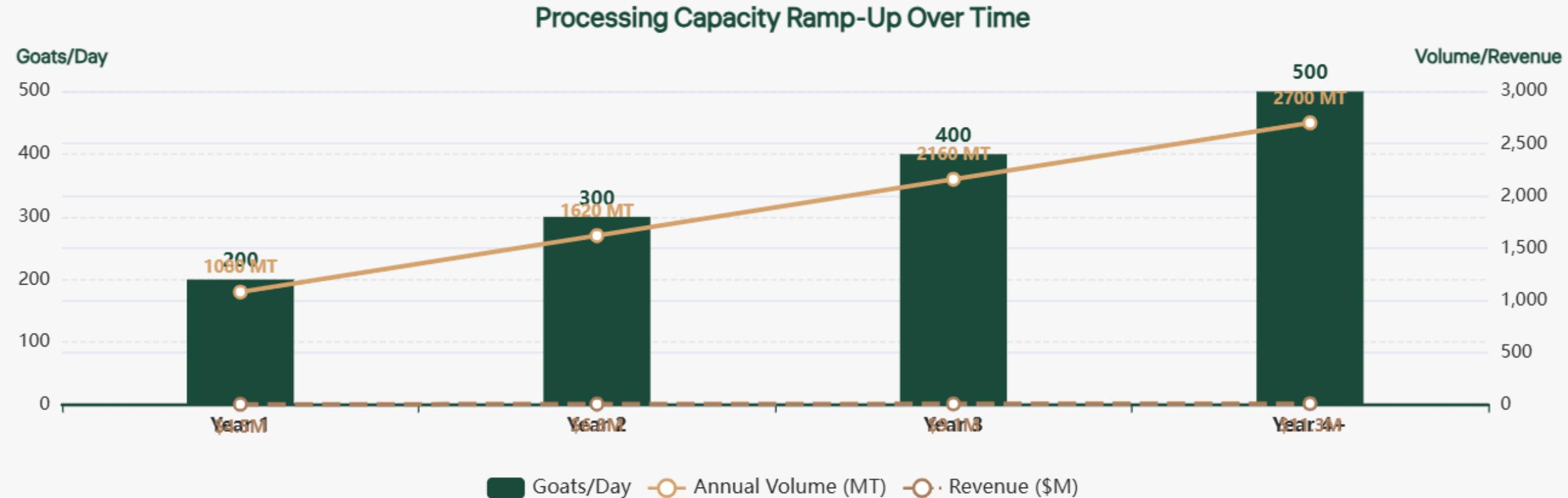
Investment Allocation

Cold chain:	\$5.0M	Power generation:	\$2.5M
Processing equipment:	\$8.0M	Total infrastructure:	\$15.5M

Critical Priority: Cold chain infrastructure is Priority #1. Nigeria's severe cold chain deficits (ranked among world's worst) make this the single most important investment to ensure export-quality products and long-term operational success.

SCALING STRATEGY

Phased Capacity: 200→350→500 Goats/Day



1 Phase 1: Year 1

200 goats/day

Focus on quality, certification maintenance, and market development while building operational expertise

- ✓ 40% capacity utilization
- ✓ Staff capability building
- ✓ Supply chain relationships

2 Phase 2: Year 2-3

350 goats/day

Scale up based on market demand and operational efficiency gains

- ✓ 60-70% capacity utilization
- ✓ Expand supplier network
- ✓ Add additional shifts

3 Phase 3: Year 4+

500 goats/day

Full capacity operations with potential for facility expansion

- ✓ 100% capacity utilization
- ✓ Diversification into sheep
- ✓ Potential second facility

SOURCING STRATEGY

Securing 500+ Farmers

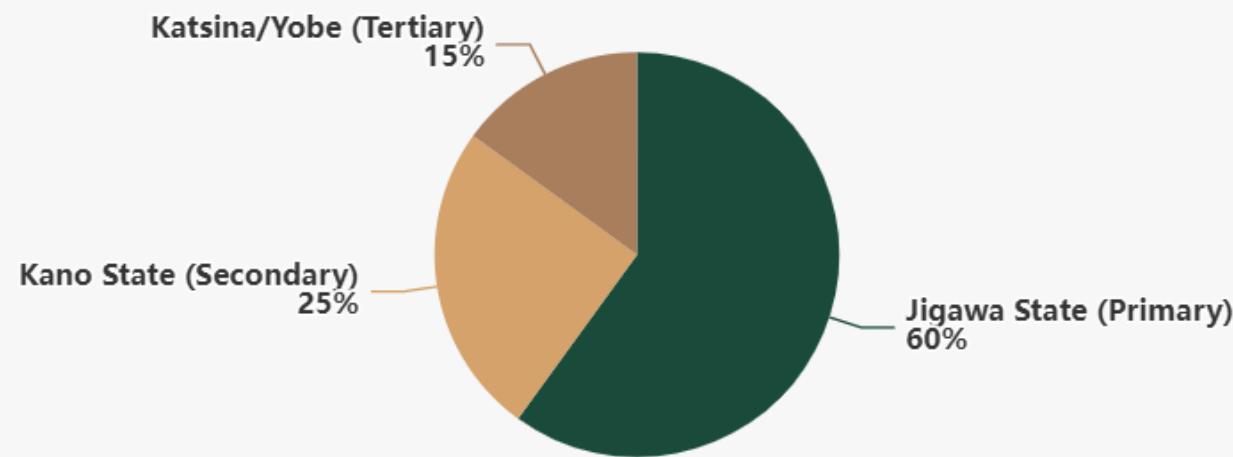
500+

Contract Farmers

Initially partnering with smallholder farmers providing veterinary support, feeds, training, and guaranteed buy-back

- ✓ Veterinary support 2x monthly
- ✓ Subsidized feed supplements
- ✓ Training on husbandry
- ✓ Market rate + 5% premium

Supply Chain Sourcing Locations



5

Aggregation Centers

Collection points across Jigawa and neighboring states with pre-inspection and grading

- 📍 Dutse Hub (Primary): 2,000 goats
- 📍 Hadejia & Gumel: 1,000 each
- 📍 Kazaure: 800 capacity
- 📍 Kano Liaison Office

100%

Traceability

Individual animal identification with health records and vaccination history

- 🏷 Ear tags at source
- barcode Barcode/RFID tracking
- Health records
- Blockchain (future)

Pricing Mechanism

Base price (weekly market avg):

Market rate

Grade A (excellent health):

+8% premium

Grade B (good condition):

+4% premium

Payment terms:

50% advance

Quality Standards

- ✓ Current vaccination records
- ✓ Live weight 18–35kg (target 22–28kg)
- ✓ Age 8–18 months (dentition check)
- ✓ Males preferred (better meat yield)

Supply Security: Multiple sourcing locations (Jigawa 60%, Kano 25%, Katsina/Yobe 15%) provide diversification and buffer against localized shocks. Leveraging Maigatari, one of West Africa's largest livestock markets, ensures consistent supply.

Quality Assurance Framework

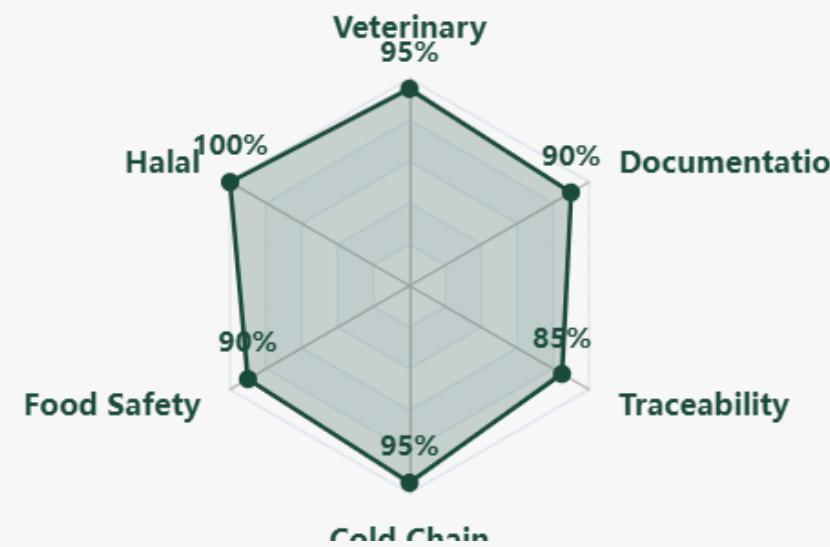
3+

Full-Time Veterinarians

Licensed veterinarians ensuring animal health and product safety throughout the supply chain

- ✓ Ante-mortem inspection 12-24h before
- ✓ Post-mortem by licensed vets
- ✓ Partnership with 300 mobile vets

Quality Assurance Framework Layers



ISO

22000 Certified Lab

Full microbiological and chemical testing capabilities ensuring product safety and compliance

- ✓ Microbiological testing (daily)
- ✓ Chemical residue (weekly)
- ✓ Temperature monitoring

HACCP

Food Safety System

Hazard Analysis Critical Control Points system with batch recall procedures

- ✓ Critical control points
- ✓ Real-time monitoring
- ✓ Batch traceability

Halal Compliance

- ✓ Certified Islamic slaughtermen on staff
- ✓ Dedicated prayer facility with Qibla marking
- ✓ Segregated processing areas from non-halal
- ✓ Continuous monitoring by Islamic supervisors
- ✓ Documentation for each batch with certificate

Testing Frequency

Every batch:

Temp, pH Daily (5 samples):

Microbiology

Weekly:

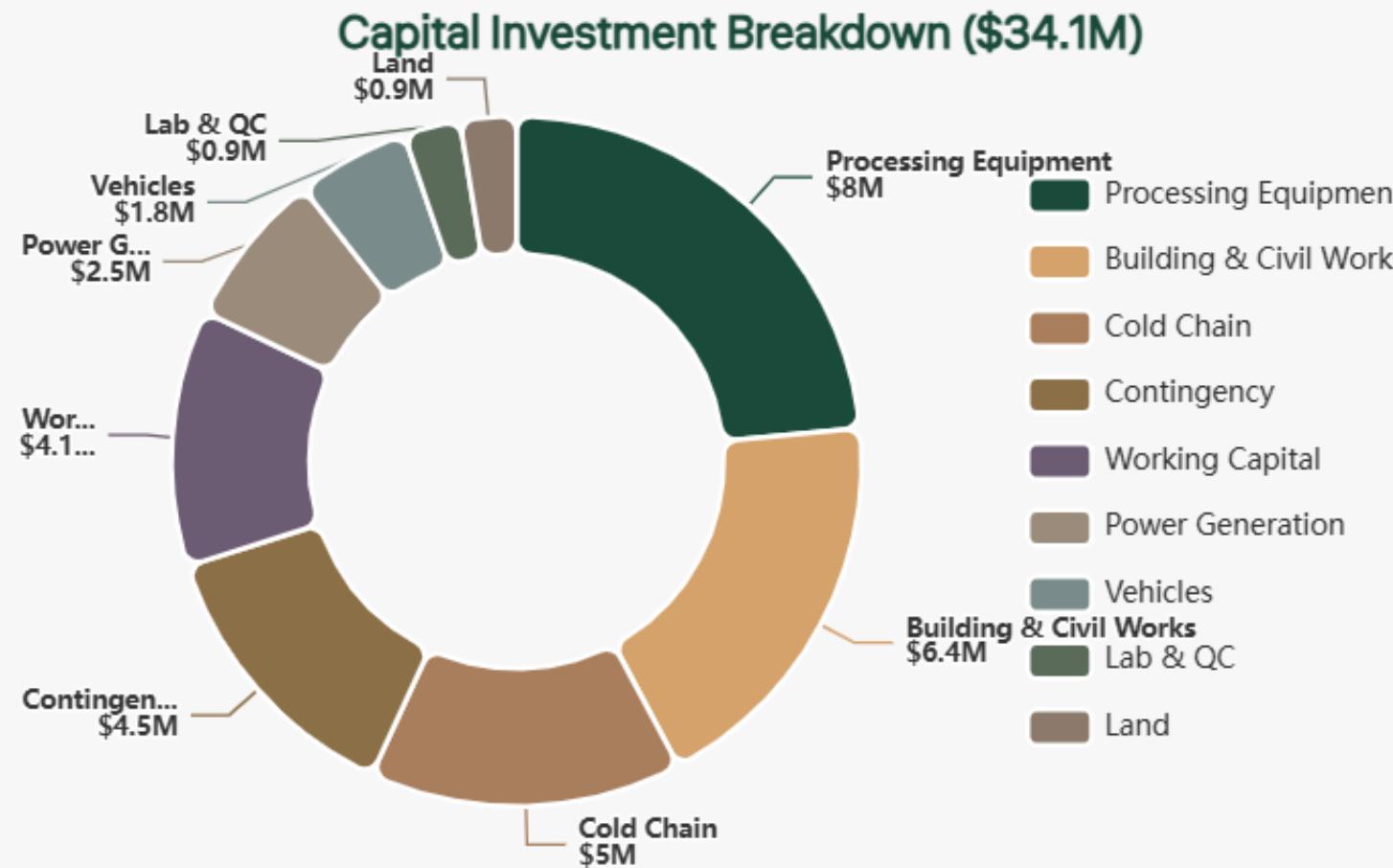
Chemical residue Monthly:

Full nutritional

Quality Assurance Investment: ₦400M (\$0.9M) allocated to laboratory and quality systems. This represents 2.6% of total project cost but ensures 100% compliance with international standards, eliminating the risk of product rejection and market access loss.

CAPITAL REQUIREMENTS

\$34.1M Total Project Cost



Processing Equipment

Slaughter line, cutting equipment, vacuum packaging, weighing systems, quality control

Building & Civil Works

Processing building, cold storage, admin block, lab, waste treatment, staff facilities

Cold Chain Infrastructure

Blast freezers, cold storage rooms, chiller systems, temperature monitoring, backup

Working Capital

6 months operating expenses (livestock, supplies, labor, utilities, logistics)

Contingency (15%)

Risk mitigation for cost overruns, delays, and unforeseen challenges

Realistic Estimates

Costs based on Nigerian market rates and international equipment suppliers, accounting for local operational realities

Exchange Rate

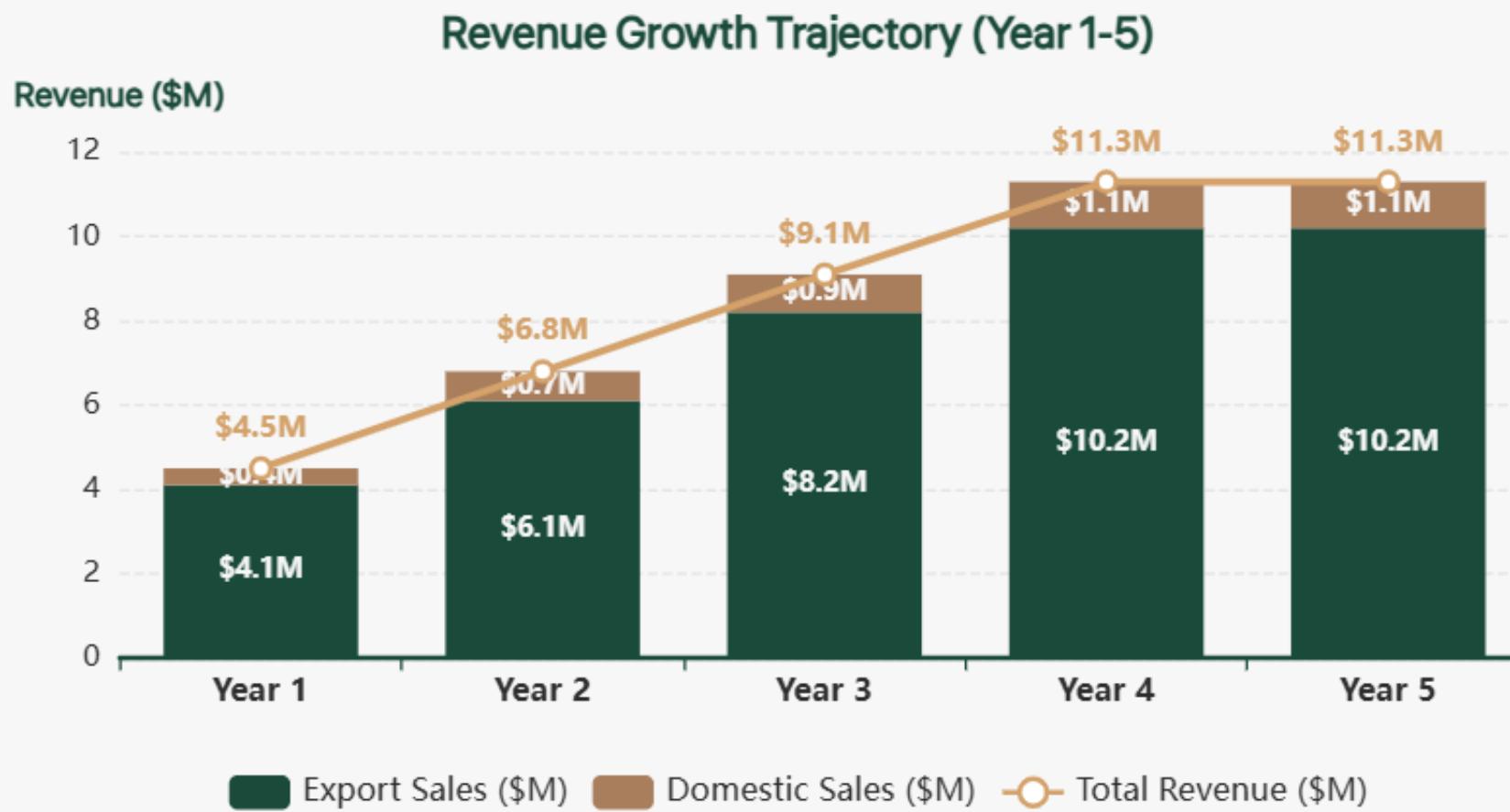
₦1438/\$1 (December 2025 indicative rate). Project costs inflation-adjusted for Nigerian market conditions

Critical Components

Each infrastructure component essential for export-grade operations meeting international standards

FINANCIAL PROJECTIONS

\$11.3M Annual Revenue at Full Capacity



Export Sales (90%)

Primary revenue from Saudi Arabia and Middle East markets at \$4,200/MT FOB

Domestic Sales (10%)

Premium domestic market at ₦320,000/MT providing demand buffer

By-Products Revenue

Blood meal, bones, offal, hides for additional ₦8-10/kg revenue stream

Conservative Estimates

Projections based on Nigerian operational realities with built-in contingency factors

Validated Assumptions

Saudi import price:

\$4,470/MT

Average import price in Saudi Arabia

18kg/goat

Carcass yield:

40% dressing percentage

Export price target:

\$4,200/MT

FOB Lagos, competitive positioning

Revenue Progression

Year 1 (40%):

\$4.5M

Year 2 (60%):

\$6.8M

Year 3 (80%):

\$9.1M

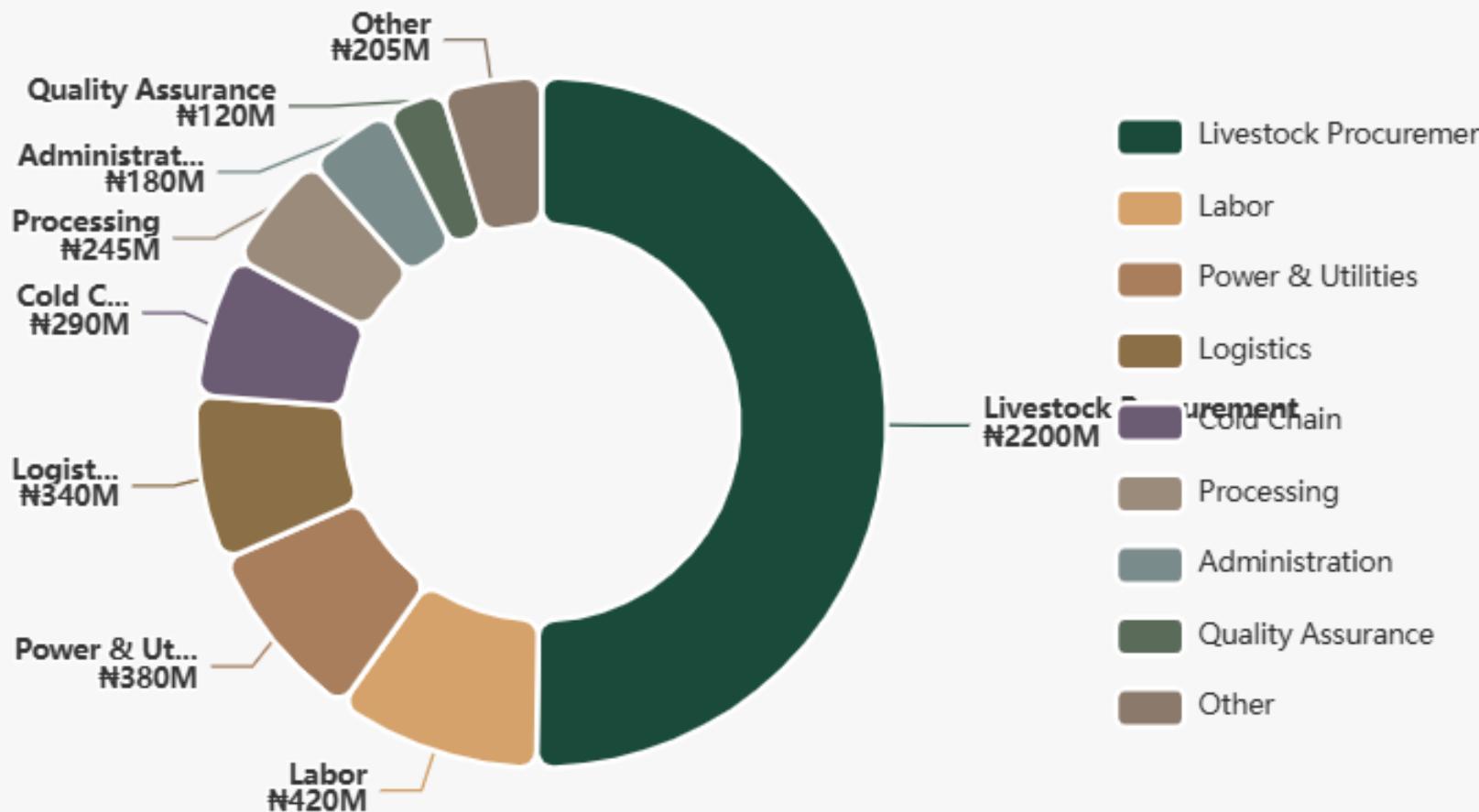
Year 4+ (100%):

\$11.3M

PROFITABILITY ANALYSIS

Operating Costs & Margins

Annual Operating Costs at Full Capacity (₦4.38B)



Livestock Procurement

122,500 goats @ ₦18,000 average (largest cost component)

Labor (350 Staff)

45 management, 180 processing, 35 QC, 50 logistics, 40 admin

Power & Utilities

Diesel generators, solar, electricity, water (high due to 2MW plant)

Cold Chain Operations

Refrigeration maintenance, monitoring systems, spare parts

Logistics & Freight

Inland transport, port handling, shipping to Saudi Arabia

Total Operating Costs

Annual at Full Capacity:

₦4.38B

28-32%

Gross Margin

Industry-leading margins

18-22%

EBITDA Margin

Strong operational efficiency

6-7 yrs

Payback Period

Typical for agro-processing

16-18%

IRR

Attractive returns

+₦2.8B

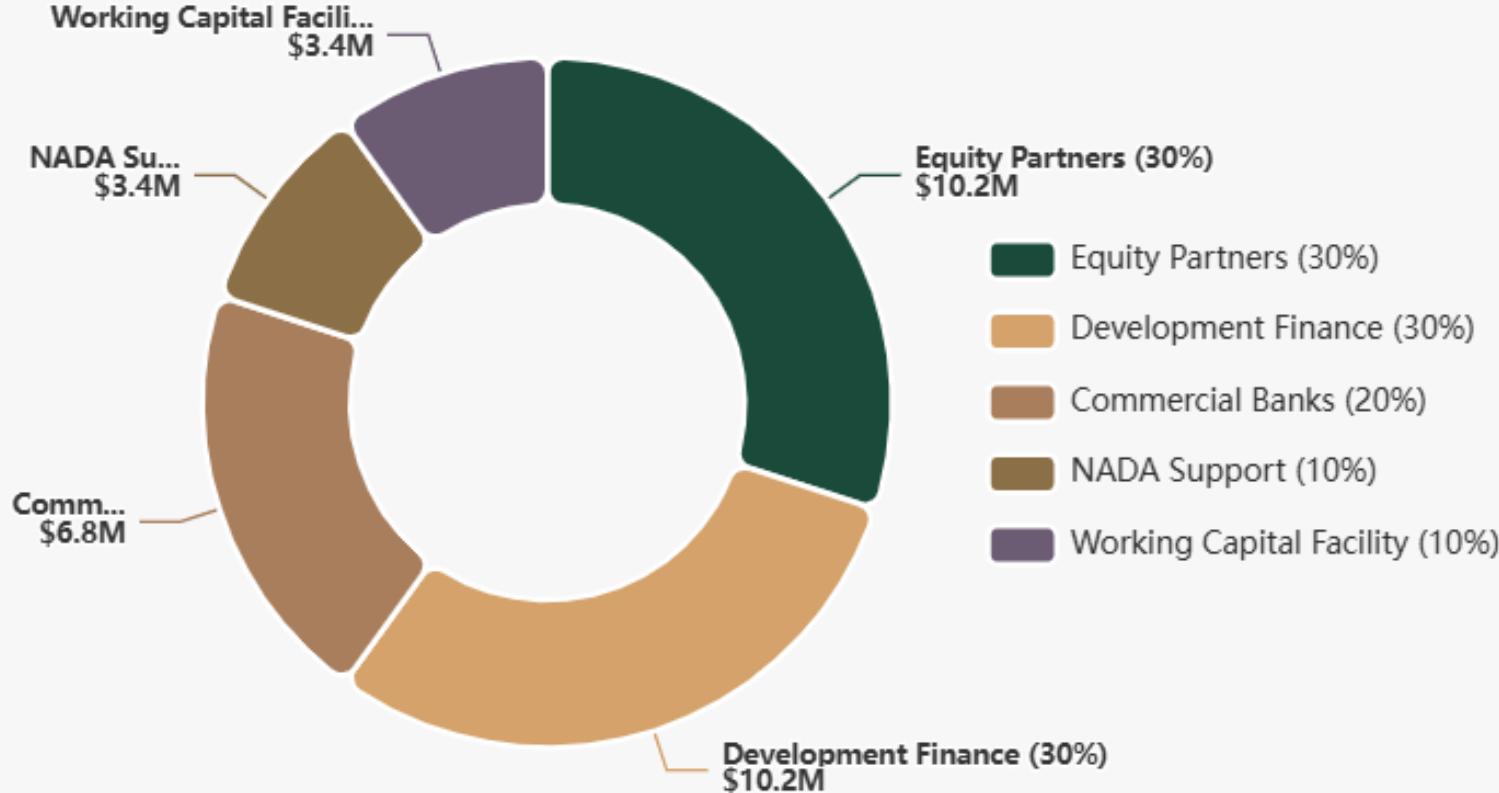
NPV

At 12% discount rate

CAPITAL STRUCTURE

Diversified Capital Sources

Funding Structure (\$34.1M)



Equity Partners

Olam (15%), Jigawa State (10%), Consultants (5%)

- ✓ Olam: Technical expertise & market access
- ✓ Jigawa: Land & regulatory support
- ✓ Consultants: Halal & compliance

Development Finance

AfDB, IFC funding with 7-10 year tenor, 8-10% interest

- ✓ Long-term patient capital
- ✓ Technical assistance support
- ✓ ESG compliance requirements

NADA Support

60% grant, 40% concessional loan at 5% interest

- ✓ 7-year tenor, 2-year grace
- ✓ Catalytic for private investment
- ✓ Government endorsement

Commercial Banks

5-7 year tenor, 18-22% interest

De-Risking Structure

Diversified funding sources reduce dependency on single investor type, with concessional finance lowering weighted average cost of capital

Blended Interest Rate

11% weighted average (development finance at 8-10% + commercial at 18-22%), significantly lower than typical Nigerian projects

Conservative Leverage

60% debt, 40% equity structure maintains financial stability while optimizing returns. Conservative for capital-intensive agribusiness

SPV Partnership Structure

40% 

Olam Company

Leading global food and agribusiness with 35+ years experience, \$30B+ annual revenue, operations in 60+ countries

-  Technical and operational management
-  International market linkages
-  Export logistics coordination
-  Quality systems implementation

35% 

Jigawa State Government

Strategic government partner with policy commitment, 6.6M goat population, and Maigatari market access

-  Land provision (in-kind)
-  Regulatory facilitation
-  Infrastructure support
-  Livestock aggregation support

25% 

Agricultural Consultants

Specialized expertise in halal certification management, veterinary services, and quality assurance oversight

-  Halal certification management
-  Veterinary services coordination
-  Quality assurance oversight
-  Compliance monitoring

Governance Framework

Board of Directors

- 7 members (3 Olam, 2 Jigawa, 2 Consultants)
- Independent Chairman with expertise
- Quarterly board meetings
- Annual external audits

Decision Making

- Ordinary: Simple majority
- Strategic: 75% super-majority
- Monthly operational reviews
- KPI tracking system

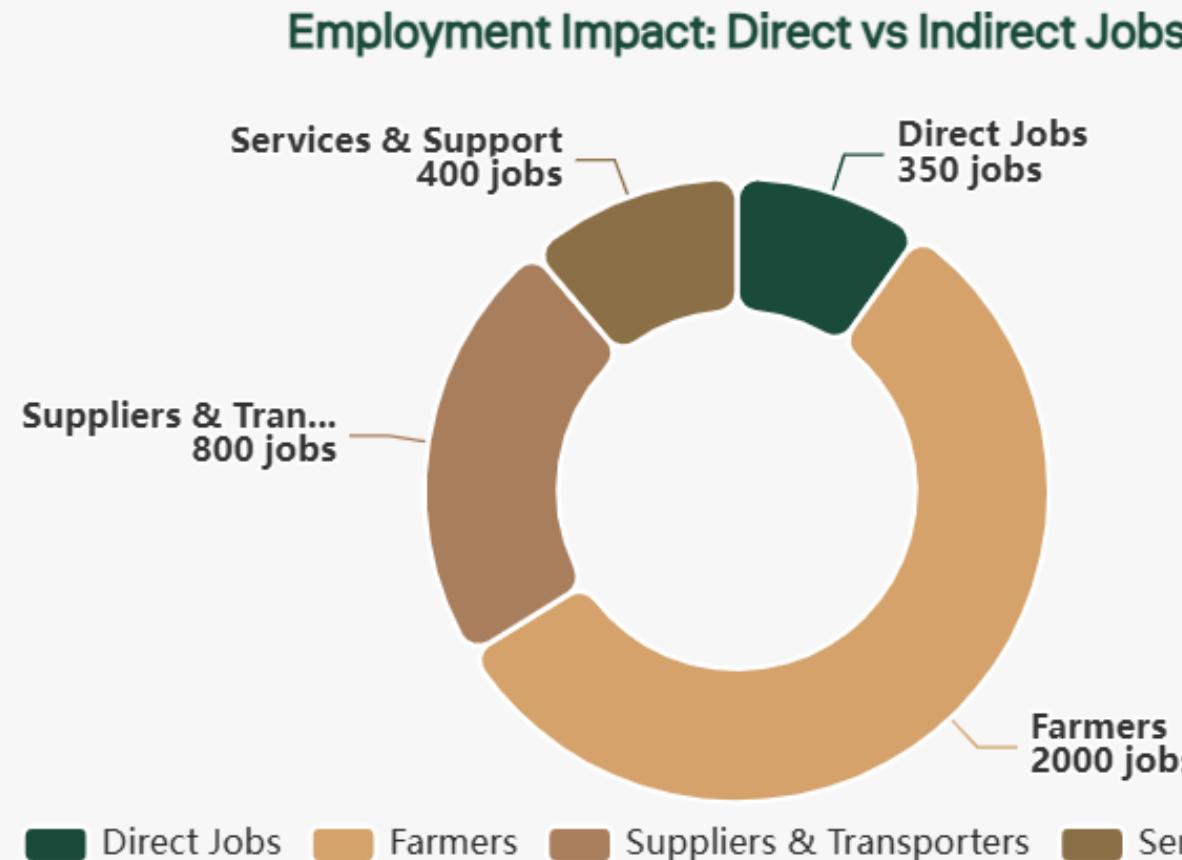
Dispute Resolution

- Management discussion
- Board sub-committee
- Full Board deliberation
- Lagos Court of Arbitration

Strategic Alignment: The partnership combines Olam's international expertise and market access, Jigawa State's local knowledge and regulatory support, and Consultants' specialized halal and quality capabilities. This creates a synergistic structure addressing all critical success factors.

SOCIO-ECONOMIC BENEFITS

Economic Impact: 350 + 3,200 Jobs



Direct Employment: 350 Jobs

45

Management

35

Quality Control

Well-paying jobs with training and career advancement opportunities in Jigawa State

180

Processing

90

Logistics & Admin

Indirect Employment: 3,200+ Jobs

2,000+

Farmers

800+

Suppliers

400+

Services

Feed suppliers, veterinarians, transporters, packaging, maintenance, and other support services

Farmer Income Impact

500 contract farmers:

N300-600K

Annual income from sales:

+25-35%

Guaranteed market access, improved veterinary care, training on practices

Foreign Exchange

Year 1:

\$4.5M

Year 4+:

\$11.3M

Annual forex generation strengthening Nigeria's balance of payments

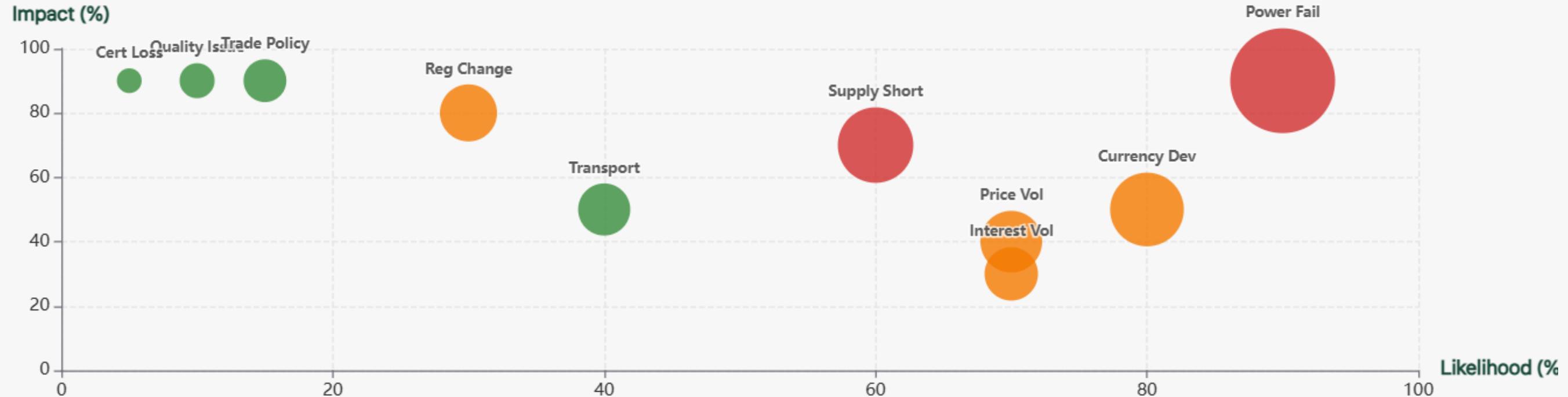
Local Content

- ✓ 150+ youth trained in processing
- ✓ Cold chain expertise development
- ✓ Export-quality demonstration
- ✓ 40% women workforce target

COMPREHENSIVE MITIGATION

Risk Analysis Framework

Risk Assessment Matrix: Likelihood vs Impact



Market Risks

Regulatory Changes

Mitigation: Diversify to UAE, Kuwait, Qatar; over-compliance with standards

Price Volatility

Mitigation: Long-term contracts, hedging, domestic market fallback

Operational Risks

Supply Inconsistency

Mitigation: Multiple sourcing, contract farming, buffer inventory

Cold Chain Failures

Mitigation: Redundant systems, backup power, insurance

Financial Risks

Currency Devaluation

Mitigation: USD export revenues, natural hedge

Interest Rate Volatility

Mitigation: Fixed-rate portions, development finance

Regulatory Risks

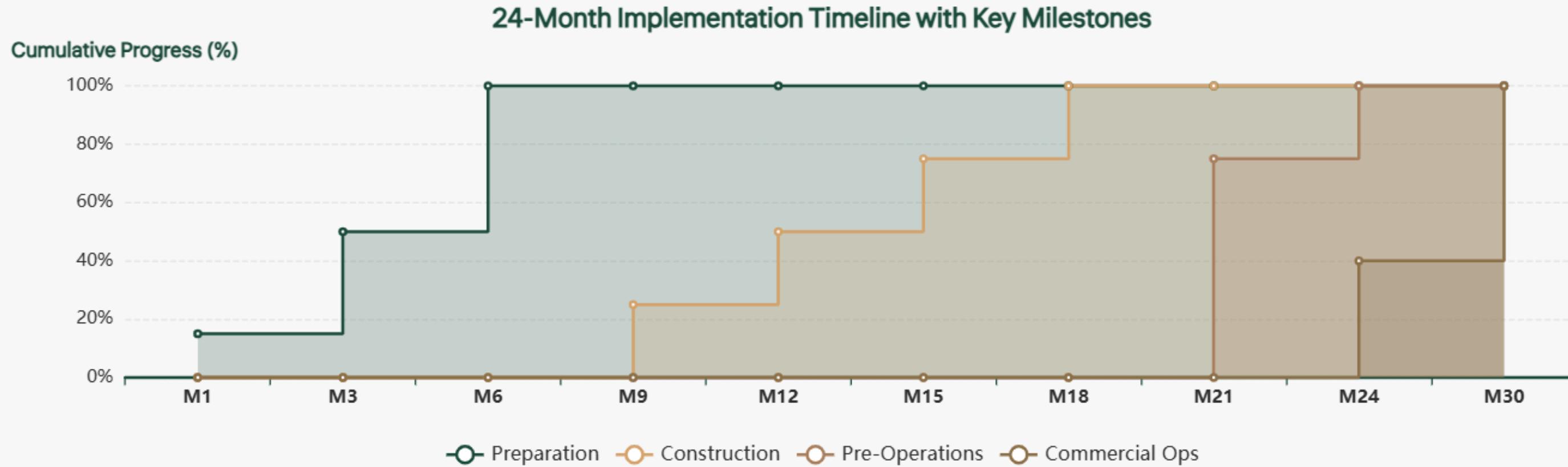
Export License Delays

Mitigation: Early engagement with NAFDAC, SON, Customs

Saudi Certification

Mitigation: Continuous monitoring, over-compliance

24-Month Implementation Plan



1 Phase 1

Months 1-6: Preparation

- ✓ SPV agreements finalized
- ✓ Capital raising completed
- ✓ Land acquired, permits
- ✓ Engineering design
- ✓ Equipment procurement
- ✓ Key staff recruited

2 Phase 2

Months 7-18: Construction

- ✓ Civil works and buildings
- ✓ Power plant installation
- ✓ Cold storage construction
- ✓ Equipment installation
- ✓ Staff training programs
- ✓ Supply chain development

3 Phase 3

Months 19-22: Pre-Operations

- ✓ Equipment commissioning
- ✓ Trial runs and debugging
- ✓ Final certifications
- ✓ Saudi Halal Center registration
- ✓ Staff training completion
- ✓ First livestock contracts

4 Phase 4

Month 23+: Commercial Ops

- ✓ Soft launch (40% capacity)
- ✓ First export shipment
- ✓ Quality monitoring
- ✓ Market feedback
- ✓ Gradual capacity increase
- ✓ Financial sustainability

PARTNERSHIP REQUEST

NADA Support: ₦1.5B Co-financing

₦ Financial Co-financing

₦1.5 Billion

10% of total project cost

60%

Grant Component

₦900M non-repayable

- ✓ 7-year tenor with 2-year grace period
- ✓ Purpose: De-risk private investment
- ✓ Enable world-class infrastructure

40%

Concessional Loan

₦600M at 5% interest

Technical Assistance

Farmer Organization

Support for cooperative formation, extension services to 500 farmers, training on improved husbandry

Quality Systems

Capacity building for QC staff, partnership with veterinary institutions, traceability system support

Regulatory Facilitation

- ✓ Liaison with NAFDAC for export registration
- ✓ SON coordination and certification
- ✓ Nigeria Customs Service engagement
- ✓ Saudi Arabia market access support

Infrastructure Support

- 🚧 Road access improvements
- 💧 Water infrastructure connection
- 🛡️ Security coordination
- 📶 Communication infrastructure

Additional Support

- 💳 Access to credit guarantee schemes
- 🤝 Development finance facilitation
- ٪ Tax incentive advocacy
- 🚢 Export promotion assistance

Catalytic Impact

NADA's ₦1.5B support leverages **\$30.5M** in additional private and development finance—a **20:1** leverage ratio—demonstrating exceptional catalytic impact

STRATEGIC ALIGNMENT

Federal & State Priorities

Federal Government Alignment

This project directly supports multiple Federal Government priorities and strategic initiatives

Ministry of Livestock Development

Aligns with mandate to transform the livestock sector and enhance productivity

L-PRES Project Goals

Supports Nigeria Livestock Productivity Improvement and Resilience Project objectives

Export Diversification

Contributes to non-oil export promotion and foreign exchange generation

Food Security Enhancement

Strengthens food security through reduced post-harvest losses

Jigawa State Priorities

Perfect alignment with state government's strategic vision for livestock development

Governor's Vision

Commitment to becoming a leading player in halal meat export from Jigawa State

12-Point Agenda

Directly supports the state's comprehensive livestock development program

Ministry of Livestock

Advances objectives of newly created Ministry of Livestock Development

Economic Diversification

Drives economic diversification and rural poverty reduction

Catalytic Role

Demonstration Effect

Successful public-private partnership model demonstrating Nigeria's capacity for world-class food processing and export competitiveness

Capacity Building

Technology transfer and skills development in export-quality food processing, cold chain management, and international standards

Replicable Model

Creates precedent and framework for similar agricultural transformation projects across Nigeria, catalyzing sector-wide development

Competitive Advantages

1 Pre-Secured Off-Takers

Guaranteed buyers in Saudi Arabia eliminate market risk and ensure revenue from day one

- ✓ No market development risk
- ✓ Immediate revenue generation
- ✓ Long-term contracts secured

2 Already-Obtained Certifications

Halal certifications already obtained, drastically reducing time to market

- ✓ Halal certification secured
- ✓ Environmental clearance obtained
- ✓ Export licenses approved

3 Strategic Jigawa Location

Home to Maigatari, one of West Africa's largest livestock markets, providing unparalleled supply access

- ✓ 6.6M goats in Jigawa State
- ✓ Maigatari market access
- ✓ 300 mobile veterinary doctors

4 Strong Government Support

Committed support at state and federal levels with policy backing

- ✓ Jigawa State 35% equity
- ✓ Federal ministry alignment
- ✓ NADA backing requested

5 Olam's Expertise

Leading global agribusiness with 35+ years experience and proven export track record

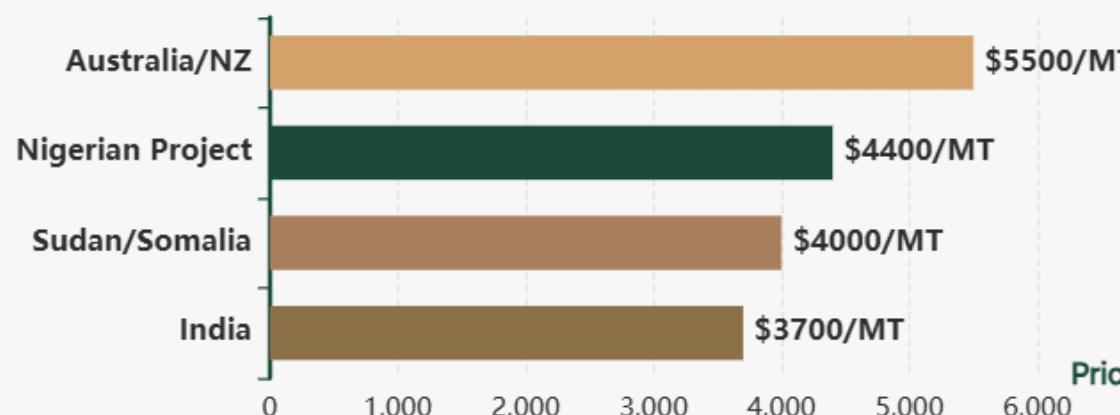
- ✓ Operations in 60+ countries
- ✓ \$30B+ annual revenue
- ✓ Strong Middle East relationships

6 First-Mover Advantage

No operational commercial-scale goat meat processing facilities exist in Nigeria

- ✓ No direct competition
- ✓ Market leadership position
- ✓ Barriers to entry created

Competitive Positioning vs Global Suppliers



Competitive Positioning

Australia/New Zealand:	\$5,200-5,800/MT
Nigerian Target:	\$4,200-4,600/MT
Sudan/Somalia:	\$3,800-4,200/MT
India:	\$3,500-3,900/MT
Sweet spot positioning: Quality between Sudan/Somalia and Australia, cost advantage vs. Australia, halal compliance advantage vs. India	

Market Entry Strategy

- ✓ Year 1: Relationship building

- ✓ Year 2: Market expansion
- ✓ Year 3+: Market leadership

Sustainability Framework

Environmental Sustainability

Carbon Footprint Reduction

8,500 tonnes CO₂e annually. Targets: 15% reduction Year 3, 25% Year 5, 35% Year 7

Renewable Energy

500kW solar Year 1, expansion to 1MW Year 3, biogas feasibility Year 2

Water Management

93,000 liters/day consumption. Target: 30% recycling, 50,000L rainwater harvesting

Waste Management

Zero waste to landfill goal (90% by Year 5). By-products: rendering, composting

Social Sustainability

Fair Farmer Pricing

Guaranteed market access, premium prices for quality, 25-35% income increase

Women's Participation

40% of processing workforce target, women's farmer groups, maternity benefits

Youth Employment

50 youth internship program annually, vocational training partnerships

Community Development

2% of profits CSR budget (min ₦20M), scholarships, health clinic support

Economic Sustainability

Profitable Operations

28-32% gross margin, 18-22% EBITDA margin ensuring long-term financial viability

Local Content

90% workforce from Jigawa State, local supplier preference, skills transfer

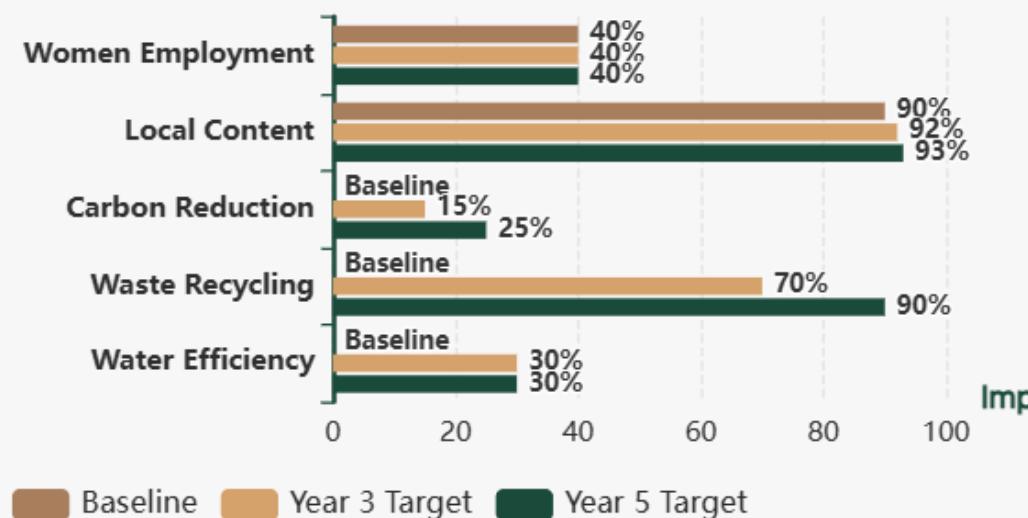
Technology Transfer

International best practices, cold chain expertise, veterinary services enhancement

Replicable Model

Scalable framework for other states, demonstration of export-quality standards

Sustainability KPIs Tracking



Expansion Options (Year 5+)

- + Add sheep processing line
- + Expand to 1,000 goats/day capacity
- + Establish second facility in another state
- + Add value-added products (sausages)

Exit Mechanisms

- Strategic sale to larger food processor
- IPO after sustained profitability
- Buy-out by development finance institutions

Export Logistics: Dutse to Saudi Arabia

Shipping Specifications

Container Type:	40-foot reefers
Temperature:	-20°C
Capacity:	22-24 MT/container
Cost:	\$3,500-4,200
Transit Time:	12-15 days

Port Options

Nigeria (Export)

- Lagos Apapa (Primary)
- Tin Can Island (Secondary)
- Port Harcourt (Alternative)

Saudi Arabia (Import)

- Jeddah Islamic Port
- King Abdulaziz Port, Dammam
- Yanbu and Jizan (Secondary)

Shipping Frequency

Year 1:	Weekly
Year 2:	Twice weekly
Year 3+:	Three times weekly

Documentation Required

- Health certificate (veterinary)
- Halal certificate (shipment)
- Certificate of origin
- Laboratory test reports

Export Costs Breakdown

Inland transport (Dutse-Lagos):	\$85
Port handling and storage:	\$45
Customs clearance:	\$35
Shipping freight (Lagos-Jeddah):	\$160
Inspection and certification:	\$25
Insurance (0.5% of FOB):	\$21

Total Export Cost: \$371/MT

Payment Terms

Primary: FOB Lagos

Seller responsible up to loading on vessel. Buyer arranges international freight

Payment Structure

30% advance payment upon order confirmation (LC or T/T). 70% balance upon presentation of shipping documents

Instrument

Irrevocable Letter of Credit (preferred). Payment timeline: 15-30 days from B/L date

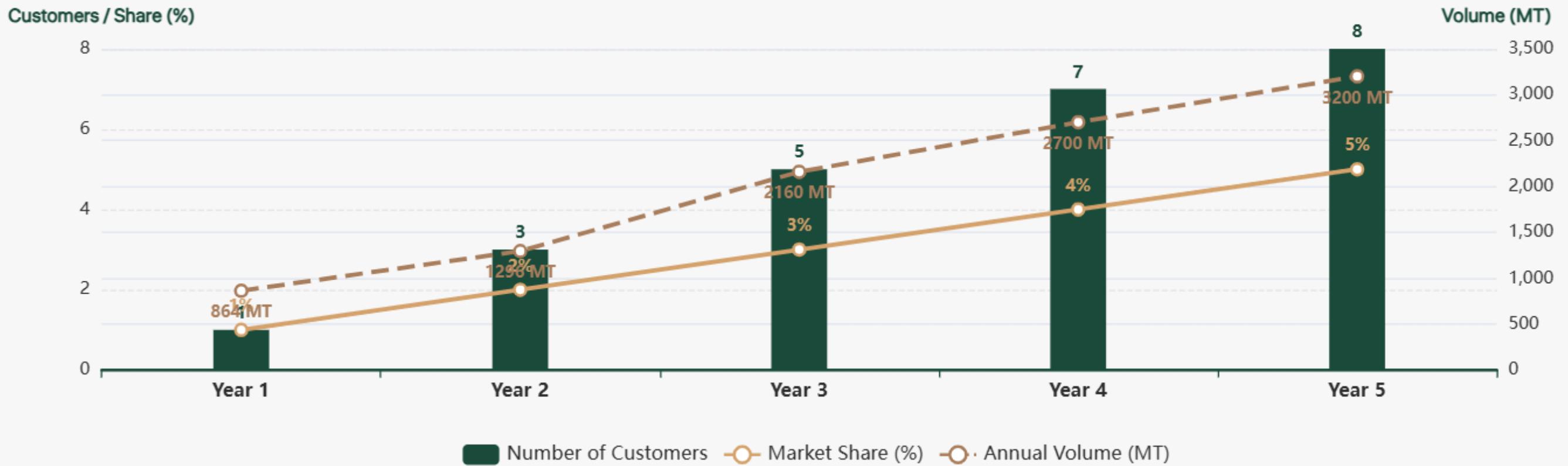
Net Revenue Impact

FOB Price:	\$4,200/MT
Export Costs:	-\$371/MT
Net Revenue:	\$3,829/MT

MARKET PENETRATION

Phased Relationship Building

Market Entry Strategy: Customer Base & Volume Growth



1 Year 1: Relationship Building

Focus on one major importer/distributor with small volumes and flawless quality execution

- ✓ Build reputation and track record
- ✓ Participate in Saudi food exhibitions
- ✓ Establish quality credentials

2 Year 2: Market Expansion

Add 2-3 more customers, diversify across retail and hospitality sectors

- ✓ Leverage first customer testimonials
- ✓ Increase volumes gradually
- ✓ Build market presence

3 Year 3+: Market Leadership

Direct relationships with major retail chains and government procurement

- ✓ Brand development
- ✓ Consistent large volumes
- ✓ Market leadership position

CRITICAL ELEMENTS

Five Key Success Factors

1

World-Class Cold Chain

Addresses Nigeria's primary constraint with \$5M investment in blast freezers, cold storage, and temperature monitoring

✳️ 1,000 MT blast freezing (-35°C)

✳️ 2,000 MT cold storage (-20°C)

⚡ 2MW independent power plant

2

Phased Approach

Manages operational and financial risks through realistic capacity ramp-up: 200→350→500 goats/day

- ✓ Year 1: 40% capacity (quality focus)
- ✓ Year 2-3: 60-80% (scale up)
- ✓ Year 4+: 100% (full capacity)

3

Strong Partnership

Combines Olam's technical expertise, Jigawa State's government support, and Consultants' halal & compliance capabilities

🤝 Olam: 40% (technical & market)

🏛️ Jigawa: 35% (land & policy)

👤 Consultants: 25% (halal & QA)

4

Risk Mitigation

Comprehensive strategies addressing market, operational, financial, and regulatory risks with specific countermeasures

- 🛡️ Multiple sourcing locations
- 🛡️ Redundant power systems
- 🛡️ Insurance coverage

5

Realistic Projections

Financial estimates based on Nigerian operational realities with conservative assumptions

〽️ 16-18% IRR (conservative)

〽️ 6-7 year payback (typical)

〽️ Built-in contingency factors

⟳ Synergistic Effect

These five factors work synergistically to create a robust foundation for success. **World-class infrastructure** enables **export-quality production**, which is de-risked through the **phased approach** and supported by the **strong partnership structure**. **Comprehensive risk mitigation** ensures continuity, while **realistic financial projections** maintain credibility with investors and stakeholders. Together, they create a self-reinforcing system designed for long-term sustainable success.

CATALYTIC IMPACT

NADA's Triple Impact

1 De-Risk Private Investment

NADA's ₦1.5B support leverages \$30.5M in additional private and development finance—a **20:1 leverage ratio**

Signal to Investors

Government endorsement signals project viability, attracting development finance and commercial banks

Risk Reduction

Grant component reduces equity requirements, concessional loan lowers debt service burden

Confidence Building

Demonstrates government commitment to agricultural transformation

2 Regulatory Facilitation

Streamlines complex regulatory processes across federal and international agencies

Federal Coordination

Liaison with NAFDAC, SON, Customs, Ministry of Agriculture for expedited approvals

International Support

Support for Saudi Arabia market access negotiations and bilateral agreements

Stakeholder Alignment

Coordinates multiple government agencies, reducing delays and bureaucracy

3 Demonstrate Commitment

Shows government commitment to livestock export development, building investor confidence

Policy Signal

Clear message that Nigeria is serious about agricultural export development

Precedent Setting

Creates framework for supporting similar projects in the future

Sector Transformation

Catalyzes broader transformation in Nigeria's livestock sector

🔑 Exceptional Catalytic Impact

20:1

Leverage Ratio

₦1.5B NADA support leverages \$30.5M additional investment

350+

Direct Jobs

Quality employment created per ₦1B investment

\$11M+

Annual Exports

Foreign exchange generation at full capacity

2,000+

Farmers Benefited

Rural livelihoods improved through partnership

Transforming Nigeria's Livestock Sector

A Nationally Significant Initiative

This project will create **350+ direct jobs**, benefit **2,000+ farmers**, generate **\$11+ million in annual exports**, and serve as a replicable model for agricultural transformation in Nigeria.

\$34.1M

Total Investment

24 Months

To Operations

16-18%

Project IRR

Request for Partnership

We respectfully request the opportunity to present this proposal in person and discuss how NADA's partnership can accelerate this nationally significant initiative. With your catalytic support, we can transform Nigeria's livestock sector, create thousands of jobs, and establish Nigeria as a leading halal meat exporter to the Middle East.