



# Cuba

PORTFOLIO  
OF OPPORTUNITIES  
FOR FOREIGN  
INVESTMENT

**2018-2019**



MINISTERIO  
DEL COMERCIO EXTERIOR  
Y LA INVERSIÓN EXTRANJERA

INCLUDES  
TERRITORIAL  
DISTRIBUTION

► 13	CUBA: A PLACE TO INVEST
15	Advantages of Investing in Cuba
16	Foreign Investment in Cuba
16	Foreign Investment in Figures
17	General Foreign Investment Policy Principles
19	Foreign Investment with agricultural cooperatives as partners
► 25	FOREIGN INVESTMENT OPPORTUNITIES BY SECTOR
► 27	STRATEGIC CORE PRODUCTIVE TRANSFORMATION AND INTERNATIONAL INSERTION
28	Mariel Special Development Zone <ul style="list-style-type: none"><li>► BUSINESS OPPORTUNITIES IN ZED MARIEL</li></ul>
► 55	STRATEGIC CORE INFRASTRUCTURE
► 57	STRATEGIC SECTORS
58	Construction Sector <ul style="list-style-type: none"><li>► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS</li></ul>
70	Electrical Energy Sector
71	Oil <ul style="list-style-type: none"><li>► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS</li></ul>
79	Renewable Energy Sources <ul style="list-style-type: none"><li>► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS</li></ul>
86	Telecommunications, Information Technologies and Increased Connectivity Sector

90	<b>Logistics Sector made up of Transportation, Storage and Efficient Commerce</b>
91	Transportation Sector
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
99	Efficient Commerce
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
102	<b>Logistics Sector made up of Water and Sanitary Networks and Installations</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
112	<b>Tourism Sector, including Health</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
157	Health tourism
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
162	<b>Food Production Sector</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
202	<b>Pharmaceutical Industry and Biotechnological Sector</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS FUERA DE LA ZED MARIEL
208	<b>Sugar Agro-industrial Sector and its Byproducts</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
214	<b>Light Industry Sector, introducing New Technologies</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
219	Electronics, Informatics, Automation and Telecommunications Industry
221	Light Industry
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
227	Chemical Industry
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
233	Steel/Iron-Machinery Industry and Recycling
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

► 245	<b>OTHER SECTORS AND ACTIVITIES</b>
246	<b>Mining Sector</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
286	<b>Culture Sector</b>
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
291	Actividad Audiovisual
	► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS
296	<b>Banking and Financial Sector</b>
299	Insurance Activities

► 301	<b>TERRITORIAL DISTRIBUTION OF PROJECTS</b>
303	PINAR DEL RÍO PROVINCE
304	ARTEMISA PROVINCE
307	HAVANA PROVINCE
310	ISLA DE LA JUVENTUD SPECIAL MUNICIPALITY
311	MAYABEQUE PROVINCE
312	MATANZAS PROVINCE
314	CIENFUEGOS PROVINCE
315	VILLA CLARA PROVINCE
315	SANCTI SPÍRITUS PROVINCE
316	CIEGO DE ÁVILA PROVINCE
317	CAMAGÜEY PROVINCE
319	LAS TUNAS PROVINCE
319	SANTIAGO DE CUBA PROVINCE
320	GRANMA PROVINCE
321	HOLGUÍN PROVINCE
323	GUANTÁNAMO PROVINCE

► 324	<b>CONTACTS OF INTEREST</b>
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### Advantages of Investing in Cuba

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

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

#### Foreign Investment Legal Regime

- Law No. 118/2014: "Law of Foreign Investment"
- Decree No. 325/2014: "Regulations of the Foreign Investment Law" of the Council of Ministers
- Resolutions No. 46/2014 and No. 47/2014 of the Banco Central de Cuba
- Resolution No. 535/2014 of the Ministry of Finances and Prices
- Resolution No 920/2014 of Ministry of the Economy and Planning
- Agreement No. 7567 of the Council of Ministers
- Decree No. 347/2018, modification of the "Regulations of the Foreign investment Law" of the Council of Ministers
- Resolutions No. 206/2018 & No. 207/2018 abolishing No. 128/2014 & No. 129/2014 of the Ministry of Foreign Trade and Investment
- Resolution No. 14/2018 abolishing No. 16/2014 of the Ministry of Labor and Social Security

#### International agreements related to foreign investment

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



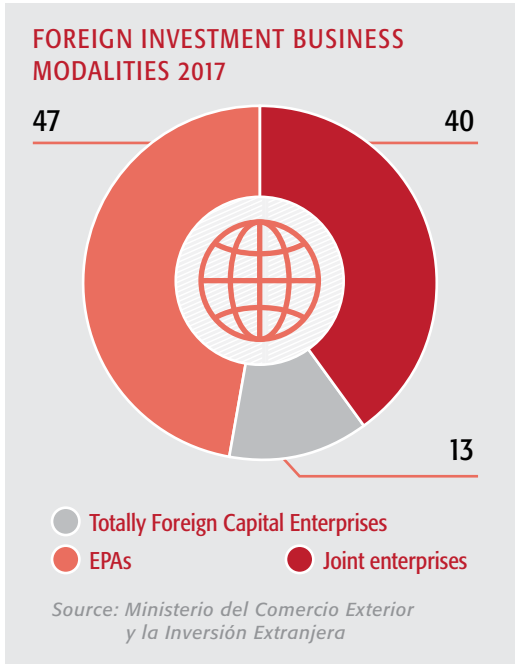
Foreign Investment in Cuba

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



Foreign Investment in Figures

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



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

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

PRINCIPAL EPA INDICATORS IN 2017 (BILLION CUC)

TOTAL SALES	4.5
DOMESTIC MARKET	2.8
EXPORTS	1.7
IMPORTS	1.0
TAXABLE PROFITS	1.4

General Foreign Investment Policy Principles

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

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

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

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

To eliminate concepts of salary scales and establish a minimum wage. Employees hired will earn salaries higher than the set minimum wage.

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

17. State assets will not be transferred in property other than in exceptional cases where they will be destined for purposes of the country's development and they do not adversely affect the political, social and economic foundations of the State.
18. Exclusivity rights are not granted in the Cuban market; the foreign partner has equality of conditions with third parties and may be supplier and client of the business.
19. In projects aiming at exporting goods or services, the foreign party shall guarantee the market.
20. The country's shortage in construction capacity cannot stop the development of the process of foreign capital investments. We may assess alternatives required to prevent this, even by hiring a foreign labor force.
21. Bidding for design and construction services by foreign and Cuban enterprises whenever the complexity of project so requires, in accordance with regulations in legislation in force, about the country's investment process.
22. To authorize establishing enterprises having 100% foreign capital for executing investment projects having the complexity and importance that it requires especially for the development of industrial infrastructure through special turn-key contacts such as: Engineering, Procurement and Construction Contracts (EPC); Engineering, Procurement and Construction Management Contracts (EPCM); Build-Own-Operate- Transfer Contracts (BOOT), Build-Operate-Transfer Contracts (BOT).
23. In principle, the setting up of bank accounts abroad will not be authorized nor the acceptance of external guarantees compromising retentions of Cuban flows in banks abroad.
24. The economic information requested for foreign investment will be made compatible with international indicators used to measure the results. To publish statistics that will be determined.

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

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

## Foreign Investment with agricultural cooperatives as partners

1. Land ownership will never be transferred to the joint enterprise, in any case whatsoever. In international economic partnerships, the contribution of the Cuban party will include the real right of usufruct or surface rights.
2. Partnership of the agricultural cooperatives in foreign investment may be direct or indirect.

Indirect partnership takes place as:

- a. Contractual relationships between the agricultural cooperatives and the foreign investment modalities; or
- b. Contractual relationships between the agricultural cooperatives and state entities, and state entity relationships with the modalities of foreign investment.

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

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

- a. Forming part of an international economic partnership (international economic partnership agreement or joint enterprise)

which for its part would be made up of agricultural cooperatives, a totally Cuban capital trading company and the foreign investor; or

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

To create the totally Cuban capital trading company between state enterprises and agricultural cooperatives, the contributions shall be monetary.

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

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

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





In the case of agricultural production cooperatives having land ownership:

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

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

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

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

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

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

\* Joint enterprises and international economic partnership agreements are governed by what has been established in legislation in force (Law No. 113 of the Taxation System), with the adjustments of this special regime. Enterprises with 100% foreign capital pay taxes according to legislation in force. In the case of International Economic Partnership Agreements for Production, Services and Professional Services Management, this is governed by what has been established in legislation in force (Law No. 113 of the Taxation System) with the adjustments of this special regime, especially the tax on profits in the gross incomes type, 4%.





TAXES APPLICABLE TO ENTERPRISES WITH TOTALLY FOREIGN CAPITAL OUTSIDE ZED MARIEL

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

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





525 FOREIGN INVESTMENT OPPORTUNITIES BY SECTOR

45  
IN THE ZED MARIEL





► STRATEGIC CORE  
PRODUCTIVE  
TRANSFORMATION  
AND  
INTERNATIONAL  
INSERTION

## Mariel Special Development Zone



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

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

### Industrial Pillars

LOGISTICAL SERVICES

BIOTECHNOLOGY AND THE DRUG INDUSTRY

ADVANCED MANUFACTURING

### REGULATORY FRAMEWORK

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

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

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

### APPROVAL PROCESS

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

### PRIME REGIONAL LOCATION

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

### ONE-STOP SHOP

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

### INCENTIVES TO USE SOLAR ENERGY

### DEVELOPMENT AND INFRASTRUCTURES

The development of ZED Mariel began with Sector A, 43.7 km<sup>2</sup> in area, located on the western edge of the Port of Mariel. The Master Plan for this area incorporates the highest standards and environmental quality concepts and we will implement it in three phases:

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



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

**BIOTECHNOLOGY, DEVELOPMENT AND PRODUCTION OF MEDICINES SECTOR**



**PRODUCTION AND SALE OF PRODUCTS DERIVED FROM HUMAN PLACENTA.**



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



**PRODUCTION OF THERAPEUTIC ANTIBODIES.**

<b>DESCRIPTION:</b>	Building a new industrial biotechnology facility for the production of monoclonal antibodies for therapeutic use for cancer and other non-transmissible chronic diseases, from the active pharmaceutical ingredient to the final drug form. Production is fundamentally for exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Cimab S.A.
<b>ESTIMATED INVESTMENT:</b>	75 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Directorate General Email: <a href="mailto:corporate@cimab.cu">corporate@cimab.cu</a> Tel.: (53) 72725164



**PRODUCTION OF CEPHALOSPORIN, INJECTABLE CARBAPENEMS AND ORAL PENICILLIN.**



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



**BIOMATERIALS PLANT.**

<b>DESCRIPTION:</b>	Building a pharmaceutical plant to manufacture biomaterial products in compliance with NC-ISO 13485 and NC-ISO 14971, with the following lines: <ul style="list-style-type: none"><li>► TISUACRYL tissue adhesive to seal skin wounds</li><li>► BIOGRAFT-G to regenerate osseous tissue</li><li>► APAFILL-G to repair osseous tissue, purify biological products and as a support for the growth of micro-organisms.</li></ul> We see the facility having a yearly production capacity for 640,000 ampules of Tisuacryl, 75 Kg of BIOGRAFT-G and 125 Kg of APAFILL-G. Production is fundamentally directed towards exportation.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Centro de Biomateriales, BIOMAT:
<b>ESTIMATED INVESTMENT:</b>	1.5 million USD
<b>LOCATION:</b>	Sector A. Zone A-3
<b>CONTACTS:</b>	Vice-Rector's Office for Research, University of Havana Email: <a href="mailto:vilmah@rect.uh.cu">vilmah@rect.uh.cu</a> / <a href="mailto:dzaldivarsilva@rect.uh.cu">dzaldivarsilva@rect.uh.cu</a> Tel.: (53) 78798450 / 78783867







DEVELOPMENT AND PRODUCTION OF CYTOSTATIC PRODUCTS.

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

INDUSTRIAL SECTOR



COMPREHENSIVE SOLID WASTE MANAGEMENT SYSTEM.



DESCRIPTION:	Building a processing plant for industrial and domestic solid waste generated by companies and towns in the territory of ZED Mariel.
INVESTMENT TYPE:	Joint Enterprise or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	over 15 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 to 62



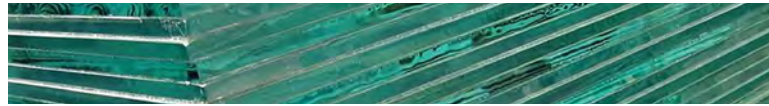
PRODUCTION AND SALES OF LOW-COST AND DELUXE BATHROOM FIXTURES.



DESCRIPTION:	Identifying a partner with the financial and technological capacity to set up a new plant to manufacture low-cost and deluxe bathroom fixtures (two-way and one-way faucets), bathroom valves and fittings in order to replace imports. The factory should have advanced low-pressure gravity box-casting technology, cutting and finishing cast pieces, ultra-fast transfer machinery for bathroom fixtures, with various heads, automated surface finishing and polishing, with nickel/ chrome surface finishes, with a wastewater treatment plant and processes for assembly and testing of bathroom fixtures. Production aims to meet the growing demands of hotel development and domestic real estate, with projected growth of 100,000 rooms in the next 15 years, as well as for export.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Empresa Industrial de Herrajes (EIH)
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	Sector A. Zone A-10
CONTACTS:	Gesime Vice-presidency Email: cherrera@sime.cu / negocios.gesime@sime.cu Tel.: (53) 72633429 Directorate General of EIH Email: leduan@iherrajes.cu dir.negocios@iherrajes.cu Tel.: (53) 77979204 / 77976762 / 77970611 / 77263561



### PRODUCTION OF FLAT GLASS AND ITS PRODUCTS.



#### DESCRIPTION:

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

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Grupo Empresarial de la Industria Química (GEIQ)

#### ESTIMATED INVESTMENT:

65 million USD

#### LOCATION:

Sector A. Zone A-10

#### CONTACTS:

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

## SECTOR AGROALIMENTARIO



### SOY PROCESSING PLANT (REFINED OIL FACTORY)



#### DESCRIPTION:

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

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

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

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

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

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Corporación Alimentaria S.A. (Coralsa)

#### ESTIMATED INVESTMENT:

149 million USD

#### LOCATION:

Sector A. Zone A-8

#### CONTACTS:

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



### PRODUCTION OF FRUIT JUICE.



#### DESCRIPTION:

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

#### INVESTMENT TYPE:

Joint Enterprise or Totally Foreign Capital Enterprise

#### CUBAN PARTY:

To be defined

#### ESTIMATED INVESTMENT:

over 10 million USD

#### LOCATION:

Sector A. Zone A-8

#### CONTACTS:

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

## OTHER PROJECTS BEING PROMOTED IN ZED MARIEL

## INDUSTRIAL SECTOR



### PRODUCTION OF A/C EQUIPMENT.



#### DESCRIPTION:

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

#### INVESTMENT TYPE:

Totally Foreign Capital Enterprise

#### CUBAN PARTY:

To be defined

#### ESTIMATED INVESTMENT:

over 15 million USD

#### LOCATION:

Sector A. Zone A-10

#### CONTACTS:

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







PRODUCTION OF GLASS BOTTLES.

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



PRODUCTION OF VARIOUS LINES OF GLASSWARE.



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



PRODUCTION AND SALE OF MEDICAL CONSUMABLES.



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





**METALS  
TRANSFORMATION  
CENTER.**



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



**NON-FLEXIBLE PLASTIC  
CONTAINERS AREA.**



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



**PRODUCTION OF  
FLEXIBLE PLASTIC  
CONTAINERS.**



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



**PRODUCTION OF LED  
LIGHTING.**



<b>DESCRIPTION:</b>	Building a plant with clean, cutting-edge technology to manufacture LED lighting components, including lithium batteries, for public, industrial and domestic lighting, for the domestic market and export, with an annual capacity of over 15 000 units.
<b>INVESTMENT TYPE:</b>	Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	10 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 to 62







PRODUCTION OF  
SMALL-FORMAT  
PERSONAL TOILETRIES  
FOR TOURISM.



<b>DESCRIPTION:</b>	Identifying a potential partner that guarantees financing and modern clean technology for the building of a plant to produce small-format personal toiletries for the national tourism industry and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	15 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
MATTRESSES AND  
PILLOWS.



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



PRODUCTION OF  
ELECTRICAL CABLES.



<b>DESCRIPTION:</b>	Building and operating a plant with modern clean technology to produce copper and aluminum electrical conductors, telephone cables, enameled white cables, PVC cables and thermal copper cables for the domestic market and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	53.3 million USD
<b>LOCATION:</b>	Sector A. Zone A-9
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62



PRODUCTION OF  
SCREWS AND OTHER  
FASTENERS.



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





PRODUCTION OF  
PLASTIC GARDEN  
FURNITURE.



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



PRODUCTION OF  
COMMERCIAL  
FOOTWEAR.



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



ELEVATOR ASSEMBLY.



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



PRODUCTION AND  
SALE OF DISPOSABLE  
MULTI-PURPOSE  
PLASTIC ITEMS.



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







## PRODUCTION OF EFFICIENT BOILERS AND THEIR ASSOCIATED SERVICES.

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



## PRODUCTION AND SALE OF HIGH-TECH MEDICAL EQUIPMENT



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

## AGRO-FOODS SECTOR



## CENTER FOR THE ELABORATION OF FOODS AND CATERING SERVICE



<b>DESCRIPTION:</b>	Building a modern center for the elaboration of foods, providing catering services to enterprises, with a diversity of offers adapting to client requirements and an approximate capacity of 20,000 daily rations of hot meals and snacks per day.
<b>INVESTMENT TYPE:</b>	Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	20 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 al 62



## PRODUCTION OF DAIRY PRODUCTS AND BY-PRODUCTS



<b>DESCRIPTION:</b>	Building and operating a modern factory for the production of yogurt and flavored milk products, various types and sizes of cheese (blue cheese, firm and semisoft cheeses, goat cheese, cream cheese, etc.) for the tourism industry, chains of stores and export.
<b>INVESTMENT TYPE:</b>	Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	8-10 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Division for Coordination and Proceedings Email: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 to 62





PRODUCTION OF PASTA.



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



PRODUCTION OF SAUSAGE-TYPE PRODUCTS.



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



PRODUCTION OF INSTANT AND NUTRITIONAL FOODS.



DESCRIPTION:	Building and operating a plant running on modern clean technology to produce 10,000 tons per year of instant soups, cream soups, broths, gelatins, vegetables, cornstarch and breakfast cereals for the tourism industry and chains of stores.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	Corporación Alimentaria S.A. (Coralsa)
ESTIMATED INVESTMENT:	20 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: <a href="mailto:negocios@coralsa.com.cu">negocios@coralsa.com.cu</a> Tel.: (53) 72021194 / 72022055



PRODUCTION OF SAUCES & DRESSINGS.



DESCRIPTION:	Building and operating a modern plant running on clean technology to produce sauces and dressings (tomato sauce, ketchup, mayonnaise, mustard, soy sauce, etc.) in different sizes, for the tourism industry, the domestic market and export.
INVESTMENT TYPE:	Joint Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD
LOCATION:	Sector A. Zone A-8
CONTACTS:	Division for Coordination and Proceedings Email: <a href="mailto:ventanillaunica@zedmariel.co.cu">ventanillaunica@zedmariel.co.cu</a> Tel.: (53-47) 397360 to 62







### PRODUCTION OF SPICES, CONDIMENTS AND ADDITIVES FOR FOOD PROCESSING.



<b>DESCRIPTION:</b>	Building and operating a modern plant running on clean technology to produce over 7,000 tons of spices, condiments and additives for the processing of foods (meat products, canned fish, vegetables, etc.) for the tourism industry, the domestic market and export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A. (Coralsa)
<b>ESTIMATED INVESTMENT:</b>	35 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### PRODUCTION OF WHEAT FLOUR.

<b>DESCRIPTION:</b>	Setting up a wheat mill to process 300,000 tons of wheat per year for the consumption of flour in the western part of Cuba and to replace existing mills in Havana and Matanzas provinces.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	Corporación Alimentaria S.A. (Coralsa)
<b>ESTIMATED INVESTMENT:</b>	120 million USD
<b>LOCATION:</b>	Sector A. Zone A-8
<b>CONTACTS:</b>	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



### PRODUCTION AND SELLING CHanneled PORK.



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



### PRODUCTION AND SALES OF CHanneled POULTRY.



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





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



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

CONSTRUCTION SECTOR



COMPREHENSIVE  
HANDLING OF  
SOLID WASTE FROM  
CONSTRUCTION.



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



PRODUCTION  
OF BATHROOM  
FURNISHINGS.



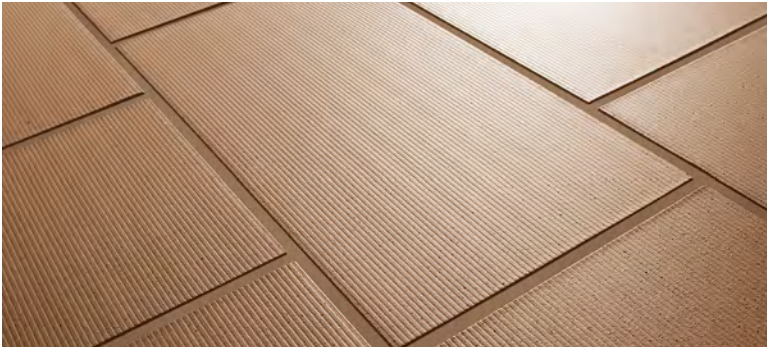
<b>DESCRIPTION:</b>	Building and operating a plant using clean modern technology to produce bathroom furnishings for hotels, chains of stores and for export.
<b>INVESTMENT TYPE:</b>	Joint Enterprise or Totally Foreign Capital Enterprise
<b>CUBAN PARTY:</b>	To be defined
<b>ESTIMATED INVESTMENT:</b>	13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







PRODUCTION OF CERAMICS FOR FLOORS AND WALLS.



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

SECTOR TRANSPORTE



REMODELING THE BAHÍA DE CABAÑAS SHIPYARD.

<b>DESCRIPTION:</b>	Remodeling and equipping the existing facilities at the Roberto Nodarse Shipyard of Cabañas to develop the building of recreational vessels of up to 30 meters long and to provide rebuilding, maintenance, repair and conversion services for small and mid-sized vessels on land and afloat, for the domestic market and for the traffic of recreational vessels in the Gulf of Mexico and Caribbean Sea area.
<b>INVESTMENT TYPE:</b>	International Economic Partnership
<b>CUBAN PARTY:</b>	"Roberto Nodarse" Shipyard Company
<b>ESTIMATED INVESTMENT:</b>	5.6 million USD
<b>LOCATION:</b>	Sector C. Bahía de Cabañas
<b>CONTACTS:</b>	Directorate General Email: <a href="mailto:astcab@transnet.cu">astcab@transnet.cu</a> / <a href="mailto:luis@astcab.transnet.cu">luis@astcab.transnet.cu</a> Tel.: (53-47) 308285 / 308304 Commercial police and Business Division, Gemar Email: <a href="mailto:ivan.neg@gemar.cu">ivan.neg@gemar.cu</a> Tel.: (53) 78615510

LOGISTICAL SECTOR



BUILDING AND OPERATING COMPREHENSIVE LOGISTICAL FACILITIES AND SERVICES.

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

REAL ESTATE SECTOR



BUILDING AND MANAGING STANDARD INDUSTRIAL FACILITIES.



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





► STRATEGIC CORE  
INFRASTRUCTURE



▶ STRATEGIC  
SECTORS





## Construction Sector



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

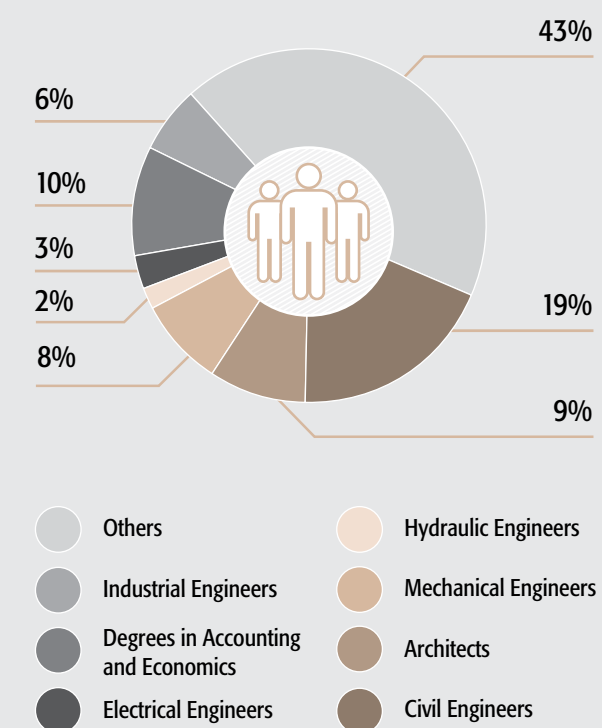
The sector has a labor force of approximately 242,000; of this figure, 192,000 (79.3 %) are in the State sector, grouped into around 360 companies, and 50,000 (20.7 %) in the private sector, 39,000 as self-employed workers and 11,000 as members of non-agricultural cooperatives. Operators and service/support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

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

### FECONS is the International Construction Industry Fair

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

#### PROFESSIONALS IN THE SECTOR



Source: Ministry of Construction







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

SECTORIAL POLICY:

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

Legal Framework

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

SOME EXECUTED PROJECTS

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

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

Developing continuous granulometry stony bases for asphalt mixes and cement pavements

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

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

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

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

Building hotels at the Varadero and Guardalavaca resort areas



CONTACT INFO:

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

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



MODERNIZING ENGINEERING SYSTEMS FOR CONSTRUCTION AND SET-UPS



DESCRIPTION:

We foresee modernizing engineering systems with a view to providing building, installation and the specialized setting up services for equipping, finishing, repairing and maintaining new works, buildings and facilities as well as drawing up plans for said activities. The engineering systems requiring investments are: sliding molds; repairs to, demolition, maintenance and building of chimneys; repairs to and maintenance of the façades of tall buildings; Norte-Camagüey cays bridge repairs and maintenance; bridge repairs and maintenance in Cuba.

INVESTMENT TYPE:

International Economic Partnership Agreement

CUBAN PARTY:

Empresa de Construcción y Montaje Especializado ECME

ESTIMATED INVESTMENT:

14.8 million USD

LOCATION:

Playa municipality, Havana province.

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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







PRODUCTION  
OF UNPAINTED  
FRAMING FOR  
FLOORING AND  
ROOFING WOODEN  
STRUCTURES.



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership Agreement

CUBAN PARTY:

Empresa Carpintería de madera

ESTIMATED INVESTMENT:

10.7 million USD

LOCATION:

Boyerros municipality, **Havana** province

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED  
RESULTS:

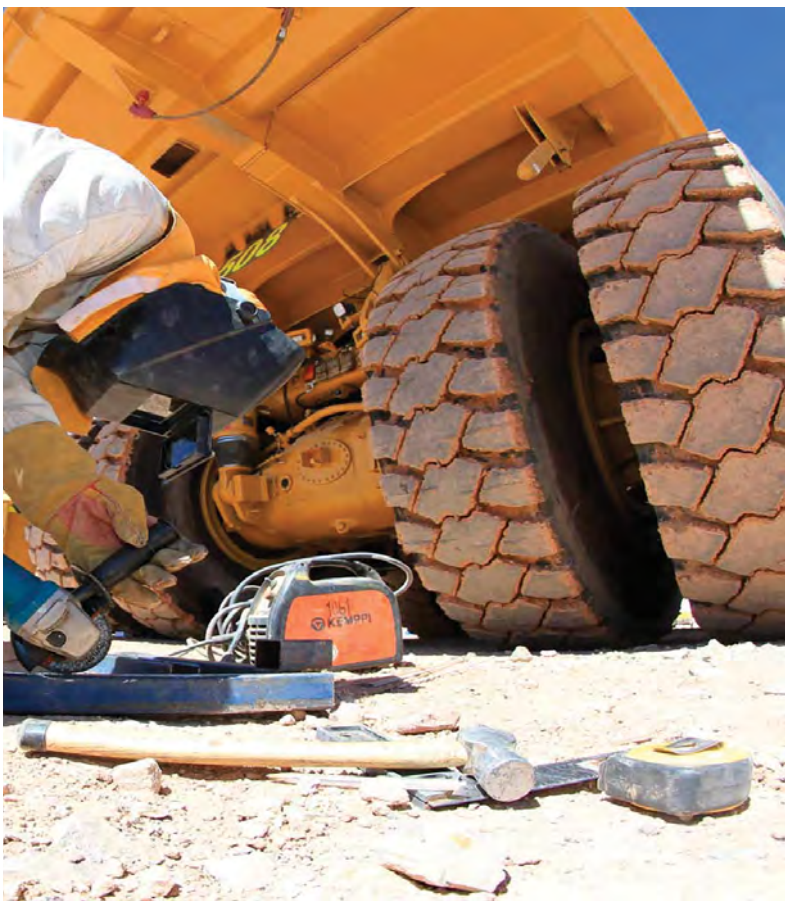
Replacing imports of framing and structures thereby saving the country over 2.8 million USD each year. Meeting the demand for wooden framing for social jobs with better quality and meeting the needs of the different facilities in the tourism sector. We also foresee the exportation of framing and MLE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

CONTACTS:

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



CAPITAL REPAIRS  
SERVICE FOR  
CONSTRUCTION  
EQUIPMENT.



DESCRIPTION:

Increase the capacity for repairing construction equipment prioritized by the country. Taking into account the investments to be made on technological equipment, tools, measuring means, mobile workshops and technical know-how in order to increase repairs and the technical availability of equipment  
International Economic Partnership Agreement  
SOMECE 4.8 million USD

INVESTMENT TYPE:

International Economic Partnership Agreement

CUBAN PARTY:

SOMECE

ESTIMATED INVESTMENT:

4.8 million USD

LOCATION:

Municipio Plaza, provincia de **Havana** province

MARKET POTENTIAL:

The growth of investments in Cuba involves increased numbers of construction equipment and therefore greater demands for their being repaired

ESTIMATED ANTICIPATED  
RESULTS:

Increase the productive capacity of plants in order to be able to fulfill quality standards for repairs, delivery terms and post-sale service.

CONTACTS:

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







### REPAIRING AND MODERNIZING THE CELLULAR CONCRETE PLANT IN SANCTI SPÍRITUS.



#### DESCRIPTION:

Technological backwardness does not only involve repairing the plant so that it may be commissioned, but introducing new, more efficient, productive and better quality production lines, like the ones being used today all over the world. Therefore and taking into account the merits of this material for construction, we would like to repair and modernize this factory, bringing its production capacity up to 800 m3 per day or 240,000 m3 per year.

This company still has many of its employees who master production technology; it is near sand and limestone deposits, a cement factory and magnificent roadways and it is less than 300 meters away from the railroad loading center

#### INVESTMENT TYPE:

International Economic Partnership Agreement

#### CUBAN PARTY:

Empresa de Materiales de Construcción de Sancti Spiritus

#### ESTIMATED INVESTMENT:

11.6 million USD

#### LOCATION:

Sancti Spíritus municipality

#### MARKET POTENTIAL:

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

#### ESTIMATED ANTICIPATED RESULTS:

Replace Cuba's imports today of light panels, contribute to increased productivity in construction and saving energy during the investment exploitation period.

Achieve production linkage with national cement, lime, silicate, steel and industrial mechanics industries.

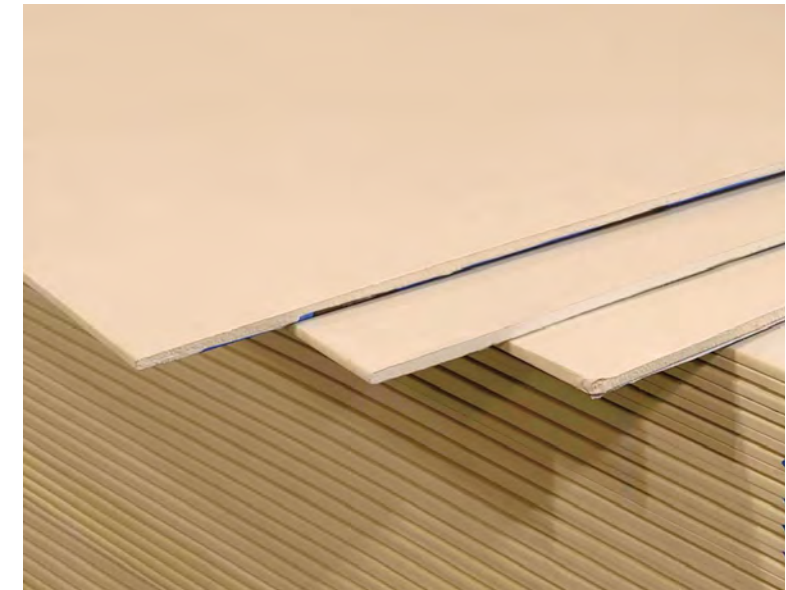
Salvage the domestic production of cellular concrete as state-of-the-art technology and provide materials for repairs in buildings that were built with this product in the 1980s. Some of these are cold storages and other buildings; we could also provide new materials for export to countries in the Americas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

#### CONTACTS:

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



### MANUFACTURING FIBER-CEMENT PANELS.



#### DESCRIPTION:

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

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Sociedad Mercantil Prodimat S.A.

#### ESTIMATED INVESTMENT:

21.68 million USD

#### LOCATION:

EES Fibrocemento, Artemisa Municipality, Artemisa province

#### MARKET POTENTIAL:

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

#### ESTIMATED ANTICIPATED RESULTS:

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

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

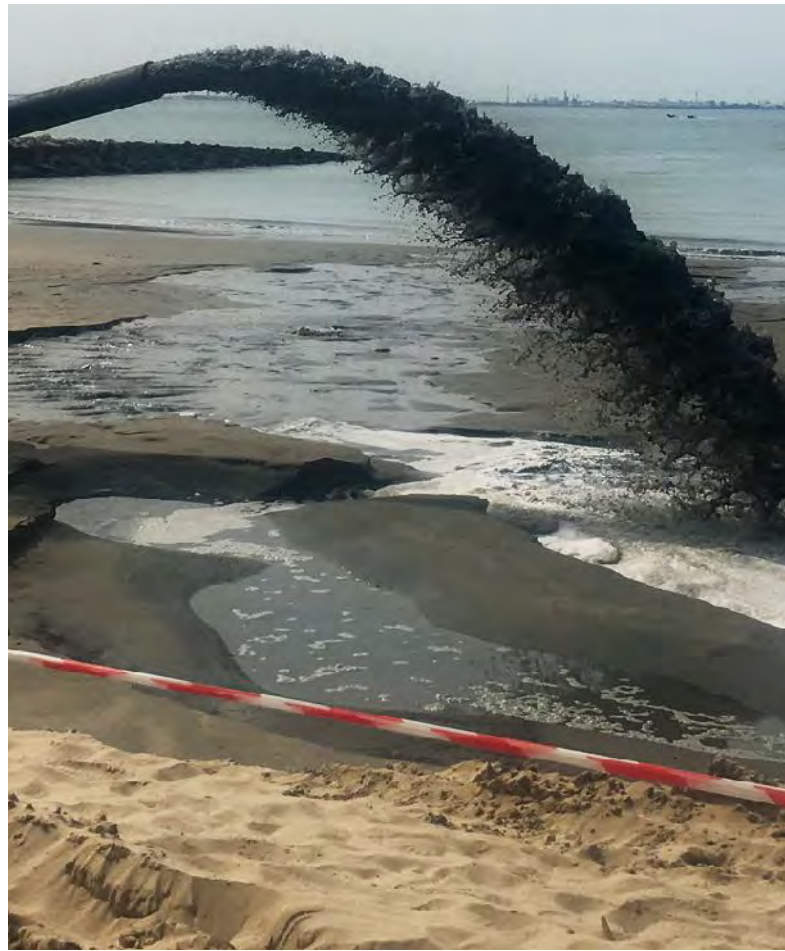
#### CONTACTS:

Empresa de Fibrocemento Perdurit  
Email: sfanego@perdurit.com.cu  
yolanda@oc.geicon.cu  
omesa@perdurit.com.cu  
Tel.: (53) 78357074 Ext. 123 / 78365977 / 78357081





### HYDROTECHNICAL JOBS, DREDGING AND RECOVERING BEACHES.



<b>DESCRIPTION:</b>	Increase the construction capacity in order to execute jobs involving the dredging and recovery of beaches.
<b>INVESTMENT TYPE:</b>	International Economic Partnership Agreement
<b>CUBAN PARTY:</b>	Empresa Constructora de Obras Marítimas
<b>ESTIMATED INVESTMENT:</b>	36.9 million USD
<b>LOCATION:</b>	Regla municipality, <b>Havana</b> province
<b>MARKET POTENTIAL:</b>	We need to construct a large number of hydrotechnical works in Cuba in order to strengthen port activities in the country as well as pumping sand for the recovery of our beaches.
<b>ESTIMATED ANTICIPATED RESULTS:</b>	Increase the construction capacities of the Empresa de Obras Marítimas, taking on dredging jobs and recovering beaches.
<b>CONTACTS:</b>	Directorate General Email: macuto@eomarit.com.cu Tel.: (53) 77941780 / 52631178 Email: yoana@eomarit.com.cu Tel.: (53) 77970137 / 52631791



### BUILDING A LIME PLANT IN ARTEMISA.



<b>DESCRIPTION:</b>	The objective of this project is to build a lime plant near the present Artemisa cement factory. It will have an annual production capacity of 100,000 tons, producing 350 tons daily. The basic raw material is calcium carbonate coming from the Santa Teresa quarry.
<b>INVESTMENT TYPE:</b>	Joint Enterprise
<b>CUBAN PARTY:</b>	GECEM INTERNACIONAL S.A
<b>ESTIMATED INVESTMENT:</b>	59.9 million USD
<b>LOCATION:</b>	Artemisa municipality, <b>Artemisa</b> province
<b>MARKET POTENTIAL:</b>	This plant will have strategic significance for Cuba's development plans (sugar, steel, agriculture, mining and construction); it will be able to supply the domestic market and provide products for possible exportation. The plant will generally be able to deliver a high quality product in the sizes required by clients (bulk, bags, Big-Bags, packages).
<b>ESTIMATED ANTICIPATED RESULTS:</b>	This lime plant investment ensures the exploitation and supplying of raw material including the technological equipping of the crushing plant and all the mining equipment, within the scope of this project. The facility will also be ready to provide gravel in the 0-30 mm range, having excellent quality; it can be used in the production of mortar or as the arid element in construction. From start to finish the entire process is equipped with environmentally-friendly equipment and accessories: Productive Linkage (Benefits for the principal consumers): <ul style="list-style-type: none"> <li>▶ Carbide-acetylene (quicklime)</li> <li>▶ Sugar (lime hydrate)</li> <li>▶ Steel/iron industry (quicklime)</li> </ul>
<b>CONTACTS:</b>	Development Division, Grupo Empresarial de Materiales de Construcción Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357 Email: estrella.fernandez@cemart.co.cu Tel.: (53-47) 341156 / (53) 52863827







► PROVIDING COMPREHENSIVE SERVICES FOR THE PRODUCTION OF SPECIAL CONCRETE.

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



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

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



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

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



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

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



## Electrical Energy Sector



## Oil

In geological terms, the volcanic Caribbean arc is located south of Cuba and the southern rim of the North American platform is to the north. The greater part of oil production in Cuba is found in a sector between Havana and Matanzas provinces where the largest field possessing geological reserves of around 6,000 million barrels is located. Almost all of Cuban territory, some 100,000 km<sup>2</sup>, is a prospect for oil exploration as is the zone of shallow waters and its extension towards the deep-water zone.

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

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

### ECONOMIC INFORMATION

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

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

### CUBAN PARTY PARTNERING IN FOREIGN CAPITAL BUSINESSES



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

3

#### CUPET's Awards

Premio Calidad de la Unión Cubapetróleo (2004)

Premio Calidad de la Unión Cubapetróleo (2005)

Premio Calidad de la Unión Cubapetróleo (2006)

Premio Ministerial de la Calidad del MINBAS (2006)

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

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



TRAINING PERSONNEL

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

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

TRAINING PERSONNEL ABROAD

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

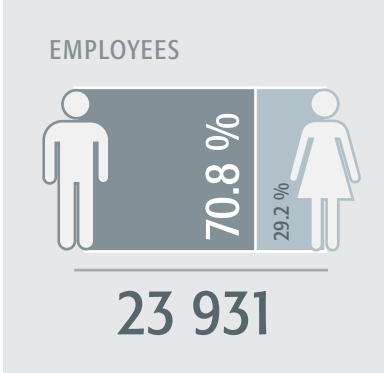
INFRASTRUCTURE

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

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

SECTORIAL POLICY:

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



Specialties:

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



CONTACT INFO:

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Tel.: (53) 78775157

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

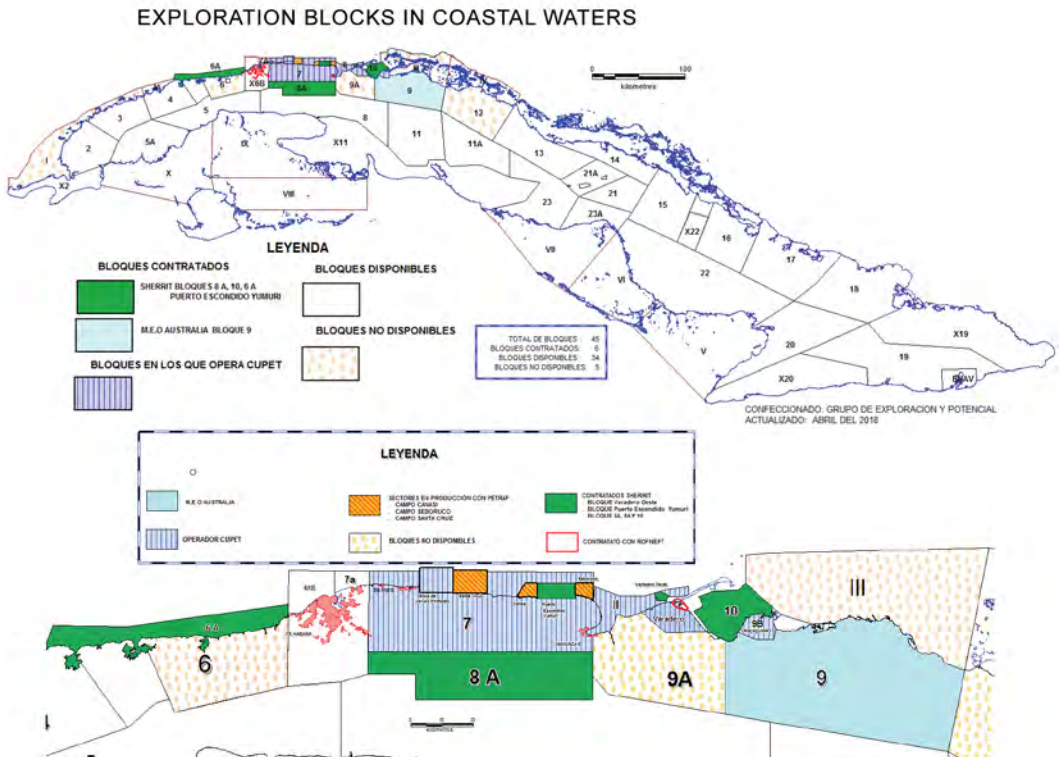
Pedro Sorzano, Director, Comercial Cupet  
Email: sorzano@union.cupet.cu  
Tel.: (53) 78314752

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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

DESCRIPTION:	To define the potential for gas and oil in determinate areas of coastal waters and if positive, to exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership in its Risk Exploration and Shared Production Contract variant
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The 8 available blocks are in northern Pinar del Río, Matanzas, Villa Clara and Sancti Spiritus provinces as well as southern Pinar del Río, Artemisa, Mayabeque, Matanzas, Ciego de Ávila, Camagüey and Granma.

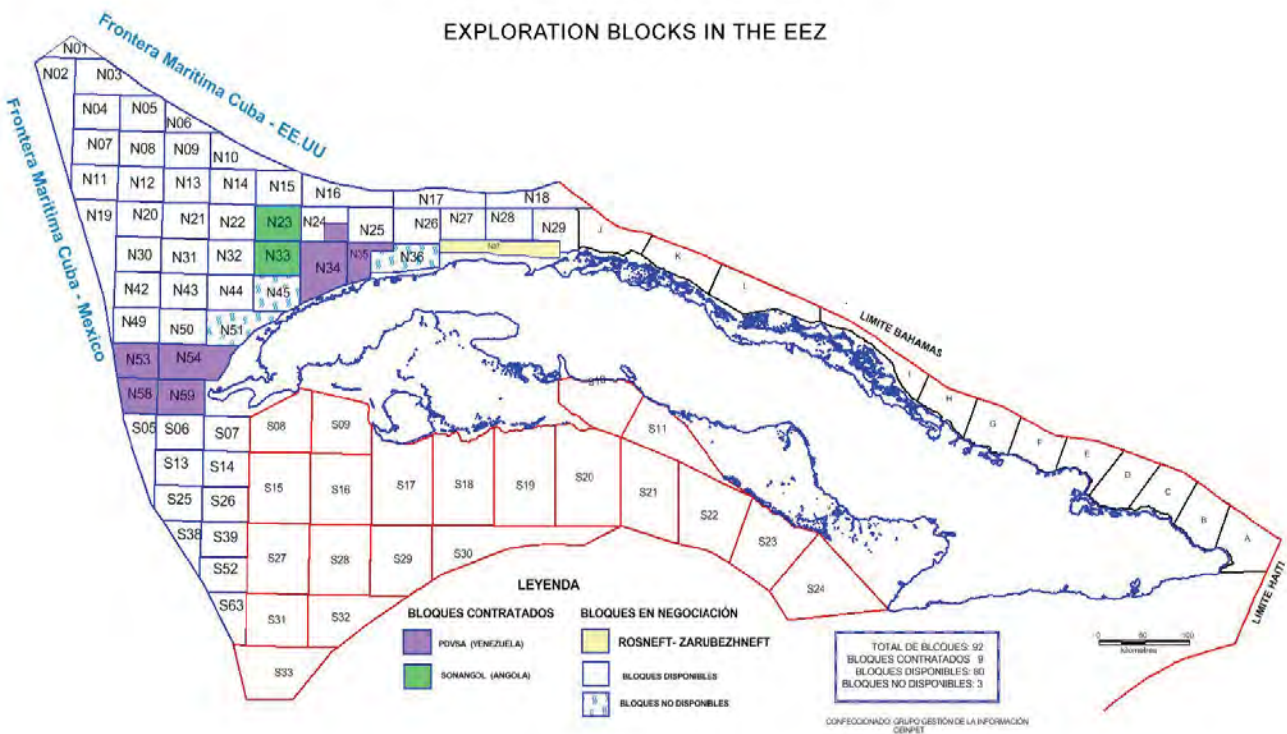


MARKET:	First, for the domestic market and, should there be surplus, for export.
RESULTS:	For one block having a 30-year contract length and using the average price of 60.0 USD/Bbl and 12% updating rate, we estimate VAN for 165.8 million USD, TIR for 21.1 % and a 3.5 year recovery period.
CONTACTS:	Directorate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



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

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

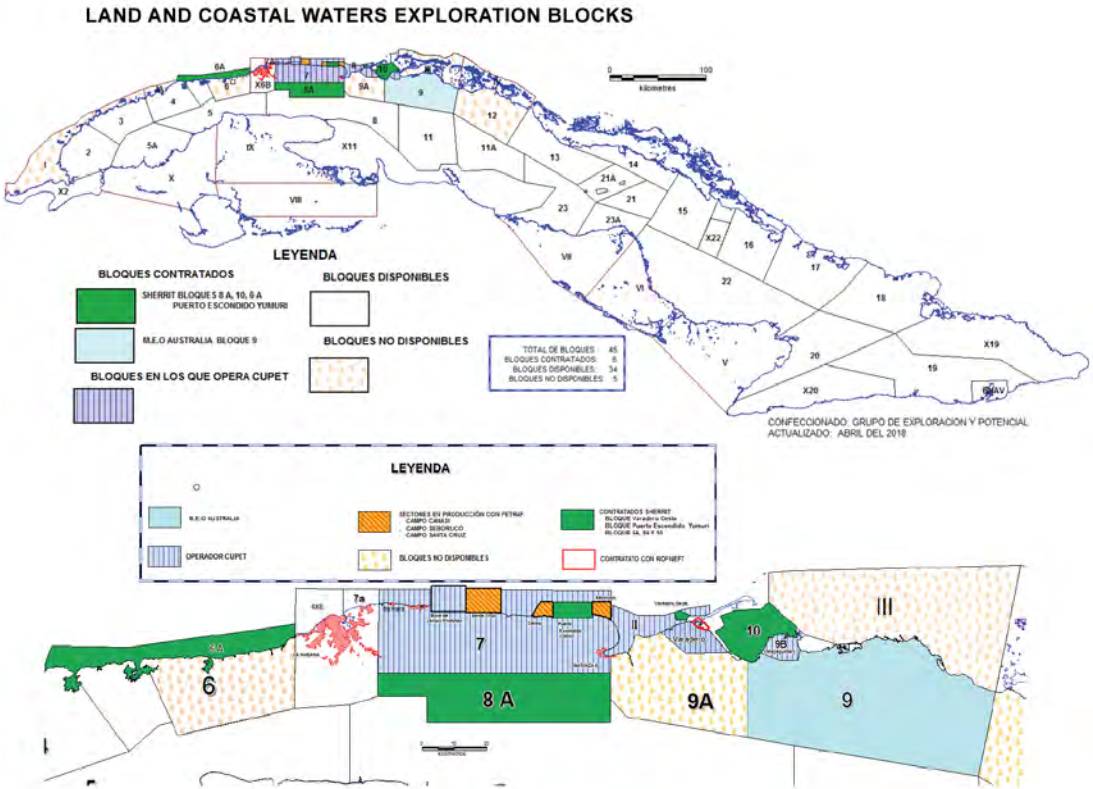


MARKET:	First, the domestic market and, should there be any surplus, for export.
RESULTS:	For a block with a contract length of 30 years and using an average price of 60.0 USD/Bbl and an updating rate of 12 %, we estimate VAN of 1098.4 million USD, TIR for 20.3 % and a 7.5 year recovery period.
CONTACTS: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



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

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



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





SECONDARY RECOVERY  
CONTRACTS FOR  
DEPOSITS BEING  
EXPLOITED.



DESCRIPTION:	To increase the recovery coefficient of oil reserves existing in determinate deposits which cannot be extracted with conventional exploitation methods.
INVESTMENT TYPE:	International Economic Partnership adapted to the characteristics of Secondary Recovery Contracts
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The deposits currently open for negotiation are Boca de Jaruco, Santa Cruz, Seboruco and Canasí, in <b>Mayabeque</b> province and two sectors of the Varadero field in <b>Matanzas</b> province.
MARKET:	First for the domestic market and should there be surplus, for export
RESULTS:	For one block having a 30-year contract length and using an average price of 50.0 USD/Bbl and a 12% updating rate, we estimate VAN for 142.4 million USD, TIR for 46.3 % and a 2.1 year recovery period.
CONTACTS:	Directorate General of Comercial Cupet Email: <a href="mailto:business@cupetsa.co.cu">business@cupetsa.co.cu</a> Tel.: (53) 78314752

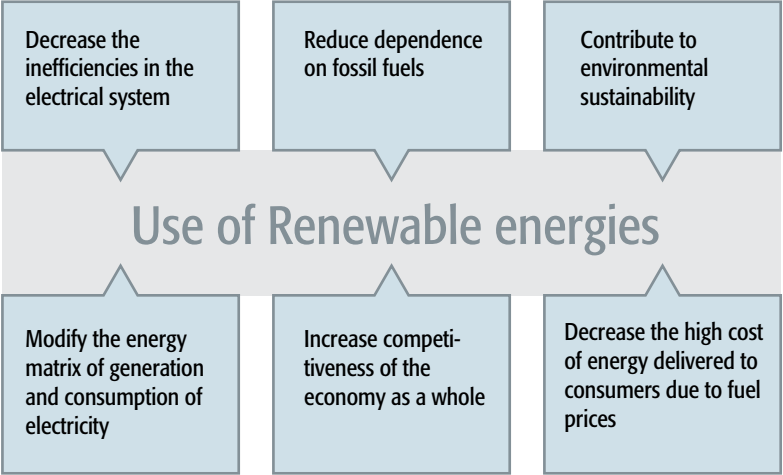




Renewable Energy Sources

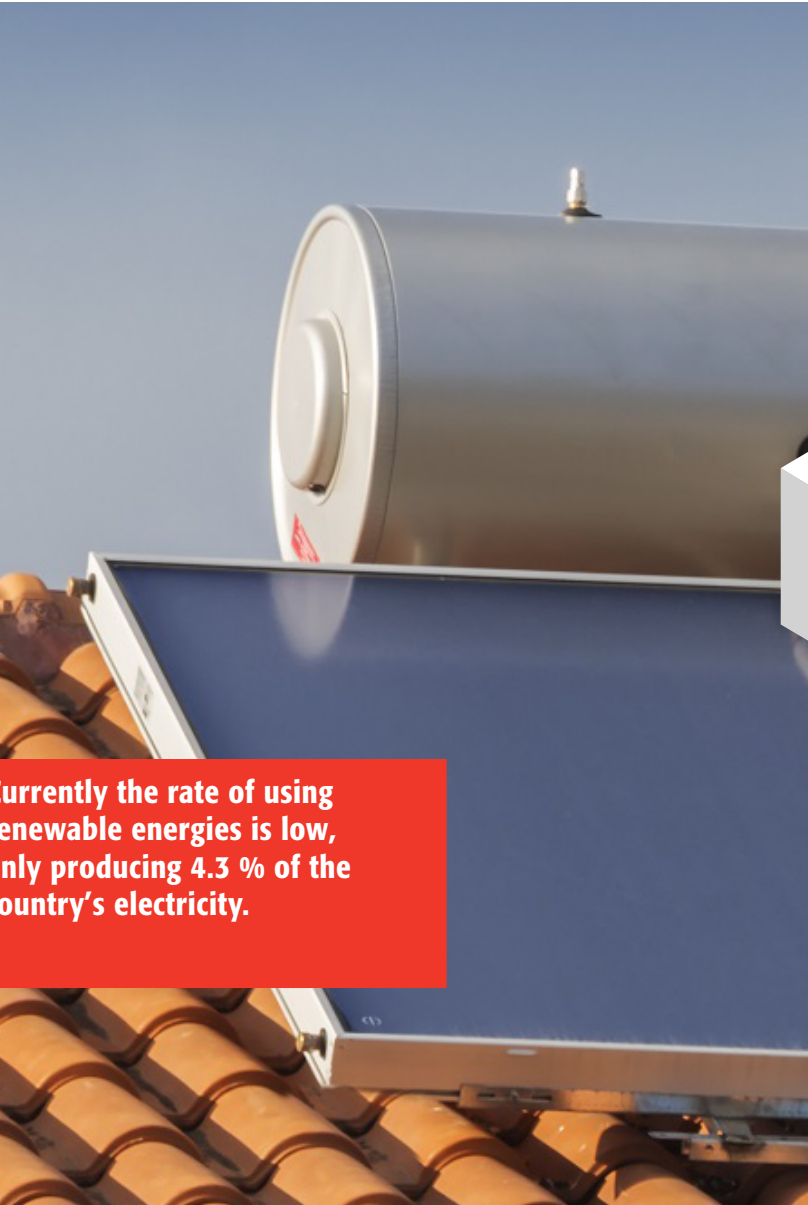
Use of renewable energy sources (FRE in its Spanish-language abbreviation) is one of the principal priorities for the country and it is essential for achieving the following objectives:

FACILITIES USING RENEWABLE ENERGY SOURCES TODAY	
Solar heaters	30988
Solar panels	9476
Windmills	9343
Biogas plants	3243
Hydroelectric facilities	147
Sugar mills	56
Solar farms	22
Wind farms	4
Source: Ministerio de Energía y Minas	



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

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





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

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

#### BIOMASS:

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

With the objective of increasing sales of electricity to the Sistema Electroenergetico Nacional, we have studied and planned to install 755 MW at 19 bioelectric plants at sugar mills with the best parameters for pressure and temperature in order to operate for more than 200 days per year with sugarcane biomass and forestry biomass, essentially marabú scrub, available in areas close to these facilities. A large number of these will be done with

foreign capital.

We foresee that the 19 bioelectric plants will produce over 1900 GWh/year and they will stop issuing approximately 1,700,000 tons of CO<sub>2</sub> into the atmosphere. These projects have had studies done in the opportunity stage to indicate their feasibility.

As part of the development for the Bioelectric Program, we plan to modernize AZCUBA's boiler factory in the central part of the country in order to meet the demand for high and medium pressure boilers, as well as workshops



to manufacture ventilators, over-heaters and other components. The Grupo Empresarial de la Industria Sideromecánica factories will be able to supply structures, pumps and other components.

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

#### WIND POWER RESOURCE:

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

We have the endorsement of the Garrad Hassan & Partners International Consultants (Garrad Hassan Iberica branch) based on the Technical Project Assessment for Wind Power Prospects

and the estimate for yield in 10 zones and with the experience acquired in installation and exploitation of 4 demonstration wind farms, with a total of 11.7 MW. Of these, those installed in northern Holguín province (9.6 MW) have reached an annual capacity factor of over 27%.

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



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

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



PHOTOVOLTAIC ENERGY:

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

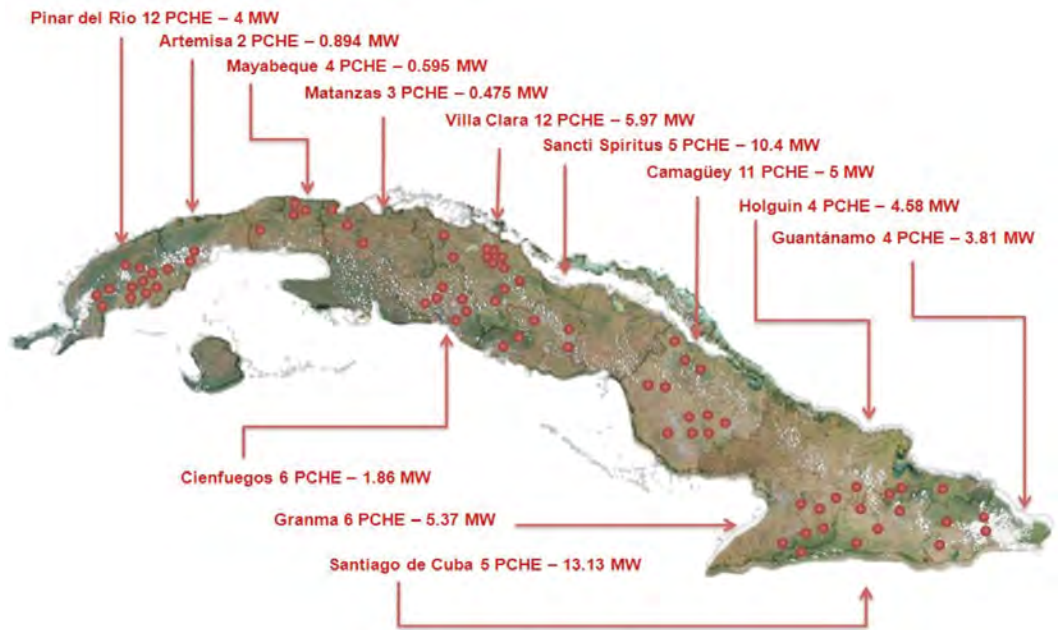
Once we have installed all the foreseen PVSP potential, we will be producing over 1000 GWh/year, thereby halting the harmful emissions of over 874,000 tons of CO2 into the atmosphere.

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

HYDRO-ENERGY:

Based on the reservoirs already in place in the country and the water available in canals and bodies of water, we have drawn up a program to build 74 small hydroelectric plants (PCHE in the Spanish-language abbreviation) with over 56 MW. We have drawn up the corresponding opportunity studies. Once we have installed all the planned power, the program will produce 274 GWh of generated power per year, thereby halting the

harmful emissions of 230,000 tons of CO2 into the atmosphere. In order to produce small hydro-electric turbines there are capacities in one plant with the experience of manufacturing hydraulic turbines up to 325 kW and other components and parts for these facilities. We foresee modernizing this plant for that purpose and setting up production partnerships with foreign partners in order to decrease investment costs.



BIOGAS:

Currently the country's development programs for pork, beef and poultry production include obtaining significant volumes of organic waste, as well as waste obtained from the foods industry factories and the sugar industry, figures on the rise with the development plans underway. Currently the potential for organic waste is for over 490 million m3, coming from animal products, the foods industry and solid urban waste.

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



SECTORIAL POLICY:

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



CONTACT INFO:

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Tel.: (53) 78775081





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



BIOELECTRICAL PLANTS (11 PROJECTS).



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



100 MW PHOTOVOLTAIC SOLAR FARM WITH ACCUMULATION OF 50 MW.



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



## Telecommunications, Information Technologies and Increased Connectivity Sector



The Telecommunications/ICT Sector is fundamental to the Cuban economy. It is characterized by high added value and elevated scientific-technical-professional potential in its human resources associated with telecommunications services, the production of software, applications, commercialization and related services, for the use of ICTs, in the development of society, security and the technological sovereignty of Cuba.

In Cuba, the Telecommunications/ICT Sector is oriented towards telecommunications services and the development of software, with an improved presence in the production of equipment within the industrial sector.

### Within the realm of specialized international telecommunications bodies, Cuba is a member of:

International Telecommunications Union (ITU)

Caribbean Telecommunications Union (CTU)

Foro Latinoamericano de Entes Reguladores de Telecomunicaciones (REGULATEL)

The Instituto de Investigación y Desarrollo de Telecomunicaciones – Lacetel is in charge of generating, researching, developing, innovating, assimilating, integrating and transferring technology introduced into social practice, creating and protecting intellectual property in order to add to technological sovereignty in telecommunications in Cuba. The National Center for Software Quality (CALISOFT) has the task of improving the technical standards and procedures regulating the Cuban software industry in the sector.

### INFORMATICS Convention and Trade Fair

Every two years, the ICT sector holds its convention and trade fair, an international event having the aim of demonstrating the scientific advances, new technologies and new features in the sector, via the participation of delegates, lecturers and exhibitors from around the world.

### Principal indicators in telecommunications services at the close of 2017

#### 5 962 970 Telephone lines

Of these:

Telephone landlines in service:

1,349,188

Mobile cell phone customers:

4,613,782

#### 59 970 Installed public telephones

Public telephone density  
per 1000 inhabitants: 5.34

Public telephone density  
per 1000 inhabitants: 99,9 %

Average total employees: 15,651



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

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

**Postal Services**

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

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

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

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

**SECTORIAL POLICY:**

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

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

We exclude Totally Foreign Capital Enterprises from this sector.

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Teléfono: (53) 78828221





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



## Transportation Sector

The first railroad in Spanish America, one of the first airlines to open up the era of commercial flights, one of the oldest naval industries on the continent which played a key role in the history of maritime transportation between the new colonies of the Spanish Empire and the lands on the other side of the Atlantic...these gave Cuba the name of "The Key to the Gulf". This special maritime condition is still with us today.

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

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

### Principal Regulatory Provisions

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

Law 115 on Inland Waters Navigation of October 2, 2013

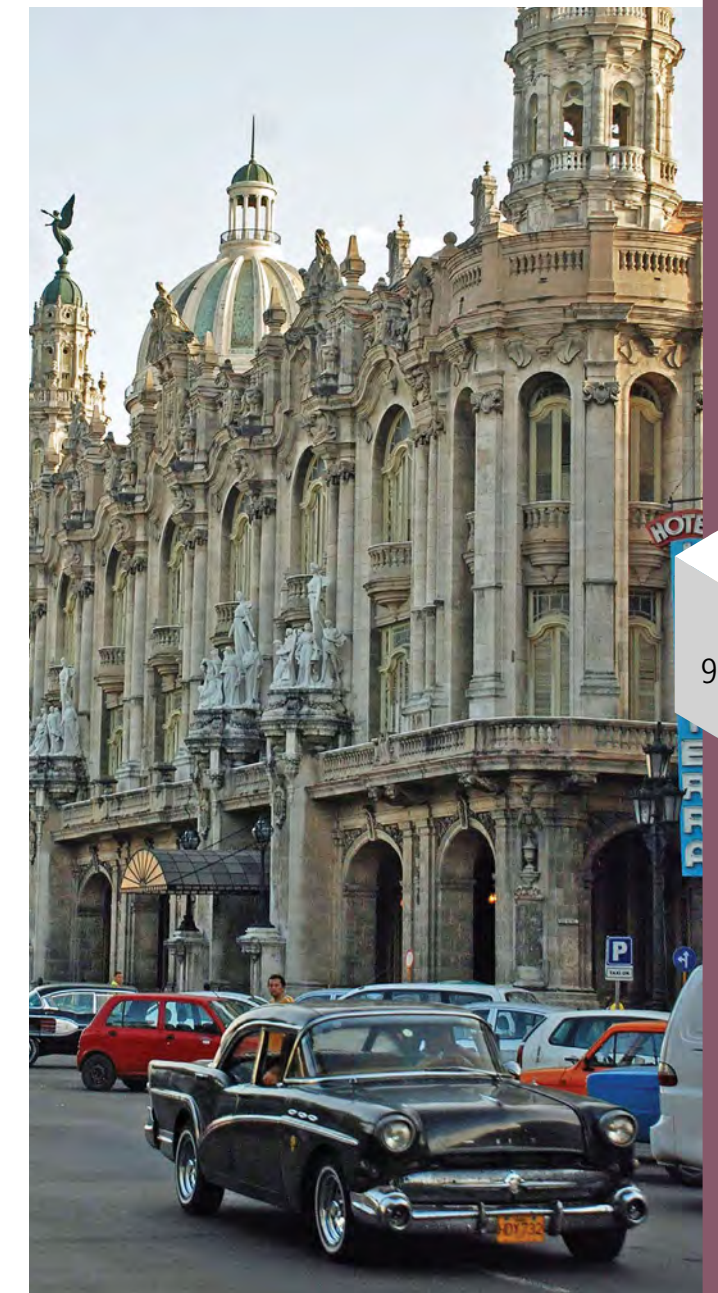
Decree Law 168 on Transportation Operation Licensing of November 26, 1996

Decree-Law 230 on Ports, 13 September 2002

Decree-Law 255 on Civil Aviation, 5 October 2007

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

Decree-Law 348 on Railroads .

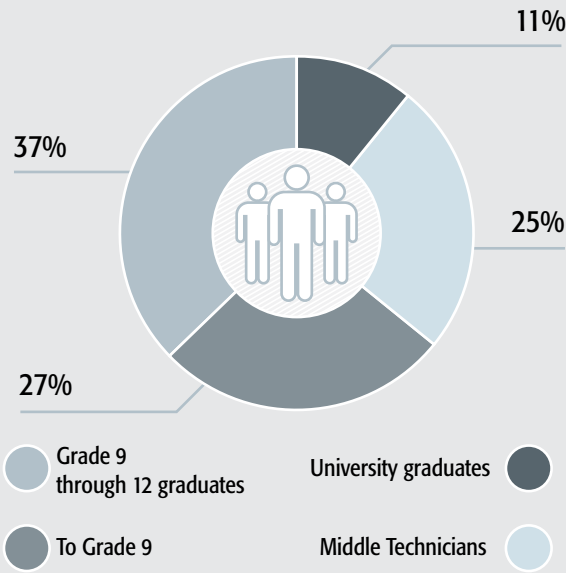




Inserting foreign investment in this sector is important in order to accelerate these objectives and along with it the necessary competitiveness of cargo and passenger transportation which require different productive and service areas in the domestic economy. All of this is supported by the strengths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

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

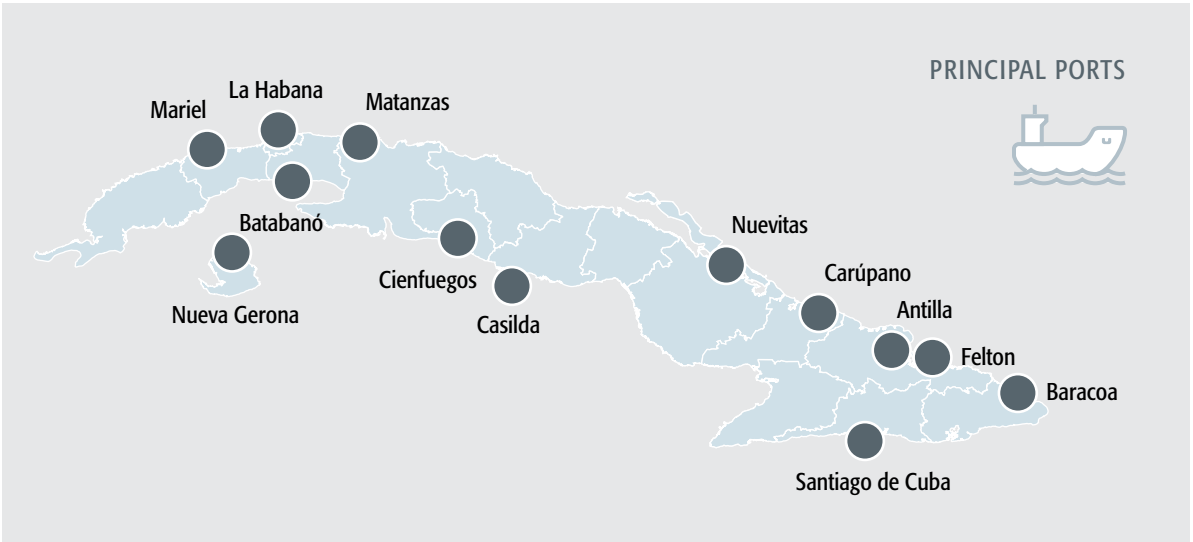
WORK FORCE BY EDUCATION LEVEL



Source: Ministry of Transportation

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

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



OBJECTIVES ATTAINED WITH FOREIGN INVESTMENT

- The installed capacity for ship repairs made-up of over 10 shipyards and drydocks located all over Cuba which, even though they need to be modernized, are an important starting point to take advantage of the opportunities existing for this service in the Caribbean. This is complemented by the existence of the International Quality Classifying Company, the Registro Cubano de Buques, with over thirty years of experience in the sector.
  - Strategic location for developing transportation services and products to Latin America and the Caribbean region
  - Growing domestic market for passenger and merchandise transportation as well as for their auxiliary and connected services.
1. Management of shipyards for the development of the naval industry both to look after the national fleet and the shipping fleet as auxiliary, and to broaden exports of products and services for this activity
  2. Management of the wholesale commercialization of spare parts and accessories in the different branches of transportation including the development of local manufacturing and/or repair of the components with the most rotation in the domestic market and their possible exportation.
  3. Efficient management of specialized transportation services of cargo and passengers, both in Cuba and internationally including exploitation and technical assurances.
  4. Efficient management of services associated with commercial aviation and agriculture oriented towards both the domestic and international markets.
  5. Management of transportation products and services, including training, research, planning and management activities in Cuba and in third countries.



CUBAN PARTIES PARTNERED IN BUSINESSES WITH FOREIGN CAPITAL

Empresa de Astilleros “Roberto Nodarse”

Located in Cabañas Bay on the north coast of Artemisa province, this government enterprise looks after naval repairs; it has 50 linear meters of docks with depths between 0.8 and 1.2 meters. It has 2 drydocks for 150 and 326 tons and workshops specialized in steelwork, machine, carpentry and the conservation of surfaces. Because of its geographical location and physical conditions, it is the ideal shipyard for building, repairing and storing recreational vessels for the winter.

Empresa Astilleros del Oriente (ASTOR)

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

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

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

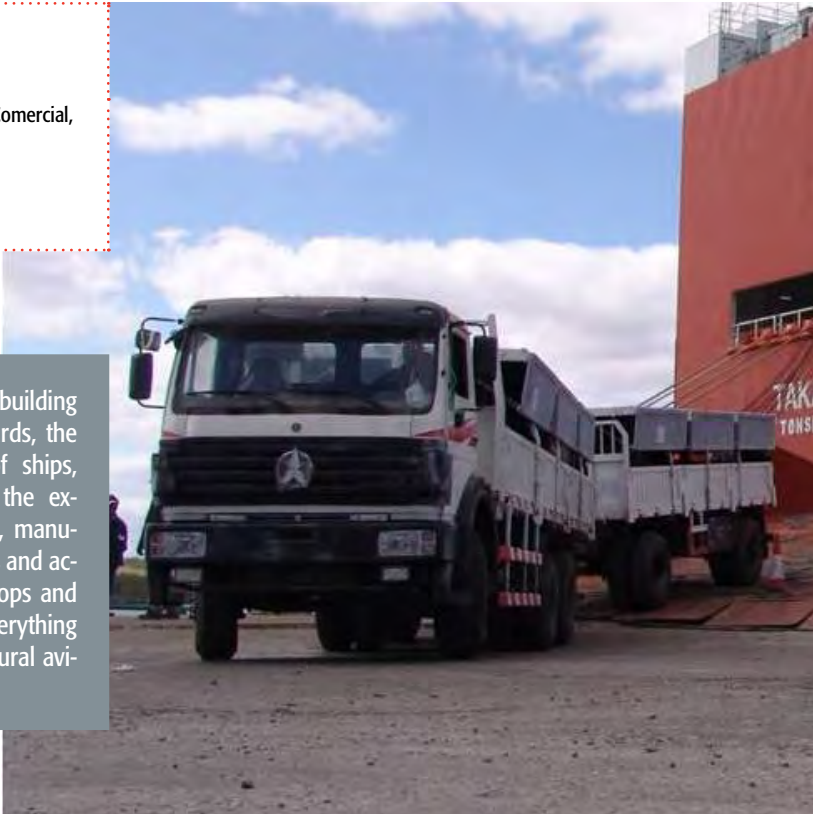


CONTACT INFO:

Dirección de Negocios y Política Comercial,  
Gemar  
Email: [ivan.neg@gemar.cu](mailto:ivan.neg@gemar.cu)  
Tel.: (53) 78615510

SECTORIAL POLICY:

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



FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



OPERATION AND MANAGEMENT OF CASABLANCA SHIPYARDS



DESCRIPTION:

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

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Caribbean Drydock Company (CDC S.A.)

ESTIMATED INVESTMENT:

57 million USD

LOCATION:

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

MARKET POTENTIAL:

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

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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



DESCRIPTION:

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

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa de Astilleros del Oriente (Astor)

ESTIMATED INVESTMENT:

21.2 million USD

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED RESULTS:

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

CONTACTS:

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



REPAIR AND  
MAINTENANCE  
SERVICES FOR SHIPS.



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

EMI Astimar

ESTIMATED INVESTMENT:

3,7 million USD

LOCATION:

**Artemisa** province

CONTACTS:

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Tel.: (53) 78836389 / 78837212



REPAIR AND  
MAINTENANCE  
SERVICES FOR SHIPS.



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

EMI Astilleros Centro

ESTIMATED INVESTMENT:

3,7 million USD

LOCATION:

**Cienfuegos** province

CONTACTS:

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







## Efficient Commerce

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

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

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

### SECTORIAL POLICY:

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

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



### CONTACT INFO:

Deputy Minister of Foreign trade  
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Tel.: (53) 78670066





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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



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



WHOLESALE OF TEXTILES, DRY GOODS, ACCESSORIES AND CLOTHING.



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