



AmadleloAgri

Together, growing South Africa from the land up



Vision

An inclusive prosperous future through sustainable and profitable agribusinesses

Mission

Position Amadlelo Agri as a preferred empowered company that unlocks latent agricultural assets and expands existing capacity into profitable agribusinesses through partnerships and joint ventures

Values

- Stewardship
- Transparency
- Trust
- Accountability

INTRODUCTION

Amadlelo Agri (Pty) Ltd (Amadlelo) is an **operator** and **strategic investor** in diversified agribusinesses.

Amadlelo is driven by highly successful and experienced commercial operators with the vision to invest capital, assets and expertise over time into projects that will uplift historically disadvantaged individuals (HDIs).

The business is 72% majority black-owned comprising four groups:

- **Tulsacap (46,4%)** which is a group of black professionals and business people that have pooled investment resources in Amadlelo Agri.
- **Amadlelo Milk Producers Investment Company (26,8%)** which includes about 50 commercial farmers from KwaZulu-Natal and the Eastern Cape
- **Vuwa Investments (18,8%)** which is a 100% black-owned investment company
- **Amadlelo Empowerment Trust (8%)** which represents 500 black workers of AMPIC members.

For over a decade, the collaborative efforts of Amadlelo Agri have been at the forefront of transforming the dairy industry and unlocking the land potential of black communities in the Eastern Cape and KwaZulu-Natal.

Today, Amadlelo Agri has expanded its footprint within the agricultural sector to include fruits, livestock (piggery) and agro-processing and is involved in nine projects as an operator, investor or both.

It has also pioneered other milestones which are indicative of the success of Amadlelo Agri has enjoyed in South Africa's agricultural sector:

- Amadlelo Agri helped establish the first dairy enterprise, in collaboration with the Eastern Cape government and
- The tried-and-tested model has been replicated and is used in five dairy enterprises, which operate in rural areas and on communal land.



Testament to its robust relationship-building and trust ethos, Amadlelo Agri continues to leverage successful rural community partnerships and a dynamic network of successful commercial farmers.

Successful projects initiated by Amadlelo Agri include:

- **Fort Hare Dairy Trust**, a 800 cow dairy farm and training unit operating in conjunction with Fort Hare University.
- **Middledrift Dairy (Pty) Ltd**, a 550 cow dairy farm in conjunction with NEF and the Middledrift community
- **Shiloh Dairy Trust**, a 1100 cow dairy farm in conjunction with the Whittlesea Community
- **Seven Stars Trust**, a 2000 cow dairy farm in conjunction with Keiskammahoek landowners
- **Ncora Dairy Trust**, a 2000 cow dairy farm in conjunction with the Ncora Community
- **Makhoba Dairy Trust**, a 900 cow dairy farm which is operated with the Makhoba Community
- **Ncera Macadamia (Pty) Ltd**.

FIVE-PRONG STRATEGY

Amadlelo Agri believes market and organisational successes, together with market dynamics and the government's transformation efforts for the sector, bode well for its expansion strategy which it intends to drive through a five-prong strategy:

1 Defend and grow its dairy business

The business wants all its dairy farms to operate in the Top 10% of ACS group of clients through a strengthened partnership base. Further, Amadlelo seeks to expand dairy operations through long term ventures with both rural communities and established commercial farmers.

2 Further diversify into non-dairy

Amadlelo Agri is unashamedly targeting other suitable agricultural sub-sectors where it is able to replicate its winning strategy and diversify its portfolio of interests.



Big Dutchman

3 Develop staff and retain talent

Amadlelo Agri seeks to nurture key agricultural skills that add to the vibrancy and resilience of the sector.

4 Improve efficiencies through innovation and technology

Amadlelo Agri wants to enhance its cost efficiency leadership through continuous improvements in governance, operations, systems and processes.

5 Build thriving and sustainable communities in its areas of operation

Amadlelo Agri evaluates its success as a business by measuring the impact it has on the sustainable development of the communities in its areas of operation. Critical measures include SMME development, and skills development as well as corporate social investment.

HOW WE CREATE HIGH IMPACT

With its formidable track record in agribusiness, Amadlelo Agri brings compelling experience, know-how and resources to its investment interests. These are packaged into six services:

1. OPERATOR

As an operator, Amadlelo Agri offers:

- The ability to deploy experienced managers
- Provide strong stakeholder management and mobilise resources
- The ability to aggregate and exploit economies of scale for the benefit of the partners.

2. ADVISORY AND PROJECT MANAGEMENT CAPABILITY

Amadlelo Agri's insight in this area translate into:



- Demonstrated capacity to initiate, conceptualise and implement agri projects
- Advisory and project packaging expertise with ability to bring diverse commercial partners
- Monitoring and evaluation, with a focus on impact assessments.

3. TRAINING AND SKILLS TRANSFER

- Mentorship and coaching backed by a network of successful commercial farmers
- On-the-job training and skills transfer
- Learnerships with a bias on young people.

4. BACK-OFFICE SUPPORT

- Bookkeeping and accounting support.

5. MARKET ACCESS

- Aggregation and market access facilitation.

6. INVESTMENT MANAGEMENT

- Experience in appreciating value and managing community assets
- Stewardship of just over R500m under management, mainly communal lands.

“We invest our acumen, wealth and resources into profitable and inclusive partnerships.”

**WE BELIEVE
MARKET
AND ORGANISATIONAL
SUCCESSSES,
TOGETHER WITH
MARKET DYNAMICS AND
THE GOVERNMENT'S
TRANSFORMATION EFFORTS
FOR THE
STRATEGY.**

INVESTMENT CRITERIA

Amadlelo Agri uses six criteria to a potential investment's fit into its investment portfolio:

- 1. Fit with Amadlelo strategic direction**
- 2. Culture fit**
- 3. Sustainability and growth potential**
- 4. Proven management team**
- 5. Return on investment**
- 6. Operating risk profile and environment.**



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