Capitol: Santo Domingo

Area: 48,442 km² (74% Hispaniola Island)

Government Type: Representative Democracy

Independence: 27 February 1844

Weather: Tropical Maritime (77 - 95°F)

Population: 10.7 Million (2017)

Language: Spanish

Leading employers: Mining, Agriculture, Free Trade Zone, Tourism
ECONOMY

GDP: US$75 billion
GDP Growth % 4.8 (2017) (IMF)

GDP Sectors: Agriculture 5.5%
Industry 33.8%
Services 60.7%

Industrial Production growth rate: 6%
Inflation rate: 3% (2017) 1.6% (2016)

Tourism: 6.2 M visitors - 80,000 hotel rooms
(Occupancy rate 77%)
**COUNTRY EXPORTS**

<table>
<thead>
<tr>
<th>Country</th>
<th>US$ Millions</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>4,780</td>
<td>47.33</td>
</tr>
<tr>
<td>Canada</td>
<td>883</td>
<td>8.74</td>
</tr>
<tr>
<td>Haiti</td>
<td>799</td>
<td>7.91</td>
</tr>
<tr>
<td>India</td>
<td>643</td>
<td>6.37</td>
</tr>
<tr>
<td>Switzerland</td>
<td>346</td>
<td>3.43</td>
</tr>
<tr>
<td>UK</td>
<td>198</td>
<td>1.96</td>
</tr>
<tr>
<td>Germany</td>
<td>191</td>
<td>1.89</td>
</tr>
<tr>
<td>Belgium</td>
<td>190</td>
<td>1.88</td>
</tr>
<tr>
<td>Netherlands</td>
<td>174</td>
<td>1.72</td>
</tr>
<tr>
<td>France</td>
<td>167</td>
<td>1.65</td>
</tr>
</tbody>
</table>

Exports: US$10.3 billion (2017)
### FOOD STUFFS EXPORTS

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>US$ M</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rolled Tobacco</td>
<td>698.0</td>
<td>43.09</td>
</tr>
<tr>
<td>2</td>
<td>Cocoa Beans</td>
<td>255.0</td>
<td>15.74</td>
</tr>
<tr>
<td>3</td>
<td>Hard Liquor</td>
<td>103.0</td>
<td>6.36</td>
</tr>
<tr>
<td>4</td>
<td>Raw Sugar</td>
<td>95.5</td>
<td>5.90</td>
</tr>
<tr>
<td>5</td>
<td>Sauces and Seasonings</td>
<td>89.2</td>
<td>5.51</td>
</tr>
<tr>
<td>6</td>
<td>Beer</td>
<td>47.3</td>
<td>2.92</td>
</tr>
<tr>
<td>7</td>
<td>Raw Tabacco</td>
<td>46.4</td>
<td>2.86</td>
</tr>
<tr>
<td>8</td>
<td>Edible preparations</td>
<td>39.1</td>
<td>2.41</td>
</tr>
<tr>
<td>9</td>
<td>Baked goods</td>
<td>34.4</td>
<td>2.12</td>
</tr>
<tr>
<td>10</td>
<td>Processed Fruit and Vegetables</td>
<td>15.1</td>
<td>0.93</td>
</tr>
<tr>
<td>11</td>
<td>Fruit Juice</td>
<td>12.3</td>
<td>0.76</td>
</tr>
</tbody>
</table>

(2017)
### VEGETABLE EXPORTS

<table>
<thead>
<tr>
<th>Item</th>
<th>US$ M</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banana</td>
<td>408.0</td>
<td>58.37</td>
</tr>
<tr>
<td>Tropical Fruit</td>
<td>78.9</td>
<td>11.29</td>
</tr>
<tr>
<td>Other vegetables</td>
<td>48.1</td>
<td>6.88</td>
</tr>
<tr>
<td>Wheat Flours</td>
<td>23.6</td>
<td>3.38</td>
</tr>
<tr>
<td>Tomatoes</td>
<td>15.1</td>
<td>2.16</td>
</tr>
<tr>
<td>Coconuts &amp; Nuts</td>
<td>14.1</td>
<td>2.02</td>
</tr>
<tr>
<td>Cassava</td>
<td>13.4</td>
<td>1.92</td>
</tr>
<tr>
<td>Cereal Meal</td>
<td>11.0</td>
<td>1.57</td>
</tr>
<tr>
<td>Cucumbers</td>
<td>9.16</td>
<td>1.31</td>
</tr>
<tr>
<td>Coffee</td>
<td>8.14</td>
<td>1.16</td>
</tr>
<tr>
<td>Citrus</td>
<td>6.52</td>
<td>0.93</td>
</tr>
</tbody>
</table>

(2017)
# THE ORANGE INDUSTRY

## Worldwide

<table>
<thead>
<tr>
<th>Country</th>
<th>Production (1,000 metric tons in 2015/16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>14,350</td>
</tr>
<tr>
<td>China</td>
<td>7,000</td>
</tr>
<tr>
<td>European Union</td>
<td>6,055</td>
</tr>
<tr>
<td>United States</td>
<td>5,371</td>
</tr>
<tr>
<td>Mexico</td>
<td>3,535</td>
</tr>
<tr>
<td>Egypt</td>
<td>2,750</td>
</tr>
<tr>
<td>Turkey</td>
<td>1,700</td>
</tr>
<tr>
<td>South Africa</td>
<td>1,560</td>
</tr>
<tr>
<td>Morocco</td>
<td>925</td>
</tr>
<tr>
<td>Argentina</td>
<td>800</td>
</tr>
<tr>
<td><strong>Total World Production</strong></td>
<td><strong>45,763</strong></td>
</tr>
</tbody>
</table>

## Dominican Republic

<table>
<thead>
<tr>
<th>Company</th>
<th>Acres</th>
<th>Ha</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consorcio Citricola del Este</td>
<td>11,582</td>
<td>4,687</td>
<td>14.72</td>
</tr>
<tr>
<td>Consorcio Cítricos Dominicanos</td>
<td>6,795</td>
<td>2,750</td>
<td>8.64</td>
</tr>
<tr>
<td>Citricos Tropicales</td>
<td>1,957</td>
<td>792</td>
<td>2.49</td>
</tr>
<tr>
<td>Rest of the country</td>
<td>58,344</td>
<td>23,611</td>
<td>74.16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>78,678</td>
<td>31,840</td>
<td>100.00</td>
</tr>
</tbody>
</table>
Diaphorina Citri is identified in DR in 2000.

HLB is found in Mexican limes in September, 2008.

Bill 47-2008 d/f 02-1208 declares the A2 quarantine.

In 2008 the Ministry of Agriculture installs road checks.

In 2011 Infected tree elimination by government.

In 2013 processors donate funds for early detection equipment and government issues bill 238-13 to control the use of non certified planting materials.

In 2014 open nurseries is still around 1.3 Million trees.

Production drops dramatically.

In April, 2018 Senate signs the Citrus Certification Law.
Consorcio Cítricos Dominicanos (CCD) is a fruit processing company, owned by the Rica Group, the largest Fruit Juice and Dairy producer of DR.

Born in 1986 to grow, harvest and process oranges to manufacture Concentrated Juice for Pasteurizadora Rica, with the objective of assure supply.

Originally CCD had 2,800 hectares of Valencia oranges groves, located on the region of Villa Altagracia and Cotuí.

CCD is a Free Trade Zone Company and our location connect us with the major ports of Dominican Republic in less than two hours. We have our own transportation fleet and the biggest frozen storage warehouse of DR.

In 2014 we won the Inter-American Development Bank Compete Caribbean competition with our Value Added Coconut Products Project.
OUR SITUATION IN 2013

- Decrease in Citrus Production (HLB)
- Increasing sales of coconut products and tropical fruit purees
WORLD COCONUT MARKET

World Coconut Production (million tons)

- 100
- 90
- 80
- 70
- 60
- 50
- 40
- 30
- 20
- 10
- 0


VCO
US$721m
9.5% CAGR
2016-21

Coconut Water
2017: US$2.2 billions
2017-23: 25% CAGR

Activated Carbon
US$3B
2018-23
4.0 CAGR

MILK
2015
US$800m
15% CAGR
2016-21

RBD Oil
US$4.1 billion
2016-24
6.02 CAGR

FIBER
2016
US$1 Billion

Sugar
4% CAGR
2018-23

CAGR (Compound Annual Growth Rate)
RBD: Refined Bleached Deodorized
RBD: 55% coconut production
VEGETABLE MILKS

MILK SALES GROWTH SINCE 2012

GLOBAL MARKET GROWTH

The US thirst for coconut and non-juice, plant-based drinks
200 million liters sold in the US

SOURCE: EUROMONITOR INTL.
¿NO FRUIT MEANS NO BUSINESS?
New techniques for citrus production -
Evaluate new crops and select planting material -
Alliances with fruit growers and government -
Purchasing equipment for new processes -
Circular integration -
New product development. -
Cooproducts -
1. NEW (?) TECHNIQUES FOR CITRUS PRODUCTION

1. Planting and resetting plan
2. Obtain healthy plants
3. Good nutrition and cultivation
4. Frequent inspection of plants
5. Elimination of infected plants
6. Psyllid monitoring system
7. Local control of psyllids
8. Special attention to the edges
9. Regional control of the psyllids
10. Association with your neighbors

Source: Fundecitrus
NEW CITRUS PLANTING

1. Construction of 2.5 Acre Protected Nursery

- a. Production target: 300,000 plants/year.
- b. In House Citrus Germoplasm bank.
- c. Trees over benches to avoid phytophthora
- d. Introduction of new scion/rootstock combinations
- e. Cocopeat used as substrate

2. Border Control Strategy

- Total area = 25 ha
  - Border area = 16 ha (64%)

- Total area = 100 ha
  - Border area = 36 ha (36%)

- Total area = 900 ha
  - Border area = 59 ha (6.5%)
NEW CITRUS PLANTING


- Remove complete blocks
- Remove abandoned groves (*)
- Increase grove density
- Only plant where tractors can work easily
- Monitoring psyllid population
- Increase frequency of insecticide applications
## SELECTION OF NEW PLANTING MATERIALS

**PALUMA RED GUAVA**

**SOL PASSION FRUIT**

**COCONUT WITH COCOA**

**GUANABANA MORADA**

<table>
<thead>
<tr>
<th></th>
<th>Ha</th>
<th>ACRES</th>
<th>%</th>
<th>TONS/Ha</th>
<th>TONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweet Oranges</td>
<td>1750</td>
<td>4324</td>
<td>63.02</td>
<td>40</td>
<td>70000</td>
</tr>
<tr>
<td>Limes</td>
<td>200</td>
<td>494</td>
<td>7.20</td>
<td>20</td>
<td>4000</td>
</tr>
<tr>
<td>Coconut</td>
<td>642</td>
<td>1586</td>
<td>23.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soursop</td>
<td>62</td>
<td>153</td>
<td>2.23</td>
<td>35</td>
<td>2170</td>
</tr>
<tr>
<td>Pink Guava</td>
<td>35</td>
<td>86</td>
<td>1.26</td>
<td>35</td>
<td>1225</td>
</tr>
<tr>
<td>Biomass</td>
<td>88</td>
<td>217</td>
<td>3.17</td>
<td>70</td>
<td>6160</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2777</td>
<td>6862</td>
<td>100</td>
<td></td>
<td>83555</td>
</tr>
</tbody>
</table>
COCONUT VARIETIES
SELECTION

Brazilian Green Dwarf
Mexican Pacific Tall Ecotype 2
Mexican Chactemal Hybrid

African PB121 Hybrid
Malayan yellow dwarf
<table>
<thead>
<tr>
<th>Country</th>
<th>Production (tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Indonesia</td>
<td>18,300,000</td>
</tr>
<tr>
<td>2 Philippines</td>
<td>15,353,200</td>
</tr>
<tr>
<td>3 India</td>
<td>11,930,000</td>
</tr>
<tr>
<td>4 Brazil</td>
<td>2,890,286</td>
</tr>
<tr>
<td>5 Sri Lanka</td>
<td>2,513,000</td>
</tr>
<tr>
<td>6 Vietnam</td>
<td>1,303,826</td>
</tr>
<tr>
<td>7 Papua New Guinea</td>
<td>1,200,000</td>
</tr>
<tr>
<td>8 Mexico</td>
<td>1,064,400</td>
</tr>
<tr>
<td>9 Thailand</td>
<td>1,010,000</td>
</tr>
<tr>
<td>10 Malaysia</td>
<td>646,932</td>
</tr>
<tr>
<td>11 United Republic Tanzania</td>
<td>530,000</td>
</tr>
<tr>
<td>12 Myanmar</td>
<td>425,000</td>
</tr>
<tr>
<td>13 Solomon Islands</td>
<td>410,000</td>
</tr>
<tr>
<td>14 Vanuatu</td>
<td>410,000</td>
</tr>
<tr>
<td>15 Ghana</td>
<td>366,183</td>
</tr>
<tr>
<td>16 Jamaica</td>
<td>310,000</td>
</tr>
<tr>
<td>17 Dominican Republic</td>
<td>286,934</td>
</tr>
<tr>
<td>18 Nigeria</td>
<td>265,000</td>
</tr>
<tr>
<td>19 Venezuela</td>
<td>263,867</td>
</tr>
<tr>
<td>20 Mozambique</td>
<td>260,000</td>
</tr>
<tr>
<td>21 China</td>
<td>254,620</td>
</tr>
<tr>
<td>22 Fiji</td>
<td>225,000</td>
</tr>
<tr>
<td>23 Cote d'Ivoire</td>
<td>195,000</td>
</tr>
<tr>
<td>24 Samoa</td>
<td>190,000</td>
</tr>
<tr>
<td>25 Kiribati</td>
<td>170,000</td>
</tr>
</tbody>
</table>
EXISTING COCONUT PLANTATIONS

- Senile Trees
- Small plots many without property title
- Decreased production by pests (red mite)
- Planted in the tourist areas (land cost)
- No incentive for planting new ones (financing)
- No fertilization of plants (subsistence)
- Little intercropping (inefficient use of land)
- No nurseries with certified materials
- Single Variety
- Old technology
INTERNATIONAL ALLIANCES

Alliances for Action

UNDERSTAND
Markets & food systems
- Identify Market-Product opportunities
- Assess SMEs and MSME competitiveness
- Define and assess institutional support network
- Network analysis (connectivity & innovation)
- Assess global industry trends and local socioeconomic situation
- Multi stakeholder process

CONVENE
Responsible public-private VC alliances
- Establish Alliances between firms
- Select intervention areas
- Agree Value Chain operator roles
- Define Alliance support plan
- Commit participants’ contribution & investments
- Develop Business and investments plans for each alliance and product/market option

TRANSFORM
Building competitiveness to put Alliances into Action
- Peer to peer learning and innovation
- Market linkages and technical support
- Capacity building

INVEST
Investing in the Alliances
- Financial literacy training & leverage
- Blend sources of finance & investment

IMPACT
Communicating & learning for decision making
- Evidence based participatory M&L
- Select tracked VC indicators
- Track development-related objectives

PRINCIPLES
Better participation in global and regional value chains
Systemic, inclusive and sustainable
Market-led producer oriented
Value addition and risk diversification
Scalability, additiveness & impact
A4A industry & development advisory groups and multi-stakeholder platforms
Global – National - Local
LOCAL INDUSTRY ALLIANCES

- SME Farmers
- Local Industry Partners
- Artisan Products
- Industrial Scale Food Processor
- Domestic Market
- Export (Coconut Products)
- Regional Exports (Seeds/Plants)
- Vertically Integrated Processing Project
  Nurseries/Finished Products
  Nurseries Certified Trees
  Big Scale Plantation
SUPPLIER ALLIANCES

OUR CHANGE TOOL!!!

CREATE
VALUE

CAPTURE
VALUE

SHARE
VALUE

“Price is what I pay. Value is what I get”. Warren Buffet
Because it is impossible to differentiate ourselves in a commodity market, we need to create value through quality, service and cost.

1. Organize the Growers
2. Training to increase their yield and profits.
3. Discuss and fix prices in advance.
4. Receive and process the fruit when in abundance.
5. See the customer as a long-term partner. FULFILL THE AGREEMENTS
6. We establish strategic alliances with competitors (Coopetitor)
7. Encourage the creation of the COUNTRY BRAND concept.
The value capture occurs through improvement in the value distribution of the supply chain. These changes seek to increase efficiency as a way to increase profitability.

1. Remove operations that don’t add value from the supply chain
2. Increase operational efficiency in the factories.
3. Minimize costs of agricultural inputs.
4. By-products become part of the cost reduction and diversification strategy.
5. Minimization of transport and intermediation costs.
6. Quality losses must be avoided.
The benefits are distributed through the chain.

1. Provide high yielding vegetative material.
2. Free supervision and consulting to farmers.
3. Specialization
5. Access to credit.
**PROCESSING CAPABILITIES**

**Bulk Processing Line:**
Aseptic: Bag in Drum / Bag in Box  
Frozen: Drums / Pails

**Retail Line:**
Aseptic: Tetra Prisma 330 ml  
Canning: Four different sizes 12, 15, 29 and 46 ounces.  
Plastic: ½ and 1 Gallon

**Additional capabilities:**
2 evaporators of 10,000 and 1 of 25,000 PWH  
Bulk receiving and shipping  
Virgin and Conventional Coconut Oil

**Storage:**
3 cold storage rooms (22,000 Sq. ft) @ 0 ºF  
98,000 gal of Bulk concentrate and 6,350 55 gallon Drums.  
2,000 drums on dry storage
### OUR PRODUCTS

#### FROM SINGLE CUSTOMER, MONOPRODUCT AND NO EXPORTS TO:

<table>
<thead>
<tr>
<th>Fruit</th>
<th>Process:</th>
<th>Product:</th>
<th>Co-Products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Citrus:</strong></td>
<td>Oranges, Grapefruit</td>
<td>Non From Concentrate (NFC) juice and concentrates</td>
<td>Pulp Cells, Cold Press Peel Oil Water Phase Essence</td>
</tr>
<tr>
<td></td>
<td>Persian Lime.</td>
<td>Graded fruit in bulk or in cardboard or plastic crates</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graded fruit in bulk or in cardboard or plastic crates</td>
<td></td>
</tr>
<tr>
<td><strong>Coconut:</strong></td>
<td>Green</td>
<td>Single strength and concentrated Coconut Water</td>
<td>Coconut husks (Substrate)</td>
</tr>
<tr>
<td></td>
<td>Mature</td>
<td>Coconut Milk</td>
<td>Virgin and Conventional Oil Coconut Cake (Feed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cream of coconut</td>
<td>Coconut Shells</td>
</tr>
<tr>
<td><strong>Tropical Fruits:</strong></td>
<td>Acerola, Aloe, Banana, Guava, Mango Passion Fruit, Papaya, Pineapple, Soursop, Tamarind</td>
<td>Concentrates</td>
<td>Fruit residues (Feed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Single strength pulp and purees</td>
<td></td>
</tr>
<tr>
<td><strong>Combinations</strong></td>
<td>Bases Preparations</td>
<td>Piña Colada, Smoothies, Margarita Mix, Fruit Punch</td>
<td></td>
</tr>
</tbody>
</table>
NEW COCONUT PRODUCTS
NEW COO-PRODUCTS

- Cocopeat
- Coconut Shell
- Coconut Cake
- RBD Coconut Oil
Kosher Approved Products and ingredients

European Quality Assurance

USDA ORGANIC

Control Union Certifications

HACCP CERTIFIED

FSSC 22000

Operador Económico Autorizado República Dominicana

Customs Trade Partnership Against Terrorism
<table>
<thead>
<tr>
<th>Export Destinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aruba</td>
</tr>
<tr>
<td>Barbados</td>
</tr>
<tr>
<td>Canada</td>
</tr>
<tr>
<td>Colombia</td>
</tr>
<tr>
<td>Costa Rica</td>
</tr>
<tr>
<td>Curaçao</td>
</tr>
<tr>
<td>Germany</td>
</tr>
<tr>
<td>Guadalupe</td>
</tr>
<tr>
<td>Guatemala</td>
</tr>
<tr>
<td>Haiti</td>
</tr>
<tr>
<td>Honduras</td>
</tr>
<tr>
<td>Martinique</td>
</tr>
<tr>
<td>Panama</td>
</tr>
<tr>
<td>Puerto Rico</td>
</tr>
<tr>
<td>Switzerland</td>
</tr>
<tr>
<td>USA</td>
</tr>
</tbody>
</table>
OUR CUSTOMERS

Rica
The Coca-Cola Company
TRES MONJITAS
FMJ
COCO TROPICS
Lotus CARIBE
CocoTara
BON
Roland
Guy Lesueur
aloe forever
Rubicon
GOYA
SUIZA
THANK YOU