



Cuba

PORTFOLIO
OF OPPORTUNITIES
FOR FOREIGN
INVESTMENT

2016-2017



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CUBA:
A PLACE
TO INVEST



Advantages of investing in Cuba

With the passing of Law No. 118 and its complementary norms, a favorable business climate has been set up in Cuba. Other advantages are added to tax incentives and these invite foreign investors to choose Cuba as investment territory. Among these advantages:

- ▶ 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, by its acronyms in Spanish), the Caribbean Community (CARICOM, by its acronyms in Spanish), the Bolivarian Alliance for the Peoples of Our America (ALBA, by its acronyms in Spanish), the Common Market of the South (MERCOSUR, by its acronyms in Spanish), the European Union (EU), the World Trade Organization (WTO, by its acronyms in Spanish).
- ▶ Governmental policy that prioritizes research and technological innovation.
- ▶ Institutions at the service of investors with highly 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.

Legal Regime for Foreign Investment

- Law No. 118/2014: "Law of Foreign Investment".
- Decree No. 325/2014: "Regulations of the Law of Foreign Investment" of the Council of Ministers
- Resolution No. 46/2014 and No. 47/2014 of the Banco Central de Cuba
- Resolution No. 128/2014 and No. 129/2014 of the Ministry of Foreign Commerce and Investment
- Resolution No. 16/2014 and No. 42/2014 of the Ministry of Labor and Social Security
- Resolution No. 535/2014 of the Ministry of Finance and Prices
- Resolution No. 920/2014 of the Ministry of the Economy and Planning
- Agreement No. 7567 of the Council of Ministers.

International Agreements dealing with Foreign Investment

Cuba has signed agreements to prevent double taxing with Spain, Barbados, Italy, Russia, Portugal, Qatar, Lebanon, China, Vietnam, Austria, Ukraine and Venezuela and it has signed 63 agreements for Promotion and Reciprocal Protection of Investments (BITs in its English-language acronym).

Foreign Investment in Cuba

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

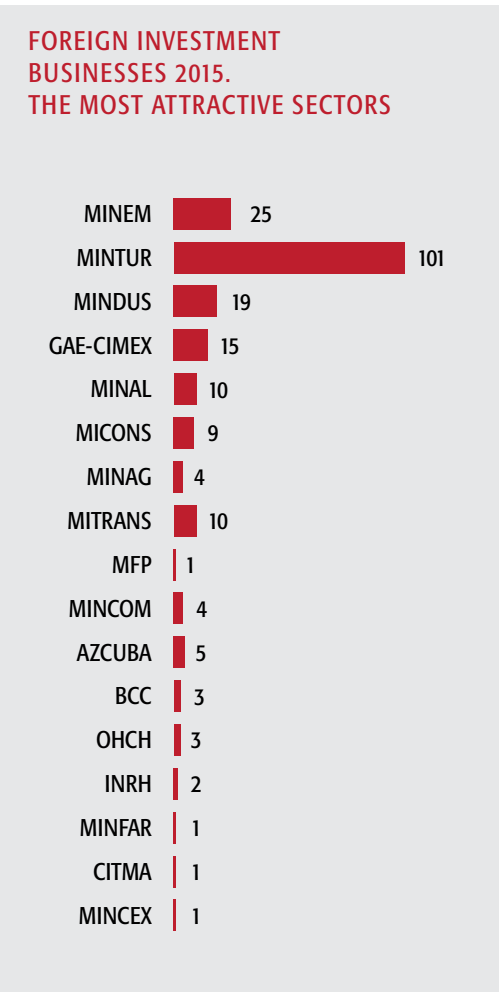
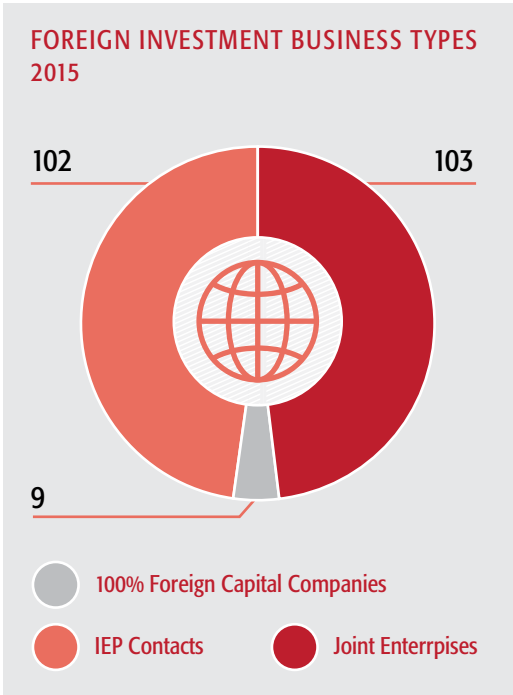
- ▶ Joint enterprise.
- ▶ International economic partnership agreements including, among others, contracts for hotel management, production or services, contracts to provide professional services, risk contracts to explore non renewable natural resources, for construction and agricultural production.

▶ Enterprises with 100% foreign capital; foreign investors can set up on national territory as:

- a. Natural persons acting on their own behalf;
- b. Juridical persons constituting a Cuban affiliate of the foreign entity which they own; or
- c. Juridical persons setting up a branch of a foreign entity.

Foreign Investment Figures

At the close of 2015, joint enterprises and international economic partnership agreements were the preferred types, while hotel management contracts were very important. According to the foregoing, the most attractive sector for foreign capital has been in the tourism sector, followed by mining and activities in energy and the industrial field.



Results at the close of the 2015 business year show that international economic partnerships reported sales of \$ 4 billion CUC, representing 51 % of total exports.

PRINCIPAL IEP INDICATORS IN 2015 (BILLIONS CUC)	
TOTAL SALES (MEASURE & TIME UNIT)	4.5
DOMESTIC MARKET	2.2
EXPORTS	2.3
IMPORTS	1.9
TRADE BALANCE AMOUNT	0.3

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 state-of-the-art technologies, securing managerial methods, diversifying and broadening export markets, replacing imports, access to foreign financing, creating new job sources and securing greater incomes on the basis of production linkage with the domestic economy are objectives that should be proposed in order to attract foreign investment.
2. To secure new managerial methods that contribute to achieving better market positions, increased productivity and profitability, efficiency of complex investment processes and their assimilation by the rest of the economy.
3. To immediately prioritize foreign investment directed to replacing food imports.
4. To promote 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 the same interest.
5. Corresponding to the country's demographic dynamics, foreign investment must allow access to state-of-the-art technologies which increase productivity and permit efficient use of the workforce.
6. To contribute to changing the country's energy matrix by taking advantage of renewable energy sources, using solar and wind power and power from agro-industrial waste such as sugarcane, forestry and scrub (marabú) biomass, generation of water and biogas power.
7. To consider the participation of foreign capital as complements for 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 the agricultural and food industry production as prioritized sectors along with tourism, including health, the development of energy sources especially renewable energy, the exploration and exploitation of hydrocarbons and mining resources and construction or improvement of industrial infrastructures.
10. To guide the greater part of foreign investment towards export sectors. Moreover, to direct it towards eliminating bottlenecks in the production chain, encouraging modernization, infrastructure and changing the technological model in the economy as well as efficiently meeting the country's needs with the aim of replacing imports.
11. To encourage foreign investment on the basis of a broad-based and diverse Portfolio of Projects. To focus promotion by stages and potential sectors/activities and to promote diversification in the participation of

the business sector from different countries. To prioritize massive promotion for the Special Economic Development Zones starting with the work by the Special Economic Development Zone of Mariel.

12. To consider prioritized activities implicating transfer of technology, production linkage, carried out in areas having lesser economic development or contributing to increasing the efficiency of the production chain.
13. In the extraction of natural resources, providing public services, developing biotechnology, wholesale commerce and tourism; Cuban participation will always constitute the majority share.
14. Among the requirements for approval of foreign investment businesses, introducing criteria planning a balance of payments over time; this element will be considered to be among the decisive indicators for approval.
15. In foreign investment businesses there shall be no free contracting of the workforce other than in exceptions foreseen by law. The employer-entity will be maintained as a business organization and its aim will be to supply and control the workforce.

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

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

16. Foreign investment may be directed selectively towards development of non-state ownership forms with juridical personality, prioritizing the cooperative sector.

17. Ownership of State goods will not be transferred other than in exceptional cases where they will be destined for purposes of the country's development and when they do not adversely affect the political, social and economic foundations of the State.

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

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

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

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

22. To authorize establishing enterprises having 100% foreign capital for executing investment projects having the complexity and important that requires it especially for the development of industrial infrastructure through special turn-key contracts such as: Engineering, Procurement and Construction Contracts (IPC); Engineering, Procurement and Construction Management Contracts (IPCM); Building, Ownership, Operation and Transfer Contracts (BOOT), Building, Transfer and Operation Contracts (BTO).

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

24. The economic information requested for foreign investment will be made compatible with international indicators used to measure the results. To publish statistics that will be determined.

25. Any increase to the investment budget will be assumed by the International Economic Partnership.

26. Investments in infrastructures, directly and indirectly induced, may be executed under foreign investment types with long term funding. Those associated with the development of tourism will be prioritized.

Foreign Investment with the partnership of agricultural cooperatives

1. In no case will land ownership be transferred to joint enterprises. In international economic partnerships the contribution of the Cuban Party will include the real right of usufruct or surface rights.
2. Agricultural cooperative partnership in foreign investment may be direct or indirect.

Indirect partnership occurs by:

- a. Contractual relations between agricultural cooperatives and the types of foreign investment; or
- b. Contractual relations between agricultural cooperatives and State entities; the latter will occur with foreign investment types.

These contractual relations may include the supplying of goods and the providing of services by agricultural cooperatives, funding their products, providing technical assistance, supplying technological packages, and others, so that agricultural cooperatives may attain the necessary yields and quality.

Direct partnership occurs when Agricultural cooperatives participate in foreign investment types according to the following:

- a. Forming part of an international economic partnership (international economic partnership agreement or joint enterprise) which in turn is made up of agricultural cooperatives, mercantile company with 100 % Cuban capital and the foreign investor; or

- b. Prior creation of a new 100 % Cuban mercantile company between the agricultural cooperative and a State Enterprise, which will be a partner with the foreign investor in order to constitute the foreign investment type.

To create the 100 % Cuban mercantile company between State enterprises and agricultural cooperatives, contributions will be monetary.

Cuban State enterprises producing goods, supplying industrial or marketing services, linked in the production to be carried out, may be shareholders in the 100% Cuban mercantile companies constituted for these purposes.

This mercantile company's period of validity of shall correspond to that of the international economic partnership in which it will be participating.

3. In an international economic partnership in which an agricultural cooperative is participating directly, the contributions for surface rights for cases of agro-industrial activities, the construction of facilities or usufruct on land for agricultural and/or forestry activities shall be conditioned by the form of the agricultural cooperative and the land ownership; for this purpose the following must be kept in mind:

In the case of agricultural production cooperatives owning the land:

- a. If the partnership described in Paragraph 1.2 section a) is established, the agricul-

tural production cooperative will contribute the land as right of usufruct or surface right to the international economic partnership in which it participates; with prior exceptional authorization by the Ministry of Agriculture.

- b. If the partnership described in Paragraph 1.2 section b) of this document is established, the agricultural production cooperative will contribute land ownership to the new company created with exceptional authorization by the Ministry of Agriculture. This authorization will specify the procedure by which land ownership will be returned to the agricultural production cooperative after the term of validity of said mercantile company has expired. The mercantile company will not contribute land ownership to the business.

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

- a. If the partnership described in Paragraph 1.2 section a) is established, the right of usufruct on land shall totally or partially be extinguished to the cooperative and the Council of Ministers shall grant it a right of usufruct so that it may be contributed to the international economic partnership.
- b. If the partnership described in Paragraph 1.2 section b) is established, the right of usufruct granted to the cooperative shall be partially extinguished and the Council of Ministers shall authorize the trans-

fer of this right on the land to the 100 % Cuban capital mercantile company so that it should be its contribution to the business.

- 4. In order to participate in business with foreign investment, agricultural cooperatives must function in a stable manner and have positive economic and production conditions. Nevertheless, according to the type of project and its territorial location, the indirect partnership of the entire production base that could be taxed because of being within their zone of influence shall be evaluated.
- 5. In international economic partnerships, the power to carry out foreign trade activities shall be granted to the 100% Cuban capital mercantile company which is the partner.
- 6. Bodies considered to be national bodies or entities sponsoring businesses shall be those attending to the 100% Cuban capital mercantile company which is the partner.
- 7. While the scenarios of double currency and exchange rates are maintained, agricultural cooperatives that are parties to business with foreign capital shall receive approval to have the bank accounts suitable for their functioning.
- 8. Once the business with foreign investment has been concluded, it is established that the agricultural cooperative property shall be returned, as well as the right of usufruct, to the agricultural production cooperative, cooperative production basic unit or loan and services cooperative that duly contributed said property.



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

TAXES	LAW NO. 118 FOREIGN INVESTMENT	SPECIAL ECONOMIC DEVELOPMENT ZONE OF MARIEL	LAW 113 TAXATION SYSTEM
ABOUT 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%. (Concessionary and users) Application of Law No. 118 for profits reinvestment.	35% May increase to 50% for exploitation of natural resources.
FOR USING LABOR FORCE	Exempt	Exempt	Progressive reduction from 20% (2012) to 5% (2016).
CONTRIBUTIONS TO LOCAL DEVELOPMENT	0% during investment recovery	Exempt	Is being established gradually in the Budget Law.
ABOUT 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 services. New taxable items shall be gradually incorporated.
ABOUT PERSONAL INCOMES TO PARTNERS OR PARTIES	Exempt	Law No. 118 applies	15%
FOR 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	Exempt during the investment process	Exemptions for importation of means, equipment and goods	Taxable items are established in the Customs Duties

* Joint enterprises and international economic associations 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 Association Contracts for Production, Services and Professional Services Management, this is governed by what has been established in legislation in force (Law No. 113 of the Taxation System) with the adjustments of this special regime, especially the tax on profits in the gross incomes type, 4%.

TAXES APPLICABLE TO ENTERPRISES WITH 100% FOREIGN CAPITAL

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

Furthermore, Article 47 of Law 118 establishes: “The Ministry of Finances and Prices, having heard the opinion of the Ministry of Foreign Commerce and Investment, taking into account the benefits and the amount of the investment, capital recovery, indications provided by the Council of Ministers for prioritized sectors of the economy, as well as the benefits it may bring to the national economy, may grant total or partial exemptions, on a temporary or permanent basis, or grant other tax benefits according to what has been established in taxation legislation in force, for any of the types of foreign investment recognized in this Law”.







**Mariel
Special
Development
Zone**



The Special Economic Development Zone of Mariel (ZED Mariel in the Spanish acronym) is a visionary project, directed towards contributing to the sus-

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

Pillar Industries

LOGISTICAL
SERVICES

BIOTECHNOLOGY
AND THE DRUG

STATE-OF-THE-ART
MANUFACTURING

REGULATORY FRAMEWORK

ZED Mariel has its own regulatory framework, covered in Decree-Law 313/2013 and its complementary regulations. Decree-Law 313 grants it a group of special regimes which make up a scenario that is very attractive for investments by Cuban and foreign companies. ZED Mariel tax incentives provide equal benefits for all the companies being established in the Zone.

ern edge of the Port of Mariel. The French company Bouygues Bâtiment International was in charge of the Master Plan for the urbanization of this area, applying the best environmental quality standards and concepts.

APPROVAL PROCESS

There are only 2 levels: the Director-General of the ZED Mariel Office and the Council of Ministers, for a maximum duration of 65 days from the presentation of the file.

The Cuban government has invested over a billion USD on the development of basic and auxiliary infrastructures to ensure multi-mode connections by air, sea and land, the power supply, water supplies, sewage systems, waste treatment and info-communications, etc. which are now at the disposal of the investors.

ONE-STOP SHOP

An efficient "One-Stop Shop" system is at work at ZED Mariel. It frees investors from bureaucratic charges and it processes all needed documents, permits, licenses and authorizations on their behalf.

EXCELLENT REGIONAL LOCATION

ZED Mariel is located in the center of the Caribbean Sea, at the crossroads of the principal sea traffic routes for goods. It has the most modern Containers terminal in the region, located in a deep-waterport that permits the entry of the Neo Panamax vessels using the Caribbean when the new Panama Canal is completed. This will strengthen its goal of becoming the transfer port and regional logistical hub.

DEVELOPMENT AND INFRASTRUCTURES

Development of ZED Mariel began with Sector A, with an area of 43.7 km², located on the west-

INDUSTRIAL SECTOR



PRODUCTION AND
COMMERCIALIZATION
OF ECONOMICAL AND
DELUXE BATHROOM
FIXTURES.



DESCRIPTION:

Setting up a new plant for the production of economical and deluxe bathroom fixtures (single and double control mix series), valves and bathroom fittings, destined to replace imports. The factory must have the most advanced technology for pressure gravity box-type casting, cutting and deburring cast pieces, machining fixtures in ultra-fast transfer machines, with several heads, frosted surfaces and automatic polish finishes, with nickel/chrome surface treatments, with a waste water plant and assembly processes and testing area. Production will be destined to satisfy the growing demand in hotels and national real estate development, with planned growth of 100,000 rooms in the next 15 years, as well as for export.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Grupo Empresarial de la Industria Sideromecánica (GESIME)

ESTIMATED INVESTMENT
AMOUNT:

15 million USD

LOCATION:

Sector A. Zona A-10

CONTACTS:

Vice-PresidentGESIME
E-mail: cherrera@sime.cu
Tel.: (53)7 263 3429



AIR CONDITIONING
EQUIPMENT
PRODUCTION.



DESCRIPTION:

Set-up of a new advanced and clean technology plant to produce AC equipment for central systems, commercial and domestic ACs and the production of parts, spare parts and accessories and warranty/post-sale services, destined to replace imports, supported by new investments for tourism development and a considerable number of installed AC equipment to be replaced annually.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Grupo Empresarial de la Industria Sideromecánica (GESIME)

ESTIMATED INVESTMENT
AMOUNT:

Over 15 million USD

LOCATION:

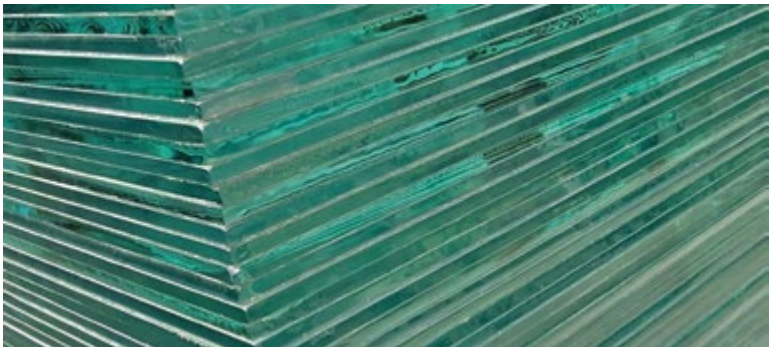
Sector A. Zona A-10

CONTACTS:

Vice-President GESIME
E-mail: cherrera@sime.cu
Tel.: (53)7 263 3429



FLAT GLASS
PRODUCTION AND
MANUFACTURED
ITEMS.



DESCRIPTION:

Set-up of a new advanced and clean technology plant, to produce flat glass, mirrors and their by-products such as safety glass (tempered & laminated) used in civil construction and the replacements automobile market, for estimated production volume of over 10,000 tons per year and generating 200 jobs. Production will be destined basically to replace imports.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Grupo Empresarial de la Industria Química (GEIQ)

ESTIMATED INVESTMENT
AMOUNT:

65 million USD

LOCATION:

Sector A. Zona A-10

CONTACTS:

Vice-president
E-mail: lissertte@geiq.cu
Tel.: (53) 7 204-3612



LIGHT AUTOMOBILE PRODUCTION.



DESCRIPTION:	Set-up of a new advanced and clean-technology plant, to assemble and produce a minimum of 10,000 light autos per year destined for the domestic market and exports, associated with industries in Havana for manufacturing parts, spare parts and accessories as well as a network of technical services on a national level.
INVESTMENT TYPE:	100% Foreign Capital Enterprise
CUBAN PARTY:	Oficina de la Zona Especial de Desarrollo Mariel
ESTIMATED INVESTMENT AMOUNT:	To be negotiated
LOCATION:	Sector A. Zona A-10
CONTACTS:	Director, Coordination and Procedures E-mail: ventanillaunica@zedmariel.co.cu Tel.: (53) 47 397360 to 362



PRODUCTION OF GLASS CONTAINERS.



DESCRIPTION:	Set-up of a new clean-technology plant, in the western part of the country, for the principal mission of replacing imports of glass containers for beverages (beer, soft drinks, rum), for medicines and to conserve foods, at levels over 210 million units per year, thereby permitting us to cover 95% of current domestic market. The plant is to be designed for daily casting capacities of 220 tons/day in 2 furnaces (one for 120 ton/day for amber and green glass and the other for 100 ton/day for clear glass).
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Química (GEIQ)
ESTIMATED INVESTMENT AMOUNT:	70 million USD
LOCATION:	Sector A. Zona A-10
CONTACTS:	Director de Negocios y Comercio Exterior E-mail: william@geiq.cu Tel.: (53) 7 204-1142



PRODUCTION OF DIFFERENT LINES OF GLASS CROCKERY.



DESCRIPTION:	Set-up of a new and advanced clean-technology plant, to produce different assortments of dishes, glasses, water pitchers, destined to replace imports, where the main client is the in-hotel and out-of-hotel tourism sector.
INVESTMENT TYPE:	100% Foreign Capital enterprise
ESTIMATED INVESTMENT AMOUNT:	10 million USD
LOCATION:	Sector A. Zona A-10
CONTACTS:	Director, Coordination and Procedures E-mail: ventanillaunica@zedmariel.co.cu Te.: (53) 47 397360 to 362



PRODUCTION OF COMMERCIAL FOOTWEAR.

DESCRIPTION:	Set-up of a new advanced and clean technology plant, to produce 20 million pairs of footwear including sandals, casual shoes, dress shoes, for adults, children, babies, layettes and plastic footwear. With an approx. area of 20,143 m ² . We calculate this will generate 300 jobs.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Grupo Empresarial de la Industria Ligera (GEMPIL)
ESTIMATED INVESTMENT AMOUNT:	23 million USD
LOCATION:	Zona Especial de Desarrollo Mariel
CONTACTS:	Director-General E-mail: ramong@compacto.co.cu Tel.: (53) 7-2045184



PRODUCTION AND
COMMERCIALIZATION
OF EXPENDABLE
MEDICAL MATERIALS.



DESCRIPTION:	Technology transfer, funding, equipment and technical assistance is required to produce quality standards established internationally.
INVESTMENT TYPE:	100% Foreign Capital Enterprise
ESTIMATED INVESTMENT AMOUNT:	To be negotiated
LOCATION:	Sector A. Zona A-10
MARKET POTENTIAL:	Annual domestic market is approx. 4.7 million USD for around 87 million disposable syringes, 8 million needles, 6 million serum sets and 800,000 units of blood injection sets.
CONTACTS:	Director for Coordination and Processes E-mail: ventanillaunica@zedmariel.co.cu Tel.: (53) 47 397360 to 362

CONSTRUCTION SECTOR



INCREASING THE
POTENTIAL OF
MARBLE.



DESCRIPTION:	Install a new line of sheets at Mármoles Occidente. Boost, diversify and commercialize Jaimanitas stone, black cabaña marble and capellanía stone production. Produce marble granulate facilitating the recovery of solid waste for the production of new products in benefit of the environment.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Cuban marble company
ESTIMATED INVESTMENT AMOUNT:	5 million USD
LOCATION:	Western Cuban stone-quarries, in Pinar del Río & Artemisa
MARKET POTENTIAL:	Possibility for use in the domestic market replacing imports. Also, it can be commercialized internationally on the basis of more competitive pricing.
ESTIMATED ANTICIPATED RESULTS:	We look to cover domestic demands and increase product exports having greater added value. Jaimanitas Stone with denomination of origin provides unequalled variety as ornamental stone for veneers, as well as black marble which is in high demand for its elegance.
CONTACTS:	Director for Development, Grupo Empresarial de materiales de construcción GEICON E-mail: juncosa@oc.geicon.cu Tel.: (53) 7883-8357

AGRO-FOOD SECTOR

SOY PROCESSING
(REFINED OIL
FACTORY).



DESCRIPTION:	Set-up of a new plant with clean technology, energy efficiency and internationally competitive levels of productivity and efficiency to mil 500,000 tons of soy bean per year with the objective of obtaining 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption. Refined oil will be distributed in 1/2, 1, 4 and 20 liter sizes, eliminating all current domestic distribution of bulk refined oil. Cuba only has one soy-processing plant and one oil refinery in the province of Santiago de Cuba. Currently, both refined soy oil and soy flour production for animal consumption is below the country's level of demand. We produce 28,000 tons of refined oil and we must import 87,000and in the caseof soy production we produce 85,000 tonsand import360 ,000 tons.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT AMOUNT:	149 million USD.
LOCATION:	Sector A. Zona A-8
CONTACTS:	Corporación Alimentaria S.A. (CORALSA) E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/7202-7388/7205-9093

BIOTECHNOLOGY, DEVELOPMENT AND PRODUCTION OF MEDICINES SECTOR

PRODUCTION OF
VACCINES FOR CANCER
TREATMENT.



DESCRIPTION:	Building a new industrial biotechnology facility to produce recombinant proteins for treating cancer and other chronic non-transmissible diseases from the active pharmaceutical ingredient to the final drug form. Production will be fundamentally destined for export.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	CIMAB S.A.
ESTIMATED INVESTMENT AMOUNT:	60 million USD.
LOCATION:	Sector A. Zona A-3
CONTACTS:	Director General Dr. Agustín Lage Dávila E-mail: lage@cim.sld.cu Tel.: (53) 7271-4335

PRODUCTION OF THERAPEUTIC ANTIBODIES

DESCRIPTION:	Building a new industrial biotechnology facility to produce monoclonal antibodies for therapeutic use in cancer treatment and for the treatmentof other non-transmissible chronic diseases from the active pharmaceutical ingredient to the final drug form. Production will be fundamentally destined for export.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	CIMAB S.A.
ESTIMATED INVESTMENT AMOUNT:	75 million USD.
LOCATION:	Sector A. Zona A-3
CONTACTS:	Director-General Dr. Agustín Lage Dávila E-mail: lage@cim.sld.cu Tel.: (53) 7271-4335



► PRODUCTION OF PEPTIDES FOR USE IN DRUG PRODUCTS.

DESCRIPTION:	Establish a sub-contracted company and build a multi-purpose plant using highest regulatory standards, permitting us to obtain 100 Kg per year of peptides for drug use by third parties. Centro de Ingeniería Genética y Biotecnología has developed a great variety of peptides to be used in applications for cancer, veterinary and pharmaceutical uses vouching for experience in this type of production. Demand growth rate for peptides for drug use subcontracted to third parties grows annually, ensuring a market for this type of product and services.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Centro de Ingeniería Genética y Biotecnología (CIGB)
ESTIMATED INVESTMENT AMOUNT:	30 million USD
LOCATION:	Sector A. Zona A-3
CONTACTS:	Director-General E-mail: eulogio@cigb.edu.cu Tel.: (53) 7271-6013



► BLOOD BY-PRODUCTS PLANT.



DESCRIPTION:	Build a complex to produce medication derived from human plasma using state-of-the-art techniques with designed capacity for 250,000 liters of plasma per year; of this amount up to 200,000 liters of plasma per year will be obtained by plasmapheresis. The project includes the creation of a national network of plasmapheresis centers and 3 regional centers for viral analysis using molecular biology techniques. Product assortment includes: albumin, immunoglobulin i.m., immunoglobulin i.v., immunoglobulin Anti-Rho, tetanus immunoglobulin, Hepatitis B immunoglobulin and we foresee incorporating blood coagulation Factor VIII and Factor IX. Incorporation via technological transfer of the production of blood coagulation Factor VIII and Factor IX.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa de Sueros y Productos Hemoderivados "Adalberto Pesant"
ESTIMATED INVESTMENT AMOUNT:	160million USD
LOCATION:	Sector A. Zona A-3
CONTACTS:	Director-General E-mail: yara@pesant.biocubafarma.cu Tel.: (53) 7202-0390



► PRODUCTION OF ORAL SOLIDS (TABLETS AND CAPSULES, ORAL CONTRACEPTIVES, ANTIRETROVIRAL) AEROSOLS AND DRY POWDER INHALERS.

DESCRIPTION:	Build an industrial pharmaceutical complex to manufacture top of the line generic medicines in solid oral forms, with top quality and high added value products in compliance with the highest international standards of Good Manufacturing Practices. Annual production capacity is estimated at 2200 million tablets and capsules, 300 million antiretroviral tablets, 500 million hormonal and contraceptive tablets and 12 million pharmaceutical aerosols.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresas Laboratorios Medsol
ESTIMATED INVESTMENT AMOUNT:	250 million USD.
LOCATION:	Sector A. Zona A-3
CONTACTS:	Director-General: E-mail: alarcon@ms.medsol.cu / Tel.: (53) 7271-3423



► PRODUCTION AND SERVICES FOR THE FILLING, PACKAGING AND ANALYTICAL CONTROL OF PRODUCTS FOR THE BIOPHARMACEUTICAL INDUSTRY.

DESCRIPTION:	Construction of a pharmaceutical complex for the production of injectable liquids and ophthalmic solutions under the scheme of a business company that provides services to third parties regarding formulation, filling, packaging and analytical control, while meeting the requirements of Good Manufacturing Practices of the Biopharmaceutical Industry. The production facility will be built up with a flexible design that allows assuming the production growth needed to ensure production requested by customers for ophthalmic products, liquids in vials, pre-filled syringes and lyophilized products. Capabilities for conducting R & D in new formulations, new process developments and analytical methods.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	AICA+ Laboratories
ESTIMATED INVESTMENT AMOUNT:	160 Millions USD
LOCATION:	Sector A. Area A-3
CONTACTS:	Dr. Antonio Emilio Vallin García, Director General: e-mail: vallin@aica.cu / Phone: (537) 271-2576



► CYTOSTATICS PRODUCTION.

DESCRIPTION:	Construction of a plant for the production of cytostatics, meeting the requirements of Good Manufacturing Practices of the Biopharmaceutical Industry. These facility is projected with an annual production capacity of 10 million injectable bulbs of liquid and lyophilized cytostatics, as well as 10 million cytostatics in the form of oral solid intakes. Advanced fast deployment construction systems are foreseen to be used as design criteria, with the use of renewable energy technologies and production technologies with a high degree of automation.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	AICA+ Laboratories
ESTIMATED INVESTMENT AMOUNT:	60 Millions USD
LOCATION:	Sector A. Area A-3
CONTACTS:	Dr. Antonio Emilio Vallin García, Director General: e-mail: vallin@aica.cu / Phone: (537) 271-2576



PRODUCTION OF
CEPHALOSPORINS,
INJECTABLE
CARBAPENEMAS AND
ORAL PENICILLINS.



DESCRIPTION:

Build an industrial pharmaceutical complex to manufacture high quality top-of-the-line and high added value generic medications in compliance with the highest international standards of Good Manufacturing Practices. Production capacity:

- ▶ 500 million capsules & 20 million bottles for suspensions produced from imported principle actives of oral penicillin antibiotics for oral suspensions with and without beta lactamase inhibitors.
- ▶ 21 million ampules per year of cephalosporins and carbapenemas (injectable).

Production will be destined for export and domestic sales to satisfy the demand for these medicines.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Empresa Farmacéutica 8 de Marzo

ESTIMATED INVESTMENT
AMOUNT:

120 million USD.

LOCATION:

Sector A. Zona A-3

CONTACTS:

Director-General
E-mail: nancy@8marzo.biocubafarma.cu
Tel.: (53) 5286-6741



BIOPHARMACEUTICAL LOGISTICAL OPERATOR CENTER.

DESCRIPTION:

Build a logistical platform for the export and import of raw materials and biopharmaceutical industry products. The platform will be designed using the newest technologies in this type's state-of-the-art operations permitting us to close the product distribution cycle with the follow-up and control of any producer to patient distribution chain.

We foresee building refrigerated and dry cargo warehouses fulfilling the standards required by the drug industry.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

EMCOMED

ESTIMATED INVESTMENT
AMOUNT:

60 million USD.

LOCATION:

Sector A. Zona A-3

CONTACTS:

Director-General
E-mail: adis.nuvia@oc.emcomed.cu
Tel.: (53) 7648-7996



PRODUCTION OF
READY-TO-USE
MEANS (MLPU
IN THE SPANISH
ABBREVIATION).



DESCRIPTION:

Consists of supplying plates containing prepared culture media, ready to be used, for the microbiological control of work surfaces, locales, clothing, instruments, personnel, materials; control of raw materials, active pharmaceutical ingredients, products being processed and finished products in the biopharmaceutical industry and other industries such as foods.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Centro Nacional de Biopreparados (BIOCEN)

ESTIMATED INVESTMENT
AMOUNT:

10 million USD.

LOCATION:

Sector A. Zona A-3

CONTACTS:

Director-General
E-mail: portuondo@biocen.cu
Tel.: (53) 47682885



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

DESCRIPTION:

Company specialized in certifying and validating facilities in critical areas such as clean and sterile rooms in the biopharmaceutical industry, hospitals and laboratories.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

ESINES

ESTIMATED INVESTMENT
AMOUNT:

20 million USD.

LOCATION:

Sector A. Zona A-3

CONTACTS:

Director-General
E-mail: prado@esines.cu
Tel.: (53) 7209-6412

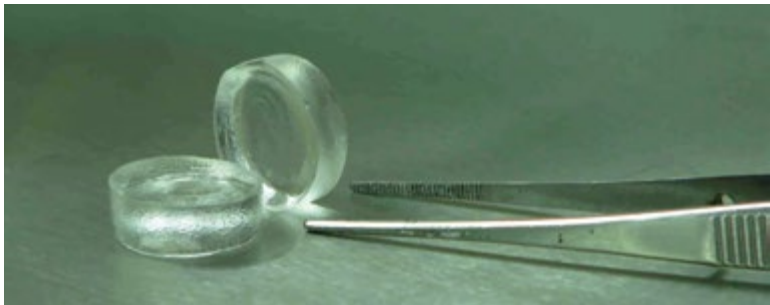


PARTNERSHIPS FOR INVESTMENTS PROVIDING AUXILIARY SERVICES.

DESCRIPTION:	Projects for investments providing auxiliary and support servicesfor the biopharmaceutical industry: <ul style="list-style-type: none">► Metrology and validation laboratory for measuring equipment and production areas► Specialized engineering services workshops for refrigeration, water treatment systems, diagnostics for maintenance systems, etc.► Plant for specialized treatment of solid, liquid and gas waste► Service plant for treatment of water and steam► Logistical services for imported product warehouses and the movement of import/export cargos.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Biocubafarma
ESTIMATED INVESTMENT AMOUNT:	To be defined
LOCATION:	Sector A. Zona A-3
CONTACTS:	ProjectsDirector, Jorge Sotolongo Peña MSc. E-mail: jsotolongo@oc.biocubafarma.cu Tel.: (53) 7274-2208



BIOMATERIALS PLANT.



DESCRIPTION:	Build a pharmaceutical plant to manufacture biomaterial products fulfilling NC-ISO 13485 & NC-ISO 14971, with the following lines: <ul style="list-style-type: none">► TISUACRYL, tissue-based adhesive to seal skin wounds► BIOGRAFT-G, for regeneration of bone tissue► APAFILL-G, for repairs to bone tissue, purification of biological products and as support for the growth of micro-organisms. The facility is seen as having the capacity to produce 640 000 mini-ampules of Tisuacryl per year, 75 Kg of BIOGRAFT-G and 125 Kg of APAFILL-G. Production is destined fundamentally for export.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Centro de Biomateriales, BIOMAT:
ESTIMATED INVESTMENT AMOUNT:	1.5 million USD.
LOCATION:	Sector A. Zona A-3
CONTACTS:	Vice Rector's Office for Research, University of Havana E-mail:vilmah@rect.uh.cu / dzaldivarsilva@rect.uh.cu, Tel.: (53) 7879-8450 / (53) 7878-3867

WHOLESALE BUSINESS SECTOR



WHOLESALE STORE.



DESCRIPTION:	Build and operate a store for the wholesale of food and industrial products. This requires a partner who will ensure funding, supplies and the know-how.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación CIMEX
ESTIMATED INVESTMENT AMOUNT:	Depending on the scope defined
LOCATION:	Sector A. Zona A-5
CONTACTS:	Vice-president E-mail: iset@cimex.com.cu Tel.: (53) 7203-9809



**Agriculture
Forestry
and Foods
Sector**



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

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

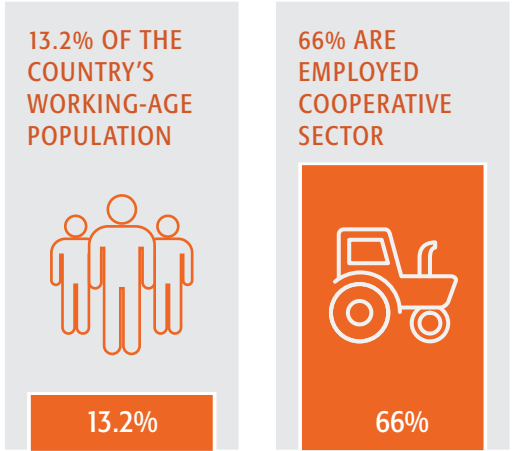
The Boyeros Agricultural Fair (FIAGROP in its Spanishacronym)

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

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

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

Of a total 924,817 workers, 66% are employed in the cooperative sector.



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

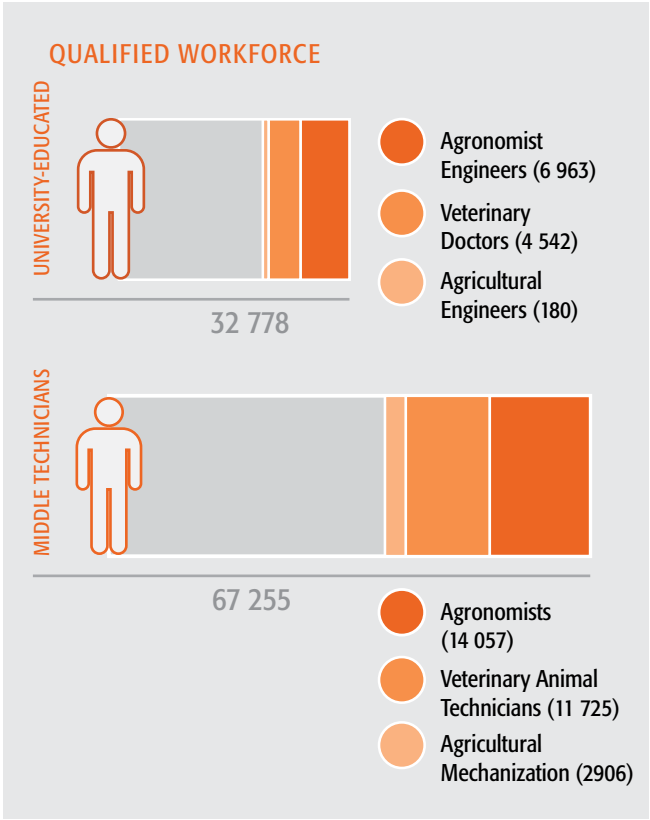
Availability of agricultural land with uncultivated areas permitting expansion of the current productive limits within a short time. The country has 6.24 million hectares of agricultural land; of this 2.7 million is being cultivated.

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

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

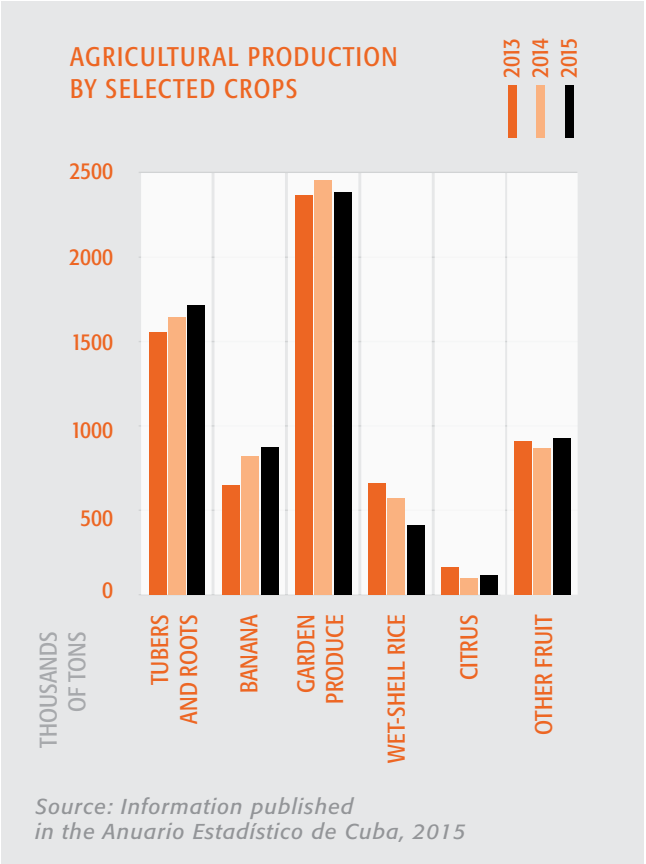
Access to the domestic market, increased demands and good strategic position for access to markets in the area. Domestic market potential according to importation levels is around 2000 million USD. Cuba also has natural advantages to promote exports mainly to markets in the Caribbean area.

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 providing agriculture and forestry degree courses, in the specialties of agricultural engineering, veterinary medicine, middle technician in veterinary animal medicine, etc.

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



SECTORIAL POLICY:

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

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

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

LEADING PRODUCTS

- Tobacco** Cuban Premium tobacco (cigars) is internationally recognized for its unbeatable quality and advantageous position among the competition. It is a product in great demand among smokers in the upper economic range market. Associated with the prestige of its portfolio of brands and Cuban tobacco leaves, we are developing other export products such as mechanized products and cigarettes.
- Citrus fruits** Fresh citrus fruits (oranges and grapefruit), concentrated and simple juices and essential oils are products with experience and consolidated markets.
- Fruit** The main types are fruit pulp, especially mango and pineapple juice.
- Coffee** Exports basically include Superior Arabica (Crystal Mountain, Extraturquino, Turquino and Altura). The main client is Japan and we also sell to France, the UK, New Zealand, Australia, Germany and other European countries.
- 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) and to diversify the formats besides exporting soft extract and dry pollen and diversified products such as beauty creams based on honey.
- Other products** There is potential for vegetable charcoal, pine resin, vegetables and garden vegetables and seeds.

CONTACT INFORMATION

Dirección de Asuntos Internacionales
(Ministry of Agriculture)
E-mail: asuntosinternac@oc.minag.cu
Tel.: (53) 78847173 y (53) 7884-7174



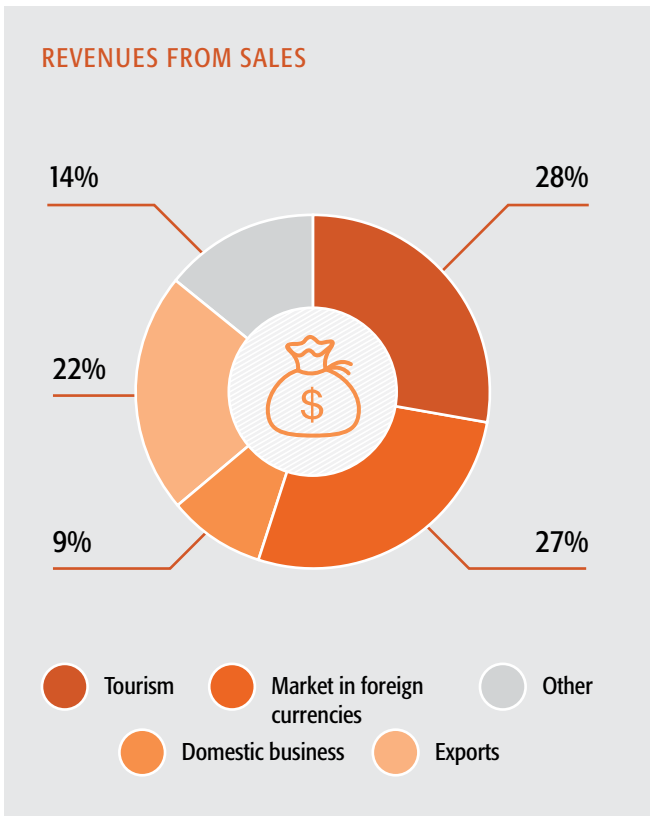
The Foods Industry in Cuba deals with activities that transform raw materials and products obtained from milk, meat, fruit, vegetables, coffee, cereals, confectionery, beverages, oil and cacao and the acquisition and industrial processing of fishing and aquaculture products.

The Business System is made up of 106 enterprises of which 10 are International Economic Associations and it is directed through the Business Group of the Foods Industry (GEIA), the Cubaron Corporation (CUBARON) and Corporation Alimentaria S.A (CORALSA).

We have a National Bureau for State Inspection, two research centers, one for the foods industry and the other for the fisheries sector.

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

The foods industry generates average revenues of 992 million CUC, with tourism and sales in foreign currencies being the main destinations for production.



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 by-products: carbonated beverages and candy
- ▶ Hops and barley into: beer and malt drinks
- ▶ Wheat flour into: bread, crackers, sherbets, etc.
- ▶ Soy beans into: refined oil
- ▶ Cacao into: cocoa, candy "africanas", chocolate-covered products, etc.

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 soy beans, hops, beer, flavorings, coloring agents, conserving agents, etc.
There is potential for increased exports of products derived from chocolate, rum, beer, malt drinks, soy bean flour for animal consumption and wheat flour for the bread industry.

The Agro-Foods Production Division aims to transform:

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

It is interested in foreign investment for the technological modernization of production of meat products and sausages, long-life dairy products and soy milk by-products. Among the main imported raw materials are powdered milk, flavoring, material for packaging, synthetic tripe, etc.
There is potential for increased exports of products such as tinned fruit, juice and nectar.

The Fisheries Production Division

Includes the capture, industrialization and commercialization of platform fish, lobster, sea and tank shrimp, cultivation of fresh-water species and other aquatic organisms. Among its interest in foreign investment we find the introduction of new technologies. There is potential for increased exports of products such as shrimp, fresh-water 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 by-products. Its main aim is to increase exports of rum, low-alcohol-content beverages and juices and fruit nectars.



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 by-products.

SECTORIAL POLICY:

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



CONTACT INFORMATION

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

FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



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



DESCRIPTION:

This project may be undertaken in Cienfuegos, Villa Clara, Matanzas, Pinar del Rio and/or Artemisa, as the investor prefers. Its aim is to increase pork production on the basis of exploiting all installed capacities.

We foresee attaining 3,000 breeders in the aim of producing 7,200 metric tons of hoof weight hogs. Slaughtered hogs will have hoof weights of 100-120 Kg, transforming into channeled hogs in an abattoir to be built as part of the infrastructure. The abattoir will have an estimated installed slaughter capacity of 300 hogs per day; with 270 working days per year we will be able to slaughter up to 81,000 hogs each year. Channeled hogs will be industrialized in a processing plant to be built as part of the enterprise's infrastructure for the aim of producing finished products and by-products including sausages, shaped products and smoked meats incorporating added value to the product and improving its competitive edge.

We foresee developing the genetics of the Yorkshire, Landrace, Duroc and CC21 breeds; fodder production for hogs; semen production; providing breed-improvement services; recovering agricultural areas to produce raw materials to be used for animal fodder production and strengthening the chain with agricultural cooperatives.

INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa Porcina & CORALSA.
ESTIMATED INVESTMENT AMOUNT:	58.3 million USD.
LOCATION:	In Empresa Porcina areas close to the area where the Joint Enterprise will be located in Cienfuegos, Villa Clara, Matanzas, Pinar del Rio and Artemisa.
MARKET POTENTIAL:	The project replaces imports and will ensure demands for finished pork products and by-products for tourism and the local market.
ESTIMATED ANTICIPATED RESULTS:	108,000 metric tons of finished products and by-products including pork sausages, shaped pork products and smoked pork
CONTACTS:	Departamento de Negocio y Colaboración del Grupo Ganadero E-mail: jblanco.oc@geg.cu Tel.: (53) 7884-7266/ 7884-7259.



BUFFALO CATTLE PRODUCTION FOR INDUSTRIALIZATION AND THE COMMERCIALIZATION OF MILK AND ITS BY-PRODUCTS.



DESCRIPTION:

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

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

INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa Pecuaria Genética Bufalina El Cangre
ESTIMATED INVESTMENT AMOUNT:	13.9 million USD
LOCATION:	In Empresa Pecuaria Genetica Bufalina areas in Mayabeque Province.
MARKET POTENTIAL:	The project replaces imports of milk, cheese, mozzarella, yoghurt and butter for tourism and local markets.
ESTIMATED ANTICIPATED RESULTS:	70.5 million liters of buffalo milk
CONTACTS:	Departamento de Negocio y Colaboración del Grupo Ganadero E-mail: jblanco.oc@geg.cu Tel.: (53) 7884-7266/ 7884-7259.



POULTRY MEAT PRODUCTION AND ITS CHanneled COMMERCIALIZATION (9 PROJECTS).



DESCRIPTION:

To increase production of poultry (chicken) on the basis of exploiting installed production capacities. For this purpose we will have to activate production of fertile eggs and their incubation. The aim is to produce 10,000 metric tons of channeled chicken per year. Chickens slaughtered will have live weight of 2 Kg at 38 days, with food/live weight conversion of 1.75 Kg. We require acquisition of equipment for technological modernization in the line of slaughtering 3000 chickens per hour, representing slaughtering 24,000 chickens per day in the abattoir.

This project can be undertaken in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma, as the investor prefers. The enterprise will allow developing the genetics for high reproduction breeds, incubation, recovering agricultural areas for the production of raw materials destined to produce animal feed and strengthen the productive chain with participation of agricultural cooperatives.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Empresas Avícolas

ESTIMATED INVESTMENT AMOUNT:

35.5 million USD.

LOCATION:

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

MARKET POTENTIAL:

The Project replaces imports and ensures channeled chicken for tourism and local markets.

ESTIMATED ANTICIPATED RESULTS:

150,000metric tons of channeled chicken

CONTACTS:

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



CHICKEN MEAT PRODUCTION AND ITS CHanneled COMMERCIALIZATION.



DESCRIPTION:

To increase production of poultry (chicken) on the basis of exploiting installed production capacities. For this purpose we will have to activate production of fertile eggs and their incubation. The aim is to produce 10,000 metric tons of channeled chicken per year. Chickens slaughtered will have live weight of 2 Kg at 38 days, with food/live weight conversion of 1.75 Kg. We 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.

This project can be undertaken in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma, as the investor prefers. The enterprise will allow developing the genetics for high reproduction breeds, incubation, recovering agricultural areas for the production of raw materials destined to produce animal feed and strengthen the productive chain with participation of agricultural cooperatives.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

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

ESTIMATED INVESTMENT AMOUNT:

35.5 million USD.

LOCATION:

To be located on land and poultry facilities and other types of facilities belonging to UAM in the municipalities of San Cristóbal, Candelaria, Guanajay and Caimito in Artemisa province. Dispersion in locations responds to the need to fulfill health requirements.

MARKET POTENTIAL:

For over 10 years Cuba has not produced channeled barley-fed chicken. In 2012 we imported 154,982 tons of chicken meat and edible chicken partsfor 208,410 pesos. This investment would answer to the demands of FAR and Gaviota S.A. tourism.

ESTIMATED ANTICIPATED RESULTS:

150,000 metric tons of channeled chicken

CONTACTS:

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



RICE PRODUCTION IN SOUTHERN ARTEMISA PROVINCE.



DESCRIPTION:	To increase national production of rice by applying proper techniques in agricultural exploitation, adapted to the climate and local soil conditions, using correct fertilization, phytosanitary and post-harvest systems.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa Agroindustrial de Granos José Martí
ESTIMATED INVESTMENT AMOUNT:	37 million USD
LOCATION:	In San Cristóbal municipality, Artemisa province
MARKET POTENTIAL:	Sales on the national market to replace imports, for tourism and eventual exportation.
ESTIMATED ANTICIPATED RESULTS:	10,000 metric tons per year
CONTACTS:	Departamento Negocio y Colaboración del Grupo Agrícola E-mail: dir.internacionales@gag.cu Tel.:(53) 7645-2089



PEANUT PRODUCTION.

DESCRIPTION:	To develop peanut production with the participation of agricultural cooperatives and individual farmers in order to replace imports. We hope to obtain yields between 2.5 and 3 tons per hectare on the basis of satisfying the nutritional needs of the plant with adequate seeds. We foresee using the agricultural areas of the former sugar mills where infrastructure and agricultural practices exist for exploring growing possibilities.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa Agroindustrial de Granos Jovellanos
ESTIMATED INVESTMENT AMOUNT:	70.5 million USD
LOCATION:	Jovellanos municipality, Matanzas province
MARKET POTENTIAL:	7,400 metric tons per year
ESTIMATED ANTICIPATED RESULTS:	10 mil Tm anuales.
CONTACTS:	Departamento Negocio y Colaboración del Grupo Agrícola E-mail: dir.internacionales@gag.cu Tel.:(53) 7645-2089



MAKING USE OF SCRUB (MARABÚ) BIOMASS FOR THE PRODUCTION OF VEGETAL CHARCOAL AND INCREASING PLANTING WITH INTENSIVE MANAGEMENT IN A FORESTRY ENTERPRISE IN CAMAGÜEY.



DESCRIPTION:	To annually produce, on an industrial basis, 3000 metric tons of vegetal charcoal and 2600 metric tons of charcoal activated from marabú scrub. We will also produce briquettes from the benefitted charcoal waste and generate electricity from the pyrolysis gases. The scope of the investment takes in building and setting up the industry as well as the equipment necessary for harvesting and transporting the marabou, ensuring stable and sustained supplies of the biomass required for charcoal production. The Project may be undertaken in Granma, Holguín, Camagüey and Ciego de Ávila as the investor prefers.
INVESTMENT TYPE:	International Economic Partnership Contract
CUBAN PARTY:	Empresa Forestal Integral de Camagüey
ESTIMATED INVESTMENT AMOUNT:	4.6 million USD.
LOCATION:	Company in Camagüey where the vegetal and activated charcoal production industry will be located. Marabú areas and the forest plantations to be boosted will cover the land in various municipalities at a distance of no more than 30 km. from the Project.
MARKET POTENTIAL:	Foreign market, basically Europe. Surplus electricity generated will be delivered to the Sistema Electroenergético Nacional.
ESTIMATED ANTICIPATED RESULTS:	Vegetal Charcoal – 3000 metric tons annual average Activated Charcoal – 2600 metric tons annual average Briquettes – 1050 metric tons annual average Sales of electrical power
CONTACTS:	Dirección Desarrollo Grupo Agroforestal E-mail: ddesarrollo@geam.minag.cu Tel.: 53-7884 74 56



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



DESCRIPTION:

The project is designed to install an industrial plant to process fruit and vegetables to obtain: 2 ton/day of pieces, 10,000 lts/day of juice, 5 ton/h of pulp and preserves; and boosting the company prospective development program including: arriving at 3,000 ha of new citrus fruit (200 ha already existing) to 1000 ha of fruit trees (now there are 700). The Joint Enterprise proposed will be indirectly associated with the non-governmental economic organizations as suppliers of raw material thereby ensuring the production chain, and at the same time the Joint Enterprise will fund the production to ensure acquisition of high quality saplings, consumables, services and technical assistance.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Empresa Cítricos Ceiba.

ESTIMATED INVESTMENT AMOUNT:

7.3 million USD

LOCATION:

One of the sites belonging to the UEB Comercializadora de Productos Agropecuarios of the Cítricos Ceiba company located at KM 9 ½ of the Doble Vía de Ceiba municipality, Caimito, Artemisa province.

MARKET POTENTIAL:

Product destination: 90% domestic market and 10% exports.
The domestic market will basically go to tourism and the Mariel Special Development Zone due to its geographical proximity to our facilities.
Research estimates that the international market will be represented by Canada and the EU, basically for the proximity of the Mariel Special Development Zone, as well as the ALBA countries, for their geographical proximity and the social relations existing with this regional block.

ESTIMATED ANTICIPATED RESULTS:

Increased exports.
Production links with non-governmental economic partnerships in the territory and other neighboring provinces permitting us to take maximum advantage of all promoted and developing productions on the comprehensive fruit farms.

CONTACTS:

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E-mail: dir.internacionales@gag.cu
Tel: (53) 7645-2089



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



DESCRIPTION:

To increase production, improve quality and commercialize concentrated and simple juices, essential citrus oils and pulp, juices and preserves of other tropical fruit.
The citrus line has a maximum processing capacity of 75,000 t/yr of fruit; currently less than 1% is being handled. We wish to process 45,000 tons/year of fruit; for this purpose we will replace the other tropical fruit current line that processes less than 1.5 tons per hour with another line that processes 6 tons per hour.

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresa Cítricos América Libre

ESTIMATED INVESTMENT AMOUNT:

6.9 million USD

LOCATION:

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

MARKET POTENTIAL:

Foreign market, basically Europe.
Domestic market: fresh fruit will be marketed and its by-products will be industrialized in small formats such as nectar, fruit in syrup, creams and marmalades, in the tourist sector of Holguin and Santiago de Cuba. The principal client for tropical fruit pulp is the Ministry of Foods Industries (MINAL) tinning industry.

ESTIMATED ANTICIPATED RESULTS:

Producing 6450 t/yr of concentrated and simple juices, 90 t of essential oils, 13870 t of pulp, juices and other preserves. We will be able to process 9230 t/yr of fresh fruit.

CONTACTS:

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► PRODUCTION OF WOODEN PLANKS.

DESCRIPTION:	This business proposal aims at the construction and commissioning of a plant board with a production capacity of 50,000 annual cubic meters of fibreboard medium density (MDF) from forest plantations with intensive management, timber low product dimensions of the handling of forest plantations established and industry waste to meet the demands of the domestic market and allocate the surplus for export.																
INVESTMENT TYPE:	Joint enterprise																
CUBAN PARTY:	Empresa Agroforestal Pinar del Río																
ESTIMATED INVESTMENT AMOUNT:	33.8 million USD																
LOCATION:	Pinar del Río Agroforestal company created by Resolution No. 9 of 15 December 1976 the Minister of Agriculture, with legal address in Km. 3 ½ Luis Lazo highway to Pinar del Río Code 131-0-4304 REEUP Bank account in MLC 0615525173660026 in BANDEC; MDF plant is planned to build on the location of the former fertilizer plant which is located south of the city of Pinar del Río in the Industrial Zone Seven Matas.																
MARKET POTENTIAL:	<p>Existing industry in the country agglomerates board consists of seven plants using bagasse as raw material and are managed by the Group AZCUBA</p> <p>Currently the installed capacity used is low due to the low bagasse production due to the reduction in sugar mills use bagasse as fuel in power plants as a substitute for oil, among other causes.</p> <p>The board market in the world is booming as some types such as MDF for their qualities allow to use them to replace the plywood and even lumber certain applications. World production is one 270 million cubic meters; the largest producers of wood-based panels are China, the United States, Germany, Canada, Russia, Brazil, Poland, Malaysia, France and Italy account for 73% of world production</p> <p>The highest growth rates are seen in the MDF boards with about 17% annually.</p> <p>Fibreboard medium density (MDF) can replace sawnwood and have application in the construction sector, in the manufacture of furniture, interior decorations, materials for laminate flooring, packaging and core materials for plywood (plywood). In some applications may also partially replace the plywood. In Cuba the board consumption currently stands (including plywood) in about 26.0 mcm per year of which almost all are imported with an outlay currency of about \$ 10 million However, this consumption is far from meeting demand if we compare consumption per. Cuba capita (0.001 m³ / inhab.) with respect to the world average (0.031 m³ / inhab.).</p> <p>The estimated demand for boards in Cuba projection shown in the following table:</p> <table><tr><th>Product</th><th>U/M</th><th>Actual</th><th>2.015</th><th>2.020</th><th>2.025</th><th>2.030</th><th>2.035</th></tr><tr><td>Planks</td><td>Mm³</td><td>23,0</td><td>27,0</td><td>50,0</td><td>70,0</td><td>98,0</td><td>137,0</td></tr></table>	Product	U/M	Actual	2.015	2.020	2.025	2.030	2.035	Planks	Mm³	23,0	27,0	50,0	70,0	98,0	137,0
Product	U/M	Actual	2.015	2.020	2.025	2.030	2.035										
Planks	Mm³	23,0	27,0	50,0	70,0	98,0	137,0										
ESTIMATED ANTICIPATED RESULTS:	Types of products or services resulting: Fibreboard of medium density wood (MDF) from 6-25 mm. potential capacity of the estimated levels of capacity utilization and screening plant for years. The projected capacity of the plant is 50 thousand cubic meters of MDF. The first year is 50% capacity is used, the second 75% and 3rd year to calve maximum capacity (50,000 cubic meters) will be reached.																
CONTACTS:	Dirección Desarrollo Grupo Agroforestal E-mail: ddesarrollo@geam.minag.cu Tel.: 53-7884 74 56																



► PRODUCTION AND COMMERCIALIZATION OF FINE AROMA CACAO.



DESCRIPTION:	Renew technological infrastructure and organization of the production chain to ensure correct handling, conservation and processing of cacao, looking to improve and stabilize a level of 500 tons per year of high quality fine cacao for export and/or the domestic confectionary industry. We also foresee training cacao growers and the personnel involved in cacao processing, to generally improve their knowledge about cacao production.
INVESTMENT TYPE:	Production Administration Contract with funding
CUBAN PARTY:	Empresa de Café, Cacao y Coco de Baracoa
ESTIMATED INVESTMENT AMOUNT:	9.2 million USD
LOCATION:	Baracoa municipality, Guantánamo province
MARKET POTENTIAL:	This proposal's central aim is to raise and stabilize levels of 500 tons per year of high quality fine cacao for export and/or the domestic confectionary industry.
ESTIMATED ANTICIPATED RESULTS:	Increased cacao exports and revenues in foreign currency for the country.
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PLANT FOR PROCESSING, CLASSIFYING, PACKAGING AND EXPORTING VEGETAL CHARCOAL (2 PROJECTS).



DESCRIPTION:

Benefitting, classifying, packaging and exporting vegetal charcoal fulfilling the quality standards demanded by the international market. Increasing exports to 25,000 tons per year of vegetal charcoal, in formats depending on the market requirements.

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresas Agroforestales de Costa Sur in Artemisa and in the provinces of Cienfuegos and Camagüey.

ESTIMATED INVESTMENT AMOUNT:

5.8 million USD

LOCATION:

The Project will be undertaken at 3 locations: Empresa Agroforestal Costa Sur of Artemisa province, a plant having the capacity of 5,000 tons; Empresa Agroforestal Cienfuegos with a capacity of 10,000 tons; and Empresa Agroforestal Camagüey with a capacity of 10,000 tons.

MARKET POTENTIAL:

Export up to 25,000 tons per year of vegetal charcoal in different formats of Kraft paper and laminated raffia or plastic bags; this will allow us to sell all the charcoal production with quality, a mix of hard and semi-hard wood, basically to the European market.

ESTIMATED ANTICIPATED RESULTS:

We foresee increasing vegetal charcoal exports, recovering investments in 3 to 5 years.

CONTACTS:

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E-mail: ddesarrollo@geam.minag.cu
Tel.: 53-7884 74 56



PRODUCTION AND COMMERCIALIZATION OF SUPERIOR QUALITY CONVENTIONAL COFFEE.



DESCRIPTION:

Update coffee processing technology, increase levels of receiving fresh, healthy coffee beans, improve quality of damp and dry processing, renew infrastructure of the entire production chain, trace the transfer of coffee from receiving points to processing centers and from there to the processor, according to the criteria of specialized personnel; ensuring conservation, handling, storage, and commercialization of the coffee product, as well as introducing a production line for roasting coffee not destined for foreign markets.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Rolando Ayub Coffee Processor

ESTIMATED INVESTMENT AMOUNT:

5.0 million USD

LOCATION:

Contramaestre municipality, Santiago de Cuba province

MARKET POTENTIAL:

The Project will modernize the processing industry to attain international standards for quality and competitiveness of the coffee product, reorganize the production of potential zones, improving the quality of coffee being produced in harmony with the environment and promote the denomination of origin of coffee from the Macizo de la Sierra Maestra y Cristal, LIDECA. Coffee will be placed on select gourmet coffee markets until we reach a minimum of 700 tons per year for export.

ESTIMATED ANTICIPATED RESULTS:

The Project generates 700 tons of top-quality coffee per year for export and will benefit producers in small selected regions. It will help increase revenues for exports and to replace current imports for 4 million USD.

CONTACTS:

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PRODUCTION AND EXPORT OF PINE RESIN AND ITS BY-PRODUCTS.



DESCRIPTION:	Increase production of pine resin to 3000 tons per year and its industrial processing to obtain by-products, colophony and turpentine oil, destined for the domestic market and exportation. For this purpose of modernizing the existing plant in the Empresa Agroforestal Pinar del Río will be finished and financing will be granted for investments and working capital to increase extraction production in all the companies producing resin in the province of Pinar del Río
INVESTMENT TYPE:	International Economic Partnership Contract
CUBAN PARTY:	Empresa Agroforestal Pinar del Río
ESTIMATED INVESTMENT AMOUNT:	4.4 million USD
LOCATION:	Empresa Agroforestal Pinar del Río. Resin plant south of the city of Pinar del Río, in the Siete Matas Industrial Zone.
MARKET POTENTIAL:	Production of resin by-products (Colophony and turpentine oil) will be destined in the firstplace to supply the domestic market in replacement of imports and the rest will go for exportations since there are numerous market possibilities.
ESTIMATED ANTICIPATED RESULTS:	Gradually increase pine resin production to reach 3000 tons per year. Broaden the existing plant's processing capacity for by-products to reach production of 2100 tons of colophony and 450 tons of turpentine oil destined in the first place to replace current imports of these products and to export the surplus.
CONTACTS:	Dirección Desarrollo Grupo Agroforestal E-mail: ddesarrollo@geam.minag.cu Tel.: 53-7884 74 56



PRODUCTION OF MINERAL-VITAMIN PRE-MIXES.



DESCRIPTION:	Technological reconversion and start-up of a new Factory for producing mineral-vitamin pre-mixes via the modernization of facilities and the continuous introduction of advanced technologies.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Empresa Circuladora de Materias Primas y Premezclas
ESTIMATED INVESTMENT AMOUNT:	11.2 million USD
LOCATION:	Arroyo Naranjo municipality, La Habana province
MARKET POTENTIAL:	The new factory will have enough capacity to meet demands foreseen up to 2020, even looking after production of other nutritional supplements that are being imported today or which are not being produced because of low capacity. This will occur with technology assimilation processes and facilities of warehouses to be used as national support providing space and infrastructure that will be needed for future growing demands.
ESTIMATED ANTICIPATED RESULTS:	Ensure proper supplies in quantities and time required for the practical recommendations of adding vitamins, oligominerals, enzymes and other additives to compensate the variability present in these essential elements for profitable animal production, in grains, protein sources and other simple foods used in the manufacture of fodder and the levels of use and concentration of components of pre-mixes are in direct correlation with available technology both in the fodder factories as in the pre-mix or corrector factory in question
CONTACTS:	Departamento de Negocio y Colaboración del Grupo Ganadero E-mail: jblanco.oc@geg.cu Tel.: (53) 7884-7266/ 7884-7259.



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



DESCRIPTION:

Reanimate citrus production and citrus industrial processing in the provinces of Matanzas and Cienfuegos; for this purpose within the next 5 years we plan to develop 5,928 hectares. In 2015 we forecast the Project will reach production of 242 989 tons, yielding 21.5 t/ha on 11,318.9 hectares. With this investment we will increase the areas of citrus and ensure that a technological package is applied in accordance with current demands, making it possible to reach foreseen levels of production, allowing us to recover the investment and obtain attractive dividends for both parties in the coming years.

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresa Agroindustrial de Cítricos Victoria de Girón

ESTIMATED INVESTMENT AMOUNT:

54.5 million USD

LOCATION:

Jagüey Grande municipality, Matanzas province

MARKET POTENTIAL:

Market figures show that exports carried out in 1992-2010 reached the figure of 570 million USD and 60 million exported in 2011-2014; this indicates the existing potential on the market for industrialized citrus products.

ESTIMATED ANTICIPATED RESULTS:

This project is directed to ensuring production and export levels for fresh and industrialized citrus products; we foresee attaining 26,449 tons of fresh citrus products and 26,938 tons of industrialized products with revenues calculated at 1,071.2million CUC for the 15 years of the project.

CONTACTS:

Departamento de Negocios y Colaboración del Grupo Agrícola
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DEVELOPMENT AND PRODUCTION OF FRESH VEGETABLES IN PROTECTED CROPS DESTINED FOR EXPORT AND THE DOMESTIC MARKET IN FOREIGN CURRENCY (5 PROJECTS).



DESCRIPTION:

Increase production of fresh vegetables to increase exports and to satisfy 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 which attain 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 processes for vegetables coming from growing sheds.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agroindustrial Victoria de Girón (30 Ha)
Empresa Agroindustrial Ceballos (25 Ha)
Empresa Agropecuaria Cubaquivir (25 ha),
Empresa Agropecuaria Cítricos (10 ha)
Empresa Agropecuaria Wilfredo Peña (10 ha).

ESTIMATED INVESTMENT AMOUNT:

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

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

Attain a program of production increase and diversification, to manage 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 which reached 6,000 tons of fresh products.

CONTACTS:

Departamento de Negocios y Colaboración del Grupo Agrícola
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PRODUCTION OF TROPICAL FLOWERS AND ORNAMENTAL PLANTS DESTINED 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 the crops.

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresa Agropecuaria Metropolitana and agricultural cooperatives

ESTIMATED INVESTMENT AMOUNT:

7 million USD

LOCATION:

Havana

MARKET POTENTIAL:

Products obtained from this project will be directed towards the domestic market for the purpose of replacing the imports made today in Cuba and towards foreign markets.

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

Departamento de Negocios y Colaboración del Grupo Agrícola
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AGRO-INDUSTRIAL DEVELOPMENT IN THE ENRIQUE TRONCOSO CITRUS ENTERPRISE.



DESCRIPTION:

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

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Empresa de Cítricos Enrique Troncoso

ESTIMATED INVESTMENT AMOUNT:

14.84 million USD

LOCATION:

7 Matas Industrial Zone, Pinar del Río municipality

MARKET POTENTIAL:

The domestic market basically the commercialization of products in the retail networks charging in foreign currency, hotel chains in the west and center of the country, as well as other non-governmental production forms of production which are inserted into the market depending on their production and service. The Mariel Development Zone is being presented as a great market opportunity. A potential market exists for the production of industrialized citrus, basically in Europe, with possibilities of increasing exports of this item.

ESTIMATED ANTICIPATED RESULTS:

Development of the Industry by using high productivity and efficiency modern technology, present in the technological equipment that we plan to install.
Production chains in the territory so that agricultural development is ensured.
Replacing the country's imports thereby ensuring the assortment and quality demanded in the market.

CONTACTS:

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► PRODUCTION OF BANANAS DESTINED FOR THE DOMESTIC MARKET AND EXPORT.



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresa Agropecuaria La Cuba

ESTIMATED INVESTMENT AMOUNT:

2.3 million USD

LOCATION:

Ciego de Ávila province

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

Increase drevenues for domestic sales, fundamentally to growing tourism markets.

CONTACTS:

Departamento de Negocios y Colaboración del Grupo Agrícola
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► PRODUCTION OF SMALL FORMAT CHARCOAL FOR EXPORT.

DESCRIPTION:

The objective of the project is to attain development in charcoal production going from the 20 Kg. format to small formats, giving added value to the product.
The fundamental destination is exportation. By developing the project we propose to install a small format charcoal packing plant aswell as providing the necessary tools to the producers for their products. They will also have the necessary logistics to ensure transport to the port.

INVESTMENT TYPE:

International Economic Partnership Contract

CUBAN PARTY:

Empresas del Grupo Empresarial Agrícola

ESTIMATED INVESTMENT AMOUNT:

1.7 million USD

LOCATION:

Pinar del Rio, Cienfuegos & Granma.

MARKET POTENTIAL:

Effective current demand surpasses production capacity for the project while the foreign market assimilates all production which, with the required quality, is situated there; greatly surpassing the project potential.

ESTIMATED ANTICIPATED RESULTS:

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 for exportation.

CONTACTS:

Departamento de Negocios y Colaboración del Grupo Agrícola
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► PRODUCTION, PROCESSING AND COMMERCIALIZATION OF SWEET POTATO (BATATA) FLOUR FOR EXPORT.

DESCRIPTION:

The business objective consists in processing sweet potato flour to be used in the elaboration of industrial desserts such as flakes, sweets, etc.
The business proposes that the product is destined for export on a monthly basis and for volumes of 160 tons per month.
Advanced design technology will be used for the processing, packing, and packaging of the final product.
20% of the revenue obtained will go for purchases of equipment and consumables that would ensure the production of sweet potatoes (batata) in the cooperatives.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Güira de Melena & cooperatives

ESTIMATED INVESTMENT AMOUNT:

1.3 million USD

LOCATION:

Empresa Agropecuaria Güira de Melena

MARKET POTENTIAL:

In Latin America and the Caribbean there is wide demand at this time for batata flour to make sweets, flakes, starches, etc.

ESTIMATED ANTICIPATED RESULTS:

Increased exports via the use of advanced technologies, thereby generating new revenue.

CONTACTS:

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



PRODUCTION AND
COMMERCIALIZATION
OF CUT FLOWERS IN
GREENHOUSES.



DESCRIPTION:

The business aims to produce and commercialize flowers. Artemisa’s land is ideal for growing tropical flowers which are in high demand internationally because their strength and colors make them highly prized for the latest styles in interior decoration. Replacing imports and the need to earn a slot in the flower export market were the basic objectives for this business opportunity. With this Project we foresee introducing advanced technology with the intervention of 125 direct production forms in the business.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria San Antonio de los Baños and cooperatives

ESTIMATED INVESTMENT
AMOUNT:

1.3 million USD

LOCATION:

San Antonio de los Baños

MARKET POTENTIAL:

Widespread European demand

ESTIMATED ANTICIPATED
RESULTS:

Derease flower imports and supply the Cuban market and export to Europe

CONTACTS:

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



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



DESCRIPTION:

We plan to grow organic vegetables which are healthy and identified with the purpose of helping consumers make healthy choices in their eating habits which will have a positive impact on human health and on the environment. We would like to contribute to the development of an ecological culture which protects our environment, leading to a healthier world. We wouldlike to introduce advanced technologies from the first world, consisting of staked crops. 192 production forms take part in the indirect project.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria San Antonio de los Baños

ESTIMATED INVESTMENT
AMOUNT:

5 million USD

LOCATION:

San Antonio de los Baños. Artemisa province

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED
RESULTS:

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

CONTACTS:

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



SUPER-DAIRY FOR PRODUCING AND COMMERCIALIZING COW MILK.



DESCRIPTION:

We propose a dairy with capacity for 1000 cows and a herd of some 1700 units of large cattle. Cow milk production systems are the result of the interrelation of well-conceived and linked technological packages, taking into account the essential ecological balance in the Soil-Plant-Animal relationship and with solvent economic features which make the system sustainable and long-lasting. This idea could be carried out in phases, to gradually recover the investment on the basis that the Project would be taking place on an on-going farm which currently has 186 cows, 378 heifers, 65 yearlings y 64 calves, and also with 122.1 hectares dedicated to the production of fodder, of these 4 ha of sugar cane, 13.6 ha of K-Grass, 18 ha of guinea grass, 50 ha of mulato grass and 30 ha of yacaré.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria San Cristóbal

ESTIMATED INVESTMENT AMOUNT:

7.5 million USD

LOCATION:

San Cristóbal municipality

MARKET POTENTIAL:

Domestic market

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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



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

DESCRIPTION:

The objective is to use fallow lands in the province in order to build and set up an area for the fattening of beef cattle, developing the pre-fattening stage for bulls when they are a year old so that they reach the weight of around 280 kilograms. The structure of the facility would be composed of a unit for production with a radial system of semi-stable technology, a clinical laboratory, a slaughter area, packing area, packing according to destination, pasture and forrage areas, elaboration and processing areas for animal fodder, silage areas for the dry season; biodigester for waste treatment with fertilizing-irrigationfor pastures. 15 production forms would intervene indirectly in the business.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria San Cristóbal

ESTIMATED INVESTMENT AMOUNT:

18 million USD

LOCATION:

San Cristóbal municipality

MARKET POTENTIAL:

Domestic market

ESTIMATED ANTICIPATED RESULTS:

Increased production of beef destined for the domestic market and tourism obtaining increased revenues at a smaller production cost and replacing imports.

CONTACTS:

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



PRODUCTION, PROCESSING AND COMMERCIALIZATION OF FRESH CARROTS FOR EXPORT.

DESCRIPTION:

Extend carrot crops in Artemisa province, incorporating advanced design technology in the production cooperatives dedicatedto this crop. Establish the production chain by providing incentives to crop growers, with advanced commercialization, attaining excellent quality produce for export. With this business we would achieve the introduction of high-yield seed varieties that today do not exist in the country and the introduction of efficient equipment and technology to have the cooperatives produce fresh, excellent crops. 146 production forms would participatein an existing cooperative in Güira de Melena, leaders in growing this crop.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Güira de Melena, and cooperatives

ESTIMATED INVESTMENT AMOUNT:

1.4 million USD

LOCATION:

Güira de Melena

MARKET POTENTIAL:

Domestic market for 10% of production and exportation for 90%.

ESTIMATED ANTICIPATED RESULTS:

Replace imports and give added value to produce, inserting ourselves on the international market through the registered trademark investor and acquiring marketing experience.

CONTACTS:

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



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



DESCRIPTION:

The objective of the business is to contribute to setting up a plant to produce edible oils with the participation of foreign capital, starting with the incorporation of sesame and peanut crops on land in eleven municipalities in Artemisa province, encouraging their sustainable development. Implementing the focus of agro-industrial chains for agricultural products having potential for this: Production-Processing; production areas for these oil-producing plants will be outfitted, incorporating industrial technologies to process the seeds. Use and treatment of waste. Commercialization of products on the domestic market as an alternative for increasing added value and replacing imports.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Habana Libre.

**ESTIMATED INVESTMENT
AMOUNT:**

3.4 million USD

LOCATION:

Caimito municipality, Artemisa province

MARKET POTENTIAL:

New administration models have brought considerable increases and the rise of new, different business models for production of both goods and services which will require products to be commercialized with the commissioning of this Project.

**ESTIMATED ANTICIPATED
RESULTS:**

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

CONTACTS:

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PRODUCTION,
PROCESSING AND
COMMERCIALIZING
PRODUCTS DERIVED
FROM GOAT MILK.



DESCRIPTION:

The objective of the Project is to set up goat breeding establishments in stables in order to produce milk and its corresponding processing in a plant funded by foreign capital, in order to obtain the corresponding milk by-products to meet future demands by ZEM; these national products will replace imports, production will increase and the corresponding quality certification will include it among exportable items.

134 production forms will be indirectly involved.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Habana Libre in Caimito, & Cooperatives

**ESTIMATED INVESTMENT
AMOUNT:**

1.9 million USD

LOCATION:

Caimito municipality, Artemisa province

MARKET POTENTIAL:

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

The new administration models bring with them increases and the rise of new business models for both goods and services production which require products to be commercialized in the commissioning of this Project.

**ESTIMATED ANTICIPATED
RESULTS:**

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

CONTACTS:

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



DESCRIPTION:

We intend to increase the production of bananas in Artemisa using more modern advanced technology for growing and improving working conditions in the fields. Bananas will be grown without chemicals thereby resulting in purer products. 162 cooperatives in the territory will be indirectly involved.

According to information and the experts, the world market for organically-grown bananas is growing at a rate of 30-32% per year (Ifoam 2002, FAO 2001) probably the detriment of conventionally-grown bananas.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Artemisa, and cooperatives

ESTIMATED INVESTMENT AMOUNT:

2.6 million USD

LOCATION:

Artemisa

MARKET POTENTIAL:

Domestic and export

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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PRODUCTION, PROCESSING AND COMMERCIALIZING CORN FOR INDUSTRIAL USES.

DESCRIPTION:

This Project intends to produce, process and commercialize corn for industrial use including human and animal food with well-known various uses.

We foresee increasing crop production by using first-class technologies in the case of harvesters which are the fundamental element for crop harvesting and production.

We would like to increase corn crops by producing 85 tons per year, dedicating 70% to replacing imports.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Artemisa

ESTIMATED INVESTMENT AMOUNT:

3 million USD

LOCATION:

Artemisa

MARKET POTENTIAL:

Produce for the domestic and export markets

ESTIMATED ANTICIPATED RESULTS:

Increase crop production by using first-class technologies and replacing corn imports for the production of fodder for animals and increasing social consumption.

CONTACTS:

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

DESCRIPTION:

Recover milk and beef production in the area of Bahía Honda and thereby attain considerable savings for the country due to the replacement of imports.

With milk and beef production we propose to meet the domestic demand and thereby reduce our dependence on their being imported, and also to export these products.

Attain production chains with other entities in the area to ensure the necessary amount of feed for cows, via contracting.

Develop the existing dairies/ranches in the Empresa Agropecuaria Bahía through capital repairs and by incorporating milk production to the area production units which receive the milk, and additional food for the increased numbers of cows.

INVESTMENT TYPE:

Production Administration Contract

CUBAN PARTY:

Empresa Agropecuaria Bahía Honda & Cooperatives.

ESTIMATED INVESTMENT AMOUNT:

19 million USD

LOCATION:

Bahía Honda

MARKET POTENTIAL:

Produce for the domestic and export markets

ESTIMATED ANTICIPATED RESULTS:

Acquire modern technology and technical consultancy from the first world

CONTACTS:

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PRODUCTION AND THE DOMESTIC AND INTERNATIONAL DISTRIBUTION OF MEAT.



DESCRIPTION:

We propose to salvage existing facilities and areas for feeding cows, swine and sheep, as well as modernizing the meat industry. Therefore we seek a partner for building and setting up facilities using state-of-the-art clean technologies, controlled climate and with waste treatment, required to execute this Project as a comprehensive unit along with applying alternative energy sources through the use of windmills and biodigesters thereby decreasing the negative environmental impact being generated by the production units. Implement 20 t/dayproduction systems for Green Hydroponic Forage (FVH in the Spanish abbreviation) whose mixes will ensure the proper diets for cows and sheep. Acquiring equipment for pasture and forage systems that ensure independence and quality for feeding animals.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa Pecuaria Maraguan

ESTIMATED INVESTMENT AMOUNT:

27 million USD

LOCATION:

Camagüey, Jimaguayú, Santa Cruz, Florida, Sibanicú, Najasa &Minas municipalities, Camagüey province

MARKET POTENTIAL:

There is great demand for high-quality meats and their by-products on the domestic market because of the tourism boom and increased food services, as well as the need for food for the population. Some important contributions to replace importsof meats.

ESTIMATED ANTICIPATED RESULTS:

Increased production of high-quality meat and its by-products for the domestic and tourism markets via the restoration of facilities to introduce 12,000 reproducing cows, 2000 reproducing buffalo, at a facility with the capacity for 5000 bulls, and swine facilities with state-of-the-art technologies for reproducing swine and fattening facilities for 33,800 head. Developing 10 farms with 10,000 reproducing sheep.

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PRODUCTION OF GRAIN FOR FEEDING CATTLE.



DESCRIPTION:

Building and setting up clean, advanced facilities with climate controls and waste treatment, to produce cereals and forrage on 2,684 ha, at the Finca "El Carmen", where growing corn will be the principal activity for the production of grain and animal food in rotating crops of maize, sunflowers and peanuts. This includes technologies for the preparation of soil, planting, irrigation, crop care, plant health, fertilization, harvesting, processing and storing the grain. Also, the industrial processing of same and using the vegetal part of the plants. We require a partner to give us access to advanced technology and know-how.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Pecuaria Maraguan

ESTIMATED INVESTMENT AMOUNT:

5 million USD

LOCATION:

Camagüey province. Santa Cruz del Sur municipality

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

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PRODUCTION OF GRAINS AND FODDER FOR ANIMAL FEEDS.



DESCRIPTION:

Build and set up facilities with advanced and clean technologies, controlled climate and waste treatment to produce forage for animals by growing and processing corn, sunflowers, maize and peanuts and incorporating forage plants such as mulberry and tithoniato feed bovine, ovine-caprine and porcine livestock and rabbits.

Production will go to feed approximately 3000 milk-goats, 5000 reproducing sheep and their lambs, supplementing the raising of 300 reproducing swine producers of suckling piglets, developing the raising of 200 reproducing rabbits as well as fattening 1000 bullseach year, replacing imports, both for livestock feedsas well as for meat suppliesfor a growing tourism sector and for the population in general.

The Project will include technology, equipment and know-how in the field of agriculture, forage-producing and food-pellet manufacture industries, as well as storage and distribution systems.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

7 million USD

LOCATION:

Ciego de Ávila province

MARKET POTENTIAL:

This investment would ensure stable production levels for animal feeds that would allow us to cover the needs of cattle, swine, sheep, goat and rabbit farming on the company's land, throughout the year, allowing us to increase meat and by-product production for the domestic market and for export.

ESTIMATED ANTICIPATED RESULTS:

Achieving annual production levels estimated at 4000 metric tons, ensuring feed for livestock on company land and replacing feed which is being imported. Responding to the need for local feed production.

CONTACTS:

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RAISING 5000 COWS IN STABLES.



DESCRIPTION:

A comprehensive Project to raise beef cattle in stables having a capacity for 5000 cows and their calves with cross-breeding that would ensure the required quality for meat, in areas in southern Camagüey province, and to create the nutritional base needed for forage and pasture and according to the required nutritional balance

Its objective is:

- ▶ Establish a sustainable system of beef cattle breeding for 5000 reproducers and their offspring, with high reproductive and production efficiency
- ▶ Develop a fattening and development system for cows, with positive results
- ▶ Achieve feed self-sufficiency for all livestock
- ▶ Attain higher economic revenues for reproducers
- ▶ Achieve the consolidation of artificial insemination
- ▶ Ensure the conservation of the environment by making use of solid and liquid waste using vermiculture, compost and biodigesters.

We foresee developing crops for animal feeds: grasses and forrage plants such as corn and maize.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

7 million USD

LOCATION:

Camagüey province. Santa Cruz del Sur municipality

MARKET POTENTIAL:

There is high demand for top-quality meat in the domestic market and because of the tourism boom and increased food services, as well as the need for food for the population.

It will represent an important contribution for replacing imports of these items.

ESTIMATED ANTICIPATED RESULTS:

The following results will be achieved, along with increased numbers of jobs in the region and the production of organic matter:

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

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PRODUCTION AND DOMESTIC AND INTERNATIONAL DISTRIBUTION OF FLOWERS AND ORNAMENTAL PLANTS.



DESCRIPTION:

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

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

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

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

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

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

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

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

3.8 million USD

LOCATION:

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

MARKET POTENTIAL:

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

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

ESTIMATED ANTICIPATED RESULTS:

We estimate annual production of 30 million flowers with an annual increase of 10%.

Supplying an important segment of the domestic market, thereby replacing imports, as well as supplying eco-gardening services.

Encouraging and diversifying nontraditional exports to new markets.

CONTACTS:

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PRODUCTION AND DOMESTIC AND INTERNATIONAL DISTRIBUTION OF QUAIL EGGS.



DESCRIPTION:

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

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

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

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

7 million USD

LOCATION:

Mayabeque province

MARKET POTENTIAL:

At a first stage, the business will be basically directed towards supplying the domestic market and as greater levels of production are reached, apart of production will be exported to Caribbean islands.

Increased numbers of tourist arrivals in Cuba make it necessary to increase the supply levels as well as diversifying products being offered. Because of its nutritional value, this product is much in demand.

ESTIMATED ANTICIPATED RESULTS:

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

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

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

CONTACTS:

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PRODUCTION AND
COMMERCIALIZATION
OF OSTRICH MEAT.



DESCRIPTION:	Taking into account the development reached by the Ostrich-Breeding Program in the Empresa Flora y Fauna, we need to build and set up facilities with clean and advanced technologies, climate controls, waste treatment, for the birds to be slaughtered and processed industrially for their meat and by-products, with a vacuum packing system, refrigeration chambers and freezers to ensure the efficiency of production and commercialization of the meat, destined to replace imports and for exportation. Install technology to produce paté for the purpose of diversifying exportable items and to supply the domestic market.
INVESTMENT TYPE:	International Economic Partnership contract
CUBAN PARTY:	Empresa Nacional para la Protección de la Flora y la Fauna
ESTIMATED INVESTMENT AMOUNT:	4 million USD
LOCATION:	Granma province. Manzanillo municipality
MARKET POTENTIAL:	The business is fundamentally directed towards supplying the domestic market with a new product and exporting it. The high quality of ostrich meat has been demonstrated due to its low calorie, fats and cholesterol levels, reinforced by its nutritional value and by the great variety of by-products that can be obtained; it has big possibilities in the Arab market.
ESTIMATED ANTICIPATED RESULTS:	By commissioning this Project we will be obtaining a new item for the domestic market; we foresee a great demand due to the increase in tourism and food services, as well as for exportation.
CONTACTS:	Dirección de Desarrollo del Grupo Empresarial Flora y Fauna email: dir.des@oc.ffauna.cu Tel.: (53) 7 2031433 to 36 (ext. 109)



PRODUCTION AND
FOR DOMESTIC AND
INTERNATIONAL
DISTRIBUTION OF
DUCK MEAT AND
DUCK PATÉ.



DESCRIPTION:	Build and set up advanced and clean technology facilities, climate controls, with waste treatment, for increased duck-breeding, their slaughter and industrial processing, with vacuum pack systems, refrigeration chambers and freezers ensuring efficient production and commercialization of duck meat, destined to replace imports and for exportation. For this reason we would have to activate production of fertile eggs and their incubation. Install technology to produce and package paté for the purpose of diversifying exportable items and also supplying the domestic market. To achieve this we require a partner who contributes with technology, equipment, know-how and international distribution channels for its exportation.
INVESTMENT TYPE:	International Economic Partnership contract
CUBAN PARTY:	Empresa Nacional para la Protección de la Flora y la Fauna
ESTIMATED INVESTMENT AMOUNT:	4 million USD
LOCATION:	Pinar del Río, Artemisa & La Habana provinces
MARKET POTENTIAL:	The business will be directed towards supplying the domestic market and to export to specific markets such as the Asian market. The increase in arrivals of tourists to Cuba makes it necessary to increase supply levels as well as diversifying and increasing the quality of products being offered today. Particularly, with the start of direct flights to China, we expect more Chinese tourists will be arriving; they are known consumers of this product and so we will have to satisfy demand levels.
ESTIMATED ANTICIPATED RESULTS:	In 5 years we aim to produce 999,300 tons of channelled duck meat per year. At a first stage, producing paté to meet domestic demands until we achieve the quantity and quality levels to enter the international market. Revenues will increase as we place ever more competitive products on the domestic and international markets thereby creating new exportable items and replacing imports.
CONTACTS:	Dirección de Desarrollo del Grupo Empresarial Flora y Fauna email: dir.des@oc.ffauna.cu Tel.: (53) 7 2031433 al 36 (ext. 109)



TANNING EXOTIC LEATHER.



DESCRIPTION:

This Project aims to install a tannery using advanced and clean technologies, climate controls, waste treatment, on the basis of the availability of exotic leathers such as ostrich, crocodile, sheep, goat, porcine and rabbit, as part of the production cycle of the aforementioned species, obtaining added value for these agriculture-related products. We must take into account the special features of each leather which all require different handling and technologies.

We require a partner who will contribute technologies, equipment, know-how and personnel training in the processes of slaughtering, skinning and tanning, as well as distribution channels towards an exportable market.

Establish linkages with industries and artisans to set up useful productions having high value and quality.

Waste treatment is an important element in this Project.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

5 million USD

LOCATION:

Granma province. Manzanillo municipality

MARKET POTENTIAL:

There is demand on the domestic market by artisans (we have a historical tradition in leather-working) to ensure products for the domestic market, promoting a new item for the domestic market and export, dealing with useful products (shoes, handbags, belts, etc.)

There is high demand on the international market for quality skins for the footwear/leather-working industry, especially the luxury markets in Europe and North America.

ESTIMATED ANTICIPATED RESULTS:

Estimados de producción de pieles en 9 años:

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

CONTACTS:

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PRODUCTION AND DOMESTIC AND INTERNATIONAL DISTRIBUTION OF VEGETAL CHARCOAL, BRIQUETTES AND COMBUSTIBLE PELLETS.



DESCRIPTION:

There is potential to increase these products, increasing their quality and fulfilling established environmental regulations.

For this reason we propose a business to increase these production and commercialization capacities, ensuring better quality and presentation of the product, thanks to acquiring advanced and clean technologies and the equipment to increase production of charcoal and its by-products such as briquettes, etc., to introduce new products such as combustible pellets.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

4.7 million USD

LOCATION:

Pinar del Rio, Matanzas, Villa Clara, Ciego de Ávila, Sancti Spiritus, Camagüey, Las Tunas & Granma provinces

MARKET POTENTIAL:

Currently we export 10,700ton; we have orders of over 30,0 Mton, destined principally for Europe, without taking into account the future US market; we have expectations of expanding to the Middle East and Asia.

ESTIMATED ANTICIPATED RESULTS:

We hope to reach 36.0 Mton of charcoal, with growth representing 2.6 times more than what was produced in 2015, and also to produce 3.0 MT of briquettes. This will lead to 3,477 new jobs in improved labor conditions, with the application of new technologies in controlled environments. Moreover we could salvage land to turn it over to agriculture.

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► PRODUCTION AND DOMESTIC AND INTERNATIONAL DISTRIBUTION OF YUCCA FLOUR.

DESCRIPTION:

This is a new Project for agricultural-industrial development, producing yucca and subsequently processing it, taking into account the importance of this crop in Asian, African and Latin American countries mainly for its high occurrence in their agricultural systems and for its contributions to both human and animal diets.

The aim of this Project is to provide advanced and clean technologies, climate control, and waste treatment to the yuca-based agro-industry in order to:

- Increase yucca production on sustainable bases for the production of flour thereby ensuring less dependency on the importing of other flour and similar products
- Promote obtaining by-products destined mainly for the food industry
- As a result of crop rotations, producing grain, such as corn and beans that are in high demand by the population and for elaborating animal feeds. .

With the increase in crop areas, salvaging land that is under-used and infested with marabú scrub.

INVESTMENT TYPE:

International Economic Partnership contract

CUBAN PARTY:

Empresa Nacional para la Protección de la Flora y la Fauna

ESTIMATED INVESTMENT AMOUNT:

2.5 million USD

LOCATION:

Villa Clara province, with expansion possibilities to other areas.

MARKET POTENTIAL:

This is a sure market with demands existing due to the variety of its uses both to elaborate foods as well as in other non-food industries.

The Project is conceived to produce yucca and flour destined for the food industry and for other sectors that can use this product because of its qualities.

Crop rotation will also permit us to produce corn for animal consumption, as well as Phaseolus beans (black beans), and Vigna beans (Caupi) as food for the population.

ESTIMATED ANTICIPATED RESULTS:

We anticipate the following results:

Production obtained by land rotation. (UM/t):

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

Increased Yucca Flour production. Processing Plant Production:

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

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► INCREASED PRODUCTION POTENTIAL FOR SHRIMP FARMING (6 PROJECTS).



DESCRIPTION:

To increase shrimp production by improving the technology being used today to grow-out the larva and reduce costs during this phase.

The possibility of seeding +8 mg postlarvae in the hatchery stage, up to +300 mg, to subsequently transfer them to the nursery stage and to introduce probiotics and other technologies to handle the ponds will produce fewer days per productive cycle and therefore increase the rotation rate of hectares per year, decrease food consumption (tons of feed per ton of harvested shrimp); average harvested weight gain; percentage survival increase in the grow-out pond stage.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

CORALSA

ESTIMATED INVESTMENT AMOUNT:

10.1 million USD.

LOCATION:

Granma, Cienfuegos, Sancti Spiritus, Camagüey, Las Tunas & Holguín provinces

MARKET POTENTIAL:

Mainly the Asian export market

ESTIMATED ANTICIPATED RESULTS:

Obtaining technology ensuring improved efficiency in order to improve growing hectare rotation and other state-of-the-art technologies to handle the ponds.

International market quality demands are satisfied and at the same time, solutions will be implemented to improve disease control and achieve sustainable development that is environment-friendly.

CONTACTS:

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



► PRODUCTION OF CONFECTIONERY AND CEREALS.



DESCRIPTION:	Diversify production of confectionery (candies, sherbets, fine biscuits, sweets, cream and soda crackers) and breakfast mixes in different formats and assortments with emphasis on nutritional value
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A. (CORALSA).
ESTIMATED INVESTMENT AMOUNT:	15.3 million USD.
LOCATION:	Villa Clara province, Caibarién municipality
MARKET POTENTIAL:	Tourism, local and part for export
ESTIMATED ANTICIPATED RESULTS:	Current demands, with a view to replace imports, reached the annual figure of approximately 18 to 20 million USD.
CONTACTS:	Corporación Alimentaria S.A. (CORALSA). E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/ 7202-7388/ 7205-9093



► PRODUCTION OF SOY SAUCE.

DESCRIPTION:	Increased soy sauce production in the factory existing in the country, directed to replace imports of this product
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT AMOUNT:	11.1 million USD.
LOCATION:	Mayabeque province
MARKET POTENTIAL:	Production directed towards the domestic market, specifically to meet growing demands from hotels, store chains, etc.
ESTIMATED ANTICIPATED RESULTS:	We foresee an increase of 1300 tons per year and estimated sales of 6.6 million CUC
CONTACTS:	Corporación Alimentaria S.A (CORALSA). E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/ 7202-2055



► INCREASED AQUACULTURE PRODUCTION AND ITS INDUSTRIALIZATION.

DESCRIPTION:	Increased areas for raising fish and industrializing the product
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT AMOUNT:	17.3 million USD
LOCATION:	Camagüey province
MARKET POTENTIAL:	Production of fish shaped-products and sausage products directed to tourism and store chains in the Eastern provinces. Currently we only meet 62% of demand.
ESTIMATED ANTICIPATED RESULTS:	We foresee an increase in production of over 8000 tons per year.
CONTACTS:	Corporación Alimentaria S.A (CORALSA). E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/ 7202-2055



► INCREASED PRODUCTION POTENTIAL OF MARICULTURE.



DESCRIPTION:	Start the functioning of the existing plant in Niquero for sea cucumber spawning (Isostichopus badionotus), for subsequent breeding in the sea and exporting the catch.
INVESTMENT TYPE:	Production Administration contract
CUBAN PARTY:	Empresa Provincial de Niquero (EPINIQ)
ESTIMATED INVESTMENT AMOUNT:	1.7 million USD
LOCATION:	Granma province
MARKET POTENTIAL:	Current natural catches are 250 TM and we foresee an increase of over 400 tons per year, destined for export, where there is an unsatisfied demand on the international market.
ESTIMATED ANTICIPATED RESULTS:	We estimate sales of over 8.0 million CUC.
CONTACTS:	Grupo Empresarial de la Industria Alimentaria. Dirección de Relaciones Internacionales. E-mail: eduardo.hernandez@geia.telemar.cu Tel.: (53) 7863-5461 ext:8230



DEVELOPING MILK PRODUCTS AND BY-PRODUCTS.



DESCRIPTION:	Increased yogurt production to 15,000 tons per year, directed to satisfy existing demands in store chains and tourism in Cuba, to replace yogurt imports.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT AMOUNT:	7.8 million USD
LOCATION:	La Habana province
MARKET POTENTIAL:	Domestic market demands are at over 19 ,000 per year
ESTIMATED ANTICIPATED RESULTS:	We estimate sales of 15 million CUC per year.
CONTACTS:	Corporación Alimentaria S.A (CORALSA). E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/ 7202- 2055.



INCREASE AND DIVERSIFY THE PRODUCTION AND BOTTLING/CANNING OF FRUITS AND VEGETABLES AT THE LA CONCHITA FACTORY.

DESCRIPTION:	Increase and diversify the production and and bottling/canning of fruits and vegetables at the La Conchita factory
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Corporación Alimentaria S.A (CORALSA)
ESTIMATED INVESTMENT AMOUNT:	13.5 million USD
LOCATION:	Pinar del Río province
MARKET POTENTIAL:	Current bottled/canned production is 3000 Ton; it does not satisfy the domestic market. Increased bottling/canning at 15,523 ton per year is geared to decrease bulk production and decrease imports.
ESTIMATED ANTICIPATED RESULTS:	We estimate sales at 72 million CUC per year.
CONTACTS:	Corporación Alimentaria S.A (CORALSA). E-mail: negocios@coralsa.com.cu Tel.: (53) 7202-1194/ 7202- 2055.



REFRIGERATION AND BOILER SERVICES.



DESCRIPTION:	To provide services for building, setting up, overall diagnostics, repairs and maintenance of systems of refrigeration, air conditioning and industrial/commercial boiler installations fundamentally for the Sistema Empresarial de la Industria Alimentaria.
INVESTMENT TYPE:	International Economic Partnership contract
CUBAN PARTY:	Empresa de Refrigeración y Calderas del Grupo Empresarial de la Industria Alimentaria.
ESTIMATED INVESTMENT AMOUNT:	3.5 million USD
LOCATION:	Cerro municipality, La Habana.
MARKET POTENTIAL:	This company's current services only satisfy 11 % of existing demands by food industry companies. Increased services could satisfy the existing demand.
ESTIMATED ANTICIPATED RESULTS:	We estimate annual sales of 7.4 million CUC.
CONTACTS:	Grupo Empresarial de la Industria Alimentaria. Dirección de Relaciones Internacionales. E-mail: eduardo.hernandez@geia.telemar.cu Tel.:(53) 7863-5461 ext.: 8230



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



DESCRIPTION:

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

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

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

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Corporación Cuba Ron S.A

ESTIMATED INVESTMENT AMOUNT:

27 million CUC

LOCATION:

Matanzas province. Cárdenas municipality

MARKET POTENTIAL:

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

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

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

ESTIMATED ANTICIPATED RESULTS:

Revenues are increased on an ever more competitive product and at the PERLA DEL NORTE brand's position on the international market.

CONTACTS:

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



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



DESCRIPTION:

Increase production of Cuban rum at the CUBAY brand's Ronera Central de la marca CUBAY, as well as its domestic and international distribution.

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

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

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Corporación Cuba Ron S.A

ESTIMATED INVESTMENT AMOUNT:

44 million USD

LOCATION:

Villa Clara province. Santo Domingo municipality

MARKET POTENTIAL:

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

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

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

ESTIMATED ANTICIPATED RESULTS:

Revenues are increased on an ever more competitive product and at the CUBAY brand's position on the international market.

CONTACTS:

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



Sugar Industry Sector



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

AZCUBA is the sugar industry group in charge of governing the entities that make up the sugar agro-industry for developing sugar productions, electrical energy, sugarcane by-products and foods for human consumption and for agriculture.

AZCUBA manages 56 sugarmills and almost 100 other entities involved in the production of sugar, electricity, alcohol, rum, yeast, boards, animal feeds, sorbitol and CO² fundamentally, 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 agro-industry is experienced, well-trained and has excellent quality. It includes some 10,000 university graduates, 16,000 middle technicians and 13,000 skilled workers.

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

National Sugar Industry Training Center

Founded in 1978 and is the first school in Cuba responsible for managerial and technical training.

the Cuban Institute for Sugar Cane Byproduct Research (ICIDCA, by its acronyms in Spanish)

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

Sugar Cane Research Institute (INICA, by its acronyms in Spanish)

Provides its clients with a range of technologies, equipment and services to cover their needs regarding the basics of research applied to the growing of sugar cane.
Website: <http://www.azcuba.cu>



Hectares available: 900,000
Hectares being exploited: 676,000
94 % Mechanized harvest
70,000 Employees in companies
100,000 Private-sector employees

Source: AZCUBA

PRINCIPAL SPECIALTIES

HIGHER LEVEL

Automation Engineer
Mechanical Engineer
Agro-industrial Engineer
Agronomic Engineer
Agricultural Engineer
Veterinary Engineer
Mechanical Engineer
Industrial Engineer
Degrees in Economy
Others

HIGHER MIDDLE LEVEL

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

Source: AZCUBA

LEADING PRODUCTS AND SERVICES

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

THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS:

ZERUS S.A.	Shareholder, is an AZCUBA public limited company (Sociedad Anónima) promoting different types of investments in Cuba's agro-industrial sugar sector and abroad. It was created on September 23, 1997 as QUIMINAZ and in 2005 the name changed to the current one. It aims to ensure the search for new business in the sector and the development of existing business in order to complement its management with financing, markets and technologies, taking into account the established norms of social and environmental responsibility.
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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, by-product availability and the growth of by-product production with a focus on energy. We will prioritize businesses to manage the production chain, always accompanied by the building of bioelectrical plants.



CONTACT INFORMATION

Dirección de Negocios de ZERUS S.A
E-mail: jorge.lodos@zerus.azcuba.cu
Tel.: (53) 7838-3194 ext. 237



FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



► SUGAR MILL MANAGEMENT, WITH BIOELECTRICAL PLANT.

DESCRIPTION:	Recover the original capacity of the sugar mill and increase the production of electricity at the level of a bioelectrical plant in 5 years.
INVESTMENT TYPE:	Production Administration Contract (CAP in its Spanish abbreviation)
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	80-100 million USD
LOCATION:	Throughout the country, depending on the sugar mill chosen. The program covers Mario Muñoz (Matanzas), Batalla de las Guásimas (Camagüey), 5 de Septiembre (Cienfuegos), Majibacoa (Las Tunas) and Grito de Yara (Granma)
MARKET POTENTIAL:	Exportation of sugar and sales of electricity and honeys in Cuba.
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► MOLDED BAGASSE BY-PRODUCTS: DISPOSABLE TABLEWARE.

DESCRIPTION:	Introduce new technologies and molded bagasse products to replace imports and generate exports, to produce disposable tableware adding value to the bagasse and replacing imports.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	30 million USD
LOCATION:	Beside a sugar mill with available bagasse and near a container port such as Boris Luis Santa Coloma and Comandante Manuel Fajardo (Mayabeque), México (Matanzas), Antonio Sánchez and Elpidio Gómez (Cienfuegos), 1º de Enero (Ciego de Ávila) and Jesús Menéndez (Las Tunas).
MARKET POTENTIAL:	Directed to wards the domestic market assoiated with food services and tourism and destined for export
CONTACTS:	Dirección de Negocios de ZERUS S.A e-mail: jorge.lodos@zerus.azcuba.cu Teléfono: (53) 7838-3194 ext. 237



► MOLDED BAGASSE BY-PRODUCTS: MODULAR HOUSES MADE OF BAGASSE-CEMENT PLANKS.



DESCRIPTION:	Recover existing factories and introduce original Cuban and foreign technology adding value to bagasse
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	30 million USD
LOCATION:	Beside a sugar mill with a plank factory such as Camilo Cienfuegos (Mayabeque).
MARKET POTENTIAL:	Recover the production of planks for houses and construction, replacing imports
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► BIOTECHNOLOGICAL PRODUCTS FOR HUMAN AND ANIMAL HEALTH PLANT (INITIALLY PROBICID AND FERRIDEX)

DESCRIPTION:	Introduce original technologies that replace imports and generate nontraditional exports with high added value
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	15 million USD
LOCATION:	At a site with qualified strength and with the facilities for the national distribution of products and exports, such as the Dos Ríos (Santiago de Cuba) and Antonio Sánchez (Cienfuegos) sugar mills.
ESTIMATED ANTICIPATED RESULTS:	Introduce new technologies, replace imports and generate nontraditional exports with high added value
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► FITOMÁS PLUS PRODUCTION PLANT, FOR EXPORT.

DESCRIPTION:	Introduce a new product to stimulate the growth of plants on the basis of sugar cane by-products
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	15 million USD
LOCATION:	At a site with qualified strength and with the facilities for exports, such as Mario Muñoz (Matanzas) and 5 de Septiembre (Cienfuegos).
ESTIMATED ANTICIPATED RESULTS:	Introduce new technologies, replace imports and generate nontraditional exports with high added value
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► PRODUCTION PLANT FOR FURANE RESINS.

DESCRIPTION:	Introduce new products for industrial usage, from sugar cane by-products such as resins; protective coverings, de-molders and anticorrosives, etc.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	10 million USD
LOCATION:	At a site with qualified strength and with the facilities for national distribution of products and exports, such as the Antonio Sánchez sugar mill in Cienfuegos.
ESTIMATED ANTICIPATED RESULTS:	Introduce new technologies, replace imports and generate nontraditional exports with high added value
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► FOS (FRUCTOOLIGO SACCHARIDES) & SORBITOL.

DESCRIPTION:	Recover the capacity of the existing sorbitol factory and improve its profitability with new technology
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	15 million USD
LOCATION:	Florida, Camagüey, at the existing sorbitol factory
MARKET POTENTIAL:	FOS are new products with high added value, one of whose manufacturing technologies of the catalyzer is originally Cuban. The FOS domestic market is insufficient and it is necessary to promote it abroad.
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



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



DESCRIPTION:	Streamline production of sugar, introducing new technology from low quality juices and honeys, having more alcohol for different uses and for export
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	20 million USD
LOCATION:	Brasil (Camagüey) and Primero de Enero (Ciego de Ávila) sugar mills from low quality honeys and juices
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



► ENLARGEMENT AND MODERNIZATION OF DISTILLERIES.

DESCRIPTION:	Streamline production of sugar, introducing new technology from low quality juices and honeys, having more alcohol for different uses and for export
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	5-10 million USD per distillery
LOCATION:	At 5 distilleries throughout the country: Héctor Molina, (Mayabeque), Jesús Rabi (Matanzas), Melanio Hernández (Sancti Spiritus), Enrique José Varona (Ciego de Ávila), Amancio Rodríguez (Las Tunas), Arquímides Colina (Granma) and Argeo Martínez (Guantánamo).
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



ENLARGING AND MODERNIZING RUM FACTORIES.

DESCRIPTION:	Mulata/Santero and Vigía Brand rum are well-known but they need new markets which are not accessible now. We also need to get funding in order to enlarge and modernize the rum factory and have it operating at the export market level.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	6 million USD
LOCATION:	La Habana province
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



ORGANIC DISTILLERY AND RUM FACTORY.

DESCRIPTION:	Organic alcohol and rum are specialized products which are produced, promoted and commercialized abroad.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A.
ESTIMATED INVESTMENT AMOUNT:	5 million USD
LOCATION:	In areas of the Heriberto Duquesne Distillery
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



PRODUCTION OF INDUSTRIAL CHAINS AND THEIR COMPONENTS.

DESCRIPTION:	A contract giving access to a state-of-the-art mechanical technology supplier to manufacture chains and their components
INVESTMENT TYPE:	International Economic Partnership contract
CUBAN PARTY:	ZETI.
ESTIMATED INVESTMENT AMOUNT:	2 million USD
LOCATION:	La Lisa municipality, La Habana province
ESTIMATED ANTICIPATED RESULTS:	Replace imports and create new exportable funds.
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



MODERNIZE AND INCREASE THE SCOPE OF THE BOILER FACTORY.



DESCRIPTION:	A contract to manufacture boilers giving access to a well-known brand state-of-the-art technology supplier
INVESTMENT TYPE:	International Economic Partnership contract
CUBAN PARTY:	ZETI.
ESTIMATED INVESTMENT AMOUNT:	10 million USD
LOCATION:	Sagua La Grande municipality, Villa Clara province
ESTIMATED ANTICIPATED RESULTS:	Manufacture complete boilers and not just their components, supported by an internationally well-known brand name; therefore a partnership must be set up for that purpose
CONTACTS:	Dirección de Negocios de ZERUS S.A E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 237



Industrial Sector



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

Therefore, priorities are set for the production of aluminum and glass bottles for beverages, preserves and medicines, tin cans for foods, enlarging capacities for the design and production of metallic structures, the production of different assortments of paper, car batteries, industrial development for molds for the plastics industry, manufacturing decorative lamps for tourism, and other varied industrial products directed towards meeting the demand ascertained by market studies and calculations of economic feasibility studies as well as various products made up of consumer goods for the population.

CUBAINDUSTRIA

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



SECTORIAL POLICY:

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



CONTACT INFORMATION

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Ministerio de Industrias.
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Tel. (53) 7263-3215



CONTACT INFORMATION

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Grupo Empresarial de la Industria Electrónica
E-mail: dirnegocios@gelect.cu
Tel.: (53) 7204-8208/ 7204-9054

ELECTRONICS, INFORMATICS, AUTOMATION AND TELECOMMUNICATIONS INDUSTRY

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

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

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

PRINCIPAL PRODUCTS:

Solar Panels

an outstanding item in the renewable energy sources sector.



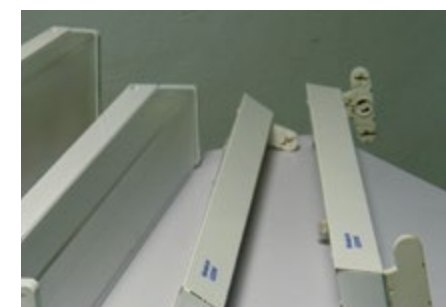
LCD to LED TVs

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



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

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



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

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



LIGHT INDUSTRY

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

Some of the products involved:

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



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



▶ CONTACT INFORMATION

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

REPAIRS TO, PRODUCTION AND COMMERCIALIZATION OF DECORATIVE LAMPS.



DESCRIPTION:	Repairs to, production and commercialization of decorative lamps being used in Cuba as accessories for hotel furnishings via the acquisition of hand tools, consumables, kits, technological and auxiliary equipment associated with production processes, for the domestic market and to encourage exports
INVESTMENT TYPE:	International Economic Partnership in the form of a Production Administration Contract
CUBAN PARTY:	Empresa Industria Cubana del Mueble, DUJO.
ESTIMATED INVESTMENT AMOUNT:	4.5million USD.
LOCATION:	10 de Octubre municipality, La Habana.
MARKET POTENTIAL:	Production is primarily based on te need for comprehensive development for the tourism industry; demands by stores will be added to this market. We will also consider exporting to Caribbean countries.

PRODUCTION OF SPORTING GOODS.



DESCRIPTION:	Increase existing production capacities, through the acquisition of last generation technological equipment which will allow us to achieve production volumes with the quality required to cover identified domestic demands and to encourage exports. The following articles will be manufactured: rubber balls (for basketball, mini-basketball, volleyball, soccer, hand-ball) balls with glued-on parts (basketball, volleyball soccer, hand-all), plastic-injection (professional chess, large-scale chess, dominoes, checkers)
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	Sociedad Mercantil Industrias NEXUS S.A
ESTIMATED INVESTMENT AMOUNT:	10.4 million USD.
LOCATION:	Cerro mucipality, La Habana.
MARKET POTENTIAL:	Satisfy all domestic demands and export some assortments to the Caribbean, basically to the Bahamas, Barbados, Dominica, Grenada, Guatemala, Haiti, Honduras, Nicaragua, Panama and Venezuela.



CHEMICAL INDUSTRY

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

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

Industrial gases

We have an integrated management system in place and certified quality management and environmental systems. Main products: medical and industrial oxygen, acetylene, nitrogen, argon and liquid and gas carbon dioxide as well as nitrous oxide and compressed air.

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



Fertilizers and pesticides

We have a quality management system endorsed by the Cuban Vessel Registry (RCB in its Spanish abbreviation) and a base with modern technology receiving cryogenic ammonia. Among our products the outstanding ones are ammonium nitrate (technical and fertilizers), calcium nitrate, liquid fertilizers, physical NPL mixes (nitrogen, phosphorus, potassium), sulfuric acid and its by-products, universal application and generic biological pesticides, chemical reagents and ammoniac solution. Many of these products do not satisfy domestic demands therefore we are promoting the investments required to gradually replace current imports, closely associated with the production of foods.



Paper

This branch produces paper paste, cardboard and its conversion; basic products: multi-layer bags (valved and open-mouth), egg trays and containers, recycled paper for corrugated paper boxes, wrapping paper (reamed and on spools), culture paper, Bristol board, schoolnotebooks, files, pay envelopes, cores, tissue paper and serviettes.
Current installed capacities do not allow us to cover the growing domestic demand and therefore we are planning investments to enable local development.



Light chemistry

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



Rubber

This branch is basically dedicated to the manufacture of new tires with diagonal technology, to retreading and producing technical rubber articles (ATG in the Spanish abbreviation). Production of new agricultural and general transportation tires is for the domestic market, basically for agriculture. Tire retreading is done at 5 plants located throughout the country; this is a service with great impact on the economy because of the savings it represents and for extending of the useful life of tires. ATG production goes to meet the needs of the economy; mainly for seals, gaskets and industrial-use pieces. Investment opportunities in this branch are directed towards rehabilitation, modernization and enlarging production capacities, permitting us to gradually replace imports.



Glass

Fundamentally dedicated to the production of tableware and the commercialization of glass tableware and ornamental objects, the manufacture of flat glass (including cutting, polishing, beveling, engraving, stained glass and combinations of these), as well as laboratory glassware, consumables for health and ornamental objects. Installed production capacity does not meet current demands.
Investment opportunities in this branch are directed towards taking advantage of existing raw materials in Cuba in order to plan the enlargement and creation of production capacities that would allow us to gradually replace imports.



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



CONTACT INFORMATION

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

FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



PRODUCTION AND COMMERCIALIZATION OF NEWSPRINT AND BOND PAPER.



DESCRIPTION:

To execute technological reconversion and start-up operations of the Fine Paper Plant in order to produce 60,000 tons per year of paper, distributed at 40,000 tons per year for printing and writing and 20,000 tons per year for newspapers, via the modernization of facilities and the continuous introduction of advanced technologies to satisfy the domestic market

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

QUIMI S.A., belonging to the Grupo Empresarial de la Industria Química.

ESTIMATED INVESTMENT AMOUNT:

81.3 million USD

LOCATION:

Jatibonico municipality, Sancti Spiritus province

MARKET POTENTIAL:

Investment is aimed at meeting domestic demands

CONTACTS:

Director General de la Empresa del Papel.
E-mail: gatell@pappyrus.minem.cu
Tel: (53) 7203-8944



PRODUCTION AND COMMERCIALIZATION OF TISSUE PAPER AND ITS CONVERSION.

DESCRIPTION:

Installation and start-up of a new tissue paper plant having the capacity to produce 20,000 tons per year to satisfy the domestic market.
We would like to modernize our facilities, acquire advanced technologies and ensure stable supplies of raw materials, consumables and spare parts.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

QUIMI S.A., belonging to the Grupo Empresarial de la Industria Química.

ESTIMATED INVESTMENT AMOUNT:

69.1 million USD

LOCATION:

Santa Cruz del Norte municipality, Mayabeque province

MARKET POTENTIAL:

Investment is aimed at meeting domestic demands

CONTACTS:

Dirección General de la Empresa del Papel.
E-mail: gatell@pappyrus.minem.cu
Tel: (53) 7203-8944



METAL/MECHANICAL INDUSTRY AND RECYCLING

The Metal/Mechanical Business Group is made up of 48 companies distributed throughout the country, grouped into 3 fundamental sectors: metalworking, recycling and mechanical/machinery production. It has over 38,000 workers in a wide range of specialties.

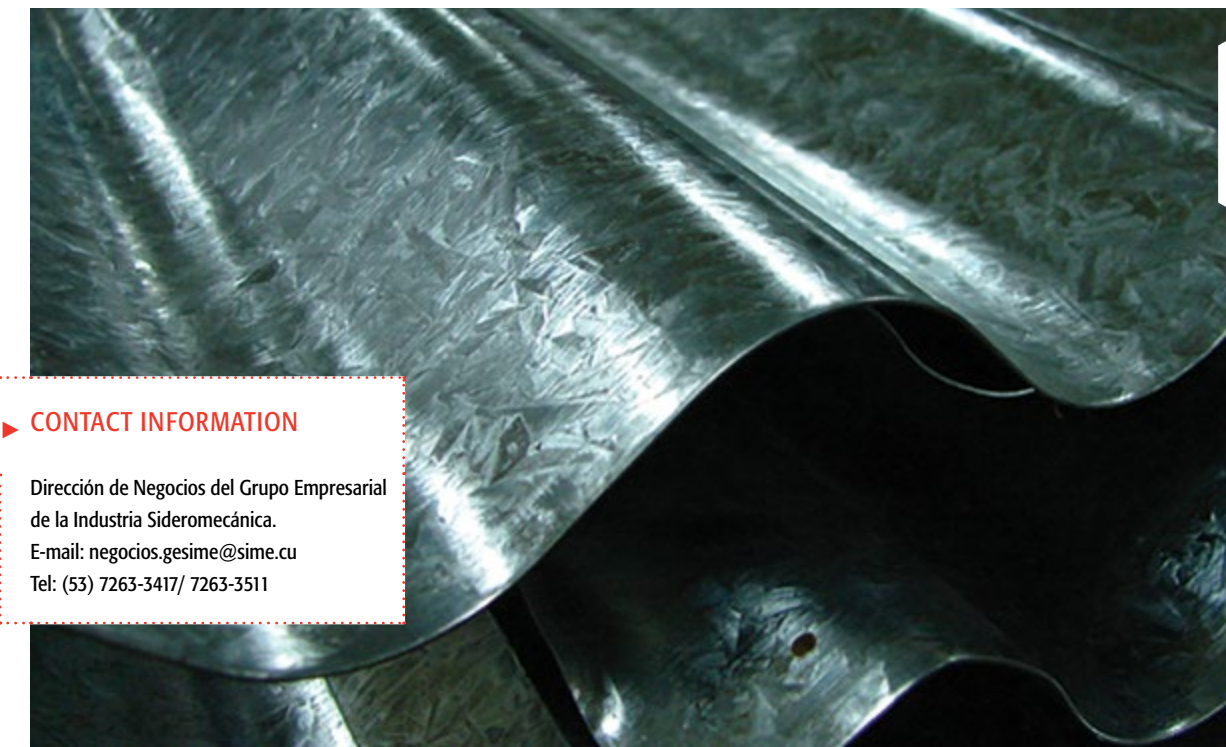
Strategic alliances aim for developing these 3 sectors, prioritizing investments associated with steel and container production, products for agriculture, transportation, production and the rational use of energy and the manufacture of consumer goods, etc.

MAIN PRODUCTS FOR DOMESTIC AND EXPORT MARKETS:

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

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

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



CONTACT INFORMATION

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

FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



► PRODUCTION AND COMMERCIALIZATION OF CAR BATTERIES, UPS, SOLAR PANELS AND OTHERS.

DESCRIPTION:	To increase production capacities of car batteries by at least 300,000 equivalent units per year, by modernization of the existing facility, promoting import replacement
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	SIMEN AUT, S.A.
ESTIMATED INVESTMENT AMOUNT:	13.8 million USD
LOCATION:	Manzanillo municipality, Granma province
MARKET POTENTIAL:	To meet domestic demands estimated at some 315,000 batteries per year.
CONTACTS:	Dirección de Negocios del Grupo Empresarial de la Industria Sideromecánica. E-mail: negocios.gesime@sime.cu Tel.: (53) 7263-3417/ 7263-3511



► PRODUCTION AND COMMERCIALIZATION OF TINPLATE CONTAINERS.



DESCRIPTION:	Modernize the entire technological set-up of the company by acquiring two lines for electric welding with one single body, bottoms and bound necks. Provide responses for competitiveness, quality and low manufacturing costs for the Cuban domestic market demand, destined for containers for paint, solvents and other similar items and to encourage exports. Manufacturing these types of containers: 5-gallon, cookie tins, 10L & 20L buckets, ¼ -gallon (1 liter), one gallon 3.8 liters.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	SIMEN AUT, S.A.
ESTIMATED INVESTMENT AMOUNT:	10 million USD.
LOCATION:	Guanabacoa municipality, La Habana province
MARKET POTENTIAL:	The principal client would be the domestic market with demand identified at around 3.368 MM containers per year.
CONTACTS:	Factory Director Email: amdirector@envasesmirabal.co.cu Tel.: (53) 77974525



► PRODUCTION AND COMMERCIALIZATION OF MOLDS FOR PLASTIC RESIN INJECTION.

DESCRIPTION:	Increase production capacities for the production of molds at the Empresa de Servicios Asociados al Envase up to 5 tons in weight, by acquiring the main equipment and accessories, as well as repairs to and rehabilitating existing equipment and machinery, training company personnel in general, especially those associated with designing molds and programming erosion CNC tool-machinery which would permit us to satisfy the domestic market demands and encourage exports.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	SIMEN AUT, S.A.
ESTIMATED INVESTMENT AMOUNT:	10 million USD.
LOCATION:	San Miguel del Padrón municipality, La Habana province
MARKET POTENTIAL:	The principal client would be the domestic market which has unsatisfied demands given the great need for this equipment to plastic-inject containers, irrigation systems and products associated with the industry of transforming plastics.
CONTACTS:	Director General Email: monroy@herramix.co.cu Tel.: (53)76990325



► PRODUCTION AND COMMERCIALIZATION OF ELECTRICAL CONDUCTORS.



DESCRIPTION:	Produce copper and aluminum electrical conductors up to 1kv, telephone cables, enameled wire, PVC compounds and thermal copper wire, to satisfy domestic demands and encourage exports.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	SIMEN AUT, S.A.
ESTIMATED INVESTMENT AMOUNT:	53.3 million USD.
LOCATION:	San José de Las Lajas municipality, Mayabeque province
MARKET POTENTIAL:	The main market will be the domestic market with its unsatisfied demand for naked copper and aluminum cables, enameled wire, cables up to 1Kv, and telephone cables. According to preliminary evaluations of the foreign market, we foresee exports throughout the area of Latin America and the Caribbean.
CONTACTS:	Director Email: director@eleka.co.cu Tel.: (53) 47 863812



Tourism Sector



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

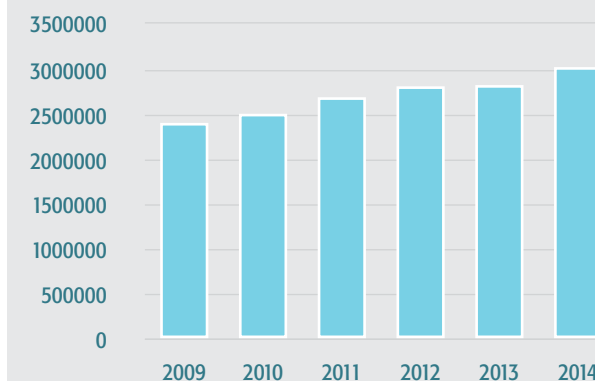
The Cuban Tourism Website www.cubatransel.cu provides precise details about the attractions, products, varieties, accommodations, etc., updated on a daily basis in English, Spanish and German and imminently in Russian and French.

In 2015, 3,524,779 people visited Cuba. We had revenues of \$2,818,600 CUC, corresponding to international tourism of \$2,600,800 CUC and international transportation of \$217,800,000 CUC. At the close of December of 2015, average revenue per tourist per day was \$98.90 CUC and we

Cuba is Member of:

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

VISITOR ARRIVALS (2009-2014)



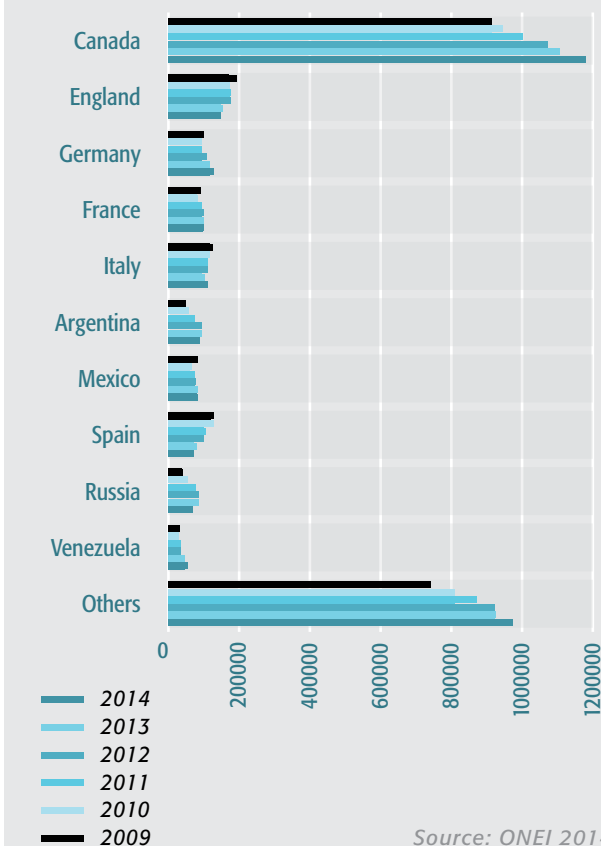
Source: ONEI 2014



reached tourism revenues of \$1,498.1 MMCUC. At the close of March of 2016 we had 65,175 rooms available.

Canada remains the principal market issuing tourists to Cuba.

VISITORS BY COUNTRY (2009-2014)



Source: ONEI 2014

For 20 years the formation of the principal in-hotel and out-of-hotel personnel has been assumed by the Professional Training for Tour-

ism Employees System, known as FORMATUR, with its 13 Hotel and Tourism schools throughout the country.



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



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



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



CUBAGOLF S.A. belongs to the Grupo Empresarial Extra Hotelero Cubasol S.A., and looks after the development of the program which will be 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 106 hoteles (2 and 4-star categories), houses and apartments throughout Cuba, on beaches, in cities and in the mountains, some of which are near mineral springs; they cover 9,969 available rooms. Islazul specializes in a diversified product and has 3 groups of hotels.



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



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



CONTACT INFORMATION

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



SECTORIAL POLICY:

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

In out-of-hotel activity it will be promoting real estate development associated with tourism, managing 100% Cuban marinas by service administration contracts and the building of theme parks using high technologies. Not included are all the activities related to dolphinariums.

Another aim will be to diversify the management and commercialization of tourist facilities by renowned foreign chains.

Priorities will include the Guardalavaca area in the north of Holguin province, the South Central Coast specifically Cienfuegos, Playa Santa Lucia in the northern part of Camaguey and the Covarrubias Tourist Resort Area in the north of Las Tunas province. Investor participation will be exceptional in Havana and Varadero and Havana. The participation of foreign investors will be the exception in Trinidad, Varadero and Cayo Largo. Already involved are Habana Vieja and the Cayería Norte.

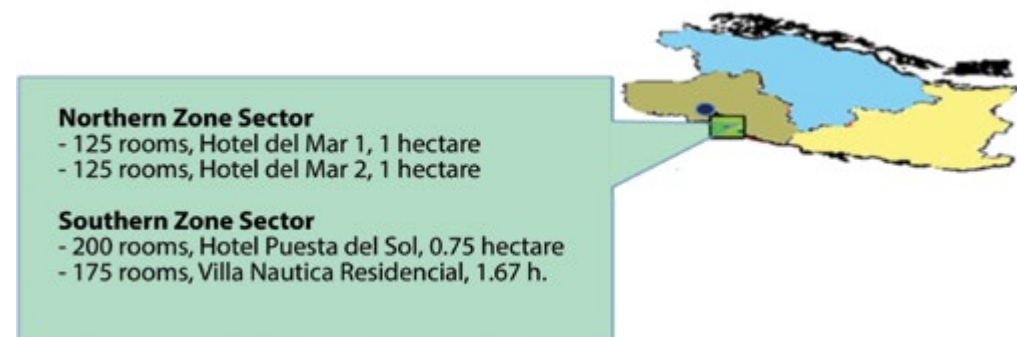


FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



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



LOTS IN THE ZONA NORTE SECTOR

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

ESTIMATED ANNUAL RESULTS

ROOMS EXISTING DAYS (UNO)	45 625	45 625
OCCUPANCY RATE (%)	75	75
ROOMS DAYS OCCUPIED (UNO)	34 219	34 219
DENSIDAD OCUPACIONAL	1.9	1.9
TOURISTS DAYS (UNO)	65 016	65 016
AVERAGE REVENUES PER TOURIST (USD)	\$ 90	\$ 90
TOURISM REVENUES (USD)	\$ 5 851 406	\$ 5 851 406



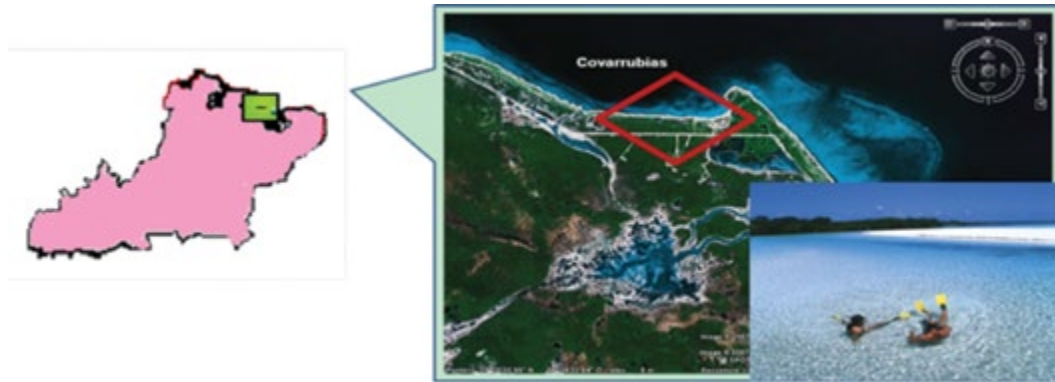
LOTS IN THE ZONA SUR SECTOR

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



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

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



LOTS IN THE COVARRUBIAS SECTOR

	LOT 1-A	LOT 2-A
ESTIMATED INVESTMENT* (M USD)	\$ 72 250*	\$ 92820*
ROOMS	425	546
AREA (HECTARES)	10,6	13,1

ESTIMATED ANNUAL RESULTS

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

* Calculated on the cost per room at 170 MUSD.

	LOT3-A	LOT 2-B
ESTIMATED INVESTMENT* (MUSD)	\$ 90950*	\$ 80750*
ROOMS	535	475
AREA (HECTARES)	12,85	11,4

ESTIMATED ANNUAL RESULTS

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

* Calculated on the cost per room at 170 MUSD.

	LOT3-B	LOT 4-B
ESTIMATED INVESTMENT* (MUSD)	\$ 113900*	\$ 170 000*
ROOMS	670	1000
AREA (HECTARES)	16,12	13,19

ESTIMATED ANNUAL RESULTS

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

* Calculated on the cost per room at 170 MUSD.



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



DESCRIPTION:

The Holguin resort area is one of the destinations having the best service and highest satisfaction rates in the country. This part of eastern Cuba brings together a group of characteristics which, besides beautiful beaches and exuberant nature, includes a rich historical and cultural heritage, a range of mainly four and five-star hotels and well-qualified professional staffs. We offer Sun and Beach, Nature, Boating, Diving, Health, Business, Events and Culture types of tourism. We preserve the zone where America was discovered and the archeological capital of Cuba; we are also the ideal destination for visitors looking for fun, cultural exchanges, peace and safety.

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 which have air connections with this destination such as Germany and Finland and of attracting new potential markets such as Spain, Scandinavia, Russia, Mexico and South America.

CONTACTS:

Dirección de Negocios Cubanacán

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

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



LOTS IN THE NORTH GUARDALAVACA SECTOR

	HOTEL LOT 8	VILLA/BUNGALOWS, HOTEL LOT 8-A	VILLA/BUNGALOWS, HOTEL LOT 9-11
ESTIMATED INVESTMENT* (M USD)	\$ 230 750*	\$ 45 000*	\$ 250 000*
ROOMS	923	150	1000
AREA (HECTARES)	17,84	17,84	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
OCCUPANCY DENSITY	2.0	2.0	2.0
TOURIST 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 on cost per room at 250 MUSD.



	VILLA/BUNGALOWS, HOTEL LOT12	HOTEL LOT5	HOTEL LOT 6
ESTIMATED INVESTMENT* (M USD)	\$ 150 000*	\$ 187500*	\$ 175 000*
ROOMS	500	750	700
AREA (HECTARES)	14,00	12,16	7,51
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	182 500	273 750	255 500
OCCUPANCY RATE (%)	80	80	80
ROOMS DAYS OCCUPIED (UNO)	146 000	219 000	204 040
OCCUPANCY DENSITY	2.0	2.0	2.0
TOURIST DAYS (UNO)	292 000	438 000	408 800
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 23 360 000	\$ 35 040 000	\$ 32 704 000

*Calculated on cost per room at 250 MUSD.



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



DESCRIPTION:

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

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

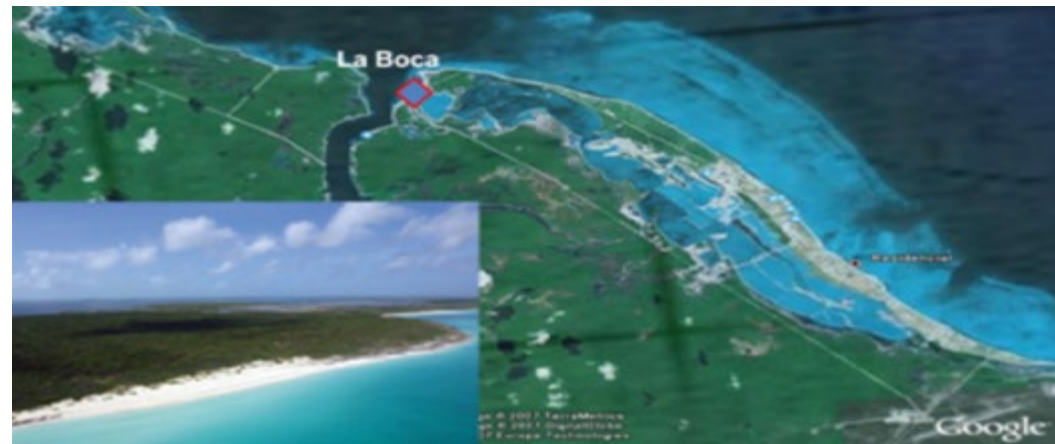
MARKET POTENTIAL:

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

CONTACTS:

Dirección de Negocios Cubanacán
E-mail: dirmixtas@cubanacan.tur.cu
Tel.: (53) 7833- 4090 ext. 600
Website: www.cubanacan.cu

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



LOTS IN THE LA BOCA SECTOR

	HOTEL LOT 19	HOTEL LOT 106	HOTEL LOT 83
ESTIMATED INVESTMENT (MUSD)	\$ 162 525*	\$ 25 575*	\$ 42 900*
ROOMS	985	155	495
ÁREA (HECTARES))	29,5	3,9	13,7
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	359 525	56 575	180 675
OCCUPANCY RATE (%)	75	80	80
ROOMS DAYS OCCUPIED (UNO)	269 643	42 315	135 135
OCCUPANCY DENSITY	1.9	1.9	1.9
TOURIST DAYS (UNO)	512 323	80 600	257 400
ROOMS DAYS OCCUPIED	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 40 985 850	\$ 6 449 550	\$ 20 596 950

* Calculated on per room cost at 160 MUSD.

LOT AT RESIDENCIAL TARARACOS

	HOTEL LOT 65	HOTEL LOT 68	HOTEL LOT 71
ESTIMATED INVESTMENT (MUSD)	\$ 66 000*	\$153 450*	\$ 128 700*
ROOMS	400	930	780
ÁREA (HECTARES)	8,59	23,89	20,97
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	146 000	339 450	284 700
OCCUPANCY RATE (%)	75	75	75
ROOMS DAYS OCCUPIED (UNO)	109 500	257 588	213 525
OCCUPANCY DENSITY	1.9	1.9	1.9
TOURIST DAYS (UNO)	208 050	483 717	405 698
ROOMS DAYS OCCUPIED	\$ 80	\$ 80	\$ 80
TOURISM REVENUES (USD)	\$ 16 644 00	\$ 38 697 360	\$ 32 455 840

* Calculated on per room cost at 165 MUSD.



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



DESCRIPTION:

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

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

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

MARKET POTENTIAL:

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

CONTACTS:

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Tel.: (53) 7833- 4090 ext. 600
website: www.cubanacan.cu
Address: Calle 23 N° 156, Vedado, La Habana.

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

	AIRPORT HOTEL
ESTIMATED INVESTMENT (MUSD)	\$ 100 000*
ROOMS	400
AREA (HECTARES)	2,00
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	146 000
OCCUPANCY RATE (%)	70
ROOMS DAYS OCCUPIED (UNO)	102 200
OCCUPANCY DENSITY	1.5
TOURIST DAYS (UNO)	153 300
ROOMS DAYS OCCUPIED	\$ 80
TOURISM REVENUES (USD)	\$ 12 264 000

* Calculated on cost per room of 250 MUSD.



	HOTEL LOT 4	HOTEL LOT 5	HOTEL LOT 17
ESTIMATED INVESTMENT (MUSD)	\$ 83 200*	\$55 500**	\$ 18 500**
ROOMS	450	300	100
ÁREA (HECTARES)	2,91	2,98	1,22
ESTIMATED ANNUAL RESULTS			
ROOMS EXISTING DAYS (UNO)	164250	109 500	36 500
OCCUPANCY RATE (%)	80	80	80
ROOMS DAYS OCCUPIED (UNO)	131 400	87 600	29 200
OCCUPANCY DENSITY	1.9	1.9	1.9
TOURIST DAYS (UNO)	249 660	166 440	55 480
ROOMS DAYS OCCUPIED	\$ 84	\$ 83	\$ 151
TOURISM REVENUES (USD)	\$ 21 200 000	\$ 13 797 000	\$ 8 402 000

* Calculated on cost per room at 184 MUSD.

** Calculated on cost per room at 185 MUSD.



► HOTEL MANAGEMENT AND COMMERCIALIZATION CONTRACTS.

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

PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
GRAN CARIBE					
La Habana	La Habana	Atlántico - Villa Los Pinos complex	Beach houses and hotel	4*	118, of these 92 in the Hotel
	La Habana	New York	City	5*	56
	La Habana	Villa Trópico	Beach	4*	154
Matanzas	Varadero	Sun Beach	Beach	3*	272
CUBANACÁN					
Pinar del Río	Cayo Levisa	Cayo Levisa	Beach	4*	50
Pinar del Río	Viñales	Los Jazmines	Nature	3*	70
	Viñales	La Ermita	Nature	3*	62
	Viñales	Rancho San Vicente	Nature	3*	53
La Habana	La Habana	Comodoro	City	4*	467
	La Habana	Bello Caribe	City	3*	120
	La Habana	Chateau Miramar	Ciudad	4*	50
Artemisa	Soroa	Villa Soroa houses - Castillo de las Nubes	Nature	3*	78
Matanzas	Ciénaga de Zapata	Playa Girón	Beach & Nature	2*	282
	Ciénaga de Zapata	Playa Larga	Beach & Nature	3*	69
Sancti Spiritus	Trinidad	Costa Sur - Ancón complex	Beach	3*	411
	Trinidad	Las Cuevas complex – Trinidad 500	City	3*	122
	Trinidad	Villa María Dolores	Nature	3*	65
Ciego de Ávila	Cayo Coco	Colonial - Spa Acuavida	Beach	4*	458
Camagüey	Santa Lucía	Gran Club Santa Lucía	Beach	3*	252
	Santa Lucía	Mayanabo	Beach	3*	225
Las Tunas	Covarrubias	Brisas Covarrubias	Beach	4*	180
Holguín	Guardalavaca	Atlántico Guardalavaca	Beach	3*	746
Granma	Granma	Marea del Portillo	Beach	3*	283
Santiago de Cuba	Santiago de Cuba	Club Amigo Carisol Los Corales	Beach	3*	310
	Santiago de Cuba	Versalles- Punta Gorda	City	3*	90
	Santiago de Cuba	Casa Granda - Gran Hotel Imperial complex	City	4*	139

PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
ISLA AZUL					
Pinar del Río	Pinar del Río	Hotel complex (Comercio, Globo, Vueltabajo, Pinar del Río)	City	3*	272
La Habana	La Habana	Hotel Colina - Bruzón complex	City	3*	130
	La Habana	Hotel Panamericano	City	3*	886
	La Habana	Hotel Tulipán	City	3*	333
	Playas del Este	Villa complex - Playas del Este	Beach	3*	170
	Playas del Este	Condominiums - Boca Ciega	Beach	3*	281
Matanzas	Varadero	Hotel complex (Dos Mares – Pullman – Ledo – Karey – Los Delfines)	Beach	3*	305
Villa Clara	Villa Clara	Hotel Elguea	Nature	2*	135
	Villa Clara	Hotel Complex (Florida – Santa Clara libre)	City	3*	215
Ciego de Ávila	Ciego de Ávila	Hotel complex (Apartahotel Azul – Morón – Ciego de Ávila)	City & Beach	3*	614
Camagüey	Camagüey	Hotel complex (Plaza – Puerto Príncipe – Isla de Cuba)	City	3*	188
Holguín	Holguín	Villa Don Lino	Beach	3*	128
Santiago de Cuba	Santiago de Cuba	Hotel complex (Las Américas – Villa San Juan)	City	3*	181



PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
GAVIOTA					
La Habana	Monte Barreto	City	5*		400
	Metropolitano	City	5*		120
	Obispo y Cuba	City	5*		120
	Payret	City	5*		300
	Lot 8 (Malecón e/ 25 y Humbolt)	City	5*		400
	Lot 2 (L) e/ 70 y 76 y e/ 3ra y 5 ta	City	5*		400
	Lot 7 (L) Malecón e/ Calzada y J	City	5*		400
	Lot 3 e/ 70 y 66 y e/ 3ra y 5ta	City	5*		100
	Lot 9. Calle 23 e/ N y O. Rampa	City	5*		400
	Lot 4 (L) Calzada e/ 2 y Paseo	City	5*		400
	Lot 10. Calle 23 y esquina M. Rampa	City	5*		300
	Lot 6. Calle 1ra e/ D y E	City	5*		600
	Lot 1 (L). Playa 70 e/ 1ra y 3ra. (hotel 1)	City	5*		500
	Lot 1 (L). Playa 70 e/ 1ra y 3ra. (hotel 2)	City	5*		500
	Lot 11. Calle J e/ 23 y 25.	City	5*		500
	Lot 12. Avenida Boyeros e/ 19 de mayo y Aranguren (hotel 1)	City	5*		400
	Lot 12. Avenida Boyeros e/ 19 de mayo y Aranguren (hotel 2)	City	5*		400
	Lot 5. 1ra y B	City	5*		350



PROVINCE	TOURISM RESORT	FACILITY	PRODUCT	CATEGORY	ROOMS
... GAVIOTA					
Matanzas	Varadero	Hotel 1 (Oasis)	Beach	5*	500
		Hotel 2 (Oasis)	Beach	5*	500
		Chapelín Taínos (Las Olas)	Beach	5*	564
Villa Clara	Cayo Las Brujas	La Salina Sureste	Beach	4*	648
	Cayo Las Brujas	La Salina Noreste	Beach	4*	633
	Cayo Las Brujas	Hotel Pueblo Las Brujas	Beach	4*	67
	Cayo Santa maría	Punta Periquillo	Beach	5*	180
Ciego de Ávila	Cayo Paredón Grande	Roca Este 2	Beach	5*	594
	Cayo Paredón Grande	Roca Centro	Beach	5*	600
	Cayo Paredón Grande	Roca Este 1	Beach	5*	600
	Cayo Paredón Grande	Roca Norte 1	Beach	5*	712
	Cayo Paredón Grande	Roca Norte 2	Beach	5*	600
	Cayo Paredón Grande	Hotel Pueblo Paredón	Beach	4*	110
Camagüey	Cayo Cruz	Quebrada 21A	Beach	5*	550
	Cayo Cruz	Quebrada 21B	Beach	5*	450
	Cayo Cruz	Quebrada 24	Beach	5*	450
	Cayo Cruz	Punta Cocina Parcela 30	Beach	5*	1145
	Cayo Cruz	Punta Cocina Parcela 32	Beach	5*	895
	Cayo Cruz	Pueblo Quebrada	Beach	5*	60
Holguín	Ramón de Antilla	Baracutey Hotel 1 (59)	Beach	5*	820
		Baracutey Hotel 2 (59)	Beach	5*	550
		Baracutey Hotel 3 (59)	Beach	5*	700
		Marina El Ramón	Beach	5*	550

MARINA MANAGEMENT CONTRACTS



SERVICE MANAGEMENT CONTRACTS WITH FINANCING FOR THE NEW BANESMARINA, HOLGUÍN. RESORT: GUARDALAVACA

DESCRIPTION:	Create a new 100-mooring marina providing it with corresponding technical services. Incorporate services to fulfill Cuban Norm 775-5 of 2010 for Class C Marinas-International level.
INVESTMENT TYPE:	Services management contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT AMOUNT:	5 million USD.
LOCATION:	Bahía de Banes. Holguín. Guardalavaca resort area
MARKET POTENTIAL:	This investment is foreseen as a complement to nearby real estate developments and is to be commercialized together with accommodations, thereby promoting that many clients will be boat-owners wishing to live at the Marina. We also foresee a transit marina for boats sailing around Cuba.
ESTIMATED ANTICIPATED RESULTS:	Using the marina at an occupancy rate which should grow until it reaches 80% and revenues estimated at 2 million per year.
CONTACTS:	Director de Negocios E-mails:dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel.: (53) 7208-2718



SERVICE MANAGEMENT CONTRACTS WITH FINANCING FOR EXTENSION OF CAYO GUILLERMO MARINA, JARDINES DEL REY RESORT AREA.

DESCRIPTION:	Extending from the existing 20 moorings to 100 moorings, provided with all the corresponding technical services. Services incorporated to fulfill Cuban Norm 775-5 of 2010 for Class "B" Marinas-International Level.
INVESTMENT TYPE:	Services Management Contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT AMOUNT:	5million USD.
LOCATION:	Cayo Guillermo Marina. Jardines del Rey resort area
MARKET POTENTIAL:	The market for this development would be boat-owners in transit along Cuba's north coast or those permanently located in Caribbean Sea areas and neighboring countries; these could be moored at this Marina to take advantage of its change of image. Developing top-quality tourism in the Jardines del Rey is part of the foreseen market.
ESTIMATED ANTICIPATED RESULTS:	Using the Marina at an occupancy rate that should grow to 80% with revenues estimated at 2 million per year.
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SERVICES MANAGEMENT CONTRACT WITH FINANCING TO ENLARGE THE SIGUANEA MARINA,RESORT: ISLA DE LA JUVENTUD.



DESCRIPTION:	Enlargement of facilities from 20 existing moorings to 100, providing them with corresponding technical services. Dredging the cove to deepen the entrance channel and interior of the cove. Rehabilitating and remodelling existing facilities and offices. Incorporating Shipchandler, workshop, drydock and other services to fulfill Cuban Norm 775-5 of 2010 for Class C Marina-International level.
INVESTMENT TYPE:	Services Management Contract with financing
CUBAN PARTY:	Grupo Empresarial Marinas Náuticas MARLIN S.A.
ESTIMATED INVESTMENT AMOUNT:	6million USD.
LOCATION:	Siguanea cove. Resort: Isla de la Juventud
MARKET POTENTIAL:	Currently conditions do not lend themselves to foreign boats identifying it as a Marina with proper conditions. Tourist developments of the Isla de la Juventud should continue to contribute markets for thisnew facility.
ESTIMATED ANTICIPATED RESULTS:	Using the Marina moorings to an occupancy level for capacities which should grow to reach 89% including the development od Fishing and Diving Services with MARLIN boats and revenues estimated at 2 million per year.
CONTACTS:	Director de Negocios E-mails: dirdesarrollo@marlin.tur.cu, espnegocios@marlin.tur.cu Tel.: (53) 7208-2718



SERVICES
MANAGEMENT
CONTRACT WITH
FINANCING FOR THE
NEW MARINA AT
TRINIDAD. RESORT:
TRINIDAD.


DESCRIPTION:

Create a new marina on the Ancon Peninsula, something larger than the current 200-mooring marina, providing it with corresponding technical services to fulfill Cuban Norm 775-5 of 2010 for Class B Marinas-International Level

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

Grupo Empresarial Marinas Náuticas MARLIN S.A.

**ESTIMATED INVESTMENT
AMOUNT:**

10 million USD

LOCATION:

Ancón Peninsula. Resort: Trinidad

MARKET POTENTIAL:

The development of high standard tourism in Trinidad is part of the foreseen market. Future clients for the nearby real estate developments may be boat-owners and wish to live in this Marina in appreciation of its changed image.

**ESTIMATED ANTICIPATED
RESULTS:**

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

CONTACTS:

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SERVICES
MANAGEMENT
CONTRACT WITH
FINANCING FOR
ENLARGEMENT
OF THE SANTIAGO
DE CUBA MARINA.
RESORT: SANTIAGO
DE CUBA.


DESCRIPTION:

Enlarging capacities from the existing 20-mooring marina to 200 moorings, providing them with corresponding technical services. Rehabilitating and remodelling existing facilities and offices. Incorporating shiphandler, workshop, drydock and other services in fulfillment of Cuban Norm 775-5 of 2010 for Class A Marinas-International level

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

Grupo Empresarial Marinas Náuticas MARLIN S.A.

**ESTIMATED INVESTMENT
AMOUNT:**

20 million USD

LOCATION:

Santiago de Cuba Bay

MARKET POTENTIAL:

Development of high standards tourism in Santiago de Cuba is part of the foreseen market. The future clients of the nearby real estate development may be boat-owners who wish to live in this Marina in appreciation of its image change.

**ESTIMATED ANTICIPATED
RESULTS:**

Use of the Marina to an occupancy level of capacities should grow to 80% and revenues estimated at 2.5 million per year.

CONTACTS:

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Tel.: (53) 7208-2718



ESTABLISH AN INTERNATIONAL EQUESTRIAN CLUB.



DESCRIPTION:

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

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

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

ESTIMATED INVESTMENT AMOUNT:

2.5million USD

LOCATION:

La Habana province

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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



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



DESCRIPTION:

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

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

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

ESTIMATED INVESTMENT AMOUNT:

5.8million USD

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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



CREATE A NETWORK
OF TOURIST PARKS
IN NATURAL AREAS.



DESCRIPTION:

The rich biodiversity of Cuba and the lovely scenery assures a new and interesting specialized tourism service in the areas belonging to the Grupo Empresarial Flora y Fauna. We propose developing natural tourist parks providing theme services on agriculture, adventure and entertainment in a natural setting, following a philosophy of sustainability taking into account clean technologies in the use of renewable energy, in the use of water and waste treatment. The architecture and design of these facilities will fit in with the theme to be developed (hiking, bird-watching, horseback riding, agro-tourism, permaculture, rural, historical and adventure tourism) to be harmoniously integrated into each ecosystem and landscape. All parks will have a strong dose of educational content towards the clients, following a philosophy of: Have Fun and Learn.

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

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

ESTIMATED INVESTMENT AMOUNT:

4.0 million USD

LOCATION:

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

MARKET POTENTIAL:

A growing number of visiting tourists coming to Cuba would more and more like to see out-of-hotel tourist services diversified; we seek nature tourism options and estimate a 5% growth rate. The increase in numbers of urban populations has generated a desire to do nature tourism. Significant growth in the domestic market.

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

Dirección de Desarrollo del Grupo Empresarial Flora y Fauna
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Tel.: (53) 7 2031433 al 36 (ext. 109)



CREATE A
NETWORK OF ECO-
ACCOMMODATIONS
FOR NATURE
TOURISM.



DESCRIPTION:

The rich biodiversity and beautiful landscapes of Cuba ensure a new and interesting nature tourism service in protected areas and ranches belonging to the Grupo Empresarial Flora y Fauna. We propose new and/or enlarged eco-accommodations projects in our areas, following a sustainable philosophy taking into account clean technologies in the use of renewable energy, use of water and waste treatment.

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

INVESTMENT TYPE:

Services Management Contract with financing

CUBAN PARTY:

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

ESTIMATED INVESTMENT AMOUNT:

10.0 million USD

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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email: dir.des@oc.ffauna.cu
Tel.: (53) 7 2031433 al 36 (ext. 109)



Energy Sector



OIL

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

In Cuba we have discovered several dozen oil fields; most of them have extra-heavy oil although there is also light, medium and very light oil. The oil fields are basically found at sea and can be reached 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 source rock, reservoirs and seals of the prolific oil basin of the Gulf of Mexico where gigantic oil fields have been discovered and one of the greatest world-level industries has been developed.

ECONOMIC INFORMATION

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

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

THE CUBAN PARTY ASSOCIATED
WITH FOREIGN CAPITAL BUSINESS



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

3

CUPET's Awards

Premio Calidad de la Unión Cubapetróleo (2004)

Premio Calidad de la Unión Cubapetróleo (2005)

Premio Calidad de la Unión Cubapetróleo (2006)

Premio Ministerial de la Calidad del MINBAS (2006)

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

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

PERSONNEL TRAINING

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

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

TRAINING PERSONNEL ABROAD

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

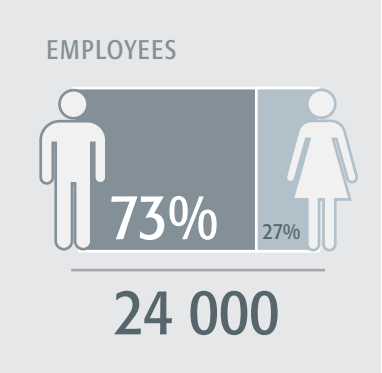
INFRASTRUCTURE

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

There is a complex and all-encompassing system of producing fields, refineries, loading and unloading systems, warehousing facilities and gas-ducts that demonstrate CUPET’s will to answer 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 INFORMATION

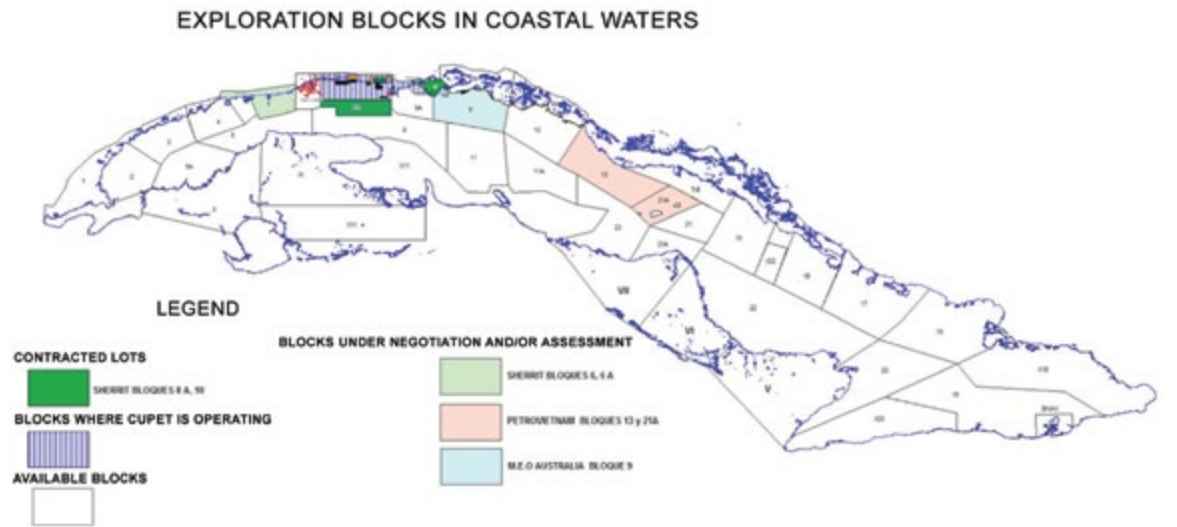
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Tel.: (53) 7831-4752

FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN COASTAL WATER BLOCKS IN NATIONAL TERRITORY (8 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 Agreements in the Risk Exploration and Shared Production variety
CUBAN PARTY:	Unión Cuba Petróleo (CUPET).
MICROLOCATION:	The 8 available blocs are in northern Pinar del Río, Matanzas, Villa Clara and Sancti Spiritus provinces as well as southern Pinar del Río, Artemisa, Mayabeque, Matanzas, Ciego de Ávila, Camagüey and Granma provinces.

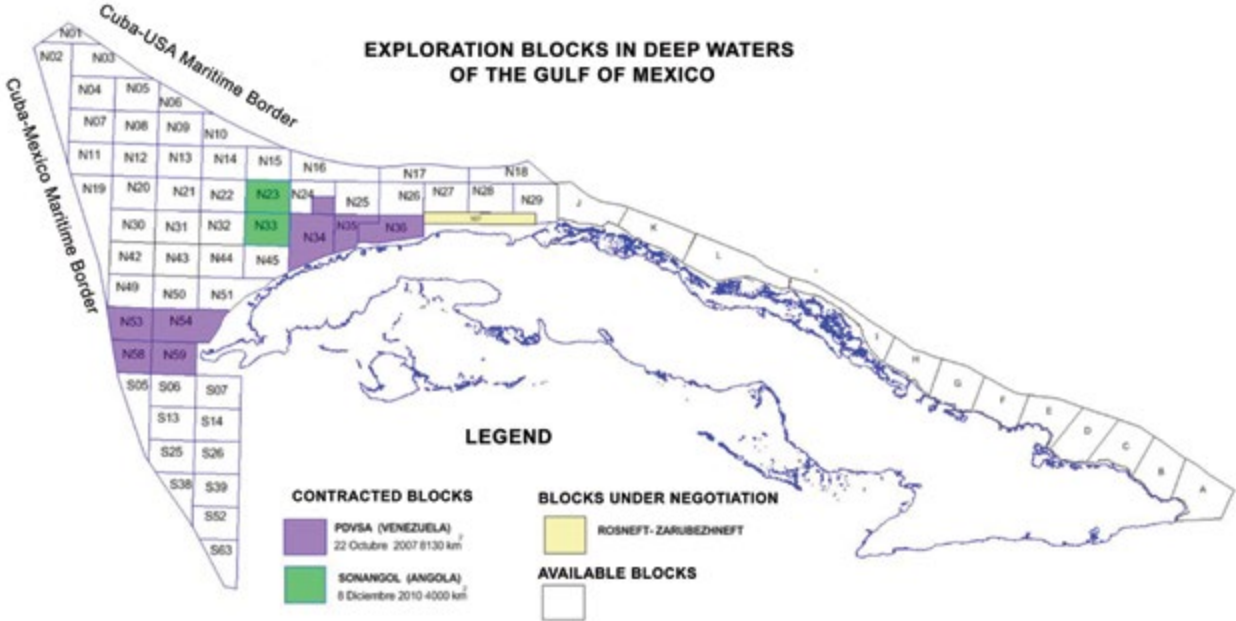


MARKET:	First, for the domestic market and should there be surplus, for export.
RESULTS:	For one block having a 30-year contract length and using the average price of 122.8 USD/Bbl and 12% updating rate, we estimate NPV for 383.5million USD, IRRat 39.5% and a 2.8 year Recovery Period.
CONTACTS:	Dirección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



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN BLOCKS OF THE EXCLUSIVE ECONOMIC ZONE OF CUBA IN THE GULF OF MEXICO (EEZ) (52 BLOCKS)

DESCRIPTION:	Define the oil and gas potential in the EEZ and if positive, exploit these energy resources.
INVESTMENT TYPE:	International Economic Partnership Agreements in their risk oil exploration and shared Production Contracts variant.
CUBAN PARTY:	Unión CubaPetróleo (CUPET).
MICROLOCATION:	The EEZ takes in an area of 112,000 square kilometers in the deep waters of the Gulf of Mexico, to the north of the provinces of Pinar del Rio, Artemisa, Mayabeque and Matanzas where there are 52 blocks available for negotiation.

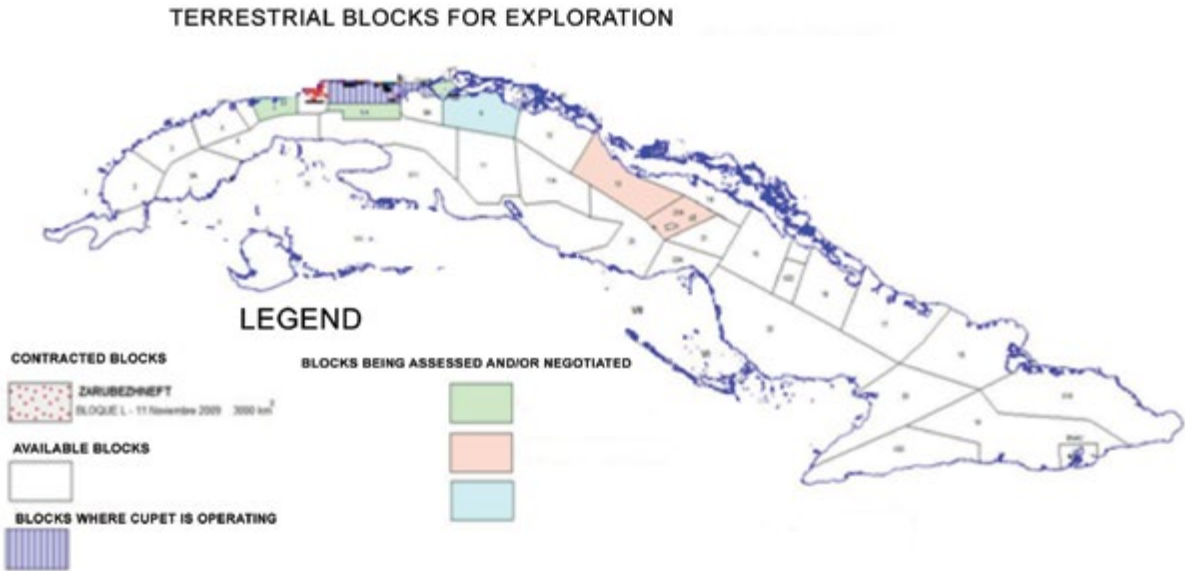


MARKET:	First, the domestic market and should there be any surplus, it will go for export.
RESULTS:	For a block with a contract length of 30 years and using an average price of 128.2 USD/Bbl and an updating rate of 10%, we estimate NPVof 1241.2 million USD, IRR of 18.5% and a Recovery Period of 7.5 years.
CONTACTS:	Dirección General de Comercial Cupet E-mail: business@cupetsa.co.cu Tel.: (53) 7831-4752



RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS ON TERRESTRIAL BLOCKS IN NATIONAL TERRITORY (25 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 contracts in their risk exploration and shared production contracts variety.
CUBAN PARTY:	Unión CubaPetróleo (CUPET).
MICROLOCATION:	There are 25 available blocks, delimited throughout national territory, except in urban zones and exclusion zones in protected areas or those reserved for other interests prioritized for the country.



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



SECONDARY RECOVERY
CONTRACTS FOR
OIL FIELDS BEING
EXPLOITED.


DESCRIPTION:

To increase the recovery coefficient of oil reserves existing in determinate oil fields which, with conventional exploitation methods, cannot be extracted.

INVESTMENT TYPE:

International Economic Partnership Agreements adapted to the characteristics of secondary recovery contracts.

CUBAN PARTY:

Unión CubaPetróleo (CUPET).

MICROLOCATION:

The Oil fields currently open for negotiation are Santa Cruz del Norte in Mayabeque province and Varadero Este in Matanzas province. Possibly in the future other oil fields may be proposed where it would be advisable to apply methods of secondary recovery.

MARKET:

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

RESULTS:

For one block having a 30-year contract length and using an average price of 95.1 USD/Bbl and a 12% updating rate, we estimate NPV for 142.4 million USD, IRR for 46.3% and a 2.1-year Recovery Period.

CONTACTS:

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



CREATE CAPACITIES
FOR THE MOVEMENT
AND STORAGE
OF FUELS, MIXES,
LOADING AND
UNLOADING VESSEL
CARGOS.


DESCRIPTION:

Create capacities for the movement and storage of fuels, mixes, loading and unloading vessel cargos.

INVESTMENT TYPE:

Joint enterprise

CUBAN PARTY:

Unión Cuba Petr leo (CUPET)

MICROLOCATION:

Areas of the Empresa Comercializadora de Combustibles (ECC) of Matanzas and neighboring areas

MARKET:

The proposal is fundamentally directed to International Trader Enterprises, to CUPET's own operations and with this to supply the domestic market.

RESULTS:

Revenues will be earned for leasing storage capacities and operations to Traders, for specialized services to vessels, for bunker sales to vessels in port or at high sea and for the existence in the country of fuel reserves in available consignments to be acquired on the border.

CONTACTS:

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



RENEWABLE ENERGY SOURCES

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

Decrease the inefficiencies in the electrical system

Reduce dependence on fossil fuels

Contribute to environmental sustainability

Use of Renewable energies

Modify the energy matrix of generation and consumption of electricity

Increase competitiveness of the economy as a whole

Decrease the high cost of energy delivered to consumers due to fuel prices

FACILITIES USING RENEWABLE ENERGY AT THE PRESENT

Solar heaters	10 595
Solar panels	9 476
Windmills	9 343
Biogas plants	827
Hydroelectric facilities	169
Sugar mills	57
Solar farms	12
Wind farms	4

Source: ONEI 2015

Making use of renewable energy is part of the country's long-term Economic and Social Development Program.

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



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

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

BIOMASS:

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

With the objective of increasing sales of electricity to the Sistema Electroenergetico Nacional, we have studied and planned to install 755MW at 19 bioelectric plants at sugar mills with the best parameters for pressure and temperature in order to operate for more than 200 days per year with sugarcane biomass and forestry biomass, basically 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 CO₂ into the atmosphere. Studies are now underway to indicate project feasibility.

As part of the development for the Bioelectric Program we plan to modernize AZCUBA's boiler factory in the central part of the country in order to satisfy the demand for high and 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 sug-

ar mills and will provide an opportunity to set up production alliances with foreign partners in order to provide supplies for this important program.

WIND POWER RESOURCE:

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

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

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

On the basis of available wind resources, the Union Eléctrica has studied and provided for the installation of 633 MW at 13 Wind Farms, with capacity factors over 30% which will produce over 1000 GWh/year; thus some 900,000 tons of CO₂ will not be emitted into the atmosphere.



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

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

PHOTOVOLTAIC ENERGY:

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

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

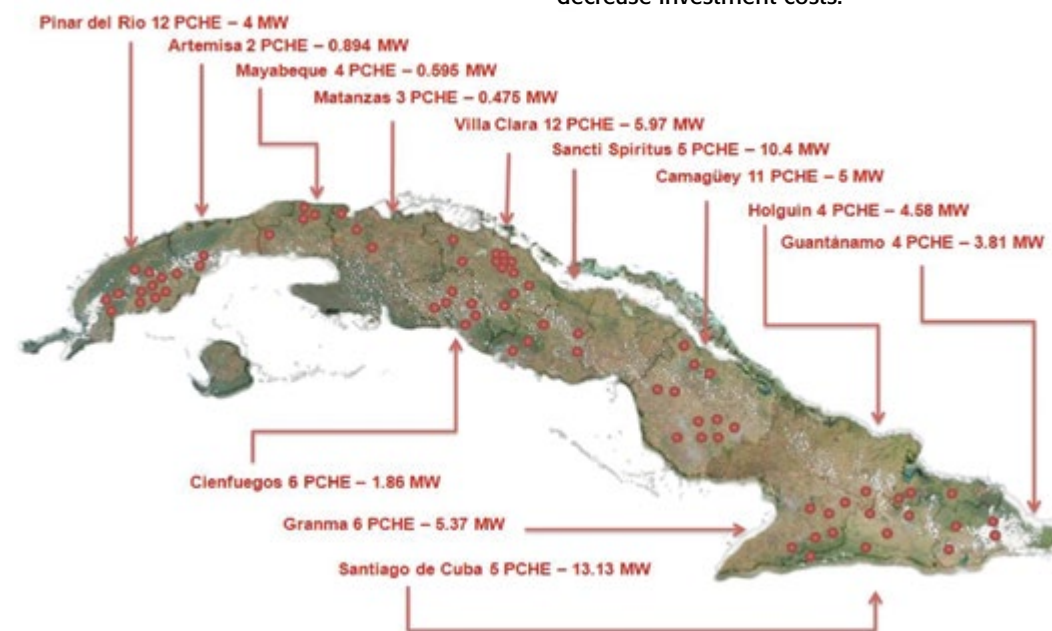
The country has one solar panel manufacturing plant to produce 150 and 240 Wp photovoltaic panels; it is in Pinar del Rio and has an annual production capacity of 14 MWp, providing the opportunity to set up production partnerships with foreign partners in order to increase these productions. National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

HYDROENERGY:

On the basis of reservoirs already built in the country and the water available in canals and bodies of water, we have drawn up a program to build 74 small hydroelectric plants (PCHE in the Spanish abbreviation) with over 56 MW. We have drawn up the corresponding Opportunity Studies. Once all the planned power has been installed, the program will produce

274 GWh generated power per year, thereby stopping harmful CO² emissions into the atmosphere of 230,000 tons.

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

**BIOGAS:**

Currently the country's development programs for pork, beef and poultry production include obtaining significant volumes of organic waste, likewise waste obtained from the foods industry factories and the sugar industry, figures on the rise with the development plans underway. Currently the potential for organic waste is over 490 million 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.

**CONTACT INFORMATION**

Rosell Guerra, Director de Energía Renovable del Ministerio de Energía y Minas.
E-mail: rosell@oc.minem.cu
Tel.: (53) 7877-5081

FOREIGN INVESTMENT TECHNICAL SPECIFICATIONS

PHOTOVOLTAIC SOLAR FARMS IN WESTERN CUBA.



DESCRIPTION:	Generate up to 100 MW of electricity using photovoltaic solar energy as a source of renewable energy
INVESTMENT TYPE:	100% Foreign Capital Enterprise as an Affiliate. The Enterprise will execute the investment in the form of a Building, Operation and Ownership Contract (BOO).
CUBAN PARTY:	Unión Eléctrica (UNE)
ESTIMATED INVESTMENT AMOUNT:	Estimated to around 2 USD/kW; this means that 10 photovoltaic solar parks of 10 MW each, cost 200 million USD.
LOCATION:	Provinces in western Cuba
MARKET POTENTIAL:	Electricity that will be generated by the Sistema Electroenergético Nacional, for the aim of decreasing fossil fuel use.
CONTACTS:	Director de Negocios de la UNE E-mail: pedrob@oc.une.cu Tel.: (53) 7879-0268



BIOELECTRICAL PLANTS WITH 30 TO 50 MW CAPACITY (16 PROJECTS).



DESCRIPTION:	Install 30MW to 50MW bioelectrical plants to generate high-pressure and high-temperature steam, using asfuel during the sugar cane harvest (150 days) the bagasse from the sugar mill and for another 50 days with purchased biomass, converting it into technological heating steam by co-generation and electricity surpluses not used in the sugar mill to be delivered to the national electric energy system; when not harvesting, we can use other non-sugar cane biomass.
INVESTMENT TYPE:	Joint enterprise
CUBAN PARTY:	ZERUS S.A
ESTIMATED INVESTMENT AMOUNT:	90 million USD.
LOCATION:	The bioelectrical plants will be annexed to existing sugar mills, 4000 to 7000 tons of sugar cane per day or more. The following are the sugar mills: Urbano Noris, Cristino Naranjo, Brasil, Panamá, Antonio Guiteras, Colombia, Julio Antonio Mella, Grito de Yara, Enidio Díaz, Héctor Molina, Mario Muñoz, 5 de septiembre, Ciudad Caracas, Antonio Sánchez, Majibacoa, Batalla de las Guásimas, Panchito Gómez Toro, George Washington and Fernando de Dios.
MARKET POTENTIAL:	Electricity produced will be destined for domestic consumption, replacing imports of oil used in electricity production at thermoelectric plants. The client for the electricity will be the Unión Nacional Eléctrica (UNE), via sales agreements for all the electricity to be sold to the national electro-energy system.
CONTACTS:	Director de Negocios ZERUS E-mail: jorge.lodos@zerus.azcuba.cu Tel.: (53) 7838-3194 ext. 2371

40 MW MANATÍ WIND FARM.



DESCRIPTION:	Create a 100% Foreign Capital Enterprise to contract for Building, Operations and Ownership (BOO) to install a 30 MW Wind Farm for the following objectives: <ol style="list-style-type: none"> Reduce dependence on imported fuels to generate electricity, improving Cuba's energy sovereignty and improving the country's energy matrix Reduce annual payments in foreign currencies for the importing of said fuels Reduce greenhouse effect gas emissions (GEI) and other pollutants derived from fossil fuels that negatively affect the natural and socio-economic environment and human health.
INVESTMENT TYPE:	100% Foreign Capital Enterprise
CUBAN PARTY:	Unión Eléctrica
MICROLOCATION:	Las Tunas province
MARKET:	Electricity generated is completely directed to the Sistema Eléctrico Nacional (SEN), in order to decrease generating electricity from fossil fuels
RESULTS:	The principal benefit is attained by the decreased imports of fossil fuels to generate electricity and increased use of renewable sources contributing to decrease our dependence on fuel imports and the costs of operations and maintenance. This proposal generates saving for the country of over 66 million CUC during the useful life of the Project.
CONTACTS:	Director de Negocios de la UNE E-mail: pedrob@oc.une.cu Tel.: (53) 7879-0268

35 MW LOS JAGÜEYES WIND FARM.



DESCRIPTION:	Create capacities for the movement and storage of fuels, mix, loading and unloading vessels.
INVESTMENT TYPE:	100% Foreign Capital Enterprise
CUBAN PARTY:	Unión Eléctrica
MICROLOCATION:	Holguín province
MARKET:	Electricity generated is completely directed to the Sistema Eléctrico Nacional (SEN), in order to decrease generating electricity from fossil fuels
RESULTS:	The principal benefit is attained by the decreased imports of fossil fuels to generate electricity and increased use of renewable sources contributing to decrease our dependence on fuel imports and the costs of operations and maintenance. This proposal generates saving for the country of over 62.5 million CUC during the useful life of the Project..
CONTACTS:	Director de Negocios de la UNE E-mail: pedrob@oc.une.cu Tel.: (53) 7879-0268

50 MW RÍO SECO WIND FARM

DESCRIPTION:	Create capacities for the movement and storage of fuels, mix, loading and unloading vessels.
INVESTMENT TYPE:	100% Foreign Capital Enterprise
CUBAN PARTY:	Unión Eléctrica
MICROLOCATION:	Holguín province
MARKET:	Electricity generated is completely directed to the Sistema Eléctrico Nacional (SEN), in order to decrease generating electricity from fossil fuels
RESULTS:	The principal benefit is attained by the decreased imports of fossil fuels to generate electricity and increased use of renewable sources contributing to decrease our dependence on fuel imports and the costs of operations and maintenance. This proposal generates saving for the country of over 76 million CUC during the useful life of the project
CONTACTS:	Director de Negocios de la UNE E-mail: pedrob@oc.une.cu Tel.: (53) 7879-0268



Mining Sector



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

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



► **Strange but True**

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

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

INFRASTRUCTURE

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

Regulatory Framework

Law 76 "Law of Mines" of 1994

Decree Law 222 "Regulations of the Law of Mines"

Law 81 "Law of the Environment"

At the present time 45% of national territory is organized into geological maps to the scale of 1/50.000 and 100% of Cuban land area has been geophysically surveyed by air. The principal value of Cuban minerals, based on the fact that they lie close to the surface and can be exploited in open pit mines at a cost relatively lower than that of extraction in subterranean depths.

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

TRAINING PERSONNEL

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

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

CUBAN PARTIES PARTNERINGWITH FOREIGN INVESTMENT BUSINESSES



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



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

SECTORIAL POLICY:

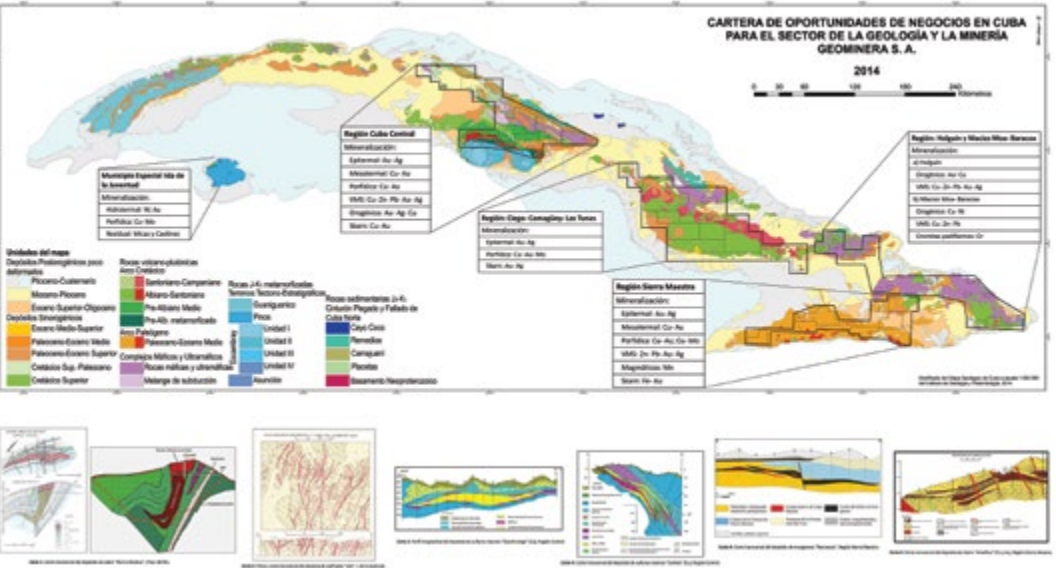
To create, broaden and modernize pro-
duction capacities. To promote projects
for exploration, extraction and processing
minerals.



FOREIGN INVESTMENT OPPORTUNITIES

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

REGION OFCENTRAL CUBA	Nine prospects and future areas for gold, silver, copper, lead and zinc.
CIEGO – CAMAGÜEY – TUNAS REGION	Fourteen prospects and future areas for gold, silver, copper, lead and zinc.
HOLGUÍN &MACIZO SAGUA – BARACOA REGION	Twelve prospects and future areas for gold, silver, copper, lead, zinc and chrome.
SIERRA MAESTRA REGION	Ten prospects and future areas for gold, silver, copper, lead and zinc.
SPECIAL MUNICIPALITY OF THE ISLE OF YOUTH	Eight prospects and future areas for wolfram and technical minerals (mica and kaoline).

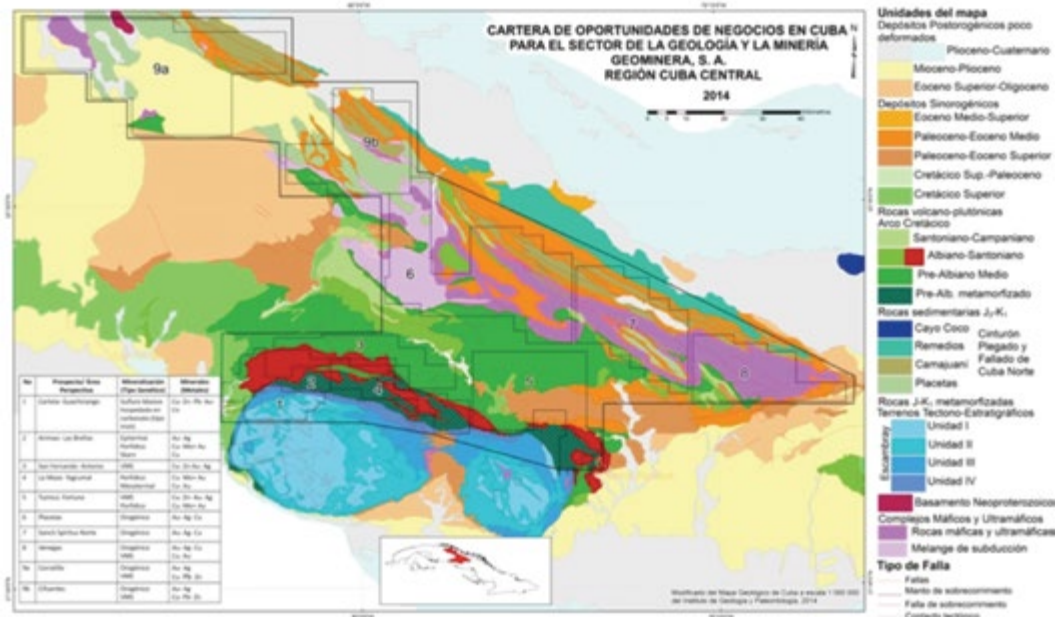


FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

REGION OF CENTRAL CUBA

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

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



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

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 oil fields and which allow us to constitute Joint Enterprises for exploitation, processing and commercialization of minerals discovered.
INVESTMENT TYPE:	International Economic Partnership at risk contract for Prospecting-Exploration prospects identified sufficiently in advance of their degree of study, or if attained in the IEP framework, it may be evaluated to establish a Joint Enterprise.
CUBAN PARTY:	GeoMinera S.A.

ESTIMATED INVESTMENT AMOUNT:	It should be defined by the size of each specific project and the methodology of the works selected for each one of them, depending on the mining activity phase it is in: geological recognizance or investigation.
MARKET POTENTIAL:	Within the framework of these IEPs geological investigation will only be undertaken for up to 5 years, therefore no final product will be obtained; the result may or may not be a step towards a Joint Enterprise (for any mineral which may be detected) basically destined for foreign markets, but if the country should need some of these products, its acquisition will always be prioritized.
CONTACTS:	Director General E-mail: moreira@gmsa.cu Director de Negocios E-mail: gustavo@gmsa.cu webpage : www.gmsa.cu Tel.: (53) 7690-2741 ext.115

PROSPECTS OF INTEREST

CARLOTA - VICTORIA - GUACHINANGO.

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

ARIMAO - LAS BREÑAS.

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

SAN FERNANDO – ANTONIO.

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

LA MOZA –YAGRUMAL.

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

TUINICÚ – FORTUNA.

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

PLACETAS.

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

SANCTI SPÍRITUS NORTE.

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

VENEGAS.

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

CORRALILLO – CIFUENTES.

- ▶ Metals: Au, Ag. Possible Cu, Zn & Pb.
- ▶ Genetic type of mineralization: Au in quartz and carbonate veins (orogenic-type). Also possible is the presence of VMS in maf-ic-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 cam-paign of geochemical sampling done by a junior company in 1996 -1997.
- ▶ Proposed research phases: Recognizance in the entire prospect.

CIEGO – CAMAGÜEY – TUNAS REGION

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

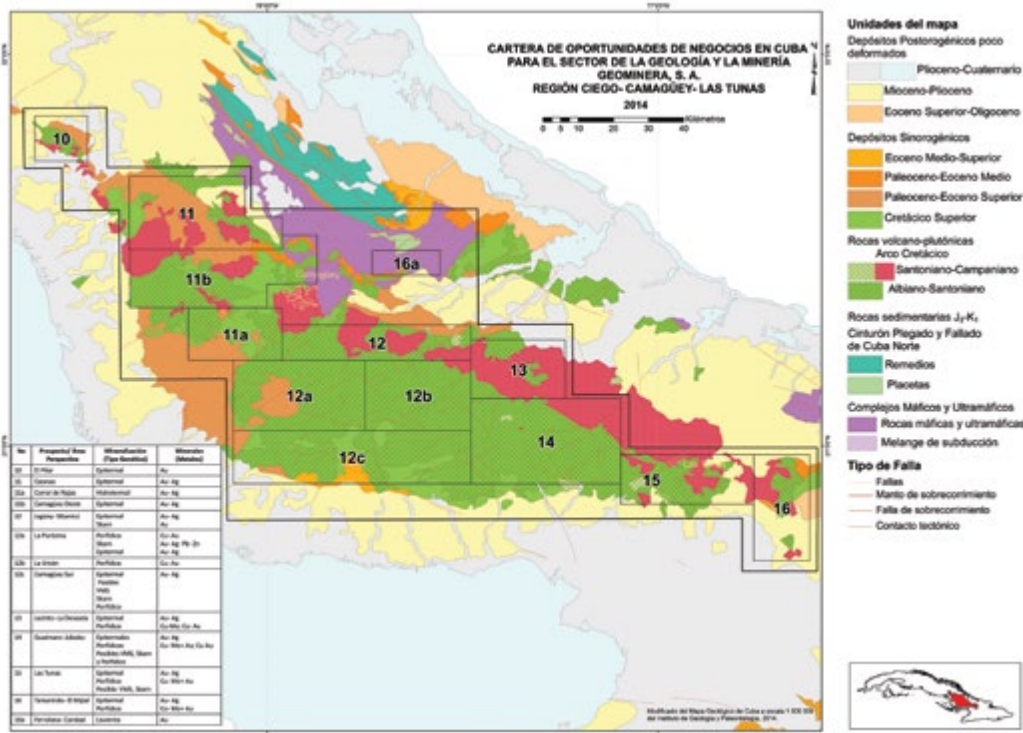
In the intrusive nucleus, granodiorite, gabbro-sienite and gabbro-plagiogranite associations are notable, represented mainly by the polyphasic intrusive massifs of Gaspar, Las Parras and Sibanicú - Las Tunas. According to its petrochemical characteristics these plutonic rocks may be divided into 3 series: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

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

In this last case, mineralization seems to be associated with intrusive bodies of acid and alkaline composition. Nevertheless, another points to the south of the magma axis, such as “Golden Hill”, mineralization is associated with vulcanic-tectonic structures, semingly 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 porfidic-type Cu - Mo ± Au. There are also Skarn-type Cu deposits (Tamarindo mineral district) and other models of Oil fields may appear such as FeSkarn, porfidic 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 MEALS (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 prupose of locating mineral deposits which are economically attactive and allow us to constitute Joint Enterprises to exploit, process and commercialize the minerals discovered.
INVESTMENT TYPE:	International Economic Partnership at risk for Recognizance and geological investigation (Prospecting – Exploration). The prospects are identified sufficiently in advance for their degree of study, or this is achieved within the IEP framework and they may be considered for establishing a Joint Enterprise.
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT AMOUNT:	Itshould 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 Gelogical 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 basically destined for the foreign market, but if the country should need some of these products it would always have priority of acquisition.
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PROSPECTOS DE INTERÉS

EL PILAR.

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

CAONAO.

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

CORRAL DE ROJAS.

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

CAMAGUEY WEST.

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

JAGÜEY-SIBANICÚ.

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

LA PURÍSIMA.

- ▶ Metals: Au, Ag, Cu, Pb, Zn.
- ▶ Genetic type of mineralization: Porfidic (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: Prospectingin “La Purísima” &Recognizance in the rest of the area.

LA UNIÓN.

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

CAMAGUEY SUR.

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

JACINTO - LA DESEADA.

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

GUAIMARO – JOBABO.

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

LAS TUNAS.

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

TAMARINDO - EL MIJIAL..

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

FERROLANA - CARIDAD.

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

HOLGUÍN Y MACIZO SAGUA – BARACOA REGION

HOLGUÍN REGION

This region is made up of a steep allochthonous sequence of volcanogenic-sedimentary and ophiolitic rock (known as “Zona Aura”) in close and overlapping tectonic contact by transcurrent and over the top faults. This sequence, heavily layered and folded, rests on the North American continental border.(Fig. 6).

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

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

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

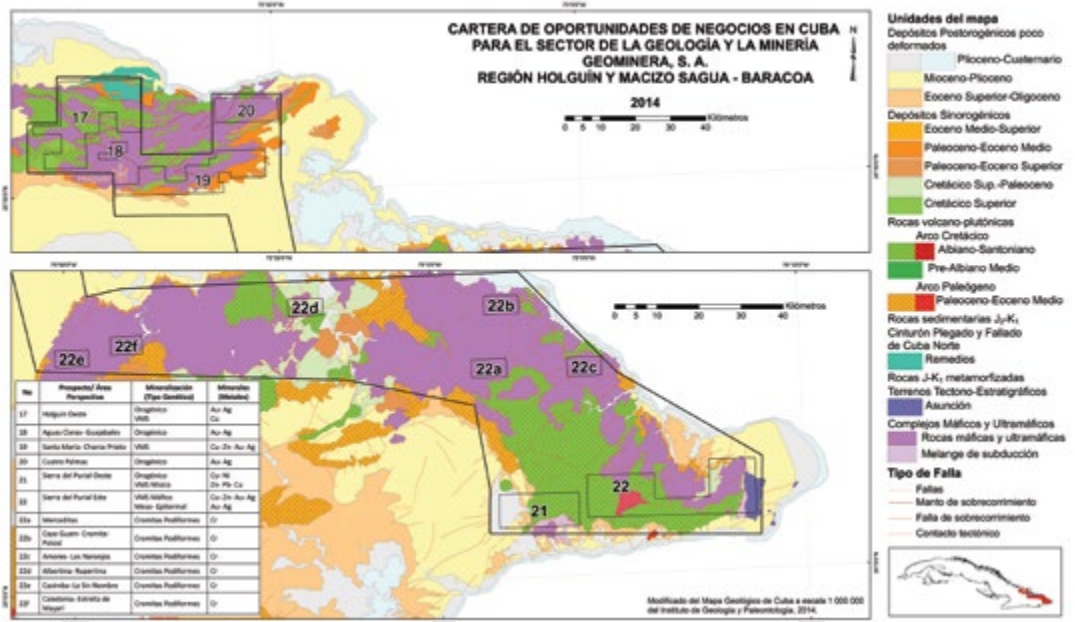
“Aguas Claras” gold deposit is well-known in this region, partially exploited but as yet with abundant resources.

MACIZO SAGUA – BARACOA REGION

The Pinares de Mayarí & Moa – Baracoa ophiolitic massifs is basically identified as well as the sequence of metamorphic rock in the Sierra del Purial.

Each of these possesses its own metallogeny. Besides the well-known nickel deposits the first proliferates with chrome deposits and manifestations, while in the Sierra del Purial the most common are copper mineralizations (Fig. 5).

Among the most well-known chrome Oil fields are “Merceditas”, “Amores”, “Los Naranjos”, “Cayo Guam” etc. (Moa – Baracoa); Caledonia and Albertina (Mayarí – Sagua). In the Sierra del Purial the most well-known is copper at “Elección”.



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

DESCRIPTION:

Developing Recognizance and Geological Investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest (chrome, platinoids, etc.) in the Holguín Region, for the purpose of locating deposits of these economically attractive metals and which in future would argue for the constitution of Joint Enterprises for exploitation, processing and commercializing the minerals discovered.

INVESTMENT TYPE:

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

CUBAN PARTY:

GeoMinera S.A.

ESTIMATED INVESTMENT AMOUNT:

To be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity. Recognizance or Geological Investigation.

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

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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 commercialization.

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

CUBAN PARTY: GeoMinera S.A.

ESTIMATED INVESTMENT AMOUNT: To be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity. Recognizance or Geological Investigation.

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

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PROSPECTS OF INTEREST FORTHE HOLGUÍN REGION

HOLGUÍN WEST.

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

AGUAS CLARAS – GUAJABALES.

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

SANTA MARÍA - CHARCO PRIETO.

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

CUATRO PALMAS.

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

PROSPECTS OF INTEREST FOR THE MACIZO SAGUA – BARACOA REGION

SIERRA DEL PURIAL WEST.

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

SIERRA DEL PURIAL EAST.

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

MERCEDITAS.

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

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

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

AMORES – LOS NARANJOS.

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

ALBERTINA – RUPERTINA.

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

CASIMBA – LA SIN NOMBRE.

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

CALEDONIA – ESTRELLA DE MAYARÍ.

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

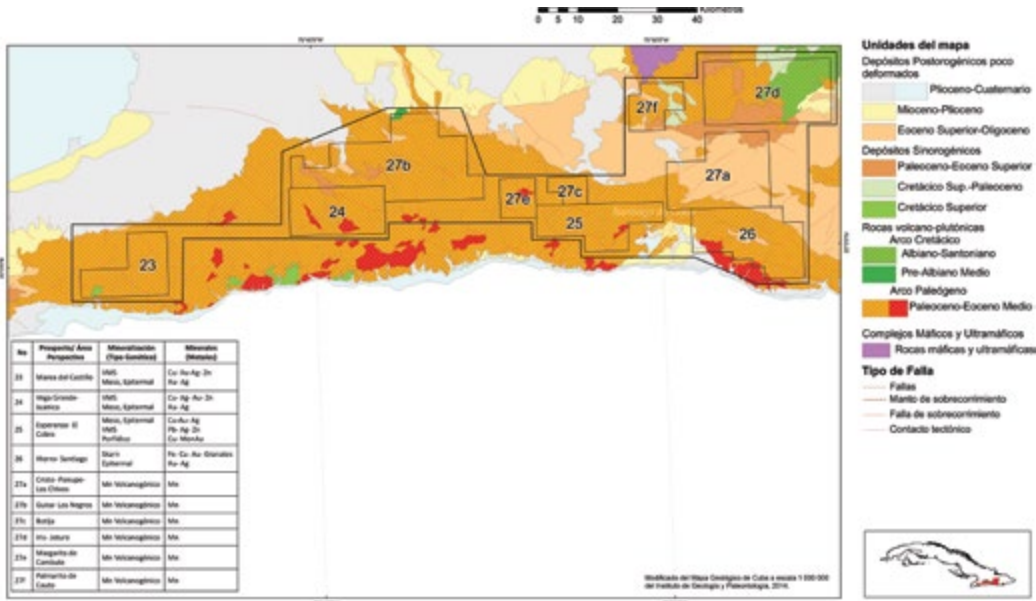
SIERRA MAESTRA REGION

La Sierra Maestra lies parallel to the southern coastline, mainly to the west of the city of Santiago de Cuba. Its eastward extension is known as the Sierra de la Gran Piedra.(Fig. 5).

Geologically speaking, this region is constituted mainly of the Paleocene Volcanic Island Arc which has numerous outstanding volcanic- tectonic structures, intrusive and subvolcanic bodies. This arc is fundamentally underwater and is currently represented by a monoclinal anticlinal tilt to the north, affected by three main systems of fractures: one that is sublatitudinal (for example, the El Cobre fault with which the deposit of the same name is associated) and the other two going NW and NE.

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

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





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

DESCRIPTION:	Developing Recognizance and Geological Investigation (Prospecting-Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other metals of interest in the Sierra Maestra region for the purpose of locating deposits of these economically attractive minerals and which in future would warrant constituting Joint Enterprises for exploiting, processing and commercializing minerals discovered.
INVESTMENT TYPE:	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is acheived within the framework of the EPA, leading to the creation of a Joint Enterprise.
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT AMOUNT:	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
MARKET POTENTIAL:	Within the framework of these EPAs, Geological Investigation will be done for a period of up to 5 years, so no final product will be obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral to be detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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PROSPECTS OF INTEREST

MAREA DEL PORTILLO.

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

VEGA GRANDE – JUANICA.

- ▶ Metals: Cu, Ag, Au and possibly Zn.
- ▶ Genetic type of mineralization: Meso-epithermal intermediate sulfuration, possible felsic VMS (Kuroko-type).
- ▶ Current degree of study:Recognizanceat “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 restof the area.

ESPERANZA - EL COBRE.

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

HIERRO SANTIAGO.

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

MANGANESO CUBA ORIENTAL.

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

SPECIAL MUNICIPALITY OF THE ISLA DE LA JUVENTUD REGION

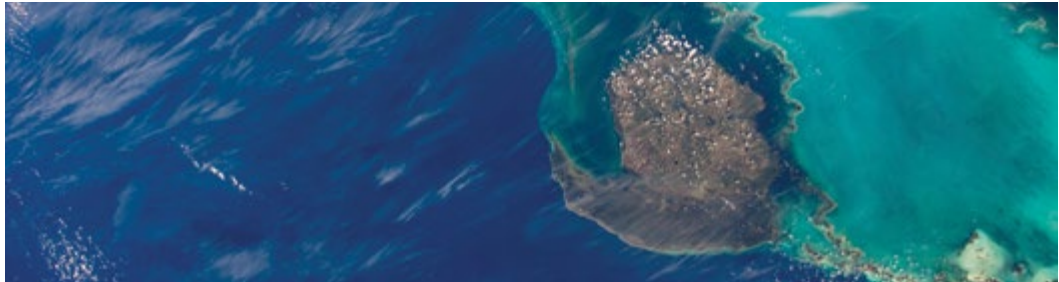
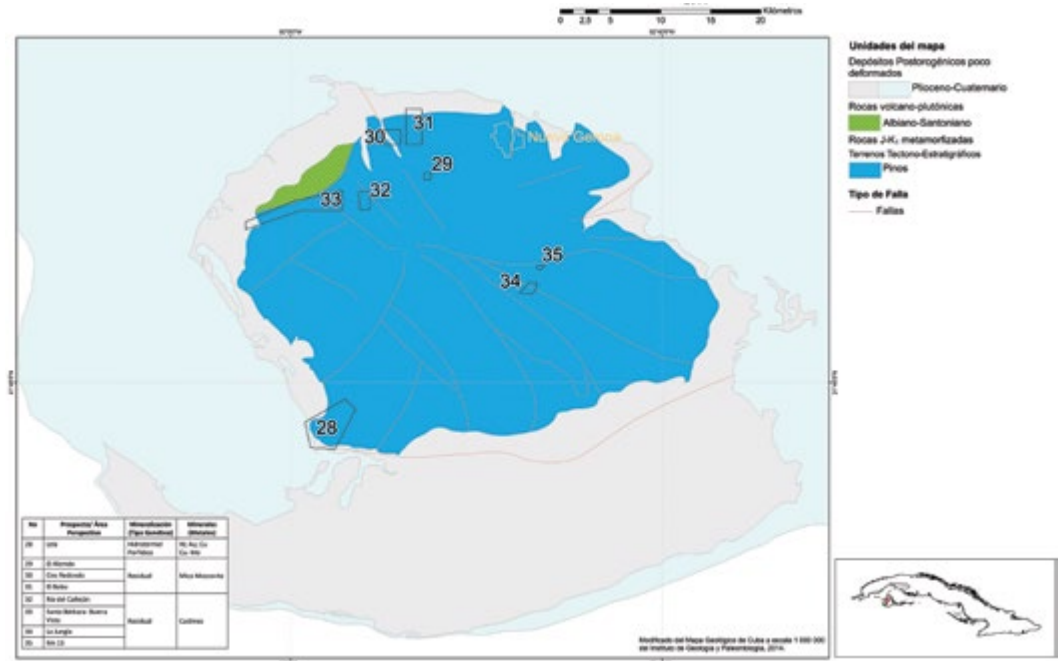
The Isle of Youth (Isla de la Juventud) is located some 100 km south of the main Island of Cuba. It is basically made up of metamorphic massif with terrigenous-carbonated composition dating possibly to the Pre-Jurassic Era (Terreno Pinos). It has a high-degree of regional metamorphism with an elevated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

Its metallogeny is notoriously different from that in the rest of national territory, even that in Guaniguanico and the Escambray; first there are the mesothermal-type gold veins (Eg. "Delita") and to a lesser extent the wolfram mineralization in quartz-tourmaline veins (also hydrothermal) associated with porfidic dikes. This last one possibly has some relation to the copper-molybdenum mineralization detected in the vicinity, seemingly porfidic-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 basically represented by the "Delita" deposit, known and partially exploited from the beginning of the twentieth century. Besides that one, the "Lela" wolfram deposit is important; it has also been known and partially exploited from 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). Both are explained in detail as follows:



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

DESCRIPTION:	We propose to develop geological investigations (Prospecting – Exploration) at the “Lela” Prospect, for the purpose of locating and evaluating new wolfram mineralization bodies that would permit us to increase known resources. Also, in the measure that this is in the interest of investors, we would like to evaluate known copper and molybdc mineralizations around the wolfram deposit. Should evaluation prove to be economically viable we propose to subsequently set up a Joint Enterprise to exploit, process and commercialize the minerals there.
INVESTMENT TYPE:	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). If the economic evaluation of this prospect is positive within the framework of the EPA, a Joint Enterprise may be established to carry out exploration and commercialization of minerals of interest.
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT AMOUNT:	Total investment is in the area of 6.8 million USD, a sum to be specified after the corresponding projects have been put together and the methodology and scope of investigation have been defined.
MARKET POTENTIAL:	Within the framework of these EPAs, Geological Investigation will be only done for a period of up to 5 years, so no final product will be obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would basically go to the foreign market but should the country need any of these products it would always have priority for their acquisition.
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RECOGNIZANCE AND GEOLOGICAL INVESTIGATION (PROSPECTING–EXPLORATION) AT RISK FOR TECHNICAL MINERALS (MICA AND KAOLINS) AT VARIOUS PROSPECTS ON THE ISLE OF YOUTH.

DESCRIPTION:	We propose to carry out geological investigation (Prospecting-Exploration) at several mica (moscovite) and kaolin deposits in the Isle of Youth for the purpose of locating and/or developing deposits of these economically attractive minerals which in future would warrant the creation of a Joint Enterprise to exploit, process and commercialize them.
INVESTMENT TYPE:	International Economic Partnership Agreement At Risk for Recognizance and Geological Investigation (Prospecting-Exploration). Prospects are identified with sufficient advanced degree of study or this is achieved within the framework of the EPA, leading to the creation of a Joint Enterprise.
CUBAN PARTY:	GeoMinera S.A.
ESTIMATED INVESTMENT AMOUNT:	Total investment is estimated at around 5.3 million USD, an amount to be specified after the corresponding projects have been drawn up and the scope and methodology of the research required has been defined.

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

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PROSPECTS OF INTEREST

- "EL ALEMÁN" MICA PROSPECT, (0.46 km²), some 10 km southwest of the city of Nueva Gerona.
- "CIRO REDONDO" MICA PROSPECT, (2.25 km²), some 15 km west of the city of Nueva Gerona.
- "EL BOBO" MICA PROSPECT, (5.25 km²), some 10 km west of the city of Nueva Gerona.
- "RÍO CALLEJÓN", KAOLIN PROSPECT (2.0 km²), 18 km to the SW of the city of Nueva Gerona and 2 km NE of the town of La Demajagua.
- "SANTA BÁRBARA – BUENA VISTA" KAOLIN PROSPECT, (10.12 km²), some 25 km southwest of the city of Nueva Gerona and 3 – 4 km northwest of the town of La Demajagua.
- "LA JUNGLA" KAOLIN PROSPECT, (1.14 km²), some 30 km south of the city of Nueva Gerona and 10 km west of the town of Santa Fe.
- "KM 13" KAOLIN PROSPECT, (0.23 km²), 13 km south of the city of Nueva Gerona on the Santa Fe Highway, just 1 km to the east of it



► BLACK TAILS PROJECT, HOLGUÍN PROVINCE

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

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

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

ESTIMATED INVESTMENT AMOUNT: 9 million USD to elaborate EFTE

LOCATION: Moa municipality, Holguín province

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

ESTIMATED ANTICIPATED RESULTS: During the elaboration of the EFTE, revenues for Cuba could reach up to 3 million dollars for the contracting of services to Cuban entities. Implementing this Project would mitigate negative effects and current environmental risks besides generating benefits for the commercialization of waste minerals.

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► NICARO LATERITE PROJECT, HOLGUÍN PROVINCE.



DESCRIPTION:

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

INVESTMENT TYPE:

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

CUBAN PARTY:

Commercial Caribbean Nickel S.A. (CCN)

ESTIMATED INVESTMENT AMOUNT:

12 million USD to elaborate EFTE

LOCATION:

Municipios Mayarí, provincia Holguín.

MARKET:

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

ESTIMATED ANTICIPATED RESULTS:

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

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RED TAILS PROJECT , HOLGUÍN PROVINCE.



DESCRIPTION:

As a result of using acid lixiviation technology in the Comandante Pedro Soto Alba Plant, iron and other metal waste known as red tails are generated. These red tails have been produced and stored from 1961 with an accumulated volume estimated at 80 million tons that can be used; they will continue to be generated at a rate of over 3 million tons per year for the next 25 years. The proposal's aim is to economically take advantage of the red tails based on drawing up a Technical Economic Feasibility Study (EFTE in the Spanish acronym) and to evaluate as an alternative the exportation of the tails in their current state.

INVESTMENT TYPE:

International Economic Partnership Agreement at risk depending on the results of EFTE subsequently going on to the creation of the Joint Enterprise for processing red tails or another International Economic Partnersip Contract will be signed to export them in their current state.

CUBAN PARTY:

Commercial Caribbean Nickel S. A (CCN)

ESTIMATED INVESTMENT AMOUNT:

4.4 million USD destined to elaborating EFTE.

LOCATION:

Moa municipality, Holguín province

MARKET:

Current market trends indicate there may be a shortage of ferrous raw material. Purchases of iron minerals are mainly concentrated in Asia.

ESTIMATED ANTICIPATED RESULTS:

During EFTE elaboration, revenues for Cuba could reach up to 3 million dollars for the contracting of services to Cuban entities. Implementing this Project would mitigate negative effects and current environmental risks besides generating benefits for the commercialization of waste minerals

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CAJÁLBANA PROJECT, PINAR DEL RÍO PROVINCE.



DESCRIPTION:

Some 51 million tons of laterite nickel and cobalt mineral are deposited in this zone that can be processed to obtain nickel and cobalt products that can be commercialized.

The aims of the project are to do studies for the development and future exploitation of the deposit, including geological investigation, technology development, elaboration of basic engineering and the Technical Economic Feasibility Study.

INVESTMENT TYPE:

International Economic Partnership Agreement using the contract at risk type for the period of elaborating EFTE. Once EFTE has concluded, should it be positive and approved by the Parties, the creation of a Joint Enterprise will be proposed, which will be in charge of executing the Project including the elaboration of detailed engineering, recruiting, construction, start-up and operations of the factory.

CUBAN PARTY:

Commercial Caribbean Nickel S.A.(CCN).

ESTIMATED INVESTMENT AMOUNT:

Only laboratory-scale studies have been done in Cajálbana and the technology for its processing has not been confirmed and so figures can only be taken as a reference; they must be confirmed by geological, metallurgical studies and future economic calculations. 13 million USD are estimated for the Feasibility Study and for building and starting up the plant 500 to 700 million USD are required.

LOCATION:

La Palma municipality, Pinar del Río province

MARKET:

The nickel and cobalt market should be growing in the coming decades due to the development of emerging countries and their demands for stainless steel; hybrid automobile manufacturing and the wide demand for batteries for them; the continued growth of nanotechnology requires both nickel and cobalt

ESTIMATED ANTICIPATED RESULTS:

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

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SAN FELIPE
PROJECT,
CAMAGÜEY
PROVINCE.



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



DESCRIPTION:	There are some 190 million tons of nickel and cobalt lateritic mineral that may be processed to obtain saleable nickel and cobalt products that may be commercialized. The Project aims at doing studies for the development and future exploration of the deposit including Geological Investigation, development of technology, elaboration of basic engineering and the Economic-Technical Feasibility Study (EFTE in its Spanish acronym). Up to the present a conceptual study has been done and so the figures can only be considered as a reference. These need to be confirmed by future geological, metallurgical studies and economic calculations.
INVESTMENT TYPE:	International Economic Partnership Agreement using the contract at risk type for the period of elaborating EFTE. Once EFTE has concluded, should it be positive and approved by the Parties, the creation of a Joint Enterprise will be proposed, which will be in charge of executing the Project including the elaboration of detailed engineering, recruiting, construction, start-up and operations of the Factory.
CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
ESTIMATED INVESTMENT AMOUNT:	For the EPA stage, we estimate a total of 75.9 million USD, the total cost of the project is estimated at 3000 – 3500 million USD (with a contingency factor of 15%). This figure will be confirmed by EFTE.
LOCATION:	Mayarí municipality, Holguín province
MARKET:	The nickel and cobalt market should be growing in the coming decades due to the development of emerging countries and their demands for stainless steel; hybrid automobile manufacturing and the wide demand for batteries for them; the continued growth of nanotechnology requires both nickel and cobalt
ESTIMATED ANTICIPATED RESULTS:	Annual production of 30,000 – 40,000 ton/yr of nickel + cobalt, metallurgical recovery: Ni: ~88 %; Co: ~86 %. Mineral resources: 190.0 million tons (0.9 % Cut Off for Ni).
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Transportation Sector



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

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

Principal Regulatory Provisiones

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

Law 115 on Inland Waters Navigation of October 2, 2013

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

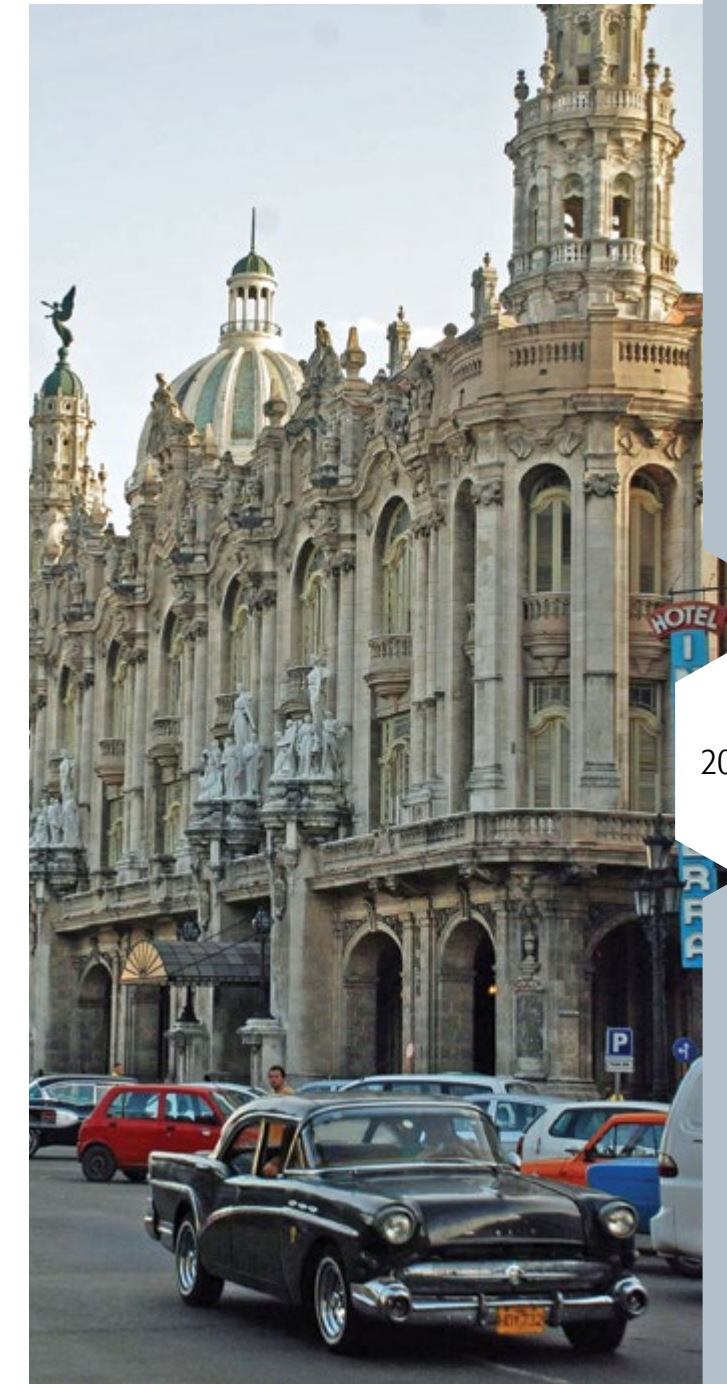
Decree Law 180 on Railroads of December 15, 1997.

Decree Law 230 on Ports of September 13, 2002

Decree Law 255 on Civil Aviation of October 5, 2007

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

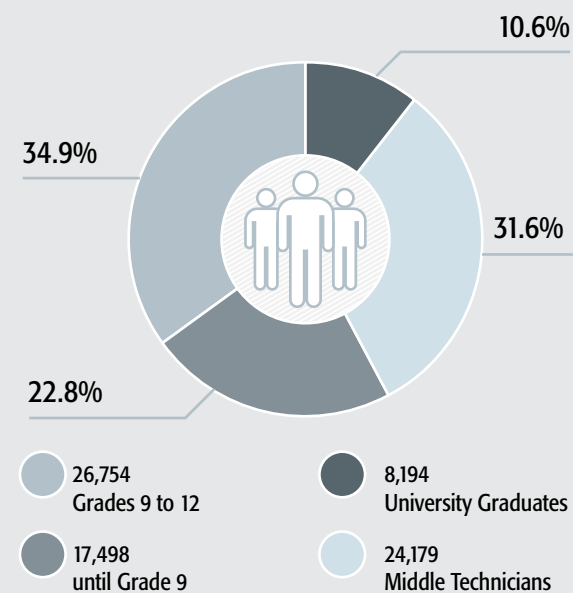
Cuba has a broad transportation infrastructure taking in branches of automotive, rail, maritime-port and air transportation; at present it is being organized, modernized and technologically updated, improved by the use of human resources and available materials, improving their efficiency, as well as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



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

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

WORKFORCE ACCORDING TO LEVEL OF EDUCATION



Source: Ministry of Transportation

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

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

PRINCIPAL CUBAN PORTS



PRINCIPAL CUBAN AIRPORTS



OBJECTIVES TO BE GAINED WITH FOREIGN INVESTMENT

- Installed capacity for ship repairs in the more than 40 shipyards and dry docks all over the country which, although they need to be modernized, are an important departure point for taking advantage of existing opportunities for this service in the Caribbean; this is complemented by the existence of the International Quality Classifying Company "Registro Cubano de Buques" with over thirty years of experience in this sector.
 - Installed capacity of workshops and industries for automotive and rail transportation that can be modernized and adapted to new technologies with minor investments in order to develop the manufacture of spare parts and accessories for all the branches of transportation.
 - Strategic location for developing transportation services and products to the Latin America and the Caribbean region.
 - Growing domestic market for passenger and merchandise transportation as well as for their auxiliary and connected services.
1. Management of shipyards for the development of the naval industry both to look after the national fleet and 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 manufacture and/or repair of the components with the most rotation in the domestic market and 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 both towards the domestic and international markets.
 5. Management of products and services for transportation (including training, research, planning and management activities) in Cuba and in third countries.

CUBAN PARTIES PARTNERING WITH FOREIGN CAPITAL BUSINESS

Empresa Astilleros del Caribe (ASTICAR)

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

Empresa de Astilleros "Roberto Nodarse"

Located in Cabañas Bay on the north coast of Artemisa province. The shipyard is a state-owned company, basically looking after naval repairs; it has 50 linear meters of docks with depths between 0.8 and 1.2 meters. It has two drydocks, 150 and 326 tons, and specialized steelwork, machinery, carpentry and surface conservation workshops. Because of its geographical location and physical conditions it is the ideal shipyard for building, repairing and storing recreational vessels for the winter.

Empresa Astilleros del Oriente (ASTOR)

Company main offices are located in the city of Santiago de Cuba. It has three units looking after naval repair and building, one of these is in Santiago de Cuba Bay, another at Nuevitas in Camagüey province and the third is in Manzanilla in Granma province. Santiago has a 250-ton hoisting capacity drydock and five sidings, and two docks with a total length of 200 meters and workshops for welding, pipes, machinery, electricity and naval mechanics. Nuevitas has a 260-ton hoisting capacity drydock but no docks while Manzanillo has a drydock with two sidings and 300 ton hoisting capacity along with a 55 meter long dock.

Empresa de Astilleros, ENA

Located in Casablanca on Havana Bay. The Casablanca Unit does floating repairs on its 89 meters of docks and with workshops for welding machinery, mechanics, electricity, electronics and carpentry, test bench for off-board motors, metrological laboratory and repairs and outfitting of fire-fighting equipment. The Cienfuegos Unit has a 375-ton hoisting capacity drydock, 80 meters of docks and specialized workshops. Cienfuegos Bay conditions are ideal for developing facilities for building and repairing recreational vessels.

Aries Transportes S.A.

The following organize and operate on the docks: Sierra Maestra in Port of Havana, Rolando Roca Pacheco in the Port of Santiago de Cuba, on Punta Francés Beach on the Isle of Youth and in other ports or sites on national territory where activities of docking, loading and unloading go on related to cruiseline traffic and international tourism ferry traffic. It leases space, warehouses and offices for shipbuilders, tourist agencies and other entities that provide services for the business of operating cruiselines and ferries.

Empresa Ferrocarriles Occidente

Railroad passenger transportation. Train ticket sales.

Empresa de Servicios Automotores Especializados MOTORCENTRO

Network of workshops specializing in automotive repairs. Overall general light vehicle maintenance and repair, air conditioner repairs, breakdown diagnostics and repairs, high quality bodywork and painting, muffler/exhaust system repairs, intake systems diagnostics and repairs, roadside assistance services, as well as repairing and reconditioning heavy vehicle motors and major accessories. Warranty and post-sale services for selected makes.

SECTORIAL POLICY:

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



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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



DEVELOPMENT,
OPERATION AND
MANAGEMENT OF
PORT FACILITIES
TO RECEIVE CRUISE
SHIPS (4 PROJECTS).



DESCRIPTION:

To provide mooring services, passenger transit services through the terminals, facilities to provision the ships, leasing offices and space, transit customs warehouses, dock pass services for automobiles and other services pertaining to the receiving of passenger ships.

These projects aim to:

- a. Obtaining the necessary funding to improve existing mooring and service capacities for the purposes of simultaneously looking after a greater number of ships and passengers, fully meeting their needs, expectations and requirements
- b. Access to state-of-the-art technologies that allow us to replace a great amount of what we already have at present to deal with cruise ship operations
- c. Developing linkups with other service activities for this activity in order to improve levels of exportation of services

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Aries Terminales Cruceros SA

ESTIMATED INVESTMENT
AMOUNT:

Cienfuegos cruiseline terminal	15 million USD
Santiago de Cuba cruiseline terminal	12 million USD
Casilda cruiseline terminal	7 million USD
Antillas cruiseline terminal	10 million USD

LOCATION:

At ports in the provinces of Cienfuegos, Santiago de Cuba, Sancti Spiritus and Holguín.

MARKET POTENTIAL:

The Caribbean is geographically the region of the greatest boom and potential for the movement of cruise ships, a type of tourism that is rapidly growing and expanding in recent years, with Cuba as a preferred destination, but with limitations.

ESTIMATED ANTICIPATED
RESULTS:

- To maximize exportation of services on the basis of operating a greater number of cruise ships and passengers in ports outfitted in the country for this purpose.
- To generate a greater amount of revenue in foreign currencies for these ports and other sectors of the national economy, providers of services requiring the operation of these ships, as well as aviation, supplying fuel, hotels and other tourism activities, etc.
- To outfit port facilities with modern, speedy and efficient infrastructures to service cruise ships.

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



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa de Servicios Automotores Especializados Motor Centro.

ESTIMATED INVESTMENT
AMOUNT:

2.1 million USD

LOCATION:

MotorCentro network of workshops

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED
RESULTS:
ESPERADOS:

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

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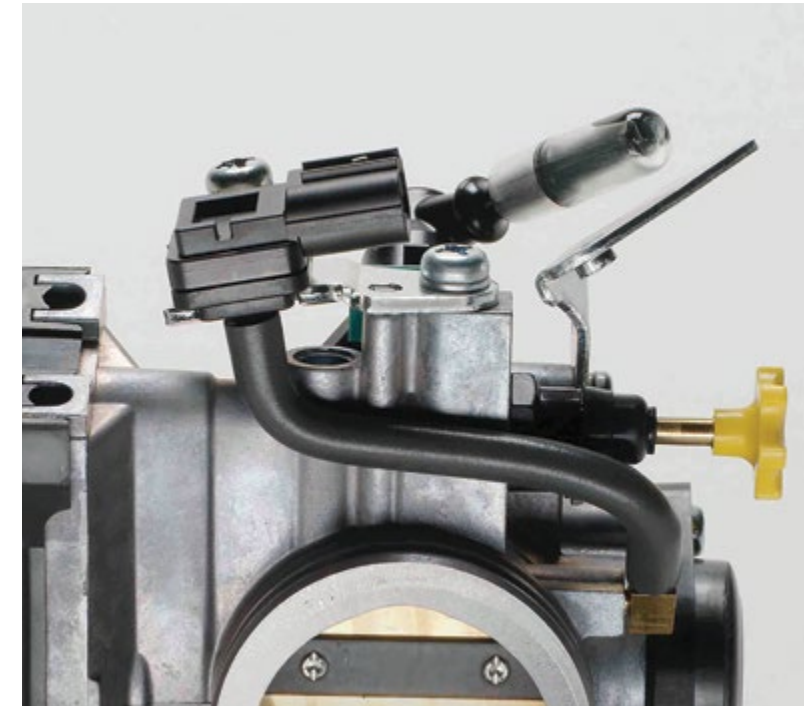
MODERNIZING
INFRASTRUCTURE
AND EQUIPMENT
FOR THE RE-
MANUFACTURING
OF AND REPAIRS
TO MOTORS AND
ACCESSORIES AT
THEUEB MOTOR
CENTRO JOSÉ MARÍA
PÉREZ.



DESCRIPTION:	Modernizing infrastructure and equipment for the re-manufacturing of and repairs to motors and accessories
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Servicios Automotores Especializados Motor Centro.
ESTIMATED INVESTMENT AMOUNT:	10.3 million USD
LOCATION:	10 de octubre municipality, La Habana province
MARKET POTENTIAL:	We foresee increased worker transportation needs in various sectors of the economy, transportation of the population from province to province, as well as the number of domestic economy companies who own used vehicles for their administrative jobs, services and transportation; these must be supplied with the corresponding spare parts.
ESTIMATED ANTICIPATED RESULTS:	To satisfy the demand of the country's transportation companies and to promote a higher level of revenues through savings to the country by reducing imports of new motors with motors that have been repaired with better quality, at lower cost, etc
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MODERNIZING AND
INFRASTRUCTURE
AND EQUIPMENT
FOR REPAIRS AND
FOR CHECKING FUEL
INJECTION SYSTEMS
FOR INTERNAL
COMBUSTION
ENGINES IN THE
MOTORCENTRO
NETWORK OF CAR
SHOPS.



DESCRIPTION:	To provide services for repairs and checking fuel injection systems for all kinds of facilities, both stationary systems such as automotive vehicles, modernizing and acquiring equipment using state-of-the-art technology, technical assistance, transfer of technology and/or know-how, warranty and post-sale services that ensure properly functioning equipment, by saving fuel because the combustion of their motors is functioning properly.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Servicios Automotores Especializados Motor Centro.
ESTIMATED INVESTMENT AMOUNT:	2.8 million USD
LOCATION:	In the 10 de octubre and Cerro de La Habana municipalities, in Villa Clara, Camagüey, Holguín and Santiago de Cuba; where Motor Centro has car shops with injection laboratories
MARKET POTENTIAL:	We foresee that there will be more tourism workers needing to be transported due to the increased hotel capacities in the country. Also, all domestic economy companies have second-hand vehicles to manage their services and to transport their employees; these must be assured the corresponding spare parts. Among the cargo transportation companies are ETAG, transporter of bulk goods, the Transcarga Container Transportation Company, and other companies moving cargo from the Port of Mariel; it is expected there will be an increased demand once the commerce generated by the Special Development Zone of Mariel takes effect.
ESTIMATED ANTICIPATED RESULTS:	Maximizing the checking and repairing of combustion systems, ensuring fuel savings because the efficiency of the motor combustion systems in the vehicles will improve.
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OPERATION AND MANAGEMENT OF ASTILLEROS CASA BLANCA.



DESCRIPTION:	Constitution of a Joint Enterprise for the operation and management of Astillero de Casablanca and updating the technological level at the new shipyard
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Caribbean Drydock Company CDC S.A.
ESTIMATED INVESTMENT AMOUNT:	57million USD.
LOCATION:	East of Havana Bay, Reparto Casablanca corresponds to the Regla municipality, La Habana province.
MARKET POTENTIAL:	Cuba's strategic geographical location determines that a great number of vessels sail close to its coastline on their trips to and from the coasts of the Gulf of Mexico, Central America, the Caribbean and South America. On the domestic market, we identify as potentials the industrial and hotel sectors which mainly request building and repair services for fuel storage tanks as well as repairs and/or renewal of all kinds of systems (tubes, electrical, etc.)
ESTIMATED ANTICIPATED RESULTS:	Maximize exploitation of naval repairs in the Caribbean area and diversification and broadening of services to new export markets.
CONTACTS:	Director de Relaciones Internacionales MITRANS, email: ivan.ne@mitrans.co.cu Tel.: (53) 7884-1196



OPERATION AND MANAGEMENT OF SHIPYARD CAPACITIES FOR THE BUILDING AND REPAIR OF RECREATIONAL VESSELS (2 PROJECTS)



DESCRIPTION:	Provide services for repair and naval building; repair and services for winter dry-docking for recreational vessels with the following objectives: <ul style="list-style-type: none"> a. Diversification and broadening of services to new export markets b. Access to advanced technologies and equipment, replacing to a large degree that the shipyard has to carry out their operations, as well as the developing building fiberglass, carbon and aluminum vessels. c. Develop links with other goods and service products in the domestic economy. 	
INVESTMENT TYPE:	International Economic Partnership	
CUBAN PARTY:	Empresa de Astilleros del Oriente (ASTOR), Empresa de Astilleros, ENA (UEB workshop & drydock of Cienfuegos).	
ESTIMATED INVESTMENT AMOUNT:	ASTOR, Santiago	1.5 million USD
	ENA, Cienfuegos	1.6 million USD
LOCATION:	Santiago de Cuba Bayon Carretera Turística Km 1 ½, Santiago de Cuba municipality. Punta Cotica, Cienfuegos Bay, Cienfuegos municipality, Cienfuegos province. Cuba.	
MARKET POTENTIAL:	Every year over 100,000 small recreational ships sail in the region of the Gulf of Mexico, Central America, the Caribbean and South America and very close to Cuba. With the reorganization of Santiago de Cuba Bay and future development of recreational nautical activities we estimate promoting the activity of drydock, repair and maintenance services for small and mid-sized recreational vessels, both foreign and domestic. The domestic market sector, mainly referring to building, repair and maintenance services for recreational vessels throughout the country.	
ESTIMATED ANTICIPATED RESULTS:	<ul style="list-style-type: none"> ► Maximize export of services for the repair of foreign recreational vessels and building catamarans for regattas and nautical activities for the region. ► Promote solutions for recreational tourism vessels with repair and maintenance services for steel, fiberglass, aluminum and domestic auxiliary fleet vessels. ► Maximize taking advantage of installed facilities. ► Increase drydock media by acquiring a travel lift, for domestic and foreign fiberglass hull boats. ► Update fiberglass, carbon, aluminum, etc. technologies in Cuba for the naval repairs and building involved. 	
CONTACTS:	Director de Relaciones Internacionales MITRANS, email: ivan.ne@mitrans.co.cu Tel.: (53) 7884-1196	



**Biotechnological
and Drug Industry
Sector**



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

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

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

PRODUCTS:

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

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

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

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

THE BUSINESS GROUP IS COMPOSED OF:

19 producing companies with 62 production facilities

16 companies abroad

Establishments in all the provinces of Cuba



OVER 21700 EMPLOYED IN THE ORGANIZATION

OVER 6300 UNIVERSITY GRADUATES

OVER 260 DOCTORS OF SCIENCES

OVER 1000 MASTERS IN SCIENCES

OVER 1000 HOLD TECHNOLOGIST QUALIFICATIONS

OVER 600 IN THE RESEARCH CATEGORY

Prophylactic vaccines for infectious diseases

Biodrugs to treat cancer

Main products

Products to prevent and treat cardiovascular conditions

Products for the treatment of diabetic foot ulceration

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

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

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



Over 1800 patients abroad

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



Testing Clinics
in 35 countries

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

SECTORIAL POLICY:

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

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



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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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



DESCRIPTION:

Manufacturing the classic porcine cholera vaccine (PPC in Spanish). The facility will comply with GMP standards for manufacturing other products which use the same technological platform. PPC is a contagious and frequently fatal disease affecting both domestic and wild pigs. It is distributed throughout the world, highly prevalent in eastern and southeastern Asia, eastern Europe, South and Central America and the Caribbean area. Eastern Europe is considered to be free of PPC but there are occasional outbreaks causing huge economic losses. CIGB has developed technology to express the E2 protein in mammal cells fused to a molecule stimulating the immune system (molecule CD 154) which allows for a cellular response in the first days of vaccination. Clinical trials on pigs done until now show that the vaccine candidate induces high neutralizing antibody titles in the vaccinated pigs.

INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Centro Ingeniería Genética y Biotecnología, belonging to Biocubafarma.
ESTIMATED INVESTMENT AMOUNT:	20 million USD
LOCATION:	Camagüey province
CONTACTS:	Director General E-mail: eulogio@cigb.edu.cu Tel.: (53) 72716013



INVERSTMENT FOR INCREASING THE PRODUCTION STANDARD OF THE HEBERNASVAC THERAPEUTIC VACCINE TO BE COMMERCIALIZED IN DEVELOPED COUNTRIES.



DESCRIPTION:

Improve the current industrial infrastructure for the production of Active Pharmaceutical Ingredients (APIs) of the antigen of the nucleocapside of the Hepatitis B virus (AgnHB) and the antigen of the surface of the Hepatitis B (AgsHB) virus which make up the HeberNasvac therapeutic vaccine for the purpose of achieving the high regulatory standard which makes its commercialization possible in countries having said demands. This vaccine candidate is administered parenterally intranasally, in a dose of 100µg (AgsHB + AgnHB), following an immunization schedule of 15 doses. The vaccine has the potential to become an important therapy prior to initiation with products which are less efficacious, more reactogenic or with infinite dosage such as the antivirals Entecavir, Tenofovir or Lamivudina. HeberNasvac could be effective at early ages, where current therapies have not been able to be established because of the difficulties of treating patients in states of immunotolerance. Another opportunity consists in its administration when therapies have failed or concurrently with established therapies.

INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Centro Ingeniería Genética y Biotecnología, belonging to Biocubafarma.
ESTIMATED INVESTMENT AMOUNT:	7 million USD
LOCATION:	La Habana province
CONTACTS:	Director General E-mail: eulogio@cigb.edu.cu Tel.: (53) 72716013



Health Sector



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

THE CUBAN PARTY PARTNERING WITH FOREIGN CAPITAL BUSINESS



The Comercializadora de Servicios Médicos Cubanos, S.A. (CSMC,S.A.) is a 100% Cuban mercantile company in charge of marketing medical, health and academic services in Cuba and abroad, covering a spectrum that goes beyond health tourism. It can set up direct negotiations on the governmental level as well as with publicor private entities, NGOs and other duly accredited juridical persons. The mission of CSMC S.A. is to promote, govern and market health care and academic services that are distinguished by the prestige, humane dimensions and ethical values of Cuban professionals, capable of transforming knowledge and technology into health.

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

Medical Services

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

BioCubaFarma Partnership

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

Institutions

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

SECTORIAL POLICY:

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



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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



VACATION HEMODYALYSIS SERVICE.

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



QUALITY OF LIFE SERVICES PROJECT.

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 AMOUNT:	30 million USD
LOCATION:	The principal territories, preferably those associated with tourism
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:	Dirección: Comercializadora de Servicios Médicos Cubanos S.A. (CSMC, S.A.) E-mail: smc@smcsalud.cu Tel.: (53) 7203-1590/7206-5380/ 7209-0977



INTERNATIONAL SPORTS MEDICINE AND THE CONTROL AND ANTIDOPING EDUCATION CLINIC.



DESCRIPTION:

Creating an international sports medicine and applied sciences clinic for the purpose of providing medical services for foreign athletes, sports officials (both retired and active); this could be extended to those regularly involved in physical activities in key areas such as the medical control of sports training, evaluating adaptations to training or physical exercise schedules from medical and psychological points of view, physio-prophylaxis and sports/community rehabilitation, the physiology of exercise, anthropometry and bioimpedance, neuromuscular and neurophysiological kinetics, sports nutrition, maximal and sub-maximal effort testing, osteomyoarticular system echographs, specific on-site testing for the different sports disciplines.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Instituto Medicina Deportiva

ESTIMATED INVESTMENT AMOUNT:

18.3 millionUSD

LOCATION:

Boyerros municipality, La Habana province

MARKET POTENTIAL:

Foreign athletes, sports officials, including those that have retired, foreigners and Cubans regularly involved in physical activities and Cuban athletes.

ESTIMATED ANTICIPATED RESULTS:

To provide medical services for sports medicine and applied sciences in order to complement national scientific development and technological projects, where intelectual property would be preserved on the results obtained, especially trademarks and patents created by the Cuban party. Contribute to the improvement of life-style, promoting improved health levels for those regularly involved in physical activities.

CONTACTS:

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Construction Sector



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

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

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

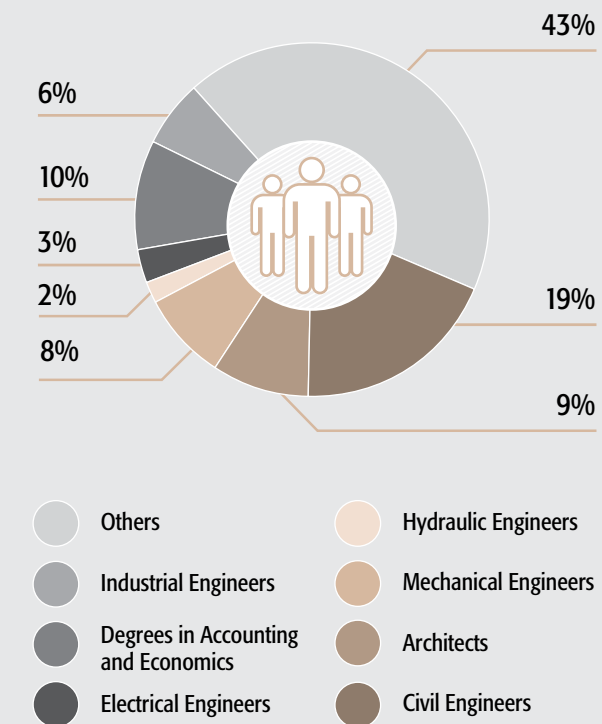
FECONS is the International Construction Industry Fair

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

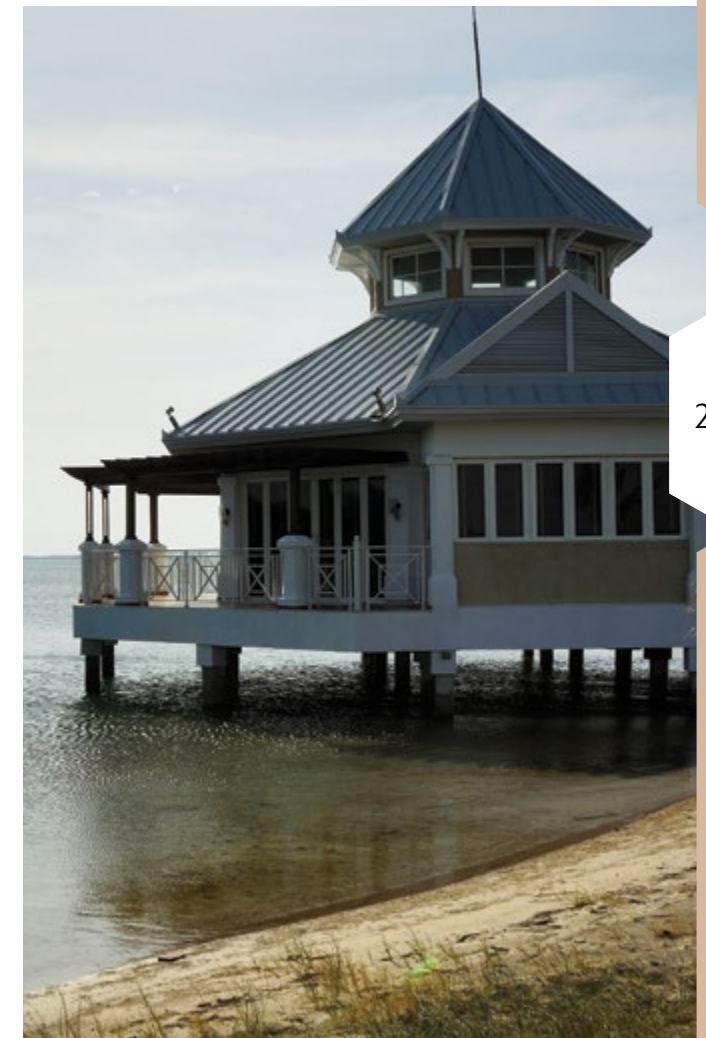


The sector has a Quality Management System certified in 136 organizations for a total of 72%.

PROFESSIONALS IN THE SECTOR



Source: Ministry of Construction





Legal Framework

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

SOME EXECUTED PROJECTS

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

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

Developing continuous granulometry stony bases for asphalt mixes and cement pavements.

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

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

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

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

Building hotels at the Varadero and Guardalavaca resort areas.

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.



CONTACT INFORMATION

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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



MANUFACTURING LIGHT PANELS.

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



MODERNIZING ENGINEERING SYSTEMS FOR CONSTRUCTION AND SETTING UP.

DESCRIPTION:	We foresee modernizing engineering systems with a view to providing building, installation and the specialized setting up services for equipping, finishing, repairing and maintaining new works, buildings and facilities as well as the drawing up of plans for said activities. The engineering systems requiring investments are: sliding molds; repairs to, demolition, maintenance and building of chimneys; repairs to and maintenance of the façades of tall buildings; Norte-Camagüey Cays bridge repairs and maintenance; bridge repairs and maintenance in Cuba.	
INVESTMENT TYPE:	International Economic Association Partnership	
CUBAN PARTY:	Empresa de Construcción y Montaje Especializado ECME	
ESTIMATED INVESTMENT AMOUNT:	15.5 million USD	
LOCATION:	Playa municipality, La Habana province	
MARKET POTENTIAL:	More domestic customers based on the development and growth of investments in the country	
ESTIMATED ANTICIPATED RESULTS:	The enterprise's increased construction capacity, therefore providing a response to the growing needs of customers	
CONTACTS:	Director General ECME. E-mail: aldo@ecme.co.cu Tel.s: (53) 5279-8286	Director Adjunto. E-mail: miguel@ecme.co.cu Tel.: (53) 5285-0658



REPAIR AND LEASING SERVICE OF EQUIPMENT AND AUXILIARY TOOLS USED IN CONSTRUCTION.

DESCRIPTION:	Repair and leasing service of equipment and auxiliary tools used in construction.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Equipos de Varadero EQUIVAR
ESTIMATED INVESTMENT AMOUNT:	5,000 USD
LOCATION:	EQUIVAR facilities in the Varadero Resort Area
MARKET POTENTIAL:	This proposal is directed towards the domestic market of services for reducing the importation of tools and equipment.
ESTIMATED ANTICIPATED RESULTS:	Decrease import levels for equipment and auxiliary tools there by contributing to efficiency in construction. At the same time the proposal will ensure technical availability of these means with repairs done on-the-job, or replaced during workshop repairs
CONTACTS:	Director General de Desarrollo Estratégico E-mail: amauri@micons.cu Tel.: (53) 7881-3865



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

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



PRODUCTION OF UNPAINTED FRAMING FOR FLOORING AND ROOFING WOODEN STRUCTURES.



DESCRIPTION:	Setting up a plant with a production line for wooden frames, doors and windows using alternative materials and another line to produce glue-laminated wood (MLE in the Spanish acronym) items, a popular item for roofing, flooring, etc. We also foresee setting up a plant to treat and dry wood, providing services for domestic clients.
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	Empresa Carpintería de Madera
ESTIMATED INVESTMENT AMOUNT:	6.5 million USD
LOCATION:	Boyerros municipality, La Habana province
MARKET POTENTIAL:	Domestic demand for these construction products for tourism, homes and other economic and social projects. Replacing imports, reducing costs and improving the quality of these products.
ESTIMATED ANTICIPATED RESULTS:	Replacing imports of framing and structures there by saving the country over 2.8 million USD each year. Meeting the demand for wooden framing for social jobs, with better quality and meeting the needs of the different facilities in the tourism sector. We also foresee the exportation of framing and MLE structures to the Caribbean area. Investment recovery period is 3.8 years.
CONTACTS:	Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON E-mail: juncosa@oc.geicon.cu Tel.: (53) 7883-8357



MANUFACTURING PLASTER-BASED ITEMS IN CANASÍ.



DESCRIPTION:

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Construction materials company in Matanzas.

ESTIMATED INVESTMENT AMOUNT:

30 million USD

LOCATION:

Town of Canasí in Matanzas province

MARKET POTENTIAL:

Using the products on the domestic market and exporting them since we estimate a demand well above 20 million m² for light plaster panels.

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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SERVICES FOR THE TRANSPORTATION AND HOISTING OF GREAT WEIGHTS.



DESCRIPTION:

Study, execution and control of engineering projects related to the transportation and mounting of great weights and associated services

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa Central de Equipos CUBIZA.

ESTIMATED INVESTMENT AMOUNT:

19.9million USD

LOCATION:

Plaza municipality, La Habana province

MARKET POTENTIAL:

Jobs related to: drilling oil wells, repairing fuel tanks, tourism, the energy program, houses, scientific complex, bridges and roads, industrial work, canals, etc.

ESTIMATED ANTICIPATED RESULTS:

To provide an answer to requests for the transportation and hoisting of great weights, with proper equipment and the know-how required to carry out these complex operations

CONTACTS:

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Tel.: (53) 7883-8357



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 the number of repairs and increase the technical availability of equipment.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	SOMECA.
ESTIMATED INVESTMENT AMOUNT:	12.5 million USD
LOCATION:	Plaza municipality, La Habana province
MARKET POTENTIAL:	The growth of investments in Cuba involves an increased amount of construction equipment and therefore greater demands for being repaired.
ESTIMATED ANTICIPATED RESULTS:	Increase the production capacity of the plants in order to be able to take part in the fulfillment of quality standards for repairs; delivery terms and post-sale service
CONTACTS:	Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON E-mail: juncosa@oc.geicon.cu Tel.: (53) 7883-8357



REPAIRING AND MODERNIZING THE CELLULAR CONCRETE PLANT IN SANCTI SPIRITUS.



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, as the ones being used today all over the world. Therefore and taking into account the merits of this material for construction, we would like to repair and modernize this factory, bringing its production capacity up to 800 m³ per day or 240,000 m³ per year. This company still has many of its employees who master production technology; it is near sand and limestone deposits, a cement factory and magnificent roadways and it is less than 300 meters away from the railroad loading center
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Materiales de Construcción de Sancti Spiritus
ESTIMATED INVESTMENT AMOUNT:	7.6 million USD
LOCATION:	Sancti Spiritus municipality
MARKET POTENTIAL:	The wide-spread investment program projected in Cuba in the coming years urges the use of construction materials which increase productivity, shorten execution times and contribute to the efficiency of construction processes.
ESTIMATED ANTICIPATED RESULTS:	Replace imports of light panels that occur today in Cuba, 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. Among these are cold storages and other buildings; we could also provide new materials for export to countries in the Americas and Caribbean.
CONTACTS:	Director de Desarrollo, Grupo Empresarial de materiales de construcción GEICON E-mail: juncosa@oc.geicon.cu Tel.: (53) 7883-8357



Business Sector



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

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

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

SECTORIAL POLICY:

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



CONTACT INFORMATION

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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

MARKETING
HARDWARE AND
CONSTRUCTION
MATERIALS.



DESCRIPTION:

Construction and start-up of wholesale warehouses for wholesale sales of hardware (industrial and home) and materials to supply finishing elements for the construction of homes, buildings and for the needs of the economy.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

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

ESTIMATED INVESTMENT
AMOUNT:

11.8 million USD

LOCATION:

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

ESTIMATED ANTICIPATED
RESULTS:

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

CONTACTS:

Presidencia del Grupo Comercializador de Productos Industriales y de Servicio
E-mail: arivera@gi.mincin.cu
Tel.: (53) 7698-2349
Dirección de Logística de Almacenes
E-mail: logistica1@mincin.cu
Tel.: (53) 7867-0066



3PL LOGISTICAL
OPERATOR FOR
MANAGING CHAINS
OF REFRIGERATED
FOOD SUPPLIERS
(3 PROJECTS).



DESCRIPTION:

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresa Nacional de Frigoríficos of the Ministry of Interior Commerce

ESTIMATED INVESTMENT
AMOUNT:

10 million USD for each project

LOCATION:

Frigorífico Güira, Avenida 71 y Línea del Ferrocarril, Güira de Melena, Artemisa; Frigorífico Habana del Este, Carretera Vieja de Guanabacoa, rotonda de Cojímar y Frigorífico de Playa, calle 202, Finca La Pita.

MARKET POTENTIAL:

Wefore see annual increases in projections for the demand for refrigerated food product capacities

CONTACTS:

Presidencia del Grupo de Empresas Mayoristas de Productos Alimenticios y otros Bienes de Consumo
E-mail: israel.ruiz@unal.cu
Tel.: (53) 7692-1078
Dirección de Logística de Almacenes
E-mail: logistica1@mincin.cu
Tel.: (53) 7867-0066
Dirección de Comercio Mayorista
E-mail: dircmla@mincin.cu
Tel.: (53) 7861-0949



WHOLESALE
TEXTILES,
DRY GOODS,
ACCESSORIES AND
TEXTILE PRODUCTS.



DESCRIPTION:	Wholesale textiles, dry goods, accessories and textile products based on the installation of a wholesale outlet using a combination of imports and the development of wholesale business
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa de Bienes de Consumo No Alimenticios y de Servicios Logísticos, GRAN COMERCIAL.
ESTIMATED INVESTMENT AMOUNT:	5.2 million USD
LOCATION:	Base Occidental 8 Vías, Km No 2 ½, Autopista Nacional, La Habana province
MARKET POTENTIAL:	The proposal aims to supply raw materials to domestic manufacturers for the network of markets, manufacturers of textile products, creators, designers, upholsterers, decorators and others. It would also be a source of supplies for textile company products and this would allow for production linkage with entities that make up the different supply chains
CONTACTS:	Presidencia del Grupo Comercializador de Productos Industriales y de Servicios. E-mail: arivera@gi.mincin.cu / Tel.: (53) 7698-2346 Dirección de Logística de Almacenes E-mail: logistica1@mincin.cu / Tel.: (53) 7867-0066 Dirección de Comercio Mayorista E-mail: dircmia@mincin.cu / Tel.: (53) 7861-0949



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



DESCRIPTION:	Promoting timely supplies of automotive spare parts, parts and accessories for the national transportation system by combining imports and the development of wholesale business, connecting them in a value chain with repairs and manufactured items to be done by domestic industry. Assimilating top management systems for the warehouses, distribution and marketing that is highly automated, guaranteeing the necessary infrastructure for operations. Raw materials will be supplied to the domestic manufacturers and contracts will be signed with them to purchase their products. Imports and domestic products will be sold on the domestic market. Cuban manufacturers will also have access to state-of-the-art technological manufacturing packages to ensure high productivity and decreased production costs.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Comercializadora AXESS
ESTIMATED INVESTMENT AMOUNT:	17.1 million USD
LOCATION:	Guanabacoa municipality in La Habana province
MARKET POTENTIAL:	The domestic market for spare parts and accessories will be around 124 million USD. The demand for purchases of spare parts and accessories of selected makes of the automotive transportation of MITRANS for 2015 is around 68 million USD.
ESTIMATED ANTICIPATED RESULTS: ESTIMADOS	We intend to substantially increase competitiveness in the value chain of imports, wholesale sales and the distribution of automotive spare parts, parts and accessories in Cuba, attaining new effective production linkages among the various agents in the chain, to ensure development and the sustainability of the country's transportation system in the first place; in a second phase we would ensure growing participation for domestic manufacturers in the international market.
CONTACTS:	Dirección de Relaciones Internacionales del Ministerio del Transporte. email: ivan.ne@mitrans.co.cu Tel.: (53) 7884-1196



Audiovisual Sector

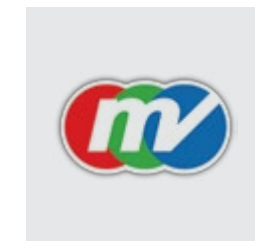
The so-called Entertainment Industry, as it is called internationally, principally brings together television and radio. It is increasingly becoming more affected and forced to undergo greater development in the face of the constant technological changes being introduced and the different channels and digital platforms that are making possible the limitless spreading of these media throughout the world due to globalization.

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

The mission of the ICRT is to govern the policies and functioning for the development of Cuban radio and television. Today it is immersed in investment in order 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 are determining features for production and subsequent commercialization.

Cuba has specialists with high professional levels in the sector. Together with the creation of the necessary infrastructure, insertion in distribution chains and the provision of updated technological means and equipment can contribute to the movement of exports, fundamentally of services, in the geographical region we occupy.



International Radio and Television Convention

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



THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS



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

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

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

PRINCIPAL PRODUCTS AND SERVICES BEING MARKETED BY RTV COMERCIAL

Radio & Television

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

Shows/ Performances

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

Productos

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



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

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



CONTACT INFORMATION

Joel Ortega Quinteiro,
Dirección General de RTV Comercial
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Tel.: (53) 7832-8723 / 7831-9172

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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



DESCRIPTION:

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

RTV Comercial

ESTIMATED INVESTMENT AMOUNT:

35 million USD

LOCATION:

Portion of land belonging to RTV Comercial, in an area in southern La Habana province. In total, it covers 21 303 m².

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

Replacing imports through the acquisition of contents and technologies for producing high-definition audiovisual products, according to the international standards for their marketing; covering the domestic television family with high-quality programs, and obtaining the necessary technologies for high-definition production.

CONTACTS:

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ESTABLISHING
PAY-PER-VIEW
CHANNELS FOR
CUBAN TV.



DESCRIPTION:	Inserting a service of thematic high-definition channel packages, available and affordable for the populace.
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	RTV Comercial
ESTIMATED INVESTMENT AMOUNT:	6 million USD
LOCATION:	La Habana province
MARKET POTENTIAL:	The project will ensure 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.
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EDUCATIONAL
INFORMATICS AND
AUDIOVISUAL MEDIA.



DESCRIPTION:	Producing and marketing clean and innovating technological solutions to improve the quality of education, manage knowledge and the informatics and audiovisual infrastructure for the domestic education system and for export.
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	Empresa de Informática y Medios Audiovisuales (CINESOFT). The Cuban party will assume the specialized workforce in processing educational knowledge with over 15 years of experience, technical and informatics knowledge, and the directorship of the entity.
ESTIMATED INVESTMENT AMOUNT:	8.8 million USD.
LOCATION:	Playa municipality, La Habana province
MARKET POTENTIAL:	The educational sector's technology market will grow at an annual pace of 2.3% until 2018, reaching 67.8 billion USD. Furthermore, we are sure that the management of knowledge all over Latin America is a growing market, as are specific industries, especially due to the large existing digital gap and the lack of specialists and professors associated with technology and the production of all types of educational resources. Foreseen estimated demand for the domestic market is some 1.3 million pesos and 7.6 million USD for export in three years.
ESTIMATED ANTICIPATED RESULTS:	Access to equipping and specialized high-technological resources required for this type of audiovisual product and the resources for educational content. We also foresee developing and modernizing the process and being able to make the move from a "home-made" industry to a specialized industrial product. Reaching a considerable figure for annual content in order to maintain, develop and expand production and marketing services for informatics and audiovisual applications.
CONTACTS:	Dirección Comercial Cinesoft. E-mail: dircomercial@cubaeduca.cu Tel.: (53) 7203-7742



**Telecommunications,
Information
Technologies
and Communication
and Postal Services
Sector**



The Telecommunications Sector (TIC) is a fundamental item in the Cuban economy, characterized by high added value and high scientific-technical-professional potential in its human resources associated with telecommunications services, production of software apps, commercialization and connected services, for the use of TICs, in the development of society, security and the technological sovereignty of the country.

In Cuba, the telecommunications/TIC sector basically revolves around telecommunications services and software development, with a minor presence in the production of equipment inside the industrial sector.

Within the range of international bodies specialized in telecommunications, Cuba is a member of:

- International Telecommunications Union (ITU)
- Caribbean Telecommunications Union (CTU)
- Latin American Forum for Telecommunications Regulatory Entities (REGULATEL)

Cuba has a Telecommunications Research and Development Institute (LACETEL) in charge of generating, researching, developing, innovating, assimilating, integrating and transferring technology to be introduced into social practice, creating and protecting intellectual property to contribute to technological sovereignty in telecommunications in Cuba. To raise the technical standards and procedures regulating the Cuban software industry, this sector has the National Center for Software Quality (CALISOFT).

**INFORMATICS
Convention and Trade Fair**

In the TIC sector, every two years we hold the Informatics Convention and Trade Fair, an international event with the aim of demonstrating our scientific advances, new technologies and new features in the sector, through the participation of delegates, lecturers and exhibitors from all over the world.

**Principal indicators
in telecommunications
services at the close
of 2015**

4,643,000 telephone lines in service, with a density of 41.32 lines per 100 inhabitants
59,000 public telephones with a density of 5.27 public phones per 100 inhabitants
99.75% national digitalization
15,451 direct employees and over 24,000 agents associated with the ETECSA company

Grupo Empresarial de la Informática y las Comunicaciones (GEIC)

Composed of several enterprises, destined to promote the development of TIC products and services, directed to achieving that access to the information society and to knowledge should be a universal right, satisfying domestic consumption and increasing its exports.

Postal Services

The roots of postal activity in Cuba go back 260 years. After the triumph of the Cuban Revolution, following several transformations, in May 2013 the Grupo Empresarial Correos de Cuba was born; it is the sole operator to ensure universal postal service throughout the country along with other added value services.

Cuba maintains postal service interchanges with over 192 countries. It has signed Acts and International Agreements of the Universal Postal Union and is an active member of the Postal Union of the Americas, Spain and Portugal (UPAEP).

Grupo Empresarial Correos de Cuba

Is made up of 20 companies. It gathers together a large network of 812 post offices, branches and wickets throughout the country.

It has 18 Territorial Classification Centers; 23 Home Distribution Centers; 84 Sales Venues; 47 Navigation Rooms; 1499 mail boxes; 2817 postal delivery personnel; and 1844 Postal Agents for commercializing press, publications and other services.

SECTORIAL POLICY:

To promote the development of software, informatics applications and their associated services for the aim of contributing to the increase in exportations and to the country's development. The following may be created: scientific-technological parks, support types and on-line technical assistance (contact centers), international service certification centers, technologies and human capital, software R & D centers. Not included are foreign partnerships with services involving the operation and commercialization of telecommunications.

For Postal Services, foreign investment is directed towards improving the quality and commercialization of services on the domestic and international markets via developing and updating technologies destined for the processing of international postal packages (BPL in its Spanish abbreviation), express messenger services and postal graphics.

We exclude the investment type of 100% foreign capital enterprises in this sector.



CONTACT INFORMATION

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Tel.: (53) 7882-8221





Hydraulic Sector



The National Institute for Water Resources (Instituto Nacional de Recursos Hidráulicos or INRH in its Spanish abbreviation) is in charge of managing the overall cycle of water in Cuba; for this purpose its structure is organized into four Business Groups and two independent companies. Its business system is at work throughout the country monitoring the hydrological cycle, monitoring and balancing surface and subterranean waters, the drinking water supplies, quality controls for terrestrial waters, sewage and waste water treatment, as well as undertaking research applied to hydraulic engineering and the planning of waterworks, their rehabilitation and maintenance.

To ensure its management, it also has workshops to repair pumping equipment and welding machinery, factories to manufacture pipes, tubes, accessories and electrical panels which add to its sustainability. It carries out all imports and exports of the system's goods and services, 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.

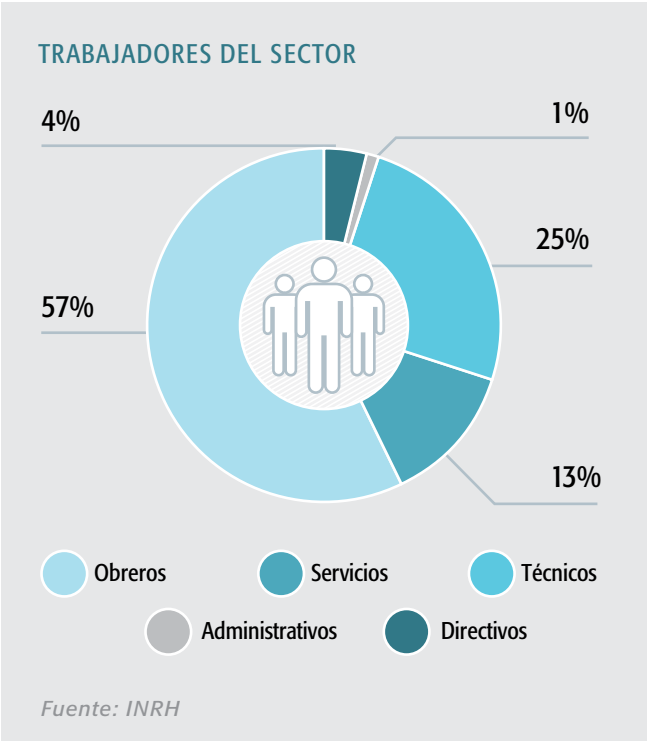
Cubagua

The specialized event in the sector, provides a window to the world on the performance of the hydraulic sector in Cuba. Every biannual 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.

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.



SOME PROJECTS WHICH HAVE BEEN CONCLUDED AND ARE BEING EXECUTED

Planning, operating, rehabilitating and maintaining aqueduct systems for drinking water supplies for 8,10,000 persons residing in 2,480,000 towns, among which we especially indicate: Guantánamo, Baracoa, Santiago de Cuba, Bayamo, Manzanillo, Holguín, Las Tunas, Camagüey, Cárdenas and Havana.

Planning, operating and maintaining sewage infrastructures with 14 waste treatment plants, 306 stabilization ponds and 886, 786 septic tanks.

Planning, operating and maintaining the large reservoirs (Zaza, Mayarí, Hanabanilla, Alacranes, Cauto del Paso, La Yaya, Mampostón, Lebrige, Moa), notably increasing damming capacities and forecasting flooding in order to deal with extreme climate events.

Planning and operating water pipelines (Matanzas-Mayabeque, Júcaro-La Coca, Mayarí-Birán, Mogote, Gota Blanca, Centro-Este, Nipe-Gibara), bringing water from sites in the country where there is a lot of rainfall towards sites where there is less rainfall, with over 806 Km of principal canals, 22,400 km of secondary canals and 1,401 km protection works.

SECTORIAL POLICY:

To promote business with foreign capital for the development of the hydraulic infrastructure, contributing to technology and the development of new products for the control and measuring of hydrometeorological variants and water quality, the assimilation of managerial methods with a view to increasing the efficiency and productivity of the workshops for repairs and maintenance of technological equipment and the production of equipment, parts and accessories which are used in the sector to replace imports and generate exports, as well as partnerships with foreign companies which would contribute funding and technology in the execution of their own works within the national hydraulic development program.



CONTACT INFORMATION

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FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



PRODUCTION OF DRINKING WATER METERS.



DESCRIPTION:	Production of drinking water meters with certified quality on the basis of existing production capacities in the national hydraulic resources system, with a design according to the identified needs in Cuba.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	CIEGOPLAST, company manufacturing plastic pipes, tubes& accessories
ESTIMATED INVESTMENT AMOUNT:	5 million USD
LOCATION:	Ciego de Ávila province
MARKET POTENTIAL:	It is estimated that the national meters program requires approximately 500,000 meters per year at an estimated value of 20 million CUC. This project will replace imports of similar materials; exports of this product will be promoted to markets in Latin America, the Caribbean and Africa in subsequent stages.
ESTIMATED ANTICIPATED RESULTS:	Nationally produce all the meters needed to cover the meter program for the national hydraulic resources system along with the installation boxes. We estimate savings of around 1MM USD per year by replacing imports.
CONTACTS:	Grupo Empresarial de Ingeniería y Logística Hidráulica laza@geilh.hidro.cu Tel.: 7207-0196



PRODUCTION OF SPARE PARTS, ACCESSORIES AND OTHER PLASTIC-BY-INJECTION ELEMENTS .



DESCRIPTION:	Develop the production of spare parts, accessories and other plastic-by-injection elements which will replace imports and may be commercialized as export products to Latin America, the Caribbean and Africa.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	CIEGOPLAST, company manufacturing plastic pipes, tubes & accessories
ESTIMATED INVESTMENT AMOUNT:	2 million USD
LOCATION:	Ciego de Ávila province
MARKET POTENTIAL:	<p>The domestic installation, repair and maintenance program for hydraulic networks requires an annual supply of spare parts, accessories and other plastic-by-injection elements for an estimated annual value of 15 million dollars. The exploitation of capacities for its domestic production is insufficient today; it has a limited assortment of products by molds, thereby slowing down the speed of the National Hydraulic Program plan.</p> <p>At a second stage, we foresee exporting some of these products to markets in Latin America, the Caribbean and Africa.</p>
ESTIMATED ANTICIPATED RESULTS:	Replace imports for an estimated annual value of 15 million for developing the meter program for INRH, as well as making use of the existing potential of domestic production units and increase their technical capacity and technological discipline. The Project is part of a strategic plan directed towards decreasing imports and increasing the technical capacities of the INRH production units as a way of implementing the National Hydraulic Policy and using the financial resources placed at the disposition of the broad-based program to make the hydraulic sector more efficient.
CONTACTS:	Grupo Empresarial de Ingeniería y Logística Hidráulica laza@geilh.hidro.cu Tel.: 7207-0196



MODERNIZING THE NATIONAL WORKSHOP FOR REPAIRS TO THE PUMPING EQUIPMENT OF THE HYDRAULIC RESOURCES SYSTEM.



DESCRIPTION:	Provide a modern and efficient managerial system to develop the management capacities of the national workshop to repair and provide maintenance for pumping equipment; this requires the manufacturer's technical knowledge and experience, consumable supplies, tools and specialized equipment.
INVESTMENT TYPE:	International Economic Partnership for Service Management
CUBAN PARTY:	Taller Nacional de Reparación de Equipos de Bombeo
ESTIMATED INVESTMENT AMOUNT:	1 million USD
LOCATION:	San José municipality, Mayabeque province
MARKET POTENTIAL:	The market will include all the INRH pumps in the first place, and subsequently it can be broadened to include all other existing pumps in the country on the basis of the conditions that will be created and the efficiency of the services.
ESTIMATED ANTICIPATED RESULTS:	Make sure pumps remain technically available to a large extent, as well as be able to immediately solve the problems of broken equipment, or equipment needing maintenance, arriving at the workshop. We calculate annual savings of 1% because of increased efficiency. Interchanging technical knowledge and experience and the availability of consumables, equipment, tools, spare parts and parts that will allow work to go on.
CONTACTS:	Grupo Empresarial de Acueducto y Alcantarillado dgeneral@geaal.co.cu Tel.: 7648-5097



MODERNIZATION OF THE NATIONAL WORKSHOP FOR REPAIRING WELDING MACHINERY FOR THE HYDRAULIC RESOURCES SYSTEM.



DESCRIPTION:

Provide a modern and efficient managerial system to develop the capacities to operate the national repair workshop for welding machinery in order to provide specialized services for repairs and maintenance; this requires manufacturers' technical knowledge and experience, supplies of consumables, tools and specialized equipment.

INVESTMENT TYPE:

International Economic Partnership for Service Management

CUBAN PARTY:

Taller Nacional de Reparación de Máquinas de Soldar

ESTIMATED INVESTMENT AMOUNT:

1 million USD

LOCATION:

Cotorro municipality, La Habana province

MARKET POTENTIAL:

The market will include all the welding machinery in the national water resources system in the first place and subsequently it will include other existing welding machinery in the country in other sectors, on the basis of the conditions that will be created and the efficiency of the services.

ESTIMATED ANTICIPATED RESULTS:

Make sure welding machinery remains technically available to a large extent, as well as be able to immediately solve the problems of broken machinery, or machinery needing maintenance, arriving at the workshop, thereby allowing the construction brigades to continue working. We calculate annual savings of 5% because of increased efficiency.

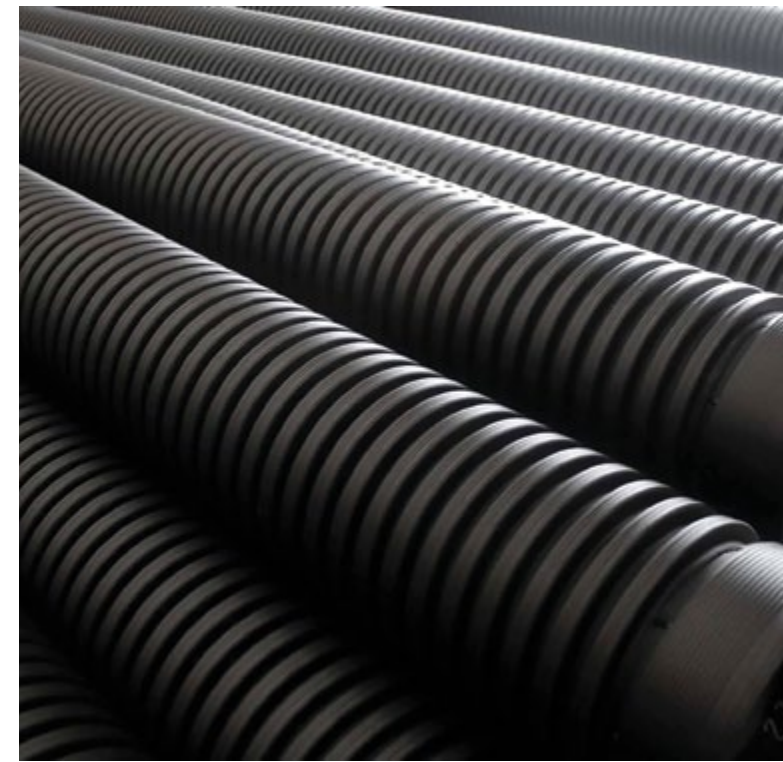
Interchange of technical knowledge and experience as well as the availability of inventories of consumables, equipment, tools, parts and spare parts, thereby enabling the work to go on.

CONTACTS:

Grupo Empresarial de Ingeniería y Logística Hidráulica
laza@geilh.hidro.cu
Tel.: 7207-0196



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 more efficient use of financial resources for the importation of production consumables.

INVESTMENT TYPE:

International Economic Partnership for Production Management

CUBAN PARTY:

HIDROPLAST company for producing tubes and pipes

ESTIMATED INVESTMENT AMOUNT:

10 million USD

LOCATION:

Boyeros municipality, La Habana province

MARKET POTENTIAL:

The transformation of raw materials in the factory surpasses 15,000 tons per year, and given the growth of investments in hydraulic infrastructure, it will require incorporating new production lines in the next few years.

ESTIMATED ANTICIPATED RESULTS:

Make sure production lines remain technically available to a large extent, keep a minimum of inventory and increased productivity and quality levels for the products in the aim of satisfying the demand of the national system program for hydraulic resources. We calculate annual savings of 5% because of greater efficiency.

Guarantee the acquisition of spare parts, parts and accessories that would ensure maintenance and a higher productivity level on the production lines.

CONTACTS:

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**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.



CONTACTS OF INTEREST



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

Infanta no. 16 esq 23, Plaza de la Revolución, La Habana,
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Website: <http://www.mincex.cu>



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

Calle 10 no. 512 e/31 y 5ya Ave, Playa, La Habana, Cuba

E-mail: sic@mincex.cu, daily.martinez@mincex.cu

Tel: (53) 7214-4345, (53) 7214-4340 al 42

Website: <http://www.cepec.cu> / <http://www.procuba.cu>

www.facebook.com/cepecuba

Open to the public from 8:30 am to 4:00 pm



CÁMARA DE COMERCIO
DE LA REPÚBLICA DE CUBA

**CHAMBER OF COMMERCE OF THE REPUBLIC OF CUBA
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Calle 21 no. 661 esq a calle A, el Vedado, La Habana, Cuba

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Open to the public from 8:30 am to 4:00 pm



MINISTERIO
DEL COMERCIO EXTERIOR
Y LA INVERSIÓN EXTRANJERA