



# Cuba

PORTFOLIO  
OF OPPORTUNITIES  
FOR FOREIGN  
INVESTMENT

**2018-2019**



INCLUDES  
TERRITORIAL  
DISTRIBUTION



MINISTERIO  
DEL COMERCIO EXTERIOR  
Y LA INVERSIÓN EXTRANJERA



**Cuba**

PORTFOLIO  
OF OPPORTUNITIES  
FOR FOREIGN  
INVESTMENT

**2018-2019**

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▶ CUBA: A PLACE  
TO INVEST





# 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
- ▶ 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 Foreign Investment Law" of the Council of Ministers
- Resolutions No. 46/2014 and No. 47/2014 of the Banco Central de Cuba
- 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
- Decree No. 347/2018, modification of the "Regulations of the Foreign investment Law" of the Council of Ministers
- Resolutions No. 206/2018 & No. 207/2018 abolishing No. 128/2014 & No. 129/2014 of the Ministry of Foreign Trade and Investment
- Resolution No. 14/2018 abolishing No. 16/2014 of the Ministry of Labor and Social Security

## International agreements related to foreign investment

Cuba has signed agreements to prevent double taxation with Spain, Barbados, Italy, Russia, Portugal, Qatar, Lebanon, China, Vietnam, Austria, the Ukraine and Venezuela and it has signed 63 agreements on Reciprocal Promotion and Protection of Investment.



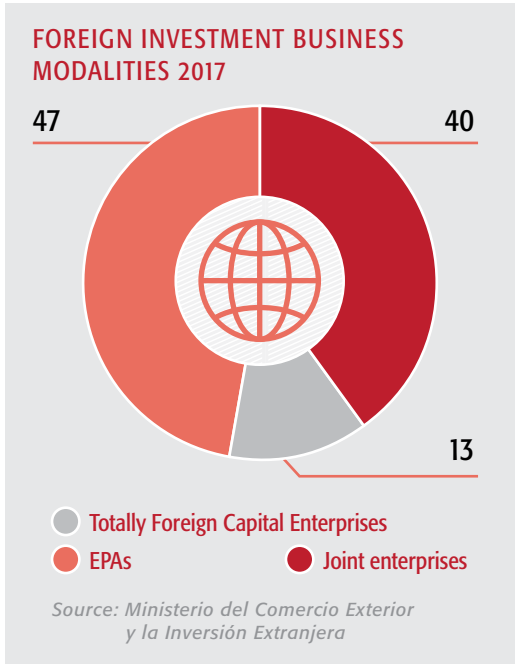
Foreign Investment in Cuba

- 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 Totally Foreign Capital; foreign investors can set up on national territory as:
    - a. Natural persons acting on their own behalf
    - b. Legal persons constituting a Cuban affiliate of the foreign entity which they own
    - c. Legal persons setting up a branch of a foreign entity.



Foreign Investment in Figures

At the close of 2017, the greatest number of foreign investment businesses have been undertaken as international economic partnership agreements, for 47 % of the total, and among these hotel management agreements outnumber the rest. Joint enterprises follow at 40% and 70% of active businesses are concentrated in the sectors of tourism, energy and mines, and industries.



In 2017, 36 new businesses were approved, of these 11 were in ZED Mariel while 10 previously established businesses were renewed with new investments.

Results at the close of the 2017 business year show the international economic partnerships reporting sales of over 4 billion CUC:

PRINCIPAL EPA INDICATORS IN 2017 (BILLION CUC)	
TOTAL SALES	4.5
DOMESTIC MARKET	2.8
EXPORTS	1.7
IMPORTS	1.0
TAXABLE PROFITS	1.4

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 sickle bush (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 bottlenecks 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 based on 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 busi-

ness 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 hiring of 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 based on 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 legal 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 turn-key contacts such as: Engineering, Procurement and Construction Contracts (EPC); Engineering, Procurement and Construction Management Contracts (EPCM); 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 never be transferred to the joint enterprise, in any case whatsoever. 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.

Indirect partnership takes place as:

- a. Contractual relationships between the agricultural cooperatives and the foreign investment modalities; or
- 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 totally Cuban capital trading company and the foreign investor; or

- b. Previously creating a new totally Cuban capital trading 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 totally Cuban capital trading 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 totally Cuban capital commercial companies constituted for these purposes.

The validity period for this trading 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 Minister 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 Minister 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 trading company. The trading 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 trading 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 totally Cuban capital trading company with which it is partnered.
- 6. Considering as sponsoring national body or entity of the business attended to by the totally Cuban capital trading 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:

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

\* Joint enterprises and international economic partnership agreements 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 TOTALLY FOREIGN CAPITAL OUTSIDE ZED MARIEL

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

Article 47 of Law 118 establishes: “The Ministry of Finances and Prices, having heard the opinion of the Ministry of Foreign Trade 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”.





# 525 FOREIGN INVESTMENT OPPORTUNITIES BY SECTOR

45  
IN THE ZED MARIEL





► STRATEGIC CORE  
PRODUCTIVE  
TRANSFORMATION  
AND  
INTERNATIONAL  
INSERTION

## Mariel Special Development Zone



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.

### Industrial Pillars

LOGISTICAL SERVICES

BIOTECHNOLOGY AND THE DRUG INDUSTRY

ADVANCED MANUFACTURING

### 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.

launch, consolidation and maturity. Activities with greater aggregate value will be gradually incorporated.

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.

### 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.

### 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 deep water 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.

### ONE-STOP SHOP

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

### INCENTIVES TO USE SOLAR ENERGY

### DEVELOPMENT AND INFRASTRUCTURES

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

The installation of solar panel son the roofs of facilities is encouraged in ZED Mariel, with purchase guarantees. During the investment recovery period that does not exceed six years starting at the beginning of operations, the same Unión Eléctrica sale price is applied.





► BUSINESS OPPORTUNITIES IN ZED MARIEL  
PROJECTS OF THE HIGHEST PRIORITY FOR ZED MARIEL

BIOTECHNOLOGY, DEVELOPMENT AND PRODUCTION OF MEDICINES SECTOR



PRODUCTION AND SALE OF PRODUCTS DERIVED FROM HUMAN PLACENTA.



DESCRIPTION:	Building a plant to produce and sell products derived from the human placenta, fulfilling manufacturing good practices standards, for the production of medicines to treat diseases such as vitiligo, psoriasis and alopecia areata, as well as the production of dermo-cosmetics with therapeutic action, for the face, body and hair, as well as nutritional supplements. The Project includes implementation of a system for collecting human placentas used as the active ingredient.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Centro de Histoterapia Placentaria
ESTIMATED INVESTMENT:	25 million USD
LOCATION:	Sector A. Zone A-3
CONTACTS:	Directorate General Email: silvia@miyares-cao.cu Tel.: (53) 72041754 / 52866913



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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Cimab S.A.
ESTIMATED INVESTMENT:	75 million USD
LOCATION:	Sector A. Zone A-3
CONTACTS:	Directorate General Email: corporate@cimab.cu Tel.: (53) 72725164



PRODUCTION OF CEPHALOSPORIN, INJECTABLE CARBAPENEMS AND ORAL PENICILLIN.



DESCRIPTION:	Building 2 new pharmaceutical plants for finished forms of antibiotics lactaminics on the basis of imported active pharmaceutical ingredient, fulfilling high quality standards as established by Cuban and international bodies, permitting certification and totally meeting the demands of the domestic market. As well as introducing its products in foreign markets, especially Latin America and Africa.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Farmacéutica 8 de Marzo
ESTIMATED INVESTMENT:	180.5 million USD
LOCATION:	Sector A. Zone A-3
CONTACTS:	Directorate General Email: nancy@8marzo.biocubafarma.cu



BIOMATERIALS PLANT.

DESCRIPTION:	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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Centro de Biomateriales, BIOMAT:
ESTIMATED INVESTMENT:	1.5 million USD
LOCATION:	Sector A. Zone A-3
CONTACTS:	Vice-Rector's Office for Research, University of Havana Email: vilmah@rect.uh.cu / dzaldivarsilva@rect.uh.cu Tel.: (53) 78798450 / 78783867





### DEVELOPMENT AND PRODUCTION OF CYTOSTATIC PRODUCTS.

<b>DESCRIPTION:</b>	<p>Creating a facility operating on contract manufacturing of cytostatic products and also providing Cuban and foreign entities with the final services of filling and packaging.</p> <p>It must comply with international regulations of agencies such as the Food and Drug Administration (FDA) &amp; the European Medicines Agency (EMA), in order to facilitate sales of the products to Cuban and international clients worldwide.</p> <p>The facility envisages a manufacturing line of cytostatic products in liquid and lyophilized vials with a capacity for 10 million units per year and a line for cytostatic products in oral doses, with a capacity of 70 million units per year.</p>
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Laboratorios AICA+
<b>ESTIMATED INVESTMENT:</b>	30 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	<p>Directorate General</p> <p>Email: vallin@aica.cu</p> <p>Tel.: (53) 72712576 / 52808532</p>

### INDUSTRIAL SECTOR



### 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 ZED Mariel.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	over 15 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	<p>Division for Coordination and Proceedings</p> <p>Email: ventanillaunica@zedmariel.co.cu</p> <p>Tel.: (53-47) 397360 to 62</p>



### PRODUCTION AND SALES OF LOW-COST AND DELUXE BATHROOM FIXTURES.



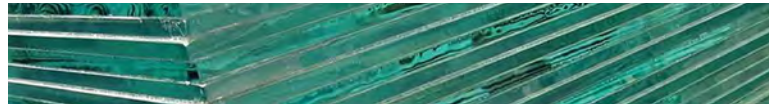
<b>DESCRIPTION:</b>	<p>Identifying a partner with the financial and technological capacity to set up a new plant to manufacture low-cost and deluxe bathroom fixtures (two-way and one-way faucets), bathroom valves and fittings in order to replace imports. The factory should have advanced low-pressure 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 wastewater treatment plant and processes for assembly and testing of bathroom fixtures.</p> <p>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.</p>
<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>	<p>Gesime Vice-presidency</p> <p>Email: cherrera@sime.cu / negocios.gesime@sime.cu</p> <p>Tel.: (53) 72633429</p> <p>Directorate General of EIH</p> <p>Email: leduan@iherrajes.cu dir.negocios@iherrajes.cu</p> <p>Tel.: (53) 77979204 / 77976762 / 77970611 / 77263561</p>







### 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:

Office of the Vice President  
Email: lissertte@geiq.cu  
Tel.: (53) 72043612

## SECTOR AGROALIMENTARIO



### SOY PROCESSING PLANT (REFINED OIL FACTORY)



#### DESCRIPTION:

Setting up a new plant with clean technology, energy efficiency and internationally competitive levels of production and efficiency, to mill 500 000 tons of soy bean per year for the objective of obtaining 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption.

The refined oil will be distributed in ½, 1, 4 & 20-liter container, eliminating all current domestic distribution of bulk refined oil.

Cuba only possesses one soy processing factory and one oil refinery in the province of Santiago de Cuba.

At the present time, both the production of refined oil and soy flour for animal consumption are not meeting the demands of the country.

28,000 tons of refined oil are being produced and we must import 87,000 tons; in the case of soy, we produce 85,000 tons and import 360,000 tons.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Corporación Alimentaria S.A. (Coralsa)

#### ESTIMATED INVESTMENT:

149 million USD

#### LOCATION:

Sector A. Zone A-8

#### CONTACTS:

Corporación Alimentaria S.A. (Coralsa)  
Email: negocios@coralsa.com.cu  
Tel.: (53) 72021194 / 72027388 / 72059093



### PRODUCTION OF FRUIT JUICE.



#### DESCRIPTION:

Building and operating a modern clean-technology plant for the production of natural juices, for the tourism industry, the domestic market and export

#### INVESTMENT TYPE:

Joint Enterprise or Totally Foreign Capital Enterprise

#### CUBAN PARTY:

To be defined

#### ESTIMATED INVESTMENT:

over 10 million USD

#### LOCATION:

Sector A. Zone A-8

#### CONTACTS:

Division for Coordination and Proceedings  
Email: ventanillaunica@zedmariel.co.cu  
Tel.: (53-47) 397360 to 62

## OTHER PROJECTS BEING PROMOTED IN ZED MARIEL

## INDUSTRIAL SECTOR



### PRODUCTION OF A/C EQUIPMENT.



#### DESCRIPTION:

Setting up a new cutting-edge plant with clean technology for the production of A/C equipment for centralized systems, commercial and home A/C equipment, and the production of parts and accessories, and warranty and post-sale services, for tourism, the replacement of equipment, the domestic market and for export.

#### INVESTMENT TYPE:

Totally Foreign Capital Enterprise

#### CUBAN PARTY:

To be defined

#### ESTIMATED INVESTMENT:

over 15 million USD

#### LOCATION:

Sector A. Zone A-10

#### CONTACTS:

Division for Coordination and Proceedings  
Email: ventanillaunica@zedmariel.co.cu  
Tel.: (53-47) 397360 to 62



PRODUCTION OF GLASS BOTTLES.

DESCRIPTION:	Building and setting up a new modern, clean technology plant to produce glass bottles for the bio-pharmaceutical industry, with estimated annual production of over 100 million units and a capacity for casting over 120,000 tons/day in two furnaces (one for transparent glass and one for amber glass)
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	70 million USD
LOCATION:	Sector A. Zone A-10
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



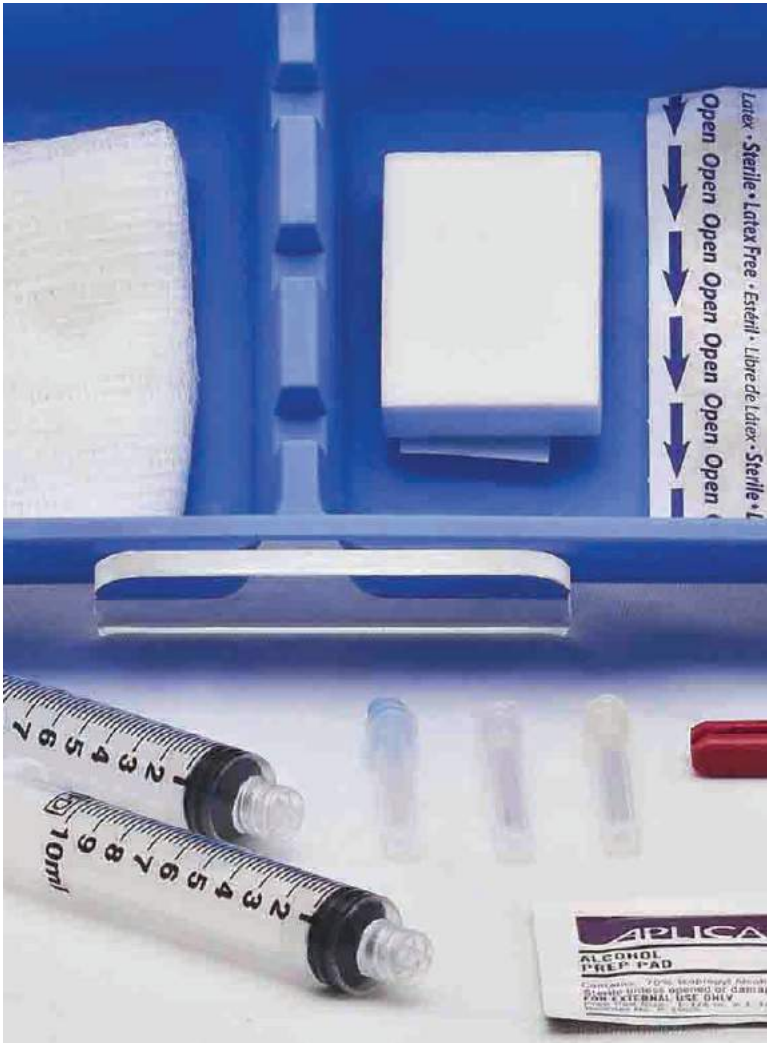
PRODUCTION OF VARIOUS LINES OF GLASSWARE.



DESCRIPTION:	Setting up a new plant with cutting-edge clean technology to produce different assortments of glass tableware, glasses, goblets, water jars, in order to replace imports, where the main client is the hotel/tourism and the out-of-hotel sectors.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
CUBAN PARTY:	ZED Mariel Office
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-10
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION AND SALE OF MEDICAL CONSUMABLES.



DESCRIPTION:	Producing and selling medical consumables. We ask that the foreign partner contributes: technology transfer, financing, equipment and technical assistance to produce with the internationally established quality standards. The annual domestic market is approximately 4.7 million USD amounting to around 87 million disposable syringes, eight million needles, six million serum sets and 800,000 units of blood injector sets.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
CUBAN PARTY:	ZED Mariel Office
ESTIMATED INVESTMENT:	8 million USD
LOCATION:	Sector A. Zone A-10
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62







**METALS  
TRANSFORMATION  
CENTER.**



<b>DESCRIPTION:</b>	Building a modern plant for the industrial transformation of steel/iron products with international standards, according to the specifications and formats of the domestic and export market, with an estimated capacity of over 15,000 tons per year. Establishing productive chains aiming to achieve greater efficiency in all the productive processes where the byproducts of steel, are involved, cutting costs by reducing waste or discarded material, cost reduction, transportation services and bringing the product closer to the final destination, or in other words, the factory.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	Simen Aut S.A.
<b>ESTIMATED INVESTMENT:</b>	13.4 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Gesime Business Division Email: verdecia@emta.co.cu negocios.gesime@sime.cu Tel.: (53) 76407468 / 76407110 / 76450405



**NON-FLEXIBLE PLASTIC  
CONTAINERS AREA.**



<b>DESCRIPTION:</b>	Building plants producing non-flexible plastic containers, in diverse formats, for domestic industry, the domestic market and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	over 15 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmarie.co.cu Tel.: (53-47) 397360 to 62



**PRODUCTION OF  
FLEXIBLE PLASTIC  
CONTAINERS.**



<b>DESCRIPTION:</b>	Building plants producing flexible plastic containers, in diverse formats, for industrial products' filling.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	over 10 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmarie.co.cu Tel.: (53-47) 397360 to 62



**PRODUCTION OF LED  
LIGHTING.**



<b>DESCRIPTION:</b>	Building a plant with clean, cutting-edge technology to manufacture LED lighting components, including lithium batteries, for public, industrial and domestic lighting, for the domestic market and export, with an annual capacity of over 15 000 units.
<b>INVESTMENT TYPE:</b>	Totally 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>	Division for Coordination and Proceedings Email: ventanillaunica@zedmarie.co.cu Tel.: (53-47) 397360 to 62







PRODUCTION OF  
SMALL-FORMAT  
PERSONAL TOILETRIES  
FOR TOURISM.



<b>DESCRIPTION:</b>	Identifying a potential partner that guarantees financing and modern clean technology for the building of a plant to produce small-format personal toiletries for the national tourism industry and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally 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>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
MATTRESSES AND  
PILLOWS.



<b>DESCRIPTION:</b>	Building a plant to produce mattresses of different sizes and pillows, using clean modern technology, for the tourism industry, chains of stores and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally 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>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
ELECTRICAL CABLES.



<b>DESCRIPTION:</b>	Building and operating a plant with modern clean technology to produce copper and aluminum electrical conductors, telephone cables, enameled white cables, PVC cables and thermal copper cables for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally 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>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
SCREWS AND OTHER  
FASTENERS.



<b>DESCRIPTION:</b>	Building and operating a modern plant with clean technology to produce a varied assortment of screws and other fasteners for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62





PRODUCTION OF  
PLASTIC GARDEN  
FURNITURE.



<b>DESCRIPTION:</b>	Building and operating a modern plant with clean technology to produce a varied assortment of plastic garden furniture for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
COMMERCIAL  
FOOTWEAR.



<b>DESCRIPTION:</b>	Building and operating a modern plant with clean technology to produce a varied assortment of commercial footwear, amounting to around 47 million pairs per year, for the domestic market.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



ELEVATOR ASSEMBLY.



<b>DESCRIPTION:</b>	Building and operating a modern plant with clean technology to assemble different sizes of elevators, based on domestic and imported components, fundamentally for the domestic market.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION AND  
SALE OF DISPOSABLE  
MULTI-PURPOSE  
PLASTIC ITEMS.



<b>DESCRIPTION:</b>	Creating a joint enterprise for the manufacture and sale of disposable products for different uses and general applications, using heat-shaping technology, injection and foam (polystyrene foam)
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Invertroni S.A.
<b>ESTIMATED INVESTMENT:</b>	8 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Gelect Business Division Email: <a href="mailto:elgin@gec.cu">elgin@gec.cu</a> Tel.: (53) 72049054 / 72048208







## PRODUCTION OF EFFICIENT BOILERS AND THEIR ASSOCIATED SERVICES.

<b>DESCRIPTION:</b>	Creating an enterprise for designing, manufacturing, selling, warranty and post-sale services, maintenance and export of pyro-tubular steam boilers, water heaters, pressure recipients and gas cylinders.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Invertroni S.A.
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Gelect Business Division Email: elgin@gec.cu Tel.: (53) 72049054 / 72048208



## PRODUCTION AND SALE OF HIGH-TECH MEDICAL EQUIPMENT



<b>DESCRIPTION:</b>	Creating an enterprise to manufacture and sell on the domestic and international markets of cutting-edge bio-medical technologies, with warranty and post-sale services, maintenance, studies and associated technological solutions, for the health, pharmacological and bio-medical sector, fundamentally within the area of sterilization, conservation of biological samples, bio-medical robotics, environmental controls and protection, biological security, laboratory technologies, high-tech control, analysis, monitoring and testing based on the concept of "total quality", efficient, clean and eco-sustainable solutions.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Invertroni S.A.
<b>ESTIMATED INVESTMENT:</b>	To be defined
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Gelect Business Division Email: elgin@gec.cu Tel.: (53) 72049054 / 72048208

## AGRO-FOODS SECTOR



## CENTER FOR THE ELABORATION OF FOODS AND CATERING SERVICE



<b>DESCRIPTION:</b>	Building a modern center 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>	Totally 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>	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 al 62



## PRODUCTION OF DAIRY PRODUCTS AND BY-PRODUCTS



<b>DESCRIPTION:</b>	Building and operating a modern factory for the production of yogurt and flavored milk products, various types and sizes of cheese (blue cheese, firm and semisoft cheeses, goat cheese, cream cheese, etc.) for the tourism industry, chains of stores and export.
<b>INVESTMENT TYPE:</b>	Totally 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>	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 to 62





PRODUCTION OF PASTA.



DESCRIPTION:	Building and operating a factory to produce short and long types of pasta, lasagna and cannelloni, for the tourism industry and chains of stores
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	8 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF SAUSAGE-TYPE PRODUCTS.



DESCRIPTION:	Building and operating a factory to produce sausage-type products for tourism industry and chains of stores.
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF INSTANT AND NUTRITIONAL FOODS.



DESCRIPTION:	Building and operating 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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Corporación Alimentaria S.A. (Coralsa)
ESTIMATED INVESTMENT:	20 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: <a href="mailto:negocios@coralsa.com.cu">negocios@coralsa.com.cu</a> Tel.: (53) 72021194 / 72022055



PRODUCTION OF SAUCES & DRESSINGS.



DESCRIPTION:	Building and operating 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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62







PRODUCTION OF SPICES, CONDIMENTS AND ADDITIVES FOR FOOD PROCESSING.



<b>DESCRIPTION:</b>	Building and operating 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 S.A. (Coralsa)
<b>ESTIMATED INVESTMENT:</b>	35 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



PRODUCTION OF WHEAT 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 Havana and Matanzas provinces.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A. (Coralsa)
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



PRODUCTION AND SELLING CHANNELED PORK.



<b>DESCRIPTION:</b>	This Project includes the closed cycle of raising, slaughtering and processing pork up to its being packaged, according to client requirements. We estimate that the slaughterhouse has a capacity of slaughtering 400 swine/day, to be processed and packaged in an industrial plant for selling cuts of fresh meat, supplies to the HORECA sector and as raw material for companies producing pork byproducts.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	50 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmarie.co.cu Tel.: (53-47) 397360 to 62



PRODUCTION AND SALES OF CHANNELED POULTRY.



<b>DESCRIPTION:</b>	This Project includes the closed cycle of raising, slaughtering and processing chickens up to their packaging, according to client requirements. We calculate having a slaughter line for 24,000 chickens per day; they will be processed and packaged in an industrial plant for the sale of fresh meat cuts, supplying the HORECA sector, and as raw material for companies producing byproducts.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	30 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmarie.co.cu Tel.: (53-47) 397360 to 62





PRODUCTION OF  
HAND-MADE CUBAN  
ICE CREAM WITH  
ITALIAN TECHNOLOGY.



DESCRIPTION:	Hand-made ice cream is a product that is found today in Cuba in very small market niches. We would like to introduce this product on a greater scale than the one in place today and developed for other Cuban entities. Today the market has no capacity to meet the demand for this quality product, in the variety required, at a competitive price and with the sales service corresponding to the characteristics of this product and to client requirements, especially tourists, taking into account that ice cream is consumed year round.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Servisa S.A.
ESTIMATED INVESTMENT:	2.3 million USD
LOCATION:	ZED Mariel
MARKET POTENTIAL:	Hotels & out-of-hotel establishments
ESTIMATED ANTICIPATED RESULTS:	Producing large quantities of hand-made ice cream for a market with higher standards than that which consumes industrially produced ice cream, and to set up a distribution system with transportation means, with a frequency of a maximum of 72 hours and a minimum of 48 hours, based on client needs (prioritizing all tourism needs).
CONTACTS:	Division for Investment and Development, Servisa S.A. Email: <a href="mailto:inversiones@servisa.tur.cu">inversiones@servisa.tur.cu</a> Website: <a href="http://www.servisa.co.cu">www.servisa.co.cu</a> Tel.: (53) 72082715 Servitur Development Division Email: <a href="mailto:dirdesarrollo@servitur.tur.cu">dirdesarrollo@servitur.tur.cu</a> <a href="mailto:alina@servitur.tur.cu">alina@servitur.tur.cu</a> Tel.: (53) 78319595 Ext. 159 / 78319567

CONSTRUCTION SECTOR



COMPREHENSIVE  
HANDLING OF  
SOLID WASTE FROM  
CONSTRUCTION.



DESCRIPTION:	Building and operating a plant using clean modern technology to process and re-use solid waste from construction that is generated in ZED Mariel.
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION  
OF BATHROOM  
FURNISHINGS.



DESCRIPTION:	Building and operating a plant using clean modern technology to produce bathroom furnishings for hotels, chains of stores and for export.
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	13 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62





PRODUCTION OF CERAMICS FOR FLOORS AND WALLS.



DESCRIPTION:	Building and operating a plant using modern clean technology to produce ceramic tiles for floors and walls, for hotels, chains of stores and for export.
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62

SECTOR TRANSPORTE



REMODELING THE BAHÍA DE CABAÑAS SHIPYARD.

DESCRIPTION:	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.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	"Roberto Nodarse" Shipyard Company
ESTIMATED INVESTMENT:	5.6 million USD
LOCATION:	Sector C. Bahía de Cabañas
CONTACTS:	Directorate General Email: <a href="mailto:astcab@transnet.cu">astcab@transnet.cu</a> / <a href="mailto:luis@astcab.transnet.cu">luis@astcab.transnet.cu</a> Tel.: (53-47) 308285 / 308304 Commercial police and Business Division, Gemar Email: <a href="mailto:ivan.neg@gemar.cu">ivan.neg@gemar.cu</a> Tel.: (53) 78615510

LOGISTICAL SECTOR



BUILDING AND OPERATING COMPREHENSIVE LOGISTICAL FACILITIES AND SERVICES.

DESCRIPTION:	Setting up logistical enterprises that provide comprehensive merchandise storage, transportation and distribution services, port-to-port, and the processing of merchandise: labelling, bottling, packing, palletizing, etc.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10-20 million USD
LOCATION:	Sector A. Zone A-5
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62

REAL ESTATE SECTOR



BUILDING AND MANAGING STANDARD INDUSTRIAL FACILITIES.



DESCRIPTION:	Building and managing standard industrial facilities for industrial and warehouse use, to be leased to the users of ZED Mariel and other companies that require dry and refrigerated storage space.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zones A-5 y A-9
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62





► STRATEGIC CORE  
INFRASTRUCTURE



► STRATEGIC  
SECTORS





## 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 sales of construction materials and products.

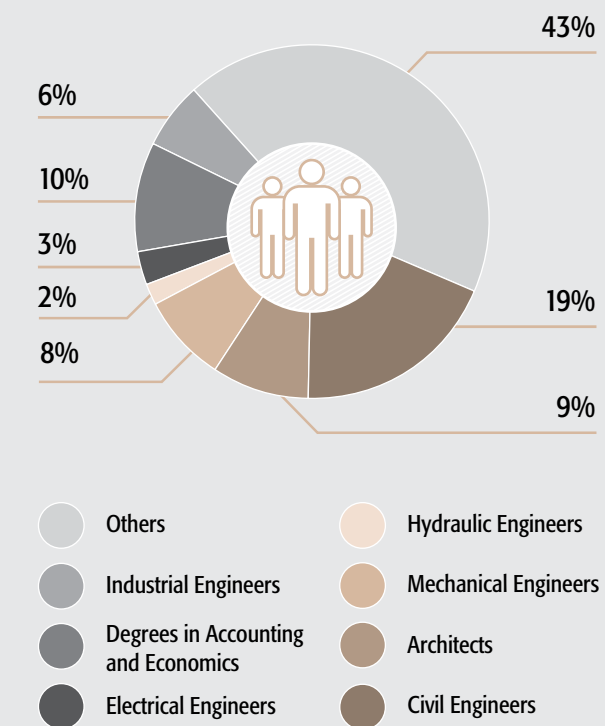
The sector has a labor force of approximately 242,000; of this figure, 192,000 (79.3 %) are in the State sector, grouped into around 360 companies, and 50,000 (20.7 %) in the private sector, 39,000 as self-employed workers and 11,000 as members of non-agricultural cooperatives. Operators and service/support personnel make up approximately 72 % of the total, and technicians and professionals make up 28

%. Of these an impressive 17,500 are civil engineers, architects and mechanical and electrical engineers, among other professions.

### 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.

#### PROFESSIONALS IN THE SECTOR



Source: Ministry of Construction







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

SECTORIAL POLICY:

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

Legal Framework

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

SOME EXECUTED PROJECTS

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

Building highways 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



CONTACT INFO:

Amaury Medina Morante, Director General of Strategic Development, Ministry of Construction  
Email: dgdesarrollo@micons.cu  
Tel.: (53) 78813865

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 drawing up 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, Havana 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

CONTACTS:

Directorate General de ECME  
Email: aldo@ecme.co.cu  
Tel.: (53) 52798286  
Sub-directorate  
Email: miguel@ecme.co.cu  
Tel.: (53) 52850658







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, Havana 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:	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:	Development Division, Grupo Empresarial de Materiales de Construcción Geicon Email: juncosa@oc.geicon.cu Tel.(53) 78838357



CAPITAL REPAIRS SERVICE FOR CONSTRUCTION EQUIPMENT.



DESCRIPTION:	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 International Economic Partnership Agreement SOMECE 4.8 million USD
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	SOMECE
ESTIMATED INVESTMENT:	4.8 million USD
LOCATION:	Municipio Plaza, provincia de Havana province
MARKET POTENTIAL:	The growth of investments in Cuba involves increased numbers of construction equipment and therefore greater demands for their being repaired
ESTIMATED ANTICIPATED RESULTS:	Increase the productive capacity of plants in order to be able to fulfill quality standards for repairs, delivery terms and post-sale service.
CONTACTS:	Development Division, Grupo Empresarial de Materiales de Construcción Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357





REPAIRING AND  
MODERNIZING THE  
CELLULAR CONCRETE  
PLANT IN SANCTI  
SPÍRITUS.



DESCRIPTION:

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, like 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

INVESTMENT TYPE:

International Economic Partnership Agreement

CUBAN PARTY:

Empresa de Materiales de Construcción de Sancti Spiritus

ESTIMATED INVESTMENT:

11.6 million USD

LOCATION:

Sancti Spíritus municipality

MARKET POTENTIAL:

The widespread investment program projected in Cuba in the coming years urges the use of construction materials that increase productivity, shorten execution times and contribute to the efficiency of construction processes.

ESTIMATED ANTICIPATED  
RESULTS:

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.

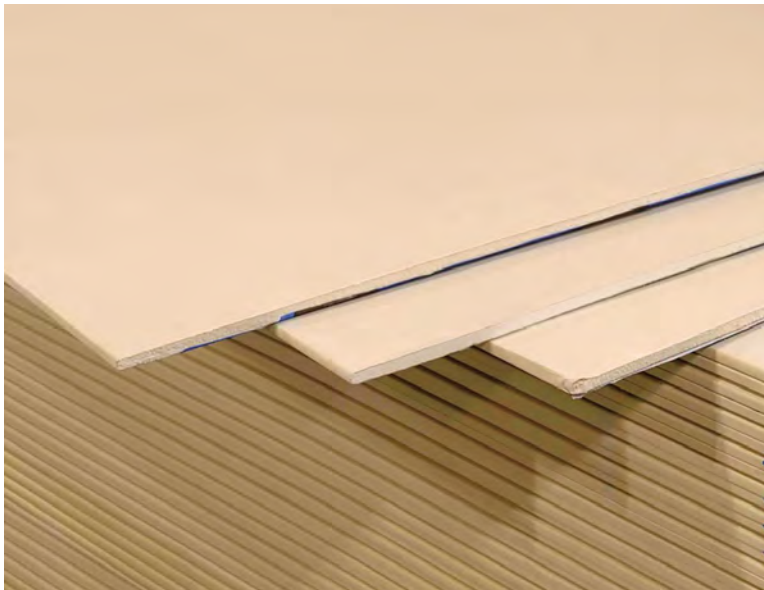
Salvage the domestic production of cellular concrete as state-of-the-art technology and provide materials for repairs in buildings that were built with this product in the 1980s. Some of these are cold storages and other buildings; we could also provide new materials for export to countries in the Americas and Caribbean.

CONTACTS:

Development Division, Grupo Empresarial de Materiales de Construcción Geicon  
Email: juncosa@oc.geicon.cu  
Tel.: (53) 78838357



MANUFACTURING  
FIBER-CEMENT  
PANELS.



DESCRIPTION:

Install a new factory to manufacture a system of asbestos-free fiber-cement panels for the basic aim of replacing the country's imports of cement agglomerate panels.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Sociedad Mercantil Prodimat S.A.

ESTIMATED INVESTMENT:

21.68 million USD

LOCATION:

EES Fibrocemento, Artemisa Municipality, 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 concentrate 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 based on cement 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  
Email: sfanego@perdurit.com.cu  
yolanda@oc.geicon.cu  
omesa@perdurit.com.cu  
Tel.: (53) 78357074 Ext. 123 / 78365977 / 78357081







### HYDROTECHNICAL JOBS, DREDGING AND RECOVERING BEACHES.



<b>DESCRIPTION:</b>	Increase the construction capacity in order to execute jobs involving the dredging and recovery of beaches.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Constructora de Obras Marítimas
<b>ESTIMATED INVESTMENT:</b>	36.9 million USD
<b>LOCATION:</b>	Regla municipality, <b>Havana</b> province
<b>MARKET POTENTIAL:</b>	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.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increase the construction capacities of the Empresa de Obras Marítimas, taking on dredging jobs and recovering beaches.
<b>CONTACTS:</b>	Directorate General Email: macuto@eomarit.com.cu Tel.: (53) 77941780 / 52631178 Email: yoana@eomarit.com.cu Tel.: (53) 77970137 / 52631791



### 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>	59.9 million USD
<b>LOCATION:</b>	Artemisa municipality, <b>Artemisa</b> province
<b>MARKET POTENTIAL:</b>	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. The plant will generally be able to deliver a high quality product in the sizes required by clients (bulk, bags, Big-Bags, packages).
<b>ESTIMATED ANTICIPATED RESULTS:</b>	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. 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. From start to finish the entire process is equipped with environmentally-friendly equipment and accessories: Productive Linkage (Benefits for the principal consumers): <ul style="list-style-type: none"> <li>▶ Carbide-acetylene (quicklime)</li> <li>▶ Sugar (lime hydrate)</li> <li>▶ Steel/iron industry (quicklime)</li> </ul>
<b>CONTACTS:</b>	Development Division, Grupo Empresarial de Materiales de Construcción Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357 Email: estrella.fernandez@cemart.co.cu Tel.: (53-47) 341156 / (53) 52863827







▶ PROVIDING COMPREHENSIVE SERVICES FOR THE PRODUCTION OF SPECIAL CONCRETE.

DESCRIPTION:	Drawing up a brand new comprehensive commercial concrete service according to domestic demands, the services for making permeable or draining and sound-proofed concrete types, and also presenting a range of services related to the development of highly professional-quality concrete.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Tecnologías Industriales para la Construcción, Ticons
ESTIMATED INVESTMENT:	3.5 million USD
LOCATION:	Calle Consulado No. 156 e/ Colony y Trocadero. Habana Vieja municipality. Havana province. Tel.: 05378661554
MARKET POTENTIAL:	This is feasible for the Empresa Ticons and for the country in general, the introduction of comprehensive services to produce this special type of concrete, especially permeable concrete that would have a broader use in large areas that need to be paved without the disadvantage of having water pool on its surface, such as the yards of large open-air warehouses, city squares, roadways, sidewalks, bike paths and others; this technology of using this type of concrete would also involve the recapitalization of concrete production plants in an indirect manner, as well as the introduction of new equipment associated with this technology.
ESTIMATED ANTICIPATED RESULTS:	Obtaining comprehensive service for marketable cement consisting in the making of special types of concrete, permeable or draining types, and to present a range of products related to the development of highly professional concrete types with high added value, according to domestic requirements, the introduction of equipment to execute projects, training Cuban operators and workers.
CONTACTS:	Directorate General Email: sergio@ticons.cu Tel.: (53) 78639216 / 52865310



▶ SERVICE OF BUILDING, REPAIRING AND COMMISSIONING JOBS FOR TOURISM AND INFRASTRUCTURE IN HAVANA.

DESCRIPTION:	Providing service of building, repairing and commissioning a variety of tourism jobs, including hotels, civic works and infrastructures associated with the growth of tourism in Havana
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Constructora Caribe
ESTIMATED INVESTMENT:	7.5 million USD
LOCATION:	Plaza de la Revolución municipality, Havana province
MARKET POTENTIAL:	Building hotels and infrastructures associated with the growth of tourism program in Havana
ESTIMATED ANTICIPATED RESULTS:	To increase the building capacity of the enterprise in order to respond to the wide-ranging demands of the growth of tourism in the capital, Havana.
CONTACTS:	Directorate General Email: director@eccaribe.co.cu Tel.: (53) 78352252 / 52864414 Email: teobaldo@eccaribe.co.cu Tel.: (53) 78352205 / 52966754



▶ SERVICE OF BUILDING, REPAIRING AND COMMISSIONING JOBS FOR TOURISM AND INFRASTRUCTURE IN PINAR DEL RÍO.

DESCRIPTION:	Providing building service for a real estate complex in Punta Colorada, Pinar del Río.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Construcción y Montaje de Pinar del Río
ESTIMATED INVESTMENT:	8 million USD
LOCATION:	Pinar del Río municipality.
MARKET POTENTIAL:	Building tourism facilities for a real estate complex and infrastructures associated with the growth of tourism program in Pinar del Río.
ESTIMATED ANTICIPATED RESULTS:	To increase the building capacity of the enterprise in order to respond to the wide-ranging demands of the growth of tourism in Pinar del Río province
CONTACTS:	Directorate General Email: dgeneral@geepri.co.cu Tel.: (53-48) 752073 / (53) 52808847 Email: efren@geepri.co.cu Tel.: (53-48) 752103 / (53) 52850532



▶ SERVICE OF BUILDING, REPAIRING AND COMMISSIONING JOBS FOR TOURISM AND INFRASTRUCTURE IN VARADERO.

DESCRIPTION:	Providing service of building, repairing and commissioning a variety of tourism jobs, including hotels, civic works and infrastructures associated with the growth of tourism in the Varadero Resort Area
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Constructora Hicacos
ESTIMATED INVESTMENT:	7.5 million USD
LOCATION:	Matanzas-Varadero-Cárdenas sub-region, Matanzas province
MARKET POTENTIAL:	Execution of building hotels, civic buildings and infrastructures associated with tourism in Varadero.
ESTIMATED ANTICIPATED RESULTS:	To develop building capacities, with notable increases, in such a manner that they will respond efficiently to the growth of tourism in Varadero where we foresee a total of 9,155 new hotel rooms being built by 2030, as well as the rest of the infrastructure necessary to provide quality services in terms of restaurants, marinas, golf courses and associated works.
CONTACTS:	Directorate General Email: rrovira@gecot.co.cu Tel.: (53-45) 610598 / (53) 52853695 Email: reiyol.ulloa@gecot.co.cu Tel.: (53-45) 662869 / (53) 52856986



## Electrical 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 Havana 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

There is total production of oil and gas equivalent to approximately 3.5 million tons per year (22 million barrels per year), of which we obtain 2.6 million tons per year (16.3 million barrels per year) of crude and approximately 1 000 million cubic meters per year of natural gas.

There are several mapped prospects in Cuba's EEZ in the Gulf of Mexico; they are estimated to contain over 10 000 million barrels of good quality extractable oil (>20° API).

### CUBAN PARTY PARTNERING IN FOREIGN CAPITAL BUSINESSES



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 Giralduillas a la Calidad de la Gestión Empresarial (2007)



TRAINING PERSONNEL

there are 23,931 employees, of which 70.8 % are men and 29.2 % are women. By means of cooperation agreements between Cuba and Russia we have 83 students enrolled in Russian universities, and 4 students enrolled in Rumania.

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 Tex-impet), Venezuela (PDVSA and AIVEPET), Trinidad and Tobago (FTW), Brazil (PETROBRAS), China (CPTDC), Argentina (LAAPSA) and Norway (PETRAD).

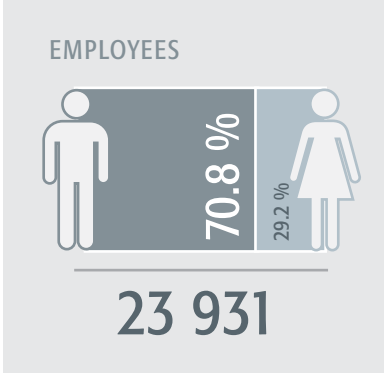
INFRASTRUCTURE

There are 13 commercializing entities, 2 oil production enterprises, 4 refineries and 16 companies that provide services, as well as 3 joint enterprises.

We have a complex and far-reaching system of producer fields, refineries, loading systems, storage facilities and gas pipelines that show Cupet’s desire to ensure 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



CONTACT INFO:

Pedro Abigantús, Director for Investments and Business for Oil and Gas  
Tel.: (53) 78775157

Juan Luis Forment, Business Specialist for Oil and Gas  
Email: jlforment@oc.minem.cu  
Tel.: (53) 78775119

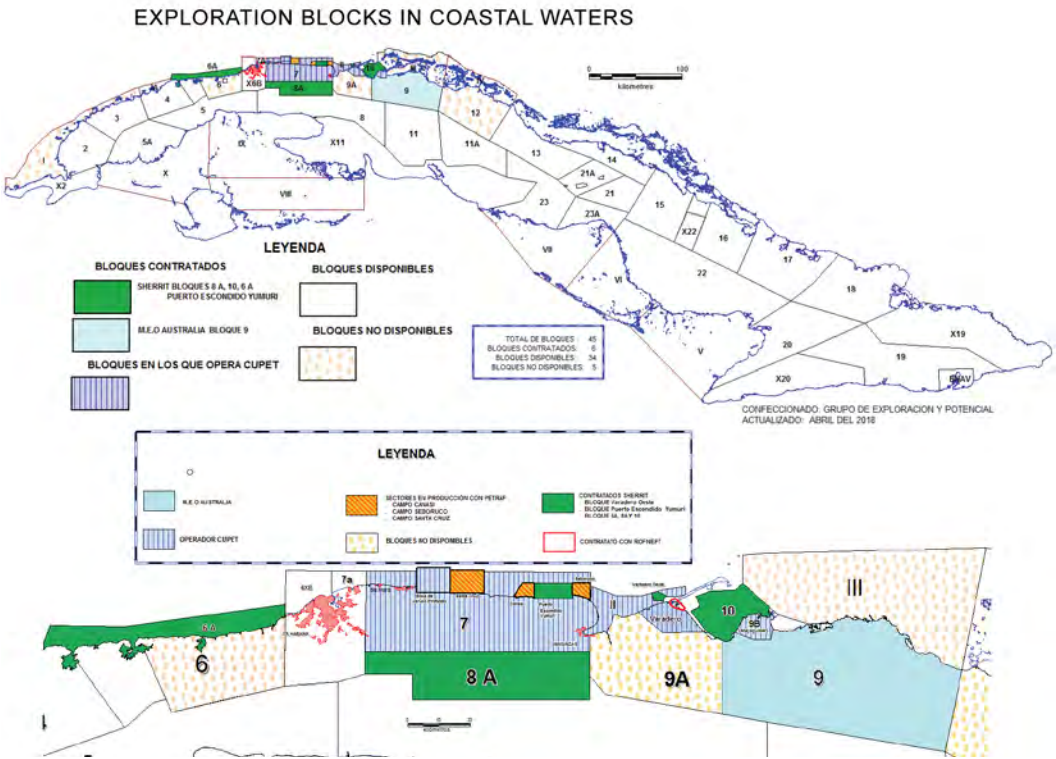
Pedro Sorzano, Director, Comercial Cupet  
Email: sorzano@union.cupet.cu  
Tel.: (53) 78314752

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN COASTAL WATER BLOCKS IN NATIONAL TERRITORY (7 BLOCKS).

DESCRIPTION:	To define the potential for gas and oil in determinate areas of coastal waters and if positive, to exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership in its Risk Exploration and Shared Production Contract variant
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The 8 available blocks 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.

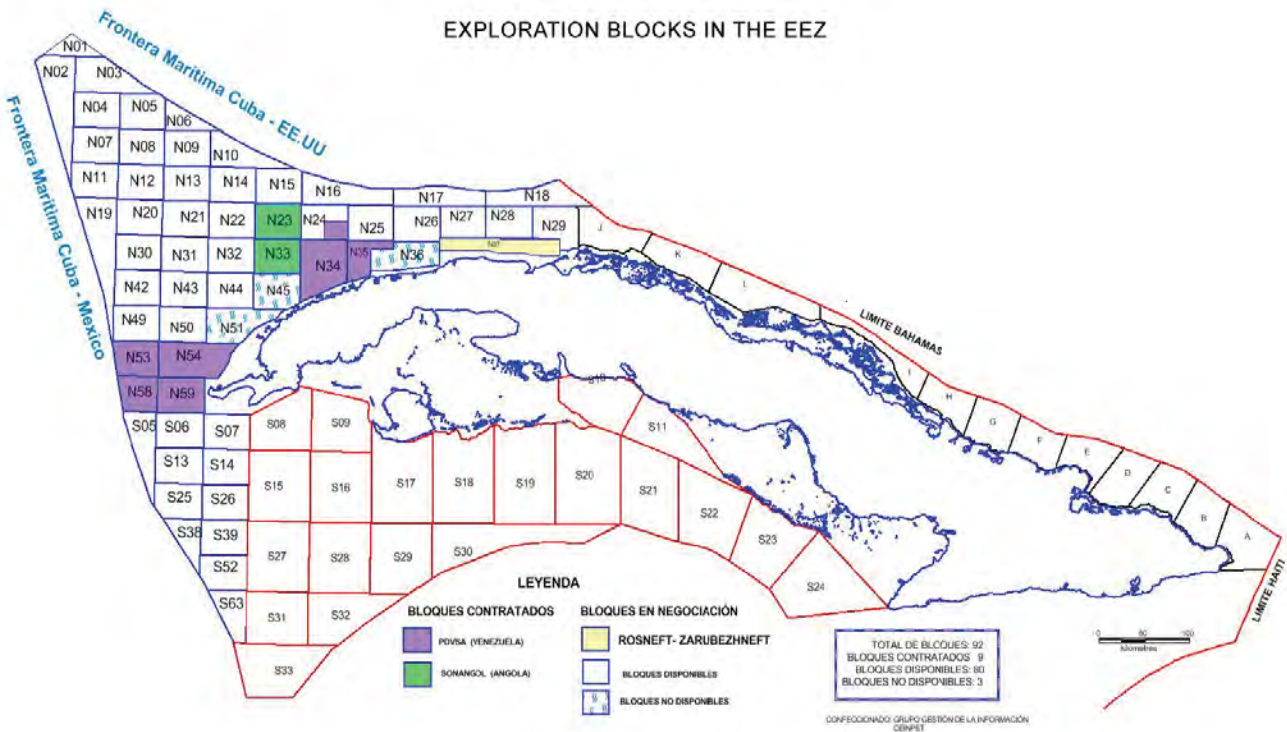


MARKET:	First, for the domestic market and, should there be surplus, for export.
RESULTS:	For one block having a 30-year contract length and using the average price of 60.0 USD/Bbl and 12% updating rate, we estimate VAN for 165.8 million USD, TIR for 21.1 % and a 3.5 year recovery period.
CONTACTS:	Directorate General of Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 78314752



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN BLOCKS OF THE EXCLUSIVE ECONOMIC ZONE OF CUBA IN THE GULF OF MEXICO (EEZ) (80 BLOCKS).

DESCRIPTION:	Define the oil and gas potential in the EEZ and if positive, exploit these energy resources.
INVESTMENT TYPE:	International Economic Partnership in its Risk Exploration and Shared Production Contract variant.
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The EEZ takes in an area of 284 000 square kilometers in deep waters, where there are 80 blocks available for negotiation.

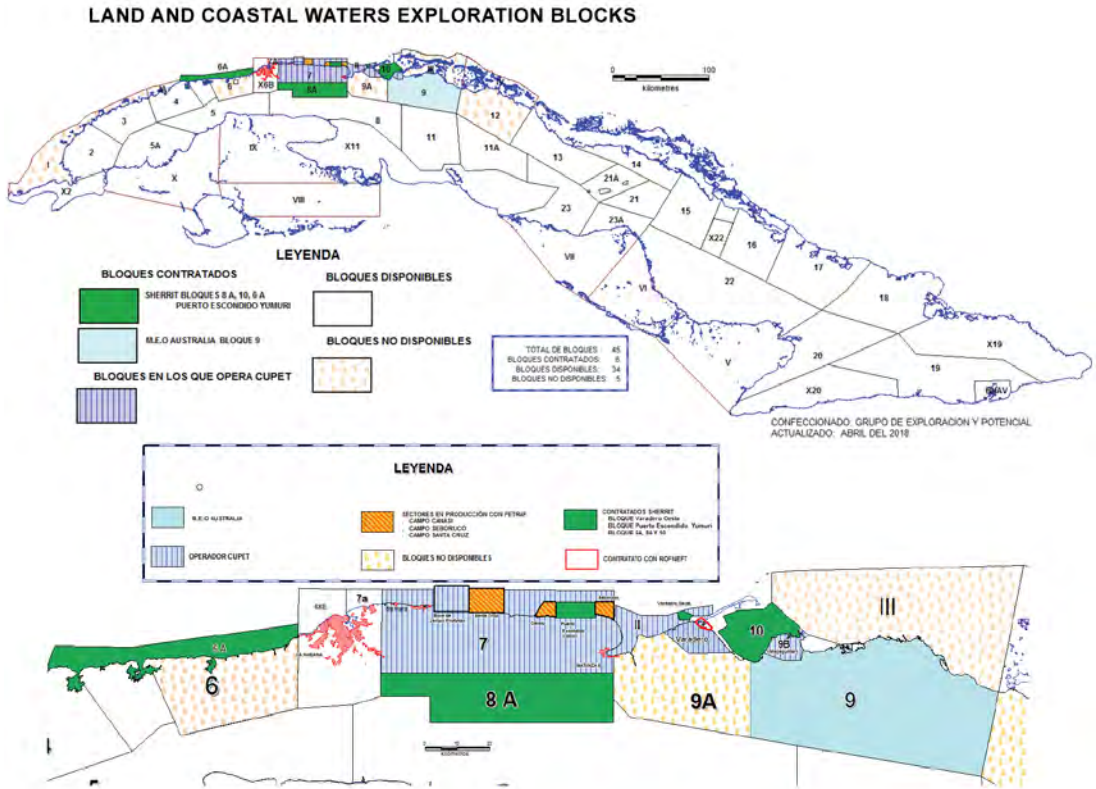


MARKET:	First, the domestic market and, should there be any surplus, for export.
RESULTS:	For a block with a contract length of 30 years and using an average price of 60.0 USD/Bbl and an updating rate of 12 %, we estimate VAN of 1098.4 million USD, TIR for 20.3 % and a 7.5 year recovery period.
CONTACTS:	Directorate General of Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 78314752



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS ON TERRESTRIAL BLOCKS IN NATIONAL TERRITORY (17 BLOCKS).

DESCRIPTION:	To define the oil and gas potential in the land area of national territory and if positive, exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership in its Risk Exploration and Shared Production Contract variant
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	There are 17 available blocks, delimited throughout national territory, except in urban zones and some exclusion zones in protected areas or those reserved for other interests prioritized by the country.



MARKET:	First, for the domestic market and, should there be surplus, for export.
RESULTS:	For one block having a 25-year contract length and using an average price of 60.0 USD/Bbl and 12% updating rate, we estimate VAN for 175.3 million USD, TIR for 34 % and a 3.2 year recovery period.
CONTACTS:	Directorate General of Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 78314752





SECONDARY RECOVERY  
CONTRACTS FOR  
DEPOSITS BEING  
EXPLOITED.



DESCRIPTION:	To increase the recovery coefficient of oil reserves existing in determinate deposits which cannot be extracted with conventional exploitation methods.
INVESTMENT TYPE:	International Economic Partnership adapted to the characteristics of Secondary Recovery Contracts
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The deposits currently open for negotiation are Boca de Jaruco, Santa Cruz, Seboruco and Canasí, in <b>Mayabeque</b> province and two sectors of the Varadero field in <b>Matanzas</b> province.
MARKET:	First for the domestic market and should there be surplus, for export
RESULTS:	For one block having a 30-year contract length and using an average price of 50.0 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.
CONTACTS:	Directorate General of Comercial Cupet Email: <a href="mailto:business@cupetsa.co.cu">business@cupetsa.co.cu</a> Tel.: (53) 78314752





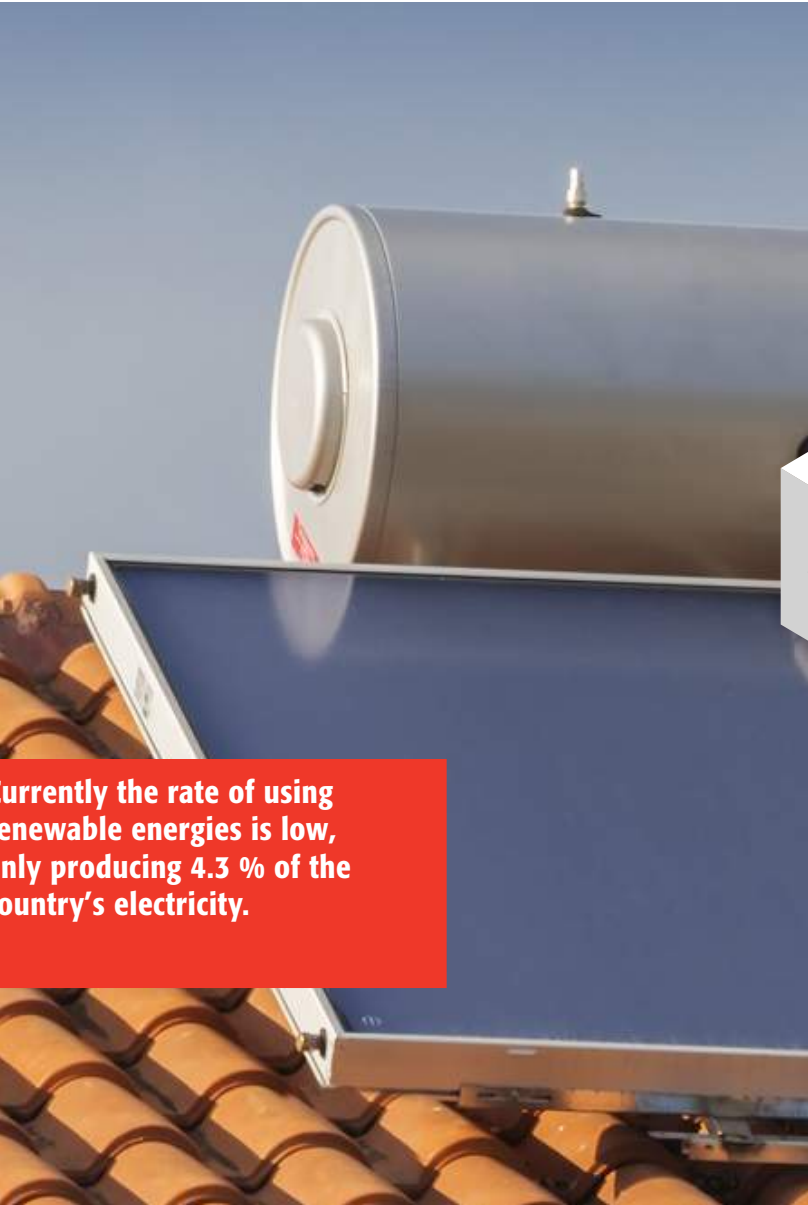
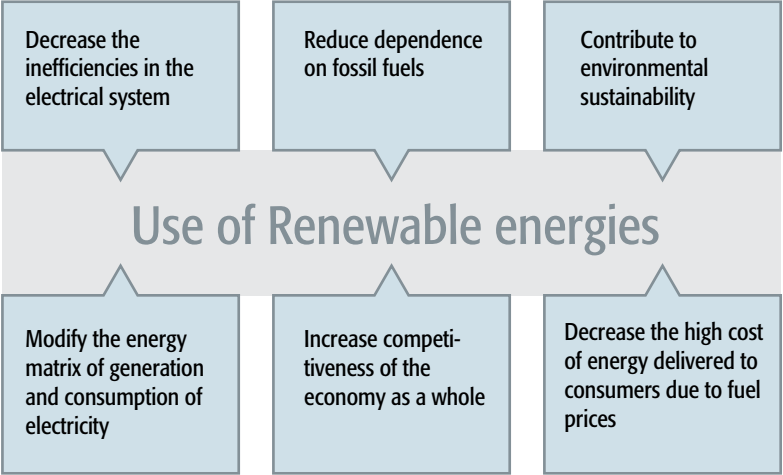
Renewable Energy Sources

Use of renewable energy sources (FRE in its Spanish-language abbreviation) 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
Source: 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, Azcuba, and Inel, of the Unión Eléctrica, the Grupo Empresarial de la Industria Sideromecánica and 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.

#### BIOMASS:

The participation of this renewable resource is top priority for the country in changing its energy matrix.

With the objective of increasing sales of electricity to the Sistema Electroenergetico Nacional, we have studied and planned to install 755 MW 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 had studies done 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 Holguín province (9.6 MW) have reached an annual capacity factor of over 27%.

Based on available wind resources, the Unión 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 opportunity to set up production partnerships with foreign partners to provide these components for the Wind Farm Program.



PHOTOVOLTAIC ENERGY:

The potential for solar radiation recorded in this country is approximately 5KWh per square meter per day. We have studied installing 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.

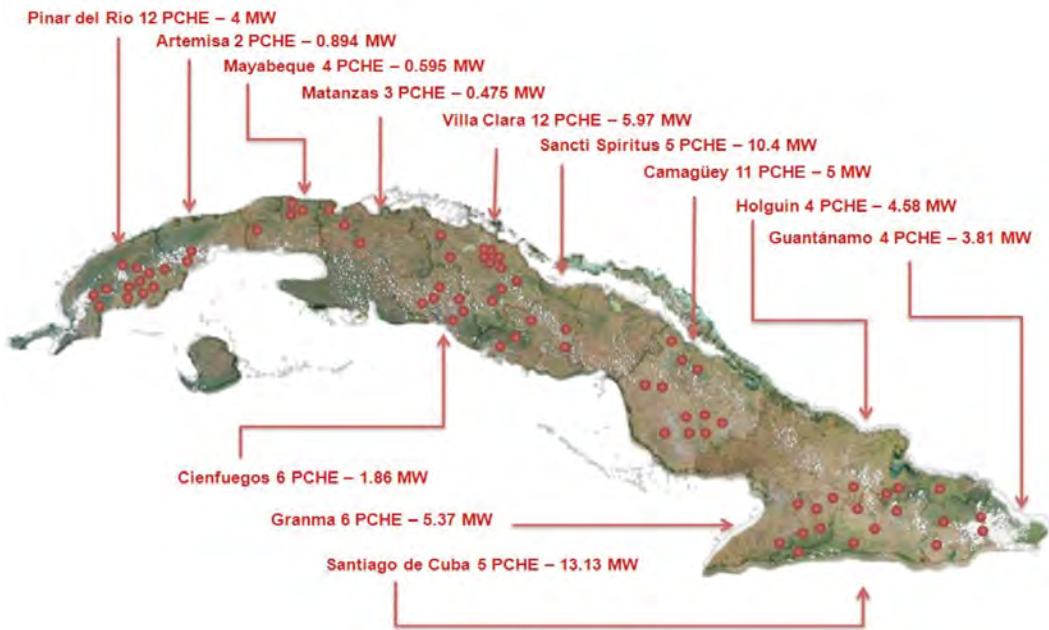
Once we have installed all the foreseen PVSP potential, we will be producing over 1000 GWh/year, thereby halting the harmful emissions of over 874,000 tons of CO2 into the atmosphere.

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

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 CO2 into the atmosphere. In order to produce small hydro-electric 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 m3, 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.



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Tel.: (53) 78775081





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



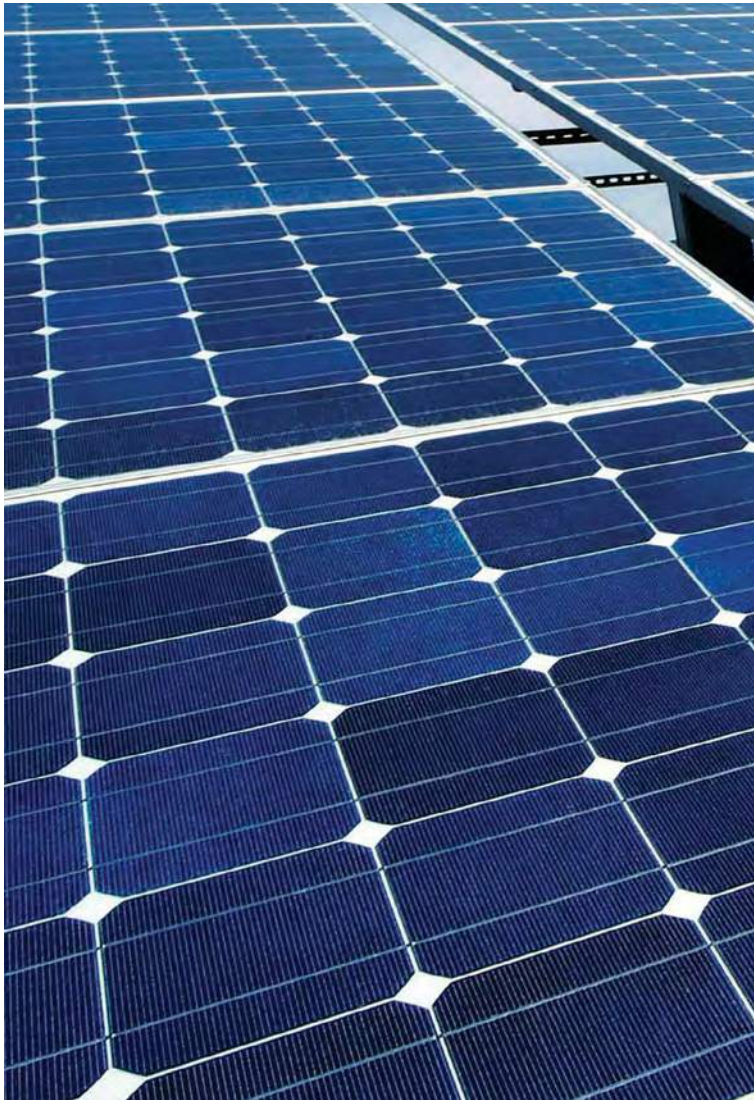
BIOELECTRICAL PLANTS (11 PROJECTS).



DESCRIPTION:	Joint Enterprise to increase the production of biomass renewable electricity at lower costs than fossil fuels, thereby improving the environment
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	120 million USD
LOCATION:	Urbano Noris, Cristino Naranjo and Fernando de Dios factories in <b>Holguín</b> Panamá factory in <b>Camagüey</b> Colombia and Antonio Guiteras factories in <b>Las Tunas</b> Julio A. Mella factory in <b>Santiago de Cuba</b> Enidio Díaz factory in <b>Granma</b> Héctor Molina factory in <b>Mayabeque</b> Antonio Sánchez factory in <b>Cienfuegos</b> George Washington factory in <b>Villa Clara</b>
MARKET POTENTIAL:	Speed up the program, have access to technology and funding, reduce costs, improve energy security and reduce global pollution.
CONTACTS:	Zerus S.A. Business Division Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



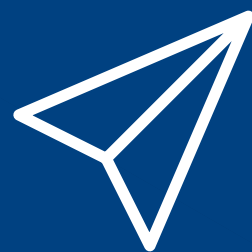
100 MW PHOTOVOLTAIC SOLAR FARM WITH ACCUMULATION OF 50 MW.



DESCRIPTION:	Installation of 100 MW in photovoltaic solar farms with 50 MWh of accumulation using batteries.
INVESTMENT TYPE:	Joint Enterprise BOOT or EPC with financing
CUBAN PARTY:	Unión Eléctrica
LOCATION:	Several provinces. The competent authority assures the microlocation and the legal clearance of land prior to approval of the business by the competent authority.
MARKET POTENTIAL:	The electricity generated will be completely directed to the National Electrical System for the purpose of decreasing electrical generation with fossil fuels. The Unión Eléctrica assures the entire purchase of electrical energy delivered by the solar farms.
CONTACTS:	UNE Business Division Email: pedrob@oc.une.cu Tel.: (53) 78790268



## Telecommunications, Information Technologies and Increased Connectivity Sector



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)

The Instituto de Investigación y Desarrollo de Telecomunicaciones – Lacetel is in charge of generating, researching, developing, innovating, assimilating, integrating and transferring technology 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 2017

#### 5 962 970 Telephone lines

Of these:

Telephone landlines in service:

1,349,188

Mobile cell phone customers:

4,613,782

#### 59 970 Installed public telephones

Public telephone density  
per 1000 inhabitants: 5.34

Public telephone density  
per 1000 inhabitants: 99,9 %

Average total employees: 15,651



**Grupo Empresarial de  
la Informática y las  
Comunicaciones (GEIC)**

This is made up of several companies, directed to encouraging the development of ICT products and services, to make sure that access to the information and knowledge society is a universal right, meeting internal consumption and increasing exportations.

**Postal Services**

Postal activity in Cuba goes back 260 years. After the triumph of the Cuban Revolution, following several transformations, the Grupo Empresarial Correos de Cuba is born in May of 2013; it is the sole operator guaranteeing universal mail service throughout the Island along with other added value services..

Cuba maintains postal exchanges with over 192 nations. Cuba has signed international acts and covenants of the Universal Postal Union and is active member of the Unión Postal de las Américas, España y Portugal (UPAEP).

The Postal System in Cuba is made up of 20 companies and brings together a wide network of 806 post offices, branches and wickets throughout Cuba.

There are 18 territorial classification centers, 23 home distribution centers, 84 sales outlets, 47 navigation rooms, 1499 mailboxes, 2817 mail carriers and 1844 mail agents for press sales, publications and other services.

**SECTORIAL POLICY:**

To promote the development of software, informatics applications and their associated services for the objective of contributing to the increase of exports and to the development of the country. The following may be created: scientific-technological malls, support and technical assistant modalities on-line (contact centers), centers for the international certification of services, technologies and human capital, R & D centers for software. Foreign participation or partnerships in the operation and commercialization of telecommunications services is excluded.

In Postal Services, foreign investment is directed towards improving quality and the commercialization of services in the domestic and international markets, via the development and updating of technologies destined for the processing of international postal packages (BPI in the Spanish-language abbreviation), express messenger services and postal graphics.

We exclude Totally Foreign Capital Enterprises from this sector.

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▶ **Logistics Sector made up of Transportation, Storage and Efficient Commerce**



## 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 which played a key role in the history of maritime transportation between the new colonies of the Spanish Empire and the lands on the other side of the Atlantic...these gave Cuba the name of "The Key to the Gulf". This special maritime condition is still with us today.

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.

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.

### Principal Regulatory Provisions

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

Law 115 on Inland Waters Navigation of October 2, 2013

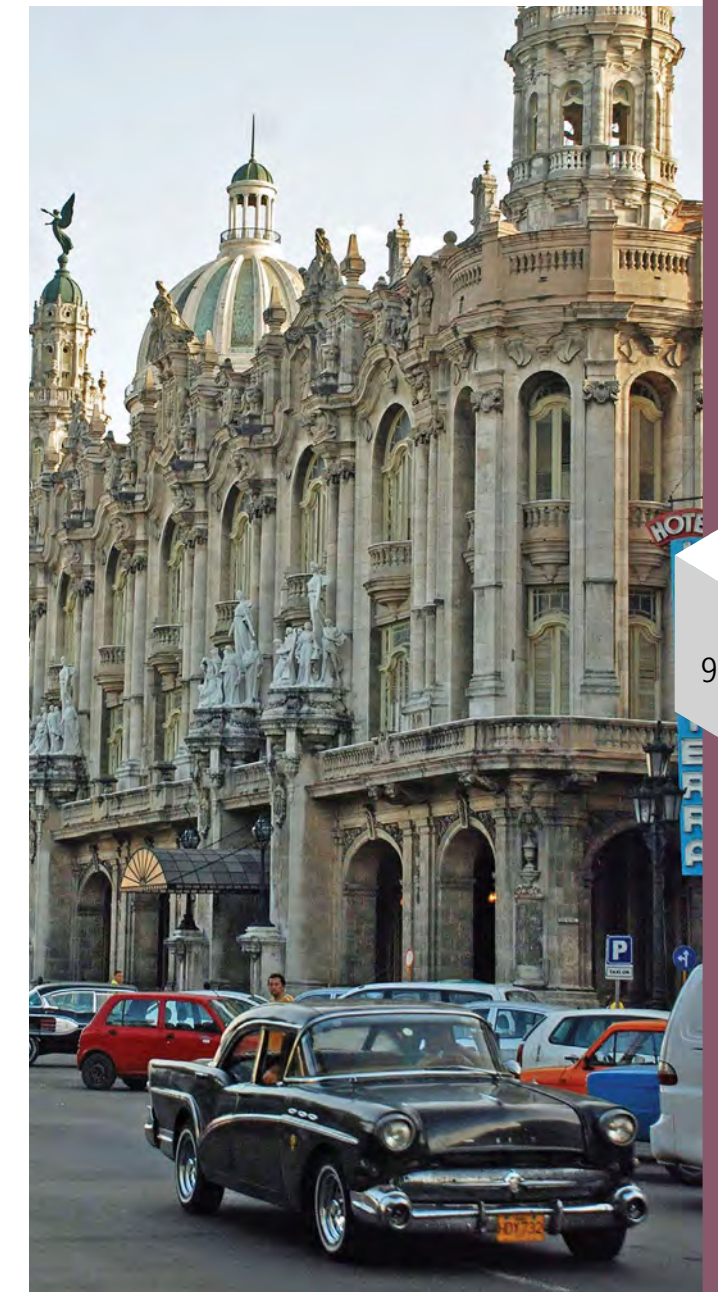
Decree Law 168 on Transportation Operation Licensing of November 26, 1996

Decree-Law 230 on Ports, 13 September 2002

Decree-Law 255 on Civil Aviation, 5 October 2007

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

Decree-Law 348 on Railroads .

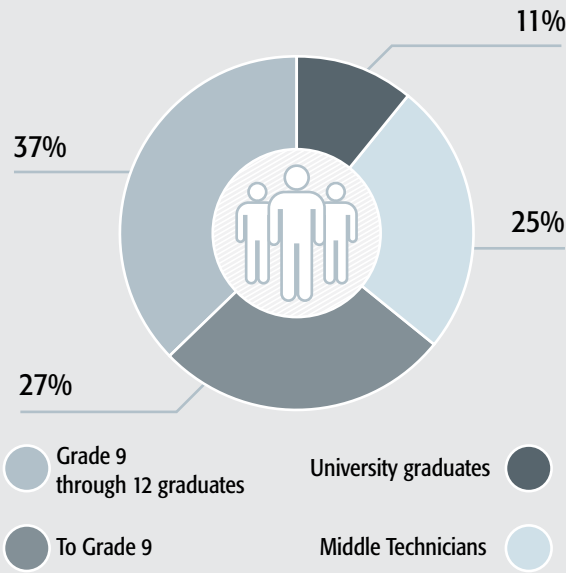




Inserting foreign investment in this sector is important in order to accelerate these objectives and along with it the necessary competitiveness of cargo and passenger transportation which require different productive and service areas in the domestic economy. All of this is supported by the strengths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

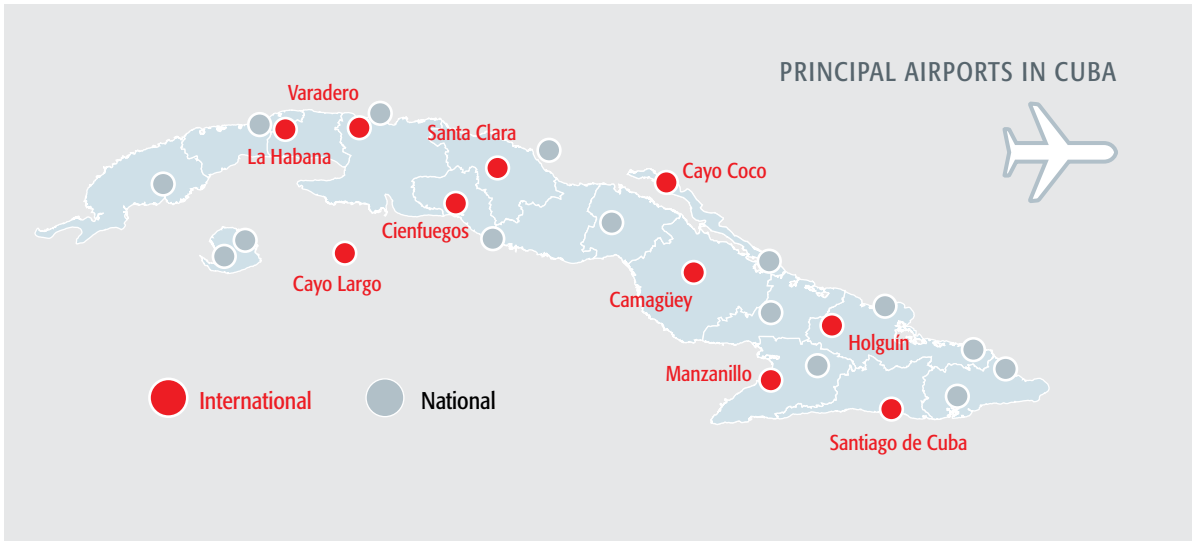
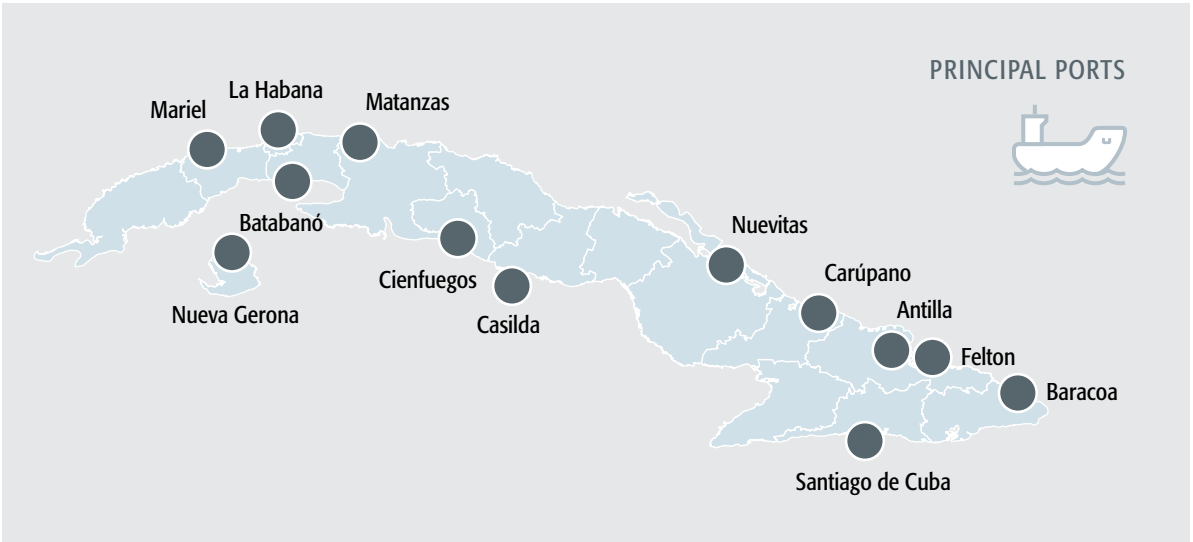
WORK FORCE BY EDUCATION LEVEL



Source: Ministry of Transportation

- 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 ATTAINED WITH FOREIGN INVESTMENT

- The installed capacity for ship repairs made-up of over 10 shipyards and drydocks located all over Cuba which, even though they need to be modernized, are an important starting point to take advantage of the opportunities existing for this service in the Caribbean. This is complemented by the existence of the International Quality Classifying Company, the Registro Cubano de Buques, with over thirty years of experience in the sector.
  - 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 transportation products and services, including training, research, planning and management activities in Cuba and in third countries.



CUBAN PARTIES PARTNERED IN BUSINESSES WITH FOREIGN CAPITAL

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 for 150 and 326 tons and workshops specialized in steelwork, machine, carpentry and the conservation of surfaces. 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.

Caribbean Drydock Company S.A. (CDC S.A.)

Located in the Eastern part of Havana bay, it has an almost 500-year tradition in naval building and repairs. The shipyard has facilities that are in good shape and have the necessary equipment to provide the complete package of naval repairs, with the capacity to hold ships of up to 15,000 tons and it is developing the capacity for a drydock for ships of up to 65 000 tons dead weight. It also provides floating repair services in all Cuban ports, repairs to fuel tanks and technical services for industrial works related to naval activities, and the filling and rental of oxygen and acetylene cylinders.



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Dirección de Negocios y Política Comercial,  
Gemar  
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Tel.: (53) 78615510

SECTORIAL POLICY:

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



FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



OPERATION AND MANAGEMENT OF CASABLANCA SHIPYARDS



DESCRIPTION:

Constitution of a Joint Enterprise for the operation and management of the Casablanca Shipyards and updating the technological level of the new shipyard. Providing drydock and naval repairs services for up to medium sized ships, with the following objectives:

- a. Diversification and enlarging the services to new export markets
- b. Gaining access to new advanced technology and equipment, ensuring increased capacities, efficiency and quality of operations undertaken in the shipyards
- c. Developing linkage with other productions of goods and services in the domestic economy.

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, Havana province.

MARKET POTENTIAL:

The strategic geographical location of Cuba determines that a large number of ships navigate near its shores in their trips to and from the coasts of the Gulf of Mexico, Central America, the Caribbean and South America.

In the domestic market, we identify potential markets in the industrial and hotel sectors which mainly request the building and repairing of fuel tanks, as well as the repairs and/or renovations for all sorts of systems of tubes, including electrical, etc.

ESTIMATED ANTICIPATED RESULTS:

Maximizing the exploitation of the naval repairs market in the area of the Caribbean and the diversification and enlarging of services to new export markets

CONTACTS:

Division for Business and Commercial Policy, Gemar  
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Astillero Caribbean Drydock Company, CDC S.A.  
Email: [adr@cdc.co.cu](mailto:adr@cdc.co.cu)







OPERATING  
AND MANAGING  
SHIPYARD  
CAPACITIES FOR  
THE BUILDING  
AND REPAIRS OF  
PLEASURE CRAFT.



DESCRIPTION:

Providing naval repair and construction services; repairs and winter services for pleasure craft on land, with the following objectives:

- a. Diversification and extension of services to new export markets
- b. Gaining access to advanced technologies and equipment, replacing a large part of the equipment the shipyard has to carry on their operations; and the development of shipbuilding with fiberglass, carbon and aluminum.
- c. Developing the linkage with other productions of goods and services in the domestic economy.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa de Astilleros del Oriente (Astor)

ESTIMATED INVESTMENT:

21.2 million USD

LOCATION:

Santiago de Cuba Bay on Carretera Turística km 1½, Santiago de Cuba municipality, **Santiago de Cuba**

MARKET POTENTIAL:

Over 100,000 small ships and pleasure craft are navigating In the Gulf of Mexico region, Central America, the Caribbean and South America and very close to Cuba. With the reorganization of Santiago de Cuba Bay and the future development of recreational sailing, we would like to encourage the potential for dry-dock, repairs and maintenance services for small to medium-sized pleasure craft, both foreign and Cuban, and basically belonging to tourism.

ESTIMATED ANTICIPATED  
RESULTS:

- ▶ Maximizing the exportation of services based on foreign recreational ship repairs and the building of catamarans for regattas and sailing activities in the region.
- ▶ Encouraging the response to tourism recreational ships with the repair and maintenance services for steel, fiberglass, aluminum ships and for the domestic auxiliary fleet
- ▶ Maximum use of installed capacities
- ▶ Increasing dry-docking with the acquisition of a travel lift, to respond to the needs of ships with fiberglass hulls to the domestic and foreign markets.
- ▶ Updating fiberglass, carbon, aluminum and other technologies in the country, in terms of naval repairs and shipbuilding

CONTACTS:

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Empresa de Astilleros del Oriente (Astor)  
Email: [astor@astor.transnet.cu](mailto:astor@astor.transnet.cu)



REPAIR AND  
MAINTENANCE  
SERVICES FOR SHIPS.



DESCRIPTION:

To achieve the technological development of shipyards foreseeing exports because of this. Also to take advantage of the potential ZED Mariel market.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

EMI Astimar

ESTIMATED INVESTMENT:

3,7 million USD

LOCATION:

**Artemisa** province

CONTACTS:

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Email: [radames@oc.reduim.cu](mailto:radames@oc.reduim.cu)  
[yanelis@oc.reduim.cu](mailto:yanelis@oc.reduim.cu)  
Tel.: (53) 78836389 / 78837212



REPAIR AND  
MAINTENANCE  
SERVICES FOR SHIPS.



DESCRIPTION:

To achieve the technological development of shipyards foreseeing exports because of this.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

EMI Astilleros Centro

ESTIMATED INVESTMENT:

3,7 million USD

LOCATION:

**Cienfuegos** province

CONTACTS:

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Tel.: (53) 78836389 / 78837212







## Efficient Commerce

Wholesale business in Cuba is the activity of sales of merchandise produced in Cuba or imported, destined for production entities, retail and wholesale vendors, industrial and institutional consumers and non-government forms (cooperatives.)

We are moving forward in the reorganization of a group of wholesales vendors of non-food products, among these are: Grupo Comercializador de Productos Industriales y de Servicios (Gran Comercial), Acinox, Divep, Escambray, Copextel, Seisa, Ausa, Sasa, Cimex, Gelma and Axees; they cannot keep up with the increased demands of the market, with the challenge of also encouraging wholesale food businesses.

Businesses in this sector are primarily addressing the assurance of distributing products that are widely used, that belong to the families of national and imported products most in demand in the country, in order to attain stable and opportune stocks through the logistical operators who can efficiently ensure the activity levels needed by wholesale commerce.

### SECTORIAL POLICY:

To develop wholesale business through the recruiting of financial resources, advanced managerial methods, marketing technology and techniques.

To establish foreign investment in strategic zones, under the joint enterprise and international economic partnership types, with majority Cuban participation. In retail business, as an exception, businesses can be set up with majority Cuban participation.



### CONTACT INFO:

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Tel.: (53) 78670066





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



3PL LOGISTICAL OPERATOR FOR THE MANAGEMENT OF SUPPLY CHAINS FOR REFRIGERATED FOODS (3 PROJECTS).



DESCRIPTION:	Wholesale of the country's food products, integrating with the Recovery and Reorganization of Refrigerated Storage Warehouses Program for the purpose of creating a category 3PL logistical operator that permits efficiency and optimization based on recovering their capacities and thereby obtaining higher levels in the activities of conservation, handling, storage, transportation, inventory management, warehouse design, exploitation of equipment and handling/hoisting/measuring means.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Nacional de Frigoríficos del Ministerio del Comercio Interior
ESTIMATED INVESTMENT:	20 million USD
LOCATION:	Frigorífico Berroa. <b>Havana</b> province Frigorífico Habana del Este. <b>Havana</b> province Frigorífico de Playa. <b>Havana</b> province
MARKET POTENTIAL:	We foresee an annual growth in projected demand for refrigerated capacities for food products
ESTIMATED ANTICIPATED RESULTS:	With the application of this Project we anticipate: <ul style="list-style-type: none"><li>► Recovery of the entire network of refrigerated storage for the wholesale of foods, with the subsequent increase in levels of energy efficiency given by technological modernization</li><li>► Recovery and acquisition of refrigerated transportation</li><li>► Decreased costs for managing those entities that receive services from this logistical operator</li><li>► Centralized investments for refrigerated storage capacities all over the country, as well as those investments that are split up today between acquisitions of containers and refrigerated transportation.</li></ul>
CONTACTS:	Presidency of the Food Products and other consumer's goods wholesale Company Group Email: edalio.mora@unal.cu francis.herrera@unal.cu Tel.: (53) 76942294 / 76941981



WHOLESALE OF TEXTILES, DRY GOODS, ACCESSORIES AND CLOTHING.



DESCRIPTION:	Wholesale of textiles, dry goods, accessories and clothing, permitting us to meet the needs of the Cuban market by a combination of imports and the development of wholesale business
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa de Bienes de Consumo No Alimenticios y de Servicios Logísticos, Gran Comercial
ESTIMATED INVESTMENT:	5,2 million USD
LOCATION:	Base Occidental 8 Vías, km 2½, Autopista Nacional, <b>Havana</b> province
MARKET POTENTIAL:	This proposal is geared to supply raw materials to domestic manufacturers for the network of stores, manufacturers of clothing, creators, designers, upholsterers, decorators, etc. It will also be a source of supplies for the manufacturing of textile companies, thereby permitting the productive linkage of entities making up the different supply chains
ESTIMATED ANTICIPATED RESULTS:	The constitution of the joint enterprise would produce social and economic results that are favorable for the country, especially the following: <ul style="list-style-type: none"><li>► Identifying the demand, opportunity to broaden the structure of these products or services</li><li>► Meeting the current demand for this service in Cuba, foreseeing that it enlarges its scope to the area of the Caribbean</li><li>► Recovery and optimum making use of existing installations</li><li>► Revitalization and acquisition of new technologies for the central warehouses dedicated to selling these products.</li><li>► Development of human resources</li></ul> The country will annually receive profits for the tax on profits during the life of the business. Contributions will be made to social security and local development during the years of the life of the joint enterprise. Access to external financing would permit the acquisition of new technologies for the development of the logistics of warehouses and sales techniques through wholesale warehouses.
CONTACTS:	Presidency of the Services and Industrial Products Trading Group Email: arivera@gi.mincin.cu Tel.: (53) 76982349



## Logistics Sector made up of Water and Sanitary Networks and Installations



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 water-works, 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.

### 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 8,010,000 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 of protection works



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SECTORIAL POLICY:

To promote business with foreign capital for the development of the hydraulic infrastructure, to replace imports and generate exports, by:

- a) the contribution of technology and the development of new products for monitoring and measuring hydro-meteorological variables and water quality,
- b) the introduction of technologies that allow us to provide deep well drilling services and hydrogeological investigation services,
- c) the incorporation of various technologies using renewable sources of energy for the management, treatment and cleaning up of water resources,
- d) 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,
- e) the production of plastic pipes for the different types of technical networks,
- f) 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,
- g) 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 AND THOSE FOR THE PRODUCTION OF POLYPROPYLENE TUBES.



DESCRIPTION:

Development of the manufacturing of polypropylene tubes based on the introduction of technology, molds and specific tools; broadening the manufacturing of spare parts, manipulated accessories and other plastic elements.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa Ciegoplast

ESTIMATED INVESTMENT:

19,6 million USD

LOCATION:

Ciego de Ávila province

MARKET POTENTIAL:

The national installation, repairs 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 plan.  
At a second stage, we foresee exporting some of these products to markets in Latin America, the Caribbean and Africa.

ESTIMATED ANTICIPATED RESULTS:

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:

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Empresa Ciegoplast  
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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

CUBAN PARTY:

Empresa de Mantenimiento y Reparación de Obras Hidráulicas de Occidente (Emroh)

ESTIMATED INVESTMENT:

3,05 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:

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:

Empresa de Mantenimiento y Reparación de Obras Hidráulicas de Occidente (Emroh)  
Email: emroh.geaal@hidro.cu  
Tel.: (53) 78333297  
Grupo Empresarial de Acueducto y Alcantarillado  
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Tel.: (53) 76485097



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

CUBAN PARTY:

Hidroplast

ESTIMATED INVESTMENT:

15,78 million USD

LOCATION:

Boyeros municipality, **Havana** 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:

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:

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Grupo Empresarial de Ingeniería y Logística Hidráulica  
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Tel.: (53) 72070196







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 this and other equipment for manufacturing plastic products, as well as training welders with a view to attaining 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
CUBAN PARTY:	Empresa de Mantenimiento y Rehabilitación de Obras Hidráulicas de Occidente (Emaroho)
ESTIMATED INVESTMENT:	1,12 million USD
LOCATION:	Marianao municipality, Havana 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, 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:	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 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. Exchanges 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:	Empresa de Mantenimiento y Rehabilitación de Obras Hidráulicas de Occidente (Emaroho) Email: lazaroh@emrohocc.geilh.hidro.cu Tel.: (53) 76405322 Grupo Empresarial de Ingeniería y Logística Hidráulica Email: lasa@geilh.hidro.cu Tel.: (53) 72070196



HYDROGEOLOGICAL SERVICES APPLIED TO CONTROLLING THE WATER TABLE IN INFRASTRUCTURE WORKS.

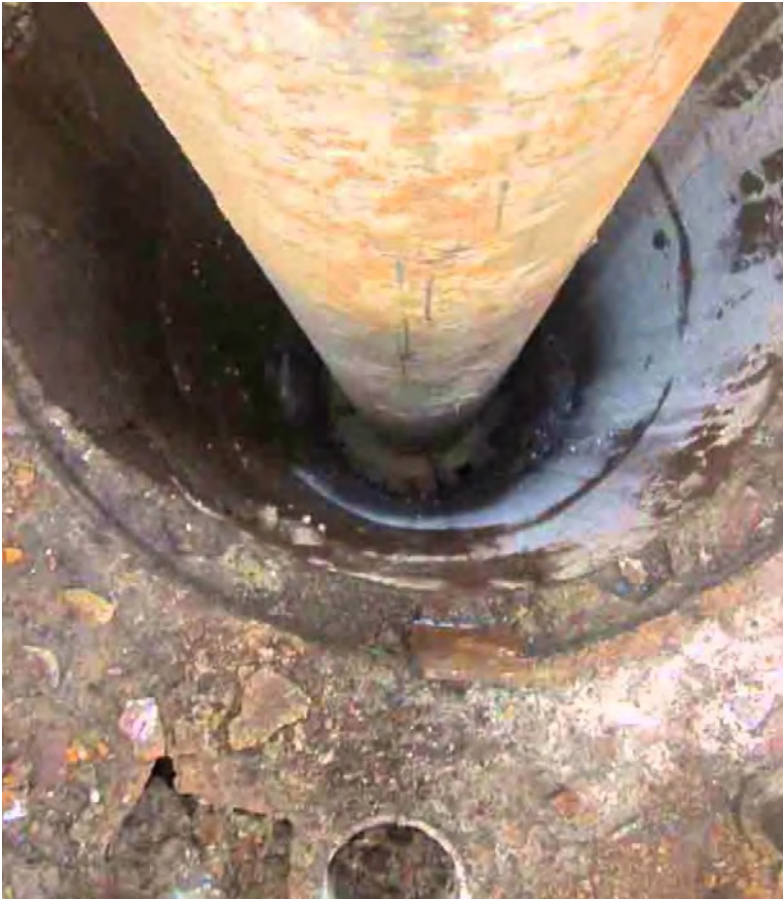


DESCRIPTION:	Making available a complete technological package in order to provide a comprehensive service allowing us to control the water table during the process of executing infrastructure works
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Nacional de Perforación y Construcciones
ESTIMATED INVESTMENT:	4 million USD
LOCATION:	Provincia de Havana province
MARKET POTENTIAL:	Investment processes related to the construction of aqueduct and sewage networks, underground technical networks and jobs, hydro-technical jobs and other infrastructures requiring excavation
ESTIMATED ANTICIPATED RESULTS:	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:	Empresa Nacional de Perforación y Construcciones Email: alexa@enpc.geilh.hidro.cu Tel.: (53) 78647259 Grupo Empresarial de Ingeniería y Logística Hidráulica Email: lasa@geilh.hidro.cu Tel.: (53) 72070196





DEEP WELL DRILLING  
SERVICES.



DESCRIPTION:	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.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Nacional de Perforación y Construcciones
ESTIMATED INVESTMENT:	11 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	Investment processes associated with building aqueduct and sewage networks, underground work and technical networks, hydro-technical jobs, and other infrastructures requiring excavation.
ESTIMATED ANTICIPATED RESULTS:	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.
CONTACTS:	Empresa Nacional de Perforación y Construcciones Email: alexa@enpc.hgeilh.hidro.cu Tel.: (53) 78647259 Grupo Empresarial de Ingeniería y Logística Hidráulica Email: lasa@geilh.hidro.cu Tel.: (53) 72070196





## Tourism Sector, including Health



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.

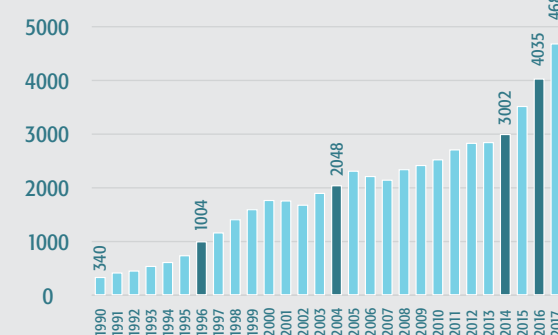
The Cuban Tourism Website [www.cubatravel.cu](http://www.cubatravel.cu) provides precise details about the attractions, products, varieties, accommodations, etc. in Cuban tourism, updated on a daily basis in English, Spanish and German, and soon to appear in Russian and French.

Up to the present time, we have 27 joint enterprises constituted for new hotel and real estate development associated with tourism. Of these, 14 joint enterprises have executed investments with 4,995 4-5-Star rooms, operating in 15 hotels under this type of investment.

Four joint enterprises have been constituted for real estate development associated with tourism: El Salado S.A., in ZED Mariel; Punta Colorada S.A., Pinar del Río province; Bellomonte S.A., in Havana province, and in Matanzas the Carbonera S.A. joint enterprise.

95 hotel management and sales agreements have been approved (11 with financing) with 21 foreign management companies, managing 124 hotels. Of these, 42 belong to Gaviota, 27 to Gran Caribe, 24 to Cubanacán and 2 to Islazul. We also have a service management agreement for marinas involving life-on-board operations in the Jardines del Rey (Marlin Azulmar).

Visitor Arrivals 1990-2017



Source: Dirección de Inmigración y Extranjería de Cuba

## Cuba is Member of:

World Tourism Organization (WTO)

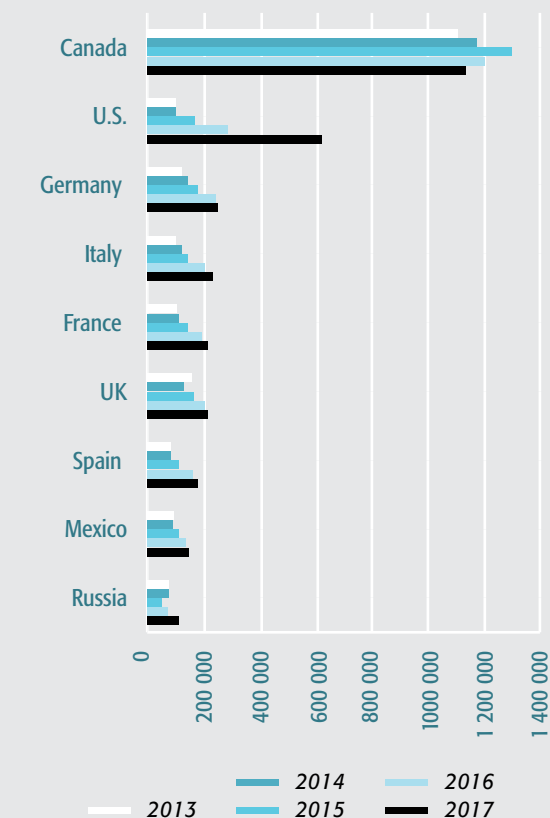
Caribbean Tourism Organization (CTO)

Pan American Confederation of Hotel and Tourism Schools (CONPEHT)

By the close of December 2017, 4,653,559 people visited Cuba. Our tourism revenues reached 3,301.7 MMCUC. At the close of December 2017, hotel capacity reached 61,339 rooms.

Canada remains the principal market sending tourists to the Island.

VISITORS BY COUNTRY (2013-2017)



Source: Dirección de Inmigración y Extranjería de Cuba



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

ees System, known as Formatur, with its 15 hotel and tourism schools throughout Cuba.



The Gran Caribe Hotel Group was incorporated on 1 August 1994, with 6,297 rooms. Today after many years, its growth has followed an upward curve, doubling the initial number of rooms so that now they have 12,830 and a diversified tourism product that is recognized in all the issuing markets. At present, rooms are distributed throughout the main tourism regions on the Island: Havana, Varadero, Cienfuegos, Cayo Largo de Sur and Jardines del Rey. We have around 52 hotels and complexes, 31 of which fall between the 4 and 5-star categories, 20 hotels and complexes are self-managed and 22 hotels and complexes are under foreign management and sales agreements with a number of prestigious international hotel chains such as Meliá, Iberostar, NH Hotels, Barceló Hotels & Resorts, ROC Hoteles, MGM Muthu Hotels, Elite Club Vacanze, Blue Diamond, Serco- tel, Be Live, Accor, Marriot and Viglacera.



The Cubanacán Hotel Group was constituted on 5 August 1987. It is one of the tourism companies with the most prestige in Cuba while it remains at a high position in the international market. Today it has 100 hotels with a total of 16,471 rooms. Using its tourist agents in every issuing market, Cubanacán sells a wide variety of tourism products such as Sun-and-Beach, nature, City-Culture, quality of life and specialized tourism which covers a broad range of different types such as diving, fishing, kite surfing, hiking, and bird watching.



With its 27 years of experience, today Gaviota is the organization having the greatest growth rate in the Cuban tourist industry with 28,163 rooms. The objectives of this tourism group are the promotion and sales of hotel and tourism services as well as its specializations in health, water sports and activities, fishing, diving, etc. Its commercial partners portfolio holds 14 international hotel chains with which the group has set up business through management and sales agreements, by which it operates 85% of its rooms.



Cubagolf S.A. belongs to the Grupo Empresarial Extrahotelero Cubasol S.A. It attends to 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 110 hotels between 2 and 4-Star categories, houses and apartments throughout Cuba, on beaches, in cities and in the mountains, some of which are near mineral springs; there are 9,093 available rooms. Specializing in a diversified product, Islazul offers its clients 3 brands that bring together its hotels: Solarena, Aldaba and Masnatura.



Náutica y Marinas Marlin S.A., belonging to the Grupo Empresarial Cubasol S.A., promotes business with marinas and boating in general and it runs these types of facilities. Marlin currently has 5 international marinas, eight boating bases, 20 dive centers and two naval workshops.



The Grupo Empresarial Extrahotelero Cubasol is made up of the Palmares, Marlin, Caracol, Trans- tur, Marlin and Agencia de Espectáculos Artísticos Turarte, in charge of ensuring out-of-hotel tour- ism services in Cuba, promoting history, culture and nature with quality, professionalism, safety, efficiency and sustainable development. Foreign investment is basically promoted by the Marlin and Palmares companies.



The Grupo Empresarial Campismo Popular S.A. was inaugurated on 16 May 1981, with the mission of providing quality tourism services, distinguished by educational, recreational and leisure ac- tivities in direct contact with nature. Today, Campismo Popular has 97 accommodations facilities throughout the country; of these, there are four 2 and 3-Star Tourism Villas and 93 campgrounds. In total it has 4,350 cabins, of which 2,727 are available for national tourism, and 227 rooms, of which 198 are available for international tourism.



Palmares S.A. provides national and international tourism with recreational and foods services, bringing Cuban history, culture and nature to its clients. At the same time, it promotes franchises abroad for some well-known Cuban dining and cultural establishments such as El Floridita, La Bodeguita del Medio, Gato Tuerto and Tropicana.



Servitur S.A. is the Grupo Empresarial de Servicios al Turismo, and so the companies making it up are constituted within the logistical material support upon which tourism development rests. Servitur fulfills the general principles of the foreign investment policy, covering the following: ac- cessing advanced technology, recruiting managerial methods, replacing imports, accessing external financing, creating new sources for employment and productive linkups with the domestic economy, encouraging modernization, infrastructure and changes to the technological pattern.



Servisa S.A. is a trading company with totally Cuban capital, constituted on 3 March 2005 and made up of the Grupo Empresarial Servitur belonging to the Ministry of Tourism. Among other production lines, this company produces ice cream for hotels and for the network of out-of-hotel installations around the country. This important product, which is fundamental for sales in tourism given the deterioration of its network of factories and because there are no proper distribution channels in existence, is not meeting demands in the sector.

#### SECTORIAL POLICY:

Foreign investment participation in the sector will be directed to promoting hotels by building new facilities or rebuilding accom- modations 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 commercial- ization of tourist facilities by renowned foreign chains.

Priorities will include the Guardalavaca area in the north of Hol- guin province, the South Central Coast specifically Cienfuegos, Playa Santa Lucia in northern Camaguey province and the Co- varrubias 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.



#### CONTACT INFO:

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Directorate General for Development of the  
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Tel.: (53) 78344321 / 78327535 Ext. 168





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

Se resaltan en color azul las priorizadas por los Grupos Hoteleros para su concreción en el año 2019.



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

DESCRIPTION:	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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Grupo Hotelero Gran Caribe S.A.
MARKET POTENTIAL:	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.
CONTACTS:	Business Vice-presidency Gran Caribe S.A. Email: josemanuel@grancaribe.gca.tur.cu Tel.: (53) 72040575 al 82 ext. 214 Business Division Gran Caribe S.A. Email: marta@grancaribe.gca.tur.cu Tel.: (53) 72040575 al 82 ext. 47 Joint Enterprises Division Email: liber@grancaribe.gca.tur.cu Tel.: (53) 72040575 Ext. 318

LOTS IN THE SOUTHERN ZONE SECTOR

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

\* Calculated based on cost per room, 190 MUSD.

LOTS IN THE SOUTHERN ZONE SECTOR

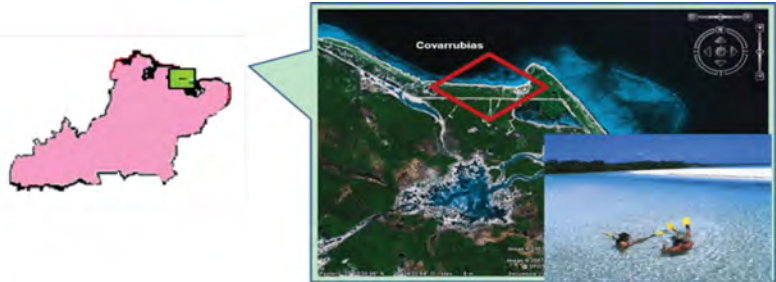
	HOTEL MARILOPE
ESTIMATED INVESTMENT (MUSD)	\$ 57 000*
ROOMS	200
AREA (HA)	0,9
ROOMS EXISTING DAYS (UNO)	73 000
OCCUPANCY RATE (%)	75
ROOMS DAYS OCCUPIED (UNO)	54 750
OCCUPATIONAL DENSITY	1.9
TOURISTS DAYS (UNO)	104 025
AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 9 362 250

\* Calculated based on cost per room, 190 MUSD.



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

DESCRIPTION:	In Eastern Cuba, Las Tunas is one of the newest tourism areas, also providing beaches, nature, history and culture. The area brings its lovely beaches and nature tourism based on the richness of its medicinal waters to tourism. It also has possibilities for speleological research. The area is the site of the most important steel industry in Cuba. The loveliest beach at this destination is on the north coast, 40 km from Puerto Padre and 70 km from the provincial capital, with comfortable hotel infrastructure, protected by pristine vegetation and 8 meter wide sandy strips bordering the 6-meter long coral reef.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Cubanacán S.A.
MARKET POTENTIAL:	We have a strong Canadian presence at this destination and this has permitted us to have major sales at the hotel facilities, and we propose to seek other markets in order to diversify.
CONTACTS:	Division for Business and Joint Enterprises Email: dirmixtas@cubanacan.tur.cu negocios3@cubanacan.tur.cu Tel.: (53) 78334090 Ext. 600 / 78334090 Ext. 220.



## LOTS IN THE COVARRUBIAS SECTOR

	LOT 2-A
ESTIMATED INVESTMENT (MUSD)	\$ 92820*
ROOMS	546
AREA (HA)	13,1
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	199 290
OCCUPANCY RATE (%)	75
ROOMS DAYS OCCUPIED (UNO)	149 468
OCCUPATIONAL DENSITY	1.9
TOURISTS DAYS (UNO)	283 989
AVERAGE REVENUES PER TOURIST (USD)	\$ 80
TOURISM REVENUES (USD)	\$ 22 719 120

\* Calculated based on cost per room, 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)	195 275	173 375
OCCUPANCY RATE (%)	75	75
ROOMS DAYS OCCUPIED (UNO)	146 456	130 031
OCCUPATIONAL DENSITY	1.9	1.9
TOURISTS DAYS (UNO)	278 266	247 059
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 22 261 280	\$ 19 764 720

\* Calculated based on cost per room, 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)	244 550	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 based on cost per room, 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 4 and 5-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:

Division for Business and Joint Enterprises  
Email: dirmixtas@cubanacan.tur.cu / negocios3@cubanacan.tur.cu  
Tel.: (53) 78334090 Ext. 600 / 78334090 Ext. 220.





LOTS IN THE CENTRAL GUADALAVACA SECTOR

	HOTEL LOT 8	VILLA/BUNGALOWS, HOTEL LOT 8-A	VILLA/BUNGALOWS, HOTEL LOT 9-11
ESTIMATED INVESTMENT (MUSD)	\$ 230 750*	\$ 45 000*	\$ 250 000*
ROOMS	923	150	1000
AREA (HA)	17,84	2,68	18,00
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	336 895	54 750	365 000
OCCUPANCY RATE (%)	80	80	80
ROOMS DAYS OCCUPIED (UNO)	269 516	43 800	292 000
OCCUPATIONAL DENSITY	2.0	2.0	2.0
TOURISTS DAYS (UNO)	539 032	87 600	584 000
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 43 122 560	\$ 7 008 000	\$ 46 720 000

\*Calculated based on cost per room, 250 MUSD.



LOTS IN THE PREFERENTIAL TOURISM AREA OF CABO DE LUCRECIA, BAHÍA DE BANES

	HOTEL LOT 5, PUERTO RICO SECTOR	HOTEL LOT 6, PUERTO RICO SECTOR
ESTIMATED INVESTMENT (MUSD)	\$ 187 500*	\$ 175 000*
ROOMS	750	700
AREA (HA)	12,16	7,51
ROOMS EXISTING DAYS (UNO)	273 750	255 500
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	219 000	204 040
OCCUPATIONAL DENSITY	2.0	2.0
TOURISTS DAYS (UNO)	438 000	408 800
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 35 040 000	\$ 32 704 000

\*Calculated based on cost per room, 250 MUSD.

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

	SEMI-COMPACT HOTEL 1, PUERTO RICO SECTOR	SEMI-COMPACT HOTEL 2, PUERTO RICO SECTOR
ESTIMATED INVESTMENT (MUSD)	\$ 187 500*	\$ 125 000*
ROOMS	750	750
AREA (HA)	11	11
ROOMS EXISTING DAYS (UNO)	116 800	182 500
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	93 440	146 000
OCCUPATIONAL DENSITY	2.0	2.0
TOURISTS DAYS (UNO)	186 880	292 000
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 14 950 400	\$ 23 360 000

\*Calculated based on cost per room, 250 MUSD.



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

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

\*Calculated based on cost per room, 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 urban heritage, particularly its historical downtown area, classified by UNESCO in 2008 as a world heritage site.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Grupo Hotelero Gran Caribe S.A.

**MARKET POTENTIAL:**

The Canadian market is very strong and we would like to prioritize commercial actions that would diversify our markets and recover figures from Germany, Italy and Argentina. Likewise, developing such investments would contribute to strengthen markets such as Mexico, Spain and Holland in order to obtain better positioning for the product by increasing arrivals to this destination.

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**LOT IN THE LA BOCA SECTOR**

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

\*Calculated based on cost per room, 160 MUSD.

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

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

\*Calculated based on cost per room, 160 MUSD.



**LOT IN THE NUEVAS GRANDES RESIDENTIAL  
SECTOR**

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

\*Calculated based on cost per room, 165 MUSD.

**LOT IN THE TARARACOS RESIDENTIAL SECTOR**

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

\*Calculated based on cost per room, 165 MUSD.





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



#### DESCRIPTION:

In 1519 the capital of Cuba, Havana, was the first city founded by the Spanish in the island's western part. Just around the corner in 2019, the city will be celebrating its 500 years as a city, holding the title of Wonder City of the Modern World. It is one of the most cosmopolitan cities in the Caribbean, outstanding for its well-conserved heritage. Its Historical Center was declared a UNESCO Heritage Site in 1982 together with its system of fortifications.

Havana is the most important city in Cuba and frequently hosts international events.

This is an eminently City Destination, with its heritage, culture, scientific-technical growth and education. It possesses the greatest infrastructure in the country, geared to holding events.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Grupo Hotelero Gran Caribe S.A.

#### MARKET POTENTIAL:

We continue to pursue the specific objectives of consolidating already-existing markets and markets showing growth such as US, France, Italy, Mexico and Spain; recovering markets showing dropping numbers or stagnation, and attracting new markets.

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### PREFERENTIAL TOURISM AREA OF PLAYAS DEL ESTE

	LOT 4 HOTEL, SANTA MARÍA DEL MAR	LOT HOTEL 8, SANTA MARÍA DEL MAR
ESTIMATED INVESTMENT (MUSD)	\$ 140 000*	\$ 98 000**
ROOMS	450	280
AREA (HA)	2,91	3 78
ESTIMATED ANNUAL RESULTS		
ROOMS EXISTING DAYS (UNO)	164 250	102 200
OCCUPANCY RATE (%)	70	70
ROOMS DAYS OCCUPIED (UNO)	114 975	71 540
OCCUPATIONAL DENSITY	1.5	1.5
TOURISTS DAYS (UNO)	172 463	107 310
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 13 797 000	\$ 8 584 800

\*Calculated based on cost per room, 311 MUSD.

\*\*Calculated based on cost per room, 350 MUSD.



### LOTS IN THE VENECIANAS SECTOR, BRISAS DEL MAR

	HOTEL VENECIANA	BUNGALOW LOT 2	VILLA TURÍSTICA VENECIANA LOT 3
ESTIMATED INVESTMENT (MUSD)	Lot 1	Bungalow Lot 2	Veneciana Tourist Villa
ROOMS	Lot 3	208	240
AREA (HA)	2,6	2,6	2,6
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	87 600	75 920	87 600
OCCUPANCY RATE (%)	70	70	70
ROOMS DAYS OCCUPIED (UNO)	61 320	53 144	61 320
OCCUPATIONAL DENSITY	1.5	1.5	1.5
TOURISTS DAYS (UNO)	91 980	79 716	91 980
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 7 358 400	\$ 6 377 280	\$ 7 358 400

\*Calculated based on cost per room, 200 MUSD.



## PREFERENTIAL TOURISM AREA OF MONTE BARRETO

	LOT 3RA. Y 84 HOTEL		NEPTUNO TRITÓN HOTEL COMPLEX
ESTIMATED INVESTMENT (MUSD)	\$ 50 000*	ESTIMATED INVESTMENT (MUSD)	\$ 120 000*
ROOMS	250	ROOMS	532
AREA (HA)	1,0	AREA (HA)	4,65
ESTIMATED ANNUAL RESULTS		ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	91 250	ROOMS EXISTING DAYS (UNO)	194 180
OCCUPANCY RATE (%)	80	OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	73 000	ROOMS DAYS OCCUPIED (UNO)	155 344
OCCUPATIONAL DENSITY	2,0	OCCUPATIONAL DENSITY	2,0
TOURISTS DAYS (UNO)	73 000	TOURISTS DAYS (UNO)	310 688
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 8 760 000	TOURISM REVENUES (USD)	\$ 27 961 920

\*Calculated based on cost per room, 200 MUSD.

\*Calculated based on cost per room, 225,560 MUSD.

## LOTS IN THE MALECÓN AREA



	HOTEL LOT LÍNEA ESQUINA PASEO
ESTIMATED INVESTMENT (MUSD)	\$ 50 000*
ROOMS	200
AREA (HA)	0,5
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	73 000
OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	58 400
OCCUPATIONAL DENSITY	2,0
TOURISTS DAYS (UNO)	116 800
AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 10 512 000

\*Calculated based on cost per room, 200 MUSD.

## LOTS IN THE LA RAMPA AREA

	LOT 23 Y J HOTEL		LOT 23 Y B HOTEL
ESTIMATED INVESTMENT (MUSD)	\$ 54 000*	ESTIMATED INVESTMENT (MUSD)	\$ 37 500*
ROOMS	300	ROOMS	150
AREA (HA)	0,2	AREA (HA)	0,5
ESTIMATED ANNUAL RESULTS		ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	109 500	ROOMS EXISTING DAYS (UNO)	54 750
OCCUPANCY RATE (%)	80	OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	87 600	ROOMS DAYS OCCUPIED (UNO)	43 800
OCCUPATIONAL DENSITY	2,0	OCCUPATIONAL DENSITY	2.0
TOURISTS DAYS (UNO)	175 200	TOURISTS DAYS (UNO)	87 600
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 14 016 000	TOURISM REVENUES (USD)	\$ 7 884 000

\*Calculated based on cost per room, 180 MUSD.

\*Calculated based on cost per room, 250 MUSD.







HOTEL MANAGEMENT AND SALES AGREEMENTS.

In already operating hotels, we foresee the possibility of including foreign company financing for management and for re-building the facilities.

PROVINCE	TOURIST AREA	FACILITY	PRODUCT	CATEGORY	ROOMS	ESTIMATED INVESTMENT	PROPOSED TYPE
GRAN CARIBE							
Operating Hotels							
Havana	Havana	Villa Trópico	Sun-Beach	4*	154	5 MMUSD	CACH with financing
	Havana	Deauville	City	4*	144	15 MMUSD	CACH with financing
Hotel for construction							
Havana	Havana	Isla de Cuba	City	4*	80	28 MMUSD	CACH with financing
	Havana	Nueva Isla	City	4*	80	28 MMUSD	CACH with financing
	Cayo Largo	Pelicano	Sun-Beach	4*	307		CACH
	Isla de la Juventud	Colony	Sun-Beach	3*	80		CACH
Operating Hotels							
Matanzas	Varadero	Sun Beach	Sun-Beach	3*	272	5 MMUSD	CACH with financing
	Hotel for construction						
	Varadero	Lot66 Hotel, Varadero historical sector	Sun-Beach	4*	400	140 MMUSD	CACH with financing
	Varadero	3ra. Avenida Hotel, Varadero historical sector	Sun-Beach	4*	240	84 MMUSD	CACH with financing
	Varadero	Hotel Donaire, historical sector	Sun-Beach	5*	90	31,5 MMUSD	CACH with financing
	City de Matanzas	Antigua Casa Almacén	City	4*	20	7 MMUSD	CACH with financing
	City de Matanzas	Antiguo Banco Español	City	4*	10	3,5 MMUSD	CACH with financing

	City de Matanzas	Office of the City Conservator building Milanés 12	City	4*	25	8,75 MMUSD	CACH with financing
	City de Matanzas	Office of the City Conservator building associated with the historical center	City	5*	25	8,75 MMUSD	CACH with financing
CUBANACÁN							
Pinar del Río	Cayo Levisa	Cayo Levisa	Sun-Beach	4*	50		CACH
	Viñales	Horizontes Los Jazmines	Naturaleza	3*	70		CACH
	Viñales	Horizontes La Ermita	Naturaleza	3*	62		CACH
	Viñales	Rancho San Vicente	Naturaleza	3*	53		CACH
Havana		Comodoro	City	4*	424		CACH
	Havana	Villa Capdevila	City	4*	7		CACH
	Havana	Portales de Paseo	City	5*	25		
Artemisa	Soroa	Villa Soroa casas Castillo de las Nubes	Naturaleza	3*	78		CACH
Matanzas	Ciénaga de Zapata	Villa Horizontes Guamá	Naturaleza	3*	44		CACH
	Ciénaga de Zapata	Horizontes Playa Larga	Sol, Playa y Naturaleza	3*	69		CACH
	Ciénaga de Zapata	Batey Horizontes Don Pedro	Naturaleza	-	17		CACH
	Matanzas	Hotel E Velasco	City	4*	17		CACH
Sancti Spiritus	Centro Histórico	Complejo Las Cuevas-Trinidad 500	City	3*	122		CACH
	Playa Ancón	Club Amigo Costa Sur	Sun-Beach	3*	132		CACH



	Trinidad	Villa Horizontes María Dolores	Naturaleza	3*	65		CACH
Las Tunas	Covarrubias	Brisas Covarrubias	Sun-Beach	4*	180		CACH
Holguín	Guardalavaca	Club Amigo Atlántico Guardalavaca	Sun-Beach	3*	746		CACH
Santiago de Cuba	Santiago de Cuba	Club Amigo Carisol Los Corales	Sun-Beach	3*	310		CACH
	Santiago de Cuba	Versalles-Punta Gorda	City	3*	90		CACH
	Santiago de Cuba	San Basilio II	City	4*	8		CACH
	Santiago de Cuba	Brisas Los Galeones	Sun-Beach	4*	34		CACH
	Santiago de Cuba	Venus and enlargement	City	4*	56		CACH
	Santiago de Cuba	América	City	4*	10		CACH
	Santiago de Cuba	Jagüey (Miramar)	City	4*	16		CACH
	Santiago de Cuba	Enramadas and enlargement	City	4*	50		CACH
	Santiago de Cuba	Instalación El Gallo	City	4*	40		CACH
<b>ISLA AZUL</b>							
Pinar del Río		Mirador de San Diego	Naturaleza	3*	30		CACH with financing
Artemisa	Artemisa	Hotel Las Yagrumas	Naturaleza	2*	120		CACH with financing
Havana	Havana	Bruzón	City	3*	50		CACH with financing
	Havana	Hotel Panamericano	City	3*	886		CACH with financing
	Havana	Hotel Tulipán	City	3*	333		CACH with financing
	Playas del Este	Villa complex Playas del Este (Bacuranao 4*, Villa Sirena 3*, Marea Blanca 3* y Rombo Celimar 3*)	Sun-Beach	3* y 4*	112		CACH with financing

	Playas del Este	Hotel complex Playas del Este (Hotel Avenida 3*, Gran Vía 1* y Vía Blanca 1*)	Sun-Beach	3* y 1*	45		CACH with financing
	Havana	Bella Habana	City	4*	88		CACH with financing
Matanzas	Varadero	Hotel complex (Dos Mares-Pullman-Ledo)	Sun-Beach	3*	69		CACH with financing
	Varadero	Hotel complex (Club Karey 3*, Punta Blanca 1*)	Sun-Beach	3* y 1*	137		CACH with financing
	Varadero	Complex (Acuazul-Varazul)	Sun-Beach	3*	147		CACH with financing
	Varadero	Hotel complex (Delfines 3*, Club Tropical 2*)	Sun-Beach	3* y 2*	276		CACH with financing
Cienfuegos	Cienfuegos	Hotel Pasacaballo	Cuidad	2*	188		CACH with financing
	Cienfuegos	Hotel Punta La Cueva	Cuidad	1*	67		CACH with financing
	Cienfuegos	Hotel Yaguanabo	Naturaleza	1*	56		CACH with financing
Villa Clara	Villa Clara	Hotel Elguea	Naturaleza	3*	135		CACH with financing
	Villa Clara	Hotel Santa Clara Libre	City	3*	165		CACH with financing
	Villa Clara	Hanabanilla	City	3*	126		CACH with financing
Sancti Spiritus	Sancti Spiritus	Hotel Rancho Hatuey	City	2*	77		CACH with financing
	Sancti Spiritus	Hotel Los Laureles	City	2*	92		CACH with financing
	Sancti Spiritus	Hotel Zaza	City	2*	128		CACH with financing







Ciego de Ávila	Sancti Spiritus	Hotel Rijo	City	4*	16	CACH with financing
	Sancti Spiritus	Hotel San José del Lago	Naturaleza	2*	74	CACH with financing
	Sancti Spiritus	Hotel Don Florencio	City	4*	27	CACH with financing
	Sancti Spiritus	Hotel Plaza	City	3*	12	CACH with financing
	Ciego de Ávila	Aparthotel Azul	Sun-Beach	3*	318	CACH with financing
	Ciego de Ávila	Hotel Morón	City	3*	153	CACH with financing
	Ciego de Ávila	Hotel Ciego de Ávila	City	3*	143	CACH with financing
	Ciego de Ávila	Hotel Santiago Habana	City	2*	76	CACH with financing
	Ciego de Ávila	Casa Don Gregorio	Sun-Beach	1*	15	CACH with financing
Camagüey	Camagüey	Complejo Hotelero (Plaza-Puerto Príncipe-Isla de Cuba)	City	3*	188	CACH with financing
	Camagüey	Hotel Florida	City	2*	74	CACH with financing
	Camagüey	Hotel Caonaba	Sun-Beach	1*	48	
Holguín	Holguín	Villa Don Lino	Sun-Beach	3*	200	CACH with financing
	Holguín	Villa El Bosque	Naturaleza	2*	69	CACH with financing
	Holguín	Hotel Mirador de Mayabe	Naturaleza	2*	24	CACH with financing
	Holguín	Hotel Pernik	City	2*	200	CACH with financing
Granma	Granma	Hotel Sierra Maestra	City	2*	207	CACH with financing
	Granma	Hotel Royalton	City	4*	33	CACH with financing
	Granma	Villa Bayamo	City	2*	34	CACH with financing
	Granma	Hotel Balcón de la Sierra	Naturaleza	2*	21	CACH with financing

Santiago de Cuba	Santiago de Cuba	Complejo Hotelero (Las Américas-Villa San Juan)	City	3*	181	CACH with financing
	Santiago de Cuba	Hotel Balcón del Caribe	City	2*	94	CACH with financing
	Santiago de Cuba	Hotel Costa Morena	City	2*	115	CACH with financing
Guantánamo	Guantánamo	Villa La Lupe	City	2*	51	CACH with financing
	Guantánamo	Hotel Guantánamo	City	2*	124	CACH with financing
	Guantánamo	Hotel Martí	City	1*	21	CACH with financing





GAVIOTA			
CRONOGRAMA DE APERTURA DE HOTELES 2018-2025			
HOTELES	APERTURA	ROOMS	POLO TURÍSTICO
Punta Rasa Hotel II	jul-18	500	Cayo Guillermo
SUBTOTAL 2018		500	
Punta Playuelas	mar-19	218	Cayo Guillermo
Quebrada 21	jun-19	450	Cayo Cruz
Quebrada 21 A	jul-19	121	Cayo Cruz
SUBTOTAL 2019		789	
La Salina Suroeste	feb-20	621	Cayo Las Brujas
Roca Este 1	may-20	600	Cayo Paredón Grande
Baracutey (59)	may-20	828	Ramón de Antilla
Quebrada 21 B	sep-20	528	Cayo Cruz
Ampliación Yuraguanal	2020	482	Holguín
Corona Tabaguera	dic-20	120	Havana
SUBTOTAL 2020		3 179	
Baracutey (61)	abr-21	700	Ramón de Antilla
Chapelin Tainos (Las Olas)	jun-21	564	Varadero
Lot 1 (L) Playa 70 e/ 1ra. y 3ra. (hotel 2)	jul-21	500	Havana
Lot 1 (L) Playa 70 e/ 1ra. y 3ra. (Hotel 1)	jul-21	500	Havana
Quebrada 24	jul-21	450	Cayo Cruz
Roca Norte 1	jul-21	650	Cayo Paredón Grande
Hotel de Golf	ago-21	500	Varadero
Lot 5 1ra. y B	nov-21	400	Havana
SUBTOTAL 2021		4 264	
Villa Saetía	feb-22	50	Cayo Saetía
Baracutey (61A)	abr-22	700	Ramón de Antilla
Roca Centro	may-22	600	Cayo Paredón Grande
Lot 2 (L) e/ 70 y 76 y e/ 3ra. y 5ta.	may-22	400	Havana

Quebrada 24 A	sep-22	450	Cayo Cruz
Lot 8 Malecón e/ 25 y Humboldt	oct-22	400	Havana
Lot 7 (L) Malecón e/ Calzada y J	dic-22	400	Havana
SUBTOTAL 2022		3 300	
Lot 4 (L) Calzada e/ 2 y Paseo	ene-23	400	Havana
Roca Centro Norte 2	mar-23	600	Cayo Paredón Grande
Baracutey (63)	mar-23	650	Ramón de Antilla
Isabelita 9	may-23	500	Cayo Sabinal
Punta Cocina Lot 32	feb-23	500	Cayo Cruz
Uva Caleta 1	oct-23	595	Cayo Coco
SUBTOTAL 2023		3 245	
Lot 3 e/ 70 y 66 y e/ 3ra. y 5ta.	may-24	100	Havana
Lot 9 Calle 23 e/ N y O La Rampa	2024	400	Havana
Uva Caleta 2	ene-24	525	Cayo Coco
Lot 10 Calle 23 esq. a M La Rampa	2024	300	Havana
SUBTOTAL 2024		1 325	
Lot 12 Ave. Boyeros e/ 19 de Mayo y Aranguren (hotel 1)	2025	400	Havana
Lot 12 Ave. Boyeros e/ 19 de Mayo y Aranguren (hotel 2)	2025	400	Havana
SUBTOTAL 2025		800	
TOTAL		17 102	





## MARINA MANAGEMENT AGREEMENTS



**SERVICE MANAGEMENT AGREEMENT WITH FINANCING 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 ship chandler, workshop, dry-dock, and other services to comply with Cuban Norm 775-5 of 2010 for International-level Class A Marinas.

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

11 million USD

**LOCATION:**

**Santiago de Cuba Bay**

**MARKET POTENTIAL:**

The geographical position of the Marina in the southern part of Cuba, close to Jamaica and the Dominican Republic, may be of notable interest for stopovers and stays of boats that normally navigate through the Caribbean. The growth of top quality tourism in Santiago de Cuba is part of the foreseen market.

**ESTIMATED ANTICIPATED RESULTS:**

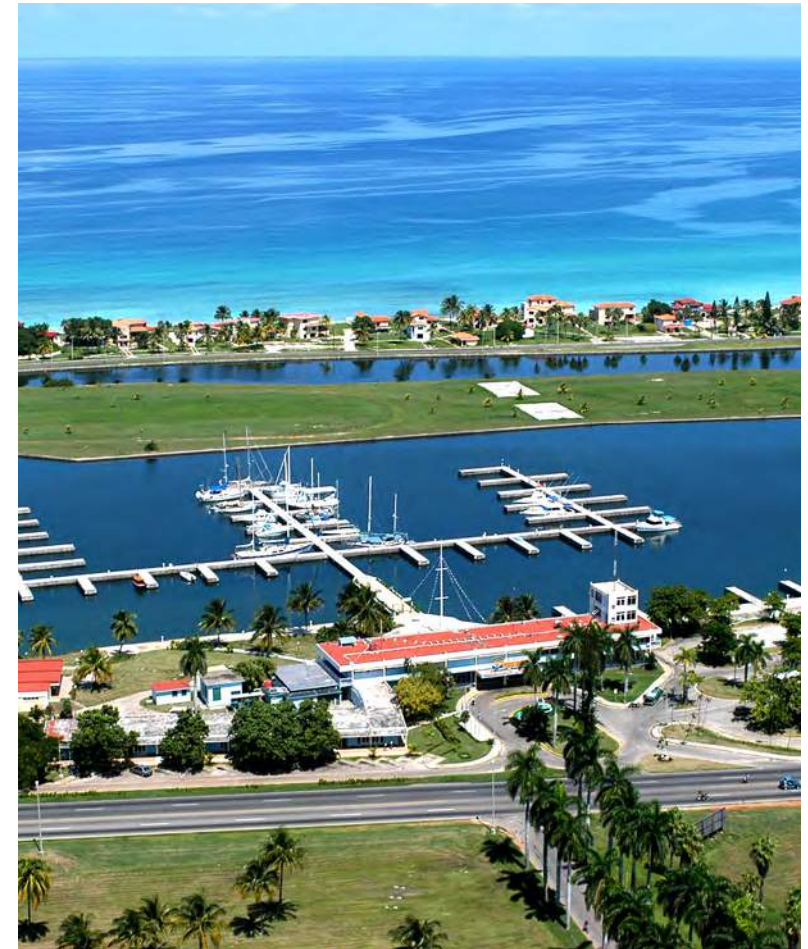
This investment would be recovered upon the exploitation of the Marina to a capacity occupancy level that should grow to 80% and its estimated revenues would grow from 1 million USD in its first year after the work has been completed, to 2.5 million USD in its fifth year and to 7.5 million USD in its tenth year of existence, thereby recovering the investment in 9 years.

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

**DESCRIPTION:**

Enlarging capacities from 112 to 512 moorings and equipping them with the corresponding technical services. Create yacht club, dry-dock, 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.

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

24 million USD

**LOCATION:**

Varadero Dock, **Matanzas**

**ESTIMATED ANTICIPATED RESULTS:**

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.

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**SERVICE  
MANAGEMENT  
AGREEMENTS  
WITH FINANCING  
TO ENLARGE AND  
REMODEL THE  
MARLIN BOAT  
WORKSHOP.**



**DESCRIPTION:**

Repair and/or re-building existing facilities including the technical networks. Setting up the necessary equipment and technology to increase operations for the repair and building of small and medium-sized boats, including a travel-lift and hangar dredging.

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

20 million USD

**LOCATION:**

Almendares River coastal reserve and Playa Residencial Marina Hemingway. **Havana** province

**MARKET POTENTIAL:**

This project's market includes owners of boats passing through or permanently located in the areas of the Caribbean and nearby countries. We could obtain access to the ship repair market if we are able to offer a competitive price/quality ratio in the area.

**ESTIMATED ANTICIPATED  
RESULTS:**

This investment will be recovered upon using the capacities created and their estimated revenues would grow from 1.4 million USD in the first 2 years after the work has been completed, to 8 million USD on an annual basis. Estimated investment recovery time would be 8 years.

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**SERVICE MANAGEMENT AND SALES AGREEMENTS WITH FINANCING FOR RECREATIONAL  
CENTERS.**



**HAVANA WATER  
PARK.**



**DESCRIPTION:**

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, foods 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 Wonder City.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Empresa Extrahotelera Palmares S.A.

**ESTIMATED INVESTMENT:**

25 million USD

**LOCATION:**

**Havana** province coast

**MARKET POTENTIAL:**

Havana province is the preferred area for tourism. The city does not have a recreational venue of this kind that is directed to both the domestic and international markets.

**ESTIMATED ANTICIPATED  
RESULTS:**

We foresee an 80% occupancy rate that would gradually increase as the product is consolidated; we foresee undertaking an aggressive promotional campaign in order to make this a must visit in Cuba. Estimated investment recovery period is 8 years.

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### 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 Agreement with financing
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A.
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Playa municipality, <b>Havana</b> province
<b>MARKET POTENTIAL:</b>	This location in a prime area of Havana has easy access from the main urban centers, and is close to the city's important hotels, the Business Center and to embassies.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	We foresee receiving 500 guests per day, with average individual spending of 25.00 CUC; this represents 4,500,000 CUC of annual revenue. We foresee a 4-year recovery period for the investment.
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### GIRALDILLA LEISURE CENTER.

<b>DESCRIPTION:</b>	This investment needs the facilities to be restored and the family leisure complex concept to be materialized; this would include: large games area for children with slides, ramps, sports fields, wave pools, trampolines and climbing walls; area for teenagers with pool, table tennis, table hockey, café-bar serving drinks, breakfast, snacks, lunches and dinners. The menu would be of a top quality. Comfortable seating areas that are lighted, safe and cozy. Chain of stores.
<b>INVESTMENT TYPE:</b>	Service Management Agreement with financing
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A.
<b>ESTIMATED INVESTMENT:</b>	4 million USD
<b>LOCATION:</b>	La Lisa municipality, <b>Havana</b> province
<b>MARKET POTENTIAL:</b>	Havana province is the preferential tourism area and this product is an incentive for the critical situation existing today in out-of-hotel recreational offers for both the domestic and international markets.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	This investment would be recovered from the moment it begins operations. We foresee 80% occupancy that would grow as the product gains in consolidation. Estimated investment recovery time is 3 years.
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### ABRA DE CANASÍ NATURE AND ADVENTURE PARK.



<b>DESCRIPTION:</b>	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.
<b>INVESTMENT TYPE:</b>	Service Management Agreement with financing
<b>CUBAN PARTY:</b>	Empresa Extrahotelera Palmares S.A.
<b>ESTIMATED INVESTMENT:</b>	45 million USD
<b>LOCATION:</b>	Boca de Canasí, Santa Cruz del Norte municipality, <b>Mayabeque</b> province
<b>MARKET POTENTIAL:</b>	Just 70 km from Havana, on the Havana-Matanzas highway, this could be included as a benefit for Havana-Varadero transfers and be sold as a nature and adventure excursion. The natural water activities in this park have great possibilities for success in the development of any project of this kind.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	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.
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WATER PARK.



DESCRIPTION:	A 10 ha water park to accommodate a maximum of 6,600 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 Agreement with financing
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
ESTIMATED INVESTMENT:	25 million USD
LOCATION:	South of the Varadero highway. <b>Matanzas</b>
MARKET POTENTIAL:	Varadero is the principal Sun-and-Beach tourism site of preference in Cuba, annually receiving over a million and a half visitors who are primarily interested in nature and Sun-and-Beach tourism. Out-of-hotel recreational options are insufficient and so this product constitutes a basic complement for tourism in Varadero, both for domestic and international visitors.
ESTIMATED ANTICIPATED RESULTS:	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.
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PLAZA AMÉRICA COMPLEX.



DESCRIPTION:	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 expertise 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 event planning.
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
ESTIMATED INVESTMENT:	4 million USD
LOCATION:	Plaza América Convention Center, Varadero. <b>Matanzas</b>
MARKET POTENTIAL:	Varadero is the principal Sun-and-Beach tourism site of preference in Cuba, annually receiving over a million and a half visitors basically interested in Sun-and-Beach tourism. Clients are becoming more and more demanding, requiring more sophisticated cuisine and eager for new experiences.
ESTIMATED ANTICIPATED RESULTS:	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.
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BAHÍA DE NARANJO  
ADVENTURE AND  
NATURE PARK.



DESCRIPTION:	We would like to develop a first stage of 12 ha distributed in 3 recreational areas: adventure, adrenalin and water areas. 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.
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
ESTIMATED INVESTMENT:	40 million USD
LOCATION:	Holguín-Guardalavaca highway
MARKET POTENTIAL:	Holguín is one of the most preferred tourism sites in Cuba, with a capacity of 5,440 rooms and with a potential capacity in 2020 of 11,189 rooms. This product would be the first of its kind in Cuba and provide the perfect complement for the province's attractions, connecting this park with the region's nature and culture.
ESTIMATED ANTICIPATED RESULTS:	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.
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JOSONE PARK.



DESCRIPTION:	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.
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
ESTIMATED INVESTMENT:	5 million USD
LOCATION:	Varadero, Matanzas province.
MARKET POTENTIAL:	Varadero is the most important tourism preference in Cuba, annually receiving over a million and a half visitors. This product would be a complement to the current destination tourism offer, providing an incentive for exchanges and the enjoyment of nature.
ESTIMATED ANTICIPATED RESULTS:	We foresee a 70% occupancy rate, gradually increasing as the park becomes consolidated. The estimated investment recovery period is 3 years.
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INTERACTIVE  
DOLPHIN COMPLEX



DESCRIPTION:	<p>The pool complex, as an additional option to the national Aquarium of Cuba, is conceived as being functionally separate from that institution, in other words, its design should allow for separate exploitation.</p> <p>The facility's architecture and supporting technological infrastructure will ensure the well-being and correct handling of a group of animals (12 dolphins) in different types, as well as the image, the characteristics and stability of this product in an ever more demanding market. We foresee two public entrances: one would be connected with the interior of the Aquarium and the other would be separate, with access from Avenida Primera or calle 64.</p> <p>The objective of this complex is to ensure the development and increase in revenues, both in Cuban currency and foreign currency, for the National Aquarium of Cuba, the Ministry of Science, Technology and the Environment (CITMA) and the country, to develop new services and diversify the current product, to build and develop other jobs, some basic and others complementary, which would meet the elementary needs of the visitors and out-of-hotel option for hotels in the City Tourism category.</p>
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Acuario Nacional de Cuba
ESTIMATED INVESTMENT:	8,0 million USD
LOCATION:	Playa municipality, <b>Havana</b> province
MARKET POTENTIAL:	<p>Havana has a well-developed tourism infrastructure, with constantly growing hotel capacities that permit the improved assimilation of tourists. Today the city has a large number of rooms available. Building an interactive dolphin complex would turn Havana into one of the few world capitals having this type of venue.</p> <p>The area's hotel infrastructure permits us to ensure the success of this option, taking into account the demands for similar facilities in the country's different cays, for example the tourist areas in Santa María, Largo, Blanco and Guillermo cays, and Bahía de Naranjo, just to name a few, also after an analysis of demand in other countries in the region such as Punta Cana in the Dominican Republic, Cancun in Mexico, Jamaica and the Bahamas, etc.</p>
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CREATE A NETWORK  
OF TOURIST PARKS  
IN NATURAL AREAS  
(5 PROJECTS).



DESCRIPTION:	<p>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.</p> <p>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.</p> <p>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"</p>
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Grupo Empresarial Flora y Fauna. National Enterprise for the Protection of Flora and Fauna
ESTIMATED INVESTMENT:	4,0 million USD
LOCATION:	<b>Pinar del Río, Matanzas, Sancti Spiritus, Ciego de Ávila &amp; Granma</b>
MARKET POTENTIAL:	<p>To a greater extent, a growing number of tourists visiting Cuba is looking for diversified out-of-hotel tourist services and every day they are looking for nature tourism options. We estimate an over 5 % increase in tourists. Growing urban populations are generating growing interest in nature tourism, something that is growing substantially on the domestic market.</p>
ESTIMATED ANTICIPATED RESULTS:	<p>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.</p>
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NETWORK OF ECO-ACCOMMODATIONS FOR NATURE TOURISM (8 PROJECTS).



DESCRIPTION:	<p>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.</p> <p>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.</p> <p>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.</p>
INVESTMENT TYPE:	Service Management Agreement
CUBAN PARTY:	Grupo Empresarial Flora y Fauna. National Enterprise for the Protection of Flora and Fauna
ESTIMATED INVESTMENT:	10,0 million USD
LOCATION:	Pinar del Río, Artemisa, Mayabeque, Matanzas, Sancti Spiritus, Camagüey, Granma & Guantánamo
MARKET POTENTIAL:	<p>To a greater extent, a growing number of tourists visiting Cuba is looking for diversified out-of-hotel tourist services and every day they are looking for nature tourism options. We estimate an over 5 % increase in tourists. Growing urban populations are generating growing interest in nature tourism, something that is growing substantially on the domestic market.</p>
ESTIMATED ANTICIPATED RESULTS:	<p>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.</p>
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SERVICE MANAGEMENT AND SALES AGREEMENTS WITH FINANCING FOR CAMPGROUND FACILITIES



VILLA BRISAS DEL MAR.



DESCRIPTION:	<p>The Project responds to the need to set up accommodations in 20 cabins, with the required standards; these are now being used as part of the Copey-Brisas del Mar Complex campground, in Minas de Matahambre, in the Golfo del Nombre de Dios, 10 km by land and 20 minutes by sea from Cayo Jutía, a destination that has no accommodations and does not allow development because of environmental vulnerability. The facility is a few meters away from a coastal estuary with a nearby beach (Copey) and a fishing community mooring site that could be used for moving clients by sea.</p>
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Grupo Empresarial Campismo Popular S.A.
ESTIMATED INVESTMENT:	2,5 million USD
LOCATION:	Santa Lucía, Minas de Matahambre municipality, Pinar del Río
MARKET POTENTIAL:	<p>Brisas del Mar tourist villa will be destined for the fans of nature tourism who are visiting Viñales and Pinar del Río, as well as tourists interested in enjoying the Cayo Jutía beaches.</p> <p>We are focusing on the market segment for couples between the ages of 25 and 65, ecological tourists and newly-weds looking for a romantic secluded spot, especially those coming from European countries and North America.</p> <p>At the present time, the campground is limited in its operation to 7 cabins whose clients are families from that province who spend their summer holidays on the beach, and from time to time groups of young people looking for leisure and recreation spots.</p>
ESTIMATED ANTICIPATED RESULTS:	<p>Buildings having improved comfort and make use of tourism resources and components, as well as acceding to proven managerial methods and market numbers, as well as revenues facilitating the financing of other organization services and improving their quality.</p> <p>Currently tourists travel from Havana, Pinar del Río or Viñales to go to the excellent virgin beaches of Cayo Jutía, but the trip is a long and tiring one. Those interested in staying have to look for accommodations in rural homes renting rooms in the corridor from Viñales and there are not very many of them. Accommodations for more than one day would be offered as well as the development of a product associated with other activities such as boat trips and fishing.</p>
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### NARIGÓN INTERNATIONAL CAMPING ADVENTURE PARK.

**DESCRIPTION:**

This is located on a marine terrace with excellent views and with the possibility of developing adventure components. It has a large area whose buildings are rather deteriorated and with a pool needing rehabilitation. These days it is a lot covered by the coastal forest. In the Havana-Varadero corridor and very close to the Bacunayagua Look-out, it can be seen as a potential adventure park, with or without accommodations for tourists. The project responds to the need of salvaging what used to be the Narigón campground for tourism as an adventure park with 20 accommodations units.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Grupo Empresarial Campismo Popular S.A.

**ESTIMATED INVESTMENT:**

30 million USD

**LOCATION:**

Santa Cruz del Norte municipality. **Mayabeque** province

**MARKET POTENTIAL:**

El Narigón International Camping Park will be perfect for fans of nature tourism connected to the trip between the Havana and Varadero destinations. We will focus on the market segment associated with families and ecological tourists, mainly from European countries and North America.

**ESTIMATED ANTICIPATED RESULTS:**

Salvaging a facility whose buildings are in ruins and making use of tourism resources and components, as well as acceding to proven managerial methods and market numbers, as well as revenues facilitating the financing of other organization services and improving their quality.

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### ESCALERAS DE JARUCO CAMPING.

**DESCRIPTION:**

Involving the infrastructure of a hotel facility (72 cabins) and needing investment for remodeling and for improving the level of services, as well as incorporating recreational options so that it constitutes another attraction of the park, with an adjoining campground with or without accommodations. It may be assessed as a potential adventure park in tourist options with or without accommodations. In the foreseen development for the location, we plan to reactivate the components of the Escaleras de Jaruco park where there is a ruined motel, the El Árabe restaurant and other natural attractions with excellent views, miradors and a wealth of varied flora and fauna. There is an equestrian center that could become part of a horseback riding or equestrian sports center. Other agro-tourism activities could also be developed. At some point this could become the nature destination for the city of Havana.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Grupo Empresarial Campismo Popular S.A.

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

Jaruco municipality, **Mayabeque** province

**MARKET POTENTIAL:**

Camping Escaleras de Jaruco will appeal to fans of nature tourism as a complementary component for optional nature-based activities within the city tourism category. Focused on the segment associated with families and cruise ship passengers, mainly from European countries and from North America.

**ESTIMATED ANTICIPATED RESULTS:**

Remodel the Camping Escaleras de Jaruco facility for the purpose of creating an adequate standard of accommodations for international tourists when the Escaleras de Jaruco Nature Park is created, with the potential to become a top-quality nature park at this destination and for its growing tourism demands.

**CONTACTS:**

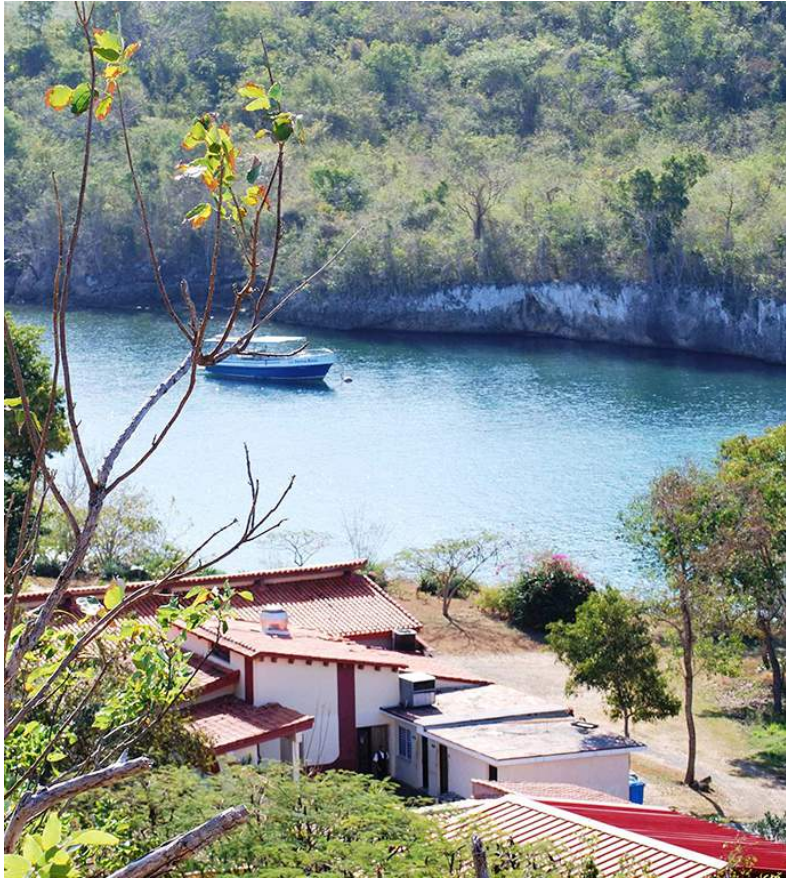
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**GUAJIMICO  
INTERNATIONAL  
DIVING CENTER.**



<b>DESCRIPTION:</b>	This center has international support, over 20 diving sites with excellent water quality and with a great variety of marine fauna, unaffected by north wind action and with a growing cruise line market in Cienfuegos Bay.
<b>INVESTMENT TYPE:</b>	Service Management Agreement with financing
<b>CUBAN PARTY:</b>	Grupo Empresarial Campismo Popular S.A.
<b>ESTIMATED INVESTMENT:</b>	6 million USD
<b>LOCATION:</b>	Carretera Cienfuegos-Trinidad
<b>MARKET POTENTIAL:</b>	The Guajimico International Diving Center will be geared to diving tourism as well as to the growing cruise line tourism and tours, the customary clients of the center. Focusing on the segment associated with families and cruise line passengers, mainly from Europe and North America.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Salvaging and improving the quality level and classification of the existing Diving Center and in the Villa Guajimico facility services.
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**CANGILONES DEL  
RÍO MÁXIMO NATURE  
AND ADVENTURE  
PARK.**



<b>DESCRIPTION:</b>	Watching and learning about nature, local culture and leisure activities. We identify difficulties in resolving the accessibility problem since there are 14 kilometers of unpaved roads to get there at the present time and this makes it difficult for tourism operations and all their participants such as companies, institutes and clients. This project needs technology for water treatment, to turn the karst formations called “cangilones” into attractive and safe watering holes for international tourism, giving them the necessary beauty it requires in a physical sense, and to maintain them without any sort of pollution. It includes ecological-type accommodations with 15 cabins constructed of wood, and with all the needed service, and a park for climbing with all the adventure features and other forms of natural recreation.
<b>INVESTMENT TYPE:</b>	Service management Agreement with financing
<b>CUBAN PARTY:</b>	Grupo Empresarial Campismo Popular S.A.
<b>ESTIMATED INVESTMENT:</b>	5 million USD
<b>LOCATION:</b>	Las Américas causeway to Caidije km 14. <a href="#">Camagüey</a>
<b>MARKET POTENTIAL:</b>	The park will be geared to alternative nature tourism fans in the development of the Santa Lucía resort Sun-and-Beach category.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Developing the current infrastructure of the Cangilones campground which at the present time provides services to access the adjacent landscape features and its flora and fauna; cave exploring, hiking, bird arching, the Ramsar flamingo nesting site, crocodile reserve and farm.
<b>CONTACTS:</b>	Business Division Email: <a href="mailto:presidentecampismo@mintur.gob.cu">presidentecampismo@mintur.gob.cu</a> <a href="mailto:gabriela@campismopopular.cu">gabriela@campismopopular.cu</a> Tel.: (53) 78305536 to 38 Ext. 209 & 202 / 78301308





PLAYA LARGA  
INTERNATIONAL  
CAMPGROUND.



DESCRIPTION:	<p>The required investment is a highly specialized one since it needs modern, top quality campground management and knowledge, group services and recreational attractions.</p> <p>The facility needs effective exploitation and an assessment of the attractions it possesses, as well as the possibility of developing coastal hiking paths for moving around to the other neighboring sites: Baconao, Museum of Transportation, Verraco Beach, the Aquarium, the Community of Artists and Baconao Lake.</p>
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Grupo Empresarial Campismo Popular S.A.
ESTIMATED INVESTMENT:	2,5 million USD
LOCATION:	Carretera de Baconao km 36, <b>Santiago de Cuba</b>
MARKET POTENTIAL:	Playa Larga International Campground will be geared to tourism going to the city of Santiago de Cuba, as an alternative component to camping and to tours of different types.
ESTIMATED ANTICIPATED RESULTS:	Developing the current Playa Larga campground at the Santiago de Cuba destination, Baconao is an international campground as a sustainable alternative, since there are now only three cabins in use. The infrastructure is available and there is a salt-water pool And other buildings that may be used for complementary services.
CONTACTS:	<p>Business Division</p> <p>Email: <a href="mailto:presidentecampismo@mintur.gob.cu">presidentecampismo@mintur.gob.cu</a></p> <p><a href="mailto:gabriela@campismopopular.cu">gabriela@campismopopular.cu</a></p> <p>Tel.: (53) 78305536 to 38 Ext. 209 &amp; 202 / 78301308</p>

SERVICE MANAGEMENT AGREEMENTS FOR LAUNDRY SERVICES



MANAGEMENT OF THE "28 DE ENERO" LAUNDRY.

DESCRIPTION:	Management of laundries used in the tourism sector is very complex because of the quality standard that must be upheld for clients in washing and preserving linens, and for quick delivery. It depends on a multitude of factors involving technical support, transportation, the quality of the linens, management of the process; this service is prone to non-stop complaints and liability claims.
INVESTMENT TYPE:	Service Management Agreement
CUBAN PARTY:	Servisa S.A.
ESTIMATED INVESTMENT:	To be defined
LOCATION:	Zone Industrial No. 7 Alamar. <b>Havana</b> province
MARKET POTENTIAL:	In Cuba, for the hotel and out-of-hotel network in the Ministry of Tourism sector. Once the total demands of tourism and the specific needs of clients are met, working with third parties would be considered.
CONTACTS:	<p>Division for Development and Investment, Servisa S.A.</p> <p>Email: <a href="mailto:inversiones@servisa.tur.cu">inversiones@servisa.tur.cu</a></p> <p>Website: <a href="http://www.servisa.co.cu">www.servisa.co.cu</a></p> <p>Tel.: (53) 72082715</p> <p>Servitur Development Division</p> <p>Email: <a href="mailto:dirdesarrollo@servitur.tur.cu">dirdesarrollo@servitur.tur.cu</a></p> <p><a href="mailto:alina@servitur.tur.cu">alina@servitur.tur.cu</a></p> <p>Tel.: (53) 78319595 Ext. 159 / 78319567</p>



TECHNICAL SERVICES SPECIALIZED IN DRY-CLEANING AND LAUNDRY.

DESCRIPTION:	Creating workshops having the necessary conditions to repair the equipment that cannot be fixed onsite and ensuring all the logistics necessary for providing quick and correct service (transportation, technical documentation and complementary equipment)
INVESTMENT TYPE:	Service Management Agreement
CUBAN PARTY:	Servisa S.A.
ESTIMATED INVESTMENT:	1,5 million USD
LOCATION:	Playa municipality, <b>Havana</b> province
MARKET POTENTIAL:	In Cuba, for the hotel and out-of-hotel network in the Ministry of Tourism sector. Once the total demands of tourism and the specific needs of clients are met, working with third parties would be considered.
CONTACTS:	<p>Division for Development and Investment, Servisa S.A.</p> <p>Email: <a href="mailto:inversiones@servisa.tur.cu">inversiones@servisa.tur.cu</a></p> <p>Website: <a href="http://www.servisa.co.cu">www.servisa.co.cu</a></p> <p>Tel.: (53) 72082715</p> <p>Servitur Development Division</p> <p>Email: <a href="mailto:dirdesarrollo@servitur.tur.cu">dirdesarrollo@servitur.tur.cu</a> / <a href="mailto:alina@servitur.tur.cu">alina@servitur.tur.cu</a></p> <p>Tel.: (53) 78319595 Ext. 159 / 78319567</p>







Health tourism

Cuba’s tradition in medicine goes back 285 years. More than 164,920 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.

150 old age homes	492 366 health care workers	450 polyclinics
12 research institutions	10 782 doctors’ offices	150 old age day facilities
131 maternity homes	150 hospitals	111 dentistry clinics

Development of Science and Technology

37 entities for science and technological innovation, among these:  
18 research centers.  
3 scientific-technological centers.  
16 R & D units.  
3248 researchers.  
864 Doctors in Science.

Basic Medicines

849 items  
318 imported items  
531 items are produced in Cuba







## THE CUBAN PARTY PARTNERED WITH FOREIGN CAPITAL BUSINESS



The Comercializadora de Servicios Médicos Cubanos, S.A. (CSMC, S.A.) is a totally Cuban trading 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 legal 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.

Business lines. CSMC S.A. operates under 7 commercial types:

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 put 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.

**Institutions**

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

## SECTORIAL POLICY:

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

**CONTACT INFO:**

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Website: [www.smcsalud.cu](http://www.smcsalud.cu)







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► QUALITY OF LIFE SERVICE.



DESCRIPTION:	Creation of a center exclusively for Quality of Life at one of our main locations, preferably associated with tourism
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Comercializadora de Servicios Médicos Cubanos S.A.
ESTIMATED INVESTMENT:	30 million USD
LOCATION:	Balnearios San Miguel de los Baños and Menéndez, in <b>Matanzas</b> province
MARKET POTENTIAL:	Health tourism market from Europe, Russia, the US and Latin America
ESTIMATED ANTICIPATED RESULTS:	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.
CONTACTS:	Comercializadora de Servicios Médicos Cubanos S.A. (CSMC, S.A.) Email: smc@smcsalud.cu Tel.: (53) 72031590 / 72065380 / 72090977



► INTERNATIONAL CLINIC FOR SPORTS MEDICINE, ANTI-DOPING CONTROL AND EDUCATION.



DESCRIPTION:	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 bio-impedance, 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.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	CUBADEPORTES S.A
LOCATION:	Bacuranao – Tarará Complex, <b>Havana</b> province
MARKET POTENTIAL:	Foreign athletes, sports officials, including those that have retired, foreigners and Cubans regularly involved in physical activities and Cuban and world Olympic athletes.
ESTIMATED ANTICIPATED RESULTS:	<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 bio-impedance, neuromuscular and neuro-physiology, 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 de-training 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>
CONTACTS:	Email: aurorapinopavel@yahoo.es relacion@inder.cu vcabrera@infomed.sld.cu Tel.: (53) 7 643 71 48 / 7 643 91 75





## Food Production 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.

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.

### 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.

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

Of a total 810 000 workers 62 % is employed in the cooperative sector.

13.2% OF THE COUNTRY'S WORKING-AGE POPULATION WORKS



13.2%

62% EMPLOYED IN THE COOPERATIVE SECTOR



62%



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.

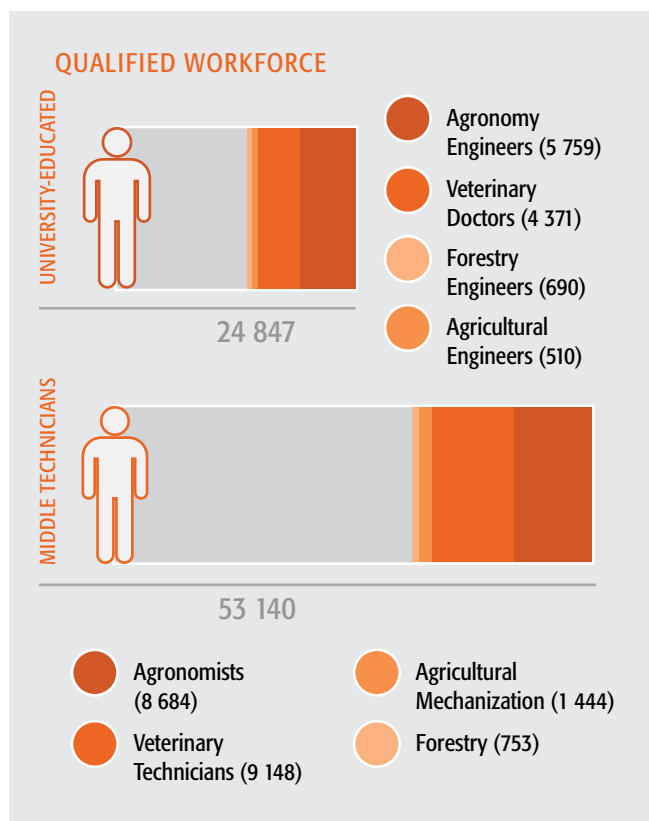
Potential for increasing areas under irrigation based on recovering systems or with new projects.

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.

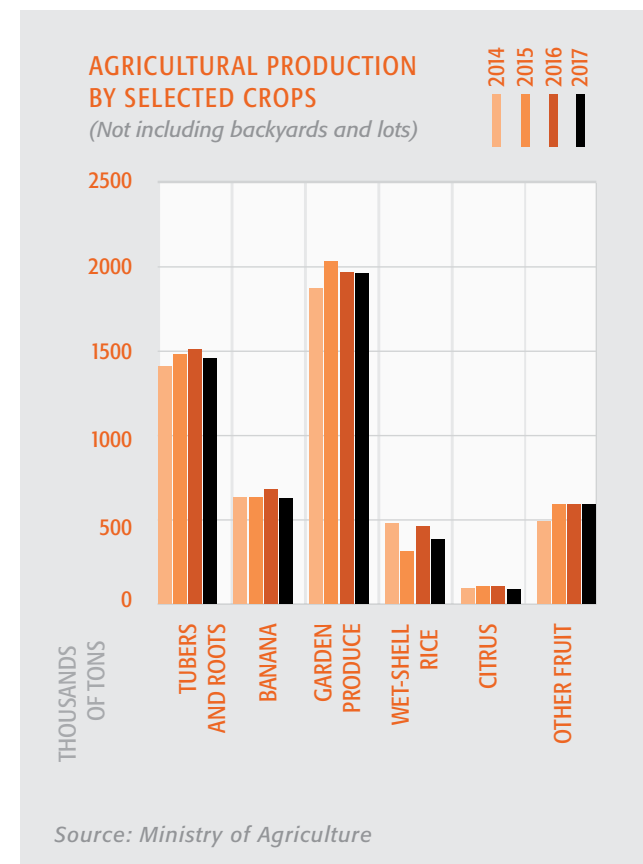
The agricultural system has drawn up development programs of the principal products to the year 2020. It also foresees logistical investment projects in production chains, from producer consumables to final clients.





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.



#### SECTORIAL POLICY:

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

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

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

#### LEADING PRODUCTS

##### Tobacco

Cuban Premium tobacco (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. No foreign investment is being promoted in this item.

##### 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 with sales 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.



#### CONTACT INFO:

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Ministry of Agriculture  
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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 fish.

Today the greatest industrial transformation of foods, beverages and fish is concentrated in the business system looked after by the Ministry of the Foods Industry made up of 118 companies integrated into the Grupo Empresarial de la Industria Alimentaria (Geia), Corporación de Cuba Ron (Cuba Ron) and the Corporación 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.

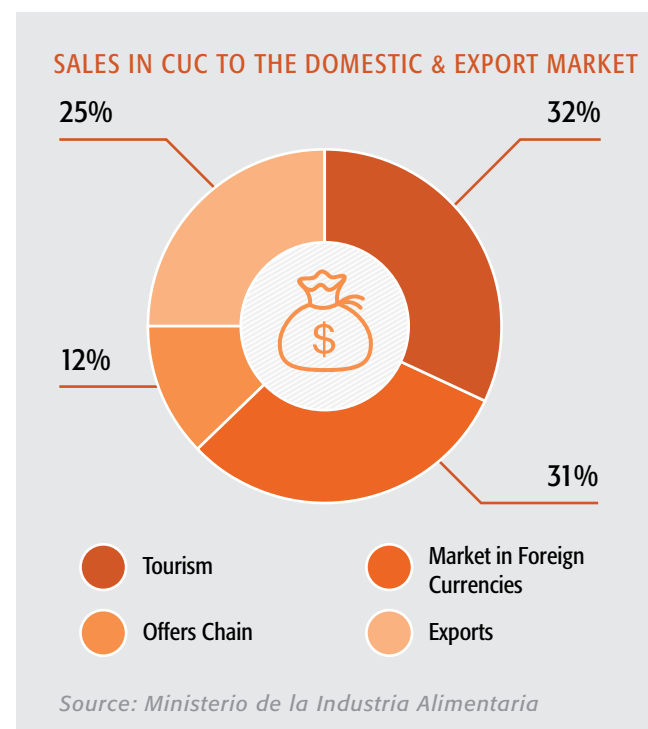
At the close of 2017, the labor force was 80,370 strong; of this number, 66.1 % are university graduates, technicians and pre-university graduates.

The foods industry generates average revenues of 16,672,557 pesos, of which 751,430.000 CUC corresponds to the tourism industry, the market in foreign currencies and exports.

The Foods Industry is moving forward in its design for the middle and long-range Development Plan, where foreign investment is essential in order to attain technological modernization, increased capacities in correspondence with the demands of the domestic market, diversifying the export

markets and re-dimensioning the industrial staff by efficient industry and high competitiveness.

The identified foreign investment projects will bring the sector and the country investments of over 830 million USD in the next two years.



#### 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.

#### SECTORIAL POLICY:

To promote integral projects generating linked productions and promoting efficiency throughout the chain. Anything dealing with the capture and industrialization of lobster is excluded.



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► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



PORK PRODUCTION  
FOR THE  
COMMERCIALIZATION  
OF FINISHED PORK  
PRODUCTS (14  
PROJECTS)



DESCRIPTION:

The objective is to increase pork production based on 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, except in Matanzas province.

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 million USD Villa Clara, Matanzas and Pinar del Río provinces.  
58.3 million USD at locations throughout the rest of the country.

LOCATION:

In Empresas Porcinas y Cárnicas areas of the country, close to the location of the enterprise, except in Matanzas province.

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED  
RESULTS:

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

CONTACTS:

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lorainefg@geg.cu  
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Corporación Alimentaria S.A. (Coralsa)  
Email: negocios@coralsa.com.cu  
Tel.: (53) 72021194 / 72022055



POULTRY  
PRODUCTION AND  
ITS CHanneled  
COMMERCIALIZATION  
(8 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 permit developing the chain of fattened chickens, from the genetics of heavy-weight breeders and fattened chickens, the plant for the production of balanced feed and the poultry abattoir, for subsequent wholesale business, fundamentally the tourism and domestic market in foreign currency.

This Project may be carried out in all of Cuba's provinces in areas of poultry enterprises, at the choice of the investor.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Poultry enterprises

ESTIMATED INVESTMENT:

35.5 million USD

LOCATION:

At the country's poultry enterprise locations

MARKET POTENTIAL:

The project replaces imports and guarantees channeled chicken for the local and tourism market.

ESTIMATED ANTICIPATED  
RESULTS:

200 000 metric tons of channeled chicken

CONTACTS:

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jblanco.oc@geg.cu  
cgutierrez.oc@geg.cu  
Tel.: (53) 78847266





### PRODUCTION OF CHICKEN AND ITS CHanneled SALES.



#### 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 lands 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.

#### ESTIMATED ANTICIPATED RESULTS:

150,000 metric tons of channeled chicken

#### CONTACTS:

UAM Economic Division  
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Tel.: (53) 72078017



### DEVELOPMENT OF INDUSTRIAL PRODUCTION OF BEEF, ITS INDUSTRIAL PROCESSING AND SALES OF SPECIAL CUTS (8 PROJECTS)



#### DESCRIPTION:

The principal objectives:

To increase production of animals and their fattening

To enlarge and modernize productive capacities in meat production processing, special cuts, sausage-type products and other byproducts.

The Project foresees the reconstruction of facilities for fattening animals, and for acquiring irrigation systems for pastures (irrigation machines, pumps, regulation devices, cisterns and tubes) to attain increased production of fodder and grazing areas as compared to the ones present now, and to meet the demand of entity units for food in the dry season, and for sales to third parties associated with the beef chain.

On the other hand, the enlargement of beef combination and the modernization of its technology, with a slaughter capacity for 3,000 tons on the hoof per year of cows and the same amount for swine, with two production lines to obtain fresh meat, special cuts, sausage-type and hermetic meats, to consider meat freezers and storage for the sausage-types and aging, as well as generators in the event of emergencies.

#### INVESTMENT TYPE:

International Economic Partnership

#### CUBAN PARTY:

Empresas Ganaderas del Grupo Empresarial Ganadero

#### ESTIMATED INVESTMENT:

2.5 million USD each

#### LOCATION:

Camilo Cienfuegos – **Pinar del Río**, Los Naranjos – **Artemisa**, Valle del Perú – **Mayabeque**, Macún – **Villa Clara**, Managuaco – **Sancti Spiritus**, Integral – **Cienfuegos**, Ganadera – **Camagüey** and Manuel Fajardo – **Granma**

#### CONTACTS:

Vedalina Serrano Miranda  
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## PRODUCTION OF MILK AND MEAT FROM SMALLER SPECIES (SHEEP, GOATS AND RABBITS): SEVERAL PROJECTS

<b>DESCRIPTION:</b>	<p>Objectives of the Project:</p> <p>Improve the genetics of the 3 species, the use of more efficient handling techniques favoring increased production, making efficient, rational use of natural resources in harmony with the environment.</p> <p>Improved abattoir conditions in terms of the productive flow and meat cutting technology</p> <p>Acquisition of mini-industries for the processing of goat milk and the production of cheese</p> <p>the meat production program sees the improvement and fattening of rams for the tourist market as well as the stockpiling of animals from the 3 species for their preparation and processing for the different markets, using facilities that ensure maximum quality and safety for the productions, developing industrialized items with greater added value</p> <p>The Project sees investments in fattening shed, sanitary tiles and abattoirs, including the min-industry for processing meat and its byproducts. In the case of dairy mini-industries we see the transformation of goat milk into products with greater added value, fundamentally cheeses making, both for the foreign currency on the border, including possible export.</p>
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa de Ganado Menor
<b>ESTIMATED INVESTMENT:</b>	7,9 millones USD
<b>LOCATION:</b>	Unidades de Base de la Empresa de Ganado Menor throughout Cuba
<b>CONTACTS:</b>	<p>Julio César Vázquez Osorio</p> <p>Tel. 53 72531232</p> <p>Email: egame@hab.minag.cu</p>



## PRODUCTION OF FATTY LIVER, PÂTÉ, MAGRET BREASTS AND DUCK DRUMSTICKS

<b>DESCRIPTION:</b>	<p>Project Objectives:</p> <p>To increase fatty liver production and that of other products from force-fed duck for the domestic market in foreign currency.</p> <p>To increase production of fed duck and other products for the domestic market</p> <p>The Project foresees the implementation, repair and modernization of animal capacities, acquisition of new technologies or improvement of existing technologies, all of which will be accompanied by quality management.</p> <p>These productions we would like to achieve are obtained today but they do not meet the demands of tourism and so Cuba is importing these products. If the productions for tourism are the main objective, upon recovering facilities and technology, this same equipment will be used for domestic production with improved product quality.</p>
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Productora y Comercializadora Avícola UEB Rolando Pérez Gollanes
<b>ESTIMATED INVESTMENT:</b>	1 million USD
<b>LOCATION:</b>	Punta Brava, La Lisa municipality, <b>Havana</b> province
<b>CONTACTS:</b>	<p>Osmany Conde Rodríguez,</p> <p>Tel. 53 72720986</p> <p>Email: osmany@orooca.com.cu</p>



## 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>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Agroindustrial de Granos José Martí
<b>ESTIMATED INVESTMENT:</b>	37 million USD
<b>LOCATION:</b>	San Cristóbal municipality in <b>Artemisa</b> province
<b>MARKET POTENTIAL:</b>	Sales on the domestic market to replace imports, for tourism and for eventual export
<b>ESTIMATED ANTICIPATED RESULTS:</b>	10,000 metric tons per year
<b>CONTACTS:</b>	<p>Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola</p> <p>Email: dir.internacionales@gag.cu</p> <p>Tel.: (53) 76452089</p> <p>Empresa Agroindustrial de Granos José Martí</p> <p>Email: eajm@art.minag.cu</p> <p>Tel.: (53-48) 598183</p>



## 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>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Agroindustrial de Granos Jovellanos
<b>ESTIMATED INVESTMENT:</b>	70.5 million USD
<b>LOCATION:</b>	Jovellanos municipality in <b>Matanzas</b> province
<b>MARKET POTENTIAL:</b>	7,400 metric tons per year
<b>ESTIMATED ANTICIPATED RESULTS:</b>	10,000 metric tons per year
<b>CONTACTS:</b>	<p>Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola</p> <p>Email: dir.internacionales@gag.cu</p> <p>Tel.: (53) 76452089</p> <p>Empresa Agropecuaria Vladimir I. Lenin</p> <p>Email: osiel2.martinez@nauta.cu</p> <p>Tel.: (53-45) 821509</p>





PRODUCTION OF  
WOODEN BOARDS.



DESCRIPTION:

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 fiberboard (MDF) on the basis of intensively managed forestry plantations, small-sized round wood produced from managing established forests and industry waste in order to meet the demands of the domestic market and export the surplus.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresa Agroforestal Pinar del Río

ESTIMATED INVESTMENT:

33.8 million USD

LOCATION:

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.

MARKET POTENTIAL:

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. Estimated forecast of the demand for boards in Cuba can be seen in the following chart:

Product	UM	Current	2015	2020	2025	2030	2035
Boards	Mm <sup>3</sup>	23.0	27.0	50.0	70.0	98.0	137.0

ESTIMATED RESULTS:

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).

CONTACTS:

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Email: desarrollo1@gaf.minag.cu  
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Empresa Agroforestal Pinar del Río  
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Tel.: (53-48) 448231



PRODUCTION AND  
COMMERCIALIZATION  
OF FINE AROMA  
CACAO



DESCRIPTION:

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.

INVESTMENT TYPE:

Production Management Agreement

CUBAN PARTY:

Empresa de Café, Cacao y Coco de Baracoa

ESTIMATED INVESTMENT:

9,2 million USD

LOCATION:

Cacao producers (UBPC, CPA, CCS) connected with the Empresa de Café, Cacao y Coco of Baracoa, **Guantánamo**.

MARKET POTENTIAL:

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

ESTIMATED RESULTS:

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.

CONTACTS:

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PLANT FOR PROCESSING, CLASSIFICATION, PACKAGING AND EXPORTING PLANT CHARCOAL (3 PROJECTS).



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
CUBAN PARTY:	Empresa Agroforestal de Costa Sur in Artemisa and in Cienfuegos & Camagüey provinces
ESTIMATED INVESTMENT:	5.8 million USD
LOCATION:	The project will take place at three locations: Empresa Agroforestal Costa Sur in <b>Artemisa</b> province, a plant having a capacity for 5,000 tons; Empresa Agroforestal <b>Cienfuegos</b> , with a capacity for 10,000 tons; and Empresa Agroforestal <b>Camagüey</b> , 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 RESULTS:	We foresee increasing wood charcoal exports, recovering investments in periods of between 3 to 5 years.
CONTACTS:	Business Division Agroforestal Group Email: desarrollo1@gaf.minag.cu Tel.: (53) 78847457



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 Contramaestre municipality, province of <b>Santiago de Cuba</b>
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:	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:	Business Division Agroforestal Group Email: desarrollo1@gaf.minag.cu Tel.: (53) 78847457 Empresa Rolando Ayub Email: hsl2308@enet.cu Tel.: (53-58) 7476 / 9261





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



DESCRIPTION:	Revive 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
CUBAN PARTY:	Empresa Agroindustrial de Cítricos Victoria de Girón
ESTIMATED INVESTMENT:	151.6 million USD
LOCATION:	Finca San José, Jagüey Grande municipality, <b>Matanzas</b> 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 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 Email: dir.internacionales@gag.cu Tel.: (53) 76452089 Empresa Agroindustrial de Cítricos Victoria de Girón Email: director@citrovg.cu Tel.: (53-45) 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:	Contrato de administración productiva
CUBAN PARTY:	Empresa Agroindustrial Victoria De Girón (30 ha) Empresa Agroindustrial Ceballos (25 ha) Empresa Agropecuaria Cubaquivir (10 ha) Empresa Agropecuaria Cítricos Sola (10 ha) Empresa Agropecuaria Wilfredo Peña (10 ha) Empresa Cítricos Arimao (10 ha) Empresa Cítricos Ceiba (10 ha)
ESTIMATED INVESTMENT:	15 million USD for each 25 & 30 ha project 4 million USD for each 10 Ha project
LOCATION:	<b>Pinar del Río, Artemisa, Matanzas, Cienfuegos, Ciego de Ávila, Camagüey y Holguín</b>
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 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 Email: dir.internacionales@gag.cu Tel.: (53) 76452089 División de Cultivos Protegidos del Grupo Empresarial Agrícola Email: 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
CUBAN PARTY:	Empresa Agropecuaria Metropolitana and agricultural cooperatives
ESTIMATED INVESTMENT:	7 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	Products obtained from this project will go to the domestic market in order to replace the imports made today in Cuba and towards foreign markets.
ESTIMATED 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 Email: dir.internacionales@gag.cu Tel.: (53) 76452089 Dirección General Empresa Agropecuaria Metropolitana Email: eamhort@eahm.com.cu Tel.: (53) 76700056 / 76700054



PRODUCTION AND SALES OF CONCENTRATED AND SIMPLE JUICE, PULP AND ESSENTIAL OILS, BASED ON AGRICULTURAL DEVELOPMENT IN THE WESTERN AREA.



DESCRIPTION:	The objective of the Project is the creation of an agroindustrial joint enterprise to produce and sell concentrated and simple juice, pulp and essential oils, based on agricultural development in the Western Area. Includes the cooperative sector
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa de Cítricos Enrique Troncoso
ESTIMATED INVESTMENT:	14.84 million USD
LOCATION:	Siete Matas industrial zone, Pinar del Río
MARKET POTENTIAL:	The domestic market fundamentally covers the foreign currency sales of products in retail chains, hotel chains in the west and center of the county, as well as with other forms of non-State production inserted into the market depending on its production and services. ZED Mariel could be a great market opportunity. There is a potential market for the production of industrialized citrus basically in Europe, with possibilities of increasing the exports of this item.
ESTIMATED RESULTS:	Development of the industry using the highly productive and efficient modern technology that will be present in the technological equipment we plan to install. Productive linkups with the productive bases already present in the territory so that agricultural development is ensured. Replacement of imports into the country, ensuring the assortment and quality required by the market.
CONTACTS:	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu Tel.: (53) 76452089 Empresa de Cítricos Enrique Troncoso Email: director@citricopr.co.cu Tel.: (53-48) 778010 / 778013





### PRODUCTION OF BANANAS FOR THE DOMESTIC MARKET AND EXPORT



<b>DESCRIPTION:</b>	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.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	Empresa Agropecuaria La Cuba
<b>ESTIMATED INVESTMENT:</b>	2.3 million USD
<b>LOCATION:</b>	Ciego de Ávila province
<b>MARKET POTENTIAL:</b>	Potential clients exist who are interested in these export crops, besides supplying the domestic market where today demands are unsatisfied.
<b>ESTIMATED RESULTS:</b>	Revenues of around 950,000 USD
<b>CONTACTS:</b>	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu Tel.: (53) 76452089 General Division La Cuba Company Email: lacuba@cav.minag.cu



### PRODUCTION OF SMALL-SIZED CHARCOAL FOR EXPORT (3 PROJECTS)

<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
<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 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>	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu / Tel.: (53) 76452089



### 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
<b>CUBAN PARTY:</b>	Empresa Genix
<b>ESTIMATED INVESTMENT:</b>	4.9 million USD
<b>LOCATION:</b>	Mayabeque province
<b>MARKET POTENTIAL:</b>	For the foreign and domestic markets
<b>ESTIMATED RESULTS:</b>	The project allows us to obtain the following products: <ul style="list-style-type: none"> <li>▶ Spirulina powder in 10 Kg 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>	Labiofam S.A. Business Division Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093







► 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>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa de Glucosa GydeMa
<b>ESTIMATED INVESTMENT:</b>	21.4 millones de USD
<b>LOCATION:</b>	In Empresa de Glucosa areas of <b>Cienfuegos</b>
<b>MARKET POTENTIAL:</b>	Replacing imports and exports
<b>ESTIMATED RESULTS:</b>	12,500 tons per year of glucose and starches
<b>CONTACTS:</b>	Labiofam S.A. Business Division Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093



► PRODUCTION OF PARAÍSO-BRAND YOGHURT.



<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
<b>CUBAN PARTY:</b>	Empresa Productora y Comercializadora de Productos Biofarmacéuticos in Matanzas
<b>ESTIMATED INVESTMENT:</b>	5.5 million USD
<b>LOCATION:</b>	<b>Matanzas</b> province
<b>MARKET POTENTIAL:</b>	Tourism and domestic market in foreign currency
<b>ESTIMATED RESULTS:</b>	2.3 millions of liters/year
<b>CONTACTS:</b>	Labiofam S.A. Business Division Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093



► PRODUCTION OF PARAÍSO-BRAND YOGHURT.

<b>DESCRIPTION:</b>	Building a plant to produce probiotic firm coagulation yogurt from powdered milk, with LABIOFAM technology, fulfilling Good Manufacturing Practices of the foods industry, with a variety of flavors and presentations
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Empresa Labiofam, Villa Clara
<b>ESTIMATED INVESTMENT:</b>	7.5 Million USD
<b>LOCATION:</b>	<b>Villa Clara</b> province
<b>MARKET POTENTIAL:</b>	Tourism market and domestic market in foreign currency
<b>ESTIMATED RESULTS:</b>	3.2 million liters of yogurt per year
<b>CONTACTS:</b>	Labiofam S.A. Business Division Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093



► PROCESSING AND SALES 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 nectar and essential oils with organic certification.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<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 <b>Camagüey</b> province, in the Sierra de Cubitas municipality, on the farms of nine producers belonging to the three Strengthened Loan and Services Cooperatives (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 item 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 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>	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu Tel.: (53) 76452089 Development and Technical Division of the Sola Citrus and Agricultural Company Email: emcisola@cmg.eicma.cu Tel.: (53-32) 615415





PRODUCTION, PROCESSING AND SALES 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
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 product 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, Holguin, the Northern Cays in the center of the Island, Varadero and Havana.
ESTIMATED 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:	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu Tel.: (53) 76452089 Empresa Agroindustrial Ceballos Email: dgeneral@ecca.co.cu Tel.: (53-33) 237112



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 of 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 ha 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 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:	International Affairs Division of the Agricultural Company Group Email: dir.internacionales@gag.cu Tel.: (53) 7 645 20 89 Directorate General of the Ceiba Citrus Company Email: ray@citricosceiba.cu Tel.: (53-47) 311 100 / 311 106.







**DEVELOPING AGRO-INDUSTRIAL PRODUCTION OF FRUITS AND VEGETABLES IN THE EMPRESA AGROPECUARIA DE GÜIRA DE MELENA.**



**DESCRIPTION:**

The objective of this foreign investment opportunity is to give added value to the increased production of tropical fruit and vegetables in the province all year round on a staggered basis: and the sales of their productions transformed into juice, nectar, pulp, pickles, preserves to meet consumption requirements in all sectors of the Cuban population, as well as placing the products on the international market.

We would like to develop a line of industrial production for the processing of fruit with automatic capacities of filling and sealing in metal containers, in 0.5, 1.5 and 3.2 kg sizes and in aseptic bags. Promoting the productive linkups between industrial plants and the cooperatives and that the results get reinvested into their development.

Starting exports of productions transformed into elite products for the international market, based on cleaner productions.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Agropecuaria Güira de Melena

**ESTIMATED INVESTMENT:**

16.62 million USD

**LOCATION:**

Artemisa, Güira de Melena

**MARKET POTENTIAL:**

To produce for the domestic and export markets

**ESTIMATED RESULTS:**

Replacing imports and giving added value to productions, inserting them into the international market via an investor having a registered trademark and acquiring experience in marketing.

**CONTACTS:**

Grupo Empresarial Agropecuario y Forestal Artemisa (Geafa)  
Tel.: (53-47) 364026 / 366829 / (53) 52793533



**LAWN CARE SERVICES AT SPORTS AND RECREATIONAL FACILITIES IN CUBA AND THE CARIBBEAN**



**DESCRIPTION:**

We would like to develop the proper technologies for the seeding and maintenance of lawns in sports and recreational facilities, as well as to intensify the annual production of grass from 50 ha to 100 ha in the first phase and then to 150 ha, according to the demands in the country to improve its quality. We also need to introduce new varieties of grass that are resistant to dry spells, shade and salt air, the ones most sold throughout Cuba and the Caribbean, especially modern irrigation and the machinery necessary for greater efficiency and quality in the productive process. We also aim for certified grass seed production for sports and recreational facilities, especially for the golf courses and polo fields that are being planned.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Estación Experimental de Pastos y Forrajes Indio Hatuey, Universidad de Matanzas.

**ESTIMATED INVESTMENT:**

12 million USD

**LOCATION:**

Perico municipality, Matanzas province

**MARKET POTENTIAL:**

- ▶ single research center in Cuba specializing in grass/lawns
- ▶ with 14 grass varieties for different sports and recreational area purposes
- ▶ capacity to produce grass seed and lawn care technology
- ▶ farms specialized in growing grass with areas of 50 Ha.
- ▶ qualified personnel to handle the business and who have the experience managing domestic and international projects
- ▶ domestic and international recognition in the area of knowledge

**ESTIMATED RESULTS:**

Replacing imports and generating exports with technologies, products and services with top quality, derived from research and related with the lawns and horticultural industry. Sales will be directed towards the domestic market, to Mintur joint enterprises, to Micons, Almest, Inder, Flora y Fauna, and to Caribbean countries such as Barbados, Jamaica, Dominican Republic and Panama.

**CONTACTS:**

Dirección General Estación Experimental de Pastos y Forrajes, Indio Hatuey  
Email: giraldo@ihatuey.cu  
Tel.: (53-45) 571235 / 571260







INCREASED PRODUCTION POTENTIAL FOR SHRIMP FARMING (4 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 post larvae 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 **Granma**, **Sancti Spíritus**, **Camagüey** y **Las Tunas** provinces

MARKET POTENTIAL:

Export market, mainly Asia

ESTIMATED 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:

Business Division of the Food Industry Company Group  
Email: [esther.alejo@geia.cu](mailto:esther.alejo@geia.cu) / [eduardo.hernandez@geia.cu](mailto:eduardo.hernandez@geia.cu)  
Tel.: (53) 78614187 Ext. 8151



PRODUCTION OF SAUCES, INCLUDING SOY SAUCE AND CONDIMENTS.

DESCRIPTION:

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Corporación Alimentaria S.A (CORALSA)

ESTIMATED INVESTMENT:

20 million USD

LOCATION:

**Mayabeque** & **Holguín** provinces

MARKET POTENTIAL:

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.

ESTIMATED RESULTS:

Incorporate soy sauces and other domestically produced items on the domestic market in order to replace the imports currently sold.

CONTACTS:

Corporación Alimentaria S.A. (Coralsa)  
Email: [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu)  
Tel.: (53) 72021194 / 72022055



INCREASED AQUACULTURE PRODUCTION AND ITS INDUSTRIALIZATION.



DESCRIPTION:

Aumentar las capacidades de procesamiento industrial considerando las producciones actuales y las previstas a obtener en el programa de desarrollo.

INVESTMENT TYPE:

Empresa mixta

CUBAN PARTY:

Corporación Alimentaria S.A. (Coralsa)

ESTIMATED INVESTMENT:

31,5 million USD

LOCATION:

**Sancti Spíritus** province

MARKET POTENTIAL:

Production of fish shaped and sausage products for tourism and chains of stores in the eastern provinces. Currently we only meet 62% of demand.

ESTIMATED RESULTS:

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

CONTACTS:

Corporación Alimentaria S.A. (Coralsa).  
Email: [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu)  
Tel.: (53) 72021194 / 72022055







### DEVELOPMENT OF THE PRODUCTION OF CONFECTIONERY, CANDIES, SHERBETS, FINE AND SWEET BISCUITS, SODA CRACKERS AND CEREALS (2 PROJECTS)

<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>	Havana & Santiago de Cuba
<b>MARKET POTENTIAL:</b>	Replace imports in tourism and in the chains of stores
<b>ESTIMATED 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) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### 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 RESULTS:</b>	Produce 15.0 M tons per year for the domestic market
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### DEVELOP AND DIVERSIFY PRODUCTION OF INDUSTRIALIZED FRUIT, VEGETABLE AND GARDEN VEGETABLE PRODUCTS (2 PROJECTS)

<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 RESULTS:</b>	Increased offers of these products on the domestic market, replacing imports
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### FISH FARMS AT SEA.



<b>DESCRIPTION:</b>	Building a spawning center and install a farm of floating cages to attain production of 400 tons of sea fish having a high commercial value, for the purpose of partially meeting tourism sector demands and replace imports.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<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 great demand for fish by the various tourist resorts in Cuba. This could be partially met by the results of this Project since an assortment of products, fresh fish instead of similar frozen varieties being imported could be offered.
<b>ESTIMATED RESULTS:</b>	Replace 300 tons of imported fish
<b>CONTACTS:</b>	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 Ext. 8151 Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### 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 RESULTS:</b>	Attaining increased production of cacao byproducts in order to replace some of the imports being made by Cuba
<b>CONTACTS:</b>	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 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 sell fish in different formats meeting the domestic market demand, in foreign currency, contributing to replacing imports
<b>ESTIMATED 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>	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 Ext. 8151



### RAISING MOLLUSCS AND FISH IN THE SEA

<b>DESCRIPTION:</b>	Develop productive activities of aquaculture, raising mollusks, multitrophic farming and sustainable fishing of species having top commercial value so that we may subsequently sell 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>	Selling 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 RESULTS:</b>	Increased offers to the tourism sector and for export
<b>CONTACTS:</b>	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 Ext. 8151



### 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>	Ciego de Ávila 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 RESULTS:</b>	Increased offers of these products on the domestic market, replacing imports
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 7 021194 / 72022055







PRODUCTION OF  
WHEAT FLOUR  
(3 PROJECTS).



DESCRIPTION:	Increase the efficiency of wheat flour production and its quality, in accordance with international standards, saving foreign currency as imports are replaced
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Cubana de Molinería
ESTIMATED INVESTMENT:	25 million USD
LOCATION:	Havana, Cienfuegos & Santiago de Cuba provinces
MARKET POTENTIAL:	Domestic market
ESTIMATED RESULTS:	Meeting the domestic production needs for wheat-based products, on the domestic market, in chains of stores and in tourism.
CONTACTS:	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 Ext. 8151



PRODUCTION OF VINEGAR.

DESCRIPTION:	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.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Bebidas de La Habana
ESTIMATED INVESTMENT:	2.5 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	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.
ESTIMATED RESULTS:	<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>
CONTACTS:	Business Division of the Food Industry Company Group Email: esther.alejo@geia.cu eduardo.hernandez@geia.cu Tel.: (53) 78614187 Ext. 8151



PROCESSING  
SOYBEANS, OIL AND  
THEIR BYPRODUCTS.



DESCRIPTION:	Increase the processing of soybeans in order to obtain oil and byproducts
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT:	14 million USD.
LOCATION:	Santiago de Cuba province
MARKET POTENTIAL:	Domestic market
ESTIMATED RESULTS:	Replace some imports of refined oil and flour for animal consumption
CONTACTS:	Corporación Alimentaria S.A (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055







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



**DESCRIPTION:**

Restore and increase the capacities for producing pasta. Increasing varieties for the domestic market and replacing their imports

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Corporación Alimentaria S.A (CORALSA)

**ESTIMATED INVESTMENT:**

15 million USD

**LOCATION:**

Mayabeque, Camagüey, Cienfuegos & Santiago de Cuba provinces

**MARKET POTENTIAL:**

Domestic market

**ESTIMATED RESULTS:**

Meeting the demands of the domestic market in quantities and variety, replacing existing imports

**CONTACTS:**

Corporación Alimentaria S.A. (Coralsa)  
Email: [negocios@coralsa.com.cu](mailto:negocios@coralsa.com.cu)  
Tel.: (53) 72021194 / 72022055



SMALL BOAT REPAIRS.



**DESCRIPTION:**

Increase repair and maintenance services for small boats involved in fishing and in other bodies in the eastern area of Cuba

**INVESTMENT TYPE:**

Service Management Agreement

**CUBAN PARTY:**

Empresa Estatal de Proyectos, Construcciones y Servicios Navales, (CEPRONA)

**ESTIMATED INVESTMENT:**

1.7 million USD

**LOCATION:**

Holguín province

**MARKET POTENTIAL:**

Provide services for all existing boats involved in fishing in the eastern and central provinces as well as small boats arriving in Cuba

**ESTIMATED RESULTS:**

Meeting demands for these services

**CONTACTS:**

Business Division of the Food Industry Company Group  
Email: [esther.alejo@geia.cu](mailto:esther.alejo@geia.cu)  
[eduardo.hernandez@geia.cu](mailto:eduardo.hernandez@geia.cu)  
Tel.: (53) 78614187 Ext. 8151







INTERNATIONAL  
DISTRIBUTER OF  
CUBAN RUM.



DESCRIPTION:	Increase the presence of new brands of Cuban rum on the international market and, under license, sell the existing brands. Direct distribution in Cuba
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Corporación Cuba Ron S.A.
ESTIMATED INVESTMENT:	14 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	Take advantage of the potential of the large distributors on international markets
ESTIMATED RESULTS:	Making use of the prestigious and extensive distribution network with which the foreign partner is associated throughout the world for the diversification and widening of export markets. Attain placing Cuban rum brands And the possible partnership of Cuba in international distribution.
CONTACTS:	Corporación Cuba Ron S.A. Email: cubaron@cubaron.co.cu Tel.: (53) 72049378



PRODUCTION, SALES  
AND DISTRIBUTION  
OF ALONDRA-BRAND  
ICE CREAM  
(2 PROJECTS).



DESCRIPTION:	In the initial phase, in Havana and Varadero Alondra factories. We estimate that with profits generated a staggered growth system will be created so that in a second phase the object of the IEP agreement will be broadened, subject to prior approval of the competent bodies, in order to incorporate the rest of the country's factories for the purpose of meeting the demands of the entire Mintur sales network in the country.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Servisa S.A.
ESTIMATED INVESTMENT:	2.3 million USD
LOCATION:	La Habana Ice cream Factory, Boyeros, Havana province Varadero Ice cream Factory, Varadero, Matanzas province
MARKET POTENTIAL:	Currently, Alondra does not produce enough ice cream to meet the demands of the tourism sector which has been growing in the last few years with the growth of the number of visitors to Cuba. Current demands in the resorts of Havana province and Varadero are greater than the productive and logistical capacity of Servisa in those areas, and they cannot satisfy customer orders or keep the hotel and out-of-hotel network stocked.
ESTIMATED RESULTS:	To create better products in the Servisa-owned ice cream factories, providing a greater variety of products that fulfill the required quality norms as requested by the tourism sector clients. We would like to have cutting edge technology, ensuring stable and top quality supplies, improve quality levels of the final products in the same way or in a similar manner to the quality standards recognized for equivalent products in the domestic and international market and diversify supplies with new attractive products for the tourism and domestic markets.
CONTACTS:	Servisa S.A. Division for Development and Investments Email: inversiones@servisa.tur.cu Website: www.servisa.co.cu Tel.: (53) 72082715 Servitur Development Division Email: dirdesarrollo@servitur.tur.cu alina@servitur.tur.cu Tel.: (53) 78319595 Ext. 159 / 78319567



## Pharmaceutical Industry and Biotechnological 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 20,000 of which 5,000 are university graduates, over 200 are doctors in sciences, over 1,000 are masters in sciences, over 1,000 hold qualifications in innovative technology and techniques, and over 600 are qualified researchers.

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, bio drugs 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 neuro-technology.

In Cuba, BioCubaFarma has registered over 600 drugs, over 200 medical diagnosis and equipment and over 50 biological products; abroad, its com-

### THE BUSINESS GROUP IS COMPOSED OF:

#### 34 companies :

20 producers

10 sales outlets

4 deal with services

#### 14 entities abroad:

6 joint enterprises

5 enterprises with totally Cuban capital

2 representation offices

1 branch in Colombia

Establishments in every province in Cuba



20000+ EMPLOYEES

5000+ UNIVERSITY GRADUATES

200+ DOCTORS IN SCIENCES

1000+ MASTERS IN SCIENCES

1000+ TECHNOLOGISTS

600+ RESEARCHERS

Disease prevention with prophylactic vaccines

Cancer prevention, diagnosis and treatment

### Main productions

diagnosis and rehabilitation for cardiovascular diseases

Overall care for diabetic patients



panies hold over 750 health product registrations in over 50 countries.

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

- ▶ disease prevention with prophylactic vaccines
- ▶ cancer 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 2 600, patents have been granted abroad

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.

*Most of the projects in this sector are included in the section of ZED Mariel.*



#### ▶ CONTACT INFO:

BioCubaFarma Vice President's Office  
Email: mayda.mauri@oc.biocubafarma.cu  
Tel.: (53) 76438513  
BioCubaFarma, Division for Commercial Policy, Business and International Relations  
Email: normando@oc.biocubafarma.cu  
Tel.: (53) 72745110

BioCubaFarma exports to 40 countries and its program for clinical development abroad includes 11 testing clinics in 4 countries.



Testing clinics in 4 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 ZED Mariel.



#### SECTORIAL POLICY:

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

#### ▶ FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS FUERA DE LA ZED MARIEL



PRODUCTION AND SALES OF THE CLASSIC SWINE FLU VACCINE (PORVAC).



#### DESCRIPTION:

Building and setting up a plant to ferment, purify and formulate the finished product, that allows us to produce the vaccine in Good Manufacturing Practices conditions (GMP) in order to attain increased productive capacities and improve standards in the facilities currently producing the classic swine flu vaccine (Porvac).

#### INVESTMENT TYPE:

International Economic Partnership

#### CUBAN PARTY:

Centro de Ingeniería Genética y Biotecnología

#### ESTIMATED INVESTMENT:

6,83 million USD

#### LOCATION:

Camagüey province

#### CONTACTS:

Email: jesus.zamora@cigb.edu.cu  
Tel.: (53-32) 261295  
Email: lazaro.heyngnezz@cigb.edu.cu  
Tel.: (53) 72716022 Ext. 2173





PRODUCTION  
OF INJECTABLE  
CEPHALOSPORIN  
AND ORAL  
PENICILLIN.



**DESCRIPTION:**

Building two new pharmaceutical plants for the finished forms of  $\beta$ -lactamic antibiotics from the imported active pharmaceutical ingredient, fulfilling the high quality standards set up by Cuban and international bodies, permitting its certification and totally meeting the demands of the domestic market and the introduction of its products on the foreign market, especially in Latin America and Africa.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Farmacéutica 8 de Marzo

**ESTIMATED INVESTMENT:**

74,03 million USD

**LOCATION:**

Cotorro municipality, **Havana** province

**CONTACTS:**

General Division  
Email: [nancy@8marzo.biocubafarma.cu](mailto:nancy@8marzo.biocubafarma.cu)





## Sugar Agro-industrial Sector and its Byproducts



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 CO<sub>2</sub>, 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 11,159 university graduates, 28,525 middle technicians and 78,006 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>



Agricultural surface area (Ha): 934 000 ha

Hectares being exploited: 673 039 ha

% of mechanized harvest: 96.0

Employees in companies: 74 440

Private-sector employees: 92 989

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

### Middle Higher Level

Sugar Manufacture  
Sugar industry Machinery  
Instrumentation & Control  
Exploitation, maintenance and repairs of agricultural technology  
Veterinary  
Industrial Mechanic

Source: AZCUBA





LEADING PRODUCTS AND SERVICES

<b>Raw sugar:</b>	Tradition and recognized quality of this Cuban product.
<b>Refined sugar:</b>	Acknowledged quality, it is mainly used in the domestic market.
<b>Ecological products (organic):</b>	There is a growing export market for its byproducts with organically-grown fruit, honey and its byproducts, alcohol and rum.
<b>Alcohol, rum, spirits and liqueurs:</b>	Prestigious, quality products that are exported and could become leaders in some countries.
<b>Sorbitol-FOS:</b>	A quality product whose exportation could grow. Knowledge and know-how acquired in the management of its production using glucose from different origins could become an exportable service.
<b>Phytomas:</b>	Both the product and the knowledge and skill used to make it may be exported or it could be manufactured abroad.

THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS:

<b>ZERUS S.A.</b>	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.
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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, byproduct 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 INFO:

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Tel.: (53) 78305060 Ext. 7253 / 78383647





## ► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



### MANAGING SUGAR MILLS WITH BIOELECTRICAL POWER (3 PROJECTS)



<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>	100 million USD, ~35 % sugarcane, ~25 % industry & 40 % electricity
<b>LOCATION:</b>	Several such as 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 RESULTS:</b>	Increase in the production of corn through advanced technologies and the substitution of grain imports for the production of animal feed and the increase in social consumption.
<b>CONTACTS:</b>	Zerus S.A. Business Division Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



## ► FOS (FRUCTOOLIGO SACCHARIDES) &amp; 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 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>	Zerus S.A. Business Division Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



## ► 200,000 LITER/DAY CAPACITY ALCOHOL DISTILLERY.

<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>	Central Brasil (Camagüey)
<b>MARKET POTENTIAL:</b>	Access to technology and financing, increasing export. We might assess the enlargement and modernization of existing distilleries in several provinces of Cuba in order to attain greater efficiency in the fermentation and distillation processes; these are projects whose study will be done with the interested foreign party.
<b>CONTACTS:</b>	Dirección de Negocios de Zerus S.A. Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



## ► ENLARGEMENT AND MODERNIZATION OF RUM FACTORY.

<b>DESCRIPTION:</b>	Mulata/Santero and Vigía rums are recognized but require access to new markets. We also need access to financing to enlarge and modernize the rum factories and put them on a par with the export market. The basic objective of the project is to produce rum for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Zerus S.A.
<b>ESTIMATED INVESTMENT:</b>	6 million USD
<b>LOCATION:</b>	Havana province
<b>MARKET POTENTIAL:</b>	Increase exports
<b>CONTACTS:</b>	Zerus S.A. Business Division Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



## ► MODERNIZING BOILER FACTORY.

<b>DESCRIPTION:</b>	Production of boilers that would give access to a supplier of state of the art technology and a recognized brand name.
<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, 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>	Zerus S.A. Business Division Email: manuel.dominguez@zerus.azcuba.cu Tel.: (53) 78305060 Ext. 7253 / 78383647



## Light Industry Sector, introducing New Technologies



The industrial sector includes the production of bottles and packaging, recycling raw materials, manufacturing electronic equipment and electrical appliances, chemical products and byproducts, 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, we have set priorities for the production of aluminum cans 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, producing decorative lamps for tourism, and other varied industrial products that would meet the demand ascertained by market studies and the calculations of economic feasibility studies, as well as various productions 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 permitting modernization and the creation of capacities for the objective of increasing the levels of meeting domestic demands, replacing imports and encouraging exports, generating productive linkups in the branches of the steel/iron-machinery, light, chemical and electronics industries.



#### CONTACT INFO:

Division for Investment and Cooperation,  
Ministry of Industry  
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Tel.: (53) 72633215





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



SCIENCE AND TECHNOLOGY PARK.



DESCRIPTION:

Building the required infrastructure and operating a science and technology park in Cuba dedicated to R&D and innovation, high tech Cuban and international projects.

The scope of the investment includes infrastructure for offices and specialized locales to develop processes of Project incubation, accommodations and other social facilities for personnel and the recruiting of risk financing to finance short, medium and long-term projects, up to the innovation and start up stage.

We require institutions with the experience required for operating a science and technology park capable of attracting:

- Incubation and start-up of international projects and businesses, based on knowledge
- Recruiting risk financial resources for project incubation, with short, medium and long-term results coming from international governmental, public and private NGOs, etc..

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Centro de Estudios Avanzados de Cuba

ESTIMATED INVESTMENT:

17.8 million USD

LOCATION:

La Lisa municipality, **Havana** province

CONTACTS:

Email: hugo.ge@CEA.cu  
Tel.: (53) 52883901



DEVELOPMENT OF NANO MANUFACTURE INFRASTRUCTURE.



DESCRIPTION:

Developing the construction and technological infrastructure needed and the acquisition and installation of equipment required for the development of nano-manufacturing processes in Cuba, fundamentally in materials to be used in the strategic areas of health, energy and the environment.

The scope of the investment includes the pre-investment phase, the execution of civil construction stage, and set up, commissioning and operation of the facility stage.

We require institutions with the required experience, fundamentally in engineering activities in order to develop nano-manufacturing processes, with the contribution of risk financial resources for innovation, with short, medium and long-term results.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Centro de Estudios Avanzados de Cuba

ESTIMATED INVESTMENT:

25 million USD

LOCATION:

La Lisa municipality, **Havana** province

MARKET POTENTIAL:

Domestic and international needs, associated with new technologies, fundamentally those related with health and the use of medicines, energy and the environment, in which the application of nanotechnologies is required.

The joint enterprise is fundamentally oriented to the international market, but because of the institutions where Cuba dedicates R&D and innovation in Citma, BioCubaFarma, other bodies and in the universities, and considering that Cuba does not have any institutions providing this, we plan on having 10% of capacities destined for the domestic market.

CONTACTS:

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## Electronics, Informatics, Automation and Telecommunications Industry

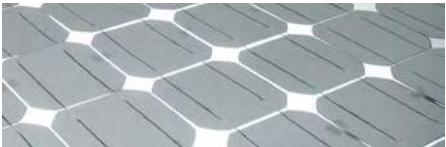
The Electronics, Informatics, Automation and Telecommunications Industry is a very dynamic sector. It develops flexible industries and its highly qualified personnel are able to quickly convert processes and give added value to products.

The industry has a development plan taking it to 2020, covering production with its 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, plastic injection and a variety of electronic equipment.

### PRINCIPAL PRODUCTION:

#### Solar Panels

An outstanding item in the renewable energy source sector.



#### LCD to LED TVs

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



#### Voltage protectors, home and industrial lighting, electronic transformers and LED lighting

Since 1998, we have manufactured over 1.5 million voltage protectors as well as over 500,000 home and industrial lighting products of all kinds; to a great degree, this has allowed us to replace imports of these items. 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 LED street lighting.



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

The sector's development lines aim for the sustainable development of renewable energy, energy efficiency, industrial automation, fire and security systems and electronic systems in general.



#### CONTACT INFO:

Business Division of the Electronic Industry  
Company Group  
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## Light Industry

Light Industry includes the production of bags, matches and candles, leather, footwear, leatherwork, fabrics, textile products, paint, cleaning products, feminine sanitary pads, furniture, printed matter, sporting goods, plastic articles, mattresses and ornamental ceramics and tableware for the domestic market and for export. There are 20 State companies, 1 research center, 1 totally Cuban trading company and 10 joint enterprises for the production of:

- ▶ Bags, ropes, synthetic fiber twine and natural fiber sack cloth
- ▶ Matches and candles
- ▶ Tanned leather
- ▶ Leatherwork
- ▶ Footwear
- ▶ Textile products
- ▶ Textiles
- ▶ Furniture
- ▶ Paint and Varnish
- ▶ Perfumes, cosmetics, soaps, detergents and cleaning products
- ▶ Hygiene-health products
- ▶ Sporting goods
- ▶ Printed matter
- ▶ Flexible polyurethane foam and mattresses
- ▶ Plastic articles.



The group is open to foreign investments, 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.



▶ **CONTACT INFO:**

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► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► PRODUCTION OF PLASTIC CONTAINERS.

DESCRIPTION:	Modernizing the plant producing plastic containers, fulfilling Good Manufacturing Practices.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Química de Farmacéuticos y Plásticos
ESTIMATED INVESTMENT:	2.5 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	Replacing imports
ESTIMATED RESULTS:	Production of a wide range of plastic containers needed for Labiofam products
CONTACTS:	Labiofam S.A. Business Division Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093



► PRODUCTION OF FLEXIBLE PACKAGING AND POLYETHYLENE EXTRUSION.



DESCRIPTION:	We would like to acquire new technology to increase the installed productive capacity in the country and meet the demands of industries consuming packaging that exist today. For the production and sales of flexible printed material for containers on any supporting heat-soluble material, to extrude a film of polyethylene or other flexible film and to make up different sizes of bags with these materials.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Industrias Nexus S.A.
ESTIMATED INVESTMENT:	14 million USD
LOCATION:	San José de Las Lajas, Mayabeque province
MARKET POTENTIAL:	We foresee meeting the existing domestic demands of 20,000 tons, at 4 %
CONTACTS:	Email: magaly@nexus.cu Tel.: (53) 72045184



► PRODUCTION OF EDUCATIONAL TOYS AND OTHER COMMONLY USED ITEMS.



DESCRIPTION:	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.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Productora de Materiales Varios para la Enseñanza (Empromave)
ESTIMATED INVESTMENT:	5 million USD
LOCATION:	Havana province
MARKET POTENTIAL:	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.
ESTIMATED RESULTS:	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.
CONTACTS:	Comercial Empromave Email: loly@empromave.rimed.cu Tel.: (53) 78788781







► PRODUCTION AND SALES OF FOOTWEAR.

DESCRIPTION:	Acquisition of technological equipment associated with productive processes for the production and sales of synthetic footwear, slippers, sandals, running shoes, cloth shoes, footwear with mesh uppers, work boots and soles, encouraging the replacement of imports and exportation
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Industrias Nexus S.A.
ESTIMATED INVESTMENT:	15,7 million USD
LOCATION:	Habana del Este municipality, <b>Havana</b> province
MARKET POTENTIAL:	Annual production capacity is foreseen at the start to be 2,530.0 thousands of pairs of shoes until we reach the figure of 6,800.0 thousand for the domestic market and for exportation.
CONTACTS:	Email: magaly@nexus.cu Tel.: (53) 72045184



► PRODUCTION AND SALES OF BAGS.



DESCRIPTION:	Production and sales of polypropylene and mesh bags by the acquisition of advanced technology associated with the productive process, encouraging the replacement of imports and exportation
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Industrias Nexus S.A.
ESTIMATED INVESTMENT:	23,1 million USD
LOCATION:	<b>Villa Clara</b> province
MARKET POTENTIAL:	Broaden available productive capacity to 90.0 million polypropylene bags and 10.0 million mesh bags, encouraging the replacement of imports and exportation.
CONTACTS:	Email: magaly@nexus.cu Tel: (53) 72045184



► MANUFACTURING FEMININE SANITARY PADS AND DAYTIME PROTECTORS



DESCRIPTION:	For the manufacture of sanitary pads and to introduce a new product to the market: daytime protectors. We foresee decreasing the rates of energy consumption, of raw materials and materials, and lower costs, attaining diversification in the assortments.
INVESTMENT TYPE:	Productive Management Agreement
CUBAN PARTY:	Empresa de Materiales Higiénico-Sanitarios Mathisa
ESTIMATED INVESTMENT:	6,6 million USD
LOCATION:	Cerro municipality, <b>Havana</b> province
MARKET POTENTIAL:	This agreement involves attaining production of at least 5.4 million daytime protectors, a figure that would continue increasing until it reached the figure of 6.0 million units approx. in the eighth year. We would also be producing at least 3.3 million feminine sanitary pads until we reached annual sales of 7.0 million for this product.
CONTACTS:	Email:: enma@mathisa.cu Tel.: (53) 78788319







# Chemical Industry

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

via the required investments would allow us to technologically modernize and gradually replace the chemical industry's high volumes of imports 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-language 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 byproducts, 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, school notebooks, 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**

Based on 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 principally dedicated to the manufacture of new tires with diagonal technology, to retreading and producing technical rubber articles (ATG in the Spanish-language abbreviation). Production of new agricultural and general transportation tires is for the domestic market, mainly for agriculture. Tire retreading is done at five plants located throughout the country; this is a service with great impact on the economy because of the savings it represents and because it extends 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 in its Spanish-language abbreviation) whose main mission is to undertake scientific research, provide high-quality scientific-technical and engineering services such as process analyses and controls, graphic design, applied research, specialized products, validation and feasibility studies.



**CONTACT INFO:**

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Tel.: (53) 72041142







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



PRODUCTION AND SALES OF RETREADED TIRES IN EASTERN CUBA.



DESCRIPTION:	Creating a productive capacity of 150.0 MU per year of retreaded tires, at a first stage, which would let us decrease imports of new tires, on the basis of increasing the circulation of renewed tires, ensuring quality indicators that fulfill international norms and standards for these technologies and at competitive prices. Also, broadening professional services to clients for all activities related with the exploitation of tires
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Quimi S.A.
ESTIMATED INVESTMENT:	25 million USD
LOCATION:	Holguín province
MARKET POTENTIAL:	Studied retreading potential is at 511.0 MU, of which 49 % is in the central-eastern area that is being looked after by 4 retreading facilities in Villa Clara, Camagüey, Holguín and Santiago de Cuba. On average, of all of Cuba's imports each year, 85 % is for light and transport tires; the remaining 15 % is for agricultural, construction and mining tires in physical units. In values, this represents 80 % and 20 %, respectively. Average imports range around 800.0 MU per year
CONTACTS:	Foreign Trade and Business Division of the Chemical Industry Company Group Email: william@geiq.cu Tel.: (53) 72041142 Quimi S.A. General Division Email: aristides.hernandez@quimisa.cu Tel.: (53) 78307699



► PLANT FOR THE PRODUCTION AND SALES OF MULTI-LAYER SACKS, BAGS AND CASES.

DESCRIPTION:	The Project objective is to make use of the existing infrastructure and installed equipment in the Factory for paper and molded containers in order to develop production capacities for multi-layer sacks, bags and cases
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Quimi S.A.
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	Boyeros municipality, Havana province.
MARKET POTENTIAL:	Currently we meet less than 70% of the domestic demand for multi-layer sacks, totalling 27.4 million units, a figure showing significant growth for successive years in both standard physical units and new formats. We are not producing cases and bags that allow us to meet the demands of a population of 11.3 million.
CONTACTS:	Vicepresidencia del Grupo Empresarial de la Industria Química Email: lisette@geiq.cu Tel.: (53) 72041236



► PRODUCTION OF AMMONIAC, UREA AND OTHER PRODUCTS.

DESCRIPTION:	Designing and building an industrial complex to meet the current and future domestic demands for ammonia and urea to have ammoniac production reserves that permit the development of the rest of the nitrogenized fertilizers. The following productions are foreseen for this purpose: <ul style="list-style-type: none"><li>► 350.0 Mt per year of ammoniac to be used as raw material in the production of urea, nitric acid, ammonia nitrate, nickel sinter, direct uses as fertilizers and refrigeration systems, and reserve capacities for the production of diamonic phosphate.</li><li>► 260.0 Mt per year of urea for direct use in agriculture</li><li>► the production of sulfur, oxygen, argon and liquid carbon dioxide are planned as secondary productions</li></ul>
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Quimi S.A.
ESTIMATED INVESTMENT:	960 million USD
LOCATION:	Matanzas Bay, Cienfuegos or Nuevitas
MARKET POTENTIAL:	The ammoniac plant capacity is calculated to cover all the county's needs Urea demands for 2020 are foreseen as 204,000 t/yr. Plant capacity has been estimated with a 5.6 % growth rate as of that date and up to 2030 to attain a demand of 260,000 t.
CONTACTS:	Foreign Trade and Business Division of the Chemical Industry Company Group Email: william@geiq.cu Tel.: (53) 72041142 Quimi S.A. General Division Email: aristides.hernandez@quimisa.cu Tel.: (53) 78307699







## Steel/Iron-Machinery Industry and Recycling

The Steel/Iron Business Group is made up of 75 companies throughout the country, grouped into 3 basic sectors: steel and iron, recycling and mechanics. It averages over 32,000 employees in the 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 pres-

sure 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.



#### CONTACT INFO:

Business Division of the Iron/steel Industry  
Company Group  
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Tel: (53) 76450405 / 76458961 ext. 116 /  
76458962 ext. 114





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



PRODUCTION AND SALES OF THERMAL COPPER WIRE ELECTRICAL CONDUCTORS.



DESCRIPTION:

The project's fundamental objective is to have a copper and aluminum electrical conductor Factory for up to 1 Kv, telephone, enameled PVC compound and 8 mm thick copper thermal wire that meets the domestic demand in quantity, quality and diversification and that ensures effective replacements for imports, estimated to cover 100% of the enameled wire market and the rest of the production, as a minimum, will cover approximately 65 %.

We would like to introduce aluminum three-strand intermediate, triple extrusion, nylon isolation, ecological PVC wires, the production of enameled fine caliber wire on the basis of the Tandem system, production of digital TV cables via a physical foam system, similar to nickel for the production of thick thermal copper wire, production of 5th category telephone cables.

INVESTMENT TYPE: Joint Enterprise

CUBAN PARTY: Simen Aut S.A.

ESTIMATED INVESTMENT: 708 million USD

LOCATION: San José de Las Lajas municipality, **Mayabeque** province

MARKET POTENTIAL: The domestic market will be the main one since there is an unsatisfied demand for bare copper and aluminum cables, enameled wire, cables up to 1 Kv and telephone cables. Based on a preliminary assessment of the foreign market we foresee exports to Latin America and the Caribbean.

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PRODUCTION AND SALES OF RIGID TUBES FOR CIGARS.



DESCRIPTION:

Create a modern facotry 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: Fábrica Novalum, Regla municipality, **Havana** 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.

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PRODUCTION AND  
SALES OF TIN CANS.



DESCRIPTION:

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.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Simen Aut S.A.

ESTIMATED INVESTMENT:

5,4 million USD

LOCATION:

Guanabacoa municipality, **Havana** province

MARKET POTENTIAL:

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, the Chemical industry and further promoting the paint-producing companies as well as small non-State sector producers.

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



DESCRIPTION:

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 Havana 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.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Reciclaje S.A.

ESTIMATED INVESTMENT:

700 million USD

LOCATION:

In an area of **Matanzas, Villa Clara, Camagüey, Holguín & Santiago de Cuba**

MARKET POTENTIAL:

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.

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PRODUCTION AND SALES OF BUSES AND MINI-BUSES.



**DESCRIPTION:**

The general objective consists of modernizing and enlarging the industry for the production of buses and mini-buses with up-to-date technology that responds in terms of competitiveness and quality to the demands of the Cuban market and encourages levels of progressive integration with domestic industry.

Other objectives: to produce and sell buses for public and tourist transportation depending upon the production capacity and the scale of the demand for each different model, as well as parts, spare parts and accessories ensuring the sustainability of a useful life.

To ensure transfer of technology associated to the assembly of buses, modern managerial systems, production of components and post-sale service for buses, thereby minimizing environmental risks.

To accede to financing sources in favorable conditions for the remodeling of the Factory and installing new technology.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

55 million USD

**LOCATION:**

Guanajay municipality, **Artemisa** province

**MARKET POTENTIAL:**

The domestic market is the main market. We project a demand for a horizon of 10 years, attaining the figure of 17,962 units for the segments of public and tourist transportation and the Grupo Empresarial de Servicios de Transporte Automotor, as well as for the rest of the economy.

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MANUFACTURE OF PARTS, SPARE PARTS AND COMPONENTS OF ELEVATORS, SETTING UP AND POST-SALE SERVICING.



**DESCRIPTION:**

The project's fundamental objective is to have a company to manufacture parts, spare parts and the components of elevators, and to ensure their setting up and post-sale service.

In order to do this we would have to attain the following specific objectives:

1. To acquire a production line of parts, spare parts and components of elevators, replacing imports in order to provide competitiveness, quality and low costs for the Cuban market demands
2. To acquire new transportation means, as well as modernize the fleet of vehicles to improve the setting up and post-sale services for elevators, thereby saving time
3. To acquire the specific tools needed, equipping all the work teams; this would involve improving work schedules in terms of time
4. To undertake training employees in the new technologies.

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa de Producciones Metálicas Cometal

**ESTIMATED INVESTMENT:**

10,4 million USD

**LOCATION:**

Arroyo Naranjo municipality, **Havana** province

**MARKET POTENTIAL:**

Cometal is one of the 2 entities in Cuba dedicated to the setting up and post-sale service for elevators.

At present, the company can only meet 90% of domestic demands and some of its main clients are: the ministries of Tourism, Public Health, the Interior, Education, Agriculture, Transportation, Higher Education, the GAE and the Office of the Historian.

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DISMANTLING  
OUT-OF-SERVICE  
BOATS TO MEET THE  
GROWING DEMAND  
OF CUBAN STEEL  
PLANTS FOR IRON  
(FERROUS) SCRAP.



**DESCRIPTION:**

The project's principal objective is the production of iron scrap from the wrecking of boats, thereby permitting a stable supply for the 2 steel plants in Cuba, and for exporting non-ferrous products that are obtained in the process and the sales of parts, spare parts and equipment coming from the dismantling process, for the domestic and export markets.

For that purpose we are going to have to attain specific objectives such as:

- Modernizing all the technological equipment of the company in order to respond to Cuban market demands for competitiveness, quality and low production costs
- Increasing productive capacities in Bahía Honda to attain, in the first phase, 40,000 tons and to attain some 100,000 tons in later phases, increasing the availability of ferrous scrap and reducing import levels for same
- Once the domestic market has been covered, encouraging exports which should be ensured for the foreign partner.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

30 million USD

**LOCATION:**

Bahía Honda, **Artemisa** province

**MARKET POTENTIAL:**

The market for the resulting products is ensured as follows:

- iron scrap: supplying Cuban steel plants
- non-ferrous scrap: export
- parts, spare parts, equipment: export and/or domestic marketl.

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ENLARGING  
PRODUCTIVE  
CAPACITIES FOR DRIP  
IRRIGATION.



**DESCRIPTION:**

The need to optimize available water resources exists, above all those taking part in the development of the agricultural sector, in other words, increase the use of irrigation systems. With the investment, we would acquire equipment to produce drip irrigation systems and we would be building their facility and incorporating transportation means for moving raw materials and the finished products, and for technical assistance.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

9,3 million USD

**LOCATION:**

Guanabacoa municipality, **Havana** province.

**MARKET POTENTIAL:**

Increase current production levels for drip irrigation up to 2,200 ha per year, to meet the demand of 10,000 ha required for agriculture in 5 years.

**CONTACTS:**

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MODERNIZATION AND INSTALLATION OF THE ADDITIONAL TECHNOLOGICAL EQUIPMENT NEEDED  
FOR THE MANUFACTURE OF TRANSPORTATION MEANS FOR THE SUGAR CANE SECTOR, FOR  
COMMUNITY HYGIENE AND THE PRODUCTION OF SERVICE ELEVATORS AND THEIR SPARE PARTS.

**DESCRIPTION:**

The investment consists of acquiring machinery for the machine workshops of the Unidades Empresariales de Base (UEB) Industrial Guanabo and the construction company for mechanical equipment, also including paint chambers and compressors, for the aim of keeping the manufacture of equipment for the sugar industry, the collection of urban solid waste and load handling.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

Guanabacoa municipality, **Havana** province.

**MARKET POTENTIAL:**

Increase the capacity for producing transport means for sugar cane, for community hygiene and for the production of service elevators and their spare parts

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### RECYCLING RUM AND WINE BOTTLES.



<b>DESCRIPTION:</b>	The new processes for treating recyclable and reusable materials permit the salvaging of bottles, among these glass bottles. The investment consists of acquiring a washing line (shrink-wrapping and its auxiliary equipment), load handling equipment and transportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Simen Aut S.A.
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Santa Cruz del Norte municipality, <b>Mayabeque</b> province.
<b>MARKET POTENTIAL:</b>	Reduce imports for bottles up to 70% per year, reusing bottles circulating in Cuba.
<b>CONTACTS:</b>	General Divisioj of the Unión de Empresas de Recuperación de Materias Primas (UERMP) Email: jorgeluis@uermp.cu Tel.: (53) 72091071 Investment Division Email: dayami@uermp.cu Tel.: (53) 72040767 Ext. 163



### PRODUCTION OF WATER METERS.

<b>DESCRIPTION:</b>	At present, water billing in Cuba is done as a fixed charge; this does not take into consideration the real consumption of water and does not provide any incentives for saving this precious liquid, bringing about wastage. The investment consists in installing equipment for the manufacturing of DN15 multiple stream water meters in the premises of the former Unidad Empresarial de Base (UEB) bathroom fittings and decorations, the plastics workshop of the Industrial Herrajes Company; molding machinery for plastic injection, work benches, peripheral equipment for the plastic injection machinery, an air compressor, three dehumidifiers, three water coolers and a refrigerated dryer.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Simen Aut S.A.
<b>ESTIMATED INVESTMENT:</b>	2,8 million USD
<b>LOCATION:</b>	Guanabacoa municipality, <b>Havana</b> province.
<b>MARKET POTENTIAL:</b>	Creating capacities to produce 200,000 units of plastic water meter groups per year in order to respond to the overall strategic objective of the National Hydraulic Resources Institute (INRH in its Spanish-language acronym) of installing water meters for all of Cuba's water users within 15 years.
<b>CONTACTS:</b>	General Division of the Industrial Herrajes Company Email: mandin@iherrajes.cu Tel.: (53) 77974891 / 52792949 Development and Technical Division Email: dirnegocios@iherrajes.cu Tel.: (53) 77976762



### REMODELING AND MODERNIZING CASTING AND HEAT TREATMENT WORKSHOP.

<b>DESCRIPTION:</b>	This project would ensure the production of large-sized cast iron and steel spare parts (weighing more than 6 tons). It consists of completely modernizing the casting workshop, the most important jobs associated with capital repairs of the furnace and all the associated equipment involved in modernizing the dust-extraction systems, and the laboratory equipment.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Simen Aut S.A.
<b>ESTIMATED INVESTMENT:</b>	19,3 million USD
<b>LOCATION:</b>	Santa Clara municipality, <b>Villa Clara</b> .
<b>MARKET POTENTIAL:</b>	Diversifying and increasing current production levels for spare part, 1,600 t net up to 5,600 t net per year. To annually increase the replacement of imports of cast iron and steel spare parts, attaining 5,600 t per year starting in the 6th year.
<b>CONTACTS:</b>	Planta mecánica General Division Email: yiyo@plantamec.co.cu Tel: (53) 042291804 Development Division Email: enerenovable@plantamec.co.cu Tel.: (53) 042208685 / 042292040





▶ OTHER SECTORS  
AND ACTIVITIES





## 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 Rio) in its time was the deepest mine in the Americas and its processing plant was one of the world's most efficient. It became a school 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 Rio; 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".

In the case of the nickel and cobalt industry the Organización Superior de Dirección Empresarial

### 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 geo-physically 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.

(OSDE) Cubaníquel has two production plants: one is State-owned and the other functions as a joint enterprise. Other companies providing services to the two industries are subordinated to them, such as: the Mechanical productions company which also provides construction services; the Port Services company because the group operates the ports of Moa and Nicaro; the Employee Services company which also acts as the industry employment agency; the Communication Services company (Serconi in its Spanish-language abbreviation), and engineering and planning centers, and research centers, just to name a few.

### 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 Níquel (CEDINIQ) in the municipality of Moa. New professionals receive their training at the Instituto Superior Minero Metalúrgico of Moa where research in this branch is also being carried out.





CUBAN PARTIES PARTNERED IN FOREIGN CAPITAL BUSINESSES



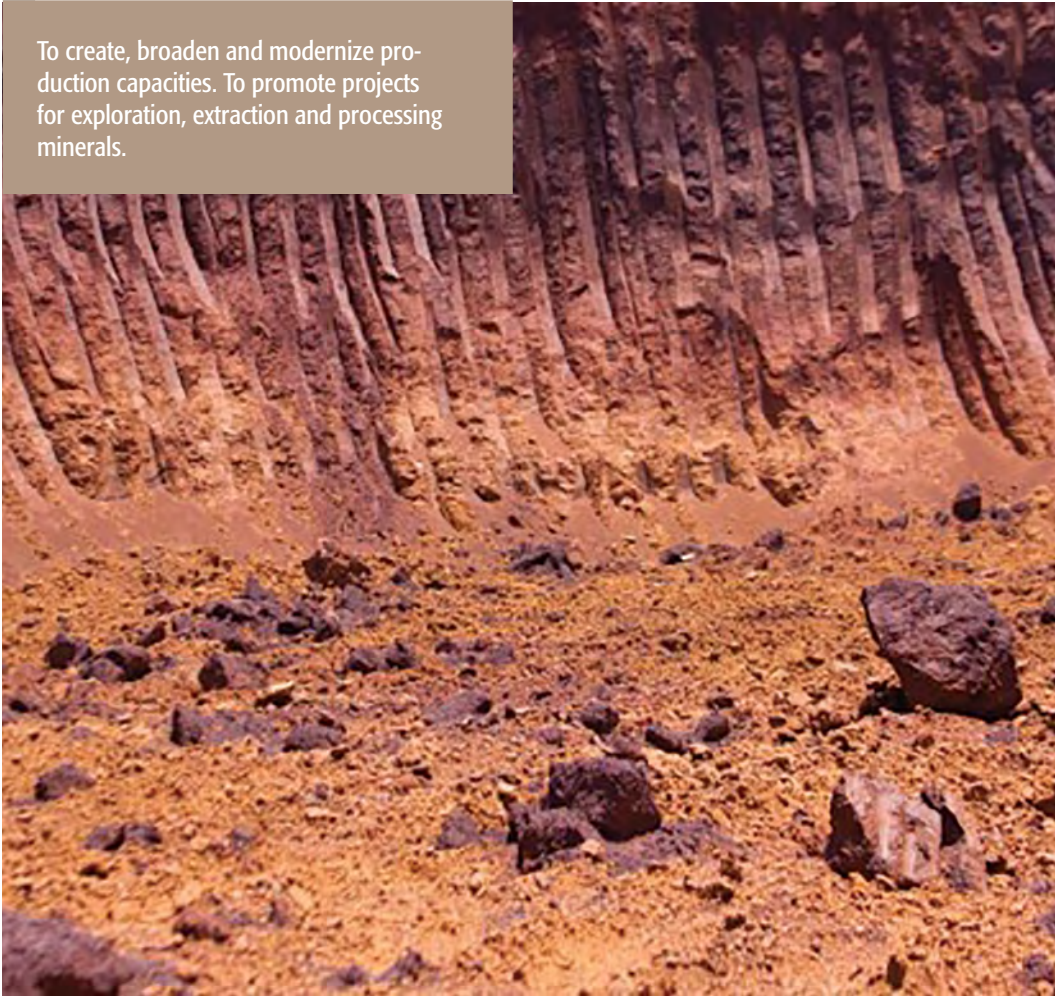
Geominera S.A. has over 22 years of experience in the geology-mining sector. It operates under a Quality Management System satisfying the requirements established in the NC-ISO 9001: 2008 norms duly endorsed by certification issued by the Oficina Nacional de Normalización de Cuba on July 10, 2013.



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:

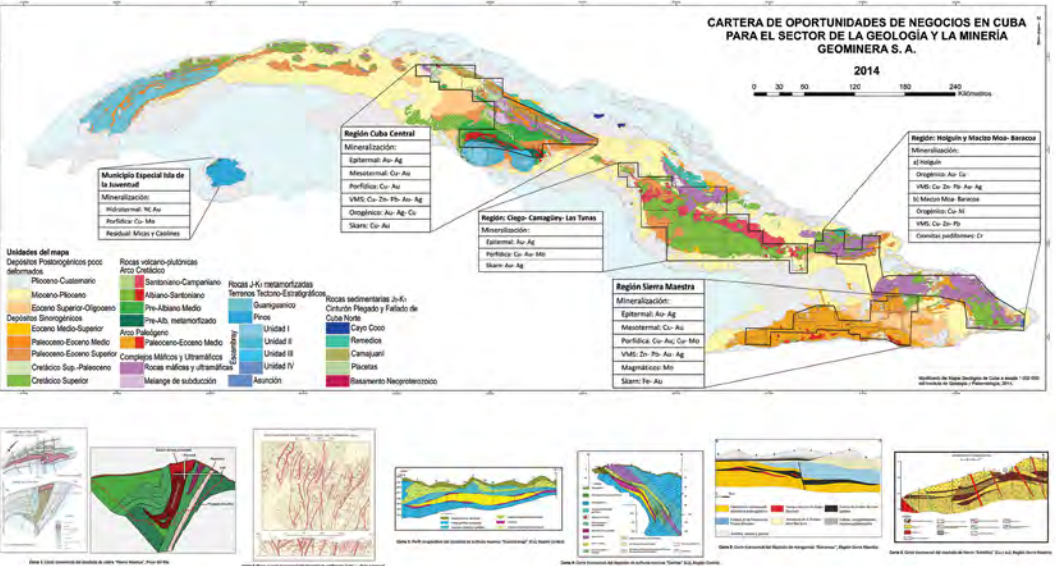
To create, broaden and modernize production capacities. To promote projects for exploration, extraction and processing minerals.



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 **Isla de la Juventud**:

<b>REGION OF CENTRAL CUBA:</b>	9 prospects and future areas for gold, silver, copper, lead and zinc
<b>CIEGO – CAMAGÜEY – TUNAS REGION</b>	14 prospects and future areas for gold, silver, copper, lead and zinc
<b>HOLGUÍN &amp; MACIZO SAGUA – BARACOA REGION</b>	12 prospects and future areas for gold, silver, copper, lead, zinc and chrome
<b>SIERRA MAESTRA REGION</b>	10 prospects and future areas for gold, silver, copper, lead and zinc
<b>SPECIAL MUNICIPALITY OF THE ISLE OF YOUTH</b>	8 prospects and future areas for wolfram and technical minerals (mica and kaoline)



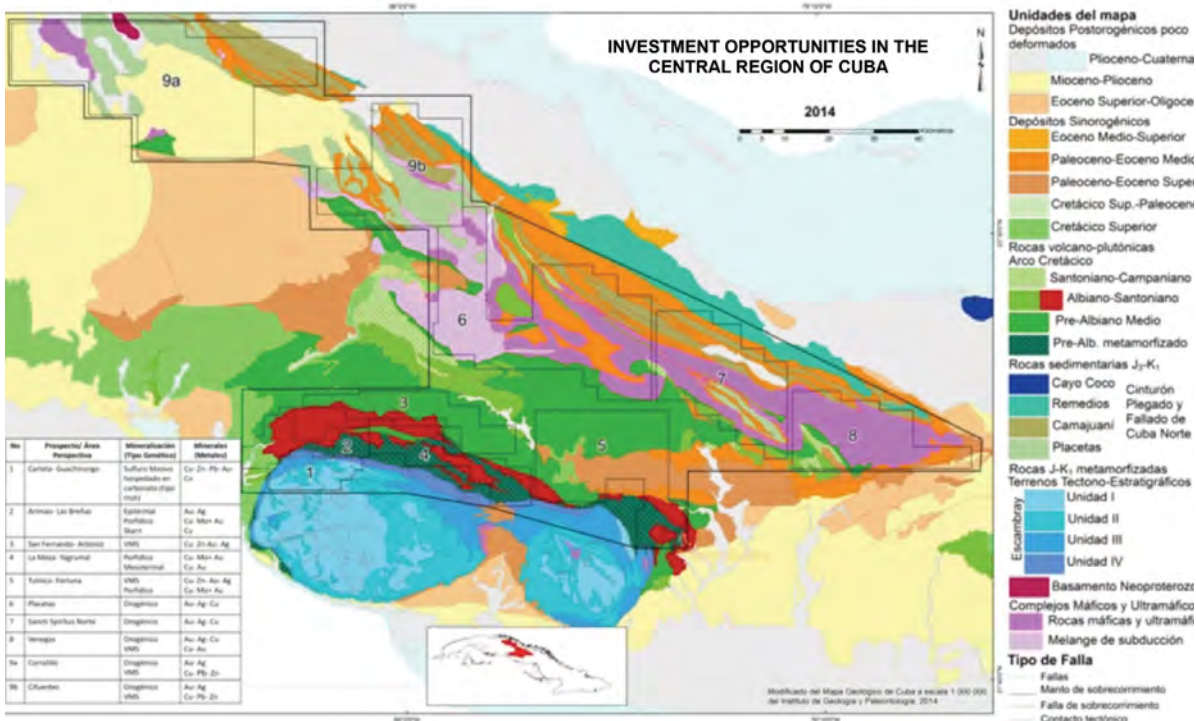


► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

CENTRAL REGION OF 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 metamorphosed 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 allochthone position as the result of the collision of volcanic island arcs with the Bahamas-Florida block continental border sequences (Figure 2).

From the metallogenic point of view, the region exhibits a great variety of deposit models: in the Escambray, deposits of massive sulfurs predominate, in carbonated sediments (Irish-type sediment); in volcanic island arc sequences - and the associated intrusive sequences - VMS felsic (Kuroko-type) and the porphyritic 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.**

DESCRIPTION:	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 deposits that allow us to constitute Joint Enterprises for exploitation, processing and commercialization of minerals discovered.
INVESTMENT TYPE:	International Economic Partnership at risk for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	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. Productions obtained by the future Joint Enterprise (for any mineral detected) will be for the foreign market, but if the country should need some of these products, its acquisition will always be prioritized.
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PROSPECTS OF INTEREST

**CARLOTA - VICTORIA - GUACHINANGO.**

- Location: Located in the northern part of the Alturas de Trinidad, at altitudes between 500 and 750 meters above sea level. It is 40 km south-southwest of the city of Santa Clara and 40 km east of the port of Cienfuegos with which it communicates by the Cienfuegos-Cumanayagua-Manicaragua highway. The closest railway line is 15 km away, establishing communication with the aforementioned port. Access to the heart of the mineral district is along the Crucecitas highway that connects the aforementioned highway. The terrain is mountainous.
- 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 investigation phases: Exploration in known deposits (“Carlota”, “Victoria”, “Guachinango”). Prospecting in “Siguanea” & “San Narciso” manifestations, as well as in the rest of the mineral district.





- Mineralization Info: The Carlota-Guachinango mineral district is made up of several deposits of massive sulphurs carrying S, Cu, Zn ± Co, Au, Ag, accompanied by around 20 unstudied gossans and lodged in carbonated rock. The most important known deposits until now are Guachinango, Carlota and Victoria. The ore textures are massive and banded, made up of massive cobaltiferic pyrite and Cu and Zn sulfurs. The principal minerals are dolomite, ankerite, clorite and quartz. The length of the mineral bodies along the direction varies from 100 y 800 m, and because of the dip between 100 to 300 m. Average thickness oscillates between 5 and 20 m, reaching up to 31 m. The oxidation zone has a variable thickness of between 5 and 55 m.
- Reported Components: Primary ores: 0.64 – 1.86 % of Cu; 0.45 – 3.2 % of Zn; 0.01 – 0.1 % of Co; 0.21 – 1.475 g/t of Au; 23 – 38.7 % of S. Oxidated ore: 0.1 - 0.9 g/t of Au y 1 - 7 g/t of Ag.

**ARIMAO - LAS BREÑAS.**

- Location: The area is in the northeastern part of Cienfuegos province, between 7 and 28 km away from the provincial capital and the port of Cienfuegos with which it communicates along the Cienfuegos-Cumanayagua-Manicaragua highway. There is also a railway line that establishes communication with the aforementioned port. The terrain is hilly.
- Metals: Cu, Mo, Au & Ag
- Generic Type of Mineralization: Meso and Epithermals with low or medium sulfuration; Porphyritic (Cu - Mo ± Au) & Cu Skarn.
- Current degree of study: Exploration at “Arimao”. Extension of the silicificated zone and of the ones rich in magnetite with high grades 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 have not been drilled. Recognizance at “Las Breñas” & “La Vega”. The remaining manifestations present in the area lack study.
- Proposed Investigation Phases: completing exploration at “Arimao” and prospecting at the remaining manifestations in the area
- Mineralization Info: meso-epithermal deposits: La Vega, Las Breñas and similar manifestations (18 in total): Malachite, azurite, pirite, native gold in quartz and calcite veins imbedded in silicified, chloritized and carbonatized rock. There are strong Cu, Au, Ag and Hg geochemical anomalies

**LA MOZA –YAGRUMAL.**

- Location: The area is in the southern part of Villa Clara province, some 45 - 60 km east of the city and the port of Cienfuegos and 35 km south of the city of Santa Clara; the principal access routes are the Cienfuegos-Cumanayagua-Manicaragua-Fomento and Santa Clara-Manicaragua highways. Manicaragua is the main urban center in the area.
- Genetic type of mineralization: Pophyritic (Cu - Mo ± Au) & Mesothermal (Cu – Au).
- Current degree of study: geological surveying.
- Proposed research phases: Recognizance in the entire area
- Mineralization Info: the area brings together 31 mineral occurrences, of which only 3 have reported analysis results. In general, they consist of cupriferous mineralization of malachite and chalcopryrite; sometimes with pyrite, magnetite, hematites and limonite in quartz veins within the amphibolytes or in felsitic intrusive rock outcroppings. In the case of occurrences Lagunal 1 and 2 and La Guinea we see Fe caps and oxidized zones appearing.
- Reported Components: La Moza: 0.32 – 5.54 % of Cu & 1.2 – 7.5 g/t of Ag. La Arena: 1.38 – 7.67 % of Cu; 0.125 – 0.978 g/t of Au & 16.4 - 57 g/t of Ag. Yagrumal: 0.03 – 1.87 g/t of Au & 8.14 – 11.2 g/t of Ag. La Magura: 0.29 % of Cu; up to 1.14 g/t of Au & 0.4 – 35.6 g/t of Ag. La Guinea: 0.1 - 1 % of Cu. There are another 26 mineral occurrences without analytic results.

**TUINICÚ – FORTUNA.**

- Location: in the central part of Sancti Spiritus province, north-northeast of the city with the same name, 1 to 14 km away. Acces-sibility is very good since it is crossed by the National Highway and the central rail line, and is covered by an ample network of secondary highways and roads. The towns of Cabaiguán, Guayos, etc. are in this area.
- Metals: Cu, Zn, Au & Ag

- Genetic type of mineralization: VMS in felsic rock (Kuroko-type) and Pophyritic (Cu - Mo ± Au).
- Current degree of study: Recognizance
- Proposed investigation phases: Recognizance in the entire area.

**PLACETAS.**

- Location: in the north-northeastern part of Villa Clara province, between 5 and 25 km from the provincial capital Santa Clara, Placetás is the main town in the area. The territory has a good network of highways and is crossed by the central rail line. The terrain is dusty with altitudes below 350 m.
- 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” deposits and in placers of “Loma Gobernadora” & “Sur de El Jibaro”. Recognizance in the rest of the area.
- Proposed investigation 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
- Mineralización Info: Descanso deposit: fine arsenopyrite and free Au dissemination accompanied by pyrrotine, chalcopryrite, millerite, petlandite, bornite, covelin, Ag sulfo-salts and other metal minerals; known mineralization is always scarce until depths of 80 m. Meloneras deposit: Scheelite, arsenopirite, pyrrhotite, pyrite, chalcopirite, millerite, petlandite, bornite, covellite Mineral-ization followed by drilling to 185 m in depth. San José de Maleza manifestation: Au in gabbros and quartz veins, and secondary enrichment cupriferous ores. Free Au and Ag, pyrite, chalcopirite, pirrotine, esfalerite, native copper, malachite and azurit. Ayuso manifestation: ore in streaks in serpentinite, secondary enrichment (malachite, azurite and Cu oxides) and primary enrichment (chalcopirite calcocite, bornite). Gobernadora-Cerro El Jibaro: small auriferous placer with grains of free Au between 0.30 and 2.00 mm, in isolated cases reaching up to 4 - 5 mm. isolated grains of Platinum Group elements (PGE) are reported.
- Reported Components: 2 small deposits and several manifestations are known. Descanso deposit: 50.7 g/t of Au on average (reaching maximum of 1862,2 g/t of Au); 16.5 g/t of Ag average (up to 416 g/t); 0.1 to 3.0 % of As. Meloneras deposit: up to 538,3 g/t of Au (average 22,5 g/t); up to 55.7 g/t of Ag (average 6.2 g/t); 0 – 0.9 % of As; 0.20 – 0.61 % of Cu. San José de Maleza manifestation: up to 20 g/t of Au (average 3.68 g/t); 3,03 g/t of Ag (up to 7.6 g/t); 0.12 % de As; 0.295 – 3.57 % of Cu (secondary enrichment veins). Ayuso manifestation: 5.09 – 9.22 % of Cu; up to 1.5 % of W. Other manifestations with small old work, with reports of 0.3 – 1.2 g/t of Au.

**SANCTI SPÍRITUS NORTE.**

- Location: in the northern part of Sancti Spiritus province, some 5 km north northeast of Cabaiguán. Access is by the Sancti Spíri-tus-Yaguajay highway and by other smaller highways and by the rail line. Several towns such as Iguará, Meneses, Jarahueca and Zulueta are nearby. The terrain is dusty.
- 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 investigation phases: Complete exploration in “Lote Grande”. Recognizance in the rest of the area.
- Mineralization info: Lote Grande: Mineralization in quartz veins within bands with different degrees of tectonic fault, cut by clusters of diabasa dikes. The zone mineral has a minimum length of 650 m, extending from 15 to 50 m in depth, in some spots reaching up to 90 m. the most common minerals are: pyrite, pyrrotine, arsenopyrite; and lesser amounts of chalcopirite, covellite, cubanite, bornite, esfalerite, native gold and limonite. El Cortijo: mineralized zone over 500 m in length, up to 90 m in depth.





- Reported Components: Lote Grande Prospect: 7.5 g/t of Au (up to 53. 6 g/t) and 1 - 8 g/t of Ag. Pedro Barba Manifestation: 0.11 – 0.75 % of Cu; 0.3 – 2.9 g/t of Au and 1 – 3.4 g/ t of Ag. El Cortijo Manifestation: up to 4.70 % of Cu and up to 1.4 g/t of Au. Other manifestations: 0.1 - 1 % of Cu and up to 0.6 g/t of Au.

VENEGAS.

- Location: in the northeastern part of Sancti Spiritus province and the most western portion of Ciego de Ávila province. Access is good by highway and railroad. There are several small towns nearby. The terrain is flat and dusty.
- 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 investigation phases: Prospecting in “La Más Buena”. Recognizance in the rest of the area
- Mineralization Info: María Antonieta: Mineralization in intermittent pockets along some 150 m in a fault zone within crushed dia-base. Most common minerals: pyrite, chalcopiyte, malachite and azurite. La Más Buena: disseminated mineralization and filling in crevices, occasionally massive, in zones of tectonic breaches in oceanic basalt. Most common minerals: pyrite, chalcopiyte, pirrotine, cubanite and magnetite. Mineralization has been followed to a depth of 90 m, without outlining along the direction or because of the dips. Jobosí: vein mineralization – disseminated and in nests, in very crevassed rocks with quartz veins. Most common minerals: malachite, cuprite, chalcosine, limonite, covellite, magnetite and pyrite. Trillón: 3 zone minerals, where the mineralization is very irregular.
- Reported Components: María Antonieta Manifestations: 1.12 – 5.6 % of Cu and 3.4 – 5.2 g/t of Ag. La Más Buena: 0.2 – 4.28 g/t of Au (0,5 g/t average) and 0.38 – 7.15 % of Cu (1,20 % average). La Cadena: 0.12 – 0.63 % of Cu; 0.06 to 6 g/t of Au and 3 g/t of Ag. Jobosí: 1 – 8.3 g/t of Au; up to 1 % of Cu. Trillón: 0.1 – 23.7 g/t of Au and 1 – 1.8 g/t of Ag. Other manifestations: 0.1 - 2 g/t of Au.

CORRALILLO – CIFUENTES.

- Location: these sectors are in the northwestern part of Villa Clara province, some 20 - 80 km north northeast of the provincial capital Santa Clara, and some 60 - 100 km east-northeast of the city of Matanzas, capital of the province of the same name, which has a significant deep-water port. The territory is crisscrossed by secondary highways, a rail line and a dense network of roads. The region is characterized by its flat terrain with hills no higher than 200 m.
- 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 investigation phases: Recognizance in the entire prospect.
- Mineralization Info: the greatest possibilities seem to be located in the mafic-ultramafic belt where the presence of visible Au grains have been reported in water samples related to these rocks. In addition, the presence of geochemical anomalies of some interest is known (Cu, Pb, Zn, Ag, Au, Co, Ba & Cd) in continental margin sequences, frequently associated with Mn exhalatite in the contact between Fm Carmita (carbonated) and Fm Santa Teresa (silicitic-jasperitic), as well as of Cu and Mo in Fm. Cabaiguán (insular volcanic arc).
- Reported Components: Zona Cascajal Norte: Au grains visible in jagua samples agua; Au anomalies of up to 2.59 g/t and up to 0.35 % of Cu. Punto 1252: tectonic breach with malachite in the Tres Guanós granitoids. Israel Díaz zone: geochemical anomalies of up to 925 ppm of Cu; 303 ppm of Co; up to 1.5 g/t of Ag and of 015 to 1 % of Mn. Numerous occurrences of Mn in the silicities of the Fm Santa Teresa.

CIEGO-CAMAGÜEY-TUNAS REGION

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

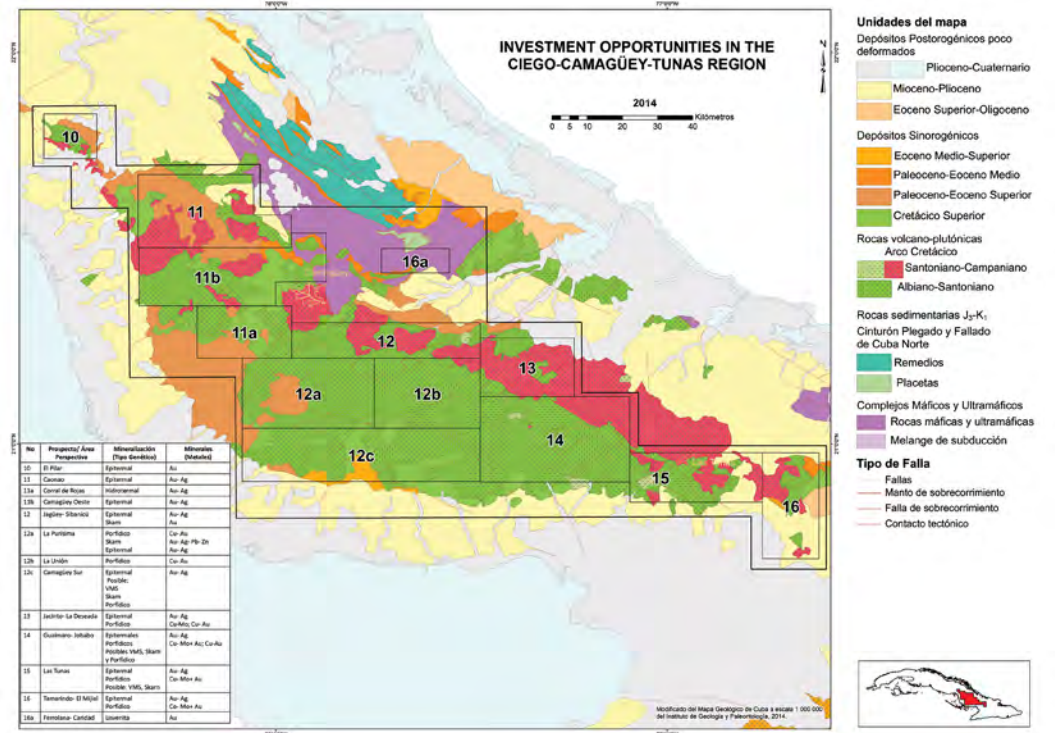
In the intrusive nucleus, granodiorite, gabbro-sienite and gabbro-plagiogranite associations are notable, represented mainly by the polyphasic intrusive massifs of Gaspar, Las Parras and Sibanicú - Las Tunas. According to its petrochemical characteristics, these plutonic rocks may be divided into 3 series: 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 prospective zones relate to the southern flank sequences even though on the northern 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, at other 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 porphyritic-type Cu - Mo ± Au. There are also Skarn-type Cu deposits (Tamarindo mineral district) and other models of deposits may appear such as Fe Skarn, porphyritic 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 allochtone 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.

DESCRIPTION:	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.
INVESTMENT TYPE:	International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	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.
MARKET POTENTIAL:	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 for the foreign market, but if the country should need some of these products, it would always have priority of acquisition.
CONTACTS:	General Division Email: gustavo@gmsa.cu Business Division Email: vazquez@gmsa.cu Website: www.gmsa.cu Tel.: (53) 76902741 Ext. 105

PROSPECTS OF INTEREST

EL PILAR.

- Location: 25 km east of the city of Ciego de Ávila and 3.5 km east northeast of the town of Gaspar. Access is good; 1 km to the south is the Central Highway and 2.5 km to the south is the central rail line with a station in the aforementioned town of Gaspar. Other nearby towns: Céspedes & Piedrecitas.
- Metals: Au
- Genetic type of mineralization: High Sulfuration Epithermal
- Current degree of study: Prospecting
- Proposed investigation phases: Exploration. Prospecting in its vicinity.
- Mineralization Info: El Pilar: 10 mineral bodies with irregular morphologies, also with irregular distribution of Au; also pyrite, calcopyrite, chalcocite, covellite, enargite, native gold, aurocuprite, some malachite, azurite and rare bornite, limonite, goethite & hematite.
- Reported Components: El Pilar Prospect: 1.77 – 1.95 g/t of Au on average (maximum 284.7 g/t); 0.8 % of Cu on average (maximum 16.8 %); San Nicolás: 0.02 – 8.94 g/t of Au; 0.03 – 4.85 % of Cu.

CAONAO.

- Location: 20 km northeast of the town of Florida and has a dusty terrain. The most direct access to the town of Florida is via a network of main roads in satisfactory condition.
- 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
- Mineralization Info: various manifestations of Fe skarn are known in the area, most of which have been exploited prior to 1959. Zones of hydrothermal alterations and geochemical anomalies of Cu, Zn and Au have also been reported. In general, this is an area that has not been studied very much. Reported minerals are: magnetite, hematite, quartz, garnet and pyroxene. The most common alternations are: propylitization, argillitization, sericitization and silicification.
- Reported Components: Caobilla: 60 % of Fe; La Unión: 42.25 % of Fe; La Candelaria: 46. 9 % of Fe.

CORRAL DE ROJAS.

- Location: 18 km southwest of the city of Camagüey and with a dusty terrain. The most direct access from Camagüey is by highway to Vertientes and along causeways in good shape.
- Metals: Au & Ag
- Genetic type of mineralization: Epithermal
- Current degree of study: Recognizance
- Proposed investigation phases: Recognizance in the entire area
- Mineralization Info: in Corral de Rojas bodies in the form of subvertical veins appear, 1-12 m thick, within propylitized and silsified breaches. In La Clarita dacito-andesitic rock presents with quartz-sericitic and propylitic alteration.
- Reported Components: Corral de Rojas: 0.235 - 11.83 g/t of Au. La Clarita: 0.1 – 5.19 g/t of Au.

CAMAGÜEY OESTE.

- Location: directly to the west of the city of Camagüey and it presents a flat and dusty terrain. Access from Camagüey via the Central Highway and causeways in good shape.
- 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
- Mineralization Info: the existence of mineralization types similar to those in neighboring prospects is presupposed, mainly epithermal Au.
- Reported Components: Zone with low level of study. Only zones with hydrothermal alterations in some spots are reported (Algarrobo, La Vallita & La Larga), but the geological and structural climate deserves the development of recognizance in order to determine the possible potential.





JAGÜEY-SIBANICÚ.

- Location: the zone is reached by the Central highway which crosses the far north-east of the sector, as well as via the Camagüey-Santa Cruz del Sur highway which crosses through the center. The nearest town is the city of Camagüey, between 15 and 40 km away. The sector is also crossed by the central rail line. The territory consists of undulating flatlands with some local isolated elevations. Access is good.
- Metals: Au & Ag. Possibly Cu, Zn, Th & Rare Earth
- Genetic type of mineralization: Epithermal (Au – Ag), auriferous Skarn. Possible Th veins
- 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
- Reported Components: In Jagüey manifestation: 0.015 – 18.425 g/t Au; 0.37 – 130.0 g/t Ag; 0.02 – 13.50 % of Zn; 0.01 – 1.72 % of Cu; 0.01 – 5.91 % of Pb. In La Caridad: 0,8 - 15,29 g/t of Au. La Catuca: 0,4 - 6 g/t of Au, up to 23,3 g/t de Ag. La Mina: 0.1 – 0.7 g/t of Au. Vista del Príncipe: 0.1 - 108.6 g/t Au; 3 - 950 ppm of Cu; 1.6 ppm of Ag, 4830 ppm of Zn, and 2480 ppm of pb.

LA PURÍSIMA.

- Location: between 18 and 30 km south of the city of Camagüey, it presents flat terrain interrupted by isolated hills. Access from Camagüey is via the Santa Cruz del Sur highway and causeways in good shape.
- Metals: Au, Ag, Cu, Pb, Zn.
- Genetic type of mineralization: Porphyritic (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
- Mineralization Info: La Purísima mineral manifestation is made up of a zone of porphyritic Cu over granodioritic stock with potassium alteration and a zone of polymetallic skarn with Au in the north contact of intrusive stock with felsic volcanic rock and limestone lenses. Geochemical anomalies of Au, Ag, Pb & Zn in soil over a contact zone cover over los 2 km. Cu anomalies over mineralized stock work cover over 1.5 km2, and this gives great potential to this prospect.
- Reported Components: 0.5 g/t of Au and 0.1 – 0.2 % de Cu in stock work; 22 g/t of Ag, 0.153 – 1.34 g/t Au and up to 4 % of Zn in skarn.

LA UNIÓN.

- Location: between 25 and 50 km southeast of the city of Camagüey, it presents flat terrain interrupted by isolated residual hills. The best access is from Camagüey along the Central highway to Guáimaro, then southward to the Colombia sugar mil and then westward via causeways in good shape.
- Metals: Au, Cu
- Genetic type of mineralization: Porfidic (Cu-Au)
- Current degree of study: Recognizance in the “La Unión” manifestation; very sparse in the rest of the area
- Proposed investigation phases: Prospecting in “La Unión” and Recognizance in the rest of the area
- Mineralization Info: porphyritic Cu with Au in granodioritic stock in contact with andesitic tufa
- Reported Components: La Unión: 0.1 – 28.7 g/t of Au and 0.025 – 0.39 % of Cu (in trenches, outcroppings and wells of up to 40 m).

CAMAGÜEY SUR.

- Location: in southern Camagüey province, 35 - 50 km from the capital. Its terrain is flat and can be accessed by the highway to Santa Cruz del Sur up to km 41 and then over causeways and roads in good shape, both to the east and the west. It can also be accessed from the town of Sibanicú, going westward to Cuatro Caminos in Najasa municipality.
- Metals: Possibly Au, Ag and base metals
- Genetic type of mineralization: High and Low Sulfuration Epithermales and/or Meso - Epithermals of intermediate sulfuration, without ruling out other types of mineralization 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
- Mineralization Info: Unknown. Elements to consider that vouch for the area’s possibilities are:
- The position of the area on the south flank of the insular volcanic arc sequences where besides medium and felsic rock there are also volcanic rocks and intrusive alkalines; this indicates great favorability from the point of view of the presence of host lithologies.
- The buried or semi-buried nature of the structures identified by satellite images make it possible for potential mineral deposits to have been better preserved.
- Spatial placement of the Golden Hill & Jacinto deposits, relatively far away from the principal magmatic axis, suggests that the farther away one is from the principal axis of the volcanic arc, the better and greater the existing epithermal mineralization.
- Reported Components: Unknown because of lack of studies

JACINTO-LA DESEADA.

- Location: between 10 and 20 km north of the town of Guáimaro. The terrain is fairly flat and is partially flooded during the rainy season, with some witness hills such as Jacinto and La Deseada. The most direct access is along the Guáimaro highway to San Miguel de Bagá.
- Metals: Au & Ag
- Genetic type of mineralization: Low sulfuration alkaline Epithermal. Possible Porphyritic (Cu - Mo ± Au) & Porphyritic 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
- Mineralization Info: 5 veins of auriferous quartz are known up to the present, with lengths of between 200 and 1,500 m, and thicknesses between 1 and 9 m, although in stock work zones the mineralization reaches up to 42 m. the vertical extension of the mineral bodies is around 50 - 100 m. Detected minerals are: electrum, scarce pyrite, chalcopirite, esfalerite, galena, hessite, petzite and sylvanite; there is also abundant quartz, calcite, adularia and plaster. Geophysical anomalies and Au anomalies en jagua in areas near the deposit, and this is positive for possibilities of finding more mineralized veins.
- Reported Components: Jacinto: 1 - 14 g/t (maximum 200 g/t) Au.

GUÁIMARO-JOBABO.

- Location: Occupies the southeastern portion of Camagüey province and the southwest of Las Tunas. The terrain is flat with some small elevations and easily accessible. The main access routes to this zone are the Central highway and the central railroad; other secondary routes branch out from them and penetrate the area. Guáimaro y Jobabo are the most important towns. .







- ▶ Metals: Cu, Mo, Au & Ag. Possibly Fe
- ▶ Genetic type of mineralization: High sulfuration, low sulfuration and low alkaline sulfuration Epithermals; Cu - Mo  $\pm$  Au and Cu - Au alkaline porphyritics. 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.**

- ▶ Location: in the vicinity of Las Tunas province, to the west, south and southeast of the city of the same name, the provincial capital. The principal access route is the Central highway; secondary highways and main roads branch out from it towards the north and south of the province. The terrain is flat, with a few small elevations: access is good.
- ▶ Metals: Cu, Au & Ag. Possibly Mo & Zn
- ▶ Genetic type of mineralization: Skarn (Cu – Au). Possible Epithermals (Au-Ag) & Porphyritic (Cu - Mo  $\pm$  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
- ▶ Mineralization Info: contact zone between granodiorite and quartz diorite and effusive rock intrusions. Vetitic sulfur mineralization disseminated in spatial and genetic relationship with favorable structure sectors. Hydrothermal alterations, skarnitization and cornification; quartz veins with sulfurs and Au.
- ▶ Reported Components: Manicaragua: 1 - 4 g/t of Au (maximum 25 g/t) and up to 4 % of Cu. La Botija: 0.1 – 0.99 g/t Au.

**TAMARINDO-EL MUJIAL.**

- ▶ Location: In the western and southern portions of Las Tunas province, bordering with Holguín province, no farther than 40 km from the provincial capital. The terrain is mainly flat with some small elevations and access is easy. The principal access route is the Central Highway; other secondary highways and main roads connect to it towards the north and south of the province.
- ▶ Metals: Cu, Au & Ag. Possibly Mo & Zn
- ▶ Genetic type of mineralization: Skarn (Cu – Au). Possible Epithermals (Au-Ag) & Porfídico (Cu - Mo  $\pm$  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
- ▶ Mineralización Info: Cañada Honda: skarnified zone and with cupriferous and precious mineralization in the sequence contact of acidic lapillitic tufa with grey limestone; abundant malachite, garnet, quartz and calcite. Asientos de Tamarindo: cupriferous and precious mineralization in skarn in contacto with basic and middle volcanic rock (tufa), with minor interspersed limestone; abundant malachite, azurite, epidote, quartz, garnet, calcite.
- ▶ Reported Components: Cañada Honda: 0.96 – 7.35 % of Cu; 0.75 – 3.67 g/t of Au & 2.2 - 68 g/t of Ag. Asientos de Tamarindo: up to 14.2 % of Cu; 2.2 of Au g/t and up to 100 g/t of Ag. Tamarindo A: up to 16.2 % of Cu; 0.52 % of Zn; up to 6.1 g/t of Au; 21 - 466 g/t of Ag. Tamarindo B & C: 0.67 – 20.70 % of Cu; 0.5 – 5.49 % of Zn; 0.6 g/t of Au, 1.2 - 411 g/t of Ag. Tamarindo 5: 2.74 – 4.45 % of Cu. Tamarindo 2: 1.20 – 1.35 % of Cu. Tamarindo 2: 1.06 – 1.35 % de Cu. Other manifestations: 0.5 - 4 % of Cu (maximum 16.2 %), 0.2 - 1 g/t of Au (maximum 10 g/t); 0.8 - 25 g/t of Ag and 0.61 – 1.82 % of Zn.

**FERROLANA-CARIDAD.**

- ▶ Location: between 18 and 30 km northeast of the city of Camagüey. The terrain is flat and the most direct access from Camagüey is along the highway to Nuevitas and by good causeways.
- ▶ 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
- ▶ Mineralization Info: the area is characterized by the presence of refractory cremite bodies in the ultrabasic rock of the ophiolitic association. During recognizance, the presence of listvenitic alteration with sulfurs was detected, potentially favorable for Au mineralization, very similar to that known in the central part of Cuba (Descanso y Melonera).
- ▶ Reported Components: the only reports are of the presence of listvenitic rock with sulfur in the ultrabasic rock.





HOLGUÍN & 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. (Figure 4).

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 northeast faults. Also at those sites the over-the-top sequence is cut by sub volcanic bodies, medium basic composition and sometimes acid can be found.

In the region, metal mineralization presents spatial and genetic association with sub volcanic 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 sub volcanic bodies, and the other with ophiolites and tectonic zones.

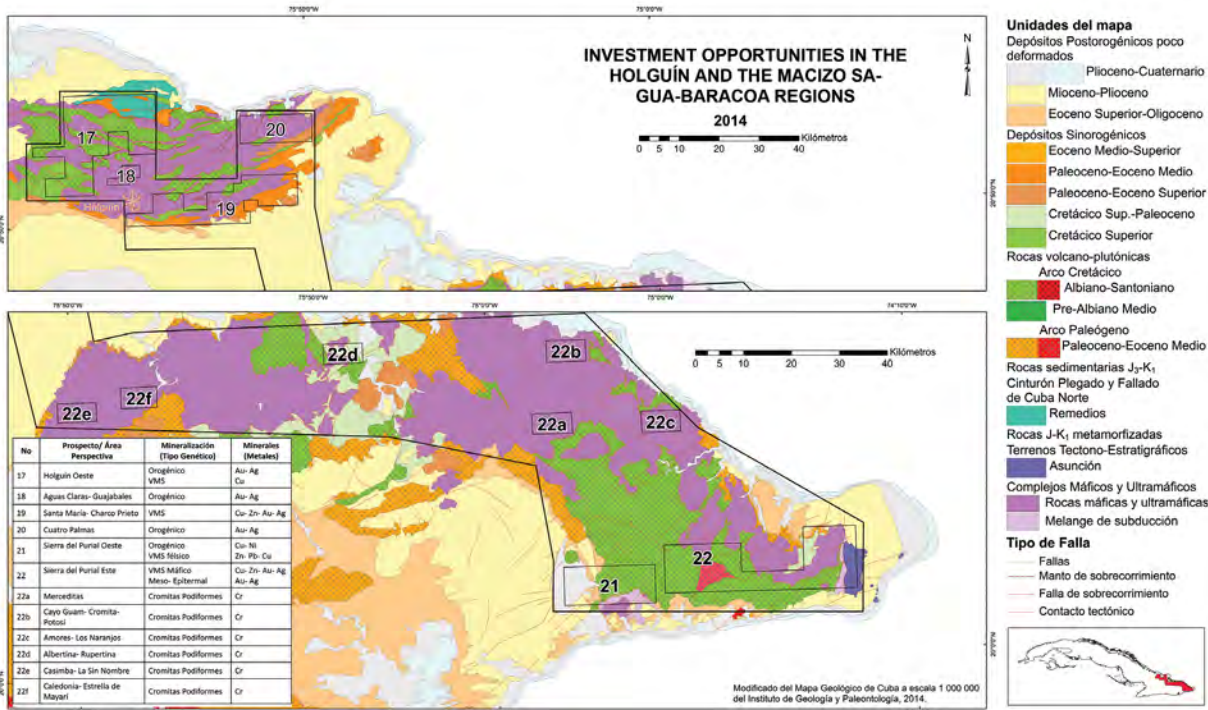
“Aguas Claras” gold deposit is well known in this region, partially exploited but still without abundant resources..

MACIZO SAGUA-BARACOA REGION

The Pinares de Mayari & Moa – Baracoa ophiolitic massifs are 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 ones abound with chrome deposits and manifestations, while in the Sierra del Purial the most common ones are copper mineralizations. (Fig. 5)

Among the most well-known chrome deposits are “Merceditas”, “Amores”, “Los Naranjos”, “Cayo Guam” etc. (Moa – Baracoa); Caledonia and Albertina (Mayari – 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, platinoids, etc.) in the Holguín, Region, for the purpose of locating deposits of these economically attractive metals and which in future would argue for the constitution of Joint Enterprises for exploitation, processing and selling the minerals discovered.
INVESTMENT TYPE:	International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	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 detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR CHROME AND OTHER METALS IN THE SAGUA – BARACOA MASSIF, AND FOR BASE AND PRECIOUS METALS IN THE SIERRA DEL PURIAL.

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 sales.
INVESTMENT TYPE:	International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT:	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 detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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PROSPECTS OF INTEREST FOR THE HOLGUÍN REGION

HOLGUÍN OESTE.

- Location: in the most western part of **Holguín**, province, some 10 - 15 km northwest o the city of the same name. Another nearby town is Gibara. Its terrain is undulating, dusty and is easily accessed by highways and roads.
- Metals: Au, Ag, Cu
- Genetic type of mineralization: Au - Ag orogenic (Mother Lode-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
- Mineralization Info: 2 prospects and 30 manifestations, as well as several mineral occurrences

AGUAS CLARAS-GUAJABALES.

- Location: in the northwestern part of Holguín province. The city of the same name is about 15 km away. It is accessed by 2 high-ways and the roads are in good shape. The terrain is slightly hilly.
- 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
- Mineralization Info: Mineralization is associated with broad intense zones of hydro-thermal alteration zones which affect both ophiolites and intrusive bodies. The presence of serpentinite enolites within the intrusives in Nuevo Potosí corroborates this. Even though there are lenses and pockets with high grades of Au, most of mineralization is found in the form of poor disseminated ores. There is no clear delimitation among carrying and fitted rock because of the diffuse nature of disseminated auriferous mineralization that form extensive aureoles invading all the lithologies present more or less indiscriminately. Gold presents mainly in its native form, also appearing in the form of electrum and amalgam, and also associated with arsenopyrite.
- Reported Components: Reina Victoria: 1.69 – 6.9 g/t of Au (up to 40 g/t in rich zones). Holguinera: 0.5 – 4.8 g/t of Au (up to 14.4 g/t). Nuevo Potosí: 1 - 2 g/t of Au (up to 124,6 g/t in bonanza zones). Grouped: 1 – 1.8 g/t of Au (up to 200 g/t in bonanzas). Santiago: 0.5 - 1 g/t of Au.

SANTA MARÍA-CHARCO PRIETO.

- Location: in northwestern Holguín province, no more than 8 - 10 km east of the city of the same name. The terrain is flat and dusty, and easily accessed by highways and roads.
- 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
- Mineralization Info: The bodies are composed by massive and disseminated sulfurs, with primary ores, of secondary and oxidized enrichments. They are aligned in a mineralized belt some 34 km long.
- Reported Components: Mayabe: 1 % de Zn y 1 - 28 g/t of Au. "Santa María": 0.1 - 6.7 % of Cu; 0.3 - 1.5 % of Zn; 1 - 32 g/t of Au y 1 - 15 g/t of Ag. Charco Prieto: 0,4 - 1 % of Cu; 0.1 - 2 g/t of Au and up to 1 % of Ti. Las Margaritas: 0.25 - 1 % of Cu; 0.2 - 2 g/t of Au and up to over 1 % of Ti. Other manifestations: 0.2 - 3 % of Cu y 0.5 - 2 g/t of Au.

CUATRO PALMAS.

- Location: some 45 km northeast of the city of Holguín and 3 - 10 km from the north coast, the area is easily accessible by the highway connecting the aforementioned city with the town of Sanes and by roads in good shape. The terrain is undulating to flat, with some hills.
- Metals: Au & Ag
- Genetic type of mineralization: Au - Ag orogenics (Mother Lode-type)
- Current degree of study: Recognizance
- Proposed investigation phases: Prospecting in the “Cuatro Palmas” prospect. Recognizance through the rest of the area
- Reported Components: Cuatro Palmas: 0,5 - 5 g/t of Au y 1 – 1.7 g/t of Ag, in endogenous ore and up to 4.6 g/t of Au in small associated placers. Cambute: 0.1 - 1 % of Cu y 51 - 100 mg/m3 of Au in jaguas. Holguín 29: 0. 1 – 0.5 g/t of Ag and up to 1 % of Ti.

PROSPECTS OF INTEREST FOR THE MACIZO SAGUA-BARACOA REGION

SIERRA DEL PURIAL OESTE.

- Location: takes in the western part of the Sierra del Purial metamorphic massif **Quantánamo** province; 25 and 45 km from the city of the same name. the terrain is mountainous and difficult to access.
- 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
- Mineralization Info: on the surface, in Elección and in Jobito, cupríferous mineralization, represented basically by malachite and azurite, is associated with diorite bodies that lie concurrently with metamorphic foliation. Mineralized zones present generally abrupt fields towards the west and are identified by high silicification and oxidation.





- Reported Components: Elección: 0.7 - 15 % of Cu (average 2,15 %); 0.1 – 0.8 % de Ni; 0.05 - 0,1 % of Co; up to 8 g/t of Au & 10 - 85 g/t of Ag. Jobito: In the oxide ore to 0.5 – 9.58 % of Cu; 0.1 – 15.2 g/t of Au y 1 - 114 g/t of Ag. In the primary ore 0.87 – 12.69 % of Cu; 0.5 - 1 % of Zn; 0.1 – 3.5 g/t of Au y 1 – 31.2 g/t of Ag. La Cruzada: 0.4 -1 % of Cu y 0.1 -0.2 % of Ni. Los Asientos: 0.3 - 3 % of Cu & up to 1.2 g/t of Au. Anibal: 0.1 - 10 % of Cu & up to 1 % of Zn. Miguel: up to 3.32 % of Cu."Quibiján: 0.16 % of Cu & 0.71 % of Zn. Yacabo Arriba: 0.2 – 0.3 % of Cu, up to 0.7 % of Pb & up to 0.3 % of Zn. Maya:up to 0.1 % of Cu. La Criolla: 0.1 % of Cu. Lajas: up to 0.3 % of Cu.

**SIERRA DEL PURIAL ESTE.**

- Location: takes in the eastern part of the Sierra del Purial metamorphic massif in Guantánamo province, some 50 - 80 km east of the city of the same name. The main access route to the area is the highway from La Farola, connecting the aforementioned city with the town of Baracoa. Accessibility on the property is poor, with mountainous terrain and a changeable climate.
- 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
- Reported Components: El Ñame: 0.1 - 10 % de Cu & 0.2 g/t of Au. La Ventura I: 0.4 % of Cu y 0.1 - 1 g/t of Au. Jagüey: 1.0 – 8.16 % of Cu. El Hoyo: 0,5 -7.12 % of Cu & 0.1 – 11.75 % of Zn. La Jalda: 1.0 % of Cu y 200 g/t of Ag. La Olla: 0.1 – 12.59 % of Cu & 0.1 – 1.14 % of Zn.

**MERCEDITAS.**

- Location: some 35 km south of the city of Moa, far eastern end of Holguín province. The terrain is mountainous and wild, but access is good, using a passable mountain road that goes right to the old mining facilities. Access to any other zone is extremely difficult.
- 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 undertaking exploration at “La Melba”, “Pilotos I, II, III & IV” and “Yarey”. Recognizance in the rest of the area
- Mineralization Info: Merceditas: Various massive podiform chromite bodies, refractory type and high chromo grade, generally associated with more or less serpentinized dunites. In the rest of the manifestations and prospects, the mineralization can be both massive and disseminated.
- Reported Components: Merceditas: Cr203 = 31.3 %; Si02 = 5.5 %.

**CAYO GUAM- CROMITA-POTOSÍ.**

- Location: east of the city of Moa, between 10 y- 35 km away from it, in the far eastern end of Holguín province. The terrain is mountainous and wild, but access is good, using a passable mountain path that goes right up to the old mining facilities or their immediate vicinity.
- Metals: Cr
- Genetic type of mineralization: podiform 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
- Mineralization Info: podiform cremite bodies, generally associated with dunites. Disseminated mineralization predominates but massive bodies may also appear. Prospects improve at greater depths.
- Reported Components: Cremite: Cr203 = 35.23 %; Si02 = 4.16 %. Cayo Guam: Cr203 = 36.15 %; Si02 = 2.95 %. Potosí: Cr203 = 33.88 %; Si02 = 5.96%; Al203 = 20.77%.

**AMORES-LOS NARANJOS.**

- Location: in Guantánamo province, some 20 km southwest of the city of Baracoa and 70 km southeast of the city of Moa. The terrain is wild and mountainous but access is good, taking a principal road in good shape that goes right up to both mining facilities.
- 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
- Mineralization Info: refractory podiform chromite bodies. Both deposits are highly perspective on their flanks and towards the depths.
- Componentes reportados: Amores: 27.32 %; Si02 = 9.64 %, Al203 = 21.3 %. Los Naranjos: Cr203 = 33.16 %; Si02 = 6.81 %.

**ALBERTINA-RUPERTINA.**

- Location: the selected area is in the northern Sierra Cristal foothills, some 10 km from the town of Sagua de Tánamo. The terrain is dusty and rather rugged. Access is by the Holguín-Sagua de Tánamo highway and then turns south taking winding roads that are in pretty bad shape.
- Metals: Cr. Possibly platinoids
- Genetic Type of mineralization: podiform chromites
- Current degree of study: Exploration in Albertina; there are evaluated resources in the categories of Measured and Indicated. Prospecting in Rupertina, Tibera, Isabel and other manifestations.
- Proposed investigation phases: Complete exploration in Albertina and prospecting-exploration in Rupertina, Tibera and other manifestations.
- Mineralización Info: In general terms, podiform cremite bodies predominate (metallurgical and sometimes refractory type), variable fields. And in the forms of lenses or pockets basically associated with dunites and harzburgites. The most representative mineral is chromospinel (magnochromite and chromopicotite), that tends to appear mainly in disseminated form.
- Reported Components: Albertina: Cr203 = 27.34 %; Si02 = 17.49 %, Al203 = 11.58%.

**CASIMBA-LA SIN NOMBRE.**

- Location: in the southwest portion of the Pinares de Mayarí meseta, some 20 km from the town of Mayarí, Holguín province. The terrain is flat (on top of the meseta) and access from Mayarí is good, taking a network of roads in good shape; it can also be accessed from Santiago de Cuba.







- Metals: Cr
- Genetic type of mineralization: podiform chromites
- Current degree of study: partial exploration at “Casimba”, with resources defined in Measured and Indicated catagories. 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
- Mineralization Info: Casimba: abrupt metallurgical chromite bodies (greater than 45°), in the form of pockets, associated with dunite bands
- Reported Components: Casimba: Cr2O3 = 27.25 %; SiO2 = 16.84%; under content of Al2O3.

#### CALEDONIA-ESTRELLA DE MAYARÍ.

- Location: on the northeastern flank of the Pinares de Mayarí meseta, 15 - 20 km from the town of Mayarí. The terrain is steep and broken up and this makes access to most of the manifestations and prospects of interest difficult. Both from Mayarí and Santiago de Cuba one can get to the top of the meseta using good passable roads; from the meseta one descends to the area of interest using very poor mountain paths.
- 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
- Mineralization Info: Caledonia, Nueva Caledonia I, Nueva Caledonia II and Estrella de Mayarí manifestations have been partially studied. In all of them, lenticular chromite bodies predominate, generally closely associated with dunite packets. The sized of the bodies vary from one to the other, just as their morphologies and fields; generally they are lenticular in form with wedge-shapes, both gentle and steep. The potencies go up to 20 m and they can be longer than 100 m. the main mineral present is chromospinel, which tends to appear both massively and in a disseminated manner.
- In general terms, the greatest perspective is under 50 m.
- Reported Components: In general, the composition of the mineral is on average the following: Cr2O3 = 45 - 48 %; SiO2 = 4 - 7 %; Al2O3, 10 - 12 %.



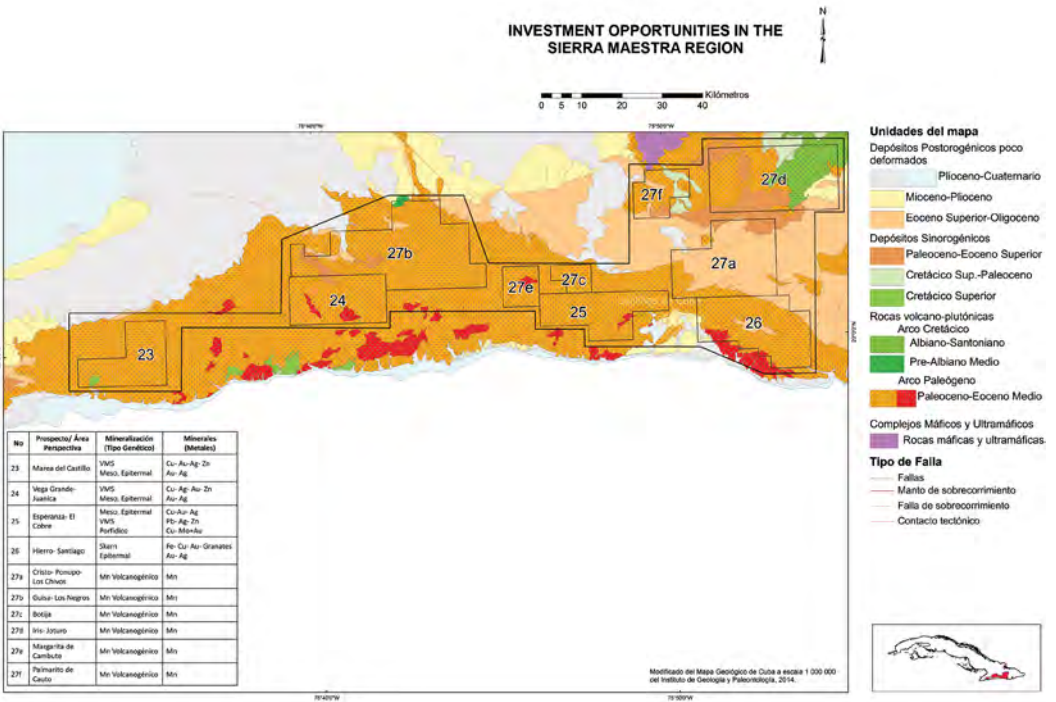
#### SIERRA MAESTRA REGION

The 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 that has numerous outstanding volcanic-tectonic structures, intrusive and sub volcanic bodies. This arc is fundamentally underwater and is currently represented by a monoclin al 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 porphyritics 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.

Prospects 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 at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</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 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 detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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## PROSPECTS OF INTEREST

### MAREA DEL PORTILLO.

- Location: in the westernmost part of the Sierra Maestra, in Granma province, some 50 km from the city of Manzanillo and some 70 km from Bayamo. Access to the area is difficult because it is mountainous terrain. The principal access route is the highway to Granma; in the interior, one has to take mountain paths.
- 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
- Mineralization Info: in the zone, 4 main manifestations are known: Marea del Portillo, Marea del Portillo II, Río Mota and Limones de Mota.
- Reported Components: In Marea del Portillo: 0.32 – 8.63 % of Cu; up to 2 g/t of Au & 30 g/t Ag. Marea del Portillo II: 79.75 % of barite, 4 - 60 g/t of Ag & up to 1 % of Sr. Río Mota: 0.4 – 1.6 g/t of Au and 5 - 20 g/t of Ag. Limones de Mota: 0.1 – 1.98 g/t of Au.

### VEGA GRANDE-JUANICA.

- Location: central part of the Sierra Maestra, on its northern slope. The zone is characterized by its steep and difficult access that can only be achieved on mountain paths.
- 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
- Mineralization Info: there are 2 prospects in the area (Cristina & Juanica) and over 10 manifestations (La Mañana, La Nicolasa, Veta Rey, Seguridad, El Agga y Nérída, San Rafael, La Risueña, Lirios, Lirios I, Guamá Sur, and others). All associated with RI Cobre group effusive rock as well as numerous acid and medium intrusives, and characterized by typical mineralizations of massive sulfurs, meso-epithermals and even porphyritic.
- Reported Components: La Cristina: 0.7 – 3.63 % of Cu; 1 – 6.54 g/t of Au. Juanica: 1.98 - 4 % of Cu (up to 11.7 %); 0.5 g/t of Au (up to 20 - 35 g/t) and 56 g/t of Ag (up to 147 g/t). Veta Rey: 191.6 - 2897 g/t of Ag; 1.24 g/t of Au; 7.09 – 14.51 % of Cu and 0.16 % of Zn. La Mañana: 0.21 – 1.07 % of Cu; 1.18 – 2.2 g/t of Au y 16.8 g/t of Ag. La Nicolasa: 0.3 – 1.75 % of Cu. El Agga: 5.91 % of Cu with native Ag. San Rafael: 5.89 – 66.94 g/t of Ag. Nérída: 58.8 g/t of Ag. Colón: 200 g/t of Ag. La Gloria: 0.04 – 29.70 g/t of Au. Seguridad: 0.15 – 0.99 % of Cu y 1 - 500 g/t of Ag.

### ESPERANZA-EL COBRE.

- Location: some 10 - 40 km from the city of Santiago de Cuba, located in the town of El Cobre and the field of the same name which, despite its long history throughout 5 centuries of exploitation, still has significant resources to be extracted.
- 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
- Mineralization Info: associated with El Cobre Group effusive rock and numerous intrusive acids and means; characterized by typical massive sulfur mineralizations, meso-epithermals and even profidic. Emphasizing the great El Cobre deposit, the Santa Rosa, El Desquite, La Esperanza, Bueycabón, La Cuaba and other lesser manifestations.
- In El Cobre the main cuproferous mineral bodies are cutting to the structure but stratiform bodies of fields agreeing with ignimbrites have been detected; these contain poly-metallic Zn-Pb mineralization. Of great interest is the reported presence of Au in the Cobre Norte sector (up to 3.5 % of Cu and 6.4 g/t of Au). The Au Barita field makes up its western flank.
- Reported Components: El Cobre: 0.97 - 6.40 % of Cu (1.38 – 2.63 % average); 4.87 % de Zn (in stratiform bodies); 3.5 % of Cu and up to 6.4 g/t of Au in the Cobre Norte sector. Santa Rosa: 0.3 – 17.39 % of Cu; 0.37 – 39.48 % of Zn; up to 1.08 % of Pb; hasta 1 % of Cd and up to 100 g/t of Ag. El Desquite: up to 10 % of Zn; 1 % of Cu and 0.3 - 1 % of Cd. La Esperanza: 0.1 - 10 % of Zn; 1 - 2 % of Cu; 100 - 300 g/t of Ag and 0.3 - 1 % of Cd. Bueycabón: 0.05 – 5.34 % of Cu (average 0.808 %) and 0.05 % of Mo. La Cuaba: 0.38 – 1.82 g/t of Au.







HIERRO-SANTIAGO.

- Location: in the southeastern part of Santiago de Cuba province, some 20 - 30 km southeast of the city of the same name, extending from the southern slope of the Sierra de La Gran Piedra up to the southern coast. The principal access route is the La Baconao-Santiago de Cuba highway and from there into the interior by causeways and roads. The terrain of the area is mountainous, with altitudes between 100 and 900 m.
- 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
- Mineralization Info: Emphasis on Distrito Mineral Hierro Santiago and the volcanic-plutonic Sigua structure. In the former, all evaluations have been directed to the mineralization of Skarn-type iron. Most of the Distrito Mineral Hierro Santiago deposits have open quarries, with a significant volume of magnetic iron resources still to be extracted; added to this is fitted rock garnet, an industrial mineral potentially useable as an abrasive.
- In Sigua silificated and mineralized with auriferous sulfur magmatic rock seams predominate.
- Reported Components: Yuca: 39.78 – 58.60 % of Fe; up to 1 % of Mn y 0.3% of Ti. Concordia: 33.43 – 47.40 % of Fe; 0.05 – 0.7 % of Cu; presence of Au. Antoñica: 32.86 % of Fe; 0. 19 – 2.79 % of Cu (up to 8.9 %); 0.1 – 3.2 g/t of Au; 50 200 ppm of Ge. Chiquita: 20 – 68.2 % of Fe; 0.12 % of Cu; presence of Au; 30 200 ppm of Ge. Arroyo La Poza: 44 – 52.7 % of Fe; 0.1 - 2 % of Cu and 0.1 - 1 % of Zn. El Descanso: 22.2 – 67.3 % of Fe; 0.1 - 2 % of Cu and 0.1 - 1 % of Zn. La Grande: 22.7 – 51.5 % of Fe; 50 - 200 g/t of Ge. El Norte: 20 – 57.95 % of Fe. Lil Vinent: 61.49 % of Fe. Manifestations: Sigua I: up to 18.75 % of Cu; 0.1 % of Pb; 0.57 % of Zn. Cupey I: 0.6 g/t of Au; 18.6 g/t of Ag. La Linet I: 6.27 % of Cu and 1 g/t of Au. Cupey: 0.4 - 11 % of Cu; 0.1 % of Ba; presence of Au.

MANGANESO CUBA ORIENTAL.

- Location: we are dealing with 6 sectors in the provinces of Granma and Santiago de Cuba: Cristo-Ponupo-Los Chivos Sector, Guisa-Los Negros Sector, Botija Sector, Iris-Joturo Sector, Margarita de Cambute Sector and Palmarito de Cauto Sector.
- 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.
- Mineralization Info: Generally, mineral bodies are massive, in the form of layers orlenticular; occasionally, they appear as irregular seams and bodies. Bodies tend to be associated, principally on the recumbent flank, with celadonitic alteration zones (“greem rock”) and with jasperoids (known by the local name of “bayates”) composed of silicon in over 90 %. These bayate horizons can be up to 500 - 1 000 m long x 1 - 20 m of potency. The presence of a zone of hematitized tobos on the deposit’s hanging flank is also frequent (known as “rosita”). Minerals carrying principal Mn principales in these deposits are todorokite, cryptomelane, manganite and pyrolusite; others appear in lesser quantities. Some redeposited deposits exist to a lesser degree, tucked into carbonated rock.
- Reported Components: between 15 and 50 % of Mn

REGIÓN MUNICIPIO ESPECIAL ISLA DE LA JUVENTUD

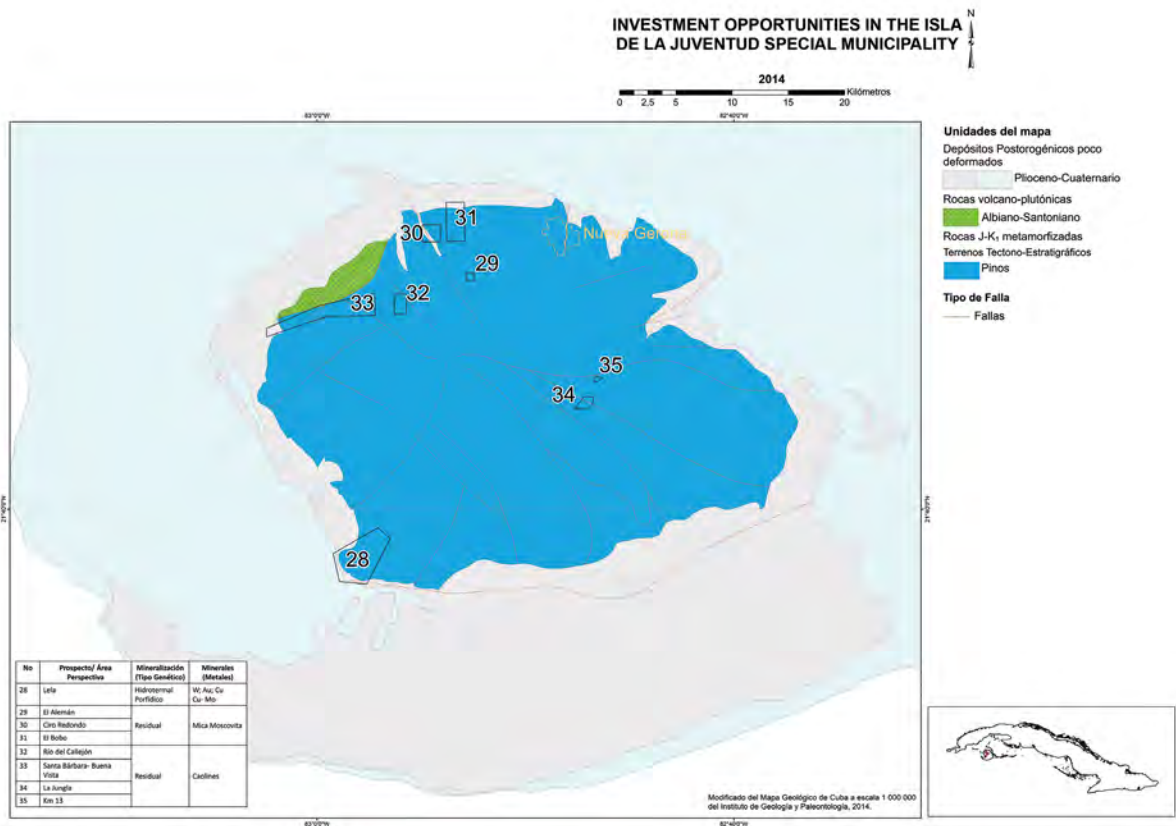
The Isle of Youth (*Isla de la Juventud*), is located some 100 km south of the main Island of Cuba. It is made up of the metamorphic massif with terrigenous-carbonated composition dating possibly to the Pre-Jurassic Era (Terreno Pinos). It has a high-degree of regional metamorphism with an elevated T/P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

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 hydrothermal) associated with porphyritic dikes. This last one possibly has some relation to the copper-molybdenum mineralization detected in the vicinity, seemingly porphyritic-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 TECHNICAL MINERALS (MICA & KAOLIN) AT VARIOUS PROSPECTS IN THE ISLA DE LA JUVENTUD.**

<b>DESCRIPTION:</b>	We propose to carry out geological investigation (Prospecting-Exploration) at several mica (moscovite) and kaolin deposits on the Isle of Youth for the purpose of locating and/or developing deposits of these economically attractive minerals which in future would warrant the creation of a Joint Enterprise to exploit, process and commercialize them.
<b>INVESTMENT TYPE:</b>	International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</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.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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► **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 molybdc mineralization 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 at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise whose objective would be the exploration and commercialization of resulting minerals of interest.
<b>CUBAN PARTY:</b>	GeoMinera S.A.
<b>ESTIMATED INVESTMENT:</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 required have been defined.
<b>MARKET POTENTIAL:</b>	Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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**PROSPECTS OF INTEREST**

<b>LELA.</b>
► Location: some 50 km southeast of the city of Nueva Gerona and 2 km east of the Colony Hotel. The terrain is dusty with good communication routes permitting access over asphalted highway up to less than 2 km from the mineral deposit site.
► Metals: Wolfram. Possibly Cu & Mo
► Genetic Types of mineralization: Hydrothermal. Possibly Skarn.
► Current Degree of Study: Prospecting. There are estimated wolfram resources in the categories of Indicated and Inferred. The degree of study for Cu and Mo is very low.
► Proposed Investigation Phases: Exploration for the systems of wolfram veins. Prospecting-exploration in prospective zones for Cu and Mo.







- Mineralization Info: the mineral deposit is made up of various systems or clusters of veins of quartz with tourmaline (dravidite) with greater or lesser amounts of wolfram. Generally these veins are associated with porphyritic dikes of somewhat older quartz feldspar composition. The structure of veins tends to be as long narrow seams, up to 200 m long with wedges and local disappearances; potency varies from a few centimeters to 10 m (mineralized and hydro-thermally altered zones); generally their dips are sudden. They have been cut up to depths greater than 200 m.
- Reported Components: W03 = 0.61 % (average); Cu = 0.5 % (average); Mo = up to 400 g/t.

**EL ALEMÁN.**

- Location: some 10 km southwest of the city of Nueva Gerona. The terrain is flat and has magnificent communication routes permitting access over asphalted roads right up to the mineral deposit site.
- Mineral: Moscovite
- Genetic type of mineralization: Residual
- Current degree of Study: Exploration. There are estimated resources in the categories of Measured, Indicated and Inferred. A preliminary technological assessment and a pre-feasibility not updated study are available.
- Proposed investigation phases: complementary exploration in the part studied. Prospecting-exploration on the southern flank
- Mineralization Info: the mineral surges out of the ground and is made up of a packet of migmatitized and granitized rock (Gneisses, migmatites and anataxis granite) heavily greisenized; the effects of the elements go down to depths of 40 m (average 28), making the rock considerably crumbly. The muscovite contents by the type of host rock is as follows: in granite = 25 %; in migmatite = 24 %; in Gneisses = 22.5. In all cases, predominant muscovite crystals are lesser than 2 mm on the sides although they can attain over 30 cm in isolated nests.
- Reported Components: Moscovite: 24.5 % (average)

**CIRO REDONDO.**

- Location: some 15 km west of the city of Nueva Gerona. The terrain is flat and has magnificent communication routes permitting access by asphalted highway up to some 200 m from the mineral deposit site.
- Mineral: Moscovite
- Genetic Type: Residual
- Current Degree of Study: Recognizance. Mineral cut by one single well
- Proposed Investigation Phases: Prospecting
- Mineralization Info: the mineral practically surges out of the ground (it is covered by just 15 - 20 cm of soil). It is made up of a sequence of migmatitized and granitized rock (Gneisses, crystalline shale, migmatites and anataxis granite) heavily greissenized; the effects of the elements go down to depths of 20 m, making the rock considerably crumbly. Predominant muscovite crystals are lesser than 2 mm on the sides although they can attain over 10 cm in isolated nests.
- Reported Components: Moscovite: 15 % (average)

**EL BOBO.**

- Location: some 10 km west of the city of Nueva Gerona. The terrain is flat and has magnificent communication routes permitting access by asphalted highway up to some 500 m from the mineral manifestation.
- Mineral: Moscovite

- Genetic Type: Residual
- Current degree of study: Recognizance. Mineral identified in several outcroppings.
- Proposed investigation phases: Prospecting
- Mineralization Info: the mineral has been located in some outcroppings of not too defined migmatitized rock. Abundant moscovite disperse on the surface everywhere in an area of over 2 km<sup>2</sup>.
- Reported Components: Moscovite: 20 % (non-representative data)

**RÍO CALLEJÓN.**

- Location: 18 km southwest of the city of Nueva Gerona and 2 km northeast of the town of La Demajagua. The terrain is flat and has magnificent communication routes permitting access by asphalted highway right up to the mineral deposit site.
- Mineral: kaolin
- Genetic Type: Residual
- Current degree of study: Exploration. There are estimated resources in the categories of Measured, Indicated and inferred. The mineral is being exploited since the 1970s.
- Proposed investigation phases: complementary exploration
- Mineralization Info: the mineral deposit has formed due to exposure to the elements of a potent sequence of shaly rock rich in feldspar (shaly mica, quartz-mica, graphite, mica-graphite, etc.). Structurally the meteorized rock sequence is inter-stratified and folded, with variable dips northwards. Mineralization is found at depths of up to over 50 m. The kaolin tends to be black, grey, white and variegated. Because of its aluminum content, it is not very plastic.
- Reported Components: Al2O3: 21.17 - 33.67 %, Fe2O3: 1.5 - 2.7 %. Yield: 31.7 - 33.4 %.

**SANTA BÁRBARA-BUENA VISTA.**

- Location: some 25 km southwest of the city of Nueva Gerona and 3 - 4 km northwest of the town of La Demajagua. The terrain is flat and has magnificent communication routes. The area of interest can be accessed from La Demajagua by several causeways that are in good shape.
- Mineral: kaolin
- Generic Type: Residual
- Current degree of study: Recognizance. Mineral identified in several isolated drilled wells
- Proposed investigation phases: Prospecting
- Mineralization Info: Kaolinitic mineralization has been identified in several wells drilled for cartographic purposes. The strength of the apparently useful mineral varies from a few meters to over 50 m. in color, the kaolin mass varies from dark grey to white and variegated. According to the local geological map, everything appears to indicate that kaolinization is associated with a shaly graphite mica package of over 10 km long by 1 - 2 km wide. This zone could be a continuation of the Río del Callejón southwestward.
- Reported Components: grey, white and variegated kaolin, generally not very plastic. We have no representative data on the composition of these kaolins.





LA JUNGLA.

- ▶ Location: some 30 km south of the city of Nueva Gerona and 10 km west of the town of Santa Fe. The terrain is flat and has magnificent communication routes. The asphalted highway connecting Santa Fe with La Demajagua goes right through the center of the area of interest.
- ▶ Mineral: Kaolin
- ▶ Genetic Type: Residual
- ▶ Current degree of study: Recognizance. Mineral identified in various outcroppings and manual exploration
- ▶ Proposed investigation phases: Prospecting
- ▶ Mineralization Info: kaolinithic mineralization has been identified in several outcroppings and manual investigations. We have no representative data on the composition of these kaolins. According to the local geological map, everything seems to indicate the kaolinization is associated with a package of shaly graphite mica around 1 km long.
- ▶ Reported Components: grey kaolin, not very plastic

KM 13.

- ▶ Location: 13 km south of the city of Nueva Gerona by the highway to Santa Fe, 1 km away from the city. The terrain is flat and has magnificent communication routes. The highway to Santa Fe goes to 1 km from the deposit site.
- ▶ Mineral: Kaolin
- ▶ Genetic Type: Residual
- ▶ Current degree of Study: Prospecting. Even though there are resources in the categories of Indicated and Inferred.
- ▶ Proposed Investigation Phases: Exploration
- ▶ Mineralization Info: Kaolinization is developed over a package of metamorphic rock (shale and Gneiss) of slightly over 10 m of strength and slight dip (under 30 °).
- ▶ Reported Components: not very plastic grey kaolin Al2O3: 29.6 %, Fe2O3: 2.09.



CAJÁLBANA PROJECT,  
PINAR DEL RÍO  
PROVINCE.



DESCRIPTION:

Some 51 million tons of laterite mineral of nickel and cobalt is deposited in this area, which may be processed to obtain sellable nickel and cobalt products.  
The project objective is to carry out studies for the development and future exploitation of the fields, including geological investigation, technological development, drawing up basic engineering and the technical-financial feasibility study (EFTE).

INVESTMENT TYPE:

International economic partnership, via the risk contract type, for the stage of drawing up the feasibility study. Once concluded, a Joint Enterprise would be incorporated to be in charge of the execution of the Project including drawing up the detailed engineering, procuring, building, starting up and operation of the factory.

CUBAN PARTY:

Commercial Caribbean Nickel S.A. (CCN).

ESTIMATED INVESTMENT:

In Cajálbana studies have only been done at the lab scale, the technology for its processing has not been confirmed and so the figures can only be taken as a reference. These must be confirmed by geological and metallurgical studies and future calculations. To draw up the EFTE we estimate needing 7 million USD and to build the plant and start it up we need from 650 to 700 million USD.

LOCATION:

La Palma municipality, Pinar del Río

MARKET:

The market for nickel and cobalt should grow in the coming decades due to the development of emerging countries and what stainless steel, the manufacture of hybrid autos and the great demand for their batteries will require, as well as the continuous development of nanotechnology that needs both nickel and cobalt.

ESTIMATED RESULTS:

Production capacity: 10 000 – 12 000 tons/yr of nickel and cobalt. Mineral resources: 51 million tons.

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SAN FELIPE  
PROJECT,  
CAMAGÜEY  
PROVINCE.



DESCRIPTION:	Some 300 million tons of lateritic mineral of nickel and cobalt are deposited in this area, that could be processed to obtain saleable nickel and cobalt products. Project objectives are to carry out studies for the development and future exploitation of the field, including geological investigation, technological development, drawing up basic engineering and the technical-financial feasibility study (EFTE).
INVESTMENT TYPE:	International economic partnership, via the risk contract type, for the stage of drawing up the feasibility study. Once concluded, a Joint Enterprise would be incorporated to be in charge of the execution of the Project including drawing up the detailed engineering, procuring, building, starting up and operation of the factory.
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
ESTIMATED INVESTMENT:	Up to the present time, a conceptual study has been carried out; its figures need to be confirmed by geological, metallurgical studies and future economic calculations. We estimate 25 million USD for the first phase and a total Project cost of between 2 500 - 3 000 million USD (with a 15 % contingency factor). This figure will be made more precise in the EFTE.
LOCATION:	Camagüey municipality, <b>Camagüey</b> province.
MARKET:	The market for nickel and cobalt should grow in the coming decades due to the development of emerging countries and what stainless steel, the manufacture of hybrid autos and the great demand for their batteries will require, as well as the continuous development of nanotechnology that needs both nickel and cobalt.
ESTIMATED RESULTS:	Annual production of 50 – 60,000 t of nickel + cobalt, metallurgical recovery: Ni: ~88 %; Co: ~86 %. Mineral Resources: 300.0 million tons (0.9 % Cut Off for Ni).
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SAL GEMA  
(MINERAL SALT)  
PUNTA ALEGRE.



DESCRIPTION:	The project objective is to draw up the technical-financial feasibility study and should it be shown as feasible, commission the Sal Gema Punta Alegre deposit, applying dissolution and solar crystallization and/or heat evaporation; the last of these is foreseen as constituting the fundamental production of this project to ensure very high quality salt.
INVESTMENT TYPE:	At risk international economic partnership to draw up the technical-financial feasibility study for Sal Gema Punta Alegre deposit, with a view to its commissioning and sales; everything with a view to the subsequent creation of a Joint Enterprise to exploit the resources that are economically feasible.
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	As a preliminary, we have prepared a minimum program up to the drawing up of the technical-financial feasibility study, for an estimated 1.38 million USD.
LOCATION:	Chambas municipality, <b>Ciego de Ávila</b> province
MARKET:	Given the specific conditions of this field, made up of breaches of mineral salt, with an average grade of salt (in the zone of the project) of 73.49% (Martínez Salcedo, et al. 1985), with 10 - 40 % of impurities, and with potential coverage of over 150 m, the most appropriate exploitation method is the one where salt is dissolved in situ to obtain a brine for the high technology industrial process. With this method, besides being the least expensive, the need to manage sterile matter remaining in the extraction chambers is avoided, including most of the insoluble residue present in the mineral salt breach.
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COLAS NEGRAS  
NUEVAS PROJECT,  
MOA.



DESCRIPTION:

“Black Tails” are being deposited in the new reservoir from march of 2017, separated and clearly identified from the previous reservoir. Today the Ernesto Che Guevara Industry generates residues (tails) in the form of pulp with the following content: Iron 43 to 47 % in the solid form, Nickel between 0.30 – 0.36 % & Cobalt between 0.05 – 0.06 %, as well as other elements such as silicon oxide, magnesium oxide, aluminum oxide, etc.; it makes up 2.5 million tons and increases at the same rate as the factory produces.

The proposal objective is to locate or identify investors or international contractors with the financial capacity, technology and markets that could use or make available these tails and thereby to eliminate or decrease costs and the amount of investments needed to store them and to mitigate their long-term environmental impact.

INVESTMENT TYPE:

International Economic Partnership to carry out the EFTE and, if positive, to negotiate the incorporation of a Joint Enterprise to carry out the detailed engineering, procuring, building, starting up and operation of the plant.

Another option to be considered is a commercial contract to export said material in its current state.

CUBAN PARTY:

Commercial Caribbean Nickel S.A. (CCN)

ESTIMATED INVESTMENT:

We estimate 7 - 10 million dollars for the cost of drawing up the Feasibility Study (EFTE) including the building of a pilot plant, for any type of foreign investment except for the variant of exportation in its current state, which would be the lesser since it would not require a test plant.

LOCATION:

Moa municipality, **Holguín** province

MARKET:

The possible market is export for steel plants abroad and for domestic consumption to replace domestic scrap at the 2 Cuban steel plants, thereby promoting productive linkups.

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MANAGEMENT AND  
TRANSPORTATION  
OF MINERALS FROM  
PINARES DE MAYARÍ  
TO MOA, HOLGUÍN.



DESCRIPTION:

In the territory of the Pinares de Mayarí field, we estimate resources indicated for around 200 million tons of lateritic mineral with contents of nickel and cobalt that, by their characteristics and information available, can be processed by the technologies o factories currently in operation, and so we project carrying out a Technical Financial Feasibility Study (EFTE) that will let us decide about the viability of managing and transporting minerals from the existing fields in Pinares de Mayarí, to the deposits of the nickel-producing Ernesto Che Guevara (ECG) and Pedro Soto Alba (PSA) factories in Moa, where they are processed. If the EFTE results should be positive, to build facilities and provide services as considered in the Study.

The proposal objective is to create a Joint Enterprise to carry out at risk the Feasibility Study First Option of transporting to be evaluated would be that of the railroad which, should results be positive, would be the one applied in the implementation of the Project, but other alternatives for moving the mineral may be assessed.

INVESTMENT TYPE:

We would negotiate the incorporation of a Joint Enterprise in charge of drawing up the Technical-Financial Feasibility Studies (EFTE in its Spanish-language abbreviation) and execution of the Project.

CUBAN PARTY:

Pinares S. A. (PSA)

ESTIMATED INVESTMENT:

For the EFTE stage we estimate 15.0 million dollars

LOCATION:

Mayarí municipality, **Holguín** province

MARKET:

The market for nickel and cobalt should grow in the coming decades due to the development of emerging countries and what stainless steel, the manufacture of hybrid autos and the great demand for their batteries will require, as well as the continuous development of nanotechnology which needs both nickel and cobalt.

In the case of Joint Enterprise operations, the market will also be assured given that the service it will be providing is essential for the factories where it will be sent.

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COLAS ROJAS  
PROJECT, HOLGUÍN  
PROVINCE.



DESCRIPTION:	“Red Tails” are being produced and stored since 1961 as the result of the use of acid lixiviation technology, with estimated accumulated volume today at 80 million tons, and they will continue being generated at an annual rate of over 3 to 4 million tons in the next 20 years. The objective of the proposal is to use or make available these tails and thereby eliminate or lower costs and the amount of investments necessary in order to store them and mitigate their long-term environmental impact, and assess as an alternative the exportation of tails in their current state.
INVESTMENT TYPE:	Any foreign investment type that would permit reaching a convenient agreement between the parties, preferably an international economic partnership, via the risk contract type, for the stage of drawing up the EFTE. Once concluded, a joint enterprise would be set up in charge of executing the project, including the drawing up of the detailed engineering, procuring, building, starting up and operating the Factory, whether just for processing/concentrating the mineral or whether for obtaining metals that would be economically viable for sales.
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
ESTIMATED INVESTMENT:	Estimated at 2.5 million USD for the first stage
LOCATION:	Moa municipality, <b>Holguín</b> province
MARKET:	The possible market is export for steel plants abroad and for domestic consumption to replace domestic scrap at the 2 Cuban steel plants, thereby promoting productive linkups.
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AUTOMOTIVE  
WORKSHOP  
SERVICING  
MINING AND  
EARTH-MOVING  
EQUIPMENT.



DESCRIPTION:	Providing repair and re-building services for heavy mining equipment and their accessories. Maintenance and general repairs for heavy transportation equipment and for transportation equipment in general, supplying spare parts, technical assistance, pre and post-sale services and other associated services ensuring this equipment's use.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
ESTIMATED INVESTMENT:	2.4 million USD
LOCATION:	Moa municipality, <b>Holguín</b> province
MARKET:	The enterprise's operations would not be limited just to the nickel and cobalt industry which by itself would have repairs in one year that would amount to 360 pieces of mining and heavy transportation equipment (Cummings Komatsu D-85, Komatsu S 60, 105, 125, 155, International DT 466 & DT 360, Caterpillar, etc.)
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## 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.







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► CASA VAN VAN -  
ACTUALIDADES



**DESCRIPTION:**

Actualidades proposes to open Casa Van Van - Actualidades, which aims to save the architecture of this building and to create an Egrem Cultural Center that would showcase the best of Cuban music, particularly the music of the Van Van band, one of the best in Cuba which in December of 2019 will be celebrating its 50th anniversary.

This cultural center will be in the building that today houses the Actualidades movie theater and the bar on its right. The first of these would present a varied theme program in order to promote not only popular dance music but to also provide a venue for other musical genres such as the bolero, rumba and son, just to name a few. The venue would be designed for the use of show and audio-visual technologies that would allow for stage changes without affecting the aesthetic concept and also showcase Cuban artistic talents for their commercial potential abroad.

The bar, with its intimate atmosphere, would provide a venue to promote the live performances of small-format groups while being able to be also used for other purposes such as plays, book presentations, lectures, poetry readings, etc.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa de Ediciones y Grabaciones Musicales Egrem

**ESTIMATED INVESTMENT:**

4.8 million USD

**LOCATION:**

La Habana Vieja municipality, **Havana** province

**MARKET POTENTIAL:**

Both international tourism and the local population in Havana

**ESTIMATED RESULTS:**

Restoration of the building and outfitting it with the technology for it to be able to start operations

**CONTACTS:**

Cultural Services and Industry Division of the Ministry of Culture  
Tel.: (53) 78382294  
Egrem General Division  
Tel.: (53) 72041925



► ESTUDIOS HABANA  
(AREÍTO)



**DESCRIPTION:**

This Project aims to save the architecture of the building, to revive a recording studio (101) and to create an interactive gallery (102) that would include exhibits showing the history of recording in Cuba (specifically in Areíto), facilities to listen to archived recordings, to view audiovisual material on the same subject, and to attend events, lectures, exhibitions, etc. All of this would fulfill the main objective of making Estudios Areíto the “Cathedral of Music Recording in Cuba”, a place where one can relive the past through the treasures in the archives, and join it to the present through the recordings being made in Studio 101; both archives and recording studios could be visited.

We also see the Project including the leasing of Recording Studio 101 and using El Jelengue, the theater located in the building, to put on music covering everything from trova, to son y rumba. We also envision reviving the production of vinyl records in the studios so that they may be sold internationally, a market niche which is currently growing and which Areíto will be able to represent as a vintage label.

**INVESTMENT TYPE:**

International Economic Partnership Agreement

**CUBAN PARTY:**

Empresa de Ediciones y Grabaciones Musicales Egrem

**ESTIMATED INVESTMENT:**

4.8 million USD

**LOCATION:**

Centro Habana municipality, **Havana** province

**MARKET POTENTIAL:**

Cuban and international musicians and groups, international tourism and the local population of Havana

**ESTIMATED RESULTS:**

Restoration of the building and outfitting it with the technology for it to be able to start operations

**CONTACTS:**

Cultural Services and Industry Division of the Ministry of Culture  
Tel.: (53) 78382294  
Egrem General Division  
Tel.: (53) 72041925





### Actividad Audiovisual

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 highly 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 SOLD 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

Ballet, radio and television orquestras and choirs, production services for audiovisual shows, artistic performances that are part of the radio and television catalogue.

Products

Byproducts of radio and television audiovisual works and digital television. Merchandising.



CONTACT INFO:

Joel Ortega Quinteiro, General Directorship of RTV Comercial  
Email: [ortega@rtvcomercial.co.cu](mailto:ortega@rtvcomercial.co.cu)  
Tel.: (53) 78328723 / 72049540



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.

POLICY FOR AUDIOVISUAL ACTIVITY:

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 produced, under an international economic partnership. The creation of totally foreign capital enterprises will not be permitted in this activity.

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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:

Havana 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:

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  
Email: [ortega@rtvcomercial.co.cu](mailto:ortega@rtvcomercial.co.cu)  
Tel.: (53) 78328723 / 72049540





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 audiovisual infrastructure for the domestic education system and for export.
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	Empresa de Informática y Medios Audiovisuales (Cinesoft). The Cuban party shall assume the specialized educational knowledge management labor force with over 15 years of experience, technical and computer knowledge, and the direction of the entity.
ESTIMATED INVESTMENT:	6.9 million USD
LOCATION:	Playa municipality, Havana 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:	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:	Cinesoft Commercial Division Email: dircomercial@cubaeduca.cu Tel.: (53) 72037742





## 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 Activities

In the Cuban insurance market, we sell over 100 types of insurance within the branches of damages or assets, civil, personal or other liability. At present, we have no insurance products covering life and security insurance.

The market has two insurance entities: Seguros Internacionales de Cuba S.A. (Esicuba), and Empresa de Seguros Nacionales (Esen). They are intermediaries of Asistur S.A. as insurance broker and 3,684 insurance agents. Adesa, Intermar, Sepsa, Cubacontrol and Registro Cubano de Buques are registered as providers of auxiliary insurance services.

At the close of 2017, total insurance premiums amounted to approximately 666 million pesos, values for a total of around 137 million pesos were insured and 539 million pesos was paid out as indemnities.

#### POLICY OF THIS ACTIVITY:

The objective of foreign investment in insurance activity 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. The creation of totally foreign capital enterprises will not be permitted in this activity.







## TERRITORIAL DISTRIBUTION OF PROJECTS

### ***Excluding:***

- Oil blocks (105 projects)
- Mining sites (5 projects)
- Production of ammoniac, urea and other productions (may be in one of three provinces: Matanzas, Cienfuegos and Camagüey, 1 project)
- Photovoltaic solar farms with accumulation of 50 MW (1 project)

***A total of 112 projects not identified by provinces will be specified during negotiations.***



PINAR DEL RÍO  
PROVINCE



1. Pork production for channeled and finished pork product sales
2. Poultry production and its channeled sales
3. Development of industrial beef production. Its industrial processing and sales of special cuts. Empresa Pecuaria Camilo Cienfuegos.
4. Production of the meat and milk of small livestock (sheep, goat and rabbit)
5. Production of wood boards. Siete Matas, Pinar del Río municipality.
6. Development and production of fresh vegetables as protected crops, for export and the domestic market in foreign currency. Los Palacios municipality.
7. Agro-industrial development of juices, pulp and essential oils in the Enrique Troncoso citrus enterprise. Siete matas, Pinar del Río municipality.
8. Small format plant charcoal production, processing and packaging for export. Enrique Troncoso. Siete Matas, Pinar del Río municipality.
9. Development and diversification of the production of industrialized fruit, vegetable and garden vegetable products.
10. Management and sales of services with financing at campground facilities. Villa Brisas del Mar. Minas de Matahambre municipality.
11. Eco-accommodations network for nature tourism
12. Hotel facility management and sales. Cayo Levisa. La Palma municipality.
13. Hotel facility management and sales. Los Jazmines. Viñales municipality.
14. Hotel facility management and sales. La Ermita. Viñales municipality
15. Hotel facility management and sales. Rancho San Vicente. Viñales municipality.
16. Cajálbana Project. La Palma municipality
17. Hotel facility management and sales. Mirador de San Diego. Viñales municipality.
18. Nueva Isla hotel facility management and sales. Habana Vieja municipality.
19. Service of construction, repairs and start-up of works for tourism and infrastructure in Pinar del Río. Pinar del Río municipality.
20. Creation of a tourism park network in natural areas







ARTEMISA PROVINCE



- 21. Remodeling project for the Bahía de Cabañas shipyards. ZED Mariel.
- 22. Plant for developing and producing cytostatics. ZED Mariel.
- 23. Economic and deluxe bathroom fixture production and sales. ZED Mariel.
- 24. Solid waste handling comprehensive system. ZED Mariel.
- 25. Transformation of metals center. ZED Mariel.
- 26. Non-flexible plastic bottle area. ZED Mariel.
- 27. Flexible plastic bottle area. ZED Mariel.
- 28. Glass bottle production.. ZED Mariel.
- 29. LED lighting production. ZED Mariel.
- 30. A/C equipment production. ZED Mariel.
- 31. Production of small format personal hygiene items for tourism. ZED Mariel.
- 32. Production and sales of disposable medical-use items. ZED Mariel.
- 33. Production of mattresses and pillows. ZED Mariel.
- 34. Production of electrical cables. ZED Mariel.
- 35. Production of various lines of glassware.. ZED Mariel.
- 36. Production of flat glassware and its manufactured items. ZED Mariel.
- 37. Production of wheat flour. ZED Mariel.
- 38. Production of spices, condiments and additives for food processing. ZED Mariel.
- 39. Production of sauces and dressings. ZED Mariel.
- 40. Production of instant and nutritional foods. ZED Mariel.
- 41. Production of fruit juices. ZED Mariel.
- 42. Production of sausage products.. ZED Mariel.
- 43. Production of pasta. ZED Mariel.

- 44. Production of milk products and byproducts. ZED Mariel.
- 45. Food Production and Catering Services Center, ZED Mariel.
- 46. Soy processing (refined oil factory). ZED Mariel.
- 47. Therapeutic antibody production plant. ZED Mariel.
- 48. Productive complex for cephalosporin, injectable carbapenems and oral penicillin. ZED Mariel.
- 49. Biomaterials plant. ZED Mariel.
- 50. Construction and management of standard warehouses. ZED Mariel.
- 51. Production of bathroom furnishings. ZED Mariel.
- 52. Production of ceramics for floors and walls. ZED Mariel.
- 53. Construction and operation of overall logistical services and facilities. ZED Mariel.
- 54. Production and sales of human-placenta-based products. ZED Mariel.
- 55. Production of screws and other similar items. ZED Mariel.
- 56. Production of plastic garden furniture. ZED Mariel.
- 57. Production of commercial footwear. ZED Mariel.
- 58. Elevator assembly. ZED Mariel.
- 59. Production and sales of multi-use disposable plastic items. ZED Mariel.
- 60. Production of efficient boilers and associated services. ZED Mariel.
- 61. Production and sales of high-tech medical equipment. ZED Mariel.
- 62. Production and sales of channeled pork. ZED Mariel.
- 63. Pork production for channeled and finished pork product sales. Outside of the ZED Mariel.
- 64. Development and diversification of industrialized fruit, vegetable and garden vegetable products.
- 65. Production and sales of channeled poultry. ZED Mariel.
- 66. Poultry production and its channeled sales. UAM Cuban Party. San Cristóbal, Candelaria, Guana-jay and Caimito municipalities
- 67. Gourmet Cuban ice cream production plant with Italian technology. ZED Mariel
- 68. Overall handling of solid construction waste. ZED Mariel.
- 69. Development of industrial beef production, its industrial processing and sales of special cuts. Los Naranjos, Artemisa.
- 70. Production of rice in the southern part of the province of Artemisa. San Cristóbal municipality

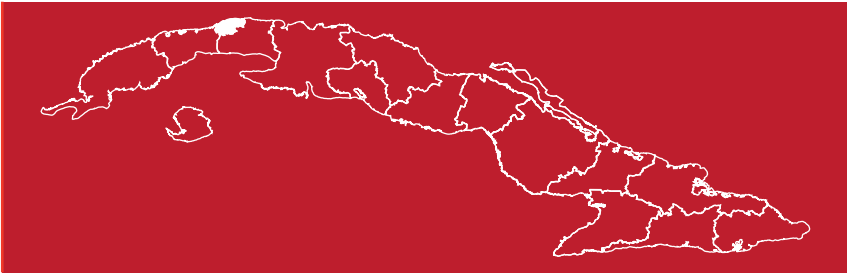




- 71. Plan charcoal processing, classification, packaging plant. Agroforestal Costa Sur.
- 72. Development and production of fresh vegetables as protected crops, for export and the domestic market in foreign currency. Caimito municipality
- 73. Development of the production of citrus and fruit, such as fresh and industrialized fruit products at the Empresa Cítricos Ceiba. Caimito municipality
- 74. Industrial processing of fish. San Cristóbal municipality
- 75. Mollusk and fish farms at sea. Bahía Honda municipality
- 76. Hotel facility management and sales. Villa Soroa-Casas-Castillo de las nubes. Candelaria municipality
- 77. Production of fiber-cement boards. Artemisa municipality
- 78. Construction of a lime plant in Artemisa. Artemisa municipality
- 79. Repair and maintenance services for naval vessels. Empresa Astimar.
- 80. Hotel facility management and sales. Hotel Las Yagrumas. San Antonio de los Baños municipality
- 81. Production and sales of buses and mini-buses. Guanajay municipality
- 82. Dismantling out-of-service boats, meeting the growing demand of Cuban steelworks for iron scrap. Bahía Honda municipality
- 83. Eco-accommodations network for nature tourism
- 84. Development of the agro-industrial production of fruits and vegetables in the province of de Artemisa. Güira de Melena municipality



► HAVANA PROVINCE



- 85. Pork production for channeled and finished pork products sales
- 86. Production of fatty liver, pâté, magret breasts and duck drumsticks. Punta Brava, La Lisa.
- 87. Production of tropical and ornamental plants for export and the domestic market. Boyeros. municipality
- 88. Production of plastic bottles
- 89. Production of wheat flour
- 90. Production of vinegar. Marianao municipality
- 91. Development of the production of preserves, candies, sherbets, biscuits (fine, sweet, soda and cream) and cereals
- 92. Enlargement and modernization of rum factories
- 93. Production, sales and distribution of Alondra-brand ice cream. Boyeros municipality
- 94. Production and sales of stiff tubes for cigars. Regla municipality
- 95. Interactive dolphin center. Playa municipality
- 96. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Lot 4 Hotel). Habana del Este. municipality
- 97. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Lot 8 Hotel). Habana del Este. municipality
- 98. Contract for the management of services for laundries. Lavandería 28 de enero Laundry management. Habana del Este. municipality
- 99. Contract for the management of laundry services. Specialized technical services for dry cleaning and laundries. Playa municipality
- 100. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Hotel Veneciana Lot 1). Municipio Habana del Este. municipality
- 101. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Bungalow Lot 2). Habana del Este municipality
- 102. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Veneciana Lot 3). Habana del Este municipality
- 103. Construction and sales of top quality hotel and villa capacities in the Polo Turístico Havana (3era y 84 Lot). Municipio Playa.
- 104. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Hotel-ero Neptuno Tritón complex). Municipio Playa municipality







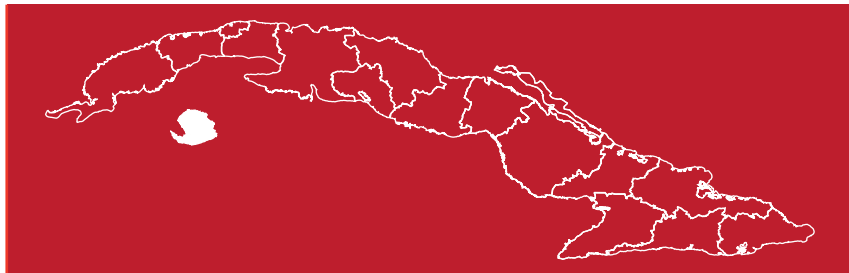
- 105. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Línea Esquina Paseo Lot). Municipio Plaza de la Revolución.
- 106. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Lot 23 & J). Plaza de la Revolución municipality
- 107. Construction and sales of top quality hotel and villa capacities in the Havana Tourism Area (Lot 23 & B). Plaza de la Revolución municipality
- 108. Deauville Hotel facility management and sales. Centro Habana municipality.
- 109. Isla de Cuba facility management and sales. Habana Vieja municipality.
- 110. Nueva Isla facility management and sales. Habana Vieja municipality.
- 111. Hotel facility management and sales. Comodoro. Playamunicipality
- 112. Hotel facility management and sales. Villa Capdevila. Boyeros municipality
- 113. Hotel facility management and sales. Portales de Paseo. Plaza de la Revolución municipality
- 114. Hotel facility management and sales. Hotel Bella Habana. Plaza de la Revolución municipality
- 115. Hotel facility management and sales. Hotel Tulipán. Plaza de la Revolución municipality
- 116. Hotel facility management and sales. Hotel Bruzón. Cerro municipality
- 117. New hotel facility management and sales, in the process of being built. Corona Tabaquera. Habana Vieja municipality
- 118. New hotel facility management and sales, in the process of being built. Lot 8, Malecón e/ 25 y Humbolt. Centro Habana municipality
- 119. New hotel facility management and sales, in the process of being built. Lot 2, (L) e/ 70 y 76 y e/ 3ra y 5ta. Playa municipality
- 120. New hotel facility management and sales, in the process of being built. Lot 7 (L), Malecón e/ Calzada y J. Plaza de la Revolución municipality
- 121. New hotel facility management and sales, in the process of being built. Lot 3, e/ 70 y 66 y e/ 3ra y 5ta. Playa municipality
- 122. New hotel facility management and sales, in the process of being built. Lot 9, Calle 23 e/ N y O. La Rampa. Plaza de la Revolución municipality
- 123. New hotel facility management and sales, in the process of being built. Lot 4, Calzada e/ 2 y Paseo. Plaza de la Revolución municipality
- 124. New hotel facility management and sales, in the process of being built. Lot 10 Calle 23 esq M. Plaza de la Revolución municipality
- 125. New hotel facility management and sales, in the process of being built. Lot 1, Playa 70 e/ 1ra y 3ra Hotel 1. Playa municipality
- 126. New hotel facility management and sales, in the process of being built. Lot 1, Playa 70 e/ 1ra y 3ra Hotel 2. Playa municipality
- 127. New hotel facility management and sales, in the process of being built. Lot 12, Ave Boyeros e/ 19 de mayo y Aranguren. Hotel 1. Boyeros. municipality
- 128. New hotel facility management and sales, in the process of being built. Lot 12, Ave Boyeros e/ 19 de mayo y Aranguren. Hotel 2. Plaza municipality



- 129. New hotel facility management and sales, in the process of being built. Lot 5, 1ra y B. Plaza de la Revolución municipality
- 130. Operation and management of Astilleros Casa Blanca shipyard. Regla municipality
- 131. International clinic for sports medicine, anti-doping control and education. Habana del Este municipality
- 132. Modernizing engineering systems for construction and commissioning. Playa municipality
- 133. Hydro technical, dredging and beach recovery works, Regla municipality
- 134. Production of unpainted carpentry, wooden floor and roof structures. Boyeros municipality
- 135. Capital repairs services for construction equipment. Plaza de la Revolución municipality
- 136. Wholesale textile, dry goods, accessories and clothing sales. Cotorro municipality
- 137. 3PL logistics operator for managing refrigerated food supply chains. Frigorífico Berroa, Habana del Este municipality
- 138. 3PL logistics operator for managing refrigerated food supply chains. Frigorífico Habana del Este, Habana del Este municipality
- 139. 3PL logistics operator for managing refrigerated food supply chains, Frigorífico Playa, Playa municipality
- 140. Establishing a system of pay-per-view channels for national TV. (TV Paga)
- 141. Informatics and audiovisual media for education. Playa municipality
- 142. Production and sales of tin cans. Guanabacoa municipality
- 143. Production of educational toys and other commonly used materials. Empresa Empromave.
- 144. Contracts for the management of services with financing for the enlargement and remodeling of the MARLIN Naval Workshop. Plaza de la Revolución and Playa municipalities
- 145. Comodoro Leisure Centre. Playa municipality
- 146. Giraldilla Leisure Centre. La Lisa municipality.
- 147. Havana Water Park. Havana coastal strip
- 148. Hotel facility management and sales. Playas del Este hotel complex. Hotel Avenida 3, Gran Vía 1 y Vía Blanca 1. Habana del Este municipality
- 149. Hotel facility management and sales. Hotel Panamericano. Habana del Este municipality
- 150. Hotel facility management and sales. Villas Playas del Este complex (Celimar- Sirena- Marea Blanca – Bacuranao sector). Habana del Este municipality
- 151. Hydro-geological services applied to the control of the water table level in infrastructure works. Arroyo Naranjo municipality
- 152. Deep well-drilling services. La Lisa municipality
- 153. National center for repair, calibration and leasing of plastic transformation machinery. Marianao municipality
- 154. Management of the production of smooth or corrugated tubes. Boyeros municipality.



ISLA DE LA  
JUVENTUD SPECIAL  
MUNICIPALITY

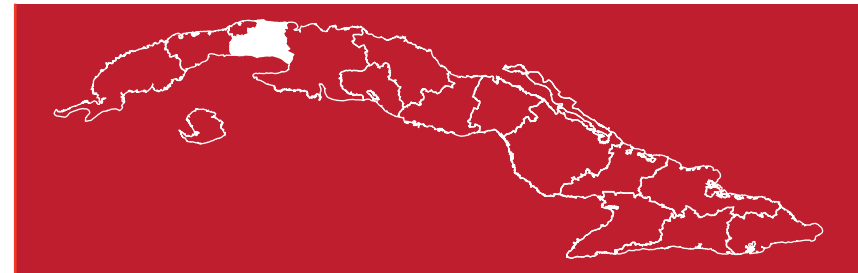


- 155. Science and Technology Park. La Lisa municipality.
- 156. Development of infrastructure for nano-manufacture. La Lisa municipality.
- 157. Manufacture of feminine sanitary napkins and daytime protectors. Cerro municipality.
- 158. Manufacture of parts, spare parts and components for elevators, assembly and post-sale service. Arroyo Naranjo municipality.
- 159. International distributor of Cuban rum. Plaza de la Revolución or Playa municipaliies
- 160. Production of injectable cephalosporin and oral penicillin. Cotorro municipality.
- 161. Casa VAN VAN-Actualidades. Habana Vieja municipality
- 162. Estudios Habana (Areito). Centro Habana municipality
- 163. Providing comprehensive service of production of special concrete. Habana Vieja municipality.
- 164. Service for the construction, repair and commissioning of works for tourism and infrastructure in Havana. Plaza de la Revolución municipality.
- 165. Production and sales of footwear. Habana del Este municipality.
- 166. Plant for the production and sales of multi-layer bags, sacks and cases. Boyeros municipality.
- 167. Increasing productive capacities for drip irrigation. Guanabacoa municipality.
- 168. Modernization and completing the necessary technological equipment to produce means of transportation for sugar cane and for communal hygiene and for the production of freight elevators and their spare parts. Guanabacoa municipality.
- 169. Production of water meters. Guanabacoa municipality

- 170. Cayo Largo del Sur hotel facility management and sales. Pelicano.
- 171. Colony Hotel facility management and sales.
- 172. Geological research (Prospecting – Exploration) at risk for the Lela wolfram prospect in the Isla de la Juventud.
- 173. Geological research (Prospecting – Exploration) at risk in several mica and kaolin deposits in the Isla de la Juventud.



MAYABEQUE  
PROVINCE



- 174. Pork production for channeled and finished pork product sales
- 175. Development of industrial beef production, its industrial processing and sales of special cuts, Valle del Perú.
- 176. Spirulina production
- 177. Production of sauces, such as soy and condiments.
- 178. Production of pasta (short, long and noodles)
- 179. Eco-accommodations network for nature tourism..
- 180. Management and Sales of Services with Financing at Campground facilities. Parque de Aventuras El Narigón International Campground. Santa Cruz del Norte municipality
- 181. Management and Sales of Services with Financing at Campground facilities. Escaleras de Jaruco Campground. Jaruco municipality
- 182. Hotel facility management and sales. Villa Trópico. Santa Cruz del Norte municipality
- 183. Bioelectrical plants with a capacity of 30MW to 50MW Héctor Molina. San Nicolás de Bari municipality
- 184. Production of polyethylene flexible and extrusion packing. San José de Las Lajas municipality
- 185. Production of thermal copper wiring electrical conductors. San José de Las Lajas municipality
- 186. Canasí Nature and Adventure Park. Santa Cruz del Norte municipality
- 187. Modernizing the national workshop for repairing the hydraulic resources pumping equipment. San José de Las Lajas municipality
- 188. Recycling rum and wine bottles. Santa Cruz del Norte municipality







▶ MATANZAS PROVINCE



- 189. Poultry production and its channeled sales
- 190. Production of grains. Jovellanos municipality
- 191. Revive, develop and increase production, sales of fresh and industrialized citrus fruits of the Empresa Agroindustrial Victoria de Girón y Cítricos Arimao. Jagüey Grande municipality
- 192. Development and production of fresh vegetables as protected crops, for export and the domestic market in foreign currency. Jagüey Grande municipality
- 193. Production of Paraíso-brand yogurt. Labiofam
- 194. Lawn care services for sports and recreational facilities in Cuba and the Caribbean. Indio Hatuey, Perico municipality
- 195. Production, sales and distribution of Alondra-brand ice cream. Varadero municipality
- 196. Production of ammoniac, urea and other productions, Matanzas Bay, Cienfuegos Bay or Nuevitas.
- 197. Hotel facility management and sales. Villa Guamá. Ciénaga de Zapata municipality
- 198. Hotel facility management and sales. Batey Don Pedro. Ciénaga de Zapata municipality
- 199. Hotel facility management and sales. Hotel E Velasco. Ciénaga de Zapata municipality
- 200. Hotel facility management and sales. Playa Larga. Ciénaga de Zapata municipality
- 201. Hotel facility management and sales. Hotel complex (Dos Mares, Pullman and Ledo). Cárdenas municipality
- 202. Hotel facility management and sales. Hotel complex Club Karey 3, Punta Blanca. Cárdenas municipality
- 203. Hotel facility management and sales. Acuazul- Varazul Complex. Cárdenas municipality
- 204. Hotel facility management and sales. Hotel complex Delfines 3, Club Tropical 2. Cárdenas municipality
- 205. New hotel facility management and sales in the process of being built. Hotel Golf. Cárdenas municipality
- 206. New hotel facility management and sales in the process of being built. Chapelin Taínos (Las Olas). Cárdenas municipality



- 207. Service Management Contracts with financing for enlarging the Varadero Marina Dársena. Cárdenas municipality
- 208. Quality of Life Service San Miguel de los Baños y Menéndez resort
- 209. Solid Urban Waste Integrated Handling System
- 210. Plaza América Complex. Cárdenas municipality
- 211. Eco-accommodations network for nature tourism.
- 212. Josone Park. M Cárdenas municipality
- 213. Water Park. South of the Varadero Highway. Cárdenas municipality
- 214. Hotel facility management and sales. Lot 66 Hotel. Cárdenas municipality
- 215. Hotel facility management and sales. Hotel 3ra Avenida. Cárdenas municipality
- 216. Hotel facility management and sales. Hotel Donaire. Cárdenas municipality
- 217. Hotel facility management and sales. Antigua Casa Almacén. Matanzas municipality
- 218. Hotel facility management and sales. Antiguo Banco Español. Matanzas municipality
- 219. Hotel facility management and sales. Office of the Conservator of the City Building Milanés 12. Matanzas municipality
- 220. Hotel facility management and sales. Office of the Conservator of the City Building associated with the Historical City Center. Matanzas municipality
- 221. Hotel facility management and sales. Sun Beach. Cárdenas municipality
- 222. Creation of a network of tourism parks in natural areas.
- 223. Service for building, repairing and commissioning works for tourism and infrastructure in Varadero. Matanzas – Varadero – Cárdenas Sub-region





► CIENFUEGOS PROVINCE



- 224. Pork production for channeled and finished pork product sales
- 225. Poultry production and its channeled sales
- 226. Development of industrial beef production, its industrial processing and the sales of special cuts. Empresa Pecuaria Integral.
- 227. Processing, classification, packaging and exporting plant charcoal. Abreu municipality. Agroforestal Cienfuegos.
- 228. Development and production of fresh vegetables as protected crops, for export and the domestic market in foreign currency. Cumanayagua municipality
- 229. Small format plant charcoal production, processing and packaging, for export. Empresa Cítricos Arimao.
- 230. Small format plant charcoal production, processing and packaging, for export. Unión Nacional de Acopio, Empresa Cienfuegos.
- 231. Production of glucose
- 232. Fish farming at sea. Cienfuegos municipality
- 233. Production of wheat flour
- 234. Production of pasta (short, long and noodles).
- 235. Management and Sales of Services with Financing at Campground facilities. Guajimico International Diving Center. Cienfuegos – Trinidad Highway
- 236. Construction and sales of top quality hotel and villa capacities in the Cienfuegos Tourism Area (Hotel del Marilope). Cienfuegos municipality
- 237. Construction and sales of top quality hotel and villa capacities in the Cienfuegos Tourism Area (Hotel Puesta de Sol). Cienfuegos municipality
- 238. Hotel facility management and sales. Hotel Pasacaballo. Aguada de Pasajeros municipality
- 239. Hotel facility management and sales. Hotel Punta La Cueva. Aguada de Pasajeros municipality
- 240. Hotel facility management and sales. Hotel Yaguanabo. Aguada de Pasajeros municipality
- 241. Management of the 5 de Septiembre bioelectrical plant, Cienfuegos.
- 242. 30MW to 50MW capacity bioelectrical plants in Antonio Sánchez. Aguada de Pasajeros municipality
- 243. Repair and maintenance services for naval ships. Empresa Astilleros Centro.



► VILLA CLARA PROVINCE



- 244. Pork production for channeled and finished pork product sales
- 245. Poultry production and its channeled sales
- 246. Development of industrial beef production, its industrial processing and the sales of special cuts. Macun.
- 247. Production of Paraíso-brand yogurt in Villa Clara. Labiofam.
- 248. Modernizing and increasing the scope of the boiler factory. Sagua La Grande municipality
- 249. Hotel facility management and sales. Hotel Hanabanilla. Manicaragua municipality
- 250. Hotel facility management and sales. Hotel Elguea. Corralillo municipality
- 251. Hotel facility management and sales. Hotel Santa Clara Libre. Santa Clara municipality
- 252. 30MW to 50MW capacity George Washington bioelectrical plant. Santo Domingo municipality
- 253. Solid Urban Waste Integrated Handling System. Municipality to be specified
- 254. Production and sales of bags. Santa Clara municipality
- 255. Remodeling and modernizing the foundry and thermal treatment workshop. Santa Clara municipality



► SANCTI SPIRITUS PROVINCE



- 256. Pork production for channeled and finished pork product sales
- 257. Poultry production and its channeled sales
- 258. Development of industrial beef production, its industrial processing and the sale of special cuts. Manauaco







CIEGO DE ÁVILA PROVINCE



- 259. Increased production potential for shrimp farming. Sancti Spiritus municipality
- 260. Productive increase of Aquaculture and its industrialization. Sancti Spiritus municipality
- 261. Development and diversification of dairy product and their byproducts Sancti Spiritus municipality
- 262. Hotel facility management and sales. Hotel complex (Club Amigo Costa Sur). Trinidad municipality
- 263. Hotel facility management and sales. Villa María Dolores. Trinidad municipality
- 264. Hotel facility management and sales. Las Cuevas-Trinidad 500 Complex. Trinidad municipality
- 265. Hotel facility management and sales. Hotel Rancho Hatuey. Sancti Spiritus municipality
- 266. Hotel facility management and sales. Hotel Los Laureles. Sancti Spiritus municipality
- 267. Hotel facility management and sales. Hotel Zaza. Sancti Spiritus municipality
- 268. Hotel facility management and sales. Hotel Rijo. Sancti Spiritus municipality
- 269. Hotel facility management and sales. Hotel San José del Lago. Mayajigua municipality
- 270. Hotel facility management and sales. Hotel Don Florencio. Sancti Spiritus
- 271. Hotel facility management and sales. Hotel Plaza. Sancti Spiritus municipality
- 272. Creation of a network of tourism parks in natural areas.
- 273. Eco-accommodations network for nature tourism
- 274. Repairing and modernizing the Sancti Spiritus cellular reinforced concrete plant. Sancti Spiritus municipality

- 275. Pork production for channeled and finished pork product sales
- 276. Development and production of fresh vegetables as protected crops for export and the domestic market in foreign currency. Ceballos municipality
- 277. Production of bananas for export and the domestic market. Ciego de Ávila municipality
- 278. Production, processing and sales of 2000 hectares of MD2 pineapple. Ceballos municipality
- 279. Production of water and soft drinks. Yaguajay municipality



CAMAGÜEY PROVINCE



- 280. New hotel facility management and sales in the process of being built. Roca Centro. Cayo Paredón Grande.
- 281. New hotel facility management and sales in the process of being built. Roca Este 1. Cayo Paredón Grande.
- 282. New hotel facility management and sales in the process of being built. Roca Norte 1. Cayo Paredón Grande.
- 283. New hotel facility management and sales in the process of being built. Roca Norte 2. Cayo Paredón Grande.
- 284. Hotel facility management and sales. Uva Caleta 1. Cayo Coco.
- 285. Hotel facility management and sales. Uva Caleta 2. Cayo Coco.
- 286. New hotel facility management and sales in the process of being built. La Salina Suroeste. Ciego de Ávila municipality
- 287. New hotel facility management and sales in the process of being built. Punta Rasa Hotel II. Cayo Guillermo.
- 288. New hotel facility management and sales in the process of being built. Punta Playuelas. Cayo Guillermo.
- 289. Sal Gema Punta Alegre. Chambas municipality
- 290. Hotel facility management and sales. Hotel Ciego de Ávila. Ciego de Ávila municipality
- 291. Hotel facility management and sales. Hotel Morón. Morón municipality
- 292. Hotel facility management and sales. Hotel Apartahotel Azul. Causeway to Cayo Santa María
- 293. Hotel facility management and sales. Hotel Santiago Habana. Ciego de Ávila municipality
- 294. Hotel facility management and sales. Casa Don Gregorio. Cayo Guillermo.
- 295. Creation of a network of tourism parks in natural areas
- 296. Modernization of the production of parts, manipulated accessories and other plastic items and for the production of polypropylene tubes. Ciego de Ávila municipality

- 297. Pork production for channeled and finished pork product sales
- 298. Poultry production for its channeled sales
- 299. Development of industrial beef production, its industrial processing and the sale of special cuts. Empresa Ganadera





- 300. Plant charcoal processing, classification, packaging and exporting plant. Agroforestal Camagüey
- 301. Development and production of fresh vegetables as protected crops for export and the domestic market in foreign currency. Sierra de Cubitas municipality
- 302. Processing and sales of citrus and organic fruit. Sierra de Cubitas municipality
- 303. Increased productive potential for shrimp farming. Santa Cruz del Sur municipality
- 304. Production of pasta (short, long and noodles)
- 305. Production of FOS (Fructo Oligo Sacáridos) and Sorbitol. Florida municipality
- 306. 200 000 liter/ day capacity alcohol distillery. Central Brasil
- 307. Management and Sales of Services with Financing at Campground facilities. Nature and Adventure Park: Cangilones del Río Máximo. Sierra de Cubitas.
- 308. Construction and sales of new top quality hotel and villa capacities in the Santa Lucía Tourism Area, Camagüey. (Lot 19 Hotel). Nuevitas municipality
- 309. Construction and sales of new top quality hotel and villa capacities in the Santa Lucía Tourism Area, Camagüey. (Lot 106 Hotel). Nuevitas municipality
- 310. Construction and sales of new top quality hotel and villa capacities in the Santa Lucía Tourism Area, Camagüey. (Lot 83 Hotel). Nuevitas municipality
- 311. Construction and sales of new top quality hotel and villa capacities in the Santa Lucía Tourism Area, Camagüey. (Lot 71 Hotel). Nuevitas municipality
- 312. New hotel facility management and sales in the process of being built. Isabelita 9. Cayo Sabinal.
- 313. New hotel facility management and sales in the process of being built. Quebrada 21 B. Cayo Cruz.
- 314. New hotel facility management and sales in the process of being built. Quebrada 21. Cayo Cruz.
- 315. New hotel facility management and sales in the process of being built. Quebrada 21 A. Cayo Cruz.
- 316. New hotel facility management and sales in the process of being built. Quebrada 24 A. Cayo Cruz.
- 317. New hotel facility management and sales in the process of being built. Punta Cocina Lot 32. Cayo Cruz.
- 318. New hotel facility management and sales in the process of being built. Quebrada 24. Cayo Cruz.
- 319. Eco-accommodations network for nature tourism
- 320. 30MW to50MW capacity Panamá bioelectric plants. Vertientes municipality
- 321. San Felipe Project. Camagüey municipality
- 322. Production and sales of classic swine flu vaccine “Porvac”. Camagüey municipality
- 323. Solid urban Waste Integrated handling System. Municipality to be specified.
- 324. Hotel facility management and sales. C Hotel complex (Plaza, Isla de Cuba and Puerto Príncipe). Camagüey municipality
- 325. Hotel facility management and sales. Hotel Caonaba. Nuevitas municipality
- 326. Administration and Commercialization of Hotel resorts. Hotel Florida. Florida Municipality.



▶ LAS TUNAS PROVINCE



- 327. Pork production for channeled and finished pork product sales
- 328. Increased productive potential for shrimp farming. Colombia municipality.
- 329. Construction and sales of top standard villas in the Covarrubias Tourism Area, Las Tunas. (Lot 2A). Puerto Padre municipality.
- 330. Construction and sales of top standard villas in the Covarrubias Tourism Area, Las Tunas. (Lot 3A). Puerto Padre municipality.
- 331. Construction and sales of top standard villas in the Covarrubias Tourism Area,, Las Tunas. (Lot 2B). Puerto Padre municipality.
- 332. Construction and sales of top standard villas in the Covarrubias Tourism Area, Las Tunas. (Lot 3B). Puerto Padre municipality.
- 333. Construction and sales of top standard villas in the Covarrubias Tourism Area, Las Tunas. (Lot 4B). Puerto Padre municipality.
- 334. Hotel facility management and sales. Brisas Covarrubias. Puerto Padre municipality.
- 335. 30MW to 50MW Antonio Guiteras bioelectrical plants. Puerto Padre municipality.
- 336. 30MW to 50MW capacity Colombia bioelectrical plants. Colombia municipality.
- 337. Management of the Majibacoa bioelectrical plant, Las Tunas.



▶ SANTIAGO DE CUBA PROVINCE



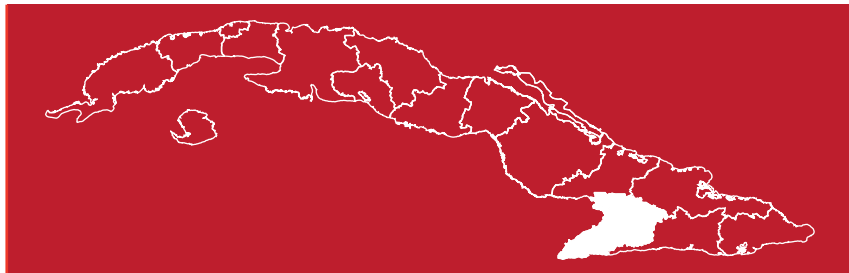
- 338. Pork production for channeled and finished pork product sales
- 339. Production and sales of conventional superior quality coffee. Contramaestre municipality.
- 340. Development of the production of preserves, candies, sherbets, cookies (fine, sweet, soda and cream) and cereals
- 341. Wheat flour production
- 342. Processing soy beans, oil and its byproducts. Santiago de Cuba municipality.







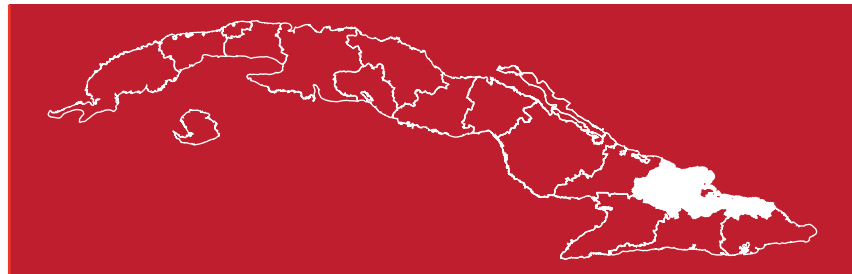
► GRANMA PROVINCE



- 343. Production of pasta (short, long and noodles)
- 344. Management and sales of services with financing at campground facilities. International Camping. Playa Larga. Santiago de Cuba municipality.
- 345. Hotel facility management and sales. El Gallo. Santiago de Cuba municipality.
- 346. Hotel facility management and sales. Enramadas y Ampliación. Santiago de Cuba municipality.
- 347. Hotel facility management and sales. Jagüey (Miramar). Santiago de Cuba municipality.
- 348. Hotel facility management and sales. América. Santiago de Cuba municipality.
- 349. Hotel facility management and sales. Venus y Ampliación. Santiago de Cuba municipality.
- 350. Hotel facility management and sales. San Basilio II. Santiago de Cuba municipality.
- 351. Hotel facility management and sales. Los Galeones. Guamá municipality.
- 352. Hotel facility management and sales. Club Amigo-Carisol-Los Corales. Santiago de Cuba municipality.
- 353. Hotel facility management and sales. Versailles-Punta Gorda. Santiago de Cuba municipality.
- 354. Contracts for service management with financing for the enlargement of the Santiago de Cuba marina. Santiago de Cuba municipality.
- 355. 30MW to 50MW capacity Julio Antonio Mella bioelectrical plants. Julio Antonio Mella municipality.
- 356. Operation and management of shipyard capacities for construction and repairs for recreational boats. Santiago de Cuba municipality.
- 357. Solid Urban Waste Integrated Handling System. Unspecified municipality.
- 358. Hotel facility management and sales. Hotel complex (Las Américas-Villa San Juan). Santiago de Cuba municipality.
- 359. Hotel facility management and sales. Hotel Balcón del Caribe. Santiago de Cuba municipality.
- 360. Hotel facility management and sales. Hotel Costa Morena. Santiago de Cuba municipality



► HOLGUÍN PROVINCE



- 364. Production, processing and packaging of small format charcoal, for export. Jigüaní municipality.
- 365. Increased productive potential in shrimp farming. Río Cauto municipality.
- 366. 30MW to 50MW capacity Enidio Díaz bioelectrical plant Campechuela municipality.
- 367. Hotel facility management and sales. Hotel Sierra Maestra. Bayamo municipality.
- 368. Hotel facility management and sales. Hotel Royalton. Bayamo municipality.
- 369. Hotel facility management and sales. Villa Bayamo. Bayamo municipality.
- 370. Hotel facility management and sales. Hotel Balcón de la Sierra. Bartolomé Masó municipality.
- 371. Eco-accommodations network for nature tourism
- 372. Creation of a tourist park network in natural areas
- 373. Management of the Grito de Yara bioelectrical plant, Granma.
- 374. Pork production for channeled and finished product pork sales.
- 375. Poultry production and its channeled sales.
- 376. Development and production of fresh vegetables as protected crops, for export and the domestic foreign currency market. Holguín municipality.
- 377. Production of sauces such as soy and condiments.
- 378. Repair Services for Small Boats. Gibara municipality.
- 379. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 8). Banes municipality.
- 380. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 8A). Banes municipality.
- 381. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 9-11). Banes municipality.
- 382. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 5). Banes municipality.
- 383. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 6). Banes municipality.
- 384. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Semicompact Hotel 1). Banes municipality.

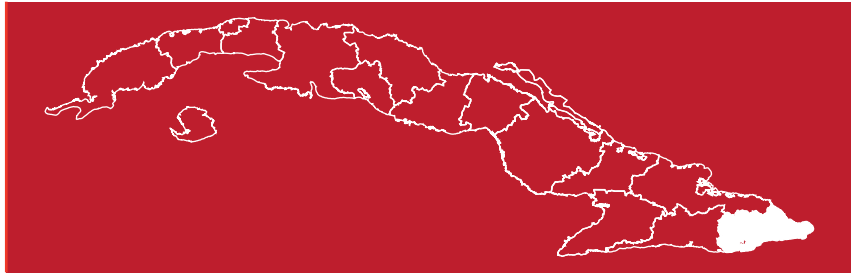




- 385. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Semicompact Hotel 2). Banes municipality.
- 386. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 16). Banes municipality.
- 387. Construction and sales of top quality hotel and villa capacities in the Guardalavaca Tourism Area (Lot 17). Banes municipality.
- 388. Hotel facility management and sales. Club Amigo Atlántico Guardalavaca. Banes municipality.
- 389. New hotel facility management and sales in the process of being built. Ampliación Yuraguana. Rafael Freyre municipality.
- 390. New hotel facility management and sales in the process of being built. Baracutey (59). Antilla municipality.
- 391. New hotel facility management and sales in the process of being built. Baracutey (61). Antilla municipality.
- 392. New hotel facility management and sales in the process of being built. Baracutey (61A). Antilla municipality.
- 393. New hotel facility management and sales in the process of being built. Villas Saetía. Mayarí municipality.
- 394. New hotel facility management and sales in the process of being built. Baracutey (63). Antilla municipality.
- 395. 30MW to 50MW capacity Urbano Noris bioelectrical plants. Urbano Noris municipality.
- 396. 30MW to 50MW capacity Cristino Naranjo bioelectrical plants. Cacocum municipality.
- 397. 30MW to 50MW capacity Fernando de Dios bioelectrical plants. Báguanos municipality.
- 398. Solid Urban Waste Integrated System. Unspecified municipality.
- 399. Bahía de Naranjo Adventure and Nature Park. Cayo Naranjo.
- 400. Hotel facility management and sales. Villa Don Lino. Rafael Freyre municipality.
- 401. Hotel facility management and sales. Villa El Bosque. Holguín municipality.
- 402. Hotel facility management and sales. Hotel Mirador de Mayabe. Holguín municipality.
- 403. Hotel facility management and sales. Hotel Pernik. Holguín municipality.
- 404. Production and sales of retread tires for the Eastern part of Cuba.
- 405. Colas Rojas Project. Moa municipality.
- 406. Colas Negras Nuevas. Moa municipality.
- 407. Processing and transportation of minerals from Pinares de Mayarí to Moa. Mayarí municipality.
- 408. Workshop for automotive services to mining and earth-moving equipment. Moa municipality.



▶ GUANTÁNAMO PROVINCE



- 409. Pork production for channeled and finished pork product sales
- 410. Production and sales of Fine Aroma Cacao. Baracoa municipality.
- 411. Development of the production of cacao and its byproducts. Guantánamo municipality.
- 412. Hotel facility management and sales. Villa La Lupe. Guantánamo municipality.
- 413. Hotel facility management and sales. Hotel Guantánamo. Guantánamo municipality.
- 414. Hotel facility management and sales. Hotel Martí. Guantánamo municipality.
- 415. Eco-accommodations network for nature tourism





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