

Mãe Terra



“For me, BR Opportunities is endowed with a quality that is rare for a PE fund: it has the maturity needed to leave enough room for the entrepreneur to remain motivated to grow, while the same time adding value ‘surgically’ when required.”

Alexandre Borges - Founder e CEO

Established in 1979, Mãe Terra is an organic food producer that has always held firmly to the belief that wholesome food made from ingredients that are as close to nature as possible is a key factor for a healthy and evenly balanced life. The company has thus become one of the leading businesses in the whole foods sector. During the past few years, it has started to shift its business focus: while its main products were once commodities, they are now items with high added value, such as cookies, cereal bars, crackers and others. From 2017 onwards, its revenues soared fourfold, with a product line that now encompasses organic flours and quinoa, organic wholegrain snacks, chips and granolas.

COMPANY NEEDS

- Bigger and better distribution channels, in parallel to the expansion and modernization of its manufacturing facilities
- Adjustments to sales rep commissions, with tighter fixed costs control in order to move beyond the break even point
- Acquisitions

VALUE CREATION THROUGH PE&VC

With input from the Fund, the company was professionalized, ushering in improvements such as:

- More scalable processes and a Big4 audit process
- Strategic alignment, while also hiring market professionals
- Appointment of CFO
- Operating capacity upgrade
- Support for launching new product platforms
- Opening a concept store in Rio de Janeiro, with more dynamic operations through regional chains and small retail outlets
- Culminating in its sale to Unilever in November 2017

OUTCOMES

Revenue growth rate of 35% through actions such as: launching products with high added value and items for immediate consumption, aligned with market trends; expansion of sales channels, including Gol Airlines; greater presence in North, Center West and South Brazil, as well as state areas in the Southeast and North East; more effective corporate leverage; prospecting new clients and closing deals; staff restructuring; operating cycle process upgrades; and enhanced brand awareness.



HEAD OFFICES
Osasco/SP

ADMINISTRATOR
BR Opportunities

INFO
www.maeterra.com.br
www.broportunities.com.br

INVESTMENT
April 4, 2013

AMOUNT INVESTED
BRL 10 Million

MANNER OF ACQUISITION
Equity

STAKE
INITIAL/ MAXIMUM/CURRENT
30.56% / 30.56% / 0%

DIVESTMENT
November 30, 2017

MANNER OF DIVESTMENT
Sale to Strategic

PAYBACK
IRR: 73%
MOIC: 9