

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



The National Institute for Water Resources (Instituto Nacional de Recursos Hidráulicos or INRH in its Spanish abbreviation) is in charge of managing the overall cycle of water in Cuba; for this purpose its structure is organized into four business groups and two independent companies. Its business system is at work throughout the country monitoring the hydrological cycle, monitoring and balancing surface and subterranean waters, the drinking water supplies, quality controls for terrestrial waters, sewage and wastewater treatment, as well as undertaking research applied to hydraulic engineering and the planning of water-works, their rehabilitation and maintenance.

To ensure its management, it also has workshops to repair pumping equipment and welding machinery, factories to manufacture pipes, tubes, accessories and electrical panels that add to its sustainability. It carries out all imports and exports of the system's goods and services, and the specialized professional technical training of its employees. Currently INRH sponsors two International Economic Partnerships.

INRH has approximately 34,000 employees; of these, 4% are executives, 25% are technicians, 13% are in services and 57% are laborers. The related engineering specialties are: hydraulic, hydrogeological, irrigation and drainage, agronomy, civil and mechanical, etc.

### Legal Framework

Decree Law 138/93 on Terrestrial Waters.

Draft Law for Water and its Regulations, being approved by the National Assembly of the People's Power.

### Cubagua

the specialized event in the sector, provides a window to the world on the performance of the hydraulic sector in Cuba. Every bi-annual edition becomes the ideal setting for meetings and interchanges between specialists and national and international exhibitors and the promotion of the branch's products and services







THE FOLLOWING ARE SOME PROJECTS WHICH HAVE BEEN CONCLUDED AND ARE BEING EXECUTED

Planning, operating, rehabilitating and maintaining aqueduct systems for drinking water supplies for 8,010,000 persons residing in 2,480,000 towns, among which we especially indicate: Guantánamo, Baracoa, Santiago de Cuba, Bayamo, Manzanillo, Holguín, Las Tunas, Camagüey, Cárdenas and Havana.

Planning, operating and maintaining sewage infrastructures with 14 waste treatment plants, 306 stabilization ponds and 886,786 septic tanks.

Planning, operating and maintaining the large reservoirs (Zaza, Mayarí, Hanabanilla, Alacranes, Cauto del Paso, La Yaya, Mampostón, Lebrige, Moa), notably increasing damming capacities and forecasting flooding in order to deal with extreme climate events.

Planning and operating water pipelines (Matanzas-Mayabeque, Júcaro-La Coca, Mayarí-Birán, Mogote, Gota Blanca, Centro-Este, Nipe-Gibara), bringing water from sites in the country where there is a lot of rainfall towards sites where there is less rainfall, with over 806 Km of principal canals, 22,400 km of secondary canals and 1,401 km of protection works



CONTACT INFO:

Division for International Relations of the National Institute of Water Resources  
Email: fermin.sarduy@hidro.cu  
mgonzalez@hidro.cu  
Tel.: (53) 78361283

Development and Business Group of the National Institute of Water Resources  
Email: arashi@enpc.geilh.hidro.cu  
Tel.: (53) 78632542



SECTORIAL POLICY:

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

- a) the contribution of technology and the development of new products for monitoring and measuring hydro-meteorological variables and water quality,
- b) the introduction of technologies that allow us to provide deep well drilling services and hydrogeological investigation services,
- c) the incorporation of various technologies using renewable sources of energy for the management, treatment and cleaning up of water resources,
- d) the availability and handling of compact mobile equipment to deal with extreme climatological situations and the introduction of brand new technologies to deal with drought conditions,
- e) the production of plastic pipes for the different types of technical networks,
- f) increasing efficiency and productivity of the repair and maintenance workshops for technological equipment and the production of equipment, parts and accessories used in the sector,
- g) the participation of foreign companies in executing work under the national hydraulic development program.

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



MODERNIZING THE PRODUCTION OF SPARE PARTS, ACCESSORIES AND OTHER PLASTIC-BY-INJECTION ELEMENTS AND THOSE FOR THE PRODUCTION OF POLYPROPYLENE TUBES.



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa Ciegoplast

ESTIMATED INVESTMENT:

19,6 million USD

LOCATION:

Ciego de Ávila province

MARKET POTENTIAL:

The national installation, repairs and maintenance program for hydraulic networks requires an annual supply of spare parts, accessories and other plastic-by-injection elements for an estimated annual value of 15 million dollars. Exploitation of capacities for its domestic production is insufficient today; it has a limited assortment of products by molds, thereby slowing down the National Hydraulic Program plan.  
At a second stage, we foresee exporting some of these products to markets in Latin America, the Caribbean and Africa.

ESTIMATED ANTICIPATED RESULTS:

Replace imports for an estimated annual value of 15 million for developing the meter program for the National System of Hydraulic Resources (INRH in the Spanish-language abbreviation), as well as making use of the existing potential of domestic production units and increasing their technical capacity and technological discipline. The project is part of a strategic plan to decrease imports and increase the technical capacities of the INRH production units as a way of implementing the National Hydraulic Policy and making the use of the financial resources placed at the disposition of the broad program of investments in the hydraulic sector more efficient.

CONTACTS:

Grupo Empresarial de Ingeniería y Logística Hidráulica  
Email: lasa@geilh.hidro.cu  
Tel.: (53) 72070196  
Empresa Ciegoplast  
Email: hiorvays.espinosa@ciegplas.geilh.hidro.cu  
Tel.: (53-33) 213269







MODERNIZING THE NATIONAL WORKSHOP FOR REPAIRS TO THE PUMPING EQUIPMENT OF THE HYDRAULIC RESOURCES SYSTEM.



DESCRIPTION:

Provide a modern and efficient managerial system to develop the management capacities of the national workshop to repair and provide maintenance for pumping equipment; this requires the manufacturer's technical knowledge and experience, consumable supplies, tools and specialized equipment.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

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

ESTIMATED INVESTMENT:

3,05 million USD

LOCATION:

San José municipality, **Mayabeque** province

MARKET POTENTIAL:

The market will include all the INRH pumps at first, and we can subsequently amplify it to include all other existing pumps in the country based on the conditions created and the efficiency of the services.

ESTIMATED ANTICIPATED RESULTS:

Making sure pumps remain technically available, as well as immediately solving the problems of broken equipment or equipment needing maintenance arriving at the workshop. We calculate annual savings of 1% because of increased efficiency. Interchanging technical knowledge and experience and the availability of consumables, equipment, tools, spare parts and parts that will allow work to go on

CONTACTS:

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



MANAGING THE PRODUCTION OF SMOOTH OR CORRUGATED PIPES/ TUBES.



DESCRIPTION:

Implementing a managerial system at the HIDROPLAST company for the production of smooth or corrugated pipes/tubes that would permit increasing the production capacity, decrease maintenance costs and make the use of the financial resources for the importation of production consumables more efficient.

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Hidroplast

ESTIMATED INVESTMENT:

15,78 million USD

LOCATION:

Boyeros municipality, **Havana** province

MARKET POTENTIAL:

The transformation of raw materials in the factory surpasses 15,000 tons per year, and given the growth of investments in hydraulic infrastructure, it will require incorporating new production lines in the next few years.

ESTIMATED ANTICIPATED RESULTS:

Making sure production lines remain technically available, keeping a minimum of inventory and increasing productivity and quality levels for the products in order to meet the national system program for hydraulic resources' demand. We calculate annual savings of 5% because of greater efficiency. Guaranteeing the acquisition of spare parts, parts and accessories that would ensure maintenance and greater productivity on the production lines

CONTACTS:

Hidroplast  
Email: wannis@hidroplast.geilh.hidro.cu  
Tel.: (53) 76453080  
Grupo Empresarial de Ingeniería y Logística Hidráulica  
Email: lasa@geilh.hidro.cu  
Tel.: (53) 72070196







NATIONAL CENTER FOR REPAIRING, CALIBRATING AND LEASING MACHINERY TO TRANSFORM PLASTIC.



**DESCRIPTION:**

Provide a modern, efficient managerial system to develop the management capacities of the current national workshop for repairing welding machinery with a view to providing specialized repair and maintenance systems, leasing and calibration, of this and other equipment for manufacturing plastic products, as well as training welders with a view to attaining a high coefficient of technical availability for machinery existing in Cuba; for this purpose we need the knowledge and technical experience of the manufacturers, supplies of consumables and specialized tools.

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa de Mantenimiento y Rehabilitación de Obras Hidráulicas de Occidente (Emaroho)

**ESTIMATED INVESTMENT:**

1,12 million USD

**LOCATION:**

Marianao municipality, **Havana** province

**MARKET POTENTIAL:**

At first, the market will be the entire inventory of welding machinery in the hydraulic resources national system and the other machinery existing in Cuba in other sectors, based on the conditions we can create and the efficiency of the services. We incorporate the opportunity of meeting the needs of equipment for clients who need it for specific jobs, for short periods, associated with the growth of the country's investment plan related to infrastructure works, as well as preventive maintenance services and on the job direct planning or national center planning.

**ESTIMATED ANTICIPATED RESULTS:**

Maintaining equipment (welding machinery) highly available, as well as being able to give immediate responses to equipment coming into the workshop due to breakdowns or for maintenance, thereby avoiding delays for construction teams. Having available an inventory of equipment for leasing, facilitating quick access to them for specific investment actions. We estimate annual savings of over 5% due to increased efficiency.

Exchanges of knowledge and technical experiences, training programs for welders specialized in modern plastic welding techniques as well as the availability of consumable, equipment, tool, parts and spare parts inventories allowing us to undertake this activity.

**CONTACTS:**

Empresa de Mantenimiento y Rehabilitación de Obras Hidráulicas de Occidente (Emaroho)  
Email: lazaroh@emrohocc.geilh.hidro.cu  
Tel.: (53) 76405322  
Grupo Empresarial de Ingeniería y Logística Hidráulica  
Email: lasa@geilh.hidro.cu  
Tel.: (53) 72070196



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



**DESCRIPTION:**

Making available a complete technological package in order to provide a comprehensive service allowing us to control the water table during the process of executing infrastructure works

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa Nacional de Perforación y Construcciones

**ESTIMATED INVESTMENT:**

4 million USD

**LOCATION:**

Provincia de **Havana** province

**MARKET POTENTIAL:**

Investment processes related to the construction of aqueduct and sewage networks, underground technical networks and jobs, hydro-technical jobs and other infrastructures requiring excavation

**ESTIMATED ANTICIPATED RESULTS:**

Introducing modern technology facilitating increased efficiency in investment execution schedules, as well as saving materials and fuel by not having to repeat work done because of the presence of water in the excavations, of non-cohesive soil.

**CONTACTS:**

Empresa Nacional de Perforación y Construcciones  
Email: alexa@enpc.geilh.hidro.cu  
Tel.: (53) 78647259  
Grupo Empresarial de Ingeniería y Logística Hidráulica  
Email: lasa@geilh.hidro.cu  
Tel.: (53) 72070196







DEEP WELL DRILLING SERVICES.



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | Having a complete technological package to provide comprehensive service allowing us to drill wells to build the supply sources for aqueducts and the infiltration of water, to build piles for bridges, for hydrogeological research studies, etc. |
| INVESTMENT TYPE:               | International Economic Partnership  |
| CUBAN PARTY:                   | Empresa Nacional de Perforación y Construcciones  |
| ESTIMATED INVESTMENT:          | 11 million USD  |
| LOCATION:                      | Havana province   |
| MARKET POTENTIAL:              | Investment processes associated with building aqueduct and sewage networks, underground work and technical networks, hydro-technical jobs, and other infrastructures requiring excavation.  |
| ESTIMATED ANTICIPATED RESULTS: | Having modern technology to resolve the needs of the national drilling market, related to the Hydraulic Development Programs, for lower cost, increased efficiency in the execution of the jobs.  |
| CONTACTS:                      | Empresa Nacional de Perforación y Construcciones<br>Email: alexa@enpc.hgeilh.hidro.cu<br>Tel.: (53) 78647259<br>Grupo Empresarial de Ingeniería y Logística Hidráulica<br>Email: lasa@geilh.hidro.cu<br>Tel.: (53) 72070196                         |





## Tourism Sector, including Health



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

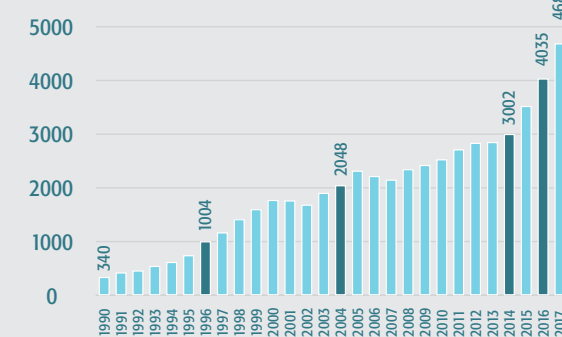
The Cuban Tourism Website [www.cubatravel.cu](http://www.cubatravel.cu) provides precise details about the attractions, products, varieties, accommodations, etc. in Cuban tourism, updated on a daily basis in English, Spanish and German, and soon to appear in Russian and French.

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

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

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

Visitor Arrivals 1990-2017



Source: Dirección de Inmigración y Extranjería de Cuba

## Cuba is Member of:

World Tourism Organization (WTO)

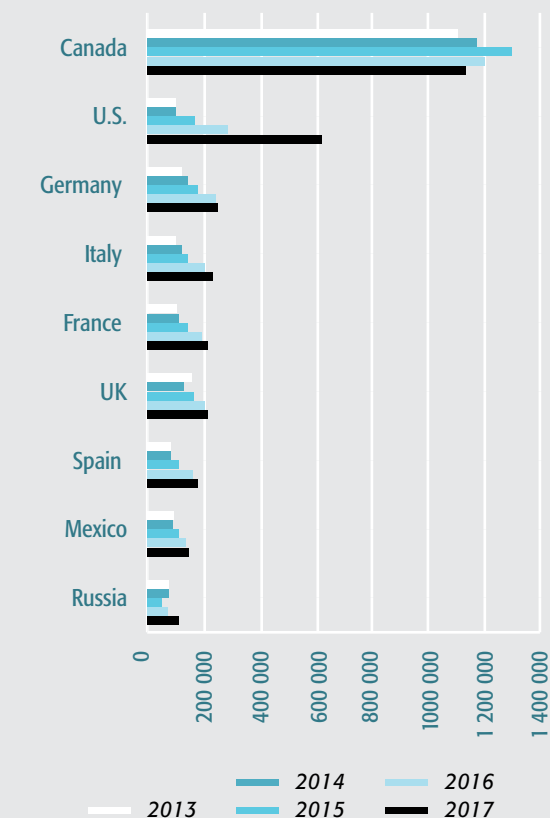
Caribbean Tourism Organization (CTO)

Pan American Confederation of Hotel and Tourism Schools (CONPEHT)

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

Canada remains the principal market sending tourists to the Island.

VISITORS BY COUNTRY (2013-2017)



Source: Dirección de Inmigración y Extranjería de Cuba



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

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



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



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



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



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



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



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



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



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



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



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



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

#### SECTORIAL POLICY:

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

Out-of-hotel activity will be promoting real estate development associated with tourism, managing 100% Cuban marinas through service management agreements and building theme parks using top ranking technology. Not included are all activities related to dolphinariums.

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

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



#### CONTACT INFO:

Business Division of the Ministry of Tourism  
Email: yuslenia@mintur.gob.cu  
Tel.: (53) 78401208 / 78327535 Ext. 208

Directorate General for Development of the Ministry of Tourism  
Email: dirgendesarrollo@mintur.gob.cu  
Tel.: (53) 78344321 / 78327535 Ext. 168





## ► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

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



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

|                          |   |
|--------------------------|---|
| <b>DESCRIPTION:</b>      | Cienfuegos, known as the Pearl of the South, has attractive destinations for cultural tourism, boating, nature and "Sun and Beach" tourism. The historical center of town, declared World Heritage Center in 2005, impresses visitors for its historical, cultural and architectural importance. It provides an excellent site for events with its facilities for congresses, business and working meetings complemented by a generous network of road and airport infrastructures. |
| <b>INVESTMENT TYPE:</b>  | Joint Enterprise  |
| <b>CUBAN PARTY:</b>      | Grupo Hotelero Gran Caribe S.A.   |
| <b>MARKET POTENTIAL:</b> | The traditional markets attracted to this resort area are Canada, France, Germany, the UK, Holland and Italy. We aim to increase numbers from these same countries and increase numbers for the Caribbean region. Developing markets are Argentina, the US, Belgium, Luxemburg and Denmark. Potential markets are Russia, Venezuela, Chile, Brazil and China.   |
| <b>CONTACTS:</b>         | Business Vice-presidency Gran Caribe S.A.<br>Email: josemanuel@grancaribe.gca.tur.cu<br>Tel.: (53) 72040575 al 82 ext. 214<br>Business Division Gran Caribe S.A.<br>Email: marta@grancaribe.gca.tur.cu<br>Tel.: (53) 72040575 al 82 ext. 47<br>Joint Enterprises Division<br>Email: liber@grancaribe.gca.tur.cu<br>Tel.: (53) 72040575 Ext. 318   |

### LOTS IN THE SOUTHERN ZONE SECTOR

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

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

### LOTS IN THE SOUTHERN ZONE SECTOR

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

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



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

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





## LOTS IN THE COVARRUBIAS SECTOR

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

\* Calculated based on cost per room, 170 MUSD.

|                                    | LOT 3-A       | LOT 2-B       |
|------------------------------------|---------------|---------------|
| ESTIMATED INVESTMENT (MUSD)        | \$ 90950*     | \$ 80750*     |
| ROOMS                              | 535           | 475           |
| AREA (HA)                          | 12,85         | 11,4          |
| ESTIMATED ANNUAL RESULTS           |               |               |
| ROOMS EXISTING DAYS (UNO)          | 195 275       | 173 375       |
| OCCUPANCY RATE (%)                 | 75            | 75            |
| ROOMS DAYS OCCUPIED (UNO)          | 146 456       | 130 031       |
| OCCUPATIONAL DENSITY               | 1.9           | 1.9           |
| TOURISTS DAYS (UNO)                | 278 266       | 247 059       |
| AVERAGE REVENUES PER TOURIST (USD) | \$ 80         | \$ 80         |
| TOURISM REVENUES (USD)             | \$ 22 261 280 | \$ 19 764 720 |

\* Calculated based on cost per room, 170 MUSD.

|                                    | LOT 3-B       | LOT 4-B       |
|------------------------------------|---------------|---------------|
| ESTIMATED INVESTMENT (MUSD)        | \$ 113900*    | \$ 170 000*   |
| ROOMS                              | 670           | 1000          |
| AREA (HA)                          | 16,12         | 13,19         |
| ESTIMATED ANNUAL RESULTS           |               |               |
| ROOMS EXISTING DAYS (UNO)          | 244 550       | 365 000       |
| OCCUPANCY RATE (%)                 | 75            | 75            |
| ROOMS DAYS OCCUPIED (UNO)          | 183 413       | 273 750       |
| OCCUPATIONAL DENSITY               | 1.9           | 1.9           |
| TOURISTS DAYS (UNO)                | 348 485       | 520 125       |
| AVERAGE REVENUES PER TOURIST (USD) | \$ 80         | \$ 80         |
| TOURISM REVENUES (USD)             | \$ 27 878 800 | \$ 41 610 000 |

\* Calculated based on cost per room, 170 MUSD.



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



#### DESCRIPTION:

The Holguin resort area is one of the destinations having the best service and highest satisfaction rates in the country. This part of eastern Cuba brings together a group of characteristics that, besides beautiful beaches and exuberant nature, includes a rich historical and cultural heritage, a range of mainly 4 and 5-star hotels and well-qualified professional staffs. We offer Sun-and-Beach, nature, boating, diving, health, business, events and culture types of tourism. We preserve the zone where America was discovered and it is the archeological capital of Cuba; we are also the ideal destination for visitors looking for fun, cultural exchanges, peace and safety.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Cubanacán S.A.

#### MARKET POTENTIAL:

We are looking to consolidate already existing markets showing growth such as Canada, the UK, Holland and Italy, of recovering markets showing decreasing or steady numbers and those markets having air connections with this destination such as Germany and Finland. We would like to attract new potential markets such as Spain, Scandinavia, Russia, Mexico and South America.

#### CONTACTS:

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



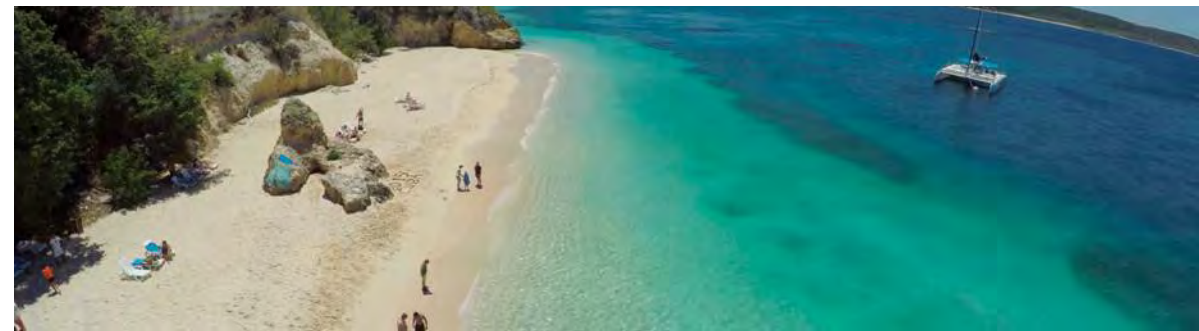




LOTS IN THE CENTRAL GUADALAVACA SECTOR

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

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



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

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

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

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

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

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



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

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

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







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



**DESCRIPTION:**

Northern Camagüey province has two tourist development centers: Playa Santa Lucia and the city of Camagüey. The former caters to Sun-and-Beach tourism and the latter is part of the Cuba Circuit and an option from Playa Santa Lucia; it has great potential for events, cultural and historical tourism because of its remarkable urban heritage, particularly its historical downtown area, classified by UNESCO in 2008 as a world heritage site.

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Grupo Hotelero Gran Caribe S.A.

**MARKET POTENTIAL:**

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

**CONTACTS:**

Business Vice-presidency of Gran Caribe  
Email: josemanuel@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 to 82 Ext. 214  
Gran Caribe Business Division  
Email: marta@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 to 82 Ext. 247

Joint Enterprises Division  
Email: liber@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 Ext. 318.



**LOT IN THE LA BOCA SECTOR**

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

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

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

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

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



**LOT IN THE NUEVAS GRANDES RESIDENTIAL  
SECTOR**

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

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

**LOT IN THE TARARACOS RESIDENTIAL SECTOR**

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

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





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



#### DESCRIPTION:

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

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

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

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

Grupo Hotelero Gran Caribe S.A.

#### MARKET POTENTIAL:

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

#### CONTACTS:

Business Vice-presidency of Gran Caribe  
Email: josemanuel@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 to 82 Ext. 214  
Gran Caribe Business Division  
Email: marta@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 to 82 Ext. 247

Joint Enterprises Division  
Email: liber@grancaribe.gca.tur.cu  
Tel.: (53) 72040575 Ext. 318.

### PREFERENTIAL TOURISM AREA OF PLAYAS DEL ESTE

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

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

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



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

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

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







PREFERENTIAL TOURISM AREA OF MONTE BARRETO

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

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

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

LOTS IN THE MALECÓN AREA



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

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

LOTS IN THE LA RAMPA AREA

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

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

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





HOTEL MANAGEMENT AND SALES AGREEMENTS.

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

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

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





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

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





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

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







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

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



## MARINA MANAGEMENT AGREEMENTS



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

**DESCRIPTION:**

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

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

11 million USD

**LOCATION:**

**Santiago de Cuba Bay**

**MARKET POTENTIAL:**

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

**ESTIMATED ANTICIPATED  
RESULTS:**

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

**CONTACTS:**

Business Division  
Email: [dirdesarrollo@marlin.tur.cu](mailto:dirdesarrollo@marlin.tur.cu)  
[espnegocios@marlin.tur.cu](mailto:espnegocios@marlin.tur.cu)  
Tel.: (53) 72082718



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

**DESCRIPTION:**

Enlarging capacities from 112 to 512 moorings and equipping them with the corresponding technical services. Create yacht club, dry-dock, naval workshop. Rehabilitation and remodeling of the existing harbormaster's office, cafeteria and offices. Increasing services provided to sailors. Make sure that the marina buildings comply with Cuban Norm 775-5 of 2010 for International level Class A Marinas.

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

24 million USD

**LOCATION:**

Varadero Dock, **Matanzas**

**ESTIMATED ANTICIPATED  
RESULTS:**

Using the Marina to an occupancy rate that should grow to 80% and estimated revenues for marina services would grow from 1.4 million USD during the first 2 years after having finished the work, going to 8 million per year. Estimated investment recovery period is 12 years.

**CONTACTS:**

Business Division  
Email: [dirdesarrollo@marlin.tur.cu](mailto:dirdesarrollo@marlin.tur.cu)  
[espnegocios@marlin.tur.cu](mailto:espnegocios@marlin.tur.cu)  
Tel.: (53) 72082718







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



**DESCRIPTION:**

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

**INVESTMENT TYPE:**

Service Management Agreements with financing

**CUBAN PARTY:**

Grupo Empresarial Marinas Náuticas Marlin S.A.

**ESTIMATED INVESTMENT:**

20 million USD

**LOCATION:**

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

**MARKET POTENTIAL:**

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

**ESTIMATED ANTICIPATED RESULTS:**

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

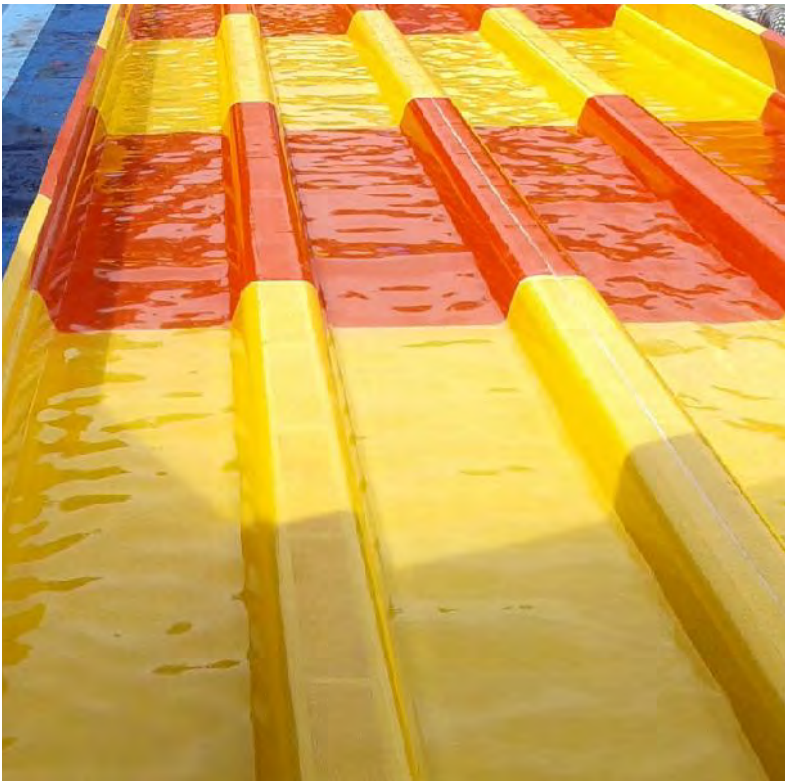
**CONTACTS:**

Business Division  
Email: [dirdesarrollo@marlin.tur.cu](mailto:dirdesarrollo@marlin.tur.cu)  
[espnegocios@marlin.tur.cu](mailto:espnegocios@marlin.tur.cu)  
Tel.: (53) 72082718

SERVICE MANAGEMENT AND SALES AGREEMENTS WITH FINANCING FOR RECREATIONAL CENTERS.



HAVANA WATER  
PARK.



**DESCRIPTION:**

Create a 10 ha water park to accommodate a maximum of 6000 persons. There would be parking, shops, changing/locker areas, technical and management areas, reception, foods services, recreation/leisure areas depending on the market sectors (family, children, adolescents and adults). With the following attractions: water-slides, water games, wave pool, meandering river, lakes, brooks, waterfalls, hydrotherapy for customers seeking relaxation, all around the theme of Wonder City.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Empresa Extrahotelera Palmares S.A.

**ESTIMATED INVESTMENT:**

25 million USD

**LOCATION:**

**Havana** province coast

**MARKET POTENTIAL:**

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

**ESTIMATED ANTICIPATED RESULTS:**

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

**CONTACTS:**

Palmares S.A. Business Division  
Email: [dir.negocios@gee.palmares.cu](mailto:dir.negocios@gee.palmares.cu)  
[casamatriz@gee.palmares.cu](mailto:casamatriz@gee.palmares.cu)  
Website: [www.palmarescuba.com](http://www.palmarescuba.com)  
Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092





### COMODORO LEISURE CENTER.

|                                       |   |
|---------------------------------------|---|
| <b>DESCRIPTION:</b>                   | We propose this real estate property to house a Family Leisure Center that would include areas for electronic games for children and teens, daycare services, gyms, spa, sauna, massage parlor, beauty parlor, inflatable water park, events hall (musical and comedy shows, art exhibitions, fashion shows, taped music), top quality ocean-view bars and restaurants. |
| <b>INVESTMENT TYPE:</b>               | Service Management Agreement with financing   |
| <b>CUBAN PARTY:</b>                   | Empresa Extrahotelera Palmares S.A.   |
| <b>ESTIMATED INVESTMENT:</b>          | 10 million USD  |
| <b>LOCATION:</b>                      | Playa municipality, <b>Havana</b> province  |
| <b>MARKET POTENTIAL:</b>              | This location in a prime area of Havana has easy access from the main urban centers, and is close to the city's important hotels, the Business Center and to embassies.   |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | We foresee receiving 500 guests per day, with average individual spending of 25.00 CUC; this represents 4,500,000 CUC of annual revenue. We foresee a 4-year recovery period for the investment.  |
| <b>CONTACTS:</b>                      | Palmares S.A. Business Division<br>Email: dir.negocios@gee.palmares.cu<br>casamatrix@gee.palmares.cu<br>Website: www.palmarescuba.com<br>Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092   |



### GIRALDILLA LEISURE CENTER.

|                                       |  |
|---------------------------------------|--|
| <b>DESCRIPTION:</b>                   | This investment needs the facilities to be restored and the family leisure complex concept to be materialized; this would include: large games area for children with slides, ramps, sports fields, wave pools, trampolines and climbing walls; area for teenagers with pool, table tennis, table hockey, café-bar serving drinks, breakfast, snacks, lunches and dinners. The menu would be of a top quality. Comfortable seating areas that are lighted, safe and cozy. Chain of stores. |
| <b>INVESTMENT TYPE:</b>               | Service Management Agreement with financing  |
| <b>CUBAN PARTY:</b>                   | Empresa Extrahotelera Palmares S.A.  |
| <b>ESTIMATED INVESTMENT:</b>          | 4 million USD  |
| <b>LOCATION:</b>                      | La Lisa municipality, <b>Havana</b> province   |
| <b>MARKET POTENTIAL:</b>              | Havana province is the preferential tourism area and this product is an incentive for the critical situation existing today in out-of-hotel recreational offers for both the domestic and international markets.   |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | This investment would be recovered from the moment it begins operations. We foresee 80% occupancy that would grow as the product gains in consolidation. Estimated investment recovery time is 3 years.  |
| <b>CONTACTS:</b>                      | Palmares S.A. Business Division<br>Email: dir.negocios@gee.palmares.cu<br>casamatrix@gee.palmares.cu<br>Website: www.palmarescuba.com<br>Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092  |



### ABRA DE CANASÍ NATURE AND ADVENTURE PARK.



|                                       |  |
|---------------------------------------|--|
| <b>DESCRIPTION:</b>                   | A nature and adventure park bringing together a number of sea and land attractions, taking advantage of the natural features of the site (shallow river with channels allowing for excursions into the mangrove swamps, hiking paths, estuary connecting to deep water on the coastline with high cliffs and a coral reef for diving). We would like to develop a combination of nature, adventure, cultural traditions based on local history, some of which is related to the export of sugar to the US and to aboriginal legends of the pre-Columbian era. Either or both could be themes for the park. |
| <b>INVESTMENT TYPE:</b>               | Service Management Agreement with financing  |
| <b>CUBAN PARTY:</b>                   | Empresa Extrahotelera Palmares S.A.  |
| <b>ESTIMATED INVESTMENT:</b>          | 45 million USD   |
| <b>LOCATION:</b>                      | Boca de Canasí, Santa Cruz del Norte municipality, <b>Mayabeque</b> province   |
| <b>MARKET POTENTIAL:</b>              | Just 70 km from Havana, on the Havana-Matanzas highway, this could be included as a benefit for Havana-Varadero transfers and be sold as a nature and adventure excursion. The natural water activities in this park have great possibilities for success in the development of any project of this kind.  |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | This investment would contribute to the promotion of Cuba's cultural and natural features. We foresee investment recovery from the start, anticipating an 80% occupancy rate that would gradually increase as the product is consolidated, as well as its proper management. Estimated investment recovery period is 8 years.  |
| <b>CONTACTS:</b>                      | Palmares S.A. Business Division<br>Email: dir.negocios@gee.palmares.cu<br>casamatrix@gee.palmares.cu<br>Website: www.palmarescuba.com<br>Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092  |





**WATER PARK.****DESCRIPTION:**

A 10 ha water park to accommodate a maximum of 6,600 persons. This project has theme development providing the details on the most important technical aspects. The Master Plan defines areas for parking, shopping, change rooms, technical and management areas, multi-use central area, reception, food services, water cable cars, and recreation/leisure areas depending on the market sector (family, children, teens and adults). Attractions such as slides, water games, giant waves for surfing and competitions, meandering river, lakes, creeks, waterfalls, pools, hydrotherapy for people seeking relaxation, all revolving around the theme of Varadero Jungle.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Empresa Extrahotelera Palmares S.A.

**ESTIMATED INVESTMENT:**

25 million USD

**LOCATION:**

South of the Varadero highway. **Matanzas**

**MARKET POTENTIAL:**

Varadero is the principal Sun-and-Beach tourism site of preference in Cuba, annually receiving over a million and a half visitors who are primarily interested in nature and Sun-and-Beach tourism. Out-of-hotel recreational options are insufficient and so this product constitutes a basic complement for tourism in Varadero, both for domestic and international visitors.

**ESTIMATED ANTICIPATED RESULTS:**

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

**CONTACTS:**

Palmares S.A. Business Division  
Email: dir.negocios@gee.palmares.cu  
casamatrix@gee.palmares.cu  
Website: www.palmarescuba.com  
Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092

**PLAZA AMÉRICA COMPLEX.****DESCRIPTION:**

Involves restoring and improving the quality standards of the 3 restaurants in Plaza América: the 100-seat Pizza Piazza, the 60-seat Chez Plaza and the 60-seat La Guantanamera, as well as events halls and common areas. This facility has a prime location and excellent sea-views. We must include technologies and expertise that will allow us to diversify the offers and services that Palmares has had there so far. Outside areas, shopping and events hall must be taken into account, diversifying and strengthening event planning.

**INVESTMENT TYPE:**

Service Management Agreement with financing

**CUBAN PARTY:**

Empresa Extrahotelera Palmares S.A.

**ESTIMATED INVESTMENT:**

4 million USD

**LOCATION:**

Plaza América Convention Center, Varadero. **Matanzas**

**MARKET POTENTIAL:**

Varadero is the principal Sun-and-Beach tourism site of preference in Cuba, annually receiving over a million and a half visitors basically interested in Sun-and-Beach tourism. Clients are becoming more and more demanding, requiring more sophisticated cuisine and eager for new experiences.

**ESTIMATED ANTICIPATED RESULTS:**

This investment will include an image change, and different offers and services, incorporating new technologies and ways of providing services in synch with international trends. This investment will be recovered based on this complex's revenues. We foresee a 70% occupancy rate that should gradually grow as the product becomes consolidated through the right promotion and commercialization. Estimated investment recovery period is 3 years.

**CONTACTS:**

Palmares S.A. Business Division  
Email: dir.negocios@gee.palmares.cu  
casamatrix@gee.palmares.cu  
Website: www.palmarescuba.com  
Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092







BAHÍA DE NARANJO  
ADVENTURE AND  
NATURE PARK.



|                                |  |
|--------------------------------|--|
| DESCRIPTION:                   | We would like to develop a first stage of 12 ha distributed in 3 recreational areas: adventure, adrenalin and water areas. There would be a total of 10 attractions to accommodate a maximum of 1500 visitors per day, directed to the family market. Areas should have themes and connect to each other so that we have one single concept and an encounter among cultures. |
| INVESTMENT TYPE:               | Service Management Agreement with financing  |
| CUBAN PARTY:                   | Empresa Extrahotelera Palmares S.A.  |
| ESTIMATED INVESTMENT:          | 40 million USD   |
| LOCATION:                      | Holguín-Guardalavaca highway   |
| MARKET POTENTIAL:              | Holguín is one of the most preferred tourism sites in Cuba, with a capacity of 5,440 rooms and with a potential capacity in 2020 of 11,189 rooms. This product would be the first of its kind in Cuba and provide the perfect complement for the province's attractions, connecting this park with the region's nature and culture.  |
| ESTIMATED ANTICIPATED RESULTS: | We foresee a 70% occupancy rate gradually increasing as the product becomes consolidated through the right marketing campaign. We point out that based on the benefits obtained we foresee 2 stages of development and expansion for the park, justified and backed by increased demands. Estimated investment recovery period is 5 years.                                   |
| CONTACTS:                      | Dirección de Negocios Palmares S.A.<br>Email: dir.negocios@gee.palmares.cu<br>casamatriz@gee.palmares.cu<br>Website: www.palmarescuba.com<br>Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092  |



JOSONE PARK.



|                                |  |
|--------------------------------|--|
| DESCRIPTION:                   | This park includes gardens, a lake, a pool, La Estrella Leisure Center, a bar and 3 restaurants: El Retiro seating 52, El Dante and La Campana each seating 50 persons. The investment includes recovering the lake, restoring facilities and incorporating new technology and know-how with losing the theme of "getting away from it all", allowing it to put into practice current trends and at the same time achieve specialization, differentiation and high quality standards in the different options. |
| INVESTMENT TYPE:               | Service Management Agreement with financing  |
| CUBAN PARTY:                   | Empresa Extrahotelera Palmares S.A.  |
| ESTIMATED INVESTMENT:          | 5 million USD  |
| LOCATION:                      | Varadero, Matanzas province.   |
| MARKET POTENTIAL:              | Varadero is the most important tourism preference in Cuba, annually receiving over a million and a half visitors. This product would be a complement to the current destination tourism offer, providing an incentive for exchanges and the enjoyment of nature.   |
| ESTIMATED ANTICIPATED RESULTS: | We foresee a 70% occupancy rate, gradually increasing as the park becomes consolidated. The estimated investment recovery period is 3 years.   |
| CONTACTS:                      | Palmares S.A. Business Division<br>Email: dir.negocios@gee.palmares.cu<br>casamatriz@gee.palmares.cu<br>Website: www.palmarescuba.com<br>Tel.: (53) 78362117 / 78360101 Ext. 1014, 1091, 1092  |







INTERACTIVE  
DOLPHIN COMPLEX



|                       |   |
|-----------------------|---|
| DESCRIPTION:          | <p>The pool complex, as an additional option to the national Aquarium of Cuba, is conceived as being functionally separate from that institution, in other words, its design should allow for separate exploitation.</p> <p>The facility's architecture and supporting technological infrastructure will ensure the well-being and correct handling of a group of animals (12 dolphins) in different types, as well as the image, the characteristics and stability of this product in an ever more demanding market. We foresee two public entrances: one would be connected with the interior of the Aquarium and the other would be separate, with access from Avenida Primera or calle 64.</p> <p>The objective of this complex is to ensure the development and increase in revenues, both in Cuban currency and foreign currency, for the National Aquarium of Cuba, the Ministry of Science, Technology and the Environment (CITMA) and the country, to develop new services and diversify the current product, to build and develop other jobs, some basic and others complementary, which would meet the elementary needs of the visitors and out-of-hotel option for hotels in the City Tourism category.</p> |
| INVESTMENT TYPE:      | International Economic Partnership  |
| CUBAN PARTY:          | Acuario Nacional de Cuba  |
| ESTIMATED INVESTMENT: | 8,0 million USD   |
| LOCATION:             | Playa municipality, <b>Havana</b> province  |
| MARKET POTENTIAL:     | <p>Havana has a well-developed tourism infrastructure, with constantly growing hotel capacities that permit the improved assimilation of tourists. Today the city has a large number of rooms available. Building an interactive dolphin complex would turn Havana into one of the few world capitals having this type of venue.</p> <p>The area's hotel infrastructure permits us to ensure the success of this option, taking into account the demands for similar facilities in the country's different cays, for example the tourist areas in Santa María, Largo, Blanco and Guillermo cays, and Bahía de Naranjo, just to name a few, also after an analysis of demand in other countries in the region such as Punta Cana in the Dominican Republic, Cancun in Mexico, Jamaica and the Bahamas, etc.</p>  |
| CONTACTS:             | <p>Acuario Nacional de Cuba</p> <p>Email: direccion@acuaronacional.cu</p> <p>Tel.: (53) 72051772 / 72045113</p>   |



CREATE A NETWORK  
OF TOURIST PARKS  
IN NATURAL AREAS  
(5 PROJECTS).



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | <p>The rich biodiversity of Cuba and the lovely scenery assures a new and interesting specialized tourism service in areas belonging to the Grupo Empresarial Flora y Fauna.</p> <p>We propose developing natural tourist parks providing theme services on agriculture, adventure and entertainment in a natural setting, following a philosophy of sustainability taking into account clean technologies in the use of renewable energy, in the use of water and waste treatment.</p> <p>The architecture and design of these facilities will fit in with the theme to be developed (hiking, bird watching, horseback riding, agro-tourism, permaculture, rural, historical and adventure tourism) to be harmoniously integrated into each ecosystem and landscape. All parks will have a strong dose of educational content towards the clients, following a philosophy of: "Have Fun and Learn"</p> |
| INVESTMENT TYPE:               | International Economic Partnership  |
| CUBAN PARTY:                   | Grupo Empresarial Flora y Fauna. National Enterprise for the Protection of Flora and Fauna  |
| ESTIMATED INVESTMENT:          | 4,0 million USD   |
| LOCATION:                      | <b>Pinar del Río, Matanzas, Sancti Spiritus, Ciego de Ávila &amp; Granma</b>  |
| MARKET POTENTIAL:              | <p>To a greater extent, a growing number of tourists visiting Cuba is looking for diversified out-of-hotel tourist services and every day they are looking for nature tourism options. We estimate an over 5 % increase in tourists. Growing urban populations are generating growing interest in nature tourism, something that is growing substantially on the domestic market.</p>   |
| ESTIMATED ANTICIPATED RESULTS: | <p>It will allow us to increase our revenues in foreign currencies and diversify tourism products that would be reinvested into maintenance and the sustainability of protected areas.</p>  |
| CONTACTS:                      | <p>Business Division of the Flora and Fauna Company Group</p> <p>Email: dir.neg@osde.ffauna.cu</p> <p>vicepresidenta3@osde.ffauna.cu</p> <p>Tel.: (53) 72031433 to 36 Ext. 109 &amp; 134</p>  |





NETWORK OF ECO-ACCOMMODATIONS FOR NATURE TOURISM (8 PROJECTS).



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | <p>The rich biodiversity of Cuba and the lovely scenery assures a new and interesting specialized tourism service in areas belonging to the Grupo Empresarial Flora y Fauna.</p> <p>We propose developing natural tourist parks providing theme services on agriculture, adventure and entertainment in a natural setting, following a philosophy of sustainability taking into account clean technologies in the use of renewable energy, in the use of water and waste treatment.</p> <p>The architecture and design of these facilities will fit in with the theme to be developed (hiking, bird watching, horseback riding, agro-tourism, permaculture, rural, historical and adventure tourism) to be harmoniously integrated into each ecosystem and landscape.</p> |
| INVESTMENT TYPE:               | Service Management Agreement  |
| CUBAN PARTY:                   | Grupo Empresarial Flora y Fauna. National Enterprise for the Protection of Flora and Fauna  |
| ESTIMATED INVESTMENT:          | 10,0 million USD  |
| LOCATION:                      | Pinar del Río, Artemisa, Mayabeque, Matanzas, Sancti Spiritus, Camagüey, Granma & Guantánamo  |
| MARKET POTENTIAL:              | <p>To a greater extent, a growing number of tourists visiting Cuba is looking for diversified out-of-hotel tourist services and every day they are looking for nature tourism options. We estimate an over 5 % increase in tourists. Growing urban populations are generating growing interest in nature tourism, something that is growing substantially on the domestic market.</p>   |
| ESTIMATED ANTICIPATED RESULTS: | <p>It will allow us to increase our revenues in foreign currencies and diversify tourism products that would be reinvested into maintenance and the sustainability of protected areas.</p>  |
| CONTACTS:                      | <p>Business Division of the Flora and Fauna Company Group</p> <p>Email: dir.neg@osde.ffauna.cu</p> <p>vicepresidenta3@osde.ffauna.cu</p> <p>Tel.: (53) 72031433 to 36 Ext. 109 &amp; 134</p>  |

SERVICE MANAGEMENT AND SALES AGREEMENTS WITH FINANCING FOR CAMPGROUND FACILITIES



VILLA BRISAS DEL MAR.



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | <p>The Project responds to the need to set up accommodations in 20 cabins, with the required standards; these are now being used as part of the Copey-Brisas del Mar Complex campground, in Minas de Matahambre, in the Golfo del Nombre de Dios, 10 km by land and 20 minutes by sea from Cayo Jutía, a destination that has no accommodations and does not allow development because of environmental vulnerability. The facility is a few meters away from a coastal estuary with a nearby beach (Copey) and a fishing community mooring site that could be used for moving clients by sea.</p>  |
| INVESTMENT TYPE:               | Service Management Agreement with financing   |
| CUBAN PARTY:                   | Grupo Empresarial Campismo Popular S.A.   |
| ESTIMATED INVESTMENT:          | 2,5 million USD   |
| LOCATION:                      | Santa Lucía, Minas de Matahambre municipality, Pinar del Río  |
| MARKET POTENTIAL:              | <p>Brisas del Mar tourist villa will be destined for the fans of nature tourism who are visiting Viñales and Pinar del Río, as well as tourists interested in enjoying the Cayo Jutía beaches.</p> <p>We are focusing on the market segment for couples between the ages of 25 and 65, ecological tourists and newly-weds looking for a romantic secluded spot, especially those coming from European countries and North America.</p> <p>At the present time, the campground is limited in its operation to 7 cabins whose clients are families from that province who spend their summer holidays on the beach, and from time to time groups of young people looking for leisure and recreation spots.</p>  |
| ESTIMATED ANTICIPATED RESULTS: | <p>Buildings having improved comfort and make use of tourism resources and components, as well as acceding to proven managerial methods and market numbers, as well as revenues facilitating the financing of other organization services and improving their quality.</p> <p>Currently tourists travel from Havana, Pinar del Río or Viñales to go to the excellent virgin beaches of Cayo Jutía, but the trip is a long and tiring one. Those interested in staying have to look for accommodations in rural homes renting rooms in the corridor from Viñales and there are not very many of them. Accommodations for more than one day would be offered as well as the development of a product associated with other activities such as boat trips and fishing.</p> |
| CONTACTS:                      | <p>Business Division</p> <p>Email: presidentecampismo@mintur.gob.cu</p> <p>gabriela@campismopopular.cu</p> <p>Tel.: (53) 78305536 to 38 Ext. 209 &amp; 202 / 78301308</p>   |







NARIGÓN  
INTERNATIONAL  
CAMPING  
ADVENTURE PARK.



|                                |  |
|--------------------------------|--|
| DESCRIPTION:                   | This is located on a marine terrace with excellent views and with the possibility of developing adventure components. It has a large area whose buildings are rather deteriorated and with a pool needing rehabilitation. These days it is a lot covered by the coastal forest. In the Havana-Varadero corridor and very close to the Bacunayagua Look-out, it can be seen as a potential adventure park, with or without accommodations for tourists. The project responds to the need of salvaging what used to be the Narigón campground for tourism as an adventure park with 20 accommodations units. |
| INVESTMENT TYPE:               | Service Management Agreement with financing  |
| CUBAN PARTY:                   | Grupo Empresarial Campismo Popular S.A.  |
| ESTIMATED INVESTMENT:          | 30 million USD   |
| LOCATION:                      | Santa Cruz del Norte municipality. <b>Mayabeque</b> province   |
| MARKET POTENTIAL:              | El Narigón International Camping Park will be perfect for fans of nature tourism connected to the trip between the Havana and Varadero destinations.<br>We will focus on the market segment associated with families and ecological tourists, mainly from European countries and North America.  |
| ESTIMATED ANTICIPATED RESULTS: | Salvaging a facility whose buildings are in ruins and making use of tourism resources and components, as well as acceding to proven managerial methods and market numbers, as well as revenues facilitating the financing of other organization services and improving their quality.  |
| CONTACTS:                      | Business Division<br>Email: <a href="mailto:presidentecampismo@mintur.gob.cu">presidentecampismo@mintur.gob.cu</a><br><a href="mailto:gabriela@campismopopular.cu">gabriela@campismopopular.cu</a><br>Tel.: (53) 7 830 55 36 to 38; Ext.209 & 202 / 7 830 13 08.   |



ESCALERAS DE  
JARUCO CAMPING.



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | Involving the infrastructure of a hotel facility (72 cabins) and needing investment for remodeling and for improving the level of services, as well as incorporating recreational options so that it constitutes another attraction of the park, with an adjoining campground with or without accommodations.<br>It may be assessed as a potential adventure park in tourist options with or without accommodations. In the foreseen development for the location, we plan to reactivate the components of the Escaleras de Jaruco park where there is a ruined motel, the El Árabe restaurant and other natural attractions with excellent views, miradors and a wealth of varied flora and fauna. There is an equestrian center that could become part of a horseback riding or equestrian sports center. Other agro-tourism activities could also be developed. At some point this could become the nature destination for the city of Havana. |
| INVESTMENT TYPE:               | Service Management Agreement with financing   |
| CUBAN PARTY:                   | Grupo Empresarial Campismo Popular S.A.   |
| ESTIMATED INVESTMENT:          | 5 million USD   |
| LOCATION:                      | Jaruco municipality, <b>Mayabeque</b> province  |
| MARKET POTENTIAL:              | Camping Escaleras de Jaruco will appeal to fans of nature tourism as a complementary component for optional nature-based activities within the city tourism category.<br>Focused on the segment associated with families and cruise ship passengers, mainly from European countries and from North America.   |
| ESTIMATED ANTICIPATED RESULTS: | Remodel the Camping Escaleras de Jaruco facility for the purpose of creating an adequate standard of accommodations for international tourists when the Escaleras de Jaruco Nature Park is created, with the potential to become a top-quality nature park at this destination and for its growing tourism demands.   |
| CONTACTS:                      | Business Division<br>Email: <a href="mailto:presidentecampismo@mintur.gob.cu">presidentecampismo@mintur.gob.cu</a><br><a href="mailto:gabriela@campismopopular.cu">gabriela@campismopopular.cu</a><br>Tel.: (53) 78305536 to 38 Ext. 209 & 202 / 78301308   |





**GUAJIMICO  
INTERNATIONAL  
DIVING CENTER.**



|                                       |   |
|---------------------------------------|---|
| <b>DESCRIPTION:</b>                   | This center has international support, over 20 diving sites with excellent water quality and with a great variety of marine fauna, unaffected by north wind action and with a growing cruise line market in Cienfuegos Bay.   |
| <b>INVESTMENT TYPE:</b>               | Service Management Agreement with financing   |
| <b>CUBAN PARTY:</b>                   | Grupo Empresarial Campismo Popular S.A.   |
| <b>ESTIMATED INVESTMENT:</b>          | 6 million USD   |
| <b>LOCATION:</b>                      | Carretera Cienfuegos-Trinidad   |
| <b>MARKET POTENTIAL:</b>              | The Guajimico International Diving Center will be geared to diving tourism as well as to the growing cruise line tourism and tours, the customary clients of the center. Focusing on the segment associated with families and cruise line passengers, mainly from Europe and North America. |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | Salvaging and improving the quality level and classification of the existing Diving Center and in the Villa Guajimico facility services.  |
| <b>CONTACTS:</b>                      | Business Division<br>Email: <a href="mailto:presidentecampismo@mintur.gob.cu">presidentecampismo@mintur.gob.cu</a><br><a href="mailto:gabriela@campismopopular.cu">gabriela@campismopopular.cu</a><br>Tel.: (53) 78305536 to 38 Ext. 209 & 202 / 78301308                                   |



**CANGILONES DEL  
RÍO MÁXIMO NATURE  
AND ADVENTURE  
PARK.**



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







PLAYA LARGA  
INTERNATIONAL  
CAMPGROUND.



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

SERVICE MANAGEMENT AGREEMENTS FOR LAUNDRY SERVICES



MANAGEMENT OF THE "28 DE ENERO" LAUNDRY.

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



TECHNICAL SERVICES SPECIALIZED IN DRY-CLEANING AND LAUNDRY.

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







Health tourism

Cuba’s tradition in medicine goes back 285 years. More than 164,920 physicians have been trained in the last 50 years, both Cubans and students coming from over 120 countries. The Island has become one of the world’s nations having the best health indicators; its strengths are quality and specialization with growing development of services and human capital infrastructures.

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

Development of Science and Technology

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

Basic Medicines

849 items  
318 imported items  
531 items are produced in Cuba





THE CUBAN PARTY PARTNERED WITH FOREIGN CAPITAL BUSINESS



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

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

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

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

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

Medical Services

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

BioCubaFarma Partnership

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

Institutions

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

SECTORIAL POLICY:

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



CONTACT INFO:

Email: [ie@smcsalud.cu](mailto:ie@smcsalud.cu) / [smc@smcsalud.cu](mailto:smc@smcsalud.cu)  
Website: [www.smcsalud.cu](http://www.smcsalud.cu)





► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► QUALITY OF LIFE SERVICE.



|                                |  |
|--------------------------------|--|
| DESCRIPTION:                   | Creation of a center exclusively for Quality of Life at one of our main locations, preferably associated with tourism  |
| INVESTMENT TYPE:               | International Economic Partnership   |
| CUBAN PARTY:                   | Comercializadora de Servicios Médicos Cubanos S.A.   |
| ESTIMATED INVESTMENT:          | 30 million USD   |
| LOCATION:                      | Balnearios San Miguel de los Baños and Menéndez, in <b>Matanzas</b> province   |
| MARKET POTENTIAL:              | Health tourism market from Europe, Russia, the US and Latin America  |
| ESTIMATED ANTICIPATED RESULTS: | To meet the demand for Quality of Life programs for 1300 client-patients, foreseeing 50% for accompanying persons, for annual revenues of 8.5 million USD with an investment recovery period of 3.5 years. |
| CONTACTS:                      | Comercializadora de Servicios Médicos Cubanos S.A. (CSMC, S.A.)<br>Email: smc@smcsalud.cu<br>Tel.: (53) 72031590 / 72065380 / 72090977   |



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



|                                |   |
|--------------------------------|---|
| DESCRIPTION:                   | Creating an international sports medicine and applied sciences clinic for the purpose of providing medical services in the area of sports medicine and its applied sciences for profit, primarily for foreign athletes and sports officials (both retired and active); this could be extended to those regularly involved in physical activities in key areas such as the medical control of sports training, evaluating adaptations to training or physical exercise schedules from medical and psychological points of view, physio-prophylaxis and sports/community rehabilitation, the physiology of exercise, anthropometry and bio-impedance, neuromuscular and neurophysiological kinetics, sports nutrition, maximal and sub-maximal effort testing, osteomyoarticular system echographs, specific on-site testing for different sports disciplines, providing extensive coverage for Cuban and world Olympic medal winners.  |
| INVESTMENT TYPE:               | Joint Enterprise  |
| CUBAN PARTY:                   | CUBADEPORTES S.A  |
| LOCATION:                      | Bacuranao – Tarará Complex, <b>Havana</b> province  |
| MARKET POTENTIAL:              | Foreign athletes, sports officials, including those that have retired, foreigners and Cubans regularly involved in physical activities and Cuban and world Olympic athletes.  |
| ESTIMATED ANTICIPATED RESULTS: | <ul style="list-style-type: none"><li>► Provide medical services in the area of sports medicine and its applied sciences</li><li>► Complementing the medical monitoring of sports training programs</li><li>► Assessments of adaptations to training loads or physical exercise loads from the medical and psychological points of view</li><li>► Complementing physioprophyllaxis and sports/community rehabilitation, the physiology of exercise</li><li>► Broad applications of kinetic anthropometry and bio-impedance, neuromuscular and neuro-physiology, sports nutrition</li><li>► Strength testing, maximal and submaximal</li><li>► Consolidation of osteomyoarticular system ecographs</li><li>► Specific field testing for different sport disciplines</li><li>► Application of de-training programs for athletes</li><li>► Contribution to the results of the Cuban sports movement</li><li>► Contribution to improving life-styles, favoring the increase of health levels in those people practicing physical activities</li><li>► Image-strengthening for the Cuban sports movement</li></ul> |
| CONTACTS:                      | Email: aurorapinopavel@yahoo.es<br>relacion@inder.cu<br>vcabrera@infomed.sld.cu<br>Tel.: (53) 7 643 71 48 / 7 643 91 75   |





## Food Production Sector



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

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

Land ownership remains to a large degree in the hands of the State even though only 30 % of the land is managed by state entities while 70 % is

managed by non-state formats such as the Basic Production Units (UBPCs), Credit and Service Cooperatives (CCSs) and Agricultural Production Cooperatives (CPAs).

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

### The Boyeros Agricultural Fair (FIAGROP)

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

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

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

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



13.2%

62% EMPLOYED IN THE COOPERATIVE SECTOR



62%



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

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

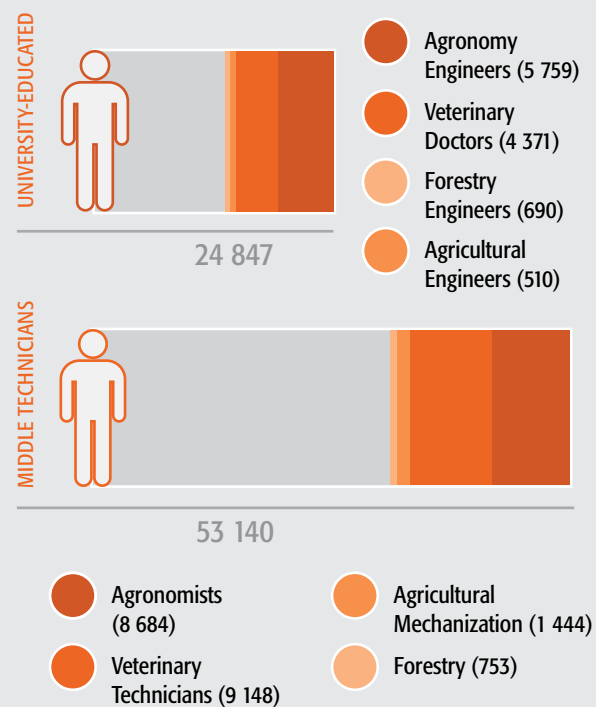
Structured systems for plant and animal protection with nationwide networks and effective border controls. Cuba is a zone that is free of the Type 1 diseases existing in the area.

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

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



## QUALIFIED WORKFORCE

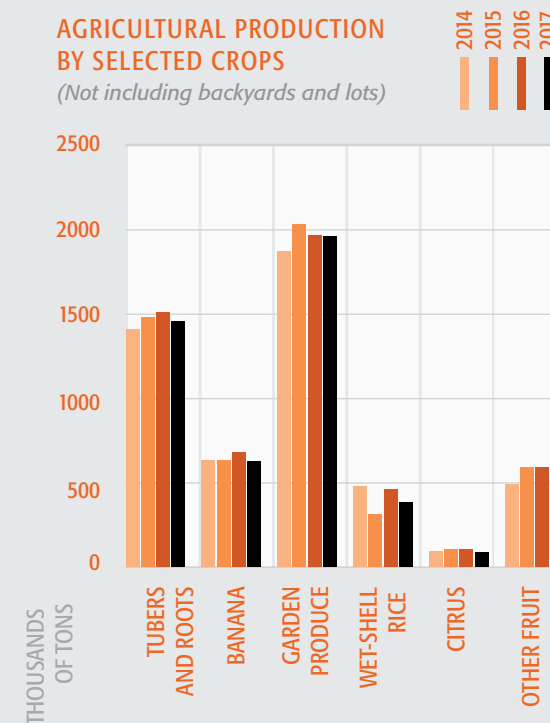


We have 367 teaching institutions offering degree courses in agriculture and forestry, the specialties of agricultural engineering, veterinary medicine, middle technician in veterinary medicine, etc.

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

## AGRICULTURAL PRODUCTION BY SELECTED CROPS

(Not including backyards and lots)



Source: Ministry of Agriculture

## LEADING PRODUCTS

## Tobacco

Cuban Premium tobacco (for cigars) is internationally recognized for its unbeatable quality and advantageous position among the competition. It is a product in great demand among smokers in the upper economic range market. Associated with the prestige of its portfolio of brands and Cuban tobacco leaves, we are developing other export products such as mechanically produced cigars and cigarettes. No foreign investment is being promoted in this item.

## Citrus fruits

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

## Fruit

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

## Coffee

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

## Cacao

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

## Honey Production

This is a product with great foreign market potential and it has many benefits. There are possibilities for assortments of specific types of honeys, organic honey, as well as diversifying the sizes besides exporting soft extract and dry pollen and diversified products such as beauty creams based on honey.

## Other products

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

## SECTORIAL POLICY:

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

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

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



## CONTACT INFO:

Division for International Affairs of the  
Ministry of Agriculture  
Email: [asuntosinternac@oc.minag.cu](mailto:asuntosinternac@oc.minag.cu)  
Tel.: (53) 78847173 / 78847174





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

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

We have a National Bureau for State Inspection, two research centers, one for the foods industry and the other for the fisheries sector which promote the training and professional development of the labor force and technical personnel.

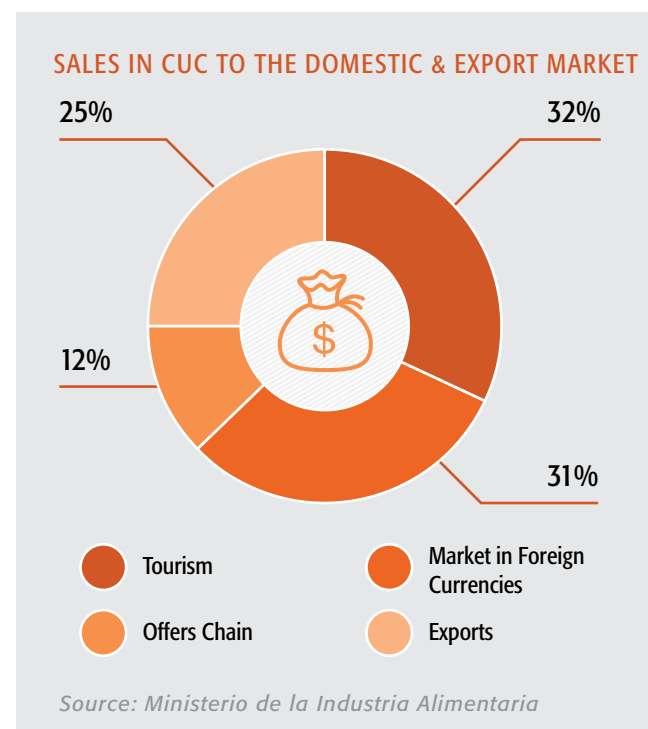
At the close of 2017, the labor force was 80,370 strong; of this number, 66.1 % are university graduates, technicians and pre-university graduates.

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

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

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

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



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

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

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

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

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

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

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

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

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

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

#### The Fisheries Production Division

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

#### CUBAN PARTIES ASSOCIATED WITH FOREIGN INVESTMENT BUSINESS



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



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

#### SECTORIAL POLICY:

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



#### CONTACT INFO:

Business Division of the Food Industry Company Group  
Email: minal@minal.cu / negocios@coralsa.com.cu / cubaron@cubaron.co.cu



► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



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



DESCRIPTION:

The objective is to increase pork production based on exploiting all the installed facilities. We foresee attaining 3,000 breeders in the aim of producing 7,200 metric tons of hoof weight hogs. Slaughtered hogs will have hoof weights of 100-120 Kg, transforming into channeled hogs in an abattoir to be built as part of the infrastructure. The abattoir will have an estimated installed slaughter capacity of 400 hogs per day. With 270 working days per year, we will be able to slaughter 108,000 hogs / year. Channeled hogs will be industrialized in a processing plant to be built as part of the enterprise's infrastructure for the aim of producing finished products and byproducts including sausages, shaped products and smoked meats, incorporating added value to the product and improving its competitive edge.

We foresee developing the genetics of the Yorkshire, Landrace, Duroc and CC21 breeds; fodder production for hogs; semen production; providing breed-improvement services; recovering agricultural areas to produce raw materials to be used for animal fodder production and strengthening the chain with agricultural cooperatives for the production of 4,000 metric tons of pork on the hoof. This Project can be implemented in the country's Empresas Porcinas y Cárnicas (pork and beef enterprises) at the investor's choice, except in Matanzas province.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

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

ESTIMATED INVESTMENT:

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

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED  
RESULTS:

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

CONTACTS:

Department of Business and Cooperation of the Ranching Company Group  
Email: mdolores.oc@geg.cu  
jblanco.oc@geg.cu  
lorainefg@geg.cu  
Tel.: (53) 78847266  
Corporación Alimentaria S.A. (Coralsa)  
Email: negocios@coralsa.com.cu  
Tel.: (53) 72021194 / 72022055



POULTRY  
PRODUCTION AND  
ITS CHanneLED  
COMMERCIALIZATION  
(8 PROJECTS)



DESCRIPTION:

To increase production of poultry (chicken) based on exploiting the capacities of producing fertile eggs and their incubation. The objective is to produce 10,000 metric tons of channeled poultry (chicken) per year.

Chickens slaughtered will have live weight of 2 kg at 38 days, with food/live weight conversion of 1.75 Kg. we need to acquire equipment for the modernization of technology in a slaughter line pf 3,000 chickens /hour, representing the slaughter of 24,000 chickens each day in the slaughterhouse. The enterprise will permit developing the chain of fattened chickens, from the genetics of heavy-weight breeders and fattened chickens, the plant for the production of balanced feed and the poultry abattoir, for subsequent wholesale business, fundamentally the tourism and domestic market in foreign currency.

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Poultry enterprises

ESTIMATED INVESTMENT:

35.5 million USD

LOCATION:

At the country's poultry enterprise locations

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED  
RESULTS:

200 000 metric tons of channeled chicken

CONTACTS:

Department of Business and Cooperation of the Ranching Company  
Email: mdolores.oc@geg.cu  
jblanco.oc@geg.cu  
cgutierrez.oc@geg.cu  
Tel.: (53) 78847266







### PRODUCTION OF CHICKEN AND ITS CHanneled SALES.



#### DESCRIPTION:

To increase production of poultry (chicken) based on exploiting installed production capacities. For this purpose, we will have to activate production of fertile eggs and their incubation. The aim is to produce 10,000 metric tons of channeled chicken per year. Chickens slaughtered will have live weight of 2 kg at 38 days, with food/live weight conversion of 1.75 Kg. We need to acquire equipment for technological modernization in the line of slaughtering 3000 chickens per hour, representing slaughtering 24,000 chickens per day in the abattoir. The enterprise will allow us to develop the genetics for high reproduction breeds, incubation, recovering agricultural areas for the production of raw materials destined to produce animal feed and strengthen the productive chain with participation of agricultural cooperatives.

#### INVESTMENT TYPE:

Joint Enterprise

#### CUBAN PARTY:

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

#### ESTIMATED INVESTMENT:

35.5 million USD

#### LOCATION:

On lands and in poultry facilities and others owned by UAM in San Cristóbal, Candelaria, Guanajay and Caimito municipalities, **Artemisa** province. Location dispersion answers the need to fulfill health requirements.

#### MARKET POTENTIAL:

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

#### ESTIMATED ANTICIPATED RESULTS:

150,000 metric tons of channeled chicken

#### CONTACTS:

UAM Economic Division  
Email: wrodriguez@agromil.co.cu  
Tel.: (53) 72078017



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



#### DESCRIPTION:

The principal objectives:

To increase production of animals and their fattening

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

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

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

#### INVESTMENT TYPE:

International Economic Partnership

#### CUBAN PARTY:

Empresas Ganaderas del Grupo Empresarial Ganadero

#### ESTIMATED INVESTMENT:

2.5 million USD each

#### LOCATION:

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

#### CONTACTS:

Vedalina Serrano Miranda  
Tel.. 53 78847389  
Email: vmiranda@geg.cu





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

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



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

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



RICE PRODUCTION IN SOUTHERN ARTEMISA PROVINCE.



|                                       |   |
|---------------------------------------|---|
| <b>DESCRIPTION:</b>                   | To increase national production of rice by applying proper techniques in agricultural exploitation, adapted to the climate and local soil conditions, using correct fertilization, phytosanitary controls and post-harvest systems. |
| <b>INVESTMENT TYPE:</b>               | International Economic Partnership  |
| <b>CUBAN PARTY:</b>                   | Empresa Agroindustrial de Granos José Martí   |
| <b>ESTIMATED INVESTMENT:</b>          | 37 million USD  |
| <b>LOCATION:</b>                      | San Cristóbal municipality in <b>Artemisa</b> province  |
| <b>MARKET POTENTIAL:</b>              | Sales on the domestic market to replace imports, for tourism and for eventual export  |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | 10,000 metric tons per year   |
| <b>CONTACTS:</b>                      | Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>Empresa Agroindustrial de Granos José Martí<br>Email: eajm@art.minag.cu<br>Tel.: (53-48) 598183  |



CEREAL PRODUCTION.

|                                       |  |
|---------------------------------------|--|
| <b>DESCRIPTION:</b>                   | Develop cereal production with the participation of agricultural cooperatives and individual farmers, to replace imports. We hope to obtain yields of between 2.5 and 3 t/hectare, based on meeting the nutritional needs of the plant with the correct seeds. We foresee using the agricultural areas of the former sugar mills where the infrastructure and agricultural background is present so that these crops can be exploited. |
| <b>INVESTMENT TYPE:</b>               | International Economic Partnership   |
| <b>CUBAN PARTY:</b>                   | Empresa Agroindustrial de Granos Jovellanos  |
| <b>ESTIMATED INVESTMENT:</b>          | 70.5 million USD   |
| <b>LOCATION:</b>                      | Jovellanos municipality in <b>Matanzas</b> province  |
| <b>MARKET POTENTIAL:</b>              | 7,400 metric tons per year   |
| <b>ESTIMATED ANTICIPATED RESULTS:</b> | 10,000 metric tons per year  |
| <b>CONTACTS:</b>                      | Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>Empresa Agropecuaria Vladimir I. Lenin<br>Email: osiel2.martinez@nauta.cu<br>Tel.: (53-45) 821509   |







PRODUCTION OF  
WOODEN BOARDS.



DESCRIPTION:

The objective of this proposal is the building and start-up of a plant with an annual production capacity of 50,000 cubic meters of medium density fiberboard (MDF) on the basis of intensively managed forestry plantations, small-sized round wood produced from managing established forests and industry waste in order to meet the demands of the domestic market and export the surplus.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Empresa Agroforestal Pinar del Río

ESTIMATED INVESTMENT:

33.8 million USD

LOCATION:

Empresa Agroforestal Pinar del Río. We plan to build the MDF board plant on the site of the former fertilizer factory south of the city of **Pinar del Río**, in the Siete Matas Industrial Zone.

MARKET POTENTIAL:

The installed capacity used in the country is low due to poor bagasse production because of the reduction in sugar mills, the use of bagasse as fuel in the mills to replace oil, and other reasons. In Cuba today the consumption of board (including plywood) is some 26,000 m<sup>3</sup> per year; of these, we import almost all of it, spending around 10 million USD: this is very far from satisfying the demand. Estimated forecast of the demand for boards in Cuba can be seen in the following chart:

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

ESTIMATED RESULTS:

Resulting types of products or services: medium density (MDF) fiberboard from 6 to 25 mm. The plant's projected capacity is 50,000 cubic meters per year of MDF boards. The first year this capacity will use 50%, the second year 75% and from the third year maximum capacity will be achieved (50,000 cubic meters).

CONTACTS:

Business Division of the Agroforestal Group  
Email: desarrollo1@gaf.minag.cu  
Tel.: (53) 78847457  
Empresa Agroforestal Pinar del Río  
Email: efipr@enet.cu  
Tel.: (53-48) 448231



PRODUCTION AND  
COMMERCIALIZATION  
OF FINE AROMA  
CACAO



DESCRIPTION:

To increase levels of cacao collection and its quality. To increase and stabilize an annual level of 500 tons of high quality fine cacao for export and/or the domestic confectionary industry. We also foresee training cacao growers and personnel involved in the processing of the beans, thus increasing knowledge about cacao production in general.

INVESTMENT TYPE:

Production Management Agreement

CUBAN PARTY:

Empresa de Café, Cacao y Coco de Baracoa

ESTIMATED INVESTMENT:

9,2 million USD

LOCATION:

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

MARKET POTENTIAL:

The central objective of this proposal is to increase and stabilize the levels of 500 tons per year of high quality fine cacao for export and/or the domestic confectionary industry

ESTIMATED RESULTS:

The project permits us to increase the levels of fine aroma cacao collection, providing support for the recovery of plantations with material resources, up-dating cacao processing technology, improving quality, renewing the infrastructure of the production chain, designing the moving of the cacao from the collection points to the processor, its proper conservation, handling and processing, training the personnel involved in these processes and in general improving knowledge in the production of cacao.

CONTACTS:

Dirección de Negocios del Grupo Agroforestal  
Email: desarrollo1@gaf.minag.cu  
Tel.: (53) 78847457





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



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa Agroforestal de Costa Sur in Artemisa and in Cienfuegos & Camagüey provinces

ESTIMATED INVESTMENT:

5.8 million USD

LOCATION:

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

MARKET POTENTIAL:

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

ESTIMATED RESULTS:

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

CONTACTS:

Business Division Agroforestal Group  
Email: desarrollo1@gaf.minag.cu  
Tel.: (53) 78847457



PRODUCTION AND  
COMMERCIALIZATION  
OF SUPERIOR  
QUALITY  
CONVENTIONAL  
COFFEE



DESCRIPTION:

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

INVESTMENT TYPE:

Production Management Agreement

CUBAN PARTY:

Procesadora de Café Rolando Ayub

ESTIMATED INVESTMENT:

5.0 million USD

LOCATION:

Rolando Ayub Coffee Processing Enterprise in Contramaestre municipality, province of **Santiago de Cuba**

MARKET POTENTIAL:

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

ESTIMATED ANTICIPATED  
RESULTS:

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

CONTACTS:

Business Division Agroforestal Group  
Email: desarrollo1@gaf.minag.cu  
Tel.: (53) 78847457  
Empresa Rolando Ayub  
Email: hsl2308@enet.cu  
Tel.: (53-58) 7476 / 9261







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



|                       |  |
|-----------------------|--|
| DESCRIPTION:          | Revive citrus production and its industrial processing in the provinces of Matanzas y Cienfuegos; for this purpose, we propose development of 5,928 hectares within the next 5 years. We forecast reaching production of 242,989 tons in Year 15 of the production project, with a yield of 21.5 t/ha in 11,318.9 hectares.<br><br>With this investment, we will achieve increases in the citrus areas and ensure the application of a technological package according to the current demands, making it possible to reach foreseen production levels that permit us to receive attractive profits for both parties in the coming years. |
| INVESTMENT TYPE:      | International Economic Partnership   |
| CUBAN PARTY:          | Empresa Agroindustrial de Cítricos Victoria de Girón   |
| ESTIMATED INVESTMENT: | 151.6 million USD  |
| LOCATION:             | Finca San José, Jagüey Grande municipality, <b>Matanzas</b> province   |
| MARKET POTENTIAL:     | Market guarantees are shown by exports made during 1992-2010, reaching 570 million USD and 60 million exported during 2011-2014, thereby indicating the existing market potential for industrialized citrus products.  |
| ESTIMATED RESULTS:    | This project addresses ensuring production and export levels of fresh and industrialized citrus products; we foresee reaching around 26,449 tons of fresh citrus products and 26,938 tons of industrialized citrus products with revenues calculated for 1,071.2 million CUC in the 15 years of the project's duration.  |
| CONTACTS:             | Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>Empresa Agroindustrial de Cítricos Victoria de Girón<br>Email: director@citrovg.cu<br>Tel.: (53-45) 986315  |



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



|                       |  |
|-----------------------|--|
| DESCRIPTION:          | Increase production of fresh vegetables to increase exports and to meet the growing demand of Cuban tourism in the tourist centers of the country. The project foresees setting up new facilities with state-of-the-art technology attaining performances superior to those being obtained in the country today.<br><br>We foresee introducing and modernizing managerial methods to attain efficiency and efficacy in the production, processing and handling of vegetables in growing sheds. |
| INVESTMENT TYPE:      | Contrato de administración productiva  |
| CUBAN PARTY:          | Empresa Agroindustrial Victoria De Girón (30 ha)<br>Empresa Agroindustrial Ceballos (25 ha)<br>Empresa Agropecuaria Cubaquivir (10 ha)<br>Empresa Agropecuaria Cítricos Sola (10 ha)<br>Empresa Agropecuaria Wilfredo Peña (10 ha)<br>Empresa Cítricos Arimao (10 ha)<br>Empresa Cítricos Ceiba (10 ha)  |
| ESTIMATED INVESTMENT: | 15 million USD for each 25 & 30 ha project<br>4 million USD for each 10 Ha project   |
| LOCATION:             | <b>Pinar del Río, Artemisa, Matanzas, Cienfuegos, Ciego de Ávila, Camagüey y Holguín</b>   |
| MARKET POTENTIAL:     | The real possibility exists of exporting significant volumes of fresh products to Canada, European and Caribbean countries. We forecast that with the growth of tourism the demand for fresh vegetables in the country will grow.  |
| ESTIMATED RESULTS:    | Attain a program of production increase and diversification to satisfy tourism demands in the country. Increase the efficiency in production by having modern technology for the processing of garden produce (tomatoes, peppers, cucumbers, melons, etc.)<br><br>Increase production levels, exports, and the replacement of imports for the country that will reach 6,000 tons of fresh produce.   |
| CONTACTS:             | Dirección de Asuntos Internacionales del Grupo Empresarial Agrícola<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>División de Cultivos Protegidos del Grupo Empresarial Agrícola<br>Email: dircultivos@gag.cu<br>Tel.: (53) 76438227  |





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



**DESCRIPTION:**

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

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa Agropecuaria Metropolitana and agricultural cooperatives

**ESTIMATED INVESTMENT:**

7 million USD

**LOCATION:**

Havana province

**MARKET POTENTIAL:**

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

**ESTIMATED RESULTS:**

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

**CONTACTS:**

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



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



**DESCRIPTION:**

The objective of the Project is the creation of an agroindustrial joint enterprise to produce and sell concentrated and simple juice, pulp and essential oils, based on agricultural development in the Western Area. Includes the cooperative sector

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa de Cítricos Enrique Troncoso

**ESTIMATED INVESTMENT:**

14.84 million USD

**LOCATION:**

Siete Matas industrial zone, Pinar del Río

**MARKET POTENTIAL:**

The domestic market fundamentally covers the foreign currency sales of products in retail chains, hotel chains in the west and center of the county, as well as with other forms of non-State production inserted into the market depending on its production and services. ZED Mariel could be a great market opportunity.

There is a potential market for the production of industrialized citrus basically in Europe, with possibilities of increasing the exports of this item.

**ESTIMATED RESULTS:**

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

Productive linkups with the productive bases already present in the territory so that agricultural development is ensured.

Replacement of imports into the country, ensuring the assortment and quality required by the market.

**CONTACTS:**

International Affairs Division of the Agricultural Company Group  
Email: dir.internacionales@gag.cu  
Tel.: (53) 76452089  
Empresa de Cítricos Enrique Troncoso  
Email: director@citricopr.co.cu  
Tel.: (53-48) 778010 / 778013







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



|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | The company has agricultural areas with very fertile land, abundant water, perfect for the production of these crops; historical crop production series suggest this crop should be harvested and exported between June and September since those are the best months to attain production levels of over 17 tons per hectare. |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership   |
| <b>CUBAN PARTY:</b>          | Empresa Agropecuaria La Cuba   |
| <b>ESTIMATED INVESTMENT:</b> | 2.3 million USD  |
| <b>LOCATION:</b>             | Ciego de Ávila province  |
| <b>MARKET POTENTIAL:</b>     | Potential clients exist who are interested in these export crops, besides supplying the domestic market where today demands are unsatisfied.   |
| <b>ESTIMATED RESULTS:</b>    | Revenues of around 950,000 USD   |
| <b>CONTACTS:</b>             | International Affairs Division of the Agricultural Company Group<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>General Division La Cuba Company<br>Email: lacuba@cav.minag.cu   |



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

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | The objective of the project is to attain development in charcoal production going from the 20 kg. size to small sizes, giving added value to the product.<br>This product is essentially for export. By developing the project we propose to install a small-sized charcoal packing plant as well as providing the necessary tools to the producers for their production. They will also have the necessary logistics to ensure transport to the port. |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership  |
| <b>CUBAN PARTY:</b>          | Empresa de Cítricos Enrique Troncoso, Unión Nacional de Acopio Empresa Cienfuegos, Empresa Cítricos Arimao, Empresa Agropecuaria Jiguaní  |
| <b>ESTIMATED INVESTMENT:</b> | 1,7 million USD   |
| <b>LOCATION:</b>             | Pinar del Río, Cienfuegos & Granma  |
| <b>MARKET POTENTIAL:</b>     | Effective current demand surpasses production capacity for the project while the foreign market assimilates all production that is situated there, with the required quality, greatly surpassing the project potential.   |
| <b>ESTIMATED RESULTS:</b>    | Areas that could be cultivated for other crops are recovered.<br>Obtaining finished production with higher quality indicators.<br>More efficient processing of raw materials.<br>Revenue in foreign currency for the country as the result of exports.  |
| <b>CONTACTS:</b>             | International Affairs Division of the Agricultural Company Group<br>Email: dir.internacionales@gag.cu / Tel.: (53) 76452089   |



### PRODUCTION OF SPIRULINA.

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Remodel and enlarge the production capacity of two plants producing Spirulina in Cuba. We have an installed capacity of 60 TM in artificial pools.  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership  |
| <b>CUBAN PARTY:</b>          | Empresa Genix   |
| <b>ESTIMATED INVESTMENT:</b> | 4.9 million USD   |
| <b>LOCATION:</b>             | Mayabeque province  |
| <b>MARKET POTENTIAL:</b>     | For the foreign and domestic markets  |
| <b>ESTIMATED RESULTS:</b>    | The project allows us to obtain the following products: <ul style="list-style-type: none"> <li>▶ Spirulina powder in 10 Kg bags</li> <li>▶ 100% natural Spirulina nutritional supplement tablets</li> <li>▶ Nutritional supplement tablets mixed with Spirulina and other natural products</li> <li>▶ Various cosmetic products to nourish and care for the skin, hair and the body in general</li> <li>▶ Nutritional supplements for all kinds of animals</li> <li>▶ Natural foliar and radicular fertilizers for all kinds of crops.</li> </ul> |
| <b>CONTACTS:</b>             | Labiofam S.A. Business Division<br>Email: dir.negocios@labnet.com.cu<br>Tel.: (53) 78307093   |





► PRODUCTION OF GLUCOSE.

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Modernize the plant producing glucose, the only one of its kind in Cuba. It will permit us to increase productions at lower cost and with higher levels of satisfaction. |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | Empresa de Glucosa GydeMa  |
| <b>ESTIMATED INVESTMENT:</b> | 21.4 millones de USD   |
| <b>LOCATION:</b>             | In Empresa de Glucosa areas of <b>Cienfuegos</b>   |
| <b>MARKET POTENTIAL:</b>     | Replacing imports and exports  |
| <b>ESTIMATED RESULTS:</b>    | 12,500 tons per year of glucose and starches   |
| <b>CONTACTS:</b>             | Labiofam S.A. Business Division<br>Email: dir.negocios@labnet.com.cu<br>Tel.: (53) 78307093  |



► PRODUCTION OF PARAÍSO-BRAND YOGHURT.



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Modernizing and enlarging the yoghurt-production plant, fulfilling the Good Manufacturing Practices norms established for food and biopharmaceutical products.<br>The existing production line is for probiotic yoghurt production in the natural and flavored varieties. |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership  |
| <b>CUBAN PARTY:</b>          | Empresa Productora y Comercializadora de Productos Biofarmacéuticos in Matanzas   |
| <b>ESTIMATED INVESTMENT:</b> | 5.5 million USD   |
| <b>LOCATION:</b>             | <b>Matanzas</b> province  |
| <b>MARKET POTENTIAL:</b>     | Tourism and domestic market in foreign currency   |
| <b>ESTIMATED RESULTS:</b>    | 2.3 millions of liters/year   |
| <b>CONTACTS:</b>             | Labiofam S.A. Business Division<br>Email: dir.negocios@labnet.com.cu<br>Tel.: (53) 78307093   |



► PRODUCTION OF PARAÍSO-BRAND YOGHURT.

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



► PROCESSING AND SALES OF CITRUS AND ORGANIC FRUIT.

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | In proposing this project, we hope to contribute to strengthening citrus and fruit production, as well as their processing and commercialization as fresh fruit, in the form of juice nectar and essential oils with organic certification.  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership   |
| <b>CUBAN PARTY:</b>          | Empresa Agropecuaria y Citrícola Sola  |
| <b>ESTIMATED INVESTMENT:</b> | 4.9 million USD  |
| <b>LOCATION:</b>             | The plantations are located in the valleys of the Sierra de Cubitas in northern <b>Camagüey</b> province, in the Sierra de Cubitas municipality, on the farms of nine producers belonging to the three Strengthened Loan and Services Cooperatives (CCSF in the Spanish-language abbreviation), and one Cooperative Production Basic Unit (UBPC).  |
| <b>MARKET POTENTIAL:</b>     | This business will be undertaken to meet the demands of the domestic market, by sales of fresh products to tourism via hotel chains and other types, and for the international market as an exportable item whether in the form of simple orange and grapefruit juice as the export of fresh citrus and avocados. They are also products in high demand on the domestic and foreign markets. |
| <b>ESTIMATED RESULTS:</b>    | In proposing this project we hope to: <ul style="list-style-type: none"><li>► Incorporate organic produce to the tourism market</li><li>► Develop and diversify production towards other exportable items</li><li>► Replace imports</li><li>► Increase yields by the use of advanced technology</li></ul>  |
| <b>CONTACTS:</b>             | International Affairs Division of the Agricultural Company Group<br>Email: dir.internacionales@gag.cu<br>Tel.: (53) 76452089<br>Development and Technical Division of the Sola Citrus and Agricultural Company<br>Email: emcisola@cmg.eicma.cu<br>Tel.: (53-32) 615415   |







PRODUCTION,  
PROCESSING AND  
SALES OF 2000  
HECTARES OF MD2  
PINEAPPLE.


**DESCRIPTION:**

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

**INVESTMENT TYPE:**

International Economic Partnership

**CUBAN PARTY:**

Empresa Agroindustrial Ceballos

**ESTIMATED INVESTMENT:**

17.5 million USD

**LOCATION:**

Ciego de Avila province

**MARKET POTENTIAL:**

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

**ESTIMATED RESULTS:**

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

**CONTACTS:**

International Affairs Division of the Agricultural Company Group  
Email: dir.internacionales@gag.cu  
Tel.: (53) 76452089  
Empresa Agroindustrial Ceballos  
Email: dgeneral@ecca.co.cu  
Tel.: (53-33) 237112



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


**DESCRIPTION:**

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

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Empresa Cítricos Ceiba.

**ESTIMATED INVESTMENT:**

7,3 million USD

**LOCATION:**

Empresa Cítricos Ceiba. Caimito, Artemisa province.

**MARKET POTENTIAL:**

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

**ESTIMATED RESULTS:**

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

**CONTACTS:**

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





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



DESCRIPTION:

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

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

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

|                       |  |
|-----------------------|--|
| INVESTMENT TYPE:      | Joint Enterprise   |
| CUBAN PARTY:          | Empresa Agropecuaria Güira de Melena   |
| ESTIMATED INVESTMENT: | 16.62 million USD  |
| LOCATION:             | Artemisa, Güira de Melena  |
| MARKET POTENTIAL:     | To produce for the domestic and export markets   |
| ESTIMATED RESULTS:    | Replacing imports and giving added value to productions, inserting them into the international market via an investor having a registered trademark and acquiring experience in marketing. |
| CONTACTS:             | Grupo Empresarial Agropecuario y Forestal Artemisa (Geafa)<br>Tel.: (53-47) 364026 / 366829 / (53) 52793533  |



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



DESCRIPTION:

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

|                       |  |
|-----------------------|--|
| INVESTMENT TYPE:      | Joint Enterprise   |
| CUBAN PARTY:          | Estación Experimental de Pastos y Forrajes Indio Hatuey, Universidad de Matanzas.  |
| ESTIMATED INVESTMENT: | 12 million USD   |
| LOCATION:             | Perico municipality, Matanzas province   |
| MARKET POTENTIAL:     | <ul style="list-style-type: none"><li>▶ single research center in Cuba specializing in grass/lawns</li><li>▶ with 14 grass varieties for different sports and recreational area purposes</li><li>▶ capacity to produce grass seed and lawn care technology</li><li>▶ farms specialized in growing grass with areas of 50 Ha.</li><li>▶ qualified personnel to handle the business and who have the experience managing domestic and international projects</li><li>▶ domestic and international recognition in the área of knowledge</li></ul> |
| ESTIMATED RESULTS:    | Replacing imports and generating exports with technologies, products and services with top quality, derived from research and related with the lawns and horticultural industry.<br>Sales will be directed towards the domestic market, to Mintur joint enterprises, to Micons, Alмест, Inder, Flora y Fauna, and to Caribbean countries such as Barbados, Jamaica, Dominican Republic and Panama.   |
| CONTACTS:             | Dirección General Estación Experimental de Pastos y Forrajes, Indio Hatuey<br>Email: giraldo@ihatuey.cu<br>Tel.: (53-45) 571235 / 571260   |







INCREASED PRODUCTION POTENTIAL FOR SHRIMP FARMING (4 PROJECTS).



DESCRIPTION:

To increase shrimp production by improving the technology being used today to grow-out the larva and reduce costs during this phase. The possibility of seeding +8 mg post larvae in the hatchery stage, up to +300 mg, to subsequently transfer them to the nursery stage and to introduce probiotics and other technologies to handle the ponds will produce fewer days per productive cycle and therefore increase the rotation rate of hectares per year, decrease food consumption (tons of feed per ton of harvested shrimp); average harvested weight gain; percentage survival increase in the grow-out pond stage.

INVESTMENT TYPE:

Productive Management Agreement

CUBAN PARTY:

Empresa de Cultivo del Camarón

ESTIMATED INVESTMENT:

3 million USD

LOCATION:

In **Granma**, **Sancti Spíritus**, **Camagüey** y **Las Tunas** provinces

MARKET POTENTIAL:

Export market, mainly Asia

ESTIMATED RESULTS:

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

CONTACTS:

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



PRODUCTION OF SAUCES, INCLUDING SOY SAUCE AND CONDIMENTS.

DESCRIPTION:

Increased soy sauce production in the already existing factory as well as the production of other sauces and condiments for the domestic market, chains of stores and tourism

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Corporación Alimentaria S.A (CORALSA)

ESTIMATED INVESTMENT:

20 million USD

LOCATION:

**Mayabeque** & **Holguín** provinces

MARKET POTENTIAL:

Current production is 20,000 tons per year, not meeting the needs of the national market. The increase of 1,300 tons per year would reduce imports of this product and could meet the growing demand in hotels, chains of stores, etc.

ESTIMATED RESULTS:

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

CONTACTS:

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



INCREASED AQUACULTURE PRODUCTION AND ITS INDUSTRIALIZATION.



DESCRIPTION:

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

INVESTMENT TYPE:

Empresa mixta

CUBAN PARTY:

Corporación Alimentaria S.A. (Coralsa)

ESTIMATED INVESTMENT:

31,5 million USD

LOCATION:

**Sancti Spíritus** province

MARKET POTENTIAL:

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

ESTIMATED RESULTS:

With increased production of fish shaped and sausage products to over 8000 tons per year, we replace some imports being made today and with the industrialization, we attain increased aggregate value for the catches in the fish farms

CONTACTS:

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





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

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Diversify the production of confectionery (candies, sherbets, fine and sweet biscuits, soda crackers) and breakfast mixes in different sizes and assortments with an emphasis on nutrition. |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise  |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A. (CORALSA).   |
| <b>ESTIMATED INVESTMENT:</b> | 18 million USD  |
| <b>LOCATION:</b>             | Havana & Santiago de Cuba   |
| <b>MARKET POTENTIAL:</b>     | Replace imports in tourism and in the chains of stores  |
| <b>ESTIMATED RESULTS:</b>    | Current demand, with a view to replacing imports, attaining an approximate annual value of 18 to 20 million USD.  |
| <b>CONTACTS:</b>             | Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 72021194 / 72022055  |



### DEVELOP AND DIVERSIFY DAIRY PRODUCTS AND THEIR BYPRODUCTS.



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Broaden and diversify the assortments and sizes for yoghurt production to meet the existing demands of chains of stores and tourism in the country; today we meet these demands by importing these products and their replacements. |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise  |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A (CORALSA)   |
| <b>ESTIMATED INVESTMENT:</b> | 8 million USD   |
| <b>LOCATION:</b>             | Sancti Spiritus province  |
| <b>MARKET POTENTIAL:</b>     | Current production in the western part of Cuba only meets 22% of the domestic market demands totaling over 19.0 tons per year.  |
| <b>ESTIMATED RESULTS:</b>    | Produce 15.0 M tons per year for the domestic market  |
| <b>CONTACTS:</b>             | Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 72021194 / 72022055  |



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

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Increase and diversify production and bottling of fruits and vegetables  |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A (CORALSA)  |
| <b>ESTIMATED INVESTMENT:</b> | 25 million USD   |
| <b>LOCATION:</b>             | Pinar del Río & Artemisa provinces   |
| <b>MARKET POTENTIAL:</b>     | Current bottled production is 3000 tons; this does not meet the demands of the domestic market. Increased bottling totals to 15,523 tons per year would be directed towards decreasing bulk production and imports |
| <b>ESTIMATED RESULTS:</b>    | Increased offers of these products on the domestic market, replacing imports   |
| <b>CONTACTS:</b>             | Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 72021194 / 72022055   |



### FISH FARMS AT SEA.



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Building a spawning center and install a farm of floating cages to attain production of 400 tons of sea fish having a high commercial value, for the purpose of partially meeting tourism sector demands and replace imports.                                   |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership  |
| <b>CUBAN PARTY:</b>          | Empresa Pesquera Industrial de Cienfuegos   |
| <b>ESTIMATED INVESTMENT:</b> | 3 million USD   |
| <b>LOCATION:</b>             | Cienfuegos province   |
| <b>MARKET POTENTIAL:</b>     | There is great demand for fish by the various tourist resorts in Cuba. This could be partially met by the results of this Project since an assortment of products, fresh fish instead of similar frozen varieties being imported could be offered.              |
| <b>ESTIMATED RESULTS:</b>    | Replace 300 tons of imported fish   |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151<br>Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 72021194 / 72022055 |





### DEVELOPMENT OF THE PRODUCTION OF CACAO AND ITS BYPRODUCTS.



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Achieve technical assistance in order to ensure management efficiency in an industrial factory  |
| <b>INVESTMENT TYPE:</b>      | Productive Management Agreement   |
| <b>CUBAN PARTY:</b>          | Empresa de Confeitería y de la Harina   |
| <b>ESTIMATED INVESTMENT:</b> | 2 million USD   |
| <b>LOCATION:</b>             | Guantánamo province   |
| <b>MARKET POTENTIAL:</b>     | Domestic market, replacing imports  |
| <b>ESTIMATED RESULTS:</b>    | Attaining increased production of cacao byproducts in order to replace some of the imports being made by Cuba                                     |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151 |



### INDUSTRIAL FISH PROCESSING.

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Modernize the industry with means, technological equipment and advanced techniques for the management of fish processing. This industry would be designed to assimilate the industrial processing of some 10,000 tons of fish per year for the domestic market, in both foreign currency and Cuban pesos. |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership Agreement  |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A (CORALSA).  |
| <b>ESTIMATED INVESTMENT:</b> | 5 million USD   |
| <b>LOCATION:</b>             | Artemisa province   |
| <b>MARKET POTENTIAL:</b>     | Opportunely sell fish in different formats meeting the domestic market demand, in foreign currency, contributing to replacing imports   |
| <b>ESTIMATED RESULTS:</b>    | We estimate that this will cover part of the current tourism sector's demands for fish. Processing all fish being raised today in Artemisa province; this would fundamentally cover this province's demands. The principal activity would be the replacing of imports.                                    |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151   |



### RAISING MOLLUSCS AND FISH IN THE SEA

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Develop productive activities of aquaculture, raising mollusks, multitrophic farming and sustainable fishing of species having top commercial value so that we may subsequently sell them to meet the needs of the Cuban market, the tourism sector and export.                  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership Agreement   |
| <b>CUBAN PARTY:</b>          | Empresa Lanchera Flota del Golfo, FLOGOLFO..   |
| <b>ESTIMATED INVESTMENT:</b> | 3.5 million USD  |
| <b>LOCATION:</b>             | Artemisa province  |
| <b>MARKET POTENTIAL:</b>     | Selling products derived from the production activities, fresh and in-the-shell, for the tourism sector; this would contribute to replacing imports as well as for export, increasing current values with the incorporation of top commercial value species and greater volumes. |
| <b>ESTIMATED RESULTS:</b>    | Increased offers to the tourism sector and for export  |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151  |



### PRODUCTION OF WATER AND SOFT DRINKS.



|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Increase the production of water and soft drinks for the domestic market, chains of stores and tourism.  |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A (CORALSA)  |
| <b>ESTIMATED INVESTMENT:</b> | 10 million USD   |
| <b>LOCATION:</b>             | Ciego de Ávila province  |
| <b>MARKET POTENTIAL:</b>     | The demands of the tourism sector and the domestic market, specifically in the central region. Current production in the country is concentrated in the western part of the Island and is being developed in a project in the eastern area of the country. |
| <b>ESTIMATED RESULTS:</b>    | Increased offers of these products on the domestic market, replacing imports   |
| <b>CONTACTS:</b>             | Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 7 021194 / 72022055   |





### PRODUCTION OF WHEAT FLOUR (3 PROJECTS).



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



### PRODUCTION OF VINEGAR.

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Increase and diversify the production of top quality vinegar with more efficient technology without adversely affecting the environment, ensuring its bottling for the domestic market, chains of stores and tourism.  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership   |
| <b>CUBAN PARTY:</b>          | Empresa Bebidas de La Habana   |
| <b>ESTIMATED INVESTMENT:</b> | 2.5 million USD  |
| <b>LOCATION:</b>             | Havana province  |
| <b>MARKET POTENTIAL:</b>     | Replace bulk distribution by total bottling of the increased production to be achieved in order to meet part of the unsatisfied demand on the market.  |
| <b>ESTIMATED RESULTS:</b>    | <ul style="list-style-type: none"> <li>▶ Annual productions of around 6,000 liters of vinegar at 5 % acidity, top quality, low energy consumption, and minimal environmental affectations</li> <li>▶ PET annual bottling up to 5.400 liters of vinegar at 5 % acidity in 500 ml, 750 ml and one liter sizes</li> </ul> |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151  |



### PROCESSING SOYBEANS, OIL AND THEIR BYPRODUCTS.



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







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



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Restore and increase the capacities for producing pasta. Increasing varieties for the domestic market and replacing their imports |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership  |
| <b>CUBAN PARTY:</b>          | Corporación Alimentaria S.A (CORALSA)   |
| <b>ESTIMATED INVESTMENT:</b> | 15 million USD  |
| <b>LOCATION:</b>             | Mayabeque, Camagüey, Cienfuegos & Santiago de Cuba provinces  |
| <b>MARKET POTENTIAL:</b>     | Domestic market   |
| <b>ESTIMATED RESULTS:</b>    | Meeting the demands of the domestic market in quantities and variety, replacing existing imports                                  |
| <b>CONTACTS:</b>             | Corporación Alimentaria S.A. (Coralsa)<br>Email: negocios@coralsa.com.cu<br>Tel.: (53) 72021194 / 72022055                        |



SMALL BOAT REPAIRS.



|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Increase repair and maintenance services for small boats involved in fishing and in other bodies in the eastern area of Cuba                      |
| <b>INVESTMENT TYPE:</b>      | Service Management Agreement  |
| <b>CUBAN PARTY:</b>          | Empresa Estatal de Proyectos, Construcciones y Servicios Navales, (CEPRONA)   |
| <b>ESTIMATED INVESTMENT:</b> | 1.7 million USD   |
| <b>LOCATION:</b>             | Holguín province  |
| <b>MARKET POTENTIAL:</b>     | Provide services for all existing boats involved in fishing in the eastern and central provinces as well as small boats arriving in Cuba          |
| <b>ESTIMATED RESULTS:</b>    | Meeting demands for these services  |
| <b>CONTACTS:</b>             | Business Division of the Food Industry Company Group<br>Email: esther.alejo@geia.cu<br>eduardo.hernandez@geia.cu<br>Tel.: (53) 78614187 Ext. 8151 |







INTERNATIONAL  
DISTRIBUTER OF  
CUBAN RUM.



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



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



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





## Pharmaceutical Industry and Biotechnological Sector



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

The organization employs over 20,000 of which 5,000 are university graduates, over 200 are doctors in sciences, over 1,000 are masters in sciences, over 1,000 hold qualifications in innovative technology and techniques, and over 600 are qualified researchers.

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

### PRODUCTS:

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

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

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

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

### THE BUSINESS GROUP IS COMPOSED OF:

#### 34 companies :

20 producers

10 sales outlets

4 deal with services

#### 14 entities abroad:

6 joint enterprises

5 enterprises with totally Cuban capital

2 representation offices

1 branch in Colombia

Establishments in every province in Cuba



20000+ EMPLOYEES

5000+ UNIVERSITY GRADUATES

200+ DOCTORS IN SCIENCES

1000+ MASTERS IN SCIENCES

1000+ TECHNOLOGISTS

600+ RESEARCHERS

Disease prevention with prophylactic vaccines

Cancer prevention, diagnosis and treatment

### Main productions

diagnosis and rehabilitation for cardiovascular diseases

Overall care for diabetic patients



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

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

- ▶ disease prevention with prophylactic vaccines
- ▶ cancer prevention, diagnosis and treatment
- ▶ overall care for diabetic patients
- ▶ diagnosis and rehabilitation for cardiovascular diseases
- ▶ overall care for persons with hearing loss
- ▶ early detection of juvenile neurodevelopmental disorders
- ▶ extended pre and neonatal surveys
- ▶ epidemiological surveillance in pregnancy, patients with hepatopathies, at risk populations and groups for HIV, hepatitis-b, hepatitis-c, dengue fever and chagas disease.



Over 2 600, patents have been granted abroad

such as Heberprot- P used to treat ulceration of the diabetic foot, and the monoclonal antibody Nimotuzumab used to treat tumors of the head and neck, esophagus and brain.

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



CONTACT INFO:

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

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



Testing clinics in 4 countries

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



SECTORIAL POLICY:

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

FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS FUERA DE LA ZED MARIEL



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



DESCRIPTION:

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Centro de Ingeniería Genética y Biotecnología

ESTIMATED INVESTMENT:

6,83 million USD

LOCATION:

Camagüey province

CONTACTS:

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







PRODUCTION  
OF INJECTABLE  
CEPHALOSPORIN  
AND ORAL  
PENICILLIN.



|                       |  |
|-----------------------|--|
| DESCRIPTION:          | Building two new pharmaceutical plants for the finished forms of $\beta$ -lactamic antibiotics from the imported active pharmaceutical ingredient, fulfilling the high quality standards set up by Cuban and international bodies, permitting its certification and totally meeting the demands of the domestic market and the introduction of its products on the foreign market, especially in Latin America and Africa. |
| INVESTMENT TYPE:      | Joint Enterprise   |
| CUBAN PARTY:          | Empresa Farmacéutica 8 de Marzo  |
| ESTIMATED INVESTMENT: | 74,03 million USD  |
| LOCATION:             | Cotorro municipality, <b>Havana</b> province   |
| CONTACTS:             | General Division<br>Email: nancy@8marzo.biocubafarma.cu  |



## Sugar Agro-industrial Sector and its Byproducts



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

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

Azcuba manages 56 sugar mills and almost 100 other entities for the production of sugar, power, alcohol, rum, yeast, boards, animal feed, sorbitol and CO<sub>2</sub>, as well as a number of mechanical workshops to produce and repair industrial and agricultural equipment.

Heir to a long tradition, the human capital at work in the sugar industry is experienced, well trained and highly qualified. It includes some 11,159 university graduates, 28,525 middle technicians and 78,006 skilled workers.

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

### National Sugar Industry Training Center

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

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

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

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

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



Agricultural surface area (Ha): 934 000 ha

Hectares being exploited: 673 039 ha

% of mechanized harvest: 96.0

Employees in companies: 74 440

Private-sector employees: 92 989

Source: AZCUBA

## PRINCIPAL SPECIALTIES

### HIGHER LEVEL

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

### Middle Higher Level

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

Source: AZCUBA





LEADING PRODUCTS AND SERVICES

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

THE CUBAN PARTY PARTNERING WITH FOREIGN INVESTMENT BUSINESS:

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

SECTORIAL POLICY:

Businesses with foreign capital in this sector should promote projects directed towards modernizing and increasing the use of installed capacities, promoting their efficiency and yield, sugar quality, growth and diversification of exportable funds, byproduct availability and the growth of by-product production with a focus on energy. We will prioritize businesses to manage the production chain, always accompanied by the building of bioelectrical plants.



CONTACT INFO:

Zerus S.A. Business Division  
Email: [manuel.dominguez@zerus.azcuba.cu](mailto:manuel.dominguez@zerus.azcuba.cu)  
Tel.: (53) 78305060 Ext. 7253 / 78383647







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



|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Recover the original capacity of the sugar mill and increase the production of electricity at the level of a bioelectrical plant in 5 years.                                     |
| <b>INVESTMENT TYPE:</b>      | Productive Management Agreement (CAP in the Spanish-language abbreviation)   |
| <b>CUBAN PARTY:</b>          | Zerus S.A.   |
| <b>ESTIMATED INVESTMENT:</b> | 100 million USD, ~35 % sugarcane, ~25 % industry & 40 % electricity  |
| <b>LOCATION:</b>             | Several such as 5 de Septiembre ( <b>Cienfuegos</b> ), Majibacoa ( <b>Las Tunas</b> ) and Grito de Yara ( <b>Granma</b> )  |
| <b>MARKET POTENTIAL:</b>     | Exporting sugar and selling power and honey in national territory  |
| <b>ESTIMATED RESULTS:</b>    | Increase in the production of corn through advanced technologies and the substitution of grain imports for the production of animal feed and the increase in social consumption. |
| <b>CONTACTS:</b>             | Zerus S.A. Business Division<br>Email: manuel.dominguez@zerus.azcuba.cu<br>Tel.: (53) 78305060 Ext. 7253 / 78383647  |



### FOS (FRUCTOOLIGO SACCHARIDES) & SORBITOL

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Recover the capacity of the existing sorbitol factory and improve its profitability with new technology  |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | Zerus S.A.   |
| <b>ESTIMATED INVESTMENT:</b> | 15 million USD   |
| <b>LOCATION:</b>             | Florida, <b>Camagüey</b> , at the existing sorbitol factory.   |
| <b>MARKET POTENTIAL:</b>     | FOS are new products with high added value, one of whose catalyzer manufacturing technologies is originally Cuban. The FOS domestic market is not enough and we need to promote it abroad.       |
| <b>ESTIMATED RESULTS:</b>    | Recovering the capacity and profitability of the sorbitol factory, increasing its exports, and incorporating new technology for the production and export of a new non-traditional product, FOS. |
| <b>CONTACTS:</b>             | Zerus S.A. Business Division<br>Email: manuel.dominguez@zerus.azcuba.cu<br>Tel.: (53) 78305060 Ext. 7253 / 78383647  |



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

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Streamline production of sugar, introducing new technology on the basis of low quality juices and honeys, having more alcohol for different uses and for export   |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise  |
| <b>CUBAN PARTY:</b>          | Zerus S.A.  |
| <b>ESTIMATED INVESTMENT:</b> | 20 million USD  |
| <b>LOCATION:</b>             | Central Brasil ( <b>Camagüey</b> )  |
| <b>MARKET POTENTIAL:</b>     | Access to technology and financing, increasing export. We might assess the enlargement and modernization of existing distilleries in several provinces of Cuba in order to attain greater efficiency in the fermentation and distillation processes; these are projects whose study will be done with the interested foreign party. |
| <b>CONTACTS:</b>             | Dirección de Negocios de Zerus S.A.<br>Email: manuel.dominguez@zerus.azcuba.cu<br>Tel.: (53) 78305060 Ext. 7253 / 78383647  |



### ENLARGEMENT AND MODERNIZATION OF RUM FACTORY.

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



### MODERNIZING BOILER FACTORY.

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Production of boilers that would give access to a supplier of state of the art technology and a recognized brand name.  |
| <b>INVESTMENT TYPE:</b>      | Joint Enterprise  |
| <b>CUBAN PARTY:</b>          | Zerus S.A.  |
| <b>ESTIMATED INVESTMENT:</b> | 10 million USD  |
| <b>LOCATION:</b>             | Sagua la Grande municipality, <b>Villa Clara</b> province   |
| <b>MARKET POTENTIAL:</b>     | Manufacture complete boilers and not just their components, supported by an internationally known brand name; therefore a partnership must be set up for that purpose |
| <b>CONTACTS:</b>             | Zerus S.A. Business Division<br>Email: manuel.dominguez@zerus.azcuba.cu<br>Tel.: (53) 78305060 Ext. 7253 / 78383647   |





## Light Industry Sector, introducing New Technologies



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

Therefore, we have set priorities for the production of aluminum cans and glass bottles for beverages, preserves and medicines, tin cans for foods, enlarging capacities for the design and production of metallic structures, the production of different assortments of paper, car batteries, industrial development for molds for the plastics industry, producing decorative lamps for tourism, and other varied industrial products that would meet the demand ascertained by market studies and the calculations of economic feasibility studies, as well as various productions of consumer goods for the population.

### CUBAINDUSTRIA

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



### SECTORIAL POLICY:

To promote projects permitting modernization and the creation of capacities for the objective of increasing the levels of meeting domestic demands, replacing imports and encouraging exports, generating productive linkups in the branches of the steel/iron-machinery, light, chemical and electronics industries.



#### CONTACT INFO:

Division for Investment and Cooperation,  
Ministry of Industry  
Email: [negocios@mindus.gob.cu](mailto:negocios@mindus.gob.cu)  
Tel.: (53) 72633215



► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



SCIENCE AND TECHNOLOGY PARK.



DESCRIPTION:

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

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

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

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Centro de Estudios Avanzados de Cuba

ESTIMATED INVESTMENT:

17.8 million USD

LOCATION:

La Lisa municipality, **Havana** province

CONTACTS:

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



DEVELOPMENT OF NANO MANUFACTURE INFRASTRUCTURE.



DESCRIPTION:

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

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

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Centro de Estudios Avanzados de Cuba

ESTIMATED INVESTMENT:

25 million USD

LOCATION:

La Lisa municipality, **Havana** province

MARKET POTENTIAL:

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

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

CONTACTS:

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







## Electronics, Informatics, Automation and Telecommunications Industry

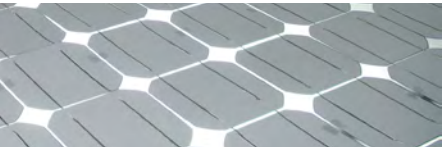
The Electronics, Informatics, Automation and Telecommunications Industry is a very dynamic sector. It develops flexible industries and its highly qualified personnel are able to quickly convert processes and give added value to products.

The industry has a development plan taking it to 2020, covering production with its own designs of LCD to LED TVs, induction stoves, UPS, LED lighting and other electronic applications. We provide design and manufacturing capacities for various installations: solar panels, STB for digital land TV, self-supporting and reinforced communications towers, lighting, antennae, plastic injection and a variety of electronic equipment.

### PRINCIPAL PRODUCTION:

#### Solar Panels

An outstanding item in the renewable energy source sector.



#### LCD to LED TVs

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



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

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



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

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



#### CONTACT INFO:

Business Division of the Electronic Industry  
Company Group  
Email: [dirnegocios@gelect.cu](mailto:dirnegocios@gelect.cu)  
Tel.: (53) 72048208 / 72049054







## Light Industry

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

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



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



▶ **CONTACT INFO:**

Business Division of the Light Industry  
Company Group.  
Email: [solangel@minil.cu](mailto:solangel@minil.cu)  
Tel.: (53) 72633638







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► PRODUCTION OF PLASTIC CONTAINERS.

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



► PRODUCTION OF FLEXIBLE PACKAGING AND POLYETHYLENE EXTRUSION.



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



► PRODUCTION OF EDUCATIONAL TOYS AND OTHER COMMONLY USED ITEMS.



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





► PRODUCTION AND SALES OF FOOTWEAR.

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



► PRODUCTION AND SALES OF BAGS.



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



► MANUFACTURING FEMININE SANITARY PADS AND DAYTIME PROTECTORS



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







## Chemical Industry

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

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

### Industrial gases

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

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



### Fertilizers and pesticides

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







**Paper**

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

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



**Light chemistry**

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



**Rubber**

This branch is principally dedicated to the manufacture of new tires with diagonal technology, to retreading and producing technical rubber articles (ATG in the Spanish-language abbreviation). Production of new agricultural and general transportation tires is for the domestic market, mainly for agriculture. Tire retreading is done at five plants located throughout the country; this is a service with great impact on the economy because of the savings it represents and because it extends the useful life of tires. ATG production goes to meet the needs of the economy, mainly for seals, gaskets and industrial-use pieces.

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



**Glass**

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

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



We have a Chemical Engineering and Research Center (CIIQ in its Spanish-language abbreviation) whose main mission is to undertake scientific research, provide high-quality scientific-technical and engineering services such as process analyses and controls, graphic design, applied research, specialized products, validation and feasibility studies.



**CONTACT INFO:**

Foreign Trade and Business Division of the Chemical Industry Company Group  
Email: [negocios@geiq.cu](mailto:negocios@geiq.cu)  
Tel.: (53) 72041142







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



► PRODUCTION AND SALES OF RETREADED TIRES IN EASTERN CUBA.



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



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

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



► PRODUCTION OF AMMONIAC, UREA AND OTHER PRODUCTS.

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





## Steel/Iron-Machinery Industry and Recycling

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

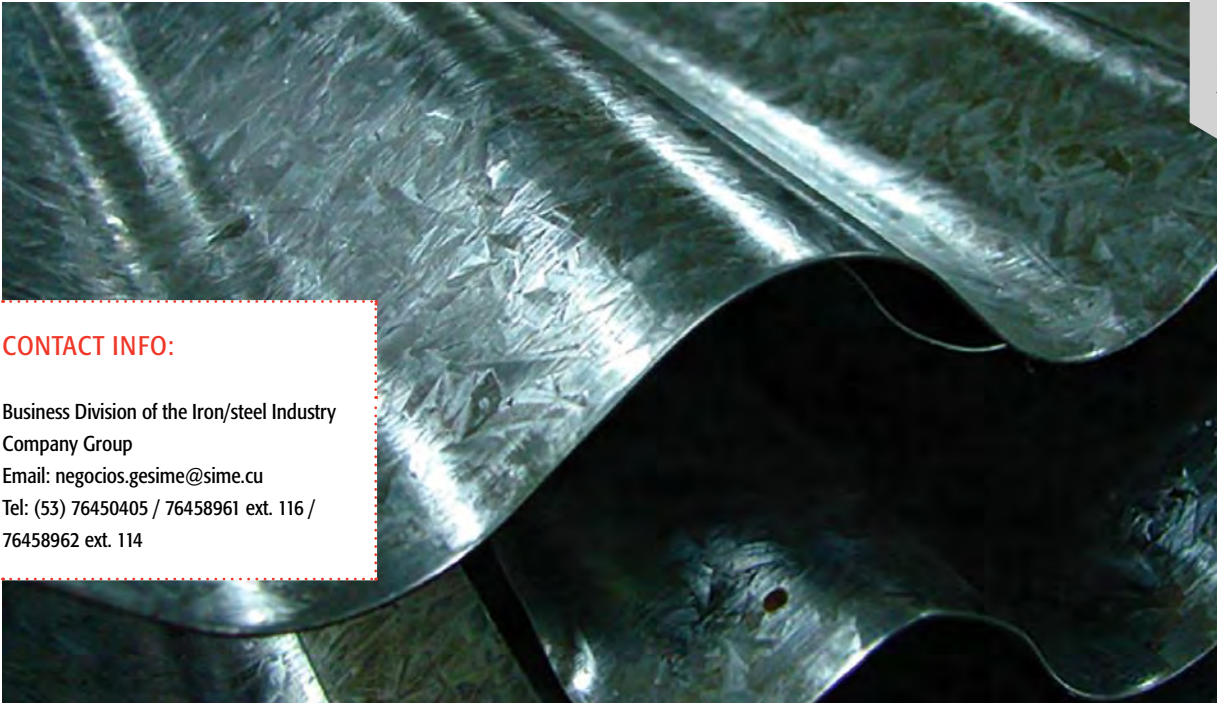
Strategic alliances are projected towards developing these three sectors, with marked priority on investments associated with the production of steel and containers, complex productions for agriculture, transportation, manufacturing and the rational use of energy and manufacturing consumer goods, etc.

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

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

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

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



#### CONTACT INFO:

Business Division of the Iron/steel Industry  
Company Group  
Email: [negocios.gesime@sime.cu](mailto:negocios.gesime@sime.cu)  
Tel: (53) 76450405 / 76458961 ext. 116 /  
76458962 ext. 114







► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS



PRODUCTION AND SALES OF THERMAL COPPER WIRE ELECTRICAL CONDUCTORS.



|                       |   |
|-----------------------|---|
| DESCRIPTION:          | <p>The project's fundamental objective is to have a copper and aluminum electrical conductor Factory for up to 1 Kv, telephone, enameled PVC compound and 8 mm thick copper thermal wire that meets the domestic demand in quantity, quality and diversification and that ensures effective replacements for imports, estimated to cover 100% of the enameled wire market and the rest of the production, as a minimum, will cover approximately 65 %.</p> <p>We would like to introduce aluminum three-strand intermediate, triple extrusion, nylon isolation, ecological PVC wires, the production of enameled fine caliber wire on the basis of the Tandem system, production of digital TV cables via a physical foam system, similar to nickel for the production of thick thermal copper wire, production of 5th category telephone cables.</p> |
| INVESTMENT TYPE:      | Joint Enterprise  |
| CUBAN PARTY:          | Simen Aut S.A.  |
| ESTIMATED INVESTMENT: | 708 million USD   |
| LOCATION:             | San José de Las Lajas municipality, <b>Mayabeque</b> province   |
| MARKET POTENTIAL:     | The domestic market will be the main one since there is an unsatisfied demand for bare copper and aluminum cables, enameled wire, cables up to 1 Kv and telephone cables. Based on a preliminary assessment of the foreign market we foresee exports to Latin America and the Caribbean.  |
| CONTACTS:             | Email: director@eleka.co.cu<br>negocios.gesime@sime.cu<br>Tel.: (53-47) 863812 / (53) 76450405  |



PRODUCTION AND SALES OF RIGID TUBES FOR CIGARS.



|                       |  |
|-----------------------|--|
| DESCRIPTION:          | <p>Create a modern facotry to manufacture aluminum containers (rigid tubes for cigars), with modern technology, thereby meeting the demands of the Cuban market with top quality and low production costs, in a manner that would let us replace imports.</p> <p>We would like to modernize the industry with up-to-date technology, providing competitiveness and quality for the demands of the Cuban market, for 20 million units per year; increase the production of rigid tubes for cigars up to 30 million units per year and, among other objectives, engage in future exports of around 10 million UF per year.</p> |
| INVESTMENT TYPE:      | Joint Enterprise   |
| CUBAN PARTY:          | Simen Aut, S.A.  |
| ESTIMATED INVESTMENT: | 6,6 million USD  |
| LOCATION:             | Fábrica Novalum, Regla municipality, <b>Havana</b> province  |
| MARKET POTENTIAL:     | Proposed production is essentially for the domestic market; TABACUBA is the client requiring 20 million units per year of rigid tubes for cigars exported by Cuba. This is a very sure market given the tradition and prestige of the Cuban cigar brands throughout the world. Current demands require 32 different kinds of tubes, grouped under 9 brands.  |
| CONTACTS:             | Email: nelly.toirac@eem.com.cu<br>negocios.gesime@sime.cu<br>Tel.: (53) 76938321 / 76450405  |







PRODUCTION AND SALES OF TIN CANS.



DESCRIPTION:

The general objective is to create a Joint Enterprise that will result in creating a tin can industry using up-to-date technology, meeting the requirements for competitiveness, quality and low production costs of the Cuban market so that lead/tin welded can production would be eliminated. Attain production volumes and the required quality to meet the identified demands (for some 20.5 million cans with some 47 million pesos). Ensure specialized technical advice for the productive process and management that would facilitate efficacy in the functioning of the factory. Replace the high import volumes in the paint, chemical, meat, fruit and vegetable canning industries. Carry out possible exports of cans for the approximate amount of 18.213,4 MUSD in the next 15 years. Have access to funding sources in favorable conditions to remodel factories and install new technology.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Simen Aut S.A.

ESTIMATED INVESTMENT:

5,4 million USD

LOCATION:

Guanabacoa municipality, **Havana** province

MARKET POTENTIAL:

The main client is the domestic market; we identify this demand at around 3.368 MM cans per year. We also foresee meeting the demands of companies such as Cubalub, the Chemical industry and further promoting the paint-producing companies as well as small non-State sector producers.

CONTACTS:

Email: nelly.toirac@eem.com.cu  
negocios.gesime@sime.cu  
Tel: (53) 77974525 / 76450405



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



DESCRIPTION:

The project's main objective is the gradual reduction to minimal levels of the total volume of waste generated and sent today to dumps or landfill sites. This would avoid making a negative impact on the environment and on human health through an SIGRSU covering all the stages of the process, including correct selection of waste, collection, treatment and recycling, and making energy-based evaluations for generating power and heat and producing organic fertilizers, sending only inert non-recyclable waste that cannot be evaluated to landfill sites, even though in subsequent stages we may be able to study some uses for this inert waste portion. The project's scope takes in the entire country and it will be executed by stages. It will begin in the west, specifically Havana province. This new stage will see similar plants set up in the central and eastern part of the country, giving priority to the provinces of Matanzas, Villa Clara, Camagüey, Holguín and Santiago de Cuba. The project takes in all the stages of the process, from correct selection, collection, treatment and recycling to evaluating the energy potential for generating power, heat and producing organic fertilizers, etc.

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Reciclaje S.A.

ESTIMATED INVESTMENT:

700 million USD

LOCATION:

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

MARKET POTENTIAL:

Proposed production is essentially for the domestic market. Secondary raw materials to domestic industries and surpluses will be exported; today we process 16 groups of products with the basic ones being steel, cast iron, stainless steel, copper, aluminum, bronze scrap, paper and cardboard, plastic, glass bottles, glass, electronic scrap, etc. The National Power System requires the gas generated to generate power. The Ministry of Agriculture can use all the fertilizers generated.

CONTACTS:

Email: jorgeluis@uemp.cu  
estela@reciclaje.cu  
negocios.gesime@sime.cu  
Tel.: (53) 78352333 / 76450405







PRODUCTION AND SALES OF BUSES AND MINI-BUSES.



DESCRIPTION:

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

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

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

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

INVESTMENT TYPE:

Joint Enterprise

CUBAN PARTY:

Simen Aut S.A.

ESTIMATED INVESTMENT:

55 million USD

LOCATION:

Guanajay municipality, **Artemisa** province

MARKET POTENTIAL:

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

CONTACTS:

Email: [toledo@caisa.co.cu](mailto:toledo@caisa.co.cu)  
[negocios.gesime@sime.cu](mailto:negocios.gesime@sime.cu)  
Tel: (53-47) 306801 / (53) 76450405



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



DESCRIPTION:

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

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

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

INVESTMENT TYPE:

International Economic Partnership

CUBAN PARTY:

Empresa de Producciones Metálicas Cometal

ESTIMATED INVESTMENT:

10,4 million USD

LOCATION:

Arroyo Naranjo municipality, **Havana** province

MARKET POTENTIAL:

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

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

CONTACTS:

Email: [arismel@cometal.co.cu](mailto:arismel@cometal.co.cu)  
[orlandoe@comex.cometal.co.cu](mailto:orlandoe@comex.cometal.co.cu)  
Tel.: (53) 76942469 / 76450405





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

**DESCRIPTION:**

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

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

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

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

30 million USD

**LOCATION:**

Bahía Honda, **Artemisa** province

**MARKET POTENTIAL:**

The market for the resulting products is ensured as follows:

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

**CONTACTS:**

Email: jorgeluis@uermp.cu  
estela@reciclaje.cu  
negocios.gesime@sime.cu  
Tel: (53) 78352333 / 76450405



ENLARGING  
PRODUCTIVE  
CAPACITIES FOR DRIP  
IRRIGATION.

**DESCRIPTION:**

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

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

9,3 million USD

**LOCATION:**

Guanabacoa municipality, **Havana** province.

**MARKET POTENTIAL:**

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

**CONTACTS:**

Email: director@riego.co.cu  
Tel.: (53) 76990421  
Email: inversiones@riego.co.cu  
Tel.: (53) 76991490 Ext. 117



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

**DESCRIPTION:**

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

**INVESTMENT TYPE:**

Joint Enterprise

**CUBAN PARTY:**

Simen Aut S.A.

**ESTIMATED INVESTMENT:**

5 million USD

**LOCATION:**

Guanabacoa municipality, **Havana** province.

**MARKET POTENTIAL:**

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

**CONTACTS:**

Email: roylan@cem.cu  
Tel.: (53) 77977913 / 77974777 Ext. 101  
Email: bajuelo@cem.cu  
Tel.: (53) 77974777 Ext. 105







### RECYCLING RUM AND WINE BOTTLES.



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



### PRODUCTION OF WATER METERS.

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



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

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





## Mining Sector



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

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



### Strange but True

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

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

### INFRASTRUCTURE

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

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

### Regulatory Framework

Law 76 Law of Mines of 1994

Decree Law 222 Regulations of the Law of Mines

Law 81 Law of the Environment

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

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

### PERSONNEL TRAINING

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

We have a Research Center for the Metallurgic-Mining Industry (CIPIMM in the Spanish-language abbreviation), an offshoot of the Centro de Investigaciones Mineras de Occidente (CIMO). For the nickel and cobalt industry, we have the Centro de Investigaciones Níquel (CEDINIQ) in the municipality of Moa. New professionals receive their training at the Instituto Superior Minero Metalúrgico of Moa where research in this branch is also being carried out.





CUBAN PARTIES PARTNERED IN FOREIGN CAPITAL BUSINESSES



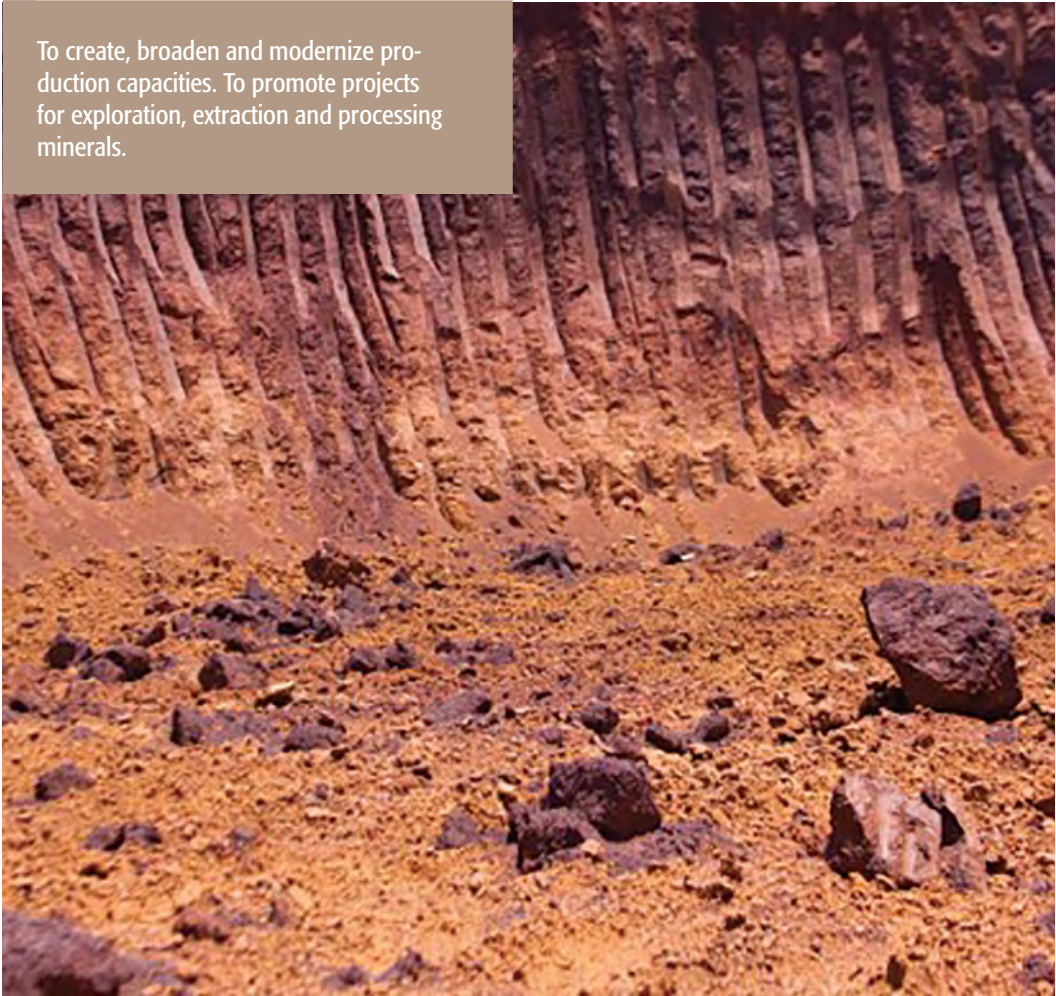
Geominera S.A. has over 22 years of experience in the geology-mining sector. It operates under a Quality Management System satisfying the requirements established in the NC-ISO 9001: 2008 norms duly endorsed by certification issued by the Oficina Nacional de Normalización de Cuba on July 10, 2013.



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

SECTORIAL POLICY:

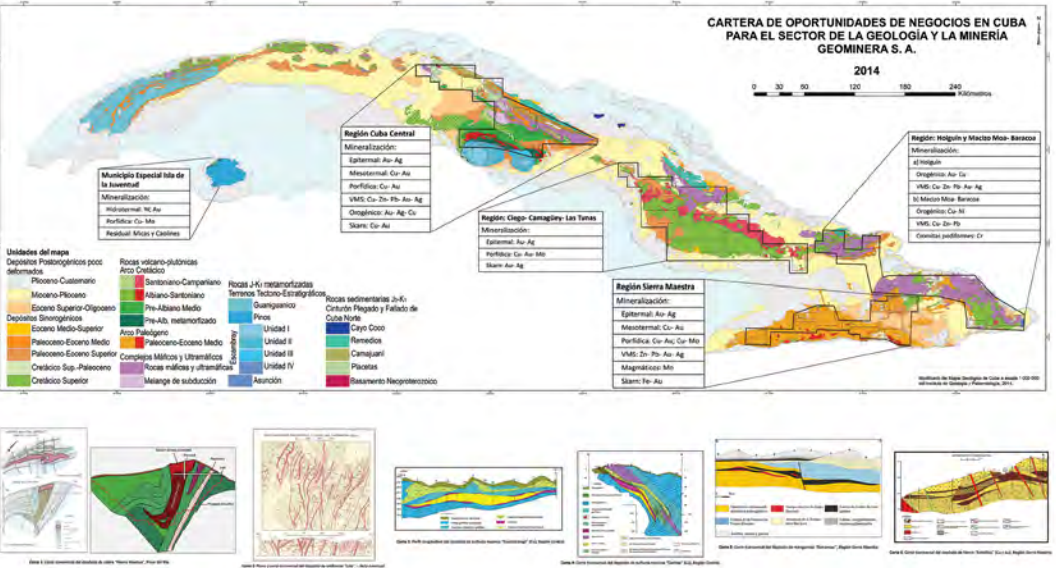
To create, broaden and modernize production capacities. To promote projects for exploration, extraction and processing minerals.



FOREIGN INVESTMENT OPPORTUNITIES

To develop projects in the Recognizance and Geological Investigation Phase (Prospecting – Exploration), exploitation and commercialization of precious metals (gold and silver), base metals ((copper, lead, zinc) and other minerals of interest. It essentially involves five regions and the Special Municipality **Isla de la Juventud**:

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



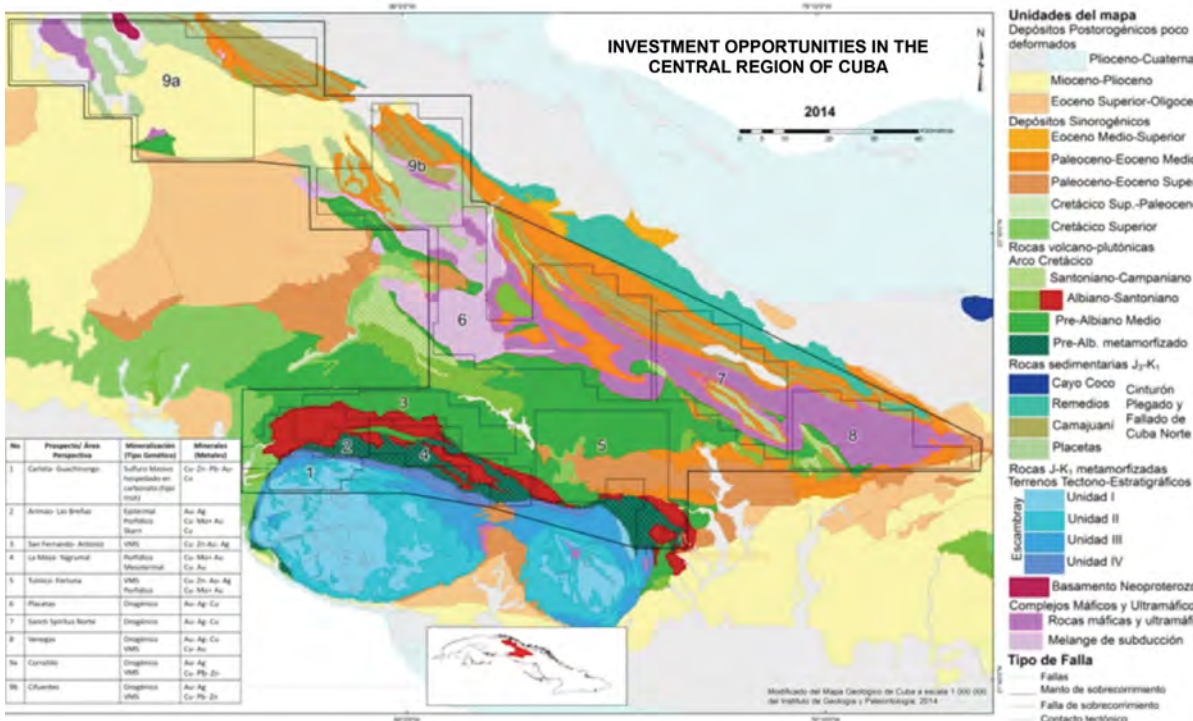


► FOREIGN INVESTMENT OPPORTUNITY SPECIFICATIONS

CENTRAL REGION OF CUBA

The Region of Central Cuba takes in the provinces of **Villa Clara**, **Cienfuegos**, **Sancti Spiritus** and **Ciego de Ávila**. It presents clear geotonic zoning with the following sequences being seen from south to north: Escambray, composed of metamorphosed continental border sequences; Lower and Upper Cretaceous volcanic island arc sequences; as well as a belt zone of oceanic mafic and ultra-mafic rock bodies used in allochthone position as the result of the collision of volcanic island arcs with the Bahamas-Florida block continental border sequences (Figure 2).

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



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

|                       |  |
|-----------------------|--|
| DESCRIPTION:          | Undertake geological recognizance and investigation (prospecting-exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the Region of Central Cuba, in order to locate economically attractive mineral deposits that allow us to constitute Joint Enterprises for exploitation, processing and commercialization of minerals discovered.                               |
| INVESTMENT TYPE:      | International Economic Partnership at risk for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise  |
| CUBAN PARTY:          | Geominera S.A.   |
| ESTIMATED INVESTMENT: | It should be defined by the size of each specific project and the methodology of the works selected for each one of them, depending on the mining activity phase it is in: geological recognizance or investigation.   |
| MARKET POTENTIAL:     | Within the framework of these IEPs geological investigation will only be undertaken for up to 5 years, therefore, no final product will be obtained; the result may or may not be a step towards a Joint Enterprise. Productions obtained by the future Joint Enterprise (for any mineral detected) will be for the foreign market, but if the country should need some of these products, its acquisition will always be prioritized. |
| CONTACTS:             | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu<br>Website: www.gmsa.cu<br>Tel.: (53) 76902741 Ext. 105  |

PROSPECTS OF INTEREST

CARLOTA - VICTORIA - GUACHINANGO.

- Location: Located in the northern part of the Alturas de Trinidad, at altitudes between 500 and 750 meters above sea level. It is 40 km south-southwest of the city of Santa Clara and 40 km east of the port of Cienfuegos with which it communicates by the Cienfuegos-Cumanayagua-Manicaragua highway. The closest railway line is 15 km away, establishing communication with the aforementioned port. Access to the heart of the mineral district is along the Crucecitas highway that connects the aforementioned highway. The terrain is mountainous.
- Metals: Cu, Zn, Au & Co.
- Genetic type of mineralization: massive sulfurs of Cu – Pb - Zn ± Co, Au & Ag in carbonates (Irish-type).
- Current degree of study: Exploration – Prospecting at “Carlota”, “Victoria” & “Guachinango”. Recognizance at “Siguanea” & “San Narciso”. Other manifestations (“Guachinango Este”, “Furnia I & II”, “Guamo”, “La Batea”, etc.) remain without studies
- Proposed investigation phases: Exploration in known deposits (“Carlota”, “Victoria”, “Guachinango”). Prospecting in “Siguanea” & “San Narciso” manifestations, as well as in the rest of the mineral district.







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

ARIMAO - LAS BREÑAS.

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

LA MOZA –YAGRUMAL.

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

TUINICÚ – FORTUNA.

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

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

PLACETAS.

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

SANCTI SPÍRITUS NORTE.

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





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

VENEGAS.

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

CORRALILLO – CIFUENTES.

- Location: these sectors are in the northwestern part of Villa Clara province, some 20 - 80 km north northeast of the provincial capital Santa Clara, and some 60 - 100 km east-northeast of the city of Matanzas, capital of the province of the same name, which has a significant deep-water port. The territory is crisscrossed by secondary highways, a rail line and a dense network of roads. The region is characterized by its flat terrain with hills no higher than 200 m.
- Metals: Au, Ag. Possible Cu, Zn & Pb.
- Genetic type of mineralization: Au in quartz and carbonate veins (orogenic-type). Also possible is the presence of VMS in mafic-ultramafic rock (Cyprus-type).
- Degree of study: regional geochemical studies made in the framework of Geological Surveys to the scale of 1: 50 000 and a campaign of geochemical sampling done by a junior company in 1996 -1997.
- Proposed investigation phases: Recognizance in the entire prospect.
- Mineralization Info: the greatest possibilities seem to be located in the mafic-ultramafic belt where the presence of visible Au grains have been reported in water samples related to these rocks. In addition, the presence of geochemical anomalies of some interest is known (Cu, Pb, Zn, Ag, Au, Co, Ba & Cd) in continental margin sequences, frequently associated with Mn exhalatite in the contact between Fm Carmita (carbonated) and Fm Santa Teresa (silicitic-jasperitic), as well as of Cu and Mo in Fm. Cabaiguán (insular volcanic arc).
- Reported Components: Zona Cascajal Norte: Au grains visible in jagua samples agua; Au anomalies of up to 2.59 g/t and up to 0.35 % of Cu. Punto 1252: tectonic breach with malachite in the Tres Guanós granitoids. Israel Díaz zone: geochemical anomalies of up to 925 ppm of Cu; 303 ppm of Co; up to 1.5 g/t of Ag and of 015 to 1 % of Mn. Numerous occurrences of Mn in the silicities of the Fm Santa Teresa.

CIEGO-CAMAGÜEY-TUNAS REGION

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

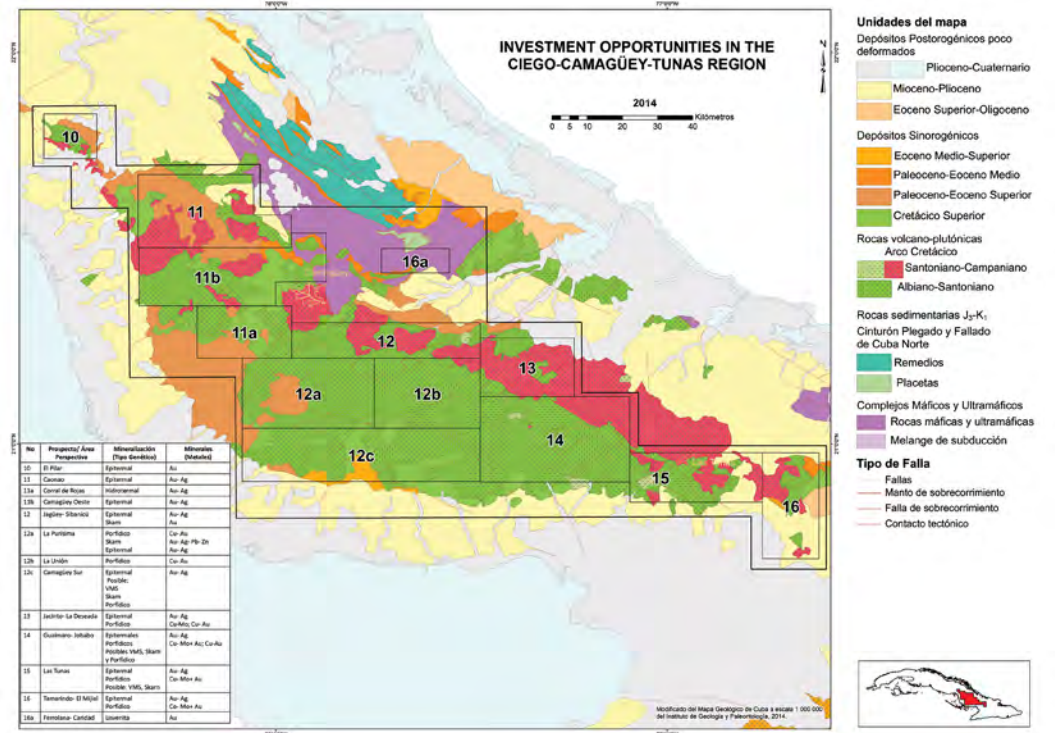
In the intrusive nucleus, granodiorite, gabbro-sienite and gabbro-plagiogranite associations are notable, represented mainly by the polyphasic intrusive massifs of Gaspar, Las Parras and Sibanicú - Las Tunas. According to its petrochemical characteristics, these plutonic rocks may be divided into 3 series: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

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

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

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

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







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

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | Develop Recognizance and Geological investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the Ciego – Tunas – Camagüey Region for the purpose of locating mineral deposits which are economically attractive and allow us to constitute Joint Enterprises to exploit, process and commercialize the minerals discovered.  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise  |
| <b>CUBAN PARTY:</b>          | Geominera S.A.  |
| <b>ESTIMATED INVESTMENT:</b> | It should be defined by the size of each project and the methodology of the jobs selected for each of them, depending on the phase of mining activity they are in: Recognizance or Geological Investigation.  |
| <b>MARKET POTENTIAL:</b>     | Within the framework of these IEPs, geological investigation will only be done for a period of up to 5 years; therefore, no final product will be obtained. The result will consist of moving on or not to the Joint Enterprise stage. Productions to be obtained by the future Joint Enterprise (for any of the minerals detected) would be for the foreign market, but if the country should need some of these products, it would always have priority of acquisition. |
| <b>CONTACTS:</b>             | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu<br>Website: www.gmsa.cu<br>Tel.: (53) 76902741 Ext. 105   |

### PROSPECTS OF INTEREST

#### EL PILAR.

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

#### CAONAO.

- Location: 20 km northeast of the town of Florida and has a dusty terrain. The most direct access to the town of Florida is via a network of main roads in satisfactory condition.
- Metals: Au & Ag
- Genetic type of mineralization: Epithermal
- Current degree of study: geological surveying 1:50 000.
- Proposed investigation phases: Recognizance in the entire area
- Mineralization Info: various manifestations of Fe skarn are known in the area, most of which have been exploited prior to 1959. Zones of hydrothermal alterations and geochemical anomalies of Cu, Zn and Au have also been reported. In general, this is an area that has not been studied very much. Reported minerals are: magnetite, hematite, quartz, garnet and pyroxene. The most common alternations are: propylitization, argillitization, sericitization and silicification.
- Reported Components: Caobilla: 60 % of Fe; La Unión: 42.25 % of Fe; La Candelaria: 46. 9 % of Fe.

#### CORRAL DE ROJAS.

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

#### CAMAGÜEY OESTE.

- Location: directly to the west of the city of Camagüey and it presents a flat and dusty terrain. Access from Camagüey via the Central Highway and causeways in good shape.
- Metals: Au & Ag.
- Genetic type of mineralization: Epithermal (Au – Ag).
- Current degree of study: geological surveying to a scale of 1:50 000.
- Proposed investigation phases: Recognizance in the entire area
- Mineralization Info: the existence of mineralization types similar to those in neighboring prospects is presupposed, mainly epithermal Au.
- Reported Components: Zone with low level of study. Only zones with hydrothermal alterations in some spots are reported (Algarrobo, La Vallita & La Larga), but the geological and structural climate deserves the development of recognizance in order to determine the possible potential.





JAGÜEY-SIBANICÚ.

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

LA PURÍSIMA.

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

LA UNIÓN.

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

CAMAGÜEY SUR.

- Location: in southern Camagüey province, 35 - 50 km from the capital. Its terrain is flat and can be accessed by the highway to Santa Cruz del Sur up to km 41 and then over causeways and roads in good shape, both to the east and the west. It can also be accessed from the town of Sibanicú, going westward to Cuatro Caminos in Najasa municipality.
- Metals: Possibly Au, Ag and base metals
- Genetic type of mineralization: High and Low Sulfuration Epithermales and/or Meso - Epithermals of intermediate sulfuration, without ruling out other types of mineralization typical of island arcs
- Degree of study: geological map-making to a scale of 1:250 000
- Proposed investigation phases: Regional recognizance in the whole area
- Mineralization Info: Unknown. Elements to consider that vouch for the area’s possibilities are:
- The position of the area on the south flank of the insular volcanic arc sequences where besides medium and felsic rock there are also volcanic rocks and intrusive alkalines; this indicates great favorability from the point of view of the presence of host lithologies.
- The buried or semi-buried nature of the structures identified by satellite images make it possible for potential mineral deposits to have been better preserved.
- Spatial placement of the Golden Hill & Jacinto deposits, relatively far away from the principal magmatic axis, suggests that the farther away one is from the principal axis of the volcanic arc, the better and greater the existing epithermal mineralization.
- Reported Components: Unknown because of lack of studies

JACINTO-LA DESEADA.

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

GUÁIMARO-JOBABO.

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







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

**LAS TUNAS.**

- ▶ Location: in the vicinity of Las Tunas province, to the west, south and southeast of the city of the same name, the provincial capital. The principal access route is the Central highway; secondary highways and main roads branch out from it towards the north and south of the province. The terrain is flat, with a few small elevations: access is good.
- ▶ Metals: Cu, Au & Ag. Possibly Mo & Zn
- ▶ Genetic type of mineralization: Skarn (Cu – Au). Possible Epithermals (Au-Ag) & Porphyritic (Cu - Mo  $\pm$  Au)
- ▶ Degree of study: geological surveying 1:100 000 in the entire area and isolated recognizance in "Manicaragua", "La Botija", "Tunas Sureste" and other sectors
- ▶ Proposed investigation phases: Recognizance in the entire area
- ▶ Mineralization Info: contact zone between granodiorite and quartz diorite and effusive rock intrusions. Vetitic sulfur mineralization disseminated in spatial and genetic relationship with favorable structure sectors. Hydrothermal alterations, skarnitization and cornification; quartz veins with sulfurs and Au.
- ▶ Reported Components: Manicaragua: 1 - 4 g/t of Au (maximum 25 g/t) and up to 4 % of Cu. La Botija: 0.1 – 0.99 g/t Au.

**TAMARINDO-EL MUJIAL.**

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

**FERROLANA-CARIDAD.**

- ▶ Location: between 18 and 30 km northeast of the city of Camagüey. The terrain is flat and the most direct access from Camagüey is along the highway to Nuevitas and by good causeways.
- ▶ Metals: Au & Ag
- ▶ Genetic type of mineralization: Au in Listvenitas
- ▶ Current Degree of study: Recognizance in "Ferrolana" & "Caridad"
- ▶ Proposed investigation phases: finish recognizance in the entire area to clear up the potential
- ▶ Mineralization Info: the area is characterized by the presence of refractory cremite bodies in the ultrabasic rock of the ophiolitic association. During recognizance, the presence of listvenitic alteration with sulfurs was detected, potentially favorable for Au mineralization, very similar to that known in the central part of Cuba (Descanso y Melonera).
- ▶ Reported Components: the only reports are of the presence of listvenitic rock with sulfur in the ultrabasic rock.





HOLGUÍN & MACIZO SAGUA-BARACOA REGION

HOLGUÍN REGION

This region is made up of a steep allochthonous sequence of volcanogenic-sedimentary and ophiolitic rock (known as “Zona Aura”) in close and overlapping tectonic contact by transcurrent and over the top faults. This sequence, heavily layered and folded, rests on the North American continental border. (Figure 4).

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

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

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

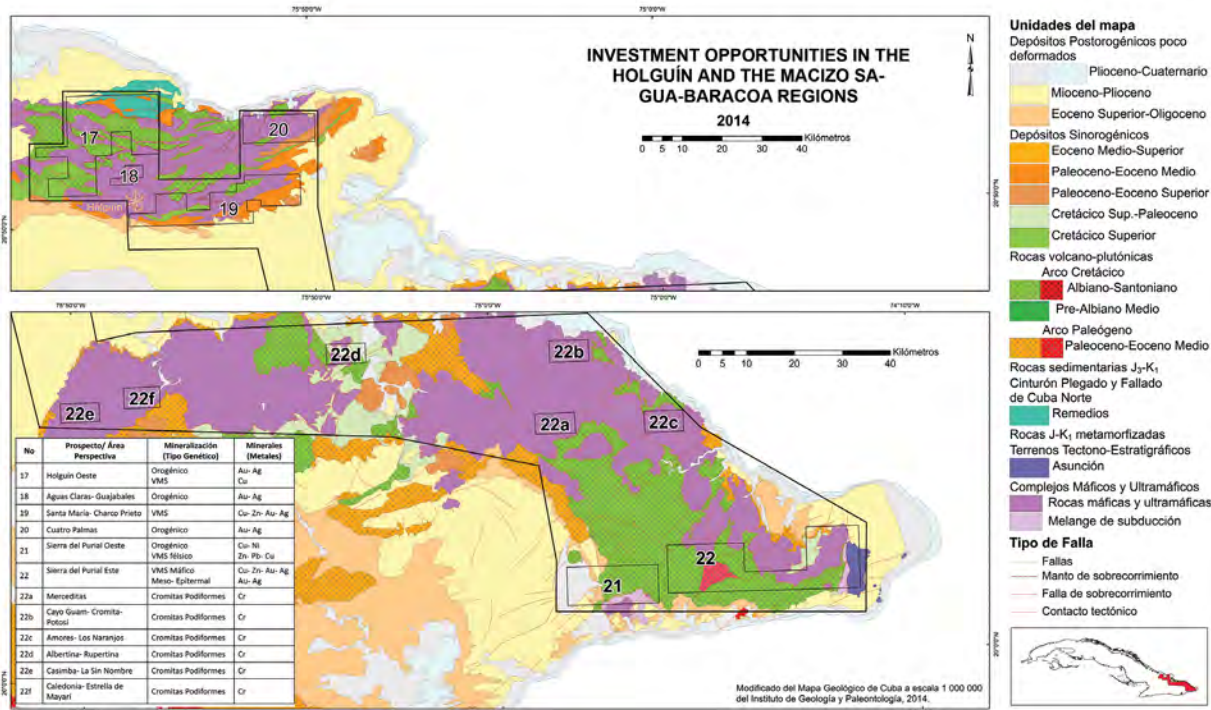
“Aguas Claras” gold deposit is well known in this region, partially exploited but still without abundant resources..

MACIZO SAGUA-BARACOA REGION

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

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

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



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

|                       |   |
|-----------------------|---|
| DESCRIPTION:          | Developing Recognizance and Geological Investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest (chrome, platinoids, etc.) in the Holguín, Region, for the purpose of locating deposits of these economically attractive metals and which in future would argue for the constitution of Joint Enterprises for exploitation, processing and selling the minerals discovered. |
| INVESTMENT TYPE:      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise  |
| CUBAN PARTY:          | Geominera S.A.  |
| ESTIMATED INVESTMENT: | To be defined by the size of each Project and the methodology selected for each one, depending on the phase of mining activity: Recognizance or Geological Investigation.   |
| MARKET POTENTIAL:     | Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.                            |
| CONTACTS:             | General Division<br>Email: gustavo@gmsa.cu / Business Division<br>Email: vazquez@gmsa.cu / Website: www.gmsa.cu / Tel.: (53) 76902741 Ext. 105  |



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

|                       |   |
|-----------------------|---|
| DESCRIPTION:          | Developing Recognizance and Geological Investigation (Prospecting – Exploration):<br>For chrome and other metals (platinoids, etc.) in ophiolitic rock in the Sagua – Baracoa massif, for the purpose of locating new deposits of this metal and increase the degree of study for the dozens of known manifestations.<br>For base and precious metals in Sierra del Purial.<br>Accumulations of these minerals that are economically attractive could be the argument to take for the creation of Joint Enterprises for their exploitation, processing and sales. |
| INVESTMENT TYPE:      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise  |
| CUBAN PARTY:          | GeoMinera S.A.  |
| ESTIMATED INVESTMENT: | To be defined by the size of each project and the methodology selected for each one, depending on the phase of mining activity: Recognizance or Geological Investigation.   |







|                   |  |
|-------------------|--|
| MARKET POTENTIAL: | Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition. |
| CONTACTS:         | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu / Website: www.gmsa.cu / Tel.: (53) 76902741 Ext. 105  |

PROSPECTS OF INTEREST FOR THE HOLGUÍN REGION

HOLGUÍN OESTE.

- ▶ Location: in the most western part of **Holguín**, province, some 10 - 15 km northwest o the city of the same name. Another nearby town is Gibara. Its terrain is undulating, dusty and is easily accessed by highways and roads.
- ▶ Metals: Au, Ag, Cu
- ▶ Genetic type of mineralization: Au - Ag orogenic (Mother Lode-type) & VMS. Possibly orogenic mineralization in sequences on the continental border
- ▶ Current degree of study: Recognizance at “Monte Rojo” and “Las Cuevas” prospects. Geological surveying in the rest of the area. In general, the degree of study of mineral manifestations and occurrences (around 30) present in the area is very poor, therefore the area could be considered as practically virgin.
- ▶ Proposed investigation phases: Prospecting in the two aforementioned prospects. Recognizance in the rest of the area
- ▶ Mineralization Info: 2 prospects and 30 manifestations, as well as several mineral occurrences

AGUAS CLARAS-GUAJABALES.

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

SANTA MARÍA-CHARCO PRIETO.

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

CUATRO PALMAS.

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

PROSPECTS OF INTEREST FOR THE MACIZO SAGUA-BARACOA REGION

SIERRA DEL PURIAL OESTE.

- ▶ Location: takes in the western part of the Sierra del Purial metamorphic massif **Quantánamo** province; 25 and 45 km from the city of the same name. the terrain is mountainous and difficult to access.
- ▶ Metals: Cu, Au & Ag. Possibly Zn, Ni & Co.
- ▶ Genetic type of mineralization: Cu - Ni sulfurs (orogenic) and possibly felsic VMS (Kuroko-type) more or less modified by regional metamorphism
- ▶ Current degree of study: Prospecting at “Elección” and Jobito” prospects. Recognizance in the rest of the manifestations
- ▶ Proposed investigation phases: Complete prospecting and undertake exploration at “Elección” and “Jobito”. Recognizance in the rest of the area
- ▶ Mineralization Info: on the surface, in Elección and in Jobito, cupríferous mineralization, represented basically by malachite and azurite, is associated with diorite bodies that lie concurrently with metamorphic foliation. Mineralized zones present generally abrupt fields towards the west and are identified by high silicification and oxidation.





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

#### SIERRA DEL PURIAL ESTE.

- ▶ Location: takes in the eastern part of the Sierra del Purial metamorphic massif in Guantánamo province, some 50 - 80 km east of the city of the same name. The main access route to the area is the highway from La Farola, connecting the aforementioned city with the town of Baracoa. Accessibility on the property is poor, with mountainous terrain and a changeable climate.
- ▶ Metals: Cu, Zn, Au & Ag.
- ▶ Genetic type of mineralization: mafic-ultramafic VMS (Cyprus-type); meso-epithermal Au - Ag modified by regional metamorphism
- ▶ Current degree of study: geological surveying
- ▶ Proposed investigation phases: Recognizance in the entire area
- ▶ Reported Components: El Ñame: 0.1 - 10 % de Cu & 0.2 g/t of Au. La Ventura I: 0.4 % of Cu y 0.1 - 1 g/t of Au. Jagüey: 1.0 – 8.16 % of Cu. El Hoyo: 0,5 -7.12 % of Cu & 0.1 – 11.75 % of Zn. La Jalda: 1.0 % of Cu y 200 g/t of Ag. La Olla: 0.1 – 12.59 % of Cu & 0.1 – 1.14 % of Zn.

#### MERCEDITAS.

- ▶ Location: some 35 km south of the city of Moa, far eastern end of Holguín province. The terrain is mountainous and wild, but access is good, using a passable mountain road that goes right to the old mining facilities. Access to any other zone is extremely difficult.
- ▶ Metals: Cr
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: Exploration at "Merceditas" where there are considerable volumes of mineral prepared for extraction and resources estimated in Measured, Indicated and Inferred Categories. Prospecting at "La Melba" and "Pilotos I, II, III & IV", "Loro", "Yarey", etc.
- ▶ Proposed investigation phases: complementary exploration at "Merceditas". Complete prospecting and undertaking exploration at "La Melba", "Pilotos I, II, III & IV" and "Yarey". Recognizance in the rest of the area
- ▶ Mineralization Info: Merceditas: Various massive podiform chromite bodies, refractory type and high chromo grade, generally associated with more or less serpentinized dunites. In the rest of the manifestations and prospects, the mineralization can be both massive and disseminated.
- ▶ Reported Components: Merceditas: Cr2O3 = 31.3 %; SiO2 = 5.5 %.

#### CAYO GUAM- CROMITA-POTOSÍ.

- ▶ Location: east of the city of Moa, between 10 y- 35 km away from it, in the far eastern end of Holguín province. The terrain is mountainous and wild, but access is good, using a passable mountain path that goes right up to the old mining facilities or their immediate vicinity.
- ▶ Metals: Cr
- ▶ Genetic type of mineralization: podiform chromites

- ▶ Current degree of study: "Cromita": Exploration; there are evaluated resources in Measured and Indicated Categories. "Cayo Guam": Exploration; there are evaluated resources in Measured and Indicated Categories. "Potosí": Exploration; there are evaluated resources in Measured and Indicated Categories. Prospecting in other neighboring manifestations
- ▶ Proposed investigation phases: complementary exploration at the three principal deposits ("Cromita", Cayo Guam" & "Potosí"). Prospecting towards the depths and at other small manifestations nearby
- ▶ Mineralization Info: podiform cremite bodies, generally associated with dunites. Disseminated mineralization predominates but massive bodies may also appear. Prospects improve at greater depths.
- ▶ Reported Components: Cremite: Cr2O3 = 35.23 %; SiO2 = 4.16 %. Cayo Guam: Cr2O3 = 36.15 %; SiO2 = 2.95 %. Potosí: Cr2O3 = 33.88 %; SiO2 = 5.96%; Al2O3 = 20.77%.

#### AMORES-LOS NARANJOS.

- ▶ Location: in Guantánamo province, some 20 km southwest of the city of Baracoa and 70 km southeast of the city of Moa. The terrain is wild and mountainous but access is good, taking a principal road in good shape that goes right up to both mining facilities.
- ▶ Metals: Cr
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: Exploration at "Amores" and "Los Naranjos". Both deposits have resources evaluated in Measured, Indicated and Inferred Categories. Prospecting at other manifestations ("Nibujón I & II", "Juraguá", etc.)
- ▶ Proposed investigation phases: complementary exploration at "Amores" and "Los Naranjos". Prospecting towards the flanks and depths of both, as well as at "Nibujón I & II", "Juraguá" and others
- ▶ Mineralization Info: refractory podiform chromite bodies. Both deposits are highly perspective on their flanks and towards the depths.
- ▶ Componentes reportados: Amores: 27.32 %; SiO2 = 9.64 %, Al2O3 = 21.3 %. Los Naranjos: Cr2O3 = 33.16 %; SiO2 = 6.81 %.

#### ALBERTINA-RUPERTINA.

- ▶ Location: the selected area is in the northern Sierra Cristal foothills, some 10 km from the town of Sagua de Tánamo. The terrain is dusty and rather rugged. Access is by the Holguín-Sagua de Tánamo highway and then turns south taking winding roads that are in pretty bad shape.
- ▶ Metals: Cr. Possibly platinoids
- ▶ Genetic Type of mineralization: podiform chromites
- ▶ Current degree of study: Exploration in Albertina; there are evaluated resources in the categories of Measured and Indicated. Prospecting in Rupertina, Tibera, Isabel and other manifestations.
- ▶ Proposed investigation phases: Complete exploration in Albertina and prospecting-exploration in Rupertina, Tibera and other manifestations.
- ▶ Mineralización Info: In general terms, podiform cremite bodies predominate (metallurgical and sometimes refractory type), variable fields. And in the forms of lenses or pockets basically associated with dunites and harzburgites. The most representative mineral is chromospinel (magnochromite and chromopicotite), that tends to appear mainly in disseminated form.
- ▶ Reported Components: Albertina: Cr2O3 = 27.34 %; SiO2 = 17.49 %, Al2O3 = 11.58%.

#### CASIMBA-LA SIN NOMBRE.

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







- ▶ Metals: Cr
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: partial exploration at “Casimba”, with resources defined in Measured and Indicated catagories. Prospect- ing at “La Sin Nombre”and “Carlos I”, “Carlos IV”, “Casimba Oeste”.
- ▶ Proposed investigation phases: Complete exploration at “Casimba” and Prospecting – Exploration at “La Sin Nombre” and other nearby manifestations if required
- ▶ Mineralization Info: Casimba: abrupt metallurgical chromite bodies (greater than 45°), in the form of pockets, associated with dunite bands
- ▶ Reported Components: Casimba: Cr2O3 = 27.25 %; SiO2 = 16.84%; under content of Al2O3.

**CALEDONIA-ESTRELLA DE MAYARÍ.**

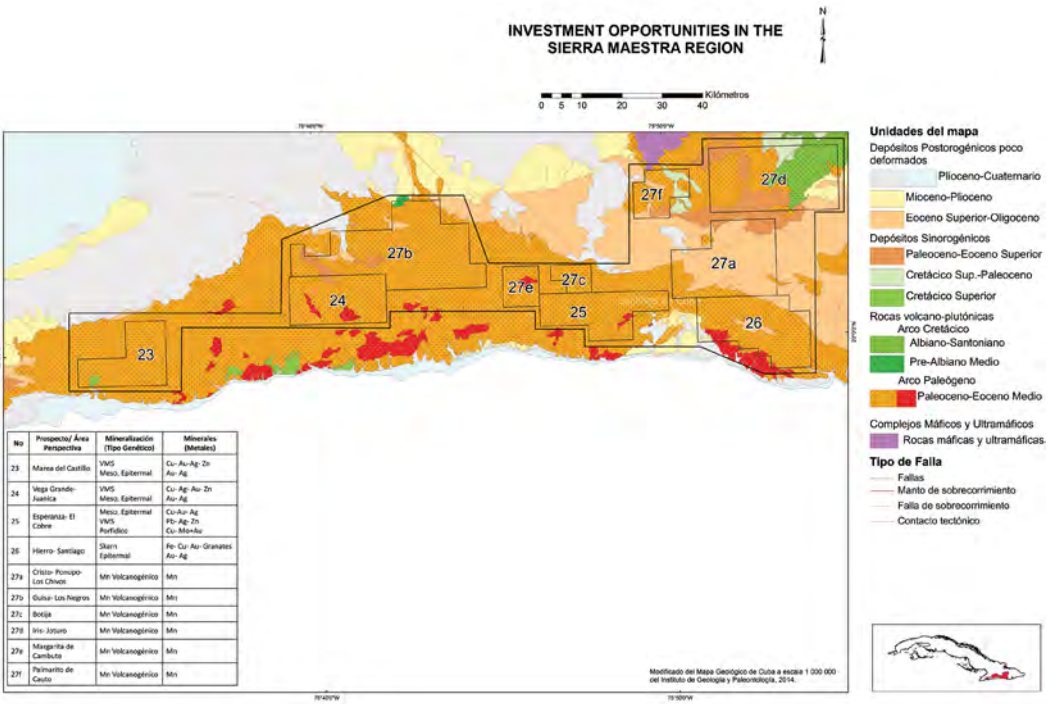
- ▶ Location: on the northeastern flank of the Pinares de Mayarí meseta, 15 - 20 km from the town of Mayarí. The terrain is steep and broken up and this makes access to most of the manifestations and prospects of interest difficult. Both from Mayarí and Santiago de Cuba one can get to the top of the meseta using good passable roads; from the meseta one descends to the area of interest using very poor mountain paths.
- ▶ Metals: Cr
- ▶ Genetic type of mineralization: podiform chromites
- ▶ Current degree of study: Prospecting at various deposits (“Caledonia”, “Nueva Caledonia”, “Nueva Caledonia I”, “Nueva Caledo- nia II”, “Estrella de Mayarí”, etc.).
- ▶ Proposed investigation phases: Complete prospecting at all prospects and manifestations and undertake exploration where jus- tified
- ▶ Mineralization Info: Caledonia, Nueva Caledonia I, Nueva Caledonia II and Estrella de Mayarí manifestations have been partially studied. In all of them, lenticular chromite bodies predominate, generally closely associated with dunite packets. The sized of the bodies vary from one to the other, just as their morphologies and fields; generally they are lenticular in form with wedge-shapes, both gentle and steep. The potencies go up to 20 m and they can be longer than 100 m. the main mineral present is chromospine- la, which tends to appear both massively and in a disseminated manner.
- ▶ In general terms, the greatest perspective is under 50 m.
- ▶ Reported Components: In general, the composition of the mineral is on average the following: Cr2O3 = 45 - 48 %; SiO2 = 4 - 7 %; Al2O3, 10 - 12 %.



**SIERRA MAESTRA REGION**

The Sierra Maestra lies parallel to the southern coastline, mainly to the west of the city of **Santiago de Cuba**. Its eastward extension is known as the Sierra de la Gran Piedra. (Fig. 5)  
Geologically speaking, this region is constituted mainly of the Paleocene Volcanic Island Arc that has numerous outstanding volcanic- tectonic structures, intrusive and sub volcanic bodies. This arc is fundamentally underwater and is currently represented by a monoclin al anticlinal tilt to the north, affected by three main systems of fractures: one that is sublatitudinal (for example, the El Cobre fault with which the deposit of the same name is associated) and the other two going NW and NE.

The region is distinguished by a south-to-north metallogenic zoning. Towards the south intermediate sulfuration mesoepithermal deposits are developed (copper – silver and gold), copper-molybdenum porphyritics with gold and the Skarn (iron with/without copper and gold); next the felsic VMS appear (Kuroko-type) and to the north there are the manganese vulcanogenic deposits.  
Prospects are high for locating precious metals (gold and silver), base metals (copper, lead, zinc), iron and manganese. We know of a large number of mineral deposits in this great geological structure. Some of the important ones are: the Cu deposits of “El Cobre” (one of the oldest mines in the Americas); the Mn deposits of “Charco Redondo” (now exhausted), “El Cristo”, “Los Chivos”, “Barrancas” and others; “La Yuca” iron deposits, “Chicharrones”, etc.





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

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | Developing Recognizance and Geological Investigation (Prospecting-Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other metals of interest in the Sierra Maestra region for the purpose of locating deposits of these economically attractive minerals and which in future would warrant constituting Joint Enterprises for exploiting, processing and commercializing minerals discovered.     |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | GeoMinera S.A.   |
| <b>ESTIMATED INVESTMENT:</b> | This will be defined by the size of each Project and the methodology of the Jobs selected for each one, depending on the mining activity phase it is in: Recognizance or Geological Investigation  |
| <b>MARKET POTENTIAL:</b>     | Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition. |
| <b>CONTACTS:</b>             | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu / Website: www.gmsa.cu / Tel.: (53) 76902741 Ext. 105  |

## PROSPECTS OF INTEREST

### MAREA DEL PORTILLO.

- Location: in the westernmost part of the Sierra Maestra, in Granma province, some 50 km from the city of Manzanillo and some 70 km from Bayamo. Access to the area is difficult because it is mountainous terrain. The principal access route is the highway to Granma; in the interior, one has to take mountain paths.
- Metals: Cu, Au, Ag and possibly Zn
- Genetic type of mineralization: Meso-epithermal intermediate sulfuration, possible felsic VMS (Kuroko-type)
- Current degree of study: geological surveying.
- Proposed investigation phases: Recognizance in the entire area
- Mineralization Info: in the zone, 4 main manifestations are known: Marea del Portillo, Marea del Portillo II, Río Mota and Limones de Mota.
- Reported Components: In Marea del Portillo: 0.32 – 8.63 % of Cu; up to 2 g/t of Au & 30 g/t Ag. Marea del Portillo II: 79.75 % of barite, 4 - 60 g/t of Ag & up to 1 % of Sr. Río Mota: 0.4 – 1.6 g/t of Au and 5 - 20 g/t of Ag. Limones de Mota: 0.1 – 1.98 g/t of Au.

### VEGA GRANDE-JUANICA.

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

### ESPERANZA-EL COBRE.

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







HIERRO-SANTIAGO.

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

MANGANESO CUBA ORIENTAL.

- Location: we are dealing with 6 sectors in the provinces of Granma and Santiago de Cuba: Cristo-Ponupo-Los Chivos Sector, Guisa-Los Negros Sector, Botija Sector, Iris-Joturo Sector, Margarita de Cambute Sector and Palmarito de Cauto Sector.
- Metals: Mn. Possibly Cu, Zn, Au & Ag
- Genetic type of mineralization: vulcanogenic Mn or “Cuban-type vulcanogenic Mn deposits”. Possible presence of felsic VMS (Kuroko-type)
- Current degree of study: Prospecting and Exploration at the principal deposits known in the six sectors
- Proposed investigation phases: Complementary exploration at those partially exploited deposits that require it. Prospecting at the little-evaluated or not studied manifestations. Recognizance in the entire area, oriented to locate new unloosened deposits and verify the possible presence of massive known and/or to be discovered sulfurs under Mn deposits.
- Mineralization Info: Generally, mineral bodies are massive, in the form of layers orlenticular; occasionally, they appear as irregular seams and bodies. Bodies tend to be associated, principally on the recumbent flank, with celadonitic alteration zones (“greem rock”) and with jasperoids (known by the local name of “bayates”) composed of silicon in over 90 %. These bayate horizons can be up to 500 - 1 000 m long x 1 - 20 m of potency. The presence of a zone of hematitized tobex on the deposit’s hanging flank is also frequent (known as “rosita”). Minerals carrying principal Mn principales in these deposits are todorokite, cryptomelane, manganite and pyrolusite; others appear in lesser quantities. Some redeposited deposits exist to a lesser degree, tucked into carbonated rock.
- Reported Components: between 15 and 50 % of Mn

REGIÓN MUNICIPIO ESPECIAL ISLA DE LA JUVENTUD

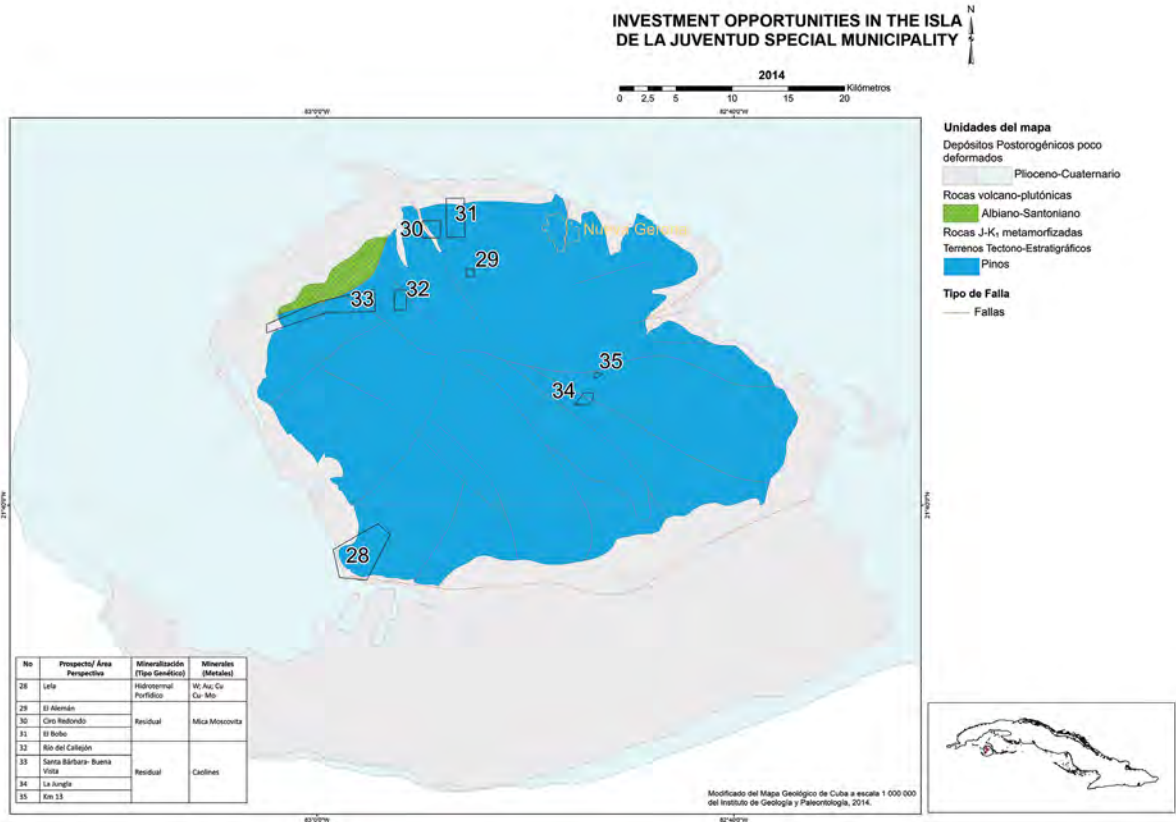
The Isle of Youth (*Isla de la Juventud*), is located some 100 km south of the main Island of Cuba. It is made up of the metamorphic massif with terrigenous-carbonated composition dating possibly to the Pre-Jurassic Era (Terreno Pinos). It has a high-degree of regional metamorphism with an elevated T/P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

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

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

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

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





► **GEOLOGICAL INVESTIGATION (PROSPECTING – EXPLORATION) AT RISK FOR TECHNICAL MINERALS (MICA & KAOLIN) AT VARIOUS PROSPECTS IN THE ISLA DE LA JUVENTUD.**

|                              |  |
|------------------------------|--|
| <b>DESCRIPTION:</b>          | We propose to carry out geological investigation (Prospecting-Exploration) at several mica (moscovite) and kaolin deposits on the Isle of Youth for the purpose of locating and/or developing deposits of these economically attractive minerals which in future would warrant the creation of a Joint Enterprise to exploit, process and commercialize them.  |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise   |
| <b>CUBAN PARTY:</b>          | GeoMinera S.A.   |
| <b>ESTIMATED INVESTMENT:</b> | Total investment is estimated at around 5.3 million USD, an amount to be specified after the corresponding projects have been drawn up and the scope and methodology of the research required has been defined.  |
| <b>MARKET POTENTIAL:</b>     | Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition. |
| <b>CONTACTS:</b>             | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu / Website: www.gmsa.cu / Tel.: (53) 76902741 Ext. 105  |



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

|                              |   |
|------------------------------|---|
| <b>DESCRIPTION:</b>          | We propose to develop geological investigations (Prospecting – Exploration) at the “Lela” Prospect, for the purpose of locating and evaluating new wolfram mineralization bodies that would permit us to increase known resources. Also, in the measure that this is in the interest of investors, we would like to evaluate known copper and molybdc mineralization around the wolfram deposit. Should evaluation prove to be economically viable we propose to subsequently set up a Joint Enterprise to exploit, process and commercialize the minerals there. |
| <b>INVESTMENT TYPE:</b>      | International Economic Partnership at risk contract for geological recognizance and investigation (Prospecting – Exploration). The prospects identified with enough advancement in their degree of study, or if this is achieved within the IEP framework, may be assessed for establishing a Joint Enterprise whose objective would be the exploration and commercialization of resulting minerals of interest.  |
| <b>CUBAN PARTY:</b>          | GeoMinera S.A.  |
| <b>ESTIMATED INVESTMENT:</b> | Total investment is in the area of 6.8 million USD, a sum to be specified after the corresponding projects have been put together and the methodology and scope of investigation required have been defined.  |
| <b>MARKET POTENTIAL:</b>     | Within the framework of these EPAs, Geological Investigation has only been done for a period of up to 5 years and so no final product has been obtained; the result will consist of going on to a Joint Enterprise or not. Products obtained by the future Joint Enterprise (any mineral detected) would go to the foreign market but should the country need any of these products it would always have priority for their acquisition.  |
| <b>CONTACTS:</b>             | General Division<br>Email: gustavo@gmsa.cu<br>Business Division<br>Email: vazquez@gmsa.cu<br>Website: www.gmsa.cu<br>Tel.: (53) 76902741 Ext. 105   |

**PROSPECTS OF INTEREST**

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







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

**EL ALEMÁN.**

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

**CIRO REDONDO.**

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

**EL BOBO.**

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

- Genetic Type: Residual
- Current degree of study: Recognizance. Mineral identified in several outcroppings.
- Proposed investigation phases: Prospecting
- Mineralization Info: the mineral has been located in some outcroppings of not too defined migmatitized rock. Abundant moscovite disperse on the surface everywhere in an area of over 2 km2.
- Reported Components: Moscovite: 20 % (non-representative data)

**RÍO CALLEJÓN.**

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

**SANTA BÁRBARA-BUENA VISTA.**

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





LA JUNGLA.

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

KM 13.

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



CAJÁLBANA PROJECT,  
PINAR DEL RÍO  
PROVINCE.



DESCRIPTION:

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

INVESTMENT TYPE:

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

CUBAN PARTY:

Commercial Caribbean Nickel S.A. (CCN).

ESTIMATED INVESTMENT:

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

LOCATION:

La Palma municipality, Pinar del Río

MARKET:

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

ESTIMATED RESULTS:

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

CONTACTS:

Commercial Caribbean Nickel S.A. Corporate Division  
Email: ccn@ccn.co.cu  
General Division  
Email: agongora@ccn.co.cu  
Tel.: (53) 78624601 / 78624602 / 78624608 / 78644164  
Business Management  
Email: isidro@ccn.co.cu







SAN FELIPE  
PROJECT,  
CAMAGÜEY  
PROVINCE.



|                       |   |
|-----------------------|---|
| DESCRIPTION:          | Some 300 million tons of lateritic mineral of nickel and cobalt are deposited in this area, that could be processed to obtain saleable nickel and cobalt products.<br>Project objectives are to carry out studies for the development and future exploitation of the field, including geological investigation, technological development, drawing up basic engineering and the technical-financial feasibility study (EFTE). |
| INVESTMENT TYPE:      | International economic partnership, via the risk contract type, for the stage of drawing up the feasibility study. Once concluded, a Joint Enterprise would be incorporated to be in charge of the execution of the Project including drawing up the detailed engineering, procuring, building, starting up and operation of the factory.   |
| CUBAN PARTY:          | Commercial Caribbean Nickel S.A. (CCN)  |
| ESTIMATED INVESTMENT: | Up to the present time, a conceptual study has been carried out; its figures need to be confirmed by geological, metallurgical studies and future economic calculations. We estimate 25 million USD for the first phase and a total Project cost of between 2 500 - 3 000 million USD (with a 15 % contingency factor). This figure will be made more precise in the EFTE.  |
| LOCATION:             | Camagüey municipality, <a href="#">Camagüey</a> province.   |
| MARKET:               | The market for nickel and cobalt should grow in the coming decades due to the development of emerging countries and what stainless steel, the manufacture of hybrid autos and the great demand for their batteries will require, as well as the continuous development of nanotechnology that needs both nickel and cobalt.   |
| ESTIMATED RESULTS:    | Annual production of 50 – 60,000 t of nickel + cobalt, metallurgical recovery: Ni: ~88 %; Co: ~86 %. Mineral Resources: 300.0 million tons (0.9 % Cut Off for Ni).  |
| CONTACTS:             | Commercial Caribbean Nickel S.A. Corporate Division<br>Email: <a href="mailto:ccn@ccn.co.cu">ccn@ccn.co.cu</a><br>General Division<br>Email: <a href="mailto:agongora@ccn.co.cu">agongora@ccn.co.cu</a><br>Tel.: (53) 78624601 / 78624602 / 78624608 / 78644164<br>Business Management<br>Email: <a href="mailto:isidro@ccn.co.cu">isidro@ccn.co.cu</a>   |



SAL GEMA  
(MINERAL SALT)  
PUNTA ALEGRE.



|                       |  |
|-----------------------|--|
| DESCRIPTION:          | The project objective is to draw up the technical-financial feasibility study and should it be shown as feasible, commission the Sal Gema Punta Alegre deposit, applying dissolution and solar crystallization and/or heat evaporation; the last of these is foreseen as constituting the fundamental production of this project to ensure very high quality salt.   |
| INVESTMENT TYPE:      | At risk international economic partnership to draw up the technical-financial feasibility study for Sal Gema Punta Alegre deposit, with a view to its commissioning and sales; everything with a view to the subsequent creation of a Joint Enterprise to exploit the resources that are economically feasible.  |
| CUBAN PARTY:          | Geominera S.A.   |
| ESTIMATED INVESTMENT: | As a preliminary, we have prepared a minimum program up to the drawing up of the technical-financial feasibility study, for an estimated 1.38 million USD.   |
| LOCATION:             | Chambas municipality, <a href="#">Ciego de Ávila</a> province  |
| MARKET:               | Given the specific conditions of this field, made up of breaches of mineral salt, with an average grade of salt (in the zone of the project) of 73.49% (Martínez Salcedo, et al. 1985), with 10 - 40 % of impurities, and with potential coverage of over 150 m, the most appropriate exploitation method is the one where salt is dissolved in situ to obtain a brine for the high technology industrial process. With this method, besides being the least expensive, the need to manage sterile matter remaining in the extraction chambers is avoided, including most of the insoluble residue present in the mineral salt breach. |
| CONTACTS:             | General Division<br>Email: <a href="mailto:gustavo@gmsa.cu">gustavo@gmsa.cu</a><br>Business Division<br>Email: <a href="mailto:vazquez@gmsa.cu">vazquez@gmsa.cu</a><br>Website: <a href="http://www.gmsa.cu">www.gmsa.cu</a><br>Tel.(53) 76902741 Ext. 105   |

