

AGRIBUSINESS

Soy Processing (Refined Oil Factory)

Setting up a plant running on clean technology, energy efficiency and levels of productivity and efficiency that are competitive on the international level, to mill 500,000 tons of soy beans per year in order to obtain 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption. The refined oil will be distributed in 1/2, 1, 4 and 20 liter sizes, eliminating all current domestic distribution of bulk refined oil. Currently, both refined soy oil and soy flour production for animal consumption is below the country's level of demand.

Investment Type: **Joint-Venture**

Estimated Investment: **149 million USD**

Market Potential: Sales to the local market. Oil distribution will take in up to Holguin province, with Santiago de Cuba production (where the country's only soy processing plant and oil refinery is located) covering the rest of the eastern provinces. Today, refined oil production (28.000 tons) and soy flour for animal consumption (85,000 tons) does not meet demand levels.

Estimated anticipated results: 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption

Production of beef, its industrial processing and commercializing special cuts

To increase beef production on the basis of exploiting 100% of installed capacities for fattening up steer. The aim

is to fatten up steer of over 400 Kg hoof weight at 24 months old. As part of the infrastructure we require technological modernization in the slaughterhouses to transform and industrialize channels for special cuts incorporating added value to the product, improve its quality and appearance to be sold on the tourism market

and in the hard-currency shops, thereby ensuring that imports are replaced. The project will allow for growth of cattle genetics, it will recover agricultural areas for raw material production for animal fodder and strengthen the production chain with the participation of agricultural cooperatives.

Investment Type: **Joint-Venture**

Estimated Investment: **10.0 million USD**

Market Potential: The project provides a replacement for imports and ensures special cuts of beef for tourism and local consumption markets.

Estimated anticipated Results: 5,000 metric tons of beef for special cuts incorporating added value to the product, improving quality and appearance for it to be sold to the tourism and local markets thereby ensuring that imports are replaced.

Pork Production for channeled commercialization and finished pork products

Its aim is to increase pork production on the basis of exploiting all installed capacities. We foresee attaining 3,000 breeders in the aim of producing 7,200 metric tons of hoof weight hogs. Slaughtered hogs will have hoof weights of 100-120 Kg, transforming into channelled hogs in an abattoir to be built as part of the infrastructure. The abattoir will have an estimated installed slaughter capacity of 300 hogs per day; with 270 working days per year we will be able to

slaughter up to 81,000 hogs each year. Channelled hogs will be industrialized in a processing plant to be built as part of the enterprise's infrastructure for the aim of producing finished products and by-products including sausages, shaped products and smoked meats incorporating added value to the product and improving its competitive edge. We foresee developing the genetics of the Yorkshire, Landrace, Duroc and CC21 breeds; fodder production for hogs; semen production; providing breed-improvement services; recovering agricultural areas to produce raw materials to be used for animal fodder production and strengthening the chain with agricultural cooperatives.

Investment Type: **Joint-Venture**

Estimated Investment: **120.0 million USD**

Market Potential: The project replaces imports and will ensure demands for finished pork products and by-products for the tourism and local markets.

Estimated anticipated Results: 108,000 metric tons of finished products and by-products including pork sausages, shaped pork products and smoked pork.

Buffalo Cattle Production for industrialization and the commercialization of milk and its byproducts

To increase buffalo milk production on the basis of exploiting 100% of installed capacities; for this purpose we shall have to activate 22 dairies with the aim of producing 4.7 million liters of buffalo milk per year. The milk will be industrialized in an existing plant in Nazareno, Havana Province, which requires technological modernization for a line of industrializing buffalo milk in order to produce Mozzarella cheese, yoghurt and butter incorporating added value to the product, improving quality and appearance in various formats to be sold on the tourism and local markets as replacements for imports. We hope to develop buffalo genetics, recover agricultural areas for the production of raw materials to become animal fodder and strengthen the

productive chain with participation of agricultural cooperatives.

Investment Type: **Joint-Venture**

Estimated Investment: **55.2 million USD**

Market Potential: The project replaces imports of milk, cheese, mozzarella, yoghurt and butter for tourism and local markets.

Estimated anticipated Results: 70.5 million liters of buffalo milk

Poultry Meat Production and its channeled commercialization

To increase production of poultry (chicken) on the basis of exploiting installed production capacities. For this purpose we will have to activate production of fertile eggs and their incubation. The aim is to produce 10,000 metric tons of channeled chicken per year. Chickens slaughtered will have live weight of 2 kg at 38 days, with food/live weight conversion of 1.75 Kg. We require acquisition of equipment for technological modernization in the line of slaughtering 3000 chickens per hour, representing slaughtering 24,000 chickens per day in the abattoir. The enterprise will allow developing the genetics for high reproduction breeds, incubation, recovering agricultural areas for the production of raw materials destined to produce animal feed and strengthen the productive chain with participation of agricultural cooperatives.

Investment Type: **Joint-Venture**

Estimated Investment: **35.5 million USD**

Market Potential: The project replaces imports and ensures channeled chicken for the tourism and local markets.

Estimated anticipated Results: 150,000 metric tons of channeled chicken

Rice Production

to increase national production of rice by applying proper techniques in agricultural exploitation, adapted to the climate and local soil conditions, using correct fertilization, phytosanitary and post-harvest systems.

Investment Type: **Joint-Venture**

Estimated Investment: **37.06 million USD**

Market Potential: Sales on the national market to replace imports, for tourism and eventual exportation.

Estimated anticipated Results: 10.0 MTM yearly average

Peanut Production

To develop peanut production with participation of agricultural cooperatives and individual farmers in order to replace imports. We hope to obtain yields between 2.5 and 3 tons per hectare on the basis of satisfying the nutritional needs of the plant with adequate seeds. We foresee using the agricultural areas of the former sugar mills where infrastructure and agricultural practices exist for exploring growing possibilities.

Investment Type: **Joint-Venture**

Estimated Investment: **70.5 million USD**

Estimated anticipated Results: 7,400 metric tons per year

Processing and commercialization of Elite quality conventional coffee

To efficiently process the production of Cuban coffee from selected special micro-regions in the hills of Guantanamo to create a leading brand on the international level. The scope of the investment includes updating technological coffee processing techniques in order to increase acceptance levels for the dry healthy product, ensuring good conservation, handling, storage and commercialization, to improve levels of knowledge in the coffee-growing areas and to update them thereby improving the quality of high-grade assortments of coffees and increasing the available amounts for the foreign market.

Investment Type: **Joint-Venture**

Estimated Investment: **10.3 million USD**

Market Potential: Coffee production will be destined for exportation, for the Elite Quality market.

Development of agro-industrial production of citrus fruit and other fruits

To increase production, improve quality and commercialize concentrated and simple juices, essential citrus oils and pulp, juices and conserves of other tropical fruit. The citrus fruit line has the capacity of processing a maximum of 75,000 tons per year of fruit; currently less than 1% is being handled. We wish to process 45,000 tons/year of fruit; for this purpose we will replace the other tropical fruit current line that processes less than 1.5 tons per hour with another line that processes 6 tons per hour.

Investment Type: **International Economic Association Contract**

Estimated Investment: **6.9 million USD**

Market Potential: Foreign market, basically Europe. Domestic market: fresh fruit will be marketed and its byproducts will be industrialized in small formats such as nectar, fruit in syrup, creams and marmalades, in the

tourist sector of Holguin and Santiago de Cuba.

Estimated anticipated Results: To produce 6,450 tons/year of concentrated and simple juice, 90 tons of

essential oils, 13,870 tons of pulp, juice and other conserves. The processing operation will be able to process 9,230 tons/year of fresh fruit.

Development of the production of citrus and other fruit, such as fresh fruit and industrialized products

The project is designed for installation of an industrial plant to process fruit and to encourage the region's Future Development Program. It will indirectly tie in the agricultural cooperatives as suppliers of the raw material thereby ensuring the production chain. We need to finance the production to guarantee acquisition of high quality seedlings, consumables, services and technical assistance.

Investment Type: **Joint-Venture**

Estimated Investment: **9.0 million USD**

Market Potential: Products will be for the domestic market (10%) and exportations (90%). The domestic market will basically include tourism and local markets

Estimated anticipated Results: 2 tons/day of chopped fruit, 10,000 liters/day of juice, 5 ton/hour of pulp and conserves as well as increased exports

Increased Production Potential for Shrimp Farming

To increase shrimp production by improving the technology being used today to grow-out the larva and reduce costs during this phase. The possibility of seeding +8 mg postlarvae in the hatchery stage, up to +300 mg, to subsequently transfer them to the nursery stage and to introduce probiotics and other technologies to handle the ponds will produce fewer days per productive cycle and therefore increase the rotation rate of hectares per 4 year, decrease food consumption (tons of feed per ton of harvested shrimp); average harvested weight gain; percentage survival increase in the grow-out pond stage.

Investment Type: **Joint-Venture**

Estimated Investment: **19.9 million USD**

Market Potential: Export market, principally Asia.

Estimated anticipated Results: Obtaining technology guaranteeing improved efficiency in order to improve growing hectare rotation and other cutting edge technologies to handle the ponds and resulting in operations costs similar to those on an international level with a strategy for management as well as spare parts and mastery of the technology. International market quality demands are satisfied and at the same time, solutions will be implemented to increase disease control and achieve sustainable development that is harmonious with the environment.

Production and commercialization of fresh, filled pasta

To increase the availability of fresh filled pastas and sauces. Activating this industry will also make it possible to decrease the current proportion of imported fresh filled pastas now on the local market. Orienting production capacities has been estimated according to the composition of the current demands of the hotel sector in Cuba, depending on each type of product: lasagna 39.0%, cannelloni 22.0%, ravioli 15.0%, tortellini 13.0 %, panzerotti 6.0 %, gnocchi 5.0%

Investment Type: **Joint-Venture**

Estimated Investment: **72.0 million USD**

Market Potential: Production will be destined to satisfy demands of the principle tourism areas in the country and the local market.

Estimated anticipated Results: We have calculated that demand will increase over the next few years as tourism grows, reaching a total of over 300 tons per year. We plan for sales for the 15-year period that are over 25.5 MMUSD; therefore we would like to produce and commercialize 1000 kg per day of fresh filled pasta and 20 kg per day of sauces.

Production of carbonated drinks and bottled water

To increase availability of carbonated drinks and bottled water by setting up a cutting edge technology line in the country's central region for production and distribution in that zone and in the eastern part of the country. It will also make possible the creation of a distribution network destined to satisfy demands in the central and eastern parts of the country. The investment project also seeks to replace today's bulk soft drink and syrup commercialization.

Investment Type: **Joint-Venture**

Estimated Investment: **12.3 million USD**

Market Potential: Local and tourism markets

Estimated anticipated Results: 500, 000hl per year of carbonated drinks and bottled water

Industrial processing of cacao and increased production of chocolate-based products

To modernize the existing cacao processing plant with a view to obtaining various chocolatier products. Currently the industry demands 2,500 tons of cacao and only receives 1,500 tons that satisfy 60% of formats and assortments for the domestic market in CUC. According to MINAGRI estimates, we can attain a national cacao seed production of approximately 3,500 tons for the year 2020.

Investment Type: **Joint-Venture**

Estimated Investment: **16.8 million USD**

Market Potential: .Tourism, local market and export. Replacing imports.

Estimated anticipated Results: Processing 1,000 tons per year of cacao (liquor, butter and cocoa) with high-productivity technology, automation and efficient energy consumption, as well as reduced environmental impact with the quality specifications demanded by international standards.

Production of Confectionery and Cereals

To diversify production of confectionery (candies, sherbets, fine biscuits, sweet, cream and soda crackers) and breakfast cereal mixes in different formats and assortments with an emphasis on nutritional values

Investment Type: **Joint-Venture**

Estimated Investment: **15.3 million USD**

Market Potential: Tourism and local markets and part for exportation.

Estimated anticipated Results: Current demands, with a view to replace imports, reaches an annual total of approximately 18 to 20 million USD.

Sugar Mill Production Management

The aim of investing in sugar mills is to recover those figures, identifying a "Management" foreign partner who would deal with finding the necessary financing and contribute with modern business administration tools and the necessary resources. The aim is to:

- Recover capacities of original sugar mill designs.
- Gradually increase sugarcane and sugar production.
- Introduce new production and managerial technologies
- Improve sugar production efficiency, its quality and reducing costs.
- Self-finance the recovery

Investment Type: International : **Economic Association Contract for Production Management**

Estimated Investment: **40.0 million USD**

Market Potential: Exportation and the local market

Production of fresh vegetables to be sold in the Special Economic Development Zone of Mariel (ZEDM) and for exportation, by setting up 2 covered growing house modules

Setting up two covered growing house modules to produce and commercialize fresh vegetables for domestic consumption and export. We foresee setting up the modules in two stages: an initial stage will set up a 5-hectare module in the first year and, depending upon results and demand, the second module would be set up subsequently.

Investment Type: **Joint Enterprise**

Estimated Investment: **6 million USD**

Hog production for channelled commercialization, finished products, genetic animals and hog semen

Building and setting up facilities running on clean, modern technologies, controlled environments, waste treatment and solar panels that are efficient in their use of energy resources, for the primary production of hogs, their slaughter and industrial processing, with vacuum-packing system, refrigeration chambers and freezers as well as genetic development, semen production and the production of 675,000 metric tons of balanced feed for the animals. The competitive productive pyramid will be based on the genetics of Yorkshire, Landrace, Duroc and CC21 breeds and their breeding to obtain F1 Yorkland sows to guarantee the efficiency of the commercial production of on-the-hoof hog meat, destined to replace imports and for exportation. Commercial production will have 3000 breeders with the aim of producing 7200 metric tons of hoof weight pork; slaughtered hog s will have live weights of 100-120 Kg transformed into channelled pork with an installed capacity of slaughtering 300 hogs per day; at 270 working days per year we will be able to slaughter up to 81,000 hogs each year. The processing plant will have a capacity of 59 metric tons per day.

Investment Type: **Joint-Venture**

Estimated Investment: **190 million USD.**