



**Cuba**

PORTFOLIO  
OF OPPORTUNITIES  
FOR FOREIGN  
INVESTMENT

**2017 - 2018**



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A PLACE FOR FOREIGN INVESTMENT**

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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 of these other reasons 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 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, the Ukraine and Venezuela and it has signed 63 agreements for Bilateral Investment Treaties (BITs).

## Foreign Investment in Cuba

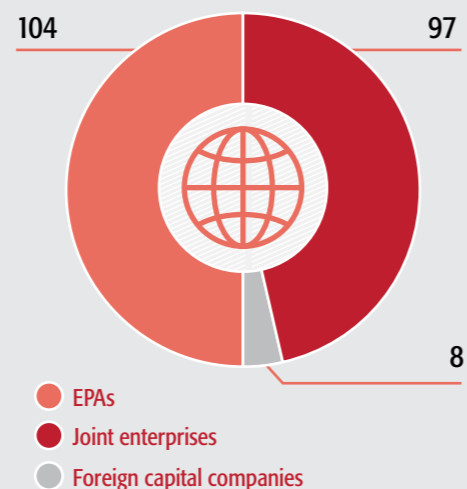
Law No. 118 establishes the types of businesses that can be adopted within foreign investment:

- ▶ 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 for 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 2016, international partnership agreements have been set up as the preferred modality, for 50 % of the total, and within these hotel management agreements outnumber the rest. Joint Enterprises follow at 46 %. Businesses in the Mariel EDZ are not included. Accordingly, the most attractive sector for foreign capital has been tourism, followed by mining and energy activities and industry.

### FOREIGN INVESTMENT BUSINESS MODALITIES 2016



Source: Ministerio del Comercio Exterior y la Inversión Extranjera

Results at the close of the 2016 business year show the international economic partnerships reporting sales of over 4 billion CUC, representing 45 % of total exports.

### PRINCIPAL INDICATORS FOR EPAS IN 2016 (BILLION CUC)

<b>TOTAL SALES</b>	4.0
DOMESTIC MARKET	2.2
EXPORTS	1.8
<b>IMPORTS</b>	1.3
<b>TRADE BALANCE AMOUNT</b>	0.5

## 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 all objectives that should be proposed in order to attract foreign investment.
2. To secure new managerial methods that contribute to achieving better market position, increase productivity and profitability, efficiency of complex investment processes and their assimilation by the rest of the economy.
3. To immediately prioritize foreign investment directed towards 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 the 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 (marabú) 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 tourism, the development of energy sources especially renewable energy, the exploration and exploitation of hydrocarbons and mining resources and construction or the improvement of industrial infrastructures.
10. To guide most of foreign investment towards export sectors. Moreover, to direct it towards eliminating bottle-necks in the production chain, encouraging modernization, infrastructure and changing the economical technological model as well as efficiently meeting the country's needs in 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 as prioritized activities those involving the transfer of technology, production linkage, carried out in areas having lesser economic development or contributing to increasing the efficiency of the production chain.
13. Cuban participation will always constitute the majority share in the extraction of natural resources, providing public services, developing biotechnology, wholesale commerce and tourism.
14. Among the requirements for the approval of foreign investment businesses, introduce criteria planning a balance of payments over time; we will consider this element 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 is to 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 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. Employees hired will earn salaries higher than the set minimum wage.

16. Foreign investment may be directed selectively towards the development of non-state ownership forms with juridical personality, prioritizing the cooperative sector.
17. State assets 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 in 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. We may assess alternatives required to prevent this, even by hiring a foreign labor force.
21. Bidding for design and construction services by 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 importance that it requires 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 retentions 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 in the investment budget will be assumed by the International Economic Partnership.

26. Investments in infrastructures, directly or indirectly induced, may be executed under foreign investment with long term funding modalities. We will prioritize investments associated with the development of tourism.

## Foreign Investment with agricultural cooperatives as partners

1. Land ownership will in no case ever be transferred to the joint enterprise. In international economic partnerships, the contribution of the Cuban party will include the real right of usufruct or surface rights.
2. Partnership of the agricultural cooperatives in foreign investment may be direct or indirect.
3. Indirect partnership takes place as:
  - a. Contractual relationships between the agricultural cooperatives and the foreign investment modalities; or
  - b. b) Contractual relationships between the agricultural cooperatives and state entities, and state entity relationships with the modalities of foreign investment.

These contractual relationships may include the agricultural cooperatives supplying goods and providing services, funding their production, providing technical assistance, supplying technological packages, or others, in order for the agricultural cooperatives to attain the necessary yields and quality.

Direct partnership takes place when the agricultural cooperatives have shares in the foreign investment modalities in accordance with the following variations:

- a. Forming part of an international economic partnership (international economic partnership agreement or joint enterprise) which for its part would be made up of

agricultural cooperatives, a 100 % Cuban capital mercantile company and the foreign investor; or

- b. Previously creating a new 100 % Cuban capital mercantile company between the agricultural cooperative and a state enterprise that will then become partner with the foreign investor in order to constitute the foreign investment modality.

To create the 100 % Cuban capital mercantile company between state enterprises and agricultural cooperatives, the contributions shall be monetary.

Cuban state enterprises producing goods, providing industrial or commercialization services linking with the production to be carried out may be shareholders in the 100 % Cuban capital mercantile companies constituted for these purposes.

The validity period for this mercantile company will correspond to that of the international economic partnership in which it will be taking part.

3. In an international economic partnership in which an agricultural cooperative directly takes part, contributions of surface rights for the cases of agro-industrial activities, the building of facilities or usufruct on the land for either agricultural or forestry activity depend on the form of agricultural cooperative and land ownership, and therefore the following must be kept in mind:



In the case of agricultural production cooperatives having land ownership:

- a. If a partnership as the one described in Paragraph 1.2, section a) is set up, the agricultural production cooperative will contribute the land as a right of usufruct or surface rights to the international economic partnership in which it is taking part, with the exception of prior authorization by the Ministry of Agriculture.
- b. If a partnership as the one described in Paragraph 1.2, section b) is set up, the agricultural production cooperative will contribute to the new company being created, the land as ownership with the exceptional authorization by the Ministry of Agriculture. This authorization will specify the return procedure to the agricultural production cooperative of the land ownership at the termination of the validity of said mercantile company. The mercantile company shall not contribute land ownership to the business.

In the case of cooperative production basic units, agricultural production cooperatives and loan and service cooperatives which have land in usufruct:

- a. If a partnership of the type described in Paragraph 1.2 section a) is set up, the right of usufruct on the land shall be extinguished, totally or partially, to the cooperative and the Council of Ministers shall authorize the right of usufruct so that it may be contributed to the international economic partnership.
- b. If a partnership of the type described in Paragraph 1.2 section b) is set up, the right of usufruct on land granted to the cooperative shall be partially extinguished and the Council of Ministers shall authorize the transmission of these land rights to the 100 % Cuban capital mercantile company so that it may be their contribution to the business.

4. In order to take part in businesses with foreign investment, agricultural cooperatives must be functioning in a stable manner and have positive economic and productive conditions. Nevertheless, depending upon the type of project and its geographical location in Cuban territory, we would assess the indirect participation of the entire productive base that may be paying taxes because of being within its zone of influence.
5. In international economic partnership agreements, the scope of carrying out foreign trade activities will be granted to the 100 % Cuban capital mercantile company with which it is partnered.
6. Considering as sponsoring national body or entity of the business attended to by the 100 % Cuban capital mercantile company with which it is partnered.
7. While the double currency and exchange rate situation of remains, we will approve that agricultural cooperatives take part in these businesses in foreign currency, since the bank accounts require this for them to function.
8. Establishing that, once the foreign investment business has concluded, ownership will be returned to the agricultural production cooperative, as well as the right to usufruct to the agricultural production cooperative, cooperative production basic unit or loan and services cooperative that contributed it at the time.

Furthermore, we approved a general principle directed towards amending the special taxation regime to be applied to joint enterprises and the parties in international economic partnership agreements; the Special Taxation Regime\* has been established in the new regulatory framework for foreign investment as follows:

	LAW NO. 118 FOREIGN INVESTMENT	SPECIAL ECONOMIC DEVELOPMENT ZONE OF MARIEL	LAW 113 TAXATION SYSTEM
<b>ON PROFITS</b>	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.
<b>ON USING LABOR FORCE</b>	Exempted	Exempted	Progressive 20 % reduction (2012) to 5 % (2016)
<b>CONTRIBUTIONS TO LOCAL DEVELOPMENT</b>	0 % during investment recovery.	Exempted	Is being established gradually in the Annual Budget Law
<b>ON SALES OR SERVICES</b>	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.
<b>ON PERSONAL INCOMES TO PARTNERS OR PARTIES</b>	Exempted	Law No. 118 applies	15 %
<b>ON USING OR EXPLOITING NATURAL RESOURCES AND PRESERVING THE ENVIRONMENT (5 TAXES)</b>	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
<b>CUSTOMS</b>	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

<b>PROFIT TAX</b>	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.
<b>WORKFORCE TAX</b>	It is gradually reduced to 5 % in 2016.
<b>SALES TAX</b>	5 % on wholesale sales, 10 % on retail sales. Gradual application until 2016.
<b>SERVICES TAX</b>	10 % gradual application until 2016.
<b>SPECIAL PRODUCTS AND SERVICES TAX</b>	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.
<b>ENVIRONMENTAL TAX</b>	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.
<b>TERRITORIAL CONTRIBUTION</b>	Gradually established in the Annual Budget Law.
<b>CUSTOMS TAX</b>	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".





**SUMMARY  
OF BUSINESS  
OPPORTUNITIES**



**Special Economic  
Development Zone  
of Mariel**



The Special Economic Development Zone of Mariel (ZED Mariel in the Spanish acronym) is a visionary project, designed to contribute to the sustain-

able economic development of Cuba. It is located in the province of Artemisa, just 45 Km west of Havana, covering an area of 465.4 square kilometers.



#### REGULATORY FRAMEWORK

ZED Mariel has its own regulatory framework, found in Decree Law 313/2013 and its complementary norms. Decree Law 313 grants it a group of special regimes making up a more attractive scenario for investment by Cuban and foreign enterprises. ZED Mariel's tax incentives bring benefits equally to all the companies set up in the Zone.

western edge of the Port of Mariel. The Master Plan for this area incorporates the highest standards and environmental quality concepts and we will implement it in three phases: launch, consolidation and maturity. Activities with greater aggregate value will be gradually incorporated.

#### APPROVAL PROCESS

There are just two levels: the Director General of the ZED Mariel Office and the Council of Ministers; it takes a maximum of 65 days from the presentation of the file.

The Cuban State has invested an average of 300 million USD per year in the development of high standard infrastructures that ensure multi-mode connections by air, land and sea, power and water supplies, sewage systems, waste treatment and info-communications, etc. They are now at the disposal of the investors.

#### SINGLE WINDOW

An efficient system functions in ZED Mariel: the single window. It frees investors of bureaucratic burdens and processes all the documents, permits, licenses and authorizations that are required on their behalf.

#### PRIME REGIONAL LOCATION

ZED Mariel is located in the heart of the Caribbean, at the crossroads of the main maritime traffic routes for merchandise. It has the most modern container terminal in the region at a deepwater port that allows for entry by the Neo Panamax ships that will access the Caribbean Sea when the enlargement of the Panama Canal is completed. This will strengthen our aim to become a trans-shipment port and the regional logistical hub.

#### DEVELOPMENT AND INFRASTRUCTURES

The development of ZED Mariel began with Sector A, 43.7 km<sup>2</sup> in area, located on the

**BIOTECHNOLOGY SECTOR: THE DEVELOPMENT AND PRODUCTION OF MEDICINES**

**PRODUCTION OF VACCINES FOR CANCER TREATMENT**



**DESCRIPTION:** Building a new industrial biotechnology facility for the production of recombinant proteins for the treatment of cancer and other non-transmissible chronic diseases, from the active pharmaceutical ingredient to the final drug form. Production is fundamentally for exportation.

<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	CIMAB S.A.
<b>ESTIMATED INVESTMENT:</b>	60 million USD.
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General Dr. Agustín Lage Dávila e-mail: lage@cim.sld.cu Tel: (53) 727335.

**PRODUCTION OF THERAPEUTIC ANTIBODIES**

**DESCRIPTION:** Building a new industrial biotechnology facility for the production of monoclonal antibodies for therapeutic use for cancer and other non-transmissible chronic diseases, from the active pharmaceutical ingredient to the final drug form. Production is fundamentally for exportation.

<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	CIMAB S.A.
<b>ESTIMATED INVESTMENT:</b>	75 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General Dr. Agustín Lage Dávila e-mail: lage@cim.sld.cu Tel: (53) 727335.

**PRODUCTION OF PEPTIDES FOR USE IN DRUG PRODUCTS**

**DESCRIPTION:** Set up a sub-contractor enterprise and build a multi-purpose plant with the highest of regulatory standards permitting 100 kg of peptides for the pharmaceutical use of third parties to be obtained per year. The CIGB has developed a great variety of peptides for use in applications against cancer, for pharmaceutical and veterinary endorsing the experience in this type of production. The growth rate of the demand for peptides for pharmaceutical use sub-contracted to third parties increases yearly, thereby ensuring a market for this type of production and services.

<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Centro de Ingeniería Genética y Biotecnología
<b>ESTIMATED INVESTMENT:</b>	30 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General E-mail: eulogio@cigb.edu.cu Tel.: (53)7271-6013

**BLOOD-BASED PRODUCTS PLANT**



**DESCRIPTION:** Building a complex to produce medicines based on human plasma using state-of-the-art technologies with capacity designed for 250,000 liters of plasma per year; of these up to 200,000 liters of plasma will be obtained each year. The project includes the creation of a national network of plasmapheresis centers and 3 regional centers for viral analysis by molecular biology techniques. The assortment of products covers: albumin, i.m. immunoglobulin, i.v. immunoglobulin, Anti-Rho immunoglobulin, tetanus immunoglobulin, Hepatitis B immunoglobulin and we foresee the incorporation of blood coagulation Factor VIII and Factor IX.

<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Sueros y Productos Hemoderivados "Adalberto Pesant"
<b>ESTIMATED INVESTMENT:</b>	160 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Directora General E-mail: yara@pesant.biocubafarma.cu Tel.: (53) 7202-0390



**PRODUCTION OF CEPHALOSPORINS, INJECTABLE CARBAPENEMAS AND ORAL PENICILLIN.**



<b>DESCRIPTION:</b>	Build an industrial pharmaceutical complex to manufacture high quality generic advanced medicines having high aggregate value, with the compliance with the highest international standards of Good Manufacturing Practices. Production capacity: <ul style="list-style-type: none"> <li>▶ 500 million capsules and 20 million bottles for suspensions produced on the basis of imported active principles of penicillin antibiotics for oral suspensions with and without betalactamase inhibitors.</li> <li>▶ 21 million bulbs per year of cephalosporins and carbapenemas (injectable).</li> </ul> Production will be for export and domestic sales to meet the demand for these medicines.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Farmacéutica 8 de Marzo
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Directora General e-mail: nancy@8marzo.biocubafarma.cu Tel: (53) 528741



**VALIDATION AND QUALIFICATION OF BIOPHARMACEUTICAL INDUSTRY CRITICAL OPERATIONS, AREAS AND EQUIPMENT.**

<b>DESCRIPTION:</b>	Enterprise specialized in certifying and validating facilities for critical areas such as clean and sterile rooms for biopharmaceutical industries, hospitals and laboratories
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ESINES
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General e-mail: prado@esines.cu Tel: (53) 720412

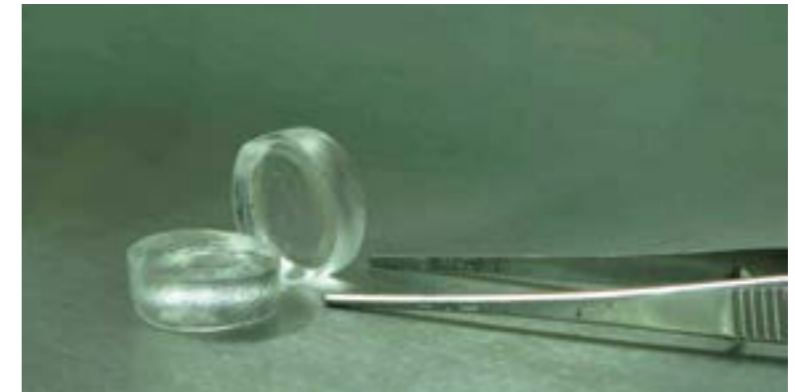


**PARTNERSHIPS FOR INVESTMENTS PROVIDING AUXILIARY SERVICES FOR THE BIOPHARMACEUTICAL INDUSTRY**

<b>DESCRIPTION:</b>	Projects for investments providing auxiliary services and support for the biopharmaceutical industry: <ul style="list-style-type: none"> <li>▶ Workshop for specialized engineering services such as cooling, water treatment systems, diagnostics for maintenance systems, etc.</li> <li>▶ A plant for the specialized treatment of solid, liquid and gaseous waste</li> <li>▶ Plant providing service for the treatment of water and steam.</li> </ul>
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Biocubafarma
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director de Proyectos, MSc. Jorge Sotolongo Peña e-mail: jsotolongo@oc.biocubafarma.cu Tel: (53) 727208



**BIOMATERIALS PLANT**



<b>DESCRIPTION:</b>	Building a pharmaceutical plant to manufacture biomaterial products in compliance with NC-ISO 13485 and NC-ISO 14971, with the following lines: <ul style="list-style-type: none"> <li>▶ TISUACRYL tissue adhesive to seal skin wounds</li> <li>▶ BIOGRAFT-G to regenerate osseous tissue</li> <li>▶ APAFILL-G to repair osseous tissue, purify biological products and as a support for the growth of micro-organisms.</li> </ul> We see the facility having a yearly production capacity for 640,000 ampules of Tisuacryl, 75 Kg of BIOGRAFT-G and 125 Kg of APAFILL-G. Production is fundamentally directed towards exportation.
<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. Zone A-3
<b>CONTACTS:</b>	Vicerrectoria de Investigaciones Universidad de La Habana e-mail: vilmah@rect.uh.cu / dzaldivarsilva@rect.uh.cu, Tel: (53) 787450 / (53) 787867



► PRODUCTION OF CYTOSTATICS.

<b>DESCRIPTION:</b>	Building a plant to produce cytostatics fulfilling the requirements of Drug Industry Good Manufacturing Practices. We plan this facility will have an annual capacity of 10 million bulbs of injectable liquids and lyophilized cytostatics and 10 million cytostatics in solid oral formats. As design premises we foresee using advanced rapid-implementation construction systems, with the use of renewable energy and the latest production technologies, with a high degree of automation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios AICA+
<b>ESTIMATED INVESTMENT:</b>	60 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Dr. Antonio Emilio Vallin García, Director General e-mail: vallin@aica.cu Tel: (537) 27576.



► PRODUCTION AND SERVICES FOR FILLING, BOTTLING AND ANALYTICAL CONTROLS OF PRODUCTS FOR THE BIOPHARMACEUTICAL INDUSTRY.



<b>DESCRIPTION:</b>	Building a pharmaceutical complex for the manufacture of injectable liquids and ophthalmological solutions under the concept of Enterprise which provides services to third parties in formulating, filling, bottling and analytical control, fulfilling the requirements of the Good Manufacturing Practices of the Biopharmaceutical Industry. We will carry out the production facilities using a flexible design that will permit taking on the growth of production necessities, ensuring the production requested by clients for ophthalmological products, liquids in vials, pre-filled syringes and lyophilized products. Capacities for carrying out R+D projects on new formulations, developing new processes and analytical methods.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios AICA+
<b>ESTIMATED INVESTMENT:</b>	160 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Dr. Antonio Emilio Vallin García, Director General e-mail: vallin@aica.cu Tel: (537) 27576.



► PRODUCTION OF MDIS AND DPIS.

<b>DESCRIPTION:</b>	Designing, building and operating a plant to manufacture DPis and MDIs with an annual capacity of: ► 12 billion MDIs ► 2.4 billion DPis As design premises we foresee using advanced rapid-implementation construction systems, with the use of renewable energy and the latest production technologies, with a high degree of automation and containment fulfilling Good Manufacturing Practices of the Drug Industry requirements, FDA Standards, and those of the EMA with the objective of increasing exports.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios Medsol
<b>ESTIMATED INVESTMENT:</b>	2.7 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General e-mail: alarcon@ms.medsol.cu Tel: (53) 7271 3423



► PRODUCTION OF GENERIC ORAL SOLID MEDICINES.

<b>DESCRIPTION:</b>	Building and operating a plant to manufacture generic oral solid medicines. Complete production cycle and warehousing of the finished product, with annual capacity of: ► 4.5 billion pills ► 500 million capsules ► 300 million antiretroviral pills As design premises we foresee using advanced rapid-implementation construction systems, with the use of renewable energy and the latest production technologies, with a high degree of automation and containment fulfilling Good Manufacturing Practices of the Drug Industry requirements, FDA Standards, and those of the EMA with the objective of increasing exports.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios Medsol
<b>ESTIMATED INVESTMENT:</b>	100 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General e-mail: alarcon@ms.medsol.cu Tel: (53) 7271 3423





PRODUCTION OF ORAL CONTRACEPTIVE PILLS AND HORMONES.



<b>DESCRIPTION:</b>	Design, build and operate a plant to produce oral contraceptive pills and hormones, with their principal active ingredients (hormones and antihormones) classified up to contention level (OEL5), including "in process" activities and control testing of production underway. We propose an annual capacity of 500 million pills. As design premises we foresee using rapid-implementation construction systems, with the use of renewable energy and the latest production technologies, with a high degree of automation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios Medsol
<b>ESTIMATED INVESTMENT:</b>	25 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Director General e-mail: alarcon@ms.medsol.cu Tel: (53) 7271 3423

SECTOR INDUSTRIAS



PRODUCTION AND COMMERCIALIZATION OF LOW-COST AND DELUXE BATHROOM FIXTURES.



<b>DESCRIPTION:</b>	Setting up a new plant to manufacture low-cost and deluxe bathroom fixtures (two-way and one-way faucets), bathroom valves and fittings in order to replace imports. The factory should have advanced low-pressure gravity box-casting technology, cutting and finishing cast pieces, ultra-fast transfer machinery for bathroom fixtures, with various heads, automated surface finishing and polishing, with nickel/chrome surface finishes, with a waste water treatment plant and processes for assembly and testing of bathroom fixtures. Production aims to meet the growing demands of hotel development and domestic real estate, with projected growth of 100,000 rooms in the next 15 years, as well as for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Industrial de Herrajes (EIH)
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACTS:</b>	Vicepresidenta GESIME e-mail: cherrera@sime.cu Tel: (53)7 263 3429 Dirección General de EIH e-mail: leduan@iherrajes.cu / dir.negocios@iherrajes.cu Tel: (537) 7979204; 7976762; 7970611; 7263561



PRODUCTION OF AIR-CONDITIONING EQUIPMENT.



**DESCRIPTION:** Setting up a new plant running on clean up-to-date technology to manufacture air-conditioning systems for centralized systems, commercial and home air conditioning and the production of parts, spare parts and accessories and warranty and post-sale service, destined for the development of tourism, replacement of equipment, the domestic market and for export.

**INVESTMENT TYPE:** 100 % Foreign Capital Enterprise

**CUBAN PARTY:** To be defined

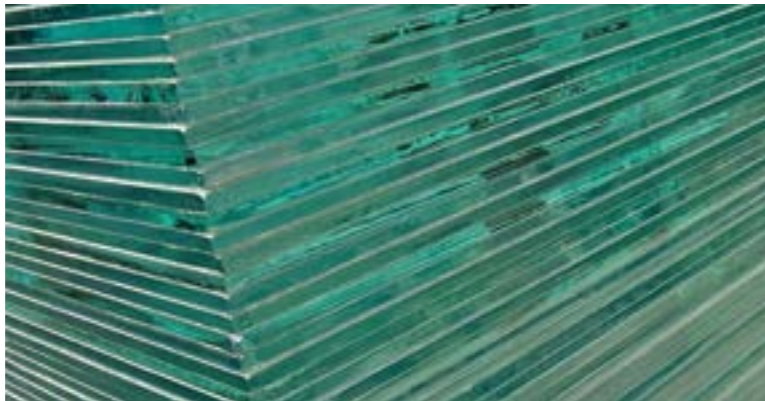
**ESTIMATED INVESTMENT:** over 15 million USD

**LOCATION:** Sector A. Zone A-10

**CONTACTS:** Dirección de Coordinación y Trámites  
e-mail: [ventanillaunica@zedmariel.co.cu](mailto:ventanillaunica@zedmariel.co.cu)  
Tel: (57) 397360 al 362



PRODUCTION OF FLAT GLASS AND ITS PRODUCTS.



**DESCRIPTION:** Setting up a new plant running on clean technology to produce flat glass, mirrors and their products such as safety glass (tempered and laminated) used in the civil construction industry and in the replacement parts auto market, with estimated production volume at over 10,000 tons per year and generating jobs for 200 workers. Production essentially aims to replace imports.

**INVESTMENT TYPE:** Joint Enterprise

**CUBAN PARTY:** Grupo Empresarial de la Industria Química (GEIQ)

**ESTIMATED INVESTMENT:** 65 million USD

**LOCATION:** Sector A. Zone A-10

**CONTACTS:** Vicepresidente  
e-mail: [lisserte@geiq.cu](mailto:lisserte@geiq.cu)  
Tel: (53) 7 20612



PRODUCTION OF GLASS CONTAINERS FOR THE DRUG INDUSTRY.

**DESCRIPTION:** Build and set up a new plant running on clean, modern technology to produce glass containers for the biopharmaceutical industry with an annual estimated production of over 100 million units and daily casting capacity of over 120,000 ton/day in two furnaces (one for transparent glass and the other for amber-colored glass).

**INVESTMENT TYPE:** 100 % Foreign Capital Enterprise

**CUBAN PARTY:** To be defined

**ESTIMATED INVESTMENT:** 70 million USD

**LOCATION:** Sector A. Zone A-10

**CONTACTS:** Dirección de Coordinación y Trámites  
e-mail: [ventanillaunica@zedmariel.co.cu](mailto:ventanillaunica@zedmariel.co.cu)  
Tel: (57) 397360 al 362



PRODUCTION OF VARIOUS LINES OF GLASSWARE.



**DESCRIPTION:** Setting up a new plant running on up to date clean technology to manufacture different assortments of tableware, glasses, goblets, water jars, aimed to replace imports, where the main client will be the in-hotel and out-of-hotel tourism sector.

**INVESTMENT TYPE:** 100 % Foreign Capital Enterprise

**ESTIMATED INVESTMENT:** 10 million USD

**LOCATION:** Sector A. Zone A-10

**CONTACTS:** Directora de Coordinación y Trámites  
e-mail: [ventanillaunica@zedmariel.co.cu](mailto:ventanillaunica@zedmariel.co.cu)  
Tel: (53) 47 397360 al 362



**PRODUCTION AND COMMERCIALIZATION OF EXPENDABLE MATERIAL FOR MEDICAL USES.**



<b>DESCRIPTION:</b>	Production and commercialization of expendable materials for medical uses. We require the foreign counterpart to contribute technological transfers, funding, equipping and technical advice in order to produce to the standards of internationally established quality. The annual domestic market is approximately for 4.7 million USD covering approximately 87 million disposable syringes, 8 million needles, 6 million serum sets and 800,000 units of blood injection sets.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	Oficina de la Zona Especial de Desarrollo Mariel
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Sector A. Zone A-10
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



**COMPREHENSIVE SOLID WASTE MANAGEMENT SYSTEM.**



<b>DESCRIPTION:</b>	Building a processing plant for industrial and domestic solid waste generated by companies and towns in the territory of the Mariel Special Development Zone.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



**METALS TRANSFORMATION CENTER.**



<b>DESCRIPTION:</b>	Building a modern plant for the industrial transformation of metal products under international standards, according to the specifications and formats of the domestic and export markets, with an estimated capacity of over 15,000 tons per year.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	SIMEN AUT S.A.
<b>ESTIMATED INVESTMENT:</b>	15.5 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Negocios de GESIME E-mail: <a href="mailto:verdecia@emta.co.cu">verdecia@emta.co.cu</a> / <a href="mailto:negocios.gesime@sime.cu">negocios.gesime@sime.cu</a> Tel.: (537) 7640-7468; 7640-7110; 7645-0405



AREA FOR RIGID PLASTIC CONTAINERS.



<b>DESCRIPTION:</b>	Build plants to produce rigid plastic containers, in various sizes, for the domestic market and exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15.5 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Negocios de GESIME E-mail: verdecia@emta.co.cu / negocios.gesime@sime.cu Tel.: (537) 7640-7468; 7640-7110; 7645-0405



PRODUCTION OF FLEXIBLE PLASTIC CONTAINERS FOR INDUSTRY.



<b>DESCRIPTION:</b>	Build a plant to produce flexible plastic containers, in various designs and sizes, as containers for industrial products.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	to be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zona A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: ventanillaunica@zedmariel.co.cu Tel: (53) 47 397360 al 362



PRODUCTION OF LED LIGHTING



<b>DESCRIPTION:</b>	Build an up-to-date plant running on clean technology to produce LED lighting components, including lithium batteries for street, industrial and home lighting, for the domestic market and for exportation, with an annual capacity of over 15,000 units.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: ventanillaunica@zedmariel.co.cu Tel: (53) 47 397360 al 362



PRODUCTION OF SMALL-SIZED PERSONAL TOILETRY ARTICLES FOR TOURISM.



<b>DESCRIPTION:</b>	To identify a potential partner to ensure funding and modern clean technology to build a plant to manufacture small-sized personal toiletry products destined for the domestic tourism market and exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: ventanillaunica@zedmariel.co.cu Tel: (53) 47 397360 al 362



PRODUCTION OF MATTRESSES AND PILLOWS.



<b>DESCRIPTION:</b>	Building a plant to produce different sizes of mattresses and pillows, using clean modern technology, for the tourism industry, chains of stores and for exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



PRODUCTION OF ELECTRIC MOTORBIKES.



<b>DESCRIPTION:</b>	Build and set up a new plant running on up to date clean technology to assemble and produce electric motorbikes, for the domestic market and export, in partnership with domestic industries for the manufacture of parts, spare parts and accessories, as well as a network of nation-wide technical services.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	SIMEN AUT S.A.
<b>ESTIMATED INVESTMENT:</b>	To be negotiated
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de negocios de GESIME E-mail: <a href="mailto:verdecia@emta.co.cu">verdecia@emta.co.cu</a> / <a href="mailto:negocios.gesime@sime.cu">negocios.gesime@sime.cu</a> Tel.: (537) 7640-7468; 7640-7110; 7645-0405



PRODUCTION OF ELECTRICAL CABLES.



<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce copper and aluminum electrical cables, telephone cables, enameled wire cables, PVC and thermal copper cables for the domestic market and for exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	53.3 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



PRODUCTION OF LIQUID AND POWDER DETERGENTS.



<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce liquid and powder detergents for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	Intersuchel S.A.
<b>ESTIMATED INVESTMENT:</b>	25 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



### PRODUCTION OF TISSUE PAPER.

<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce tissue paper and its conversion into toilet paper and serviettes, with an annual production volume of 20,000 tons, for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	69 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362

### LOGISTICAL SECTOR



### BUILD AND OPERATE COMPREHENSIVE LOGISTICAL FACILITIES AND SERVICES.



<b>DESCRIPTION:</b>	Set up logistical enterprises that provide comprehensive services for warehousing, transportation and door-to-door distribution of merchandise, as well as processing merchandise (labeling, filling containers, packaging, packing, palletization, etc.)
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	to be defined
<b>ESTIMATED INVESTMENT:</b>	10-20 million USD
<b>LOCATION:</b>	Sector A. Zone A-5
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362

### AGRO-FOODS SECTOR



### PROCESSING SOY (REFINED OIL FACTORY)



<b>DESCRIPTION:</b>	Set up a new plant running on clean technology, energy efficiency and levels of productivity and efficiency that can compete on an international level, to mill 500,000 tons of soy bean per year in the objective to obtain 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption. The refined oil will be distributed in de ½, 1, 4 and 20 liter bottles, eliminating all current domestic bulk distribution. Cuba only has one soy processing plant and one oil refinery in Santiago de Cuba. Currently, both soy refined oil and flour production for animal consumption is under the levels of the demand throughout the country. 28,000 tons of refined oil is produced and Cuba must import 87,000 tons, and in the case of soy production, we produce 85,000 tons and import 360,000 tons.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	149 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</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



**CENTER FOR THE ELABORATION OF FOODS AND CATERING SERVICE.**



<b>DESCRIPTION:</b>	Building a modern centre for the elaboration of foods, providing catering services to enterprises, with a diversity of offers adapting to client requirements and an approximate capacity of 20,000 daily rations of hot meals and snacks per day.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



**PRODUCTION OF DAIRY PRODUCTS AND BY-PRODUCTS.**



<b>DESCRIPTION:</b>	Build and operate a modern factory for the production of yoghurt and flavored milk products, various types of cheese and sizes (blue cheese, firm and semisoft cheeses, goat cheese, cream cheese, etc.) for the tourism industry, chains of stores and export.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	8-10 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



**PRODUCTION OF PASTA**



<b>DESCRIPTION:</b>	Build and operate a factory to produce short and long types of pasta, lasagna and cannelloni, for the tourism industry and chains of stores
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	8 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



**PRODUCTION OF SAUSAGE PRODUCTS.**



<b>DESCRIPTION:</b>	Build and operate a factory to produce sausage products for the tourism industry and chains of stores.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



PRODUCTION OF FRUIT JUICES.



<b>DESCRIPTION:</b>	Build and operate a plant running on modern clean technology to produce natural juices for the tourism industry, the domestic market and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



PRODUCTION OF INSTANT AND NUTRITIONAL FOODS.



<b>DESCRIPTION:</b>	Build and operate a plant running on modern clean technology to produce 10,000 tons per year of instant soups, cream soups, broths, gelatins, vegetables, cornstarch and breakfast cereals for the tourism industry and chains of stores.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</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



PRODUCTION OF SAUCES AND DRESSINGS.

<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce sauces and dressings (tomato sauce, ketchup, mayonnaise, mustard, soy sauce, etc.) in different sizes, for the tourism industry, the domestic market and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel: (53) 47 397360 al 362



PRODUCTION OF SPICES, CONDIMENTS AND ADDITIVES FOR FOOD PROCESSING.

<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce over 7,000 tons of spices, condiments and additives for the processing of foods (meat products, canned fish, vegetables, etc.) for the tourism industry, the domestic market and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	35 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</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



PRODUCTION OF FLOUR.

<b>DESCRIPTION:</b>	Setting up a wheat mill to process 300,000 tons of wheat per year for the consumption of flour in the western part of Cuba and to replace existing mills in La Habana and Matanzas provinces.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</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



CONSTRUCTION SECTOR

INCREASING THE POTENTIAL OF MARBLE.



**DESCRIPTION:** Install two new lines in the current marble industry located in Mariel for the processing of rock coming from selected quarries, as well as acquiring the necessary technology to extract the raw material from the quarries. The final products obtained will be tiles for floors and veneering and larger pieces such as counters, tables and stairs, etc.  
The selected quarries are those corresponding to the black marble varieties from Pinar del Río province, capellanía and Jaimanita Stone from Artemisa province; the latter is found within the limits of ZED Mariel.

**INVESTMENT TYPE:** Joint Enterprise

**CUBAN PARTY:** Cuban marble company

**ESTIMATED INVESTMENT:** 13 million USD

**LOCATION:** Sector G. Carretera 243, Ingenito, Mariel.

: e-mail: fanego@marmoles.geicon.cu  
Tel: (53)72125580-52803835



PRODUCTION OF PLASTER PAPER FOR CONSTRUCTION.



**DESCRIPTION:** Build and operate a modern plant running on clean technology to produce light plaster panels for the domestic market and export.

**INVESTMENT TYPE:** Joint Enterprise or 100 % Foreign Capital Enterprise

**CUBAN PARTY:** To be defined

**ESTIMATED INVESTMENT:** 8 million USD

**LOCATION:** Sector G. Carretera 243, Ingenito, Mariel.

**CONTACTS:** Dirección de Coordinación y Trámites  
e-mail: ventanillaunica@zedmariel.co.cu  
Tel: (53) 47 397360 al 362



PRODUCTION OF BATHROOM FIXTURES.



**DESCRIPTION:** Build and operate a modern plant running on clean technology to produce bathroom fixtures for hotel development, chains of stores and export.

**INVESTMENT TYPE:** Joint Enterprise or 100 % Foreign Capital Enterprise

**CUBAN PARTY:** To be defined

**ESTIMATED INVESTMENT:** 13 million USD

**LOCATION:** Sector A, Zone A-9

**CONTACTS:** Dirección de Coordinación y Trámites  
e-mail: ventanillaunica@zedmariel.co.cu  
Teléfonos: (53) 47 397360 al 362



PRODUCTION OF CERAMIC TILES FOR FLOORS AND WALLS.



<b>DESCRIPTION:</b>	Build and operate a modern plant running on clean technology to produce ceramic tiles for floors and walls for hotel development, chains of stores and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A, Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Teléfonos: (53) 47 397360 al 362



LEASING, MAINTENANCE AND REPAIRS FOR CONSTRUCTION AND HOISTING EQUIPMENT.



<b>DESCRIPTION:</b>	Set up an enterprise to offer leasing, maintenance and repair services for construction and hoisting equipment from their facilities in the Zone.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A, Zone A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Teléfonos: (53) 47 397360 al 362

TRANSPORTATION SECTOR



PROJECT FOR REMODELING THE BAHÍA DE CABAÑAS SHIPYARD

<b>DESCRIPTION:</b>	Remodeling and equipping the existing facilities at the Roberto Nodarse Shipyard of Cabañas, to develop the building of recreational vessels of up to 30 meters long and to provide rebuilding, maintenance, repair and conversion services for small and mid-sized vessels on land and afloat, for the domestic market and for the traffic of recreational vessels in the Gulf of Mexico and Caribbean Sea area.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa de Astilleros "Roberto Nodarse"
<b>ESTIMATED INVESTMENT:</b>	2.7 million USD
<b>LOCATION:</b>	Sector C, Bahía de Cabañas
<b>CONTACTS:</b>	e-mail: <a href="mailto:astcab@transnet.cu">astcab@transnet.cu</a> Teléfonos: (53) 47 308285



LIGHT VEHICLE RENTAL SERVICES FOR ZED MARIEL USERS.



<b>DESCRIPTION:</b>	Setting up an enterprise to provide rental services of light vehicles to ZED Mariel users.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-5
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Teléfonos: (53) 47 397360 al 362



▶ EMPLOYEE TRANSPORTATION SERVICES FOR ZED MARIEL USERS.

<b>DESCRIPTION:</b>	Set up an enterprise to provide employee transportation services for ZED Mariel users.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or 100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-5
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Teléfonos: (53) 47 397360 al 362

**REAL ESTATE SECTOR**



▶ BUILD AND MANAGE STANDARD WAREHOUSING FACILITIES.



<b>DESCRIPTION:</b>	Build and manage standard industrial-use warehouses, leasing them to ZED Mariel users and to other companies requiring dry and refrigerated warehousing capacities.
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zones A-5 & A-9
<b>CONTACTS:</b>	Dirección de Coordinación y Trámites e-mail: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Teléfonos: (53) 47 397360 al 362





**Agricultural  
Forestry and  
Foods Sector**



Agriculture is a dynamic factor in 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 producer access to financing, consumables, agricultural markets, technology, etc.

**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 ownership remains to a large degree in the hands of the State even though only 30 % of the land is managed by state entities while 70 % is managed by non-state formats such as the Basic Production Units (UBPCs), Credit and Service Cooperatives (CCSs) and Agricultural Production Cooperatives (CPAs).



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

Approximately 13.2 % of the country's working-age population works in the agricultural system.

Of a total 924,817 workers, 66 % of them is employed in the cooperative sector.



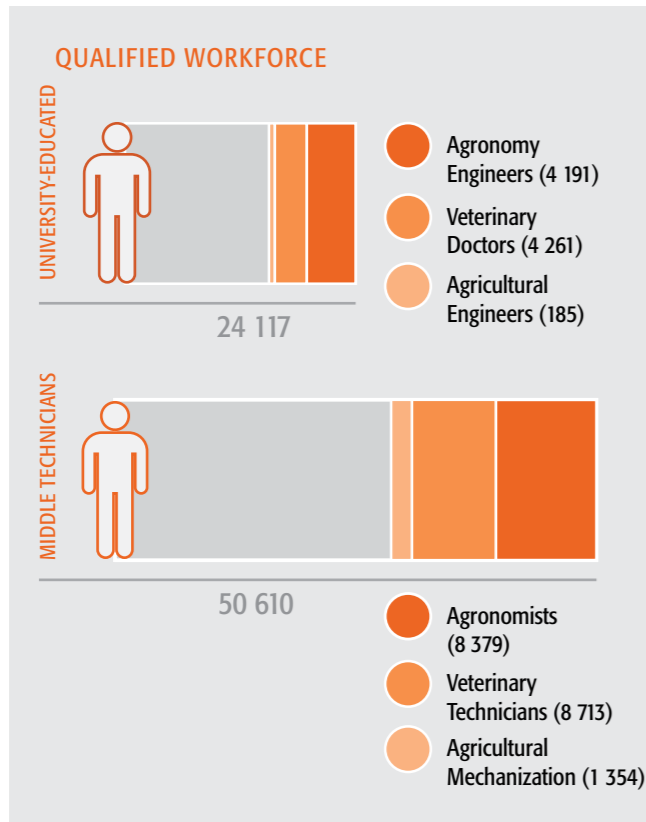
Availability of agricultural land with uncultivated areas permitting expansion of the current productive limits within a short time. The country has 6.24 million hectares of agricultural land; of this 2.7 million is being cultivated.

Potential for increasing areas under irrigation based on recovering systems or with new projects.

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

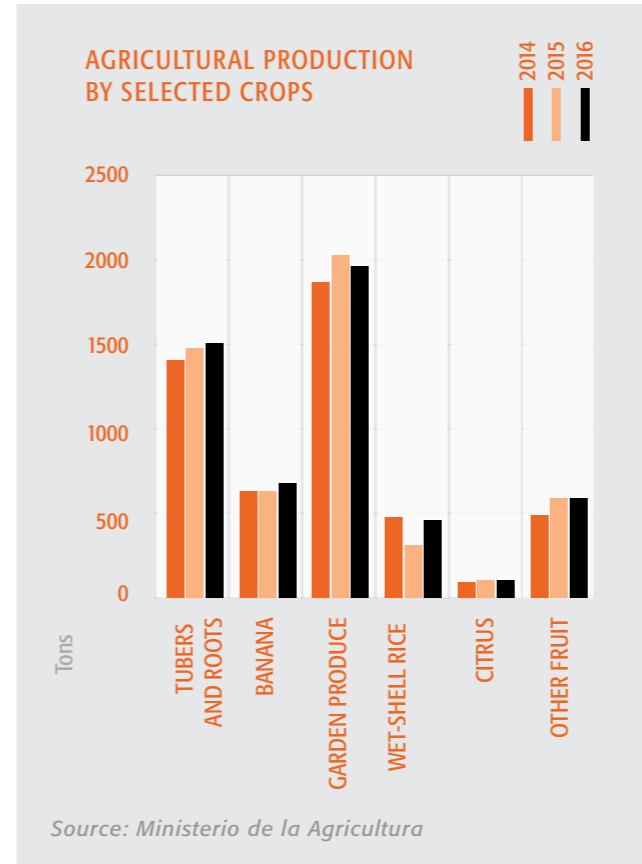
Access to the domestic market, increased demands and good strategic position for access to markets in the area. Domestic market potential according to importation levels is around 2000 million USD. Cuba also has natural advantages to promote exports mainly to markets in the Caribbean area.

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.



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



**POLÍTICA SECTORIAL:**

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 (for 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 mechanically produced cigars and cigarettes.

**Citrus fruits** Fresh citrus fruits (oranges and grapefruit), concentrated and simple juices and essential oils are products with experience and consolidated markets.

**Fruit** Our strongest potential is in fruit pulp, especially mango and pineapple juice.

**Coffee** Exports essentially include Superior Arabica (Crystal Mountain, Extraturquino, Turquino and Altura). Cuba's main client is Japan and it also sells to France, the UK, New Zealand, Australia, Germany and other European countries.

**Cacao** This product has great export potential; currently it is being exported to European countries such as Switzerland and Belgium.

**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, as well as diversifying the sizes besides exporting soft extract and dry pollen and diversified products such as beauty creams based on honey.

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



**CONTACTS**

Dirección de Asuntos Internacionales del Ministerio de la Agricultura  
 E-mail: asuntosinternac@oc.minag.cu  
 Tel.: (53) 78847173 & (53) 7884-7174



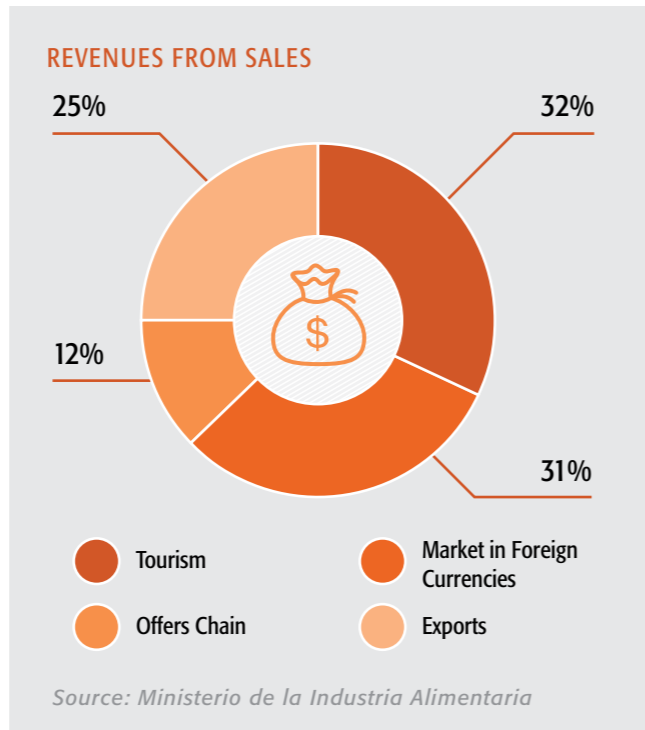
The Foods Industry in Cuba covers activities that transform raw materials and obtain products from milk, meat, fruit, vegetables, coffee, cereals, confectionery, beverages, oil and cacao and the catching and industrial processing of fishing and aquaculture products.

The Business System is made up of 97 enterprises and 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 Bureau for State Inspection, two research centers, one for the foods industry and the other for the fisheries sector which promote the training and professional development of the labor force and technical personnel.

The labor force is composed of 80,000 workers; of these 65 % are university graduates, technicians and senior high school graduates.

The foods industry generates average revenues of 12,685 million pesos; of this amount 806 million CUC corresponds to the tourism industry, the market in foreign currency and exports.



**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.
- ▶ Soybeans into refined oil
- ▶ Cacao into cocoa, candy "africanas", chocolate-covered products, etc.

Its interest in foreign investment lies in the area of technological modernization for producing soy oil, cookies and crackers, sherbets, waters, carbonated beverages, wheat flour, candies, other chocolate and confectionary products.

Among the main imported raw materials are soybeans, hops, beer, flavorings, coloring agents, bottles, conserving agents, etc.

There is potential for increased exports of products derived from chocolate, rum, beer, malt drinks, soybean flour for animal consumption and wheat flour for the bread industry.

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

- ▶ Dairy milk and soybeans 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, meatballs 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.

It is interested in foreign investment for the technological modernization of production of meat products and sausages, long-life dairy products.

Among the main imported raw materials are powdered milk, flavoring agents, materials for containers and synthetic trips, etc.

There is potential to increase exports of products such as tinned fruit, juices and nectars.

**The Fisheries Production Division**

Includes the capture, industrialization and commercialization of platform fish, lobster, sea and tank shrimp, cultivation of freshwater species and other aquatic organisms. Part of its interest in foreign investment includes the introduction of new technologies. There is potential for increased exports of products such as shrimp, freshwater species and other aquatic organisms.

CUBAN PARTIES ASSOCIATED WITH FOREIGN INVESTMENT BUSINESS



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 and fruit nectars.



Corporación Alimentaria S.A. CORALSA: 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.

**POLÍTICA SECTORIAL:**

To promote integral projects generating linked productions and promoting efficiency throughout the chain. We exclude anything dealing with the capture and industrialization of lobster.



**CONTACTS**

Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria.  
 e-mail: minal@minal.cu,  
 negocios@coralsa.com.cu,  
 cubaron@cubaron.co.cu



**PORK PRODUCTION FOR THE COMMERCIALIZATION OF FINISHED PORK PRODUCTS. (15 PROJECTS)**



**DESCRIPTION:**

The objective is to increase pork production on the basis of exploiting all the installed facilities. 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 400 hogs per day. With 270 working days per year, we will be able to slaughter 108,000 hogs / 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 for the production of 4,000 metric tons of pork on the hoof. This Project can be implemented in the country's Empresas Porcinas y Cárnicas (pork and beef enterprises) at the investor's choice.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Porcina and CORALSA in Villa Clara, Matanzas and Pinar del Río provinces  
Empresa Porcina at locations throughout the rest of the country.

**ESTIMATED INVESTMENT:**

47,8 millones de USD en las provincias de Villa Clara, Matanzas y Pinar del Río.  
58,3 millones de USD en las localizaciones del resto del país.

**LOCATION:**

In Empresas Porcinas y Cárnicas areas of the country, close to the location of the enterprise.

**MARKET POTENTIAL:**

The project replaces imports of pork product imports, guaranteeing the demands by the local market and tourism.

**ANTICIPATED RESULTS:**

260,000 metric tons of finished products and pork byproducts including sausages, shaped and smoked pork products

**CONTACTS:**

Departamento Negocios y Colaboración del Grupo Empresarial Ganadero:  
e-mail: jblanco.oc@geg.cu / lorainefg@geg.cu / Tel: (53) 7884-7266/ 7884-7259.  
Corporación Alimentaria S.A (CORALSA):  
e-mail: negocios@coralsa.com.cu / Tel: (53) 7202194/ 720055;



**DEVELOPING MOZZARELLA CHEESE PRODUCTION, BASED ON PROCESSING BUFFALO MILK, AS WELL AS MAKING USE OF ITS MEAT.**



**DESCRIPTION:**

To increase production of buffalo milk based on exploiting 100 % of installed capacities. To do this we will have to activate 20 dairies in order to produce 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 which incorporate aggregate value to the product, improve quality and presentation in a variety of sizes.

We hope to develop buffalo production, recover agricultural areas for the production of raw materials for the production of animal fodder and to strengthen the production chain with the participation of agricultural cooperatives.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Pecuaria Bufalina El Cangre

**ESTIMATED INVESTMENT:**

13.9 million USD

**LOCATION:**

In the El Cangre Empresa Pecuaria Bufalina areas, in Mayabeque province.

**MARKET POTENTIAL:**

The project replaces the imports of milk and mozzarella cheese and will guarantee the demand in the local market and tourism.

**ANTICIPATED RESULTS:**

70.5 million liters of buffalo milk

**CONTACTS:**

Departamento Negocios y Colaboración del Grupo Empresarial Ganadero.  
e-mail: jblanco.oc@geg.cu  
Tel: (53) 7884-7266/ 7884-7259.





**POULTRY PRODUCTION AND ITS CHANNLED COMMERCIALIZATION. (9 PROJECTS)**



**DESCRIPTION:**

To increase production of poultry (chicken) based on exploiting the capacities of producing fertile eggs and their incubation. The objective is to produce 10,000 metric tons of channeled poultry (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 the modernization of technology in a slaughter line pf 3,000 chickens /hour, representing the slaughter of 24,000 chickens each day in the slaughterhouse. The enterprise will allow for developing the genetics for heavy-weight breeders, incubation, recovering agricultural areas for the production of raw materials destined to produce animal fodder and to strengthen the productive chain with the participation of agricultural cooperatives.

This project may be carried out in Pinar del Río, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camagüey, Holguín and Granma, at the choice of the investor.

**INVESTMENT TYPE:** Joint Enterprise

**CUBAN PARTY:** Empresas Avícolas

**ESTIMATED INVESTMENT:** 35.5 million USD

**LOCATION:** In Empresas Avícolas areas of Pinar del Río, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camagüey, Holguín and Granma.

**MARKET POTENTIAL:** The project replaces imports and guarantees channeled chicken for the local and tourism market.

**ANTICIPATED RESULTS:** 150,000 metric tons of channeled chicken

**CONTACTS:** Departamento de Negocio y Colaboración del Grupo Ganadero  
e-mail: jblanco.oc@geg.cu / cgutierrez.oc@geg.cu  
Tel: (53) 7884-7266/ 7884-7259.



**PRODUCTION OF CHICKEN AND ITS CHANNLED COMMERCIALIZATION.**



**DESCRIPTION:**

To increase production of poultry (chicken) based on 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 allow us to develop 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:** On land and in poultry facilities and others owned by UAM in San Cristóbal, Candelaria, Guanajay and Caimito municipalities, Artemisa province.  
Location dispersion answers the need to fulfill health requirements.

**MARKET POTENTIAL:** For over 10 years, Cuban has not produced channel fattened poultry. In 2012, Cuba imported 154,982 tons of poultry and chicken giblets for 208,041,000 pesos. This investment would meet FAR and Gaviota S.A. tourism needs.

**ANTICIPATED RESULTS:** 150,000 metric tons of channelled chicken

**CONTACTS:** Dirección Economía UAM  
e-mail: wrodriguez@agromil.co.cu  
Tel: (53) 720017



**RICE PRODUCTION IN SOUTHERN ARTEMISA PROVINCE.**



<b>DESCRIPTION:</b>	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 controls and post-harvest systems.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Agroindustrial de Granos José Martí
<b>ESTIMATED INVESTMENT:</b>	37 million USD
<b>LOCATION:</b>	San Cristóbal municipality in Artemisa province
<b>MARKET POTENTIAL:</b>	Sales on the domestic market to replace imports, for tourism and for eventual export
<b>ANTICIPATED RESULTS:</b>	10,000 metric tons per year
<b>CONTACTS:</b>	Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola: E-mail: dir.internacionales@gag.cu / Tel: (53) – 048 598183 Empresa Agroindustrial de Granos José Martí: E-mail: eajm@art.minag.cu / Tel: (53) – 048 598183



**CEREAL PRODUCTION**

<b>DESCRIPTION:</b>	Develop cereal production with the participation of agricultural cooperatives and individual farmers, to replace imports. We hope to obtain yields pf between 2.5 and 3 t/hectare, based on meeting the nutritional needs of the plant with the correct seeds. We foresee using the agricultural areas of the former sugar mills where the infrastructure and agricultural background is present so that these crops can be exploited.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Agroindustrial de Granos Jovellanos
<b>ESTIMATED INVESTMENT:</b>	70.5 million USD
<b>LOCATION:</b>	Jovellanos municipality in Matanzas province
<b>MARKET POTENTIAL:</b>	7,400 metric tons per year
<b>ANTICIPATED RESULTS:</b>	10,000 metric tons per year
<b>CONTACTS:</b>	Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola: e-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089 Empresa Agroindustrial de Granos Jovellanos: e-mail: arrocero@granosmtz.co.cu / Tel: (53) – 045 894296



**PRODUCTION OF MINERAL-VITAMIN PRE-MIXES FOR THE FOODS INDUSTRIES.**



<b>DESCRIPTION:</b>	Technological reconversión and starting up of a factory for mineral-vitamin pre-mixes by modernizing facilities and the continuous introduction of advanced technologies to increase production
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Circuladora de Materias Primas y Premezclas
<b>ESTIMATED INVESTMENT:</b>	11.2 million USD.
<b>LOCATION:</b>	In Empresa Circuladora de Materias Primas y Premezclas areas in La Habana province
<b>MARKET POTENTIAL:</b>	The project replaces imports of mineral-vitamin pre-mixes and other nutritional additives, ensuring the demand of the local market's food industries
<b>ESTIMATED ANTICIPATED RESULTS:</b>	300, metric tons of vitamins, oligominerals, enzymes and other additives for the production of fodder.
<b>CONTACTS:</b>	Departamento Negocios y Colaboración del Grupo Empresarial Ganadero. e-mail: jblanco.oc@geg.cu / cgutierrez.oc@geg.cu Tel: (53) 7884-7266/ 7884-7259.



**PRODUCTION OF WOOD BOARD.**



<b>DESCRIPTION:</b>	The objective of this proposal is the building and start-up of a plant with an annual production capacity of 50,000 cubic meters of medium density fibreboard (MDF) on the basis of intensively managed forestry plantations, small-sized roundwood produced from managing established forests and industry waste in order to meet the demands of the domestic market and export the surplus.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Agroforestal Pinar del Río
<b>ESTIMATED INVESTMENT:</b>	33.8 million USD
<b>LOCATION:</b>	Empresa Agroforestal Pinar del Río. We plan to build the MDF board plant on the site of the former fertilizer factory south of the city of Pinar del Río, in the Siete Matas Industrial Zone
<b>MARKET POTENTIAL:</b>	The installed capacity used in the country is low due to poor bagasse production because of the reduction in sugar mills, the use of bagasse as fuel in the mills to replace oil, and other reasons. In Cuba today the consumption of board (including plywood) is some 26,000 m <sup>3</sup> per year; of these, we import almost all of it, spending around 10 million USD: this is very far from satisfying the demand.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Resulting types of products or services: medium density (MDF) fiberboard from 6 to 25 mm. The plant's projected capacity is 50,000 cubic meters per year of MDF boards. The first year this capacity will use 50 %, the second year 75 % and from the third year maximum capacity will be achieved (50,000 cubic meters).
<b>CONTACTS:</b>	Dirección de Desarrollo del Grupo Agroforestal e-mail: desarrollo1@gaf.minag.cu / Tel: 5884 74 57 Empresa Agroforestal Pinar del Río e-mail: efipr@enet.cu / Tel:048 44 82 31



**PRODUCTION AND COMMERCIALIZATION OF FINE AROMA CACAO**



<b>DESCRIPTION:</b>	To increase levels of cacao collection and its quality. To increase and stabilize an annual level of 500 tons of high quality fine cacao for export and/or the domestic confectionary industry. We also foresee training cacao growers and personnel involved in the processing of the beans, thus increasing knowledge about cacao production in general.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa de Café, Cacao y Coco de Baracoa
<b>ESTIMATED INVESTMENT:</b>	9.2 million USD
<b>LOCATION:</b>	Empresa de Café, Cacao y Coco de Baracoa and cacao producers (UBPC, CPA, CCS), Baracoa municipality in Guantánamo province
<b>MARKET POTENTIAL:</b>	The central objective of this proposal is to increase and stabilize the levels of 500 tons per year of high quality fine cacao for export and/or the domestic confectionary industry
<b>ESTIMATED ANTICIPATED RESULTS:</b>	The project permits us to increase the levels of fine aroma cacao collection, providing support for the recovery of plantations with material resources, up-dating cacao processing technology, improving quality, renewing the infrastructure of the production chain, designing the moving of the cacao from the collection points to the processor, its proper conservation, handling and processing, training the personnel involved in these processes and in general improving knowledge in the production of cacao.
<b>CONTACTS:</b>	Dirección de Desarrollo del Grupo Agroforestal e-mail: desarrollo1@gaf.minag.cu Tel: 5884 74 57



PLANT TO PROCESS, CLASSIFY, PACKAGE AND EXPORT WOOD CHARCOAL.



**DESCRIPTION:**

Processing, classifying, packaging and exporting wood charcoal fulfilling the quality standards demanded by the international market. Increasing exports to 25,000 tons per year of wood charcoal, in sizes depending on the market requirements. Provide investment funding and working capital to increase current wood charcoal production in companies and producers associated with the project in Pinar del Río, Artemisa, Mayabeque, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus and Camagüey provinces

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresas Agroforestales de Costa Sur in Artemisa and in Cienfuegos and Camagüey provinces

**ESTIMATED INVESTMENT:**

5.8 million USD

**LOCATION:**

The project will take place at three locations: Empresa Agroforestal Costa Sur in Artemisa province, a plant having a capacity for 5,000 tons; Empresa Agroforestal Cienfuegos with a capacity for 10,000 tons; and Empresa Agroforestal Camagüey with a capacity for 10,000 tons.

**MARKET POTENTIAL:**

Export up to 25,000 tons of wood charcoal per year, in different sizes in Kraft paper bags and laminated rafia or polypropylene bags; this will permit us to sell the entire charcoal production with quality, a mix of hard and semi-hard wood, fundamentally in the European market.

**ESTIMATED ANTICIPATED RESULTS:**

We foresee increasing wood charcoal exports, recovering investments in periods of between 3 to 5 years.

**CONTACTS:**

Dirección de Desarrollo del Grupo Agroforestal  
e-mail: desarrollo1@gaf.minag.cu  
Tel: 5884 74 57



PRODUCTION AND COMMERCIALIZATION OF SUPERIOR QUALITY CONVENTIONAL COFFEE



**DESCRIPTION:**

Update coffee processing technology, increase levels of the collection of fresh healthy coffee beans, improve the quality of wet and dry processing, renew the infrastructure for the entire production chain, design the moving of coffee from the receiving points to the processing centers and from the latter to the processing site, depending on the criteria of specialized personnel; guaranteeing conservation, handling, storage and commercialization of the coffee product, as well as introduce a production line for roasting the coffee not going to the foreign markets.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Procesadora de Café Rolando Ayub

**ESTIMATED INVESTMENT:**

5.0 million USD

**LOCATION:**

Rolando Ayub Coffee Processing Enterprise in Contra maestre municipality, province of Santiago de Cuba

**MARKET POTENTIAL:**

The project will update and modernize the processing industry to attain international quality and competitiveness standards for the coffee being produced; reorganizing the production in potential zones, improving the quality of the coffee being produced in harmony with the environment and it will promote the Denomination of Origin for coffee from the Macizo de la Sierra Maestra y Cristal, LIDECA. The coffee will be placed in selected gourmet coffee markets until a minimum of 700 tons per year are reached for export.

**ESTIMATED ANTICIPATED RESULTS ESTIMADOS**

The project generates 700 tons per year of high quality coffee for export and will bring benefits to the producers in small selected areas. It will contribute to increasing export revenues and replace current imports to a level of 4 million USD.

**CONTACTS:**

Dirección de Desarrollo del Grupo Agroforestal  
e-mail: desarrollo1@gaf.minag.cu  
Tel: 5884 74 57



**PRODUCTION AND EXPORT OF PINE RESIN AND ITS BYPRODUCTS.**



**DESCRIPTION:**

Increase production of pine resin to 3000 tons per year and its industrial processing to obtain byproducts, colophony and turpentine oil, destined for the domestic market and exportation. For this purpose modernizing the existing plant in the Empresa Agroforestal Pinar del Río will be finished and financing will be granted for investments and working capital to increase extraction production in all the agro-forestry producers of resin in Pinar del Río province

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agroforestal Pinar del Río

**ESTIMATED INVESTMENT:**

4.4 million USD

**LOCATION:**

Empresa Agroforestal Pinar del Río. The resin plant is located south of the city of Pinar del Río in the Siete Matas Industrial Zone.

**MARKET POTENTIAL:**

Production of resin byproducts (Colophony and turpentine oil) will in the first place go to supply the domestic market to replace imports and the rest will be for export since there are numerous market possibilities for this product.

**ESTIMATED ANTICIPATED RESULTS:**

Gradually increase pine resin production to reach 3000 tons per year. Broaden the existing plant's processing capacity for byproducts to reach production of 2100 tons of colophony and 450 tons of turpentine oil destined in the first place to replace current imports of these products and to export the surplus.

**CONTACTS:**

Dirección de Desarrollo del Grupo Agroforestal  
e-mail: desarrollo1@gaf.minag.cu  
Tel: 5884 74 57



**REVIVE, DEVELOP AND INCREASE PRODUCTION AND COMMERCIALIZATION OF FRESH CITRUS AND OF THE INDUSTRIALIZED CITRUS OF THE EMPRESA AGROINDUSTRIAL VICTORIA DE GIRÓN AND CÍTRICOS ARIMAO.**



**DESCRIPTION:**

Achieve the revival of citrus production and its industrial processing in the provinces of Matanzas y Cienfuegos; for this purpose, we propose development of 5,928 hectares within the next 5 years. We forecast reaching production of 242,989 tons in Year 15 of the production project, with a yield of 21.5 t/ha in 11,318.9 hectares.

With this investment, we will achieve increases in the citrus areas and ensure the application of a technological package according to the current demands, making it possible to reach foreseen production levels that permit us to receive attractive profits for both parties in the coming years.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agroindustrial de Cítricos Victoria de Girón

**ESTIMATED INVESTMENT:**

151.6 million USD

**LOCATION:**

Finca San José, Jagüey Grande municipality, Matanzas province

**MARKET POTENTIAL:**

Market guarantees are shown by exports made during 1992-2010, reaching 570 million USD and 60 million exported during 2011-2014, thereby indicating the existing market potential for industrialized citrus products.

**ESTIMATED ANTICIPATED RESULTS:**

This project addresses ensuring production and export levels of fresh and industrialized citrus products; we foresee reaching around 26,449 tons of fresh citrus products and 26,938 tons of industrialized citrus products with revenues calculated for 1,071.2 million CUC in the 15 years of the project's duration.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola:  
E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
Empresa Agroindustrial de Cítricos Victoria de Girón  
E-mail: director@citrovg.cu / Tel: (45) 986315



**DEVELOPMENT AND PRODUCTION OF FRESH VEGETABLES IN PROTECTED CROPS DESTINED FOR EXPORT AND THE DOMESTIC MARKET IN FOREIGN CURRENCY. (7 PROJECTS)**



**DESCRIPTION:**

Increase production of fresh vegetables to increase exports and to meet the growing demand of Cuban tourism in the tourist centers of the country. The project foresees setting up new facilities with state-of-the-art technology attaining performances superior to those being obtained in the country today.

We foresee introducing and modernizing managerial methods to attain efficiency and efficacy in the production, processing and handling of vegetables in growing sheds.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Empresa Agroindustrial Victoria De Girón (30 Ha)  
 Empresa Agroindustrial Ceballos (25 Ha)  
 Empresa Agropecuaria Cubaquívir (25 Ha)  
 Empresa Agropecuaria Cítricos (10 Ha)  
 Empresa Agropecuaria Wilfredo Peña (10 Ha)

**ESTIMATED INVESTMENT:**

15 million USD for each 25 & 30 Ha project  
 4 million USD for each 10 Ha project

**LOCATION:**

Pinar del Río, Artemisa, Matanzas, Cienfuegos, Ciego de Ávila, Camagüey & Holguín

**MARKET POTENTIAL:**

The real possibility exists of exporting significant volumes of fresh products to Canada, European and Caribbean countries. We forecast that with the growth of tourism the demand for fresh vegetables in the country will grow.

**ESTIMATED ANTICIPATED RESULTS:**

Attain a program of production increase and diversification to satisfy tourism demands in the country. Increase the efficiency in production by having modern technology for the processing of garden produce (tomatoes, peppers, cucumbers, melons, etc.)  
 Increase production levels, exports, and the replacement of imports for the country that will reach 6,000 tons of fresh produce.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
 E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
 División de Cultivos Protegidos del Grupo Empresarial Agrícola  
 E-mail: dircultivos@gag.cu / Tel: (53) – 76438227



**PRODUCTION OF TROPICAL FLOWERS AND ORNAMENTAL PLANTS FOR THE DOMESTIC MARKET IN FOREIGN CURRENCY AND FOR EXPORT.**



**DESCRIPTION:**

Efficiently develop the production of tropical flowers and ornamental plants under our country's conditions. Increase production levels for flowers as well as create conditions for their storage and commercialization, increasing the levels of knowledge and updating on the activity of floriculture and ensuring stability of consumables needed for growing them.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agropecuaria Metropolitana and agricultural cooperatives

**ESTIMATED INVESTMENT:**

7 million USD

**LOCATION:**

La Habana province

**MARKET POTENTIAL:**

Products obtained from this project will be directed towards the domestic market in order to replace the imports made today in Cuba and towards foreign markets.

**ESTIMATED ANTICIPATED RESULTS:**

Increase exports and replace imports. Ensure productive linkage with the bases producing flowers in the territory, permitting us to take advantage of all promotional and developing productions from all producers.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
 E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
 Dirección General Empresa Agropecuaria Metropolitana  
 e-mail: eamhort@eahm.com.cu / Tel: (53) 76700056 / 76700054



**AGRO-INDUSTRIAL DEVELOPMENT IN THE ENRIQUE TRONCOSO CITRUS ENTERPRISE.**



**DESCRIPTION:**

The objective of the project is to create an agro-industrial joint enterprise to produce and commercialize concentrated juices, simple juices, pulp and essential oils, on the basis of achieving agricultural development in the west, including the cooperative sector

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa de Cítricos Enrique Troncoso

**ESTIMATED INVESTMENT:**

14.84 million USD

**LOCATION:**

7 Matas Industrial Zone in Pinar del Río municipality

**MARKET POTENTIAL:**

The domestic market essentially covers the commercialization of products in the retail networks charging in foreign currency, hotel chains in the west and center of the country, as well as other non-governmental production forms of production which are inserted into the market depending on their production and service. The Mariel Development Zone is being presented as a great market opportunity.

A potential market exists for the production of industrialized citrus, essentially in Europe, with possibilities of increasing exports of this item.

**ESTIMATED ANTICIPATED RESULTS:**

Development of the industry by using highly productive and efficient modern technology, present in the technological equipment that we plan to install.

Production chains in the territory so that agricultural development is ensured.

Replacing the county's imports thereby ensuring the assortment and quality demanded by the market.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
 E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
 Empresa de Cítricos Enrique Troncoso  
 E-mail: director@citricopr.co.cu / Tel: 478010, 478013



**PRODUCTION OF BANANAS FOR THE DOMESTIC MARKET AND EXPORT.**



**DESCRIPTION:**

The company has agricultural areas with very fertile land, abundant water, perfect for the production of these crops; historical crop production series suggest this crop should be harvested and exported between June and September since those are the best months to attain production levels of over 17 tons per hectare.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agropecuaria La Cuba

**ESTIMATED INVESTMENT:**

2.3 million USD

**LOCATION:**

Ciego de Ávila province

**MARKET POTENTIAL:**

Potential clients exist who are interested in these export crops, besides supplying the domestic market where today demands are unsatisfied.

**ESTIMATED ANTICIPATED RESULTS:**

Increased revenues for domestic sales, fundamentally to growing tourism markets.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
 E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
 Dirección General Empresa La Cuba  
 E-mail: lacuba@cav.minag.cu



► PRODUCTION OF SMALL-SIZED CHARCOAL FOR EXPORT.

<b>DESCRIPTION:</b>	The objective of the project is to attain development in charcoal production going from the 20 kg. size to small sizes, giving added value to the product. This product is essentially for export. By developing the project we propose to install a small-sized charcoal packing plant as well as providing the necessary tools to the producers for their production. They will also have the necessary logistics to ensure transport to the port.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa de Cítricos Enrique Troncoso Unión Nacional de Acopio Empresa Cienfuegos Empresa Cítricos Arimao Empresa Agropecuaria Jiguaní
<b>ESTIMATED INVESTMENT:</b>	1.7 million USD
<b>LOCATION:</b>	Pinar del Río, Cienfuegos & Granma
<b>MARKET POTENTIAL:</b>	Effective current demand surpasses production capacity for the project while the foreign market assimilates all production that is situated there, with the required quality, greatly surpassing the project potential.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Areas that could be cultivated for other crops are recovered. Obtaining finished production with higher quality indicators. More efficient processing of raw materials. Revenue in foreign currency for the country as the result of exports.
<b>CONTACTS:</b>	Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089



► PRODUCTION, PROCESSING AND COMMERCIALIZATION OF SWEET POTATO (BATATA) FLOUR FOR EXPORT.

<b>DESCRIPTION:</b>	The business objective consists in processing sweet potato flour to be used in the elaboration of industrial desserts such as flakes, sweets, etc. The business proposes that the product is destined for export on a monthly basis and for volumes of 160 tons per month. Advanced design technology will be used for the processing, packing, and packaging of the final product. 20 % of the revenue obtained will go for purchases of equipment and consumables that would ensure the production of sweet potatoes (batata) in the cooperatives.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria Güira de Melena and cooperatives
<b>ESTIMATED INVESTMENT:</b>	1.3 million USD
<b>LOCATION:</b>	Empresa Agropecuaria Güira de Melena
<b>MARKET POTENTIAL:</b>	In Latin America and the Caribbean there is wide demand at this time for batata flour to make sweets, flakes, starches, etc.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased exports via the use of advanced technologies, thereby generating new revenues.
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



► PRODUCTION AND COMMERCIALIZATION OF GREENHOUSE FLOWERS.

<b>DESCRIPTION:</b>	The business aims to produce and commercialize flowers. Artemisa's land is ideal for growing tropical flowers that are in high demand internationally because their strength and colors make them highly prized for the latest styles in interior decoration. Replacing imports and the need to gain a slot in the flower export market were the basic objectives for this business opportunity. With this project, we foresee introducing advanced technology with the intervention of 125 direct production forms in the business.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria San Antonio de los Baños y cooperativas
<b>ESTIMATED INVESTMENT:</b>	13 million USD
<b>LOCATION:</b>	San Antonio de los Baños
<b>MARKET POTENTIAL:</b>	Widespread European demand
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Decrease flower imports and supply the Cuban market and export to Europe
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533





PRODUCTION AND COMMERCIALIZATION OF GARDEN VEGETABLES AND ORGANICALLY-GROWN VEGETABLES IN PROTECTED GROWING SHEDS.



**DESCRIPTION:**

We plan to grow organic vegetables that are healthy and identified with the purpose of helping consumers make healthy choices in their eating habits, thereby having a positive impact on human health and on the environment.

We would like to contribute to the development of an ecological culture protecting our environment, leading to a healthier world.

We would like to introduce advanced technologies from the first world, consisting of staked crops. 192 production forms indirectly take part in the project.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Empresa Agropecuaria San Antonio de los Baños

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

San Antonio de los Baños. Provincia Artemisa

**MARKET POTENTIAL:**

We foresee producing for the European market due to the acceptance of organic produce. There is widespread demand from personnel in ZED Mariel and from tourism in the area.

**ESTIMATED ANTICIPATED RESULTS:**

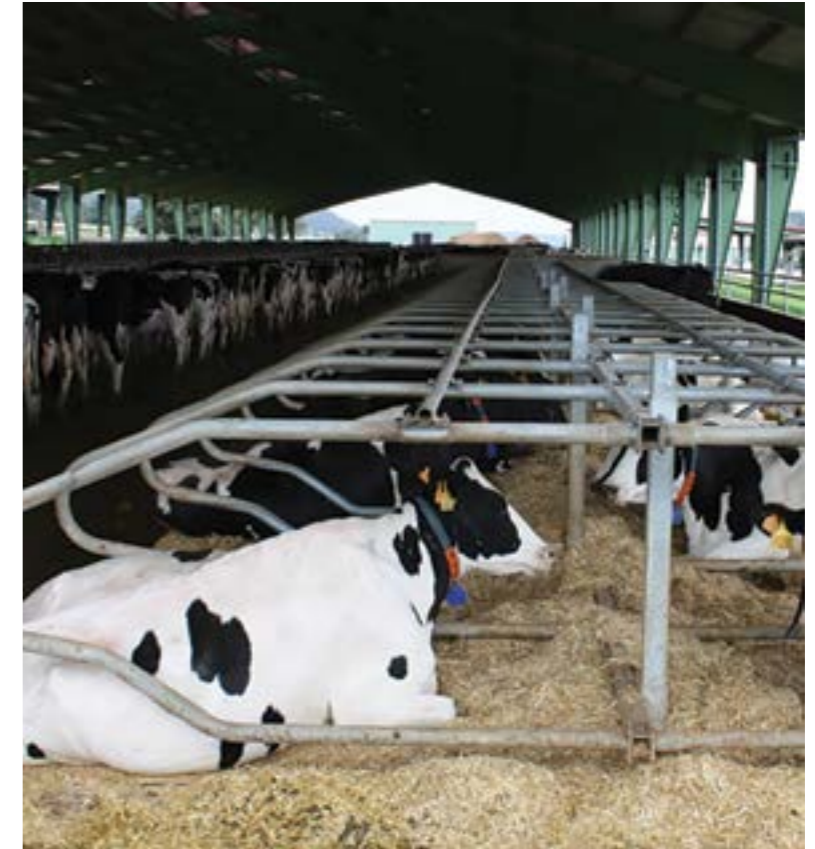
Increased exports and replacing imports via advanced technology use, thereby generating new revenues.

**CONTACTS:**

Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA)  
Tel: (53) 47364026; 47366829; 52793533



SUPER-DAIRY FOR PRODUCING AND COMMERCIALIZING COW MILK



**DESCRIPTION:**

We propose a dairy with capacity for 1000 cows and a herd of some 1700 units of large cattle.

Cow milk production systems are the result of the interrelation of well-conceived and linked technological packages, taking into account the essential ecological balance in the Soil-Plant-Animal relationship and with solvent economic features making the system sustainable and long lasting.

This idea could be carried out in phases, to gradually recover the investment on the basis that the project would be taking place on an already working farm which currently has 186 cows, 378 heifers, 65 yearlings and 64 calves, and also with 122.1 hectares dedicated to the production of fodder, of these 4 ha of sugar cane, 13.6 ha of K-Grass, 18 ha of guinea grass, 50 ha of mulato grass and 30 ha of yacaré.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Empresa Agropecuaria San Cristóbal

**ESTIMATED INVESTMENT:**

7.5 million USD

**LOCATION:**

San Cristóbal municipality

**MARKET POTENTIAL:**

Domestic market

**ESTIMATED ANTICIPATED RESULTS:**

Acquire modern technology and the technical accompaniemnt of new first world cattle-raising techniques.

**CONTACTS:**

Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA)  
Tel: (53) 47364026; 47366829; 52793533



**FATTENING BOVINE CATTLE HERDS FOR THE PRODUCTION, PROCESSING AND COMMERCIALIZATION OF BEEF IN ARTEMISA PROVINCE.**

<b>DESCRIPTION:</b>	The objective is to use fallow lands in the province in order to build and set up an area for the fattening of beef cattle, developing the pre-fattening stage for bulls when they are one year old so that they reach the weight of around 280 kilograms. The structure of the facility would be composed of a unit for production with a radial system of semi-stable technology, a clinical laboratory, a slaughter area, packing area, packing according to destination, pasture and forrage areas, elaboration and processing areas for animal fodder, silage areas for the dry season; biodigester for waste treatment with fertilizing-irrigation for pastures. 15 production forms would intervene indirectly in the business.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria San Cristóbal
<b>ESTIMATED INVESTMENT:</b>	18 million USD
<b>LOCATION:</b>	San Cristóbal municipality
<b>MARKET POTENTIAL:</b>	Domestic market
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased production of beef for the domestic market and tourism obtaining increased revenues at smaller production costs and replacing imports.
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



**PRODUCTION, PROCESSING AND COMMERCIALIZATION OF FRESH CARROTS FOR EXPORT.**

<b>DESCRIPTION:</b>	Extend carrot crops in Artemisa province, incorporating advanced design technology in the production cooperatives dedicated to this crop. Establish the production chain by providing incentives to crop growers, with advanced commercialization, attaining excellent quality produce for export. With this business, we would achieve the introduction of high-yield seed varieties that today do not exist in the country and the introduction of efficient equipment and technology to have the cooperatives produce fresh, excellent crops. 146 production forms participate in this business; there is a cooperative in Güira de Melena, a leader in this crop.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria Güira de Melena, y cooperativas.
<b>ESTIMATED INVESTMENT:</b>	1.4 million USD
<b>LOCATION:</b>	Güira de Melena
<b>MARKET POTENTIAL:</b>	Domestic market for 10 % of production and exportation for 90 %.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Replace imports and give added value to produce, inserting ourselves on the international market through the registered trademark investor and acquiring marketing experience.
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



**PRODUCTION AND COMMERCIALIZATION OF PRODUCTS DERIVED FROM SESAME AND PEANUT SEEDS.**



<b>DESCRIPTION:</b>	The objective of the business is to contribute to setting up a plant to produce edible oils with the participation of foreign capital, starting with the incorporation of sesame and peanut crops on land in eleven municipalities in Artemisa province, encouraging their sustainable development. Implementing the focus of agro-industrial chains for agricultural products having potential for this: Production-Processing; production areas for these oil-producing plants will be outfitted, incorporating industrial technologies to process the seeds. Use and treatment of waste. Commercialization of products on the domestic market as an alternative for increasing added value and replacing imports.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria Habana Libre
<b>ESTIMATED INVESTMENT:</b>	3.4 million USD
<b>LOCATION:</b>	Caimito municipality
<b>MARKET POTENTIAL:</b>	New management models have brought considerable increases and the rise of new, different business models for the production of both goods and services that will require products to be commercialized with the commissioning of this Project.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Businesses in this sector are directed to ensure the distribution of products as a priority, families of domestic and imported products most in demand in the country, so that supplies will be efficiently and efficaciously established, minimizing the high logistics costs generated in the activity. It will also allow for recovery and maximum use of the existing facilities and revitalization of technologies of other entities dedicated to commercializing other products.
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



**PRODUCTION, PROCESSING AND COMMERCIALIZING PRODUCTS DERIVED FROM GOAT MILK.**



**DESCRIPTION:**

The objective of the project is to set up goat breeding establishments in stables in order to produce milk and its corresponding processing in a plant funded by foreign capital, in order to obtain the corresponding milk byproducts to meet future demands by ZEM for these types of quality produced domestically, thus achieving the highly needed replacements for imports; production will grow as will its corresponding quality certification for inclusion into exportable items in the business group. 134 productive forms will indirectly be taking part in the project.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Empresa Agropecuaria Habana Libre in Caimito, and cooperatives

**ESTIMATED INVESTMENT:**

1.9 million USD

**LOCATION:**

Caimito municipality

**MARKET POTENTIAL:**

Installing a goat milk processing plant to obtain cheese, yoghurt and powdered milk with the necessary dynamics to solve an unsatisfied market demand, by recruiting financial resources, advanced technology and marketing techniques.

**ESTIMATED ANTICIPATED RESULTS:**

Businesses in this sector are directed to ensure the distribution of products as a priority, families of domestic and imported products most in demand in the country, so that supplies will be efficiently and efficaciously established, minimizing the high logistics costs generated in the activity. It will also allow for recovery and maximum use of the existing facilities and revitalization of technologies of other entities dedicated to commercializing these products.

**CONTACTS:**

Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA)  
Tel: (53) 47364026; 47366829; 52793533



**PRODUCTION, PROCESSING AND COMMERCIALIZATION OF BANANAS USING ORGANIC-FARMING PRINCIPLES**



**DESCRIPTION:**

With this business we intend to increase the growing of bananas in Artemisa using the advanced technology other countries have, incorporating more modern techniques for growing and humanizing the labor in the fields. We will be producing bananas without the use of chemicals, achieving cleaner production. 162 cooperativas in the territory will be indirectly taking part in this project. According to information and the experts, the world market for organically grown bananas is growing at a rate of 30-32 % per year (Ifoam 2002, FAO 2001) probably to the detriment of conventionally grown bananas.

**INVESTMENT TYPE:**

Production Management Agreement

**CUBAN PARTY:**

Empresa Agropecuaria Artemisa, y cooperativas.

**ESTIMATED INVESTMENT:**

2.6 million USD

**LOCATION:**

Artemisa

**MARKET POTENTIAL:**

Domestic and export

**ESTIMATED ANTICIPATED RESULTS:**

Replace imports and supply the domestic market with better varieties, working for export and caring for the environment and human health.

**CONTACTS:**

Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA)  
Tel: (53) 47364026; 47366829; 52793533



► **PRODUCTION, PROCESSING AND COMMERCIALIZING CORN FOR INDUSTRIAL USES.**

<b>DESCRIPTION:</b>	This project intends to produce, process and commercialize corn for industrial use including human and animal food with well known various uses. We foresee increasing crop production by using first-class technologies in the case of harvesters that are the fundamental element for crop harvesting and production. We would like to increase corn crops by producing 85 tons per year, dedicating 70 % to replacing imports.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria Artemisa
<b>ESTIMATED INVESTMENT:</b>	3 million USD
<b>LOCATION:</b>	Artemisa.
<b>MARKET POTENTIAL:</b>	Produce for the domestic and export markets
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increase crop production by using first-class technologies and replace corn imports for the production of fodder for animal consumption and increasing social consumption.
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



► **RECOVERY OF DAIRY FARMS AND RANCHES TO PRODUCE AND COMMERCIALIZE MILK AND BEEF IN ARTEMISA PROVINCE.**

<b>DESCRIPTION:</b>	Recover milk and beef production in the area of Bahía Honda and thereby attain considerable savings for the country due to the replacement of imports. With milk and beef production, we propose to meet the domestic demand and thereby reduce our dependence on their being imported, and to export these products. Attain production chains with other entities in the area to ensure the necessary amount of feed for cows, via contracting. Develop the existing dairies/ranches in the Empresa Agropecuaria Bahía through capital repairs and by incorporating to milk production to the local production units which will receive milking technology and the fodder necessary for their cows.
<b>INVESTMENT TYPE:</b>	Production Management Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria Bahía Honda and cooperatives
<b>ESTIMATED INVESTMENT:</b>	19 million USD
<b>LOCATION:</b>	Bahía Honda
<b>MARKET POTENTIAL:</b>	Produce for the domestic market and export
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Acquire modern technology and technical advice from the first world
<b>CONTACTS:</b>	Grupo Empresarial Agropecuario y Forestal Artemisa (GEAFA) Tel: (53) 47364026; 47366829; 52793533



► **PRODUCTION AND COMMERCIALIZATION OF MEAT PRODUCTS**



<b>DESCRIPTION:</b>	This project proposes to salvage existing facilities and animal feeding areas for beef, pork and sheep, as well as to modernize the meat industry. For this purpose, we are looking for a partner to build and set up advanced clean technology facilities having climate controls and or the treatment and use of waste, required to execute this project in a comprehensive manner, such as the application of alternate energy by the use of windmills, biodigesters, thereby diminishing the negative environmental impact of waste generated by the production units. To implement a production system of 20 t/day of Green Hydroponic Fodder (FVH in the Spanish-language abbreviation); along with mixes this will ensure the diet required for the fattening of beef and sheep. The acquisition of equipment for feed and fodder systems ensuring the independence and quality of the food for the animals.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Pecuaria Maraguán
<b>ESTIMATED INVESTMENT:</b>	27 million USD
<b>LOCATION:</b>	Camagüey, Jimaguayú, Santa Cruz, Florida, Sibanicú, Najasa and Minas municipalities in Camagüey province
<b>MARKET POTENTIAL:</b>	There is great domestic demand for top quality meat and meat byproducts because of the boom in tourism and the increased restaurant activity, as well as the need for food for the population. Important contributions in replacing imports in this item.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased production of high-quality meat and its byproducts for the domestic and tourism markets via the restoration of facilities to introduce 12,000 reproducing cows, 2000 reproducing buffalo, at a facility with the capacity for 5000 bulls, and pork facilities with state-of-the-art technologies for reproducing swine and fattening facilities for 33,800 head. Developing 10 farms with 10,000 reproducing sheep.
<b>CONTACTS:</b>	Dirección de Desarrollo del Grupo Empresarial Flora y Fauna E-mail: dir.des@oc.ffauna.cu Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION OF CEREALS FOR FEEDING CATTLE.**



**DESCRIPTION:**

Construction and setting up facilities running on clean, advanced technology, with climate-control and waste treatment for the production of cereals and fodder on 2684 hectares located at Finca “El Carmen”, where the growing of corn will be the principal crop in order to produce cereals and animal fodder rotating with maize, sunflowers and peanuts. This includes technologies for the preparation of soil, planting, irrigation, crop care, plant health, fertilization, harvesting, processing and storing the grain. Also, the industrial processing of same and using the vegetal part of the plants. We require a partner to give us access to advanced technology and know-how.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Pecuaria Maraguán

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

Camagüey province. Santa Cruz del Sur municipality

**MARKET POTENTIAL:**

The market is assured with existing 100 % demand for the industry destined for producing fodder to feed 5,000 cows and their calves in stables at the Yaguabo 3 Farm; the surplus will go towards feeding the company’s livestock. Therefore it is important to point out that this product will be destined to ensure food for the livestock of this company.

**ESTIMATED ANTICIPATED RESULTS:**

Produce grain and forrage to feed livestock in areas not being exploited today. Replace imports of grains used to feed livestock. Contribute to the conservation and improvement of the soil with advanced agro-production techniques and the rational and effective use of water. This project will permit production increases of 212 % in grain in 5 years, as well as 219 % increase in hectares for planting during the same period.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**COMPREHENSIVE PROJECT TO RAISE BEEF CATTLE IN STABLES, WITH A CAPACITY FOR 5000 HEAD.**



**DESCRIPTION:**

This is a comprehensive project to raise beef cattle in stables with a capacity for 5000 head and their calves with crossbreeding that guarantees the meat quality required, in areas of southern Camagüey province, as well as the creation of the necessary feed and fodder nutritional base according to the required food balance

The objective is:

- ▶ Establish a sustainable system for raising cattle, for 5000 reproducers and their offspring, with high reproductive and productive efficiency
- ▶ Develop a system for fattening and developing cows with positive results
- ▶ Achieve food self-sufficiency for the herds
- ▶ Achieve higher financial revenues for reproducers
- ▶ Achieve consolidation for artificial insemination
- ▶ Ensure environmental conservation by making use of solid and liquid waste through vermiculture, compost and biodigesters .

We foresee developing growing areas for animal feed: grasses for grazing and forrage plants such as maize.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:**

7 million USD

**LOCATION:**

Camagüey province. Santa Cruz del Sur municipality

**MARKET POTENTIAL:**

There is a great demand for top quality meat on the domestic market due to the tourism boom and increased restaurant activity, as well as the need to feed the population. It would represent an important contribution for replacing imports of these items.

**ESTIMATED ANTICIPATED RESULTS:**

The following results were achieved, along with increased job sources in the region and the production of organic matter:

CATEGORÍA	AÑOS														
	1			2			3			4			5		
	Peso (kg)	Cbz.	Carne (t)	Peso (kg)	Cbz.	Carne (t)	Peso (kg)	Cbz.	Carne (t)	Peso (kg)	Cbz.	Carne (t)	Peso (kg)	Cbz.	Carne (t)
NOVILLA	360	36	13	360	108	38.9	360	319	115.0	380	308	116.9	390	335	130.7
VACAS	400	0	0.0	410	116	47.7	410	352	144.5	430	605	260.0	440	742	326.3
TOTAL	380	36	13.7	419	224	94.0	419	672	281.4	427	912	389.6	431	1077	464.1

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION AND COMMERCIALIZATION OF FLOWERS AND ORNAMENTAL PLANTS**



**DESCRIPTION:**

We propose a project to produce flowers and ornamental plants on over 300 hectares spread over 8 farms covering diverse ecosystems (mountainous and flatlands) with excellent soil, temperature and water conditions to grow quality flowers and plants, mainly tropical and native plants.

We are looking for advanced technologies to grow flowers in greenhouses and in the open, to ensure maximum efficiency and quality in the use of water, organic matter, biopesticides, biofertilizers and other resources favoring clean and sustainable production.

We place value on obtaining biotechnology techniques for producing in vitro plants.

The project involves technology, equipment and the training required for agricultural production, handling harvests and right up to wholesale and retail distribution.

We foresee providing eco-gardening services as part of salvaging growing traditions and environmental education in the many species of Cuban flora.

We seek a partner who will collaborate in the execution of the project contributing funding, technology, equipment, know-how and distribution channels for export.

Funding will benefit the Agricultural Cooperatives which bring in produce to be commercialized by the company.

**INVESTMENT TYPE:**

International economic Partnership Agreement

**CUBAN PARTY:**

Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:**

3.8 million USD

**LOCATION:**

Farms spread throughout the provinces of La Habana, Pinar del Río, Cienfuegos, Santi Spiritus, Holguín, Santiago de Cuba and Guantánamo

**MARKET POTENTIAL:**

There is a growing domestic market as a result of the Cuban people's culture, the increase in international tourism, the holding of national and international events and the increased number of florist shops throughout the country.

There is great demand for flowers, seeds and tropical plants on the international market and this is an opportunity for us to diversify exports to areas in the Caribbean, Canada and, strategically, the US, the largest importer of natural flowers in the world.

**ESTIMATED ANTICIPATED RESULTS:**

We estimate annual production of 30 million flowers with an annual increase of 10 %  
 Supplying an important segment of the domestic market, thereby replacing imports, as well as supplying eco-gardening services.  
 Encouraging and diversifying non-traditional exports to new markets.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
 E-mail: dir.des@oc.ffauna.cu  
 Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION AND COMMERCIALIZATION OF QUAIL MEAT AND EGGS**



**DESCRIPTION:**

Build and set up facilities with advanced and clean technologies, climate control, waste treatment, to activate the production of eggs and reach levels of up to 500,000 quail eggs per day, and the subsequent slaughtering and industrial processing of the meat, destined to replace imports and for exportation.

Making use of solid waste to ensure a favorable relationship with the environment through the production of vermiculture, codornaza and the use as animal feed.

We seek a partner who will provide technology, equipment, storage and conservation facilities and distribution means for the finished products and the know-how permitting us to reach levels of egg and meat production and the entire system of waste treatment and use being generated.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:**

7 million USD

**LOCATION:**

Mayabeque province

**MARKET POTENTIAL:**

At a first stage, the business will be essentially directed towards supplying the domestic market and as greater levels of production are reached, a part of production will be exported to Caribbean islands. Increased numbers of tourist arrivals in Cuba make it necessary to increase the supply levels as well as diversifying products being offered. Because of its nutritional value, this product is much in demand.

**ESTIMATED ANTICIPATED RESULTS:**

Establish an intensive quail-breeding system for the production of eggs, with 601,344 birds, with high technological and production levels, allowing us to produce and commercialize 176 million eggs per year. Our objective is to reach 500,000 eggs per day and to commercialize the meat of the reproducing birds after they have reached maturity.

Profits can be made by selling the following products: eggs for consumption and incubation as well as quail for reproduction purposes and for meat.

Establish a top-quality meat and egg commercializing system that will allow us to obtain foreign currencies for the country and to satisfy the domestic market.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
 E-mail: dir.des@oc.ffauna.cu  
 Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION AND COMMERCIALIZATION OF DUCK MEAT AND PÂTÉ.**



**DESCRIPTION:**

Build and set up advanced and clean technology facilities, climate controls, with waste treatment, for increased duck breeding, their slaughter and industrial processing, with vacuum pack systems, refrigeration chambers and freezers ensuring efficient production and commercialization of duck meat, in order to replace imports and for exportation. For this reason, we would have to activate production of fertile eggs and their incubation.  
Install technology to produce and package pâté for the purpose of diversifying exportable items and also supplying the domestic market.  
To achieve this we require a partner who contributes technology, equipment, know-how and international distribution channels for its exportation.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:**

4 million USD

**LOCATION:**

Pinar del Río, Artemisa & La Habana provinces

**MARKET POTENTIAL:**

The business will be directed towards supplying the domestic market and to export to specific markets such as the Asian market.  
The increase in arrivals of tourists to Cuba makes it necessary to increase supply levels as well as diversifying and increasing the quality of products being offered today. Particularly, with the start of direct flights to China, we expect more Chinese tourists will be arriving; they are known consumers of this product and so we will have to satisfy demand levels.

**ESTIMATED ANTICIPATED RESULTS:**

Our objective is to produce 99,300 Tm of channeled duckmeat per year, in 5 years.  
Producing pâté in a first stage permits us to supply domestic demand until we reach levels in quantity and quality to accede to the international market.  
Revenues will increase as we place ever more competitive products on the domestic and international markets thereby creating new exportable items and replacing imports.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**INDUSTRIAL DEVELOPMENT FOR THE PROCESS OF TANNING EXOTIC LEATHER.**



**DESCRIPTION:**

This project aims to install a tannery using advanced and clean technologies, climate controls, waste treatment, based on the availability of exotic leathers such as ostrich, crocodile, sheep, goat, porcine and rabbit, as part of the production cycle of the aforementioned species, obtaining added value for these agriculture-related products. We must take into account the special features of each leather type requiring different handling and technologies.  
We require a partner who will contribute technologies, equipment, know-how and personnel training in the processes of slaughtering, skinning and tanning, as well as distribution channels towards an exportable market.  
Establish linkages with industries and artisans to set up useful productions having high value and quality.  
Waste treatment is an important element in this project.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

Granma province, Manzanillo municipality

**MARKET POTENTIAL:**

There is demand on the domestic market by artisans (we have a historical tradition in leatherworking) to ensure products for the domestic market, promoting a new item for the domestic market and export, dealing with useful products (shoes, handbags, belts, etc.)  
There is high demand on the international market for quality skins for the footwear/leather-working industry, especially the luxury markets in Europe and North America.

**ESTIMATED ANTICIPATED RESULTS:**

Estimated leather production in 9 years:

PIELAS	2016	2017	2018	2019	2020	2021	2022	2023	2024
COCODRILLO	4300	5750	6650	7350	7950	8150	8500	8500	8500
AVESTRUZ	5624	6954	8550	11305	16663	21566	26362	28082	29877
OVINO CAPRINO	19852	36391	52566	64441	72957	76744	76744	76744	76744
CONEJO	3500	3500	3500	3500	3500	3500	3500	3500	3500
PORCINO	30000	30000	30000	30000	30000	30000	30000	30000	30000
TOTAL	63276	82595	101266	116596	131070	139960	145106	146826	148621

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Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION OF WOOD CHARCOAL, BRIQUETTES AND COMBUSTIBLE PELLETS.**



**DESCRIPTION:** There is potential to increase these products, increasing their quality and fulfilling established environmental regulations. Therefore, we propose a business to increase these production and commercialization capacities, ensuring better quality and presentation of the product, thanks to the acquisition of advanced and clean technologies and the equipment to increase production of charcoal and its byproducts such as briquettes, etc., to introduce new products such as combustible pellets.

**INVESTMENT TYPE:** International Economic Partnership Agreement

**CUBAN PARTY:** Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:** 4.7 million USD

**LOCATION:** Pinar del Río, Matanzas, Villa Clara, Ciego de Ávila, Sancti Spiritus, Camagüey, Las Tunas & Granma provinces

**MARKET POTENTIAL:** At the present time we export 10,700 tons; we have orders for over 30.0 MTons, principally for Europe, without taking into account the future US market; we have expectations of expanding to the Middle East and Asia.

**ESTIMATED ANTICIPATED RESULTS:** We hope to reach 36.0 MTons of charcoal, with growth representing 2.6 times more than what was produced in 2015, and also to produce 3,0 MT of briquettes. This will lead to 3,477 new jobs in improved labor conditions, with the application of new technologies in controlled environments. We could also salvage land to turn it over to agriculture.

**CONTACTS:** Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**PRODUCTION AND COMMERCIALIZATION OF YUCCA FLOUR AND STARCH.**

**DESCRIPTION:** This is a new project for agricultural/industrial development, producing yucca and subsequently processing it, taking into account the importance of this crop in Asian, African and Latin American countries mainly for its high occurrence in their agricultural systems and for its contributions to both human and animal diets. The aim of this project is to provide clean state-of-the-art technologies, climate controlled waste treatment and equipment to the yucca aro-industry in order to:

- ▶ Increase yucca production on sustainable bases for the production of flour thereby ensuring less dependency on the importing of other flour and similar products
- ▶ Promote obtaining byproducts mainly going to the food industry
- ▶ As a result of crop rotations, producing cereals such as corn and beans that are in high demand by the population and for the elaboration of animal feed.
- ▶ With the increase of crop-growing areas, salvage under-used land infected with scrub (marabú).

**INVESTMENT TYPE:** International economic Partnership Agreement

**CUBAN PARTY:** Empresa Nacional para la Protección de la Flora y la Fauna

**ESTIMATED INVESTMENT:** 2.5 million USD

**LOCATION:** Villa Clara province with the possibility of expanding to other areas

**MARKET POTENTIAL:** This is a sure market with demands existing due to the variety of its uses both to elaborate foods as well as in other non-food industries. The project is designed to produce yucca and flour for the food industry and for other sectors that can use this product because of its qualities. Crop rotation will also permit us to produce corn for animal consumption, as well as Phaseolus beans (black beans), and Vigna beans (Caupi) as food for the population.

**ESTIMATED ANTICIPATED RESULTS:** We anticipate the following results:

Production obtained byland rotation. (UM/t):

Crops.	Proyected production by years					
	Yr.0	1st	2nd	3rd	4th	5th
Vegetal charcoal	1440.0	-	-	-	-	-
Yucca flour	-	138.97	794.43	794.43	794.43	794.43
Dry corn	-	192	89.22	99.71	104.96	104.96
Phaseolus Beans	-	24	22.3	22.3	23.62	26.24
Vigna Beans	-	19.2	17.84	17.84	18.89	20.99
Total	1440	374.17	923.79	934.28	941.90	946.62

Increased Yucca Flour production. Processing Plant Production:

Product	1st yr.	2nd yr.	3rd yr.	4th yr.	5thyr.
	t	t	t	t	t
Yucca flour	138.97	794.11	794.11	794.11	794.11

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E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)





► PRODUCTION OF NATURAL PRODUCTS.

<b>DESCRIPTION:</b>	Modernize the plant to manufacture natural products for a large sector of the world population, with proven positive effects for diseases, such as Asmacán; with prophylactic use in persons having elevated oxidative stress levels associated with disorders of the respiratory system, El Nutrisol; prophylactic use for gastro-intestinal system processes as well as for the immune system associated with chronic infections, citing the two leading products, fulfilling Good Manufacturing Practices in the Biopharmaceutical Industry
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Productora y Comercializadora de Productos Biofarmacéuticos Matanzas
<b>ESTIMATED INVESTMENT:</b>	3.15 million USD
<b>LOCATION:</b>	In Empresa Productora y Comercializadora de Productos Biofarmacéuticos Matanzas areas
<b>MARKET POTENTIAL:</b>	For the foreign and domestic markets
<b>ESTIMATED ANTICIPATED RESULTS:</b>	1 million liters per year
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu Tel: (53) 7 8307093



► PRODUCTION OF SPIRULINA.

<b>DESCRIPTION:</b>	Remodel and enlarge the production capacity of two plants producing Spirulina in Cuba. We have an installed capacity of 60 TM in artificial pools.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa GENIX
<b>ESTIMATED INVESTMENT:</b>	5.245 million USD
<b>LOCATION:</b>	Mayabeque province
<b>MARKET POTENTIAL:</b>	For the foreign and domestic markets
<b>ESTIMATED ANTICIPATED RESULTS:</b>	The project allows us to obtain the following products: <ul style="list-style-type: none"> <li>► Spirulina powder in bags</li> <li>► 100 % natural Spirulina nutritional supplement tablets</li> <li>► Nutritional supplement tablets mixed with Spirulina and other natural products</li> <li>► Various cosmetic products to nourish and care for the skin, hair and the body in general</li> <li>► Nutritional supplements for all kinds of animals</li> <li>► Natural foliar and radicular fertilizers for all kinds of crops</li> </ul>
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu Tel: (53) 7 8307093



► PRODUCTION OF GLUCOSE.

<b>DESCRIPTION:</b>	Modernize the plant producing glucose, the only one of its kind in Cuba. It will permit us to increase productions at lower cost and with higher levels of satisfaction.
<b>INVESTMENT TYPE:</b>	Empresa Mixta
<b>CUBAN PARTY:</b>	Empresa de Glucosa
<b>ESTIMATED INVESTMENT:</b>	22.47 million USD
<b>LOCATION:</b>	In Empresa de Glucosa areas of Cienfuegos
<b>MARKET POTENTIAL:</b>	Replacing imports and exports
<b>ESTIMATED ANTICIPATED RESULTS:</b>	12,500 tons per year of glucose and starches
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu / Tel: (53) 7 8307093



► PRODUCTION OF PARAÍSO YOGHURT IN MATANZAS.



<b>DESCRIPTION:</b>	Modernizing and enlarging the yoghurt-production plant, fulfilling the Good Manufacturing Practices norms established for food and biopharmaceutical products. The existing production line is for probiotic yoghurt production in the natural and flavored varieties.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Productora y Comercializadora de Productos Biofarmacéuticos
<b>ESTIMATED INVESTMENT:</b>	5.775 million USD
<b>LOCATION:</b>	Matanzas province
<b>MARKET POTENTIAL:</b>	Tourism and deomestic market in foreign currency
<b>ESTIMATED ANTICIPATED RESULTS:</b>	2.3 millions of liters/year
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu Tel: (53) 7 8307093



► PRODUCTION OF PLASTIC CONTAINERS.

<b>DESCRIPTION:</b>	Modernizing the plant producing plastic containers, fulfilling Good Manufacturing Practices.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Química de Farmacéuticos y Plásticos
<b>ESTIMATED INVESTMENT:</b>	3.5 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Replacing imports
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Production of a wide range of plastic containers needed for LABIOFAM products
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu Tel: (53) 7 8307093



► PRODUCTION OF PARAÍSO YOGHURT IN VILLA CLARA.



<b>DESCRIPTION:</b>	Building a plant to produce firm coagulation probiotic yoghurt from powdered milk, with LABIOFAM technology, fulfilling Good Manufacturing Practices for the Foods Industry, with a variety of flavors and presentations.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	DIP Villa Clara
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Villa Clara province
<b>MARKET POTENTIAL:</b>	Tourism and domestic market in foreign currency
<b>ESTIMATED ANTICIPATED RESULTS:</b>	3.2 millions of liters of yoghurt per year
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu Tel: (53) 7 8307093



► PRODUCTION OF AVIAN VACCINES.

<b>DESCRIPTION:</b>	Building a plant to produce viral vaccines for various avian diseases (infectious avian bronchitis, Newcastle, Gumboro, avian smallpox, avian encephalomyelitis and avian flu) fulfilling Good Manufacturing Practiced and necessary biosecurity requirements
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa de Vacunas Virales y Bacterianas
<b>ESTIMATED INVESTMENT:</b>	28 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Replacing imports and for export
<b>ESTIMATED ANTICIPATED RESULTS:</b>	200 million doses per year
<b>CONTACTS:</b>	Dirección de Negocios de LABIOFAM S.A E-mail: dir.negocios@labnet.com.cu / Tel: (53) 7 8307093



► PROCESSING AND COMMERCIALIZATION OF CITRUS AND ORGANIC FRUIT.

<b>DESCRIPTION:</b>	In proposing this project, we hope to contribute to strengthening citrus and fruit production, as well as their processing and commercialization as fresh fruit, in the form of juice néctar and essential oils with organic certification.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Agropecuaria y Citrícola Sola
<b>ESTIMATED INVESTMENT:</b>	4.9 million USD
<b>LOCATION:</b>	The plantations are located in the valleys of the Sierra de Cubitas in northern Camagüey province, in the Sierra de Cubitas municipality, on the farms of nine producers belonging to the three Strengthened Loan and Services Coopeatives (CCSF in the Spanish-language abbreviation), and one Cooperative Production Basic Unit (UBPC).
<b>MARKET POTENTIAL:</b>	This business will be undertaken to meet the demands of the domestic market, by sales of fresh products to tourism via hotel chains and other types, and for the international market as an exportable ítem whether in the form of simple orange and grapefruit juice as the export of fresh citrus and avocados. They are also products in high demand on the domestic and foreign markets.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	In proposing this project we hope to: <ul style="list-style-type: none"> <li>► Incorporate organic produce to the tourism market</li> <li>► Develop and diversify production towards other exportable items</li> <li>► Replace imports</li> <li>► Increase yields by the use of advanced technology</li> </ul>
<b>CONTACTS:</b>	Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089 Dirección Técnica y Desarrollo de la Empresa Agropecuaria y Citrícola Sola E-mail: emcisola@cmg.eicma.cu / Tel: (032) 615415



**PRODUCTION, PROCESSING AND COMMERCIALIZATION OF 2000 HECTARES OF MD2 PINEAPPLE**



**DESCRIPTION:**

The project is designed to improve the infrastructure and organization of the production chain in order to ensure the proper handling, conservation and processing of pineapple, as well as crop-growing technology, guaranteeing greater volumes of top quality fruit and to introduce and modernize managerial methods to achieve efficiency and efficacy in the production process

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agroindustrial Ceballos

**ESTIMATED INVESTMENT:**

17.5 million USD

**LOCATION:**

Ciego de Avila province

**MARKET POTENTIAL:**

Pineapple is a fruit that originated in the Americas. It has a long tradition in Cuba and in many countries it is considered an exotic fruit. In recent years pineapple production has increased on an international level and the demand for this product is growing at a faster pace. The market for this produce is ensured for exports to markets such as Spain, Italy, France and Germany and for the domestic market to the tourist areas of Santiago de Cuba, Holguín, the Northern Cays in the center of the Island, Varadero and Havana.

**ESTIMATED ANTICIPATED RESULTS:**

In the approximate period of 7 years, we will have 2000 hectares of MD2 pineapple harvested every year, with production volumes of around 180,000 tons of pineapple. Reaching fresh pineapple export volumes of around 170,000 tons. Generation of seedlings in order to develop new areas and the delivery of small plants to other territories in the country so that this variety may become generalized throughout Cuba.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
 E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
 División de Cítricos y Frutales del Grupo Empresarial Agrícola  
 E-mail: dfrutales@gag.cu / Telefono: (53)6438227  
 Empresa Agroindustrial Ceballos  
 E-mail: dgeneral@dceballos.co.cu  
 Telefono: (53)33 237112



**PRODUCTION OF WOOD CHARCOAL, ACTIVATED CHARCOAL AND ELECTRICAL POWER BY MAKING USE OF SCRUB (MARABÚ) BIOMASS.**



**DESCRIPTION:**

Produce 3000 tons of wood charcoal and 2600 tons of activated charcoal from marabú on a yearly industrial basis.  
 Produce 1000 tons of briquettes from processed charcoal waste.  
 Commercialize 682.9 MW of electrical power that would be generated, beyond the demands of the charcoal plant.  
 The project will be undertaken at the Camagüey agro-forestry company, adapting it to the characteristics of that territory. Anticipated productions will be for export except for the electrical power that will be commercialized in the province where the project is located.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Agroforestal Camagüey

**ESTIMATED INVESTMENT:**

4.6 million USD

**LOCATION:**

The Camagüey company where the industry for the production of wood charcoal will be located and activated. The 3,300 ha of marabú to be used will be located no further away from the project than 30 km.

**MARKET POTENTIAL:**

Foreign market, fundamentally Europe. Surplus power that is generated will go to the National Electro-energy System.

**ESTIMATED ANTICIPATED RESULTS:**

The anticipated preliminary results for this project show that investment yield is positive at a rate of 15 % since:  
 Net Actual Value (VAN): 2 739.5 MUSD  
 Internal Rate of Return: 29.7 %  
 The initial investment recovery period is 4.52 years

**CONTACTS:**

Dirección de Desarrollo del Grupo Agroforestal  
 e-mail: desarrollo1@gaf.minag.cu  
 Tel: 5884 74 57



**DEVELOPMENT OF THE PRODUCTION OF CITRUS AND FRUIT TREES, SUCH AS THE FRESH FRUIT AND INDUSTRIALIZED PRODUCTS AT THE EMPRESA CÍTRICOS CEIBA.**



**DESCRIPTION:**

The project is designed for the installation of an industrial plant to process fruits and vegetables to obtain 2 tons/day chopped, 10,000 l/day of juices, 5 ton/h of pulp and preserves; to promote the company's Prospective Development Program involving attaining 3000 hectares of new citrus trees (200 ha already exist) to 1000 ha of fruit trees (currently we have 700 ha). The Joint Enterprise proposal will indirectly tie in with non-state economic organizations as the suppliers of raw materials, thereby ensuring the productive chain and at the same time, the Joint Enterprise will fund production to ensure the acquisition of top 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. Caimito, Artemisa province

**MARKET POTENTIAL:**

90 % of the products will go the domestic market and 10 % for exports. The domestic market will essentially cover Tourism and the Mariel Special Development Zone, due to its proximity to our facilities.

**ESTIMATED ANTICIPATED RESULTS:**

Increased exports.  
Productive linkage with the Non-State Economic Associations in the territory and other neighboring provinces, permitting the best use for all productions started and being developed, coming from the comprehensive fruit orchards.

**CONTACTS:**

Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola  
E-mail: dir.internacionales@gag.cu / Tel: (53) – 76452089  
Dirección General de la Empresa Cítricos Ceiba  
e-mail: ray@citricosceiba.cu / Teléfono. (53) 473100/ 473106.



**INCREASED PRODUCTION POTENTIAL FOR SHRIMP FARMING. (3 PROJECTS)**



**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 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:**

Productive Management Agreement

**CUBAN PARTY:**

Empresa de Cultivo del Camarón

**ESTIMATED INVESTMENT:**

3 million USD

**LOCATION:**

In Sancti Spiritus, Camagüey and Las Tunas provinces

**MARKET POTENTIAL:**

Export market, mainly Asia

**ESTIMATED ANTICIPATED RESULTS:**

Obtaining technology ensuring improved efficiency in order to improve growing hectare rotation and other state-of-the-art technologies to handle the ponds.  
International market quality demands are satisfied and at the same time, solutions will be implemented to improve disease control and achieve sustainable development that is environment-friendly.

**CONTACTS:**

Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria.  
e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu  
Tel: 7861 4187 ext.: 8151



► PRODUCTION OF SAUCES, INCLUDING SOY SAUCE AND CONDIMENTS.

<b>DESCRIPTION:</b>	Increased soy sauce production in the already existing factory as well as the production of other sauces and condiments for the domestic market, chains of stores and tourism
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Mayabeque & Holguín provinces
<b>MARKET POTENTIAL:</b>	Current production is 20,000 tons per year, not meeting the needs of the national market. The increase of 1,300 tons per year would reduce imports of this product and could meet the growing demand in hotels, chains of stores, etc.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Incorporate soy sauces and other domestically produced items on the domestic market in order to replace the imports currently sold.
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel:(53) 7202-1194/ 7202-2055



► INCREASED AQUACULTURE PRODUCTION AND ITS INDUSTRIALIZATION.



<b>DESCRIPTION:</b>	Increase the capacities or industrial processing considering the current production and the production we envisage occurring in the development program
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	31.5 million USD
<b>LOCATION:</b>	Camagüey province
<b>MARKET POTENTIAL:</b>	Production of fish shaped and sausage products for tourism and chains of stores in the eastern provinces. Currently we only meet 62 % of demand.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	With increased production of fish shaped and sausage products to over 8000 tons per year, we replace some imports being made today and with the industrialization, we attain increased aggregate value for the catches in the fish farms.
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202-2055



► DEVELOPMENT OF THE PRODUCTION OF CONFECTIONERY, CANDIES, SHERBETS, FINE AND SWEET BISCUITS, SODA CRACKERS AND CEREALS.

<b>DESCRIPTION:</b>	Diversify the production of confectionery (candies, sherbets, fine and sweet biscuits, soda crackers) and breakfast mixes in different sizes and assortments with an emphasis on nutrition.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A. (CORALSA).
<b>ESTIMATED INVESTMENT:</b>	18 million USD
<b>LOCATION:</b>	La Habana & Santiago de Cuba provinces
<b>MARKET POTENTIAL:</b>	Replace imports in tourism and in the chains of stores
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Current demand, with a view to replacing imports, attaining an approximate annual value of 18 to 20 million USD.
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202-2055



► DEVELOP AND DIVERSIFY DAIRY PRODUCTS AND THEIR BYPRODUCTS.



<b>DESCRIPTION:</b>	Broaden and diversify the assortments and sizes for yoghurt production to meet the existing demands of chains of stores and tourism in the country; today we meet these demands by importing these products and their replacements.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	8 million USD
<b>LOCATION:</b>	Sancti Spiritus province
<b>MARKET POTENTIAL:</b>	Current production in the western part of Cuba only meets 22 % of the domestic market demands totaling over 19.0 tons per year.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Produce 15.0 M tons per year for the domestic market
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202- 2055.



**DEVELOP AND DIVERSIFY PRODUCTION OF INDUSTRIALIZED FRUIT, VEGETABLE AND GARDEN VEGETABLE PRODUCTS.**

<b>DESCRIPTION:</b>	Increase and diversify production and bottling of fruits and vegetables
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	25 million USD
<b>LOCATION:</b>	Pinar del Río & Artemisa provinces
<b>MARKET POTENTIAL:</b>	Current bottled production is 3000 tons; this does not meet the demands of the domestic market. Increased bottling totals to 15,523 tons per year would be directed towards decreasing bulk production and imports
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased offers of these products on the domestic market, replacing imports
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). 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, essentially for the Sistema Empresarial de la Industria Alimentaria.
<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 in La Habana province, with U.E.B. structure in La Habana, Villa Clara and Holguín, which also have workshops covering the entire national territory
<b>MARKET POTENTIAL:</b>	This company's current services only meet 11 % of existing demands of the companies in the Foods Industry. Increasing these services would meet current demands.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Meeting the refrigeration services for companies in the foods, fisheries and beverage industries
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151



**RAISING FISH IN THE SEA.**



<b>DESCRIPTION:</b>	Build a spawning center and install a farm of floating cages to attain a production of 400 tons of marine fish having top commercial value to meet some of the tourism sector demands and to replace imports.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Pesquera Industrial de Cienfuegos
<b>ESTIMATED INVESTMENT:</b>	3 million USD
<b>LOCATION:</b>	Cienfuegos province
<b>MARKET POTENTIAL:</b>	There is widespread demand for fish at the various tourist resorts in Cuba; this project's results could meet some of these demands. An assortment of products could be offered, with fresh fish replacing similar imported frozen fish
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Annually replacing 300 tons of imported fish
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151 Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202- 2055.



DEVELOPMENT OF THE PRODUCTION OF CACAO AND ITS BYPRODUCTS.



<b>DESCRIPTION:</b>	Achieve technical assistance in order to ensure management efficiency in an industrial factory
<b>INVESTMENT TYPE:</b>	Productive Management Agreement
<b>CUBAN PARTY:</b>	Empresa de Confeitería y de la Harina
<b>ESTIMATED INVESTMENT:</b>	2 million USD
<b>LOCATION:</b>	Guantánamo province
<b>MARKET POTENTIAL:</b>	Domestic market, replacing imports
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Attaining increased production of cacao byproducts in order to replace some of the imports being made by Cuba
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151



INDUSTRIAL FISH PROCESSING.

<b>DESCRIPTION:</b>	Modernize the industry with means, technological equipment and advanced techniques for the management of fish processing. This industry would be designed to assimilate the industrial processing of some 10,000 tons of fish per year for the domestic market, in both foreign currency and Cuban pesos.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA).
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Artemisa province
<b>MARKET POTENTIAL:</b>	Opportunely commercialize fish in different formats meeting the domestic market demand, in foreign currency, contributing to replacing imports
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We estimate that this will cover part of the current tourism sector's demands for fish. Processing all fish being raised today in Artemisa province; this would fundamentally cover this province's demands. The principal activity would be the replacing of imports.
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202- 2055.



RAISING MOLLUSCS AND FISH IN THE SEA

<b>DESCRIPTION:</b>	Develop productive activities of aquaculture, raising molluscs, multitrophic farming and sustainable fishing of species having top commercial value so that we may subsequently commercialize them to meet the needs of the Cuban market, the tourism sector and export.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Lanchera Flota del Golfo, FLOGOLFO..
<b>ESTIMATED INVESTMENT:</b>	3.5 million USD
<b>LOCATION:</b>	Artemisa province
<b>MARKET POTENTIAL:</b>	Commercialization of products derived from the production activities, fresh and in-the-shell, for the tourism sector; this would contribute to replacing imports as well as for export, increasing current values with the incorporation of top commercial value species and greater volumes.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased offers to the tourism sector and for export
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu



PRODUCTION OF WATER AND SOFT DRINKS.



<b>DESCRIPTION:</b>	Increase the production of water and soft drinks for the domestic market, chains of stores and tourism.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Camagüey province
<b>MARKET POTENTIAL:</b>	The demands of the tourism sector and the domestic market, specifically in the central region. Current production in the country is concentrated in the western part of the Island and is being developed in a project in the eastern area of the country.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increased offers of these products on the domestic market, replacing imports
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202- 2055.



PRODUCTION OF WHEAT.



<b>DESCRIPTION:</b>	Increase the efficiency of wheat production and its quality, in accordance with international standards, saving foreign currency as imports are replaced
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Cubana de Molinería
<b>ESTIMATED INVESTMENT:</b>	25 million USD
<b>LOCATION:</b>	La Habana, Cienfuegos & Santiago de Cuba provinces
<b>MARKET POTENTIAL:</b>	Domestic market
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Meeting the domestic production needs for wheat-based products, on the domestic market, in chains of stores and in tourism.
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151



PRODUCTION OF VINEGAR.

<b>DESCRIPTION:</b>	Increase and diversify the production of top quality vinegar with more efficient technology without adversely affecting the environment, ensuring its bottling for the domestic market, chains of stores and tourism.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Bebidas de La Habana
<b>ESTIMATED INVESTMENT:</b>	2.5 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Replace bulk distribution by total bottling of the increased production to be achieved in order to meet part of the unsatisfied demand on the market
<b>ESTIMATED ANTICIPATED RESULTS:</b>	<ul style="list-style-type: none"> <li>▶ Annual productions of around 6,000 liters of vinegar at 5 % acidity, top quality, low energy consumption, and minimal environmental affectations</li> <li>▶ PET annual bottling up to 5.400 liters of vinegar at 5 % acidity in 500 ml, 750 ml and one liter sizes</li> </ul>
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu / eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151 Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel: (53) 7202-1194/ 7202- 2055



PROCESSING SOYBEANS, OIL AND THEIR BYPRODUCTS.



<b>DESCRIPTION:</b>	Increase the processing of soybeans in order to obtain oil and byproducts
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	14 million USD.
<b>LOCATION:</b>	Santiago de Cuba province
<b>MARKET POTENTIAL:</b>	Domestic market
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Replace some imports of refined oil and flour for animal consumption
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel:(53) 7202-1194/ 7202-2055





**PRODUCTION OF PASTA (SHORT AND LONG PASTA AND NOODLES).**



<b>DESCRIPTION:</b>	Restore and increase the capacities for producing pasta. Increasing varieties for the domestic market and replacing their imports
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A (CORALSA)
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Mayabeque, Camagüey, Cienfuegos & Santiago de Cuba provinces
<b>MARKET POTENTIAL:</b>	Domestic market
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Meeting the demands of the domestic market in quantities and variety, replacing existing imports
<b>CONTACTS:</b>	Corporación Alimentaria S.A (CORALSA). e-mail: negocios@coralsa.com.cu Tel:(53) 7202-1194/ 7202-2055



**SMALL BOAT REPAIRS.**



<b>DESCRIPTION:</b>	Increase repair and maintenance services for small boats involved in fishing and in other bodies in the eastern area of Cuba
<b>INVESTMENT TYPE:</b>	Service Management Agreement
<b>CUBAN PARTY:</b>	Empresa Estatal de Proyectos, Construcciones y Servicios Navales, (CEPRONA)
<b>ESTIMATED INVESTMENT:</b>	1.7 million USD
<b>LOCATION:</b>	Holguín province
<b>MARKET POTENTIAL:</b>	Provide services for all existing boats involved in fishing in the eastern and central provinces as well as small boats arriving in Cuba
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Meeting demands for these services
<b>CONTACTS:</b>	Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria. e-mail: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel: 7861 4187 ext.: 8151



**Sugar Industry  
Sector**



Since the introduction of sugarcane to Cuba, the sugar agro-industry has always been one of the most important elements in Cuban production, throughout the country's history.

AZCUBA is the business group in charge of governing the entities making up the sugar agro-industry for developing sugar production, electrical power, sugar cane byproducts and foods for human and agricultural consumption.

AZCUBA manages 56 sugar mills and almost 100 other entities for the production of sugar, power, alcohol, rum, yeast, boards, animal feed, sorbitol and CO2, as well as a number of mechanical workshops to produce and repair industrial and agricultural equipment.

Heir to a long tradition, the human capital at work in the sugar industry is experienced, well trained and highly qualified. It includes some 10,000 university graduates, 16,000 middle technicians and 13,000 skilled workers.

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

- National Sugar Industry Training Center** | Founded in 1978 and is the first school in Cuba responsible for managerial and technical training.
- the Cuban Institute for Sugar Cane Byproduct Research (ICIDCA, by its acronyms in Spanish)** | Over five decades has been undertaking scientific-technical and technological innovation work which has received important awards.  
Website: <http://www.icidca.cu>
- Sugar Cane Research Institute (INICA, by its acronyms in Spanish)** | Provides its clients with a range of technologies, equipment and services to cover their needs regarding the basics of research applied to the growing of sugar cane.  
Website: <http://www.azcuba.cu>



Hectares available : 951 866 ha
Hectares being exploited: 670 972 ha
Mechanized harvest: 94 %
Employees in companies: 70,000
Private-sector employees: 100,000

Source: AZCUBA

PRINCIPAL SPECIALTIES
HIGHER LEVEL
Automation Engineer Mechanical Engineer Agro-industrial Engineer Engineer-Agronomist Agricultural Engineer Veterinary Engineer Mechanical Engineer Industrial Engineer Degrees in Economy Others
HIGHER MIDDLE LEVEL
Sugar Manufacture Sugar Industry Machinery Instrumentation and Control Agricultural Technology exploitation, maintenance and repairs Veterinary Industrial Mechanic

Source: AZCUBA

## LEADING PRODUCTS AND SERVICES

- Raw sugar:** | tradition and knowledge about the quality of this Cuban product
- Refined sugar:** | acknowledged quality and fundamentally used in the domestic market
- Ecological products (organic):** | there is a growing export market for both its by-products with organically-grown-fruit, its honey and its by-products alcohol and rum
- Alcohol, rum, spirits and liqueurs:** | prestigious, quality products that are exported and could become the leading products in some countries
- Sorbitol-FOS:** | a quality product whose exportation could grow. Knowledge and know-how acquired in the management of its production with glucose from different origins could become an exportable service
- Phytomas:** | we could decide to export this product or manufacture it abroad, along with the knowledge about how to make it

## 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 the search for new business in the sector 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.

## 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, sugar quality, growth and diversification of exportable funds, by-product availability and the growth of by-product production with a focus on energy. We will prioritize businesses to manage the production chain, always accompanied by the building of bioelectrical plants.



## CONTACT INFORMATION

Dirección de Negocios de ZERUS S.A  
E-mail: [manuel.dominguez@zerus.azcuba.cu](mailto:manuel.dominguez@zerus.azcuba.cu)  
Tel.: (53) 7838-3194 ext. 237



**MANAGING SUGAR MILLS WITH BIOELECTRICAL POWER.**

<b>DESCRIPTION:</b>	Recover the original capacity of the sugar mill and increase the production of electricity at the level of a bioelectrical plant in 5 years.
<b>INVESTMENT TYPE:</b>	Productive Management Agreement (CAP in the Spanish-language abbreviation)
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	120 million USD, ~35 % sugarcane, ~25 % industry & 40 % power
<b>LOCATION:</b>	Throughout Cuba, such as at 5 de Septiembre (Cienfuegos), Majibacoa (Las Tunas) and Grito de Yara (Granma)
<b>MARKET POTENTIAL:</b>	Exporting sugar and selling power and honey in national territory
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Incremento de la producción de maíz a través de tecnologías de avanzada y la sustitución de importaciones del grano para la producción de piensos para el consumo animal y el incremento al consumo social.
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237

**FOS (FRUCTOOLIGO SACCHARIDES) & SORBITOL.**

<b>DESCRIPTION:</b>	Recover the capacity of the existing sorbitol factory and improve its profitability with new technology
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Florida, Camagüey, at the existing sorbitol factory
<b>MARKET POTENTIAL:</b>	FOS are new products with high added value, one of whose catalyzer manufacturing technologies is originally Cuban. The FOS domestic market is not enough and we need to promote it abroad.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Recovering the capacity and profitability of the sorbitol factory, increasing its exports, and incorporating new technology for the production and export of a new non-traditional product, FOS.
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237

**ALCOHOL DISTILLERY FOR A CAPACITY OF 200,000 LITERS PER DAY .**

<b>DESCRIPTION:</b>	Streamline production of sugar, introducing new technology on the basis of low quality juices and honeys, having more alcohol for different uses and for export
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Brasil (Camagüey) and Primero de Enero (Ciego de Ávila) sugar mills on the basis of low quality honeys and juices
<b>MARKET POTENTIAL:</b>	Access to technology and funding; increased exports
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237

**ENLARGEMENT AND MODERNIZATION OF RUM DISTILLERIES.**

<b>DESCRIPTION:</b>	Mulata, Santero and Vigía rums are recognized but require new markets to which they do not have access. Also needed is access to financing in order to enlarge and modernize the rum distilleries and put them on a par with the export market
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	6 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Increased exports
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237

**MODERNIZE AND INCREASE THE SCOPE OF BOILER FACTORIES.**

<b>DESCRIPTION:</b>	A Joint Enterprise to produce boilers giving access to a supplier of state of the art recognized brand technology.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	10 Million USD
<b>LOCATION:</b>	Sagua La Grande municipality in Villa Clara province
<b>MARKET POTENTIAL:</b>	Manufacture complete boilers and not just their components, supported by an internationally known brand name; therefore a partnership must be set up for that purpose
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237



**Industrial Sector**



The industrial sector includes the production of bottles and packaging, recycling raw materials, manufacturing electronic equipment and electrical appliances, chemical products and 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 the production of aluminum and glass bottles for beverages, preserves and medicines, tin cans for foods, enlarging capacities for the design and production of metallic structures, the production of different assortments of paper, car batteries, industrial development for molds for the plastics industry, manufacturing decorative lamps for tourism, and other varied industrial products directed towards meeting the demand ascertained by market studies and calculations of economic feasibility studies as well as various products made up of consumer goods for the population.

### CUBAINDUSTRIA

The international industrial convention and exhibition CUBAINDUSTRIA is held twice a year; it is an excellent event for scientific, academic and professional exchanges among Cuban and foreign experts 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, partnerships and contracts for new supply alternatives.



### 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.



### CONTACTS

Dirección de Inversiones y Cooperación,  
Ministerio de Industrias.  
e-mail: [negocios@industrias.cu](mailto:negocios@industrias.cu)  
Tel. (53) 7263-3215



#### CONTACTS

Dirección de Negocios y relaciones Públicas,  
Grupo Empresarial de la Industria Electrónica  
e-mail: dirnegocios@gelect.cu  
Tel: (53) 7204-8208/ 7204-9054

## 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.

The industry has a development plan up to 2020 which considers production with their

own designs of 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 important amounts of voltage protectors as well as 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.

The sector's development lines are directed towards sustainable development of renewable energy, energy efficiency, industrial automation, fire and security systems and electronic systems in general.





## LIGHT INDUSTRY

Light Industry includes the production of bags, matches and candles, footwear, leatherwork, fabrics, textile products, paint cleaning products, feminine sanitary napkins, furniture, printed matter, sporting goods, plastic articles, mattresses and ornamental ceramics and tableware for the domestic market and for export. There are over 600 factories and workshops organized into 16 branches or production activities.

Some of the products involved:

- ▶ Bags, ropes, synthetic fiber twine and natural fiber sack cloth
- ▶ Matches and candles
- ▶ Tanned leather
- ▶ Leatherwork
- ▶ Footwear
- ▶ Textile products
- ▶ Textiles
- ▶ Paint and varnish
- ▶ Perfumes, cosmetics, soaps, detergents and cleaning products
- ▶ Feminine sanitary napkins
- ▶ Sporting goods
- ▶ Printed matter
- ▶ Flexible polyurethane foam and mattresses
- ▶ Utilitarian and ornamental ceramic tableware.



The group is open to foreign investments fundamentally directed towards modernizing existing technology in order to undertake productions that allow us to replace large-scale imports of products such as decorative lamps, sporting goods and footwear with the aim of also promoting their exportation.



### CONTACTS

Dirección de Negocios del Grupo Empresarial de la Industria Ligera.  
e-mail: [negocios@minil.cu](mailto:negocios@minil.cu)  
Tel: (53) 7263-3638

## FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



### ▶ PRODUCTION OF FLEXIBLE PACKAGING AND POLYETHYLENE EXTRUSION.

<b>DESCRIPTION:</b>	We would like to acquire new technology to increase our productive capacity and provide responses to industries currently consuming the existing packaging produced now.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Gráfica Alfredo López or the 100 % Cuban INDUSTRIAS NEXUS S.A.
<b>ESTIMATED INVESTMENT:</b>	17 million USD
<b>LOCATION:</b>	UEB Empaques Flexibles, Mayabeque province
<b>MARKET POTENTIAL:</b>	It is estimated that 4 % of existing domestic demands for 20,000 tons will be met
<b>CONTACTS:</b>	E-mail: dirgeneral@alesgraf.cu Tel: 76406769



### ▶ PRODUCTION OF EDUCATIONAL TOYS AND OTHER COMMONLY USED ITEMS.

<b>DESCRIPTION:</b>	Broaden and develop the productive capacities installed at present through the acquisition of the latest technological equipment for plastic injection machinery, injection molds and funding for acquiring plastic resins that would enable us to attain volumes of production with the required quality to meet domestic demands and promote exports. Articles produced: educational toys, reparation devices, student-teacher drawing instruments, etc.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Productora de Materiales Varios para la Enseñanza (EMPROMAVE)
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	La Habana province
<b>MARKET POTENTIAL:</b>	Meet all educational demands on a domestic scale and export to Latin America and the Caribbean where there is interest in buying such products as revealed by participants at international events and by requests made by education representatives from some of these countries.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Access to specialized technological equipment, molds needed to make these types of educational productions, and the raw materials required. We foresee the development and modernization of the process and obtaining specialized industrial productions. The foreign party would recover their investment in freely convertible currency through the market for the export of such products.
<b>CONTACTS:</b>	Comercial (EMPROMAVE) E-mail: loly@empromave.rimed.cu Tel: (53)78788781



### FURNITURE MANUFACTURING AND COMMERCIALIZATION (3 PROJECTS)



<b>DESCRIPTION:</b>	Develop the production and commercialization of the mid and top quality furniture used in Cuba to furnish hotels, as well as furniture sold to the population in the TRD chain of stores.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	EMI Francisco Aguiar Rodríguez EMI Ignacio Agramonte y Loynaz EMI Emilio Bárcenas Pier
<b>ESTIMATED INVESTMENT:</b>	4.9 million USD per project
<b>LOCATION:</b>	Sancti Spiritus, Camagüey & La Habana provinces
<b>MARKET POTENTIAL:</b>	Replacing imports and creating exportable funds
<b>CONTACTS:</b>	Oficina Central UIM E-mail: radames@oc.reduim.cu / yanelis@oc.reduim.cu Tel: (53) 78836389, 78837212



### ▶ PRODUCTION AND COMMERCIALIZATION OF TIN CANS FOR FOODS, JUICES AND BEVERAGES.

<b>DESCRIPTION:</b>	Meeting the demands and needs of containers for the social programs existing in Cuba and for the domestic market, also replacing imports for these items
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	EMI Ignacio Agramonte y Loynaz
<b>ESTIMATED INVESTMENT:</b>	5.4 million USD per project
<b>LOCATION:</b>	Camagüey province
<b>MARKET POTENTIAL:</b>	Replaced imports
<b>CONTACTS:</b>	Oficina Central UIM E-mail: radames@oc.reduim.cu / yanelis@oc.reduim.cu Tel: (53) 78836389, 78837212



## CHEMICAL INDUSTRY

The Chemical Industry is undertaking the manufacture and commercialization of environment-friendly inorganic chemical products. We have a development program whose implemen-

tation via the required investments would allow us to technologically modernize and gradually replace the chemical industry's high volumes of imports of consumables for the development of other industries and for the consumption of the population.

### 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 this branch address creating capacities that would permit satisfying the demand for the development of steel production in eastern Cuba.



### Fertilizers and pesticides

We have a quality management system endorsed by the Cuban Vessel Registry (RCB in its Spanish abbreviation) and a base with modern technology receiving cryogenic ammonia. 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 by-products, universal application and generic biological pesticides, chemical reagents and ammoniac solution. Many of these products do not satisfy domestic demands therefore we are promoting the investments required to gradually replace current imports, closely associated with the production of foods.



**Paper**

This branch produces paper paste, cardboard and its conversion; basic products: multi-layer bags (valved and open-mouth), egg trays and containers, recycled paper for corrugated paper boxes, wrapping paper (reamed and on spools), culture paper, Bristol board, schoolnotebooks, files, pay envelopes, cores, tissue paper and serviettes.

Current installed capacities do not allow us to cover the growing domestic demand and therefore we are planning investments to enable local development.

**Light chemistry**

On the basis of electrochemical processes we are undertaking the production of liquid chloride, sodium hypochlorite, caustic soda, chlorohydrate acid, hydrogen, aluminum sulfate and liquid sodium silicates.

**Rubber**

This branch is basically dedicated to the manufacture of new tires with diagonal technology, to retreading and producing technical rubber articles (ATG in the Spanish abbreviation). Production of new agricultural and general transportation tires is for the domestic market, basically for agriculture. Tire retreading is done at 5 plants located throughout the country; this is a service with great impact on 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; mainly for seals, gaskets and industrial-use pieces.

Investment opportunities in this branch are directed towards rehabilitation, modernization and enlarging production capacities, permitting us to gradually replace imports.

**Glass**

This branch is fundamentally dedicated to the production of tableware and the commercialization of glass tableware and ornamental objects, the manufacture of flat glass (including cutting, polishing, beveling, engraving, stained glass and combinations of these), as well as laboratory glassware, consumables for health and ornamental objects. Installed production capacity does not meet current demands.

Investment opportunities in this branch are directed towards taking advantage of existing raw materials in Cuba in order to plan the enlargement and creation of production capacities that would allow us to gradually replace imports.



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.

**CONTACTS**

Dirección de Negocios del Grupo Empresarial  
de la Industria Química  
e-mail: [negocios@geiq.cu](mailto:negocios@geiq.cu)  
Tel: (53) 7204-1142





## IRON AND STEEL INDUSTRY AND RECYCLING

The Iron and Steel Business Group is made up of 48 companies distributed throughout Cuba, grouped into three basic sectors: iron and steel; recycling; and mechanics. It has just over 38,000 employees, in a wide variety of specialties.

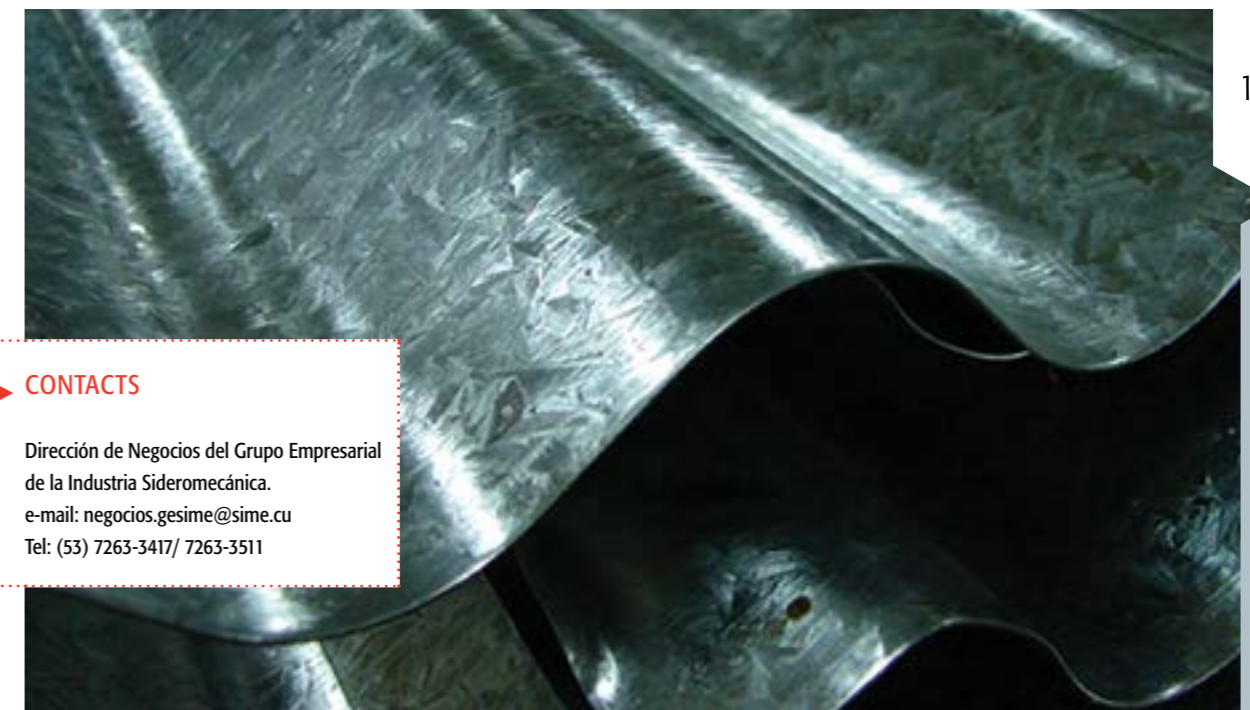
Strategic alliances are projected towards developing these three sectors, with marked priority on investments associated with the production of steel and containers, complex productions for agriculture, transportation, manufacturing and the rational use of energy and manufacturing consumer goods, etc.

### PRINCIPAL PRODUCTIONS FOR THE DOMESTIC MARKET AND EXPORT:

Carbon steel and wire byproducts, electrical conductors, inverse refractory elements, transportation systems for sugar cane, farm tools and implements, irrigation systems and components, various agricultural trailers, barrels, tin cans for food, automotive batteries, bus and elevator assembly and repairs, automotive parts and spare parts, repairs and rebuilding of railway equipment and their replacement parts, heavy and light metal structures, aluminum framing, electrical appliances, bathroom fittings, weighing devices and scales, steam generating equipment, gas extraction

systems, high pressure recipients, cold chambers, air conditioning and cooling equipment, solar heaters, parts and spare parts for a wide variety of elevators. We have a comprehensive system for recycling metal and non-metal scrap that adds value and allows us to reduce the costs of our productions.

The Business Group is open to foreign investment in order to develop and update its technology and to attain production and competitive levels for its productions in accordance with international standards and thus, to increase exports.



#### CONTACTS

Dirección de Negocios del Grupo Empresarial de la Industria Sideromecánica.  
e-mail: [negocios.gesime@sime.cu](mailto:negocios.gesime@sime.cu)  
Tel: (53) 7263-3417/ 7263-3511



PRODUCCIÓN Y  
COMERCIALIZACIÓN  
DE CONDUCTORES  
ELÉCTRICOS.



**DESCRIPTION:**

This project's fundamental objective is to have an electrical conductor manufacturing company to produce copper and aluminum conductors of up to 1kv, telephone conductors, enameled conductors made of PVC and 8 mm thick copper thermal wire to meet domestic demands in quantity, quality and diversification. It must effectively ensure replacing imports, covering 100 % of the enameled wire market and of about 65 %, as a minimum, of the rest of production.

We would like to introduce aluminum intermediate three-ply, triple extrusion, nylon insulated, PVC ecological production fine caliber enameled wire production based on the TANDEM system, the production of cables for digital TV by a physical foam system related to nickel, for the production of thermal copper wire, 5th category telephone cables.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

SIMEN AUT, S.A.

**ESTIMATED INVESTMENT:**

70.8 million USD

**LOCATION:**

San José de Las Lajas municipality, Mayabeque province

**MARKET POTENTIAL:**

The prime market is the domestic market with its unsatisfied demand for bare copper cables, bare aluminum cables, enameled wire, cables of up to 1Kv, and telephone cables. Based on a preliminary evaluation of the foreign market, we foresee exports going to Latin America and the Caribbean.

**CONTACTS:**

E-mail: [director@eleka.co.cu](mailto:director@eleka.co.cu)  
Tel: (53) 47 863812



PRODUCCIÓN Y  
COMERCIALIZACIÓN  
DE TUBOS RÍGIDOS  
PARA CIGARROS.



**DESCRIPTION:**

Create a modern factory to manufacture aluminum containers (rigid tubes for cigars), with modern technology, thereby meeting the demands of the Cuban market with top quality and low production costs, in a manner that would let us replace imports.

We would like to modernize the industry with up-to-date technology, providing competitiveness and quality for the demands of the Cuban market, for 20 million units per year; increase the production of rigid tubes for cigars up to 30 million units per year and, among other objectives, engage in future exports of around 10 million UF per year.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

SIMEN AUT, S.A.

**ESTIMATED INVESTMENT:**

6.6 million USD

**LOCATION:**

NOVALUM factory in Regla municipality, La Habana province

**MARKET POTENTIAL:**

Proposed production is essentially for the domestic market; TABACUBA is the client requiring 20 million units per year of rigid tubes for cigars exported by Cuba. This is a very sure market given the tradition and prestige of the Cuban cigar brands throughout the world. Current demands require 32 different kinds of tubes, grouped under 9 brands.

**CONTACTS:**

E-mail: [nelly.toirac@eem.com.cu](mailto:nelly.toirac@eem.com.cu) / [negocios.gesime@sime.cu](mailto:negocios.gesime@sime.cu)  
Tel: (53) 7693-8321/ 7645-0405



## PRODUCTION AND COMMERCIALIZATION OF METAL STRUCTURES.

<b>DESCRIPTION:</b>	Insert the production of metal structures into the existing UEB METUNAS belonging to the Empresa Mecánica de Transformado del Acero (EMTA in the Spanish-language abbreviation), within a global chain of production of construction systems using steel, to meet the demands of the domestic and foreign markets. Increase efficiency in the production of metal structures for up to 23,000 tons per year, by modernizing the existing facilities and capacities, and by the ongoing introduction of advanced technologies.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	SIMEN AUT, S.A.
<b>ESTIMATED INVESTMENT:</b>	31.5 million USD
<b>LOCATION:</b>	Las Tunas province
<b>MARKET POTENTIAL:</b>	The domestic market would be for 60 % of total production and the international market for 40 %, principally in the area of the Caribbean and Latin America. The sectors having the greatest potential would be energy and mines, tourism, agriculture and transportation.
<b>CONTACTS:</b>	E-mail: verdecia@emta.co.cu / negocios.gesime@sime.cu / Tel: (53) 7 640-7468/ 7 645-0405



## PRODUCTION AND COMMERCIALIZATION OF TIN CANS.



<b>DESCRIPTION:</b>	The general objective is to create a Joint Enterprise that will result in creating a tin can industry using up-to-date technology, meeting the requirements for competitiveness, quality and low production costs of the Cuban market so that lead/tin welded can production would be eliminated. Attain production volumes and the required quality to meet the identified demands (for some 20.5 million cans with some 47 million pesos). Ensure specialized technical advice for the productive process and management that would facilitate efficacy in the functioning of the factory. Replace the high import volumes in the paint, chemical, meat, fruit and vegetable canning industries. Carry out possible exports of cans for the approximate amount of 18.213,4 MUSD in the next 15 years. Have access to funding sources in favorable conditions to remodel factories and install new technology.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	SIMEN AUT, S.A.
<b>ESTIMATED INVESTMENT:</b>	5.4 million USD
<b>LOCATION:</b>	Guanabacoa municipality, La Habana province
<b>MARKET POTENTIAL:</b>	The main client is the domestic market; we identify this demand at around 3.368 MM cans per year. We also foresee meeting the demands of companies such as Cubalub, Química and further promoting the paint-producing companies as well as small non-State sector producers.
<b>CONTACTS:</b>	E-mail: amdirector@envasesmirabal.co.cu / negocios.gesime@sime.cu / Tel: (53) 77974525 ; 7645-0405



## INTEGRATED SYSTEM FOR THE MANAGEMENT OF SOLID URBAN WASTE (SIGRSU IN THE SPANISH-LANGUAGE ABBREVIATION) IN CUBA. (5 PROJECTS)



<b>DESCRIPTION:</b>	The project's main objective is the gradual reduction to minimal levels of the total volume of waste generated and sent today to dumps or landfill sites. This would avoid making a negative impact on the environment and on human health through an SIGRSU covering all the stages of the process, including correct selection of waste, collection, treatment and recycling, and making energy-based evaluations for generating power and heat and producing organic fertilizers, sending only inert non-recyclable waste that cannot be evaluated to landfill sites, even though in subsequent stages we may be able to study some uses for this inert waste portion. The project's scope takes in the entire country and it will be executed by stages. It will begin in the west, specifically La Habana province. This new stage will see similar plants set up in the central and eastern part of the country, giving priority to the provinces of Matanzas, Villa Clara, Camagüey, Holguín and Santiago de Cuba. The project takes in all the stages of the process, from correct selection, collection, treatment and recycling to evaluating the energy potential for generating power, heat and producing organic fertilizers, etc.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	RECICLAJE, S.A
<b>ESTIMATED INVESTMENT:</b>	700 million USD for the 5 projects
<b>LOCATION:</b>	Areas of Matanzas, Villa Clara, Camagüey, Holguín & Santiago de Cuba provinces
<b>MARKET POTENTIAL:</b>	Proposed production is essentially for the domestic market. Secondary raw materials to domestic industries and surpluses will be exported; today we process 16 groups of products with the basic ones being steel, cast iron, stainless steel, copper, aluminum, bronze scrap, paper and cardboard, plastic, glass bottles, glass, electronic scrap, etc. The National Power System requires the gas generated to generate power. The Ministry of Agriculture can use all the fertilizers generated.
<b>CONTACTS:</b>	E-mail: jorgeluis@uermp.cu / estela@reciclaje.cu / negocios.gesime@sime.cu Tel: (53) 7835-2333; 7 645-0405



**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, its 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.cubatavel.cu](http://www.cubatavel.cu) provides precise details about the attractions, products, varieties, accommodations, etc. in Cuban tourism, updated on a daily basis in English, Spanish and German, and soon to appear in Russian and French.

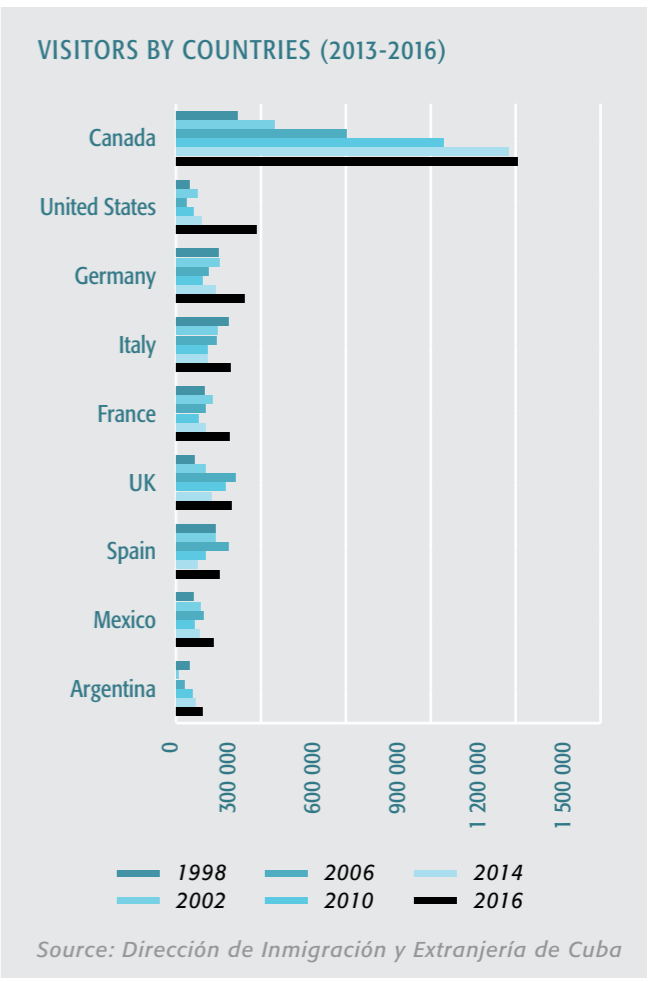
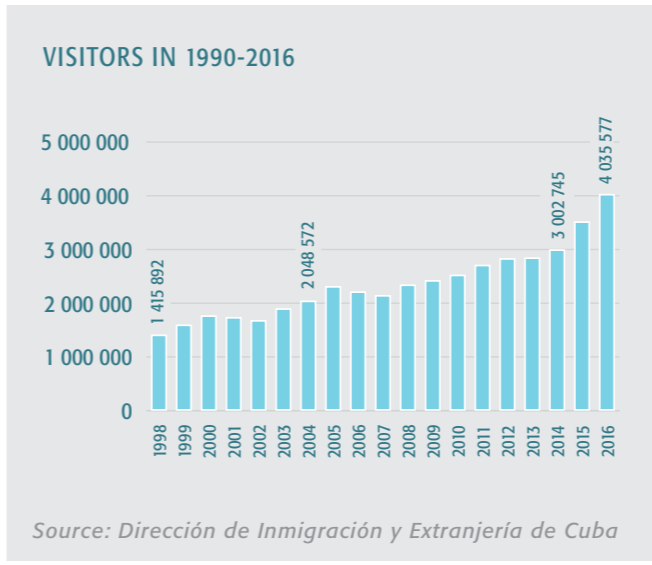
By the close of December 2016 4,035,577 people visited Cuba. We had tourism revenues of 3,200 MMCUC and profits of 1,435 MMCUC, growing



by 30.2 % when compared to the previous year. At the close of March 2017, available hotel accommodations totaled 66,687 rooms.

Canada remains the principal market issuing tourists to Cuba.

- Cuba is Member of:**
- World Tourism Organization (WTO)
  - Caribbean Tourism Organization (CTO)
  - Pan American Confederation of Hotel and Tourism Schools (CONPEHT)



For 20 years, the training of the principal in-hotel and out-of-hotel personnel has been assumed by the Professional Training for Tourism

Employees System, known as FORMATUR, with its 15 hotel and tourism schools throughout Cuba.



With almost 23 years of experience in the Cuban tourist industry, it operates 45 tourist facilities with 12,687 rooms, divided into All Inclusive, Family, Historical, Business/City, Beach and Cays categories. Its services come 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 the commercial Sun and Beach brand names of Brisas and Club Amigo Horizontes and Horizontes with hotels that are located in natural settings. It has 15,585 available rooms.



With 27 years of experience, today this is the fastest growing organization in the Cuban tourism industry, with 28,163 available rooms. Among its aims, this group promotes and sells hotel and tourism services as well as specialty packages for health, boating, fishing, diving and others.



CUBAGOLF S.A. belongs to the Grupo Empresarial Extra Hotelero Cubasol S.A., and looks after the development of the program promoting Cuba as a golfing destination. Currently we are preparing new tourism development projects; in the second phase, we will be setting up joint enterprises to build, exploit and manage tourism real estate complexes throughout the country.



The Grupo Empresarial Hotelero Islazul S.A.'s assets include 108 hotels (2 and 4-star category), houses and apartments throughout Cuba, on beaches, in cities and in the mountains, some of which are near mineral springs; there are 9,238 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 business with marinas and boating in general and runs these types of facilities. Marlin currently has 5 international marinas, 7 boating bases and 22 diving centers employing over 1,200 throughout Cuba.



The Grupo Empresarial Extrahotelero Cubasol is made up of the PALMARES, MARLIN, CARACOL, TRANSTUR companies and the Agencia de Espectáculos Artísticos TURARTE which is the Business Group of the Ministry of Tourism of Cuba in charge of ensuring out-of-hotel tourism services in national territory, promoting history, culture and nature with quality, professionalism, safety, efficiency and sustainable development.



#### CONTACTS

Dirección de Negocios del Ministerio de Turismo  
e-mail: [dirnegocios@mintur.tur.cu](mailto:dirnegocios@mintur.tur.cu)  
Tel: (53) 7831-2743



#### POLÍTICA SECTORIAL:

Foreign investment participation in the sector will be directed to promoting hotels by building new facilities or rebuilding accommodations facilities, as well as the complementary infrastructures.

Out-of-hotel activity will be promoting real estate development associated with tourism, managing 100 % Cuban marinas through service management agreements and building theme parks using top ranking technology. Not included are all activities related to 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, Playa Santa Lucía in northern Camaguey province and the Covarrubias Tourist Resort Area in the north of Las Tunas province, as well as Havana. The participation of foreign investors will be exceptional in Trinidad, Varadero and Cayo Largo. Already involved are Habana Vieja and the Cayería Norte.





**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 an excellent 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 are Canada, France, Germany, the UK, Holland and Italy. We aim to increase numbers from these same countries and increase numbers for the Caribbean region. Developing markets are Argentina, the US, Belgium, Luxemburg and Denmark. Potential markets are Russia, Venezuela, Chile, Brazil and China.
<b>CONTACTS:</b>	Dirección de Negocios: e-mail: presidencia@grancaribe.gca.tur.cu / Tel.: (53) 7204-0567 Website: www.grancaribe.cu / Address: Ave. 7ª N° 4210, Miramar, La Habana, Cuba.

**LOTS IN THE SOUTHERN ZONE SECTOR**

	<b>HOTEL PUESTA DE SOL</b>
<b>ESTIMATED INVESTMENT*(MUSD)</b>	\$ 38 000*
<b>ROOMS</b>	200
<b>AREA (HA)</b>	0,75
<b>ROOMS EXISTING DAYS (UNO)</b>	73 000
<b>OCCUPANCY RATE ( %)</b>	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	54 750
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	104 025
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 9 362 250

\* Calculated on the cost per room at 190 MUSD.

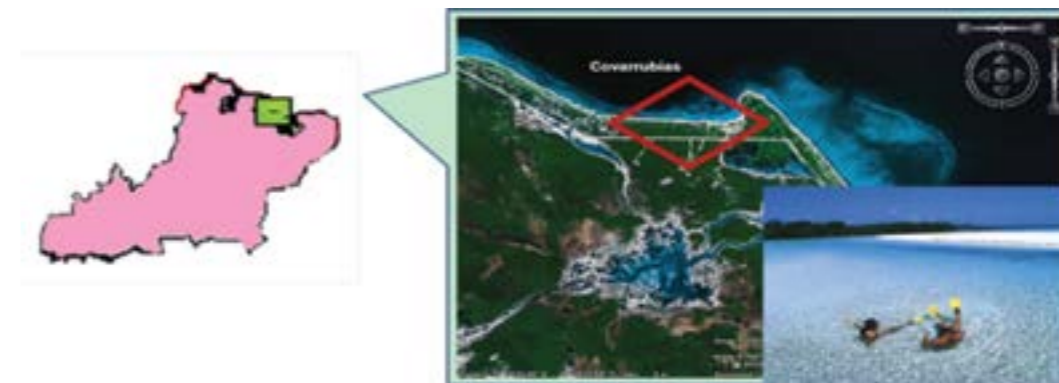
	<b>HOTEL MARILOPE</b>
<b>ESTIMATED INVESTMENT*(MUSD)</b>	\$ 57 000*
<b>ROOMS</b>	200
<b>AREA (HA)</b>	0,9
<b>ROOMS EXISTING DAYS (UNO)</b>	73 000
<b>OCCUPANCY RATE ( %)</b>	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	54 750
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	104 025
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 9 362 250

\* Calculated on the cost per room at 190 MUSD.



**BUILDING AND COMMERCIALIZING TOP-QUALITY VILLAS AT THE COVARRUBIAS RESORT AREA, LAS TUNAS.**

<b>DESCRIPTION:</b>	A newcomer to the tourist scene in Cuba, Las Tunas province is known as the Balcony of Oriente and it offers a new area for visitors with beautiful beaches and nature tourism based on the richness of its medicinal waters. It also has spots for exploring caves. 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 a 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>CONTACTS:</b>	Dirección de Negocios Cubanacán e-mail: dirmixtas@cubanacan.tur.cu Tel.: (53) 7834090 ext. 600 Website: www.cubanacan.cu Address: Calle 23 N° 156, Vedado, La Habana.



**LOTS IN THE COVARRUBIAS SECTOR**

	<b>LOT 1-A</b>	<b>LOT 2-A</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 72 250*	\$ 92820*
<b>ROOMS</b>	425	546
<b>AREA (HA)</b>	10,6	13,1

**ESTIMATED ANNUAL RESULTS**

ROOMS EXISTING DAYS (UNO)	155125	199290
OCCUPANCY RATE (%)	75	75
ROOMS DAYS OCCUPIED (UNO)	116 344	149468
OCCUPATIONAL DENSITY	1.9	1.9
TOURISTS DAYS (UNO)	221054	283989
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 17684320	\$ 22719 120

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

	LOT 3-A	LOT 2-B
ESTIMATED INVESTMENT (MUSD)	\$ 90950*	\$ 80750*
ROOMS	535	475
AREA (HA)	12,85	11,4

#### ESTIMATED ANNUAL RESULTS

ROOMS EXISTING DAYS (UNO)	195275	173375
OCCUPANCY RATE (%)	75	75
ROOMS DAYS OCCUPIED (UNO)	146 456	130031
OCCUPATIONAL DENSITY	1.9	1.9
TOURISTS DAYS (UNO)	278266	247059
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 22261280	\$ 19764720

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

	LOT 3-B	LOT 4-B
ESTIMATED INVESTMENT (MUSD)	\$ 113900*	\$ 170 000*
ROOMS	670	1000
AREA (HA)	16,12	13,19

#### ESTIMATED ANNUAL RESULTS

ROOMS EXISTING DAYS (UNO)	244 520	365 000
OCCUPANCY RATE (%)	75	75
ROOMS DAYS OCCUPIED (UNO)	183 413	273 750
OCCUPATIONAL DENSITY	1.9	1.9
TOURISTS DAYS (UNO)	348 485	520 125
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 27 878 800	\$ 41 610 000

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



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



#### DESCRIPTION:

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 that, 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 Culture types of tourism. We preserve the zone where America was discovered and it is the archeological capital of Cuba; we are also the ideal destination for visitors looking for fun, cultural exchanges, peace and safety.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Cubanacán S.A.

#### MARKET POTENTIAL:

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 those markets having air connections with this destination such as Germany and Finland. We would like to attract new potential markets such as Spain, Scandinavia, Russia, Mexico and South America.

#### CONTACTS:

Dirección de Negocios Cubanacán

e-mail: [dirmixtas@cubanacan.tur.cu](mailto:dirmixtas@cubanacan.tur.cu) / Tel.: (53) 7834090 ext. 600

Website: [www.cubanacan.cu](http://www.cubanacan.cu) / Address: Calle 23 N° 156, Vedado, La Habana.



## LOTS IN THE NORTH GUARDALAVACA SECTOR

	HOTEL LOT 8	VILLA/BUNGALOWS, HOTEL LOT 8-A	VILLA/BUNGALOWS, HOTEL LOT 9-11
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 230 750*	\$ 45 000*	\$ 250 000*
<b>ROOMS</b>	923	150	1000
<b>AREA (HA)</b>	17,84	17,84	18,00
<b>ESTIMATED ANNUAL RESULTS</b>			
<b>ROOMS EXISTING DAYS (UNO)</b>	336 895	54 750	365 000
<b>OCCUPANCY RATE ( %)</b>	80	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	269 516	43 800	292 000
<b>OCCUPATIONAL DENSITY</b>	2.0	2.0	2.0
<b>TOURISTS DAYS (UNO)</b>	539 032	87 600	584 000
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 43 122 560	\$ 7 008 000	\$ 46 720 000

\*Calculated on cost per room at 250 MUSD.



### VILLA/BUNGALOWS, HOTEL LOT 12

<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 150 000*
<b>ROOMS</b>	500
<b>AREA (HA)</b>	14,00
<b>ESTIMATED ANNUAL RESULTS</b>	
<b>ROOMS EXISTING DAYS (UNO)</b>	182 500
<b>OCCUPANCY RATE ( %)</b>	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	146 000
<b>OCCUPATIONAL DENSITY</b>	2.0
<b>TOURISTS DAYS (UNO)</b>	292 000
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 23 360 000

\*Calculated on cost per room at 250 MUSD.

## LOTS IN THE PLAYA MORALES SECTOR, NORTHEAST OF BANES, HOLGUÍN RESORT AREA

	HOTEL SEMICOMPACT 1, PLAYA MORALES	HOTEL SEMICOMPACT 2, PLAYA MORALES
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 100 000*	\$ 125 000*
<b>ROOMS</b>	400	500
<b>AREA (HA)</b>	6,5	7,5
<b>ROOMS EXISTING DAYS (UNO)</b>	116 800	182 500
<b>OCCUPANCY RATE ( %)</b>	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	93 440	146 000
<b>OCCUPATIONAL DENSITY</b>	2.0	2.0
<b>TOURISTS DAYS (UNO)</b>	186 880	292 000
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 14 950 400	\$ 23 360 000

\*Calculated on cost per room at 250 MUSD.

## LOTS IN THE PUNTA DE MULAS SECTOR, NORTHEAST OF BANES, HOLGUÍN RESORT AREA

	HOTEL LOT 16	HOTEL LOT 17
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 187 000*	\$ 200 000*
<b>ROOMS</b>	750	800
<b>AREA (HA)</b>	9,79	13,24
<b>ROOMS EXISTING DAYS (UNO)</b>	273 750	292 000
<b>OCCUPANCY RATE ( %)</b>	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	219 000	233 600
<b>OCCUPATIONAL DENSITY</b>	2.0	2.0
<b>TOURISTS DAYS (UNO)</b>	438 000	467 200
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 35 040 000	\$ 37 376 000

\*Calculated on cost per room at 250 MUSD.

## LOTS IN THE NORTH BANES SECTOR, PLAYA PUERTO RICO

	HOTEL LOT 5	HOTEL LOT 6
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 187500*	\$ 175 000*
<b>ROOMS</b>	750	700
<b>AREA (HA)</b>	12,16	7,51
<b>ROOMS EXISTING DAYS (UNO)</b>	273 750	255 500
<b>OCCUPANCY RATE ( %)</b>	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	219 000	204 040
<b>OCCUPATIONAL DENSITY</b>	2.0	2.0
<b>TOURISTS DAYS (UNO)</b>	438 000	408 800
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 35 040 000	\$ 32 704 000

\*Calculated on cost per room at 250 MUSD.



**BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE SANTA LUCIA RESORT AREA, CAMAGÜEY.**



**DESCRIPTION:**

Northern Camagüey province has two tourist development centers: Playa Santa Lucia and the city of Camagüey. 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. or the Gran Caribe S.A. hotel group

**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, by developing hotel investment projects this 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.

**CONTACTS:**

Dirección de Negocios Cubanacán  
e-mail: dirmixtas@cubanacan.tur.cu  
Tel.: (53) 7834090 ext. 600  
Website: www.cubanacan.cu  
Address: Calle 23 N° 156, Vedado, La Habana.

Dirección de Negocios de Gran Caribe.  
E-mail: presidencia@granaribe.gca.tur.cu  
Tel.: (53) 7 200567  
Website: www.graaribe.cu  
Address: Ave. 7ª N° 4210, Miramar, La Habana.



**LOT IN THE LA BOCA SECTOR**

	<b>HOTEL LOT 19</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 162 525*
<b>ROOMS</b>	985
<b>AREA (HA)</b>	29,5
<b>ROOMS EXISTING DAYS (UNO)</b>	359 525
<b>OCCUPANCY RATE ( %)</b>	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	269 643
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	512 323
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 40 985 850

\*Calculated on per room cost of 160 MUSD.

**LOT IN THE AMIGOS DEL MAR RESIDENTIAL SECTOR**

	<b>HOTEL LOT 83</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 81 675*
<b>ROOMS</b>	495
<b>AREA (HA)</b>	13,7
<b>ROOMS EXISTING DAYS (UNO)</b>	180 675
<b>OCCUPANCY RATE ( %)</b>	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	135 135
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	257 400
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 20 596 950

\*Calculated on per room cost of 160 MUSD.



**LOT IN THE NUEVAS GRANDES RESIDENTIAL SECTOR**

	<b>HOTEL LOT 106</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 25 575*
<b>ROOMS</b>	155
<b>AREA (HA)</b>	3,9
<b>ROOMS EXISTING DAYS (UNO)</b>	56 575
<b>OCCUPANCY RATE ( %)</b>	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	42 315
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	80 600
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 6 449 550

\*Calculated on per room cost of 165 MUSD.

**LOT IN THE TARARACOS RESIDENTIAL SECTOR**

	<b>HOTEL LOT 71</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 128 700*
<b>ROOMS</b>	780
<b>AREA (HA)</b>	20,97
<b>ROOMS EXISTING DAYS (UNO)</b>	284 700
<b>OCCUPANCY RATE ( %)</b>	75
<b>ROOMS DAYS OCCUPIED (UNO)</b>	213 525
<b>OCCUPATIONAL DENSITY</b>	1.9
<b>TOURISTS DAYS (UNO)</b>	405 698
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 32 455 840

\*Calculated on per room cost of 165 MUSD.



**BUILDING AND COMMERCIALIZING TOP-QUALITY TOTELS AND VILLAS IN THE GUANTÁNAMO RESORT AREA.**



**DESCRIPTION:**

Guantánamo has something for everyone, from the exuberant tropical rainforests in the Humboldt National Park to the oldest urban downtown area in Cuba. Currently in this zone there are no hotels covered by management agreements with prestigious international hotel chains, or any other types of foreign investment. Having top quality products to offer in the territory would complement the tour circuits presently offered as destinations.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Corporación de Comercio y Turismo Cubanacan S.A.

**MARKET POTENTIAL:**

We would like to consolidate already existing markets as a specific objective, to grow in others such as the US, French, Italian, Mexican and Spanish markets and to attract new markets.

**CONTACTS:**

Corporación de Comercio y Turismo Cubanacan S.A.  
e-mail: despacho@cubanacan.tur.cu / dirmixtas@cubanacan.tur.cu / negocios@cubanacan.tur.cu  
Tel: (53 7) 833 40 90 Ext. 600, 610 y 220. Dirección de Negocios y Empresas Mixtas  
Website: www.cubanacan.cu.

	<b>PLAYA FUNDADORA ECOLOGICAL VILLA</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 40 000*
<b>ROOMS</b>	200
<b>AREA (HA)</b>	1,0
<b>ESTIMATED ANNUAL RESULTS</b>	
<b>ROOMS EXISTING DAYS (UNO)</b>	73 000
<b>OCCUPANCY RATE ( %)</b>	70
<b>ROOMS DAYS OCCUPIED (UNO)</b>	51 100
<b>OCCUPATIONAL DENSITY</b>	1.5
<b>TOURISTS DAYS (UNO)</b>	76 650
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 6 132 000

\*Calculated on per room cost of 200 MUSD.



**BUILDING AND COMMERCIALIZING TOP-QUALITY HOTEL CAPACITIES IN THE HAVANA TOURISM AREA.**



**DESCRIPTION:**

Havana, the capital of Cuba, commercializes this tourism destination all over the world; it includes the following tourism types: city, sun-and-beach, cultural, health, watersports, etc. It has a vast array of in-hotel and out-of-hotel services and a support infrastructure reinforcing its potential. There is a competitive edge in regards to other destinations making it a consolidated product, with reference to the Historical Center of Havana, a World Heritage Site.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Cubanacán S.A. or the Gran Caribe S.A.hotel group

**MARKET POTENTIAL:**

The main markets for this investment project are covered by the ones under study in the Trinidad resort area: Canada, Germany, Russia and France. Potential markets under development include Argentina, Brazil, Uruguay, Chile, UK, Italy, Spain, Belgium, Holland and Austria.

**CONTACTS:**

Dirección de Negocios Cubanacán e-mail: dirmixtas@cubanacan.tur.cu Tel.: (53) 7834090 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 200567 Website: www.graaribe.cu Address: Ave. 7ª N° 4210, Miramar, La Habana.
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	<b>AIRPORT HOTEL</b>	<b>BUNGALOW VENECIANA</b>	<b>TOURIST VILLA VENECIANA</b>
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 160 000*	\$ 41 600*	\$ 48 000*
<b>ROOMS</b>	800	208	240
<b>AREA (HA)</b>	5,9	2,6	2,6
<b>ESTIMATED ANNUAL RESULTS</b>			
<b>ROOMS EXISTING DAYS (UNO)</b>	292 000	75 920	87 600
<b>OCCUPANCY RATE ( %)</b>	70	70	70
<b>ROOMS DAYS OCCUPIED (UNO)</b>	204 400	53 144	61 320
<b>OCCUPATIONAL DENSITY</b>	1.5	1.5	1.5
<b>TOURISTS DAYS (UNO)</b>	306 600	79 716	91 980
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 24 528 000	\$ 6 377 280	\$ 7 358 400

\*Calculated on per room cost of 200 MUSD.



	HOTEL LOT 3ERA Y 84	HOTEL VENECIANA
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 50 000*	\$ 48 000*
<b>ROOMS</b>	250	240
<b>AREA (HA)</b>	1,0	4,0

#### ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	91 250	87 600
<b>OCCUPANCY RATE ( %)</b>	80	70
<b>ROOMS DAYS OCCUPIED (UNO)</b>	73 000	61 320
<b>OCCUPATIONAL DENSITY</b>	2,0	1,5
<b>TOURISTS DAYS (UNO)</b>	146 000	91 980
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 8 760 000	\$ 7 358 400

*\*Calculated on per room cost of 200 MUSD.*

	HOTEL LÍNEA ESQUINA PASEO LOT	HOTEL PASEO ESQUINA 3ERA LOTS	HOTEL 23 & B LOT
<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 50 000*	\$ 37 500*	\$ 37 500*
<b>ROOMS</b>	200	150	150
<b>AREA (HA)</b>	0,5	0,5	0,5

#### ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	73 000	54 750	54 750
<b>OCCUPANCY RATE ( %)</b>	80	80	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	58 400	43 800	43 800
<b>OCCUPATIONAL DENSITY</b>	2,0	2,0	2,0
<b>TOURISTS DAYS (UNO)</b>	116 800	87 600	87 600
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 90	\$ 90	\$ 90
<b>TOURISM REVENUES (USD)</b>	\$ 10 512 000	\$ 7 884 000	\$ 7 884 000

*\*Calculated on cost per room at 250 MUSD.*

#### HOTEL 23 & J LOT

<b>ESTIMATED INVESTMENT (MUSD)</b>	\$ 54 000*
<b>ROOMS</b>	300
<b>AREA (HA)</b>	0,2

#### ESTIMATED ANNUAL RESULTS

<b>ROOMS EXISTING DAYS (UNO)</b>	109 500
<b>OCCUPANCY RATE ( %)</b>	80
<b>ROOMS DAYS OCCUPIED (UNO)</b>	87 600
<b>OCCUPATIONAL DENSITY</b>	2,0
<b>TOURISTS DAYS (UNO)</b>	175 200
<b>AVERAGE REVENUES PER TOURIST (USD)</b>	\$ 80
<b>TOURISM REVENUES (USD)</b>	\$ 14 016 000

*\*Calculated on cost per room of 180 MUSD.*







## ▶ CONTRATOS DE ADMINISTRACIÓN Y COMERCIALIZACIÓN HOTELERA.

En los hoteles en operación se prevé la posibilidad de incluir financiamiento de la compañía extranjera que administre para la reconstrucción de la instalación.

PROVINCE	RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
<b>GRAN CARIBE</b>					
Isla de la Juventud	Cayo Largo del Sur	Pelicano	Sun/Beach & Nature	4*	307
La Habana	Havana	Villa Trópico	Sun/Beach	4*	154
	Havana	Isla de Cuba	City	4*	80
	Havana	Nueva Isla	City	4*	80
	Havana	Campoamor	City	4*	30
Matanzas	Varadero	Sun Beach	Sun/Beach	3*	272
	Varadero	Palma Real	Sun/Beach	4*	466
	Varadero	Hotel Lot 66, Historical Sector of Varadero	Sun/Beach	4*	400
	Varadero	Hotel 3ra Avenida, Historical Sector of Varadero	Sun/Beach	4*	240
	Varadero	Hotel Donaire Historical Sector	Sun/Beach	5*	90
	City of Matanzas	Former Casa Almacén	City	4*	20
	City of Matanzas	Former Banco Español	City	4*	10
	City of Matanzas	Oficina del Conservador de la Ciudad building, Milanés 12	City	4*	25
	City of Matanzas	Oficina del Conservador de la Ciudad building, associated with the historical downtown area	City	4*	25

## CUBANACÁN

Pinar del Río	Cayo Levisa	Cayo Levisa	Sun/Beach	4*	50
	Viñales	Los Jazmines	Nature	3*	70
	Viñales	La Ermita	Nature	3*	62
	Viñales	Rancho San Vicente	Nature	3*	53
	Viñales	Valle Ancón	Nature	4*	200
La Habana	Havana	Comodoro	City	4*	424
	Havana	Mariposa	City	2*	48
	Havana	Villa Capdevila	City	4*	7
	Havana	Portales de Paseo	City	5*	25
Artemisa	Soroa	Villa Soroa houses- Castillo de las Nubes	Nature	3*	78
Matanzas	Ciénaga de Zapata	Villa Guamá	Nature	3*	44
	Ciénaga de Zapata	Playa Larga	Sun/Beach & Nature	3*	69
	Ciénaga de Zapata	Batey Don Pedro	Nature	-	-
	Matanzas	Hotel E Velasco	City	4*	17
Villa Clara	Caibarién	Hotel E Comercio	City	4*	50
	Caibarién	Hotel España	City	3*	20
	Camajuani	Hotel Cosmopolitan	City	3*	30
	Sagua la Grande	Hotel Sagua la Grande	City	3*	50
	Sagua la Grande	Hotel E Palacio de Arena	City	4*	7
	Cayo Esquivel	Top-quality ecological villa	Sun/Beach	4*	400
	Santa Clara	Hotel Florida	City	3*	53
Sancti Spiritus	Historical center	Las Cuevas-Trinidad 500 complex	City	3*	122
	Playa Ancón	Costa Sur	Sun/Beach	3*	132
	Trinidad	Villa María Dolores	Nature	3*	65
Camagüey	Santa Lucía	Mayanabo	Sun/Beach	3*	225
Las Tunas	Covarrubias	Brisas Covarrubias	Sun/Beach	4*	180

Holguín	Guardalavaca	Atlántico Guardalavaca	Sun/Beach	3*	746
Granma	Granma	Marea del Portillo	Sun/Beach	3*	283
Santiago de Cuba	Santiago de Cuba	Club Amigo Carisol Los Corales	Sun/Beach	3*	310
	Santiago de Cuba	Versalles- Punta Gorda	City	3*	90
	Santiago de Cuba	San Basilio II	City	4*	8
	Santiago de Cuba	Los Galeones	Sun/Beach	4*	34
	Santiago de Cuba	Venus & enlargement	City	4*	56
	Santiago de Cuba	América	City	4*	10
	Santiago de Cuba	Jagüey (Miramar)	City	4*	16
	Santiago de Cuba	Enramadas & enlargement	City	4*	50
	Santiago de Cuba	El Gallo facility	City	4*	40
	Santiago de Cuba	Hotel Serrano	City	4*	40-20
	Santiago de Cuba	Hotel Esquina Corona	City	4*	36
	Santiago de Cuba	Hotel Perla de Cuba	City	4*	28
	Santiago de Cuba	Hotel Paris Lot	City	4*	20
	Santiago de Cuba	Hotel Plaza	City	4*	450

**ISLA AZUL**

Pinar del Río	Pinar del Río	Hotel Complex (Comercio-Globo)	City	3*	84
La Habana	Havana	Bruzón	City	3*	50
	Havana	Hotel Panamericano	City	3*	886
	Havana	Hotel Tulipán	City	3*	333
	Playas del Este	Playas del Este villa complex	Sun/Beach	3*	175
	Havana	Bella Habana	City	4*	88
Matanzas	Varadero	Hotel Complex (Dos Mares – Pullman – Ledo)	Sun/Beach	3*	69
Villa Clara	Villa Clara	Hotel Elguea	Nature	3*	135
	Villa Clara	Hotel Complex (Florida – Santa Clara libre)	City	3*	215
	Villa Clara	Hanabanilla	City	3*	126

Ciego de Ávila	Ciego de Ávila	Apartahotel Azul	Sun/Beach	3*	318
	Ciego de Ávila	Morón	City	3*	153
	Ciego de Ávila	Ciego de Ávila	City	3*	143
Camagüey	Camagüey	Hotel Complex (Plaza – Puerto Príncipe – Isla de Cuba)	City	3*	188
Holguín	Holguín	Villa Don Lino	Sun/Beach	3*	128
Santiago de Cuba	Santiago de Cuba	Hotel Complex (Las Américas – Villa San Juan)	City	3*	181

**GAVIOTA**

La Habana		Metropolitano	City	5*	120
		Obispo y Cuba	City	5*	120
		Payret	City	5*	300
		Lot 8 (Malecón e/ 25 y Humbolt)	City	5*	400
		Lot 2 (L) e/ 70 y 76 y e/ 3ra y 5 ta	City	5*	400
		Lot 7 (L) Malecón e/ Calzada y J	City	5*	400
		Lot 3 e/ 70 y 66 y e/ 3ra y 5ta	City	5*	100
		Lot 9. Calle 23 e/ N y O. Rampa	City	5*	400
		Lot 4 (L) Calzada e/ 2 y Paseo	City	5*	400
		Lot 10. Calle 23 y esquina M. Rampa	City	5*	300
		Lot 6. Calle 1ra e/ D y E	City	5*	600
		Lot 1 (L). Playa 70 e/ 1ra y 3ra. (hotel 1)	City	5*	500
		Lot 1 (L). Playa 70 e/ 1ra y 3ra. (hotel 2)	City	5*	500

		Lot 12. Avenida Boyeros e/ 19 de mayo y Aranguren (hotel 1)	City	5*	400
		Lot 12. Avenida Boyeros e/ 19 de mayo y Aranguren (hotel 2)	City	5*	400
		Lot 5. 1ra y B Corona Tabaquera	City	5*	350
Matanzas	Varadero	Hotel de Golf		5*	500
		Chapelín Tainos (Las Olas)	Sun/Beach	5*	564
Villa Clara	Cayo Santa María	Punta Periquillo	Sun/Beach	5*	180
Ciego de Ávila					
	Cayo Paredón Grande	Roca Centro	Sun/Beach	5*	600
	Cayo Paredón Grande	Roca Este 1	Sun/Beach	5*	600
	Cayo Paredón Grande	Roca Norte 1	Sun/Beach	5*	712
	Cayo Paredón Grande	Roca Norte 2	Sun/Beach	5*	600
	Cayo Coco	Uva Caleta I	Sun/Beach	5*	595
	Cayo Coco	Uva Caleta II	Sun/Beach	5*	525
	Cayo Sabinal	Isabelita 9	Sun/Beach	5*	500
Camagüey	Cayo Cruz	Quebrada 21B	Sun/Beach	5*	450
	Cayo Cruz	Quebrada 24	Sun/Beach	5*	450
	Cayo Cruz	Punta Cocina Lot 30	Sun/Beach	5*	1145
Holguín	Ramón de Antilla	Baracutey Hotel 1 (59)	Sun/Beach	5*	820
		Baracutey Hotel 2 (59)	Sun/Beach	5*	550
		Baracutey Hotel 3 (59)	Sun/Beach	5*	700
	Holguín	Yuraguanal Hotel enlargement	Sun/Beach	5*	500

## MARINA MANAGEMENT AGREEMENTS


**SERVICE MANAGEMENT AGREEMENT WITH FUNDING FOR ENLARGING THE SANTIAGO DE CUBA MARINA. RESORT: SANTIAGO DE CUBA.**
**DESCRIPTION:**

Enlarging capacities from the 20 existing moorings to 200 moorings and equipping them with the corresponding technical services. Rehabilitating and remodeling the existing facilities and offices. Incorporating shipchandler, workshop, drydock, and other services to comply with Cuban Norm 775-5 of 2010 for International-level Class A Marinas.

**INVESTMENT TYPE:**

Service Management Agreements with funding

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas MARLIN S.A.

**ESTIMATED INVESTMENT:**

22 million USD

**LOCATION:**

Santiago de Cuba Bay

**MARKET POTENTIAL:**

The growth of top-quality tourism in Santiago de Cuba is part of the foreseen market. Future clients of the nearby real estate developments may be shipowners and will want to keep their boats at this marina when they see the revamped image.

**ESTIMATED ANTICIPATED RESULTS ESTIMADOS:**

Marina use at an occupancy rate that should grow to up to 80 % and revenues estimated at 2.5 million per year.

**CONTACTS:**

Dirección de Negocios  
e-mails: [dirdesarrollo@marlin.tur.cu](mailto:dirdesarrollo@marlin.tur.cu) / [espnegocios@marlin.tur.cu](mailto:espnegocios@marlin.tur.cu)  
Tel: (53) 7208-2718



**SERVICE MANAGEMENT AGREEMENTS WITH FUNDING TO ENLARGE THE VARADERO MARINA-DOCKS. RESORT: VARADERO.**



<b>DESCRIPTION:</b>	Enlarging capacities from 112 to 512 moorings and equipping them with the corresponding technical services. Create yacht club, drydock, naval workshop. Rehabilitation and remodeling of the existing harbormaster's office, cafeteria and offices. Increasing services provided to sailors. Make sure that the marina buildings comply with Cuban Norm 775-5 of 2010 for International level Class A Marinas.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Grupo Empresarial Marinas Náuticas MARLIN S.A.
<b>ESTIMATED INVESTMENT:</b>	40 million USD
<b>LOCATION:</b>	Varadero Dock
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Using the Marina to an occupancy rate that should grow to 80 % and estimated revenues for marina services would grow from 1.4 million USD during the first 2 years after having finished the work, going to 8 million per year. Estimated investment recovery period is 12 years.
<b>CONTACTS:</b>	Dirección de Negocios e-mails: dirdesarrollo@marlin.tur.cu / espnegocios@marlin.tur.cu Tel: (53) 7208-2718

**SERVICE MANAGEMENT AND COMMERCIALIZATION AGREEMENTS WITH FUNDING FOR RECREATIONAL CENTERS.**



**HAVANA WATER PARK.**

<b>DESCRIPTION:</b>	Create a 10 ha water park to accommodate a maximum of 6000 persons. There would be parking, shops, changing/locker areas, technical and management areas, reception, food services, recreation/leisure areas depending on the market sectors (family, children, adolescents and adults). With the following attractions: water-slides, water games, wave pool, meandering river, lakes, brooks, waterfalls, hydrotherapy for customers seeking relaxation, all around the theme of City Wonderland.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	25 million USD
<b>LOCATION:</b>	La Habana province coast
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	We foresee an 80 % occupancy rate that would gradually increase as the product is consolidated; we foresee waging an aggressive promotional campaign in order to make this a must visit in Cuba. Estimated investment recovery period is 8 years.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



**COMODORO LEISURE CENTER.**

<b>DESCRIPTION:</b>	We propose this real estate property to house a Family Leisure Center that would include areas for electronic games for children and teens, daycare services, gyms, spa, sauna, massage parlor, beauty parlor, inflatable water park, events hall (musical and comedy shows, art exhibitions, fashion shows, taped music), top quality ocean-view bars and restaurants.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Playa municipal, La Habana province
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	We foresee receiving 500 guests per day, with average individual spending of 35 CUC, representing annual revenues of 6,300,000 CUC, thus anticipating an investment recovery period of 5 years.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



## ▶ ABRA DE CANASÍ NATURE AND ADVENTURE PARK.



### DESCRIPTION:

A nature and adventure park bringing together a number of sea and land attractions, taking advantage of the natural features of the site (shallow river with channels allowing for excursions into the mangrove swamps, hiking paths, estuary connecting to deep water on the coastline with high cliffs and a coral reef for diving). We would like to develop a combination of nature, adventure, cultural traditions based on local history, some of which is related to the export of sugar to the US and to aboriginal legends of the pre-Columbian era. Either or both could be themes for the park.

### INVESTMENT TYPE:

Service Management Agreements with funding

### CUBAN PARTY:

Empresa Extrahotelera Palmares S.A

### ESTIMATED INVESTMENT:

35 million USD

### LOCATION:

Boca de Canasí, Santa Cruz del Norte. Mayabeque province

### ESTIMATED ANTICIPATED RESULTS

#### ESTIMADOS:

This investment would contribute to the promotion of Cuba's cultural and natural features. We foresee investment recovery from the start, anticipating an 80 % occupancy rate that would gradually increase as the product is consolidated, as well as its proper management. Estimated investment recovery period is 8 years.

### CONTACTS:

Dirección de Negocios Palmares S.A.

e-mails: [dir.negocios@gee.palmares.cu](mailto:dir.negocios@gee.palmares.cu) / [casamatrix@gee.palmares.cu](mailto:casamatrix@gee.palmares.cu)

Website: [www.palmarescuba.com](http://www.palmarescuba.com)

Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



## ▶ WATER PARK



### DESCRIPTION:

A 10 ha water park to accommodate a maximum of 6600 persons. This project has theme development providing the details on the most important technical aspects. The Master Plan defines areas for parking, shopping, change rooms, technical and management areas, multi-use central area, reception, food services, water cable cars, and recreation/leisure areas depending on the market sector (family, children, teens and adults). Attractions such as slides, water games, giant waves for surfing and competitions, meandering river, lakes, creeks, waterfalls, pools, hydrotherapy for people seeking relaxation, all revolving around the theme of Varadero Jungle.

### INVESTMENT TYPE:

Service Management Agreements with funding

### CUBAN PARTY:

Empresa Extrahotelera Palmares S.A

### ESTIMATED INVESTMENT:

25 million USD

### LOCATION:

South of the Varadero Highway

### ESTIMATED ANTICIPATED RESULTS

#### ESTIMADOS:

We foresee a 75 % occupancy rate that would increase gradually as the product becomes consolidated; we plan an aggressive promotional campaign to make this product a must visit in Cuba. Estimated investment recovery period is 8 years.

### CONTACTS:

Dirección de Negocios Palmares S.A.

e-mails: [dir.negocios@gee.palmares.cu](mailto:dir.negocios@gee.palmares.cu) / [casamatrix@gee.palmares.cu](mailto:casamatrix@gee.palmares.cu) / Website: [www.palmarescuba.com](http://www.palmarescuba.com)

Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



### ▶ PLAZA AMÉRICA COMPLEX.

<b>DESCRIPTION:</b>	Involves restoring and improving the quality standards of the 3 restaurants in Plaza América: the 100-seat Pizza Piazza, the 60-seat Chez Plaza and the 60-seat La Guantanamera, as well as events halls and common areas. This facility has a prime location and excellent sea-views. We must include technologies and know-how that will allow us to diversify the offers and services that Palmares has had there so far. Outside areas, shopping and events hall must be taken into account, diversifying and strengthening events planning.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	4 million USD
<b>LOCATION:</b>	Centro de Convenciones Plaza América, Varadero
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	This investment will include an image change, and different offers and services, incorporating new technologies and ways of providing services in synch with international trends. This investment will be recovered based on this complex's revenues. We foresee a 70 % occupancy rate that should gradually grow as the product becomes consolidated through the right promotion and commercialization. Estimated investment recovery period is 3 years.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



### ▶ BAHÍA DE NARANJO ADVENTURE AND NATURE PARK.

<b>DESCRIPTION:</b>	We would like to develop a first stage of 12 ha distributed in 3 recreational areas: Adventure, Adrenalin and Water Area. There would be a total of 10 attractions to accommodate a maximum of 1500 visitors per day, directed to the family market. Areas should have themes and connect to each other so that we have one single concept and an encounter among cultures.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	40 million USD
<b>LOCATION:</b>	Holguín-Guardalavaca Highway
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	We foresee a 70 % occupancy rate gradually increasing as the product becomes consolidated through the right marketing campaign. We point out that based on the benefits obtained we foresee 2 stages of development and expansion for the park, justified and backed by increased demands. Estimated investment recovery period is 5 years.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



### ▶ JOSONE PARK.



<b>DESCRIPTION:</b>	This park includes gardens, a lake, a pool, La Estrella Leisure Center, a bar and 3 restaurants: El Retiro seating 52, El Dante and La Campana each seating 50 persons. The investment includes recovering the lake, restoring facilities and incorporating new technology and know-how with losing the theme of "getting away from it all", allowing it to put into practice current trends and at the same time achieve specialization, differentiation and high quality standards in the different options.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Varadero, Matanzas.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	We foresee a 70 % occupancy rate, gradually increasing as the park becomes consolidated.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



### ▶ LAI LAI RESTAURANT.

<b>DESCRIPTION:</b>	Restoring the 46-seat facility. It requires new technology to support the high quality standards shown in the offers and services, as well as by taking advantage of outdoor areas for different types of events.
<b>INVESTMENT TYPE:</b>	Service Management Agreements with funding
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A
<b>ESTIMATED INVESTMENT:</b>	3 million USD
<b>LOCATION:</b>	Varadero, Matanzas.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Making use of installed capacities should surpass 80 % per year, increasing in the following 4 years by 10 % each year.
<b>CONTACTS:</b>	Dirección de Negocios Palmares S.A. e-mails: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Website: www.palmarescuba.com Tel: (53 7) 78362117; 78360101 ext. 1014, 1091, 1092 (53) 7208-2718



**ESTABLISH AN INTERNATIONAL EQUESTRIAN CLUB.**



**DESCRIPTION:**

Considering the quality of Cuban horses and the experience of our riding schools and classical horse breaking traditions, we seek a partner to bring financing, equipment and technology to ensure the building of the Havana Equestrian Club which will involve everything from irrigation equipment and the maintenance of courses, investments in the grandstands, building a veterinary clinic, transportation means for riders and horses, pools for horses and athletes, spas for horses and athletes, events hall, bungalows to accommodate foreign riders who wish to practice at our center or participate in the various Cuban Equestrian Federation's competitive events, we propose attending the 2018 and 2019 Central American Games, as well as accommodations services and general services for a specialized market that would approach our equestrian center.

**INVESTMENT TYPE:**

Service Management Agreement with funding

**CUBAN PARTY:**

Grupo Empresarial Flora y Fauna. Empresa Nacional para la Protección de la Flora y la Fauna.

**ESTIMATED INVESTMENT:**

2.5 million USD

**LOCATION:**

La Habana province

**MARKET POTENTIAL:**

The business would be directed fundamentally to markets interested in the equestrian activities existing in Cuba (foreign businessmen, embassies, etc.) and to the segment dedicated to equestrian sport in the region. This center constitutes a quality out-of-hotel option in harmony with nature.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

We estimate this project will promote a 200 % increase in current revenues since it will provide improved services, as well as increased participation at national and international events organized thereby influencing the promotion of auctioning and commercializing sporting horses.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna

E-mail: dir.des@oc.ffauna.cu

Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**CREATE A NETWORK OF FISHING AND DIVING CENTERS IN PROTECTED AREAS.**



**DESCRIPTION:**

The rich biodiversity of Cuba and the lovely scenery assures a new and interesting specialized tourism service in the marine areas belonging to the Grupo Empresarial Flora y Fauna. For this reason, we propose to develop sport fishing and diving centers in protected marine areas, following a philosophy of sustainability taking into account clean technologies in the use of renewable energy, in the use of water and waste treatment and its equipment. This service's design will be governed by environmental requirements demanded for these very fragile ecosystems and it will harmoniously integrate into every ecosystem and landscape. All the centers will have a strong environmental education component for their clients.

**INVESTMENT TYPE:**

Service Management Agreement with funding

**CUBAN PARTY:**

Grupo Empresarial Flora y Fauna. Empresa Nacional para la Protección de la Flora y la Fauna.

**ESTIMATED INVESTMENT:**

5.8 million USD

**LOCATION:**

Pinar del Río, Matanzas, Ciego de Ávila, Granma, La Isla de La Juventud

**MARKET POTENTIAL:**

The growing increase in numbers of tourists to Cuba makes a claim for diversifying tourism services specialized in nature, something that we are providing more and more. We seek tourism options of this type. They are important in the Caribbean area. We estimate over 5 % increases in tourism.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

It will allow us to increase revenue levels in foreign currencies and diversify tourism products; this can be reinvested into maintenance and sustainability of protected areas.

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna

E-mail: dir.des@oc.ffauna.cu

Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**CREATE A NETWORK OF TOURIST PARKS IN NATURAL AREAS.**



**DESCRIPTION:**

The rich biodiversity of Cuba and the lovely scenery assures a new and interesting specialized tourism service in areas belonging to the Grupo Empresarial Flora y Fauna.

We propose developing natural tourist parks providing theme services on agriculture, adventure and entertainment in a natural setting, following a philosophy of sustainability taking into account clean technologies in the use of renewable energy, in the use of water and waste treatment.

The architecture and design of these facilities will fit in with the theme to be developed (hiking, bird-watching, horseback riding, agro-tourism, permaculture, rural, historical and adventure tourism) to be harmoniously integrated into each ecosystem and landscape. All parks will have a strong dose of educational content towards the clients, following a philosophy of: "Have Fun and Learn"

**INVESTMENT TYPE:**

Service Management Agreement with funding

**CUBAN PARTY:**

Grupo Empresarial Flora y Fauna. Empresa Nacional para la Protección de la Flora y la Fauna.

**ESTIMATED INVESTMENT:**

4.0 million USD

**LOCATION:**

Pinar del Río, Matanzas, Sancti Spiritus, Ciego de Ávila & Granma

**MARKET POTENTIAL:**

To a greater extent, a growing number of tourists visiting Cuba is looking for diversified out-of-hotel tourist services; we seek nature tourism options and estimate a 5 % growth rate. The increase in numbers of urban populations has generated a desire to do nature tourism. Significant growth in the domestic market.

**ESTIMATED ANTICIPATED RESULTS**

It will allow us to increase our revenues in foreign currencies and diversify tourism products that would be reinvested into maintenance and the sustainability of protected areas.

**ESTIMADOS:**

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)



**CREATE A NETWORK OF ECO-ACCOMMODATIONS FOR NATURE TOURISM.**



**DESCRIPTION:**

The rich biodiversity and beautiful landscapes of Cuba ensure a new and interesting nature tourism service in protected areas and ranches.

We propose new and/or enlarged eco-accommodations projects in our areas, following a philosophy taking into account clean technologies in the use of renewable energy, use of water and waste treatment.

The architecture and design of these facilities will fit in with the nature tourism services being provided (hiking, bird-watching, horseback riding, agro-tourism, permaculture, rural, historical and adventure tourism) to be integrated harmoniously with every ecosystem and landscape.

**INVESTMENT TYPE:**

Service Management Agreements with funding .

**CUBAN PARTY:**

Grupo Empresarial Flora y Fauna. Empresa Nacional para la Protección de la Flora y la Fauna.

**ESTIMATED INVESTMENT:**

10.0 million USD

**LOCATION:**

Pinar del Río, Artemisa, Mayabeque, Matanzas, Sancti Spiritus, Camagüey, Granma, Guantánamo.

**MARKET POTENTIAL:**

The growing increase in numbers of tourists coming to Cuba claims new capacities for accommodations, diversification of tourism products being offered, including nature tourism options. We estimate over 5 % growth in tourism, keeping pace with the increased numbers in urban populations who wish to take part in nature tourism. Significant growth of the domestic market.

**ESTIMATED ANTICIPATED RESULTS**

It will allow us to increase levels of revenues in foreign currencies and to diversify our tourism products that can be reinvested into the maintenance and sustainability of the protected areas.

**ESTIMADOS:**

**CONTACTS:**

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna  
E-mail: dir.des@oc.ffauna.cu  
Tel: (53) 7 2031433 al 36 (ext. 109 y 134)





**Energy Sector**



## OIL

In geological terms, the volcanic Caribbean arc is located south of Cuba and the southern rim of the North American platform is to the north. 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 km<sup>2</sup>, is a prospect for oil exploration as is the zone of shallow waters and its extension towards the deep-water zone.

In Cuba, we have discovered several dozen oilfields; most of them have extra-heavy oil although there is also light, medium and very light oil. The oilfields are found at sea and can be accessed from land by 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 at 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.



Unión 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 Quality Commitment BID (2006)
- Premio Giraldivas a la Calidad de la Gestión Empresarial (2007)

## PERSONNEL TRAINING

Of the over 24,000 employees, 73 % are men and 27 % are women. From 2006 until the present, the Polytechnical Oil Center has graduated over 31,603 workers; there are five schools throughout the country.

The Center for Oil Research (CEINPET in its Spanish-language abbreviation) looks after training personnel in drilling, extraction, refining and in 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).

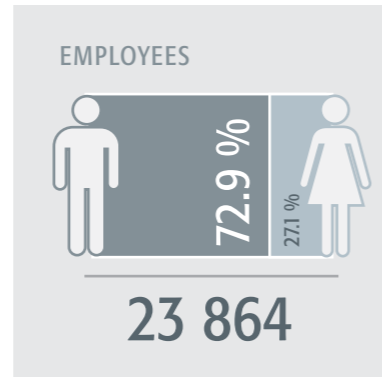
## INFRASTRUCTURE

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 gasducts demonstrating CUPET's mission to meet the country's energy demands.

## SECTORIAL POLICY:

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



## Specialties:

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



## CONTACTS

Pedro Abigantús, Director de Inversiones y Negocios de Petróleo y Gas

Tel: (53) 787157

Juan Luis Forment, Especialista de Negocios de Petróleo y Gas.

e-mail: jlforment@oc.minem.cu

Tel: (53)787119

Pedro Sorzano, Director de Comercial CUPET

e-mail: sorzano@union.cupet.cu

Tel: (53) 7831-4752

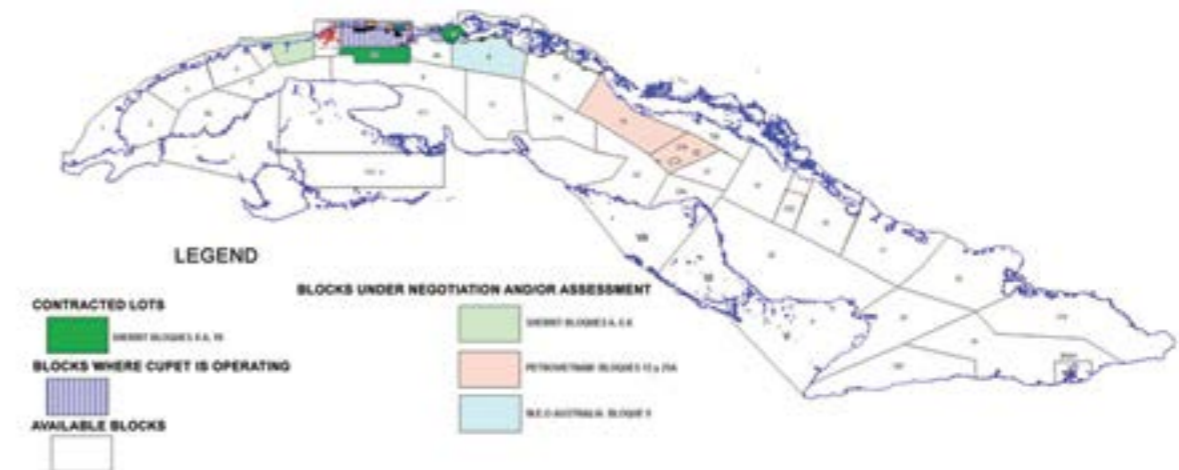
## FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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

<b>DESCRIPTION:</b>	To define the potential for gas and oil in determinate areas of coastal waters and if positive, to exploit those energy resources.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreements in the Risk Exploration and Shared Production variety
<b>CUBAN PARTY:</b>	Unión Cuba Petróleo (CUPET).
<b>MICROLOCATION:</b>	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.

## EXPLORATION BLOCKS IN COASTAL WATERS



**MERCADO:** First, for the domestic market and, should there be surplus, for export.

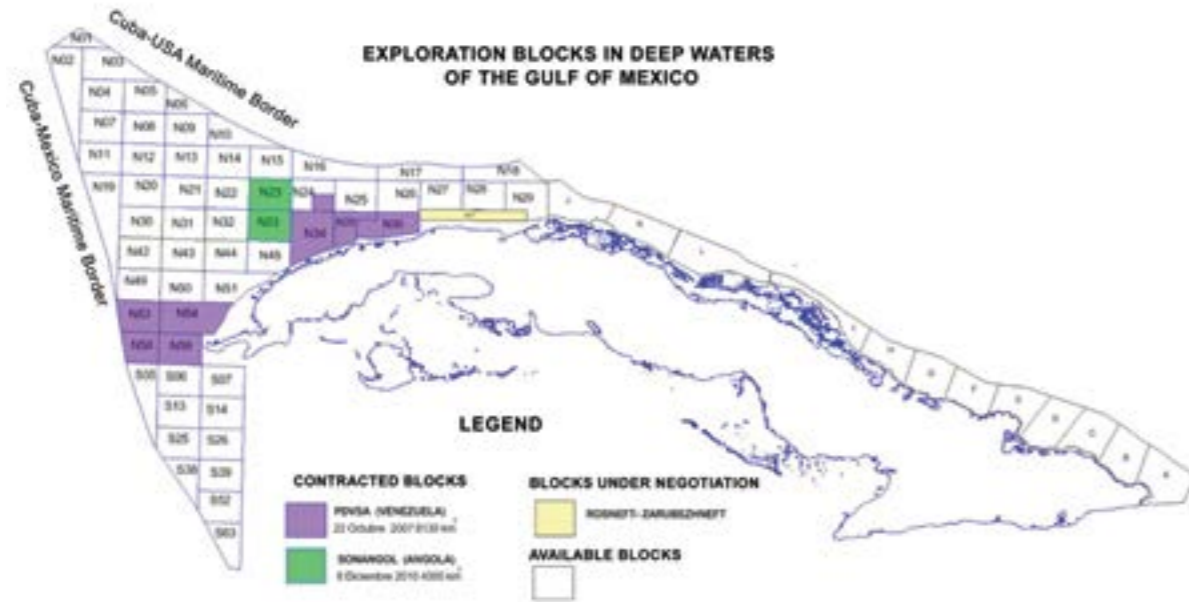
**RESULTADOS:** For one block having a 30-year contract length and using the average price of 122.8 USD/Bbl and 12 % updating rate, we estimate VAN for 383.5 million USD, TIR at 39.5 % and a 2.8 year Recovery Period.

**CONTACTS:** Dirección General de Comercial Cupet  
e-mail: business@cupetsa.co.cu  
Tel: (53) 7831-4752



### RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN BLOCKS OF THE EXCLUSIVE ECONOMIC ZONE OF CUBA IN THE GULF OF MEXICO (EEZ) (49 BLOCS)

<b>DESCRIPTION:</b>	Define the oil and gas potential in the EEZ and if positive, exploit these energy resources.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreements in their risk oil exploration and shared production contracts variety.
<b>CUBAN PARTY:</b>	Unión CubaPetróleo (CUPET)
<b>MICROLOCATION:</b>	The EEZ takes in an area of 112,000 square kilometers in the deep waters of the Gulf of Mexico, to the north of the provinces of Pinar del Río, Artemisa, Mayabeque and Matanzas where there are 49 blocks available for negotiation.

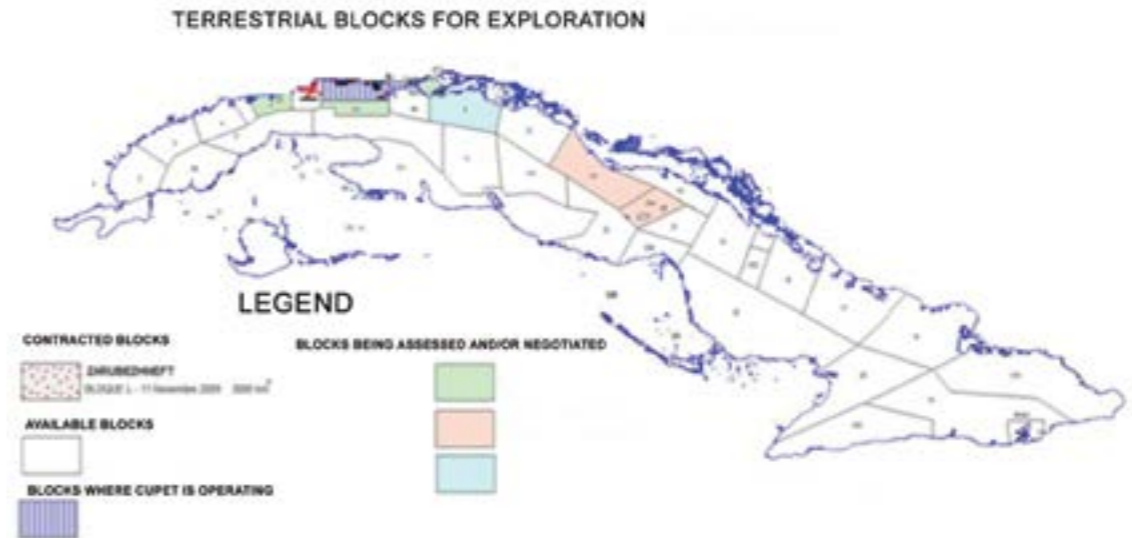


<b>MERCADO:</b>	First, the domestic market and, should there be any surplus, for export.
<b>RESULTADOS:</b>	For a block with a contract length of 30 years and using an average price of 128.2 USD/Bbl and an updating rate of 10 %, we estimate VAN of 1241.2 million USD, TIR of 18.5 % and a Recovery Period of 7.5 years.
<b>CONTACTS:</b>	Dirección General de Comercial Cupet e-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



### RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS ON TERRESTRIAL BLOCKS IN NATIONAL TERRITORY (19 BLOCS).

<b>DESCRIPTION:</b>	To define the oil and gas potential in the land area of national territory and if positive, exploit those energy resources.
<b>INVESTMENT TYPE:</b>	International Economic Partnership contracts in their risk exploration and shared production contracts variety.
<b>CUBAN PARTY:</b>	Unión CubaPetróleo (CUPET)
<b>MICROLOCATION:</b>	There are 19 available blocks, delimited throughout national territory, except in urban zones and exclusion zones in protected areas or those reserved for other interests prioritized for the country.



<b>MERCADO:</b>	First, for the domestic market and, should there be surplus, for export.
<b>RESULTADOS:</b>	For one block 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.
<b>CONTACTS:</b>	Dirección General de Comercial Cupet e-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



SECONDARY RECOVERY CONTRACTS FOR DEPOSITS BEING EXPLOITED.



<b>DESCRIPTION:</b>	To increase the recovery coefficient of oil reserves existing in determinate deposits which, with conventional exploitation methods, cannot be extracted.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreements adapted to the characteristics of secondary recovery contracts.
<b>CUBAN PARTY:</b>	Unión CubaPetróleo (CUPET).
<b>MICROLOCATION:</b>	The deposits currently open for negotiation are Santa Cruz del Norte in Mayabeque province and Varadero Este in Matanzas province. It is possible that in the future other deposits may be proposed where it would be advisable to apply methods of secondary recovery.
<b>MERCADO:</b>	First, for the domestic market and, should there be surplus, for export.
<b>RESULTADOS:</b>	For one block 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.
<b>CONTACTS:</b>	Dirección General de Comercial Cupet e-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



FUEL STORAGE BASE IN THE PROVINCE OF MATANZAS.

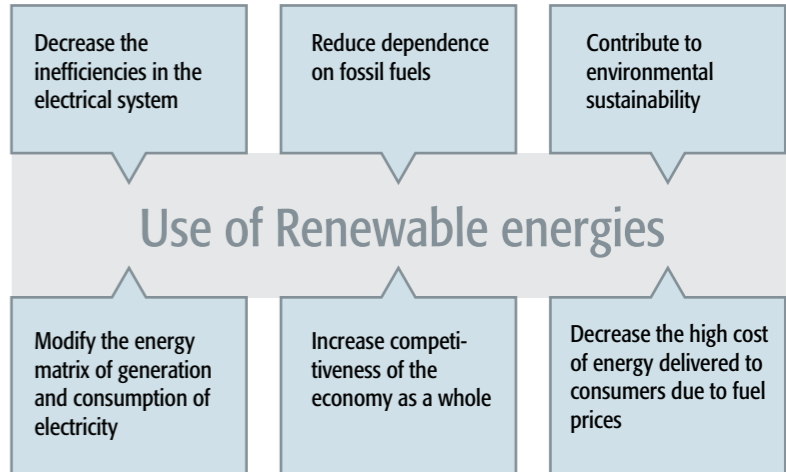


<b>DESCRIPTION:</b>	Create capacities for the movement and storage of fuels, mixes, loading and unloading vessels.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Unión Cuba Petróleo (CUPET)
<b>MICROLOCATION:</b>	Areas of the Empresa Comercializadora de Combustibles (ECC) of Matanzas and neighboring areas
<b>ESTIMATED INVESTMENT:</b>	328 million USD
<b>MERCADO:</b>	The proposal is essentially directed to International Trader Enterprises, to CUPET's own operations and with this to supply the domestic market.
<b>RESULTADOS:</b>	Revenues will be earned for leasing storage capacities and operations to Traders, for specialized services to vessels, for bunker sales to vessels in port or at high sea and for the existence in the country of fuel reserves in available consignments to be acquired on the border.
<b>CONTACTS:</b>	Dirección General de Comercial Cupet e-mail: business@cupetsa.co.cu Tel: (53) 7831-4752



## RENEWABLE ENERGY SOURCES

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 SOURCES TODAY

Solar heaters	30988
Solar panels	9476
Windmills	9343
Biogas plants	3243
Hydroelectric facilities	147
Sugar mills	56
Solar farms	22
Wind farms	4

Fuente: Ministerio de Energía y Minas



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. Postgraduate and diploma courses, Masters and PhD courses are also given.

#### BIOMASA:

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 200 days per year with sugarcane biomass and forestry biomass, essentially marabú scrub, available in 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. These projects have studies in the opportunity stage to indicate their 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 meet the demand for high and medium 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 of 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) based on 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 northern Holguin province (9.6 MW) have reached an annual capacity factor of over 27 %.

Based on available wind resources, the Union Eléctrica has studied and provided for the installation of 633 MW at 13 Wind Farms, with capacity factors of over 30 % that 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 op-

portunity 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 700 MWp at Photovoltaic Solar Parks (PVSP), up to 2030, connected to the National Electrical System. We have defined macro or micro-locations 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 PVSPs that may be installed in the electrical systems isolated in the tourist area cays.

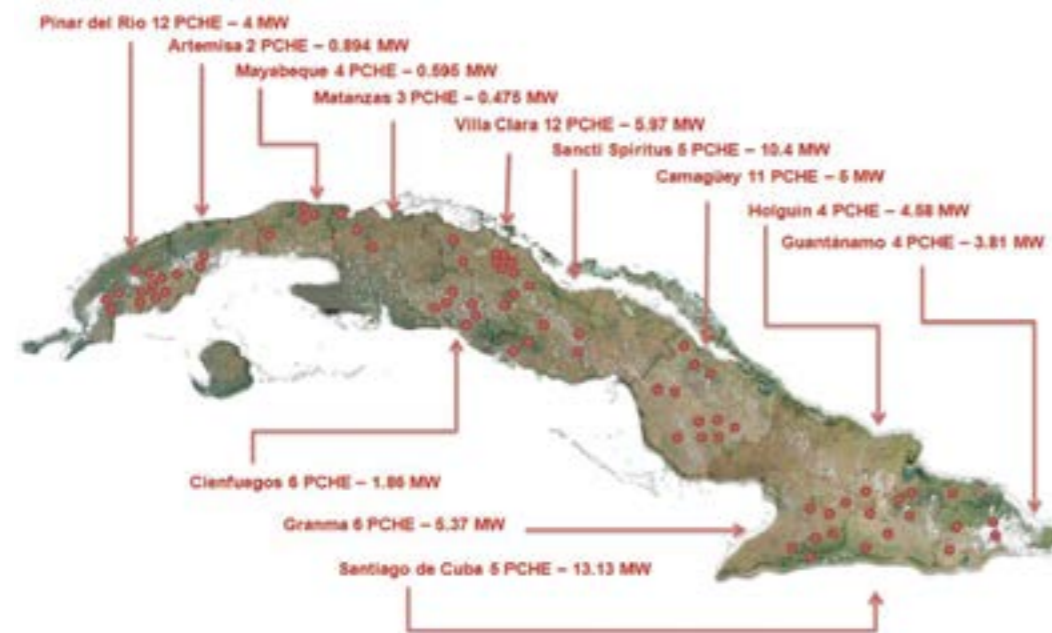
Once we have installed all the foreseen PVSP potential, we will be producing over 1000 GWh/year, thereby halting the harmful emissions of over 874,000 tons of CO<sub>2</sub> into the atmosphere.

The country has one solar panel manufacturing plant to produce 150 and 240 Wp photovoltaic panels; it is in Pinar del Río 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.

**HYDRO-ENERGY:**

Based on the reservoirs already in place 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-language abbreviation) with over 56 MW. We have drawn up the corresponding opportunity studies. Once we have installed all the planned power, the program will produce 274 GWh of generated power per year, thereby halting the

harmful emissions of 230,000 tons of CO<sub>2</sub> into the atmosphere. In order to produce small hydroelectric turbines there are capacities in one 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 that 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, as well as waste obtained from the foods industry factories and the sugar industry, figures on the rise with the development plans underway. Currently the potential for organic waste is for 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.

**CONTACTS**

Rosell Guerra, Director de Energía Renovable del Ministerio de Energía y Minas.  
e-mail: [rosell@oc.minem.cu](mailto:rosell@oc.minem.cu)  
Tel: (53) 787081



40 MW MANATÍ WIND FARM



<b>DESCRIPTION:</b>	Create a 100 % Foreign Capital Enterprise drawing up an agreement for the Building, Operation and Ownership (BOO) for the installation of a 40 MW wind farm, with the following objectives: <ul style="list-style-type: none"> <li>a. Reduce dependence on imported fuels for the generation of electricity, improving Cuba's energy sovereignty by improving the country's energy matrix.</li> <li>b. Reduce annual foreign currency expenditures for said fuels</li> <li>c. Reduce greenhouse effect gas emissions (GEI) and other pollutants resulting from fossil fuels that adversely affect the natural and socio-economical environment and human health.</li> </ul>
<b>INVESTMENT TYPE:</b>	100 % Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	Unión Eléctrica
<b>MICROLOCATION:</b>	Las Tunas province
<b>ESTIMATED INVESTMENT:</b>	65 million USD
<b>MERCADO:</b>	Electricity generated is completely directed to the Sistema Eléctrico Nacional (National Electric System) (SEN in the Spanish-language abbreviation), in order to decrease generating electricity from fossil fuels.
<b>RESULTADOS:</b>	The principal benefit is the decreased importing of fossil fuels to generate electricity and the increased use of renewable sources, thereby contributing to decreasing our dependence on fuel imports and lessening the costs of operations and maintenance. This proposal generates savings of over 66 million CUC for the country during the useful life of the project.
<b>CONTACTS:</b>	Director de Negocios de la UNE e-mail: pedrob@oc.une.cu Tel: (53) 7879-0268

BIOELECTRICAL PLANTS (11 PROJECTS)

<b>DESCRIPTION:</b>	Joint Enterprise to increase the production of biomass renewable electricity at lower costs than fossil fuels, thereby improving the environment.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	ZERUS S.A.
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Urbano Noris, Cristino Naranjo and Fernando de Dios factories in Holguín. Panamá factory in Camagüey. Colombia and Antonio Guiteras factories in Las Tunas. Julio A. Mella factory in Santiago de Cuba. Enidio Díaz factory in Granma. Héctor Molina factory in Mayabeque. Antonio Sánchez factory in Cienfuegos. George Washington factory in Villa Clara.
<b>MARKET POTENTIAL:</b>	Speed up the program, have access to technology and funding, reduce costs, improve energy security and reduce global pollution.
<b>CONTACTS:</b>	Dirección de Negocios de ZERUS S.A e-mail: manuel.dominguez@zerus.azcuba.cu Tel: (53) 7838-3194 Ext. 237

100 MW PHOTOVOLTAIC SOLAR FARMS WITH ACCUMULATIONS OF 50MW.



<b>DESCRIPTION:</b>	Installation of 100 MW in photovoltaic solar parks with accumulation of 50 MW using batteries
<b>INVESTMENT TYPE:</b>	Joint Enterprise, BOOT or EPC with funding
<b>CUBAN PARTY:</b>	Unión Eléctrica
<b>ESTIMATED INVESTMENT:</b>	Estimated to around 2 USD/kW; this means that 10 photovoltaic solar parks of 10 MW each, cost 200 million USD.
<b>LOCATION:</b>	Several provinces. Micolocations and the legal land clearance for the business will be assured prior to approval, by the competent authority.
<b>MARKET POTENTIAL:</b>	The electricity generated will go entirely to the National Electric System (SEN in its Spanish-language abbreviation), in order to decrease generating electricity from fossil fuels. La Unión Eléctrica ensures that it will buy all the electrical power delivered by the solar farms.
<b>CONTACTS:</b>	Director de Negocios de la 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 that it is a mosaic of geological structures including 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: Fe, Ni, Co, Cu, Pb, Zn, Au, Ag, Mn, W and Cr.



**Strange but True**

*The Matahambre Mine (Pinar del Río) 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 for mining, and generations of Cuban geologists and miners passed through its doors. After it 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 and they have a high degree of experience in the sector: Empresa GeoMinera Pinar del Río; Empresa GeoMinera Isla de la Juventud; Empresa GeoMinera Centro; Empresa GeoMinera Camagüey; Empresa GeoMinera Oriente; Centro de Investigación para la Industria Minero Metalúrgica, 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 owes a lot to 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 de Niquel, CUBANIQUEL, has two production plants and other companies providing services to producers, some of which are maintenance and construction, mechanical productions, port services, employment agency, employee services, engineering and projects and research center, etc.

**PERSONNEL TRAINING**

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 in the Spanish-language abbreviation), an offshoot of the Centro de Investigaciones Mineras de Occidente (CIMO). For the nickel and cobalt industry, we have the Centro de Investigaciones Niquel (CEDINIQ) in the municipality of Moa. New professionals receive their training at the Instituto Superior Minero Metalurgico of Moa where research in this branch is also being carried out.

CUBAN PARTIES PARTNERED IN FOREIGN CAPITAL BUSINESSES



Geominera S.A. has over 22 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:

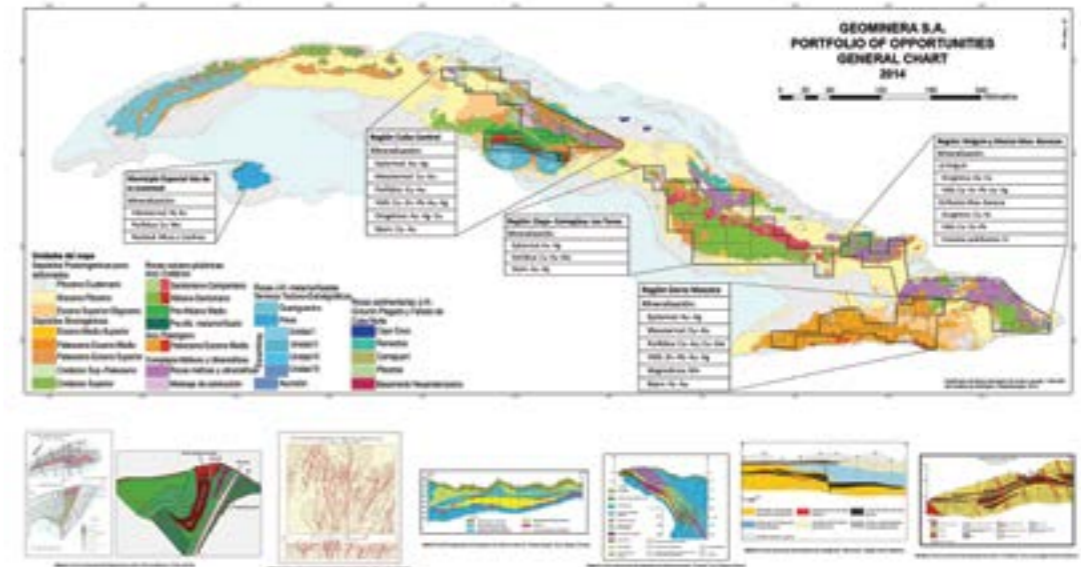
To create, broaden and modernize production capacities. To promote projects for exploration, extraction and processing minerals.



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 essentially involves five regions and the Special Municipality of the Isle of Youth (Isla de la Juventud) (see Figure 1 below):

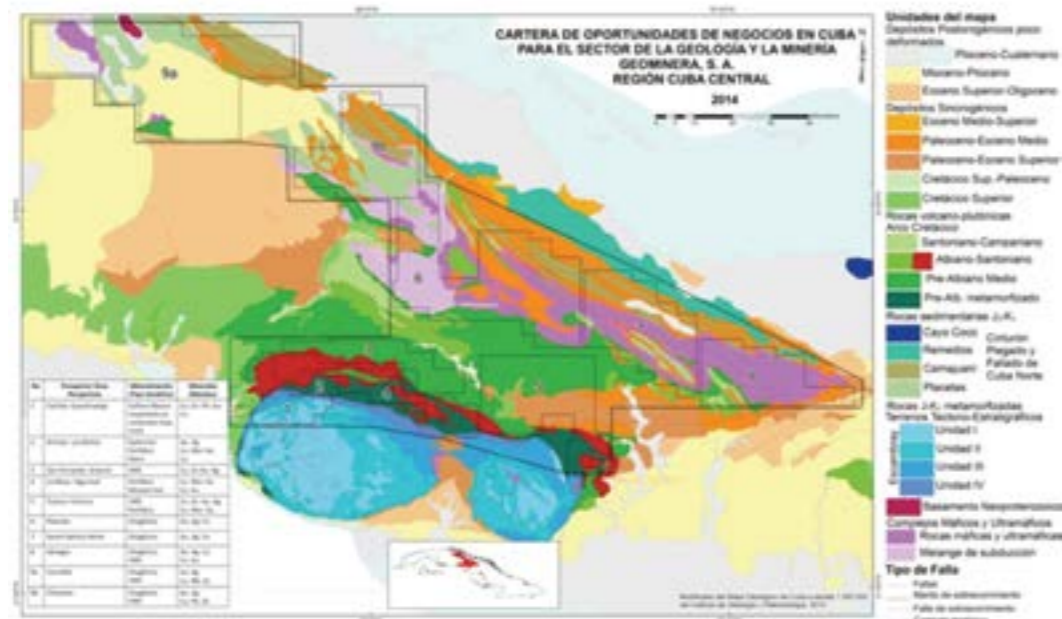
<b>REGION OF CENTRAL CUBA</b>	Nine prospects and future areas for gold, silver, copper, lead and zinc
<b>CIEGO – CAMAGÜEY – TUNAS REGION</b>	Fourteen prospects and future areas for gold, silver, copper, lead and zinc.
<b>HOLGUÍN &amp; MACIZO SAGUA – BARACOA REGION</b>	Twelve prospects and future areas 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).



REGION OF CENTRAL CUBA

The Region of Central Cuba takes in the provinces of Villa Clara, Cienfuegos, Sancti Spiritus and Ciego de Ávila. It presents clear geotonic zoning with the following sequences being seen from south to north: Escambray, composed of metamorphized continental border sequences; Lower and Upper Cretaceous volcanic island arc sequences; as well as a belt zone of oceanic mafic and ultra-mafic rock bodies used in allochthon position as the result of the collision of volcanic island arcs with the Bahamas-Florida block continental border sequences (Figure 3).

From the metallogenic point of view, the region exhibits a great variety of deposit models: in the Escambray Oil fields of massive sulfurs predominate, in basically carbonated sediments (Irish-type sediment); in volcanic island arc sequences - and the associated intrusive sequences - VMS felsic (Kuroko-type) and the porphyric type predominate. In the mafic and ultramafic rock massifs, Au orogenic and VMS mafic-ultramafic sequences predominate.



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

<b>DESCRIPTION:</b>	Undertake geological recognizance and investigation (prospecting-exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the Region of Central Cuba, in order to locate economically attractive mineral oil fields and which allow us to constitute Joint Enterprises for exploitation, processing and commercialization of minerals discovered.
<b>INVESTMENT TYPE:</b>	International Economic Partnership at risk contract for Prospecting-Exploration prospects identified sufficiently in advance of their degree of study, or if attained in the IEP framework, it may be evaluated to establish a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.

**ESTIMATED INVESTMENT AMOUNT:** It should be defined by the size of each specific project and the methodology of the works selected for each one of them, depending on the mining activity phase it is in: geological recognizance or investigation.

**MARKET POTENTIAL:** Within the framework of these IEPs geological investigation will only be undertaken for up to 5 years, therefore no final product will be obtained; the result may or may not be a step towards a Joint Enterprise (for any mineral which may be detected) basically destined for foreign markets, but if the country should need some of these products, its acquisition will always be prioritized.

**CONTACTS:** Director General  
E-mail: moreira@gmsa.cu  
Director de Negocios  
E-mail: gustavo@gmsa.cu  
webpage : www.gmsa.cu  
Tel.: (53) 7690-2741 ext.115

PROSPECTS OF INTEREST

CARLOTA - VICTORIA - GUACHINANGO.

- Metals: Cu, Zn, Au & Co.
- Genetic type of mineralization: massive sulfurs of Cu – Pb - Zn ± Co, Au & Ag in carbonates (Irish-type).
- Current degree of study: Exploration – Prospecting at “Carlota”, “Victoria” & “Guachinango”. Recognizance at “Siguanea” & “San Narciso”. Other manifestations (“Guachinango Este”, “Furnia I & II”, “Guamo”, “La Batea”, etc.) remain without studies
- Proposed research phases: Exploration in known Oil fields (“Carlota”, “Victoria”, “Guachinango”). Prospecting in “Siguanea” & “San Narciso” manifestations, as well as in the rest of the mineral district.

ARIMAO - LAS BREÑAS.

- Metals: Cu, Mo, Au & Ag.
- Genetic type of mineralization: Meso and Epithermals with low or medium sulfuration; Porphyric (Cu - Mo ± Au) & CuSkarn.
- Current degree of study: Exploration at “Arimao”. Extension of the silicified zone and of the ones rich in magnetite with high laws associated with Cu and Au, even though this is not yet determined. Prospecting at “Macagua”. The mineral zone is not delimited and the PI anomalies havenot been drilled. Recognizance at “Las Breñas” & “La Vega”. The remaining manifestations present in the area lack study.
- Proposed research phases: completing exploration at “Arimao” and prospecting at the remaining manifestations in the area.

SAN FERNANDO – ANTONIO.

- Metals: Cu, Zn, Au & Ag.
- Genetic type of mineralization: VMS bimodal mafic.
- Current degree of study: Exploration at “San Fernando” and “Antonio”. Recognizance in “Independencia”, “San Fernando Sur”, “Santa Rosa Sector Central” and “Zambumbia Este”.
- Proposed investigation phases: Exploration in “San Fernando” and its flanks, also in “Antonio”. Prospecting at “San Fernando Sur”, “Santa Rosa Sector Central” & “Zambumbia Este”. Recognizance in the rest of the area.

**LA MOZA –YAGRUMAL.**

- ▶ Metales: Cu, Au & Ag.
- ▶ Genetic type of mineralization: Porfídico (Cu - Mo ± Au) & Mesothermal (Cu – Au).
- ▶ Current degree of study: geological surveying.
- ▶ Proposed research phases: Recognizance in the entire area.

**TUINICÚ – FORTUNA.**

- ▶ Metals: Cu, Zn, Au & Ag.
- ▶ Genetic type of mineralization: VMS in felsic rock (Kuroko-type) and Porfídico (Cu - Mo ± Au).
- ▶ Current degree of study: Recognizance.
- ▶ Proposed research phases: Recognizance in the entire area.

**PLACETAS.**

- ▶ Metals: Au, Ag, Cu, Zn.
- ▶ Genetic type of mineralization: Au - Ag orogenic type and small auriferous placers. Possible VMS mafic - ultramafic (Cyprus-type).
- ▶ Current degree of study: Exploration in "Descanso" and "Meloneras" Oil fields and in placers of "Loma Gobernadora" & "Sur de El Jibaro". Recognizance in the rest of the area.
- ▶ Proposed research phases: Complete exploration of the flanks and depths of "Descanso" & "Meloneras". Prospecting in "San José de Malezas" and recognizance in the rest of the area.

**SANCTI SPÍRITUS NORTE.**

- ▶ Metals: Au, Ag & Cu.
- ▶ Genetic type of mineralization: Au - Ag in quartz veins (orogenic-type).
- ▶ Current degree of study: Exploration in "Lote Grande". The rest of the manifestations lack studies.
- ▶ Proposed research phases: Complete exploration in "Lote Grande". Recognizance in the rest of the area.

**VENEGAS.**

- ▶ Metals: Au, Ag & Cu.
- ▶ Genetic type of mineralization: Au – Ag in veins (orogenic-type). Possible VMS (Cu & Au) in mafic-ultramafic rock (Cyprus-type).
- ▶ Current degree of study: Recognizance in some manifestations.
- ▶ Proposed research phases: Prospecting in "La Más Buena". Recognizance in the rest of the area.

**CORRALILLO – CIFUENTES.**

- ▶ Metals: Au, Ag. Possible Cu, Zn & Pb.
- ▶ Genetic type of mineralization: Au in quartz and carbonate veins (orogenic-type). Also possible is the presence of VMS in mafic-ultramafic rock (Cyprus-type).
- ▶ Degree of study: regional geochemical studies made in the framework of Geological Surveys to the scale of 1: 50 000 and a campaign of geochemical sampling done by a junior company in 1996 -1997.
- ▶ Proposed research phases: Recognizance in the entire prospect.

**CIEGO – CAMAGÜEY – 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 the mineralization of gold and silver. Small oil fields 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 magma axis, east-west orientation and constituted by intrusive rock. Effusive sequences are found on its flanks.

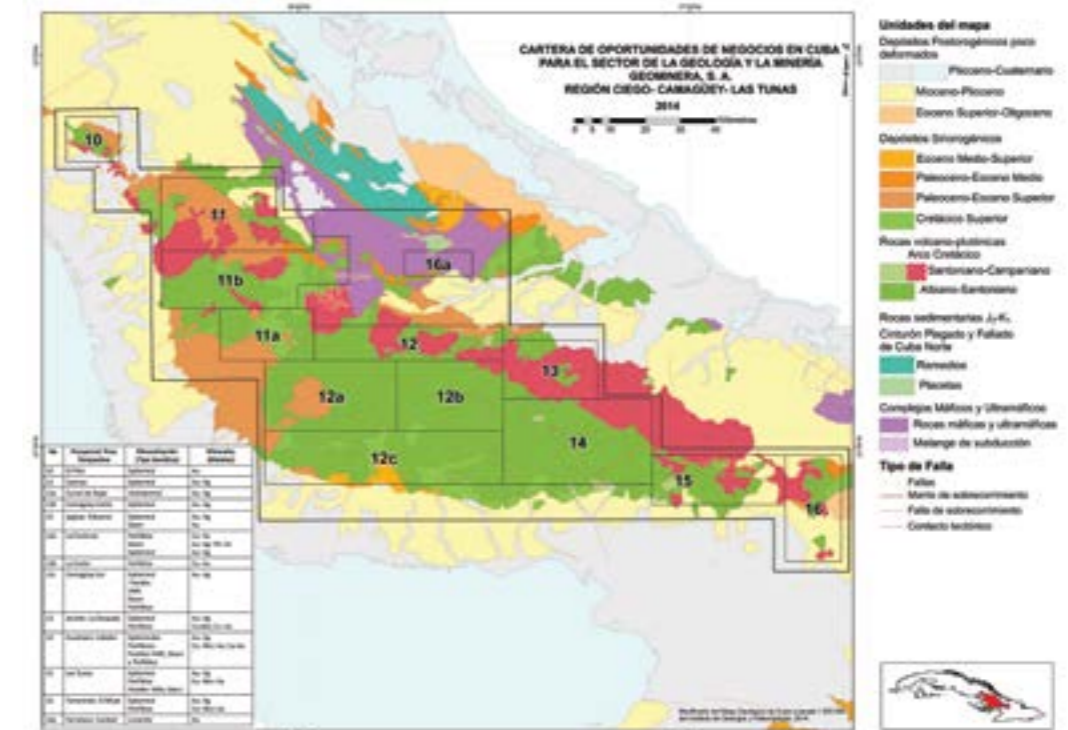
In the intrusive nucleus, granodiorite, gabbro-sienite and gabbro-plagiogranite associations are notable, represented mainly by the polyphasic intrusive massifs of Gaspar, Las Parras and Sibanicú - Las Tunas. According to its petrochemical characteristics these plutonic rocks may be divided into 3 series: 1) normal calco - alkaline, 2) sodium calco – alkaline and 3) alkaline.

Due to the depth of vulcanism occurrence present it varies from deep submarine in the volcanic island arc of K1 (Albiano - Santoniano), to explosive subaerial in the volcanic island arc of K2 (Campaniano). Vulcanogenic-sedimentary sequences reside in both flanks of the magma axis. The most perspective zones relate to the south flank sequences even though on the north flank we also see very interesting zones such as the "Loma Jacinto".

In this last case, mineralization seems to be associated with intrusive bodies of acid and alkaline composition. Nevertheless, another points to the south of the magma axis, such as "Golden Hill", mineralization is associated with vulcanic-tectonic structures, seemingly associated to another non-emergent secondary magma axis.

The most important deposits present in this region are the high and low sulfuration epithermals, as well as porfídico-type Cu - Mo ± Au. There are also Skarn-type Cu deposits (Tamarindo mineral district) and other models of Oil fields may appear such as FeSkarn, porfídico Fe and veins of Torio –Rare Earth.

North of the island volcanic arcs we find a belt zone of mafic and ultramafic rock, among which the most noteworthy is the San Felipe ophiolite massif. These sequences, just like in the central region, are found in allochthone position. Here there are deposits of laterite Fe - Ni – Co, as well as Cyprus-type VMS.





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

<b>DESCRIPTION:</b>	Develop Recognizance and Geological investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the Ciego – Tunas – Camagüey Region for the purpose of locating mineral deposits which are economically attractive and allow us to constitute Joint Enterprises to exploit, process and commercialize the minerals discovered.
<b>INVESTMENT TYPE:</b>	International Economic Partnership at risk for Recognizance and geological investigation (Prospecting – Exploration). The prospects are identified sufficiently in advance for their degree of study, or this is achieved within the IEP framework and they may be considered for establishing a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT AMOUNT:</b>	It should be defined by the size of each Project and the methodology of the jobs selected for each of them, depending on the phase of mining activity they are in: Recognizance or Geological Investigation.
<b>MARKET POTENTIAL:</b>	Within the framework of these IEPs, geological investigation will only be done for a period of up to 5 years; therefore no final product will be obtained. The result will consist of moving on or not to the Joint Enterprise stage. Productions to be obtained by the future Joint Enterprise (for any of the minerals detected) would be basically destined for the foreign market, but if the country should need some of these products it would always have priority of acquisition.
<b>CONTACTS:</b>	Director General E-mail: moreira@gmsa.cu Director de Negocios E-mail: gustavo@gmsa.cu webpage: www.gmsa.cu Tel.: (53) 7690-2741 ext.115

### PROSPECTS OF INTEREST

#### EL PILAR.

- ▶ Metals: Au.
- ▶ Genetic type of mineralization: High Sulfuration Epithermal.
- ▶ Current degree of study: Prospecting.
- ▶ Proposed investigation phases: Exploration. Prospecting in its vicinity.

#### CAONAO.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Epithermal.
- ▶ Current degree of study: geological surveying 1:50 000.
- ▶ Proposed investigation phases: Recognizance in the entire area.

#### CORRAL DE ROJAS.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Epithermal.
- ▶ Current degree of study: Recognizance.
- ▶ Proposed investigation phases: Recognizance in the entire area.

#### CAMAGUEY WEST.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Epithermal (Au – Ag).
- ▶ Current degree of study: Geological surveying to a scale of 1:50 000.
- ▶ Proposed investigation phases: Recognizance in the entire area.

#### JAGÜEY-SIBANICÚ.

- ▶ Metals: Au & Ag. Possibly Cu, Zn, Th & Rare Earth
- ▶ Genetic type of mineralization: Epithermal (Au – Ag), auriferous Skarn. Possible veins of Th.
- ▶ Current degree of study: Recognizance in "Jagüey" "La Caridad", "La Mina", "Catuca" & "Vista del Príncipe".
- ▶ Proposed investigation phases: Prospecting in the "El Jagüey" and "Loma Caridad"; Recognizance for the rest of the area.

#### LA PURÍSIMA.

- ▶ Metals: Au, Ag, Cu, Pb, Zn.
- ▶ Genetic type of mineralization: Porfídico (Cu-Au); Skarn (Au-Ag-Pb-Zn) & Epithermal (Au-Ag).
- ▶ Current degree of study: Recognizance in the "La Purísima" manifestation; sparse in the vicinity.
- ▶ Proposed investigation phases: Prospecting in "La Purísima" & Recognizance in the rest of the area.

#### LA UNIÓN.

- ▶ Metals: Au, Cu.
- ▶ Genetic type of mineralization: Porfídico (Cu-Au).
- ▶ Grado de estudio actual: Recognizance in the "La Unión" manifestation; very sparse in the rest of the area.
- ▶ Proposed investigation phases: Prospección en "La Unión" and Recognizance in the rest of the area.

#### CAMAGUEY SUR.

- ▶ Metals: Possibly Au, Ag and base metals
- ▶ Genetic type of mineralization: High and Low Sulfuration Epithermal and/or Meso - Epithermal of intermediate sulfuration, without ruling out other types of mineralizations typical of island arcs
- ▶ Degree of study: geological map-making to a scale of 1:250 000
- ▶ Proposed investigation phases: Regional Recognizance in the whole area

#### JACINTO - LA DESEADA.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Low sulfuration alkaline Epithermal. Possible Porfídico (Cu - Mo ± Au) & Porfídico alkaline (Cu – Au).
- ▶ Current degree of study: Exploration in Jacinto and the rest of the area very scantily studied
- ▶ Proposed investigation phases: Complete Exploration at "Jacinto" and its flanks; Recognizance in the rest of the area

**GUAIMARO – JOBABO.**

- ▶ Metals: Cu, Mo, Au & Ag. Possibly Fe.
- ▶ Genetic type of mineralization: High sulfuration, low sulfuration and low alkaline sulfuration Epithermals; Cu - Mo ± Au and Cu - Au alkaline porphyries. Possible presence of other types of deposits.
- ▶ Current degree of study: Exploration in "Florencia" & "Maclama". Prospecting in the "Jobabo" district; Recognizance in "Guáimaro", "Palo Seco" & "Tres Casas I".
- ▶ Proposed investigation phases: Exploration on the flanks of "Golden Hill"; completing exploration in "Maclama", "Florencia" and its flanks; Prospecting in "Guáimaro", "Palo Seco" & "Tres Casas I"; Recognizance in the rest of the area.

**LAS TUNAS.**

- ▶ Metals: Cu, Au & Ag. Possibly Mo & Zn.
- ▶ Genetic type of mineralization: Skarn (Cu – Au). Possible Epithermals (Au-Ag) & Porphyric (Cu - Mo ± Au).
- ▶ Degree of study: geological surveying 1:100 000 in the entire area and isolated recognizance in "Manicaragua", "La Botija", "Tunas Sureste" and other sectors
- ▶ Proposed investigation phases: Recognizance in the entire area

**TAMARINDO - EL MIJAL..**

- ▶ Metals: Cu, Au & Ag. Possibly Mo & Zn.
- ▶ Genetic type of mineralization: Skarn (Cu – Au). Possible Epithermals (Au-Ag) & Porphyric (Cu - Mo ± Au).
- ▶ Degree of study: Recognizance in "Cañada", "Asientos de Tamarindo", & "Tamarindo 5". Surveying in the rest of the area
- ▶ Proposed investigation phases: Prospecting in "Cañada", "Asientos de Tamarindo", & "Tamarindo 5"; Recognizance in the rest of the area.

**FERROLANA - CARIDAD.**

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Au in Listvenitas.
- ▶ Current Degree of study: Recognizance in "Ferrolana" & "Caridad".
- ▶ Proposed investigation phases: finish recognizance in the entire area to clear up the potential

**HOLGUÍN AND 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.(Fig. 6).

The principal models of deposits present in the zone are Mother Lode–type auriferous, orogenic copper-gold-silver and Cyprus-type VMS.

The greatest possibilities to locate mineral deposits are found at sites where the over-the-top and transcurrent faults are cut by transversal north and north-east faults. Also at those sites where the over-the-top sequence is cut by subvolcanic bodies, medium basic composition and sometimes acid can be found.

In the region, metal mineralization presents spatial and genetic association with subvolcanic bodies and tectonic zones, and we see clear tectonic-magma control. In the territory we can clearly distinguish two groups of hydrothermal alterations related to the useful and associated mineralization; one of them with subvolcanic bodies, and the other with ophiolites and tectonic zones.

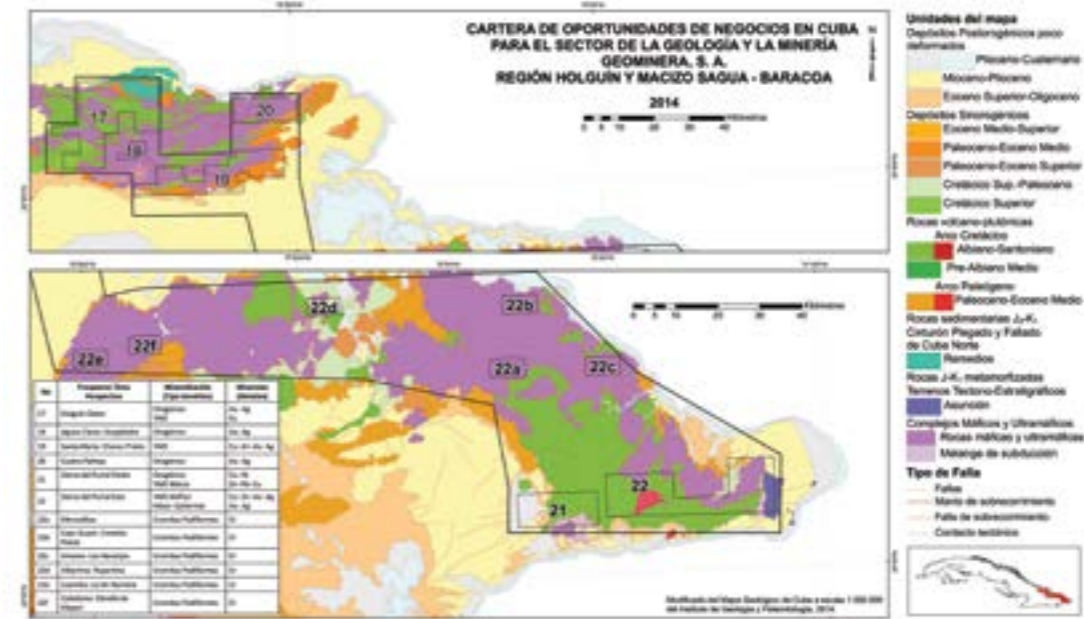
"Aguas Claras" gold deposit is well-known in this region, partially exploited but as yet with abundant resources.

**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 (Fig. 5).

Among the most well-known chrome Oil fields 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.**

**DESCRIPTION:**

Developing Recognizance and Geological Investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest (chrome, platinumoids, 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.

**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 AMOUNT:**

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.



**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.

**CONTACTS:** Director General  
E-mail: [moreira@gmsa.cu](mailto:moreira@gmsa.cu)  
Director de Negocios  
E-mail: [gustavo@gmsa.cu](mailto:gustavo@gmsa.cu)  
webpage: [www.gmsa.cu](http://www.gmsa.cu)  
Tel.: (53) 7690-2741 ext.115



### 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.

**DESCRIPTION:** 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 Sierra del Purial.

Accumulations of these minerals that are economically attractive could be the argument to take for the creation of Joint Enterprises for their exploitation, processing and commercialization.

**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 AMOUNT:** 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.

**MARKET POTENTIAL:** Within the framework of these EPAs, Geological Investigation will be done for a period of up to 5 years so no final product will be 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.

**CONTACTS:** Director General  
E-mail: [moreira@gmsa.cu](mailto:moreira@gmsa.cu)  
Director de Negocios  
E-mail: [gustavo@gmsa.cu](mailto:gustavo@gmsa.cu)  
webpage: [www.gmsa.cu](http://www.gmsa.cu)  
Tel.: (53) 7690-2741 ext.115

## PROSPECTS OF INTEREST FOR THE HOLGUÍN REGION

### HOLGUÍN WEST.

- ▶ Metals: Au, Ag, Cu.
- ▶ Genetic type of mineralization: Au - Ag orogenic (MotherLode-type) & VMS. Possibly orogenic mineralization in sequences on the continental border
- ▶ Current degree of study: Recognizance at "Monte Rojo" and "Las Cuevas" prospects. Geological surveying in the rest of the area. In general the degree of study of mineral manifestations and occurrences (around 30) present in the area is very poor, therefore the area could be considered as practically virgin.
- ▶ Proposed investigation phases: Prospecting in the two aforementioned prospects. Recognizance in the rest of the area

### AGUAS CLARAS – GUAJABALES.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Orogenic gold.
- ▶ Current degree of study: Prospecting and Exploration.
- ▶ Proposed investigation phases: Exploration at "Reina Victoria", "Nuevo Potosí", "Agrupada" & "Holguinera" prospects. Prospecting in the rest of the manifestations.

### SANTA MARÍA - CHARCO PRIETO.

- ▶ Metals: Cu, Zn, Au & Ag. Possibly Platinoids.
- ▶ Genetic type of mineralization: VMS of Cu - Zn - Au - Ag.
- ▶ Current degree of study: Recognizance.
- ▶ Proposed investigation phases: Recognizance in the entire area

### CUATRO PALMAS.

- ▶ Metals: Au & Ag.
- ▶ Genetic type of mineralization: Au - Ag orogenics (MotherLode-type).
- ▶ Current degree of study: Recognizance.
- ▶ Proposed investigation phases: Prospecting in the "Cuatro Palmas" prospect. Recognizance through the rest of the area.

## PROSPECTS OF INTEREST FOR THE MACIZO SAGUA – BARACOA REGION

### SIERRA DEL PURIAL WEST.

- ▶ Metals: Cu, Au & Ag. Possibly Zn, Ni & Co.
- ▶ Genetic type of mineralization: Cu - Ni sulfurs (orogenic) and possibly felsic VMS (Kuroko-type) more or less modified by regional metamorphism
- ▶ Current degree of study: Prospecting at "Elección" and "Jobito" prospects. Recognizance in the rest of the manifestations
- ▶ Proposed investigation phases: Complete prospecting and undertake exploration at "Elección" and "Jobito". Recognizance in the rest of the area

### SIERRA DEL PURIAL EAST.

- ▶ Metals: Cu, Zn, Au & Ag.
- ▶ Genetic type of mineralization: mafic-ultramafic VMS (Cyprus-type); meso-epithermal Au - Ag modified by regional metamorphism
- ▶ Current degree of study: Geological surveying
- ▶ Proposed investigation phases: Recognizance in the entire area

**MERCEDITAS.**

- ▶ Metals: Cr.
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: Exploration at "Merceditas"; where there are considerable volumes of mineral prepared for extraction and resources estimated in Measured, Indicated and Inferred Categories. Prospecting at "La Melba" and "Pilotos I, II, III & IV", "Loro", "Yarey", etc.
- ▶ Proposed investigation phases: Complementary exploration at "Merceditas". Complete prospecting and undertake exploration at "La Melba", "Pilotos I, II, III & IV" and "Yarey". Recognizance in the rest of the area

**CAYO GUAM – CROMITA – POTOSÍ (NO 22B).**

- ▶ Metals: Cr.
- ▶ Genetic type of mineralization: Podifor chromites.
- ▶ Current degree of study: "Cromita": Exploration; there are evaluated resources in Measured and Indicated Categories. "Cayo Guam": Exploration; there are evaluated resources in Measured and Indicated Categories. "Potosí": Exploration; there are evaluated resources in Measured and Indicated Categories. Prospecting in other neighboring manifestations
- ▶ Proposed investigation phases: complementary exploration at the three principal deposits ("Cromita", Cayo Guam" & "Potosí"). Prospecting towards the depths and at other small manifestations nearby

**AMORES – LOS NARANJOS.**

- ▶ Metals: Cr.
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: Exploration at "Amores" and "Los Naranjos". Both deposits have resources evaluated in Measured, Indicated and Inferred Categories. Prospecting at other manifestations ("Nibujón I & II", "Juraguá", etc.)
- ▶ Proposed investigation phases: complementary exploration at "Amores" and "Los Naranjos". Prospecting towards the flanks and depths of both, as well as at "Nibujón I & II", "Juraguá" and others.

**ALBERTINA – RUPERTINA.**

- ▶ Metals: Cr. Possibly platinoids
- ▶ Genetic type of mineralization: Podiform chromites
- ▶ Current degree of study: Exploration at "Albertina"; there are evaluated resources in Measured and Indicated categories. Prospecting at "Rupertina", "Tibera", "Isabel" and other manifestations.
- ▶ Proposed investigation phases: Complete exploration at Albertina and Prospecting – Exploration at "Rupertina", "Tibera" and other manifestations.

**CASIMBA – LA SIN NOMBRE.**

- ▶ Metals: Cr.
- ▶ Genetic type of mineralization: Podiform chromites
- ▶ Current degree of study: Partial exploration at "Casimba", with resources defined in Measured and Indicated categories. Prospecting at "La Sin Nombre" and "Carlos I", "Carlos IV", "Casimba Oeste".
- ▶ Proposed investigation phases: Complete exploration at "Casimba" and Prospecting – Exploration at "La Sin Nombre" and other nearby manifestations if required.

**CALEDONIA – ESTRELLA DE MAYARÍ.**

- ▶ Metals: Cr.
- ▶ Genetic type of mineralization: Podiform chromites
- ▶ Current degree of study: Prospecting at various deposits ("Caledonia", "Nueva Caledonia", "Nueva Caledonia I", "Nueva Caledonia II", "Estrella de Mayarí", etc.).
- ▶ Proposed investigation phases: Complete prospecting at all prospects and manifestations and undertake exploration where justified

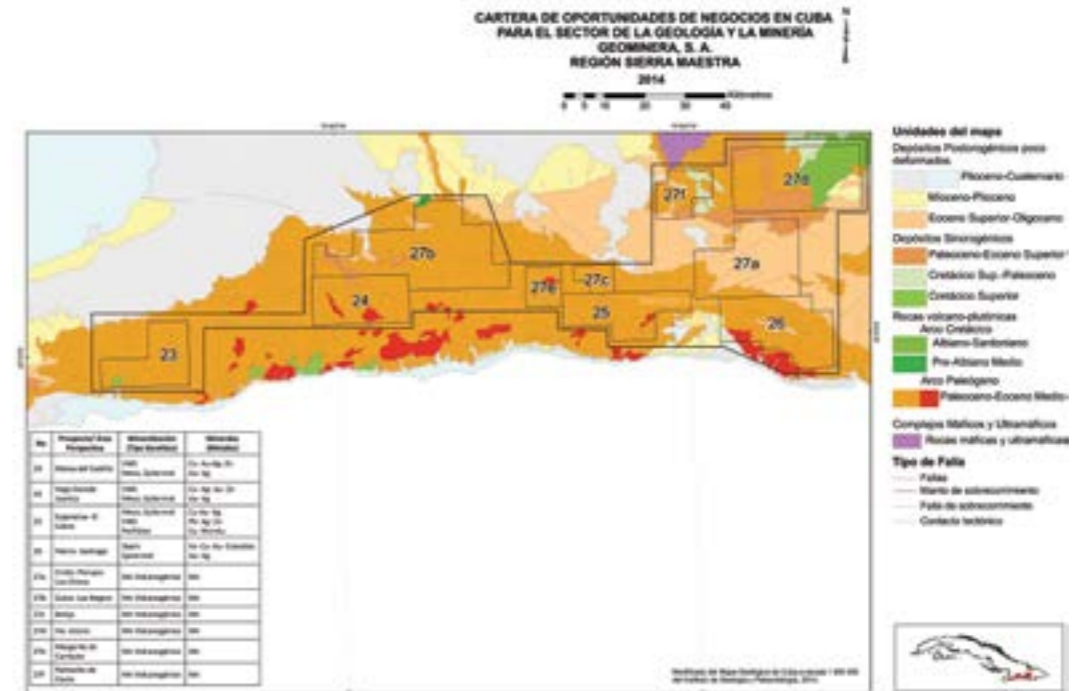
**SIERRA MAESTRA REGION**

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. (Fig. 5).

Geologically speaking, this region is constituted mainly of 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 monoclinical 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.

The region is distinguished by a south-to-north metallogenic zoning. Towards the south intermediate sulfuration mesoepithermal deposits are developed (copper – silver and gold), copper-molybdenum porphyries with gold and the Skarn (iron with/without copper and gold); next the felsic VMS appear (Kuroko-type) and to the north there are the manganese vulcanogenic deposits.

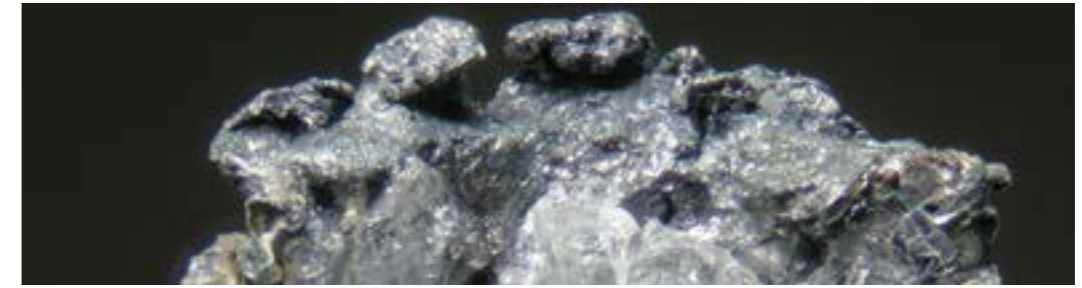
Perspectives are high for locating precious metals (gold and silver), base metals (copper, lead, zinc), iron and manganese. We know of a large number of mineral deposits in this great geological structure. Some of the important ones are: the Cu deposits of "El Cobre" (one of the oldest mines in the Americas); the Mn deposits of "Charco Redondo" (now exhausted), "El Cristo", "Los Chivos", "Barrancas" and others; "La Yuca" iron deposits, "Chicharrones", etc.





**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.**

<b>DESCRIPTION:</b>	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.
<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 achieved within the framework of the EPA, leading to the creation of a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT AMOUNT:</b>	This will be defined by the size of each Project and the methodology of the Jobs selected for each one, depending on the mining activity phase it is in: Recognizance or Geological Investigation
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation will be done for a period of up to 5 years, so no final product will be 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>CONTACTS:</b>	Director General 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> webpage: <a href="http://www.gmsa.cu">www.gmsa.cu</a> Tel.: (53) 7690-2741 ext.115



**PROSPECTS OF INTEREST**

**MAREA DEL PORTILLO.**

- ▶ Metals: Cu, Au, Ag and possibly Zn.
- ▶ Genetic type of mineralization: Meso-epithermal intermediate sulfuration, possible felsic VMS (Kuroko-type)
- ▶ Current degree of study: Geological surveying.
- ▶ Proposed investigation phases: Recognizance in the entire area

**VEGA GRANDE – JUANICA.**

- ▶ Metals: Cu, Ag, Au and possibly Zn.
- ▶ Genetic type of mineralization: Meso-epithermal intermediate sulfuration, possible felsic VMS (Kuroko-type).
- ▶ Current degree of study: Recognizance at "La Cristina", "La Nicolasa" (Vega Grande sector) and "Juanica". Surveying in the rest of the area
- ▶ Proposed investigation phases: Prospecting at "La Cristina", "La Nicolasa" and "Juanica". Recognizance in the rest of the area.

**ESPERANZA - EL COBRE.**

- ▶ Metals: Cu, Au, Ag, Zn, Pb, Cd & possibly Mo.
- ▶ Genetic type of mineralization: Meso-epithermal intermediate sulfuration, felsic VMS (Kuroko-type) and porphyritic (Cu - Mo ± Au).
- ▶ Current degree of study: Exploration at "El Cobre". Prospecting at "Bueycabón". Recognizance in the other manifestations.
- ▶ Proposed investigation phases: at "El Cobre" testing work (Complementary Exploration) and feasibility study to recommence exploitation. Prospecting-Exploration at "Bueycabón" and recognizance at the other manifestations.

**HIERRO SANTIAGO.**

- ▶ Metals and other technical metals: Fe, Cu, Au, garnets and possibly Zn & Ag.
- ▶ Genetic type of mineralization: Fe y Fe - Cu - Au Skarn. Possibly epithermal Au - Ag.
- ▶ Proposed investigation phases: Verification of iron resources and exploration for Au and base metals at Fe - Cu - Au - Fe deposits of "Distrito Mineral Hierro Santiago". Prospecting at "Sigua". Recognizance in the rest of the area.

**MANGANESO CUBA ORIENTAL.**

- ▶ Metals: Mn. Possibly Cu, Zn, Au & Ag.
- ▶ Genetic type of mineralization: Vulcanogenic Mn or "Cuban-type vulcanogenic Mn deposits". Possible presence of felsic VMS (Kuroko-type).
- ▶ Current degree of study: Prospecting and Exploration at the principal deposits known in the six sectors
- ▶ Proposed investigation phases: Complementary exploration at those partially exploited deposits that require it. Prospecting at the little-evaluated or not studied manifestations. Recognizance in the entire area, oriented to locate new unloosened deposits and verify the possible presence of massive known and/or to be discovered sulfurs under Mn deposits.

## SPECIAL MUNICIPALITY OF THE ISLA DE LA JUVENTUD REGION

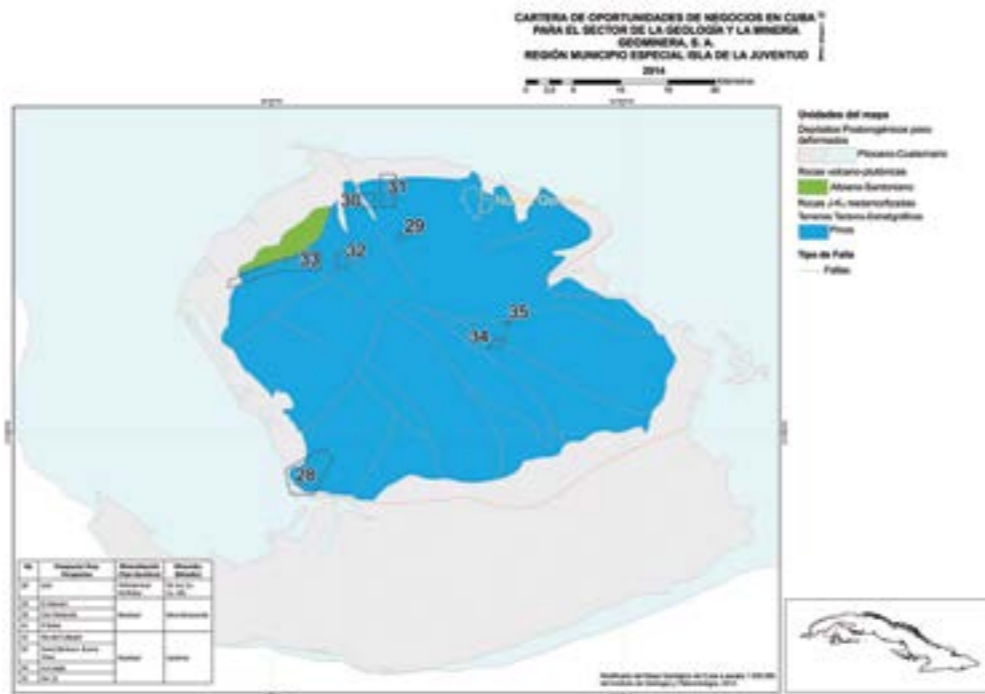
The Isle of Youth (Isla de la Juventud) is located some 100 km south of the main Island of Cuba. It is made up of the metamorphic massif with terrigenous-carbonated composition dating possibly to the Pre-Jurassic Era (Terreno Pinos). It has a high-degree of regional metamorphism with an elevated T/P relation. (Fig. 6)

Its metallogeny is notoriously different from that in the rest of national territory, even that in Guaniguanico and the Escambray; first, there are the mesothermal-type gold veins (Eg. "Delita") and to a lesser extent the wolfram mineralization in quartz-tourmaline veins (also hydro-thermal) associated with porfídric dikes. This last one possibly has some relation to the copper-molybdenum mineralization detected in the vicinity, seemingly porfídric-type.

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.

The most noteworthy metal mineralization is the auriferous one and it is represented by the "Delita" deposit, known and partially exploited since the beginning of the twentieth century. Besides that one, the "Lela" wolfram deposit is important; it has also been known and partially exploited since the 1940s. Copper and molybdenum anomalies are associated with it.

We propose two different projects for this territory: one destined for wolfram (and potentially copper and molybdenum) and the other destined for technical minerals (micas and kaolins). We explain both in detail as follows:



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

<b>DESCRIPTION:</b>	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 molybdenic 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.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). If the economic evaluation of this prospect is positive within the framework of the EPA, a Joint Enterprise may be established to carry out exploration and commercialization of minerals of interest.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT AMOUNT:</b>	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 investigation have been defined.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation will be only done for a period of up to 5 years, so no final product will be obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral 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>CONTACTS:</b>	Director General, 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> webpage: <a href="http://www.gmsa.cu">www.gmsa.cu</a> / Tel.: (53) 7690-2741 ext.115



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

<b>DESCRIPTION:</b>	We propose to carry out geological investigation (Prospecting-Exploration) at several mica (moscovite) and kaolin deposits in the Isle of Youth for the purpose of locating and/or developing deposits of these economically attractive minerals which in future would warrant the creation of a Joint Enterprise to exploit, process and commercialize them.
<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 achieved within the framework of the EPA, leading to the creation of a Joint Enterprise.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT AMOUNT:</b>	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 will be only done for a period of up to 5 years, so no final product will be 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.

**CONTACTS:** Director General / E-mail: [moreira@gmsa.cu](mailto:moreira@gmsa.cu)  
 Director de Negocios / E-mail: [gustavo@gmsa.cu](mailto:gustavo@gmsa.cu)  
 webpage : [www.gmsa.cu](http://www.gmsa.cu) / Tel.: (53) 7690-2741 ext.115

## PROSPECTS OF INTEREST

- ▶ "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



## 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 AMOUNT:

12 million USD to elaborate EFTE

### LOCATION:

Municipios Mayarí, provincia Holguín.

### MARKET:

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

### ESTIMATED ANTICIPATED RESULTS:

For the EFTE elaboration stage we expect revenues of around 2,400,000 dollars per year for Cuban entity shares.

### CONTACTS:

Dirección de Commercial Caribbean Nickel S. A  
 E-mail: [caribbean@ccn.co.cu](mailto:caribbean@ccn.co.cu)  
 Tel.: (53) 7862-4601 ext. 110



**CAJÁLBANA PROJECT,  
PINAR DEL RÍO  
PROVINCE.**



**DESCRIPTION:**

Some 51 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 investigation, 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  
AMOUNT:**

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/ year of nickel and cobalt Mineral Resources: 51 million tons.

**CONTACTS:**

Dirección de Commercial Caribbean Nickel S. A  
E-mail: caribbean@ccn.co.cu  
Tel.: (53) 7862-4601 extensión 110



**SAN FELIPE  
PROJECT,  
CAMAGÜEY  
PROVINCE.**



**DESCRIPTION:**

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 investigation, 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. Another alternative is to build the Joint Enterprise from the ground up, including the elaboration of EFTE.

**CUBAN PARTY:**

Commercial Caribbean Nickel S.A. (CCN)

**ESTIMATED INVESTMENT  
AMOUNT:**

Until now 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.

**LOCATION:**

Camagüey municipality, Camagüey 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:**

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).

**CONTACTS:**

Dirección de Commercial Caribbean Nickel S. A  
E-mail: caribbean@ccn.co.cu  
Tel.: (53) 7862-4601 extensión 110



**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 twenty-first century did the main services start to recover as the national economy began to move forward.

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#### Principal Regulatory Provisions

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

Law 115 on Inland Waters Navigation of October 2, 2013

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 Law 255 on Civil Aviation of October 5, 2007

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

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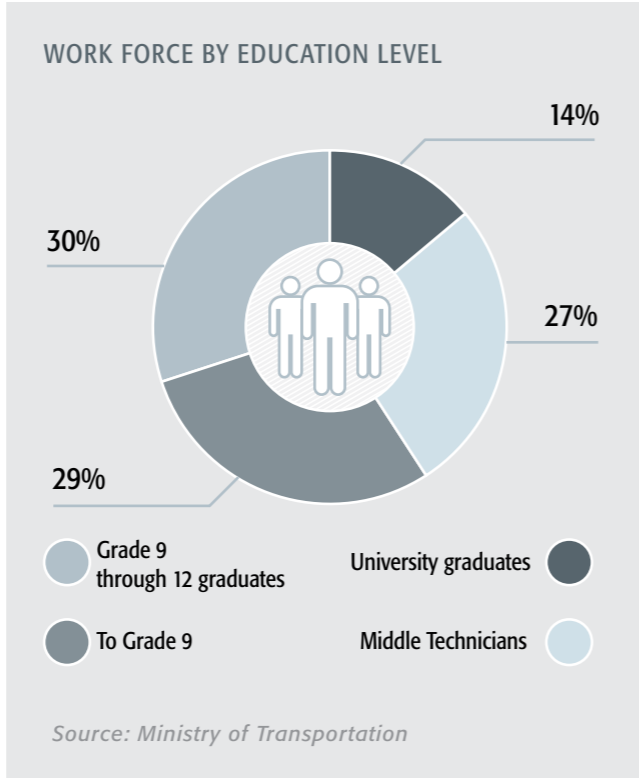
Cuba has a broad transportation infrastructure taking in branches of automotive, rail, maritime-port and air transportation; at present, it is being organized, modernized and technologically updated, improved by the use of human resources and available materials, improving their efficiency, as well as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





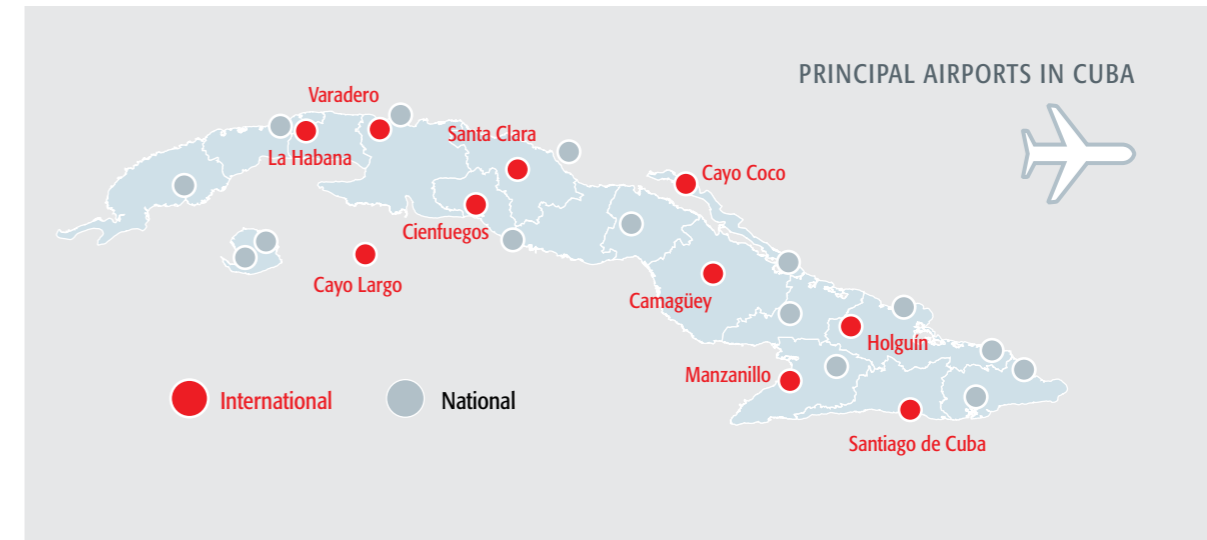
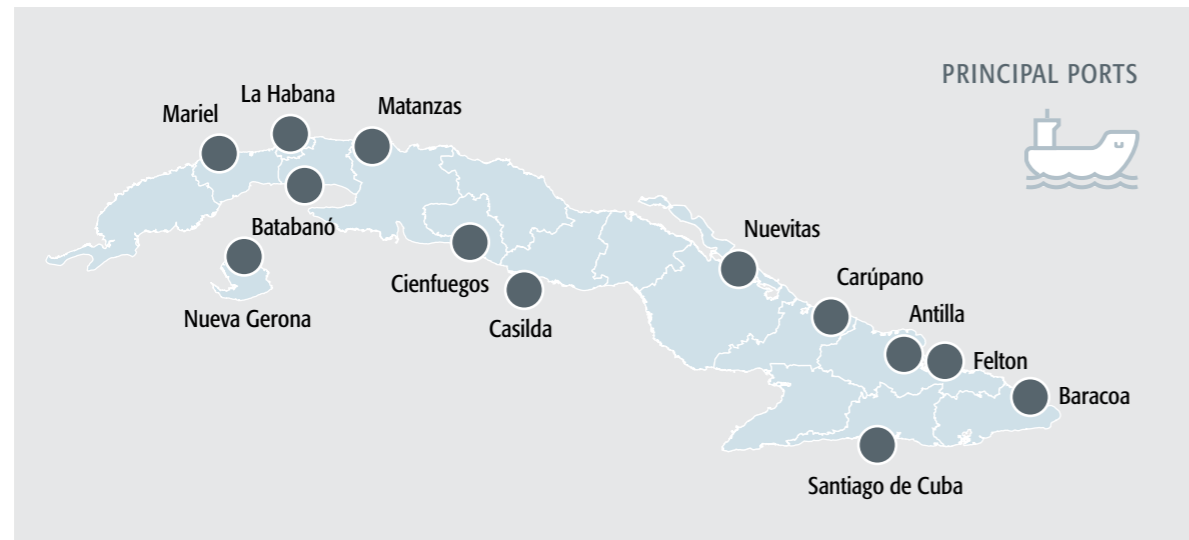
Inserting foreign investment in this sector is important in order to accelerate these objectives and along with it the necessary competitiveness of cargo and passenger transportation which require different productive and service areas in the domestic economy. All of this is supported by the strengths existing today, as described below:

- ▶ 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.).



- ▶ Vast roadway network of over 60,000 kilometers for automobile transportation and over 8,000 kilometers of rail lines interconnected by loading and unloading centers that exist throughout the country; even though they require technical

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.



#### OBJECTIVES TO BE ATTAINED WITH FOREIGN INVESTMENT

- ▶ Installed capacity for ship repairs in the more than 40 shipyards and drydocks 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 all the branches of transportation
  - ▶ Strategic location for developing transportation services and products to Latin America and the Caribbean region
  - ▶ Growing domestic market for passenger and merchandise transportation as well as for their auxiliary and connected services.
1. Management of shipyards for the development of the naval industry both to look after the national fleet and the shipping fleet as auxiliary, and to broaden exports of products and services for this activity
  2. Management of the wholesale commercialization of spare parts and accessories in the different branches of transportation including the development of local manufacturing and/or repair of the components with the most rotation in the domestic market and their possible exportation.
  3. Efficient management of specialized transportation services of cargo and passengers, both in Cuba and internationally including exploitation and technical assurances.
  4. Efficient management of services associated with commercial aviation and agriculture oriented towards both the domestic and international markets.
  5. Management of products and services for transportation in Cuba and in third countries (including training, research, planning and management activities).

## CUBAN PARTIES PARTNERED IN BUSINESSES WITH FOREIGN CAPITAL

**Empresa Astilleros del Caribe (ASTICAR)**

Located on Havana Bay, this government enterprise looks after naval repairs and shipbuilding. It has 566 linear meters of docks; of these 348 are operational with depths of between 6 and 8 meters. It has a 4,500 ton floating dock, assisted by two 5-ton gantry cranes. It also has another three gantry cranes, two 10-ton cranes and one 16-ton crane that are being repaired. There are specialized steelwork, hydraulic, mechanic, machine, electrical, carpentry, surface conservation workshops and lifesaving raft facilities, the only one in the country. It also has a metallographic laboratory to do nondestructive testing and ultrasound calibration.

**Empresa de Astilleros "Roberto Nodarse"**

Located in Cabañas Bay on the north coast of Artemisa province, this government enterprise looks after naval repairs; it has 50 linear meters of docks with depths between 0.8 and 1.2 meters. It has 2 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.

**Empresa Astilleros del Oriente (ASTOR)**

The enterprise's headquarters 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 a 300-ton hoisting capacity along with a 55-meter long dock.

**Empresa de Astilleros, ENA**

Located in Casablanca on Havana Bay, the Casablanca Unit does floating repairs on its 89 meters of docks and has 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

**Aries Transportes S.A.**

Organized and operated at 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 go on related to cruiseline traffic and international tourism ferry traffic. It leases space, warehouses and offices for shipbuilders, tourist agencies and other entities that provide services for the business of operating cruiselines and ferries.

**Empresa Ferrocarriles Occidente**

Transportation of passengers by rail. Ticket sales.

**Empresa de Servicios Automotores Especializados MOTORCENTRO**

Network of workshops specialized in automotive services. Overall maintenance and repairs of light vehicles, sir conditioning system repairs, diagnosis and repairs of breakdowns, bodywork services and top quality bodypainting, exhaust repairs, diagnosis and repairs of fuel systems, road-side assistance services, repairs and recoditioning of engines and greater aggregated in heavy vehicles. Warranty and post-sale services for selected makes.

## POLÍTICA SECTORIAL:

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.



## CONTACTS

Director de Relaciones Internacionales del Ministerio del Transporte.  
e-mail: ivan.ne@mitrans.co.cu  
Tel: (53) 7884-1196

## FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



## OPERATION AND MANAGEMENT OF CASA BLANCA SHIPYARDS

**DESCRIPTION:**

Constitution of a Joint Enterrprise for the operation and management of the Casablanca Shipyards and updating the technological level of the new shipyard

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Caribbean Drydock Company CDC S.A.

**ESTIMATED INVESTMENT:**

57 million USD.

**LOCATION:**

Eastern Havana Bay, Reparto Casablanca corresponding to the municipality of Regla, La Habana province

**MARKET POTENTIAL:**

Cuba's strategic geographical location determines that a great number of vessels sail near the country's coastline on their trips to and from the coasts of the Gulf of Mexico, Central America, the Caribbean and South America.

On the domestic market, we identify as potentials the industrial and hotel sectors that mainly request building and repair services for fuel storage tanks as well as repairs and/or renewals of all kinds of systems (tubes, electrical, etc.)

**ESTIMATED ANTICIPATED RESULTS ESTIMADOS:**

Maximize the exploitation of naval repairs in the Caribbean area and diversify and broaden the services for new export markets.

**CONTACTS:**

Director de Relaciones Internacionales MITRANS,  
E-mail: ivan.ne@mitrans.co.cu  
Tel: (53) 7884-1196



**OPERATION AND MANAGEMENT OF SHIPYARD CAPACITIES FOR BUILDING AND REPAIRING RECREATIONAL VESSELS. (2 PROJECTS)**



**DESCRIPTION:**

Provide services for repairs and naval building; repairs and services for winter dry-docking for recreational vessels with the following objectives:

- Diversification and broadening of services to new export markets
- Access to advanced technologies and equipment, replacing to a large degree the situation where the shipyard has to carry out their operations, as well as developing the building of fiberglass, carbon and aluminum vessels.
- Develop links with other goods and service products in the domestic economy.

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa de Astilleros del Oriente (ASTOR), Empresa de Astilleros, ENA (UEB Taller y Varadero de Cienfuegos).

**ESTIMATED INVESTMENT:**

ASTOR, Santiago	1.5 million USD
ENA, Cienfuegos	1.6 million USD

**LOCATION:**

Santiago de Cuba Bay on Carretera Turística Km 1 ½, Santiago de Cuba municipality. Punta Cotica, Cienfuegos Bay, Cienfuegos municipality, Cienfuegos province. Cuba.

**MARKET POTENTIAL:**

Every year over 100,000 small recreational ships sail through the region of the Gulf of Mexico, Central America, the Caribbean and South America, very close to Cuba. With the reorganization of Santiago de Cuba Bay and the future development of recreational nautical activities, we estimate promoting the activity of drydock, repair and maintenance services for foreign and domestic small and mid-sized recreational vessels. The domestic market sector mainly in terms of building, repairing and maintenance services for recreational vessels throughout the country.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

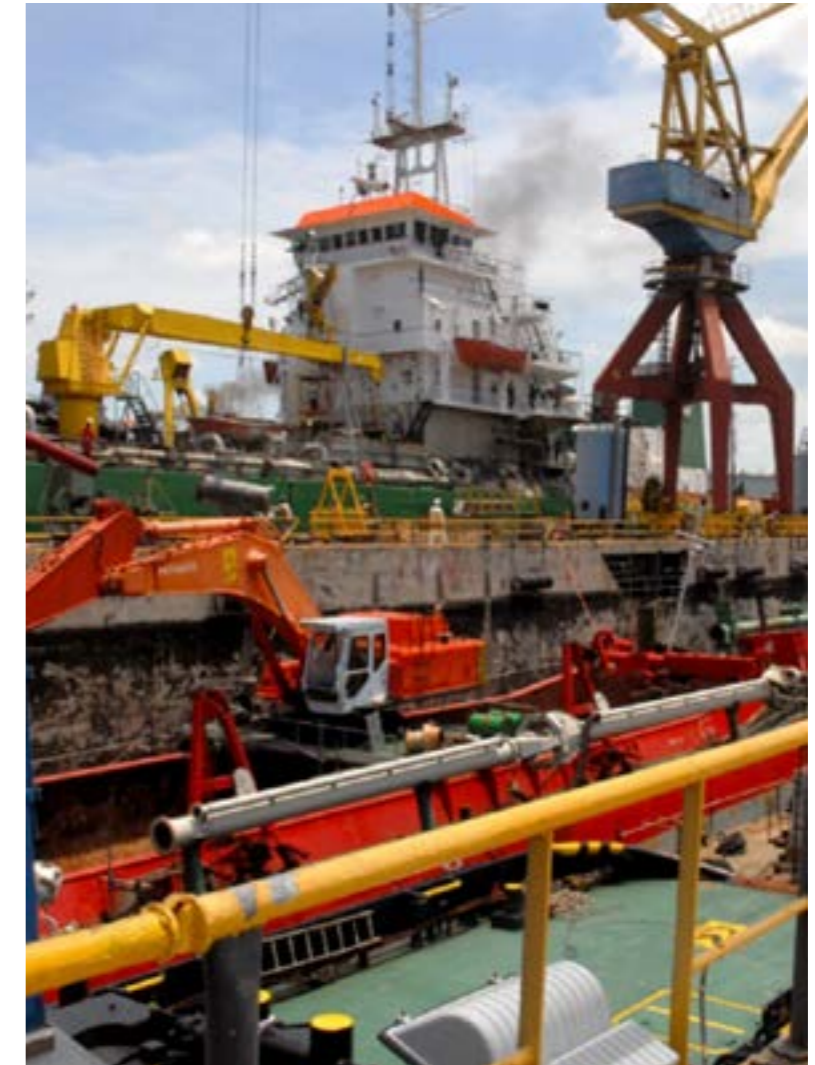
- ▶ Maximize the export of services for repairing foreign recreational vessels and building catamarans for regattas and nautical activities in the region
- ▶ Promote solutions for recreational tourism vessels with repair and maintenance services for steel, fiberglass and aluminum boats and domestic auxiliary fleet vessels
- ▶ Maximize taking advantage of installed facilities
- ▶ Increase drydock means by acquiring a travel-lift, for domestic and foreign fiberglass hull boats
- ▶ Update fiberglass, carbon, aluminum, etc. technologies in Cuba for naval repairs and shipbuilding involved.

**CONTACTS:**

Director de Relaciones Internacionales MITRANS,  
E-mail: ivan.ne@mitrans.co.cu  
Tel: (53) 7884-1196



**REPAIR AND MAINTENANCE SERVICES FOR SEAFARING VESSELS (2 PROJECTS)**



**DESCRIPTION:**

Achieve technological development in shipyards foreseeing exports for this concept. Also, take advantage of the potential market of the Mariel Special Development Zone

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

EMI Astimar  
EMI Astilleros Centro

**ESTIMATED INVESTMENT:**

3.7 million USD

**LOCATION:**

Artemisa and Cienfuegos provinces

**CONTACTS:**

Oficina Central UIM  
Correo: radames@oc.reduim.cu  
yanelis@oc.reduim.cu  
Tel: (53) 78836389, 78837212



**Biotechnological  
and Drug Industry  
Sector**



The business group for the biotechnological and pharmaceutical industries known in Spanish as Grupo de las Industrias Biotecnológica y Farmacéutica or BioCubaFarma, produces medicines, highly technological equipment and services based on the country's scientific-technical development, to improve the health of the Cuban people and to generate exportable goods and services, as well as the production of foods, with state-of-the-art technology.

The organization employs over 21,700 people; of these over 6,300 are university graduates, over 200 are Doctors of Sciences, over 1,000 are Masters in Sciences, over 1,000 hold technologist qualifications and over 600 are in the research category.

These employees are the organization's most precious resource because they are the creators of knowledge. They contribute added value to the results and comprise the element making the difference when 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 the prevention of malignant tumors, malformations, inherited metabolic diseases, etc.

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

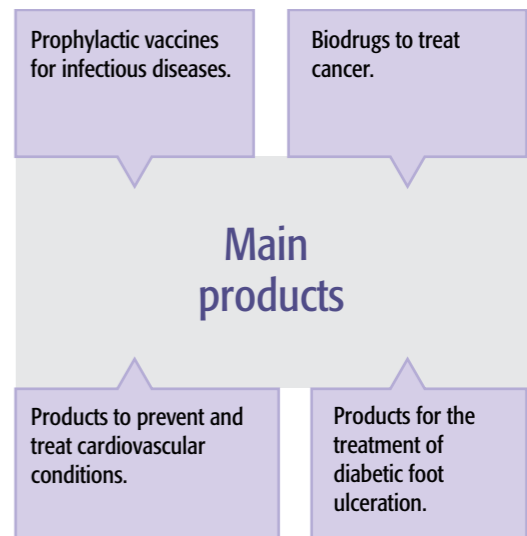
In Cuba, BioCubaFarma has registered over 500 drugs and 30 biological products; abroad, our companies hold over 800 health product registrations in over 50 countries.

**THE BUSINESS GROUP IS COMPOSED OF:**

- 16 producing companies with 78 production facilities
- 15 companies abroad
- Establishments in all the provinces of Cuba

 **EMPLOYS OVER 21,700 PEOPLE**

- OVER 6,300 ARE UNIVERSITY GRADUATES
- OVER 200 ARE DOCTORS OF SCIENCES
- OVER 1,000 ARE MASTERS IN SCIENCES
- OVER 1,000 HOLD TECHNOLOGIST QUALIFICATIONS
- OVER 600 ARE IN THE RESEARCH CATEGORY



BioCubaFarma provides the following overall patient care programs designed to have a significant impact on health:

- ▶ disease prevention with prophylactic vaccines
- ▶ cancer prevention, 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.

Over 2000 patents have been granted abroad, including for the internationally recognized medicines such as Heberprot- P used to treat ulceration of the diabetic foot, and the monoclonal antibody Nimotuzumab used to treat tumors of the head and neck, esophagus and brain.



Over 2000 patents have been granted abroad

BioCubaFarma exports to over 48 countries and its program for clinical development abroad includes 23 testing clinics in 35 countries.



23 testing clinics in 35 countries

As it expands abroad, this sector uses different types of business arrangements. Among the more important ones are project negotiations, R&D project joint development, distribution and representation agreements, technology transfer agreements and joint enterprises abroad along with others abroad that are 100 % funded by Cuban capital. We also promote direct foreign investment in Cuba, something that will be a special component in the Mariel Special Development Zone.

**POLÍTICA SECTORIAL:**

To promote projects in Cuba with strategic partners for the manufacture of finished products and active drug ingredients for generic medicines. In the case 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.



**CONTACTS**

Mayda Mauri Pérez, Vicepresidenta de BioCubaFarma  
 e-mail: mayda.mauri@oc.biocubafarma.cu  
 Tel: (53)7643-8513



**FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS**



PLANT TO MANUFACTURE AND COMMERCIALIZE THE ACTIVE PHARMACEUTICAL INGREDIENT (API) AND FINAL PRODUCT OF THE CLASSIC PORCINE CHOLERA VACCINE AND FOR THE MANUFACTURING SERVICE OF APIS BASED ON CULTURES OF MAMMAL CELLS.



**DESCRIPTION:**

Manufacturing the classic porcine cholera vaccine (PPC in the Spanish-language abbreviation). The facility will comply with GMP standards for manufacturing other products using the same technological platform. PPC is a contagious and frequently fatal disease affecting both domestic and wild pigs. It is distributed throughout the world, highly prevalent in eastern and southeastern Asia, eastern Europe, South and Central America and the Caribbean area. Eastern Europe is considered to be free of PPC but there are occasional outbreaks causing huge economic losses.

CIGB has developed technology to express the E2 protein in mammal cells fused to a molecule stimulating the immune system (molecule CD 154) which allows for a cellular response in the first days of vaccination. Clinical trials on pigs, which have been performed until the present time, show that the vaccine candidate induces high neutralizing antibody titles in the vaccinated pigs.

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Biocubafarma

**ESTIMATED INVESTMENT:**

20 million USD

**LOCATION:**

Camagüey province

**CONTACTS:**

Director General  
 e-mail: eulogio@cigb.edu.cu  
 Tel: (53) 72716013



**Health Sector**



Cuba's tradition in medical training goes back 285 years. More than 135,000 physicians have been trained in the last 50 years, both Cubans and students coming from over 120 countries. The Island has become one of the world's nations having the best health indicators; its strengths are quality and specialization with growing development of services and human capital infrastructures.



### Training Human Capital

- 13 universities
- 25 independent medical sciences faculties
- 15 medical sciences affiliates
- 4 faculties of stomatology, one of nursing and one of health technology
- Latin American School of Medicine
- National School of Public Health
- Cojimar preparatory school

*Source: Información del Anuario estadístico de salud 2016*

<b>148</b> old age homes	<b>493 368</b> health workers	<b>451</b> polyclinics
<b>12</b> research institutions		<b>276</b> community seniors' centers
<b>131</b> maternity homes	<b>150</b> hospitals	<b>111</b> Stomatological clinics





## THE CUBAN PARTY PARTNERED WITH FOREIGN CAPITAL BUSINESS



The Comercializadora de Servicios Médicos Cubanos, S.A. (CSMC, S.A.) is a 100 % Cuban mercantile company looking after the marketing of medical, health and academic services in Cuba and abroad, covering a spectrum that goes far beyond health tourism.

It can set up direct negotiations on the governmental level as well as with public or private entities, NGOs and other duly accredited juridical persons.

The mission of CSMC S.A. is to promote, govern and market health care and academic services distinguished by the prestige, humane dimensions and ethical values of Cuban professionals, capable of transforming knowledge and technology into health.

The following businesses are operated by CSMCS.A. under seven commercial variations:

1. Medical care services in Cuba for foreign patients who are able to 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 in the health sector, where professional ethics, scientific levels, solidarity and humanity are factors characterizing the learning methods and those of acquiring professional expertise in the medical sciences
3. Health services for well-being and quality of life in Cuba. We offer programs and health alternatives associated with conventional tourism, from preventative concepts to 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 are involved 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. We provide these health services throughout Cuba for conventional tourism and for foreign personnel living in Cuba. Exclusive offers derived from Cuban pharmaceutical science at the service of health services are included.
6. Scientific event services. The prestige of Cuban medicine, its exceptional scientific level and capacity to call together leaders and specialists in the medical sciences permits us to organize yearly events programs 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 with the possibility to hire highly qualified human capital to ensure health and medical care programs of the best quality, with solidarity, humanism, ethics and the highest scientific levels. This is a very competitive offer.

### Medical Services

The health services portfolio being undertaken in Cuba is complemented by the design of medical programs and programs designed for improving the quality of life. Medical and paramedical professionals who have been trained at top-level institutions carry out these programs.

### BioCubaFarma Partnership

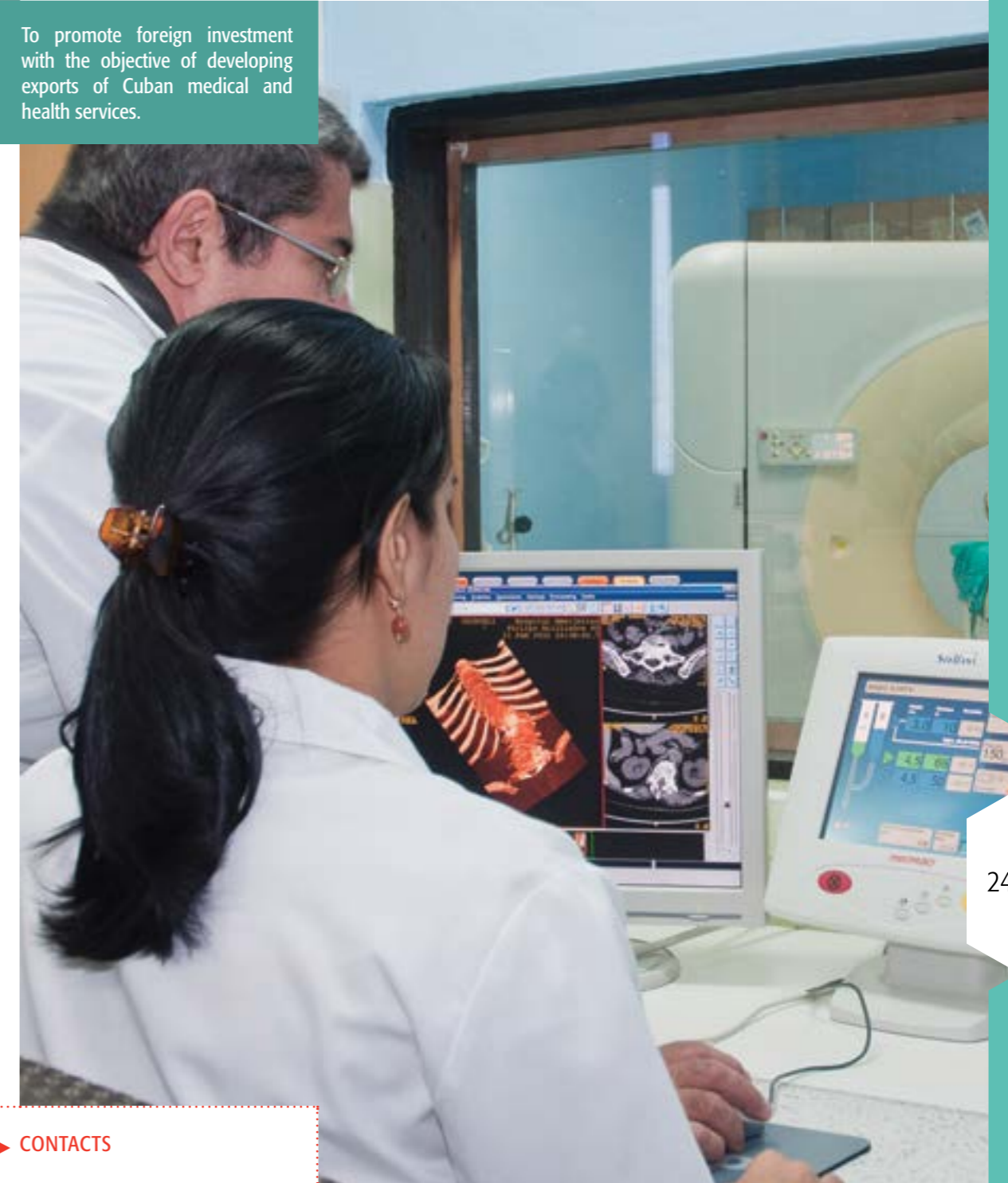
CSMC S.A. joins with BioCubaFarma to design, implement and market medical programs using the results (products and equipment) of Cuban biomedical research. Besides programs for treating patients with cancer and the program for treating ulcers of the diabetic foot with Heberprot-P (Heberbiotec, CIGB), we are developing diagnostics projects 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 Pigmetaria, 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.



### CONTACTS

ie@smcsalud.cu  
www.smcsalud.cu  
smc@smcsalud.cu

 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 Agreement
<b>CUBAN PARTY:</b>	Comercializadora de Servicios Médicos Cubanos S.A.
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Principal territories, preferentially those used by tourism.
<b>MARKET POTENTIAL:</b>	Health tourism market from Europe, Russia, the US and Latin America
<b>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>CONTACTS:</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 CLINIC FOR SPORTS MEDICINE, ANTIDOPING CONTROL AND EDUCATION.



<b>DESCRIPTION:</b>	Creating an international sports medicine and applied sciences clinic for the purpose of providing medical services in the area of sports medicine and its applied sciences for profit, primarily for foreign athletes and sports officials (both retired and active); this could be extended to 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, osteomyoarticular system echographs, specific on-site testing for different sports disciplines, providing extensive coverage for Cuban and world Olympic medal winners.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	CUBADEPORTES S.A
<b>LOCATION:</b>	Bacuranao – Tarará Complex, 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 and world Olympic athletes.
<b>ANTICIPATED RESULTS:</b>	<ul style="list-style-type: none"> <li>▶ Provide medical services in the area of sports medicine and its applied sciences</li> <li>▶ Complementing the medical monitoring of sports training programs</li> <li>▶ Assessments of adaptations to training loads or physical exercise loads from the medical and psychological points of view</li> <li>▶ Complementing physioprophyllaxis and sports/community rehabilitation, the physiology of exercise</li> <li>▶ Broad applications of kinetic anthropometry and bioimpedance, neuromuscular and neurophysiology, sports nutrition</li> <li>▶ Strength testing, maximal and submaximal</li> <li>▶ Consolidation of osteomyoarticular system ecographs</li> <li>▶ Specific field testing for different sport disciplines</li> <li>▶ Application of detraining programs for athletes</li> <li>▶ Contribution to the results of the Cuban sports movement</li> <li>▶ Contribution to improving life-styles, favoring the increase of health levels in those people practicing physical activities</li> <li>▶ Image-strengthening for the Cuban sports movement</li> </ul>
<b>CONTACTS:</b>	E-mail: aurorapinopavel@yahoo.es / relacion@inder.cu / vcabrera@infomed.sld.cu Tel: (53) 76437148 / 76439175



**Construction Sector**



Among its many activities, the Construction Sector covers engineering-geological research 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.

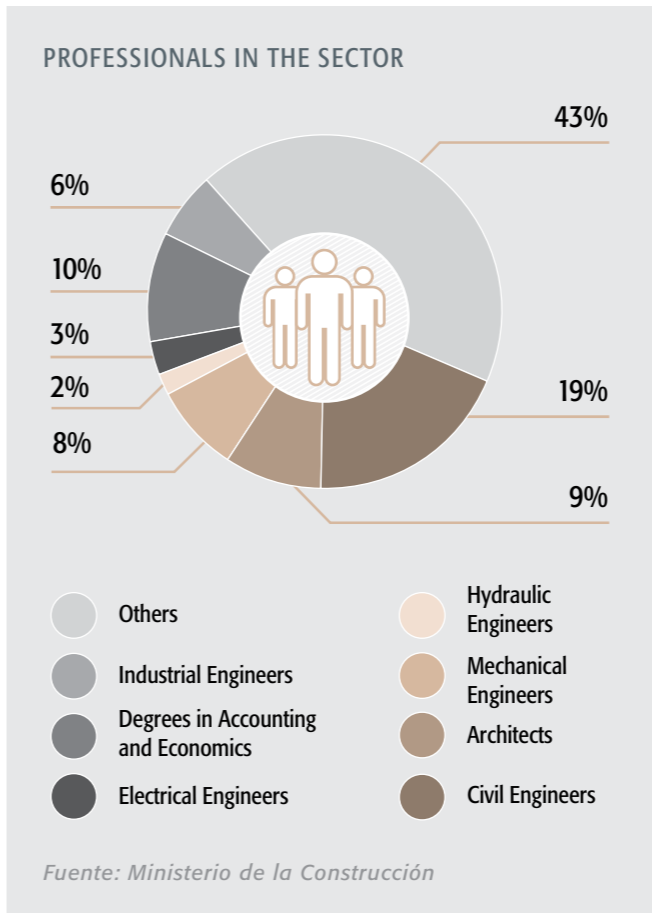
The sector has a labor force of approximately 230,000; of this figure, 81 % (184,000) are in the State sector and 19 %, (43,000) are in the non-State sector. These workers have been organized into 350 companies, 68 non-agricultural cooperatives and over 36,000 are self-employed. Of the total, approximately 35 % are technicians and 50 % are operators. The figure for professionals is over 17,000, distributed

through 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 takes place every two years and is ideal for exchanges between exhibitors from all over the world to promote their export products and services. As a specialized event, FECONS has taken 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%.

### 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 over 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.

Research into, 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.

### 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.



### CONTACTS

Amaury Medina Morante,  
Director General de Desarrollo Estratégico,  
Ministerio de la Construcción  
e-mail: dgdesarrollo@micons.cu  
Tel: (53) 7881-3865

### FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



### MODERNIZING ENGINEERING SYSTEMS FOR CONSTRUCTION AND SET-UPS.



#### 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 Partnership Agreement

#### CUBAN PARTY:

Empresa de Construcción y Montaje Especializado ECME

#### ESTIMATED INVESTMENT:

14.8 million USD

#### LOCATION:

Playa municipality, La Habana province

#### MARKET POTENTIAL:

More domestic customers based on the development and growth of investments in the country

#### ESTIMATED ANTICIPATED RESULTS

The enterprise's increased construction capacity, therefore providing a response to the growing needs of customers

#### ESTIMADOS:

#### CONTACTS:

Director General ECME.  
e-mail: aldo@ecme.co.cu  
Tel: (53) 5279-8286

Director Adjunto.  
e-mail: miguel@ecme.co.cu  
Tel: (53) 5285-0658



**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-language abbreviation) items, a popular item for roofing, flooring, etc. We also foresee setting up a plant to treat and dry wood, providing services for our Cuban clients.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa Carpintería de madera

**ESTIMATED INVESTMENT:**

10.7 million USD

**LOCATION:**

Boyeros 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.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

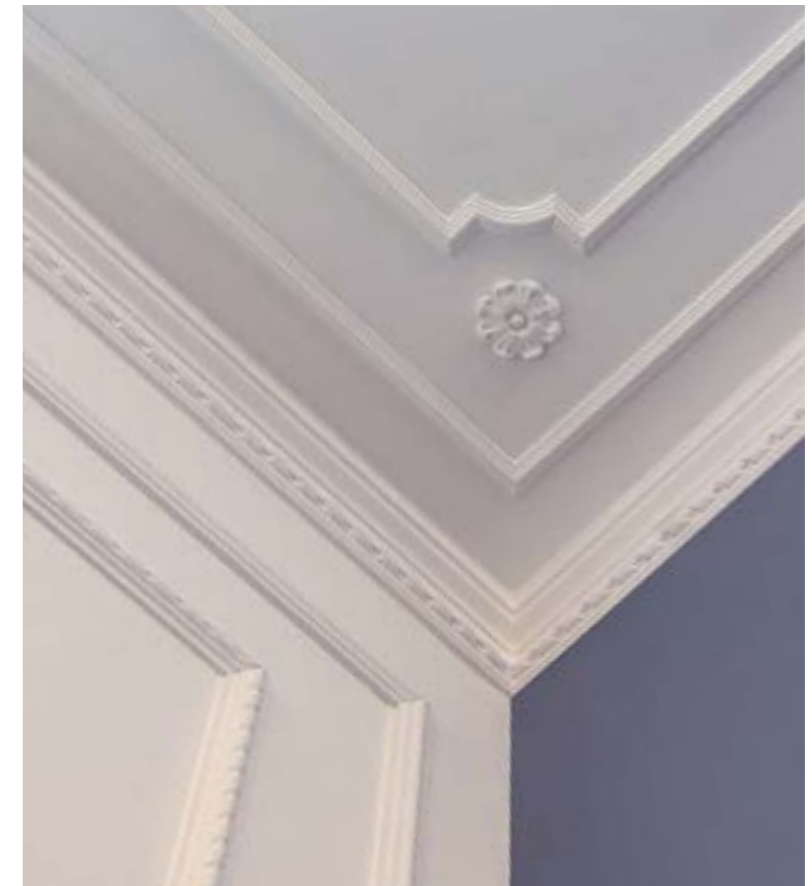
Replacing imports of framing and structures thereby saving the country over 2.8 million USD each year. Meeting the demand for wooden framing for social jobs with better quality and meeting the needs of the different facilities in the tourism sector. We also foresee the exportation of framing and MLE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

**CONTACTS:**

Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON  
e-mail: [juncosa@oc.geicon.cu](mailto:juncosa@oc.geicon.cu) / Tel: (53) 7883-8357



**MANUFACTURING PLASTER ELEMENTS 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 near 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 m2 for light plaster panels

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

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

**CONTACTS:**

Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON  
e-mail: [juncosa@oc.geicon.cu](mailto:juncosa@oc.geicon.cu)  
Tel: (53) 7883-8357



**CAPITAL REPAIRS SERVICE FOR CONSTRUCTION EQUIPMENT.**



<b>DESCRIPTION:</b>	Increase the capacity for repairing construction equipment prioritized by the country. Taking into account the investments to be made on technological equipment, tools, measuring means, mobile workshops and technical know-how in order to increase repairs and the technical availability of equipment
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	SOMECE
<b>ESTIMATED INVESTMENT:</b>	4.8 million USD
<b>LOCATION:</b>	Plaza municipality, La Habana province
<b>MARKET POTENTIAL:</b>	The growth of investments in Cuba involves increased numbers of construction equipment and therefore greater demands for their being repaired
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Increase the productive capacity of plants in order to be able to fulfill quality standards for repairs, delivery terms and post-sale service.
<b>CONTACTS:</b>	Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON e-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357



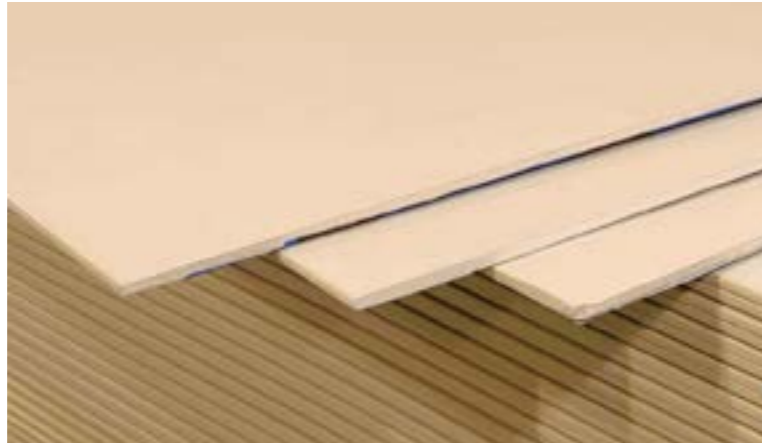
**REPAIRING AND MODERNIZING THE CELLULAR CONCRETE PLANT IN SANCTI SPIRITUS.**



<b>DESCRIPTION:</b>	Technological backwardness does not only involve repairing the plant so that it may be commissioned, but introducing new, more efficient, productive and better quality production lines, as the ones being used today all over the world. Therefore and taking into account the merits of this material for construction, we would like to repair and modernize this factory, bringing its production capacity up to 800 m3 per day or 240,000 m3 per year. This company still has many of its employees who master production technology; it is near sand and limestone deposits, a cement factory and magnificent roadways and it is less than 300 meters away from the railroad loading center.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Construction materials company in Sancti Spiritus
<b>ESTIMATED INVESTMENT:</b>	11.6 million USD
<b>LOCATION:</b>	Sancti Spiritus municipality
<b>MARKET POTENTIAL:</b>	The widespread investment program projected in Cuba in the coming years urges the use of construction materials which increase productivity, shorten execution times and contribute to the efficiency of construction processes.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Replace Cuba's imports today of light panels, contribute to increased productivity in construction and saving energy during the investment exploitation period. Achieve production linkage with national cement, lime, silicate, steel and industrial mechanics industries. Salvage the domestic production of cellular concrete as state-of-the-art technology and provide materials for repairs in buildings that were built with this product in the 1980s. Some of these are cold storages and other buildings; we could also provide new materials for export to countries in the Americas and Caribbean
<b>CONTACTS:</b>	Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON e-mail: juncosa@oc.geicon.cu Tel: (53) 7883-8357



### MANUFACTURING LIGHT FIBER-CEMENT PANELS.



#### DESCRIPTION:

Install a new factory to manufacture a system of fiber-cement panels for the basic aim of replacing the country's imports of cement agglomerate panels. The proposal is based on the introduction of technology that would permit producing asbestos-free fiber-cement panels

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

PERDURIT fiber-cement company

#### ESTIMATED INVESTMENT:

21.68 million USD

#### LOCATION:

EES Fibrocemento, Artemisa province

#### MARKET POTENTIAL:

The wide-reaching capital investment program planned in Cuba for the coming years obliges us to use construction materials that increase construction productivity, shorten execution time and contribute to the efficiency of the construction process. Cuban industry finds itself forced to improve its productive capacities, modernize the technological equipment it has at present, and thereby meet domestic demands and decrease the number of imports carried out these days. Taking into account that the manufacturing of fiber-cement panels signifies broad, versatile usage in construction, the basic market will be concentrated on tourism works, health programs, building homes, jobs involved in the golf course program, etc, as well as exporting.

#### ESTIMATED ANTICIPATED RESULTS

We insert this project into a global trend to manufacture intelligent, ecological, light, flexible and modular materials that can be used quickly with ease and for every kind of job. The use of technologies such as those involved with fiber-cement will therefore prevail since they are cement-based and organic/inorganic fibers thereby providing us with materials completely resistant to wetness, fungi, pests, blows: they are also non-combustible. This is the most complete type of technology for light construction jobs.

Replacing the light building panels presently imported by the country, contributing to the increase of production in the construction industry, and saving energy during the exploitation of this investment.

#### CONTACTS:

Empresa de Fibrocemento PERDURIT  
E-mail: sfanego@perdurit.com.cu / yolanda@oc.geicon.cu  
Teléfono; (537) 8357074 extensión 123



### DREDGING AND RECOVERING BEACHES.



#### DESCRIPTION:

Increase the construction capacity in order to execute jobs involving the dredging and recovery of beaches.

#### INVESTMENT TYPE:

International Economic Partnership Agreement

#### CUBAN PARTY:

Empresa Constructora de Obras Marítimas

#### ESTIMATED INVESTMENT:

10.5 million USD

#### LOCATION:

Regla municipality, La Habana province

#### MARKET POTENTIAL:

We need to construct a large number of hydrotechnical works in Cuba in order to strengthen port activities in the country as well as pumping sand for the recovery of our beaches.

#### ESTIMATED ANTICIPATED RESULTS ESTIMADOS:

Increase the construction capacities of the Empresa de Obras Marítimas, taking on dredging jobs and recovering beaches.

#### CONTACTS:

Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON  
e-mail: juncosa@oc.geicon.cu  
Tel: (53) 7883-8357





### BUILDING A LIME PLANT IN ARTEMISA.



<b>DESCRIPTION:</b>	The objective of this project is to build a lime plant near the present Artemisa cement factory. It will have an annual production capacity of 100,000 tons, producing 350 tons daily. The basic raw material is calcium carbonate coming from the Santa Teresa quarry.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	GECEM INTERNACIONAL S.A
<b>ESTIMATED INVESTMENT:</b>	50.9 million USD
<b>LOCATION:</b>	Artemisa province
<b>MARKET POTENTIAL:</b>	<p>This plant will have strategic significance for Cuba's development plans (sugar, steel, agriculture, mining and construction); it will be able to supply the domestic market and provide products for possible exportation.</p> <p>The plant will generally be able to deliver a high quality product in the sizes required by clients (bulk, bags, Big-Bags, packages).</p>
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	<p>This lime plant investment ensures the exploitation and supplying of raw material including the technological equipping of the crushing plant and all the mining equipment, within the scope of this project.</p> <p>The facility will also be ready to provide gravel in the 0-30 mm range, having excellent quality; it can be used in the production of mortar or as the arid element in construction.</p> <p>From start to finish the entire process is equipped with environmentally-friendly equipment and accessories:</p> <p>Productive Linkage (Benefits for the principal consumers):</p> <ul style="list-style-type: none"> <li>▶ Carbide-acetylene (quicklime)</li> <li>▶ sugar (lime hydrate)</li> <li>▶ Steel industry</li> </ul>
<b>CONTACTS:</b>	<p>Dirección de Desarrollo GEICON  E-mail: juncosa@oc.geicon.cu  Teléfono.; (537) 8838357  E-mail: estrella.fernandez@cemart.co.cu  Tel: 47 341156 – 52863827</p>



### BUILDING A DRY MORTAR PLANT IN ARTEMISA.



<b>DESCRIPTION:</b>	The objective is to build, set up and commission and operate a new plant to produce dry mortar, with an annual capacity of 280,000 tons in a continuous work schedule, for the aim of meeting part of the domestic market demand (for the western part of Cuba) and for export. The plant will produce all types of mortar using high technology.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	GECEM INTERNACIONAL S.A
<b>ESTIMATED INVESTMENT:</b>	31.4 million USD
<b>LOCATION:</b>	Artemisa province
<b>MARKET POTENTIAL:</b>	<p>The potential demand for mortar in Cuba is completely unsatisfied. The industrial production of mortar is on a small scale, representing 1 % of the potential demand. Market capacity is several times greater than the planned production volume.</p> <p>The province has small producers in order to meet local consumption (essentially mortar tails) but there are no large-scale industrial plants providing mortar to work sites.</p> <p>This plant's natural market would be the western part of Cuba (the greatest consumer). Its geographical position would enable it to best serve the market.</p>
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	<p>The new plant would be the first facility of this type to produce dry mortar in Cuba, and so the following results would ensue:</p> <ul style="list-style-type: none"> <li>▶ Increase of 280,000 t/yr for Cuba's production capacity</li> <li>▶ Increase of 12 % in meeting the potential Cuban market demands</li> <li>▶ Replacing over 3 million USD worth of imports</li> <li>▶ High quality of the product would allow us to extend its use to the export market</li> <li>▶ Introduction of technology into the Cuban construction system</li> <li>▶ Positive impact on improving the housing situation for the population</li> <li>▶ Construction solutions for the heritage fund of the capital</li> <li>▶ Increased quality and faster termination of construction work</li> <li>▶ Significant cement and sand savings</li> <li>▶ Humanizing construction</li> <li>▶ Generating new jobs</li> </ul>
<b>CONTACTS:</b>	<p>Dirección de Desarrollo GEICON  E-mail: juncosa@oc.geicon.cu  Teléfono.; (537) 8838357  Gerencia General Morteros Artemisa S.A  E-mail: concepcion@gecem.co.cu</p>



**Business Sector**



Wholesale business in Cuba sells goods produced in the country or imported, destined for production entities, wholesalers or retailers, industrial and institutional consumers and non-government 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, ESCAMBRA, COPEXTEL, SEISA, AUSA, CIMEX, GELMA and AXEES; this is insufficient for the growing demands of the market, and we are facing the challenge of promoting wholesale foods business.

Businesses in this sector are directed to prioritize the distribution of widely used products 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 businesses.

#### 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 businesses could establish business with majority Cuban shareholders.



#### CONTACTS

Viceministerio del Ministerio del Comercio Interior  
e-mail: e1vm1@mincin.cu  
Tel: (53) 7867-0021





3PL LOGISTICAL OPERATOR FOR MANAGING CHAINS OF REFRIGERATED FOOD SUPPLIERS.



<b>DESCRIPTION:</b>	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, essentially specializing in transportation, storage and managing inventories, thereby becoming the potential client of reference for third party logistical services as mentioned above.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Nacional de Frigoríficos del Ministerio del Comercio Interior.
<b>ESTIMATED INVESTMENT:</b>	17 million USD
<b>LOCATION:</b>	Berroa Refrigeration Plant Habana del Este Refrigeration Plant Playa Refrigeration Plant
<b>MARKET POTENTIAL:</b>	We foresee annual increases in projections for the demand for refrigerated food product capacities.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	With the application of this project we hope to: <ul style="list-style-type: none"> <li>▶ Recover the entire network of refrigeration plants for wholesale commercialization of foods, with the subsequent increase in levels of energy efficiency due to the use of modernized technology.</li> <li>▶ Recover and acquire refrigerated transportation means.</li> <li>▶ Decrease costs for managerial handling of those entities receiving the services of this logistical operator.</li> <li>▶ Centralize investments for refrigeration storage throughout the country, as well as those capital investments that are not unified at present because of the acquisition of refrigerated containers and transportation.</li> </ul>
<b>CONTACTS:</b>	Presidencia del Grupo de Empresas Mayoristas de Productos Alimenticios y otros Bienes de Consumo e-mail: israel.ruiz@unal.cu / Tel: (53) 7692-1078 Dirección de Logística de Almacenes, e-mail: logistica1@mincin.cu / (53) 7867-0066 Dirección de Comercio Mayorista, e-mail: dircmcla@mincin.cu / Tel: (53) 7861-0949



WHOLESALE TEXTILES, DRY GOODS, ACCESSORIES AND TEXTILE PRODUCTS.



<b>DESCRIPTION:</b>	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
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	GRAN COMERCIAL, company for non-food products and logistical services
<b>ESTIMATED INVESTMENT:</b>	5.2 million USD
<b>LOCATION:</b>	Base Occidental 8 Vías, Km No 2 ½, de la Autopista Nacional, La Habana province
<b>MARKET POTENTIAL:</b>	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.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Setting up the Joint Enterprise would produce favorable social and economic results for the country. The main ones are: <ul style="list-style-type: none"> <li>▶ Identifying the demand, opportunity to broaden the structure of these products or services</li> <li>▶ Satisfying current demands for this service in Cuba, foreseeing that it be broadened to the Caribbean area</li> <li>▶ Recovering and making the best use of existing facilities</li> <li>▶ Revitalizing and acquiring new technologies for the central warehouses dedicated to the commercialization of these products</li> <li>▶ Developing human resources.</li> </ul> Cuba would annually receive profits due to the profit taxes during the life of the business. Contributions would be made to social security and to local development during the life of the joint enterprise. Access to outside funding would allow us to acquire new technologies to develop the warehousing logistics and commercializing techniques through the wholesale warehouses.
<b>CONTACTS:</b>	Presidencia del Grupo Comercializador de Productos Industriales y de Servicios. e-mail: arivera@gi.mincin.cu Tel: (53) 7698-2346



**Telecommunications,  
Information and  
Communications  
Technologies  
and Postal Services**



The Telecommunications/ICT Sector is fundamental to the Cuban economy. It is characterized by high added value and elevated scientific-technical-professional potential in its human resources associated with telecommunications services, the production of software, applications, commercialization and related services, for the use of ICTs, in the development of society, security and the technological sovereignty of Cuba.

In Cuba, the Telecommunications/ICT Sector is oriented towards telecommunications services and the development of software, with an improved presence in the production of equipment within the industrial sector.

**Within the realm of specialized international telecommunications bodies, Cuba is a member of:**

- International Telecommunications Union (ITU)
- Caribbean Telecommunications Union (CTU)
- Foro Latinoamericano de Entes Reguladores de Telecomunicaciones (REGULATEL)

Cuba's Institute for Research and Development in Telecommunications (LACTEL in its Spanish-language abbreviation) is in charge of generating, researching, developing, innovating, assimilating, integrating and transferring technology to be introduced into social practice, creating and protecting intellectual property in order to add to technological sovereignty in telecommunications in Cuba. The National Center for Software Quality (CALISOFT) has the task of improving the technical standards and procedures regulating the Cuban software industry in the sector.

**INFORMATICS Convention and Trade Fair**

Every two years, the ICT sector holds its convention and trade fair, an international event having the aim of demonstrating the scientific advances, new technologies and new features in the sector, via the participation of delegates, lecturers and exhibitors from around the world.

**Principal indicators in telecommunications services at the close of 2016**

<p><b>5.323.670 Telephone lines</b></p> <p>Of these:          Telephone landlines in service: 1,322,002          Mobile cell phone customers: 4,001,668</p>
<p><b>59.818 Public telephones</b>          Public telephone density per 1000 inhabitants: 5.32s</p>
<p><b>National digitalization percentage: 99.75%</b></p>
<p><b>Average total employees: 15,787</b></p>

### Grupo Empresarial de la Informática y las Comunicaciones (GEIC)

Composed of several enterprises, destined to promote the development of TIC products and services, directed to achieving that access to the information society and to knowledge should be a universal right, satisfying domestic consumption and increasing its exports.

### Postal Services

The roots of postal activity in Cuba go back 260 years. After the triumph of the Cuban Revolution, following several transformations, in May 2013 the Grupo Empresarial Correos de Cuba was born; it is the sole operator to ensure universal postal service throughout the country along with other added value services.

Cuba maintains postal service interchanges with over 192 countries. It has signed Acts and International Agreements of the Universal Postal Union and is an active member of the Postal Union of the Americas, Spain and Portugal (UPAEP).

### Grupo Empresarial Correos de Cuba

Is made up of 20 companies. It gathers together a large network of 812 post offices, branches and wickets throughout the country.

It has 18 Territorial Classification Centers; 23 Home Distribution Centers; 84 Sales Venues; 47 Navigation Rooms; 1499 mail boxes; 2817 postal delivery personnel; and 1844 Postal Agents for commercializing press, publications and other services.

#### SECTORIAL POLICY:

To promote the development of software, informatics applications and their associated services for the aim of contributing to the increase in exportations and to the country's development. The following may be created: scientific-technological parks, support types and on-line technical assistance (contact centers), international service certification centers, technologies and human capital, software R & D centers. Not included are foreign partnerships with services involving the operation and commercialization of telecommunications.

For Postal Services, foreign investment is directed towards improving the quality and commercialization of services on the domestic and international markets via developing and updating technologies destined for the processing of international postal packages (BPI in its Spanish abbreviation), express messenger services and postal graphics.

We exclude the investment type of 100 % foreign capital enterprises in this sector.



#### CONTACTS

Datos de Contacto:  
Directora de Relaciones Internacionales  
y Comercio Exterior.  
e-mail: [isabel.greenup@mincom.gob.cu](mailto:isabel.greenup@mincom.gob.cu)  
Tel: (53) 7882-8221





**Hydraulic Sector**





The National Institute for Water Resources (Instituto Nacional de Recursos Hidráulicos or INRH in its Spanish abbreviation) is in charge of managing the overall cycle of water in Cuba; for this purpose its structure is organized into four business groups and two independent companies. Its business system is at work throughout the country monitoring the hydrological cycle, monitoring and balancing surface and subterranean waters, the drinking water supplies, quality controls for terrestrial waters, sewage and wastewater treatment, as well as undertaking research applied to hydraulic engineering and the planning of waterworks, their rehabilitation and maintenance.

To ensure its management, it also has workshops to repair pumping equipment and welding machinery, factories to manufacture pipes, tubes, accessories and electrical panels that add to its sustainability. It carries out all imports and exports of the system's goods and services, and the specialized professional technical training of its employees. Currently INRH sponsors two International Economic Partnerships.

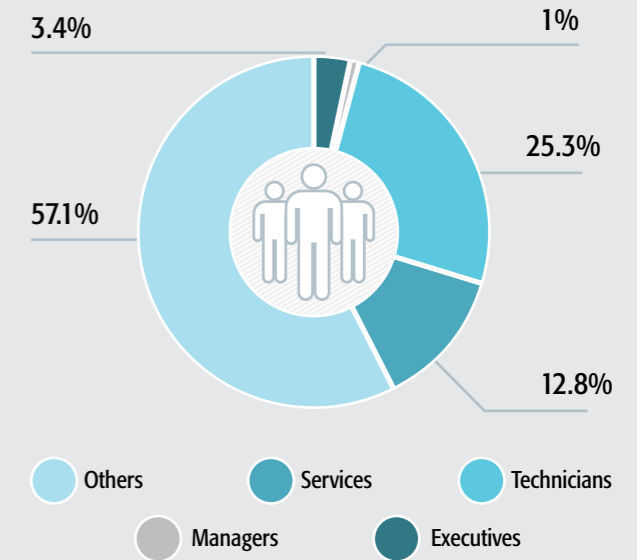
INRH has approximately 34,000 employees; of these, 4 % are executives, 25 % are technicians, 13 % are in services and 57 % are laborers. The related engineering specialties are: hydraulic, hydrogeological, irrigation and drainage, agronomy, civil and mechanical, etc.

**Legal Framework**

Decree Law 138/93 on Terrestrial Waters.

Draft Law for Water and its Regulations, being approved by the National Assembly of the People's Power.

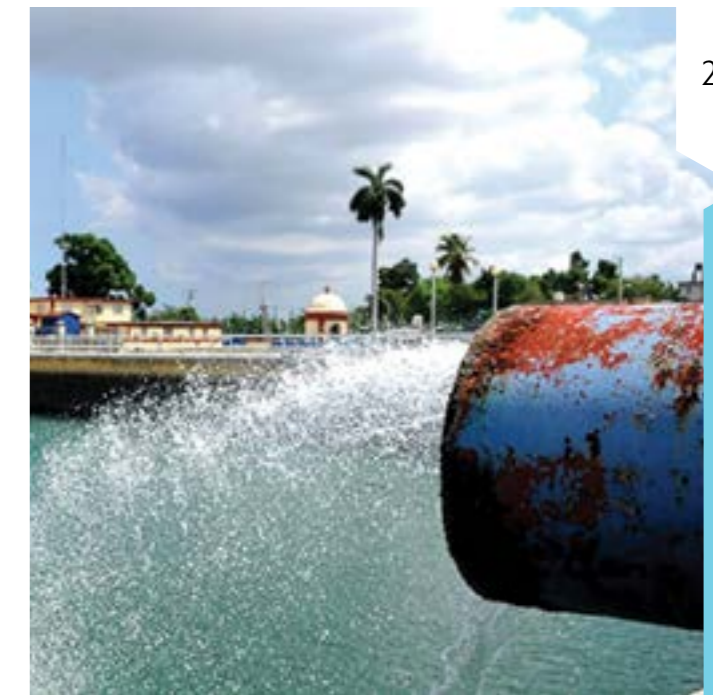
**SECTOR WORKFORCE**



Fuente: INRH

**Cubagua**

the specialized event in the sector, provides a window to the world on the performance of the hydraulic sector in Cuba. Every bi-annual edition becomes the ideal setting for meetings and interchanges between specialists and national and international exhibitors and the promotion of the branch's products and services



### THE FOLLOWING ARE SOME PROJECTS WHICH HAVE BEEN CONCLUDED AND ARE BEING EXECUTED

Planning, operating, rehabilitating and maintaining aqueduct systems for drinking water supplies for 8,10,000 persons residing in 2,480,000 towns, among which we especially indicate: Guantánamo, Baracoa, Santiago de Cuba, Bayamo, Manzanillo, Holguín, Las Tunas, Camagüey, Cárdenas and Havana.

Planning, operating and maintaining sewage infrastructures with 14 waste treatment plants, 306 stabilization ponds and 886, 786 septic tanks.

Planning, operating and maintaining the large reservoirs (Zaza, Mayarí, Hanabanilla, Alacranes, Cauto del Paso, La Yaya, Mampostón, Lebrige, Moa), notably increasing damming capacities and forecasting flooding in order to deal with extreme climate events.

Planning and operating water pipelines (Matanzas-Mayabeque, Júcaro-La Coca, Mayarí-Birán, Mogote, Gota Blanca, Centro-Este, Nipe-Gibara), bringing water from sites in the country where there is a lot of rainfall towards sites where there is less rainfall, with over 806 Km of principal canals, 22,400 km of secondary canals and 1,401 km protection works.



#### CONTACTS

Directora de Relaciones Internacionales y Comercio Exterior del Instituto Nacional de Recursos Hidráulicos  
e-mail: rosemaire.batista@hidro.cu  
Tel: (53) 7836-1283

### SECTORIAL POLICY:

“ To promote business with foreign capital for the development of the hydraulic infrastructure, to replace imports and generate exports, by:

- the contribution of technology and the development of new products for monitoring and measuring hydro-meteorological variables and water quality,
- the introduction of technologies that allow us to provide deep well drilling services and hydrogeological investigation services,
- the incorporation of various technologies using renewable sources of energy for the management, treatment and cleaning up of water resources,
- the availability and handling of compact mobile equipment to deal with extreme climatological situations and the introduction of brand new technologies to deal with drought conditions,
- the production of plastic pipes for the different types of technical networks,
- increasing efficiency and productivity of the repair and maintenance workshops for technological equipment and the production of equipment, parts and accessories used in the sector,
- the participation of foreign companies in executing work under the national hydraulic development program”.

### FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



#### MODERNIZING THE PRODUCTION OF SPARE PARTS, ACCESSORIES AND OTHER PLASTIC-BY-INJECTION ELEMENTS.



#### DESCRIPTION:

Develop the production of spare parts, accessories and other plastic-by-injection elements to replace imports and that we may commercialize as export products to Latin America, the Caribbean and Africa.

#### INVESTMENT TYPE:

International Economic Partnership Agreement

#### CUBAN PARTY:

Grupo Empresarial de Ingeniería y Logística Hidráulica (GEILH)

#### ESTIMATED INVESTMENT:

2 million USD

#### LOCATION:

Ciego de Ávila province

#### MARKET POTENTIAL:

The domestic installation, repair and maintenance program for hydraulic networks requires an annual supply of spare parts, accessories and other plastic-by-injection elements for an estimated annual value of 15 million dollars. Exploitation of capacities for its domestic production is insufficient today; it has a limited assortment of products by molds, thereby slowing down the National Hydraulic Program program plan.

At a second stage, we foresee exporting some of these products to markets in Latin America, the Caribbean and Africa.

#### ESTIMATED ANTICIPATED RESULTS

#### ESTIMADOS:

Replace imports for an estimated annual value of 15 million for developing the meter program for the National System of Hydraulic Resources (INRH in the Spanish-language abbreviation), as well as making use of the existing potential of domestic production units and increasing their technical capacity and technological discipline. The project is part of a strategic plan to decrease imports and increase the technical capacities of the INRH production units as a way of implementing the National Hydraulic Policy and making the use of the financial resources placed at the disposition of the broad program of investments in the hydraulic sector more efficient.

#### CONTACTS:

Grupo Empresarial de Ingeniería y Logística Hidráulica  
lasa@geilh.hidro.cu  
Tel: (53) 7207-0196





**MODERNIZING THE NATIONAL WORKSHOP FOR REPAIRS TO THE PUMPING EQUIPMENT OF THE HYDRAULIC RESOURCES SYSTEM.**



**DESCRIPTION:**

Provide a modern and efficient managerial system to develop the management capacities of the national workshop to repair and provide maintenance for pumping equipment; this requires the manufacturer's technical knowledge and experience, consumable supplies, tools and specialized equipment.

**INVESTMENT TYPE:**

International Economic Partnership Agreement for the Management of Services

**CUBAN PARTY:**

Grupo Empresarial de Acueducto y Alcantarillado

**ESTIMATED INVESTMENT:**

1 million USD

**LOCATION:**

San José municipality, Mayabeque province

**MARKET POTENTIAL:**

The market will include all the INRH pumps at first, and we can subsequently amplify it to include all other existing pumps in the country based on the conditions created and the efficiency of the services.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

Making sure pumps remain technically available, as well as immediately solving the problems of broken equipment or equipment needing maintenance arriving at the workshop. We calculate annual savings of 1 % because of increased efficiency.

Interchanging technical knowledge and experience and the availability of consumables, equipment, tools, spare parts and parts that will allow work to go on

**CONTACTS:**

Grupo Empresarial de Acueducto y Alcantarillado  
dgeneral@geaal.co.cu  
Tel: (53) 7648-5097



**MANAGING THE PRODUCTION OF SMOOTH OR CORRUGATED PIPES/TUBES.**



**DESCRIPTION:**

Implementing a managerial system at the HIDROPLAST company for the production of smooth or corrugated pipes/tubes that would permit increasing the production capacity, decrease maintenance costs and make the use of the financial resources for the importation of production consumables more efficient.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Grupo Empresarial de Ingeniería y Logística Hidráulica

**ESTIMATED INVESTMENT:**

10 million USD

**LOCATION:**

Boyeros municipality, La Habana province

**MARKET POTENTIAL:**

The transformation of raw materials in the factory surpasses 15,000 tons per year, and given the growth of investments in hydraulic infrastructure, it will require incorporating new production lines in the next few years.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

Making sure production lines remain technically available, keeping a minimum of inventory and increasing productivity and quality levels for the products in order to meet the national system program for hydraulic resources' demand. We calculate annual savings of 5 % because of greater efficiency. Guaranteeing the acquisition of spare parts, parts and accessories that would ensure maintenance and greater productivity on the production lines.

**CONTACTS:**

Grupo Empresarial de Ingeniería y Logística Hidráulica  
lasa@geilh.hidro.cu  
Tel: (53) 7207-0196



**NATIONAL CENTER FOR REPAIRING, CALIBRATING AND LEASING MACHINERY TO TRANSFORM PLASTIC.**



**DESCRIPTION:**

Provide a modern, efficient managerial system to develop the management capacities of the current national workshop for repairing welding machinery with a view to providing specialized repair and maintenance systems, leasing and calibration, of these and other equipment for manufacturing plastic products, as well as training welders with a view to attain a high coefficient of technical availability for machinery existing in Cuba; for this purpose we need the knowledge and technical experience of the manufacturers, supplies of consumables and specialized tools.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Grupo Empresarial de Ingeniería y Logística Hidráulica

**ESTIMATED INVESTMENT:**

3 million USD

**LOCATION:**

La Habana province

**MARKET POTENTIAL:**

At first the market will be the entire inventory of welding machinery in the hydraulic resources national system and the other machinery existing in Cuba in other sectors, based on the conditions we can create and the efficiency of the services. We incorporate the opportunity of meeting the needs of equipment for clients who need it for specific jobs, for short periods of time, associated with the growth of the country's investment plan related to infrastructure works, as well as preventive maintenance services and on the job direct planning or national center planning.

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

Maintaining equipment (welding machinery) highly available, as well as being able to give immediate responses to equipment coming into the workshop due to breakdowns or for maintenance, thereby avoiding delays for the construction teams. Having available an inventory of equipment for leasing, facilitating quick access to them for specific investment actions. We estimate annual savings of over 5 % due to increased efficiency.

Interchanges of knowledge and technical experiences, training programs for welders specialized in modern plastic welding techniques as well as the availability of consumable, equipment, tool, parts and spare parts inventories allowing us to undertake this activity.

**CONTACTS:**

Grupo Empresarial de Ingeniería y Logística Hidráulica  
lasa@geilh.hidro.cu  
Tel: (53) 7207-0196



**HYDROGEOLOGICAL SERVICES APPLIED TO THE CONTROL OF THE WATER TABLE IN INFRASTRUCTURE WORKS.**



**DESCRIPTION:**

Make available a complete technological package in order to provide a comprehensive service allowing us to control the water table during the process of executing infrastructure works

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Grupo Empresarial de Ingeniería y Logística Hidráulica

**ESTIMATED INVESTMENT:**

4 million USD

**LOCATION:**

Empresa Nacional de Perforación y Construcciones. La Habana province

**MARKET POTENTIAL:**

Investment processes related to the construction of aqueduct and sewage networks, underground technical networks and jobs, hydrotechnical jobs and other infrastructures requiring excavation

**ESTIMATED ANTICIPATED RESULTS**

**ESTIMADOS:**

Introducing modern technology facilitating increased efficiency in investment execution schedules, as well as saving materials and fuel by not having to repeat work done because of the presence of water in the excavations, of non-cohesive soil.

**CONTACTS:**

Grupo Empresarial de Ingeniería y Logística Hidráulica  
lasa@geilh.hidro.cu  
Tel: (53) 7207-0196



PRODUCTION OF POLYPROPYLENE TUBES TO PROVIDE CHANNELS FOR THE TECHNICAL NETWORKS.



<b>DESCRIPTION:</b>	Broaden the production range of tubes based on the introduction of specific technology, molds and tools, as well as productive consumables needed to ensure savings based on the effective replacement of imports
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Grupo Empresarial de Ingeniería y Logística Hidráulica
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Ciego Ávila province
<b>MARKET POTENTIAL:</b>	The growing investment program for tourism works and the building of homes, including civil works, which need a high volume of tubes to provide channels for technical networks.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Having modern technology to resolve the needs of the domestic market of civil works, increased efficiency in the execution of capital investments, in terms of reduced budgets and timely delivery matching the engineering plans designed for every job.
<b>CONTACTS:</b>	Grupo Empresarial de Ingeniería y Logística Hidráulica lasa@geilh.hidro.cu Tel: (53) 7207-0196



DEEP WELL DRILLING SERVICES.



<b>DESCRIPTION:</b>	Having a complete technological package to provide comprehensive service allowing us to drill wells to build the supply sources for aqueducts and the infiltration of water, to build piles for bridges, for hydrogeological research studies, etc.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Grupo Empresarial de Ingeniería y Logística Hidráulica
<b>ESTIMATED INVESTMENT:</b>	3 million USD
<b>LOCATION:</b>	Empresa Nacional de Perforación y Construcciones. La Habana province
<b>MARKET POTENTIAL:</b>	Investment processes associated with building aqueduct and sewage networks, underground work and technical networks, hydrotechnical jobs, and other infrastructures requiring excavation.
<b>ESTIMATED ANTICIPATED RESULTS ESTIMADOS:</b>	Having modern technology to resolve the needs of the national drilling market, related to the Hydraulic Development Programs, for lower cost, increased efficiency in the execution of the jobs.
<b>CONTACTS:</b>	Grupo Empresarial de Ingeniería y Logística Hidráulica lasa@geilh.hidro.cu Tel: (53) 7207-0196



**Banking and  
Financial Sector**



#### SECTORIAL POLICY:

"The aims of foreign investment in the banking and financial sector are the contribution of foreign capital, access to external funding sources, acquiring banking techniques and those of business information analysis which fulfill international efficiency and security standards, development of banking/financial relations, access to new products, services and international financial markets. Foreign investment in the banking and financial sector may be undertaken via the purchase of shares in the banking institutions created under the Law of Foreign Investment, the constitution of joint capital or 100 % foreign capital institutions as Affiliates. Not included are investments in the capital of 100 % Cuban capital financial institutions, as well as establishing branches of foreign banks".

#### INSURANCE-RELATED ACTIVITIES

"The objective of the Foreign Investment Policy in insurance-related activities is to develop new products and services benefitting the Cuban market and broadening the group of guarantees being offered in support of the foreign investment process taking place in Cuba. In addition it will permit the growth of this activity with the entry of modern technologies and knowledge about the types of insurance that have not been developed so far and which are of interest for the socioeconomic growth of the country: 100 % foreign capital companies may not be created in this activity".



**LOAN INSURANCE SERVICES.**



**DESCRIPTION:**

Loan insurance services

**INVESTMENT TYPE:**

Create a Joint Enterprise for loan insurance services with the objective of offering the Cuban market and foreign investors this type of insurance, something not provided today by Cuban insurance companies. This would be an opportunity to support the process of foreign investment taking place in Cuba.

**CUBAN PARTY:**

Joint Enterprise

**ESTIMATED INVESTMENT:**

Seguro Internacionales de Cuba , S.A. (ESICUBA)

**LOCATION:**

15 million USD

**MARKET POTENTIAL:**

Cuban entities and the different modalities of foreign investment in Cuba require insurance services for their operations

**CONTACTS:**

Dirección Técnica de ESICUBA  
E-mail: dulce@esicuba.cu  
Teléf. (53) 7801 3531



**LIFE INSURANCE SERVICES.**



**DESCRIPTION:**

Create a Joint Enterprise to develop long-term life insurance operations for the Cuban population and for foreign residents in Cuba, as well as foreign investors.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa de Seguros Nacionales (ESEN)

**ESTIMATED INVESTMENT:**

15 million USD

**LOCATION:**

Playa or Plaza municipality, La Habana province

**MARKET POTENTIAL:**

The national and foreign Cuban population based in Cuba who require this type of financial protection and insurance.

**CONTACTS:**

Dirección de Operaciones de la ESEN  
E-mail: draisi@esen.cu  
Tel: (53) 7632 2508





**Culture Sector**



The culture sector has 25 companies providing their products and services in the various manifestations of the arts and shows, covering the visual arts, the press, theater arts, the music industry, the cinematographic and audiovisual industry and companies related to the creative industries promoting and commercializing the work of thousands of creators in the visual and applied arts, and arts and crafts, in general.

The sector also has a system of technical services companies, involved in building and setting up to ensure that their facility investments are maintained.

Throughout the year, year after year, the Cuban culture system undertakes a wide variety of cultural events such as fairs, workshops, festivals, encounters among creators and their audiences. These permit visitors to learn about the vast wealth of Cuban culture. Some of the principal events are: International Book Fair, International Festival of the New Latin American Cinema, the Alicia Alonso International Ballet Festival, the "Jazz Plaza" International Latin Jazz Festival, the Havana Biennale, the "Fiesta del Fuego" Caribbean Festival, FIART the International Havana Artisan Fair, and Cubadisco Festival, just to name a few.



#### SECTORIAL POLICY:

"Foreign investment in this sector is oriented towards the diversification and amplification of export markets for the Cuban cultural product and for cultural tourism, the development of logistical systems to develop creative Cuban industries, as well as access to advanced technologies for the production and commercialization of the cinema, music and live shows. We exclude foreign partners from participating in the cultural product and services distribution channels in the domestic market and the setting up of 100 % foreign capital companies. The Cuban Party will always define and monitor the contents of the cultural products to be undertaken".



PARADISO TRAVEL AGENCY FOR CULTURALLY ORIENTED INTERNATIONAL TOURISM.



<b>DESCRIPTION:</b>	Broadening the operational management capacities and looking for markets abroad in order to exploit potential in this sector and provide personalized quality service.
<b>INVESTMENT TYPE:</b>	Service Management Agreement with funding
<b>CUBAN PARTY:</b>	ARTEX S.A artistic and literary productions
<b>ESTIMATED INVESTMENT:</b>	To be negotiated
<b>LOCATION:</b>	La Habana province
<b>CONTACTS:</b>	Dirección de Industria y Servicios Culturales del Ministerio de Cultura Tel: (53)7 838 22 94 Presidencia de ARTEX S.A Tel: (53)7 204 44 59



PROMOTION, DIFFUSION AND COMMERCIALIZATION OF CUBAN MUSIC ABROAD.



<b>DESCRIPTION:</b>	Produce and commercialize products and services related to Cuban music with a view to export, with new business models, on the basis of changes in the music industry after the rise and expansion of new digital technologies as well as in the live shows put on abroad, taking advantage of the internal potential and that contributed by the foreign partners to provide competitive products in those markets
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Ediciones y Grabaciones Musicales EGREM
<b>ESTIMATED INVESTMENT:</b>	To be negotiated
<b>LOCATION:</b>	La Habana province
<b>CONTACTS:</b>	Dirección de Industria y Servicios Culturales del Ministerio de Cultura Tel: (53)7 838 22 94 Dirección General de la EGREM Tel: (53)7 204 14 25



## AUDIOVISUAL ACTIVITY

In Cuba today, there are 5 national public open television channels and one international channel called Cubavisión Internacional that includes the presence of all the continents. Radio and television are governed by the Cuban Institute for Radio and Television, known by its abbreviation 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 mission of the ICRT is to govern policies and functioning for the development of Cuban radio and television. Today it is immersed in investment to achieve the digitalization of both public communication systems.

The television industry particularly requires constant technological updating and so we are dealing with a sector where the use of advanced technologies and equipment more and more determines the visual and sound levels of their products; they determine the features for production and for subsequent commercialization.

Cuba has high professional specialists in the sector. Together with the creation of the necessary infrastructure, insertion into the distribution chains and the provision of updated technological means and equipment it can contribute to the movement of exports, fundamentally of services, in the geographical region we occupy.

**The Entertainment Industry, as it is called internationally, principally brings together television and radio. It is increasingly becoming more affected by and forced to undergo greater development in the face of 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.**



## INTERNATIONAL RADIO AND TELEVISION CONVENTION.

Every October this business platform for the audiovisual media sector sees 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 shared.





## THE CUBAN PARTY PARTNERED 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 company marketing all Cuban radio and TV products and services. Its prime mission is to make successful international negotiations and attract investment projects in the sector. Therefore 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 & SERVICES COMMERCIALIZED 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

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

The by-products of radio and television audiovisual works and digital television. Merchandising.



#### CONTACTS

Joel Ortega Quintero,  
Dirección General de RTV Comercial  
e-mail: ortega@rtvcomercial.co.cu  
Tel: (53) 7832-8723 / 7204-9540



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.

### THE AUDIOVISUAL ACTIVITY POLICY

*"Promoting comprehensive projects favoring the process of changing to digital television, permitting the permanent updating of audiovisual technology and the generation of entertainment and educational contents, and facilitating the internationalization of audiovisual products and services, improving export levels. The Cuban party will always define and monitor the audiovisual content being produced, under an international economic partnership: 100 % foreign capital companies may not be created in this activity."*

## FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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



#### DESCRIPTION:

Creation of a locale 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 complementary areas for all audiovisual production activities such as makeup and hairdressing rooms, internet room, special effects and pyrotechnics room, technical area, actors' lounge, costume warehouse and all the other rooms needed for the public services complementing the project.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

RTV Comercial

#### ESTIMATED INVESTMENT:

35 million USD

#### LOCATION:

Portion of land belonging to RTV Comercial, in an area in southern La Habana province. In total, it covers 21 303 m2.

#### MARKET POTENTIAL:

The project ensures high-definition productions of audio-visual content for the Cuban television family, and for export.

#### ESTIMATED ANTICIPATED RESULTS ESTIMADOS:

Replaced imports by acquiring production contents and technologies; carrying out high definition audiovisuals according to international standards in order to be commercialized, covering the national TV family with top level programs, acquiring the necessary technologies for high definition productions

#### CONTACTS:

Joel Ortega Quintero, Dirección General de RTV Comercial  
e-mail: ortega@rtvcomercial.co.cu  
Tel: (53) 7832-8723 / 7204-9540



**ESTABLISHING A SYSTEM OF PAY-PER-VIEW CHANNELS FOR CUBAN TV (PAY TV)**



**DESCRIPTION:**

Insertion of a service of high definition themed channel packages within the reach of the population, at a reasonable price.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

RTV Comercial

**ESTIMATED INVESTMENT:**

6 million USD

**LOCATION:**

La Habana province

**MARKET POTENTIAL:**

The project ensures the insertion of a group of channels of interest to the populace, thereby diversifying time-slots and audio-visual contents.

**ESTIMATED ANTICIPATED RESULTS ESTIMADOS:**

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 more 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.

**CONTACTS:**

Joel Ortega Quinteiro, Dirección General de RTV Comercial  
e-mail: ortega@rtvcomercial.co.cu  
Tel: (53) 7832-8723 / 7204-9540



**INFORMATICS AND EDUCATIONAL AUDIOVISUAL PRODUCTIONS.**



**DESCRIPTION:**

Produce and commercialize clean and innovative technological solutions geared to improve the quality of education, management of knowledge and the informatics and audio-visual infrastructure for the domestic education system and for export.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa de Informática y Medios Audiovisuales (CINE-SOFT). The Cuban party with over 15 years of experience, technical and informatics knowledge and the leadership of the body will assume the specialized labor force for the management of educational knowledge

**ESTIMATED INVESTMENT:**

5.5 million USD

**LOCATION:**

Playa municipality, La Habana province

**MARKET POTENTIAL:**

The market for technology for the education sector will grow at an annual rate of 2.3 % up to 2018 until it reaches 67,800,000 billion USD. Moreover, there is no doubt that the management of learning, especially in Latin America, is a growing market as well as in specific industries, especially due to the existing large digital breach and the shortage of specialists and professors associated with technologies and the production of a wide variety of types of educational resources. The foreseen estimated demand by the domestic market is valued at 1.3 million pesos and at 7.5 million USD for export in three years.

**ESTIMATED ANTICIPATED RESULTS ESTIMADOS:**

Access to highly specialized technological equipment and resources needed for these kinds of audiovisual products and resources for educational content. We also foresee attaining development and modernization of the process and being able to go from a homemade industry to a specialized industrial production.

Reaching figures including a considerable number of contents per year to maintain, develop and broaden production services and to commercialize informatics and audiovisual applications.

**CONTACTS:**

Dirección Comercial Cinesoft.  
ail. dircomercial@cubaeduca.cu  
Tel: (53) 7203-7742



## CONTACTS OF INTEREST



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

Infanta no. 16 esq 23, Plaza de la Revolución, La Habana,  
Cuba

E-mail: [inversionextranjera@mincex.cu](mailto:inversionextranjera@mincex.cu)

Website: <http://www.mincex.cu>



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

Calle 10 no. 512 e/31 y 5ya Ave, Playa, La Habana, Cuba

E-mail: [sic@mincex.cu](mailto:sic@mincex.cu), [daily.martinez@mincex.cu](mailto:daily.martinez@mincex.cu)

Tel: (53) 7214-4345, (53) 7214-4340 al 42

Website: <http://www.procuba.cu>

Open to the public from 8:30 am to 4:00 pm



CÁMARA DE COMERCIO  
DE LA REPÚBLICA DE CUBA

**CHAMBER OF COMMERCE OF THE REPUBLIC OF CUBA  
(CCRC)**

Calle 21 no. 661 esq a calle A, el Vedado, La Habana, Cuba

E-mail: [proinversion@camara.co.cu](mailto:proinversion@camara.co.cu)

Tel: (53) 7838-1321/ 7837-1322/ 7838-1452

Website: <http://www.camaracuba.cu>

Open to the public from 8:30 am to 4:00 pm



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