



**Cuba**

PORTFOLIO  
OF OPPORTUNITIES  
FOR FOREIGN  
INVESTMENT

**2015**



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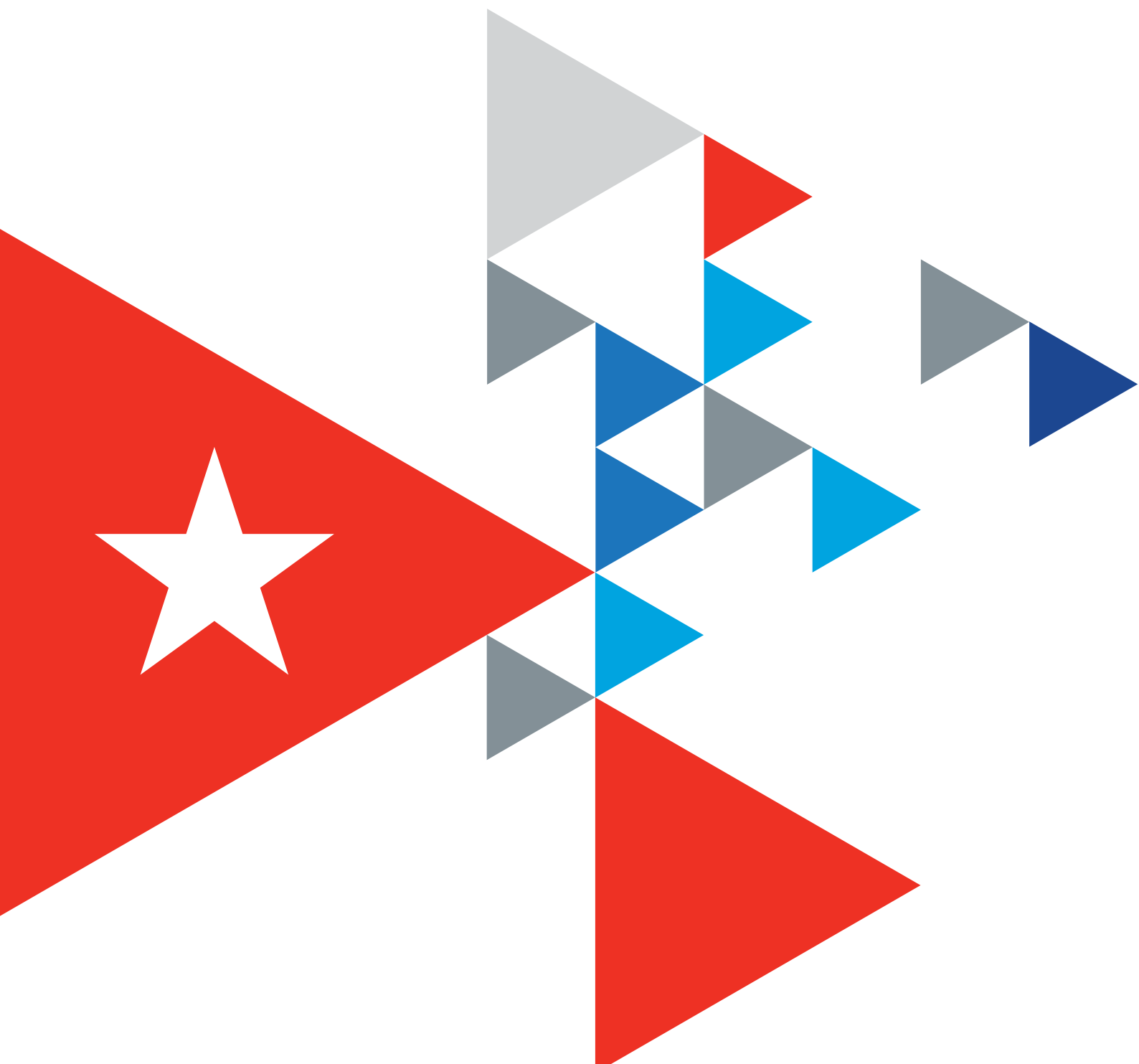
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CUBA: A PLACE  
FOR FOREIGN  
INVESTMENT



### Advantages of Investing in Cuba

With the approval of Law No. 118 and its complementary norms a favorable business environment has been created in Cuba. Tax incentives are not the only advantages inviting foreign investors to choose Cuba as a place to invest. Some other advantages are:

- ▶ Formulation of sectorial policies for identifying investment opportunities with foreign capital that permits access to the Cuban market and its consumers
- ▶ Secure and transparent legal framework
- ▶ Political, social and legal stability
- ▶ Geographical location in the center of an expanding market
- ▶ Climate of safety for foreign personnel
- ▶ High indicators for education, social security and health of the population
- ▶ Highly qualified workforce
- ▶ International agreements signed by Cuba with the Latin American Integration Association (ALADI), the Caribbean Community (CARICOM), the Bolivarian Alliance for the Peoples of Our America (ALBA), the Common Market of the South (MERCOSUR), the European Union (EU), the World Trade Organization (WTO)
- ▶ Governmental policy that prioritizes research and technological innovation
- ▶ Promotional institutions at the service of investors with qualified personnel
- ▶ Basic infrastructure throughout the country: communications networks; over 20 airports; ports admitting deep-draft vessels; over 95% of national territory with electrical power; rail and highway communication.

#### Foreign Investment Legal Regime

- Law No. 118/2014: "Law of Foreign Investment"
- Decree No. 325/2014: "Regulations of the Law of Foreign Investment" of the Council of Ministers
- Resolution No. 46/2014 and No. 47/2014 of the Banco Central de Cuba
- Resolution No. 128/2014 and No. 129/2014 of the Ministry of Foreign Commerce and Investment
- Resolution No. 16/2014 of the Ministry of Labor and Social Security
- Resolution No. 535/2014 of the Ministry of Finances and Prices
- Resolution No 920/2014 of Ministry of the Economy and Planning
- Agreement No. 7567, May 2014, of the Council of Ministers

#### International agreements related to foreign investment

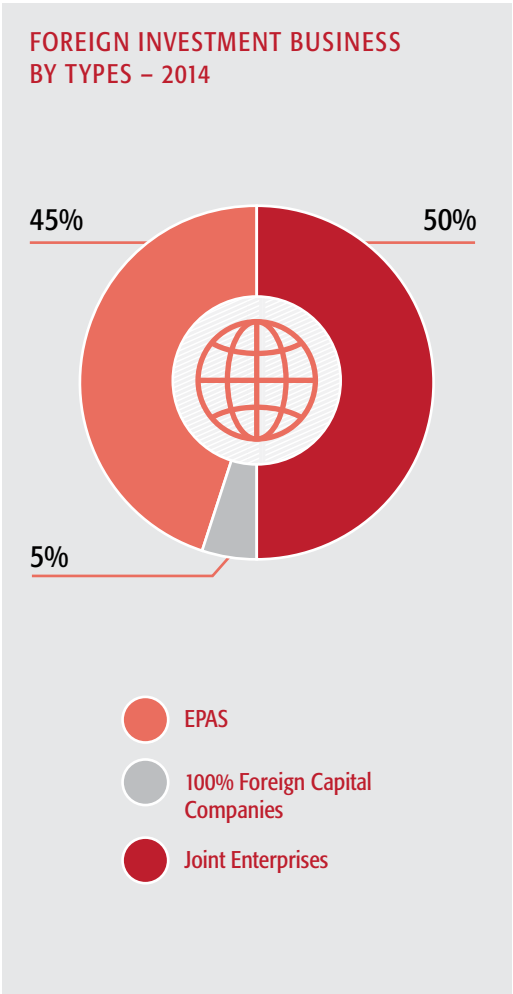
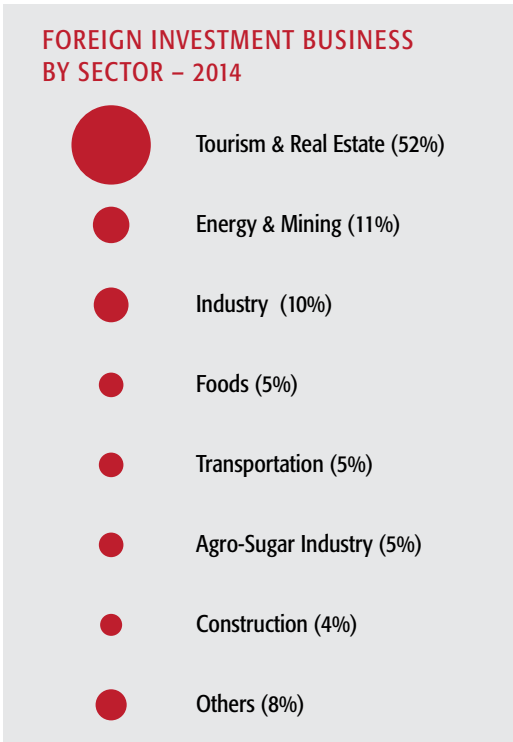
Cuba has signed agreements to prevent double taxing with Spain, Barbados, Italy, Russia, Portugal, Qatar, Lebanon, China, Vietnam, Austria, Ukraine and Venezuela and it has signed 42 agreements for Bilateral Investment Treaties (BITs): of these 42 are in force.

Foreign Investment in Cuba

- Law No. 118 establishes the types of businesses that can be adopted within foreign investment:
- ▶ Joint enterprises
  - ▶ International Economic Partnership Agreements including, among others, contracts for hotel management, production or services, contracts to provide professional services, risk contracts to explore non-renewable natural resources, for construction and agricultural production
- Enterprises with 100% foreign capital; foreign investors can set up on national territory as:
- a. Natural persons acting on their own behalf
  - b. Juridical persons constituting a Cuban affiliate of the foreign entity which they own
  - c. Juridical persons setting up a branch of a foreign entity.

Foreign Investment in Figures

At the close of 2014, joint enterprises are the most prevalent at 50 % of total business. The most attractive sectors for foreign capital have been tourism in the top spot followed by mining and energy.



Results at the close of the 2014 business year show that partnerships reported sales for over 5 billion CUC with exports representing 62% of the total.

PRINCIPAL INDICATORS OF EPAS IN 2014 (BILLION CUC)	
TOTAL SALES	5.1
DOMESTIC MARKET	1.9
EXPORTS	3.2
IMPORTS	2.5
AMOUNT OF TRADE BALANCE	0.7

General Foreign Investment Policy Principles

1. To conceive of foreign investment as a source for the country’s short, mid and long range economic development. Access to cutting edge technologies, securing managerial methods, diversifying and broadening export markets, replacing imports, access to foreign financing, creating new job sources and securing greater incomes on the basis of production linkage with the domestic economy are objectives that should be proposed in order to attract foreign investment.
2. To secure new managerial methods that contribute to achieving better market position, increased productivity and profitability, efficiency of complex investment processes and their assimilation by the rest of the economy.
3. To immediately prioritize foreign investment directed to replacing food imports.
4. To encourage the development of comprehensive projects generating production linkage in the search for collective efficiency. These projects may be executed with one investor or with several having this mutual interest.
5. Corresponding to the country’s demographic dynamics, foreign investment must allow access to state-of-the-art technologies that increase productivity and permit efficient use of the workforce.
6. To contribute to changing the country’s energy matrix by taking advantage of renewable energy sources, using solar and wind power and power from agro-industrial waste such as sugar cane, forestry and scrub (marabu) biomass, generation of water and biogas power.
7. To consider the participation of foreign capital in the complementation of national scientific and technological development projects, preserving intellectual property over the results obtained, especially brand names and patents created by the Cuban Party.
8. To consider foreign investment in certain economic sectors and activities as an active and fundamental element for growth.
9. To consider agricultural and foods industry production as prioritized sectors along with tourism, including health, the development of energy sources especially renewable energy, the exploration and exploitation of hydrocarbons and mining resources and construction or improvement of industrial infrastructures.
10. To guide the greater part of foreign investment towards export sectors. Moreover, to direct it towards eliminating bottle-necks in the production chain, encouraging modernization, infrastructure and changing the technological model in the economy as well as ensuring efficient satisfaction of the country’s needs with the aim of replacing imports.
11. To encourage foreign investment on the basis of a broad-based and diverse Portfolio of

- Projects. To focus promotion by stages and potential sectors/activities and to encourage diversification in the participation of business people from different countries. To prioritize massive promotion for the Special Economic Development Zones starting with the work by the Special Economic Development Zone of Mariel.

12. To consider prioritized activities implying transfer of technology, production linkage, carried out in areas having lesser economic development or contributing to increasing the efficiency of the production chain.

13. In the extraction of natural resources, providing public services, developing biotechnology, wholesale commerce and tourism; Cuban participation will always constitute the majority share.

14. Among the requirements for approval of foreign investment businesses, introducing criteria planning a balance of payments over time; this element will be considered to be among the decisive indicators for approval.

15. In foreign investment businesses there shall be no free contracting of the workforce other than in exceptions foreseen by law. The employer-entity will be maintained as a business organization and its aim will be to supply and control the workforce.

Salaries will fit the work contributed, efficiency and the added value generated by the enterprise. Payment for the workforce services is negotiated between the employer-entity and the enterprise having foreign capital on the basis of what has been established by the Ministry of Labor and Social Security.

To eliminate concepts of salary scales and establish a minimum wage. Contracted employees will earn a salary higher than the minimum wage established.

16. Foreign investment may be directed selectively towards development of non-state ownership forms with juridical personality, prioritizing the cooperative sector.
17. State goods will not be transferred in property other than in exceptional cases where they will be destined for purposes of the country's development and they do not adversely affect the political, social and economic foundations of the State.

18. Exclusivity rights are not granted on the Cuban market; the foreign partner has equality of conditions with third parties and may be supplier and client of the business.

19. In projects aiming at exporting goods or services, the foreign Party shall guarantee the market.

20. The country's shortage in construction capacity cannot stop the development of the process of foreign capital investments. Alternatives required to prevent it may be assessed even contracting foreign labor force.

21. Bidding for design and construction services between foreign and Cuban enterprises whenever the complexity of project so requires, in accordance with regulations in legislation in force about the country's investment process.

22. To authorize establishing enterprises having 100% foreign capital for executing investment projects having the complexity and important that requires it especially for the development of industrial infrastructure through special turnkey contacts such as: Engineering, Procurement and Construction Contracts (IPC); Engineering, Procurement and Construction Management Contracts (IPCM); Build-Own-Operate- Transfer Contracts (BOOT), Build-Operate-Transfer Contracts (BOT).

23. In principle the setting up of bank accounts abroad will not be authorized nor the acceptance of external guarantees compromising the retaining of Cuban flows in banks abroad.

24. The economic information requested for foreign investment will be made compatible with international indicators used to measure the results. To publish statistics that will be determined.
25. Any increase to the investment budget will be assumed by the International Economic Partnership.

Furthermore, a general principle to grant new tax incentives for joint enterprises and parties in international economic Partnership Agreements was approved; the Special Taxation Regime\* has been established in the new regulatory framework for foreign investment as follows:

TAXES	LAW NO. 118 FOREIGN INVESTMENT	SPECIAL ECONOMIC DEVELOPMENT ZONE OF MARIEL	LAW 113 TAXATION SYSTEM
ON PROFITS	0% during 8 years and as an exception for a longer period. Subsequently 15%. 0% on reinvested profits. It may be increased to 50% for exploitation of natural resources.	0% during 10 years and as an exception for a longer period. Subsequently 12%. Application of Lay No. 118 for profits reinvestment.	35% May increase to 50% for exploitation of natural resources.
ON USING LABOR FORCE	Exempted	Exempted	Progressive 20% reduction (2012) to 5% (2016)
CONTRIBUTIONS TO LOCAL DEVELOPMENT	0% during investment recovery.	Exempted	Is being established gradually in the Budget Law
ON SALES OR SERVICES	0% during first year of operations, subsequently 50% discount on wholesale sales and on services.	0% during first year of operations, subsequently 1%	2% on wholesale sales and 10% on servicers. New taxable items shall be gradually incorporated.
ON PERSONAL INCOMES TO PARTNERS OR PARTIES	Exempted	Law No. 118 applies	15%
ON USING OR EXPLOITING NATURAL RESOURCES AND PRESERVING THE ENVIRONMENT (5 TAXES)	50% discounts during investment recovery	Law No. 118 applies	For the use of beaches, waste disposal into hydrographic basins and terrestrial waters: defined in the annual Budget Law. Use of bays and forestry resources according to taxable items in Law 113
CUSTOMS	Exempted during the investment process	Exemptions on means, equipment and goods in the investment process	Taxable items are established in the Customs Duties

\* Joint enterprises and international economic partnerships are governed by what has been established in legislation in force (Law No. 113 of the Taxation System), with the adjustments of this special regime. Enterprises with 100% foreign capital pay taxes according to legislation in force. In the case of International Economic

Partnership Agreements for Production, Services and Professional Services Management, this is governed by what has been established in legislation in force (Law No. 113 of the taxation System) with the adjustments of this special regime, especially the tax on profits in the gross incomes type, 4%.



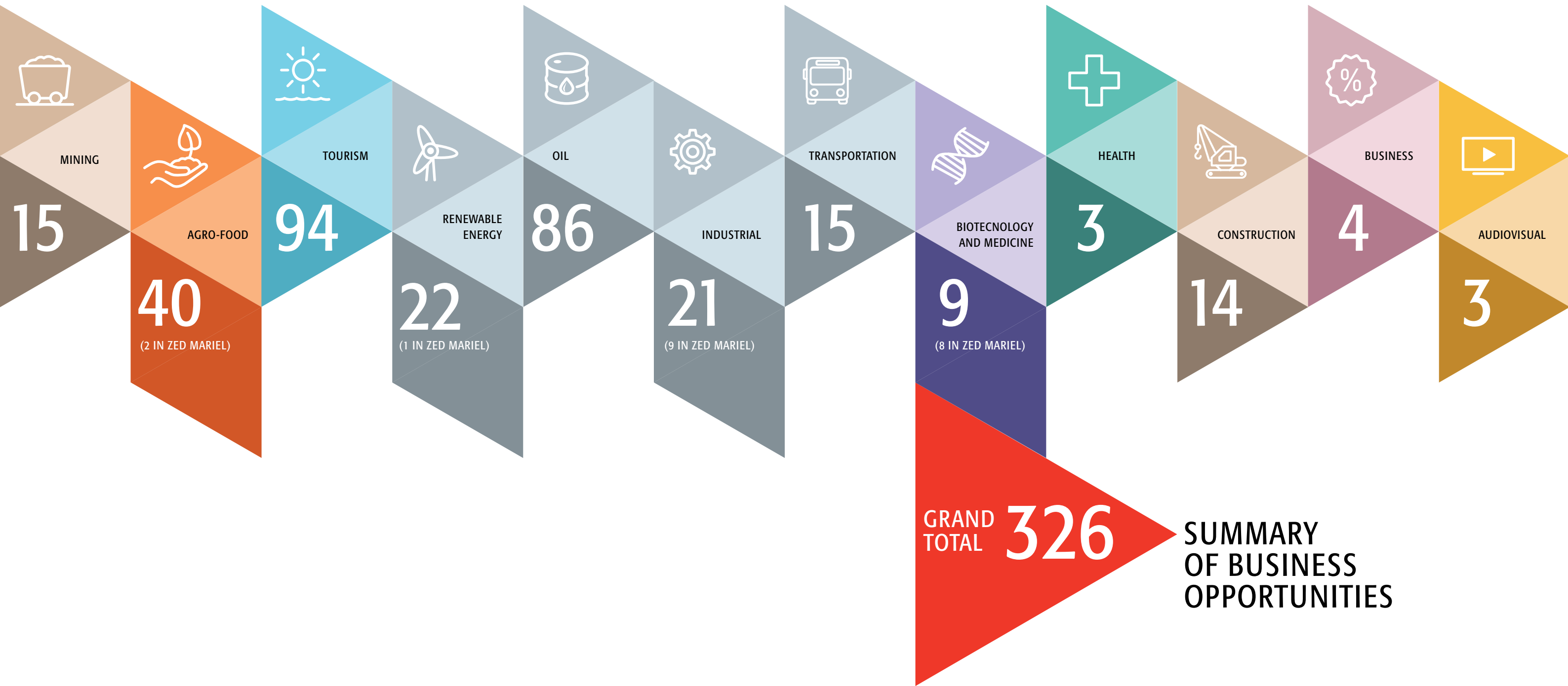
TAXES APPLICABLE TO ENTERPRISES WITH 100% FOREIGN CAPITAL

PROFIT TAX	35% that may go up to 50% for exploitation of natural resources, or up to 50% of the 35% that is the tax type established.
WORKFORCE TAX	It is gradually reduced until 5% in 2016.
SALES TAX	5% on wholesale sales, 10% on retail sales. Gradual application until 2016.
SERVICES TAX	10% gradual application until 2016
SPECIAL PRODUCTS AND SERVICES TAX	No tax is paid on sales, especially for products and on services for: (1) goods constituting raw material for industrial production and for goods and (2) services destined for exportation
ENVIRONMENTAL TAX	For the use or exploitation of beaches, for approved waste disposal in hydrographic basins, for the use and exploitation of bays, for the use and exploitation of forestry resources and wildlife and for the right to use terrestrial waters: gradual application of these taxes and the majority of their taxable types shall be established in the Annual Budget Law
TERRITORIAL CONTRIBUTION	Gradually established in the Budget Law
CUSTOMS TAX	To be set in the Customs Tariffs

Article 47 of Law 1128 also establishes: “The Ministry of Finances and Prices, having heard the opinion of the Ministry of Foreign Commerce and Investment, taking into account the benefits and the amount of the investment, capital recovery, indications provided by the Council of Ministers for prioritized sectors of the economy, as well as the benefits it may bring to the national economy, may grant total or partial exemptions, on a temporary or permanent basis, or grant other tax benefits according to what has been established in taxation legislation in force, for any of the types of foreign investment recognized in this Law”.









**Special Economic  
Development Zone  
of Mariel**





 **CONTACT**



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Web: <http://www.zedmariel.com>

The Special Economic Development Zone of Mariel (ZED Mariel in the Spanish acronym) is located close to western Havana and covers an area of 465.4 square kilometers. It takes in six municipalities in the province of Artemisa, with a population of 60,471.

The general vision is to show Cuba's new face to the world in investment, building, production, economic and social matters in a harmonious setting where production using top technologies, environmental sustainability, formation and training of the workforce come

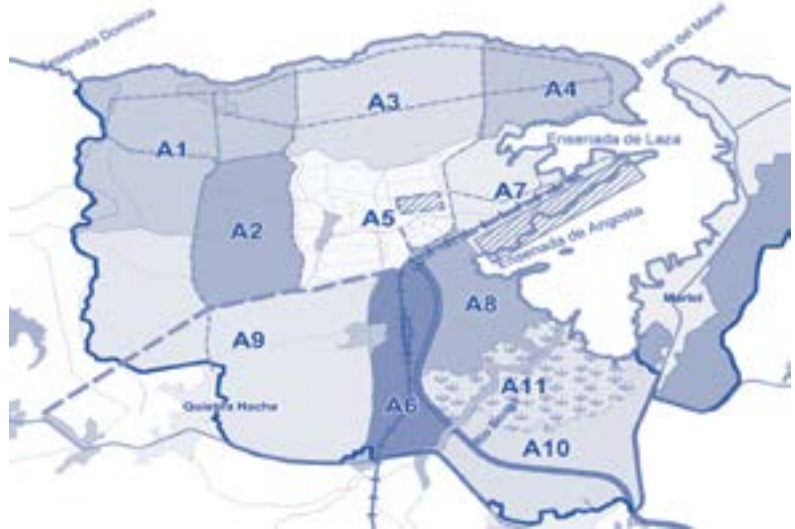
together under a special regime that provides incentives to encourage these intentions. This endeavor is imbued with the optimism and

confidence of the Cuban government on the basis of the technical and intellectual capacities created by our country.



During the initial period Sector A will be developed: it covers approximately 43 square kilometers (9% of the total area of the Zone) and is located on the western edge of Mariel Bay.

For improved operations, it has been subdivided into 11 areas as follows:



AREA	ACTIVITY	AREA IN KM²
A-1	Reserve Zone	6.08
A-2	Ecological Park	3.00
A-3	High-Tech Industrial Park	4.60
A-4	Oil Activities	2.42
A-5	Logistical Activities	3.87
A-6	Transportation Activities	2.46
A-7	Port Activities	2.63
A-8	Agro-foods Activities	2.40
A-9	Agricultural Development Activities	8.97
A-10	Tecnopark	4.18
A-11	Mangrove Area	3.14
TOTAL AREA		43.72



INDUSTRIAL SECTOR



PRODUCCIÓN DE NEUMÁTICOS RADIALES.



DESCRIPTION:	Setting up a plant running on clean state-of-the-art technology to manufacture 1.2 million radial tires, 56% for light automobiles and 44% for heavy transport, for the domestic market and exportation (400,000 units).
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Química (GEIQ)
ESTIMATED INVESTMENT:	223 million USD
LOCATION:	Sector A. Zone A-10
CONTACT:	Business and foreing trade Director E-mail: william@geiq.cu Tel: (53) 7204-1142



MANUFACTURING ALUMINUM CANS

DESCRIPTION:	Setting up a plant running on clean technology to replace imports of aluminum cans for beverages (beer, soft drinks, malt drinks, juice, etc.) at levels over 600 million units per year. Estimated area of 4500 square meters. Generating Jobs for an estimated 150 employees.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Sideromecánica (GESIME)
ESTIMATED INVESTMENT:	40 million USD
LOCATION:	Sector A. Zone A-10
CONTACT:	Vice-president E-mail: cherrera@sime.cu Tel: (53) 7263-3429



MANUFACTURING AIR CONDITIONING EQUIPMENT

DESCRIPTION:	Setting up a plant running on clean state-of-the-art technology to manufacture air conditioning equipment for central systems, commercial and home air conditioning equipment and the production of parts, spare parts and accessories and post-sale and warranty service, to replace imports supported by new investment projects for the development of tourism and a considerable amount of equipment for installed air conditioning to be replaced yearly.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Sideromecánica (GESIME)
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	Sector A. Zone A-10
CONTACT:	Vice-president E-mail: cherrera@sime.cu Tel: (53) 7263-3429



MANUFACTURING LIGHT AUTOMOBILES



DESCRIPTION:	Setting up a new plant running on clean, state-of-the-art technology for assembly and manufacture of a minimum level of 10,000 light autos per year for the national market and export, in partnership with industries in Havana fro manufacture of parts, spare parts and accessories, as well as a national network of technical services
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Sideromecánica (GESIME)
ESTIMATED INVESTMENT:	To be negotiated
LOCATION:	Sector A. Zone A-10
CONTACT:	Vice-president E-mail: cherrera@sime.cu Tel: (53) 7263-3429



▶ MANUFACTURING VALVES FOR PRESSURIZED BODIES

<b>DESCRIPTION:</b>	Setting up a new plant running on clean, state-of-the-art technology for the manufacture of valves for pressurized bodies such as extinguishers, gas cylinders, oxygen and acetylene tanks, etc. to replace imports
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Grupo Empresarial de la Industria Sideromecánica (GESIME)
<b>ESTIMATED INVESTMENT:</b>	To be negotiated
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACT:</b>	Vice-president E-mail: cherrera@sime.cu Tel: (53) 7263-3429



▶ MANUFACTURING GLASS BOTTLES FOR BEVERAGES



<b>DESCRIPTION:</b>	Setting up a plant running on clean technology to replace imports of glass bottles for beverages (beer, foods, rum), for medicines and food conserves, at over 210 million units yearly, thereby allowing us to cover 95% of the current domestic market. The plant must be designed with a daily melting capacity of 220 tons/day in 2 furnaces (one for 120 tons/day of amber and green glass bottles and the other furnace for 100 tons/day for clear glass).
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Grupo Empresarial de la Industria Química (GEIQ)
<b>ESTIMATED INVESTMENT:</b>	70 million USD
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACT:</b>	Business and foreign trade Director E-mail: william@geiq.cu Tel: (53) 7204-1142



▶ MANUFACTURING VARIOUS LINES OF GLASSWARE



<b>DESCRIPTION:</b>	Setting up a plant running on clean state-of-the-art technology to manufacture various assortments of tableware, glassware, goblets, water jars, destined as replacements for imports; the main client will be the hotel and out-of-hotel tourism sector.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Grupo Empresarial de la Industria Química (GEIQ)
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACT:</b>	Business and foreign trade Director E-mail: william@geiq.cu Tel: (53) 7204-1142



▶ ENGINEERING AND TECHNOLOGICAL PRODUCTS ENTERPRISE

<b>DESCRIPTION:</b>	Creation of an enterprise to develop engineering, supplies, construction management projects, to set up and start up industrial, agro-industrial projects, waste liquids treatment and renewable energy projects and post-sale services for the national market and export of services
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Grupo Empresarial de la Industria Sideromecánica (GESIME)
<b>ESTIMATED INVESTMENT:</b>	To be negotiated
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACT:</b>	Vice-president E-mail: cherrera@sime.cu Tel: (53) 7263-3429





MANUFACTURE AND  
COMMERCIALIZATION  
OF EXPENDABLE  
MATERIALS FOR  
MEDICAL USE



DESCRIPTION:	Manufacture and commercialization of expendable materials for medical use. We require that the foreign counterpart contributes technological transfer, funding, equipment and technical consultancy to manufacture according to internationally established quality standards. The annual national market is approx. 4.7 million USD totalling approx. 8 million needles, 6 million serum sets and 800,000units of blood injection sets
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Industria Electrónica del Grupo de la Electrónica (GELECT)
ESTIMATED INVESTMENT:	5 million USD
LOCATION:	Sector A. Zone A-10
CONTACT:	General Director E-mail: director@tecnolab.co.cu. Tel: (53) 7203-3954 ext.113

AGRO-FOODS SECTOR



SOY PROCESSING  
(REFINED OIL  
FACTORY)



DESCRIPTION:	Setting up a new 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. Refined oil will be distributed in 1/2, 1, 4 and 20 liter sizes, eliminating all current domestic distribution of bulk refined oil. There is only one factory processing soy in Cuba and one soy oil refinery in Santiago de Cuba province.
INVESTMENT TYPE:	Empresa Mixta
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT:	149 millones USD.
LOCATION:	Sector A. Zona A-8
CONTACT:	Corporación Alimentaria S.A. (CORALSA) e-mail: negocios@coralsa.com.cu Teléfonos: (53) 7202-1194/ 7202-7388/ 7205-9093



PRODUCTION OF INSTANT DRY YEAST

DESCRIPTION:	Setting up a plant running on clean technology, energy efficiency and high quality standards to produce 6,000 tons per year of instant dry yeast for tourism, the domestic market and export.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Corporación Cuba Ron S.A.
ESTIMATED INVESTMENT:	14.5 million USD
LOCATION:	Sector A. Zone A-8
CONTACT:	Corporación Cuba Ron S.A. E-mail: cubaron@cubaron.co.cu Tel: (53) 7273-0102 / 7204-7317

BIOTECHNOLOGICAL SECTOR: DEVELOPING AND PRODUCING MEDICINES



PLANT FOR PRODUCING MONOCLONAL ANTIBODIES



DESCRIPTION:	Building a new industrial biotechnological facility to produce monoclonal antibodies for therapeutic use in cancer and other chronic non-transmissible diseases (100 Kg/year capacity), from the active pharmaceutical ingredient right up to the final product. Including warehouses, offices and technological services. Production is basically for export.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	CIMAB S.A.
ESTIMATED INVESTMENT:	90 million USD
LOCATION:	Sector A. Zone A-3
CONTACT:	General Director E-mail: lage@cim.sld.cu Tel: (53) 7271-4335.



PLANT TO PRODUCE BIODRUGS FOR THE TREATMENT OF CANCER AND OTHER CHRONIC DISEASES

DESCRIPTION:	Building a new industrial biotechnological facility to produce recombinant proteins for treating cancer and other chronic non-transmissible diseases, from the active pharmaceutical ingredient (10 kg/year capacity). Including warehouses, offices and technological services. Production will be basically for exportation.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	CIMAB S.A.
ESTIMATED INVESTMENT:	70 million USD
LOCATION:	Sector A. Zone A-3
CONTACT:	General Director E-mail: lage@cim.sld.cu Tel: (53) 7271-4335.



GOOD MANUFACTURING PRACTICES PLANT (BPF IN THE SPANISH ACRONYM) FOR DEVELOPMENT AND PRODUCTION OF ORAL BIOLOGICAL MEDICINES



DESCRIPTION:	Building a plant to manufacture oral biological medicines with a fermentative capacity of 500 L, with the potential for manufacturing anti-salmonella vaccines and cholera probiotics. Production is basically for exportation.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Laboratorios DALMER S.A.
ESTIMATED INVESTMENT:	To be defined
LOCATION:	Sector A. Zone A-3
CONTACT:	General Director E-mail: mcayiz@pesant.biocubafarma.cu Tel: (53) 7202-0551



BLOOD-BASED PRODUCTS PLANT

DESCRIPTION:	Building a new production plant to process 100,000 liters of plasma a year, with yields of 18 gr to 23 gr of protein/liter of plasma. Incorporation via transference technology of producing Blood-Clotting Factor VIII and Factor IX.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Sueros y Productos Hemoderivados "Adalberto Pesant"
ESTIMATED INVESTMENT:	113 million USD
LOCATION:	Sector A. Zone A-3
CONTACT:	General Director E-mail: mcayiz@pesant.biocubafarma.cu Tel: (53) 7202-0551



### ▶ PLANT TO PRODUCE SOLID ORAL MEDICINES (TABLETS, CAPLETS AND CAPSULES)

<b>DESCRIPTION:</b>	Building a plant to produce solid forms from natural products for the Cuban and Latin American markets
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Laboratorios DALMER S.A.
<b>ESTIMATED INVESTMENT:</b>	40 million USD.
<b>LOCATION:</b>	Sector A. Zona A-3
<b>CONTACT:</b>	General Director E-mail: blanca@cnic.edu.cu Tel: (53) 7208-5835



### ▶ COMPLEX TO PRODUCE CEPHALOSPORINS, INJECTABLE CARBAPENEMAS AND ORAL PENICILLIN

<b>DESCRIPTION:</b>	Building a plant to produce cephalosporins, injectable carbapenemas and oral penicillin with a capacity to obtain up to 21 million ampules per year, 500 million capsules and 20 million bottles for suspensions produced on the basis of imported active principles. Production for the Cuban market and for export.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Farmacéutica 8 de Marzo
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Sector A. Zona A-3
<b>CONTACT:</b>	General Director E-mail: nancy@8marzo.biocubafarma.cu Tel: (53) 7682-6217

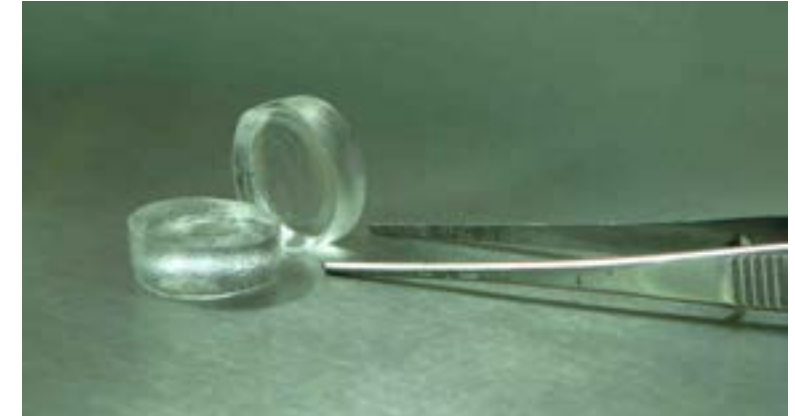


### ▶ INVESTMENT PARTNERSHIPS PROVIDING AUXILIARY SERVICES

<b>DESCRIPTION:</b>	Investment projects providing auxiliary and support services for the drug industry: <ul style="list-style-type: none"> <li>▶ Metrology lab and validation of measuring equipment and production areas</li> <li>▶ Specialized engineering services workshop for refrigeration, water treatment systems, diagnostics for maintenance systems, etc.</li> <li>▶ Specialized treatment plant for solid, liquid and gas waste</li> <li>▶ Logistical warehousing services for imported products and the movement of importation/exportation cargos</li> </ul>
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Biocubafarma
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Sector A. Zona A-3
<b>CONTACT:</b>	Projects Director E-mail: jsotolongo@oc.biocubafarma.cu Tel: (53) 7274-2208



### ▶ BIOMATERIALS PLANT



<b>DESCRIPTION:</b>	Building a drug plant to manufacture products with biomaterials fulfilling NC-ISO 13485 and NC-ISO 14971, with the following lines: <ul style="list-style-type: none"> <li>▶ TISUACRYL, adhesive tissue to seal skin wounds</li> <li>▶ BIOGRAFT-G, to regenerate osseous tissue</li> <li>▶ APAFILL-G, to repair osseous tissue, purify biological products and support the growth of micro-organisms</li> <li>▶ The facility is planned for a production capacity of 640 000 min-ampules of Tisuacryl per year, 75 Kg of BIOGRAFT-G and 125 Kg of APAFILL-G. Production is fundamentally for export.</li> </ul>
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Centro de Biomateriales, BIOMAT:
<b>ESTIMATED INVESTMENT:</b>	1.5 million USD
<b>LOCATION:</b>	Sector A. Zona A-3
<b>CONTACT:</b>	Deputy Rector for Research at Havana University E-mail: vilmah@rect.uh.cu, dzaldivarsilva@rect.uh.cu, Tel: (53) 7879-8450 / 7878-3867

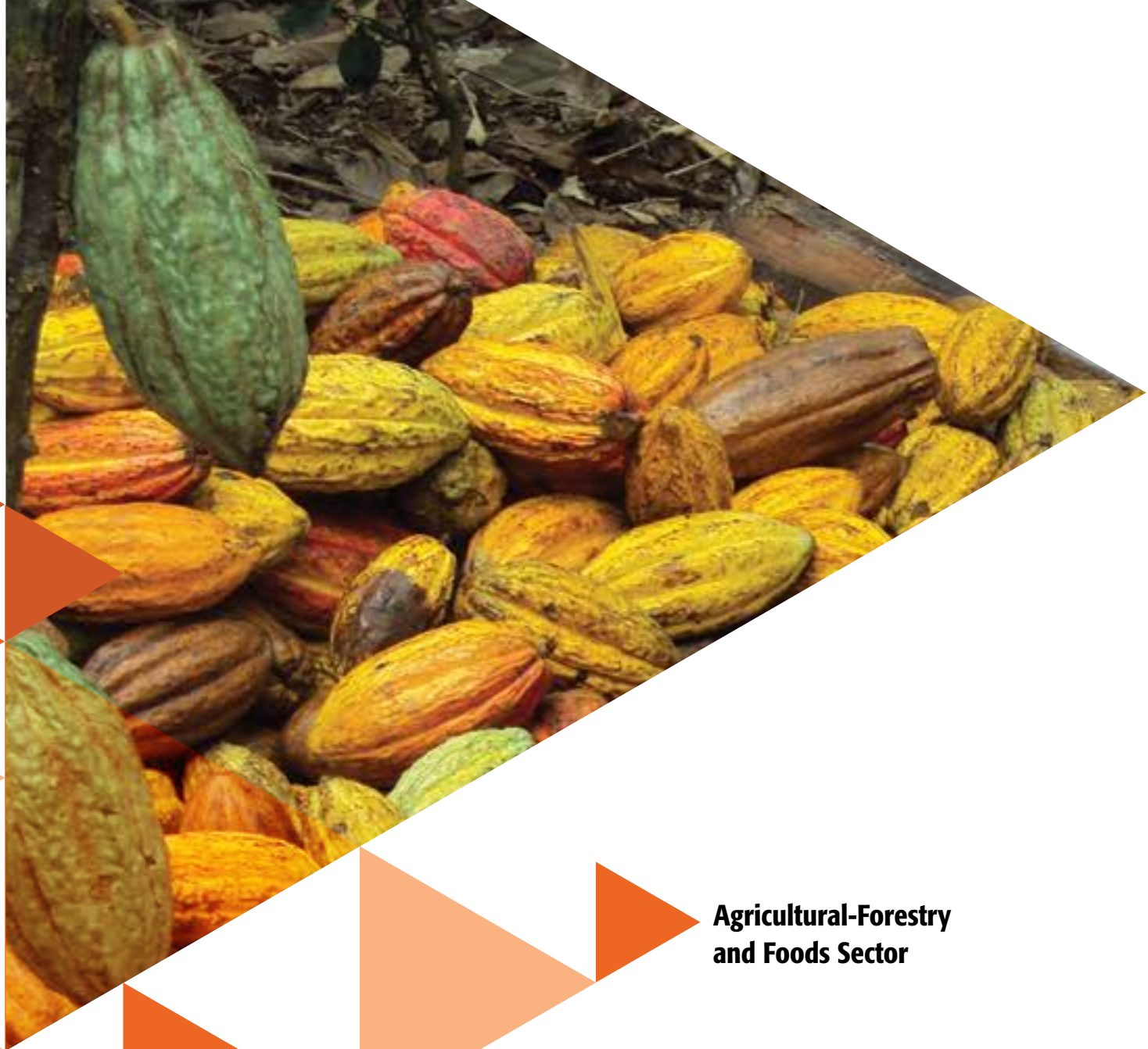
## ENERGY SECTOR



### ▶ INSTALLATION AND OPERATION OF PHOTOVOLTAIC SOLAR FARMS

<b>DESCRIPTION:</b>	Installation and operation of photovoltaic solar parks with capacities between 5 and 15 MWp. Energy delivered to the Sistema Eléctrico Nacional will be bought by the Unión Eléctrica through an Energy Sale Contract.
<b>INVESTMENT TYPE:</b>	100% Foreign Capital Funded Enterprise
<b>CUBAN PARTY:</b>	Unión Eléctrica (UNE)
<b>ESTIMATED INVESTMENT:</b>	Depending on the installed capacity (between 1.5 & 2.0 million USD per MW of installed power)
<b>LOCATION:</b>	Selected areas in the Mariel Special Development Zone
<b>CONTACT:</b>	Business Director of Electric Union E-mail: pedrob@oc.une.cu Tel: (53) 7879-0268





**Agricultural-Forestry  
and Foods Sector**



Agriculture is a factor adding dynamics to the Cuban economy since it requires growth in the other branches that complement the cycle of its products.

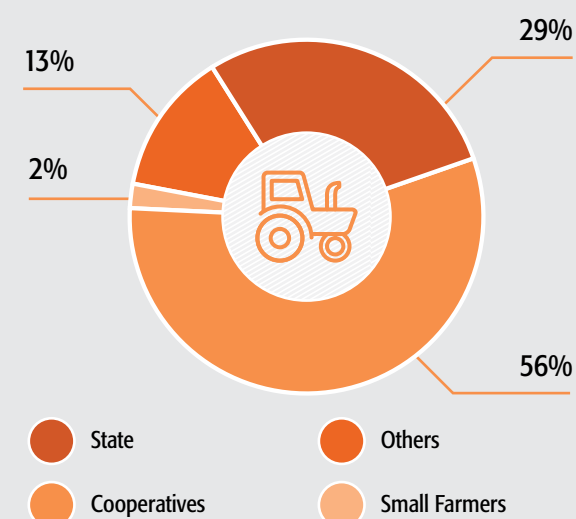
To promote sector performance, the Cuban government has implemented agricultural policies regarding economic incentives and access for the producers to financing, consumables, agricultural markets, technology, etc.

Land ownership remains to a large degree in the hands of the State even though only 29.4 % of the land is managed by state entities while 70.6 % is managed by non-state formats such as Basic Production Units (UBPCs), Credit and Service Cooperatives (CCSs) and Agricultural Production Cooperatives (CPAs).

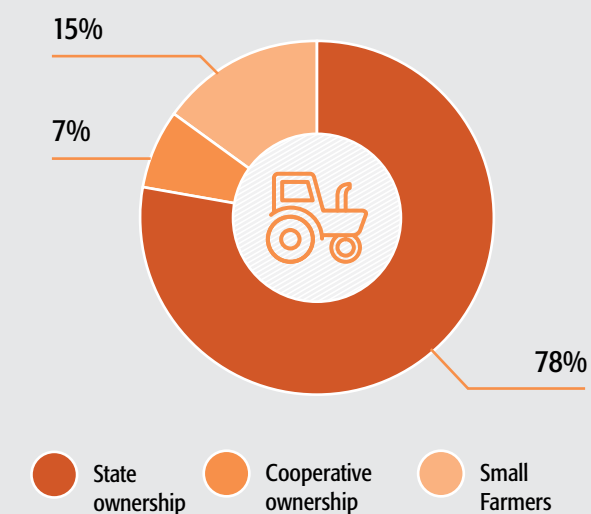
### The Boyeros Agricultural Fair (FIAGROP in its Spanish acronym)

is a platform for promoting opportunities for commercialization, introducing new firms, joint enterprises and other forms of businesses for an agro-foods market with non-stop growth.

### LAND DISTRIBUTION BY FORMS OF MANAGEMENT



### LAND OWNERSHIP



The sector has strengths and identified opportunities that can be strengthened by foreign investment.

Availability of agricultural land with uncultivated areas permitting expansion of the current productive limits within a short time. The country has 6.3 million hectares of agricultural land; of this only 2,640,000 hectares are being cultivated.

Potential for increasing areas under irrigation on the basis of recovering systems or new projects.

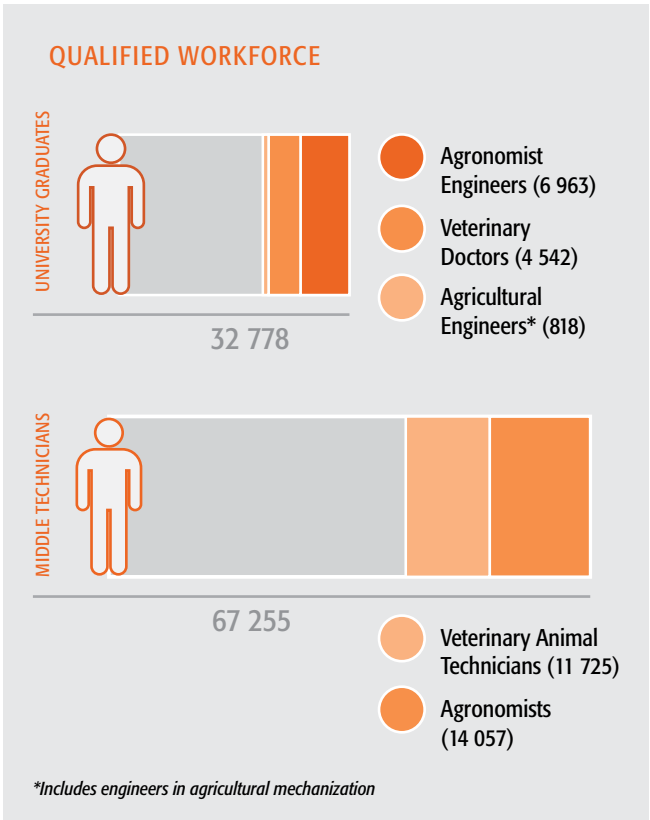
Structured systems for plant and animal protection with nationwide networks and effective border controls. Cuba is a zone that is free of Type 1 diseases existing in the area.

Access to the domestic market, increased demands and good strategic position for access to markets in the area. Domestic market potential according to importation levels is around 1,900 million USD. Cuba also has natural advantages to promote exports mainly to areas in the Caribbean.

The agricultural system has drawn up development programs of the principal products to the year 2020. It also foresees logistical investment projects in production chains, from producer consumables to final clients.

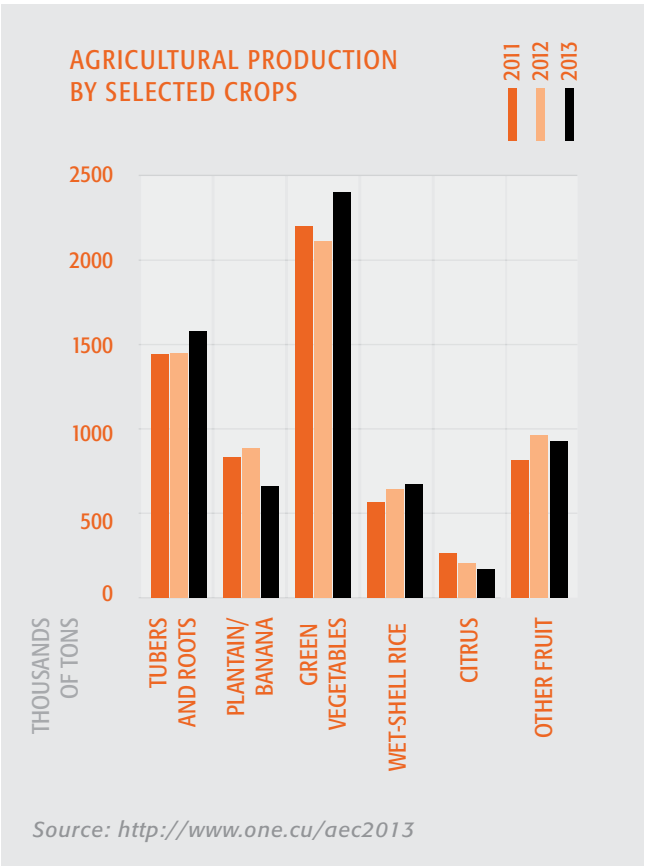


Ministry of Agriculture entities employ 309,852 workers.



We have 367 teaching institutions for degree courses in agriculture and forestry, teaching the specialties of agricultural engineering, veterinary medicine, middle technician in veterinary animal medicine, etc.

The sector's scientific and innovative work is backed by institutions providing services associated with soil conservation and use, plant health, veterinary medicine, overall livestock and land control. We also have the National Center for Livestock Control, the National Center for Plant Health, the National Center for Land Control, the Soils Institute and the Institute of Veterinary Medicine.



#### SECTORIAL POLICY:

To promote comprehensive agro-industrial projects that increase food production, encourage sustainable development and increase efficiency, quality and competitiveness in the different forms of production management at work in this sector, in the aim of replacing food imports and to increase and diversify exports.

Foreign investment shall be fundamentally directed towards fruit, vegetables, grains and cereals, beef, pork, poultry, animal food and milk, as well as integral products including intensive management of forestry products having a commercial nature.

It excludes tobacco agricultural products and the premium cigar industry. Land ownership shall not be transferrable. In joint business ventures the contribution of the Cuban Party may include the real right of usufruct for the land.

#### LEADING PRODUCTS

- Tobacco** Cuban Premium tobacco (cigars) is internationally recognized for its unbeatable quality and advantageous position among the competition. It is a product in great demand among smokers in the upper economic range market. Associated with the prestige of its portfolio of brands and Cuban tobacco leaves, we are developing other export products such as mechanized products and cigarettes.
- Citrus fruit** Fresh citrus fruit (oranges and grapefruit), concentrated and simple juices and essential oils are products with experience and consolidated markets.
- Fruit** The main types are fruit pulp, especially mango, and pineapple juice.
- Coffee** Exports basically include Superior Arabica (Crystal Mountain, Extraturquino, Turquino and Altura). The main client is Japan and we also sell to France, the UK, New Zealand, Australia, Germany and other European countries.

**Honey production** This is a product with great foreign market potential and it has many benefits. There are possibilities for assortments of specific types of honeys (organic honey), diversifying the formats and also to export soft extract and dry pollen and diversified products such as beauty crèmes based on honey.

**Other products** There is potential for vegetable charcoal, pine resin, vegetables and garden vegetables and seeds.



#### CONTACT

Business Director in the Agriculture Ministry  
E-mail: [negocios@oc.minag.cu](mailto:negocios@oc.minag.cu)  
Tel: (53) 7884-7697/ 7884-7508



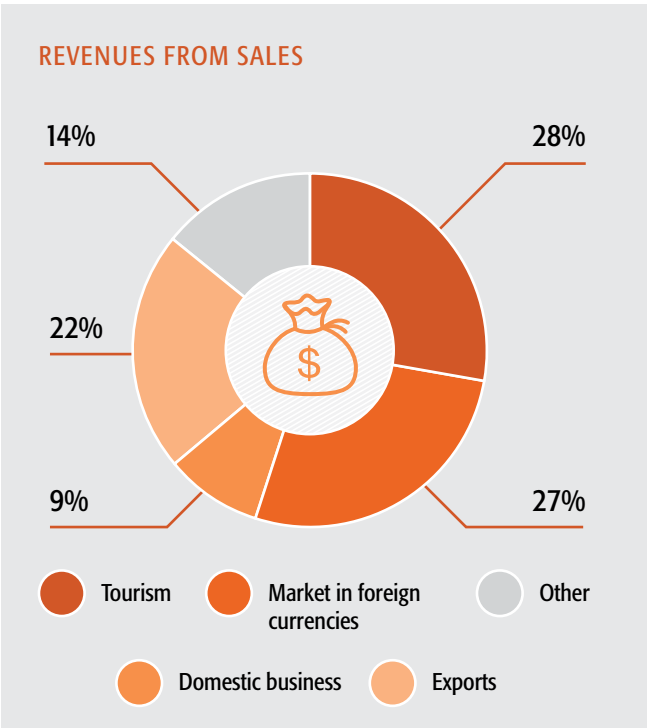
The Foods Industry in Cuba deals with activities that transform raw materials and obtain products from milk, meat, fruit, vegetables, coffee, flour, beverages, oil, cacao and fishing products (catching and industrial processing).

The Ministry of the Foods Industry's Business System is made up of 97 companies; it is directed through the Business Group of the Foods Industry (GEIA), the Cubaron Corporation (CUBARON) and Corporation Alimentaria S.A (CORALSA).

We have a National State Inspection Office, two research centers where one is for the Foods Industry and the other is for the Fishing Sector.

The labor force is composed of 84,880 workers, of these 64 % are university graduates, technicians and pre-university level, 36 % have lower than Grade 12 schooling. There are 2 institutes training technicians and professionals.

The Ministry of the Foods Industry's entities generate average revenues of 947 million CUC; tourism and hard currency markets are the main destinations for the products.



**The Agro-Foods Production Division aims to transform:**

- Dairy and soy bean milk into pasteurized milk, condensed milk, sterilized milk, soft cheeses, semi-soft cheeses, hard cheeses, ice cream, yoghurt, butter, etc.
- Beef and pork into beef, sausages (sausages and hot dogs), beef products (shaped products such as hamburgers, meat balls and croquettes), salted meats, smoked meats, etc.
- Coffee beans into roasted coffee
- Fruits and vegetables into pulp, juice, nectar, sweetened fruit in syrup, sterilized vegetables, pickled vegetables.

**The Fishery Production Division**

Includes catching, industrializing and commercializing platform fish, lobster, sea and farmed shrimp, raising fresh-water species and other aquatic organisms. Some of its interest in foreign investment includes the introduction of new technologies. There is a potential for increased exports of products such as shrimp, fresh-water species and other aquatic organisms.

**CUBAN PARTIES PARTNERING FOREIGN INVESTMENT BUSINESSES**



Over 20 years of experience in the production and commercialization of rum and other alcoholic beverages of varying types and quality, spirits, alcohol and its byproducts. Its main aim is to increase exports of rum, low-alcohol-content beverages and juices.



Created in 1995 to participate as shareholder in foreign enterprises based in Cuba or abroad, associated with foods industry activities. It has experience in developing meat products, ice cream, flour for bread production and semolina, beer and malt drinks, water and soft drinks, chocolate products and other cacao byproducts.

**The Foods Production Division aims to transform:**

- Spirits and alcohols into varying grades of quality rum, wine (including dry wine), vinegar, etc.
- Sugar and its byproducts into carbonated beverages and candy
- Hops and barley into beer and malt drinks
- Wheat flour into bread, crackers, sherbets, etc.
- Soy beans into refined oil
- Cacao into cocoa, candy "africanas", chocolate-covered products, etc.

There is interest in foreign investment for the technological modernization of production of soy oil, cookies and crackers, sherbets, waters, carbonated beverages, wheat flour, candies, other chocolate and confectionary products.  
Among the main imported raw materials are soy beans, hops, beer, flavorings, coloring agents, conserving agents, etc.  
There is potential for increased exports of products derived from chocolate, rum, beer, malt drinks, soy bean flour for animal consumption and wheat flour for the bread industry.

**SECTORIAL POLICY:**

To promote integral projects generating linked productions and encourage efficiency throughout the chain. Excluded is anything dealing with the capture and industrialization of lobster.



**CONTACT**

Business Direction in the Group for Foods Industry.  
E-mail: [minal@minal.cu](mailto:minal@minal.cu), [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu), [cubaron@cubaron.co.cu](mailto:cubaron@cubaron.co.cu)



FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



PRODUCTION OF BEEF, ITS INDUSTRIAL PROCESSING AND COMMERCIALIZING SPECIAL CUTS (2 PROJECTS)



DESCRIPTION:

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.

This project can be undertaken in Matanzas and/or Ciego de Avila, as the investor prefers. 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 Enterprise
CUBAN PARTY:	Empresa Pecuaria Genética.
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	In areas of the Empresa Pecuaria Genética de Matanzas & Turiguanó (Ciego de Ávila).
MARKET POTENTIAL:	The Project replaces 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
CONTACT:	General Direction in the Pork Production Group (GRUPOR). E-mail: norberto@minag.cu; prod4por@minag.cu Tel: (53) 7884-7253 / 7884-7254.



PORK PRODUCTION FOR CHanneled COMMERCIALIZATION AND FINISHED PORK PRODUCTS (5 PROJECTS)



DESCRIPTION:

The aim is to increase pork production by 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 channeled 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. Channeled 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 byproducts 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 Enterprise
CUBAN PARTY:	Empresa Porcina & CORALSA.
ESTIMATED INVESTMENT:	58.2 million USD
LOCATION:	In Empresa Porcina areas close to the area where the Joint Enterprise will be located in Cienfuegos, Villa Clara, Matanzas, Pinar del Rio and Artemisa.
MARKET POTENTIAL:	The project replaces imports and will ensure demands for finished pork products and byproducts for the tourism and local markets.
ESTIMATED ANTICIPATED RESULTS:	108,000 metric tons of finished products and byproducts including pork sausages, shaped pork products and smoked pork
CONTACT:	General Direction in the Pork Production Group (GRUPOR). E-mail: norberto@minag.cu; prod4por@minag.cu Tel: (53) 7884-7253/ 7884-7254.



► **BUFFALO CATTLE PRODUCTION FOR INDUSTRIALIZATION AND THE COMMERCIALIZATION OF MILK AND ITS BYPRODUCTS**



**DESCRIPTION:**

To increase buffalo milk production on the basis of exploiting 100% of installed capacities; for this purpose we shall have to activate 20 dairies with the aim of producing 4.7 million liters of buffalo milk per year. The milk will be industrialized in a joint Enterprise plant for the purpose of producing mozzarella cheese and other milk byproducts incorporating added value to the product, improving quality and appearance in various formats.

We hope to develop buffalo cattle production, 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 Enterprise

**CUBAN PARTY:**

Empresa Pecuaria Genética Bufalina El Cangre

**ESTIMATED INVESTMENT:**

13.9 million USD

**LOCATION:**

In areas of the Empresa Pecuaria Genética Bufalina, Mayabeque province

**MARKET POTENTIAL:**

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

**ESTIMATED ANTICIPATED RESULTS:**

70.5 million liters of buffalo milk

**CONTACT:**

General Direction in the Pork Production Group (GRUPOR).  
E-mail: norberto@minag.cu; prod4por@minag.cu  
Tel: (53) 7884-7253/ 7884-7254



► **POULTRY MEAT PRODUCTION AND ITS CHanneled COMMERCIALIZATION (9 PROJECTS)**



**DESCRIPTION:**

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 need to acquire 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 permit the development of the genetics of high reproducing 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 Enterprise

**CUBAN PARTY:**

Empresas Avícolas

**ESTIMATED INVESTMENT:**

35.5 million USD

**LOCATION:**

In Empresas Avícolas áreas in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma.

**MARKET POTENTIAL:**

In Empresas Avícolas in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma.

**ESTIMATED ANTICIPATED RESULTS:**

150,000 metric tons of channeled chicken

**CONTACT:**

General Direction of the National Union of Poultry Enterprises Combined (UECAN).  
E-mail: dirección@uecan.minag.cu; prod4por@minag.cu  
Tel: (53) 7884- 7306/ 7884- 7307/ 7884-7253/ 7884-7254.





### POULTRY MEAT PRODUCTION AND ITS CHanneled COMMERCIALIZATION



#### DESCRIPTION:

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 Enterprise

#### CUBAN PARTY:

Unión Agropecuaria Militar (UAM), belonging to the Ministry of the Revolutionary Armed Forces

#### ESTIMATED INVESTMENT:

35.5 million USD

#### LOCATION:

To be located on land and in poultry and other facilities owned by the UAM in the municipalities of San Cristóbal, Candelaria, Guanajay and Caimito, Artemisa province. Their distribution will correspond to the necessity of fulfilling health requirements.

#### MARKET POTENTIAL:

For over 10 years Cuba has not produced fed channelled poultry. In 2013 we imported 154, 982 tons for 208,041,000 pesos, of poultry meat and their edible offal. This investment would answer the demands of the FAR and Gaviota S.A. tourism.

#### ESTIMATED ANTICIPATED RESULTS:

150,000 Tons channelled poultry

#### CONTACT:

Economy Direction UAM  
E-mail: wrodriguez@agromil.co.cu  
Tel: (53) 7207-8017



### RICE PRODUCTION IN THE SOUTHERN PART OF ARTEMISA AND MAYABEQUE PROVINCES



#### DESCRIPTION:

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 Enterprise

#### CUBAN PARTY:

Empresa Agroindustrial de Granos José Martí.

#### ESTIMATED INVESTMENT:

37 million USD

#### LOCATION:

San Cristóbal municipality, Artemisa province

#### MARKET POTENTIAL:

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

#### ESTIMATED ANTICIPATED RESULTS:

10,000 Tm per year

#### CONTACT:

Agroindustrial Direction Grain Group  
E-mail: contabilidadgaia@minag.cu  
Tel:(53) 7884-7600



### PEANUT PRODUCTION

#### DESCRIPTION:

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 Enterprise

#### CUBAN PARTY:

Empresa Agroindustrial de Granos Jovellanos.

#### ESTIMATED INVESTMENT:

70.5 million USD

#### LOCATION:

Jovellanos municipality, Matanzas province

#### MARKET POTENTIAL:

7.4 thousand metric tons per year

#### ESTIMATED ANTICIPATED RESULTS:

10 mil Tm anuales.

#### CONTACT:

Agroindustrial Direction Grain Group  
E-mail: contabilidadgaia@minag.cu  
Tel: (53) 7884-7600





PROCESSING AND  
COMMERCIALIZATION  
OF ELITE QUALITY  
CONVENTIONAL  
COFFEE



DESCRIPTION:

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, to increase reception levels for fresh healthy coffee (high yield Arabica) and stabilize exports to 1000 ton per year.

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 and updating coffee-growing activity thereby improving the quality of the high-grade assortments of coffee and increasing its availability on the foreign market.

INVESTMENT TYPE:

Production Management Contract

CUBAN PARTY:

Empresa Procesadora de Café Asdrúbal López Vázquez.

ESTIMATED INVESTMENT:

10.3 million USD

LOCATION:

1.7 Km to the west of the Guaso River and the same distance from the Jaibo River in the southern area of the city of Guantanamo (the industrial zone) at the intersection of the southern ring-road and the highway that leads to the Nicaragua warehouses.

MARKET POTENTIAL:

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

CONTACT:

Business and Development Direction GEAM.  
E-mail: ddesarrollo@geam.minag.cu  
Tel: (53) 7884-7456 / 7884-7457



MAKING USE OF  
SCRUB (MARABÚ)  
BIOMASS FOR THE  
PRODUCTION OF  
VEGETAL CHARCOAL  
AND INCREASING  
INTENSIVE FORESTRY  
MANAGEMENT  
PLANTATIONS  
(4 PROJECTS)



DESCRIPTION:

To annually produce, on an industrial basis, 3000 metric tons of vegetal charcoal and 2600 metric tons of activated charcoal from marabú scrub. We would also produce briquettes from processed charcoal waste and generate electricity from pyrolysis gases. The scope of the investment includes building and setting up the industry as well as the necessary equipment for harvesting and transportation of scrub ensuring stable and sustained supplies of the biomass required for the production of charcoal.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresas Forestales Integrales

ESTIMATED INVESTMENT:

4.6 million USD per each project

LOCATION:

Enterprises in the territories of Granma, Holguín, Camagüey & Ciego de Ávila where the industry to produce vegetal charcoal will be located. Areas of marabú and the forest plantations to be promoted take in the terrain of several municipalities at a distance no greater than 30 km from the project site.

MARKET POTENTIAL:

Foreign market, basically Europe. Surplus electricity generated will be delivered to the Sistema Electroenergetico Nacional.

ESTIMATED ANTICIPATED  
RESULTS:

Vegetal Charcoal – 3000 metric tons annual average  
Activated Charcoal – 2600 metric tons annual average  
Briquettes – 1050 metric tons annual average  
Sales of electrical power

CONTACT:

Business and Development Direction GEAM.  
E-mail: ddesarrollo@geam.minag.cu  
Tel:(53) 7884-7456/ 7884-7457



DEVELOPMENT OF THE PRODUCTION OF CITRUS AND OTHER FRUIT, SUCH AS FRESH FRUIT AND INDUSTRIALIZED PRODUCTS FOR EMPRESA CÍTRICOS CEIBA.



**DESCRIPTION:**

The Project is designed to install an industrial plant to process fruit and vegetables to obtain: 2 ton/ per day chopped, 10,000 l/day juices, 5 ton/h pulp and preserves; and to promote the company Prospective Development Program including reaching 3000 hectares of new citrus (of already existing 200 hectares), 100 hectares of fruit trees (currently there are 700 hectares). The Joint Enterprise proposal would be directly involved with non-governmental economic organizations as suppliers of raw materials thereby ensuring the production chain; the Joint Enterprise would fund production to ensure acquisition of high quality seedlings, consumables, services and technical assistance.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Cítricos Ceiba.

**ESTIMATED INVESTMENT:**

7.3 million USD

**LOCATION:**

Empresa Cítricos Ceiba is located at KM 9 ½ of the Doble Vía de Ceiba. Caimito municipality, Artemisa province.

**MARKET POTENTIAL:**

Products for the domestic market (90%) and export (10%).  
The domestic market will be fundamentally developed in Tourism and the Special Development Zone of Mariel because of its proximity to our facilities.

**ESTIMATED ANTICIPATED RESULTS:**

To increase exports  
Production chain with non-governmental economic partnerships in the territory and other neighboring provinces, allowing us to best take advantage of all production being promoted and developed in the integral fruit farms.

**CONTACT:**

Director.  
E-mail: ilio@citricosceiba.cu  
Tel: (53) 4731-1100/ 4731-1106.



DEVELOPMENT OF AGRO-INDUSTRIAL PRODUCTION OF CITRUS FRUIT AND OTHER FRUIT IN THE CONTRAMAESTRE REGION



**DESCRIPTION:**

To increase production, improve quality and commercialize concentrated and simple juices, essential citrus oils and pulp, juices and preserves 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 Partnership

**CUBAN PARTY:**

Empresa Cítricos América Libre

**ESTIMATED INVESTMENT:**

6.9 million USD

**LOCATION:**

Contramaestre Municipality in Santiago de Cuba. Province is a region with a long citrus-growing tradition, with excellent geographical location where, because of the type of soil and the climate, fruit present a higher content of soluble solids and less acidity thereby making them ideal for consumption as fresh fruit and being industrially processed.

**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. The principal client for tropical fruit pulp is the Ministry of Foods Industries (MINAL) tinning industry.

**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 preserves. The processing operation will be able to process 9,230 tons/year of fresh fruit.

**CONTACT:**

General Direction Citrical Enterprise América Libre  
E-mail: guillermo@enet.cu  
Tel:(53) 22-587432





INCREASED  
PRODUCTION  
POTENTIAL FOR  
SHRIMP FARMING



DESCRIPTION:

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 Enterprise

CUBAN PARTY:

CORALSA

ESTIMATED INVESTMENT:

19.9 million USD

LOCATION:

Granma province. Rio Cauto municipality

MARKET POTENTIAL:

Mainly the Asian export market

ESTIMATED ANTICIPATED  
RESULTS:

Obtaining technology guaranteeing improved efficiency in order to improve growing hectare rotation and other cutting edge technologies to handle the ponds.  
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.

CONTACT:

Corporación Alimentaria S.A. (CORALSA).  
E-mail: [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu)  
Tel: (53) 7202- 1194/ 7202- 7388/ 7205-9093



INDUSTRIAL  
PROCESSING  
OF CACAO AND  
INCREASED  
PRODUCTION OF  
CHOCOLATIER  
PRODUCTS



DESCRIPTION:

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 Enterprise

CUBAN PARTY:

CORALSA

ESTIMATED INVESTMENT:

16.8 million USD

LOCATION:

Baracoa municipality, Guantánamo province

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

CONTACT:

Corporación Alimentaria S.A. (CORALSA).  
E-mail: [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu)  
Tel: (53) 7202-1194/ 7202-7388/ 7205- 9093



### PRODUCTION OF CONFECTIONARY AND CEREALS



<b>DESCRIPTION:</b>	To diversify production of confectionary (candies, sherbets, fine biscuits, sweet, cream and soda crackers) and breakfast cereal mixes in different formats and assortments with an emphasis on nutritional values.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A. (CORALSA).
<b>ESTIMATED INVESTMENT:</b>	15.3 million USD
<b>LOCATION:</b>	Caibarién municipality, Villa Clara province
<b>MARKET POTENTIAL:</b>	Tourism and local markets and part for export
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Current demands, with a view to replace imports, reaches an annual total of approximately 18 to 20 million USD.
<b>CONTACT:</b>	Corporación Alimentaria S.A. (CORALSA). E-mail: <a href="mailto:negocios@coralsa.com.cu">negocios@coralsa.com.cu</a> Tel: (53) 7202-1194 / 7202-7388 / 7205-9093



### SOY SAUCE PRODUCTION

<b>DESCRIPTION:</b>	To increase soy sauce production in the factory existing in the country, in order to replace imports of this product.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	11.1 million USD
<b>LOCATION:</b>	Mayabeque province
<b>MARKET POTENTIAL:</b>	Production for the domestic market, specifically to satisfy the growing demand from hotels, store chains, etc.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We foresee an increase of 1300 tons per year and estimated sales over 6.6 million CUC
<b>CONTACT:</b>	Corporación Alimentaria S.A (CORALSA). E-mail: <a href="mailto:negocios@coralsa.com.cu">negocios@coralsa.com.cu</a> Tel:(53) 7202-1194/ 7202-2055



### INCREASED AQUACULTURE PRODUCTION AND ITS INDUSTRIALIZATION

<b>DESCRIPTION:</b>	To increase fish farming areas and industrialize production
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	17.3 million USD
<b>LOCATION:</b>	Camagüey province
<b>MARKET POTENTIAL:</b>	Production of shaped and sausage fish products for tourism and store chains in the Eastern provinces. Currently only 62% of demands are being met.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We foresee production increases of over 8000 tons per year.
<b>CONTACT:</b>	Corporación Alimentaria S.A (CORALSA). E-mail: <a href="mailto:negocios@coralsa.com.cu">negocios@coralsa.com.cu</a> Tel: (53) 7202-1194/ 7202-2055



### INCREASING THE PRODUCTION POTENTIAL OF SEA AQUACULTURE



<b>DESCRIPTION:</b>	To start up the existing sea cucumber (Isostichopus badionotus) spawning plant in Niquero to subsequently carry out sea farming and export the entire catch.
<b>INVESTMENT TYPE:</b>	Production Management Contract
<b>CUBAN PARTY:</b>	Empresa Provincial de Niquero (EPINIQ)
<b>ESTIMATED INVESTMENT:</b>	1.7 million USD
<b>LOCATION:</b>	Granma province
<b>MARKET POTENTIAL:</b>	Current natural catches total 250 T and we foresee the increase of over 400 tons per year for export markets where there is a demand on the international market that is not being met.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We estimate sales over 8.0 million CUC.
<b>CONTACT:</b>	Direction for Business International Relations at the Group for Food Industry E-mail: <a href="mailto:eduardo.hernandez@geia.telemar.cu">eduardo.hernandez@geia.telemar.cu</a> Tel: (53) 7863-5461 Ext: 8230





DEVELOPMENT OF DAIRY PRODUCTS AND THEIR BYPRODUCTS



<b>DESCRIPTION:</b>	To increase yogurt production to 15,000 tons per year in order to meet the demands of store chains and tourism existing in the country and replace imports of this product.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	7.8 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Domestic market demands total over 19,000 tons per year.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We estimate sales of 15 million CUC annually.
<b>CONTACT:</b>	Corporación Alimentaria S.A (CORALSA). E-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202-2055.



INCREASED AND DIVERSIFIED PRODUCTION AND BOTTLING OF FRUIT AND VEGETABLES IN THE LA CONCHITA FACTORY

<b>DESCRIPTION:</b>	To increase and diversify production and bottling of fruit and vegetables in the La Conchita factory.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	13.5 million USD
<b>LOCATION:</b>	Pinar del Río province
<b>MARKET POTENTIAL:</b>	Current production is 3000 Tm and does not meet the demands of the domestic market. Increased bottling to 15,523 Tons per year would decrease bulk production and decrease imports.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Estimated annual sales of 72.0 million CUC
<b>CONTACT:</b>	Corporación Alimentaria S.A E-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202-2055



REFRIGERATION AND BOILER SERVICES



<b>DESCRIPTION:</b>	To provide services for building, setting up, overall diagnostics, repairs and maintenance of systems of refrigeration, air conditioning and industrial/commercial boiler installations fundamentally for the foods industry business system.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa de Refrigeración y Calderas del Grupo Empresarial de la Industria Alimentaria.
<b>ESTIMATED INVESTMENT:</b>	3.5 million USD
<b>LOCATION:</b>	Cerro municipality, La Habana province
<b>MARKET POTENTIAL:</b>	This company's current services only meet 11 % of existing demands from foods industry companies. Increased service would meet the existing demands.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We estimate annual sales of 7.4 million CUC.
<b>CONTACT:</b>	Direction for Business International Relations at the Group for Food Industry E-mail: eduardo.hernandez@geia.telemar.cu Tel:(53) 7863-5461 Ext.: 8230



#### PRODUCTION AND DOMESTIC/ INTERNATIONAL DISTRIBUTION OF PERLA DEL NORTE BRAND CUBAN RUM



##### DESCRIPTION:

To increase production of PERLA DEL NORTE Brand Cuban rum at the Ronera Cárdenas, as well as its domestic and international distribution.

This brand's production fulfills the international certified quality parameters. It has Master Rum-makers movement and an experienced team with the competencies required to promote the continuity and quality of work.

The availability of aging bodegas and the tradition coming from the founding of Arechabala in 1878 and kept alive by Cuba Ron, offers the possibility of developing other brands as well that would go towards the different segments of the international market.

##### INVESTMENT TYPE:

Joint Enterprise

##### CUBAN PARTY:

Corporación Cuba Ron S.A

##### ESTIMATED INVESTMENT:

27 million CUC

##### LOCATION:

Cárdenas municipality, Matanzas province

##### MARKET POTENTIAL:

The business fundamentally goes towards exportation and so partners are sought who would have a strong profile in distribution of spirits in order to take advantage of their distribution chains and who would also take on the domestic market in foreign currency and the tourism sector.

The estimated PERLA DEL NORTE export demand (Value FOB Cuba) and for the domestic market in coming years:

YEAR	EXPORTS		DOMESTIC MARKET	
	No. boxes (9L boxes)	Est. values (MCUC)	No. boxes (9L boxes)	Est. values (MCUC)
I	30 000	750.0	12 000	288.00
II	40 000	1,000.0	16 000	320.00
III	60 000	1,500.0	24 000	480.00
IV	100 000	2,500.0	40 000	800.00
V	150 000	3,750.0	60 000	1 200.00

##### ESTIMATED ANTICIPATED RESULTS:

Increased revenues on the basis of PERLA DEL NORTE's increasingly more competitive product positioned on the international market.

##### CONTACT:

Corporación CubaRon S.A.  
E-mail: cubaron@cubaron.co.cu  
Tel: (53) 7273-0102 / 7204-7317



#### PRODUCTION AND DOMESTIC/ INTERNATIONAL DISTRIBUTION OF CUBAY BRAND CUBAN RUM



##### DESCRIPTION:

To increase production of CUBAY Brand Cuban rum and its domestic and international distribution.

This brand's production fulfills international quality certification parameters. It has Master Rum-maker movement and an experienced team of employees with the required competencies promoting the continuity and quality of work.

The availability of aging bodegas at the Ronera Central and the variety of products along with the producing tradition in the central region of Cuba permits the development of other brands within the business, for specific segments in export markets.

##### INVESTMENT TYPE:

Joint Enterprise

##### CUBAN PARTY:

Corporación Cuba Ron S.A

##### ESTIMATED INVESTMENT:

44 million USD

##### LOCATION:

Santo Domingo municipality, Villa Clara province

##### MARKET POTENTIAL:

The business fundamentally addresses exportations and so partners are sought who have strengths in the distribution of spirits in order to take advantage of their distribution chains and to also address the domestic market in foreign currency and the tourism sector.

Estimated CUBAY export demands (Values FOB Cuba) and for the domestic market in the coming years:

YEAR	EXPORTS		DOMESTIC MARKET	
	No. boxes (9L boxes)	Est. values (MCUC)	No. boxes (9L boxes)	Est. values (MCUC)
I	200 000	6 000.00	160 000	3 520.00
II	240 000	7 200.00	192 000	4 224.00
III	288 000	8 640.00	230 400	5 068.80
IV	345 600	10 368.00	276 480	6 082.56
V	404 720	12 141.00	323 776	7 123.07

##### ESTIMATED ANTICIPATED RESULTS:

Increased revenues based on an increasingly more competitive CUBAY product and positioning in the international market.

##### CONTACT:

Corporación Cuba Ron S.A.  
E-mail: cubaron@cubaron.co.cu  
Tel: (53) 7273-0102 / 7204-7317





**Sugar Industry  
Sector**





Ever since sugar cane was introduced into Cuba, the sugar industry sector has always been extremely important to Cuban agro-industrial production.



Ever since sugar cane was introduced into Cuba, the sugar industry sector has always been extremely important to Cuban agro-industrial production.

There are 13 Sugar Industry Enterprises throughout Cuba, as well as 10 companies supporting the sugar agro-industry with activities including the commercialization of sugar, its byproducts and agricultural products, technical services, construction services, industrial set up, automation and mechanical production, exporting equipment and technical assistance, etc.

Two research centers and one training center ensure the development of research with results in obtaining new technologies and products as well as the growing use of automation and overall computerized systems.

PRINCIPAL INFRASTRUCTURE
56 Sugar mills
10 Refineries
11 Distilleries
35 Animal food plants
3 Board manufacturing factories
11 Rum factories
5 CO2 plants
Agricultural and technological equipment repair and maintenance shops .
Hectares available : 886 498
Hectares being exploited: 631 882
Mechanized % of harvest: 92.6 %
Employees in companies: 69 000
Private employees: 101 000

Source: AZCUBA

**The National Center  
Sugar Industry  
Training**

was founded in 1978 and it is the first school in Cuba responsible for managerial and technical training.

**Cuban Institute for  
Sugarcane Byproduct  
Research (ICIDCA)**

Over decades, has developed scientific-technical and technological innovation work which has received important awards. Website: <http://www.icidca.cu>

**The Sugar Cane  
Research Institute**

provides its clients with a range of technologies, equipment and services to cover their most pressing needs regarding research as applied to the growing of sugarcane. Website: <http://www.azcuba.cu>



Heir to a long tradition, the human capital at work in the sugar agro-industry is experienced, well-trained and has excellent quality. It includes some 6,380 university graduates, 14,541 middle technicians and 24,150 qualified laborers.

 **6 380**  
UNIVERSITY GRADUATES

Automation Engineer  
Mechanical Engineer  
Agro-industrial Engineer  
Engineer-Agronomist  
Agricultural Engineer  
Veterinary Engineer  
Mechanical Engineer  
Industrial Engineer  
Degrees in Economy  
others

 **14 541**  
MIDDLE TECHNICIANS

Sugar Manufacture  
Sugar Industry Machinery  
Instrumentation and Control  
Agricultural Technology  
exploitation, maintenance and repairs  
Veterinary  
Industrial Mechanic

 **24 150**  
QUALIFIED LABORERS

Source: AZCUBA



#### CONTACT

Business Direction ZERUS S.A  
E-mail: [jorge.lodos@zerus.azcuba.cu](mailto:jorge.lodos@zerus.azcuba.cu)  
Tel: (53) 7838-3194 Ext. 237

#### LEADING PRODUCTS AND SERVICES

- |  |  |
|--|--|
| <b>Raw sugar:</b>                          | Tradition and knowledge of the Cuban product's quality   |
| <b>Refined sugar:</b>                      | Acknowledged quality and fundamentally used in the domestic market   |
| <b>Ecological sugar (organic)</b>          | Meeting the growing export demand as well as the byproducts made with organic fruit, honey and its alcohol and rum byproducts  |
| <b>Alcohol, rum, spirits and liqueurs:</b> | Prestigious, quality products tht are exported and become the leading products in some countries   |
| <b>Sorbitol-FOS:</b>                       | High-quality and in demand, exports could increase. Our knowledge and know-how in handling its production with glucose from different origins could become an exportable service |
| <b>Technical assistance:</b>               | The experience and recognized high quality of Cuban sugar industry technicians lend itself to the export of this service   |

#### THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS:

- ZERUS S.A.** Shareholder, is an AZCUBA public limited company (Sociedad Anónima) promoting different types of investments in Cuba's agro-industrial sugar sector and abroad. It was created on September 23, 1997 as QUIMINAZ and in 2005 the name changed to the current one. It aims to ensure for the sector the search for new business and the development of existing business in order to complement its management with financing, markets and technologies, taking into account the established norms of social and environmental responsibility.

The fundamental investments to be undertaken will answer to the country's and AZCUBA's development strategy in the short, mid and long term, prioritizing production and service areas, in exchange with the energy matrix, increasing the sale of electrical energy to the Sistema Electroenergético Nacional by planning for 19 bio-electric plants that will produce over 1900 GWh/year and will stop emissions of around 1,700,000 tons of CO<sub>2</sub> into the atmosphere.

#### SECTORIAL POLICY:

Businesses with foreign capital in this sector should promote projects directed towards modernizing and increasing the use of installed capacities, promoting their efficiency and yield, the quality of the sugar, growth and diversification of exportable funds, byproduct availability and the growth of byproduct production with a focus on energy. Businesses to manage the production chain are being prioritized, accompanied by the building of bio-electrical plants.







**Industrial Sector**



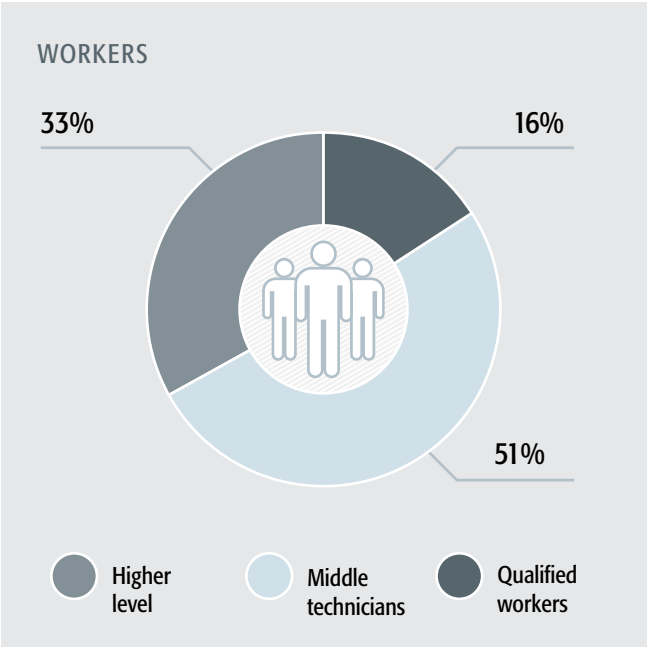


The industrial sector includes the production of bottles and packaging, recycling raw materials, manufacturing electronic equipment and electrical appliances, chemical products and its by-products, medical equipment, textiles, clothing and accessories, hygiene products, perfumes and cosmetics; all of these will be helped by foreign investment in the aim of generating production linkage, allowing imports to be replaced and exports to be increased.

Therefore, priorities are set for modernizing the metals industry, industries producing steel by-products, electrical appliances, manufacturing aluminum and glass containers for beverages and medicines, increasing capacities for the de-

**Cubaindustria**

The international industrial convention and exhibition is held twice a year; the first edition was held in 2014 proving to be an excellent place for scientific, academic and professional exchanges among Cuban and foreign specialists in the sector. CUBAINDUSTRIA provides an ideal opportunity to learn about products, equipment, machinery, new technologies, parts and components and to draw up trade agreements, strategic alliances, development covenants, associations and contracts for new supply alternatives.



sign and manufacture of metal structures, comprehensive handling of solid waste and other recyclable materials as well as various products that constitute consumption goods for the population and for export.

The Ministry of Industries has a total of 114 companies, production centers and services spread throughout Cuba employing 86,045 workers. Of this total, 26,790 are qualified, 33% of the qualified workforce is higher level, 51 % are middle technicians and qualified workers make up 16%. In the higher level 18% are mechanical engineers; the general technical specialties are covered equally by mechanical engineers, industrial engineers, chemical engineers and others.

**SECTORIAL POLICY:**

To promote projects to modernize and create new capacities in the aim of covering national demand, replace importations and generate exportations. It includes the branches of Mechanical-Metal, Light, Chemical and Electronics Industry.

**CONTACT**

Investment and Cooperation Direction  
in the Ministry of Industries.  
E-mail: [elgin@industrias.cu](mailto:elgin@industrias.cu)  
Tel. (53) 7263-3215



## ELECTRONICS, INFORMATICS, AUTOMATION AND TELECOMMUNICATIONS INDUSTRY

The Electronics, Informatics, Automation and Telecommunications Industry is a very dynamic sector and so it requires flexible industries and highly qualified personnel that are able to quickly convert processes and give added value to products.

We have drawn up our 2014-2017 Development Program and we now have our own designs

for LCD to LED TVs, induction stoves, UPS, LED lighting and other electronic applications. We provide design and manufacturing capacities for various installations: solar panels, STB for digital land TV, self-supporting and reinforced communications towers, lighting, antennae and other electronic equipment. We have plastic injection lines that permit the mass production of electrical appliances.

### PRINCIPAL PRODUCTS:

#### Solar Panels

An outstanding item in the renewable energy sources sector.



#### LCD to LED TVs

We have our own designs and decoding boxes for digital land TV.



#### Protectors, home and industrial lighting, electronic transformers and LED lighting

Since 1998 we have manufactured over 1.5 million voltage protectors as well as over 500,000 home and industrial lighting of all kinds; this has allowed us to significantly replace importing these items into the country. We have also designed electronic transformers, an item that is competitive and allows us to take the step towards manufacturing other types of lighting such as LED T 8 and street lighting LEDs.



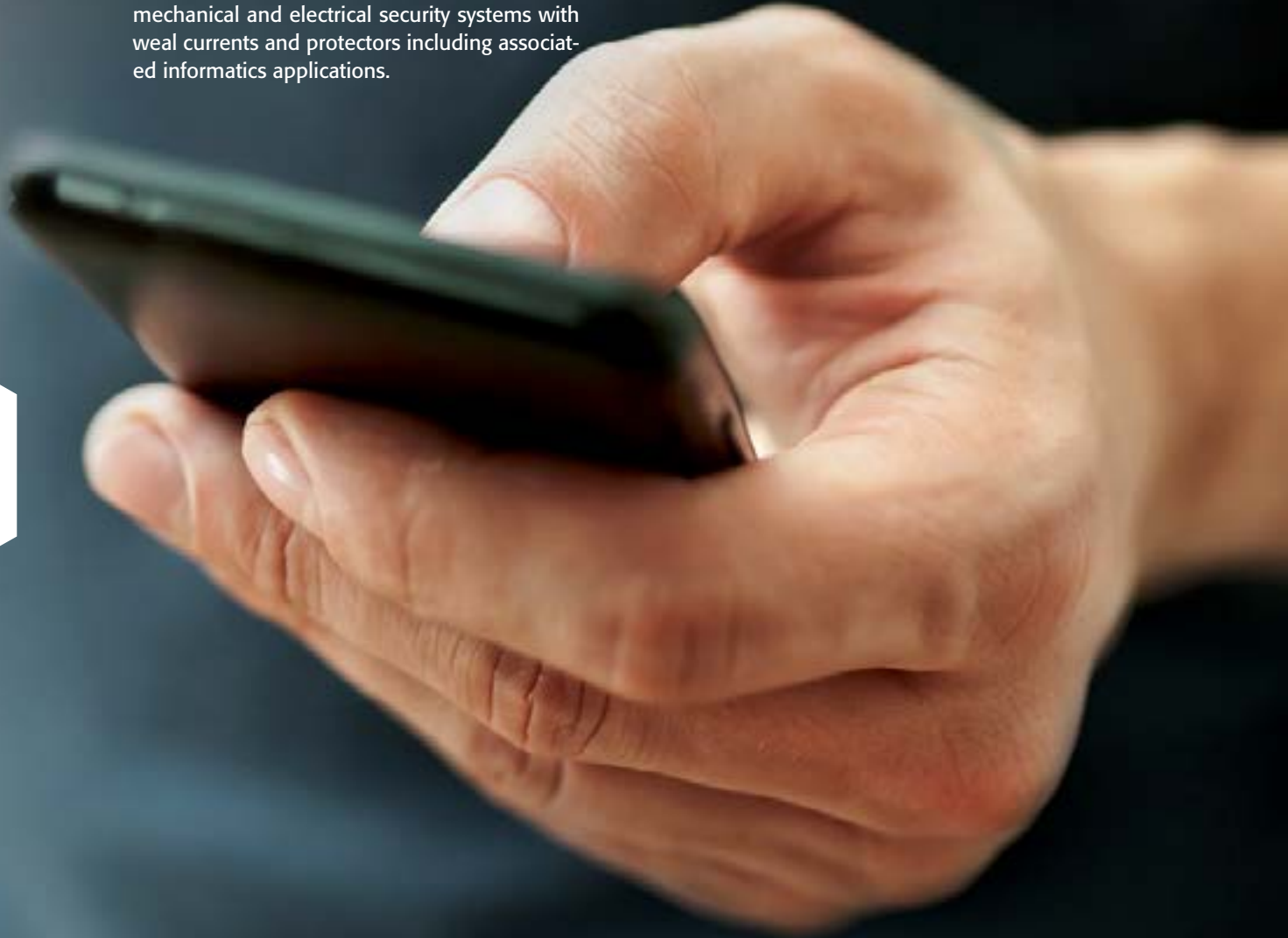
We have certified training centers thereby allowing us to increase training personnel through ties with leading electronics technology entities on a world-wide level, such as ESAC, CEDAI and GEDEME.

Investment opportunities in the sector are directed towards manufacturing high-efficiency LED lighting, cell phones, informatics solutions, increased capacity to manufacture solar panels for generating electricity, the capacity to carry out various projects for production and services for fire and lighting protection and security systems and equipment. There are also comprehensive services for engineering technical projects, supplying technology and materials, set-ups and start-ups, post-sale service, maintenance, repairs and technical assistance for automatic, mechanical and electrical security systems with weal currents and protectors including associated informatics applications.



CONTACT

Management and Public Relations Direction  
in the Electronics Industry Group  
E-mail: [dirnegocios@gelect.cu](mailto:dirnegocios@gelect.cu), Tel: (53)  
7204-8208



FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



PRODUCTION AND COMMERCIALIZATION OF PRODUCTS AND SERVICES FOR INFORMATICS SOLUTIONS

DESCRIPTION:	To produce and commercialize products and services for Informatics Solutions (standard tabletop PC, systems without MSD discs, PC tablets, Laptops and Mini-laptops). The aim of the project is to cover the growing demand of the domestic market for informatics solutions, to replace imports of informatics equipment having the backing of parts and spare parts in order to provide warranty and post-sale services including software and nationally manufactured applications.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	La Empresa Industrial para la Informática, las Comunicaciones y la Electrónica (GEDEME), belonging to the Grupo Empresarial de la Industria Electrónica.
ESTIMATED INVESTMENT:	To be defined
LOCATION:	Marianao municipality, La Habana province
MARKET POTENTIAL:	Current annual demand is estimated at 75,000 computers, and in 10 years the figure should be approximately one million. Basic clients are hotels, retail shops, universities, schools, state entities, non-state sector and the new investment projects being developed in the country.
CONTACT:	General Direction GEDEME. E-mail: <a href="mailto:jcarlos@gedeme.co.cu">jcarlos@gedeme.co.cu</a> Tel: (53) 7260-4028



PRODUCTION AND COMMERCIALIZATION OF LAND PHONES AND SMART CELL PHONES

DESCRIPTION:	To produce and commercialize basic residential land phones and a range of additional provisions and smart cell phones. The aim of the project is to cover the current deficit in the domestic market demand for residential land phones and to meet the domestic demand for Smart cell phones, creating a national product that would replace imports including software and nationally produced applications.
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	La Empresa Industrial para la Informática, las Comunicaciones y la Electrónica (GEDEME), belonging to the Grupo Empresarial de la Industria Electrónica.
ESTIMATED INVESTMENT:	7.2 million USD
LOCATION:	Marianao municipality, La Habana province
MARKET POTENTIAL:	On the basis of Cuba's market potential which at present id based on an annual estimated demand for 180,00 UF land phones, 520,000 UF cell phones of different types with the possibility of increasing same; this proposal provides the possibility of replacing imports and ensure coverage of the domestic market.
CONTACT:	General Direction GEDEME. E-mail: <a href="mailto:dirnegocios@gedeme.co.cu">dirnegocios@gedeme.co.cu</a> Tel: (53) 7260-4028/ 7267-0555





## LIGHT INDUSTRY

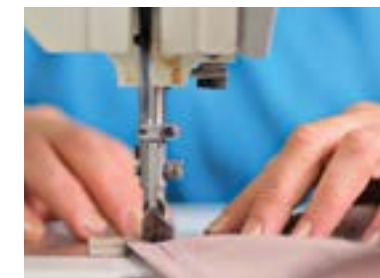
Light Industry includes industrial textile production, clothing and its accessories, leather and footwear, printing industry, packaging/bottling, paper, cardboard and Bristol board conversion,

utilitarian and decorative ceramic ware, hygiene and cleaning products, furnishings, plastic articles, paints and varnishes, matches and sports articles as well as articles for interior decoration and outfitting.

### PRINCIPAL PRODUCTS:

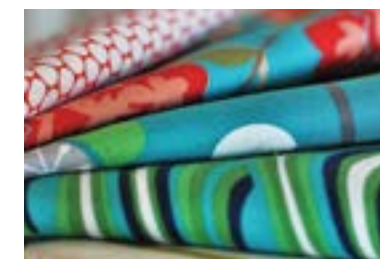
#### Textile Garment Industry

Main products: clothing, textile articles for decorating, uniforms, accessories for clothing and labels, socks, men's and ladies' underwear, bathing suits and t-shirts. The principal exportable item is GUAYABERA CUBANA, a typical Cuban garment that has won numerous awards at FIHAV under the "Criolla" brand name.



#### Textile Industry

Main products: cotton and polyester/cotton fabrics, towels, cleaning rags, covers, sheets, bedspreads, sewing thread, jute and propylene sacks, henequen and polypropylene string. We have a large capacity to produce ecologically-friendly containers.



#### Furniture Industry

Main products: wooden, metal and fiber furniture, box spring and foam mattresses, pillows, decorative and industrial lamps, doors and windows, utilitarian and decorative ceramic ware, humidors and wooden elements for flooring.



#### Printing Industry

Main products: books, magazines, newspapers, pamphlets, serviettes, envelopes, catalogues, conventional and self-sticking labels, covers, packages and packing, cigar rings, accessories for cigars, assorted cards, printed paper products in continuous formats, assorted advertisements.



Cleaning Products and Cosmetics Industry

Main products: soap, cosmetics, perfumes, toothpaste, deodorants, shampoo, home and industrial detergents, air fresheners and other products for hygiene and cleaning including mini-packages for hotels.



Matches, Leatherwork, Footwear, Ceramic Ware and the Paint Industry

Main products: leatherwork, men's and ladies' footwear in all the different styles, decorative candles, surgical gloves, matches, different kinds of paint and varnish, decorative ceramic ware.



Plastics Industry

Main products: brooms, mops, different types of brushes including children's and adults' toothbrushes, disposable cups, containers and buckets.



Sports Industry

Main products: sports uniforms, baseballs and softballs, gloves, masks, electrical scoreboards, sports bats and gymnasium equipment.



This industry is mainly interested in foreign investment in order to modernize existing technology to develop products that would replace imports on a large scale, such as disposable hygienic and health products, footwear, packages and packing in general; the industry would also like to increase its exports.



CONTACT

Business Management Direction  
in Group Light Industry.  
E-mail: daiana@minil.cu  
Tel: (53) 7263-3638

FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



PRODUCTION AND COMMERCIALIZATION OF MESH SACKS



DESCRIPTION:	Most of production is for agricultural produce sacks for the domestic market. By acquiring technological equipment for the production processes, encouraging the replacement of imports.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Luis A. Turcios Lima. SAREX, belonging to the Grupo Empresarial de la Industria Ligera.
ESTIMATED INVESTMENT:	4.5 million USD
LOCATION:	Carretera Central Vía Santiago de Cuba km 848, Bayamo municipality, Granma province
MARKET POTENTIAL:	Current demands on domestic industry taking into account Ministry of Agriculture state enterprises total 10 million sacks for agricultural produce; this does not take into account the growing demands of the new non-state market.
CONTACT:	General Direction E-mail: javier@sarex.co.cu Tel: (53) 4227-1789



MANUFACTURE AND COMMERCIALIZATION OF FLEXIBLE PRINTED MATTER

DESCRIPTION:	To produce flexible printed matter. To acquire technology, technological equipment and auxiliary equipment associated with the production processes including raw materials and know-how.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Gráfica Alfredo López
ESTIMATED INVESTMENT:	17.5 millionUSD
LOCATION:	San José de las Lajas municipality, Mayabeque province
MARKET POTENTIAL:	Current domestic industry demand is 8,000 to 9,000 tons per year, without considering the growing demands of the new non-state sector market
CONTACT:	General Director E-mail: dirgeneral@esgraf.co.cu Tel: (53) 7640-6769



### MANUFACTURING AND MARKETING DISPOSABLE DIAPERS



<b>DESCRIPTION:</b>	To set up a Factory to manufacture disposable diapers for children and adults. To acquire technology, technological equipment and auxiliary equipment associated with the production processes.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Materiales Higiénico Sanitarios, abbreviated as MATHISA
<b>ESTIMATED INVESTMENT:</b>	13.1 million USD
<b>LOCATION:</b>	El Cerro municipality, La Habana province
<b>MARKET POTENTIAL:</b>	The studied current demand is 99 million disposable diapers and 4 million inserts for children, and 13 million disposable diapers for adults and 53 million inserts.
<b>CONTACT:</b>	General Director E-mail: emma@mathisa.co.cu Tel: (53) 7878-8319



### PRODUCTION AND COMMERCIALIZATION OF COMMERCIAL FOOTWEAR



<b>DESCRIPTION:</b>	To manufacture and commercialize commercial footwear for domestic consumption and exportation. We need to acquire technological equipment associated with the production processes, promoting replacement of imports. .
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Calzado COMBELL, belonging to the Grupo Empresarial de la Industria Ligera.
<b>ESTIMATED INVESTMENT:</b>	12.3 million USD
<b>LOCATION:</b>	Habana del Este municipality, La Habana province
<b>MARKET POTENTIAL:</b>	Current market demand is over 6 million pairs of shoes; add to this the export potential
<b>CONTACT:</b>	General Direction of the Footwear Enterprise COMBELL. E-mail: mariaisabel@combell.com.cu Tel: (53) 7881-2442



### PRODUCTION AND COMMERCIALIZATION OF STANDARD CONTINUOUS FORMS, COMMERCIAL PRINTED MATTER AND LASER-CUT REAMED PAPER

<b>DESCRIPTION:</b>	To set up a factory to produce standard continuous forms. To acquire technology, technological equipment and auxiliary equipment associated with the production processes.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Gráfica Alfredo López
<b>ESTIMATED INVESTMENT:</b>	13.2 million USD
<b>LOCATION:</b>	Boyerros municipality, La Habana province
<b>MARKET POTENTIAL:</b>	Annual demand is 20 million CUC in commercial printed matter, 12 million CUC in reamed paper that is being totally imported and 2 million CUC in doilies, coasters, menus, etc.
<b>CONTACT:</b>	General Director E-mail: dirgeneral@esgraf.co.cu Tel: (53) 7640-6769





# CHEMICAL INDUSTRY

The Chemical Industry is developing the manufacture and commercialization of environment-friendly petro-chemical products. We have a development program whose implementation via the required investments would allow us to technologically modernize and gradually replace the chemical industry's high volumes of imports.

## Industrial gases

We have an integrated management system in place and certified quality management and environmental systems. Main products: medical and industrial oxygen, acetylene, nitrogen, argon and liquid and gas carbon dioxide as well as nitrous oxide and compressed air. Investment opportunities in the branch address creating capacities that would permit Steel production in the Eastern part of Cuba.



## Fertilizers and pesticides

We have a quality management system endorsed by the Cuban Vessel Registry (RCB) and a receiving base for cryogenic ammonia with modern technology. Among our products the outstanding ones are ammonium nitrate (technical and fertilizers), calcium nitrate, liquid fertilizers, physical NPL mixes (nitrogen, phosphorus, potassium), sulfuric acid and its byproducts, universal application and generic biological pesticides, chemical reagents and ammoniac solution. A great variety of these products does not satisfy domestic demands, and for this reason we are in the process of studying and assessing the investments needed to gradually replace current importations.



- Paper

This branch produces paper paste, cardboard and its conversion; basic products: multi-layer bags (valved and open mouth), egg trays and containers, testliners, wrapping paper (reamed and on spools), culture paper, Bristol board, take-out food boxes, school notebooks, files, pay envelopes, cores, tissue paper, toilet paper and serviettes. Many of these products do not meet domestic demands and so we are in the process of studying and assessing the investments needed to gradually replace current importations.
- Chemicals

Empresa Electroquímica de Sagua (ELQUIM) produces liquid chlorine, sodium hypochlorite, caustic soda, chlorhydric acid, hydrogen, aluminum sulfate and liquid sodium silicates.
- Rubber

This branch basically produces fundamentally dedicated to the manufacture of new tires with diagonal technology, retreading and producing technical rubber articles (ATG in the Spanish acronym). Production of new agricultural and general transportation tires is for the domestic market basically for agriculture. Retreading tires is done at 5 plants located throughout the country; this is a high-impact service for the economy because of the savings it represents and for extending of the useful life of tires. ATG production goes to meet the needs of the economy and renewable energy programs, etc. Investment opportunities for this branch aim for rehabilitation, modernization and increasing production capacities that would gradually permit imports to be replaced.
- Glass

Manufacture and commercialization of glassware and ornamental glass, manufacturing flat glass including its cutting, polishing, beveling, engraving, stained glass and combinations of these as well as laboratory glassware, consumables for health and decoration. Installed production capacities do not meet current demands.  
This branch's investment opportunities aim for increasing and creating production capacities allowing for a gradual replacement of imports, basically of containers, and for exporting.



We have a CHEMICAL ENGINEERING AND RESEARCH CENTER (CIIQ) whose main mission is to undertake scientific research, provide high-quality scientific-technical and engineering services such as process analyses and controls, graphic design, applied research, specialized products, validation and feasibility studies.



CONTACT

Business Direction  
of Enterprise Group Chemical Industry  
E-mail: [william@geiq.cu](mailto:william@geiq.cu); [marileida@geiq.cu](mailto:marileida@geiq.cu)  
Tel: (53) 7204-1142

FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



PRODUCTION AND  
COMMERCIALIZATION  
OF NEWSPRINT AND  
BOND PAPER



DESCRIPTION:	To execute technological reconversion and start-up operations of the Fine Paper Plant in order to produce 60,000 tons per year of paper distributed in 40,000 tons per year for printing and writing and 20,000 tons per year for newspapers via the modernization of facilities and the continuous introduction of advanced technologies to satisfy the domestic market
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	QUIMI S.A., belonging to the Grupo Empresarial de la Industria Química.
ESTIMATED INVESTMENT:	81.3 million USD
LOCATION:	Jatibonico municipality, Sancti Spiritus province
MARKET POTENTIAL:	Investment is aimed at meeting domestic demands
CONTACT:	General Director of Paper Enterprise. E-mail: <a href="mailto:gatell@pappyrus.minem.cu">gatell@pappyrus.minem.cu</a> Tel: (53) 7203-8944



PRODUCTION AND COMMERCIALIZATION OF TISSUE PAPER AND ITS CONVERSION

DESCRIPTION:	Installation and startup of a new tissue paper plant having the capacity to produce 20,000 tons per year to satisfy the domestic market. We would like to modernize our facilities, acquire advanced technologies and ensure stable supplies of raw materials, consumables and spare parts.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	QUIMI S.A., belonging to the Grupo Empresarial de la Industria Química.
ESTIMATED INVESTMENT:	69.1 million USD
LOCATION:	Santa Cruz del Norte municipality, Mayabeque province
MARKET POTENTIAL:	Investment is aimed at meeting domestic demands
CONTACT:	General Director of Paper Enterprise. E-mail: <a href="mailto:gatell@pappyrus.minem.cu">gatell@pappyrus.minem.cu</a> Tel: (53) 7203-8944



## METAL/MECHANICAL INDUSTRY AND RECYCLING

The Metal/Mechanical Business group is made up of companies distributed throughout the country, grouped into 3 fundamental sectors: metalworking, recycling and mechanical/machinery production. It has over 38,000 workers in a wide range of specialties.

Strategic alliances aim for developing these 3 sectors, prioritizing investments associated with Steel and container production, products for agriculture, transportation, production and rational use of energy and the manufacture of consumer goods, etc.

### MAIN PRODUCTS FOR THE DOMESTIC AND EXPORT MARKETS:

Carbon steel, wire rod and wire byproducts, electrical conductors, various refractories, transportation systems for sugarcane, farm implements, irrigation systems and components, various agricultural tractor trailers, 220 liter barrels, tin cans for food preserves, accumulator batteries, bus assembly and repairs, forklifts, automotive parts and spare parts, railway repairs and reconstruction and their spare parts, heavy and light metal structures, aluminum frame working, electrical appliances, hydro-sanitary accessories, medical and clinical-surgical instruments, doctor office and food industry furniture, scales, steam generating equipment,

gas extraction systems, high pressure recipients, cold chambers, air-conditioning and refrigeration equipment, solar heaters, parts and spare parts for elevators for different uses. We are distinguished by our comprehensive system of recycling scrap metal and non-metal waste that adds value and allows us to reduce the cost of our products.

This Business Group invites foreign investment to develop and update its technology and to achieve productivity and competition levels for its products according to international standards and thereby increase its exports.



### CONTACT

Business Direction of Enterprise  
Group Metal/Mechanical Industry  
E-mail: [negocios.gesime@sime.cu](mailto:negocios.gesime@sime.cu)  
Tel: (53) 7263-3417/ 7263-3511



## FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



**SOLID URBAN  
WASTE HANDLING  
INTEGRATED SYSTEM  
(SIGRSU IN ITS  
SPANISH ACRONYM)**

**DESCRIPTION:**

The project's principal aim is to gradually reduce total volumes of generated waste to minimum levels thereby avoiding negative impact on the environment and human health; today waste is sent to dumps or sanitary landfills. SIGRSU includes all the stages of the process beginning with proper selection, collection, treatment, recycling and energy assessment to generate electricity and heat and to produce organic fertilizers. Only the inert unrecyclable waste that has no value will be sent to the landfill centers, although in later stages studies could be made about some uses for this inert portion of waste.

Currently there is no SIGRSU in Cuba. The project's scope would cover the entire country and be carried out in stages. It will begin in the western area, specifically in La Habana province since its waste generation levels are estimated at 2,585.01 tons per day. The first priority would be to broaden the project and build similar plants in the central and eastern parts of the island.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa SIMEN AUT, S.A

**ESTIMATED INVESTMENT:**

1000 million USD; in the first phase with fixed capital of 401.2 million USD to be undertaken in Havana

**LOCATION:**

La Habana

**MARKET POTENTIAL:**

The market for end products will be:

Secondary Raw Materials: to domestic industry with surplus going for export; today we process 16 families of products with the basic ones being steel scrap, molten iron, stainless steel, copper, aluminum, bronze, lead, paper and cardboard, plastics, glass bottles, glass, electronic scrap and others

Gas generated is required by the Sistema Electroenergetico Nacional to generate energy.

Fertilizer generated may be totally consumed by the agricultural sector.

**CONTACT:**

General Direction UERMP

E-mail: jorgeluis@uermp.cu, estela@uermp.cu, negocios.gesime@sime.cu

Tel: (53) 7205-1042



**PRODUCTION AND COMMERCIALIZATION OF CAR BATTERIES AND UPS, AND OTHERS**

**DESCRIPTION:**

To increase production capacities of car batteries by at least 300,000 equivalent units per year by modernization of the existing facility, promoting the replacement of imports.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa de Acumuladores "XX Aniversario" (CUBAT).

**ESTIMATED INVESTMENT:**

13.8 million USD

**LOCATION:**

Manzanillo municipality, Granma province

**MARKET POTENTIAL:**

To meet domestic demands estimated at some 315,000 batteries per year.

**CONTACT:**

E-mail: esanchez@acunet.co.cu; jhernandez@acunet.co.cu; negocios.gesime@sime.cu

Tel: (53) 23-530 1112



**PRODUCTION AND  
COMMERCIALIZATION  
OF LONG PRODUCTS  
MADE OF STAINLESS  
STEEL AND ALLOYS**

**DESCRIPTION:**

To create production capacities for long products made of stainless steel and alloys, basically directed for export, to a nominal capacity of 180,000 tons per year, by modernization and increasing equipment at the Acinox Tunas Steel Plant and installing a new laminator

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Aceros Inoxidables "Acinox Tunas".

**ESTIMATED INVESTMENT:**

230 million USD

**LOCATION:**

Las Tunas municipality, Las Tunas province industrial zone

**MARKET POTENTIAL:**

97% of production directed to the foreign market, distributed in 49,600 t/yr and 95,400 t/yr of stainless Steel and alloys respectively, with interest in promoting exports to Latin American and Caribbean and European markets and to meet the domestic demand estimated at 4,000 t/yr of stainless steel and 3,500 t/yr of alloys.

**CONTACT:**

Director

E-mail: rosendo@acinoxtunas.co.cu, omar@acinoxtunas.co.cu; negocios.gesime@sime.cu

Tel: (53) 3134-6512



**Tourism Sector**



Cuba is the largest island in the West Indies and, setting it apart from other destinations in the Caribbean, it has a tourism product characterized by the hospitality of its people, exceptional natural attractions, local historic heritage, rich artistic and cultural life, the unique healthcare situation, political stability and safety for tourists.

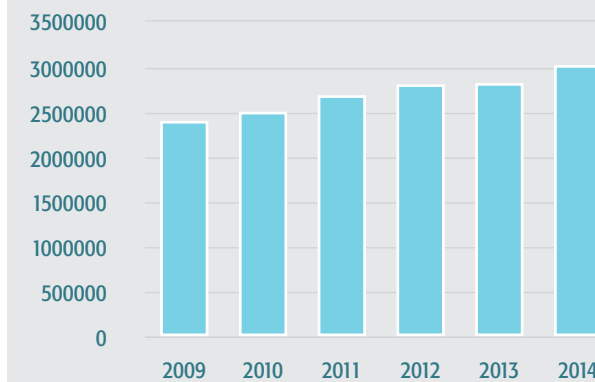
The Cuban Tourism Website [www.cubatransel.cu](http://www.cubatransel.cu) provides precise details about the attractions, products, varieties, accommodations, etc., updated on a daily basis in English, Spanish and German and imminently in Russian and French.

In 2014; 3,002,745 people visited Cuba. At the close of December 2014, average daily per tourist spending was at 100.3 CUC and revenues from tourism reached 1,360,000 MMCUC.

#### Cuba is Member of:

- World Tourism Organization (WTO)
- Caribbean Tourism Organization (CTO)
- Pan American Confederation of Hotel and Tourism Schools (CONPEHT)

#### VISITOR ARRIVALS (2009-2014)

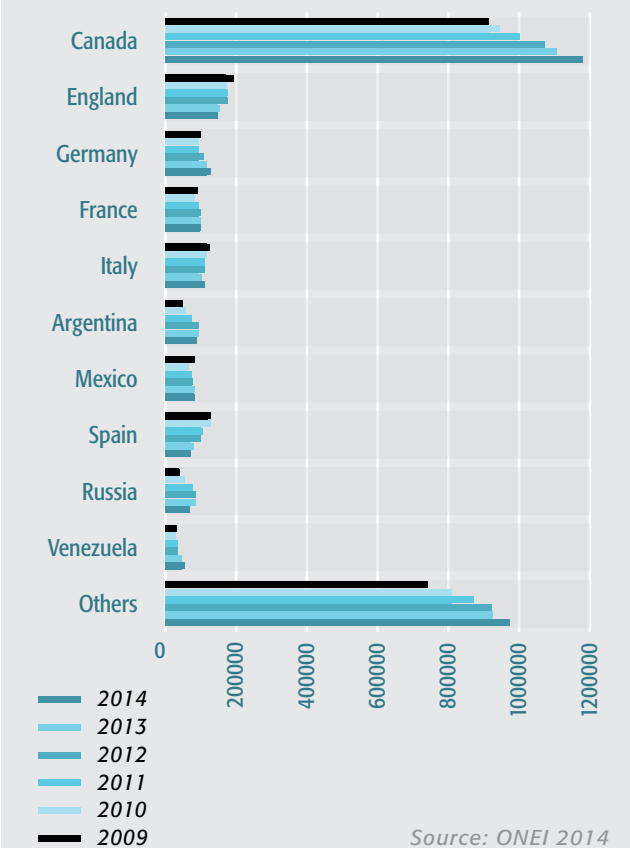


Source: ONEI 2014



Canada remains the principal market issuing tourists to Cuba.

#### VISITORS BY COUNTRY (2009-2014)



Source: ONEI 2014



For 20 years the formation of the principal in-hotel and out-of-hotel profiles has been assumed by the Professional Training for Tourism Employ-

ees System, under the FORMATUR acronym, with 13 Hotel and Tourism schools throughout the country.



With 20 years of experience in the Cuban tourist industry, it operates 45 tourist facilities divided into All Inclusive, Family, Historical, Business/City, Beach and Cays categories. Its services can be found under the following brand names: Hola Club, Club Premium and Classic.



Since 1987 its business has grown to include associations with prestigious international hotel chains. Besides city hotels it has secured these commercial Sun and Beach brand names: Brisas and Club Amigo Horizontes and Horizontes with hotels that are located in natural settings.



With 25 years of experience, today this is the fastest growing organization in Cuban tourism. Among its aims this group promotes and sells hotel and tourism services as well as specialty packages for health, boating, fishing, diving and others.



Newly created, CUBAGOLF S.A., belonging to the Grupo Empresarial Extra Hotelero Palmares and looks after the development of the Cuban project to promote the island as a golf-holiday destination. It is currently negotiating with several foreign partners to form joint enterprises that would build, manage and exploit golf real estate complexes throughout Cuba.



The Grupo Empresarial Hotelero Islazul S.A.'s assets include 106 hoteles (2 and 4-star categories), houses and apartments throughout Cuba, on beaches, in cities and in the mountains, some of which are near mineral springs; they cover 9,969 available rooms. Islazul specializes in a diversified product and has 3 groups of hotels.



The Grupo Empresarial Marlin, belonging to the Grupo Empresarial Cubasol S.A., promotes marinas and water/boating activities in general and it runs the facilities for these activities. Marlin currently has 5 international marinas, 7 boating bases and 22 diving centers employing over 1,200 all over the country.



#### CONTACT

Business Direction in the Tourism Ministry  
E-mail: [dirnegocios@mintur.tur.cu](mailto:dirnegocios@mintur.tur.cu)  
Tel: (53) 7831-2743

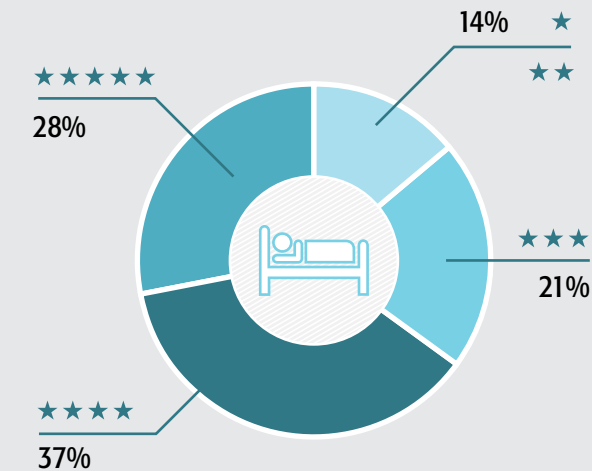
#### The 36th International Tourism Fair, FITCUBA 2016

Will be held in Havana, one of the seven wonder cities of the modern world.

The event will be dedicated to promoting the cultural product and to Canada as the guest of honor.

Hotel capacity totals 62,900 rooms. 65% of the rooms are in the 4★ y 5★ categories.

#### ROOMS BY CATEGORIES



Source: Ministry of Tourism

#### SECTORIAL POLICY:

Foreign investment participation in the sector will be directed to promote new hotels through new building projects, or reconstructions, of accommodations facilities as well as the complementary infrastructures.

In out-of-hotel activity it will be promoting real estate development associated with golf courses and others that will be complemented by 100% Cuban marinas and also building high-tech theme parks. Not included are the dolphinariums.

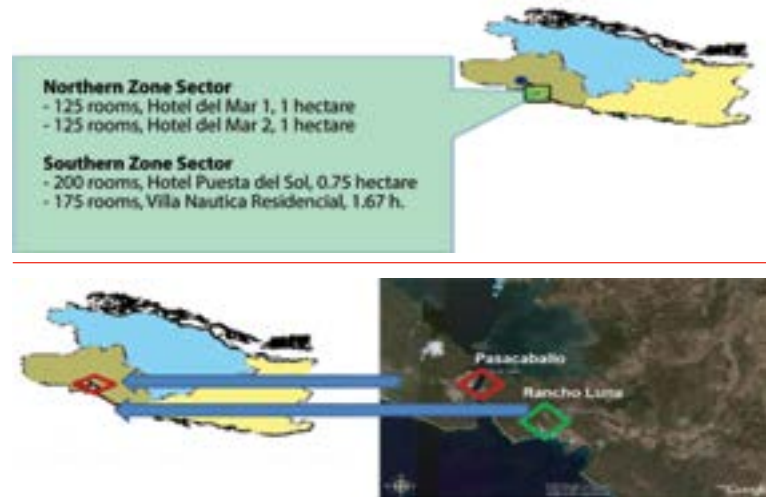
Another aim will be to diversify the management and commercialization of tourist facilities by renowned foreign chains. Priorities will include the Guardalavaca area in the north of Holguin province, the South Central Coast specifically Cienfuegos and Trinidad, Playa Santa Lucía in the northern part of Camaguey and the Covarrubias Tourist Resort Area in the north of Las Tunas province. Investor participation will be exceptional in Havana and Varadero. La Habana Vieja and the Northern Cays are a part of this development.

## FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



## BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE CIENFUEGOS RESORT AREA

<b>DESCRIPTION:</b>	Cienfuegos, known as the Pearl of the South, has attractive destinations for cultural tourism, boating, nature and "sun and beach" tourism. The historical center of town, declared World Heritage Center in 2005, impresses visitors for its historical-cultural and architectural importance. It provides a good site for events with its facilities for congresses, business and working meetings complemented by a generous network of road and airport infrastructures.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Grupo Hotelero Gran Caribe S.A
<b>MARKET POTENTIAL:</b>	The traditional markets attracted to this resort area come from Canada, France, Germany, the UK, Holland and Italy. We would like to increase numbers from these same countries. Developing markets are Argentina, the US, Belgium, Luxemburg and Denmark. Potential markets are Russia, Venezuela, Chile, Brazil and China.
<b>CONTACT:</b>	Business Direction E-mail: presidencia@grancaribe.gca.tur.cu Tel.: (53) 7204-0567 Website: www.gran-caribe.cu Address: Ave. 7ª N° 4210, Miramar, La Habana, Cuba.



## LOTS IN THE ZONA NORTE SECTOR

	HOTEL DEL MAR 1	HOTEL DEL MAR 2
<b>ESTIMATED INVESTMENT (M USD)</b>	\$ 23 750*	\$ 23 750*
<b>ROOMS</b>	125	125
<b>AREA (HECTARES)</b>	1,0	1,0

## ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	45 625	45 625
<b>OCCUPANCY RATE (%)</b>	75	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	34 219	34 219
<b>OCCUPANCY DENSITY</b>	1.9	1.9
<b>TOURIST DAYS (UNO)</b>	65 016	65 016
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 5 851 406	\$ 5 851 406

## LOTS IN THE ZONA SUR SECTOR

	HOTEL PUESTA DE SOL	HOTEL VILLA NÁUTICA RESIDENCIAL
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 38 000*	\$ 33 250*
<b>ROOMS</b>	200	175
<b>AREA (HECTARES)</b>	0,75	1,67

## ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	73 000	63 875
<b>OCCUPANCY RATE (%)</b>	75	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	54 750	47 906
<b>OCCUPANCY DENSITY</b>	1.9	1.9
<b>TOURIST DAYS (UNO)</b>	104 025	91 022
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 9 362 250	\$ 8 191 969

## LOTS IN THE PASACABALLO SECTOR

	HOTEL PUNTA MILPA	* Calculated on cost per room at 190 MUSD.
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 38 000*	
<b>ROOMS</b>	200	
<b>AREA (HECTARES)</b>	10	

## ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	73 000
<b>OCCUPANCY RATE (%)</b>	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	54 750
<b>OCCUPANCY DENSITY</b>	1.9
<b>TOURIST DAYS (UNO)</b>	104 025
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 9 362 250





## BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS AT THE COVARRUBIAS RESORT AREA, LAS TUNAS

<b>DESCRIPTION:</b>	A newcomer to the tourist scene in Cuba, Las Tunas province known as the Balcony of Oriente provides a new area for visitors with beautiful beaches and nature-based tourism based on the richness of its medicinal waters. It also has spots for exploring caverns. The northern coast has one of the loveliest beaches, Covarrubias; it has a comfortable hotel infrastructure protected by virgin vegetation and beaches averaging 8 meters in width. There is also the 6 km long coral reef.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Cubanacán S.A.
<b>MARKET POTENTIAL:</b>	We see a strong Canadian presence at this destination. We are looking for other markets that would make operations possible in the low season (May to October).
<b>CONTACT:</b>	Business Direction Cubanacán E-mail: dirmixtas@cubanacan.tur.cu Tel.: (53) 7833- 4090 ext. 600 Website: www.cubanacan.cu Address: Calle 23 N° 156, Vedado, La Habana.



### LOTS IN THE COVARRUBIAS SECTOR

	VILLA COVARRUBIAS	VILLA REAL COVARRUBIAS
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 85 000*	\$ 98 600*
<b>ROOMS</b>	500	580
<b>AREA (HECTARES)</b>	8,0	9,1
<b>ESTIMATED ANNUAL RESULTS</b>		
<b>ROOMS EXISTING DAYS (UNO)</b>	182 500	211 700
<b>OCCUPANCY RATE (%)</b>	70	70
<b>ROOMS DAYS OCCUPIED (UNO)</b>	127 750	148 190
<b>OCCUPANCY DENSITY</b>	1.8	1.8
<b>TOURIST DAYS (UNO)</b>	229 950	266 742
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 18 396 000	\$ 21 339 360

\* Calculated on the cost per room at 170 MUSD.



## BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS AT THE GUARDALAVACA RESORT AREA, HOLGUIN

<b>DESCRIPTION:</b>	The Holguin resort area is one of the destinations having the best service and highest satisfaction rates in the country. This part of Eastern Cuba brings together a group of characteristics which besides beautiful beaches and exuberant nature includes a rich historical and cultural heritage, a range of mainly four and five-star hotels and well-qualified professional staffs. We offer Sun and Beach, Nature, Boating, Diving, Health, Business, Events and Cultural types of tourism. We preserve the zone where America was discovered and the archeological capital of Cuba; we are also the ideal destination for visitors looking for fun, cultural exchanges, peace and safety.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Cubanacán S.A.
<b>MARKET POTENTIAL:</b>	We are looking to consolidate already existing markets showing growth such as Canada, the UK, Holland and Italy, of recovering markets showing decreasing or steady numbers and which have air connections with this destination such as Germany and Finland and of attracting new potential markets such as Spain, Scandinavia, Russia, Mexico and South America.
<b>CONTACT:</b>	Business Direction Cubanacán E-mail: dirmixtas@cubanacan.tur.cu Tel.: (53) 7833- 4090 ext. 600 Website: www.cubanacan.cu Address: Calle 23 N° 156, Vedado, La Habana.



### LOTS IN THE NORTH GUARDALAVACA SECTOR

	HOTEL PARCELA 9	VILLA/BUNGALOWS, PARCELA 11	VILLA/BUNGALOWS, PARCELA 12
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 125 500*	\$ 45 000*	\$ 45 000*
<b>ROOMS</b>	502	180	180
<b>AREA (HECTARES)</b>	9,0	4,04	4,03
<b>ESTIMATED ANNUAL RESULTS</b>			
<b>ROOMS EXISTING DAYS (UNO)</b>	183 230	65 700	65 700
<b>OCCUPANCY RATE (%)</b>	80	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	146 584	52 560	52 560
<b>OCCUPANCY DENSITY</b>	2.0	2.0	2.0
<b>TOURIST DAYS (UNO)</b>	293 168	105 120	105 120
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 95	\$ 95
<b>TOURISM REVENUES (USD)</b>	\$ 23 453 440	\$ 9 986 400	\$ 9 986 400

\*Calculated on cost per room at 250 MUSD.





### BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE SANTA LUCIA RESORT AREA, CAMAGUEY



#### DESCRIPTION:

Northern Camaguey province had two tourist development centers: Playa Santa Lucia and the city of Camaguey. The former caters to Sun and Beach tourism and the latter is part of the Cuba Circuit and an option from Playa Santa Lucia; it has great potential for events, cultural and historical tourism because of its remarkable heritage.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Cubanacán S.A. o Grupo Hotelero Gran Caribe S.A.

#### MARKET POTENTIAL:

Canada is the largest market for Playa Santa Lucia maintaining significant growth in numbers of arrivals concentrated mainly during the high season (November to April). We would like to diversify the markets and recover numbers for Germany, Italy and Argentina. Also, developing hotel investment projects will contribute to strengthening markets such as Mexico, Spain and Holland in the aim of getting a better position for the product by increasing arrivals to this destination.

#### CONTACT:

Business Direction Cubanacán  
E-mail: dirmixtas@cubanacan.tur.cu  
Tel.: (53) 7833- 4090 ext. 600

Website: www.cubanacan.cu  
Address: Calle 23 N° 156, Vedado, La Habana.

Dirección de Negocios de Gran Caribe.  
E-mail: presidencia@grancaribe.gca.tur.cu  
Tel.: (53) 7 204- 0567  
Website: www.gran-caribe.cu  
Address: Ave. 7ª N° 4210, Miramar, La Habana.



#### LOTS IN THE LA BOCA SECTOR

	VILLA PARCELA 36	VILLA PARCELA 36 A	VILLA PARCELA 38
ESTIMATED INVESTMENT (MUSD)	\$ 47 850*	\$ 44 550*	\$ 42 900*
ROOMS	290	270	260
AREA (HECTARES)	8,97	8,28	7,91
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	105 850	98 550	94 900
OCCUPANCY RATE (%)	75	75	75
ROOMS DAYS OCCUPIED (UNO)	79 388	73 913	71 175
OCCUPANCY DENSITY	1.9	1.9	1.9
TOURIST DAYS (UNO)	150 836	140 434	135 233
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 12 066 900	\$ 11 234 700	\$ 10 818 600

#### LOT AT RESIDENCIAL TARARACOS

	HOTEL PARCELA 10	HOTEL PARCELA 15
ESTIMATED INVESTMENT (MUSD)	\$ 41 250*	\$72 000**
ROOMS	250	400
AREA (HECTARES)	5,7	7.19
ESTIMATED ANNUAL RESULTS		
ROOMS EXISTING DAYS (UNO)	91 250	146 000
OCCUPANCY RATE (%)	75	80
ROOMS DAYS OCCUPIED (UNO)	68 438	116 800
OCCUPANCY DENSITY	1.9	1.9
TOURIST DAYS (UNO)	130 031	221 920
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 85
TOURISM REVENUES (USD)	\$ 10 402 500	\$ 18 863 200

## LOTS AT AMIGOS DEL MAR SECTOR

	HOTEL PARCELA 8	HOTEL PARCELA 8A
ESTIMATED INVESTMENT (MUSD)	\$50 400* *	\$60 300* *
ROOMS	280	335
AREA (HECTARES)	5.3	6.28
ESTIMATED ANNUAL RESULTS		
ROOMS EXISTING DAYS (UNO)	102 200	122 275
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	81 760	97 820
OCCUPANCY DENSITY	1.9	1.9
TOURIST DAYS (UNO)	155 344	185 858
AVERAGE REVENUES PER TOURIST (USD)	\$ 85	\$ 85
TOURISM REVENUES (USD)	\$ 13 204 240	\$ 15 797 793

## LOTS IN THE SERENA SECTOR

	VILLA PARCELA 32	VILLA PARCELA 32A
ESTIMATED INVESTMENT (MUSD)	\$103 500* *	\$ 117 900* *
ROOMS	575	655
AREA (HECTARES)	10.8	12.5
ESTIMATED ANNUAL RESULTS		
ROOMS EXISTING DAYS (UNO)	209 875	239 075
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	167 900	191 260
OCCUPANCY DENSITY	1.9	1.9
TOURIST DAYS (UNO)	319 010	363 394
AVERAGE REVENUES PER TOURIST (USD)	\$ 85	\$ 85
TOURISM REVENUES (USD)	\$ 27 115 850	\$ 30 888 490

## LOTS IN THE NUEVAS GRANDES SECTOR

	VILLA PARCELA 49	
ESTIMATED INVESTMENT (MUSD)	\$ 126 000**	*Calculated
ROOMS	700	on cost per room
AREA (HECTARES)	22	at 165 MUSD.
ESTIMATED ANNUAL RESULTS		
ROOMS EXISTING DAYS (UNO)	255 500	**Calculated
OCCUPANCY RATE (%)	80	on cost per room
ROOMS DAYS OCCUPIED (UNO)	204 400	at 180 MUSD.
OCCUPANCY DENSITY	1.9	
TOURIST DAYS (UNO)	388 360	
AVERAGE REVENUES PER TOURIST (USD)	\$ 85	
TOURISM REVENUES (USD)	\$ 33 010 600	



BUILDING AND  
COMMERCIALIZING  
TOP-QUALITY HOTEL  
ACCOMMODATIONS  
IN THE TRINIDAD  
RESORT AREA, SANCTI  
SPIRITUS



## DESCRIPTION:

"Trinidad de Cuba" is the name under which this tourism destination is commercialized in the world and it includes the following types of tourism: city, sun and beach, ecological, cultural, health, boating, hunting and fishing, speleology and nature. It has a large array of hotel and out-of-hotel services and an infrastructure to support tourism thereby reinforcing its potential. Since it is a consolidated product it has a competitive edge on other destinations, with two colonial cities Trinidad and Sancti Spiritus, the third and fourth oldest twons (villas) founded by the Spanish in Cuba.

## INVESTMENT TYPE:

Joint Enterprise

## CUBAN PARTY:

Cubanacán S.A.

## MARKET POTENTIAL:

This investment project would be directed towards the main markets basically covered by the traditional markets studied in the Trinidad area: Canada, Germany, Russia and France. Developing potential markets are Argentina, Brazil, Uruguay, Chile, the UK, Italy, Spain, Belgium, Holland and Austria.

## CONTACT:

Business Direction Cubanacán  
E-mail: dirmixtas@cubanacan.tur.cu  
Tel.: (53) 7833- 4090 ext. 600  
Website: www.cubanacan.cu  
Address: Calle 23 N° 156, Vedado, La Habana.





LOTS AT THE ANCÓN RESORT AREA

	HOTEL PARCELA 3	HOTEL PARCELA 1	HOTEL PARCELA 9
ESTIMATED INVESTMENT (MUSD)	\$80 000*	\$ 20 000*	\$ 60 000*
ROOMS	400	100	300
AREA (HECTARES)	11,3	8,5	5,1

ESTIMATED ANNUAL RESULTS

ROOMS EXISTING DAYS (UNO)	146 000	36 500	109 500
OCCUPANCY RATE (%)	75	75	75
ROOMS DAYS OCCUPIED (UNO)	109 500	27 375	82 125
OCCUPANCY DENSITY	1.9	1.9	1.9
TOURIST DAYS (UNO)	208 050	52 013	156 038
AVERAGE REVENUES PER TOURIST (USD)	\$ 90	\$ 90	\$ 90
TOURISM REVENUES (USD)	\$ 18 724 500	\$ 4 681 125	\$ 14 043 375

	HOTEL PARCELA 11	HOTEL PARCELA 13	HOTEL PARCELA 14	HOTEL PARCELA 17
ESTIMATED INVESTMENT (MUSD)	\$120 000*	\$ 80 000*	\$ 60 000*	\$ 60 000*
ROOMS	600	400	300	300
AREA (HECTARES)	11,5	10	7,5	7,5

ESTIMATED ANNUAL RESULTS

ROOMS EXISTING DAYS (UNO)	219 000	146 000	109 500	109 500
OCCUPANCY RATE (%)	75	75	75	75
ROOMS DAYS OCCUPIED (UNO)	164 250	109 500	82 125	82 125
OCCUPANCY DENSITY	1.9	1.9	1.9	1.9
TOURIST DAYS (UNO)	312 075	208 050	156 038	156 038
AVERAGE REVENUES PER TOURIST (USD)	\$ 90	\$ 90	\$ 90	\$ 90
TOURISM REVENUES (USD)	\$ 28 086 750	\$ 18 724 500	\$ 14 043 375	\$ 14 043 375

\*Calculated on cost per room at 200 MUSD.



REAL ESTATE DEVELOPMENT ASSOCIATED WITH THE CHORRERA ANCÓN GOLF COURSE. ANCÓN-TRINIDAD RESORT AREA



DESCRIPTION:

This proposal will allow for development of a Golf Real Estate Tourism Complex at Chorrera Ancón, Trinidad, Santi Spiritus province, including 2 18-hole golf courses, 1 practice couse, 1 clubhouse, 1 Five-Star hotel with 180 rooms, 2,850 real estate units (350 houses or villas and 2,500 apartments) with sales in perpetuum, sports areas, shopping and service areas, etc.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Cubagolf, S.A.

ESTIMATED INVESTMENT:

570 million USD

LOCATION:

MARKET POTENTIAL:

The market for future real estate ownership and for customers and guests at the hotel, houses and apartments will mainly be Canadian, Western European, Eastern European and Russian as well as Latin American, basically from Brazil, Argentina, Colombia and Mexico.

ESTIMATED ANTICIPATED RESULTS ESTIMADOS:

We estimate revenues of 237.9 MMCUC for golf in the anlayzed 30-year period. We estimate hotel revenues of 501.2 MMCUC and 55.9 MMCUC of revenues for the other services including the shopping center and the Spa.

CONTACT:

President  
E-mail: dir.golf@palmares.tur.cu, ep.golf@palmares.tur.cu  
Tel: (53) 7272-2318/ 7272-2311





### HOTEL MANAGEMENT AND COMMERCIALIZATION CONTRACTS



In already-operating hotels we foresee the possibility of including funding from the foreign companies managing hotel reconstruction.

PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
<b>GRAN CARIBE</b>					
La Habana	Monte Barreto	Neptuno-Tritón Complex	City	3*	266 + 266
	La Habana	Hotel Inglaterra	City	4*	83
	La Habana	Atlántico-Villa Los Pinos Complex	Beach		118
	Centro Tradicional	Deauville	City	3*	144
Mayabeque		Villa Trópico	Villa	-	154
Matanzas	Varadero	Kawama	Beach	4*	336
	Varadero	Villa Tortuga	Beach	3*	292
Cienfuegos	Cienfuegos	Jagua	City	4*	149
	Cienfuegos	Complejo Jagua	City	4*	239
	Cienfuegos	La Unión	City	4*	49
	Cienfuegos	Rancho Luna-Faro Luna Complex	City	3*	222 + 46



PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
<b>CUBANACAN</b>					
La Habana	Playas del Este	Tropicoco	Beach	2*	188
	La Habana	Comodoro	City	3*	283
Matanzas	Ciénaga de Zapata	Playa Girón	Beach & Nature	2*	282
Sancti Spiritus	Trinidad	Club Amigo Costa Sur	Beach	3*	132
	Trinidad	Club Amigo Ancón	Beach	3*	279
	Trinidad	Brisas Trinidad del Mar	Beach	4*	249
Ciego de Ávila	Cayo Coco	Colonial	Beach	5*	458
	Cayo Coco	Centro Talasoterapia	Beach-Life Style	-	-
Camagüey	Santa Lucía	Brisas Santa Lucía	Beach	3*	412
	Santa Lucía	Gran Club Santa Lucía	Beach	3*	252
	Santa Lucía	Mayanabo	Beach	3*	225
	Santa Lucía	Caracol	Beach	3*	150
Las Tunas	Covarrubias	Brisas Covarrubias	Beach	4*	180
Holguín	Guardlavaca	Atlántico Guardlavaca	Beach	3*	746
Granma	Granma	Marea del Portillo	Beach	3*	285
Santiago de Cuba	Santiago de Cuba	Club Amigo Carisol Los Corales	City	3*	310
	Santiago de Cuba	Versalles	City	3*	72
	Santiago de Cuba	Casa Granda	City	4*	58
	Santiago de Cuba	Brisas Sierra mar	Beach	4*	200
	Santiago de Cuba	Brisas Los Galeones	Beach	4*	34



PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
<b>ISLA AZUL</b>					
La Habana	La Habana	Hotel Lincoln	City	2*	136
	La Habana	Hotel Colina	City	2*	80
	La Habana	Hotel Bella Habana Airport	City	3*	88
	La Habana	Hotel Paseo Habana	City	3*	30
	La Habana	Apartahotel Terrazas Atlántico	City	2*	291
Matanzas	Matanzas	Hotel Club Carey	Beach	3*	133
Villa Clara	Villa Clara	Hotel Elguea	Nature	2*	135

**GAVIOTA**

La Habana		Gran Hotel	City	5*	150
		Metropolitano	City	5*	150
		Regis	City	5*	55
		Prado 56	City	5*	100
Ciego de Ávila	Cayo Guillermo	Punta Playuelas	City	5*plus	158
	Cayo Guillermo	Punta Rasa Hotel II	Beach	5*	500
	Cayo Paredón Grande	Roca Este 2	Beach	5*	700
	Cayo Paredón Grande	Roca Centro	Beach	5*	600
	Cayo Paredón Grande	Roca Este 1	Beach	5*	600
	Cayo Paredón Grande	Roca Norte 1	Beach	5*	700
	Cayo Paredón Grande	Roca Norte 2	Beach	5*	600
	Cayo Paredón Grande	Roca Centro 3	Beach	5*	600
Villa Clara	Cayo Las Brujas	La Salina Suroeste	Beach	4*	574
	Cayo Las Brujas	La Salina Noreste	Beach	4*	680
Camagüey	Cayo Cruz	Quebrada 17	Beach	5*	550
	Cayo Cruz	Quebrada 21	Beach	5*	700
	Cayo Cruz	Quebrada 24	Beach	5*	675
	Cayo Cruz	Punta Cocina Parcela 32	Beach	5*	895
	Cayo Cruz	Punta Cocina Parcela 30	Beach	5*	1145
	Cayo Sabinal	Carabela VI	Beach	5*	395
	Cayo Sabinal	Carabela IX	Beach	5*	910

MARINA MANAGEMENT CONTRACTS



NEW BANES MARINA, HOLGUÍN. GUARDALAVACA RESORT AREA

DESCRIPTION:	Creation of a marina with 100 moorings and corresponding technical services. Services incorporated to fulfill Cuban Norm 775-5 of 2010 for Class “C” Marinas- International Level.
INVESTMENT TYPE:	Services Management Contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT:	5 million USD
LOCATION:	Banes Bay, Holguín, Guardalavaca resort area
MARKET POTENTIAL:	We foresee this investment as a complement to neighboring real estate developments and it would be marketed together with accommodations, under the proposal that many of the clients would be boat-owners and would want to be located at the Marina. We also foresee this as a transit-marina for vessels navigating around Cuba.
ESTIMATED ANTICIPATED RESULTS:	Using the Marina at an occupancy rate that should grow to 80% with revenues estimated at 2 million per year.
CONTACT:	Business Director E-mails: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel: (53) 7208-2718



EXTENSION OF CAYO GUILLERMO MARINA, JARDINES DEL REY RESORT AREA

DESCRIPTION:	Extending from the existing 20 moorings to 100 moorings provided with all the corresponding technical services. Services incorporated to fulfill Cuban Norm 775-5 of 2010 for Class “C” Marinas- International Level.
INVESTMENT TYPE:	Services Management Contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT:	4 million USD
LOCATION:	Cayo Guillermo Marina. Jardines del Rey resort area
MARKET POTENTIAL:	The market for this development would be boat-owners in transit along Cuba’s north coast or those permanently located in Caribbean Sea areas and neighboring countries; these could be moored at this Marina to take advantage of its change of image. Developing top-quality tourism in the Jardines del Rey is part of the foreseen market.
ESTIMATED ANTICIPATED RESULTS:	Using the Marina at an occupancy rate that should grow to 80% with revenues estimated at 2 million per year.
CONTACT:	Business Director E-mails: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel: (53) 7208-2718



EXTENSION OF THE MARINA DÁRSENA VARADERO. VARADERO RESORT AREA



DESCRIPTION:	Increasing number of moorings from 112 to 512, providing corresponding technical services. Creating a Yacht Club, Dry Dock, Naval Workshop. Rehabilitation and renovations to the Harbor Master’s Office, cafeteria and other existing offices. Increasing services for yacht-owners. Marina buildings will fulfill Cuban Norm 775-5 of 2010 for Class “A” Marinas – International Level.
INVESTMENT TYPE:	Services Management Contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT:	24 million USD.
LOCATION:	Dársena de Varadero, Varadero resort area
MARKET POTENTIAL:	This market for this development is for vessels in transit or those that are permanently located in the Caribbean Sea and neighboring countries. Future clients of the real estate developments such as the already-signed Carbonera may be ship-owners and want to locate to this Marina when they see the new image.
ESTIMATED ANTICIPATED RESULTS:	Use of the Marina should grow to 80% occupancy and Marina Services revenues are estimated at 8 million CUC per year.
CONTACT:	Business Director E-mails: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel: (53) 7208-2718





### EXTENSION OF THE SANTA LUCÍA MARINA, SANTA LUCÍA RESORT AREA



<b>DESCRIPTION:</b>	Increasing moorings to 50 and providing corresponding technical services. Incorporating services fulfilling Cuban Norm 775-5 of 2010 for Class "C" Marinas – International Level. Including Diving Center.
<b>INVESTMENT TYPE:</b>	Services Management Contract with financing
<b>CUBAN PARTY:</b>	Grupo Empresarial Marinas Náuticas MARLIN S.A.
<b>ESTIMATED INVESTMENT:</b>	4 million USD.
<b>LOCATION:</b>	Playa Santa Lucía, La Boca Sector, Santa Lucía resort area
<b>MARKET POTENTIAL:</b>	The foreseen market includes development of top-quality tourism at Santa Lucía. This investment is seen as a complement for neighboring real estate developments and will be marketed along with accommodations, promoting the fact that many clients will be boat-owners who will want to be at this Marina.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Use of the Marina should grow to 80% occupancy and revenues are estimated at 2 million CUC per year.
<b>CONTACT:</b>	Business Director E-mail: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel: (53) 7208-2718



### EXTENSION OF THE SIGUANEA MARINA, ISLA DE LA JUVENTUD RESORT AREA



<b>DESCRIPTION:</b>	Increasing the existing number of 20 moorings to 100, providing them with corresponding technical services. Dredging the inlet to deepen the entrance channel and its internal area. Rehabilitating and renovating existing facilities and offices. Incorporating the ship Chandler, dry dock and other services fulfilling Cuban Norm 775-5 of 2010 for Class "C" Marinas – International Level.
<b>INVESTMENT TYPE:</b>	Services Management Contract with financing
<b>CUBAN PARTY:</b>	Grupo Empresarial Marinas Náuticas MARLIN S.A.
<b>ESTIMATED INVESTMENT:</b>	4 million USD
<b>LOCATION:</b>	Siguanea Inlet, Isla de la Juventud resort area
<b>MARKET POTENTIAL:</b>	The Isla de la Juventud tourist development should bring the tourist market to this new facility.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Use of the Marina moorings should grow to 80% occupancy including the development of fishing and diving with MARLIN boats; revenues are estimated at 2 million per year.
<b>CONTACT:</b>	Business Director E-mails: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel: (53) 7208-2718

EXTENSION OF THE  
TARARÁ MARINA,  
LA HABANA RESORT  
AREA

**DESCRIPTION:**

Dredging, widening the channel and installing measures to protect the channel from being obstructed, repairing the beach breakwater, repairing the existing concrete docks as well as building new technical networks servicing boats. Rehabilitating and renovating the harbormaster offices, cafeteria and other existing offices. Incorporating the Shipchandler, workshop with Travellift, Dry Dock and other services. Buildings at the current base will fulfill Cuban Norm 775-5 of 2010 for Class "B" Marinas – International Level.

The number of moorings will increase from the existing 20 to 236 and be provided with corresponding technical services.

**INVESTMENT TYPE:**

Services Management Contract with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas MARLIN S.A.

**ESTIMATED INVESTMENT:**

12 million USD

**LOCATION:**

Residencial Tarará. Playas del Este, La Habana.

**MARKET POTENTIAL:**

The market for this development will be provided by boat-owners in transit or permanently in the Caribbean Sea and in neighboring countries. Some of the real estate development clients in the vicinity may be boat-owners and they could be located at this Marina.

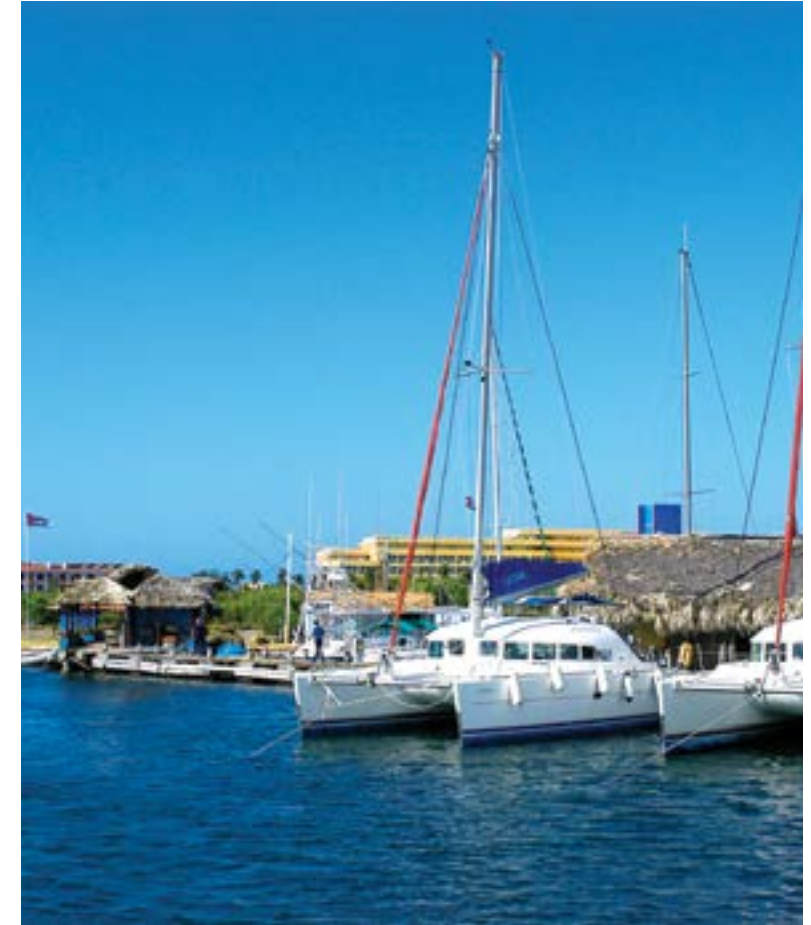
**ESTIMATED ANTICIPATED RESULTS:**

Use of the Marina should grow to 80% occupancy and revenues are estimated at 4 million per year.

**CONTACT:**

Business Director  
E-mail: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu  
Tel: (53) 7208-2718

NEW MARINA AT  
TRINIDAD, TRINIDAD  
RESORT AREA

**DESCRIPTION:**

Creating a new Marina with 200 moorings on the Ancón Peninsula, somewhat south of the current one. Providing it with corresponding technical services to fulfill Cuban Norm 775-5 of 2010 for Class "B" Marinas – International Level.

**INVESTMENT TYPE:**

Services Management Contract with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas MARLIN S.A.

**ESTIMATED INVESTMENT:**

10 million USD

**LOCATION:**

Ancón peninsula, Trinidad resort area

**MARKET POTENTIAL:**

The foreseen market will come from the top-quality tourism development in Trinidad. Future clients of the neighboring real estate developments may be boat-owners and they could be located at this Marina.

**ESTIMATED ANTICIPATED RESULTS:**

Use of the Marina should grow to 80% occupancy and revenues are estimated at 3 million per year.

**CONTACT:**

Business Director  
E-mail: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu  
Tel: (53) 7208-2718





**Energy Sector**





OIL

In geological terms, to the south of Cuba there is the volcanic Caribbean arc and to the north the southern rim of the North American platform. The greater part of oil production in Cuba is found in a sector between La Habana and Matanzas provinces where the largest field possessing geological reserves of around 6,000 million barrels is located. Almost all of Cuban territory, some 100,000 km², is a prospect for oil exploration as well as the zone of shallow waters and its extension towards the deep water zone.

In Cuba we have discovered several dozen oil fields; most of them are extra-heavy oil although there is also light, medium and very light oil. The oilfields are basically found at sea and can be reached from land with horizontal drilling; this permits us to not only reach the fields but also to attain greater productivity.

Cuba’s Exclusive Economic Zone (EEZ) in the Gulf of Mexico shares the same scenarios, the same parent rock, reservoirs and seals of the prolific oil basin of the Gulf of Mexico where gigantic oilfields have been discovered and one of the greatest world-level industries has been developed.

ECONOMIC INFORMATION

Total oil and gas production is equivalent to approximately 4 million tons per year (25 million barrels a year); of these 3 million tons per year (19 million barrels per year) of crude oil and approximately 1,100 million cubic meters of natural gas per year.

The EEZ has 20 prospects capable of producing between 10,000 and 20,000 extractable barrels in the zone.

THE CUBAN PARTY ASSOCIATED WITH FOREIGN CAPITAL BUSINESS



The Union Cuba- Petróleo (CUPET) is the Cuban government organization in charge of satisfying the supply of fuels and lubricants to the domestic market. It is a highly specialized entity made up of 41 enterprises of which 5 are joint enterprises. It is authorized to undertake all UPSTREAM and DOWNSTREAM operations on its own behalf or in association with foreign enterprises.

3

CUPET’s Awards

Premio Calidad de la Unión Cubapetróleo (2004)

Premio Calidad de la Unión Cubapetróleo (2005)

Premio Calidad de la Unión Cubapetróleo (2006)

Premio Ministerial de la Calidad del MINBAS (2006)

Galardón Estrella Internacional Categoría Oro del World Quallity Commitment BID (2006)

Premio Giraldillas a la Calidad de la Gestión Empresarial (2007)

### TRAINING OF PERSONNEL

There are over 24,000 employees; 73% are men and 27% are women. From 2006 to the present the Centro Politécnico del Petróleo has graduated over 31,603 employees. It has 5 schools throughout the country.

The Centro de Investigación del Petróleo (CEIN-PET) trains personnel in drilling, extraction, refining and the application of oil methods.

### TRAINING PERSONNEL ABROAD

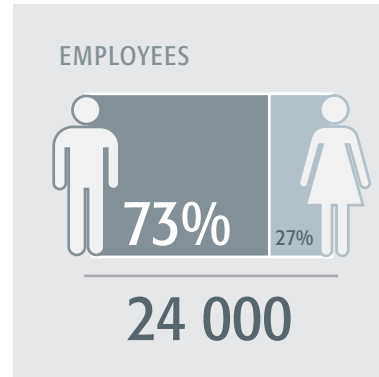
CUPET personnel has been trained by important prestigious training centers abroad in countries such as Canada (NAIT), Mexico (Noria and Teximpet), Venezuela (PDVSA and AIVEPET), Trinidad and Tobago (FTW), Brazil (PETROBRAS), China (CPTDC), Argentina (LAAPSA) and Norway (PETRAD).

### INFRASTRUCTURE

There are 13 commercializing entities, 3 oil producing companies, 4 refineries and 16 companies providing various services.

There is a complex and all-encompassing system of producing fields, refineries, loading and unloading systems, warehousing facilities and gas-

ducts that demonstrate CUPET's enterprising will to answer the country's energy demands.



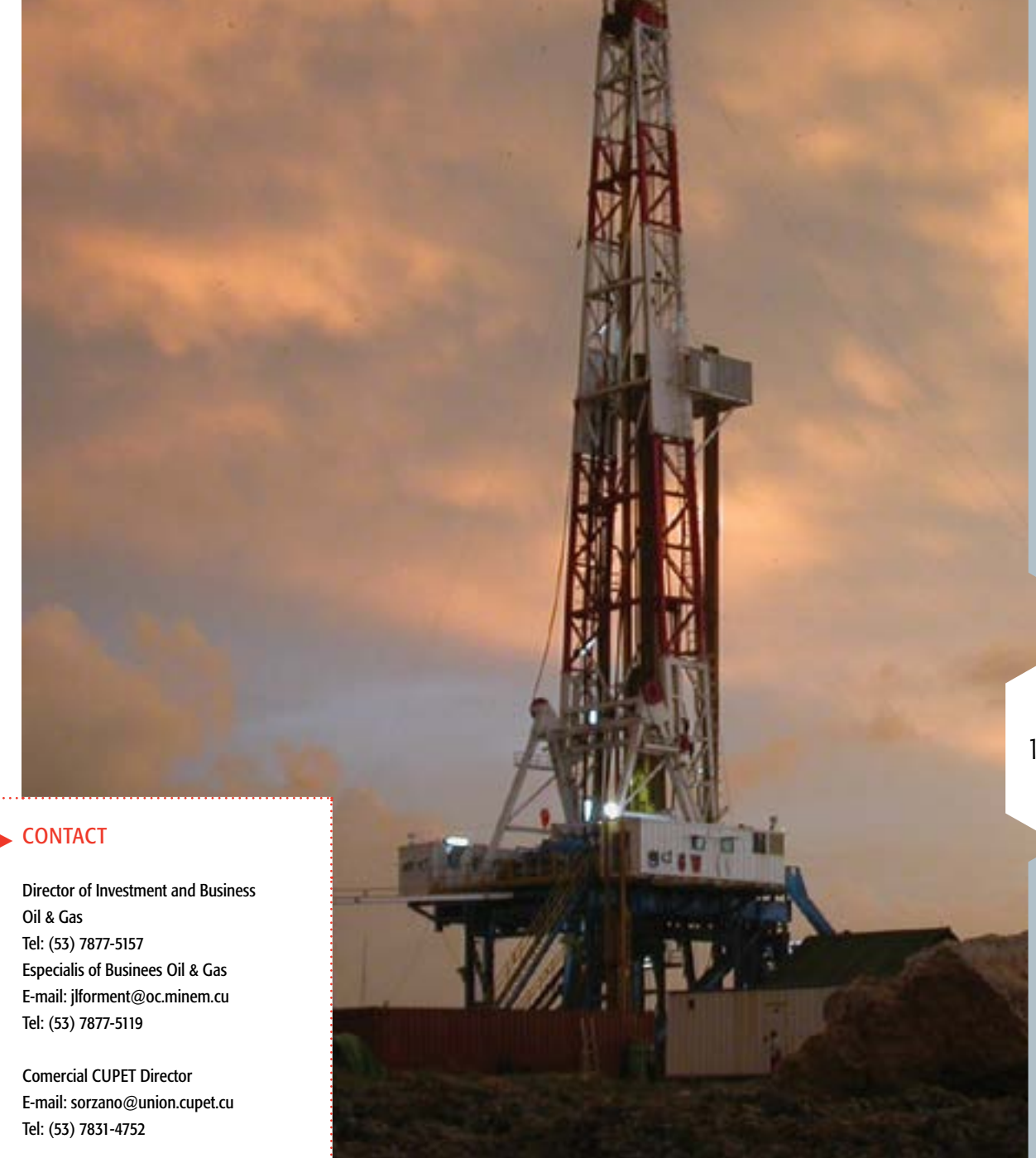
#### Specialties:

- Oil engineering
- Safety and health on the job and in the environment
- International Operator Certification
- Managerial courses
- Leadership techniques



### SECTORIAL POLICY:

To create, broaden and modernize production capabilities. To promote projects for exploration and production of hydrocarbons.



#### CONTACT

Director of Investment and Business  
Oil & Gas  
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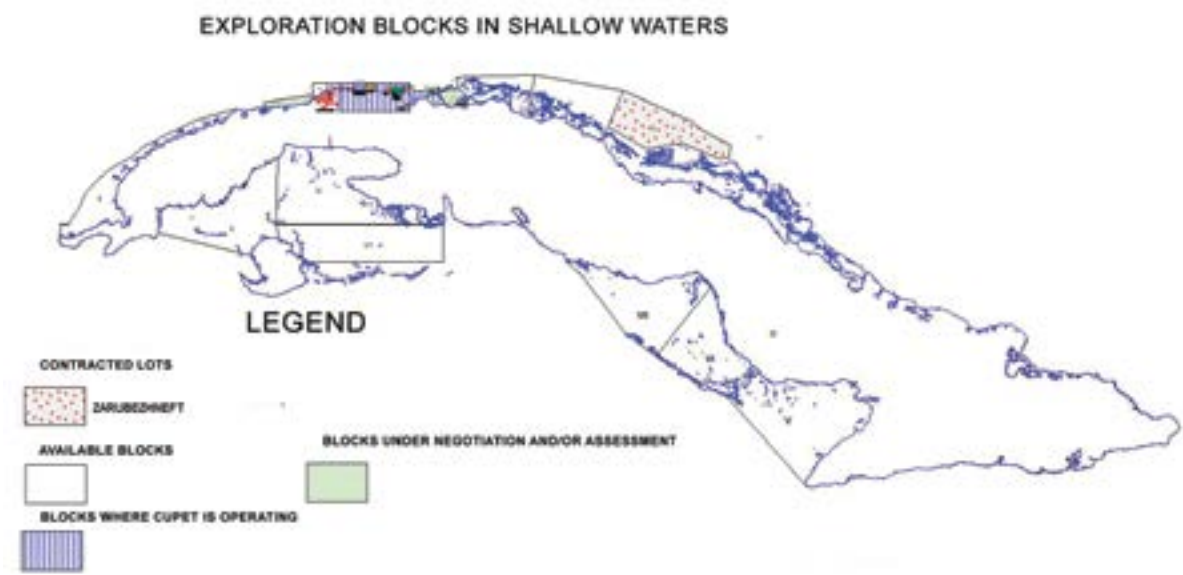
Comercial CUPET Director  
E-mail: sorzano@union.cupet.cu  
Tel: (53) 7831-4752

FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN COASTAL WATER BLOCS IN NATIONAL TERRITORY (8 BLOCKS).

DESCRIPTION:	To define the potential for gas and oil in determinate áreas of coastal waters and if positive, to exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership Agreements in the Risk Exploration and Shared Production variety
CUBAN PARTY:	Unión Cuba Petróleo (CUPET).
MICROLOCATION:	The 8 available blocs are in northern Pinar del Río, Matanzas, Villa Clara and Sancti Spiritus provinces as well as southern Pinar del Río, Artemisa, Mayabeque, Matanzas, Ciego de Ávila, Camagüey and Granma provinces.

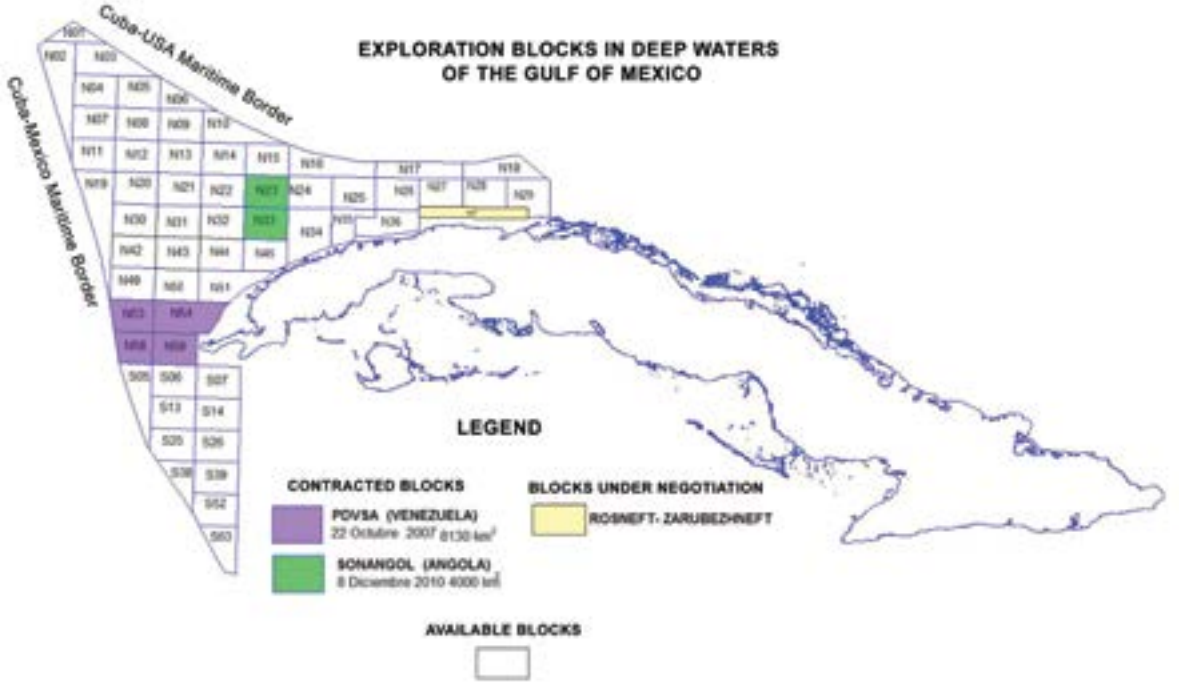


MARKET:	First, for the domestic market and should there be surplus, for exportation.
RESULTS:	For one bloc having a 30-year contract length and using the average price of 122.8 USD/Bbl and 12% updating rate we estimate VAN for 383.5 million USD, TIR at 39.5% and a 2.8 year Recovery Period.
CONTACT:	Comercial Cupet General Direction E-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN EEZ BLOCKS IN THE GULF OF MEXICO (52 BLOCKS).

DESCRIPTION:	To define oil and gas potential in the EEZ and if positive, to exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership Agreements in the Risk Exploration and Shared Production variety
CUBAN PARTY:	Unión Cuba Petróleo (CUPET).
MICROLOCATION:	The EEZ takes in an area of 112,000 square kilometers in the deep waters of the gulf of Mexico to the north of Pinar del Río, Artemisa, Mayabeque and Matanzas provinces where there are 52 blocks available for negotiation.



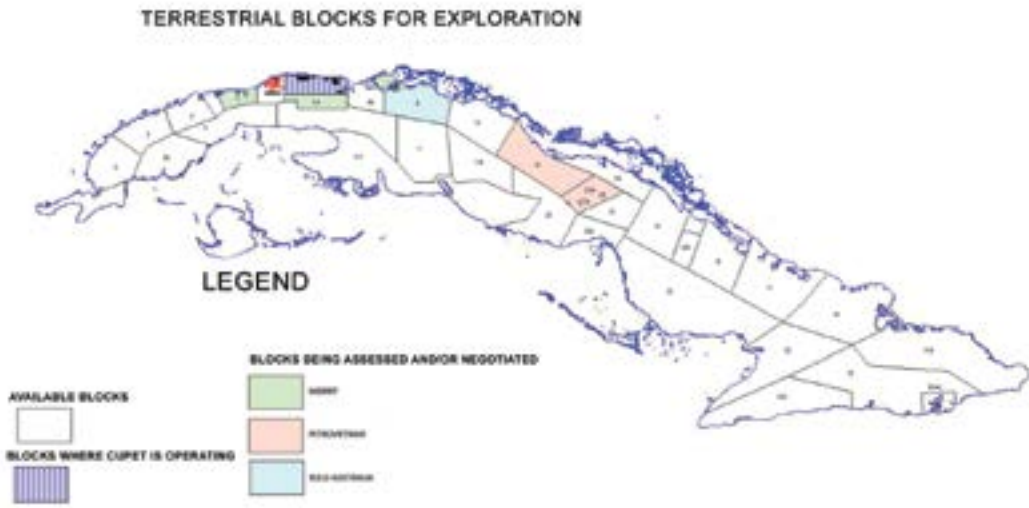
MARKET:	First, for the domestic market and if there should be surplus, for exportation.
RESULTS:	For one bloc having a 30-year contract length and using the average price of 128.2 USD/Bbl and a 10% updating rate, we estimate VAN for 1241.2 million USD, TIR for 18.5% and a 7.5-year Recovery Period.
CONTACT:	Comercial Cupet General Direction E-mail: business@cupetsa.co.cu Tel: (53) 7831-4752





RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN TERRESTRIAL BLOCKS IN NATIONAL TERRITORY (25 BLOCS).

DESCRIPTION:	To define the oil and gas potential in the land area of national territory and if positive, exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership Agreements in their risk exploration and shared production contracts variety.
CUBAN PARTY:	Unión Cuba Petróleo (CUPET).
MICROLOCATION:	There are 25 available blocs, delimited throughout national territory, except urban zones and exclusion zones in protected areas or those reserved for other interests prioritized for the country.



MARKET:	First, for the domestic market and should there be surplus, for exportation.
RESULTS:	For one bloc having a 25-year contract length and using an average price of 122.6 USD/Bbl and 12% updating rate, we estimate VAN for 191.7 million USD, TIR for 44% and a 3.4-year Recovery Period.
CONTACT:	Comercial Cupet General Direction E-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



SECONDARY RECOVERY CONTRACTS FOR DEPOSITS BEING EXPLOITED



DESCRIPTION:	To increase the recovery coefficient of oil reserves existing in determinate deposits which, with conventional exploitation methods, cannot be extracted.
INVESTMENT TYPE:	International Economic Partnership Agreements adapted to the characteristics of secondary recovery contracts.
CUBAN PARTY:	Unión Cuba Petróleo (CUPET).
MICROLOCATION:	The deposits currently open for negotiation are Santa Cruz del Norte in Mayabeque province and Varadero Este in Matanzas province. Possibly in the future other deposits may be proposed where it would be advisable to apply methods of secondary recovery.
MARKET:	First, for the domestic market and should there be surplus, for exportation.
RESULTS:	For one bloc having a 30-year contract length and using an average price of 95.1 USD/Bbl and a 12% updating rate, we estimate VAN for 142.4 million USD, TIR for 46.3% and a 2.1-year Recovery Period.
CONTACT:	Comercial Cupet General Direction E-mail: business@cupetsa.co.cu Tel: (53) 7831-4752

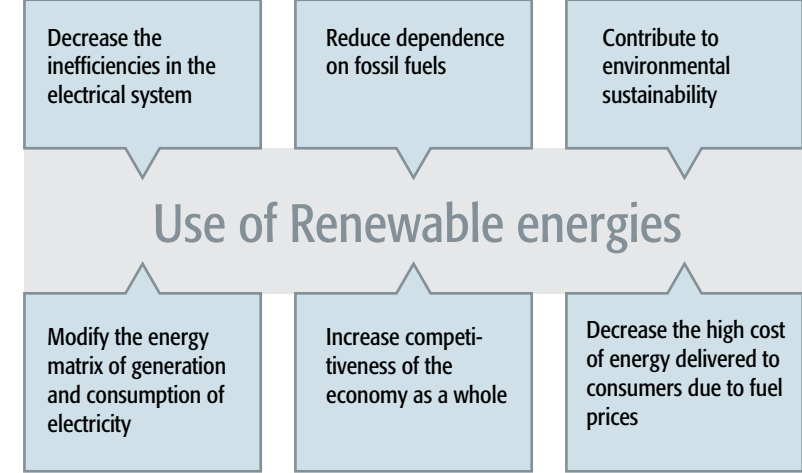


RENEWABLE SOURCES OF ENERGY

Use of Renewable Energy Sources is one of the principal priorities for the country and it is essential for achieving the following objectives:

FACILITIES USING RENEWABLE ENERGY AT THE PRESENT	
Solar heater systems	2 498
Windmills	6 845
Biogas digestors	1 052
Biogas plants	42
Hydraulic rams	145
Panel systems	5 683
Hydroelectrical plants	181
Wind Farms	3
Air-generators	19
Source: ONEI 2014	

Making use of Renewable Energy is part of the country's long-term Economic and Social Development Program



Currently the rate of using renewable energies is low, only producing 4.3 % of the country's electricity.

The engineering companies IPROYAZ of AZCUBA and INEL of the Unión Eléctrica, the Grupo Empresarial de la Industria Sideromecánica, companies of the Ministry of Agriculture and the Ministry of the Foods Industry have highly qualified personnel and plants and workshops to implement these programs.

The country has over 10 universities with highly trained scientific-technical personnel providing engineering degree courses in technical specialties, undergraduate degrees in economics, social sciences and others.

#### BIOMASS:

The participation of this Renewable Resource is top priority for the country in changing its Energy Matrix.

With the objective of increasing sales of electricity to the Sistema Electroenergetico Nacional, we have studied and planned to install 755MW at 19 Bioelectric Plants at Sugar Mills with the best parameters for pressure and temperature in order to operate for more than 230 days per year with Sugarcane Biomass and Forestry Biomass, basically marabu scrub, available in the areas close to these facilities. A large number of these will be done with foreign capital.

We foresee that the 19 bioelectric plants will produce over 1900 GWh/year and they will stop issuing approximately 1,700,000 tons of CO<sub>2</sub> into the atmosphere. Studies are now underway to indicate project feasibility.

As part of the development for the Bioelectric Program we plan to modernize AZCUBA's Boiler Factory in the central part of the country in order to satisfy the demand for high and middle pressure boilers, as well as workshops to manufacture ventilators, over-heaters and other components. The Grupo Empresarial de la Industria Sideromecánica



factories will be able to supply structures, pumps and other components.

These link-ups will permit us to reduce installation costs for the Bioelectric Plants at the sugar mills and will provide an opportunity to set up production alliances with foreign partners in order to provide supplies for this important program.

#### WIND POWER RESOURCE:

We undertook the Prospecting Project to characterize the potential of wind power in Cuba; it involved installing a network of 88 automatic stations to measure wind parameters at altitudes up to 50 meters in 32 zones in Cuba and a network of 12 top-notch meteorological stations to measure up to altitudes of 100 meters.

We have the endorsement of the Garrad Hassan & Partners International Consultants (Garrad Hassan Iberica branch) on the basis of the Technical Project Assessment for Wind Power Prospects and the estimate for yield in 10 zones

and with the experience acquired in installation and exploitation of 4 demonstration wind farms, with a total of 11.7 MW. Of these, those installed in the north of Holguin province (9.6 MW) have reached an annual capacity factor that is more than 27%.

On the basis of available wind resources, the Union Electrica has studied and provided for the installation of 633 MW at 13 Wind Farms, with capacity factors over 30% which will produce over 1000 GWh/year; thus some 900,000 tons of CO<sub>2</sub> will not be emitted into the atmosphere.



We foresee linking up with national industries to manufacture air-generating towers and other components for the installations and for

the opportunity to set up production partnerships with foreign partners to provide these components for the Wind Farm Program.



**PHOTOVOLTAIC ENERGY:**

The potential for solar radiation recorded in this country is approximately 5KWh per square meter per day. We have studied installing up to 2030 of 700 MWp at Photovoltaic Solar Parks (PVSP) connected to the National Electrical System. Macro or micro-locations are defined in areas where the PVSPs will be built and connected to the network and we have drawn up the corresponding Opportunity Studies. We will be prioritizing the PVSPs that can be installed in the isolated electrical systems in the tourist cays.

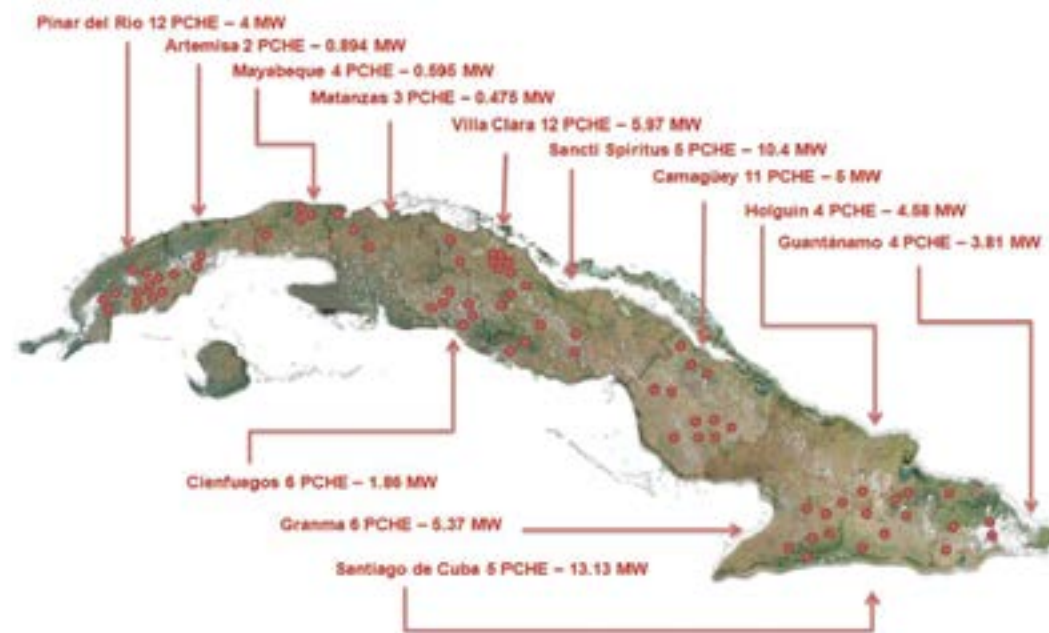
Once all the foreseen PVSP potential has been installed, we will be producing over 1000 GWh/year thereby stopping harmful emissions into the atmosphere of over 874,000 tons of CO<sub>2</sub>.

The country has one Solar Panel Manufacturing Plant to produce 150 and 240 Wp photovoltaic panels; it is in Pinar del Rio and has an annual production capacity of 14 MWp, providing the opportunity to set up production partnerships with foreign partners in order to increase these productions. National industry also has the capacity to manufacture the tables needed to install the planned PVSPs.

**HYDROENERGY:**

On the basis of reservoirs already built in the country and the water available in canals and bodies of water, we have drawn up a program to build 74 small hydroelectric plants (PCHE in the Spanish acronym) with over 56 MW. We have drawn up the corresponding Opportunity Studies. Once all the planned power has been installed, the program will produce 274 GWh generated power per year, thereby stopping harmful emissions into the atmosphere of 230,000 tons of CO<sub>2</sub>.

In order to produce small hydroelectric turbines there are capacities in a Plant with the experience of manufacturing hydraulic turbines up to 325 kW and other components and parts for these facilities. We foresee modernizing this plant for the purpose and setting up production partnerships with foreign partners in order to decrease investment costs.

**BIOGAS:**

Currently the country's Development Programs for pork, beef and poultry production include obtaining significant volumes of organic waste, likewise waste obtained from foods industry factories and the sugar industry, figures on the rise with the development plans underway. Currently the potential for organic waste is over 490 million m<sup>3</sup>, coming from animal products, the foods industry and solid urban waste.

It is a top priority for the country to eliminate the pollution of rivers and hydrographic basins, making use of this waste for energy purposes. The foods industry and pork production require this kind of technology because of the volumes of waste they produce and this is an opportunity to set up partnerships with foreign partners to achieve that objective.

**SECTORIAL POLICY:**

To create, enlarge and modernize production capacities. To promote projects to generate energy from renewable sources.

**CONTACT**

Director of Renewable Energy, Ministry of Energy and Mines  
E-mail: [rosell@oc.minem.cu](mailto:rosell@oc.minem.cu)  
Tel: (53) 7877-5081





GENERATING ELECTRICAL ENERGY FROM FORESTRY BIOMASS



DESCRIPTION:

To build and set up plants to generate electricity (bioelectrical plants) with 7MW and 3 MW capacity respectively, from forestry biomass obtained from agroindustrial waste associated with the exploitation of forestry plantations, industrial processing of the wood extracted and the harvesting and shredding of biomass coming from areas infested with scrub (marabú)

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresas Forestales Integrales

ESTIMATED INVESTMENT:

46.7 million USD

LOCATION:

Macurije, Guanés municipality, beside the existing sawmill. Pons, Minas de Matahambre municipality, beside the existing sawmill. Both in Pinar del Río province.

MARKET POTENTIAL:

Electricity would be directly sent to the Sistema Electroenergético Nacional at the points where it connects with the sawmills in order to replace imports.

ESTIMATED ANTICIPATED RESULTS ESTIMADOS:

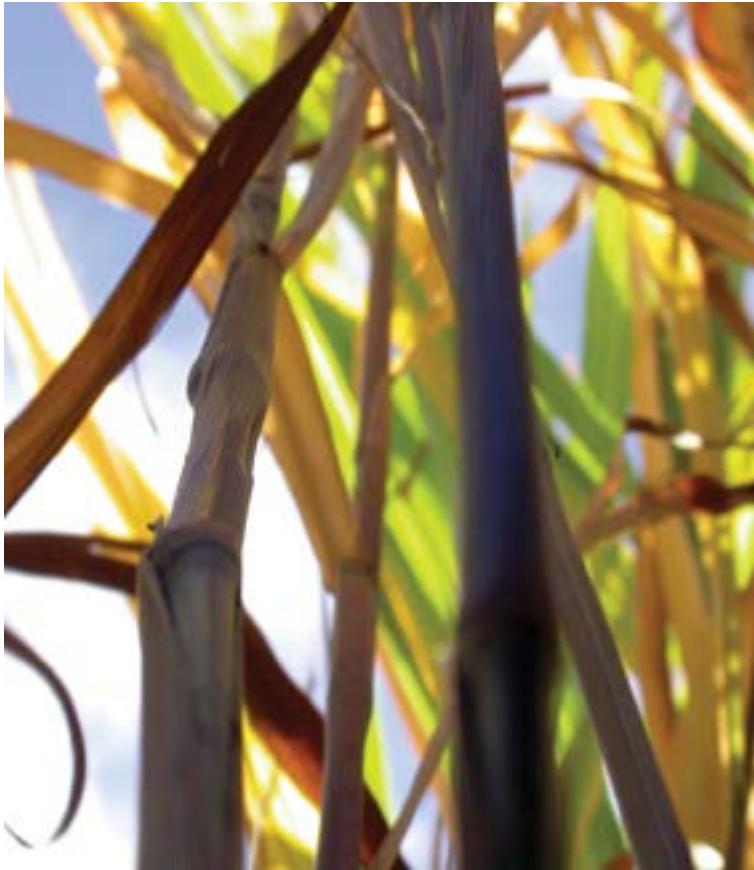
The generating capacity of the two plants per year will be 79.2 GWh. The plant will run 24 hours, 365 days of the year, with a technical availability factor of 90% which means 7,920 generating hours per year. We anticipate that with installation of these bioelectrical plants we will be saving 18.2 million USD every year because of having replaced imports.  
The sale price of electricity will correspond to the UNE purchase price.

CONTACT:

Business and Development Direction GEAM  
E-mail: ddesarrollo@geam.minag.cu  
Tel: (53) 7884-7456 / 7884-7457



50 MW BIOELECTRICAL PLANTS (16 PROJECTS)



DESCRIPTION:

To install 50MW bioelectrical plants to generate steam at high pressures and temperatures, using as fuel the bagasse from the sugar mill during the harvest (150 days) and another 50 days more with purchased biomass, turning it into technological heating steam by co-generation; the surplus electricity not used by the sugar mill will be sent to the Unión Nacional Eléctrica (UNE); besides the materials from the harvest, other non-sugarcane biomass could be used.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

ZERUS S.A.

ESTIMATED INVESTMENT:

90 million USD

LOCATION:

The bioelectrical plants will be attached to existing plants, from 4000 to 7000 tons of sugarcane per day or more. The sugar mills are: 30 de Noviembre, Mario Muñoz, Majibacoa, Grito de Yara, Batalla de las Guásimas, Héctor Molina, Panchito Gómez Toro, Héctor Rodríguez, Uruguay, Ecuador, Brasil, Urbano Noris, Cristino Naranjo, Antonio Guiteras, Julio Antonio Mella and Fernando de Dios.

MARKET POTENTIAL:

Electricity produced will be for domestic consumption; it will replace oil imports used for producing electricity at the thermoelectric plants. The customer will be the Unión Nacional Eléctrica (UNE) via sales agreements to the national electric system.

CONTACT:

Business Director ZERUS  
E-mail: jorge.lodos@zerus.azcuba.cu  
Tel:(53) 7838-3194 ext. 2371



### PHOTOVOLTAIC SOLAR PARKS IN THE WESTERN ZONE



<b>DESCRIPTION:</b>	To generate up to 100MW of electricity by photovoltaic solar energy as the renewable energy source.
<b>INVESTMENT TYPE:</b>	100% Foreign Capital Enterprise as an affiliate. The Enterprise will carry out the investment as a Build-Own-Operate Contract (BOO).
<b>CUBAN PARTY:</b>	Unión Eléctrica (UNE)
<b>ESTIMATED INVESTMENT:</b>	Estimate at 2 USD/kW, meaning 10 photovoltaic solar parks with 10 MW each at a cost of 200 million USD.
<b>LOCATION:</b>	Cuba's western provinces
<b>MARKET POTENTIAL:</b>	Electricity will be generated for the Sistema Electroenergético Nacional to reduce use of fossil fuel.
<b>CONTACT:</b>	Business Director UNE E-mail: pedrob@oc.une.cu, Teléfono: (53) 7879-0268



### 174 MW MAISI WIND FARM



<b>DESCRIPTION:</b>	<p>To install a 174 MW facility along the coastal strip of Maisí Peninsula. This will require 4 adjacent wind farms (PE in the Spanish acronym) developing 2 of them at 51 MW each, 200 m from the coast and an additional 2 at 36 MW each further inland and behind the first two.</p> <p>Each 51 MW PE will have 34 air generators (AG), nominal unit power of 1.5 MW and axle box height of 70m or more. Each 36 MW PE would have 24 units with the same power. As an option, we could install a similar range of total power using a proportional number of air generators in ranges of unit power greater than 1.5 MW.</p> <p>The project will include installing electrical networks and internal communications and exit substation(s) for linkage with the Sistema Eléctrico Nacional (SEN).</p> <p>The electricity generated will be sent by the enterprise to the connection point under a Power Sales Contract (PPA) signed with UNE.</p>
<b>INVESTMENT TYPE:</b>	100% Foreign Capital Enterprise as affiliate. The Enterprise will make the investment under a Build-Own-Operate (BOO) Contract to be signed with UNE.
<b>CUBAN PARTY:</b>	Unión Eléctrica (UNE)
<b>ESTIMATED INVESTMENT:</b>	The investment is estimated for 174 MW, at approximately 286.5 million USD.
<b>LOCATION:</b>	Along Maisí peninsula's coastal strip, Guantánamo province.
<b>MARKET POTENTIAL:</b>	All the generated electricity is being directed towards SEN for the purpose of decreasing the use of fossil fuel, reducing emissions of polluting gases and contributing to the country's energy security and independence.
<b>CONTACT:</b>	Business Director UNE E-mail: pedrob@oc.une.cu Tel: (53) 7879-0268





### 102 MW BANES WIND FARM



#### DESCRIPTION:

To install a facility for a total of 102 MW. This will require two adjacent wind farms (PE) each with 51 MW; each PE will have 34 air generators (AG) having a 1.5 MW unit power and axle box height of 70m or more.

As an option, we could install a similar range of total power using a proportional number of air generators in ranges of unit power greater than 1.5 MW.

The project will include installing electrical networks and internal communications and exit substation(s) for linkage with the Sistema Eléctrico Nacional (SEN).

The electricity generated will be sent by the enterprise to the connection point under a Power Sales Contract (PPA) signed with UNE.

#### INVESTMENT TYPE:

100% Foreign Capital Enterprise as affiliate. The Enterprise will make the investment under a Build-Own-Operate (BOO) Contract to be signed with UNE.

#### CUBAN PARTY:

Unión Eléctrica (UNE)

#### ESTIMATED INVESTMENT:

197.5 million USD for 102 MW

#### LOCATION:

Along Lucrecia Peninsula's coastal strip, Banes municipality, Holguín province.

#### MARKET POTENTIAL:

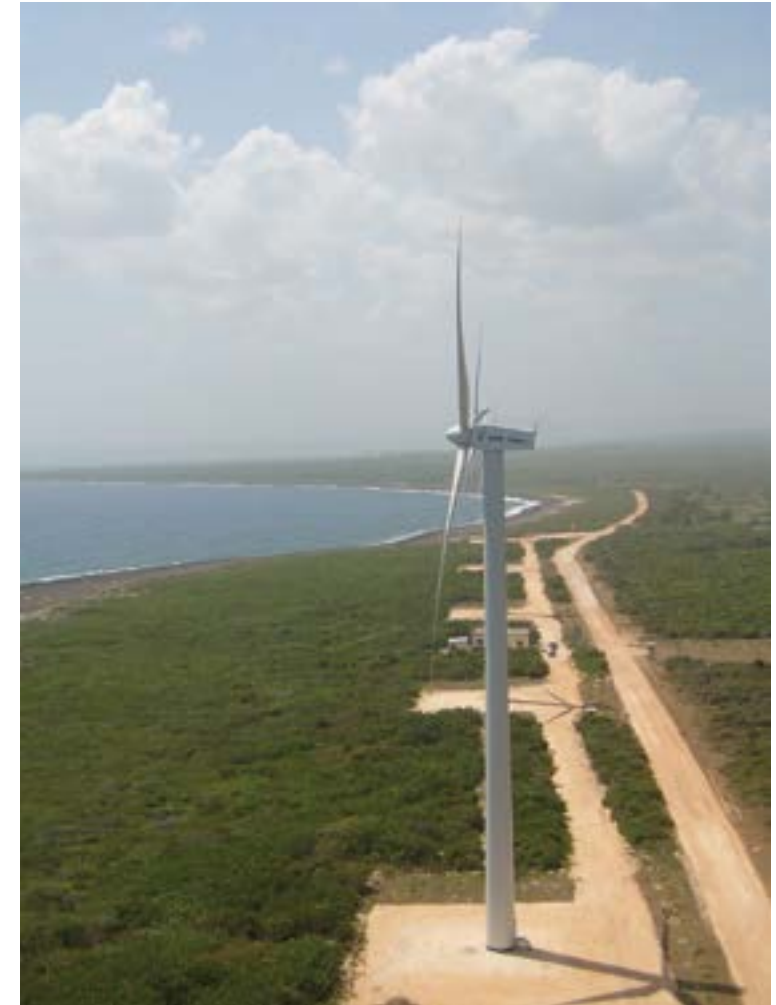
All the generated electricity is being directed towards SEN for the purpose of decreasing the use of fossil fuel, reducing emissions of polluting gases and contributing to the country's energy security and independence.

#### CONTACT:

Business Director UNE  
E-mail: pedrob@oc.une.cu  
Tel: (53) 7879-0268



### 51 MW GIBARA WIND FARM



#### DESCRIPTION:

To install a 51 MW facility to generate electricity using wind power as the renewable source of energy.

#### INVESTMENT TYPE:

100% Foreign Capital Enterprise as affiliate. The Enterprise will make the investment under a Build-Own-Operate (BOO) Contract to be signed with UNE.

#### CUBAN PARTY:

Unión Eléctrica (UNE)

#### ESTIMATED INVESTMENT:

120.1 million USD

#### LOCATION:

Coastal flatlands to the north-east of the city of Gibara, from Punta Rasa to Playa La Escobenchá in Gibara municipality, Holguín province.

#### MARKET POTENTIAL:

All the generated electricity is being directed towards SEN for the purpose of decreasing the use of fossil fuel, reducing emissions of polluting gases and contributing to the country's energy security and independence.

#### CONTACT:

Business Director UNE  
E-mail: pedrob@oc.une.cu  
Tel: (53) 7879-0268



**Mining Sector**



The Cuban archipelago has a broad range of diversity in metal raw materials as well as industrial rock and minerals. This is due to the fact it is constituted by a mosaic of geological structures which include sequences of the continental margin, volcanic island arcs and oceanic crust, put together into a unique ensemble as the result of the geological processes of subduction and collision.

On top of this mosaic there is a succession of young sedimentary rock formed during the last 40 million years in a tectonic regime of platforms. Among the principal mineral metal resources are: Fe, Ni, Co, Cu, Pb, Zn, Au, Ag, Mn, W and Cr.



**Strange but True**  
*The Matahambre Mine (Pinar del Rio) in its time was the deepest mine in the Americas and its processing plant was one of the world's most efficient. It became a school of mining and generations of Cuban geologists and miners passed through its doors. After being closed in 1997 it was declared a National Monument.*

In the case of Industrial Rock and Minerals (RMI) of non-metal minerals, in Cuba we have identified resources of laterite clay, asbestos, sand, quartz sand, barite, basalt, bentonite, limestone, quartzite, quartz, kaolin, cyanite, calcarenite, feldspar, phosphorite, garnets, gabbros, graphite, marble, magnesite, mica, olivine, semiprecious stones, mineral salt, serpentine, talcum, tobes, plaster and zeolite.

## INFRASTRUCTURE

The Grupo Empresarial Geominsal has companies for developing geology and mining distributed throughout the country; they have a high degree of experience in the sector: Empresa GeoMinera Pinar del Rio; Empresa GeoMinera Isla de la Juventud; Empresa GeoMinera Centro; Empresa GeoMinera Camagüey; Empresa GeoMinera Oriente; Empresa Minería de Occidente; Empresa de Ingeniería, Construcción y Mantenimiento; and Empresa Central de Laboratorios "José Isaac del Corral".

## Regulatory Framework

Law 76 "Law of Mines" of 1994

Decree Law 222 "Regulations of the Law of Mines"

Law 81 "Law of the Environment"

At the present time 45% of national territory is organized into geological maps to the scale of 1/50.000 and 100% of Cuban land area has been geophysically surveyed by air.

The principal value of Cuban minerals, based on the fact that they lie close to the surface and can be exploited in open pit mines at a cost relatively lower than that of extraction in subterranean depths

In the case of the nickel and cobalt industry the Grupo Empresarial Cubaniquel has two production plants and other companies giving services to producers; some of these are mechanical products maintenance and construction, port services, employment agency, employee services, engineering research center and others.

## TRAINING PERSONNEL

The mining sector has highly qualified personnel in the specialties of geology, geophysics, mines, metallurgy and other similar degree specialties. We have a large group of excellent professionals trained at the technical and university levels.

We have a Research Center for the Metallurgic-Mining Industry (CIPIMM), an offshoot of the Centro de Investigaciones Mineras de Occidente (CIMO). For the nickel and cobalt industry we have the Centro de Investigaciones Niquel (CED-INIQ) in the municipality of Moa. New professionals are trained at the Instituto Superior Minero Metalurgico of Moa where research in this branch is also being carried out.



CUBAN PARTIES PARTNERING WITH FOREIGN INVESTMENT BUSINESSES



Geominera S.A. has over 21 years of experience in the geology-mining sector. It operates under a Quality Management System satisfying the requirements established in the NC-ISO 9001: 2008 norms duly endorsed by certification issued by the Oficina Nacional de Normalizacion de Cuba on July 10, 2013.



The priority of Commercial Caribbean Nickel S.A. (CCN) is to recruit funding, markets and technologies in order to sustain and develop the nickel industry and to create new production capacities. For over 25 years, CCN has promoted businesses with companies in the sector and has undertaken projects with organizations from Venezuela, China, Russia, Canada, Australia, Belgium, the United Kingdom, South Africa and other countries.

SECTORIAL POLICY:

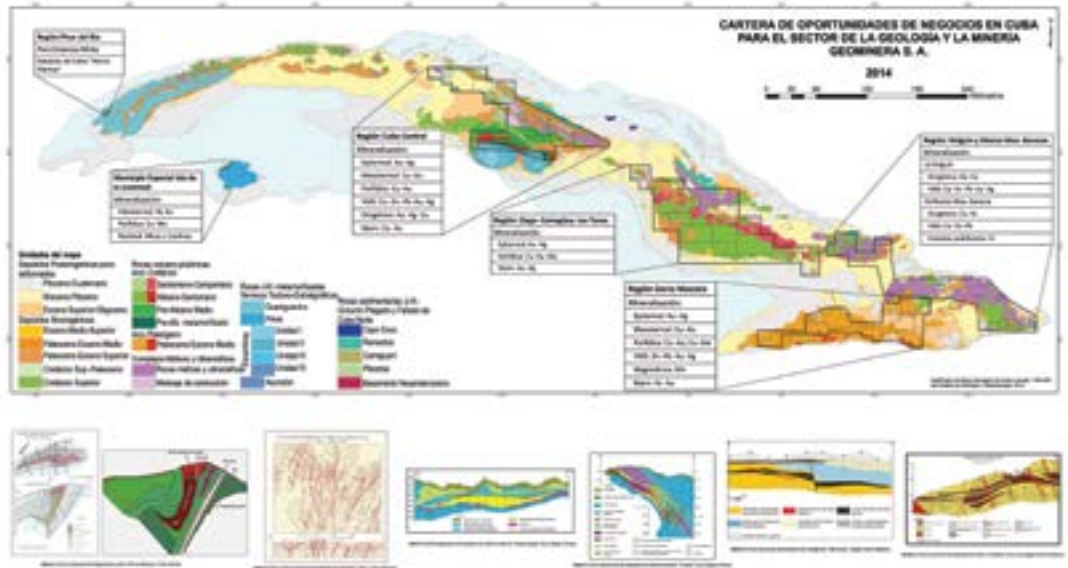
To create, broaden and modernize production capacities. To promote projects for exploration, extraction and processing minerals.



FOREIGN INVESTMENT OPPORTUNITIES

To develop projects in the Recognizance and Geological Investigation Phase (Prospecting – Exploration, exploitation and commercialization of precious metals (gold and silver), base metals ((copper, lead, zinc) and other minerals of interest. It basically involves five regions and the Special Municipality of the Isle of Youth (see figure below).

<b>PINAR DEL RÍO REGION</b>	Hierro Mantua copper deposit
<b>CENTRAL CUBA</b>	Ten prospects and future areas for gold, silver, copper, lead and zinc
<b>CIEGO – CAMAGÜEY – TUNAS REGION</b>	Thirteen prospects and future areas for gold, silver, copper, lead and zinc
<b>HOLGUÍN &amp; MACIZO SAGUA – BARACOA REGION</b>	Twelve prospects and future areas for gold, silver, copper, lead, zinc and chrome
<b>SIERRA MAESTRA REGION</b>	Ten prospects and future areas for gold, silver, copper, lead and zinc
<b>SPECIAL MUNICIPALITY OF THE ISLE OF YOUTH</b>	Eight prospects and future areas for wolfram and technical minerals (mica and kaoline)



FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS

PINAR DEL RIO REGION

From a geological point of view, the Pinar del Río region is outstanding because of its mountain chain, the Cordillera de Guaniguanico (Terreno Guaniguanico), where terrigenous and carbonated rocks typical of the continental edge are noted, dating back to the Lower Jurassic Era (Fm San Cayetano), land which are overlaid with magma rocks corresponding to the different stages of geological development in the Caribbean, basically belonging to Ophiolitic Association and the Cretaceous Island Arc. From the metalogenic point of view, different types of mineralization are known of, mainly massive sulfurs of the Sedex, Beshi and Chipre, etc. type. Typical well known examples in Cuban geology literature are the deposits at Santa Lucía – Castellanos, Mantua, Júcaro and other lesser known ones, many of which are partially or totally exploited (Dora, Francisco, Cándida, Buena Vista, etc.). Generally speaking the predominant ones are mineralizations of copper and polymetals with more or less gold; the latter is concentrated in iron caps. Nickel mineralization is limited to the main expressions of the meteorization crust of ophiolitic rocks.

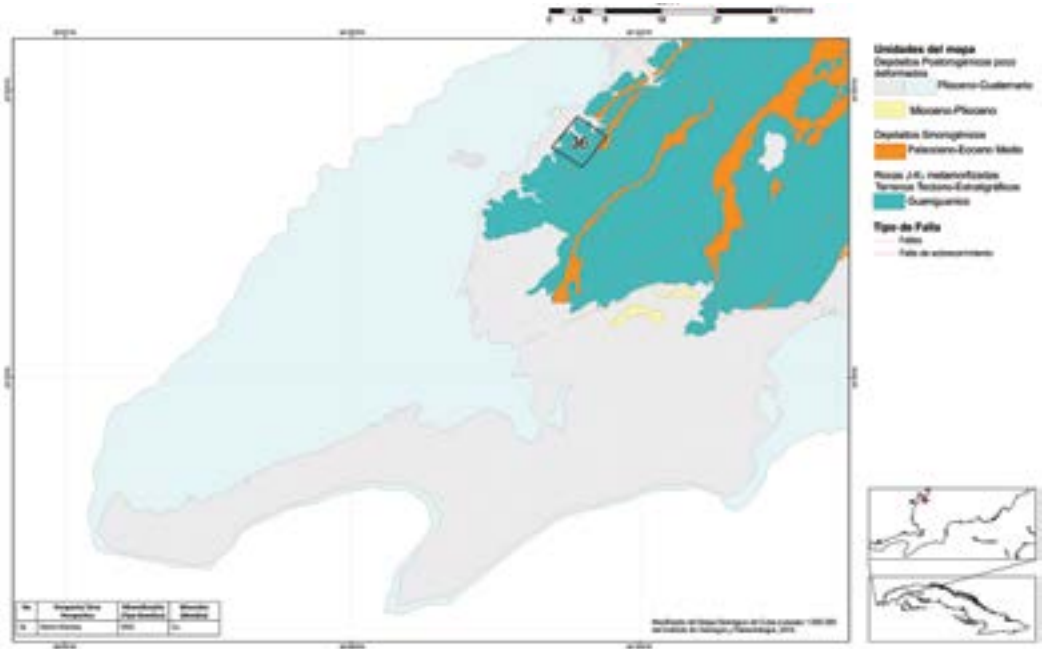


► PROJECT FOR THE EXPLOITATION OF THE HIERRO MANTUA COPPER DEPOSIT

**DESCRIPTION:** The project's aim is to implement a mining operation and the corresponding metallurgic plant to annually produce 18,000 tons of copper (40 million pounds), in the form of Grade A cathodes (LME), during 12 years of operations.

Conditions of the geological and hyrogeological engineer deposit are known, as are the technological to a great extent.

The mineral deposit is a few kilometers to the NE of the town of Mantua in Pinar del Río province in the far western part of Cuba.

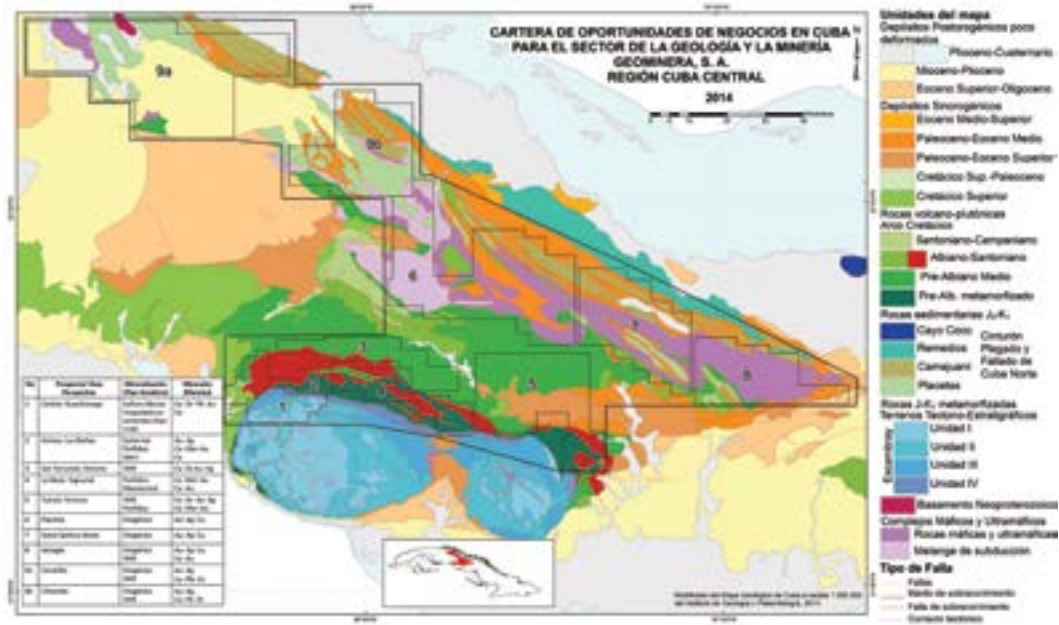


INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT:	The investment total must be defined in the framework of the Feasibility Study that must be done. Nevertheless, at the initial stage, its own Feasibility Study which has just been done, states that 11 – 12 million USD will be needed.
MARKET POTENTIAL:	The future Joint Enterprise products obtained (any of the minerals detected) will basically go to the foreign market, but if the country should need some of these products, it will always have priority for their acquisition.
CONTACT:	General Director, E-mail: <a href="mailto:moreira@gmsa.cu">moreira@gmsa.cu</a> Director de Negocios, E-mail: <a href="mailto:gustavo@gmsa.cu">gustavo@gmsa.cu</a> Website : <a href="http://www.gmsa.cu">www.gmsa.cu</a> Tel: (53) 7690-2741 ext.115

CENTRAL REGION OF CUBA

The Central Region of Cuba takes in the territory of the provinces of Santa Clara, Cienfuegos, Sancti Spiritus and Ciego de Avila. It presents a clear geo-tectonic zoning characterized south to north by the following sequences: terrain on the continental border of SW Cuba (Escambray made up of metamorphosed continent border sequences); Lower and Upper Cretaceous volcanic island arc sequences; and a belt of mafic rock and ultramafic oceanic rock placed inside each other as the result of the collision of the volcanic island arc against the continental border sequences of the Bahamas-Florida block.

From the metallogenic point of view, the region exhibits an ample variety of deposit models: in the Escambray massive sulfurous deposits are inside Irish-type sediment; in the volcanic island arc sequences –and the associated intrusive sequences- VMS felsic (Kuroko type) predominate and the porfidic type. In the mafic and ultramafic rock hills Au orogenic and VMS mafic-ultramafic sequences predominate.



► RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR PRECIOUS METALS (GOLD AND SILVER), BASE METALS (COPPER, LEAD, ZINC) AND OTHER METALS OF INTEREST IN THE CENTRAL REGION OF CUBA.

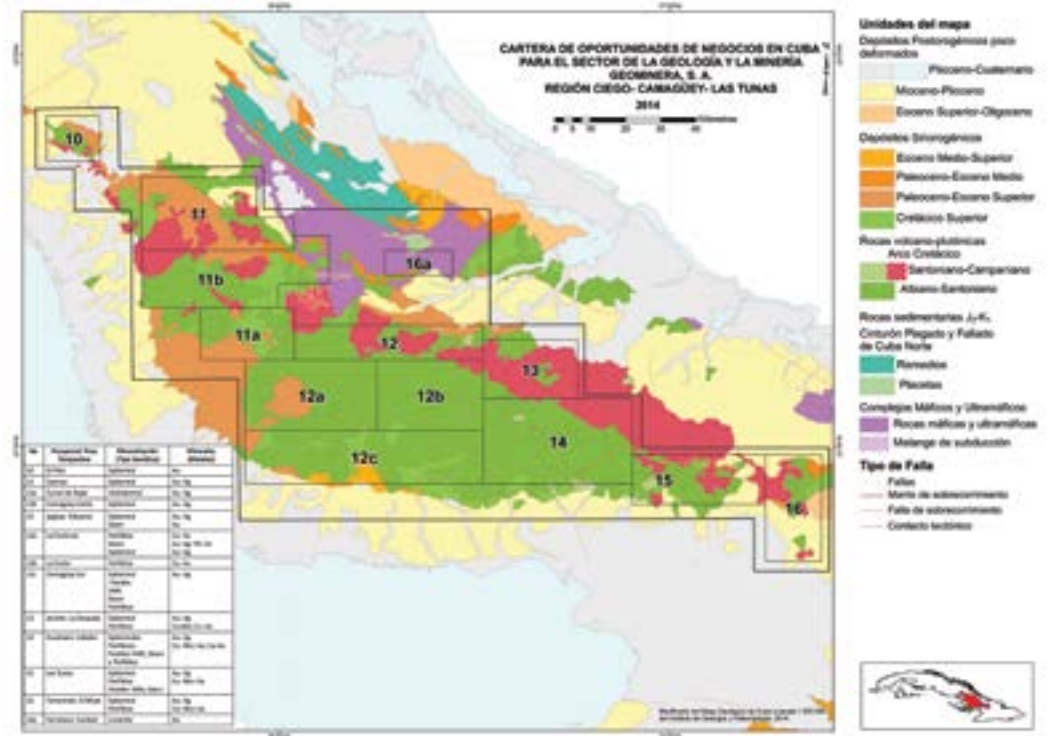
DESCRIPTION:	To carry out recognizance or Geological Investigation (Prospecting-Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other metals of interest in the Central Region of Cuba to locate mineral deposits that are economically attractive and allow Joint Enterprises to explore, process and commercialize the minerals discovered.
	Includes 9 prospects of interest whose metals are: Cu, Zn, Au, Co, Mo, Ag, Zn &Pb.
INVESTMENT TYPE:	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.
CUBAN PARTY:	GeoMinera S.A.



<b>ESTIMATED INVESTMENT:</b>	This should be defined by the size of each specific Project and the methodology of the jobs selected for each one, depending on the phase of mining activity: Recognizance or Geological Investigation.
<b>MARKET POTENTIAL:</b>	Within the framework of the EPA, Geological Investigation will only be done for a period of up to 5 years and so no final product will be obtained. The result will be going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (for any of the minerals detected) will basically go to the foreign market; nonetheless, should the country need any of these products, they will have priority of acquisition.
<b>CONTACT:</b>	General Director, E-mail: <a href="mailto:moreira@gmsa.cu">moreira@gmsa.cu</a> Director de Negocios, E-mail: <a href="mailto:gustavo@gmsa.cu">gustavo@gmsa.cu</a> Website : <a href="http://www.gmsa.cu">www.gmsa.cu</a> Tel: (53) 7690-2741 ext.115

CIEGO – CAMAGÜEY – LAS TUNAS REGION

The Ciego-Camagüey-Tunas Region partially takes in the provinces of Ciego de Avila, Camagüey and Las Tunas and is very favorable for mineralization of gold and silver. Small deposits of gold and iron were exploited here at the beginning of the twentieth century. Geologically speaking, the region is characterized by well-developed island arc magmatism, of calco-alkaline and alkaline composition, whose nucleus is identified by a well-expressed principal magmatic axis, east-west orientation and constituted by intrusive rock. Effusive sequences are found on its flanks.



RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR PRECIOUS METALS (GOLD AND SILVER), BASE METALS (COPPER, LEAD, ZINC) AND OTHER METALS OF INTEREST IN THE CIEGO – CAMAGÜEY – TUNAS REGION

<b>DESCRIPTION:</b>	Developing recognizance and research work (prospecting – exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other metals of interest in the Ciego – Camagüey – Tunas region in order to locate mineral deposits that will be economically attractive and would permit constitution of Joint Enterprises for exploitation, processing and commercialization of the minerals discovered. 13 prospects of interest are included, with the foillowing metals: Au, Ag, Zn, Cu, Th, Pb, Rare Earths, Mo, and possibly Fe.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</b>	This must be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity. Recognizance or Geological Investigation.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
<b>CONTACT:</b>	General Director, E-mail: <a href="mailto:moreira@gmsa.cu">moreira@gmsa.cu</a> Director de Negocios, E-mail: <a href="mailto:gustavo@gmsa.cu">gustavo@gmsa.cu</a> Website : <a href="http://www.gmsa.cu">www.gmsa.cu</a> Tel: (53) 7690-2741 ext.115

HOLGUIN & MACIZO SAGUA – BARACOA REGION

HOLGUÍN REGION

This region is made up of a steep allochthonous sequence of volcanogenic-sedimentary and ophiolitic rock (known as “Zona Aura”) in close and overlapping tectonic contact by transcurrent and over the top faults. This sequence, heavily layered and folded, rests on the North American continental border.  
The principal models of deposits present in the zone are Mother Lode –type auriferous, orogenic copper-gold-silver and Cyprus-type VMS.

MACIZO SAGUA – BARACOA REGION

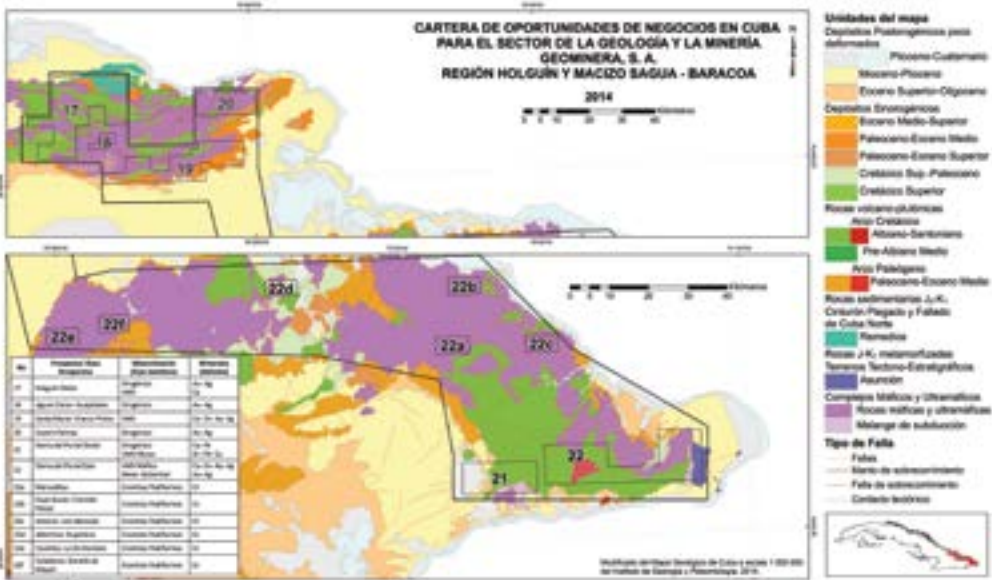
The Pinares de Mayarí & Moa – Baracoa ophiolitic massifs is basically identified as well as the sequence of metamorphic rock in the Sierra del Purial.  
Each of these possesses its own metallogeny. Besides the well-known nickel deposits the first proliferates with chrome deposits and manifestations, while in the Sierra del Purial the most common are copper mineralizations.  
Among the most well-known chromo deposits are “Merceditas”, “Amores”, “Los Naranjos”, “Cayo Guam” etc. (Moa – Baracoa); Caledonia and Albertina (Mayarí – Sagua). In the Sierra del Purial the most well-known is copper at “Elección”.





▶ **RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR PRECIOUS METALS (GOLD AND SILVER), BASE METALS (COPPER, LEAD, ZINC) AND OTHER METALS OF INTEREST IN THE HOLGUÍN REGION.**

<b>DESCRIPTION:</b>	Developing Recognizance and Geological Investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest (chrome, platinoids, etc.) in the Holguín Region, for the purpose of locating deposits of these economically attractive metals and which in future would argue for the constitution of Joint Enterprises for exploitation, processing and commercializing the minerals discovered. 4 prospects of interest are included, with the following metals: Au, Ag, Cu y Zn.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</b>	To be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity. Recognizance or Geological Investigation.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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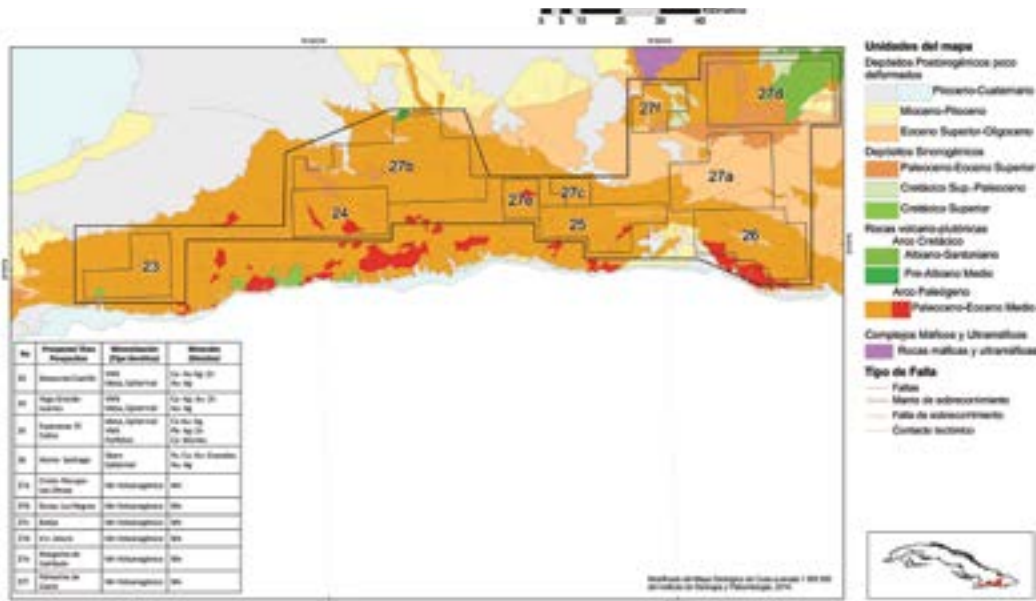


▶ **RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR CHROME AND OTHER METALS IN THE SAGUA – BARACOA MASSIF, AND FOR BASE AND PRECIOUS METALS IN THE SIERRA DEL PURIAL.**

<b>DESCRIPTION:</b>	Developing Recognizance and Geological Investigation (Prospecting – Exploration): For chrome and other metals (platinoids, etc.) in ophiolitic rock in the Sagua – Baracoa massif, for the purpose of locating new deposits of this metal and increase the degree of study for the dozens of known manifestations. For base and precious metals in the Sierra del Purial. 8 prospects of interest are included, with the following metals: Cu, Au, Ag, Zn, Cr, Zn. Possibly Ni, Co and platinoids.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</b>	To be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity. Recognizance or Geological Investigation.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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**SIERRA MAESTRA REGION**

La Sierra Maestra lies parallel to the southern coastline, mainly to the west of the city of Santiago de Cuba. Its eastward extension is known as the Sierra de la Gran Piedra.  
Geologically speaking, this region is constituted mainly by the Paleocene Volcanic Island Arc which has numerous outstanding volcanic-tectonic structures, intrusive and subvolcanic bodies. This arc is fundamentally underwater and is currently represented by a monoclinal anticlinal tilt to the north, affected by three main systems of fractures: one that is sublatitudinal (for example, the El Cobre fault with which the deposit of the same name is associated) and the other two going NW and NE.



► **RECOGNIZANCE AND GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR PRECIOUS METALS (GOLD AND SILVER), BASE METALS (COPPER, LEAD, ZINC) AND OTHER METALS OF INTEREST IN THE SIERRA MAESTRA REGION.**

**DESCRIPTION:**

Developing Recognizance and Geological Investigation (Prospecting-Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other metals of interest in the Sierra Maestra region for the purpose of locating deposits of these economically attractive minerals and which in future would warrant constituting Joint Enterprises for exploiting, processing and commercializing minerals discovered.

5 prospects of interest are included with the following metals: Cu, Au, Ag, Zn, Pb, Cd, Fe, garnets, and possibly Mo.

**INVESTMENT TYPE:**

International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.

**CUBAN PARTY:**

GeoMinera S.A.

**ESTIMATED INVESTMENT:**

This will be defined by the size of each Project and the methodology of he Jobs selected for each one, depending on the mining activity phase it is in: Recognizance or Geological Investigation

**MARKET POTENTIAL:**

Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.

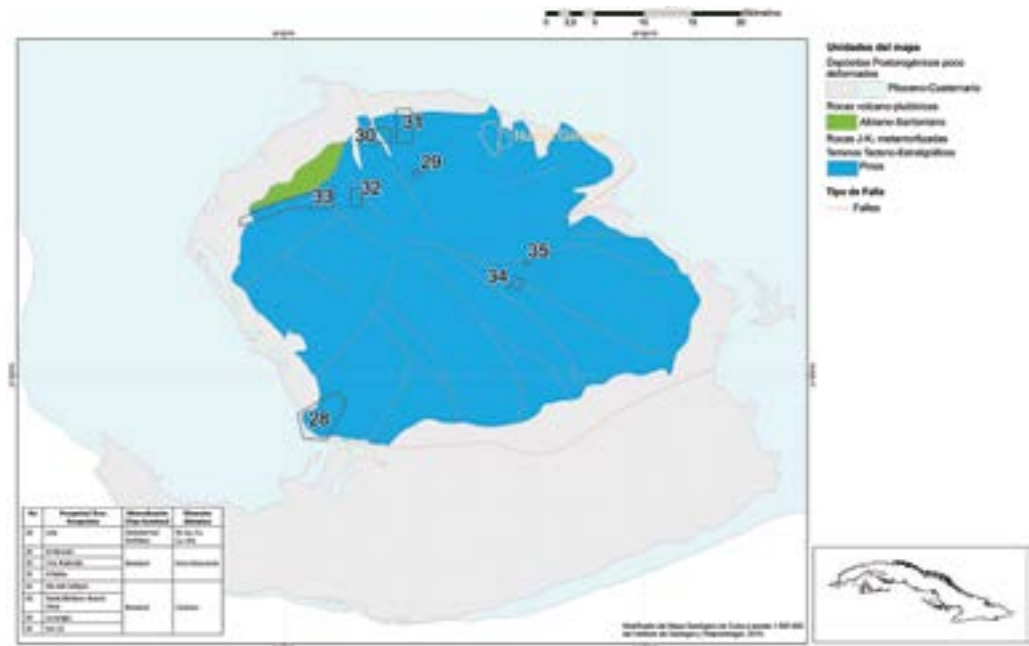
**CONTACT:**

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**SPECIAL MUNICIPALITY OF THE ISLE OF YOUTH REGION**

The Isle of Youth (Isla de la Juventud) is located some 100 km south of the main Island of Cuba, basically made up of metamorphic massif with terrigenous-carbonated composition dating possibly to the Pre-Jurassic Era (Terreno Pinos). It has high-degree regional metamorphism with an elevated T/P relation (Fig. 7).

The territory's greatest wealth lies in technical minerals (marbles, Micas, Kaolins, Silicon sand, cyanite, etc.) The Isle of Youth is the mecca of Cuban kaolin; here we find dozens of deposits and manifestations of this mineral, most of it with some degree of study, even some with resources assessed at high categories. Because of their properties these Kaolins can be plastic or de-greasing, refractory or less refractory.



► **GEOLOGICAL INVESTIGATION (PROSPECTING – EXPLORATION) AT RISK FOR WOLFRAM AT THE “LELA” PROSPECT**

**DESCRIPTION:**

We propose to develop geological investigations (Prospecting – Exploration) at the “Lela” Prospect, for the purpose of locating and evaluating new wolfram mineralization bodies that would permit us to increase known resources. Also, in the measure that this is in the interest of investors, we would like to evaluate known copper and molybdc mineralizations around the wolfram deposit. Should evaluation prove to be economically viable we propose to subsequently set up a Joint Enterprise to exploit, process and commercialize the minerals there.

**INVESTMENT TYPE:**

International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). If the economic evaluation of this prospect be positive within the framework of the EPA, a Joint Enterprise may be established to carry out exploration and commercialization of minerals of interest.

**CUBAN PARTY:**

GeoMinera S.A.

**ESTIMATED INVESTMENT:**

Total investment is in the area of 6.8 million USD, a sum to be specified after the corresponding projects have been put together and the methodology and scope of research jobs have been defined.



**MARKET POTENTIAL:** Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.

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### RECOGNIZANCE AND GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR TECHNICAL MINERALS (MICA AND KAOLINES) AT VARIOUS PROSPECTS ON THE ISLE OF YOUTH.

**DESCRIPTION:** We propose to carry out geological research (Prospecting-Exploration) at several mica (moscovite) and Kaolin deposits on the Isle of Youth for the purpose of locating and/or developing deposits of these economically attractive minerals and which in future would warrant the creation of a Joint Enterprise to exploit, process and commercialize them. The prospects of interest are:

- ▶ "EL ALEMÁN" MICA PROSPECT, (0.46 km<sup>2</sup>), some 10 km southwest of the city of Nueva Gerona.
- ▶ "CIRO REDONDO" MICA PROSPECT, (2.25 km<sup>2</sup>), some 15 km west of the city of Nueva Gerona.
- ▶ "EL BOBO" MICA PROSPECT, (5.25 km<sup>2</sup>), some 10 km west of the city of Nueva Gerona.
- ▶ "RÍO CALLEJÓN", KAOLIN PROSPECT (2.0 km<sup>2</sup>), 18 km to the SW of the city of Nueva Gerona and 2 km NE of the town of La Demajagua.
- ▶ "SANTA BÁRBARA – BUENA VISTA" KAOLIN PROSPECT, (10.12 km<sup>2</sup>), some 25 km southwest of the city of Nueva Gerona and 3 – 4 km northwest of the town of La Demajagua.
- ▶ "LA JUNGLA" KAOLIN PROSPECT, (1.14 km<sup>2</sup>), some 30 km south of the city of Nueva Gerona and 10 km west of the town of Santa Fe.
- ▶ "KM 13" KAOLIN PROSPECT, (0.23 km<sup>2</sup>), 13 km south of the city of Nueva Gerona on the Santa Fe Highway, just 1 km to the east of it.

**INVESTMENT TYPE:** International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is achieved within the framework of the EPA, leading to the creation of a Joint Enterprise.

**CUBAN PARTY:** GeoMinera S.A.

**ESTIMATED INVESTMENT:** Total investment is estimated at around 5.3 million USD, an amount to be specified after the corresponding projects have been drawn up and the scope and methodology of the research required has been defined.

**MARKET POTENTIAL:** Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.

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### BLACK TAILS PROJECT, HOLGUÍN PROVINCE

**DESCRIPTION:** As a result of using acid lixiviation technology in the Comandante René Latour and Comandante Ernesto Che Guevara Plants waste iron and other metals known as black tails are generated. Stored black tails amount to 120 million tons. The proposal's aim is to do the EFTE on economically taking advantage of the black tails with the option of developing technology allowing some of the useful metals in these to be commercialized and to evaluate as an alternative the exportation of the tails in their current state.

**INVESTMENT TYPE:** International Economic Partnership Agreement at risk depending on EFTE results; if positive, the the Joint Enterprise will be created to process black tails or another International Economic Partnership Agreement will be signed to export them in their current state.

**CUBAN PARTY:** Commercial Caribbean Nickel S.A. (CCN)

**ESTIMATED INVESTMENT:** 9 million USD to elaborate EFTE

**LOCATION:** Mayarí & Moa municipalities, Holguín province

**MARKET:** Current market trends indicate that there may be a shortage of ferrous raw material. Purchases of iron minerals are basically concentrated in Asia.

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Tel: (53) 7862-4601 Ext. 110



### NICARO LATERITE PROJECT, HOLGUÍN PROVINCE

**DESCRIPTION:** Constituting an International Economic Partnership to evaluate the technical economic feasibility of a project to obtain and commercialize nickel products from unexploited remaining laterite minerals in Nicaro (Martí, Solibano, Ocuja, Luz Norte) and incorporating other nearby deposits (Micara, El Prado, La Buena). Such studies will be understood to be Geological Investigation, technology development, elaborating basic engineering and the Technical Economic Feasibility Study (EFTE in its Spanish acronym).

**INVESTMENT TYPE:** International Economic Partnership Agreement at risk type to elaborate the EFTE; if it should be positive, the proposal to create the Joint Enterprise will be presented, to be in charge of executing the project, including the elaboration of detailed engineering, recruiting, building, start-up and operation of the factory.

**CUBAN PARTY:** Commercial Caribbean Nickel S.A. (CCN)

**ESTIMATED INVESTMENT:** 12 million USD to elaborate EFTE

**LOCATION:** Municipios Mayarí, provincia Holguín.

**MARKET:** The market for nickel and iron is concentrated mainly in Asia.

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RED TAILS PROJECT,  
HOLGUÍN PROVINCE



DESCRIPTION:	As a result of using acid lixiviation technology in the Comandante Pedro Soto Alba Plant, iron and other metal waste known as red tails are generated. These red tails have been produced and stored from 1961 with an accumulated volume estimated at 80 million tons that can be used; they will continue to be generated at a rate of over 3 million tons per year for the next 25 years. The proposal's aim is to economically take advantage of the red tails based on drawing up a Technical Economic Feasibility Study (EFTE in the Spanish acronym) and to evaluate as an alternative the exportation of the tails in their current state.
INVESTMENT TYPE:	International Economic Partnership Agreement at risk depending on the results of EFTE subsequently going on to the creation of the Joint Enterprise for processing red tails or another International Economic Partnersip Contract will be signed to export them in their current state.
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
ESTIMATED INVESTMENT:	15 million USD to elaborate EFTE.
LOCATION:	Moa municipality, Holguín province
MARKET:	Current market trends indicate there may be a shortage of ferrous raw material. Purchases of iron minerals are mainly concentrated in Asia.
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CAJÁLBANA PROJECT,  
PINAR DEL RÍO  
PROVINCE



DESCRIPTION:	Some 52 million tons of laterite nickel and cobalt mineral are deposited in this zone that can be processed to obtain nickel and cobalt products that can be commercialized. The aims of the project are to do studies for the development and future exploitation of the deposit, including geological research, technology development, elaboration of basic engineering and the Technical Economic Feasibility Study.
INVESTMENT TYPE:	International Economic Partnership Agreement using the contract at risk type for the period of elaborating EFTE. Once EFTE has concluded, should it be positive and approved by the Parties, the creation of a Joint Enterprise will be proposed, which will be in charge of executing the Project including the elaboration of detailed engineering, recruiting, construction, start-up and operations of the factory.
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN).
ESTIMATED INVESTMENT:	Only laboratory-scale studies have been done in Cajálbana and the technology for its processing has not been confirmed and so figures can only be taken as a reference; they must be confirmed by geological, metallurgical studies and future economic calculations. 13 million USD are estimated for the Feasibility Study and for building and starting up the plant 500 to 700 million USD are required.
LOCATION:	La Palma municipality, Pinar del Río province
MARKET:	The nickel and cobalt market should be growing in the coming decades due to the development of emerging countries and their demands for stainless steel; hybrid automobile manufacturing and the wide demand for batteries for them; the continued growth of nanotechnology requires both nickel and cobalt
ESTIMATED ANTICIPATED RESULTS:	Production capacity: 10 000 – 12 000 tons/ yr of nickel and cobalt Mineral Resources: 51 million tons.
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### SAN FELIPE PROJECT, CAMAGÜEY PROVINCE



<b>DESCRIPTION:</b>	There are deposits in this zone of some 300 million tons of laterite nickel and cobalt minerals that can be processed to obtain nickel and cobalt products that may be commercialized. The aims of the Project are to do studies for the development and future exploitation of the deposit, including geological research, technology development, elaboration of basic engineering and the Technical Economic Feasibility Study.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement using the contract at risk type for the period of elaborating EFTE. Once EFTE has concluded, should it be positive and approved by the Parties, the creation of a Joint Enterprise will be proposed, which will be in charge of executing the Project including the elaboration of detailed engineering, recruiting, construction, start-up and operations of the Factory. Another alternative is to build the Joint Enterprise from the ground up, including the elaboration of EFTE.
<b>CUBAN PARTY:</b>	Commercial Caribbean Nickel S.A. (CCN)
<b>ESTIMATED INVESTMENT:</b>	Up to the present a conceptual study has been made and its figures must be confirmed by geological and metallurgical studies and future economic calculations. We estimate a total of 60 million USD for the first phase and a total cost for the project between 4000 – 4500 million USD (with a 15% contingency factor). This figure will be confirmed by EFTE.
<b>LOCATION:</b>	Camagüey municipality, Camagüey province
<b>MARKET:</b>	The nickel and cobalt market should be growing in the coming decades due to the development of emerging countries and their demands for stainless steel; hybrid automobile manufacturing and the wide demand for batteries for them; the continued growth of nanotechnology requires both nickel and cobalt
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Annual production of 50,000 – 60,000 tons of nickel + cobalt, metallurgic recovery: Ni: ~88 %; Co: ~86 %. Mineral resources: 300.0 million tons (0.9 % Cut Off for Ni).
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### PINARES OESTE PROJECT, HOLGUÍN PROVINCE

<b>DESCRIPTION:</b>	There are some 190 million tons of nickel and cobalt lateritic mineral that may be processed to obtain saleable nickel and cobalt products. The Project aims at doing studies for the development and future exploration of the deposit including Geological Investigation, development of technology, elaboration of basic engineering and the Economic-Technical Feasibility Study (EFTE in its Spanish acronym).
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<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement using the contract at risk type for the period of elaborating EFTE. Once EFTE has concluded, should it be positive and approved by the Parties, the creation of a Joint Enterprise will be proposed, which will be in charge of executing the Project including the elaboration of detailed engineering, recruiting, construction, start-up and operations of the Factory.
<b>CUBAN PARTY:</b>	Commercial Caribbean Nickel S.A. (CCN)
<b>ESTIMATED INVESTMENT:</b>	Up to the present a conceptual study has been done and so the figures can only be considered as a reference. These need to be confirmed by future geological, metallurgical studies and economic calculations. For the EPA stage, we estimate a total of 60 million USD, the total cost of the project is estimated at 3000 – 3500 million USD (with a contingency factor of 15%). This figure will be confirmed by EFTE.
<b>LOCATION:</b>	Mayarí municipality, Holguín province
<b>MARKET:</b>	The nickel and cobalt market should be growing in the coming decades due to the development of emerging countries and their demands for stainless steel; hybrid automobile manufacturing and the wide demand for batteries for them; the continued growth of nanotechnology requires both nickel and cobalt
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Annual production of 30,000 – 40,000 ton/yr of nickel + cobalt, metallurgical recovery: Ni: ~88 %; Co: ~86 %. Mineral resources: 190.0 million tons (0.9 % Cut Off for Ni).
<b>CONTACT:</b>	Direction of Commercial Caribbean Nickel S.A. E-mail: caribbean@ccn.co.cu Tel: (53) 7862-4601 extensión 110



### REPAIRS AND MAINTENANCE FOR MINING EQUIPMENT, HOLGUÍN PROVINCE

<b>DESCRIPTION:</b>	Providing repairs and rebuilding services for heavy mining equipment and its accessories, of maintenance and general repairs for heavy transportation, and transportation in general, supplying spare parts, technical assistance, associated pre- and post-sale services that ensure the exploitation of that equipment
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Commercial Caribbean Nickel S.A. (CCN)
<b>ESTIMATED INVESTMENT:</b>	1.4 million USD
<b>LOCATION:</b>	Moa municipality, Holguín province
<b>MARKET:</b>	Enterprise operations will not be limited only to the Nickel and Cobalt Industry; estimates show that only in this industry the reparations for one year will total over 360 for mining equipment and heavy transportation (Cummings Komatsu D-85, Komatsu S 60, 105, 125, 155, International DT 466 & DT 360, Mercedes Benz, Caterpillar, etc.) and over 60 between equipment for transportation in general. The market for nickel and cobalt should be increasing in the coming decades due to the growth of emerging countries; logistics of industry maintenance that guarantees that market will necessarily go over to caring for mining equipment specifically and for automotive transportation in general.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Estimates with an updating rate of 12.0 %, VAN is 622 800 USD, TIR is 18.2 % and the investment recovery period will be 5.7 years.
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**Transportation  
Sector**





The first railroad in Spanish America, one of the first airlines to open up the era of commercial flights, one of the oldest naval industries on the continent...these are some of the elements that make up the roots and traditions of the Cuban transportation sector and they have played an important role in all the stages of Cuban history.

After an intense period of development during the first years of the Revolution, transportation in Cuba suffered from the impact of the difficult years following the collapse of the socialist bloc during the 1990s and it was not until the beginning of the new century did the main services begin to recover as the national economy began to move forward.

Principal Regulatory Provisions

Decree Law 168 on Transportation Operation Licensing of November 26, 1996

Decree Law 180 on Railroads of December 15, 1997.

Decree Law 230 on Ports of September 13, 2002

Decree 278 on the Air and Sea Search and Rescue System of December 30, 2006

Decree Law 255 on Civil Aviation of October 5, 2007

Law 109 on the Road Safety Code of September 17, 2010

Law 115 on Inland Waters Navigation of October 2, 2013

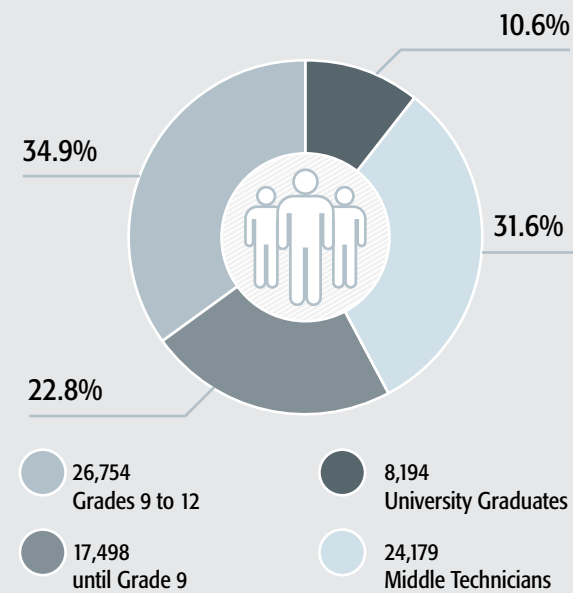
Cuba has a broad transportation infrastructure taking in branches of automotive, rail, maritime-port and air transportation; at present it is being organized, modernized and technologically updated, improved by the use of human resources and available materials, improving their efficiency, as well as the overall development of all branches in accordance with the country's social-economic development within the context of the world economy.



It is important to insert foreign investment into this sector in order to accelerate attaining these objectives and with them the competitiveness of cargo and passenger transportation demanded by the various production spheres and national economy services; all of the foregoing will be supported by the following presently strengths existing today:

- Qualified human resources in a wide range of transportation specialties, in all branches, with the education base necessary to quickly assimilate new technologies and develop transportation products and services (sailors, plane crews, railroad specialists, planners, scientists, etc.)

WORKFORCE ACCORDING TO LEVEL OF EDUCATION



Source: Ministry of Transportation

- Vast roadways network of over 60,000 kilometers of roadways for automobile transportation and over 8,000 kilometers of rail lines interconnecting by Loading and Unloading Centers that exist throughout the country; even though they require techni-

cal improvement they also interconnect the main economic and population centers with a network of ports and national and international airports that in turn have all the port and airport services according to world standards.

PRINCIPAL CUBAN PORTS



PRINCIPAL CUBAN AIRPORTS



- Installed capacity for ship repairs in the more than 40 shipbuilding facilities and dry docks all over the country which, although they need to be modernized, are an important departure point for taking advantage of existing opportunities for this service in the Caribbean; this is complemented by the existence of the International Quality Classifying Company "Registro Cubano de Buques" with over thirty years of experience in this sector.
- Installed capacity of workshops and industries for automotive and rail transportation that can be modernized and adapted to new technologies with minor investments in order to develop the manufacture of spare parts and accessories for in all the branches of transportation
- Strategic location for developing transportation services and products to the Latin America and the Caribbean region
- Growing domestic market for passenger and merchandise transportation as well as for their auxiliary and connected services.






CUBAN PARTIES PARTNERING WITH FOREIGN CAPITAL BUSINESS

<b>Empresa Astilleros del Caribe (ASTICAR)</b>	Located in Havana Bay, it looks after naval repairs and building. It has 566 linear meters of docks; of these 348 are operational with depths between 6 and 8 meters. It has a 4,500 ton floating dock, assisted by two gantry cranes, 5 tons each. It also has three other gantry cranes, two 10-ton and one 16-ton that are being repaired. There are specialized steelwork workshops, hydraulic, mechanic, machine, electrical, carpentry, surface conservation and lifesaving raft facilities, the only one in the country. It also has a metallographic laboratory to do nondestructive testing and ultrasound calibration.
<b>Empresa de Astilleros “Roberto Nodarse”</b>	Located in Cabañas Bayo in the north coast of Artemisa province basically looking after naval repairs; it has 50 linear meters of docks with depths between 0.8 and 1.2 meters. It has two drydocks, 150 and 326 tons, and specialized steelwork, machinery, carpentry and surface conservation workshops. Because of its geographical location and physical conditions it is the ideal shipyard for building, repairing and storing recreational vessels for the winter.
<b>Empresa Astilleros del Oriente (ASTOR)</b>	Company main offices are located in the city of Santiago de Cuba. It has three units looking after naval repair and building, one of these is in Santiago de Cuba Bay, another at Nuevitas in Camagüey province and the third is in Manzanilla in Granma province. Santiago has a 250-ton hoisting capacity drydock and five sidings, and two docks with a total length of 200 meters and workshops for welding, pipes, machinery, electricity and naval mechanics. Nuevitas has a 260-ton hoisting capacity drydock but no docks while Manzanillo has a drydock with two sidings and 300 ton hoisting capacity along with a 55 meter long dock.
<b>Empresa de Astilleros, ENA</b>	Located in Casablanca on Havana Bay. The Casablanca Unit does floating repairs on its 89 meters of docks and with workshops for welding machinery, mechanics, electricity, electronics and carpentry, test bench for off-board motors, metrological laboratory and repairs and outfitting of fire-fighting equipment. The Cienfuegos Unit has a 375-ton hoisting capacity drydock, 80 meters of docks and specialized workshops. Cienfuegos Bay conditions are ideal for developing facilities for building and repairing recreational vessels.
<b>Aries Transportes S.A.</b>	The following organize and operate on the docks: Sierra Maestra in Port of Havana, Rolando Roca Pacheco in the Port of Santiago de Cuba, on Punta Francés Beach on the Isle of Youth and in other ports or sites on national territory where activities of docking, loading and unloading goes on related to cruiseline traffic and international tourism ferry traffic. It provides leasing of space, warehouses and offices for shipbuilders, tourist agencies and other entities that provide services for the business of operating cruiselines and ferries.
<b>Empresa Ferrocarriles Occidente</b>	Railroad passenger transportation. Train ticket sales.
<b>Empresa de Servicios Automotores Especializados MOTORCENTRO</b>	Network of workshops specializing in automotive repairs. Overall general light vehicle maintenance and repair, air conditioner repairs, breakdown diagnostics and repairs, high quality bodywork and painting, muffler/exhaust system repairs, intake systems diagnostics and repairs, roadside assistance services, as well as repairing and reconditioning heavy vehicle motors and major accessories. Warranty and post-sale services for selected makes.

SECTORIAL POLICY:

To develop port infrastructure, the building and repairing of vessels in shipyards, the purchase and/or management of ships, technical assurance activity and the exploitation of automotive transport, manufacture and repairing of spare parts and accessories, management of workshops and other rail system activities and in everything regarding commercial and agricultural aviation.

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FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS

 **DEVELOPMENT, OPERATION AND MANAGEMENT OF PORT FACILITIES TO RECEIVE CRUISE SHIPS (5 PROJECTS)**



DESCRIPTION:	To provide mooring services, passenger transit services through the terminals, facilities to provision the ships, leasing offices and space, transit customs warehouses, dock pass services for automóviles and other services pertaining to the reception of passenger ships. These projects aim to:											
	<div><div>a.</div><div>Obtaining the necessary funding to improve existing mooring and service capacities for the purposes of simultaneously looking after a greater number of ships and passengers, fully meeting their needs, expectations and requirements</div></div> <div><div>b.</div><div>Access to cutting edge technologies that allow us to replace a great amount of what we already have at present to deal with cruise ship operations</div></div> <div><div>c.</div><div>Developing linkups with other service activities for this activity in order to improve levels of exportation of services.</div></div>											
INVESTMENT TYPE:	Joint Enterprise											
CUBAN PARTY:	Aries Terminales Cruceros SA											
ESTIMATED INVESTMENT:	<table><tr><td>Havana cruiseline terminal</td><td>30 million USD</td></tr><tr><td>Cienfuegos cruiseline terminal</td><td>15 million USD</td></tr><tr><td>Santiago de Cuba cruiseline terminal</td><td>12 million USD</td></tr><tr><td>Casilda cruiseline terminal</td><td>7 million USD</td></tr><tr><td>Antillas cruiseline terminal</td><td>10 million USD</td></tr></table>		Havana cruiseline terminal	30 million USD	Cienfuegos cruiseline terminal	15 million USD	Santiago de Cuba cruiseline terminal	12 million USD	Casilda cruiseline terminal	7 million USD	Antillas cruiseline terminal	10 million USD
Havana cruiseline terminal	30 million USD											
Cienfuegos cruiseline terminal	15 million USD											
Santiago de Cuba cruiseline terminal	12 million USD											
Casilda cruiseline terminal	7 million USD											
Antillas cruiseline terminal	10 million USD											
LOCATION:	At ports in La Habana, Cienfuegos, Santiago de Cuba, Sancti Spiritus and Holguín provinces											
MARKET POTENTIAL:	The Caribbean is geographically the region of the greatest boom and potential for the movement of cruise ships, a type of tourism that is rapidly growing and expanding in recent years, with Cuba as a preferred destination, but with limitations. Cuba has a main terminal in Havana and for years it has been under-used.											
ESTIMATED ANTICIPATED RESULTS:	<div><div>►</div><div>To maximize exportation of services on the basis of operating a greater number of cruise ships and passengers in ports outfitted in the country for this purpose.</div></div> <div><div>►</div><div>To generate a greater amount of revenue in foreign currencies for these ports and other sectors of the national economy, providers of services requiring the operation of these ships, as well as aviation, supplying fuel, hotels and other tourism activities, etc.</div></div> <div><div>►</div><div>To outfit port facilities with modern, speedy and efficient infrastructures to service cruise ships.</div></div>											
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**OPERATION AND  
MANAGEMENT OF  
ASTILLERO DEL  
CARIBE (ASTICAR).**



**DESCRIPTION:**

To expand drydock capacities with 1000 ton docks, considerably decreasing cycles, increasing naval repair and building services, provisioning, maintaining and repairing life rafts as well as ensuring that all technical services would meet the needs of domestic and foreign clients, in both the industrial and naval sectors.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Astilleros del Caribe "ASTICAR".

**ESTIMATED INVESTMENT:**

17.4 million USD

**LOCATION:**

In Havana Bay, Habana Vieja municipality, La Habana province

**MARKET POTENTIAL:**

Approximately 1125 small and medium draft ships navigate every year through the Gulf of Mexico/ Caribbean area; of this total around 225 vessels touched port in Cuba in 2013 with a total of 75 shipbuilders. With the start of oil exploration in deep waters and the start up of the Mariel Special Development Zone container terminal there is the possibility of ship repair activity. With the development of Havana Bay we estimate that luxury yachts and other recreational shipping can begin arriving and these will necessarily require the services of shipbuilders; therefore having small docks could become a selling point for these potential clients.

**ESTIMATED ANTICIPATED  
RESULTS:**

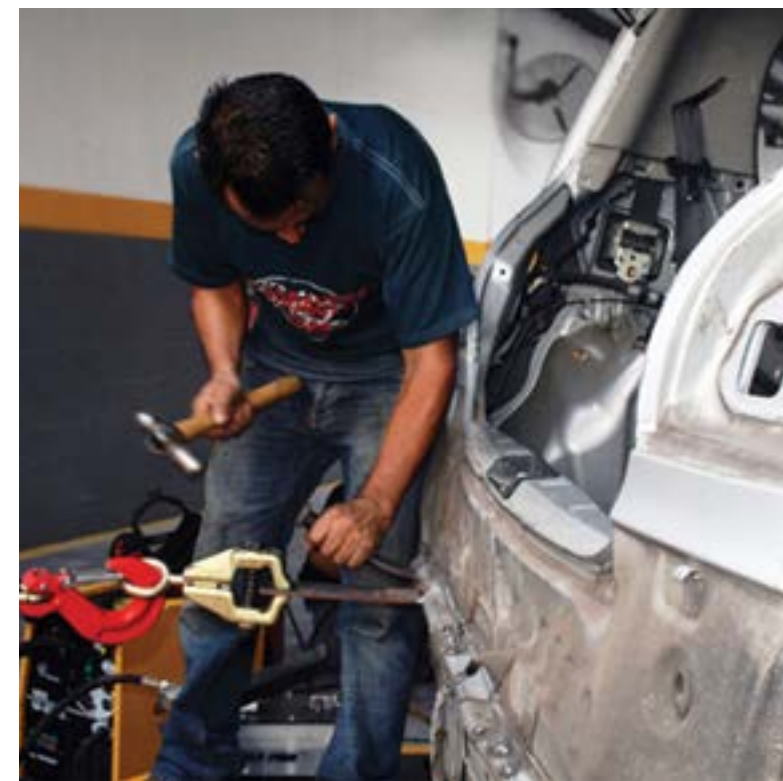
Maximizing the exportation of services on the basis of increasing the market for the repair of foreign ships. Favoring the replacing of imports as a source for savings since ships will not have to be repaired abroad. Updating the country's technology in the area of naval repairs and building.

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**MODERNIZATION OF  
INFRASTRUCTURE  
AND EQUIPPING FOR  
THE DEVELOPMENT  
OF BODYWORK  
AND PAINTING OF  
AUTOMOBILES IN  
THE MOTOR CENTRO  
NETWORK OF  
WORKSHOPS.**



**DESCRIPTION:**

To provide car repair services in bodywork and painting for governmental entities by establishing the general conditions for modernizing and outfitting with state-of-the-art technology, tools, technical assistance, transfer of technology and/or know-how that would make it possible to have equipment available for cargo and passenger transportation.

**INVESTMENT TYPE:**

Service Management Contract

**CUBAN PARTY:**

Empresa de Servicios Automotores Especializados Motor Centro.

**ESTIMATED INVESTMENT:**

2.1 million USD

**LOCATION:**

MotorCentro network of workshops

**MARKET POTENTIAL:**

Passenger transportation companies since they all have a large fleet of Yutong vehicles that periodically need bodywork and paint jobs. There are also car-leasing companies associated with tourism such as REX and TRANSGAVIOTA which have over 3,000 vehicles that must be increased in numbers when increasing tourism is kept in mind; also there are the domestic economy companies which have their own vehicles for transportation, management or services.

**ESTIMATED ANTICIPATED  
RESULTS:**

To provide facilities involved in bodywork and painting with modern infrastructures with state-of-the-art technology that would improve quality and the appearance of the vehicles and would substantially help to preserve the environment. To maximize the services of automotive bodywork and painting to meet the demands of the country's companies.

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MODERNIZING  
INFRASTRUCTURE  
AND EQUIPMENT  
FOR THE RE-  
MANUFACTURING  
OF AND REPAIRS  
TO MOTORS AND  
ACCESSORIES AT THE  
JOSÉ MARÍA PÉREZ  
UEB MOTOR CENTRO


**DESCRIPTION:**

Modernizing infrastructure and equipment for the re-manufacturing of and repairs to motors and accessories

**INVESTMENT TYPE:**

Service Management Contract

**CUBAN PARTY:**

Empresa de Servicios Automotores Especializados Motor Centro.

**ESTIMATED INVESTMENT:**

10.3 million USD

**LOCATION:**

10 de octubre municipality, La Habana province

**MARKET POTENTIAL:**

We foresee increased worker transportation needs in various sectors of the economy, of the populace from province to province, as well as the number of domestic economy companies who own used vehicles for their administrative jobs, services and transportation; these must be supplied with the corresponding spare parts.

**ESTIMATED ANTICIPATED RESULTS:**

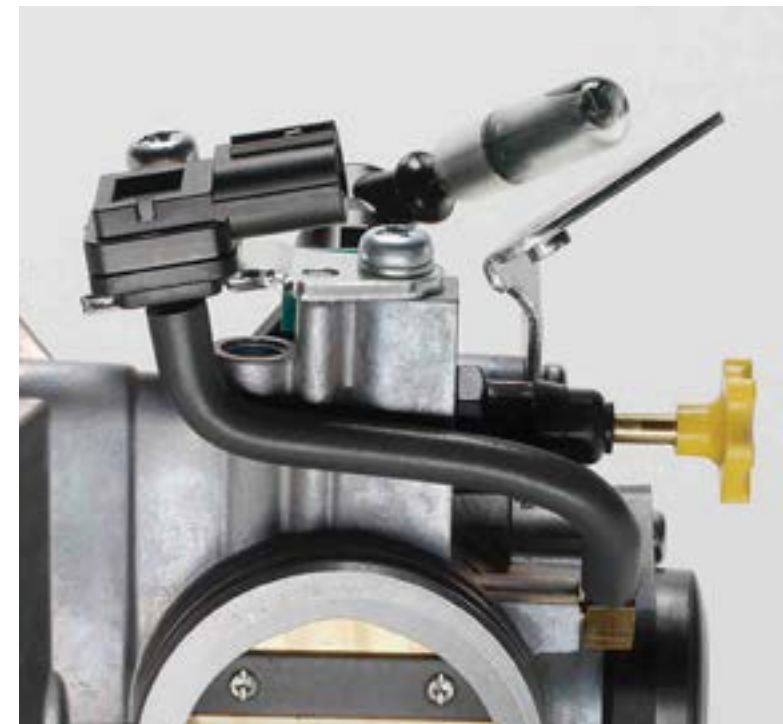
To satisfy the demand of the country's transportation companies and to promote a higher level of revenues through savings to the country by replacing imports of new motors with motors that have been repaired with better quality, at lower cost, etc

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MODERNIZING AND  
INFRASTRUCTURE  
AND EQUIPMENT  
FOR REPAIRS AND  
FOR CHECKING FUEL  
INJECTION SYSTEMS  
FOR INTERNAL  
COMBUSTION  
ENGINES IN THE  
MOTOR CENTRO  
NETWORK OF CAR  
SHOPS.


**DESCRIPTION:**

To provide services for repairs and checking fuel injection systems for all kinds of facilities, both stationary systems such as automotive vehicles, modernizing and acquiring equipment using state-of-the-art technology, technical assistance, transfer of technology and/or know-how, warranty and post-sale services that ensure properly functioning equipment, by saving fuel because the combustion of their motors is functioning properly.

**INVESTMENT TYPE:**

Service Management Contract

**CUBAN PARTY:**

Empresa de Servicios Automotores Especializados Motor Centro.

**ESTIMATED INVESTMENT:**

2.8 million USD

**LOCATION:**

In the 10 de octubre and Cerro de La Habana municipalities, in Villa Clara, Camagüey, Holguín and Santiago de Cuba; where Motor Centro has car shops with injection laboratories

**MARKET POTENTIAL:**

We foresee that there will be more tourism workers needing to be transported due to the increased hotel capacities in the country.

Also, all domestic economy companies have second-hand vehicles to manage their services and to transport their employees; these must be assured the corresponding spare parts.

Among the cargo transportation companies is ETAG, transporter of bulk goods, the Transcarga container transportation company, and others moving cargo from the Port of Mariel; it is expected there will be an increased demand once the commerce generated by the Special Development Zone of Mariel takes effect.

**ESTIMATED ANTICIPATED RESULTS:**

Maximizing the checking and repairing of combustion systems, ensuring fuel saving because the efficiency of the motor combustion systems in the vehicles will improve.

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### EXPLOITATION OF THE ELECTRICAL RAILWAY SYSTEM BETWEEN THE CITIES OF HAVANA AND MATANZAS



#### DESCRIPTION:

It consists of acquiring 2 second-hand locomotives with international standards of comfort and safety, as well as extending the electrical input system with catenary lines and substations, the rails and the fleet already being exploited. This Project allows for organizing passenger public transportation services in accordance with international operating standards for this type of service, with the proper maintenance and repairs schedules that are needed for correct performance and use of these principal assets.

#### INVESTMENT TYPE:

Service Management Contract

#### CUBAN PARTY:

Empresa Occidente de Ferrocarriles

#### ESTIMATED INVESTMENT:

6 million USD

#### LOCATION:

Santa Cruz del Norte, Mayabeque

#### MARKET POTENTIAL:

Fundamentally for the Cuban populace. It can also be used for tourist rail transportation from Havana to Matanzas, a service that does not exist now but which has been requested.

#### ESTIMATED ANTICIPATED RESULTS:

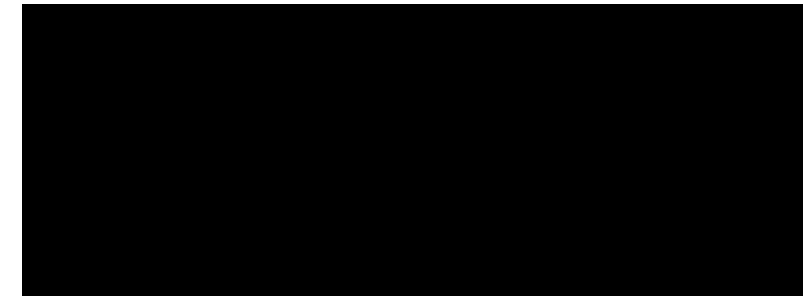
Achieving the accelerated recovery of the electrical railway system that is practically at a standstill today; it would be used not only for tourism but would serve the population as well. It would provide an attractive option for tourism, linking the beach areas with the geography of the region and tying it in with the history of this unique Cuban rail system.

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### OPERATION AND MANAGEMENT OF ASTILLEROS CASA BLANCA



#### DESCRIPTION:

Constitution of a Joint Enterprise for the operation and management of Astillero de Casablanca and updating the technological level of the new shipyard

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Caribbean Drydock Company (CDC S.A.)

#### ESTIMATED INVESTMENT:

102 million USD

#### LOCATION:

Eastern Havana Bay, Reparto Casablanca in Regla municipality, La Habana province

#### MARKET POTENTIAL:

Cuba's strategic geographical location determines that many vessels navigate near its coast on their trips to and from the coasts of the Gulf of Mexico, Central America, the Caribbean and South America. Potential domestic markets are the industrial and hotel sectors which mainly request services for building and repairing fuel storage tanks as well as repairs and/or renovations for all types of systems (tubes, electrical, etc).

#### ESTIMATED ANTICIPATED RESULTS:

Maximizing exploitation of the market for naval repairs in the Caribbean and the diversification and expansion of services to new export markets.

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### OVERALL ATTENTION TO WORKSHOPS FOR RAILWAY TRACTION EQUIPMENT

#### DESCRIPTION:

Repairing the fleet of locomotives by supplying spare parts, technological equipment, management and specialized technical consultancy for ensure 90% technical availability

#### INVESTMENT TYPE:

Service Management Contract

#### CUBAN PARTY:

Empresa Occidente de Ferrocarriles.

#### ESTIMATED INVESTMENT:

3 million USD

#### LOCATION:

UEB José Ramírez Casamayor (Ciénaga workshops), Plaza de la Revolución municipality, La Habana province

#### MARKET POTENTIAL:

To cover the unsatisfied demand for rail transportation

#### ESTIMATED ANTICIPATED RESULTS:

Maximizing the exploitation of locomotives giving better answers to transportation requirements on the basis of a better system for supplying parts and components, thereby implementing the largest number of locomotives

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### OVERALL MANAGEMENT OF AN URBAN TRANSPORTATION BASE IN HAVANA



#### DESCRIPTION:

To organize public passenger transportation services according to international operating standards with proper maintenance and repairs schedules accompanied by the necessary logistics system to allow for correct performances by the main assets, basically the means of transport and more efficient management.

#### INVESTMENT TYPE:

Service Management Contract

#### CUBAN PARTY:

Empresa Provincial de Transporte de La Habana.

#### ESTIMATED INVESTMENT:

4.8 million USD.

#### LOCATION:

Boyerros municipality, La Habana province

#### MARKET POTENTIAL:

The public passenger transportation market in Havana is unsatisfied at present; there is enough demand to triplicate the services provided today if this is done efficiently. Experience gained may be extended to other transportation bases in the city and in the country.

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### OVERALL MANAGEMENT OF A TRANSPORTATION BASE FOR TOURISM WORKERS IN THE CAYS OF THE CENTRAL REGION OF CUBA



#### DESCRIPTION:

Organizing transportation for tourism workers employed in the hotel network on the cays in the central region of Cuba, according to international operating standards for such services, with proper maintenance and repair schedules, accompanied by the necessary logistics system that provides the correct functioning of the main assets, basically the transportation means and more efficient management.

#### INVESTMENT TYPE:

Service Management Contract

#### CUBAN PARTY:

Empresa de Transporte de Trabajadores del Turismo.

#### ESTIMATED INVESTMENT:

9.5 million USD

#### LOCATION:

A transportation base in Villa Clara province, belonging to the Empresa de Transporte de Trabajadores.

#### MARKET POTENTIAL:

The transportation of tourism workers, not only those working in the hotel network but also those working at out-of-hotel facilities in the resort area of Cayería Norte in Villa Clara province, has great potential at a time when the expansion of hotel capacities is being projected in this region. Experiences gained at this first transportation base can be extended to other resort areas in Cuba.

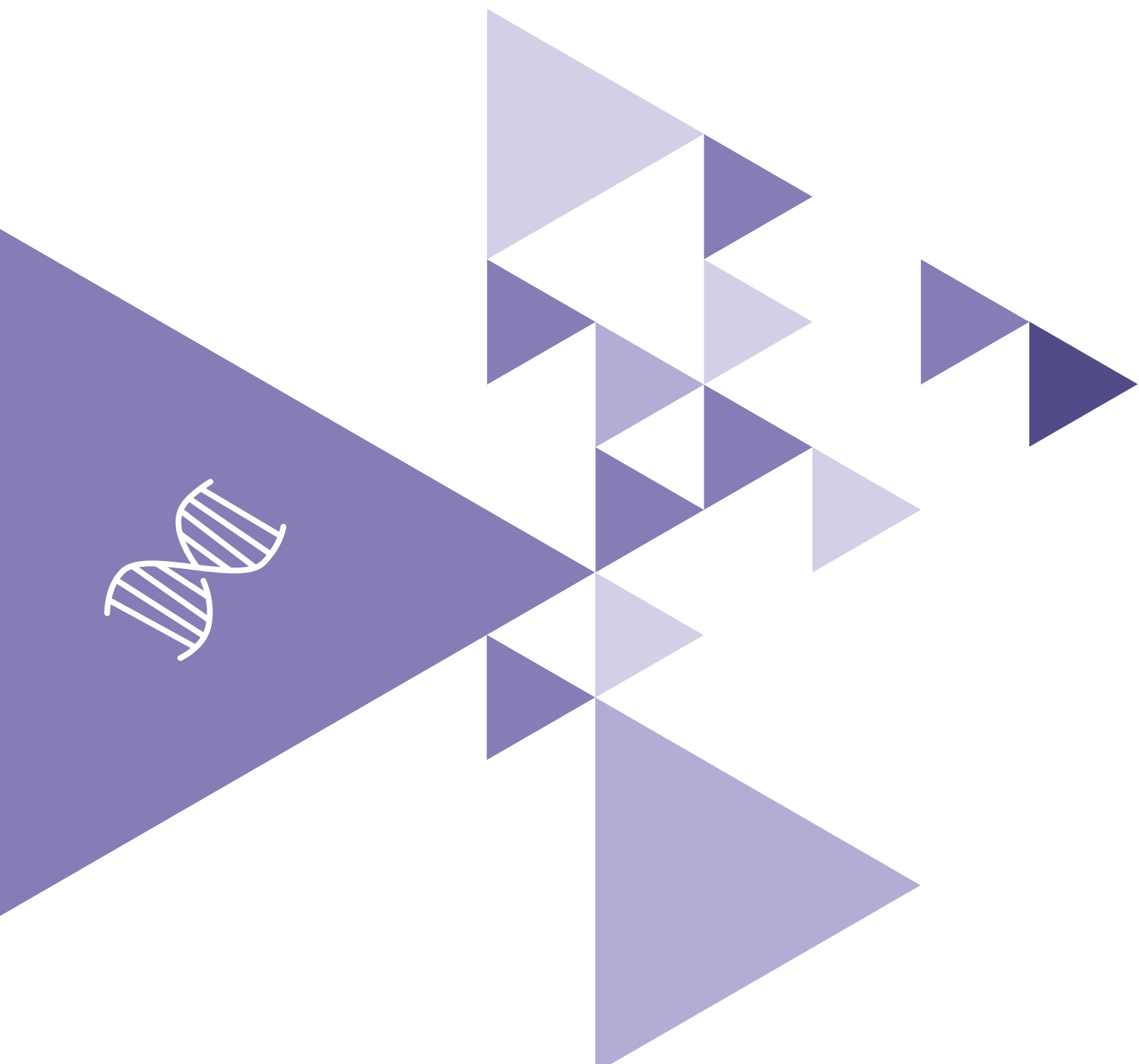
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**Biotechnological  
and Drug  
Industry Sector**





The Grupo de las Industrias Biotecnológica y Farmacéutica, BioCubaFarma, produces highly technological medicines, equipment and services on the basis of the country's scientific-technical development, to improve the health of the Cuban people and to generate exportable goods and services.

Over 21,801 people are employed in the organization; of these over 6,300 are university graduates, over 260 are Doctors of Sciences, over 1,170 are Masters in Sciences, over 1,300 hold technologist qualifications and over 700 are in the research category.

These workers are the organization's most precious resource because they are the creators of knowledge. They contribute added value to the results and are the element making the difference in providing a competitive edge in the industry.

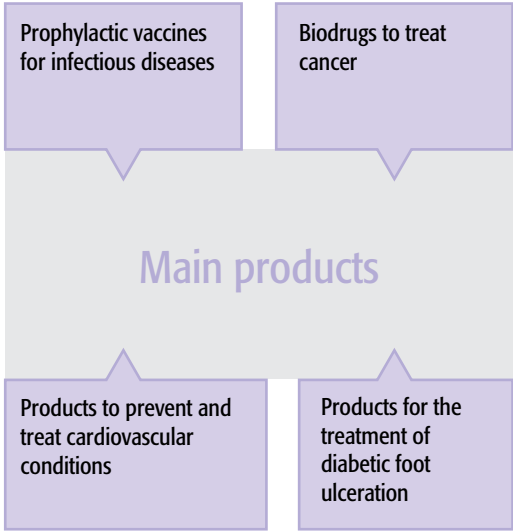
PRODUCTS:

Among the main products, there are prophylactic vaccines for infectious diseases, biodrugs to treat cancer (including monoclonal antibodies and therapeutic vaccines), products to prevent and treat cardiovascular conditions and for the treatment of diabetic foot ulceration.

We also manufacture generic products and last-generation drug compounds as well as systems for early diagnosis and prevention of malignant tumors, malformations, inherited metabolic diseases and others.

We also offer products based on natural and traditional medicine, agricultural research and technologically advanced medical equipment in nonotechnology, the neurosciences and neurotechnology.

In Cuba, BioCubaFarma has registered 592 drugs and 28 biological products; abroad, our companies hold over 900 health product registrations in over 50 countries.



BioCubaFarma provides the following Overall Patient Care Programs designed to have a significant impact on health:

- ▶ Disease Prevention with Prophylactic Vaccines
- ▶ Cancer Prevencion, Diagnosis and Treatment
- ▶ Overall Care for Diabetic Patients
- ▶ Diagnosis and Rehabilitation for Cardiovascular Diseases
- ▶ Overall Care for Persons with Hearing Loss
- ▶ Early Detection of Juvenile Neurodevelopmental Disorders
- ▶ Extended Pre and Neonatal Surveys
- ▶ Epidemiological Surveillance in Pregnancy, Patients with Hepatopathies, At-Risk Populations and Groups for HIV, Hepatitis-B, Hepatitis-C, Dengue Fever and Chagas Disease.

We have treated over 1800 patients abroad; included among our internationally recognized medications, Heberprot- P is being used for ulceration of the diabetic foot, and the monoclonal antibody Nimotuzumab is used to treat tumors of the head and neck, esophagus and brain.



Over 1800 patients abroad



Testing Clinics  
in 18 countries

BioCubaFarma exports to over 49 countries and its program for clinical development abroad includes 30 Testing Clinics in 18 countries.

As it expands abroad, this sector uses different types of business arrangements; some of the more outstanding include joint development of R&D projects, distribution and representation agreements, technology transfer agreements and joint enterprises abroad and also others that are 100%-Cuban-capital-funded abroad. We also promote direct foreign investment in Cuba, something that will be a special component in the Mariel Special Development Zone.

#### SECTORIAL POLICY:

To promote projects in Cuba with strategic partners for the manufacture of finished products and active drug ingredients for generic medicines. In the cases of biotechnological products, we will be evaluating specific businesses that would complement domestic projects, thereby preserving intellectual property and looking out for the proper use of what may be jointly generated, as well as the creation or extension of production capacities.

Many of the projects in this sector are included in the section of the Mariel Special Development Zone.



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#### FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



#### EXTENDING PRODUCTION OF SURFACEN® NATURAL PULMONARY SURFACTANT



#### DESCRIPTION:

To increase production capacity of the plant manufacturing the active drug ingredient (IFA in its Spanish acronym) for SURFACEN® and completely comply with Good Manufacturing Practices. SURFACEN® is a natural pulmonary surfactant used as part of the Ministry of Public Health (MINSAP) medication program in maternal-infant care since 1995. As part of this medication's clinical development we obtained new therapeutic indications in Neonatology, Pediatrics and Adults.

#### INVESTMENT TYPE:

Production Management Contract

#### CUBAN PARTY:

Centro Nacional de Sanidad Agropecuaria (CENSA).

#### ESTIMATED INVESTMENT:

4.3 million USD

#### LOCATION:

San José de las Lajas municipality, Mayabeque province

#### MARKET POTENTIAL:

The growing demands of the domestic market due to new approved uses (10,000 ampules in 2015) will increase to over 20,000 ampules in the next 5 years. In other countries, it continues to have competitive advantages in terms of price, stable lot composition, simple process and effects with low doses in SDRA; areas in Latin America, Europe, Asia and Canada are the areas having the greatest possibilities. Estimated demand surpasses 80,000 ampules.

#### ESTIMATED ANTICIPATED RESULTS:

Modernizing installed technology in CENSA and Pork Production Units increasing efficiency levels. Imports of similar products will be replaced. Profitability indicator results show 3.7 million USD for VAN, 45 % for TIR and an investment recovery period of 2.24 years.

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**Health Sector**





Cuba's tradition in medical training goes back over 285 years; 142,910 doctors were trained in the last 50 years, both Cubans and citizens from over 120 countries. The Island became one of the world's nations having the best health indicators; among its strengths are quality and specialization with growing development of the services infrastructure and human capital.

10 741 doctors' offices	500 294 health workers	451 polyclinics
13 research institutions	144 old age homes	247 community seniors' centers
138 maternity homes	151 hospitals	1 229 dentistry services



Training Human Capital

- 13 universities
- 24 independent medical sciences faculties and 27 affiliates
- University campuses in all the country's municipalities
- National School of Public Health
- National Center for Technical and Professional Development



Development of Science and Technology

- 37 science and technological innovation entities
- 18 research institutes and centers
- 37 scientific-technological development centers
- 2795 categorized researchers; of these 798 are doctors in sciences.



Basic Medicines

- 857 items
- 279 imported
- 578 nationally produced



## THE CUBAN PARTY PARTNERING WITH FOREIGN CAPITAL BUSINESS



The Comercializadora de Servicios Médicos Cubanos, S.A. (CSMC, S.A.) is a 100% Cuban mercantile company in charge of marketing medical, health and academic services in Cuba and abroad, covering a spectrum that goes beyond health tourism. The mission of CSMC S.A. is to promote, govern and market health care and academic services that are distinguished by the prestige, humane dimensions and ethical values of Cuban professionals, capable of transforming knowledge and technology into health.

Businesses operated by CSMCS.A., under seven commercial types:

1. Medical Care Services in Cuba for foreign patients who may access Cuban medicine, its achievements and its high scientific level.
2. Academic and Teaching Services within the health sector. This is the contribution of Cuba and its medical universities for the training of human capital for the health sector, where professional ethics, scientific levels, solidarity and humanity are factors characterizing learning methods and those of acquiring professional expertise in the medical sciences.
3. Health services for well-being and quality of life in Cuba. Programs and health alternatives associated with conventional tourism are offered, from preventative concepts and well-being programs, backed by the entire Cuban health system.
4. Frontier medical and health services. Our Enterprise ensures medical care for foreign companies and institutions based in Cuba who take part in investments and other business activities. This is a safe, competitive manner of ensuring good health.
5. Health services associated with eye-care products, drugs and natural/traditional medicines. These health services are provided throughout Cuba for conventional tourism and for foreign personnel living in Cuba. Included are exclusive offers derived from Cuban pharmaceutical science for health services.
6. Scientific event services. The prestige of Cuban medicine, its exceptional scientific level and capacity to call together the leaders and specialists in the medical sciences permits yearly events programs to be organized where the world scientific community in the area of the medical sciences may share and interact.
7. Professional services associated with health and medical services abroad. Cuba has a well-demonstrated capacity for providing international medical assistance in all branches; it provides other countries the possibility to contract highly qualified human capital to ensure health and medical care programs of the best quality, with solidarity, humanism, ethics and the highest scientific levels.



### Medical Services

The health services portfolio being undertaken in Cuba is complemented with the design of medical programs and programs for improving quality of life. These are carried out by medical and paramedical professionals who have been trained in top-level institutions.

### BioCubaFarma Partnership

CSMCS.A joins with BioCubaFarma to design, implement and market medical programs using the results (products and equipment) of Cuban biomedical research. Besides programs for treating patients with cancer and the program for treating ulcers of the diabetic foot with Heberprot-P (Heberbiotec, CIGB), diagnostics projects are being developed in neurology, audiology, cardiology, oncology and clinical laboratories, using equipment designed and manufactured by Neuronic S.A., Combiomed, Tecnosuma, etc.

### Institutions

Part of CSMC S.A.'s management program includes coordinating specialized services in the country's large medical centers and institutions such as the Cira García Central Clinic, the Camilo Cienfuegos International Center for Retinosis Pigmentaria, the International Center for Neurological Restoration (CIREN), La Pradera International Health Center and other entities in Havana and throughout the country.

### SECTORIAL POLICY:

To promote foreign investment with the objective of developing exports of Cuban medical and health services.



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## FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



### VACATION HEMODIALYSIS SERVICE



<b>DESCRIPTION:</b>	Creating 2 Vacation Hemodialysis Service Centers for chronic renal insufficiency patients vacationing in Cuba
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Comercializadora de Servicios Médicos Cubanos S.A.
<b>ESTIMATED INVESTMENT:</b>	1.5 millions USD to create the 2 centers
<b>LOCATION:</b>	Principal tourism areas, basically Varadero & Havana
<b>MARKET POTENTIAL:</b>	According to WHO there are around 1.7 million persons suffering from chronic renal insufficiencies, basically patients from Canada, Germany and the UK. Germany and Canada alone estimate having over 90,000 patients on hemodialysis.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We anticipate looking after approximately 2,400 patients per year (50% occupancy) at each center, with sales at approximately 480,000 USD/yr.
<b>CONTACT:</b>	Address: Comercializadora de Servicios Médicos Cubanos S.A. (CSMC S.A.) E-mail: smc@smcsalud.cu Tel: (53) 7203-1590/ 7206-5380/ 7209-0977



### QUALITY OF LIFE SERVICES PROJECT

<b>DESCRIPTION:</b>	Creation of a center exclusively for Quality of Life at one of our main locations, preferably associated with tourism
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Comercializadora de Servicios Médicos Cubanos S.A.
<b>ESTIMATED INVESTMENT:</b>	30 million USD
<b>LOCATION:</b>	Any one of our main locations, preferably associated with tourism
<b>MARKET POTENTIAL:</b>	Health Tourism market from Europe, Russia, the US and Latin America
<b>ESTIMATED ANTICIPATED RESULTS:</b>	To meet the demand for Quality of Life programs for 1300 client-patients, foreseeing 50% for accompanying persons, for annual revenues of 8.5 million USD with an investment recovery period of 3.5 years.
<b>CONTACT:</b>	Address: Comercializadora de Servicios Médicos Cubanos S.A. (CSMC S.A.) E-mail: smc@smcsalud.cu Tel: (53) 7203-1590/7206-5380/ 7209-0977



### INTERNATIONAL SPORTS MEDICINE AND THE CONTROL AND ANTIDOPING EDUCATION CLINIC

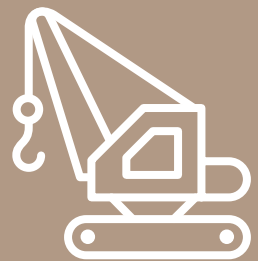


<b>DESCRIPTION:</b>	Creating an international sports medicine and applied sciences clinic for the purpose of providing medical services for foreign athletes, sports officials (both retired and active); this could be extensive for those regularly involved in physical activities in key areas such as the medical control of sports training, evaluating adaptations to training or physical exercise schedules from medical and psychological points of view, physio-prophylaxis and sports/community rehabilitation, the physiology of exercise, anthropometry and bioimpedance, neuromuscular and neurophysiological kinetics, sports nutrition, maximal and sub-maximal effort testing, echographs of the osteomyoarticular system, specific on-site testing for the different sports disciplines.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Instituto Medicina Deportiva
<b>ESTIMATED INVESTMENT:</b>	11 million USD
<b>LOCATION:</b>	Boyeros municipality, La Habana province
<b>MARKET POTENTIAL:</b>	Foreign athletes, sports officials, including those that have retired, foreigners and Cubans regularly involved in physical activities and Cuban athletes.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	To provide medical services for sports medicine and applied sciences in order to complement national scientific development and technological projects. Contribute to the improvement of life-style, promoting improved health levels for those regularly involved in physical activities.
<b>CONTACT:</b>	Director Sports Medicine Institute E-mail: aurorapinopavel@yahoo.es; carlosm58@inder.cu; pablocastillo@infomed.sld.cu Tel: (53) 7643-7148 / 7643-9175





**Construction Sector**



Among its many activities, the Construction Sector covers engineering-geological investigations applying to construction, drawing up designs for construction and setting-up the building of civil, industrial and engineering works, docks and dredging works as well as the production and commercialization of construction materials and products.

The Ministry of Construction has a labor force of approximately 100,000, of which 41% are technicians and 45% are operator/laborers. The figure for professionals is over 12,000, distributed among the specialties of civil engineering, architecture, mechanical engineering and others.

1,051 workers are providing construction and assistance services in 19 countries.

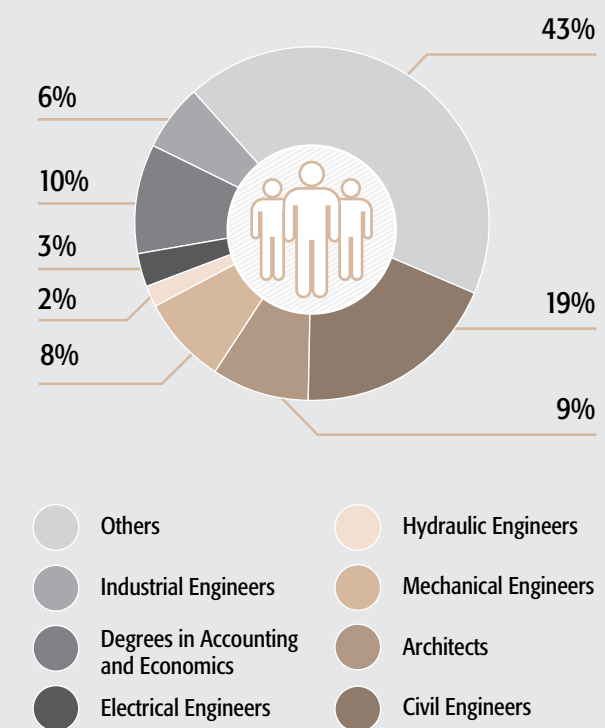
### FECONS is the International Construction Industry Fair

Providing a window on the world for the Cuban construction industry's accomplishments. It is held every two years and is ideal for exchanges between exhibitors from all over the world to promote their products and services for exportation. As a specialized event FECONS has managed to take its place at the forefront of the international commercial market.



The sector has a Quality Management System certified in 136 organizations for a total of 72%.

#### PROFESSIONALS IN THE SECTOR



Source: Ministry of Construction







SECTORIAL POLICY:

To access new technologies in order to improve efficiency in construction, to increase production of materials, spare parts and to recover and complete general repairs for plants. To promote the building of infrastructure and industrial maintenance jobs , primarily for the nickel, oil and cement industries as well as for the designing and building of hotels for tourism and the real estate complexes associated with golf courses.

Legal Framework

Resolution 328/96 for the creation of the National Commission for Contracting and Bidding on Jobs, Projects and other Construction Services and the creation of the National Builders’ Planners’ and Consultants’ Registry of the Republic of Cuba and its Regulations.

SOME EXECUTED PROJECTS

Study, conceptualization and execution of the Farola Viaduct joining the cities of Guantánamo and Baracoa. Considered one of the seven wonders of Cuban civil engineering

Building highways in the sea (causeways) as access routes to the cays so that they may be exploited for tourism

Developing continuous granulometry stony bases for asphalt mixes and cement pavements

Investigation, introduction and generalization of the different types and qualities of Portland and Portland-with-natural-Cuban-pozzolana-additives cement, electrical arc slag furnaces, and hydrofuges and pozzolana-lime agglomerate

Transfer and development of technology in building large earthworks, notably raising the levels for reservoirs and preventing flooding during prolonged periods of rain and hurricanes

Developing construction materials such as nationally manufactured cement-based paint, textured plaster surfacing, single-coat mortar, cement-based D-10 water-proofing, ceramic water-efficient toilets, solar heaters for social works

Drawing up engineering-geological maps for regions especially important for construction

Building hotels at the Varadero and Guardalavaca resort areas



CONTACT

General Director Strategic Development,  
Ministry of Construction  
E-mail: amauri@micons.cu  
Tel: (53) 7881-3865

FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



MANUFACTURING LIGHT PANELS

DESCRIPTION:	The project consists of installing lines to produce fiber-cement light panels for exterior and interior walls, mezzanines and roofs
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Perdurit
ESTIMATED INVESTMENT:	18 million USD
LOCATION:	Fibrocemento Perdurit (UEB Artemisa) facilities, at Finca Santa Teresa, Las Cañas, Artemisa province
MARKET POTENTIAL:	This investment has been conceived to meet the demands for light panels for homes, social and tourism facilities and real estate on the domestic market. Production levels can also be exported.
ANTICIPATED RESULTS:	Replacing imports of all light panels used in the country, with the installation of technology that does not now exist in Cuba. Investment recovery period: 6 years
CONTACT:	Development Director, GEICON E-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357



MODERNIZING ENGINEERING SYSTEMS FOR CONSTRUCTION AND SETTING UP

DESCRIPTION:	We foresee modernizing engineering systems with a view to providing building, installation and the specialized setting up services for equipping, finishing, repairing and maintaining new works, buildings and facilities as well as the drawing up of plans for said activities. The engineering systems requiring investments are: sliding molds; repairs to, demolition, maintenance and building of chimneys; repairs to and maintenance of the façades of tall buildings; Norte-Camagüey Cays bridge repairs and maintenance; bridge repairs and maintenance in Cuba.
INVESTMENT TYPE:	International Economic Association Partnership
CUBAN PARTY:	Empresa de Construcción y Montaje Especializado ECME
ESTIMATED INVESTMENT:	15.5 million USD
LOCATION:	Playa municipality, La Habana province
MARKET POTENTIAL:	More domestic customers based on the development and growth of investments in the country
ANTICIPATED RESULTS:	The enterprise’s increased construction capacity, therefore providing a response to the growing needs of customers
CONTACT:	General Director Strategic Development, Ministry of Construction E-mail: amauri@micons.cu



► BUILDING THE 400-ROOM MELIÁ TRINIDAD HOTEL

<b>DESCRIPTION:</b>	Creating an International Economic Partnership with a prestigious experienced foreign entity in the construction sector for the planning, construction and equipping of a 400-room 4-Star Beach Hotel with: Blocks of rooms (South, Central, North, West), Technical and Services Sub-system Block, Central Sub-System Food Services Block, Central Sub-System Shopping Block, Pool Complex (perimeter and room-blocks), Compensation Tanks, Machinery Rooms and Water Mirrors, Ranchón – Grill – Pool, Beach Ranchón, Ranchón – Restaurant – Pool, Kids’ Mini - Club and Pool, Fitness Center & outside areas (green areas, vehicular access, pedestrian walkways, exterior technical networks, echo-massage, beach umbrellas, beach showers, ponds and squares)
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	DINVAI Construcciones S.A.
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Trinidad municipality, Sancti Spiritus province
<b>ANTICIPATED RESULTS:</b>	Partnership with an experienced, prestigious foreign entity in the sector to have access to external financing and working capital in order to acquire products, technology and other expenses as well as having access to advanced building technologies
<b>CONTACT:</b>	Business Group GEDIC Tel: (53) 7879-9568



► BUILDING THE IBEROSTAR ANCÓN HOTEL

<b>DESCRIPTION:</b>	Creation of an International Economic Partnership with an experienced, prestigious foreign entity in the construction sector to build a five-star 409-room hotel on an area of 41.6 square meters with room blocks and a density of 33 rooms per hectare
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	DINVAI Construcciones S.A.
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Trinidad municipality, Sancti Spiritus province
<b>ANTICIPATED RESULTS:</b>	Partnership with an experienced, prestigious foreign entity in the sector to have access to external financing and working capital in order to acquire products, technology and other expenses as well as having access to advanced building technologies
<b>CONTACT:</b>	Business Group GEDIC Tel: (53) 7879-9568



► BUILDING THE REAL ESTATE-TOURISM COMPLEX FOR THE “CARBONERA GOLF & COUNTRY CLUB”.

<b>DESCRIPTION:</b>	Creation of an International Economic Partnership with an experienced, prestigious foreign entity in the construction sector to execute the Real Estate-Tourism Complex for the “Carbonera Golf & Country Club” Cárdenas municipality, Matanzas province. The total project includes: one 18-hole golf course, one practice course, Clubhouse, 5-star 100-room Boutique Hotel, Luxury Spa, Country House, Shopping Center and main entrance, artificial beach with its own Clubhouse and Beach Promenade, Special Tennis Club and community parks, maintenance areas and waste treatment plant, networks, roadways Also including: building a real estate development for s capacity of 201 in villas (houses) and accommodations for 799 in apartment-condos We foresee the investment process lasting over 6 years.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Contratista General de Obras de Varadero, ARCOS.
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Town of Carbonera, near the Varadero resort area
<b>ANTICIPATED RESULTS:</b>	Partnership with an experienced, prestigious foreign entity in the sector to have access to external financing and working capital in order to acquire products, technology and other expenses as well as having access to advanced building technologies
<b>CONTACT:</b>	Business Group GEDIC Tel: (53) 7879-9568



► BUILDING THE REAL ESTATE-TOURISM COMPLEX FOR THE BELLOMONTE GOLF COURSE

<b>DESCRIPTION:</b>	Creation of an International Economic Partnership with an experienced and prestigious foreign entity in the construction sector to execute the Real Estate –Tourism Complex for the Bellomonte Golf Couse in La Habana del Este municipality, La Habana province. The complete project includes: two 18-hole golf courses, one practice course, clubhouse, two 100-room hotels, luxury spa, shopping center, maintenance areas, waste treatment plant, nature areas, networks of roads and pathways, infrastructure works. Also included is a real estate development with 400 villas (houses) and 784 apartments. We foresee the investment process will last an estimated 6 years.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Contratista General de Obras Habana, perteneciente al GEDIC.
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	La Habana del Este municipality, La Habana province
<b>ANTICIPATED RESULTS:</b>	Partnership with an experienced, prestigious foreign entity in the sector to have access to external financing and working capital in order to acquire products, technology and other expenses as well as having access to advanced building technologies
<b>CONTACT:</b>	Business Group GEDIC Tel: (53) 7879-9568





### PRODUCTION OF UNPAINTED FRAMING FOR FLOORING AND ROOFING WOODEN STRUCTURES



#### DESCRIPTION:

Setting up a plant with a production line for wooden frames, doors and windows using alternative materials and another line to produce glue-laminated wood (MLE in the Spanish acronym) items, a popular item for roofing, flooring, etc. We also foresee setting up a plant to treat and dry wood, providing services for domestic clients.

#### INVESTMENT TYPE:

International Economic Partnership Agreement

#### CUBAN PARTY:

Empresa Carpintería de Madera

#### ESTIMATED INVESTMENT:

6.5 million USD

#### LOCATION:

Boyerros municipality, La Habana province

#### MARKET POTENTIAL:

Domestic demand for these construction products for tourism, homes and other economic and social projects. Replacing imports, reducing costs and improving the quality of these products.

#### ANTICIPATED RESULTS:

Replacing imports of framing and structures thereby saving the country over 2.8 million USD each year. Meeting the demand for wooden framing for social jobs, with better quality and meeting the needs of the different facilities in the tourism sector. We also foresee the exportation of framing and MLE structures to the Caribbean area. Investment recovery period is 3.8 years.

#### CONTACT:

Development Director GEICON  
E-mail: [juncosa@oc.geicon.cu](mailto:juncosa@oc.geicon.cu)  
Tel: (53) 7883-8357



### INCREASING THE POTENTIAL OF MARBLE



#### DESCRIPTION:

Installing a new line of western marble panels. Promoting, diversifying and commercializing products made of Jaimanitas stone, black cabaña marble and capellania stone. To produce marble granulated panels in order to recover solid wastes for the production of new products and to help the environment.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Cuban marble company

#### ESTIMATED INVESTMENT:

5 million USD

#### LOCATION:

Quarries in the eastern part of Cuba, in Pinar del Río and Artemisa provinces

#### MARKET POTENTIAL:

The possibility of using the domestic market, replacing imports. Products can also be commercialized on the international market providing better competitiveness.

#### ANTICIPATED RESULTS:

We aim to cover domestic demands and increase exports of products with higher added value. Jaimanitas Stone with "denomination at origin" provides unsurpassed variety as ornamental stone for covering surfaces, as does black marble which is in high demand for its elegance.

#### CONTACT:

Development Director GEICON  
E-mail: [juncosa@oc.geicon.cu](mailto:juncosa@oc.geicon.cu)  
Tel: (53) 7883-8357



### MODERNIZATION AND EXPANSION OF MANUFACTURED BATHROOM FIXTURES IN HOLGUÍN

<b>DESCRIPTION:</b>	We foresee the introduction of the most advanced technology in high-pressure vacuum manufacturing of bathroom fixtures in order to increase the factory's production capacity of 30,000 sets per year to 100,000 sets, with 85% improved quality. The labor force with experience in the ceramics industry is distinguished as the major strength of this project.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Holguín White ceramic company
<b>ESTIMATED INVESTMENT:</b>	12 million USD
<b>LOCATION:</b>	Holguín province industrial zone
<b>MARKET POTENTIAL:</b>	The market for bathroom fixtures for public use is growing and current production levels are not able to meet the demand. The tourism sector is also expanding and demanding these products which are being imported into the country today. We estimate a demand for 120,000 sets per year
<b>ANTICIPATED RESULTS:</b>	Total replacement of imports to cover domestic demands for bathroom fixtures, achieving linkage with the domestic metal fittings industry. The possibility exists of obtaining surplus production in order to export any type of high or medium standard bathroom fixture.
<b>CONTACT:</b>	Development Director GEICON E-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357 Director Técnico, Empresa Cerámica Blanca Holguín



### CONVERTING THE HOLGUÍN PLANT FOR TILES TO A SINGLE-FIRING POROUS TYPE FACTORY

<b>DESCRIPTION:</b>	This project will allow us to change the production method for producing tiles from the rapid two-firing type to the single-firing porous type, going from 1600 m <sup>2</sup> /day to 4550 m <sup>2</sup> /day, by using the two existing kilns for the porous single-firing method. We foresee acquiring new technological equipment and an enamelling line and improving the existing line with serigraphic machinery to add value to the finished product.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Cerámica Blanca de Holguín
<b>ESTIMATED INVESTMENT:</b>	4.2 million USD.
<b>LOCATION:</b>	Holguín province industrial zone
<b>MARKET POTENTIAL:</b>	There is a significant deficit in domestic tile production, with the two domestic factories only turning out some 800,000 m <sup>2</sup> of finished product per year. This entire amount is for the domestic market and the deficit has to be covered by importations, costing around 10 million USD per year.
<b>ANTICIPATED RESULTS:</b>	Effective replacement of imports due to satisfying 80% of domestic demand for tiles with the offer of decorated products similar to those being imported, at competitive prices. 40 % reduction in energy costs and making use of the installed capacity of the kilns.
<b>CONTACT:</b>	Development Director GEICON E-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357 Director Técnico, Empresa Cerámica Blanca Holguín E-mail: wilson@cholguin.geicon.cu



### SAN JOSÉ CERAMICS PLANT

<b>DESCRIPTION:</b>	Modernizing the plant for tiles with a view to increasing its productivity. Also, diversifying production and increasing quality.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa de Cerámica Blanca San José
<b>ESTIMATED INVESTMENT:</b>	3.5 million USD
<b>LOCATION:</b>	San José municipality in Mayabeque province
<b>MARKET POTENTIAL:</b>	There is a significant deficit in domestic tile production, with the two domestic producing factories contributing only some 800,000 m <sup>2</sup> of finished product per year. This entire amount goes to the domestic market and the deficit is covered by imports for roughly 10 million USD per year.
<b>ANTICIPATED RESULTS:</b>	Recovering efficient production capacity, competing with foreign suppliers.
<b>CONTACT:</b>	Development Director GEICON E-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357



### MANUFACTURE OF BATHROOM FIXTURES IN SAN JOSÉ

<b>DESCRIPTION:</b>	Remodelling and modernizing the existing plant for bathroom fixtures in San José, for the purpose of attaining design productive capacities through modernization and management of the facilities in order to turn out 150,000 pieces of bathroom fixtures, ensuring the introduction of new designs with improved appearance.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	San José White ceramics company
<b>ESTIMATED INVESTMENT:</b>	1.5 million USD
<b>LOCATION:</b>	San José municipality in Mayabeque province
<b>MARKET POTENTIAL:</b>	The market for bathroom fixtures for social uses is increasing and current production levels do not cover the demand. The tourism sector is also expanding and it demands this product which is currently being imported. We estimate a demand for 120,000 sets per year.
<b>ANTICIPATED RESULTS:</b>	Recovering productive capacity and attaining production numbers of 150,000 bathroom fixtures with efficiency and high quality.
<b>CONTACT:</b>	Development Director GEICON E-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357



**MANUFACTURING  
CERAMIC FLOORING****DESCRIPTION:**

Designing a plant in Santa Cruz to reach productive capacities for ceramic flooring. This plant began operations in 2008 with a design capacity of 3100.0 Mm<sup>2</sup>; it is the only one that produces this type of product in the country and is the only one in the field using natural gas as the energy source for firing ceramics because of its proximity to oil fields in the region.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Company in the vicinity of Santa Cruz

**ESTIMATED INVESTMENT:**

3 million USD

**LOCATION:**

Santa Cruz del Norte municipality in Mayabeque province

**MARKET POTENTIAL:**

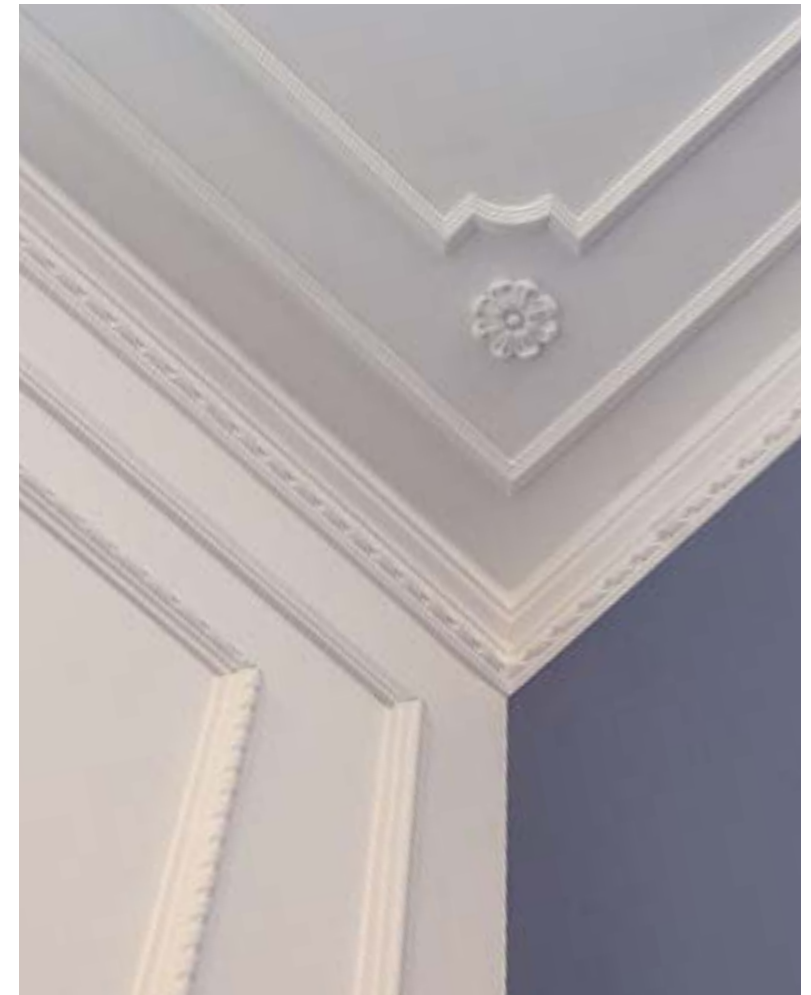
At the present the plant can only meet part of domestic demands; a number of clients (tourism) import ceramic floors. Besides, all flooring sold in stores is now being imported. We have imported on an average of 3000 Mm<sup>2</sup> of flooring in the last 3 years.

**ANTICIPATED RESULTS:**

Recovering the productive capacity with efficiency, increasing quality levels that allow us to replace imports and to export to the Caribbean area

**CONTACT:**

Development Director GEICON  
E-mail: juncosa@oc.geicon.cu  
Tel: (53) 7883-8357.

**MANUFACTURING  
PLASTER-BASED  
ITEMS IN CANASÍ****DESCRIPTION:**

Installing plaster-based production lines for drywall systems, plaster pastes and putties. The plant will be built in the vicinity of the plaster mine being exploited with the advantage of having a deposit with excellent quality and highly studied reserves, near the port and also close to gas deposits.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Construction materials company in Matanzas.

**ESTIMATED INVESTMENT:**

30 million USD

**LOCATION:**

Town of Canasí in Matanzas province

**MARKET POTENTIAL:**

Using the products on the domestic market and exporting them since we estimate a demand well above 20 million m<sup>2</sup> of light plaster panels

**ANTICIPATED RESULTS:**

Replacing imports for all light panels used in the country and exporting part of the installed capacity

**CONTACT:**

Development Director GEICON  
E-mail: juncosa@oc.geicon.cu  
Tel: (53) 7883-8357



**Business Sector**





Wholesale business in Cuba sells goods that have been produced in the country or imported, destined for production entities, wholesalers or retailers, industrial and institutional consumers and nongovernment management forms (cooperatives).

Even though there are over 2,000 entities that participate in wholesale business in Cuba, a group of wholesale marketing agents of non-food products has been reorganized. Some of these are Grupo Comercializador de Productos Industriales y de Servicios (Gran Comercial), ACINOX, DIVEP, ESCAMBRAY, COPEXTEL, SEISA, AUSA, CIMEX, GELMA and AXEES which is insufficient for the growing demands of the market, with the challenge of also promoting wholesale foods business.

Businesses in this sector are directed to ensure as a priority the distribution of products that are widely used and families of domestic and imported products in great demand in the country to attain stable supplies through logistical operators that can efficiently guarantee levels of activity required by wholesale business.

#### SECTORIAL POLICY:

To develop wholesale business by recruiting financial resources, advanced managerial methods, technology and marketing techniques. To establish foreign investment in strategic areas using Joint Enterprise and International Economic Partnership contracts having majority Cuban shareholders. Retail business could establish business with majority Cuban shareholders.



#### CONTACT

Wholesale Trade Direction of the Ministry of Domestic Trade  
E-mail: [logistica1@mincin.cu](mailto:logistica1@mincin.cu), [dircmia@mincin.cu](mailto:dircmia@mincin.cu)  
Tel: (53) 7861-0949/ 7867-0066



FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



MARKETING  
HARDWARE AND  
CONSTRUCTION  
MATERIALS



DESCRIPTION:

Construction and start-up of wholesale warehouses for wholesale sales of hardware (industrial and home) and materials to supply finishing elements for the construction of homes, buildings and for the needs of the economy.  
The project will cover the western, central and eastern parts of Cuba.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresa de Bienes de Consumo No Alimenticios y de Servicios Logísticos, GRAN COMERCIAL

ESTIMATED INVESTMENT:

11.8 million USD

LOCATION:

We foresee 3 locations: Km No 2 ½ on the Autopista Nacional, Ampliación de Coyula & Río Martín Pérez, Guanabacoa, La Habana; Carretera Central Km 457 Oeste, Ciego de Ávila & Km 27 on the Autopista Nacional, San Luis, Santiago de Cuba.

ESTIMATED ANTICIPATED RESULTS:

Business in this sector will have the priority of ensuring distribution of widely-used products and families of domestic and imported products that are in high demand in the country.

CONTACT:

Presidency Trader Industrial Products Group and Service  
E-mail: arivera@gi.mincin.cu  
Tel: (53) 7698-2349  
Dirección de Logística de Almacenes  
E-mail: logistica1@mincin.cu  
Tel: (53) 7867-0066



3PL LOGISTICAL  
OPERATOR FOR  
MANAGING CHAINS  
OF REFRIGERATED  
FOOD SUPPLIERS



DESCRIPTION:

Wholesale food products in the country, integrating into the Program for Recovery and Reorganization of Refrigeration Plants for the purpose of creating a Category 3PL Logistical Operator at the Alquizar Basic Unit of Refrigeration Plants in charge of refrigerated food supply chains, basically specializing in transportation, storage and managing inventories, thereby becoming the potential client of reference for third party logistical services as mentioned above.  
The Refrigeration Plant at the Mariel Development Zone is foreseen as the main supplier.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresa Nacional de Frigoríficos del Ministerio del Comercio Interior.

ESTIMATED INVESTMENT:

7 million USD

LOCATION:

Finca Juventud Km 1 ½, Carretera Güira de Melena, Artemisa.

MARKET POTENTIAL:

We foresee annual increases in projections for the demand for refrigerated food product capacities

CONTACT:

Group Chair wholesalers Food and other consumer goods  
E-mail: israel.ruiz@unal.cu  
Tel: (53) 7692-1078  
Warehouse Logistics Division  
E-mail: logistica1@mincin.cu  
Tel: (53) 7867-0066  
Wholesalers Direction  
E-mail: dircmla@mincin.cu  
Tel: (53) 7861-0949





### WHOLESALE TEXTILES, DRY GOODS, ACCESSORIES AND TEXTILE PRODUCTS



#### DESCRIPTION:

Wholesale textiles, dry goods, accessories and textile products based on the installation of a wholesale outlet using a combination of imports and the development of wholesale business

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Empresa de Bienes de Consumo No Alimenticios y de Servicios Logísticos, GRAN COMERCIAL.

#### ESTIMATED INVESTMENT:

5.2 million USD

#### LOCATION:

Base Occidental 8 Vías, Km No 2 ½, Autopista Nacional, La Habana province

#### MARKET POTENTIAL:

The proposal aims to supply raw materials to domestic manufacturers for the network of markets, manufacturers of textile products, creators, designers, upholsterers, decorators and others. It would also be a source of supplies for textile company products and this would allow for production linkage with entities that make up the different supply chains

#### CONTACT:

Presidency Trader Industrial Products Group and Service.  
E-mail: arivera@gi.mincin.cu, Tel: (53) 7698-2346  
Warehouse Logistics Division  
E-mail: logistica1@mincin.cu, Tel: (53) 7867-0066  
Wholesalers Direction  
E-mail: dircmla@mincin.cu, Tel: (53) 7861-0949



### IMPORTING AND WHOLESALE MARKETING OF AUTOMOTIVE SPARE PARTS, PARTS AND ACCESSORIES



#### DESCRIPTION:

Promoting timely supplies of automotive spare parts, parts and accessories for the national transportation system by combining imports and the development of wholesale business, connecting them in a value chain with repairs and manufactured items to be done by domestic industry. Assimilating top management systems for the warehouses, distribution and marketing that is highly automated, guaranteeing the necessary infrastructure for operations.

Raw materials will be supplied to the domestic manufacturers and contracts will be signed with them to purchase their products. Imports and domestic products will be sold on the domestic market. Cuban manufacturers will also have access to state-of-the-art technological manufacturing packages to ensure high productivity and decreased production costs.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Empresa Comercializadora AXESS

#### ESTIMATED INVESTMENT:

17.1 million USD

#### LOCATION:

Guanabacoa municipality in La Habana province

#### MARKET POTENTIAL:

The domestic market for spare parts and accessories will be around 124 million USD.

#### ESTIMATED ANTICIPATED RESULTS ESTIMADOS

We intend to substantially increase competitiveness in the value chain of imports, wholesale sales and the distribution of automotive spare parts, parts and accessories in Cuba, attaining new effective production linkages among the various agents in the chain, to ensure development and the sustainability of the country's transportation system in the first place; in a second phase we would ensure growing participation for domestic manufacturers in the international market.

#### CONTACT:

Director of International Relations Ministry of Transport.  
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**Audiovisual Sector**





## TELEVISIÓN CUBANA ANIVERSARIO



The so-called Entertainment Industry which mainly brings together television and radio is increasingly affected by and forced to undergo greater growth to face the constant technological changes being introduced and the different channels and digital platforms that are making possible the limitless spreading of these media throughout the world due to globalization.

In Cuba today there are 5 national public, open television channels and one international channel called “Cubavisión Internacional” that has the presence of all the continents. Radio and television are governed by the Cuban Institute for Radio and Television known by its acronym of ICRT; it was founded in 1962 and is a member of organizations such as the Organización de Televisión Iberoamericana and the European Union of Radio Broadcasters.

The ICRT assembles a large number of enterprises and budgeted units under its umbrella, some of which are: Empresa de Aseguramiento Material, Servicios Generales y Construcciones (ASTOC); Empresa Técnica Audiovisual Especializada (HAYCO); Empresa Productora de Telenovelas (producer of soap-operas) and RTV Comercial.

In accordance with the technological progress of Cuban television, from analogue to digital, all efforts and investment projects address its growth at the same time as they seek to increase the numbers of Cuban audiovisual productions with visual, sound and artistic merit, so that they are products and services with exportable appeal.



### International Radio and Television Convention

This is a business platform every October for the audiovisual media sector with the participation of suppliers and distributors of technologies and products associated with radio and television productions. Expositions, lectures and the launching of new products and technological solutions fill the program along with meetings with intellectuals, audiovisual creators, top-notch television producers in the region and each of the Telecentros de Cuba where strengths and necessities can be exchanged.



## THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS



***“RTV Comercial.....an enterprise that produces and sells quality”***

PAQUITA ARMAS FONSECA

*(Journalist specializing in cultural issues, this perceptive, acknowledged critic and Cuban intellectual is a regular contributor to the digital newspaper “La Jiribilla”)*

RTV Comercial is the enterprise that markets all Cuban radio and television products and services. Its mission consists of attracting foreign investment projects in the audiovisual sector and so it has the authority to partner with foreign companies. It takes in a group of professionals from a variety of areas (artistic, technical, commercial, economic and legal) thereby ensuring the excellent quality of the enterprise’s products and services.

#### PRINCIPAL PRODUCTS AND SERVICES BEING MARKETING BY RTV COMERCIAL

##### Radio & Television

Productions, co-productions and commissioned productions, advertising inserts, agents for artists, technicians and professionals, licensing for audiovisual and radio work, musical recording services, radio and television scripts, training in the television and radio specialties, mass, social and promotional media research, communications and organizational communications consultants and advisors, licensing of images of audiovisual works for marketing and advertising.

##### Shows/ Performances

Television Ballet, Radio and Television Orchestra, Radio and Television Choir, production services for audiovisual shows, artistic performances that are part of the radio and television catalogue

##### Products

By-products of radio and television audiovisual works and digital television. Merchandising.



The Empresa de Informática y Medios Audiovisuales of the Ministry of Education of the Republic of Cuba has been working for over 20 years to introduce technologies into the Cuban education system.

A group of experienced pedagogues collaborates with the artistic technical team to deal with education via ICTs, mainly on issues related to multi-media and audiovisual educational productions, class digitalization projects and learning environments and networks.



#### CONTACT

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## FOREIGN INVESTMENT OPPORTUNITY TECHNICAL SPECIFICATIONS



**BUILDING AND SETTING UP A FORUM FOR HIGH-DEFINITION AUDIOVISUAL PRODUCTIONS AND/OR CO-PRODUCTIONS IN MANAGUA. (MANAGUA FORUM).**



#### DESCRIPTION:

Creation of a location that would be equipped with all the necessary technological components to produce high-definition audiovisual works, ensuring quality and attaining a national product that could be marketed. We foresee building two TV studios and the complementary areas for all audiovisual production activities such as makeup and hairdressing rooms, internet room, special effects and pyrotechniques room, technical area, actors’ lounge, costume warehouse and all the other rooms needed for public services complementing the project.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

RTV Comercial

#### ESTIMATED INVESTMENT:

35 million USD

#### LOCATION:

Southern La Habana province

#### MARKET POTENTIAL:

The project ensures high-definition productions of audiovisual content for the Cuban television family, and for exportation.

#### ESTIMATED ANTICIPATED RESULTS:

Replacing imports of contents and technologies acquisitions for productions, making high-definition audiovisual works in accordance with international standards for marketing. To cover the Cuban television family with top quality programming and to acquire the necessary technologies for high-definition productions.

#### CONTACT:

Group Coordinator, Business Development  
E-mail: yamile@rtvcomercial.co.cu  
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## ► ESTABLISHING PAY-PER-VIEW CHANNELS FOR CUBAN TV

<b>DESCRIPTION:</b>	Inserting a service of thematic high-definition channel packages available and affordable for the populace.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	RTV Comercial
<b>ESTIMATED INVESTMENT:</b>	6 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	The project will ensure the insertion of a group of channels of interest to the populace, thereby diversifying audiovisual spots and contents.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	To offer the Cuban populace greater variety in audiovisual contents at affordable prices, to meet the great demand of television audiences eager for cultural and entertainment products to be readily available. To reduce imports due to licensing audiovisual contents by using pay-per-view TV that would also cover the public TV family as much as possible.
<b>CONTACT:</b>	Group Coordinator, Business Development E- mail: yamile@rtvcomercial.co.cu Tel: (53) 7832-8723



## ► INFORMATICS AND AUDIOVISUAL MEDIA FOR EDUCATION

<b>DESCRIPTION:</b>	Producing and marketing clean and innovating technological solutions to improve the quality of education, manage knowledge and the informatics and audiovisual infrastructure for the domestic education system and for exportation.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa de Informática y Medios Audiovisuales (CINESOFT).
<b>ESTIMATED INVESTMENT:</b>	8.8 million USD
<b>LOCATION:</b>	Playa municipality, La Habana province
<b>MARKET POTENTIAL:</b>	The technology market for the education sector will grow annually by 2.3 % until 2018. Knowledge management is also a growing market especially because of the vast digital gap existing today and the shortage of specialists and professors associated with these technologies and the production of different types of educational resources. The foreseen estimated demand for the domestic market is 1.3 million pesos, with 7.5 million USD for exportations in three years.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Access to equipping and specialized high-technological resources required for this type of audiovisual product and the resources for educational content. We also foresee developing and modernizing the process and being able to make the move from a "home-made" industry to a specialized industrial product. Reaching a considerable figure for annual content in order to maintain, develop and expand production and marketing services for informatics and audiovisual applications.
<b>CONTACT:</b>	Commercial Direction Cinesoft. E-mail. dircomercial@cubaeduca.cu Tel: (53) 7203-7742

# CONTACTS OF INTEREST



### MINISTRY OF FOREIGN TRADE AND INVESTMENTS (MINCEX)

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### CENTER FOR THE PROMOTION OF FOREIGN TRADE AND FOREIGN INVESTMENT (PROCUBA)

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CÁMARA DE COMERCIO  
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