

# Terra Nostra – Our Land

## Strategic aims:

1. Expansion of cultivated acreage and yield boosting
2. Maximizing financial performance
3. Increasing resource efficiency
4. Creating effective team environment

**Terra Gratia – Land of Grace**

**The farm specializes in grain crops, rapeseed and grass growing with special focus on high-quality seed production.**

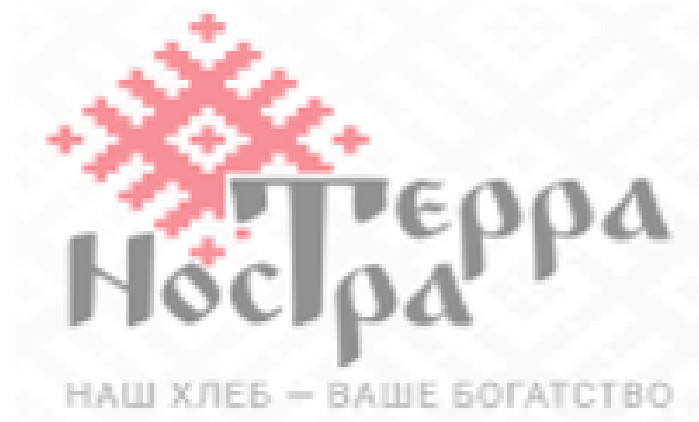
**71 people**

**84 machines**

**6.5% of Belarusian peasant farm arable land (3642 peasant farm holdings with an area of 170 thousand hectares)**

**0.4% of all grain and leguminous crops areas in Belarus (2.5 million hectares)**

Soil fertility, points	Area of land, hectares			
	> 20	10-20	< 10	Total
30-35	45%	6%	2%	53%
25-30	28%	10%	4%	42%
< 25	4%	2%	0%	5%
Total	77%	18%	5%	100%



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ПРОИЗВОДСТВО И ДИСТРИБУЦИЯ СЕЛЬСКОХОЗЯЙСТВЕННОЙ ПРОДУКЦИИ

Holding: PFH "Terra Nostra" (Beshenkovichi district) and PFH "Terra Gratia" (Senno district).

*The Terra Nostra peasant farm holding was created on July 24, 2019 and registered by the Beshenkovichi regional executive committee under the number 391016485. The Vitebsk regional executive committee allocated the Terra Nostra farm land in the Beshenkovichi district, seized from the bankrupt "Plissy-Agro KSUP".*

*Peasant farm holding "Terra Gratia" was created on 20.06.2020 and registered by the Senno regional executive committee under the number 319197624.*

The farm is specializing in grain crops, rapeseed and grass growing with special focus on high-quality seed production.

### Land Fund

6.5% - of arable land in land use by all peasant farms in Belarus (3,642 peasant farms with an area of 170 thousand hectares).

Included in the TOP 10 peasant farms in Belarus in terms of land bank size.

0.4% of the total bank of sown areas of grain and leguminous plants of the Republic of Belarus (2500 thousand hectares).

In the fall of 2021, land was differentiated according to the efficiency of use according to the parameters "Size areas" and "Fertility".

Land Fund									
Indicators	2020			2021			2022		
	TN	TG	In total	TN	TG	In total	TN	TG	In total
Land area - total	9 210	0	9 210	9 210	4 692	13 902	9 210	10 684	19 894
Arable land	4 420	0	4 420	4 420	1 981	6 401	4 420	6 544	10 964
Sowing area	3 137	0	3 137	3 425	1 920	5 345			8 000
Proportion of sowing in arable land	71%		71%	77%	97%	84%			72%

Area of land, hectares		> 20	10-20	< 10	Total
Soil fertility, points					
30-35		4 900	710	165	5 775
25-30		3 100	1 069	420	4 589
< 25		400	200		600
<b>Total</b>		<b>8 400</b>	<b>1 979</b>	<b>585</b>	<b>10 964</b>
Area of land, hectares		> 20	10-20	< 10	Total
Soil fertility, points					
<b>30-35</b>		<b>45%</b>	<b>6%</b>	<b>2%</b>	<b>53%</b>
<b>25-30</b>		<b>28%</b>	<b>10%</b>	<b>4%</b>	<b>42%</b>
<b>&lt; 25</b>		<b>4%</b>	<b>2%</b>	<b>0%</b>	<b>5%</b>
<b>Total</b>		<b>77%</b>	<b>18%</b>	<b>5%</b>	<b>100%</b>

## Staff

As of 11/19/21:

<b>Contract</b>	<b>51</b>	<b>Refit contract</b>	<b>16</b>
specialists	20	tract drivers	4
drivers	8	watchman	6
tract drivers	22	janitor	1
welder	1	electrician	1
		welder	1
		weighman	1
		builder	2

**Additional employees of up to 20 people were involved under construction contracts to carry out seasonal work.**

## Technics

The total fleet of equipment serving the Terra Nostra farm consists of 84 units, incl. 54 units - self-propelled vehicles:

Tractor - 16 (8 - energy saturated);

Combines - 11;

Self-propelled sprayers - 1;

Self-propelled sprayers Rosa - 3;

Freight transport - 8;

Fuel trucks - 2;

Loaders - 3;

Handlers - 2;

Light transport - 8.

30 units - trailed, attached equipment and aggregates:

Plows - 5;

Trailers - 6;

Sprayers - 2;

Spreaders - 2;

Tillage machines (discator, cultivators, subsoiler) - 4;

Seeder - 4;

Other - 7.

### Cost of equipment and units, \$:

Article	Initial cost	Residual value	Market value
<b>For all contracts</b>	<b>4 900 280</b>	<b>3 959 480</b>	<b>4 660 000</b>
<b>owned</b>	1 981 167	1 830 152	1 950 000
<b>credit (leasing)</b>	10 269 533	8 068 549	9 700 000

	Locality	Designation	Status	Area, m2
1	Senno	Arch flax mill	Property	700
2	Senno	Brick building	Property	1 000
3	Senno	Road construction and repair department warehous	Property	1 000
4	Senno	Road construction and repair department warehous	Property	1 000
5	Senno	Senno regional agricultural service warehouse	Property	1 000
6	Povziki (Senno district)	Mattress	Property	300
7	Budilovo	Warehouse	Rent	400
8	Rubezh	Warehouse	Rent	700
9	Dubrova	warehouse	Property	25
10	Dubrova	Specialized transport premises	Property	406
11	Dubrova	Workshop	Property	50
12	Dubrova	Container	Property	18
13	Dubrova	Mattress	Property	250
14	Dubrova	Mattress	Property	250
15	Dubrova	Mattress	Property	300
16	Dubrova	Mattress	Property	300
17	Dubrova	Asphalt ground	Property	1 501
18	Dubrova	Grain Yard	Property	545
19	Dubrova	Storage canopy	Property	1 000
20	Dubrova	Office module	Property	36
21	Dubrova	Office module	Property	36
22	Dubrova	Administrative building	Property	45
23	Dubrova	Gatehouse	Property	14
	<b>Total</b>			<b>10 876</b>

# Base and warehouses



## **Precision farming and process automation system**

### **Current workstreams:**

1. Automation of agronomic, accounting and management accounting processes (Wialon, Hecterra, Fort Monitor, Cropio, Trimble, 1 soft control cx, 1C agro)
2. Digitization of all fields (incl. Identification of unsuitable for cultivation areas) using drone and autopilots.
3. Differentiated application of fertilizers, seeds, plant protection products. Seeding map, application map.
4. Yield mapping.
5. Autopilots, auto steer.
6. Application of plant protection products using a drone.
7. Targeted application, combining sensor readings from hardware into the Ecosystem:
  - 7.1. Weather station
  - 7.2. Ultrasonic Anemometer
  - 7.3. Soil humidity and temperature sensor
  - 7.4. Water level sensor
  - 7.5. Tilt Angle Sensor (Wired & Wireless)
  - 7.6. Temperature and light sensor
  - 7.7. Temperature and humidity sensor
  - 7.8. Fuel level sensor
  - 7.9. Granulated products level sensor
  - 7.10. Ultrasonic proximity sensor
  - 7.11. RFID sensors (tags and readers)

**Project "Construction of a grain drying complex with a grain and seed preparation line in Senno" (hereinafter referred to as the Project)**

**Project composition:**

- grain cleaning and drying complex with a grain storage warehouse with a capacity of 3000 tons;
- workshop for the preparation of grain and seeds with a productivity of 10 t / h;
- Fire pump station;
- compressor room;
- control room;
- ZAV (unit for preliminary cleaning (Voronezh grain unit));
- a canopy over the intake pit for the ZSK (Grain cleaning and drying complex);
- travel grate of the intake pit;
- supporting metal structures for bunkers;
- transport bridge;
- elevator tower - 2 pcs;
- a canopy over the intake pit for the seed processing line;
- frameless arches for storing grain (3000t), approximate size 18x60m - 5 pcs.

**The aim of the Project:** increasing the efficiency of the farm (to produce 15 thousand tons / year of grain seeds (6 thousand tons of winter crops and 9 thousand tons of spring crops) and 2 thousand tons / year of grass seeds), import substitution, access to export markets, provision of services to regional agricultural producers.

By the Resolution of the Ministry of Agriculture and Food of the Republic of Belarus No. 28 dated May 13, 2021, the project is included in the List of promising and significant investment projects planned for implementation under the State Program "Agrarian Business" for 2021–2025.

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SWOT		External factors	Opportunities					Threats				
			A sharp rise in food prices	Underestimation of the agricultural business, low base effect	Low competition	Growth of all agricultural market segments	Sharply growing demand for seeds of new varieties	There are practically no agricultural enterprises providing services to world seed producers in their cultivation in Belarus or west of Russia	Drought probability	A shorter time frame for agricultural processes (sowing, harvesting, drying, seed preparation) compared to the south of Belarus	Human resources	Grain export ban or the implementation of other regulatory measures
Internal factors												
Strengths	Soils: fertility is above average (about 30 points)	Higher profitability				enables more effective use	Attractive for potential partners					
	11,000 hectares of land		The potential for a sharp increase of the resource cost (private property, lease rights, etc.)			Will allow to maintain a wide range	Attractive for potential partners				Allows to diversify risks	
	Soils: 2.5 years of land care and technologically correct crop rotation	Higher profitability					Attractive for potential partners	Less impact				
	Soil with high water content (loam)						Attractive for potential partners	Much less impact				
	Almost appropriate number of machinery and equipment for processing the available areas				Feasibility of providing services		Attractive for potential partners		Can help to reduce the risk	Increases attractiveness for new staff		
	A full crew with the necessary competencies				возможность предоставления услуг		Attractive for potential partners		Can help to reduce the risk	Increases attractiveness for new staff		
	Competent agronomic service using modern, efficient and economically optimal crop production technologies				Possibility of providing services	Will allow to quickly absorb and adapt everything new	Attractive for potential partners	Reducing the consequences through the use of modern technologies and drugs	Can help to reduce the risk	Increases attractiveness for new staff	Allows you to grow niche crops that are not banned	Adjustment due to qualitative parameters and a financial safety margin
	Belarusian seed market credibility			Applying	Applying	Applying	Attractive for potential partners					
	Experience in seed production and seed processing. Original seed line in 2022				Applying	Will allow to integrate quickly	Attractive for potential partners				Allows to grow seeds of all crops	
	Efficient export-oriented commercial service	More effective exploitation of potential		Applying	Accompanying sale of chemicals, related products and services	Enables effective use	Attractive for potential partners				Crop market flexibility	Non-price competition factors
	Established process of interaction with the nearest elevators and other elements of the agricultural infrastructure											
	Established process of shipments (with own and rented auto) and railway transport within the country and for export					Enables maximum seasonal use						
	Vitebsk region: the most moisture-rich region of Belarus							Minimum probability in Belarus				
	A precision farming system is planned to be introduced next year						Attractive for potential partners		Digitization of processes, increasing efficiency due to identified reserves			
	Established process of motivating employees to improve their competencies and professionalism									Increases attractiveness for new staff		
Weaknesses	Lack of drying capacity						Risk of interference. Should be build upto the optimum within two years		Risk of interference. Should be build upto the optimum within two years			
	25% shortage of the required number of combines									Risk of interference. Safety margin is required.		
	The personnel reserve is still insufficient								System of reserve, adaptation, certification, retraining			
	Incomplete motivation system								Will be fixed by February 2022			
	Lack of technical reserve				Reforming in 2022				Leasing for reinsurance			
	Lack of own storage capacity						Risk of interference. Should be build upto the optimum within two years					
	Low techical capacity of agricultural equipment and tractor park				Invest 0.2 million by spring 2022 and 0.5 million by the end of 2022				Invest 0.2 million by spring 2022 and 0.5 million by the end of 2022			
	Insufficient working capital	Reforming in 2022			Reforming in 2022		Reforming in 2022					
	Insufficiently established processes for internal training and transfer of competencies within the company									set up by March 2022		
	Lack of in-house communications, insufficient feedback									set up by March 2022		
	Insufficient marketing investment	Reforming in 2022		Reforming in 2022	Reforming in 2022	Reforming in 2022	Reforming in 2022			set up by March 2022		

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	Insufficient marketing investment			set up by March 2022		



# Why?

## WORLD

In the past three years the upsurge of food costs on world markets averaged 50 percent. Grain group 60%, oilseeds - over 100%. **It's due to three major factors:**

- Insufficient supply.
  - Climate change is lowering agricultural yields. Agricultural areas capable of highly efficient production are decreasing. It will take some time, maybe tens of years, to adapt to this factor.
  - The pandemic has led to a disruption in supply chains. As a result the disruption of technological processes increases risks and costs.
  - The pandemic has limited the inflow of the labor force entering the agricultural sector, especially seasonal workers. That leads to a decrease in the production of the gross product.
  - The shortage and rise in prices of fertilizers (especially nitrogen), equipment and other goods required in production leads at least to an increase in the cost price and to a disruption of technical processes and a decrease in yields at worst.
- Growing demand.
  - The expanding population of the Earth spurs demand.
  - Many states decide to increase strategic food reserves due to the high risks and it spurs the demand even further.
- Inflation. The following factors have led to a sharp rise in inflation, which has just begun and is unlikely to end soon.
  - The policy of central banks in most countries of the world in recent years has been aimed at issuing money in various ways, which led to a weakening of national currencies.
  - During the pandemic, a powerful monetary emission was carried out to support the population of many countries.
- This situation indicates that in the near future agricultural and crop production in particular will be among the most attractive industries for investment in the world.

# Why?

## BELARUS

The highest advantage of belorussian agriculture for an investor, strangely enough, is the strong underestimation of the agricultural business in the country. There is a traditional belief that agriculture is a black hole for money and it prevents many people from seeing profitable farms and the window of opportunity due to the dramatically changing market conditions described above. All this together creates a “low base effect” that won't last too long. So far, it is possible to start a business here without such significant capital investments as it would have been in neighboring countries.

Additional advantages:

- Belarus produces the whole complex of essential fertilizers. Comparative low cost for agricultural producers of all fertilizers, especially potash, which are much lower than world prices.
- The cost of fuel is cheaper than in most agricultural countries.
- Sufficiently developed agricultural infrastructure. Although it needs updating.
- Strong domestic market consumption due to the livestock development.

All the above factors indicate a significant potential in terms of attracting investment in the agricultural sector in Belarus in the near future. The process can become more obvious if the current political risks are mitigated.

# Why?

## Farm

PFH «Terra Nostra», «Terra Gratia» is one of the investment pioneers of the crop production in Belarus. By the third year of work, technological processes and quality control were built, the area was expanded to 11 thousand hectares and a team with necessary machinery park was formed.

In 2022, a seed preparation complex with a capacity of 10 t/h will be installed. All necessary conditions have been created in order to provide the successful exploitation of the window of opportunity that will open up in food markets in the coming years.

High barrier to entry will limit the competition, what makes it possible to succeed in the most fast-growing and profitable agricultural business segments - seed production, seed processing, deep processing of primary products.


PFH "Terra Nostra" is one of the most attractive and reliable investment options for a potential investor (especially for an agricultural-oriented one). On the one hand the farm is already an experienced market participator, on the other hand it's a new player who is ready for future changes and takes current realities into consideration with understanding and acceptance.

## **Marketing Strategy**

The marketing strategy of peasant farms is carried out in the following areas:

1. In-depth development of the existing peasant farms client relationship
2. Development of export seed production of cereals, leguminous crops (including pre-order) and non-zoned seeds (SaatBau, KWS, Syngenta).
3. Export of grass seeds, including revision with the EU requirements for seeds produced in Belarus taken into consideration.
4. Cooperation with global agrochemical companies, including the opening of representative offices: seeds (Bayer, KWS, Rapool), chemistry (BASF, Yara, Bayer, Syngenta, ИКАР).
5. An effective system for renting free vehicles.

Financial performance 2022	ha	Productivity, t / ha	Price, \$ / t	Financial results \$ / t	Financial results, %	Financial results, \$	Financial results, \$/ha	Tonnage, t	Proceeds, \$	Costs \$/ha		Other costs, \$/t	
										Total, \$	Total \$/ha	Total, \$/t	Total, \$
Winter rapeseed (commer)	957	3,00	680	395,27	138,82%	1 134 810,60	1 185,80	2 871,00	1 952 280,00	774 404,40	809,20	15,00	43 065,00
Winter wheat (seeds)	1200	4,25	360	88,47	32,58%	451 200,00	376,00	5 100,00	1 836 000,00	838 080,00	698,40	107,20	546 720,00
Winter wheat	1143	5,00	212	50,48	31,25%	288 493,20	252,40	5 715,00	1 211 580,00	767 638,80	671,60	27,20	155 448,00
Winter rye	93	6,00	140	0,00	0,00%	0,00	0,00	558,00	78 120,00	62 942,40	676,80	27,20	15 177,60
Winter barley	239	6,00	180	38,87	27,54%	55 734,80	233,20	1 434,00	258 120,00	163 380,40	683,60	27,20	39 004,80
Winter triticale (seeds)	213	5,10	360	118,76	49,23%	129 009,84	605,68	1 086,30	391 068,00	145 606,80	683,60	107,20	116 451,36
total	<b>3845</b>		<b>0</b>		<b>56,14%</b>	<b>2 059 248,44</b>	<b>535,57</b>	<b>16 764,30</b>	<b>5 727 168,00</b>	<b>2 752 052,80</b>			<b>915 866,76</b>
<b>SPRING CROPS:</b>													
Spring rapeseed	250	1,80	680	293,64	76,00%	132 140,00	528,56	450,00	306 000,00	165 400,00	661,60	18,80	8 460,00
Spring barley (seeds)	189	3,40	360	60,21	20,08%	38 692,08	204,72	642,60	231 336,00	123 757,20	654,80	107,20	68 886,72
Spring wheat (seeds)	496	3,40	360	60,21	20,08%	101 541,12	204,72	1 686,40	607 104,00	324 780,80	654,80	107,20	180 782,08
Peas elite	180	2,55	740	284,56	62,48%	130 615,20	725,64	459,00	339 660,00	159 840,00	888,00	107,20	49 204,80
Peas 1 reproduction	480	2,70	480	136,50	39,74%	176 908,80	368,56	1 296,00	622 080,00	306 240,00	638,00	107,20	138 931,20
Beans elite	150	2,98	640	243,05	61,23%	108 462,00	723,08	446,25	285 600,00	129 300,00	862,00	107,20	47 838,00
Beans 2 reproduction	300	3,50	312	61,37	24,49%	64 440,00	214,80	1 050,00	327 600,00	234 600,00	782,00	27,20	28 560,00
Soy	400	2,00	640	248,40	63,43%	198 720,00	496,80	800,00	512 000,00	291 520,00	728,80	27,20	21 760,00
Hemp			0					0,00	0,00	0,00	0,00	0,00	0,00
Phacelia	344	0,35	2800	1 501,89	115,70%	180 827,04	525,66	120,40	337 120,00	153 836,80	447,20	20,40	2 456,16
Ryegrass (2 harvests)		1,40	600	242,17	67,68%	0,00	339,04	0,00	0,00	0,00	472,40	20,40	0,00
Fescue	500		1400					0,00	0,00	228 600,00	457,20	20,40	0,00
Maize	600	6,12	200	40,85	25,67%	150 009,60	250,02	3 672,00	734 400,00	352 320,00	587,20	63,20	232 070,40
	<b>3889</b>				<b>39,47%</b>	<b>1 282 355,84</b>	<b>329,74</b>	<b>10 622,65</b>	<b>4 302 900,00</b>	<b>2 470 194,80</b>			<b>778 949,36</b>
<b>In total</b>	<b>7734</b>				<b>48,31%</b>	<b>3 341 604,28</b>	<b>432,07</b>	<b>27 386,95</b>	<b>10 030 068,00</b>	<b>5 222 247,60</b>			<b>1 694 816,12</b>

A wide-angle photograph of a vast field of yellow rapeseed flowers stretching to the horizon. The sky is a clear, pale blue, dotted with soft, white cumulus clouds. The overall scene is bright and open, suggesting a rural or agricultural landscape.

Our bread is  
your wealth